Martin County

Economic Development Action Plan

COVID-19 Economic Recovery Strategies 2021-2026

August 2021



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2021-2026 Martin County Economic Development Action Plan

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Economic Recovery

This economic assessment and action plan have been developed to position Martin County for a fast and full economic recovery after the initial impacts of the COVID-19 pandemic. The fundamental purpose of this plan is to identify priorities and catalytic strategies to help leverage targeted growth and maximize economic return, including public and private investments. The **Action Plan** will also provide tangible recommendations to help guide Martin County's future.

County leaders have set clear objectives for this effort, including:

1. **Measuring the impacts COVID-19** has had on Martin County's economy and what steps are necessary for the County to undertake to recover the lost revenue from the economic losses; and
2. **Developing guidelines and recommendations** in such areas related to economic development, including but not limited to business retention, business attraction, workforce development, the development of infrastructure necessary to support economic growth, redevelopment, and business development; and
3. **Restoring and maintaining** an equitable and diverse tax base, encouraging and promoting desirable economic development within the County that is consistent with supporting ordinances and policies; and
4. **Undertaking and supporting activities** aimed at recovering the economic well-being of the community by the promotion of a sustainable economy post COVID-19, which will retain and create quality employment opportunities and result in a broadened tax base for the County and its residents; and
5. **Working with other public and private entities** and staff to promote the economic well-being of the community and perform such other functions as may be appropriate to achieve such goals.

The post-COVID-19 analysis included a review of current market research, stakeholder interviews, reputation and brand assessments, and field observations. Multiple meetings with key partner organizations and feedback from select staff members provided strong collaboration. Based on statistical data, supporting information, trends, consistent core values, and physical assets, an overall strategic theme for countywide economic development was identified.

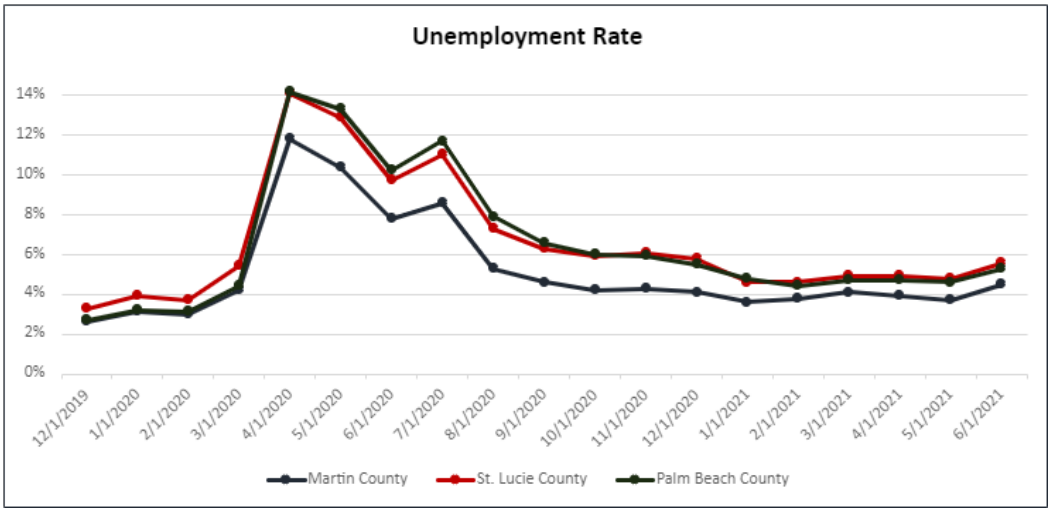
This countywide strategic theme, along with new opportunities, goals, and action items consistent with previously approved plans, provides the foundation for a comprehensive Action Plan that fits easily into existing frameworks.

Key Findings:

1. COVID-19 Pandemic conditions and policies resulted in significant negative impacts to retail, arts and culture, and targeted industry sectors.
2. Logistics, financial services, and marine/boating sectors actually continued their growth.
3. Remote work protocols created opportunities for more people to live in Martin County and work from home.
4. Electric mobility sectors emerged as having strong potential for future growth consistent with sustainability, quality of life, and workforce skill sets.

The impact of the COVID-19 pandemic on Martin County has been significant. This impact can be defined as the "COVID Curve," which is evident in the various economic metrics that are used to understand the county's economic health. The curve is evident in business revenues, consumer spending, local tax receipts, and as visible in the following chart, on employment and the job market.

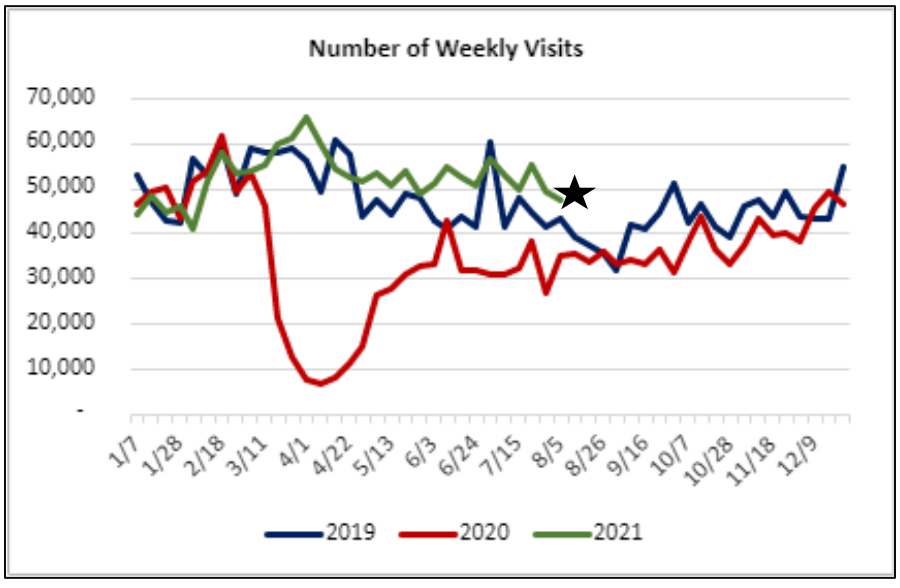
Figure 1. Unemployment Rate (The "COVID Curve")



Source: Florida Department of Economic Opportunity

The chart below utilizes Placer.ai data to assess foot traffic and the effects of COVID-19 on select shopping and dining areas in Martin County. While significant drops in foot traffic occurred during lockdowns, the downtown areas are recovering to near pre-COVID levels.

Figure 2. Downtown Stuart – Weekly Foot Traffic Curve



★August 2021

Source: Placer AI

There are many initiatives that Martin County can undertake to recover from COVID-19 and continue to grow the county's economy in a resilient and sustainable manner. Out of these initiatives, there are five (5) key themes that rise to the top which support the county's continued economic growth while also respecting Martin County's authentic culture and unique character.

More specific action items and strategy rationale follow this summary section, and extensive market analytics can be found in the appendix.

Together, these Action Plan components provide a path to solid recovery, a sustainable economic development approach, and an overall philosophy that supports the County's **strong commitment to sustainability and quality of life.**



Key Themes:

- Expand Martin County's reputation as a center of **innovation** through initiatives that include creation of an Innovation District in the existing Fairgrounds, Golden Gate, Commerce Park, and the Martin County Airport areas. Focusing on innovation around Martin County's existing industry strengths and complementary trade sectors provides an authentic, sustainable path to continued economic growth.
- Improve recreational assets and access to recreation that enhance **quality of life** which positively influences the ability to retain and attract a high-skill workforce. One of the main drivers of talent location decisions is an area's quality of life and the marketing around that quality of life.
- Invest in **infrastructure** enhancements that include septic to sewer in Martin County's industrial areas. Investment, job creation, and job retention in industrial areas rely on infrastructure availability.
- Implement programs and investments to maintain the Martin County's market position in the **Marine** industry, which is a key economic development and quality of life driver for the county. Martin County's economy relies on access to a quality marine environment.
- Capitalize on Martin County's opportunities in the less visible but defining **Agribusiness and Equestrian** sectors. Expanding awareness and identifying opportunities for growth of these sectors, including supply chain advantages and technological improvements, will improve not only industry productivity but also quality of life and economic diversification.

ECONOMIC DEVELOPMENT



1. ECONOMIC DEVELOPMENT

1A. GOAL: Martin County will pursue and adopt innovative approaches to grow and expand its existing business sectors throughout the County, by focusing on the County's existing resources and competitive advantages.

Strategy: Create an Innovation District that anchors an ecosystem to support, retain, and expand the existing cluster of marine and aerospace sectors.

Action Steps:

Phase I:

- Analyze the business mix and collaborate with stakeholders to define Innovation District boundaries, purpose, and benefits to the community.
- Contact property owners as it relates to the creation of the Innovation District.
- Finalize Innovation District boundaries for County and City approval of an overlay district to allow for targeted efforts, initiatives, and investments.
- Masterplan the Innovation District with "walkable" design elements that attract new emerging technology start-ups.
- Provide a centralized stormwater system and on-street public parking to encourage affordable private investment in a downtown campus-like setting for research and development firms.
- Create a program to eliminate septic systems within the Innovation District.
- Create an "Innovation" overlay zoning district that is form based and provides for internal and external connectivity, shared parking, and utilizes LSTAR regulations to expedite development and repurpose existing buildings.
- Extend regulatory allowances to surrounding areas to attract compatible housing for employees, neighborhood services, and connectivity.
- Fully utilize the Industrial Development Authority, and the powers granted through its legislation, to further the creation and development of the Innovation District.
- Identify key sites within and outside of the Innovation District for expansion and preservation for marine non-water-dependent office-based operations.
- Repurpose the existing fairgrounds in furtherance of the Innovation District masterplan.

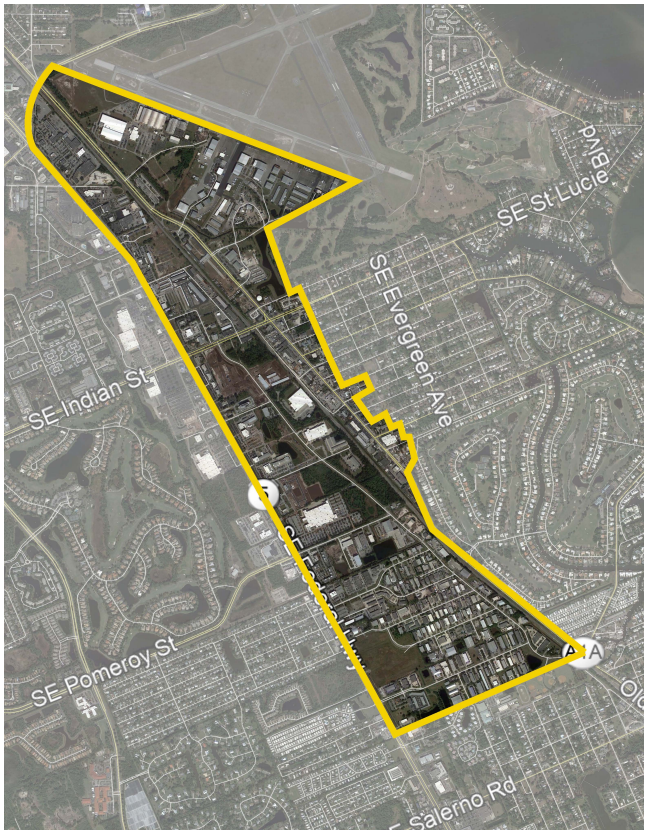


Photo of Conceptual Innovation District.

Phase II:

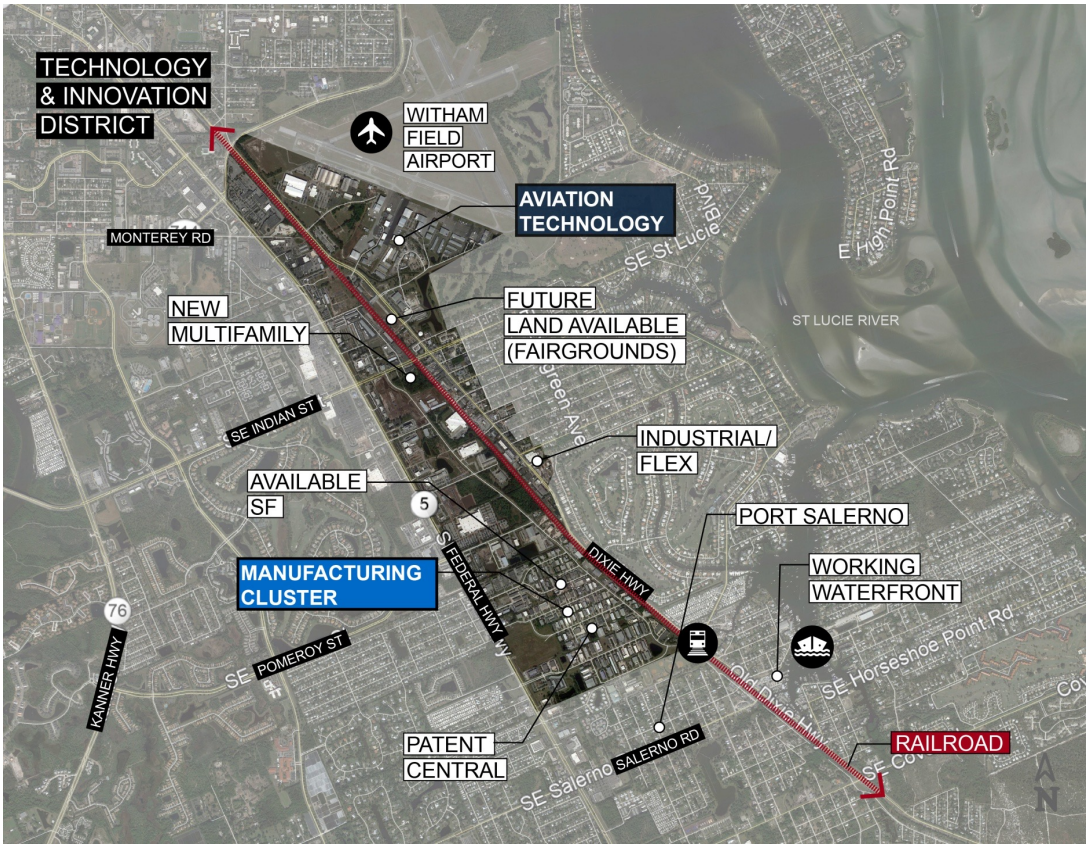
- Actively promote the Innovation District and its cluster of job and business opportunities through direct marketing and prospecting compatible businesses.
- Engage appropriate nonprofit stakeholders near the Innovation District.
- Educate financial institutions, stakeholders, and brokers regarding the proposed district and efforts to retain, fund, and recruit applicable businesses.
- Create a Business Retention, Attraction and Recruitment program specifically tailored for the Innovation District to further the recruitment of targeted businesses into existing vacant commercial and office space in the Innovation District.
- Identify and attract marine industry segments with non-water-dependent office-based operations.
- Create a concierge program for onboarding technology-related, fast-growing startups, relocations, and expansions within the Innovation District.
- Create an extensive marketing campaign with regards to the Innovation District.

Phase III:

- Reserve a designated area to establish an Innovation Incubator center to encourage startup relocations and project collaborations.
- Identify an organization to run Innovation Incubator Center.
- Create a pool of mentors.
- Design and construct or repurpose an Innovation Incubator Center to include shared workspace, common areas, centralized facility management, and any support services to be provided to growing businesses.
- Develop an Innovation Incubator Center contract for prospective users.
- Market incubator for recruitment to include startups and fast-growing companies.
- Ensure private broadband and communication providers will make available reliable services at the highest possible broadband speeds.

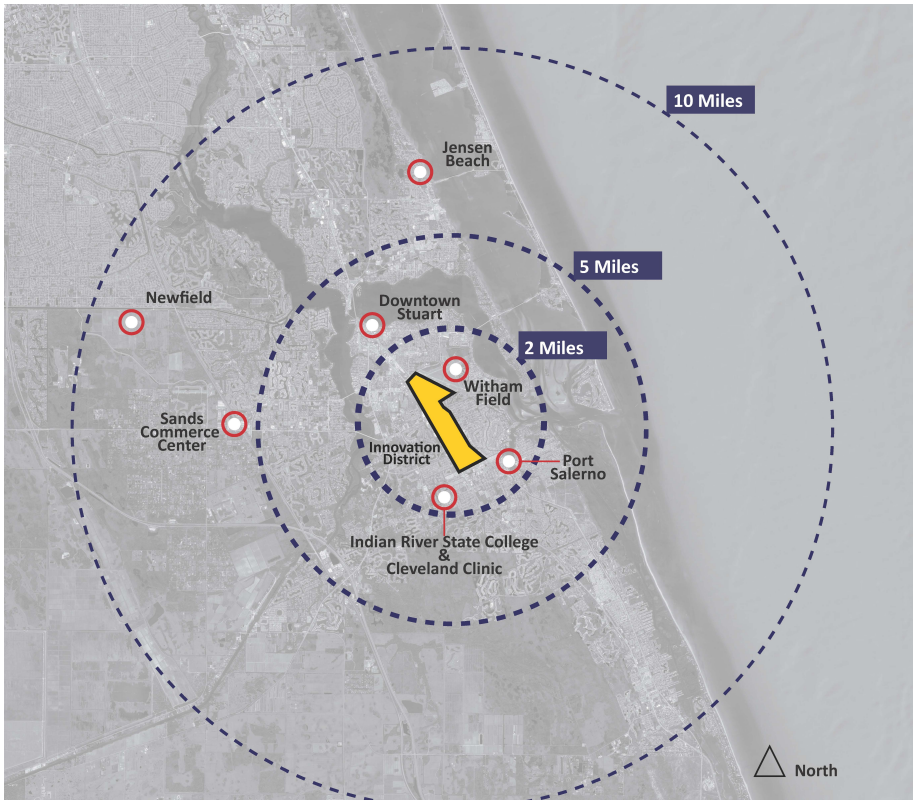


Figure 3. Innovation District Conceptual Plan



Source: BusinessFlare Design

Figure 4. Innovation District Concentric Map



Strategy: Identify, prioritize, and acquire strategic properties and/or parcels countywide for disposition within and around the Innovation District and Community Redevelopment Areas to direct job creation and capital investment into areas of most need.

Action Steps:

- Inventory all publicly owned assets the in the targeted areas within this strategy and identify those that could be appropriate for disposition or redevelopment.
- Identify privately owned sites and parcels adjacent to publicly owned real estate for acquisition and property assembly to further the Innovation District.
- Identify key sites for retention and preservation.
- Fully utilize the Industrial Development Authority, and the powers granted through its legislation, to further the growth and expansion of targeted industries business sectors throughout the County.



Strategy: Attract electric boat technology and complementary marine technology industries, with a focus on locations in the Innovation District.

Action Steps:

- Hire a consultant to create an industry recruitment plan.
- Research component parts designers, fabricators, and supply chain network.
- Identify complementary industries.
- Identify and map locations of the associated manufacturing, sales, and distribution hubs.
- Determine applicable skillsets, training, and certification programs.
- Collaborate with state and local economic development organizations to initiate targeted recruitment efforts.

Strategy: Capitalize on aviation assets through development of sites throughout the county and diversification of revenue at the Martin County Airport.

Action Steps:

- Complete airport masterplan process.
- Target aviation firms and aviation-related businesses for expansions and relocations.

1B. GOAL: Grow supportive entrepreneur ecosystems, focused on technology companies to provide the physical environment, local contacts, and capital for existing, relocating, and start-up tech entrepreneurs.

Strategy: Collaborate with existing technology businesses, agencies that provide resources for entrepreneurs, and other partners to further innovation initiatives.

Action Steps:

- Contact and establish a relationship with Florida Venture Forum to identify existing and future sources of venture capital.
- Take a more active role in Space Florida supply chain initiatives, for networking and access to capital.
- Identify and support entrepreneur-led micro-technology areas throughout the county, particularly clusters in Jensen Beach, Port Salerno, and Hobe Sound.



Strategy: Build and grow Life Science, Technology, and Research (LSTAR) industries.

Action Steps:

- Engage the healthcare industry to collaborate on development of medical devices and grow medical manufacturing in Martin County.
- Identify and assist LSTAR and LSTAR-related companies for enhanced workforce training and assistance from the Business Development Board.
- Create a marketing campaign for LSTAR, LSTAR-related businesses, medical manufacturing, and Targeted Industries to highlight the business advantages of locating in Martin County, including the flexibility and advantages that are location-specific for LSTAR businesses.
- Identify and assist companies that have received funding from the National Institute of Health (NIH) and Small Business Innovation Research (SBIR) grants, for the retention and recruitment of commercialization projects in Martin County.

Strategy: Encourage the development of co-working space for technology firms which includes makerspace for product development and testing.

Action Steps:

- Support the development of multi-use buildings within Community Redevelopment Areas.
- Identify Martin County or city-owned buildings suitable for short-term leases to act as temporary start-up offices to incubate targeted business growth in Martin County.

1C. GOAL: Establish Martin County as a Center of Excellence for Water Quality, Biosolids, and Advanced Ocean Technology to capitalize on existing environmental preservation and water protection efforts.

Strategy: Create a countywide research consortium related to clean stormwater and clean drinking water innovations.

Action Steps:

- Identify land for a facility dedicated to water and marine science.
- Identify existing stakeholders for collaboration and partnership.
- Inventory all related businesses and conduct a survey regarding resources and operations to determine future local needs for wet-lab and dry-lab space.
- Collaborate to increase number of Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) applications and awards for clean water.
- Collaborate with state and local economic development organizations to initiate targeted recruitment efforts to attract clean water technology companies.
- Identify opportunities for technology advancements in animal husbandry.
- Identify opportunities for incorporation of advancements in use of pesticides in agriculture and associated runoff.
- Incorporate resiliency and technology related to clean water use and runoff mitigation.
- Expand the Ripple Stormwater EcoArt project beyond the initial Palm City Community Redevelopment Area to increase stormwater treatment projects that include artistic and environmental educational.

Strategy: Create a working group related to the study, innovation, and implementation of advancements in the management of biosolids, sewage, and effluent.

Action Steps:

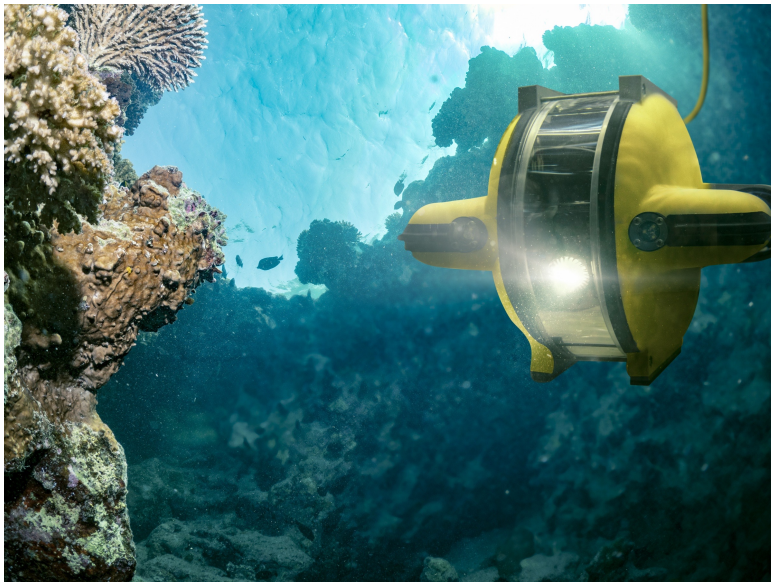
- Identify land, building, and infrastructure.
- Assemble a team that includes sewage treatment professionals, water quality chemists, hydrologists, and marine biologists to prioritize the efforts needed in Martin County to protect groundwater, natural water bodies, and comply with expanding DEP regulations.
- Focus efforts on steps that can be taken to fight harmful algae blooms that result from natural systems and biosolids.



Strategy: Create a research consortium related to Advanced Ocean Technology.

Action Steps:

- Conduct an asset mapping of existing organizations, physical assets, current federal funding, and applicable patents.
- Take inventory and determine local needs for wet-lab and dry-lab space.
- Work with providers to develop new courses to train in key water-related sectors.
- Train individuals in the areas of oceanography, surveying, and protected species.
- Collaborate to provide professional certifications in geophysical and geotechnical skills, oceanography, surveying, protected species, and marine mammal observers.
- Recruit Autonomous Surface Vehicle companies to the region based upon the availability of talent and coastal testing facilities.
- Create a pool of mentors.



Strategy: Develop a coastal test range for autonomous surface and undersea vehicles and data acquisition systems.

Action Steps:

- Organize a panel of subsea experts including autonomous vehicle developers to define the parameters of a tailored coastal test range facility in waters off Martin County.
- Identify potential site where testing would occur, and landside property needed for parking and administrative/management office.
- Define Martin County-appropriate testing site parameters to include depth, size of test range, and seabed cable connections for power and communications.
- Prepare budget for development of the facility to support customers based on the criteria developed above.
- Identify and seek needed state and federal government permits.
- Identify Martin County agency responsible for administrating the program.
- Develop user applications, selection criteria, and standard operating procedures.
- Prepare marketing strategy and materials needed to promote facility.

1D. GOAL: Embrace all countywide agricultural assets and technologies to encourage opportunities for utilization of the entire agricultural supply chain.

Strategy: Encourage expansion of buy-local grow-local initiatives to better connect the agriculture industry with direct distribution to urban and/or densely populated areas of Martin County.

Action Steps:

- Refresh the countywide "fresh and local" campaign and work with the farm bureau and restaurant association to create a “fresh and local” certification.
- Capitalize on linkages and distributors that can quickly deliver produce and other products to foodbanks.
- Work with organizations to create a centralized database where food banks and others can post needs and farmers can post available products for a quick “match”.
- Encourage farmers markets and have the County’s Community Redevelopment Areas take a more active role in programming, marketing, and soliciting vendors.
- Support growth and expansion of the cottage food industry and include incubators and a shared commercial kitchen at one of the entrepreneur or incubator sites.
- Encourage technology supported farming to include vertical indoor climate-controlled, hydroponic, and aeroponic facilities.

Strategy: Preserve and protect agricultural uses in Martin County.

Action Steps:

- Preserve existing and active agricultural land in Martin County.
- Work with partners to provide the education and tools for agribusiness to implement best management practices in terms of fertilizers and run-off.
- Partner with clean water, energy, autonomous vehicles/machines, logistics, and other technology providers to promote innovative agriculture operations.
- Further promote agritourism opportunities and work with the Martin County Office of Tourism Marketing to position it as a unique attraction for Martin County.
- Find ways to assist farmers seeking access to new technologies.
- MPO to include roads and transportation network planning to improve product distribution.

Strategy: Encourage the expansion of agribusiness and equestrian activities in western Martin County.

Action Steps:

- Identify, create, and market opportunities for farmers to purchase or lease additional land for farming.
- Utilize existing parks to create opportunities to partner with agribusiness and equine industries to recruit regional and national conferences and events.

1E. GOAL: Further Martin County's ability to become a marine, aviation, and aerospace innovation county.

Strategy: Consider acquisition of privately held airport for use in general aviation, aerospace, and Unmanned Aerial Vehicle (UAV) testing or consider other sites for UAV testing.

Action Steps:

- Collaborate with stakeholders and organizations that represent and or support aviation businesses regarding concepts and parameters for redevelopment.
- Seek Federal Aviation Administration authorization as a test site location for Unmanned Aerial Vehicles also known as drones.
- Conduct regional asset mapping to determine businesses and industries currently operating and/or testing drones.
- Collaborate with state and local economic development organizations to initiate targeted recruitment efforts.



Strategy: Analyze and provide for additional marine, recreational, and industrial uses along the St. Lucie Canal, utilizing existing applicable land use and zoning.

Action Steps:

- Repair, replace, or automate weir system to improve access to the Okeechobee Waterway.
- Ensure public access to all waterways.
- Assess existing boardwalks for deferred maintenance and identify opportunities for upgrades and expansions.
- Work with the Village of Indiantown to develop a marina to allow for inland marine industrial activity and recreational use.
- Review Phipps Park to determine opportunities for improvements or expansion.
- Coordinate with the Army Corps of Engineers on permanent public access easements.
- Utilize the north side of the canal for recreation, primitive camping, and small-craft motorboat fishing.
- Conduct a feasibility study to evaluate the potential for acquiring privately held islands in waterways for preservation and public use.
- Preserve existing commercial and industrial waterfront uses.
- Consider rerouting of roads within the Community Redevelopment Areas to allow for more commercial activity and public space along the waterways.
- Identify projects and include recreation related and "access" infrastructure in the Capital Improvement Plan.

1F. GOAL: Redevelop retail centers into mixed use centers that provide amenities for talent recruitment and boost Martin County's brand.

Strategy: Work with owners and the community to identify prospects and establish priorities for redevelopment.

Action Steps:

- Conduct a windshield study of all retail centers in Martin County and establish grading criteria to set priorities.
- Change regulations and permitted use standards so there is flexibility in redevelopment of destination and employment centers to encourage residential uses nearby for employees and create mixed use nodes of activity.
- Create an expedited approval process for redevelopment.
- Conduct code enforcement and property maintenance sweeps to keep commercial corridors clean and well maintained.
- Utilize nuisance abatement and establish other regulations to more aggressively target properties that have been on the vacant property registry for multiple years or have not complied the registration requirement.
- Determine barriers for redevelopment.
- Utilize the Planned Unit Development (PUD) zoning category to creatively redevelop infill parcels to create mixed use nodes.





WORKFORCE TALENT

2. WORKFORCE TALENT

2A. GOAL: Align workforce training, recruitment, and retention efforts to support industry in Martin County to be competitive with neighboring counties and states for business retention and attraction.

Strategy: Track and monitor general business retention and workforce needs.

Action Steps:

- Review quarterly Department of Labor and Florida Department of Economic Opportunity (FDEO) industry reports to identify trends and changes in output of Martin County industries and associated employment and occupational wage levels. Report findings and associated follow-up action steps to the assigned county liaison.
- Work with the FDEO to develop custom sub-county industry employment and wage reports.
- Review quarterly Martin County Business Tax Receipts and report to the assigned county liaison any trends, changes, and associated follow-up action steps.
- Identify additional sources of economic, workforce, and demographic information to track the county's economic conditions, especially those related to employment and wages.

Strategy: Invest in a Reimagining Education and Career Help (REACH) training center at the Martin County Airport.

Action Steps:

- Collaborate with stakeholders to identify capital and operational funding sources.
- Utilize American Rescue Plan Act funds to expedite and expand existing plans for vocational and technical training and associated training equipment and facilities.
- Create an advisory council or consortium of nearby business leaders to provide job shadowing, mentorship, internship opportunities, training reimbursement for employees, and technical equipment donations.
- Identify opportunities with higher education institutions to provide postgraduate and certificate courses onsite.
- Collaborate with workforce development providers to map applicable local career pathways in innovation and technology, including associated training requirements for upskilling of existing employees.
- Identify "earn while you learn" funding for trainee recruitment and retention.
- Utilize the training center to expand partnership efforts among educational institutions, and career and technical education providers.
- Expand apprenticeship programs, upskilling of existing talent, and technology talent pipelines.
- Collaborate with the medical industry to determine industry needs for training facilities and talent attraction needs given the aging local population.

Strategy: Further support the Martin County School District in the creation of middle- and high-school training programs in technology, health care, and advanced technology that meet the needs of Martin County business.

Action Step:

- Utilize American Rescue Plan Act funds to implement targeted educational programs designed to close learning gaps created during summer vacations and school breaks.
- Collaborate with the Martin County School District for storytelling through the Targeted Industries Business strategy.

Strategy: Further support the Martin County School District in the creation of middle- and high-school training programs in commercial graphic design, photography, videography, and film making which increase student's critical thinking skills and close the education gap created during the pandemic shutdown.

Action Step:

- Utilize American Rescue Plan Act funds to implement targeted educational programs designed to increase students' use of technology, equipment, and software systems.

Strategy: Coordinate with nonprofits to capitalize on human workforce.

Action Step:

- County should hold annual or hold quarterly meetings to better to ensure alignment of workforce talents with the needs of businesses.
- Coordinate with businesses to identify meaningful job opportunities with career paths in Martin County.
- Collaborate with the Arts Council of Martin County to partner with performing artists on trainings and certifications in art therapy and the neuroscience of art and healing through music therapy and art therapy interventions in healthcare.



Source: Connected. Science, Technology, Engineering, Arts, and Mathematics (STEAM)

2B. GOAL: Improve and invest in the county's recreational offerings for talent attraction and promote lifestyle aspects specific to Martin County.

Strategy: Actively market and promote lifestyle aspects of Martin County to attract and retain talent.

Action Steps:

- Develop and distribute a highly targeted talent recruitment marketing campaign.
- Focus storytelling on recreational and cultural lifestyle amenities – water sports, equestrian assets, natural areas hiking, agricultural experiences, sustainability culture, etc.
- Analyze, prioritize, and advocate for initiatives that produce recreational and entertainment opportunities to retain and attract creative talent pool.
- Further analyze the Parks masterplan to identify amenities that would attract and retain talent, with a focus on amenity locations and offerings in relation to resident and talent pool demographics.
- Collaborate with the Arts Council of Martin County and the Office of Tourism & Marketing to increase the marketing of the Martin County Arts & Culture Trail.
- Coordinate with Art & Culture organizations and the Elizabeth Lahti Public Library in Indiantown to encourage shared spaces and programming to increase access to the arts in western Martin County.
- Evaluate and assess the Indiantown Library partnership model to explore and create similar partnerships in other underserved neighborhoods, such as Golden Gate and Banner Lake.
- Identify and prioritize funding mechanisms that would bolster the competitiveness of Martin County nonprofit organization's when applying for State and Federal grants that require and/or expect match from local governmental sources.
- Work with Florida Department of Environmental Protection Office of Greenways and Trails to extend the MC-20 St. Lucie Canal Trail Corridor and designated priority Paddling Trails.



Strategy: Utilize American Rescue Plan Act funds to further support the Arts and Culture organizations and assets that make Martin County special.

Action Steps:

- Collaborate to support historic Arts venues and Arts-related structures that were slow to recover from pandemic closures due to facility limitations.
- Support facilities and plaza modifications with Americans with Disabilities Act upgrades and accessibility projects, including courthouse projects.
- Identify opportunities to support and provide shared campus-setting workspace, multipurpose performance venues, and event rental space for professional performing artists impacted through travel restrictions and permanent venue closures.
- Support countywide Arts and Culture ventures, civic associations, and nonprofit service providers to demonstrate solidarity of commitment to the place brand.
- Identify, analyze, and prioritize projects that produce and increase recreational opportunities including plazas, interactive public art, public entertainment venues, and public concert areas.
- Provide funding to support the Arts Council of Martin County's effort to participate in the Arts & Economic Prosperity Study to identify the impact of the arts and cultural sector.



Source: Starstruck Academy

CAPITAL PROJECTS & INFRASTRUCTURE



3. CAPITAL PROJECTS & INFRASTRUCTURE

3A. GOAL: Plan and invest in entrance corridors and gateways throughout Martin County, but more specifically at Bridge Road, Kanner Highway, and southwest Martin Highway to create a sense of place and arrival for Martin County.

Strategy: Create a masterplan for beautification of key gateways into Martin County.

Action Steps:

- Determine available and suitable public right-of-way.
- Design and implement gateway features that are tailored to the area.
- Collaborate with Public Works to determine gateway infrastructure needs related to drainage, landscaping, and maintenance.
- Create financing plan and implementation phases.

Strategy: Invest in wayfinding signage and recreational asset mapping.

Action Steps:

- Develop a countywide wayfinding signage system and plan.
- Invest in countywide installation of signage that directs the public to key locations and facilities using updated graphics and recognizable imagery that supports the “Enjoy our Good Nature” theme.
- Provide prominent signage identifying access to bike trails and other outdoor amenities.



3B. GOAL: Improve connectivity for all modes of transportation throughout the county to improve quality of life.

Strategy: Develop connectivity in all modes of transportation through mapping and integration of pedestrian paths, bike lanes, streets, public parking lots and garages, and transit routes.

Action Steps:

- Identify and inventory existing paths for trails, bicycle facilities, transit routes and transit ridership, peak hours, and locations.
- Design and construct a connected network that is accessible (Americans with Disabilities Act compliant), easy to access from multiple points, safe (buffered), and comfortable (tree canopy).
- Create transfer stations that allow for secure temporary storage of bicycles, kayaks, and other alternative modes of transportation.
- Build rest stop stations and public restrooms at key greenway and blueway connectors.
- Create, adopt, and effectuate a green corridor plan to allow for horses and non-motorized transportation east to west from Phipps Park to Lake Okeechobee and north to south through extension of the Green River Parkway Trail.
- Identify opportunities to create green corridors to link existing government-owned assets along or in close proximity to State Road 76 to create destination points.
- Identify green corridors for existing residents in densely populated neighborhoods.
- Map potential greenways and associated access easement and infrastructure requirements.
- Work within the public right-of-way and accommodate space for a multi-use path in a way that does not interfere with current traffic mobility and future commercial industrial development along the highway.



Photo of Phipps Park

3C. GOAL: Invest in land and park redevelopment efforts that improve the community's mental and physical health.

Strategy: Identify opportunities within existing parks to increase outdoor amenities and improve activity areas relevant to the population.

Action Steps:

- Inventory existing parks, including fitness equipment, walking trails, and water access amenities.
- Determine community needs.
- Construct and/or improve parks and implement improvements based on community input.

Strategy: Identify new opportunities within existing county-owned land to improve public spaces, provide additional open spaces, and improve outdoor activity areas.

Action Steps:

- Invest and construct in open public spaces.
- Establish an initiative to plant and/or increase shade trees in existing parks, trails, and pedestrian paths.
- Identify opportunities to install shade structures and canopies.
- Identify and repair boardwalks, crossovers, and beaches.
- Support the Camino Trail.
- Improve and continue to preserve the Langford Log Cabin Senior Center.

Strategy: Create safe and connected parks to improve quality of life.

Action Steps:

- Increase broadband or free Wi-Fi services in public parks.
- Conduct a safety review of all public parks for lighting installations and security design upgrades.
- Conduct a safety review of all trailways for lighting installations and security design upgrades.

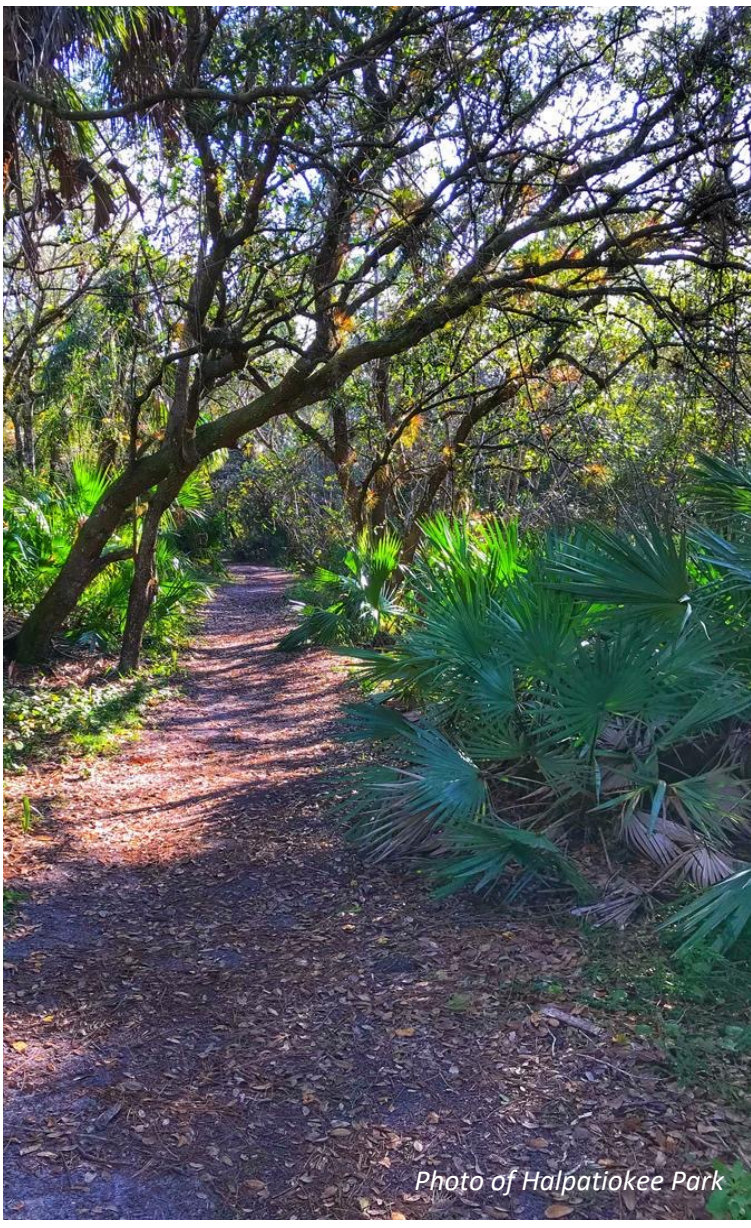


Photo of Halpatiokee Park

3D. GOAL: Develop infrastructure and utilities that meet the needs of industry located in industrial parks as well as underserved areas in Martin County.

Strategy: Prioritize septic to sewer projects to create growth opportunities for industrial areas, given industry does not grow on septic systems.

Action Steps:

- Review current plans to determine if additional funding from State grants could be leveraged as a result of American Rescue Plan Act allocations.
- Incorporate other infrastructure projects such as improvements to roads, lighting, and beautification.

Strategy: Encourage private broadband and communication providers to guarantee reliable and redundant services as future relocations and expansions will demand it.

Action Steps:

- Work closely in all planning and coordination efforts with private sector providers and consider expansion of "dark fiber" network solutions as needed.



Strategy: Forecast and plan for stormwater needs.

Action Steps:

- Take advantage of the state initiatives to develop innovative solutions to address the peril of flood statutory requirements by applying for funds under resiliency grants. These include planning grants as well as matching funds for construction.
- Construct stormwater projects that incorporate multi-purpose functionality as in floodable recreation and regional fast-water rescue training facilities for emergency response professionals that can attract grant funding.

Strategy: Identify opportunities for industrial tax increment financing projects.

Action Steps:

- Determine and itemize industrial infrastructure needs and associated costs.
- Identify suitable sites, potential projects' capacities, and forecast potential tax increment.
- Set aside a certain percentage of future property tax revenue for reinvestment into industrial infrastructure.

3E. GOAL: Enhance the marine infrastructure for public access and recreation in Martin County.

Strategy: Masterplan public access to waterways throughout Martin County.

Action Steps:

- Inventory, review, and assess the use and capacity of existing boat and kayak launches, fishing piers, boardwalks, and other water access amenities.
- Identify immediate opportunities to increase water access and parking facilities through redesign, upgrade, and new construction.

Strategy: Continue to masterplan, dredge, and improve the St. Lucie Canal, St. Lucie Inlet, Okeechobee Waterway, and other waterways to support flood protection efforts and preserve marine ecosystems.

Action Steps:

- Expand water accessible areas and access points along waterways.
- Determine and prioritize dredging needs on established navigable waterways.
- Develop action plan that identifies potential access points and available acreage for dredging and de-watering.
- Protect non-residential development along the proposed green corridor, on both sides of State Road 76 / Southwest Kanner Highway.
- Increase recreational resources for kayaks, canoes boardwalks, mooring fields, fishing piers, etc.



Source: BusinessFlare Drone. St. Lucie Canal

3F. GOAL: Improve transportation options and traffic flow within Martin County to provide alternatives for residents, businesses, and tourists.

Strategy: Enhance opportunities for east-west commuters and cross county transit users to have shorter travel times to work in Martin County and reduce congestion for the benefits of all residents.

Action Steps:

- Provide increased placement of sensors and utilization of enhanced traffic data to improve traffic flow and inform critical improvements in traffic signalization customized to fluctuations in demand and pinpoint needed intersection improvements.
- Develop a commuter services program that provides ride share matching and employer/employee van pool programs through contracts with national entities and other providers.



Source: BusinessFlare, Stuart Tram

Strategy: Improve small scale mobility and "last mile" connections in the County.

- Develop a connectivity plan that could be implemented by the Transportation Management Association, in partnership with Martin County Transit.
- Create local circulator systems in the more populated Community Redevelopment Areas and employment centers, such as "trolleys", on demand transport, or water ferries to improve access to county activity centers and destinations for tourists and residents.
- Work with local employers and hospitality industry to create a Transportation Management Association (TMA) which is a public private partnership to provide a variety of transportation options based on the business communities' needs.

3G. GOAL: Build upon and emphasize Martin County's equestrian assets and opportunities by investing in public facilities that complement the private investments, assets, and infrastructure already in place.

Strategy: Further utilize Timer Powers Park as an equestrian center.

Action Steps:

- Collaborate with nonprofits to create educational facilities for equestrians.
- Collaborate with Payson Park Thoroughbred Training Center.

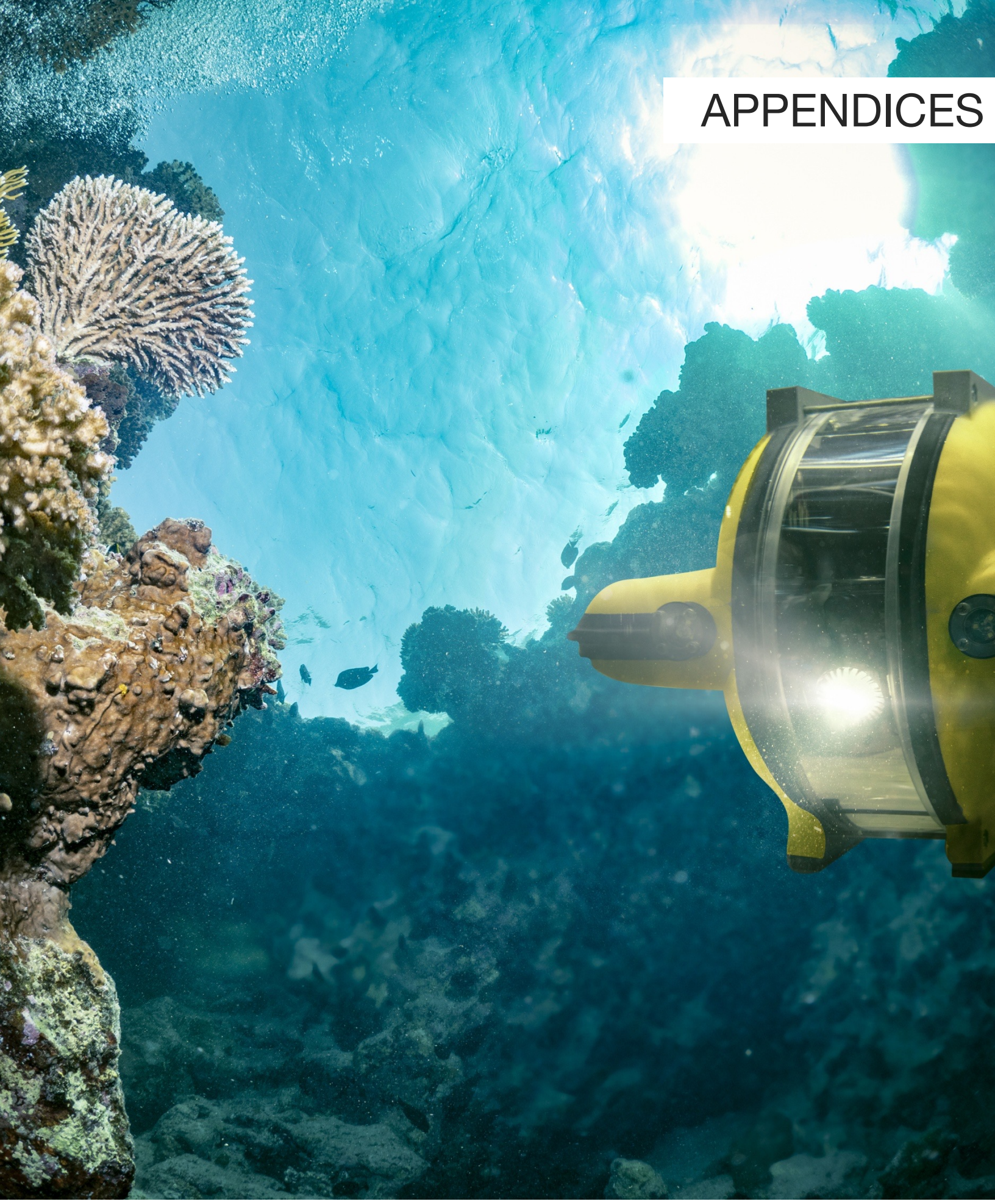
Strategy: Invest in the installation and expansion of horse trails to connect destination points.

Action Steps:

- Identify assets, associated buffer zones, and potential horse trail linkages.
- Foster innovation and events through county partnerships.
- Conduct an equestrian industry study to understand Martin County's potential competitive advantage over more-established Florida equestrian communities.



APPENDICES



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