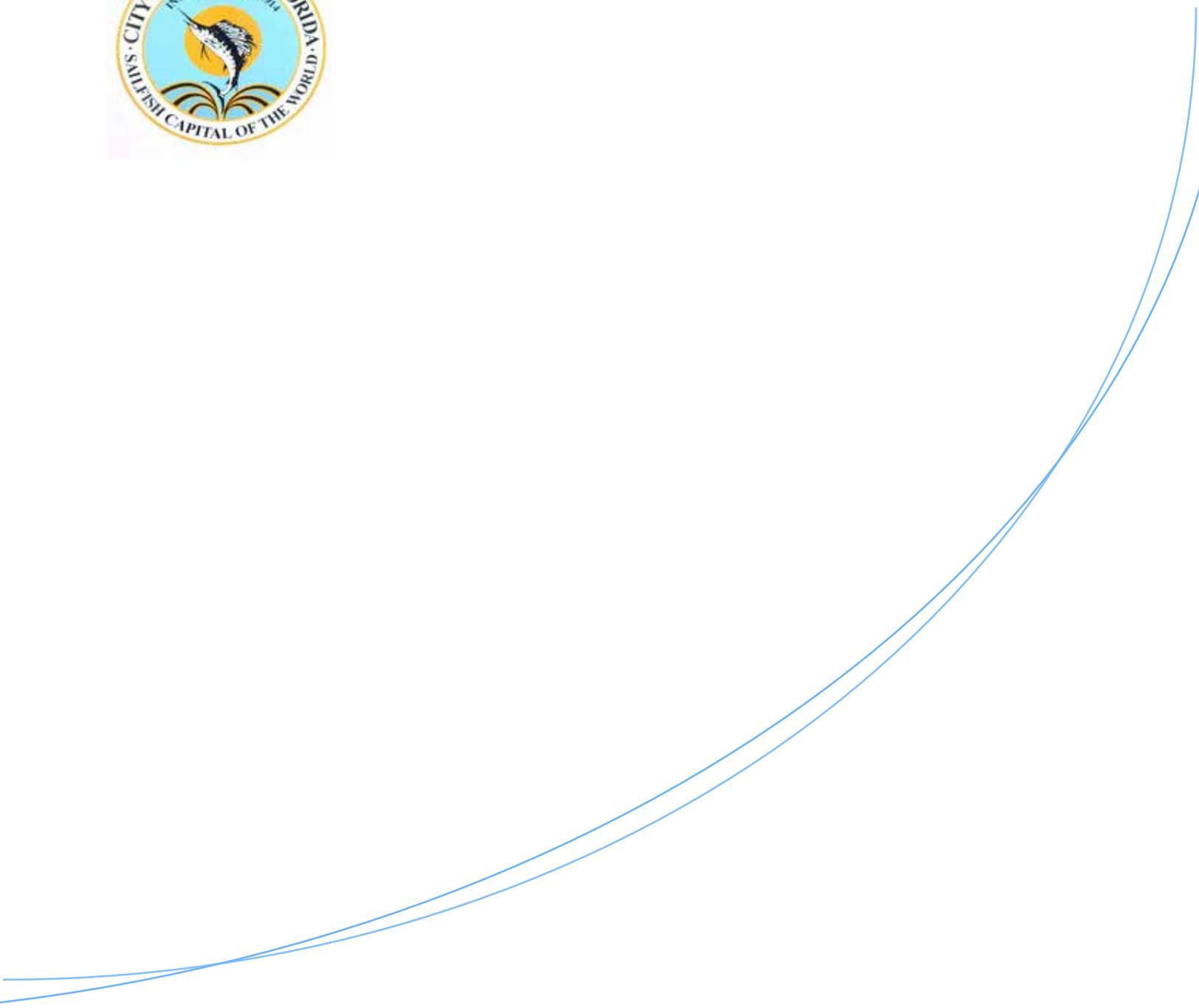


City of Stuart: Business Community Action-Oriented Insights Report



This report was created for City of Stuart by the Apalachee Regional Planning Council to fulfill a deliverable made possible by a grant from Department of Economic Opportunity, Competitive Florida Partnership, 2018. Competitive Florida is built of the programmatic ideal that *communities that take action to build and enhance their local economies while staying true to what makes them unique have a competitive advantage*. To that effect, this report utilizes local inputs, interviews, and case studies to inform action-oriented insights that will help City of Stuart capitalize on its existing strengths of community, place, and economy.

DEO Grant P0283
Competitive Florida: Stuart
Deliverable 5



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Executive Summary

2018 is an exciting time for Economic Development in America. Differing approaches exist to increase the number of jobs, prosperity, and quality of life within communities and regions. Cognizant of this, City of Stuart should utilize a hybrid approach to establish an economic development office that pursues business retention, recruitment, and workforce development while also cultivating the parts of a local entrepreneurship ecosystem.



To that end, Stuart businesses were engaged through survey and focus groups to gain perspectives on such an office. From this outreach and the larger context, key action-items include:

Establish a *Stuart Squared* Economic Development Office, with staff and project budget to coordinate among key stakeholders and implement business attraction, retention, workforce development, and entrepreneur ecosystem projects.

Leverage a new funding mechanism to hire new city position(s) and enable economic development initiatives.

Pursue numerous much-needed project ideas, from small-scale to transformative, with the enthusiasm of two task forces, partnerships, and synergy with a new City Creative Office.

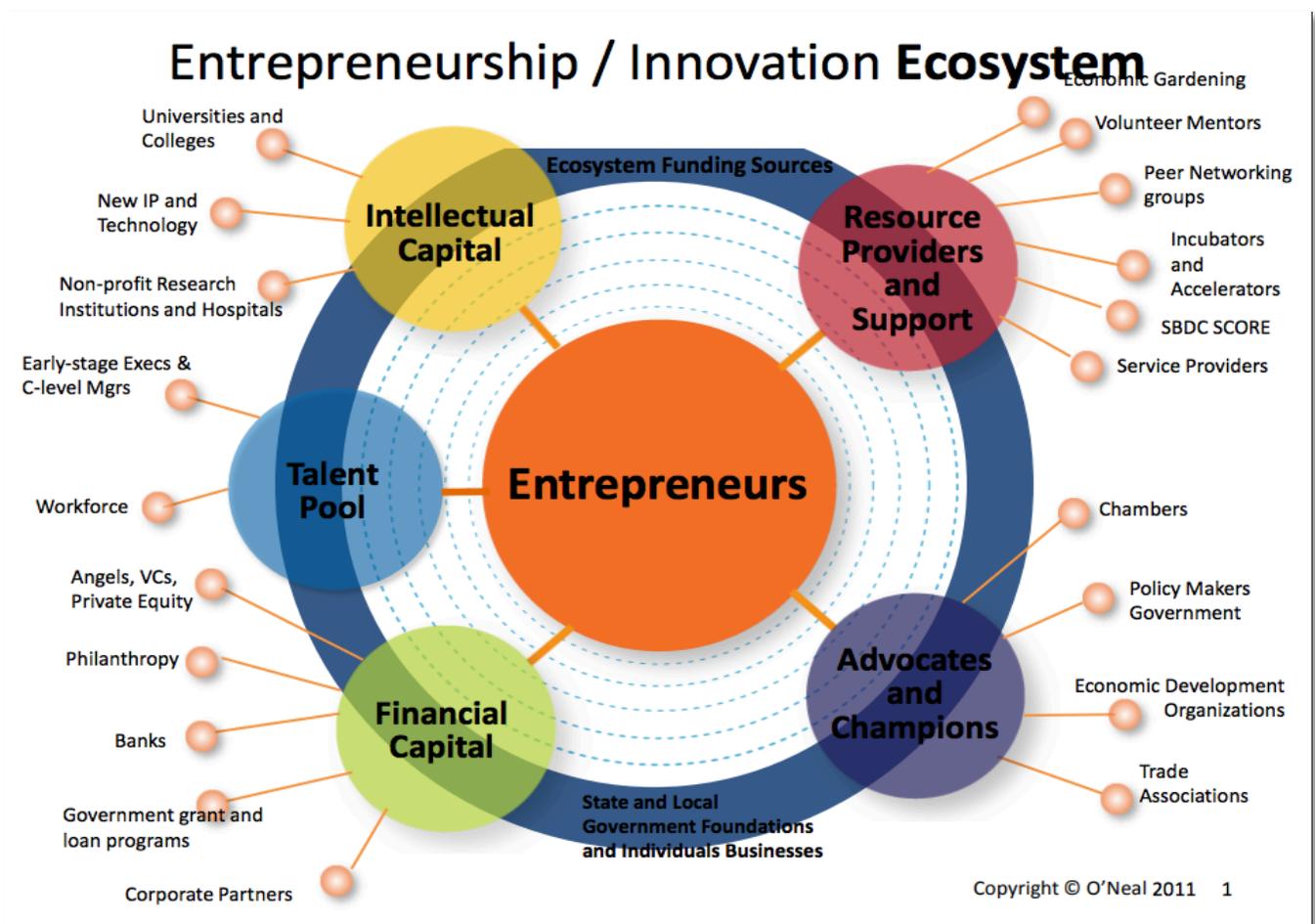
City of Stuart needs to tap directly into the business attraction, expansion, and entrepreneurship opportunities churning in Martin County. By implementing suggestions found in this report, the City will increase high quality jobs and attract economic in-migrants.

Context and Case Studies

Economic development in the 21st century American city is not a “side job” for city staff with other full-time job duties. It is a set of activities that easily occupy full-time staff of 2-6 people, working in concert to bring about progress in the entrepreneur ecosystem and general economy.

Traditional economic development usually concentrates on target industry attraction. It is time consuming, complex, and can deliver huge payoffs when large employers offering high-wage jobs enter an area. However, for many communities, the “innovation economy” age presents a second set of opportunities to grow prosperity from endemic inputs.

Two major contributors to the second approach are Dr. Tom O’Neal at University of Central Florida, and Brad Feld, in his book *Startup Communities*. Dr. O’Neal developed the idea of the “Entrepreneur Ecosystem”, or field of inputs that contributes to regions where patents, commercialization of new technology, and large new valuations and capital investments originate. Participants from finance, public sector, education, and other fields contribute to a network where innovation becomes more and more likely and frequent. A diagram of the ecosystem is presented below:



While this may seem daunting, *a city government office can play an excellent facilitator in this system*, helping as a matchmaker, liaison, convener, champion, and funding source.

Alongside Dr. O’Neal, Brad Feld furthers the concept of the Innovation economy through his explanation of Boulder, Colorado as the preeminent *Startup Community*. In his book, he provides a strong piece of advice: *local government is not the leader in a Startup Community*. How does a Startup Community differ from the Entrepreneurship Ecosystem? Essentially, the Startup Community is the social, peer-to-peer network among entrepreneurs and people who can directly grow their business. In his “Boulder Thesis”, Feld asserts the following:

1. **Entrepreneurs** must lead the startup community.
2. The leaders must have a **Long-Term Commitment**.
3. The startup community must be **Inclusive** of anyone who wants to participate in it.
4. The startup community must have continual **Activities / Events** that engage the entire entrepreneurial stack.

Even as general enablers, city staff need the *time* and *permission* to network and think creatively. The local entrepreneurship ecosystem can be facilitated by city activities, and the Startup Community enhanced and celebrated.

An example of a contemporary, hybrid economic development office and its focus areas is presented in the following table:

Table 1: Hybrid Economic Development Office Core Components

New Business Recruitment	Business Retention and Expansion	Entrepreneurship	Workforce Development
Market Analysis, Context Review, Setting of “Target Industries”	Coordination and liaising with chamber, EDO, and local businesses	Coordination with local and regional university to determine Entrepreneur Ecosystem priority components and aggressively seeking funding.	Alignment of Target Industries and advocacy for PSAV and Degree programs that fit them
Site prospecting (preliminary due diligence)	Ombudsman services for local permitting	Connecting Entrepreneurs to SBDC and existing incubators, accelerators, and co-working spaces	Support activities within the Integrated Service Delivery WIOA workforce development system; close coordination with CareerSource

Marketing and RFP response	Capital Access facilitation (direct or indirect)	Developing new incubators, accelerators, and co-working opportunities in line with Target Industry growth	Lobbying and funds-seeking for workforce development
Incentives Policy Creation	Real Estate coordination (for available local sites to expand)	Hosting MeetUp events such as startup dating for entrepreneurs	
Strategic Infrastructure Development (grants and local capital improvements)	Strategic Infrastructure Development	Strategic Infrastructure Development (e.g. penny sales tax-funded free broadband internet at a specific location)	
		Solicitation and coordination with Angel Investors and Venture Capital Groups to connect them to new opportunities	
		Coordination and financial assistance to key players in the Startup scene. (See Brad Feld, startup communities)	

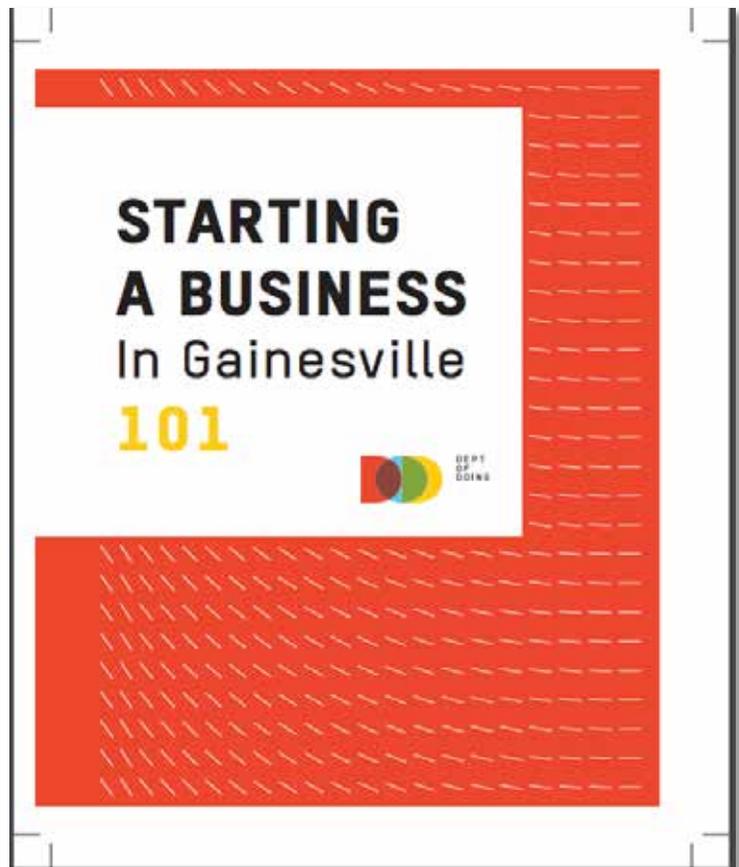
The following sections will present two vignettes of evolved Economic Development Programs in Florida.

Gainesville Department of Doing

City of Gainesville used a “design thinking”¹ approach to re-work its Planning and Building divisions and lend them a citizen-centric, rather than regulate-by-the-numbers, operating system. Through this effort, the city created new tools to help developers and entrepreneurs understand and navigate local government, and ultimately allow more creative outcomes in the city’s built environment and economy.

Two examples of new initiatives are the “GNV Next” episode series and “Grow It Yourself Kit”. GNV Next episodes are addressed to the general public and describe activities that are going on at the office. Serving both as relatable-government PR and invitations for individuals and firms to engage, videos like these could assist any city department. By *clicking the image*, readers can visit the YouTube video channel.

The “Grow It Yourself Kit” is a guide containing a series of simple questions and a communication channel to the Department of Doing, which will assist entrepreneurs to obtain permitting and other information they need to locate and start a business. This guide provides tremendous relatability and good PR for the city and can engage young professional entrepreneurs. *Clicking the image* at right will take readers to the guide.

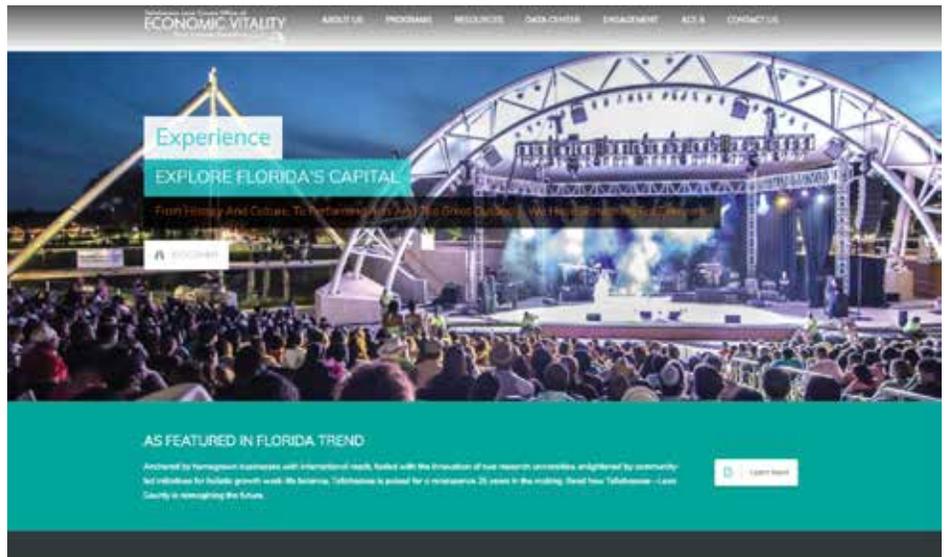


¹ Design Thinking is a means of solution-focused, visual problem solving with a creative bent. Stanford University offers a website with lots of useful information on how to employ design thinking: <https://dschool.stanford.edu/resources-collections/a-virtual-crash-course-in-design-thinking>

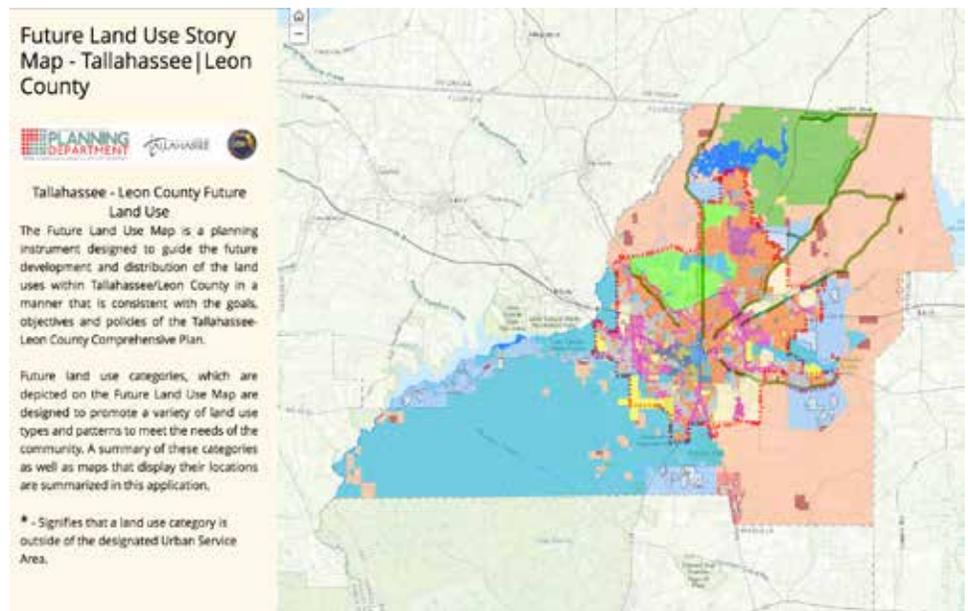
Tallahassee Office of Economic Vitality (OEV)

Tallahassee OEV also pursues economic development from a citizen-centric, entrepreneurship-emphasizing angle. Collaborating closely with the commerce park *Innovation Hub*, which houses the Florida High Magnetic Field Lab, FAMU-FSU College of Engineering, Center for Ocean-Atmospheric Prediction Studies (COAPS), and High-Performance Materials Institute (HPMI), as well as local incubator *DOMI Station*, staff concentrate on the regulatory needs of companies looking to commercialize software, environmental, and engineering technologies. One result of this has been the “Research and Innovation” Future Land Use (FLU) addition to the Comprehensive Plan. This category emphasizes ease-of-permitting for the mentioned target industries, drawing from the idea that spatial aggregation (complementary industries locating near one another) will be crucial to reinforcing this economic driver in the city.

OEV blends business recruitment with entrepreneurship ecosystem approaches and as such, touches nearly every aspect of improving Tallahassee quality of life. Readers may [click the image](#) at right to visit OEV's website.



Although the Research and Innovation FLU Category has yet to be added to the online map, this tool represents another asset for businesses searching for viable land and buildings. Through the TLC-GIS website, existing and prospective businesses can explore regulatory, environmental, public safety, recreational and other aspects of parcels throughout the county. Readers may [click the image](#) at right to visit the website.



Martin County Business Development Board

The Martin Business Development Board (BDB) acts as the main recruitment arm for businesses that will directly impact Stuart. They also provide existing business and entrepreneurship services. A City of Stuart economic development office is strongly encouraged to work closely with the BDB to build off of target industry attraction and coordinate entrepreneurship development efforts.

Martin BDB Target Industries include:

- Ø Agriculture
- Ø Aviation/Aerospace
- Ø Educational Services
- Ø Green/Clean Tech
- Ø Headquarters
- Ø Life Sciences
- Ø Marine
- Ø Professional Services

BUSINESS DEVELOPMENT BOARD OF
Martin County
Florida

AVAILABLE SITES & BUILDINGS
Click here to get started!

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Map & Directions

Home About Us MC Future Forecast Press Room Why MC? Target Sectors Incentives Contact Us Events

SITE SELECTORS

SUCCESS STORIES

EXISTING BUSINESS SUPPORT

World class craftsmanship, leading marine technology companies and waterways providing access to both the Atlantic and the Gulf give marine companies a competitive advantage.

It will be useful for City of Stuart Economic Development to determine which sectors Martin County is having the greatest success attracting new businesses from. Readers may also reference the Workforce Development, Action-Oriented Insights Report for more data and commentary about potential City of Stuart target industries.

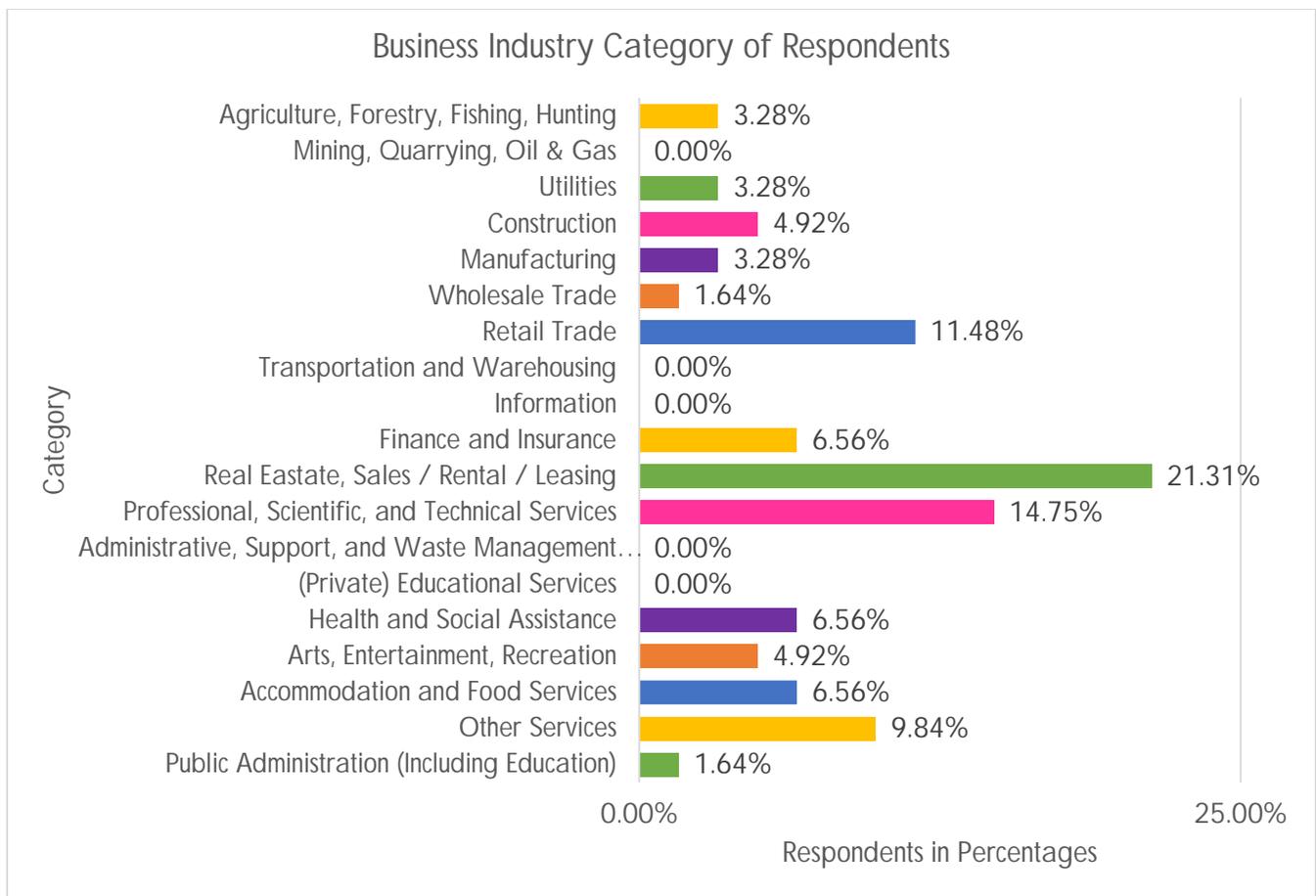
Findings

Two mechanisms – a survey and focus group meetings – were designed to crowdsource local input about what a City of Stuart economic development program should look like. Information from each is provided below.

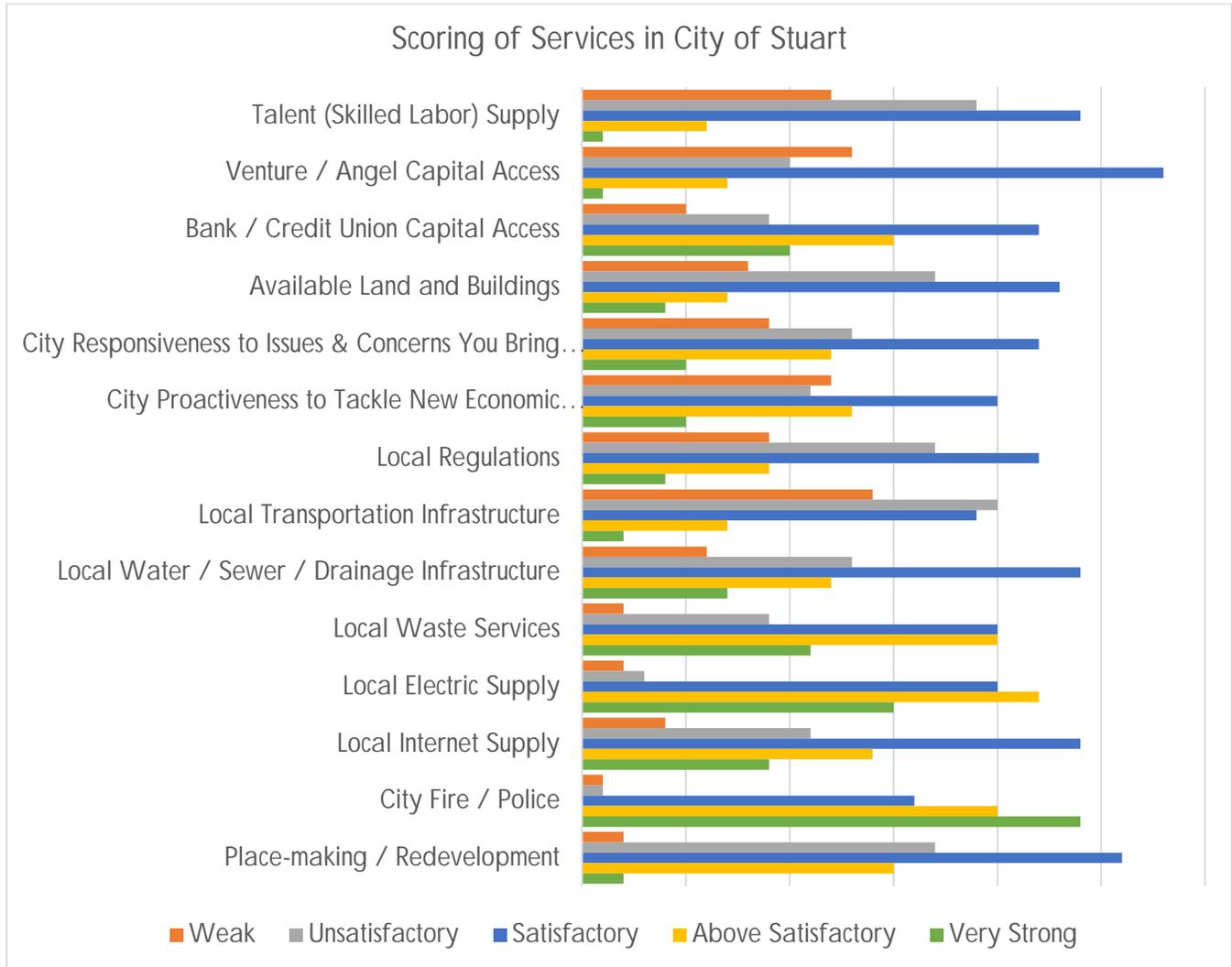
Survey

An online survey designed to solicit input about economic development priorities held by the Stuart business community was published during the period April 23 to May 13. Over 60 respondents provided answers during that time.

The most common respondent was Small to Medium-Sized businesses (over 70% of total), and the least common were Entrepreneurs (~12%). Of the 23 industry options for respondents to self-classify (from NAICS), Real Estate Sales / Rental / Leasing was the most common (>20%), followed by Professional/Scientific/Technical and Retail Sales. No respondents classified themselves as operating in Mining, Transportation, Information, Administrative Support/Waste Services, and Private Education.



Of 14 city economic development-related services, only Talent and Local Transportation Infrastructure ranked majority below satisfactory. Those with the highest number of above satisfactory rankings were City Fire/Police, Local Electric, and Local Waste Services. Traditional Capital Access, Local Water/Sewer/Drainage Infrastructure, and Local Internet Supply received 30% or higher above satisfactory rankings.



Expansion of the waterfront, emulation of city public works and safety services, and continued responsiveness were highlighted as strengths to build on. Talent, septic-to-sewer, and code enforcement were mentioned as areas that could see continued improvement.

For a new Economic Development Office, the most favored programs were New Business Recruitment, Infrastructure Investment, and Regulation Improvement. More detailed responses describing a new Economic Development Office included collaboration, new partnerships, training, permitting processes, and waterfront changes. See Appendix: Survey Data for full responses.

Economic Development Programs of Greatest Importance to Respondents



Focus Groups

Two focus group meetings – one directed at entrepreneurs and small businesses, and the other at larger employers – were held on May 1st, 2018. Both focus groups centered on generating creative inputs for an economic development program.



The sessions attracted both newcomers and established businesses. This lent a detailed, yet aspirational character to the input provided. While large employers actively participate on groups such as the BDB

and Martin Economic Council, newer businesses are eager to contribute to an economic program in City of Stuart. A selection of themes follows:

- I. **Don't take No for an Answer** – Small Business feedback centered on the political inflexibility that can co-opt town economic development. A flexible economic development group is needed who will listen, respond, and broker relationships and ideas between the city council and business owners.
- II. **City of Stuart is “Downtown Martin County”** – The higher density, physically attractive components of Stuart need to be expanded as far north, south, and west as possible.
 - a. **Consider form-based code to expand ‘complementary’ development into North and South Stuart** – Opportunities (land, buildings) exist in greater supply at the periphery of Stuart. Those areas need to be integrated into an economic development team’s understanding of “available product” for the whole deck: entrepreneur to large employer.
 - b. **Transportation alternatives such as Tri-Rail need to be explored** - Customs workers to serve the new office (aviation/maritime) are settling in hotels in southern counties. The city/county need to advocate for a commuter rail line.
 - c. **Coordination** with the State and FDOT district to do complete street improvements along US 1 and A1A.
- III. **Organize a Familiarization Tour**– Send city of Stuart employees and Martin BDB, entrepreneurs, and commissioners on a “Fam Tour” of Orlando, Gainesville, or other Florida city leading in the economic development field to visit an assortment of co-working, incubator, accelerator, R&D, and related facilities.
- IV. **Marketing, Attraction, and Workforce** – Push City of Stuart priority industry attraction targets out on social media and other areas via a strategic marketing campaign; cultivate relationships between the city and site-selectors; coordinate with CareerSource and IRSC to have On-the-Job-Training (OJT) and other on-boarding available.
- V. **Creative Incentives** - Develop cash, space, mentoring, and other incentives for target entrepreneurship industries. Ex: work with Energy Tool Base to define what exactly they’d want as an “incentive”. The “Ohio” approach offers free land and buildings; these are out-competing Florida cities. The city should work to outperform these.
- VI. **Work with other entities in Martin County to expand workforce development opportunities** – assess opportunities to integrate apprenticeships and certifications at 6-12th grade education levels, and further align training opportunities at IRSC.
 - a. **Trades** – a city Business Retention and Expansion employee should coordinate with construction firms and local manufacturers to ensure that IRSC and CareerSource trainings are aligned.

Build Lean, Learn Fast, Re-iterate

The following section consists of an Action-Oriented Strategies Matrix which provides initiatives that City of Stuart can attempt to implement, monitor, and re-orient if need be.

Strategy	Implementation Components	DIY Monitoring
<p>Create an Economic Development Office at the City, through a new funding stream</p> <p>Ex Name: Stuart² / S² (S-squared)</p>	<p>Solidify the City's commitment to economic development by creating a specific office that will pursue hybrid business recruitment-entrepreneur ecosystem functions. Allocate funding for at least 2 positions to facilitate economic development (described in below strategies).</p> <p>Work with City attorney to explore feasibility of a funding mechanism (e.g. local penny sales-tax) to supply new \$\$ the City Creative Office and Economic Development Office, and their associated projects.</p>	<p>Pass/Fail: Has the City created an Economic Development Office within 6 months of insights plan?</p>
<p>Business Recruitment and Workforce Lead</p>	<p>This position will coordinate with Martin BDB, Martin Economic Council, and Martin School District to become the go-to liaison for City of Stuart. The candidate will work with local real estate and City GIS to identify sites and buildings that suit target industries. The candidate will develop incentives for relocating businesses and coordinate training opportunities related to new business prospects. The candidate will serve as the key point of contact and marketing agent for City of Stuart in the traditional Economic Development world.</p>	<p>Pass/Fail: Is this position included in the new economic development bureau for the city?</p>
<p>Entrepreneur Ecosystem and BRE Lead</p>	<p>This position will coordinate with existing businesses in Martin County, Entrepreneurs, and IRSC to enhance components of the Entrepreneurship Ecosystem and drive local business expansion. The candidate will create an asset inventory of the ecosystem and identify feasible new adds. They will pursue grants and funding to install</p>	<p>Pass/Fail: Is this position included in the new economic development bureau for the city?</p>

new pieces of the system, in conjunction with community partners. They will also hold regular meetings with existing businesses within a good industry cross-section and manage actionable data in a database. They may use CHMURA software or develop their own database to support expansion efforts to the City Council or grant funding.

Launch a BREcosystem Task Force

Stuart Economic Development Office will create a working group/task force that spearheads an efficient, creative way of maintaining contact with area businesses, IRSC, and entrepreneurs. The group's goal will be to develop the entrepreneur ecosystem, and expand local business offerings, in Stuart.

Pass/Fail: within 3 months of creating Ec Dev Office, is a BREcosystem task force created?

Launch a B² Attraction Task Force

Stuart Economic Development Office will create a working group/task force that spearheads an efficient/creative/non-redundant means of coordinating with Martin BDB, Martin Economic Council, CareerSource Research Coast, local commercial real estate, Enterprise Florida, and other stakeholders in the business attraction and workforce alignment scene. The group's goal will be attraction of major basic sector employers that fit within Stuart's existing footprint.

Pass/Fail: within 3 months of creating Ec Dev Office, is a B-Squared attraction task force created?

Overlap with City Creative Office

The City Economic Development Office staff will be serving a similar end as the City Creative office, from a different task perspective. Coordination between the City Creative officer and BRE lead will be important to ensure continuity of projects and help concert larger, grant funded efforts.

Pass/Fail: Within 3 months of establishing Ec Dev office, have BRE and Creative Office collaborated? How?

Develop an RFP with City Creative Office to re-envision 121 SW Flagler and add a centerpiece to Stuart waterfront activity.

Solicit proposals from local architecture, arts, planning, and construction teams for a new, higher-density, public-private redevelopment at the City Hall building site. Consider sourcing votes and inputs through a hybrid Selection Committee-Informal Citizen vote method. This will generate buzz and catalyze energy for pursuing public-private funding to undertake such a project.

Pass/Fail: Within 3 months of establishing Ec Dev Office, is a draft "121 SW Flagler RFP" created in conjunction with City Creative Office?

Familiarization Tour: Ec Dev taste-makers in FL

Within Economic Development office, develop an itinerary to bring City Creative Office, City Officials, Main Street, CRA, and associated stakeholders on a "Fam Tour" of Gainesville Department of Doing, Orlando Economic Development Office, and a third organization defined by Ec Dev office input. Consider independent day trips to maintain bootstrap budget.

Pass/Fail: Within 3 months of establishing City Ec Dev Office, is a Fam Tour itinerary in development with buy-in from stakeholders and communication to other cities established.

Work with City Creative office to create a "Social Offerings" incentives package

Develop an incentives package offering waivers of zoning and permitting fees, public works staff and resource commitments, sound ordinance waivers/physical noise barrier installations, and other brainstormed incentives to businesses that will install high-quality social spaces that integrate arts/music/culture and nightlife.

Pass/Fail: Within 6 months of establishing City Ec Dev Office, is a collaboration with City Creative for Social Incentives underway?

Examples include: rooftop bar, gallery, and performance spaces, waterfront pop-up spaces and tactical urbanism enhancements,

Create a B² general incentives package for target industries

With the B-Squared attraction task force, Economic Development Office will create an incentives package that reviews state and county targets and incentives for selections that match Stuart's built footprint, economy, and growth potential. The Office will then work with planning, public works, city finance, attorney, and CareerSource to develop new creative incentives that waive fees, allocate CRA dollars, match Opportunity Zone tax breaks with new cash, install smart infrastructure, provide perks for employees, create procurement contracts with incoming businesses, match certain investments with cash or in-kind, and so forth.

Pass/Fail: within 6 months of Ec Dev Office creation, is an incentives package either finalized or >50% finished?

Delineate City Thematic Districts and invest money in creating sense-of-place indicators throughout each

Proposed Districts:
Health, Self & Wellbeing
Fun, Local and Sustainable
Marine Life
Aviation Hub

City Economic Development Office, with GIS staff and City Creative Office, will create district overlays and missions for each district, adopting them into the Comprehensive Plan Economic Development and Future Land Use Elements. These overlays will feature the following:

- Target Industry incentives alignment with B-squared package
- Capital Improvements that may be funded through the penny sales tax (or related funding mechanism). Examples include banners, public art and branding, archways, lighting, street-scaping, form-based guidelines for buildings, and centerpiece features at the termination of viewsheds.

Pass/Fail: within 9 months of Ec Dev Office creation, is a district-plan in action?

Amp up local business-infrastructure project awareness.

Draw public works, water-sewer, and planning capital improvements plan groups into discussion with established businesses to raise consciousness about infrastructure upgrades.

Consider hosting a regular webinar to transmit "goings-on" that is widely publicized within the business community.

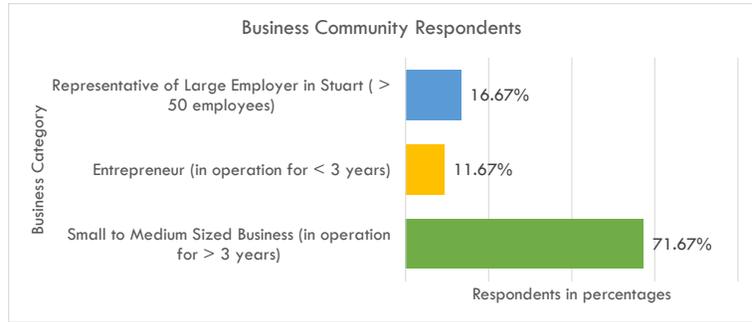
Pass/Fail: within 3 months of Ec Dev Office creation, has an infrastructure webinar been held?

Appendix: Survey Data

This appendix combines and organizes feedback about Economic Development impressions and priorities held by the Stuart Business Community. Spreadsheets and other tools are used to communicate the information that entered into this report.

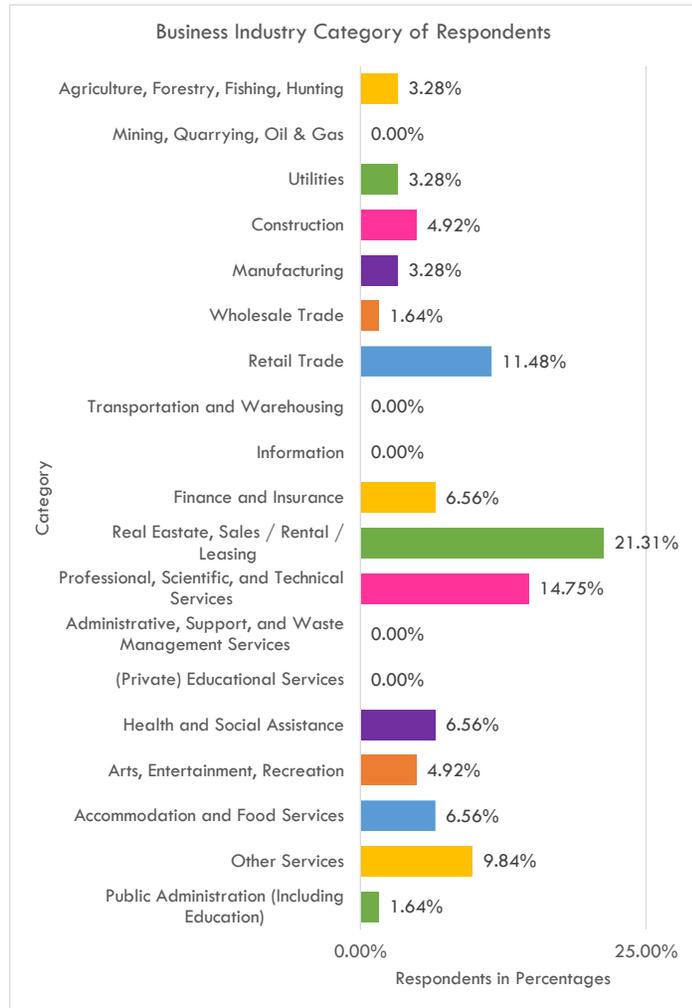
Business Community respondents

Category	Responses	
Representative of Large Employer in Stuart (> 50 employees)	10	16.67%
Entrepreneur (in operation for < 3 years)	7	11.67%
Small to Medium Sized Business (in operation for > 3 years)	43	71.67%
Total	60	100.00%
No Response	2	



Business Industry Category of Respondents

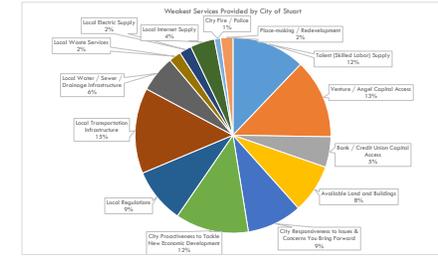
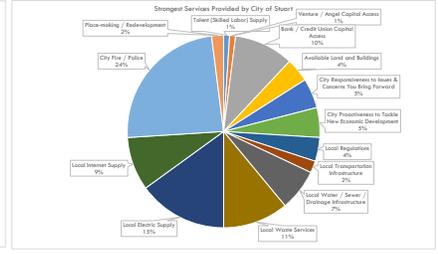
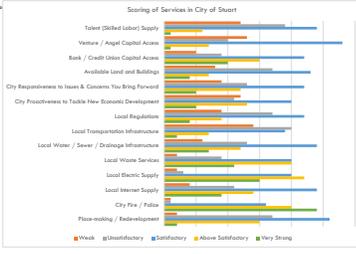
Category	Responses	
Agriculture, Forestry, Fishing, Hunting	2	3.28%
Mining, Quarrying, Oil & Gas	0	0.00%
Utilities	2	3.28%
Construction	3	4.92%
Manufacturing	2	3.28%
Wholesale Trade	1	1.64%
Retail Trade	7	11.48%
Transportation and Warehousing	0	0.00%
Information	0	0.00%
Finance and Insurance	4	6.56%
Real Estate, Sales / Rental / Leasing	13	21.31%
Professional, Scientific, and Technical Services	9	14.75%
Administrative, Support, and Waste Management Services	0	0.00%
(Private) Educational Services	0	0.00%
Health and Social Assistance	4	6.56%
Arts, Entertainment, Recreation	3	4.92%
Accommodation and Food Services	4	6.56%
Other Services	6	9.84%
Public Administration (Including Education)	1	1.64%
Total	61	100%
No Response	1	



Scoring of Services in City of Stuart

Category	Weak	Unsatisfactory	Satisfactory	Above Satisfactory	Very Strong	% below satisfactory	% above satisfactory
Talent (Skilled Labor) Supply	13	19	24	4	1	50.0%	11.2%
Venture / Angel Capital Access	13	10	28	7	1	39.0%	13.6%
Bank / Credit Union Capital Access	5	9	22	15	10	23.0%	41.0%
Available Land and Buildings	8	17	23	7	4	42.4%	18.6%
City Responsiveness to Issues & Concerns You Bring Forward	9	13	22	12	3	36.1%	27.9%
City Proactiveness to Tackle New Economic Development	12	11	20	13	3	37.7%	29.8%
Local Regulations	9	17	22	9	4	42.6%	21.2%
Local Transportation Infrastructure	14	20	19	7	2	54.8%	14.2%
Local Water / Sewer / Drainage Infrastructure	6	13	24	12	7	30.6%	30.6%
Local Waste Services	2	9	20	20	11	17.7%	50.0%
Local Electric Supply	2	3	20	22	15	8.1%	59.7%
Local Internet Supply	4	11	24	14	9	24.2%	37.1%
City Fire / Police	1	1	16	20	24	3.2%	71.0%
Place-making / Redevelopment	2	17	26	13	2	30.6%	27.4%

No. Responses	Comments
1	Police
2	Local transportation infrastructure
3	Art - City needs a significant effort on cultural district
4	Get into water, schools, and infrastructure. Martin and Stuart are so special that they are like a big bag in amber. Please to do better and do.
5	Working down town needs to be addressed before more development



Highlight a Key Strength of the Services of the City of Stuart

No Response

13

Detailed Responses	
1	Talent. Work with school system to train students
2	The City's strength is its ability to work with the business community / much more friendly atmosphere than dealing with the County.
3	Capitalize on the waterfront for entertainment venues. Promote construction inside city limits because easier than in the County
4	Unified stance with the others in County. It's larger than a city issues. Success can be achieved with a unified County approach to issues.
5	Police Department
6	Attracting venture capital or other professional firms with employment opportunities.
7	Look into waste to power plant.
8	Promote fiber optic internet connection throughout the city
9	Better join planning with other municipalities, and county
10	City seems to be quick in responding to needs of business as best as they can address. Is there a board of marine business's that could facilitate some of the needs and be a liaison between the marine business's and the city?
11	The work done to give Downtown proper a unique sense of place is truly fabulous. Colorado Ave is on its way to having a similarly complete identity. How about MLK Blvd next?
12	Land availability.
13	Stuart/Martin County is a great place for small businesses
14	The downtown is the most valuable asset the City has! Redevelopment of the City Hall peninsula should be a top priority.
15	Needs work in many areas
16	I would like to see stuart offer areas of interest to ages under 55. We are becoming a retirement hub
17	Most important to create more parking for Customers. Eliminate 3 hour parking for Customers
18	holiday/Christmas lights over downtown (an overhead of lights crossing from side to side down Osceola and surrounding area
19	Redevelopment... continue to pursue planned osceola construction. Desperately need large scale additional parking
20	Stuart will not attract new talent by building more fast food drive thrus, car lots or strip malls. I saw an article recently touting all the restaurants being built here, all of them franchised.
21	Designating East Ocean as an Official Arts & Cultural District and making Colorado & East Ocean more inclusive of the Downtown Stuart.
22	Keep improving on streets and public parks, make sure people keep access to water and sports related areas.
23	How about Good Government. The commission has especially been lacking in growth.
24	Having more employment opportunities outside of service industry.
25	city is pro business and believes in competition
26	Move city hall to improve downtown vistas

27	The City's waterfront downtown is a major strength to attracting visitors. Enhancing through improvements and cleanliness is vital.
28	Different Internet suppliers.
29	Waterfront expansion
30	City responsiveness to things that matter to me.
31	As strong as I think the city is in being proactive in new economic development, that should always be a priority going forward, especially with waterfront city owned properties.
32	Utilities & efficiency/price of.
33	redevelopment planning and programming for neighborhoods. New real estate stock.
34	Job creating infrastructure, e.g. incentives to build businesses w/l city limits
35	Efficiency of City staff to permit and develop projects. Less regulatory burdens than surrounding municipalities.
36	Waste management does a great job but recycling should be mandatory. Where I live they don't offer it I bring it to friends communities.
37	1. REAL affordable housing 2. Opportunity's to improve incomes/jobs 3. Do a better job of Maintaining public landscape 4. vision
38	Place-making such as the redevelopment of Downtown should be extended east along East Ocean Blvd. to the School Board Building
39	Support and participation with local businesses
40	Developing the downtown to have multi or apartment living for young adults. This concept would need the county to bring jobs to our community.
41	City Fire/Police
42	More small offices to purchase/rent
43	Waterfront connection and opportunity for arts and entertainment district and growth as our history has already demonstrated works.
44	Keeping urban services boundary strong.
45	Skilled labor. I would love to see partnerships between the county and city government and school district in creating a highly skilled graduating class. More vocational training at the high school level.
46	move city hall off valuable waterfront and pursue campus with enough land for most departments.
47	continue to run the way police and city fire do their job.
48	Available Land and Buildings
49	Regulations

Highlight a Major Weakness of the Services of the City of Stuart

No Response

13

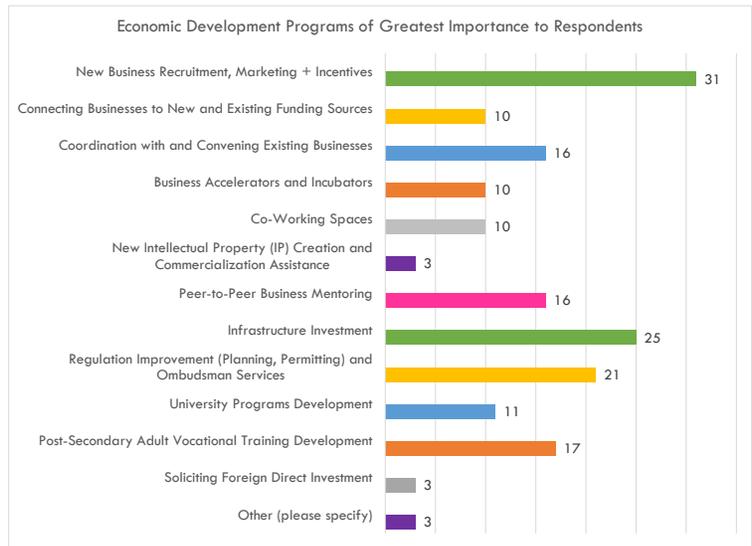
Detailed Responses	
1	Talent. Create internship program
2	I'm not sure if this has been addressed because I moved my business out of the City limits, but a City business license used to have a base fee, and then add \$100 per licensed employee. Whereas the County business license is a flat fee.
3	Put more political pressure on the County to combat the non business friendliness of Martin County
4	Engagement of the county as a whole to stack rank issues and work out solutions that impact entire county.
5	Not sure there is one.
6	The school system needs to not be a college prep program and recognize that a significant number of young people will work with skilled trades, and remove the stigma of vocational education.
7	Reclaimed water plant not cost effective. County must honor promises to buy water.
8	Abundance of septic systems threatens the environment that draws tourists and seniors.
9	Promote fiber optic internet service throughout the city
10	Same answer is number four
11	As for transportation, road money is needed. Not my expertise, but I would have grant writers going after any state and federal infrastructure funds. This is a tough one for sure.
12	We had to jump through so many hoops to open our business with the city, and as first time business owners, we had no one to turn to for guidance. It would have been lovely to have a dedicated liaison in the City who we knew was on our side, and who could have helped us navigate the obstacle course of red tape that is starting a business. This might be too pie in the sky, but wouldn't it be great if small independent businesses were given access to grant money/mentorship from the City in addition?
13	Employees are hard to come by in this area. Attracting larger businesses to the area would bring better talent.
14	Perhaps too much development. Would prefer to limit growth of large developments.
15	Lack of ability to move ANY projects of significance forward and lack of vision from SCC for the City
16	City needs to redefine downtown development process starting with canceling the apartment complex and moving city hall so we can use that space to improve the downtown experience and generate tax revenue.
17	Offer more places for people as meeting places . Offer music venues for evening hours
18	Parking. Give employees stickers for their cars To eliminate them from parking in customer places, also eliminate 3 hr parking
19	make downtown main street pedestrian only and add additional parking in surrounding areas
20	Local ordinances and code enforcement. Like the local Gestapo. Not at all sensitive or friendly to local business
21	City Concerns and Issues
22	Same

23	There is a disconnect between businesses of unification of the district considered Downtown Stuart. There is a thumb on business regarding parking issues, signage, promotions for business. There should be more communication, joint promotions and unification. We also desperately need a designated recognized & City Supported Arts & Cultural District for our Community. The School board building would be a great start & just designating East Ocean as an Arts & Cultural District with signage, promotions , advertising, beautification, improvement, new related business incentives, gallery business incentives for the arts
24	available parking , a tough one to fix
25	Stop thinking that things should not change and everything should remain just like it is or was.
26	speed up the regulation process.
27	parking-old regulations
28	Better waste mgmt and cleaning services, improved internet
29	The free markets have to fix capital access issues, not government. Capital cost and access is real, but its a free market issue.
30	employment base, do more to attract large companies, incentives, TIF etc.
31	Bank Access.
32	Less regulations are always better for business.
33	None
34	Regulations are outdated and not conducive to feasible real estate redevelopment and investment in the market.
35	Workforce housing. Limited inventory of affordable housing. Partner with groups to determine opportunities to provide land and development strategies.
36	no skilled labor. The city should start more classes in the schools. Have successful people come speak to the children.
37	Economic Growth--Develop infrastructure to attract younger professionals to live and work in Martin County.
38	1.Housing: work with agencies to bring in affordable housing.ex. Federal aid 2. Work with school system to address the inequity in available jobs w/btr pay. Ex. Focus on an entrepreneurship program or a trade school. There appears to be a disconnect in the COMMUNITY when it comes to getting great education which leads to the inequities.
39	Create and implement an economic development plan that incorporates new place-making attractive to a younger, tech savvy, workforce with resources that will enable the development of more highly skilled labor with tech skills and enable more entrepreneurship opportunities.
40	Non support and participation with local businesses
41	skilled labor is badly needed. Helping schools to identify students that can go on to get a trade or skilled job. Maybe working with local tradesman to create work study programs.
42	Drainage - less stormwater runoff, more pre-treatment before dumping in river. Clean river key to Stuart's success
43	the city following through on regulations, such as signage. was told couldn't have lite sign for my biz, but other buildings use with zero repercussions.
44	Current city leadership seems unconnected from the the community and it's priorities. We need to build on our strengths and enhance our successes to capitalize on opportunities to grow our community.
45	Lack of affordable housing.

46	public transportation is not good. There need to be more "express" options from west of 95 to the industrial areas, downtown Stuart, downtown Hobe Sound, and Jensen. AND, these options should not have commuters traveling for more than 30 minutes to reach a city or industrial center.
47	parking vs. beautification
48	It would be ideal to expand transportation to areas outside of US 1, it appears nearby cities such as Palm City do not have public transportation and Uber is expensive for those without a personal car
49	Talent , more job fairs, more subsidizing on the job training, more sffordable housing (not projects)

Economic Development Programs of Greatest Importance to Respondents

Category	Responses	
New Business Recruitment, Marketing + Incentives	31	52.54%
Connecting Businesses to New and Existing Funding Sources	10	16.95%
Coordination with and Convening Existing Businesses	16	27.12%
Business Accelerators and Incubators	10	16.95%
Co-Working Spaces	10	16.95%
New Intellectual Property (IP) Creation and Commercialization Assistance	3	5.08%
Peer-to-Peer Business Mentoring	16	27.12%
Infrastructure Investment	25	42.37%
Regulation Improvement (Planning, Permitting) and Ombudsman Services	21	35.59%
University Programs Development	11	18.64%
Post-Secondary Adult Vocational Training Development	17	28.81%
Soliciting Foreign Direct Investment	3	5.08%
Other (please specify)	3	5.08%
Total	176	
No Response	3	



Other Specifications:
get the hell out of the way. You are stopping things from happening.
Community wide planning for housing, work and social.
secondary vocational training

Steps Respondents Would Take if They Were to Lead and Economic
Development Program for City of Stuart

No Response

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Detailed Responses	
1	Get City out of competition with local business. Like Marina or owning restaurant property then being landlord.
2	Create additional training centers outside of the colleges for the trades and factory worker
3	Data collection. Assessment of county and city opportunities. Communication and cultivating a uniform set of goals.
4	Hire a City Manager who has a plan and experience similar to the needs of Stuart.
5	Make the city more accessible for cloud based businesses
6	I would forge a joint compact with the county and work together to collaborate with the business development board and the economic Council
7	Reach out to neighboring cities to see what they have done. No need to reinvent the wheel, many times they are forthcoming with information. Look to the Martin county economic board for guidance and direction. May be an opportunity to support a common goal between both. Involve key business's and education centers such as Indian River College and the local public school system.
8	Market the land availability and affordable housing to large employers to attract them to the
9	I would like to see move vocational training opportunities available for young adults. Perhaps seek out vocational training companies to relocate to Stuart and offer incentives.
10	Economic Development can't occur until affordable housing for employees is addressed.
11	Need to repurpose and redevelop city owned property to higher, best use - move constitutional offices, dump the apartment building and get commercial investment for the best land in town.
12	Open forums for brainstorming sessions.
13	More awareness of downtown activities and Shopping for tourists and especially locals
14	an upscale hotel/spa in the downtown area so people can stay downtown
15	First and most importantly address the parking issue above any other redevelopment priority, then take steps to make the city more business friendly including loosening ordinances that tax businesses both financially and operationally.
16	Better communication with businesses and City Government.
17	I have researched the process of creating an Arts & Cultural District similar to our surrounding communities in Vero Beach, Palm Beach, Lake Worth & Delray - it is online - too lengthy to detail out - I would go with this step program outlined and readily available. I would entice new related business with marketing incentives and promotions and support the existing business and art galleries of this nature and reach out to the existing art-related businesses and galleries in our downtown to create a committee
18	I'd like to see development on north side of Roosevelt bridge. Make better use of the property.
19	Create a forward looking plan working with business and government that the community supports then work to elect public officials that support intelligent development and not lawsuits against the county
20	Economic Development means having a good government. Stuart and Martin are in the 1970s. Low taxes, good schools, and adequate housing. Stay out of the way

21	I would advertise the availability of technical training in order to attract new businesses. I would work hard to eliminate unnecessary regulations.
22	Work shop the city staff and residents to see what direction we want to take our city. Then draft a long term plan with short term goals. Have to identify a vision of what Stuart wants to be. Leo Giangrande
23	Create an environment that attracts residential development, office space development, and draws retail customers into the city from surrounding areas.
24	- Utilize bond funding to make infrastructure improvements - Re-develop city hall - Re-develop the downtown ball park.
25	Not applicable..
26	I would sell the City Hall building and relocate those headquarters somewhere cheaper. I'd also take a look at the kinds of businesses we have in downtown that sort of don't fit in there.
27	Maintain friendly permitting process, and keep county out of you business.
28	sponsor/organize a charette to get business input to the city future vision. Find examples from cities that have been successful and thought leaders.
29	More surveys like this and town hall meetings. The three hour parking limit is not a good idea for tourist. I understand not wanting the people who work downtown to park all day but that is not a good resolution. People who work downtown should register their vehicle and park across the tracks. I love the city of Stuart!
30	1. Do a study on the economic disparities in Martin county. 2. Do a strategic plan: education, housing, jobs in it the community 3. We have an " alternative school". Make better use of it by offering "real" opportunities. Ex. Job training, entrepreneur, speaker series, Mentors 4. Create a relationship with businesses that want to mentor and offer job training as well as internship preferably paying internship.
31	1.Develop vocational programs to provide a pipeline of talent of existing trades and manufacturing in the area. 2.Improve planning, regulations and permitting to encourage private sector investment in technology based co-working spaces that will attract a creative class. 3. Build and provide connections to assist in the creation, protection and commercialization of new IP. 4. Work collaboratively with the private sector to ensure housing for a creative class to live and work in Stuart.
32	Meet with the business owners one on one and learn from their first hand experience how they view the City and its helpfulness and road blocks.
33	1. Narrow down (3) the most needed aspect for development. Is it housing, is it jobs, etc. 2. appoint community focus groups to study these 3 aspects. Have them visit other towns of similar size that have done some development programs. Have them rank the ideas and get that narrowed to 3. 3. Take the 3 ideas and have staff work on how those ideas can be implemented in 2, 5, and 10 years. 4. Keep stats on the developments and how they are affecting the growth and needs of the community. 5. Make adjustments annually to the developments from the data in the stats.
34	Cultivate an arts and entertainment district with an active program to bring unique experiences to the shopping district and expand it along East Ocean Boulevard with more restaurants, breweries, and galleries. A hotel in downtown near the current City Hall and more retail leading up to it. Plan for the rest of the Stuart News building.
35	Vocational training and job training to draw well paying jobs to Martin County.

36	<p>Step 1 - work with the school district in ensuring they have the funds necessary to nurture the next generation of workers. It is embarrassing that there are schools with infrastructure issues and teacher shortages and you are talking about helping businesses first. Figure out a way for the schools to get the money they need, and then there will be less of a shortage of skilled labor. It is unfair to expect the school district to provide a skilled workforce without the funding they need.</p>
37	<p>Let's start by stating how a great job Stuart does in this area. I personally believe that an area that can be improved is helping those individuals with limited skills who are having a hard time finding jobs become more skilled without having to spend money to go to school. Also, helping individuals with background issues gain employment without having to pay for their past mistakes. Further, having events where local employers can network and meet one another with the purpose to foster an atmosphere where the leaders in the community know one another and can work together. A worker may not be suited for an employer but it may have just the right skills for the employer down the road. For example, if there is a worker with good work ethic that may not possess the necessary skills, how do we communicate with the other employers to identify where this person may actually be successful. In summary a business networking event that can occur twice a year to allow for new comers to meet locals and network.</p>
38	N/A