



# SWOT

Martin County  
Innovation Hub



## Martin County Innovation Hub

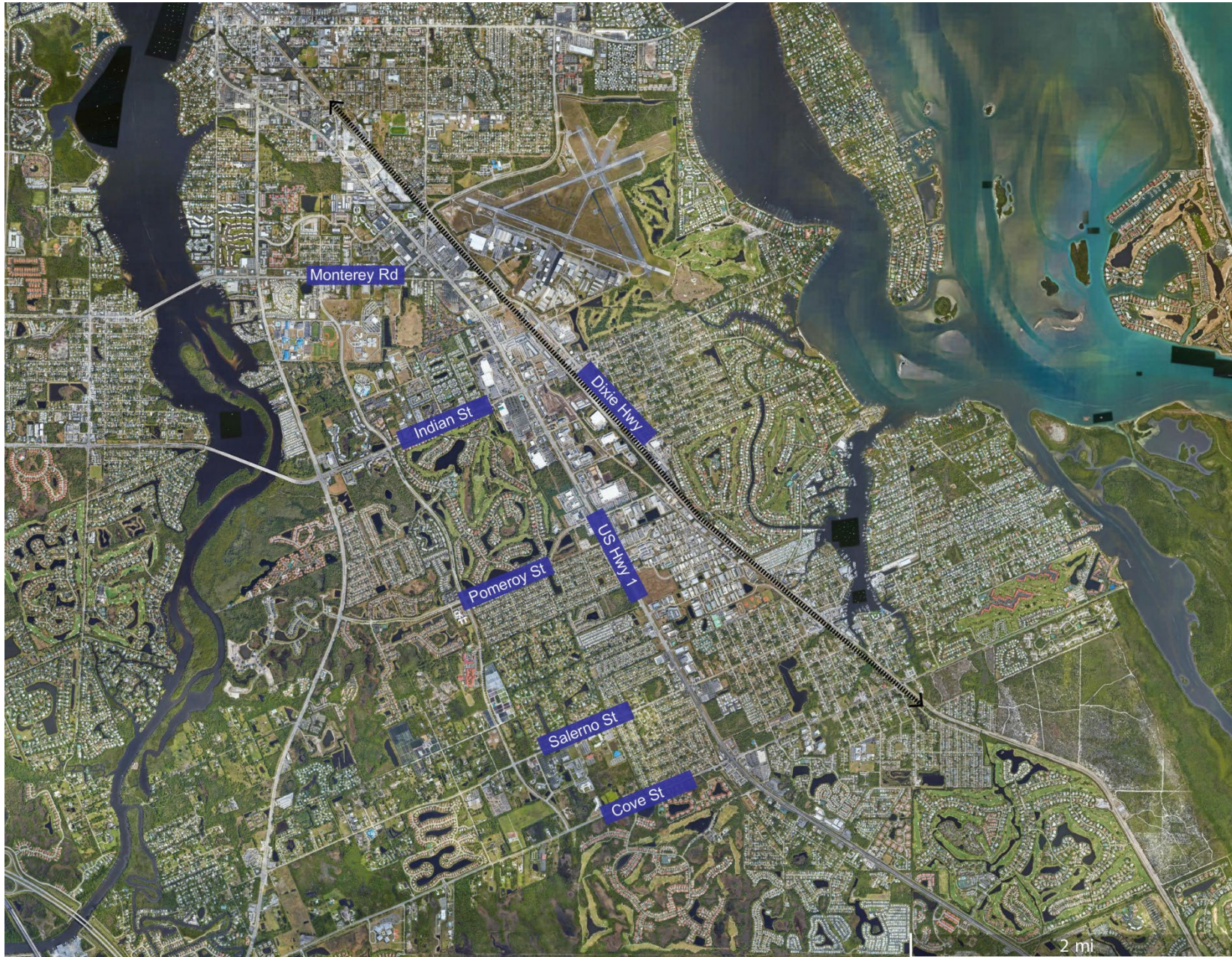
This assessment identifies Strengths, Weaknesses, Opportunities and Threats (SWOT) to the successful implementation of the Martin County Innovation Hub.

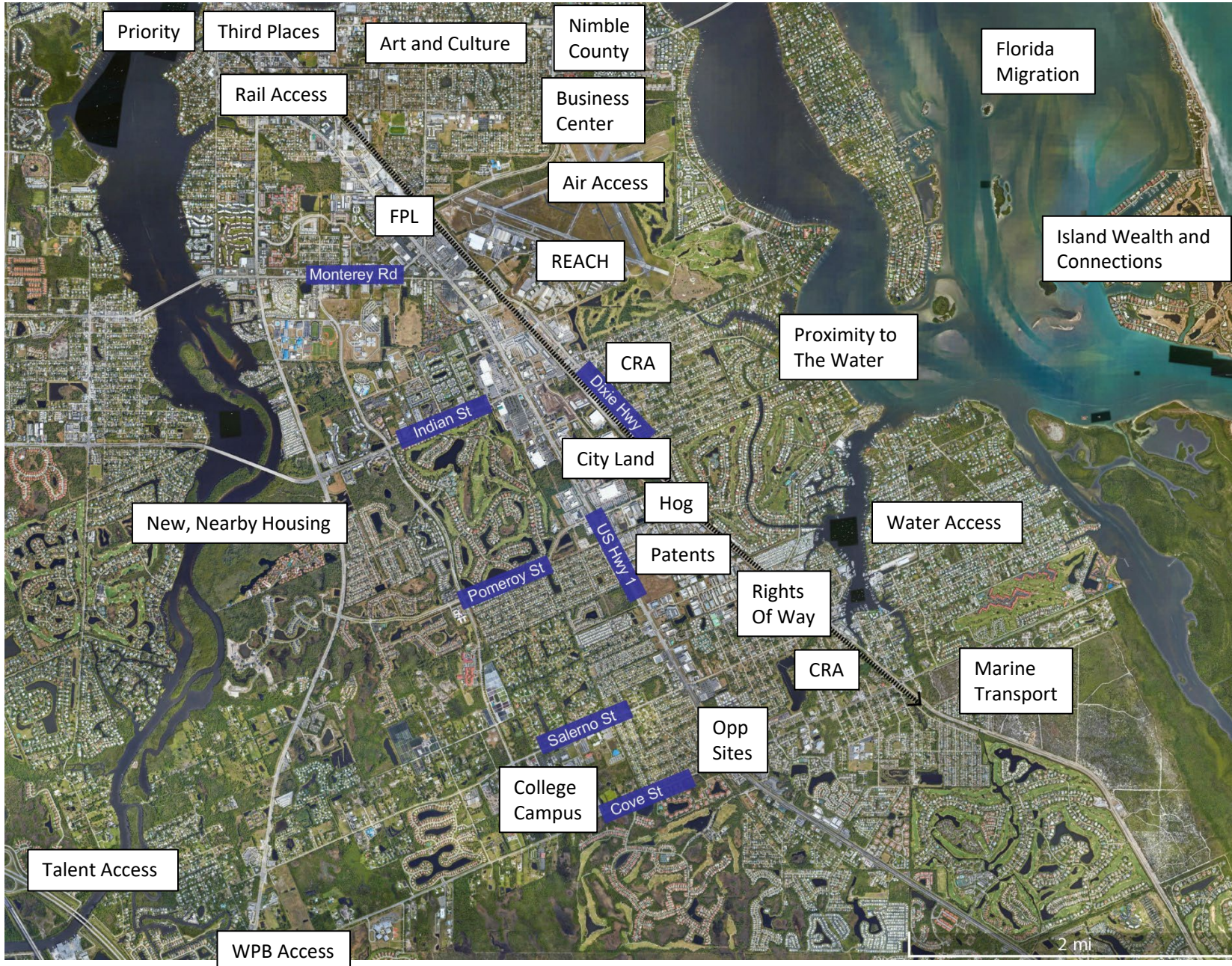
The purpose of this assessment is to inform the development of the action plan and vision for the Hub, including recommendations for the development of the opportunity sites, infrastructure capacity and investments, connectivity and aesthetics, placemaking initiatives, marketing and branding, ongoing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

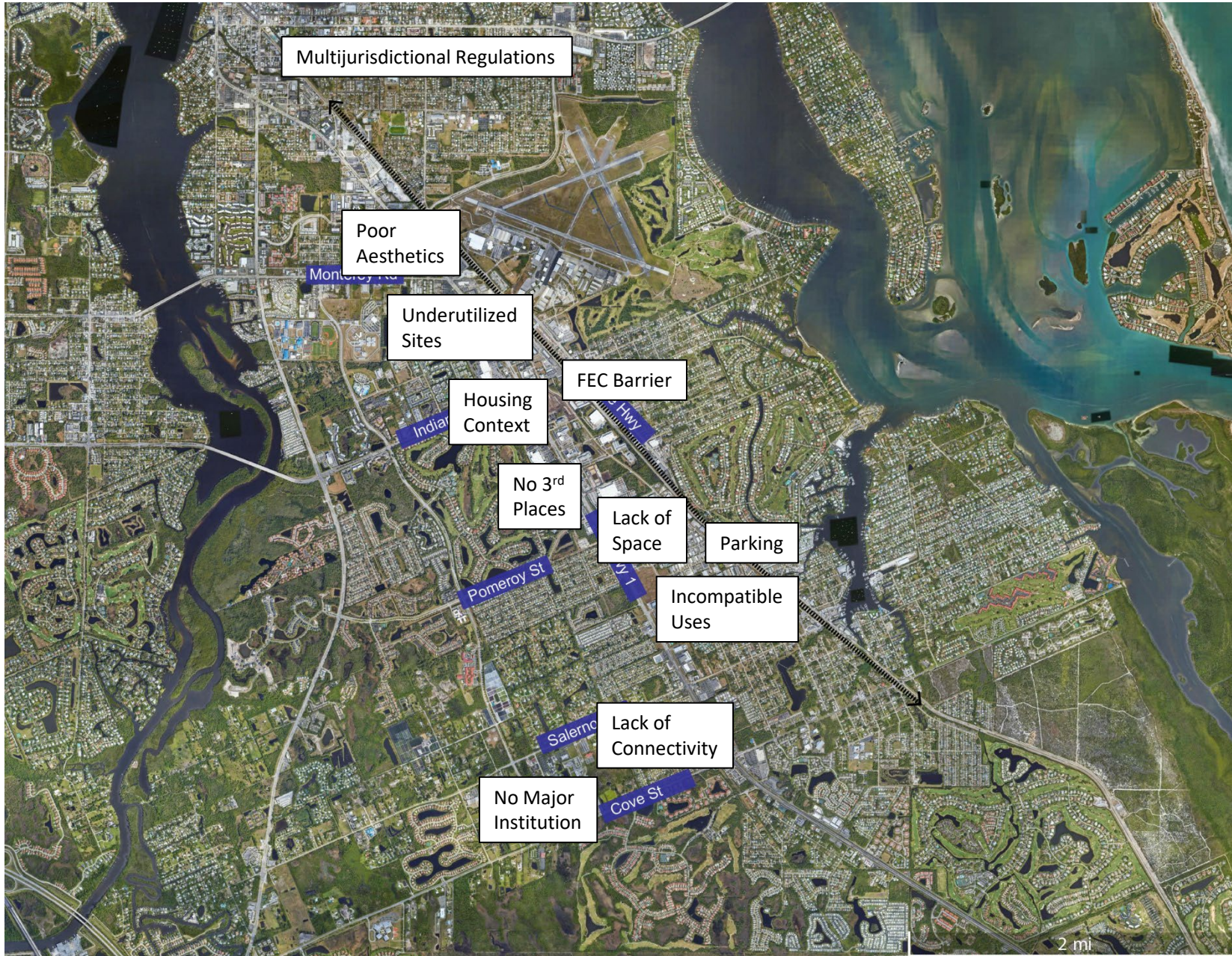




## Strengths

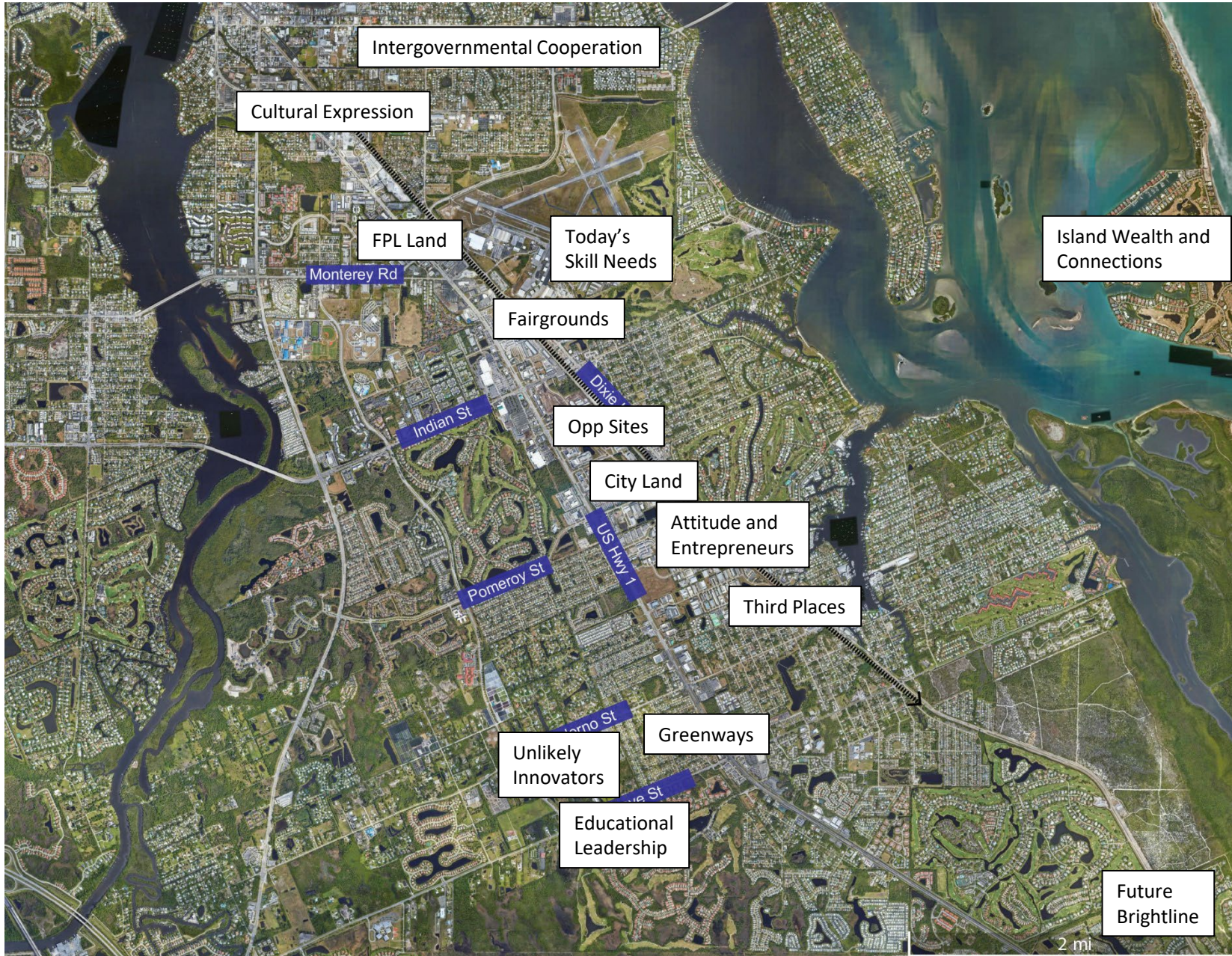
- Real Estate
  - City owned property
  - Opportunity sites
  - New, nearby housing
- Labor and Education
  - REACH center
  - Targeted training: Chapman school of seamanship, HOG
  - A college campus
- Capital Access
  - CRAs
  - Federal funding
  - Island money
- Innovation Ecosystem
  - Recent, authentic new similar investments
  - Innovators are already present
  - FPL Innovation Activities
- Third Places and Connections
  - Large Rights of Way
  - Arts and Cultural organizations and programs
  - Marine lifestyle, connections to the water
- Processes
  - Nimble County, nNo need for ombudsman at County
  - Priority focus of the City and County
  - Florida Migration
- Credibility
  - Major corporate and finance activity
  - Hubs of excellence consistent with innovation
  - CRAs
- Transportation
  - Rail access
  - Water Access
  - Marine Transport Route
  - Airport Access

*Note: complete SWOT lists are included in the appendix.*



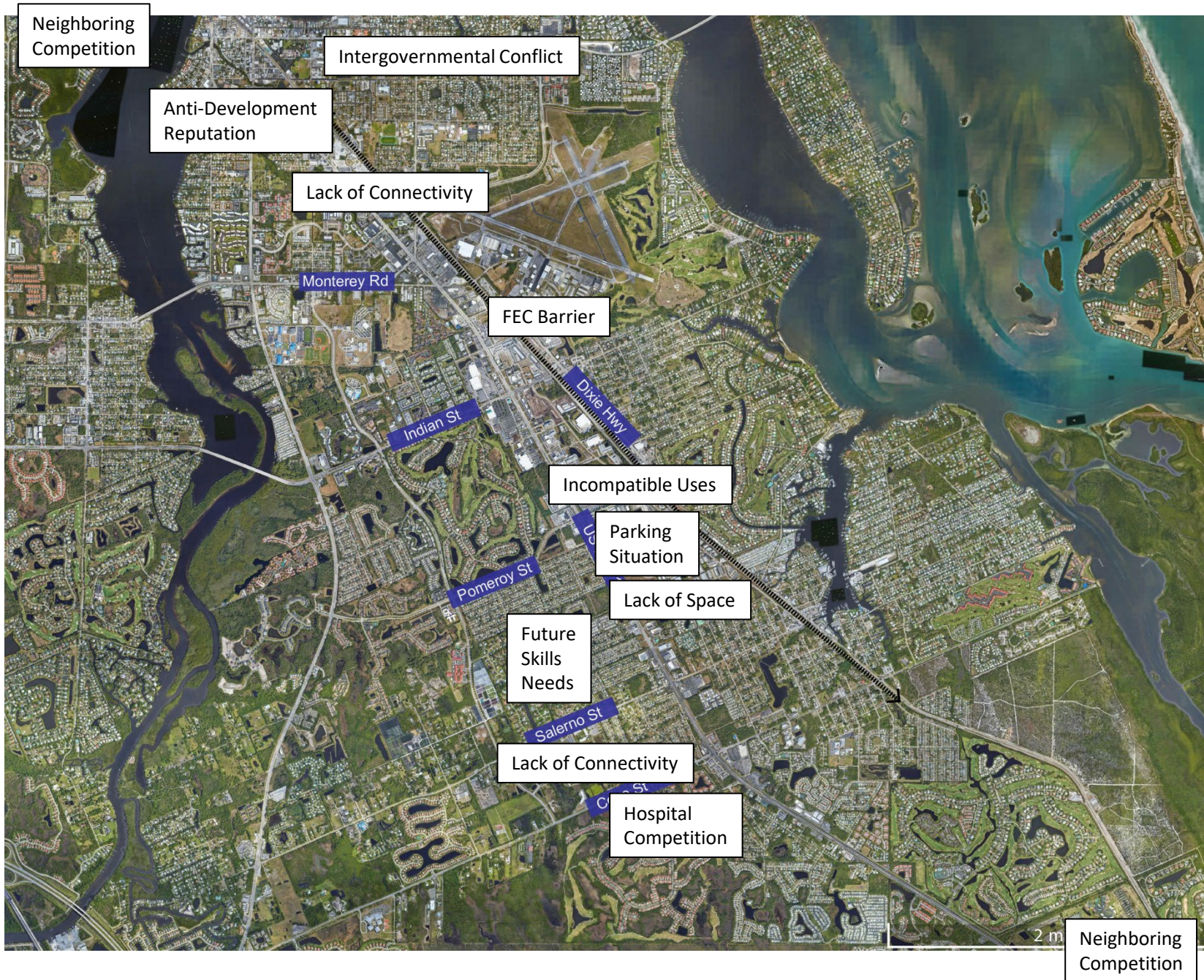
## Weaknesses

- Real Estate
  - Lack of available industrial and manufacturing space
  - Space must be constructed, is not readily available
  - Underutilized sites that are very active
  - Too many construction businesses in good locations
- Infrastructure
  - Lack of connectivity
  - Poor parking practices
  - FEC Corridor is a barrier
  - Lack of defined pedestrian corridors with trees
  - Lack of wayfinding and signage
- Aesthetics and Connections
  - Poor aesthetics
  - Not walkable
  - New housing faces inward
  - Big Box Retail
  - Lack of third places
  - Lack of connectivity to IRSC and Hospital
  - Lack of established events in the area
- Credibility and Brand
  - No major research entity or university
  - Lack of awareness of opportunities
  - Limited entrepreneur network
  - Cleveland Clinic brand exit
- Entrepreneurship Ecosystem
  - Innovators are not connected in brand to the county
  - Innovators are not household names
  - No clear organizational model
  - Focus on small entrepreneurs, not gazelles
  - Missing central gathering space for networking
- Processes
  - Different regulatory schemes
  - City planning staff turnover



## Opportunities

- Real Estate
  - City owned property
  - FPL land ownership
  - Large, strategically located sites
  - Fairgrounds represent a future opportunity
- Connectivity and Third Places
  - Large rights of way as Greenways
  - Need for additional cultural expression
  - Create places that force people together to interact
  - Connect innovation and the arts
  - Future Brightline Access
- Entrepreneur Ecosystem
  - Entrepreneurs with attitude as champions
  - Existing entrepreneurs
  - Give voice and audience to the unlikely innovators
  - Encourage innovation in foundational industries
- Technology
  - Industrial 3D Printing is coming faster and faster
  - New technologies reach more than one Hub
  - Interest from new technologies
- Identity and Brand
  - Major institution interest
  - Innovative developer interest
  - Out of market interest
  - Connect with west coast environmental sensitivities
  - Leverage Jupiter Island wealth and connections
  - FPL's market moves
- Education and Labor
  - Address today's workforce skills needs
  - New educational leadership
  - Partnerships for training dollars, entrepreneurship
- Regulations and Governance
  - ILA and Multijurisdictional Overlay
  - Subtle shift in "business friendly" reputation



## Threats

- Identity and Brand
  - Not finding the right storytellers and understanding how to tell the story.
  - Neighboring counties increase their competition.
  - Anti-development reputation
  - Missing the community relations piece, negatively impacting credibility with messaging
- Connectivity and Third Places
  - Importance of role of placemaking lacking
  - FEC corridor disrupts connectivity
  - Lack of northern connectivity
  - Lack of Transportation and parking management and solutions
- Real Estate
  - Lack of space could push growing businesses out
  - Vacant space may get eaten by construction or auto businesses
  - Relocation of firms' expansions out of area
- Entrepreneurship, Education and Labor
  - Talent needs upskilling
  - Missing tomorrow's workforce skills needs
  - Not finding the small problem solvers (innovators)
  - Losing talent to other locations
- External Forces and Regulations
  - Environmental concerns with new technologies
  - Significant hospital competition in Florida impact on health care locally.
- Processes, Politics and Implementation
  - Not defining roles and skills
  - Intergovernmental conflict or competition
  - Two entities with two different political perspectives and sensitivities
  - No identified "curator" and private sector champions
  - Pendulum swinging back toward anti-growth.

# Assessment Summary

## Strengths

- Real estate that is available for targeted innovation development
- Multiple talent and training programs
- Good capital access
- Existing innovator and entrepreneur stories to tell
- Third place credibility
- Some nimble processes
- Transportation network access

## Weaknesses

- Lack of available real estate and manufacturing space
- Incompatible uses in strategic locations
- Lack of connectivity between assets and activity centers
- Poor aesthetics and uninteresting public realm
- No reputation as an innovation center
- Disconnected entrepreneurship ecosystem
- Multiple jurisdictions

## Opportunities

- Opportunity site control
- “Good bones” for enhanced connectivity and third places
- Community of entrepreneurs and innovators to connect
- New and evolving technologies for industries to access
- Good story to tell potential partners and investors
- Capitalize on educational and training opportunities
- Intergovernmental cooperation

## Threats

- Not telling the right stories or controlling the message
- Not overcoming the connectivity and infrastructure challenges
- Successful, expanding businesses may leave due to real estate shortage
- Incompatible uses and poor aesthetics influence place brand
- External competitive and regulatory forces may impact anchors
- Processes, politics and poor implementation
- Not clearly defining partner roles and responsibilities



## Successful Implementation

**Preserve** intergovernmental cooperation and partnerships.

**Invest** in educational and training programs and partnerships.

**Enhance** infrastructure, aesthetics and the public realm.

**Capitalize** on site control as the tool to attract targeted innovative investment and technologies.

**Expose** the innovation and entrepreneurship that is already taking place.

### Next Steps:

1. Review with Partner Agencies
2. Present Assets in SWOT Context
3. Present Preliminary I-Hub Vision, Concept, and Actions.



## Appendix - Strengths

- Real Estate
  - Opportunity/ Vacant sites
  - City owned property
  - Nearby Housing
  - Concentration of manufacturing related businesses
  - Anchor land uses (i.e. Airport, Marina, College, and Healthcare)
  - Close proximity to major highways
  - Close proximity to Downtown Stuart
  - Close proximity to the Creek District (designated arts and entertainment district)
  - Affordability in leases/ rents?
  - Affordability in land prices?
  - Good amount of supermarkets in the vicinity (food stores)
  - Good mix of commercial, industrial, and residential
  - Housing diversity with new multifamily developments
- Labor Market
  - Talent Access, existing talent pool of skilled labor
  - A college campus
  - REACH center
  - Targeted training: HOB, Chapman school of seamanship
  - Healthcare professionals nearby (i.e. Martin Health System General Hospital and Cleveland Clinic Martin North Hospital)
  - Aviation professionals at nearby Witham Airport
  - Marine/ water/ boat related workers at Port Salerno Marina and businesses at the core of the Innovation Hub
  - Large amount of big box and dealership sales representatives
  - Good amount of Office employees
- Capital Access
  - Island money
  - CRAs - funding and staff
  - Aviation and marine related investors (people w/ private planes and yachts)
  - Rescue ARPA funds (federal stimulus)
  - FPL partnerships
  - Higher education partnerships
- Innovation Ecosystem
  - Cluster of innovators are already present
  - Patent activity
  - FPL Innovation Activities (supporting growth of individuals and businesses)
  - Recent, authentic new similar investments (Hog)
  - Marine tech related businesses
  - Medical institution (research and development component)
  - Educational institution (research and innovation component for new entrepreneurs)
  - Willing partners?
- Third Places
  - Public art focus
  - Arts and Cultural organizations and programs
  - City is positioned as the place, the third place, place for people to hang out.
- Processes
  - Nimble County
  - No need for ombudsman at County
  - City and County priority focus
  - Florida Migration
- Credibility
  - Major corporate and finance activity
  - Hubs of excellence consistent with innovation
  - Deliver on capital public improvements?
- Transportation
  - Rail access
  - Water Access
  - Marine Transport Route
  - WPB / Airport Access
  - Proximity to major state highways (I-95 and Florida's Turnpike)
  - Right along major regional connector (US1/ Federal and Dixie Highways)
  - Witham Field Airport
  - Marty bus line along US1 corridor (public transit)
  - Some good pedestrian and bicycle connections

## Appendix - Weaknesses

- Real Estate
  - Lack of available industrial and manufacturing space
  - Space must be constructed, is not readily available
  - Underutilized sites that are very active
  - Too many construction businesses in good locations
  - Sites with large amount of "fauna and flora" that could be an obstacle from a preservation perspective and/ or removal cost
  - Irregular parcel shapes
  - Water retention ponds
- Infrastructure
  - Lack of connectivity
  - Poor parking practices
  - FEC Corridor is a barrier
  - Car oriented, lack of pedestrian/ bicyclist comfort
  - Overhead light post
  - Swale areas
  - Sidewalk connectivity
  - Bike Network
  - Lack of defined pedestrian corridors w/ street trees
- Aesthetics and Connections
  - Poor aesthetics
  - Not walkable
  - New housing faces inward
  - Walmart
  - Lack of third places
  - Lack of connectivity to IRSC and Hospital
  - Lack of established events in the area
  - Car dealerships take up large amount of storefronts
  - Missing way finding and signage
- Credibility and Brand
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  - Large, strategically located sites
  - Fairgrounds represent a future opportunity
  - Co-working spaces
  - Breweries and public markets as gathering spaces for innovators
- Connectivity and Third Places
  - Large rights of way
  - Need for additional cultural expression
  - Create places that force people together to interact
  - Connect innovation and the arts
  - Future Brightline Access
  - Micro mobility (shuttle system, scooters, bikes, etc.)
  - Feeder localized system dedicated for Innovation Hub connectivity
- Entrepreneur Ecosystem
  - Entrepreneurs with attitude as champions
  - Existing entrepreneurs
  - Give voice and audience to the unknown, unlikely innovators
  - Encourage innovation in foundational industries
  - Networking events on a constant basis
  - Connect with college and healthcare institutions
- Technology
  - Industrial 3D Printing is coming faster and faster
  - New technologies reach more than one Hub
  - Interest from new technologies
  - FPL sustainability efforts
- Identity and Brand
  - Major institution interest
  - Innovative developer interest
  - Out of market interest
  - Connect with west coast environmental sensitivities
  - Leverage Jupiter Island wealth and connections
  - FPL's market moves
- Education and Labor
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