

Table of Contents

Strategic Planning for the City of Fort Pierce	1
Fort Pierce Vision 2035	3
City of Fort Pierce Plan 2020 – 2025	9
City of Fort Pierce Action Agenda 2020	31

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STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE

Strategic Planning Model for the City of Fort Pierce

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

VISION

Destination
“You Have Arrived”

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

PLAN

Map
“The Right Route”

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

EXECUTION

Itinerary
“The Right Direction”

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

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

FORT PIERCE VISION 2035

Fort Pierce Vision 2035

Fort Pierce 2035 is a Unique Coastal Florida City

Our WATERFRONTS, ⁽¹⁾

STRONG LOCAL ECONOMY, ⁽²⁾

HISTORY, ARTS AND CULTURE, ⁽³⁾

CHOICE OF DESIRABLE NEIGHBORHOODS, ⁽⁴⁾

OPPORTUNITIES FOR FUN, ⁽⁵⁾

COMMUNITY UNITY AND PRIDE ⁽⁶⁾

WHAT MAKES US UNIQUE

Fort Pierce Vision 2035

PRINCIPLE 1

WATERFRONTS

► Means

1. Public access to the water for use and enjoyment
2. World class beaches
3. Water quality in the lagoon
4. High quality boutique hotel (5)
5. Operational mixed-use port
6. Marinas for residents and visiting boaters
7. Preservation of views and vista of the water
8. Fishing tournaments attracting fishermen from all over the world
9. Wastewater Treatment Plant relocated

PRINCIPLE 2

STRONG LOCAL ECONOMY

► Means

1. Economy based upon tourism, education, research, and marine-related businesses
2. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
3. Diverse reasons for tourist to visit: history; arts and culture; water-based activities boating, fishing, kayaking, parasailing; eco-tourism
4. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune Cookman University
5. International airport surrounded by commercial and industrial businesses
6. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
7. Business friendly City government: people, regulations, processes
8. Sport tournaments coming and returning to Fort Pierce
9. Light specialty manufacturing businesses located here
10. Workforce and “trade” development programs in public schools and Indian River State College

PRINCIPLE 3

HISTORY, ARTS AND CULTURE

► Means

1. Art galleries and museums showcasing the community's art and history
2. Celebrating the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
3. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
4. Art in public spaces
5. Art incorporated in private developments
6. Community performing venues for jazz, blues and other music
7. Common sense, flexible codes that preserve historic homes and buildings that are structurally sound, and facilitate removal of old, unsound structures

PRINCIPLE 4

CHOICE OF DESIRABLE NEIGHBORHOODS

► Means

1. Sense of personal safety and security at home and in the neighborhood – living without fear
2. Well-maintained housing stock
3. High percentage of home ownership in every neighborhood
4. Quality rental housing that is inspected and meets code requirements
5. Homes retaining their property values
6. Variety of neighborhoods: historic, beachfront, urban, semi-rural
7. Well-maintained streets, utilities, drainage system, curbs and sidewalks
8. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
9. Public green spaces in every neighborhood

PRINCIPLE 5

OPPORTUNITIES FOR FUN

► Means

1. Recreational activities and programs for all generations
2. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
3. Performing and cultural arts with diverse and multi-cultural programs and performances for all
4. Indoor recreational facility with rooms, and a variety of venues
5. Organized sports for youth, adults and seniors: recreation and tournaments
6. Quality public golf course and clubhouse with community rooms and banquet facilities
7. Aquatic facility(ies) and pools for residents to enjoy
8. Opportunities for biking, hiking, walking and running
9. Variety of specialty parks responsive to community needs

PRINCIPLE 6

COMMUNITY UNITY AND PRIDE

► Means

1. Respect, tolerance and appreciating different cultures
2. Strong community events and festivals with high level of participation
3. Television and social media promoting positive accomplishments and community successes
4. Individuals and community organizations working for community benefit
5. Recognizing the accomplishment of youth in partnership with St. Lucie schools
6. Business owners, property owners, institutions and residents taking responsibility for their property
7. Multi-cultural festival celebrating the diverse cultures in the community
8. All residents working together on common community goals and solving problems
9. Residents taking pride in saying "I am from Fort Pierce"

CITY OF FORT PIERCE PLAN FOR 2020 – 2025

City of Fort Pierce

Goals 2025

SERVE OUR COMMUNITY

DEVELOP OUR COMMUNITY

ENGAGE OUR COMMUNITY

BEAUTIFY OUR COMMUNITY

ENJOY OUR COMMUNITY

Goal 1

SERVE OUR COMMUNITY

OBJECTIVES

1. Have a financially responsible City government
2. Have a City organization that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Streamline City policies, regulations, processes and procedures
4. Have adequate resources to support defined City services and levels of service
5. Listen to and understand the needs and messages from the community
6. Maintain a top-quality City workforce dedicated to serving the Fort Pierce community
7. Develop and fund City capital/equipment replacement

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Limited revenue sources for cities
2. Willingness to raise taxes and fees
3. City staffing and the capacity to provide services
4. Rising costs of healthcare, pensions, materials, energy and change orders
5. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, fewer grants and earmarked projects
6. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
7. Increasing demands for City services – Citywide

8.4

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging City infrastructure and facilities requiring significant maintenance and replacement
2. Streamlining City processes – more customer friendly
3. Increasing costs of capital projects and operations
4. Outdated information technology needing significant investment
5. Deferred capital and equipment investment now requiring significant funding
6. Opportunity to expand resources through partnerships and grants
7. Hiring and retaining quality City employees
8. Millage rate high in total tax bill
9. Highly competitive employment market

POLICY ACTIONS 2020

PRIORITY

1. Police Retention and Compensation
2. New Alternative Revenue Sources
3. City – FPUA Strategy: Key Issues, Discussion
4. City Hall Maintenance: Direction and Funding
5. Animal Shelter and Control: Direction and City Actions
6. City Charter: Update
7. ERP System: Direction and Funding

MANAGEMENT ACTIONS 2020

PRIORITY

1. Road Conditions and Resurfacing Program
2. Code of Ordinances: Update
3. Impact Fees: Direction
4. IT Comprehensive Plan and Project Completion
5. Compensation for Targeted Position
6. Emergency Operations Center: State Funding
7. Labor Negotiations and Contract
8. Fleet “Right Sizing”: Report and Direction

9. City Facilities Master Plan: Development

10. Golf Course “mini” Clubhouse Funding and Construction

MANAGEMENT IN PROGRESS 2020

1. Rich House: *Operational*
2. PAL Park Infrastructure and On Boarding
3. PAL Name/Sponsorship
4. Parking Enforcement Software for Mobile Parking Enforcement
5. Paperless Purchase Order System
6. Police Vehicles Replacement: *20 Patrol Vehicles*
7. Public Works Work Order System
8. Deputy City Clerk: Certifications
 - a. Municipal Clerk
 - b. Florida Business Tax officials
 - c. Florida Records Manager
9. Indian Hills Golf Course: Marketing/Advertisement: Enhancements
10. Online Permitting/Electronic Plan Review: Software *Implementation*
11. Building Staffing: Hire (3-4)
12. Click-to-Gov Self-Serve Web Site
13. Opti-view Expansion: Training
14. Online Searchable Portal: Creation

MANAGEMENT IN PROGRESS 2020

15. Click-to-Gov: Business Tax Receipts, Online Renewal, Application, Verification and Payment
16. Records Management Position: *Budget FY '21 Fund*
17. Citywide Ticker/Calendar System
18. CSI Report/
CSI Ordinance: Update
19. Part-time Parking Enforcement Officer for Downtown: Funding (Budget FY '21)
20. Online Payment for All City Fees and Charges: *Installation*
21. ACH Payments: Vendor Participation
22. Supervisor Handbook: Completion
23. City's Rules and Regulations: Revision
24. Department Head Training Program: Completion
25. Police Promotions
26. HR Records Scanning
27. Fuel System Software: Upgrade
28. Cyber Security Training/Penetration Testing
29. Naviline H5: Launch *Go Live*
30. Optiview to File Bound →

Phase 3: *Implementation*

MANAGEMENT IN PROGRESS 2020

- ~~31~~ Click-to-Gov: Launch
 - a) OL
 - b) ESS
- ~~32~~ FPTV Mobile Unit: Funding (Budget FY '21)
- ~~33~~ FPTV: Enhancement (Showcasing City, Mayor – Commissioner Involvement)
- ~~34~~ Police Leadership Program and Succession Plan: Development
- ~~35~~ Recycling Public Awareness/Education Campaign

MAJOR PROJECTS 2020

- 1. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): **CIP FY '21 Funding**
- 2. Building Department Relocation/Buildout
- 3. Fuel Island: Repairs
- ~~4~~ Dumpster Enclosure: Construction

ON THE HORIZON 2021 – 2025

- 1. Water/Wastewater Service Regionalization
- 2. Debt Reduction/Elimination: Policy and Plan
- 3. City Equipment Investment: Direction and Funding
- 4. Proactive Communications Strategy: Report, Direction and Funding (including Mayor and City Commission Participation)
- 5. City Comprehensive Capital Improvements/Community Investment Plan (5 – 10 year): Development
- ~~6~~. Contract for Maintenance: Identify Opportunities, Report and Direction
- ~~7~~. ADA Compliance: Plan Update
- ~~8~~. Tax Rate Reduction Strategy: Report and Direction
- ~~9~~. City Facilities/Parks Security: Assessment, Direction and Actions
- ~~10~~. Application Fee Schedule: Update
- ~~11~~. Recycling Program: Direction
- ~~12~~. Succession Planning and Development
- ~~13~~. Entertainment Tax on Food and Beverage: Report and Direction

GOAL 2

DEVELOP OUR COMMUNITY

OBJECTIVES

1. Have well maintained streets and public areas
2. Expand tourism/sports tourism
3. Expand the local economy
4. Relocate Wastewater Treatment Plant and replace with housing, mixed use development or hotel
5. Have an active, sustainable Port of Fort Pierce serving as an economic driver
6. Have City policies and incentives for development and redevelopment
7. Have additional quality job opportunities for residents
8. Have a City reputation as “business friendly”
9. Develop Brightline Station and surrounding area development
10. Develop workforce for 21st century jobs

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Tapping the full potential of Fort Pierce’s water assets
2. Attracting new businesses to Fort Pierce that create sustainable jobs
3. Changing business attitudes toward investing in Fort Pierce
4. City’s aging infrastructure and facilities
5. Maintaining and expanding public access to water
6. Creating a world-class tourist destination for residents and visitors
7. Tapping the development of the Port of Fort Pierce
8. Increasing multi-modal transportation in Fort Pierce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Continuing the momentum in the downtown area and the surrounding neighborhoods
2. Attracting developers and residents to Fort Pierce
3. Consistency with County decisions for areas to be annexed
4. West sports fields for tournaments, competition and recreation
5. Balancing full time residents and tourist/businesses
6. Potential future economic recession
7. Amount of impact fees
8. Tapping athletes to invest in our community

POLICY ACTIONS 2020

PRIORITY

1. Courthouse Relocation Master Plan: Collaboration with St. Lucie County
2. Major Project Development (Midway): Direction and City Actions
3. Sports Tourism Strategy and Action Plan
4. Wastewater Treatment Plant Relocation (with FPUA)
5. Entertainment/Restaurant Attraction Strategy
6. Avenue “D” Revitalization: Report and Actions
7. Vacation Rentals/Short Term Rentals: Problems and Impacts
8. Downtown Parking: Report and Direction

MANAGEMENT ACTIONS 2020

PRIORITY

1. King’s Landing Development
2. Passenger Rail Station: Advocacy
3. Economic Development Incentive Program
4. EAR/Comprehensive Plan: Update
5. CRA Plan: Update
6. Fisherman’s Wharf Development
7. Opportunity Zone: Direction and Actions

MANAGEMENT IN PROGRESS 2020

1. 5th Annual Job Fair
2. World Changers Week
3. Lincoln Park Business Expo
4. Business Retention and Expansion Program (BRE): *Assistance and Education*
5. National Events:
Regional Firefighters Combat Challenge

6. Historic Preservation / *Report / Budget*
FY '21 Funding
7. *Micro Mobility (Scooters) : Report*
8. *Seaway Drive Traffic Report*
9. *Beach Parking Report and Surface Lot Improvements*
10. *Sign Code: Revision*
11. *landscape ordinance : Decision*

MAJOR PROJECTS 2020

1. Citrus Bridge Overpass: Repairs
2. City Parking Garage: Sealing/Repairs
3. 7th Street Roadway Reconstruction (Wendell Road to 10th Street)
4. Ohio Avenue and U.S. 1 Signal: Upgrade
5. Visitor Center: Parking Garage
6. 17th Street Reconstruction (Avenue “D” Orange Avenue)
7. Moore’s Creek Erosion Remediation
8. Street Resurfacing Projects: 2020
9. Intracoastal Waterways Maintenance Dredging

10. Sunrise Center Parking Garage Charging Stations
a) 3rd Floor
b) 2nd Floor

ON THE HORIZON 2021 – 2025

1. Renewable Power Sources
2. Water Regionalization
3. Port Authority
4. Georgia Avenue Outfall: Nutrient Removal
5. Tri-Rail Service to Jupiter
6. Incentives for Vacant Land Development
7. Annexation: Interlocal Service Agreement
8. Peacock Arts District Revitalization: Overlay and Boundary

ON THE HORIZON 2021 – 2025

9. Absentee Landlords: Problem Analysis, Report and Direction
10. Septics to Sewers Program: Report and Direction (with FPUA)
11. Seaplane Base and Service, Naval Seal Museum Marketing Expansion
12. Fort Pierce Redevelopment Agency: Surplus Land Disposition
13. Comprehensive Tourism Development Strategy Performance Assessment, Report and Direction
14. Climate Change Strategy: Report and Direction
15. Marketing to Millennials: Report and Direction
16. Yachts Maintenance Business Development: Report on Incentives and Direction
17. Complete Street Policy and Ordinance: Direction
18. Land Development Code: Conditional Use
19. Community Land Trust: Development
20. Ridge Property (7th and Avenue “H”) Development: Report and Direction

ON THE HORIZON 2021 – 2025

- 21** Connecting Downtown to Neighborhoods: Report and Direction (Crossing U.S. 1)

- 22** CBD Boundary Extension West: Direction
- 23** Edgartown Branding: Revision

Goal 3

ENGAGE OUR COMMUNITY

OBJECTIVES

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

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Helping residents understand the City policies, programs and services
2. Commissioner districts and representation
3. Developing and sustaining common goals and vision for Fort Pierce that become the community's rallying point
4. Getting residents to become engaged in neighborhood and community organizations
5. Moving beyond past history of a racially/socioeconomic divided community
6. Reaching out to younger population
7. Building trust in City government

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Developing future community leaders and City employees
2. Expanding community wide youth programs to develop community pride
3. Diverse population of Fort Pierce
4. Residents and businesses believing that the City is responsible for everything and solving all problems
5. Overcoming differences among neighborhoods
6. Expanding community involvement with new people involved in governance
7. Lack of societal civility and respect for each other
8. Expanding and enhancing current community events
9. Disinformation regarding the City
10. Looking to the whole community

POLICY ACTIONS 2020

PRIORITY

1. Neighborhood **Identity,** Revitalization and Engagement
2. Community Events and Festivals: Evaluation and Direction
3. Non-Profit Organizations: Performance Evaluation

MANAGEMENT ACTIONS 2020

PRIORITY

1. Community Policing Expansion: Actions 2020
2. Youth Council and Strategy: Needs Assessment
3. Census 2020: Complete Count

MANAGEMENT IN PROGRESS 2020

1. 4th Unity in Our Community

ON THE HORIZON 2021 – 2025

1. St. Lucie County Dialog: Critical Issues
2. Police Youth Advisory Committee: Development
3. Marketing Program for Arts, Culture and Museums
4. Community Youth Outreach: Diverse Population, Direction and Actions
5. Multi-Cultural Festival: Food and Art Celebration, Report Direction and Actions
6. Community Outreach with Faith Community: Direction and Actions
7. Police – Community Relations Building: Report and Direction (including using Churches)

Goal 4

BEAUTIFY OUR COMMUNITY

OBJECTIVES

1. Have attractive entrances and gateways: I-95
2. Have well maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Have attractive signage and wayfinding signs, including mobile app
5. Reduce the visual blight in the City
6. Have well maintained streetscapes
7. Maintain waterfront

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Reputation and appearance of Fort Pierce
2. Irresponsible property owners who avoid complying with the City Code of Ordinances
3. Unattractive major corridors
4. Funding for code compliance, law enforcement and public works
5. Continuing consistent application of the Code of Ordinances – application support in light of community pressure
6. Absentee property owners/homeowners not maintaining property
7. Increasing short rental properties
8. High percentage of rental housing
9. Improving the entire City with a unified vision

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding of City capital projects
2. Vacant land, buildings and homes
3. Engaging and educating the community on the importance – beautification
4. Different property maintenance standards among residents
5. Tapping the arts/artists resources in the community landscaping
6. Maintaining historic buildings and homes

7. Overabundance: Unattractive properties on lot, temporary signs/banners

POLICY ACTIONS 2020

1. Code Enforcement Policy and Enforcement/Compliant
2. Vacant Properties Strategy: Inventory
3. Property Maintenance Code/Ordinance Evaluation, Report and Direction
4. Nuisance Abatement Program: Revision

PRIORITY

MANAGEMENT IN PROGRESS 2020

1. Main Street: Annual Report
2. Chapter 0: Rewrite

MAJOR PROJECTS 2020

1. Banner Replacement (Citywide)

MANAGEMENT ACTIONS 2020

1. Lincoln Park Revitalization Initiative
2. Street Sweeping Program Privatization
3. Wayfinding Signage: Upgraded Design
4. Dumpster Solutions for Downtown
5. Mural Projects 2020 (2)

PRIORITY

ON THE HORIZON 2021 – 2025

1. Code Enforcement: Performance Report and Direction
2. Park Maintenance and Upgrade
3. Entrances/Gateways Beautification Plan: Direction and Funding
4. Community Beautification Strategy: Report and Direction
5. Foreclosures Program/Process: Improvements

Goal 5

ENJOY OUR COMMUNITY

OBJECTIVES

1. Value the arts and culture as a community asset
2. Continue to support top quality public schools partnering with the City
3. Have a variety of recreational programs and activities responsive to the Fort Pierce community
4. Have a reputation as a safe community for all
5. Have strong community events with active participation by residents
6. Have effective public transportation
7. Reduce the crime rate through community policing

MEANS TO RESIDENTS

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

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
2. Reducing the homeless population
3. Continuing to enhance the quality of public schools
4. Expanding night life and entertainment opportunities
5. Continuing to respond proactively to gangs and drugs
6. Modernizing parks and their venues
7. Expanded community use of the Sunrise Theatre through revised programming

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for parks and recreation
2. Tapping the arts and cultural heritage and traditions of Fort Pierce
3. Difference in generational expectations and activities
4. Having strong community events and festivals that involve the residents
5. Continuing the success and expanding regional use of the Golf Course
6. Changing leisure and recreational trends
7. Competing for fields – practice, recreation and competition

POLICY ACTIONS 2020

PRIORITY

1. Homeless Strategy: Report, Communication Education and Actions
2. eSports Strategy: Report and Direction
See Pine Base!
3. Shuffle Board Area: Direction and Actions
4. Beach Volleyball: Report and Direction

MANAGEMENT ACTIONS 2020

PRIORITY

1. Youth Recreation Programs Expansion
2. Crime Reduction Action Plan
3. Porpoise Park Report and Direction

[4. Recreation Division: Report, Direction and Actions]

5. Sunrise Theatre: Next Steps

MANAGEMENT IN PROGRESS 2020

1. SHIP Home Rehabilitations
2. SHIP 1st Time Homebuyers Down Payment Assistance Program
3. Zora Neale Hurston Trail Festival Day
4. Gangs Action Plan: Annual Update
5. 6th Annual Highwaymen Heritage Trail Art Show and Festival
6. Crabby's Restaurant: Opening
7. Allegany Franciscan Ministries Collaboration
8. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
9. CDBG Reporting – 5-Year Consolidated Plan 2021 – 2026
10. Intelligence Lead Policing Strategy: Development
11. Victim Advocate Program: Expansion
12. Police District and Zone Map: Update
13. Sunrise Theatre Marketing: Expansion
14. Sunrise Theatre Foundation: *Fund Raising Event*
15. Sunrise Theatre: Grants

MAJOR PROJECTS 2020

1. Pump Out Locations: Additions
2. Fenn Park Reconstruction:
 - Phase 1 - *Conference*
 - Phase 2 - *Budget FY '21 Funding*
3. Indian Hills Golf Course Improvement Projects
 - a. Insect Treatment
 - b. Turf Fertilization
 - c. Bunker Improvements
4. Sunrise Theatre Black Box Floor
5. Indian Hills Recreation Area – Bike Path/Trail
6. Marina Fuel Support Facility/Public Restrooms
7. Marina Entrance Way Plaza Renovation
8. Old Fuel Lines Relocation/Replacement
9. Island Maintenance: Oyster Shell for Bird Habitat
10. Outdoor Fitness Station: Installation
11. Stage Lighting - *Budget FY '21 Funding*
 - a. DMX Control: Repairs
 - b. Follow Spots: Repairs
12. Sunrise Theatre Audio System and Backline Gear: Upgrade - *Budget FY '21 Funding*

ON THE HORIZON 2021 – 2025

1. Charter Schools: Direction
2. Swimming Programs for Youth
3. Downtown Hours Regulation
4. Old Fort Park Sidewalk Connectivity
5. Pinewood Recreation Facility Improvements
6. Jaycee Park Connectivity Improvements
7. Additional Parking Garage for Downtown
8. Northside Marina Pump Out
9. Mobile Field Force Equipment: Funding
10. Sports Fields Additional: Report and Direction
11. Senior Softball: Report and Direction
12. *Savannah Recreation Trail Connectivity to Indian Hills Recreation Area*