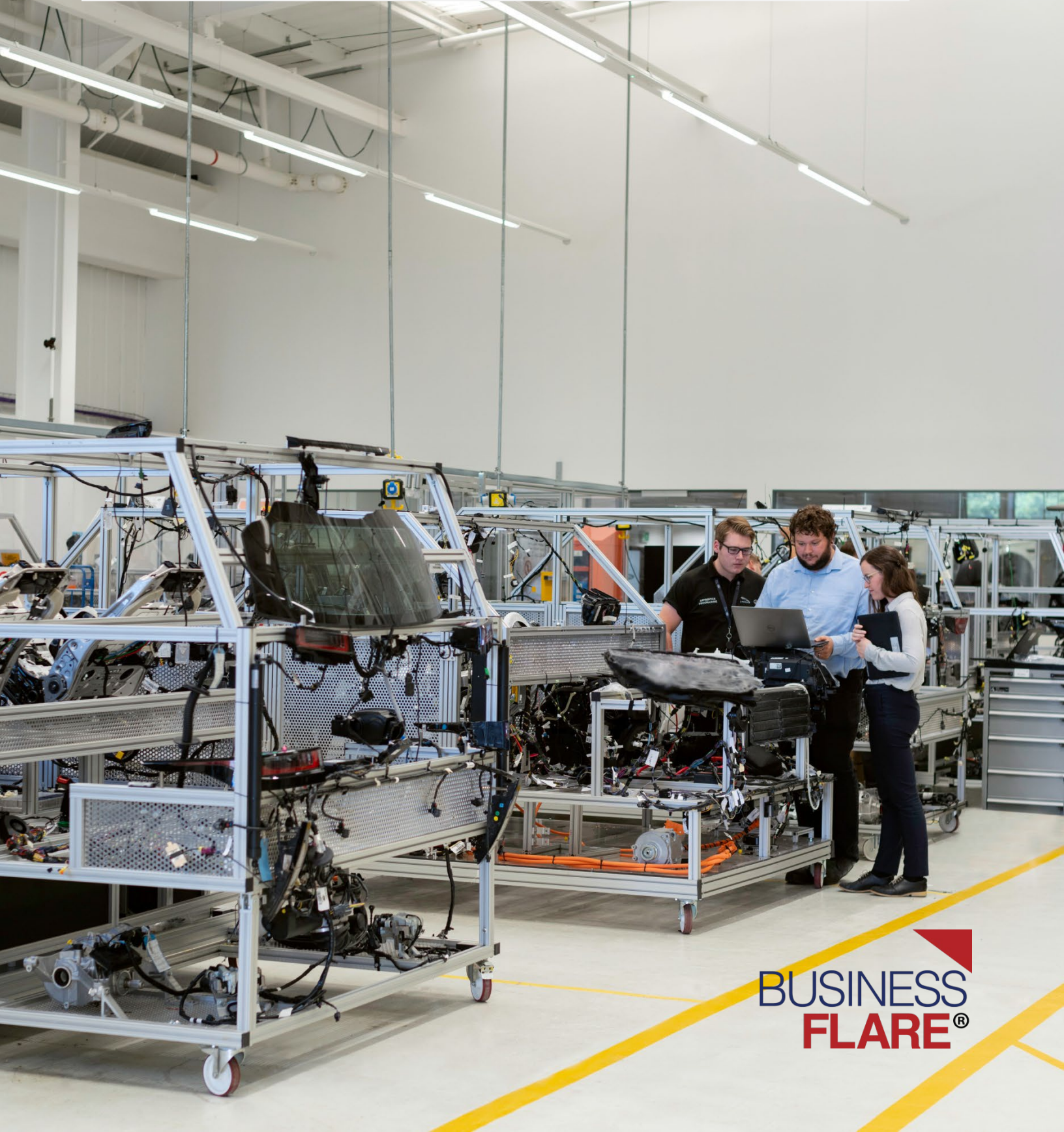


MARTIN COUNTY INNOVATION HUB RECOMMENDATIONS REPORT



Acknowledgements

Martin County Board of Commissioners

The Honorable Doug Smith, District 1
The Honorable Stacey Hetherington, District 2
The Honorable Harold Jenkins, District 3
The Honorable Sarah Heard, District 4
The Honorable Edward V. Ciampi, District 5

Martin County Administration

Don Donaldson, County Administrator
George Stokus, Assistant County Administrator
Susan Kores, Manager, Community Development

City of Stuart

David Dyess, City Manager
Michelle Berger, Project Manager
Mike Mortell, City Attorney/City Manager

Economic Council of Martin County

Ted Astolfi, CEO and President

Martin County Business Development Board

Joan Goodrich, Executive Director

Treasure Coast Regional Planning Council

Tom Lanahan, Executive Director

Special thanks to the Martin County business community, owners, entrepreneurs, innovators, stakeholders, and residents who provided valuable input, support, and contributed to the development of this report.

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Regulations

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Ken Stapleton, Ken Stapleton & Associates:
Marketing & Branding, Organization,
Ecosystem

Special thanks to **Bill West** of Go West
Advisory.

--

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BusinessFlare® Design.

Accepted by the Board of County
Commissioners on July 11, 2023.



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INTRODUCTION

This report provides recommendations and strategies for the **Martin County Innovation Hub** (“Study Area”) located in Martin County, Florida. It includes the southern part of the City of Stuart, part of the Golden Gate Community Redevelopment Area, and part of the Port Salerno Community Redevelopment Area. The Martin County Innovation Hub is generally bounded by Cove Road on the south, Monterey Road on the north, US1 on the west, and Dixie Hwy on the east. The study area is along the FEC railroad.

BusinessFlare® is proud to be a part of an effort by Martin County, working with the City of Stuart, Port Salerno CRA, Golden Gate CRA, the Economic Council of Martin County, Business Development Board, the Treasure Coast Regional Planning Council, and local entrepreneurs and community partners to envision an employment hub for innovation, entrepreneurship, and technology in the region.

This Assessment provides recommendations in the following areas:

1. Infrastructure
2. Marketing and Branding
3. Regulations
4. Aesthetics
5. Opportunity Sites

The Martin County Innovation Hub is a Mechanism for Generating Entrepreneurship, Job Growth, and Urban Redevelopment.

SWOT Analysis Summary

As part of this project, BusinessFlare® prepared an assessment of the Strengths, Weaknesses, Opportunities and Threats (SWOT) for the successful implementation of the Martin County Innovation Hub.

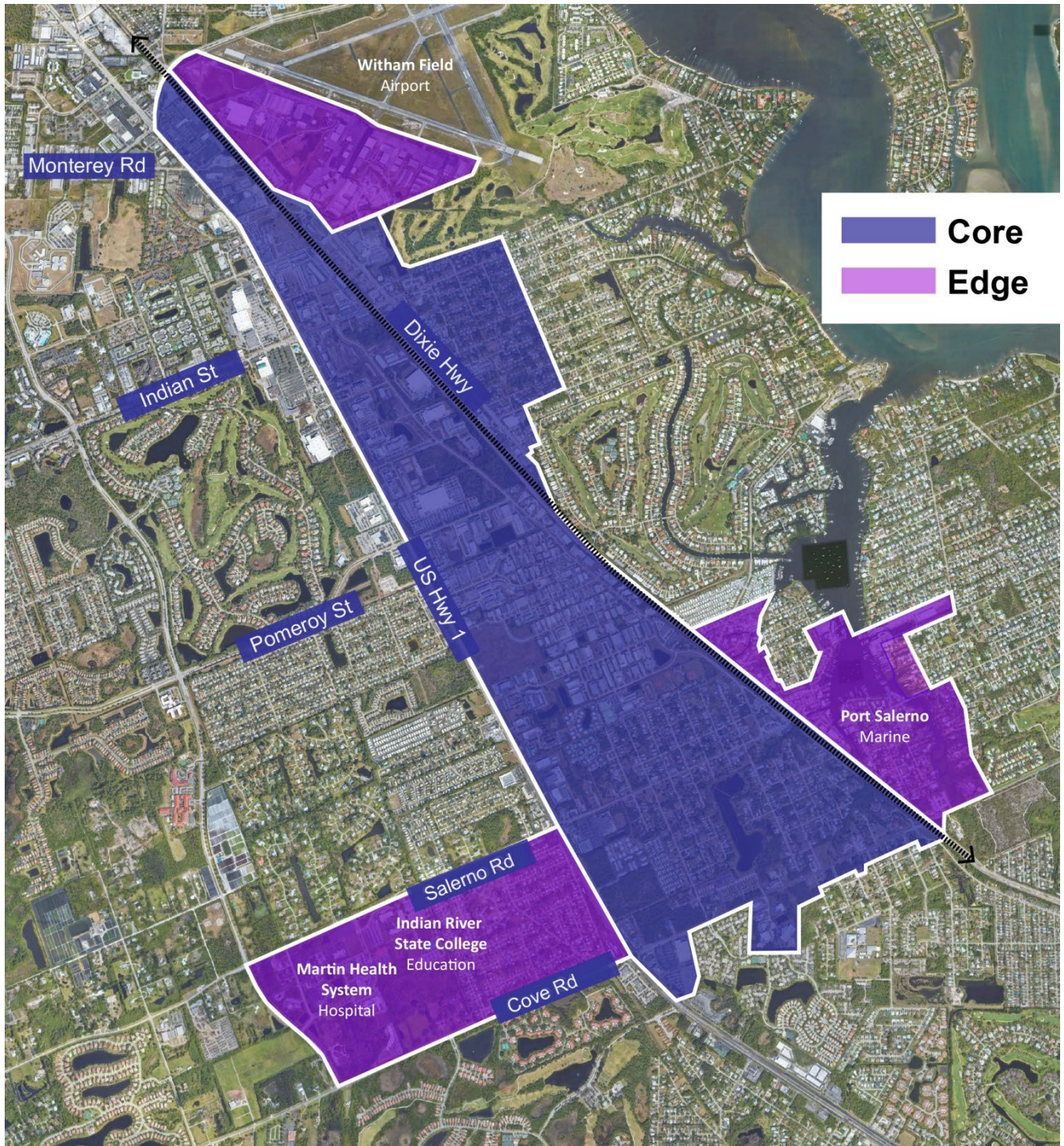
The purpose of this assessment is to inform the development of the action plan and vision for the Hub, including recommendations for the development of the opportunity sites, infrastructure capacity and investments, connectivity and aesthetics, placemaking initiatives, marketing and branding, ongoing funding, and programming and leadership.

The evaluation of the SWOT resulted in the following five (5) guiding principles:

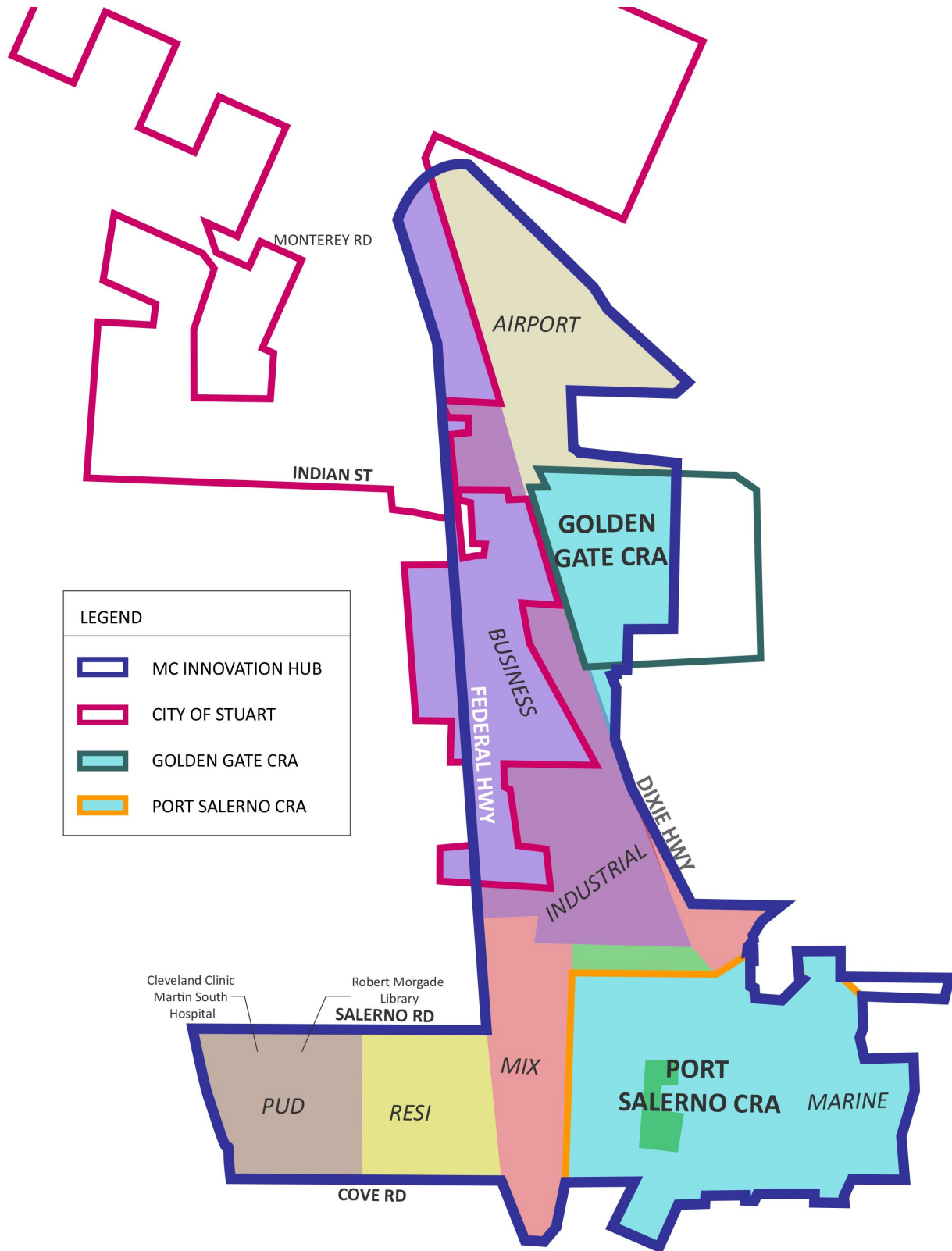
1. Preserve and strengthen intergovernmental cooperation and partnerships.
2. Invest in educational and training programs and partnerships.
3. Enhance infrastructure, aesthetics and the public realm.
4. Capitalize on site control as the tool to attract targeted innovative investment and technologies.
5. Expose the innovation and entrepreneurship that is already taking place.





These principles are intended to guide the work of the partners to implement the vision of the Innovation Hub and are not intended to be a complete, exhaustive list.

Martin County Innovation Hub Map



Map of Different Jurisdictions Within the Martin County Innovation Hub



LEGEND	
	MC INNOVATION HUB
	CITY OF STUART
	GOLDEN GATE CRA
	PORT SALERNO CRA

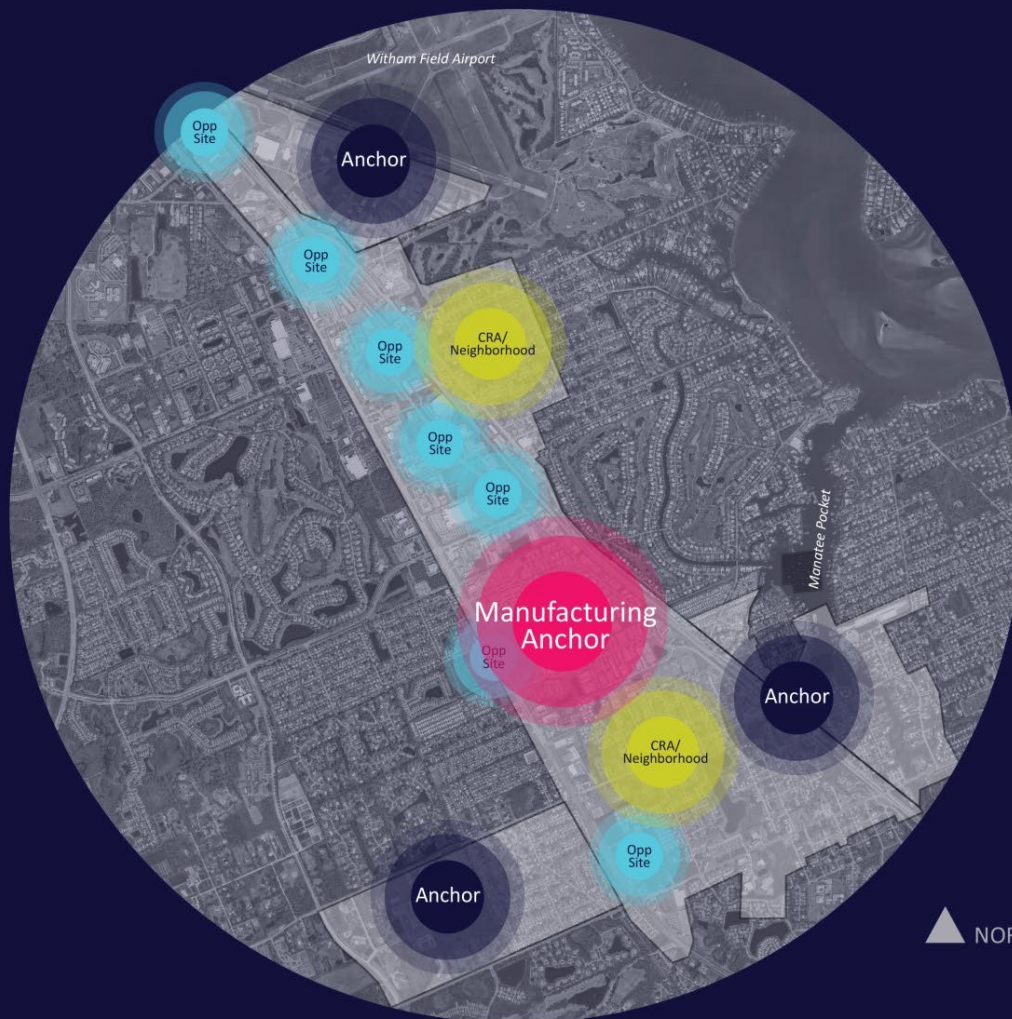
Cleveland Clinic
Martin South
Hospital

Robert Morgade
Library

Martin County Innovation Hub P.I.E.C.E Map

Martin County Innovation Hub Opportunities

An assessment identified Strengths, Weaknesses, Opportunities and Threats (SWOT) to the successful implementation of the Martin County Innovation Hub. The purpose of the assessment is to inform the development of the action plan and vision for the Hub, including recommendations for the development of the opportunity sites, infrastructure capacity and investments, connectivity and aesthetics, placemaking initiatives, marketing and branding, ongoing funding, and programming and leadership.



The evaluation resulted in the following five (5) guiding principles:

1. **Preserve** and strengthen intergovernmental cooperation and partnerships.
2. **Invest in** educational and training programs and partnerships.
3. **Enhance** infrastructure, aesthetics and the public realm.
4. **Capitalize on** site control as the tool to attract targeted innovative investment and technologies.
5. **Expose** the innovation and entrepreneurship that is already taking place.

These principles are intended to guide the work of the partners to implement the vision of the Innovation Hub and are not intended to be a complete, exhaustive list.

Innovation Economic Development Ecosystem

The following list summarizes Martin County's key partners for implementation of each of the recommendations for the Martin County Innovation Hub. This list is comprised of those partners that may play a direct lead or support role on implementation. A full list of potential partners, stakeholders and community organizations is included in the exhibits.

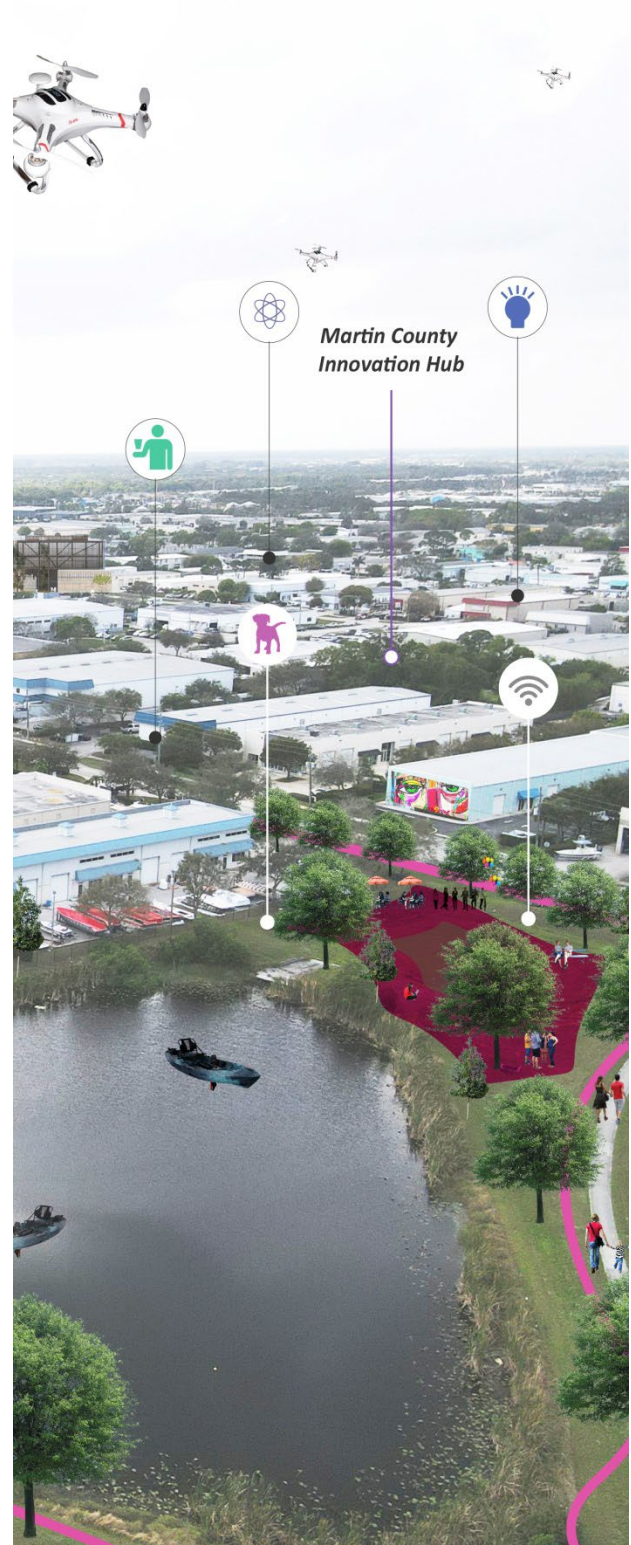
- **Transportation**
 - City of Stuart
 - Florida Dept of Transportation
 - MARTY
 - Private Sector Businesses
 - Treasure Coast Regional Planning Council (TCRPC)
- **Multi Modal**
 - City of Stuart
 - Florida Dept of Transportation
 - Hub Property Owners
 - FL Dept of Environmental Protection (DEP)
 - South Florida Water Management District (SFWMD)
- **Air Mobility**
 - Federal Aviation Administration
 - Enterprise Florida
 - Space Florida
 - NASA
 - Private Operators
 - Florida Dept of Transportation
- **Utilities**
 - City of Stuart
 - Utility Providers
- **Stormwater**
 - City of Stuart
 - SFWMD
 - DEP
- **Electrification**
 - City of Stuart
 - FPL
 - Hub Property Owners
- **Telecommunications**
 - Comcast
 - AT&T
 - Corporate Sponsors
- **Branding**
 - Business Development Board
 - Economic Council
 - Hub Entrepreneurs
 - MartinArts
 - Chambers of Commerce
 - CRAs
 - Stuart Main Street
 - Higher Education Partners
 - K-12 Partners
- **Regulations**
 - City of Stuart
 - TCRPC
 - Port Salerno CRA
 - Golden Gate CRA
 - State of Florida
- **Aesthetics**
 - City of Stuart
 - CRAs
 - FDOT
 - MartinArts
 - Hub Property and Business Owners
 - Hub Artists
 - Countywide Arts Community
- **Opportunity Sites**
 - City of Stuart
 - Hub Champions
 - Indian River State College
 - Hub Property Owners

RECOMMENDATIONS & STRATEGIES

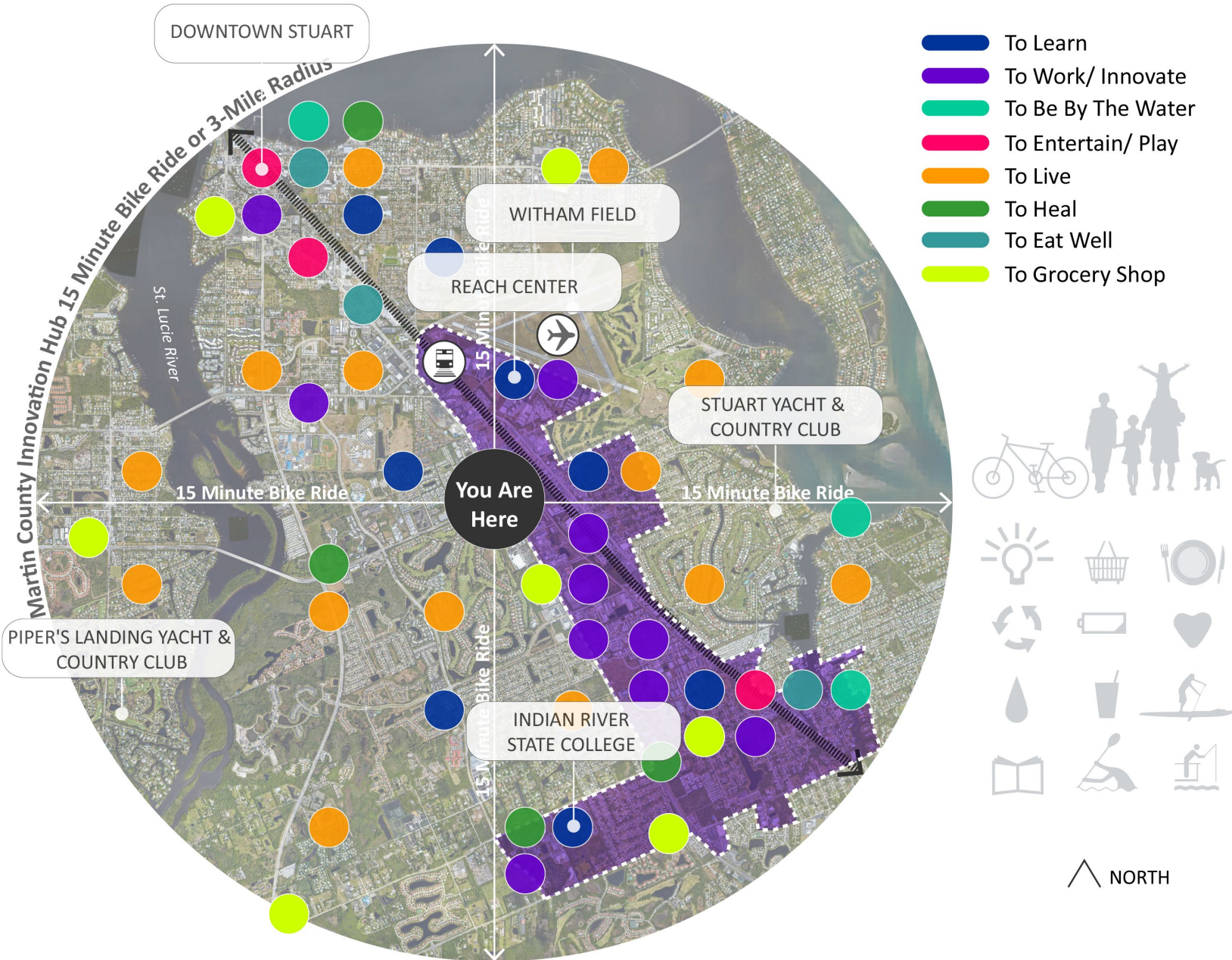
For this part of the analysis the BusinessFlare® Team conducted specific evaluations and recommendations by subject topics in order to keep everything organized. The team narrowed down the topics to five tactics/ strategies; Infrastructure, Branding, Regulations, Aesthetics, and Opportunity Sites. Within each tactic/ strategy there are a series of individual projects that works towards the advancement of the Martin County Innovation Hub. The concept is for staff to have an easy to access document in which they can pick and take a project page when that topic is brought up. Also, when there are capital improvements projects it will be useful to consult these projects in order to aligned the vision and keep a coherent path.

All the recommendations and strategies were developed through specific expertise by each team member. We understand this is a working document and that it needs multiple layers of coordination and collaboration between agencies and departments, however it serves as a guiding toolbox to get all the parties on the same page. This recommendation concepts/ projects are not final, and we recommend further discussion and development to bring them to reality.

It is important for the County to have an identified and dedicated team of skilled and knowledgeable partners that will follow through all the phases of the project implementation and makes sure any little or big project within the study area, such as, land use changes, capital improvements, infrastructure projects, new private developments, etc., goes through a Martin County innovation Hub review process.



Martin County Innovation Hub 15-Minute City Concept



STRATEGY 1 - INFRASTRUCTURE

Goal #1 Stormwater Management:

Create, expand, and maintain a stormwater system that integrates green pathways, underground infrastructure and stormwater detention/ retention areas that enhance the natural areas of the HUB, as well as mitigate flooding.

- **Project 1.1.1** – Stormwater Master Plan

Goal#2 Transportation:

Develop connectivity between the Innovation Hub, adjacent neighborhoods and commercial districts through multimodal transportation options with pedestrian and bicycle connectivity, street networks, alternative transportation modes and transit.

- **Project 1.2.1** – Complete Streets Strategy
- **Project 1.2.2** – Business Park/ Commerce Infrastructure
- **Project 1.2.3** – Pedestrian Bridge over FEC Rail

Goal #3 Multi-Modal Connectivity: Create dedicated bike lanes and pedestrian friendly sidewalks and paths for internal circulation within the HUB and external connectivity to destinations like Indian River State College, Port Salerno and Golden Gate, Cleveland Clinic Martin South Hospital, and Robert Morgade Library.

- **Project 1.3.1** – Innovation Hub Multi-Modal Plan
- **Project 1.3.2** – Pedestrian Path Network Strategy
- **Project 1.3.3** – Pedestrian Bridge
- **Project 1.3.4** – Commerce Ave Linear Park/ Trail
- **Project 1.3.5** – Federal Highway Multi Use Path
- **Project 1.3.6** – Running/ Bicycle Loop

Goal #4 Transit: Work with the MARTY and the City of Stuart to link city trolley system to the HUB and increase County level of service.

- **Project 1.4.1** – Enhanced Transit Service and Infrastructure
- **Project 1.4.2** – Micro Mobility System

Goal #5 EV Charging Stations and E-Bikes: Encourage EV Charging Stations and into streetscape and parking design and also install E-Bikes for public use.

- **Project 1.5.1** – EV Charging Stations and E-Bike Corridors

Goal #6 Broadband:

Work with communications providers and target Industries to identify current and future broadband and communication needs to ensure that future infrastructure is planned now and that emergency backup systems are in place.

- **Project 1.6.1** – Broadband Analysis and Implementation
- **Project 1.6.2** – Public WiFi

Goal #7 Undergrounding Utilities:

Coordinate with FPL and other utility providers to assess, and where possible, relocate utilities underground.

- **Project 1.7.1** – Underground of Utilities
- **Project 1.7.2** – Street Lighting

Goal #8 Sewer & Water:

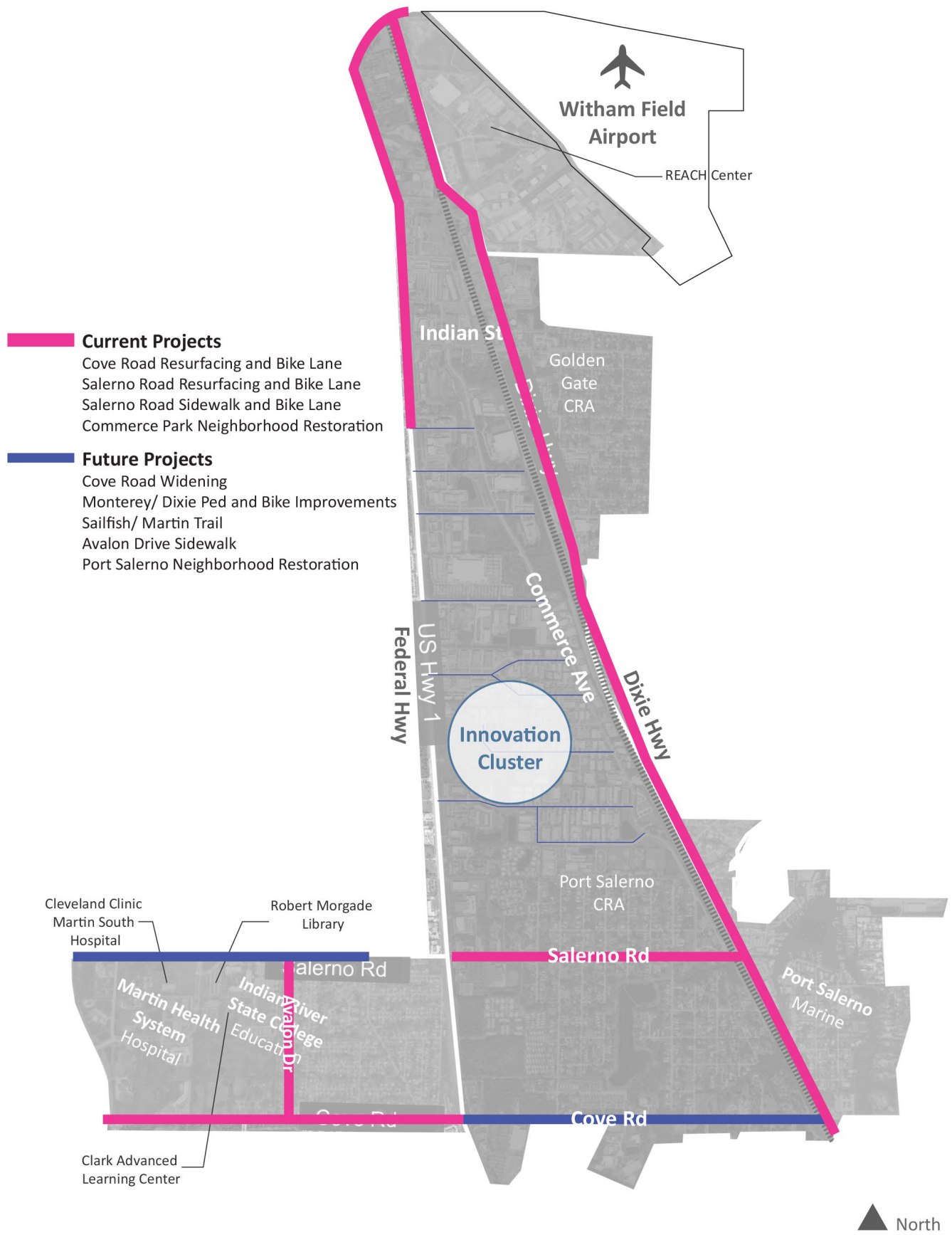
- **Project 1.8.1** – Sewer Force Main
- **Project 1.8.2** – Golden Gate Septic to Sewer
- **Project 1.8.3** – Rocky Point Septic to Sewer & Water Main Extension
- **Project 1.8.4** - Port Salerno/New Monrovia Septic to Sewer & Water Main Extensions

Goal #9 Air Mobility:

Develop a plan for the future of Unmanned Aircraft Vehicles (UAVs) within the Innovation Hub and its surroundings. Seek plans that enhance routes for future last mile drone deliveries and other tech uses.

- **Project 1.9.1** – Unmanned Aerial Vehicle Strategy
- **Project 1.9.2** - Vertiports

Planned Capital Improvements



GOAL #1 Stormwater Management

Project 1.1.1 Stormwater System Master Plan

Create, expand, and maintain a stormwater system that integrates green and underground infrastructure and stormwater detention/ retention areas that enhance the natural areas of the HUB, as well as mitigate flooding.

Develop a stormwater master system plan to accommodate future development that can consolidate detention/retention areas and uses green infrastructure. This project should also include revised land development regulations that support green building practices, wetland mitigation/preservation and on-site site infrastructure that connects to a master system.

Benefits: Efficient use of land, development incentives, protects and enhances natural areas.

In Martin County Innovation Hub there is a large quantity of space dedicated to stormwater retention and that pose an opportunity to enhance and invest in design features for human enjoyment. Stormwater infrastructure not only can improve utilitarian benefits from this form of engineering, but when integrated as a feature design element of open space, can provide an added amenity with a multitude of benefits to the community.

Main Lead: Martin County

Martin County Role: Coordinator, Design, Construction and Acquisition

Who to Coordinate With: City of Stuart, SFWMD, DEP

Estimated Duration:

- Analysis: Short-term (1-3 years).
- Design & construction: Mid-Term (3-5 years).

Next Steps:

- Analyze Opportunity Sites and other future development sites to review future maximum impervious areas, regulatory requirements, existing stormwater infrastructure and determine future capacity needs.
- Initiate a conceptual plan (See Projects 1.2 & 3.3 Commerce Avenue Improvements and incorporate stormwater mitigation into design and construction).
- Include Hub projects in CIP update.



Photo: Example of Bioswale/ Rain Garden as a Pedestrian Amenity. Landscape Architecture Bureau

Example: (Above) Martin County's Salerno Creek Stormwater Retrofit which addresses stormwater for 780 acres. (Below) Inspiration for retrofitting from stormwater to amenity. Long Beach Municipal Urban Stormwater Project: Envision Platinum | Institute for Sustainable Infrastructure.



Examples & Inspirational Images

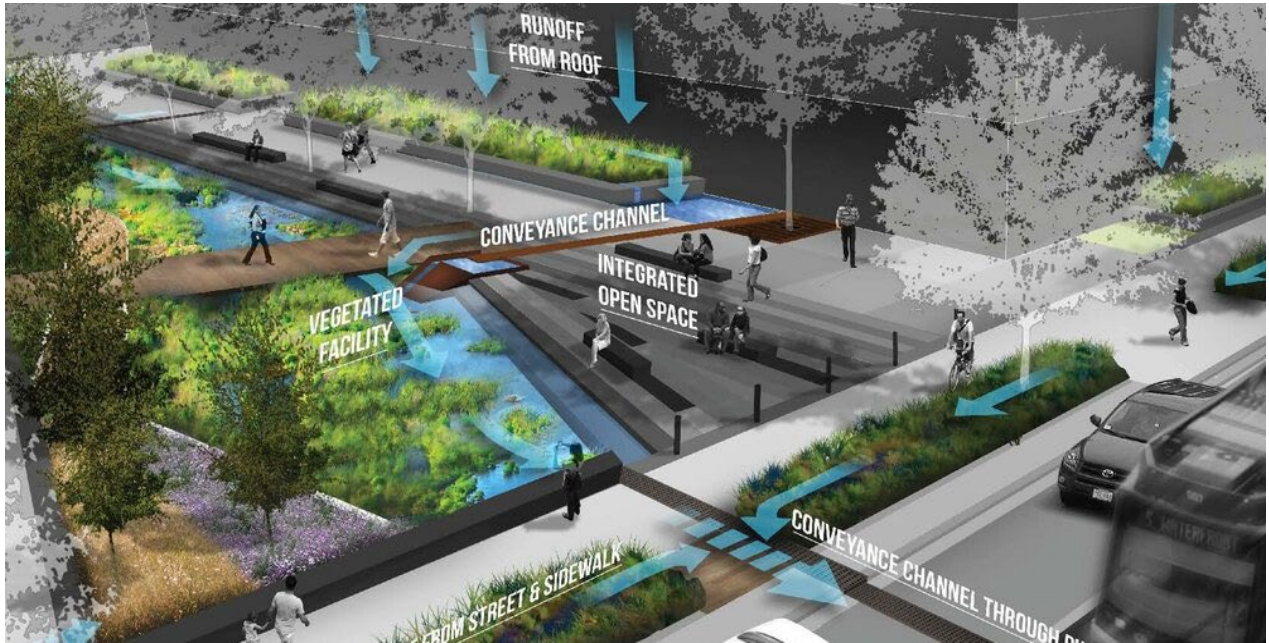
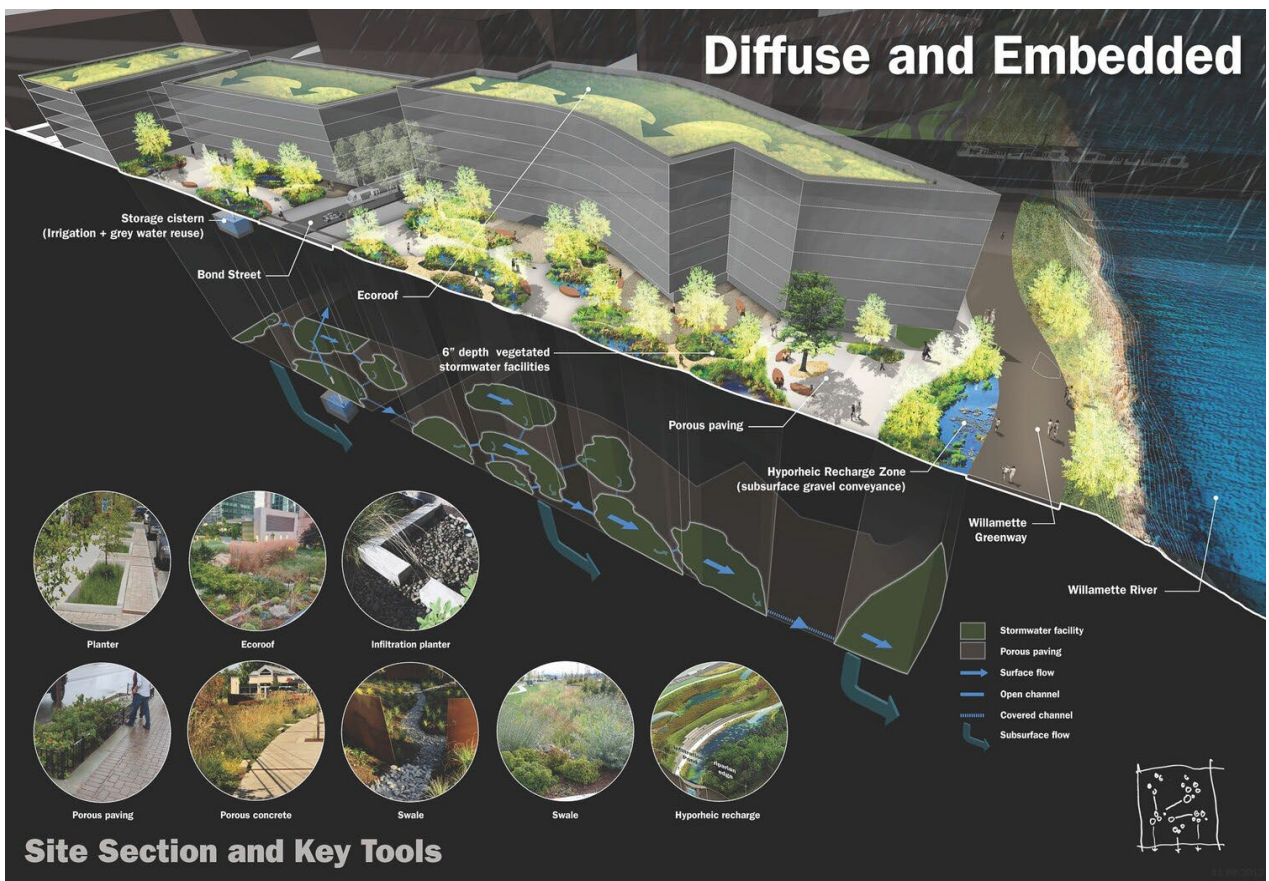


Photo: Stormwater & Public Spaces — WORK — GreenWorks | People + Nature by Design



Examples & Inspirational Images



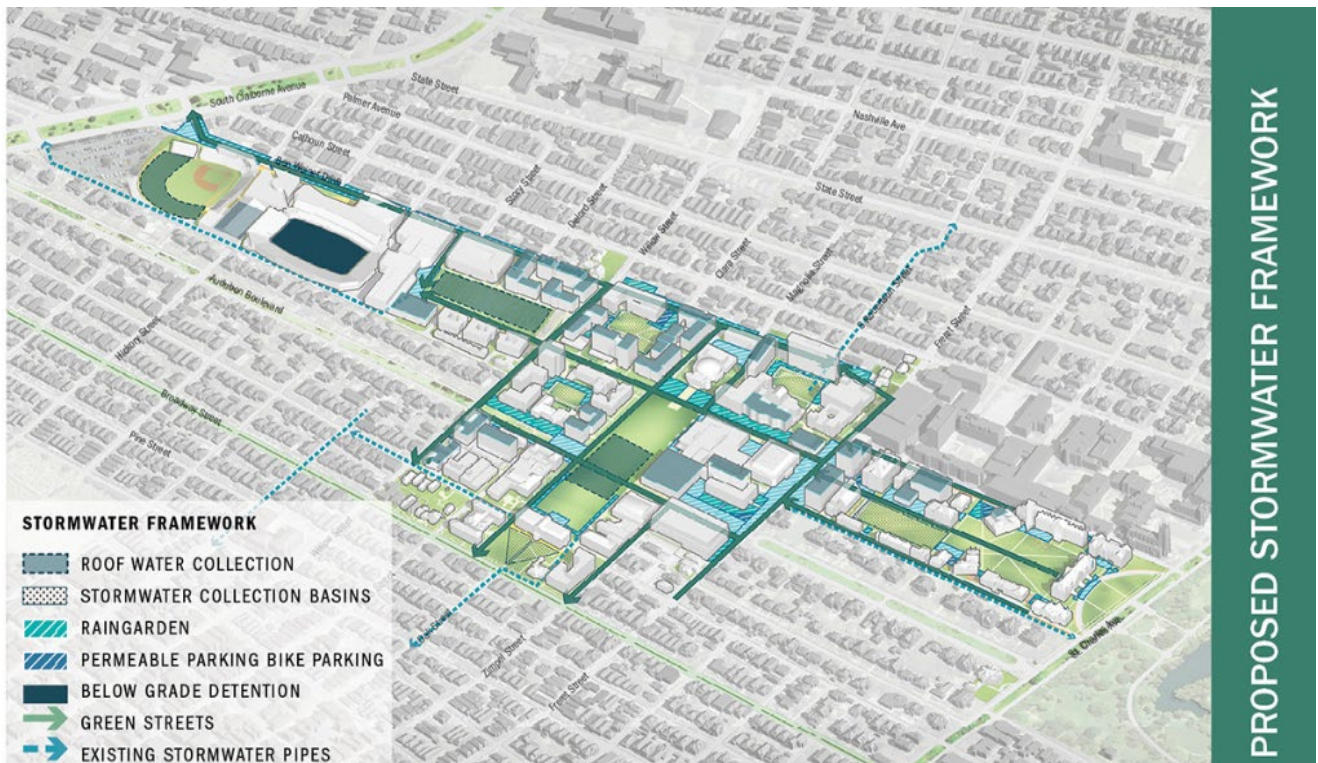
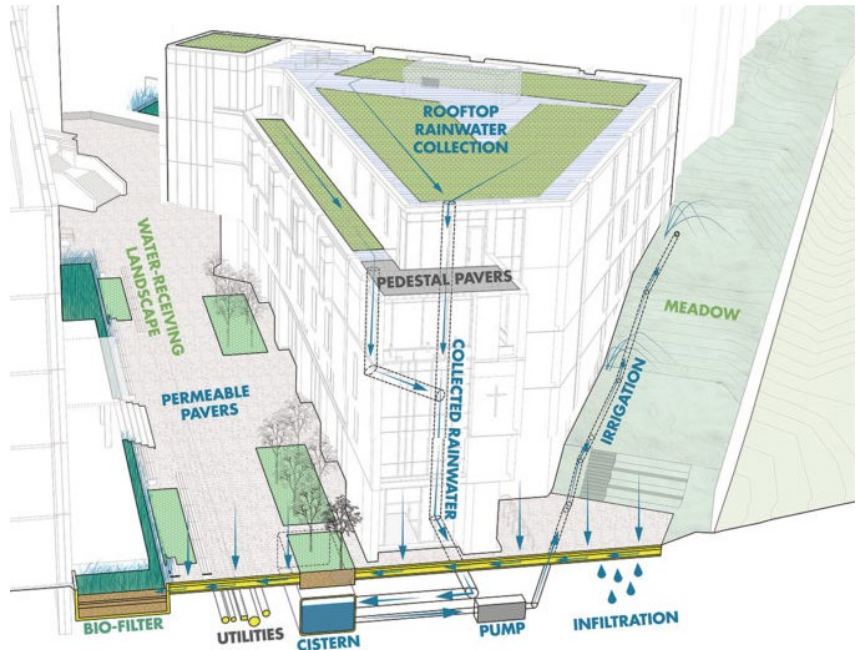
Photo: (Above) Ocean Walk Bioswale. (Below) Mapp Road - Martin County officials hope rain gardens will start trend.



Best Practices Examples

Example: Four-story example of integrated stormwater capture and reuse system at Georgetown University's Pedro Arrupe, S.J. Hall.

Link:
<https://worldlandscapearchitect.com/beyond-management-stormwater-as-asset-on-the-urban-campus/#.Y4-AHnbMI2w>



Example: Virginia Tech Master Stormwater Plan

GOAL #2 Transportation

Project 1.2.1 Complete Streets Strategy

Develop connectivity between the Innovation Hub, adjacent neighborhoods and commercial districts through multimodal transportation options with pedestrian and bicycle connectivity, street networks, alternative transportation modes and transit.

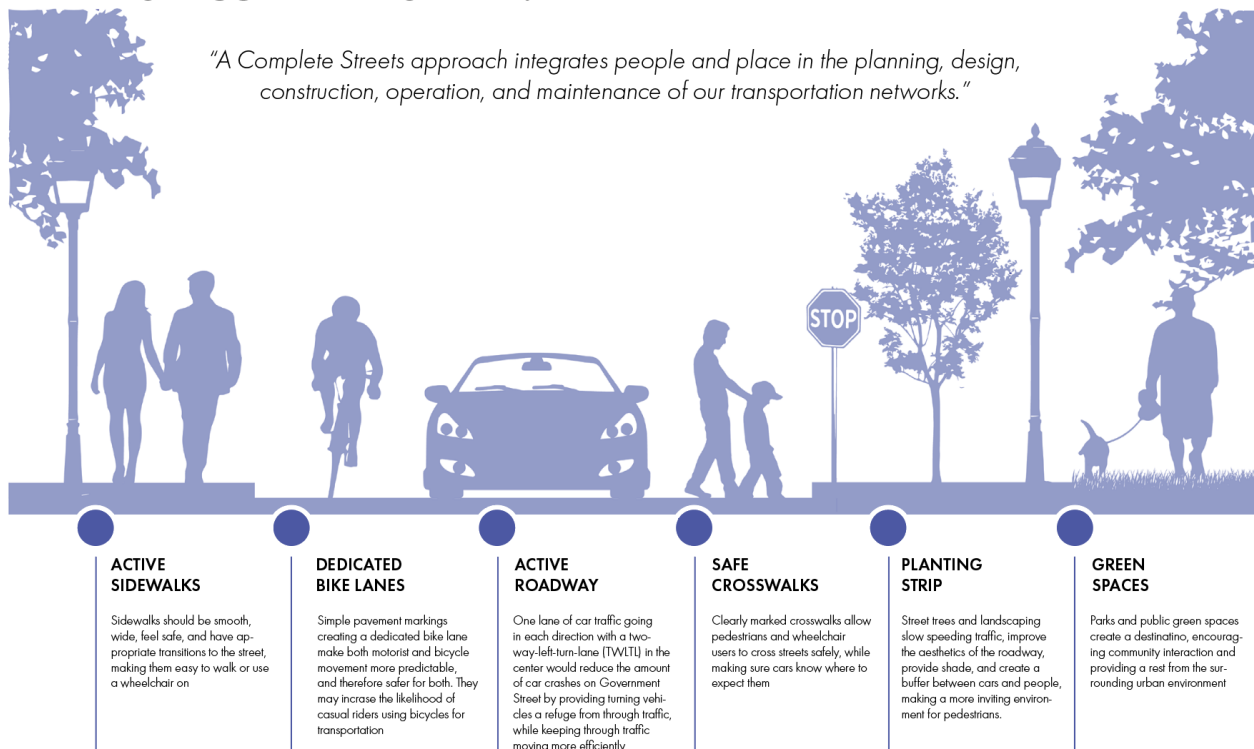
Complete Streets not only makes our streets safer and reduce crashes but boost employment levels, property values, investment from the private sector, attract new businesses, and it creates an overall multi-modal network for the Martin County Innovation Hub entrepreneurs, workers, residents, and visitors. A Complete Street program is the first step to set the “right” public realm/ street framework for the success of the hub. This public investment will be seen as an incentive by private investors and developers looking for forward-looking locations.

Main Lead: Martin County & FDOT

Martin County Role: Coordinate with FDOT for FDOT major roadways (Federal Hwy and Dixie Hwy) and coordinate with City of Stuart for local connectors in their jurisdiction (part of Commerce Ave and Indian St).

Next Step: Conduct an engineering study of the priority streets with cost estimates and construction timeline. Then allocate funding resources and/ or search for funding opportunities. Complete Streets programs are a national movement that has Federal support.

WHAT IS A COMPLETE STREET?

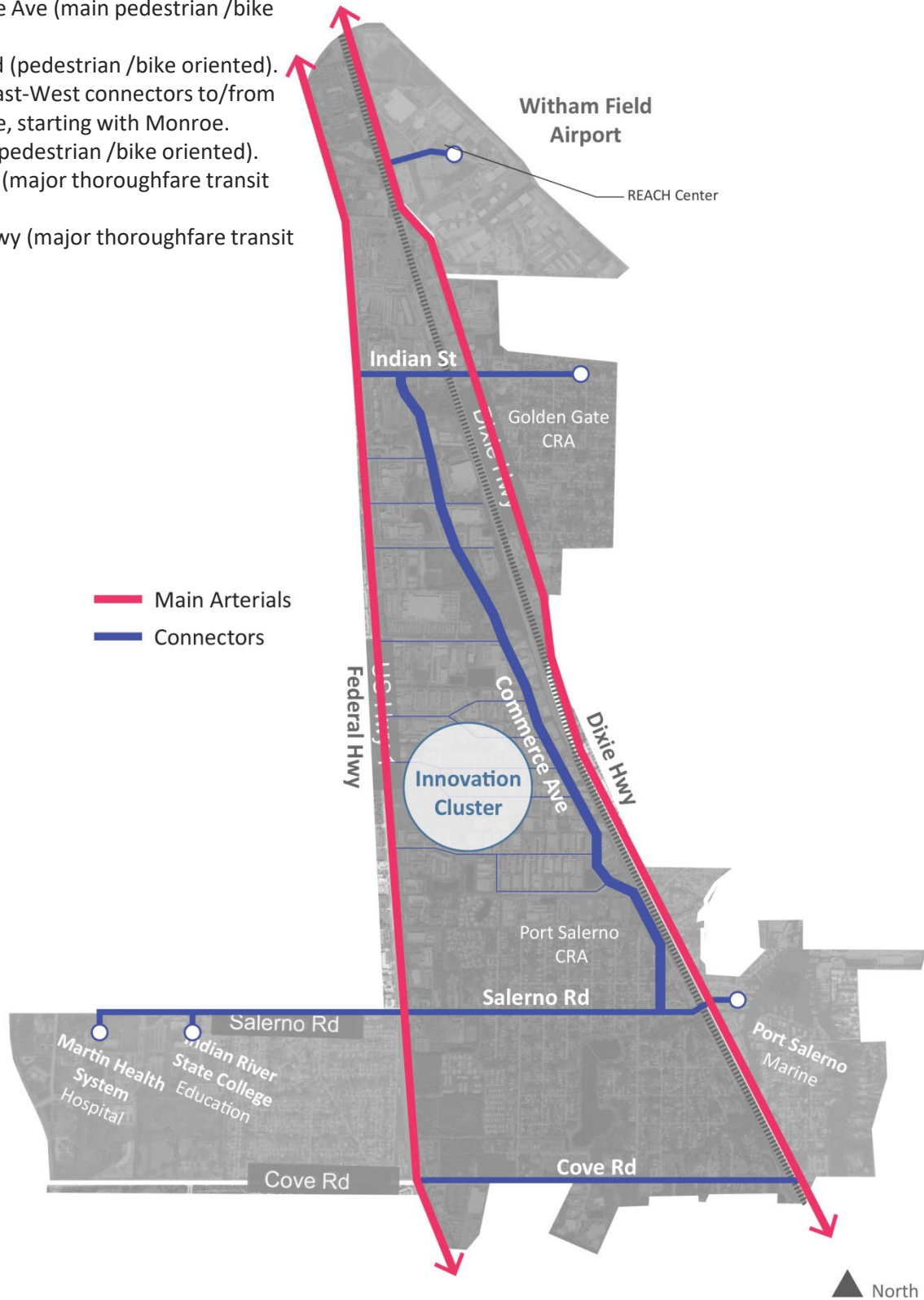


Complete Streets Priority Streets Map

Priority Streets Within Martin County

Innovation Hub for Complete Streets:

1. Commerce Ave (main pedestrian /bike oriented).
2. Salerno Rd (pedestrian /bike oriented).
3. Internal East-West connectors to/from Commerce, starting with Monroe.
4. Indian St (pedestrian /bike oriented).
5. Dixie Hwy (major thoroughfare transit oriented).
6. Federal Hwy (major thoroughfare transit oriented).



Examples & Inspirational Images



Photo: The University of Nebraska Saddle Creek Project has selected a team of developers to lead the \$45 million renovation and redevelopment.

Examples & Inspirational Images



Photo: Complete streets that support public art. Art / Lit Living Innovation Zone (LIZ) in San Francisco.

GOAL #2 Transportation

Project 1.2.2 Business Park/Commerce Avenue

Infrastructure Reinvestment

** Project included in Martin County CIP & MPO FY 2023-27 TIP*

This project is included in the Martin County CIP beginning 2023. The Infrastructure Reinvestment project includes the replacement of drainage structures, regrading of drainage swales, addition of new sewer force main, pavement milling, resurfacing, replacement of sidewalks, and other ancillary items within the neighborhood.

Purpose:

Develop a Coordinated CIP for the HUB

Coordinated Design, Planning and Construction of CIP projects for SE Cove Road, Commerce Avenue, Salerno Road and other planned Intersection and Roadway projects within the HUB.

Main Lead: Martin County

Martin County Role: Project Management/
Funding

Who to Coordinate With: City of Stuart,
FDOT

Estimated Cost: \$1,730,000

- TIP Project: \$130,000 – Design 2023
- TIP Project: \$1.6 million – Construction 2025/26

Estimated Duration: Short Term (1-3 years)

Next Steps:

- Design plan(s) for Commerce Avenue Improvements (2023) shall integrate Complete Streets.
- Coordinate design plans with development of Commerce Avenue Linear Trail/Bike Path design.
- 2023/24 Design and construction plans.

GOAL #3 Multi-Modal Connectivity

Project 1.3.1 Innovation Hub Multi-Modal Plan

Create dedicated bike lanes and pedestrian friendly sidewalks and paths for internal circulation within the HUB and external connectivity to destinations like Indian River State College, Port Salerno and Golden Gate, Cleveland Clinic Martin South Hospital, and Robert Morgade Library.

Develop a multi-modal connectivity plan, evaluating existing rights-of-way and missing linkage internal to the HUB and to external destinations through planned bike lanes, intersection enhancements and sidewalk and pedestrian connections.



Photo: 3-Hour Electric Bike Tour in Palm Coast, Florida.

Main Lead: Martin County

Martin County Role: Coordination, Programming and Funding

Who to Coordinate With: City of Stuart, FDOT, Property Owners

Estimated Duration: Short Term, Planning (1-3 years)

Next Steps:

- Review priority MPO TIP projects and CIP segments for multimodal and roadway improvements within and surrounding the HUB to include the following CIP projects (next 3-5 year priorities).
 - Include Intersections, Traffic Signalization, Roadway Maintenance, Mulit-Modal, Golden Gate and Port Salerno CIP projects.
- Consolidate project funding and reorganize project timelines to program planning and construction of the HUB Multi-Modal Plan and construction.
- Develop a multi modal plan evaluating existing rights of way and publicly owned properties and identify missing linkages for future acquisition, dedication and/or easements.

GOAL #3 Multi-Modal Connectivity

Project 1.3.2 Pedestrian Path Network

Create shaded, tree-lined, user-friendly pedestrian paths within the Martin County Innovation Hub to encourage interaction among innovators and entrepreneurs. Among many benefits street trees increase the liveability of innovation hubs by reducing stormwater runoff, improving air quality, storing carbon, providing shade, and ameliorating the urban heat-island effect.

It is also important to highlight that that allocation of street trees should be strategic to areas of Martin County Innovation Hub where pedestrian activity is encouraged. This is a key element to the vibrancy of a place, specifically in an innovation, entrepreneurial, and collaborative environment.

Main Lead: Martin County

Martin County Role: Coordinate with the County Engineering and Public Works Departments to develop site specific plans to accommodate these elements.

Next Steps:

- Develop engineering and landscape plans with cost estimate and construction timeline.
- Consider the Marine Transportation Route logistics when designing rights-of-way.

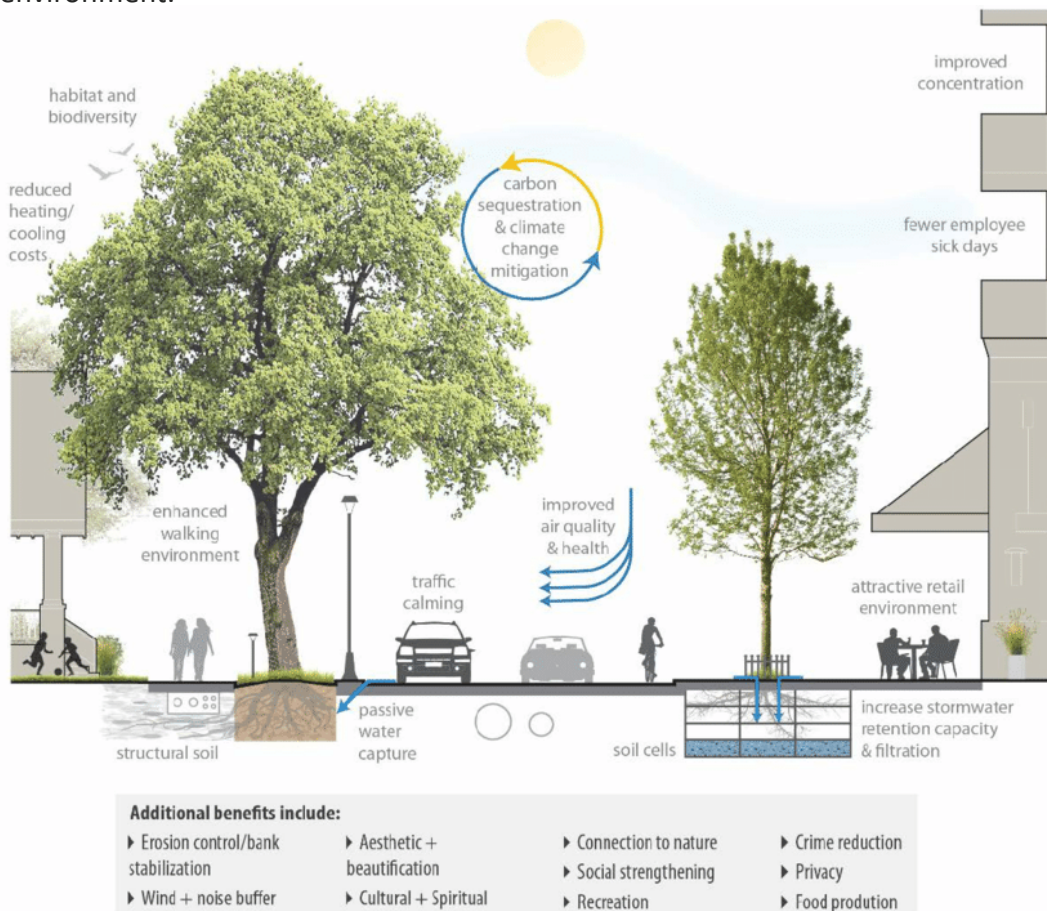
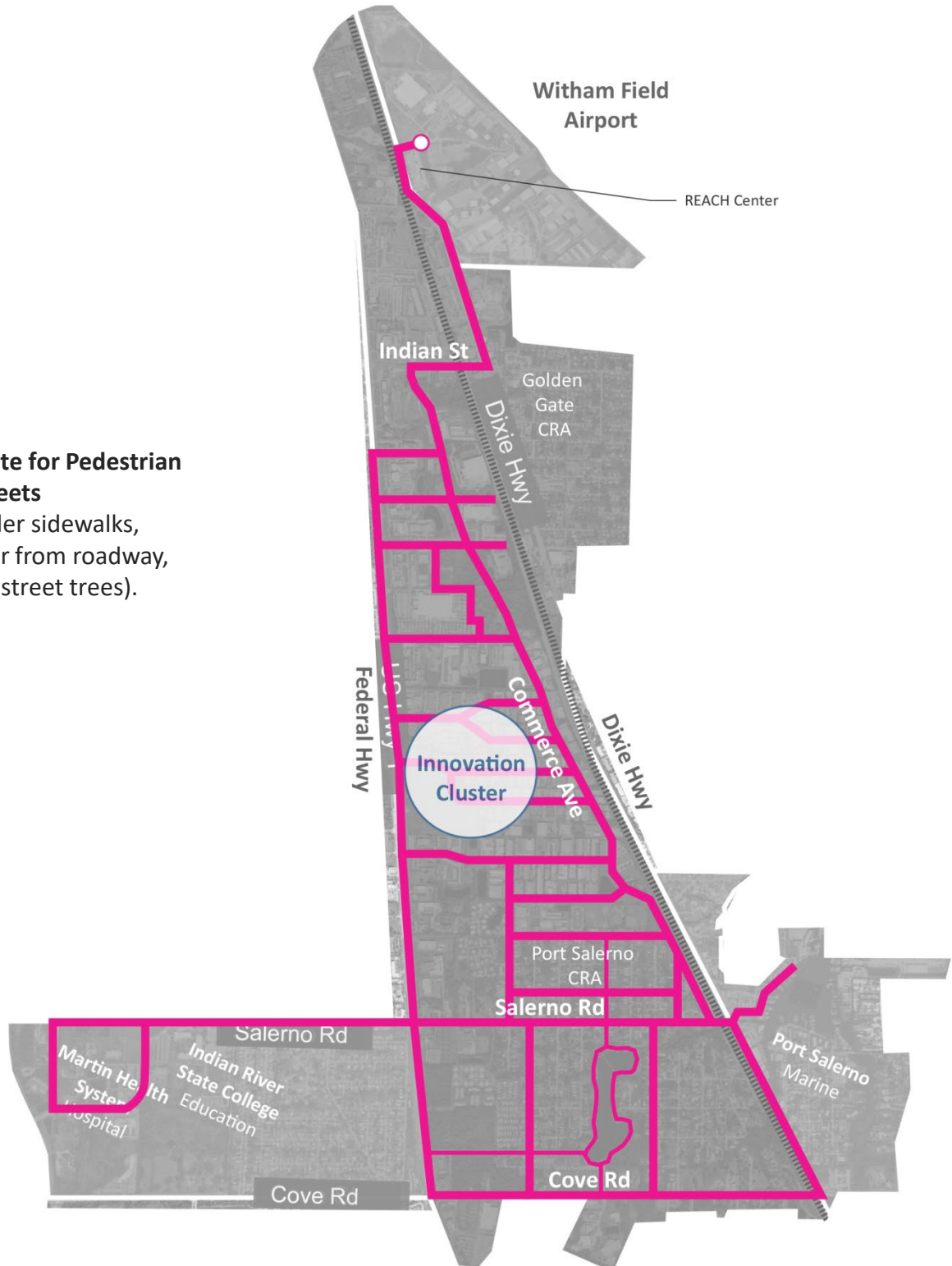


Photo: Example Diagram of Street Trees Benefits

Martin County Innovation Hub Pedestrian Paths Priority Network

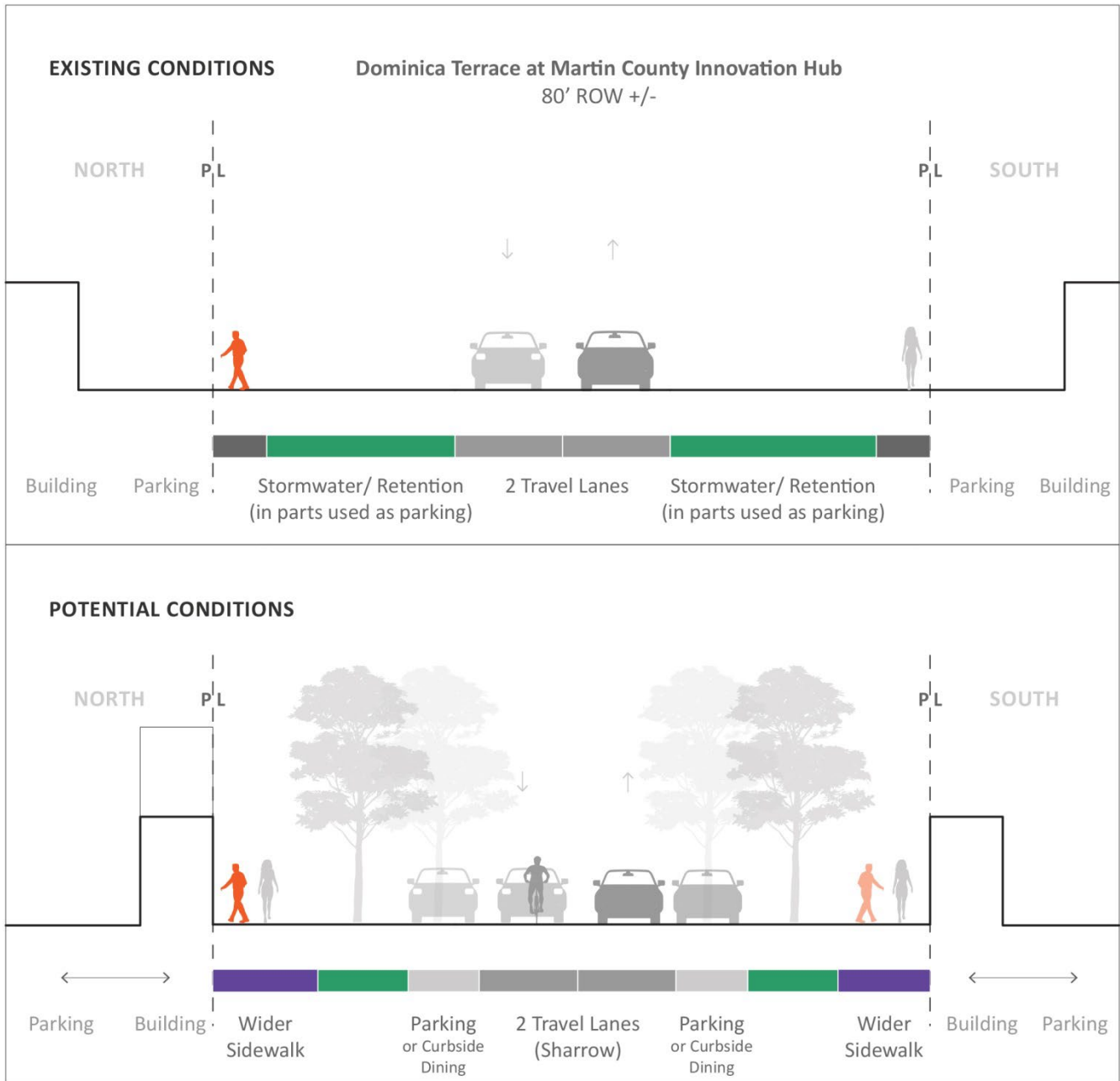
General Note for Pedestrian Priority Streets

Provide wider sidewalks, green buffer from roadway, and shade (street trees).



Concept for Typical East-West Side Streets at the Core of Martin County Innovation Hub.

This may include but not limited to Gran Park Way, Dominica Terrace, Slater St, and Monroe St.



Stormwater Retention and Reuse Note:

Retention basins are designed to store runoff to allow water to seep through soil into the shallow groundwater aquifer. A basin can be man-made, or it can be a natural, flat depression. Grass stabilizes basin slopes and filters sediments. Stormwater reuse involves storing water runoff from storm events and using it for other purposes. In locations with limited water supplies, water reuse can conserve water resources and benefit surface water quality. Water can be store in above ground or underground tanks and reuse for landscaping or treated for potable use.

Examples & Inspirational Images



Photo: Potential for innovation core east-west connectors (Dominica Terrace). Existing above, potential below.



Examples & Inspirational Images

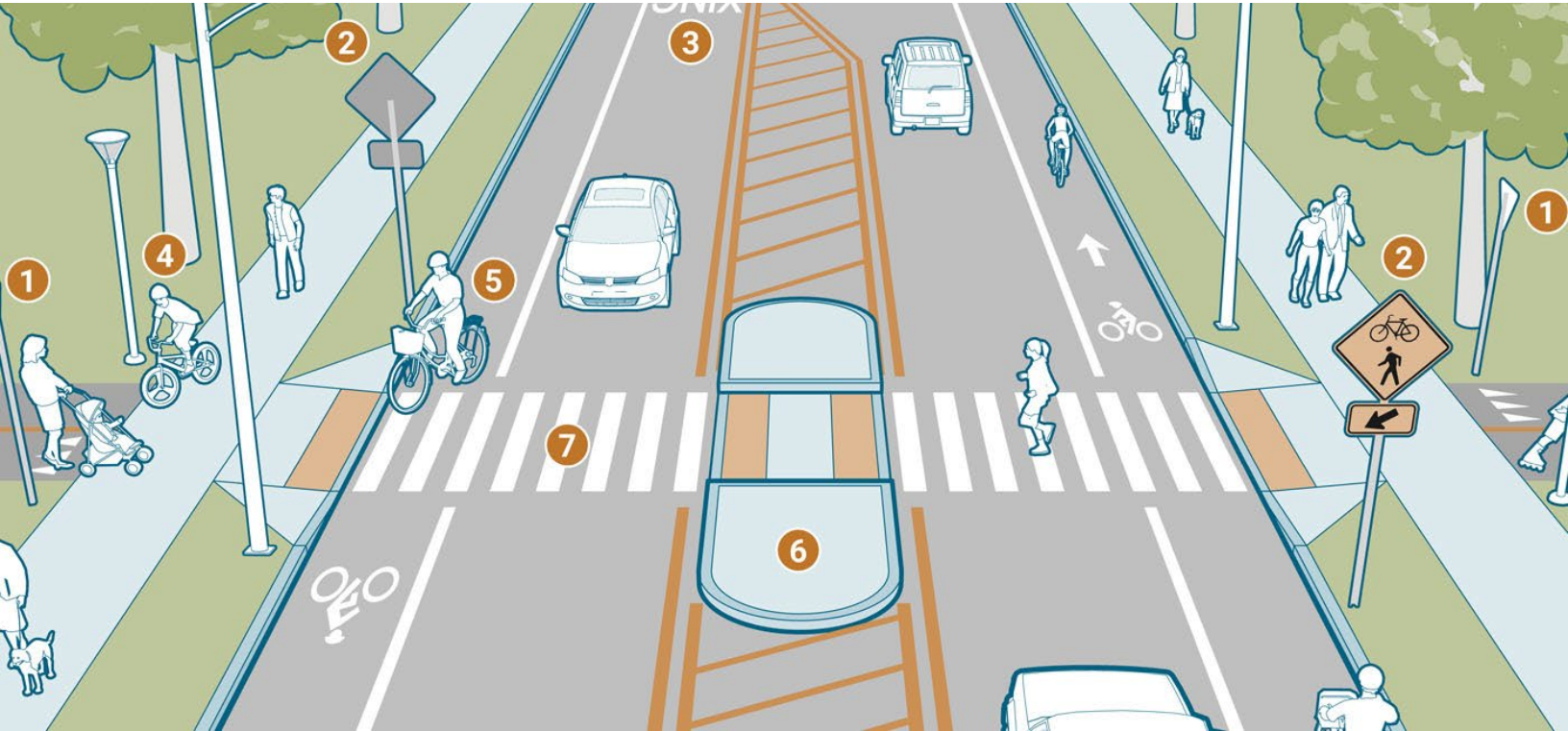


Photo: FHWA Guide for Achieving Multimodal Networks - Toole Design.

https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/multimodal_networks/fhwa/hep16055.pdf

1. YIELD Signs
2. Warning Signs
3. Warning Pavement Markings
4. Buffered Sidewalks
5. Bike Lanes
6. Crossing Islands
7. High Visibility Crosswalks

General Note for Pedestrian Priority Streets

Provide wider sidewalks, green buffer from roadway, and shade (street trees)

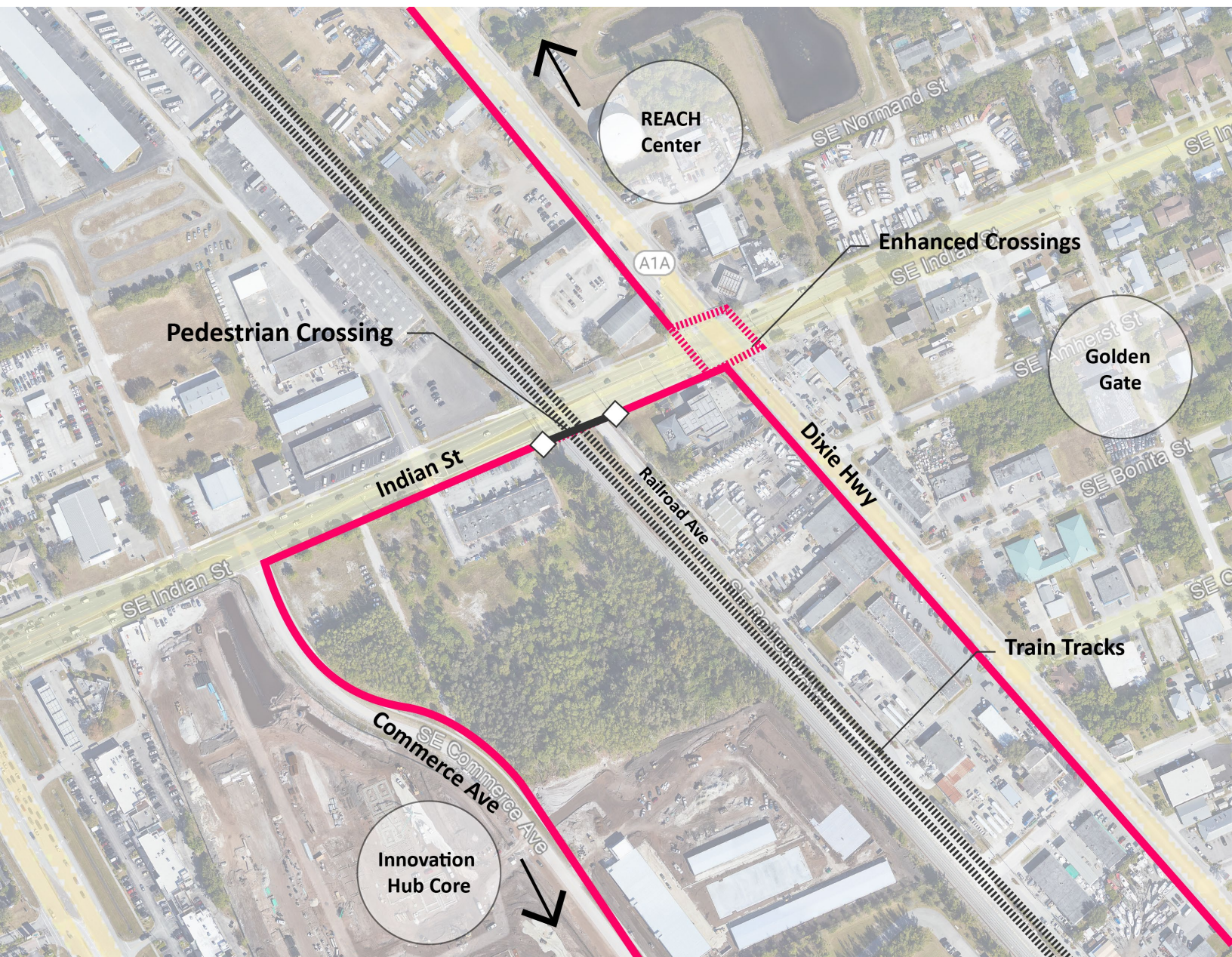
All while accommodating vehicular travel lanes.

Potential Location #1 for Pedestrian Crossing Railroad – Connecting Golden Gate to the innovation core near Indian Street and Dixie Hwy

Pedestrian Crossing

Pedestrian and bicyclist (including E-Bikes).
Allows safe crossing over a railroad.

Approximate Length: 165 FT
Estimated Cost: \$500K

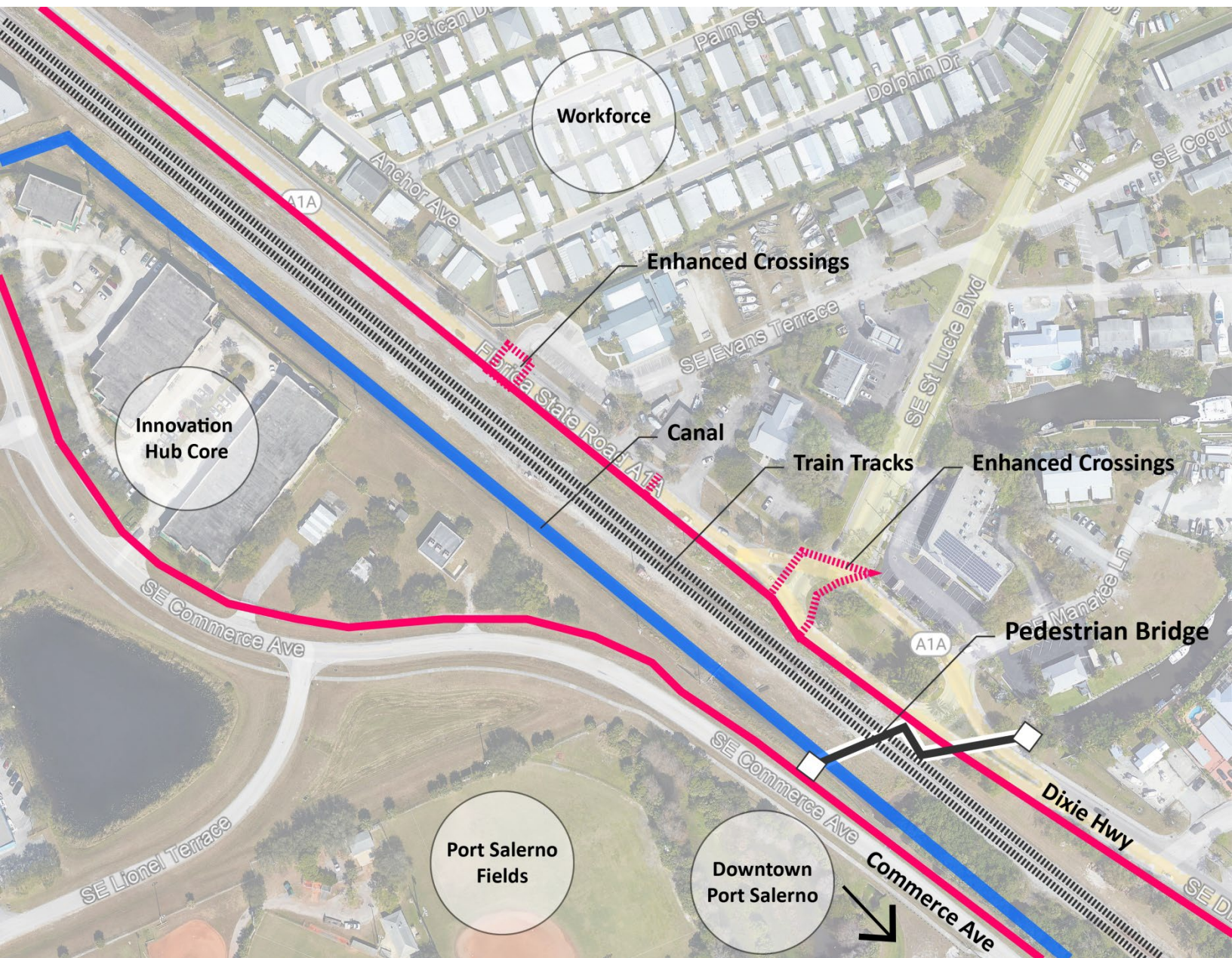


Potential Location #2 for Pedestrian Bridge Over Railroad, Canal, and Dixie Hwy – Connecting workforce to the innovation core

Pedestrian Bridge

Pedestrian and bicyclist overpass (including E-Bikes).
Allows safe crossing over a railroad obstacle without interrupting train circulation.
Location connects Commerce Avenue to Port Salerno and Chapman School of Seamanship.
Location is further from the Golden Gate neighborhood.

Approximate Length: 175 FT
Estimated Cost: \$1.5M



Examples & Inspirational Images

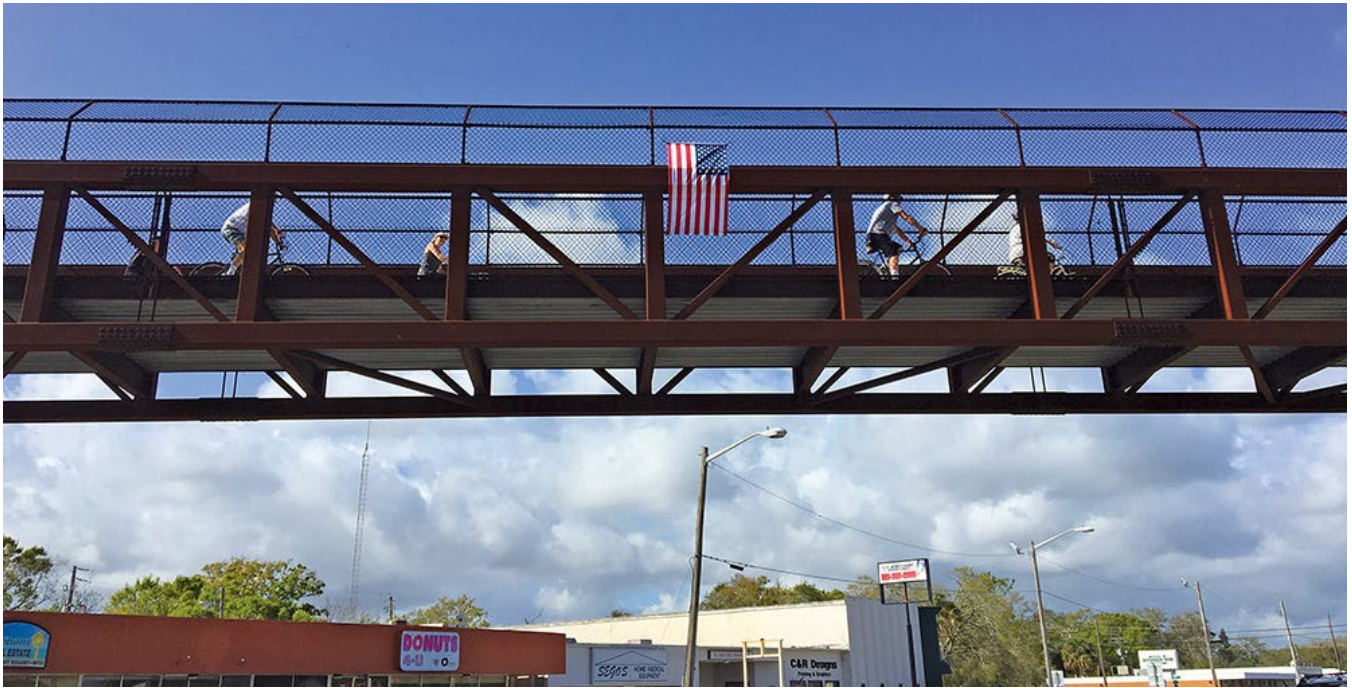


Photo: (Above) Florida Coast to Coast Trail, Titusville. (Below) The changing dynamics of cities require more interconnectivity, for which a pedestrian bridge in the City of Doral would provide the opportunity. WGI



Potential Location #3 for Pedestrian Bridge Over Railroad, Canal, and Dixie Hwy – Connecting to Golden Gate

Pedestrian Bridge

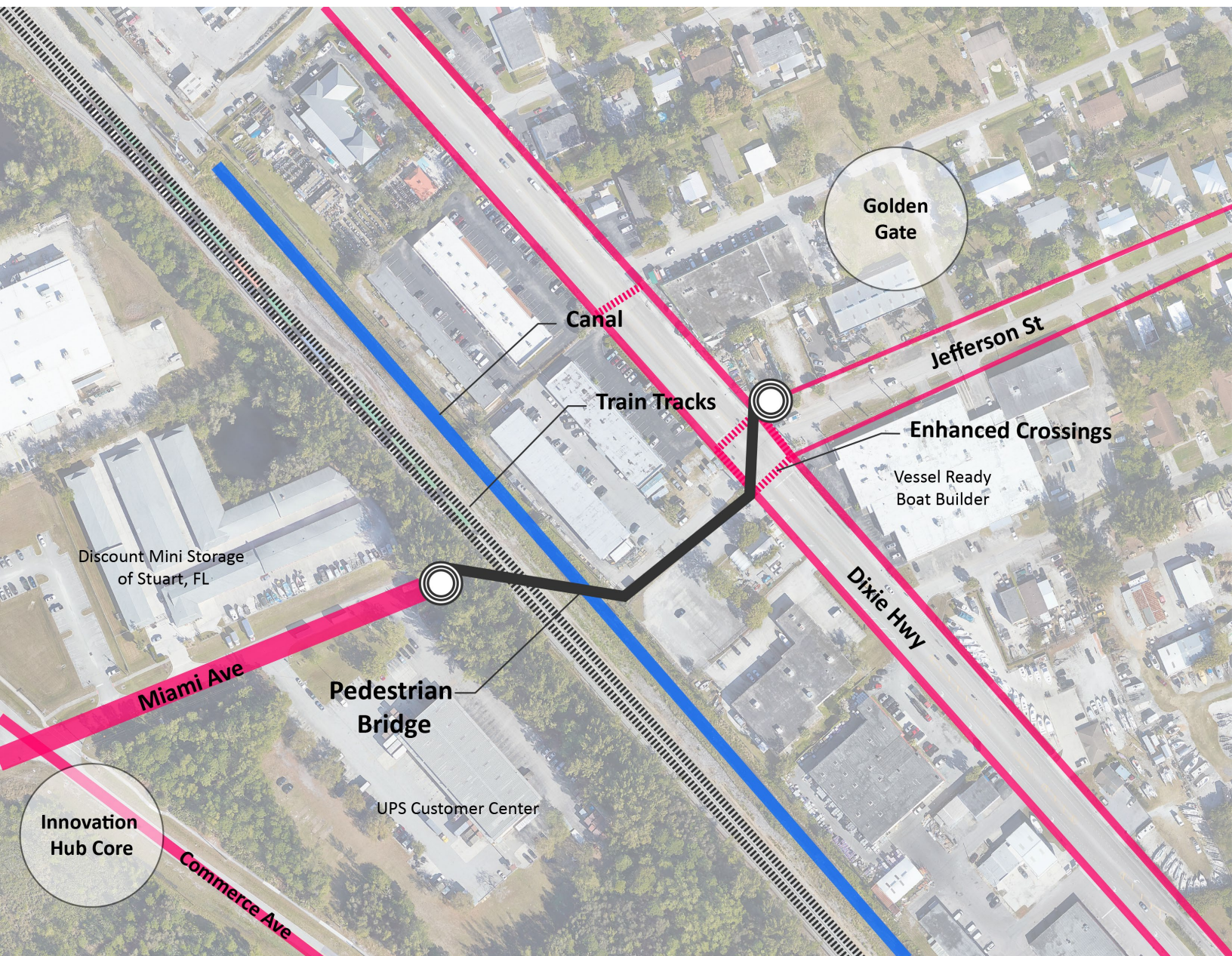
Pedestrian and bicyclist overpass (including E-Bikes).

Allows safe crossing over a railroad obstacle without interrupting train circulation.

Location connects Miami Avenue at the Martin County Innovation Hub Core to Golden Gate neighborhood at Jefferson Street.

Approximate Length: 525 FT

Estimated Cost: \$4.5M



Examples & Inspirational Images



Photo: Location #3 Example



GOAL #3 Multi-Modal Connectivity

Project 1.3.3 Commerce Avenue Greenway

This project recommends a multipurpose trail adjacent to the Commerce Avenue that would accommodate pedestrians and bicycles (within existing r.o.w.) which would provide for active transportation and recreation.

Future considerations for this project would include linkages to greenways (i.e. Sailfish Trail), parks and the waterfront. This should also contemplate east-west connections to Dixie and Federal Highway and the future.



Photo: CityQ Car-eBike, the strange fusion of a car and an electric bike

Lead: Martin County

Martin County Role: Project Management/
Funding

Who to Coordinate With: City of Stuart,
DEP, SFWMD

Estimated Cost: \$1.85M

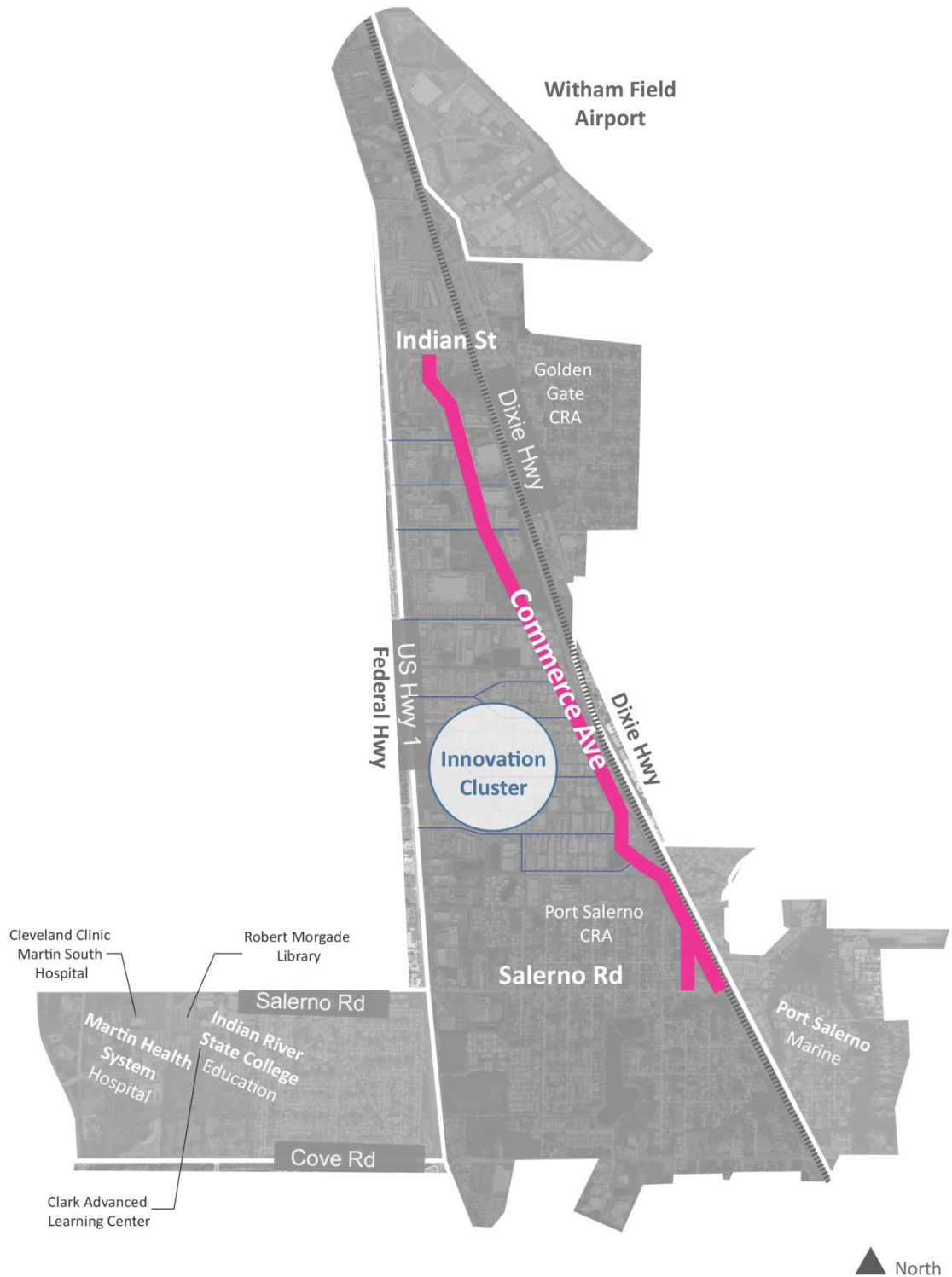
Estimated Duration: Mid Term (3-5 years)

Next Steps:

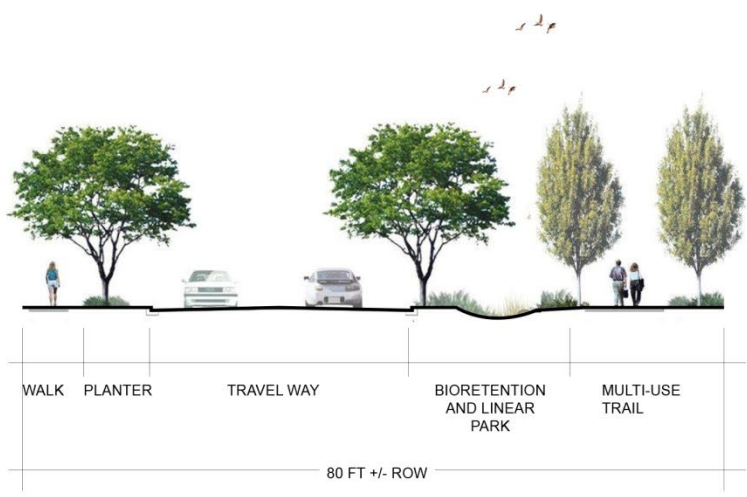
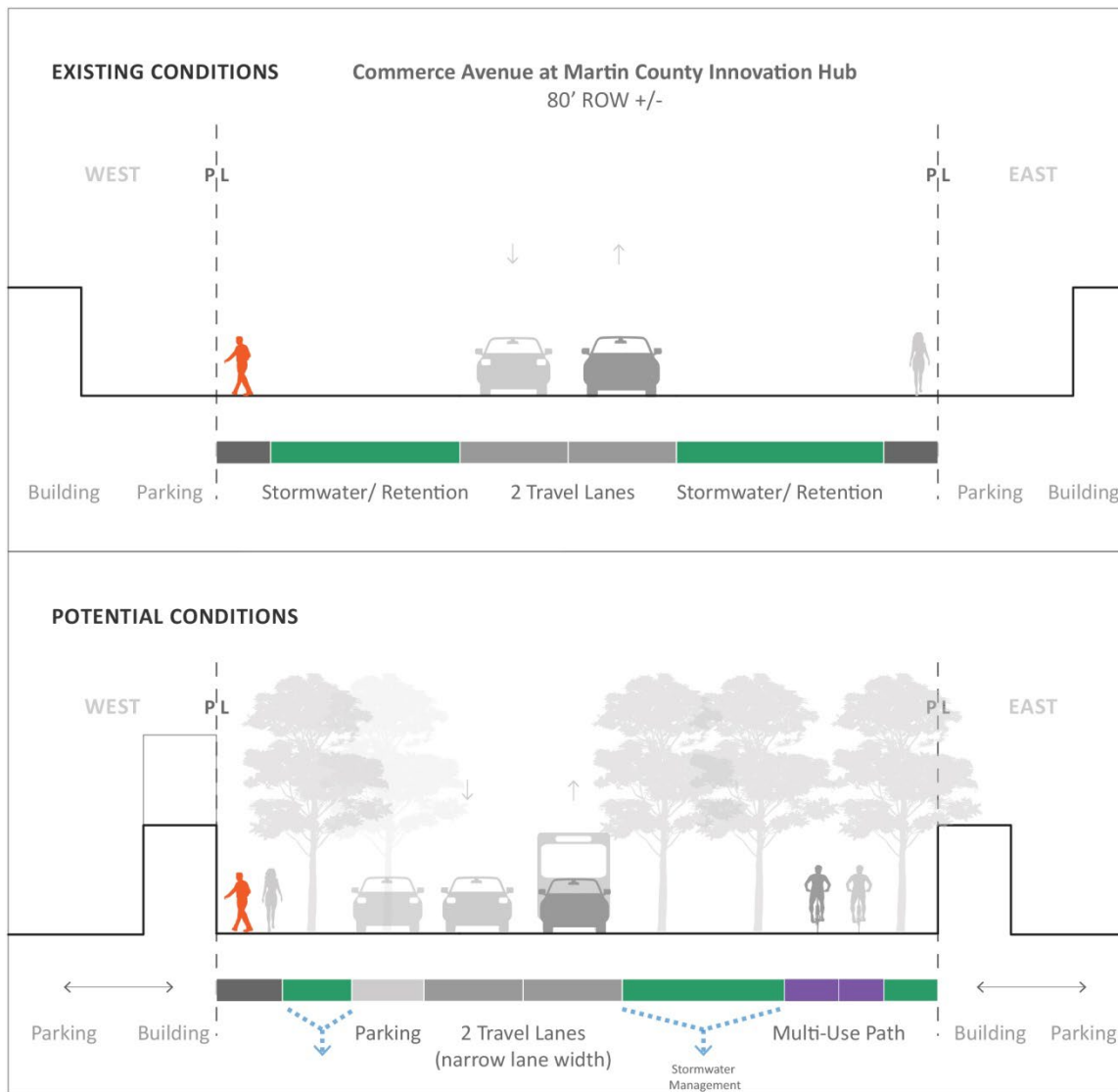
- Begin conceptual design for linear park/bike path and connectivity to other current and planned capital improvements (Commerce Avenue and Cove Road).
- Concurrent feasibility study with Sailfish/Martin Trail (TIP funded 2022/23).
- Conduct a stormwater analysis and master stormwater plan that provide capacity for future development including bioswales; combined stormwater facilities and future wetland mitigation.
- Develop cost estimates and financing strategy to include grants, impact and user fees.
- Incorporate bicycles into the proposed pedestrian bridge over the FEC railway.

Commerce Ave Greenway Location Map

Project Length: 2.2 Miles
Estimated Cost: \$1.85M



Concept Cross Section for Commerce Avenue



Examples & Inspirational Images



Photo: Richardson Core Plaza & Linear Park Competition — StudioOutside.

GOAL #3 Multi-Modal Connectivity

Project 1.3.4 Multi-Use Path on Federal Highway*

**Sailfish Capital Trail/Martin Trail is included in the MPO TIP FY 2027, currently unfunded.*

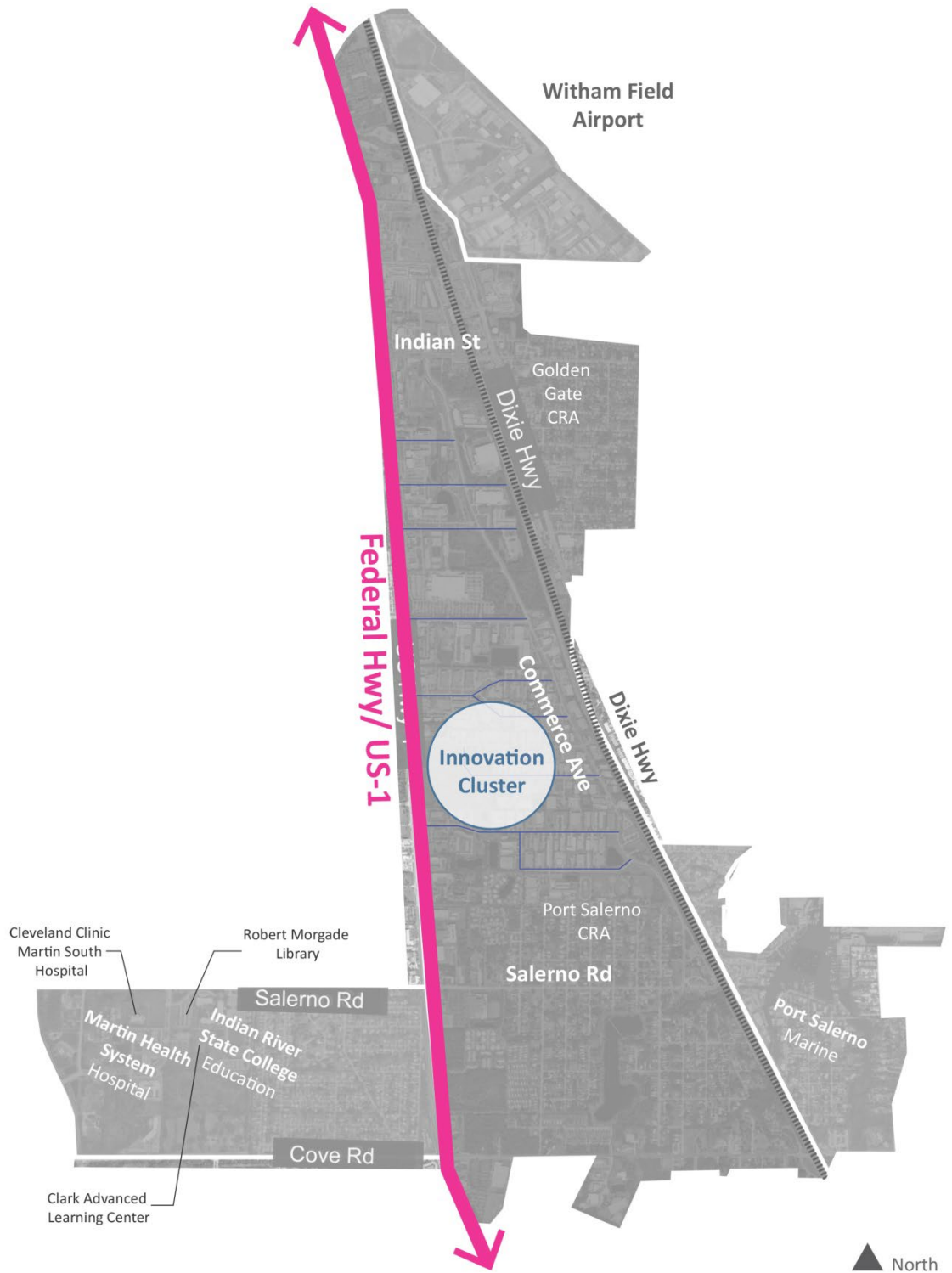
We understand that Federal Highway is an important north-south regional connector mostly for vehicular traffic with six lanes of traffic, three in each direction. However, Federal Highway has a wide public right-of-way space, 200 feet +/-, that can accommodate a multi-use path. A multi-use path at this location will not only help the connectivity to the Martin County Innovation Hub, but it will also help connect to downtown Stuart. This designated space for pedestrians and cyclists could be a great incentive for college students, healthcare workers, aviation workers, and marina workers.



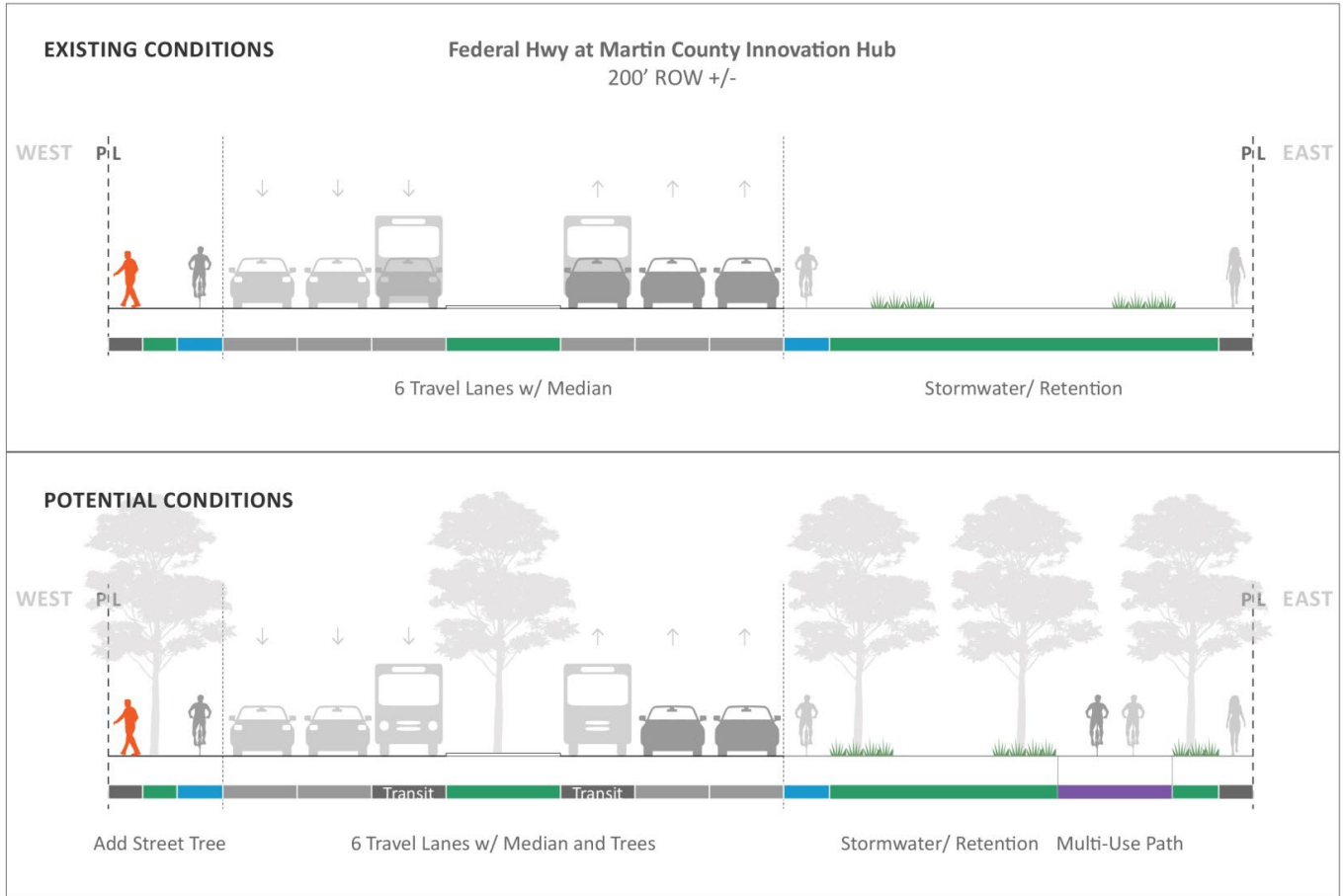
Photo: Sarasota Legacy Trail

Federal Highway Multi Use Path and Complete Streets Location Map

Project Length: 3.5 Miles
Estimated Cost: \$2.5M



Concept Cross Section for Federal Highway



Examples & Inspirational Images

Figure 15: Illustrative of Improvements to Matthew Henson Trail Crossing
(Rendering courtesy of Kittelson and Associates, Inc.)



36 VEIRS MILL CORRIDOR MASTER PLAN - WORKING DRAFT - MARCH 2018

Photo: Complete streets - Greater Washington

GOAL #3 Multi-Modal Connectivity

Project 1.3.5 Running/Bicycle Loop (MC Innovation Hub Bike/Pedestrian Loop)

This project shall be coordinated as a Phase III connector to include running, walking and bicycling and connecting the Golden Gate and Port Salerno neighborhoods with the HUB and other proposed trail systems.

Create a running/ bike trail that connects the Witham Airport hub with the Port Salerno hug and integrated into the Commerce Avenue right-of-way and the natural greenways throughout the Hub.

Regular walking and running can help prevent obesity, type 2 diabetes, high blood pressure, heart disease, and stroke. Innovate campuses like Nike and Google have running trails for their employees. Health and Wellness activities should be a key element of the Innovation Hub for its tenant businesses and employees.

With increased awareness of the benefits of fitness, having an easily accessible trail serves as an incentive for workers to get out and exercise. It soothes stress, keeps the mind sharp, and good for one's mental health. In addition, this loop can also serve as to connect economic assets and destinations and improve their accessibility and access.

In Martin County Innovation Hub there is a large quantity of space dedicated to stormwater retention and that pose an opportunity to enhance and invest in design features for human enjoyment. Stormwater infrastructure not only can improve utilitarian benefits from this form of engineering, but when integrated as a feature design element of open space, can provide an added amenity with a multitude of benefits to the community.

Main Lead: Martin County

Martin County Role: Coordinator, Design, Construction and Acquisition

Who to Coordinate With: City of Stuart, SFWMD, DEP

Input from: Treasure Coast Running Club (treasurecoastrunning@gmail.com)

Estimated Cost:
\$3.5M (average \$700K/Mile)

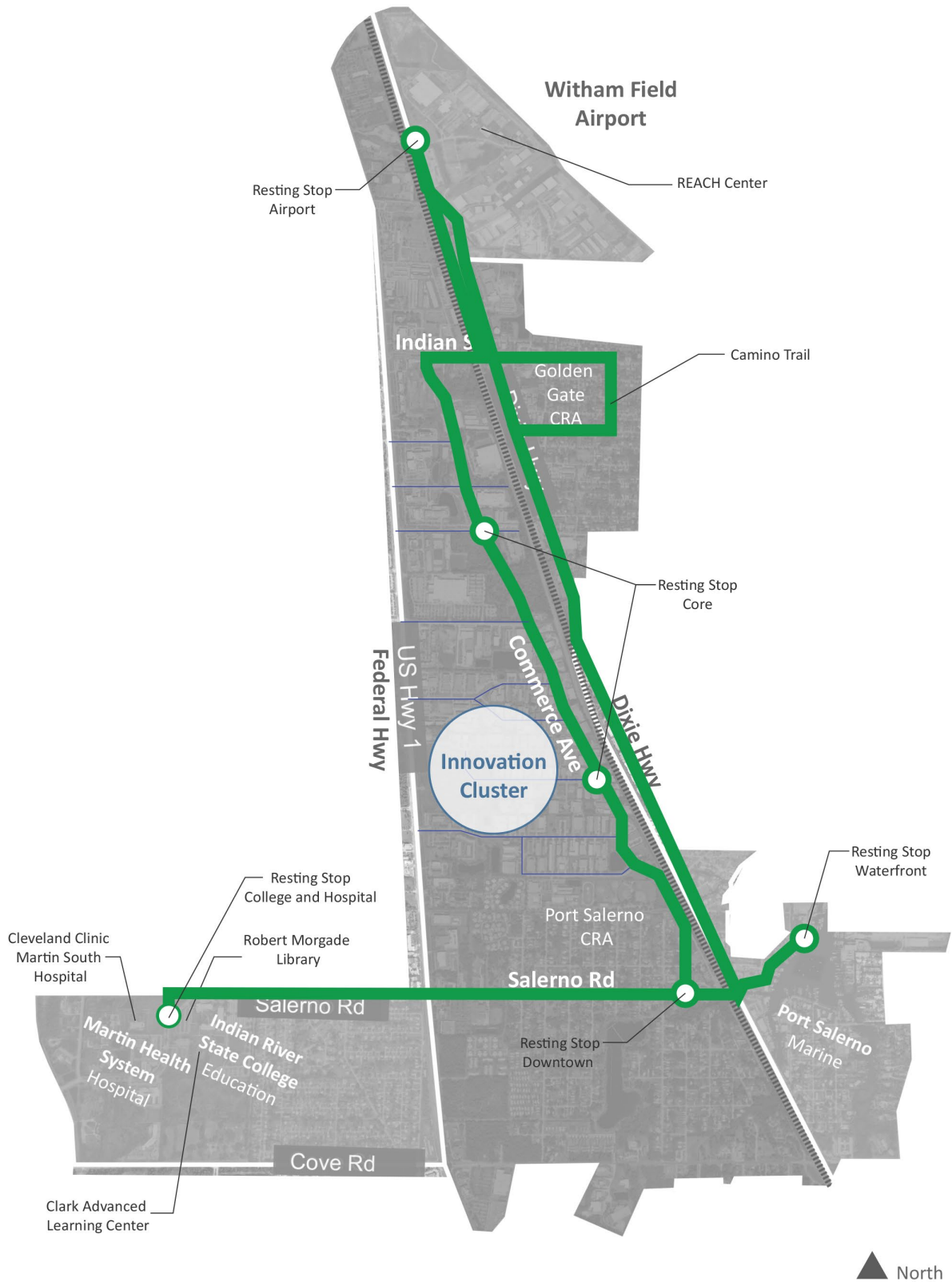
Estimated Duration: Short-term (1-3 years)

Next Steps:

- Analyze Opportunity Sites, other future development sites, and road rights-of-way, stormwater retention areas to review whether areas can be linked so as to create a natural corridor for use as a running trail.
- Consult with Treasure Coast Running Club for any technical advice/knowledge regarding urban running trails.
- Initiate a conceptual plan (See Projects 1.2 & Commerce Avenue Improvements and incorporate stormwater mitigation into design and construction).

Martin County Innovation Hub Bike/Ped Loop Concept Map

Bike/Ped Loop Length: 5.0 Miles +/-



Examples & Inspirational Images

Existing Above, Potential Below



Photo: Regional bicycle, pedestrian trail projects awarded funding | NY State Senate

GOAL #4 Transit

Project 1.4.1 Enhanced Transit Service and Infrastructure

Work with the MARTY and the City of Stuart to link city trolley system to the HUB and increase level of service County level of service to the HUB.

This project provides for enhanced transit service to and from the HUB with better connectivity to downtown Stuart and adjacent neighborhoods. Coordination of services, transfer stations and transit amenities shall continue per MARTY on the Move 2020 Plan.

A micro mobility system such as a trolley or shuttle (i.e. Freebee) would be important to promote a live, work, and play environment. People can live near the Martin County Innovation Hub and take the trolley to work there, and then go play in downtown Stuart. Also, this will be important to move college students, healthcare personnel, and aviation and marine workers within the Martin County Innovation Hub.

Main Lead: Martin County

Martin County Role: Coordinator

Who to Coordinate With: MARTY, City of Stuart

Estimated Cost: TBD, Program Dependent

Estimated Duration: Mid Term (3-5 years)

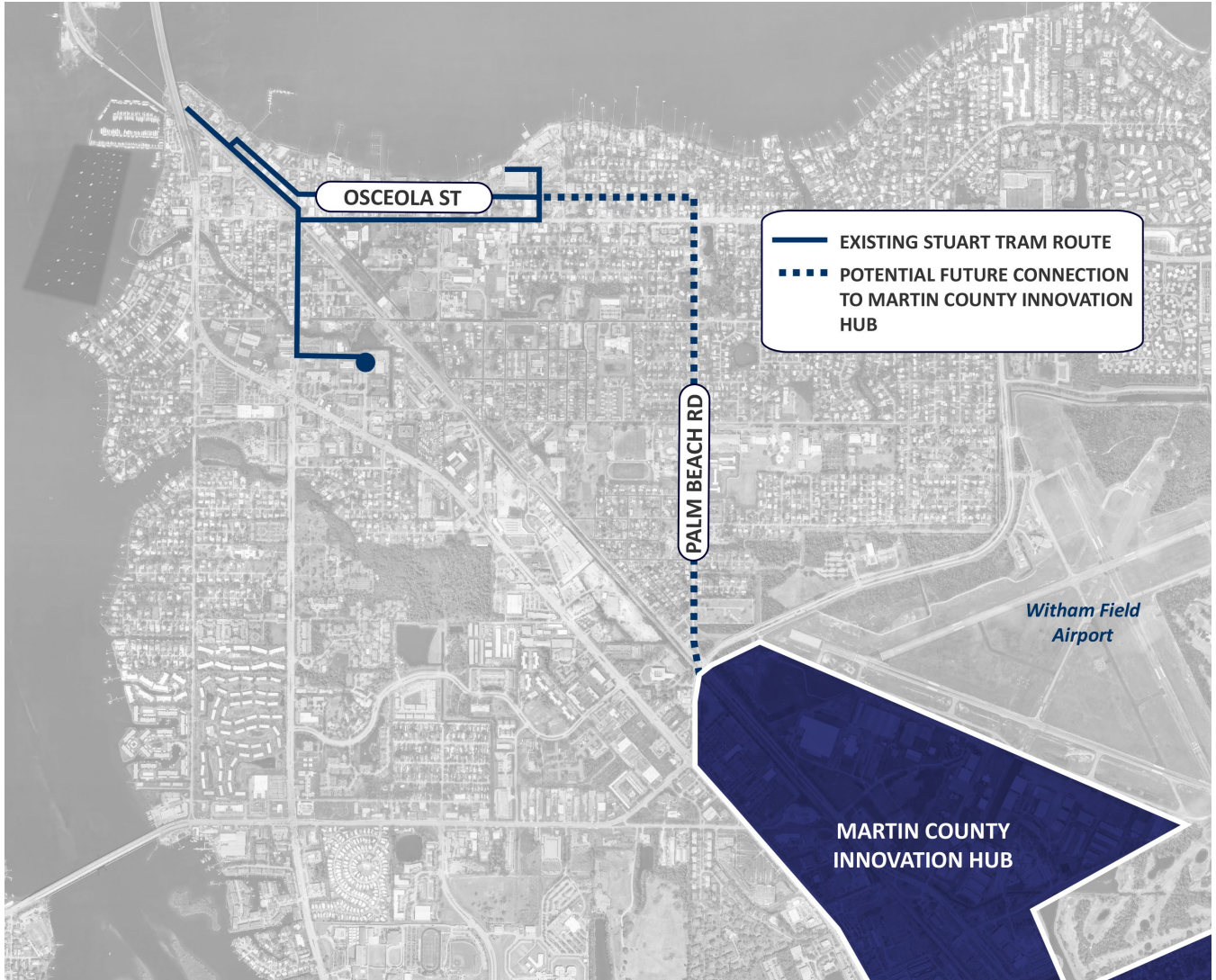
Next Steps:

- Evaluate proposed routes and bus stop locations and identify specific transit stops/transfer stations for upgraded transit stop facilities.
- Meet with City of Stuart to discuss future plans and/or routes for downtown transit
- Review with MARTY and Port Salerno CRA feasibility and cost to extend “Mobility on Demand” services to Port Salerno and inclusive of the HUB.
- Finalize potential route options to connect Stuart Downtown Tram to the Innovation Hub.
- Modify Stuart Tram Business Plan.



Photo: Stuart Downtown Tram

Potential Stuart Tram System Connection with Martin County Innovation Hub



Examples & Inspirational Images



Photo: Delray Beach's electric car service by Freebee is proving to be a success.



Photo: Free taxi service 'Nickel Ride' expands to south Cape Coral.

GOAL #4 Transit

Project 1.4.2 Micro Mobility System

Where road rights-of-way are wide, create separate E-Bikeway and scooter paths, especially along roads like Commerce Avenue and Salerno Road in order to connect key uses like Indian River State College, Clark Advanced Learning Center, Cleveland Clinic Martin South Hospital, and Robert Morgade Library.

E-bikes and scooters is a new mode of mobility that has a great appeal to college students. It is also a more affordable mode of mobility, it generates less pollution, and it uses less public right-of-way space compared to the automobile. Increasing awareness about pollution is a key driver of the electric bikes and scooters market. This is because more people are now understanding the importance of reducing pollution, and this awareness has led them to look for more environmentally friendly modes of transportation that minimize and control pollution.

Main Lead: Martin County MPO

Martin County Role: Coordinate with the County Engineering Department and Public Works Department, Field Operations Division to develop site specific plans to accommodate these uses.

Next Step:

- Develop engineering plans with cost estimate and construction timeline.
- Evaluate case studies and best practices and create policy guidelines for the use and operations of scooters in the Hub.

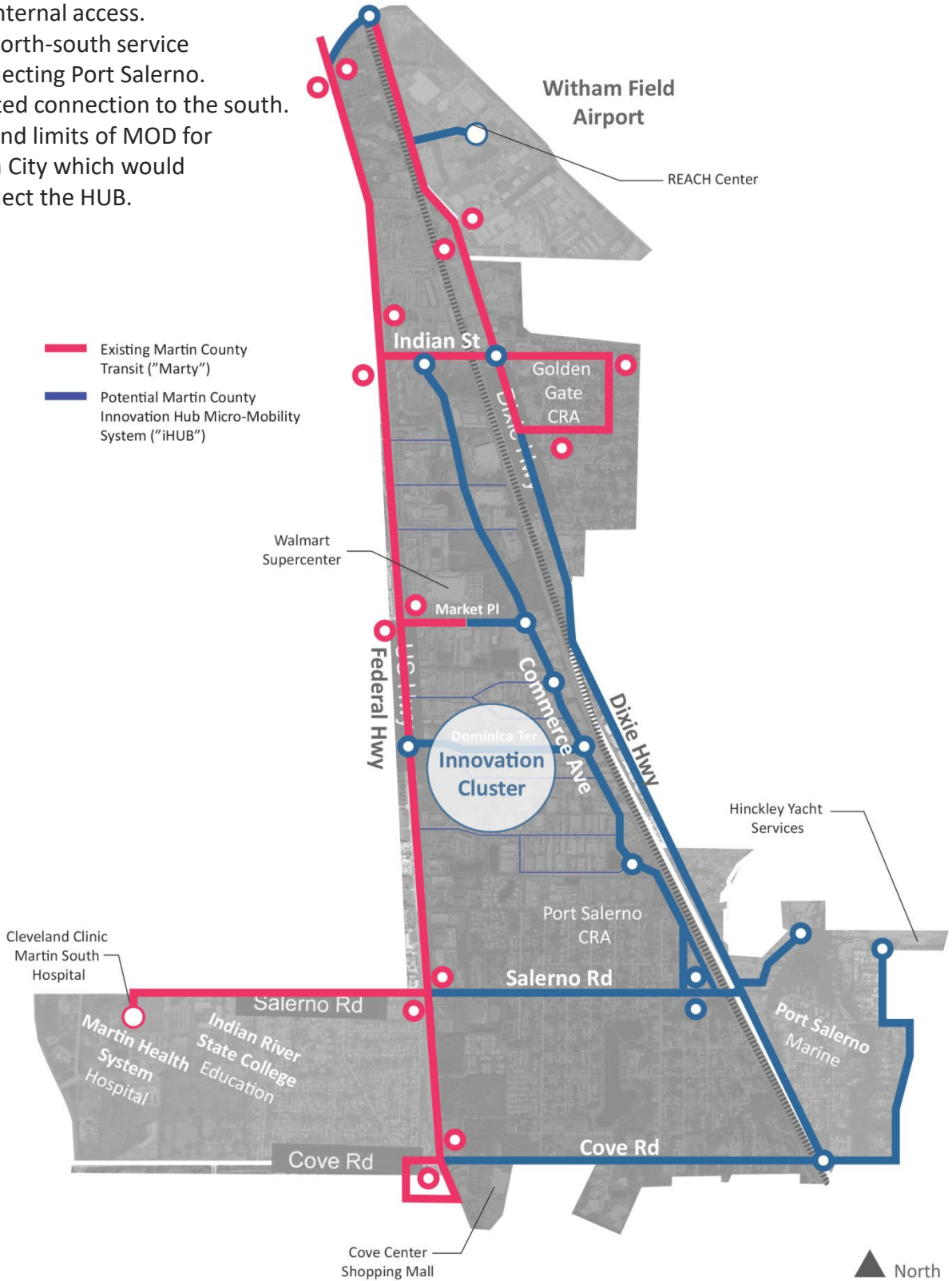


Photo: Veo Arrives in Berkeley and Emeryville

Martin County Innovation Hub Micro-Mobility System Concept Map

Existing Service Limitations

- Routes 1 & 3.
- No internal access.
- No north-south service connecting Port Salerno.
- Limited connection to the south.
- Expand limits of MOD for Palm City which would connect the HUB.



Examples & Inspirational Images



Photo: Will e-cargo bikes take over last-mile delivery? – FreightWaves.



GOAL #5 EV Charging Stations and E-Bikes

Project 1.5.1 EV Charging Stations and E-Bikes

Encourage EV Charging Stations and into streetscape and parking design and install E-Bikes for public use.

This project will include preliminary planning for locations and vendors to provide for EV Charging Stations in public parking areas and to provide E-Bikes for public use. It shall also address development standards and potential incentives for installation on private property.

As electric mobility establishes itself as a prominent part of societies around the world and electric vehicle (EV) sales are soaring, drivers are increasingly demanding efficient, easy-to-use EV charging stations. This will prepare Martin County Innovation Hub for the future.



Photo: Oklahoma Commercial EV Charging Stations

Main Lead: Martin County and City of Stuart

Martin County Role: Coordination with vendors and construction

Who to Coordinate With: City of Stuart, FPL, private property owners

Estimated Cost: \$360K (average \$60,000 per charging station with 10 chargers)

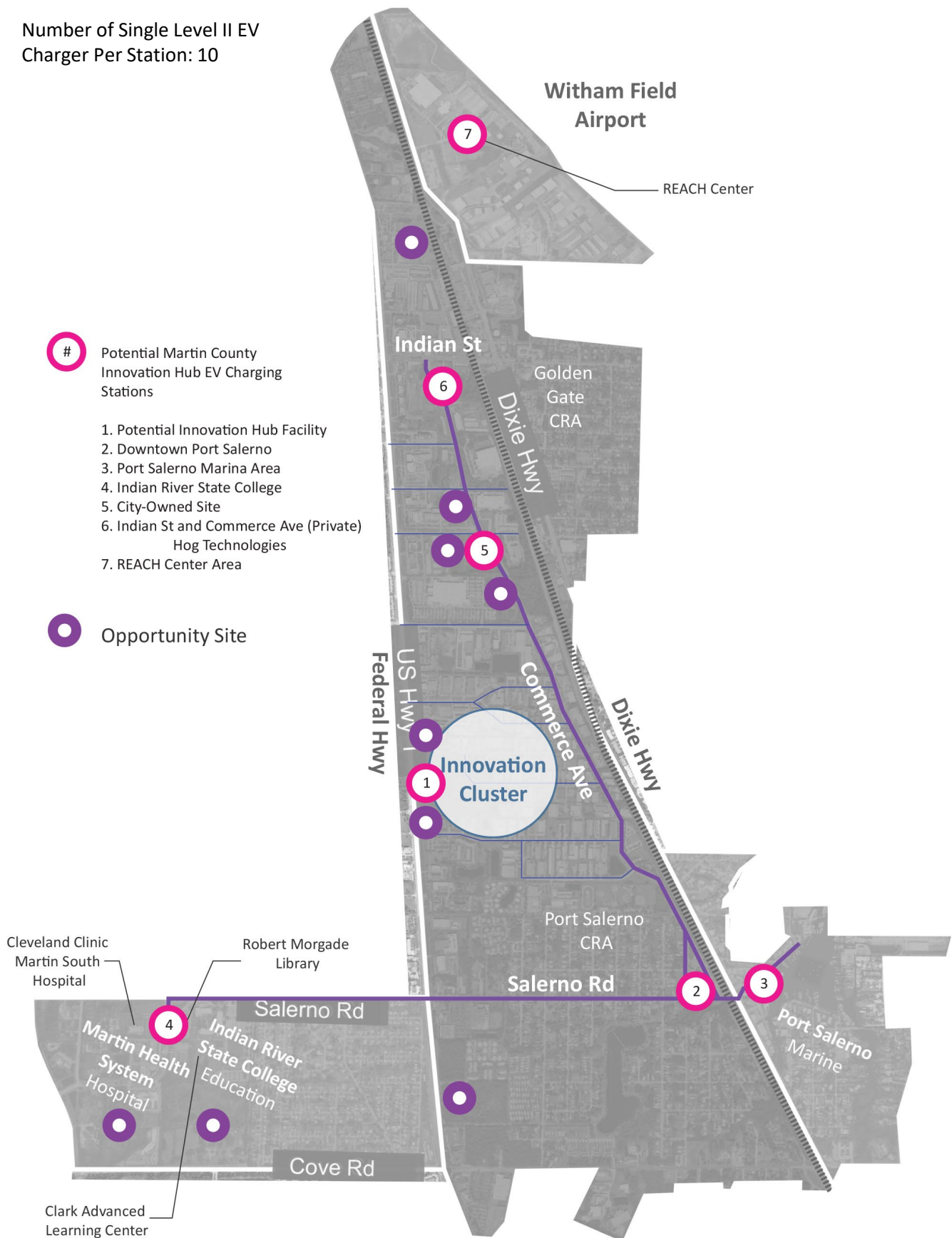
Estimated Duration: Short to mid (ongoing)

Next Steps:

- Conduct a parking facility evaluation to determine viability and space availability for the charging stations and the corresponding electric vehicle.
- Ensure there is enough power and ample county resources to direct proper electricity to the new charging stations for both electric vehicles and for E-Bikes.
- Evaluate site requirements and near-term roadway projects to ensure that electrical infrastructure is planned.
- Conduct a feasibility study to include operational models, vendors and potential roll out of improvements
- Layout a plan for the installation, timeline, and details of electric vehicle and E-Bike supply equipment.
- Review existing land development regulations and EV Charging siting best practices and create incentives.
- Identify Electric Bicycle charging station locations.

Martin County Innovation Hub Potential EV Charging Station Locations

Number of Single Level II EV Charger Per Station: 10



- # Potential Martin County Innovation Hub EV Charging Stations
- 1. Potential Innovation Hub Facility
- 2. Downtown Port Salerno
- 3. Port Salerno Marina Area
- 4. Indian River State College
- 5. City-Owned Site
- 6. Indian St and Commerce Ave (Private) Hog Technologies
- 7. REACH Center Area

○ Opportunity Site

Cleveland Clinic Martin South Hospital

Robert Morgade Library

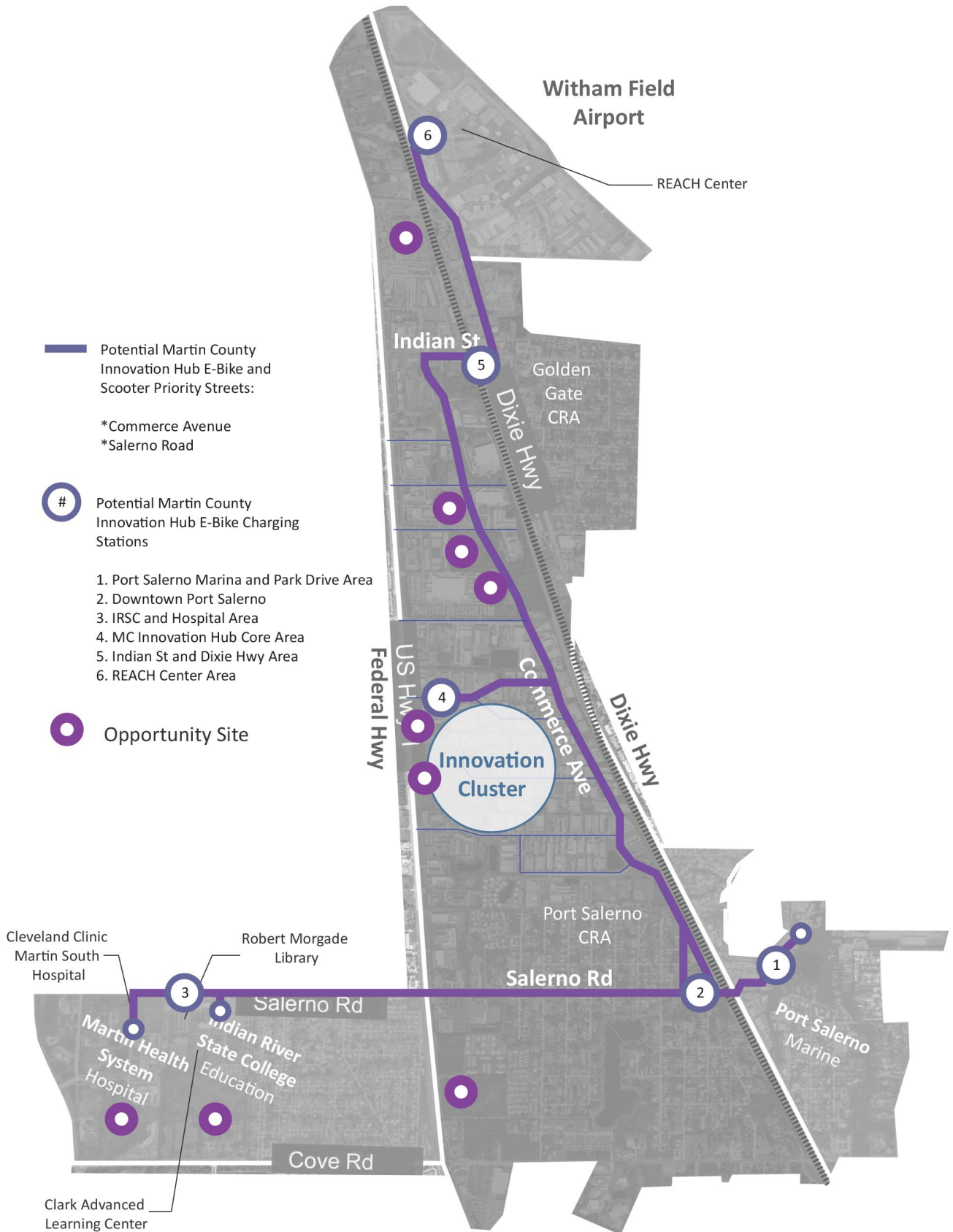
Martin Health System Hospital

Indian River State College Education

Clark Advanced Learning Center



Martin County Innovation Hub Potential Public E-Bike/ Scooter Routes and Charging Stations



Examples & Inspirational Images



Photo: About Us | Big Bam eBikes | Venice Fl. Bike Rentals

Examples & Inspirational Images



Photo: (Above) Swiftmile: Solar Powered Electric Bike Rental Stations. (Below) Solar E-Bike Stations.



GOAL #6 Broadband

Project 1.6.1 Broadband Infrastructure Analysis and Future Implementation

Work with communications providers and targeted industries to identify current and future broadband and communication needs to ensure that future infrastructure is planned now and that emergency backup systems are in place.

This project is intended to identify future industry needs for those targeted in the HUB and to identify technology upgrades to be included with future utility projects as well as identify opportunities to harden existing systems against weather events or develop back up satellite systems.

Develop a disaster recovery plan that clearly outlines preventive measures, data backup technologies, physical protection, recovery objectives, and protocols in case of an emergency. The key is to minimize the recovery time for businesses and residents to get back on-line. A good disaster recovery plan gives you insight into the types of disasters that pose the greatest risk for your area, including natural disasters, malware, accidental data loss and so on. In an era of information age internet connections are critical for any business.

Main Lead: Martin County Information Technology Department and Utility Providers

Martin County Role: Coordinator and implementation

Next Steps:

- Conduct a review of “best practices” in terms of hazard mitigation and broadband and evaluate technology growth needs for targeted industries within the HUB.
- Prioritize redundancy of broadband access throughout the Hub, including 5G fixed access wireless.
- Include a project in Local Mitigation Strategy that addresses repair of broadband equipment such as cell towers or other types of broadband equipment that might be damaged; therefore, making county eligible for HMGP funding.
- Evaluate and develop strategies for implantation of public Wi-Fi in innovation spaces, the Commerce Avenue Greenway, and public activation areas in the Hub, including the possibility its integration into smart streetlights.



Examples & Inspirational Images



Photo: Wi-Fi Public Space Zones. CBPU's Wi-Fi in the Park Provides Holland Native "Best of Both Worlds" | Coldwater, MI



GOAL #7 Undergrounding Utilities

Project 1.7.1 Undergrounding of Utilities

Coordinate with FPL and other utility providers to assess, and where possible, relocate utilities underground.

This project focuses on prioritizing corridors, reviewing future capital plans and initiating discussions with FPL and other utility users of FPL overhead infrastructure to determine feasibility, costs and timing of potential underground relocation projects.

Undergrounding power lines should work in coordination for areas where expected growth can leverage costs. Most of the study area has overhead power lines. By undergrounding lines, it eliminates fire hazards, accidents, safety risks, and power outages due to downed lines. This also reduces risks of health conditions related to electromagnetic radiation and improves road safety by lessening the chances of motorists striking poles. In addition to making the area more aesthetically pleasing for the pedestrians.

Main Lead: Martin County

Martin County Role: Facilitator

Who to Coordinate With: City of Stuart, FPL and other utilities; Martin County Emergency Management.

Priority Corridors:

- Marine Transportation Routes
- Commerce Avenue
- Commerce Park

Estimated Duration: Long Term

Estimated Cost: \$13 million

Next Steps:

- Initiate a meeting with FPL to explore prioritized corridors, potential issues and cost.
- Funding – who pays and how.



Photo: FPL Installing More Underground Power Lines

GOAL #7 Utilities

Project 1.7.2 Street Lighting

Increase safety throughout the HUB and reduce the cost of lighting through the use of LED lighting technology.

LED streetlights provide high intensity lighting at night while consuming no electricity. Quality LED street lighting solutions are cost-effective, best for enhancing safety, and easy to install and maintain.

The County should explore options for alternate Marine Transport Routes via crossings at the railroad line and the drainage ditch.

Photo: Example of LED Street Lighting.



Main Lead: Martin County Traffic Engineering

Martin County Role: Coordinator, Installation, Monitoring, Replacement

Who to Coordinate With: City of Stuart, FDOT

Estimated Duration: Short-term (1-3 years)

Next Steps:

- Analyze Opportunity Sites, other future development sites and road rights-of-way to review future maximum impervious areas, regulatory requirements, existing stormwater infrastructure and determine future capacity needs.
- Initiate a conceptual plan (See Projects 1.2 & 3.3 Commerce Avenue Improvements and incorporate stormwater mitigation into design and construction))
- Evaluate Wi-Fi integration into smart streetlights.

GOAL #8 Sewer & Water

Strategy: Maintain, monitor and expand or replace existing sewer and water services within the boundaries of the Hub. Where aging, repair - where additional capacity is needed, expand.

Project 1.8.1 Sewer Force Main

Martin County has completed a major \$3.5 million force main construction project that will serve major areas within the Hub. The force main is routed down Dixie Highway over to Commerce Parkway down to Salerno Road and west along Cove Road ultimately connecting to the Tropical Farms Regional Wastewater plant.

Project 1.8.2 Golden Gate Septic to Sewer

756 existing units will be taken off septic systems and connected to a vacuum assisted gravity sewer system. The new sewer system is connected to the new sewer force main.

Project 1.8.3 Rocky Point - Septic to Sewer & Water Main Extensions

Martin County is under design to construct a vacuum assisted gravity sewer system and potable water main extensions. It will involve connecting 948 sewer parcels and 274 water parcels.

Project 1.8.4 Port Salerno/New Monrovia Septic to Sewer & Water Main Extensions

Martin County is preparing bid specifications for a project in the Port Salerno/New Monrovia area which includes a large portion of the Port Salerno CRA. The project will eliminate 952 septic systems and connect them to a vacuum assisted gravity sewer system for an area which includes the Port Salerno CRA area. The completed water main project can serve 633 existing homes.

Main Lead: Martin County Utilities/Solid Waste Department

Martin County Role: Planning, Installation, Monitoring, Construction

Who to Coordinate With: City of Stuart, FDEP

Estimated Cost:

Project 1.8.1: TBD

Project 1.8.2: \$13.5 million

Project 1.8.3: TBD

Project 1.8.4: \$22 million

Funding Resources: FDEP SRF Loan, Grants, & State Revenue Sharing

Next Steps:

- Either complete construction or initiate planning & financing phases of sewer & water improvement projects.
- Initiate planning and design of Rocky Point vacuum sewer system, and construction.
- Complete engineering plans and Initiate bidding process for Port Salerno/New Monrovia sewer project.



Photo: Martin County Public Works Department

GOAL #9 Air Mobility

Project 1.9.1 Unmanned Aerial Vehicle

The Hub should also anticipate and plan for urban air mobility in the near future in ways that support both existing and new innovative companies. This will include package delivery near term (including shore to ship delivery) and may include air taxis or similar in the future. Fabricators, software companies, electronics companies and others will likely need to test prototypes as well. Vertiports for package delivery and people movement will also require policy guidance and support, as well as upgraded power and placement of utility lines underground.

The rapidly evolving nature of urban air mobility systems, vehicles, and regulations will require regular monitoring of best practices, the development of critical infrastructure and partnerships, careful communications and thoughtful community conversations.

Main Lead: Martin County

Martin County Role: Research, Policy Adoption, Air Corridor Planning, Supportive Infrastructure, Vertiport development/regulation

Who to Coordinate With: FPL, FAA, Businesses, City of Stuart, FDOT, NASA, EFI, Space Florida, County Development Services, CRAs

Estimated Duration: Short Term (1-3 years)

Next Steps:

- Review Best Practices and Case Studies from around the world for policies, designs, supportive infrastructure, and more
- Create local policy statements and priorities.
- Evaluate potential UAV travel corridors to and from the HUB.
- Identify potential vertiport providers and locations within the HUB.



Examples & Inspirational Images

Existing businesses in the HUB will almost certainly be involved in drone package delivery or receipt in the next 5 years. As an innovation HUB and predominantly non-residential area, County pilot programs should begin in this area.



Photo: UPS Tests Rooftop Drone Delivery System for Packages | Business Aviation News: Aviation International News



GOAL #9 Air Mobility

Project 1.9.2 Vertiports

One key component of the Urban Air Mobility plan will be the location, design, ownership, and operation of public and private vertiports. National standards are under development to ensure safe operations, but local decisions will be needed to optimize benefits and ensure community standards are maintained.

Eventually, passenger flights directly into the zone are also likely. Investors, specialized talent, and serial entrepreneurs will save time and money this way. While the time horizon for these flights is longer (5-7) years, the planning for them will be more complex and will need to begin soon.

Main Lead: Martin County

Martin County Role: Best practices and federal regulations research, community and iHUB business engagement, economic and fiscal impacts analysis, permitting and monitoring.

Who to Coordinate With: Martin County Aviation, FAA, FDOT, Champions group, City of Stuart, private businesses (UPS and WalMart to start).

Estimated Duration: Short Term (1-3 years)

Next Steps:

- Research best practices and regulations.
- Engage current businesses likely to utilize drone delivery in the HUB to identify needs.
- Evaluate impacts.
- Conduct community engagement.
- Develop and vet policies about locations, time of operations, and more.
- Adopt local regulations and incentives.



Photo: Urban-Air Port founder on building vertiports for future eVTOL operations - Vertical Mag.

Examples & Inspirational Images



Photo: The Volo-Port: Volocopter's First Vertiport – TransportUP



Photo: Vertiport Network - Lilium

STRATEGY 2 –MESSAGING & NETWORKING

Goal #1 Branding

Recommendations for branding Martin County Innovation Hub, and the messaging that the county and its partners will use to promote private investment and reinvestment in the area. This may include items such as a mission statement, logos and graphics, marketing campaign concepts, and wayfinding.

- **Project 2.1.1** – Connect Champions
- **Project 2.1.2** – Name the Innovation Hub
- **Project 2.1.3** – Mission Statement
- **Project 2.1.4** – Marketing Campaign Elements
- **Project 2.1.5** – Messaging Roll Out
- **Project 2.1.6** – Innovative Solutions and Community Building Networking

Context and the Big Picture:

- Existing County and City Place Brands:
 - Naturally quaint vs. normally nimby
 - Your County. Your Community.
 - Sailfish Capital
 - Enjoy our Good Nature
 - Distinct By Design
- Persistent/dominant negative stories about development and growth.
- Strong marine and aviation sectors.
- Affordable lifestyles disappearing.
- Tourist visitors as future talent – growing.
- Major employers in the innovation space.
- Very little language about tech.

Community Sensitivities

- Overdevelopment/high density.
- Loss of natural areas/parks.
- Building heights.
- Traffic increases.
- Trains/rail.

Top 6 Target Audiences

- Innovator businesses in the region.
- VC investors who spend time in Martin and Palm Beach Counties.
- Individual inventors – including employees, students, faculty.
- Corporate innovation team leaders.
- City and County policy makers.
- County business leaders.

Key Brand Attributes

- “Businesses Friendly” is real in Martin County.
- People are friendly in Martin County.
- Great concentration of innovators and creators.
- Substantial group of skilled labor and tech talent.
- Public realm places and innovative programs to attract and retain talent.
- Innovative mobility options – ebikes, vertiport.
- Innovation Hub core zone has no evacuation requirements.
- Housing near employment center creates affordable lifestyles.
- Multiple talent and training programs in place.
- Sites available for targeted innovation development.
- Strong civic partnerships in place, including State partners.
- Proximity to strong recreational sites and natural areas.
- Driving distance to nightlife in Miami, Fort Lauderdale and West Palm Beach.

GOAL #1 Branding

Project 2.1.1 Connect Champions

Successful communications about the potential and progress of the HUB will require thoughtful and trusted advisors and messengers. Business and civic leaders, entrepreneurs, and others recruited as champions will also need to connect regularly to discuss strategies and progress.



Main Lead: Business Development Board of Martin County

Martin County Role: Advisory

Who to Coordinate With: BDB, Martin County

Estimated Duration: Short Term (ASAP)

Next Steps:

- Identify potential champions and prioritize a recruitment list.
- Schedule individual meetings to recruit. Involve other leaders as needed.



Project 2.1.2 Name the Innovation Hub

Potential Names – Initial List

- E-Innovation Hub*
- 7th Generation Innovation Hub*
- iHub Martin County*
- Eco-Innovation Hub
- Climate Tech Innovation Hub
- Martin County Innovation Hub (MCIH)

Main Lead: Business Development Board

Martin County Role: Advisory

Who to Coordinate With: ECOMC, Martin County, HUB Entrepreneurs, Champions

Estimated Duration: Short Term (ASAP)

Next Steps:

- Identify/prioritize short list of potential names.
- Review list with HUB Champions group
- Finalize HUB name.

Examples of Innovation District Names and Branding



GOAL #1 Branding

Project 2.1.3 Mission Statement

Potential Mission Statement:

DRAFT TO IGNITE DISCUSSION: “Enhance opportunities to create innovative business solutions for marine, aviation, water quality, tech, and other industry sectors while adding jobs, increasing tax revenues, retaining talent, and supporting active lifestyles.”

Key Messages:

In support of the mission statement, build consensus around 5-10 strategic message points to be used consistently by various partners. The following are suggested for initial discussion purposes.

- Martin County is full of innovators and entrepreneurs. Here are a few success stories you may not have heard. (annual award winners)
- Our innovation community is growing with support from IRSC, business community, angel investors, State partners, and others
- Student innovators have a great opportunity here
- iHUB hosts regular events and classes for people with innovations
- Eco-Innovators are a great fit in Martin County.
- Innovation Hub is a talent magnet. Attracts and retains talent.
- iHub will create better collaboration and “collisions” among targeted industry hubs of excellence.
- Strong partnerships are in place to support innovation and entrepreneurship.

Main Lead: BDB

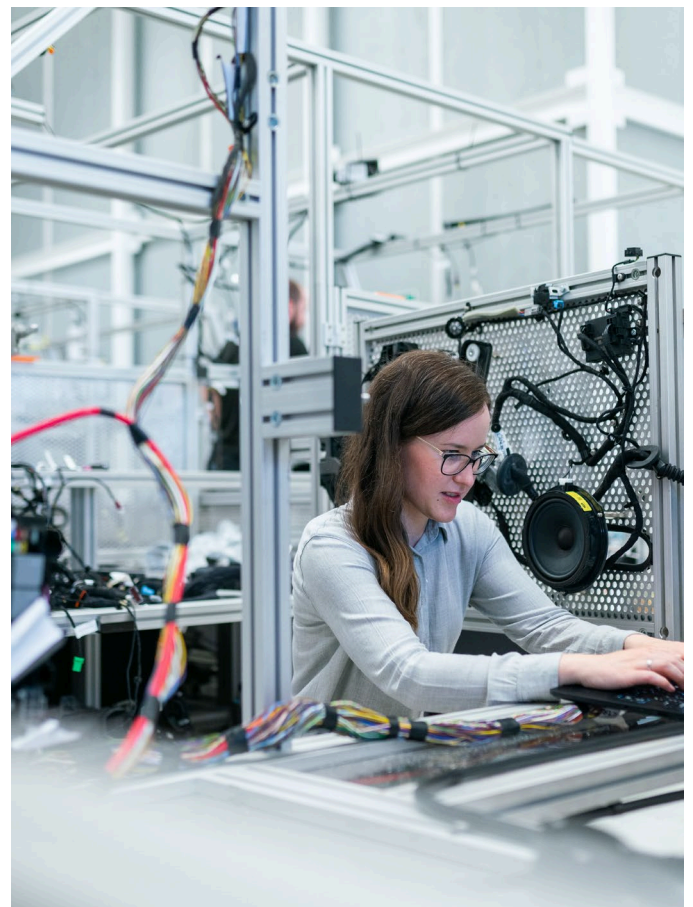
Martin County Role: Advisory

Who to Coordinate With: ECOMC, Martin County, HUB Entrepreneurs

Estimated Duration: Short-Term (ASAP)

Next Steps:

- Convene partners and Champions group to build consensus for Mission and Key Messages.



GOAL #1 Branding

Project 2.1.4 Marketing Campaign Elements

Develop consensus for brand imagery, online channels, public relations strategies, and co-marketing with partners, champions, and others. Create regular events, announcement cadence strategies, and training/upskilling recruitment mechanisms. Identify key audiences including potential businesses, key talent, local students (K-16), developers, and venture investors. Explore other physical improvements and programming as part of the marketing approach. See below for initial ideas to help start the discussions.

Potential Other Innovative Marketing Channels

- Iconic structure or building features
- Student competition events – sprints, pitches, etc
- Wayfinding elements
- B2B conference presentations

Branding Imagery Inputs

- Iconic building or public art?
- Waterways
- Propellers – marine and aviation
- Next Gen Electric mobility boats, ebikes, drones/subs
- Diverse and creative talent welcome here
- Natural areas protection

Potential Storytelling Approaches

- Data
- Anecdotes
- Gain entrepreneur trust
- Impact more important than structure
- Why the I-Hub?
- Awareness
- Companies to Watch
- Employee Recognition

Main Lead: BDB

Martin County Role: Advisory

Who to Coordinate With: HUB Entrepreneurs, ECOMC, Champions, Educational and Operational Partners

Estimated Cost: \$75,000 to \$250,000

Estimated Duration: Short-Term (Year 1)

Next Steps:

- Roll out Phase
 - Announcements for Champions group appointments; Hub building; trails; parks and plazas; Third Places; cool patents.
 - Website design and Instagram presence.
 - Expose the Art of iHub.
 - Identify and pursue grant funding.
- On the Regular
 - Annual awards luncheon.
 - New business announcements.
 - New patent announcements.
 - Business tour and networking/pitch event announcements.
 - Training announcements.
 - Young kid inventors events.

GOAL #2 Networking and Innovation Community

Project 2.1.6 Innovative Solutions and Community Building Networking

This task is focused on building awareness and credibility in the innovation, inventor and entrepreneur communities in the Treasure Coast, Space Coast, and South Florida. Successful implementation of the innovation hub necessitates engagement with innovators for multiple reasons, including three primary ones:

1. To identify entrepreneurs and innovators that may be a good fit for relocation or expansion to the Hub.
2. To identify innovators and inventors that have developed new, innovative technologies that are consistent with the Hub's mission and to facilitate the deployment of their concepts to meet Hub needs in demonstration and pilot projects.
3. I identify hidden entrepreneurs living within or near the Hub, especially in the Golden Gate and Port Salerno CRAs.

Main Lead: TBD (Requires high-level entrepreneurship skills and connections)

Martin County Role: Facilitator

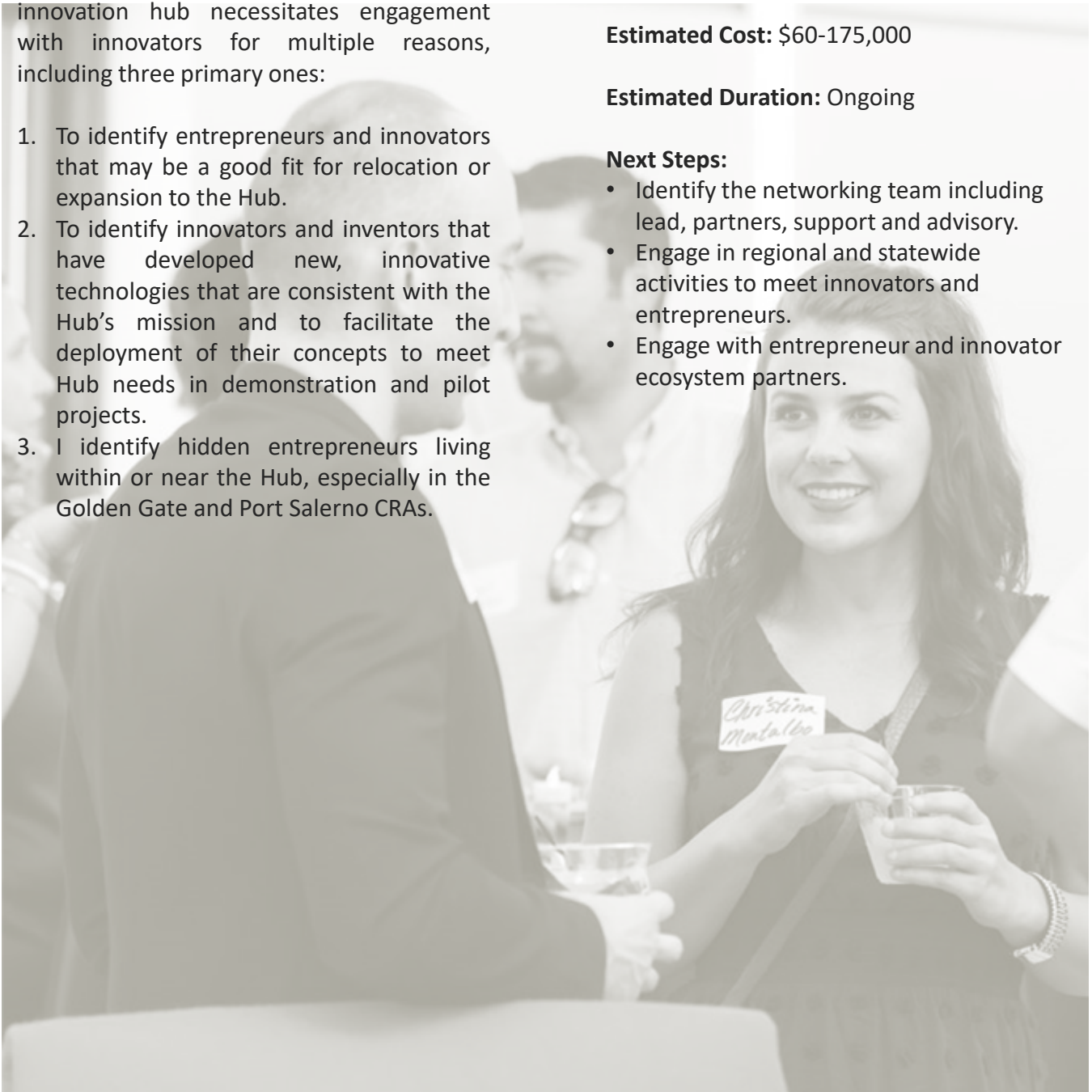
Who to Coordinate With: Grow Florida, Enterprise Florida, BDB, ECOMC, Higher Education, Hub entrepreneurs.

Estimated Cost: \$60-175,000

Estimated Duration: Ongoing

Next Steps:

- Identify the networking team including lead, partners, support and advisory.
- Engage in regional and statewide activities to meet innovators and entrepreneurs.
- Engage with entrepreneur and innovator ecosystem partners.



Martin County Innovation Hub

Central innovation, technology, and networking building concept.



GOAL #3 Operational Concepts and Programming

Create regular and easy ways for innovative people from different backgrounds to meet, share ideas, co-create, mentor, fundraise, learn, and have some fun. This unique kind of community building accelerates innovation and helps attract and retain key talent for competitive advantage.

Places

- Linear Bioswale Park
- Dog Park
- REACH Center
- Potential Second REACH Center
- Commerce Blvd Maker Space
- Creative Spaces
- Co-Working / Shared Office
- Wet labs and inventor facilities
- Manatee Pocket / Park Drive
- Commerce-Dixie Connection
- Downtown Salerno
- Third Places

Entrepreneur Asks

- Tell their stories
- Identify other entrepreneurs
- Participate and invite
- Leadership, Champion

Programs and Activities

- Technical Assistance
- Managerial Assistance
- Certification
- Procurement
- Bonding
- Connect to Experts
- Roundtables
- Strategic Research Programs
- Networking
- Mentoring
- Ombudsman
- Speakers Bureau
- Anchor Institution Partnerships
- Coding Academies
- Succession Planning
- Patents and IP
- Research and Analytics
- Purchasing Power

Engagements and Activities

- Plan and Ideation Contests
- Hackathon
- eSports
- Entertainment and Events
- Innovation Night
- Pubtalks
- Pitch Preps
- Idea Fests
- Peer groups – CEO Roundtables, Engineers, HRs, etc
- Students

STRATEGY 3 - REGULATIONS

Goal #1 Land Development Regulations

Incentives Identify any regulatory enhancements that may have the potential to improve the hub's positioning to attract targeted investment.

- **Project 3.1.1** – Regulatory Flexibility
- **Project 3.1.2** – City of Stuart B-1 Zoning District
- **Project 3.1.3** – Martin County Zoning
- **Project 3.1.4** – Port Salerno CRA

Most of the land in the Martin County Innovation Hub located within the Martin County jurisdiction is coded for industrial and public service development. However, most of the identified opportunity sites are coded for commercial (B-1) development.

Most of the land in the Martin County Innovation Hub located within the City of Stuart jurisdiction is coded for commercial (B-1) development.

The general development standards for B-1 are:

- Residential Density: 10 du/ac.
- Max. Height: 45 FT or 4 Stories.
- Max. 15% of the land can be allocated to Residential.
- Min. 85% of the land have to be Non-Residential.

The general development standards for RM-10 are:

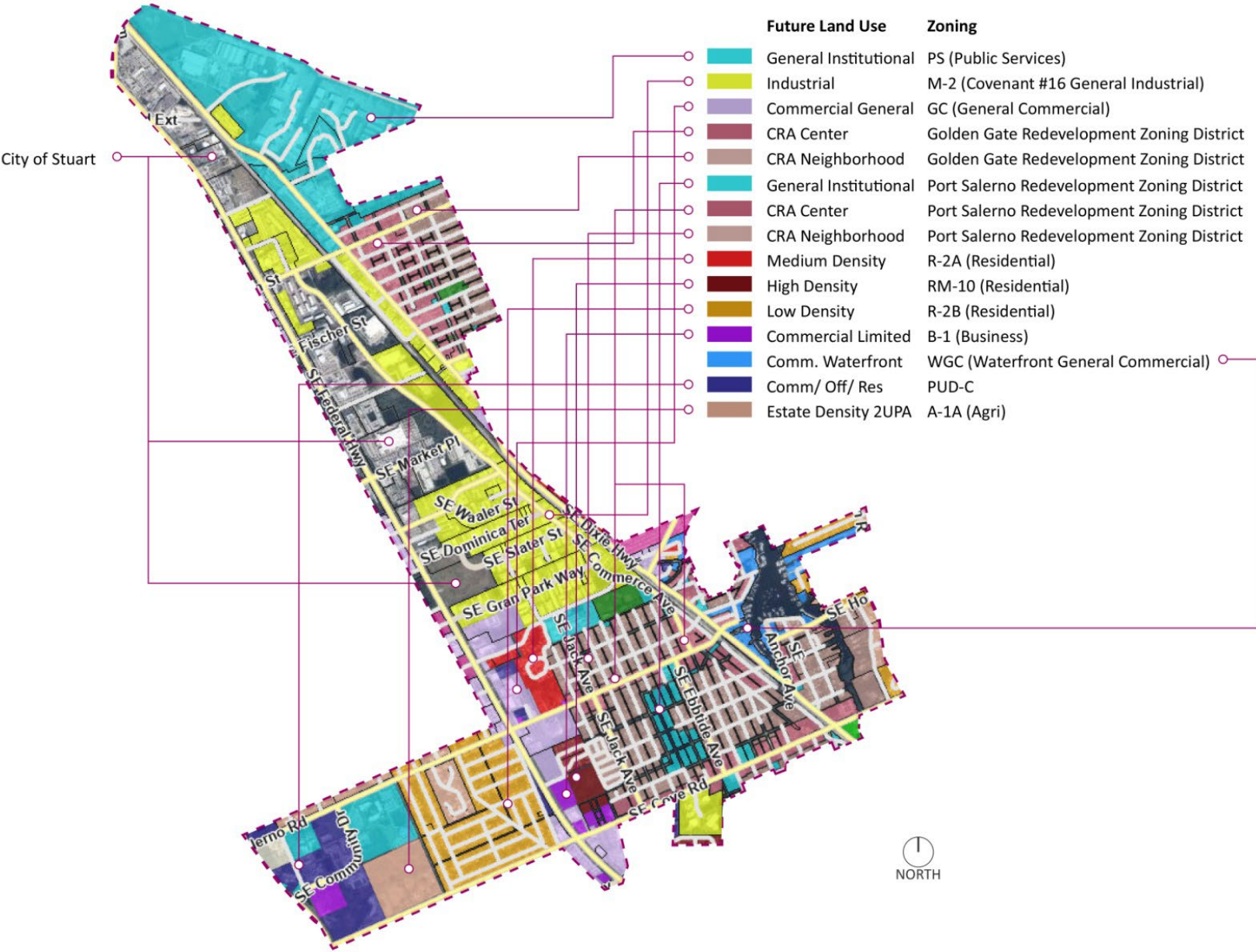
- Residential Density: 10 du/ac or 15 du/ac when meeting the affordable housing criteria.
- Max. Height: 40 FT.
- Min. Open Space: 50%.

The general development standards for LC (Limited Commercial) are:

- Residential Density: 10 du/ac.
- Hotel Density: 20 du/ac.
- Max. Building Coverage: 50%.
- Max. Height: 30 FT.
- Min. Open Space: 30%.

Martin County Innovation Hub Future Land Use and Zoning Map

Most of the land in the Martin County Innovation Hub is coded for industrial and public service development. In addition to the Golden Gate and Port Salerno Redevelopment Zoning Districts.



GOAL #1 Land Development Regulations

Project 3.1.1 City of Stuart CPUD District

Incorporate innovative stormwater management and financing programs into LDR flexibility that encourages innovation-related investment.

Encourage flexibility and innovation through pilot and demonstration projects as possible.

Identify opportunities to continue to meet policy standards while encouraging more efficient use of the land.

Review CPUD Development Standards

- Open space requirements
- Wetland preservation
- Drainage
- Parking
- Landscaping and screening

Main Lead: City of Stuart

Martin County Role: Peer

Who to Coordinate With: TCRPC

Estimated Duration: Short-Term (1-3 years)



Project 3.1.2 Martin County Zoning

Opportunity Sites

- Identify any necessary LDR enhancements based on fitment and feasibility analysis of opportunity sites.
- Review LDRs along corridors to determine compatibility with opportunity site concepts.

Mixed Use Innovation Village Opportunity Site

- Option 1: Basket of Rights at Cove and US 1 to better distribute uses.
- Option 2: Expand the Port Salerno CRA.

Innovation Expansion and Transition Areas

- Review permitted, conditional and prohibited uses in Golden Gate along the west side of Dixie Highway.

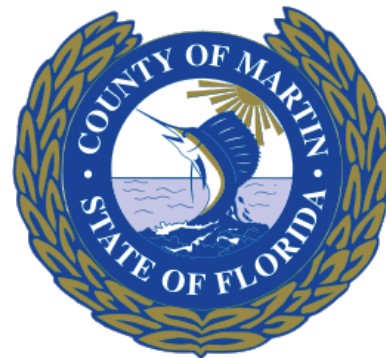
Encourage flexibility and innovation through pilot and demonstration projects as possible.

Main Lead: Martin County

Martin County Role: Regulatory and Policy

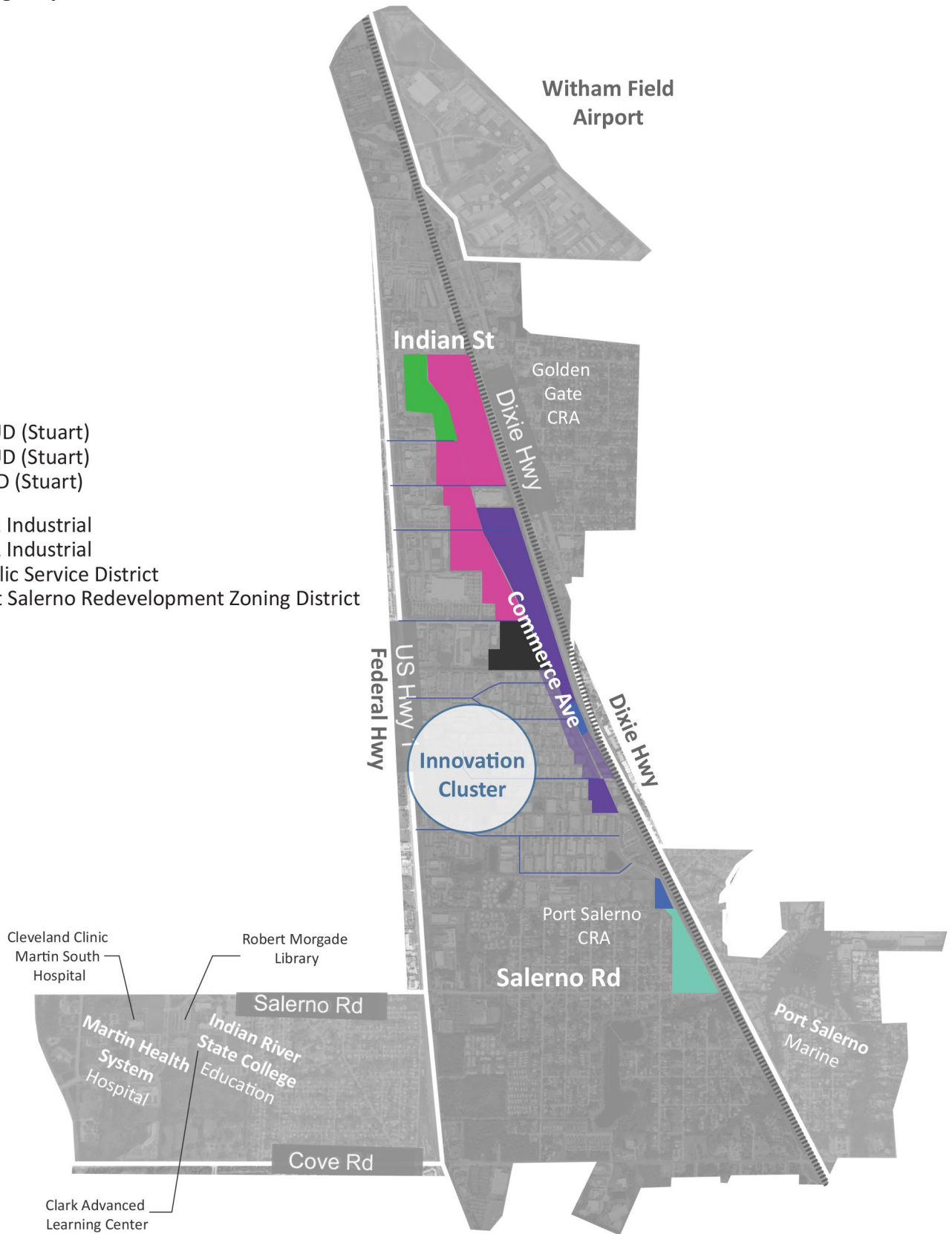
Who to Coordinate With: TCRPC

Estimated Duration: Short-Term (1-3 years)

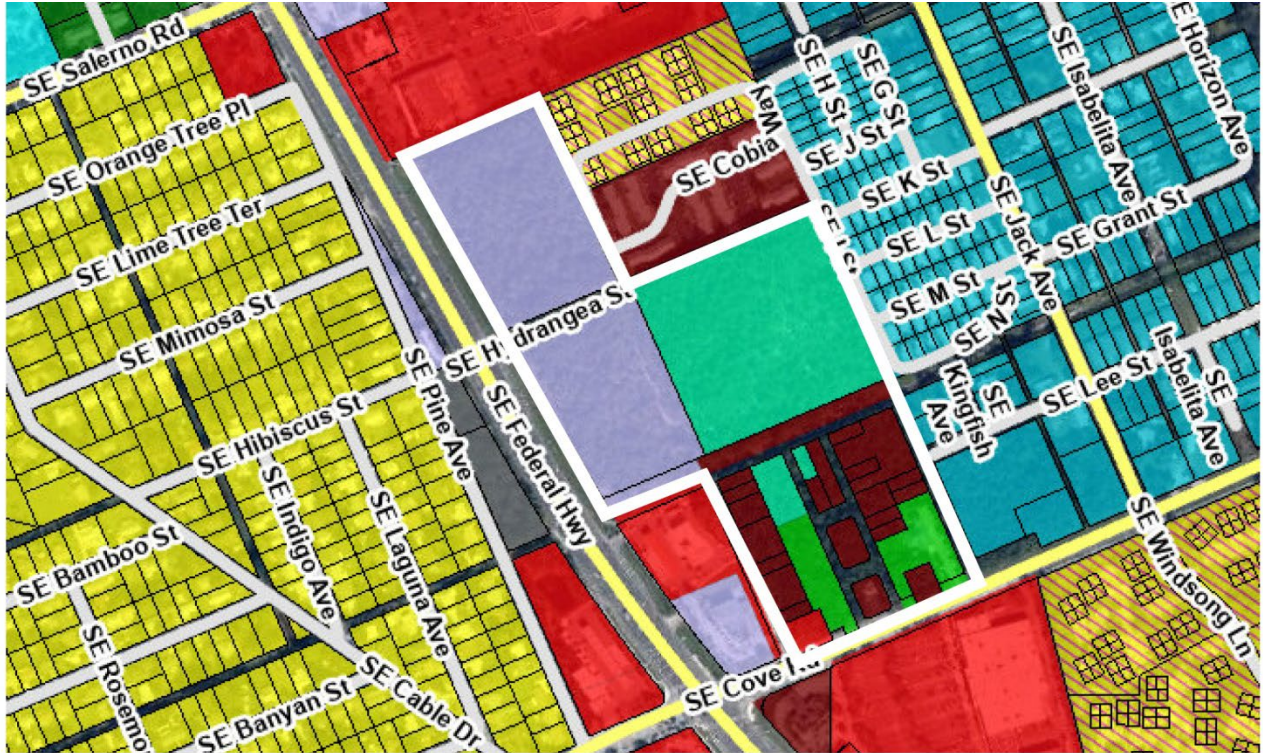


Zoning Map for Commerce Avenue

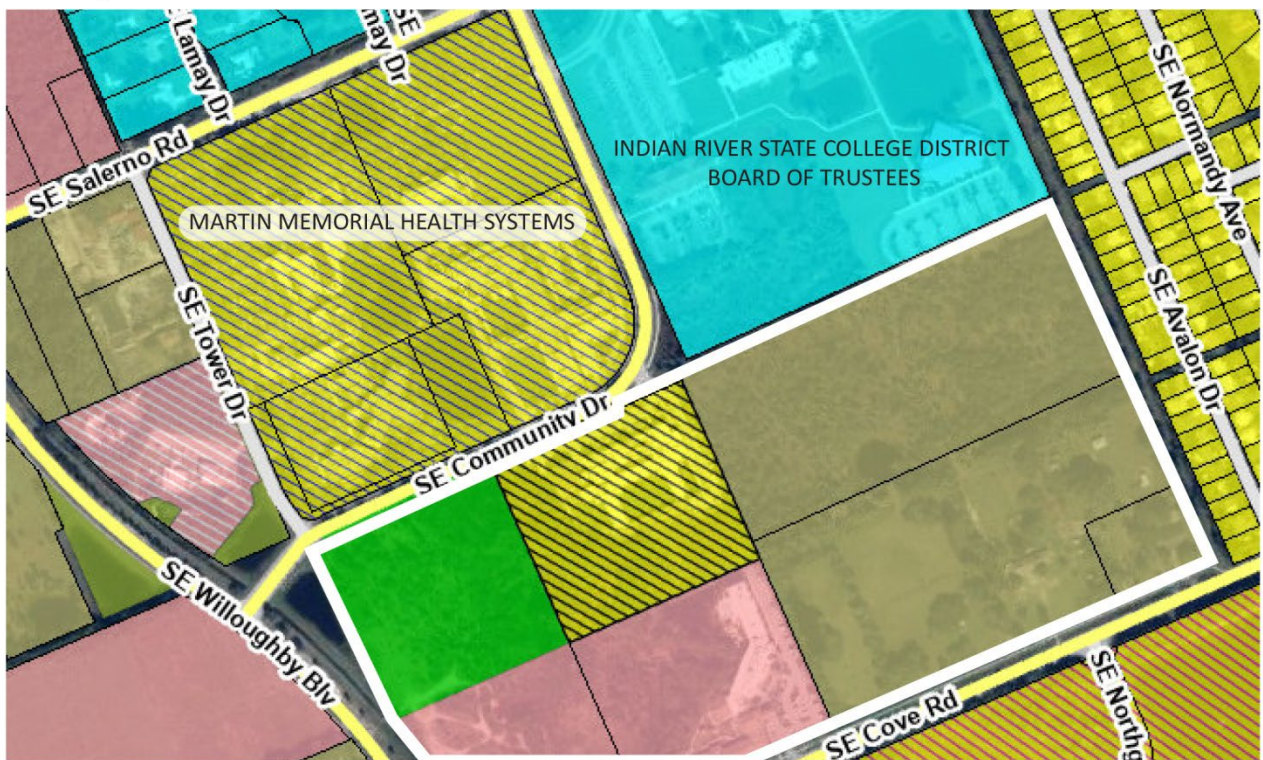
- RPUD (Stuart)
- CPUD (Stuart)
- IPUD (Stuart)
- M-2 Industrial
- M-1 Industrial
- Public Service District
- Port Salerno Redevelopment Zoning District



Zoning Map for Port Salerno CRA Potential Expansion Area (Above) and SW Opportunity Sites (Below)



- ▲ B-1 Business RM-10 High Density Residential District R-3 Multi-Family Residential LC Limited Commercial District
- ▼ A-1A Agricultural COR-2 Commercial Office/ Residential District PUD LC Limited Commercial District



STRATEGY 4 – AESTHETICS

Goal #1 Enhance Look and Feel

Aesthetic elements can act as directional tools for pedestrians, cyclists, and motorists driving in the neighborhood. Visitors are more likely to return to areas that can be found and remembered easily.

- **Project 4.1.1** – Gateways and Wayfinding
- **Project 4.1.2** – Banners and Street Furnishings
- **Project 4.1.3** – Public Art

Goal #2 Social Spaces

Social spaces within the city are the places where local people gather, converse and engage with each other creating the intangible vibe and attitude of the city which you will long remember. The social space is the spatial implications of social institutions and is studied by socialists and geographers.

- **Project 4.2.1** – Public Activation Spaces
- **Project 4.2.2** – Third Places

Examples & Inspirational Images for Park Drive



Photo: The Lazy Way, Key West



Photo: Gulfport, Florida

GOAL #1 Enhance Look and Feel

Project 4.1.1 Gateways and Wayfinding

Gateways and wayfinding create a sense of arrival and destination for the Hub and reinforce the brand and identity that will be developed. They create connectivity and enhance the sense of place and aesthetics of the area, fostering civic and business pride that contributes to critical mass.

Project 4.1.2 Banners and Street Furnishings

Banners provide an efficient method of reinforcing the sense of place of the Hub and the identity that the gateways and wayfinding establish. Furthermore, banners provide a convenient option to change and adapt messaging in conjunction with the Hub's marketing strategy.

Project 4.1.3 Public Art

Public art similarly reinforces the aesthetics of the Hub and its sense of place. It contributes significantly to the activation of public spaces and encourages engagement between talent and innovators. Public art also provides creative types located in the Hub an opportunity for public expression of their art. Priority for public art in the Hub should be given to Hub businesses and entrepreneurs, many which may not be viewed as traditional artists, but who are creators in their own rights (i.e. welders).

Main Lead: City of Stuart

Martin County Role: Support and Advisory

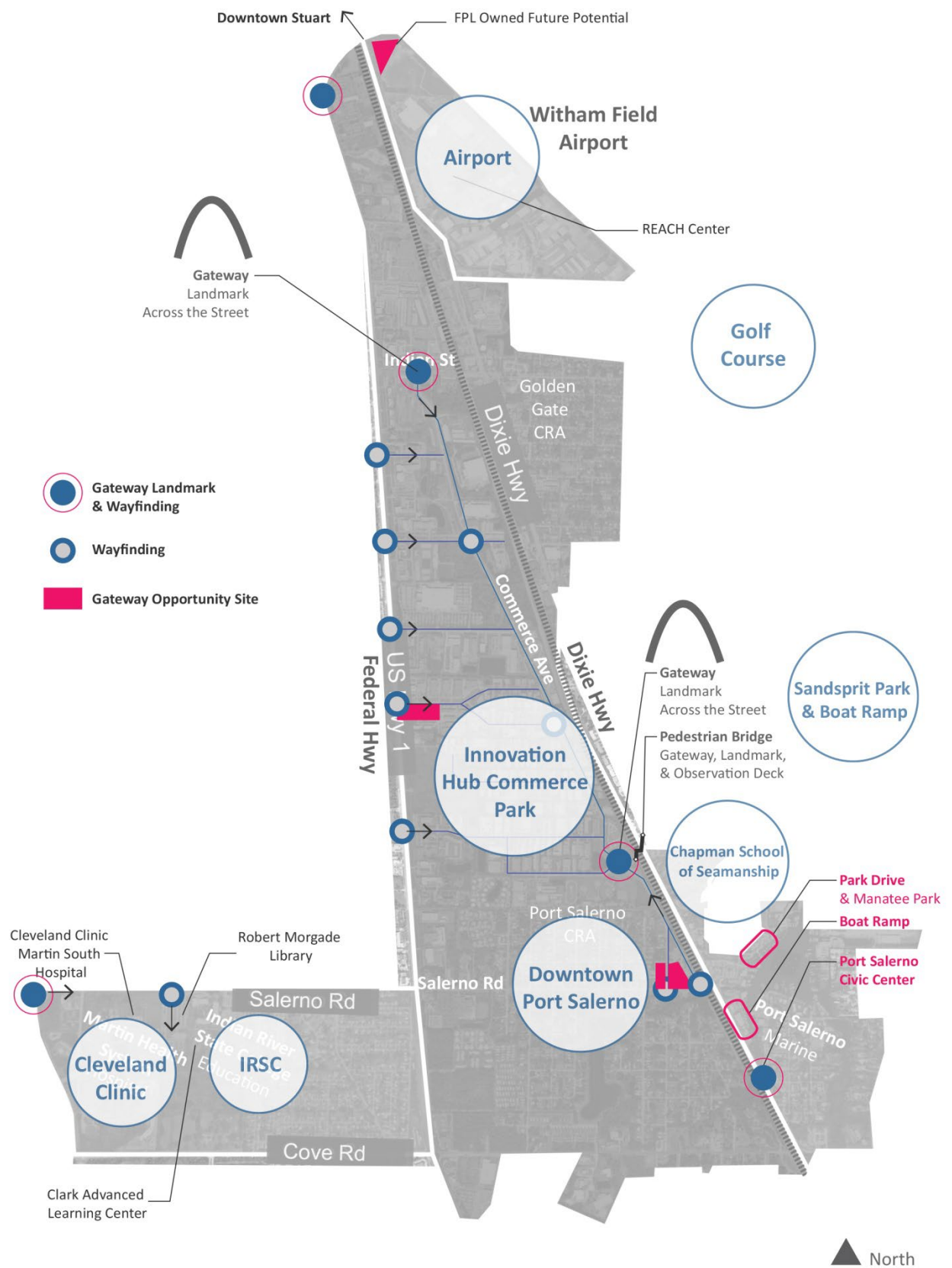
Who to Coordinate With: Arts Council,,
Chambers, Hub Entrepreneurs

Estimated Duration: Short-Term (1-3 years)
and ongoing



Photo: Examples of Interactive Public Art Installations.

Map of Potential Gateways and Wayfinding



Examples & Inspirational Images

Pedestrian Bridge

Pedestrian and bicyclist overpass (including E-Bikes)
Allows safe crossing over a railroad obstacle without interrupting train circulation



Photo: Pedestrian bridge as 3rd Places. University District Gateway Bridge - Garco Construction - General Contractor for Commercial Construction



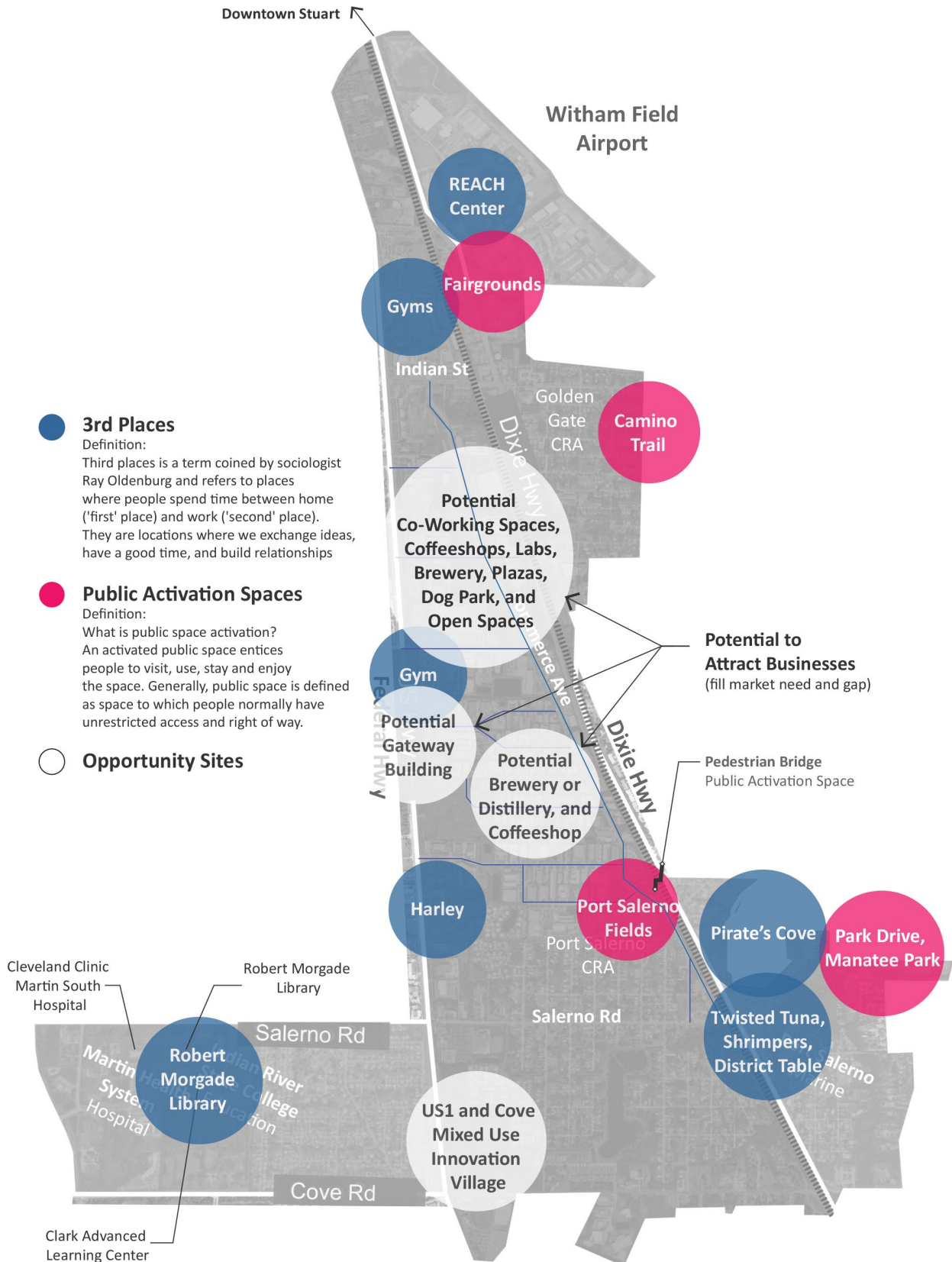
Examples & Inspirational Images



Photo: Gateway Landmark Across the Street (Commerce Ave). Existing above, potential below.

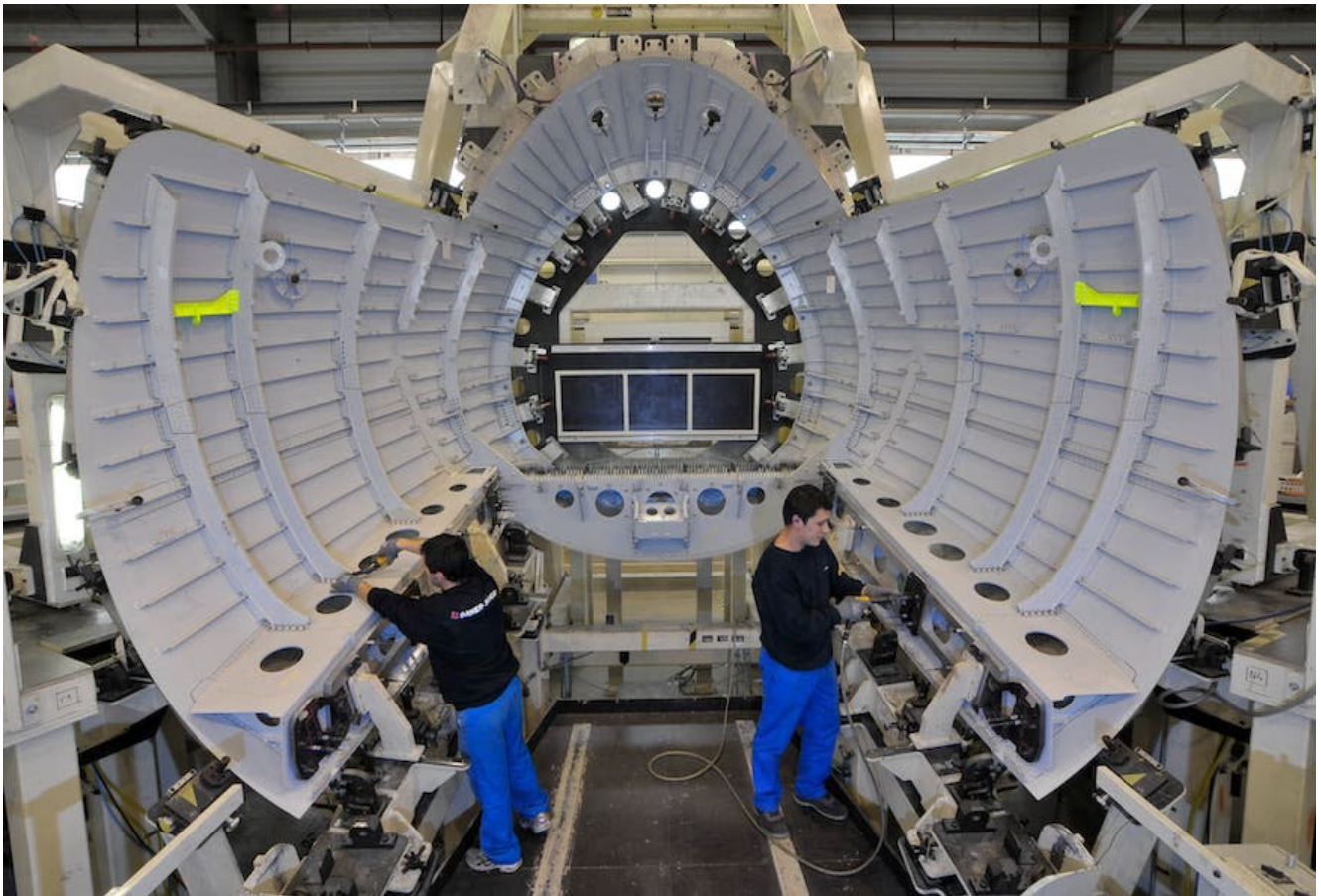


Map of Public Activation Spaces and Third Spaces

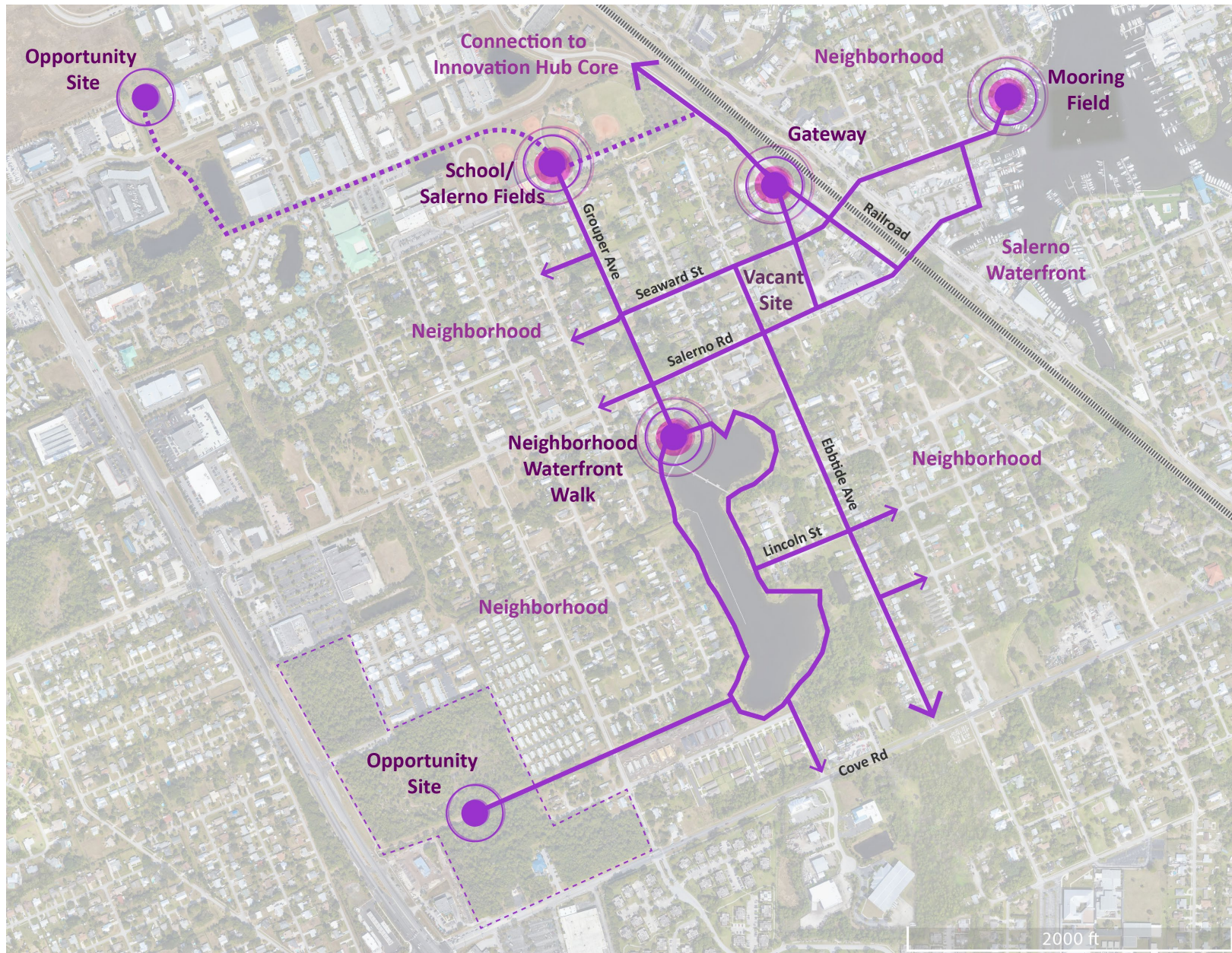


REACH Center at Witham Field

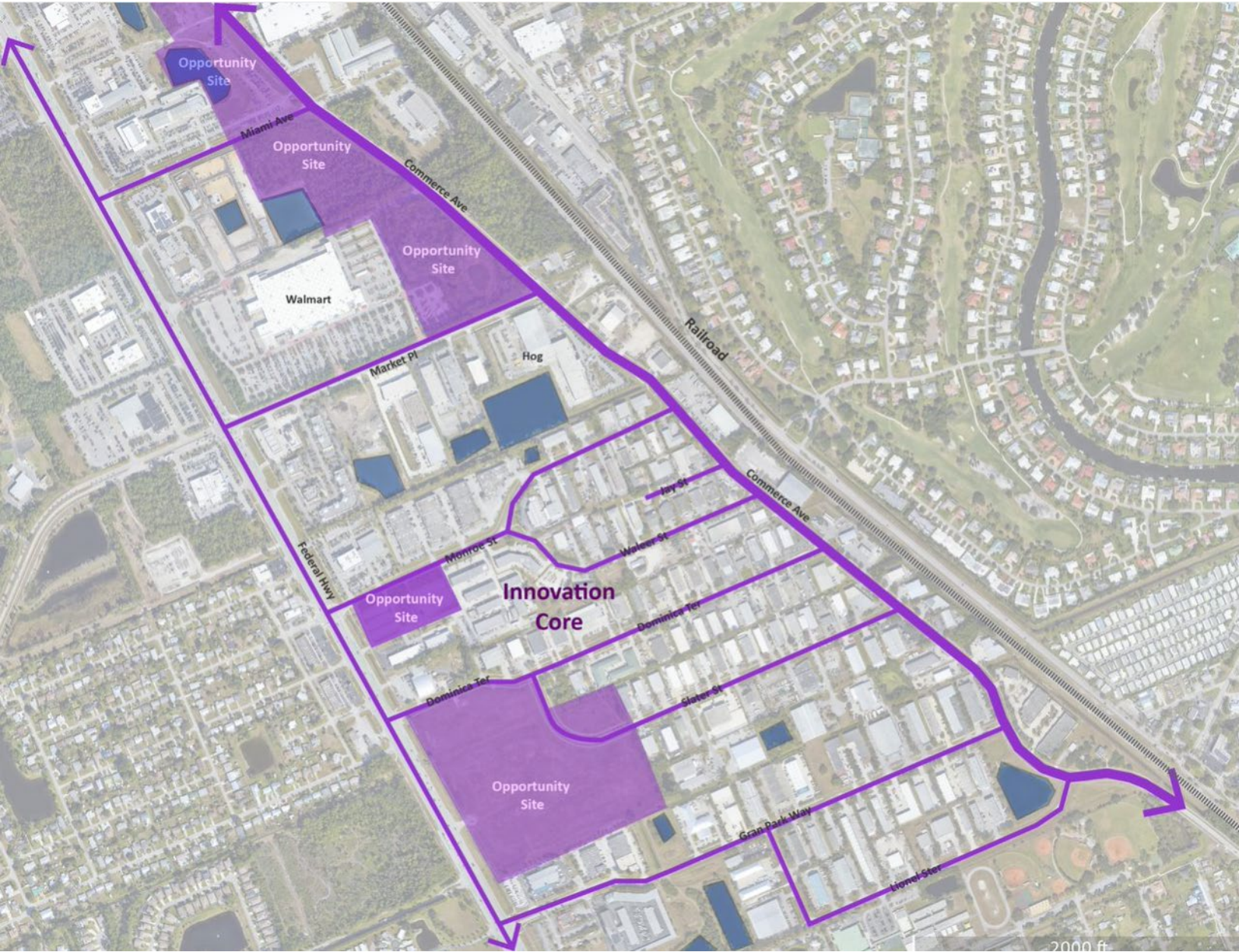
Martin County invested \$1.4 million to create technical learning center for trade skills at Witham Field. The facility name stands for Reimagining Education And Career Help — and offer classes focused on the industrial sector.



Downtown Port Salerno Third Places and Public Activation Spaces Connectivity Map



Martin County Innovation Hub Core Third Places and Public Activation Spaces Connectivity Map



Downtown Port Salerno Concept Site Plan Fitment Testing for Public Activation Spaces and Third Spaces



Examples & Inspirational Images



Photo: Plant Street Market. Winder Garden, FL.

Park Drive Shared Space Concept Site Plan Fitment Testing for Public Activation Spaces and Third Spaces



Examples & Inspirational Images



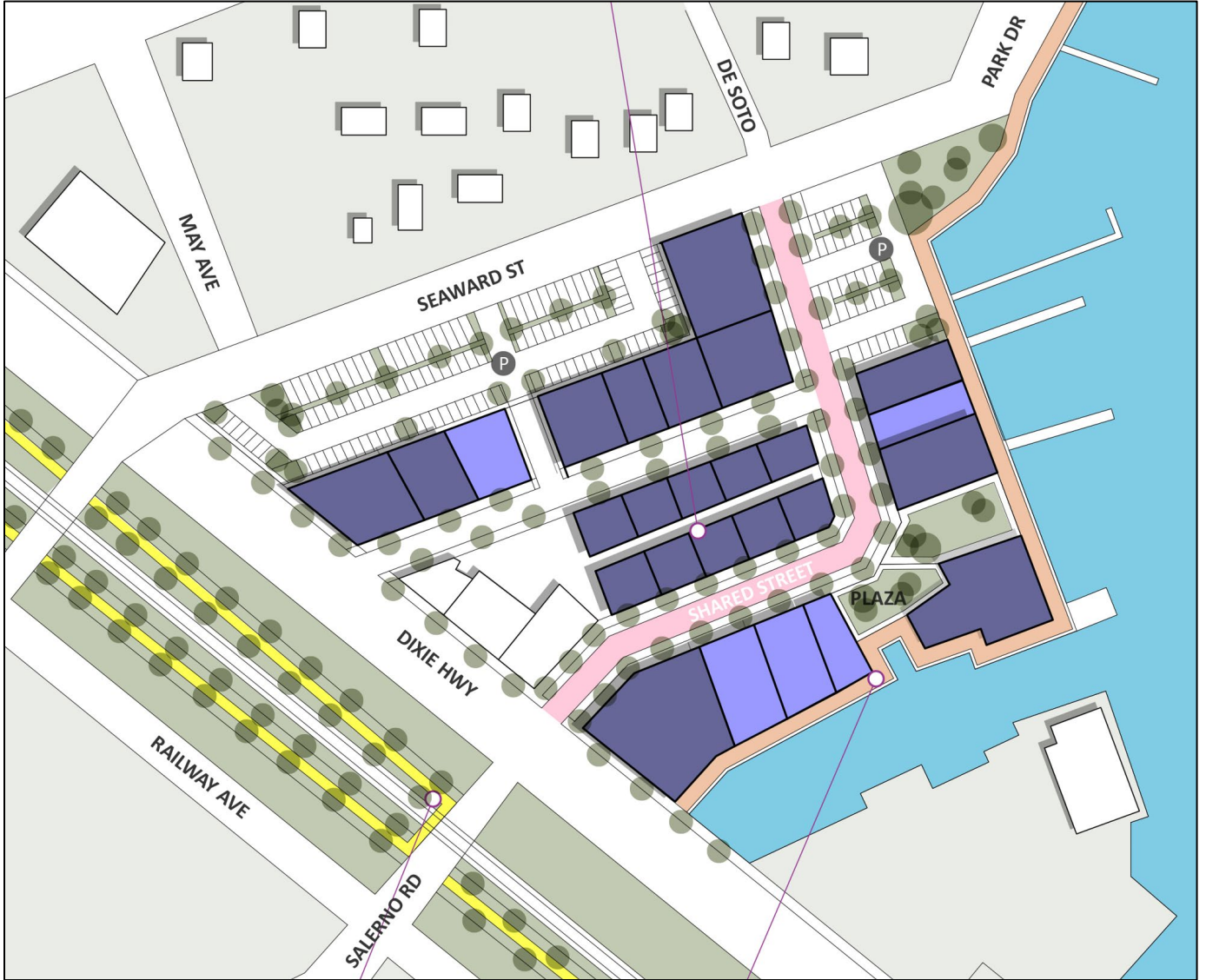
Photo: Existing/future retrofit example. Sebastian, FL

Examples & Inspirational Images



Photo: Lazy Way Shared Space. Key West, FL.

Salerno Marina Village Concept Site Plan Fitment Testing for Public Activation Spaces and Third Spaces



Examples & Inspirational Images



Photo: Lido Marina Village. New Port Beach, CA.

Golden Gate Industrial Creative Arts Concept Site Plan Fitment Testing for Public Activation Spaces and Third Spaces



Examples & Inspirational Images



Photo: Shipping Container Park Rendering.

STRATEGY 5 - OPPORTUNITY SITES

Goal #1 Opportunity Site Concepts

- **Project 5.1.1** – City Owned Parcel (Stuart)
- **Project 5.1.2** – Wallace Automotive East Vacant Land (Stuart)
- **Project 5.1.3** – Wal Mart Vacant Portion (Stuart)
- **Project 5.1.4** – Land at US-1 and Monroe
- **Project 5.1.5** – Large Parcel at US-1 and Gay
- **Project 5.1.6** – Vacant Land at US-1 and Cove
- **Project 5.1.7** – IRSC Vacant Land
- **Project 5.1.8** – Private Land by Hospital
- **Project 5.1.9** – North Dealership Land


Recommendations on strategic site development opportunities that can help build on the Martin County Innovation Hub vision. The prioritization of these sites is based on if they are public or privately owned, if they are vacant or not, if they have any natural preservation or easement requirements, if they have multiple owners or just one, or if they are located outside the main connectors.

Opportunity Sites Selected for this Report can Achieve Multiple Milestones:

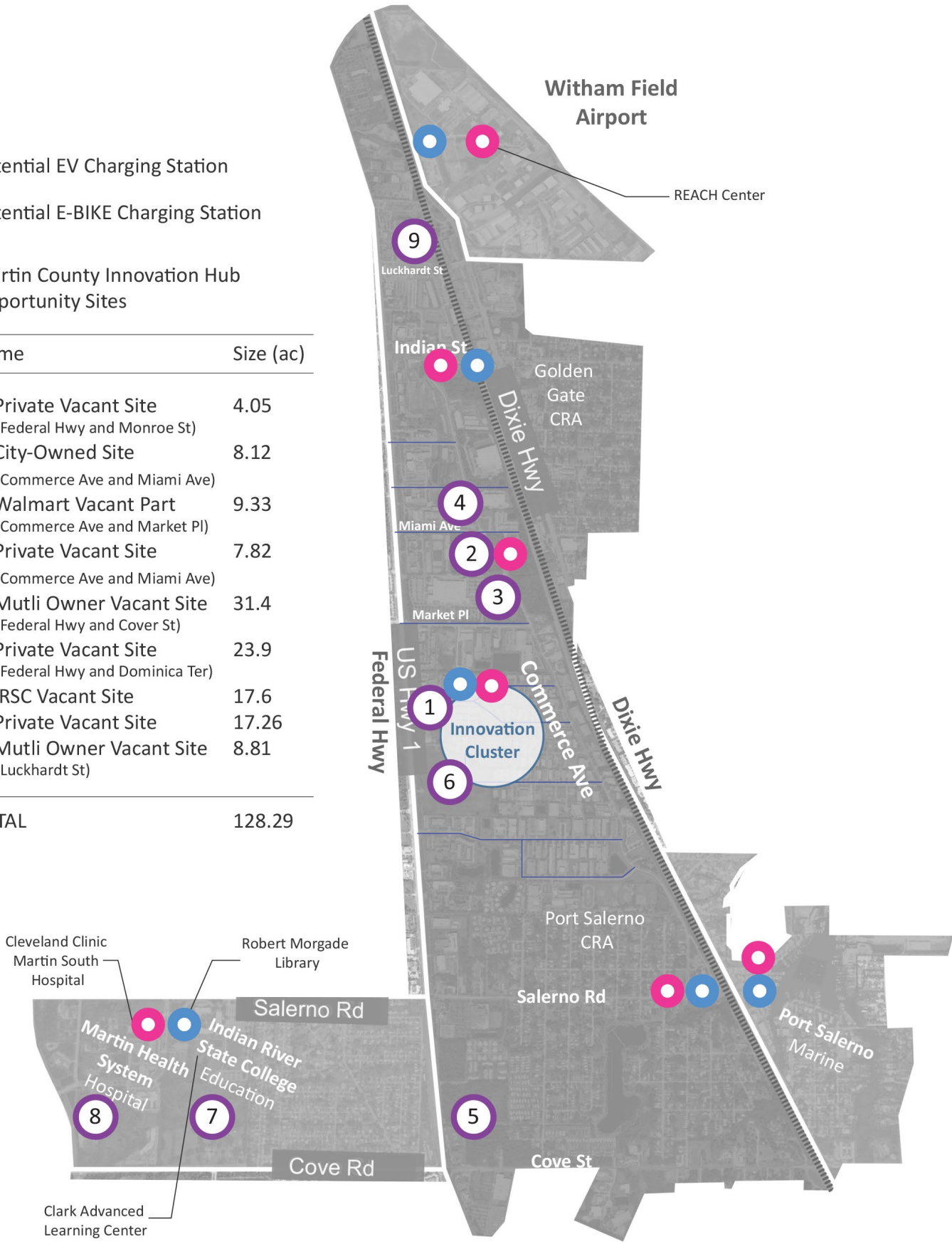
- An innovation hub central facility
- More entrepreneurial and co-creation spaces
- Public squares and gathering places
- Community events and networking spaces
- Natural amenities
- Industrial and commercial space
- Student and workforce housing
- Transit oriented development

Most of the land in the Martin County Innovation Hub is coded for industrial and public service development. However, most of the identified opportunity sites are coded for commercial Planned Unit Development (PUD).

Martin County Innovation Hub Opportunity Sites Map

-  Potential EV Charging Station
-  Potential E-BIKE Charging Station
-  Martin County Innovation Hub Opportunity Sites

Name	Size (ac)
1. Private Vacant Site (Federal Hwy and Monroe St)	4.05
2. City-Owned Site (Commerce Ave and Miami Ave)	8.12
3. Walmart Vacant Part (Commerce Ave and Market Pl)	9.33
4. Private Vacant Site (Commerce Ave and Miami Ave)	7.82
5. Mutli Owner Vacant Site (Federal Hwy and Cover St)	31.4
6. Private Vacant Site (Federal Hwy and Dominica Ter)	23.9
7. IRSC Vacant Site	17.6
8. Private Vacant Site	17.26
9. Mutli Owner Vacant Site (Luckhardt St)	8.81
TOTAL	128.29



Martin County Innovation Hub Opportunity Sites Summary

Site #	FLUM	Zoning	Jurisdiction	Size (acres)	Commercial Potential (SF)	Residential Potential (units)	MC Innovation Hub Preferred Use
1	Commercial	CPUD	City of Stuart	4.05	87,991.2	40	Hub Central/ Networking
2	Commercial	CPUD	City of Stuart	8.12	176,853.6	81	Inventor/ Makerspace/ Entrepreneurs, Coffee Shop/ Brewery/ Dog Park/ Open Spaces
3	Commercial	CPUD	City of Stuart	9.33	202,989.6	93	Makerspace/ Active Public Space
4	Commercial	CPUD	City of Stuart	7.82	170,319.6	78	Engineering & Technical Firms, Small Manufacturing
5	Commercial General, Commercial Limited, High Density, Port Salerno CRA Central	B-1, RM-10	Martin County	31.4	474,804	314	US1 and Cove Mixed Use Innovation Village/Transit Oriented Development (TOD)
6	Commercial	CPUD	City of Stuart	23.9	520,542	239	Passive Open Space with Innovation Space
7	Estate Density 2UPA	A-1A	Martin County	17.6	40,000	264	Village Development/ Student & Workforce Housing
8	Commercial Limited	LC	Martin County	17.26	383,328	259	R&D/ Housing
9	Commercial	CPUD	City of Stuart	8.81	191,664	89	Industrial/ Manufacturing
TOTAL				128.29	2,248,492	1,457	

Project 5.1: Site 1 – Private Vacant Land

Jurisdiction: City of Stuart
Future Land Use: Commercial
Current Zoning: CPUD
PIN: 523841000000006009
Acres: 4.05

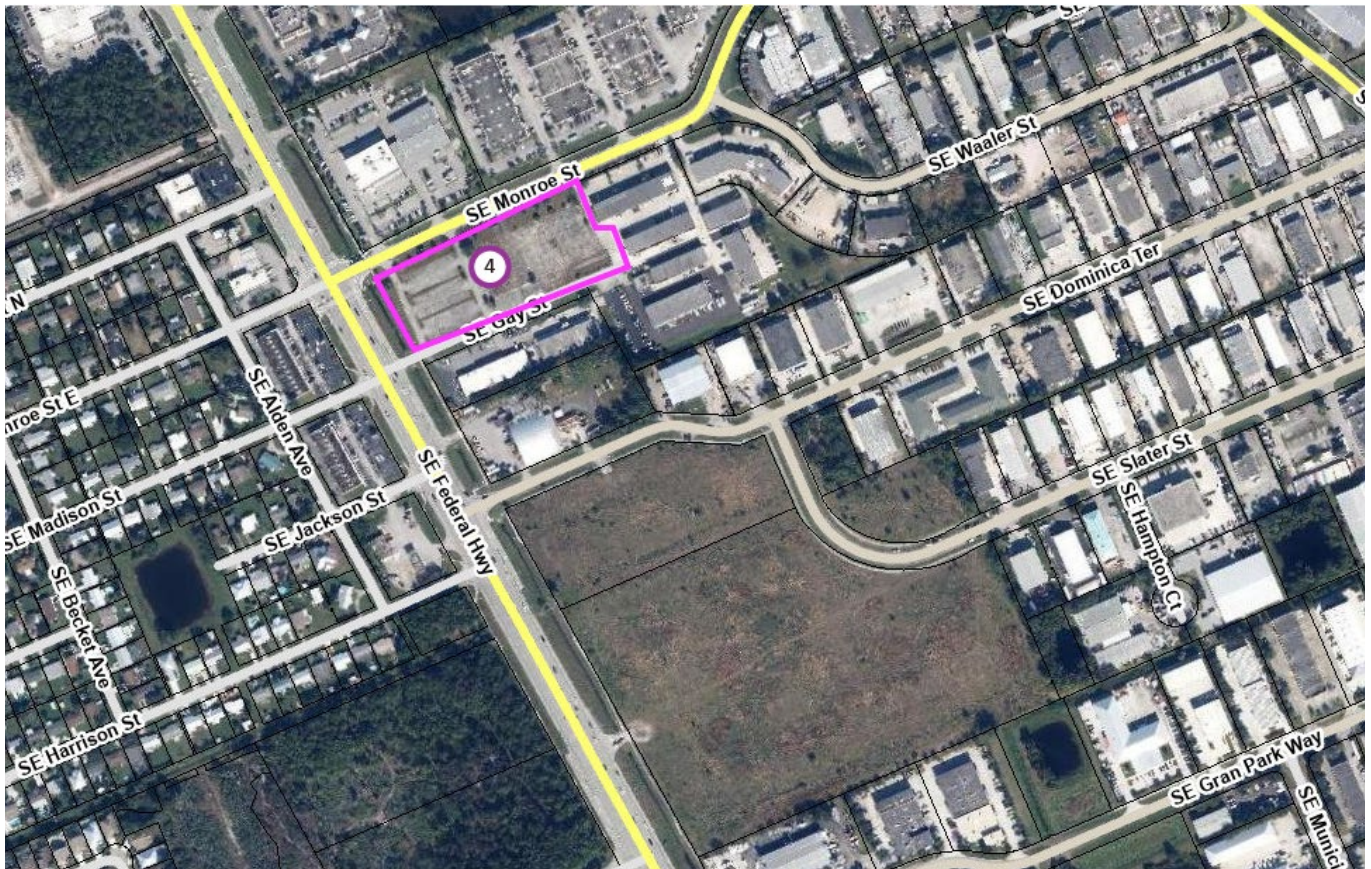
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Commercial Potential: 87,991.2 SF
Residential Potential: 40 (at 10 du/ac)
MC Innovation Hub Preferred Use: Hub
Central/ Networking/ Martin County
Innovation Hub Headquarters/ Tech Plaza /
Training Center

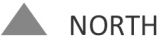
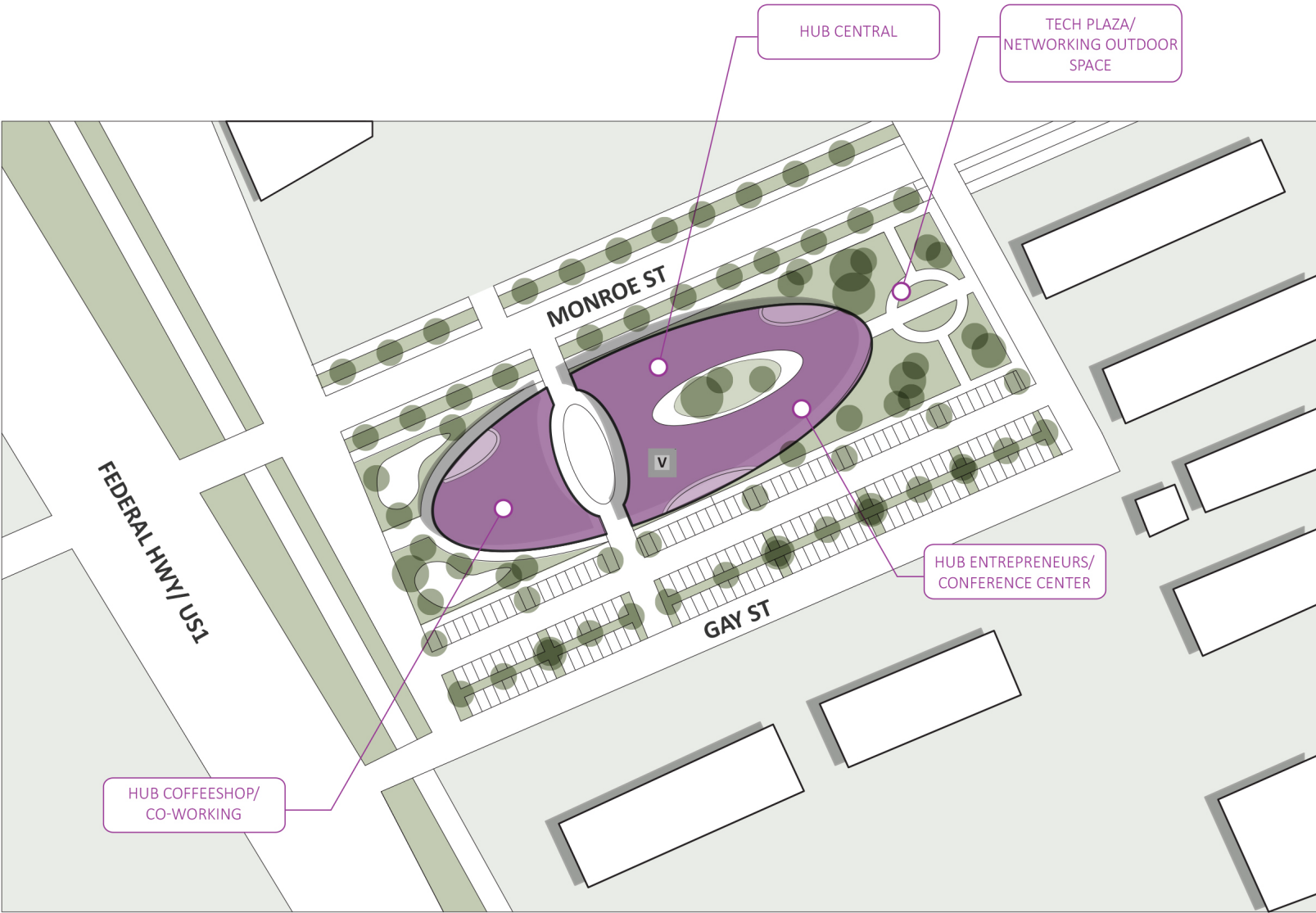
Main Lead: Martin County

Martin County Role: Coordinate Economic
Development efforts and ensure Martin
County Innovation Hub vision.

Next Step: Discuss with private owner.
Begin exploratory efforts to consider
acquisition of the site. Conduct due
diligence for purchase of the site.



Concept Site Plan Fitment Testing



Martin County Innovation Hub

Central innovation, technology, and networking building concept.



Examples & Inspirational Images



Photo: Main Gathering Space. More Than Meeting Space at the Global Center for Health Innovation | PCMA (Above) and Building a Center of Innovation. Outdoor Plaza. (Below)



Project 5.2: Site 2 – City-Owned

Jurisdiction: City of Stuart

Future Land Use: Commercial

Current Zoning: CPUD

PIN: 383841002153000010

Acres: 8.12

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Commercial Potential: 176,853.6 SF

Residential Potential: 81 (at 10 du/ac)

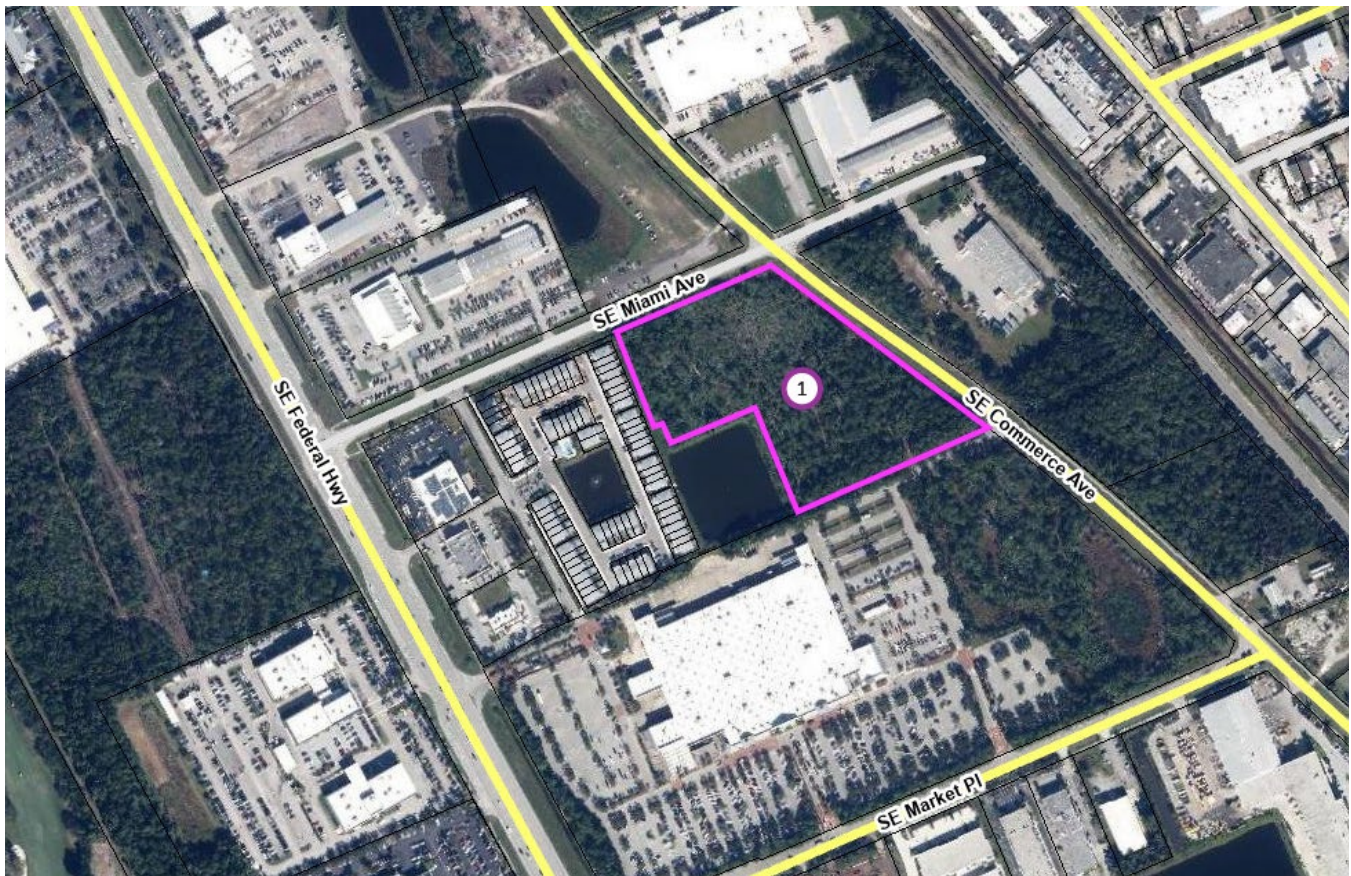
MC Innovation Hub Preferred Use: Inventor/
Makerspace/ Entrepreneurs/ Coffee Shop/
Brewery

Additional Site Priorities: Hybrid stormwater
management system and park

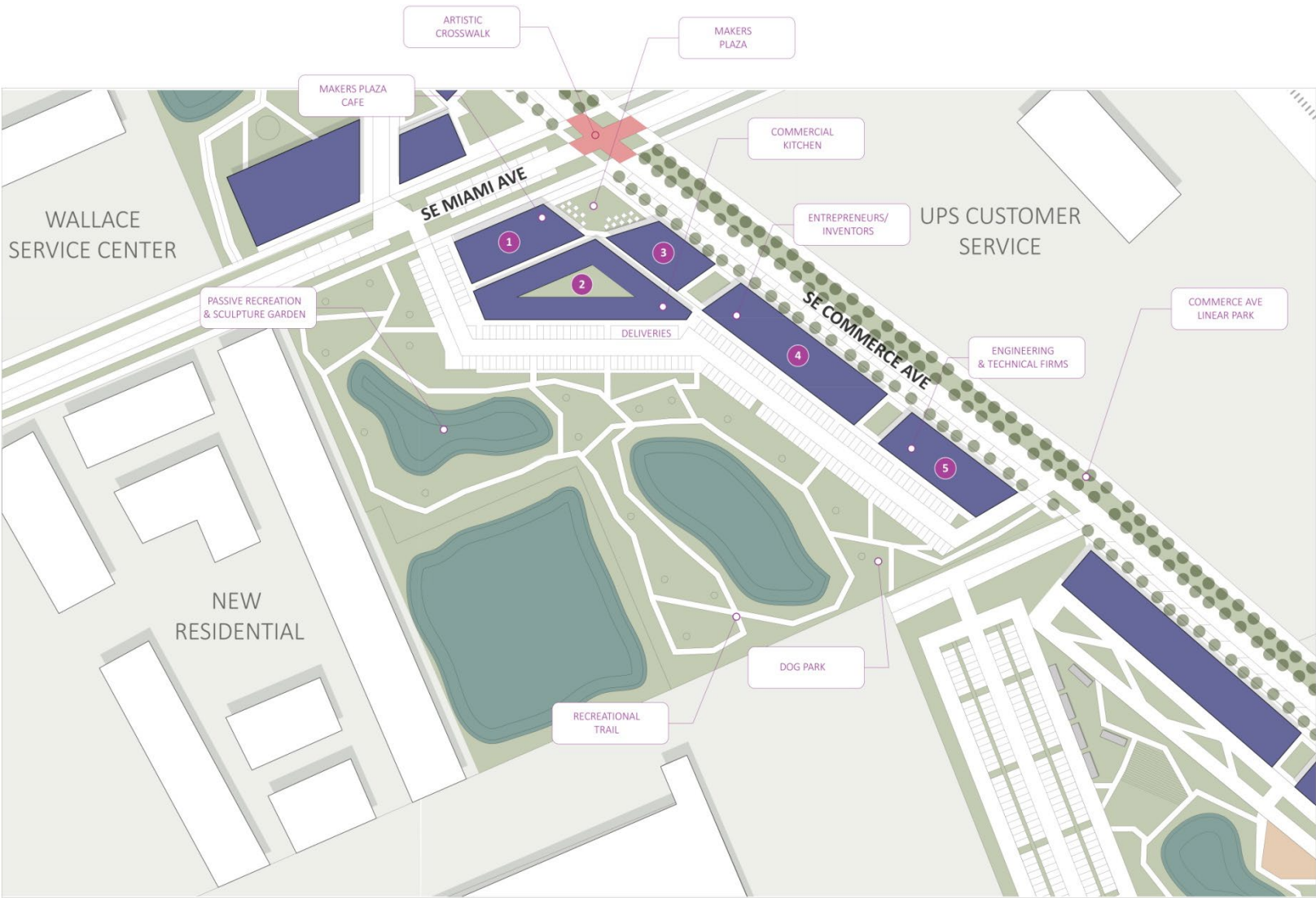
Main Lead: City of Stuart

Martin County Role: Coordinate Economic
Development efforts and ensure Innovation
Hub vision.

Next Step: Discuss with City of Stuart,
survey site, perform a site planning
feasibility study to determine the site
development capability, if any. Review
wetland and drainage impacts and
requirements. Follow by promoting site
development and attracting investment if
feasible and appropriate.



Concept Site Plan Fitment Testing



Examples & Inspirational Images



Photo: Onyx Coffee Lab, Bentonville, United States (Above) and 3D Printer Futurium, Alexanderufer, Berlin, Germany (Below)



Examples & Inspirational Images



Photo: Innovation Hills, City of Rochester Hills- Government

Project 5.3: Site 3 – Walmart Vacant Portion

Jurisdiction: City of Stuart
Future Land Use: Commercial
Current Zoning: CPUD
PIN: 383841020001000100
Acres: 9.33

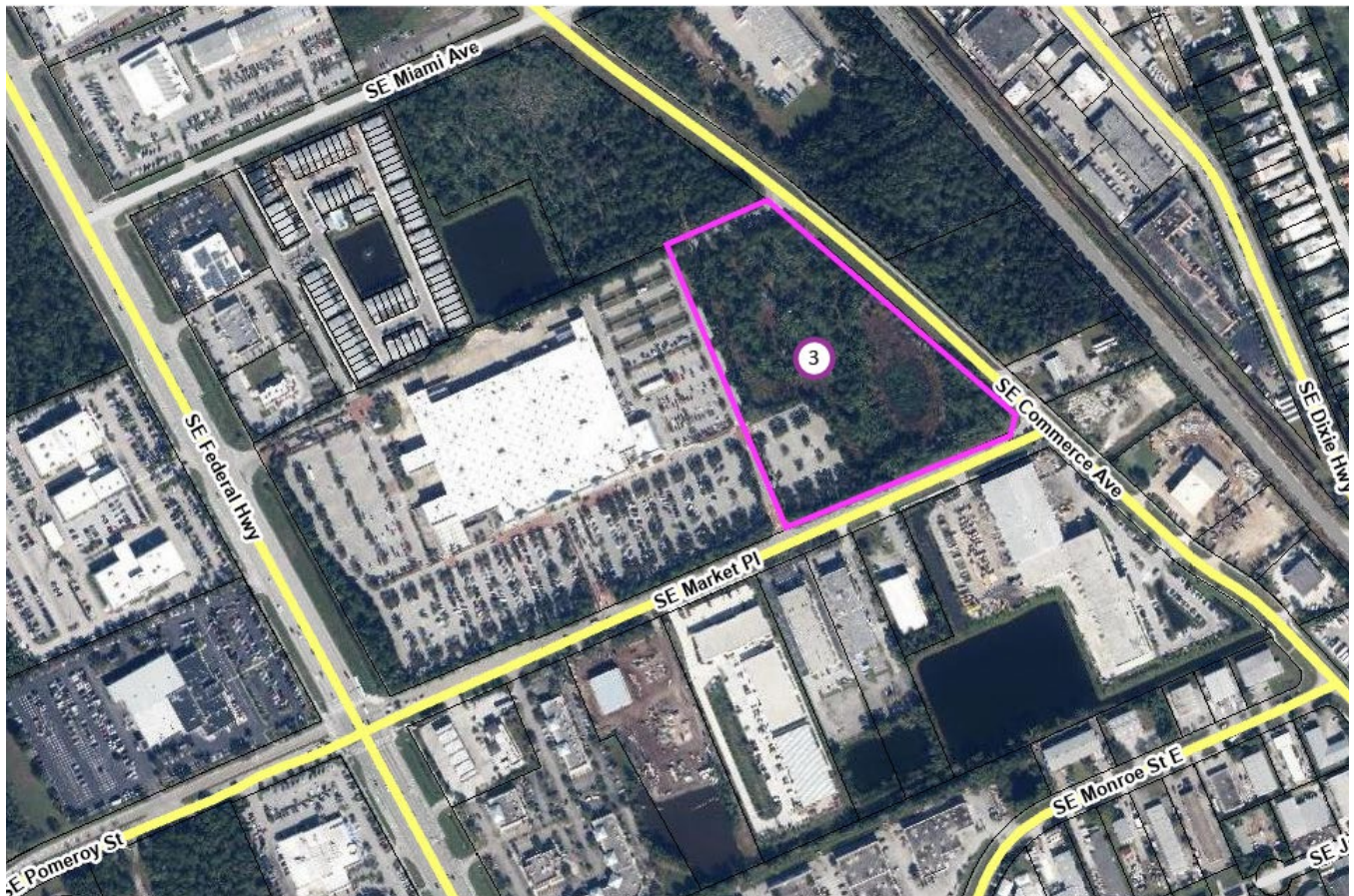
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Commercial Potential: 202,989.6 SF
Residential Potential: 93 (at 10 du/ac)
MC Innovation Hub Preferred Use:
Makerspace/ Active Public Space

Main Lead: City of Stuart

Martin County Role: Coordinate Economic Development efforts and ensure Martin County Innovation Hub vision.

Next Step: Discuss with private owner. Review site plan approval and requirements. Identify alternatives for drainage and other innovations to satisfy requirements.



Concept Site Plan Fitment Testing



Examples & Inspirational Images



Photo: Serendipity strikes: Co-working space planned for Cornelius - Business Today. North Carolina, USA.

Examples & Inspirational Images



Photo: Co-Working Coffeeshop (Above) and Makerspace. Mien Company (Below)



Project 5.4: Site 4 – Private Vacant Land

Jurisdiction: City of Stuart
Future Land Use: Commercial
Current Zoning: CPUD
PIN: 383841002108000003
Acres: 7.82

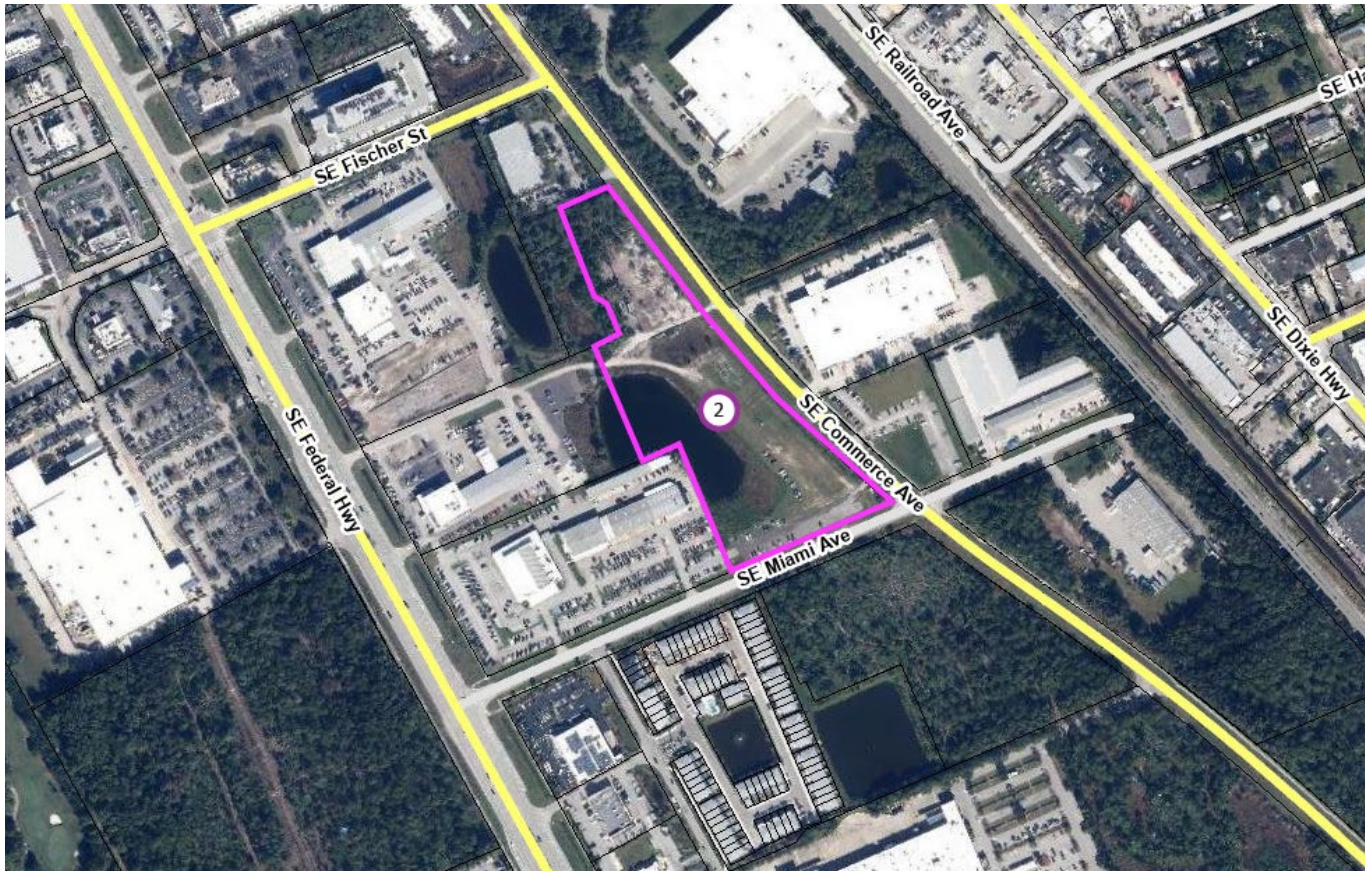
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Commercial Potential: 170,319.6 SF
Residential Potential: 78 (at 10 du/ac)
MC Innovation Hub Preferred Use:
Engineering & Technical Firms/ Small
Manufacturing

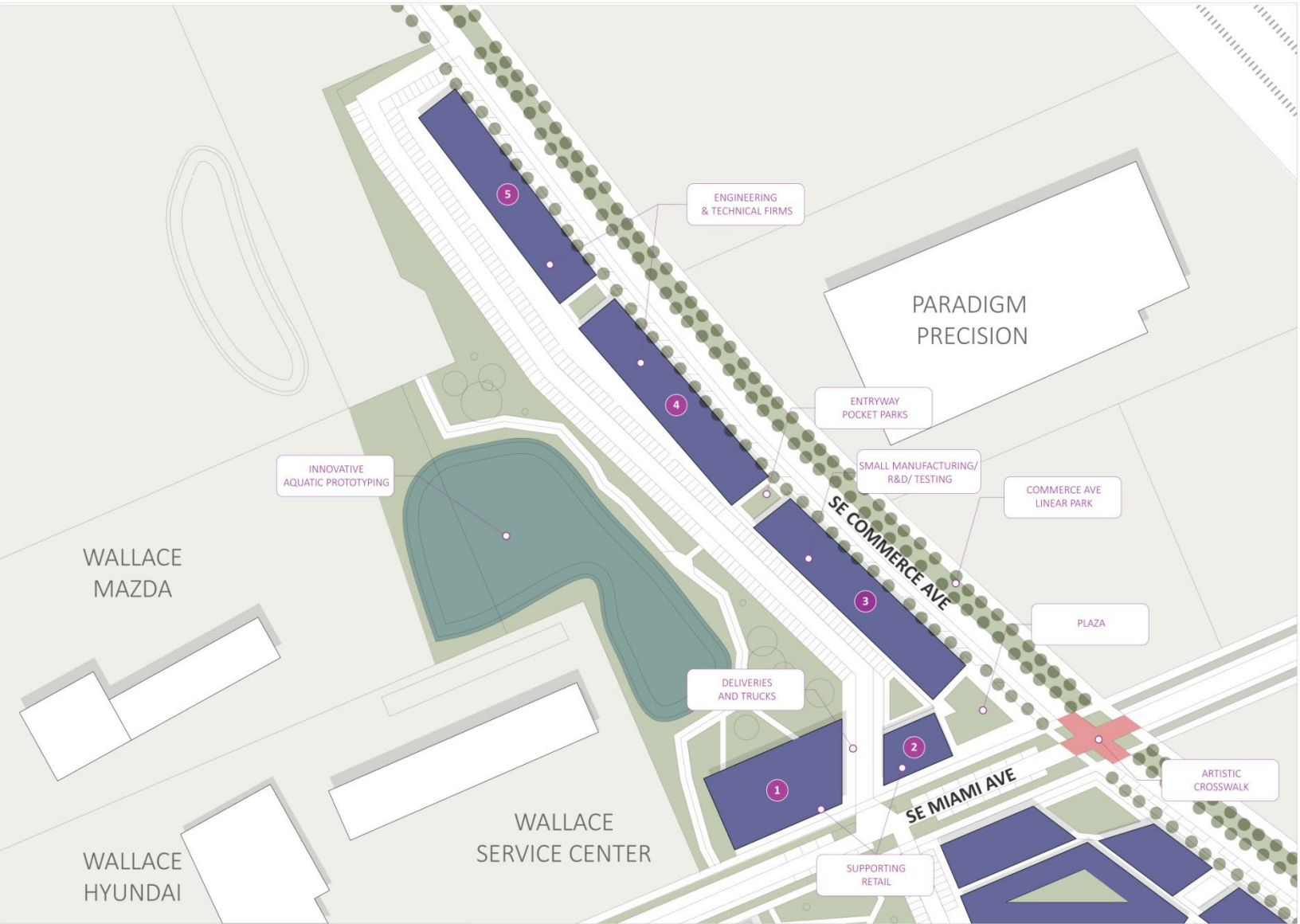
Main Lead: City of Stuart

Martin County Role: Coordinate Economic Development efforts and ensure Martin County Innovation Hub vision.

Next Step: Discuss with private owner, survey site, perform a site planning/ engineering feasibility study to determine the site development capability. Follow by promoting site development and attracting investment.



Concept Site Plan Fitment Testing



Examples & Inspirational Images



Photo: ABB Robotics to develop solutions for the Hospital of the Future (Above) and Ocean Robotics (Below)



Project 5.6: Site 6 – Private Vacant Land

Jurisdiction: City of Stuart

Future Land Use: Commercial

Current Zoning: CPUD

PIN: _52384100000007008,
523841013000000108

Acres: 23.9 (combined)

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Commercial Potential: 520,542

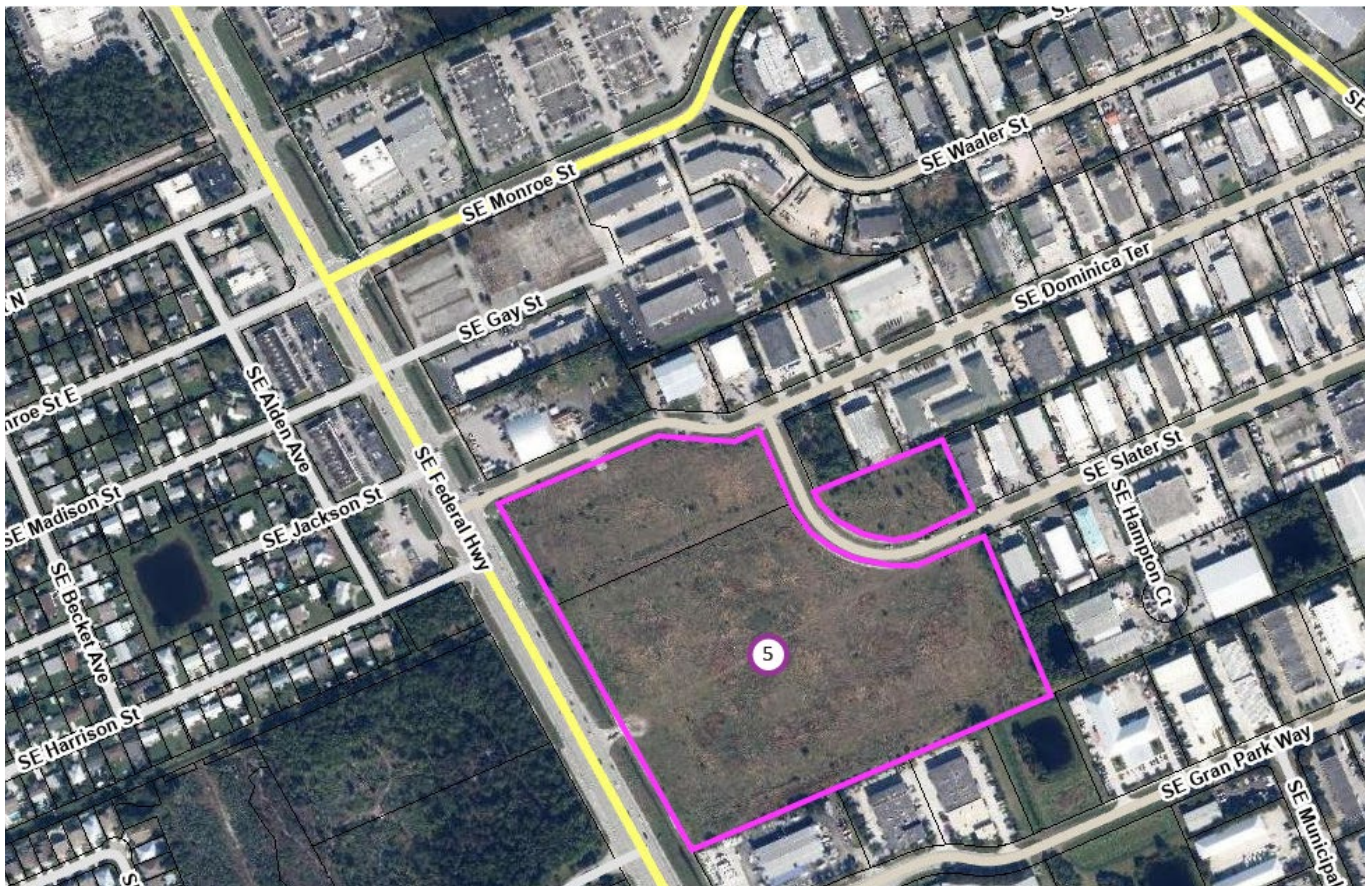
Residential Potential: 239 (at 10 du/ac)

MC Innovation Hub Preferred Use: To be determined at a later date.

Main Lead: Martin County and City of Stuart

Martin County Role: Coordinate Economic Development efforts and ensure Martin County Innovation Hub vision.

Next Step: Discuss Hub concept with private owner.



Project 5.7: Site 7 – IRSC Vacant Site

Jurisdiction: Martin County

Future Land Use: Estate Density 2UPA

Current Zoning: A-1A

PIN: 553841000067000110

Acres: 17.6

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Commercial Potential: 15,000 – 30,000 SF

Residential Potential: 264 (at 15 du/ac)

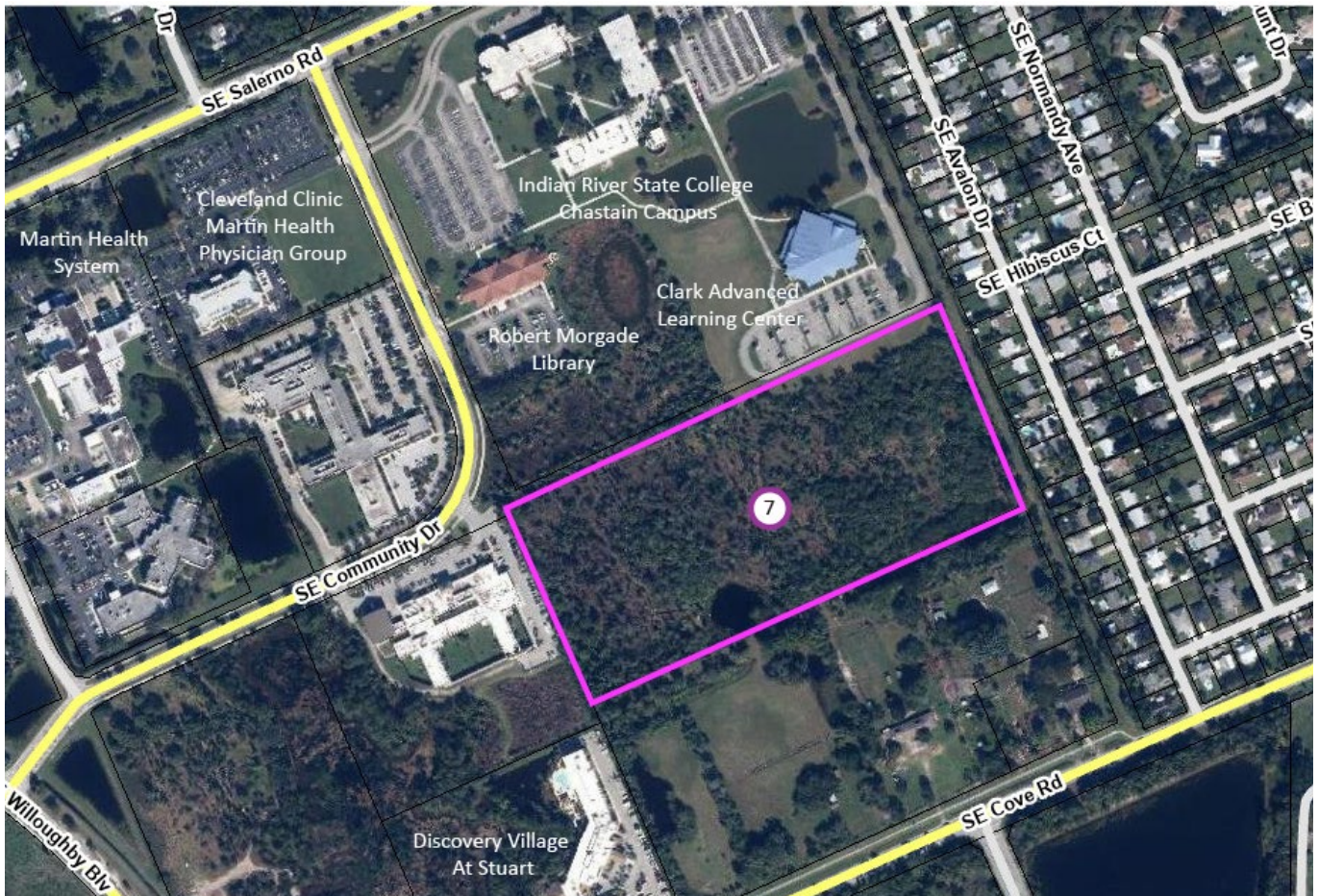
meeting the affordable housing criteria

MC Innovation Hub Preferred Use: Student Village Development/ Student & Workforce Housing/ Neighborhood Retail/ Coffee Shop

Main Lead: IRSC

Martin County Role: Facilitator and Convener

Next Step: Discuss the Hub concept and site opportunity with Indian River State College.



Project 5.8: Site 8 – Private Vacant Site

Jurisdiction: Martin County

Future Land Use: Commercial Limited

Current Zoning: LC

PIN: 553841000067000400

Acres: 17.26

--

Commercial Potential: 383,328

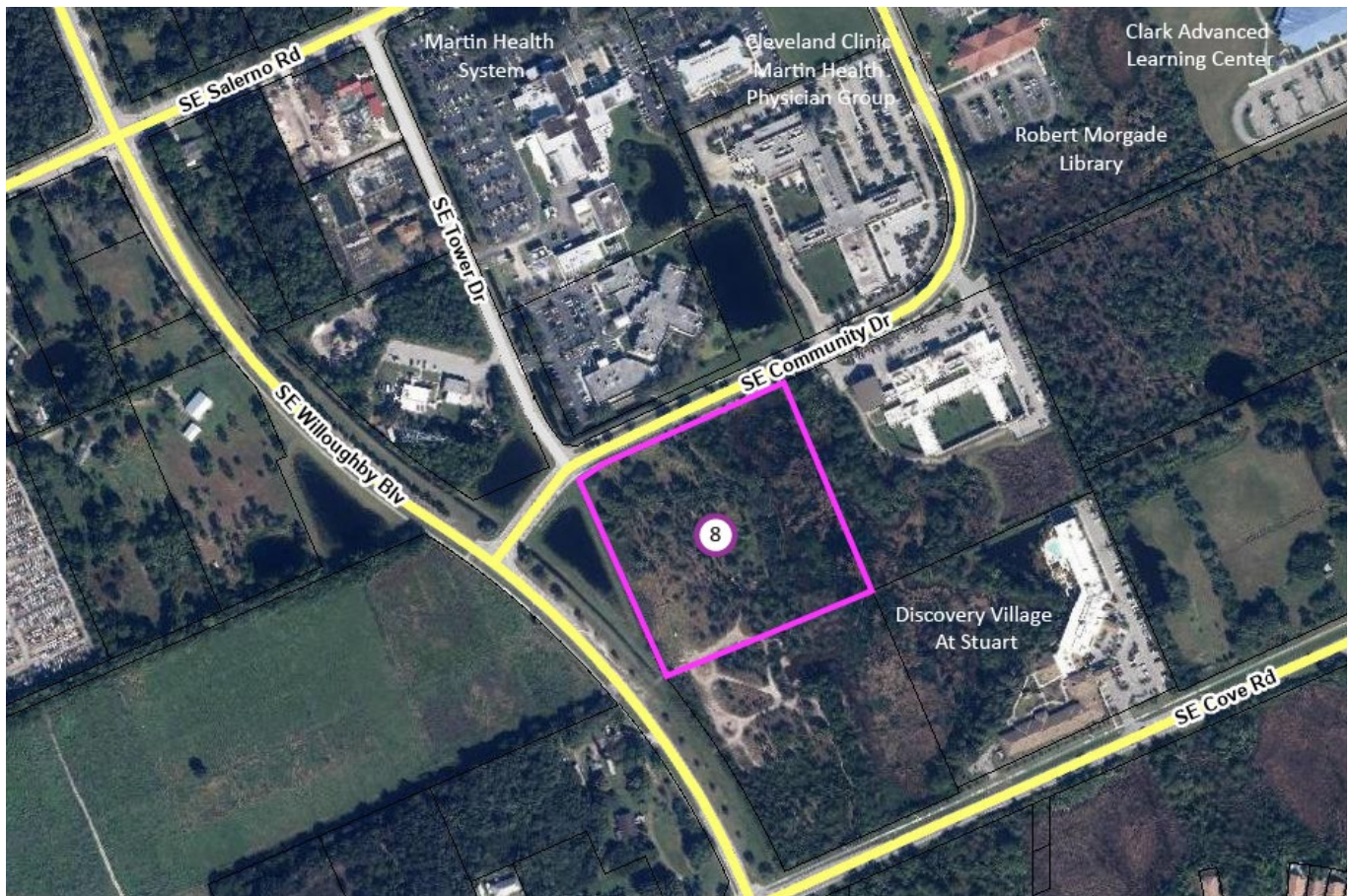
Residential Potential: 259 (at 15 du/ac)
meeting the affordable housing criteria

MC Innovation Hub Preferred Use: R&D/
Healthcare Professionals Housing

Main Lead: Martin County and Port Salerno
CRA

Martin County Role: Facilitator and
Convener

Next Step: Discuss the Hub concept with
the private owner.



Project 5.9: Site 9 – Private Vacant Site

Jurisdiction: City of Stuart

Future Land Use: Commercial

Current Zoning: CPUD

PIN: 383841002020000000

Acres: 8.81

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Commercial Potential: 191,664

Residential Potential: 89 (at 10 du/ac)

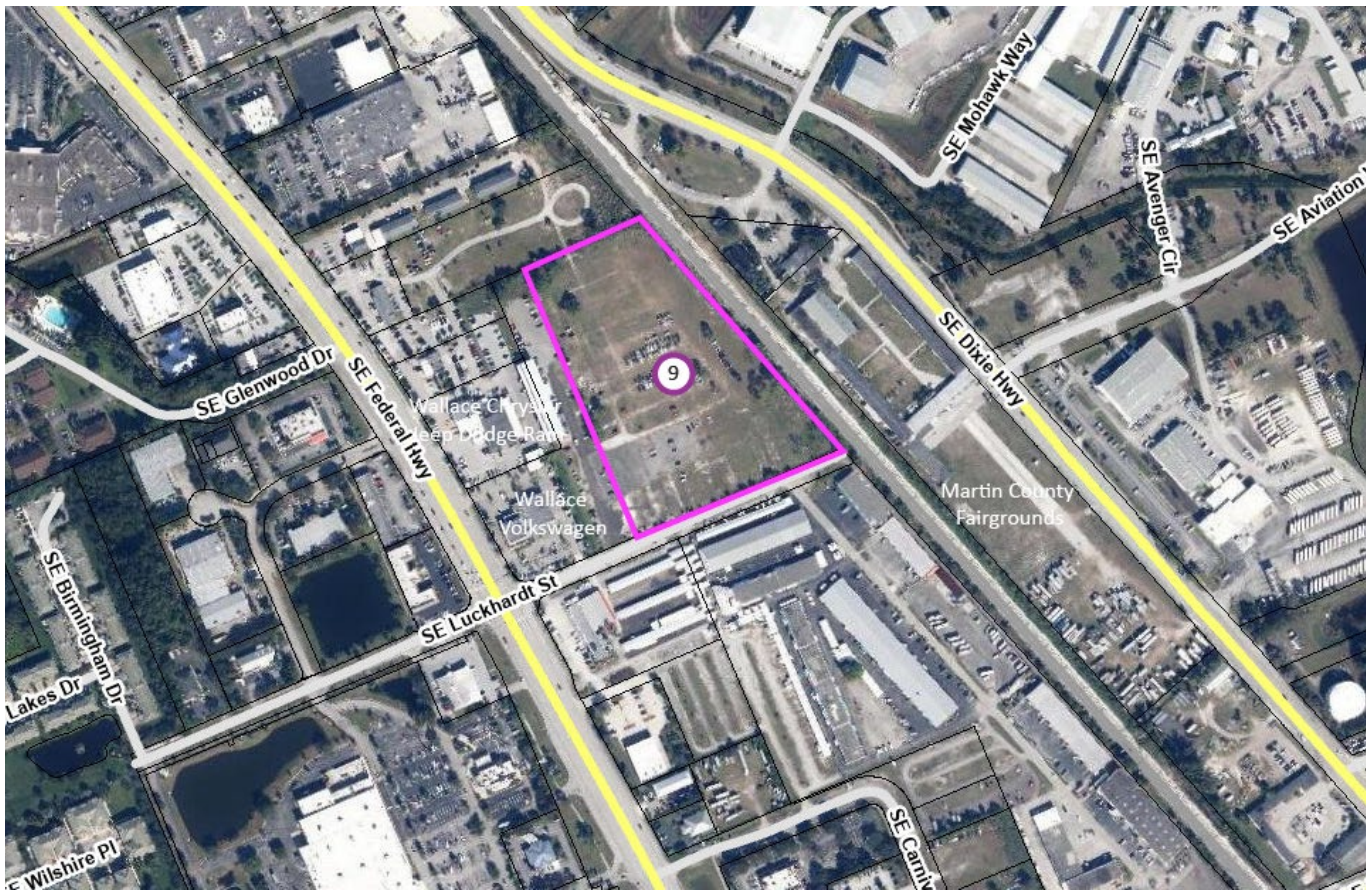
MC Innovation Hub Preferred Use:

Industrial/ Manufacturing/ Housing for
Aviation Workforce

Main Lead: City of Stuart

Martin County Role: Facilitator, Peer

Next Step: Discuss Hub concept with private
owner.





Thank You

Martin County Innovation Hub

BusinessFlare®

We Provide Strategic Economic Development Solutions.

BusinessFlare® is a full-service economic development consulting firm based in North Miami, Florida, with Flareheads located in the states of Florida, Tennessee, Alabama, Ohio, and Texas. The firm specializes in economic analysis and realistic planning and implementation of economic development strategies for neighborhoods, districts, cities/towns and counties.

The firm excels at finding the right balance between financial and market feasibility, regulatory efficiency, and design, identity and brand for each client's unique characteristics.



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Miami, FL 33161
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EXHIBIT A

Organization

Governance and Organization

Building on the current strengths and opportunities of the innovation in place to create even more economic activity, jobs, and wealth-building will take sustained intentional action from many partners and require high-level support, regular communication, and active participation by champions from both private and public sectors. Facilitating all of this will require dedicated professionals familiar with Innovation Districts, funding and fundraising strategies, innovation community building, entrepreneurship development at all stages (micro, startup, second stage) and highly strategic and sophisticated communications and storytelling.

For successful implementation, there will be a wide variety of partners, partnerships, and leaders that will be involved. To facilitate all of this activity and help build and sustain consensus and support, an organization with a somewhat formal structure will be needed. As part of the discussions among key partners, we explored several options involving existing organizations but eventually reached the conclusion that an organization already exists that can be well positioned to fulfil this role: the Martin County Industrial Development Authority.

There will be the need for the active involvement of innovative private business executives in the HUB and participation each from the City, the County, and Indian River State College. The organization will have a mission to formally create, promote, and curate the HUB's innovation community, including innovative talent attraction and retention strategies. It will also actively advocate for public investments in supportive infrastructure from local and state governments. Members and partners will jointly pursue funding from multiple sources, including private foundations and individuals.

The Martin County Industrial Development Authority

The economic challenges faced by small businesses in recent years have underscored the importance of the Industrial Development Authority (IDA) as a valuable tool for promoting economic development. The loss of multiple local financial institutions in the Treasure Coast area following the Great Recession created a gap in the availability of small business funding, making it difficult for entrepreneurs to start and grow their businesses. The role these institutions played in the region's economic vitality still has not been fully replaced, and the current weakness of traditional banks has made it even more challenging for small businesses to access the funding they need. Through the strategic use and promotion of the IDA, we can support the creation of new jobs, encourage entrepreneurship, and foster a thriving business community.

The Martin County Industrial Development Authority (IDA) is a crucial but overlooked economic development resource. IDAs utilize financial tools such as tax-exempt industrial development bonds and low-interest loans to businesses. They can also be involved in real estate development and public-private partnerships. Despite its potential to stimulate economic growth, the Martin County IDA remains hidden and underutilized. As such, there is a need to raise awareness about the benefits of the Martin County IDA, encourage its proper utilization to support job creation and economic development to the full extent of its powers.

An Industrial Development Authority (IDA) promotes economic development by providing access to the municipal bond market to attract and retain businesses. IDAs authorize the issuance of tax-exempt industrial development bonds (IDBs), provide low-interest loans, and other support to businesses. IDAs need to work in coordination with local economic development agencies, economic councils, chambers of commerce, manufacturers associations, and other business trade groups to coordinate efforts and engage in strategic planning.

IDAs may also be involved in real estate development, acquiring, and redeveloping properties, and offering additional support to businesses. IDAs work with businesses, property owners, and local governments to facilitate public-private partnerships that support the growth of local businesses.

Overall, IDBs can be an effective tool for supporting economic development and job creation, particularly in areas that are struggling economically. It is important to ensure that the use of IDBs is carefully monitored and that the benefits of these bonds are being realized by the community as a whole.

The Business Development Board will promote the use of IDBs in several ways:

Educating businesses: As staff and secretary to the IDA, the BDB will educate businesses about the benefits of IDBs, including their lower interest rates and tax-exempt status. This can be done through direct business contact, workshops, seminars, and other outreach programs.

Facilitating the application process: The BDB will assist businesses in completing the IDB application process. This can include providing guidance on the documentation required, helping businesses find bond underwriters, bond counsel, and identifying potential lenders.

Marketing: The BDB will market the IDA's services to businesses and lenders, highlighting the benefits of these bonds and showcasing successful projects that have been funded through their use.

Providing technical assistance: The BDB will provide technical assistance to businesses and lenders to ensure compliance with the regulations governing IDBs. This can include help with structuring the bonds, drafting legal documents, and complying with reporting requirements.

By promoting the use of the IDA, the BDB will help businesses access financing for capital projects and stimulate economic growth in our community.

IDA Recommendations:

- Meet at least quarterly to develop priorities, direct staff, and monitor organizational progress.
- Conduct regular strategic planning as directed by FS 159.46
- Explore the full range of IDA charter capabilities under FS 159.44-53
- Explore ownership and development of key assets in support of economic development.
- Hold regular manufacturing and supplier events/workshops to encourage connections and collaborations between Martin County contributory businesses and promote the County's full range of economic development tools such as IDBs.

By leveraging the resources of Martin County government, along with the support of the IDA, BDB, and other business organizations, Martin County has the potential to become a shining example of economic development in the state. With a collaborative effort and strategic implementation of programs and initiatives, Martin County can position itself as a leader in attracting new businesses, promoting entrepreneurship, and fostering a thriving business community.

The need is greater than the IDA alone can fill. In the decade following The Great Recession, the small business landscape experienced a variety of challenges. The Treasure Coast area lost multiple local financial institutions during this period creating a gap between the availability of small business funding in our area and justifiable loan demand. The role these institutions played in the region's economic vitality still has not been fully replaced. The result is a greater need for human and financial resources to start and grow businesses.

Additional resources should be supported and encouraged by the County to ensure all businesses have access to capital. The resources can be inventoried and supported by the IDA and the BDB. Available resources include:

- The creation of a regional CDFI.
- Network and connect local commercial lenders.
- Access to the State Small Business Credit Initiative (SSBCI).

Each industrial development authority shall study the advantages, facilities, resources, products, attractions, and conditions concerning the county with relation to the encouragement of economic development in that county, and shall use such means and media as the authority deems advisable to publicize and to make known such facts and material to such persons, firms, corporations, agencies, and institutions which, in the discretion of the authority, would reasonably result in encouraging desirable economic development in the county. In carrying out this purpose, industrial development authorities are encouraged to cooperate and work with industrial development agencies, chambers of commerce, and other local, state, and federal agencies having responsibilities in the field of industrial development. – Section 159.46, Florida Statutes



EXHIBIT B

Funding Strategies

Funding Strategies

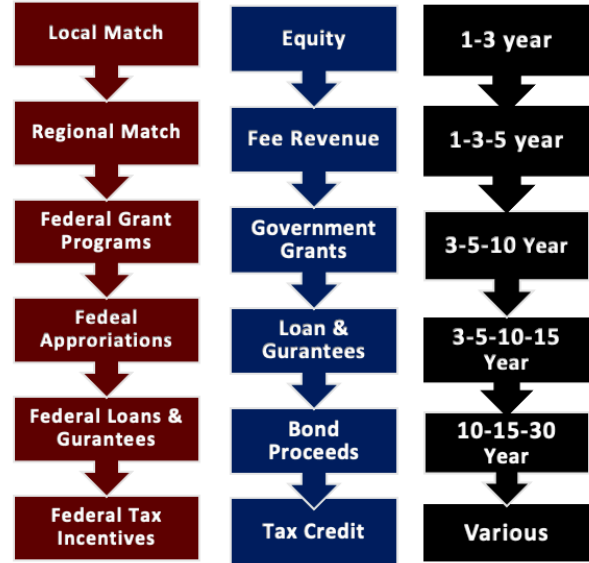
A capital stack is a visual representation of the overall funding strategy for a multipart economic development project.

Revenue Sources Equity, Grants, Debt, and Tax Incentives. These are further subdivided.

Stakeholders Governmental, Private, Nonprofit, Public Private Partnership or Investors.

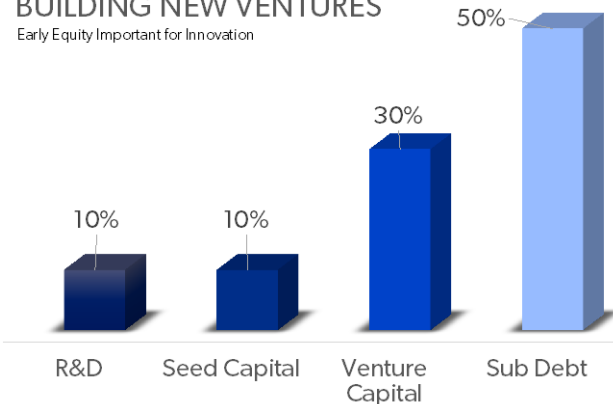
Funding Sources Leveraged in order of Local to National sources or liquidity of sources.

Complexity of Obligation is also represented from top down indicating how hard it is to obtain and comply with regulations.



INNOVATION FINANCING BUILDING NEW VENTURES

Early Equity Important for Innovation



HIGH CALIBER EQUITY

The County committed over \$23 million to the Innovation Hub Area from FY2022 to FY2028

The investments already planned serve as the revenue sources that can be used to match grant programs at the State and Federal level.

The advantage is to simultaneously submit other resource applications to find the next stage partners.

This allows momentum for community engagement.

CASH INFUSION

Stimulates growth by using Innovation Financing Methods to launch the Hub

A competitive Innovation Hub Project uses innovation financing methods to create the Hub and provide seed capital later to others. Industry clustering is valued for its inducement of ideas.

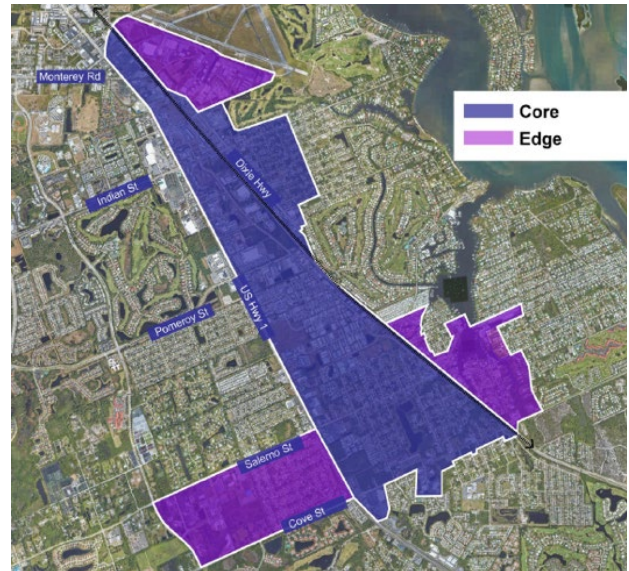
Examples of methods to acquire early equity includes finding seed capital and relying on conduit debt or guaranteed debt to provide proceeds to jump start investment results.



MATCH STRATEGY – Show County Equity

The County has committed to asset improvements in the Innovation Core and Edge areas. These projects are scheduled from FY 2022 to FY 2028. In total, the projects represent \$23 million of County equity ready to match State, Federal and Angel Investor sources.

BusinessFlare® reviewed the proposed investments and revenue plan and attributed funding to each of the area projects and for its portion of Countywide endeavors.



CAPITAL ASSETS IN THE INNOVATION HUB AREA

FY 2022 through FY 2028

PROGRAM	FACTOR	TOTAL 10 YR
Manatee Pocket Mooring Field	30%	226,500
Manatee Pocket SW Prong Water Quality Retrofit	30%	426,000
SE Cove Road Resurfacing & Bike Lanes (US-1 to CR-A1A)	100%	1,650,000
SE Salerno Road Sidewalk	100%	490,418
Dixie Hwy Resurfacing (Monterey to 5th St.)	100%	1,051,218
SPS/Manatee Business Park Restoration	100%	1,424,000
Se Avalon Drive Sidewalk	100%	533,228
SE Salerno Road - SE Cable Drive Turn Lane	100%	480,000
Golden Gate Neighborhood Restoration	45%	2,466,000
Golden Gate - El Camino Trail	45%	-
CRA PS	90%	11,790,000
Port Salerno Neighborhood Restoration	100%	1,900,000
Port Salerno/New Monrovia Neighborhood Restoration	3%	61,500
Hibiscus Park Ditch Bank Stabilization	100%	30,000
Rocky Point Neighborhood Restoration	2%	85,000
Rocky Point Septic to Sewer	2%	357,396
Rocky Point Water Main Extensions	2%	43,621
Dixie Park Neighborhood Restoration	2%	26,000
Coral Gardens Neighborhood Restoration	2%	44,000
Well and Pump Improvements	1%	7,500
Water Meter Automation	1%	67,500
Water Main Replacement	1%	50,000
Coral Gardens Septic to Sewer	1%	115,478
SUBTOTAL IHUB MATCHING FUNDS		23,325,359

EQUITY

Martin Innovation Hub
Matching Revenue & Assets
representing areas that need
future funding for this Hub.

MORE EQUITY

NEXT STEPS

Community Foundation Estate
Planning & Grants

Local Bank Micro Loan Fund
Created by Local Angels &
Investors

501 c(3) PPP Organizers

Community Small Issue Bond
for Housing Equity

Targeted Funding Opportunities

Innovation Hub Opportunity Sites	Enabling Partnerships to Increase Innovation Capacity (EPIIC)
	Inflation Reduction Act 10 regional Centers of Excellence for Resilience and Adaptation and a national Center of Excellence for Resilience and Adaptation
	Micro Act- Sec. 10731 design, develop & manufacturability of next-generation microelectronics
	CHIPS Regional Innovation Centers Ancillary
Transportation	20.933 National Infrastructure Investments - RAISE Discretionary Grants
	Infrastructure Investment and Jobs Act
Multi Modal	DOT 20.933 National Infrastructure Investments - RAISE Discretionary Grants
	EDA's Build to Scale, Build Back Better Regional Challenge,
	HUD - Multi Modal Appropriations
Electrification	Inflation Reduction Act of 2022 DOE Loan and Grant Programs under the Energy Policy Act of 2005.(Sec. 50151)(Sec. 50152)(Sec. 50153) HUD (Sec. 30002) electric resilience
	Inflation Reduction Act of 2022 Incentives for Clean Electricity and Clean Transportation (Sec. 13701)(Sec. 13702) The act creates a new tax credit for the production of clean electricity and creates a new clean electricity investment tax credit for investment in qualifying zero-emissions electricity generation facilities or energy storage
	Infrastructure Investment and Jobs Act
Telecommunications	Infrastructure Investment and Jobs Act
	National Telecommunications and Information Administration
	Public Wireless Supply Chain Innovation Fund
Utilities	Infrastructure Investment and Jobs Act
	Inflation Reduction Act of 2022
	CHIPS/NSF
	FDEP Drinking Water State Revolving Fund
	EPA - WIFIA program
Stormwater	Infrastructure Investment and Jobs Act
	FEMA BRIC. HMGP
	NOAA
	EPA - WIFIA program
Air Mobility	Infrastructure Investment and Jobs Act
Aesthetics	NEA
	CHI(PS NSF

