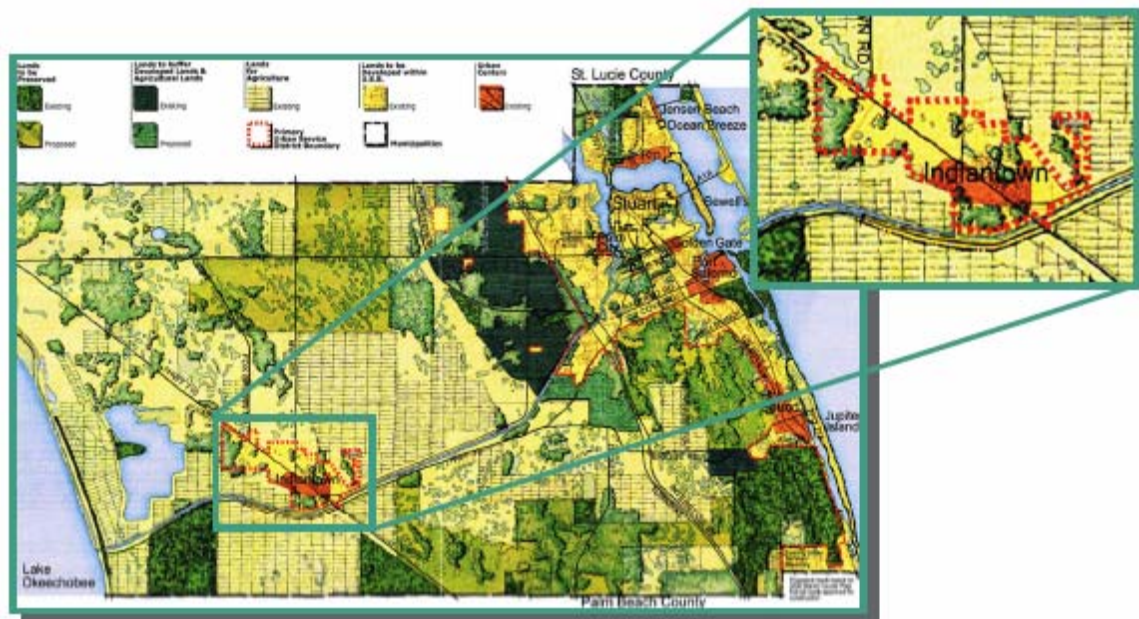


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# INDIANTOWN ECONOMIC STUDY

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**PREPARED FOR:  
THE INDIANTOWN COMMUNITY  
REDEVELOPMENT AGENCY**



Martin County Vision 2020, Indiantown CRA

*Prepared By:*

*The Center for Urban & Environmental Solutions  
(CUES) at Florida Atlantic University*

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Nicki Van Vonno, AICP, Director  
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We are especially grateful to Martin Hudson, a tireless advocate for the community of Indiantown, for his deep knowledge of the community and its assets.

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# PART I: ASSESSMENT

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This crucial first stage entails a comprehensive assessment of the community economic development environment in Indiantown. It is accomplished via analysis of data collection from primary and secondary sources, including databases, personal interview technique and citizen surveys. Comparisons with Martin County and the state of Florida have been integrated whenever possible. There are several components in this stage of the project:

## 1) Historical and Current Economic Conditions Analysis

This section includes an assessment of past, current and projected demographic and economic data for the following factors:

- Population (growth trends and projections; age; and racial characteristics)
- Income (per capita income; household income; and poverty)
- Education (educational attainment)
- Employment and Occupation (employment by industry; and occupation characteristics)

## 2) Assessment of Development Factors and Resources

Focusing on the factors and resources that influence economic development, this section provides a summary analysis of the following elements:

- Labor (overview; issues and areas for improvement)
- Transportation
- Utilities
- Knowledge System (workforce training; education system)
- Quality of Life Factors

### 3) Strengths and Weaknesses

An objective assessment of both strengths and weaknesses within Indiantown that influence and affect economic development outcomes is presented in this section. These were identified via interviews with community stakeholders, public forum, and observations during the research process.

Taken together, these three sections provide a comprehensive assessment of the factors influencing Indiantown in its current and future growth and development.

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## SECTION I-1. HISTORIC AND CURRENT ECONOMIC CONDITIONS

---

It is important to understand the economic and demographic conditions affecting Indiantown, how these conditions have changed and are projected to change in the future. Historical development and recent growth trends are vital economic indicators because they serve to explain the pattern of development and when appropriately analyzed can be capitalized upon to benefit the community. Data are used from a variety of sources – federal, state and regional, as well as private sources to present a comprehensive overview of the historical, current and projected economic conditions for Indiantown. For assessment purposes, comparisons to Martin County and Florida are made whenever possible. This section begins with a review of demographic characteristics, followed by an economic analysis of Indiantown.

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### POPULATION

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Changes in population are the major barometer of changes occurring in an area. The following categories of population are explored in depth: growth trends and projections; characteristics of age; and racial characteristics. Graphical interpretation has been provided when applicable.

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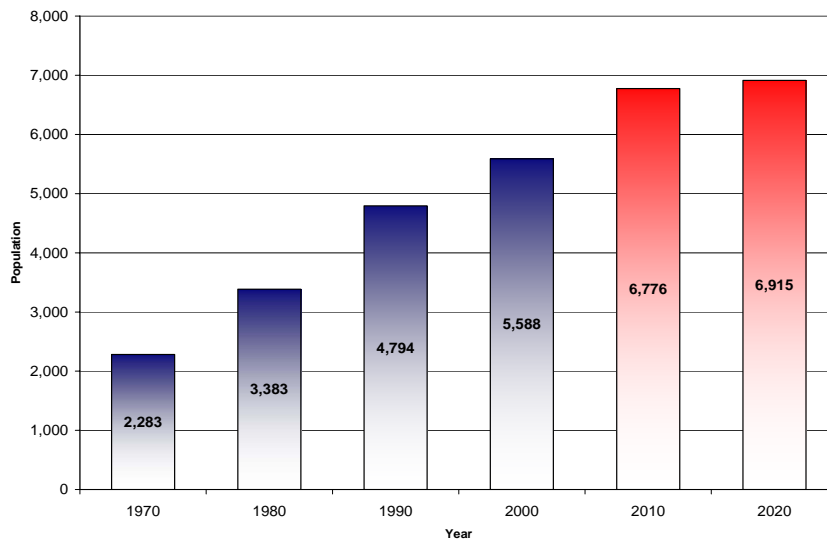
#### GROWTH TRENDS AND PROJECTIONS

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The population of Indiantown has risen steadily over the past 30 years and is projected to increase through 2020. This increase in population can be attributed mainly to the influx of migrant workers employed to harvest crops on surrounding agricultural lands. According to the Florida Statistical Abstract, the population of Indiantown is projected to increase 24 percent over the next 15 years to 6,915 residents. Figure 1-A represents the historic population data and projections, based on the *Florida Statistical Abstract* compiled by the University of Florida's Bureau of Economic and Business Research (BEBR).

*Changes in population are a barometer of changes in an area. The population of Indiantown has risen steadily and is projected to increase.*

**FIGURE 1-A. POPULATION OF INDIANTOWN 1970 TO 2020,**  
**FLORIDA STATISTICAL ABSTRACT DATA**



Source: Florida Statistical Abstract, 2003

This is a conservative estimate and does not account for substantial population increases from the Scripps Biotechnology Park proposed in northern Palm Beach County. Developers are in the process of purchasing between 3,000 to 4,000 acres of land, which could possibly increase the population of Indiantown substantially more than BEBR's *Florida Statistical Abstract* projections within the next ten years. This population increase would occur because of the affordability of Indiantown, and the presence of developable land in the area. Thus, the BEBR projections are an understatement of the population levels Indiantown can expect with the onset of the Scripps project. Additionally, the current projections do not take into account the number of housing units in the development approval process and the anticipated increase in population as a result. Because of this understatement, the Center for Building Better Communities has calculated population projections (estimating with a modified logistic curve), based on the following assumptions:

- New housing projects: 1449 housing units currently in the development approval process. Also, a DRI for 1800 units is currently under review by the Regional Planning Council. An additional 1200 future housing units by 2025 are proposed for a total of 4449 new units.

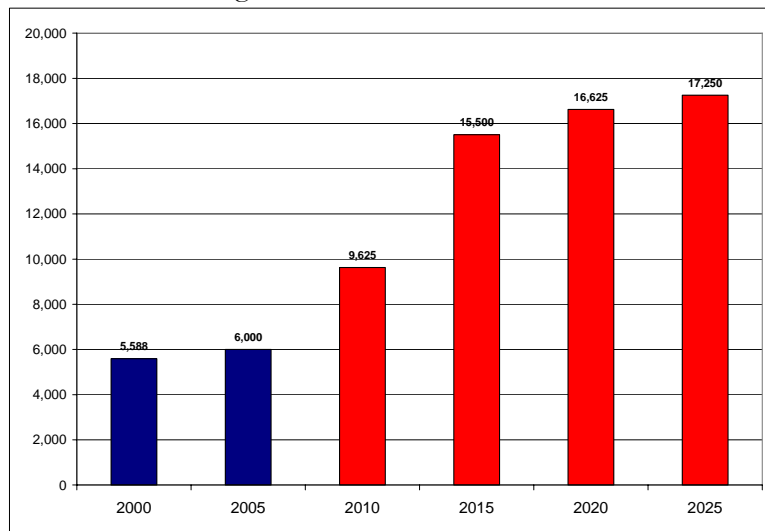
*Florida Statistical Abstract projections do not account for number of housing units in the development approval process.*



- The Community Development Boundary remains static, influencing long term population levels. While the current population to housing unit ratio of 3.1 occupants per unit is high, this will likely decrease as new development focuses towards retirees and families with a more traditional household structure.

According to conversations with the development community and the Martin County Planning Division, approximately 4,500 new housing units have been tentatively planned for the Indiantown CDB resulting in a buildout population of over 17,000 residents by 2025. Figure 2-A provides the population projections given these assumptions.

Figure 2-A. Updated Indiantown Population Projection by the Center for Building Better Communities



Source: CBBC calculated projections

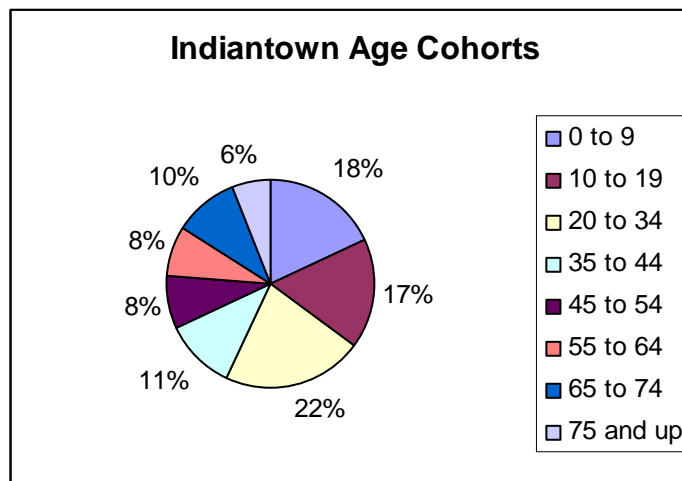
Should development pressure in south Florida persist, the 1449 units currently in the development review process could theoretically be built and occupied by 2010, resulting in an increase to nearly 10,000 residents by 2010. The remaining 3000 units would be constructed between 2010 and 2025, with a majority being built between 2010 and 2015.

## AGE

The population of Indiantown is generally much younger than the coastal residents of Martin County. Over 35 percent of its residents are between the ages of 0 and 19, and 68 percent of its population is between the ages of 0 and 44. This again can be attributed to the large migrant population located within greater Indiantown. Figure 3-A is a graphical representation of the age cohorts in Indiantown for the year 2000, and Table 1.1 shows the comparisons to Martin County and Florida of percentages within age groups.

*The population of Indiantown is generally much younger than the coastal residents of Martin County*

Figure 3-A. Indiantown Age Cohorts, 2000



Source: U.S. Census 2000

Table 1.1								
Comparison: Age Cohorts, 2000								
	0-9	10-19	20-34	35-44	45-54	55-64	65-74	75and up
Indiantown	18%	17%	22%	11%	8%	8%	10%	6%
Martin County	10%	11%	13%	14%	13%	12%	14%	14%
Florida	12%	13%	19%	16%	13%	10%	9%	8%

Source: U.S. Census 2000

Indiantown has consistently had a younger population, as evidenced by Table 1.2. When contrasted against county and state age cohort totals, the population of Indiantown differs substantially and therefore has different needs and requirements for its residents than other populated places along coastal Martin County.

Table 1.2 Historical Comparison: Median Age of Population	Indiantown	Martin County	Florida
1980	n/a	42.8	34.6
1990	28.7	44.3	36.0
2000	29.7	47.3	38.9

Source: U.S. Census 1980, 1990, 2000

---

## RACE

---

Table 1.3 shows the percentage of population by race for Indiantown, Martin County and Florida. From 1990 to 2000 the white population in Indiantown has decreased by 1.1 percent, by 1.4 percent in Martin County and by 5 percent in Florida. “Other race,” which is the Mayan Indian population that is prevalent, increased by 2.5 percent in Indiantown, and 0.7 percent in Martin County. This shows that the influx of this “other race” settled predominantly in Indiantown. The black population decreased in Indiantown by 7 percent and in Martin County by 0.7 percent, while increasing in the state of Florida by 1 percent.

Most significantly in 2000, more than one-quarter of Indiantown’s population was “some other race,” which is contrasted with this segment of the population comprising 3 percent or less of the county’s or state’s population.

*Most significantly, almost one-third of Indiantown’s population is “some other race.”*

Table 1.3 Comparison: Percentage of Population by Race	1990			2000		
	Indiantown	MC	FL	Indiantown	MC	FL
White	47.0%	91.3%	83.1%	45.9%	89.9%	78.0%
Black	28.0%	6.0 %	13.6%	21.0%	5.3%	14.6%
American Indian and Alaska Native	0.7%	0.2%	0.3%	2.3%	0.3%	0.3%
Asian	0.0%	0.5%*	1.2%*	0.2%	0.6 %	1.7%
Native Hawaiian and Other Pacific Islander	0.3%	na	na	1.0%	0.1 %	0.1%
Some other race	24%	2.0%	1.8%	26.5%	2.7%	3.0%
Two or more races	na	na	na	3.1%	1.1 %	2.4%

Source: U.S Census 1990, 2000

\* Data for year 1990 combined the Asian and Pacific Islander population rather than separating them as in year 2000.

Table 1.4 reiterates the high percentage (relative to county and state levels) of the population that is from Hispanic or Latino descent. From 1990 to 2000, Indiantown, Martin County, and Florida all had increases in the Hispanic population. However, Indiantown had the greatest percent change with a 14.1 percent increase in ten years compared to a 2.8 percent increase in Martin County and a 4.6 percent increase in Florida.

Table 1.4 Hispanic or Latino of any race	Indiantown	Martin County	Florida
1990	34.8%	4.7%	12.2%
2000	48.9 %	7.5%	16.8%

Source: U.S. Census 1990, 2000

## INCOME

Income is another major indicator of the economic health and growth patterns of a community. It is typically considered in context of per capita income and household income. Both of these factors are summarized in the following information.

According to Census 2000 statistics, median household income in Indiantown (\$28,977) is substantially lower when compared to Martin County (\$43,083) and the state of Florida (\$38,819). This is attributed to the rural nature of Indiantown where the local economy is primarily fueled by agricultural and industrial businesses.

According to Table 1.5 and Figure 1-D, which compare income cohorts of Indiantown, Martin County and the state of Florida, 23 percent of Indiantown residents earn between \$15,000 and \$24,999 annually. This can be compared to 14 percent of the population of Martin County Florida in the same bracket. Also of note is that the median household income for Indiantown is a little over \$14,000 less than the median household income for Martin County.

*The median household income for Indiantown is a little over \$14,000 less than the median household income for Martin County.*

**FIGURE 1-D. HOUSEHOLD INCOME COMPARISON CHART**

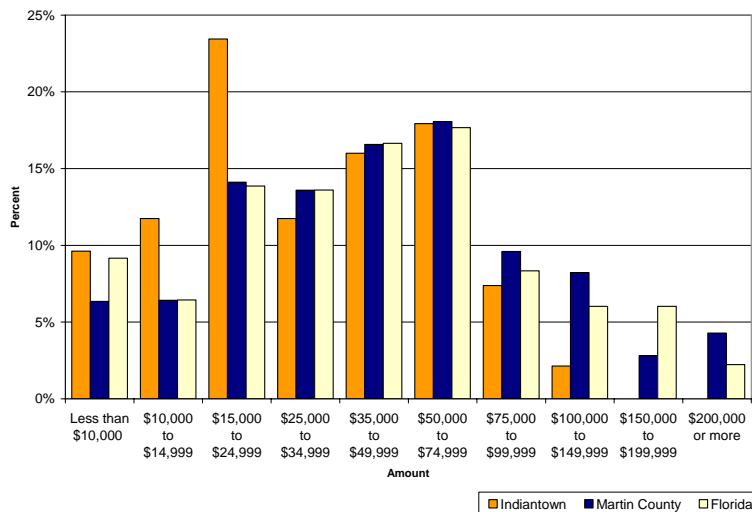


Table 1. 5  Comparison: Household Income, 2000			
	Indiantown	Martin County	Florida
Less than \$10,000	10%	6%	9%
\$10,000 to \$14,999	12%	6%	6%
\$15,000 to \$24,999	23%	14%	14%
\$25,000 to \$34,999	12%	14%	14%
\$35,000 to \$49,999	16%	17%	17%
\$50,000 to \$74,999	18%	18%	18%
\$75,000 to \$99,999	7%	10%	8%
\$100,000 to \$149,999	2%	8%	6%
\$150,000 to \$199,999	0%	3%	6%
\$200,000 or more	0%	4%	2%
Median Household Income	\$28,977	\$43,083	\$38,819
Per Capita Income	\$11,085	\$29,584	\$21,557

Source: U.S. Census 2000

Tables 1.6 and 1.7 provide an historical comparison, which shows that Indiantown has had significantly less per capita and median household income than Martin County or Florida.

Table 1.6 Historical Comparison: Per Capita Income	1979	1989
Indiantown	\$5,199	\$11,753
Martin County	\$5,813	\$20,328
Florida	\$7,270	\$14,698

Table 1.7 Historical Comparison: Median Household Income	1979	1989
Indiantown	\$16,804	\$26,264
Martin County	\$15,749	\$31,760
Florida	\$14,675	\$27,483

Source for both tables: U.S. Census 1980, 1990

## POVERTY

Poverty in the U.S. was at 12.5 percent for 2003, with 17.6 percent of all children 18 and under living in poverty. Poverty is defined by income threshold levels that are applied consistently throughout the U.S. by the Census Bureau. For example, a three-person household with all persons under the age of 65 is considered living under the poverty line if annual income is \$14,680 or less.

Table 1.8 depicts poverty rates for Indiantown, Martin County and Florida. The results of low median household income and per capita income in Indiantown can be seen with higher poverty rates for families, individuals and single mothers. Nearly 19 percent of families in Indiantown live below the poverty rate, as compared with only 2.6 percent of county residents. More striking is the fact that more than 40 percent of single mothers within Indiantown live in poverty. These figures in particular portray the depressed socioeconomic conditions existing within Indiantown.

*Nearly 19 percent of families in Indiantown live below the poverty rate.*

Table 1.8 Comparison: Poverty Rate, 2000			
	Indiantown	Martin County	Florida
Families	18.8%	2.6%	9.0%
Individuals	23.8%	8.8%	12.5%
Single Mother	40.2%	20.7%	25.3%

Source: U.S. Census 2000

Table 1.9 depicts the historical trend in which the poverty rate rose by 10 percent for individuals from 1990 to 2000 in Indiantown, while declining somewhat in Martin County and Florida. The poverty rate then decreased from 30 percent to 23.8 percent from 1990 to 2000.

Table 1.9 Historical Comparison: Percentage of Persons Below Poverty Line		
	1979	1989
Indiantown	20.2%	30.0%
Martin County	11.1%	8.3%
Florida	13.5%	12.7%

Source: U.S. Census 1980, 1990

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## EDUCATION

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Education is a demographic factor that serves as a major component of quality of life in a community. Not only is the educational system a consideration in most business site selection processes, it is also an indicator of a community's social health. If a strong educational system exists, then it generally reflects a positive community and vice versa. But educational factors go beyond influencing quality of life; they also directly impact the abilities of the area's workforce. The major measure of education as a demographic factor is an analysis of educational attainment.

### EDUCATIONAL ATTAINMENT

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Educational opportunities in Indiantown are limited as the area currently has only one elementary school and one middle school. There is no high school in Indiantown, and continuing education and college facilities in Indiantown



and western Martin County are very limited. Educational opportunities are discussed further in the next section, Assessment of Development Factors and resources.

As depicted in Table 1.10, only 51.1 percent of the population of Indiantown has graduated from high school. This can be attributed to a lack of educational facilities as well as a significantly high immigrant population. More striking is the fact that 34 percent of the population that is 25 or older has less than a 9<sup>th</sup> grade education.

Table 1.10 Comparison: Educational Attainment, 2000			
	Indiantown	Martin County	Florida
Less than 9 <sup>th</sup> grade	34%	4%	7%
9 <sup>th</sup> -12 grade, no diploma	15%	10%	13%
High school graduate (includes equivalency)	27%	28%	29%
Some college, no degree	12%	24%	22%
Associate degree	3%	6%	7%
Bachelors' degree	5%	17%	14%
Graduate or professional degree	5%	9%	8%
<b>Percent high school graduate or higher</b>	<b>51.1%</b>	<b>85.3%</b>	<b>79.9%</b>
<b>Percent bachelor's degree or higher</b>	<b>9.6%</b>	<b>26.3%</b>	<b>22.3%</b>

Source: U.S. Census 2000

*Only 51.1 percent of the population of Indiantown has graduated from high school*

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## EMPLOYMENT AND OCCUPATION

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Table 1.11 depicts the relative percentages of employment by major industry category for Indiantown, Martin County and Florida for year 2000. Table 1.12 depicts historic data for 1980 and 1990.

Indiantown has had a consistently higher percentage of employment in the agricultural sector:

- 12.4 percent in 2000 compared to 2.1 percent in Martin County and 1.3 percent in Florida
- 23.8 percent in 1990 compared to 5.0 percent in Martin County and 2.9 percent in Florida.

*Indiantown has had a consistently higher percentage of employment in the agricultural sector.*

However, this industry has significantly declined in the decade from 1990 to 2000 compared to 1980 to 1990. In 1980, 22.6 percent of Indiantown's employment was in the agricultural industry and rose slightly to comprise 23.8 percent of the total in 1990. By year 2000, it dropped to 12.4 percent.

Also of note is that the percentage of people employed in the manufacturing sector has dropped from 20.0 percent in 1980 to 7.0 percent in 2000. Historically, this sector was significantly higher than Martin County or Florida but in 2000 came to be consistent with the county and state probably due to the declining manufacturing industry in general.

Indiantown did have a lower percentage of employment than Martin County and Florida in the industries of transportation (2.1 percent compared to 5.3 percent in the county and state), information (0 percent compared to 2 percent and 3.1 percent), and finance/insurance/real estate (3.0 percent compared to 7.2 percent and 8.1 percent).

One surprising statistic is that Indiantown has a higher percentage employed in the professional/scientific/management industry with 14.4 percent in Indiantown compared to 11.7 in the county and 10.6 in the state. Possible reasons why Indiantown has a higher percentage of employees in this category could include the residents who work at the power plant just west of town or in management of the surrounding orange groves.

Also, Indiantown has generally had a greater percentage employed in wholesale trade with 7.7 percent in 1980 compared to 2.8 percent in Martin County and Florida. Although Indiantown's percentage dipped to 2.3 percent in 1990, it rose to 6.3 percent in year 2000 compared to 3.4 percent in the county and 4.0 percent in the state.

Table 1.11 Comparison: Employment by Industry, 2000			
	Indiantown	Martin County	Florida
Agriculture, forestry, fishing, hunting, mining	12.4%	2.1%	1.3%
Construction	10.0%	10.5%	8.0%
Manufacturing	7.0%	6.6%	7.3%
Wholesale trade	6.3%	3.4%	4.0%
Retail trade	13.3%	12.9%	13.5%
Transportation and warehousing, and utilities	2.1%	5.3%	5.3%
Information	0%	2.0%	3.1%
Finance, insurance, real estate, rental, and leasing	3.0%	7.2%	8.1%
Professional, scientific, management, administrative, and waste management services	14.4%	11.7%	10.6%
Educational, health, and social services	11.3%	17.5%	18.1%
Arts, entertainment, recreation, accommodation, food services	11.6%	10.9%	10.5%
Other services	6.8%	5.6%	5.1%
Public administration	1.9%	4.4%	5.2%

Table 1.12  Historical Comparison: Percentage of Employment by Major Industry	1980			1990		
	Indiantown	Martin County	Florida	Indiantown	Martin County	Florida
Agriculture, forestry and fisheries	22.6%	8.2%	3.6%	23.8%	5.0%	2.9%
Mining	0.0%	0.0%	0.4%	0.7%	0.0%	0.2%
Construction	11.9%	13.4%	8.3%	8.0%	11.2%	7.8%
Manufacturing	20.0%	12.1%	12.6%	5.9%	10.1%	10.5%
Transportation	5.6%	6.7%	8.0%	12.1%	3.2%	4.7%
Communications and Public Utilities	0.6%			3.5%	3.4%	2.9%
Wholesale trade	7.7%	2.8%	2.8%	2.3%	2.9%	4.6%
Retail trade	11.5%	17.1%	14.4%	12.8%	20.1%	19.6%
Finance, Insurance and Real Estate	0.8%	7.7%	7.6%	4.6%	7.8%	8.0%
Business and repair services	3.0%	4.1%	4.8%	4.7%	5.5%	5.6%
Personal, entertainment, and recreation services	2.0%	8.1%	6.7%	5.2%	7.0%	6.8%
Professional and related services	12.4%	16.8%	18.8%	12.2%	20.6%	21.5%
Public administration	2.0%	3.0%	5.5%	2.5%	3.0%	5.0%

Source: U.S. Census 1980, 1990

Tables 1.13 and 1.14 depict the comparison of occupation by industry for the year 2000 and 1990. The categories changed somewhat from 1990 to 2000, but comparisons can still be seen.

For year 2000, Indiantown has a significantly higher percentage of people occupied in service with 31.0 percent compared to 19.0 percent in Martin County and 17.0 percent in Florida. Farming, fishing and forestry occupations also has a much higher representation in Indiantown with 10.0 percent occupied in that industry, compared to 1.0 percent in both Martin County and Florida. Production, transportation, and material moving occupations category is also higher with 17.0 percent in Indiantown compared to 9.0 percent in Martin County and 11% in Florida.

Indiantown is on par with the county in terms of occupation for the construction industry with 13.0 percent compared to 11.0 percent in Martin County. However, Indiantown does have a much lower employment percentage in the management and professional occupations with 16.0 percent compared to 33.0 percent in Martin County and 32.0 percent in Florida. Indiantown is also lower in sales and office occupations with 14 percent compared to 19.0 percent in Martin County and 17.0 percent in Florida.

*Indiantown has relatively high levels of employment in the service and agricultural occupations.*

Table 1.13 Comparison: Occupation by Industry, 2000	Indiantown	Martin County	Florida
Management, professional, and related occupations	16%	33%	32%
Service occupations	31%	19%	17%
Sales and office occupations	14%	27%	30%
Farming, fishing, forestry occupations	10%	1%	1%
Construction, extraction, and maintenance occupations	13%	11%	10%
Production, transportation, and material moving occupations	17%	9%	11%

Source: U.S. Census 2000

Table 1.14 confirms that these occupation levels have been the general trend for Indiantown: lower level of occupation in management, professional and sales occupations and higher percentages in farming and laborer occupations. However, Indiantown did increase from having 11.1 percent employed in management occupations in 1990 to 16.0 percent in 2000. Also of note is the dramatic decrease in those employed in the farming related occupations: 22.7 percent in 1990 compared to 10.0 percent in 2000.

Table 1.14		
Comparison: Occupation by Industry, 1990	Indiantown	Martin County
Managerial and professional specialty occupations	11.1%	25.0%
Technical, sales, and administrative support occupations	22.8%	35.2%
Service Occupations	11.4%	14.7%
Farming, forestry, and fishing occupations	22.7%	4.8%
Precision, production, craft, and repair occupations	6.7%	14.2%
Operators, fabricators, and laborers	13.7%	8.6%

Source: U.S. Census 1990

According to the U.S. Census, unemployment rates have been lower than Martin County and Florida, except for year 1990 in which unemployment was 9.2 percent as depicted in Table 1.15. However, these figures do not include the numbers of people who are employed in Indiantown but who are not counted by the U.S. Census.

Table 1.15			
Comparison: Unemployment Rates (percent of civilian labor force)	Indiantown	Martin County	Florida
1980	2.3%	3.0%	2.8%
1990	9.2%	4.6%	5.8%
2000	3.6%	4.2%	4.9%

Source: U.S. Census 2000

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## **SECTION I-2. ASSESSMENT OF DEVELOPMENT FACTORS AND RESOURCES**

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One of the critical steps in assessing economic development potential and formulating recommended actions for the future is a comprehensive assessment of existing economic development resources. These resources include labor, transportation and other resources such as available sites and buildings, availability and infrastructure of utilities, taxes and incentives. Quality of life factors are also analyzed, as these components are becoming increasingly important to many types of economic activities.

The sections that follow will focus on vital economic development resources and assets available in Indiantown. There are a variety of resources available in the region for supporting economic development activities, as evidenced by the presence of existing industrial and commercial activities.

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### **LABOR**

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Throughout the United States, there has been a trend towards decreasing employment in manufacturing sectors. However, labor availability, skill and productivity are still major locational determinants for many domestic and international firms seeking sites. Not only are these issues important for attracting additional corporate investment, they are vital to existing business expansion and retention. Education will continue to be the most important factor for job creation, retention and expansion, especially given the global context of competition.

Table 2.1 provides a summary of the labor data for Indiantown, comparing it with Martin County and the state of Florida in the year 2000. The information in this table reiterates that Indiantown has a lower jobless rate according to the U.S. Census, which is probably skewed due to the particulars of the work force.

Table 2.1				
Civilian Labor Force: 2000				
	Labor Force	Employed	Jobless	Jobless Rate
Indiantown	2,252	2,171	81	3.6%
Martin County	53,301	51,054	2,247	4.2%
Florida	7,407,458	6,995,047	412,411	5.6%

U.S. Census 2000

### LABOR CLIMATE AND ISSUES

Based on interview research, there are overall positive opinions concerning the labor climate in Indiantown, but there were some mixed opinions. Some interviewees feel there is an adequate work force for the more unskilled jobs, with employers seeming willing to train workers. Other interviewees feel there is a lack of an employable work force and would like to see more skilled laborers available in the area.

### BUSINESSES WITHIN INDIANTOWN

Based on a survey of businesses located on or around S.R. 710, there are 48 businesses located within the Indiantown CDB. The most prevalent business types within the CDB were restaurants (9), convenience stores (7), and gas stations (4). The following is a list of each business surveyed:

Table 2.2		
Indiantown Businesses		
Name	Business Type	Location
Condor Automotive	Auto Repair	
Family Dollar	Merchandise	Rines Plaza
Rines Market	Supermarket	Rines Plaza
DeeStefenos	Restaurant	Rines Plaza
New Image	Beauty Salon	Rines Plaza
Town and County Laundry	Laundromat	Rines Plaza
Shell	Gas Station/Convenience	Rines Plaza



Subway	Restaurant (Fast Food)	Rines Plaza
Highway Food and Fuel	Gas Station/Convenience	
Pure Gas	Gas Station	
Circle K	Gas Station/Convenience	
Good Times Café	Restaurant	
Radio Shack	Retail	
Seminole Inn	Bed and Breakfast	
Blakes Well and Pump	Mechanical	
Sheltra and Sons	Mechanical	
All About Flowers	Business	
Pioneer Motor Sales	Car Dealership	
NAPA Auto Parts	Retail	
Three Amigos	Convenience	
Chef Chang	Restaurant	
Indiantown General Merchandise	Merchandise	
Lane Real Estate	Business	
Indiantown Gas Company	Business	
Shopping Shed	Convenience	
Martinique Construction	Business	
Indiantown Medical Center	Medical Office	
Family Drugs of Indiantown	Medical	
Taqueria	Restaurant	
Burger King	Restaurant (Fast Food)	
1 <sup>st</sup> Bank of Indiantown	Bank	
Ashley Spa and Beauty Salon	Beauty Salon	
Thriftway	Merchandise	
Great Florida Insurance	Insurance	
Suave Nails	Beauty Salon	
Cheto Grocery Store	Convenience	
Tienda de Ropa	Merchandise	
EEEZ Wash	Laundromat	
Limoli Dentistry	Medical	
Affordable Insurance	Insurance	
El Centro Service Center	Assistance Center	
Guatelindco	Restaurant/Convenience	Towne Plaza
Jesus House of Hope Thrift Shoppe	Merchandise	Towne Plaza
Sal's Fine Jewelry	Jewelry	Towne Plaza
Café Los Amigos	Restaurant	Towne Plaza
Mexican Restaurant	Restaurant	Towne Plaza

## HOUSING

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According to Census 2000 statistics, there are 1,741 housing units within the Indiantown Census Designated Place (CDP). A majority of the housing (583 units or 33.5 percent) were built between 1980 and 1989 with an additional 411 units (or 23.6 percent) of housing built between 1970 and 1979. Based on recent field surveys there does not seem to be any appreciable amount of new development since 2000, although with the proposed projects, the housing quality and quantity will change rapidly.

Table 2.3 Indiantown Housing Stock		
Housing Year Built	Number	Percentage*
1995 to 2000	128	7.4%
1990 to 1994	198	11.4%
1980 to 1989	583	33.5%
1970 to 1979	411	23.6%
1960 to 1969	289	16.6%
1940 to 1959	132	7.6%

Source: U.S. Census

\* denotes percentage of units built from 1940 to 2000

Existing residential communities within the Indiantown Community Development Boundary (CDB) include:

- Little Ranch Estates  
Single family homes on large lots. Approximately 59 units.
- Booker Park  
Mix of multifamily units and single family homes. Approximately 325 units.
- Indianwood  
Traditional planned unit development with 565 units.  
Prefabricated housing dominated by retirees.

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## TRANSPORTATION

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Transportation factors are crucial aspects considered by businesses during the location analysis and site selection process as well as expansion process. Indiantown provides excellent transportation links. Access to Florida's Turnpike and Interstate 95 is within 20 minutes. CSX Railroad passes

through the industrial area as well. There is a privately owned airport that is also open to the public with the longest grass strip in the country. Executive aircraft can be accommodated 30 miles to the east in Stuart and Palm Beach International Airport is 35 miles away for commercial flights.

Also, Indiantown has waterway access to two ports with docking facilities. There is the Port of Palm Beach 30 miles away and the Port of Ft. Pierce 40 miles away. Both of these can be accessed via the Intercoastal Waterway. Also, there is water access to the Atlantic Ocean and the Gulf of Mexico. The St. Lucie Canal flows east from Indiantown to the St. Lucie River that leads to the Atlantic. To the west, Lake Okeechobee flows into the Caloosahatchee River that leads to the Gulf.

*Indiantown  
provides good  
state road and  
waterway  
transportation  
links.*

Within Indiantown are State Road 76A and Citrus Boulevard, which are the primary routes to the Stuart Area, the Atlantic Beaches, and Interstate 95. SR 710 is a main northwest/southeast corridor from Palm Beach that brings in a substantial amount of truck traffic into the downtown area. Also, a considerable amount of the local transportation is done on foot.

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#### UTILITIES

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Indiantown is equipped with water and sewer services provided by Indiantown Company, a privately owned company. Indiantown Telephone provides phone service and fiber optic cable access. Gas is provided by the Indiantown Gas Company. Electricity is provided by the Indiantown Power Company.

Utility provision is especially good, with very adequate capacities for water and electrical power to support future economic development uses. Fiber optic provision to Indiantown is advantageous, as small towns in rural locations may not often have these type amenities at this level of service.

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#### KNOWLEDGE SYSTEM AND WORKFORCE TRAINING

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Indiantown faces the challenge of finding trained workers or training new workers. Workforce training needs are dictated by the area's industries and population characteristics. (Implications of an industry currently focused on agriculture and a population relatively uneducated.)

The nearest post-graduate or technical school is Indian River Community College (IRCC) in Ft. Pierce, about 28 miles away. The college enrolls more than 6,000 full-time students at 30 centers in four nearby counties. While Indiantown has a small branch near the city center, the training and courses that are available are limited, most likely due to the small population it serves.

It offers corporate training, a career center and extensive array of continuing education options.

In total IRCC offers more than 60 vocational programs ranging from health services (dentistry, nursing, etc.) to drafting and financial services certificates. Many of these courses of study or training could fit Indiantown's unique makeup and needs. Additionally, the college offers a full range of academic programs. One program focuses on producing teachers through an accelerated structure. Students can also earn their associates degrees in either arts or sciences.

Distance learning is also an option for those living in Indiantown. A recent online course was established that targets college, high school and middle school students in Martin County. The Gainey - Martin County Project teaches the basics of trading and investing in the public securities markets. Students experience mainstream economic processes and learn about the financial markets necessary for personal wealth, business ownership and even successful global operations.

Through personal interviews and surveys, this research determined that many employers end up schooling the employees themselves, some even creating formal and structured coursework, forgoing the corporate training through IRCC. This is not an undertaking that all employers might find attractive, nor would it help attract new businesses or industries to the area. Creating an educated, trained workforce should be a top priority to Indiantown and Martin County. Meeting this challenge will ease some of the other challenges that the town faces, from raising incomes to making housing more attainable.

*Some employers instruct employees themselves, even creating formal and structured coursework.*

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#### EDUCATION SYSTEM K-12

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Martin County's school system deserves recognition as an asset to the area. Indiantown's schools are no exception. Both of the town's schools, Warfield Elementary and Indiantown Middle School, earned high grades in the most recent evaluation. They have consistently performed well, often outshining schools in higher-income areas with more available resources.

Indiantown boasts excellent educational opportunities for its youngest residents. In 2004, Warfield Elementary earned an "A" grade through the State of Florida's A+ Plan and grading scale while Indiantown Middle earned a "B." Both schools have a high percentage of students participate in the free and reduced fee lunch program; 97 percent of Warfield Elementary students and 90 percent of Indiantown Middle's students participate. In 1999 both schools were rated as "D" schools. In fiscal year 2002-2003, Martin County School District was awarded \$445,000 through the 21<sup>st</sup> Century Community Learning Centers.

*Indiantown boasts excellent education opportunities for its youngest residents.*

While Martin County's graduation rate compares favorably with the state averages, Indiantown does not at a 51.1 percent high school graduation rate. In 2002 the statewide high school graduation rate was 69 percent (up from 62.3 percent in 1999). Martin County's graduation rate in 2002 was 85.1 percent (up from 83.3 percent in 1999).

Indiantown supports alternative education and community support. The Teenage Parent Center is a Florida First Start Resource Center and affords teenagers facing pregnancy and parenthood an alternative to dropping out of high school. Adult Education and workforce training is provided through the Indiantown Adult Learning Center. Other extra-educational programs and training are offered through the school system and the local YMCA.

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#### QUALITY OF LIFE FACTORS

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"Soft" factors such as those reflected in overall quality of life are becoming increasingly important in the business site selection process. If an area's quality of life is lacking, a business may choose another community. This is especially the case when all other factors are equal – the business typically will opt to gain higher quality of life. The definition of "quality of life" varies widely, but generally factors in the cost of living, recreational opportunities and the educational system.

"The best way of approaching quality of life measurement is to measure the extent to which people's 'happiness requirements' are met - i.e. those requirements which are a necessary (although not sufficient) condition of anyone's happiness - those 'without which no member of the human race can be happy.'"

- McCall, S.: 1975, 'Quality of Life', Social Indicators Research 2, pp 229-248.

Florida's business leaders consider its livability factors to be one of the state's biggest assets. Florida's moderate climate encourages a healthier, more attractive lifestyle, with sunshine, fresh air, clean water and an abundance of open natural spaces adding to its appeal. Some of the same factors identified in the prior section on development factors and resources are explored in this section as well; however, they are presented in the context of quality of life issues. Based on interview research the quality of life is generally rated as "average" on a scale of 1 to 5, with 1 indicating poor quality and 5 indicating excellent quality.

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## **SECTION I-3.**

### **STRENGTHS AND WEAKNESSES**

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An evaluation of both strengths and weaknesses within Indiantown that influence and affect economic development outcomes is another vital component in the assessment process. Working to improve weaknesses while internally and externally marketing a community's strengths are hallmarks of successful economic development efforts. Both elements, the strengths and weaknesses, have been identified through analysis of Indiantown via existing literature, observations, data analysis, and interviews with representatives of the business, government and civic sectors. The ability of an external entity to effectively discern strengths and weaknesses can serve as a powerful catalyst to the community to correct problems while capitalizing on the strengths – we encourage Indiantown to utilize these results in this capacity.

The following is a summary of what we analyzed as the major strengths and weaknesses of Indiantown from an economic development viewpoint, based on interviews, the public forum, and other research. Indiantown has attractive strengths based on numerous assets and resources. And as is common practice in economic development, it is important to highlight and focus on these strengths when marketing the community, both internally to Indiantown stakeholders and externally to potential investors and citizens.

There exist several weaknesses; when considered together, they combine to present barriers to future economic growth and development. Regardless of the intensity of marketing efforts based on the strengths, these weaknesses will become apparent to businesses considering investing in the area. Many existing businesses are already aware of the weaknesses, and this may influence future expansion decisions for them as well. Thus, it is critical to realize that corrective actions to mitigate these weaknesses are needed. This is not to imply that Indiantown will not experience growth if they are not addressed; rather, these flaws will serve as barriers to maximizing desirable economic development outcomes. For example, it is much more preferable to inform those interested in investing in Indiantown (both existing businesses and those new to the area) that remedial action is in process, rather than ignoring the weaknesses.

## **STRENGTHS**

Indiantown has many assets. Interviewees, survey respondents and forum participants consistently listed the same qualities regarding what they like the most about Indiantown – its location, its people, size and quaintness, and available land.

From the research, the following were determined to be the major strengths of Indiantown – those factors upon which the community can build.

- **Advantageous location**

Indiantown's location is rural, yet a close commute to urban areas. Coupled with the available land for development, this places Indiantown in a unique position in southern Florida – and one that can be used to obtain desirable development outcomes with proper guidance.

- **Good primary transportation infrastructure**

Indiantown enjoys good state road connection. While not directly adjacent to an interstate highway, the state highways provide connection to I-95. Additionally, Indiantown is located on the Intracoastal Waterway which provides an opportunity to develop potential economic development uses.

- **Community size**

The size of Indiantown is small, less than 10,000 in population. Coupled with its advantageous location, it is favorably positioned to attract additional population and economic development activities. The small town feel and friendly atmosphere is a positive locational attribute for both potential residents and investors.

- **Good community involvement**

The level of community involvement in Indiantown is high. This comes from both business owners and others involved in investments in Indiantown as well as residents of all socioeconomic levels. There is a strong faith based community in Indiantown and the focus there of some of the leaders in the churches is on improving living conditions (housing, employment and poverty reduction for example). All seem genuinely interested in helping Indiantown achieve a higher quality of life and more desirable community and economic development outcomes. Existence of this willingness is paramount to achieving success.

## **WEAKNESSES**

When the citizens and business owners were interviewed and surveyed, they were nearly unanimous in identifying some aspects of Indiantown that they felt needed attention and improvements. At the community forum and in interviews and research, the following weaknesses have been identified.

- **Quality and Diversity of Housing Choices**

With housing prices already reaching over \$100,000 in some sections of Indiantown, the topic of affordable housing was discussed in detail. A majority of the new housing proposed for development within Indiantown will be considerably over \$100,000 possibly causing the existing stock of attainable housing to become constricted as population increases. This scarcity of affordable housing is due in part to the lack of multifamily units within the community. However, the primary concern of those attending the housing discussion group was not affordable housing but overcrowded housing. According to the locals within the group, seasonal agricultural workers tend to live in houses with six or more residents, which, due to overcrowding, generate problems such as degraded exteriors, multiple vehicles surrounding the structure and noise concerns. The attendees suggested that an increase in affordable housing as well as rental apartments would help alleviate overcrowded housing, but also felt that better code enforcement by the County would improve housing conditions.

The topic of housing education was also brought up as a subject that warranted further attention. The group believed that instructional courses such as basic finance, general maintenance and availability of housing assistance programs should be offered to citizens in order to be better prepared potential homeowners. In summary, an increase of affordable multiunit rental housing is needed to alleviate current overcrowded conditions and provide an achievable means of housing for low income farm workers, and an outreach center is needed for various educational programs.

- **Lack of Employment and Development**

Existing businesses in Indiantown would not support the anticipated rise in population. Forum participants fear that Indiantown could become a bedroom community for the coastal areas. There are currently not a diverse amount of employment generators in Indiantown. It was the general consensus that there is a need for more service industries and professionals. Also, residents perceive that Indiantown could be ideal for a distribution center – perhaps on smaller scale since it is not located on an interstate system.



- **Government Relationships**

There is a need for improved relationships between the private and public sectors in Indiantown and Martin County. While several of those interviewed and at the forum mentioned the appreciation of the Martin County planning and redevelopment efforts, they expressed strong concerns about the negative relations between other aspects of Martin County government (for example, the County Commission). It is perceived that businesses are not welcome due to the onerous permitting process and delays from the public sector cause private investors to seek locations outside of the county. This is a “fatal flaw” in economic development terms as negative attitudes towards much needed business development in Indiantown will prevent desirable outcomes. Section II addresses remedies for this threatening situation.

- **Need for Stricter Aesthetics and Design Standards, Quality of Life**

Quality of life, that intangible variable involving an area’s character and feel, is closely tied to aesthetics. After brainstorming and active dialogue, participants determined a variety of quality of life and aesthetic challenges that Indiantown should try to minimize. Streetscaping in general garnered the most support. Streetscaping includes “planning and placing distinctive lighting, furniture, art, trees and other landscaping along streets and at intersections” ([www.ite.org](http://www.ite.org)). Streetscaping serves many purposes: it helps to calm heavy traffic, establishes a community’s identity, enhances its beautification and can also act as a gateway or other message of arrival. Indiantown’s citizens focused strongly on increasing the amount of trees in the town along with adding a sidewalk network through residential areas and along the 710 corridor. As there are many active pedestrians in Indiantown, appropriate facilities deserve some attention. Other issues raised included strengthening the heart of Indiantown through aesthetics and commercial development, developing more parks, especially those with access to the canal, a yard-beautification (“Yard of the Month”) program and more focus on multimodal forms of transportation.

Littering concerned some participants. It was suggested that the hoped-for streetscaping with its many trash receptacles combined with a community-wide education campaign might be effective in curbing the amount of litter found in the streets, in empty lots and in parking lots. On a positive note, the YMCA of Indiantown is a community asset that adds to the area’s quality of life. As the population grows, participants hope the facilities and programs also expand to meet growing needs.

# **PART II: DEVELOPMENT ACTION PLAN**

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The value of devising and implementing an economic development study is threefold:

- It offers a strategy for maximizing interaction between the public and private sectors for achieving common goals;
- It produces a strategy for effectively competing for economic and other resources in a highly competitive environment; and
- It enables government and citizens to effectively plan for and actualize identifiable and desired outcomes

The process for economic development planning is as valuable as the end product. It provides the opportunity for local officials and community stakeholders to thoroughly identify and prioritize the goals for the area, as well as opportunities to discuss and resolve issues. The following three-step process has been used for completing the implementation portion of the economic environment study for Indiantown.

## **1) Identification of Economic Development Issues and Goals**

The identification of goals is a complex and interrelated process. It requires substantial input from all three sectors of the economy – the public, non-profit, and private, as well as direct input from the citizens of the community. The data for devising the economic development goals have been collected via citizen forums, surveys and interviews.

## **2) Development of Action Elements**

Recommendations for accomplishing the desired goals are provided in this section. These elements are suggestions for further strengthening balanced economic development approaches.

## **3) Feasibility for Specific Recommended Projects**

Three projects have been identified as highly recommended for Indiantown to pursue, based on the research.

Combined with the findings of Part I, these three components provide the basis for an economic development plan for Indiantown. The subsequent sections of this report present each of these components and conclude with an overall summary assessment.

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## II- 1. IDENTIFICATION OF ECONOMIC DEVELOPMENT ISSUES AND GOALS

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First, some additional background information is provided on various issues. This focuses on the results of the citizen surveys and the results of the forum, interview, and stakeholder surveys.

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### INTERPRETATION OF CITIZEN SURVEY RESULTS

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Indiantown residents own and rent homes in nearly equal numbers; 49 percent of those that responded own their homes while 51 percent rent. However, most homes are home to more than one family. On average 1.5 families live in each home, with some respondents claiming four and five families share the same address. Many of those living in Indiantown homes are children under the age of 18. Of the 641 citizens tallied by the survey, 255 are children, nearly 40 percent of the population. It is rare to find a home with no children or only one child. Only 11 respondents offered “zero” or “one” as the number of children at home.

The majority of those surveyed are employed. Of the 75 percent who work, 89 percent work full-time. Nine respondents claim to hold more than one part-time job. The types of work listed range from “in a store” to “retired” but most were in the service industry and labor/construction industry. “Landscaping,” “nursery” and “golf course maintenance” were the most frequent jobs listed. On average each home has just more than two adults who work more than 32 hours each week. Survey results ranged from “zero” to “eight.” Trading of services is a somewhat regular occurrence in Indiantown according to survey results. Just more than a quarter of those who responded trade services regularly.

Income in Indiantown is measurably lower than other areas of Martin County and Florida. Survey results show the greatest frequency of those surveyed make between zero and \$1,000 each month, while the household earns between zero and \$2,000 each month.

Educational attainment in Indiantown is somewhat low, although nearly 40 percent of respondents claim to be either high school graduates or to have some college credits. Almost half have either some high school or wrote in “none” for highest level of education.

We conducted a survey of citizens in Indiantown during April 2005. There were 250 total surveys received. There were five separate batches of surveys received from different groups and the results below indicate the responses from each batch in order to not dilute the answers from any of the groups. The batches are best described as follows:

- Batch 1 primarily consisted of Hispanics and the “working class” as perceived from the answers.
- Batch 2 was primarily retirees and residents of Indianwood.
- Batch 3 was a mixture of retirees and working people.
- Batch 4 surveys were answered by women working at home.
- Batch 5 survey respondents were mostly English speaking people who worked.

Not every respondent answered every question and therefore the totals do not always add up to the total amount of survey’s received. The total amount is provided when possible, and the average is given when that is the more feasible way to provide the information given. The following provides the answers to the questions posed on the citizen survey.

### 1. Do you rent or own your home?

	Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	<b>Total</b>
Own	56	23	36	4	22	<b>141</b>
Rent	58	2	16	10	18	<b>104</b>

### 2. How many people live in your home? How many children under the age of 18?

### 3. How many different families live in home?

	Batch 1 Total: 114	Batch 2 Total: 25	Batch 3 Total: 52	Batch 4 Total: 14	Batch 5 Total: 40
Average number of people in home	6	2	3	3	4
Average number of children	3	Only 3 households had children – average of 2 children	16 households had an average of 2 children	2	3
Average number of families	3	1	3 households with more than one family	1	5 households had two families

#### 4. Do you work?

##### 5a. Do you work full-time, part-time?

##### 5b. Do you have more than one part-time job?

	Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	<b>Total</b>
Yes	87	8	16	0	29	<b>140</b>
No	29	17	36	14	14	<b>110</b>
Full-time	77	4	10	na	23	<b>114</b>
Part-time	10	4	5	na	6	<b>25</b>
More than one part-time job	2	1	2	na	1	<b>6</b>

#### 6. What do you do for work?

There were a variety of responses to this open-ended question.

Those in Batch 1 had the following responses:

- Construction
- Secretary
- Labor
- Roofer
- Cafeteria
- Mechanic
- Patient care rep
- Landscaping
- Maintenance
- Golf course maintenance
- Family service coordinator
- Massage therapy
- Teacher
- Restaurant
- Library clerk and assistant
- Retail
- Juice plant

Golf course maintenance, landscaping, and general maintenance were the most common.

From the 8 people in Batch 2 who did work (most were retired) the following responses were given:

- Bookkeeping
- Labor
- Graphic artist
- Executive

Of the 16 people working in Batch 3:

- Fire rescue
- Cashier
- Receptionist
- Roofer
- Retail
- Truck driver
- Cleaning
- Teacher

No one in Batch 4 worked

Batch 5 responses:

- Juice plant
- Sales rep
- Manager
- Secretary
- Parent education
- Martin Co. School Board
- Child care (most common)
- Teacher
- Restaurant
- Retail
- Labor
- Bus driver
- Social Service

**7. How many adults in your household work 32 hours a week or more?**

Batch 1	Batch 2	Batch 3	Batch 4	Batch 5
102 responses Avg: 2.5 people	4 responses Avg: 2 people	13 responses Avg: 2 people	14 responses Avg: 1 person	36 responses Avg: 2 people

Two households had 12 people working more than 32 hours; 3 households had 8 people; 2 households had 6 people and three households had 5 people.

**8. Do you trade services regularly?**

	Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	<b>Total</b>
Yes	27	1	0	0	3	<b>31</b>

**9. Do you have a savings account?**

	Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	<b>Total</b>
Yes	69	18	39	0	23	<b>149</b>
No	48	6	14	14	19	<b>101</b>

**10. How much money did you make last month?**

	\$0-\$1000	\$1001-\$2000	\$2001-\$3000	\$3001-\$4000	\$4001-\$5000
Batch 1	50	38	7	7	4
Batch 2	6	3	3	4	1
Batch 3	10	16	6	3	1
Batch 4	1	7	2	0	0
Batch 5	20	11	1	4	1
<b>Total</b>	<b>87</b>	<b>75</b>	<b>19</b>	<b>18</b>	<b>7</b>

**11. What was the income for your household last month?**

	\$0-\$2000	\$2001-\$4000	\$4001-\$6000	\$6001-\$8000	\$8001-\$10,000	More
Batch 1	50	28	1	7	2	1

Batch 2	2	13	0	2	0	0
Batch 3	17	17	5	0	1	0
Batch 4	1	2	0	0	0	0
Batch 5	22	12	2	4	0	0
<b>Total</b>	<b>92</b>	<b>72</b>	<b>8</b>	<b>13</b>	<b>3</b>	<b>1</b>

## 12. What is your highest level of education?

	Some high school	High school graduate	Community College	Bachelor's degree or higher	None*
Batch 1	39	29	10	11	14
Batch 2	0	14	2	6	0
Batch 3	7	18	12	8	0
Batch 4	9	0	1	0	0
Batch 5	3	7	4	2	1 (2 people went through 6 <sup>th</sup> grade and 1 through 3 <sup>rd</sup> grade)
Total	58	68	29	27	15

\*Note: Those in the “none” column are those that explicitly wrote in that they had no education. “None” was not an option on the survey. There were many surveys in which this question was left completely blank, which may mean that they too did not have any education

## INTERVIEW, FORUM AND STAKEHOLDER SURVEY INPUTS

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Interviews with community stakeholders, as well as surveys of others interested in Indiantown’s economic development future shared their opinions and ideas. A stakeholder forum was held on April 7, 2005. The format of the forum was to encourage discussion on issues relating to economic growth and development in Indiantown. The categories of requests for economic development that emerged from the interviews, surveys and forum are as follows. These four areas represent ideas; some of



these ideas have been translated into goals for accomplishing desired economic development outcomes in the next section. The following list is a reflection of the citizen and community stakeholder input:

- 1) Housing
  - More affordable housing (apartments, town homes, rentals)
  - Housing education (financial planning, home maintenance, first time home buyers)
  - Improved code enforcement
- 2) Types of Development and Employment
  - Develop employment that keeps people in the community
  - Develop better employment with a sustainable wage
  - Develop local entertainment options
  - Industrial development
  - Desire for professional office development and employment
- 3) Government Relationships and Collaboration
  - More county involvement with citizens
  - Taxes being brought back to Indiantown
  - Property allocation – for public facilities
- 4) Sense of Place: Aesthetics and Quality of Life
  - Streetscaping
  - Enhance downtown
  - Desire for a permanent police station in Booker Park
  - Desire for a local high school

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## **II-2. DEVELOPMENT OF ACTION ELEMENTS**

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### **TRANSLATING ISSUES INTO GOALS AND ACTIONS**

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Based on the strengths and weaknesses assessment as well as the issues and desired outcomes that have been discussed, we can now categorize this information into four issue areas:

- (1) housing;
- (2) economic sustainability;
- (3) physical environment; and
- (4) public facilities and services

The following chart provides a summary of the issues, goals and recommended actions. It is important to approach economic development in terms of goal achievement – goals that have been agreed upon and reflect the issues facing the community. While the goal statement itself can be rather broad, the corresponding actions can help make the goal achievement a reality. Thus, it is crucial to present and implement the “actions” in the context of achieving the desired goal.

ISSUE	GOAL	ACTION
HOUSING	IMPROVE THE QUALITY AND QUANTITY OF THE HOUSING STOCK, AS WELL AS INCREASE HOUSING AFFORDABILITY	<p>Ensure that Indiantown’s housing needs and desires be expressed and represented in Martin County’s new efforts in “affordable housing”.</p> <p>Facilitate affordability through increasing the residential densities along specific corridors and/or in specific areas to encourage the construction of townhouses and apartments.</p> <p>Purchase vacant land and condition the sell of the property to a developer based on its willingness to include housing affordable to low- and moderate-income households, or establish land trust to mitigate displacement.</p> <p>Implement a homebuyer education program in the town either through the extension of an existing County program or the creation of a new program.</p> <p>Develop a home maintenance grant and/or loan program to help homeowners make needed improvements to existing properties.</p> <p>Improve residential code enforcement.</p>
ECONOMIC SUSTAINABILITY	INCREASE THE DIVERSITY OF EMPLOYMENT AND LEISURE OFFERINGS AND FOCUS ON POVERTY REDUCTION	<p>Purchase industrial properties or work with private property owners to create a cohesive, identifiable business/industrial park and work to attract specific types of businesses based on a target industry study.</p> <p>Encourage entrepreneurship through business development education program, small business grants/loans, and/or the creation of a business incubator facility in the suggested</p>

		<p>business park. Solicit grant funding to support development of the incubator program.</p> <p>Improve transportation connections to Interstate 95, the Florida Turnpike and the larger, coastal communities through wider roads and public transit to make the area more attractive to new businesses and residents.</p> <p>Encourage mixing of residential and commercial (retail, entertainment, office) uses in developments along specific corridors and/or in certain areas to create greater sustainability.</p> <p>Develop programs designed to target job skill development for the purposes of poverty reduction while simultaneously attracting employers to Indiantown.</p>
PHYSICAL ENVIRONMENT	CREATE GREATER SENSE OF COMMUNITY IDENTITY AND INCREASE AESTHETIC QUALITY	<p>Construct attractive streetscaping, such as landscaped medians; and textured intersections and crosswalks.</p> <p>Choose unique streetlight fixtures and/or street sign posts to identify (gateways) the community as a whole and/or specific neighborhoods.</p> <p>Enhance the physical definition of downtown through landscaping, road textures, lighting, signage, building character and other measures. This includes development of cultural facilities as well and soliciting funding for building and/or programming.</p>
PUBLIC FACILITIES AND SERVICES	INCREASE FACILITIES AND SERVICES TO BETTER SERVE THE COMMUNITY	<p>Improve frequency and clarity of communication between county government and area citizens to better articulate the needs of the community to the elected officials. Explore organizational structures that allow more empowerment of Indiantown citizens in decision making by the County.</p> <p>Improve existing recreational facilities and require new large-scale residential developments to set aside land for public recreation.</p>

		<p>Improve law enforcement through expansion of current facility or construction of new facility and more staff.</p> <p>Coordinate with School Board for the construction of new high school facility that could also serve as a community resource, offering evening courses, housing the community library and open recreational facilities.</p> <p>Ensure that Indiantown's unique economic development needs/desires are recognized and addressed in the overall comprehensive and strategic planning framework in Martin County.</p>
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#### PROPOSED SCHEDULE OF ACTIVITIES

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The prior section listed actions that can be considered in Indiantown. This listing provides a schedule of the actions/projects as they relate to the four major goal categories of housing, economic sustainability, physical environment, and public facilities and services. The schedule indicates the following time frames:

- (1) ST- short term actions/projects of up to one year;
- (2) IT - intermediate term actions/projects of two to five years; and
- (3) LT - long term actions/projects of five years or beyond.

Note that several actions need immediate attention due to current situations such as impending policy changes. For example, it is imperative that Indiantown's economic development needs and desires be represented and integrated with overall Martin County efforts such as strategic planning. The timeframe presented here is for *initiating* the proposed actions with the realization that continued activities in any new or expanded programs could span a much longer time period. In regards to responsibility, Martin County government provides primary oversight for these activities. However, as discussed in the last portion of this part of the study, we recommend the inclusion of citizens, organizations and the private sector in the decision-making and implementation processes.

<b>Initiation Timeframe</b>	<b>Actions</b>
<b>1. HOUSING</b>	
ST (immediate)	Represent Indiantown's housing needs/desires in Martin County's affordable housing initiative
IT, LT	Increase residential densities/affordability
IT	Land trust for affordable housing
ST	Homebuyer education program
ST	Homeowner improvement program
ST	Residential code enforcement
<b>2. ECONOMIC SUSTAINABILITY</b>	
ST (immediate)	Develop business/industrial park
ST, IT	Entrepreneurial development
IT, LT	Transportation connection improvements
IT, LT	Mixed development
ST, IT (immediate)	Job skill development for poverty reduction
<b>3. PHYSICAL ENVIRONMENT</b>	
IT	Streetscaping
IT, LT	Gateways/place making
IT, LT	Define downtown
<b>4. PUBLIC FACILITIES AND SERVICES</b>	
ST (immediate)	Empower citizens
IT, LT	Recreational facilities
IT	Law enforcement expansion
IT, LT	School facility expansion
ST (immediate)	Integrate and ensure representation of Indiantown's unique economic development needs/desires within Martin County's overall and strategic planning efforts

**SPECIAL NOTE: IDEAS FOR ACHIEVING ECONOMIC SUSTAINABILITY  
GOAL OF POVERTY REDUCTION**

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Indiantown is one of the poorest communities in Florida. The percentage of people living in poverty ranges from 40 percent of single mothers to 19 percent of families. The causes and the effects of poverty are comprehensive and complex, but the issue of poverty alleviation must be acknowledged first and addressed secondly if the quality of life is to improve for the current residents of Indiantown, not just the potential influx of newcomers. Research on poverty, its causes and its effects has resulted in a broad range of programs and funding sources. It is important to bear in mind that any solution must come from within, that there is no one-size-fits-all answer and to attempt a blanket approach to Indiantown's poverty is to fail the community and its citizens.

Causes of poverty include illiteracy, un- and underemployment, lack of education, poor health care and lack of job training. Effects of poverty range from instability (constant moving), poor health (health care coverage, diet), lack of educational attainment and domestic violence to substance abuse. Poverty, its causes and effects are frequently cyclical.

The World Bank recently addressed the problem of world-wide poverty. They determined the key to easing poverty is private ownership and encouraging entrepreneur businesses – *the hallmarks of economic development*.

The Mott Foundation ([www.mott.org](http://www.mott.org)) supports many poverty alleviation programs and funding sources. “Pathways Out of Poverty” is a program that allows communities to identify their most pressing needs and offers possible solutions. Its mission is to “identify, test and help sustain pathways out of poverty for low-income people and communities.”

Their mission, although broad, is broken down into four specific goals, each with directional objectives. Each goal, each objective can be applied to Indiantown and would address real community needs.

The first goal addresses **comprehensive community education**: “Community education serves as the first pathway out of poverty for children in low-income communities by building a continuum of quality learning opportunities that stretches from the preschool years through preparation for higher education and the work force.” Educational objectives can be applied to any community experiencing poverty. Pre-school support ensures readiness for the transition of children in low-income families to public schools. Increasing the quality of educational opportunities for low-income children will lead to school success. Education should not end with the completion of schooling. Community-driven expanded learning opportunities can support both academic achievement and positive youth development, especially for traditionally underserved children and youth.

The second goal is to expand economic opportunity and seeks to promote policies and programs that increase income security, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs. Expanding economic opportunity focuses on increasing income security and workforce development, specifically to increase living-wage employment among low-income people, especially parents.

The third goal addresses the importance and the power of community. Low-income communities are often uninvolved or excluded from involvement in the democratic process of social engagement. By building appropriate social infrastructure and organizing issues, voices can be heard, messages comprehended and understanding reached.

The final goal is somewhat of a catchall. Through special initiatives, a community can “Sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.” This goal has been used previously to support citizens through transitions; to maintain a critical presence in the fields of microenterprise and teen pregnancy prevention, to conduct exploratory research and initiate special projects and to identify critical issues and promote cross-cutting projects.

Prior research conducted by the Mott Foundation explored the results of the welfare reform that took place in the late 1990s - especially those that emphasized “work first” over participation in education and training programs. Indeed, the end of government-supported guaranteed cash assistance to needy families in 1996 has propelled huge numbers of former welfare recipients into the labor force.

But studies show that not everyone has landed firmly on their feet. While “changes in welfare rules, coupled with a robust economy, have triggered dramatic declines in welfare caseloads, some recipients have failed to transition off welfare and out of poverty. Difficulties in finding a job - and retaining it - plague many” (Mott Foundation 2002). Equally troublesome is the growing realization that holding a job does not guarantee an escape from poverty; sometimes it merely bumps a household up to the ranks of the working poor.

To gain a better understanding of some of the critical barriers welfare recipients face as they attempt to move into the workplace, the Mott Foundation made grants to the University of Michigan's Poverty Research and Training Center in the School of Social Work to conduct a longitudinal study in one urban Michigan county of some 750 single mothers who were leaving welfare for work.

It is clear that those remaining on the welfare rolls face multiple barriers to employment. Those barriers run the gamut from lack of basic work skills, educational competencies and transportation to problems with health and substance abuse, and to depression, anxiety disorders and domestic abuse. More specifically, the center found that 85 percent of the women in the study experienced at least one of 14 identified employment barriers, nearly half had at least three barriers and more than a quarter had four or more. Not surprisingly, the researchers found that the more barriers a woman experienced, the less likely she was to be working.

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## II-3. FEASIBILITY FOR SPECIFIC RECOMMENDED PROJECTS

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### A. FAIRGROUNDS/AGRICULTURAL FACILITY AND MUSEUM/CULTURAL FACILITY

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The purpose of this section of the report is to study the economic feasibility and impacts for the development of a fairgrounds/agricultural facility and heritage museum in Indiantown, Florida for the Martin County Board of County Commissioners. These facilities or “cultural center” will consist of a fairground area, multi-use buildings (including heritage museum), equestrian facility, and a youth livestock facility. The goal is to provide the community with a set of structures to be used year-round that serves the cultural and agricultural needs of this community. This analysis will be divided into five sections:

Introduction:	An overview of the purpose for the project and the benefits to the community for the proposed cultural center.
Project Parameters:	A synopsis of the proposed parcel including the size of parcel, location and suggested uses for the facility.
Costs:	An analysis of the financial aspects of the proposed facility including land costs, development costs and a chart outlining the projected costs.
Benefits:	The projections of visitors to Indiantown and the average expenditures by visitors.
Economic Impact Analysis:	The impact of the visitors to the area including the inflow of income by the visitors and the industry impacts from these activities.

#### FAIRGROUNDS - AGRICULTURAL FACILITIES

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Fairgrounds provide many benefits to the communities within which they are located including economic benefits and enhanced quality of life. There are many economic benefits to having a county fairground. For example, people



from outside of the fairgrounds are drawn to the facility through various events throughout the year. This in turn means that the same visitors will also spend money in other industries such as restaurants, accommodations, and stores. The current Martin County fairground brings in approximately 70,000 people alone just for the annual fair. In a rural community such as Indiantown, this would have a great affect on the overall economy because it would generate not only visitors from within the county but also within the region to spend more time and money in Indiantown. The location of Indiantown allows for easy access for visitors from neighboring Palm Beach, Okeechobee, and St. Lucie Counties.

The proposed facility should be more than just a fairgrounds, it should also consist of multi-use buildings, equestrian facility, and youth livestock facility. The inclusion of other uses will allow the proposed facility to function year-round. This is important because it allows more use of the facility and will target a greater variety of people. The youth livestock facility would allow local children to have a place to exhibit and care for their livestock. The equestrian facility would accommodate horse shows and exhibitions locally. Furthermore, the multi-use building would allow the facility to be rented year-round for wide variety of events such as conferences, fairs and any other such use.

This "cultural facility" would improve the quality of life for the residents of Indiantown. Currently there are few entertainment sources within Indiantown and the residents are forced to drive to nearby Stuart for entertainment. The proposed cultural facility would benefit the community by providing year-round activities outside of annual festivals. Additionally, the community would be able to use the facility for neighborhood events that would better unite the diverse nature of Indiantown's residents. Furthermore, the facility would be able to accommodate cultural festivals that would showcase Indiantown's unique and historic character.

#### **HERITAGE MUSEUM FACILITY**

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In addition to the fairground and agricultural based facilities, a museum can bring together a community of people with similar interests and backgrounds. The proposed heritage museum will not only attract members of the local community, but also those with an interest in agriculture and local Indiantown culture. Additionally, the museum can serve as an educational facility for local schools to facilitate the interest of agriculture and history for local students. The goal of the museum would be to acquire local historical and cultural exhibits to be displayed at the museum. All in all, the museum will stimulate the economic market of Indiantown, improve the quality of life and expose visitors to the unique history and culture of Indiantown.

The museum will contribute to the overall economic market of Indiantown by providing services to those that visit the museum through restaurants, stores, tourist attractions and accommodations. Currently, there is not a heritage museum within Indiantown so this facility would be the first of its kind in the area. This aspect will allow the museum to draw in visitors from both within the county and also the region. Through the marketing of the museum, visitors would learn of other Indiantown attractions and spend more time and money within the community.

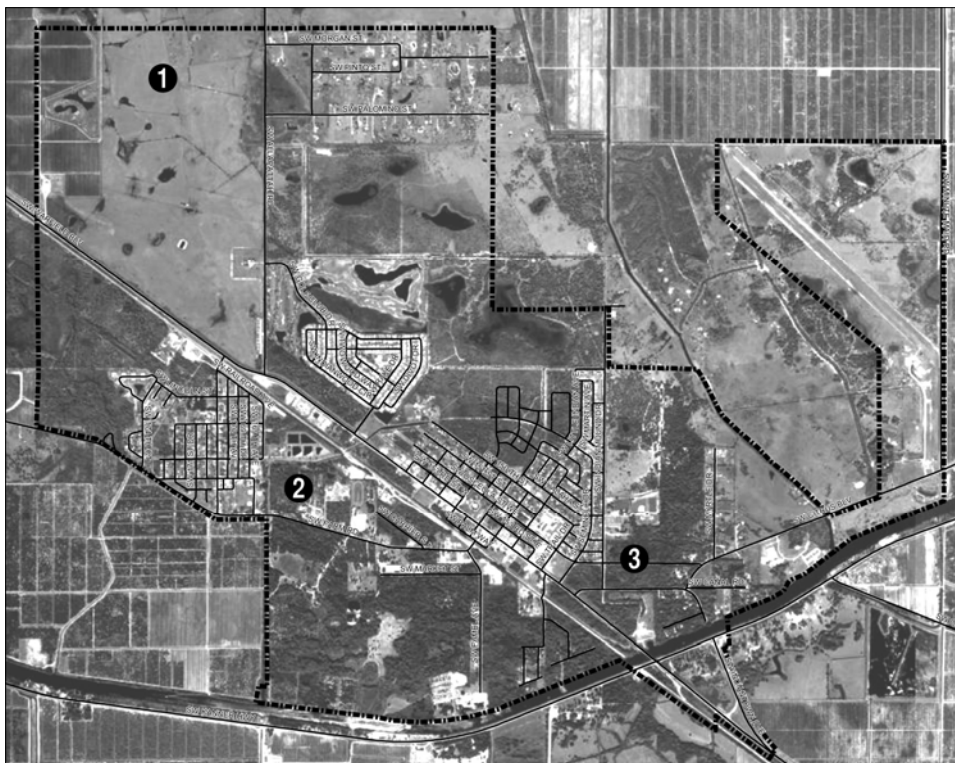
Museums help to improve the quality of life for residents of the surrounding area. A museum allows residents and visitors to learn about the community's culture and history. This can unite residents together with this common bond through the museum itself and through educational activities provided by the museum facility. Additionally, a museum can be used as an educational tool for local schools to enrich their current education.

#### PROJECT PARAMETERS

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The community of Indiantown has a number of advantages when determining viable locations for a mixed use cultural facility. First, because it is located in a mostly rural area, there is a substantial amount of undeveloped land on which to construct a large cultural facility. Second, Indiantown is located in a designated community redevelopment area that offers a number of economic incentives for development not available in most areas throughout the county. Finally, based on the recent acquisition of approximately 5,000 acres of land for future residential development, the community will provide a substantial user base that would make use of the facility throughout the year.

Potential Fairgrounds/Cultural Facility Locations



Several factors were considered when determining potential locations for the fairgrounds/cultural facility. They include:

- Current ownership
- Current land use and zoning designations
- Surrounding uses
- Infrastructure considerations
- Site considerations (environmental concerns, parcel size)

From these observations three sites were singled out that best represented potential locations for a fairgrounds/cultural facility. Site #1 is considered to be the best site for this facility, however, Sites 2 and 3 should also be given consideration. The following is a description of each site listing ownership, strengths and concerns and other pertinent information.

#### Site 1

**Rank:** 1

**Location:** SW Allapattah Road

**Size:** Approximately 230 Acres

**Current Land Use:** Estate Density (2 Units per Acre)

**Ownership:** Lisa Corp, Inc.

**Potential Strengths:** Size, Easy Access to Main Highway, Surrounding Property is Undeveloped

**Potential Concerns:** Site is outside urban core and not easily accessible to downtown pedestrians, currently not owned by County.

#### Site 2

**Rank:** 2

**Location:** Just north of SW Farm Road and west of Indiantown Middle School

**Size:** Approximately 45 Acres

**Current Land Use:** Industrial

**Ownership:** Koltunovsky, Morris and B & B Properties, Inc.

**Potential Strengths:** Adjacent to County Owned Facilities (School), Close Proximity to Residents, Easy Access to Primary Highway and Downtown Area

**Potential Concerns:** Proximity to Residential (Noise/Traffic Issues), Currently Not Owned by County

#### Site 3

**Rank:** 3

**Location:** SW Osceola Street directly south of Big Mound Park

**Size:** Approximately 35 Acres (3 Parcels)

**Current Land Use:** Low Density Residential

**Ownership:** Iris Wall

**Potential Strengths:** Adjacent to Recreation Area, Multiple Access Points, Within Close Distance to Residents

**Potential Concerns:** Close Proximity to Residential Community, Currently Not Owned by County, Probable High Purchase Price

#### **COSTS**

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The cost of land in Indiantown has increased dramatically over the past few years as speculation from the planned Scripps Biotech Park has lured major development firms to invest in large parcels within the community. While this is great from an economic standpoint, it is problematic when attempting to acquire land for public purposes.

Recent land sales have ranged from \$6,004 an acre for the Osceola Pines parcel to \$52,909 an acre for the Sandy Oaks parcel. Other purchases, such as the Gibb Parcel at \$18,168 an acre and the Krystal Oaks property at \$22,916 an acre tend to be more indicative of the average sale price for large parcels in Indiantown. These recently purchased large parcels are for eventual residential use and therefore tend to be valued less than smaller properties slated for commercial or industrial use. Therefore it is not inconceivable for the potential cultural facility sites to carry asking prices of upwards to \$30,000 an acre.

Development costs associated with the creation of a fairgrounds/cultural facility would be determined by the amount and size of each building as well as type of materials used in the construction of the facility. In order to obtain a base cost estimate for development of the facility, existing structures located at the Martin County Fairgrounds were analyzed using current construction prices.

<b>Facility</b>	<b>Projected Size</b>	<b>Cost per Sq. Ft.</b>	<b>Total Cost</b>
Sheltered Outdoor Arena	10,500	95.2	\$1,000,000
Banquet Hall	6,000	105.0	\$630,000
Multipurpose Building	30,000	66.7	\$2,000,000
Enclosed Barns	12,000	50.0	\$600,000
Classroom	3,800	131.6	\$500,000

#### **BENEFITS**

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The amount of visitors to the fairgrounds/cultural center will be determined by type and quantity of facilities as well as the number of events held at the Center. Currently, the Martin County Fairgrounds attracts approximately 100,000 visitors per year. The Elliot Museum, also located in Stuart, attracts between 25,000 to 30,000 visitors. Should a new fairgrounds and museum facility be constructed in Indiantown a majority of these visitors are likely to follow as most of the traffic generated at these facilities are from large events held on an annual basis. Daily traffic to the cultural center would be expected to increase as the facilities would be utilized by the community on a daily basis.

### Fairground

The Martin County Fairground holds a number of events annually, the largest being the Martin County Fair. Attendance for the Fair averages around 70,000, with an additional 30,000 or so patrons attending other functions at the facility throughout the year. These non-Fair events, such as car shows, home improvement festivals and product presentations are critical in the overall economic well-being of the facility as these functions assist in the continuation of a revenue stream throughout the year.

Based on an average past Fair attendance of 70,000 and ticket prices of \$8.00, gate receipts can reach upwards to \$560,000. Assuming half of the attendees purchased the \$15.00 unlimited ride pass, gate revenue can surpass \$1,000,000. A qualitative assessment of economic impact studies conducted for various fairgrounds throughout the U.S shows that patrons can spend an average of \$120 within a fair, depending on the amount of amenities and location from the patron's residence.

While there is no official survey on the drawing capacity for events at the current fairgrounds, it is assumed that due to the compact nature of the site and relatively small number of structures available for rental that the facility mainly caters to residents of Martin County as well as those in neighboring St. Lucie and Palm Beach County. Should the fairgrounds move west to Indiantown, there will most likely be a large increase of attendees from Okeechobee and western Palm Beach County and a reduced draw from coastal Palm Beach and St. Lucie counties.

### Museum Facility

Economic impacts from museums vary greatly, depending on the size, location and amenities offered to attendees. A heritage museum, if constructed within Indiantown, will most likely not be a large economic generator due to its distance from any metropolitan area. However, the facility will provide a cultural center that would be visited by schools, civic organizations and those interested in the historic and cultural offerings that Indiantown and Martin County can provide. Projected attendance, which could average 20,000 to 30,000 annually, would boost the service industry through increased day trips. Using IMPLAN<sup>1</sup> economic impact software, we propose an impact of \$1,500,000 on Martin County as a result of visitors from external to the county visiting the museum facility. This is calculated by assuming average expenditures of \$50 for day trips by visitors, and assuming that one-half of visitors will be from outside Martin County. This translates into a multiplier of 2 – in other words, for every one dollar of visitor

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<sup>1</sup> IMPLAN, by MIG, Inc., 2002 data set for Martin County.

expenditures brought into Indiantown, another dollar is generated in the economy. Using the industry category 475 Museums and historical sites, we calculate an overall employment effect in all affected industries in Martin County to be 47 new employees.

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## **B. BUSINESS PARK FEASIBILITY**

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In the past, rural towns developed primarily as trade centers for the surrounding agricultural lands and as the centers of population for farm workers. Over the years, mechanized labor has replaced human labor in agribusiness, reducing the demand for manpower. This shift changed the economic landscape of rural towns. Fortunately, in many areas, farm jobs lost to machines were replaced by manufacturing jobs. Recently, recreation and retirement industries have been used to replace agriculture as the primary industry of small towns.

The purpose of this analysis is to determine the feasibility of a business park for Indiantown, Florida. Indiantown is a small rural community in south Florida poised to experience significant population growth over the next decade. Much like other rural towns, Indiantown is transitioning away from agriculture. However, currently, there is not enough industry to truly sustain the community economically. Attracting other industries has become a priority for the community. The Center for Building Better Communities (University of Florida) conducted a survey of the major stakeholders in the community, and found much support for a business park. This analysis intends to determine the costs, benefits and expected impact of a business park in Indiantown.

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### **VALUE TO RURAL COMMUNITIES**

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Across the nation, many dying rural trade centers are being revived and thriving as new industrial centers. New industry replaces and, in many cases, adds new, higher-paying jobs to rural towns. Many of these new jobs may be low-skill jobs, such as assembly or packaging, and increase the overall average income while not requiring residents to seek more formal education.

In addition to new industries, the new jobs attract new residents. Population growth and higher wages attract other businesses, such as retail trade (grocery stores, apparel stores, etc.) that otherwise would not locate in such towns (Simon et al., 1993). This also attracts services such as bank branches and medical clinics. In all, developing a business park in a small rural town enhances the overall quality of life.

There are many national examples of the value a business park brings to a small town. One example is Galva, Illinois (Tarter, 2002). Located forty-five miles north of the major city of Peoria, Illinois, this small town of about 3,000 residents shares similar characteristics with Indiantown:

1. Galva is *located north of a major industrial center* (Peoria, IL is probably best known as the home of Caterpillar, Inc.).

Indiantown is similarly distant from Palm Beach County, FL, which will soon be home to Scripps, Inc., a major biomedical engineering firm.

2. Galva is *not located along an interstate highway*. However, it is at the crossroads of a major intersection (Illinois State Roads 34 and 17) and along the main line of a busy railway (Burlington Northern Railway).

Indiantown is located just northwest of the intersection of Florida State Roads 76 and 710. State Road 710 has direct access to the population center of Palm Beach County, and State Road 76 directly connects Indiantown with Stuart, FL, the main city of Martin County. Also, the CSX rail line follows State Road 710 through Indiantown.

3. Galva has *set aside 80 acres for the development of an industrial park*, hoping to attract packaging and distribution operations. Galva also hopes the new industry will increase the attractiveness of the town for other businesses, such as a general merchandiser and other needed services.

Conversely, Indiantown, with about twice the population of Galva, already has the types of businesses Galva hopes to attract. However, like Galva, Indiantown residents have expressed the need for more business development, particularly entertainment and professional services. These types of businesses will be more attracted to Indiantown with the increased economic sustainability generated by a business park.

The best examples to examine are local ones, as they generally have the most similar characteristics. A Florida example of business park development in a small town is the Longleaf Business Park being developed in Lake Wales, Florida. Located along US Highway 27 in Polk County, Lake Wales is similar to Indiantown in its location close to a major population center (Lakeland, FL) and its distance from the nearest interstate highway (Interstate 4). Unlike Indiantown, Lake Wales is incorporated, allowing for greater control over how it develops. Longleaf is a city-owned park, slated for development on a 164-acre tract along US Highway 27. The City of Lake Wales has invested \$3 million into the park for roads and infrastructure improvements. In return, the park is expected to create up to 1,000 jobs and an impact of \$100-million to the city's tax base at build-out. The first building at Longleaf will be a 50,000 square foot speculative office/warehouse structure at a cost of \$2 million.

According to a report prepared by Trillium Planning and Development, Inc. in August 2003, some critical success factors to consider in developing a rural business park include:

“Dedicated, credible and capable project champion(s)

A good team with big-picture thinkers as well as detail-oriented workers that can work together to execute the project

Leveraging existing industry, institutions, and/or other local resources

Targeting specific types of businesses for the park

Aggressive and strategic marketing to potential businesses as well as to stakeholders

Building strong relationships between industry, the local government and the development community

Treat community as a key partner throughout the planning and development process

Celebrate every success, including the small achievements, while keeping focus on the ultimate goal”

In that same report, Trillium also states that many of the common mistakes made in rural business park development are the exact opposite of the aforementioned keys to success. However, other common mistakes include “not adhering to standard real estate development practices; and complete reliance on quantitative software methods to determine the proper industries to attract as opposed to building relationships and employing conventional marketing and sales strategies.”

Deloitte and Touche also outline some rural development strategies in an October 2001 report:

“A general industrial park is probably most appropriate for a region unless a niche is identified and a themed park is developed.”

With construction of the Scripps Research Park in Palm Beach County slated to begin in the near future, a biomedical theme may be possible for a business park in Indiantown, perhaps attracting biotech testing stations or animal pharmaceutical facilities. However, development of any biomedical related industry within Indiantown must be phased with the Scripps project as the research park is not projected to be fully staffed until 2015. In the meantime, agriculture based industry should continue to be the focus of development in the near term as existing infrastructure and support services exist within the area.



“For communities looking to attract both office and industrial functions, a combined industrial/business park is recommended.”

Although we believe light industrial should be the major focus of business recruitment, it may be possible to attract a back office operation, such as a data processing center, to Indiantown.

“Park size will tend to be small (50-150 acres).”

Indiantown has approximately 2,554 acres of vacant industrial land. Of those 2,554 acres, approximately 200 acres are located in an area along State Road 710 north of the Booker Park neighborhood. This feasibility study focuses on that site.

“White collar office opportunities will tend to be more limited in the rural region.”

Due to its inland location, and the current average educational level of the residents, Indiantown should not expect to attract large numbers of white-collar office jobs. However, the park will attract high-paying positions in engineering and management, as well as increase the overall opportunity for current Indiantown residents by offering generally higher-wage manufacturing jobs to low-skill individuals.

“Some communities may consider combining financial resources to develop a regional general industrial park.”

Indiantown is located over 20 miles away from the population center of Martin County. The nearest town of significance is Okeechobee, about 30 miles further inland to the northwest in another county. Therefore, a pooling of regional resources would not be worth pursuing, as the industrial park would only benefit Indiantown directly.

According to the survey of stakeholders conducted by the Center for Building Better Communities (University of Florida), most rate the quality of life in Indiantown as average. Most cite issues with the overall aesthetics of the area, lack of adequate housing and community amenities. To most, both government and business have ignored the area. The economic impact of an industrial park would help to remedy these issues through increased tax revenues that can be used in Indiantown, as well as attracting new residents that will draw the interests of homebuilders and retail enterprises; thus, improving the quality of life in Indiantown. Additionally, the increased contribution to Martin County’s economy through the industrial park as well as a likely increase in population will cause elected officials to take more notice of the needs and wants of Indiantown’s residents.

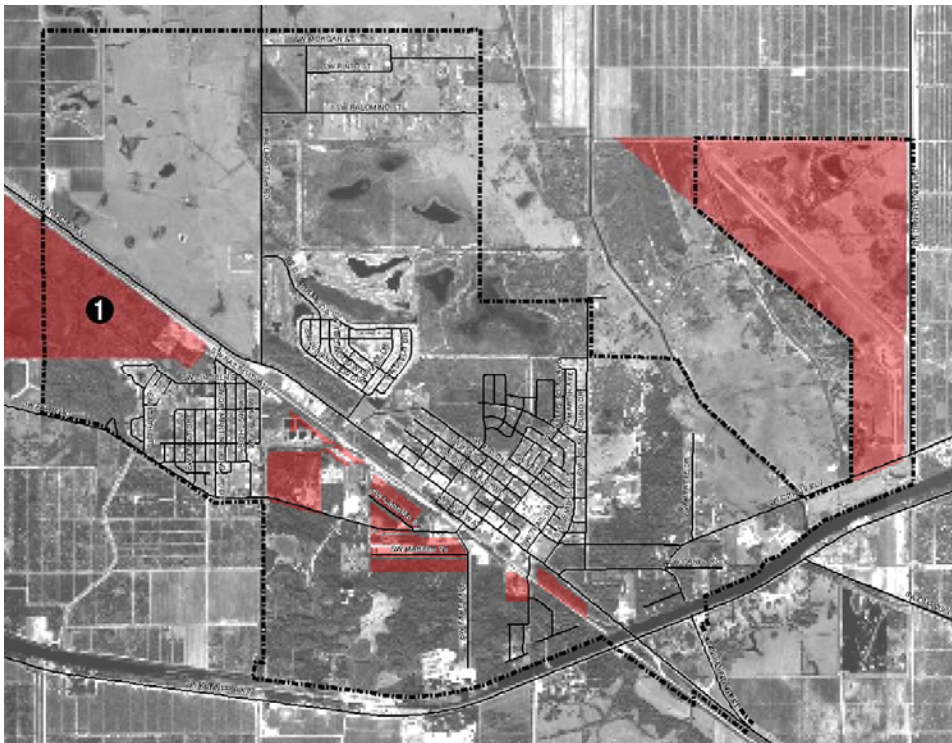
## PROJECT PARAMETERS

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### SIZE

Indiantown has approximately 2,554 acres of vacant industrial land, 1,353 acres of which are viable vacant industrial properties spread out in a fairly linear fashion along (or close to) the major thoroughfare Warfield Boulevard (SR 710). Of those 1353 acres, roughly 200 acres of land, located on State Road 710 northwest of the downtown area, are within an area that would best serve future industrial development.

Industrial land within Indiantown CRP



Efforts to attract businesses should focus on this 200 acre site because of the large availability of vacant land in one area, even though the entire site may not be completely developable. Further analysis of the land such as engineering or other physical site assessment work would need to be made to determine the exact amount of acreage available for development. However, this area is determined as the most appropriate site for the new industrial park.

### SUGGESTED USES

Indiantown is best suited for assembly, agribusiness production and biotech research facilities. This conclusion mainly relates to Indiantown's location. These types of businesses will create jobs that the current residents can do as well as attract new residents to the community. Other operations, such as packaging, warehouse and distribution may also be possible. However,

attracting these operations to Indiantown may be difficult due to not having interstate highway access and inadequate roads. However, as the Scripps Research Park materializes, the demand for compatible and supporting space will be a significant influence on Indiantown.

#### INTERFACE WITH COMMUNITY

The proposed business park site is bordered by a variety of properties, including those with an industrial, agricultural and residential land use designation. Of particular note is the area to the south and east, which currently is zoned R-2 (Residential Two Units per Acre), with an underlying Medium Density residential land use. While not an ideal situation, the close proximity of the industrial site and community could entice businesses who rely on an employment base living within a close proximity. Should development of a business park on this site occur substantial buffering would be needed in order to shield the neighboring community from activities typically associated with industrial uses.



(Proposed industrial site outlined in black)

#### PHYSICAL INTERFACE

Currently, no infrastructure exists on this site for a business park of the size proposed in this report. There are also no existing roads within the proposed site, other than State Road 710 along the north border. The proposed site as it stands has no aesthetic, signage, barrier, landscaping, etc. that defines and

truly separates it from the surrounding uses. If Martin County chooses to develop a true business park at this location, resources must be devoted to installing the aforementioned features to give the park a more definite and pleasant identity.

#### **ACCESS**

Although located along a state route, Indiantown has issues with access. Two good points include the major intersection of SR 710 and SR 76 immediately south of town across the canal, and the rail line that runs through the town parallel to Warfield Boulevard (SR 710), the town's major thoroughfare. A major drawback is the distance to the interstate highway -- twenty miles to the east of town, reachable by both SR 710 and SR 76. Improvements such as additional lanes, designated pedestrian crosswalks and street lighting would have to be made to both of these roads to support additional traffic generated by the park as well as strengthen the physical connection to other industries, such as those generated by the proposed Scripps Research Park in Palm Beach County.

This site itself needs better access in order to support further development. Presently, there are three roads in place in the park: SW Farm Road, SW Carrier Street and SW Market Street. SW Farm Avenue forms the eastern boundary. There is rail line access along the northern boundary. Both SW Carrier and Market Streets dead-end at the western boundary, while SW Farm Road continues beyond the park to the southern edge of a residential area and eventually reconnects with Warfield Boulevard northwest of Indiantown.

There is no direct access from Warfield Boulevard to the business park. Such access is crucial to the success of the park. One possible solution is to construct a new corridor along the western boundary from the end of SW Market Street to Warfield Boulevard as well as extending SW Market Street east to provide an eastern connection with Warfield.

#### **COSTS**

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##### **LAND COSTS**

According to the Martin County Property Appraiser, the 60 acres clustered together are worth just over \$1 million at market value. The challenge with these parcels is the multiple landowners. In order to more effectively develop the industrial park, Martin County should acquire these parcels from all of the individual landowners.

##### **TYPICAL SQUARE FOOT DEVELOPMENT COSTS**

According to RS Means, the estimated cost to build a warehouse/office building in Indiantown (using West Palm Beach as the proxy) ranges from

\$28 to \$52 per square foot. McGraw Hill Construction estimates the cost in Indiantown as low as \$15.76 for a shell industrial building to \$28.23 for an engineering facility. The average of these two ranges would be around \$31 per square foot for construction, or a range of \$22 to \$40 per square foot. These estimates include such assumptions as basic site preparation, utility connections and contractor's overhead and profit.

<b>COST BREAKDOWN</b>	<b>Low</b>	<b>Median</b>	<b>High</b>
Total Project Cost	\$8,434,000	\$11,166,000	\$15,680,000
Equipment	\$149,000	\$282,000	\$437,000
Plumbing	\$332,000	\$577,000	\$883,000
HVAC	\$513,000	\$803,000	\$1,123,000
Electrical	\$563,000	\$826,000	\$1,330,000
Total Mechanical and Electrical	\$1,556,000	\$2,221,000	\$3,670,000

(RS Means Cost Estimate for Warehouse/Office; 300,000sf of building; West Palm Beach, FL)

<b>Building Use</b>	<b>Masonry Bearing Walls</b>	<b>Metal Frame</b>
Shell Industrial	\$17.90 per sf	\$15.76 per sf
Flex Industrial	\$22.40 per sf	\$20.45 per sf
Engineering Industrial	\$28.23 per sf	\$26.07 per sf
Light Industrial	\$22.72 per sf	\$20.39 per sf

McGraw Hill Construction estimate; 300,000sf if building in Indiantown, FL)

Given an average lot coverage of 30%, and assuming that 60 acres of land could be developed initially as industrial from the site, up to 784,080 square feet of space would be available. However, we believe that Indiantown can support an additional 300,000 to 400,000 square feet of space; if not in the initial phase, then subsequently. Additionally, Martin County allows building coverage at 50% with total land coverage of 80% so a much higher amount of space would be feasible if the market demands additional space. It can be expected that higher densities of industrial development will emerge in the future, particularly if the Scripps' effect necessitates the demand for supporting light industrial, research/laboratory or other types of activities. For this feasibility study, the following breakdown of space is used for the initial proposed phase of development of the business park:

<b>Building Type</b>	<b>Square Footage</b>	<b>Lot Acreage</b>	<b>Number of Units</b>	<b>Total Square Footage</b>
Light Industrial	75,000	10	3	225,000
Business Incubator	30,000	5	1	30,000
Flex	50,000	5	1	50,000
Flex	25,000	5	2	50,000
Flex	5,000	5	2	10,000
<b>TOTAL</b>		<b>60</b>	<b>9</b>	<b>365,000</b>

The three light industrial buildings would house light assembly or other light manufacturing operations. These would be the largest users and possibly the largest employers in the industrial park. The business incubator facility would encourage entrepreneurship within the current population, providing

an affordable space for individuals or groups to begin operating their own office or industrial business. The remaining flex space would allow for a variety of uses, and would be filled based upon the market demand. This space could hold office uses, specialty services or possibly research facilities related to the work done at the proposed Scripps Research Park in Palm Beach County.

## IMPACT<sup>2</sup>

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With a total of 365,000 square feet and an average construction cost of \$31 per square foot, the total cost of construction for these facilities would be \$11.3 million. Considering a build-out time of five years (a good faith estimate), an average of \$2.26 million of construction would be done every year. In addition, the construction is expected to produce an additional \$1.87 million into the local economy per year, the largest impacts on real estate, architectural and engineering services, food service places and physician offices. Therefore, the total impact of construction is expected to average at \$4.13 million per year, equaling \$20.7 million over five years. Moreover, the park construction is expected to generate \$498,000 in tax revenue (federal, state and local) per year based on 2005 rates, which equals approximately \$2 million over five years.

In relation to jobs, Deloitte and Touche (2001) find that light industrial will accommodate 10 to 25 employers per acre. That is an average of 17.5 jobs per acre. Therefore, Indiantown can expect its 60 acres of vacant industrial space developed for light industrial to house from 600 to 1500 new jobs, or an average of 1050 new jobs for the town at industrial park build-out. In addition to these jobs, the industrial park is expected to create 1.37 other jobs for every new job it creates. This means Indiantown should expect an additional 822 to 2055 jobs outside the industrial park for a total of 1422 to 3555 new jobs or an average of 1439 new jobs at industrial park build-out, in impact of hundreds of millions of dollars. Many of these new jobs will be created in food service, wholesale trade, real estate and health care. The average salary of all jobs created would be around \$38,000 per year (US Dept. of Labor, using Ft. Pierce, FL as proxy). The average for assembly jobs (the expected majority) is estimated at \$21,110. This is nearly double the Indiantown 2000 per capita income of \$11,085. Clearly, many Indiantown residents would benefit from the availability of such jobs.

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<sup>2</sup> The impacts were calculated using IMPLAN, by MIG, Inc., 2002 data set for Martin County. Notice that for the initial phase, we assumed 365,000 square feet of space to be developed. If the park were doubled in size, then double the impacts shown here. However, given typical build out and space sizes of other parks in similar communities, we do not want to overestimate the initial impacts and prefer to use the more conservative initial phase estimates of 365,000 square feet.



## SUMMARY

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The development of a business park in Indiantown is worth pursuing. It will generate thousands of jobs and millions of dollars into the local economy. It will also attract many of the desired services and amenities by increasing the incomes of the current residents and attracting new residents to the area. Upfront costs to Martin County, such as land acquisition and infrastructure improvements may be costly. However, the county should receive a great return on such investment. Businesses, government, and the local residents will greatly benefit from the new Indiantown Industrial Park.

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### **II-4. BRINGING IT ALL TOGETHER: AN OVERALL ECONOMIC DEVELOPMENT ASSESSMENT OF INDIANTOWN**

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Indiantown has a unique situation in economic development terms: it has significant developable lands – a rarity in South Florida; a relatively low-cost labor force when compared with other areas in the region; and the considerable strengths discussed in Part I (advantageous location, good primary transportation structure, community involvement and size). This provides for an enviable situation for achieving desired economic development outcomes. At the same time, Indiantown faces serious challenges: it has one of the highest rates of poverty in the state; a dilapidated housing stock that need improvement; and a culturally distinct community that could at risk for displacement once development pressures emerge.

Change is inevitable. While this is an overused phrase, it applies particularly to the Indiantown community, given the situation described above as well as the impending impact of the Scripps Research Park. The potential changes that Indiantown faces are dramatic and widespread with the influence of Scripps, given the availability of developable lands. There are essentially three responses to change:

- Be passive – watch it, ignore it, leave it to its own devices;
- Be reactive – respond when it becomes a problem or crisis; and
- Be proactive – anticipate and plan for change so that it can be guided and controlled.

The Indiantown community and Martin County government are at a critical juncture at this point in time: it can watch the inevitable changes happen and then wait to react when problems arise, or it can literally “seize the moment” and plan for the changes that are already in motion. It is this latter option that Martin County has already begun to take and we encourage this path to continue. By virtue of this study, the Indiantown community has recognized that change is inevitable and that actions need to be taken.

The challenge facing Indiantown and Martin County now is to initiate and operationalize the appropriate actions so that desirable outcomes of change can be realized. It is critical that the citizens, organizations, and private business sectors in Indiantown be empowered in the decision-making and implementation process so that the best possible outcomes can be achieved. Based on our findings, we suggest the following overall approaches or “strategies” for guiding economic development actions for Indiantown.

#### STRATEGIES/APPROACHES FOR GUIDING INDIANTOWN’S ECONOMIC DEVELOPMENT

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##### INTEGRATION/REPRESENTATION FOR INDIANTOWN’S ECONOMIC DEVELOPMENT

There are nineteen major actions to be initiated and implemented. This requires substantial commitment, in terms of resources and time, to actualize. Many of the actions will need participation from all three sectors: the public, private, and non-profit. Because these actions all relate, either directly or indirectly to economic development, it by necessity involves all three sectors – the “players” in economic development. It is critical that citizens, organizations and the private sector in Indiantown expand their role in decision-making with Martin County. For example, the Community Redevelopment Agency (CRA) process has involved a wide range of interests in Indiantown and is viewed positively for its inclusionary approach. This mindset of citizen/organizational inclusion needs to be expanded to overall Indiantown economic development efforts, ensuring that citizens, organizations, and the private sector are empowered to participate fully to realize Indiantown’s economic development potential.

Our recommendation is that Martin County consider facilitating establishment of a public-private partnership either formally or informally to “oversee” or guide Indiantown’s economic development outcomes. The oversight board for this partnership should have representation from stakeholders in Indiantown as well as Martin County staff (for example, from the Community Development Division).

The intent of this organizational structure is not to duplicate the CRA or other existing agencies but rather to serve as a strong voice for Indiantown’s

*Because Indiantown has a unique situation in Martin County and is differentiated significantly in its need for economic development to address poverty alleviation, it is critical to have independent and strong representation.*



economic development activities and desired outcomes. *Because Indiantown has a unique situation in Martin County and is differentiated significantly in its need for economic development to address poverty alleviation, it is critical to have independent and strong representation.* Otherwise, Indiantown's interests may be subsumed or ignored. For example, in the future as Indiantown's developable lands become in high demand due to Scripp's sphere of influence on housing needs, it is likely there will be severe displacement of Indiantown's poverty stricken citizens who are also often from the culturally distinct community. Displacement needs to be addressed, such as with simultaneous proposed actions for job skill development and home ownership/affordable housing programs. Displacement rarely is addressed in high growth regions where the demand for middle and high income housing influences policy makers' decisions.

Further, Martin County has presented a strategic plan for development as well as initiating efforts to address affordable housing issues. Both these efforts, as well as other policies already in existence, need to be reflective of Indiantown's economic desires and needs. In other words, Indiantown's interests must be represented, rather than restricted by existing or emerging policy or programmatic changes.

This strategy or approach of full integration and representation is highly recommended as the framework in which to proceed with Indiantown's economic development planning activities. Without this framework and mindset, Indiantown's economic development desires and needs will be more difficult to represent and actualize.

#### **PRIORITIZATION**

Within this strategic framework, we also recommend the approach of prioritizing certain activities to jump-start the economic development process. Again, this will require significant resources and time commitment, and the ability to establish a partnership for oversight and representation would be highly beneficial. While all nineteen of the proposed actions are important, we identified five that require immediate attention. These five actions should be placed on a priority list so that resources and efforts can be simultaneously concentrated on these. Because the economic development process is both complex and multi-faceted, it often requires simultaneous efforts. One such example is the need to address poverty with both job skill improvements while at the same time encouraging employers investments into the community.

The five priority actions are discussed in detail below:

1. Indiantown's housing needs and desires should be fully represented in Martin County's new efforts to address affordable housing. This will enable Indiantown to mitigate the impending displacement

effects of Scripps and subsequent development that is inevitable. The importance of keeping affordable housing as an option in Indiantown is clear: not only for the social and cultural aspects of keeping a special community together but employers need to have close access to low and moderate cost labor sources. Too many communities across Florida have experienced displacement to the point that employers cannot find employees in the area.

2. and 3. An industrial/business park must be developed as soon as possible/job skill development. Efforts have already begun to work with private property owners to assemble an identifiable park. We strongly suggest that the efforts be a public-private partnership, either as part of the aforementioned partnership or with representation of an Industrial Development Authority or otherwise. This will enable seeking federal, state, and other public funding as well as foundation funding to support some of the efforts of the park such as a business incubator program. Orienting the park both towards large industrial users (new investments recruited to the park) and indigenous development through local entrepreneurial efforts is a better approach. The incubator program could target specific needs such as an agriculture or shared kitchen facility.

For the park recruitment efforts, Martin County needs to ensure that the park is well marketed and tailored to attract specific types of businesses as identified through a target industry study. This study provides much of the necessary information regarding the attributes of Indiantown; what is needed is to match these attributes and desired outcomes with the locational requirements of industries. The details should include to the 4-digit or higher level SIC code, an overview of each industry type with growth and issues identified, trends and projections, industry publications, trade shows and other information pertinent to each industry. A reliable data source such as Dun & Bradstreet could be used for purchasing a list of company names within the target industries to use for marketing purposes. Based on the current study, there are several industry types that may be very appropriate for Indiantown to target and could serve as an initial basis for a comprehensive target industry study:

- a. For long-term prospects, once transportation access is improved - “High-end” distribution (utilizing technology/mechanism and generally higher-paying jobs than expected in this industry).
- b. For long-term prospects, once Scripps is operational – research related support industries, such as computer related services and software industries, part of SIC 737, Computer Programming, Data Processing, and Other Computer Related Services Industries or specialty components assembly for

biotech related activities, such as specialty medical products, such as those represented by SIC 3841, Surgical and Medical Instruments.

- c. For short-term prospects, agribusiness related production (food and related products) or light manufacturing assembly. The former focuses on the rich agriculture base of the region while the latter is in industry in which low cost labor is a major locational factor.

The park is of immediate concern and is complicated because of the issues facing Indiantown. First, there is immediate need to further job skill and employment opportunities for the poverty stricken population. This would seemingly necessitate focusing on the business incubator program as well as recruiting light assembly, agribusiness or other low to moderate skill industry initially to provide jobs in the near term. However, Indiantown has a unique opportunity to serve as a close support park for Scripps in the future. This opportunity is critical, and could provide higher paying jobs for Indiantown's residents, if coupled with job skill development so they are qualified to work with these type industries. It is our recommendation that the park strive to address some of the near term issues such as jobs for poverty stricken residents but focus on the higher end functions of the light manufacturing/assembly or agribusinesses as a main target of the park. That, coupled with the business incubator and job skill development program, could ready the park and populace for higher skill industry as Scripps develops. The two priority actions of the park and job skill development are inseparable because each influences the other.

4. Improve communications between County government and Indiantown citizens. The citizens as well as organizations and private business sector need to have venues to better articulate the desires of Indiantown to the elected officials. The creation of a partnership as discussed previously would go far in empowering citizens and others in the decision-making and implementation process.

5. Integrate Indiantown's economic development needs/desires with Martin County's strategic planning. It is vital to ensure that these needs and desires are fully reflected in Martin County's strategic planning and other development efforts. It is important that they be integrated for full consideration and not overlooked or dismissed. Indiantown is unique within the Martin County situation – it is poverty stricken, a culturally distinct community, and not similar in lifestyle or affluence that is characteristic of other parts of the

County. Indiantown *needs* economic development outcomes while much of Martin County is not focused on encouraging economic development but rather discouraging rampant growth. Thus, the needs and framework for Indiantown are distinctly different and must be considered and addressed for its unique situation - what works for the rest of Martin County may not be appropriate for Indiantown. For example, the creation of a partnership to fast track development permits may be appropriate for Indiantown whereas it may not be for the rest of Martin County.

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# **PART III: DESIGN COMPONENT**

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## **SECTION III-1: THE SYNOPSES**

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### **PREAMBLE**

As American towns matured, they grew first as “pedestrian oriented” villages and later as “auto-centric” cities. Development trends and market preferences indicate that urban design is again shifting in philosophy. Labels for this emerging trend are plentiful (new urbanism, smart growth, traditional neighborhood development TND, transit oriented development TOD, even mixed-use). Yet, very little about this “new” design is actually “new”. The components are more a reflection of our past. Having realized the advantages of the automobile –but also, the disadvantages of an auto-centric society- designers seek to engage the best elements of both pedestrianism and auto-centricity. The various labels refer to similar design philosophy, only, as it applies to different levels of scale.

Future development in Indiantown must reflect this method of design. The community is located amongst the outer reaches of the massive south Florida metroplex. Growth is inevitable. Indiantown is blessed with the rare opportunity to not only predict expansion, but to nurture it as well (determinist planning). Unlike its’ unincorporated brethren, this proud and strongly fused community need not fall prey to characterless sprawl and suburbanization.

The Indiantown community is exploring three unique development opportunities: a fairgrounds facility, a business park, and a heritage museum (either downtown or co-located at the proposed fairgrounds facility). Each project carries with it unique challenges, civic and economic potential, and the opportunity for trend setting design. Prior to drawing-up plans, designers researched historical precedence, existing programming, and emerging forms for each typology. The most creative national and local projects were elicited. Superior examples of contextual integration, mixed-use potential, and co-locational programming and design were highlighted. As a result of this research, three project specific synopses were formulated; each of which communicates current design theory and promotes similarly creative expectations for Indiantown.

## FAIRGROUND'S SYNOPSIS

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Increasingly, new fairgrounds throughout the country will seek to incorporate co-location design and mixed-use facilities. The co-location trend is most visible in joint educational facilities, many of which anchor various civic and even private uses. Urbanization is inevitable, as such, planners should re-evaluate the theory that fairgrounds -and thus the county fair- need be located on an isolated site, far away from town. In the larger sense, fairgrounds might soon mimic many of the spatial and design patterns initiated by recent stadium and arena construction. By choosing to locate within the urban fabric of downtown, and infusing design and programming that projects a strong sense of place, such facilities function as year-round neighborhood activity centers. Co-location is often critical to establishing “permanent” vitality at these facilities.

All noteworthy (not just successful) single-site fairs/fairgrounds have a well-established branding identity and sense of place. Design and programming anomalies -or quirks- contribute to this, often as a means of highlighting local or regional culture.

Large themed festivals in the United States successfully disperse sites and activities throughout the host city. Events take place at one, two, or even more pedestrian linked sites, and then spill out amongst their surroundings. The surroundings provide far more than just a backdrop. They become a part of the event, contributing to its dynamics and establishing a clear identity. As a result, the event is far more likely to reflect the true culture of the local community and positively impact its’ quality of life. A new fairgrounds facility must seek out similar connections and integration with its surroundings (both physical and psychosocial).

In general, fairground sites entrench themselves amongst the urban landscape for decades. They are a defining anchor for a neighborhood or district. As such, it is important to think long-term when considering issues of economic vitality. The proposed facility is intended for the Martin County region. There exists an opportunity to establish trendsetting growth patterns that will positively influence the tri-county area. Previous portions of the report address these economic issues.

(Supporting data for the Fairgrounds Synopsis can be found in Section III-3)

## HERITAGE MUSEUM SYNOPSIS

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Many museums are “monumental” in their design. Well known “destination” museums often display “monumental” characteristics. Such form and philosophy occasionally influences heritage museum design. However, within the typology there exist a number of established precedents, each containing multiple variations.

Effective museums use facts and imagination (the story) to transport the patron away from the present. Therefore, physical separation of the building from its surroundings (environment) appears insignificant. Current planning theory dictates that buildings work within the “contextual fabric” of their surroundings (built and natural). Older, classic –yet, monumental- museums, such as the Art Institute of Chicago do this. Yet, the planning and architecture associated with more recent monumental museums not only ignores this, it takes the opposite approach to the extreme. The form of such buildings not only screams “look at me”, but quite often, “I don’t belong here”. This does not work well for many heritage type museums, as their surroundings often heighten their unique stories. Absent form based planning, a mixed-use or co-locational facility probably provides the best means for creating a small, successful “destination” heritage museum.

Research failed to yield examples of heritage museums that also anchor new urban infill development. This is surprising given the number of new urban cultural and educational facilities.

Indiantown is considering two entirely distinct sites. Both sites are suited to multi-use design. Overlapping and complimentary site uses – interpretive center, educational component, museum store, transit station, recreation uses, sculpture garden, band shell, trails, etc. – will help to ensure the museum’s overall success as both a community center and resource. Crossover usage -at either proposed site- will expand passive visitorship. Establishing interest amongst local citizens is equally important. The latest technology, exhibits, and a well-regarded research component assures active local participation. The facility’s form, and the manner in which it relates to its surroundings, will dictate passive activity. The museum must convey its many messages – and do so in a manner that speaks to a diverse audience.

(Supporting data for the Heritage Museum Synopsis can be found in Section III-3)

## BUSINESS PARK SYNOPSIS

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Conventional office parks must evolve in order to stay viable. New urban infill will prove instrumental to this effort. An industrial park hybrid that incorporates *business park industrial, small bay office or commercial 'module'* has yet to be engrained into a new urban fabric in a manner which declares a definitive typology. Yet, we know that it is possible to integrate a large-footprint building into a new urban village center and create an engaging public realm (along the street using wrapping). Therefore, it is logical to assume that the *function* of the conventional office park and the *form* of the new urban district will soon converge, resulting in a highly successful and sustainable mixed-use neighborhood. Such a place might begin with a light industrial use.

In South Florida, there will be demand to intensify this type of use. Once a single-use industrial park has been built, it becomes difficult to retrofit (establishing a new urban character) because the basic footprint of the block, street, sidewalk and building are established, and lack connectivity. New urban codes and form based zoning assure that a site is amenable to future infill. Such an approach makes the site more viable and quite adaptable to changes in the economy. It allows for more sustainable planning; planning that promotes the characteristics of a charming and attractive Florida town – on the front end. (Supporting data for the Business Park Synopsis can be found in Section III-3)

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## SECTION III-2: THE CONCEPTUAL PLAN

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The firm Glatting Jackson was retained for the purpose of preparing conceptual designs. This Section introduces and explains these.

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### PROJECT LOCATION

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The project site for the Martin County Fairgrounds is approximately 230 acres, and is located in the Indiantown Community Redevelopment Area (CRA), part of unincorporated Martin County. It is within the urban service area boundary. The site is currently maintained as farmland. It is located slightly north and west of the intersection formed by S.W. Warfield Boulevard and S.W. Allapattah Road. The site's eastern edge abuts S.W. Allapattah Road.



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## FLORIDA FAIRGROUNDS PRECEDENTS

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The existing Martin County Fairgrounds is ideal for ascertaining the programming needs (function) of a new facility. The means by which the designer assembles and interprets these needs provides the form for the conceptual plan. This portion of the design process is instrumental to the establishment of a branding identity and strong sense of place. Though charged by creativity, the process is equally steeped in precedent and logic.

The conceptual plan first highlights fairground design precedent in the state of Florida. The Florida State Fair Grounds in Tampa, Central Florida State Fair Grounds in Orlando, and Palm Beach County Fair Grounds in West Palm Beach are large facilities. The Volusia County Fair Grounds more closely resembles the size of the proposed Indiantown facility. In each case facilities are ordered; having been sited around an open central organizing space (a mall, plaza, pond, or other focal point). Parking (both paved and un-paved) is pushed to the periphery.

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## SITE PROGRAM ASSUMPTIONS

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The project builds upon existing visioning for the Indiantown Community Redevelopment Area. Prior to the start of this project, preliminary meetings with community leaders and primary stakeholders identified optimal facilities and programming for the proposed site. The conceptual plan presented herein proposes the following development program for the 230-acre site:

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### FAIR RELATED FACILITIES

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- **An Expo Center -- Exhibit Building type A** – 35,000 sf class B office, year-round multi purpose, clear span, a/c, storage, office, concessions
  - Indoor boat and RV shows, School activities, Antique shows, Home and craft shows, Bird shows, Trade shows, Dog and cat shows, Ice skating, Ice hockey, Ball games, Indoor concerts
- **An Exhibit Building type B** -- seasonal and Fair use – 75,000 sf vented and heated space, clear span, storage, office, concessions
- **An Arena** -- 20,000 sf -- Open-sided

- Youth livestock shows, 100 (12 x 12) horse stalls for boarding, Equestrian events (shows, competitions, barrel racing, etc.), Handicap riding facilities, Shelter for animals (large and small) during hurricane season, Cattle auctions and shows, FFA and 4H shows, Rodeo
- **Livestock buildings** – 35,000 sf open-sided w/ restrooms, wash racks, utilities
- **Office and Administration** – 4000 sf class B office
- **Visitor Gates** – 3 w/ temporary ticket booths
- **The Amphitheater** – 10,000 person capacity
- **The Fair zone** – 44 acres total
- **Visitor parking** – 50 acres, 5 ac. paved, 45 ac. grass
- **Stormwater** – 10 acres
- **Ancillary storage** – 11 acres
- **Service parking** – 25 acres

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## SITE PLANNING – DESIGN CONCEPT

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### CO-LOCATION

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Increasingly, fairgrounds seek to incorporate co-locational facilities as a part of programming and site design. Co-location is most evident in the form of joint educational facilities (schools), many of which anchor additional civic and even private structures (libraries, community centers, YMCA's).

This conceptual plan co-locates additional, complimentary facilities amongst the 230 acre site. 168 acres are devoted to developed facilities. An additional 62 acres are set aside for wetland and stormwater retention (both acreage and siting are highly reflective of existing conditions).

#### Other facilities intended for the 230-acre site

- Heritage Museum – 2 acres

- Retention Areas – Fishing and/or canoe/kayak
- Police and Fire Training Facility – 3 to 4 acres
- 100 RV park
- Sportsman Rifle and Archery Range
- Big Event site – Tractor Pulls, etc.
- Regional “Passive” Park – 28 acres

**Other facilities intended for acreage adjacent to the 230-acre site**

High school Campus

- School
- Stadium
- Arena

This conceptual plan seamlessly *co-locates* a high school campus (school, stadium, and arena) as part of the larger fairgrounds facility - on land abutting the southern edge of the 230-acre site. Careful siting of the Arena allows the facility to remain on campus, while also providing definition for the central organizing space of the fairgrounds. The structure is designed for shared use by the school, fair, and community at large; creating numerous opportunities for cross programming (a true co-located, multi-use facility).

Tremendous emphasis is placed on the arrangement and organization of space. The co-located, multi-use high school campus is both self-sustaining –with highly individual programming- as well as a dynamic component of the adjacent Central Fair Facilities - with its shared programming. A similar relationship exists between the Central Fair Facilities and both the 2-acre Heritage Museum and 28 acre Regional “Passive” Park. Park land provides space for additional fairgrounds-related events, while affording a transitional buffer between ‘midway’ and future residential housing. The Heritage Museum is located at the fairgrounds site. Its form, topology, and programming will convey the heritage of the region and contribute to the identity of the fair. (Facility development at the site -and adjacent campus- will take place in various stages – over a number of years).

## ORGANIZING PRINCIPLES

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- Central Fair Facilities
- Pedestrian Spines
- Peripheral Support/Service Access
- Shared use Capabilities of the Arena
- Central Parking for all facilities
- Parking

The Central Fair Facilities are ordered; having been sited around an Open Central Organizing Space (a common, plaza, pond, or garden). A carillon will provide a visible focal point, anchoring the space and establishing a trademark symbol of identity for the fair. The tower serves as a 'terminating vista' for patrons making their way around the grounds.

Pedestrian Spines are used as a means of establishing predictable patterns of pedestrian circulation amongst facilities. These are the primary routes upon which people will walk. Two (perpendicular) pedestrian spines anchor the site. Their arrangement is predicated on the need to perform two unique functions:

Move people from their car to the event.

The pedestrian spines make it possible for one surface parking area to service the Central Fair Facilities, Heritage Museum, Arena, and Stadium (year-round, seasonal, and one time activities).

Move fairgoers through the Open Central Organizing Space.

The pedestrian spines assure that those using the Central Fair Facilities (both annual fairgoers and year-round visitors) must convene in the Open Central Organizing Space – after entering via the designated Ceremonial Arrival Area. Identity and sense of place are established immediately. Fairgoers moving between exhibits -or wishing to leave- must pass through the Open Central Organizing Space each time.

Peripheral Support/Service Access is provided. A roadway will run northeast between the Central Fair Facilities and Passive Park. The roadway will provide primary access to both the Park and Police and Fire Training Facility. Furthermore, the road will provide support service for the fair's Midway, Exhibit Building B and Livestock Building. Exhibit Building A backs to the primary paved parking area. The Arena and Stadium share a

support service road (accessed from an east-west roadway dividing the fairgrounds and campus). A pedestrian “Midway only” exit will run behind the Livestock Building. It too will be capable of providing support service access.

#### Shared use Capabilities of the Arena

The Arena will host school related activities and events (classes, athletics, concerts, assemblies, graduations) as well as fair-specific events. The County may wish to expand programming. “Event” parking at the facility is shared, utilizing the paved surface lot of the Stadium, Museum, and Central Fair Facilities.

#### Central Parking for all facilities

Surface parking lots are unattractive and wasteful. This conceptual plan pushes parking to the periphery. However, the design allows for shared parking amongst several facilities – limiting the number of lots. One surface parking area (paved and grass) will service the Central Fair Facilities, Heritage Museum, Arena, and Stadium (year-round, seasonal, and one time activities). Complimentary scheduling will assist in avoiding conflict.

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## **BUSINESS PARK**

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### **BUSINESS PARK FORM**

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Every project entails a new vision, with a new set of goals. However, our marketplace is not fixed, but rather evolves. The goals of today’s project don’t always reflect the realities of tomorrow’s world. A good plan will account for such variables by promoting adaptability and decreasing future limitations.

Inspired by the “office in the park” and motivated by the benefits of “clustering”; bio-tech parks, agribusiness parks, and light industrial parks typically promote a dominant, single-use component. Their intentionally rigid function is overly reflected in their form. Security issues alone do not account for the typical business park’s disassociation from neighbors, coldness, and lack of circulation.

## PROJECT LOCATION

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The business park project site is fronted by the CSX Railroad tracks - running parallel to the western edge of SW Warfield Boulevard. The primary or main entrance into the 'park' is found at the intersection of SW Railroad Avenue and SW Dr. M.L. King Boulevard (near the R.R. crossing). The western edge of the project site is formed by a future north-south road, and extends south from a newly proposed R.R. crossing. A secondary (northwestern) entrance to the business park will extend from this (future) roadway.

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## SITE DESIGN ASSUMPTIONS

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In realizing its plan for the Indiantown business park, Glatting Jackson envisioned the site: first, as a real and desirable place; second, as a place that will evolve and grow; and third, as a place that begins its' life as a business park. In this sense, Glatting Jackson's conceptual plan fulfils the desires of today's client, is contextually sensitive to the existing environment, and makes itself adaptable to the realities of tomorrow's market.

The project builds upon existing visioning for the Indiantown Community Redevelopment Area. Prior to the start of this project, preliminary meetings with community leaders determined the desire for a future Indiantown business park. The primary function of this business park is as yet undetermined. However, the 'park' envisioned in the Glatting Jackson's conceptual plan accommodates assembly, agribusiness production, and biotech research facilities. Approximately ½ of the project site is devoted to wetland preservation. The Business Park is integrated amongst this 'closed' ecological environment, maintaining a pedestrian-friendly center and natural edge area around all development. Connectivity with surrounding neighborhoods is addressed by both the primary and secondary entrances, as well as by entrances on SW 174<sup>th</sup> Court and by a (proposed) 4<sup>th</sup> entrance along the site's southern boundary.

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## SITE SPECIFICS

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### CIRCULATION

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All buildings face an interior roadway which is designed as a parkway, with open, park-like space forming the center of the business park. The address for each business appropriately indicates that the business fronts the new

parkway. Patrons of each business gain access through the front entrance, or parkway entrance. On-street parking will increase the likelihood of this. Otherwise, whenever possible, parking will be pushed to the rear of the building and shared.

Stormwater retention ponds -between the neighborhood and business park-should incorporate a recreation trail and/or pedestrian pathway (also serving to connect the ‘park’ to the surrounding neighborhood). This will benefit workers, it will benefit residents, and it will benefit workers who are also residents. Two additional access roads to the south (connecting to surrounding neighborhoods) are suggested – possibly as the business park matures. Initially, these thoroughfares will provide access to workers living nearby. However, they also provide critical infrastructure –that, over time-allows the park to readily adapt to a maturing economy and marketplace (future mixed / denser uses).

#### **BUILDING FUNCTION / FORM**

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The Glatting Jackson Conceptual Plan calls for buildings adjacent to SW Warfield Boulevard (CSX Railroad tracks) to have larger footprints. It is anticipated that these will be geared towards light manufacturing uses, with employee parking and truck access provided for on the SW Warfield Boulevard side of the building. Buildings sited closer to existing neighborhoods are conceived as office use.

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## **SECTION III-3: RESEARCH**

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### **THE STATE OF THE FAIR**

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*County fairs are some of the oldest continuing annual events held in the United States. Nearly every county in each state has held its own gathering, or joined resources with a neighboring county to present an agricultural fair. Depending on the economic resources, the fair may be a small event held for a few days or maybe a vast display of exhibits and entertainment scheduled over the duration of an entire week.*

*The cornerstone of the county fair has been agricultural production. Throughout the early days of America, the largest percentage of the population was rural. The county fair became one of the most anticipated events of the year because it momentarily broke the isolation of rural living. It created a reason to set aside daily chores and visit with other community members. As decades passed, counties became more populated and the numbers of farms decreased. However, the tradition of the county fair, somewhat changed by the passing years, has been strong enough to survive and continue into the 21st century.*

This research focuses on two related types of festival or fair. The first type of festival is the traditional AG fair identified above. Agriculture is at the heart of this celebration. However, a carnival midway, food and entertainment are common staples. This event typically convenes at a dedicated fairgrounds facility. The second type of fair is the thematic festival. Though the thematic festival celebrates a specific regional or cultural activity, its programming and required facilities are nearly identical to those used by the AG fair (see below: Cheyenne Frontier Days, New Orleans Jazz and Heritage Festival).

Unlike AG fairs, thematic festivals do not limit themselves to the notion that they must convene at a rural, or today, most often suburban site. Thematic festivals might choose to utilize dual or even multiple staging sites (see below: Charleston SC. Southeastern Wildlife Exposition). Furthermore, these sites are distributed throughout the community, utilizing both urban and suburban locations (see below: Charleston SC. Piccolo Spoleto Festival).

The thematic festival celebrates its surroundings, integrating itself not only within the daily happenings of the host city, but more importantly, amongst the street-life of the host neighborhood or district. Despite similar needs (facilities), the AG fair continually limits itself to isolated suburban fairgrounds facilities. Ft. Lauderdale FL. stages an annual air and sea show on the beach, rather than a nearby military base. Undoubtedly, this choice of location is directly responsible for thousands of attendees who would otherwise skip the event.

Research demonstrates that many county fairs are managed as not for profit businesses. As in Martin County, there is a board whose task it is to assure that the fairgrounds contribute to the welfare of the community. As such, they must provide goods and services on a year round basis. Promoters of the thematic festival are concerned solely with the annual event. In the case of the thematic festival, revenue generation does not purport to be a year-round endeavor. Stakeholders need not concern themselves with museums, exhibit halls, weddings, RV parks, storage rental, etc. As such, the thematic festival is more conducive to creative site selection. For example: much of Cheyenne Wyoming's Frontier Days is actually staged at the local fairgrounds – site of the Laramie County Fair. Other than theme and national notoriety, the only difference between the two events is the Frontier Days Festival's willingness to venture off site, to "downtown" Cheyenne, and stage its famed parades, chuck wagons, and pancake breakfasts.

Charleston SC Mayor Joe Riley is a longtime proponent of large multi-site festivals that truly envelop the entire town. Initially, such arrangements were simply a matter of limited space. The Mayor acknowledges the hassles that multi-site operations sometimes incur. Yet, in spite of this, the Mayor, organizers, participants, and attendees agree that the City's use of strategically placed staging areas (pedestrian connected) during the annual Southeastern Wildlife Expo contributes significantly to the experience. In their minds, the



downtown activity and “street-life” that ensues (even in cold and sometimes rainy February) outweighs the inconveniences. As proof, proposals to move the 3 day festival to the new arena and concert hall in North Charleston were unanimously dismissed.

In summary, the most progressive and unique fairs consider the downtown splendor of the host city to be part of their event programming. In Napa California (see below), the contemporary fairgrounds facility is located downtown. The fair spills out amongst its surroundings, and in turn, the surroundings are truly represented at the fair. Huge themed fairs that utilize contemporary fairgrounds facilities -such as Cheyenne’s Frontier Days and New Orleans Jazz and Heritage Festival- also stage events throughout the city. These events (especially Cheyenne) demonstrate the benefits to be had by not limiting the fair to an isolated fairgrounds facility. Charleston’s wildlife expo is not a traditional fair. However, it is similar enough in principal to demonstrate how truly special a large event becomes when the entire city is enveloped in the proceedings. By all accounts it’s similar to the two experiences that one might recount after taking a Saturday morning stroll through Boston Common, and then a Saturday morning stroll through a Broward County Regional Park. Both are nice; however, only one is truly unique.

*All examples cited in the preceding portion of this synopsis can be found in the UNIQUE FAIRS – MOVING THE CELEBRATION TO THE CENTER OF TOWN section of this paper.*

While not always the case, today’s fairgrounds facilities are almost always located outside of the downtown area. Low-rise suburban sprawl now encroaches upon or surrounds many of these “once rural” facilities. Much like a small rural airport, the fairgrounds facility increasingly deals with the consequences of nearby growth. Land values and NIMBY complaints are forcing many jurisdictions to re-evaluate the location and role of their fairgrounds (Del Mar Fairgrounds, *Lexis Nexis* – San Diego Union-Tribune, Dec 03).

Research indicates that jurisdictions tend to approach this ordeal from two unique perspectives. One approach seeks to move the fairgrounds to a new facility even farther away from town (see La Plata County Colorado below). The rhetoric supporting such action is similar to that which led municipalities in the 1980’s to locate sports facilities in exurban areas. Of course, this trend has completely reversed. Jurisdictions now incorporate stadiums into the existing downtown fabric, or use them to re-create a fabric once destroyed by urban renewal. Central to their success is the use of human-scaled, pedestrian oriented, and generally traditional design. Places such as Camden Yards and Canseco Field House speak the vocabulary of their surroundings. Furthermore, they establish a unique identity and project a strong sense of place.

It is inevitable that the fairgrounds and density will someday co-exist. The above research indicates that there is an opportunity to turn this relationship into good thing. The alternative to the “new and further out” approach involves “upgrading” the jurisdictions existing facilities and making them more appealing to all stakeholders. In either case, new and bigger facilities are often proposed.

Designs for new or retrofitted fairgrounds now seek to create year round “destination centers”. Co-location and mixed-use facilities are critical to this effort. While co-location with “on-site” and “off-track” racing facilities are common. There are existing proposals for fairgrounds to co-locate with retail stores, parks, equestrian facilities, civic buildings, educational facilities, museums, and prisons (see below: Arapahoe County Colorado, Solano County California, Grand Forks County ND, Marin Center). The annual fair will continue to operate; only now it will be just one of many events at the new neighborhood center (liberally defined).

*All examples cited in the second portion of this synopsis are found in the CURRENT PROJECTS AND DESIGNERS section of this paper.*

Various school boards throughout the country are beginning to implement Smart growth planning, specifically, the use of co-location school buildings. Schools appear to be sought-after anchors for co-location design. A new school -on a new fairground- would increase the potential for additional “uses” exponentially. Web sites containing examples of schools which co-function as libraries, recreation centers, YMCA’s, visitor’s centers, heritage sites, etc. are found below.

*For a detailed description of Co-Location as well as unique examples of creative school programming that utilizes co-locational facilities see the CO-LOCATION OF FACILITIES section of this paper.*

When a typical agricultural fair presents at an atypical -one of a kind- facility, the result is sometimes special. Such is the case in Philadelphia MS, where the magic of the Neshoba County Fair doesn’t just leave an indelible mark on the minds of its patrons, for ten days in July it envelopes every aspect of their life [www.neshobacountyfair.org/info.html](http://www.neshobacountyfair.org/info.html). The “sense of place” that one experiences at this event is rooted in the facilities unique form. For 8 days in July, much of the town takes up residence in one of fairground’s four residential villages. The fairgrounds become the physical -as well as psychosocial- foundation of the community.

The people of the County have created a fairgrounds that works well for them. The event reflects the values of the local community and contributes significantly to the area’s quality of life. Character and individuality take precedent over important issues like capability and capacity. As fairs become increasingly corporate (and far less individual) the Neshoba County Fairgrounds maintains its individual distinctiveness. While the prospect of

larger facilities, modernization, or even co-location would expand the year-round opportunities for such a facility, they could never substitute for a well-established and unique identity. (Utilizing the aforementioned analogy to stadium/arena construction, this facility is the fairgrounds equivalent of Fenway Park) Plans for a new Indiantown fairgrounds will provide those in Martin County with the opportunity to create a similarly “unique” and “significant” place.

Detailed information about Philadelphia Mississippi’s Neshoba County Fair can be found in the ABOVE ALL ELSE: ESTABLISH AN IDENTITY AND SENSE OF PLACE section of this paper.

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## UNIQUE FAIRS – MOVING THE CELEBRATION TO THE CENTER OF TOWN

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### THE NAPA VALLEY EXPOSITION

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The 34-acre Napa Valley Exposition is a unique fairgrounds in the heart of the City of Napa, drawing over 120,000 people to events throughout the year. The Napa Valley Expo is governed by the 25th Agricultural Association and a nine member Board appointed by the Governor of California. The Fairgrounds enjoy proximity to the Napa River, the Napa Valley Wine Train, and the recently opened Copia, the American Center of Wine, Food, and the Arts. The Napa Valley Expo is not only home to the Napa Town and Country Fair but also hosts the Mustard Festival Marketplace, Napa/Solano Home and Garden Show, and numerous fund-raising events for local organizations and is an integral events facility for the community. The Napa Valley Expo is a community cultural center, a gathering place for the County that represents the varied and changing interests of Napa County residents.

LSA prepared an assessment of existing infrastructure for the Fairgrounds. This background will assist the Expo in evaluating future opportunities as the first phase in outlining development goals for the Expo to participate in the continued revitalization of downtown Napa.

Initially, LSA assessed the physical character of the Fairgrounds property, surrounding area, and infrastructure capacities (sewer, water, stormwater) and provided general events and programming information in an Existing Conditions report. The current phase includes a series of interviews with individual Board members and external (i.e., City of Napa) and internal (i.e., vendors) stakeholders. The information acquired from these interviews and from a public forum in April will become the “context” for understanding the opportunities and constraints for future development at the Fairgrounds. The Board has accepted LSA’s report and is currently considering moving ahead with developing a Master Plan.

[www.lsa-assoc.com/communityLanduse.html](http://www.lsa-assoc.com/communityLanduse.html)

## **CHEYENNE WY. FRONTIER DAYS**

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Sometimes referred to as an ag fair for real cowboys, this annual 10 day event features downtown parades, daily rodeos, nighttime entertainment, free pancake breakfasts (serving over 10,000), a Native American Indian Village, Western Art Show and Sale, an authentic Chuck Wagon cook-off, and a performance by various branches of the United States military. This is a fluid event. While the nearby festival park plays host to much of the activity, numerous events also occur throughout the streets of downtown.

[www.cfdrodeo.com/](http://www.cfdrodeo.com/)

## **NEW ORLEANS LA. JAZZ AND HERITAGE FESTIVAL**

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[www.nojazzfest.com/](http://www.nojazzfest.com/)

## **CHARLESTON SC. SOUTHEASTERN WILDLIFE EXPOSITION**

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[www.sewe.com/](http://www.sewe.com/)

## **CHARLESTON SC. PICCOLO SPOLETO FESTIVAL**

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[www.piccolospoleto.com/home/default.aspx](http://www.piccolospoleto.com/home/default.aspx)

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## **CURRENT PROJECTS AND DESIGNERS**

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### **LA PLATA COUNTY COLORADO**

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The following link connects to a Durango Herald story describing a “fairgrounds scenario” similar to that of Martin County. Here, La Plata County Colorado Commissioners are forming a task force to study the feasibility of creating a new fairgrounds and events center separate from the existing fairgrounds. The article describes the wants and needs of the stakeholders. [www.msnbc.msn.com/id/8392189/](http://www.msnbc.msn.com/id/8392189/)

### **ARAPAHOE COUNTY COLORADO**

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The following link connects to a PDF which describes Arapahoe County Colorado’s vision for a new multi-use fairgrounds and regional park facility. This multi-use facility will be home to a variety of uses including: natural resources and wildlife education, urban forestry, water quality education, agriculture and small acreage management, consumer and family education, financial management, nutrition education, horticulture, landscape and gardening education, 4-H Club meetings/activities, school field trips,

graduations, science fairs, rodeos, concerts, theater, heritage arts and community youth programs. The grounds will be used by the community as a Regional Park for its bike, equestrian and pedestrian trails, Open Space and Natural Preserve areas, outdoor education including Youth Clubs, Schools, Scouts, exhibitions, conferences and meetings, community training, and pet, antique and trade shows. Phase one is under way. Contact information is provided.

[www.co.arapahoe.co.us/Departments/CS/FairandPark/Fairgrounds\\_FactSheet\\_04\\_FINAL.pdf](http://www.co.arapahoe.co.us/Departments/CS/FairandPark/Fairgrounds_FactSheet_04_FINAL.pdf)

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#### SOLANO COUNTY CALIFORNIA

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In Solano County California, preliminary plans call for the Mills Corporation to revitalize the existing fairgrounds by melding a new arena exhibit hall, a temporary livestock building, and fair administration buildings with unique destination retail, a hotel convention center, specific community attractions, and a county welcome center. A gourmet grocery store, water park, and 1.63 mile hiker/biker trail is proposed. The annual fair will continue to operate, as will the off-track betting facility.

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#### GRAND FORKS COUNTY ND AND THE MARIN CENTER

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In Grand Forks County ND, plans call for a new jail to grace one corner of the existing fairgrounds. Though not nearly as special, the concept is somewhat similar to that utilized by Frank Lloyd Wright and subsequent Taliesin architects when designing the Marin Center in Marin County CA. In recent months architects [Mark Cavagnero Associates](#) and landscape architects [Royston Hanamoto Alley & Abey](#) developed a new master plan for the architecturally significant Marin Center site.

[www.marincenterproject.org/](http://www.marincenterproject.org/)

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#### CO-LOCATION OF FACILITIES

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The following web-link provides a PDF article from PLANNING MAGAZINE that thoroughly addresses the topic of school co-location. It is relevant because preliminary discussion of the Indiantown fairgrounds focused –at least in part- on bringing forth this sort of cooperative design (schools, parks/rec, heritage). The article is very thorough. It addresses both the benefits and potential roadblocks to such design, all the while citing recent examples of co-location planning. The article demonstrates how schools might be used to anchor one portion of newly designed civic buildings. Increasingly, public and/or private libraries, concert halls, museums, etc. are being incorporated into the design of these facilities. Numerous resources are cited near the end of the article.

[www.migcom.com/docManager/1000000053/Planning%20Article.pdf](http://www.migcom.com/docManager/1000000053/Planning%20Article.pdf)

Below are 3 examples of rather unique multi-functional education facilities here in the United States (2 schools, 1 childcare). The multi-function facility in Hayward CA. incorporates programming and “uses” currently being discussed for both downtown Indiantown and the future fairgrounds. Though extremely progressive, the example of Stockton CA. demonstrates how inclusionary programming and co-location design can contribute to a mixed-use educational complex. As it says in the Montgomery AL. example, “Sense of place can be used to develop curriculum that is of immediate relevance to students.” This sums up the relevance of these three projects to the Indiantown fairgrounds. The vast programming needs of a potential co-location fairgrounds in Indiantown provides an opportunity for mixed-use facilities that truly reflect the community at large while distinguishing themselves from typical fairgrounds facilities. These 3 examples should act as a primer for other ambitious concepts.

#### **HAYWARD, CALIFORNIA**

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In Hayward, a one hundred-person stakeholder group used a programming process to conceive a master plan for the school district. The focus shifted from merely designing a new school to creating a community learning center, academy, and museum setting devoted to the arts and to multicultural study. In addition to its formal educational function, current plans call for the new facility to serve as a tourism attraction for the entire Bay Area, and as a national center for research in multiculturalism. An innovative integrated curriculum will be the focus of the academy’s program, with extensions to serve all of the community’s existing educational sites (Concordia, Inc., Architects & Anne Taylor Associates, 1998).

#### **STOCKTON, CALIFORNIA**

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A community school will become a farm and environmental study center as part of an alternative high school, based on student input and unique design ideas from students during the programming process. These students said over and over, “Make our education REAL!” Their input as stakeholders in a one-year programming process changed the course and design of the new high school. Students performed a site analysis for the architect, who then put it together as a professional document.

Professionals from the community were viably involved in several ways. A business incubation section of the school was planned so that students could start their own businesses. A health club owner planned to build a spa and swimming pool on the school grounds, to be used by the students during the day and by the community at night and on weekends. Engineering, traffic, and landscape consultants hired to participate in the project were asked to spend time envisioning how their designs could be so built that they would become learning tools as well as functioning aspects of the environment. They had never been asked to do this before, but soon ideas flowed. The

HVAC system was to become a museum of mechanics and physics. The playground developed into a learning landscape, much of it cared for by students, complete with sundials, windmills, wind channel walls for studying air currents and flight, multicultural entryways and flags, greenhouse, aqua culture ponds, and more (Wolff Lang Christopher, Architects; Binger with Concordia, Inc., Architects; Sherk; & Taylor, 1994). A film, “They Really Listen to Us,” dramatically illustrates the impact inclusion in the planning process has on student attitude and motivation toward learning (Lincoln Unified School District, 1994).

Note: the tax base was reduced when development fell through, and the district was unable to build the alternative high school. The district held on to the property, however, which will now become a middle school. The vision of an environmental center for learning will be realized, even after several setbacks in planning. This is a long-term process, but the design education and democratic learning did not go to waste.

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#### **MONTGOMERY, ALABAMA**

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A judge, an architectural firm, educational consultants, and business people formed a partnership to design a state-of-the-art daycare center as part of downtown revitalization and in response to a perceived need for high standards in early childhood care. Plans exist for the site to be used in family education, also. As it happened, the site of the facility was located near train tracks. The rumble of the train and the sound of its whistle as it approached a crossing was a distraction that soon became an inspiration, however, and resulted in curriculum development based on the real world setting of the school and the interests of children. Curriculum design called for thematic units based on trains, the nearby river, Martin Luther King, Jr. (Whose church is just a few miles away), and other features of the local community. Sense of place can be used to develop curriculum that is of immediate relevance to students, no matter how young. School sites and aesthetically pleasing designs can revitalize neighborhoods (Concordia, Inc., Architects, & Concordia Consultants Enggass & Taylor, 1999).

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#### **ABOVE ALL ELSE: ESTABLISH AN IDENTITY AND SENSE OF PLACE**

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The Neshoba County Fair offers a “to good to be true” example of Americana. In fact, the Fair’s website [www.neshobacountyfair.org/info.html](http://www.neshobacountyfair.org/info.html) states that, “The Fair itself can’t really be explained. The Neshoba County Fair is called Mississippi’s Giant House Party, and it is just that. Neshoba County families gather from across the country every summer for a week long family reunion and house party like no other.”

As is evidenced by the website's amazing collection of documentary photographs, the fairground includes several residential villages, each comprised of one, two and three story vernacular cabins. Families from around the region rent these, using them for both reunion and vacation.

"The Fair cabin is the center of activity for families staying at the fair and the front porch is the most popular place for gathering. Porches are for sitting, visiting and just watching the neighborhood activities. Neighborhoods such as Happy Hollow, Sunset Strip, Founders Square and Greenleaf Hollow all have their own personalities and traditions."

In his book *The Neshoba County Fair: Place and Paradox in Mississippi*, Robert Craycroft states, "Conversation is the underlying reality of the Fair. It is the impetus for thousands of people to live in crowded cabins under the intense August sun, and it is the glue that has brought together and has held together generation after generation.

The Neshoba County Fairground's other oddity is its racetrack (primarily harness horses). Gambling on horses is illegal in Mississippi. Across the country, many racetracks are struggling to survive. Half-empty facilities must use slot machines to attract business. Yet, the track at the Neshoba County Fairgrounds is the hottest ticket in town. People literally fight for a seat. As with its crowded cabins and hopping villages, racing at the fairgrounds is all about the experience. People will sacrifice gambling when the alternative is a quality event with unique atmosphere and real conversation as part of the entertainment.

Executives at the television network ESPN agree, as the small racetrack –and all its' atmosphere- served as the backdrop for a 2005 piece on sports and entertainment in America (50 States in 50 Days). Considering that Mississippi is the birthplace/home of standouts Oprah Winfrey, Morgan Freeman, Elvis Presley, William Faulkner, Eudora Welty, John Grisham, Faith Hill, Brett Favre, Walter Payton, Jerry Rice, and the Manning's (all viewed as greats of their individual professions), as well as the purported home to the blues; the selection of this lesser-known facility demonstrates the tremendous significance that Americans equate with their most special places and events.

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## HERITAGE MUSEUMS

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The heritage museum is a loosely defined, highly prevalent and constantly evolving typology. The vast majority of heritage museums function as upgraded historical societies. They tell the story of an area.



Using adaptive re-use, smaller towns often locate a heritage museum in a historic home, store, rail station or courthouse. These simple, efficient, and quaint facilities are themed around the historical components of a place. In and of themselves, such museums are not tourist destinations, but rather complimentary attractions for those who wish to explore the area. It is not expected that this version of the heritage museum will generate overwhelming amounts of outside interest.

A less appealing (though similarly functioning) version of the heritage museum can be found in the more contemporary (and characterless) buildings of downtown. Whereas a rail station or courthouse casts an aesthetic presence, this form of heritage facility lacks any such grandeur. The site (and its single use structure) is of little significance. The museum's relationship to its surroundings is an afterthought, as is the interaction between the story (told inside) and the site. Most often, museums of this form are small to medium sized "complimentary" attractions (as above). There are exceptions, as mid to large "destination" museums also exhibit this form.

For purposes of this research, the aforementioned versions of the heritage museum typology are classified together. In Florida, one will find at least one example in every county in the state.

#### EXAMPLES OF SMALL, DOWNTOWN, FLORIDA HERITAGE MUSEUMS

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1. Stuart Heritage Museum - Stuart  
[www.tcpalm.com/tcp/tg\\_places\\_to\\_go/article/0,2539,TCP\\_18928\\_3290403\\_00.html](http://www.tcpalm.com/tcp/tg_places_to_go/article/0,2539,TCP_18928_3290403_00.html)
2. The Heritage Center and Citrus Museum – Vero Beach  
[www.veroheritage.org/Facility.html](http://www.veroheritage.org/Facility.html)
3. Heritage Museum of Northwest Florida - Valparaiso  
[www.heritage-museum.org/mission.htm](http://www.heritage-museum.org/mission.htm)
4. Micanopy Historical Society Museum - Micanopy  
[www.afn.org/%7Emicanopy/](http://www.afn.org/%7Emicanopy/)
5. Lake Wales Museum and Cultural Center – Lake Wales  
[www.cityoflakewales.com/depot/index.shtml](http://www.cityoflakewales.com/depot/index.shtml)

Old Courthouse Heritage Museum - Inverness  
[www.cccourthouse.org/museum.htm](http://www.cccourthouse.org/museum.htm)

A more isolated, "rural" version of the above museum also exists. Unlike their urban counterpart, these museums "relate" better with their

surroundings. Typically, the site contains an obvious link to the story being told. A rural life museum might locate on an old farm or plantation. A coastal discovery museum might locate on a barrier island.

#### ISOLATED HERITAGE MUSEUMS

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Apopka Historical Society and Museum of Apopkans – Apopka  
[www.apopkamuseum.org/](http://www.apopkamuseum.org/)

*Isolated Heritage Museums – Site selection more critical*

The Coastal Discovery Museum at Honey Horn – Hilton Head South Carolina  
[www.coastaldiscovery.org/pages/Discovery\\_Center.htm](http://www.coastaldiscovery.org/pages/Discovery_Center.htm)

Wildlife Experience museum - Parker, Colorado  
[www.thewildlifeexperience.org/home.asp](http://www.thewildlifeexperience.org/home.asp)

According to designer Civitas:

*The Wildlife Experience exists to engage people of all walks of life with nature and wildlife art. The location of the facility was specifically selected to make it easily accessible to city schools and neighborhoods. The project developer felt the need to provide access to nature through an educational facility as a means of giving back to the community. An urban location was chosen over a natural one for this reason. The facility includes an I-works theatre, classrooms, taxidermy exhibits, event space and an outdoor interpretative system as it pertains to art on site. Also included on site are water features, sculpture, and programmed as well as informal exterior event space and a café on the plaza. Wildlife Experience is a means to communicate an artistic expression of the Colorado High Plains prairie through sculpted landform and "painting with grass." Prairie is usually made up of distinctly different species of grasses. By separating these individual species, we were able to create a three dimensional composition of tall to short prairie grasses that exhibit their beauty through four seasons.*

In the case of the isolated heritage museum, site selection is often critical. One version of the isolated heritage museum uses original and replica structures -and period interaction- to further intensify the relationship between patron and story. The “educational experience” results from re-creation, rather than contextual appreciation. The following examples are located in Florida.

1. Pioneer Settlement for the Creative Arts - Barberville  
<http://echotourism.com/cultural/pioneer.htm>

2. The Panhandle Pioneer Settlement - Sam B. Atkins Park in Blountstown  
[www.calhounco.org/pps/moreaboutus.htm](http://www.calhounco.org/pps/moreaboutus.htm)

Pinnellas County Heritage Village - Largo  
[www.pinellascounty.org/Heritage/default.htm](http://www.pinellascounty.org/Heritage/default.htm)

3. Immokalee Pioneer Museum at Roberts Ranch - Immokalee  
[www.explorenaples.com/brochure.phtml?memberno=1380](http://www.explorenaples.com/brochure.phtml?memberno=1380)

4. Homeland Heritage Park – Bartow  
[www.polkcounty.net/county\\_offices/leisure\\_svcs/hist\\_museum/homeland.aspx](http://www.polkcounty.net/county_offices/leisure_svcs/hist_museum/homeland.aspx)

5. Pioneer Florida Museum – Dade City  
[www.pioneerfloridamuseum.org/buildings/index.html](http://www.pioneerfloridamuseum.org/buildings/index.html)

6. **Proposed** Florida Agricultural Museum/village – Palm Coast Fl.  
[www.flaglerlibrary.org/history/agrimuseum/agri1.htm](http://www.flaglerlibrary.org/history/agrimuseum/agri1.htm)

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## BACK TO THE FAIR (CO-LOCATION)

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1. Old West Museum – Laramie County Fairgrounds (Cheyenne Frontier Days) – Cheyenne Wyoming  
This museum is located on the fairgrounds. Its programming relates to the heritage of the region as well as the large Frontier Days festival held annually at the site. [www.oldwestmuseum.org/](http://www.oldwestmuseum.org/)

These two museums use original and replica structures, as well as period interaction, to create an “educational experience” – Like the Old West Museum they are located at the fairgrounds.

2. Cracker Country – Florida State Fairgrounds - Tampa  
[www.floridahistory.org/crackers.htm](http://www.floridahistory.org/crackers.htm)

3. Yesteryear Village History Park – South Florida Fairgrounds -West Palm Beach  
[www.southfloridafair.com/yesteryearvillage.html](http://www.southfloridafair.com/yesteryearvillage.html)

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## THE LEARNING CENTER

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The following museums function as teaching facilities. They are affiliated with local school districts, and are relevant because of their multi-use, co-locational attributes.

1. Roy Hyatt Environmental Center – Cantonment  
[www.escambia.k12.fl.us/instres/envstudies/index.htm](http://www.escambia.k12.fl.us/instres/envstudies/index.htm)

2. The Silver River Museum and Environmental Education Center – Silver River State Park, Ocala [www.silverrivermuseum.com/about.html](http://www.silverrivermuseum.com/about.html)

One of the most fascinating planned museums is the new Museum of Life and the Environment (MLE). According to the web site below, “The museum will be an entirely new kind of institution – simultaneously a museum of natural history and human cultural history. MLE will include state-of-the-art facilities for lectures, symposia and town hall-style meetings, special events, openings and celebrations – all endeavors giving voice to the many perspectives that have shaped the region’s history. The master plan for MLE’s site includes a commercial development guided by sustainable design principles. A ‘[sustainable community](#)’ will complement MLE’s design and reinforce its core themes, serving as a model for economic and ecological balance for individuals and developers alike.”

In this example of a “heritage-like” museum, the “inside” story effectively interrelates with the “outside” environment. Increasingly, museum designers will seek to replicate this type of experience. However, the success of the Guggenheim franchise and similarly styled museums indicates that “look at me – and only at me” architecture and design (monumental) is still the rage. Therefore, if such a trend is to emerge, it is likely to associate primarily with the “heritage/interpretive” museum genre (See Above: Isolated Heritage Museums). [www.chmuseums.org/mle.htm](http://www.chmuseums.org/mle.htm)

The following example is relevant to this research because it demonstrates all of the “heritage-like” bonds that citizens associate with effectively placed and crafted open space. As with the MLE, this facility’s design is part of the story. Wheeling Heritage Port – Wheeling, West Virginia  
[www.sasaki.com/what/portfolio.cgi?fid=212&project\\_type=7&page=5](http://www.sasaki.com/what/portfolio.cgi?fid=212&project_type=7&page=5)

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## BUSINESS PARK INDUSTRIAL

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In America, the relationship between industrial and residential use is one of extremes. While there are numerous examples of older urban neighborhoods co-existing with nearby industry –even heavy industry- these areas are relics of bygone design philosophies and expectations. Or are they? The answer is quite complex. With the increasing application of new urban principles, it would appear as if planning has come full circle. For nearly half a century American designers, planners, architects, and policy makers pushed for increasingly stricter “separation of uses”. Though numerous psycho-sociologic and economic conditions contributed to the phenomenon (architectural theories, political policies, fear of crime, lending practices, health concerns, even televisions) the automobile is the caveat that allowed it to happen.

Seventy-five years ago, in the days of “old urbanism” spatial sequencing was a direct result of circulation means. Ideals such as density, pedestrianism, mixed-use, and multi-use went hand in hand. When commuter rail and streetcars broadened the urban landscape, cities maintained their pedestrian scale and hierarchical sense of order. Old urbanism planners (designing dense, pedestrian-scaled, mixed-use neighborhoods and districts) need not deal with the attitudes (and associated patterns) of an auto-centric society. The automobile garnered overwhelming favoritism and equally impressive sales. Nearly every family could purchase one. As a result, today’s “traditional” planners must incorporate a device for which their movement’s ideals were never intended.

Over the course of the last century, the design fields have played witness to the maturation of both “pedestrian oriented” and then “autocentric” development philosophies. While you can’t put a genie back in the bottle, research indicates that planning theory, development patterns, and market preferences are converging to create a new –and clearly identifiable–urbanism. While we feel compelled to label this design trend new urbanism –and associate it with the past– the movement is actually an effort to engage the best elements of both philosophies. Our natural and built environment will always confront challenges from technological advances.

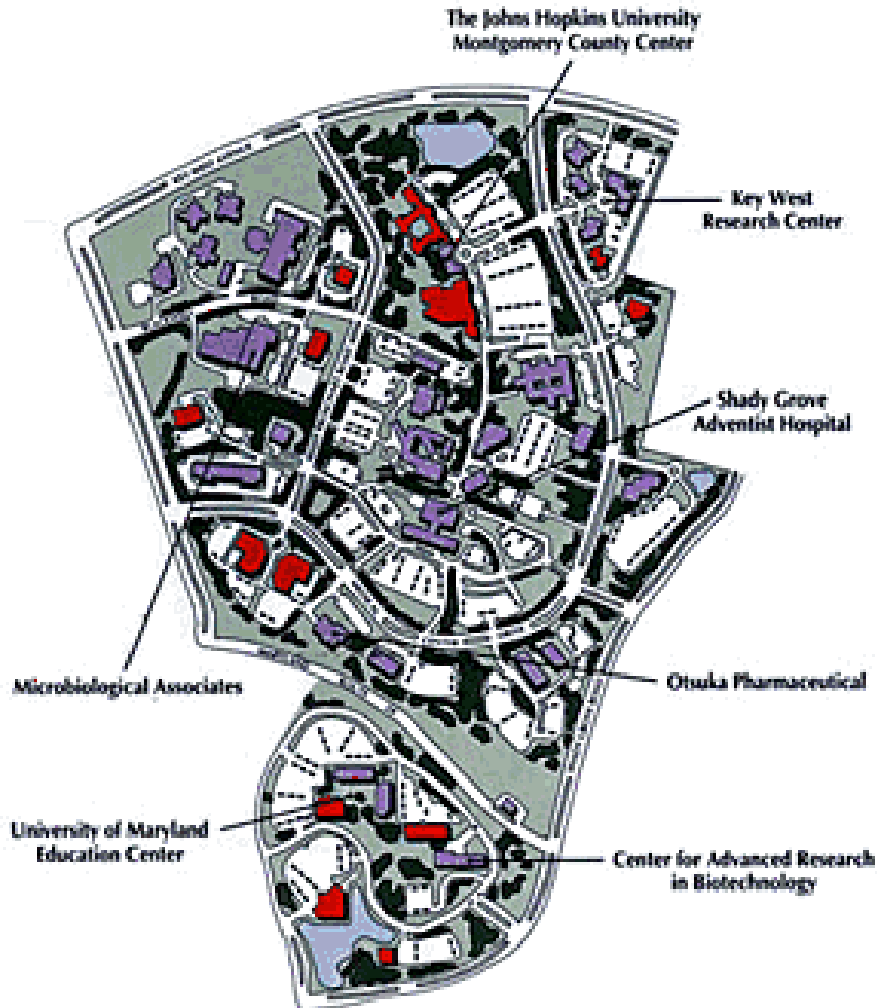
**Though somewhat few and far between -with respect to office and light industrial use- this research attempts to characterize and highlight examples of this design trend, and establish a precedent for the Indiantown business park.**

According to Joel Russell, Planning Consultant and Attorney for the City of Palo Alto, “Industrial and office park areas offer some of the best opportunities for new urbanism development because they typically occupy large acreages that are well served by utility and transportation infrastructure and contain a considerable amount of undeveloped land. Such sites are well-suited for the creation of an entire new urbanism fabric and generally do not have the problem of dealing with nearby neighbors who oppose any form of development.”

Russell views such development as more of a psychological, rather than physical challenge. Until recently, business park industrial, small bay office, or commercial ‘module’ was typically designed for single-purpose use and typically owned or leased by businesses that did not think of themselves as wanting to be in a traditional downtown setting. Such firms are engaged in high-technology research and development for which isolation and security are legitimate concerns.

A premier example of the conventional tech park is The Montgomery County Research and Development Village. This so-called “village” includes first class R&D and office space, housing, hotel and other support services within a 1,200 acre area. To encourage the growth of its biotech industry,

Montgomery County set aside 288 acres within the Village to develop the Shady Grove Life Sciences Center, a biotechnology research and development park. A central component of this is the Maryland Technology Development Center (MTDC). The MTDC purports to offer the “critical combination of low-cost, modern office and wet lab space and business support services a young biotechnology or information technology company needs to grow and prosper.” The new 57,000 sf. MTDC incubator is a free standing research and development building. It contains 24 fully fit-out wet lab suites and over 50 individual offices of varying size and design.



MTDC has a tremendous track record for “graduating” companies. In the last three years, eleven biotech and six information technology companies have outgrown their space at the incubator and expanded into larger facilities along the I-270 Corridor. MTDC graduates include: Avalon Pharmaceuticals, Panacea Pharmaceuticals, Tetracore, TherImmune, Nextone, Imperium and System Integration & Development.

The MTDC mimics the type of research and development clustering that Scripps Florida will generate. The Indiantown site may or may not have a

role as an incubation facility. However, it is reasonable to assume that there exists a direct correlation between Scripps and the need for this facility. The I-270 corridor and surrounding towns contain smaller office parks (everything from flex, to light industry, to commercial module) yet, none of these distinguish themselves in terms of “up front” land use design and planning. In short: with very little exception, there is no mixed-use (the exceptions relating to recreational opportunities).

MTDC, the Life Sciences Center, and the village as a whole are state of the art facilities; however, it will become evident that the designers of this campus have failed to institute emerging trends in planning up front. Famed new urban developments Kentlands and Kingfarm (both of which provide successful live/work units) are but a stones throw away from this area, as is the METRO and numerous TOD's. It would seem logical that similar live/work arrangements or even multi-family components be integrated into the MTDC. As a result, expensive infill work will be required to once again “modernize” the facility.

A visit to the Denver Technological Center (DTC) web site [www.dtcmeridian.com/default.asp](http://www.dtcmeridian.com/default.asp) provides the first means for effectively demonstrating this. Using the website timeline (History and Profile), one can quite literally trace the evolution of planning theory as it applies to office park design. Interestingly, the latest DTC master plan calls for, “A balanced mixture of land uses to create an urban center in a suburban setting.” The master plan portrays images of an engaging streetscape, “The tree-lined street system creates superblocks, which are developed with distinct visual characteristics.” Finally, sense of community, “Has been enhanced by the addition of several high-quality apartment complexes.”

The MTDC and the DTC comprise huge areas. Such vast land deposits make separation of (many) uses an easy alternative; whereas, a smaller site might be forced to eliminate certain uses, or become extremely creative in its effort to mix. Over time, the MTDC and DTC campuses have integrated institutional, lodging, recreational, and even residential components. Yet, their assembly (segregation, scale, and connectivity) fails to create the “village” that their promotional literature so often speaks of. As a result, mixed-use infill projects such as “town centers” and “new downtowns” are necessary. The DTC has a “new downtown” under construction.

Throughout the nation similar office park retrofits are under way. Infill developments such as Plano's Legacy Town Center affirm the notion that residential, and even commercial, will soon transform many conventional office parks. Legacy Town Center, “*Aims to introduce urbanism as a new commodity in a landscape of quintessential suburban character. Legacy Town Center is an infill development amidst existing corporate campuses and can be considered a new suburban typology that could become the model for similar projects nationwide.*” [www.developmentexcellence.com/awards/CAP03/documents/LegacyCenter\\_facts.pdf](http://www.developmentexcellence.com/awards/CAP03/documents/LegacyCenter_facts.pdf)

On a much smaller scale, Avonlea <http://avonleahome.com>, a new urban development in Stuart promises to incorporate a commerce center with live/work units. To date, developments such as Kentlands and Abacoa fail to effectively integrate light industry or even large “tech” into their fabric. Most often, such facilities sit adjacent (like a storage facility might) to the more successful mixed-use areas. Creative streetscaping and ornamentation is used to dress primarily sub-urban style single-use infrastructure and parking. Daniel Island SC has several examples of individual mixed-use tech buildings (2-4 stories with first floor retail, business and residential) lining two of the islands boulevards.

In Oakland Park, near Fort Lauderdale, (one block south of Prospect Road, just east of Andrews Avenue) one will find this City’s first live work units (two story attached). In Starkville Mississippi, Dan Camp is constructing a series of live/works for college students who attend nearby Mississippi State University and choose to reside in the “lively” Cotton District. Those with the entrepreneurial spirit can lease a unit and live above it.

#### ADDENDUM

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In her article, *Multi-Family's Rising Star in Mixed-Use Development* Lisa Harbatkin claims that “Mixed-use is riskier and more demanding than single-component development. But it's one that allows developers, investors and lenders -- and the public sector -- to plan for the long term in changing the landscapes of cities and suburbs, and the ways they relate to each other.” The author asked an experienced team of mixed-use specialists about some of the drivers, issues, positives and hurdles in mixed-use development today. Below are some of the more interesting answers:

**Multi-family has been strong, but is this a good time to add complicating factors like residential to your portfolio?**

**BOBILIN:** The timing is right. We're seeing a huge demographic shift that goes to lifestyle choice. Sprawl has increased commuting times. People are choosing to live closer to where they work and where they go for cultural and social activities. That's making them less reliant on their automobiles and it should increase their use of mass transit. The other reason the timing is right is that institutional money, both equity and debt, has taken a strong interest in mixed-use, and it is taking the time to understand the complexities.

**CROSBY:** Residential development is outpacing industrial in virtually every market. In many areas you're seeing residential developers buying industrial land. This reflects the cycle we're in right now. Historically, residential provided lower returns on a piece of property, but currently residential is squeezing out industrial and maybe even offices. If I'm an office developer and I have a company and staff and I can figure out a way to combine what I



know with residential and retail, that's a plus. At the same time, there are a lot of places where revitalization of old communities provides infill opportunity.

**Ultimately, of course, the market should drive development decisions. But mixed-use involves multiple drivers, ranging from local needs, long-term societal shifts and demographic trends to what's good for a developer's bottom line. How do you sort out the key drivers?**

**HILLGREN:** You have some interesting drivers related to local politics and land-use goals. Multi-family is what the market wants. Communities are calling for a broader mix of uses. They want to expand retail and commercial. From a developer's perspective, the greatest profit in today's market is generally in multi-family. It often subsidizes the rest.

**TAYLOR:** Residential tends to be the primary real estate driver, then office, and, finally, retail. You need a critical mass for retail to be successful.

Lenders and investors have tended to focus on a single product type, say residential or office. Is this changing? What are some of the financing concerns and how they do affect planning and what you can do?

**HILLGREN:** Cap rates clearly vary by product type, market, and project dynamics, whether it's Class A or Class B. Multi-family cap rates are generally below six percent. For office the range is seven or eight percent, and it's about the same for retail. So investors are paying a premium for multi-family. The question is what happens when you have a mix of product types. When you mix multi-family and commercial, there is a chance that overall cap rates will be negatively affected.

**EAGON:** You want to make sure you blend uses so that either independently or together, you have an economically feasible mix. Once you've determined the mix, you'll be able to determine what the value of that property will be based on current market cap rates.

**BOBILIN:** Institutional capital typically looks at cap rates in a single-use context and tends to extrapolate a premium on top of that. Institutional investors have come to realize that mixed-use projects have higher occupancy than single-use. But the key is that these uses have to be integrated properly. If they're not, the developer won't get that potential cap rate premium and the investor won't get as much as it wanted.

**PETERSON:** You're assigning different cap rates to different portions of the project. One might have a negative or positive impact on others because of adjacencies. You need to plan the overall project to have appropriate and complementary adjacent uses.

**So how do you overcome the uncertainties? What do you have to factor into the planning process?**

**PETERSON:** Multi-family above retail takes a lot of planning because of the stacked uses. From the planning standpoint, you have parking, noise, smells and utilities. It takes a lot of preparation to pull off any mixed-use in the same building footprint.

**HILLGREN:** The more you look ahead at operating issues, the smarter you'll be when developing your project. We engage management in the design process to help minimize challenges down the road. Mixed-use demands careful planning at the outset to make sure you minimize the potential negatives. Hours of operation, traffic, loading docks, noise, basically all the things that go into running businesses, including visitors to the commercial and retail centers, and the people who live in the neighborhood are just some of the considerations. You're thinking about how late the stores will be open. You're thinking about parking, about different points of access, different points of egress. And obviously the needs and issues vary with each specific site configuration and density.

**What kinds of hurdles should developers trying mixed-use for the first time be expecting? What problems are you likely to encounter?**

**PETERSON:** You need flexible zoning that will allow you to build out the project over a long period of time in response to the demands of the market. You should be able to re-plan as demand shifts. You need the timing within the market -- you need a good office market, a good residential market, a good retail market, and a good theater market. You might have to hold off on the whole development or on parts of it.

There are two final versions of this Indiantown Economic Study Final Report submitted to Martin County:

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- Site and Program Data**
- 235 acres total  
 108 acres reserved for the fair  
 127 acres available for other uses
- Open Center - 600,000 sq. ft. of space**  
 100,000 sq. ft. of space reserved for the fair  
 500,000 sq. ft. of space available for other uses
- Exhibit Halls - 27,000 sq. ft. of space**  
 10,000 sq. ft. of space reserved for the fair  
 17,000 sq. ft. of space available for other uses
- Other Facilities - 400,000 sq. ft. of space**  
 100,000 sq. ft. of space reserved for the fair  
 300,000 sq. ft. of space available for other uses
- North**
- 0 100'**
- August 31, 2007**

*Bottom:  
Business Park  
Final Concept*

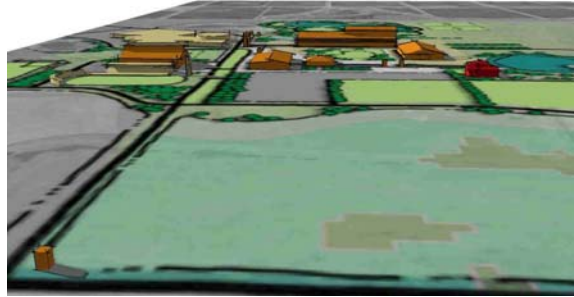






*Left:  
Fairgrounds  
Main*

*Right:  
Fairgrounds 1*



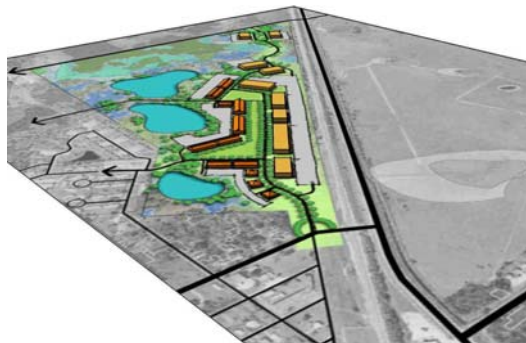
*Left:  
Fairgrounds 2*

*Right:  
Fairgrounds 3*



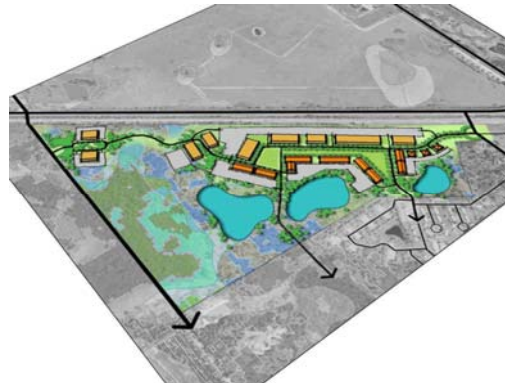
*Left:  
Fairgrounds 4*

*Right:  
Fairgrounds 5*



*Left:  
Business  
Park Main*

*Right:  
Business  
Park 1*



*Left:  
Business  
Park 2*

*Right:  
Business  
Park 3*

## **PART IV: GRANTS**

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As Indiantown achieves its economic development, more revenues will flow into the area including to the Community Redevelopment Agency through tax increment financing. However, funding is needed in the interim to further develop the infrastructure and facilities to support economic development outcomes. Grants from either public or private sources are a major source to fund the development needs of Indiantown. This part of the Indiantown Economic Assessment study focuses on three components:

1. Explanation of a funding approach and strategy to assist with obtaining grant funding;
2. Presentation of potential sources of funding; and
3. Development of two applications for grant funding.

The first two components are included within this document. The two grant applications are provided separately and focus on submission of applications for funding to a private foundation source and a public source (federal or state).

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### **SECTION IV-1. FUNDING STRATEGY AND APPROACH**

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Potential funding sources are vital to the successful implementation of any of the proposed action plans. A variety of databases and funding matching resources are available for Martin County and Indiantown to peruse and use to narrow down the extensive list of available funding resources. The University of Florida's Center for Building Better Communities has access to many of these databases and used them to formulate a funding strategy to match Indiantown's proposed action plans and projects to the available funding sources through private, public and non-profit sources.

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#### **OVERALL STRATEGY**

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Indiantown has many attributes that are appealing to funding agencies. We suggest that categories of funders be targeted for specific programmatic and facility support for Indiantown's economic development projects. For example, housing quality improvement is a major need of Indiantown. There are several state, federal, foundation and non-profit sources of funding focused on improving housing quality. Also, poverty is very high in Indiantown, and there are many foundations particularly that focus on

providing funding for poverty alleviation. Because of the cultural diversity of Indiantown, there are many sources of funding that focus on provision of funding related to cultural enrichment, preservation, or education. The ability to target funders and present Indiantown as an opportunity that matches their funding mission will yield desirable results. Another way of thinking about this strategy is that it is analogous to “targeted industry” studies – focus on matching the funders’ missions with Indiantown’s attributes – just as an industry would match locational needs with community site attributes. Building a profile of a specific project or area of desired improvement in Indiantown is essential. Mary Hall, author of *Getting Funded: The Complete Guide to Writing Grant Proposals* (2003), suggests answering the following questions to build a profile:

- What is the function of the project you are proposing?
- Is your project unique?
- In what field is your project?
- Who will benefit from your project?
- What are the geographical parameters of your project? (3)

It is also important to consider and understand the various types of grants and awards that are common. These range from program grants that fund projects with specific desired outcomes within a defined time frame to operating grants and start-up awards. Challenge grants need to have another source for matched monies. Capital grants finance the building or remodeling of facilities or for acquiring equipment. Endowment grants must be invested and part of the yearly income is used for a specific purpose.

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### SUGGESTED APPROACH

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It is tempting to dive into grants by going directly to funding sources. However, grant proposals begin with an assessment of capability, followed by an analysis of need and end with searching for possible funding. To carry through the mission of securing grants funding, we suggest the following approach:

1. Assignment of a staff member (such as a grants officer) dedicated to pursuing grant funding opportunities for Indiantown would be an invaluable first step. Because of the level and intensity of funding needed, this person would be instrumental in helping realize the desired economic development outcomes for Indiantown.
2. A grants officer considers applications for grants and decides which are worth putting forward for further consideration. Final decisions on grants are usually made by senior staff or by a committee. We recommend a committee be used for this capacity (possibly an existing

committee through the CRA for example). Grants officers first check that an application falls within the scope of their organization and gather further information about the application, giving the applicant advice on improving the application where necessary.

3. The grants officer then analyses the information in order to assess the application – for very complex applications, they may need to arrange for a more thorough analysis first. They then make a recommendation about the application and submit it to the oversight committee to make the final decision.
4. Oversight of the grant administration and follow through should be by the grants officer, oversight committee, and staff assigned to work with Indiantown.

Another consideration for Indiantown is that some grant sources require a non-profit status for application. Indiantown can partner with an existing non-profit organization in the area, such as the local Chamber of Commerce, or the Treasure Coast Regional Planning Council. Alternatively, Indiantown can investigate establishment of a non-profit for community and economic development.

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## **SECTION IV-2. POTENTIAL FUNDING SOURCES**

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Funding for supporting Indiantown economic development efforts include from a variety of federal, state, foundation and non-profit sector sources. Several of these sources are highlighted in the information provided below. Other sources include private investors or businesses for both direct investments and joint ventures.

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### **FEDERAL FUNDING SOURCES**

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The future of federally funded grant and assistance programs is unclear at this point in time. The reformation and even dissolution of some of the longest-running and publicly supported programs is currently being discussed and debated while Congress attempts to pass a balanced budget. As of this writing, it is not certain but rumored that the Department of Housing and Urban Development and the Economic Development Administration are to be consolidated with the Department of Commerce. Therefore the following information may need updating as the situation changes.

For information on all federal funding opportunities, visit [www.grants.gov](http://www.grants.gov).

## U.S. DEPARTMENT OF COMMERCE

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Grants are available through the Department of Commerce, as well as through the Economic Development Administration, the International Trade Administration, the National Institute of Standards and Technology, the Minority Business Development Agency and the National Telecommunications and Information Administration.

The Department of Commerce has a Grants Management Division whose mission is to “facilitate financial assistance solutions to provide public benefit consistent with the Department’s mission.” A team of grants officers assist interested and qualified applicants through the application process. It should be noted that the U.S. DOC has oversight responsibility for the Economic Development Administration that funds physical facility projects, such as business incubators, industrial parks, and other economic development infrastructure.

The Grants Management Division consolidates the funding opportunities for the Department of Commerce as well as its various administrations, listed above, at Fedgrants.gov. Notices with program summaries allow applicants to easily “shop” for the best grant prospect. On Fedgrants.gov, grant applicants will find a user-friendly database of federally available monies from sources ranging from the American Cancer Society to the Veteran Affairs Department.

## U.S. DEPARTMENT OF EDUCATION

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The Department of Education will provide nearly \$38 billion to states and school districts through formula-based grants. The department also offers discretionary grants that are administered through its nine principal offices. Each office is responsible for overseeing a specific portion of the programs established by Congress. They are:

- The Office of English Language Acquisition
- The Institute of Education Sciences
- The Office of Elementary and Secondary Education
- The Office of Postsecondary Education
- The Office of Special Education and Rehabilitative Services
- Office of Vocational and Adult Education
- The Office of Safe and Drug-Free Schools
- The Office of Innovation and Improvement
- The Office of Indian Education

Each office has grant program staff that continually administer the discretionary grant program. The easiest way to find out about individual grants, deadlines and qualifications is through the Department of Education’s website ([www.ed.gov](http://www.ed.gov)) and by clicking on the “Grants and Contracts” link.



Additionally, a Forecast of Funding Opportunities for discretionary grants is regularly updated with grants that are coming available and any pertinent deadline and qualification information. Sometimes, these grants have a focus on building community and economic development partnerships, or for funding workforce and similar initiatives for fostering development outcomes.

#### U.S. DEPARTMENT OF AGRICULTURE

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Indiantown's people and economy still rely heavily on agriculture. The Department of Agriculture has a variety of grant programs aimed at assisting farmers, agricultural communities and the future of agriculture in our national economy. Others are more progressive and non-traditional including funding for research into alternative fuel sources such as biomass. Recently the department announced that it will be investing \$15.4 million towards business development funds for rural America. This is in addition to the other grants programs administered by the department. Navigating through the department's website ([www.usda.gov](http://www.usda.gov)) to find a compilation of available grants programs is difficult. Instead go to each individual USDA Agency - there are 17 - to search for funding opportunities. For instance, the Cooperative State Research, Education and Extension Service (CSREES) has dozens of advertised funding opportunities clearly listed with each due date. Another, the Natural Resources Conservation Service offers a variety of programs, although most are technical assistance and community assistance programs, to communities wanting to invest in their natural resources by reducing soil erosion, improving water quality, increasing wildlife habitat, which results in sustainable agricultural productivity and supported economic development. The Rural Development Agency administers a range of programs dedicated to increasing rural residents' economic opportunities and quality of life. These programs and services include:

- Housing Programs
- Community Facilities Programs
- Business Programs
- Cooperative Programs
- Electric Programs
- Telecommunication Programs
- Water and Environment Programs
- Community Development Programs
- Utilities Programs

The Rural Development agency also provides technical assistance and financial backing for rural businesses and cooperatives to create quality jobs in rural areas.

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## STATE FUNDING SOURCES<sup>3</sup>

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### FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

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Category: Agriculture/Community Facilities

Description: This program provides funding for the construction, renovation or repair of agricultural or community centers and/or the purchase of land. Projects must be agriculture, livestock or fair-oriented.

Type of aid: Direct appropriation

Eligibility: local governments; nonprofits

Deadlines: Contact department for details

Recent funding: FY 00-01: \$4,494,000

Matching Requirements: None

Contact: Florida Department of Agriculture and Consumer Services  
541 East Tennessee St.  
Tallahassee, FL 32308  
850-487-4322  
<http://doacs.state.fl.us>

Category: Agricultural livestock markets, pavilions and centers

Description: The purpose of this program is to provide funding for the construction, renovation or repair of agriculture centers, livestock pavilions and fair facilities, which provide direct public benefits and emphasize local government sponsorship and support.

Type of aid: Grants

Eligibility: local governments; nonprofits

Deadlines: NA

Recent funding: NA

Matching Requirements: Funds are disbursed on a reimbursement basis.

Contact: Florida Department of Agriculture and Consumer Services  
541 East Tennessee St.  
Tallahassee, FL 32308  
850-487-4322  
<http://doacs.state.fl.us>

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<sup>3</sup>Sources for the following information: John Adams, ed. 2001, *Florida state grant programs*. John L. Adams Company: Miami, or [www.floridafunding.com](http://www.floridafunding.com)

Category: Commissioner of agriculture's promotional awards program

Description: The purpose of this program is to provide funding for the construction, renovation or repair of agriculture centers, livestock pavilions and fair facilities, which provide direct public benefits and emphasize local government sponsorship and support.

Type of aid: Grants

Eligibility: nonprofits

Deadlines: NA

Recent funding: NA

Matching Requirements: NA

Contact: Florida Department of Agriculture and Consumer Services  
541 East Tennessee St.  
Tallahassee, FL 32308  
850-487-4322  
<http://doacs.state.fl.us>

Category: Endangered or threatened native flora conservation

Description: The purpose of this program is to provide funding to qualified corporations in the private sector for the purpose of providing recognition of those flora native to the state that are endangered or threatened; and to encourage, within a controlled program, the protection, curation, propagation, reintroduction and monitoring of native flora that are identified as endangered or threatened.

Type of aid: Grants

Eligibility: nonprofits

Deadlines: Notice of grant applications deadlines are published annually in the Florida Administrative Weekly.

Recent funding: NA

Matching Requirements: Funds are disbursed on a reimbursement basis.

Contact: Division of Plant Industry  
Department of Agriculture and Consumer Services  
P O Box 147100  
Gainesville, FL 32614  
352-372-3505  
<http://doacs.state.fl.us/~pi/index.html>

Category: Urban and community forestry matching grant program

Description: This program supports the implementation of projects that develop or enhance urban and community forestry programs and improve the environment within the state of Florida.

Type of aid: Grants, paid on a reimbursement basis.

Eligibility: school districts; school boards; public and private higher education institutions; counties; cities; local governments; nonprofits.

Deadlines: August 30

Recent funding: FY 01-02: \$526,232

Matching Requirements: Funds Yes. 50% applicant, 50% federal. Maximum grant award is \$25,000 per applicant.

Comments: No grant monies may be used for administration overhead; and grant funds are not to replace budgeted commitments.

Contact: Florida Department of Agriculture and Consumer Services  
3125 Conner Blvd, Room 255  
Tallahassee, FL 32399  
850-414-8602  
<http://doacs.state.fl.us>

Category: Volunteer fire assistance

Description: This program provides 50 percent cost share funds to Rural Community Fire Forces for the purchase of equipment and training. Communities must have a population of 10,000 or less.

Type of aid: Grants

Eligibility: local governments; nonprofits; volunteer fire departments.

Deadlines: June 4

Recent funding: FY 00-01: \$270,616; FY 01-02: \$70,000

Matching Requirements: Must be a dollar for dollar minimum matching of 50 percent.

Comments: In years past, funds have been made available to individual fire agencies, counties and cities that applied. Funds were meted out based on need and requests to complete ongoing projects. Those interested should contact their local office of the Division of Forestry for information.

Contact: Division of Forestry, Forest Protection Bureau  
Florida Department of Agriculture and Consumer Services  
3125 Conner Blvd  
Tallahassee, FL 32399  
850-488-6271  
<http://doacs.state.fl.us>

## **FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES**

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General contact information: District 15 (Fort Pierce) representative – 561-467-3131

Category: Economic self-sufficiency programs

Description: This program is exemplified by Emergency Financial Assistance, for housing, Medicaid, food stamps and Work and Gain Economic Self-sufficiency (WAGES).

Type of aid: Direct assistance.

Eligibility: Dependent on specific program/project requirements.

Deadlines: Vary by program.

Recent funding: Vary by district.

Matching Requirements: None.

Comments: Interested agencies should contact both the local DCF district office and the Economic self-sufficiency services office to obtain specific information and/or to have their name placed on mailing lists to receive RFP notices.

Contact: Economic Self-Sufficiency Program  
Florida Department of Children and Families  
1317 Winewood Blvd, Bldg 3, Room 400  
Tallahassee, FL 32399  
850-488-3271  
[www.dcf.state.fl.us](http://www.dcf.state.fl.us)

Category: Employment service program for refugees/entrants

Description: This program provides funding to organizations that offer refugee assimilation services. Social services supported by this program are employment services and vocational training.

Type of aid: Service contracts.

Eligibility: Dependent on specific program/project requirements.

Deadlines: Varies with announcements. Past deadlines have been in the summer.

Recent funding: NA

Matching Requirements: None.

Comments: Interested agencies should contact their local DCF district office and the Refugee Services Administrator to have their name placed on the mailing list to receive RFP notices.

Contact: Refugee Director Services, Office of the Secretary  
Florida Department of Children and Families  
1317 Winewood Blvd, Bldg 2, Room 202  
Tallahassee, FL 32399  
850-488-3791  
[www.dcf.state.fl.us](http://www.dcf.state.fl.us)

Category: Refugee programs administration office

Description: Refugee Service Administration Office is the single point of contact for all Refugee Service issues and directly administers contract services statewide for employment, on-the-job training, English language and vocational training.

Type of aid: Service contracts. Funding is provided through the state of Florida's approved procurement process for contractual services. This includes the competitive bid process.

Eligibility: Local government; nonprofits.

Deadlines: Varies with announcements.

Recent funding: Call for details. Previously: \$20 million.

Matching Requirements: None.

Comments: Interested agencies should contact their local DCF district office and the Refugee Services Administrator to have their name placed on the mailing list to receive RFP notices.

Contact: Refugee Director Services, Office of the Secretary  
Florida Department of Children and Families  
1317 Winewood Blvd, Bldg 2, Room 202  
Tallahassee, FL 32399  
850-488-3791  
[www.dcf.state.fl.us](http://www.dcf.state.fl.us)

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## FLORIDA DEPARTMENT OF COMMUNITY AFFAIRS

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Category: Affordable housing catalyst program

Description: This program provides technical assistance to local governments and community-based organizations to implement affordable housing programs including the State Housing Initiative Program, HOME Investments Partnership Program and other affordable housing programs.

Type of aid: Training and technical assistance.

Eligibility: Local government; nonprofits.

Deadlines: Call for details.

Recent funding: FY 00-01: \$375,000.

Matching Requirements: None.

Contact: Community Program Administrator  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-922-5609  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Community development block grant (CDBG) program

Description: This program provides grants to non-entitlement cities and counties for low and moderate-income persons through housing rehabilitation, infrastructure improvements, utilities and public facilities.

Type of aid: Grants. Maximum is based on population:  
1-499: \$500,000  
500-1249: \$550,000  
1250-3999: \$600,000  
4000 and up: \$750,000

Eligibility: Cities with populations less than 50,000 and counties with populations less than 200,000 that are not participating in Entitlement Programs. Eligibility also depends on other federally mandated criteria.

Deadlines: April 30.

Recent funding: FY 00-01: \$32,532,000.

Matching Requirements: None, although points are given for funds leveraged for the project.

Contact: Community Program Administrator  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-922-5609  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Community services block grant (CSBG) program

Description: This program is designed to provide a range of services to assist low-income people in attaining self-sufficiency skills. Services include emergency health, food, housing day care, homeless prevention, surplus food distribution, community gardening, food banks and job counseling.

Type of aid: Grants.

Eligibility: Cities with populations less than 50,000 and counties with populations less than 200,000 that are not participating in Entitlement Programs. Eligibility also depends on other federally mandated criteria.

Deadlines: Non-competitive formula grant.  
Recent funding: FY 00-01: \$14,400,000.

Matching Requirements: Yes. Funds must be matched by a minimum of 20 percent of the award. Two percent of these funds must be cash, and in-kind sources may comprise the balance.

Contact: Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-488-7541  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Florida Communities Trust

Description: The Florida Communities Trust provides state funding to the eligible applicants for the acquisition of community-based parks, open space and greenways that further the outdoor recreation and natural resource protection needs identified in local comprehensive plans.

Type of aid: Matching and full grants for land acquisition projects as described and limited by the Florida Forever Act.

Eligibility: local government; nonprofit environmental organizations.

Deadlines: August 13.

Recent funding: Approximately \$66 million. Applicants are eligible to receive up to 10 percent of the advertised funds available.

Contact: Florida Communities Trust  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-922-2207  
[www.dca.state.fl.us/ffct](http://www.dca.state.fl.us/ffct)

Category: Florida Empowerment Zone program

Description: This program creates economic opportunity in poverty stricken areas by empowering the people within to create job and business opportunities.

Type of aid: Grants.

Eligibility: local government; nonprofits.

Deadlines: NA



Recent funding: NA

Matching Requirements: None.

Comments: Funds are to be allocated by the department to each federally designated Empowerment Zone or Rural Enterprise Community.

Contact: Division of Housing and Community Development  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-488-1538  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Florida Preservation 2000 Act

Description: This program assists local government implementation of conservation, recreation and open space and coastal management elements of local comprehensive plans through a program of grant awards to counties for land acquisition for natural resource conservation and outdoor recreation.

Type of aid: Grants; loans.

Eligibility: local government.

Deadlines: Deadlines are published in Florida Administrative Weekly.

Recent funding: NA

Matching Requirements: NA

Contact: Florida Communities Trust  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-922-2207  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Florida small cities community development block grant – economic development

Description: This program provides grants to eligible jurisdictions to provide infrastructure improvements and to provide loans to new or expanding businesses when other sources of financing are not available.

Type of aid: Grants; loans.

Eligibility: Non-CDBG entitlement cities and counties.

Deadlines: Deadlines are published in Florida Administrative Weekly.

Recent funding: FY 99-00: \$9,300,000

Matching Requirements: NA

Contact: Community Program Administrator  
Department of Community Affairs  
2555 Shumard Oak Blvd.  
Tallahassee, FL 32399  
850-487-3644  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Florida small cities community development block grant – neighborhood revitalization

Description: This program provides grants to eligible jurisdictions to provide infrastructure improvements facilities in low and moderate-income neighborhoods.

Type of aid: Grants.

Eligibility: Non-CDBG entitlement cities and counties.

Deadlines: Deadlines are published in Florida Administrative Weekly.

Recent funding: FY 99-00: \$12,600,000

Matching Requirements: NA

Contact: Community Program Administrator  
Department of Community Affairs  
2555 Shumard Oak Blvd., Tallahassee, FL 32399  
850-487-3644  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

Category: Low-income home energy assistance program

Description: This program provides grants to help low-income households with energy needs.

Type of aid: Grants to pay utility bills.

Eligibility: An energy, weatherization or community assistance program agency. Allocated to existing network of designated agencies continuing each year unless defunded or withdrawn.

Deadlines: Contracts run from 4/1 to 3/31 each year. Competitive formula grants.

Recent funding: FY 00-01: \$18,600,000

Matching Requirements: None. Leveraging is encouraged.

Contact: Community Program Administrator  
Department of Community Affairs  
2555 Shumard Oak Blvd., Tallahassee, FL 32399  
850-488-7541  
[www.dca.state.fl.us](http://www.dca.state.fl.us)

## **FLORIDA DEPARTMENT OF EDUCATION**

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Category: Basic and concentration grants program

Description: This program seeks to improve educational opportunities of traditionally educationally-deprived children by helping them succeed in regular school programs, attain grade level proficiency, improve in basic and more advanced skills and progress to the same high standards as other children.

Type of aid: Grant allocations to local educational agencies (LEAs).

Eligibility: School boards, based on the LEAs number of children, ages 5-17, from low-income families.

Deadlines: June 30.

Recent funding: FY 01-02: \$393,300,000

Matching Requirements: NA

Contact: Title 1/Migrant Programs  
325 W Gaines Street, Suite 352  
Tallahassee, FL 32399  
850-487-3530

Category: Bureau of special projects and grant development

Description: This program provides training and technical assistance as well as administers several grant programs regarding career and higher education.

Type of aid: Grants; training and technical assistance.

Eligibility: Public higher education institutions; school counselors; occupational specialists; rehabilitation counselors; employment and training professionals.

Deadlines: Vary with announcement.

Recent funding: NA

Matching Requirements: None.

Contact: Bureau of Special Projects and Grants  
325 W Gaines Street, Suite 744  
Tallahassee, FL 32399  
850-488-0419

Category: Florida even start family literacy program

Description: This program is designed to break the cycle of poverty and illiteracy by improving educational opportunities for low-income families.

Type of aid: Grants.

Eligibility: School districts; nonprofit organizations.

Deadlines: Call for current deadline.

Recent funding: FY 01-02: \$5,700,000

Matching Requirements: NA

Contact: Department of Education  
325 W Gaines Street, Suite 325  
Tallahassee, FL 32399  
850-922-0034

Category: Migrant education grant – Title 1/Part C

Description: This program seeks to improve educational opportunities of traditionally educationally-deprived children by helping them succeed in regular school programs, attain grade level proficiency, improve in basic and more advanced skills and progress to the same high standards as other children.

Type of aid: Statewide activities; also subgrants to local educational agencies based on migrant student population.

Eligibility: School boards.

Deadlines: June 30.

Recent funding: FY 01-02: \$24,900,000

Matching Requirements: None.

Contact: Title 1/Migrant Programs  
325 W Gaines Street, Suite 306  
Tallahassee, FL 32399  
850-487-3530

### **ENTERPRISE FLORIDA, INC.**

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Category: Incumbent worker training program

Description: This program provides employers with funds to train currently employed workers in an effort to keep their firms and workers competitive.

Type of aid: Grants and funds for training programs.

Eligibility: Companies must be in operation in Florida for one year prior to application date, must have at least one full-time employee, must demonstrate financial viability, must be current on all state tax obligations. Priority is given to businesses whose grant proposals represent a significant upgrade in employee skills,

businesses with 25 employees or less and businesses in rural areas or distressed inner-city areas.

Deadlines: Contact Workforce Florida for deadline details.

Recent funding: FY 00-01: \$2,000,000

Matching Requirements: NA

Contact: Workforce Florida, Inc.  
325 John Knox Rd, Bldg 200  
Tallahassee, FL 32303  
850-922-8645  
[www.workforceflorida.com](http://www.workforceflorida.com)

Category: Regional rural development grant

Description: This program provides financial assistance for regional economic development organizations. The purpose of the program is to encourage the use of regional organizations and to help build the professional capacity of these organizations.

Type of aid: Grant.

Eligibility: Local governments; nonprofit organizations.

Deadlines: Applications accepted year-round.

Recent funding: FY 00-01: \$600,000. The maximum grant award is \$35,000 or \$100,000 for designated rural areas of critical economic concern.

Matching Requirements: Yes. 100 percent match required.

Contact: Enterprise Florida, Inc.  
325 John Knox Rd, Suite 200  
Tallahassee, FL 32303  
850-488-6300  
[www.eflorida.com](http://www.eflorida.com)

## **FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION**

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Category: Drinking water state revolving fund program

Description: This program provides low interest loans to community/public water systems and matching grants to financially disadvantaged communities for water system improvements. Pre-construction loans or grants will also be available for project planning.

Type of aid: Grants, low interest loans and partial grants to community public water systems.

Eligibility: Rate based community public water systems with some restrictions on those that are investor owned.

Deadlines: April 15.

Recent funding: FY 00-01: \$24,000,000

Matching Requirements: Yes. Grants will require a local share of 15 to 35 percent depending on specific criteria as stated in Rule 62-552, Florida Administrative Code.

Contact: Department of Environmental Protection  
2600 Blair Stone Rd  
Tallahassee, FL 32399  
850-488-8163  
[www.dep.state.fl.us/water/wff/dusrf](http://www.dep.state.fl.us/water/wff/dusrf)

Category: Financially disadvantaged small community wastewater system grants

Description: This program gives grants to communities with a population of 7,500 or less that have per capita income below the state average. The maximum grant per year is \$750,000 or 50 percent of available funds and is available for planning, design and construction of wastewater facilities. Projects can receive multiple years' funding.

Type of aid: 65 – 85 percent grants and a few loans are allocated to help meet program match requirements.

Eligibility: Cities and communities with a population of 7,500 or less that have per capita income below the state average.

Deadlines: Call to verify deadline.

Recent funding: FY 01-02: \$3,100,000

Matching Requirements: Yes. Grants will require a local share of 15 to 35 percent depending on the community's per capita income compared with the state average.

Contact: Department of Environmental Protection  
3900 Commonwealth Blvd  
Tallahassee, FL 32399  
850-488-8163  
[www.dep.state.fl.us](http://www.dep.state.fl.us)

Category: Florida greenways and trails program – financial assistance

Description: This program provides funding to acquire lands to facilitate the establishment of a statewide system of greenways and trails.

Type of aid: Acquisition, to acquire fee simple title for property. The Board of Trustees of the Internal Improvement Trust Fund would hold title.

Eligibility: State agencies; local agencies; local government; nonprofit organizations; private individuals.

Deadlines: Advertised in Florida Administrative Weekly.

Recent funding: FY 00-01: \$4,500,000

Matching Requirements: NA

Comments: Eligible projects: linear corridors, open space connectors, and/or a trail.

Contact: Department of Environmental Protection  
3900 Commonwealth Blvd, MS 795  
Tallahassee, FL 32399  
850-488-3701  
[www.floridadep.org](http://www.floridadep.org)

Category: Florida recreation development assistance program

Description: This program provides financial assistance for the acquisition and development of land for outdoor recreation purposes.

Type of aid: Grants.

Eligibility: Units of local government that have the legal responsibility for the provision of public outdoor recreation areas and facilities.

Deadlines: September 12 – October 12.

Recent funding: FY 01-02: \$27,100,000

Matching Requirements: Yes. Depends on project costs. \$50,000 or less: 100 percent state, 0 percent grantee. \$50,000 – 150,000: 75 percent state, 25 percent grantee. More than \$150,000: 50 percent state, 50 percent grantee.

Contact: Bureau of Design and Recreation Services  
Department of Environmental Protection  
3900 Commonwealth Blvd, MS 585  
Tallahassee, FL 32399  
850-488-3665  
[www.dep.state.fl.us](http://www.dep.state.fl.us)

Category: Litter control prevention grant

Description: This program provides funding to establish Keep Florida Beautiful chapters within counties.

Type of aid: Project grants.

Eligibility: Cities and counties with populations under 100,000.

Deadlines: Call to verify deadline.

Recent funding: NA

Matching Requirements: Yes. Grants will require a local share of 15 to 35 percent depending on the community's per capita income compared with the state average.

Contact: Bureau of Solid and Hazardous Waste  
Department of Environmental Protection  
2600 Blair Stone Rd, Tallahassee, FL 32399  
850-488-0300

Category: Nature tourism and heritage tourism

Description: This program supports local marketing efforts that promote the ecotourism and heritage tourism advantages in the area.

Type of aid: Project grants.

Eligibility: Local agencies; local government; nonprofit organizations.

Deadlines: Spring.

Recent funding: FY 00-01: \$80,000

Matching Requirements: Yes. Grants will require a local share of 15 to 35 percent depending on the community's per capita income compared with the state average.

Contact: Visit Florida  
661 E Jefferson St, #300, Tallahassee, FL 32301  
850-488-5607  
[www.flausa.com](http://www.flausa.com)

Category: Save our Rivers program

Description: This program acquires land for water management, supply and the conservation and protection of water resources, as well as the maintenance and capital improvement of lands, payments in lieu of taxes and associated administrative costs. Acquisition of rights of way for canals or pipelines is prohibited.

Type of aid: Joint ownership possible if counties match; districts buy land themselves.

Eligibility: Anyone with public interest.

Deadlines: Contact local Water Management District.

Recent funding: FY 00-01: \$90,000,000

Matching Requirements: No.

Contact: Department of Environmental Protection  
3900 Commonwealth Blvd, MS 140  
Tallahassee, FL 32399  
850-488-6242



## **EXECUTIVE OFFICE OF THE GOVERNOR**

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Category: Community contribution tax credit program

Description: This program encourages businesses to assist with the revitalization of distressed areas in Florida. Business firms who donate to an approved community development project may be eligible for a credit on Florida corporate income tax, franchise tax or premium tax.

Type of aid:

Eligibility: Local government; nonprofit organizations; private business.

Deadlines: Call for specific deadline information.

Recent funding: FY 01-02: \$10,000,000

Matching Requirements: Yes. Equal to 50 percent of the approved donation: cash, real estate, building materials.

Contact: Office of Tourism, Trade and Economic Development  
The Capitol  
Suite 2001  
Tallahassee, FL 32399  
850-487-2568

Category: Florida Enterprise Zone program

Description: This program targets Florida's most distressed areas for economic revitalization. There are 34 Enterprise Zones in Florida.

Type of aid: Tax credits; refunds to businesses investing inside an Enterprise Zone or who employ Enterprise Zone residents.

Eligibility: Businesses operating inside an Enterprise Zone, who employ at least one Enterprise Zone resident and/or make investments within an Enterprise Zone.

Deadlines: Each tax incentive has its own deadline. Call for details.

Recent funding: Call for more information.

Matching Requirements: None.

Contact: Office of Tourism, Trade and Economic Development  
The Capitol  
Suite 2001  
Tallahassee, FL 32399  
850-487-2568

## **FLORIDA HOUSING FINANCE CORPORATION**

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Category: Affordable housing guarantee loan program

Description: This program provides guarantees on taxable loans and tax-exempt bond issues to stimulate innovative, private sector lending to increase the supply of affordable housing and lower financing and refinancing costs.

Type of aid: Mortgage insurance.

Eligibility: Eligible developers and homeowners.

Deadlines: Not applicable.

Recent funding: The Sadowski Act authorized \$75 million in revenue bonds to capitalize the program's insurance fund, of which \$125 million has been issued to date.

Matching Requirements: None.

Contact: Florida Housing Finance Corporation  
227 N Bronough St, Suite 5000  
Tallahassee, FL 32301  
850-488-4197  
[www.floridahousing.org](http://www.floridahousing.org)

Category: Florida homeownership assistance program – permanent loan

Description: This program provides no-interest, non-amortizing second mortgage loans covering 25 percent of the purchase price of a house.

Type of aid: Loans; home purchase loans.

Eligibility: First-time homebuyers who are eligible to participate in the agency's single-family mortgage revenue bond program and whose income is less than 80 percent of the state or local median income, adjusted for family size and who have applied for a mortgage loan from a lending institution with available agency homeownership bond proceeds.

Deadlines: Ongoing.

Recent funding: FY 00-01: \$710,000.

Matching Requirements: None.

Contact: Florida Housing Finance Corporation  
227 N Bronough St, Suite 5000  
Tallahassee, FL 32301  
850-488-4197  
[www.floridahousing.org](http://www.floridahousing.org)

Category: State housing initiatives partnership (SHIP) program

Description: The SHIP program provides funding to all 67 Florida counties and entitlement municipalities to build, rehabilitate and preserve affordable housing.

Type of aid: Loans; grants; direct assistance.

Eligibility: Persons or households deemed to be of very low income, low income or moderate income.

Deadlines: May 2 of fiscal year.

Recent funding: FY 01-02: \$127,000,000.

Matching Requirements: None, but encouraged.

Contact: Florida Housing Finance Corporation  
227 N Bronough St, Suite 5000  
Tallahassee, FL 32301  
850-488-4197  
[www.floridahousing.org](http://www.floridahousing.org)

**FLORIDA DEPARTMENT OF LEGAL AFFAIRS,  
OFFICE OF THE ATTORNEY GENERAL**

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Category: Crime prevention for minority communities

Description: This program continues to implement a statewide crime prevention and intervention program targeted at young crime victims and their families, first time offenders, at-risk youth and school dropouts.

Type of aid: Grants.

Eligibility: Nonprofit organizations.

Deadlines: Contact department for details.

Recent funding: NA. A written contract between the Department and the Florida Consortium of Urban League Affiliates provides that funds are advanced quarterly.

Matching Requirements: None.

Contact: Department of Legal Affairs  
Office of the Attorney General  
The Capitol  
Tallahassee, FL 32399  
850-414-0633  
[www.legal.firn.edu](http://www.legal.firn.edu)

Category: This program assists minority communities with crime prevention.

Description: This program continues to implement a statewide crime prevention and intervention program targeted at young crime victims and their families, first time offenders, at-risk youth and school dropouts.

Type of aid: Grants.

Eligibility: Nonprofit organizations.

Deadlines: NA

Recent funding: NA.

Matching Requirements: None.

Contact: Department of Legal Affairs  
Office of the Attorney General  
The Capitol  
Tallahassee, FL 32399  
850-414-0633  
[www.legal.firn.edu](http://www.legal.firn.edu)

## **FLORIDA DEPARTMENT OF STATE**

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Category: Cultural facilities program

Description: This program provides funding to eligible organizations for the renovation, construction or acquisition of cultural facilities.

Type of aid: Grants.

Eligibility: Local government; nonprofit organizations.

Deadlines: July and August.

Recent funding: FY 01-02: \$16,100,000

Matching Requirements: Yes. Two to one match, and 50 percent of the applicant match must be in cash.

Contact: Grant Services  
Florida Department of State  
The Capitol  
Tallahassee, FL 32399  
850-414-2214  
[www.dos.state.fl.us](http://www.dos.state.fl.us)

Category: Florida cultural endowment program

Description: This program gives qualifying cultural sponsoring organizations an opportunity to participate in a \$600,000 matching fund program to create a permanent endowment that is used for general operating expenses.

Type of aid: Grants.

Eligibility: Nonprofit organizations or public entities governed by a municipality or county.

Deadlines: June 1.

Recent funding: FY 01-02: \$1,400,000.

Matching Requirements: Yes. Interested organizations must raise \$360,000 specifically for the endowment that the state will match with \$240,000.

Contact: Division of Cultural Affairs  
The Capitol  
Tallahassee, FL 32399  
850-487-2980  
[www.dos.state.fl.us](http://www.dos.state.fl.us)

Category: Florida main street program

Description: This program provides technical assistance to cities selected to join the Florida Main Street Program. Designated cities receive manager training, consultant visits, design and other technical assistance.

Type of aid: Direct and technical assistance.

Eligibility: Nonprofit organizations; local government; downtown development authorities; community redevelopment agencies.

Deadlines: last Friday in July.

Recent funding: New cities are eligible for a one-time start-up grant of \$10,000.

Matching Requirements: They must expend \$10,000 to get the start-up grant. Communities must hire a full-time Main Street Program Manager with local funds (public or private). A concentration of historic buildings must be present in a traditional downtown area..

Contact: Florida Main Street Coordinator  
Florida Department of State  
R A Gray Building, 500 S Bronough St  
Tallahassee, FL 32399  
850-922-0496  
[www.dos.state.fl.us/dhr/bhp/main-st/](http://www.dos.state.fl.us/dhr/bhp/main-st/)

Category: Folk arts program

Description: This program provides funding assistance for historic preservation projects. All funds under the federal program are to be used to support eligible survey, planning and community education activities. A portion is for local government programs.

Type of aid: Grants. The maximum is usually within \$15,000 to \$20,000.

Eligibility: Nonprofit organizations; local government; local agencies.

Deadlines: August 31.

Recent funding: Approximately \$380,000.

Matching Requirements: Yes. A dollar for dollar match (50 percent of the total project cost). The match may be cash or in-kind contribution.

Contact: Division of Historical Resources  
Florida Department of State  
R A Gray Building  
500 S Bronough St  
Tallahassee, FL 32399  
850-487-2333  
[www.dos.state.fl.us/dhr/bhp/grants](http://www.dos.state.fl.us/dhr/bhp/grants)

Category: Historical museums grants-in-aid program

Description: This program provides funding for the development of educational exhibits relating to the history of Florida and to assist Florida museums with basic operational costs.

Type of aid: Grants.

Eligibility: Nonprofit organizations; local government; local agencies; higher education institutions.

Deadlines: December 15.

Recent funding: \$1,500,000.

Matching Requirements: Yes. A dollar for dollar match (50 percent of the total project cost). The match may be cash or in-kind contribution.

Comment: Applicants should address the educational benefits of exhibits, their administrative capability, public impact of the museum or organizations and appropriateness of the proposed project.

Contact: Historical museums grants-in-aid program  
The Old Capitol Building, Room 120  
400 S Monroe St  
Tallahassee, FL 32301  
850-487-1902  
[www.dos.state.fl.us/dhr/bhp/grants](http://www.dos.state.fl.us/dhr/bhp/grants)

Category: Literacy grants

Description: This program provides support for public library-based literacy and learning activities for adult learners. Projects funded under this program will work towards improving adult learners' literacy skills.

Type of aid: Grants.

Eligibility: Nonprofit organizations; local government.

Deadlines: Deadlines are advertised in Florida Administrative Weekly.

Recent funding: FY 00-01: \$250,000.

Matching Requirements: Yes. A local match that equals a minimum of one-third the amount of funds requested and awarded must be provided. The match must be directly related to the project and may be in the form of direct expenditures, in-kind donations and/or services of partner agencies.

Comment: Applicants should address the educational benefits of exhibits, their administrative capability, public impact of the museum or organizations and appropriateness of the proposed project.

Contact: State Library of Florida  
Florida Department of State  
R A Gray Building  
500 S Bronough St  
Tallahassee, FL 32399  
850-487-2746  
[www.dlis.dos.state.fl.us/index.html](http://www.dlis.dos.state.fl.us/index.html)

Category: Museums (art/non-art)

Description: This program supports organizations essentially educational and aesthetic in purpose with professional staff that owns or uses works of art or tangible objects, cares for them and exhibits them to the public on a regular schedule through facilities that it owns or operates.

Type of aid: Grants up to \$25,000.

Eligibility: Nonprofit organizations; local government; local agencies; higher education institutions.

Deadlines: October.

Recent funding: FY 01-02: \$750,000.

Matching Requirements: Yes. A dollar for dollar match (50 percent of the total project cost). The match may be cash or in-kind contribution.

Contact: Division of Cultural Affairs  
The Capitol  
Tallahassee, FL 32399  
850-487-2980  
[www.dos.state.fl.us](http://www.dos.state.fl.us)

## **FLORIDA DEPARTMENT OF TRANSPORTATION**

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Category: Highway beautification grants program

Description: This program provides financial assistance to communities for the purpose of beautifying through landscaping roads of the state highway system. The DOT encourages the use of wildflowers and desirable native or naturalized plant materials.

Type of aid: Grants.

Eligibility: Local government; state agencies.

Deadlines: February 1.

Recent funding: FY 00-01: \$2,000,000.

Matching Requirements: Yes. A dollar for dollar match (50 percent of the total project cost). The match may be cash or in-kind contribution.

Comment: The local government must enter into a maintenance agreement with DOT.

Contact: Highway Beautification Council  
Florida Department of Transportation  
605 Suwannee St, MS 37  
Tallahassee, FL 32399  
850-922-7205



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## FOUNDATION AND NON-PROFIT SOURCES

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There are numerous charitable foundations in the U.S. as well as many non-profit organizations that make grant funding available for community and economic development purposes. We have selected several of these from both categories that appear highly matched with Indiantown's desired grant funding needs. We encourage continued exploration of these sources via the databases and sourcebooks listed at the end of this report.

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### THE ENTERPRISE CORPORATION

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The Enterprise Corporation supports more than 1,200 community-based nonprofits that are dedicated to creating homes affordable to low-income Americans as a path out of poverty. Some of the major initiatives the 20-year-old organization supports in addition to affordable housing include Green Communities, The Network Conference, The Native American Program, the Rose Fellowship and the Community Development Policy and Communications Center. The Foundation also has developed a Child Care library, a series of seven manuals that help providers and community development practitioners to improve the supply, quality and affordability of child care in low-income communities, often a major obstacle to single-mothers finding and keeping work.

To date, the Enterprise Foundation has invested nearly \$5 billion in communities across the nation; helped to build nearly 160,000 affordable homes; helped 40,000 people find jobs; organized a network of 2,500 community development organizations nationwide and set up 14 local support offices. Currently, the Foundation does not operate in any Florida community. The website ([www.enterprisefoundation.org](http://www.enterprisefoundation.org)) invites community development practitioners to search through funding sources.

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### LOCAL INITIATIVES SUPPORT GROUP (LISC)

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Local Initiatives Support Group (LISC) is the nation's largest supporter of grassroots community development and encourages investment in affordable housing, both in rural and urban communities, technical support and neighborhood organization and leadership. It operates through providing direct assistance to individual Community Development Corporations (CDCs), improving local community development environments and strengthening national support for community development.

Their national programs focus on housing, public policy, organizational development, economic development, youth and educational support and rural development. LISC recently pledged to invest \$300 million over the next three years to preserve affordable housing for low-income families, those most at risk of losing their homes. LISC offers a variety of resources on their website ([www.lisc.org](http://www.lisc.org)).

## THE WILLIAM AND FLORA HEWLETT FOUNDATION

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The William and Flora Hewlett Foundation places “a high value on sustaining and improving institutions that make positive contributions to society,” especially those that address the most serious social and environmental problems society faces. Technical assistance and grant award programs include the education, environment, global development, performing arts, philanthropy, population and regional grants. Some of the past programs focused on conflict resolution, US – Latin America relations and children and youth. Grantseekers can explore previously awarded projects including the name of the grantee, a brief description of the project and the award amount on the website ([www.hewlett.org](http://www.hewlett.org)).

## CHARLES STEWART MOTT FOUNDATION

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The Flint, Michigan-based Charles Stewart Mott Foundation offers grants through four programs: Pathways out of Poverty, Civil Society, Environment and a program for the Flint Area. All of these programs support the foundation’s founder’s vision to promote a “just, equitable and sustainable society.” The Mott Foundation also funds Exploratory and Special Projects; these are projects that do not fall under the Foundation’s four major grant programs and are unique, yet support national or international problems. A searchable grants database is available online ([www.mott.org](http://www.mott.org)).

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## RESOURCE GUIDES

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Adams, John (ed.). *The Complete Guide to Florida Foundations*, 2004.

Profiles more than 2,900 grant-making Florida foundations with assets totaling nearly \$11 billion. Includes 12 areas of interest categories.

Adams, John (ed.). *Florida Funding: The monthly newsletter for Florida grantseekers*.

Features a monthly review of Florida grant opportunities, the latest philanthropic news, grant research tips, book reviews, grant award announcements and listings, new grant programs, deadlines, contacts and articles of importance to grantseekers and government officials.

*Florida Information Network Database*. (online)

Profiles more than 3,500 federal, state and private foundation grant programs available for public and private grantseekers, which can be searched instantly according to numerous criteria.

Hall, Mary and Susan Howlett. (2003). *Getting Funded: The Complete Guide to Writing Grant Proposals*. Portland State University.

[www.grants.gov](http://www.grants.gov) (online). This is a database of most Federal funds and grant opportunities available.





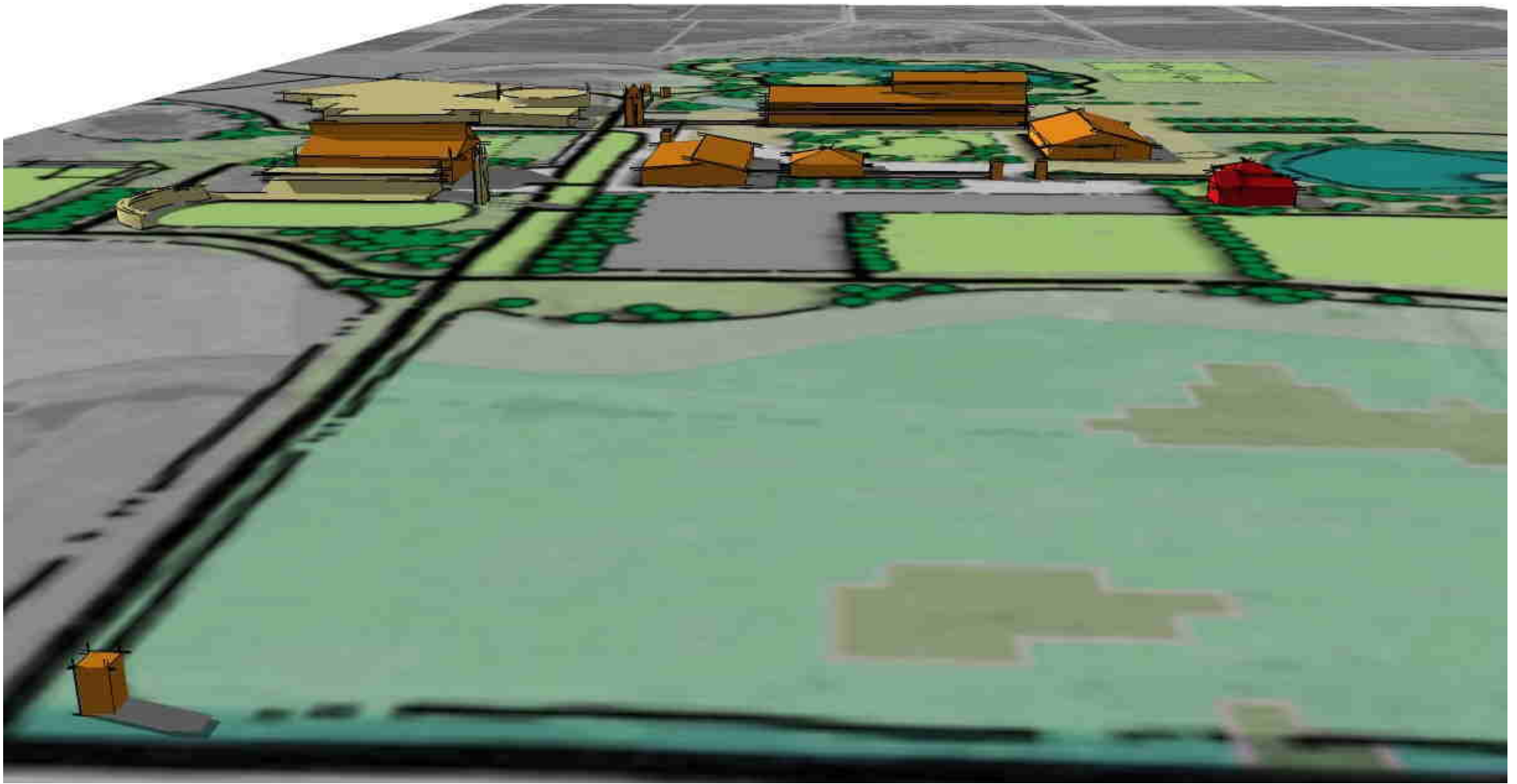






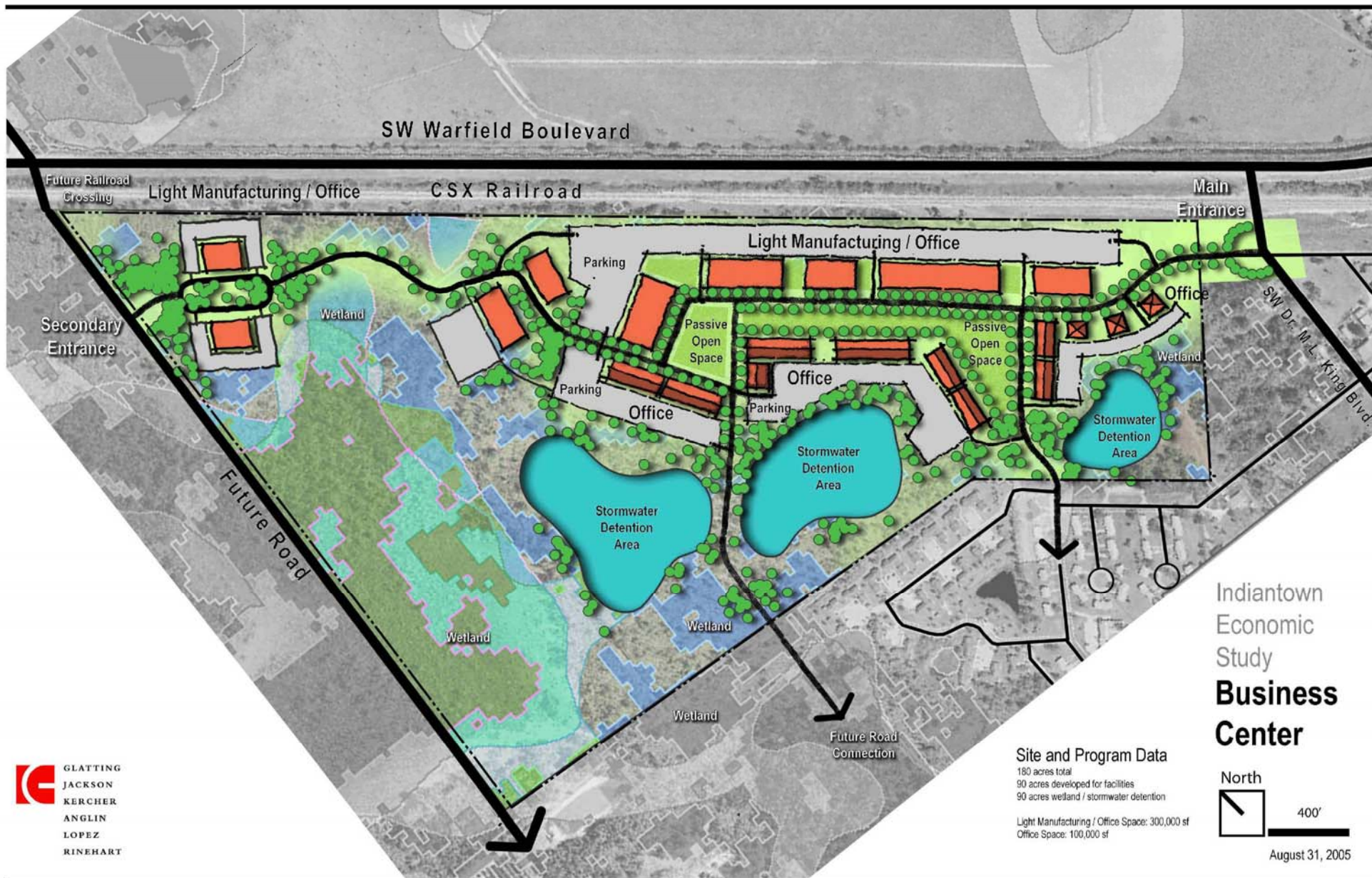












**GLATTING**  
**JACKSON**  
**KERCHER**  
**ANGLIN**  
**LOPEZ**  
**RINEHART**

**Site and Program Data**

180 acres total  
90 acres developed for facilities  
90 acres wetland / stormwater detention

Light Manufacturing / Office Space: 300,000 sf  
Office Space: 100,000 sf

Indiantown  
Economic  
Study  
**Business  
Center**

North



400'

August 31, 2005



