



Economic Development Council
of St. Lucie County, Inc.

ECONOMIC DEVELOPMENT STRATEGIC PLAN 2015-2020

Prepared by:
STANLEY ADVISORY ASSOCIATES, INC.
Mary Jane Stanley, CEcD

STRATEGIC PLANNING GROUP, INC.
Bob Gray, AICP

July 2015



Table of Contents

Executive Summary 2

The Process 3

 Public Input..... 3

 SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats (SWOT)..... 3

SWOT Analysis 5

 Strengths 5

 Weaknesses 5

 Opportunities 6

 Threats..... 6

 SWOT Summary 7

Strategic Economic Development Themes 8

Strategic Plan Framework..... 9

 Goals, Objectives and Strategies 9

 Organizational Responsibilities 9

 Implementing the Strategic Plan 10

 Conclusion 11

Strategic Action Plan 12

 Action Plan for Change..... 13

EDSP Implementation Matrix 14

Appendix A: Stakeholder Interview Responses 23

Appendix B: Companies and Organizations that Participated in the Workshop and Summit 28

Executive Summary

The Economic Development Council of St. Lucie County, Inc., (EDC) is a public/private 501(C) 6 corporation established to attract new business, support expansion and retention of existing businesses, and advance community and economic development in the County. The goal of the EDC is to develop high-wage, high-value jobs.

The EDC is in the business of targeting and creating economic, business, jobs and capital investment opportunities that do the most to improve the quality of life of the community.

As part of an overall effort to develop an economic development strategy several efforts are underway or have been recently completed which include a Community Resource Profile, Target Industry Study, St. Lucie Corridor Initiative, Comprehensive Communications and Media Relations Plan, and an Economic Development Strategic Plan.

An economic development strategic plan had not been done for over 10 years. Our ultimate goal of creating more, high-paying jobs for residents can only be achieved when our partners are all moving forward in the same direction and working in concert on agreed upon strategies to promote the retention and expansion of existing businesses, as well as attracting new ones to St. Lucie County.



The Process

The EDC contracted with Stanley Advisory Associates (“The Consultant”) in conjunction with Strategic Planning Group, Inc. to conduct stakeholder interviews, EDC Board of Directors SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis Workshop, Economic Growth Summit and development of an Implementation Plan.

Public Input

As part of its assessment, the consultant interviewed several key business and community leaders identified by EDC staff. The purpose of the interviews was to gain a sense of community self-perception, along with the critical community “buy-in” to the project and its resulting economic development initiatives. Second, it provided qualitative and quantitative information to be used to sculpt the SWOT (Strengths-Weaknesses-Opportunities-Threats) Analysis, the EDC Board SWOT Analysis Workshop, the Economic Growth Summit and ultimately the Implementation Plan.

SWOT Analysis:

Strengths, Weaknesses, Opportunities, Threats (SWOT) Unlike traditional SWOT assessments that focus on issues so general they could apply to almost any community, the consultant paid special attention to those critical issues that will clearly differentiate the EDC from other communities. The consultant’s SWOT process is unique because it ensures that the EDC considers not only internal issues, but also issues that impact national and international competitiveness.

Interviews were conducted during April and May 2015, followed by an EDC Board SWOT Analysis Workshop on May 21 (31 Attendees) and an Economic Growth Summit on June 2, 2015 (42 Attendees).



The following is a summary of the responses to the consultant’s questions about what word describes St. Lucie County’s economy and why economic development is important.

What word describes St. Lucie County?



- Beauty-Potential-Lifestyle-Affordable-Diverse-Welcoming-Comfortable-Friendly-Homey
- Pro-Business-Pro-Growth-Collaborative-Infrastructure-Location-Diverse population
- Under-achieving-Low Shooting-Easy (not very selective)



Reasons why Economic Development is important to the county:



- Quality of Life-Building the community, lifestyle, building community pride, building school partnerships, keeping young residents here, sustainability, stability
- Jobs-all kinds of jobs (Want to keep our kids here) “More jobs, brings less crime”
- Increase tax revenue and the tax base



SWOT Analysis

The following describes the main Strengths, Weaknesses, Opportunities and Threats as related to the County’s economy. This represents a combination of the responses from the stakeholder interviews; the results from the January 2015 EDC Investor Survey; and, the priorities as determined at the SWOT Analysis- EDC Board Workshop of May 21, 2015. *(The number in parentheses following each response indicates the number of times this response was given by individuals.)*

Strengths

The two biggest strengths of the County’s economy that were identified by respondents are: Pro-Business governments and land assets.

SWOT Analysis: Strengths



- Pro-Business Governments, Good County Administration and Staff ,Good ED Staff , Strong Chamber (26)
- Land Assets, low cost and lots of acreage (13)
- Quality of Life: Affordable, Baseball, PGA , Beaches, Tradition Development, Hospitals/Trauma Centers, Ocean Marine Research, Navy Seal Museum (12)
- Port, Airport, Rail (12)
- Transportation-Location/Road Access (I-95, Turnpike), and Good strategic central location (8)
- Indian River State College (IRSC) (8)
- Education-Formal and informal (4)



Weaknesses

The largest weaknesses related to economic development was a countywide lack of an articulated vision and poor school ratings.

SWOT Analysis: Weaknesses



- Lack of articulated vision (16)
- Poor school ratings (15)
- Lack of Shovel Ready Sites for light manufacturing and lack of Class “A” Office (12)
- Workforce-availability and quality (11)
- High crime in NE section of the County (9)
- Lack of coordination between governments on permitting, regulations, land use, impact fees, etc. (8)
- Lack of countywide marketing effort (5)



Opportunities

Perceived economic development opportunities were tied to the airport, port and programs for existing businesses/business expansion.

SWOT Analysis: Opportunities



- Improve and expand the Airport (14)
- Existing businesses/expansion (14)
- Expansion of the Port (11)
- Treasure Coast Research Park- Brand & Promote the park (10)
- Provide leadership with permitting & customer service (7)
- Tourism Infrastructure-hotels, meeting space, etc. (6)
- Infrastructure Improvements: Relocate Wastewater Facility, Relocate rail, New I-95 Interchange, Complete Crosstown Parkway connection (5)
- Encourage development of Mixed-Use at Tradition, LTC Ranch, Southern Groves, City Center (3)



Threats

The main threats to the County’s economic growth was the fear of inactivity-“Lack of Action-Cost of Doing Nothing” and improvements to the K-12 delivery system. While there was also concern of the EDC regressing, this is thought to be unlikely with the current staff and leadership.

SWOT Analysis: Threats



- Lack of Action-Cost of Doing Nothing (35)
- Improvements needed to the K-12 delivery system, school branding (25)
- EDC Regressing (20)
- All Aboard Florida (4)
- Bio-Tech/ Life Sciences firms leaving (4)



SWOT Summary

The following is a summary of the findings of the SWOT Analysis:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Pro-Business Governments, Good County Administration and Staff, Good ED Staff, Strong Chamber (26) • Land Assets, low cost and lots of acreage (13) • Quality of Life: Affordable, Baseball, PGA , Beaches, Tradition Development, Hospitals/Trauma Centers, Ocean Marine Research, Navy Seal Museum (12) • Port, Airport, Rail (12) • Transportation-Location/Road Access (I-95, Turnpike), and Good Strategic Central Location (8) • Indian River State College (IRSC) (8) • Education-Formal and informal (4) 	<ul style="list-style-type: none"> • Lack of articulated vision (16) • Poor school ratings (15) • Lack of Shovel Ready Sites for light manufacturing and lack of Class “A” Office (12) • Workforce-availability and quality (11) • High crime in NE section of the County (9) • Lack of coordination between gov’t. on permitting, regulations, land use, impact fees, etc. (8) • Lack of countywide marketing effort (5)
<ul style="list-style-type: none"> • Improve and expand the Airport (14) • Existing businesses/expansion (14) • Expansion of the Port (11) • Treasure Coast Research Park- Brand and Promote the park (10) • Provide leadership with permitting and customer service (7) • Tourism Infrastructure-hotels, meeting space, etc. (6) • Infrastructure Improvements: Relocate wastewater facility, Relocate rail, New I-95 Interchange, Complete Crosstown Parkway connection (5) • Encourage development of Mixed-Use at Tradition, LTC Ranch, Southern Groves, City Center (3) 	<ul style="list-style-type: none"> • Lack of Action-Cost of Doing Nothing (35) • Improvements needed to the K-12 delivery system, school branding (25) • EDC Regressing (20) • All Aboard Florida (4) • Bio-Tech/ Life Sciences firms leaving (4)
OPPORTUNITIES	THREATS

(The number in parentheses following each response indicates the number of times this response was given by individuals.)

Strategic Economic Development Themes

This report represents the findings of the SWOT as individually deemed important issues. The next step in preparing an Economic Development Implementation Plan was to establish a common framework for the Plan. In analyzing all the data collected, six (6) common themes emerged as a framework necessary to grow the economy of St. Lucie County.

Strategic Themes

Develop Product	<ul style="list-style-type: none"> • Treasure Coast Research Park • Implementing the St. Lucie Corridor Initiative • Availability of Buildings and Sites • Tradition Center for Innovation
Business Image and Branding	<ul style="list-style-type: none"> • Unified Vision • Branding • Countywide Marketing
Infrastructure	<ul style="list-style-type: none"> • Transportation (I-95 Interchange) • Airport--Connectivity Linkages • Crosstown Parkway-Final Phase • Port • Broadband
Growth Leadership-Business Climate	<ul style="list-style-type: none"> • EDC Staffing and Funding • Regional Cooperation/Partnerships • Government Coordination in Permitting • Workforce and Education K-16
Business Retention, Expansion and Attraction	<ul style="list-style-type: none"> • Agriculture • Manufacturers Council • Manufacturing • Target Industries • Existing Industry Program • Business Partnerships
Tourism Infrastructure	<ul style="list-style-type: none"> • Hotel Development • Branding for Tourism • Convention/ Meeting Space • Coordination with the Tourist Dev. Council

Strategic Plan Framework

The recommended economic development strategic plan for St. Lucie County is composed of the following elements:

- Goals, objectives and strategies;
- Organizational responsibilities for each strategy; and
- Order and magnitude of financial requirements

Goals, Objectives and Strategies

In the recommended economic development strategic plan (EDSP), statements are set forth to identify the desired ends of the plan (goals), provide specific and measurable milestones toward which the goals are directed (objectives), and stipulate how activities and programs shall be conducted to achieve the goals and objectives (strategies). Related objectives are listed under each of the goal statements. Explicit strategies are provided for each of the objectives.

Goals and objectives need to be clearly defined and based on realistic expectations in order to formulate specific programs for action. The goals constitute an overall working framework for identifying and assessing alternative strategies, which are assigned priority. The economic development strategies represent action-oriented approaches to the achievement of the stated goals and objectives.

A strategy or strategic action consists of a project or course of action to be undertaken to accomplish a defined objective. Generally, it is possible to express a strategic action in a single sentence or phrase reflecting an approach that could encompass any number of specific activities or tasks. For example, one strategy for attracting high technology firms could be the establishment of a direct mail program based on the purchase of address

lists for firms that might be identified in a target industry study. This strategic action would involve such tasks as procuring a mailing list, formulating a series of letters, packaging and mailing the marketing materials, and conducting follow-up contacts.

The strategic plan is the means by which the goals recommended herein or developed as the process continues can be accomplished, despite the likelihood of change over a period of time. The strategies should be clearly stated, but the individual tasks within each strategy need not be outlined. Some accommodation for flexibility in implementation is desirable. If goals, objectives, and strategies are structured properly, the plan will be flexible enough to respond to unexpected changes with a minimum degree of disruption or disturbance to area economic development efforts as a whole. The EDSP is a living document and as such should be reviewed at least annually in order to determine the status of the objectives and strategies and updated as appropriate.

Organizational Responsibilities

Once the EDSP has been approved, an implementation matrix defining organizational responsibilities for each of the strategies in the recommended strategic plan should be specified, with the desired results and a suggested schedule for when the actions are to be undertaken and completed. An implementation matrix is provided in the recommended strategic plan indicating the proposed lead and support roles for the strategies. It will be up to the individual agencies and organizations to reach agreements on assuming the proposed responsibilities.

Organizations currently assuming responsibility for economic development activities in St. Lucie County must promote a commitment to the strategic economic development process. The organizations must accept responsibility for the actions and be committed to achieving the desired results. Potential conflicts must be resolved and a consensus among the organizations involved in economic development must be achieved for successful plan implementation.

It is necessary to translate responsibilities for the strategic actions which have been accepted by participants into a work plan. While the recommended strategic plan focuses on overall goals and strategies for developing the economy of St. Lucie County, the EDC's plan must focus on the specific tasks to be accomplished. An annual work program is the means by which the strategic plan implementation results are achieved and evaluated.

The work programs for the participants in this process should define the actions to be taken to achieve the responsibilities agreed to, but until these specific actions are undertaken, little or nothing will be accomplished. It is therefore essential that agreements to assume responsibilities for the various strategies presented in the plan be made explicit. This helps to avoid misunderstandings and provides an incentive for performance.

It is recommended that each organization with economic development responsibilities define their involvement in the form of a detailed work plan on an annual basis, and stipulate tasks to be accomplished consistent with the strategic plan. These should include the specific tasks, time frames, staff requirements, resource requirements, estimated budget, and sources of funding.

Implementing the Strategic Plan

While several characteristics distinguish strategic planning from other types of planning and goal-setting efforts, it is the implementation that really sets it apart. The key to strategic planning is that it is action-oriented; its focus is on the allocation of scarce resources to critical issues. The implementation phase is crucial. The success of the strategic planning process comes as much from the process itself as from the strategies defined in the plan. The key to implementation is organization.

The various individuals, agencies, and organizations that have helped identify concerns to be addressed for the recommended strategic plan should now continue to be involved in "getting the job done". Responsibilities for the specific projects and actions defined in the plan must be clearly understood and accepted.

Each participant should:

- Commit to agreed responsibilities for action;
- Understand the desired results;
- Accept responsibility for the actions and their results;
- Establish an acceptable time frame within which the actions are to be taken and completed; and
- Be committed to achieving the desired results.

The importance of creating an effective organizational structure within the community to implement the strategic plan cannot be overemphasized. Turf protection, organizational jealousies, and duplication of effort must be avoided. The process of consensus-building and negotiation which brings about agreement on the strategic plan components should resolve such problems. If

not, they must be resolved as organizational responsibilities are assigned and agreed to.

As discussed previously, there must be a link between strategy and budget. Although some strategies will be oriented to policy changes and removal of administrative barriers and not involve monetary resources, successful strategic planning will require allocation of scarce financial resources to implement project-oriented strategies.

Conclusion

A list of characteristics found in effective strategic plans is presented below as an appropriate summary for the strategic planning model. Ensuring that programs and projects are credible and relate to the community's economic development goals and objectives is a basic requirement of an effective plan. A clear connection between the plan and the proposed projects or programs is essential for favorable public response and continued financial support by all stakeholders.



The characteristics are:

1. The strategic plan has an analytical basis based on accurate and current information.
2. Available previous studies have been consulted and reflected in the strategic plan.
3. The strategic plan reflects a stakeholder interview and SWOT process.
4. Projects and activities in the strategic plan are compatible with the findings.
5. The strategic plan specifies concrete actions that will be undertaken in a defined period of time (approximately one to five years, as warranted).
6. There is appropriate linkage between capital projects and program activities necessary to make the capital projects effective.
7. Roles and responsibilities are clearly defined and assigned within the strategic plan for each proposed action.
8. Organizations or persons assigned roles and responsibilities formally make a commitment to attempt to achieve the related proposed actions.
9. The strategic plan reflects or creates an institutional framework necessary to achieve its objectives or to complete its proposed projects and activities.
10. Proposed actions are realistically achievable within a reasonable time frame.
11. The strategic plan has a formal commitment to an ongoing evaluation and monitoring process, including a formal progress review.

Strategic Action Plan

Many elements of the strategic plan recommended address issues raised during the SWOT process. The framework is designed for actual decision making guidance by providing the recommended goals, objectives and strategies. These are the items to be acted upon which will direct the participants in the economic development process.

The programs and actions proposed in this recommended strategic plan are intended to provide the foundation for maintaining a collaborative working relationship among the public and private sector entities involved in promoting economic development in St. Lucie County, to set forth achievable implementation strategies to guide decision making based on the concerns expressed during the interviews, investor surveys, board workshop and growth summit conducted for this study, and to provide a successful model for county-wide application.

The EDC's economic development efforts must focus attention on programs to support both new business recruitment and retention of existing businesses and existing job skills. Further economic diversification is also needed, through continued development of the target industries.

Initiatives have been identified throughout the EDSP to address most of the County's major liabilities or its opportunities for future growth. However, funding these proposals will not be easy. Although the County and Cities have committed significant resources, other public and private resources (city, county, state, regional and national) will be required to fully implement the EDSP. It is imperative that there is private ownership and funding of the plan to have a true public and private partnership.

On these key points this EDSP has achieved a resounding consensus. The time has come to move forward with implementation. The greatest strategic challenge facing St. Lucie County is no longer a matter of establishing the correct goals and objectives. Rather, the attention of civic and private sector leaders must now focus on ensuring that the community has viable mechanisms to harness the public and private resources at hand, to develop additional resources, and to deploy them in a way that will make a tangible difference in the future performance of the St. Lucie County economy.

Action Plan for Change

Economic development is no longer seen as merely a real estate marketing effort to entice businesses (usually headquarter offices or manufacturing plants) to relocate into an area. Today, economic development is truly about enhancing quality of life. It's about increasing per capita wages, training the workforce, enhancing infrastructure that in turn will protect and enhance the area's natural resources. Economic development encompasses not only image and positioning but also business expansion and retention; while addressing product development, infrastructure and tourism.

As a result of significant public input, six major themes serve as the "Goals" for the EDSP.

Goal 1: DEVELOP PRODUCT - LAND AND BUILDINGS


Goal 2: POSITION THE COUNTY'S IMAGE & BRAND FOR ECONOMIC DEVELOPMENT

Goal 3: DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH

Goal 4: POSITION THE COUNTY FOR ECONOMIC DEVELOPMENT - BUSINESS CLIMATE

Goal 5: DEVELOP BUSINESS RETENTION, EXPANSION AND ATTRACTION COUNTYWIDE

Goal 6: DEVELOP TOURISM INFRASTRUCTURE - QUALITY OF LIFE



Each of the goals listed have numerous objectives and strategies, which provide the means of attaining their individual and collective results.

This EDSP is very comprehensive. The EDSP contains 6 Goals, 25 objectives and 76 strategies. It should be noted that there is considerable overlap between goals, objectives and strategies and that responsibility for the objectives/strategies involves a host of public and private stakeholders.

EDSP Implementation Matrix

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 1: DEVELOP PRODUCT-LAND and BUILDINGS						
OBJECTIVE 1.1: Increase available Shovel-Ready sites for Office , Manufacturing, Research & Development, Distribution						
Strategy 1.1.1: Work with landowners to develop sites for office, manufacturing, research and development, distribution	EDC					
OBJECTIVE 1.2: Adopt recommendations of the St. Lucie Corridor Initiative						
Strategy 1.2.1: Partner with landowners/brokers and city/county planners to complete the site profiles	EDC, FP,PSL, SLC, RASL					
Strategy 1.2.2: Revise/issue Overview on Real Estate Guide for local stakeholders	EDC, RASL, TCBA					
Strategy 1.2.3: Evaluate potential use of each site and level of market readiness including certification of key sites	EDC, RASL					
Strategy 1.2.4: Determine availability of buildings that meet target industry real estate criteria	EDC, RASL, TCBA					
Strategy 1.2.5: Evaluate competitive positioning of SLC properties with other Florida east coast properties	EDC, RASL					
Strategy 1.2.6: Package a listing of market ready sites to begin marketing process	EDC					
Strategy 1.2.7: Develop overall strategy for real estate and determine funding for the St. Lucie Corridor Initiative	EDC, SLC TCRPC					

Key

Yellow indicates implementation timeframe

Green indicates ongoing efforts

Acronyms Used

EDC Economic Development Council of St. Lucie County
 FP City of Fort Pierce
 PSL City of Port St. Lucie
 SLC St. Lucie County
 TDC Tourism Development Council
 TCBA Treasure Coast Builders Association

TCSC Treasure Coast Sports Commission
 CSRC CareerSource Research Coast
 IRSC Indian River State College
 SLCSB St. Lucie County School Board
 SLCC St. Lucie County Chamber of Commerce
 TPO St. Lucie Transportation Planning Organization

TCRPC Treasure Coast Regional Planning Council
 SLCA St. Lucie County Aviation
 TCERDA Treasure Coast Education, Research & Development Authority (Research Park)
 RASL Realtors Association of St. Lucie RABP)

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
OBJECTIVE 1.3: Encourage development of Class "A" office and business parks at or near I-95						
Strategy 1.3.1: Create options that will expedite infrastructure for Class "A" office and business park investment	EDC, SCL					
Strategy 1.3.2: Develop ways the County and Cities can partner with developers to creatively structure financing for infrastructure needs and reduce impacts of regulatory demands	EDC, FP, PSL, SLC					
Strategy 1.3.3: Work with developer of Tradition Center for Innovation to prepare to market and promote the business park	EDC					
OBJECTIVE 1.4: Explore creation of a business incubator for target industries and manufacturing						
Strategy 1.4.1: Support TCERDA and other interested parties with the EDA Grant and demand study for the incubator	EDC, TCERDA, IRSC					
OBJECTIVE 1.5: Support the County with implementation of the Airport Business and Marketing Plan						
Strategy 1.5.1: Partner with the Airport to attract and retain businesses, (i.e. aviation, aerospace, distribution and logistics)	EDC, SLCA					
Strategy 1.5.2: Conduct quarterly meetings with the Airport to discuss progress as it relates to economic development	EDC, SLCA					
Strategy 1.5.3: Explore with the County implementation and funding for a Freight Logistics Zone	EDC, SLCA					
OBJECTIVE 1.6: Support streamlined permitting and regulatory environment with all jurisdictions						
Strategy 1.6.1: Start dialogue with City and County Planning and Regulatory Review Departments and Treasure Coast Builders Association to reduce impediments for businesses	EDC, FP, CPSL, SLC, TCBA					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 2: POSITION THE COUNTY IMAGE, CLIMATE AND BRAND FOR ECONOMIC DEVELOPMENT						
OBJECTIVE 2.1: Promote the business identity of the County						
Strategy 2.1.1: Establish a unified cohesive marketing campaign to promote the County including print, video clips, social media options, etc.	EDC, SLCC, TDC, TCSC					
Strategy 2.1.2: Create a new brand for the County and market locally and nationally (Underway)	EDC, SLCC					
Strategy 2.1.3: Work with regional ED partners to establish a regional brand to market	EDC, TCERDA					
Strategy 2.1.4: Emphasis strategic regional location, the City of Port St. Lucie is the 9th largest city in Florida	EDC					
Strategy 2.1.5: Promote unique assets (i.e. PGA Golf Club, Only Club Med in North America, etc.)	EDC, SLCC					
Strategy 2.1.6: Expand marketing to include the ICSC trade shows and other options for realtors and the EDC	EDC, RASL					
Strategy 2.1.7: Organize community asset tours for commercial and industrial brokers from South Florida	EDC, RASL					
Strategy 2.1.8: Host a site selection event with the Florida Research Coast ED Coalition to bring national consultants to the County (PGA, baseball, fishing tournament, etc.)	EDC, TCERDA					
OBJECTIVE 2.2: Work with the Tourism Development Council (TDC) and Treasure Coast Sports Commission (TCSC) on business marketing						
Strategy 2.2.1: Jointly develop a plan to promote business and tourism	EDC, TDC, TCSC					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 3: DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH						
OBJECTIVE 3.1: Improve infrastructure to encourage business growth and expansion						
Strategy 3.1.1: Coordinate with the County and Cities to conduct an inventory of roadway deficiencies at key development sites	EDC, FP, CPSL, SLC					
Strategy 3.1.2: Work with the County to educate and advocate for a comprehensive transportation plan	EDC, SLC, SLTPO					
Strategy 3.1.3: Provide support to the City of Port St. Lucie with completion of the final phase of the Crosstown Parkway	EDC, CPSL					
Strategy 3.1.4: Provide support for a new I-95 interchange and surrounding infrastructure for better connection to the airport and port	EDC, CLCA, SLTPO					
OBJECTIVE 3.2: Develop broadband to encourage business growth and expansion to key development sites						
Strategy 3.2.1: Inventory current broadband capacity	EDC					
Strategy 3.2.2: Meet with providers to explore methods of expanding and increasing coverage and capacity	EDC					
OBJECTIVE 3.3: Develop water and sewer infrastructure to encourage business growth and expansion in key development sites						
Strategy 3.3.1: Coordinate with County and Cities to conduct a water and sewer needs assessment as it relates to key development sites identified in the St. Lucie Corridor Initiative	EDC, FP, CPSL, SLC					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 4: POSITION THE COUNTY FOR ECONOMIC DEVELOPMENT-BUSINESS CLIMATE						
OBJECTIVE 4.1: Promote available sites and buildings						
Strategy 4.1.1: Develop plan to market land/building assets identified in the St. Lucie Corridor Initiative	EDC					
Strategy 4.1.2: Partner with key development and real estate professionals and regional organizations to leverage resources to promote land/building assets	EDC, RASL, TCBA					
Strategy 4.1.3: Maintain and expand the EDC land and building data base	EDC, RASL					
OBJECTIVE 4.2: Organize collaborative teams to achieve EDC goals						
Strategy 4.2.1: Develop economic development performance metrics	EDC					
Strategy 4.2.2: Periodically review the strategic plan to determine progress	EDC					
OBJECTIVE 4.3: Explore Workforce Readiness and Education Improvements						
Strategy 4.3.1: Work with CareerSource Research Coast to conduct a Skills Gap Analysis to identify workforce deficiencies for high-skills/high wage jobs	EDC, CS					
Strategy 4.3.2: Support STEM (Science, Technology, Engineering and Math) careers by working with the School Board and Indian River State College (IRSC)	EDC, SLCSB, IRSC					
Strategy 4.3.3: Work with the school district, CareerSource Research Coast and Indian River State College to develop workforce training programs to meet all industry needs including target industries	EDC, SLCSB, IRSC, CS					
Strategy 4.3.4: Create a marketing plan to promote workforce readiness, education and training	EDC, CS SLCSB, IRSC					
Strategy 4.3.5: Work with the new school superintendent on perceived improvements needed to the K-12 delivery system	EDC, SLCSB					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
OBJECTIVE 4.4: Create a regulatory environment that embraces collaboration and cooperation						
Strategy 4.4.1: Encourage the County and Cities to identify and revise regulations that inhibit business growth	EDC, FP, CPSL, SLC					
Strategy 4.4.2: Explore business friendly land development options that encourage business attraction and retention	EDC, FP, CPSL, SLC					
OBJECTIVE 4.5: Work with the County and Cities to streamline permitting						
Strategy 4.5.1: Assist with identifying streamlining issues	EDC, FP, CPSL, SLC					
Strategy 4.5.2: Promote changes to the development community	EDC					
OBJECTIVE 4.6: Evaluate current County and the Cities' economic development toolkits						
Strategy 4.6.1: Assist with developing and adopting guidelines for awarding incentives	EDC					
Strategy 4.6.2: Assist with developing incentives for existing and new businesses	EDC					
OBJECTIVE 4.7: Evaluate Economic Development staffing and funding						
Strategy 4.7.1: Evaluate staffing needs based on the approved Economic Development Strategic Plan (EDSP)	EDC					
Strategy 4.7.2: Review current EDC investor levels and funding	EDC					
Strategy 4.7.3: Work with the County and Cities to determine current and future funding	EDC, FP, CPSL, SLC					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 5: DEVELOP BUSINESS RETENTION, EXPANSION AND ATTRACTION COUNTYWIDE						
OBJECTIVE 5.1: Create innovative partnerships to support existing businesses and expansion						
Strategy 5.1.1: Work with businesses to create, attract and retain value added businesses via EDC existing industry programs	EDC					
Strategy 5.1.2: Explore options for collaborating with the private sector	EDC					
Strategy 5.1.3: Increase awareness of local, State and regional resources to assist with retention, attraction and growth of value-added businesses	EDC					
Strategy 5.1.4: Schedule regular meetings with commercial real estate brokers to determine available inventory, needs assessment and market conditions	EDC, RASL					
Strategy 5.1.5: Work with the County and the Cities to promote key sites for value added businesses, (i.e. City Center, Port, etc.)	EDC, FP, CPSL, SLC					
OBJECTIVE 5.2: Expand the EDC existing industry program						
Strategy 5.2.1: Conduct an annual existing industry electronic survey	EDC					
Strategy 5.2.2: Conduct existing industry visitations	EDC					
Strategy 5.2.3: Reach out to companies considering leaving the County	EDC					
Strategy 5.2.4: Develop a Manufacturers Council	EDC					
Strategy 5.2.5: Work with local partners such as SCORE, Small Business Development Center (SBDC), etc. to meet business needs including exploring creation of a revolving loan fund	EDC					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
OBJECTIVE 5.3: Conduct due diligence review on projects receiving incentives						
Strategy 5.3.1: Contract with a firm to conduct economic impact analysis on projects receiving incentives	EDC					
Strategy 5.3.2: Form a financial review committee and develop protocol to review projects prior to awarding incentives	EDC					
OBJECTIVE 5.4: Form business partnership with the Agriculture Industry						
Strategy 5.4.1: Conduct a summit with local agriculture interests to identify barriers to success	EDC, IFAS					
Strategy 5.4.2: Collaborate with IFAS and USDA at Treasure Coast Research Park to identify alternative agriculture options (i.e. bio fuels, nutraceuticals, essences, food processing, etc.)	EDC, IFAS, USDA					

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME				RESOURCES
		Ongoing	1 to 2 years	2 to 3 years	3 to 5 years	
GOAL 6: DEVELOP TOURISM INFRASTRUCTURE-IMPROVE QUALITY OF LIFE						
OBJECTIVE 6.1: Promote the County's unique assets						
Strategy 6.1.1: Develop EDC marketing materials that promote the PGA, Club Med, Tradition Field-Baseball Spring Training, Navy SEAL Museum, etc.	EDC, TDC, TCSC, SLCC					
Strategy 6.1.2: Expand on destination awareness marketing	EDC, TDC, TCSC, SLCC					
OBJECTIVE 6.2: Develop partnerships with the Tourist Development Council (TDC), Treasure Coast Sports Commission (TCSC), and County						
Strategy 6.2.1: Support the promotion of a full range of tourism products within the County and expand off season offerings	EDC, TDC, TCSC					
Strategy 6.2.2: Assist the TDC in exploring the potential for eco-tourism	EDC, TDC					
Strategy 6.2.3: Explore funding availability for the EDC to promote tourism in concert with business marketing	EDC, TDC, TCSC, SLCC					
Strategy 6.2.4: Market to target industries the County's tourism assets	EDC					
Strategy 6.2.5: Encourage adoption of a countywide tourism marketing plan	EDC, TDC					
Strategy 6.2.6: Encourage the County to develop user-friendly regulations at tourism venues	EDC, SLC					
OBJECTIVE 6.3: Conduct a Hotel Feasibility Study						
Strategy 6.3.1: Determine funding partners for a feasibility study	EDC, TDC, TCSC, SLCC					
Strategy 6.3.2: Determine under met hotel and meeting space needs	EDC, TDC, TCSC, SLCC					
Strategy 6.3.3: Partner with TDC and TCSC to identify potential sites for hotel/conference meeting space	EDC, TDC, TCSC					

APPENDIX A: Stakeholder Interview Responses`

1. List the reasons (if any) that you feel economic development is important to the county?

- Health and well-being of the county-Jobs, public safety, culture
- Jobs are key for good tax base and schools
- Value added Jobs
- Tax base
- Lifestyle
- Create jobs for lower and mid-income
- Need to attract more technology and manufacturing jobs
- Need to develop a sense of economic community-Increase the tax base
- Quality of Life
- Focus on growth
- Overall vitality
- Keeping young people here
- Good partnerships with the public schools
- Building the community
- Increase the tax base
- Create the opportunity to address social issues-community pride
- Sustainability
- Job growth-value added jobs
- Increase average wage
- We have room to grow-but grow wisely
- Want our children to stay here for jobs
- Jobs are needed for prosperity to keep our young here
- Jobs will reduce crime
- Provides stability
- Strengthens the tax base
- Provides jobs
- Provides diversity of industries

2. Give me three words that describe St. Lucie County:

- Beauty
- Location-airport, roads
- Potential
- Easy-not very selective
- Low shooting-we will take anything
- Lifestyle
- Mets
- Recreation
- Welcoming
- Diverse-culturally and with agriculture
- Collaborative
- Diverse-blue collar
- Pro-business
- Pro-growth
- Affordable
- Transportation
- Quality of life
- Energy to improve the area
- Under-achieving
- Potential
- Assets-infrastructure
- Comfortable
- Affordable
- Friendly
- Old Florida-agriculture, ranches, beaches
- Underdeveloped
- Quality of life-year round
- Affordable
- Diversity of population
- Homey-small town feel

3. What are the county's strongest assets or strengths for economic success?

- Transportation possibilities-port, airport, roads, rail
- Beautiful beaches-tourism
- Geographic location within the State
- Spring Training (NY Mets)-tourism
- PGA Golf (5 Courses)
- Oceanographic research center
- Pro-business
- Tradition Project
- Bio science complex-medical complex and Torrey Pines
- Airport, port
- Indian River State College- training
- Power Plant-great tax asset
- Transportation network-I-95, Turnpike
- Baseball-NY Mets
- Public School System-career academies, Indian River State College
- Current EDC staff and EDC leadership
- Strong will to succeed in the business community
- Holistic approach of the Chamber, EDC-they play nice together
- Agriculture development
- Transportation infrastructure-I-95, Turnpike and available commercial properties
- PGA properties (4)
- Collaborative-business/education/health care
- Indian River State College
- Bio tech corridor
- County leadership elected and administration
- Pete and the EDC staff
- Mets Spring Training
- PGA
- Quality of life
- Healthcare-hospitals, cardiac centers, trauma centers
- Medical school
- Education-IRSC
- Port
- Resiliency of the community
- Comprehensive plan with vested properties
- Treasure Coast Research park-agriculture focus
- Affordable workforce
- Knowledge based economy-IRSC, FAU Harbor Branch
- Transportation network
- Pro-business environment
- Quality of life-beaches
- Affordable
- Coordinative local governments-pro business
- Strong Chamber
- Ready and willing workforce
- Indian River State College
- Geographic location with Central Florida and South Florida
- Transportation-I-95, Turnpike, airport, part, rail
- Strong elected leadership local and state
- Central location
- Low cost of land
- Large population base (500,000)
- Educated retiree that want to contribute
- Low crime in Port St. Lucie
- Quality of life-year round
- Ease of getting around-less traffic
- Affordable land
- Transportation access-I-95, turnpike, intracoastal waterway, port, airport
- Collaborative local governments
- Indian River State College
- Ocean Marine Research-ORCA, Navy Seal Museum, etc.
- Lawnwood Hospital and Trauma Center
- PGA
- Central location
- Central location in the state
- Transportation network-I-95, Turnpike, intracoastal
- Available land in Port St. Lucie (12,000 acres)
- Mets baseball and the jobs it brings
- Affordable housing and land prices
- The new EDC is moving forward with marketing plan, target industry plan, etc.

4. What are the county's biggest weaknesses or liabilities that limit economic success for the county?

- Image-lack of proper positive promotion
- Lack of coordination between various govt. entities
- Lack of common vision at all levels
- Under-utilization of industrial areas
- Low opinion of yourselves
- Demographics-poor, low pay
- Public school system
- Lack of public will
- Lack of due diligence on the target prospects-Need to look behind the curtain
- Public perception of the school system being weak
- Government red tape-Port St. Lucie Bldg. Dept.
- Lack of clarity in municipal boundaries-Lack of cohesive rules and regulations
- Available Class "A" Office buildings
- Perception of schools not be adequate
- Divide between old and new communities/neighborhoods
- High crime in Fort Pierce
- Lack of shovel ready sites
- Lack of unified vision for economic development
- Refine our vision
- Governments not working together at the local level
- Shovel ready sites
- Fort Pierce Utility Authority-high electric rates and water and sewer
- NE section of St. Lucie County
- Risk averse county government
- We are our own worst critics
- Lack of community support from the media
- Lack of larger vision
- High crime in NE portion of the county
- K-12 needs to be stronger-now C+
- No spec space-No shovel ready space
- Over committed to Torrey Pines and VGTI-Bio tech
- Quality of education K-16-we don't do a good job in promoting our successes at the schools
- No major university
- Political opposition to raising taxes for major infrastructure improvements
- Port that doesn't function at its potential
- Airport that doesn't function at its potential
- Manufacture's can't find workers with work ethic and proper training
- Perception of poor schools K-12
- Crime in the NE
- Perception of high utility rates in Fort Pierce
- Port under performing
- Airport needs more capacity
- Lack of coordination between local government, i.e., impact fees, permitting, etc.
- EDC hasn't been strong in the past
- Lack of marketing of the county as a whole by all parties

5. What are some of the major opportunities (10 years out) that can have a major impact on the county's economic development potential?

- Waterfront (Fort Pierce) shops and theatre are needed
- Develop 20 acres at Harbor Point-County owned-add hotels and conference center
- Expand the port for small cruise ships
- County should purchase the remaining port property
- Expand the Navy Seal Museum
- Expand port for cruise ships and small cargo ships
- Expand airport for airport businesses and avionics
- More communities like Tradition
- Spin offs of bio science
- Architecture design standards and improvements from I-95 east to Fort Pierce
- New bridge to connect the Crosstown Parkway to the Island-Tourism Development
- Downtown hotel in Fort Pierce
- Airport expansion
- Expand port in Fort Pierce
- Fill Tradition with strong targets
- Mixed-use development at 70 and I-95
- Get a University-BA, MS Degrees
- Expand the airport and port
- Expand the bio tech park
- Launch the Treasure Coast Research Park
- Market the "Treasure Coast" as a region
- Need marketing plan-schools, cities, get everyone involved
- Expansion of the port and airport
- Diversify our target industries
- Relocate wastewater plant from current Fort Pierce location
- Expand broadband and redundancy
- Explaining the economic development vision
- Expand the port-cargo and cruise development
- Expand the Treasure Coast Research Park-agriculture development
- Expand the airport
- Expand on the life sciences
- Purchase port property from private land owners-needs to all be public ownership
- Relocate wastewater treatment plant away from the coast
- Develop the airport with spec space and maintenance operations
- Invest in small businesses in the NE portion of the county
- Relocate rail line
- Build new interchange at St. Lucie Blvd. (I-95 airport connection)
- Rename Treasure Coast Research Park and use University of Florida in the name
- Increase broadband community connectivity-should be county owned
- Airport rebranding and commercial aviation
- Need an interchange at the airport
- LTC Ranch DRI-(Midway Business Park)
- Developing Tradition job corridor (Southern Groves) along I-95
- Educational advancements-Need career paths for the trades and college-bound students
- Untapped home-base businesses and start up potential
- Need to create more light manufacturing jobs
- Expansion of the port-public ownership is vital
- New interchange needed to serve the port and airport
- Expansion of businesses at Treasure Coast Research Park
- More incentives for new and existing businesses in the form of grants and loans
- Expansion of the airport
- Expansion of the port
- Bridge connection on Crosstown Parkway to connect I-95 to US1
- Development of City Center
- Developing Southern Grove for mfg. offices, entertainment
- Expansion of Treasure Coast Research Park

6. What are the greatest threats that could prevent or slow down the county in achieving its economic development potential?

(think 10 years out)

- Lack of coordination between the various governments
- “We have Nothing to Fear but Fear Itself”
- Lack of leadership (Public and Private)
- Unified vision
- Negative press if Torrey Pines and VGTI leave
- All Aboard Florida coming through St. Lucie County
- National recession
- National recession
- Bio tech companies leaving-Torrey Pines, VGTI
- Not having a strong branding of the schools
- EDC regressing
- North side of St. Lucie County-crime and drugs
- Improve K-12 delivery system
- Lack of vision
- Another 911
- Lack of unified vision
- Need diversified tax base
- Disrepair of local roads-losing your roadway network
- Lack of getting B+ and A rated schools
- Failed financial investments at City Center, Digital Domain, VGTI, Torrey Pines- long term cost and image
- Fear of change and not being able to adapt
- Decrease in quality of life-losing the home town feeling of why people came here
- Litigation in the development process
- More due diligence needed on projects-ROI is important
- All Aboard Florida coming through St. Lucie County
- Bio tech Leaving-VGTI and Torrey Pines
- Crime
- Lack of funding for the EDC
- Bio tech/life sciences leaving
- More due diligence needed on large projects
- Improvements to K-12-Need to promote our successes

Appendix B: Companies and Organizations that participated in the Workshop and Summit

A total of 57 people attended the Workshop or Summit from the following organizations:

Adams Ranch
Brown & Bown Insurance
CareerSource Research Coast
CenterState Bank
City of Fort Pierce
City of Port St. Lucie
Crary Buchanan, PA
Dean Mead Minton & Zwemer
FAU
Florida State Rep, District 84
FPL
Gunster
Hustons Commercial Interiors
Indian River State College
Lawnwood Regional Medical Center
Manpower
Marine Industries Association
Martin Health System
Perfect Drive Golf Villas
PGA Golf Club
Pharus Group
Proctor, Crook, Crowder & Fogal
Realtors of St. Lucie County
Rhodes Financial Group
Seacoast Bank
SLC Chamber of Commerce
SLC Commercial
Spherion
St. Lucie County
St. Lucie County School Board
St. Lucie Public Schools
St. Lucie TPO
Summit 21
TCERDA
The Firefly Group
The Yubbie Foundation
Tradition Land Company
Treasure Coast Commercial Real Estate
Treasure Coast Food Bank
Treasure Coast Newspapers & TCPalm.com
Treasure Coast Regional Planning Council

