



# FY 2023 Business Plan

**A Stronger Economy is Everyone's Business.**

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*“The business community is more than just about business; it is about people. Being a part of an organization that will help existing and new business thrive strengthens the people of our community. To be able to contribute in even the smallest way is why I am involved and serve. I am proud to be a part BDB and in making the economy of Martin County everyone’s business.”*

- Eric Kiehn, C&W Technologies

# Introduction



The Business Development Board of Martin County (BDB) is positioned to accelerate its work in championing and strengthening Martin County's economy.

Starting, growing, retaining and welcoming more job creators who will make direct business capital investments in our community is core business.

Supporting and assisting those who already call Martin County home, through **Pulse Visits, Pulse Surveys**, and an **enhanced concierge level of service**, will ensure our economic base remains solid as the BDB unwaveringly tells key audiences that Martin County is open for business.

Our new **"Now's the Time"** campaign is designed to build urgency for business owners, executives, entrepreneurs and their advisors to consider Martin County for new facilities and centers.

Adding an experienced Business Development Executive to the professional team, demonstrates the BDB's commitment to a full-throttle approach to Martin County's **"Hubs of Excellence"** strategy designed to advance six primary industry sectors proven to be producers of new dollars, higher-paying jobs and business capital investments to grow the non-residential tax base.

And with a renewed preemptive approach, thanks to the support of our funders, investors, economic and community partners, the BDB anticipates more businesses and companies will **choose Martin County** for their next business location.

*"I grew up in Martin County, and there is nothing more important to me than family. I know I am not alone when I say I want my family to be able to grow and thrive in Martin County. The only way this will happen, however, is if we have a strong local economy with local jobs. This is why being a board member of the Business Development Board is so important to me. It allows me the opportunity to help move the needle not only for my community but for the future generations of my community."*

- Kate Cotner, FPL

*"Strengthening the local economy means helping Martin County families stay together. Strengthening the economy means creating careers and good paying professions locally, giving our kids a chance to stay in the community they grew up in and love. The feeling of everyone pulling together as a community is inspirational and helps businesses and residents advance at rates exponential to the efforts exerted."*

- Jeff Leslie, Leslie Ventures

# United Economic Leadership\*



## BDB Partner Council

ARC Martin County  
Boys and Girls Club of Martin County  
CareerSource Research Coast  
Children's Services Council  
City of Stuart  
Economic Council  
Enterprise Florida  
FAU  
Helping People Succeed  
Hobe Sound Chamber of Commerce  
House of Hope  
Indian River State College  
Indiantown Chamber of Commerce  
Jensen Beach Chamber of Commerce  
Marine Industries Association of the TC  
Martin County – Administration  
Martin County – Airport  
Martin County – Community Development  
Martin County – Growth Management  
Martin County – Office of Tourism  
Martin County REALTORS of the TC  
Martin County School District  
One Martin  
Palm City Chamber of Commerce  
Project LIFT  
SBA  
SCORE  
Small Business Development Center @ IRSC  
Stuart Main Street  
Stuart/Martin County Chamber of Commerce  
The Arts Council of Martin County  
The Community Foundation of Martin-SLC  
The Y  
Treasure Coast Builders Association  
Treasure Coast Regional Planning Council  
Treasure Coast SCORE  
Village of Indiantown  
Young Professionals of Martin County

The BDB is a 501(c)6 not-for-profit economic development corporation led by a **15-member Board of Directors** and staffed by a **4-member professional team** with support from various key advisors.

### BDB Officers

Jeff Leslie, President  
Eric Kiehn, President-Elect  
Patrick Gleason, Secretary  
Tommy Bueno, Treasurer

### BDB Directors

Alessandro (Alex) Anzalone  
Marty Carmody  
Kate Cotner  
Commissioner Troy McDonald  
Jamil Mikati  
Ron Rose

William 'David' Snyder  
Councilman Guyton  
Stone  
Ed Weinberg  
John Yudin, Esq.

### BDBMC Counsel

Kenneth A. Norman, Esq.

### Martin County BoCC Liaison

Commissioner Harold Jenkins

### BDB Professional Team

Joan K. Goodrich, Executive Director  
Jaymie Sardo, Economic Development Coordinator  
Lynn Smith, Business-Partner Relations  
Pierre Taschereau, Business Development Executive

The BDB is also proud to have a **Partner Council** comprised of local and regional entities and organizations who care for and serve our economy and community 24/7/365. Referred to as **Martin County's Biz Team**, the BDB thanks each of our partners for what they do, and we consider it a privilege to work alongside and collaborate with them every day.

\*As of May 2, 2022



# Vision-Mission Priorities Key Metrics

## FY 2023 Priorities

1. Inform Owners, Executives, Entrepreneurs and Influencers Martin County is Open for Business (Now's the Time)
2. Foster Leading Industries and Good Jobs (Hubs of Excellence)
3. Launch, Retain and Grow Martin County Businesses – Grow Our Own (Propel, Pulse and Talent)
4. Promote Strategic Commercial Real Estate Assets, Districts and Areas of Opportunity for Job Creators

### Vision

MC Recognition as a Distinct, Prosperous, Entrepreneurial Community

## FY 2023 Key Metrics

10

Economic Development Announcements

350

Jobs Created or Retained

150K

Square Feet of Office-Industrial-Flex Space Impacted

\$10M

\$ Direct Business Capital Investment Generated

100

Referrals Produced

900

Businesses Assisted

### Mission

To Champion and Strengthen MC's Economy

# Core Business Services



In the past 18 months, the BDB has assisted more than 937 businesses.

Additionally, we are proud to have assisted the following companies who chose to create/retain jobs and make direct business capital investments in our community.

Starting, growing, retaining and welcoming more job creators who will make direct business capital investments in our community is core business for the BDB.

We assist business owners, executives, entrepreneurs and their key advisors with the following:

- Site selection
- Market research
- Business intelligence
- Problem-solving
- Key community introductions
- Connections to capital
- Incentive tools and programs at local and state levels
- Industrial revenue bond financing
- Talent recruitment and retention services provided by partners
- Understanding of local and state permitting, licensing, and development services
- Entrepreneurial training
- Industry roundtables
- Public relations and communications
- Groundbreakings and ribbon-cuttings with local Chambers of Commerce and elected officials

 **Aqualogix**

**Division5  
LABS.INC.™**



 **GRIND HARD  
— AMMUNITION —**

**Tribute**

**KOLTERLAND**



**AshleyCapital**  
opportunity into value

## 18-Months BDB Key Metrics

11 Economic Development Announcements  
322 New or Retained Jobs  
1.08 million Square Feet Impacted  
\$160.3 million Direct Capital Investment



# Martin County Open for Business

During the second quarter FY 2022, the BDB created it's "Now's the Time" campaign designed to proactively tout Martin County is open for business. Six key attributes are being highlighted including Martin County's:

1. Strategic location midway between Miami and Orlando
2. Positive business climate supported by local business and elected leadership
3. New business spaces, shovel-ready sites and wide-ranging land opportunities
4. Redundant fiber-optic infrastructure high-speed internet connections in rural settings
5. Innovative community investments in talent development
6. High quality of life featuring a water-based community with distinctive housing, award-winning schools, world-class healthcare and a philanthropic, collaborative community

Through the lens of our "Hubs of Excellence" strategy, messages and digital marketing are targeted in South Florida, along the Treasure Coast, in the Greater Orlando and Space Coast regions and in Tallahassee.

Campaign, Sales and Brand Assets: Landing page, commercials, videos, business imagery, slide decks, virtual tours, collateral pieces, trade show booth, display banners and kiosk stands.

**KIOs:** # of New Leads, # of Leads Converted to Prospects, Cost per Lead, # of Click-Throughs

## NOW'S THE time

..to **expand, invest** and **prosper**  
in Martin County | Florida

<b>Strategic Location:</b> Midway between Miami and Orlando.	<b>Access:</b> I-95, Florida Turnpike, passenger and cargo rail, business jet and general aviation, only cross-state waterway	
<b>Technology:</b> Redundant fiber-optic infrastructure	<b>Availability:</b> Shovel-ready sites and wide-ranging land opportunities	<b>Readiness:</b> Office, industrial, flex, mixed-use commercial space for lease
<b>High quality of life:</b> Distinctive housing, award-winning schools, world-class healthcare, philanthropic, collaborative community.		<b>Business Climate:</b> Strong support from local and elected leadership
<b>Competitiveness:</b> Ranked fourth for Overall Growth Index in Mid-sized Areas* <small>*Martin County in Port St. Lucie MSA, Metro Monitor 2021.</small>		

**DISTINCTIVE.  
BY DESIGN.  
MARTIN COUNTY | FL**

Martin County's new business brand leans into unique community desires for low-scale development and economic development that is not "anywhere USA."

# Hubs of Excellence



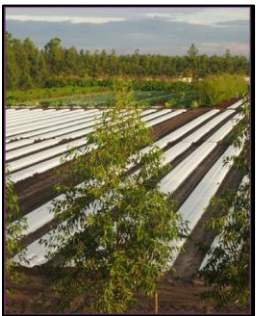
**Aviation -  
Aerospace**



**Marine**



**Clean-  
Green Tech**



**Agribusiness  
Equestrian**



**Medical-  
Healthcare**



**IT**

Martin County's Hubs of Excellence - industry focus areas – help to build economic vibrancy, prosperity and grow good jobs.

In FY 2023, the BDB will proactively concentrate on the aviation-aerospace and marine hubs to broaden job creation and encourage direct business capital investments within Martin County.

Key FY 2023 Hubs of Excellence activities will feature:

- Mapping industry leaders and support entities
- Showcasing hub companies, programs, schools and databases online
- Developing industry and community profiles
- Coordinating an economic impact study for Martin County's Marine Hub
- Making recommendations for a new Hub Toolbox featuring targeted business assistance and incentives for industry hubs
- Hosting FAM tours to tout Martin County's attributes in person and virtually
- Joining new industry associations – NAIOP, National Marine Manufacturing Association, Association of Uncrewed Vehicle Systems International, American Institute of Aeronautics and Astronautics and National Business Aviation Association
- Attending at least two industry association trade shows in the Southeast U.S. region and with local companies if interested

Aviation Aerospace targets: Drone manufacturer, electric propulsion, 3D printers (additive manufacturers), maintenance-repair-overhaul (MRO) and aerospace defense contractors.

Marine targets: Electric boats and motors, radar systems, yacht manufacturing, yacht repair, metal work and CNC, composite fabricators, marine sports manufacturers.





# Growing Our Own



## BDB Pulse

*A Listening and Responding System for Local Business Retention & Expansion (BRE)*

**One-on-one meetings (Pulse Visits)** with local companies is at the heart of our efforts to ensure we have a broad, responsive business retention and expansion system in place. During each visit, Board members, investors, partners and staff will 1) take a ‘pulse’ on how business is going; 2) to problem solve and provide resources as needed and 3) to thank each owner, entrepreneur and executive for choosing Martin County for their business.

**Zoom Pulse Visits** and/or **Online Pulse Surveys** can occur too when leaders are unable to meet in person. The BDB then compiles all data and feedback and produces an annual **Martin County Pulse Report** so key leaders and policymakers can better understand the issues of local businesses and companies.

## Side Hustle to Main Gig

Created in 2021, **Side Hustle to Main Gig** is for individuals thinking about starting a new business. The six-week training provides entrepreneurs-to-be with proven business methods and unique access to local business advisory experts. Two cohort sessions will be offered in FY 2023.

## Talent Advancement Team

A strong talent pool with 21st century skills is now the top location criteria for businesses, companies, and their representatives as they consider locations for new sites and facilities generating highly sought-after jobs and capital investment.

In response to an extraordinary community-led effort to build talent-workforce development capacity at the grassroots-level, the BDB created the **Talent Advancement Team** so partners, employers, educators and other interested leaders could stay connected and help implement collaborative activities which will increase Martin County’s talent pool, align its talent pipeline, and improve local labor market conditions.

Meetings: 3<sup>rd</sup> Mondays at 1:00 p.m.

MC Talent Indicators available at [www.bdbmc.org](http://www.bdbmc.org)

Other Propel MC (Entrepreneurship) activities, including the BDB’s Business Accelerator Program, will be paused until the BDB’s Entrepreneurship Council is created in late 2023.

# Strategic Areas of Opportunity



The BDB is focused on attracting and retaining jobs and capital investments in a variety of places where private and/or public investments have been (or are being) made to retain and grow local firms while attracting new companies to MC. More ready-to-go space will be needed to meet the needs of the Hubs of Excellence and for those companies looking to lease vs. land purchase or build-to-suit.

Visit [bdbmc.org](http://bdbmc.org) for a list of current opportunities.

## MC East (East of the Florida Turnpike)

- **Witham Field:** General Aviation Airport
- **Martin County's Proposed Innovation District (NEW!)**
- **IRSC – Cleveland Clinic South Area** (76 acres)
- **Martin County Community Redevelopment Areas:** Jensen Beach (67 acres), Rio (542 acres), Golden Gate (379 acres), Hobe Sound (1,023 acres), Port Salerno (860 acres) and Old Palm City (609 acres)
- **City of Stuart Redevelopment Area:** 1,168 acres both north and south of the Roosevelt Bridge

## MC West (West of the Florida Turnpike)

- **Sunrise Grove Commerce Center** (formerly known as AgTEC) - 1,700 Acres of Industrial Land in Palm City for bio-tech firms, energy-related companies and R & D
- **Seven J's Industrial Park:** 1,300 acres
- **Newfield's Martin Enterprise Park, Palm City:** 300 acres for R& D, light industrial, office users
- **South Florida Gateway Distribution Center, Palm City:** Master-planned, mixed-use development with frontage on Kanner Highway – 500,000 to 1,500,000 SF available for lease
- **Sands Commerce Center, Palm City:** Light industrial and distribution users seeking long-term lease (3,200 sf to 230,000 sf.)
- **Florida Commerce Park, Indiantown:** 100 acres permit-ready, Opportunity Zone, HUB Zone, FTZ
- **Florida Venture Park, Indiantown:** 24 parcels available ranging in 1 – 7-acre sites
- **Indiantown Marine Center, Indiantown:** 33 acres, site-ready for large boat builders > than 160'
- **Indiantown Airport:** 1,000+ acres

### Martin County Commercial Real Estate Stats

#### Office

	Vacancy Rate	Mkt Rent SF	Inventory SF	Under Construction
MC East	3.4% ↑ (3.1%)	\$22.87 ↑ (\$21.22)	1.3M ⇔	0
MC West	0.0% ⇔	\$15.16 ↑ (\$15.05)	46K ⇔	0

#### Industrial

	Vacancy Rate	Mkt Rent SF	Inventory SF	Under Construction
MC East	1.4 ↓ (1.8%)	\$13.77 ↑ (\$13.31)	5M ↑	81.9k ↑ (67.3k)
MC West	12.3% ⇔ (12.3%)	\$11.02 ↑ (\$10.74)	343K ⇔	0

#### Retail

	Vacancy Rate	Mkt Rent SF	Inventory SF	Under Construction
MC East	3.9% ↓ (4.1%)	\$19.92 ↑ (\$19.43)	4.5M ↑ (4.4M)	37.5k ↑ (14.1k)
MC West	2.3% ⇔ (2.3%)	\$20.76 ↑ (\$20.37)	172K ⇔ (172K)	0

(Source: Costar – March 22, 2022)



# FY 2023 Action Plan

The BDB's action plan is assessed, monitored and reported monthly and quarterly to its leaders, investors and partners to ensure accountability, focus, level of service and impact. Each item has been assigned, has timing to it and is financially resourced (details in parentheses) unless otherwise noted.

*Staffing Key: BDE – Business Development Executive, BPR – Business-Partner Relations Assistant, ED – Executive Director; EDC – Economic Development Coordinator; PRA – Public Relations Advisor*

1. Provide on-demand services to economic development leads, prospects, and clients which ultimately result in: **10** economic development announcements | creation-retention of **350** jobs | absorption-creation of **150,000** square feet of commercial-office-industrial-flex space | **\$10** million in capital investment. (BDE | ED | Continuous | Existing Resources)
2. Execute the new **Hubs of Excellence business development strategy** focused on industry profiling, storytelling, FAM tours, VIP events and industry trade shows to cultivate aviation-aerospace and marine leads and prospects for Martin County. (BDE | Continuous | \$33,000 + staffing resources = \$103,700)
3. Evolve our business storytelling strategy featuring **CEO-Entrepreneur profiles and testimonials** while increasing our gallery of business images and videos that tout Martin County is open for business. (PRA | Outside Resources | Bi-Monthly | \$12,000)
4. Continue to implement the **“Now’s the Time”** digital and social marketing campaign designed to increase the number of economic development leads and prospects. (ED | PRA | BPR | Outside Resources | Continuous | \$37,000)
5. Host one (1) **Commercial Real Estate-Banking-Finance** and two (2) **Industry Roundtables** to keep a pulse on the needs and trends associated with the Hubs of Excellence and issue industry reports. (BDE | 2Q, 3Q, 4Q | Existing Resources)
6. Continue the **Pulse Program** and visit at least 50 businesses with Board members, investors, and partners to build relationships, identify at-risk businesses and provide business assistance as needed. (EDC | All | Continuous with Yearly Report in 4Q | Existing Resources)
7. **Launch the Corporate Council** to drive the Pulse Program and support the Hubs of Excellence Industry Development efforts. (EDC | BDE | Continuous | Existing Resources)
8. **Poll and survey** Martin County business owners, managers, executives and entrepreneurs about business conditions and outlooks. (EDC | Annual | Existing Resources)

# FY 2023 Action Plan



9. Produce two (2) **Side Hustle to Main Gig** cohorts in cooperation with FSBDC @ IRSC, partners and sponsors. (EDC | Quarterly | \$5,000)
10. Update and distribute the annual **Business Resource Guide** and maintain the **MC Biz Hub** at [www.bdbmc.org](http://www.bdbmc.org). (EDC | 3Q for Guide, Continuous on MC Biz Hub | \$2,500)
11. Through the BDB Talent Advancement Team (meets bi-monthly), host two (2) **Future of Work + Learning Talent and Workforce Development Roundtables** with partners and provide semi-annual, macro-level talent and workforce data to partners and policymakers. (EDC | Timing Forthcoming | \$5,000)
12. Advocate for and **recruit new in-area training and higher education facilities** and resources to grow the Hubs of Excellence, as needed. (ED | BDE | On-Going | Existing Resources)
13. Advocate, support and add new initiatives associated with the County's 2021 COVID-19 Economic Study including, but not limited, to the proposed **Innovation District**. (Board | ED | To be Determined)
14. Develop the **BDB's Economic Development Policy and Legislative Action Plan** and advocate for its agenda items at the local, regional, state, and federal levels including (but not limited) to the Hubs of Excellence incentives-business assistance toolbox and Economic Development Trust Fund. (Board | ED | BDE | 1Q for Toolbox, 2Q for Legislative Action Plan | Existing Resources)
15. Produce the **2022 Martin County Business Awards** to celebrate and tout local businesses. (ED and BPR with support from entire BDB team | 1Q | \$35,000)
16. Continue the **Partner's Council (MC Biz Team)** designed to work on common initiatives, leverage resources, and share market-business intelligence that improves MC's economy and market reputation. (BPR | Bi-Monthly | \$1,500)
17. Advance the **BDB's Leadership Engagement Model** resulting in more non-County and private sector leadership and funding (\$185,000) to support the Business Plan and increase the number of economic development champions involved in implementing programs, activities, and initiatives. Host up to 3 **United Economic Leadership events**. (ED | BPR | All | Continuous | \$2,500)
18. **Enhance PR-Communications** activities with *Martinomics*, investor profiles, short and long-form interviews, testimonials, press releases, articles, community and civic events to explain the value of economic development and the services of the BDB. (PRA | BPR | Continuous | \$12,000)

# Staffing Leadership Engagement



The BDB is fortunate to have an incredibly talented professional team in place to execute on all aspects of the FY 2023 Business Plan. The four (4) existing full-time positions remain in place, although as fundraising occurs and business development results and activities increase, staffing plan upgrades may be needed.

In the short-term, the BDB continues to maintain its current lease at 1002 SE Monterrey Commons Blvd. The BDB has had initial conversations with IRSC to determine if office facilities at the Chastain Campus may be a viable option for lease as it seeks larger on-site meeting facilities.

The current BDB Leadership Engagement Model will continue in FY 2023 with the fundraising goal of \$185,000. Leadership teams expected to be active during FY 2023 and driving the Business Plan forward are:

Executive Committee

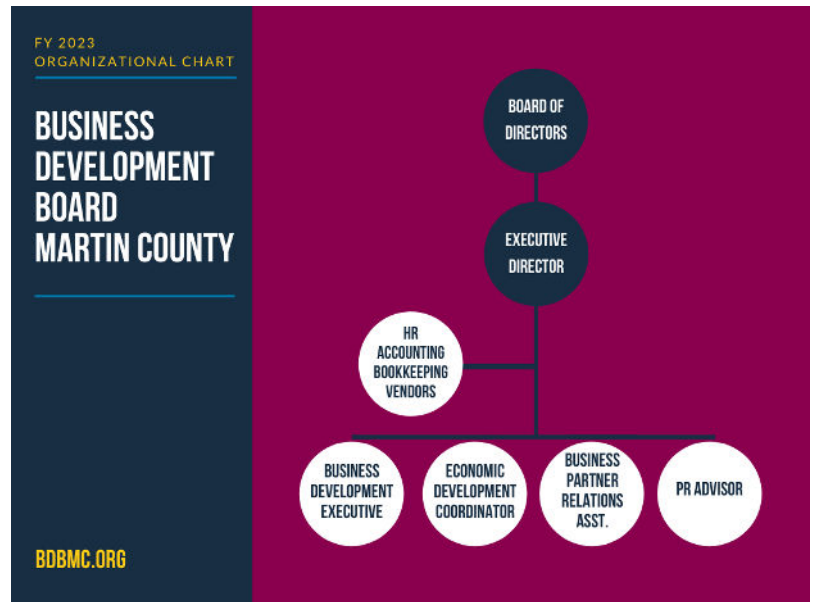
Board of Directors

Partner Council

Talent Advancement Team

Corporate Council (NEW!)

Economic Champions Corps (NEW!)



# Funders Investors Founders



The BDB is funded by the Martin County Board of County Commissioners through an unprecedented 10-year contract to deliver economic development services. Local businesses and non-profit organizations are also making important annual contributions and providing funding support to drive economic development initiatives forward.

Leaders who engage with the BDB can gain valuable industry and policy insights, grow executive-level networks, build partnerships and add their voice to key economic issues. We thank each of them for their involvement as together we champion and strengthen Martin County's economy.

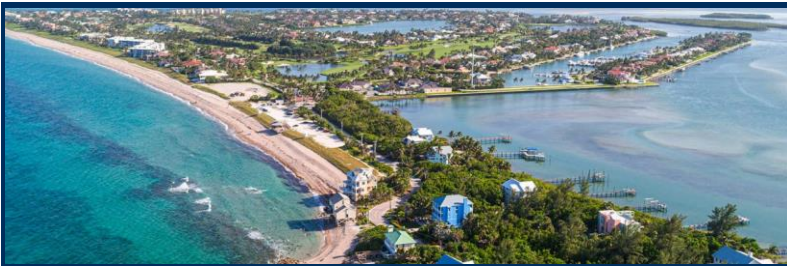


First Citizen's Bank    Growth Squad    Manpower  
Hobe Sound Early Learning Center    SkyBlue Jet Aviation

\*As of July 8, 2022

BDB  
Founders





# FY 2023 Budget

Revenues	FY 2022 Budget Approved v.03092022	Approved FY 2023 Budget	Notes
County Income	\$ 450,000	\$ 450,000	Martin County BoCC
Other Public- Income	\$ 20,000	\$ 20,000	Stuart, Indiantown
Partner Income	\$ 5,000	\$ 5,000	Associations-NPO
In-Kind Contributions	\$ 24,000	\$ 24,000	Legal Services
Program Fees	\$ 1,250	\$ 1,250	Programs and Service Fees
Sponsorship Income	\$ 25,000	\$ 45,000	
Private Sector Income	\$ 156,590	\$ 185,000	15% increase
Interest Income	\$ 100	\$ 100	
Miscellaneous Income	\$ -	\$ -	
Grants and Aids Income	\$ -	\$ -	
	<b>\$ 681,940</b>	<b>\$ 730,350</b>	
Expenses	FY 2022 Budget Approved v.03092022	Approved FY 2023 Budget	Notes
Salaries and Benefits	\$ 332,013	\$ 397,000	4 Staff Positions – ED, BDE, EDC, BPR Asst.
ED Programs & Services	\$ 30,500	\$ 20,000	Propel, Pulse and Talent
Business Development-Mktg.	\$ 67,700	\$ 53,000	Website, Collateral, FAM Tours, VIP Event, Trade Shows, Digital-Social
Occupancy	\$ 28,500	\$ 28,500	Rent, Cleaning, Electric
Outside Services	\$ 73,800	\$ 76,800	Audit-Bookkeeping-Graphic Design-PR-Payroll-HR
General Office	\$ 10,200	\$ 12,200	Copies, Storage, Supplies
Tech Communications	\$ 12,000	\$ 13,200	Office-Cell Phones, Internet
Tech Equipment	\$ 2,500	\$ 2,500	
Computer: Software	\$ 3,650	\$ 3,800	Domains, Microsoft 365
Printing and Binding	\$ 5,000	\$ 5,000	Annual Report, Other
Postage-Postal Services	\$ 1,400	\$ 1,400	Postage and Mailings
BDBMC Events-Forums	\$ 24,000	\$ 40,000	Biz Awards, Local Events
Memberships	\$ 8,210	\$ 9,960	Industry-Professional Associations, Chambers
Subscriptions	\$ 8,435	\$ 12,065	CoStar, HubSpot, Intuit +
Travel and Entertainment	\$ 6,500	\$ 11,000	EFI, Tallahassee, Industry Conferences
Insurance	\$ 5,090	\$ 5,440	Liability, D&O, WC, Crime
Professional Development	\$ 6,500	\$ 9,500	IEDC, FEDC, Other
In-Kind Services - Legal	\$ 24,000	\$ 24,000	Legal Services
Contingency (1%)	\$ 7,000	\$ 7,000	
Reserve Contribution	\$ 15,000	\$ -	
	<b>\$ 671,998</b>	<b>\$ 730,350</b>	
<b>Net Income (Loss)</b>	<b>\$ 9,942</b>	<b>\$ 0</b>	

# A Stronger Economy is Everyone's Business.



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