

City of Port St. Lucie

121 SW Port St. Lucie Blvd.
Port St. Lucie, Florida 34984



Meeting Agenda

Monday, October 20, 2025

9:00 AM

Council Chambers, City Hall

City Council Workshop

Shannon M. Martin, Mayor

Jolien Caraballo, Vice Mayor, District IV

Stephanie Morgan, Councilwoman, District I

Dave Pickett, Councilman, District II

Anthony Bonna, Sr., Councilman, District III

Please visit www.cityofpsl.com/tv for new public comment options.

1. **Meeting Called to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Public to be Heard**
5. **Special Presentations**
 - 5.a Hear Presentation on the Special Events Study and Approve Staff Recommendation [2025-802](#)
6. **New Business**
 - 6.a Update on the Aquatic Vegetation Maintenance Program [2025-1004](#)
 - 6.b St. Lucie County Transportation Planning Organization (TPO) Project Prioritization [2025-1005](#)
 - 6.c Recap of Half-Cent Sales Tax Projects from 2019 through 2025. Proposed Sales Tax Extension Project List [2025-1003](#)
7. **Adjourn**

Notice: No stenographic record by a certified court reporter will be made of the foregoing meeting. Accordingly, if a person decides to appeal any decision made by the City Council, board, agency, or commission with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she 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. (F.S. 286.0105)

Notice: Public and Press are invited to review all the backup for Council Meetings. Copies are available in the City Clerk's Office on Wednesday, Thursday, Friday, and Monday before Council Meetings. On Meeting nights, a copy of backup material is available in the reception area of City Hall for public review. Please leave the agenda and backup material in good order for others to review.

Notice: Anyone wishing to speak during Public to be Heard is asked to fill out a yellow Participation Card and submit it to the City Clerk. Anyone wishing to speak on any Agenda Item is asked to fill out a green Participation Card and submit it to the City Clerk. Participation Cards are available on the side table in Council Chambers, at the reception desk in City Hall lobby, and in the City Clerk's Office.

Notice: In accordance with the Americans with Disabilities Act of 1990, persons needing special accommodation to participate in this proceeding should contact the City Clerk's Office at 772-871-5157.

As a courtesy to the people recording the meeting, please turn all cell phones to silent or off. Thank you.



Agenda Summary

2025-802

Agenda Date: 10/20/2025

Agenda Item No.: 5.a

Placement: Proclamations and Special presentations

Action Requested: Motion / Vote

Hear Presentation on the Special Events Study and Approve Staff Recommendation

Submitted By: Nan Krushinski, Special Events Director

Strategic Plan Link: The City's Goal to Enjoy Culture, Nature and Recreation.

Executive Summary (General Business): Present Special Events Study to City Council to discuss strategies for developing, soliciting, and executing events in Port St. Lucie.

Presentation Information: Jack Kardys of J Kardys Strategies, consultant, will conduct presentation of study.

Staff Recommendation: Move that the Council accept the recommendation presented in the study.

Alternate Recommendations:

1. Move that the Council amend the recommendation and complete motion in the affirmative.
2. Move that the Council not approve, reject, rebid, etc., and/or provide staff direction.

Background: The purpose of this study is to evaluate Port St Lucie's Special Events operations, policies and practices, and provide best practice recommendations for event planning, permitting and operating procedures.

Issues/Analysis: N/A

Financial Information: N/A

Special Consideration: N/A

Location of Project: N/A

Business Impact Statement: N/A

Attachments: Special Events Study ppt

NOTE: All of the listed items in the "Attachment" section above are in the custody of the City Clerk. Any item(s) not provided in City Council packets are available upon request from the City Clerk.

Internal Reference Number: N/A

Legal Sufficiency Review: *N/A*
Choose an item.



Special Event Study

Strategies for Developing, Soliciting and Executing Port St. Lucie Special Events

October 20, 2025



Study Purpose

To evaluate Port St. Lucie's Special Event Department operations, policies and practices, and provide best practice recommendations for event planning, permitting and operating procedures. **To give the City a clear assessment of its current special events programming and determining what are and how future needs and demands for higher quality events and venues might best be met.**

- ☐ What are our **peer municipalities** doing that we may choose to emulate?
- ☐ What are **highly successful communities** doing in the way of best industry practices?
- ☐ How can we **make our Special Events more appealing and interesting and less formulaic** to improve customer satisfaction?
- ☐ How can we **improve the cost recovery while maintaining access, affordability, convenience and comfort?**



Study Methodology



Why Special Events Matter

Special Events are not just something a city does, we need to remember **WHY** they are important:

1. **Social Connection/Cohesion, creating a space for people to socialize and build connections** with the broader community and fostering a sense of belonging, collaboration, empathy and compatibility.
2. **Promoting cultural exchange and highlights and celebrates unique traditions and cultural diversity.** Local artists, musicians, and performers benefit from the exposure events provide, showcasing their talent to new audiences.
3. **Economic benefits for local businesses generating exposure and foot traffic** that benefits shops, restaurants, and service providers. **Attracting investment by showcasing a community's vibrancy** to investors interested in cultural and commercial projects.
4. **Strengthening community identity by encouraging civic engagement** through broad participation in activities that engage, inform and educate a community on key issues that may require collective action.
5. **Providing opportunities for volunteerism**, allowing people to “give back” to their communities.
6. **Promoting mental, physical and emotional health and well-being, boosting citizen morale** and creating positive memories.



First Class Special Event Checklist

- ☐ **Extremely high customer satisfaction** levels, driven by safety, affordability, convenient access, quality branding and marketing.
- ☐ **Pre-event Planning** to deliver what customers want—**targeted and deliberate**, avoiding unsolicited proposals.
- ☐ **First class entertainment**, unique, memorable.
- ☐ **Positive cost recovery**, a return on investment (ROI) measured in both direct and indirect value.
- ☐ **Highly visible staff** to manage and provide information and guidance to support customer needs.
- ☐ **First class first impression**—a front gate and signage and banner control, standard/uniform wayfinding, restrooms clean, safe, properly located and plentiful, comfortable seating, shade, and general amenities for comfort.
- ☐ **Vendors that are clean, unique, honest, priced appropriately, curated to enhance the event's theme.**
- ☐ **High visibility security** (police, EMS, cameras, CPTED) and efficient MOT for ingress/egress with convenient parking!
- ☐ **The design of the venue and its capacity to accommodate the projected and actual crowd sizes.**



Challenges

The City is experiencing growing pains with population growth accelerating at a pace that challenges PSL to evolve, enhance and add venues for gathering spaces.

- **Differentiating between true community events and Signature events** and rationing effort and resources accordingly.
- **Venues are limited** in size/design, and **none are centrally located** within the City.
- **All special events take lots of effort**, time, planning, resources and organizational prioritization.
- **Inherent risks**—Bad weather, a competing event on the same day nearby (unplanned or unnecessary duplicity), a promised celebrity not showing up, and many other details which the City may or may not have control.
- **The City's expenses** may not justify all the time involved in planning and managing certain small-scale events.
- **"If it's free it's me"** is a long-time challenge of value capture for all municipal events—the City has prided itself on giving event access away free of charge and it has become an expectation which hampers the growth and enhancement of events that may require alternative revenue generation.

Strategic Survey Data

“Residents enjoy
and appreciate
the City’s special
events.”

- **The City is growing and aging with a projected 9% increase in 65 and older in the next 10 years** which may impact the type and amenities required to satisfy their needs.
- **Income levels in PSL are higher and poverty levels lower than the County and the State averages indicating an increase in opportunities to adjust event fees and explore premium services and fee-based events within events.**
- In the PRMP, **citizens rank as inadequate but important the “City’s Outdoor Stage and Amphitheater” in the 75th Percentile**, which is equal to Pickleball ratings.
- While special event and festival attendance opportunities still earn 50%+ positive ratings from citizens, **the 43% positive rating of overall opportunities for education, culture and arts, are below the NCS benchmark and having declined from a 65% positive rating in 2020. *Events present an opportunity to improve this rating and increase special event citizen ratings.***
- **Economic Development ranks 3rd in citizen priorities** and its relationship and potential for events is significant.
- **The City’s 3 strategic goals of increasing and expanding access to entertainment and arts are viable actions to address resident needs, however they do not constitute a *robust master plan* for the City’s Special Events.**

City Policy and Practices Findings and Recommendations



You're Moving in the Right Direction!

Existing Event Evaluation



Fiscal Year	Event Name	Total Attendance	Met Objectives	CRR	Public Safety	Logistics	Customer Satisfaction	Event Uniqueness	Sponsor Satisfaction	Overall Rating
2024/2025	Martin Luther King Day	400	3	1	5	3	3	3	3	3.0
2024/2025	Bonfire and Hayride	1800	3	1	3	3	4	3	4	3.0
2024/2025	St. Patrick's Day Parade	100	1	1	5	3	2	1	1	2.0
2024/2025	Eggstravaganza	1,800	5	1	5	5	4	3	4	3.9
2024/2025	Memorial Day	500	5	1	5	5	5	3	5	4.1
2024/2025	Freedomfest	9,400	5	1	5	3	3	3	4	3.4
2024/2025	Oktoberfest	2,600	3	1	5	3	3	4	3	3.1
2024/2025	Harvest in the Preserve	4,600	5	1	3	3	4	4	4	3.4
2024/2025	Veterans Day	500	5	1	5	5	5	3	5	4.1
2024/2025	International Fest	3,500	3	1	5	4	3	3	3	3.1
2024/2025	Festival of Lights	9,400	5	1	5	4	4	3	4	3.7
2024/2025	Noche Buena	356	2	1	5	4	3	3	3	3.0
2024/2025	River Nights	3,431	3	1	5	4	4	2	3	3.1
2024/2025	PSL Irish Festival	4,100	3	4	5	4	4	4	3	3.9
2024/2025	Fall Fun Fest	15,000	5	2	5	3	3	2	3	3.3
2024/2025	PSL in Lights	914	3	1	5	3	3	3	3	3.0
2024/2025	9/11 Ceremony	150	3	1	5	4	4	2	5	3.4
										3.3

Revenue and Cost Recovery



Event Name	Total Attendance	TOTAL REVENUE	TOTAL EXPENSE	NET (+/-)	PSL CRR (%)	Per Cap Rev	Per Cap Cost
Martin Luther King Day	400	\$225	\$7,714	(\$7,489)	3%	\$0.56	\$19.29
Bonfire and Hayride	1800	\$1,000	\$38,597	(\$37,597)	3%	\$0.56	\$21.44
St. Patrick's Day Parade	100	\$0	\$6,820	(\$6,820)	0%	\$0.00	\$68.20
PSL Irish Festival	4,100	\$20,414	\$23,463	(\$3,049)	87%	\$4.98	\$5.72
Eggstravaganza	1,800	\$0	\$13,035	(\$13,035)	0%	\$0.00	\$7.24
Memorial Day	500	\$0	\$8,816	(\$8,816)	0%	\$0.00	\$17.63
Freedomfest	9,400	\$7,680	\$99,039	(\$91,359)	8%	\$0.82	\$10.54
9/11 Ceremony	150	\$0	\$3,938	(\$3,938)	0%	\$0.00	\$26.25
Oktoberfest	2,600	\$2,290	\$49,494	(\$47,204)	5%	\$0.88	\$19.04
Fall Fun Fest	15,000	\$23,832	\$54,668	(\$30,836)	44%	\$1.59	\$3.64
Harvest in the Preserve	3,500	\$7,475	\$46,804	(\$39,329)	16%	\$2.14	\$13.37
Veterans Day	500	\$0	\$11,475	(\$11,475)	0%	\$0.00	\$22.95
International Fest	3,500	\$4,937	\$74,514	(\$69,577)	7%	\$1.41	\$21.29
Festival of Lights	9,400	\$6,331	\$78,814	(\$72,483)	8%	\$0.67	\$8.38
Noche Buena	356	\$1,940	\$29,385	(\$27,445)	7%	\$5.45	\$82.54
PSL in Lights	914	\$0	\$62,140	(\$62,140)	0%	\$0.00	\$67.99
River Nights**	3,431	\$950	\$46,264	(\$45,314)	2%	\$0.28	\$13.48
TOTAL	57,451	\$77,074	\$661,830	(\$584,756)	12%	\$1.34	\$11.52

** River Nights is 7 events

Non-Profit Partnership Cost Recovery

A financial summary of the four Signature Events wherein non-profits earn revenues shows that while the City earned a combined revenue from vendors and food and beverage (F/B) of \$40,133 for all events combined, its expenses were \$282,015 for a combined net loss of **-\$241,882** and an overall cost recovery ratio (CRR) of **14%** and a **per cap revenue of \$1.10** and **per cap cost of \$7.75**.

Note: Irish Festival 3rd Party Pouring contract yielded 87% CRR with no vendor expense.

Event Name	Total Attendance	F/B	VENDOR & Sponsor FEES	TOTAL REVENUE	TOTAL EXPENSE	NET (+/-)	PSL CRR (%)	Per Cap Rev	Per Cap Cost
Freedomfest	9,400	\$7,680		\$7,680	\$99,039	(\$91,359)	8%	\$0.82	\$10.54
Oktoberfest	2,600		\$2,290	\$2,290	\$49,494	(\$47,204)	5%	\$0.88	\$19.04
Fall Fun Fest	15,000		\$23,832	\$23,832	\$54,668	(\$30,836)	44%	\$1.59	\$3.64
Festival of Lights	9,400		\$6,331	\$6,331	\$78,814	(\$72,483)	8%	\$0.67	\$8.38
Totals	36,400	\$7,680	\$32,453	\$40,133	\$282,015	-241,882	14%	\$1.10	\$7.75
PSL Irish Festival	4,100	\$13,244	\$7,170	\$20,414	\$23,463	(\$3,049)	87%	\$4.98	\$5.72

Benchmarking

Nine of Florida's top ten most populated cities provided responses to the questions asked and varying degrees of support data requested. JKS added Sanford, Palm Bay, Miami-Dade and Martin County to the benchmarking and best practice analysis as these provide varying depths of high-quality event policy and procedural practices.

Benchmarked City/County	Agency Within the Entity that Manages Hosted/Private Special Event Process Dept./Div. Hosted = Event on City Property	Agency that Produces City/County Special Events Dept./Div	Adopted Special Event Ordinance Y/N	Approved Special Event Policy/Procedure Document Y/N	Who Determines Public Safety and Other Agency Staffing?	Are Event Metrics Quantified? Y/N	Event Cost Recovery Quantified? Y/N	P3 Produced Events? Y/N	Sponsorship/Co-Sponsorships Engagement? Y/N	Defined Special Event Budget? Y/N	Insurance Required? Y/N	AI Utilized to Track Attendance? Y/N
Baseline - Port St. Lucie, FL	Neighborhood Services Department	Special Event Department	Y	Y	City Departments Per Event Scope	Y	N	Y	Y	N	Y	Y
Cape Coral , FL	Special Event Division in PRD/City Special Events Committee	Special Event Division in PRD/City Special Events Committee	Y	Y	City Special Event Committee Members	Y	N	N	Y	N	Y	Y
Hialeah , FL	Communication and Special Event Department - Hosted Building Department - Private Property	Communication and Special Event Department	Y	Y	City Departments Per Event Scope	N	N	N	Y	Y	Y	N
Jacksonville, FL	City Sports and Entertainment Office	City Sports and Entertainment Office	Y	Y	City Departments Per Event Scope	N	Y	Y	Y	N	Y	Y
Martin County	Parks and Recreation Department - Hosted and MOTs Growth Management/Building - Private Property	Parks and Recreation Department	Y	Y	County Departments Per Event Scope	N	Y	N	Y	N	Y	N
Miami Dade County	Parks, Recreation and Open Spaces Department - Hosted Regulatory and Economic Resources- Private Property	Parks, Recreation and Open Spaces Department	Y	Y	County Departments Per Event Scope	N	Y	Y	Y	Y	Y	N
Miami, FL	City Film and Entertainment Office	Parks and Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	N	N	Y	Y
Orlando, FL	Office of Special Events - Hosted and Private	Parks and Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	N	N	Y	N
Palm Bay, FL	Recreation Department	Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	Y	N	Y	N
Sanford FL	Parks and Recreation Department	Parks and Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	Y	N	Y	N
Tallahassee, FL	Parks and Recreation Department - Hosted Leon County Building Department - Private Property	Parks and Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	N	N	Y	N
Tampa, FL	Office of Special Events - Hosted Development Coordination Department -Private Property	Office of Special Events and Parks and Recreation Department	Y	Y	City Departments Per Event Scope	N	N	N	N	N	Y	N



Benchmark Considerations

- **Organize and consolidate all things special events within the PSL Special Event Department.**
- **Empower the SEO** to manage all special events processes.
- **Develop and approve a new formal comprehensive Event Policy and SOPs.**
- **Codify via Council resolution and Management Directive a Fee Waiver, Fee Reduction, Co-sponsorship Policy and Process.**
- **Establish Evaluation Process** including post event debriefing and after-action reports—including KPIs for Annual evaluation and planning.
- **Develop post-special event reporting and publishing process for economic impact and community benefits.**
- **Adopt policy and KPIs to define targeted ROI, Community and Economic Development Impact** and utilize in evaluation and budget process as a scorecard for annual business planning.
- **Create a Vendor Policy, working with the Procurement Management Dept. (PMD) to curate vendor, food & beverage and alcohol recommendations for 3rd Party outsourcing** to achieve higher quality, profitability and fidelity to signature event themes.

Non-Profit Benchmarks and Strategies for Transitions

Negotiating Better Deals Through Business Planning—St. Petersburg model



Identify Cost Recovery Ratio (CRR) objectives for proposed and existing Community and Signature high revenue yielding events as policy. This report provides a suggested 3-tier CRR based on event typology ranging from pure Community Events typically smaller in size and generating 0-50% CRR to Signature high-yield events with targeted CRR of 75-100+%.



Maintain a culture of business planning with full disclosure of total event costs and revenues - to ensure transparency the City and non-profits should mutually and fully disclose total anticipated costs to produce the special event and projected revenues. This disclosure during the event's planning phase will aid in evaluating the event's feasibility and identify funding gaps to be closed via sponsorship proceeds, fees and sales related to the event, volunteer services and, as a last resort, City subsidy.



Reduce Special Event Subsidy Levels over a prescribed period. Establish mutually agreed upon subsidy levels for existing special events produced in a collaboration with a non-profit organization. Tier the subsidy levels over successive years to a mutually agreed upon level or to where the event obtains full cost recovery. Once the event realizes full cost recovery the non-profit partner can retain proceeds garnered during the event for further community benefit.



Rigorously evaluate non-profit performance and financial records to ensure compliance with agreement requirements and transparency.



Keep Space for Non-profits in vendor or separate area and Identify events within events where non-profits have an opportunity to add value to the event while earning revenues through sponsorships or participant fees that are shared with the City i.e., Organizing fun or competitive runs/walks, cooking or arts competitions, talent shows or costume contests.

Non-profit's Contract Review

Recommendations for Future Agreements:

- ☐ **Standardizing all future agreements as partnership concession agreements to foster the spirit of cooperation and shared responsibilities (expenses) and rewards (profits).**
Strategically define roles and responsibilities for the partnership to provide the best outcomes and best ROI for both parties.
- ☐ **Consider utilizing 3rd party pouring agreements** to generate better returns.
- ☐ **For smaller events, consider ticketing F/B sales to track purchasing** and eliminate cash transactions and share revenue with vendors. Manage revenues and keep 50% of net beverage sales and 20% of food sales.
- ☐ **For larger events, negotiate 20-25% of sales** (requiring specific accounting controls in place to register all sales) or flat market rate for all other vendors.
- ☐ At a minimum, **PSL should receive a 50% net profit from all reconciled direct costs and event revenues.**
- ☐ **Require “cultural authenticity”** as a primary driver in all cultural events and require partners and vendors to participate.
- ☐ **Require reconciliation of all cost, revenue and profit from each partner and vendor** to provide a record and afford good decision making in subsequent years.



Cost Recovery Policy

Mostly Community Focus 0-50%	Mix 50-75%	Pure Discretionary 75-100%+
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.	Benefit accrued to both individual and public interests, but to a more significant individual advantage.	Exclusive benefit received by individual(s) and not the public; individual pays at least the full cost of service provision
Events to include activities, ground breakings, dedications, public welfare and information programs, etc.	Cultural and heritage Enrichment programs	Specialized Events typically at MFEC or gated outdoor events

- **Pure Community Events-** Represents those events and activities that benefit the community as a whole as Basic services intended to be accessible and of benefit to all; The community generally pays for these basic services and facilities through taxes. These events shall be offered to agency residents at a minimal or no fee. **Events to include PRD activities, ground breakings/dedications, public welfare and information programs, MLK Day, Parades, Veterans Day, Memorial Day and 9/11**
- **Mix--Individual/Community Events** Represents events where benefit accrued to both individual and general public interests, but to a more significant individual advantage or interests that should be priced to reflect this. **Events may include cultural and heritage enrichment activities in Port Park, River Nights, Bonfire and Harvest Fest and select outdoor MFEC events**
- **Purely Individual Events** Represents large, specialized events with a competitive focus and priced to recover full costs at a minimum with a target of 20%+ to cover overhead and facility lifecycle maintenance. **These include specialized MFEC Concerts and Events or gated outdoor events and include PSL in Lights, October Fest, Irish Festival, Freedom Fest and Fall Funfest**

Case Study for Soliciting the Partners PSL Wants



**Dublin, Ohio Traditional
European-Style
Christmas Market
Operator -
REQUEST FOR PROPOSALS**

The 3rd party operator RFP should require the company to have the following capabilities and experience:

- ☐ Proven track record of operating similar size events
- ☐ Ability to manage all set-up and take-down challenges, including any construction, plumbing, electrical and sanitation issues
- ☐ Ability to run all day-to-day operations, including security, sanitation, vendor relations, customer relations, marketing and social media
- ☐ Ability to source a wide range of local, regional, national and international vendors
- ☐ Experience with sourcing additional direct income through sponsorships or event rentals is a plus
- ☐ Demonstrated expertise in developing a distinctive and engaging identity tailored specifically to PSL events

Florida Festival and Event Association (FFEA) Benchmarking

While the SED budget is not typically allocated in this manner, these percentages represent a logical method to track and benchmark the future SED annual budget expenditures and allocations.

The most important consideration is that the City is investing at appropriate levels in a centralized one stop special event operation and the SED is on track to meet these benchmarks.

Expense Item(s)	Percentage of Budget
Advertising, marketing and PR	8.7%
Live Entertainment (Acts)	8%
Stage and Production	1.6%
Fireworks	2.3%
Tables, Chairs, Tent rentals	2.4%
Rental carts, fencing, radios...	2.3%
Sanitation	1.4%
Printing/signage	1.2%
Promo Items	1%
Security	4.3%
Food, Beverage, Concessions	3%
Administrative and In-kind	63.8%

Curating Vendors at Large Events

Step	Action Item
Define Theme & Goals	Create transparent, theme-aligned selection rubric/criteria
Vendor Selection Criteria	Match family friendly vendor offerings to festival identity
Curated On-line Applications	Require visuals, menus, references
Review Committee	Use diverse stakeholder input
Mix Management	Ensure cuisine, product, and booth type diversity
Pre-Event Orientation	Train on safety, sustainability, theme integration
Post-Event Evaluation	Collect data and refine future vendor lists

PSL is not required to provide a “soap box” or vendor opportunity for every cause or business interest in the City. Move away from first come, first serve vendors and **work with PMD to develop an RFP to select food vendors based on event experience, giving preference to local & dependable vendors.**

In non-themed events, provide for rotation of food and retail vendors through a pre-approved vendor pool. **In Large Events, solicit 3rd party events logistics coordinators who are responsible for curating the appropriate vendors for F/B and retail through an RFP process.**

Curation Scoring Criteria

Criteria	Excellent (5 Pts.)	Good (3 pts)	Fair (1 pt)	Poor (0 pts)
Product Alignment	Products/services perfectly align with festival theme and audience.	Products/services generally align with festival theme.	Limited alignment with festival theme.	No alignment with festival theme.
Quality and Presentation	High-quality products with professional presentation and branding.	Good quality products with adequate presentation.	Average quality products with minimal presentation efforts.	Poor quality products with unprofessional presentation.
Experience	Extensive experience with excellent references from similar events.	Some experience with good references.	Limited experience with few references.	No experience or negative references.
Compliance	All required licenses and insurance documents provided and up to date.	Most required documents provided; minor issues.	Some documents missing or outdated.	No required documents provided.
Sustainability Practices	Demonstrates strong commitment to sustainability (e.g., eco-friendly packaging).	Some sustainability practices in place.	Minimal sustainability efforts.	No sustainability practices evident.

Potential Revenue Enhancements

The following table summarizes the **potential impact** of revenue enhancements on the existing revenue streams using the current event attendance for (9) Large Events of 52,731, and a 5% event attendance growth adjustment for year 3. **Each event will require a unique annual revenue strategy for budget forecasting based on evolving event quality, vendor curation, vehicle access and sponsorship accommodation.**

Revenue Enhancement	Current	Year 1 Estimated	Year 3+ Estimated
Parking Fees	\$0	\$87,900	\$184,600
F/B and Retail	\$61,550	\$453,500	\$476,200
Premium/VIP	\$0	\$52,700	\$221,400
Sponsorships	\$0	\$67,500	\$180,000
Estimated Totals	\$61,550	\$661,600	\$1,062,200

Economic Development

With no central park in the City's master plan and no appreciable or measured connection between PSL Special Events and the City's Economic Development, the following Opportunities may be considered related to SED and economic development:

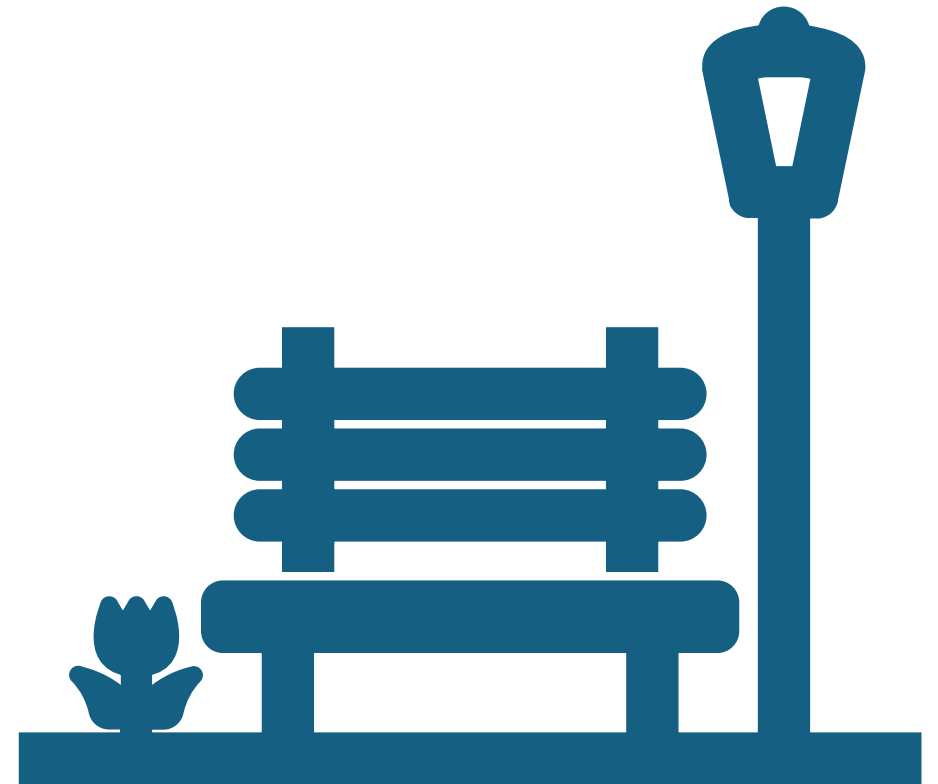
1. **Partner with Economic Development and Art in Public Places Departments** and serve as an activation source designed to incorporate local artistic talent into existing community and signature events and to partner in business district performing arts program.
2. **Reestablish Partnering with local business leaders**—by partnering with local business leaders, the SED positions itself as a direct supporter of local business interests and can monetize benefits through event sponsorships and participation in “events within events.”
3. **The SED may consider creating a Special Event Non-Profit 501(c)3** to afford flexibility and improve fundraising and sponsorship solicitation. The business community along with the appropriate cultural arts stakeholders could serve as directors and guide the efforts of the SED.

Capital Considerations

Perhaps the biggest challenge for the City will be finding suitable public space to accommodate its larger signature events currently sharing available indoor and outdoor space with the MFEC. The addition of new parking garages and elimination of outdoor plaza space surrounding the MFEC, coupled with the refocus of indoor space to a flexible “conference center” layout, will reduce the MFEC’s capacity to host any signature events. While the center’s back road provides short term “street festival” event space, it is too narrow and limited in customer accommodation capacity to serve the long-range needs of PSL’s special events.

It is recommended the **City consider the development of a large special event area using the master plan consultant recommended in Focus Area #1 to:**

- Identify land, a design criteria and probable cost.
- Design a public space for more than 10,000 people.
- Design a state-of-the-art amphitheater.



Recommended Events Master Planning

The scope used for the Wildwood, FL. project with its \$50,000 cap can be modified to PSL Special Event planning needs and an outreach to the consultant used for the recent Park and Recreation Master Plan may be considered to provide the services while all the public outreach , mapping and land planning recommendations are all fresh and current. Scoping for event specific public engagement—including stakeholder interviews, workshops, and surveys— will produce a vision emphasizing a vibrant “live work play” design. The North Port Mineral Springs master plan includes a much more detailed plan including archeological, historic and utility work at a cost of \$150,000+.

Municipality	Consultant	Fee Paid	Scope Highlights	Venue Upgrades
Wildwood, FL	Downtown RFP (2020)	Fee cap \$50K	Streetscape/event space planning, cost and implementation	Plazas, pedestrian pathways
North Port, FL for	Kimley-Horn (2018–2020) Warm Mineral Springs Park Master Plan	\$154K phase 1 + \$1.44M Phase II	Full master plan w/ archaeological, historic, utility work	Amphitheater, trails, shade structures, utilities, parking

Recommended Strategic Focus Areas

- **EMPOWER Special Event Department** to implement/manage Citywide Special Events.
- **ADOPT Best Practices** approach to event planning, execution and evaluation.
- **IMPROVE Cost Recovery** and negotiate equitable event partnerships and sponsorships.
- **FOCUS on Economic Development** strategies that stimulate local business and quality of life.
- **EXCEED Customer Expectations** with entertainment, safety, convenience, and comfort.
- **ENHANCE Special Event Venues** to facilitate first-class event delivery.

EMPOWER
Special Event
Department

**ADOPT Best
Practices**

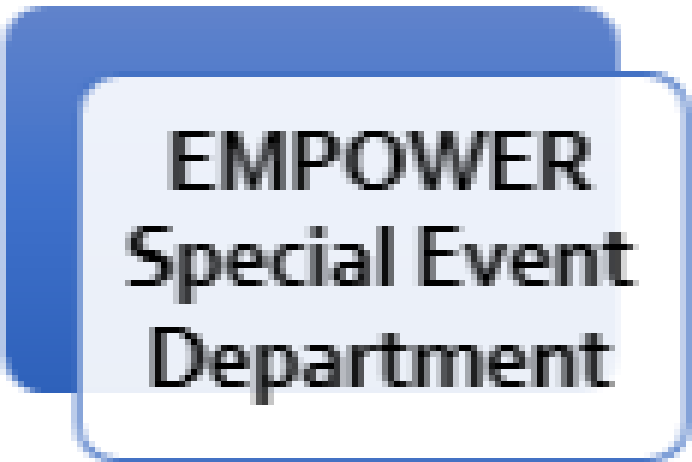
IMPROVE
Cost
Recovery

FOCUS on
Economic
Development

EXCEED
Customer
Expectations

ENHANCE
Event Venues

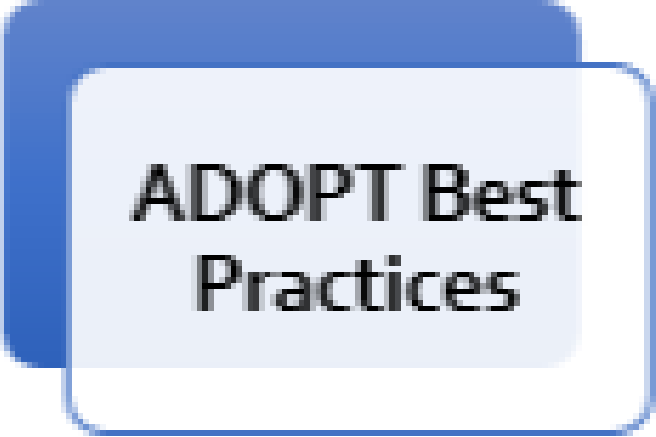
EMPOWER Special Event Department to implement/manage Citywide Special Events.

The logo consists of two overlapping rounded rectangular boxes. The front box is light blue with a thin blue border and contains the text "EMPOWER Special Event Department" in a bold, black, sans-serif font. The back box is a darker blue and is partially obscured by the front one.

EMPOWER
Special Event
Department

- **Resource and position the SED as the City's one stop shop to provide quality control and consistency for all things Special Events** including permitting, planning, managing, operating and marketing in collaboration with Communications all special events, all outdoor MFEC special events, city-wide protocol activities (i.e., ground breakings, ribbon cuttings and miscellaneous City ceremonial functions) and Neighborhood Services event permitting process.
- **Adopt a single guiding policy that defines SED authority, roles and responsibilities** with tailored requirements that align with the City's specific strategic needs, consumer demand, legacy commitments and legal framework.
- **Establish a Special Events Technical Advisory Committee (SETAC) and define roles and responsibilities** for event planning and permit approval, logistics coordination and post-event evaluation.
- **Invest in the development of a PSL Special Event Master Plan.** Conduct a community-wide special event needs survey and focus groups utilizing more detailed and specific questions to determine community event needs, preferences, willingness to pay, etc. and ultimately identify land and design criteria with probable cost for a citywide outdoor special event venue.
- **Establish a 501.c3 non-profit entity within the SED** that includes business community and St. Lucie Cultural Alliance board membership to facilitate and improve corporate sponsorships and grant solicitation.

ADOPT Best Practices approach to event planning, execution and evaluation.

A graphic consisting of two overlapping rounded rectangles. The front rectangle is light blue with a thin blue border and contains the text 'ADOPT Best Practices' in a bold, black, sans-serif font. The back rectangle is a darker blue and is partially obscured by the front one.

**ADOPT Best
Practices**

- **Develop Goals and Objectives for the SED and individual events and evaluate accordingly**, and measuring fidelity to objectives post-event and annually for the SED.
- **Maintain Benchmarking Library**—living documents to maintain competitive advantage.
- **Adopt pre-event business planning process to proactively plan individual events.** All events will require business plans. SETAC will review applications to ensure probable success rate.
- **Adopt Best Practices in standard operating procedures (SOP)** outlined in the City policy using the summary outline of best practice common procedures and requirements found in **Sections 3 & 4.**
- **Adopt Evaluation Criteria for all City produced and permitted events** to be managed by SED and SETAC. Use a scorecard approach to measure success for the SED using key performance indicators (KPIs).
- **Develop and implement a marketing plan for the SED and individual events**, aligned with the City's communications policy and working directly with the Communications Department.
- **Commit SED staff to Professional Development** – The Florida Festival and Events Association (FFEA) is primarily a trade organization with regularly scheduled training and development classes and conferences.

IMPROVE Cost Recovery and negotiate equitable event partnerships and sponsorships.



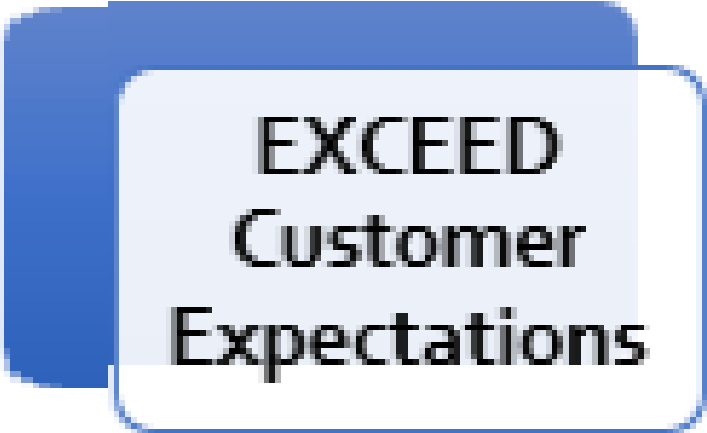
- **Create a 3-tier Cost Recovery Ratio (CRR) criteria** in a phased 3-year approach. (0-50%; 50-75%; 75-100%+ Community to Signature CRR)
- **Adjust the SED marketing budget from 2.1% to 10% of operating budget to improve revenue generation and CRR**
- **Establish measurable criteria for city support and co-sponsorship** and consider reducing city in-kind and co-sponsorship after 5 years for recurring events.
- **Identify and incorporate more equitable terms in non-profit partnership agreements** to ensure a more balanced return on investment (ROI)
- **Aggressively pursue sponsorships and grants** to engage the local business community, corporate and arts foundations and civic organization.
- **Implement revenue enhancement strategies** for existing Signature and Heritage events (F/B control, ticketing, parking fees, premium/VIP services, etc.)
- **Create a Vendor Policy, working with the Procurement Management Dept. (PMD) to curate vendor, food & beverage and alcohol recommendations** for 3rd Party outsourcing
- **Solicit through Request for Proposals qualified partners to manage and operate special event logistics**, F/B and retail vendors to improve event cost recovery and quality
- **As part of the marketing and evaluation process use Placer Ai heat mapping** capacity in broader customer satisfaction and economic development evaluation

FOCUS on Economic Development strategies that stimulate local business and quality of life.



- **Adopt economic development strategies and targets for large events to meet objectives implied in Strategic Plan Goal #6** Culture, Nature and Fun Activities.
- **Measure Economic Impact in all special events using economic impact calculators** and foot and travel heat maps technology to evaluate direct and indirect impacts for, at a minimum:
 - **Hotel Occupancy Rates:** Increase in local hotel bookings during the event.
 - **Visitor Spending:** Estimated economic boost from attendees on dining, retail, and entertainment.
 - **Local Business Revenue Increase:** Sales reports from businesses in the event area.
 - **Sales Tax Revenue Growth:** Comparison of tax revenue during the event vs. non-event days.
 - **Event Job Creation:** Number of temporary jobs created (e.g., vendors, security, sanitation).
- **Include Economic Impact and Development measures to drive City Fee Waivers, Sponsorship and In-kind services** delivery decisions by Council.
- **Partner with Economic Development and Art in Public Places departments** and serve as an activation source designed to incorporate local artistic talent into existing community and signature events and to partner in a neighborhood and business district performing arts program.
- **Consider producing events on Privately Operated Public Open Space (POPOS) in business zones** throughout the City to engage businesses in event sponsorship and participation.

EXCEED Customer Expectations with entertainment, safety, convenience, and comfort.



EXCEED
Customer
Expectations

- **Make events less formulaic, creating more original and themed events– “Do Less Better” and with more impact.** Produce only events that meet your strategic goals--Prioritize keepers and streamline events to be tighter, more impactful and efficient. Add desirable and inspirational educational, cultural and artistic components and events within events that stimulate interest, participation and sponsorship engagement/revenues.
- **Ensure high Customer Satisfaction levels**, driven by safety (low incident rate), affordability with premium options, convenient access, quality branding and marketing.
- **Curate vendors and first-class entertainment, unique and memorable** to support event cultural themes.
- **Manage events with highly visible staff to provide information and guidance and support customer needs** and execute effective maintenance of traffic (MOT), ingress/egress and adequate, convenient parking.
- **Develop First Class, First Impressions** i.e., an eye-catching front entrance gateway with signage and banner quality control and standard/uniform wayfinding. Design venue layout to accommodate the projected crowd sizes and accommodate all with comfortable seating, shade, and general amenities throughout the festival and parking areas.

ENHANCE Special Event Venues to facilitate first-class event delivery.



**ENHANCE
Event Venues**

- **Consider the development of a large special event area with space for more than 10,000 and design state of the art amphitheater.** Use the master plan consultant recommended in Focus Area #1 to identify land, design criteria and probable cost for the facilities.
- **Design all Special Event area elements to First Class level including first impression, gates, parking, signage, etc.**
- **Identify improvements needed for Event Park sites** McChesney, McCarty Ranch, Whispering Pines, Veterans Memorial Parks.
- **Develop land acquisition or lease options and budget plan** and consider Clover Park (County)—off season for the Mets Approximately 19 acres for rent/Partnership with SLCPR---Parking lot only.

Recommendations for Council Approval

- Place all food, beverage, and vendor operations within the City's control to achieve cost recovery targets and eliminate long term practices on Food and Beverage and Vendor Operations.
- Establish a return on investment strategy and fee policy to establish event cost recovery targets, consider merging or eliminating low ROI events/elements.
- Implement where appropriate revenue enhancement strategies for existing large events to achieve cost recovery targets i.e., parking, VIP, F/B elements.
- Invest in a Special Event Master Plan.
- Establish Special Events Policy to include benchmark/best practice recommendations and Standard Operating Procedures.



Recommendations for Council Approval

- Identify “events within events” where possible, so that non-profits may have an opportunity to add value to the event while earning revenues.
- Establish a 501.c3 non-profit entity within the SED.
- Solicit through Request for Proposals, qualified event producer(s) to assist and operate specific special event logistics, as needed.
- Working with procurement department, create an event policy and process to curate vendors and food & beverage, that are unique and memorable to support events and event cultural themes.

Council Actions

- Accept Report
- Authorize City Manager and Special Events Division to implement recommendation considerations



Q & A



Agenda Summary

2025-1004

Agenda Date: 10/20/2025

Agenda Item No.: 6.a

Placement: New Business

Action Requested: Discussion

Update on the Aquatic Vegetation Maintenance Program

Submitted By: John Dunton, Deputy Director - Public Works

Strategic Plan Link: The City's Goal of high-quality infrastructure and facilities.

Executive Summary (General Business): To provide an overview of managing invasive and exotic vegetation within the city's vast stormwater network utilizing mechanical, biological and pesticide applications to ensure positive conveyance and improve water quality

Presentation Information: 15-minute presentation

Staff Recommendation: Request that the Council approve the Aquatic Vegetation Maintenance Program

General Development Communities, (GDC) the city's original developer, filed for bankruptcy in the early 1990's, leaving the city with the burden to manage the vast majority of infrastructure that had not been formally accepted by the city and was in disarray. The general locations were essentially east of US 1, north of C-108 Waterway separated by St. Lucie west Services district west of Florida's Turnpike to the Martin County line at the C-23 canal and the Southbend neighborhood.

Issues/Analysis: An immediate plan of action to survey this vast network was needed to develop a framework to ensure public safety for the residents and service levels that would enable the stormwater system to operate at a minimum to the approved development of regional impact, (DRI) permits issued by the South Florida Management District. Aquatic Vegetation maintenance was but one of several disciplines developed to accomplish this plan.

Financial Information: \$1,100,000.00 budgeted for fiscal year 2025-26

Special Consideration: N/A

Location of Project: Citywide

Attachments:

1. Presentation - Aquatic Vegetation Maintenance Program

NOTE: All the listed items in the "Attachment" section above are in the custody of the City Clerk. Any items not provided in City

Council packets are available upon request from the City Clerk.

Internal Reference Number: n/a

Legal Sufficiency Review:
N/A



Aquatic Vegetation Maintenance Program

Public Works Department



Agenda

- Without Treatment
- Public Works Maintenance and Staff
- History of the Aquatics Program
- Current Contractor AVC
- Tracking Activities and Progress
- Management Approaches
- Facts About Herbicides and Pesticides
- Vegetation within the City Boundaries
- Treatment Options
- Research of Aquatic Programs Around the State
- Moving Forward



Without Treatment

Without proper treatment, our canals and waterways will become overrun with invasive vegetation, which will impede effective stormwater drainage.



Before

August 2023

September 2023

After

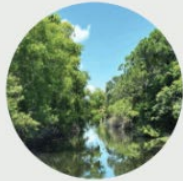
45

3



Get the Facts

The City's stormwater system is comprised of:



200
miles of canals



1,200
miles of swales



180+
control structures



6,000+
culverts



1,460
acres of lakes and ponds



3
pump stations

Management of Maintenance Operations

- Regular meetings and communication with contractor AVC
- Oversees daily activities and schedule
- Inspects treated areas 7 to 14 days following treatment
- Supports with 1PSL resident responses and requests

- John Dunton and Karen Love from Public Works
- Dan Charles manages the program and brings over 11 years of expertise.

History of the Aquatics Program

- In 1987, swale liner was implemented as a result of water and sewer expansion in the west and to support drainage for the city stormwater system.
- GDC filed for bankruptcy in the early 1990's, leaving the City to take over maintenance of the stormwater for the entire City.
- In the 1990's the Public Works Maintenance Program expanded between the St. Lucie River and Florida Turnpike to the west, including lakes and waterways.



Aquatic
Vegetation
Management
Program
Over 35 Years



Schedule 1: Smaller Ditches –
Maintained up to 4 times a year (every
three months)

Schedule 3: Greenways and STAs – Maintained up to 3 times a year



Herbicide Use & Integrated Pest Management (IPM)

What is IPM? Integrated Pest Management is a smart, sustainable approach to controlling invasive plants. It combines several methods — like prevention, monitoring, and physical or biological controls — to reduce environmental impact.

How Are Herbicides Applied? The most common method is **foliar spraying**, where herbicide is applied directly to plant leaves.

This can be done using:

- Boats or trucks
- Utility vehicles (UTVs)
- Backpack sprayers
- Granular or pellet spreaders

Why Use Herbicides? When used properly as part of IPM:

-  They're safe and effective
-  They're cost-efficient
-  They work best when combined with other control methods like mowing, hand-pulling, or introducing natural predators



✓ Herbicide Safety & Regulation

Who Approves Herbicides?

- **EPA (Environmental Protection Agency)** reviews all pesticide labels
- Approval process ensures:
 - ✓ Effectiveness
 - ✓ Safety
 - ✓ Minimal environmental impact
- Takes **4–10+ years** for full approval

What's Allowed in PSL?

- Only **EPA-approved herbicides** can be used in aquatic areas
- Targets invasive plants like:
 - Hydrilla
 - Alligator weed

Florida Oversight

- **FDACS** (Florida Dept. of Agriculture and Consumer Services) regulates aquatic herbicide use
- Applicators must:
 - ✓ Pass a state exam
 - ✓ Hold a valid license
 - ✓ Complete continuing education every 4 years



EPA Reg. No. 81927-22

Manufactured For:

Alligare, LLC

13 N. 8th Street

Opelika, AL 36801

ACCEPTED

09-03-2015

Under the Federal Insecticide, Fungicide
and Rodenticide Act as amended, for the
pesticide registered under
EPA Reg. No.

81927-22

IPM Treatment Options

1. Chemical Control – Contracted Herbicide Applications
2. Mechanical Control – Use of Equipment
3. Physical Control of Vegetation – Use of Physical Labor Methods
4. Biological Control - Grass Carp (Triploid Carp), probiotic bacteria and others – Adding fish to support vegetation in waterways

Note: The City has successfully implemented a combination of these methods in select waterways. By integrating chemical, mechanical, biological, and physical approaches under the IPM framework, the City promotes long-term vegetation control while supporting healthier, more resilient aquatic ecosystems.

Chemical Control – Contracted Herbicide Applications



How We Manage Invasive Plants



Who Does the Work?

- Licensed contractors like **Aquatic Vegetation Control (AVC)** apply EPA-approved herbicides
- These treatments target invasive plants while protecting native vegetation

Why Use Herbicides?

-  Most efficient and cost-effective method
-  Works well when invasive plants spread quickly or cover large areas

Safety First

- All treatments follow **local, state, and federal rules**
- Timing and technique are carefully planned for best results

Access Challenges

-  Some areas are hard to reach by boat
-  Public Works continues working to improve access to our waterways

Mechanical Control – Use of Equipment



- Heavy machinery and specialized aquatic equipment are used to cut, remove, or shred vegetation in targeted areas.
- Provides immediate results, helping to clear navigation channels, restore water flow, and reduce dense plant mats that restrict recreation and habitat.
- Integrated with chemical treatments to prevent rapid regrowth.

The City currently uses 4 swampmeisters to mow hard-to-reach areas and overgrown canals.



Physical Plant Removal: Pros & Challenges

What It Is

- Techniques like cutting, harvesting, and dredging
- Clears vegetation and opens waterways
- Example: **Hydroraking** — removes plants and roots from sediment

Pros

- ✓ Immediate results
- 🌱 Helps reduce regrowth in targeted areas

Challenges

- 💰 Labor-intensive and expensive
- 🔄 Requires ongoing maintenance
- 🚫 Risk of spreading invasive plants
- 🚧 Some areas are hard to reach or impractical to treat

Biological Control – Grass Carp (Triploid Carp & others)

Grass Carp: Natural Plant Control

What They Do

- Sterile grass carp eat large amounts of aquatic plants
- Help reduce maintenance and support other treatment methods

How It Works

- Fish are **sterilized** and come from certified farms
- Stocking is regulated by **Florida Fish & Wildlife (FWC)**
- Safety measures keep fish **confined** to specific waterways

Important Notes

-  Not a full solution — just one tool in the toolbox
-  Not used everywhere and **doesn't treat shorelines**
-  Must stay out of the **St. Lucie River**



Research – Aquatic Programs Around the State

Activity	Pinellas County (St. Petersburg)	City of Jacksonville	City of Ft. Lauderdale	Lee County (Cape Coral)
The scope of activities included in the aquatic program	Maintain water flow, remove invasives, remove weedy vegetation, leave native vegetation that is not obstructing flow, maintain all waterways including parks, pipes, bridges, ponds, lakes, stormwater facilities. Do not treat algae.	Remove invasive species, remove floating, submerged, or dead vegetation and litter/debris. Remove aquatic plants, algae and grasses listed as "prohibited" Apply aquatic herbicide, algicide and mechanical controls.	Monthly canal cleaning, emergency deployment, floating boom clearing, herbicidal applications, algacide applications, mechanical weed removal, and mechanical algae removal.	Promote sound aquatic plant management through operations, research, outreach, and education emphasizing integrated management techniques.
Annual budget for the aquatic maintenance program	\$1,922,940	\$780,081	\$1,244,500	\$2,677,341
Spraying practices: chemicals used	Terrestrial herbicides Aquatic herbicides Adjuvants/other	FDA approved herbicide, and algacide.	FDA approved herbicide, and algacide. No glyphosate	FDA approved herbicide, algacide, defoamer, water dye, drift retardant, and water conditioner
Spraying practices: frequency of applications	As needed	Monthly	As needed	Undefined
Spraying practices: program structure details	In house 16FTE's that split the City up into 4 maintenance quadrants, achieving 4-6 maintenance cycles annually	Licensed contractor (2) year bid. Monthly apply herbicide and remove debris from ponds. If pond is not free of debris with monthly applications return to apply spot treatments necessary to keep the pond clear.	Licensed contractor	Boat mounted spraying, air boat spraying, surface spraying, injected spraying, spreaders, and drone spraying.
Use of mechanical equipment: when and in what cases	Staff use chainsaws, trimmers, and pruners. Aquatic harvesters are contracted if an area is too large to spray, woody, has already been sprayed, or spraying would impact the public negatively.	As needed and determined by the contract manager.	As needed Undefined	Staff uses a mini harvester on a case by case scenario. Ramp access, longevity, and ferry time are taken into account before use.
Total aquatic areas maintained: canals, ponds, lakes	1,043 acres of lakes, 326 acres of ponds, 231 miles of ditches.	425 acres of ponds	165 miles of canals and waterways	30,000 acres of waterbodies 400 miles of canals
References and/or resources	https://pinellas.gov/vegetation-management/			https://lchod.org/

Maintenance and Moving Forward

What We're Doing

- Continue using **EPA-approved herbicides** to control vegetation
- Improve **access to canals** for better maintenance

Stormwater Projects are incorporating additional water quality components:

- Add **aeration systems** to support water health
- Install **baffle boxes** to improve water quality

What's Changing

-  No more easement or abandonment of City property
-  Prevent fences in City right-of-way that block canal access
-  Plan and budget for **piping canals** as the City grows — supports future **linear parks**

An aerial photograph of a river and a golf course. The river flows from the top left towards the bottom center, with a small dam or bridge structure visible. The right bank of the river is a lush green golf course with several fairways and a clubhouse building. The background is a dark, clear sky.

Questions?

Sawgrass Lakes

- Hired Terracon as a third-party consultant to provide specific plans of improvements with pricing and scope of work.
- Internally, Public Works prepared a list of options for consideration based on recommendations from outside sources, residents and our internal Public Works experts.
- Public Works will work with the City Manager's Office to evaluate costs and options and provide a recommendation to City Council.
- Goals:
 - Enhance Vegetation
 - Improve Water Circulation
 - Enhance Water Quality
 - Improve Water Clarity
- Suggestions Under Review:
 - Vegetation Pilot Study
 - Soil Testing
 - Floating Islands
 - Dredging
 - Vegetation Stabilization
 - Mechanical Aeration
 - Refresh or pump water into Sawgrass
 - Irrigation Management
 - Alum Treatments
 - Dye product



Agenda Summary

2025-1005

Agenda Date: 10/20/2025

Agenda Item No.: 6.b

Placement: New Business

Action Requested: Motion / Vote

St. Lucie County Transportation Planning Organization (TPO) Project Prioritization

Submitted By: Colt Schwerdt, Public Works Director and City Engineer

Strategic Plan Link: The City's Goal of high-quality infrastructure and facilities.

Executive Summary (General Business): The City is looking to provide a prioritized list of our top 10 projects that we would like included in the LRTP 2050 plan. This will be a recommendation to the TPO to provide the ability to get funding assistance for these projects.

Presentation Information: Staff will have a map and speak to the projects.

Staff Recommendation: Move that the Council provide direction.

Alternate Recommendations:

1. Move that the Council amend the recommendation and provide staff direction.
2. Move that the Council not approve and provide staff direction.

Background: At the July TPO Technical Advisory Committee (TAC) meeting, the topic of project needs and their funding assistance was discussed in detail to help finalize the 2050 Long Range Transportation Plan (LRTP) Needs Plan. Additionally, on October 3rd the TPO coordinated a meeting with the executive management level staff for Port St. Lucie, St. Lucie County, and Ft. Pierce, and the TPO asked each entity to provide their top 10 priority projects for their consideration in ranking the needs of the County. Therefore, the City's Capital Improvement Projects team has discussed and put together this prioritized list for City Council support and discussion.

PSL Projects

1. SLW Widening
2. I-95/Marshall Interchange
3. Savage-Del Rio Corridor/Del Rio Connector
4. Village Green Drive
5. Savona Blvd Improvements
6. Torino Pkwy Improvements
7. Cashmere Blvd
8. California Blvd
9. Southbend Blvd Improvements
10. Green River Parkway

If the Council has interest in recommending any mutually beneficial projects for both St Lucie County and the City of Port St. Lucie, staff has put together the below list of 3 recommended projects for the 2050 LRTP.

PSL/SLC Mutually Beneficial Projects

1. Walton Rd Improvements (Lennard to Green River Pkwy)
2. Lennard Road Extension
3. Range Line Rd Improvements

Issues/Analysis: Due to the developer obligations for widening of most roadways on the west side of town, the recommended projects have a bigger presence to the central and eastern part of Port St. Lucie.

Financial Information: Funding assistance for any listed improvement need from the TPO is an unknown value at this time.

Special Consideration: Staff will gather Council input and direction to bring the final prioritization list of project needs to the TPO.

Location of Project: Citywide

Attachments:

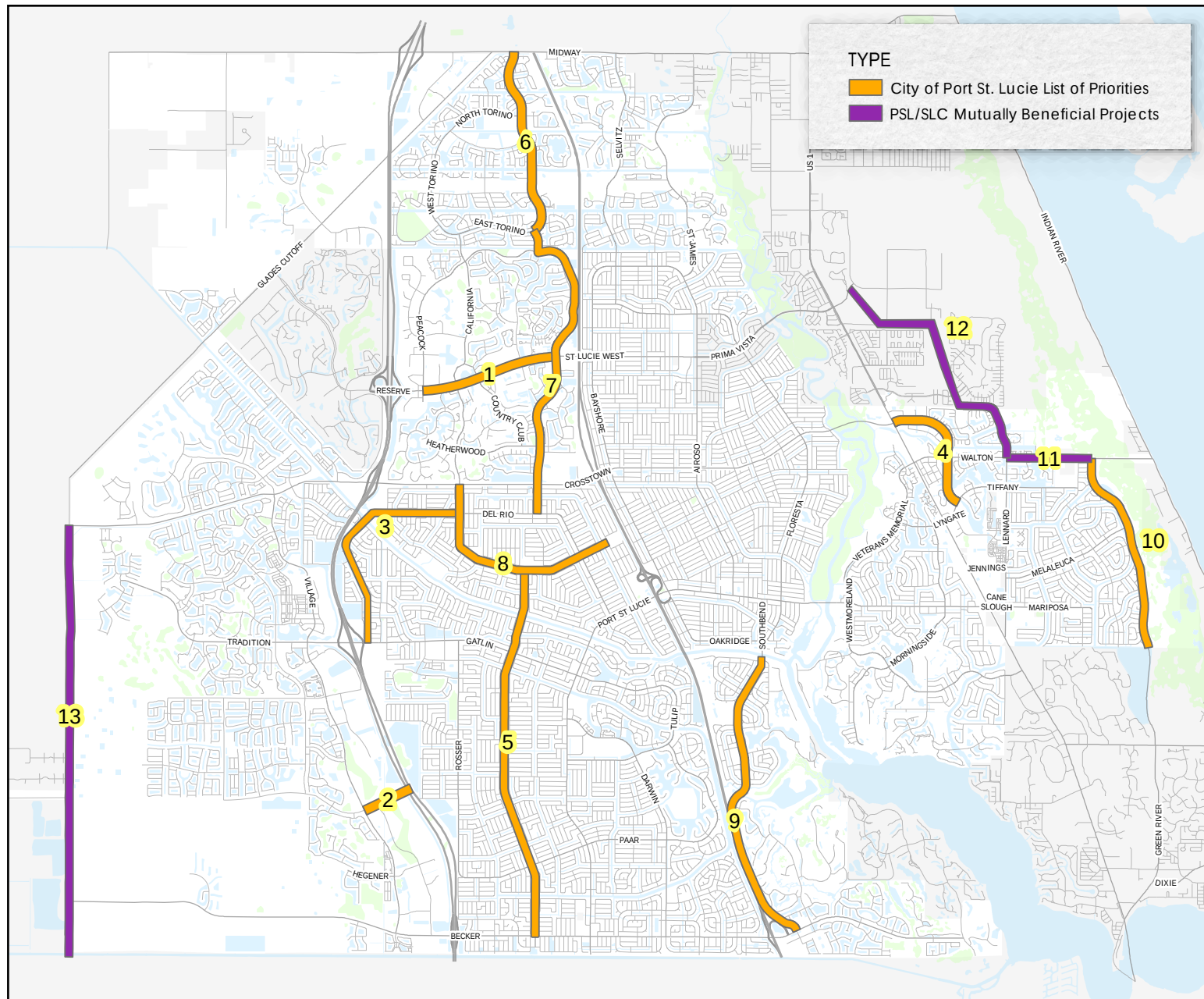
1. Proposed TPO Project Priority Location Map

NOTE: All of the listed items in the "Attachment" section above are in the custody of the City Clerk. Any item(s) not provided in City Council packets are available upon request from the City Clerk.

Internal Reference Number: N/A

Legal Sufficiency Review:

N/A



Map ID	Project Name	Type
1	SLW Widening - Peacock to Cashmere Blvd	City of Port St. Lucie List of Priorities
2	I-95/Marshall Interchange	City of Port St. Lucie List of Priorities
3	Savage-Del Rio Corridor	City of Port St. Lucie List of Priorities
4	Village Green Drive – US-1 to SE Tiffany Avenue	City of Port St. Lucie List of Priorities
5	Savona Blvd Improvements - Becker Road to California	City of Port St. Lucie List of Priorities
6	Torino Pkwy Improvements - Cashmere Roundabout to Midway	City of Port St. Lucie List of Priorities
7	Cashmere Blvd - from Del Rio to Torino	City of Port St. Lucie List of Priorities
8	California Blvd - Crosstown Pkwy. to Cameo Blvd.	City of Port St. Lucie List of Priorities
9	Southbend Blvd Improvements - Becker to Eagle Dr.	City of Port St. Lucie List of Priorities
10	Green River Parkway - Walton Road to Martin County Line	City of Port St. Lucie List of Priorities
11	Walton Rd Improvements (Lennard to Green River Pkwy)	PSL/SLC Mutually Beneficial Projects
12	Lennard Road Extension - Walton to Prima Vista	PSL/SLC Mutually Beneficial Projects
13	Range Line Rd Improvements- Crosstown Parkway to Martin County Line	PSL/SLC Mutually Beneficial Projects



St. Lucie Transportation Planning Organization (TPO)

Date: 10/14/2025
Page: 1 of 1
Tech: RTaylor
MIS GIS #: 0468



0 0.85 1.7
Miles 62



Agenda Summary

2025-1003

Agenda Date: 10/20/2025

Agenda Item No.: 6.c

Placement: New Business

Action Requested: Discussion

Recap of Half-Cent Sales Tax Projects from 2019 through 2025. Proposed Sales Tax Extension Project List

Submitted By: Colt Schwerdt, Public Works Director and City Engineer

Strategic Plan Link: The City's Goal of high-quality infrastructure and facilities.

Executive Summary (General Business): Staff will provide the City Council with an update, including highlights, graphics, and pictures of the progress of implementation of the Half-Cent Sales Tax Priority Projects. Additionally, City Council will be provided with a project list for consideration and inclusion with the potential sales tax extension referendum.

Presentation Information: 15-minute presentation

Staff Recommendation: Move that the Council approve the project list and provide direction.

Alternate Recommendations:

1. Move that the Council amend the recommendation and provide staff direction.
2. Move that the Council not approve and provide staff direction.

Background: On November 6, 2018, voters approved Ballot Question #14, the referendum to levy a Half-Cent Sales Tax for a period of 10 years. Prior to approval of the tax, City Council adopted an Ordinance on September 24, 2018, approving a List of Priority Projects to be funded by the additional tax, including a contingency. Staff provides quarterly updates to Council on the progress of the projects as well as any issues encountered. Additionally, Staff has prepared a proposed priority projects list for consideration of a potential extension of the Half-Cent Sales Tax.

Issues/Analysis: Provides an update to City Council on the status of the current Half-Cent Sales Tax projects as required per the voter approved ballot initiative.

Financial Information: The Half-Cent Sales Tax provides critical funding for projects to provide better roads, sidewalks, and a cleaner river.

Special Consideration: Staff will gather Council input and direction to bring the final prioritization list of project needs.

Location of Project: Various City of Port St. Lucie locations

Attachments:

1. Half-Cent Sales Tax Projects Presentation
2. Proposed Half-Cent Sales Tax Extension Project Map

NOTE: All of the listed items in the "Attachment" section above are in the custody of the City Clerk. Any item(s) not provided in City Council packets are available upon request from the City Clerk.

Internal Reference Number: n/a

Legal Sufficiency Review:

N/A



Half-Cent Sales Tax Projects

Recap of Projects 2019 to 2025

www.cityofpsl.com/salestax





Floresta Drive Improvements

The four-mile project provides a two-lane roadway with landscaping, lighting, sidewalks and bicycle lanes from Southbend Boulevard to Prima Vista Boulevard.

Features include:

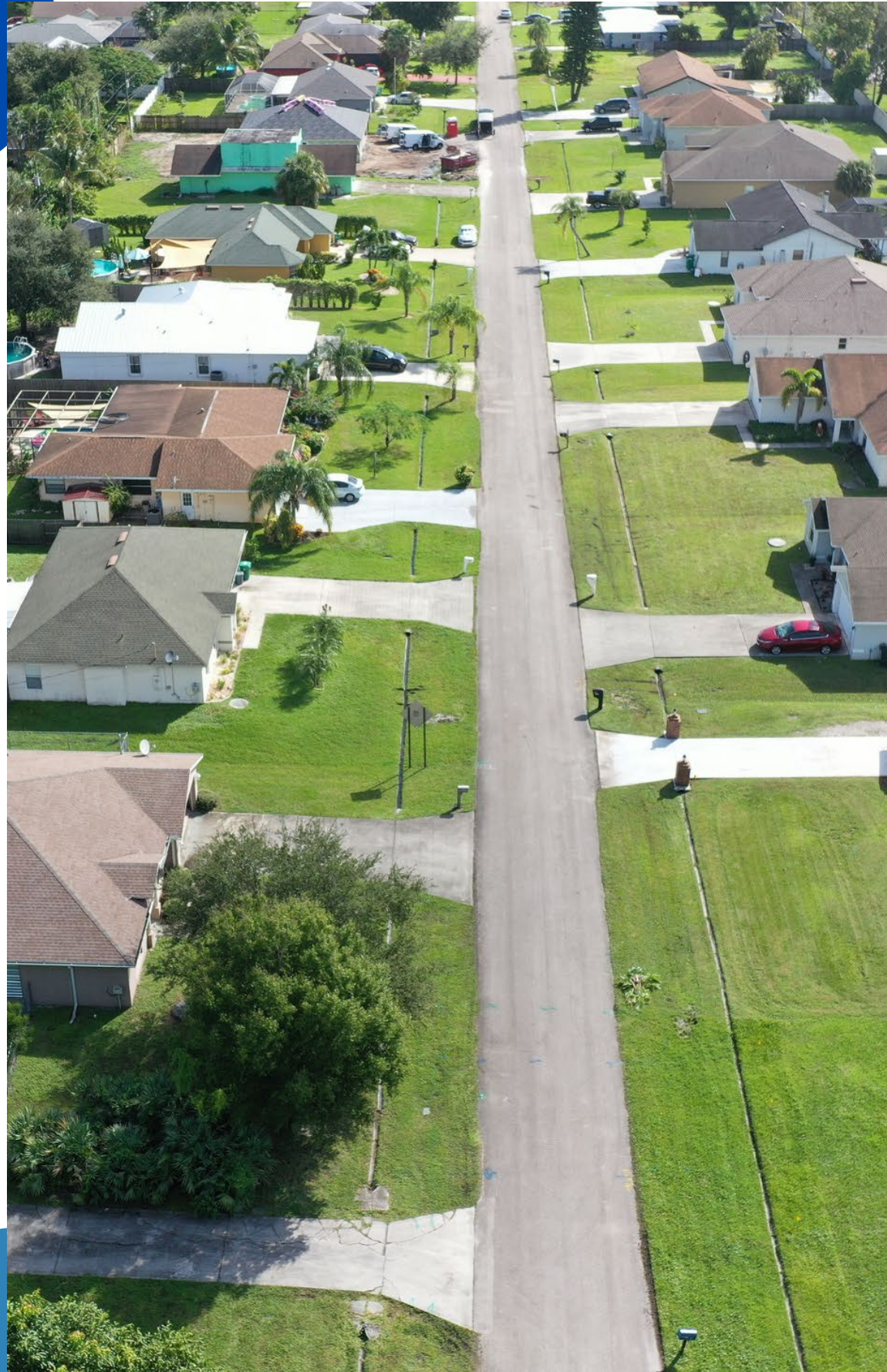
- Dedicated buffered bicycle lanes
- Multiple ponds to provide roadway drainage, flood protection and aesthetic value
- Sidewalks both sides of the road
- Street trees and landscaping
- Pedestrian and FPL street lighting
- Landscaped modern roundabouts
- Pedestrian crossing safety enhancements
- New bridge at the Elkcam Waterway
- Baffle boxes to clean stormwater runoff

Floresta Phase 1– Complete, 2020- 2022

Floresta Phase 2 – Complete, 2022- 2025

Floresta Phase 3 – Under Construction, 2025- 2028

Floresta Drive Phase 1- Complete



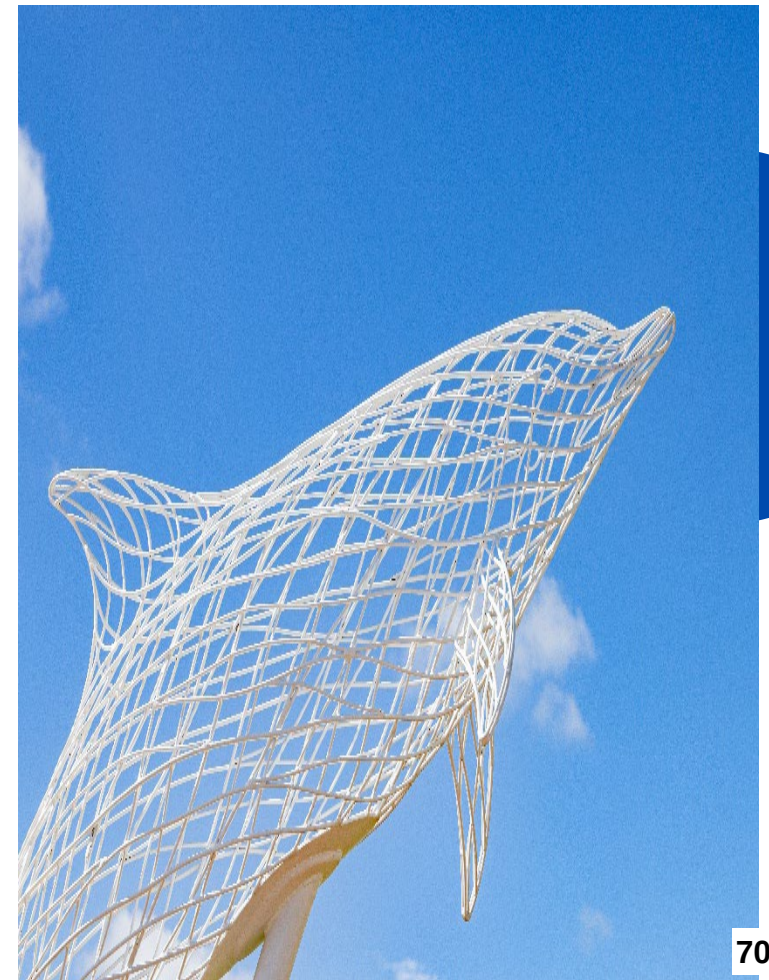
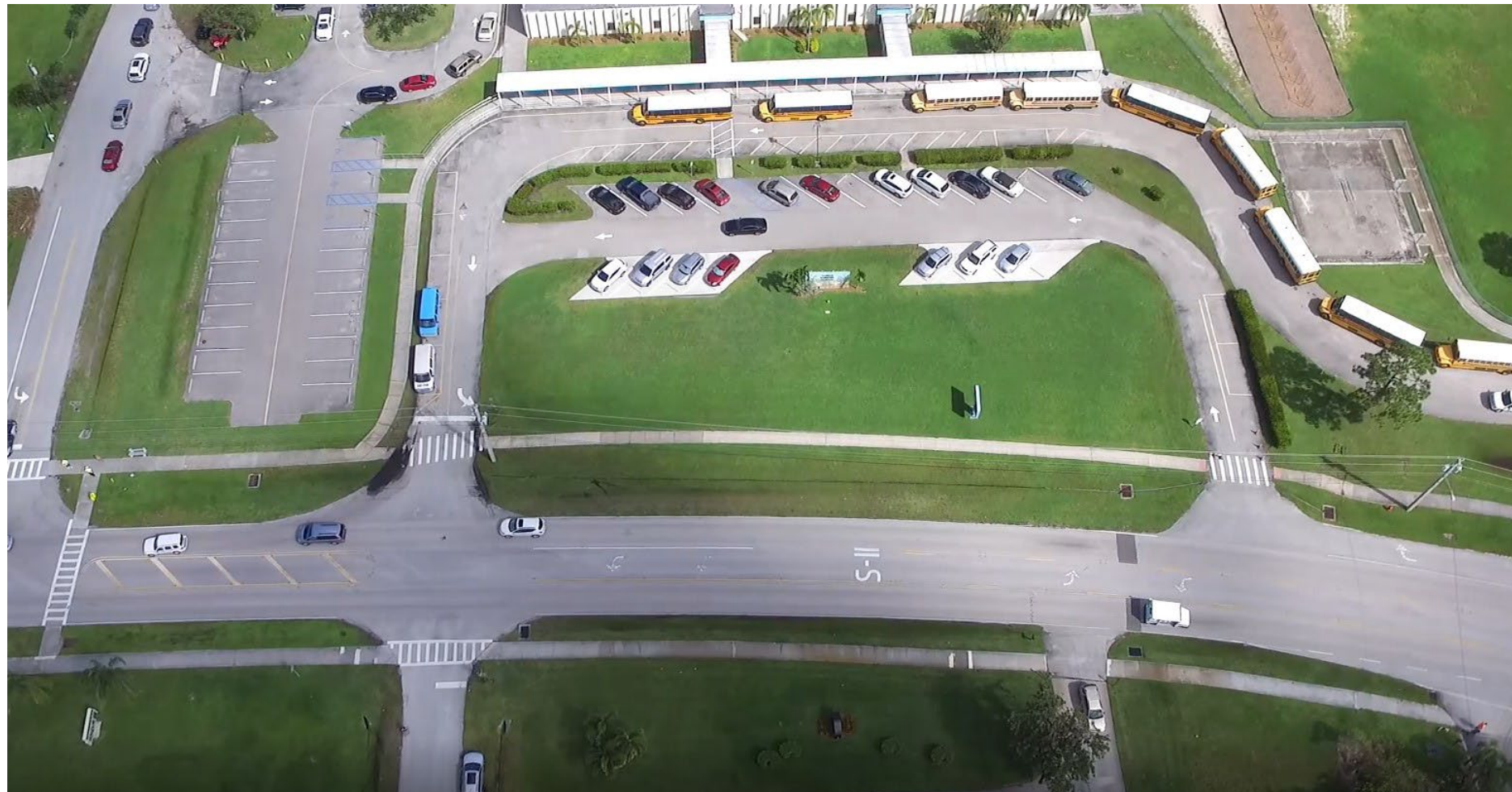
Floresta Drive Phase 2 - Complete



Floresta Drive Phase 2 - Complete



Floresta Drive Phase 2 - Ovalabout



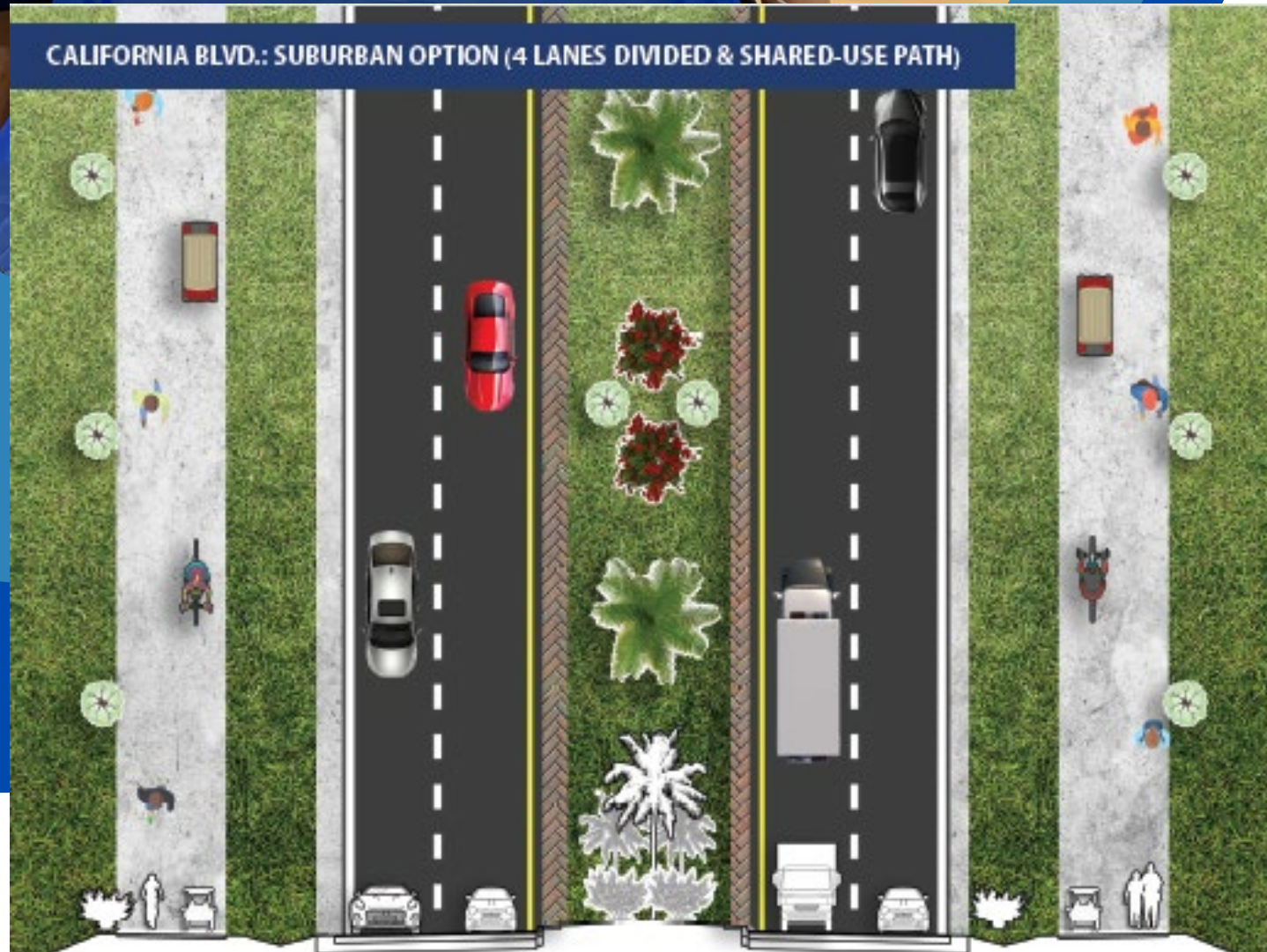
Floresta Drive Phase 3 – Under Construction





California Boulevard Widening

The City is planning to widen California Boulevard from two to four lanes from Crosstown Parkway to St. Lucie West Boulevard. This project also will include improvements to the intersection of California and St. Lucie West Boulevards. The project is 1.32 miles. The improvements will help with current traffic volumes while preserving the integrity of the neighborhood. The project will improve safety, enhance pedestrian and bicycle movements, alleviate congestion and provide more efficient traffic flow.



Activities:

- Public Information Meetings held September 14, 2022 and January 24, 2024
- Concept of typical section and access management plan was presented to City Council on March 20, 2023
- Design anticipated for FY 25/26
- Construction anticipated for FY 26/27

Completed Sidewalks



Installed over 12 miles of sidewalk since 2019

Fiscal Year	Budget	Miles Resurfaced
18/19	\$221,285.00	1.69
19/20	\$271,310.00	1.07
20/21	\$2,284,103.53	4.62
21/22	\$1,072,328.10	2.32
22/23	\$685,146.72	1.4
23/24	\$554,311.07	1.1
24/25	\$192,169.00 (In progress Brescia Sidewalk)	.5 (1.01 miles under construction in the Fall)

2019

- Tiffany Avenue - School to Grand Drive
- Hillmoor Drive - Hospital to Woodstork Trail
- Hillmoor Drive - Lennard Rd to Playground
- Morningside Blvd - Treasure Island to Cambridge Street

2020

- West Torino Pkwy - California Boulevard to Topaz Way
- Selvitz Road - Milner Drive to Peachtree Boulevard

2021

- East Torino Pkwy - Vizcaya Falls to N. Delwood Drive
- Torino Pkwy - Cashmere Blvd. to California Blvd.
- Sandia Drive - Thornhill Drive to Crosspoint Drive
- Fairgreen Rd - Cadima St. to Salvatierra Blvd.
- Cadima St - Fairgreen Rd to Galiano Rd.
- Galiano Rd. - Cadima St to Import Dr.

2022

- Import Drive Phase 1- Gatlin Blvd. to Inca Terrace
- Rosser Blvd. - Open View Dr to Daemon Street

2023

- Abingdon Drive – Import Drive to Savona Blvd.
- Import Drive Phase 2 - Inca Terrace to Savage Blvd.

2025

- Brescia Street – North of SW Gatlin Blvd. to SW Savage Blvd.

* A total of 5.64 miles of sidewalk were installed as part of Floresta Drive Phases 1 and 2. The funding for these sidewalks is included in the overall construction cost for the Floresta phases.



Repaving

From FY 2019 to 2025, 80.75 miles of roadway were repaved throughout the City of Port St. Lucie.

In FY 25/26, 23.55 miles of roadway are scheduled to be repaved.

[Repaving Master Plan | Port St. Lucie \(cityofpsl.com\)](http://cityofpsl.com)

Fiscal Year	Budget	Miles Resurfaced
18/19	400,000.00	2.30
19/20	600,000.00	3.04
20/21	800,000.00	8.88
21/22	1,600,000.00	17.34
22/23	2,400,000.00	16.45
23/24	2,600,000.00	18.52
24/25	3,200,000.00	18.75
25/26	3,200,000.00	23.50
26/27	6,050,000.00	TBD
27/28	4,600,000.00	TBD
28/29	2,050,000.00	TBD

US 1 Improvements

US 1 Landscaping and Irrigation - Complete

From the Martin County Line to
150 Feet North of SE Huffman Road

Started: March 2023

Completion: December 2024

The Project included:

- Large Plants
- Small Plants
- Turf
- Irrigation from PSL Blvd. to Huffman Rd.
- Stamped Colored Concrete



This project was also partially funded by mobility fees.

St. Lucie West Blvd. Intersection Improvements

DESIGN— February 2019 — June 2019

CONSTRUCTION— September 2019 — January 2020

Cashmere Boulevard - **Complete**

- New eastbound right turn lane
- Additional northbound left turn lane

Bayshore Boulevard – **Complete**

- Extend southbound right turn lane

Peacock Boulevard - **Complete**

- Extend westbound left turn lane
- Extend westbound right turn lane
- Extend southbound left turn lane



Cashmere Intersection



Bayshore Intersection



Peacock Intersection

Torino Intersection Improvements

The existing intersections were reconstructed as roundabouts to help reduce delay, lower vehicle speeds, minimize conflict points and promote safety with a reduction in fatal and injury crashes.

Started October 2019

Completed October 2020



East Torino Pkwy and NW California Blvd Roundabout Project



East Torino Pkwy and SW Cashmere Blvd Roundabout Project



Misc. Expenditures

DESCRIPTION	ASSOCIATED PROJECT	\$
Signs/Bids etc.	ALL PROJECTS	\$5,800.79
Permits/Legal/Professional/Traffic etc.	TORINO ROUNDABOUTS	\$45,012.09
Property Appraisal & Property Purchase	SLW INTERSECTIONS	\$477,720.29
Irrigation Repairs etc.	SLW INTERSECTIONS	\$21,130.87
Striping/Professional Services	ALL SIDEWALKS	\$18,999.25
Property Fees/Appraisals/Professional Services, etc.	FLORESTA PH 1	\$350,836.38
Property Purchases	FLORESTA PH 1	\$491,004.93
Property Fees/Appraisals/Professional Services, etc.	FLORESTA PH 2	\$337,279.04
Property Purchases	FLORESTA PH 2	\$77,651.89
Property Fees/Appraisals/Professional Services, etc.	FLORESTA PH 3	\$30,717.79
Property Purchases	FLORESTA PH 3	\$178,950.82
	Total Miscellaneous Expenditures to date	\$2,035,104.14

Expenditures

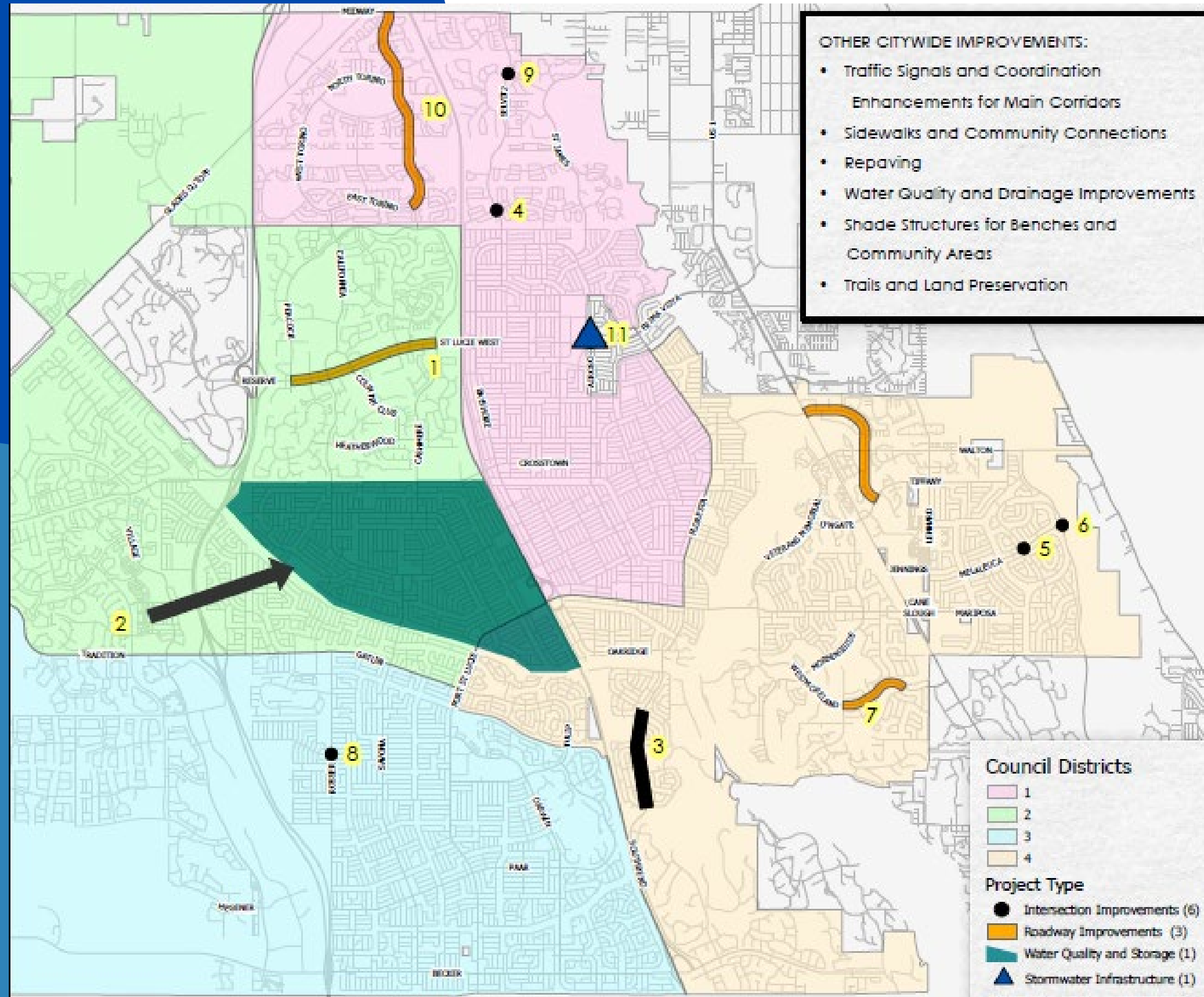
	TOTAL 10 YEAR		INVOICES TO DATE	PRIOR FISCAL	GRAND TOTAL	
PROJECT EXPENDITURES	ADVERTISED BUDGET	REVISED BUDGET	FY 24/25 ACTUAL	YEARS' EXPENDITURES	SPENT/INVOICED TO DATE	BUDGET REMAINING
ST LUCIE WEST BOULEVARD	13,200,000	18,300,000	0	1,032,035	1,032,035	17,267,965
SIDEWALKS	11,000,000	11,000,000	253,276	5,336,391	5,589,667	5,410,333
REPAVING	27,500,000	27,500,000	3,397,221	8,198,547	11,595,768	15,904,232
TRAFFIC SIGNAL COORDINATION	1,700,000	-	0	-	-	-
FLORESTA DRIVE	25,000,000	100,000,000	12,927,507	47,982,545	60,910,052	39,089,948
TORINO INTERSECTION IMPROVEMENTS	2,000,000	2,000,000	-	2,036,753	2,036,753	-36,753
US 1 IMPROVEMENTS	1,500,000	3,700,000	36,589	3,518,278	3,554,867	145,133
MISCELLANEOUS	-	-	515,635	1,519,469	2,035,104	-2,035,104
INTEREST ON INTERNAL BORROWING	1,107,461	0	-	-	-	0
CONTINGENCY/ PARTICIPATORY BUDGETING	6,694,251	3,516,739	-	-	-	3,516,739
TOTAL EXPENDITURES	\$89,701,712	\$166,016,739	\$17,130,228	\$69,624,018	\$86,754,246	\$79,262,493



Revenue

RECEIPT DATE	MONTH	BUDGETED	ACTUAL CASH
FY 2018-19	Total Cash FY 18 - 19	\$4,375,000	\$4,340,333
FY 2019-20	Total Cash FY 19 - 20	\$7,653,300	\$7,996,372
FY 2020-21	Total Cash FY 20 - 21	\$7,921,469	\$9,537,550
FY 2021-22	Total Cash FY 21 - 22	\$8,388,493	\$12,071,124
FY 2022-23	Total Cash FY 22 - 23	\$10,348,715	\$13,007,024
FY 2023-24	Total Cash FY 23 - 24	\$12,318,575	\$13,531,305
FY 2024-25	Subtotal Cash August 2025	\$12,757,780	\$13,607,926
ALL FISCAL YEARS HCSTx	Total Cash to date	\$63,763,332	\$74,091,634
Other Funding	Mobility Fees		\$2,487,967
	Utilities		\$5,427,266
	Grants		\$672,472
	Interlocal Agreement		\$337,758
	Road & Bridge		\$100,000
	Stormwater		\$487,864
ALL FISCAL YEARS	Total Invoices to date		(\$86,754,246)
ALL FISCAL YEARS	Total Cash Available: (Total Cash less Total Invoices)		(\$3,149,285)

Proposed Projects



Future Sales Tax Opportunities

- St. Lucie West Boulevard Widening Project
- Oak Hammock Drainage Improvements
- Southbend Corridor Improvements
- Macedo/Selvitz Improvements
- Mela leuca/Berkshire Improvements
- Mela leuca/Green River Improvements
- Sandpiper Traffic Calming and Safety Improvements
- Rosser/Dreyfuss Improvements
- Selvitz/Peachtree Improvements
- Torino Parkway Widening Project
- Central Drainage Improvements
- Sidewalks and Community Connections
- Traffic Signals and Coordination Enhancements
- Repaving
- Water Quality and Drainage Improvements
- Shade Structures for Benches and Community Areas
- Trails and Land Preservation

St. Lucie West Boulevard Widening Project

- Preliminary study completed that outlined the need for improvements
- Final phase of the study is currently underway and Conceptual typical sections will be provided.
- Project Limits: Peacock Boulevard to Cashmere Boulevard
- Major commercial corridor for the City that experiences peak hour congestion
- Crashes are occurring along the corridor at a higher rate than the statewide average
- Widening would provide significant operational improvements



**St. Lucie West
Boulevard
Widening
Feasibility Study**

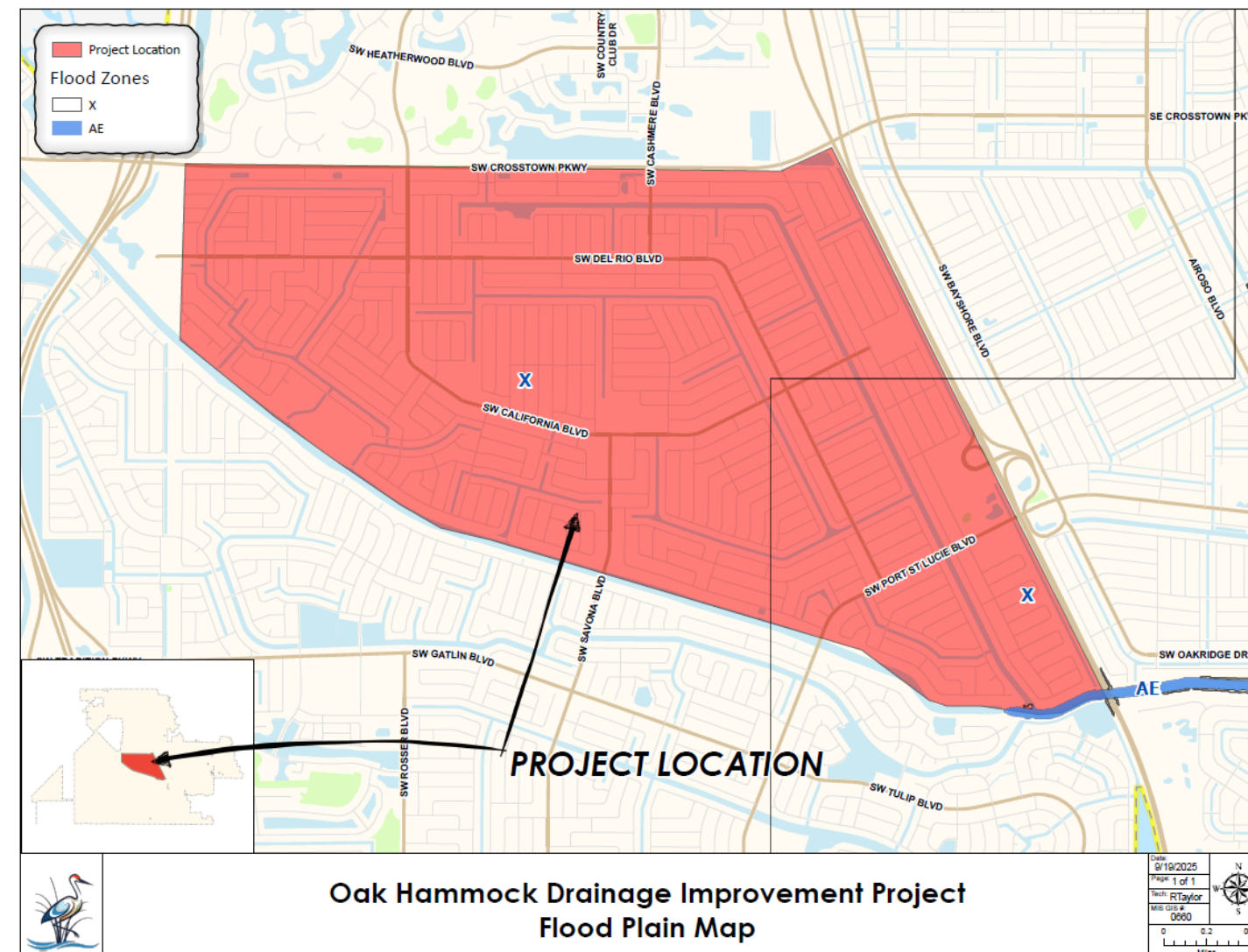
The image is an aerial photograph of a suburban area. A yellow line highlights a section of St. Lucie West Boulevard, indicating the project limits from Peacock Boulevard to Cashmere Boulevard. The surrounding area includes residential neighborhoods with houses and lawns, as well as some commercial buildings and parking lots. The text 'St. Lucie West Boulevard Widening Feasibility Study' is overlaid in large, bold, white letters on the left side of the map.

Oak Hammock Drainage Improvements



Stormwater infrastructure is a critical asset, helping communities to avoid flooding impacts. Flooding occurs in this area during high-intensity wet weather events that generate several inches of rain in a short amount of time. Drainage in this area is challenged by low-lying topography, a shallow water table and soils with low infiltration rates. The project will:

- Enhance public safety by reducing the risk of flooding
- Protect the environment through improved water quality
- Help minimize disruption and recovery costs after major storms



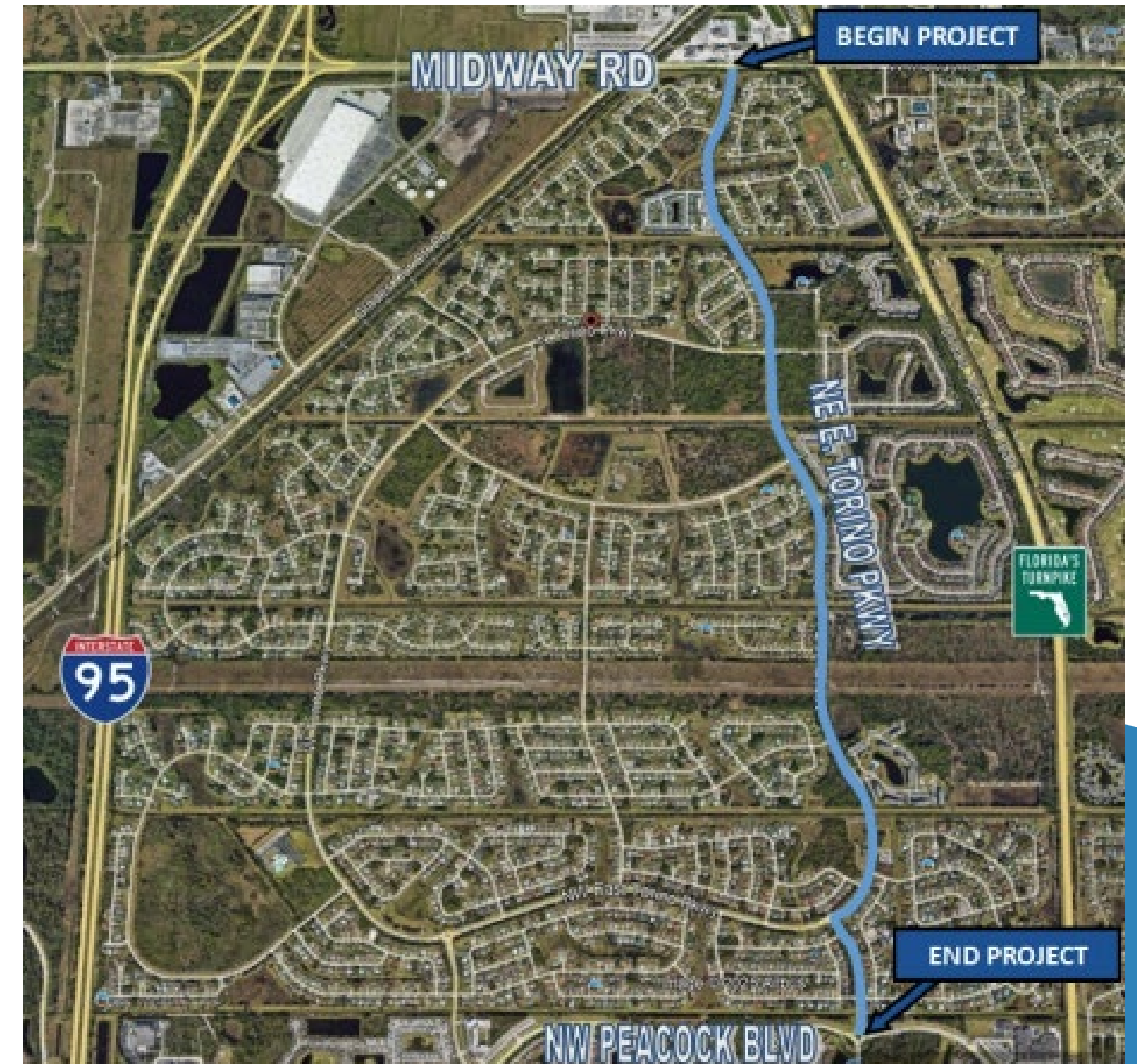
Southbend Corridor Improvements

- Southbend Boulevard between SW Oakridge Drive and SE Becker Road
- Identified in the 2045 Mobility Study/Plan for proposed Improvements
- Currently completing a feasibility study that will include conceptual design and traffic analysis
- Upcoming Public Meeting scheduled for Thursday, October 30 at Jessica Clinton Park to gather resident feedback for the future of the corridor.
- Conceptual locations for Intersection improvements include: East/West Snow Road, West Snow Road at Eagle Drive and South Eagle Drive



East Torino Parkway Improvements

- NW East Torino Parkway
 - NW Cashmere Boulevard from NW Peacock Boulevard to NW East Torino Parkway
 - NW East Torino Parkway from NW Cashmere Boulevard to W Midway Road
- Project identified in the 2045 Mobility Study
- Feasibility Study currently underway to include an engineering, safety and roadway analysis
- Community Outreach will take place as part of the feasibility study
- Identify and evaluate multimodal options

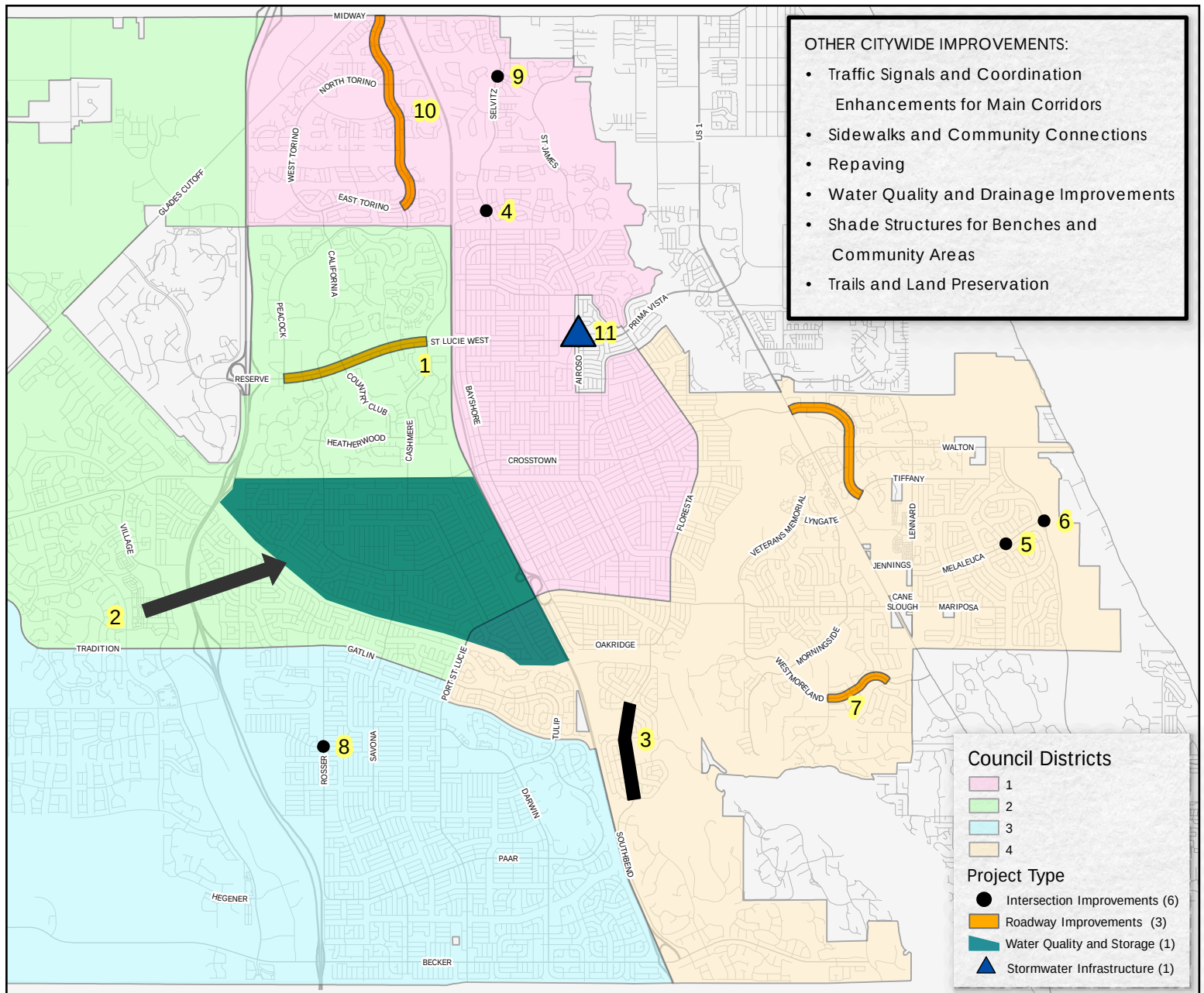




Thank you!

With Sales Tax We Can Do More to Support Our Community

www.cityofpsl.com/salestax



Map ID	Project Name	Project Type
1	St. Lucie West Boulevard Widening Project	Roadway Improvements
2	Oak Hammock Drainage Improvements	Water Quality and Storage
3	Southbend Corridor Improvements	Intersection Improvements
4	Macedo/Selvitiz Improvements	Intersection Improvements
5	Melaleuca/Berkshire Improvements	Intersection Improvements
6	Melaleuca/Green River Improvements	Intersection Improvements
7	Sandpiper Traffic Calming and Safety Improvements	Roadway Improvements
8	Rosser/Dreyfuss Improvements	Intersection Improvements
9	Selvitiz/Peachtree Improvements	Intersection Improvements
10	Torino Parkway Widening Project	Roadway Improvements
11	Central Drainage Improvements	Stormwater Infrastructure Improvements
12	Village Green Drive Project	Roadway Improvements



ALL HALF-CENT CAPITAL IMPROVEMENT PROJECTS