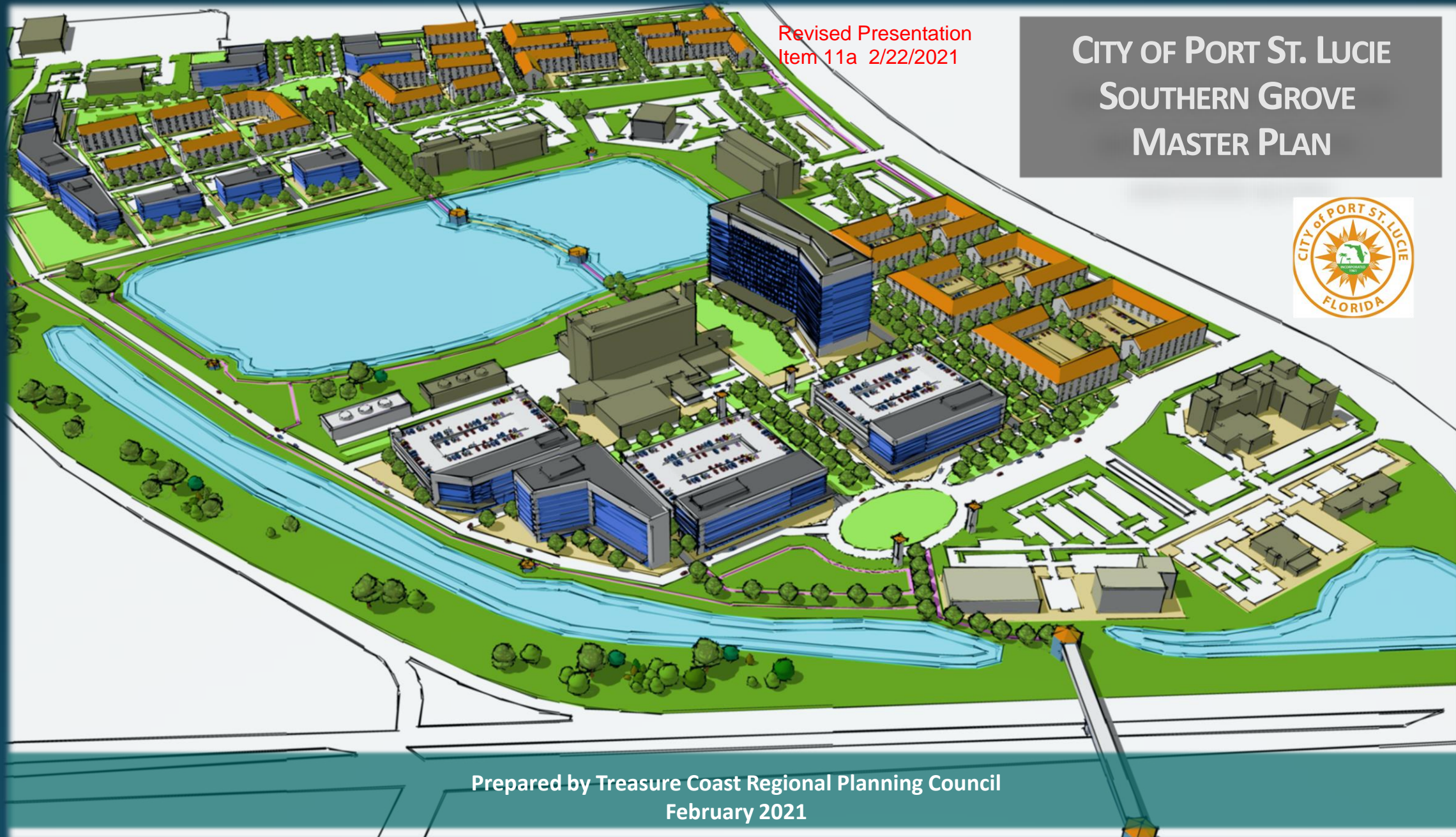


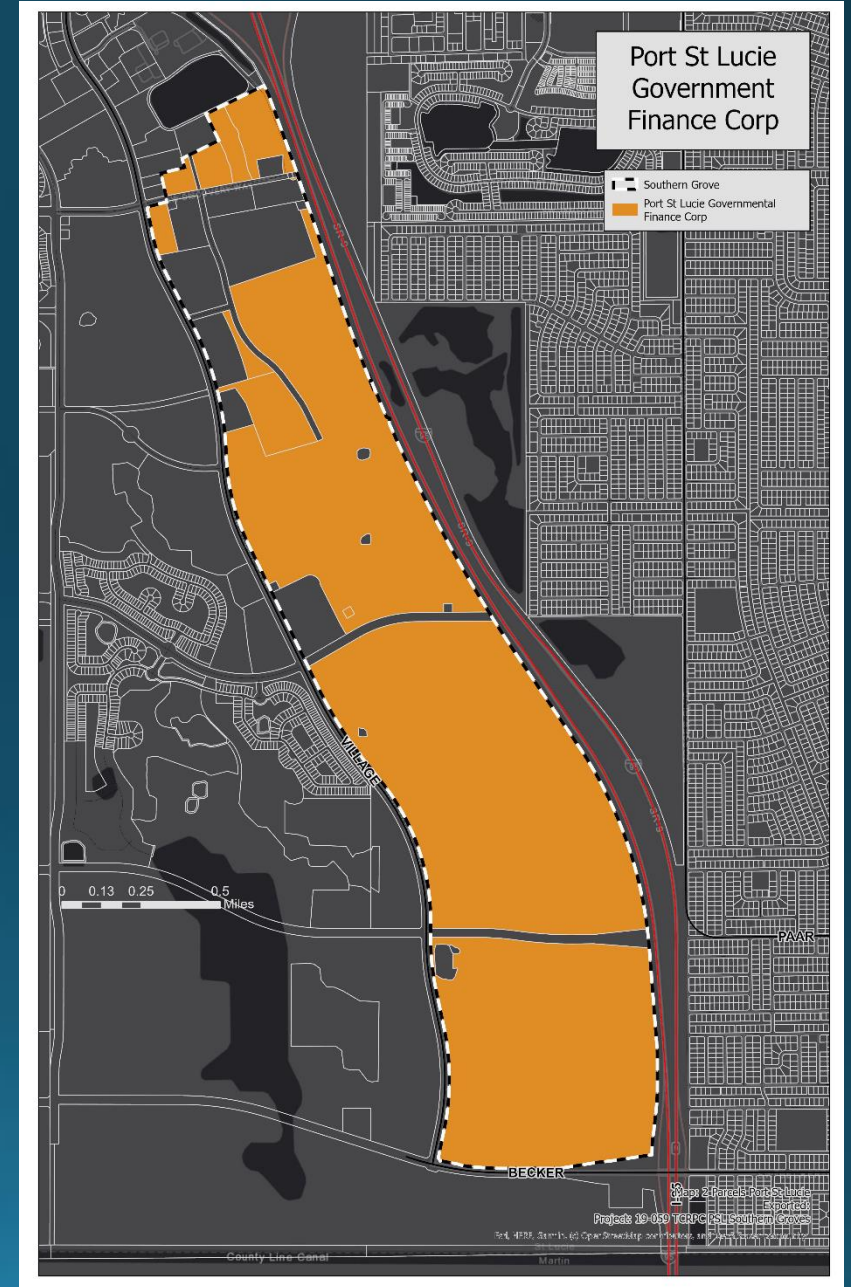
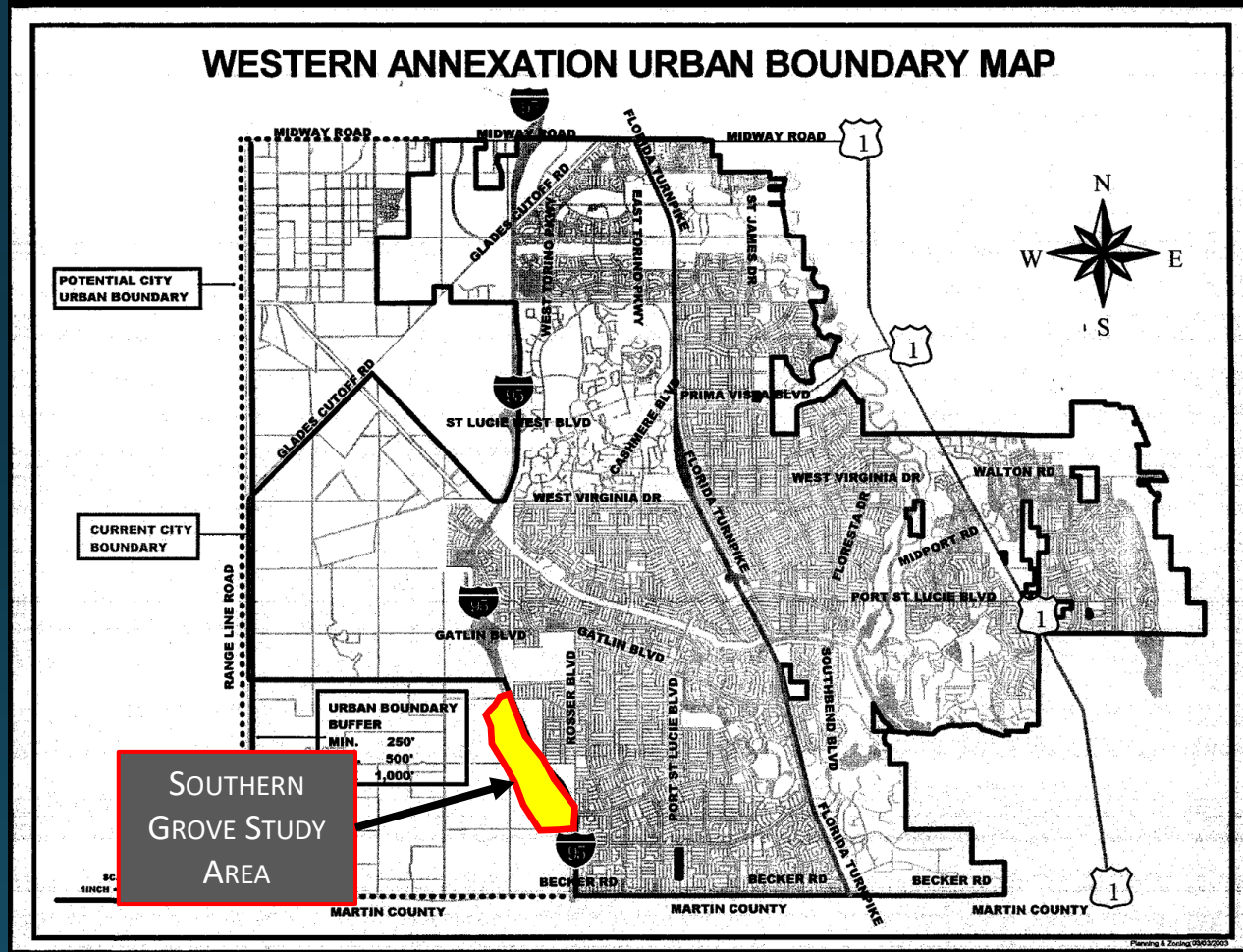
Revised Presentation
Item 11a 2/22/2021

CITY OF PORT ST. LUCIE SOUTHERN GROVE MASTER PLAN



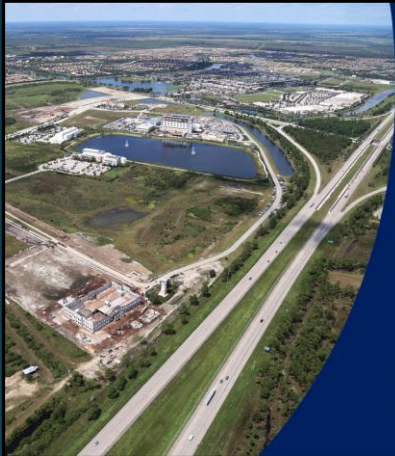
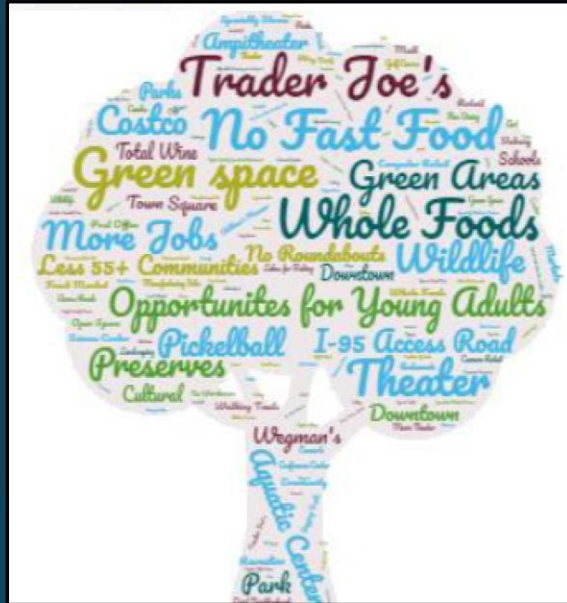
Prepared by Treasure Coast Regional Planning Council
February 2021

Southern Grove Study Area



Project Approach & Outreach

**Southern Grove
Public Input Open House
January 9, 2020**



Port St Lucie
Southern
Grove
Master Plan

Staff Design Workshop
March 25, 2020

SOUTHERN GROVE
MASTER PLAN VIRTUAL WORKSHOP
September 17, 2020



The City of Port St. Lucie, along with the Treasure Coast Regional Planning Council, is holding a virtual public meeting to seek input on a Master Plan for the Southern Grove jobs corridor.

Project Objectives

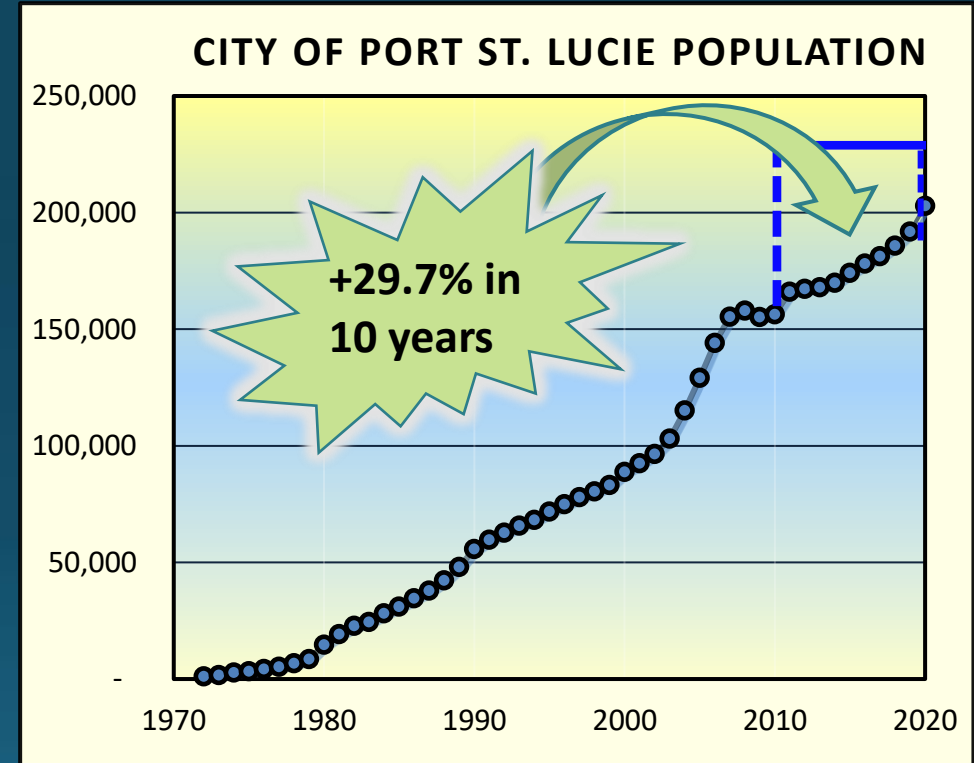
Develop Demographic and Economic Profile,
Evaluate Real Estate Market Conditions &
Market/Development Potentials

Evaluate Financial/TIF Mechanisms &
Potential Funding Mechanisms

Develop an Updated Land Development &
Infrastructure Master Plan, Including an
Infrastructure Assessment, to Help Create a
“Sense of Place”

Develop a Recommended Implementation
Approach with Community Development and
Phasing Strategies

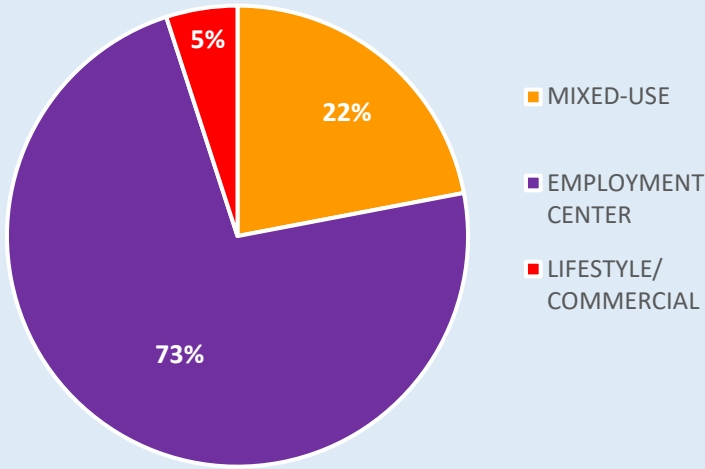
Due Diligence & Market Analysis



Southern Grove Master Plan



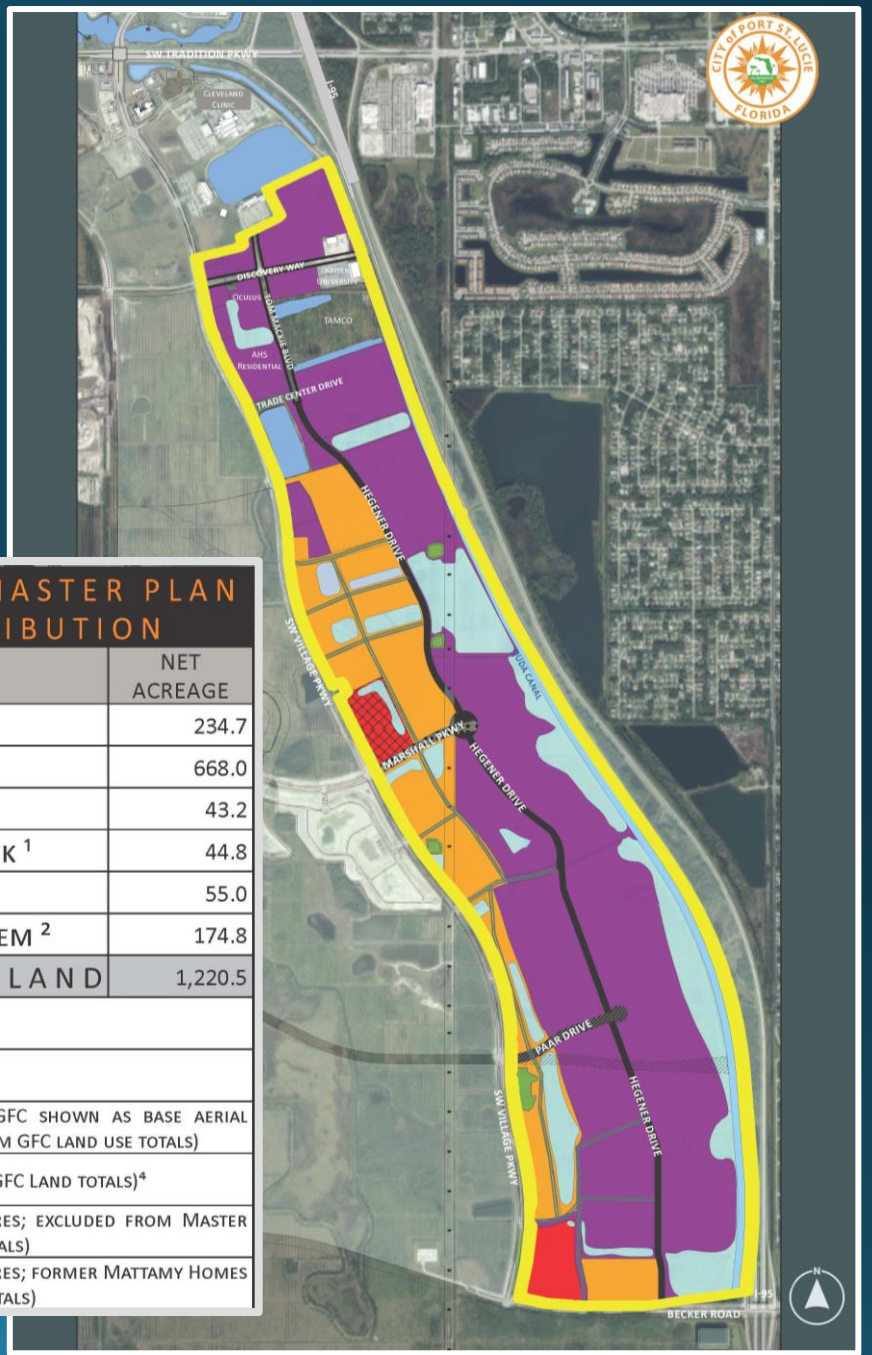
**SOUTHERN GROVE MASTER PLAN
LAND USE DISTRIBUTION**



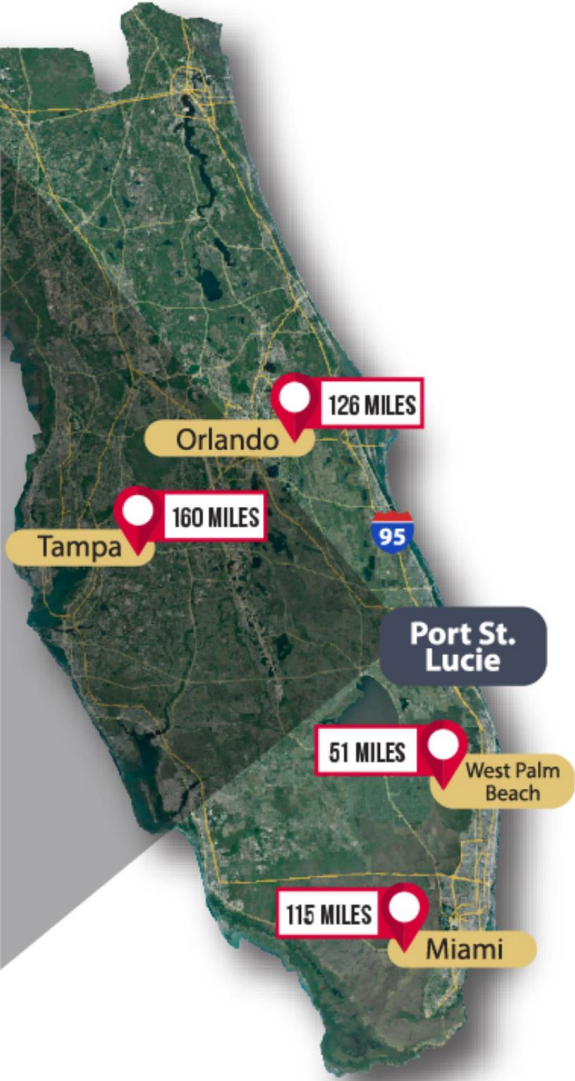
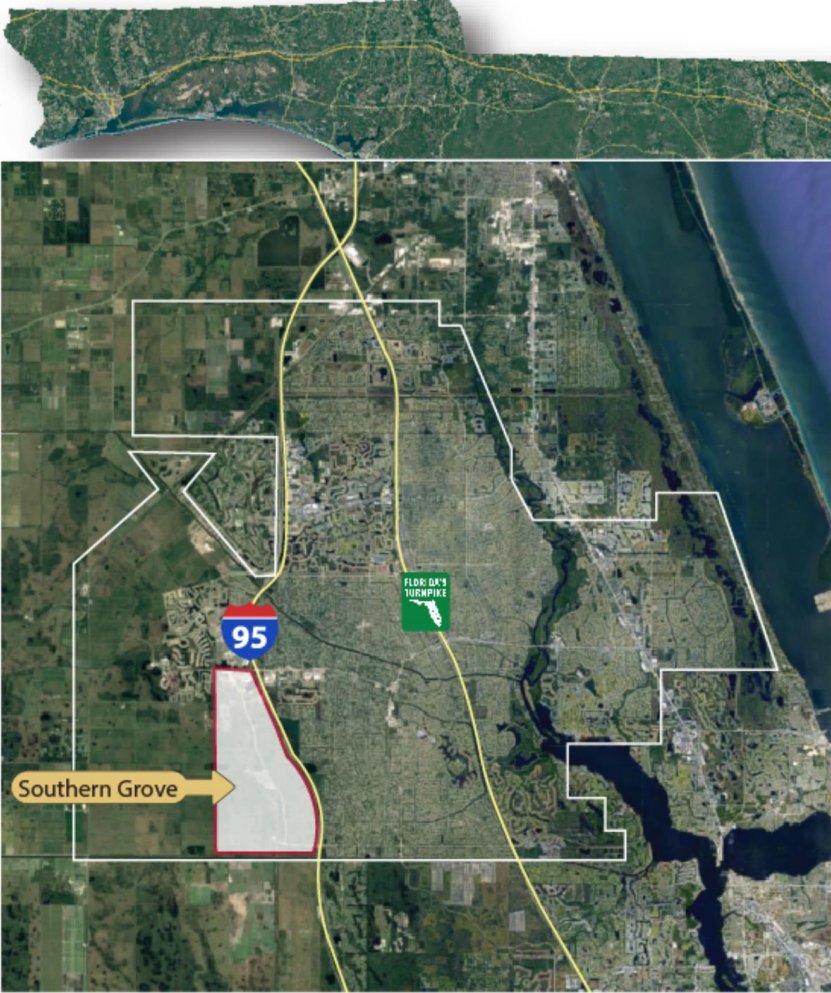
**SOUTHERN GROVE MASTER PLAN
LAND USE DISTRIBUTION**

LAND USE	NET ACREAGE
MIXED-USE	234.7
EMPLOYMENT CENTER	668.0
LIFESTYLE / COMMERCIAL	43.2
SECONDARY ROAD NETWORK ¹	44.8
DUDA CANAL	55.0
MASTER STORMWATER SYSTEM ²	174.8
TOTAL GFC LAND	1,220.5

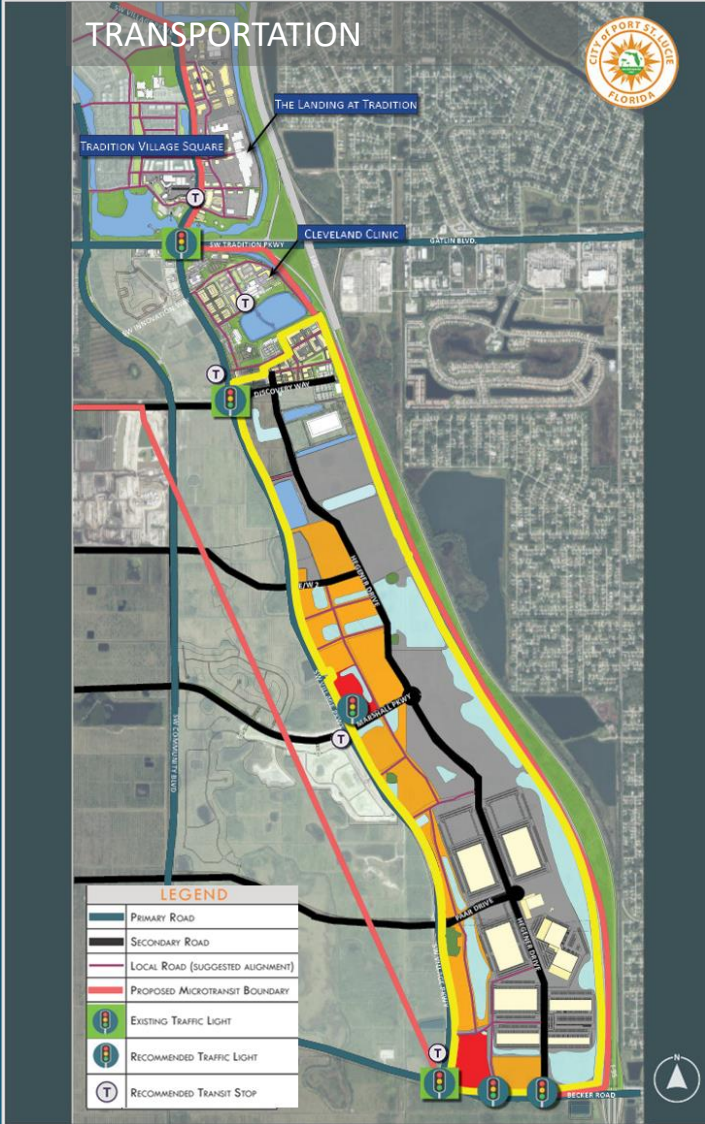
- FOOTNOTES**
- STUDY AREA BOUNDARY ³
 - AERIAL (PROPERTIES NOT OWNED BY GFC SHOWN AS BASE AERIAL WITHOUT COLOR OVERLAY; EXCLUDED FROM GFC LAND USE TOTALS)
 - WETLANDS (8.8 ACRES, EXCLUDED FROM GFC LAND TOTALS)⁴
 - EXISTING STORMWATER LAKES (18.6 ACRES; EXCLUDED FROM MASTER STORMWATER SYSTEM AND GFC LAND TOTALS)
 - PENDING LAND TRANSFER TO GFC (21 ACRES; FORMER MATTAMY HOMES PROPERTY INCLUDED IN GFC LAND USE TOTALS)



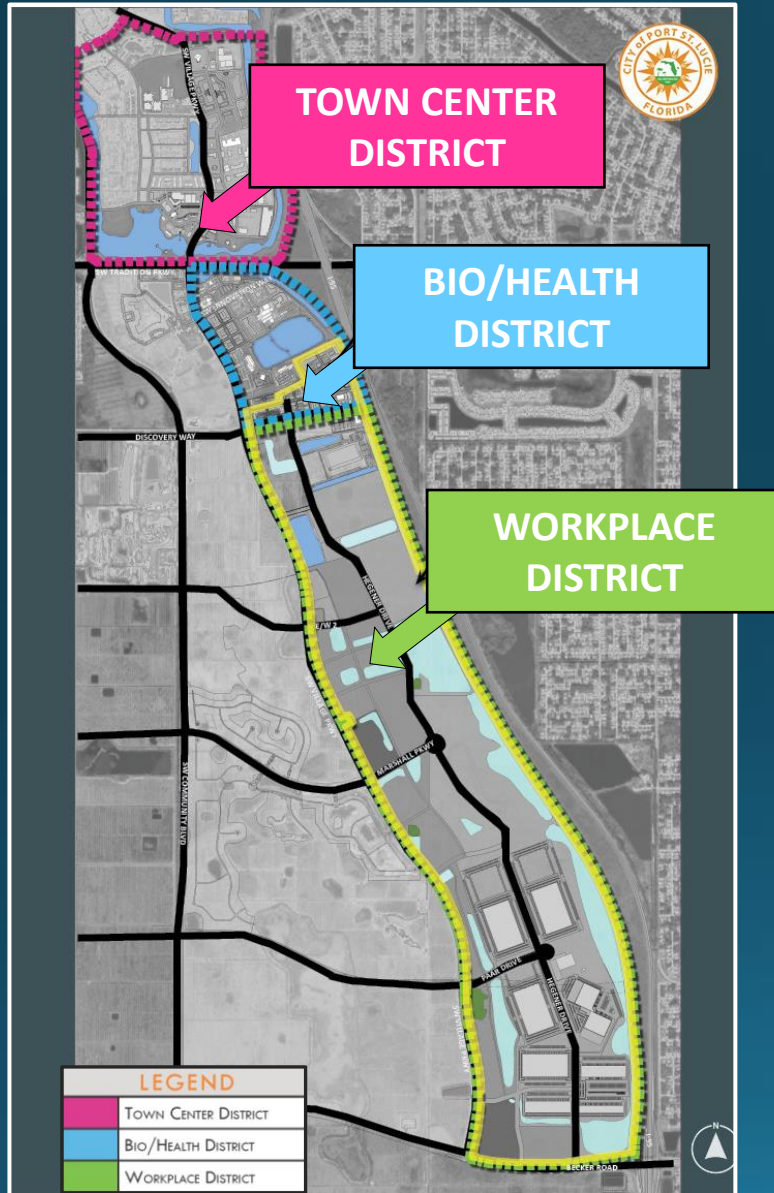
Southern Grove Study Area



Infrastructure Networks



Development Concepts



Development Concepts



Town Center District

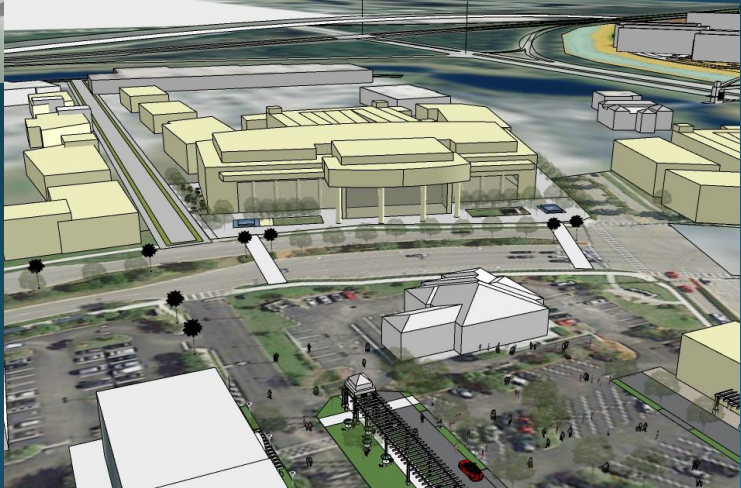
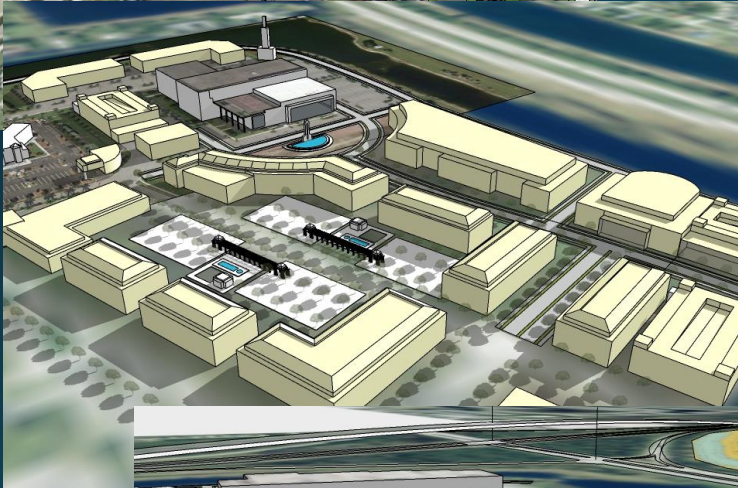
Development Concepts



POTENTIAL
"ACTIVE RECREATIONAL"
CLUSTER (35 ACRES)

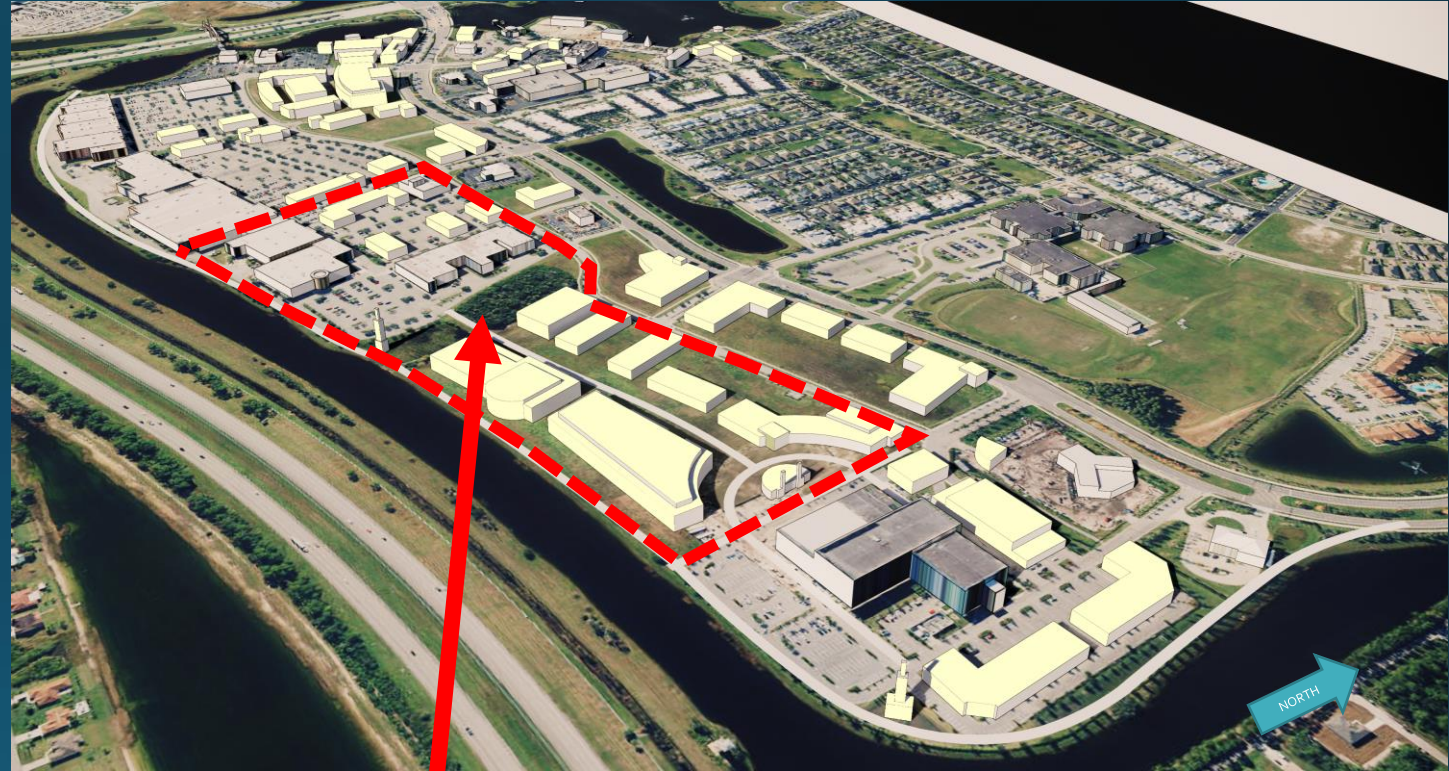
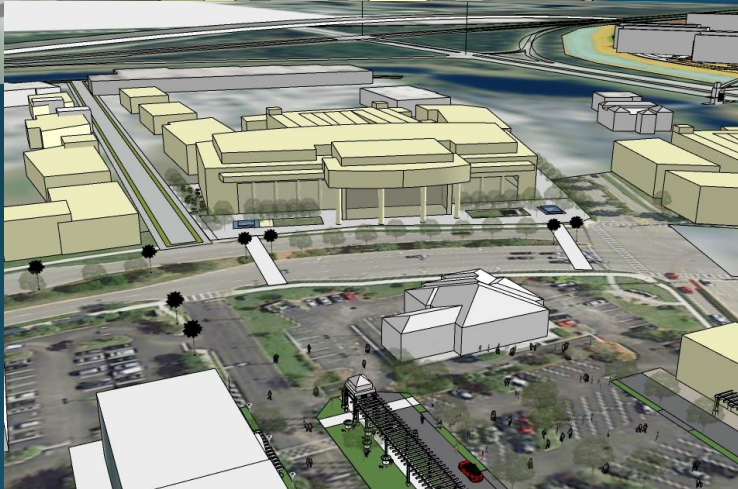
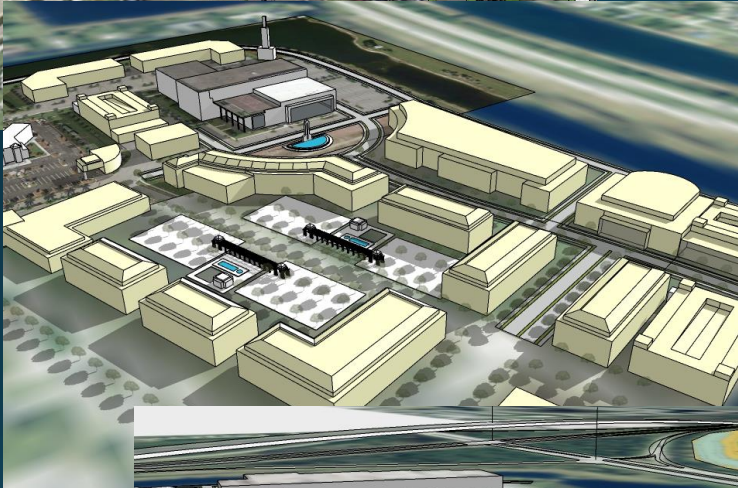
Town Center District

Development Concepts



Town Center District

Development Concepts



POTENTIAL
"ACTIVE RECREATIONAL"
CLUSTER (35 ACRES)

Town Center District

Development Concepts



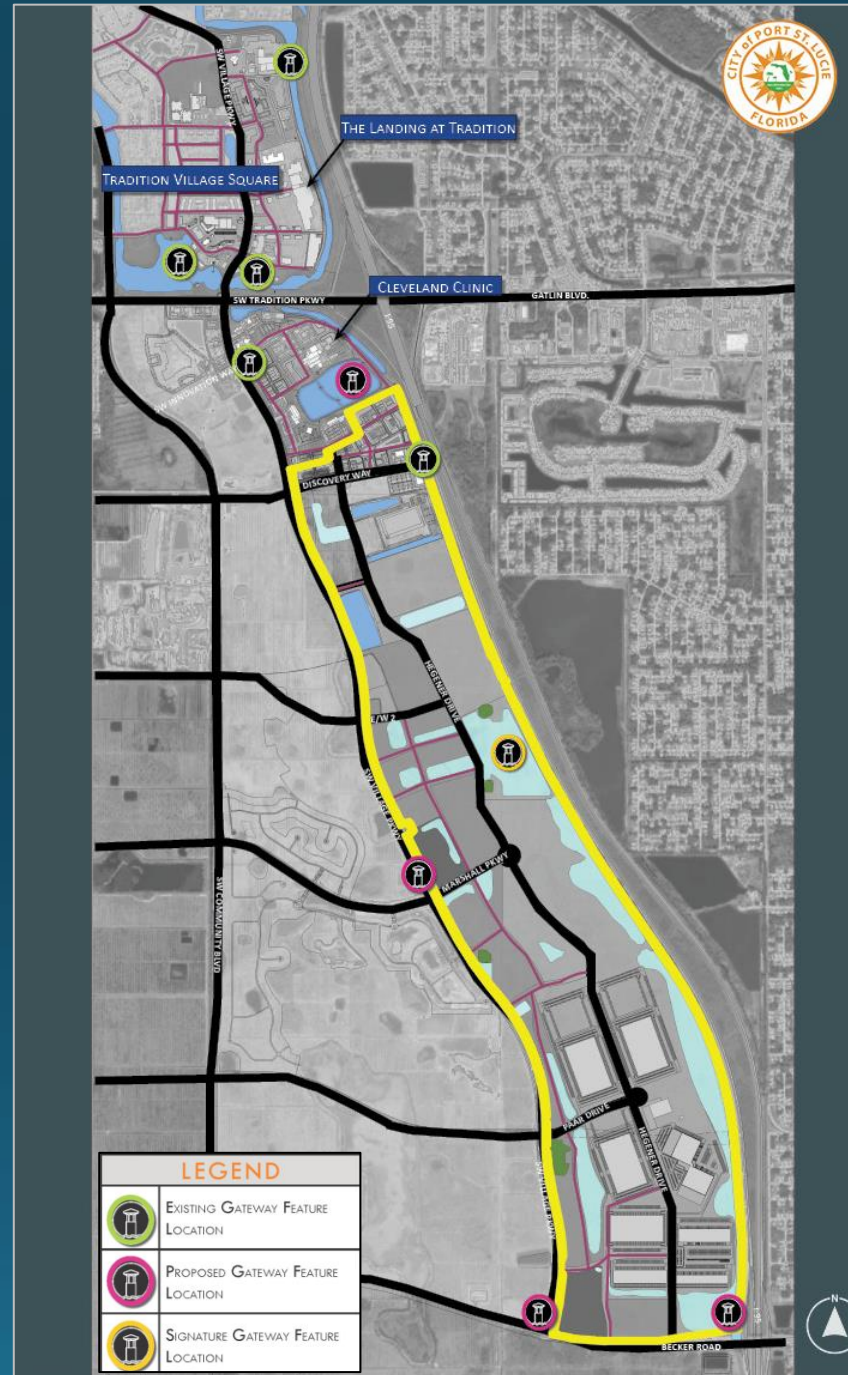
Bio/Health District

Development Concepts



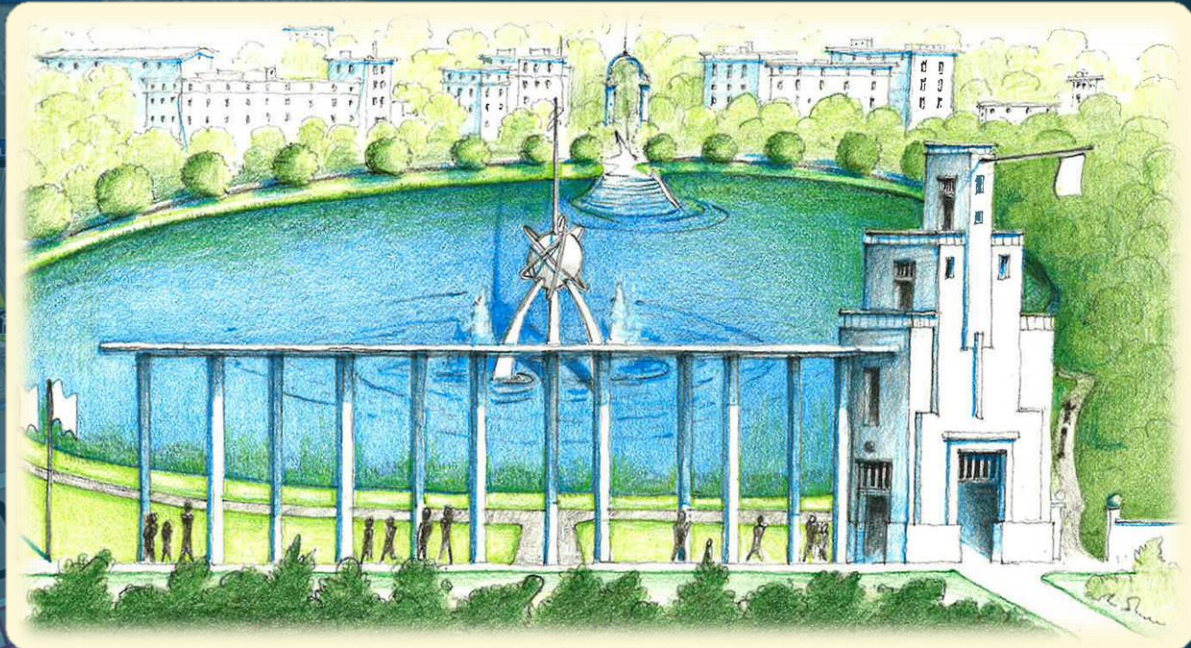
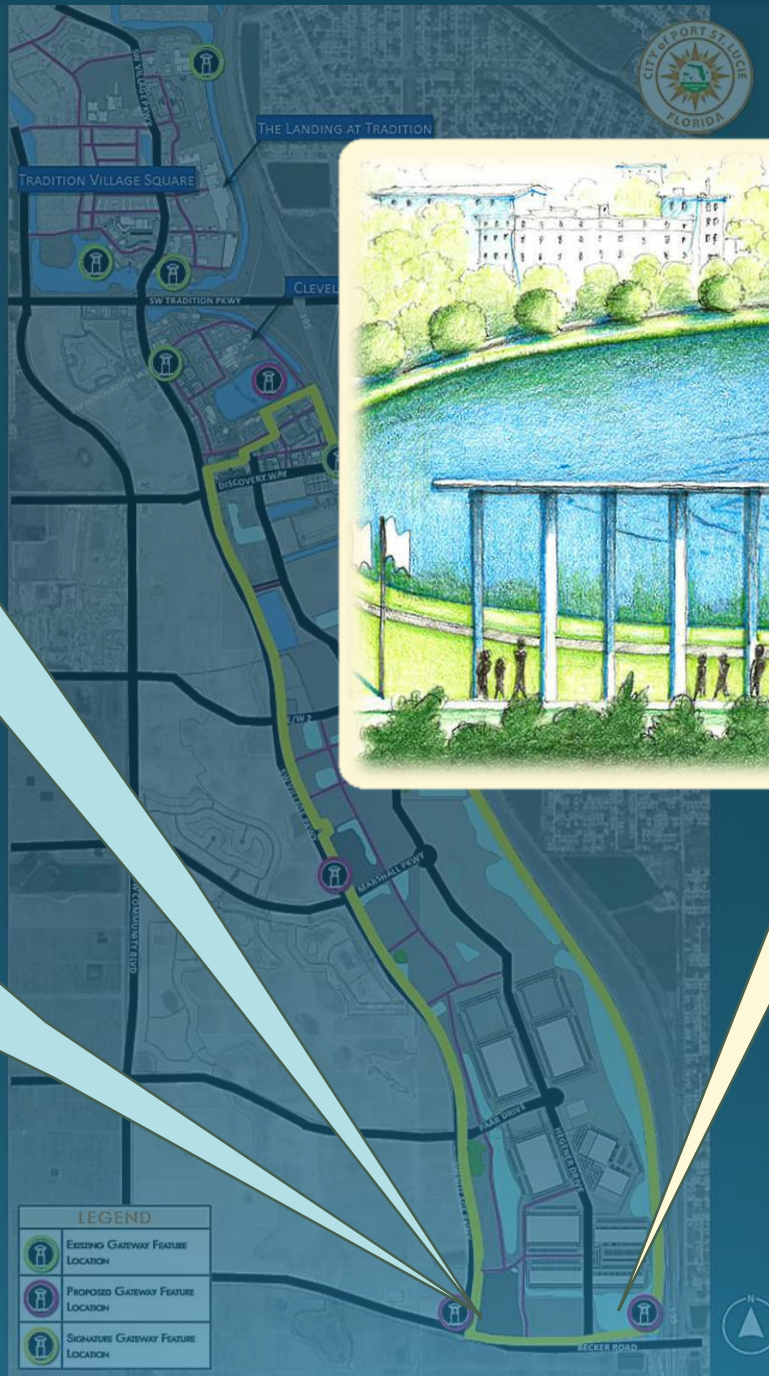
Bio/Health District

Gateway Locations



Plazas & Fountains

Gateway Locations



Plazas & Fountains

Gateway Locations



World's tallest heart sculpture coming to Tradition in Port St. Lucie

'Tradition is what is in your heart. I just want to show how big it can be,' artist says

Ongoing Development Activity



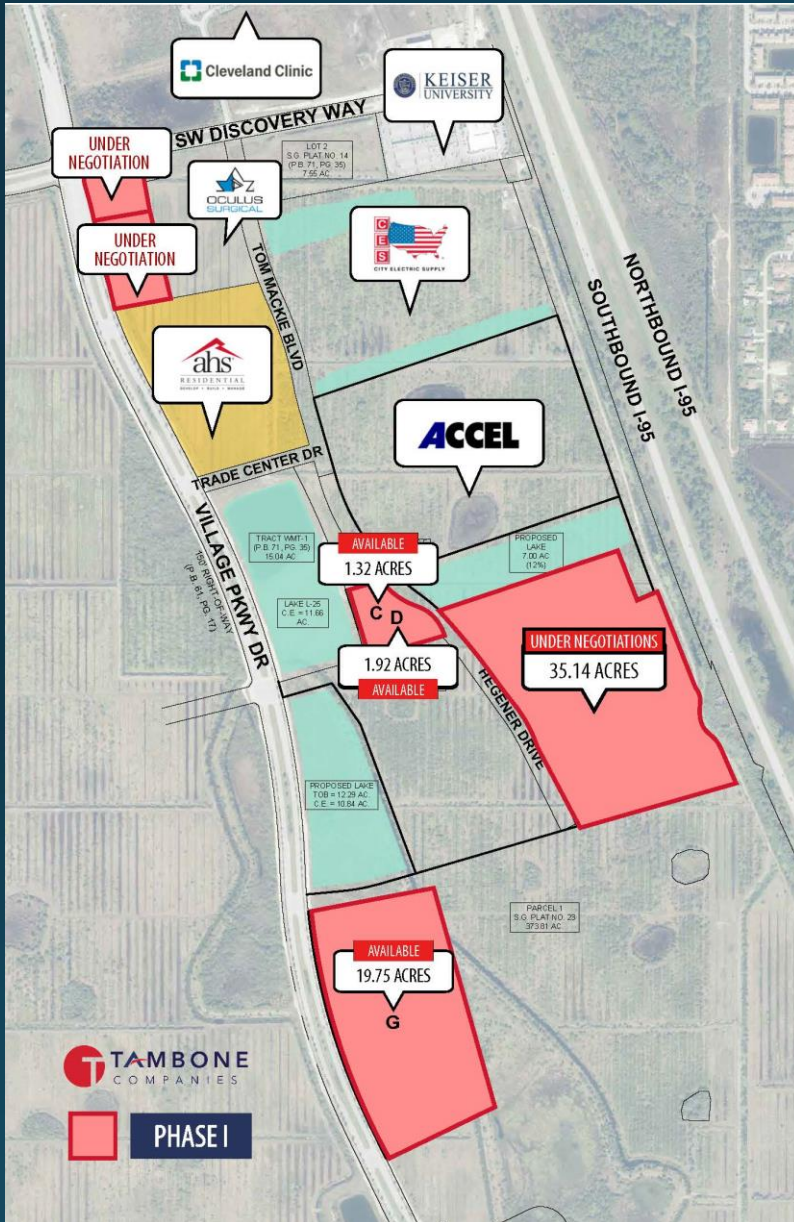
GROWTH **TCPalm.**
Port St. Lucie picks Sansone Group to develop 300 acres at Southern Grove
 Published 4:52 p.m. ET May 4, 2020 | Updated 1:30 p.m. ET May 5, 2020

📍 Port St. Lucie, FL SEP 3, 2020 **NEWS BREAK**
Project Bullet closing in on target in Port St. Lucie

NEWS **TCPalm.**
FedEx planning regional center in Port St. Lucie; construction to begin in January
 Published 8:16 p.m. ET Dec. 7, 2020 | Updated 1:57 p.m. ET Dec. 9, 2020

Workplace District

Ongoing Development Activity



GROWTH

TCPalm.

Port St. Lucie approves plans for Oculus Surgical, 82-room hotel in Tradition Commerce Park

Published 4:42 p.m. ET Oct. 30, 2019 | Updated 7:57 a.m. ET Nov. 4, 2019

Accel International Holdings Chooses Port St. Lucie, Florida, for Manufacturing Complex

Area Development News Desk
07/03/2020

AREADEVELOPMENT

NEWS CENTER PSL-TV20

Tambone facilitates sale to AHS Residential for development of Tradition Center for Commerce in Port St. Lucie

Post Date: 07/02/2020 3:39 PM



Workplace District

Ongoing Development Activity



APRIL 22, 2020 / NEWS RELEASES
Cleveland Clinic Establishes Center for Global and Emerging Pathogens Research
 Center aims to broaden understanding of emerging diseases, develop new therapeutics and vaccines

GROWTH TCPalm.
Torrey Pines to become part of Florida International University by March 1
 Published 6:09 p.m. ET Feb. 4, 2020

PROPERTY VALUES TCPalm.
Cleveland Clinic taps University of Chicago, USC scientists for Port St. Lucie research center
 Published 6:29 p.m. ET Apr. 24, 2020

FIU planning on \$4.5M upgrade for Torrey Pines
 Written by: George Andreassi December 06 2019 VeroNews.com



Bio/Health District

Final Presentation:

Comprehensive Economic Analysis Southern Grove Master Plan



WTL+a

Real Estate &
Economic Advisors
Washington, DC

With:
Retail &
Development
Strategies
Arlington, VA

Prepared for:
Treasure Coast
Regional
Planning Council

On behalf of:
City of Port St.
Lucie

February 22, 2021

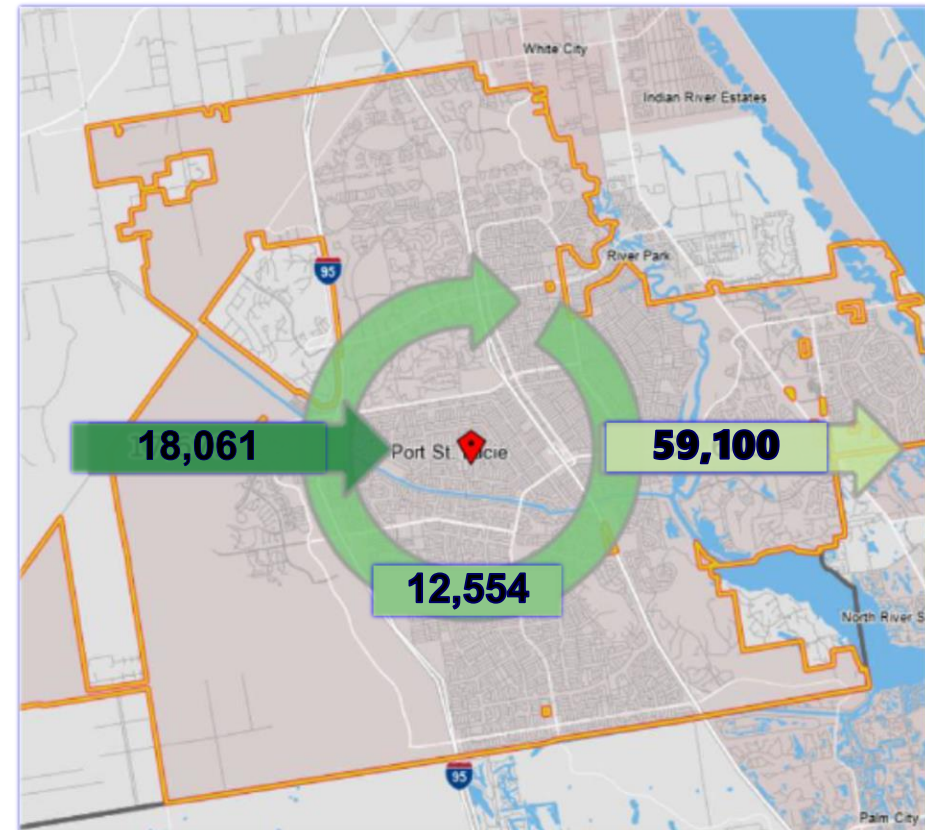
Study Deliverables

- Completed six comprehensive economic studies of Southern Grove in 2020 & 2021:
 - Demographic & Economic Profile (February)
 - Real Estate Market Conditions & Development Potentials (September)
 - Financial ‘Scorecard’ of 3 Selected Case Studies (December)
 - Economic Impact Analysis (December)
 - Profile of Comparable Cities (January)
 - Public Incentives & Implementation (January)
- Six technical memoranda (Appendices to Master Plan)



Growth Profile

- City's growth since 2000 is extraordinary:
 - **103,100 new residents** (5,400/year; 88% of County)
- 2020 population: 202,900 (State estimate)
- City added **7,144 new jobs** (2007-2018), 96% of *all* new jobs in County
- DEO 2027 forecast: **23,000 new jobs** in Indian River, St. Lucie & Martin Counties
 - **4,600+ new jobs** if City *maintains* County share (50%)



Financial Scorecard

- Estimates property tax revenues & non-ad valorem special assessments to City (& County) over 20 years
- Analyzes impacts of incentives & credits:
 - 10-year property tax abatements
 - TIF & other credits
- Determines **leverage ratio**:
 - For every **\$1 of public incentives**, what private investment is leveraged?
- Use in future to evaluate long-term impacts of property transactions in negotiations between City & private developers



Financial Scorecard (Years 1-20)

	<u>Tamco</u>	<u>Oculus</u>	<u>AHS</u>
Costs: 10-Year Tax Abatement &/or 20-Year TIF Credit	\$1,545,100	\$ 536,457	\$ 512,895
Revenues: Taxes & Assessments	\$7,371,200	\$3,454,014	\$6,934,400
Revenues: PSL "Voted Debt"	\$ 574,660	\$ 178,772	\$ 539,916
Leverage Ratio:	\$1:\$3.77	\$1:\$5.44	\$1:\$12.52

Financial Scorecard (Years 1-20)

- **Total SAD assessments: \$257,550 per year** at buildout
 - Recent land sales will generate higher annual revenues to GFC
 - Strengthen City’s ability to meet debt obligations
 - Accelerate rate at which SAD bond is reduced

		As % of Annual Payment	Site Size (Acres)	As % of Gross Acreage
Southwest SAD #1 Assessment (GFC Portion)				
Annual Principal & Interest Payment	\$ 4,509,778.13			1,129 (1)
Tamco/City Electric	\$ 129,000.00	2.86%	37.87	3.35%
Oculus Surgical, Inc. (At Buildout)	76,500.00	1.70%	8.17	0.72%
AHS	52,053.96	1.15%	16.25	1.44%
Annual Total:	\$ 257,553.96	5.71%	62.30	5.52%

Economic Impacts

- Hard & soft construction costs:
\$1,761,847,300 (2021 \$)
 - Excludes land acquisition
- Infrastructure costs: **\$62 million**
- One-time construction impacts (buildout):
 - **18,400 jobs**
 - \$1.0 billion in labor income
 - \$2.6 billion in induced impacts
- One-time infrastructure impacts:
 - **500 jobs**
 - \$22.8 million in labor income
 - \$93 million in induced impacts

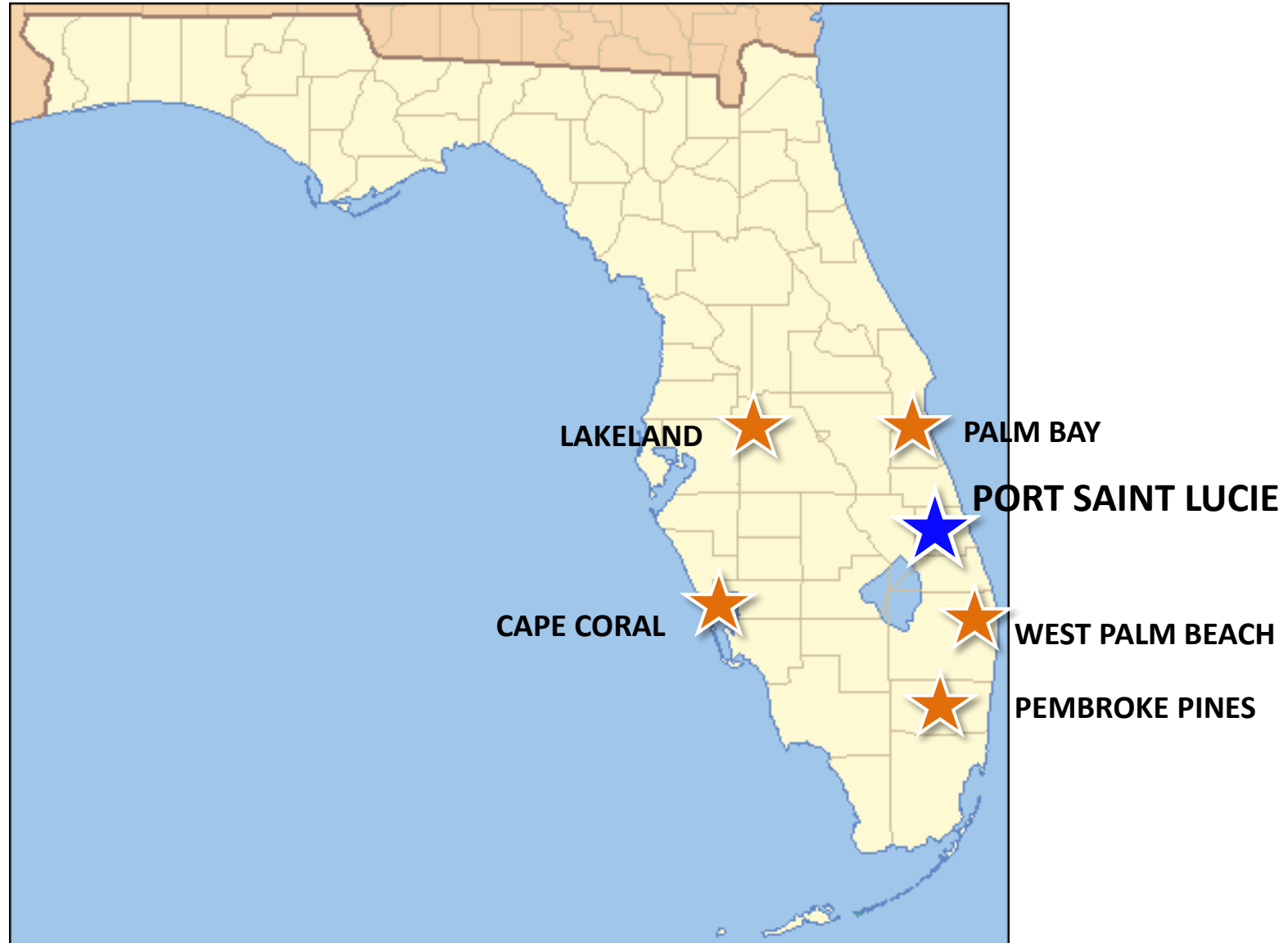


Economic Impacts

- Ongoing impacts of Southern Grove (buildout):
 - **16,900+** on-site jobs
 - \$635 million in annual labor income (direct)
 - 29,600 overall jobs & \$1.06 *billion* in annual labor income (indirect)
 - **\$3.7 billion** in total annual output (GDP)
 - **\$10.4 million/year** in annual City property taxes
 - \$33.2 million/year in annual County property taxes



Peer City Analysis

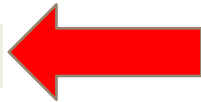


Peer City Analysis

- City has *second-lowest* jobs-to-population ratio among peer cities: **0.24**
- City lost the *fewest* number of jobs during the Great Recession: **(739)**
- City gained the *lowest* number of new jobs (2007-2018): **7,144**

Comparison of City Employment Patterns

	Total Population	Total Jobs	Jobs-to-Population Ratio
Cape Coral	186,294	45,752	0.25
Lakeland	111,262	71,405	0.64
Palm Bay	119,426	22,197	0.19
Port St. Lucie	197,907	46,802	0.24
Pembroke Pines	167,378	52,184	0.31
West Palm Beach	111,654	96,119	0.86



	New Jobs 2007-2018	2018 Share of County Jobs
Cape Coral	11,684	16.2%
Lakeland	16,405	29.9%
Palm Bay	13,868	9.8%
Port St. Lucie	7,144	50.8%
Pembroke Pines	9,899	5.7%
West Palm Beach	11,997	13.5%

Peer City Analysis

- **Emerging, diversifying economy**—50-year evolution from low-density suburban residential to diverse economy with greater job growth
 - **Key Example: Lakeland**—increasing ‘critical mass’ of targeted uses, industrial net absorption, increase in job *inflow*
- **Economic anchors drive job growth**—enhance opportunities for expansion of SG’s key anchors (Cleveland Clinic, Keiser University)
 - **Key Example: Palm Bay**—NASA/KSC
- **Health Care/Bio-tech as economic engine**
 - **Key Example: Palm Beach County**—provided \$275 million in incentives for Max Planck & Scripps Institutes; FAU Jupiter Life Sciences Initiative
- **Over-reliance on Retail Trade as economic development**
 - **Retail sector is in significant turmoil**; supports reduction in proposed retail entitlements at Southern Grove (from 2.6 million SF to 500,000 SF)

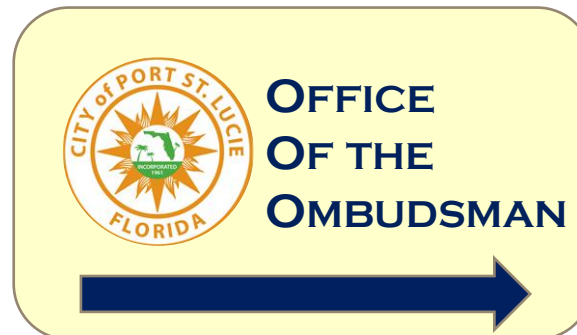
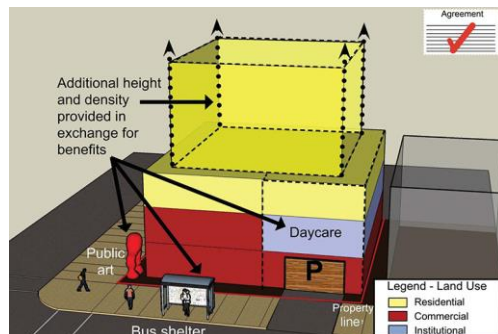


Public Incentives & Implementation

Peer City/County Review - Summary of Financial & Policy Incentives						
TYPE OF INCENTIVES	CAPE CORAL	LAKELAND	PALM BAY	PEMBROKE PINES	PORT ST. LUCIE	WEST PALM BEACH
FINANCIAL INCENTIVES						
CDBG Funds	*	*		*		*
Ad Valorem Property Tax Abatement		*	*		*	*
Florida QTI Job Creation Grants (note: expired July 2020; not ren.)		*		*	*	*
Local QTI Job Creation Grants		*			*	*
Industrial Development Revenue Bond (IDRB Financing)		*				
Tax Increment Financing (TIF)		*	*		*	*
'Synthetic' TIF	*					
Community Redevelopment Agency (CRA)	*	*			*	*
Small Business Incentive Fund	*			*	*	
HUB (Historically Underutilized Businesses) Zone			*			
Business Improvement District (BID)			*			*
Sales Tax Reimbursement						
Provision of Public Infrastructure		*			*	*
Infrastructure Reimbursements		*			*	*
Land Sale Price Discounts				*	*	*
Florida Power & Light Job Creation Utility Incentives					*	
Electrical Use Rider (Phased Cost Reduction)		*				
Foreign Trade Zone	*	*	*			*
Opportunity Zone (Designated Area[s])	*		*			
Cash Incentives for Job Creation & Business Relocation/Expansion	*	*		*	*	*

Public Incentives & Implementation

Peer City/County Review - Summary of Financial & Policy Incentives						
TYPE OF INCENTIVES	CAPE CORAL	LAKELAND	PALM BAY	PEMBROKE PINES	PORT ST. LUCIE	WEST PALM BEACH
POLICY INCENTIVES						
Bonus Zoning for Public Enhancements						
Transfer of Development Rights (TDRs)						*
Expedited Review & Permitting		*		*	*	
Impact Fee Mitigation (Credits/Refunds/Deferrals)	*	*	*		*	*
Ombudsman Services for Entitlement Process	*		*			*
TOTAL INCENTIVE PROGRAMS OFFERED:	6	14	7	6	13	16



Public Incentives & Implementation

Land Disposition Strategies

- Fee-simple sale to private investors
- Land value write-downs
- Ground lease/land lease
- Joint Venture/JV Partnerships
- Land Banking



Next Steps

Southern Grove

- Measure Detailed Economic Impacts of Tamco & Oculus

City-Wide

- Estimate City's GDP
- Update Industrial Demand Analysis
- Develop Housing Affordability Index
- Produce **Tech Memo #7**

Completion Timeframe: **April 2021**



Recommendations

1. Maintain a Long-Term Holistic Development Strategy

- Southern Grove is competitive, well-located & desirable
- Highest standards for site design, architecture & quality
- Maintain the value of the entire Southern Grove property

2. Reorganize Into 3 Sub-Districts

- Town Center District
- Bio/Health District
- Workplace District

3. Revise Land Use Types in Comprehensive Plan

- Employment Center
- Mixed-Use
- Lifestyle/Commercial

Recommendations

4. Recalibrate Land Use Entitlements

RECOMMENDED ENTITLEMENTS FOR GFC-OWNED LAND (1215.9 acres including pending 21-acre transfer from Mattamy)

CATEGORY	CURRENT	PROPOSED	ALLOCATED/PENDING	REMAINING
Residential (SF units)	-	-	-	-
Residential (TH units)	786	900		900
Residential (Apt units)	900	900	372	528
Retail (SF)	2,582,851	500,000	49,478	450,522
Office (SF)	4,296,480	1,000,000	155,481	844,519
Warehouse/Industrial (SF)	3,838,336	8,000,000	4,353,743	3,646,257
School (SF)	-	-		-
R&D (SF)	(included with ofc)	1,000,000		1,000,000
Hotel (Beds)	240	500	204	296
Hospital (Beds)	-	-		-

Recommendations

5. Revise SAD & CDD Assessments to Ensure Proportional Debt Assignment

- Review rates per new entitlement table
- Consider past transactions to adjust future rates

6. Introduce Master Stormwater Lake System

- Divide property into 4 sub-basins; allocate 15% of land area to lakes
- Add drainage control structures & conveyance systems
- Maximize use of best quality soils; natural planted lake edges

7. Create Multimodal Transportation Network

- Require tiered system of Complete Streets (primary, secondary, tertiary)
- Public Transit Network (County stops, micro-mobility, park & ride lots, last-mile access)
- Tradition Trail alignment

8. Continue Water & Wastewater Improvements per DRI

- 12" & 24" water mains and fire hydrants
- Gravity sewers, lift stations, force mains with roadway construction

Recommendations

9. Require Interconnected, Well-Organized Development

- Traditional urban design principles
- Mix of uses ~ horizontally and vertically
- Gateway features & architecture along Becker Road & Village Parkway
- Protected I-95 corridor views with lakes & building setbacks
- Parking design efficiency, interconnections, side/rear driveways

10. Announce the Arrival to Port St. Lucie's Gateways

- Celebrate the "Welcome to Port. St. Lucie" moments
- 3 lakes along I-95 ~ fountains, landscaping, lighting, signage
- 2 Village intersections (Becker Rd & Marshall Pkwy)

11. Develop Permitting Efficiencies for FP&L Easement

- Streamline development & reduce costs
- Maximize property utilization with allowable uses

Recommendations

12. Continue Brokering with Public & Private Partners

- Facilitate land transactions, buffers City from debt obligations, enables packing of incentives
- Maintain long-range vision for all of Southern Grove

13. Consider Diversifying Transactions as City's Market Strength Increases

- Stronger market → lease option creates different revenue for City
- Can lower capital costs; delay or eliminate need for property acquisition costs

14. Explore Land Banking Strategies in Key Locations

- Utilize for targeted industries and catalytic uses
- Can protect key sites for select gateway / signature users

15. Adopt Southern Grove Master Plan & Direct Staff to Begin Implementation

- Commit to vision through adoption by resolution
- Amend Comprehensive Plan, Land Development Regulations, DRI documents and other plans, policies & procedures as recommended

IMPLEMENTATION - NEXT STEPS

TASK	STAFF LEAD	TIMEFRAME
<p>Comprehensive Plan Amendment by Mattamy Palm Beach, LLC, and GFC to Amend Southern Grove NCD Land Use Concept Plan (Figure 1-4)</p> <ul style="list-style-type: none"> • Revisions to land use sub-district locations • Remove Paar Road overpass and Marshall Parkway interchange and realign both roadways • Amendments to associated Southern Grove NCD District policies to amend entitlements for certain uses and to amend overall average density • Review amendments for any stormwater master plan adjustments 	PZD, CRA and Legal	Initiate immediately (12 months for completion)
<p>DRI Amendment by Mattamy Palm Beach, LLC, and GFC</p> <ul style="list-style-type: none"> • Revised entitlements • Revised transportation requirements • Revised conceptual development plan (Map H) 	PZD, CRA and Legal	Initiate immediately (6 months for completion)
<p>Establish Southern Grove Zoning Overlay to Incorporate Master Plan Design Elements</p> <ul style="list-style-type: none"> • Develop design standards that represent traditional urban design, promotes a mix of uses, protect I-95 corridor features, and advance design efficiencies and enhancements 	PZD and TCRPC	Initiate immediately (9 months for completion)

IMPLEMENTATION - NEXT STEPS

TASK	STAFF LEAD	TIMEFRAME
<p>Subdistrict Implementation</p> <ul style="list-style-type: none"> • Build upon relationships with owners; review incentives (impact fees, ad valorem abatement) 	CRA	Ongoing (12 months for completion)
<p>Introduce and implement Master Stormwater Plan for Southern Grove</p> <ul style="list-style-type: none"> • Coordinate with CDD for SFWMD permitting • Amendments to Comprehensive Plan and Stormwater Master Plan 	Public Works and CDD	Ongoing
<p>Revise Transportation Network</p> <ul style="list-style-type: none"> • Include multimodal roadway network • Identify additional transit stops and park-and-ride opportunities • Continue to develop Tradition Trail 	Public Works	Ongoing
<p>Design Gateway Features</p> <ul style="list-style-type: none"> • Identify locations and funding • Integrate into land sales agreements and site design requirements • Initiate design 	PZD	12-18 months

IMPLEMENTATION - NEXT STEPS

TASK	STAFF LEAD	TIMEFRAME
Begin Utilizing Financial Scorecard to Review Land Transactions	CRA/GFC	Initiate Immediately
Revise SAD and CDD Assessments to Ensure Proportionate Share	CRA/GFC/CDD	TBD
Consider Diversifying Land Transactions <ul style="list-style-type: none">Review public/private partnerships, ground leases, land write downs	CRA/GFC	TBD
Collaborate with FPL on Easement to Identify Productive Uses and Permitting Efficiencies	CRA/PW/PZD	TBD
Explore Land Banking Strategies on Key Locations	CRA	TBD



Discussion

CITY OF PORT ST. LUCIE, FLORIDA
SOUTHERN GROVE MASTER PLAN



For More Information

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