



April 15, 2021

Mr. George Stokus, Assistant County Administrator
Martin County Board of County Commissioners
2401 SE Monterey Road
Stuart, FL 34996

RE: 2nd Quarter FY 2021 Report – January 1 – March 31, 2021

Dear George,

Attached please find our **2nd Quarter Report for FY 2021** and an invoice for economic development services rendered as per our contract with the Martin County Board of County Commissioners (BoCC). Key quarterly highlights include:

- Announced **1 economic development project** – the relocation of **Aqua Logix, a water solutions manufacturer to Martin County** from Palm Beach County with a job impact of 15 and the absorption of 5,400 square feet of industrial space.
- Grew the **economic development prospects-leads pipeline to 37** with businesses and developers seeking to invest, start-up, grow, remain, or come to Martin County.
- Answered inquiries and **assisted more than 149 local businesses and residents** through the MC Biz Hotline, BDBMC Outbound Call Strategy and 1:1 Visitation Strategy.
- Conducted a **2021 Business Outlook Survey** in January 2021.
- Adopted our **2021 BDBMC Legislative Priority Agenda** for the 2021 Florida Legislative Session.
- **Advocated for the County's DEO Rebuild Florida** CDBG Mitigation General Infrastructure Program Grant Application through a letter writing campaign.
- Formulated our **new Propel MC Strategy** designed to advance entrepreneurship in Martin County.
- Supported the County's efforts, led by your office, to establish a **new learning center at Witham Field (Building 17)** to help build more capacity for in-area upskilling programs needed to grow business and industry in Martin County.
- **Completed the "Hubs of Excellence" Marketing and Branding Strategy** which provides the framework for a new integrated business marketing campaign titled "MC 360° - A Better Life from Every Angle" intended to tout what makes Martin County a great place to do life, work, and business from the perspective of our key industries including Aviation-Aerospace, Clean Energy, Green Tech, Marine and Life Sciences-Medical-Healthcare.
- Provided our **Annual Briefing** to the Board of County Commissioners on March 23, 2021.

Please let me know of any questions and thank you for your partnership.





Sincerely,

Joan K. Goodrich, Executive Director

cc: Carolyn Schmidt



2Q FY 2021 Economic Development Announcements

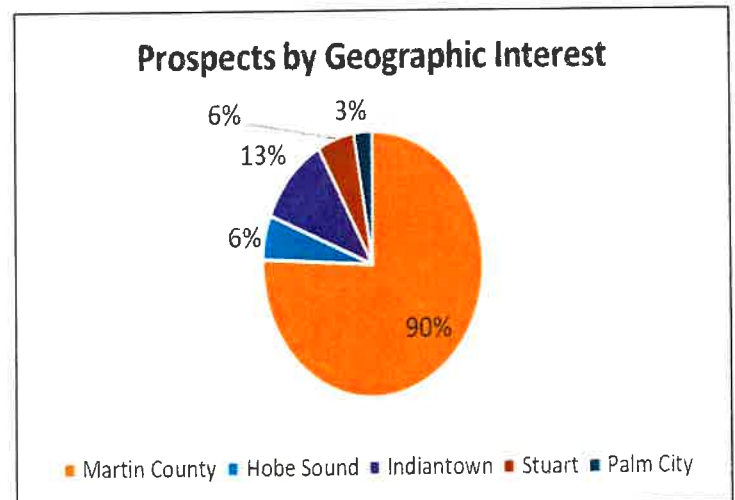
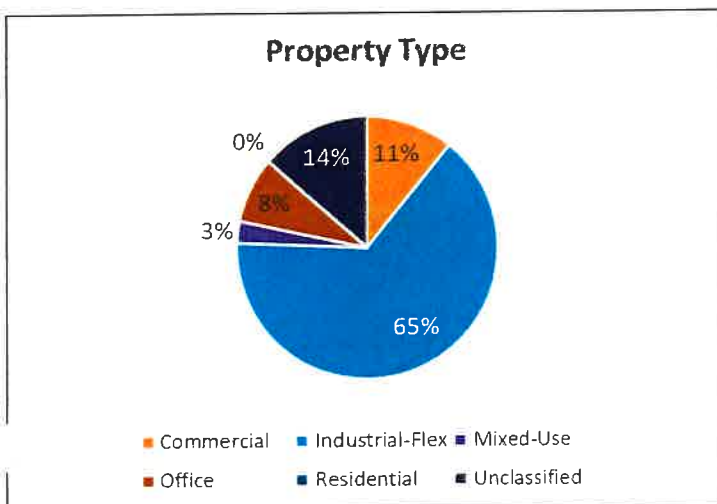
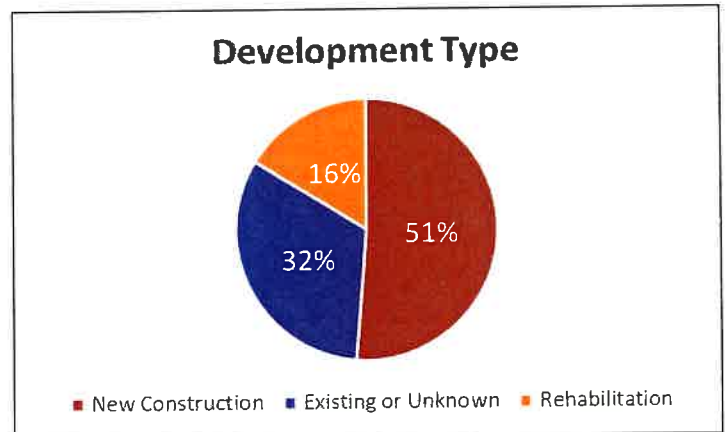
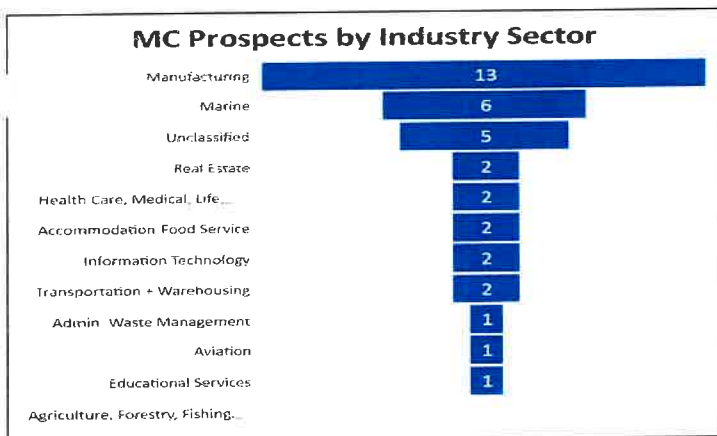
<p>RELOCATION:</p> <p>AQUA LOGIX</p> <p> MARTIN COUNTY</p> <p> 15 NEW JOBS</p> <p> 5,400 SQ FT LEASED</p> <p>BUSINESS DEVELOPMENT BOARD OF MARTIN COUNTY</p>	<p><i>Aqualogix</i></p> <p></p>
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Martin County | Florida Economic Development Partnership

2Q FY 2021 Prospect Log Dashboard

<h1 style="font-size: 48px; margin: 0;">37</h1> <p style="font-size: 24px; margin: 0;">Economic Development Prospects</p> <p style="font-size: 18px; margin: 0;">Annual Target: 10</p>	<h1 style="font-size: 48px; margin: 0;">1,844</h1> <p style="font-size: 24px; margin: 0;">Potential Job Impact</p> <p style="font-size: 18px; margin: 0;">Annual Target: 250</p>	<h1 style="font-size: 48px; margin: 0;">2m</h1> <p style="font-size: 24px; margin: 0;">Potential Square Footage Impact</p> <p style="font-size: 18px; margin: 0;">Annual Target: 65,000 SF</p>	<h1 style="font-size: 48px; margin: 0;">\$129.7m</h1> <p style="font-size: 24px; margin: 0;">Possible Capital Investment Impact</p> <p style="font-size: 18px; margin: 0;">Annual Target: \$3 million</p>
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Martin County | Florida Economic Development Partnership

2Q FY 2021 and Y-T-D Key Activities and Results Dashboard

4

Economic
Development Project
Announcements

Annual Target: 10
Pipeline: 37

73

Jobs Created -
Retained to
Date

Annual Target: 250
Pipeline: 1,844

56,300

Square Footage
Impacted to
Date

Annual Target: 65,000 SF
Pipeline: 2M SF

\$21.8m

Capital
Investment to
Date

Annual Target: \$3 million
Pipeline: \$129.7 million

260

Biz Hotline,
Outbound Calls,
General
Assistance

YTD; 2Q Level of Service = 72

27

1:1 Visitation
Strategy Visits
(BRE)

YTD; 2Q Level of Service = 4
Annual Target: 60

65

Small Talk Shows,
Stories of Triumph,
E-Newsletters, Jobs of
the Week Radio Spots

YTD from October 1, 2020

48

Social Media Posts
with a Reach of
48,938 and an
Engagement of 6,286

YTD from October 1, 2020

59

Referrals Received
From | Made to
Partners

YTD from October 1, 2020



As of March 31, 2021

Martin County | Florida Economic Development Partnership

2Q FY 2021 Business Plan Status

#	Strategy	Timing	Notes	Status
1	Provide on-demand services to leads, prospects and clients.	Continuous	Currently the team is working with 37 prospects and leads with a potential job impact of 1,844, SF impact of 2.0 million and possible capital investment of \$129.7 million.	In Process
2	Celebrate 30 Years of Service and honor past and current leaders.	3Q	To be incorporated into the 2021 MC Business Awards event in November or December 2021.	On Hold
3	Create a brand identity for BDBMC.	3Q		Not Started
4	Produce the annual MC Business Awards and Mid-Year events.	1Q, 3Q	2020 MC Business Awards conducted on 12/11/2020, recognizing 9 companies, organizations and leaders and generating \$21,215 in revenues and costing \$17,775.	Completed
5	Continue to assist local businesses and companies through Survive. Revive. Thrive. COVID-19 Response-Recovery Plan.	Continuous	New recommendations to the County for possible American Rescue Plan funding including a new Micro Loan program, Business Advisory Services, Profit Mastery and Digital Marketing Courses.	In Process
6	Poll and survey MC owners, managers, executives, and entrepreneurs.	Monthly	2021 Business Outlook Survey completed in February 2021.	In Process
7	Evolve business storytelling and create a gallery of business images.	Continuous	New CEO interviews incorporated into monthly BDBMC e-newsletters. In February 2021, Rich Goldman of Construction Journal profiled.	In Process
8	Begin a digital marketing and social media campaign to promote MC as an emerging business destination.	1Q	"Hubs of Excellence" business development campaign and strategy approved on 3/10/2021.	In Process
9	Develop a strategy with the MC Office of Tourism to attract more meetings and business visitors to MC.	2Q or 3Q	Initial discussion with Tourism team beginning and in process. BDBMC will invite EFI to host future Board-Stakeholder meeting in MC.	In Process
10	Create a medical, healthcare and IT business recruitment strategy.	3Q	"Hubs of Excellence" Strategy approved by BDBMC Board on 3/10/2021 and presented to BoCC on 3/23/2021.	In Process
11	Host 2 Industry Roundtables.	2Q, 4Q	Planning for IT Roundtable in the works.	In Process
12	Continue the 1:1 Business Visitation Strategy and visit 60 businesses.	Continuous	4 local businesses received visits in March 2021 for a total of 27 1:1 visits to date.	In Process
13	Fund 2 Business Accelerator Programs (BAP) produced by IRSC and the SBDC.	Continuous	1 BAP Cohort completed. Spring 2021 BAP begins on 4/5/2021. New "Side Hustle to Main Gig" begins on 5/11/2021.	In Process
14	Distribute letters to new Business Tax Receipt holders, distribute Small Business Resource Guides, promote and update MC Biz Hub and produce monthly Small Talks.	Continuous	New Business Resource Guide being updated and will be released in May 2021 during We ♥ Small Biz month.	In Process

Key: Completed In Process On Hold Behind Initial Schedule Not Started



Martin County | Florida Economic Development Partnership

2Q FY 2021 Business Plan Status

#	Strategy	Timing	Notes	Status
15	Recruit new in-area entrepreneurial services and encourage the development of new spaces and places while implementing new entrepreneurship.	Continuous	1 co-working space prospect identified to date and a municipal partner is considering the development of a new entrepreneurial center.	In Process
16	Conduct 2 talent-workforce development roundtables.	2Q, 4Q	Planning and co-producing in-person Job Fair on 4/15/2021 with City of Stuart and CareerSource with 26 local employers.	In Process
17	Produce a Summer (or School Break) Bootcamp designed to expand career exploration programming.	1Q, 2Q or 3Q	BDBMC promoting TCBA Summer Bootcamp and CareerSource Summer of Success with local employers and in lieu of self-producing a Bootcamp in 2021.	In Process
18	Form and work with new BDBMC Talent Advancement Team to expand internships, externships and apprenticeships in Martin County while supporting regional workforce readiness activities.	Continuous	BDBMC staff participating in monthly regional workforce readiness meetings and continuing to work with regional partners to update Skills Gap 2.0 report with COVID-19 impacts.	In Process
19	Support and assist the County team in applying for state and federal economic development grants.		Advocacy in the works for County's CDBG application for proposed airport-based upskilling learning center project.	Completed
20	Develop an annual Economic Development Legislative Action Plan and advocate for its agenda items including at the local, regional, state and federal levels.	Continuous	BDBMC Board approved initial Legislative Priorities at their January 13, 2021 meeting.	Completed
21	Continue the BDBMC Partner's Council (MC Biz Team).	Bi-Monthly	Next Partner Council meeting to be held on 5/7/2021.	In Process
22	Form and convene a strategic meeting with the BDBMC's Past Presidents seeking key insight and strategic thought leadership.	2Q		In Process
23	Fund and participate in the Greater Treasure Coast Partnership (regional EDO) to raise the reputation of the Treasure Coast for business investment.	Quarterly	Joan K. Goodrich current Chair. Updated regional talent development and entrepreneurship plans in the works.	In Process
24	Advance the BDBMC engagement model and attract more non-County and private sector leaders and funding to support the BDBMC Business Plan and initiatives.	Continuous	To date, \$45,000 has been raised to support the new BDBMC engagement model.	In Process

Key: Green Completed Blue In Process Yellow On Hold Red Behind Initial Schedule White: Not Started



2021 BDBMC Legislative Priorities

Approved by BDBMC Board: January 13, 2021

Background

Effective economic development needs informed leadership from elected officials, legislative staff, and administrators as they develop a common vision, motivate stakeholders into action, move vital projects forward, review policies and regulations and align appropriations to top economic development issues and investments. During the 2021 Florida Legislative Session, the Business Development Board of Martin County proposes to join other key local, regional, and state partners in advocating for the needs of our local economy while advancing industry sectors and improving Martin County business competitiveness and community life.

Legislative priorities and agendas were requested from key economic development partners. While many are still being finalized, attached are initial and proposed legislative agendas from the Martin County Board of County Commissioners and the Treasure Coast Builders' Association.

Recommendation

Move to approve the following as the Business Development Board of Martin County's 2021 Legislative Priorities and direct BDBMC staff to dedicate time and effort to convey to appropriate elected officials, legislative staff and administrators through local, regional and state collaborations and partnerships.

- Reinstatement of F.S. 288.106 Qualified Target Industry Tax Refund program, with the following modifications:
 - Change average wage requirement to median wage to more accurately capture wages paid to the majority of jobs created by the project or the average of the industry in that county.
 - Increase base QTI Amounts to \$4,000 per new job created.
 - Replace "Enterprise Zones" with "Opportunity Zones" to provide a \$6,000 base award per job created for projects that locate in those areas.
 - Simplify the Port Cargo/Airport Cargo Bonus
- Update F.S. 220.196 Research and Development Tax Credit to increase the cap from \$9 million to \$50 million with up to \$10 million reserved for research companies who are reshoring operations to Florida.
- Maintain and increase funding for the CareerSource Florida Quick Response Training (QRT) grant program.



In addition to these specific priorities, the BDBMC supports:

- Continued funding for Enterprise Florida, the state's primary economic development organization, dedicated to Florida's economic diversification and resiliency funding for business development, marketing the State of Florida as a business destination, and international trade activities.
- Continued operational funding and 2021 program funding requests for Space Florida, Visit Florida, CareerSource Florida, Veterans Florida, Florida Rural EDA, Florida SBDC Network, Indian River State College, GrowFL and FloridaMakes that connect existing and aspiring small businesses with the critical intelligence and talent they need to innovate, grow, and thrive.

version: 1/13/2021

Propel MC: Advancing Entrepreneurship in Martin County

en-tre-pre-neur-ship
/,änt-rə-prə'nər,SHip/

noun

the activity of setting up a business or businesses,
taking on financial risks in the hope of profit.



A Stronger Economy is Everyone's Business

1

Propel MC: Advancing Entrepreneurship in Martin County Action Plan . . . The Why

- Economic Growth & Diversification
- Job Creation
- Wealth-Building
- Tax Base
- Community Vibrancy & Contributions
- Problem Solving



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2

Propel MC: By the Numbers

- 28,000+ businesses
- 94% employ 20 people or less; 20% 1 or less
- Average firm size: 9
- Economic Council Community Assessment
(Rating on a scale of 10 – March 2020)
 - Attract New Businesses | Talent – 5.33
 - Ease of Doing Business – 5.51
 - Keeping Talent Home – 4.46
 - Training & Development of Small Business – 5.30



Source: D&B Hoovers, Powering Florida



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3

Propel MC: What Start-Ups Need

- Access to Capital
- Access to Customers
- Business Networks (Connectors & Influencers)
- Mentoring
- Supply Chains
- Talent
- Entrepreneurship Ecosystem



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4

Propel MC: Mapping the Landscape



Martin County Small Business-Entrepreneurial Matrix
4/1/2019

Local Small Business Provider	Accelerator	Business Champions	Business Grants	Business Training	Business Incubator	Business Support	Business Services	Government Contracting	Investment	Inventory	Market Access	Market Research	Market Size Study	Networking	Outreach / Advocacy	Proof of Concept	Small Business Advisory	Small Business Capital	Trade Shows	Training	
1. Chamber of Commerce																					
2. Economic Development Board of FL																					
3. Chamber of Research (CER)																					
4. Downtown Business Accelerator																					
5. Economic Council of Martin County																					
6. Florida Small Business Development Center at Indian River State College (MCC)																					
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5

Propel MC: Key Conversations and Best Practices Review

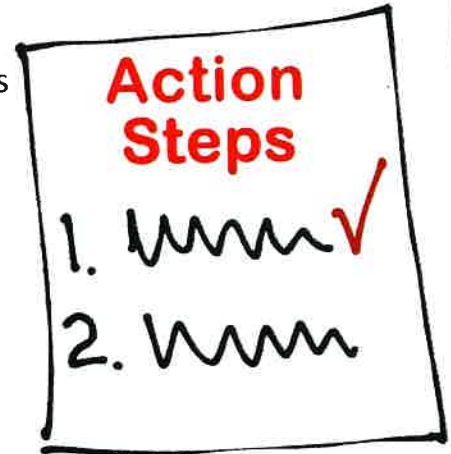


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6

Propel MC: Recommendations

1. Establish BDBMC Entrepreneurs' Action Team
2. Build Pre- and Next Steps to MC BAP with Partners
3. Start an Entrepreneurs PR Campaign (Propel MC)
4. Create a Facilitated Entrepreneurs' Roundtable
5. Pilot an Angel Investor Group
6. Produce a MC Entrepreneurship Showcase
7. Support a MC Banking-Finance Forum
8. Grow the Number of Entrepreneur Hubs
9. Build Talent Recruitment Capacity in MC



Approved: BDBMC Board of Directors on January 13, 2021.



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Hubs of Excellence **Marketing Plan (MC 360°)**

**Sharing What Makes Martin County a Great
Place to Do Life, Work and Business**



Powered by: Business Development Board of Martin County with its Partners and Investors.

*Approved: BDBMC Board of
Directors on March 10, 2021*

Overview

In the hypercompetitive world of economic development, the integral need to distinguish ourselves from other destinations of interest commands **constantly, consistently and creatively telling our story.**

Everyone—elected officials, business owners, executives, entrepreneurs, opinion-makers, established professionals, young professionals, retirees and residents—has a role to play to influencing those looking to stay, grow, create and innovate in Martin County and help enrich our economy.

Phase I of this still unfolding multilayered plan is designed with the following marketing goals in mind:

- Continue developing and increasing generation of qualified business leads;
- Refining alignment with skilled talent;
- Retaining homegrown graduates to power our Hubs of Excellence and start new ventures;
- Enticing additional business investments with better-paying jobs;
- Rebranding Martin County's reputation from perceived as "closed for business" to inviting to those who treasure our small-town character, share our environmental ethos and pledge to preserve the Martin County Difference.
- Refreshing, redeveloping and building spaces to accommodate and support our legacy and emerging Hubs of Excellence.

No current official business/destination marketing plan exists. The Business Development Board of Martin County (BDBMC), alongside our partners and investors, is blessed with a blank canvas on which to create, forge new marketing partnerships, integrate research, and discover ways to better inform and evolve this inaugural plan.

Key Brand Message

Martin County knows what it does not want to be: overdeveloped, overcrowded or overexposed. Unfortunately, this contributes to its preception as anti-business. Our new brand matra, "**Distinctive. By Design.**" leans into this sentiment, emphasizing it as a strength that we prize stewardship of our natural resources, know what qualities we want to nurture, and remain steadfast in delivering top-notch services and supporting our unique lifestyle.

Martin County is where you can work differently, do business differently and live a lifestyle removed from the rat race of South Florida and other major metropolitan areas in the Northeast, Midwest and West Coast U.S.

Here you can raise a family and succeed in business without missing a soccer game, dance recital, horseback ride, fishing trip or afternoon paddleboard on the Indian River Lagoon.

"Hubs of Excellence are focus areas with conditions present for economic success and which help build our community's vibrancy and wealth."

Brand Personality and Image Attributes

Our campaign, “MC 360° - A Better Life from Every Angle,” will incorporate striking **language and imagery to evoke the emotion, pride, and uniqueness** of Martin County. Reoccurring themes will convey key community characteristics such as our:

- Conscientiousness (environmental stewardship)
- Caring (robust charity and nonprofit engagement)
- Relaxed vibe (outdoors, beachy and water activity lifestyles)
- Imagination (diversity of small business services and products)
- Confidence (overall commitment—in education, advocacy, awareness in protecting our quality of life)
- Interconnectedness (diverse locales but shared values among municipalities, unincorporated regions)

The insights gained in the research underway by Business Flare, the economic-development consultants retained by the Martin County Board of County Commissioners (BOCC), will further guide us in finalizing this introductory list of community attributes, informing the aesthetics and copy deployed in this marketing phase.

Marketing Tactics

Our integrated marketing approach aims for audiences internal and external to Martin County. Tools include **original video content, social media and digital marketing, website promotion, earned media, supporting collateral and targeted outreach to businesses, high school students, and graduates.**

As funding is raised and allocated, more resources will be aimed at earned and paid advertising opportunities along with industry conferences and special events.

Additionally, **new marketing partnerships** with regional and state partners along with the Martin County Office of Tourism and Marketing will be sought, integrating key business messaging with its already successful efforts to build tourist and visitor traffic.



TV | Videos

Teaming with the talented production crew of MCTV, our centerpiece showcase for original content is "Martinomics." Conceptualizing, writing, and directing five short-form (9 to 14 minutes) video shows, we will better engage local constituents on our "Hubs of Excellence" in aviation, clean energy, green technology, marine and healthcare-medical-life sciences that call MC home.

The **video vignettes**, featuring local CEOs, entrepreneurs' testimonials, MC lifestyle segments, talent profiles and "Beyond The Bottom-line" spotlights of corporate giving, produced for Martinomics will also be repurposed cross-platforms for greater reach and scale.

Owned Media | Digital – Social Media

MC's **initial digital strategy** will encompass a strong and engaging presence on:

LinkedIn

Facebook

Twitter

MC 360° is nimble, allowing targeting of specific geographies, industries, and position titles for the right audiences.

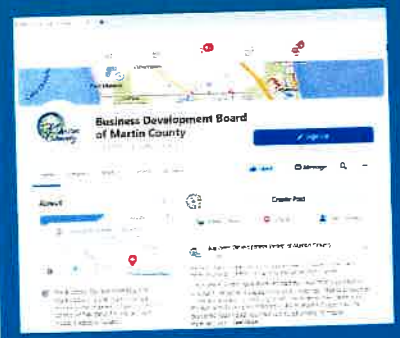
The team will also seek to launch a "**Digital Ambassadors**" program that harnesses the social media networks of people passionate about MC to help spread positive messages to key audiences.

MC 360° also makes expanded investments in **content creation and development**, enhancing our business story-telling and supplying a redesigned e-newsletter product (currently known as United Economic Leadership) while regularly planting MC business success stories and announcements in existing Florida e-newsletters.

Collateral and Website

MC 360° funds fresh collateral materials consistent in design and messaging.

The **current website (www.bdbmc.org)** will be redesigned and reorganized to allow for better promotion of the Hubs of Excellence and for touting the business stories and testimonials of local business owners, executives, entrepreneurs, young adults, young professionals, influencers, and residents.



Targeted Outreach for Business Retention and Expansion

The BDBMC will work with its public sector partners and elected officials to **thank MC companies and businesses** and host “Thank You for Investing” activities and roundtables to generate open dialogue on how to continually improve local business readiness and competitiveness.

Student Career Events and Local Graduate Outreach and Marketing

In addition to **spotlighting** successful internship and apprenticeship programs, as well as **new products, services, research, and companies spinning out of local colleges and universities**, the BDBMC plans to work more closely with the Martin County School District, Indian River State College, Keiser University, Florida Atlantic University, and other local and private education providers to **recognize the educational achievements of students and recent graduates** (“MC Proud . . . Congratulations”) and help recruit them for local employers.

BDBMC also plans with partners to help create a new, lively approach for **school career events**, which will highlight the plethora of local employers – big and small – and their varied job and career opportunities here in Martin County.

Execution Priorities and Timeline

The 1.0 version of MC 360° covers priorities and anticipated execution for **18 months from April 1, 2021 – September 30, 2021**. And as market conditions are still evolving and impacted from the COVID-19 pandemic, we recommend plan reviews quarterly with outcomes and metrics driving tactical changes as needed.

Staffing Alignments

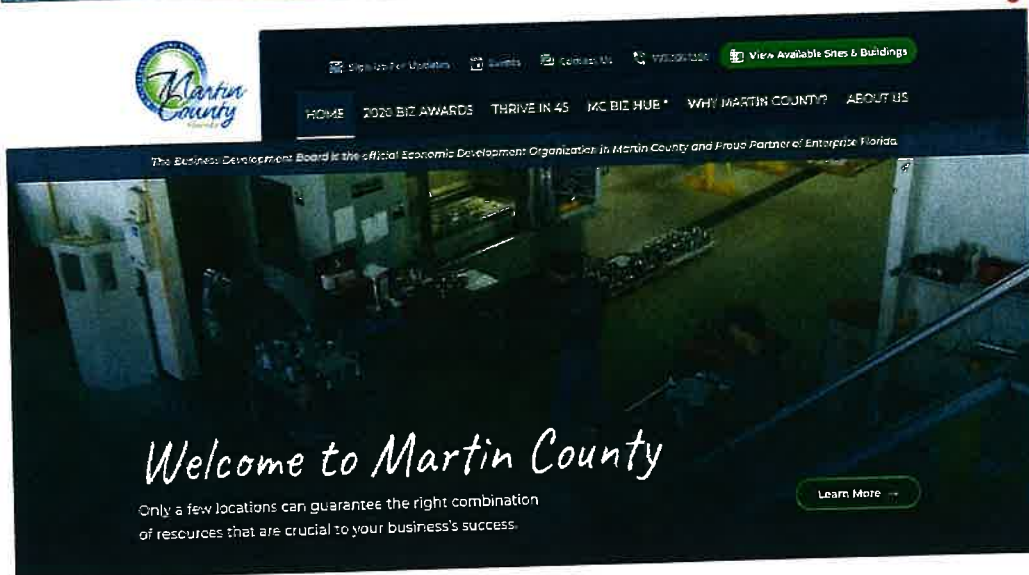
MC 360° contemplates **upgrading an existing part-time support position to full-time** (40-hours with benefits) to focus on increased website and social media support and **expanding current public relations-communications resources** to deliver new original content development and help execute the television-video platform, which will also fuel the other marketing components of the “Hubs of Excellence” MC 360° strategy.

MC 360° Marketing Metrics

Success metrics will be tracked for MC 360° and align with business development metrics (prospects, potential jobs created-retained, capital investment) and marketing metrics (impressions, advertising equivalency, website visitors, click-through rates, shares, likes, retweets, followers, and others).

Currently, the BDBMC's baseline data on these metrics are as follows (October 1, 2020 – February 28, 2021):

Business Development		Marketing	
General Assistance-Leads	188	Website Visitors	1,662
Prospects	31	Website Page Views	4,499
Jobs Impact	1,575	Email Open Rate	22%
Commercial – Office – Industrial Square Feet Impact	1.9 million	Email Click Through Rates	5%
Business Capital Investment	\$119.2 million	Email Subscribers	1,092
		Facebook Followers	2,649
		Facebook Shares	N/A
		Facebook Reach	40,789
		Facebook Engagement	5,750
		Facebook Likes	2,113



Initial Proposed MC 360° Budget

The "Hubs of Excellence" (MC 360°) Marketing budget recommends the following funding allocations for the next 18-month period beginning April 1, 2021.

Tactic	FY 2021	FY 2022	Total
TV – Videos	\$16,000	\$19,000	\$35,000
Martinomics	\$12,000	\$18,000	Value: \$6,000 / show
Martinomics – In-Kind	(\$10,000)	(\$15,000)	In-Kind Value: \$5,000 / show
Writing/Producing	\$6,000	\$12,000	\$2,000 / show
Video Vignettes	\$5,000	\$5,000	
General Campaign Video	\$5,000		
Success Stories		\$5,000	
Owned Media – Digital and Social Media	\$12,500	\$28,000	\$40,500
LinkedIn/Facebook/Twitter	\$10,000	\$12,000	
Digital Ambassadors		\$6,000	
E-Newsletter Subscribers	\$2,500	\$10,000	
Collateral	\$7,500	\$5,000	\$12,500
Creative Development	\$5,000		
General Business	\$2,500		
Potential Residents		\$2,500	
Students		\$2,500	
Website	\$8,000	\$8,000	\$16,000
Design Updates	\$5,000	\$5,000	
Photography	\$3,000	\$3,000	
Direct Outreach	\$6,250	\$21,500	\$27,750
Businesses	\$1,250	\$1,500	
Graduates	\$5,000	\$10,000	
Career Events		\$10,000	
Staffing Realignments	\$23,500	\$59,000	\$82,500
Website-Social Media Support	\$17,500	\$23,000	½ of assistant position
Content and Story Development	\$6,000	\$36,000	Outside Services
Total	\$73,500	\$140,500	\$214,250
Existing Resources (Reallocated) Available	\$74,500		

Existing Resources Available in BDBMC FY 2021 Approved Budget:

Marketing: \$15,000

Travel: \$2,500

Events: \$10,000 (no Mid-Year meeting)

Other Outside: \$9,000

Salary Savings: \$33,000 (no EDC through 5/2021)

Contingency: \$5,000

Total: \$74,500

The Business Development Board of Martin County
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