



Indiantown, FL : “Where Great Things Grow”

Strategic 2027 Plan Toward a Village Vision



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See also footnotes

Purpose, Summary, Vision, and Mission¹

Local governments continually face resource limitations, fiscal constraints, and competing and changing priorities to build and sustain communities. Indiantown smartly uses strategic planning, a recognized best practice, to promote participatory budgeting, pursue a collective vision over a longer-term than Council meetings afford, and choose the highest priority action strategies.

This updated Plan presents a vision and mission for overall direction; with two main goals and eleven action strategies over the next five years. As the Plan is continually revised, several action strategies were removed from the 2026 Plan edition since they were completed, are no longer a preferred priority, or are being implemented in everyday operations. Important policies implemented through day-to-day operations are reflected in Guiding Principles. Estimated costs of each strategy are provided if available and are subject to change through annual budgeting or budget amendments. Consistent with Guiding Principles, supplemental funding will actively be sought through grants, fees, partnerships, or other sources.

The strategic vision is a “picture on the mind’s eye” of what a village/municipality wants to be or become in its entirety, while the action strategies provide a guide for refined budgeting and work planning. The Village’s Comprehensive Plan should reflect and implement a complementary vision, with periodic updates as needed.

Strategic Vision: Find business and learning opportunities plentiful for all in this historic countryside village where you'll warmly greet your neighbor passing on Mainstreet.

Strategic Mission: Enabling economic prosperity and new business while building community pride and cohesion through hands-on self-governance.

¹ Cover Images, Sources, Credits: **Multi-use trail**, Integrated Perspectives, www.int-per.com; Warfield streetscape rendering from 2012 Community Redevelopment Plan, Martin County Community Development Agency and Indiantown Neighborhood Advisory Committee, page 26; water utility office. Other approved projects Tractor Supply and Biomedical Industrial plant.

Guiding Principles

Linked to mission, these principles should apply to all Village operations.

- *Communicate better with the many publics we serve, and with each other. Practice active listening, transparency including budget disclosure, and branded public outreach/ service delivery (through newsletter, Constant Contact, communication consultant, multi-media presentations, website improvements, and smartphone application). Bridge the "digital divide" by using utility bills or other non-internet means for public information dissemination. For greater public expression and courteous meeting flow, use comment cards in Council meetings.*
- *Tell Our Story - Continue marketing Village attributes using branded (logo, slogan) multi-media collateral, video or graphic testimonials from willing applicants who experienced streamlined approvals.*
- *Celebrate authenticity, tradition and diversity while striving for CommUNITY with real collaboration.*
- *Practice fiscal prudence, sustainable investment, and actively seek partnerships and grants funding through strategic lobbying and advocacy, and revenue sources geared toward new development (particularly roads, water, and wastewater) to ensure a solid Village financial foundation.*
- *Deliver key municipal services (water, sewer, waste, drainage, emergency response/ safety, road maintenance, development review) with timely professionalism, courtesy, efficiency, accountability, and safety. Conduct roundtable forums for a. developers/landowners, and b. staff only to achieve greater customer service.*
- *Advance thoughtful, well-planned, environmentally sustainable growth and development/redevelopment embracing history and heritage, wetland and tree mitigation, and a greenbelt multi-use trail encircling the Village*
- *Promote healthier, family-friendly neighborhoods and recreational activities.*
- *Select local vendors for village projects and administration when possible.*
- *Encourage focused educational access and career training opportunities such as a vocational/technical charter school through agency partnership.*

Goals with Corresponding Action Strategies

GOAL A: Strengthen the Local Economy by accommodating, <u>growing</u> and attracting business, commerce, industry and jobs, thereby attracting new and improved housing and neighborhoods, and increasing property values and tax base.				
ID/ Map	Who	Strategic Actions (Priority determined by schedule)	Estimated Cost	Schedule¹ (completion)
A1	CED/ BDBMC, VC	Advance partnership with Business Development Board of Martin County (BDBMC as lead) by maintaining responsiveness and support whenever possible from the Council, staff, or community; Support, seek and grow Indiantown's representation or engagement on the BDBMC's Board of Directors, Partner's Council and Business Retention-Expansion program and 1:1 Visitation Strategy, and through actions (a. – e.) below:	Staff time. \$10K to \$15K annually.	Q4 2021; ongoing
		a. Complete and execute a new community and business marketing. Support and amplify the Village of Indiantown's storytelling and promotion of activities, programs and initiatives designed to enhance the local economy.	Staff <u>time</u> and need program cost estimates.	Q4 2022
	PWU also	b. Respond to investor/developer leads provided by the BDBMC as they ripen. Paralleling "dry run" pre-application approach, explain and interpret development regulations and community goals - sometimes on short notice; participate in a newly proposed "Ready Team" to better showcase the collaborative partnerships and services in place as prospects consider the Village for job creation and capital investments through on-site and virtual visits.	Staff time	Ongoing
		c. Support and market new BDBMC entrepreneurial "Side Hustle to Main Gig" programs through Village outreach including website and newsletter thus helping small business owners "...develop their inventions, innovations and startup businesses while still pulling a full-time day job."	Staff time; communication consultant support	Q3 2021, and ongoing
		d. Support, market, & co-host two BDBMC "Propel MC" Entrepreneurship Programs: The Business Accelerator Program and "Side Hustle to Main Gig" in the Village of Indiantown. (<u>supporting</u> entrepreneurship such as women & minority-owned businesses, and embracing programs such as SCORE, BAP, Navigation and First Step).	Cost TBD	Unknown schedule
		e. Support and/or co-sponsor workforce training. Partner with Career Source and IRSC in target industries and Martin County Hubs of Excellence, namely manufacturing, agribusiness (includes food) and marine industries. Monitor results through Indiantown resident participation (quarterly reports to Council). Promote Manufacturing bootcamp (https://careersourcerc.com/manufacturing-boot-camp/)	Cost TBD for bootcamp.	Q4 2021; ongoing
A2	PWU	Complete the Water/Wastewater Plant transition and upgrade while ensuring quality control, top customer service, and transparency. Adopt/Implement a staff succession plan blending outsourcing with training/advancement of existing staff. Modernize water plant and replace or upgrade water and wastewater (WW) mains, including West Farm Road/ SR 710 (Warfield). Rate adjustment analysis by on board consultant. Complete required Water Supply Plan ² and amend it into Comprehensive Plan required by state law.	Water and WW upgrade estimate - \$24M with funding from State Revolving Fund. Supply Plan \$60K.	Water plant upgrade design & construction Q1 2022, Q4 2023, respectively. Water main design & construction- Q4 2022, Q4 2023, respectively. WW design & construction Q4 2022, Q4 2024, respectively. Rate analysis Q4 2022. Supply Plan Q1 2023.
A3	CED, PR, PWU	Conduct Development Impact Fee Analysis (parks and stormwater feasibility) exploring potential new revenue to offset impacts and adapt facilities and programming according to growing needs.	\$44K	Q4 2022
A4	CED	Complete Impact /Mobility Fee Analysis anticipating new revenue to partially offset traffic impacts thereby ensuring better infrastructure to accommodate multi-modal transportation (sidewalks, shared use paths, complete streets, etc.) enabling community and business growth.	\$44 K; \$175 K, respectively.	Q3 2022
A5	VM, VC	Present New Year's " State of the Village " message from Mayor and possible select partners. Produce video for wide release.	\$10K annual, using onboard communication consultant	Q1 2023

¹ Completion date by calendar year (not fiscal year) quarters.

² Upper East Coast Water Supply Plan by the South Florida Water Management District (November 2021) requires local government Water Supply Facilities Work Plans within 18 months of approval (p. 145).

Goal B: Build/rebuild a More Attractive and Dynamic Village guided by an appealing master vision plan, improved infrastructure and streetscaping, recreational and community center facilities, and hometown feel.				
ID/Map	Who	Strategic Actions (Priority determined by schedule)	Estimated Cost	Schedule³ (completion)
B1	CED, VM	Advance Village Hall property development and building through a design-build (Construction Manager At-Risk) process which integrates the public's visual preferences and a multi-use COMMUNITY Center concept, complements the Village design including "greenbelt" and integration with Parks/Pedestrian Master Plan, entertains possible private or not-for-profit partnerships. After selecting design and securing construction funding, solicit RFP for operations/ facility management.	Design \$33K. Construction \$350/sf estimate	Design by Q3 2022
B2	PWU CED	Update the 2012 Booker Park Redevelopment Plan to include possible streetscaping on MLK Drive, and other road work, landscaping, lighting, signage as conceptualized in the 2012 Community Redevelopment Plan (Martin County Community Development Agency and Indiantown Neighborhood Advisory Committee), and Booker Park Charrette (Treasure Coast Regional Planning Council).	\$35K for Plan; Construction- TBD; seek grant funds	Q4 2022 design; Q4 2023 construction
B3	CED, VC	Direct desired growth by annexing land if owners voluntarily consent, fiscal impact is beneficial, agricultural land transition is not detrimental, and the Comprehensive Plan policy is applied. ⁴ Outsource such land analysis (criteria including utility and mobility access, developable land, appropriate land use) with desirable "reserve area" land map amended into the Comprehensive Plan.	\$9500	Q2 2023
B4	PWU	Seminole/"Uptown" roadway/ drainage repair/design to be developed and constructed along Seminole Drive. Design will be funded thru CDBG grant opportunity. Construction (cost TBD) will follow when tangible.	\$8M CDBG anticipated. \$350K budgeted/\$350K FDOT match	Design and construction Q4 2023 & Q4 2024, respectively.
B5	CED, VM	Add Conceptual Village Master Vision Plan to Comprehensive Plan. Based on 2012 Village Redevelopment Plan, integrate Village Center and Village Hall, commercial/retail, industrial, Village Multi-Use Trail/Greenbelt, ⁵ new housing hub neighborhoods, and historic and environmental heritage (for example, cemeteries and passive parks/preserve areas). Re-establish Village welcome center, inviting partnership on Village Hall property. Secure unprecedented cooperation from Florida Dept. of Transportation, and developer or landowner partnership to realize parts of the vision.	Planning department will finalize in contract.	Q4 2023
B6	PWU	Beautify Village Center Warfield Blvd/710 Corridor through streetscaping to help catalyze Village Center (just north of Post Park and Library on west side of 710, near post office). Integrate Façade Improvement Program, new signage, multi-modal amenities, landscaping and lighting (consistent with 2012 Redevelopment Plan). Seek unprecedented cooperation from Florida Dept. of Transportation (FDOT), as well as developer or landowner partners. Explore new sponsorship of Adopt-a-Road through Keep Martin Beautiful. With anticipated longer-term village growth, the FDOT SR710/Warfield Project Development and Environment study of a Village by-pass/beltway (circa 2009) should be resurrected.	\$3.5 M (2012 estimate)	Engineering design Q2 2024, construct Q2 2025.

³ Completion date by calendar (not fiscal) year quarters.

⁴ Comprehensive Plan Policy IC1.1.26: "The Village of Indiantown shall pursue annexation of lands located within unincorporated Martin County that are contiguous to the Village's boundaries. Emphasis shall be placed upon areas that will produce revenue surplus and ensure future fiscal solvency. Said annexation efforts shall seek to unify the community and improve the quality of life for the new and existing residents of the Village of Indiantown."

⁵ The greenbelt layout/location is conceptual and does not imply any development rights or taking of private property.

Legend	
	Strategies on location map (Not all strategies are located.)
BDB	Business Development Board of Martin County
CC	Village Code Compliance
CDBG	Community Development Block Grant (Federal funding program)
CED	Village Community & Economic Development
FIN	Village Finance
FIR	Fire/Rescue (Martin County)
ICH	Indiantown Chamber of Commerce
MC	Martin County
PR	Village Parks & Recreation
PWU	Village Public Works (and Utilities- Water/Wastewater to be incorporated)
SH	Sheriff (Martin County)
VA	Village Attorney
VC	Village Council
VCL	Village Clerk
VM	Village Manager & Communication

Graphic support by:



Strategic Plan Project Locations

