



City of Stuart

AGENDA

REGULAR MEETING OF THE STUART CITY COMMISSION

JUNE 27, 2022

AT 5:30 PM

COMMISSION CHAMBERS

121 SW FLAGLER AVE.

STUART, FLORIDA 34994

CITY COMMISSION

Mayor Merritt Matheson

Vice Mayor Troy McDonald

Commissioner Becky Bruner

Commissioner Eula R. Clarke

Commissioner Mike Meier

ADMINISTRATIVE

City Manager, David Dyess

City Attorney, Michael J. Mortell

City Clerk, Mary R. Kindel

Agenda items are available on our website at <http://www.cityofstuart.us>
Phone: (772) 288-5306. Fax: (772) 288-5305. E-mail: mkindel@ci.stuart.fl.us

In compliance with the Americans with Disabilities Act (ADA), anyone who needs a special accommodation to attend this meeting should contact the City's ADA coordinator at 772-288-5306 at least 48 hours in advance of the meeting, excluding Saturday and Sunday.

If a person decides to appeal any decision made by the Board with respect to any matter considered at this meeting, he will need a record of the proceeding, and that for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

(RC) next to an item denotes there is a City Code requirement for a Roll Call vote.

(QJ) next to an item denotes that it is a quasi-judicial matter or public hearing.

WHAT IS CIVILITY? Civility is caring about one's identity, needs and beliefs without degrading someone else's in the process. Civility is more than merely being polite. Civility requires staying "present" even with those persons with whom we have deep-rooted and perhaps strong disagreements. It is about constantly being open to hear, learn, teach and change. It seeks common ground as a beginning point for dialogue. It is patience, grace, and strength of character. Civility is practiced in our City Hall.

PUBLIC COMMENT: If a member of the public wishes to comment upon ANY subject matter, including quasi-judicial matters, please submit a Request to Speak form. These forms are available in the back of the Commission Chambers, and should be given to the City Clerk prior to introduction of the item number you would like to address.

CONSENT CALENDAR: Those matters included under the Consent Calendar are self-explanatory, non-controversial, and are not expected to require review or discussion. All items will be enacted by one motion. If discussion on an item is desired by any City Commissioner that item may be removed by a City Commissioner from the Consent Calendar and considered separately. If an item is quasi-judicial it may be removed by a Commissioner or any member of the public from the Consent Calendar and considered separately.

QUASI-JUDICIAL HEARINGS: Some of the matters on the Agenda may be "quasi-judicial" in nature. City Commissioners will disclose all ex-parte communications, and may be subject to voir dire by any interested party regarding those communications. All witnesses testifying will be "sworn" prior to their testimony. However, the public is permitted to comment without being sworn. Unsworn testimony will be given appropriate weight and credibility by the City Commission.

ROLL CALL

PLEDGE OF ALLEGIANCE

PRESENTATIONS

1. 2024 STRATEGIC PLAN PROGRESS UPDATE

COMMENTS BY CITY COMMISSIONERS

COMMENTS BY CITY MANAGER

APPROVAL OF AGENDA

COMMENTS FROM THE PUBLIC (3 Minutes Max.)

CONSENT CALENDAR

2. APPROVAL OF 06/13/2022 CCM MINUTES (RC)
3. DECLARING THE 2022 ELECTION AND EARLY VOTING SCHEDULE (RC):

RESOLUTION No. 57-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, DECLARING THE GENERAL MUNICIPAL ELECTION FOR AUGUST 23, 2022; PROVIDING FOR EARLY VOTING BEGINNING ON AUGUST 13, 2022 AND ENDING ON AUGUST 20, 2022 AT THE SUPERVISOR OF ELECTIONS OFFICE, 135 SE MARTIN LUTHER KING, JR. BOULEVARD, STUART, FL; AND PROVIDING FOR VOTING AT REGULAR PRECINCTS ON ELECTION DAY; PROVIDING AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

4. REQUEST TO SEEK APPROPRIATIONS FUNDING (RC):

RESOLUTION No. 60-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA AUTHORIZING THE PUBLIC WORKS DEPARTMENT TO RETAIN JORDAN CONNORS ON BEHALF OF THE CITY TO ASSIST THE CITY IN ITS PURSUIT TO OBTAIN FUNDING FROM THE FREEDOM FIRST BUDGET FUNDS REMAINING AFTER DISBURSEMENT TO THE FIRST RESPONDERS; AND SUBSEQUENTLY APPROVE THE EXPENDITURE OF ANY ADDITIONAL FUNDS ALLOCATED BY THE STATE FROM THE 2022-2023 BUDGET TO FUND THE STORM WATER PROGRAMS THAT ARE CURRENTLY SHOVEL READY; PROVIDING FOR AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

5. APPENDIX A; RATES AND FEE ADJUSTMENTS (RC):

RESOLUTION No. 61-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA ADOPTING APPENDIX "A" BY AMENDING CHAPTER 10 AND CHAPTER 36 OF THE CITY'S CODE OF ORDINANCES, AND PROVIDING AN EFFECTIVE DATE.

END OF CONSENT CALENDAR

COMMISSION ACTION

6. LETTER TO USCG RELATED TO A PROPOSED RULE CHANGE TO OPERATION OF THE ST. LUCIE RIVER DRAWBRIDGE (RC):

RESOLUTION No. 59-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AUTHORIZING A LETTER TO THE UNITED STATES COAST GUARD (USCG) EXPRESSING ITS POSITION ON A PROPOSED RULE CHANGE TO THE OPERATION OF THE DRAWBRIDGE OVER THE SAINT LUCIE RIVER; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

ORDINANCE SECOND READING

7. TREE REMOVAL PENALTIES TEXT AMENDMENT (RC):

ORDINANCE No. 2491-2022; AN ORDINANCE OF THE CITY OF STUART, FLORIDA, AMENDING CHAPTER V, RESOURCE PROTECTION STANDARDS OF THE CITY'S LAND DEVELOPMENT CODE; AMENDING SECTION 5.05.08 PENALTIES FOR THE WRONGFUL REMOVAL OF TREES; REPLACING ORDINANCE 2478-2022; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR CODIFICATION; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

8. **(CONTINUED TO DATE CERTAIN OF JULY 11, 2022 CCM)** REPEAL & REESTABLISH CHAPTER 36, ARTICLE V, CODE OF ORDINANCES (RC):

ORDINANCE No. 2488-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, REPEALING AND REESTABLISHING CHAPTER 36, ARTICLE V, COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS OF WAY, OF THE CITY OF STUART CODE OF ORDINANCES; PROVIDING INTENT AND PURPOSE, APPLICABILITY AND AUTHORITY TO IMPLEMENT; PROVIDING DEFINITIONS; PROVIDING FOR NOTICE OF TRANSFER, SALE, OR ASSIGNMENT

OF ASSETS; PROVIDING FOR REGISTRATION FOR PLACING OR MAINTAINING COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS-OF-WAY; PROVIDING THE REQUIREMENT OF A PERMIT; PROVIDING FOR APPLICATION REQUIREMENTS AND REVIEW PROCEDURES; PROVIDING FOR CONSTRUCTION METHODS FOR PLACING OR MAINTAINING FACILITIES IN PUBLIC RIGHTS-OF-WAY; PROVIDING DEVELOPMENT AND OBJECTIVE DESIGN STANDARDS; PROVIDING FOR INSURANCE AND INDEMNIFICATION; PROVIDING FOR FEES AND TAXES; PROVIDING FOR A RESERVATION OF RIGHTS AND REMEDIES; PROVIDING ENFORCEMENT AUTHORITY; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITIES; PROVIDING FOR AN EFFECTIVE DATE.

ORDINANCE FIRST READING

9. PROPERTY MAINTENANCE CODE CHANGES (RC):

ORDINANCE No. 2496-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AMENDING THE EXISTING SECTION 10-59 THROUGH 10-84; SECTION 26-30; AND SECTIONS 42-38 THROUGH 42-305; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR AN EFFECTIVE DATE, AND FOR OTHER PURPOSES.

DISCUSSION AND DELIBERATION

ADJOURNMENT

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Michelle

Title of Item:

2024 STRATEGIC PLAN PROGRESS UPDATE

Summary Explanation/Background Information on Agenda Request:

Results of implementation of Strategic Plan created in 2013.

Funding Source:

N/A

Recommended Action:

Accept and offer direction for next phase of planning.

ATTACHMENTS:

1. 2024 Strategic Plan Update Part 1
2. 2024 Strategic Plan Update Part 2
3. Stuart 2024 Strategic Plan -Update Presentation (003)

MEMORANDUM

RE: Stuart 2024 Strategic Plan
Goals, Objectives, Strategies and Performance Measures

TO: City Manager David Dyess

FROM: Project Manager Michelle Lee Berger

DATE: June 20, 2022

Purpose

In pursuit of the Vision and Mission for the City of Stuart, the Strategic Plan from 2013 offered four strategic goals, ten multi-part supportive objectives and 23 strategies to meet the objectives and goals. While the four goals were intertwined and/or complimentary and not ranked, the relative importance of Objectives and Strategies are shown in ranking order within the scope of each goal. The original plan is included here at the end, for your reference, as Exhibit B.

The Four Strategic Goals were crafted as follows:

Stuart 2024 Strategic Plan: Building Community...

1. As a desired destination with new great places.
2. Through neighborhood pride and identity.
3. By attracting people through a business friendly, entrepreneurial environment, and lifestyle enriched by cultural arts, sports and recreation, education, special events and celebrations.
4. Through attractive infrastructure to enhance urban and natural environments.

This document will offer detailed updates to each goal, objective and strategic action step identified within the original plan adopted by the Stuart City Commission on December 9, 2013. The purpose of this document is to summarize the efforts of staff to fulfil the Strategic Plan, potentially clearing the way to continue to build on identified strategies in place and prepare a new Strategic Plan for the next decade.

Format

Considering the large amount of context within the Strategic Plan, this document is written in a way that will be easily understood. The action steps of the Strategic Plan that called for an outcome will be written out, as they appeared in the document, with the assigned lead department and target date for completion. After each of these, the sentences in blue will be the response offered from that department leader. Each department leader responding was asked to be as concise as possible, understanding that this document could easily become unnecessarily lengthy.

Strategic Implementation and Execution

The Stuart City Commission in 2013 invested time, money and efforts in creating a Strategic Plan that included many stakeholders. These stakeholders included staff, the business community, residents and non-profit leaders. Together, the collective thoughts, dreams and professional ambitions for the City were memorialized with the creation of the document.

The successful outcomes were accomplished over the years with management and the staff leadership team ensuring the entire document became part of the culture of accountability within the City. Not just as a checklist of what to accomplish, but how to bring it to life each day. This is evident in the references

and linkages made within annual performance measurements. An example of this is offered as [Exhibit A](#) in the back of this document. As progress was made over the years, the culture of accountability, to get things done as envisioned, morphed the organization. More accurately stated, the Strategic Plan jumped off the pages of the paper and manifested organically as the driving culture of the City.

The Vision, Mission and Leadership Credo (“Leadership Credo” may also be known as “Values”) became part of a woven tapestry of art, representing the City of Stuart as a whole. Not just for the people that work within the organization, but also for the supporting non-profits, area businesses and residents.

The large quantity of projects accomplished, combined with the fulfilment of intent and desire to maintain Stuart’s historic small-town charm, is commendable. Credit should be given to both the creators of the plan and each of the leaders that brought it to life. This is a great case study in how formal strategic planning has a strong positive relationship with implementation. Deliverables and achievements occur when consistently mediated by managerial involvement, which we can see was achieved as well.

The time span from 2013 to present contain both steady waters and absolutely uncharted waters, especially the last couple of years. Having a great map, a Strategic Plan for where the organization was going, what it needed to achieve, how it needed to achieve it and by when, offered unquestionable guidance and provided salient leadership, even in the face of stakeholder uncertainty.

What Else

While the concise answers for each individual project and action step are appropriate, there are a couple of areas that were worth offering additional insight: water quality and social connectivity.

Water Quality Improvement

The water quality call out within the document offered a vague instruction to improve the conditions. The metrics for improving the conditions are different depending on the reference of “water”. In an effort to give a clearer picture of the *significant improvements and efforts made in removing toxins* from the environment with specific measurements, the following information highlights water quality improvements efforts.

Potable Water:

- Commissioned the construction of a \$2.1 million Perfluorinated Chemical (PFC) Pre-Treatment Facility to decontaminate water drawn from the surficial aquifer.
- Commissioned the construction of a \$25 million Alternative Water Supply Project including the construction of a 1.5 (mgd) Floridan Aquifer well and Reverse Osmosis treatment facility.

Environmental Water Quality:

- Completed the multiyear septic-to-sewer conversion infrastructure (2020).
- Completed all Basin Management Action Plan (BMAP) capital projects and programs designed to reduce the City’s Total Maximum Daily Load (TMDL) contribution to the St. Lucie River.
- Designed and constructed restoration and water quality capital improvements to Haney and Poppleton Creeks.
- Partnered with Students4H2O, Rivers Coalition, ORCA, and other local organizations for river and coastal “cleanup” events, promoting programs like the TerraCycle waste and plastic bag

collection receptacles in the downtown area, and the enactment of Polystyrene and Plastic Ordinance (2019).

- Identified a “River Advocate” among city staff and committed to legislative and agency advocacy efforts to modify the Lake Okeechobee Regulation Schedule in a manner that reduces and eliminates destructive freshwater discharges to the St. Lucie River. Future discharges following the adoption of the 2022 Lake Okeechobee System Operating Manual (LOSOM) are expected to be reduced by up to 37%.

Social Connectivity Through Recreation Division Activities

Throughout the Strategic Plan, the intent to create more inclusivity and social outreach was evident. Below are the activities and outreach which grew over the years since the 2013 inception of the Plan.

Community Outreach & Wellness Activities

- Family Movie Nights
- Easter Egg Hunt
- Santa’s City Lights
- FatherFest
- Pop up and Shop
- Miracle on 10th Street
- Diaper Pantry
- Dad’s Club
- Teen Nights
- Senior Congruent Meal Program

10th Street Community Center

- East Stuart Youth Initiative.
A collaborative partnership with Tykes & Teens and Stuart Police Department (Funded by Children’s Services Council of Martin County)

Wellness

- Sailfish Sprint – 5k Fun Run as a part of the Marathon of the Treasure Coast
- Yoga
- Aerobics

Athletic Programs using City Facilities

- **Friday Night Hoops** – City of Stuart Program: Youth basketball program facilitated on Friday evenings from 6pm – 9pm throughout the school year at the Stuart Middle School Gym. The program is open to students from 4th Grade up to 12th Grade.
- **Live Action Lacrosse** – Private provider: Youth Lacrosse program that uses the All-purpose and Football fields at Guy Davis Park for practices and home games for both girls and boys teams at Stuart Middle School.
- **Martin County South Youth Football Club** – Sanctioned Pop Warner team: Youth football provider that will use fields at Guy Davis Park for practices and game play during their season from July – November each year. Program participants are ages 5 years, up to 15 years old.
- **Martin County North Little League** – Sanctioned Little League: Youth baseball provider that uses fields at Sailfish Park and Guy Davis Park for practices and game play during the Little League season from January – May each year. Program participants are ages 5 years, up to 15 years old.
- **Adult Soccer** – Local area residents: Adult soccer players that rent the All-purpose fields at Guy Davis Park to play games several time per week, throughout the calendar year.
- **Adult Kickball** – Private Provider: Adult kickball for players registered with the provider that rents the All-purpose fields at Guy Davis Park. The provider schedules several 10-week season sessions per year, throughout the calendar year.
- **Martin County North Stars** – Travel Baseball teams: Competitive Youth Baseball teams that use the fields at Sailfish Park for practices to prepare for playing in organized tournaments. Participant ages are based on team needs.

- **MLP** – Private Provider: Youth baseball provider that uses the fields at Sailfish Park and Guy Davis Park for practices and games during a Fall season, September – November. The league is meant to be an introductory and instructional league, with an emphasis on learning and improving skills as opposed to competitive game play.
- **Stuart Middle School** – Martin County School Board: Uses the all-purpose fields at Guy Davis Park for playing home Soccer and Lacrosse games during the season for these sports, typically February – April.
- **Barefoot Lacrosse** – Private Provider: Girls Lacrosse Camp being facilitated at Guy Davis All-purpose fields during the dates of March 30th – April 3rd. Additional uses are not scheduled at this time.
- **Babe Ruth World Series**
- **Pre-school sports and home school sports with YMCA**

The following pages provide the summary of responses for each recorded goal and their subsequent strategies. If the concise responses do not offer a full enough explanation of the result, more information can be provided by the identified lead department for the specific strategy.

Strategy implementation is the process of turning plans into action to reach a desired outcome. Essentially, it's the art of getting stuff done. The success of every organization rests on its capacity to implement decisions and execute key processes efficiently, effectively, and consistently. While developing a strategy is one of the first steps to implementing organizational change, the implementation itself is vital to (a City's) success. Without an efficient implementation process, even the best-laid plans may not come to fruition. – [Harvard Business Review](#)

The South's Best Small Towns 2022



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Goal: Building community as a desired destination with new great places.

1. Compose and adopt a phased Downtown Redevelopment Program with a phased development plan and schedule (with anticipated CRA and other funding) to advance City's Vision, highlight Centennial theming and integrate the following (Target date 2014) Lead – CRA

- a. Consideration of past planning, including "Duany Plan"

Duany Plater-Zyberk completed a plan for the original CRA and developed Urban Codes. Duany created a plan designed to re-establish the area into human-scaled, pedestrian-friendly urban neighborhoods and introduced on street parking, traffic calming and streetscape improvements. Much of the Duany plan was successfully implemented in the Historic Downtown area of the City.

- b. Site plan and land use mix decisions as retail, hotel, restaurant, public promenade, recreation and outdoor seating and parking/parking structure

The downtown has welcomed several new mixed-use projects, with a mix of retail, office space and luxury condominiums. The CRA's most visible successes have included streetscaping, infrastructure improvements, public safety complex, improved on-street parking, outdoor seating program, and increased dockside access.

- c. Coordinated circulation for vehicles (road/rail) and safe non-motorized/pedestrian movement with wayfinding signage (such as kiosks)

Wayfinding signage program was implemented in 2019 and new kiosks were installed in downtown and A&E District in 2021.

- d. Spoto's restaurant building and property use

This is now the Mulligan's Restaurant. They have a long-term lease agreement with the city.

- e. City Hall relocation and property use; transition of uses

In 2020, the City purchased the Wells Fargo building to relocate the City Hall. The CRA purchased the adjacent parcels for redevelopment opportunity.

- f. Riverwalk Promenade expansion (St. Lucie to Colorado Ave); enhanced use of city hall dockage

Riverwalk Promenade expansion completed. Courtesy dockage at City Hall currently be redesigned with a wave attenuation option. RFP 2022-202 was awarded to Cummins Cederberg, Inc. of Jupiter, Florida within Resolution No. 32-2022 during the March 28, 2022 regular Commission meeting. While this design is taking place, an invitation to bid has been advertised to replace two of the boat slips. Advertisement for the ITB was

done on March 25th, 2022. An award of the ITB is expected during the May 9, 2022 Commission meeting.

- g. Triangle property use

In 2013, the CRA borrowed a loan from lending institution in the amount of \$1,275,000 to purchase the 1.6 acres Triangle Property located in downtown Stuart. In 2016, the New Urban Communities secured a 99-year lease for the development of rental apartment complex.

- h. The Flagler Center use (i.e. rental, transition use, entertainment center, culinary or fine arts school, or similar; restaurant / banquet hall)

MainStreet has a lease agreement with the city to use the facility as an event venue.

- i. Involvement of Stuart Mainstreet, Downtown Business Association; other key constituencies

The CRA continues to work with Stuart MainStreet, DBA and A&E District board to promote economic growth and the future vision of Downtown Stuart.

- j. Integrated uses / activities of Colorado Ave. District

In coordination with The Arts Council of Martin County and the businesses on Colorado Avenue and surrounding area, the CRA established a boundary and created "The Creek" Arts and Entertainment District to sustain established arts and cultural uses in the area and promote new arts and cultural uses in the neighborhood.

- k. Analysis / feasibility of funding (i.e. leasing; Downtown Development Taxing District; Integration with Long-Range Transportation Plan; and coordination with Treasure Coast Regional Planning Council (signage funding, etc.); public private partnerships, etc.)

This is an ongoing coordination with the MPO, TCRPC and other agencies for funding opportunities and partnership.

2. Begin future phases of Memorial Park Improvements, (Target date 2015) Contingent on CIP funding. Lead – Public Works

Working group for Phase 4 consists of Milton Leggett, Jim Chrulski, and Michelle Berger. Group working with Culpepper and Terpening, Inc. to design an amphitheater as originally planned.

3. Position City for Amtrak use of FEC right of way and train station location by regular participation in the location assessment and communication with Florida East Coast Industries / All Aboard Florida. (Target date 2016) Lead – City Manager

Amtrack decided not to run, however Brightline passenger rail will run and we are regular participating in discussions about location assessment.

4. Support catalyst development at Northpoint by: (Target date 2016) Lead – Development

- a. Ensuring City's efficiency through development services for SDG Development and Salt Life Restaurant

Northpoint - SDG entered into a 45-year lease agreement with City 2006, 2006 restatement 2010 - and Site Plan approval 2006, then variances 2012, 2016 - Lease Assignment assumed 2014 - Mandody – Northpoint Ventures... Development did not proceed

- b. Preparing scope of work and cost estimates for the 2 acre Heart of Haney project in 2014 which includes a preserve area maintenance program, and by 2015, approving an attractive development scenario.

The scope of work has been created and shared with Culpepper & Terpening Inc., civil engineers under continuing services contract with the City, to design. Deliverable expected during FY 2022.

- c. Support a viable water taxi service (Target date 2017)

Water Taxi Service – Awaiting suitable application/development to partner - no City funding allocated – question of how service could be viable.

5. Expand upon Colorado Ave. improvements by: (Target date 2016) Lead – CRA

- a. Monitoring CDBG grant obligations / close out Colorado Streetscape project

The project included streetscaping, landscaping, decorative lighting, round-a-about, bike lanes, sidewalks, and crosswalks. The CRA received a CDBG award in the amount of \$750,000 for redesign of the project. The construction was completed in March 2013.

- b. Completing final design and construction of Kindred Street improvements (Target date 2015)

The project included construction of sidewalk, along with associated pedestrian lighting, crosswalks, bike lanes, on-street parking, landscaping, medians, and a tram stop. These improvements provide accessibility and pedestrian connectivity to the adjacent businesses along the corridor, as well as, promote alternative modes of transportation. The City received a TAP grant of \$333,802.00 to pay for a portion of the project. The construction was completed in 2019.

- c. Completing final design / funding of gateway feature incorporating public art. (per the plan)

A gateway signage family concepts have been developed for major entry points to the City and downtown/districts. This project is in progress.

Goal: Building community through neighborhood pride and identity.

1. Create city-wide, citizen supported framework for Neighborhood Improvement Plans (consistent with CRA projects and planning areas) through neighborhood group or City initiative among 11 planning areas. (Lead – Development) At minimum, plans should be:

- a) Linked by a comprehensive mobility plan, with eligibility for grant funding and promoting safe vehicular and non-vehicular circulation city-wide. Target Date: 2013

Program partially funded by the Transportation Alternatives Program in the amount of \$590,748 with grant deliverables in FY2022-2023. The Transportation Alternatives Program (TAP) is a reimbursement-type grant program. The program provides for an 80 percent federal share and a 20 percent match will be required from the eligible sponsor. In FY24, continued improvement includes construction of Riverside Park neighborhood improvements (sidewalks, on-street parking, streetlights, bike racks).

- b) Promote community safe places and establish crime watch / block watch type of programs. (Lead – Police)

The City of Stuart's strategic plan was created in 2013 with plans to incorporate community safe places, crime watch, and block watch programs targeting neighborhoods for better police relations with the public. The Mission, Value, and Vision statement of the police department has remained true to the commitment by aiming resources on building better relationships with the community, even when the changes in leadership at the police department have changed.

During the COVID pandemic, we redirected our efforts to more social distancing events, such as drive-thru trunk-or-treats. In the same year when Stuart's Annual Christmas Parade was canceled, we again provided a drive-thru winter wonderland experience with Santa in Flagler Park, again a very successful event. As the pandemic falls behind us, we continue to press for more community engagement. We have ramped up efforts and have reengaged with neighborhoods throughout the city and are delighted to see that we have added some new Crimewatch neighborhoods, including East Stuart. The social media pages of the police department document all the happenings that the police department offers. The police department uses this to gauge the satisfaction our programs get from the community. We steadfastly provide for the community and have maintained this commitment through tough times.

2. Accommodate beautification and placemaking / branding which promotes local history and identity through landscaping, traffic calming, signage and other techniques. Through various workshops attended by staff upon request, convey such initiatives guidelines and models from other communities to interested neighborhoods. Target Date: 2015 (Lead – Public Works)

Wayfinding signage program was implemented in 2019 and new kiosks were installed in downtown and A&E District in 2021. New consideration is currently being given to branded signage throughout all CRA districts with feedback from community and volunteer boards.

3. Accommodate citizen-based formation of neighborhood organizations by providing guidelines and/or templates from other communities; include social media tools. Enable enhanced two

way communication with City government (i.e. water/sewer alerts); establish crime watch / block watch programs. Neighborhood workshops will be attended by staff upon request. Target Date: 2015 (Lead – Development and Police)

The police department, over the years, has doubled the size of the Community Relations Unit (CRU) and has added to existing programs of outreach and education along with impromptu events for the community. These new programs have morphed into a successful representation of the City of Stuart. The police department created Cops and Bobbers and Cooking with the Cops with coordination from the 10th Street Civic Center staff and the ESYI (East Stuart Youth Initiative)" program. Most recently, "Cops Are Real People" (CARP), and "Girl Power" was created to target youth and develop relationships with the police department on a more personal basis. In brief, these programs give youngsters the ability to be with police officers in a real-world setting, which involves real-talk and group conversations. These programs are very successful. We have also maintained close relationships with HOA's within the city and provided the citizenry with many avenues of education, including Crime Prevention, Fraud, and Active Shooter presentations for businesses. The police department also offers a citizens academy and is very involved in the Martin County Leadership program.

4. Encourage and accommodate neighborhood-based initiatives, events and/or programming (i.e. community gardens, pot luck dinners, picnics, sponsorships of holiday parade floats / participation, or other activities) which appeals to all groups especially young families. (Lead – Community services)

Neighborhood gardens

- Community Garden – started in 2020 - license agreement with House of Hope (currently being renewed).
- 10th Street Children's Garden @ the Community Center Ag extension partner.

Neighborhood Events

East Stuart

- Miracle on 10th Street – Christmas gift collection/distribution
- Juneteenth & Florida Juneteenth
- MLK Festival
- New Teen Program
- East Stuart Youth Initiative After School Program – M-F 52 weeks a year
- Dance Events through the year.

City-Wide

- Hobgoblin / Haunted House
- Family Fun Movie Nights
- Tree Lighting Ceremony in Downtown
- Santa's City Lights, Memorial Park

• 3 Major Art/Craft Shows

- 52 concerts a year
- 52 Green Market (Market on Main) events
- FatherFest
- 5k Family Fun Run – Marathon of the Treasure Coast
- Yoga

National Holidays

- Independence Day & Fireworks
- Memorial Day Parade, Ceremony, distinguished Services Memorial Dedication and Smith/Turner Memorial
- Veteran's Day Parade
- Christmas Parade

Potluck Dinners

- 10th Street, Congruent Meal Program M-OF 52 weeks a year
- East Stuart Parents orientations and meals

Goal: Building community by attracting people through a business friendly, entrepreneurial environment, and lifestyle enriched by cultural arts, sports and recreation, education, special events and celebrations.

1. Empower key City staff to form an Economic Development Team, serving as ambassadors to actively recruit businesses to complete the City's mixed-use plan. Such staff will be equipped with knowledge, tools and skills to accommodate desirable development partners (i.e. development program tax and financing, proformas, grants, public-private-partnerships, permitting, code interpretation / incentives, developer agreements, etc.). Enhance staff's concierge-style development services. Target Date: 2014 (Lead – City Manager)

The city received a DEO grant to develop studies and reports. The city staff developed the Economic Development Strategy report in 2017. The city hired Apalachee Regional Planning Council to provide services to prepare the insight reports.

2. Adopt City-wide economic development strategy which asserts the City's role as a county wide economic driver and encompasses components such as (Target Date: 2014, Lead – Development)

**Economic Development Strategy – Created and Adopted in 2016-2017
Post-COVID Economic Development Plan – Under Development in 2022 via ARPA Funding**

- a. Using Sailfish Park for large medical services or other complimentary use (top priority)

We went through the RFP process for proposals to develop the Sailfish Park but it did not move forward because of all the objections from the residents/Martin County who use the ballfields. I think the current board has a different vision for the park – keeping it green space.

- b. Emphasizing expanded light industrial businesses; building on established hubs, namely medical services; center of government, legal and banking services; marine industries (including manufacturing, marine based recreation, and tourism); hospitality and recreational / entertainment; office and commercial / retail; and for each, stimulate new, compatible spinoff economic development

In 2016-2017, the City applied for and was designated as a Competitive Florida Partnership community. The objective of participating in this partnership was to develop a unique community supported strategy that capitalized on the City's assets and partnerships. Resolution No. 63-2017 adopted the Economic Development Strategy and Resolution No. 22-2018 formally approved the budget amendment accepting the associated Department of Economic Opportunity (DEO) grant for \$40,000. Reports were created for the City during this time by the Apalachee Regional Planning Council (ARPC) to fulfill a deliverable made possible by the DEO grant. ARPC worked with young professionals to create an Action-Oriented Insights Report which provided feedback from community surveys. Additionally, the same survey methodology was used to gain insight and feedback from the business community. The outcomes were action-based steps to enhance and capitalize on its strengths of community, place and economy. These reports are available as Exhibit C at the end of this document.

- c. Establishing a substantial employment base

The Apalachee Regional Planning Council (ARPC) finalized another community survey report to garner information about workforce development. This was another benefit of the award and designation in 2019 as Competitive Florida Partnership from the DEO, which was built on the programmatic ideal that communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage.

- d. Attracting a corporate leader for clean industry (i.e. headquarters)

Many businesses have started and expanded. One standout in this category is Hog Technologies, which expanded to a 65,000 square foot facility in Stuart, adding over 100 employees. The president and founder of the company was named Stuart/Martin Chamber of Commerce Business Person of the Year in 2017. On March 5, 2019, U.S. Senator Marco Rubio highlighted the company and recognized it as U.S Senate Small Business of the Week.

- e. Embracing and paralleling STAR approach

STAR: Situation, Task, Action, Result

- f. Providing adequate parking, including Downtown, to accomplish economic development

Sailfish Park and Ride and the associated, grant funded Downtown Courtesy Tram system was developed to alleviate congestion and provide additional parking options. Additionally, the Courtesy Boat Docks accommodate visits from boaters.

- g. Supporting success for small businesses based in East Stuart (i.e. incubation, SCORE, and other state, regional, or Federal program support)

The main metric for business growth may be the number of business licenses the City processes annually. In 2014, there were 126 business licenses recorded within the City. This number has consistently grown annually, with 2021 culminating to 315 processed. Including this year's current results, the City is experiencing approximately 200% increase in the number of business licenses processed annually versus 2013 when the Strategic Plan was first initiated.

Incubation - The City/CRA applied for the CDBG for the purchase of the Willie Gary building in East Stuart for a training center.

- h. Fully implements "Shop Local Shop Smart" (SLSS) in 2014 (Lead – CRA) by: partnering with the DBA for joint promotional marketing funding, maintaining public relations and social media, serving as the hub for promotional materials, and surveying businesses and downtown customers annually to evaluation program effectiveness, improvement or sunset (Target Date: 2015)

The CRA continues to support by providing funding for shop local promotions/marketing and businesses in downtown to maintain a vibrant downtown.

- i. Seeking vocational / technical and / or higher educational partnerships for workforce readiness

Partnering with Boys and Girls Club and IRCC to support the programs for the proposed training center in East Stuart pending CDBG award.

3. Improve and sustain Community Services events, roles, and programs by:

- a. Designing 4 special event “templates” for Downtown, Flagler Park, and Memorial Park (partnership with Stuart Mainstreet, DBA, or others)

While we have several layouts we use for established events; we have found that due to the nature of the parks and the scale of the events that template was limiting design variables. However, all our events have specific general layouts. However, they are customized to fit each event - as a part of our special event management service practices.

- b. Completing one new project at Community Center each year by the Community Services Advisory Board by the Community Services Advisory Board

The board was unofficially dissolved in (circa) 2015-16 due to lack of quorum from city residents. It was recently taken off the ‘roster/list of advisory boards’ in FY21.

- c. Acquiring portable kiosks

When the plan was adopted, it was the hope to create digital kiosks. The MC Tourism Development Council agreed that Stuart would be the model for other territories to duplicate the idea. They were to be located at two areas in the downtown. However, the DBA and Stuart Main Street said they didn’t want to go ‘digital’ as they appeared too modern and preferred the printed coinage.

- d. Seeking school (public and private) partnerships / linkages for programming and/or joint facilities use (Target Date: 2013 and ongoing) Lead – Community Services

Friday Night Hoops, Stuart Middle School, ESYI / JD Parker. City of Stuart works with them on the Homecoming Parade and the parade we just held for State Championship Basketball & Jensen Beach Wrestling held 4/30/22.

4. If sufficient growth / rebound in TIF funding is realized by 2016, enhancing CRA’s effectiveness (operational / programming – Lead CRA) by:

- a) Hiring a new Downtown Planner staff position

Enhanced CRA effectiveness with the planner dedicated to CRA, not just Downtown.

- b) Supporting / partnering with Stuart Main Street by partially funding select programs and Main Street Manager

Support for Stuart Main Street in the form of a contract, which subsidizes programming and management compensation has been ongoing and recently renewed in 2022.

Goal: Building community through attractive infrastructure to enhance urban and natural environments.

1. Continually increase advocacy, strategic alliances, and public visibility to achieve short and long term solutions for the St. Lucie River Estuary water improvement. Such actions shall include partnership with the Rivers Coalition, Treasure Coast Council of Local Governments, 16-County Lake Okeechobee Coalition, land owners, industry groups, and select others to affect action by appropriate local, regional, state, and Federal officials. Target Date: Ongoing. Lead – City Manager

Continued collaboration with neighboring and outside agencies to promote a regional approach. Solution oriented discussions have led to numerous official resolutions in support of the environment and water quality initiatives. The role of Communications and Special Events / Project Coordinator morphed in 2018 to include environmental advocacy. Ben Hogarth, in that role, continues to be the City's advocate, attending meetings in boardrooms and in the field, reporting back to the Commission his findings and efforts.

2. Support County-wide increase in sales tax to replace lost infrastructure funding source (in part by mailing an educational flyer to residents). One half of one cent increase (with projected \$2.3 million revenue from one cent tax) needed to maintain current infrastructure, let alone fund additional projects. Target Date: 2013 or early 2014 – Lead – Financial Services

This particular county initiative failed and returned back multiple times with differing versions and results.

3. Improve the installation and efficiency of "Sign Up and Save" sanitary sewer expansion program in 4 basins (completed/underway) by June 2014, determine new funding and structure for 10 additional targeted basins – Target Mid 2014 (\$2M transferred) (Lead-Public Works)

The majority of the connections have been completed within the City; however, there are some isolated areas where there are some additional S2S conversions. For example, the Monterey Road Subdivision and the duplexes located along SE Sailfish lane. These isolated S2S conversions are not listed on the CIP due to funding. The alternative water supply project has ballooned in price and has limited our ability to complete other capital utility projects for the time being. The City decided the costs for the sewer improvements within these areas were to be borne by developers as connections occurred.

4. Design, fund and build critical road projects for better circulation, parking and economic development as follows: (Lead – Public Works) Target dates – various

- a. Reopen Stypmann Blvd. with 80+ city parking spaces (Target date 2015)

The project was not feasible without impacting existing park amenities. The City ultimately determined not to reopen Stypmann Blvd. and to leave the existing park amenities as is.

- b. Install Palm City Road right turns and corner clips (Target date 2015)

The Martin Metropolitan Planning Organization (MPO) has the US-1/Palm City Road intersection listed in the Unified Planning Work Program (FY22/23-FY23/24). In FY23, the MPO anticipates hiring a consultant to prepare a feasibility study for safety improvements at the intersection of US-1/Palm City Road. The study will consider reconstructing the southbound US-1 right by eliminating the free-flow right and replacing it with a hard right turn lane at the signalized intersection.

- c. Connect Bayou to SE High School Ave, with CRA partial funding (Target date 2015)

The right of ways of SE Bayou Ave and SE High School Ave do not align; therefore, it is not feasible to connect the two roads without acquiring additional land and impacting the existing lakes adjacent to Martin Luther King Blvd. The City ultimately determined not to acquire the land necessary to realign the connection.

- d. Construct Willoughby Blvd. connection with committed county funds (Target date 2017)

The Martin Metropolitan Planning Organization (MPO) 2045 Long Range Transportation Plan lists the Willoughby Blvd. Project Development and Environmental (PD&E) Study as being funded through FY21-25.

- e. Connect Martin Luther King Blvd. to US 1 if \$4 to \$10 M funding can be secured and with possible CRA funding support (Target date 2018)

The Frazier Crescent Neighborhood was not in favor of the connection of Martin Luther King Blvd. to US 1 through their neighborhood.

- f. Analyze and realign connection between 10th Street, SE Florida Street and A1A (Target date, beyond 5 year CIP ~2019+)

There are ROW constraints associated with the realignment of the connection between 10th Street, SE Florida Street and A1A. The City ultimately determined not to acquire the land necessary to realign the connection.

- 5. Assess & fund partnerships with School Board & County for joint vehicle maintenance facility at Old City Landfill, thus moving City's facility from MLK / East Stuart. Target date: 2015 (Lead – Public Works)

Previous Public Works management decided it was in the best interest of the City to a joint vehicle maintenance facility with the School Board and County at the Old City Landfill. We are currently evaluating whether or not to renovate the existing site at the corner of Georgia/MLK or move this site to the Public Works Turf and Grounds. This will be determined during the upcoming FY23 budget process.

Lowest Priority – (not ranked)

Install new equipment at Kiwanis Park in partnership with K Club. Target Date: 2015, Lead – Community Services

New barrier free park about 2016

New Bathroom about 2017

Replacement tot lot 2022

New sensitive play area 2022

Plans for replacement older play lot 2023/2024

Following TECOs natural gas lines installation Downtown, City will encourage and / or contract for same in select residential neighborhoods. Target Date: 2015, Lead – Public Works

Some line extension of natural gas has occurred for example the river house project on Seminole has a natural gas line from TECO run to it.

Reevaluate proposed Septiage Disposal Business Plan (at Old City Landfill) as new revenue source. Target Date: Mid 2014, Lead – Public Works

This did not work out, Commission was not supportive and other issues around landfill existed.

Analyze and recommend (if viable) authorizing construction, ownership and operation of Compressed Natural Gas Station at Old City Landfill. Target Date: 2014, Lead – Public Works

This was not feasible at the time it was explored however electric vehicles are currently being explored to include electric garbage trucks.

Analyze electric utility undergrounding:

- a) Assess anticipated significant costs to reengineer existing Downtown lines, then, if feasible
- b) Require for future development through ordinance. Target Date: Indeterminable, Lead – Public Works

Undergrounding project is funded and designed work will begin in 2023 for Downtown.

Exhibit A

MEMORANDUM

TO: David Ross Ph.D., City Manager
FROM: Jim Chnulski, Community Services Director
DATE: October 1, 2017
SUBJECT: Annual Report & Key Accomplishments

Community Services Department Background & Goals

In FY16, Community Services was reestablished as a department to realign with the City Charter. The reestablished Community Services Department includes four functional areas: Recreation & Public Services, Communications & Special Events, Economic Strategies, and Public Art & Design. The department has also taken a leadership role in the City's Legislative & Environmental Affairs initiatives.

Our Community Department goals were identified in the 2024 Strategic Plan adopted by the City Commission on December 9, 2013. The key department accomplishments are reflected in this annual report.

*Items identified in **BOLD & BLUE** are items Community Services recognizes and accepted as areas of responsibility.

2024 Stuart Strategic Plan - Mission

Dedicated to delivering a high quality of life to Stuart residents and visitors through:

- o Ensuring safety by complementing the Police and Fire Rescue missions.
- o Preserving historic character and small-scale, small-town charm with attractive design and planning for a vibrant urban center.
- o Supporting thriving business and commerce, while tempering "over-development" and sprawl.
- o Supporting a healthy riverine environment, waterfront activities and marine-based recreation and commerce.
- o Demonstrating helpful, polite hospitality and neighborly friendliness for residents and guests of all types and ages.
- o Striving for recognition as a cultural arts center to help increase the economic base and supporting tourism using the SwArt brand.
- o Promoting wholesome and culturally diverse programming, entertainment, education and recreation.
- o Acting smart with forward thinking and using latest technologies.

Goals and Objectives Identified in the 2024 Strategic Plan

I. Destination...*as a desired destination with new great place.*

Objectives:

1. **Build well** designed, appropriate-scaled priority projects to improve appearance & character that convey "small/old town charm" and catalyze infill redevelopment by:
 - a) Emphasizing waterfront access, core downtown integrity & attractive landscape architecture.
 - b) Accommodating festivals & cultural activities, recreation, wholesome entertainment, dining & other urban vitality.
 - c) Improving multi-modal circulation, walkability & parking.

II. Attracting People...*by attracting people through a business friendly/entrepreneurial environment & lifestyle enriched by cultural arts, sports & recreation, education, special events & celebrations.*

Objectives:

1. Direct public investment for economic drivers & a healthy business environment in established economic hubs.
2. Enrich experiences for education, wellness and personal growth by:
 - a) Sponsoring and/or accommodating outstanding cultural, arts, recreation & entertainment programs consistent with the City's vision/brand & especially appealing to young families.
 - b) Improving the quality of festivals/special events, ensuring a diversity & balance of event types.

III. Neighborhoods...*through neighborhood and identity.*

Objectives:

1. Establish planning areas to encourage neighborhood identity and cohesion, safety, beautification and maintenance, place making, safety, programming, and a pathway for neighborhood improvement projects.

IV. Infrastructure...*through attractive infrastructure to enhance urban & natural environments.*

Objectives:

1. Achieve improved water quality in the St. Lucie River Estuary.
2. Improve upon fund utility services in the near-term; the sanitary sewer installation program, and long term stormwater & potable water.
3. Ensure maintenance & service needs are funded.
4. Improve key infrastructure where possible & affordable.

Exhibit B



Stuart 2024 Strategic Plan

**ADOPTED BY THE STUART CITY COMMISSION
DECEMBER 9, 2013**

Stuart City Commission

Eula R. Clarke, Mayor
Troy McDonald, Vice-Mayor
Kelli Glass Leighton, Commissioner
James A. Christie, Jr., Commissioner
Jeffrey A. Krauskopf, Commissioner

Administrative Staff

Paul J. Nicoletti, City Manager
Michael J. Mortell, City Attorney
Sam Amerson, Public Works Director
Jim Chrulski, Economic Development & Community Services Project Manager
Teresa Lamar-Sarno, CRA Administrator
Alice Lyons, Office of the City Manager
Cheryl Miller, Designer & GIS/LIS Coordinator
Terrance W. O'Neill, Development Director
Cherie White, City Clerk
Dorothy B. Zaharako, Financial Services Director

Consultant

James Anaston-Karas, Strategic Planning, Facilitation & Advocacy
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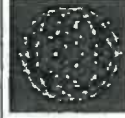


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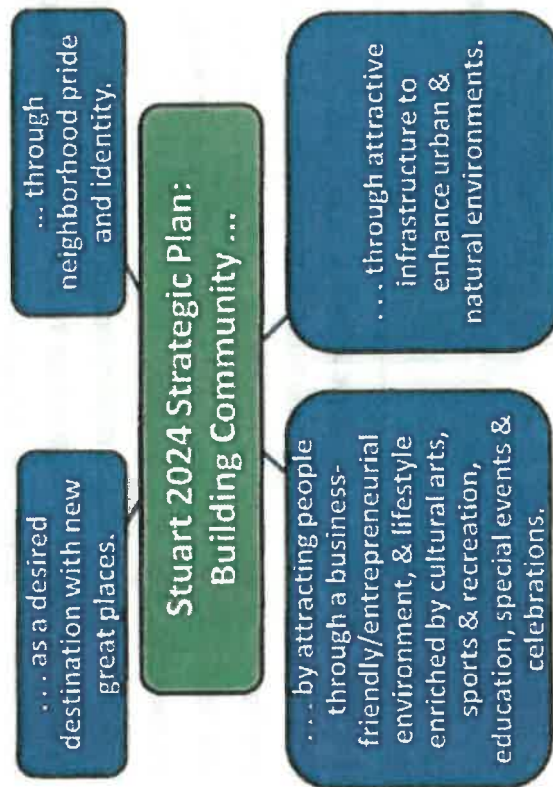
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EXECUTIVE SUMMARY

Stuart City Commissioners began their planning process in March 2013 with a synthesis of prior visioning efforts and retreats, a review of 29 key issues and projects, and a workshop analyzing Strengths, Weaknesses, Opportunities and Threats. Goals, Objectives, and Strategies have been subsequently synthesized with the assistance of a consultant, and refined at an August 2013 Commission Workshop. This Plan report summarizes principles and value of strategic planning, the planning and facilitation methods used with public input along the way, and sources consulted. Section 3 presents the Plan consisting of a vision, mission, four main goals (see Figure 1) and ten objectives ranked wherever possible to reflect the City's highest priorities. It presents 23 corresponding strategies to carry out those goals and objectives in a 10-year planning horizon, with preliminary performance measures to evaluate progress. The Plan is based on a combination of professional experience and judgment, input from senior City staff, research of prior planning efforts, and two facilitated public planning workshops with the Commission and staff. While the City's Budget and 5-year Capital Improvements Plan ultimately determine fundable projects and achievable deadlines, this Plan is intended to become part of the FY 2015 Budget to guide future city planning efforts and prioritize corresponding budget decisions. The Plan's value will be enhanced if all agenda items coming before the Commission are scored for relative compliance with the Plan, and biannual progress reports are presented to the City Commission. Recommended annual Plan updates will allow for unforeseen dynamics and ever-changing priorities.

FIGURE 1. STRATEGIC PLAN GOALS SUMMARY



SECTION 1. WHY DO A STRATEGIC PLAN?

Many Florida local governments use strategic planning to establish priorities and guide their corresponding budget decisions and work plan. While not a cure-all,^{1, 2} strategic planning is considered a valuable approach. "Strategic planning can be a useful and even an instrumental tool in achieving better government. Therefore, strategic planning takes its place among other management systems, old and new, that seeks to make public sector entities excel."³

"Strategic planning ... is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy constituents in the years ahead."⁴

¹ Jim Collins' book Good to Great, which identifies common traits of the many successful companies studied, questions the need for strategic planning. On pg. 94 he states: "... there is absolutely no evidence that the good-to-great [companies which were studied] invested more time and energy in strategy development and long-range planning."

² Bryson, finds that: "... Texas and many other governments realize that strategic planning is not a cure-all. While strategic planning is conducive to problem solving, meeting goals and objectives, and the like, it invariably will not fix every societal or other ill (p.ix.)²

³ Young, "Perspectives on Strategic Planning in the Public Sector," p. 25.

⁴ Bryson, p. ix.

Common characteristics of strategic planning are:

Vision—Developing a common “vision for the future” or a “conceptualization” of where an organization wants or desires to be in the long-term.

Assessment—Appraising or determining where an organization is currently *vis-a-vis* its goals, objectives, activities, and results.

Strategies—Identifying how an organization will actually realize its mission, goals and objectives via concrete and predetermined actions, including budgetary decisions.

Measurement—Evaluating the progress of an organization in the implementing its action strategies.⁵

Not using a strategic plan typically leads to extra work efforts and random results. Prominent business authority Peter Drucker sums up the situation... “Strategic planning does not deal with future decisions. It deals with the futurity of present decisions. What we have to do today is to be ready for an uncertain tomorrow.”⁶ A city’s strategic plan aspires to bring predictability and continuity to city decision-making, thus helping the business community work and invest in partnership to help local economies and quality of life.

One of the greatest challenges of effective strategic planning is to make priority decisions. This means ranking and ordering projects, resources, and actions, all of which may be worthy. It may also mean abandoning or delaying certain strategies, goals, or objectives, in favor of others. A Strategic Plan should be as brief as possible.

⁵ Young, “Perspectives on Strategic Planning in the Public Sector,” p. 7 with adaptation.

⁶ [Online] Available <http://www.trueyoumarketing.com/ready-aim-fire-the-real-value-of-strategic-planning.htm>, December 1, 2011.

The need for a strategic plan in Stuart is self-evident because:

- 1) the city's Comprehensive Plan does not include *strategic* direction.
- 2) the Community Redevelopment Agency (CRA) Plan, while containing strategic elements, is not city-wide.
- 3) the Mayor and Commission have embraced strategic planning as a desirable leadership tool.
- 4) the multitude of city projects, including those in earlier Capital Improvement Plans, need to be updated and coordinated to achieve focused and desired results instead of scattered benefits.

SECTION 2. STRATEGIC PLANNING METHOD EMPLOYED

Five main steps were used to compose this strategic plan, as further explained below. They were:

1. Assessment by staff of prior planning in preparation for the March, 2013 Retreat.
2. City Commission Public Workshop Retreat including SWOT on March 1, 2013.
3. Assembly of Draft Strategic Plan, based on Retreat outcomes
4. Refinement and validation by City Commissioners, individually and collectively, at a Public Workshop in August, 2013.
5. Adoption by the City Commission and implementation by City Staff, as permitted by funding considerations.

Throughout the process the consultant respected his role as facilitator to encourage creative and critical thinking, and challenge the thoroughness of strategies. He has also composed and synthesized ideas, strategies and projects into logical and actionable steps. He has also endeavored however, not to advance his own ideas or strategies so that the staff and Commission are more fully invested in the resulting Plan.

Assessment by Staff of Prior Planning -- The City Manager, working with various staff members, reviewed and assessed each of the prior "Commission Retreats" since 2006. The "nuggets" of information, beliefs, recommendations and desired results, were incorporated into a written format that current city commissioners could review and analyze as they prepared their own thoughts for the March, 2013 Retreat Workshop.

Commission Workshop Retreat including SWOT -- As part of its Retreat Workshop in March 2013, the Commission examined current conditions using the "Strengths, Weaknesses, Opportunities and Threats (SWOT)" technique. In the same workshop the Commission also reviewed a few key Capital Improvements proposals as facilitated by the City Manager. The meeting was conducted at The Flagler Center, away from the City Hall, to provide a more conducive setting for creative and "new" thinking, and purposely separate from the interruptions and routine of normal city business. It was properly noticed as a public meeting, and several members of the public and media did attend.

Strategic Planning vocabulary was reviewed with the Commission, including Vision, Mission, Values, Goals and Objectives to understand their real meaning and value for good strategic planning.

Introducing the workshop, ground rules for the facilitation and discussion were presented. Staff and some attending members of the public contributed to discussion throughout the workshop where appropriate or to answer questions.

The City Commissioners and other attendees spent the majority of time assessing current conditions using a method known as Strengths, Weaknesses, Opportunities, Threats (SWOT). The results of which are summarized below and in the following table (edited):

- Strengths which are significant and unique to a small Florida city. They were grouped in three general categories:
1) inherent assets & infrastructure; 2) programs, services, activities; and 3) staff & city management, policy & operations.
- While having “diverse neighborhoods” was perceived as a strength, the lack of neighborhood identity and neighborhood plans was a perceived weakness.
- Several catalyst projects were suggested. However, available tools and strategies, and management and policy choices seen as opportunities are largely external to the City. The catalyst projects involve some type of land development, and are deemed “catalyst” since they typically stimulate other desired surrounding development. The City is investigating all of the projects; however, City Commissioners should agree on preferred priorities to serve the purposes of this Strategic Plan and keep budget commitments realistic.
- The external threats identified are a tall order for any small city like Stuart to solve or mitigate single-handedly. A significant issue such as dwindling water supply has been partially solved by the City switching to alternative (and presumably affordable) sources, but this requires further long-range planning and requisite financing. A perceived loss of “city” identity can be mitigated through various City strategies, for example promoting distinctive urban design, neighborhood identity, place-making and branding. Hurricane readiness and disaster mitigation planning can also be pursued by the City. Other daunting issues might only be treated with partnerships (for example, Lake

Okeechobee polluted water releases, the lack of depth of the St. Lucie River Inlet, and the lack of diverse and renewable revenue sources.) While congressional dysfunction is seen as a threat, there is also a perceived opportunity to build relationships with federal, state and county legislators.

Figure 2 below presents the SWOT discussion results identified by Commissioners, staff and the public attending the March Workshop. The input is has been edited and organized in thematic groups. The items are not ranked in importance, and full consensus on these items is not implied.

Figure 2. Strengths, Weaknesses, Opportunities, and Threats (not ranked)

INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
Infrastructure: Inherent Assets Marine access & extensive waterfront Beauty of the area Small size, agile government Strong heritage and culture Major award winning hospital center Center for economic activity Destination spot Hometown feeling Downtown Hub established and recognized Brand awareness Excellent (storm/surface) water management (system) Diverse neighborhoods Mix of housing types & opportunities	Infrastructure: Land and Built Environment Transportation infrastructure lacking Vacant Land (in City) Current location of City Hall Underutilized city property Buildings with code deficiencies Homes not built to current code Underused and aging housing; underused commercial space Small residential lots Septic systems inhibit residential property redevelopment	Catalyst Projects 2 acre Haney creek property Use Triangle property to advance goals Selfish / 10 th Street site Amtrak station City Hall property Add/keep constitutional offices downtown Encourage development of Seminole Street private property Acquire property for economic development	Resource Management & Climate Long-term drinking water supply Hurricanes Current condition of St. Lucie Inlet Lake Okeechobee releases
			Political, Policy Congressional gridlock Lack diverse revenue sources Loss of identity
	Neighborhoods Encourage more engagement with East Stuart Lack neighborhood identity Some neighborhoods desire more city involvement Lack specific development or redevelopment plans for some neighborhoods	Available Tools & Strategies Ability to purchase distressed property Annexation City's website and use of electronic/social media Use eco art as cultural benefit Ability to borrow at low rates Life Science, Technology and Research (Create an LSTAR) zoning overlay to spur economic development	Market, Economics Declining property values Lack high paying jobs Competing neighboring counties for businesses Lack educational training facilities
Programs, Services, & Activities Excellent Public Safety services; safe place to live, work & play Strong, vibrant downtown Preeminent location for Special Events Excellent Public School System Positive; solid court system Recreational opportunities Center for visitors bureau The Lyric Theater	Programming & Services Lack of intergovernmental coordination & cooperation Stuart "story" isn't told enough Disconnect between supply and use of commercial buildings Lack high paying jobs Lack of services to accommodate elderly	Management Public input for strategic planning Diversify the city staff Work with County to implement Discretionary Sales Tax Reconsider proposing four-year Commission terms Promote economic development & recruit new business to the City Timely and Efficient Development approvals Reconnect with neighborhoods Build relationships w County, State & Federal Legislators	
Governance: Policy & Operations Proactive and Supportive Staff allowed to be professional Mature, Stable, Efficient, Agile, and Responsive Government Public-private partnerships (P3) Forward thinking and Entrepreneurial mindset of government Forward thinking "concierge" type development & redevelopment services Entrepreneurial Lead in Environmental Protection Excellent Fiscal Management	Physical Image and Reputation Appearance of East Stuart Random appearance of US 1 Don't retain younger people in the community Perception of catering to retirees		

Validation by City Commission

Following public notice, advertisement, and announcement by City staff to encourage public attendance, the City Commission reviewed, critiqued, and validated the Plan's contents at a public workshop on August 23, 2013. A modified nominal group technique was used for an interactive, facilitated 3-hour discussion used to glean new ideas, and review the work to date.

To stimulate creativity and focused thought about the City's Vision, Commissioners were presented a short excerpt from "How Great Leaders Inspire Action"⁷, and a snapshot "Scenario 2023" showing possible trends for just population and revenue through the year 2023.

Commissioners were reminded that the Strategic Plan's purpose is to be as concise and strategic as possible, recognizing that strategic decision making can be difficult and asks for hard choices but valuable to provide direction to allocate scarce resources (staff and funding).⁸ The group was reminded of the definition, characteristics, and style of well-written vision, mission, goals, objectives, and strategies. Examples of such desired action words are presented in Appendix B. The intent of establishing goals and objectives is to convey *what* the City Commissioners want to achieve during the planning horizon. Accordingly, professional staff led by the City Manager and Commissioners have researched and proposed strategies and a work plan as to *how* to achieve the objectives in pursuit of the goals.

Commissioners were encouraged to accept, amend, or discard the drafted vision, mission, goals, objectives, and strategies. Objectives and strategies were presented, discussed, and re-arranged in relative rank order. While full consensus may not have been reached over *each* element of the Plan, general consensus was reached and no objections were noted. The results of the workshop are reflected in the Strategic Plan presented in Section 3 below.

⁷ By Simon Sinek. Used with permission. See www.startwithwhy.com.

⁸ In the book *Good to Great*, Jim Collins highlights a trait of successful organizations; as important as it is to stay organized (as most of us do) with a traditional "To Do List," it is equally important to adopt a "Stop-doing" list to decide what not to do. Accordingly, an organization allocates resources to the most important and attainable priorities in its strategic plan, and de-emphasizes or zero-budgets those which are eliminated. See pages 139-141.

Plan Adoption

The Plan was adopted by Resolution No. 147-2014 on December 9, 2013 after changes were incorporated per the Commission's direction.

SECTION 3. STUART 2024 STRATEGIC PLAN

Components

The Strategic Plan is comprised of a Vision, Mission, and Credo. In concert, these tell:

- The aspirational picture of what Stuart wants to be known for or become.
- Guiding principles for staff and Commission conduct among desired audiences/customers (i.e the citizenry).
- Values or "credo" of the staff and Commission to guide all professional conduct.

Next, the Plan presents 4 main aspirational goals, and 10 objectives which provide more measurable detail of what will be pursued while striving for the vision. And last (but most important), 23 strategies are presented in rank order of *HOW* to realize the identified goals and objectives.

Preliminary Performance Measures are also included, with the intention of further development for future adoption/incorporation into the City's budget. In other words, while implementing this Plan are we making measurable progress?

The Plan's horizon is ten years, while most of the strategies are envisioned in the next five years. As a Strategic Plan, emphasis is placed on the most important and actionable steps which tell us how best to achieve the City's vision and goals. Other desirable action steps not presented here, important as they are, may not be addressed in the 10-year plan horizon. Or they may be part of everyday operations and provision of City services.

The Plan compares favorably to the current conditions analysis. In other words, it satisfactorily considers the strengths, weaknesses, opportunities and threats as they become known to the city commissioners and staff.

Vision⁹

Experience the "Sailfish Capital" in Florida's best hometown!

⁹ Vision: Big picture image to strive to achieve; picture on the screen of one's mind.

Mission ¹⁰

Dedicated to delivering a high quality of life to Stuart residents and visitors through:

- Ensuring safety by complementing the Police and Fire Rescue missions.
- Preserving historic character and small-scale, small-town charm with attractive design and planning for a vibrant urban center.
- Supporting thriving business and commerce, while tempering "over-development" and sprawl.
- Supporting a healthy riverine environment, waterfront activities and marine-based recreation and commerce.
- Demonstrating helpful, polite hospitality and neighborly friendliness for residents and guests of all types and ages.
- Striving for recognition as a cultural arts center to help increase the economic base and supporting tourism using the StuArt brand.
- Promoting wholesome and culturally diverse programming, entertainment, education and recreation.
- Acting *smart* with forward thinking and using latest technologies.

Stuart 2024 Leadership Credo

For all staff and leadership team, we are committed to always:

1. Treat each other with honesty, dignity, consideration, and respect.
2. Provide the highest quality and efficiency of service while keeping taxes and service charges reasonable.
3. Find "a better way" and strive for excellence in operations to accomplish the Vision and Mission of the City.
4. Remain nimble and agile, especially in reaction to new problems and crises.

¹⁰ Mission: A guiding light for an organization (business, local government, etc.) and the individuals who run it. Brief explanation of why your organization exists, embodying philosophies, goals, ambitions and core values/ principles which tells how to behave pursuing the shared vision. Answers who is served (audience, scope of service, what effect the organization has on customers/constituents).

5. Remain transparent and accountable, using sound fiscal management techniques.
6. Appreciate partnerships with the broader community as being vital to success.
7. Highly value and encourage diversity throughout the Community.
8. Excel at customer service; knowing that citizens are our shareholders.
9. Recognize that laws and regulations promote the health, safety and welfare of our community; applying the law fairly helps maintain our high ethical standards.
10. Recognize employees can be our single, greatest asset; therefore we select employees with care, treat them fairly, encourage professionalism and promote wellness and personal development.

Goals, Objectives, Strategies, and Performance Measures

In pursuit of this Vision and Mission, Figures 2 and 3 below present four strategic Goals, ten supportive objectives, and 23 strategies to meet the objectives and goals. While the four goals are intertwined/complimentary and not ranked, the relative importance of Objectives and Strategies are shown in rank order.

Performance Measures presented in Figure 4, which will be further defined during each year's budget creation and adoption process, continue to be a work in progress.

In the event that certain goals, objectives, or strategies are designated as the highest priority by the Commission, they are highlighted below with a star. An ellipse designates items of relative lesser importance or ability to achieve.



Figure 3. Goals and Objectives of the Strategic Plan

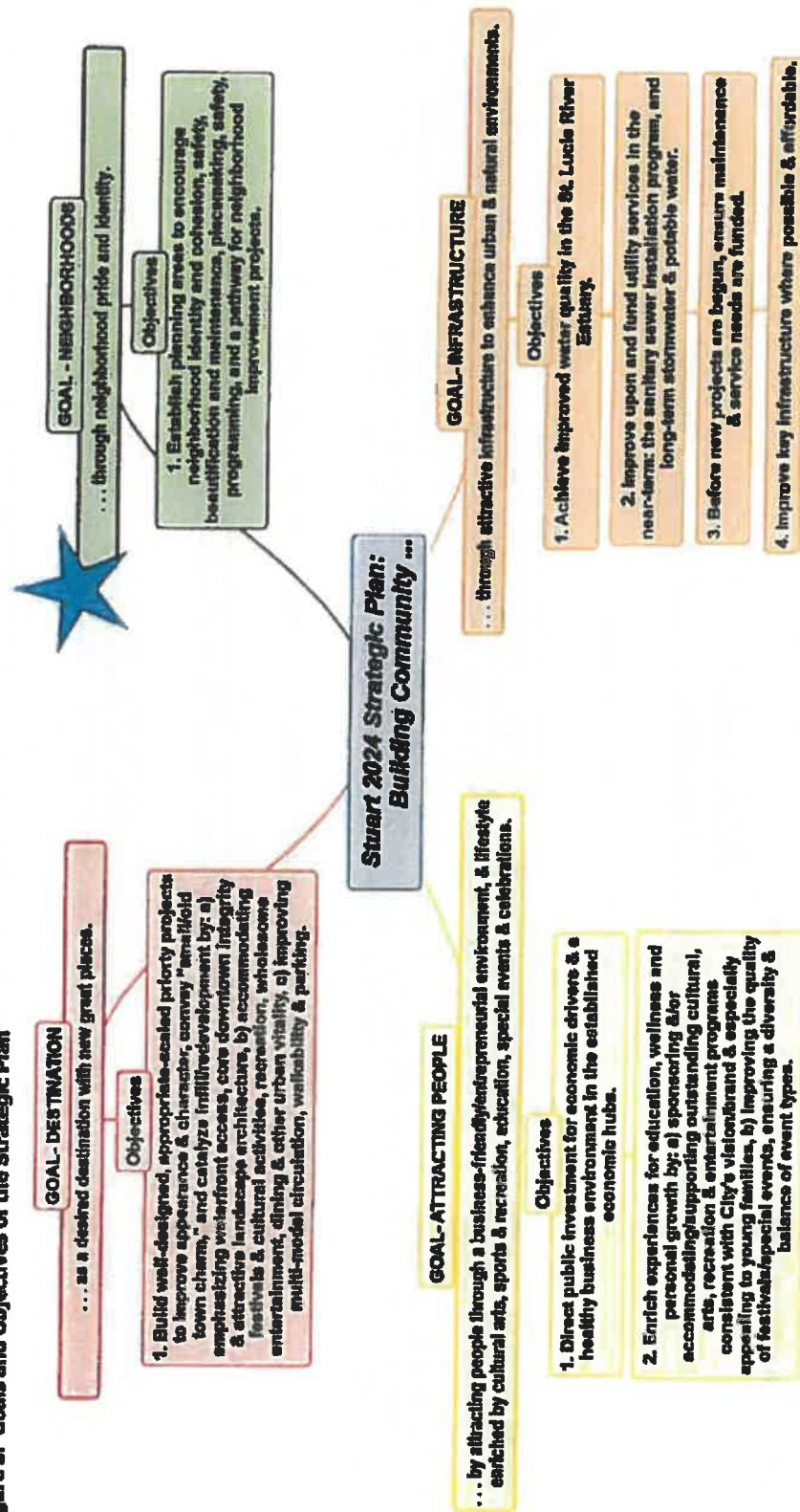


Figure 4. Goals and Strategies of the Strategic Plan- Destination

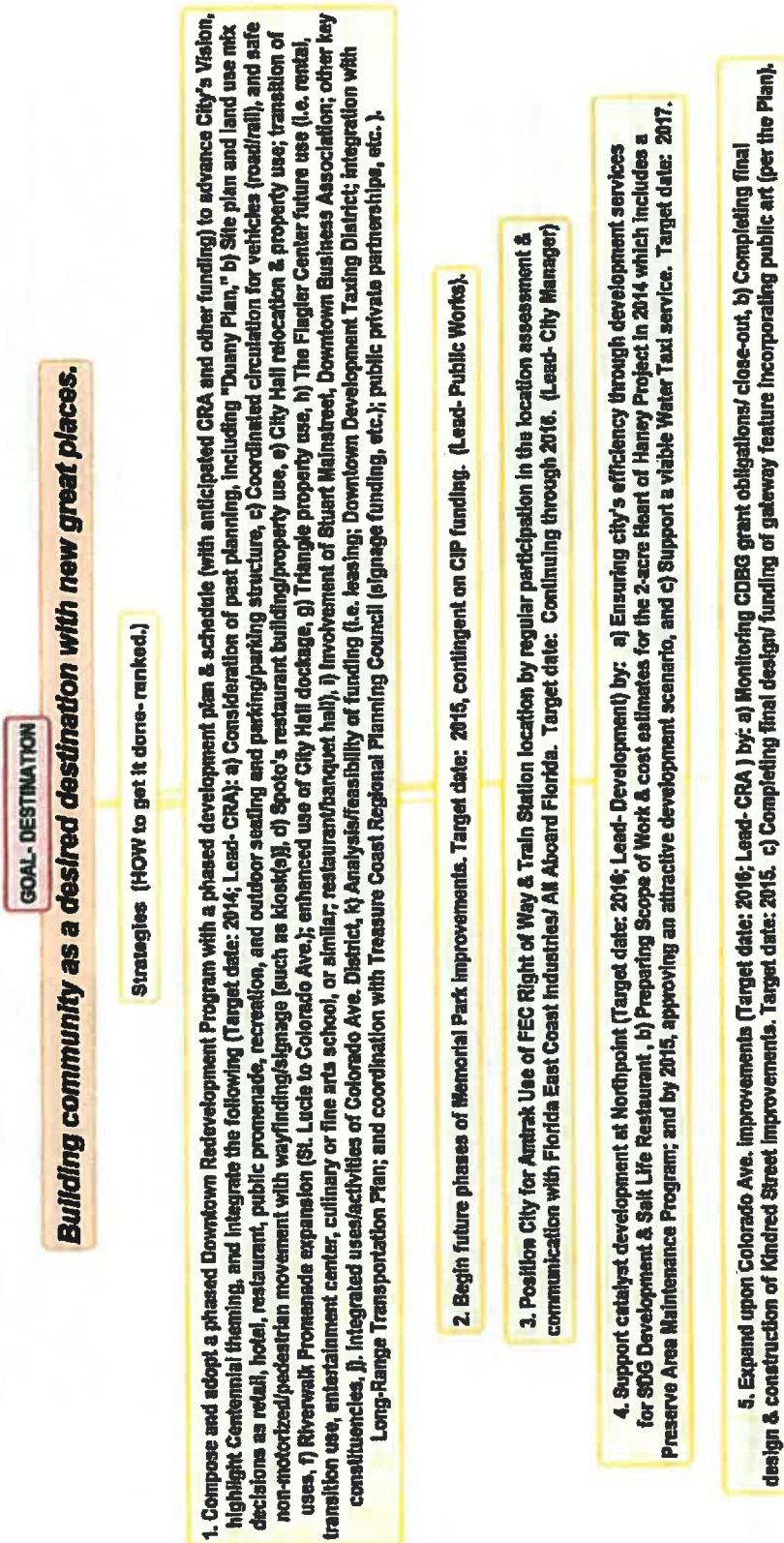


Figure 4 (Continued). Goals and Strategies of the Strategic Plan – Neighborhoods

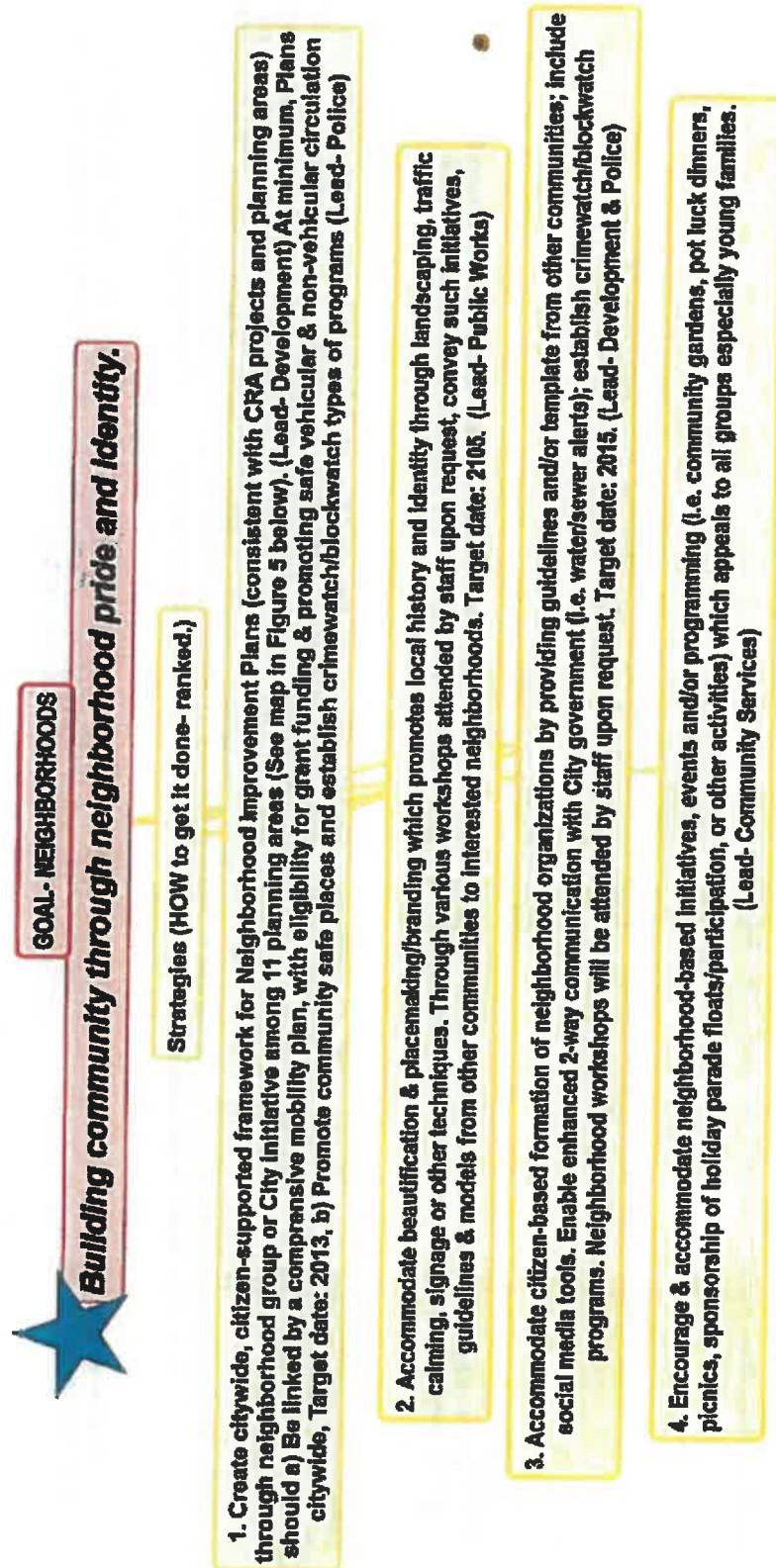


Figure 4 (Continued). Goals and Strategies of the Strategic Plan- Attracting People

GOAL- ATTRACTING PEOPLE

Building community by attracting people through a business-friendly/entrepreneurial environment, & lifestyle enriched by cultural arts, sports & recreation, education, special events & celebrations.

Strategies (HOW to get it done- ranked.)

1. Empower key City staff to form an Economic Development Team, serving as ambassadors to actively recruit businesses to complete the city's mixed use plan. Such staff will be equipped with knowledge, tools and skills to accommodate desirable development partners (i.e. development program tax and financing, pro formulas, grants, public-private-partnerships, permitting, code interpretation/incentives, developer agreements, etc.). Enhance staff's concierge-style development services. Target date: 2014. (Lead- City Manager)
2. Adopt Citywide Economic Development Strategy which asserts the City's role as a countrywide economic driver & encompasses components such as (Target date: 2014; Lead- Development): a) Using Saffish Park for large medical services or other complementary use (top priority), b) Emphasizing expanded light industrial businesses: Building on established hubs, namely medical services, center of government, legal, and banking services; marinas industries (including manufacturing, marine-based recreation & tourism); hospitality & recreation/entertainment; office & commercial/retail; and for each stimulate new compatible/adjacent economic development, c) Establishing a sustainable employment base, d) Attracting a corporate leader for clean industry (i.e. headquarters), e) Embracing and parcelling STAR approach, f) Providing adequate parking, including Downtown, to accommodate economic development, g) Supporting success for small businesses based in East Stuart (i.e. incubation, SCORE, and other state, regional, or Federal program support), h) Fully implements "Shop Local Shop Stuart" (SLSS) in 2014 (Lead-CRA) by: Partnering with the DBA for joint promotional marketing funding, maintaining public relations & social media, serving as the hub for promotional materials, and surveying businesses and downtown customers annually to evaluate program effectiveness, improvement, or sunset (Target date: 2015), i) Seeking vocational/technical and/or higher educational partnerships for workforce readiness.
3. Improve & sustain Community Services events/initiatives/programs by: a) Designing 4 special event "templates" for Downtown, Flagler Park, & Memorial Park (partnership with Stuart Mainstreet, DBA, or others), b) Completing one new project at Community Center each year by the Community Services Advisory Board, c) Acquiring portable kiosk, d) Seeking school (public & private) partnerships/privileges for programming and/or joint facilities use. Target Date: 2013 and ongoing. (Lead- Community Services)
4. If sufficient growth/rebound in TF funding is realized by 2014, enhancing CRA's effectiveness (operational / programming) by (Lead- CRA): a) Hiring a new Downtown Planner staff position, b) Supporting/partnering with Stuart Main Street by partial funding select programs & Main Street Manager.

Figure 4 (Continued). Goals and Strategies of the Strategic Plan- Infrastructure

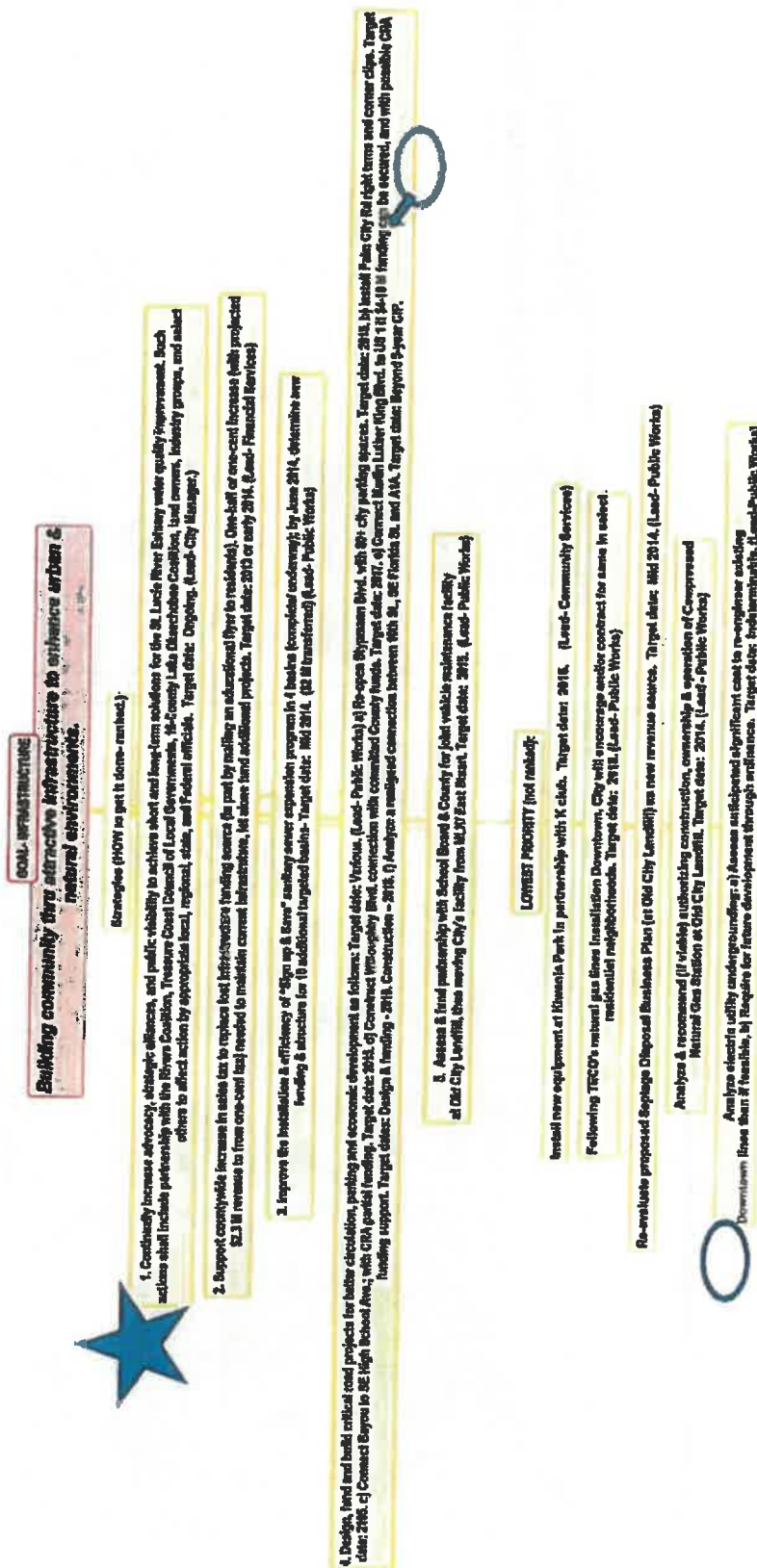


Figure 5. Conceptual Neighborhood Planning Areas (Supporting Neighborhood Goal). 11 such areas are proposed.

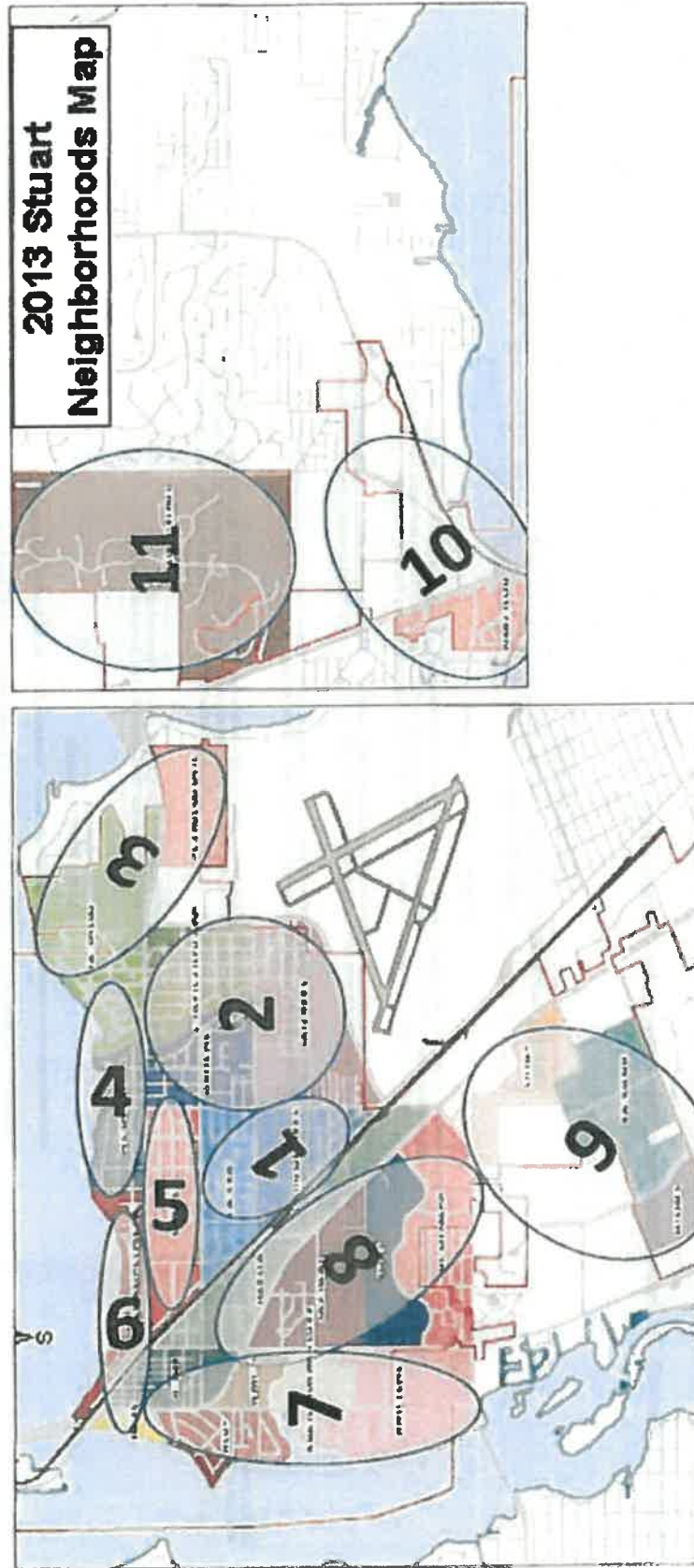
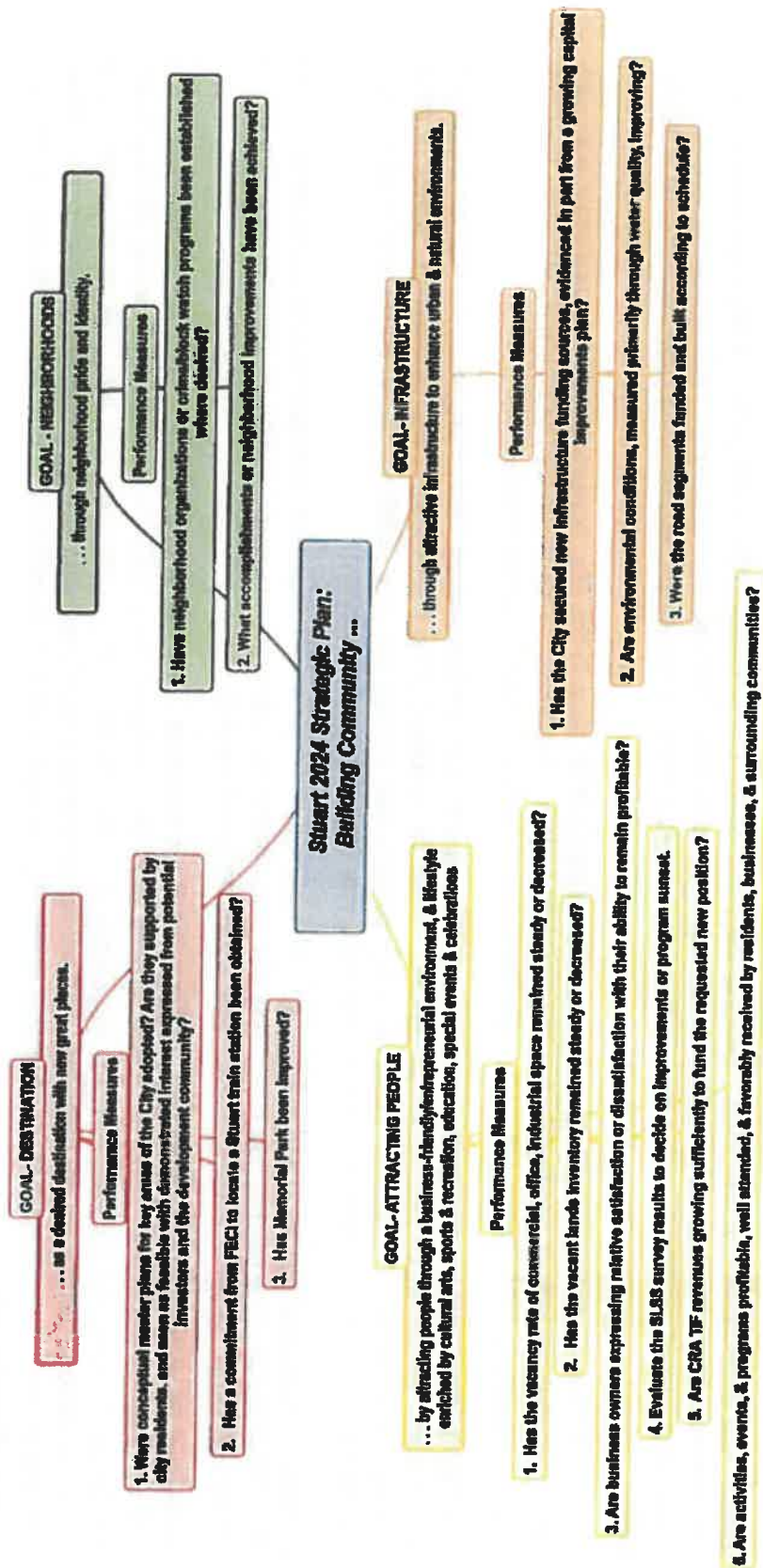


Figure 6. Performance Measures for the Strategic Plan



SECTION 4. IMPLEMENTING THE STUART 2024 STRATEGIC PLAN

Status and Applicability of the Plan: Defining the status of the City's Strategic Plan is the option of the Commission. Local government strategic plans are not mandated by state law, however are adopted as important management and policy setting tools. Stuart should adopt this Plan in such a manner that it is regularly used for management, accountability, and budgeting on a regular basis.

The Plan is intended to help coordinate and be complimentary to other plans in the City, however should take precedent over such plans to express the highest priorities for tangible and visible action. The Strategic Plan is intended to be enveloped within the City's budget beginning in 2014. Thus it will guide expenditures and its implementation is virtually assured.

Funding, deadlines, and implementation are continuing challenges for any local government. The Strategies in this Plan are contingent upon funding sources which may not yet be realized. These can include funding from bonds, taxes, partnerships, grants, or other sources not yet secured. Accordingly, target dates to implement each strategy are "soft" deadlines not yet tied to specific work plans, and are subject to annual budget decisions (namely the 5-year Capital Improvements Plan).

Regular reporting of progress and adherence: As explained at the outset of this project, strategic planning should be embraced as a *continuing process*, not just the compilation of a plan document. This means regular reporting on progress according to the measurable objectives and strategies. Twice a year reports are recommended.

Projects for Fiscal Year 2014 (beginning on October 1, 2013) are contained exclusively in the FY 2014 Annual Budget document of the City. This will constitute the "To Do List" for the coming year. In subsequent years, beginning with FY 2015, action planning (using the Capital Improvement Program) will start in January 2014 and thereafter in January each year with staff recommendations to propose resources, costs, and work schedules. This will be followed by a City Commission Workshop anticipated in February to report progress toward the strategic goals and objectives in this Plan. At such workshop, Commissioners can revise, "fine tune," or re-order the projects accordingly.

Then, in November of each year (following budget adoption), the Strategic Plan should be revisited and revised, preferably in a facilitated, roundtable type of format instead of the formality of regular meetings at City Hall. This is intended to stimulate more collegial, creative, big-picture discussion and consensus building before subsequent adoption and voting.

Agenda cover sheets or reports: To maintain focus on the Stuart 2024 Strategic Plan and process throughout the year, the City should require that all matters coming before the Commission for action, and which receive an agenda report or transmittal memorandum with cover sheet, are presented in a manner which allows Commissioners to understand if the proposed action helps implement the Strategic Plan. A simple scaled score and succinct summary would appear on the cover sheet, with explanatory language in the memorandum or report, as follows:

1 Fully consistent with Goal xx, Objective yy, Strategy zz of the Strategic Plan.	2 Moderately consistent with Goal xx, Objective yy, Strategy zz of the Strategic Plan.	3 Not Consistent with the Strategic Plan, and is non- budgeted. Plan should be amended accordingly.	4 Not Applicable (not addressed in the Strategic Plan, and is non-budgeted).
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APPENDICES

APPENDIX A. LIST OF ACRONYMS

CDBG – Community Development Block Grant
CIP – Capital Improvement Plan
CRA – Stuart Community Redevelopment Agency
DBA – Downtown Businesses Owners Association
ESMS – East Stuart Mainstreet
LSTAR – Life Science, Technology and Research. A business cluster focus contained in Martin County's Land Development Regulations
SCORE – Counselors to America's Small Businesses, a nonprofit volunteer association
SMS- Stuart Mainstreet
SWOT- Strengths, Weaknesses, Opportunities, Threats

APPENDIX B. DEFINITION / DESCRIPTION OF VISION, MISSION, GOALS AND OBJECTIVES; EXAMPLES OF ACTION

WORDS

Vision - a big picture image to strive to achieve; picture on the screen of one's mind. May be aspirational an unattainable.

Mission - a guiding light for an organization (business, local government, etc.) and the individuals who run it. It is a brief explanation of *why* your organization exists, embodying philosophies, goals, ambitions and core values/principles which tells how you'll behave as you pursue your vision. Should answer: who you serve, how large is audience, what is scope of service, and what effect you have on customers.¹¹

Goals * - *General statements of what you want to achieve*, integrated with your vision and mission. Without getting as specific as measurable objectives, or specific strategies, they *begin to tell how* you are going to achieve your vision. Examples of company/ agency goals are:

- To improve profitability
- To capture a bigger market share
- To provide better customer service
- To improve employee training
- To reduce carbon emissions

A goal should be:

- Suitable: Does it fit with the vision and mission?
- Acceptable: Does it fit with the values of the company and the employees?
- Understandable: Is it stated simply and easy to understand?
- Flexible: Can it be adapted and changed as needed?

Goals focused on the important properties of the agency/business. Don't set too many goals, as you could lose focus. Pick goals so they don't contradict and interfere with each other.

¹¹ The mission is "... the crucial *why*. That is, it's the reason undergirding the entity's very existence." Pg. 174, John G. Miller.

Objectives * - *specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved.* They are milestones along the path of achieving your goals. Examples of company objectives are:

- To earn at least a 20 percent after-tax rate of return on our net investment during the next fiscal year
- To increase market share by 10 percent over the next three years.
- To lower operating costs by 15 percent over the next two years by improving the efficiency of the manufacturing process.
- To reduce the call-back time of customers inquiries and questions to no more than four hours.

Objectives should meet the following criteria:

- *Measurable:* What will happen and when?
- *Suitable:* Does it fit as a measurement for achieving the goal?
- *Feasible:* Is it possible to achieve?
- *Commitment:* Are people committed to achieving the objective?
- *Ownership:* Are the people responsible for achieving the objective included in the objective-setting process?

* The above definitions and descriptions were adapted by the author from University of Iowa, University Extension. [Online] Available <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-09.html>, August 1, 2011.

Examples of Specific Action Words (For Goals, Objectives, and Strategies)

Research	Fund	Eliminate	Rectify
Identify	Measure	Connect	Enhance
Update	Build	Acquire	Discontinue
Increase	Schedule	Raise	Contract
Create	Reduce	Decrease	Achieve
Produce	Design	Construct	Establish

Try to avoid using less definitive words such as: **Address, Develop, Continue, Consider**

Appendix C. Raw Work Product from Public Planning Workshop with Commission



APPENDIX D. COMMISSION ADOPTION RESOLUTION

[to be inserted.]

Sources Consulted

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Exhibit C



5/19/2017



Economic Development Strategy



Competitive Florida Partnership: City of Stuart
2016-2017

CITY OF STUART, FLORIDA AGENDA ITEM REQUEST CITY COMMISSION

Meeting Date: 6/26/2017

Prepared by: Nicole King

Title of Item:

RESOLUTION No. 63-2017; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA TO ADOPT THE ECONOMIC DEVELOPMENT STRATEGY PLAN 2016-2017; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES. (RC)

Summary Explanation/Background Information on Agenda Request:

In 2016-17, the City of Stuart applied for and was designated as a Competitive Florida Partnership community. The objective of participating in this partnership is to develop a unique community supported strategy that capitalizes on the City's assets and partnerships. Just as important, this plan will include prioritized, actionable projects and a timeline for implementation.

Funding Source:

Grant provided by Department of Economic Opportunity

Recommended Action:

Adopt Resolution No. 63-2017.

ATTACHMENTS:

	Description	Upload Date	Type
□	Economic Development Strategy 2016-17	6/20/2017	Attachment

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Acknowledgements

The development of this Economic Development Strategy was a collaborative process that drew on the abilities and knowledge of many people. City of Stuart staff, along with staff from the Florida Department of Economic Opportunity formed the project team for the City of Stuart Economic Development Strategy. Our thanks go to those who participated in determining the direction and content of the strategy during work sessions, public meetings, focus groups, and to all that gave their time and support in the interest of building a better community.

We'd especially like to thank the following:

City of Stuart City Commission

Troy McDonald, Mayor

Kelli Glass Leighton, Vice Mayor

Jeff Krauskopf

Eula Clarke

Tom Campenni

Economic Development Strategy Team

Teresa Lamar-Sarno, AICP, Special Assistant to the City Manager

Annelies van Vonno, Office Assistant

Nicole King, MS, Senior Executive Coordinator

Department of Economic Opportunity

Richard Fetchick, Program Manager

Alicia Trawick, Interim Program Manager

City of Stuart Administration

Paul Nicoletti, City Manager

Mike Mortell, City Attorney

Robin LeMay, Executive Support Specialist

City of Stuart Contributing Staff

Terry O'Neil, Development Director

Sam Amerson, Public Works Director

Jim Chrulski, Community Services Director

Thondra Lanese, Stuart Main Street

Ben Hogarth, Communications and Special Events Coordinator

Economic Development Strategy

Residents and visitors to Stuart have long enjoyed an exceptional quality of life with the community's scenic natural resources, charming historic character, and quality amenities. Recognizing the need to develop a long-term economic development strategy to maintain this thriving, vibrant character, in 2016-2017 the City of Stuart applied for and was designated as a Competitive Florida Partnership community. The objective of participating in this partnership is to develop a unique community supported strategy that capitalizes on the city's assets and partnerships. Just as important, this plan will include prioritized, actionable projects and a timeline for implementation.

The Vision

To build and maintain a sustainable, resilient city based on a community-wide quality of life enriched by nature, health, education, sports and the arts and supported by a robust and diverse economic base.

The Mission

To attract people and businesses with a welcoming, business-friendly environment while protecting and enhancing the unique character of the City.

History

Long known as *The Sailfish Capital of the World*, Stuart, Florida was recently recognized as *America's Happiest Seaside Town*. The recognition came as no surprise to residents of this quaint community of nearly 17,000. Stuart is widely recognized for its welcoming atmosphere and Old Florida charm.



Haney Circle, Downtown Stuart

Once home to pineapple plantations and flower farms, Stuart was first settled in 1870, incorporated in 1914, and chartered in 1925. Today Stuart occupies just over 6 square miles along the St. Lucie River in Martin County on the East Coast of Florida. The city is the center of governmental, medical, legal, financial, and social activity in Martin County. Just 45 minutes north of Palm Beach International Airport, Stuart is also served by Witham Field Airport.

The City includes attractive residential neighborhoods, active townhome and condominium communities, and a vibrant historic downtown. Pristine, landscaped streets and skyscraper-free views helped Stuart earn the title, *America's Most Beautiful City* in 2008, while the City's 'flip-flop chic' style sets a casual vibe for residents and visitors alike.

City residents attend J.D. Parker Elementary School, Stuart Middle School, and Martin County High School or a variety of private educational facilities. The Chastain Campus of Indian River State College offers a variety of post-secondary training and degree programs.

The City's first economic boom came with the Florida East Coast Railway, which still runs through downtown. Growth remained strong through the early 1900's until the collapse of the Florida land boom, demise of the pineapple industry, and onset of the Great Depression in the 1920's. Tourism offset some of these economic losses, sustaining the community until the return of land development after World War II. Since the 1980's the City of Stuart Community

Redevelopment Agency has been a driving force for redevelopment in the downtown area and surrounding neighborhoods and a key component in the development of underutilized properties.

Today the U.S. 1 corridor houses major retailers and restaurants, while smaller business and cultural districts host unique independent businesses, boutiques, galleries, and gourmet eateries. Walkable and bicycle friendly, Stuart also offers golf-cart friendly neighborhoods. An electric-powered fleet of trams provides complementary service throughout the downtown and adjacent neighborhoods, connecting residents to Martin County public transportation.

A pleasant climate with an average temperature of 72° and availability of large amounts of sheltered, inland waterfront land, gives residents and visitors ample opportunities to enjoy a variety of outdoor activities, including fresh water and sport fishing, boating, and recreation in the city's multitude of neighborhood and anchor parks including the newly redesigned Memorial Park, waterfront Flagler Park, and the unique barrier-free playground at Kiwanis Park. Nearby, miles of Atlantic beaches, golf courses and nature preserves offer recreation from hiking and golfing to boating and paddle boarding.

Another favorite recreation spot is the Riverwalk boardwalk running along the St. Lucie River from south of the Roosevelt Bridge to East of Colorado Avenue. Incorporating a floating public dock and a fishing area under the Roosevelt Bridge, the Riverwalk is a popular place to stroll, fish, or enjoy the scenic waterfront. It is also home to the Riverwalk Stage and a multitude of events – including over 50 free outdoor concerts every year.

Martin Health System provides healthcare for city residents and the surrounding community. Martin Health System is also one of the leading employers, along with other healthcare providers, county government, and the Martin County School District.

The City runs its own Police and Fire Departments, trash collection, and operates a Water Utility program that is recognized year after year for the best tasting water in the state by the Florida Rural Water Association's Annual Conference.

Current Economic Conditions

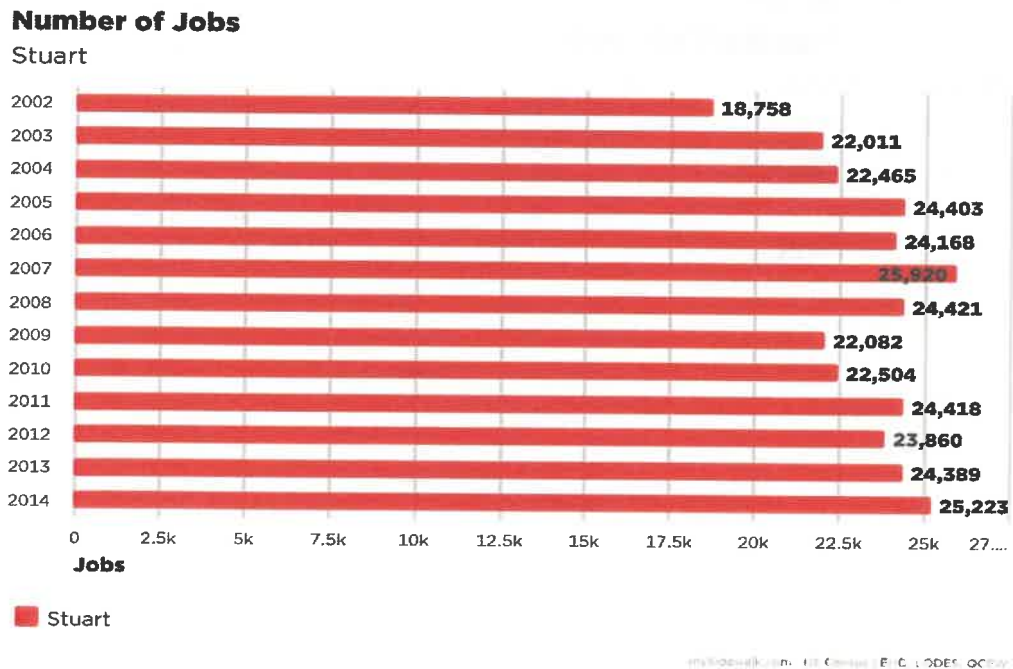
Stuart is a growing community of 6.25 sq. miles and newly annexed properties north and south of the city. The recently expanded Community Redevelopment Agency oversees revitalization projects in the downtown and adjacent historic neighborhoods and in East Stuart as well as in neighborhoods south of the historic core and North of the Roosevelt Bridge.

The following economic and demographic characteristics outlined below are current as of the Census Data 2013:

Employment and Jobs:

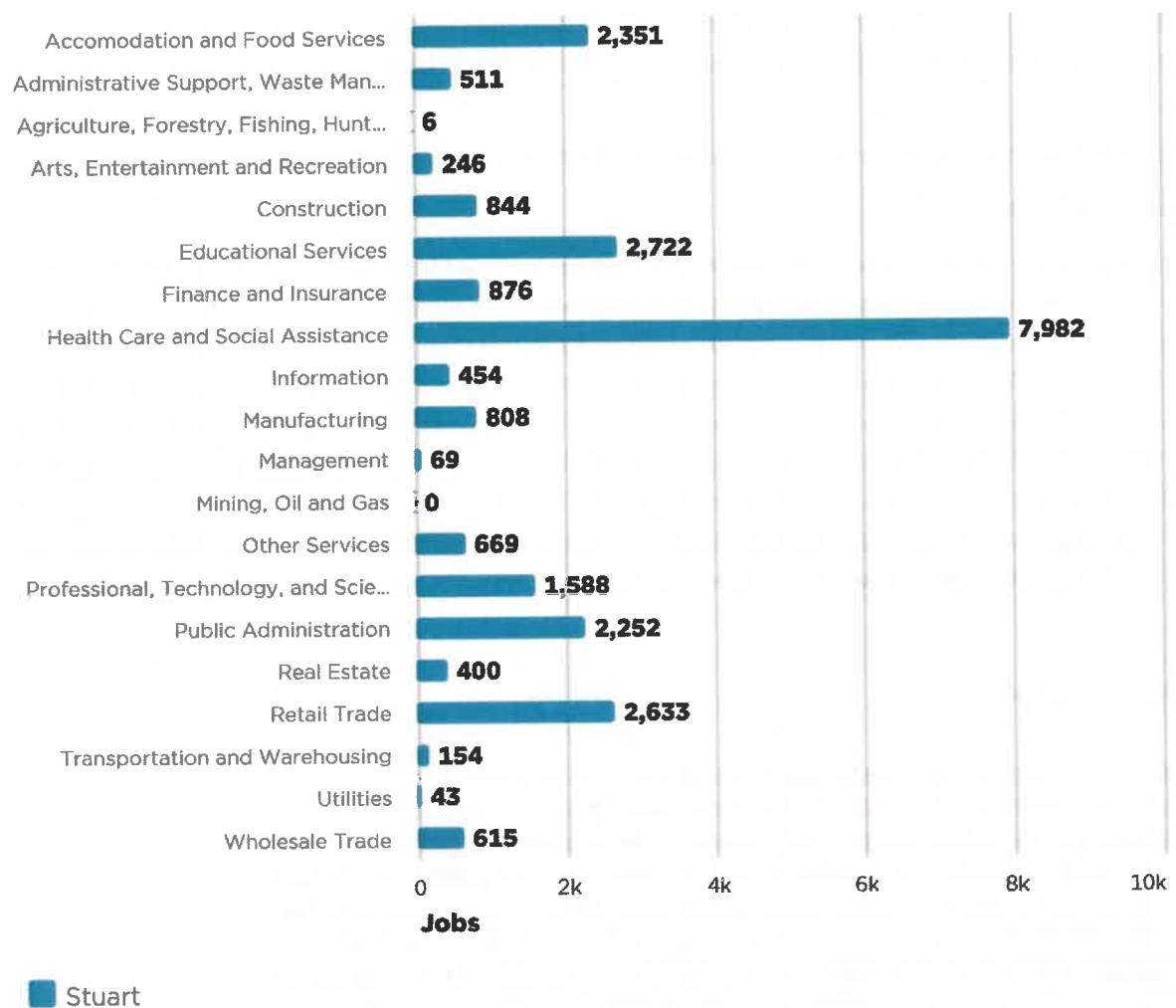
The City of Stuart currently provides over 25,000 jobs (see Figure 1), which is approximately 41.9% of all jobs in Martin County and considerably more than the city’s current population can fill. The number of jobs peaked in 2007 prior to the recession. Jobs have now recovered to levels near the 2007 high. The primary employment industries (see Figure 2) are Health Care and Social Assistance, Educational Services, Retail, Accomodation and Food Services, and Public Administration. Professional, Technology, and Scientific Services also make up a large section of the economy. Compared to surrounding areas, Stuart has a high concentration of jobs. The highest job density is centered around the hospital, the courthouse, Downtown Stuart, the Martin County Administrative Center, and the U.S. 1 corridor (see Figure 3). Due to the high concentration of jobs within the city, a significant number of employees commute into the city from other areas of Martin County, as well as neighboring counties.

Figure 1.



Employment Industry by Job Location 2014

Stuart

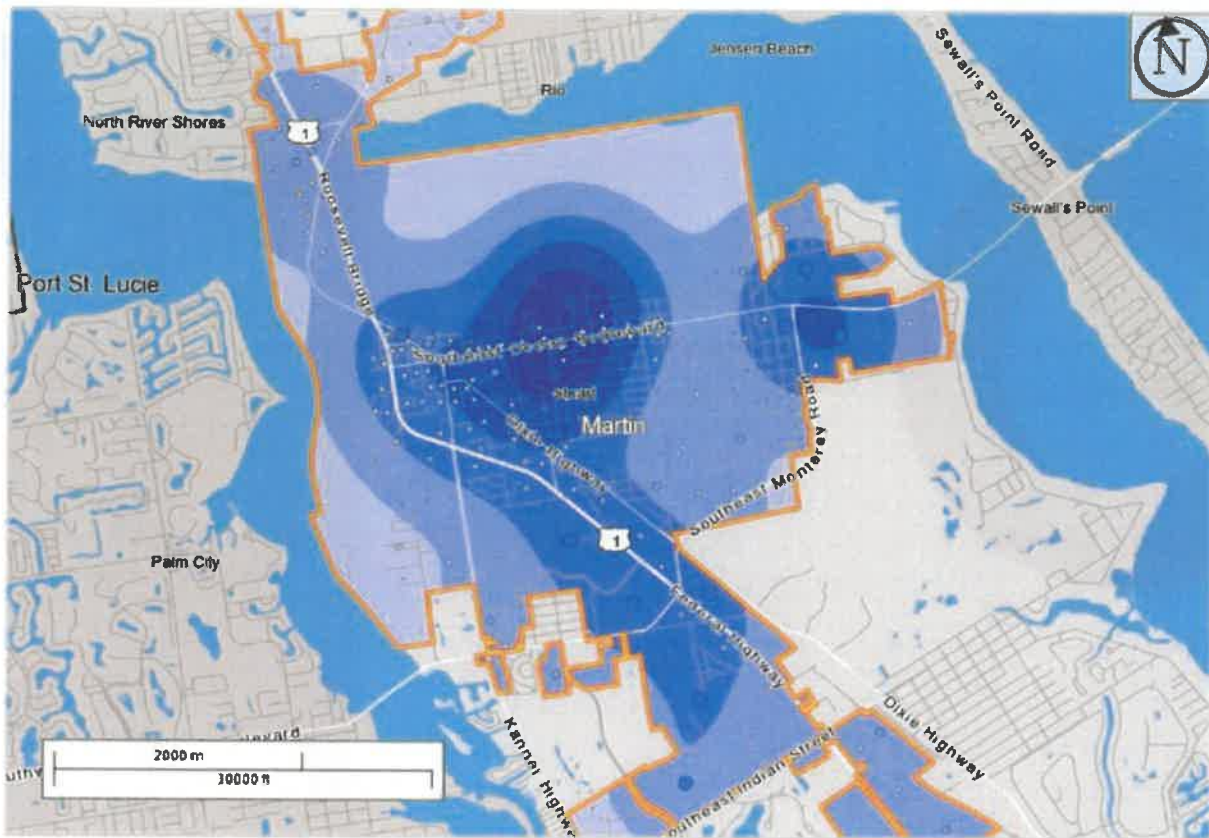


mySidewalk.com US Census LEHD, LODES, QCEW

Figure 2.

Figure 3.

Counts and Density of Primary Jobs in Work Selection Area in 2014 All Workers



Map Legend

Job Density [Jobs/Sq. Mile]

- 5 - 569
- 570 - 2,264
- 2,265 - 5,089
- 5,090 - 9,044
- 9,045 - 14,129

Job Count [Jobs/Census Block]

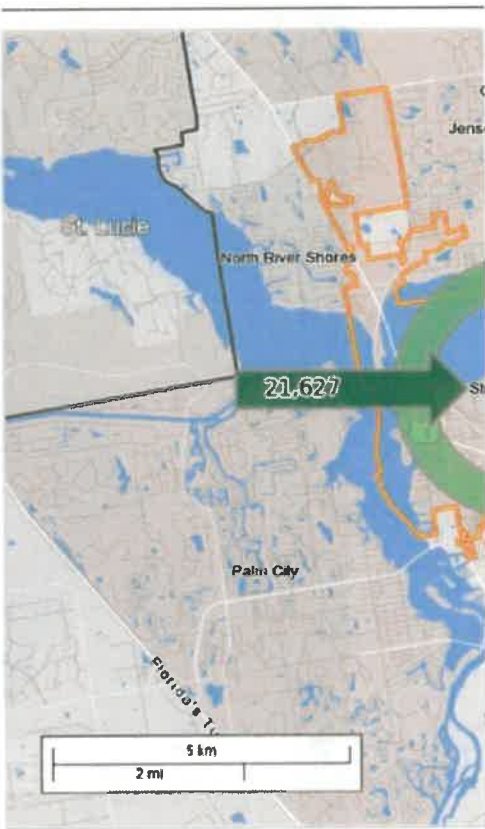
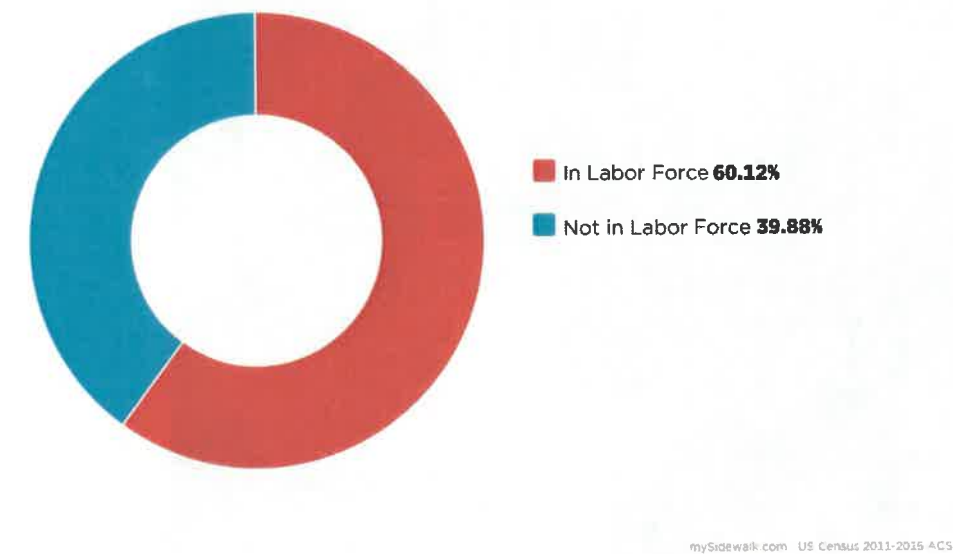
- 1 - 7
 - 8 - 97
 - 98 - 488
 - 489 - 1,542
 - 1,543 - 3,764
- Selection Areas**
- Analysis Selection



Figure 4.

Participation in Labor Force
Stuart

Inflow/Outflow Counts o



Map Legend

Selection Areas		Inflow/Outflow	
★	Analysis Selection	★	Employed and Live
★		★	Employed in Select
★		★	Outside
★		★	Live in Selection A
★		★	Outside
		Note: Overlay arro	
		directionality of we	
		home and employa	

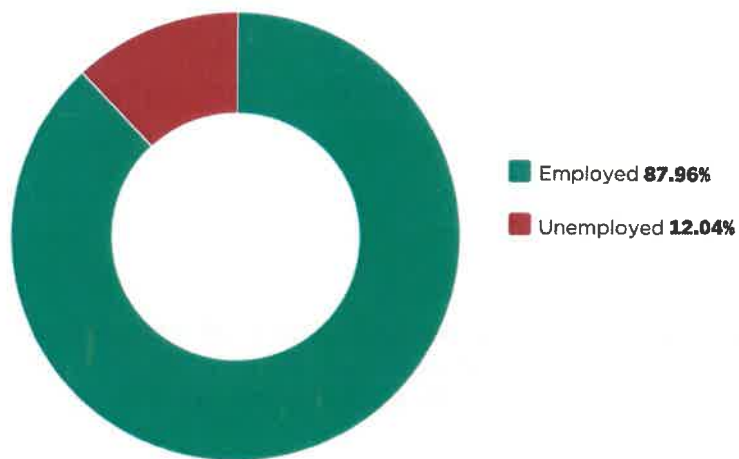
Due to the high retirement age population, only 60% of Stuart residents are in the labor force (Figure 5). Martin County as a whole has a strong employment market, with the Bureau of Labor Statistics reporting that as of April 2017 the county had an unemployment rate of 3.9%. Current unemployment rates for the City of Stuart specifically are harder to find. The U.S. Census 2011-2015 American Community Survey puts the unemployment rate for Stuart at just over 12% (see Figure 6). However, given the improvements to Martin County’s overall unemployment rate during the period following the study, we do not believe the current Stuart unemployment rate is that high. Additional study in this area is needed.

Figure 5.

Figure 6.

Employment Status

Stuart



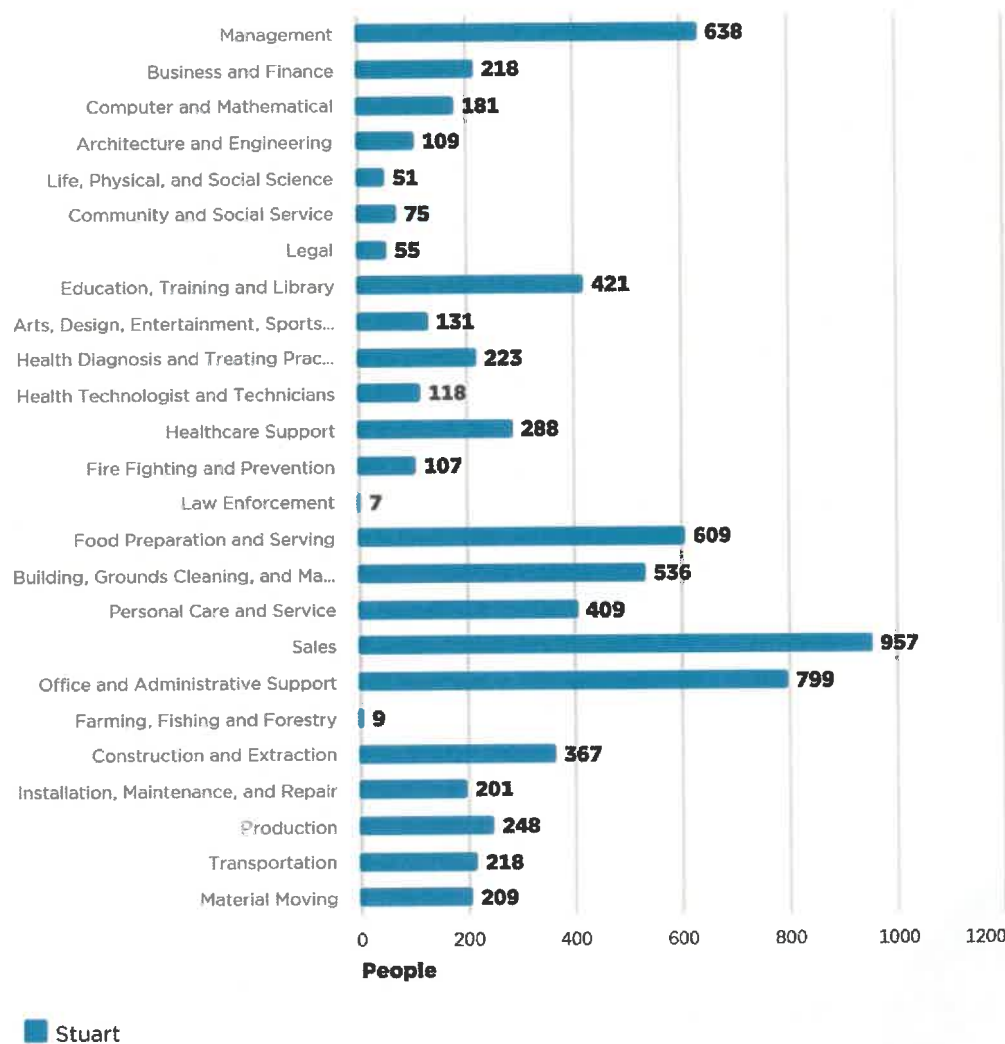
mySideWalk.com US Census 2011 2013 ACS

Residents are primarily employed in Sales, Office and Administrative Support, Management, Food Preparation and Serving, Building, Grounds Cleaning, and Maintenance, and Education, Training, and Library occupations (*Figure 7*).

Figure 7.

Civilian Employment by Occupation

Stuart



Demographics and Education

The City of Stuart educational attainment is lower than other areas of Martin County, with only 18.1% of the population holding a Bachelor's Degree or higher, compared to 24% of Martin County residents overall (*see Figure 8*). Of those City residents who have obtained Bachelor's Degrees, their studies have focused chiefly on Education, Business, Science and Engineering (*see Figure 9*).

Figure 8.

Educational Attainment

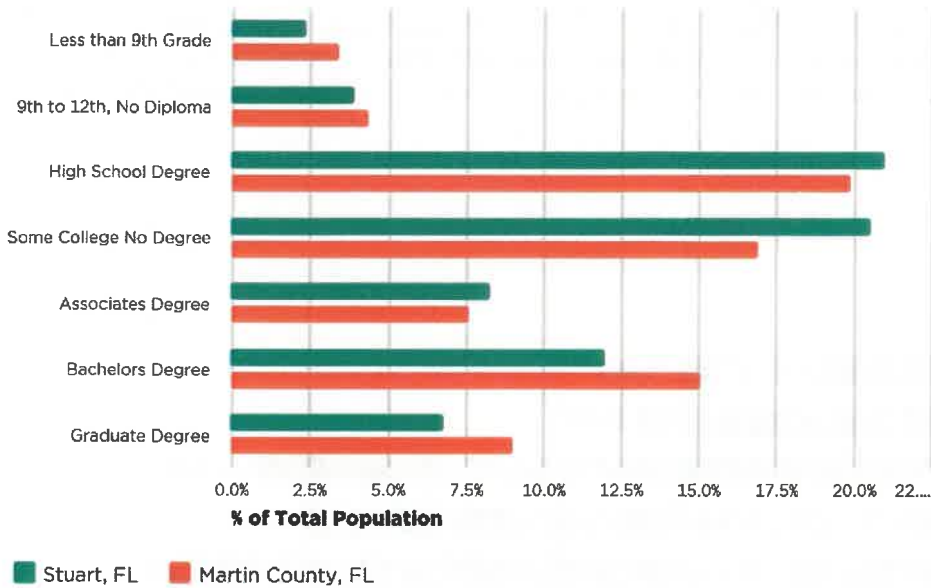
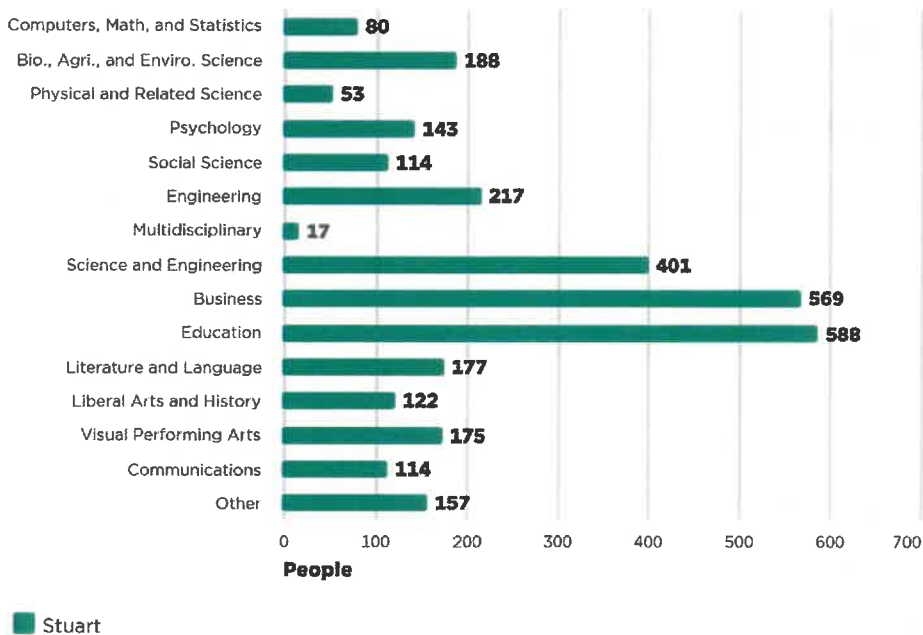


Figure 9.

Bachelor's Degrees Received

Stuart



Stuart residents have a Median Household Income of \$36,514, which is significantly lower than Martin County's overall Median Household Income of \$51,593. The low Median Household Income is even more concerning when you compare Stuart to its neighbors, Palm City and Sewall's Point, whose Median Household Incomes are \$73,400 and \$107,813, respectively. Indeed, with the exceptions of Ocean Breeze Park and Indiantown, Stuart has the lowest Median Household Income of any community in Martin County.

The median age of Stuart’s population is 45.7, several years younger than Martin County’s overall median age of 50.7, but still older than Florida’s overall median age of 41.4. This suggests that Stuart’s urban lifestyle is more appealing to younger residents. However, as you can see from *Figure 11*, over 45% of Stuart’s residents belong to either the Baby Boomer or Mature generations. As these generations age, Stuart will need to attract prime working age professionals in order to maintain its economic vitality.

Figure 10.

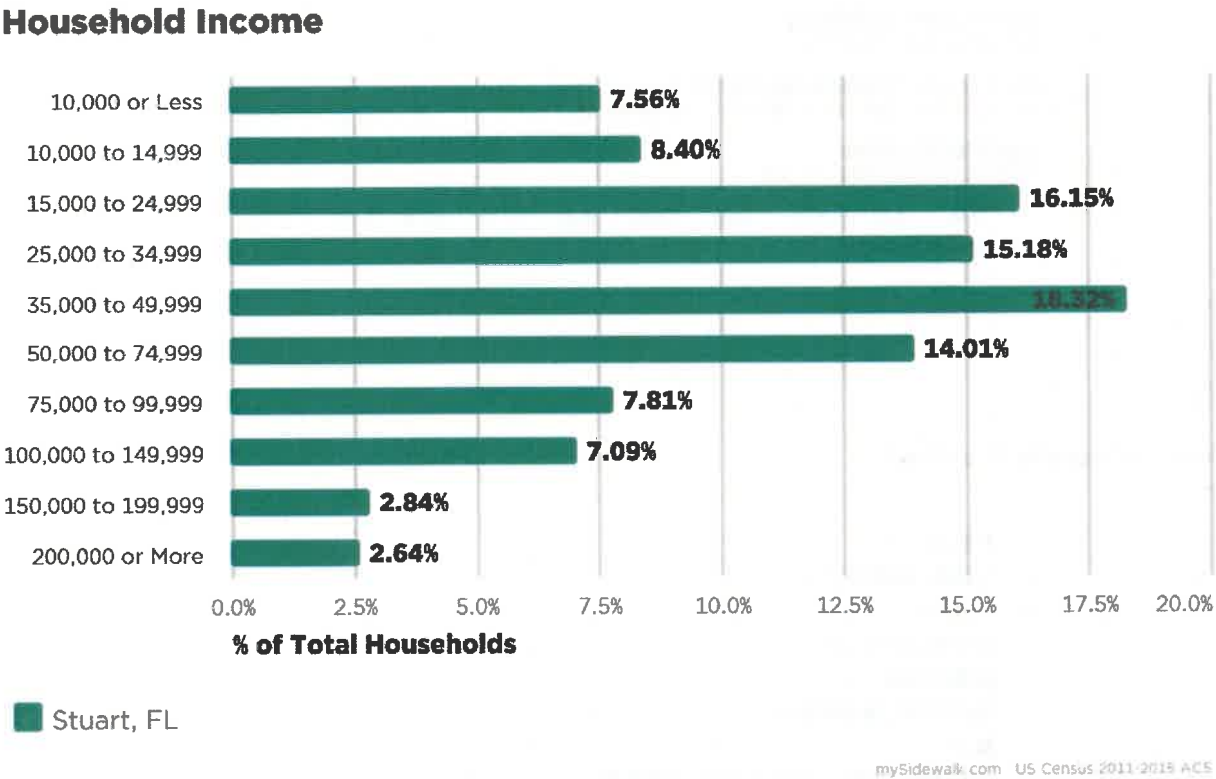
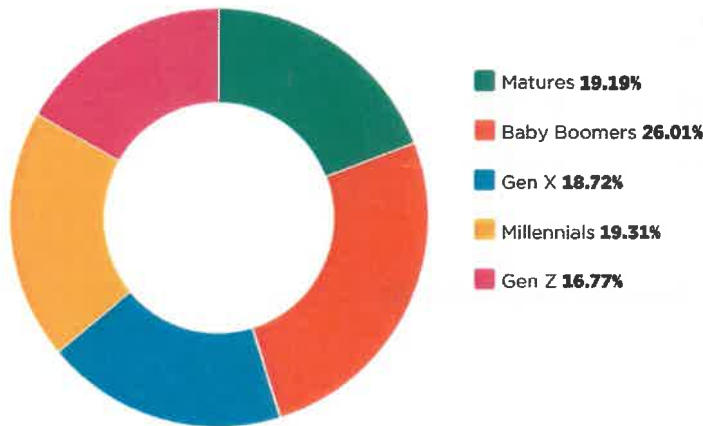


Figure 11.

Generations

Stuart



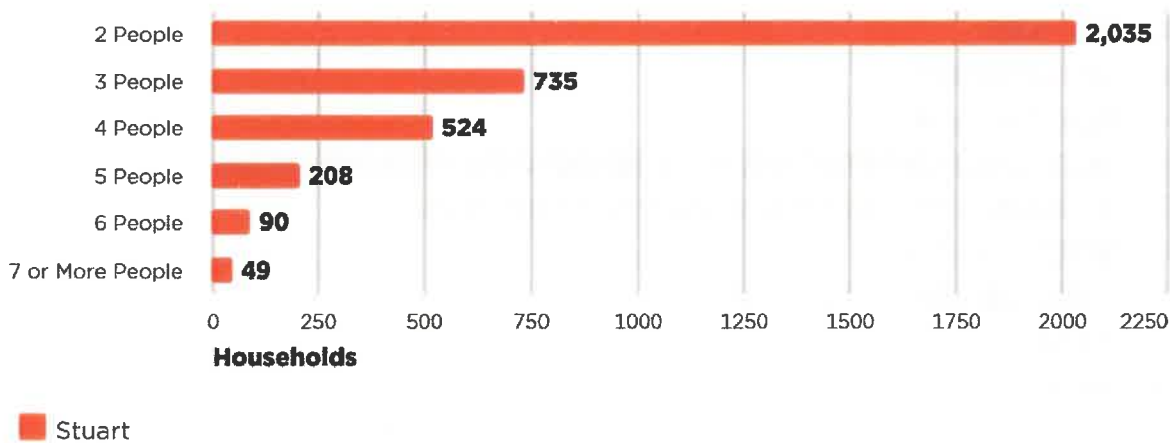
Figure

mySidewalk.com US Census 2011-2013 ACS

12.

Family Household Size - 2010

Stuart



mySidewalk.com US Census 2010

Housing and Transportation

Stuart has the lowest Median Home Value when compared to other areas in Martin County (*see Figure 13*). The housing stock is aging, with the majority of homes being built between 1970 and 1989. With the exception of Rio, Stuart has the oldest median housing age of any Martin County area (*see Figure 15*). Less than 13% of homes were built in the 21st century (*see Figure 14*). Slightly more than half of homes are owner-occupied. While many parts of Stuart are walkable, the city is primarily an automobile-oriented community and most people commute to work using their personal vehicle. However, commutes are generally short and rarely more than 25 minutes (*see Figure 18*).

Figure 13.

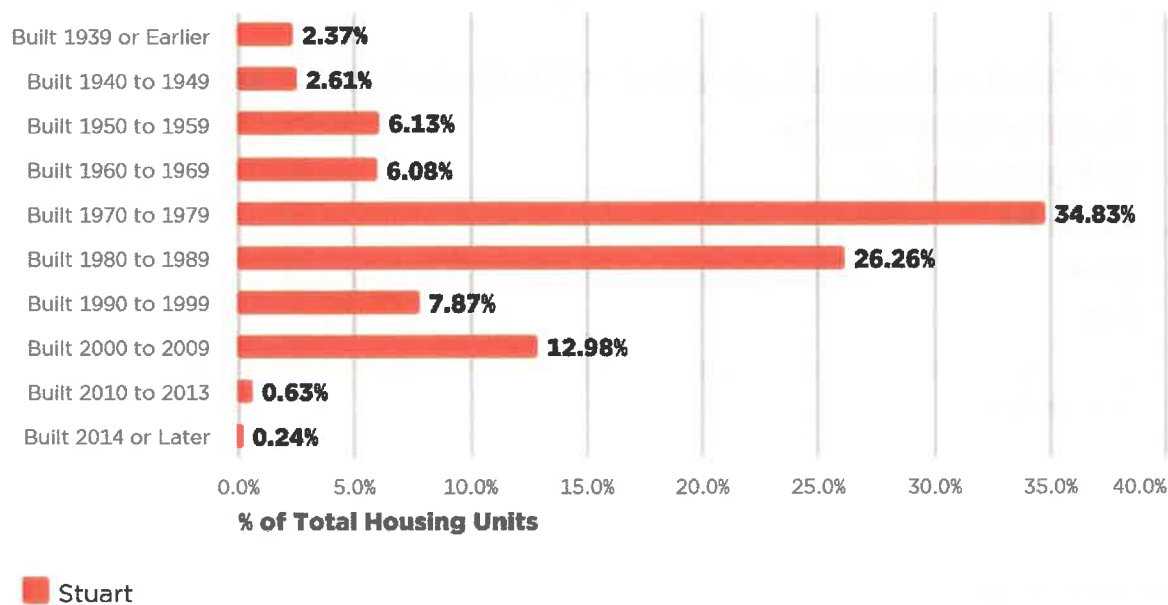
<u>Median Home Value</u>	Usd	% Diff*
Stuart	\$113,100	
Hobe Sound	\$133,500	18.04%
Jensen Beach	\$175,500	55.17%
Palm City	\$272,400	140.85%
Sewall's Point	\$605,000	434.92%
Rio	\$194,400	71.88%

*% Diff. shows the *percentage increase or decrease* as compared to the original geography.

Figure 14.

Building Age of Housing Units

Stuart



mySidewalk.com US Census 2011-2015 ACS

Figure 15.

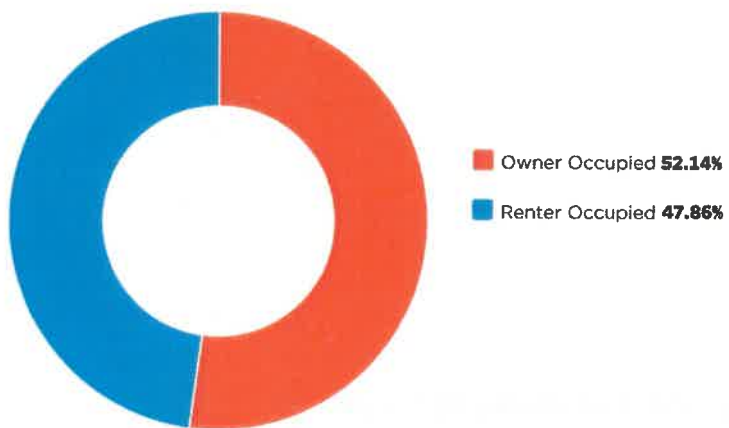
<u>Building Age - Median</u>	Year
Stuart, FL	1979
Hobe Sound, FL	1983

<u>Building Age - Median</u>	<u>Year</u>
Jensen Beach, FL	1980
Palm City, FL	1990
Sewall's Point, FL	1984
Rio, FL	1974

Figure 16.

Owner vs Renter Occupied

Stuart

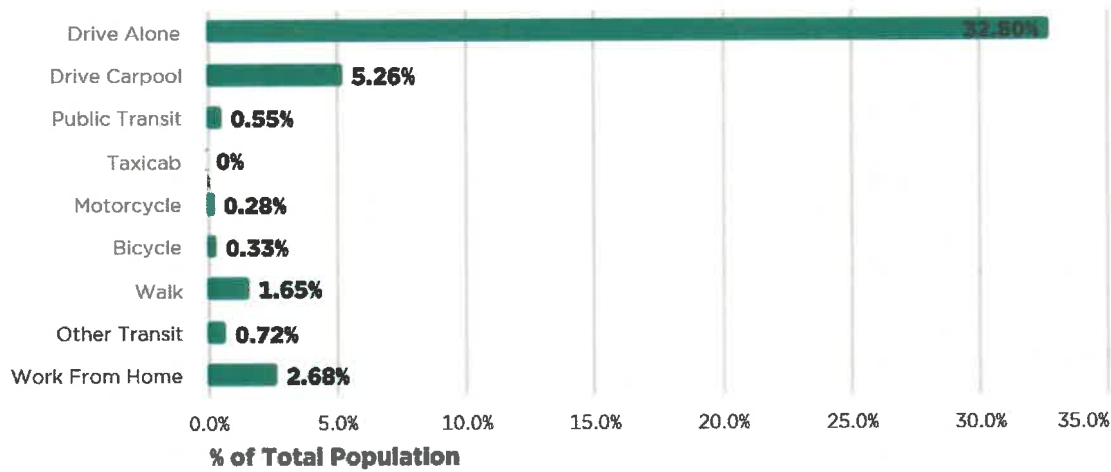


City of Stuart, FL 2015 Census 2011-2015

Figure 17.

Commute Type

Stuart



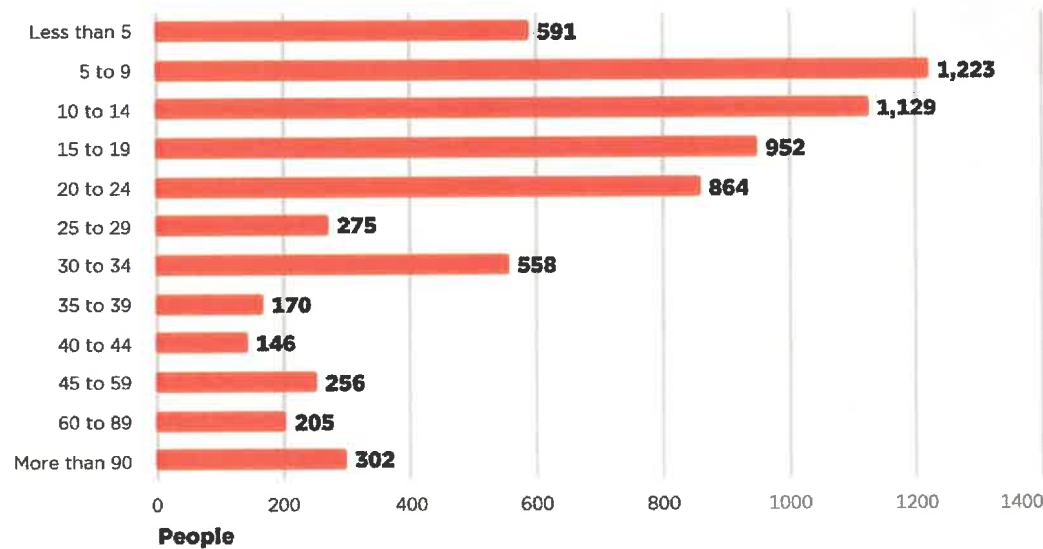
■ Stuart

mySidewalk.com | US Census 2011-2015 ACS

Figure 18.

Travel Time to Work

Stuart



■ Stuart

mySidewalk.com | US Census 2011-2015 ACS

Plan Development Process

In creating this Economic Development Plan the City of Stuart underwent a comprehensive research, data review, and stakeholder engagement process ensuring a community-appropriate strategy with maximum community buy-in.

Components of the process included:

- Identifying key stakeholder groups and developing a comprehensive stakeholder engagement strategy.
- Hosting a Competitive Florida kickoff meeting and Department of Economic Opportunity (DEO) “Data Conversation,” allowing key staff and community leaders to interact with preliminary data identified by the DEO.
- Reviewing existing City planning documents and policy initiatives including:
 - o City of Stuart Capital Improvement Program (CIP)
 - o City of Stuart 2015 Strategic Goals Report
 - o City of Stuart 2010 Community Redevelopment Plan
 - o City of Stuart 2017 Growth Manager Plan Economic Development Element
 - o City of Stuart RMA Economic Development Recommendations Memo
- Identifying and prioritizing the City’s top economic development priority areas:
 - o Housing
 - o Redevelopment
 - o Business Expansion
 - o Data Analysis
- Creating an inventory of City economic development assets and completing an asset mapping exercise.
- Hosting several Community Conversations with stakeholder groups, allowing community leaders to weigh-in on the identified priority areas.

Upon completion of the Draft Economic Development Plan, the City will move to the next phase of this process; developing and prioritizing a list of implementable economic development action tasks.

Community Involvement & Stakeholder Outreach

Utilizing the Stakeholder Strategy Report, the City has held community conversations around three of the four economic development priorities initially identified. A fourth priority, Business Expansion, has not yet been explored with stakeholders. Below, please find a brief synopsis of the Stakeholder Strategy Report. Further documentation of public input and stakeholder outreach is included in the Appendix beginning on page 35.

HOUSING PRIORITY FINDINGS

Following its stakeholder strategy, the City has held one-on-one interviews with City Commissioners, a roundtable discussion with its planning staff, and a focus group with Leaders United and Martin Health System employees.

- *There is a need for education on housing policy and trends.*
- *Data on housing is lacking and is a barrier to establishing sound planning policy.*
- *Planners cite challenges to housing as limited developable lands, aversion to density increases and slow pace of residential redevelopment.*

- *Leaders United focus group on housing identified weak job market and the high cost of land as challenges to moving to Stuart; however they do want to live here.*
- *Martin Health focus group identified schools as a key factor in their housing decisions. Quality of life; location to shopping, highways etc. Some perceptions of Stuart were that it is expensive to live here; we have an extra tax, an older and limited housing stock.*
- *While most stakeholders support increasing the availability and variety of housing options, there is not much support for “affordable housing”.*

REDEVELOPMENT PRIORITY FINDINGS

The City of Stuart Community Redevelopment Agency held two public workshops in February of 2017 to help identify projects and programs for the CRA Expansion Area. These findings are incorporated in this plan because redevelopment plays a critical role in the economic development opportunities for the City. Tax increment revenues are a source of funding that through catalyst projects will be part of the City’s economic development efforts.

Both workshops identified redevelopment strategies supported by the public as represented by attendees, including:

- *Redevelopment along some major corridors including US1*
- *Adopting a complete streets strategy on all city roadways*
- *Increasing variety of housing options available*
- *Focusing on street level neighborhood improvements*

DATA ANALYSIS PRIORITY FINDINGS

As part of the stakeholder engagement strategy, staff reached out to the following community stakeholders to identify what data they are collecting, analyzing and utilizing for economic development purposes. The following stakeholders were contacted: Economic Council of Martin County, Stuart/Martin County Chamber of Commerce, Small Business Development Center, Business Development Board, Martin County Tourism Office, and Treasure Coast Regional Planning Council.

Our conclusion was:

- *Data collection by the entities stated above is limited. Good data that is applicable to the City of Stuart is necessary for the implementation of a successful economic development strategy.*
- *Since typical community stakeholders do not collect data, there is a need for ALL stakeholders to participate in a more in-depth data analysis of the economic climate in the City of Stuart.*

BUSINESS EXPANSION PRIORITY

Although this priority was identified by staff as important. Staff did not have enough dedicated time to pursue this priority to develop it as the other priorities for this exercise.

However, it is imperative that the City engages in business expansion and retention; especially with our top employers.

ASSET MAPPING EXERCISE

Through community conversations and internal staff assessment, the City of Stuart identified and grouped key economic assets in the city into five categories. A daylong asset mapping exercise with stakeholders and DEO team members further developed this list and opportunities for stewardship and development.

The following is a direct result of the day long community asset mapping exercise that was programmed by the Department of Economic Opportunity. The daylong event included 45 or so members of the public, including DEO “experts.”

These groups were established through a collaboration of City staff and the Department of Economic Opportunity; however the “utilization strategy” is a direct result of community and stakeholder participation at the Asset Mapping Exercise.



Above: Attendees of the March 28, 2017, City of Stuart Community Asset Mapping Exercise.

ASSET GROUP: Education, Healthcare, and Jobs

The City of Stuart is served by the Martin County School District, which is consistently ranked as one of the top districts in the State of Florida. Within the city, the school district operates J.D. Parker School of Technology, Stuart Middle School, and Spectrum Junior Senior High School. The School Board is also one of the City’s top employers, providing over 2500 jobs.

The City’s higher education needs are met by the Chastain Campus of Indian River State College (IRSC), located just outside the city limits. IRSC offers 2 and 4 year degree programs in a variety of study areas and is also home to the Small Business Development Center (SBDC), providing business consulting and training.

Martin Health System is based in Stuart and comprises three hospitals, one MediCenter, a free-standing emergency center, and numerous outpatient centers and clinics. The largest hospital with 244 beds, Martin Medical Center is located on the waterfront in Downtown Stuart. In addition to providing for the community’s healthcare needs, Martin Health System is Stuart’s largest employer, with over 2800 employees.

Healthcare is Stuart’s largest employment sector, followed by Public Administration, Accommodation and Food Services, Professional, Scientific, and Technical Services, Retail, and Construction. Together they provide a median household income of \$35,954, and a median family income of \$47,736. Overall the City enjoys a low unemployment rate and access

to labor can be a challenge in some industries, particularly those competing with higher-paying employers to the south. Attracting high wage jobs and retaining talent are ongoing challenges for the City.

Utilization Strategy:

- *Create opportunities to keep young professionals living and working in Stuart. Increase jobs, offer internships and other engagement opportunities. Establish an entrepreneurship development program and a tech corridor. Host a job summit to showcase existing jobs in the city with unique employers and/or traditional jobs.*

ASSET GROUP: Recreational, Natural, and Historic Resources

New residents and tourists often site Stuart's charming waterfront and historic downtown as the reason for choosing the city. Marked by a unique mile-long Riverwalk running along the St. Lucie River from Sunset Bay Marina to Colorado Avenue, the waterfront is home to a pier and public dock, public seating, and a small stage hosting frequent concerts and community events. Across the Old Roosevelt Bridge, marinas and yacht clubs dominate the waterfront.

Stuart's recreational opportunities extend beyond the waterfront to include parks and recreational facilities including over a dozen ballfields, fitness trails, and dog parks, plus neighborhood parklets and open space contributing to neighborhood character and quality of life.

Stuart also takes great pride in its history and has several examples of successful private and public preservation projects benefitting the community, including the Stuart Feed Store, Woodman Hall, the Flagler Recreation Center Building, the Arcade Building and the Lyric Theatre. The city engages with community partners such as Stuart Main Street and the Stuart Heritage Museum on preservation efforts to revitalize blighted communities, preserve unique heritage, and draw tourists.



Utilization Strategies:

- *Connect the waterfront park and boardwalk to surrounding neighborhoods with biking and walking trails.*
- *Engage owners of unused properties in East Stuart with revitalization incentives. Increase business development and property sales. Revitalize Martin Luther King Jr. Blvd. with local art in a streetscape concept. Create working artist space to encourage participation. Consider art district designation.*
- *Establish a historic district and apply for historic preservation grants, particularly for East Stuart. Provide interpretation of current landmarks with signs and historic photos, a walking tour and other attractions. Apply for historic designation to protect the heritage and obtain funding. Conduct a comprehensive survey to identify historic properties and understand their backgrounds.*

ASSET GROUP: Transportation

726-acre² Witham Field Airport is a small, public-use airport surrounded by the City of Stuart, with a small portion inside city boundaries. Controlled and operated by the Martin County Board of County Commissioners, the airport does not offer scheduled commercial airline service. However, the facility maintains an operational air traffic control tower and is home to two fixed-base operators and more than 200 private aircraft related businesses, and is poised to attract additional aeronautic businesses and aviation dependent industries.

The Florida East Coast Railway (FEC), a key force in the establishment of the City, is an ongoing challenge to continued development. FEC tracks cross the City affecting traffic patterns. A proposed light rail service, and accompanying double tracking, may further impact the downtown area.

In addition the electric Downtown Tram provides free service in the Downtown area, mitigating seasonal parking demands.

Utilization Strategies:

- *Reduce downtown traffic by developing bike/pedestrian infrastructure. Create a path to cross the railway and provide amenities such as benches, public restrooms, bike racks/parking, bike repair stations and a community bike share program. Encourage walking/biking to school with bike shares in residential areas. Insert kiosks for small businesses along streets downtown.*
- *Strategically place a parking garage to encourage smart, urban development. Increase density of affordable housing and encourage use of existing downtown parking spaces. Consider charging for parking spaces via a parking mobile application with a city subsidized convenience fee.*
- *Increase downtown connection to East Stuart with bike lanes and sidewalks. Promote public use of Uber for further connectivity. Improve signage along the roadways/sidewalks. Establish a manager to specifically focus on Colorado Avenue and East Stuart.*

ASSET GROUP: Underutilized Property

Careful land acquisition by the City of Stuart and the Community Redevelopment Agency has led to several key properties either under lease negotiations or successfully redeveloped. Other City owned properties await assessment of their highest and best use. Additional underutilized properties exist throughout the City including aging strip malls, outdated industrial areas, aging commercial and residential properties, and outdated hotels and motels.

Utilization Strategy:

- *Convert under-used properties to increase affordable housing availability for young families and professionals. Construct mixed-use buildings and ensure housing is owned by the residents. Provide tax credits for developers or offer incentive for transforming older homes into duplexes. Ensure housing is energy efficient, sustainable, with power for housing and electric vehicles.*



At Left: Mayer Campenni and Development Director Terry O'Neil meet with local developers and community members during the Community Asset Mapping Exercise.

ASSET GROUP: Community Organizations

Several community groups are actively engaged in the City of Stuart and could be excellent economic development partners:

- Stuart Main Street (SMS) has been the leading preservation and redevelopment group in Downtown Stuart for over 30 years.
- The Downtown Business Association (DBA) is the voice of downtown merchants and acts as the pulse of the Downtown economy.
- The Joint DBA-SMS Promotion Committee is responsible for promoting Downtown Stuart with advertising and special events.
- The East Stuart Partnership grew out of the East Stuart Main Street program and focuses on revitalizing the historically African American East Stuart Community.
- Young Professionals of Martin County and United Way Leaders United bring together active civic-minded residents and professionals.

Utilization Strategy:

- *Revitalize East Stuart through community engagement—host block parties and informal community conversations to brainstorm. Identify community leaders and business development opportunities. Create a sense of place.*

The above is a result of the Asset Mapping exercise with the community stakeholders, staff and state experts. This exercise demonstrated public and commission interest in developing a sound economic development strategy.

Goals and Implementation Tactics

Goals and implementation tactics are designed to provide a clear path to success for the City. These goals and objectives were a direct result of the asset mapping exercises and the cumulative conglomeration of information gathered from the Competitive Florida Partnership process. These goals and objective will allow the City of Stuart – if it decides to fully implement this plan, to create realistic action items that will be pursued with Commission action.

Goal 1: Data

Data collection affects policy and future decision-making processes. Regardless of the field of study or preference for defining data (quantitative, qualitative), accurate data collection is essential to maintaining the integrity of research.

- **Objective 1** – Conduct a more in-depth data analysis of the economic climate in the City of Stuart.
 - **Tactic 1:** Continue subscribing to mySidewalk data repository.
 - **Tactic 2:** Identify data; Select issues and set goals; Plan an approach and methods.

- **Tactic 3:** Collect, analyze and interpret data for the purpose of enabling the City of Stuart to utilize the data for sound economic development policy decisions.
- **Objective 2** – Establish a web-based inventory of data that conveys that Stuart is a place open for business.
 - **Tactic 1:** Focus on building relationships with industry trade associations, commercial real estate brokers, and state-level economic development organizations.
 - **Tactic 2:** Establish a digital catalog of information that is readily available for investors and new businesses that includes demographics, maps, available sites, economic and business conditions, zoning information and incentives.¹
 - **Tactic 3:** Update City website to include the web-based inventory of data.
 - **Tactic 4:** Add Economic Development Welcome Package to the webpage: www.stuartlife.us
 - **Tactic 5:** Develop a user-friendly Stuart-specific map of potential development opportunities that provides all necessary information for potential developers.
 - **Tactic 6:** Promote the City’s business friendly initiatives on a monthly basis via the City website, press releases, email blasts, and social media.

¹This Objective is consistent with the Redevelopment Management Associates report in 2014.

Goal 2: Housing and Community Redevelopment

The City of Stuart recognizes that housing and neighborhood renewal play an important role in maintaining and enhancing the economic health and vibrancy of the overall community. The City of Stuart is limited in developable green space; therefore much of the development pattern of the City is infill.

- **Objective 1:** Support the development of diverse housing choices that appeal to a wide range of household incomes, ages, and lifestyles¹
 - **Tactic 1:** Seek out experts in the fields of redevelopment of mix-used projects such as, Incremental Development Alliance, to provide information, education and analysis on feasible housing policies.
 - **Tactic 2:** Work closely with top employers to determine their workforce housing needs; and complete the Employee Housing Survey.
 - **Tactic 3:** Support the development of attainable housing, multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living.²
 - **Tactic 4:** Provide density bonuses to developers who set aside a certain percentage of their residential units for below market rate housing.³
 - **Tactic 5:** Continue to partner with Habitat for Humanity to build new affordable homes and create new opportunities for homeownership in the City of Stuart.⁴
 - **Tactic 6:** Review Land Development Code to that support the types of housing policy the City wants to embrace and promote.

¹ This Objective is consistent with the Residential Strategy outlines in the 2010 Community Redevelopment Plan.

² This tactic grew out of an idea generated at the March 28 Asset Mapping Exercise.

³ This tactic is consistent with Policy A2.6 Housing Opportunities in the Housing Element of the City of Stuart Comprehensive Plan.

⁴ As of April 6, 2017, the City has signed an agreement with Habitat for Humanity for a \$100,000 grant which will go towards constructing affordable homes in East Stuart. This is a grant that should be repeated in the future.

- **Objective 2:** Focus the development of new housing in areas adjacent to employment centers & transportation options.
 - **Tactic 1:** Determine which housing types and mixed-use concepts should be adjacent to major employment centers.
 - **Tactic 2:** Partner with housing developers to promote investment and redevelopment in these designated areas.
 - **Tactic 3:** Create incentive programs to ensure that any new developments in these areas provide housing that is attainable for area employees.

- **Objective 3:** Encourage investment in residential areas by maintaining and improving the physical quality of neighborhoods.
 - **Tactic 1:** Expand and better market existing housing rehabilitation programs such as the CRA paint up and façade improvement programs, in order to ensure that the City's housing stock remains viable for its future as well as current residents.
 - **Tactic 2:** Increase the use of code compliance, partnered with an active community education program, in dilapidated neighborhoods in order to ensure proper maintenance.
 - **Tactic 3:** Continue to collaborate with Habitat for Humanity on their Neighborhood Revitalization initiatives which assist existing homeowners within identified communities who are unable to complete necessary repairs on their own homes.⁵
 - **Tactic 4:** Promote neighborhood improvement projects that emphasize beautification and neighborhood signage and branding.

- **Objective 4:** Use historic preservation to protect and enhance Stuart's unique heritage, combat and eliminate blight, and encourage economic development in Stuart's historic neighborhoods.⁶
 - **Tactic 1:** Update and maintain the current survey of historic structures.
 - **Tactic 2:** Provide interpretation of historical structures and landmarks through signage. Develop brochures and other tourism materials that showcase and map historical landmarks.
 - **Tactic 3:** Work with Martin County to develop an African American Heritage Trail showcasing key landmarks in historically black communities.
 - **Tactic 4:** Continue to offer grants and loans for historic façade restoration through the CRA.

- **Objective 5:** Strengthen and revitalize neighborhoods through innovative and creative community engagement efforts.⁷
 - **Tactic 1:** Encourage and support citizen-initiated formation of community organizations and initiatives.
 - **Tactic 2:** Encourage neighborhood-based social and community events and programming such as community gardens, beautification of public areas, tactical urbanism projects, block parties, cultural events, and holiday events that appeal to a wide range of local residents and families.
 - **Tactic 3:** Improve two way communications between neighborhood and City government on issues such as code compliance, crime watch programs, and other neighborhood priorities.
 - **Tactic 4:** Expand the city's Art in Public Places program to include areas outside of the traditional downtown core. Incorporate creative placemaking principles into neighborhood revitalization efforts in order to

⁵ As of March 27, 2017, the Community Redevelopment Agency has entered into an agreement with Habitat for Humanity that gives \$40,000 for residential improvements within the CRA district.

⁶ The following tactics come from ideas generated during the March 28 Asset Mapping Exercise.

⁷ The following tactics are drawn heavily from the 2015 City of Stuart Strategic Goals, "Neighborhoods" Goal.

enhance our neighborhoods' sense of place and use work from local artists in neighborhood improvement and public space projects.⁸

- **Tactic 5:** Promote innovative community policing efforts.

➤ **Objective 6:** Commercial revitalization of the East Stuart/Martin Luther King, Jr. Blvd. corridor.

- **Tactic 1:** The City should actively engage the residents and property owners, via East Stuart Partnership, to work collectively toward a clean and safe program.
- **Tactic 2:** Adopt Build a Better Block initiatives and programs to improve the commercial corridor.
- **Tactic 3:** Improve connectivity along MLK between Colorado Avenue and Palm Beach Road by implement the City of Stuart CRA Plan Martin Luther King, Jr. Blvd. streetscape project.
- **Tactic 4:** Include public art from local artist in the Martin Luther King, Jr. Blvd. streetscape project.
- **Tactic 5:** Finish, adopt, and determine the feasibility of the 10th St Community Center Master Plan.

Goal 3: Business & Workforce Development

To stimulate economic growth, the City of Stuart will advance a robust business development program that works hand-in-hand with our top employers while also pursuing new businesses in target industries in order to achieve sustainable economic growth and an increase in high wage jobs. In order to attract the necessary high wage jobs required for a thriving City of Stuart, we must also work to build a talented and creative workforce. This will require close cooperation between the business, education and economic development communities.

➤ **Objective 1:** Encourage the growth and expansion of business in the City by providing high quality economic development assistance.

- **Tactic 1:** Hire or assign a current staff member to serve as the City of Stuart Business & Economic Development Manager on at least a part-time basis.⁹ This position would be solely dedicated to promoting the business and economic development interests within the community. Sample duties could include:
 - Maintains, updates and implements the economic development strategy
 - Functions as a liaison for various state, county, and local economic development agencies and organizations (i.e. Florida DEO, Martin County BDB, Chamber of Commerce, DBA, Stuart Main Street, East Stuart Partnership, etc.)
 - Meets with potential investors and developers to secure their participation in redevelopment projects
 - Develops and maintains a database of vacant or underutilized commercial, office and industrial land and tenant spaces
 - Works with property owners and prospective tenants and developers to match available properties with desired commercial business activities
 - Works with various city departments to ensure that all new development projects are progressing in a timely manner
 - Formulates and implements marketing and business attraction strategies

⁸ This tactic grew out of several ideas generated in the March 28 Asset Mapping Exercise.

⁹ This tactic is supported by ideas generated in the March 28 Asset Mapping Exercise as well as strategies included in the 2015 City of Stuart Strategic Goals document. Currently, while there is a Legislative & Economic Strategies division in the Department of Community Services, there is no staff member who is dedicated to promoting economic development or business recruitment. Given the scope of work outlined in this plan, it is crucial to have a dedicated staff member responsible for implementing these strategies.

- Creates close ties with existing businesses to assess the current business climate, determine business needs and interests, and share information about economic development programs, including business expansion and professional development programs
 - Focus on the revitalization of East Stuart (manager). (*City of Stuart Strategic Plan 2015*)
 - **Tactic 2:** The City will develop an Economic Development Welcome Package, available online and in print, with crucial information necessary for those who are looking to open or expand a business, make an investment, or buy and/or develop property in the City. Information should include demographics, maps, available sites, economic and business conditions, zoning information, and information about business incentives and economic development programs.¹⁰
 - **Tactic 3:** The City will collaborate with the CRA to develop a “one stop shop” online resource portal that identifies local, State and Federal funding sources that may provide grant assistance to new and existing businesses.
- **Objective 2:** Retain existing businesses and encourage business expansion.
- **Tactic 1:** The City will conduct stakeholder outreach and focus groups with existing small businesses, entrepreneurs looking to open a new business, and business development organizations in order to assess small business needs.¹¹
 - **Tactic 2:** Explore partnership opportunities with IRSC’s Entrepreneurship Development Institute, especially in regards to the SBDC Consulting and Pioneer Incubator programs.
- **Objective 3:** Attract new businesses in target industries that will create high paying jobs and contribute to the city’s economic vitality.
- **Tactic 1:** Conduct focus groups with representatives of key industries to determine the best strategy for attracting and retaining high-wage employers.¹²
 - **Tactic 2:** Build upon existing hubs such as medical services, government administration, legal and banking services, marine industries, aeronautic industries, hospitality and recreation/entertainment, office and commercial retail
 - **Tactic 3:** Determine if there are any additional target industries and create specific economic incentives to attract them.
 - **Tactic 4:** Prioritize the development of underutilized sites with high visibility for targeted industries and other uses that encourage job creation.¹³
- **Objective 4:** Promote tourism as a primary economic driver.
- **Tactic 1:** Continue to have Commissioners serve on the Tourism Development Council.
 - **Tactic 2:** Collaborate with the Downtown Business Associate, Mainstreet, and other local organization to promote Stuart as a tourist destination.
 - **Tactic 3:** Improve the city’s visitor relations by improving staff coverage at the Downtown Tourism Office and developing maps, guides, and other promotional materials for visitors.
- **Objective 5:** Create more opportunities to keep young professionals living and working in Stuart.¹⁴

¹⁰ This tactic comes directly from the 2014 Redevelopment Management Associates Economic Development Recommendations

¹¹ Due to time constraints, the City did not have time to conduct the necessary business community outreach during the plan development process. Before proceeding further with Business Expansion related projects and policies, it is necessary to complete this stakeholder engagement.

¹² See above footnote.

¹³ This strategy is consistent with Policy A1.2 of the Economic Development Element of the Comprehensive Plan.

- **Tactic 1:** Reach out to IRSC students and young professionals (either via focus groups or surveys) to determine employment needs.
- **Tactic 2:** Establish a jobs-first approach to economic development that incentivizes high wage job creation and establish a strategy for attracting and retaining high wage jobs to the area.
- **Tactic 3:** Sponsor and encourage high-school and college-level internship and mentorship programs with major employers (hospital, the school board, and public administration) that will expose young people to a variety of local employment options, foster relationships, teach tangible real-world skills, and create ongoing opportunities for meaningful work experience.
- **Tactic 4:** Host and/or sponsor a job summit that showcases existing jobs in the City with unique employers.

Goal 4: Transportation.

The City of Stuart will develop a multi-modal transportation network that encourages active transportation and non-motorized alternatives, builds upon the City's existing infrastructure and develops solutions to transportation needs. Infrastructure that welcomes walking and biking as modes of transportation contributes to an environment that is ultimately safer for those traveling by bicycle or on foot.

- **Objective 1:** Develop bike/pedestrian Master Plan to reduce traffic in the downtown area and promote connectivity within the city.
 - **Tactic 1:** Determine where gaps exist in sidewalks and bike routes and develop and Biking and Pedestrian Master Plan that will address this gaps in service.
 - **Tactic 2:** Provide public amenities such as benches, public restrooms, bike racks/parking, bike repair stations, and other services that would encourage biking and walking as modes of transportation.
 - **Tactic 3:** Develop a community bike share program.
 - **Tactic 4:** Collaborate with Martin County School Board and Martin County Metropolitan Planning Organization to encourage parents to let their kids walk/bike to school and implement a Safe Routes to School program if necessary.
- **Objective 2** - Develop biking and off-road greenway program in and around downtown Stuart.
 - **Tactic 1:** Connect the waterfront area along the St. Lucie River and boardwalk with biking paths linked to surrounding neighborhoods.
 - **Tactic 2:** Partner with Florida Department of Transportation and Martin County MPO to enhance and connect the Florida East Coast Greenway.
- **Objective 3:** Improve access to convenient parking spaces near Downtown Stuart. While there is already a considerable amount of parking within Downtown Stuart, residents, visitors, and business owners alike have consistently advocated for additional parking. However, while parking spaces in the Downtown core are often full, spaces that are within easy walking distance are consistently under-utilized.
 - **Tactic 1:** Complete a Parking Analysis Study of the Downtown and surrounding areas.
 - **Tactic 2:** Encourage the use of existing parking outside of the core commercial district through better signage and communications. Implement a Walk Your City sign pilot program to encourage walking. Better advertise available parking options online.

¹⁴ This objective and the following tactics came out of ideas generated at the March 28 Asset Mapping Exercise. The lack of well-paying jobs was also a concern voiced in the housing focus groups.

- **Tactic 3:** Promote the use of the tram for transport to and from existing parking locations through better signage and marketing.
- **Tactic 4:** Expand and promote the use of existing valet programs.
- **Tactic 5:** Partner with the owners of private parking lots to allow the use of these parking lots for downtown outside of normal operating hours. Explore the possibility of converting existing private lots into paid lots.
- **Tactic 6:** Explore the possibility of creating a Parking Benefit District within the downtown core. The Parking Benefit District would charge for parking on the most in-demand Downtown Streets and lots and use the resulting revenues to fund streetscaping projects, public safety initiatives, and additional public amenities. Consider a system that enables a resident discount program. The City should conduct a feasibility study to provide detailed cost and revenue estimates.
- **Tactic 7:** Encourage the use of ride-sharing by creating Uber/Lyft pick-up and drop-off zones in prominent Downtown locations.

Implementation & Action Plan

Strategy	Action Project	Description	Department to Lead Implementation	Timeline
Current & Ongoing Projects				
1.1.1	MySidewalk	Continue MySidewalk subscription, train staff to use resource, and incorporate MySidewalk data into overall data plan.	Various	Ongoing. Current subscription goes through [May 2018].
2.1.5	Habitat for Humanity Partnerships	Continue to partner with Habitat for Humanity to create homeownership opportunities.	City Manager's Office (CRA)	Ongoing
2.3.2	Code Compliance	Continue active use of code compliance, partnered with an active community education program	Police	Ongoing
2.3.3	Habitat for Humanity Collaboration	Continue to collaborate with Habitat on their Neighborhood Revitalization initiatives.	City Manager Office	Ongoing
2.5.2	Community Programming	Encourage neighborhood-based social and community events and programming	Community Services, Public Works, City Manager Office, Police	Ongoing
2.5.3	Neighborhood Communications	Improve two-way communications between neighborhood and city government	Police, PIO	Ongoing
2.5.5	Community Policing	Expand and promote innovative community policing initiatives	Police	Ongoing

Year 1 Priority Projects				
1.1.2 and 1.1.3	Data Analysis & Collection	Analyze current available data and determine additional data needs. Create a strategy for using data in ongoing decision making process.	City Manager Staff / Economic Development Division	July 2017- December 2017
2.3.4	Neighborhood Beautification & Branding	Promote neighborhood improvement projects that emphasize beautifications and neighborhood signage & branding	City Manager Office, Public Works, Development, Community Services	July 2017 – July 2020
2.6.2	Build a Better Block	Investigate Build a Better Block initiatives for consideration of adopting policies and programs to improve the commercial corridor of MLK Blvd	City Manager Office (CRA)	July 2017-Dec 2017
2.6.3 & 2.6.4	Martin Luther King, Jr Blvd Streetscaping project	Implement the CRA's planned MLK Blvd streetscaping project and incorporate public art into it	City Manager Office (CRA)	July 2017 – Dec 2018
3.1.1	Hire an Economic Development Manager	Hire (or assign a current staff member) to serve as an Economic Development Manager (part-time)	Community Services – Economic Development division	July 2017
4.3.1	Parking Analysis Study	Conduct a Parking Analysis study of the Downtown and surrounding areas	City Manager Office	RFQ in progress, July 2017-Dec 2017
4.3.2	Pedestrian Signage	Encourage use of existing parking outside of the core commercial district through better signage and communications, including a Walk Your City sign pilot program	Public Works	Sept 2017 – Dec 2017
4.3.3	Tram Promotion	Promote use of tram through better signage and marketing	Public Works / Community Services	July 2017 - Ongoing
Longer Term Projects				
1.2.2 and 1.2.3	Web Based Data	Create a digital catalog of economic and business related data and update the website (or www.stuartlife.us) to include this information	Community Services/ IT	Jan 2018 – July 2018
1.2.4, 1.2.5 and 1.2.6	Business Friendly Website Communications	Create an Economic Development Welcome Package for the website, create a Stuart development opportunities map, and better promote City's business friendly	Community Services / IT	Jan 2018- July 2018

initiatives on a monthly basis.				
2.1.1	Housing Policy Expertise	Seek out experts or consultants to provide information and education on feasible housing policies and best practices	City Manager Office / Development	Jan 2018 – July 2018
2.1.6	Review Land Development Codes & Regulations	Review codes and regulations and revise to reflect City's desired housing policies	Development	Jan 2018 – Dec 2018
2.5.4	Public Art & Creative Placemaking	Expand Art in Public Places and creative placemaking initiatives	Community Services / City Manager Office / CRA	Jan 2018 – Jan 2019
3.1.2	Economic Development Welcome Package	Develop an Economic Development Welcome package with crucial information for recruiting new businesses to Stuart	Economic Development Manager	Jan 2018
3.2.1 and 3.3.1	Stakeholder Outreach	Conduct focus groups with key industry leaders, small business owners, entrepreneurs, and other business groups and assess their needs	Economic Development Manager	Jan 2018 – July 2018 (ongoing as needed)
3.5.1	Student & young professional outreach	Reach out to IRSC students and young professionals to determine employment needs	Economic Development Manager	Jan 2018 – July 2018
4.1	Biking & Pedestrian Master Plan	Develop a Biking & Pedestrian Master Plan	Public Works	Jan 2018 – July 2018
2.4.1	Historic Structure Survey	Review the current survey of historic structures, update, and review to see which if any could qualify for National Historic Register	Development	July 2018-July 2019
3.3.3	Target Industries	Determine which target industries the city should pursue and develop specific economic incentives to attract them	Economic Development Manager	July 2018 – Dec 2018

Ongoing Plan Maintenance

The Economic Development Strategy Plan should be reviewed annually, consistent with budget preparations, to develop the work plan for the following fiscal year. An annual work plan should be developed with the appropriate staff leading the selected action items per the Economic Development Strategy Plan. The Stuart City Commission should accept the work plan and allocated appropriate budgets when necessary.

Every three to five years the plan should be updated. The plan updated should be led by City staff, Economic Development Team or as assigned by the City Manager. The update should require conversations with City Commissioners, stakeholders, City staff and the Department of Economic Opportunity. These conversations should engage members to analyze the 2017 Economic Development Strategy Plan objectively; accomplishments are the action items still appropriate, are the objectives necessary, has the economic environment changed since adopted, current available data, pitfalls of the plans and lessons learned. The plan should then be updated accordingly.

This plan should not be considered “Final” nor should it be “shelved and forgotten”. With dedicated staff time this plan should be utilized consistently as action items are being implemented. It is a document that at any time could be amended or tweaked. Implementing such plan usually lead to lessons learned that may require changing strategies; and this one is no different. It is encouraged that the City utilizes this plan consistently and re-strategize as necessary.

Regional Collaboration

Regionalism is important to the success of any community. For the City of Stuart to ensure economic development success partnering with our regional partners is necessary. Working together with the Treasure Coast Regional Planning Council, Florida League of Cities, Martin County Board of County Commissioners, Martin County Metropolitan Planning Organization, Business Development Board, Chamber of Commerce, Economic Council, Indian River State College, Career Resource and other community groups will ensure that we think regionally!

Appendix: Public Input Documentation

Public input was sought in several ways throughout the process of writing the Economic Development Strategy. City of Stuart staff utilized the Stakeholder Engagement Strategy and concentrated their community outreach around the three priority areas: Data, Housing, and Community Redevelopment. Due to limited time and resources, City staff was unable to focus on the fourth priority area, Business Expansion & Retention. It is our intention that this community outreach will be an ongoing process and that the new Economic Development Manager will be able to continue this vital work in the future, serving as a liaison between the City and the Business community.

Data Analysis

Key local and regional economic development organizations were contacted to determine the type of economic data available for the City of Stuart.

Questions asked of the data stakeholders:

1. What type of data do you collect?
2. Do you collect data specific to the City of Stuart?
3. Would you be willing to share this data with the City of Stuart?

In terms of implementing the strategy for the data priority, the following Community Stakeholders were contacted per the strategy, and with the following result(s):

- Economic Council of Martin County – Does NOT collect any data
- Chamber of Commerce – No final response, assumption is that limited data is collected
- Small Business Development Center/IRSC – A PowerPoint presentation was received by the City of Stuart, “SBDC@IRSC – Impact 2015” identified local businesses that went through the Entrepreneurial training offered by the SBDC.
- City of Stuart – Collected the Business License applications and the types of questions asked of new businesses. Plan on analyzing the application to identify opportunities for improvement so the City can collect the most data at this opportunity.
- Business Development Board – Non responsive.
- MCBOCC Tourism- Received County data regarding the following: FL Taxable Spending, Rental data, and Stuart Lifestyle Reports. Conversation has developed on costs associated with providing detailed City of Stuart data.
- TC Regional Planning Council – No formal responsive, however Tom Lanahan, Assistant Director of TCRPC did attend the Community Asset Exercise as an “expert” and has been open to have further conversations on the topic.

Housing

To determine the city's housing needs, staff conducted in-depth interviews with each of the City Commissioners, as well as a roundtable discussion with key staff in the Development Department. In addition, the City conducted two focus groups with community members. The first took place with Leaders United, a group of civic minded young professionals. The second took place with staff of Martin Health, the city's largest employer. Below, you will find notes and documentation from these meetings.

Commissioner Interviews

Questions Asked:

1. What do you think are the primary benefits of living within Stuart? Do you see any potential drawbacks to living in Stuart?
2. Ideally, what kinds of residents do you want to attract to Stuart?
3. How do you see population growth as fitting into our economic development plan?
4. With an increasing population, how do you think Stuart should adapt to increased density and what are the main challenges you foresee with this?
5. How should the city of Stuart encourage the development of more multifamily housing?
6. How can the city work with the Martin County Public School System to improve and better market Stuart's schools to young families?
7. What sorts of housing policy initiatives would you like to see the City implement?
8. Would you been interested in expanding existing CRA programs to improve housing, such as the Paint-Up program or the façade improvement program?
9. How should affordable housing be addressed? Would you support policies designed to increase the availability of affordable housing in Stuart?
10. How do you see housing fitting into the overall economic development plan?
11. What sort of housing data and data analysis would help you in making decisions about housing policy?

Key Takeaways:

Barriers to Living in Stuart

- Poor quality housing
- High cost of housing
- Lack of appropriate housing for professional workforce
- Lack of affordable housing for persons making less than \$50k

Desired New Residents

- Young families
- Young professionals
- Skilled workers (many of whom may already work in Stuart)
- Retirees with second homes and disposable income

- Diversity – need all income levels to make a real City of Stuart

Population Growth

- Nearly all commissioners recognized population growth as a driving factor of economic development and identified it as a major priority
- Two commissioners were in favor of doubling the city's population within the next 20 years
- Another commissioner noted that population growth must be balanced with job growth and diversity and that the goal should be to increase home ownership

Density & Mixed Use/Multifamily Dwellings

- The commissioners are very divided with regards to increasing the density
- Several commissioners seemed in favor of increasing density, one was adamantly opposed
- Several commissioners warned that any increase in density must be done slowly and warned that large scale or quick changes would not sit well with existing residents – adapting for density should not come at the expense of our sense of place. Any work done to increase density must be tied closely to the neighborhood and create “buy in” from current neighbors and property owners.
- A few commissioners expressed support for additional mixed use and/or multifamily housing. One commissioner expressed a strong support for increased variety in housing types. Another said we should encourage more private partnerships like the Triangle project.

Schools

- Anecdotal evidence suggests that the perception of poor school quality is driving current and potential Stuart residents into other communities (such as Palm City), but most commissioners were very uncertain about how to approach the issue of school quality.
- One commissioner suggested inviting the school board reps to meet with city staff and present at monthly meetings to share information and build a better working relationship and to work with the school board to provide information about city services and amenities

Housing Policy Initiatives

- One thing that became clear through the commissioner interviews is that most of the commissioners are not well informed about either the housing market or housing policy. While they agree that housing is crucial for economic development, they lack the understanding and knowledge to suggest any specific policies or housing initiatives.
- They seem very divided on what role the city should play in housing development, with at least one commissioner saying that the focus should be on annexation and commercial development, not housing at all

- The commissioners were pretty evenly split in their support for continuing existing CRA façade improvement programs
- One commissioner mentioned that they supported reducing parking requirements and additional street diets
- Commissioners are much divided on affordable housing. Some do not want any additional affordable housing located in Stuart. One even said they wanted to gentrify the entire city – essentially pushing all affordable housing out completely. Other commissioners were more willing to discuss affordable housing options – smaller housing units, housing credits, public/private partnerships, working with Habitat for Humanity and the Housing authority were all brought up as possibilities for addressing affordable housing
- Several commissioners drew the distinction between “affordable” housing and “workforce” housing, saying that we needed to focus on housing that was appropriate to the city’s workforce. One commissioner suggested working with major employers such as the Martin Health to encourage the development of workforce housing.

April 4 Focus Group: Leaders United

➤ Attendees

- Staff
 - Teresa Lamar-Sarno
 - Nicole King
 - Annelies van Vonno
 - Mayor Tom Campenni
- Leaders United
 - Debi McKay
 - Ronnie Kirchman
 - Amy Bottegale
 - Kimberly Perrin
 - Elisabeth Glynn
 - Lindsey Concanna
 - Natalie Dismangles
 - Steven Shultz

➤ KEY TAKEAWAYS

- Most attendees do not live in Stuart, though several of them would like to
- Things People Like About Stuart
 - Location on the river and the waterfront

- Friendly community
- Quaint, charming old Florida, small town feel
- Everything is close together – walkable, has the tram
- Things People Don't Like About Stuart
 - Housing is too expensive and there's not much available, what is available needs renovations
 - Lack of career opportunities and low pay
 - Bad dating scene
 - Shops and restaurants close too early, no nightlife
 - Lack of diversity
 - Too many old people
 - Not enough parking

➤ Housing Discussion

- Where do you currently live? How close is your home to work? Were commute time and public transportation options factors in where you chose to live?
 - Debi
 - Lives in Port St Lucie
 - 9 miles commute
 - Bought house as second home before moving to the area. Moved down here after finding local job
 - Has been trying to move to Martin for 2 years, but the type of house she wants doesn't exist in Martin County
 - Looking for 2b/2b townhouse in younger community - doesn't want to be the youngest in the neighborhood
 - Ronnie
 - Lives in Palm City
 - 5 miles commute to work
 - Amy
 - Lives in Port St Lucie
 - 10 mile commute
 - Kimberly
 - Lives in Jensen Beach
 - 3.5 mile commute

- Elisabeth
 - Lives in Palm City
 - 1.5 mile commute
- Lindsey
 - Lives in Stuart
 - Has two offices – commute is 1 mile for Stuart office and 9 miles for PSL office
 - Location and nearness of work was important to housing choice
- Natalie
 - Lives in Tradition in Port St Lucie
 - 45 minute commute to work in Stuart, approximately 15 miles
- Steven
 - Lives in Stuart
 - 5 mile commute
- All – For the most part, commute time was not factor in housing choice. Primary factors were housing cost, school system, and community factors
- Why did you choose to live there?
 - Debi – Bought house in PSL for great price 7 years ago, has been looking for homes in Martin County
 - Ronnie – Grew up in Martin County and wanted to live here. Initially, he couldn't afford to buy a house in Martin County, so he lived in PSL before building his own home in Martin County. Strong factor was the desire to send his kids to Martin County schools.
 - Amy – Single mother who raised her daughter in Jensen for schools system. Bought cute house in PSL near US1 and Sam's Club. House is affordable and very accessible to Martin County. Loves Martin County and wants to be close by but says there's nowhere in Martin County where she could pay under \$1000 a month. As a single woman, one of her complaints is that there are no young available men in this town.
 - Kimberly – Grew up in Orlando and has lived in PSL and in the Keys. Loves the Stuart area and the water and boating lifestyle. Lives in the Falls neighborhood near the mall because she wanted a new house.
 - Elisabeth – Grew up in Baltimore and initially moved to Pompano for husband's job. Husband's sister and parents lived in Palm City. After visiting frequently for family holidays over the course of 5-6 years, family moved to Martin in 2014. Loves the nice, kind, warm people, and has noticed a major difference in friendliness level of Palm City compared to Ft Lauderdale. Loves the school system and the quirky, fun community in Old Palm City. She notes that their house value has doubled since they've moved here.

- Lindsey – Had worked in Martin County for 10 years. Used to live in PSL/Ft Pierce, but boyfriend lived in West Palm. When they moved in together, they initially looked in West Palm, but decided to get a place in Stuart because the price was a little cheaper and they could be close to Downtown Stuart. No kids yet, young couple that wants to have fun!
 - Natalie – Lives in Tradition. Had been living in Ft Lauderdale and thinking of buying a condo, but realized she could buy a house with yard in PSL for the same price. Loves living in Tradition and has a lot of friends in the community. The neighborhood has lots of diverse people around her age – she says it’s a melting pot. There are lots of things to do and businesses stay open later than in Martin County. The school system is bad and she considered buying or renting house in Martin County for access to the school system, but it was cheaper to just pay tuition for private school
 - Debi – Encourages us to look up P St City near Atlanta for good ideas
 - Steven – Grew up in Ft Pierce and used to live on island near Jensen Beach. After he married and had kids, he moved to Martin County for the school system. He likes everything about Martin County, and while he could have found something cheaper in PSL, he chose to spend more to live in Martin.
- What do you like about where you live?
- Debi – House is already paid off. Does not like the community or area
 - Ronnie – House is not in a gated community. They have a nice yard and pool. They are close to I95 and turnpike. It’s easy to get to work, and they have lots of friends nearby.
 - Amy – She likes the friendly neighborhood and community. She likes her house, but wishes it was in Martin. She’s on a nice quiet street and close to everything.
 - Kimberly – Likes the neighborhood, but would prefer to live in Sewell’s Point. She wants to be closer to Downtown Stuart.
 - Elisabeth – She likes Old Palm City because it’s not a cookie cutter neighborhood and she can get to either bridge easily. It’s easy for her to get to downtown quickly and also easy for her husband to get to I-95 for his commute to work in Pompano. They are close to Palm City Elementary. She wishes there was well paying work for husband in Martin county, since her husband’s commute makes taking care of kids harder.
 - Debi – Debi thinks that the lack of career opportunities is a huge issue. She moved to the area for the small-town charm, knowing that doing so would mean a loss of salary and career opportunities.
 - Lindsey – She loves where she lives and thinks it’s perfect for this part of her life. She wasn’t ready to buy yet and wanted to be in Martin. She likes being close to 95, downtown, and the water. She has friends in the neighborhood. She also says that most houses in area too pricy for her and complains that there are no opportunities to move up career-wise.
 - Natalie – Likes her fun neighborhood. She is close to 95, St Lucie West, and Ft Pierce. She loves working in Stuart but does not come down here to socialize very often since things close so early.

- Steven – He loves his location in Bay Colony near Britt Road and North River Shores. His commute is easy and the school system is good. He loves being near Total Wine.
- What don't you like about where you live?
 - Debi – Her neighborhood has 2 houses in foreclosure which are eyesores. St Lucie does not regulate homes and rentals – no code enforcement.
 - Ronnie – He doesn't like next door neighbor very much. He would also like a larger property with more privacy.
 - Amy – She wants to be close to walkable downtown
 - Kimberly – The ingress/egress of neighborhood is the mall entrance which makes for terrible traffic.
 - Elisabeth – She wants more property and privacy. She says the neighbors can be a little intrusive. She would prefer to be on sewer rather than septic.
 - Lindsey – She now wants to own, and would like to have additional parking spaces
 - Natalie – She doesn't like that she has to ask the HOA for permission to fix up or change anything on her home
 - Steven – He doesn't like being on well water. He would like to have a waterfront house.

➤ Stuart

- What do you like about Stuart?
 - Debi – She likes the river and the waterfront. She thinks Stuart has the nicest people in the world.
 - Ronnie – Loves the water and boardwalks. Would love to see boardwalks extended
 - Amy – She thinks Stuart is beautiful and she likes the community feel. She thinks downtown Stuart is super cute and would love to live there.
 - Kimberly – Loves the quaintness of downtown and the old Florida feel
 - Elisabeth – Stuart is quaint, charming, and full of unique mom and pop stores
 - Lindsey – Stuart is quaint, charming, and full of unique mom and pop stores. She loves that it's easy to get around, but thinks we need more parking. She loves the tram and uses it frequently.
 - Natalie – She likes working here, but has no intention of moving here.
 - Steven – Loves the water and waterfront.
- What don't you like about Stuart?
 - Debi – perception that it's for old people
 - Ronnie – shuts down too early, no affordable housing
 - Amy – wants more young people, more single men, better jobs, better pay
 - Kimberly – train is terrible, inconvenient, and noisy
 - Lindsey – hard to start a family because it's too expensive, no good men, not enough parking

- Natalie – no diversity, no African American community, large separation between poor black people and the rest of community
- Steven – no nightlife
- Elisabeth – not a lot she doesn't like, parking can be an issue
- Are you willing to fix up a home?
 - Kimberly – Would be willing if the house was on the water. Speaking as an interior designer, she says that most houses in Stuart need major remodeling
 - Lindsey – would be willing, but it would depend on location and price
 - Debi – She says it's not about money, but rather about finding the right home in the right community. Complains that most of the communities she likes in Stuart have an elderly population.

In addition to the notes taken at the meeting, City staff also asked the Focus Group Participants to fill out a brief survey about their housing preferences. The survey results are as follows:

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+
3. Tell us the company you work for and your job title:
Edward Jones - Colorado Avenue
4. Tell us your residential zip code: 34984
5. How long have you lived there? 4 years - Owned 7 years
 Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? Own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 1800

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+
3. Tell us the company you work for and your job title:
Kirchman Construction Co.
4. Tell us your residential zip code: 34990
5. How long have you lived there?
 Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? Own
7. What type of housing do you live in (choose one):
 Single family residential apartment/condo townhome duplex/triplex other
8. What is the approximate square footage of your current home? 2800 sq ft

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,00+
3. Tell us the company you work for and your job title:
Resort at Home Interior Design / Owner
4. Tell us your residential zip code: 34957
5. How long have you lived there?
 Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 3800

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+
3. Tell us the company you work for and your job title:
Centerstate Bank - Registered Sales Assistant
4. Tell us your residential zip code: 34952
5. How long have you lived there? 8 yrs
 Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 1700 Sq ft under air

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
\$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+
3. Tell us the company you work for and your job title:
Edward Jones Investments (Financial Advisor)
4. Tell us your residential zip code: 34994
5. How long have you lived there?
Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 2000

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+
3. Tell us the company you work for and your job title:
Treasure Coast Urgent & Family Care Marketing Director
4. Tell us your residential zip code: 34994
5. How long have you lived there?
Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? Rent
7. What type of housing do you live in (choose one):
 Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 1,200

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
 18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
 \$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,00+
3. Tell us the company you work for and your job title:
Central State Bank.
4. Tell us your residential zip code: 34967
5. How long have you lived there?
 Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 3100

ECONOMIC DEVELOPMENT FOCUS GROUP

4/3/17 at 8am at City Hall Commission Chambers

1. How old are you? (circle one)
18-29 years old 30-39 years old 40-49 years old 50+ years old
2. What is your family household income? (circle one)
\$40,000 and under \$40,000-\$60,000 \$61,000-\$80,000 \$81,000-\$100,000 \$100,000+ 2 incomes
3. Tell us the company you work for and your job title:
Univd Way of Martin County, Director of Resource Development
4. Tell us your residential zip code: 34910
5. How long have you lived there?
Less than a year 1-5 years 5-10 years 15-20 years 20+ years
6. Do you rent or own? own
7. What type of housing do you live in (choose one):
Single family residential apartment/condo townhome duplex/triplex/other
8. What is the approximate square footage of your current home? 2300

May 4 Focus Group: Martin Health

Pre Focus Group Housing Survey

11 Responses

Key Takeaways

- older, wealthier group, majority Martin county residents
- Most live in single family residential in small households of 2-4 people
- Over half live within 10 miles of work, but all drive – no one walks or bikes

1. Where do you currently live?

- a. County – 4 St Lucie, 7 Martin
- b. City – 3 Port St. Lucie, 1 Veranda Gardens, 2 Stuart, 3 Palm City, 1 Hobe Sound, 1 Rocky Point
- c. Zip codes – 34983, 34983, 34997, 34997, 34997, 34952, 34990, 34990, 34990, 33455, 34984

2. How long have you lived there?

- a. 1-5 years – 27%
- b. 5-10 years – 27%
- c. 15-20 years – 18%
- d. 20+ years – 27%

3. What type of housing?

- a. Single family residential – 80%
- b. Townhome – 10%
- c. Apt/Condo – 10%

4. Rent or own?

- a. Rent – 18%
- b. Own – 82%

5. Number in household?

- a. All live in households with 4 or fewer people
- b. Only 1 recipient lived alone
- c. 1/3 of recipients lived in a household of 2, another 1/3 lived in a household of 4

6. Home square footage?

- a. Ranged from 1200 – 3800
- b. The median is 1800
- c. The average is 1950
- d. 73% lived in homes under 2000 sq ft

7. Commute distance
 - a. 1-5 mi – 18%
 - b. 6-10 mi – 45%
 - c. 10-15 mi – 18%
 - d. 16-20 mi – 9%
 - e. 20-25 mi – 9%
 - f. No one drove more than 25 miles to work
8. 100% of respondents commute with personal vehicle.
9. Age
 - a. 40-49 – 27%
 - b. 50+ – 73%
10. Household income
 - a. 41-60k – 18%
 - b. 61-80k – 27%
 - c. 81-100k – 9%
 - d. 100k or more – 45%

Focus Group Notes

KEY TAKEAWAYS:

Group Likes: Martin County's convenience and central location, laid back lifestyle, proximity to water and recreational opportunities, great school system, great weather, nice people

Group Dislikes: public transportation, roundabouts, growing traffic problems, limited housing options in Stuart, older housing in need of renovations, too hot to walk

Interesting points

- A few people mentioned they thought that living in Stuart required an extra tax
- People did see a need for public transportation for the elderly and poorer populations (i.e. cleaning staff) who do not own cars. Another mentioned the difficulty of kids walking long distances to school in unsafe/scary conditions.
- Uncertainty over high speed train line is causing stress for some hospital staff. They worry ambulances might be diverted due to train traffic and decrease admissions.
- None of the participants live within city boundaries and nearly all are happy with where they currently live

MEETING NOTES:

1. Introductions
2. Purpose of today's focus group: Provide Insight and perspective on housing and redevelopment (Economic Development Priorities)

3. Housing Discussion

- a. What factors are most important to you when choosing where to live?
- i. Marcia – Cites area and location as important factors. Relates that she is originally from New Jersey and owned land in PSL.
 - ii. Renee – Lists schools as the deciding factor of where to live. Has been in Palm City since 1989.
 - iii. Sue – Lives in single family home in Hobe Sound. Has been in the area for 18 years. Used to live in Miami, both husband and her liked Stuart and Hobe Sound. They found a builder in Hobe Sound they liked. They didn't want golf community. She wanted easy commute to Stuart where they worked.
 - iv. Jolie – Lives in PSL off of US1. Chose area because of available rental. Family wanted to rent before they decided to buy. It was easier to find single family home in PSL. They just purchased home in Martin County for easy commute and good schools. They now live near Tropical Farms.
 - v. Valerie – Currently lives in Palm City, but used to live in PSL in the early 1990s. She didn't like the fast growth pace, which caused her son to change schools frequently. They moved to Martin for school system and stability. Also worked in Martin County, so made for an easy commute.
 - vi. Kay – Moved to Florida from Virginia in 2014. She only had 30 days to find housing and she needed a rental to start with. First lived in Stuart in apartment rental. She liked location due to good school system. Daughter was still in high school when they first moved. Later, they moved to PSL to rental for transition for son, husband, and dogs to join. New home was in the St James area. They needed extra storage for furniture. They recently bought home in Veranda Gardens off Becker. Main attractions for new house were location, security, convenience, proximity to stores. She has a 22 minute commute and her husband has a 25 minute commute. Teresa asks for clarification on finding a rental. Kay responds that she had difficulties finding a rental and looking for their home. In Stuart, the housing was smaller than they needed. Her husband wanted gated but not golfing community. Homes in Stuart were older and needed more input and repairs. They had just flipped their house up north and did not want to have to put a lot of repairs in a new home. They could not find what they wanted in Stuart.
 - vii. Marta – Currently lives in Rocky Point, but grew up in PSL. When she moved to Martin, her kids were still in school and her husband worked in West Palm. She picked Martin County for school system. Her husband drives to Boynton for his job now.
 - viii. Julie – Originally moved down here in 1988. Her parents were already down here. Her parents had looked further south, but decided on Martin for school districts. She has moved 9 times in 19 years, but all within Martin County. She is currently in Palm City and there to stay. Lives in single family home west of turnpike with a little land. Stayed in Martin for schools system.
 - ix. Tom – Tom is originally from this area but spent 20 years in the northeast. He is a cancer survivor and his neuropathy did not do well in cold weather, so he moved back down here. His children are grown. He used to live off Becker in rental. He has now moved to Tradition. He works at all three hospitals currently and so has a longer commute. He notes that he wants to avoid confusion corner and train related traffic. He notes that he can get more house for less up north. Cites fishing and boating as part of his choice to live here.

- x. Dave – Moved to Martin in 1993 for ministry and he chose to stay. His children went to South Fork. He worked at different organization throughout the area. His denomination has moved him around a lot, but he came back to the area because this is where he wants to live here when he retires. Currently has a townhouse in Port Salerno. Factors he likes about the area: warm weather, plenty of shopping and entertainment, in a community band, very convenient to go to shows at the Kravitz, likes slower pace of life. Did not actively look for townhome. He wife already owned one.
 - xi. Lyn – She used to own a single family home in PSL, but downsized and now lives in smaller rental in Martin County. She says she was lucky to find it. It's a condo. She mentions it was hard to find, but she likes being closer to work. She wanted to find place in Stuart but couldn't.
 - xii. Sharon – Moved to area in 1986 with husband. Her husband's family was in Stuart and in Bahamas, so this was perfect location. They live in PSL. Main factors in chose to live there were the easy commute. She notes that now with all the development it takes much longer and the commute is worse (complaints about roundabouts from group). Did not look at school system when deciding where to move. Family looked into moving, but instead expanded house and bought the lot behind house.
- b. What amenities do you look for in a home? Neighborhood?
- i. Kay – Her family loves tennis and wanted tennis courts. Also wanted security of gated community. The neighborhood has smaller homes and they aren't placed too close together. She likes the open floor plan house and builder Devosta. Convenience & location were key factors.
 - ii. Valerie – Location and access to 95. Liked single family home in gated community. Enjoys going to clubhouse for dinner and drinks. Pool. Close to work.
 - iii. Jolie – She and family wanted larger piece of property. They didn't want HOA
 - iv. Sue – She wanted single family home in a smaller community. Lives in the Arbors in Hobe Sound. Neighborhood is very quiet, with sidewalks and bikelanes, lakes, seating areas. It's easy to go to Stuart or Palm Beach Gardens. There are lots of nice places to eat.
 - v. Renee – She used to live in country and she wanted to be away from city but close enough to get to work quickly. She wanted area that was kept up and comfortable.
 - vi. Marcia – She built her home in PSL when it was less developed. Now it's like a city. She liked being able to get so much for her money. Her kids liked the schools. She loves the area. She looked for jobs in Ft Pierce. She doesn't mind the commute. Commute is 25-30 minutes, though longer going home.
 - vii. Marta – They live close to the water. The house is older and small. There's not much room to grow in that area, but they like being close to water and beach. They like having a pool. Her husband wanted space, but overall they like the Rocky point area. They have a boat. She likes being close to good shopping at the Gardens Mall. It's a very central location.
 - viii. Julie – She likes Palm City for proximity to family and good schools, and easy access to I95 and turnpike. They wanted single family on bigger piece of land with pool. Wanted a larger home because they thought their in-laws would move in (they didn't). Like the area.

- ix. Tom – He was in downsize mode. Likes area because of water, ocean, and river. He lived in Philly for 20 years and he likes the quiet and slower pace of live. Likes being close to turnpike and 95. Easy to visit daughters in Gainesville and Talahassee. Likes being so close to Sunrise, Orlando, and more. Describes the area as being “close to big cities, but not in a big city.”
- x. Dave – He likes townhouse living and notes that he has a very reasonable HOA. Enjoys having a pool, tennis courts, squash, racks for kayaks, all in his community. Likes being near the river and outdoor sports. Townhouse is good size - big enough for two but easy to clean and keep up. It’s rated for cat5 hurricane, has shutters, and is 18ft above sea level (murmurs of approval from group).
- xi. Lyn – She likes the security of gated communities, but doesn’t like HOAs. Enjoys easy access to water and 95. Likes the smaller town vibe - not sprawling like PSL
- xii. Sharon – Her family didn’t want a gated community and they wanted to have boat in their yard. Also wanted a fireplace and 3 bedrooms on same side of house. Interested in a family-oriented community with block parties, close proximity to magnate schools, nearby churches, ballfields, and access to boat ramps.

c. Anyone who would live in another residence and why?

- i. Kay – She has a new home and is very happy with home and location. She used to live in mountains up north, but her ultimate goal was to move to Florida. Now she wakes up and feels like she’s on vacation.
- ii. Dave – He would like to move to single level ranch house. He is getting older and his wife is starting to worry about climbing the stairs as they age. But that’s the only reason he’d move.
- iii. Julie – She likes her neighborhood, but would downsize home.
- iv. Renee – She currently lives in townhouse and is getting ready to renovate. She’d like a ranch style home.
- v. Sharon – Her husband wants flying community for plane.

4. Transportation

a. Do you like living in a car-dependent community and driving everywhere?

i. General comments

- 1. Roads are not built for biking
- 2. Too far to walk
- 3. Community does not have infrastructure
- 4. Too hot to walk
- 5. Just walking to the car is enough to get you drenched in sweat

- ii. Kay – One problem when they first moved here was the busing to public schools for kids. She was shocked there was not enough buses. Her 16 year old daughter had to walk 1.9 miles to school, down Monterey and across Kanner. She was scared to cross street and walk alone. The school was near the jail and her daughter was scared to walk. She does not want to walk everywhere.

- iii. Valerie- She grew up in a small town and misses being able to walk to town. Everything down here is highway driving. She misses smaller, more walking friendly community.
 - iv. Marta – She doesn't care for public transit. She doesn't like to wait. Notes that a lots of people in Rocky Point drive golf carts. She would drive golf cart to work if possible – they are easy to use, battery operated, easy to park, no emissions. She doesn't like to wait for public transit. Even if she lived within walking distance, she would still drive to work for convenience.
 - v. Valerie – She thinks that elderly people drive longer than they normally would because of the lack of alternative transit options. Some people have no business on the road but lack an alternative. (people mention how scary it is for the elderly to be driving, hard to drive at night, horrible)
- b. Would you use public transportation more if workable options were available in Stuart?
- i. Julie – She likes driving, even though traffic sometimes drives her crazy, but she thinks certain people would use it (older populations)
 - ii. Sue – She works at difference sites and different times and needs flexibility. Would use public transportation if it was available and she worked at the same place and same times every day.
 - iii. Dave – He works on call for all the hospitals, so he needs car to travel between sites at various times.
 - iv. Other people mentioned the stress of working at multiple sites, and the need for the flexibility of a personal vehicle.

5. Stuart

- a. What reasons do you come to Stuart? Work? Shopping? Entertainment? Business?
- i. Kay – She works here. Also like the downtown setup. Confusion corner shocked her and caused a lot of confusion at first. "Roundabout thingies" were new to her and she was worried about getting killed. Mentioned she was almost in several accidents (general murmuring from group about roundabout woes). She likes the quaint homey feeling, nice people, friendly community, block parties, age range from young couple to retirees. She shops in Stuart sometimes, but her neighborhood has everything she needs.
 - ii. Asked for show of hands for why people come to Stuart. Most people come for work, entertainment, courthouse, a few come for shopping.
- b. How often do you go to downtown to eat/shop?
- i. Most say they come to Downtown Stuart about 1-2 times a week.
 - ii. One person mentions Kilwins Chocolate.
- c. What do you like/don't like about Stuart?
- i. Confusion corner and roundabouts not liked
 - ii. Don't like congestion on Colorado
 - iii. Tom - Uncertainty of more trains coming through, more traffic, high speed rail from Miami to Orlando. Trains cause traffic to back up. What happens to ambulances? Will they be diverted? Will hospital have less people due to ambulances avoiding the area's train-related traffic? Trains

are the X Factor. (some discussion of train impact on trauma centers and possibility of train overpass easing congestion)

- iv. Kay – likes convenient health system, likes that it's a not for profit system
 - v. Marta – likes the proximity of everything, Martin county is super convenient, never more than 15 minutes away from anything
- d. What is your perception of housing in Stuart?
- i. Jolie – expensive
 - ii. Julie – thinks there's an extra tax, doesn't know if its true or not, but that's her perception
 - iii. Marta – limited
 - iv. Jolie – limited supply, took two years to find a place
 - v. Marta – young people can't afford it, very expensive
 - vi. Jolie – didn't want to have house needing renovations, but had to buy home with smaller square footage and lots of renovations, not desirable area, paid more than what she thinks her home is worth (does not live in Stuart)
 - vii. Marta – older, undesirable, not a lot of available housing
6. Other thoughts/issues
- a. Renee – She works in housekeeping. She thinks local public transportation would be helpful as lots of housekeeping associates ride bikes and often have to find a ride in the rain. She says that some people lost their jobs because they couldn't get to work without a car.

Community Redevelopment

Concurrent with the development of the Economic Development Strategy, the City of Stuart is also pursuing an update to its 201 Community Redevelopment Plan. Since one of the primary components of the Economic Development Strategy is infill, community redevelopment, and neighborhood improvement, the City decided to utilize some of the previously scheduled Community Development Plan meetings as public engagement opportunities for the Economic Development Strategy.

The City of Stuart Community Redevelopment Agency held two public workshops that addressed redevelopment. The first public workshop on February 9th was attended by approximately 45 City residents. The workshop began with a presentation regarding redevelopment concepts and background.

Live polling was utilized to help identify topics that wanted to address as part of the CRA's redevelopment efforts. Our second workshop was held on February 27th and incorporated the results of the February 9th public workshop. This meeting was attended by members of the public, Commission, Community Redevelopment Agency and Community Redevelopment Board members; however, a sign in sheet is not available. Both workshops identified important redevelopment issues. The public seemed to favor redevelopment of a mix use type along some major corridors; such as US1, Palm Beach Road and East Ocean. Some strategies identified by attendees were to adopt a complete streets strategy, address the US1 Corridor, explore a variety of housing options and focus on street level neighborhood improvements. The redevelopment of the US 1 corridor was identified as a priority project for the stakeholders.

Supporting documentation for these events is below.

Supporting Documentation



Attention Property Owner/Resident:

The City of Stuart Community Redevelopment Agency is requesting your input! We want to hear from you!

Join us at our Community Workshops for the City of Stuart Community Redevelopment Agency 2015 Expansion Area. The purpose for these workshops is to hear from the community on potential capital projects for the area.

City of Stuart CRA Expansion Area Community Workshop #1
Thursday, February 9, 2017 at 6pm
City Hall, City Hall Chambers at 121 SE Flagler Avenue, Stuart

City of Stuart CRA Expansion Area Community Workshop #2
Monday, February 27, 2017 at 4:30pm
City Hall, City Hall Chambers at 121 SE Flagler Avenue, Stuart

We also encourage you to take our survey online for additional opportunities to allow your voice to be heard, go to this link <https://www.surveymonkey.com/r/stuartcra> or go to the City of Stuart website, under Current Events to find the survey.

If you have additional questions please contact Teresa Lamar-Sarno, at 772.283.2532 City Manager's Office

City of Stuart Website – www.cityofstuart.us

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February 9, 2017

monmor

WELCOME... THANKS FOR ATTENDING!
CITY OF STUART
CRA EXPANSION COMMUNITY WORKSHOP



NAME (please print)	EMAIL	ADDRESS	PHONE CONTACT
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Sandra Newman	robson@bellsouth.net	902 SE Lake St	772-341-7503
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Danice Zeigler	" " "	" " "	" "
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Liviana del Mar	1633 SE Jupiter Ave		772-530 2362
Scott Sade	477 Riverside		772-210-1455

February 9, 2017

WELCOME... THANKS FOR ATTENDING!
CITY OF STUART
CRA EXPANSION COMMUNITY WORKSHOP



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Sandra Peterson	721 SE Central Ave		772-634-5880
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Jettie Hillbert	909 SE Hwy 08		772-287-0152
Charles Geary	Chuckgeary@yahoo.com	275 E Ocean BLVD	772-288-4357
Liz Dunn	lizdunn@gmail.com	475 SE Riverside Dr Stuart	772-260-1687
Cristina Patterson	mihapatterson@gmail.com	831 SE Jackson Ave	861-541-2555

February 9, 2017

WELCOME... THANKS FOR ATTENDING!
CITY OF STUART
CRA EXPANSION COMMUNITY WORKSHOP



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Janice Stodemire		710 SE Central Ave	(772) 475-5696
Jackie Cox		828 SE Nassau Ave Stuart	
Becky Bruner		625 Alameda Way Stuart	34994
Karen Stuel		607 SE 1st St Stuart	34554 252-445-1312
George Quist Fuller		471 SE Riverside Dr Stuart	34504 772-283-8063
Connie Mainwaring		705 SE Styphon " "	772-221-3309
Katie Stuel		909 S.E. HALL STREET STUART, FL	34994 772-708-8534
Deid Stuel		909 S.E. HALL ST STUART, FL	34994 772-626-7845
Ginger Crosby		920 SE Tordon Blvd. Stuart, FL	34994
Andrew Hamilton		907 SE Hall St Stuart, FL	34994

February 9, 2017

WELCOME... THANKS FOR ATTENDING!
CITY OF STUART
CRA EXPANSION COMMUNITY WORKSHOP



NAME (please print)

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PHONE CONTACT

Albert Brinkley
Ruben Davis

815 Cleveland Ave
909 SE 235 Ave

772-425-4585
772 634-9484

**City of Stuart Community Redevelopment Agency Community
Workshop #1
Meeting Agenda**

February 9, 2017

6pm

Type of Meeting: Community workshop meeting with presentation, live polling and gathering input from the public on the Community Redevelopment Area expansion.

Meeting Facilitator: Teresa Lamar-Sarno and Marcela Cambor

Invitees: Public

1. Call to order

1. Introductions of staff and dignitaries

2. New business

- a) CRA Objective with Community Workshop
- b) Presentation and live polling by Marcela Cambor, Principle, Marcela Cambor and Associates, Inc.
- c) Q & A

Adjournment

Asset Mapping Exercise

The City of Stuart, along with the Florida Department of Economic Opportunity, host a Community Asset Mapping Exercise on March 29, 2017. Please see the documentation below. The Competitive Florida Asset Mapping Report which begins on the following page was completed by the Florida Department of Economic Opportunity.

WHAT

The Department of Economic Opportunity has awarded the City of Stuart a Competitive Florida Partnership grant.

This grant provides the City of Stuart an opportunity to create asset based economic development planning and implementation.

THE ASSET MAPPING EXERCISE WILL ENGAGE A DIVERSE GROUP OF LOCAL AND STATE PROFESSIONALS TO EXPLORE HOW TO UNLOCK THE ECONOMIC POTENTIAL OF OUR COMMUNITY ASSETS.

Pre-Meeting Cocktail Reception*
Monday March 27th | 6:30-8:30 PM

*Please RSVP for Monday's cocktail reception to Robin at rlamay@ci.stuart.fl.us

Asset Mapping Exercise
Tuesday March 28th | 8:00 AM

Flagler Place
201 SW Flagler Ave.
Stuart, FL



Phone: 772-283-2532
E-mail: csarno@ci.stuart.fl.us
Teresa Lamar-Sarno, AICP

City of Stuart Competitive Florida Partnership Asset Mapping Exercise

Invited Asset Representatives include:

- ♦ Entrepreneurs
- ♦ CEOs and CFOs of Organizations
- ♦ Education Organizations
- ♦ Economic Development Organizations
- ♦ City Staff and Commission
- ♦ Community Organizations
- ♦ Citizens of the City of Stuart
- ♦ DEO Officials and other State Experts

WHO SHOULD ATTEND



CITY OF STUART

COMPETITIVE FLORIDA ASSET MAPPING REPORT

Florida Department of Economic Opportunity

2017



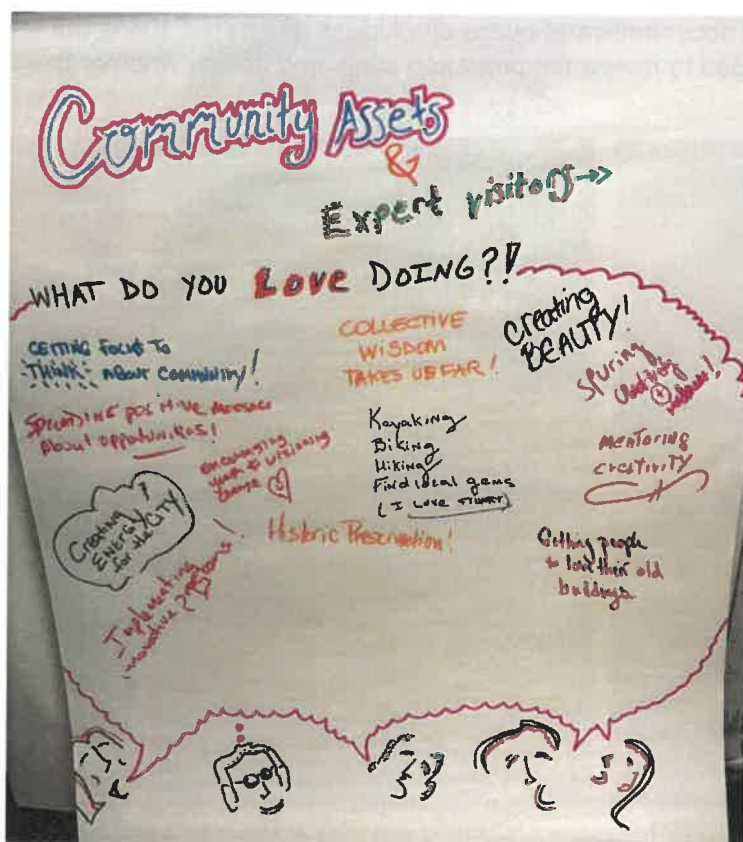
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About the Report

The recommendations in this report are meant to provide a snapshot of the community by individuals with an outside perspective. Those who know the City of Stuart best may find some recommendations more feasible or appropriate for the community than others, but the hope is to provide thoughts to help guide those closest to the community in the creation of a local economic development action plan.

Economic development planning can generally be defined as policymakers' actions that promote the economic and social well-being of a specific area. These are the plans and actions that a community can adopt to improve the well-being of its current and future residents and businesses. This report was prepared by The Florida Department of Economic Opportunity's in collaboration with numerous partners involved with the economic development opportunities of the community.



Introduction

Stuart is a partner community in DEO's Competitive Florida Partnership Program.

Competitive Florida helps communities map their strengths and identify what makes them unique.

Communities then target economic development opportunities and community improvements that fit within their character. The recommendations included in this report were developed through an asset mapping exercise, an integral part of the Competitive Florida Partnership. On March 28, 2017, a team of experts from



Figure 1: St. Lucie River Boardwalk, Downtown Stuart

state and regional agencies partnered with community leaders to visit the unique assets in Stuart. In addition, the teams brainstormed potential opportunities to expand upon the assets in ways that may further economic and community development.

This asset mapping report documents and builds off of ideas generated during the asset mapping exercise. Communities are encouraged to review the proposed ideas and decide whether they can become strategies in



their economic development plan.

Figure 2: Various scenes of Asset Mapping, Stuart

The City of Stuart - Assets and Ideas

The City of Stuart and its stakeholders identified 24 assets to highlight during the exercise. These assets were grouped into the following categories: Education and Jobs; Recreation/Natural and Historic Resources; Transportation; Community Organizations; Properties and Opportunities. The assets explored are as follows:

Healthcare

- Martin Health System

City Owned Properties for Lease

- Northpoint Property
- Two acre parcel

Public Schools

- Spectrum Junior Senior High School
- J.D. Parker School of Technology
- Stuart Middle School
- Martin County School Board

Parks and Ballfields

- Sailfish Ballpark
- Stuart 10th Street Center

Witham Field Airport

- Airport
- Triumph Aerostructures-Vought

- Stuart Jet Center
- Treasure Coast Flight Training
- Precision Jet Services
- Premier Jet Training

Hotels/Motels

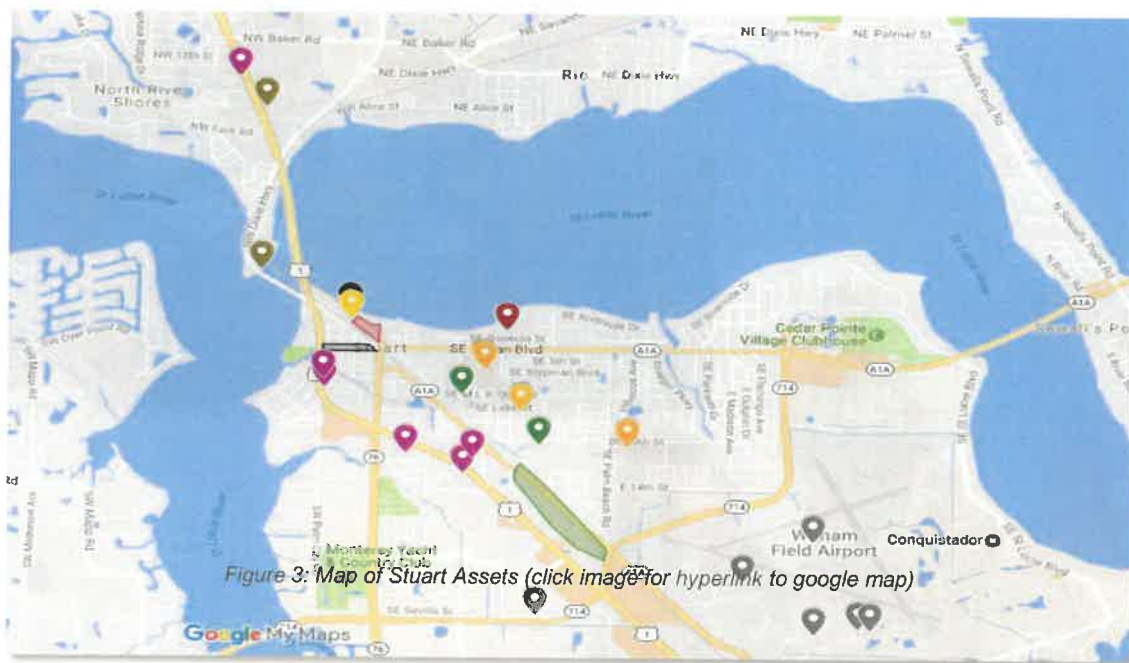
- Clarion Inn
- Best Western Downtown Stuart
- Royal Palms Motel
- Southwind Motel
- Hampton Inn & Suites Stuart-North

Under Utilized/Redevelopment Properties

- West Ocean Commercial area
- Industrial mixed use area

Community Organizations

- Area vastly represented by DBA
- Stuart Main Street Office (City Hall)



Ideas

The following section presents ideas that arose during the staff-facilitated brainstorming activities. The left column provides the asset(s) in question, the middle provides ideas generated by participants, and the right column provides other information that could assist in the idea's implementation.



Figure 4: Various scenes of afternoon brainstorming, Stuart



Existing under-used properties	Convert existing under-used properties into affordable housing developments. Construct mixed-use buildings and ensure that housing is owned by the residents. Also, provide tax credits for developers or offer incentive for transforming older homes into duplexes to increase affordable housing availability for young families and young professionals. Ensure that housing is energy efficient, powering both housing and electric vehicles—sustainable buildings.	The Incremental Development Alliance is an advocacy group who have experience around the country promoting redevelopment. Consider contacting Florida League of Cities/Florida Redevelopment Association regarding the variety of redevelopment tips and activities at Stuart's disposal: Carol Westmoreland cwestmoreland@flcities.com 850.701.3608 Ensure that current Community Services Block Grant opportunities are maximized for energy efficiency in Stuart: Martin County served by St. Lucie County Department of Human Services 77.2462.1777
Sailfish Park / East Stuart	Implement a strategic plan to redevelop the Sailfish Park area by constructing a complex called, "Field of Dreams" to encourage visitors and revitalize East Stuart. Invite regional and national sports tournaments to use the venue.	Bureau of Community Planning and Growth Technical Assistance Grants could potentially support a park planning and redesign effort. Sherry Spiers Regional Planning Administrator, DEO 850.717.8499 Consider learning more about Sarasota's Nathan Benderson Park for take-aways about sports-complex planning. 941.358.7275 info@sanca.us

Here's the asset or group of assets

Here's the idea

Here's where you can turn to learn more or pursue it

Streets and FEC Railway	Develop bike/pedestrian infrastructure to reduce traffic in the downtown area. Create a path to cross the railway and provide amenities such as benches, public restrooms, bike racks/parking, bike repair stations and a community bike share program. Encourage parents to let their kids walk/bike to school using readily available bikes in residential areas. Insert kiosks for small businesses along streets downtown.	Gerry O'Reilly FDOT District 4 866.336.8435 FDOT District 4 Contacts Page FDOT State Grants Program Mary O'Brien Coordinator Mary.Obrien@dot.state.fl.us FDOT Statewide Bicycle Pedestrian Laura Regalado Program Specialist FDOT Rail Crossing Opening and Closure 850.414.4528 The MEMFix program has encouraged innovative placemaking efforts on City of Memphis Streets. MySidewalk app can be utilized for data-driven decisions in a variety of topics, including transportation.
Martin Luther King Jr. Blvd. / property owners	Engage owners of unused properties in East Stuart by creating incentive for revitalization, increase business development and property sales. Revitalize Martin Luther King Jr. Blvd. by displaying art from local artists in a streetscape concept. Create working artist space to encourage participation. Consider designating an art district, in this area.	Reach out to Carol Westmoreland regarding info on how CRA's across the state have successfully leveraged incentives for redevelopment from uncooperative property owners. DEO Technical Assistance grant – Stakeholder identification and information planning study. See contact for Sherry Spiers, above.

Here's the asset or group of assets

Here's the idea

Here's where you can turn to learn more or pursue it

Flagler Park / downtown Stuart	Construct a wide waterfront boardwalk on Flagler Park property with attractions that complement downtown Stuart. Create an opportunity for a recreational waterpark with a nearby amphitheater and/or improve existing amphitheater.	Consider the work of Project for Public Spaces on Waterfronts as the City plans for increased visibility and access. The Apalachicola National Estuarine Research Reserve has a strong handle on environmental education and recreation in the North Florida region and could help fold that into Stuart's waterfront. Anita Grove Coastal Training Program Coordinator 850.670.7708 Anita.Grove@dep.state.fl.us
Downtown Stuart / waterfront	Develop biking and walking trails in and around downtown Stuart. Connect the waterfront park and boardwalk with biking paths, linked to surrounding neighborhoods.	Christine Small Coordinator, Greenways & Trails Christine.Small@dep.state.fl.us 850.245.2939 DEP Greenways and Trails Page FDOT's SUN Trail Program could figure into Stuart's connectivity to the greater state trail network. Robin Birdsong FDOT SUN Trail 850.414.4922
Waterfront area	Create an iconic waterfront destination. Construct a large auditorium for public use and provide boat/kayak tie-ups and a designated canoe/kayak launch area. Attract more businesses along the waterfront, including sailboat/kayak rental company.	St. Pete's Downtown Waterfront Master Plan identifies numerous improvements that could be scaled or re-worked to apply to Stuart. See the Project for Public Spaces Waterfronts link, above. Georgia Katz is a Planner at St. John's County with extensive waterfront planning and development experience.

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Here's where you can turn to learn more or pursue it

Hotels & Motels, Housing in downtown Stuart	Offer incentives for the development of hotels and apartments. Provide opportunities to rent/buy residential multi-family units in the downtown area and along the waterfront.	Aside from Carol Westmoreland as a statewide expert, Roxanne Manning manages the Tallahassee CRA, which has attracted a hotel and multi-family developers to the area. Consider encouragement of resident driven accommodations through a regulated, vacation-rental-by-owner situation in the downtown area. Consider working with the Mayor to convene a private developer charrette that does a deep dive into the full downtown real estate redevelopment environment. See contact for Tim Hernandez, New Urban Communities, below.
City Hall building	Relocate City Hall to provide new space for development. Repurpose the property and transform the existing building into a mixed-use, boutique hotel. Look into historic tax credits for this project.	Hendry County recently secured Department of State Historic Preservation Grants for the LaBelle Courthouse. Consider contacting her for tips and insights. Janet Papinaw Hendry County 863.517.4509 jpapinaw@hendryfla.net Consider contacting Martha Kohen at University of Florida School of Architecture to discuss a conceptual plan for the new City Hall. UF Architecture publication Architrave Martha Kohen UF School of Architecture mkohen@ufl.edu 352.294.1475

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Here's where you can turn to learn more or pursue it

Colorado Ave. / East Stuart / public transportation options	Increase downtown connection to East Stuart by integrating bike lanes and sidewalks. Promote public use of Uber for further connectivity and improve signage along the roadways/sidewalks. Establish a manager to specifically focus on Colorado Ave. and East Stuart.	Consider a People for Bikes grant project to pursue bike facilities. Alongside MySidewalk (discussed above) a second software package assisting with data-driven decision making: Tableau software FDOT Statewide Bicycle Pedestrian Program Mary O'Brien Coordinator, FDOT Bike/Ped Mary.Obrien@dot.state.fl.us Contact DEO Planner for assistance folding changes into the Comprehensive Plan: Dan Pennington 850.717.8524 Dan.Pennington@deo.myflorida.com
FEC Railway	Construct above-ground rail crossings at major arterial roads. Use these crossings as space for public art projects. Increase safety of railroad crossings by adding more signs and indicators. Unify and integrate communities from both sides of the tracks.	Contact FDOT Office of Work Program and Budget to discuss project feasibility and costs. Consider a Public Private Partnership for a low-toll option for the design-build-operation of said bridges.
East Stuart	Apply for historic preservation grants, particularly for East Stuart. Provide interpretation of current landmarks with signs and historic photos and establish a historic district, with a walking tour and other attractions. Apply for historic designation to protect the heritage and obtain funding. Conduct a comprehensive survey to identify historic properties and understand their backgrounds.	Historic Preservation Grants Program Alissa Lotane FL Department of State Historic Preservation Alissa.Lotane@dos.myflorida.com 850.245.6310

Here's the asset or group of assets

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Here's where you can turn to learn more or pursue it

Young Professionals / Witham Airport / Martin Health System	Create opportunities to keep young professionals living and working in Stuart. Increase jobs, offer internships and other engagement opportunities. Establish an entrepreneurship development program and a tech corridor. Host a job summit to showcase existing jobs in the city with unique employers such as FBOs at the airport and/or traditional jobs with the school district or the hospital.	Marcelo Dossantos CareerSource Research Coast 866.482.4473 (x603) Martin County CareerSource 710 SE Central Parkway Stuart, FL 34994 866.482.4473 (x111) Michael Bernard IRSC SBDC mbernard@irsc.edu 772.419.5694 Various reading about branding, financial incentives about attracting people 18-30 to cities: Governing Magazine Review of Enrico Moretti's New Geography of Jobs
East Stuart	Revitalize East Stuart through community engagement—host block parties and informal community conversations to brainstorm. Identify community leaders and business development opportunities. Create a sense of place in East Stuart.	See the Tactical Urbanism Guidebook for ideas on creative community engagement and bringing plans to life. Build A Better Block have done similarly creative revitalization work. Potentially reach out to Street Plans, or a similar planning and design firm to learn more about the many community engagement projects at the cutting edge in Florida. Tony Garcia tony@streetplans.org
Downtown Stuart / East Stuart	Encourage mixed-use development to spark a variety of amenities, including affordable housing and parking garages. Increase density limits downtown and build up to the current height regulation to maximize space and create potential for urban development. Provide an expedited permitting process to speed development and bring existing buildings up to code instead of demolishing them.	Public Square, The Congress for New Urbanism's publication, features many ideas from around the world of new urbanism (including mixed use). This resource explores the role of "missing middle" type housing in Chattanooga, TN.

Here's the asset or group of assets

Here's the idea

Here's where you can turn to learn more or pursue it

Martin Health System	Relocate Martin Health System to property adjacent to Indian River State College. Then, develop the waterfront property where the hospital currently exists. Construct hotel / resort with adjacent affordable housing on the current site. Connect this development to downtown via taxi or trolley.	ULI Case Studies—for potential contacts based on transformative projects: https://casestudies.uli.org/ Assist Martin County Health in exploration of new property identification and assembly and with associated transportation planning needs at a new site. Pursue a TA grant from DEO to further these items. See contact for Dan Pennington, DEO, above.
St. Lucie River	Create a “gateway” to the cross-Florida canal. Allow kayaks to access this waterway connector, which is the only waterway in Florida that runs east to west. Promote development of hotels, restaurants and tourist attractions along the waterway, especially in Stuart, the east-most portion of the waterway.	Coordinate with FDEP Office of Greenways and Trails and statewide paddling trails Christine Small Christine.Small@dep.state.fl.us 850.245.2939
Downtown Stuart	Construct a parking garage strategically placed to encourage smart, urban development. Increase density of affordable housing and encourage the use of existing downtown parking spaces. Consider charging for parking spaces via public access to a parking mobile application-city subsidizes convenience fee.	Consider the work of Donald Shoup in planning for parking. See City of Hollywood Parking Management Master Plan. Web Urbanist Article surveying a variety of parking related treatments. Consider the development of smartphone applications that address parking: Review of Apps Contact other cities that have developed or are planning to develop, downtown parking such as Winter Park or Pompano Beach: Pier Parking Garage Pompano Beach

In addition to the connections provided via this section, Competitive Florida invites the community to explore the event participants section for potential contacts related to the above ideas.

Participants

This section features contact information for all participants, including reference to the numbered photo. The green, blue and tan text boxes are only to promote ease-of-reading.



1 Garret Grabowski, Martin County School District	17 Michael Bernard – IRSC Small Business Development Center	34 Beth Gaskin – Provost, Indian River State College
2 Robin LeMay, City of Stuart	18 Christine Small, FL Dept. of Environmental Protection	35 Elisabeth Glynn, United Way of Martin County
3 Thondra Lanese, Stuart Main Street	19 Patty O'Connell – Owner, Gumbo Limbo	36 Angie Metcalf, Martin Health System
4 Tom Reetz, City of Stuart Planning Department	20 Bill Dean, Realtor Association of Martin County	37 Jessica Cacere - CEO, Nonprofits First
5 Samuel Amerson – Director, City of Stuart Public Works	21 Nancy Clark, University of Florida	38 Ruben Acosta, Florida Department of State
6 Thomas Lanahan, Treasure Coast Regional Planning Council	22 Marcelo Dos Santos, CareerSource	39 Kelli Glass-Leighton – City Commissioner, City of Stuart
7 Ben Hogarth, City of Stuart	23 Erin Schaefer, Florida Dept. of Economic Opportunity	40 Dan Pennington, Florida Department of Economic Opportunity
8 Paul Nicoletti, City of Stuart	24 Tim Doughier – Director, Business Dev. Board Martin Co.	41 Annellies VanVorno, City of Stuart
9 Terry O'Neil, City of Stuart	25 Chris Jones – Principal, J.D. Parker School of Technology	42 Amber Duote, Kaleido Minds
10 Edward Miller, City of Madison	26 Terry McCarthy, Attorney	43 Alissa Lotane, FL Dept. of State, Historic Preservation
11 Helen Miller, City of Madison	27 Dr. Kim Zgonc, Indian River State College	44 Carol Westmoreland, FL League of Cities & FL Redevelopment Association
12 Tim Hernandez, New Urban Communities	28 Jim Chruslki, City of Stuart, Community Services	45 Gloria Fike, Stuart Heritage Museum
13 Troy McDonald – Vice Mayor, City of Stuart	29 Martha Cohen, University of Florida	46 Eula Clarke – City Commissioner, City of Stuart
14 Tom Campenni – Mayor, City of Stuart	30 Jeremy Upchurch, Florida Department of Transportation	47 Beth Beltran, Martin Metropolitan Planning Organization
15 Kim Capen, Stuart Main Street	31 Teresa Lamar-Sarno, City of Stuart	
16 Michael Houston – HIA Design; President, Stuart Main St.	32 Julie Preast, RIO Civic Club, Stuart Main Street	
	33 Bill Moore, Kiliwin's Chocolate and Ice Cream	
		Not Pictured: Kim Delaney, Phil Harvey, Mary Jones, Nicole King, Brent Kettler, Mike Mortell, Ruben Acosta

Name		Office or Department	Contact info
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Alissa Lotane	43	Florida Department of State, Historic Preservation	Alissa.Lotane@dos.myflorida.com 850.245.6333
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Bill Dean	20	Realtor Association of Martin County	bdean@irprealty.com 772.232.2100
Bill Moore	33	Kilwin's Chocolate and Ice Cream	Kilwinsofstuart@aol.com 772.223.6446
Brent Kettler		Hendry County Economic Development Council	brent@hendryedc.com 863.675.6007
Carol Westmoreland	44	FL League of Cities & FL Redevelopment Assoc.	cwestmoreland@flcities.com 850.701.3608
Chris Jones	25	J.D. Parker School of Technology	jonesc@martin.k12.fl.us 772.219.1580
Christine Small	18	FL Dept. of Environmental Protection	Christine.Small@dep.state.fl.us 850.245.2939
Dan Pennington	40	Florida Department of Economic Opportunity	Dan.Pennington@deo.myflorida.com 850.717.8524
Elisabeth Glynn	35	United Way of Martin County	eglynn@unitedwaymartincounty.org 772.283.4800 (x229)
Erin Schaefer	23	Florida Department of Economic Opportunity	Erin.Schaefer@deo.myflorida.com 850.717.8498
Eula Clarke	46	City of Stuart	eclarke@ci.stuart.fl.us 772.288.5300
Gloria Fike	45	Stuart Heritage Museum	gloriafike@gmail.com 772.220.4600
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Jeremy Upchurch	30	Florida Department of Transportation	Jeremy.Upchurch@dot.state.fl.us 954.777.4279
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Julie Preast	32	RIO Civic Club, Stuart Main Street	info@stuartmainstreet.org 772.286.2848
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Kim Capen	15	Stuart Magazine	stuartmagazine@gmail.com 772.207.7895
Kim Delaney		Treasure Coast Regional Planning Council	kdelaney@tcrpc.org 772.221.4060
Kim Zgonc	27	Indian River State College, School of Education	kzgonc@irsc.edu 772.462.7677
Marcelo Dos Santos	22	CareerSource	mdossantos@careersource.com 866.482.4473 (x603)
Martha Kohen	29	University of Florida	mkohen@ufl.edu 352.294.1475
Mary Jones		Stuart Heritage Museum	Marj6470@yahoo.com 772.220.4600
Michael Houston	16	HJA Design; President, Stuart Main Street	mhouston@hjadstudio.com 772. 678.7200
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Nicole King		City of Stuart	nking@ci.stuart.fl.us 772.288.5300
Patty O'Connell	19	Gumbo Limbo	pattyvoconnell@gumbolimbogifts.com 561. 544.8605
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Ruben Acosta		Florida Department of State, DHR	Ruben.Acosta@dos.myflorida.com 850.245.6364

Samuel Amerson		City of Stuart, Public Works	samerson@ci.stuart.fl.us 772.288.5331
Teresa Lamar-Sarno		City of Stuart	tsarno@ci.stuart.fl.us 772.283.2532
Terry McCarthy		Attorney	772.286.1700
Terry O'Neil		City of Stuart	toneil@ci.stuart.fl.us 772.288.5375
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Thondra Lanese		Stuart Main Street	tlanese@ci.stuart.fl.us 772.288.5300
Tim Dougher		Business Development Board of Martin County	tim@bdbmc.org 772.221.1380
Tim Hernandez		New Urban Communities	thernandez@newurbancommunities.com 561.279.8706, ext. 201
Tom Campenni		City of Stuart	tcampenni@ci.stuart.fl.us 772.288.5300

Draft Report Presentation to the Commissioners

5.

CITY OF STUART, FLORIDA AGENDA ITEM REQUEST CITY COMMISSION

Meeting Date: 5/22/2017

Prepared by: Teresa Lamar-Sarno, AICP

Title of Item:

PRESENTATION AND UPDATE OF THE CITY OF STUART COMPETITIVE FLORIDA PARTNERSHIP PROGRAM.

Summary Explanation/Background Information on Agenda Request:

The City of Stuart was awarded a Competitive Florida grant by the Department of Economic Opportunity. In the application process the City of Stuart described the following goals we wanted to achieve via this grant:

1. Develop clear direction for strong economic development strategy;
2. Use actionable projects, identified in the economic development strategy, to build upon strong community support, and to re-build the local economy;
3. Build a strong economic development strategy to position the City as a vibrant and thriving community;
4. Create economic sustainability while maintaining Stuart's "Old Florida" charm.

The City Manager's office, via the Special Assistant to the City Manager, has directed most of the work involved toward accomplishing the seven deliverables per the DEO contract for the implementation of the grant, and reimbursable of \$40,000 to the City of Stuart.

The presentation today will provide an update on the process, the draft plan, sample of findings and future steps in accomplishing the goals of the grant.

CITY MANAGER'S NOTE: A copy of the presentation will be sent out on Friday to the City Commissioners. At the June 12th Regular Meeting, the City Commission will be asked to approve a Final Draft and Economic Development Plan.

Funding Source:

Department of Economic Opportunity Grant: \$40,000

Recommended Action:

n/a

City of Stuart: Business Community **Action-Oriented Insights Report**



This report was created for City of Stuart by the Apalachee Regional Planning Council to fulfill a deliverable made possible by a grant from Department of Economic Opportunity, Competitive Florida Partnership, 2018.

Competitive Florida is built of the programmatic ideal that *communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage*. To that effect, this report utilizes local inputs, interviews, and case studies to inform action-oriented insights that will help City of Stuart capitalize on its existing strengths of community, place, and economy.

DEO Grant P0283
Competitive Florida: Stuart
Deliverable 5



Contents

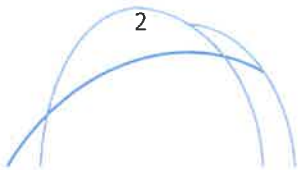
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Executive Summary

2018 is an exciting time for Economic Development in America. Differing approaches exist to increase the number of jobs, prosperity, and quality of life within communities and regions. Cognizant of this, City of Stuart should utilize a hybrid approach to establish an economic development office that pursues business retention, recruitment, and workforce development while also cultivating the parts of a local entrepreneurship ecosystem.



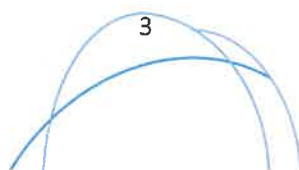
To that end, Stuart businesses were engaged through survey and focus groups to gain perspectives on such an office. From this outreach and the larger context, key action-items include:

Establish a *Stuart Squared* Economic Development Office, with staff and project budget to coordinate among key stakeholders and implement business attraction, retention, workforce development, and entrepreneur ecosystem projects.

Leverage a new funding mechanism to hire new city position(s) and enable economic development initiatives.

Pursue numerous much-needed project ideas, from small-scale to transformative, with the enthusiasm of two task forces, partnerships, and synergy with a new City Creative Office.

City of Stuart needs to tap directly into the business attraction, expansion, and entrepreneurship opportunities churning in Martin County. By implementing suggestions found in this report, the City will increase high quality jobs and attract economic in-migrants.

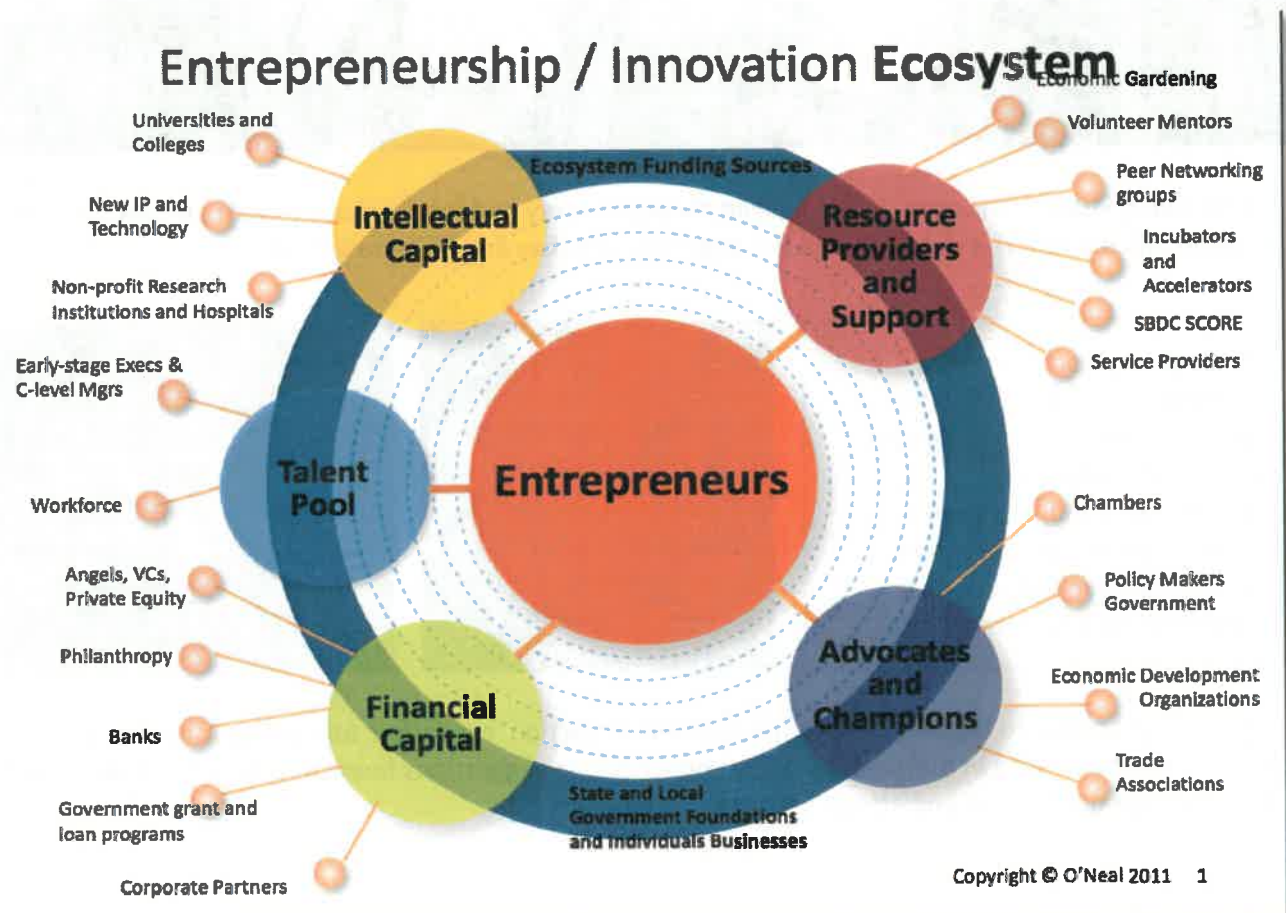


Context and Case Studies

Economic development in the 21st century American city is not a “side job” for city staff with other full-time job duties. It is a set of activities that easily occupy full-time staff of 2-6 people, working in concert to bring about progress in the entrepreneur ecosystem and general economy.

Traditional economic development usually concentrates on target industry attraction. It is time consuming, complex, and can deliver huge payoffs when large employers offering high-wage jobs enter an area. However, for many communities, the “innovation economy” age presents a second set of opportunities to grow prosperity from endemic inputs.

Two major contributors to the second approach are Dr. Tom O’Neal at University of Central Florida, and Brad Feld, in his book [Startup Communities](#). Dr. O’Neal developed the idea of the “Entrepreneur Ecosystem”, or field of inputs that contributes to regions where patents, commercialization of new technology, and large new valuations and capital investments originate. Participants from finance, public sector, education, and other fields contribute to a network where innovation becomes more and more likely and frequent. A diagram of the ecosystem is presented below:



While this may seem daunting, *a city government office can play an excellent facilitator in this system*, helping as a matchmaker, liaison, convener, champion, and funding source.

Alongside Dr. O’Neal, Brad Feld furthers the concept of the Innovation economy through his explanation of Boulder, Colorado as the preeminent *Startup Community*. In his book, he provides a strong piece of advice: *local government is not the leader in a Startup Community*. How does a Startup Community differ from the Entrepreneurship Ecosystem? Essentially, the Startup Community is the social, peer-to-peer network among entrepreneurs and people who can directly grow their business. In his “Boulder Thesis”, Feld asserts the following:

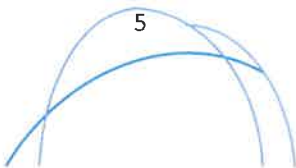
- 1. **Entrepreneurs** must lead the startup community.
- 2. The leaders must have a **Long-Term Commitment**.
- 3. The startup community must be **Inclusive** of anyone who wants to participate in it.
- 4. The startup community must have continual **Activities / Events** that engage the entire entrepreneurial stack.

Even as general enablers, city staff need the *time* and *permission* to network and think creatively. The local entrepreneurship ecosystem can be facilitated by city activities, and the Startup Community enhanced and celebrated.

An example of a contemporary, hybrid economic development office and its focus areas is presented in the following table:

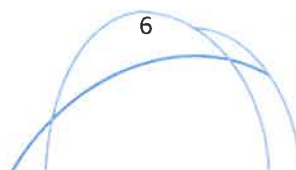
Table 1: Hybrid Economic Development Office Core Components

New Business Recruitment	Business Retention and Expansion	Entrepreneurship	Workforce Development
Market Analysis, Context Review, Setting of “Target Industries”	Coordination and liaising with chamber, EDO, and local businesses	Coordination with local and regional university to determine Entrepreneur Ecosystem priority components and aggressively seeking funding.	Alignment of Target Industries and advocacy for PSAV and Degree programs that fit them
Site prospecting (preliminary due diligence)	Ombudsman services for local permitting	Connecting Entrepreneurs to SBDC and existing incubators, accelerators, and co-working spaces	Support activities within the Integrated Service Delivery WIOA workforce development system; close coordination with CareerSource



Marketing and RFP response	Capital Access facilitation (direct or indirect)	Developing new incubators, accelerators, and co-working opportunities in line with Target Industry growth	Lobbying and funds-seeking for workforce development
Incentives Policy Creation	Real Estate coordination (for available local sites to expand)	Hosting MeetUp events such as startup dating for entrepreneurs	
Strategic Infrastructure Development (grants and local capital improvements)	Strategic Infrastructure Development	Strategic Infrastructure Development (e.g. penny sales tax-funded free broadband internet at a specific location)	
		Solicitation and coordination with Angel Investors and Venture Capital Groups to connect them to new opportunities	
		Coordination and financial assistance to key players in the Startup scene. (See Brad Feld, startup communities)	

The following sections will present two vignettes of evolved Economic Development Programs in Florida.

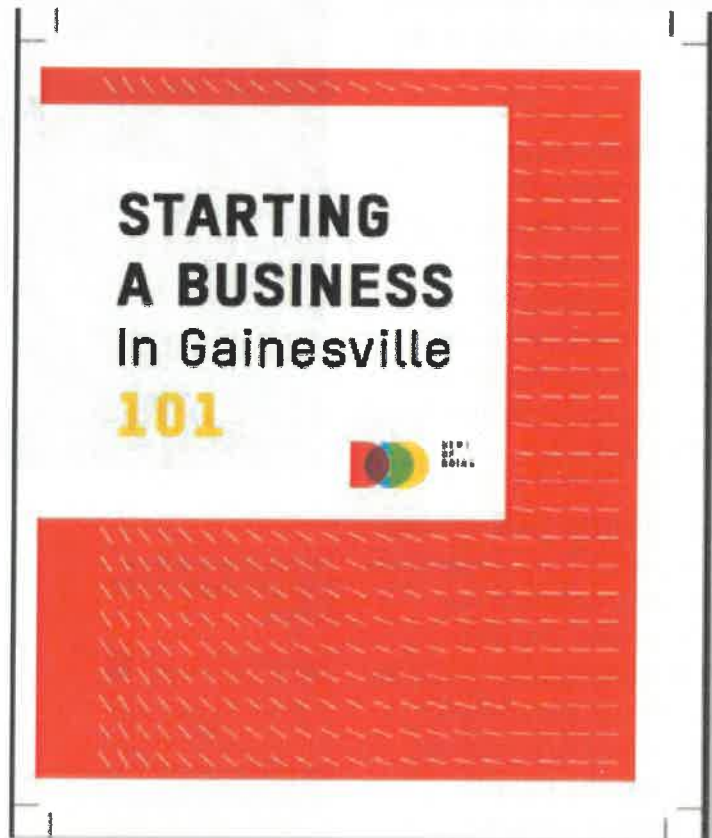


Gainesville Department of Doing

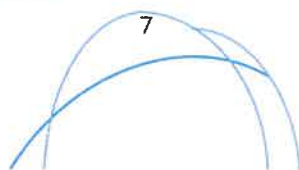
City of Gainesville used a “design thinking”¹ approach to re-work its Planning and Building divisions and lend them a citizen-centric, rather than regulate-by-the-numbers, operating system. Through this effort, the city created new tools to help developers and entrepreneurs understand and navigate local government, and ultimately allow more creative outcomes in the city’s built environment and economy.

Two examples of new initiatives are the “GNV Next” episode series and “Grow It Yourself Kit”. GNV Next episodes are addressed to the general public and describe activities that are going on at the office. Serving both as relatable-government PR and invitations for individuals and firms to engage, videos like these could assist any city department. By *clicking the image*, readers can visit the YouTube video channel.

The “Grow It Yourself Kit” is a guide containing a series of simple questions and a communication channel to the Department of Doing, which will assist entrepreneurs to obtain permitting and other information they need to locate and start a business. This guide provides tremendous relatability and good PR for the city and can engage young professional entrepreneurs. *Clicking the image* at right will take readers to the guide.



¹ Design Thinking is a means of solution-focused, visual problem solving with a creative bent. Stanford University offers a website with lots of useful information on how to employ design thinking: <https://dschool.stanford.edu/resources-collections/a-virtual-crash-course-in-design-thinking>



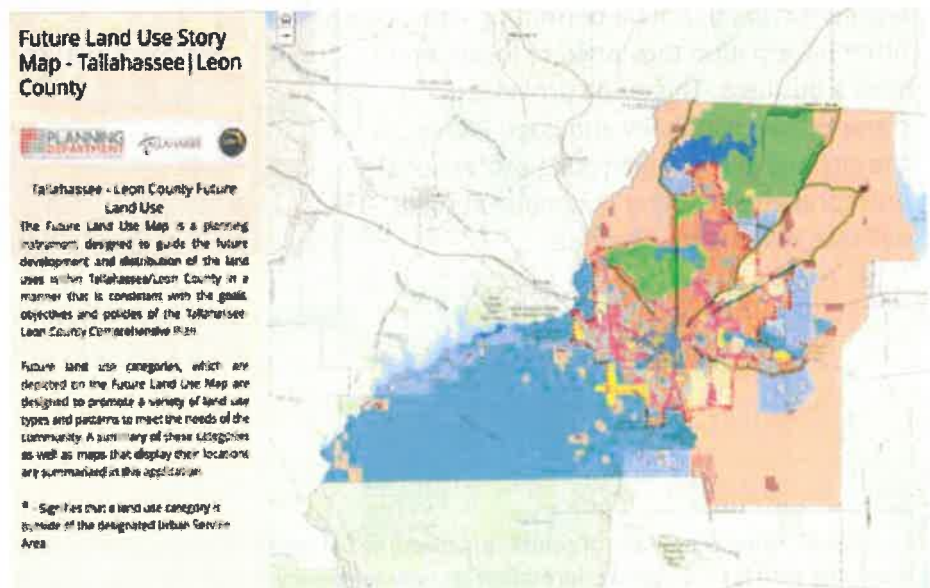
Tallahassee Office of Economic Vitality (OEV)

Tallahassee OEV also pursues economic development from a citizen-centric, entrepreneurship-emphasizing angle. Collaborating closely with the commerce park *Innovation Hub*, which houses the Florida High Magnetic Field Lab, FAMU-FSU College of Engineering, Center for Ocean-Atmospheric Prediction Studies (COAPS), and High-Performance Materials Institute (HPMI), as well as local incubator *DOMI Station*, staff concentrate on the regulatory needs of companies looking to commercialize software, environmental, and engineering technologies. One result of this has been the “Research and Innovation” Future Land Use (FLU) addition to the Comprehensive Plan. This category emphasizes ease-of-permitting for the mentioned target industries, drawing from the idea that spatial aggregation (complementary industries locating near one another) will be crucial to reinforcing this economic driver in the city.

OEV blends business recruitment with entrepreneurship ecosystem approaches and as such, touches nearly every aspect of improving Tallahassee quality of life. Readers may [click the image](#) at right to visit OEV’s website.



Although the Research and Innovation FLU Category has yet to be added to the online map, this tool represents another asset for businesses searching for viable land and buildings. Through the TLC-GIS website, existing and prospective businesses can explore regulatory, environmental, public safety, recreational and other aspects of parcels throughout the county. Readers may [click the image](#) at right to visit the website.



Martin County Business Development Board

The Martin Business Development Board (BDB) acts as the main recruitment arm for businesses that will directly impact Stuart. They also provide existing business and entrepreneurship services. A City of Stuart economic development office is strongly encouraged to work closely with the BDB to build off of target industry attraction and coordinate entrepreneurship development efforts.

Martin BDB Target Industries include:

- Agriculture
- Aviation/Aerospace
- Educational Services
- Green/Clean Tech
- Headquarters
- Life Sciences
- Marine
- Professional Services



It will be useful for City of Stuart Economic Development to determine which sectors Martin County is having the greatest success attracting new businesses from. Readers may also reference the Workforce Development, Action-Oriented Insights Report for more data and commentary about potential City of Stuart target industries.

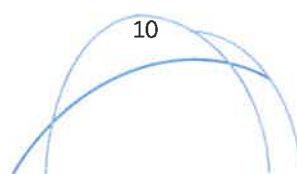
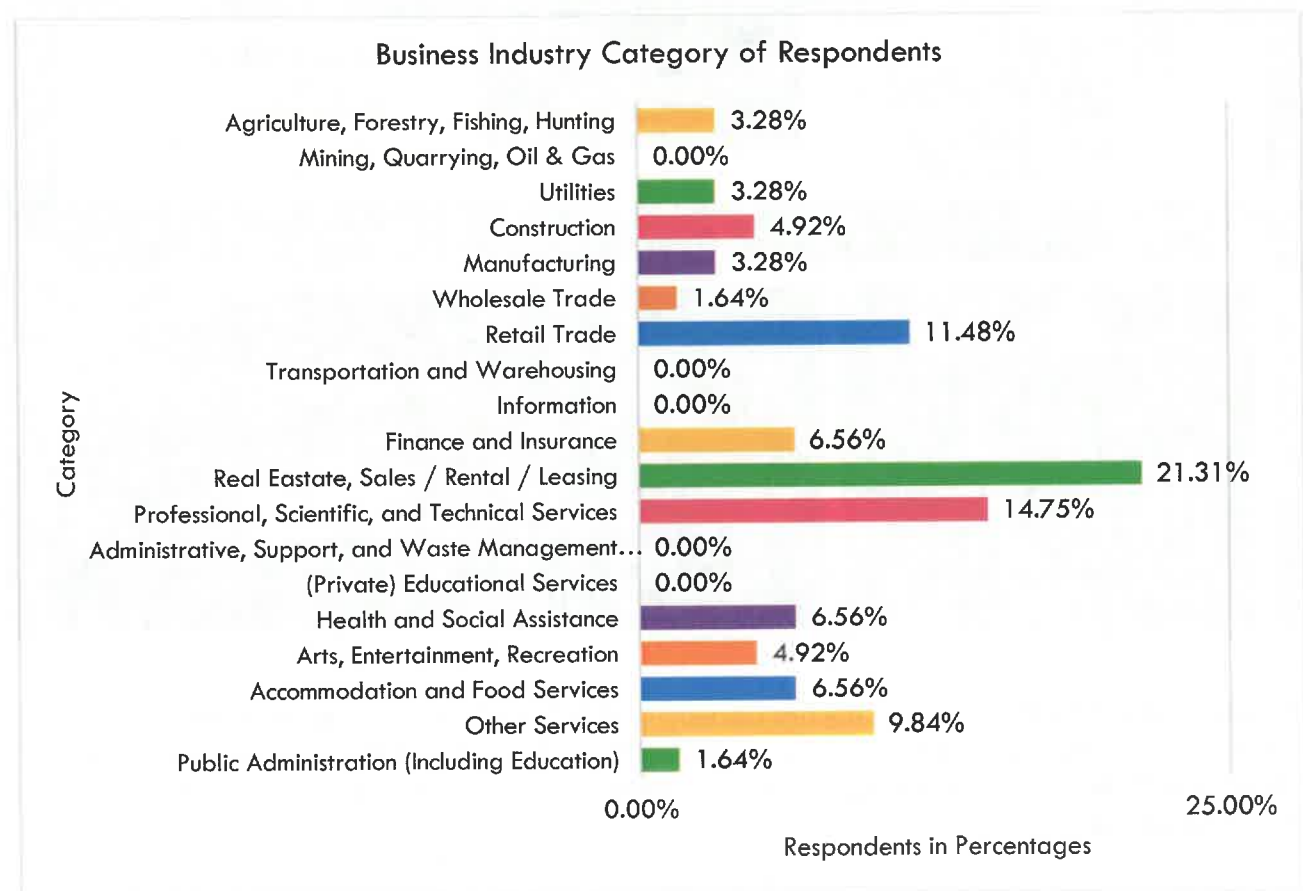
Findings

Two mechanisms – a survey and focus group meetings – were designed to crowdsource local input about what a City of Stuart economic development program should look like. Information from each is provided below.

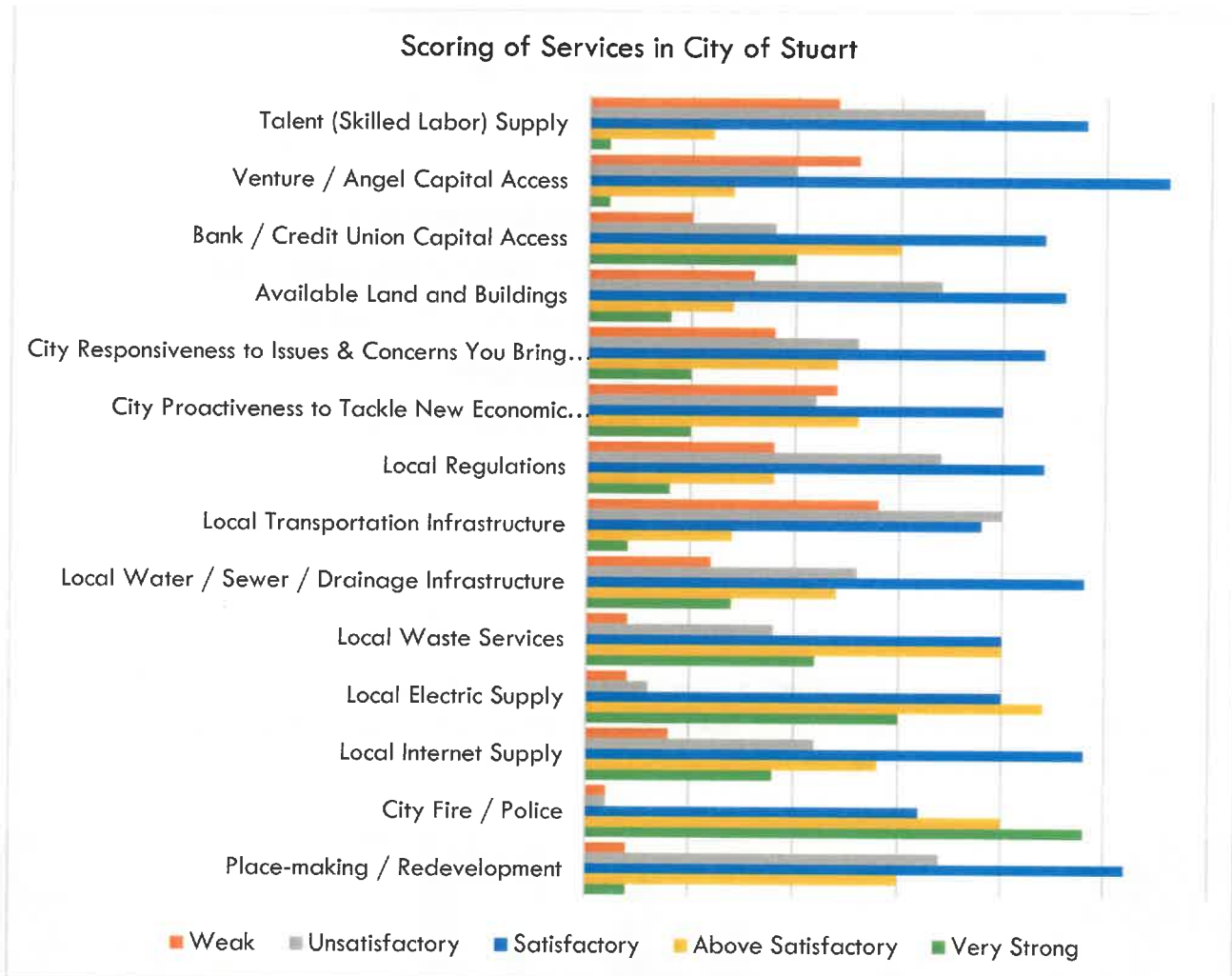
Survey

An online survey designed to solicit input about economic development priorities held by the Stuart business community was published during the period April 23 to May 13. Over 60 respondents provided answers during that time.

The most common respondent was Small to Medium-Sized businesses (over 70% of total), and the least common were Entrepreneurs (~12%). Of the 23 industry options for respondents to self-classify (from NAICS), Real Estate Sales / Rental / Leasing was the most common (>20%), followed by Professional/Scientific/Technical and Retail Sales. No respondents classified themselves as operating in Mining, Transportation, Information, Administrative Support/Waste Services, and Private Education.



Of 14 city economic development-related services, only Talent and Local Transportation Infrastructure ranked majority below satisfactory. Those with the highest number of above satisfactory rankings were City Fire/Police, Local Electric, and Local Waste Services. Traditional Capital Access, Local Water/Sewer/Drainage Infrastructure, and Local Internet Supply received 30% or higher above satisfactory rankings.



Expansion of the waterfront, emulation of city public works and safety services, and continued responsiveness were highlighted as strengths to build on. Talent, septic-to-sewer, and code enforcement were mentioned as areas that could see continued improvement.

For a new Economic Development Office, the most favored programs were New Business Recruitment, Infrastructure Investment, and Regulation Improvement. More detailed responses describing a new Economic Development Office included collaboration, new partnerships, training, permitting processes, and waterfront changes. See Appendix: Survey Data for full responses.

Economic Development Programs of Greatest Importance to Respondents

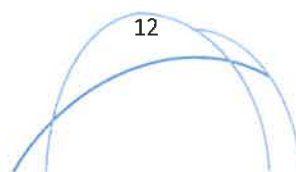


Focus Groups

Two focus group meetings – one directed at entrepreneurs and small businesses, and the other at larger employers – were held on May 1st, 2018. Both focus groups centered on generating creative inputs for an economic development program.



The sessions attracted both newcomers and established businesses. This lent a detailed, yet aspirational character to the input provided. While large employers actively participate on groups such as the BDB



and Martin Economic Council, newer businesses are eager to contribute to an economic program in City of Stuart. A selection of themes follows:

- I. **Don't take No for an Answer** – Small Business feedback centered on the political inflexibility that can co-opt town economic development. A flexible economic development group is needed who will listen, respond, and broker relationships and ideas between the city council and business owners.
- II. **City of Stuart is “Downtown Martin County”** – The higher density, physically attractive components of Stuart need to be expanded as far north, south, and west as possible.
 - a. **Consider form-based code to expand ‘complementary’ development into North and South Stuart** – Opportunities (land, buildings) exist in greater supply at the periphery of Stuart. Those areas need to be integrated into an economic development team’s understanding of “available product” for the whole deck: entrepreneur to large employer.
 - b. **Transportation alternatives such as Tri-Rail need to be explored** - Customs workers to serve the new office (aviation/maritime) are settling in hotels in southern counties. The city/county need to advocate for a commuter rail line.
 - c. **Coordination** with the State and FDOT district to do complete street improvements along US 1 and A1A.
- III. **Organize a Familiarization Tour**– Send city of Stuart employees and Martin BDB, entrepreneurs, and commissioners on a “Fam Tour” of Orlando, Gainesville, or other Florida city leading in the economic development field to visit an assortment of co-working, incubator, accelerator, R&D, and related facilities.
- IV. **Marketing, Attraction, and Workforce** – Push City of Stuart priority industry attraction targets out on social media and other areas via a strategic marketing campaign; cultivate relationships between the city and site-selectors; coordinate with CareerSource and IRSC to have On-the-Job-Training (OJT) and other on-boarding available.
- V. **Creative Incentives** - Develop cash, space, mentoring, and other incentives for target entrepreneurship industries. Ex: work with Energy Tool Base to define what exactly they’d want as an “incentive”. The “Ohio” approach offers free land and buildings; these are out-competing Florida cities. The city should work to outperform these.
- VI. **Work with other entities in Martin County to expand workforce development opportunities** – assess opportunities to integrate apprenticeships and certifications at 6-12th grade education levels, and further align training opportunities at IRSC.
 - a. **Trades** – a city Business Retention and Expansion employee should coordinate with construction firms and local manufacturers to ensure that IRSC and CareerSource trainings are aligned.

Build Lean, Learn Fast, Re-iterate

The following section consists of an Action-Oriented Strategies Matrix which provides initiatives that City of Stuart can attempt to implement, monitor, and re-orient if need be.

Strategy	Implementation Components	DIY Monitoring
Create an Economic Development Office at the City, through a new funding stream Ex Name: Stuart² / S² (S-squared)	Solidify the City's commitment to economic development by creating a specific office that will pursue hybrid business recruitment-entrepreneur ecosystem functions. Allocate funding for at least 2 positions to facilitate economic development (described in below strategies). Work with City attorney to explore feasibility of a funding mechanism (e.g. local penny sales-tax) to supply new \$\$ the City Creative Office and Economic Development Office, and their associated projects.	Pass/Fail: Has the City created an Economic Development Office within 6 months of insights plan?
Business Recruitment and Workforce Lead	This position will coordinate with Martin BDB, Martin Economic Council, and Martin School District to become the go-to liaison for City of Stuart. The candidate will work with local real estate and City GIS to identify sites and buildings that suit target industries. The candidate will develop incentives for relocating businesses and coordinate training opportunities related to new business prospects. The candidate will serve as the key point of contact and marketing agent for City of Stuart in the traditional Economic Development world.	Pass/Fail: Is this position included in the new economic development bureau for the city?
Entrepreneur Ecosystem and BRE Lead	This position will coordinate with existing businesses in Martin County, Entrepreneurs, and IRSC to enhance components of the Entrepreneurship Ecosystem and drive local business expansion. The candidate will create an asset inventory of the ecosystem and identify feasible new adds. They will pursue grants and funding to install	Pass/Fail: Is this position included in the new economic development bureau for the city?

new pieces of the system, in conjunction with community partners. They will also hold regular meetings with existing businesses within a good industry cross-section and manage actionable data in a database. They may use CHMURA software or develop their own database to support expansion efforts to the City Council or grant funding.

Launch a BREcosystem Task Force

Stuart Economic Development Office will create a working group/task force that spearheads an efficient, creative way of maintaining contact with area businesses, IRSC, and entrepreneurs. The group's goal will be to develop the entrepreneur ecosystem, and expand local business offerings, in Stuart.

Pass/Fail: within 3 months of creating Ec Dev Office, is a BREcosystem task force created?

Launch a B² Attraction Task Force

Stuart Economic Development Office will create a working group/task force that spearheads an efficient/creative/non-redundant means of coordinating with Martin BDB, Martin Economic Council, CareerSource Research Coast, local commercial real estate, Enterprise Florida, and other stakeholders in the business attraction and workforce alignment scene. The group's goal will be attraction of major basic sector employers that fit within Stuart's existing footprint.

Pass/Fail: within 3 months of creating Ec Dev Office, is a B-Squared attraction task force created?

Overlap with City Creative Office

The City Economic Development Office staff will be serving a similar end as the City Creative office, from a different task perspective. Coordination between the City Creative officer and BRE lead will be important to ensure continuity of projects and help concert larger, grant funded efforts.

Pass/Fail: Within 3 months of establishing Ec Dev office, have BRE and Creative Office collaborated? How?

Develop an RFP with City Creative Office to re-envision 121 SW Flagler and add a centerpiece to Stuart waterfront activity.

Solicit proposals from local architecture, arts, planning, and construction teams for a new, higher-density, public-private redevelopment at the City Hall building site. Consider sourcing votes and inputs through a hybrid Selection Committee-Informal Citizen vote method. This will generate buzz and catalyze energy for pursuing public-private funding to undertake such a project.

Pass/Fail: Within 3 months of establishing Ec Dev Office, is a draft "121 SW Flagler RFP" created in conjunction with City Creative Office?

Familiarization Tour: Ec Dev taste-makers in FL

Within Economic Development office, develop an itinerary to bring City Creative Office, City Officials, Main Street, CRA, and associated stakeholders on a "Fam Tour" of Gainesville Department of Doing, Orlando Economic Development Office, and a third organization defined by Ec Dev office input. Consider independent day trips to maintain bootstrap budget.

Pass/Fail: Within 3 months of establishing City Ec Dev Office, is a Fam Tour itinerary in development with buy-in from stakeholders and communication to other cities established.

Work with City Creative office to create a "Social Offerings" incentives package

Develop an incentives package offering waivers of zoning and permitting fees, public works staff and resource commitments, sound ordinance waivers/physical noise barrier installations, and other brainstormed incentives to businesses that will install high-quality social spaces that integrate arts/music/culture and nightlife.

Pass/Fail: Within 6 months of establishing City Ec Dev Office, is a collaboration with City Creative for Social Incentives underway?

Examples include: rooftop bar, gallery, and performance spaces, waterfront pop-up spaces and tactical urbanism enhancements,

Create a B² general incentives package for target industries

With the B-Squared attraction task force, Economic Development Office will create an incentives package that reviews state and county targets and incentives for selections that match Stuart's built footprint, economy, and growth potential. The Office will then work with planning, public works, city finance, attorney, and CareerSource to develop new creative incentives that waive fees, allocate CRA dollars, match Opportunity Zone tax breaks with new cash, install smart infrastructure, provide perks for employees, create procurement contracts with incoming businesses, match certain investments with cash or in-kind, and so forth.

Pass/Fail: within 6 months of Ec Dev Office creation, is an incentives package either finalized or >50% finished?

Delineate City Thematic Districts and invest money in creating sense-of-place indicators throughout each

Proposed Districts:
Health, Self & Wellbeing
Fun, Local and Sustainable
Marine Life
Aviation Hub

City Economic Development Office, with GIS staff and City Creative Office, will create district overlays and missions for each district, adopting them into the Comprehensive Plan Economic Development and Future Land Use Elements. These overlays will feature the following:

- Target Industry incentives alignment with B-squared package
- Capital Improvements that may be funded through the penny sales tax (or related funding mechanism). Examples include banners, public art and branding, archways, lighting, street-scaping, form-based guidelines for buildings, and centerpiece features at the termination of viewsheds.

Pass/Fail: within 9 months of Ec Dev Office creation, is a district-plan in action?

Amp up local business-infrastructure project awareness.

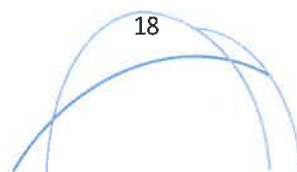
Draw public works, water-sewer, and planning capital improvements plan groups into discussion with established businesses to raise consciousness about infrastructure upgrades.

Consider hosting a regular webinar to transmit "goings-on" that is widely publicized within the business community.

Pass/Fail: within 3 months of Ec Dev Office creation, has an infrastructure webinar been held?

Appendix: Survey Data

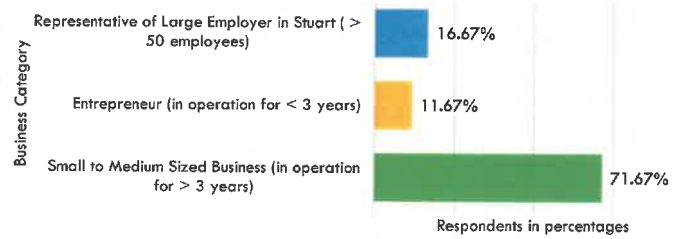
This appendix combines and organizes feedback about Economic Development impressions and priorities held by the Stuart Business Community. Spreadsheets and other tools are used to communicate the information that entered into this report.



Business Community respondents

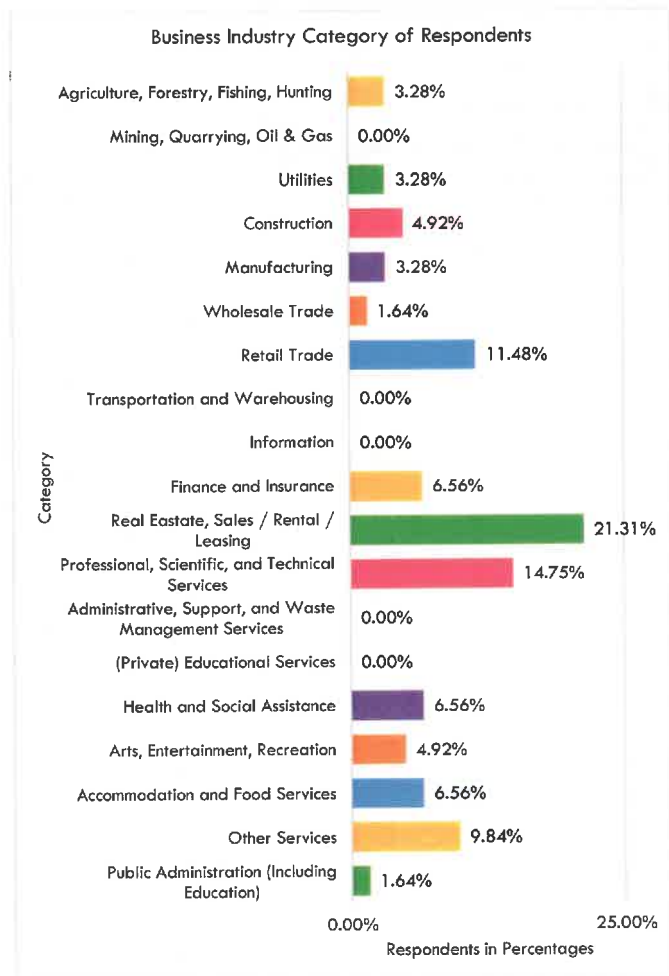
Category	Responses	
Representative of Large Employer in Stuart (> 50 employees)	10	16.67%
Entrepreneur (in operation for < 3 years)	7	11.67%
Small to Medium Sized Business (in operation for > 3 years)	43	71.67%
Total	60	100.00%
No Response	2	

Business Community Respondents



Business Industry Category of Respondents

Category	Responses	
Agriculture, Forestry, Fishing, Hunting	2	3.28%
Mining, Quarrying, Oil & Gas	0	0.00%
Utilities	2	3.28%
Construction	3	4.92%
Manufacturing	2	3.28%
Wholesale Trade	1	1.64%
Retail Trade	7	11.48%
Transportation and Warehousing	0	0.00%
Information	0	0.00%
Finance and Insurance	4	6.56%
Real Estate, Sales / Rental / Leasing	13	21.31%
Professional, Scientific, and Technical Services	9	14.75%
Administrative, Support, and Waste Management Services	0	0.00%
(Private) Educational Services	0	0.00%
Health and Social Assistance	4	6.56%
Arts, Entertainment, Recreation	3	4.92%
Accommodation and Food Services	4	6.56%
Other Services	6	9.84%
Public Administration (Including Education)	1	1.64%
Total	61	100%
No Response	1	



Category	Year	2012	2013	2014	2015	2016	2017	2018
2017	2018	2019	2020	2021	2022	2023	2024	2025
2026	2027	2028	2029	2030	2031	2032	2033	2034
2035	2036	2037	2038	2039	2040	2041	2042	2043
2044	2045	2046	2047	2048	2049	2050	2051	2052
2053	2054	2055	2056	2057	2058	2059	2060	2061
2062	2063	2064	2065	2066	2067	2068	2069	2070
2071	2072	2073	2074	2075	2076	2077	2078	2079
2080	2081	2082	2083	2084	2085	2086	2087	2088
2089	2090	2091	2092	2093	2094	2095	2096	2097
2098	2099	2100	2101	2102	2103	2104	2105	2106
2107	2108	2109	2110	2111	2112	2113	2114	2115
2116	2117	2118	2119	2120	2121	2122	2123	2124
2125	2126	2127	2128	2129	2130	2131	2132	2133
2134	2135	2136	2137	2138	2139	2140	2141	2142
2143	2144	2145	2146	2147	2148	2149	2150	2151
2152	2153	2154	2155	2156	2157	2158	2159	2160
2161	2162	2163	2164	2165	2166	2167	2168	2169
2170	2171	2172	2173	2174	2175	2176	2177	2178
2179	2180	2181	2182	2183	2184	2185	2186	2187
2188	2189	2190	2191	2192	2193	2194	2195	2196
2197	2198	2199	2200	2201	2202	2203	2204	2205
2206	2207	2208	2209	2210	2211	2212	2213	2214
2215	2216	2217	2218	2219	2220	2221	2222	2223
2224	2225	2226	2227	2228	2229	2230	2231	2232
2233	2234	2235	2236	2237	2238	2239	2240	2241
2242	2243	2244	2245	2246	2247	2248	2249	2250
2251	2252	2253	2254	2255	2256	2257	2258	2259
2260	2261	2262	2263	2264	2265	2266	2267	2268
2269	2270	2271	2272	2273	2274	2275	2276	2277
2278	2279	2280	2281	2282	2283	2284	2285	2286
2287	2288	2289	2290	2291	2292	2293	2294	2295
2296	2297	2298	2299	2300	2301	2302	2303	2304
2305	2306	2307	2308	2309	2310	2311	2312	2313
2314	2315	2316	2317	2318	2319	2320	2321	2322
2323	2324	2325	2326	2327	2328	2329	2330	2331
2332	2333	2334	2335	2336	2337	2338	2339	2340
2341	2342	2343	2344	2345	2346	2347	2348	2349
2350	2351	2352	2353	2354	2355	2356	2357	2358
2359	2360	2361	2362	2363	2364	2365	2366	2367
2368	2369	2370	2371	2372	2373	2374	2375	2376
2377	2378	2379	2380	2381	2382	2383	2384	2385
2386	2387	2388	2389	2390	2391	2392	2393	2394
2395	2396	2397	2398	2399	2400	2401	2402	2403
2404	2405	2406	2407	2408	2409	2410	2411	2412
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2422	2423	2424	2425	2426	2427	2428	2429	2430

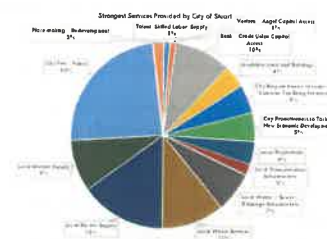
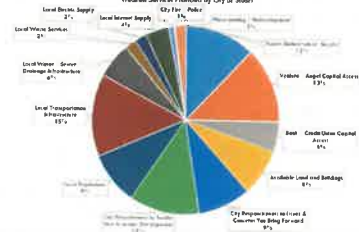
Comments	
1	1. <u>Index</u>
2	2. <u>Copy addresses only</u>
3	3. <u>Key note: a ream of sold are a lot of work</u>
4	4. <u>2nd rule is to let, to let, and to let.</u>
5	5. <u>Perkins does not need to be a lot of work.</u>

Satisfaction of Services in City of Austin

Service	Wish	Satisfactory	Slightly Better	Almost Satisfied	Very Satisfied
Police: Reduced Lapse in Supply	10%	20%	30%	35%	5%
Firearm: Angled Capital Access	15%	25%	35%	25%	0%
Bank: Credit Union Capital Access	10%	20%	30%	35%	5%
Available Land and Building	10%	20%	30%	35%	5%
City Employment in Home & Consumer Goods Being Forward	10%	20%	30%	35%	5%
Local Regulation	10%	20%	30%	35%	5%
Local Strongest Information	10%	20%	30%	35%	5%
Local of Water: Server	10%	20%	30%	35%	5%
Local Water Services	10%	20%	30%	35%	5%
Local Water Supply	10%	20%	30%	35%	5%
Local Internal Supply	10%	20%	30%	35%	5%
City Fire: Police	10%	20%	30%	35%	5%
Place-making: Development	10%	20%	30%	35%	5%

Factor	Percentage (%)	Category
Tighten Federal Loans - Bailouts	45	Uncertainty
Weakness - Tighten Capital Access	40	Uncertainty
Bank - Credit Shuts Capital Access	35	Uncertainty
Available Land and Buildings	30	Supply Issues
City Requirements to Invest & Grow - The Best Forward	25	Supply Issues
Not Broadening of Supply - New & Existing - Shortages	20	Supply Issues
Local of Population	15	Supply Issues
Local Transport and Infrastructure	10	Supply Issues
Local Water - Sewer - Drainage Shortages	5	Supply Issues
Local Water Services	5	Supply Issues
Local Fiscal - Supply	5	Supply Issues
Local Services Supply	5	Supply Issues
City Fire - Public	1	Supply Issues

Legend: Weak, Uncertainty, Supply Issues, Shortage Shortages, Wars Issues

[illegible]

Highlight a Key Strength of the Services of the City of Stuart		No Response	13
Detailed Responses			
1	Talent. Work with school system to train students		
2	The City's strength is its ability to work with the business community / much more friendly atmosphere than dealing with the County.		
3	Capitalize on the waterfront for entertainment venues. Promote construction inside city limits because easier than in the County		
4	Unified stance with the others in County. It's larger than a city issues. Success can be achieved with a unified County approach to issues.		
5	Police Department		
6	Attracting venture capital or other professional firms with employment opportunities.		
7	Look into waste to power plant.		
8	Promote fiber optic internet connection throughout the city		
9	Better join planning with other municipalities, and county		
10	City seems to be quick in responding to needs of business as best as they can address. Is there a board of marine business's that could facilitate some of the needs and be a liaison between the marine business's and the city?		
11	The work done to give Downtown proper a unique sense of place is truly fabulous. Colorado Ave is on its way to having a similarly complete identity. How about MLK Blvd next?		
12	Land availability.		
13	Stuart/Martin County is a great place for small businesses		
14	The downtown is the most valuable asset the City has! Redevelopment of the City Hall peninsula should be a top priority.		
15	Needs work in many areas		
16	I would like to see stuart offer areas of interest to ages under 55. We are becoming a retirement hub		
17	Most important to create more parking for Customers. Eliminate 3 hour parking for Customers		
18	holiday/Christmas lights over downtown (an overhead of lights crossing from side to side down Osceola and surrounding area		
19	Redevelopment... continue to pursue planned osceola construction. Desperately need large scale additional parking		
20	Stuart will not attract new talent by building more fast food drive thrus, car lots or strip malls. I saw an article recently touting all the restaurants being built here, all of them franchised.		
21	Designating East Ocean as an Official Arts & Cultural District and making Colorado & East Ocean more inclusive of the Downtown Stuart.		
22	Keep improving on streets and public parks, make sure people keep access to water and sports related areas.		
23	How about Good Government. The commission has especially been lacking in growth.		
24	Having more employment opportunities outside of service industry.		
25	city is pro business and believes in competition		
26	Move city hall to improve downtown vistas		

27	The City's waterfront downtown is a major strength to attracting visitors. Enhancing through improvements and cleanliness is vital.
28	Different Internet suppliers.
29	Waterfront expansion
30	City responsiveness to things that matter to me.
31	As strong as I think the city is in being proactive in new economic development, that should always be a priority going forward, especially with waterfront city owned properties.
32	Utilities & efficiency/price of.
33	redevelopment planning and programming for neighborhoods. New real estate stock.
34	Job creating infrastructure, e.g. incentives to build businesses w/l city limits
35	Efficiency of City staff to permit and develop projects. Less regulatory burdens then surrounding municipalities.
36	Waste management does a great job but recycling should be mandatory. Where I live they don't offer it I bring it to friends communities.
37	1. REAL affordable housing 2. Opportunity's to improve incomes/jobs 3. Do a better job of Maintaining public landscape 4. vision
38	Place-making such as the redevelopment of Downtown should be extended east along East Ocean Blvd. to the School Board Building
39	Support and participation with local businesses
40	Developing the downtown to have multi or apartment living for young adults. This concept would need the county to bring jobs to our community.
41	City Fire/Police
42	More small offices to purchase/rent
43	Waterfront connection and opportunity for arts and entertainment district and growth as our history has already demonstrated works.
44	Keeping urban services boundary strong.
45	Skilled labor. I would love to see partnerships between the county and city government and school district in creating a highly skilled graduating class. More vocational training at the high school level.
46	move city hall off valuable waterfront and pursue campus with enough land for most departments.
47	continue to run the way police and city fire do their job.
48	Available Land and Buildings
49	Regulations

Highlight a Major Weakness of the Services of the City of Stuart		No Response	13
Detailed Responses			
1	Talent. Create internship program		
2	I'm not sure if this has been addressed because I moved my business out of the City limits, but a City business license used to have a base fee, and then add \$100 per licensed employee. Whereas the County business license is a flat fee.		
3	Put more political pressure on the County to combat the non business friendliness of Martin County		
4	Engagement of the county as a whole to stack rank issues and work out solutions that impact entire county.		
5	Not sure there is one.		
6	The school system needs to not be a college prep program and recognize that a significant number of young people will work with skilled trades, and remove the stigma of vocational education.		
7	Reclaimed water plant not cost effective. County must honor promises to buy water.		
8	Abundance of septic systems threatens the environment that draws tourists and seniors.		
9	Promote fiber optic internet service throughout the city		
10	Same answer is number four		
11	As for transportation, road money is needed. Not my expertise, but I would have grant writers going after any state and federal infrastructure funds. This is a tough one for sure.		
12	We had to jump through so many hoops to open our business with the city, and as first time business owners, we had no one to turn to for guidance. It would have been lovely to have a dedicated liaison in the City who we knew was on our side, and who could have helped us navigate the obstacle course of red tape that is starting a business. This might be too pie in the sky, but wouldn't it be great if small independent businesses were given access to grant money/mentorship from the City in addition?		
13	Employees are hard to come by in this area. Attracting larger businesses to the area would bring better talent.		
14	Perhaps too much development. Would prefer to limit growth of large developments.		
15	Lack of ability to move ANY projects of significance forward and lack of vision from SCC for the City		
16	City needs to redefine downtown development process starting with canceling the apartment complex and moving city hall so we can use that space to improve the downtown experience and generate tax revenue.		
17	Offer more places for people as meeting places . Offer music venues for evening hours		
18	Parking. Give employees stickers for their cars To eliminate them from parking in customer places, also eliminate 3 hr parking		
19	make downtown main street pedestrian only and add additional parking in surrounding areas		
20	Local ordinances and code enforcement. Like the local Gestapo. Not at all sensitive or friendly to local business		
21	City Concerns and Issues		
22	Same		

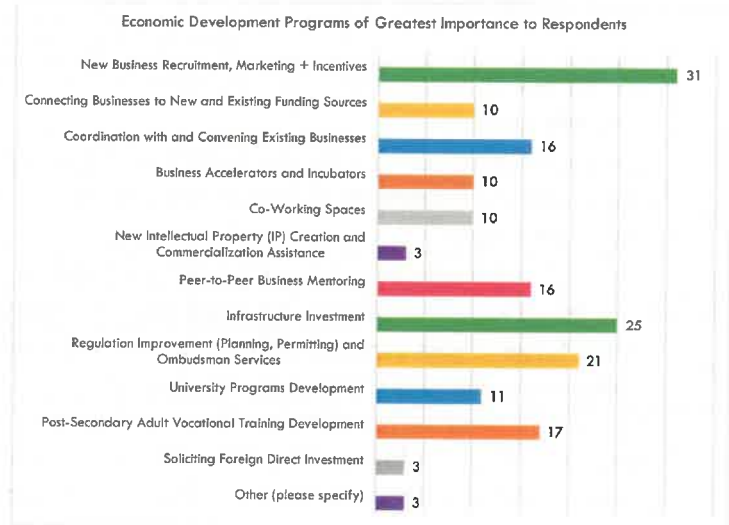
23	There is a disconnect between businesses of unification of the district considered Downtown Stuart. There is a thumb on business regarding parking issues, signage, promotions for business. There should be more communication, joint promotions and unification. We also desperately need a designated recognized & City Supported Arts & Cultural District for our Community. The School board building would be a great start & just designating East Ocean as an Arts & Cultural District with signage, promotions , advertising, beautification, improvement, new related business incentives, gallery business incentives for the arts
24	available parking , a tough one to fix
25	Stop thinking that things should not change and everything should remain just like it is or was.
26	speed up the regulation process.
27	parking-old regulations
28	Better waste mgmt and cleaning services, improved internet
29	The free markets have to fix capital access issues, not government. Capital cost and access is real, but its a free market issue.
30	employment base, do more to attract large companies, incentives, TIF etc.
31	Bank Access.
32	Less regulations are always better for business.
33	None
34	Regulations are outdated and not conducive to feasible real estate redevelopment and investment in the market.
35	Workforce housing. Limited inventory of affordable housing. Partner with groups to determine opportunities to provide land and development strategies.
36	no skilled labor. The city should start more classes in the schools. Have successful people come speak to the children.
37	Economic Growth--Develop infrastructure to attract younger professionals to live and work in Martin County.
38	1.Housing: work with agencies to bring in affordable housing.ex. Federal aid 2. Work with school system to address the inequity in available jobs w/btr pay. Ex. Focus on an entrepreneurship program or a trade school. There appears to be a disconnect in the COMMUNITY when it comes to getting great education which leads to the inequities.
39	Create and implement an economic development plan that incorporates new place-making attractive to a younger, tech savvy, workforce with resources that will enable the development of more highly skilled labor with tech skills and enable more entrepreneurship opportunities.
40	Non support and participation with local businesses
41	skilled labor is badly needed. Helping schools to identify students that can go on to get a trade or skilled job. Maybe working with local tradesman to create work study programs.
42	Drainage - less stormwater runoff, more pre-treatment before dumping in river. Clean river key to Stuart's success
43	the city following through on regulations, such as signage. was told couldn't have lite sign for my biz, but other buildings use with zero repercussions.
44	Current city leadership seems unconnected from the the community and it's priorities. We need to build on our strengths and enhance our successes to capitalize on opportunities to grow our community.
45	Lack of affordable housing.

46	public transportation is not good. There need to be more "express" options from west of 95 to the industrial areas, downtown Stuart, downtown Hobe Sound, and Jensen. AND, these options should not have commuters traveling for more than 30 minutes to reach a city or industrial center.
47	parking vs. beautification
48	It would be ideal to expand transportation to areas outside of US 1, it appears nearby cities such as Palm City do not have public transportation and Uber is expensive for those without a personal car
49	Talent , more job fairs, more subsidizing on the job training, more sffordable housing (not projects)

Economic Development Programs of Greatest Importance to Respondents

Category	Responses	
New Business Recruitment, Marketing + Incentives	31	52.54%
Connecting Businesses to New and Existing Funding Sources	10	16.95%
Coordination with and Convening Existing Businesses	16	27.12%
Business Accelerators and Incubators	10	16.95%
Co-Working Spaces	10	16.95%
New Intellectual Property (IP) Creation and Commercialization Assistance	3	5.08%
Peer-to-Peer Business Mentoring	16	27.12%
Infrastructure Investment	25	42.37%
Regulation Improvement (Planning, Permitting) and Ombudsman Services	21	35.59%
University Programs Development	11	18.64%
Post-Secondary Adult Vocational Training Development	17	28.81%
Soliciting Foreign Direct Investment	3	5.08%
Other (please specify)	3	5.08%
Total	176	
No Response	3	

Other Specifications:
get the hell out of the way. You are stopping things from happening.
Community wide planning for housing, work and social.
secondary vocational training



Steps Respondents Would Take if They Were to Lead and Economic
Development Program for City of Stuart

No Response

24

Detailed Responses	
1	Get City out of competition with local business. Like Marina or owning restaurant property then being landlord.
2	Create additional training centers outside of the colleges for the trades and factory worker
3	Data collection. Assessment of county and city opportunities. Communication and cultivating a uniform set of goals.
4	Hire a City Manager who has a plan and experience similar to the needs of Stuart.
5	Make the city more accessible for cloud based businesses
6	I would forge a joint compact with the county and work together to collaborate with the business development board and the economic Council
7	Reach out to neighboring cities to see what they have done. No need to reinvent the wheel, many times they are forthcoming with information. Look to the Martin county economic board for guidance and direction. May be an opportunity to support a common goal between both. Involve key business's and education centers such as Indian River College and the local public school system.
8	Market the land availability and affordable housing to large employers to attract them to the
9	I would like to see move vocational training opportunities available for young adults. Perhaps seek out vocational training companies to relocate to Stuart and offer incentives.
10	Economic Development can't occur until affordable housing for employees is addressed.
11	Need to repurpose and redevelop city owned property to higher, best use - move constitutional offices, dump the apartment building and get commercial investment for the best land in town.
12	Open forums for brainstorming sessions.
13	More awareness of downtown activities and Shopping for tourists and especially locals
14	an upscale hotel/spa in the downtown area so people can stay downtown
15	First and most importantly address the parking issue above any other redevelopment priority, then take steps to make the city more business friendly including loosening ordinances that tax businesses both financially and operationally.
16	Better communication with businesses and City Government.
17	I have researched the process of creating an Arts & Cultural District similar to our surrounding communities in Vero Beach, Palm Beach, Lake Worth & Delray - it is online - too lengthy to detail out - I would go with this step program outlined and readily available. I would entice new related business with marketing incentives and promotions and support the existing business and art galleries of this nature and reach out to the existing art-related businesses and galleries in our downtown to create a committee
18	I'd like to see developement on north side of Roosevelt bridge. Make better use of the property.
19	Create a forward looking plan working with business and government that the community supports then work to elect public officials that support intelligent development and not lawsuits against the county
20	Economic Development means having a good government. Stuart and Martin are in the 1970s. Low taxes, good schools, and adequate housing. Stay out of the way

21	I would advertise the availability of technical training in order to attract new businesses. I would work hard to eliminate unnecessary regulations.
22	Work shop the city staff and residents to see what direction we want to take our city. Then draft a long term plan with short term goals. Have to identify a vision of what Stuart wants to be. Leo Giangrande
23	Create an environment that attracts residential development, office space development, and draws retail customers into the city from surrounding areas.
24	- Utilize bond funding to make infrastructure improvements - Re-develop city hall - Re-develop the downtown ball park.
25	Not applicable..
26	I would sell the City Hall building and relocate those headquarters somewhere cheaper. I'd also take a look at the kinds of businesses we have in downtown that sort of don't fit in there.
27	Maintain friendly permitting process, and keep county out of you business.
28	sponsor/organize a charette to get business input to the city future vision. Find examples from cities that have been successful and thought leaders.
29	More surveys like this and town hall meetings. The three hour parking limit is not a good idea for tourist. I understand not wanting the people who work downtown to park all day but that is not a good resolution. People who work downtown should register their vehicle and park across the tracks. I love the city of Stuart!
30	1. Do a study on the economic disparities in Martin county. 2. Do a strategic plan: education, housing, jobs in it the community 3. We have an " alternative school". Make better use of it by offering "real" opportunities. Ex. Job training, entrepreneur, speaker series, Mentors 4. Create a relationship with businesses that want to mentor and offer job training as well as internship preferably paying internship.
31	1.Develop vocational programs to provide a pipeline of talent of existing trades and manufacturing in the area. 2.Improve planning, regulations and permitting to encourage private sector investment in technology based co-working spaces that will attract a creative class. 3. Build and provide connections to assist in the creation, protection and commercialization of new IP. 4. Work collaboratively with the private sector to ensure housing for a creative class to live and work in Stuart.
32	Meet with the business owners one on one and learn from their first hand experience how they view the City and its helpfulness and road blocks.
33	1. Narrow down (3) the most needed aspect for development. Is it housing, is it jobs, etc. 2. appoint community focus groups to study these 3 aspects. Have them visit other towns of similar size that have done some development programs. Have them rank the ideas and get that narrowed to 3. 3. Take the 3 ideas and have staff work on how those ideas can be implemented in 2, 5, and 10 years. 4. Keep stats on the developments and how they are affecting the growth and needs of the community. 5. Make adjustments annually to the developments from the data in the stats.
34	Cultivate an arts and entertainment district with an active program to bring unique experiences to the shopping district and expand it along East Ocean Boulevard with more restaurants, breweries, and galleries. A hotel in downtown near the current City Hall and more retail leading up to it. Plan for the rest of the Stuart News building.
35	Vocational training and job training to draw well paying jobs to Martin County.

36	Step 1 - work with the school district in ensuring they have the funds necessary to nurture the next generation of workers. It is embarrassing that there are schools with infrastructure issues and teacher shortages and you are talking about helping businesses first. Figure out a way for the schools to get the money they need, and then there will be less of a shortage of skilled labor. It is unfair to expect the school district to provide a skilled workforce without the funding they need.
37	Let's start by stating how a great job Stuart does in this area. I personally believe that an area that can be improved is helping those individuals with limited skills who are having a hard time finding jobs become more skilled without having to spend money to go to school. Also, helping individuals with background issues gain employment without having to pay for their past mistakes. Further, having events where local employers can network and meet one another with the purpose to foster an atmosphere where the leaders in the community know one another and can work together. A worker may not be suited for an employer but it may have just the right skills for the employer down the road. For example, if there is a worker with good work ethic that may not possess the necessary skills, how do we communicate with the other employers to identify where this person may actually be successful. In summary a business networking event that can occur twice a year to allow for new comers to meet locals and network.
38	N/A

City of Stuart - Workforce **Action-Oriented Insights Report**



This report was created for City of Stuart by the Apalachee Regional Planning Council to fulfill a deliverable made possible by a grant from Department of Economic Opportunity, Competitive Florida Partnership, 2018.

Competitive Florida is built of the programmatic ideal that *communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage*. To that effect, this report utilizes local inputs, interviews, and case studies to inform action-oriented insights that will help City of Stuart capitalize on its existing strengths of community, place, and economy.

DEO Grant P0283
Competitive Florida: Stuart
Deliverable 6



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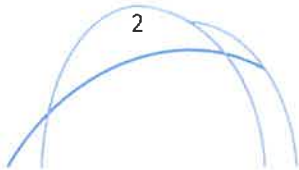
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Executive Summary

City of Stuart should develop itself as a key partner to, but not a direct implementer of, workforce training and development in the region. CareerSource Research Coast is the state satellite office for engaging and supporting businesses and individuals looking for skills and career enhancement, and Indian River State College, Chastain Campus offers bachelor's and associate degrees and technical certificates. Martin County School District provides Career and Technical Academies at its schools. Still other smaller groups provide coaching, social support, and services like transportation. Thus, numerous opportunities exist for the City to enhance its role within this framework.

How can workforce development be defined? Invest Atlanta offers this explanation:

[A] high-value workforce system is one that creates a talent pipeline that meets the human resource needs of high-growth industries and simultaneously ensures that its constituents are connected to career pathways that lead to family-sustaining employment opportunities in those industries.

This definition is useful because it highlights how the system serves people at all levels of the talent and career spectrum. This report recommends achieving this via the following core pursuits:

Establish a newly-created Stuart Economic Development Office as a key collaborator with regional workforce partners.

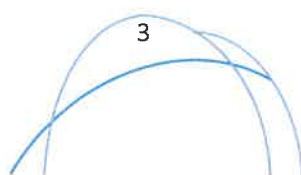
Pursue collaboration opportunities with workforce partners that centers on measurable enhancements.

Explore initiatives informed by regional and state best-practices, such as a "Strategic Doing" retreats and Business Roundtable-City-CareerSource funded projects.

Readers may refer to the Build Lean, Learn Fast, Re-iterate Section of this report for more detailed strategies.

Target Industry and Metrics Take-Aways

Data indicate that Finance, Insurance, Real Estate, and Law, Arts/Entertainment/Recreation and Visitor Services, Medicine and Biotech, Transportation Product Manufacturing, and Software and Web Development currently supply jobs in Stuart. These sectors need to be further vetted for direct training efforts by a City Economic Development Office and primary players in the workforce continuum. City median household income decreased between 2011 and 2016. There was mild upward shift of Stuart household income away from lower brackets to higher brackets during that same time-period. These metrics can be used to gauge the general economic health of Stuart in the future.



Workforce Conversation Take-aways

Glenda Harden and Tracey McMorris, CareerSource Research Coast

- Build Relationships and reap the rewards – CareerSource RC is prepared to support business expansion and recruitment efforts with training grants. They collaborate with surrounding counties on skills gap analyses, job fairs, grant writing, and business technical assistance. With a City of Stuart Economic Development liaison, new initiative options abound.
- Currently, CareerSource reference the Treasure Coast Skills Gap Analysis as the starting point for new workforce development initiatives. It centers on Construction Trades, Healthcare, and Manufacturing. Trainees and Apprentices are already funded, and this could be extended to the city.

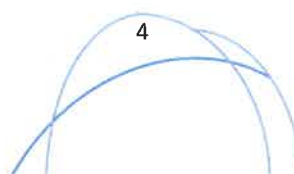
Elizabeth Gaskin, IRSC Chastain

- Indian River State College, the City, and the Business Development Board have already collaborated on new talent initiatives: The first round of the “Business Accelerator Program” included funding from City of Stuart that was awarded as grants to entrepreneurs.
 - Furthering relationships and initiative launches between IRSC, City of Stuart, and Small Business Development Center (SBDC) is an option that the college would like to explore.
 - There are 150 programs, from certifications to B.A., offered by IRSC (spread across multiple campuses). Current high-demand programs with high-percentage placement in local industries include:
 - Healthcare
 - Education
 - Fire/Police/Criminal Justice

Aviation manufacturing is an up-and-coming training sector for which IRSC is looking to meet demand. Coordination with a Stuart Economic Development Office could be crucial in monitoring and updating the programs offered at the Chastain campus.

Elia Parsons, Martin County Career & Technical Education

- Martin Career & Technical are interested in the idea of a direct-from-Stuart communication channel that helps to pair students in their Academies with local business internships.
- It’s important to remember that teenagers may not have “figured out” their career path by the end of high school. Therefore, the talent pipeline needs to have as many opportunities for lightweight experiences (e.g. internships, tours, presentations, demonstrations) that enhance students’ perception of the local business economy as they prepare for direct employment, PSAV, or 4-year pathways.



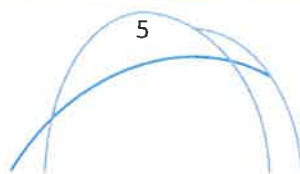
Jim McShane CareerSource Cap Region

- Economic Development Offices at City or County levels need close ties to CareerSource. The connection fosters a valuable feedback loop for agile business recruitment and local business retention & expansion (BRE).
- An economic development office is easiest to work with (and most effective) when it doesn't need to push actions/requests through a long decision chain. Keep the office simple and empowered to quickly deliberate and execute decisions.

The City, as a partner within the talent pipeline and Integrated Service Delivery¹ (ISD) contexts, can act as a local asset mapping clearinghouse, meeting convener, and marketer for the differing workforce development product offerings and primary actors in the area. It should allocate staff time and budget resources from an Economic Development Office to workforce development liaising, coordinated with business retention, attraction, and entrepreneur support services.

¹ WIOA, Integrated Service Delivery Toolkit:

https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit



Target Industry Insights & Metrics

Target Industries can be set via numerous approaches, including alignment with workforce/education programs already in place, industry concentration studies, occupational demand studies, sites and buildings surveys, and state and regional incentives alignment. With all or part of this data, city leaders then need to set targets and market to businesses, while continuing and enhancing coordination with their workforce development and training partners. This section will offer insights into industry concentrations, occupational concentrations, and occupational demand, which the city may then consider moving forward with. Finally, it will offer two benchmark metrics by which the city can monitor economic progress. These should be paired with more specific metrics once the target industries are well established within a City Economic Development Office.

Insights

The three data-driven insights that offer a concise picture of the greater Martin economy are Industry counts and concentrations, Occupational counts and concentrations, and Occupational Demand. Data for Industry and Occupation counts were obtained from Stats America data (an online data portal provided by the U.S. Department of Commerce)². Occupational Demand data are obtained from Bureau of Labor Market Statistics.

STATS AMERICA: Industry count and concentration, and Occupation count and concentration

Knowledge-Based industry clusters in Martin County can be assessed in two ways – the total number of firms and their relative concentration (i.e. prevalence locally vs nationally). The first graphic below depicts total number of firms; the second depicts their concentration.

Note: Some industry and occupation cluster titles do not fully display on the graphics. They are:

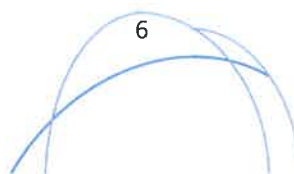
- **Industries**

- Agribusiness, Food Processing & Technology

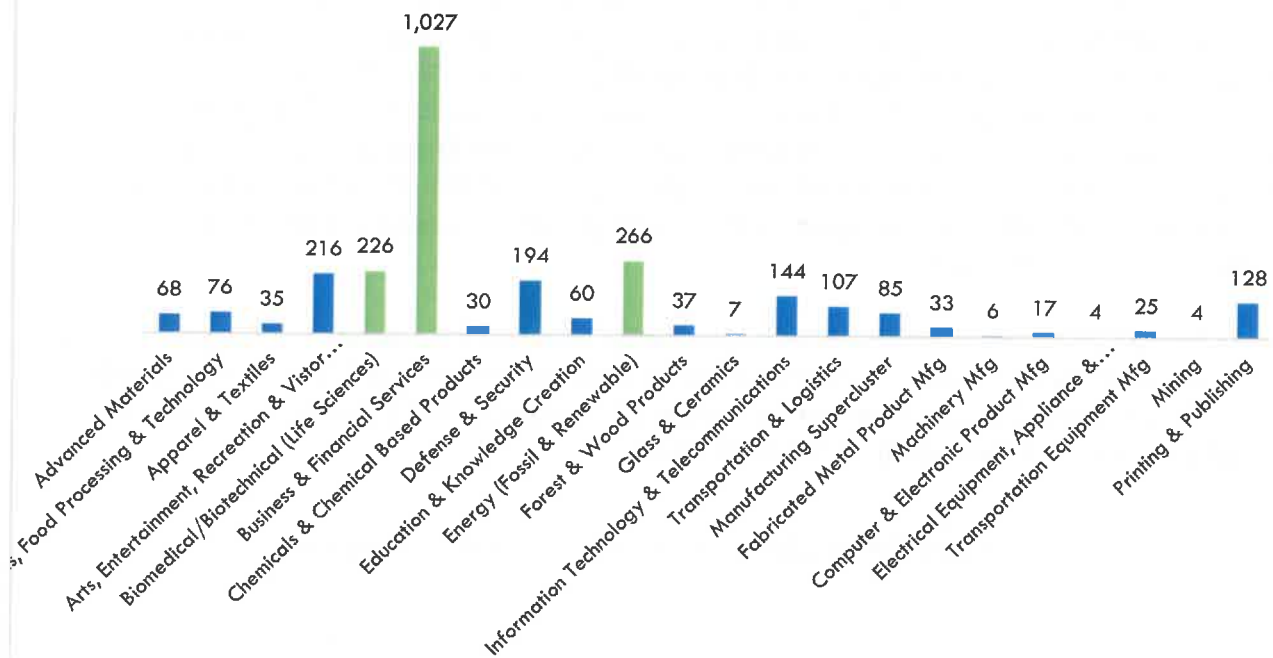
- **Occupations**

- Health Care and Medical Science (Medical Practitioners and Scientists)
 - Health Care and Medical Science (Therapy, Counseling and Rehabilitation)
 - Primary/Secondary and Vocational Education, Remediation & Social Services

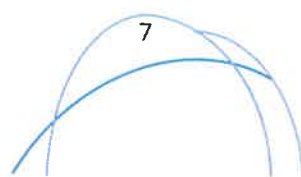
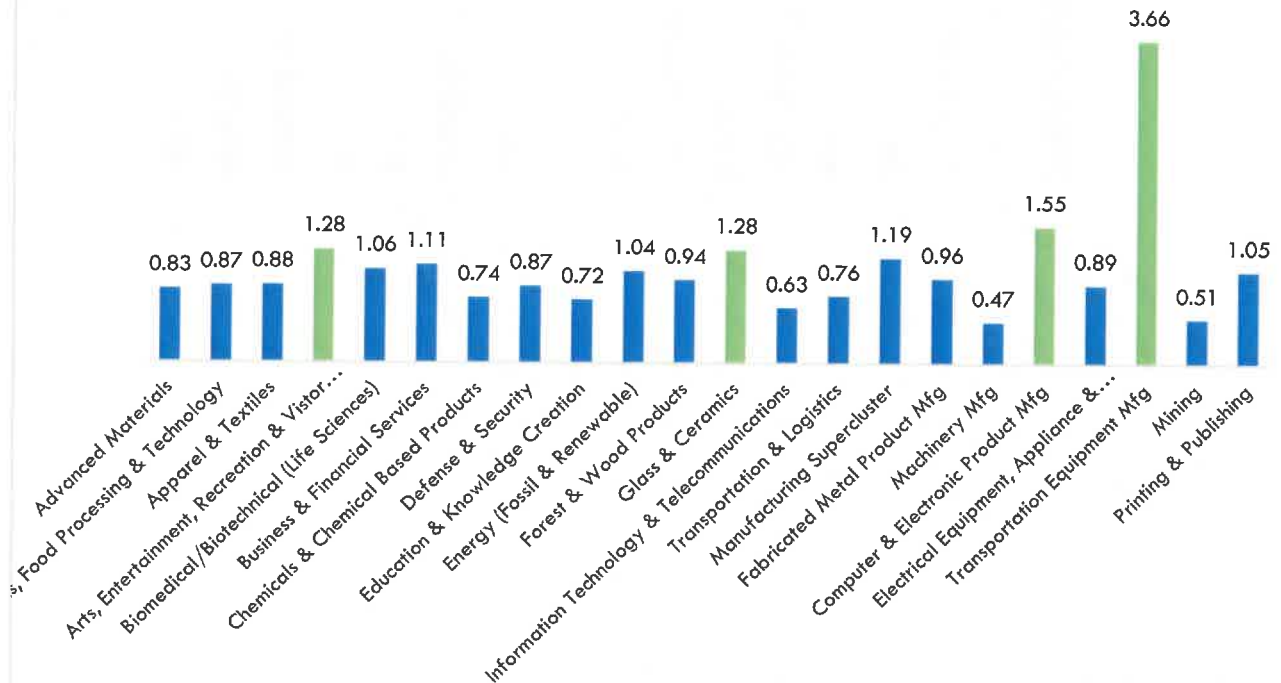
² The data presented describe “knowledge-based” occupation and industry clusters where “skills are based on significant knowledge, insight and creativity”, and are believed to have strong staying power in the 21st century American economy. Read more here: <http://www.statsamerica.org/innovation/about.html>



Industry Clusters in Martin, Number of Establishments

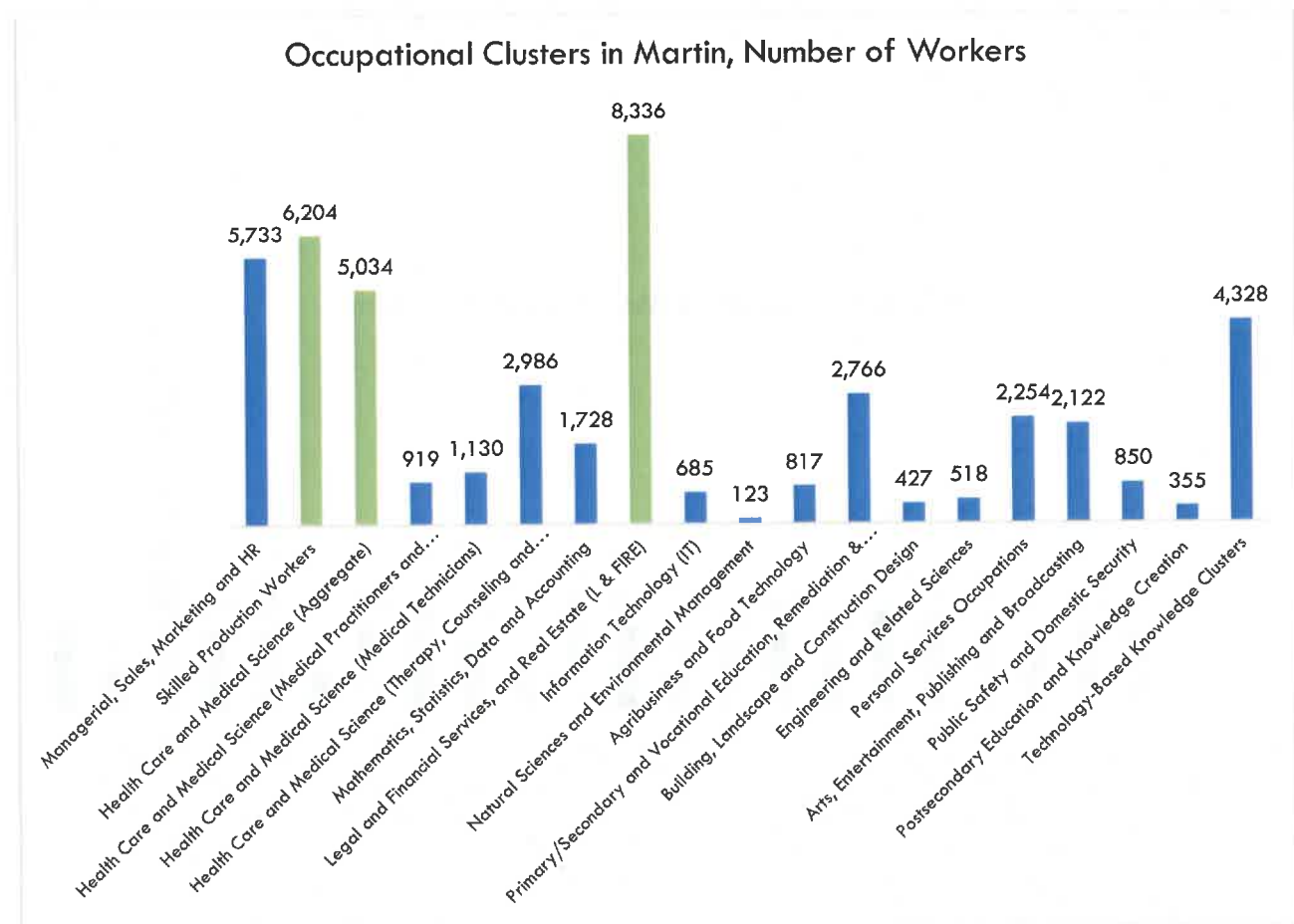


Industry Clusters in Martin, Concentration

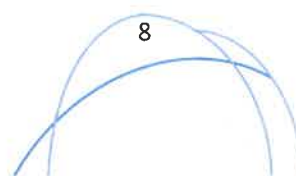


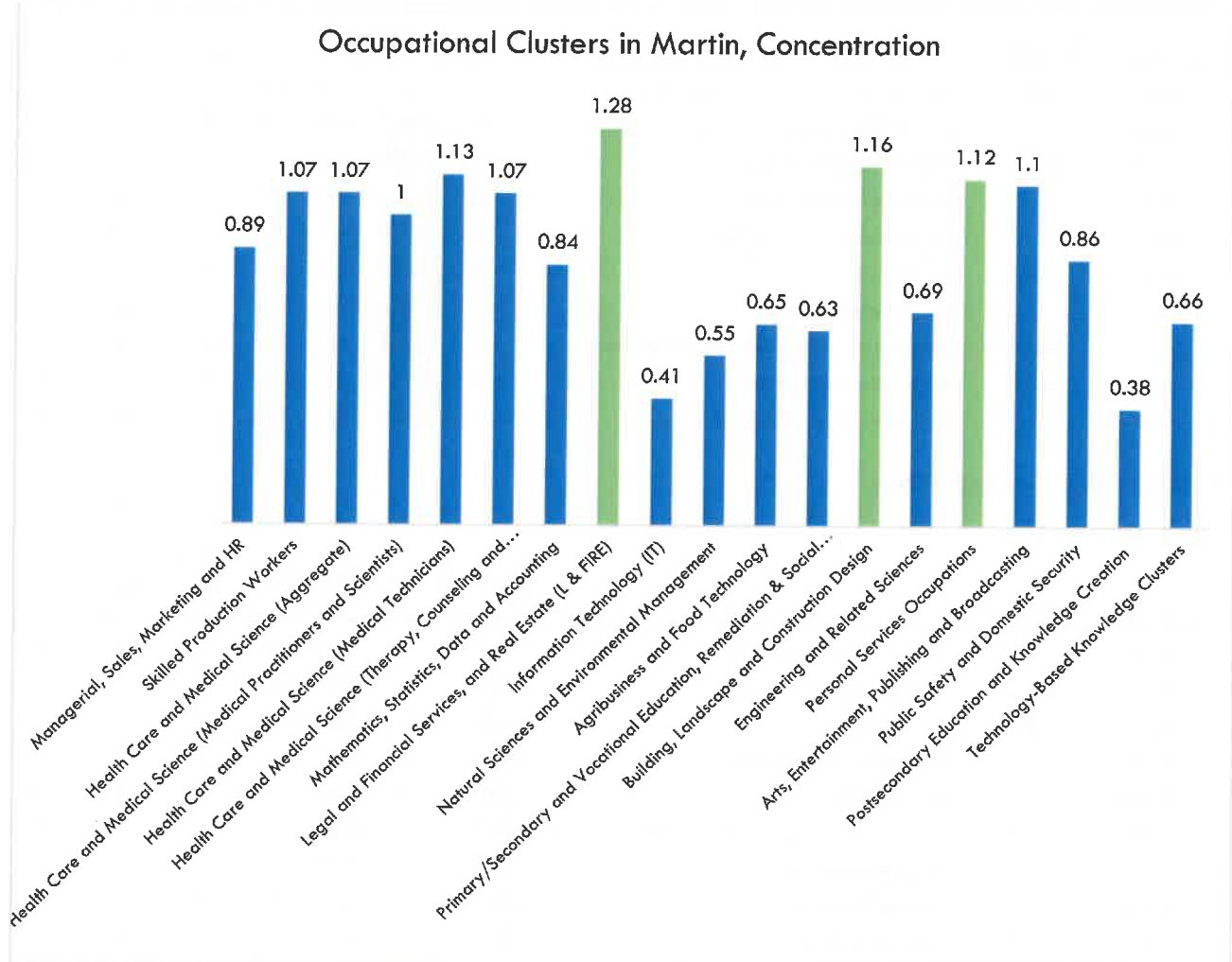
In the above two graphics, gross numbers indicate that Business and Financial cluster businesses are the most numerous, followed by Energy, and Biomedical and Biomechanical³. Relative concentrations, however, indicate that Stuart is more likely to be bringing in outside revenue from its Transportation Equipment Manufacturing, Computer and Electronic Manufacturing, Glass & Ceramics, and Arts/Entertainment/Recreation & Visitor industry clusters. Both data pictures represent important conversation-starters that need to be vetted through dialogue with Martin BDB, IRSC, School Board, and the Economic Council. Second, a scan of actual Stuart businesses within these sectors and their employment needs will need to be conducted by the proposed Economic Development Office to validate specific training needs.

Like industries, skills concentrations differ by geography. Occupational Clusters – or the jobs at which people are working (which may be embedded within industries of a different nature) – can also be interpreted in terms of gross numbers or by relative concentration. The following two graphics depict occupations and their concentrations in Martin County.



³ For information about real business types that fit into each cluster, visit:
https://www.statsamerica.org/innovation/industry_clusters.html

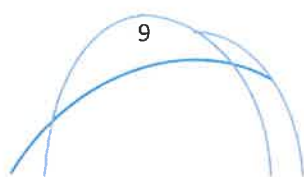




Finance, Insurance, Real Estate and Legal (FIRE + L) dominate both the raw numbers and the relative concentration of jobs in Stuart. Then, the two counts diverge, with Healthcare and Medical Science, and Skilled Production posting large numbers, *while* Building/Landscaping/Construction Design and Personal Services display relative concentrations. These data indicate that Stuart serves as a financial, legal, and real estate hub in the region, with diversity stemming into medical fields and even manufacturing. For workforce training alignment strategy-setting, however, it is important to integrate data on job postings (see next section).

Bureau of Labor Market Statistics: Occupational Demand, Martin

The final part of this data snapshot includes job openings, or demand. Florida Bureau of Labor Market Statistics publishes annualized numbers for openings and percentage growth for over 100 occupational (SOC) categories. Charts depicting the top ten occupations for number of openings, and percentage growth, are presented below.



SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual Openings	Mean	Entry	FLDOE Training Code	In EFI Targeted Industry?	Data Source
436011	HSHW	Executive Secretaries and Executive Admin. Assistants	0.02	4,311	25.1	17.1	3	Yes	S
119141		Property, Real Estate & Community Assoc. Managers	1.60	3,649	29.0	14.4	4	No	S
151132	HSHW	Software Developers, Applications	2.43	3,276	43.3	27.5	4	Yes	S
333012		Correctional Officers and Jailers	0.39	2,751	21.0	16.1	3	No	S
537051		Industrial Truck and Tractor Operators	0.89	2,544	16.5	12.0	3	Yes	S
132072	HSHW	Loan Officers	1.32	2,060	40.9	22.2	4	Yes	S
434131		Loan Interviewers and Clerks	1.41	1,937	19.6	14.3	3	Yes	S
131031	HSHW	Claims Adjusters, Examiners, and Investigators	1.04	1,921	30.5	19.9	3	Yes	S
151121	HSHW	Computer Systems Analysts	2.70	1,867	40.6	27.2	4	Yes	S
533021		Bus Drivers, Transit and Intercity	1.27	1,553	16.6	12.5	3	Yes	S

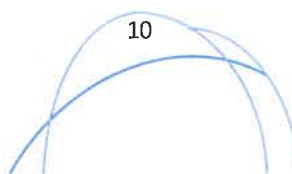
*HSHW = High Skill High Wage

SOC Code†	HSHW††	Occupational Title†	Annual Percent Growth	Annual Openings	Mean	Entry	FLDOE Training Code	In EFI Targeted Industry?	Data Source
312021	HSHW	Physical Therapist Assistants	4.41	38	33.03	26.93	4	Yes	R
292032	HSHW	Diagnostic Medical Sonographers	3.24	511	30.76	24.58	3	Yes	S
151134	HSHW	Web Developers	3.20	1,102	30.60	18.75	3	Yes	S
472021		Brick masons and Block masons	3.10	906	17.74	12.73	3	No	S
319092		Medical Assistants	3.08	215	15.57	12.74	3	Yes	R
131161	HSHW	Market Research Analysts and Marketing Specialists	2.84	43	27.68	17.51	5	Yes	R
499041		Industrial Machinery Mechanics	2.82	35	22.35	15.71	3	Yes	R
319011		Massage Therapists	2.79	49	23.08	14.81	3	No	R
151121	HSHW	Computer Systems Analysts	2.70	1,867	40.67	27.27	4	Yes	S
292056		Veterinary Technologists and Technicians	2.69	961	15.62	12.04	4	Yes	S

The above two tables indicate that as occupational supply figures suggest, the FIRE + L sector can absorb new positions (as the high number of Property/Real Estate/Community Association Manager job posting confirms). They also reinforce the attractiveness of the medical profession for people in the talent pipeline, as Physical Therapist Assistants and Diagnostic Medical Sonographers top the list for year-on-year percent growth. These tables add the insight that Software and Web Developers, and Computer Systems Analysts are in high demand throughout Martin County. Finally, the tables show that Executive Secretary, Brick Mason, and Industry Machine Mechanic could be important certification programs to develop if not already in place.

Metrics

To gauge general progress at increasing prosperity in Stuart, this report recommends that the city keep tabs on two metrics – Median Household (HH) Income and Percentage of Population by Income Group. The trends to aim for would be a rising Median HH income over time and lowering percentages of



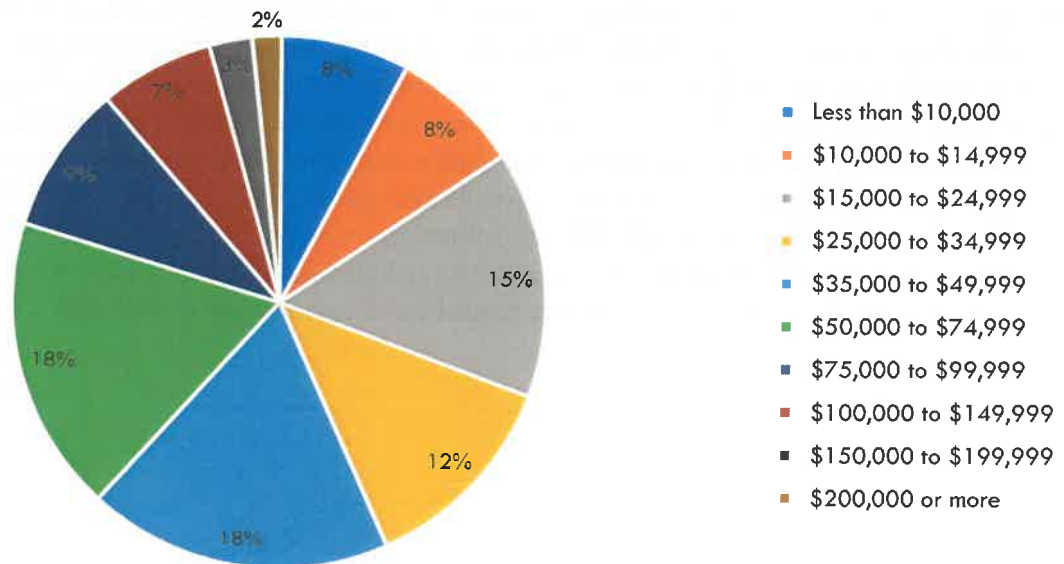
people in the bottom income groups over time. The following three graphics show trends in these characteristics in Stuart over the past five years.

Median Household Income Trends, past 5 years

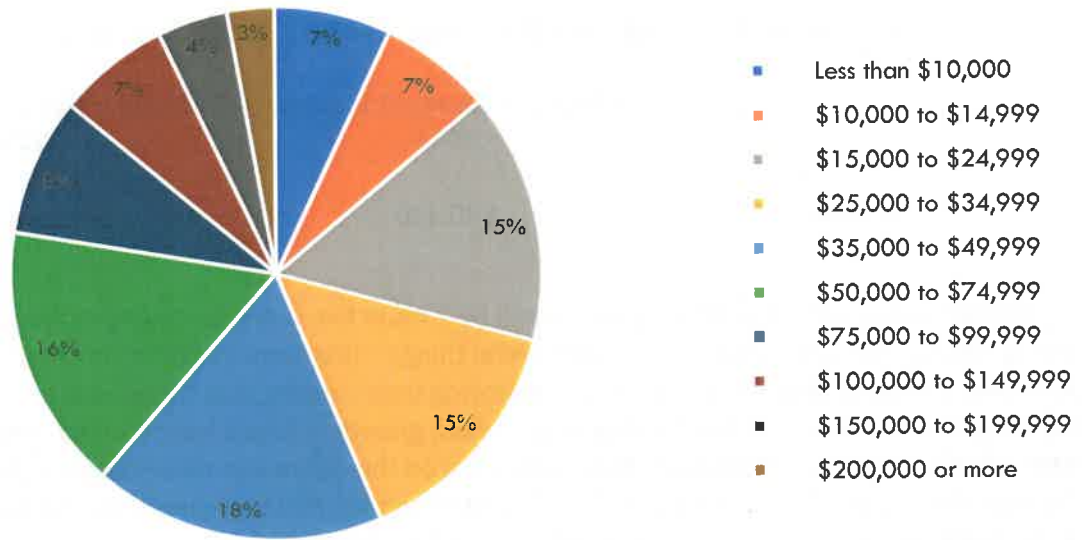
	Median Household Income, 2011	Median Household Income, 2016
City of Stuart	\$40,420	\$39,470

The Median Household Income in Stuart shrank by 2.4% in five years, according to American Community Survey data. This may indicate several things – that some residents in Stuart have experienced wage stagnation and difficulty improving their careers, that higher-wage households are migrating outside city limits, and/or that employment growth in Stuart has occurred predominantly in lower-wage occupations since 2011. By keeping tabs on this figure and those data insights from the above sections, City of Stuart Economic Development and workforce partners can assess whether higher-wage jobs are entering and being retained within the city.

City of Stuart Income Groups, 2011



City of Stuart Income Groups, 2016

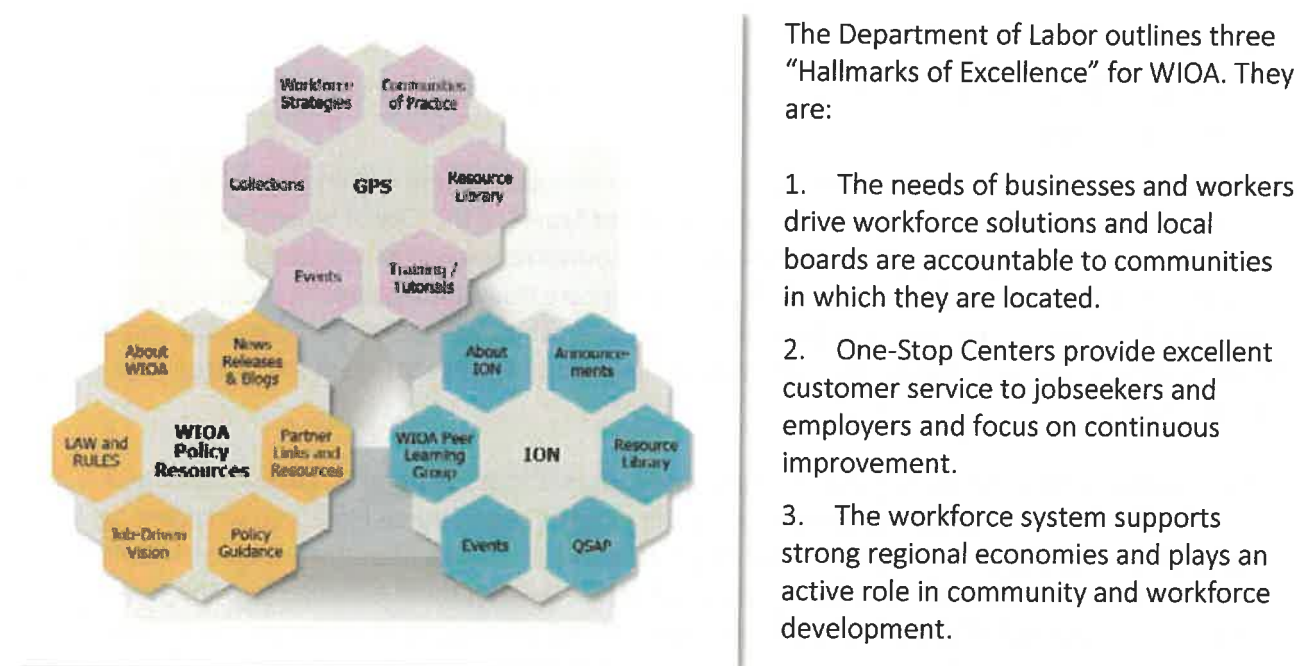


A five-year snapshot of income groups in Stuart depicts stable income class categories. Between 2011 and 2015, households in Stuart earning less than \$15 thousand declined by 2% and those earning \$25-34 thousand grew by 2%. Concurrently, households earning over \$100 thousand grew from 12% to 14 % of total. While poverty and low-income status incorporate number of persons per household, general income group data suggest that there may be low income mobility within the community. As such, programs spanning the entire spectrum remain important, from “Getting Ahead” classes provided by Community Action Agencies, to advanced curricula available at IRSC Chastain. At one and the same time, retaining upwardly mobile young people and families, and preventing displacement of low-income households to outside of Stuart City limits, will raise the median household income without creating a distorted picture of success (i.e. low-income households becoming peripheralized).

Context and Interviews

The Workforce Innovation and Opportunity Act (WIOA) set the stage for the latest wave of workforce development efforts in America. The U.S. Department of Labor describes the strategies that are fundamental to WIOA implementation as: “customer-centered design, strategic boards, career pathways, and sector strategies.” This can align with City of Stuart’s larger economic development organization framework, set forth in the *Business Community Action-Oriented Insights Report*. Many component parts fit into its implementation. The following graphic details components across WIOA Policy, GPS, and the Innovation and Opportunity Network (ION):

Figure 1: WIOA Component Parts



All three of these hallmarks can inform City of Stuart’s participation within the ISD framework. Namely, the city can help convene businesses and workers to meet Hallmark one, the city can support One-Stop Centers through beautification and other support, and city economic development target industry studies can inform how the third hallmark takes shape in Stuart.

National Skills Coalition – Building Pathways to Employment

This report investigates coordinating community development and workforce development⁴. Key to this study is its review of the intersection between public housing, transportation, and workforce services. Federal programs pay for local efforts and otherwise occupy time that local groups (e.g. Community Action Agency, CareerSource, State Colleges, Transportation Disadvantaged, HUD CDBG and Housing Authorities) could be spending collaborating. Programs like workforce development exist within a larger

⁴ National Skills Coalition: [Building Pathways to Employment](#)

ecology of human life, and studies show that getting to training facilities, having childcare, and being securely housed are integral to acquiring and using new soft and hard skills in the workplace.

The Recommendations (that apply to cities) from the Report are as follows:

1. Provide support for local intermediaries who can build awareness across systems and assist in the coordination of resources.
2. Encourage integration through the development of comprehensive economic plans as well as plans for major human and physical capital funding streams.
3. Ensure local residents have access to employment opportunities.

Interview Overview: Glenda Harden & Tracey McMorris, CareerSource Research Coast

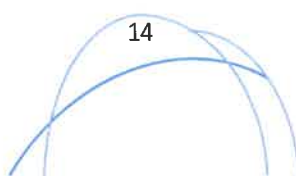
CareerSource Research Coast is an integral part of skills assessment and training/workforce development in Martin County, and by extension, City of Stuart. If the City of Stuart launches an economic development office, city business-to-CareerSource relationships will be a key value-add that the office should cultivate. Employer boards (e.g. Healthcare Roundtable) specific to Stuart should be connected to CareerSource. The outcomes of these relationships will be increased training, summer youth programs, apprenticeships, job fairs, studies, and round tables that meet local career and talent pipeline needs.

A major collaboration that occurred in the past three years is that between St. Lucie County and CareerSource. The two entities received grant funding from CareerSource Florida to write the [Treasure Coast Skills Gap Analysis](#). The analysis found that Construction Trades, Manufacturing, and Healthcare were the priority occupations on which to focus workforce development efforts. From this, the two groups have obtained follow-up funding to develop a Manufacturing Apprenticeship and to fund education costs for new nurses.

St. Lucie County also contributed \$250,000 to fund a youth summer program called *Work Certified*, which provided participants with two weeks of soft-skills training followed by six weeks of paid work experience. Over 200 students participated.

Together with City of Fort Pierce, CareerSource RC have obtained funding from [Allegany Ministries](#) to assist low-income individuals from the Lincoln Park neighborhood to “build community capacity and sustainability”.

With City of Fort Pierce, CareerSource RC have also refined a job fair such that in its third year, over 100 employers participated and gave positive feedback.



CareerSource RC and its local representatives are ready to work hand-in-hand with a Stuart Economic Development Office to serve career seekers, train more people in high-demand industries, and match employer expansion and recruitment training needs with available grants.

Interview Overview: Elizabeth Gaskin, IRSC

Indian River State College, Chastain Campus, offers a selection of the College's 150 total programs. Administration of the Chastain Campus enjoys a strong relationship with City of Stuart and Martin County, sitting on advisory boards and keeping an open channel for frequent economic development news and updates.

A workforce/economic development project of note that the Provost cited was a recent Business Accelerator Program sponsored in part by City of Stuart, IRSC, and Martin BDB. This 12-week program provided learning sessions on small business management and expansion to Martin-area entrepreneurs. At its completion, participants were eligible for a grant, awarded to businesses at a pitch contest.

A useful resource with which a City of Stuart economic development office could collaborate – and learn about space for small business assistance value adds yet to be provided - is the IRSC-located Small Business Development Center.

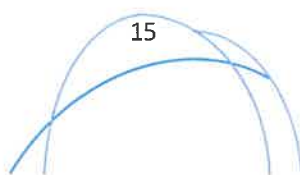
IRSC remains tuned in to updates from the business community. As such, an aggregator/filter for City of Stuart would be a welcome new channel of information. This communication channel extends both ways – for many local businesses not fully aware of trainings offered at IRSC, the college may be able to provide certification or longer-term career skills building that are in demand via its pre-existing programs.

The Provost highlighted Basic Skills/Literacy and Career Pathways/Education as components of the "Community of Practice" under WIOA that provide high value-adds to the Stuart workforce, but which are set in motion long before college. The City Creative Office (recommended in the [Young Professionals Insights Report](#)) could consider ways in which its institutions – such as the library – are helping support the K-12 programs to seed these skills and awareness.

Concerning local training and absorption, the top occupations are in healthcare (R.N., C.N.A., etc.), Primary and Secondary Education, Fire, Police, Criminal Justice, and Aviation Manufacturing.

IRSC Chastain does not currently offer programs that would be considered "environmental services", except for its B.S. in Biology.

From a City Economic Development Office, IRSC would be most interested in local data and information about industries and businesses seeking to hire new graduates.



Interview Overview: Elia Parsons, Martin County School District

Partnerships between a City Economic Development Office and the Martin County School District are always welcome. Coordinator Parsons shed light on the structure of existing career and technical education services at the County, and ideas for future growth.

Martin School District maintains 25 “Academies”, or career and technical programs (with associated equipment) across county high schools. There are 18 programs offered therein. These multi-year programs offer students opportunity for certification in some cases. High schools offer some training at all locations – Drafting, TV Production – and other programs are specific to one high school (e.g. Culinary Arts). Each Academy is required to host a board with sitting local business members. As such, coordination with a City of Stuart Economic Development Office could help to recommend new board positions.

Coordinator Parsons recommended that per the Community of Practice, they would like to support entrepreneurship and career pathways/education via increased student opportunities for shadowing and internships within City Government. Beyond that, an Economic Development Office could act as an intermediary between Stuart businesses and Career and Technical to pair students for internships, tours, and shadowing in the community at large.

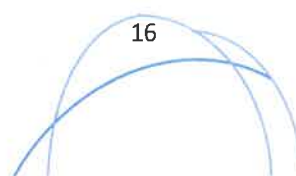
Martin School District currently uses the Bureau of Labor Market Statistics Regional Targeted Occupation List (presented above) to help set training priorities. City alignment with said list is therefore recommended. The district builds this into plans, such as its current “Industrial Training” 4-year plan. They would like to include best-practices from a [Michigan Industrial Arts Institute](#), funded in part by large local employers (in Stuart it could be Triumph or Aviation Manufacturers).

A City Economic Development Office, business-to-school district liaison would be much appreciated. The School District hopes that this staff can develop a program of tours, shadowing, and internships for occupations across the spectrum (not solely technical) in which Martin School District students could participate. This liaison could also help orchestrate connections between School District plans and receiving programs at IRSC.

Interview Overview: Jim McShane, CareerSource Capital Region

The Capital Region (Tallahassee/Leon, Gadsden County, Wakulla County) CareerSource is an innovator in the workforce space. Their experience piloting new initiatives and working with Economic Development Organizations can help inform City of Stuart’s new Economic Development efforts.

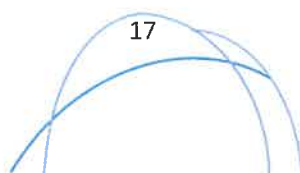
Director McShane noted that collaboration across subject-matter and institutional silos remains a key focus of the Capital Region CareerSource. City of Tallahassee has been involved through funding Summer Youth Programs, however this program was discontinued. Contributions from the city throughout the chain of integrated services are welcome: transportation services to and from CareerSource centers and business-CareerSource liaising being most desired.



Within the Community of Practice, the Director cited Registered Apprenticeship/Work-Based Learning, Entrepreneurship, and Partnerships/Program Integration as focal areas. All of these require collaboration and liaison services that go above and beyond regular meetings. They require *Strategic Doing* planning and initiatives. CareerSource can facilitate implementation through assets such as Entrepreneurship Grants, and funding for “Registered Apprenticeships”.

Occupational training targets stem from Bureau of Labor Market Statistics demand data (presented for Martin, above). Growth in demand – rather than gross demand – is what dictates Capital Region’s new training priorities. CareerSource has also partnered with Gadsden County Development Council to license CHMURA Analytics, a data visualization software that be shared by City Economic Development Office Business Recruitment and Retention staff. Sharing costs on software is a great way to structure a symbiotic relationship from the onset.

For a business recruitment program, the Director notes that the local CareerSource will want to know leads, be involved up front, and know what training to expect. This coordination is rendered much smoother when a City/County economic development office doesn’t need to relay decisions through many layers of approval. The City Economic Development Office therefore needs to be *agile* and *empowered* to implement strategic decisions.



Build Lean, Learn Fast, Re-iterate

The following matrix presents Action Oriented Strategies derived from interviews, insights, metrics, and context.

Strategy	Implementation Components	DIY Monitoring
Establish the City "S-Squared" Economic Development Office as a go-to resource within the Treasure Coast Career, Technical, and Workforce System	BRE and Business Recruitment positions at City of Stuart Economic Development Office will establish themselves as important liaisons and facilitators within the workforce development community. Staff in these positions should coordinate with Glenda Harden, Elizabeth Gaskins, and Elia Parsons to establish a communication channel between in-coming (recruited) and local businesses. Staff should prepare a presentation to give to workforce development organization partners delineating their "take" on the data presented in this report. Then, conversation with IRSC, Martin School District, and CareerSource will further validate needs.	Pass/Fail: Within 6 months of establishing City Economic Development office, have 2 Workforce Development meetings with partners been held?
Organize a "Strategic Doing" training with CareerSource Research Coast to drive initial meetings to the next level of strategy collaboration	CareerSource Capital Region hosted a <i>Strategic Doing</i> retreat on May 4, 2018 that convened workforce development participants from across the Tallahassee region. This approach to collaboration (that accomplishes new initiatives) focused on integrating workforce development and economic development organizations. The Agile Strategy Lab at Purdue can be contracted to put on a similar training. A similar training event should be organized by CareerSource RC and Stuart Economic Development as leads.	Pass/Fail: Within 6 months of establishing City Economic Development Office, has a <i>Strategic Doing</i> retreat begun to be organized?

Explore a cross-institutional “next wave” program plan that creates a river of communication, investment, and influence across Stuart, Martin School District, and IRSC.

A *Next Wave WorkDev* plan should aspire to coordinate resources (staff time, programs developed, capital expenditures) across institutional partners, like the Treasure Coast Skills Gap Analysis but specific to Stuart. It could center around an Industrial Arts Institute-to-IRSC Certification program, with direct employment offered within the City or County thereafter.

The plan should incorporate a funding initiative that approaches a large local employer to donate equipment and fund training spaces at the high school and college. It should also incorporate real estate agent collaboration to provide a concierge for new graduates looking for housing *within City of Stuart*.

Pass/Fail: Within 6 months of establishing Economic Development Office, is a *Next Wave* plan scoped out and ready for action steps?

Initiate a “Stuart Job Symposium” with CareerSource Research Coast

Drawing directly from the Fort Pierce model, City Economic Development staff should collaborate with CareerSource and area employer groups to put on a job fair for career seekers. CareerSource have experience and the event can be translated to Stuart.

Pass/Fail: Within 1 year of establishing Economic Development Office, has a Stuart Jobs Symposium been implemented?

Invest in a Customer Relationship Management (CRM) software for BRE/Business Recruitment activities at the City Economic Development Office and begin to assemble high-quality, proprietary local data

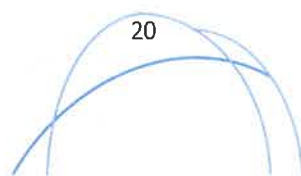
City Economic Development Office should consult with Martin BDB and Enterprise Florida to determine best CRM software that will help create, manage, analyze, and determine follow-up on information gathered by the S-Squared team. It may be possible to share costs with CareerSource RC, who already maintain analytic and CRM software.

Examples could include something as simple as Microsoft Access, to programs like NetSuite or Jobs EQ (CHMURA).

Pass/Fail: Within 3 months of establishing City Economic Development Office, has database/CRM software been purchased and rolled-out?

Appendix: Interview Notes and Data

This appendix provides detailed notes from the Workforce Development interviews conducted to inform this report. It also includes data retrieved from StatsAmerica, American FactFinder, and Bureau of Labor Market Statistics.



Workforce Development Interview

Glenda Harden, CareerSourceRC

- I. Creative initiatives: Does a story come to mind about how a city and workforce development professionals collaborated on an economic development initiative?

City of Port St. Lucie – co-writing a grant for an expansion.

St. Lucie BOCC gave \$250,000 to run a summer youth program wherein students were paid to work summer jobs with employers in the county. It included 2 weeks up front of soft-skills training. **“Work Certified”** is an in-house developed soft-skills program. Then each candidate spent 6 weeks with each employer. Employers are looking for employees who are punctual, team players, appropriate dress and they will train them. Over 200 students participated.

Relationships - its not about the population size; relationships with the EDOs and **employer associations** are crucial and welcome. Treasure Coast Manufacturing Association and the Healthcare Roundtable and TC Builder’s Association are good partnerships.

With City of Fort Pierce – funding from Allegany Ministries >> “The Common Good” initiative targets Lincoln Park in City of Fort Pierce. Low Socio-Economic status. Lincoln Park Council (a Community Based Organization) received the grant and CareerSource is providing help.

City of Fort Pierce job fair – Entering its 3rd year, this partnership between CareerSource RC and the City brings in 100 employers. Feedback has been extremely positive: the organizations, the location, and tons of diverse stakeholders were involved in its planning.

- II. More broadly - if the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

Firstly, bring CareerSource RC to the table when approaching employers about growing or attracting. CareerSource will tell the employer where funding exists to help with training, and city is providing incentives. Together, the two entities would co-submit for grant opportunities:

- CareerSource FL Apprenticeship and Healthcare grant ~\$1 Million
- Wells-Fargo grant is being pursued by Port St. Lucie.
- “Foundation Grants” in general

The city needs to continually provide ombudsman-like service that tell employers what’s going on, what programs there are, and connect students to a variety of employment opportunities. There was a program in the 1990s called “School-to-Work” that was similar to this. Glenda recalls a hospitality industry program that cycled students through many options.

We're trying to provide a pipeline from which newcomers are automatically contacted and kept up with. **Cost-sharing by leveraging CareerSource RC resources** with a City or County is welcome. Ex: CHMURA

III. **Occupational Training Targets: What are CareerSource RC's current target occupations? How does it set / re-calibrate them?**

The region has workforce readiness task force. Economic Development Council of St. Lucie did a skills gap analysis ([Treasure Coast Skills Gap Analysis](#)), and many groups contributed. It covers the whole area - # 20 – Martin, St. Lucie, Indian River. The results were **Construction Trades, Manufacturing, and Healthcare**. These have become the focus of CareerSource Efforts.

The WF Readiness task force is headed by CareerSource VP. There's an MOU with **Ec Dev Council of St. Lucie** to provide Marcello (CareerSource) to head the task force.

Skills Gaps analysis brought together employers, education, local gov't, to define. Healthcare workforce skills group and roundtable inform healthcare. For Manufacturing, it's treasure coast manufacturers association. They wrote three sector strategy grants and were awarded them from CareerSource FL. This serves the whole region.

The Healthcare Grant funds 20 nurses and in-kind there will be 40 more. The grant pays tuition, fees, uniforms, support services.

The Manufacturing Grant funds a curriculum for an apprenticeship from the Manufacturing Industry – incl. Boat Mechanics, Aviation, ... Right now, they are recruiting for 30 apprentices for this track. IRSC is acting as the training facility for it. Apprenticeship requires writing a curriculum approved by Dept. of Education. CareerSource RC is going to be recognized by the Florida organization for its participation with Florida employers. **They're trying to break down the formality of the "Apprenticeship" so that more contact can be had between the Talent Pipeline and careers all throughout Stuart.**

Up front, the economic development entity needs to be at the table with CareerSource. The Liaison will meet with CS's vice president of strategic development.

General Commentary, Notes

Workforce Readiness Task Force – Learn more via materials from Marcelo.

CareerSource RC has been working with a large call center. Big contract, many hires necessary. They've had trouble hiring and paying people. They came to CareerSource RC, sat down, and afterward, they had a better grasp of labor market info and salary rates. Interview techniques and questions had tips given. CSRC helps write job descriptions. The Business Services Account Manager in Stuart is tied in to employers.

A Lead Local Veteran's Employment Representative works to connect vets with jobs. Next week there's a homeless veterans stand-down. Homeless veterans are brought in, given supplies, and partners are available.

Workforce Development Interview

Elizabeth Gaskin, IRSC Chastain

I. Can you relate a story about how a city aided and abetted a state college initiative?

Business Accelerator Program – IRSC / Biz Dev in Martin County. A program short enough for small businesses that wouldn't take them from primary work but still give value adds. New/Existing/Long Term focus – 12-week program and City of Stuart expressed interest in sponsoring and hosting at City Hall. It has evolved into a yearlong initiative. 10 participants in fall >> eligible at completion for grant, given from City of Stuart to the business.

College and City SBDC have a great relationship; IRSC hosts it and City of Stuart is a collaborator there as well. Host a SBDC Consultant space at the City a few years ago.

II. How do you define talent pipeline / workforce development, as practiced by Indian River State College?

First charge: what businesses are hiring; what are hiring needs in Stuart-Martin? Changes as businesses come to town and expand.

Educate local community about staying local and working local. 150 programs available at the college so tons of connections to local jobs. Corporate trainings also offered; ex: Manufacturing training program that began as a state grant that involved collaboration with CareerSource. Designed to fill manufacturing for aviation manufacturing.

III. Does IRSC carry-out any functions related to WIOA? If so, please describe.

Unsure. Limited connection likely.

IV. From lon.Workforcegps.org/resources , Activities in the Workforce Development “Community of Practice” include the following:

- | | |
|--|--|
| a. Basic Skills/Literacy | j. Case Management Support Tracking |
| b. Career Pathways/Education | k. Financial Management |
| c. Registered Apprenticeship Work Based Learning | l. Grants Management |
| d. Business Services | m. Labor Market Information/Workforce Data |
| e. Career Information Counseling | n. Partnerships/Program Integration |
| f. Dislocated Worker Services | o. Performance Accountability |
| g. Entrepreneurship | p. Planning/Policy/Governance/Leadership |
| h. Job Readiness Services | |
| i. Job Placement Reemployment | |

q. Program Operations

r. Unemployment Insurance

- Which of the above areas does your region (or regions in Florida) struggle to provide, and **how can a city government assist** in its remedy? If so, how?

Basic Skills and literacy are well handled by local schools. Literacy initiative in Martin County focused on early intervention. Literacy gaps still exist even for some adults entering IRSC. Skills assessments (SAT/ACT) show that reading is on the decline. People say they “know how to read”, but the reading dense works, for critical interpretation. Martin County library is involved in the literacy campaign, which touches adults as well. Organizations (non-profit / private) are involved in these literacy campaigns.

City should think of creative interventions to assist with literacy efforts.

- V. Does IRSC use the concept of Target Industries to set educational programming priorities? If so, please explain.

CareerSource Research Coast and Business Development Board of Martin County – City of Stuart Commissioner sits on the Biz Dev board. Elizabeth and he have had many good conversations to that effect. IRSC uses the above for that information.

150 training programs / certifications / lists.

- VI. **Occupational Training:** Please describe other data and thought processes (besides target industry) that goes into programming IRSC trainings, certifications, and degree programs.

Healthcare – Martin County demand for nursing outstrips IRSC’s ability to train. Very high percentage go on to be employed in Stuart/Martin.

Education – Primary and Secondary education programs at the college; statewide teacher shortage wherein IRSC is looking to meet demand. Very high percentage go on to be employed in Stuart/Martin.

Fire/Police/Criminal Justice – Lots of training for local agencies in the 4-county area. Very high percentage go on to be employed in Stuart/Martin.

Manufacturing – Demand for workers that IRSC is still looking to meet; mainly aviation.

- VII. **Martin Target Industries:** Economic Council of Martin County lists its “core industries” as **Marine, Aviation/Aerospace, Technology, Health Services, Environmental and Professional**

Services¹. Are these aligned with your training and education priorities? What would you add to or how would you amend that list?

Agriculture Program is quite small, no super emphasis on environmental. Some projects in applied technology include drone technology to include remote sensing of the river, but there is no “environmental studies” program aside from the Bachelor’s in Biology. No major employer in Ecology is sucking up new employees, most are bound to pursue healthcare.

VIII. If the City began an Economic Development Office, **what services would you want it to provide** (and: how do you collaborate with existing economic development organizations)?

Data Services – job availabilities in the city and which industries/businesses are seeking to hire graduates. BRE for *only City of Stuart* that helps to segue new graduates into employment opportunities would be huge.

¹ From Economic Council of Martin County: <https://www.mceconomy.org/p/44/fundamental-beliefs>

General Commentary, Notes

Business Development Board of Martin County has target industries.

The City is already a great partner to the college and contacts are dense. IRSC is looking forward to building relationships with new staff and commissioners. Elizabeth sits on boards with City and County Commissioners and gets good updates.

Workforce Development Interview

Elia Parsons, Martin County ISD

I. Can you relate a story about how a city aided and abetted a Career & Technical initiative?

Martin SD is always looking for employment opportunities for graduating students. BDB covered scholarships for Construction/Engineering/Automotive programs to get upcoming students \$\$\$ for summer tuition at IRSC. However, that ended once extra funding dried up. This was carried out for two years. If City of Stuart were to come with scholarship money it would be accepted.

Business Partners within the city: an **industrial arts academy** in Michigan is being funded by GE/GM: equipment, structure. If the City were to champion an industrial arts program, cost out equipment purchase, etc., and commit "X" dollars per year, the School District would pair funding to make it happen.

Martin SD had to replace a tire alignment machine for \$25,000 last year / Lawn Mower for \$40,000. If businesses or city will partner up to provide resources and machines, that would greatly help for the perpetuity of the programs.

II. What Career and Technical Trainings are currently on offer?

Depends – there are 25 academies in the high schools that span 18 programs. All are considered a priority as they prepare students for the workforce. These are **multi-year academies where students earn industry credit**.

Martin County HS, Southfork HS, and Jensen Beach HS – in Stuart – drafting, tv production are offered at all three high schools. "Signature programs" – culinary program offered only at one HS.

Each academy is required to have business members on its academy board. This leads to a lot of input from business people in Martin County already.

III. From lon.Workforceegps.org/resources , Activities in the Workforce Development "Community of Practice" include the following:

- | | |
|--|--|
| a. Basic Skills/Literacy | k. Financial Management |
| b. Career Pathways/Education | l. Grants Management |
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| e. Career Information Counseling | o. Performance Accountability |
| f. Dislocated Worker Services | p. Planning/Policy/Governance/Leadership |
| g. Entrepreneurship | q. Program Operations |
| h. Job Readiness Services | r. Unemployment Insurance |
| i. Job Placement Reemployment | |
| j. Case Management Support Tracking | |

- Which of the above areas does your district (or regions in Florida) prioritize, and **how can a city government assist** in its remedy?

Could work with Martin County SD to build opportunities for shadowing, apprenticeships, and job observation.

Could work as an intermediary between businesses and Martin SD to further chances for internships and work experience opportunities. A current example is a sports-recreation-hospitality program that Martin SD is cultivating. **A city contact who could orchestrate connections would be highly useful.**

- IV. Does Martin SD use the concept of Target Industries to set educational programming priorities? If so, please explain.

CareerSource puts out regional targeted occupation lists on a yearly basis. This highlights “what’s hot” in their region. Martin County looks at this list when considering new things to bring into focus, and business partners.

- V. If the City began an Economic Development Office, **what services would you want it to provide** (and: how do you collaborate with existing economic development organizations)?

Have a liaison between businesses in Stuart and Martin SD. St. Lucie County put together an opportunity to give guidance counselors a tour of community businesses – manufacturing, professional, white collar/blue collar, so that the GC’s could see businesses in action. 4 events were held during the year with GC’s and administrators. Elia would love to have that kind of Fam Tour. There’s always something new to discover. Ex: Dunkin’ Donuts have a factory in the area! She just figured it out. Another company manufactures a special screw for airplanes, who knew? *HELP FIND THOSE POCKETS OF GOLD.*

General Commentary, Notes

There appears to be a lot of support in the Martin Business Community for expanded technical and vocational training. Are there programs in the pipeline at Martin SD to expand, and how could City of Stuart help facilitate this?

Martin SD is developing a 3-4-year plan where they’d like to see industrial and trades programs. The situation sometimes is that somebody will say “You need to do (ex) HVAC” at the high school. Elia’s answer is that Martin SD doesn’t have HVAC, but they do have students in construction. There, they learn “ground-level” HVAC. Students learn basic automotive, and work with their hands.

"I can't have an academy that'll employ 5-10 kids per year. They can prepare kids to then jump to IRSC to learn welding, HVAC"

Some of the Martin SD kids go into the automotive program with the intent to work on their own vehicles. Through this process, they are led to self-discovery that leads to secondary steps into vocational stuff.

IMPORTANT: Chastain campus (10 minutes from DT Stuart) doesn't offer many of the programs that Martin Academies feed into. It is 40-45 minutes away. Chastain is space-constrained and so they don't offer the certifications in things that require a hangar.

Martin SD is a *primer*, not a *finalizer* of careers. Students are exposed to and explore multiple tracks. These students may find things they *don't* want to do through these **academies**.

Workforce Development Interview

Jim McShane, CareerSource Capital Region

- I. Can you relate a story about how a city, in the state or your region, aided and abetted a workforce development initiative?

J: So at this point for the first time we have a summer youth program with the county that the county is putting up \$ for students who would not be meeting the eligibility. Part of that cost is a 5 day training over period that they are employed. Give all 14 requirements of WIOA (leadership ethics, acting properly, dressing properly). Dept. of Labor & partially funded by Leon County to allow non-eligible participants to be trained. Tried to do a thing with the city previously where 10 youth would work in city over the summer but the law changed with WIOA and now does not pay for additional training or work. One of multiple entities that hires summer youth for programs.

- II. What is the layout of the "Integrated Service Delivery System"¹ under WIOA in your region?

J: 1. As far as ISDS we adopted an integrated approach that includes 5 diff funding streams from 3 diff groups: DOL, Dept of Ag & AGS. When someone comes in we assess their needs, one point of contact talent acquisition specialist assigns that person and will access \$ from each group as needed in order to serve that persons need. Applicant does not know where funding comes from.

2. In the law, talking about rehab, ourselves, adult services, & Other agencies fall under Dept of education & not DEO, thus have a different relationship and culture in career source. We are trying to innovate and be a leader in the country by trying new things and seeing what we can do. FL team led by Andre Cornelius (Sp?) looking at successes of other services. One person who seeks info & shares among the rest. Is not currently level of sought after coordination.

- III. What role can a city play in the "Customer Centered Service Delivery Design Initiative"² under WIOA?

Sure, being pushed in that direction. Leon County is a CCSD & includes interior design supports the function & the process. Using Net Responder (?) that asks customers how customer service is regularly.

R: How can the city aid that with things (ex transportation)

J: That could happen, we would have to use federal funding to purchase passes for transit and things like that. We do not give a lot of those out right now because unemployment is so low that people aren't dealing with that. We mostly handle people who have multiple issues getting a job. City does not currently use us to hire their own people.

R: Use for Stuart, how to access research

J: We place people even in presidential suites & engineering, not just entry level.

- IV. From [ion.Workforcegps.org/resources](https://ion.workforcegps.org/resources) , Activities in the Workforce Development "Community of Practice" include the following:

¹ https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit

² CCD: https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative

- | | |
|--|--|
| a. Basic Skills/Literacy | k. Financial Management |
| b. Career Pathways/Education | l. Grants Management |
| c. Registered Apprenticeship Work Based Learning | m. Labor Market Information/Workforce Data |
| d. Business Services | n. Partnerships/Program Integration |
| e. Career Information Counseling | o. Performance Accountability |
| f. Dislocated Worker Services | p. Planning/Policy/Governance/Leadership |
| g. Entrepreneurship | q. Program Operations |
| h. Job Readiness Services | r. Unemployment Insurance |
| i. Job Placement Reemployment | |
| j. Case Management Support Tracking | |

- Which of the above areas does your region (or regions in Florida) struggle to provide, and could a city government assist in its remedy? If so, how?

J: I tried to start a community of practice in Tally regarding these things, but people did not come to the same practice. Many of our Non-profits are not able to coordinate to help assess what the people who are coming to these places to get them to self-sufficiency.

R: From this list, City of Stuart has the opportunity to assist with the CP, is there one that would be better?

J: There is no reason to not, Tally is big on entrepreneurship. City could help with partnership & coordination, Right now Tim Center and I meet on a monthly basis to bring our 2 agencies closer together to ensure that we are helping people and pushing them towards self-sufficiency. Maybe we invite 2-3 other key EDs from other agencies to really get this idea moving forward & the city could be helpful in promoting that.

- V. How often does your group conduct a Gap Analysis / Target Industry Analysis to determine occupations where demand outstrips supply? Could a city government assist with that or other crucial analyses?

R: Did you just happen to hit the goals by doing your own studies?

J: We rely on LMI from DEO who have helped us look at our gap analysis & is currently being worked on statewide. Hoping to have it revealed by June to do bubble charts & labor market depth and strengths.

We are looking at our demand side at this point, which dictated how to break up the eight major sectors that we are using.

R: I spoke with Dena Travis at DEO & just wanted to confirm with you that this is the listing (Excel Sheet). Is this how you decide or are we looking at growth?

J: Growth is how I decide how I'm going to send my training hours. I can send you a pdf of it. It projects between now – 2024 what the highest demand jobs will be in our three county region. We also use Chimera analytics in Gadsden County as far as the seat so that I can look at other data sources to look at the gap analysis.

R: How agile is your data analytics response able to be?

J: We look at data analytics monthly pretty much, thus we have to be aware of the market so that when it changes we can change with it.

VI. How aligned with the State of Florida, Qualified Targeted Industries (QTI) program³ does a local workforce training program need to be?

J: Down where you're working QTI is probably bigger, in Tally we don't have any major employers who qualify for that because those companies require a certain level of income.

Looking at who's got the training and what meets the needs of those employers.

R: If there's a need, and there is an employer coming that in line with city & all that jazz but don't have the training that is involved.

J: Career Source as a whole is not allowed to do the training under law, but we would bring together training employers, Lively is one of the quickest responses, we may shortly have a grant with them for IT. We need a training provider that is able to get people those basic skill sets that employers want.

How much should a workforce development program draw from Target Industries set by local governments (i.e. a "Sector Strategy" operating framework)?

R: What is the relationship between public services & career force developmental...:

J: It varies across the state, Gadsden County has excellent relationship. Wakulla Jim is on EDC to contribute & to be engaged with them, Wakulla is just starting to discover the things that they want to do, already has area designated as industrial development zone. In Leon have to go through 3 diff industries. We do align with economic development industry sector/cluster. 400 pg report aims at maglab, and while we support that we have not been engaged by them and what the workforce should do to align for that and attract more for that.

³ http://www.enterpriseflorida.com/wp-content/uploads/SL_Targeted_Industries.pdf

- VII. If the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

J: I am going to be approaching the OED & GCDC, one of the other career source areas is that the people with the economic development folks are the business solutions. In order to have good funding with business relationships, will need to have employees who can work with both us and business relationships in order to share responsibilities and costs to help that employer to be successful. The underlying issue is having a common CRM which we are using Salesforce and the majority of economic people are also using it. We need to have the ability to share the data that we find with the partners.

General Commentary, Notes

They need to be agile because if they aren't then they won't have value. Even within our system, more people are being hired for task-by-task work and we need to be tracking it to get feedback on the employability. We need to shift our thinking along with what is happening within the market. When the business asks for something that the response is quick. When there are too many layers of decision-making, you lose your opportunity.

Workforce Development Interview

Jim McShane, CareerSource Capital Region

- I. Can you relate a story about how a city, in the state or your region, aided and abetted a workforce development initiative?

Summer Youth Program, Leon County (?) is matching costs for a 5-day program, department of labor for non-eligible participants.

- II. What is the layout of the “Integrated Service Delivery System”¹ under WIOA in your region?

City and County have no involvement other than Summer Youth Program. CareerSource Capital Region adopted a new integrated approach: 5 funding streams @ three agencies. DOL, HHS, USDA. Talent Acquisition Specialist will be assigned to person served and access dollars used.

ISD in the law is federal partners: blind services, rehab, adult education...FL D of Education oversees everything except CareerSource, which is under DEO...

A Florida team from CareerSource Florida is looking at ways to unite business services so that 1 person liaises between businesses and partners.

- III. What role can a city play in the “Customer Centered Service Delivery Design Initiative”² under WIOA?

CareerSource is being pushed in that direction > interior design, function, flow, and process...They also use “NetResponder” to check customer satisfaction on a regular basis. Compare to “headhunters”

Issues: CareerSource has to purchase “passes” with federal dollars to get people from work to CareerSource and their jobs... transportation could use help. However present economy is good.

Good relationship with the city but it doesn’t contribute to operations, nor use it for hiring people. CareerSource covers the whole skills spectrum.

- IV. From [ion.Workforcegps.org/resources](https://ion.workforcegps.org/resources) , Activities in the Workforce Development “Community of Practice” include the following:

- | | |
|--|----------------------------------|
| a. Basic Skills/Literacy | e. Career Information Counseling |
| b. Career Pathways/Education | f. Dislocated Worker Services |
| c. Registered Apprenticeship Work Based Learning | g. Entrepreneurship |
| d. Business Services | h. Job Readiness Services |

¹ https://rc.workforcegps.org/resources/2017/08/04/12/16/Integrated_Service_Delivery_Toolkit

² CCD: https://ion.workforcegps.org/resources/2015/09/02/17/11/Customer-Centered_Service_Design_Initiative

- | | |
|--|--|
| i. Job Placement Reemployment | n. Partnerships/Program Integration |
| j. Case Management Support Tracking | o. Performance Accountability |
| k. Financial Management | p. Planning/Policy/Governance/Leadership |
| l. Grants Management | q. Program Operations |
| m. Labor Market Information/Workforce Data | r. Unemployment Insurance |

- Which of the above areas does your region (or regions in Florida) struggle to provide, and could a city government assist in its remedy? If so, how?

Community of Practice means you're making a commitment to practice, and how you are committed to helping these people. Non-profits in our area are co-dependent to deliver basket of services that don't help people advance.

Cities should offer "registered apprenticeships". Entrepreneurship Grants available from CareerSource. City could be a driver in Partnerships/Program Integration by meeting about referrals, metrics that lead to *real self-sufficiency*. At these meetings, they should invite EDs from other key agencies, and the city can be helpful in promoting that.

- V. How often does your group conduct a Gap Analysis / Target Industry Analysis to determine occupations where demand outstrips supply? Could a city government assist with that or other crucial analyses?

They rely on Labor market Statistics at DEO for Gap Analysis. By June 2018, there will be a new version available. Look to DEO for stats on what to concentrate on.

"Demand side" dictated how they aligned major sectors. From BLMS: "Growth is how CareerSource decides on training sectors".

CareerSource also uses Chimera Analytics, co-owned with GCD, allows Jim to go in and run analyses. As the market changes, they change with it. Ex: demand dropped for construction, so he is getting letters from Construction groups that say it's a needed job.

- VI. How aligned with the State of Florida, Qualified Targeted Industries (QTI) program³ does a local workforce training program need to be?

Down in Martin County, it's probably a bigger synergy. Depends on the region, b/c no one has accessed it in the past 3+ years. Program requires a certain level of income.

CareerSource is not a training provider itself. It brings together training employers. The Community College or PSAV responds with the actual training. CareerSource provides grants that enable the new training program, per industry recruitment needs.

- VII. How much should a workforce development program draw from Target Industries set by local governments (i.e. a "Sector Strategy" operating framework)?

It varies across the state – GCDC has an excellent relationship with CareerSource, which assists with involvement at the beginning.

In Wakulla County they contribute to both EDCs to hold a place on the council. Wakulla is "discovering itself". They have an Industrial Development Zone but no marketing...

CareerSource wants to know leads, be involved up front, and know what training to expect. The structure of the City-County EDC *matters a lot*. Staff must bring decisions through 3 committees. Required to align training priorities with industry sectors or clusters. For very specific stuff, (e.g. Mag Lab), no engagement about workforce alignment.

- VIII. If the City began an Economic Development Office, what services would you want it to provide, in coordination with your efforts (or, how do you collaborate with existing economic development organizations)?

The Business Retention and Expansion People with Ec Dev and the Business Solutions people with CareerSource. CS is at a point with funding that if they're going to continue a relationship, they need to share responsibilities and costs with the BRE people. CS needs cost sharing and common CRM such as "Sales Force" that distributes costs more widely. By sharing software, they can ensure that the solution to the business is coordinated.

³ http://www.enterpriseflorida.com/wp-content/uploads/SI_Targeted_Industries.pdf

General Commentary, Notes

The Ec Dev group needs to be “agile”. More and more people are hired on for task-by-task work. How responsive is the “system” to this style of work, tracking it, and getting feedback on the employability of people with skills training. If we want to remain valuable, we have to think about getting a response very quickly to something. Remove layers of decision making before a decision can be made. You will lose opportunities.

City of Stuart Young Professionals

Action-Oriented Insights Report



This report was created for City of Stuart by the Apalachee Regional Planning Council to fulfill a deliverable made possible by a grant from Department of Economic Opportunity, Competitive Florida Partnership, 2018.

Competitive Florida is built of the programmatic ideal that *communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage*. To that effect, this report utilizes local inputs, interviews, and case studies to inform action-oriented insights that will help City of Stuart capitalize on its existing strengths of community, place, and economy.

DEO Grant P0283
Competitive Florida: Stuart
Deliverable 4



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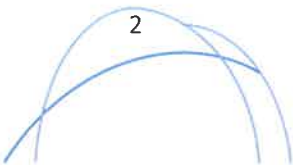
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Executive Summary

Attracting and retaining talent is a central part of ensuring the long-term economic health of a city or region. This insights report navigates drivers of people's place-based attachment and offers City of Stuart strategies to enhance attraction and retention of people aged 18-34.



Focus group meetings and surveys captured a range of Stuart young professional input to determine specific perspectives on city-overseen investments and programs. Underpinning feedback is the theory – advanced through empirical research conducted by the Knight Cities Foundation – that *social* elements attract and integrate people into a community beyond general services. This insight can be difficult for cities to grasp and make use of since social elements are not as easily defined as infrastructure investment or regulatory oversight. The Build Lean, Learn Fast, Re-iterate Section creates a strategy platform that is social in nature, leveraging high-value attraction and retention initiatives.

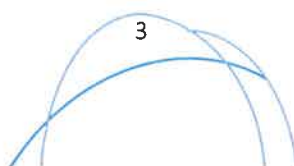
From this outreach and the larger context, some key action-items include:

Establish a *City Creative* office, with staff and project budget to coordinate among key new stakeholders and implement planning, transportation, place-making, event, and city design projects.

Leverage a new funding mechanism to hire new city position(s) who will coordinate with people interested in enhancing social aspects of the city and enable funding of those enhancements.

Explore numerous fresh project ideas, from small-scale to transformative, with the enthusiasm of a City Creative Task Force and synergy with a new Economic Development Office.

Young professionals in Stuart are eager to provide input; eager to participate; and excited to help fashion the 21st century “Hub of Martin County”. By plugging into this energy, City of Stuart will scale up its quality of life and become richer and more vibrant.



Context and Case Studies

Cultivating, retaining, and attracting a young workforce influences the long-term economic health of a community. As Florida ages, areas that manifest a more even age pyramid will witness greater adaptability and resilience in an era of increased climatic and economic shocks¹. It is therefore of merit to consider the facets of Stuart that currently appeal to people aged 18-34 and how City investment and initiatives can enhance them.

The Knight Cities Foundation *Soul of the Community* study shed important light on the drivers of attachment to place. This is crucial because the study found a positive correlation between levels of place-based attachment and economic growth. Developing an original survey tool, researchers at University of North Carolina obtained thousands of responses from large and small communities around the country. They then ran regression analyses to test for the strongest factors influencing respondent's attachment. A full list of the factors is presented below:

Figure 1: *Soul of the Community, Place-Attachment Factors*

Community Attribute	Correlation to Attachment*		
	2008	2009	2010
Social Offerings	0.49	0.52	0.54
Openness	0.53	0.52	0.50
Aesthetics	0.51	0.50	0.49
Education	0.47	0.44	0.47
Basic Services	0.41	0.34	0.42
Leadership	0.41	0.40	0.39
Economy	0.41	0.39	0.36
Safety	0.22	0.19	0.23
Social Capital	0.14	0.16	0.15
Civic Involvement	0.06	0.04	0.04

*The higher the correlation, the more closely the attribute is related to attachment.

¹ Older adults are considered a more climate-vulnerable population. Simply having more able-bodied individuals not only decreases the dependency ratio but also increases climate resilience. Read more on climate-resilient economies at: <https://www.epa.gov/sites/production/files/2016-05/documents/planning-framework-climate-resilient-economy-508.pdf>

The factors are listed from highest correlation to lowest. What this means is that Social Offerings, Openness, and Aesthetics play a prominent role in attracting and retaining talent.

Social Offerings “Places for people to meet each other and the feeling that people in the community care about each other.”

Openness “How welcoming the community is to different types of people, including families with young children, minorities, and talented college graduates.”

Aesthetics “The physical beauty of the community including the availability of parks and green spaces”

Note that these factors outperform typical “real estate” style considerations of Safety and Education. On a deep level, city staff who have the *time* and *resources* to help implement and support projects in these areas will witness payoffs in GDP.

The next headings cover public project groups who can further inform City of Stuart initiatives.

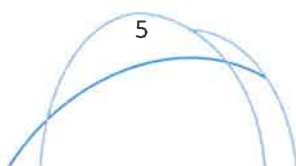
Lakeland Community Redevelopment Agency

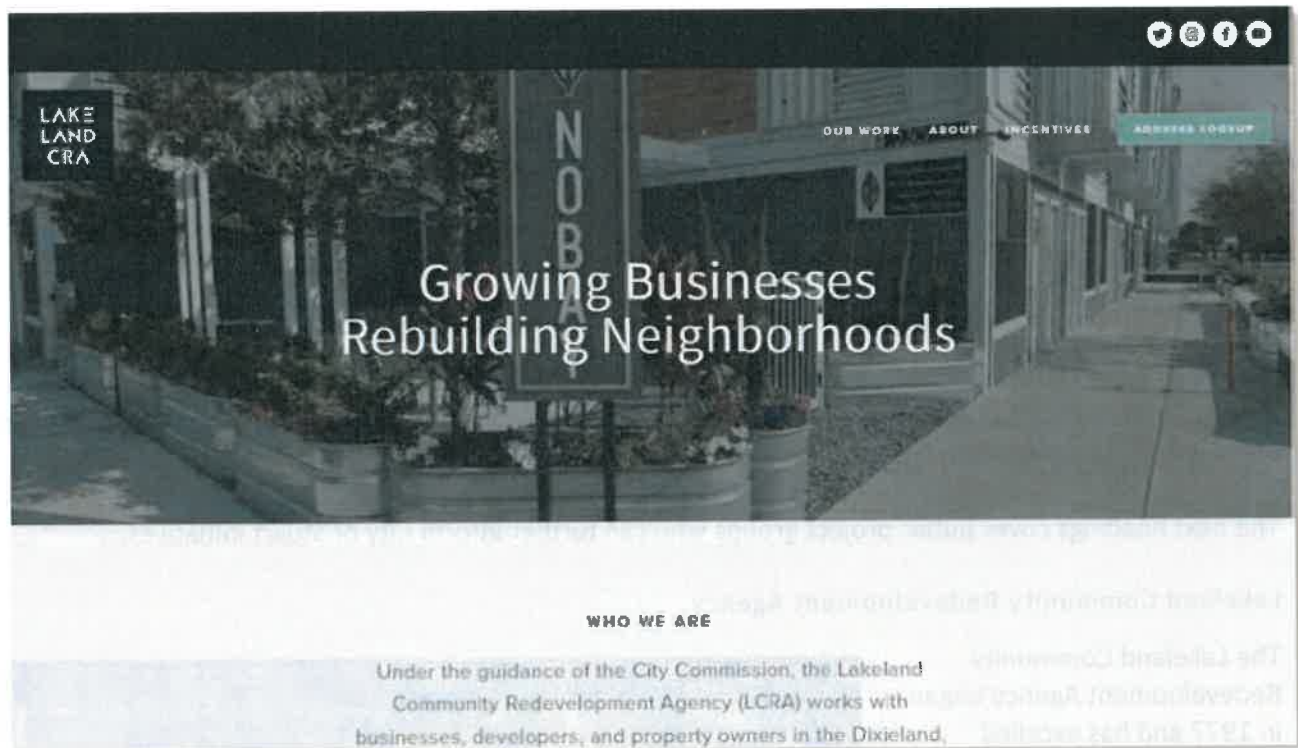
The Lakeland Community Redevelopment Agency began in 1977 and has excelled recently at revitalizing its redevelopment areas. The full extent of the CRA covers over 5,000 acres, with a Dixieland, Downtown, and Midtown portion. It has taken a warmly-aggressive approach to commercial renovation and infrastructure improvements. South Florida avenue and adjacent blocks are the site of dozens of commercial “Fix It Up” assistance incentives. The renovation of 820 N.



Massachusetts Avenue, which converted a 15,000 square-foot historic inventory structure into an event venue, was awarded a 2017 “Best” award by the Florida Redevelopment Association. *Clicking the photo* will bring readers to the signature projects page.

Furthermore, the Lakeland CRA website acts as an excellent marketing tool for both the Agency and the City. *Clicking the photo* (below) will bring readers to the website.



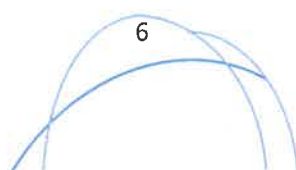


The website integrates high-quality photos, celebrates its board with a well-designed informational area, and offers interactive mapping. The CRA's aesthetic and self-promotion would translate well to a City of Stuart young professional audience.

Tallahassee Blueprint

Tallahassee Blueprint stood as a landmark implementation of place revitalization through a penny sales-tax initiative. Undertakings like these are authorized under Section 163.01(7), Florida Statute. Initially approved in 1989, the project had modest aims of "transportation projects" and "law enforcement facility improvements". In 2000, after a contentious series of considerations, it was renewed with a focus on stormwater, flood control, greenspace acquisition, parks/recreation improvements, and transportation projects. For this second era, process and input were the keys to creating an emblematic public space.

Informed by an Economic and Environmental Consensus Committee (EECC), the resulting expenditure plan created a nexus between the business and environmental communities. The inputs direct 80% of the actions taken by the Blueprint Intergovernmental (City-County) agency. Since 2000, twenty-two projects have been funded. The most celebrated is Cascades Park.



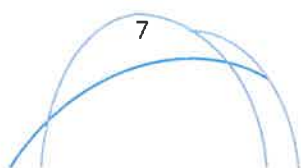
Cascades Park consisted of a brownfield stormwater retention area reclamation. Penny sales tax proceeds were used to leverage other funding from state and federal sources. The transformation installed a park with an amphitheater, splashpad fountain, children's "discovery" play area, 2.3 miles of paved pathways, and a floodable water reservoir filled with vegetation that can treat urban runoff pollutants. In 2016, the city inaugurated a bicycle/pedestrian bridge connecting the park to the FAMU way corridor.



Via this multi-purpose facility, the city has been able to revamp downtown activity in an area of former blight. Most recently, Tallahassee issued a Request for Proposals (RFP) on an adjacent lot, which was awarded to a mixed-use development design by North American Properties. The developer plans to invest over \$150 million dollars in the adjacent structures.



This is important as it highlights the overlap between Community Redevelopment Areas, citizen-input committees (EECC), Intergovernmental Capital Expenditure Agencies (Blueprint), and sequencing projects to play into one another. Tallahassee has spurred over 500 million dollars in private investment since pairing RFPs with its own bond and capital improvements placemaking projects.



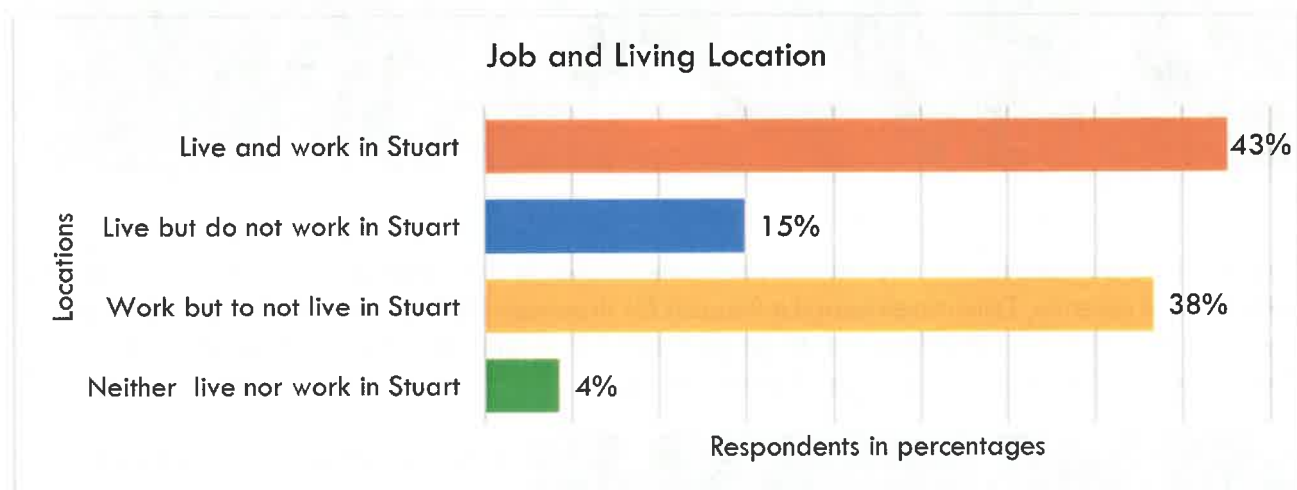
Findings

Two mechanisms – a survey and focus group meetings – were designed to fulfill a common goal of crowdsourcing local input about what new city programs increasing quality of life should look like. Information from each is discussed below.

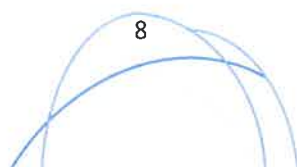
Survey

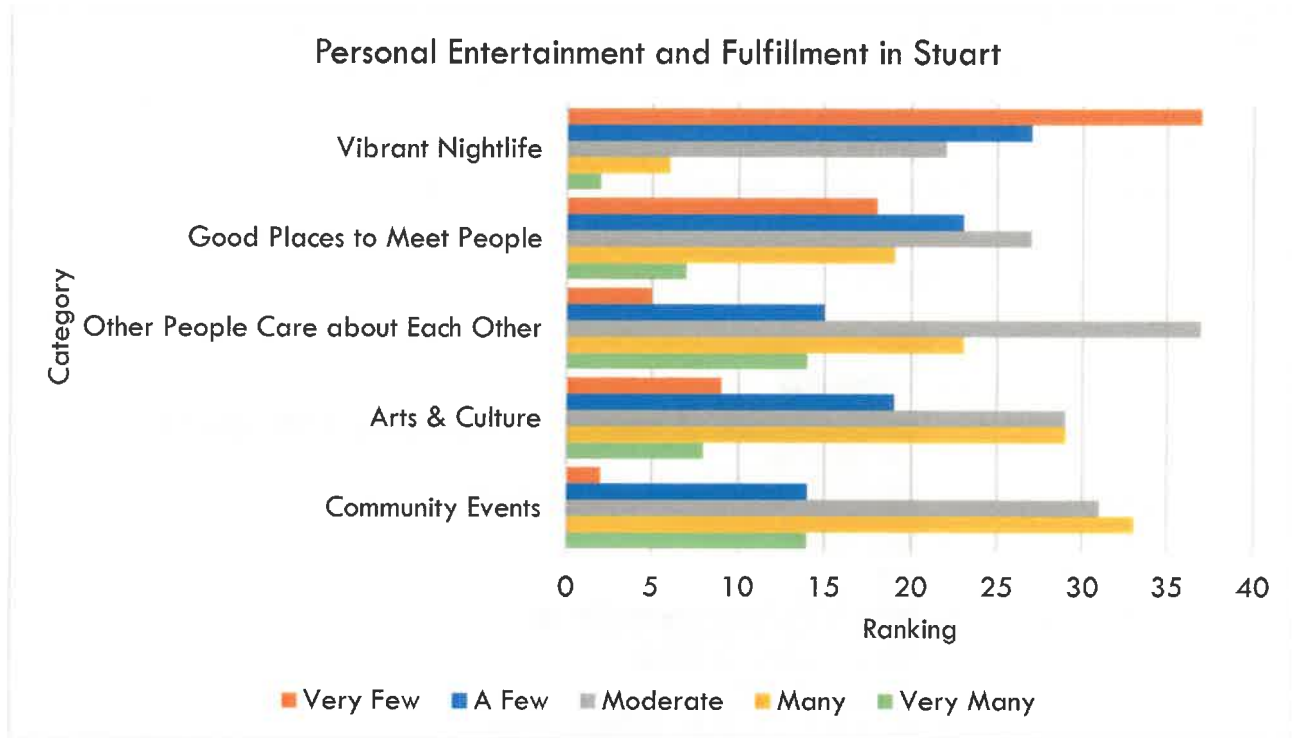
An online survey designed to solicit input about quality of life and city priorities held by young professionals was published during the period April 23 to May 13. 94 respondents provided answers during that time. An exhaustive collection of answers and analysis can be found in the Appendix: Survey Data of this report.

Most respondents were between 29 and 34 years old. Fewer than 10% were between 18 and 22 (the youngest category). A plurality of respondents both live and work in Stuart, followed by those who work but do not live within the City.

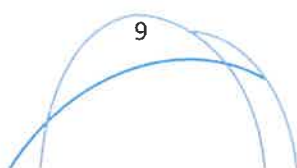
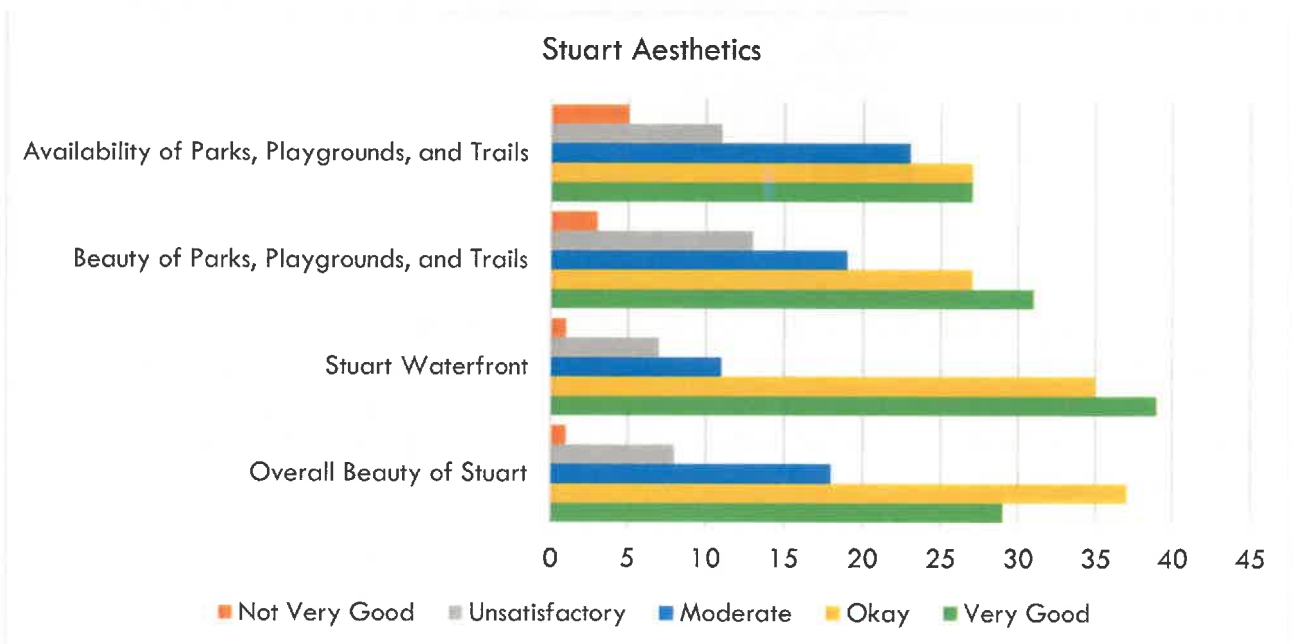


Regarding opportunities for personal enjoyment, “vibrant nightlife” was ranked the lowest (68.1% of respondents rated it below satisfactory) and “community events” the highest (50% of respondents rated it above satisfactory). Respondents described trips to Stuart and Palm Beach, local restaurants and bars, water-related activities, and events as their usual means to enjoy themselves. Child-friendly activities were appreciated, and early closing times for downtown stores were lamented.

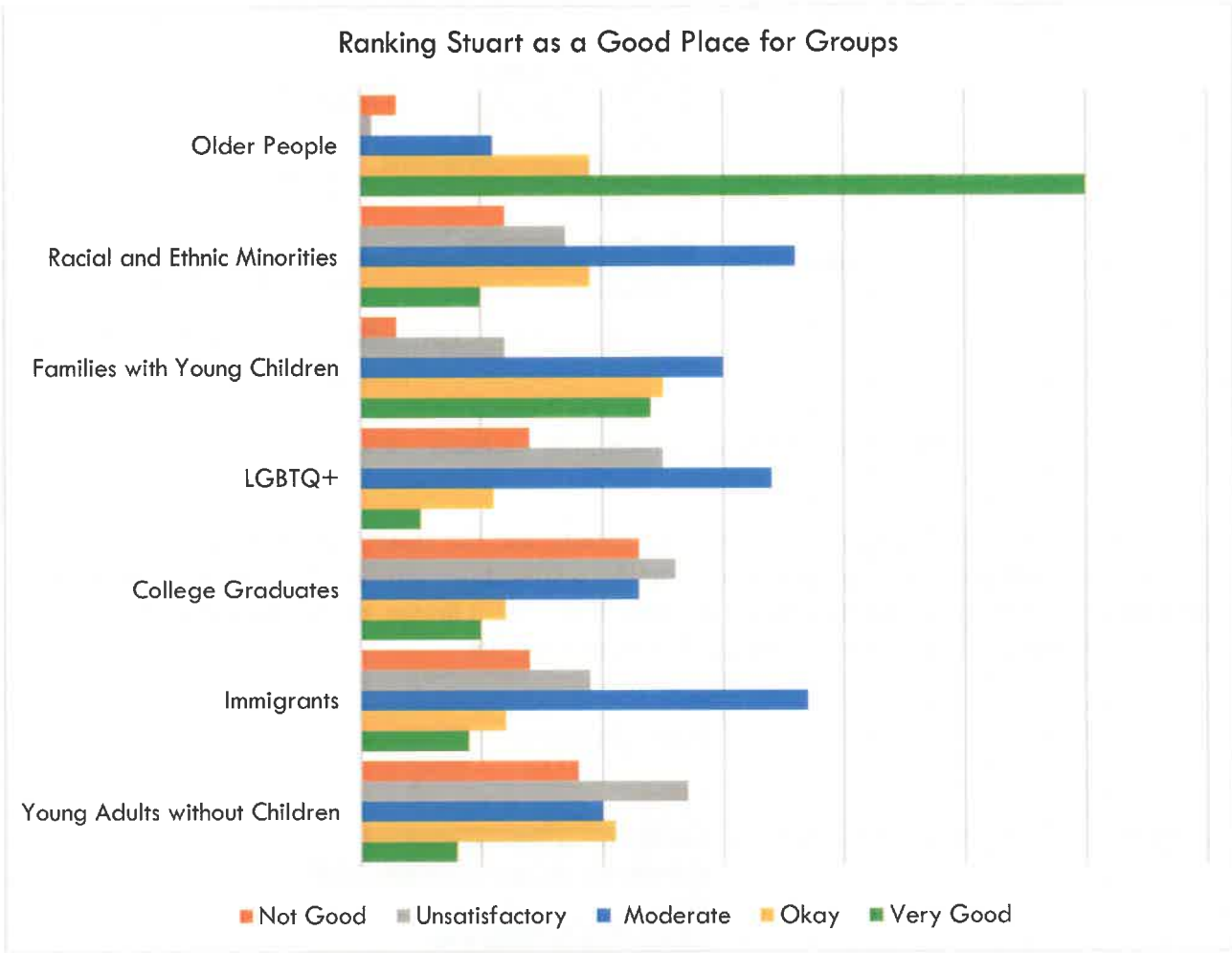




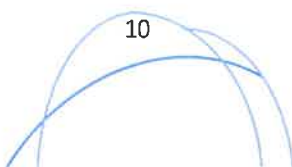
Respondents ranked the availability of parks, their beauty, and the Stuart waterfront highly from an aesthetic perspective (all four categories were ranked > 50% above satisfactory). They recalled sunsets at the beach, weddings on the waterfront, the view of Roosevelt Bridge, downtown shops, the riverfront, and small design flourishes as particularly memorable.

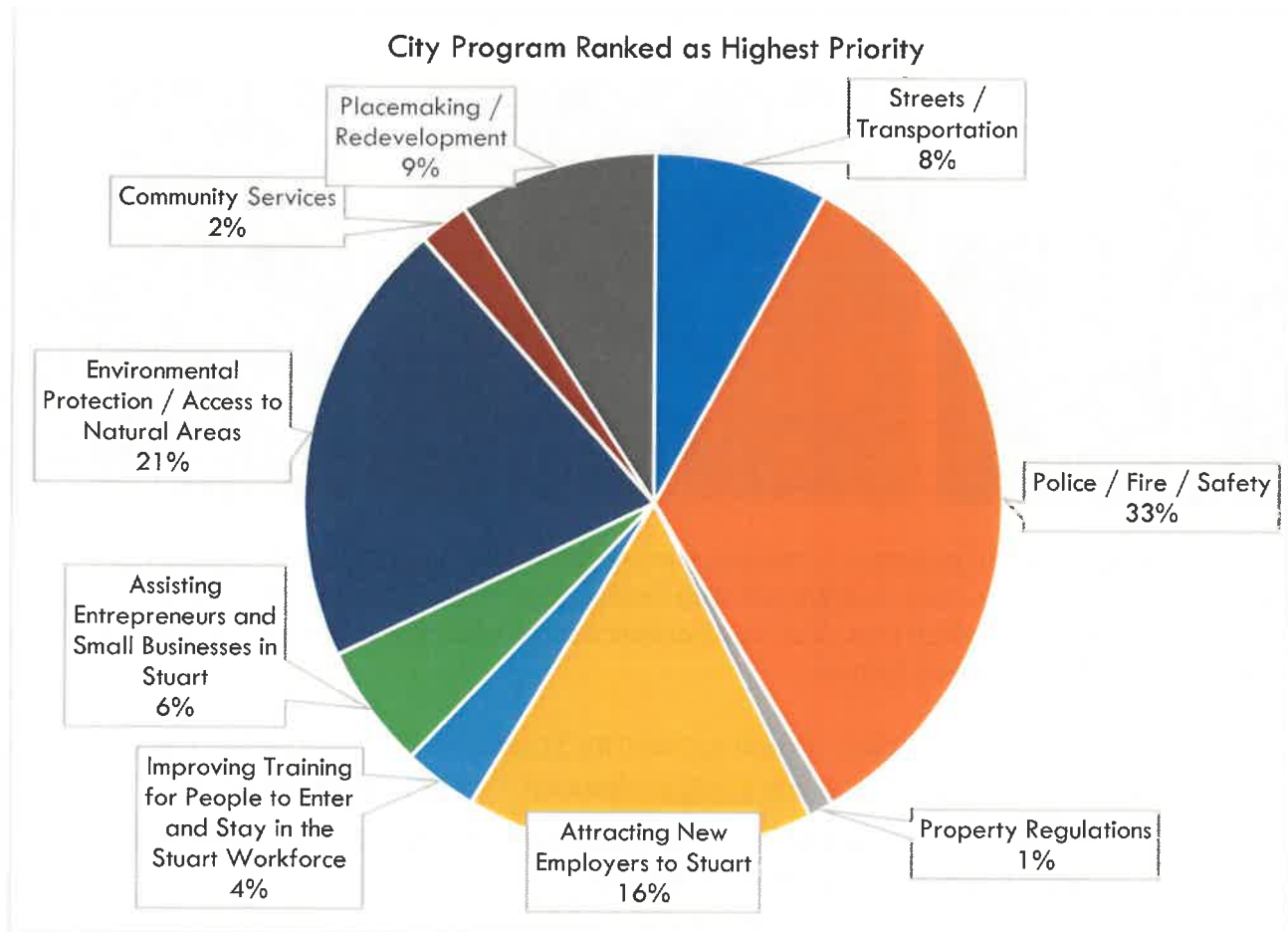


Stuart was ranked by young professional respondents as a Very Good place for older people, followed by Families with Young Children, Racial and Ethnic Minorities, and Immigrants. It was ranked lowest as a “good place” for Young Adults without Children and College Graduates. Respondents recalled 4th of July fireworks, Martin County Fair, public parks, piers, the library, downtown events, and some local businesses (such as Blue Door and Ground Floor Farms) as especially welcoming.



Ranking City of Stuart programs of priority, Police/Fire/Safety received the greatest number of top priority rankings, followed by Environmental Protection/Access to Natural Areas, Attracting New Employers, Placemaking/Redevelopment, and Streets/Transportation. Property Regulations and Community Services received the fewest number of top priority rankings. For more insights into ranking trends, see the Appendix.





Ideas to make Stuart the best place to live in Florida included multimodal transportation, affordability, career opportunities, and building off the attractiveness of downtown and the waterfront. A full list of responses can be found in the Appendix.

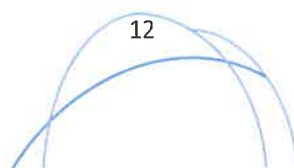
Focus Groups

Two focus group meetings – both directed at people aged 18-34 – were held on April 30th, 2018. The focus groups centered on generating creative inputs for city programs from participants. The structure included a main activity wherein participants ‘redesigned’ the city budget to focus on their own priorities. Participants ranked plans and ideas, highlighting specific initiatives of interest.

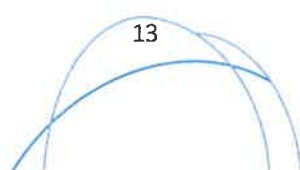


These meetings attracted proactive individuals who are passionate about the future of Stuart as a destination for younger people. In alignment with findings from the *Soul of the Community* study (see above), participants submitted ideas that would enhance social offerings, openness, and aesthetics of the city. A selection of themes follows:

- I. **Set up an input and idea stream to the City Manager's Office** Create a regularly-recurring experience for a two-way young professional >><< City Staff feedback loop.
 - a. Continue vetting focus group ideas via discussions within said group, which evolve over a longer timeframe than the initial meeting.
- II. **Study Orlando and its "neurotic attention to facilitating new wave outcomes"**
 - a. Establish a "little sister" city dynamic wherein technical assistance comes from Orlando to Stuart. Communication can be in the form of "This is how you get X to happen" in front of City Commission or on-going conversations with City of Stuart staff.
- III. **Work on relationships with Martin County** to enable new cash inflows to the city, namely Tourism Development Taxes. Define barriers (lack of relationships), and start on measured, patient path to building new ones. Case Study: Tallahassee CRA-Visit Tally "Call2Arts" \$2 Million for culture enhancement.
- IV. **Create a multi-district plan**, with multi-modal connectivity, that grows the downtown footprint:
 - a. Arts District around the new Martin School Board Building coming online
 - b. Medical District around Martin Memorial
 - c. "Downtown West" that expands along Colorado Ave and Ocean Drive, touching on local businesses.
- V. **Think about opportunities to add innovative new City staff positions**
 - a. City Walker – a detailed examiner of walkability and tactical ways to address it.



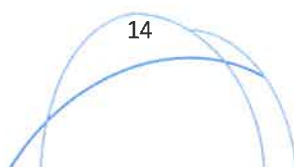
- b. Public Art Coordinator – Someone who will champion a *broad* range of expression, including edgier public art content, but in a smart way.
 - c. City small business/entrepreneur ombudsperson – Create a young entrepreneur liaison to actively explore new solutions to local business questions and needs. Example – the “unsanctioned sign” initiative that businesses outside of downtown Stuart want to expand. See Gainesville Dept. of Doing for example.
- VI. **Expand entrepreneurship services**, in conjunction with area young professional business startups: Work with “Benzie”, SBDC, and First Floor Farms to inaugurate venture capital pitch days, co-working spaces, and incubator spaces through programming and buildings. EX: DOMI Station, Tallahassee (P3).
- VII. **Enable “Missing Middle” housing opportunities** – town homes, lofts, ADU’s, garage apartments, multi-unit mansions, studios; these housing products need to be built and can be incentivized through the city code.
- VIII. **Relocate City-Hall/City Offices** 121 SW Flagler is seen as a hiccup in the waterfront landscape. Re-imagine 121 SW Flagler and create an audacious mixed-use RFP.
- IX. **Public Relations** Participants mentioned/evinced the gap between knowledge of the events, activities and communities of Stuart and their actual existence. City of Stuart/Main Street/CRA need to scale up PR that conveys events and projects to a wider audience.
- X. **Vibrant Nightlife** is a key missing piece of the Social Offerings puzzle in Stuart. Suggestions included:
 - a. Drinking boat or pontoon
 - b. Rooftop bars (21 on top, 65 on bottom)



Build Lean, Learn Fast, Re-iterate

The following section consists of an Action-Oriented Strategies Matrix which provides initiatives that City of Stuart can attempt to implement, monitor, and re-orient if need be.

Strategy	Implementation Components	DIY Monitoring
Create a 'City Creative' Initiatives Office and Position, through a new funding stream	Create an office dedicated to “out of the box” idea implementation. The candidate staffing this bureau will hold regular meetings with a “City Creative” focus group. They will identify lightweight initiatives that further local business needs, aesthetics, and social offerings. The City will provide a discretionary programs budget that the City Creative group will prioritize for expenditure. This person will help to manage the digital presence of the City, providing and updating content similar to Lakeland CRA and working with City IT for more in-depth changes. The person will coordinate with CRA and Main Street to assist with grant seeking & development and help to enhance their online presence. Work with City attorney to explore feasibility of a funding mechanism (e.g. local penny sales-tax) to supply new \$\$ the City Creative Office and Economic Development Office, and their associated projects.	Pass/Fail: Has the City created this position and bureau within 6 months of insights plan?
Launch a “City Creative” Task Force	City Creative office will create a working group/task force mentioned above. This group will bring together individuals – who will apply and be approved by city commission – interested in enhancing the social offerings and aesthetics of Stuart through creative initiatives. It is recommended that applicants submit an idea as part of the selection process. It should also include a key partnership between City of Stuart and Martin County Tourist Development Council. Central to this will be aligning Martin TDC funding and City Creative initiatives	Pass/Fail: Has the City Creative Office launched a task force and built relationships with Martin TDC within 3 months of CC Office creation?



Overlap with City Economic Development Office

The City Creative Office and staff person will contribute to economic development by way of enhancing social initiatives. This will overlap with the Entrepreneur Ecosystem and BRE Lead position. The two can coordinate project ideas originating from their respective interest groups (i.e. Creative Initiatives and Local Businesses and Entrepreneurs), whose roster may include some of the same people.

Pass/Fail: Within 3 months of establishing City Creative office, have BRE and Creative Office collaborated? How?

Develop an RFP with Economic Development Office to re-envision 121 SW Flagler and add a centerpiece to Stuart waterfront activity.

See also the “signature project” strategy, below

Solicit proposals from local architecture, arts, planning, and construction teams for a new, higher-density, public-private redevelopment at the City Hall building site. Consider sourcing votes and inputs through a hybrid Selection Committee- Informal Citizen vote method. This will generate buzz and catalyze energy for pursuing public-private funding to undertake such a project.

Pass/Fail: Within 3 months of establishing City Creative Office, is a draft “121 SW Flagler RFP” created in conjunction with Ec Dev Office?

Familiarization Tour: Creative Places

Within Creative City office, develop an itinerary to bring Ec Dev office, City Officials, Main Street, CRA, City Creative Focus Group, and associated stakeholders on a “Fam Tour” of Lakeland CRA districts, DeLand Main Street, and third place defined by City Creative Focus Group. Obtain funding from Martin County Tourism Development Tax to support attendees but consider independent day trips to maintain bootstrap budget.

Pass/Fail: Within 3 months of establishing City Creative Office, is a Fam Tour itinerary in development with buy-in from stakeholders and communication to other cities established?

Work with Ec Dev office to create a “Social Offerings” incentives package

Develop an incentives package offering waivers of zoning and permitting fees, public works staff and resource commitments, sound ordinance waivers/physical noise barrier installations, and other brainstormed incentives to businesses that will install high-quality social spaces that integrate arts/music/culture and nightlife.

Pass/Fail: Within 6 months of City Creative Office creation, is a Social Offerings incentives package underway?

Examples include: rooftop bar, gallery, and performance spaces, waterfront pop-up spaces and tactical urbanism enhancements,

Develop a waterfront reboot plan with a “signature project”, such as *beachfront in DT Stuart*, and passionately pursue it

Include multi-modal transportation as a crucial secondary-component.

Develop a 5-10-year downtown waterfront reboot plan, which can incorporate the 121 SW Flagler building redesign.

Explore ways to create a sandy-beach in the downtown Stuart area, surrounded by dense cultural and commercial offerings anchored by expansions from local Stuart young businesses such as First Floor Farms & Crafted Keg.

Ensure that non-disrupted, > 6’ sidewalk access exists from multiple neighborhoods into the signature project area. Plan ROW expansion and large sidewalk routes as “pedestrian highways” into downtown.

Ensure that non-disrupted bicycle lanes exist from multiple neighborhoods into the signature project area. Plan ROW changes to accommodate a protected “bicycle highway” that will safely carry more people to downtown.

Explore funding mechanisms such as Florida Recreation Development Assistance Program Grants at DEP, NOAA resilience funding (for living shoreline and beachfront), and matching funds from large area businesses.

Pass/Fail: Is a signature project a Creative City task force priority? Determine in first 3 months

Explore designation as a “Trail Town” and follow-up funding through DEP Office of Greenways and Trails and FDOT SUN Trails Network

Include multi-modal transportation as a crucial secondary-component.

City Creative Office should network with state agencies involved in placemaking. As young professionals through the survey have placed emphasis on environmental protection / access to natural areas, work to bring natural and urban together in groundbreaking ways.

Study resilience projects such as [“The Big U” in New York City](#) for ways to plan the intersection of higher-density urban and natural waterfront amenities.

Ensure that non-disrupted, > 6’ sidewalk access exists from multiple neighborhoods

Pass/Fail: Is Trail Town and associated projects a Creative City task force priority? Determine in first 3 months

into the signature project area. Plan ROW expansion and large sidewalk routes as “pedestrian highways” into downtown. Ensure that non-disrupted bicycle lanes exist from multiple neighborhoods into the signature project area. Plan ROW changes to accommodate a protected “bicycle highway” that will safely carry more people to downtown.

**Collaborate on Ec Dev
Thematic District designation,
and expand to
Neighborhood cut-outs**

**Include multi-modal
transportation as a crucial
secondary-component.**

City Creative Office, in conjunction with CRA and neighborhood associations, should develop neighborhood branding plans that include funding for inexpensive and beautiful investments. Examples include entryway signs, murals at key locations by locals and artists, and banners.

Ensure that non-disrupted, > 6’ sidewalk access exists from multiple neighborhoods into the signature project area. Plan ROW expansion and large sidewalk routes as “pedestrian highways” into downtown. Ensure that non-disrupted bicycle lanes exist from multiple neighborhoods into the signature project area. Plan ROW changes to accommodate a protected “bicycle highway” that will safely carry more people to downtown.

Pass/Fail: Within 6 months of establishing City Creative Office, are district plans in development?

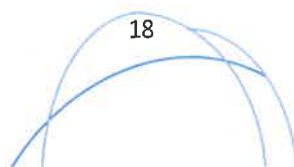
**Facilitate content
publicization by area taste-
makers about things going
on in Stuart**

City Creative Office should explore social “influencers” in town and bring them into the loop about placemaking, events, business happenings, and other items within a Social Offerings / Aesthetics / Openness deck so that the influencers can push these developments out to their own audiences with pizzazz.

Pass/Fail: within 6 months of establishing City Creative Office, are at least two influencers plugged into city activities and creating social media content there about?

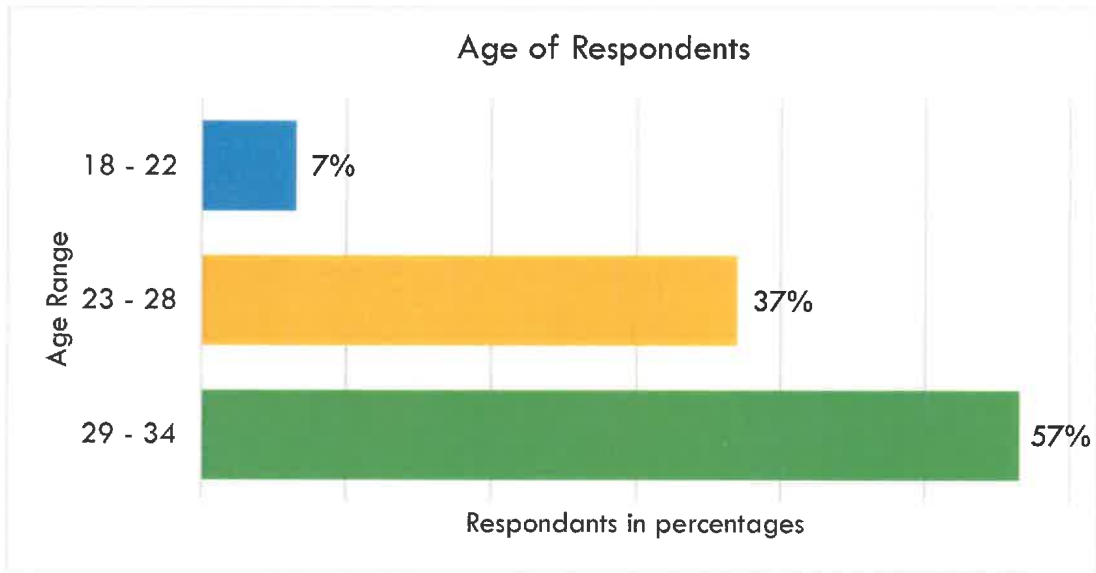
Appendix: Survey Data

This appendix combines and organizes feedback about City impressions and priorities held by the Young Professional Community. Spreadsheets and other tools are used to communicate the information that entered into this report.

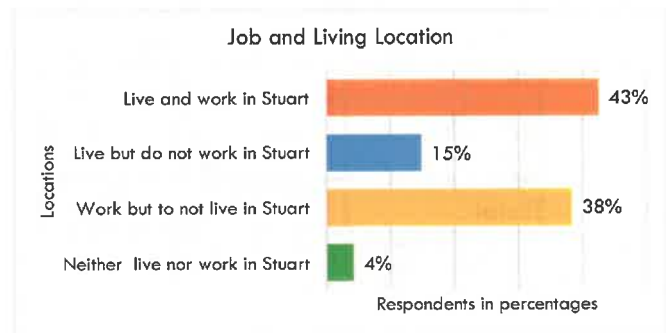


Age of respondents

Age Range	Responses	
18 - 22	6	7%
23 - 28	34	37%
29 - 34	52	57%
Total	92	100%
No Response	2	

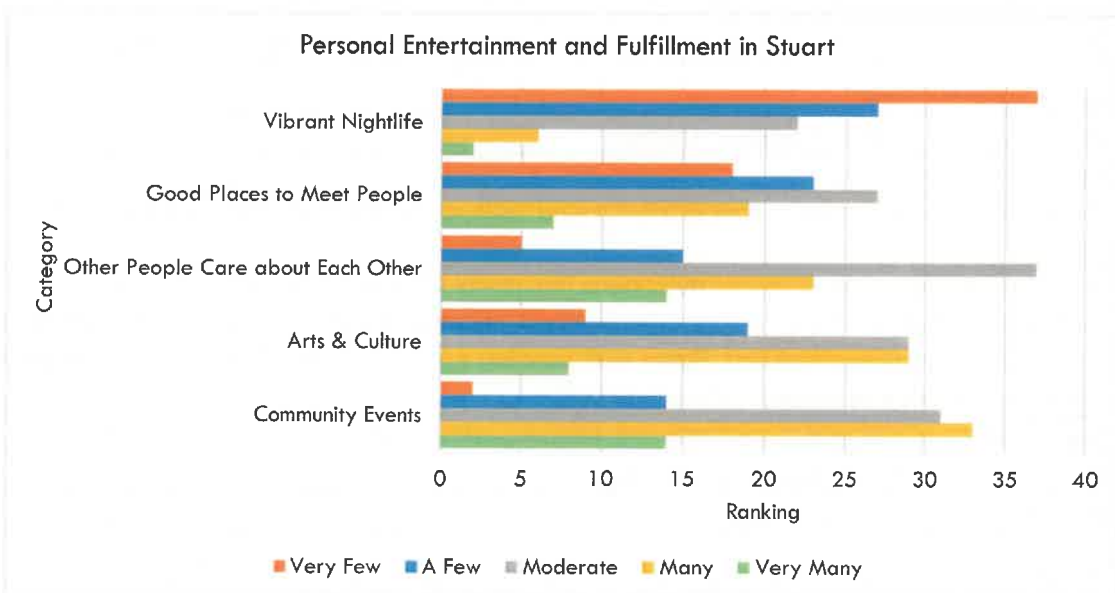


Job and Living Location		
Locations	Responses	
Live and work in Stuart	40	43%
Live but do not work in Stuart	14	15%
Work but to not live in Stuart	36	38%
Neither live nor work in Stuart	4	4%
Total	94	100%
No Response	0	



Personal Entertainment and Fulfillment in Stuart

Category	Rating					% below mod % above moderate	
	Very Few	A Few	Moderate	Many	Very Many		
Vibrant Nightlife	37	27	22	6	2	68.1%	8.5%
Good Places to Meet People	18	23	27	19	7	43.6%	27.7%
Other People Care about Each Other	5	15	37	23	14	21.3%	39.4%
Arts & Culture	9	19	29	29	8	29.8%	39.4%
Community Events	2	14	31	33	14	17.0%	50.0%
No Response	0						

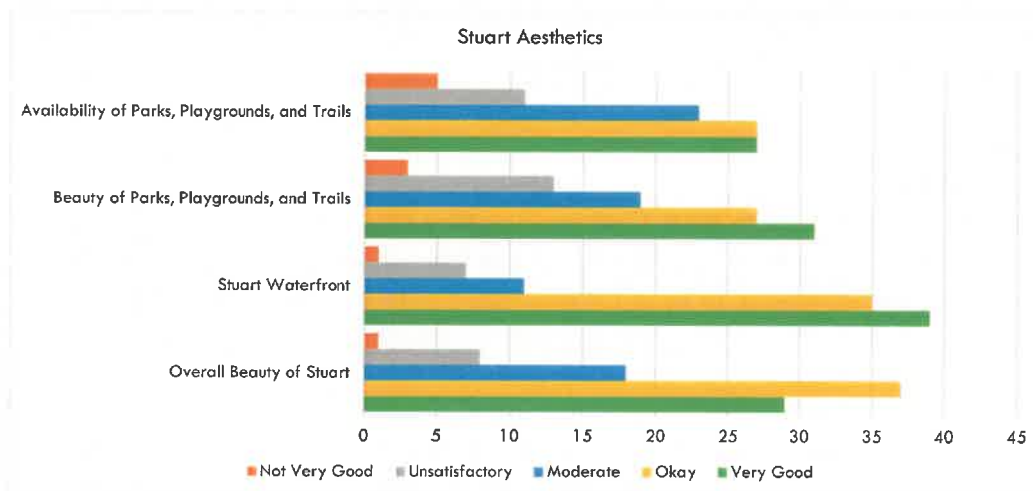


Favorite thing to "go out" and do in Stuart		No Response	2
Detailed Responses			
1	I love going out to downtown and strolling around the shops. I like to grab some ice cream or frozen yogurt at the end of my walk.		
2	It used to be boating and fishing... however currently feel unsafe to let my kids get in the water...		
3	Locals and community vibe		
4	I recently moved to Stuart and I find it difficult to find things to do. Hoping there can be a better way to share information about what's going on around town.		
5	Dinner with the Family, and possibly stroll downtown after.		
6	Downtown on the weekends, great parks for children.		
7	We like to go for walks in downtown, go to parks, the beach and eat out.		
8	Bike		
9	Go to a local restaurant and bar to meet new people. I also enjoy being involved in sports clubs with people my age.		
10	Be out near the water or outdoor festivals		
11	Eat on the water		
12	drink at the blue door, ice cream at kilwins and walk along the river, anything at Ground Floor Farm ;)		
13	Dinner and drinks at local restaurants/bars. Not many other options. Other cities have taken fresh approaches to tried and true entertainment venues successfully - Mini Golf made very nice with a good restaurant and bar. Same with bowling establishments. Higher end movie theaters with better seating/in theater dining/bar/etc.		
14	The downtown shops and restaurants are amazing after a long work week		
15	Dining, listening to live music, and dancing		
16	Grab drinks or go to Riverwalk.		
17	Downtown Stuart.		
18	Walk around downtown, go to the green market and the river rock. We just wish there was 'more' there that attracted a younger crowd.		
19	Everybody just goes to Carsons over and over		
20	Go on the boat when the water is clean.		
21	I love walking around downtown Stuart.		
22	Stuart Beach		
23	Downtown Stuart Strolling		
24	Boating, bike ride to downtown bars		
25	What we do most during the week is go out and eat and for a drink and on weekends. Also, on		
26	Go by boat to Stuart public docks and enjoy downtown parks and restaraunts with my family.		
27	Downtown Stuart.		
28	I love the Sunday Green Market in downtown Stuart. I have a 9 month old so now I am more interested in kid events and using our nice community playgrounds. We also love restaurants by the water so Sailors Return is one of our favorite places to "go out" then walk around downtown stuart		
29	eat		

30	Walk around downtown, visit the shops and restaurants and enjoy the views. Go to the beaches and parks with my kids. Such a beautiful area.
31	MULLIGANS
32	The seafood festivals & art shows- especially when held at memorial park. Clean environment, pleasant landscaping, room to move around
33	Even though we live in Stuart, my family travels down to Jupiter/PGA when we are going to go out somewhere. We just don't feel that there are that many options or family geared things to do around town. Jupiter/PGA has a lot of family friendly events and family geared businesses.
34	Beaches and downtown
35	Shopping, Movies, bike riding
36	Walk around downtown stuart and have dinner/treats.
37	Watch live music at night/evening/weekends.
38	We love the beach and boating. We also love going to the parks and child friendly community
39	I enjoy going to listen to music at Terra Fermette, or go along the river walk
40	The shops downtown close so early, we both work so it is hard to get there. The restaurants are nice but parking can be a nightmare. Love Stuart Vine and Barley but parking is an issue. So we go to SLW Vine and Barley instead.
41	downtown stuart restaurants and clubs, prefer the waterfront options
42	go out to eat
43	Out to eat. We need more places to just walk around and enjoy the outdoors
44	Anything on the water. Dining on the water, going to the beach, fishing, boating, etc.
45	Movies, saltwater fishing, beach.
46	The free concerts on Sundays. And the concerts every third Friday.
47	Walk around in the downtown area, go to the beach, attend the Sunday farmer's market.
48	dinner, coffee shops, sunday markets in downtown
49	Dinner and drinks
50	I like going to the beach and having healthy options for food after. Im not much of the "bar" type
51	I really don't go out in Stuart. I go to Palm Beach.
52	Get dinner and drinks at local restaurants/bars
53	Go to the beach and parks.
54	Go to the beach
55	The beaches. I haven't located a good age group location to meet people.
56	Live music, events, and entertainment
57	movies and restaurant
58	Free events
59	I love shopping in the downtown area. I also love hanging out and relaxing in the parks.
60	eat
61	browse downtown stuart
62	Love the parks for my kids, especially Kiwanis park. Love running on the boardwalk. Also, downtown is great for happy hour after work.
63	downtown stuart is my favorite I just wish it was more store and entertainment on the weekends.
64	go boating, or go out to dinner at a nice restaurant.

65	Downtown Stuart, food trucks in the park
66	Go downtown at night
67	Beach lan's Blue Door Carson's Hutchinson Shores Kyle G's
68	I take my son to local park and try to attend some of the events, but having recently moved here I never seem to know when they are until right beforehand
69	Dinner, Drinks, Stuart Farmers Market, Happy Hour with friends.
70	Parks and out to eat is all really availably my age.
71	eat but all the restaurants are over priced so it is a treat to go out
72	Try new restaurants and craft beers.
73	downtown Stuart, I got the best blowjob there
74	When I am not working, I enjoy going to the beach or out on the boat during the day. In the evening I will usually go out to dinner and to the movie theatre in Stuart, or grab dessert in downtown Stuart. My favorite thing to do when going out in Stuart is to walk along the waterfront boardwalk with my husband.
75	Drink at a local craft brew place (The Crafted Keg)
76	Downtown, lots of restaurants and bars and shops
77	Go to the beach.
78	Downtown is always nice to walk around. Also the beaches.
79	typically going out involves driving down to palm beach
80	Art/Craft shows in Downtown
81	Parks, beaches, going out to eat, food truck events, sailfish splash
82	Restaurants, Bowling, Mini Golf, Family friendly activities, Holiday themed activities, Parade's
83	Go out to dinner and spend time on the water.
84	Not much really just work and home maybe go to an Ice cream shop here and there.
85	Access to water ways. Public boat ramps, waterfront parks. Public parks, playgrounds for children.
86	Not much any more. Things are so crowed. Plus the older people take over. The restaurants are full and most events.
87	The beach
88	Have dinner. There is a plethora of restaurants within walking distance of each other in the
89	Enjoy the water via the beach or sandbar, find bars with live music, try new restaurants
90	Go to Bennihanas
91	Stuart Sandbar

Stuart Aesthetics						
Category	Ranking					% below sc % above satisfactory
	Not Very Good	Unsatisfactory	Moderate	Okay	Very Good	
Availability of Parks, Playgrounds, and Trails	5	11	23	27	27	17.2% 58.1%
Beauty of Parks, Playgrounds, and Trails	3	13	19	27	31	17.2% 62.4%
Stuart Waterfront	1	7	11	35	39	8.6% 79.6%
Overall Beauty of Stuart	1	8	18	37	29	9.7% 71.0%
No Response	1					

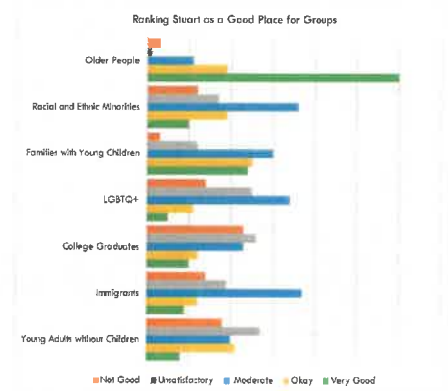


A Moment when the Beauty of Stuart Stuck with You		No Response	10
Detailed Responses			
1	Walking through the boardwalk and seeing the water.		
2	Driving over the Roosevelt and seeing the boats, water... used to be a day where the water was clear under the bridge like further south in Palm beach county.		
3	I've lived in the Treasure Coast all my life. The beauty of the area is who I am		
4	N/A		
5	No		
6	I love to eat lunch and have a beer at the Pelican Cafe - the view is incredibly relaxing and		
7	Wish kanner hwy work will add trees and landscaping in front of the ugly wall in front of		
8	It happens all the time. Wish the water was cleaner.		
9	No		
10	First time walking on the riverwalk		
11	sunrise on the river		
12	I grew up here, so many come to mind. Common themes: water, sunsets, and good company.		
13	We love The beauty and culture we sold house in palm beach county and moved there.		
14	Every day! It's a nice experience to be out in downtown in the evening right on the water. Minus		
15	Not particularly. It's nice just to walk around downtown though. It is very charming.		
16	NA		
17	The Indian and willoughby and downtown areas are nice. well landscaped and clean. But all other areas in Stuart need some work. I think we could do a better job with tax money to keep general landscaping, side walks, and strip malls in better condition. Lots of people seem to be moving up here from boca area and that is one of the main complaints.		
18	Back when I was a child and the water was clean. We didn't have to worry about the dumping from Lake O		
19	Both the beaches & downtown waterfront are beautiful!		
20	The Roosevelt Bridge lit at night looked at from the Riverwalk		
21	No		
22	Calm river views		
23	Love the quaint downtown shopping and dining area. Love walking along the waterfront in downtown and the RiverWalk and free Sunday afternoon music on the RiverWalk. Very disappointed with all the new construction of apartments and condos(waterfront) in downtown area. The quaint and historic homes on the waterfront are being moved modern condo's. Concerned about parking and access to downtown shopping and dining. And the wear and tear of new construction on the area.		
24	Looking out towards Palm City from Shepard's Park with my wife. Watching the sunset over the St Lucie river while ibis and squirrels entertain my daughter.		
25	No		
26	I absolutely love the old town feel of our historic downtown.		
27	no		
28	Most days - as I drive across the bridges I can't help but notice how lucky I am to live here.		
29	places to walk on the boardwalk. beautiful nights to walk and see the water and place to eat		

30	I enjoy the unique sculptures, fountains, and murals. The new mural near the sailfish fountain is a beautiful addition. I would love to see more building faces have this type of art added. It brings such a unique beauty to our city.
31	There have been numerous occasions of spending time in Sewall's Point, and I really feel that it captures the essence of the beauty of Florida.
32	We loved Bathtub beach. It was our first date, where we were engaged, and where we met close friends to "hang out for the wedding after party".
33	no
34	By the docks in downtown Stuart after eating Kilwins ice cream.
35	Early morning sunrise while running over the Roosevelt bridge / downtown Stuart boardwalk.
36	Sunsets on the beach or overlooking the St. Lucie river.
37	Looking out over the water at Boat House, or looking at some of the statues
38	Going over the Roosevelt bridge. Looking at our beautiful river and lagoon. But there has been an increase in homeless people with back packs and trash on the streets.
39	every spring with the yellow trees all blooming in downtown stuart
40	I lived in west texas for a short time, where there was no water, with desert terrain. It really made me appreciate stuart and what a beautiful city we live in.
41	When the waterfall is on in downtown stuart.
42	Any storm on the beach. Such gorgeousness!
43	The bridges and beaches.
44	The riverwalk
45	The waterfront downtown when walking down on the boardwalk.
46	water views
47	I watched the sun rise from the river walk and fell in love the same night.
48	I just moved here from Texas so, the beauty of Stuart stood out to me upon arrival (about 6 months ago). Living near the water is breath taking.
49	Downtown Stuart
50	N/A
51	Downtown Stuart by the bridge
52	No
53	Bathtub Beach, or the Jensen Causeway. There was a nice restaurant with live music there when I first came to the area. Recently, I haven't located another nice location specifically. Overall, the town is lovely, the people are friendly, but the 18-34 age group seems to hidden.
54	The first experience at the waterfront stage
55	At the beach
56	IRP at sunset is one of my favorite places. Standing by the dock has a wonderful view. Also the bottom of the Sewall's Point bridge, by Benihana's in their Japanese garden is another favorite spot.
57	the beaches
58	looking at the Roosevelt lit up at night
59	board walk along the river
60	No
61	Sitting at Flagler Park Every July 4th Celebration
62	Sitting on the outside patio of Sailors Return listening to music and watching the sun go down

63	Live concerts on Sundays in downtown Stuart, overlooking the water, with a community
64	before all the business buildings were built water front which block the view
65	Walking by the water in downtown Stuart at sunset.
66	you really think Stuart is beautiful? What did they leaglise Weed in Stuart??
67	When the water was/is crystal clear in the St. Lucie river and inlet I would think that we live in paradise. When the flowers are blooming and thriving in downtown Stuart, that also makes me feel like we live in a beautiful place.
68	After hurricane Jeane when the sun came out and I was staying in manatee pocket and could
69	N/A
70	All the time. Anytime I am in the downtown area.
71	nah
72	No.
73	Kids playing in the splash pad by the children's museum. Watching fireworks on the 4th of July.
74	Viewing the Roosevelt bridge in the evening is beautiful. Downtown Stuart is very pretty with the small shops and the flowers and plants around.
75	Yes, watching sunsets from the pelican cafe fall over the stuart bridge.
76	There was a wedding a few years back at the park in downtown Stuart near the water it was beautiful.
77	Every time I catch a glimpse of open water. Please maintain the moratorium on building over certain heights.
78	when there were still trees and shade. Before empty buildings sat next to new ones being built.
79	Sunset at the beach
80	seeing the waterfront downtown
81	Driving over the Roosevelt bridge at dawn or dusk
82	At downtown Stuart

Ranking Stuart as a Good Place for Groups							
Category	Ranking					Total	Weighted Average
	Not Good	Unsatisfactory	Moderate	Okay	Very Good		
Older People	3	1	11	19	60	94	4.390
Racial and Ethnic Minorities	12	17	36	19	10	94	2.97
Families with Young Children	3	12	30	25	24	94	3.56
LGBTQ+	14	25	34	11	5	89	2.62
College Graduates	23	26	23	12	10	94	2.92
Immigrants	14	19	37	12	9	91	2.79
Young Adults without Children	18	27	20	21	8	94	2.72
No Response	0						
							% below satifa % above satisfactory
Older People	3.19%	1.06%	11.70%	20.21%	63.83%	100%	4.26% 84.04%
Racial and Ethnic Minorities	12.77%	18.09%	38.30%	20.21%	10.64%	100%	30.85% 30.85%
Families with Young Children	3.19%	12.77%	31.91%	26.60%	25.53%	100%	15.96% 52.13%
LGBTQ+	15.73%	28.09%	38.20%	12.36%	5.62%	100%	43.82% 17.96%
College Graduates	24.47%	27.66%	24.47%	12.77%	10.64%	100%	52.13% 23.40%
Immigrants	15.38%	20.88%	40.66%	13.19%	9.89%	100%	36.26% 23.08%
Young Adults without Children	19.15%	28.73%	21.28%	22.34%	8.51%	100%	47.87% 30.85%



A place or situation in Stuart when many groups felt welcome

Events / Activities	28
The City in General	5
Downtown / Local Businesses	5
Public Space / Parks	2
Cannot Identify a Place / Situation	30
No Response	19

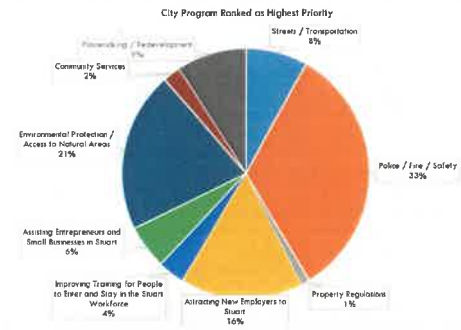
Detailed Responses	
1	No
2	Downtown events
3	The walk a mile on her shoes event
4	N/A
5	No sorry
6	I'm surprised when I see mixed gatherings in Stuart.
7	Social work events. Events held where the local community is helping each other grow.
8	No
9	Events in memorial park
10	I am biased, but I believe Ground Floor Farm makes an active effort to create a welcoming environment for a diversity of people, particularly with our social and cultural programming.
11	Dancing in the Streets, Food Trucks, etc. Large community events that offer attractions which transcend group niches - all people/demographics/interest groups like good food, drinks, etc.
12	All the events are very welcoming
13	Food truck invasion. What happened to that?
14	Not particularly. Blue Door and Ground Floor farms are welcoming.
15	?
16	I'm not sure. We attended the st patricks party downtown and it seemed like a fun mixed crowd!
17	Not sure
18	Generally, I think the Stuart community is very welcoming. I do wish there was more diversity
19	The Air Show
20	No
21	To hard to speak for other groups as to their feelings. lke immigrants, lgbt, elderly. I hope they feel welcome. As a college graduate with out kids I felt welcome although not as entertained and fewer work options than I need now as I am older. As a
22	No
23	I think our downtown community events are welcoming to all.
24	no
25	I'm not sure
26	na
27	unknown

28	None. The community feels very divided. Rude older and elderly push out Gen X and Millennials from events and the younger teens in the area seem oblivious as well. Locals are not warm to others at Stuart events and businesses.
29	no
30	Events such as the air show.
31	Anywhere
32	St Paddys Eve block party
33	The green market is fantastic!
34	downtown events - art shows and music at the city hall
35	Stuart xmas parade
36	District table is great!
37	Any of the festivals.
38	NA
39	Free concerts
40	downtown stuart
41	Pirate Fest
42	All the festivals around
43	None
44	N/A
45	All the churches!
46	No
47	The seafood festival
48	Public assemblies and other local rallies and/or events
49	n/a
50	I wish there were more ethnic festivals (I.E. Caribbean, Puerto Rican, etc)
51	food trucks, downtown stuart events
52	NO
53	4th of July Celebrations
54	Nope
55	no
56	no
57	MLK Celebration at Veteran's Park in downtown.
58	nope Stuart sucks
59	N/A
60	Dancing in the street,
61	Stuart festivals.
62	Anyone is welcome..
63	?
64	No.
65	Parks, fishing piers, library
66	Whenever there are family activities I see a lot of people come together in a welcoming
67	4th of July fireworks
68	Martin County Fair
69	Public parks.
70	N/A
71	weekend markets

72	Terra fromata .
73	no

Program Prioritization									
Program	Rank								
	1	2	3	4	5	6	7	8	9 Total
Streets / Transportation	7	16	12	7	13	10	7	9	3 86
Police / Fire / Safety	20	11	5	5	8	11	5	9	7 90
Property Regulations	1	7	10	8	7	10	12	11	22 88
Attracting New Employers to Stuart	14	6	14	10	10	8	7	8	6 87
Improving Training for People to Enter and Stay in the Stuart Workforce	3	5	11	11	16	8	10	15	10 89
Assisting Entrepreneurs and Small Businesses in Stuart	5	7	12	15	12	16	14	2	2 85
Environmental Protection / Access to Natural Areas	18	17	11	9	4	5	8	9	7 88
Community Services	2	9	8	14	10	11	12	18	6 90
Placemaking / Redevelopment	8	4	6	8	9	8	14	9	26 92
No Response	2								

Program	1	2	3	4	5	6	7	8	9	% 1-3	% 7-9
Streets / Transportation	8.14%	20.03%	13.95%	8.14%	15.12%	11.63%	6.14%	10.47%	3.40%	100.00%	43.83%
Police / Fire / Safety	32.22%	12.22%	5.56%	5.56%	8.89%	12.22%	5.56%	10.00%	7.78%	100.00%	50.00%
Property Regulations	1.14%	7.95%	11.36%	9.09%	7.95%	11.36%	13.64%	12.50%	25.00%	100.00%	20.45%
Attracting New Employers to Stuart	16.00%	9.20%	16.00%	11.49%	11.49%	9.20%	6.03%	9.20%	9.20%	100.00%	41.38%
Improving Training for People to Enter and Stay in the Stuart Workforce	3.37%	5.67%	12.36%	12.36%	17.98%	8.99%	11.24%	16.65%	11.24%	100.00%	21.35%
Assisting Entrepreneurs and Small Businesses in Stuart	5.88%	8.24%	14.12%	17.65%	14.12%	18.82%	16.47%	2.35%	2.35%	100.00%	28.24%
Environmental Protection / Access to Natural Areas	20.45%	19.32%	12.50%	10.23%	4.55%	5.68%	9.09%	10.23%	7.05%	100.00%	52.37%
Community Services	2.22%	10.00%	8.89%	15.56%	11.11%	12.22%	13.33%	20.00%	6.67%	100.00%	21.11%
Placemaking / Redevelopment	8.70%	4.35%	6.52%	8.70%	9.78%	8.70%	15.22%	9.78%	28.26%	100.00%	19.57%



Ideas to invest in for City of Stuart

Attracting and Retaining the Younger Generation	
Preserving the Small Town Feeling	
Environmental Protection	
Affordable Housing	
Community Events	
Other	
No Response	20

Detailed Responses	
1	Please invest in the overall quality of Stuart, update the park bathrooms and parks. Make the downtown area and surrounding area more safe to live in. Some areas are not safe and bring in crime..or keep crime..also please make more young and family friendly events. It's not only senior citizens who live here. Thanks.
2	Protecting the environment, water issues... and crime coming into the city. Also stop over growth of the area.
3	Younger people to be able to afford the place where they want to live and start a family to keep Stuart going
4	N/A
5	I think places for Young People to Thrive and become the future leaders of our community. We have a lack of young people coming back, due to the lack of jobs and things to do for those without kids and family.
6	Redevelopment or pedestrianization of Osceola (downtown).
7	A more walkable downtown area.
8	Keeping it small town feel and more landscape on roadways and medians.
9	Invest in a long career opportunity companies that will recruit college graduate talent.
10	Keep it small and do not over develop
11	Affordable Housing
12	a craft school or liberal arts college! And bike lanes.
13	tax dollars and local investment in business, service, and real estate. Those tax dollars are used for infrastructure to improve the community while their investments help local businesses and economies grow. Strong, attractive communities make it easier to attract good employers and employees. Cycle repeats.
14	It already is. Don't ever try to become a big city
15	Surveys like this is a good start.
16	Stuart should try to maintain its small town charm, while promoting fun things for young people to do. Walkability, traffic management, fun restaurants/bars, and festivals or things to do would be great for the city. Over development should be avoided.
17	An upscale strip mall with Trader Joe's and other shopping. It's hard that we have to all drive to PGA for a lot of things.
18	Fix the traffic/confusion corners

19	Keeping the river clean.
20	Attract employers that pay higher wages.
21	Stuart and Martin County should be more willing to take on healthy risks. Our school systems, employment opportunities, and overall attractiveness to the younger generation has lost out in certain ways over the last year alone by failing to take educated risks.
22	Community events
23	More public waterfront access and enjoyment. Improved public transportation . Expanded tram routes more inter local operations with the county. Walkable biker freindly areas. Possible Water taxi to Port Salarno, Palm City, Shepard's park, North Point, Rio, downtown Stuart.
24	Better nightlife for younger people and better business opportunities.
25	I like the uniqueness of the City of Stuart and the somewhat small town feel. Offering more bike friendly or pedestrian friendly walking areas. Shuttles to sandbar and definitely taking care of our waterways. I love how many restaurants and stores we offer in Stuart that are not big chains and would find it preferable to keep it that way.
26	especially for down town stuart better parking, and maybe more lightening in that area and police presents here and there just to make it feel even safer
27	Additional night life for young professionals
28	I think in order to make Stuart more attractive there needs to be room for growth, which unfortunately has not been the case for some time. My family hopes and anticipates that growth should occur with the election of new commissioners, but there still seems to be a large gap between the wants of the 65+ community and young couples with families. I think bridging that gap would be a solution for making Stuart more appealing to live for a wider range of demographics.
29	Better employment to meet the living costs of the area. LE that don't profile and kill minorities. Representatives that don't choose to increase their own pay over improving, say, water ways, public health, or festivals.
30	Schools
31	More social events that cater to all ages.
32	Make the city more walk-able outside of just downtown. Add a water taxi and connecting water hot-spot destinations. Encourage bigger ticket musicians to perform around here. Continue to strive towards having nicer hotels, great food restaurants, shops, and family centered activities.
33	More housing availability, improved night-life
34	A forks and corks wine festival ! With Florida wineries! St. Armands circle has one but it is hard to get over there with the baby. Beaches with shade and more pavilions closer to the water are great for babies. Beaches that have real or artificial reefs to decrease the roughness of the surf is also great for families with toddlers. The parking is so hard at Bath Tub Beach on the weekends, every parent and toddler are there. People are parking all over and getting tickets. Same at Santa Lucea beach. Not enough parking.
35	more parking
36	I lived with my parents in Stuart and worked in Stuart but unfortunately, Stuart is VERY expensive to live in once a young adult moves out on their own. Therefore, I was forced to buy my home in Port St. Lucie. I wish there were more affordable housing options for young adults in Stuart.
37	More recreation facilities (indoor surfing, paintball, etc).
38	Better wages.
39	More walkability, lower living costs

40	lower housing prices
41	Less fast food restaurants and more locally owned and unique places that make Stuart one of a kind!
42	Continue to advance easily accessible things near the beaches.
43	More night life, more restaurants.
44	N/A
45	A drive-in movie theater :]
46	More things to do at night and make the town more up. Everything is quiet and shuts down. Stuart needs more fun things to do and more water restaurants with all the water around there are only a few water restaurants.
47	More city events, for example, traditions in St Lucie has had an Italian Fest, Bacon fest and Fourth of July event at no or little charge.
48	The City needs new multi-family, low-cost, more affordable living developments while annexing existing contiguous areas around the City. While doing so, the City needs to transition its CRA to an external agency like RMA for management activities so that it can utilize the "buying power" of another agency that promotes externally in a larger area.
49	I wish Stuart was more environmentally friendly. I also wish it had more inclusive places for people of minority groups.
50	an updated downtown area with more nightlife. like a city place but not as big
51	Look into Blue Zones, Stuart is a beautiful city. It's small enough that it could effectively become a Blue zone
52	More things for young adults and families to do, ie restaurants, parks, clean up the causeways, provide places for homeless people
53	more mom and pop shops
54	I believe whatever the City of Stuart can do to have affordable workforce housing and affordable spaces to work and collaborate developed would help Stuart become the best place to live in Florida. :)
55	I think it should invest in more stuff for young couple in their late 20's-40's. I fell like there is stuff for the older generation and enough for me to do with my son, but when my husband and I want to get out and do something we have to go elsewhere
56	stop building business that take away from the water and start building businesses that allow people to enjoy the water. There is no reason that Osceola is full of medical and law offices when it could be full of water front restaurants that attract people and allow people to appreciate what Stuart has to offer
57	Focus on more young adults and families to help with career opportunities and cater to those wishing to raise young children here. That way those people and dollars stay in our community.
58	Jobs, Jobs, Jobs. Your average home in Stuart is going for 300K (or more) your average hourly wage is between 9-10 dollars and hour. Tell me how am I supposed to afford a 300,000 dollar home on under 30K a year?? Wait don't answer that as you walk out to your Mercedes-Benz and drive into your gated country club. Seriously HOW DARE YOU, ask this question you haven't a clue how real people live...prick.

59	More entertainment to attract young professionals to the area. Many young professionals, including myself, often drive to palm beach county to "go out." I enjoy playing golf and wish there were nicer places to play mini-golf in Stuart. I often say I wish there was a Congo River or another pretty place to play mini-golf that all age groups would enjoy. I enjoy being outdoors and would enjoy more entertainment in the area where I could take pleasure in the gorgeous weather we have in South Florida. I also hate to compare to a larger county with more money, but palm beach county does a terrific job keeping there parks and roads beautiful with luscious landscaping, and I often wish that the city of Stuart would add more beautiful landscape to their parks and roads as well.
60	Better attractions for young adults.
61	They are on the right track now I think.
62	more affordable housing
63	Increase security at the Sailfish baseball park. I have friends that have children in Martin County North Little league that will not let their children attend games at this park due to two shootings here last year. Police need to be on site during baseball games to ensure safety of children. Keep the school busses in Martin county instead of hearing every year our busses will be taken away so children have to cross busy streets for two miles-safety danger. Increase homeless help or police for the homeless on street corners in stuart with signs for money.
64	BETTER SCHOOL SYSTEMS!!! Our Children are OUR FUTURE!! When the teachers are not feeling appreciated we have a high turnover rate and get teachers in positions that do no appreciate our children and really take the time to teach them. If we need to raise taxes to improve the schools in Martin County, then DO IT!
65	I love it here!
66	Invest in your youth give them more reason to stick around build up our community. Because unless you are older there is not a lot for us to do . A lot of the younger crowd has to leave the area to get decent pay. So more Jobs would be nice and maybe some spots for us to go aside from the movies and ice cream shops
67	Provide transportation for retirees/ elderly for food shopping/ medical appointments etc. It will make the roads exponentially more safe for children, pedestrians, and able drivers. Also, entirely reconstruct leadership and culture of the Martin County Sheriff's Office. It is my opinion that the Sheriff's Office is an intimidating body that negatively reflects the "old" ways of law enforcement. Stuart police are much more approachable and helpful in comparison. It is only my opinion, but if you are really interested in attracting young people to Stuart and having them stay, the "cowboy" nature of the Sheriff's Department is one of your biggest obstacles. People of our generation can not change law enforcement offices, but we can certainly move to places where they aren't so threatening. Other suggestions would be Veteran's initiatives for entrepreneurship, and proactive and publicly promoted advocating for protection of Stuart waterways i.e. Lake Okeechobee drain-off, fishery and reef protection etc.

68	put a cap on building. If there is an empty structure it should be used. Don't make it so difficult to tear down an old decrepted home or building to make a new one on the same property. Also the retired people take over. A young college graduate cant get a job because someone who retired from up north with a full pension is now working here. Kids can't find part time jobs because the retired community has them too. I was born here and even my parents who have been here since 1974 are taking about moving.
69	Need better night life. More live music, festivals and restaurant waterfront locations.
70	more of a variety of business within walking distance (ex: Downtown)
71	More dog parks and walking trails, improving traffic situation in downtown as well as encouraging shops to stay open later, more late night options for the younger crowd, more affordable housing for younger generations entering the work force as well.
72	More shopping

Appendix A



STRATEGIC PLAN READINESS CHECKLIST

Twelve checks for next step readiness

When's the right time to do future strategic planning? When the previously established strategic objectives have been met. Please review the objectives and decide for yourself if the objective was met. If you feel there is still work to be done on an objective (it has not been met) then it may be established in the next, renewed strategic plan. The important thing is to continue to appropriately plan for the future.

- | | |
|---|--|
| ☐ 1. Maintained Stuart's Character
Build well-designed, appropriately scaled priority projects to improve appearance and character, convey "small / old town charm", and catalyze infill / redevelopment by emphasizing waterfront access, core downtown integrity and attractive landscape architecture. | ☐ 7. Improved Festivals & Special Events
Improving the quality of festivals and special events, ensuring a diversity and balance of event types. |
| ☐ 2. Created Urban Vitality
Accommodating festivals and cultural activities, recreation, wholesome entertainment, dining, and other urban vitality. | ☐ 8. Water Quality Improvement Efforts
Achieve improved water quality in the St. Lucie Estuary. |
| ☐ 3. Improved Mobility
Improve multi-modal circulation, walkability, and parking. | ☐ 9. Short Term Utility Focus
Improve upon and fund utility services in the near term, specifically in the sewer installation program. |
| ☐ 4. Established Planning Areas
Establish planning areas to encourage neighborhood identity and cohesion, safety, beautification, and maintenance, placemaking, programming and a pathway for neighborhood improvement projects. | ☐ 10. Long Term Utility Focus
Improve upon and fund utility services in the long term with stormwater and potable water categories. |
| ☐ 5. Investment in Economic Development
Direct public investment for economic drivers and a healthy business environment in the established economic hubs. | ☐ 11. Maintenance & Service Needs Funded
Before new projects are begun, ensure maintenance and service needs are funded. |
| ☐ 6. Enriched Experiences
Enrich experiences for education, wellness, and personal growth by sponsoring and/or accommodating and supporting outstanding cultural, arts, recreation, and entertainment programs, consistent with the City's vision / brand and especially appealing to young families. | ☐ 12. Improved Key Infrastructure
Improve key infrastructure where possible and affordable. |
-

Stuart 2024 Strategic Plan

Progress Update – June 2022

Presented by Michelle Berger, Project Manager





The way to get
started is to quit
talking and
begin doing.

Walt Disney



Why was a strategic plan created?

The plan memorialized the need for a strategic plan in Stuart as self evident because:

- 1) The City's comprehensive plan does not include strategic direction.
- 2) The Community Redevelopment Agency (CRA), while containing strategic elements, is not city wide.
- 3) The Mayor and Commission have embraced strategic planning as a desirable leadership tool.
- 4) The multitude of City projects, including those in early Capital Improvement Plans, need to be updated and coordinated to achieve focused and desired results instead of scattered benefits.

Who owns a strategic plan once created?



Four Strategic Goals: Building Community...

1. ...as a desired destination with great new places.
2. ...through neighborhood pride and identity.
3. ...by attracting people through a business friendly, entrepreneurial environment and lifestyle enriched by cultural arts, sports and recreation, education, special events and celebrations.
4. ...through attractive infrastructure to enhance urban and natural environments.

Goal #1

Building community as a desired destination with great new places.

Objective(s):

- Small town charm! Keep it and make improvements through proper redevelopment.
- Emphasize waterfront access and beautification.
- Accommodate gathering! Festivals, cultural activities, recreation, entertainment, and dining.
- Improve multimodal circulation, walkability and parking.

The South's Best Small Towns 2022



Goal #1

Building community as a desired destination with great new places.

Top Priority Action Step:

Compose and adopt a phased Downtown Redevelopment Program with a phased development plan and schedule (with anticipated CRA funding and other funding) to advance the City's Vision...

Target Date: 2014

The South's Best Small Towns 2022



Goal # 2

Building community through neighborhood pride and identity.

Objective(s):

- Establish planning areas!
- Encourage neighborhood identity and cohesion, safety, beautification and maintenance, placemaking, safety, programming, and a pathway for neighborhood improvement projects.



JEREMIAH WILSON/SPECIAL TO TCPALM

Goal # 2

Building community through neighborhood pride and identity.



JEREMIAH WILSON/SPECIAL TO TCPALM

Top Priority Action Step:

Create City-wide, citizen supported framework for neighborhood improvement plans, (consistent with CRA projects and planning areas) through neighborhood group or City initiative among 11 planning areas.

Target Date: 2013



Goal #3

Building community by attracting people through a business friendly, entrepreneurial environment and lifestyle enriched by cultural arts, sports and recreation, education, special events and celebrations.

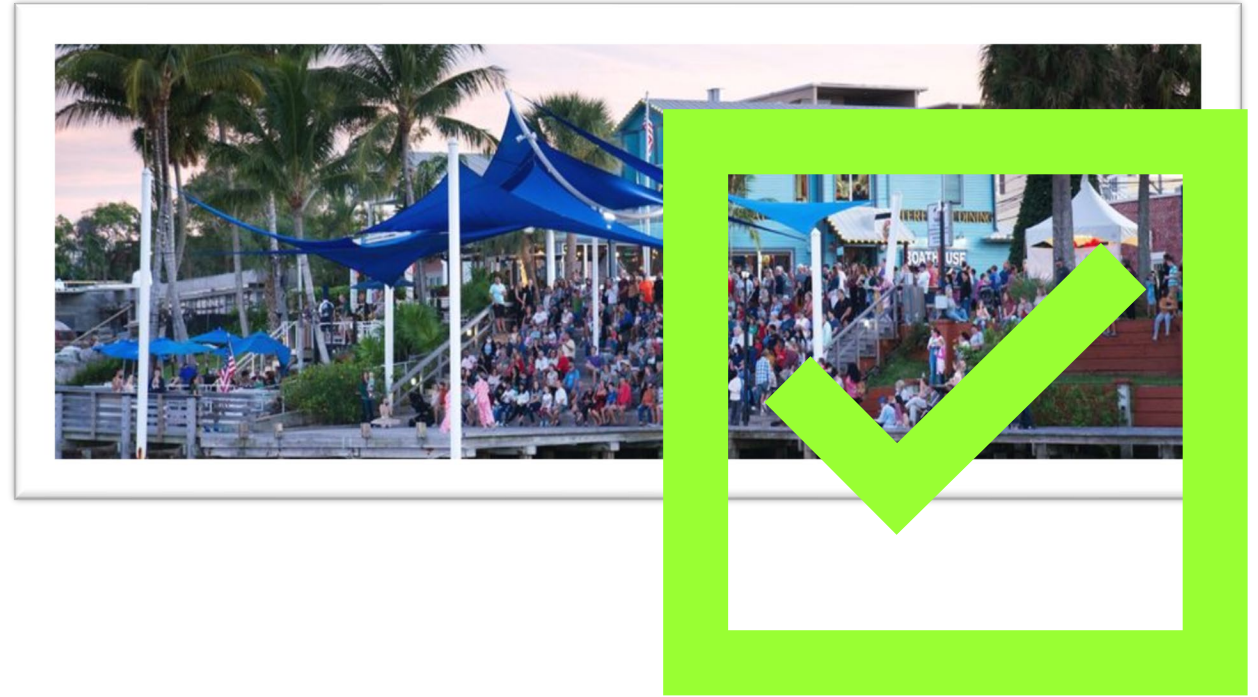


Objective(s):

- Public investment! Direct for economic drivers and a healthy business environment within the established economic hubs.
- Enrich experiences for education, wellness and personal growth!
 - Sponsor / accommodate / support outstanding cultural arts, recreation and entertainment programs
 - Align with the City's Vision and brand, keeping young families in mind
 - Improve the quality of festivals and special events
 - Ensure diversity and balance of event types

Goal #3

Building community by attracting people through a business friendly, entrepreneurial environment and lifestyle enriched by cultural arts, sports and recreation, education, special events and celebrations.



Top Priority Action Step:

Empower City staff to form an Economic Development Team, serving as ambassadors to actively recruit businesses to complete the City's mixed-use plan. Such staff will be equipped with knowledge, tools and skills to accommodate desirable development partners (i.e. development program tax and financing, pro formas, grants, public-private partnerships [P3's], permitting, code interpretation / incentives, developer agreements, etc.). Enhance staff's concierge-style development services.

Target Date: 2014

Goal #4

Building community through attractive infrastructure to enhance urban and natural environments.



Objective(s):

- Achieve improved water quality in the St. Lucie River Estuary.
- Improve upon and fund utility services in the near term.

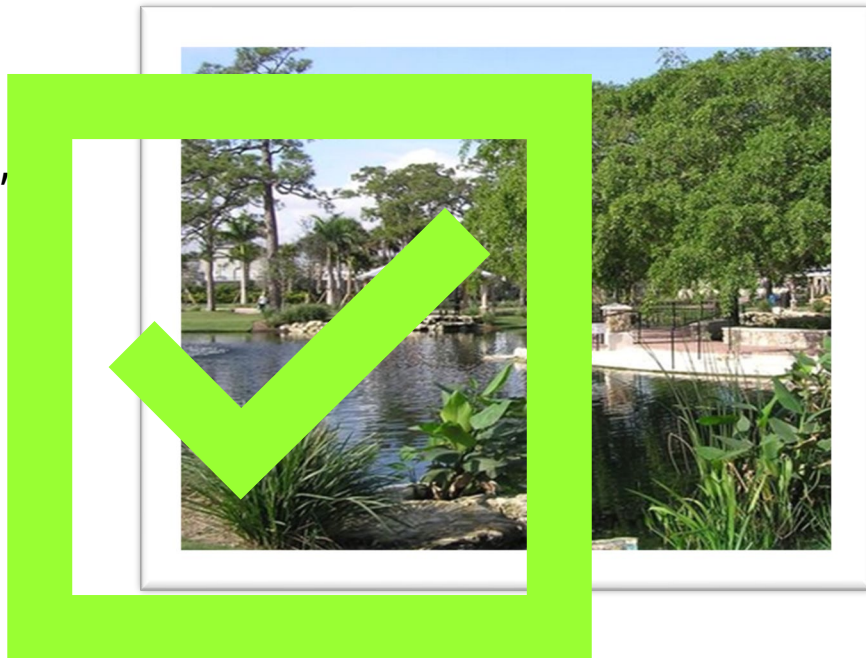




Top Priority Action Step:

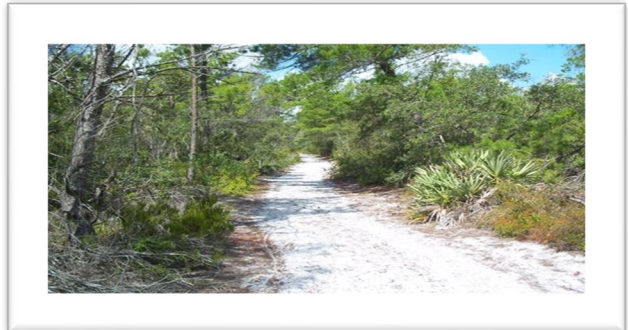
Continually increase advocacy, strategic alliances, and public visibility to achieve short and long term solutions for the St. Lucie River Estuary water quality improvement. Such actions shall include partnership with the Rivers Coalition, Treasure Coast Council of Local Governments, 16 County Lake Okeechobee Coalition, land owners, industry groups, and selected others to affect action by appropriate local, regional, state, and federal officials.

Target Date: Ongoing



Goal #4

Building community through attractive infrastructure to enhance urban and natural environments.

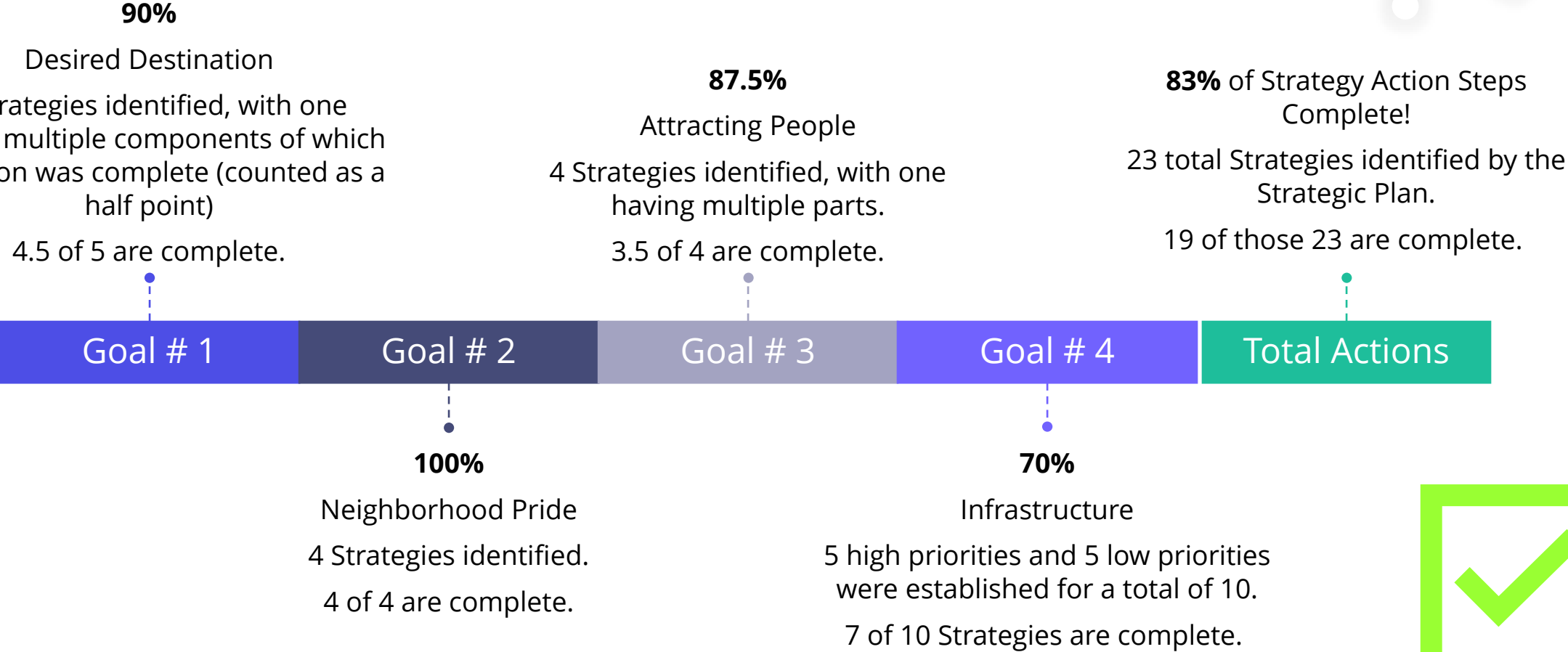




IT'S A LONG ROAD
but it's worth it

How do we measure success?

Measure Goal Completion





- Were conceptual master plans for key areas of the City adopted? Are they supported by City residents and seen as feasible with demonstrated interest expressed from potential investors and the development community?
- **Has a commitment from FEC to locate a Stuart train station been obtained?**
- Has Memorial Park been improved?

Desired
Destination

Neighborhood
Pride

- Have neighborhood organizations or criminal block watch programs been established where desired?
- What accomplishments or neighborhood improvements have been achieved?



Attracting
People

Infrastructure

- Has the vacancy rate of commercial, office, industrial space remained steady or decreased?
- Has the vacant lands inventory remained steady or decreased?
- Are business owners expressing relative satisfaction or dissatisfaction with their ability to remain profitable?
- Evaluate the SLBS survey results .
- Are CRA TIF revenues growing sufficiently to fund the requested new position?
- Are activities, programs and events profitable, well attended and favorably received by residents, businesses and surrounding communities?



- Has the City secured new infrastructure funding sources, evidenced in part by the growing CIP?
- **Are environmental conditions, measured primarily through water quality, improving?**
- Were the road segments funded and built according to schedule?



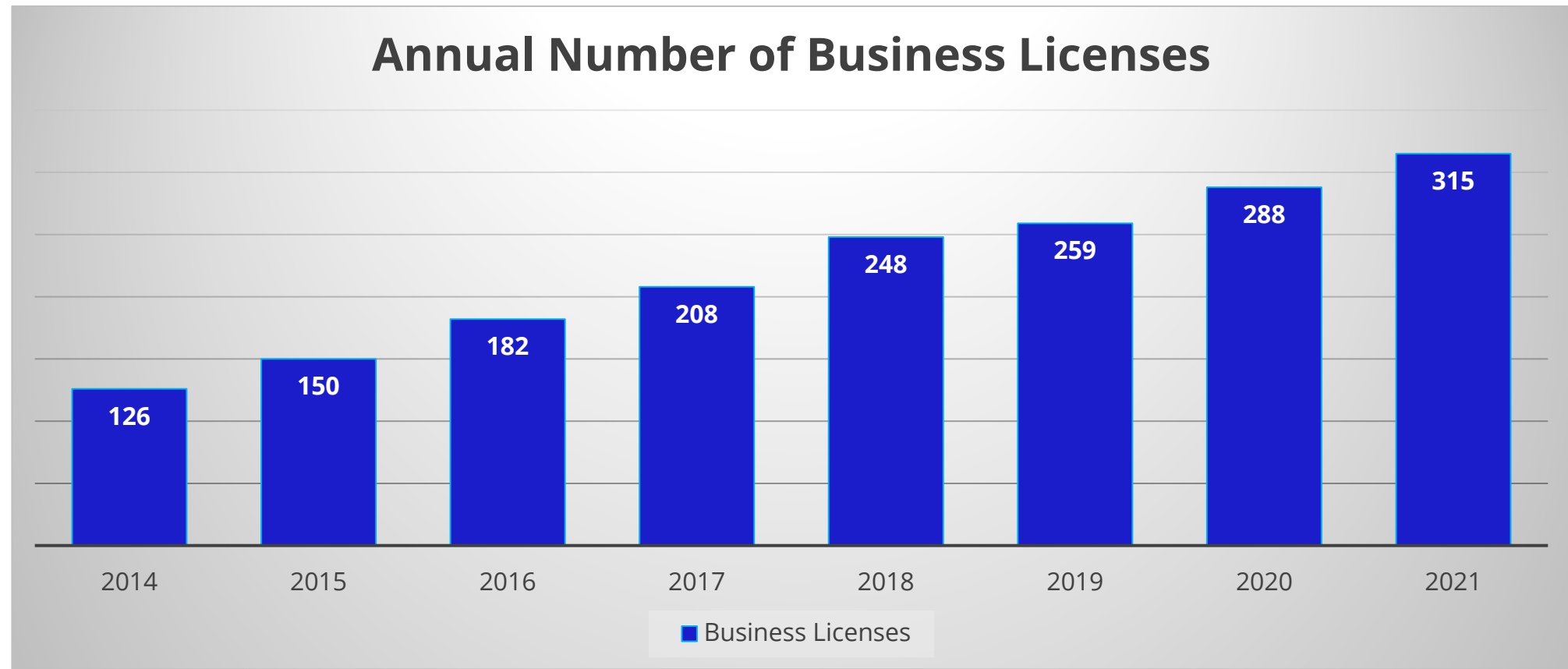
Property Values – Taxable Valuation Increases

58% Increase in Values



Fiscal Year	Tax Year	Taxable Valuation	Value Change	Adopted Milage	Assessed Taxes
2013	2012	1,502,982,059	-4.0%	4.5524	\$ 6,842,176.00
2014	2013	1,506,941,966	0.3%	4.8020	\$ 7,236,335.00
2015	2014	1,540,884,408	2.3%	4.5520	\$ 7,014,106.00
2016	2015	1,652,182,950	7.2%	4.5520	\$ 7,520,737.00
2017	2016	1,749,623,818	5.9%	4.5520	\$ 7,964,288.00
2018	2017	1,844,828,446	5.4%	4.5000	\$ 8,301,728.00
2019	2018	1,931,555,974	4.7%	4.7500	\$ 9,174,891.00
2020	2019	2,069,086,231	7.1%	5.0000	\$ 10,345,431.00
2021	2020	2,208,263,757	6.7%	5.0000	\$ 10,489,253.00
2022	2021	2,378,657,461	7.7%	5.0000	\$ 11,786,482.00

Business Growth as Metric for Success





There is always space for improvement, no matter how long you've been in the business.

– Oscar de la Hoya



And ongoing.....

Vision, Mission, Leadership Credo (Values)

Vision

- + A vision statement says what the organization wishes to be like in some year's time.
- + Usually drawn up by senior leaders in an effort to take the thinking beyond day to day activity in a clear, memorable way.

Mission

- + A mission describes what "business" the organization is in (and what it isn't) both now and projecting into the future.
- + It often speaks to who it serves and the level of service provided.
- + Its aim is to provide focus for management and staff.

Values

- + Values describe the desired culture.

Provided by Harvard Business Review
[Your Company's Purpose Is Not Its Vision, Mission, or Values \(hbr.org\)](https://hbr.org/your-company-purpose-is-not-its-vision-mission-or-values)



Vision

Experience the “Sailfish Capital” in Florida’s *best* hometown!

Mission

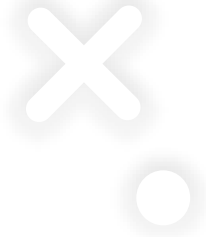
Dedicated to delivering a high quality of life to Stuart residents and visitors through:

- + Ensuring safety by complementing the Police and Fire Rescue missions.
- + Preserving historic character and small-scale, small-town charm with attractive design and planning for a vibrant urban center.
- + Supporting thriving business and commerce, while tempering “over development” and sprawl.
- + Supporting a healthy riverine environment, waterfront activities and marine based recreation and commerce.
- + Demonstrating helpful, polite hospitality and neighborly friendliness for residents and guests of all types and ages.
- + Striving for recognition as a cultural arts center to help increase the economic base and supporting tourism using the StuArt brand.
- + Promoting wholesome and culturally diverse programming, entertainment, education and recreation.
- + Acting *smart* with forward thinking and using latest technologies.

Stuart 2024 Leadership Credo

For all staff and leadership team, we are committed to always...

- + Treat each other with honesty, dignity, consideration and respect.
- + Provide the highest quality and efficiency of service while keeping taxes and service charges reasonable.
- + Find “a better way” and strive for excellence in operations to accomplish the Vision and Mission of the City.
- + Remain nimble and agile, especially in reaction to new problems and crises.
- + Remain transparent and accountable, using sound fiscal management techniques.
- + Appreciate partnerships with the broader community as being vital to success.
- + Highly value and encourage diversity throughout the community.
- + Excel at customer service, knowing that citizens are our shareholders.
- + Recognize that laws and regulations promote the health, safety and welfare of our community; applying the law fairly helps maintain our high ethical standards.
- + Recognize employees can be our single greatest asset; therefore, we select employees with care, treat them fairly, encourage professionalism and promote wellness and personal development.



Substantially Complete!



Definition:

It is a critical term in the life of any construction project as any contractor would advise. It signifies the time the owner versus the contractor becomes responsible, when the contractor's work is done so that the owner can begin to use the contracted work for its planned function, or in the case of a building, occupy it.

Importantly, substantial completion is not final completion. There may be any number of minor items left to complete on any given project. These are commonly noted on a punch list. And completion of these items could take several weeks or months. - www.constructionexecutive.com



Thank You



**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Mary Kindel

Title of Item:

APPROVAL OF 06/13/2022 CCM MINUTES (RC)

Summary Explanation/Background Information on Agenda Request:

APPROVAL OF 06/13/2022 CCM MINUTES (RC)

Funding Source:

N/A

Recommended Action:

Approve minutes.

ATTACHMENTS:

1. 06132022 CCM Minutes

MINUTES
REGULAR MEETING OF THE STUART CITY COMMISSION
JUNE 13, 2022
AT 4:00 PM
COMMISSION CHAMBERS
121 SW FLAGLER AVE.
STUART, FLORIDA 34994

CITY COMMISSION

Mayor Merritt Matheson
Vice Mayor Troy McDonald
Commissioner Becky Bruner
Commissioner Eula R. Clarke
Commissioner Mike Meier

ADMINISTRATIVE

City Manager, David Dyess
City Attorney, Michael J. Mortell
City Clerk, Mary R. Kindel

ROLL CALL

4:01 PM

PRESENT: Mayor Matheson, Vice Mayor McDonald, Commissioner Bruner, Commissioner Clarke

ABSENT: Commissioner Meier

PLEDGE OF ALLEGIANCE

1. ARTS MOMENT - MR. ALESSANDRO ANZALONE PERFORMING VOTRE TOAST, THE TOREADOR SONG FROM CARMEN.

Mr. Alex Anzalone entertained all with an opera song.

PROCLAMATION (added to the Agenda during the meeting)

JUNETEENTH FREEDOM DAY - Proclamation was presented to Nina Dooley, President of ACCES of East Stuart. Ms. Dooley noted a correction to the Juneteenth Celebration event. It will be held June 18th at Guy Davis Park from 11 a.m. to 6 p.m., fun for the whole family.

PRESENTATIONS

2. SERVICE AWARDS - JUNE 2022

Michael "Mick" Jacobson - Technology Services - 20 years (will be recognized at the July CCM as he is out of the Country)

Janine Wilde - Utilities & Engineering - 15 years
Dar Monique Butler - Community Services - 10 years
Janet Kemp - Police Dispatch - 5 years
Bruce Duncan - Building / Development - 5 years

3. BUSINESS DEVELOPMENT BOARD OF MARTIN COUNTY PRESENTATION

Joan Goodrich, Business Development Board Executive Director, presented on the Board, its projects and partnerships, 2021 highlights, and new announcements. The presentation included the various businesses moving into the area, provided labor force and employment numbers, and a review of the BDB's new Business Recruitment Campaign "Now's the Time". Also noted the "Hubs of Excellence," the areas of interest in which the community would like to see more economic industry and development and discussed the Grow Our Own Program and talent team. Goodrich shared how the community can help.

4. STUART HOUSING AUTHORITY

4:43 PM

Rosetta Bartell and Rhonda Corrodus of the Stuart Housing Authority (SHA) provided a brief presentation on the current status of the SHA. They reviewed the financial Capital Funds Program (CFP) they use for maintenance and services, discussed inspections being done since the beginning of COVID, and the benefits of both agencies in Stuart and Ft. Pierce. Stuart is considered a small authority with a maximum of 70 units; anything over 250 units is considered a medium authority, such as Ft. Pierce.

City Manager Dyess clarified that in Martin County, Stuart is the only one that has a HUD and that other areas of the County do not have one. SHA confirmed that is correct. He confirmed that Ft. Pierce does not own the Housing Authority, and that they are similar to the City of Stuart in that they approve Board Members. SHA confirmed.

Commissioner Clarke inquired about the SHA's Hurricane Plan and vouchers. SHA does have a plan and would receive FEMA funding and apply for grants. Hurricane and shelter information is provided for residents. Vouchers and emergency vouchers are a challenge for the SHA. Clarke noted that she would like to see better communication between our two entities to share information with residents about various happenings in the community and she would like to meet with the Board.

Commissioner McDonald inquired about the capital costs and challenges.

SHA employees, Nancy Johnson and Heidy LaBoid came forward and reviewed their Board Meetings schedule and thanked the Commission.

COMMENTS BY CITY COMMISSIONERS

Commissioner Clarke

- Thanked Commissioners for coming to the Unity Rally sponsored by the NAACP.
- Thanked all who participated in the Joint City/County/School Board Meeting on June 2nd and is looking forward to finding a way to be a force in finding attainable housing.

Vice Mayor McDonald

- Commented on the flooding around the City and knows we are working on the stormwater management plan and prioritizing projects, feels due to climate change and sea level rise, expect to see more if that but noted that it still drained quickly after the 7-plus inches of rain received.
- Thanked the City's law enforcement and fire fighters and asked all to keep the family of an officer killed in the line of duty in a Ft. Pierce traffic accident, in your prayers.

Mayor Matheson

- Commented on the start of hurricane season and Lake Okeechobee levels in comparison to last year, reported on his meeting with the Army Corp of Engineers, going on a boat ride with General Kelly and Colonel Booth to share the perspective of City residents and build relationships. Thanked all who helped, including Officer Joe Hogan with the Stuart Police boat, Captain Mike Holiday, and Jim Moyer.

Commissioner Bruner commented on the Senate Bill 2508 that Governor DeSanitis vetoed. The Mayor agreed and thanked the Governor for prioritizing the environment.

Matheson continued:

- Commented on the Brightline and the Railroad Bridge and that Congressman Mast held a meeting on a raised RR bridge as it compares to our aged bridge with a proposed plan in 2023, if all goes well, estimated completion date of 5 years. He explained the benefits and encouraged the public to participate in the "open comment" that is available until July 5th. Commented on the draft letter in front of all Commissioners for review and requests the City put the City's stance on social media and promote the open public comment period.

Commissioner McDonald suggested the Commission have more time to review the letter before them and it come back before them as an agenda item at the next meeting. (June 27th). City Manager confirmed.

COMMENTS BY CITY MANAGER

5:37 PM

City Manager Dyess

- Reported that the Airport Advisory will be at the 1st Meeting in July (July 11, 2022) to discuss the DNL.
- Brightline will also attend the July 11th Commission Meeting for the train bridge issue.
- Announced the upcoming Special Commission Meeting Budget Workshop on June 20th at 4 p.m. in the Commission Chambers.
- Commented on the stormwater and storm detains and how fast draining occurs. Public Works Director, Milton Legget is working on observations to reprioritize, do more design work, request funding from grants and appropriation funding next year to help resolve some issues.

APPROVAL OF AGENDA

5:39 PM MOTION: Approve

MOVED BY: Troy McDonald

SECONDED BY: Eula Clarke

Motion approved unanimously.

COMMENTS FROM THE PUBLIC (3 Minutes Max.)

1) Ryan Goessel - Mimosa St.; Owner of Wags About You pet store, commented on the new Ordinance banning the retail sale of dogs, cats and rabbits, this decision directly affects his business and he received no notice of this decision and was not given the opportunity to provide his business practices. Has a vet who verified his pets' health and he is personally affected as he has a 5-year lease, invited Commissioners to his store and opposes the ban.

2) Althea Wiley - Dianna; Commented on the railroad tracks at Dixie Hwy. and Florida St. and feels it is dangerous, and asks that the Commission do something to correct it.

City Manager responded to the comment stating he has been to the intersection and has already arranged onsite meetings and contacted Brightline, the County Engineer, and FEC to rectify the situation.

3) Gwendylene Hall-Brinkley - ZOOM; Commented on the Brightline and wondered if they could meet with the community and if more affordable housing could be brought into the Business Development Boards plan.

4) Helen McBride - Flamingo Avenue; Commented on the poor design on the corner of Florida and Dixie Hwy., knows the City Manager and will take motion.

CONSENT CALENDAR

5:59 PM

5. APPROVAL OF 5/23/2022 CCM MINUTES (RC)

6. AID CONTRIBUTION TO THE BUSINESS DEVELOPMENT BOARD OF MARTIN COUNTY FOR ECONOMIC DEVELOPMENT (RC):

RESOLUTION No. 52-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AUTHORIZING THE MAYOR TO EXECUTE AN AGREEMENT BETWEEN THE CITY OF STUART AND THE BUSINESS DEVELOPMENT BOARD OF MARTIN COUNTY CONTRIBUTING AID TO SUPPORT ECONOMIC DEVELOPMENT PROJECTS, PROGRAMS, AND SERVICES; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

7. RENEWAL OF STUART MAIN STREET ASSOCIATION, INC. 'MARKET ON MAIN' LICENSE AGREEMENT (RC):

RESOLUTION No. 56-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AUTHORIZING THE RENEWAL OF A NON-EXCLUSIVE LICENSE FOR PREVIOUSLY AWARDED RFP #2021-203 FOR THE TERM OF ONE (1) YEAR TO STUART MAIN STREET ASSOCIATION, INC. A

DESIGNATED 501(c) ORGANIZATION, FOR THE OPERATION OF A WEEKLY OUTDOOR MARKET PLACE FOR SALES TO THE GENERAL PUBLIC INCLUDING FRESH PRODUCE, GREEN PRODUCTS, BAKED GOODS, PLANTS, ASSORTED FOODS, AND OTHER PRODUCTS AND SERVICES BY INDEPENDENT VENDORS; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

END OF CONSENT CALENDAR

5:59 PM MOTION: Approve
MOVED BY: Troy McDonald
SECONDED BY: Becky Bruner
Motion approved unanimously.

COMMISSION ACTION

ORDINANCE SECOND READING

5:59 PM

8. STUART COURTHOUSE (ELIZABETH) UPUD (QUASI-JUDICIAL) (RC):

ORDINANCE No. 2489-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, APPROVING A REZONING FROM URBAN CENTER (UC) TO URBAN PLANNED UNIT DEVELOPMENT (UPUD), PROPERTY LOCATED AT 151 & 191 S.E. OCEAN BLVD, SAID LAND BEING MORE FULLY DESCRIBED IN EXHIBIT "A" ATTACHED; ESTABLISHING THE STUART COURTHOUSE (ELIZABETH) UPUD CONSISTING OF FIFTY-SEVEN (57) RESIDENTIAL UNITS AND 15,521 SQUARE FEET OF OFFICE/COMMERCIAL USE IN ACCORDANCE WITH SECTION 2.07.00 OF THE STUART LAND DEVELOPMENT CODE; ALLOWING A DENSITY OF 29.7 DWELLING UNITS PER ACRE ON A 1.06 ACRE SITE; APPROVING A FINAL SITE PLAN; PROVIDING FOR DEVELOPMENT CONDITIONS INCLUDING A TIMETABLE FOR DEVELOPMENT, DECLARING THE PLAN TO BE CONSISTANT WITH THE CITY'S COMPREHENSIVE PLAN; PROVIDING DIRECTIONS TO THE CITY CLERK; PROVIDING FOR REPEAL OF ALL ORDINANCES AND RESOLUTIONS IN CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE, AND FOR OTHER PURPOSES.

Two (2) people sworn; Kev Freeman, City of Stuart Dev Director, and Tim Hernandez, New Urban Communities

Kev Freeman reviewed the change requested by the Commission at First Reading, adding over 13,000 square feet of pervious paving in the parking area outside the building.

Tim Hernandez, applicant, came forward and reported that the entire service parking area has been changed to pervious paving, no other changes were made to the design.

6:03 PM Hearing closed, Commissioner McDonald made a motion.

PUBLIC COMMENT:

1) Mark Brechbill - SE Osceola Street; Commented that project is approximately 60 parking spaces short of what the requirement would be for the area, hasn't provided for additional retail space/mixed used or affordable housing, have given a REDA payment estimated at 1/4 M dollars +, missing opportunity on the property. Feels it's a good project but could be better, but parking issues.

Kev Freeman and Attorney Mortell discussed whether this went before the CRA for the REDA program, Freeman mentioned it being on the next agenda.

6:04 PM MOTION: Move to approve staff recommendation with the changes outlined today.

MOVED BY: Troy McDonald

SECONDED BY: Eula Clarke

Motion approved unanimously.

ORDINANCE FIRST READING

6:06 PM

9. REPEAL & REESTABLISH CHAPTER 36, ARTICLE V, CODE OF ORDINANCES (RC):

ORDINANCE No. 2488-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, REPEALING AND REESTABLISHING CHAPTER 36, ARTICLE V, COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS OF WAY, OF THE CITY OF STUART CODE OF ORDINANCES; PROVIDING INTENT AND PURPOSE, APPLICABILITY AND AUTHORITY TO IMPLEMENT; PROVIDING DEFINITIONS; PROVIDING FOR NOTICE OF TRANSFER, SALE, OR ASSIGNMENT OF ASSETS; PROVIDING FOR REGISTRATION FOR PLACING OR MAINTAINING COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS-OF-WAY; PROVIDING THE REQUIREMENT OF A PERMIT; PROVIDING FOR APPLICATION REQUIREMENTS AND REVIEW PROCEDURES; PROVIDING FOR CONSTRUCTION METHODS FOR PLACING OR MAINTAINING FACILITIES IN PUBLIC RIGHTS-OF-WAY; PROVIDING DEVELOPMENT AND OBJECTIVE DESIGN STANDARDS; PROVIDING FOR INSURANCE AND INDEMNIFICATION; PROVIDING FOR FEES AND TAXES; PROVIDING FOR A RESERVATION OF RIGHTS AND REMEDIES; PROVIDING ENFORCEMENT AUTHORITY; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITIES; PROVIDING FOR AN EFFECTIVE DATE.

City Attorney Mike Mortell reported the in 2019 the State of Florida adopted legislation authorizing the expansion of what is commonly referred to as 5G phone systems and the state statute placed restrictions on municipalities with regulations and fees for entenas. In response to this Ordinance, the City received some letters stating we did not include all the language from the Florida Statute but in developing the Ordinance, the State Statute language was purposely not included as we simply refer to the Statute instead of including all the same language. He reviewed some of the concerns in the letters received.

The brief Commissioner discussion included the past statute requirements of the City, a concrete pole installed in a neighborhood, permit cost,

6:15 PM MOTION: Move to approve to bring back for Second Reading along with the response to comments by the communications industry and additional restrictions/commissioners comments.

MOVED BY: Troy McDonald

SECONDED BY: Becky Bruner

Motion approved unanimously.

10. TREE REMOVAL PENALTIES TEXT AMENDMENT (RC):

ORDINANCE No. 2491-2022; AN ORDINANCE OF THE CITY OF STUART, FLORIDA, AMENDING CHAPTER V, RESOURCE PROTECTION STANDARDS OF THE CITY'S LAND DEVELOPMENT CODE; AMENDING SECTION 5.05.08 PENALTIES FOR THE WRONGFUL REMOVAL OF TREES; REPLACING ORDINANCE 2478-2022; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR CODIFICATION; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

City Attorney Mortell explained that the language in the Ordinance needed to be clarified and reviewed the updates with the Commission.

The Mayor clarified the intent of this Ordinance is to prohibit the unauthorized clearing of vegetation on development projects and the removal of historic specimen trees; not to burden single-family homeowners.

6:23 PM MOTION: Approve the Ordinance with the language specified by Mayor Matheson (to prohibit the unauthorized clearing of vegetation on development projects and the removal of historic specimen trees; not to burden single-family homeowners.)

MOVED BY: Troy McDonald

SECONDED BY: Eula Clarke

Motion approved unanimously.

DISCUSSION AND DELIBERATION

6:24 PM

**11. ELECTRIC VEHICLE CHARGING STATIONS IN DOWNTOWN STUART
DISCUSSION**

Ben Hogarth, City Communications Liaison, presented a power point beginning with the review of the City's Sustainability Action Plan (SAP) adopted in 2020, the electric vehicle (EV) market, future options, local government examples and financial considerations, and location options. He reported that Florida Power and Light (FPL) is offering the City fast chargers with a lease of property, needs up to 4 spaces with a 10-year commitment.

City Manager Dyess informed the Commission that Commissioner McDonald requested this discussion and McDonald asked Hogarth questions pertaining to the presentation on the focus on downtown and if other companies had been contacted. Hogarth responded that he had reached out to additional companies.

The Commission reviewed the topic of paying for electricity, the City putting out an RFP that can look at different charging companies that can put chargers on any city property, locations such as Poppleton Creek, Haney Creek, Sailfish Park or parking lot, Guy Davis or downtown, revenue generation, etc. CRA funding was discussed.

City Manager Dyess summarized the discussion, stating the following would be brought back before the Commission:

1. An evaluation of the Wells Fargo west side of the building for the FPL Agreement location
2. CRA incentive Program for commercial property
3. RFP with a revenue generator component (outside parking deficit area)

ADJOURNMENT

7:19 PM

Mary R. Kindel, City Clerk

Merritt Matheson, Mayor

**Minutes to be approved at the Regular Commission
Meeting this 27th day of June, 2022.**

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Mary Kindel

Title of Item:

DECLARING THE 2022 ELECTION AND EARLY VOTING SCHEDULE (RC):

RESOLUTION No. 57-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, DECLARING THE GENERAL MUNICIPAL ELECTION FOR AUGUST 23, 2022; PROVIDING FOR EARLY VOTING BEGINNING ON AUGUST 13, 2022 AND ENDING ON AUGUST 20, 2022 AT THE SUPERVISOR OF ELECTIONS OFFICE, 135 SE MARTIN LUTHER KING, JR. BOULEVARD, STUART, FL; AND PROVIDING FOR VOTING AT REGULAR PRECINCTS ON ELECTION DAY; PROVIDING AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

Summary Explanation/Background Information on Agenda Request:

A general municipal election of the City of Stuart should be held on August 23, 2022 for the election of City Commission Group I, Group II, and Group V. Early voting begins on August 13, 2022 and ends on August 20, 2022 at the Martin County Supervisor of Elections Office.

Funding Source:

N/A

Recommended Action:

Approve Resolution No. 57-2022

ATTACHMENTS:

1. R57-2022 Declaring_the_Election_EarlyVotingSchedule



**BEFORE THE CITY COMMISSION
CITY OF STUART, FLORIDA**

RESOLUTION NUMBER 57-2022

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, DECLARING THE GENERAL MUNICIPAL ELECTION FOR AUGUST 23, 2022; PROVIDING FOR EARLY VOTING BEGINNING ON AUGUST 13, 2022 AND ENDING ON AUGUST 20, 2022 AT THE SUPERVISOR OF ELECTIONS OFFICE, 135 SE MARTIN LUTHER KING, JR. BOULEVARD, STUART, FL; AND PROVIDING FOR VOTING AT REGULAR PRECINCTS ON ELECTION DAY; PROVIDING AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

* * * * *

BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, that:

Section 1: A General Municipal election of the City of Stuart, Florida shall be held on August 23, 2021 for the election of City Commission Groups I, III and IV. The candidates receiving a majority of the votes cast for City Commission in their respective Group shall be declared elected.

Section 2: A Run-Off Election, if necessary, will be held on November 8, 2022 in the event the votes cast in the General Election fail to elect a candidate in any Group by a majority vote.

Section 3: City of Stuart registered voters may vote “early” at any polling location designated by the City Clerk, as follows:

**Martin County Supervisor of Elections Office
135 SE Martin Luther King, Jr. Boulevard, Stuart, FL**

Early Voting will commence on August 13, 2022 and end on August 20, 2022, 8:00 AM to 5:00 PM each day, established by the City Clerk and the Supervisor of Elections under Florida law.

Section 4: City of Stuart registered voters shall vote at their regular precinct for the regular election on Election Day.

Section 5: This Resolution shall take effect immediately upon its adoption.

Commissioner _____ offered the foregoing resolution and moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a roll call vote, the vote was as follows:

MERRITT MATHESON, MAYOR
TROY MCDONALD, VICE MAYOR
BECKY BRUNER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER
MIKE MEIER, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

ADOPTED this 27th day of June, 2022.

ATTEST:

MARY R. KINDEL
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL J. MORTELL, ESQ.
CITY ATTORNEY

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Michael Mortell

Title of Item:

REQUEST TO SEEK APPROPRIATIONS FUNDING (RC):

RESOLUTION No. 60-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA AUTHORIZING THE PUBLIC WORKS DEPARTMENT TO RETAIN JORDAN CONNORS ON BEHALF OF THE CITY TO ASSIST THE CITY IN ITS PURSUIT TO OBTAIN FUNDING FROM THE FREEDOM FIRST BUDGET FUNDS REMAINING AFTER DISBURSEMENT TO THE FIRST RESPONDERS; AND SUBSEQUENTLY APPROVE THE EXPENDITURE OF ANY ADDITIONAL FUNDS ALLOCATED BY THE STATE FROM THE 2022-2023 BUDGET TO FUND THE STORM WATER PROGRAMS THAT ARE CURRENTLY SHOVEL READY; PROVIDING FOR AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

Summary Explanation/Background Information on Agenda Request:

In the "Freedom First" budget adopted by the State of Florida is an allocation to disburse \$1,000.00 to each first responder in the State of Florida. It has been determined that after the bonus funds have been paid, there will remain a significant amount of money that has already been budgeted by the State. The Legislature is going to allocate the remaining funds to qualifying projects throughout the State. Jordan Connors identified this opportunity for the City and his services will be necessary to help the City pursue funds. The City will be competing with all other Cities; Counties and Agencies in the State. By having representation in Tallahassee, the City has a much better chance to receive additional funding.

Funding Source:

City Manager - Professional Services

Recommended Action:

Approve Resolution No. 60-2022.

ATTACHMENTS:

1. R60-2023 Authorization retain Connors Group to seek State funds for Storm Water projects



**BEFORE THE CITY COMMISSION
CITY OF STUART, FLORIDA**

RESOLUTION NUMBER 60-2022

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA AUTHORIZING THE PUBLIC WORKS DEPARTMENT TO RETAIN JORDAN CONNORS ON BEHALF OF THE CITY TO ASSIST THE CITY IN ITS PURSUIT TO OBTAIN FUNDING FROM THE FREEDOM FIRST BUDGET FUNDS REMAINING AFTER DISBURSEMENT TO THE FIRST RESPONDERS; AND SUBSEQUENTLY APPROVE THE EXPENDITURE OF ANY ADDITIONAL FUNDS ALLOCATED BY THE STATE FROM THE 2022-2023 BUDGET TO FUND THE STORM WATER PROGRAMS THAT ARE CURRENTLY SHOVEL READY; PROVIDING FOR AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

* * * * *

WHEREAS, the City of Stuart, approved Resolution 89-2020 authorizing the City Manager to retain Jordan Connors Group to perform State Lobbying Services on behalf of the City during the annual legislative sessions in Tallahassee, Florida.

WHEREAS, Jordan Connors Group notified that the City that there is a potential opportunity to apply for surplus funds which may be available from the "Freedom First Budget for the calendar year 2022-2023.

WHEREAS, the surplus funds that may be allocated are above and beyond the funds secured by Jordan Connors Group during the legislative session for the City's alternative water facilities.

WHEREAS, Jordan Connors Group has already performed the services contemplated in the annual contract for the 2022/2023 Budget. Therefore, the services being rendered are in addition to those contractual services previously negotiated.

R60-2022

Retain Connors Group to seek funds from Budget Surpluss

WHEREAS, the City of Stuart has Storm Water Programs which are “shovel ready” and may qualify for funding from the surplus funds remaining after the First Responder Bonuses have been disbursed by the State.

WHEREAS, in benefits the City of Stuart and its residents for the Commission to secure additional services and seek additional funds which may become available.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA that:

SECTION 1: The City Manager or his designee is hereby authorized to retain Jordan Connors Group with an amount not to exceed \$5,000.00 to assist the City in obtaining surplus funds from the Freedom First Budget.

SECTION 2: Further, the City shall execute those documents necessary to submit any requests for the surplus funds.

SECTION 3: The City Manager shall determine the appropriate funding method and allocate the funds accordingly.

SECTION 4: This resolution shall take effect upon adoption.

Commissioner _____ offered the foregoing resolution and moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a roll call vote, the vote was as follows:

MERRITT MATHESON , MAYOR
TROY MCDONALD, VICE MAYOR
KELLI GLASS LEIGHTON, COMMISSIONER
REBECCA S. BRUNER, COMMISSIONER
MIKE MEIER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

R60-2022

Retain Connors Group to seek funds from Budget Surpluss

ADOPTED this _____ day of June, 2022.

ATTEST:

MARY R. KINDEL
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL MORTELL
CITY ATTORNEY

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: David Dyess

Title of Item:

APPENDIX A; RATES AND FEE ADJUSTMENTS (RC):

RESOLUTION No. 61-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA ADOPTING APPENDIX "A" BY AMENDING CHAPTER 10 AND CHAPTER 36 OF THE CITY'S CODE OF ORDINANCES, AND PROVIDING AN EFFECTIVE DATE.

Summary Explanation/Background Information on Agenda Request:

The changes to Appendix A are prompted by adjustments to calculate fees in accordance with our new software. These are regional acceptable methods of calculating fees. Other items had language changes or new services added.

Funding Source:

N/A

Recommended Action:

Motion to approve.

ATTACHMENTS:

1. R61-2022 Adoption of Appendix A Fees Rates and Charges
2. R61-2022 Appendix A_Change June 2022



**BEFORE THE CITY COMMISSION
CITY OF STUART, FLORIDA**

RESOLUTION NUMBER 61-2022

**A RESOLUTION OF THE CITY COMMISSION OF THE
CITY OF STUART, FLORIDA ADOPTING APPENDIX “A”
BY AMENDING CHAPTER 10 AND CHAPTER 36 OF THE
CITY’S CODE OF ORDINANCES, AND PROVIDING AN
EFFECTIVE DATE.**

* * * * *

WHEREAS, pursuant to various provisions of the City Code, the City Commission has determined that certain rates, fess, and charges for municipal services be amended.

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE
CITY OF STUART, FLORIDA that:**

SECTION 1: The application types, fees, rates, and charges in Chapter 10 of Appendix “A” are amended to align with an acceptable methodology for determining the fee.

SECTION 2: The application types, fees, rates, and charges in Chapter 36 of Appendix “A” are amended to update language, establish rates for new areas and adjust event fees for easier computation.

SECTION 3: The City Commission retains jurisdiction over the rate schedule and any administrative costs, which may be later amended from time to time, by Resolution.

SECTION 4: This resolution shall take effect immediately upon adoption.

R61-2022- Adoption of Appendix A Fees, Rates, and Charges

Commissioner _____ offered the foregoing resolution and moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a roll call vote, the vote was as follows:

MERRITT MATHESON, MAYOR
TROY MCDONALD, VICE MAYOR
BECKY BRUNER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER
MIKE MEIER, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

ADOPTED this 27th day of June, 2022.

ATTEST:

MARY R. KINDEL, CMC
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL J. MORTELL, ESQ.
CITY ATTORNEY

Appendix A - FEE, RATE AND CHARGE SCHEDULE

Code Section	Subject	Fees, Rates and Charges
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Chapter 2. Administration

2-2	Lien Search per property	\$100.00
2-217	Copies of city records:	
	For each one-sided legal or standard length page	\$0.15
	For each two-sided legal or standard page	\$0.20
	Certification of a public record as a true and accurate copy of an original public record, each	\$1.00
2-218	Service fee for dishonored checks:	
	(a) Face value not exceeding \$50.00	\$25.00
	(b) Face value more than \$50.00 but not exceeding \$300.00	\$30.00
	(c) Face value more than \$300.00, greater of	\$40.00 or five percent of the face amount of the check, draft or order
2-220	Fees for fire-rescue related services	
	The following fees for certain services provided by the city in relation to fire-rescue emergency services and special activities are hereby established and shall be charged and collected:	

	Foam or wetting agent use	\$150.00 per five gallons
	EMS transport fees:	
	Basic life support (BLS)	\$637.00
	Advanced life support (ALS 1)	\$718.00
	Advanced life support (ALS 2)	\$841.00
	Specialty care transport (SCT)	\$977.00
	Waiting fee (\$360.00 per hour after first 30 minutes of waiting to transport, or waiting to discharge patient to tertiary care)	\$360.00
	Mileage—per loaded mile	\$11.00
	Appropriate service level fees (above), plus mileage, will be charged for incidents requiring transport.	
	Incidents that require Advanced Life Support (ALS) assessment or treatment and do not result in a transport are billed the appropriate service level fee, without mileage.	
	Actual hourly rates, and FEMA equipment scheduled rates shall be charged in connection with investigating, mitigating, minimizing, removing or abating the release of any hazardous substances, hazardous incident, and hazardous waste, including, but not limited to: •The cost of actual labor of city personnel or its agents, •Of equipment operation and rental, •Of expendable items such as, including, but not limited to, firefighting foam, chemical extinguishing agents, absorbent materials,	

	sand, recovery drums, protective clothing, gloves, and testing equipment, and of action taken by the city to recover such costs.	
2-221	Fingerprinting services fee	\$10.00
2-222	Court costs for criminal justice education for local government	\$2.00

(Res. No. 77-09, § 1, 7-13-2009; Res. No. 57-2013, § 1, 6-10-2013; [Res. No. 86-2014, § 2\(Exh. A\), 9-10-2014](#); Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 10. Buildings and Building Regulations

10-1	Building permit fees:	
	(a) The following fees for building permits and other related permits are hereby established and shall be charged and collected prior to issuance:	<u>Value to be determined by latest ICC Building Valuation Data chart</u>
	General construction:	
	\$0.00 to \$50,000.00, greater of	\$106.00 or \$22.00 for first \$1,000.00 or fraction thereof plus \$6.00 for each additional \$1,000.00 or fraction thereof thereafter minimum \$106.00 <u>\$424.00</u>
	Over \$50,000.00 up to and including \$100,000.00 1	\$342.00 plus \$7.00 per \$1,000.00 or fraction thereof above \$50,000.00 <u>\$424.00</u>
	Over \$100,000.00 10 up to and including \$500,000.00	\$585.00 for the first \$100,000.00 plus \$6.00 per each additional \$1,000.00 or fraction thereof <u>Value X .006</u>

	Over \$500,000.00	\$2,796.00 plus \$3.00 per \$1,000.00 or fraction thereof above \$500,000.00 <u>Value X .005</u>
	Minor misc. permit includes all sub permit fees	\$106.00 <u>\$75.00</u>
	Alarm decal	\$24.00
	Swimming pools (based upon 4 required inspections) <u>Commercial pool</u>	\$424.00 <u>Value X .006 or \$424 min</u>
	Signs: (Sign permit fee waived for applications for monument signs that replace existing pole signs with monument signs and which are submitted on or before August 30, 2022)	\$212.00
	Driveways, paving (based upon 22 required inspections) <u>Pavers</u>	\$324.00 <u>\$212</u> <u>\$106.00</u>
	Sign: Nonelectrical	\$106.00
	Sign: Electrical <u>Sign Monument</u>	\$132.00 <u>\$212.00</u>
	<u>Garage door, Slab, Shutters,</u> Window and door permits <u>Re-Roof</u> <u>Siding</u>	\$106.00 <u>\$212.00</u> <u>\$212.00</u>
	Fences	\$106.00
	Water heater replacement permit fee	\$99.00
	Screen rooms, carports with foundations—3 inspections	\$318.00 <u>\$212.00</u>

	<u>Screen enclosure on existing slab</u>	<u>\$106.00</u>
	Pre-Manufactured accessory buildings	\$106.00
	Accessory buildings constructed on site (based upon 4 required inspections)	\$424.00
	Electrical <u>Generators</u>	<u>Greater of 0.15% of building valuation Value X .006 or \$106.00 min \$212.00</u>
	<u>Plumbing-Plumbing, Gas, Mechanical</u>	<u>Greater of \$4.00 per fixture or Value X .006 or \$106.00 min</u>
	Residential renovations and additions up to \$5,000.00	\$106.00
	Residential renovations and additions between \$5,000.00— \$10,000.00 <u>\$10,000.01- \$100,000.00</u> <u>\$100,000.01- \$500,000.00</u> <u>>\$500,000.01</u>	<u>\$106.00 plus number of required inspections based upon plans \$424.00</u> <u>\$575.00</u> <u>Value X .006</u> <u>Value X .005</u>
	Commercial renovations and additions up to \$10,000.00 <u>\$10,000.01-\$100,000.00</u> <u>\$100,000.01- \$500,000.00</u> <u>>\$500,000.01</u>	<u>\$106.00 plus number of required inspections based upon plans \$424.00</u> <u>\$575.00</u> <u>Value X .006</u> <u>Value X .005</u>

	Plan review fee ½ the permit fee or \$142.00_ single family residence- Residential <u>Commercial review up to \$2500.00</u> <u>\$2500.01-\$100,000.00</u> <u>>\$100,000.01</u>	<u>\$75.00 or Value X.003</u> <u>\$100.00</u> <u>\$250.00</u> <u>Value X .003</u>
	Plan revision review to issued permits residential <u>Commercial</u>	\$25.00 per page <u>\$50.00 per page</u>
	Plan review re-review	\$106.00
	Reinstate or close expired permit	\$106.00
	Permit Time Extensions	\$50.00
	Unlicensed contractor 1 st offense \$500.00 2 nd offense \$1,000.00 3 rd and subsequent offense \$2,000.00	Up to \$2,000.00
	Plan revision review to issued permits commercial	\$50.00 per page
	Demolition:	\$106.00 plus \$0.75 for each additional 1,000 cubic feet above \$100,000.00
	Working without a permit	4 times the required permit fee
	Re-inspection or inspection, per inspection	\$106.00
	Plan review resubmittal fee, 25% of the plan review fee to be charged in the event a third <u>4th</u> plan review is necessitated due to the failure of the applicant to adequately respond to the plan review comments of the city development department <u>3rd reinspection for the same deficiency</u>	<u>4X fee per FS 553</u>

	Any violation of the chapter 10, land development code, state building code, unless otherwise regulated	\$500.00 per each violation
	Fees set forth to be reviewed April 1 st each year and only changed per resolution of the city commission	

(Res. No. 57-2013, § 1, 6-10-2013; Res. No. 81-2011, § 1, 9-12-2011; Ord. No. 2182-09, 7-13-2009; Res. No. 42-2010, §§ 1, 2, 4-26-2010; Res. No. 57-2013, § 1, 6-10-2013; Res. No. [92-2018](#), §§ 1—6, 9-24-2018; Res. No. [37-2019](#), § 2, 3-25-2019; Res. No. [81-2019](#), § 1, 9-23-2019)

Chapter 12. Businesses

12-45	Processing fee for permit for outdoor uses and activities	\$25.00
12-46	Unpermitted Event/Activities	\$250.00
12-73	License fee for special sales	\$50.00
12-77	License renewal fee for special sales	\$50.00
12-106	License fee for taxicabs and vehicles for hire (with 10 or fewer passengers)	\$50.00
12-130	License fee for wreckers and vehicle towing businesses	
	First truck	\$43.75
	Each additional truck	\$12.50
12-140	Maximum towing and storage rates for providing services	
	Day or night service [per call]:	
	Class A/Rollback (\$5.50 per hooked-up mile)	\$161.00
	Class B (\$6.50 per hooked-up mile)	\$233.00

	Class C (\$8.50 per hooked-up mile)	\$363.00
	These rates include the first 30 minutes on the scene and the cleaning of debris as necessary	
	After first 30 minutes on scene - will be charged in increments of 30 minutes	\$52.00
	Additional fees:	
	Underwater dive: certified scuba diver w/full gear (per hour)	\$130.00
	Airbag recovery (per hour)	\$622.00
	Additional manpower (per half hour)	\$63.00
	Outside storage for Class A-B-C (per Day - no charge for first 6 hours)	\$0.00
	Class A- Outside storage (Per Day- 6 hours -24 hours)	\$37.00
	Class A- Outside storage (Per Day)	\$37.00
	Class B-Outside storage (Per Day- 6 hours -24 hours)	\$42.00
	Class B-Outside storage (Per Day)	\$42.00
	Class B-Outside storage (Per Day- 6 hours -24 hours)	\$83.00
	Class B-Outside storage (Per Day)	\$83.00
	Inside storage for Class A-B-C (Per Day - no charge for first 6 hours)	\$0.00
	Class A- Inside storage (Per Day- 6 hours -24 hours)	\$47.00

	Class A- Inside storage (Per Day)	\$47.00
	Class B- Inside storage (Per Day- 6 hours -24 hours)	\$52.00
	Class B- Inside storage (Per Day)	\$52.00
	Class B- Inside storage (Per Day- 6 hours -24 hours)	\$94.00
	Class B- Inside storage (Per Day)	\$94.00
	Administrative and clerical costs to comply with Florida State Statutes Ch. 713 in placing a lien on a vehicle to recover towing charges and/or ownership of a vehicle	\$50.00

(Res. No. 57-2013, § 1, 6-10-2013; [Res. No. 97-2016, § 1, 9-12-2016](#); Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 13. Cemeteries

13-6	Plot Location Fee	\$50.00
	Cemetery Plot	\$800.00
	Companion Space, up to two (2) cremated remains	\$400.00

Chapter 18. Emergency Services

18-64	Alarm system permits and decals	\$24.00
	Unregistered Alarm	\$100.00
	Renewal	\$10.00
18-73	Service charge for excessive false alarms:	
	(1) For the 3rd and 4th alarm, per alarm	\$50.00

	(2)	For the 5th and 6th alarm, per alarm	\$100.00
	(3)	For the 7th and 8th alarm, per alarm	\$200.00
	(4)	For the 9th and each alarm thereafter, per alarm	\$400.00
	(5)	Unregistered user for 1st and 2nd false alarm, per alarm	\$100.00
	(6)	Unregistered user for 3rd alarm and thereafter	Double the per alarm cost for a registered user

(Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 20. Environment

20-25	Lot clearing administrative charge	\$250.00
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(Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 22. Fire Prevention

22-3	Fees for fire prevention related services		
The following fees for certain services provided by the city in relation to fire prevention to include: plan review, inspections and investigations are hereby established and shall be charged and collected:			
	(a)	Plan review fees	
		Site plan review fees (based on project value)	
		Less than \$50,000	\$125.00
		\$50,000 to \$500,000	\$250.00
		Greater than \$500,000	\$400.00

		New construction plan review (based on square footage of project)	
		Up to 4,999 sq. ft.	\$370.00
		5,000 to 9,999 sq. ft.	\$410.00
		10,000 to 14,999 sq. ft.	\$450.00
		15,000 to 19,999 sq. ft.	\$480.00
		20,000 to 49,999 sq. ft.	\$500.00
		50,000 to 199,999 sq. ft.	\$670.00
		200,000 to 499,999 sq. ft.	\$710.00
		500,000 and up	\$950.00
		>Alterations	
		Up to 4,999 sq. ft.	\$180.00
		5,000 to 9,999 sq. ft.	\$210.00
		10,000 to 14,999 sq. ft.	\$225.00
		15,000 to 19,999 sq. ft.	\$240.00
		20,000 to 49,999 sq. ft.	\$250.00
		50,000 to 199,999 sq. ft.	\$340.00
		200,000 to 499,999 sq. ft.	\$360.00
		500,000 and up	\$475.00
		Fire alarm system plan review fees	
		Up to 999 sq. ft.	\$120.00

		1,000 to 4,999 sq. ft.	\$160.00
		5,000 to 9,999 sq. ft.	\$210.00
		Greater than 10,000 sq. ft.	\$250.00
		Fire sprinkler system plan review fees	
		Aboveground, 1—5 heads	\$150.00
		Aboveground, 6—50 heads	\$190.00
		Aboveground, 51—100 heads	\$230.00
		Aboveground, 100—300 heads	\$300.00
		Aboveground, 300—1,000 heads	\$500.00
		Aboveground, greater than 1,000 heads	\$700.00
		Underground	\$180.00
		Fire suppression system plan review fees	
		(Hood—grease or hazardous vapor/gas)	\$140.00
		Wet or dry agent	\$140.00
		Residential fire sprinkler	\$250.00
(b)		Plus on-site fire inspection fees as shown below:	
		Required annual fire inspections fee schedule, per occupancy:	
		0—2,500 square feet	\$50.00
		2,501—5,000 square feet	\$100.00
		5,001—20,000 square feet	\$200.00

		20,001—100,000 square feet	\$300.00
		Over 100,000 square feet	\$500.00
		Business tax receipt fire inspection fee	\$150.00
		Additional occupancy in building	\$50.00 per sublet portion of building
		Tent Inspection (greater than 900 sq. ft)	\$100.00
		Food Truck Inspection (per truck)	\$50.00
		Standpipe—water flow test site	\$380.00 per standpipe
		Water flow test (hydrant)	\$200.00 per hydrant
		Water flow test hydrant—witness	\$50.00 per hydrant
		Fuel tank fire inspection fees:	
		Abandonment or removal	\$140.00
		Aboveground	\$140.00
		Underground	\$240.00
		Tenant Improvement fire inspection fees:	
		Up to 4,999 sq. ft.	\$320.00
		5,000 to 9,999 sq. ft.	\$340.00

		Over 10,000 sq. ft.	\$400.00
	(c)	Hourly fire prevention rates.	
		Fire inspector —hourly rate	\$40.00
		Fire Marshal —hourly rate	\$55.00
		Clerical—hourly rate	\$35.00
		There will be no additional charge for a second fire inspection if all fire code violations have been corrected. For a third and subsequent re-inspections due to noncompliance, a fee of double the above fee shall be assessed for each such inspection.	
		All fire prevention fees are due within 30 days of date of the inspection. Any delinquent accounts will be charged a late fee of \$25.00. Any delinquent accounts past 60 days will be charged double the original fire inspection fee.	

22-26	Surcharge for recovery of cost of hazardous substance and hazardous waste cleanup; code enforcement, greater of	\$100.00 per day for each day that the bill for such cost remains unpaid or ten percent of the total amount of the bill.
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(Res. No. 77-09, § 2, 7-13-2009; Res. No. 42-2010, § 1, 4-26-2010; Res. No. 57-2013, § 1, 6-10-2013; Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 30. Parks and Recreational Areas

30-24	Park event fees. See 36-61 et seq., Recreation facility and special events fees.
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(Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 32. Planning and Development

32-2	Application Type	Fee
	Planned unit development (PUD)—Rezoning designation	- \$3,638.00
	Planned unit development amendment (PUD) (major)	\$3,195.00
	Planned unit development amendment (PUD) (minor)	\$2,130.00
	Urban planned unit development (PUD) containing a maximum of 5 bungalow residential units	1,523.00
	Major development plan (site)	\$2,130.00
	Minor development plan (site)	1,703.00
	Residential development plan	\$852.00
	Amendment to approved site plan	\$852.00

	Plat	\$852.00
	Large scale comprehensive plan amendment	\$2,130.00
	Small scale comprehensive plan amendment	\$1,864.00
	Land development code text amendment	\$1,065.00
	Zoning map change—Rezoning non-PUD	\$1,065.00
	Major conditional use	\$1,598.00
	Minor conditional use	\$532.00
	Urban code major conditional use	\$1,598.00
	Urban code minor conditional use	\$532.00
	S.E. Ocean Boulevard overlay zone major conditional use	\$1,598.00
	S.E. Ocean Boulevard overlay zone minor conditional use	\$532.00

	East Stuart Code major conditional use	\$1,598.00
	East Stuart Code minor conditional use	\$532.00
	Annexation (single family residential)	No fee
	Annexation (governmental or non-taxable entity)	No fee
	Annexation (small scale improved property less than 10 acres)	\$1,864.00
	Annexation (other not listed)	\$2,130.00
	Variance—Board of adjustment	\$852.00
	Variance—Administrative	\$104.00
	Letter of determination—Binding	\$319.00
	Letter of determination—Zoning	\$42.00
	Mural permit	\$254.00
	Revocable permit—City manager (residential)	\$104.00

	Revocable permit—City commission (commercial)	\$260.00
	Administrative appeal	\$425.00
	Application for award of floor space for consumption on premises (COP) of alcoholic beverages in the old downtown district	\$1,015.00
	Right-of-way abandonment (+ appraised value)	\$799.00
	Doggy dining application	\$112.00
	Doggy dining renewal	\$25.00
	Plan review resubmittal, 25 percent of the initial review fee in the event modifications are added by the applicant during the review process or after issuance of the building permit or in the event a third plan review is necessary because of the failure of the applicant to adequately respond to plan review comments of the city development department.	
	Unless otherwise provided by resolution of the city commission, fees set forth in this section shall be increased effective October 1 each year by the lesser of three percent or the Consumer Price Index published by the U.S. Department of Labor, U.S. city average, all items. The computed amount shall be rounded downward to the nearest whole dollar amount.	

32-61	Schedule of impact fees; calculation; and administrative fee
(a)	Impact fees for new construction within the city limits shall be as follows:

		<i>Residential Per Housing Unit</i>	<i>Parks</i>	<i>Multimodal</i>	<i>Public Safety</i>	<i>Total</i>
		Single unit	\$121.00	\$1,202.00	\$714.00	\$2,037.00
		2+ units per structure	\$65.00	\$840.00	\$386.00	\$1,291.00
		Non-Residential (per 1,000 square feet of floor area)				
		Industrial		\$242.00	\$351.00	\$593.00
		Commercial		\$1,618.00	\$537.00	\$2,155.00
		Institutional		\$646.00	\$241.00	\$887.00
		Office & other services		\$700.00	\$677.00	\$1,377.00
	(b)	Uses that are not specifically set forth in the above schedule shall be calculated according to the most similar use on the schedule.				
	(c)	The calculation of impact fees for new development shall be based upon the net increase in impact of the new development or redevelopment as compared to the most recent previous use.				
	(d)	If a building permit is requested for a mixed-use development, then the impact fees shall be determined according to the fee schedule by apportioning the space committed to uses specified on the fee schedule.				
	(e)	If the type of development activity is not specified on the fee schedule, the city manager shall use the fee applicable to the most nearly comparable type of land use shown on the fee schedule.				
	(f)	An amount not to exceed three percent of the impact fee levied may be added to the total amount due for each impact fee, for the purpose of defraying administrative costs associated with the collection and monitoring of impact fees.				

32-166	Preliminary plans and specifications deposit		\$2,000.00
32-168	Procedures on approval of final plans and specifications, inspection fees:		
	a.	Water distribution	Four percent of estimated construction cost with \$500.00 minimum per project
	b.	Sewage collection	Five percent of estimated construction cost with \$750.00 minimum per project

(Res. No. 57-2013, § 1, 6-10-2013; [Res. No. 38-2014, § 1, 7-28-2014](#); Res. No. [69-2017](#), § 1, 6-12-2017; Res. No. [92-2018](#), §§ 1—6, 9-24-2018; Res. No. [37-2019](#), § 1, 3-25-2019; Res. No. [81-2019](#), § 2, 9-23-2019)

Chapter 34. Solid Waste

34-5	Solid waste collection charges.
	(1) Residential:
	Single-family, duplex and triplex buildings: \$21.15 for each dwelling unit.
	Multifamily (four or more units); commercial rate.
	Residential buildings using a dumpster shall be billed as a commercial consumer. Where vehicle access is not available, carts shall be used and the consumer shall be billed as a commercial consumer.
	(2) Commercial (all nonresidential uses): The fee for all nonresidential uses shall be \$50.37 per weekly picked up multiplied by cubic yard of garbage as set forth in the following schedule:

Number of Pickups per Week

Container Size (cubic yards)	One	Two	Three	Four	Five	Six
½	\$25.19	\$50.37	\$75.56	\$100.74	\$125.93	\$151.11
1	\$50.37	\$100.74	\$151.11	\$201.48	\$251.85	\$302.22
2	\$100.74	\$201.48	\$302.22	\$402.96	\$503.70	\$604.44
3	\$151.11	\$302.22	\$453.33	\$604.44	\$755.55	\$906.66
4	\$201.48	\$402.96	\$604.44	\$805.92	\$1,007.40	\$1,208.88
6	\$302.22	\$604.44	\$906.66	\$1,208.88	\$1,511.10	\$1,813.32
8	\$402.96	\$805.92	\$1,208.88	\$1,611.84	\$2,014.80	\$2,417.76

Unless otherwise determined by the city utilities & engineering director, the cubic yardage of garbage shall be the cubic yardage of the container used.

(3) Home occupational businesses: Home occupational businesses using 90-gallon containers shall be charged the residential rate plus an additional rate not to exceed \$47.97 per container based on the volume of waste generated by each home business as determined by the supervisor.

(4) Commercial roll-off/compactor: The fees for all commercial roll-off/compactor services shall be calculated based on the actual tipping fee and pull rate as set forth in the following schedule:

Container Size (cubic yards)	Fee per Pickup
10 yards	\$185.61
20 yards	\$198.40
30 yards	\$211.21

40 yards	\$224.00
Compactor	\$294.40

(5) Voluntary commercial recycling: Commercial consumers may elect to participate in a voluntary recycling program. The voluntary program will be established through solid waste audits. Commercial consumers must adhere to the audited findings and will not be eligible for a reduced commercial rate should future audits determine the commercial consumer has failed to recycle materials identified in the audit.

(6) Commercial recycling: The fee for all commercial uses shall be \$25.20 per weekly pickup multiplied by cubic yard of recycling materials as set forth in the following schedule:

Number of Pickups per Week						
Container Size (cubic yards)	One	Two	Three	Four	Five	Six
½	\$12.60	\$25.20	\$37.80	\$50.40	\$63.00	\$75.60
1	\$25.20	\$50.40	\$75.60	\$100.80	\$126.00	\$151.20
2	\$50.40	\$100.80	\$151.20	\$201.60	\$252.00	\$302.40
3	\$75.60	\$151.20	\$226.80	\$302.40	\$378.00	\$453.60
4	\$100.80	\$201.60	\$302.40	\$403.20	\$504.00	\$604.80
6	\$151.20	\$302.40	\$453.60	\$604.80	\$756.00	\$907.20
8	\$201.60	\$403.20	\$604.80	\$806.40	\$1,008.00	\$1,209.60

(7) Commercial Garbage Reduced Rate (recycling credit): The recycling credit shall be \$1.00 per weekly pickup multiplied by cubic yard. Therefore, the commercial garbage reduced rate shall be \$49.37 per weekly picked up multiplied by cubic yard of garbage as set forth in the following schedule.:

Number of Pickups per Week						
Container Size (cubic yards)	One	Two	Three	Four	Five	Six
½	\$24.69	\$49.37	\$74.06	\$98.74	\$123.43	\$148.11
1	\$49.37	\$98.74	\$148.11	\$197.48	\$246.85	\$296.22
2	\$98.74	\$197.48	\$296.22	\$394.96	\$493.70	\$592.44
3	\$148.11	\$296.22	\$444.33	\$592.44	\$740.55	\$888.66
4	\$197.48	\$394.96	\$592.44	\$789.92	\$987.40	\$1,184.88
6	\$296.22	\$592.44	\$888.66	\$1,184.88	\$1,481.10	\$1,777.32
8	\$394.96	\$789.92	\$1,184.88	\$1,579.84	\$1,974.80	\$2,369.76

(8) Commercial extra pickup fees: The fee for an extra pickup on a commercial dumpster shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Extra Pickup
2	\$134.74
3	\$185.11

4	\$235.48
6	\$336.22
8	\$436.96

(9) Commercial recycle extra pickup fees: The fee for an extra pickup on a recycling dumpster shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Extra Pickup
2	\$84.40
3	\$109.60
4	\$134.80
6	\$185.20
8	\$235.60

(10) Commercial extra pickup fees with recycle service: The fee for an extra pickup on a commercial dumpster where the consumer also has recycle service shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Extra Pickup
2	\$132.74

3	\$182.11
4	\$231.48
6	\$330.22
8	\$428.96

(11) Commercial cleanup fees: The fee for cleaning up loose debris surrounding a commercial dumpster shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Cleanup
2	\$23.27
3	\$34.88
4	\$46.52
6	\$69.77
8	\$93.03

(12) Commercial recycle cleanup fees: The fee for cleaning up loose debris surrounding a recycling dumpster shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Cleanup
2	\$11.62

3	\$17.43
4	\$23.25
6	\$34.87
8	\$46.49

(13) Commercial cleanup fees with recycle service: The fee for cleaning up loose debris surrounding a commercial dumpster where the consumer also has recycle service shall be based on the container size as set forth in the following schedule:

Container Size (cubic yards)	Fee per Cleanup
2	\$20.72
3	\$31.08
4	\$41.44
6	\$62.16
8	\$82.88

(14) Trash pickup fees: The fee for all trash pickup fees shall be based on the load size as set forth in the following schedule:

Load Size	Fee
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¼ load = 6 cu yds	\$38.62
½ load = 12 cu yds	\$77.24
¾ load = 18 cu yds	\$115.85
Full load = 24 cu yds	\$154.48

(15) Commercial trash pickup minimum fee: The minimum fee for any commercial trash pickup regardless of size shall be no less than a one-fourth load.

(16) Yard trash generated by landscaping business: In addition to the fee based on load size there shall be an additional \$66.53 fee for removal of yard trash generated by any landscaping business.

(17) Residential deposits: Residential consumers shall pay a \$50.00 deposit to the city upon commencement of a new or re-established containerized service. This deposit shall be returned to the payer upon termination of the solid waste removal service by the city, the payment of all charges due, and return of the container in good and sanitary condition.

(18) Commercial and multifamily deposits: Commercial and multi-family consumers shall pay a deposit equal to three months estimated service charge upon the commencement of new or re-established service. This deposit shall be returned to the payer upon (i) termination of the solid waste removal service by the city; and (ii) the payment of all outstanding amounts due to the city for any and all goods and services, taxes or assessments; and (iii) the return of the container in good and sanitary condition. In the event that a consumer has an outstanding balance to the city for any goods and services, taxes or assessments, the consumer deposit shall be applied to the extent of the amount owed.

(19) Roll-off container deposits: Commercial roll-off container consumers shall pay a deposit of \$500.00 upon the commencement of new or re-established service. The deposit will be waived for all existing accounts in good standing. This deposit shall be returned to the payer upon (i) termination of the solid waste removal service by the city; and (ii) the payment of all outstanding amounts due to the city for any and all goods and services, taxes or assessments; and (iii) the return of the container in good and sanitary condition. In the event that a consumer has an outstanding balance to the city for any goods and services, taxes or assessments, the consumer deposit shall be applied to the extent of the amount owed.

(20) Roll-off compactor deposits: Commercial and multifamily consumers shall pay a deposit of \$1,000.00 upon the commencement of new or re-established service. This deposit shall be returned to the payer upon (i) termination of the solid waste removal service by the city; and (ii) the payment of all outstanding amounts due to the city for any and all goods and services, taxes or assessments; and (iii) the return of the container in good and sanitary condition. In the event that a consumer has an outstanding balance to the city for any goods and services, taxes or assessments, the consumer deposit shall be applied to the extent of the amount owed.

(21) Accounting charge: There shall be a charge of \$34.00 to establish an account for sanitation service only. After disconnection, a sanitation service shall not again be established without payment of all outstanding sanitation service charges and fees due the city.

(22) No partial service: As a condition of service provided by the city, a consumer may not request to discontinue sanitation service without requesting all services provided by the city be discontinued.

(23) New container service fee: A new container service fee of \$15.00 shall be charged for the delivery of a new or different dumpster requested by the consumer. A fee of \$75.00 shall be charged for the installation of casters on dumpsters.

(24) Roll-off/compactor service fee: A new roll-off/compactor service fee of \$100.00 shall be charged for the delivery of a new roll-off/compactor.

(25) Delinquent account service charge: A bill shall be deemed delinquent if not paid within 30 days of mailing. After 30 days of the date of mailing, the city shall charge one and one-half percent interest monthly or fraction thereof on the amount of a delinquent balance of \$15.00 or more of charges due the city for the service.

(26) Key-operated dumpster charge: There shall be a charge of \$56.00 for installation by the city of a locking device for a key-operated dumpster.

(27) Inaccessible dumpster or roll-off/compactor: There shall be a charge of \$15.00 for each return trip necessitated by an inaccessible dumpster and a charge of \$135.00 for each return trip necessitated by an inaccessible roll off/compactor.

(28) Change in billing charge: There shall be a charge of \$34.00 per unit for any change in service requested by the consumer which requires a corresponding change in the manner or amount of billing by the city.

(29) Dumpster cleaning by city charge: In the event the consumer fails to clean an unsanitary dumpster or roll-off/compactor after five days' notice to do so by the city, the city shall clean the dumpster and shall charge the consumer a fee of \$75.00, and \$100.00 for roll-off/compactors.
(30) Relocation charge: In the event the consumer requests a relocation of a roll-off/compactor the city shall charge the consumer \$75.00 per occurrence.
(31) Loss of container: The consumer is solely responsible and liable for the loss of any roll-off, compactor, dumpster, or cart provided by the city, regardless of cause, including theft, damage, and vandalism. The city shall charge the consumer the actual cost of repair and/or replacement.

(Res. No. 79-08, § 1, 7-14-2008; Res. No. 96-08, § 1, 9-8-2008; Res. No. 36-2010, § 1(exh. A), 4-26-2010; Res. No. 51-2011, § 1(Exh. A), 6-27-2011; Res. No. 84-2012, § 1(exh. A), 9-10-2012; Res. No. 57-2013, § 1, 6-10-2013; Res. No. 112-2013, § 1(Exh. A), 9-23-2013; [Res. No. 86-2014, § 2\(Exh. A\), 9-20-2014](#); [Res. No. 93-2015, § 1\(Exh. A\), 9-28-2015](#); [Res. No. 84-2016, § 1\(Exh. A\), 9-12-2016](#); Res. No. [119-2017](#), § 1(Exh. A), 9-25-2017; Res. No. [92-2018](#), §§ 1—6, 9-24-2018; Res. No. [81-2019](#), § 5, 9-23-2019)

Chapter 36. Streets, Sidewalks and Other Public Places

36-2	Privilege fee for abandoning public property, minimum	\$500.00
36-61 et seq.	Recreation facility and special events fees	
36-62	Unpermitted Activities	\$250.00

<i>East 10th Street Community Center</i>		
<i>Rooms</i>	<i>Fees</i>	<i>Damage Deposit</i>
NOTE: Damage Deposits for all rentals will apply if facilities are not returned to original condition.		
10th Street—Multipurpose room (capacity 50— 10 50 lecture style)	\$30.00/hr.	\$200.00

10th Street—Meeting room (capacity 50 lecture style)	\$25.00/hr.	\$100.00
10th Street—Daily rate \$300.00 continuous hours of no more than 12 hours	\$300.00	\$200.00
10th Street—Bereavement rate	\$25.00/hr.	NA
<i>Stuart Shuffleboard Community Center</i> Stuart Shuffleboard		
Community Center Hourly Fee	\$25.00	\$25.00
Community Center Daily Rate Community Center Security Deposit	\$250.00	\$100.00
Shuffleboard Court Rental Per 3-Hour Period	\$25.00	\$25.00
Shuffleboard Building Per 3-Hour Period (Monday- Friday)	\$25.00	\$100.00
Shuffleboard Building (Saturday-Sunday)	\$250.00	\$100.00
Tenant Users Liability Insurance Protection (TULIP)	\$120.00	
<i>Miscellaneous Charges</i>		
Late fee (begins 15 minutes after scheduled event end-time)	After the first 15 minutes, \$25.00 per 15 minutes or any increment thereof	
Kitchen use (in addition to building rental)	\$25.00 (one-time fee)	NA
Kitchen Room Rental	\$25.00 per hour	\$100.00
Community days (based on availability Tuesdays and Thursdays) for 501(c) organizations	1 per a month (6:00 p.m.—9:00 p.m. only)	NA

Game Room Use	One-Time Fee	\$25.00
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<i>Athletic Field Rental Fees</i>		
<i>Use</i>	<i>Fees</i>	<i>Duration</i>
<i>Sailfish Ball Park</i>		
Softball/baseball field #1—4 reservations	\$25.00 per field (three hrs.)	3 hours
Additional hours of use	\$10.00 per field	Per hour
Tennis courts	Free	NA
<i>Athletic Facilities/Guy Davis Park</i>		
Baseball/soccer/football field reservations	\$25.00 per field (three hrs.)	3 hours
Additional hours of use	\$10.00 per field	Per hour
Tennis courts	Free	NA
Concession stand	\$25.00	3 hours
<i>Field Lighting Charges</i>		
Softball/baseball field	\$10.00 per field	Per hour
Soccer/football field	\$10.00 per field	Per hour
Softball/baseball field	per 3-hours	\$25.00
Soccer/football field	Per 3-hours	\$25.00

Light use in excess of 3-hours (in addition to hourly rate) All uses will be calculated per 30-minute increments	Per 3-hours	\$25.00
<i>Field Lining Charges</i>		
Baseball/softball/kickball	\$25.00 per field	Per request
Soccer	\$125.00 per field	Per request
Football/lacrosse	\$150.00 per field	Per request
<i>Tournament Fees</i>		
Basketball Tournaments deposit	\$150 100.00 per courts/per day event	\$150.00 deposit. Refundable or can be applied to any additional fees incurred
Baseball/softball fields	\$175.00 (2 fields)	Per day (does not include lining or lighting)
Additional baseball/softball fields	\$100.00 per field	Per day (does not include lining or lighting)
Soccer/football/lacrosse/rugby	\$100.00 per field	Per day (does not include lining or lighting)
Staffing fees incurred after normal hours	\$25.00 per hour	Per employee, per day (can be paid out of tournament deposit)
Concession	\$100.00	Per use
Tennis/ racquet courts— Rental for (Tournament/instructional)	\$25.00	3 hours

Rental times are limited to Monday's, Wednesday's and Friday's from 11:00 AM — 1:00 PM. All other times are for recreational play.		
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City manager (or designee) reserves the right to enter into collaborated agreements with qualified 501(c)3 organizations and offer priority scheduling.

<i>Park/Pavilion Rentals</i>		
<i>Park</i>	<i>Fees</i>	<i>Description</i>
Flagler Park pavilion 1	\$85.00/day	Large 34'x34' with five picnic tables
Flagler Park pavilion 2	\$35.00/day	Small 17'x17' with one picnic table
Flagler Park pavilion 3	\$35.00/day	Small 17'x17' with one picnic table
Flagler Park pavilion 4	\$35.00/day	Small 17'x17' with one picnic table
Flagler Park pavilion 5	\$85.00/day	Large 21'x6' with four picnic tables
Flagler Park Basketball Courts. (Flagler and Davis Dome) Rental is for tournaments, instruction, and private parties. All other times are for recreational play Activities other than sporting activities at Davis Dome require a special events permit.	3-hour block.	\$25.00
Shepard Park pavilion 1	\$85.00/day	Large 24'x30' with four picnic tables
Kiwanis Park pavilion—Thelma	\$85.00/day	Large 24'x24' with four picnic tables
Kiwanis Park pavilion—William	\$85.00/day	Large 24'x24' with four picnic tables

Memorial Park pavilion 1	\$55.00/day	Medium 20'x20' with two picnic tables
Memorial Park pavilion 2	\$55.00/day	Medium 20'x20' with two picnic tables
Memorial Park pavilion 3	\$35.00/day	Small 12'x12' with one picnic table
Memorial Park pavilion 4	\$35.00/day	Small 12'x12' with one picnic table
Memorial Park pavilion 5	\$35.00/day	Small 12'x12' with one picnic table
MLK pavilion 1	\$55.00/day	Medium 18'x24' with two picnic tables
Poppleton Creek Park pavilion 1	\$55.00/day	Medium 32'x32' with three picnic tables
Poppleton Creek Park pavilion 2	\$55.00/day	Medium 32'x32' with three picnic tables
10 th St. Guy Davis Park pavilion 1	\$55.00/day	Medium 20'x20' with two picnic tables
Haney Creek Park pavilion 1	\$55.00/day	Medium 32'x32' with three picnic tables
Riverwalk stage	Free	NA
Memorial Park wedding bridge	Free	NA

Bandshell	\$25.00/day	NA
Gazebo	\$25.00/day	NA

Events that exceed the pavilion area may require a special event permit.

<i>Special Events Fees and Charges</i>	
<i>Private/Public Property Special Event Fees</i>	<i>Fees</i>
Application fee (non-refundable)	\$25.00
Late submission fee	\$10.00 per day after deadline
<i>Fire Inspection (Tents)</i>	
One tent	\$100.00
Two to five tents	\$200.00
Six or more tents, including but not limited to those in exhibits, trade shows and festivals	\$300.00

<i>Private Property Fee and Attendance</i>		
All events	\$50.00	NA
<i>Public Property Level and Attendance</i>		
Level 1 - 25—100	\$75.00	\$100.00
Level 2 - 101—500	\$150.00	\$200.00
Level 3 - 501—1,000	\$300.00	\$400.00

Level 4 - 1,001—5,000	\$400.00	\$800.00
Level 5 - 5,001 or more	\$600.00	\$2,000.00
<i>Banner Fees</i>		
Event banner 4'x6' (non-profit organizations and community events only)	\$25.00 each (two max)	10 day limit
Grand opening event banner	\$25.00 (one max)	30 day limit
Street pole banner (pennant) (non-profit organizations and community events only)	\$8.00 each (30 max)	30 day limit
Advertising banner at fields	\$500.00 (per banner)	Per six months
Downtown Wayfinding Signs	Annual Fee per sign	\$100.00
Downtown Wayfinding Signs	Relocation Fee	\$25.00
Downtown wayfinding signs – application fee	\$50.00 per sign	N/A
Tram advertising banners	\$200.00 (per banner)	Per month, minimum of 3-months
<i>Extra Duty Fire Department</i>		
EMT	\$50.00 per hour/per EMT	
Fire medic	\$50.00 per hour/per FM	
Administrative fee (processing fee/coordination/planning)	\$10.00	
Safety inspection	\$35.00	

Sanitation		
95 gallon green carts for event; one per every 100 participants or less	\$25.00 for the 1st green cart and \$7.00 for each additional \$10.00 per 95 gallon green cart	Includes delivery and cleaning
Dumpster: 500 participants or less; four cubic yards	\$140.00	Includes delivery and cleaning
Dumpster: 500—1,000 participants; eight cubic yards	\$180.00	Includes delivery and cleaning
Dumpster: 1,000 participants or more; eight cubic yards per 1,000 participants	\$180.00 each	Includes delivery and cleaning
Recycle carts	No charge	Includes delivery and cleaning
Administrative fee	\$25.00	
Public Works		
Barricades (with flasher)	Up to five barricades \$20.00 plus \$23.00 per additional barricade/per day. <u>Minimum 5 barricades</u>	
Cones	Up to ten cones \$20.00 plus \$12.00 per additional cone/per day. <u>Minimum 10 cones</u>	
Light towers	\$80.00 per day/each	
Message boards (1)	\$55.00 per day	
Directional/arrow boards (1)	\$40.00 per day	
Bleachers	\$80.00 per day/each	Includes delivery
Administrative fee	\$25.00	
Tram	\$20.00 per hour	Two hours minimum

<i>Recreation Center Closings</i>	\$400.00 per day
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City manager (or designee) reserves the right to exempt certain activities from a level 1 special event.

<i>Special Events Additional Fees Extra Duty Police</i>	<i>Fees</i>	
Police officer	\$40 .00 per hour/per officer <u>plus, administrative fee</u>	Two hour minimum
Event commander (required with five <u>plus-or more</u> simultaneous officers)	\$45.00 per hour/per officer <u>plus, administrative fee</u>	Two hour minimum
Holiday Extra duty Police officer pay July 4 th , Halloween, Thanksgiving Day, the day after Thanksgiving, Christmas Eve, Christmas, New Years <u>Year's</u> Eve	\$50.00 per hour/per officer <u>plus, administrative fee</u>	Two hour minimum
Holiday Event commander (required with five <u>plus-or more</u> simultaneous officers) July 4 th , Halloween, Thanksgiving Day, the day after Thanksgiving, Christmas Eve, Christmas, New Years <u>Year's</u> Eve	\$60.00 per hour/per officer <u>plus, administrative fee</u>	Two hour minimum
Administrative fee (processing fee/coordination/planning)	\$7.00	

The city reserves the right to deny any special event application or request that either competes directly or indirectly with annual events that regularly occur within the city.

36-102	Application fee for revocable permits to use public right-of-way	
	If the permit is to be issued by the city manager	\$102.00

	If city commission approval is required	\$256.00
36-179	Removal of news racks impoundment and storage fee	\$10.00 per day

(Res. No. 230-04; Res. No. 140-07; Res. No. 95-09, 10-26-2009; Res. No. 57-2013, § 1, 6-10-2013; [Ord. No. 59-2015, § 1, 6-22-2015](#); [Res. No. 76-2015, § 1, 8-10-2015](#); Res. No. [92-2018](#), §§ 1—6, 9-24-2018; Res. No. [37-2019](#), § 3, 3-25-2019; Res. No. [81-2019](#), § 3, 9-23-2019)

Chapter 40. Traffic and Vehicles

40-44	Parking permit fees	
	Permanent resident	\$450.00 per year (equals \$1.23 per night)
	Temporary resident	\$60.00 per month, up to six months (equals \$1.93 per night)
	Transient permits	\$3.00 per permit, per night
40-129	Removal of motor vehicle immobilization device charge	\$100.00
40-151	Initial inspection/permit of golf cart	\$100.00
40-151	Bi-annual permit renewal of golf cart	\$50.00

([Res. No. 79-2015, § 1, 9-24-2015](#); [Res. No. 82-2016, § 2, 8-22-2016](#); Res. No. [92-2018](#), §§ 1—6, 9-24-2018)

Chapter 42. Utilities

42-3	Utilities charges.
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- (1) *Deposit for residential utility service:* A deposit for water service, for sewer service and for water and sewer service shall be charged to new and to reconnected residential water consumers, as follows:

	Inside City		Outside City	
Meter Size	Water	Water/Sewer	Water	Water/Sewer
$\frac{5}{8}$ " x $\frac{3}{4}$ "	\$65.00	\$130.00	\$85.00	\$170.00
1"	130.00	260.00	175.00	350.00
1½"	300.00	600.00	400.00	800.00
2"	520.00	1,040.00	715.00	1,430.00

- (2) *Deposit for commercial or multifamily utility service:* With the exception of the United States and its agencies, the state and its agencies and political subdivisions, cities, school districts and special districts, a deposit for water service, for sewer service and for water service with sewer service shall be charged of new and of reconnected water consumers as follows:

	Inside City		Outside City	
Meter Size	Water	Water/Sewer	Water	Water/Sewer
$\frac{5}{8}$ " x $\frac{3}{4}$ "	\$85.00	\$170.00	\$110.00	\$220.00
1"	135.00	270.00	175.00	350.00
1½"	300.00	600.00	400.00	800.00
2"	520.00	1,040.00	715.00	1,430.00
3"	1,190.00	2,380.00	1,465.00	2,930.00
4"	2,125.00	4,250.00	2,835.00	5,670.00
6"	4,775.00	9,550.00	6,375.00	12,750.00
8"	6,375.00	12,750.00	8,385.00	16,770.00

10"	8,510.00	17,020.00	11,130.00	22,260.00
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- (3) *Deposit Waiver.* A residential applicant may be eligible for a deposit waiver if the property owner has established a satisfactory payment record of all city utility charges for the preceding 23 months within 20 days of mailing. Utility service deposits for residential tenants and commercial consumers will not be refunded until the water and sewer services are terminated.

- (4) *Charges for water service:* The monthly base fee and consumer service charge shall be made for water service as follows:

a. *Residential domestic.*

	Inside City	Outside City
Monthly base fee	\$15.48	\$19.35
Monthly consumer service charge	\$2.17	\$2.70

b. *Residential irrigation.*

	Inside City	Outside City
Monthly base fee	\$15.48	\$19.35
Monthly consumer service charge	\$2.17	\$2.70

c. *Multifamily domestic.*

	Inside City	Outside City
Monthly base fee (per unit)	\$11.61	\$14.52
Monthly consumer service charge	\$2.17	\$2.70

- d. *Commercial domestic.* Monthly base fees are based on meter size and are derived according to the values in the chart below:

Meter Size	ERCs	Inside City	Outside City
5/8" x 3/4"	1.0	\$15.48	\$19.35
1"	2.5	\$38.70	\$48.38
1½"	5.8	\$89.77	\$112.23
2"	8.0	\$123.82	\$154.80
3"	15.0	\$232.18	\$290.26
4"	25.0	\$386.96	\$483.75
6"	50.0	\$773.90	\$967.51
8"	80.0	\$1,238.24	\$1,547.75
10"	115.00	\$1,779.90	\$2,225.26

Commercial Domestic Consumer Service Charge

	Inside City	Outside City
Monthly consumer service charge	\$2.17	\$2.70

- e. *Commercial irrigation.* Monthly base fees are based on meter size and are derived according to the values in the chart below:

Meter Size	ERCs	Inside City	Outside City
5/8" x 3/4"	1.0	\$15.48	\$19.35
1"	2.5	\$38.70	\$48.38
1½"	5.8	\$89.77	\$112.23

2"	8.0	\$123.82	\$154.80
3"	15.0	\$232.18	\$290.26
4"	25.0	\$386.96	\$483.75
6"	50.0	\$773.90	\$967.51
8"	80.0	\$1,238.24	\$1,547.75
10"	115.00	\$1,779.90	\$2,225.26

		Inside City	Outside City
Monthly consumer service charge		\$2.17	\$2.70

(5) *Monthly volume charge (per thousand gallons):*

a. *Residential domestic.*

	Inside City	Outside City
1—4,000 gallons	\$3.38	\$4.23
4,001—8,000 gallons	\$3.55	\$4.44
8,001—12,000 gallons	\$6.11	\$7.64
12,001—25,000 gallons	\$7.12	\$8.92
25,001 gallons and above	\$8.12	\$10.15

b. *Residential irrigation:*

	Inside City	Outside City
1—13,000 gallons	\$7.12	\$8.92
13,001 gallons and above	\$8.12	\$10.15

c. *Multifamily domestic (per unit).*

	Inside City	Outside City
1—3,000 gallons	\$3.38	\$4.23
3,001—6,000 gallons	\$3.55	\$4.44
6,001—9,000 gallons	\$6.11	\$7.64
9,001—18,500 gallons	\$7.12	\$8.92
18,501 gallons and above	\$8.12	\$10.15

d. *Commercial domestic (tied to system average).*

	Inside City	Outside City
Per thousand gallons	\$4.32	\$5.39

e. *Commercial irrigation (based on meter size, ERC factor multiplied by 13,000 gallons).*

	ERCs	Inside City	Outside City
$\frac{5}{8}$ x $\frac{3}{4}$ -inch meter			
1—13,000 gallons	1.0	\$7.12	\$8.92

13,001 gallons and above	1.0	\$8.12	\$10.15
1-inch meter			
1—32,500 gallons	2.5	\$7.12	\$8.92
32,501 gallons and above	2.5	\$8.12	\$10.15
1½-inch meter			
1—75,400 gallons	5.8	\$7.12	\$8.92
75,401 gallons and above	5.8	\$8.12	\$10.15
2-inch meter			
1—104,000 gallons	8.0	\$7.12	\$8.92
104,001 gallons and above	8.0	\$8.12	\$10.15
3-inch meter			
1—195,000 gallons	15.0	\$7.12	\$8.92
195,001 gallons and above	15.0	\$8.12	\$10.15
4-inch meter			
1—325,000 gallons	25.0	\$7.12	\$8.92
325,001 gallons and above	25.0	\$8.12	\$10.15
6-inch meter			
1—650,000 gallons	50.0	\$7.12	\$8.92
650,001 gallons and above	50.0	\$ 8.12	\$10.15
8-inch meter			

1—1,040,000 gallons	80.0	\$7.12	\$8.92
1,040,001 gallons and above	80.0	\$8.12	\$10.15
10-inch meter			
1—1,495,000 gallons	115.00	\$7.12	\$8.92
1,495,001 gallons and above	115.00	\$8.12	\$10.15

(6) A water system tapping charge shall be made for water service connections:

Meter	Inside City	Outside City
1"	\$577.13	\$685.94
1½"	\$740.35	\$890.54
2"	\$1,088.04	\$1,324.58

(7) *Charges for sewer service.* The monthly base fee shall be made for sewer service as follows:

a. *Residential.*

	Inside City	Outside City
Single-family	\$7.33	\$9.17
Multifamily (per unit)	\$5.44	\$6.82

b. *Commercial.* Derived according to the chart below.

Meter	ERCs	Inside City	Outside City
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5/8" x 3/4"	1.0	\$7.33	\$9.17
1"	2.5	\$18.33	\$22.92
1½"	5.8	\$42.53	\$53.15
2"	8.0	\$58.66	\$73.32
3"	15.0	\$109.98	\$137.48
4"	25.0	\$183.31	\$229.13
6"	50.0	\$366.61	\$458.27
8"	80.0	\$586.58	\$733.22
10"	115.0	\$843.21	\$1,054.01

(8) *Monthly consumer service charge:*

	Inside City	Outside City
All consumers	\$1.34	\$1.68

(9) *Monthly volume charge (per thousand gallons):* For residential and multifamily consumers, there will be no additional charge for wastewater sewer service above 12,000 gallons per month per residential dwelling unit and 8,800 gallons per month per multifamily dwelling unit.

a. *Residential.*

	Inside City	Outside City
1—12,000 gallons	\$7.15	\$8.95

b. *Multifamily.*

	Inside City	Outside City
1—8,800 gallons per unit	\$7.15	\$8.95

c. *Commercial.*

	Inside City	Outside City
Per thousand gallons	\$7.15	\$8.95

(10) *Reclaimed water rates (per thousand gallons):*

1—100,000 gallon—Daily	\$2.41
100,000 gallons and up including multiple parcels—Daily	\$0.54

- (11) *Accounting charge:* There shall be a charge of \$34.00 to establish an account for water service.
- (12) *Disconnection charge:* There shall be a charge of \$34.00 to reestablish any water service that has been disconnected for nonpayment. After disconnection, a water meter shall not be again connected without payment of all outstanding utility related charges, fees and/or additional deposits due the city.
- (13) *Same day service charge:* There shall be a charge of \$34.00 to perform any same day utility related service call that occurs after 2:00 p.m. of the same day the request was issued by the customer.
- (14) *Meter rereads and leak inspection charge:* There shall be a service charge of \$15.00 for a special inspection for a meter reread or for a leak inspection requested by a consumer. A reread of a meter due an error in the initial meter reading shall be performed by the city without charge. A leak inspection charge shall not be charged if a leak is found in city-maintained facilities.
- (15) *Delinquent utility service account charge:* A bill shall be deemed delinquent if not paid within 30 days of mailing. After 30 days of the date of mailing, the city shall charge to such account one and one-half percent interest monthly on each delinquent balance of charges due the city for water and sewer service on the amount of a delinquent balance of \$15.00 or more.
- (16) *Service call charge:* Except as otherwise provided herein, when the city is requested by a consumer to respond to a problem not caused by the city, the city shall charge the consumer \$34.00 for all necessary labor, materials and indirect costs to respond actually incurred by the city.
- (17) *Meter calibration test:* At the request of a consumer, the city will test a water meter to determine if it is operating accurately within an allowable tolerance of plus or minus two percent of actual

flow. In the event a consumer has been overcharged due to a faulty meter, the previous six bills shall be examined and adjusted accordingly. For a meter determined to be within allowable tolerance, the following meter test charges shall apply:

¾"—2" meter\$25.00

3"—8" meter \$50.00

- (18) *Damage repair:* Damage caused by the failure of a consumer or contractor to properly locate and isolate water, sewer, or reclaimed water facilities shall be repaired by the city and charged to the consumer or contractor who caused the damage. Charges shall include all materials, labor, and equipment required to make the repair as well as mobilization to and demobilization from the site.
- (19) *Annual rate adjustment:* The city manager may adjust the monthly base charge and monthly volume charge for water service, and the monthly base charge and monthly volume charge for sewer service, to reflect changes in operating costs without further action by the city commission. Prior to implementation thereof, notice of such rate adjustments shall be promptly provided by the city manager to the city commission. The city manager shall utilize the "price increase or decrease index" for major categories of utility operating costs which is annually adopted by the Florida Public Service Commission as required by F.S. § 367.081(4)(a). The rate adjustment shall be based upon the application of the indices within the index to the amount of the major categories of operating costs incurred by the city in providing the water service and sewer service during the immediately preceding calendar year.

42-169	Stormwater system user fees \$7.00 per equivalent residential unit per month.	
	The city manager may adjust the stormwater management system user fee, to reflect changes in operating costs without further action by the city commission. Prior to implementation thereof, notice of such rate adjustments shall be promptly provided by the city manager to the city commission. The city manager shall utilize the "price increase or decrease index" for major categories of utility operating costs which is annually adopted by the Florida Public Service Commission as required by F.S. § 367.081(4)(a). The rate adjustment shall be based upon the application of the indices within the index to the amount of the major categories of operating costs incurred by the city in providing the stormwater service during the immediately preceding calendar year.	
42-308	Permit fees for privately-owned sewer collection and transmission system:	
	(1)	\$200.00 additional fee for collection and transmission systems with one or more pump station; and
	(2)	\$200.00 per privately-owned collection and transmission system;

	(3)	Privately-owned collection and transmission systems with lift stations serving more than one building shall be charged \$200.00 for the lift station and \$200.00 for the private collection system.
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(Res. No. 79-08, § 1, 7-14-2008; Res. No. 36-2010, § 1(exh. B), 4-26-2010; Res. No. 51-2011, § 1(Exh. A), 6-27-2011; Res. No. 89-2011, § 1(Exh. A), 9-26-2011; Res. No. 104-2011, § 1(Exh. A), 11-14-2011; Res. No. 84-2012, § 2, (Exh. A), 9-10-2012; Res. No. 23-2013, § 1(Exh. A), 2-25-2013; Res. No. 57-2013, § 1, 6-10-2013; Res. No. 112-2013, § 1(Exh. A), 9-23-2013; [Res. No. 86-2014, § 2\(Exh. A\), 9-20-2014](#); [Res. No. 93-2015, § 1\(Exh. A\), 9-28-2015](#); [Res. No. 84-2016, § 1\(Exh. A\), 9-12-2016](#); Res. No. [119-2017](#), § 1(Exh. A), 9-25-2017; Res. No. [92-2018](#), §§ 1—6, 9-24-2018; Res. No. [81-2019](#), § 5, 9-23-2019)

CITY OF STUART, FLORIDA

AGENDA ITEM REQUEST

City Commission

Meeting Date: 6/27/2022

Prepared by: Ben Hogarth

Title of Item:

LETTER TO USCG RELATED TO A PROPOSED RULE CHANGE TO OPERATION OF THE ST. LUCIE RIVER DRAWBRIDGE (RC):

RESOLUTION No. 59-2022; A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AUTHORIZING A LETTER TO THE UNITED STATES COAST GUARD (USCG) EXPRESSING ITS POSITION ON A PROPOSED RULE CHANGE TO THE OPERATION OF THE DRAWBRIDGE OVER THE SAINT LUCIE RIVER; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

Summary Explanation/Background Information on Agenda Request:

The Coast Guard is seeking information and comments on proposing a change to the drawbridge operating regulations for the Florida East Coast (FEC) Railroad Bridge, mile 7.4, and the SR 707 (Dixie Hwy) Bridge, mile 7.5, across the Okeechobee Waterway (OWW), at Stuart, Florida. In anticipation of passenger rail service across the FEC Railroad Bridge, the Coast Guard recognizes a change to the drawbridge operating schedules may be necessary to meet the reasonable needs of the maritime community and railway traffic and has solicited public comment regarding the proposed rule.

At the June 13, 2022 regular city commission meeting, staff was directed to revise draft language in a response letter to bring back before the city commission for consideration at the June 27, 2022 meeting. The revised letter expresses the City's position and serves as its public comment on the proposed rule change Notice of Inquiry (NOI) pursuant to federal regulations.

Funding Source:

N/A

Recommended Action:

Motion to approve Resolution No. 59-2022.

ATTACHMENTS:

1. R59-2022 Authorizing a Letter to USCG Related to a Proposed Rule Change to operation of the St. Lucie River Drawbridge
2. R59-2022 Letter to USCG Related to a Proposed Rule Change to Operation of the St Lucie River Drawbridge



BEFORE THE CITY COMMISSION
CITY OF STUART, FLORIDA

RESOLUTION NUMBER 59-2022

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AUTHORIZING A LETTER TO THE UNITED STATES COAST GUARD (USCG) EXPRESSING ITS POSITION ON A PROPOSED RULE CHANGE TO THE OPERATION OF THE DRAWBRIDGE OVER THE SAINT LUCIE RIVER; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

* * * * *

WHEREAS, pursuant to the “Waterways Analysis and Management System for Intracoastal Waterway Miles 925-1005” (WAMS #07301) the United States Coast Guard Seventh District has published a Notification of Inquiry (NOI) in the Federal Register (87 FR 26145) to solicit public comments on a proposed rule change to the drawbridge operating regulations for the Florida East Coast (FEC) Railroad Bridge over the St. Lucie River in Stuart; and

WHEREAS, maritime traffic including commercial, recreational, and public safety uses would be seriously impacted by the addition of Brightline Passenger Rail operations and the proposed rule change as drafted; and

WHEREAS, the City Commission is writing the USCG to express its desire that rule changes to drawbridge operations provide more predictability, consistency, and equitable access to the Federally Navigable Waterway for both maritime and railway uses.

NOW THEREFORE BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY
OF STUART, FLORIDA, THAT:

SECTION 1: The foregoing precatory language is adopted as if set forth below.

SECTION 2: The City Commission of the City of Stuart, Florida authorizes a letter to the United States Coast Guard expressing its position on a proposed rule change to operation of the St. Lucie River Drawbridge and directs the City Clerk to transmit the resolution and letter to the USCG Seventh District as part of the public comment record for this purpose.

SECTION 3: This Resolution shall become effective upon its adoption

Commissioner _____ offered the foregoing resolution and moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a roll call vote, the vote was as follows:

MERRITT MATHESON, MAYOR
TROY MCDONALD, VICE MAYOR
BECKY BRUNER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER
MIKE MEIER, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

ADOPTED this ____ day of _____, 2022.

ATTEST:

MARY R. KINDEL
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL J. MORTELL, ESQ.
CITY ATTORNEY



City of Stuart
Mayor

City of Stuart

121 SW FLAGLER AVENUE • STUART FLORIDA 34994

Phone: 772.288.5312
Fax: 772.288.5316

June 15, 2022

Rear Admiral Brendan C. McPherson,
Commander
USCG Seventh District
Brickell Plaza Federal Building
909 SE 1st Avenue
Miami, FL 33131-3050

Re: Proposed Rule 33 CFR Part 117 Drawbridge Operation Regulation; Okeechobee Waterway, Stuart, FL

Dear Admiral McPherson,

The City of Stuart is writing to express its position on the proposed rule change to the operation of the Drawbridge over the Saint Lucie River as indicated in the “Waterways Analysis and Management System for Intracoastal Waterway Miles 925-1005 (WAMS #07301).” The proposed rule change and the addition of Brightline Passenger Rail operations will seriously impact both the marine industry as well as vehicular circulation. It is the desire of the City Commission to provide predictability and consistency for its residents and equitable access for all.

The ninety-six (96) year-old railroad bridge (constructed in 1926) is single tracked and approximately 6.5 feet above the mean high tide. This antiquated design blocks the passage of almost all marine traffic when it is in the closed position. Pursuant to the existing operational protocols, the bridge may be in the closed position for up to 45 minutes of every hour and will have additional constraints related to staging of both freight and passenger trains because it is the only segment from Miami to Orlando that will remain as a single track. Absent any changes to the proposed rule, the increased frequency of railway traffic will cause added frustration and significant delays to marine traffic including emergency response.

As the agency with the most experience and impact related to the crossing, the City of Stuart supports an equitable balance of maritime, vehicular, and rail access (e.g., 30 minutes of every hour or 60 minutes of every two hours for each). The critical importance of the St. Lucie waterway as a segment of the only cross-Florida waterway cannot be overstated. Whether for public safety, commercial, or recreational purposes, maritime uses along this route must be given an equitable allocation of access to the Federally Navigable waterway as the railway industry.

The City remains committed in its advocacy for a permanent solution including the construction of new bridge infrastructure providing double tracks over the St. Lucie River, which would provide for the safe conveyance of a greater volume of maritime traffic. In the interim and with respect to existing infrastructure, we strongly urge the USCG Seventh District to work with our community and all stakeholders to establish a new management regime that will mitigate impacts from future railway operations.

On behalf of the City of Stuart, thank you for your time and consideration on this matter. Please also accept this letter into the public comment record for the Proposed Rule change to 33 CFR Part 117.

Sincerely,

Merritt Matheson
Mayor

CITY OF STUART, FLORIDA AGENDA ITEM REQUEST

Meeting Date: 6/27/2022

Prepared by: Michael Mortell

Title of Item:

TREE REMOVAL PENALTIES TEXT AMENDMENT (RC):

ORDINANCE No. 2491-2022; AN ORDINANCE OF THE CITY OF STUART, FLORIDA, AMENDING CHAPTER V, RESOURCE PROTECTION STANDARDS OF THE CITY'S LAND DEVELOPMENT CODE; AMENDING SECTION 5.05.08 PENALTIES FOR THE WRONGFUL REMOVAL OF TREES; REPLACING ORDINANCE 2478-2022; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR CODIFICATION; PROVIDING AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

Summary Explanation/Background Information on Agenda Request:

During the first reading of the Ordinance, the Commission requested the addition of a recital clause be added to articulate the position of the Commission regarding the legislative intent. The additional recital states that it is the intent of the City Commission to deter unauthorized removal of vegetation on development projects as well as to protect historic and specimen trees throughout the City. It is not the intent to create an untenable burden for the single-family residential homeowner.

The ordinance provides for a remediation process in which the Development Director will meet with the respondent and use the policy adopted by the Commission to replace trees that were wrongfully removed when appropriate. In the alternative, if it is an individual homeowner and the removal of the tree would have been allowed without the requirement of additional trees, then the Development Director will be able to enter an after the fact permit resolving the matter. If it was a historic or specimen tree, the ordinance provides a sufficient deterrent to prevent such willful action.

Funding Source:

N/A

Recommended Action:

Move approval of Ordinance 2491-2022 on Second Reading.

ATTACHMENTS:

1. Ordinance 2491-2022 Tree Removal



**BEFORE THE CITY COMMISSION
CITY OF STUART, FLORIDA**

ORDINANCE NUMBER 2491-2022

**AN ORDINANCE OF THE CITY OF STUART, FLORIDA,
AMENDING —CHAPTER V, —RESOURCE PROTECTION
STANDARDS OF THE CITY’S LAND DEVELOPMENT CODE;
~~ESTABLISHING~~ AMENDING SECTION 5.05.08 PENALTIES
FOR THE WRONGFUL REMOVAL OF TREES; REPLACING
ORDINANCE 2478-2022; PROVIDING FOR SEVERABILITY;
PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES;
PROVIDING FOR CODIFICATION; PROVIDING AN
EFFECTIVE DATE; AND FOR OTHER PURPOSES.**

*** * * * ***

WHEREAS, the City Commission, adopted Ordinance 2478-2022 on March 14, 2022, establishing penalties for the wrongful removal of trees without a permit in violation of Chapter V Resource Protection Standards of the City’s Land Development Code; and

WHEREAS, the City Commission is aware of Florida Statute Section 163.045 and it the Commission finds that this Ordinance is consistent with State Law.

WHEREAS, the Commission has determined that it is in the best interest of the City of Stuart to deter the wrongful removal of trees within the City of Stuart and further finds that it benefits the health and welfare of the residents and visitors to maintain and protect the environment and natural systems; and

WHEREAS, the Commission held two public hearings adopting Ordinance 2478-2022 adopting said penalties. Upon submittal for codification, it was determined that clarification was necessary to avoid duplication of language and the potential for confusion; and

WHEREAS, this ordinance does not change the policy or intent of the City Commission action in Ordinance 2478-2022. This Ordinance is intended to amend the prior regulation to the extent necessary to ensure that the policy intended by the Commission was clear and unambiguous.

WHEREAS, the City Commission desires to amend the language adopted on March 14, 2022 to provide clarification and remove any duplicative language that could create confusion.

WHEREAS, the intent of the City Commission is to deter the unauthorized removal of vegetation on development projects as well as to protect historic and specimen trees throughout the City. It is not the intent of the Commission to create an untenable burden for the single-family residential homeowner.

NOW THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA THAT:

SECTION 1: CHAPTER V: Section 5.05.08 “Penalties for Violations” in the Stuart land Development Code is amended to read as follows:

CHAPTER V: RESOURCE PROTECTION STANDARDS
SECTION 5.05.08 PENALTIES ~~FOR VIOLATIONS~~

- A. A tree removal permit in compliance with Florida Statutes must be issued by the City Development Department for work undertaken pursuant to this Chapter V of this Code.
- a. Failure to obtain a tree removal permit shall be deemed a violation of the code.
- a.b. Even when the tree can be removed pursuant to regulations set forth in Florida Statutes, a permit is still required to maintain the appropriate records.
- ~~B.—~~Except as otherwise provided in this Code, ~~each violation of the provisions of this Code chapter that involves more than 1,500 square feet the removal of any trees without a permit on any parcel of land shall be deemed as a separate violation subject to the penalties as set forth herein.~~ The owner of the real property as well as any person or entity ~~the person who caused~~causing the violation to occur shall be ~~deemed the alleged violator~~responsible subject to the penalties. ~~The Stuart Code Enforcement Magistrate or City Commission may shall have the authority to determine that when a violation of any provision of this chapter may be is irreparable or irreversible in nature pursuant to F.S. chapter 162. Accordingly, the City Magistrate or City CommissionIf the violation is determined irreparable or irreversible, the violator shall have the authority to impose be~~

~~subject to a fine of up to \$5,000 for each violation found as calculated herein without credit for any remedial action.~~

~~C.B.~~

~~A. Upon a finding by the City Development Director that a violation has occurred, notice of the violation shall be provided to the alleged violator(s) that specifies the nature of the violation and directs that a fine be paid in accordance with the following language.~~

~~B. Failure to pay the fine as directed by the City Development Director shall be deemed a violation of this Code enforceable through proceedings before the City Code Enforcement Magistrate.~~

~~C.A.~~ . Any person~~The property owner of the land on which the trees were located or any person and/or entity~~ who removes any tree ~~from any property in violation of this Code shall be subject to the following penalties:~~

- ~~1. If historic and/or specimen trees are removed without a permit or otherwise in violation of Section 5.05.00 of the City's Land Development Code, then a penalty calculation for the replacement of the required Diameter at Breast Height (DBH) inches (as defined in City Regulations) shall be applied~~calculated as set forth below:
 - ~~i. First, the number of inches removed based upon the DBH shall be determined.~~
 - ~~ii. Once the base amount is determined, the replacement inches shall be calculated pursuant to tree replacement formula set forth in 5.05.02, table 1.~~
 - ~~iii. Compliance shall be a combination of restoration and fine based upon three (3) times the number of DBH inches calculated from table 1.~~
 - ~~iv. The calculation shall be determined by using the total DBH inches removed. The amount of replacement DBH inches shall be calculated in accordance with the City's Tree replacement formula as contained within Section 5.05.00 of this Code excepting that the replacement DBH inches will be calculated at three times the amount for every offense.~~
 - ~~v. Example. 10 inches removed without permit. Type of trees removed pursuant to table 5.05.02 table 1 would require specimen trees to be replaced at a rate of 1.5. Ten (10) inches require fifteen (15) inches as replacement. Then, the penalty is three (3) times the replacement (15 x 3 = 45) resulting in 45 inches. The property owner shall be responsible to replant the 45 inches or pay the balance into the City Tree Replacement Fund.~~

~~D.B.~~ Remediation:

- ~~1. Prior to a Final Hearing, the violator shall present a remedial action plan to the Development Director with the intent to replant sufficient trees to restore the~~

property to an appropriate level.

2. If the remedial action plan is not approved by the Development Director, the matter shall be set for a Final Hearing with the Magistrate or City Commission as set forth above. However, if the Development Director approves the remedial action plan, then a Consent Agreement resolving the matter can be executed by the violator and the Development Director. Completion of the Remedial Plan shall resolve the matter without further hearing.
 - i. If the Development Director determines that full restoration onsite is not feasible, the balance shall be paid into the City Tree Fund within a reasonable amount of time as set forth in the agreement.
 - ~~i.~~ii. Violation of the Consent Agreement will be treated as a separate matter.
3. Separate from the Administrative Variance procedures set forth the City Regulations, the Development Director shall have the discretion to execute an administrative variance amending the landscape plan of a previously approved development. The scope of the variance shall be limited to modifications of the landscape plan only and shall not authorize a modification of the site plan.

~~Each tree removed in violation of this article, or any permit issued pursuant to this article shall constitute a separate violation. Remedial action shall be taken to restore the property consistent with a restoration plan approved by the Development Director. If full restoration onsite is determined by both the property owner and City to be infeasible, the remaining value of the penalty shall be donated and/or payment into the city tree replacement fund in an amount equal to the cost of the three (3) to one (1) ratio as applied herein with preference given to restoration of the property. No certificate of occupancy or similar authorization shall be issued for any development until all applicable permits or restoration plan conditions have been achieved.~~
4. ~~Monies shall be paid to the City and failure to make payment shall be deemed a violation of this Code. Unless and until paid,~~Until the property is brought into compliance by consent agreement or pursuant to Magistrate or Commission Order, the Development Department may withhold the issuance of further development orders ~~for development~~ on the subject property including but not limited to building permits ~~and/or~~ certificates of occupancy.

SECTION 2: ~~Section 5.05.08 Penalties for Violations of the Stuart Land Development Code, is amended as follows:~~

CHAPTER 5 PENALTIES FOR VIOLATIONS

5.05.08 Tree Removal; Penalties for Violations~~A. A tree removal permit must be issued by the City Development Department for work undertaken pursuant to this Chapter V of this Code.~~

~~B. Any person who removes any tree from any property in violation of this Code shall be subject to the following penalties:~~

~~If historic and/or specimen trees are removed without a permit or otherwise in violation of Section 5.05.00 of the City's Land Development Code, then a penalty calculation for the replacement of the required DBH inches shall be applied. The calculation shall be determined by using the total DBH inches removed. The amount of replacement DBH inches shall be calculated in accordance with the City's Tree replacement formula as contained within Section 5.05.00 of this Code excepting that the replacement DBH inches will be calculated at **three times the amount for every offense**. Each tree removed in violation of this article, or any permit issued pursuant to this article shall constitute a separate violation. Remedial action shall be taken to restore the property consistent with a restoration plan approved by the Development Director, and/or payment If full restoration onsite is determined by both the property owner and City to be infeasible, the remaining value of the penalty shall be donated into the city tree replacement fund in an amount equal to the cost of the three (3) to one (1) ratio as applied herein with priority given to restoration of the property. No certificate of occupancy or similar authorization shall be issued for any development until all applicable permits or restoration plan conditions have been accomplished.~~

~~C. Monies shall be paid to the City and failure to make payment shall be deemed a violation of this Code. Unless and until paid, the Development Department may withhold the issuance of further development orders for development on the subject property including building permits and certificates of occupancy.~~

SECTION 3: All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 4: If any section, sentence, clause, phrase, or word of this ordinance is for any reason declared to be unconstitutional, inoperative, or void, such holding shall not affect the remaining portions of this ordinance and the remaining portions shall be deemed and held to be valid.

SECTION 5: The provisions of this ordinance shall be codified.

SECTION 6: Upon complete execution of this Ordinance, the City Clerk is directed to record a Certified Copy of the same in the Public Records of Martin County, Florida.

Passed on first reading the 13th day of June, 2022.

Commissioner _____ offered the foregoing Ordinance and moved its adoption.

The motion was seconded by Commissioner _____ and upon being put to a roll call

vote, the vote was as follows:

MERRITT MATHESON MAYOR
TROY MCDONALD, VICE MAYOR
BECKY BRUNER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER
MIKE MEIER, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

ADOPTED on second and final reading this _____ day of _____, 2022.

ATTEST:

MARY R. KINDEL
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL J. MORTELL, ESQ.
CITY ATTORNEY

CITY'S ACKNOWLEDGMENT

The above Ordinance was acknowledged before me by means of ☐ physical presence or ☐ online notarization this _____ day of _____, 2022, by Merritt Matheson, Mayor, and Mary R. Kindel, City Clerk, respectively, of the City of Stuart, Florida, a Florida municipal corporation, who ☐ are personally known to me or ☐ have produced _____ as identification.

(Notary Seal)

Signature of Notary Public

Printed Name: _____

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Erin Wohlitka, Michael Mortell

Title of Item:

(CONTINUED TO DATE CERTAIN OF JULY 11, 2022 CCM) REPEAL & REESTABLISH CHAPTER 36, ARTICLE V, CODE OF ORDINANCES (RC):

ORDINANCE No. 2488-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, REPEALING AND REESTABLISHING CHAPTER 36, ARTICLE V, COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS OF WAY, OF THE CITY OF STUART CODE OF ORDINANCES; PROVIDING INTENT AND PURPOSE, APPLICABILITY AND AUTHORITY TO IMPLEMENT; PROVIDING DEFINITIONS; PROVIDING FOR NOTICE OF TRANSFER, SALE, OR ASSIGNMENT OF ASSETS; PROVIDING FOR REGISTRATION FOR PLACING OR MAINTAINING COMMUNICATIONS FACILITIES IN THE PUBLIC RIGHTS-OF-WAY; PROVIDING THE REQUIREMENT OF A PERMIT; PROVIDING FOR APPLICATION REQUIREMENTS AND REVIEW PROCEDURES; PROVIDING FOR CONSTRUCTION METHODS FOR PLACING OR MAINTAINING FACILITIES IN PUBLIC RIGHTS-OF-WAY; PROVIDING DEVELOPMENT AND OBJECTIVE DESIGN STANDARDS; PROVIDING FOR INSURANCE AND INDEMNIFICATION; PROVIDING FOR FEES AND TAXES; PROVIDING FOR A RESERVATION OF RIGHTS AND REMEDIES; PROVIDING ENFORCEMENT AUTHORITY; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITIES; PROVIDING FOR AN EFFECTIVE DATE.

Summary Explanation/Background Information on Agenda Request:

This ordinance has been drafted in order to address updates to the Florida State Statutes regarding small-cell wireless communications facilities in the public rights-of-way. This ordinance provides registration requirements and reasonable regulations for communications providers who wish to utilize public rights-of-way for the installation and maintenance of communications facilities.

Funding Source:

N/A

Recommended Action:

Approval of Ordinance No. 2488-2022

ATTACHMENTS:

**CITY OF STUART, FLORIDA
AGENDA ITEM REQUEST
City Commission**

Meeting Date: 6/27/2022

Prepared by: Michael Mortell

Title of Item:

PROPERTY MAINTENANCE CODE CHANGES (RC):

ORDINANCE No. 2496-2022; AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF STUART, FLORIDA, AMENDING THE EXISTING SECTION 10-59 THROUGH 10-84; SECTION 26-30; AND SECTIONS 42-38 THROUGH 42-305; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES; PROVIDING FOR AN EFFECTIVE DATE, AND FOR OTHER PURPOSES.

Summary Explanation/Background Information on Agenda Request:

During routine code inspections, staff has determined that there are policies and procedures in the current code which have become outdated. In addition, the code needed clarification regarding storage, trailers and other matters. The draft changes attached as Exhibit A are based upon the feed back from staff as well as recommendations from the Code Enforcement Magistrate.

Funding Source:

N/A

Recommended Action:

Move approval of Ordinance No. 2496-2022 on First Reading.

ATTACHMENTS:

1. Ordinance 2496-2022 Amend Chapter 10-59-10-84 Code Enforcement
2. Ordinance 2496-2022 Exhibit A



**BEFORE THE CITY COMMISSION
CITY STUART, FLORIDA**

ORDINANCE NUMBER 2496-2022

**AN ORDINANCE OF THE CITY COMMISSION OF
THE CITY OF STUART, FLORIDA, AMENDING
THE EXISTING SECTION 10-59 THROUGH 10-84;
SECTION 26-30; AND SECTIONS 42-38 THROUGH
42-305; PROVIDING FOR REPEAL OF
CONFLICTING ORDINANCES; PROVIDING FOR
AN EFFECTIVE DATE, AND FOR OTHER
PURPOSES.**

WHEREAS, the City of Stuart has adopted a Code of Ordinances encompassing regulations adopted by the City Commission which are intended to serve and provide public benefit to the residents and visitors of the City of Stuart; and

WHEREAS, the City Commission of the City of Stuart has regulations in place pertaining to the parking and storage of vehicles as well as the occupation and maintenance of structures within the geographic boundaries of the City; and

WHEREAS, the City Commission updates its regulations from time to time to provide benefit to the community and clarify any ambiguities; and

WHEREAS, the City Commission finds that the code needs to be updated to remain consistent with the policies and regulations adopted by the Commission.

WHEREAS, the City Commission wishes to revise portions of the Code in order to provide clarity and assist the Code Enforcement staff.

**NOW, THEREFORE BE IT ORDAINED BY THE CITY COMMISSION OF THE
CITY OF STUART, FLORIDA THAT:**

SECTION 1. The foregoing WHEREAS clauses are ratified and incorporated as the legislative intent of this Ordinance. The Regulation of Communications Facilities on Private Property is found within Chapter 36, Article V, of the City of Stuart Code of Ordinances.

SECTION 2. That CHAPTER 10, BUILDINGS AND BUILDING REGULATIONS, ARTICLE III, PROPERTY MAINTENANCE, SECTIONS 10-59 through 10-84; CHAPTER 26, LAW ENFORCEMENT, ARTICLE II, CODE COMPLIANCE, SECTION 26-30, Schedule of fines and costs; and CHAPTER 42, UTILITIES, ARTICLE II, WATER, SECTION 42-38, 42-180 and 42-305 Tampering with water system and illicit connections are hereby repealed and replaced with such language attached as **Exhibit “A”**;

SECTION 3. All ordinances or parts of ordinances in conflict herewith be and the same are hereby revoked.

SECTION 4. If any provision of this ordinance or the application thereof to any person or circumstances is held invalid, such invalidity shall not affect any provisions or applications of this ordinance that can be given effect without the invalid provision or application, and to this end, the provisions of this ordinance are declared to be severable.

SECTION 5. This ordinance shall become effective upon passage.

Passed on first reading the __ day of _____ 2022.

PASSED on first reading this _____ day of _____.

Commissioner _____ offered the following ordinance and moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a roll call vote, the vote was as follows:

MERRITT MATHESON, MAYOR
TROY MCDONALD, VICE MAYOR
BECKY BRUNER, COMMISSIONER
EULA R. CLARKE, COMMISSIONER
MIKE MEIER, COMMISSIONER

YES	NO	ABSENT	ABSTAIN

ADOPTED on second reading this _____ day of _____.

ATTEST:

MARY R. KINDEL
CITY CLERK

MERRITT MATHESON
MAYOR

APPROVED AS TO FORM
AND CORRECTNESS:

MICHAEL J. MORTELL, ESQ.
CITY ATTORNEY

Sec. 10-59. Occupancy of certain buildings, dwelling units and roominghouses.

- (a) It shall be unlawful for any person to occupy or permit to be occupied any building or portion of a building, dwelling unit or rooming house which is not free of all sanitary nuisances defined in F.S. ch. 386.
- (b) It shall be unlawful for any person to occupy or permit to be occupied any building or portion of a building, dwelling unit or rooming house which is not free of all nuisances defined in section 10-58.
- (c) Any person, who occupies a building after being ordered to vacate or not to occupy such building by the building official because it is unsanitary pursuant to ch. 386, F.S., or is a nuisance pursuant to sec. 10-58, city code, shall be guilty of a state misdemeanor of the second degree, punishable by a term of imprisonment not exceeding 60 days, or a fine of not more than \$500, or both a fine and imprisonment.

(Code 1995, § 18-305; Ord. No. 2156-08, § 1(18-305), 4-14-2008; Ord. No. 2440-2020 , § 1, 5-26-2020;[Ord.](#))

Sec. 10-61. Maintenance of structures, equipment and exterior property.

- (a) *Scope.* The provisions of this section shall govern the minimum conditions and the responsibilities of persons for maintenance of structures, equipment and exterior of all residential and commercial property.
- (b) *Responsibility.* The owner of the premises shall maintain the structures and exterior property in compliance with these requirements, except as otherwise provided for in this article. A person shall not occupy as owner-occupant or permit another person to occupy premises which are not in a sanitary and safe condition and which do not comply with the requirements of this section. Occupants of a dwelling unit, rooming unit or housekeeping unit are responsible for keeping in a clean, sanitary and safe condition that part of the dwelling unit, rooming unit, housekeeping unit or premises which they occupy and control.
- (c) *Vacant structures and land.* All vacant structures and premises thereof or vacant land shall be maintained in a clean, safe, secure and sanitary condition as provided herein, including soil stabilization so as not to cause a blighting problem or adversely affect the public health or safety.
- (d) *Sanitation.* All exterior property and premises shall be maintained in a clean, safe and sanitary condition. The occupant shall keep that part of the exterior property which such occupant occupies or controls in a clean and sanitary condition.
- (e) *Grading and drainage.* All premises shall be graded and maintained to prevent the erosion of soil and to prevent the accumulation of stagnant water thereon. All rain gutter down spout and roof discharge water must be directed in a manner not to cause water accumulation or create flooding conditions to abutting properties. This requirement shall not apply to required retention areas.
- (f) *Sidewalks and driveways.* All sidewalks, walkways, stairs, driveways, parking spaces and similar areas shall be kept in a proper state of repair and maintained free from hazardous conditions.
- (g) *Rodent harborage.* All structures and exterior property shall be kept free from rodent harborage and infestation. Where rodents are found, they shall be promptly exterminated by approved processes which will not be injurious to human health. After extermination, proper precautions shall be taken to eliminate rodent harborage and prevent infestation. (See also subsection 10-64(a), pertaining to extermination of infestations.)

([Supp. No. 34](#))As of 09/10/21

Created: 2021-05-10 10:42:36 [EST]

- (h) *Exhaust vents.* Pipes, ducts, conductors, fans or blowers shall not discharge gases, steam, vapor, hot air, grease, smoke, odors or other gaseous or particulate wastes directly upon abutting or adjacent public or private property or that of another tenant.
- (i) *Accessory structures.* All accessory structures, including detached garages, fences and walls, shall be maintained structurally sound and in good repair.
- (j) *Exterior property and storage prohibited:*
 - (1) General storage, of materials shall be located entirely within an enclosed building or screened from view of the surrounding properties with a sight obscuring fence and/or landscaping, except as otherwise required by this Code.
 - (2) No accumulation or storage of the following materials shall be located within any required front, ~~side or rear~~ yard, ~~side yard~~ or carport that is visible from public view:
 - (2) a. Solid waste, rubbish, white goods (washers, dryers, refrigerators, other appliances), mattresses, household furniture typically not for outdoor use, scrap lumber, metals, concrete pieces and concrete block, glass, tires, machinery, auto parts, construction materials and equipment, paint cans and buckets, dead flora potted or un-potted, ~~junk or abandoned~~: play gym equipment, merchandise, and landscape equipment
- (k) *Defacement of property.* No person shall willfully or wantonly damage, mutilate or deface any exterior surface of any structure or building on any private or public property by placing thereon any marking, carving or graffiti. It shall be the responsibility of the owner to restore said surface to an approved state of maintenance and repair.
- (l) *Temporary storage containers, pertaining to residential use.*
 - (1) All portable on-demand storage containers must be of an approved type such as pods, etc. Special "emergency disaster pods" are not permitted for storage and are only to be used in prescribed areas that are designated by federal, state, or local emergency management authorities.
 - (2) Truck beds or truck bodies are considered not to be approved storage containers and therefore not permitted for use in either commercial or residential zoning districts.
 - (3) A permit is required and will expire within six months of issue. An extension may be granted on a case by case basis, not to exceed 12 consecutive months and is limited to only one container per residence, placed on the premise's driveway; only.
- (m) *Exterior structure.*
 - (1) *Generally.* The exterior of a structure shall be maintained in good repair, structurally sound, and sanitary so as not to pose a threat to the public health, safety or welfare.
 - (2) *Protective treatment.* All exterior surfaces, including but not limited to, doors, door and window frames, cornices, porches, trim, balconies, decks and fences shall be maintained in good condition and free from mold and mildew. Exterior wood surfaces, other than decay resistant woods, shall be protected from the elements and decay by painting or other protective covering or treatment. Peeling, flaking and chipped paint shall be eliminated and surfaces repainted. All siding and masonry joints as well as those between the building envelope and the perimeter of windows, doors, and skylights shall be maintained weather resistant and watertight. All metal surfaces subject to rust or corrosion shall be coated to inhibit such rust and corrosion and all surfaces with rust or corrosion shall be stabilized and coated to inhibit future rust and corrosion. Oxidation stains shall be removed from exterior surfaces. Surfaces designed for stabilization by oxidation are exempt from this requirement.

-
- (3) *Structural members.* All structural members shall be maintained free from deterioration and shall be capable of safely supporting the imposed dead and live loads.
 - (4) *Foundation walls.* All foundation walls shall be maintained plumb and free from open cracks and breaks and shall be kept in such condition so as to prevent the entry of rodents and other pests.
 - (5) *Exterior walls.* All exterior walls shall be free from holes, breaks, and loose or rotting materials; and maintained weatherproof and properly surface coated where required to prevent deterioration and must be free from loose materials subject to becoming projectiles under high wind conditions.
 - (6) *Roofs and drainage.* The roof and flashing shall be sound, tight and not have defects that admit rain. Roof drainage shall be adequate to prevent dampness or deterioration in the walls or interior portion of the structure. Roof drains, gutters and downspouts shall be maintained in good repair and free from obstructions. Roof water shall not be discharged in a manner that creates a public nuisance. Roofs must be free from loose materials subject to becoming projectiles under high wind conditions.
 - (7) *Temporary coverings.* Temporary or emergency roof covering, tarps and the like must be removed within 12 months from the event causing damage; it being the intent of this section that damaged roofs be repaired or replaced within the same time period.
 - (8) *Decorative features.* All cornices, belt courses, corbels, terra cotta trim, wall facings and similar decorative features shall be maintained in good repair with proper anchorage and in a safe condition and free from loose materials subject to becoming projectiles under high wind conditions.
 - (9) *Overhang extensions.* All overhang extensions including, but not limited to canopies, marquees, signs, metal awnings, fire escapes, standpipes and exhaust ducts shall be maintained in good repair and be properly anchored so as to be kept in a sound condition. When required, all exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.
 - (10) *Stairways, decks, porches and balconies.* Every exterior stairway, deck, porch and balcony, and all appurtenances attached thereto, shall be maintained structurally sound, in good repair, with proper anchorage and capable of supporting the imposed loads.
 - (11) *Chimneys and towers.* All chimneys, cooling towers, smokestacks, and similar appurtenances shall be maintained structurally safe and sound, and in good repair. All exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.
 - (12) *Handrails and guards.* Every handrail and guard shall be firmly fastened and capable of supporting normally imposed loads and shall be maintained in good condition.
 - (13) *Window, skylight and door frames.* Every window, skylight, door and frame shall be kept in sound condition, good repair and weathertight.
 - (3) a. *Glazing.* All glazing materials shall be maintained free from cracks and holes.
 - (4) b. *Openable windows.* Every window, other than a fixed window, shall be easily openable and capable of being held in position by window hardware.
 - (14) *Insect screens.*
 - (5) a. Every door, window and other outside opening required for ventilation of habitable rooms, food preparation areas, food service areas or any areas where products to be included or utilized in food for human consumption are processed, manufactured, packaged or stored shall be supplied with approved tightly fitting screens of not less than 16 mesh per inch (16 mesh per

25 millimeters), and every screen door used for insect control shall have a self-closing device in good working condition.

- (6) b. *Exception:* Screens shall not be required where other approved means, such as air curtains or insect repellent fans, are employed.

- (15) *Doors.* All exterior doors, door assemblies and hardware shall be maintained in good condition. Locks at all entrances to dwelling units and sleeping units shall tightly secure the door. Locks on means of egress doors shall be in accordance with NFPA-1.
- (16) *Basement hatchways.* Every basement hatchway shall be maintained to prevent the entrance of rodents, rain and surface drainage water. Basement hatchways that provide access to a dwelling unit, rooming unit or housekeeping unit let shall be equipped with devices that secure the units from unauthorized entry.
- (17) *Guards for basement windows.* Every basement window that is openable shall be supplied with rodent shields, storm windows or other approved protection against the entry of rodents.
- (18) *Doors.* Doors providing access to any dwelling unit, rooming unit or housekeeping unit shall be equipped with a deadbolt lock designed to be readily openable from the side from which egress is to be made without the need for keys, special knowledge or effort and shall have a lock throw of not less than one inch (25 millimeters). Such deadbolt locks shall be installed according to the manufacturer's specifications and maintained in good working order. For the purpose of this section, a sliding bolt shall not be considered an acceptable deadbolt lock.
- (19) *Windows.* Operable windows located in whole or in part within six feet (1,828 millimeters) above ground level or a walking surface below that provide access to a dwelling unit, rooming unit or housekeeping unit that is rented, leased or let shall be equipped with a window sash locking device.
- (20) *Storm shutter regulations.*
 - (7) a. Protection from windborne debris is encouraged for all structures certified for occupancy in the city. Storm shutters, or hurricane protection devices, shall be designed and installed in conformance with the state building code in effect at the time such hurricane protection was permitted by the building department of the city. Plywood shutters shall be painted to match the color of the structure.
 - (8) b. Except during the period from June 1 through November 30 each calendar year, hurricane protective devices are not permitted to be in the closed/secured position, except during the period unless there is a hurricane or tropical storm watch or warning outside of the designated hurricane season. Placement of storm shutters during the allowed period shall be as provided in subsection c., below.
 - (9) c. *Storm shutter placement.* Hurricane protective devices that impede egress, light, and/or ventilation in a closed/secured position on occupied buildings must be removed no later than 14 days after the termination of a hurricane event (watch, warning, or actual hurricane or tornado) Exceptions:
 - 1. Unoccupied vacant/part-time residents will be permitted to hang shutters during the time of vacancy from June 1 through November 30, except for the front windows in public view. Upon return, occupants must remove shutters within 14 days. Plywood shutters are to be painted to match structure.
 - 2. A hurricane or tropical storm watch occurs in the 14 day period, at which point the 14 day period begins anew the day after the hurricane or tropical storm conditions have subsided; or

- 3. Hurricane or tropical storm watch conditions are predicted to occur within 48 hours after the fourteenth day; or
- 4. The structure is used for residential purposes, but no person is in residence; or the structure has been condemned by the building official, who has ordered that the structure not be occupied, as provided in sec. 10-84.

(10) d. Violation of the provisions in this section are a class 2 offense as provided in sec. 26-30. After 14 days a notice will be issued giving five additional days to remove the shutters or a schedule 2 fine as stated in section 26-30 will be levied.

(Code 1995, § 18-307; Ord. No. 2156-08, § 1(18-307), 4-14-2008; Ord. No. 2226-2011, § 1, 9-12-2011; Ord. No. 225-2013, § 1, 2-25-2013; Ord. No. 2261-2013, § 1, 2013; Ord. No. 2440-2020, § 1, 5-26-2020)

Sec. 10-84. Prohibited occupancy.

- ~~(a) — It is unlawful for any person to maintain or permit the existence of any unsafe building within the city. It is also unlawful for the owner, tenant or occupant of any unsafe building to permit such building to remain in an unsafe condition or to permit the occupancy of an unsafe building while it is or remains in an unsafe condition.~~
- ~~(b) — It is unlawful for any person to disobey an order of the building official issued pursuant to section 10-85 that an unsafe building be immediately vacated and not reoccupied until the specified repairs and improvements are completed.~~

~~(Code 1981, § 6-511; Code 1995, § 18-257; Ord. No. 1905, § 1, 12-9-2002; Ord. No. 2034, § 1, 6-13-2005; Ord. No. 2440-2020, § 1, 5-26-2020)~~

Sec. 10-69. Motor vehicle parking and storage.

~~(a) —~~

(a) Definitions. The definitions provided below are intended to supplement those definitions found in F.S. §§ 316.003, 327.02, and 330.27, as amended from time to time, all of which are incorporated herein. Any conflict between the state statutes and the definitions herein shall be resolved by using the more stringent definition. As used in this section, the following definitions shall apply, unless preempted by state statute:

Aircraft means any conveyance for travel through the air and for carrying persons or property, including, but not limited to, an airplane, helicopter, seaplane, amphibian, gyrocopter, balloon, blimp, glider, hovercraft and ultralight aircraft. The term aircraft shall also include any trailer when used to carry or cradle an aircraft.

Approved ~~paved~~ surface means a pervious or impervious surface constructed of concrete, asphalt, brick pavers, paver stones, turf blocks, or stabilized gravel, or ~~on~~ another similar surface acceptable and approved by the development director or designeeNeighborhood Services, in an approved site plan or other approval document, in advance of the use. As provided in the land development code, turf may be acceptable parking surface for some

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uses the public works director to Under certain circumstances, the Neighborhood Services Department may authorize turf as an approved surface.

Commercial vessel means:

- (1) Any vessel primarily engaged in the taking or landing of saltwater fish or saltwater products or freshwater fish or freshwater products, or any vessel licensed pursuant to F.S. § 379.361. from which commercial quantities of saltwater products are harvested, from within and without the waters of this state for sale either to the consumer, retail dealer, or wholesale dealer; or
- (2) Any other vessel, except a recreational vessel as defined herein.

Canopy or canopy carport means an attached or detached fabric, fiberglass or metal structure used as a temporary cover for an aircraft, vessel or vehicle.

Driveway means an approved paved surface for the parking of vehicles, or vessels on trailers, which is continuously paved to a private or public right-of-way. Note: Driveways are included in calculating a site's maximum impervious surface area as set forth in section 2.04.01 of the Stuart Land Development Code, unless the surface and base are semi-pervious, and approved by the development public-works director or designee.

Fully operable means a vehicle or vessel which is capable of performing its intended use or purpose, without further repair or reconstruction, and which has a current title and registration with the state or federal government, if the same is required by law to be registered.

Heavy truck means any truck which is not classified as a light or medium truck, as provided herein.

Light or medium truck means a pickup truck or a van of Classes 1, 2, or 3, with a maximum gross vehicle weight rating (GVWR) of 14,000 pounds or less, as provided in the table of US Gross Vehicle Weight Ratings published by the U.S. Department of Energy (see <https://afdc.energy.gov/data/10380>).

Light utility trailer means an open or closed trailer which can be towed by an automobile or light truck.

Noncommercial light truck means a light truck that has no painted or applied signs, advertisement, equipment, pipe racks, ladders, tanks, or other indicia of a vehicle used in the performance of a commercial activity.

Overnight parking means parking a vehicle in each location at any time during the hours from 32:00 a.m. to 6:00 a.m., daily.

Parking means to drive a vehicle and to stop it in a given location, such that the vehicle is standing, whether occupied or not, except when temporarily and actually engaged in loading or unloading merchandise or passengers; it denotes a temporary situation from which the vehicle shall be relocated or driven away within 72 hours.

Recreational vehicle means a motor home, travel trailer, pop-up camper, light truck camper top, recreational vessel on a trailer, closed or open utility trailer, house trailer (fifth wheel only), all-terrain vehicle, or similar vehicle (such as a tiny home trailer) for recreational or other noncommercial use.

Recreational vessel means any vessel:

- (1) Manufactured and used primarily for noncommercial purposes; or
- (2) Leased, rented, or chartered to a person for the person's noncommercial use.

Registration or registered means a state operating license on a vehicle or vessel which is issued with an identifying number, a certificate of registration, and a decal designating the year for which a registration fee is paid.

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DONE! SEE BELOW:

Commented [2]: Reply to michael mortell (05/13/2021, 15:03):
"..."

<https://afdc.energy.gov/data/10380>

**Federal Highway Administration
Table of US GVWR classifications
US truck class**

Duty classificationWeight limit [1][7]Examples
Class 1Light truck0–6,000 pounds (0–2,722 kg)Chevrolet Colorado/GMC Canyon, Ford Ranger, Honda Ridgeline FWD[8], Jeep Gladiator, Nissan Frontier, Toyota Tacoma
Class 2aLight truck6,001–8,500 pounds (2,722–3,856 kg)Chevrolet Silverado/GMC Sierra 1500, Ford F-150, Honda Ridgeline AWD[8][9][10], Ram 1500, Nissan Titan, Toyota Tundra
Class 2bLight/Medium truck8,501–10,000 pounds (3,856–4,536 kg)Chevrolet Silverado/GMC Sierra 2500, Ford F-250, Nissan Titan XD, Ram 2500[8][9][10]
Class 3Medium truck10,001–14,000 pounds (4,536–6,350 kg)Chevrolet Silverado/GMC Sierra 3500, Ford F-350, Ram 3500
Isuzu NPR[11]

Commented [mm3]: Bad definition

Commented [4]: Reply to michael mortell (05/13/2021, 15:03):
"..."

Depends on how it is used. For instance, "overnight parking" in your driveway at home, is permitted. This only defines the time, not the location!

Sidewalk means any improved walkway on public or private property that is designed to be used by pedestrians, and which is open to use by the public or by invitees, and specifically includes outdoor walkways for pedestrian use.

Storageing or *storage* means to put away, or maintain an aircraft, vehicle, ~~or vessel~~ or other ancillary equipment or object ~~or object~~ materials away or into safekeeping, such as to be available for later use; ~~and it denotes no active use for 72 hours or more.~~

Vehicle means a conveyance for travel on land and for carrying persons or property, including but not limited to an automobile, bus, school bus, motorcycle, farm tractor, road tractor, truck tractor, farm labor vehicle, light or heavy truck, tractor, golf cart, go-cart, straight truck, tri-vehicle, pop-up camper trailer, motor home, house trailer, recreational vehicle, pole trailer, utility trailer, semi-trailer, all-terrain vehicle, hovercraft, and including any motor vehicle, but not including any bicycle, motorized scooter, electric personal assistive mobility device, or moped.

Vessel means any conveyance for travel over or under water and for carrying persons or property, including but not limited to a motorboat, sailboat, barge, floating structure, houseboat, raft, yacht, canoe, racing shell, kayak, submersible, airboat, personal watercraft, or hovercraft or as otherwise defined in section 10-58, Stuart City Code. The term "vessel" shall also include any trailer when used to carry or cradle a vessel.

- (b) *Parking and storing; generally.*

(1) This section shall apply broadly to the parking or storageing of aircraft, vehicles and vessels in ~~the R-1A, R-1, R-2, and R-3 residential land use (zoninany residential zoning district including PUD and Condition Use~~ all zoning districts, and on any real property in the city specified herein, where the primary use is residential, regardless of zoning district, unless otherwise provided herein, and it ~~and~~ shall apply to ~~both the owners, and occupants, and visitors to~~ of the property.

(2) ~~Notwithstanding anything contained in this section to the contrary, p~~ arking and storing of recreational vehicles ~~in the R-3 multifamily land use district~~ shall be in accordance with an ~~the~~ approved site plan or planned unit development ~~ordinance~~ approved for the site. To the extent that an approved site plan or planned unit development ~~ordinance~~ is silent as to parking and storing of recreational vehicles, or in the event that no site plan or planned unit development exists for the property, then parking only (not including storageing) shall be permitted for recreational vehicles in designated parking spaces appropriately dimensioned for the vehicle being parked. I and n ~~multifamily or commercial zoning districts, such parking areas shall also be appropriately signed for the use of such vehicles, if any. No other parking or storage of aircraft, recreational vehicles or vessels shall be permitted.~~

(Notice: condominium and homeowners' associations may have separate covenants, bylaws, or rules and regulations regarding parking and storage, which are more stringent than the city code, and while the city does not enforce those covenants, bylaws or rules and regulations, the condominium or homeowners' association may enforce them.)

(3) No ~~heavy dump~~ heavy dump trucks, motorized construction equipment, including but not limited to motorized cranes, ~~motorized excavators,~~ shovels, rollers, dozers, special mobile equipment, loaders, other vehicles ~~designed for the transportation of persons or property~~ to which machinery has been attached, ~~heavy trucks,~~ commercial vessels, commercial vessels on trailers, ~~or aircraft, or construction vehicles or equipment.~~ shall be stored on any residential property, and the same shall not be parked on any residential property unless such equipment or vehicle is being actively used on the property for a permitted construction activity, or unless such equipment, vehicle, vessel or aircraft is parked or stored in a fully enclosed garage. A garage does not include a carport or canopy. This provision shall

Commented [mm5]: Better define: Such as maintain available for use while not in use.

FIXED

Commented [6]: Reply to michael mortell (05/13/2021, 15:03): "..."

Okay... see major changes; but remember this section only applies to vehicles, and not items such as refrigerators or building materials, which should be considered elsewhere in the code.

Commented [mm7]: Need to address entire paragraph

not ~~apply to affect~~ bona fide delivery vehicles while ~~making~~being used to make such deliveries to a residential property.

(4) No aircraft, vehicle or vessel shall be:

- a. Disassembled or dismantled, except in a fully enclosed ~~building~~garage; ~~or, A garage does not include an attached or detached carport or a canopy.~~
- b. Spray-painted, except in a fully enclosed and approved spray paint booth; ~~or,~~
- c. Stored or parked overnight on the public right-of-way, ~~unless otherwise permitted in this code; or,~~
- d. Parked or stored over or on a sidewalk, at any time; ~~or, No withstanding the definitions of parked or stored, it shall be a violation of ordinance to block the public access to a sidewalk.~~
- e. Parked or ~~s~~Stored on a vacant lot, or on real property which is under a condemnation order, or which has no legal primary use, or on real property where the legal primary use does not permit outdoor storage as an accessory use.

~~f) Notwithstanding this provision, — Parked on a vacant lot, or on real property which is under condemnation order or which has no legal primary use, except that owners, agents and contractors may can park vehicles, or construction equipment by trucks, light trucks or other vehicles only automobiles, light and heavy trucks, motorcycles, commercial motor vehicles, dump trucks, motorized cranes, motorized shovels, special mobile equipment, other vehicles designed for the transportation of persons or property to which machinery has been attached, when required to be on such property during the bona fide performance of bona fide construction, sales, or rental activities; or,~~

~~(11) — Automobiles and light trucks may be parked on a property for the purpose of allowing the property to be shown to bona fide buyers or lessees.~~

~~(12)(11) (5) —~~

~~(5) —~~ No aircraft, ~~or~~ ~~or~~ vessel shall be parked on the public right-of-way, at any time.

~~(6) —~~ No trailer, including any light utility trailer, shall be parked on a public right-of-way, unless it is attached to a fully operable vehicle, and only in an approved parking space, designated for such use.

~~8) — On corner properties, driveways may be on either or both side yards and automobiles, light trucks, motorcycles and light utility trailers may be parked on any approved driveway. However, only the side yard providing the least visibility to the adjacent public right-of-way shall be used for the parking and storage of recreational vehicles or the storage of vehicles. (7) — No trailer shall be parked overnight on a public right-of-way.~~

~~(79) —~~ Only fully operable vehicles, vessels on trailers, or aircraft on trailers, shall be parked or stored on residential property.

~~(810) —~~ No vehicle, vessel, or aircraft shall be parked or stored on ~~any any~~ front, side or rear lawn or front yard, except on an approved driveway or "approved surface, as defined herein".

(c) ~~Single-family and duplex R~~residential vehicle parking and storage.

(1) ~~Parking only. Operators of~~ Only fully operable: automobiles, recreational vehicles, light trucks, motorcycles, vessels on trailers, and light utility trailers ~~parked on properties otherwise permitted to~~

be used for parking, in the ~~shall be parked in~~ R-1A, R-1, or R-2 residential land use (zoning) districts and on occupied single-family and duplex ~~on~~ residential properties wherever located in the city, subject to the following, ~~shall park~~; their vehicles only in the following order:

- a. ~~First~~ in a permitted garage or carport, or
- b. ~~on a designated and approved driveway, or approved surface such that no part of a vehicle overhangs a sidewalk, or and~~
- b. ~~Second, in when the City Right of Way if issued a revocable permit or in a legal designated parking space on the public right-of-way, if any, subject to a revocable permit, if required by this Code; and; or~~
- c. ~~ed park~~ be may ~~Third, additional automobiles, light trucks, motorcycles and light utility trailers on one side yard of the property in compliance with "motor vehicle parking or storage of vehicles and vessels" as set forth in subsection (3) of Table 10-69~~ this section.

(13)

(14)(12) D. ~~No vehicle, trailer, vessel or aircraft automobiles, recreational vehicles, light trucks, motorcycles, vessels and light utility trailers, shall be hooked up to water or sewer, or used for habitation while parked or stored on any the property, other than at a bonafide trailer park or area approved for the same by the city.~~

(15)

(16)(13) E. ~~Any vehicle, unregistered or inoperable automobile, recreational vehicle, light truck, motorcycle, vessel on a trailer, or trailer which is or light utility trailer stored or maintained on an occupied residential lot shall be properly completely covered with reasonably fitting cover composed of opaque fabric.~~

(47)

(48) (2) ~~Parking in R-1A districts.~~ Notwithstanding the provisions in subsection (1) of this section, the following additional regulations shall apply in the R-1A land use district:

(49) a. ~~The only trucks allowed to be parked overnight in the R-1A land use district shall be noncommercial light trucks.~~

(50) b. ~~Vessels, trailers, and recreational vehicles shall not be parked overnight in a front driveway or front yard.~~

(51) ~~residential properties wherever located in the city, and only as follows:~~

(52) ~~single-family and duplex-occupied properties otherwise permitted to be used for parking or storing, in the R-1A, R-1, and R-2 residential land use (zoning) districts, and on only on their vehicles automobiles, light trucks, motorcycles, vessels, light utility trailers and recreational vehicles shall park or store Operators of fully operable (3) Parking or storing of vehicles and vessels.~~ a. ~~Each vehicle shall be parked or stored only in one side yard between the front and rear building lines, as shown in figure 10-69.~~ Reserved

(53)(45) b. ~~.~~

(54) No ~~part of a~~ vehicle, vessel or trailer shall be higher than the highest part of the building ~~or roof on the subject property, whichever is higher.~~

- c. ~~No vehicle, vessel or trailer shall be hooked up to water or sewer.~~

Commented [mm8]: Fix this definition

Commented [9]: Reply to michael mortell (05/13/2021, 15:03):
"..."
Fixed... to clarify type of material to be used.

~~• d. — No vehicle, vessel or trailer, shall be used for habitation while parked or stored on the property.~~

• e. —

~~(58)~~ Electrical power supply to vehicles, vessels or trailers may be provided for operation of air conditioning, dehumidifying, or refrigerating equipment, and refrigeration for environmental purposes only, as provided in subsection 10-67(d)(4)a, City Code.

• f. —

~~(60) A Reserved. II vehicles, vessels, and trailers shall be parked or stored on an approved paved surface.~~

• g. —

• Only automobiles, motorcycles, light trucks, and vessels shall be stored on a front yard driveway, and only with a property vehicle cover.

•

(d) *Grandfathered driveways.* On ~~lots in the R-1A, R-1, and R-2 residential land use (zoning) districts and on~~ occupied single-family and duplex residential properties wherever located in the city, where parking has ~~historically occurred~~ for more than (5) consecutive years prior to adoption of this ordinance (date: _____) on a substandard or non-approved ~~driveway~~ surface, including turf, such parking shall be allowed to remain as a lawful nonconforming use, subject to a determination by the development director or designee, applying the provisions of section 8.03.01 et seq., Stuart Land Development Code. For good cause shown, the development director or designee may issue an administrative variance for the use of turf as an approved pervious parking surface.

(e) *Irregular lots.* On occupied ~~lots in the R-1A, R-1, and R-2 residential land use (zoning) districts and on occupied single-family and duplex residential properties~~ wherever located in the city that are irregularly dimensioned, parking and storing of vehicles and vessels shall occur in accordance with this section ~~10-69~~ to the greatest extent feasible and practical. The owners or occupants of such lots may apply for an administrative variance for the minimum exception necessary to deviate from this section where the dimensions of the lot make it unfeasible or impractical to comply with this section, and such finding shall constitute a reasonable of practical difficulty necessary for the granting of an administrative variance, when determined by the development director.

(f) *Administrative variance.* For good cause shown by substantial competent evidence, which shall include a demonstration of hardship, or a reasonable avoidance of practical difficulties, and using the procedures provided in section 8.04.08, Stuart Land Development Code, the development director may vary the provisions of this section, but in considering such variance shall grant the least amount of variance and obtain compliance with as many applicable provisions of the section as can reasonably be achieved. The fee, if any, for said administrative variance shall be as established by resolution of the city commission, ~~as provided~~, from time to time. “Good cause” for the use of turf or other pervious surface as a parking surface shall include, but shall not be limited to no rutting or other damage to the turf or other pervious parking surface.

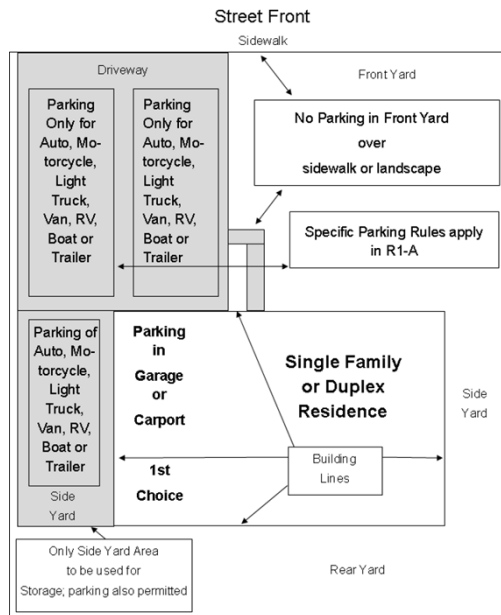
Table: Sec. 10-69. Motor vehicle parking and storage.

Figure 10-69.

Parking in R-1A, R-1 and R-2 districts, and other areas where single-family and duplex residential uses are allowed.

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(Ord. No. 2261-2013, § 2, 2013; Ord. No. 2440-2020 , § 1, 5-26-2020)(Ord xxx-2021).

Editor's note(s)—Ord. No. 2261-2013, § 2, adopted in 2013, amended § 10-69Editor's note(s)—in its entirety to read as herein set out. Former § 10-69Editor's note(s)—pertained to similar subject matter and derived from Ord. No. 2226-2011, § 2, adopted Sept. 12, 2011.

Sec. 10-84. Prohibited occupancy.

- (a) It is unlawful for any person to maintain or permit the existence of any unsafe building within the city. It is also unlawful for the owner, tenant or occupant of any unsafe building to permit such building to remain in an unsafe condition or to permit the occupancy of an unsafe building while it is or remains in an unsafe condition.
- (b) It is unlawful for any person to disobey an order of the building official issued pursuant to section 10-85 that an unsafe building be immediately vacated and not reoccupied until the specified repairs and improvements are completed.
- (c) Any person, who occupies an unsafe building after being ordered to vacate or not to reoccupy such unsafe building by the building official, shall be guilty of a state misdemeanor of the second degree, punishable by a term of imprisonment not exceeding 60 days, or a fine of not more than \$500, or both a fine and imprisonment.

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(Code 1981, § 6-511; Code 1995, § 18-257; Ord. No. 1905, § 1, 12-9-2002; Ord. No. 2034, § 1, 6-13-2005; Ord. No. 2440-2020, § 1, 5-26-2020)

Sec. 26-30. Schedule of fines and costs.

The city commission hereby establishes the following schedule of fines and costs for various violations of the city codes and ordinances. [See Inset Table "A".] In lieu of using the schedule of costs contained in the Appendix to this code, the city may present reasonable actual costs to the magistrate for approval. In such instance, the respondent may *voir dire* the city regarding the costs, and present argument regarding the same.

TABLE "A"

Code Section	Violation	Class
4-7	Consumption of alcohol on city property or rights-of-way without a permit	I
8-1	Sec. 9.96A, MC Code—Animal at large, barking or fouling	II
8-27	Hunting or killing animals	Mandatory
10-1	105.1.1 FBC—Building permit required	II
10-83	Unsafe building	II
10-84	Unsafe building—Occupancy	III <u>or class 2 misdemeanor</u>
10-60	Unsanitary or nuisance maintained building—Occupancy	II <u>or class 2 misdemeanor</u>
10-61	Maintenance of buildings . Required; harboring rats	II
10-63	Minimum living standards	Mandatory
10-200	Contractor license required	III
12-42	Outdoor sales—Permit required	II
18-64	Alarm system—Permit required	I
18-73	Excessive false alarms — 3rd and 4th violations	\$50.00
18-73	Excessive false alarms — 5th and 6th violations	\$100.00
18-73	Excessive false alarms — 7th and 8th violations	\$200.00
18-73	Excessive false alarms — 9th or more (\$400.00 each)	Mandatory
20-20	General sanitation of property	II
20-21	Tall grass, weeds and underbrush (8 inches or more)	I

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20-22	Trash and solid waste; mosquito breeding; nuisance	II
20-50	Abandoned, junked, inoperable vehicle and watercraft	II
20-78	Graffiti	II
20-151	Noise prohibited—Motor vehicles	I
20-151	Noise prohibited-- <u>Property</u> (1st, 2nd and 3rd violation)	III
20-151	Noise prohibited -- <u>Property</u> (4th & Subsequent violations <u>or more</u>)	Mandatory
20-157	Pet Waste — 1st Violation	\$25.00
20-157	Pet Waste — 2nd Violation	\$50.00
20-157	Pet Waste — 3rd & Subsequent Violations	\$100.00
20-170	Fertilizer — 1st Violation	\$50.00
20-170	Fertilizer — 2nd Violation	\$100.00
20-170	Fertilizer — 3rd Violation	\$200.00
20-170	Fertilizer — 4th & Subsequent Violations	\$500.00
22-68	Open burning without a permit	II
26-28	Costs of Magistrate action (minimum)—Notice of Violation	\$300.00
26-28	Costs of Magistrate action (minimum)—Citation	\$100.00
28-2	Discharge of fireworks without a permit	I
28-4	Discharge of air rifle, BB or pellet gun	I
30-3	Prohibited conduct in park	I
30-4	Prohibited conduct on city piers and riverwalk	I
34-2	Dumpster diving (<u>removal of solid waste from receptacle</u>)	I
34-2	<u>Other p</u> Prohibited solid waste activities	II
34-9	Burial of debris <u>or solid waste</u>	Mandatory
34-41	Improper placement of garbage for collection	I
36-4	Sidewalk clearance (4 feet) required	I
36-5	Swale area maintenance; required	I

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36-31	Site address numbers; required	I
38-58, et seq.	Failure to pay local business tax	III
40-37	Prohibited parking/standing/stopping	\$25.00
40-37	Blocking a driveway	\$25.00
40-37	Parking on or over a sidewalk	\$25.00
40-37	Parking in a loading zone	\$25.00
40-37	Parking in a direction against lawful lane traffic flow left-side to curb	\$25.00
40-37	Parking by a yellow-marked curb	\$25.00
40-37	3 hour parking violation — first 3 violations in a 12-month period	\$25.00
40-37	3 hour parking violation — 4th & 5th violations in a 12-month period	\$50.00
40-37	3 hour parking violation — 6th or subsequent more violations in a 12-month period	\$200.00
40-37	Parking in an intersection or obstructing traffic	\$50 25.00
40-37	Parking within 15 feet of a fire hydrant	\$25.00
40-37	Parking in a fire lane	\$50 25.00
40-37	Parking in "Emergency vehicle only" space	\$50 25.00
40-37	Failure to display disabled (handicapped) parking permit	\$25.00
40-37	Heavy Truck (one-ton or more) (more than 14,000 lbs. gvwr) parking in a residential zone	\$50 25.00
40-37	Failure to park in a designated parking space	\$25.00
40-37	Parking in a "tow-away zone"	\$100.00
40-45	Illegal parking in a designated handicapped parking space or access aisle	\$250.00
40-48	Truck parking in residential area	\$25.00
40-151	Illegal o Operation of golf carts—1st and 2nd violation	\$25.00
40-151	Illegal o Operation of golf	Mandatory

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	carts—3rd violation (up to \$250.00) 4th violation (up to \$500.00 and revocation of permit)	
10-69(b)	Other illegal parking or storage in a residential area	I
40-167	Ready-mix concrete spill on street	III
42-38	Tampering and/or theft of water (up to \$1,000.00 and 1 year)	Mandatory Class 1 misdemeanor (up to \$1,000.00 and/or 1 year)
42-128	Illegal irrigation or watering (1st violation)	\$25.00
42-128	Illegal irrigation or watering (2nd & subsequent violations s or more)	\$50.00
42-305	Unlawful connection to sewer	Mandatory
44-23	Trespass by vessel (1st violation)	\$25.00
44-23	Trespass by vessel (2nd violation or more)	II
44-37	Vessel — Speeding or harmful wake (in creeks & canals)	I
Penalties for Certain Violations:		
Class I	1st violation (\$50.00); 2nd violation (\$100.00); 3rd or more violations (\$200.00); plus costs	
Class II	1st violation (\$100.00); 2nd violation (\$200.00); 3rd or more violation (\$400.00); plus costs	
Class III	1st violation (\$150.00); 2nd violation (\$300.00); 3rd violation (\$500.00); plus costs	
Mandatory	A mandatory appearance is required by the Respondent and subjects the violator to a fine of up to \$250.00 for a 1st violation, and a fine of up to \$500.00 for a repeat violation, as provided in this code; plus costs	

(Code 1995, § 2-199; Ord. No. 2051, § 1, 11-28-2005; Ord. No. 2099-07, § 1, 2-12-2007; Ord. No. 2154-08, § 1(2-199), 3-24-2008; Ord. No. 2250-2012, § 3, 11-5-2012; Ord. No. 2318, § 1, 9-14-2015)

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Sec. 42-38. Tampering, etc., with water system.

It shall be unlawful for any person to:

- (1) Alter, tamper with or damage any water meter or water pipe belonging to the city in such a manner as to prevent any meter from accurately registering the quantity of water which otherwise would pass through the same or in any way to hinder or interfere with the proper action or accurate registration of any such city water meter, or knowingly to use water, or suffer the waste of water passing through any such water meter or pipe after such water meter or pipe has been tampered with, altered, or damaged;
- (2) Change or replace any water meter owned by the city without the city's written consent;
- (3) Make any temporary or permanent connection or reconnection to the city water system without the city's written consent;
- (4) Alter, tamper with or damage any fire hydrant within the city limits;
- (5) Obtain water for private uses or purposes from any fire hydrant located within the city limits, without the city's written consent.
- (6) Any person, who violates this section shall be guilty of a state misdemeanor of the second degree, punishable by a term of imprisonment not exceeding 60 days, or a fine of not more than \$500, or both a fine and imprisonment.

(Code 1981, § 17-20; Code 1995, § 82-32)

State law reference(s)—Criminal mischief, F.S. § 806.13.

Sec. 42-180. Same—Ilicit connections.

(1) No person may maintain, use or establish any direct or indirect connection to the stormwater system that results in any discharge in violation of this division. This prohibition is retroactive and applies to connections made in the past, regardless of whether made under a permit, or other authorization, or whether permissible under laws or practices applicable or prevailing at the time the connection was made.

(2) Any person, who violates this section shall be guilty of a state misdemeanor of the second degree, punishable by a term of imprisonment not exceeding 60 days, or a fine of not more than \$500, or both a fine and imprisonment.

(Code 1995, § 82-186; Ord. No. 2048, § 1, 11-14-2005)

Sec. 42-305. Unauthorized connections unlawful.

(a) No sanitary sewer collection system shall be connected to the city sanitary sewage system for the discharge of wastewater unless said system meets the city sanitary sewer collection design and constructions standards set forth in this division. A complete copy of the standards shall be maintained in the city public works department as a public record. All connections to the city sanitary sewage system for the discharge of wastewater shall be first approved by the city public works director.

(b) Any person, who violates this section shall be guilty of a state misdemeanor of the second degree, punishable by a term of imprisonment not exceeding 60 days, or a fine of not more than \$500, or both a fine and imprisonment.

(Code 1995, § 82-158; Ord. No. 1730, § 2, 6-12-2000)

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