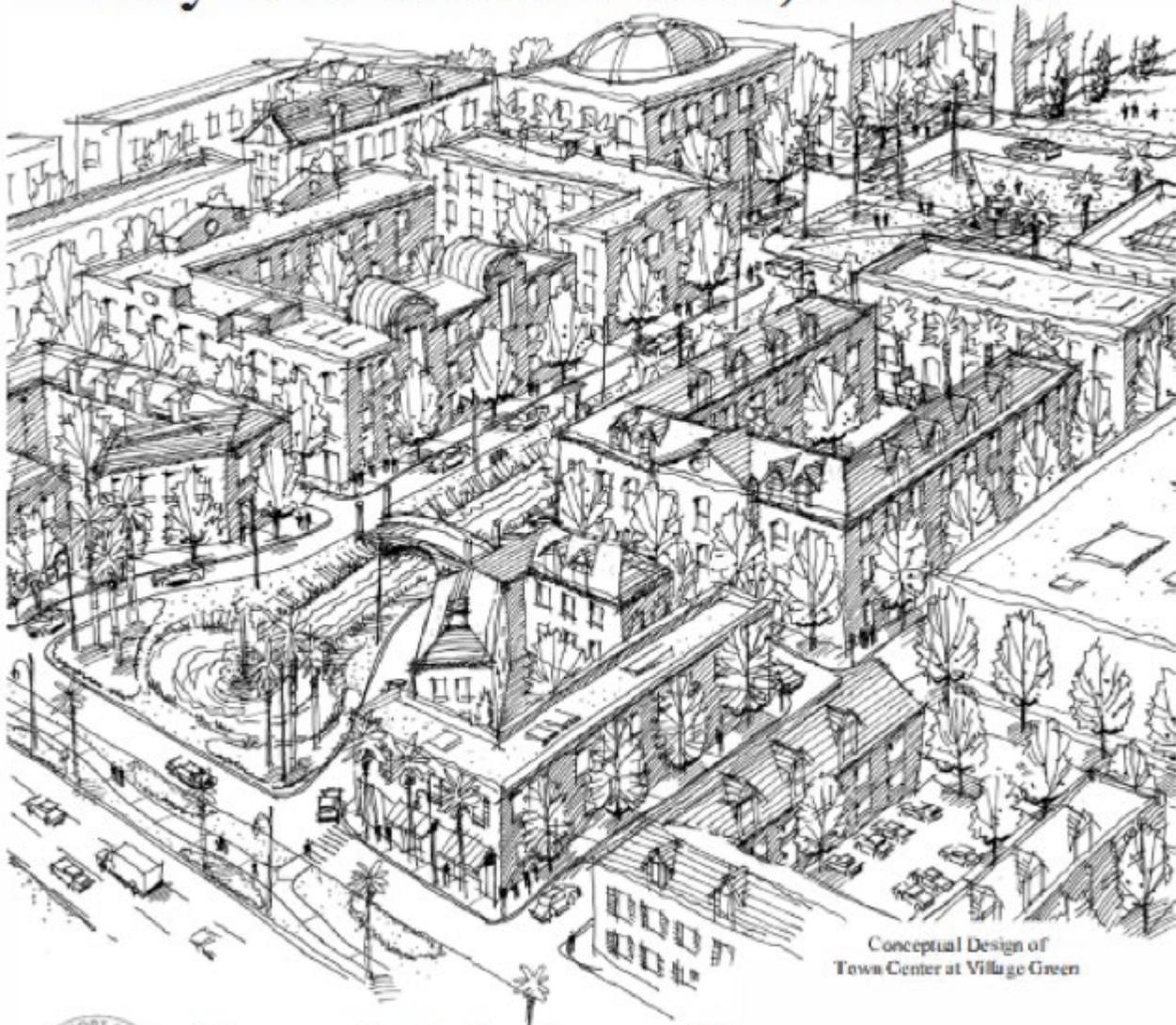


Exhibit "A"

City of Port St. Lucie, Florida



Conceptual Design of
Town Center at Village Green



Community Redevelopment Plan

April 2001

Prepared in conjunction with

The City of Port St. Lucie Planning and Zoning Department

EDAW

AMENDED – MAY 2025

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- Planning and Zoning Board Members
- St. Lucie County Property Appraiser's Office
- Treasure Coast Regional Planning Council

Executive Summary

This is an important time for the City of Port St. Lucie. The City is facing tremendous growth pressure; the current population of 90,000 is projected to exceed 150,000 in the next 20 years and ultimately exceed 200,000. When the City was incorporated in 1961, the original city designers gave little consideration to the diversity of land uses needed to service a city of this size. As a result, most residents of the city work, shop and find entertainment outside of the City and the City has no established central core. This increases traffic, negatively impacts the City's tax base as well as the ability of the City to meet service demands from growth.

The formation of a Community Redevelopment Agency (CRA) was determined to be an effective tool to help solve some of these problems. The City adopted a Findings and Declaration of Necessity Report in January 22, 2001 (Resolution 01-R2) and created a CRA (Ordinance 01-01) in February 12, 2001. The CRA will guide the redevelopment and revitalization of a 1700-acre area straddling US 1 between Village Green Drive and the City limits in the south for the 20-year planning timeframe.

The CRA master plan marks the beginning of a comprehensive long-term master planning process for redevelopment. The master plan itself is meant to be a flexible development framework guiding future land use but with specific projects (detailed in Section 5) that implement the overall vision shown. This framework considers the existing and potential community fabric of Port St. Lucie, its culture, employment base, history, and town character.

The master planning process recognizes the importance of quality-of-life issues that will be affected by development as economic development expands and the population of the City continues to grow. The master plan addresses near-term and long-term development scenarios and options and identifies realistic projects for implementation based on the opportunities, needs, and fiscal resources of the community. The result is a plan that accounts for the needs of citizens and business interests, enhances the community, encourages preferred land use patterns, and acknowledges the realities of economic conditions in the region.

This CRA Master Plan is a summary of hundreds of hours of staff time, stakeholder and public input. The vision, goals, objectives, and policies developed through the public charrettes and meetings will guide the implementation of the Port St. Lucie CRA master plan. From the effort comes the following vision for the CRA.

The City of Port St. Lucie's Community Redevelopment Area will be a central gathering place that creates an identity for the city as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population.

Port St. Lucie CRA Master Plan

An important attribute of the redevelopment plan is its mixed-use approach to future development and redevelopment within the CRA, especially the creation of a town center at Village Green. This breaking of the suburban land use patterns of the original city developers will correct the strict separation of uses that has affected the city's traffic and growth patterns. The creation of a new "old downtown" for Port St. Lucie along US 1 as well as the proposed development guidelines, will create a "park once" area for city residents and visitors. The "park once" area will provide the opportunity to park the car and walk to a variety of offices, shops and entertainment.

This proposed reworking of the former shopping center will create for Port St. Lucie a central gathering place for the City, a place to shop and dine as well as work and live, all at a scale reminiscent of traditional Florida small towns. This new downtown will connect to a greenspace that provides alternative internal circulation routes on the interior of the CRA. Other district concepts are proposed to create a greater sense of unity and purpose to CRA development. The biggest change proposed is a new way of looking at the CRA, as a focal point for Port St. Lucie, not a jumbled strip of commercial uses.

This continues to be an important time for the City of Port St. Lucie. The City is facing tremendous and unprecedented growth; the current population exceeds 250,000 and is projected to exceed 400,000 in the next 20 years. When the City was incorporated in 1961, the original city designers gave little consideration to the diversity of land uses needed to service a city of this size. As a result, most City residents work, shop and find entertainment outside of Port St. Lucie and the City has no established central core. This increases traffic, negatively impacts the City's tax base as well as the ability of the City to meet service demands from growth.

The formation of a Community Redevelopment Agency (CRA) was planned to be an effective tool to help solve some of these problems. The City adopted a Findings and Declaration of Necessity Report on January 22, 2001 (Resolution 01-R2) and created a CRA (Ordinance 01-01) on February 12, 2001. The CRA was planned to guide the redevelopment and revitalization of a 1700-acre area straddling US Highway One between Crosstown Parkway / Village Green Drive and the City limits in the south for a 20-year planning timeframe.

The Original CRA Master Plan was adopted in a period of rapid growth and development of Port St. Lucie. The first 5 years of the plan were spent establishing an organizational structure and identifying parcels for the anticipated development of the Master Plan's "Town Center" District. In 2005, the CRA and City Council entered into a development agreement to develop the Town Center, formerly known as City Center, and recently rebranded as Walton & One. Failed developer actions, coupled with the great recession, froze a majority of parcels located in the Town Center for over a decade until the City was able to successfully acquire the parcels and initiate new visioning for the core district.

The Original CRA Master Plan embodies the comprehensive long-term master planning process for redevelopment. The Master Plan itself is meant to be a flexible development framework guiding future land use but with specific projects (detailed in Section 5) that implement the overall vision. This framework considers the existing and potential community fabric of Port St. Lucie, its culture, employment base, history, character, and identity.

Port St. Lucie CRA Master Plan

The master planning process recognizes the importance of quality-of-life issues that will be affected by development as economic development expands and the population of the City continues to grow, ever so rapidly. The Master Plan addresses near-term and long-term development scenarios and options and identifies realistic projects for implementation based on the opportunities, needs, and fiscal resources of the community. The result is a plan that accounts for the needs of citizens and business interests, enhances the community, encourages preferred land use patterns, and acknowledges the realities of the changing economic conditions in the region.

This Original CRA Master Plan is a summary of hundreds of hours of staff time, stakeholder, and public input, over a series of years and has been updated over time. The vision, goals, objectives, and policies developed through the public charrettes and meetings will continue to guide the implementation of the Original CRA Master Plan as well guide the vision for Walton & One.

The City of Port St. Lucie's Original Community Redevelopment Area will be a central gathering place that creates an identity for the City as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population.

An important attribute of the redevelopment plan is its mixed-use approach to future development and redevelopment within the CRA, especially the creation of a midtown or downtown known as Walton & One. This breaking of the suburban land use patterns of the original city developers will correct the strict separation of uses that has affected the City's traffic and growth patterns. The creation of a new "old downtown" destination for Port St. Lucie along US Highway One as well as the proposed development guidelines, will create a "park-once" area for City residents and visitors. The "park-once" area will provide the opportunity to park the car and walk to a variety of offices, restaurants, retail, hotels, sports and entertainment venues.

The proposed reworking and new visioning of the former Village Square shopping center will create for Port St. Lucie a central gathering place, a place to shop and dine, as well as work and live, and be entertained all at a scale reminiscent of traditional Florida small towns. This new destination will connect to greenspace that provides alternative internal circulation routes on the interior of the entire CRA. This area will be known as Walton & One and a separate site-specific master plan was developed through the Treasure Coast Regional Planning Council and is attached hereto and incorporated herein, including additional projects identified specifically for that site.

Other district concepts are proposed to create a greater sense of unity and purpose to CRA development. The biggest change proposed is a new way of looking at the CRA, as a focal point for Port St. Lucie, not a jumbled strip of commercial uses as common along the US Highway One corridor.

Table of Contents

- Acknowledgements
- Executive Summary
- List of Tables
- List of Figures
- Sections:
 - 1.0 Introduction: Historical Perspective
 - 2.0 Description of Project Area
 - 3.0 Redevelopment Analysis: Goals, Objectives and Policies
 - 4.0 Master Plan Redevelopment Initiatives
 - 5.0 Specific Plans and Improvements, Costs and Timeframe
 - 6.0 Community Redevelopment Agency Composition and Activity
 - 7.0 Property Disposition and Development
 - 8.0 Relocation and Displacement / Neighborhood Impact
 - 9.0 Proposed Land Use and Development Consistency
 - 10.0 Methods of Finance and Budgeting
 - 11.0 Appendix
 - 12.0 Walton & One Master Plan

Table of Contents

Acknowledgements

Executive Summary

List of Tables

List of Figures

Section	Page
1.0 — Introduction: Historical Perspective	4
2.0 — Description of Project Area	3
3.0 — Redevelopment Analysis: Goals, Objectives, and Policies	5
3.1 — Social Conditions	5
3.1.1 — Demographic Profile	5
3.1.2 — Consumer Behavior	9
3.1.3 — Industry Profile	11
3.2 — Physical Conditions	12
3.2.1 — Land Use	12
3.2.2 — Circulation	13
3.2.3 — Site Analysis	14
3.3 — Citizen Planners Stakeholder Interviews	17
3.3.1 — General Overview	17
3.3.2 — Land Use	18
3.3.3 — Urban Design	19
3.3.4 — Parks/Open Space	19

3.3.5	Housing	19
3.3.6	Neighborhood	20
3.3.7	Transportation	20
3.3.8	Economic Development	21
3.3.9	Entertainment	21
3.3.10	Overall Vision for the CRA and City	21
3.4	Citizen Planners Public Meetings	22
3.4.1	Preference Survey	22
3.4.2	Visioning Exercise	32
3.4.3	Alternative CRA Concepts	32
3.4.4	Comment Cards	36
3.4.5	Additional General Comments	36
3.5	Vision	40
4.0	Master Plan Redevelopment Initiatives	46
4.1	Master Plan	48
4.1.1	The Town Center	48
4.1.2	The District Concept	49
4.1.3	Medical District	50
4.1.4	Arts and Technology District	50
4.1.5	Town Center District	50
4.1.6	Office Districts	56
4.1.7	Mixed Use Districts	56
4.1.8	Commercial Districts	58
4.1.9	Recreation District	60
4.1.10	Residential Areas	62
4.2	Land Uses	62
4.3	Regulatory Mechanisms and Incentives	63
5.0	Specific Plans and Improvements, Costs and Timeframe	65
5.1	Specific Plans	65
5.1.1	Administration	65
5.1.2	Town Center at Village Green	66
5.1.3	Open Space network and drainage plan	67
5.1.4	Gateways, streetscapes and district signage	68
5.1.5	Arts and Technology District	69
5.1.6	Mixed Use District	69
5.1.7	Commercial Districts	70
5.1.8	Medical District	71
5.1.9	Residential Districts	71
5.1.10	Other Projects	71
5.2	Costs and Funding Sources	72
5.3	Schedule	72
6.0	Community Redevelopment Agency Composition and Activity	74
6.1	Agency Composition	74
6.2	Activities and Authority	74
7.0	Property Disposition and Development	76
7.1	Community Redevelopment Agency Authority	76
7.1.1	Property Acquisition	76
7.1.2	Relocation Procedures	76

7.1.3	Demolition, Site Preparation and Public Improvement	77
7.1.4	Property Disposition and Development	77
7.1.5	Duration, Modification and Severability of the Plan	77
8.0	Relocation and Displacement/Neighborhood Impact	79
8.1	Residential Population	79
8.2	Nearby Residents	79
8.3	Traffic Circulation	79
8.4	Neighborhood Preservation	80
8.5	School Population	80
8.6	Public Facilities	80
9.0	Proposed Land Use and Development Consistency	81
9.1	Land Use and Consistency	81
9.1.1	The Town Center	82
9.1.2	Medical District	82
9.1.3	Arts and Technology District	83
9.1.4	Mixed Use Districts	83
9.1.5	Commercial Districts	83

9.1.6 Recreation District	84
9.1.7 Residential Areas	84
9.2 Transportation and Consistency	84
9.2.1 Treasure Coast Regional Land Use Study	84
9.2.2 Port St. Lucie/S. St. Lucie County Transit Routing and Scheduling Study	85
10.0 Methods of Finance and Budgeting	86
10.1 Funding Sources	86
10.1.1 Tax Increment Financing	86
10.1.2 Other Funding Sources	88
10.2 Proposed Development Projects: Costs and Schedule	89
10.3 Advances and Loans	90
10.4 Tax Increment Revenue Bonds	90

11.0 Appendix
List of Tables

	Page
1.0 Introduction: Historical Perspective	
2.0 Description of Project Area	
3.0 Redevelopment Analysis: Goals, Objectives, and Policies	
3-1a Population, Household Size, and Age	5
3-1b Population, Household Size, and Age	6
3-2a Age Structure 1990-2000	6
3-2b Age Structure 1990-2000	7
3-3a Race 1990-2000	7
3-3b Race 1990-2000	8
3-4a Income and Home Ownership	8
3-4b Income and Home Ownership	9
3-5 Employment by Industry— 1990	11
3-6 CRA Existing Zoning Summary	12
3-7 CRA Future Land Use Summary	13
3-8 Service or Land Use Desired for the CRA	18
3-9 Preferred Development Types for the CRA	19
3-10 Preferred Housing Alternatives for the CRA	20
3-11 Alternative Transportation Modes for the CRA	20
4.0 Master Plan Redevelopment Initiatives	
4-1 CRA Master Plan Land Use Summary	63
5.0 Specific Plans and Improvements, Costs and Timeframe	
5-1 Projects, Actions and Funding Sources	72
6.0 Community Redevelopment Agency Composition and Activity	
7.0 Property Disposition and Development	

8.0	Relocation and Displacement/Neighborhood Impact	
9.0	Proposed Land Use and Development Consistency	
10.0	Methods of Finance and Budgeting	
10-1	Estimated Increment Analysis	89
10-2	Tax Increment Funding by Project Category	90
List of Figures		
1.0	Introduction: Historical Perspective	
2.0	Description of Project Area	
2-1	CRA Location Map and Boundary	4
3.0	Redevelopment Analysis: Goals, Objectives, and Policies	
3-1	Total Retail Expenditures	10
3-2	Site Analysis	15
3-3	Preference Survey – Zone One	24
3-4	Preference Survey – Zone Two	25
3-5	Preference Survey – Zone Three	26
3-6	Preference Survey – Town Centers	27
3-7	Preference Survey – Roadway Design	28
3-8	Preference Survey – Streetscape Elements	29
3-9	Preference Survey – Landscape Lighting	30
3-10	Preference Survey – Site Furnishings	31
3-11	CRA Charette – Concept A	33
3-12	CRA Charette – Concept B	34
3-13	CRA Project Priority	37
3-14	CRA Concept A	38
3-15	CRA Concept B	39
4.0	Master Plan Redevelopment Initiatives	
4-1	CRA Master Plan	47
4-2	Town Center Character	51
4-3	Town Center Plan Phase I	52
4-4	Town Center Plan Phase II	53
4-5	Town Center Plan Phase III	54
4-6	Town Center Plan Any Phase	55
4-7	Signature Building Character	57
4-8	Commercial Area Character	59
4-9	Recreation District Character	61
5.0	Specific Plans and Improvements, Costs and Timeframe	
6.0	Community Redevelopment Agency Composition and Activity	
7.0	Property Disposition and Development	
8.0	Relocation and Displacement/Neighborhood Impact	

9.0 — Proposed Land Use and Development Consistency

10.0 — Methods of Finance and Budgeting

1.0 Introduction: Historical Perspective

The City of Port St. Lucie is located in St. Lucie County and is one of the largest incorporated areas in the State of Florida at approximately 80 square miles. The City was incorporated in 1961 by General Development Corporation and was designed primarily as a residential community. Over the years, land use changes have diversified land in the community, but it remains predominantly residential. The original city designers gave little consideration to the diversity of land uses needed to adequately service a city with a large and growing population. Recent census estimates for 2001 put the population for Port St. Lucie at 90,000 people, with a projected population to exceed 150,000 in the next 20 years, and ultimately surpassing 200,000.

The City of Port St. Lucie does not have an identifiable primary central business district or commercial town center. The result of the initial poor design of the City hinders the efficient use of city resources. The formation of a Community Redevelopment Agency (CRA) has been determined by city leaders to be an effective tool to plan for desired development projects and future improvements.

The City's current Comprehensive Plan recognizes the historical problems associated with the City's design and the need to remedy these problems. The formation of a Community Redevelopment Agency is one of several efforts underway by the City in taking appropriate actions to diversify land uses, enhance the tax base, and create a greater sense of place—a place for people to work, shop, and play.

In 1997, the City of Port St. Lucie began to study the need for forming a redevelopment area. This included various planning studies related to land use demand and projected population growth. The City considered the fiscal impacts of a redevelopment effort and examined four areas to determine the best location to focus redevelopment. It was determined that several of the study areas were not cost effective and were eliminated from consideration. The US 1 corridor was ultimately chosen as the preferred redevelopment area.

Previous efforts to diversify land uses in the city have had mixed results. The City initiated a land use conversion policy that allows for the transition of residential lots into commercial and office uses at certain locations on main arterial roadways. These conversion areas are shown on the Future Land Use Map adopted by the City. While this conversion process has had some success in allowing for the transition from residential lots to other land uses, it has also had many difficulties. One difficulty is the inability of the private sector to assemble the necessary lots into the required buildable area due to multiple land ownership patterns. The redevelopment effort allows the City to purchase and assemble properties for a particular goal, and then to resell them as one site, in conjunction with a master plan for a particular area.

The City has continued efforts to implement a new Community Redevelopment Agency. A CRA boundary was approved and the master redevelopment planning process started.

Port St. Lucie CRA Master Plan

in 2001. This included a series of meetings to obtain public input as well as formal public hearings leading up to final master plan adoption.

The intent of this Community Redevelopment Master Plan is broad and varied. The plan is the first major effort to redesign and redirect development along the US 1 corridor. It is intended to serve as a future guide for development and redevelopment. Its focus is on incentives and partnerships with developers and property owners in order to achieve its direction. It will also require implementation of specific programs and projects over time.

The plan includes a series of goals, objectives and policies. It is a long-range planning document intended to be flexible and implemented through a variety of planning strategies. Although it may require initial capital investments to serve as a catalyst for the CRA, it is also intended to be self-funding over time with revenues generated through a tax increment finance (TIF) mechanism. The district is intentionally large in order to capture improvement revenues (not new tax) from future developments and direct those funds back to the CRA for future projects. CRA improvements are intended to enhance the environment and increase property values over time.

The planning, project, and design concepts presented in this document provide a vision for what the City's future could become. They will not be implemented without public support and a commitment by the City to carry forward the concepts. It is a gradual process that will evolve one step or project at a time. It is a beginning and a guide for a more livable city—the future Port St. Lucie.

The City of Port St. Lucie is located in St. Lucie County and is one of the largest incorporated areas in the State of Florida at approximately 120 square miles. The City was incorporated in 1961 by General Development Corporation and was designed primarily as a residential community. Over the years, land use changes have diversified land in the community, but it remains predominantly residential. The original city designers gave little consideration to the diversity of land uses needed to adequately service a city with a large and growing population. Recent census estimates for 2024 put the population for Port St. Lucie at over 250,000 people, with a projected population to exceed 400,000 in the next 20 years.

The City of Port St. Lucie does not have an identifiable primary central business district or commercial town center. The result of the initial poor design of Port St. Lucie hinders the efficient use of city resources. The formation of a Community Redevelopment Agency (CRA) has been an effective tool to plan for desired development projects and future improvements.

The City's current Comprehensive Plan recognizes the historical problems associated with the City's design and the need to remedy these problems. The formation of a Community Redevelopment Agency was one of several efforts by the City in taking appropriate actions to diversify land uses, enhance the tax base, and create a greater sense of place – a place for people to work, shop, and play.

In 1997, the City of Port St. Lucie began to study the need for forming a redevelopment

Port St. Lucie CRA Master Plan

area. This included various planning studies related to land use demand and projected population growth. The City considered the fiscal impacts of a redevelopment effort and examined four areas to determine the best location to focus redevelopment. It was determined that several of the study areas were not cost effective and were eliminated from consideration. The US Highway One corridor was ultimately chosen as the preferred original redevelopment area.

Previous efforts to diversify land uses in the city have had mixed results. The City initiated a land use conversion policy that allowed for the transition of residential lots into commercial and office uses at certain locations on main arterial roadways. These conversion areas are shown on the Future Land Use Map adopted by the City. While this conversion process has had some success in allowing for the transition from residential lots to other land uses, it has also had many difficulties. One difficulty is the inability of the private sector to assemble the necessary lots into the required buildable area due to multiple land ownership patterns. The redevelopment effort allows the City to purchase and assemble properties for a particular goal, and then to resell them as one site, in conjunction with a master plan for a particular area.

The City continued its efforts to implement a Community Redevelopment Agency. A CRA boundary was approved and the master redevelopment planning process started in 2001. This included a series of meetings to obtain public input as well as formal public hearings leading up to final master plan adoption.

The intent of the Original Community Redevelopment Master Plan was broad and varied. The plan was the first major effort to redesign and redirect development along the US Highway One corridor. It is intended to serve as a future guide for development and redevelopment. Its focus is on incentives and partnerships with key developers and property owners in order to achieve its direction. It will also require implementation of specific programs and projects over time.

The plan includes a series of goals, objectives and policies. It is a long-range planning document intended to be flexible and implemented through a variety of planning strategies. Although it may require initial capital investments to serve as a catalyst for the CRA, it is also intended to be self-funding over time with revenues generated through a tax increment finance (TIF) mechanism. The district is intentionally large in order to capture improvement revenues (not new tax) from future developments and direct those funds back to the CRA for future projects. CRA improvements are intended to enhance the environment and increase property values over time.

The planning, project, and design concepts presented in this document provide a vision for what the City's future could become and will be updated from time to time. They will not be implemented without public support and a commitment by the City to carry forward the concepts. It is a gradual process that will evolve one step or project at a time. It is a beginning and a guide for a more livable city – the future Port St. Lucie.

2.0 Description of Project Area

The Community Redevelopment Area (CRA) is approximately 1,700 acres or 2.7 square miles. The CRA boundary includes the US 1 highway corridor from just above Village Green Boulevard on the north end to Tickridge Road on the south end. Lennard Road forms most of the eastern boundary (see **Figure 2-1**). The legal description of the CRA is contained in the Appendix.

The planning process for the City of Port St. Lucie CRA involved citizens from throughout the community. Public participation was designed as a continuous process that included stakeholder interviews and public workshops. Stakeholders were identified as public officials, large property owners, citizens, and business interests who are active in the community. About 25 stakeholders were interviewed, while over 200 citizens attended three public workshops to discuss issues in and around the CRA. The workshops involved several presentations and exercises that allowed members of the community to act as citizen planners and express their views and preferences on their vision for the future Port St. Lucie. Public hearings were held on CRA plan adoption and Tax Increment Finance ordinance in June 2001. Additional stakeholder meetings and public input was sought as part of the development of the Walton & One Master Plan in 2023. The Walton & One Master Plan is attached as Section 12.0 to this report.

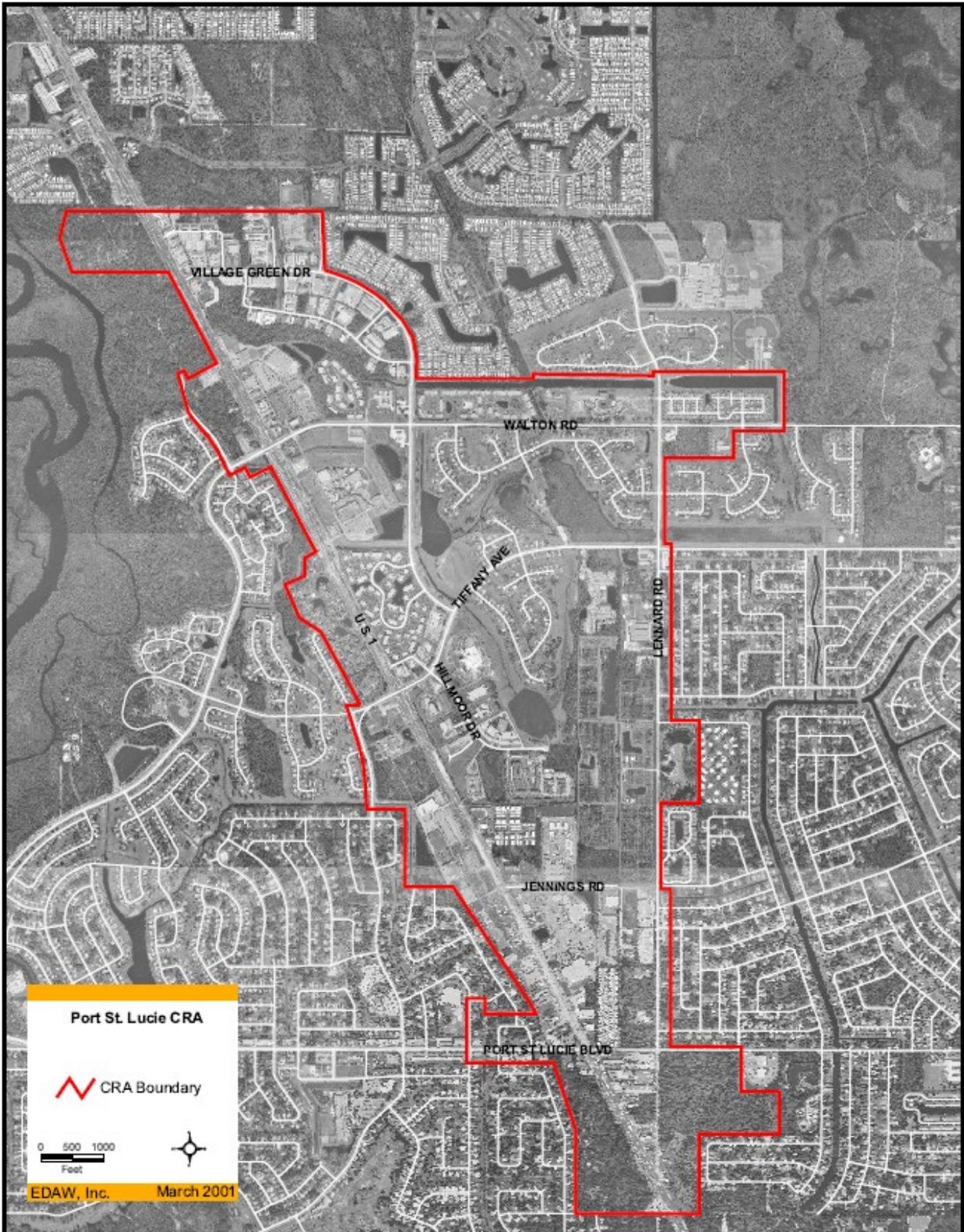


Figure 2-1: CRA Location Map and Boundary

3.0 Redevelopment Analysis: Goals, Objectives, and Policies

This section describes the existing conditions of the CRA and summarizes public input on important issues in the CRA. Existing conditions are described in terms of social conditions (demographics) and physical conditions (from existing planning documents, maps, and recent site visits). The existing conditions, along with stakeholder interviews and public meeting input, support the established redevelopment goals, objectives, and policies for the CRA outlined at the end of this section.

3.1 Social Conditions

The following is a comparison of five geographic areas: St. Lucie County, the cities of Port St. Lucie, Fort Pierce, Stuart and an approximate one-mile radius around the center of the CRA area. This allows an examination of how the CRA (approximated by the one-mile radius) compares with Port St. Lucie, St. Lucie and Martin Counties and the two closest cities. The demographic profile of an area includes information on population, household size, age, race, income, and home ownership. The 1990 data are from the US Census, while the year 2000 updates and 2005 projections are from CACI Marketing data. Population figures for the City of Port St. Lucie and St. Lucie County have been updated by City staff (see **Tables 3-1a and 3-1b**).

3.1.1 Demographic Profile

The one-mile ring (study area) covers an area slightly smaller than the CRA. Using the estimate for 2000, the population within the one-mile ring is 6,529. This area holds about 7.5 percent of the City’s population and 3.5 percent of the County’s population. ~~of 188,000.~~ In comparison to the City of Port St. Lucie, the cities of Fort Pierce and Stuart are smaller with populations of 35,604 and 12,801, respectively.

**Table 3-1a
Population, Household Size, and Age**

Year	One-Mile Radius (study area)			City of Port St. Lucie			City of Ft. Pierce		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
Population	4,927	6,529	7,085	55,866	86,000*	100,000*	36,830	35,604	35,772
Average HH Size	2.27	2.37	2.38	2.69	2.73	2.75	2.54	2.56	2.57
Median Age	41.6	44.3	45.1	35.3	37.7	38.9	34.4	36.8	38.3

Source: US Census 1990, CACI Marketing and City of Port St. Lucie, 2001.

*Local population figures modified by City staff based on current information.

Port St. Lucie CRA Master Plan

Table 3-1b
Population, Household Size, and Age

Year	City of Stuart			St. Lucie County			Martin County		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
Population	11,936	12,801	13,513	150,171	188,000*	196,815	100,900	120,220	130,662
Average HH Size	1.99	2.04	2.05	2.54	2.57	2.59	2.28	2.32	2.34
Median Age	48.1	51.5	53.1	37.9	40.5	42.1	44.5	46.9	48.7

Source: US Census 1990, CACI Marketing and City of Port St. Lucie, 2001.

*Local population figures modified by City Staff based on current information.

The City of Port St. Lucie maintains the highest average household size over time with an expected increase from 2.69 in 1990 to 2.75 in 2005. Stuart had the lowest average household size in 1990 and 2000 and is expected to remain the lowest in 2005. Tracking changes in age has important implications for requirements for government services and attractiveness to businesses. With a median age of 41.6 in 1990, the study area had a younger population than both Stuart and Martin County. Stuart's median age is 12.8 years older than the youngest median age in the area, which is Fort Pierce. Fort Pierce is projected to have the lowest median age in 2005.

The average household size and median age measures show the continuing trend of Port St. Lucie remaining popular with larger households and a younger population (families). However, the median age increases by 2005 show the increasing need for services for an aging population, such as alternative housing options, and health and transit services.

Tables 3-2a and 3-2b provide more detail on age structure for 1990 and 2000. The 45- 64 age group dominated in 1990 and 2000. In 1990, for each area except the study area, the largest category was age 45-64. In the study area, the 25-34 group was the largest in 1990. By 2000, however, the 45-64 group became the largest group. The City of Port St. Lucie experienced the greatest percent change in the 45-64 age group at 53.3 percent.

Table 3-2a
Age Groups as a Percentage of Total Population in 1990 and 2000

Age Group	One-Mile Radius (study area)			City of Port St. Lucie			City of Ft. Pierce		
	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*
<5	6.3%	5.9%	25.3%	7.6%	7.3%	37.4%	8.4%	8.1%	-6.9%
5-14	9.9%	11.4%	52.7%	13.8%	15.7%	63.7%	14.0%	16.0%	10.5%
15-19	5.1%	5.4%	40.4%	5.2%	5.6%	52.7%	6.6%	7.3%	7.2%
20-24	6.4%	6.0%	22.7%	4.8%	4.3%	29.3%	6.8%	5.9%	-15.0%
25-34	18.6%	12.5%	-10.8%	18.1%	12.6%	-0.4%	15.2%	10.2%	-34.9%
35-44	11.9%	13.4%	49.1%	14.4%	16.1%	59.7%	11.5%	12.9%	8.3%
45-64	17.1%	17.8%	38.1%	18.9%	20.3%	53.3%	18.4%	19.4%	1.7%
65-74	15.2%	13.9%	20.5%	12.3%	11.1%	29.9%	11.2%	9.6%	-17.5%
75-84	7.2%	10.1%	86.5%	4.2%	5.7%	92.1%	6.3%	8.0%	21.8%
85+	2.3%	3.6%	112.6%	0.6%	1.2%	165.9%	1.6%	2.6%	58.6%

Source: US Census 1990, CACI Marketing, 2001.

*Percent change between 1990 and 2000 is based on raw population numbers. While an age group may have increased in total number between 1990 and 2000, it may have decreased as a percentage of the total population.

Port St. Lucie CRA Master Plan

Table 3-2b
Age Groups as a Percentage of Total Population in 1990 and 2000

Age Group	City of Stuart			St. Lucie County			Martin County		
	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*
<5	4.4%	4.1%	-0.6%	7.0%	6.6%	16.3%	5.1%	4.8%	10.7%
5-14	7.9%	9.0%	21.0%	12.6%	14.3%	38.6%	9.6%	10.8%	34.4%
15-19	4.3%	4.7%	18.1%	5.6%	6.0%	30.0%	4.7%	5.0%	25.0%
20-24	5.2%	4.2%	-12.9%	5.4%	4.6%	5.3%	4.9%	4.1%	-0.6%
25-34	14.2%	9.0%	-31.7%	15.3%	10.6%	-15.0%	13.6%	9.3%	-18.6%
35-44	11.2%	11.8%	12.9%	12.8%	14.4%	37.9%	12.7%	13.6%	27.3%
45-64	18.8%	20.7%	18.0%	20.2%	21.3%	29.2%	21.9%	24.2%	31.6%
65-74	15.6%	14.2%	-2.6%	13.7%	12.5%	12.1%	16.7%	15.1%	7.6%
75-84	14.1%	16.1%	22.4%	6.1%	7.8%	57.8%	8.8%	10.3%	39.5%
85+	4.3%	6.2%	56.4%	1.2%	1.9%	92.0%	1.9%	2.9%	79.3%

Source: US Census 1990, CACI Marketing, 2001.

*See note under Table 3-2a.

The 25-34 age group declined consistently in each area between 1990 and 2000. The study area showed a loss of 10.8 percent of those aged 25-34. Port St. Lucie lost the least of this age group with a 0.4 percent decrease. The cities of Stuart and Fort Pierce both had decreases of over 30 percent. St. Lucie County had a 15 percent decrease while Martin County had an 18.6 percent decrease in the 25-34 age group. While the 25-34 age group declined, the 85 and over age group increased the most in each of the areas. The two largest increases (over 100 percent) were in the study area and City of Port St. Lucie.

Race represents people's self-classification according to the race with which they most closely identify. Ancestry can be viewed as a person's nationality, lineage, or country of birth. Persons of Hispanic ancestry may be of any race. **Tables 3-3a and 3-3b** show the predominance of the white population in each area in 1990 and 2000, with the exception of the City of Fort Pierce. Fort Pierce has a more even distribution between the white and black population. Overall, the racial diversity in each area increased slightly as the white population declined as a total percentage of population. The study area and the City of Port St. Lucie had the greatest increases in all races, especially black, Asian or Pacific Islander (API), Other, and those of Hispanic ancestry.

Table 3-3a
Race as a Percentage of Total Population in 1990 and 2000

Race	One-Mile Radius (study area)			City of Port St. Lucie			City of Ft. Pierce		
	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.**	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*
White	91.8%	82.4%	19.0%	94.2%	89.4%	48.2%	53.7%	47.4%	-14.6%
Black	5.6%	13.0%	208.7%	3.8%	7.2%	195.5%	42.4%	47.4%	8.2%
API	1.3%	1.9%	100.0%	0.9%	1.3%	119.4%	0.5%	0.7%	27.3%
Other	1.4%	2.7%	153.6%	1.1%	2.0%	201.5%	3.4%	4.5%	26.2%
Hispanic Ancestry	4.7%	8.4%	134.6%	4.0%	7.6%	196.8%	6.4%	8.5%	28.1%

Source: US Census 1990, CACI Marketing, 2001, **US Census release 2000.

*Percent change between 1990 and 2000 is based on raw population numbers.

API=Asian or Pacific Islander, Percentages=100% without Hispanic Ancestry group, as persons may be of any race.

Port St. Lucie CRA Master Plan

Table 3-3b
Race as a Percentage of Total Population in 1990 and 2000

Race	City of Stuart			St. Lucie County			Martin County		
	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*	% of 1990 Pop.	% of 2000 Pop.	% Change 1990-2000*
White	83.4%	80.0%	2.8%	81.3%	77.7%	17.3%	91.3%	89.0%	16.2%
Black	15.1%	17.2%	21.7%	16.4%	19.0%	41.7%	6.0%	6.8%	36.3%
API	0.7%	1.0%	56.3%	0.7%	1.1%	96.4%	0.5%	0.9%	93.3%
Other	0.7%	1.8%	162.9%	1.5%	2.2%	75.6%	2.2%	3.3%	78.2%
Hispanic Ancestry	3.9%	7.6%	110.2%	4.0%	6.1%	89.6%	4.7%	7.2%	82.8%

Source: US Census 1990, CACI Marketing, 2001.

*See note under Table 3-3a.

Rising incomes in the region are important in creating demand for services and housing in the study area. **Tables 3-4a and 3-4b** show household income, per capita income, and home ownership rates. In 1990, Ft. Pierce had the lowest median household income of \$18,913. That same year, the study area's median household income was \$28,285 higher than both Stuart and Fort Pierce. The City of Port St. Lucie had the highest median household income of \$32,553. In 2005, the study area is projected to have a lower household income than Port St. Lucie and St. Lucie County, but it is projected to surpass Stuart, Fort Pierce, and Martin County. Fort Pierce's per capita income was lowest in 1990 at \$9,961. Martin County's \$20,328 value was the highest of the five areas. St. Lucie County, Stuart and Port St. Lucie outperformed the study area with a higher per capita income. Martin County is projected to continue with the highest per capita income by the year 2005.

Table 3-4a
Income and Home Ownership

Year	One-Mile Radius (study area)			City of Port St. Lucie			City of Ft. Pierce		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
Median Household Income	28,285	39,498	48,995	32,553	45,996	58,247	18,913	28,598	36,817
Per Capita Income	13,115	19,400	24,080	14,018	20,302	25,917	9,961	14,736	18,854
% Owner-occupied households	49.3%	50.8%	51.5%	76.4%	78.4%	79%	51.8%	54.3%	55.3%
% Renter-occupied households	50.7%	49.2%	48.5%	23.6%	21.6%	21%	48.2%	45.7%	44.7%

Source: US Census 1990, CACI Marketing, 2001.

**Table 3-4b
Income and Home Ownership**

Year	City of Stuart			St. Lucie County			Martin County		
	1990	2000	2005	1990	2000	2005	1990	2000	2005
Median Household Income	26,233	33,962	37,328	27,710	40,599	51,590	31,760	41,915	45,960
Per Capita Income	16,125	24,185	26,151	13,387	20,133	26,833	20,328	29,662	33,897
% Owner-occupied households	64.5%	69.7%	70.7%	71.9%	74.9%	76%	76.9%	79.1%	80%
% Renter-occupied households	35.5%	30.3%	29.3%	28.1%	25.1%	24%	23.1%	20.9%	20%

Source: US Census 1990, CACI Marketing, 2001.

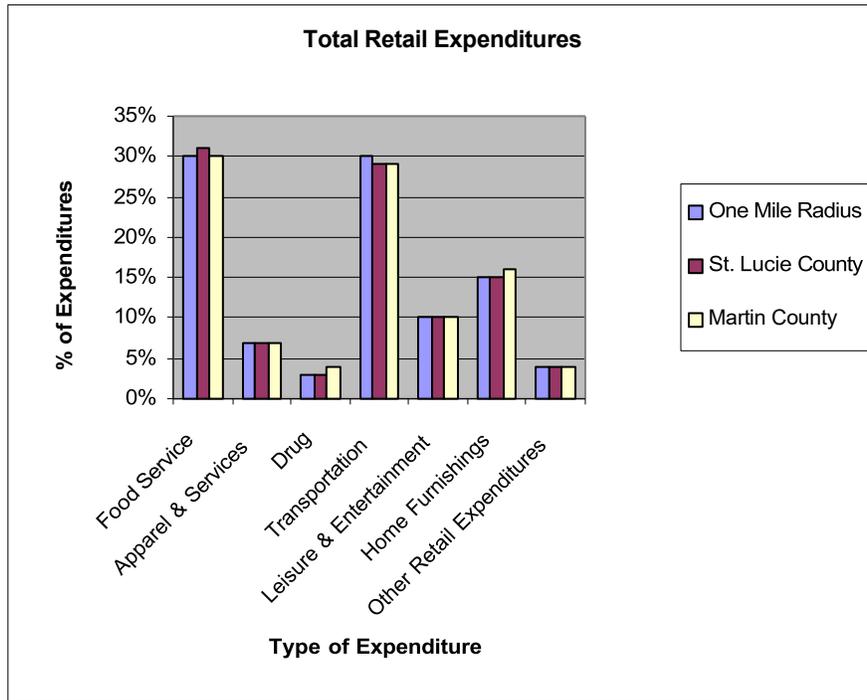
Martin County has consistently had the largest share of owner-occupied housing at a rate of 76.9 percent in 1990, 79.1 percent in 2000, and 80 percent in 2005. The study area has a significantly smaller proportion of owner-occupied housing. In 1990, over 50 percent of households were renter-occupied. That number is projected to decrease to 48.5 percent by 2005. Fort Pierce was only slightly higher than the study area with an owner-occupied housing rate of 51.8 percent in 1990.

With an increasing population and continuing trends of larger households, rising incomes, and increased home ownership in the study area and Port St. Lucie, the study area is positioned as an important potential source for services and housing to supply the region. Next, consumer behavior is analyzed to find out how households in the study area, St. Lucie County, and Martin County spend their money.

3.1.2 Consumer Behavior

Consumer spending data is calculated from the Bureau of Labor Statistics' Consumer Expenditure Interview Survey. The expenditures represent annual averages for the year 2000 compiled by CACI Marketing. Residents of the study area and the city of Port St. Lucie made most retail purchases in St. Lucie and Martin Counties. **Figure 3-1** shows the amount that consumers in each area spent on seven major retail categories.

Figure 3-1



The Food Services category includes dollars spent on dining out, groceries, and alcoholic beverages. Although each area spends almost the same proportion on this category, St. Lucie County spends 31 percent of its retail expenditures on food services compared to 30 percent for the study area and Martin County. The Apparel and Services group includes dollars spent on all apparel, footwear, jewelry, and other services. Each study area spent 7 percent of its retail expenditures on this category. The Drug category includes expenditures on prescription drugs and personal care products. In St. Lucie County and the study area, 3 percent of expenditures were spent on these items, while Martin County residents spent 4 percent.

Transportation expenditures include dollars spent on automotive services and products and travel. Transportation expenditures in the study area were 30 percent compared to 29 percent in the two counties. The Leisure and Entertainment category includes money spent on books and periodicals, pet care, sporting goods, children’s toys, videos, and other equipment. Ten percent of expenditures were for this category in each area. Home Furnishings include major appliances, furniture, housewares, home improvement, and home services. Martin County’s expenditures were 16 percent (one percent higher than St. Lucie County and the study area).

In general, residents in all of the areas spent the same proportion of their household income on goods and services. However, total retail expenditures at the household level were highest in the study area compared to St. Lucie and Martin Counties.

3.1.3 Industry Profile

Employment variables help evaluate the composition of the labor force in a particular market. The types of industry in a geographic area impact the economic conditions of an area. For instance, if an industry requires employees with higher education or technical skills, the types of worker that will most likely locate to the area demand different housing, services, and amenities than would lower-skilled, less educated workers. Also, each industry has a variety of complementary businesses or industries that locate nearby as a result. **Table 3-5** shows a comparison of employment by industry in the study area, the cities of Fort Pierce, Port St. Lucie, and Stuart, and St. Lucie and Martin Counties. The percentages are based on all employees 16 years of age and older.

**Table 3-5
Employment by Industry - 1990**

	One Mile-Study Area	Fort Pierce	Port St. Lucie	Stuart	Martin County	St. Lucie County
Agriculture, Forestry, Fishing	3.7%	9.8%	2.5%	2.4%	5.0%	5.4%
Mining	0.2%	0.0%	0.1%	0.1%	0.1%	0.1%
Construction	12.9%	8.2%	12.1%	10.7%	11.2%	10.8%
Manufacturing	8.5%	7.1%	9.1%	8.4%	10.1%	8.1%
Transportation	1.7%	3.6%	2.9%	2.9%	3.2%	3.3%
Communications & Public Utilities	2.2%	3.4%	4.5%	3.6%	3.4%	4.1%
Wholesale Trade	4.2%	4.1%	3.4%	1.5%	2.9%	3.8%
Retail Trade	21.3%	21.0%	23.6%	22.0%	20.1%	22.0%
Finance, Insurance, Real Estate	11.0%	4.9%	7.9%	8.7%	7.8%	6.8%
Services (All)	31.3%	31.8%	29.5%	36.3%	33.1%	30.5%
Business and Repair	5.4%	3.9%	5.1%	4.8%	5.5%	4.9%
Personal	3.5%	5.2%	3.7%	4.0%	3.9%	4.1%
Entertainment and Rec.	2.5%	1.1%	2.0%	2.9%	3.1%	1.8%
Health	8.7%	8.9%	9.2%	10.8%	8.9%	8.4%
Educational	6.6%	8.2%	4.4%	8.3%	5.7%	6.2%
Other Professional	4.6%	4.5%	5.1%	5.5%	6.0%	5.1%
Public Administration	2.8%	6.1%	4.5%	3.2%	3.0%	5.0%

Source: US Census, 1990.

Overall, the Services sector is the dominant form of employment in the region. In each area, nearly 30 percent or more of employment is in the Services sector. Employment included in the Services sector include business and repair, personal, entertainment and recreation, health, educational, and professional and related. Of the Service sector employment categories, health services compose the largest percentage of the total at 8 to 10 percent for each area.

The next largest employment sector is Retail Trade. Retail Trade businesses employ over 20 percent of the workforce in each area. The industry ranges from 20.1 percent in Martin County to 23.6 percent in Port St. Lucie. The third largest employment sector is Construction. The one mile-study area has the largest proportion of this industry at 12.9 percent. Port St. Lucie is not far behind with 12.1 percent, while the area with the lowest percentage of construction employment is Fort Pierce.

3.2 Physical Conditions

3.2.1 Land Use

The physical conditions of the CRA were summarized from existing planning documents and maps, Port St. Lucie GIS database, as well as site visits and photographs. The CRA comprises about 1,700 acres, or just over 3 percent of the land area of the City of Port St. Lucie. About 300 acres (approximately 17 percent) is in unincorporated St. Lucie County. The land uses within the county mostly include residential, vacant property, and the 100-acre Lentz Grove. An interlocal agreement was created to deal with county land within the CRA. The CRA is about 3 miles long by 2 miles wide at its furthest points.

Existing zoning and future land use within the CRA were summarized using Port St. Lucie’s GIS database. The existing zoning summary (**Table 3–6**) shows the predominance of residential land use within the CRA (53 percent), with single-family residential accounting for the majority (40 percent). Commercial land uses account for about 14 percent, while open space accounts for about 3 percent of the total land area.

**Table 3-6
CRA Existing Zoning Summary as of 2001***

Zoning Category	Acres	Percent
Estate Residential	0.2	0.01%
General Commercial	227.5	13.2%
General Use	5.2	0.3%
Highway Commercial	7.0	0.4%
Industrial	1.9	0.1%
Institutional	88.7	5.2%
Limited Mixed District	1.5	0.09%
Mobile Home Residential	4.5	0.3%
Multi-Family Residential	211.0	12.3%
Neighborhood Commercial	5.0	0.3%
Open Space-Conservation	28.1	1.6%
Open Space-Recreational	25.7	1.5%
Planned Unit Development	75.7	4.4%
Professional	25.0	1.4%
Service Commercial	1.1	0.06%
Shopping Center Commercial	0.2	0.01%
Single-Family Residential	694.0	40.4%
Special Exception Use	6.4	0.4%
Warehouse Industrial	10.0	0.6%
Unincorporated St. Lucie County	299.4	17.4%
Unknown	1.1	0.06%
TOTAL	1,719.2	100.0%

Source: City of Port St. Lucie GIS.

*NOTICE: It is understood that, while the City of Port St. Lucie has no indication or reason to believe that there are inaccuracies or defects in information incorporated in the database, the City makes no representations of any kind, including but not limited to the warranties of merchantability or fitness for a particular use, nor are any such warranties to be implied, with respect to the information or data, furnished herein.

The future land use summary (**Table 3-7**) shows the City’s desire to balance the variety of land uses within the CRA. Residential land use is expected to decrease to less than 35

Port St. Lucie CRA Master Plan

percent of the total land area, while commercial land use is expected to increase to 23 percent when land uses are fully implemented. Open space and preservation categories account for about 11 percent of total land area in the CRA, according to the future land use plan. The proposed projects, as described later in the CRA plan, provide opportunities to increase the diversity of land uses beyond that shown in **Table 3-7**.

Table 3-7
CRA Future Land Use Summary as of 2001*

Future Land Use Category	Acres	Percent
Commercial General	387.3	22.5%
Commercial Service	8.1	0.5%
Institutional	50.4	2.9%
Open Space	24.3	1.4%
Preservation	159.5	9.3%
Residential	468.0	27.2%
Residential/Office/Institutional	134.0	7.8%
Utilities	62.6	3.6%
Warehouse/Industrial	108.0	6.3%
Unincorporated St. Lucie County	299.4	17.4%
Unknown	17.9	1.0%
TOTAL	1,719.5	100.0%

Source: City of Port St. Lucie GIS.

*NOTICE: It is understood that, while the City of Port St. Lucie has no indication or reason to believe that there are inaccuracies or defects in information incorporated in the database, the City makes no representations of any kind, including but not limited to the warranties of merchantability or fitness for a particular use, nor are any such warranties to be implied, with respect to the information or data, furnished herein.

3.2.2 Circulation

The street system in the CRA consists of mostly exterior streets that form the boundary of the area. These streets include US 1, Village Green Road, Walton Road, and Lennard Road. There are few interior streets within the CRA, but most serve as connections between US 1 and Lennard Road with the exception of Hillmoor Drive.

Streets are generally classified into four categories: primary arterial, minor arterial, collector, and local. The CRA is bounded on the west by one primary arterial street—US 1. US 1 forms five major intersections with other streets in the CRA—Village Green Drive, Walton Road, Tiffany Avenue Road, Jennings Road, and Port St. Lucie Boulevard. Most of the other streets that enter the CRA or are within the CRA are classified as minor arterial or collector streets. There are very few local streets within the CRA.

The City of Port St. Lucie Comprehensive Plan Transportation Element addresses future projected needs and Level of Service improvements for streets in the CRA such as US 1 and Port St. Lucie Boulevard. Additional transportation corridors under study with potential traffic impacts on the CRA include the Walton Road Bridge over the Indian River and ~~West Virginia Drive Crosstown Parkway~~. ~~West Virginia Drive Crosstown Parkway~~ includes a bridge over the North Fork of the St. Lucie River with ~~two possible connections~~ a connection to US 1 at Village Green Drive ~~or Walton Road~~. A general list of current development activity in the CRA is included in the Appendix.

In terms of alternative transportation, bicycle lanes run the length of US 1 in the CRA, however few similar lanes exist on other streets. Sidewalks exist along most of the length of US 1 in the CRA, however they are infrequent along other streets. No traditional fixed-route public transit system exists within the City of Port St. Lucie, although there is a demand-based system of transportation provided through the Transportation Disadvantaged Program. A brief review of current transportation studies for the region showed the establishment of a fixed-route system along US 1 with the Village Green area serving as a transportation hub or multi-modal transit center.

3.2.3 Site Analysis

The objective of a site analysis is to create an inventory and description of the project area's resources and features, as well as to understand what currently exists on the site before recommending planning and design alternatives. Site inventories can include environmental as well as cultural features. From the site inventory, an interpretation or analysis of project features can be used in creating a master plan for the area. The CRA site analysis is described below and shown in **Figure 3-2**.

The CRA has both positive and negative features. The most noticeable negative feature of the CRA is that the US 1 highway corridor fails to give travelers a clear identity of Port St. Lucie; where the city begins and ends. Contributing to this identity problem is the location and auto-oriented nature of buildings along US 1. Most of the commercial buildings are set back hundreds of feet from the road right-of-way and are fronted by expanses of parking, creating a large void between the road and buildings. A good example of this void can be seen at the US 1 and Jennings Road intersection, where over 90 percent of the road frontage is devoted to parking.

A positive action on US 1 was the recent addition of bicycle lanes. However, the lanes appear to get little use, most likely due to the speed of auto traffic on US 1 and the relatively long distances between land uses. The sidewalks along US 1 also appear to get little use. Circles illustrating the distance a pedestrian could comfortably walk in 5 minutes and 10 minutes from two intersections - US 1 and Port St. Lucie Boulevard and Village Green Drive and Tiffany ~~Avenue Road~~ - are shown on the site analysis map. The entire CRA is too large to be a pedestrian-only district, however smaller areas within the CRA could accommodate safer pedestrian and bicycle circulation.

A positive feature of the CRA is the amount of existing open space. An informal greenway runs from the southernmost portion of the CRA to the northeast and northwest corners of the site. The open space is currently used in a variety of ways, such as a 100- acre citrus grove (the Lentz Grove), parks, drainage ponds, and canal systems. A recent expansion by the hospital across Tiffany ~~Avenue Road~~ has encroached on the existing open space. Areas to consider for aesthetic enhancement include the Tiffany ~~Avenue Road~~ park and drainage lake area, and the canal along the northeast edge. With a small investment in trails or trail easements, the greenway has the potential to become valuable passive and active recreation space.

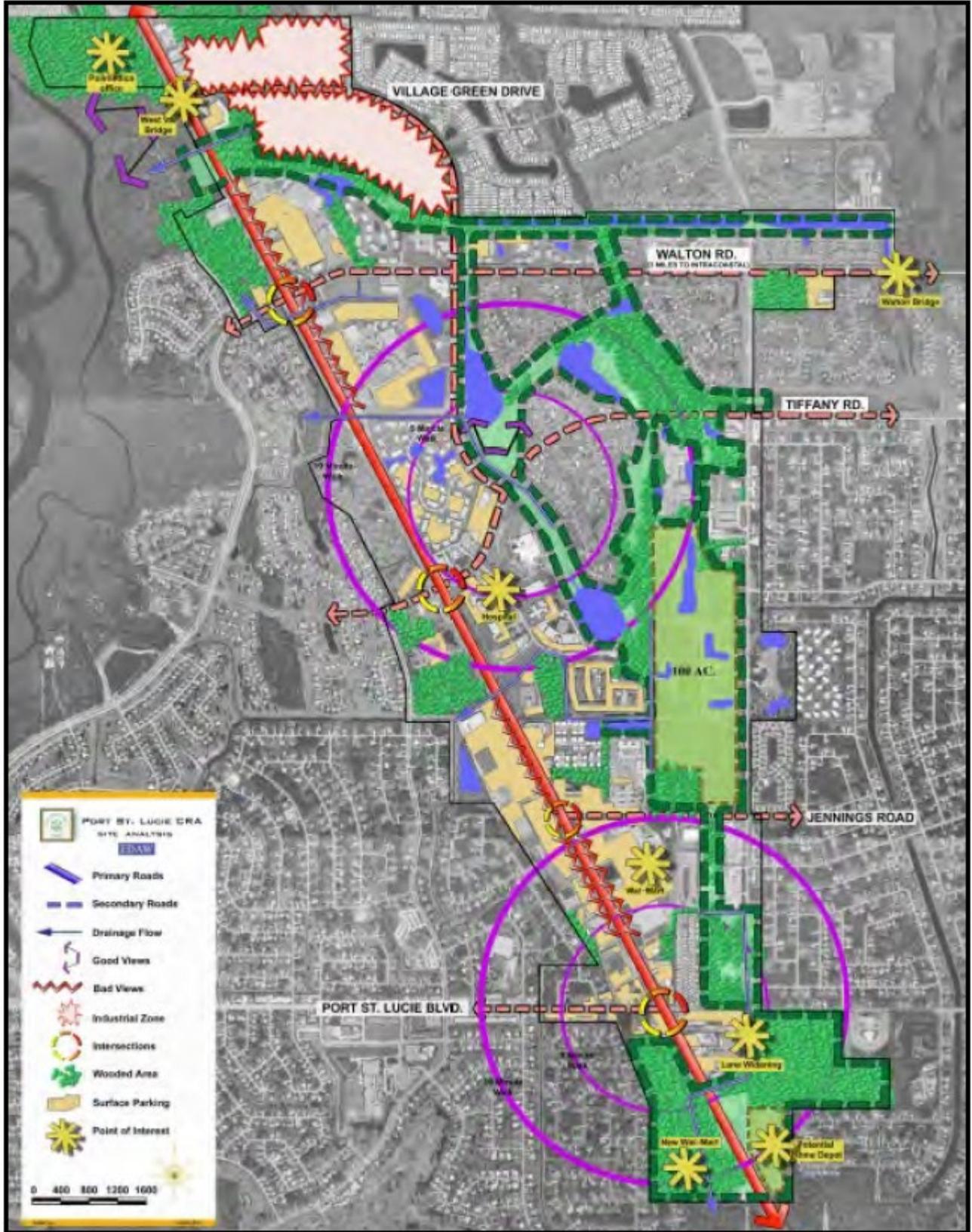


Figure 3-2: Site Analysis

Port St. Lucie CRA Master Plan

The topography of the CRA is relatively flat and water drainage has been extensively modified. There are several large drainage ponds located in the northern portion of the CRA. For the most part, the CRA drains from east to west. Natural conveyance systems have been replaced by canals, culverts, and pumping stations. During heavy storms, some flash flooding occurs in the southern portion of the CRA according to the City. The drainage systems within the CRA will have to be studied and reworked to accommodate larger developments.

Residents have reported sandhill crane and wood stork sightings in the area. The sandhill crane is currently listed as threatened by the Florida Fish and Wildlife Conservation Commission (FWCC). The wood stork is currently listed as endangered by the FWCC. Before large-scale development occurs in the CRA, an on-site survey by a wildlife biologist should be conducted to determine possible effects on sandhill crane and wood stork habitat.

The major commercial areas in the CRA are along US 1 and include the Village Green, Towne Center, and Marketplace shopping centers. These commercial areas contain a variety of retail and office uses, from Wal-Mart to grocery stores to county government offices and a call center. Current development activity in the CRA is listed in the Appendix. Current projects include the ~~relocation of Wal-Mart from its current location to the southwest end of the CRA, the addition of a new PolyMedica office and warehouse on the northwest end along US 1, and~~ hospital expansion near the intersection of Tiffany Avenue Road and Village Green Drive.

Proposed transportation projects such as the potential Walton Road bridge and the ~~West Virginia Drive~~ Crosstown Parkway bridge will influence land use in the area around the US 1, Walton Road, and Village Green Drive intersections. With construction of the bridges, traffic along Walton Road will likely increase, making the Village Green shopping center area a highly visible commercial area with potential for redevelopment. Highly visible areas, such as the five major intersections with US 1 have the potential for becoming entrance markers or gateways for the City.

The construction of the ~~West Virginia Drive~~ Crosstown Parkway bridge will open up views to the North Fork of the St. Lucie River. Locations that could take advantage of existing and new views of natural features are shown with arrows on the site analysis map. Other areas in the CRA that have considerable redevelopment potential include the industrial area located in the north, the 100-acre citrus grove on the western edge, and vacant parcels located along the southern border.

3.3 Citizen Planners-Stakeholder Interviews

Although the site analysis contains the consultants' assessment of existing conditions and potential redevelopment areas, it is important to take advantage of local knowledge and experience regarding the positive and negative features of the CRA. The consultants, along with the City of Port St. Lucie planning staff, relied on one-on-one interviews and public workshops to obtain local knowledge about the CRA.

The consultant team conducted stakeholder interviews between January 29-February 1, 2001. This section summarizes the findings from 25 interviews. Stakeholders were identified from a list of active community representatives, political leaders in the city and county, and major landowners within the CRA. Interviews were conducted in person or by phone. The stakeholder survey is included in the Appendix. The survey contained questions pertaining to 10 broad planning categories that focused on the following major issues:

- General Overview
- Land Use
- Urban Design
- Parks/Open Space
- Housing
- Neighborhood
- Transportation
- Economic Development
- Entertainment
- Overall Vision

Most questions were open-ended, allowing the respondents to raise any issue of importance. Several questions were structured with scaled responses to permit direct comparison among participants. Below is a brief summary of each section.

3.3.1 General Overview

The majority of the respondents identified land use and transportation as the main issues facing the city. Respondents commented that a better mix and integration of land use is needed; currently there are not enough non-residential areas. Transportation issues consisted mostly of traffic and bad overall circulation.

Most respondents viewed the US 4 Highway One corridor as the biggest strength of the CRA. Available land was viewed as a great opportunity for new development. Respondents felt favorably about the hospital and medical-related growth in the area. Other strengths include the open space and recreation opportunities as well as the supply of commercial land. The appearance and layout of the Village Green shopping center was viewed as the biggest weakness of the CRA. Connectivity between areas was also a major concern as well as traffic. Respondents noted that the unincorporated areas within the boundary were a weakness. Many respondents said that the appearance of the low-density development was a detractor for the study area.

Respondents expressed both positive and negative feelings about current zoning. Most negative comments were that zoning was not strong enough. Suggestions to improve zoning included reducing the number of categories, stricter regulations, a quicker administrative process and architectural design standards. Respondents identified the lack of a “town center” and social public gathering place as an issue that the CRA plan needs to address. Another major issue is the lack of good employment opportunities for residents. Respondents also wanted design standards and the lack of quality retail businesses to be addressed. Respondents felt that current land use and design is too auto-oriented.

For the CRA plan to be a success, respondents believed that that ownership and support of the plan was most important—not just ownership by the city council and planning department, but by the community. Many stakeholders said the CRA plan should focus on redeveloping Village Green and vacant parcels. They felt that a mix of uses is important for the plan to be successful. This should include new entertainment opportunities, retail, housing and preservation and connectivity of greenways and open space.

3.3.2 Land Use

The majority of stakeholders commented that development in the hospital and medical area is very positive for the city. Some also stated that there was a good mix of uses throughout the CRA. Many respondents felt that current development lacked cohesion and was not dense enough. Most said that the Village Green shopping area was a priority for redevelopment. They commented that there was also too much strip development. Finally, too much auto-oriented development is occurring.

With respect to the service mix, most respondents would prefer more upscale alternatives for shopping and dining out. Many said that there currently is a good mix of services overall. Respondents rated the following services/land uses on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the land use provided in the study area. **Table 3-8** shows the average score and ranking of service/land use types desired for the CRA. Interviewees showed a strong interest in adding entertainment, professional offices, and specialized retail. They were not as interested in seeing more large scale commercial and residential uses.

Table 3-8
Service or Land Use Desired for the CRA

Service/Land Use	Ranking	Average Score
Entertainment	1	4.5
Business/Professional Offices (accountants, banks, lawyers)	2	4.2
Specialized Retail (novelty, antique shops)	3	4
Personal Services (hair salon, dry cleaning)	4	2.9
Residential	5	2.9
General, Larger Scale Commercial (grocery & drug store)	6	2.4

3.3.3 Urban Design

When asked to identify a feature of the CRA that gives a positive sense of place, most could not identify any. A few respondents noted the Lentz Grove property provided some identity.

Respondents believed that the existing buildings need to be renovated. Many suggested improving design standards and then renovating existing buildings to the new standards. New development should fit in with the existing development. Some also suggested better connections between uses. Strip development was noted as the biggest appearance problem in the CRA. Respondents also mentioned a lack of landscape enforcement. Other issues noted as appearance problems were the Village Green shopping center and large parking lots and building setbacks.

Interviewees rated the following four development types on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the development type provided in the CRA. **Table 3-9** shows the average score and ranking of development alternatives preferred for the CRA. Respondents expressed the strongest support for new office and professional buildings along with mixed-use developments. They also favored converting the existing strip centers to other uses.

**Table 3-9
Preferred Development Types for the CRA from 2001**

Development Type	Ranking	Average Score
New office/professional buildings	1	4.4
Mixed-use developments (combine retail and housing)	2	4.4
Conversion of existing buildings (strip centers into other uses)	3	4.2
Traditional Neighborhood Design	4	3.4

3.3.4 Parks/Open Space

A large majority of respondents wanted to see more parks, open space or trails of some kind in the CRA. Many commented that it would be great to connect neighborhoods and existing open spaces such as the Savannas Preserve with a bike network throughout the CRA.

3.3.5 Housing

There were many characteristics noted about the current housing stock. Many people replied that the homes were too small and lacked variety, a bad mix of housing stock. Many people also mentioned the deteriorated conditions of some of the houses and the lack of landscaping. Some felt this was due to the high number of rentals with absentee owners. To improve this condition, they suggested rehabilitating existing housing using new design standards and offering incentives to homeowners to achieve this goal.

Most respondents noted that there was an imbalance in the supply of owner housing and rental housing. Overall, they thought that there was too much rental housing. Interviewees rated the following five alternative housing types on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the housing type offered in the CRA. **Table 3-10** shows the average score and ranking of desired housing alternatives.

**Table 3-10
Preferred Housing Alternatives for the CRA in 2001**

Housing Type	Ranking	Average Score
Townhomes	1	3.6
Condominiums	2	3.1
Duplexes	3	2.3
Multi-family rental complexes	4	2.2
Single-family detached homes	5	2.1

Stakeholders would prefer to see more townhomes in the area. They also heavily favored condominiums. The least desired housing type is the single-family detached home.

3.3.6 Neighborhood

The majority of the respondents did not think there were any neighborhoods that have problems related to noise, traffic, or light caused by nearby commercial or industrial activity. Some did mention that the homes along Walton Road might have this problem. Many respondents said that what gives a neighborhood a special character is a good mix of ages and the people—people who bond in the community. They also mentioned that appearance and landscaping give a neighborhood character.

3.3.7 Transportation

The majority of the stakeholders cited lack of connectivity as a transportation obstacle. The disconnected nature of roads within the boundary forces long trip times. Suggestions for improvement include adding and widening roads as well as providing public transit opportunities. Interviewees rated the following five alternative transportation modes on a scale of 1 to 5, with 5 representing the strongest interest in seeing more of the transportation type offered in the CRA. **Table 3-11** shows the average score and ranking of preferred transportation modes.

**Table 3-11
Alternative Transportation Modes for the CRA in 2001**

Transportation Mode	Ranking	Average Score
Walking	1	4.5
Bicycling	2	4.4
Bus	3	3.7
Carpooling/Park-n-ride lot	4	3
Light rail (trolley/streetcar)	5	2.9

Most respondents would like to see development that would allow residents to walk and bike. The least valued mode of transportation is light rail. Many interviewees did not think that traffic was a problem in their neighborhood. However, the ones that responded expressed concern over traffic speeds. One reason cited for high speeds was roadway design. They also suggested creating more internal connections. Almost all respondents

Port St. Lucie CRA Master Plan

believed there was adequate parking in the study area. A few commented that there are parking needs near the hospital.

3.3.8 Economic Development

Responses to threats to business viability included the fact that Port St. Lucie is not a shopping destination and not a demographic pull for businesses. Access to and connectivity between business locations was seen as problematic. Stakeholders suggested that incentives to businesses would be the greatest asset to investment in the CRA. They also believed strongly about providing diverse shopping opportunities. Respondents said that a clean, attractive environment would attract shoppers and businesses.

The most requested new commercial use was entertainment. Restaurants were also mentioned frequently. Many respondents stated there was a need for more office and professional businesses. The majority of stakeholders identified the Village Green shopping center as a focus for redevelopment. Another site, the Lentz Grove property, was also mentioned as a focus area.

3.3.9 Entertainment

The most desired form of entertainment for the CRA is a movie theater. Many respondents suggested an IMAX theater. Respondents also felt strongly about adding restaurants to the area. Several people also stressed the need for entertainment for different age groups and families.

3.3.10 Overall Vision for the CRA and City

When asked to define what should be the city's first priority in making improvements to the CRA, most participants focused on the Village Green shopping center. They stated that this area should be redeveloped first. When envisioning the city in the future, respondents frequently mentioned the following:

- Nice looking homes
- Diversity of land uses in the city
- Attract higher income individuals
- Easy access
- Planned growth
- Enhanced city image

When asked how respondents would like Port St. Lucie to change over the next 20 years, respondents replied:

- More centralized services
- No sprawl
- New houses
- Increase in income level
- Improved roads
- Self-sufficient community
- Pedestrian-oriented/multi-modal transit

Specific responses from the stakeholder interviews are included in the Appendix.

3.4 Citizen Planners-Public Meetings

Public meetings were held on February 1-2 and March 5, 2001. Opportunities for input at the February public meetings included a preference survey regarding the existing and desired character of the CRA, general comments received during the meeting, and a visioning exercise to describe the CRA area and the community of Port St. Lucie ten years into the future. From the stakeholder interviews and the workshop exercises, the planners translated ideas and comments onto paper to create two alternative planning concepts for the CRA. Participants were able to see the planning concepts evolve before them at the meeting.

At the March meeting, the public was brought up to date on the input received since February. All of the information and materials presented at the February meetings were displayed for public reaction and comment. In addition, the participants were invited to prioritize projects to jump start redevelopment in the CRA. Input from the public meetings is summarized below.

3.4.1 Preference Survey

The preference survey was conducted as a red dot-green dot exercise. First, the participants viewed a series of photographs of existing development in the CRA. Individuals placed red dots on the places or types of development that they disliked and green dots on places or development they preferred. Next, the participants viewed a series of photographs of other communities. The photographs were organized by design elements with pictures of town centers, roadway designs, streetscape elements, landscape lighting styles, and site furnishings. Again, individuals placed red dots on places or development that they disliked and green dots on places or development they preferred.

The results of the preference survey are shown in **Figures 3-3 to 3-10**. Green dots were recorded as a “yes” (“yes, I like the image or character of the place or development shown”). Red dots were recorded as a “no” (“no, I do not like the image or character of the place or development shown”).

Photographs of existing development in the CRA were divided into three zones. Zone One images covered the area adjacent to the US + Highway One corridor. Zone Two images covered areas around the periphery of the CRA, including Village Green Road to Lennard Road to the Port St. Lucie-US-Highway One-Lennard Road intersection. Zone Three images covered interior areas of the CRA (see **Figures 3-3 to 3-5**).

The most preferred image in Zone One shows a pedestrian space with sidewalk and landscaping. The least preferred image was an older, typical commercial sign followed

closely by a wide road expanse. The most preferred image in Zone Two shows water and open space. The least preferred images included many of the commercial developments. Finally, in Zone Three, the most preferred images were those of open space and trees. The least preferred image shows a roadway design.

Preferred and non-preferred design elements for town centers, roadway designs, streetscape elements, landscape lighting, and site furnishings are shown in **Figures 3-6 to 3-10**. Many of these design elements were rated as favorable, with a few exceptions. These character preferences will guide decisions for specific design projects within the CRA.



Zone One

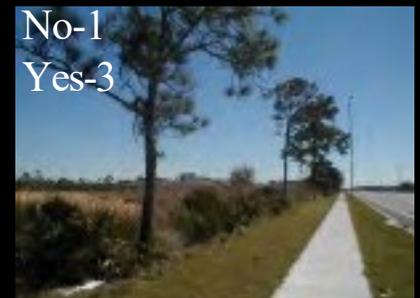


Figure 3-3: Preference Survey-Zone One

Yes-6
No-1



Yes-2
No-1



No-8



No comments



No-1



Yes-3



No-5



No-5

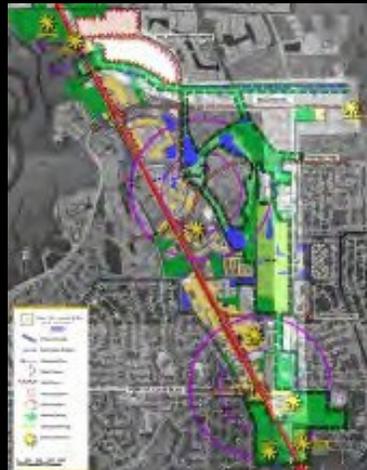


No-5



Zone Two

No-7



No-8



No-3



Yes-2



Figure 3-4: Preference Survey-Zone Two



No-3



Yes-10
No-1



Yes-13



Yes-11
No-1



Yes-3



Yes-9
No-1



Yes-10
No-1



No-5

Zone Three



Yes-5
No-2



Yes-5
No-1

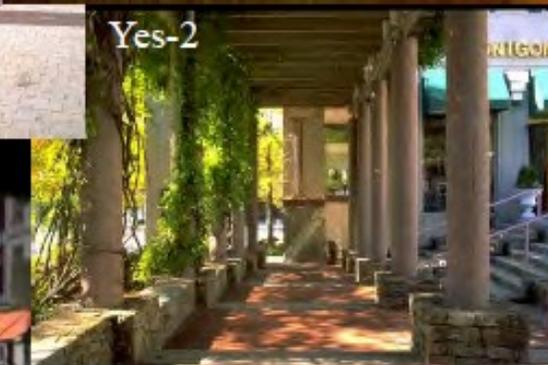


No-1



No-1

Figure 3-5: Preference Survey-Zone Three



Town Center
EDAW

Figure 3-6: Preference Survey-Town Centers

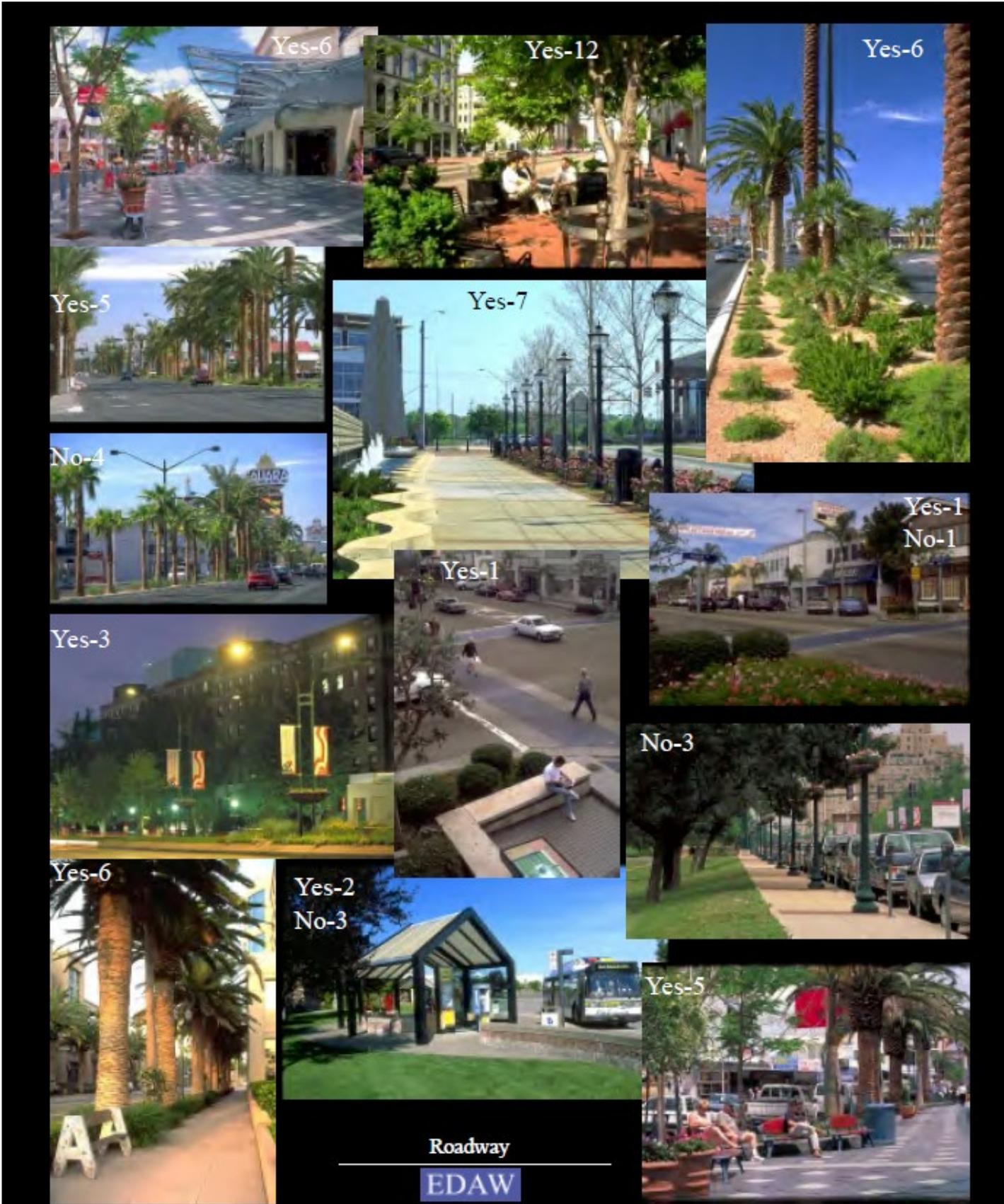


Figure 3-7: Preference Survey-Roadway Design



Figure 3-8: Preference Survey – Streetscape Elements

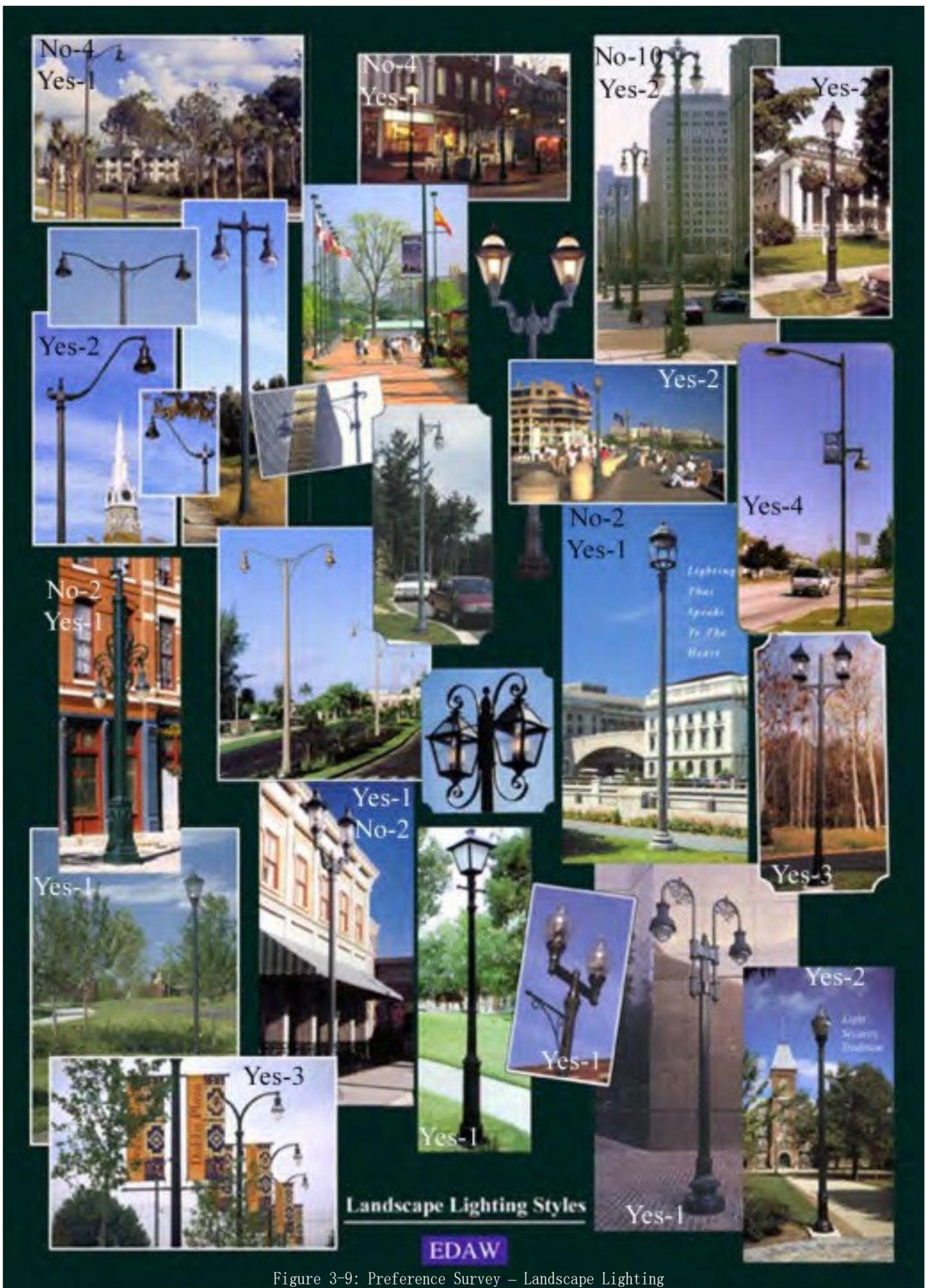


Figure 3-9: Preference Survey – Landscape Lighting

3.4.2 Visioning Exercise

For the visioning exercise, citizens were asked the following question:

“Picture yourself talking to a friend who moved away from Port St. Lucie. It is ten years in the future and the CRA has been a success. How would you describe your community to them?”

The responses to the visioning exercise were both general and specific. Comments included making the City of Port St. Lucie truly a city for all ages to now having a downtown that contains a variety of cultural, entertainment, and recreation options. Some of these options included a performing arts center, restaurants, coffee shops, big retailers, sports fields, and parks. All of the responses to the visioning exercise are included in the Appendix. Next, two alternative concepts for the CRA were distilled from the public comments and visioning exercise and presented to the public.

3.4.3 Alternative CRA Concepts

The initial drawings of concepts A and B are shown in **Figures 3-11 and 3-12**. The major elements of concepts A and B are presented below, followed by additional public comments about each. The main difference between the two concepts involves the location of the town center or pedestrian district.

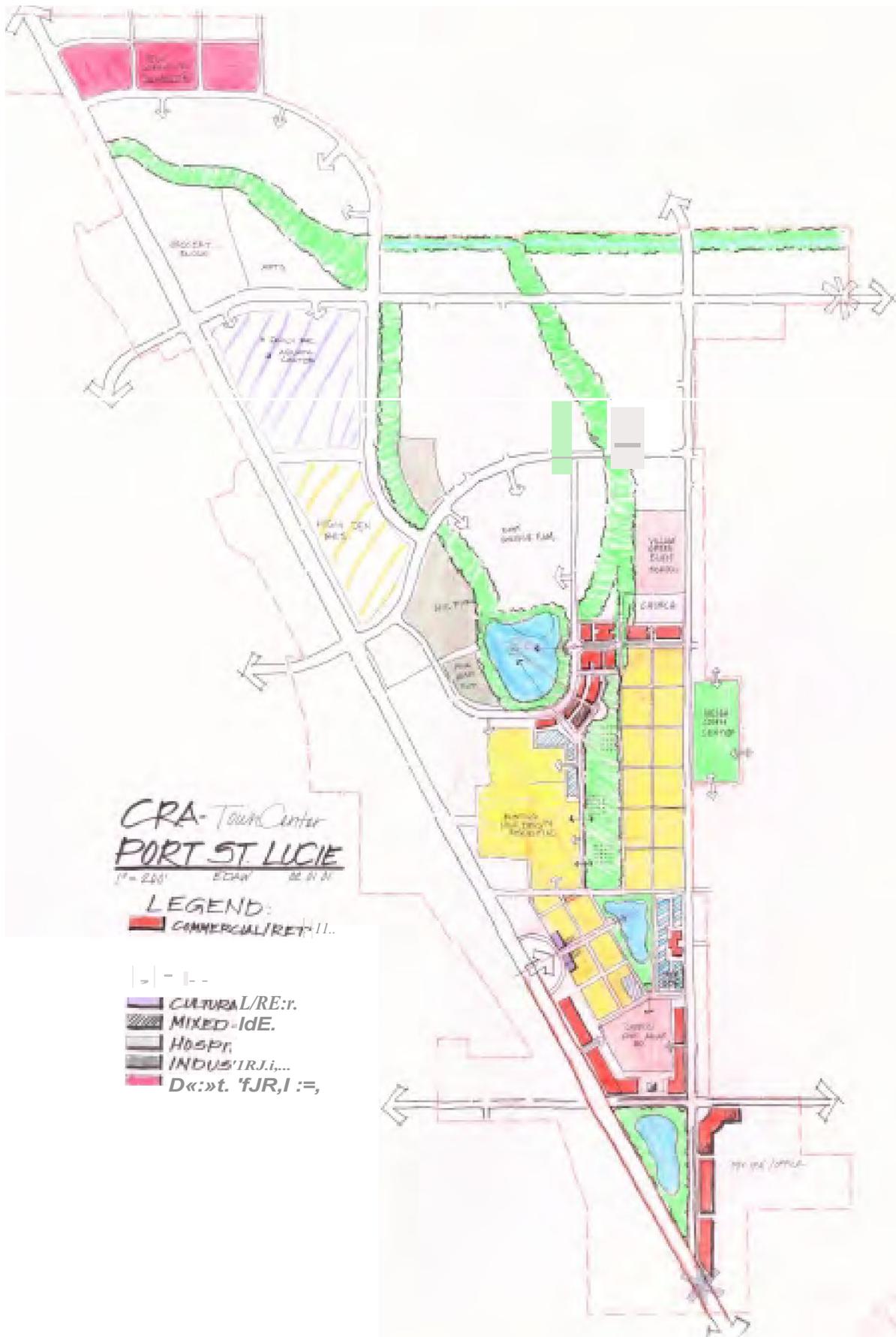


Figure 3-12: CRA Charette – Concept B

Port St. Lucie CRA Master Plan

Concept A Description

- Shopping in south, commercial “big box” retail district
- Pedestrian walking district in north (town center)
- Commercial, retail, office, and multi-family in the south
- Bring new Wal-Mart development to street and add small retailers in front with parking on sides and in back.
- Greenway to link shopping in the south to the pedestrian district in the north
- Expand medical district to straddle both sides of US 1 to include existing hospital and new 10 acres in the east.
- Civic community center in east central part
- Residential development south of pedestrian district on US 1. This will give residents the opportunity to walk to the pedestrian district.
- Ability to view the town center from three places
- Cultural arts center, hotel with conference center
- Neighborhood and housing revitalization
- Incubator for businesses artisan live-work area (industrial area in north)

Comments on Concept A

- Create a shuttle bus between north and south ends of district (along US 1)
- Need place in the plan for kids to go
- Make the town center safe, secure, and accessible
- Add seating areas and more landscaping around drainage features (lake) similar to City of Fort Lauderdale
- Trolley bus that makes a US 1 and Riverwalk loop
- Sidewalks
- Stoplight at Rushing and Walton Roads
- No metered parking in the town center

Concept B Description

- Town center located next to the elementary school and hospital area
- Shows an entrance to Port St. Lucie from Port St. Lucie Boulevard and US 1
- Town center is focused within hospital area
- Continuing education and mixed-use developments
- Higher density housing
- Connect residential neighborhood and families with the elementary school
- Greenway connecting south to north
- Family recreation opportunities in the north

Comments on Concept B

- Make town center livable
- Instill pride of community
- Schools
- Draw Martin County residents in
- Create/allows direct turnpike access

3.4.4 *Comment Cards*

In addition to the exercises above, cards were available for submitting written comments about the CRA and the planning process. The comments from both the February and March public meetings are included in the Appendix. Many of the comments concerned traffic congestion on the southern and eastern boundary of the CRA. Others suggested ideas about appropriate land uses in the CRA and those uses that should be the focus of a town center. A performing or cultural arts center was a popular item among residents, but they said that there should be a variety of entertainment options for all ages.

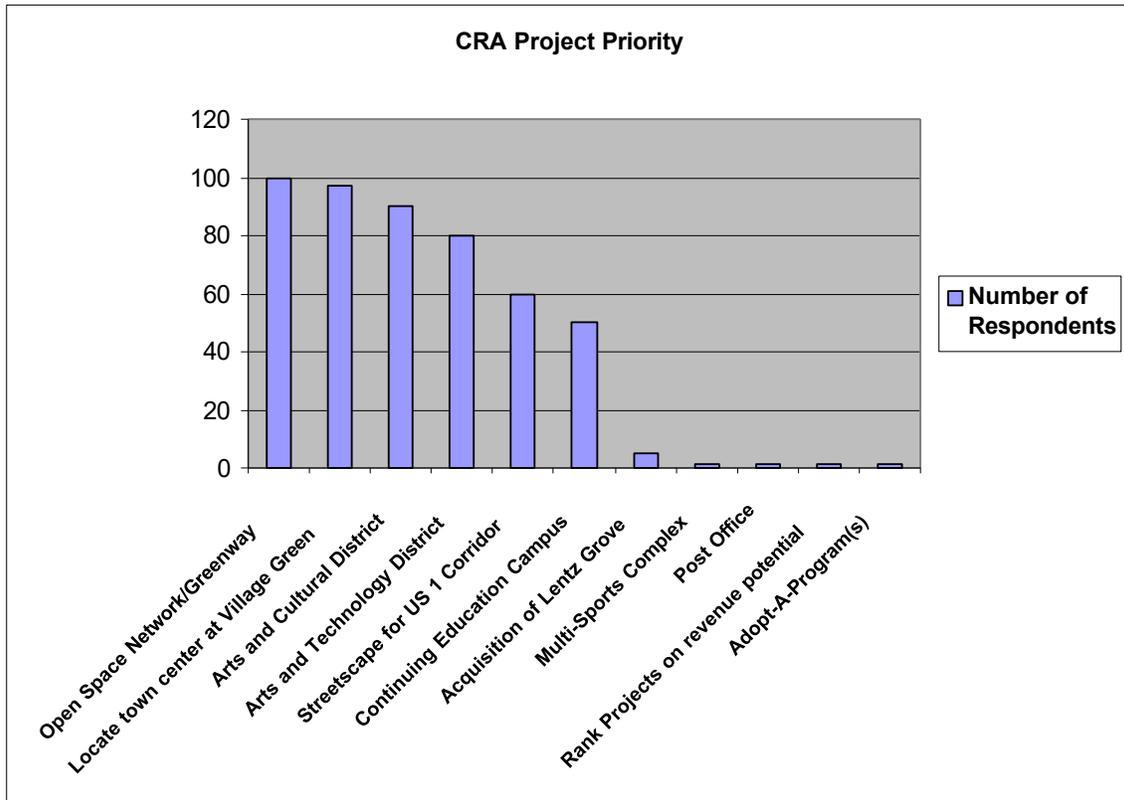
Some residents expressed concerns about vacant and underutilized properties as well as the displacement of existing residential areas. The Village Green area was mentioned frequently as a starting point for redevelopment and as an appropriate location for the town center. Other comments concerned clarification of the CRA legal issues such as condemnation power and funding for redevelopment.

3.4.5 *Additional General Comments*

Additional general comments were recorded at all the public meetings. These comments are also included in the Appendix. Road improvements to solve traffic congestion and the amount of traffic that would be generated by the CRA continued to be a main concern. Additional issues involved the implementation of the CRA plan such as management responsibility, property condemnation, the city-county interlocal agreement, and funding sources. The preservation of green space and the reliance of wildlife like the wood stork on the drainage ponds in the CRA were noted environmental issues. The ultimate success of the plan was noted as relying heavily on business owner, landowner, and resident support of the project.

An informal poll was taken at the March 5, 2001 public meeting to begin the process of ranking CRA ideas and projects. Out of over 100 persons in attendance, most felt the highest priorities included: 1) the location of the town center at the existing Village Green shopping center, 2) the creation of an open space network/greenway, and 3) the addition of an arts and/or cultural center or district as a main attraction of the town center. Other projects and ideas were desired but ranked lower. These included an arts and technology district, the continuing education campus, and streetscape for the US 1 highway corridor. **Figure 3-13** shows the results of the poll.

Figure 3-13



Concepts A and B were refined and updated throughout the planning process as more information and comments were obtained. Concepts A and B were then combined into one plan using the most desired elements from each concept. The evolution of Concepts A and B are shown in **Figures 3-14 and 3-15**. The concepts were also posted on the City of Port St. Lucie web site for public access.

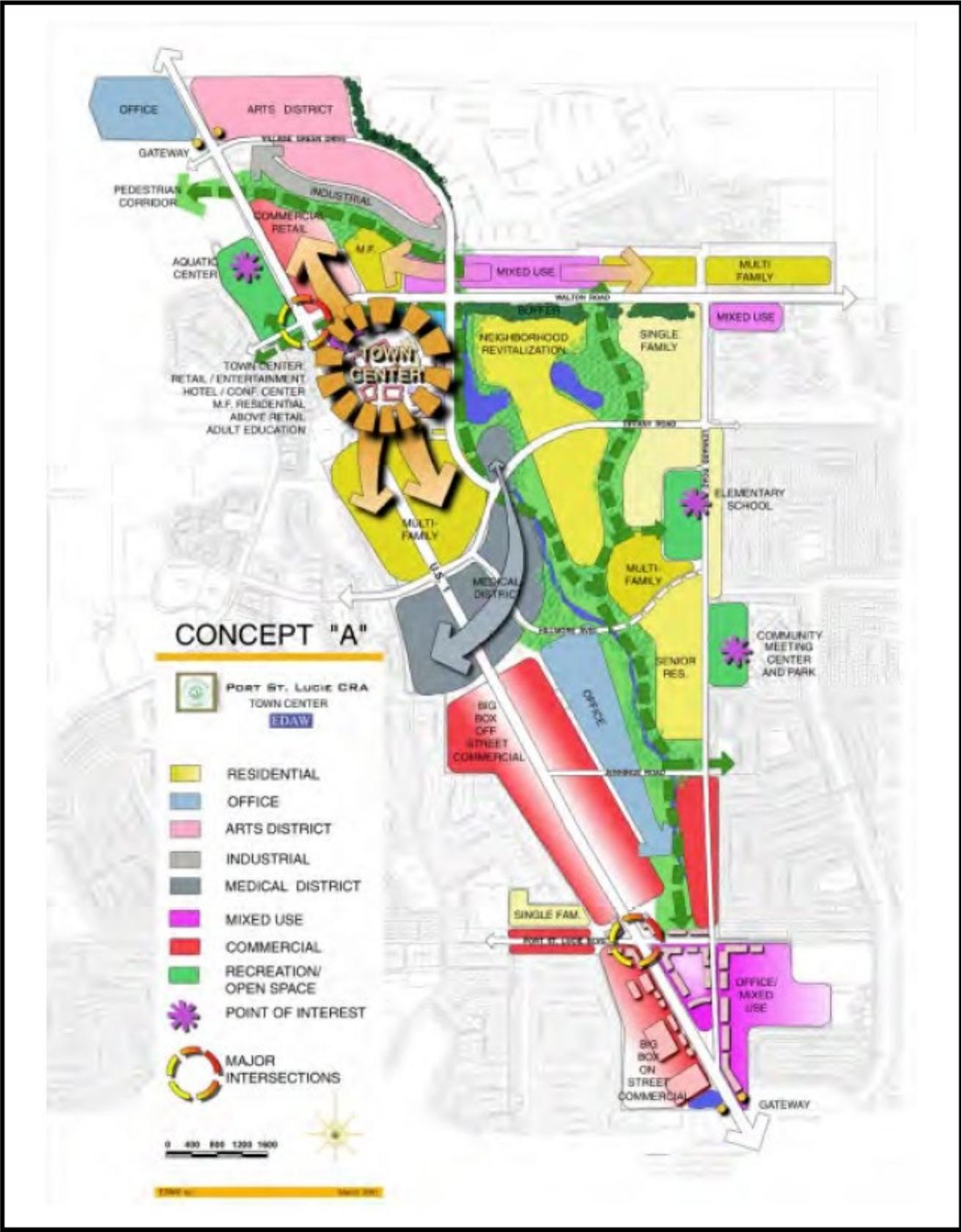


Figure 3-14: CRA Concept A

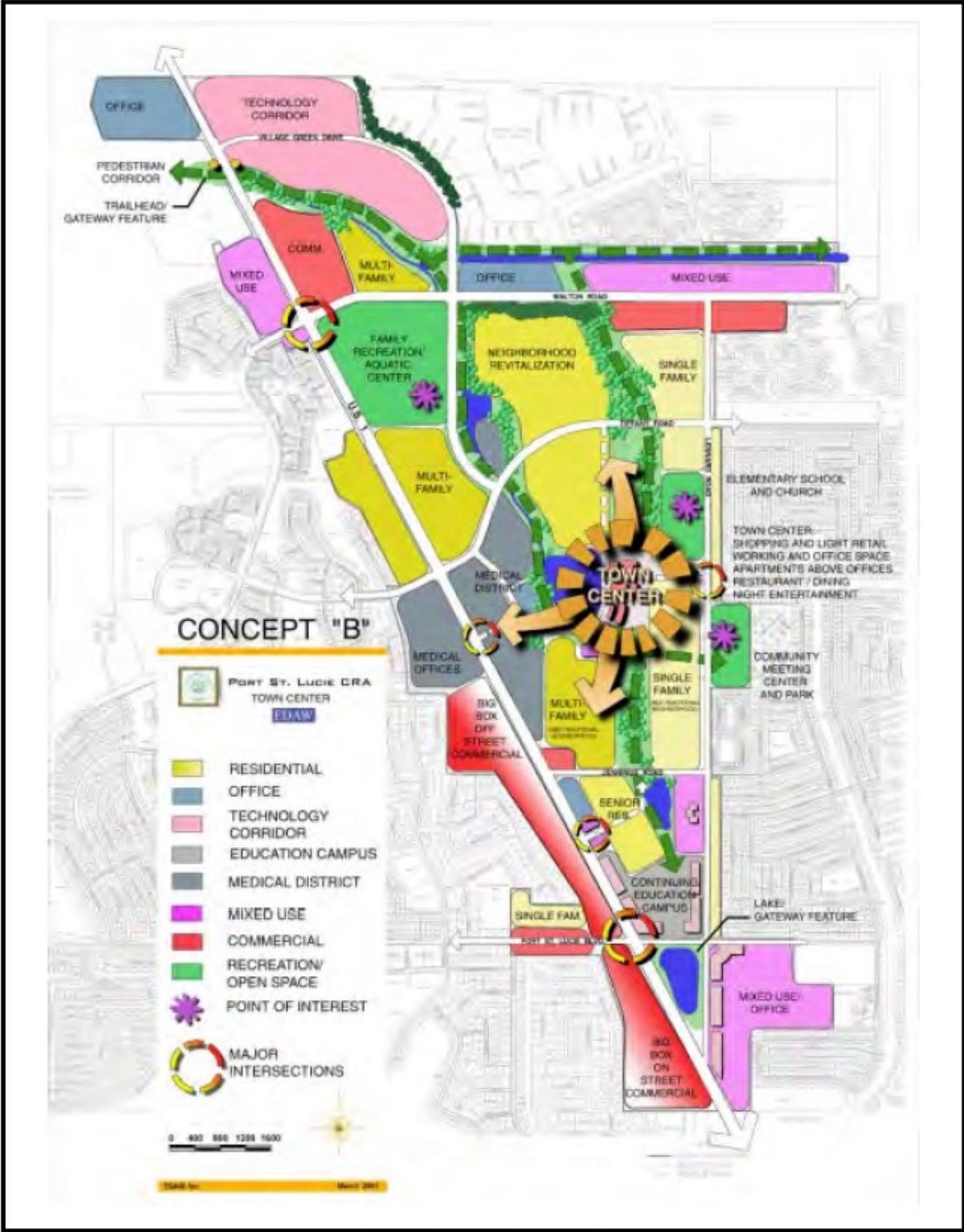


Figure 3-15: CRA Concept B

3.5 Vision

Creating a vision statement and the goals, objectives, and policies to attain that vision involved distilling stakeholder interviews and public input into a focused planning document and master plan for the CRA. The master plan for the CRA is discussed in the next section. The overall vision for the revitalization of the CRA is:

The City of Port St. Lucie's Community Redevelopment Area will be a central gathering place that creates an identity for the city as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population.

To achieve this vision, more detailed goals, objectives, and policies were summarized from stakeholder interviews, planning staff work sessions, and public meetings. Ten major goals were identified from this input. The objectives are more measurable than the goals and the policy statements identify ways to implement the goals and objectives.

GOAL 1: Promote and support the creation of a mixed-use development area that contains office, commercial, and housing uses. This area will serve as both an identifiable town center and regional attraction for the City of Port St. Lucie.

Objective: The CRA will take specific actions to promote local and regional attractions or entertainment including uses such as arts and cultural facilities, shopping, institutional, medical and recreation-related office and industries and diverse housing types within the Community Redevelopment Area.

Policies: Market the CRA master plan to attract quality developer(s) and create partnerships to develop desirable office and commercial space. Development will be timed in conjunction with the provision of supporting infrastructure and community facilities.

Implement land development regulations to encourage mixed-use developments in designated areas of the Community Redevelopment Area.

Consider public-private partnerships or other incentives to create mixed-use projects in appropriate areas in order to diversify development patterns.

This goal is consistent with the goals, objectives, and policies described in Section 1, the Future Land Use Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 2: Promote and support the creation of entertainment venue(s) for all ages.

Objective: Identify appropriate areas for a variety of entertainment venues to provide space and opportunities for local and regional groups to participate in free or pay events. The entertainment venues should include space for passive and active events such as shopping, dining, art and cultural festivals, or sporting events.

Policies: Support design concepts in the Community Redevelopment Area Master Plan that promote entertainment venues and community interaction.

Consider cost sharing efforts in the design and infrastructure that results in entertainment related development. Additional effort should include event programming for public spaces and partnerships with private corporations and individuals to bring events to the entertainment venues.

Make code changes to limit uses that do not support the vision of the CRA Master Plan per the design ideas and district concepts in the plan.

This goal is consistent with the goals, objectives, and policies described in Section 8, the Economic Development Element, and Section 1, the Future Land Use Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 3: Establish and coordinate the creation of an open space network within the Community Redevelopment Area that connects land uses such as parks, commercial, and residential via pedestrian, bicycle, and transit access.

Objective: Connect new open spaces within the CRA to surrounding land uses, open spaces, and trails. Land uses should be accessible to all alternative transportation modes such as pedestrian, bicycle, and transit.

Policies: Develop programs and fund projects for open space improvements within the Community Redevelopment Area to meet requirements established in the City of Port St. Lucie Comprehensive Plan.

Consider incentives and regulations to provide open space in conjunction with development projects.

Develop an overlay zoning district to integrate open space and development in accordance with the CRA master plan vision.

Seek input from and partner with the water management district to incorporate new drainage infrastructure as part of open space network.

Port St. Lucie CRA Master Plan

This goal is consistent with the goals, objectives, and policies described in Section 7, the Recreation and Open Space Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 4: Improve access and visibility for the Port St. Lucie town center by upgrading exterior traffic circulation around the CRA and establishing interior circulation.

Objective: Designate and program specific improvements related to traffic circulation, access and urban design. Perform necessary traffic studies for improvements.

Policies: Connect Hillmoor Drive to Lennard Road as a future transportation improvement in relation to a mixed-use project on the Lentz property.

Designate urban design, lighting, streetscape and entry feature design improvements at major gateways in the CRA.

Consider parking lot design that encourages pedestrian activities near mixed-use developments such as on-street parking, parking structures or multiple (but smaller) parking areas.

This goal is consistent with the goals and objectives described in Section 2, the Transportation Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 5: Promote and support the development of a variety of housing types within the CRA.

Objective: Designate specific locations in which to diversify the existing housing stock to provide a pedestrian presence within the CRA.

Policies: Encourage mixed-use and traditional neighborhood developments and conversion of existing buildings at key locations in the CRA.

Encourage mixed-use developments at the Village Green and Lentz Grove property to diversify land uses.

Provide a variety of housing types near the hospital and medical facilities to promote people living near workplaces.

Develop incentives for the revitalization of single-family neighborhoods within the CRA to improve appearances and increase taxable value of properties.

Encourage the redesign of existing multi-family housing developments for better multi-modal access and integration with the CRA.

Port St. Lucie CRA Master Plan

Develop a relocation housing assistance plan (including State Housing Initiatives Program and Community Development Block Grants) if necessary to implement specific future projects for redevelopment.

This goal is consistent with the goals, objectives, and policies described in Section 3, the Housing Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 6: Promote and support the creation of “use districts” or enhance existing use districts by attracting related businesses.

Objective: Designate the following districts in the CRA Master Plan: medical, arts and technology, town center, office, mixed-use, commercial, and recreation. Each district should have a distinct character but maintain connections between districts or allow mixing of compatible uses.

Policies: Provide and program future infrastructure improvements related to the various districts within the CRA Master Plan.

Provide incentives to encourage voluntary redevelopment of appropriate areas within the districts.

Target future land use changes needed to carry out the use district concept.

Develop a zoning overlay to allow for development and design ideas that support each district.

Enhance existing use districts such as the medical district by providing room for business growth.

This goal is consistent with the goals, objectives, and policies described in Section 8, the Economic Development Element, and Section 1, the Future Land Use Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 7: Plan and support transportation connections to future regional transit routes on major corridors such as US Highway 1.

Objective: Designate future programs that may serve possible alternative transportation modes.

Policies: Coordinate with Community Transit services to designate areas for future transit services.

Promote opportunities and development designs that encourage people to walk to places after they arrive at the CRA.

Consider future transit services such as buses or trolleys to and within the CRA to reduce traffic congestion.

Encourage complementary development such as a hotel and conference center adjacent to restaurants and entertainment areas to reduce the need for multiple automobile trips.

This goal is consistent with the goals, objectives, and policies described in Section 2, the Transportation Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 8: Support and coordinate property code enforcement in the CRA.

Objective: Identify and document code enforcement needs in residential neighborhoods and commercial areas to prevent declines in property values.

Policies: Encourage the creation of neighborhood associations for code enforcement policies and property enforcement issues.

Monitor code violation areas and advise code enforcement division.

Support city policies related to strong code enforcement in the CRA.

This goal is consistent with the goals, objectives, and policies described in Section 3, the Housing Element, of the City of Port St. Lucie Comprehensive Plan.

GOAL 9: Provide administrative and financial mechanisms that direct development to achieve the vision and goals of the CRA Master Plan.

Objective: Determine various means related to financial and program development needs.

Policies: Support staffing needs and budgeting for proper management of the CRA.

Consider initial start-up funds in the city capital budget for specific improvement projects.

Implement a tax increment finance district to capture development improvement revenues for use in the CRA.

Research and apply for federal and state grants to fund or leverage projects within the CRA.

Consider opportunities for cost sharing with developers to achieve the desired improvements in the CRA.

GOAL 10: Promote land uses that support concepts expressed in the Community Redevelopment Area Master Plan.

Objective: Develop measures and mechanisms to diversify land uses to implement the vision of the plan.

Policies: Purchase small or strategic properties within the CRA in order to consolidate these properties into larger more desirable parcels (the creation of signature building sites, for example).

Implement future land use plan and zoning changes to support the desired development patterns within the CRA.

Encourage renovation and redevelopment of older strip commercial areas or vacated sites per the direction of the plan.

Consider land use changes related to future transportation development including the West Virginia Corridor and possibly the Walton Road Bridge as they relate to gateways into the CRA.

4.0 Master Plan Redevelopment Initiatives

As established through public input and previously stated in the plan, the vision for the City of Original CRA is:

The City of Port St. Lucie's Community Redevelopment Area will be a central gathering place that creates an identity for the city as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population.

Every program, project and action undertaken by the CRA should keep this vision in mind.

The big idea for this master plan is the revitalization of the former Village Green shopping center into a Town Center concept, a more traditional downtown with a mix of uses including residential, office, retail, hotels, sports and entertainment. This proposed reworking of the former shopping center will create for Port St. Lucie a destination gathering place, a place to shop and dine as well as work and live, all at a scale reminiscent of traditional Florida small towns. This new ~~downtown~~ destination will connect to a greenspace that provides alternative internal circulation routes on the interior of the CRA. Other district concepts are proposed to create a greater sense of unity and purpose to CRA development. The biggest change proposed is a new way of looking at the CRA, as a focal point for Port St. Lucie, not a jumbled strip of commercial uses as often seen along the US Highway One corridor.

The vision, goals, objectives, and policies developed in the previous section will guide the implementation and update of the Original CRA Master Plan. The CRA master plan marks the beginning continuation of a 30-year master planning process for redevelopment. The master plan itself is meant to be a flexible development framework guiding future land use but with specific projects (detailed in the next section) that implement the overall vision shown in **Figure 4-1**. This framework considers the existing and potential community fabric of Port St. Lucie, its culture, employment base, history, and town character.

The master planning process recognizes the importance of quality-of-life issues that will be affected by development as economic development expands and the population of the City continues to grow. The Master Plan addresses near-term and long-term development scenarios and options. The Master Plan seeks to identify realistic projects for implementation based on the opportunities, needs, and fiscal resources of the community. The result is a plan that accounts for the needs of citizens and business interests, enhances the community, encourages preferred land use patterns, and acknowledges the realities of economic conditions in the region.

Port St. Lucie CRA Master Plan

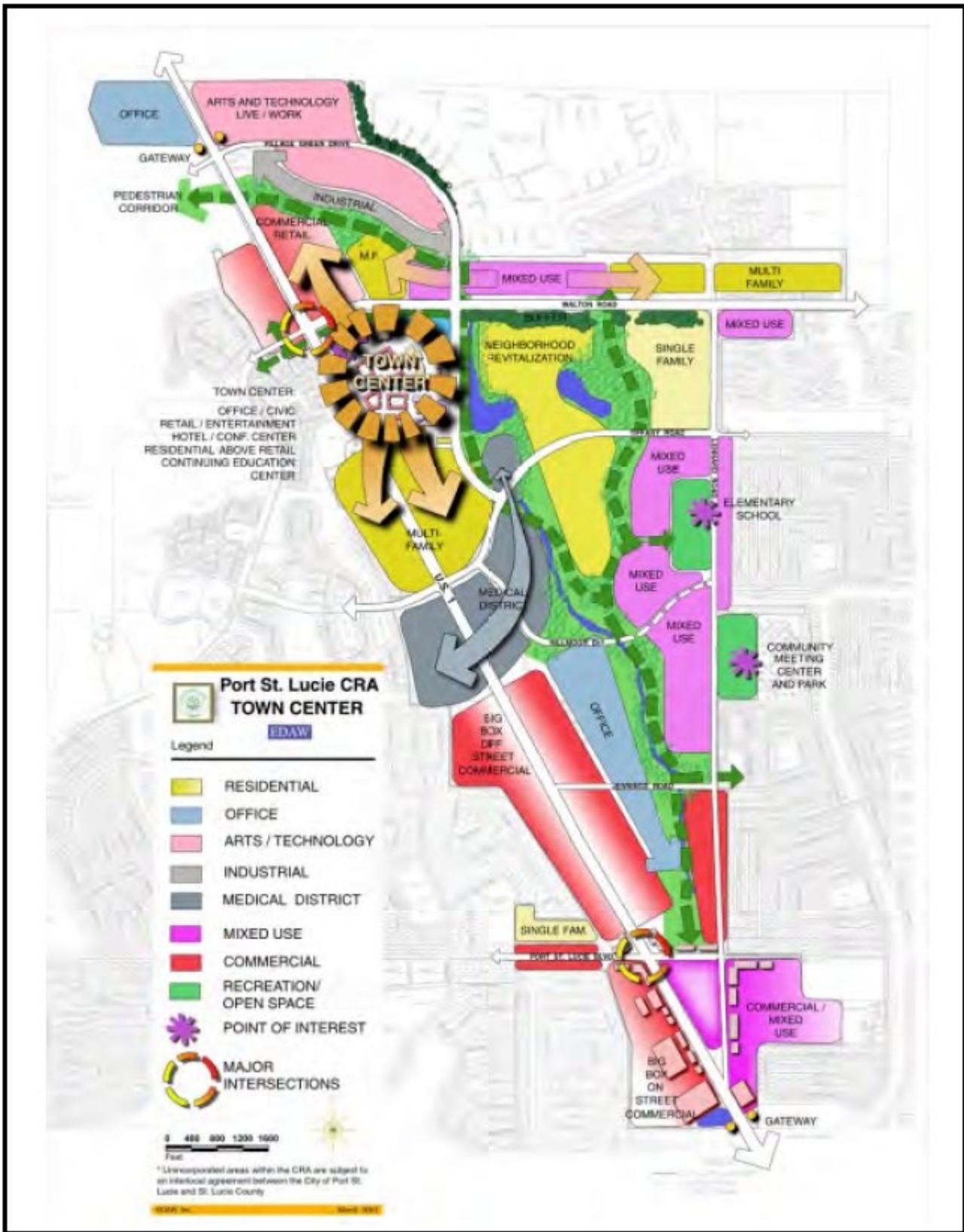


Figure 4-1: CRA Master Plan

4.1 Master Plan

This section describes the town center and district concepts as shown on the Master Plan in **Figure 4-1**.

4.1.1 The Town Center

When looking at the CRA site and planning for future growth and expansion, the first step was to determine a location for a town center, a central gathering place that will function as the heart of the Port St. Lucie community. This area should be large enough to support a multitude of uses including office, civic/institutional, retail, sports, entertainment, and residential. It is also important to define its edges, which will increase the prominence of the town center and create an identity for Port St. Lucie.

Many areas in the CRA were considered for the town center, but the area ~~currently~~ formerly occupied by the Village Green shopping center stood out as a favorable choice based on location and public input. The location is highly visible from ~~US 1~~ its presence at the southeast corner of US Highway One and Walton Road, and is expected to draw business from local residents and travelers going north and south along the US Highway One corridor. The site is also accessible from within the CRA at Village Green Drive and Tiffany Avenue Road, making it possible to enter or exit the town center from all directions. Plus, as in other urban areas, these streets will create a definite edge for the town center. The town center will have connections between it and the surrounding land uses through interior streets, sidewalks, bicycle lanes, and an open space network.

As part of the overall identity creation for the City of Port St. Lucie, the plan locates many design features such as gateways, banners, architectural elements, landscaping, street lighting, and median treatments throughout the CRA. Development of the gateways should be reinforced through the use of unique district signs and landscape elements signaling to visitors and residents alike that they have entered a special place. The following elements and guidelines should be used to further detailed gateway design based on each gateway's unique location and character.

Graphics, Banners, Signs, and Public Art

Graphics, banners, signs, and public art are opportunities for expressions. These elements should be used as a lineal expression of the gateway experience, giving people a clear understanding that they have “arrived.” The city logo or other city-adopted graphic should be used as a permanent minor icon either as a stand-alone element on pedestrian scale standards or in conjunction with larger lighting and banner standards.

Vertical Icons

Vertical icons should be used as opportunities to introduce architectural elements as part of the gateway. Their design, form, and materials should have significant historical or contextual relevance. Vertical icons are items such as art, columns, piers, statuary, fountains, icon lighting and shade structures. Vertical icons should occur as a single element or group of elements functioning as the dominant focal element at intersections or to define view corridors.

Architecture

While less easily manipulated than most other gateway elements, buildings should be manipulated at an urban design scale to define the entire spatial sequence of the gateways into the city. Building designs at these gateways should use scale and massing to contribute to the gateway design.

Landscape

Plants should be used to soften and define the gateways from a vehicular and pedestrian point of view. Seasonal plantings (for color) and flowering trees should be used as focal elements in the landscape in conjunction with vertical icons, signs and along planted medians. Street trees should be used along the full length of the gateways. The cadence of regularly spaced street trees will heighten the feeling of entering a special place.

Lighting

Lighting is an integral part of accentuating most of the other elements that define the gateways. Appropriate pedestrian-scale light standards should be used. Light standards could incorporate City symbol graphics and banners. Light spacing should be coordinated with street tree plantings. Uplighting should be used to accentuate single and grouped trees as well as to highlight vertical icons. On-street lighting should be consistent with City standards.

Median Treatments

Where possible the addition of a landscaped median helps in several ways to enhance the gateways. Medians allow space for additional landscaping (color, texture and spatial definition) and street-tree planting to further reinforce the sense of corridor and help to bring the space a more comfortable human scale. Medians also provide central focal points for the location of vertical icons and signs.

4.1.2 The District Concept

The Master Plan defines several character districts. These include a medical district, arts and technology district, retail and shopping district, mixed-use neighborhood district, large commercial development district, and recreation district. Each district is meant to have a distinct character and connections with other districts. These areas of semi-specialized activity are found away from the town center, but where possible they would maintain a connection to the town center. Although these areas do not contain the diversity of uses found in the town center, they are not strictly single-use districts.

All district development should be compatible with the design guidelines established for Port St. Lucie. These design guidelines can be found in the City of Port St. Lucie Citywide Design Standards. These standards address issues of façade, roof pitch, and signs as well as suggested architectural styles. As specifically stated in the document, “these design standards are not intended to stifle imagination nor curtail variety, but to promote a more attractive and unified pattern of growth.” This is particularly true for the town center development and any new construction in the CRA. However, retrofitting of existing development should also be considered to complete the visual cohesiveness of the CRA district. Additional design standards may be adopted during the development process after careful consideration by the CRA Board and staff.

4.1.3 Medical District

The medical district has an already established core around the hospital. The medical district expansion could include a variety of uses including the heart center, doctors' offices, continuing care residential units, uniform shops, pharmacies, and open space where employees and visitors could enjoy the outdoors. The medical district is growing as an important economic driver for the CRA.

This district is integrally linked to the recreation district, allowing for a secondary circulation pattern. Visitors and patients can take advantage of the open space to walk or just enjoy the view. The master plan shows the anticipated expansion of the existing hospital across Tiffany Avenue as well as linking across US Highway One. ~~to the new retirement community.~~

4.1.4 Arts and Technology District

The arts and technology district can respond to requirements for similar spaces and environments. Arts uses could include anything from performing arts spaces to commercial artist studios. Artist studios generally require more industrial-type warehouse space with high ceilings and uninterrupted spaces. Technology uses could include anything from general industrial technology to hi-tech. Technology uses in the district can take advantage of the proposed fiber optic cable installed along the US Highway One corridor.

Live-work buildings allow artists or businesses to live above or next to their places of work. The industrial area remains south of the arts and technology district. Many of these current uses are not incompatible with the new uses. Zoning overlays and incentives would be used to allow and promote the arts, technology, and industrial character of the district by attracting similar uses and businesses.

4.1.5 Town Center District

The town center would include the liveliest mix of uses promoting 24-hour use of this district. Suggested uses include shopping, sports, entertainment, civic, office and dining, the traditional uses found in a town center. Other uses that could be included as the CRA matures and the market develops are a hotel and conference center, an arts center, a continuing education center, a sports and entertainment venue, and multi-family residential above retail and office space. A more detailed discussion of the town center district and development phases is discussed in Section 5.0.

The town center character drawing and a series phasing studies are shown in **Figures 4-2 through 4-6**. The studies consider how the town center could be developed over ~~three~~ phases, allowing for CRA funds to accumulate and retail and office demand to increase. The final study considers development that could occur in any phase, so long as the projected uses are feasible.



Figure 4-2: Town Center Character Sketch

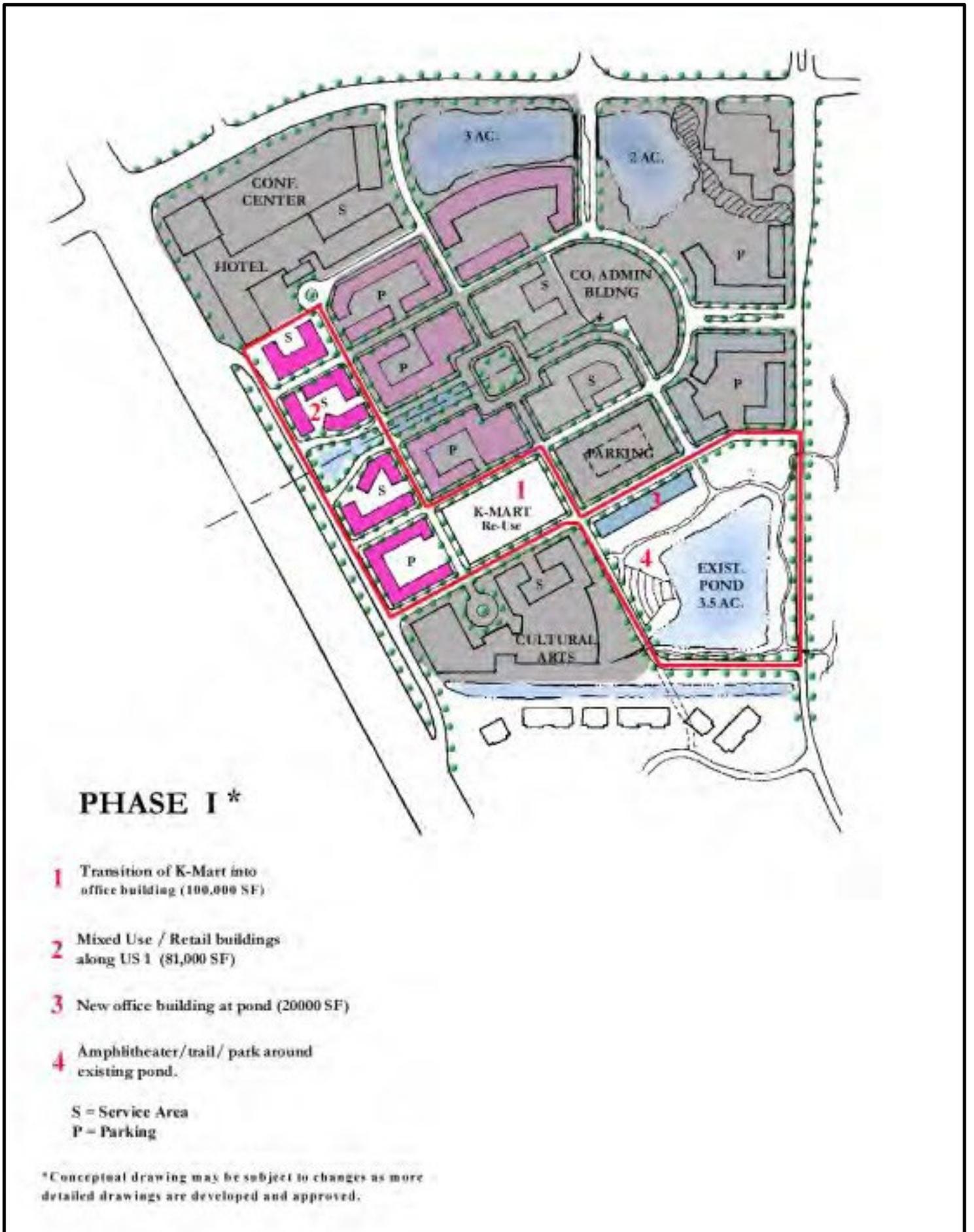


Figure 4-3: Town Center Plan Phase I

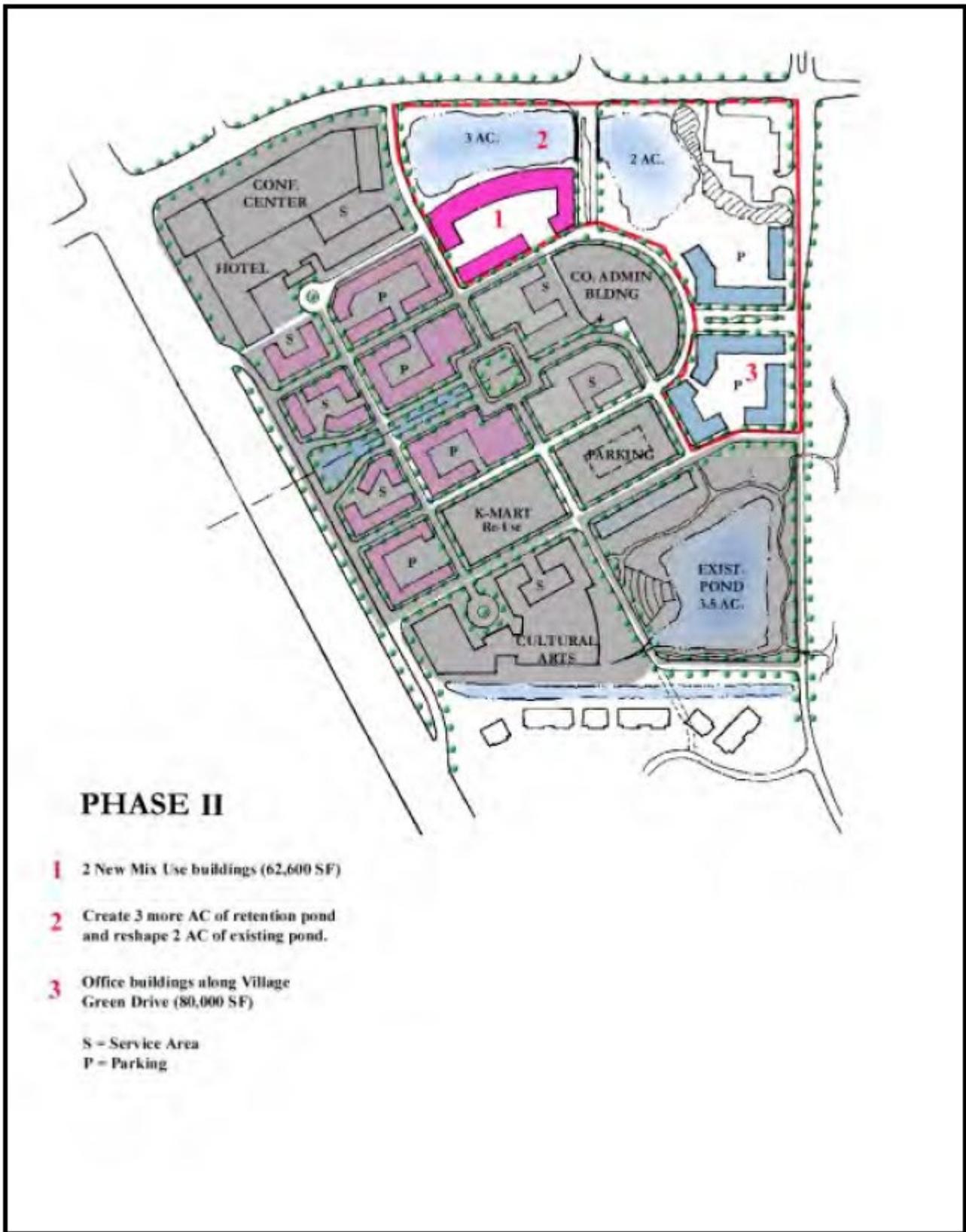


Figure 4-4: Town Center Plan Phase II

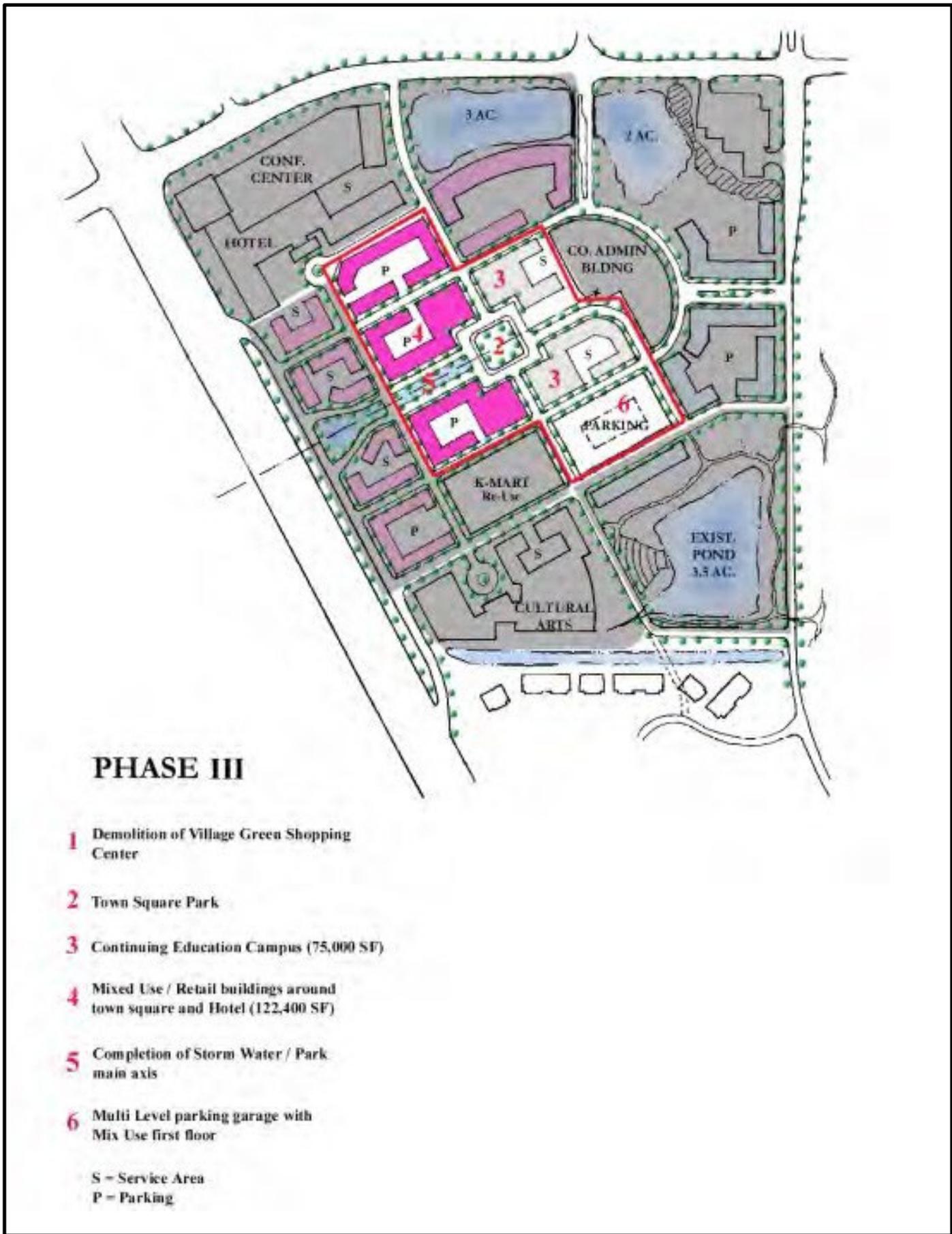


Figure 4-5: Town Center Plan Phase III

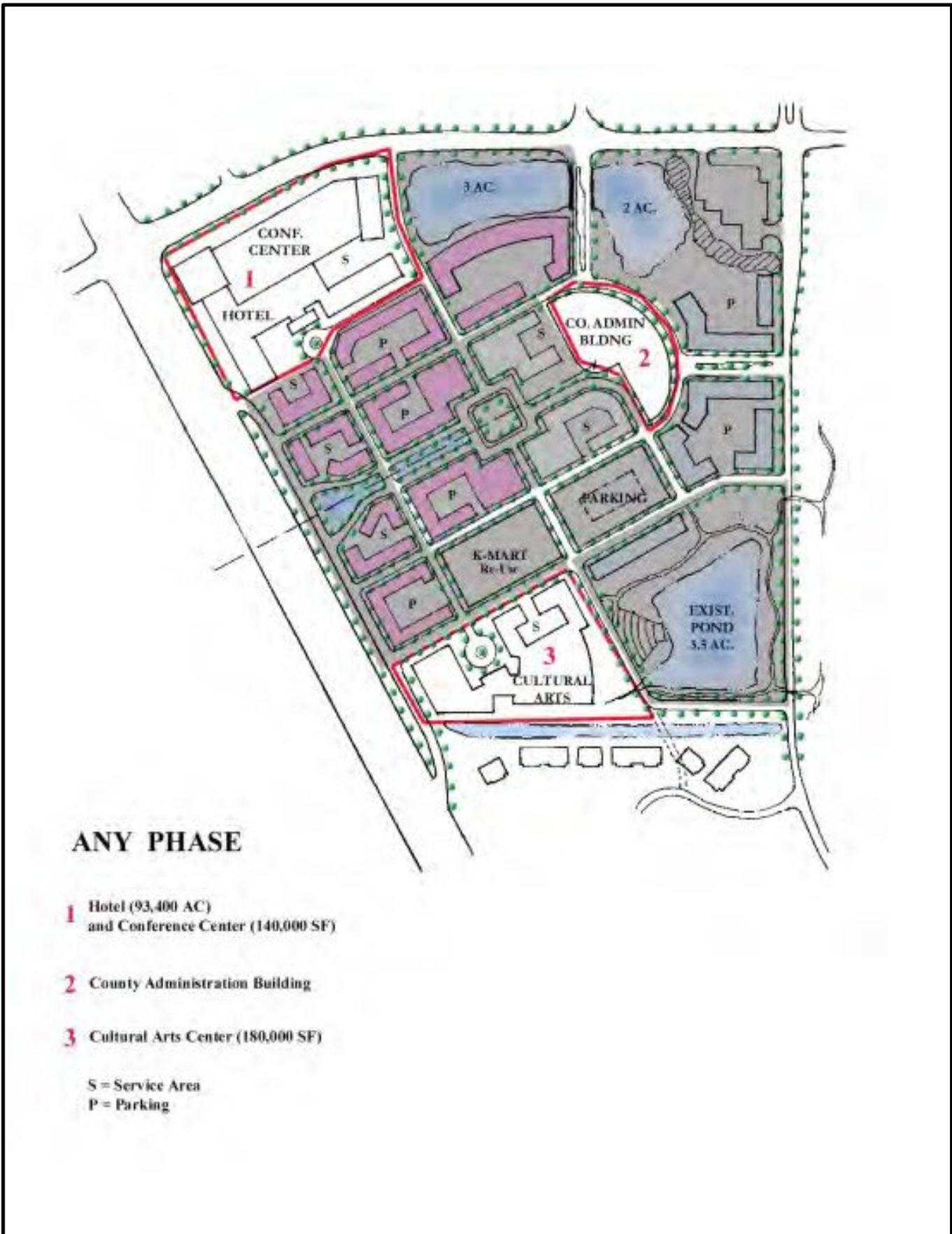


Figure 4-6: Town Center Plan - Any Phase

4.1.6 Office Districts

Office uses are planned throughout the CRA, particularly in the town center. The office classification on the master plan refers to both existing level of offices as well as a more intensive office development than currently found in Port St. Lucie. This denser office development would occur as the market demands. It would increase the supply of available traditional office space for higher paying office employment (finance, insurance real estate, investment, legal, etc.). Current job trends in Port St. Lucie show that many residents travel outside of the city for employment. Assuming that economic development activity draws businesses to Port St. Lucie, then these office districts would provide space for increasing office uses.

~~The office area located in the northeast portion of the CRA is already planned as an office and warehouse development for PolyMedica. The office area shown between Hillmoor Drive and Jennings Road would include new office space in addition to the existing uses. Office space would also occur in the following mixed-use districts.~~

4.1.7 Mixed-Use Districts

The mixed-use districts would include office, commercial, retail, residential, recreation, sports and entertainment venue and other related uses. The area at the south end of the CRA includes a heavy commercial presence. The purpose of these mixed-use districts is to prevent segmentation of uses and design more integrated facilities providing options for working, shopping, dining and living.

To create the character desired for these districts building facades would be more closely related to the street with parking behind the buildings. As the market allows, some residential units could be located on the upper levels of the buildings. Again, these areas would be connected to surrounding land uses through the open space network. Specific plans for each of these mixed-use districts would be required. The mixed-use district in the southern part of the CRA (at US + Highway One and Port St. Lucie Boulevard) is a potential location for signature building development that would indicate an entrance into the City of Port St. Lucie (see **Figure 4-7**).

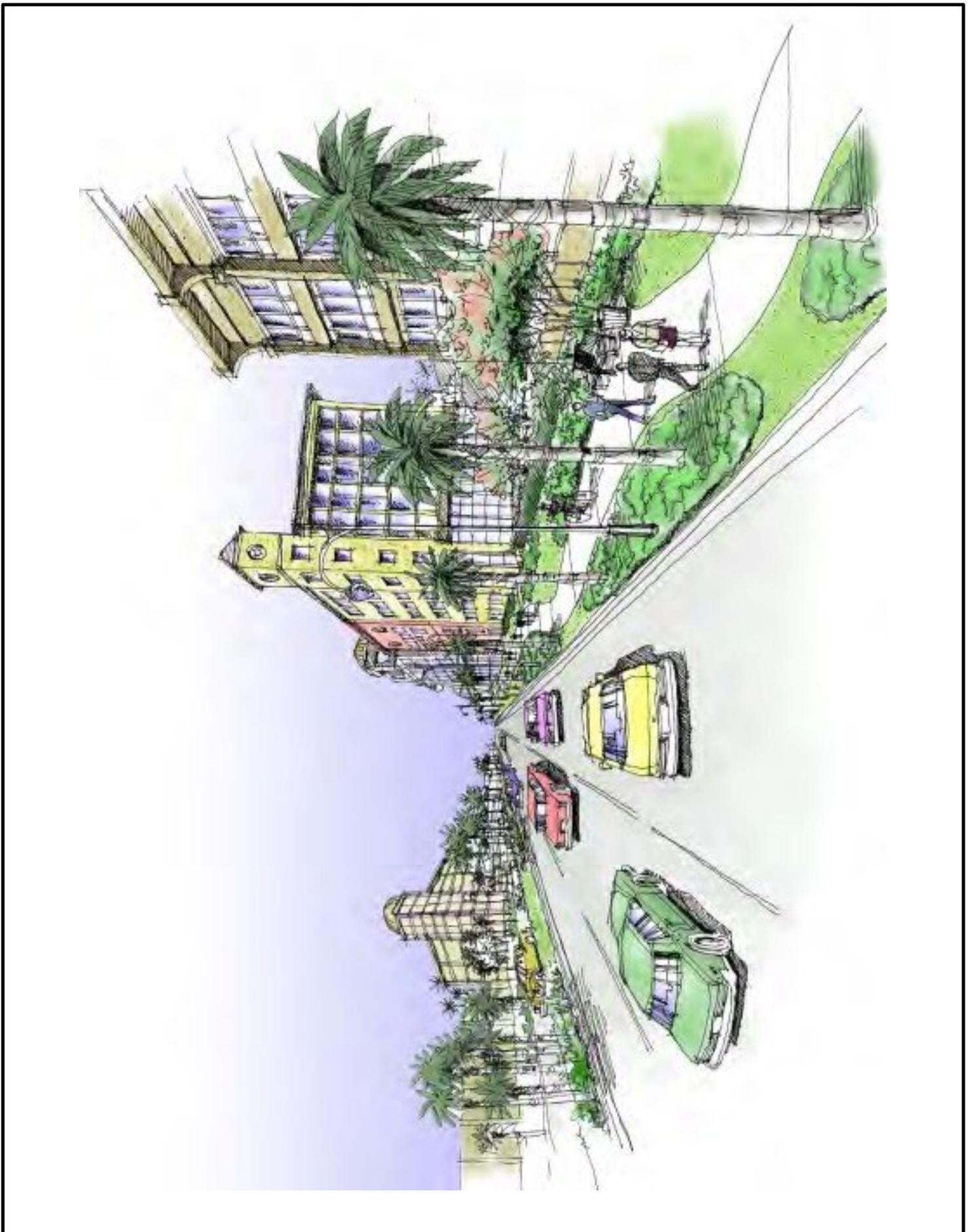


Figure 4-7: US Highway One at Port St. Lucie Blvd (Signature Buildings)

4.1.8 Commercial Districts

There are three types of commercial districts designated on the Master Plan. These include Commercial-Retail, “Big Box” Commercial (Off-Street), and “Big Box” Commercial (On-Street). The Commercial-Retail district in the northern portion of the site would provide room for smaller chain specialty stores or uses like a grocery store. These districts are focused on the US + Highway One corridor because they will require the most in and out traffic, they already exist there in numbers and because developers and owners usually require that high level of visibility.

The “Big Box” Commercial (Off-Street) district provides space for stores such as Home Depot and Wal-Mart. These uses currently exist in the area. No land use changes are suggested for this area. Specific site plans for these commercial uses should consider reducing or breaking up the amount of surface parking fronting US + Highway One to improve the area’s appearance. Parking should be provided at the sides as well as the front of buildings along with additional landscaping to reduce the visual impact of these large commercial areas.

In the “Big Box” Commercial (On-Street) district, however, special urban design guidelines such as minimal setbacks, parking configuration, and smaller buildings fronting the street would be proposed to help narrow the expanse of space along US + Highway One (see **Figure 4-8** which depicts the US + Highway One and Jennings Road intersection). As shown on the Master Plan, buildings would front US + Highway One and parking is placed at the sides and back of buildings. Building facades should be varied and interesting as well as reflect the local Florida vernacular. This arrangement of minimal setbacks and expressive building facades helps to create a sense of place in this district.



Figure 4-8: US Highway One at Jennings Road (Commercial District)

4.1.9 Recreation District

The recreation district is shown on the Master Plan as Recreation/Open Space. This recreation district not only functions as a connector between districts, but it also serves as a public recreational amenity, a buffer between uses, and a drainage way for the CRA. East of the town center, the open space and buffer areas help define the edge of the town center, enhance the aesthetics of Village Green Drive, and serve as a non-vehicular connection from other districts and residential areas to the town center. The recreation district corridor runs the entire length of the CRA and connects the northeast and northwest portions to the south. The corridor also provides pedestrian access from residential areas to the elementary school and church located on Lennard Road. The character of the Recreation District is pictured in **Figure 4-9**. The enhancement of drainage areas along Village Green Drive and links to the future town center are depicted.

~~An early project for the CRA should be the drainage master plan for the CRA. The recreation district will house most of the retention facilities in the form of lakes and ponds and channeled streams. It is important that the redesign of the drainage and retention system for the CRA keep recreation and open space in mind to fulfill the recreation and open space district requirements.~~



Figure 4-9: Recreation District Character Sketch (Linking open space and town center)

4.1.10 Residential Areas

Finally, there are three residential classifications noted on the plan. These areas include single family, neighborhood revitalization, and multi-family. Single family housing includes any type of single family detached dwelling units. Any new single family dwelling units would most likely have a traditional neighborhood design character.

Multi-family residential areas would include any of the following residential types: semi-detached houses, townhouses, courtyard apartments or condominiums, mid-rise apartments or condominiums, and apartments above retail or office developments. The East Lake Village (formerly Lentz Grove) property provides an opportunity for a variety of housing types near the medical district.

The area designated as neighborhood revitalization is an existing residential area that will most likely be influenced by the proximity to the new town center. Infrastructure improvements are likely to occur, with the goal of better connecting the public activity and buildings to the street while enhancing private spaces and making them more usable.

The design approach shown on the Original CRA Master Plan offers a viable option for the revitalization of this area of Port St. Lucie. The suggestions made by the plan account for the needs of the citizens of Port St. Lucie, enhance the community, and acknowledge the realities of economic conditions. The plan incorporates a town center for the City, use districts with distinctive characters, residential areas that offer choices in housing types, and an open space and recreation corridor that visually enhances and integrates the community with the town center.

4.2 Land Uses

An overview of the mix of land uses in the CRA for master plan implementation is shown in **Table 4-1**. The master plan shows uses for the entire 1,700 acres within the CRA boundary. However, there are unincorporated county enclaves inside the CRA boundary and they are not officially a part of the CRA. Unincorporated areas within the CRA are subject to an interlocal agreement between the City of Port St. Lucie and St. Lucie County.

This land use mix is approximate based on the master plan diagram as drawn. There will likely be a shifting of the mix and percentage of land uses as actual projects are proposed and constructed. A more detailed discussion of land use and consistency is found in Section 9.0.

Table 4-1
CRA Master Plan Land Use Summary from 2001
 (including unincorporated areas)

Land Use Category	Acres	Percent
Arts and Technology	88.5	5.1%
Civic/School	23.2	1.3%
Commercial	290.7	17.0%
Community	18.2	1.1%
Open Space/Greenway	187.6	10.9%
Industrial	14.8	0.9%
Medical District	92.4	5.4%
Mixed-Use	246.3	14.3%
Multi-Family Residential	134.0	7.8%
Office	107.9	6.3%
Single-Family Residential	145.4	8.4%
Street ROW	370.5	21.5%
TOTAL	1,719.5	100.0%

Source: EDAW, Inc.

4.3 Regulatory Mechanisms and Incentives

For the CRA Master Plan to be successful, the CRA intends to use a variety of regulatory mechanisms and incentive-based programs to direct and achieve the desired development. Regulatory mechanisms include legal tools such as zoning. Incentives are generally monetary or have some value in the development process. The CRA shall have the authority to implement the proposed regulatory and incentive-based mechanisms described below.

- **Changes in land use and zoning** – initiate land use and zoning applications on behalf of property owners where significant development would occur in accordance with the plan.
- **Assemble properties** – initiate discussions and purchases of properties in order to consolidate sites to be developed in accordance with the plan. The use of eminent domain to acquire strategic sites must be authorized by the City Council.
- **Partnering on development costs** - share in the costs of development by coordinating and planning infrastructure-related improvements such as parking, water management systems, or landscaping.
- **Fund separate improvements** - plan and program strategic improvements within an area to serve as an incentive for future private sector development. This may include improving open space and recreational facilities.
- **Pay development-related fees on specific projects** - consider paying development-related fees for specific projects in order to reduce development costs to provide for more cost-effective but desired development.

Port St. Lucie CRA Master Plan

- **Assist in expedited review process** - assist in expedited reviews of projects by providing technical assistance. The assistance may include hiring consultants for specific work.
- **Overlay zoning district** – develop an overlay zoning district that would consider ways to allow for desired development patterns.
- **Annexation incentives** – consider incentives for annexation such as offsetting the costs of service delivery fees allowing for desired development on specific properties.
- **Beautification projects and code enforcement** - develop beautification projects and code enforcement monitoring as a way to ensure that development maintains a high quality appearance.
- **Develop marketing materials** - develop marketing materials to achieve economic development goals for the district. For example, soliciting businesses to locate within the CRA district and programming community spaces.

5.0 Specific Plans and Improvements, Costs and Timeframe

To achieve the vision set out in this redevelopment document, specific actions must be taken. This section sets out the major projects, their relative priorities and specific actions.

A redeveloped US ~~4~~ Highway One corridor has great potential to become a focal point for Port St. Lucie. The revised Original CRA Master Plan and TIF District Trust funds are important ~~first~~ steps in the process of redevelopment. ~~They are only a first step, however.~~ The process of preparing and executing the plan involved the community and set the stage for future partnerships, ~~the next step is to develop~~ and specific annual work plans will identify partners: people and special interest groups that can assist in achieving the desired redevelopment.

Immediately high visible improvements are popular; however the recommended approach is incremental and will not produce instant dramatic change because initial funding will be limited and the redevelopment will take place over ~~two~~ several decades. The renewal process will take time and requires strong development leadership. Public improvements are a kick-start for private investment but careful attention must be paid to the underlying economics and market realities.

Organization is of primary importance in community redevelopment. To be completely effective a redevelopment area must move away from a scattershot approach and create a coordinated strategy for revitalization. Successful redevelopment is not a series of capital projects, it is an ongoing management program that includes capital projects.

5.1 Specific Plans

5.1.1 Administration

Successful community redevelopment is not possible without capitalizing on all local resources. Partnering with existing businesses as well as attracting new investors and entrepreneurs will allow the CRA to flourish ~~from the beginning~~. Leveraging funds from other local, regional, state and federal agencies can increase the money available for projects requiring public dollars to kick start investment. Leveraging CRA funds is very crucial to the plan's success and especially critical in the early years, when TIF funds are lowest and local experience with the CRA is still limited.

It is critical to secure staff, preferably dedicated full-time, to implement the plan by forging partnerships, introducing investors, entrepreneurs and new residents to the area, managing programs and continuing to build support from the rest of the city and surrounding area for businesses, programs and projects within the CRA.

~~With the basics of the plan established (shown in Section 4.0) the CRA should consider hiring an experienced development manager to oversee the redevelopment program. A community redevelopment agency team should be in place to oversee the redevelopment program. Ideally these professionals would devote all of their time to~~

Port St. Lucie CRA Master Plan

~~the planning and activities of the Port St. Lucie CRA. This person should be of an entrepreneurial bent and be familiar with the concepts of the national Main Street program. For, while Port St. Lucie is too large to gain Main Street status, their four part approach to redevelopment has proved very effective. (For more information on the Main Street program, see www.mainstreet.org.)~~

Action: Hire an experienced CRA Manager and team

Action: Based on the research and public input in this document, prepare a one-year and five-year work plan identifying programs that can be accomplished, persons who will be involved, time frames for tasks, funding partners, etc. The programs and projects selected should include short-range as well as longer-range projects so that the CRA can achieve some swift successes as well as lay the foundation for robust future growth.

Action: Commit staff and program start-up funds as a part of city budget process.

~~5.1.2 Town Center at Village Green~~

~~The Town Center concept received an overwhelming majority of support in both public meetings and private interviews. As is to be expected, it is therefore both the largest project and the project that will take the longest amount of time to accomplish. However, by partnering with the existing property owners, and phasing the projects, there is a way to approach the redevelopment of Village Green that can revisoning of the Town Center area into Walton & One that can show early successes while TIF funds are still low and support the longer-term vision. Because the city owns property in the block (the drainage canals and retention areas), they can bring some equity to the deal in the form of land. Assuming this project is proceeding in conjunction with the second project (greenway and drainage plan for the CRA) then the city's properties become a valuable piece of the larger Village Green Town Center project. By partnering with the major landowner of the block, the CRA can assemble enough property to begin the infrastructure work for the first phase of the project. **Figures 4-4 to 4-7** show the preliminary phased master plan for the site.~~

~~Phase I projects include a transition of existing buildings—like the adaptive re-use of the former K-Mart building—to new uses. The addition of new buildings would include mixed-use office and retail along US 1 and near the existing drainage pond on the southeast end of the site as well as the construction of a building owned by St. Lucie County for administrative offices. The addition of an amphitheater and landscaping adjacent to the existing pond would start the cultural and recreational component of the town center. Most importantly, the first phase will set the design standard for the redevelopment. Underground utilities, an appropriate sophisticated landscape, correct density, and a mix of uses will establish the standard for this new “old downtown.”~~

~~The preliminary phase must recognize the market realities of Port St. Lucie. At the time this plan was being written, rents for traditional office space are approximately \$10 per square foot. However there is a large supply of obsolete retail space that is being rented~~

Port St. Lucie CRA Master Plan

~~as office space, dragging down retail rents. For example, former retail space in the Village Green shopping center is renting as office space for under \$5 per square foot. In line small retail spaces are renting for about \$10 per square foot, and stores over 10,000 SF are renting for about \$6 per square foot. At these rental prices new construction is not economically feasible—it costs too much to build compared to rents. With this in mind, the town center must be carefully phased and developed. This means that public spaces and infrastructure must be carefully paced with private development.~~

Because the City owns property at Walton & One the City brings equity to the deal in the form of land and infrastructure. Figures 4-4 to 4-7 show the preliminary concept plans for the area now known as Walton & One. The detailed Walton & One Master Plan is attached in Section 12.0 of this report.

Several uses have been suggested for the long-term buildout of the town center Walton & One. In addition to office space (government as well as private), hotel, retail, restaurants, residential, sports and entertainment, there was compelling support for a cultural arts space and educational facilities.

Action: Establish legal operating agreement with property owners and the CRA, including roles and responsibilities for public-private redevelopment.

~~**Action: Partner with existing landowners and prepare a phased design master plan for the entire block of the Village Green Shopping Center master plan.**~~

~~**Action: Partner with other local governments to offer space in the reconfigured town center. There has been interest in the project from St. Lucie County offices as well as the school board administration. This type of use should be strongly encouraged and included in the mix of uses of the town center.**~~

~~**Action: Develop design for phase one and begin infrastructure construction. Phase one should retain as much existing usable space while beginning to create the smaller-scale village feel. Work with all partners, especially government offices to have the first phase designed to fit their time frame, so as not to lose potential anchor tenants.**~~

~~**Action: Prepare a market study**~~ **Analyze and evaluate market studies for feasibility of additional uses such as arts center and educational hotel and sports and entertainment uses. The studies should provide the basis for future construction phases.**

Action: As the market calls for additional phases, carefully commit CRA Funds to support the town center's redevelopment Walton & One.

Port St. Lucie CRA Master Plan

5.1.3 Open Space Network and Drainage Plan

The CRA area and surrounding neighborhoods lack adequate open space and recreational opportunities, especially on the east side of US-1 Highway One given the hospital's recent expansion plans. In addition, the CRA has some issues with proper drainage and retention. We suggest combining the requirements of drainage and retention with an agreeable plan for open space.

It is important to upgrade and maintain both the drainage system for the entire CRA district as well as provide open and greenspace amenities. As an example, by providing appropriate and adequate shade trees and green spaces within the CRA, opportunities exist for residents to walk or bike, year-round in comfort to shops and offices throughout the CRA. This greenspace therefore provides recreational opportunities and also establishes a secondary transportation network.

Retention/detention ponds provide needed storage and treatment of stormwater runoff to protect natural water bodies from contamination. Unfortunately, retention ponds are typically designed with minimal consideration for aesthetic appeal. New ponds may need to be created for the development levels proposed and have the potential to either become another maintenance and aesthetic issue for the community or a major asset. By investing in infrastructure and studying retention and drainage across the CRA, larger lakes can be created to serve as public amenities instead of several small ponds.

Study funding and construction grants may be available for this project through partnership with the South Florida Water Management District and other regional, state and federal agencies.

- Action: Develop an integrated, enhanced water management, recreation, and green space master plan and partner with regional, state and federal agencies for funding of the plan.**
- Action: Coordinate future development plans with timing and implementation of master drainage and greenway plan**
- Action: Encourage the enhancement of existing retention areas at the time of redevelopment by requiring retrofitting of existing ponds into visual amenities.**
- Action: Partner with surrounding neighborhood associations, property owners and business owners to help raise awareness for drainage and recreation plan.**
- Action: Construct required facilities (new drainage channels, boardwalks, landscape, site furnishing, etc.)**
- Action: Program open spaces as appropriate, e.g. nature walks.**

Port St. Lucie CRA Master Plan

5.1.4 Gateways, Streetscapes and District Signs

The creation of the CRA is in effect the creation of a downtown destination for Port St. Lucie. This destination's main entry points need to be clearly delineated in a way that announces, "you have arrived." Because the CRA covers US ~~4~~Highway One as well as smaller scale neighborhoods, gateway and streetscape treatments may vary. The type of treatment required for US ~~4~~Highway One would be out of scale and therefore different than an entry on Village Green ~~Road~~Drive or Tiffany ~~Road~~Avenue.

Action: Prepare and adopt revised streetscape design standard.

Action: Design and construct appropriate gateway treatments.

Action: Develop design standards for Commercial, Residential and Mixed-Use Districts in CRA

Action: Develop appropriate district sign and wayfinding system.

Action: Consider increased maintenance costs for new streetscape and gateway treatments.

5.1.5 Arts and Technology District

The concept of an arts and technology district along the Village Green Drive corridor in the district addresses two problems: 1) the current illegal or unsightly commercial uses in the industrial district, and 2) the need to support arts in the Port St. Lucie area. This project also requires little money from the CRA, just the encouragement of a variety of uses. This could be accomplished by changing land use and zoning (or adding overlay districts) to allow for a diversity of uses. In addition, the arts and technology district area has become more accessible and visible with the ~~planned West Virginia Bridge~~ completion of Crosstown Parkway over the St.

Lucie River connecting at Village Green Drive and US ~~4~~Highway One. To be truly successful, the CRA may need to consider economic development programs or other capital projects for the District once a critical mass of demand has been achieved.

Action: Create required overlay district to allow for desired mix of uses.

Action: Work with telecom industry to lay fiber optic lines to assure district is wired.

Action: Publicize the availability of this new technology in Port St. Lucie's CRA.

5.1.6 Mixed-Use Districts

The master plan calls for several new mixed-use districts. Much of this land is available for development and just needs the demand to materialize for development to occur. These areas offer a real opportunity for appropriately scaled mixed-use neighborhoods. The CRA should partner with existing owners or perhaps acquire land and work with a developer to encourage desired uses.

Port St. Lucie CRA Master Plan

East Lake Village (formerly Lentz Grove Property)

By far the largest developable tract within the CRA boundaries is a 100-acre grove site on the west side of Lennard Road. ~~As it is~~ It was located in the unincorporated county part of the CRA, ~~it is subject to an interlocal agreement between the City of Port St. Lucie, St. Lucie County, and the CRA.~~ but was annexed into the City shortly after the creation of the Original CRA. ~~The Lentz Grove site should be considered crucial to the overall development of the CRA.~~ The mix of residential housing types within East Lake Village has been reasonably successful over the years, with only mixed-use commercial development still being sought.

Action: Partner with property owner to finalize development within the site. ~~produce a master plan for the site.~~ The resulting project should be in keeping with the goals of the CRA redevelopment plan. It should contain a mix of uses, be connected to the open space greenway, and be an asset to the community.

~~**Action:** Connect Hillmoor Drive and Lennard Road through the grove property to create an additional east-west corridor.~~

Port St. Lucie Boulevard and US-1 Highway One Intersection

This intersection continues to be one of the most congested in the city. It is a main portal into the CRA from the west side of Port St. Lucie. Currently plans to relieve traffic congestion are being considered. ~~A special assessment district is being established to complete Lennard Road past Port St. Lucie Boulevard/Mariposa south to US 1.~~ ~~In addition the County has plans to widen Lennard Road to four lanes within the next five years. Future plans for the parcels surrounding the intersection should be monitored as development pressures increase.~~

Action: Work closely with the county to monitor development in the unincorporated areas to assure development timing and road capacity are concurrent and design consistent with CRA program and policy.

Action: Consider and promote opportunities to consolidate small lots and parcels into larger development sites.

Action: Promote higher-story signature buildings to identify the CRA and mark entrances into Port St. Lucie.

5.1.7 Commercial Districts

The commercial districts are located in the southern part of the CRA along or near the US 1 Highway One corridor. Many of the existing or planned “big box” uses north of Port St. Lucie Boulevard will not change. However, as these uses are vacated each should be studied and considered for adaptive re-uses that would serve the community such as indoor recreation or sports facilities.

In the commercial district south of Port St. Lucie Boulevard, the “big box” developers will be encouraged to move buildings towards the street. Design standards will be amended, if

Port St. Lucie CRA Master Plan

necessary, to allow smaller infill commercial development close to the street and reducing parking standards. These design standards will help create a more enclosed sense of space along US 4 Highway One to create an entrance feeling or the sense of having arrived in Port St. Lucie. The areas close to the Port St. Lucie Boulevard and US 4 Highway One intersection are potential locations for higher-story signature buildings to help add to that entrance feeling as well. The commercial districts should be compatible and relate to the mixed-use districts. Uses that are not compatible will be transitioned to commercial or mixed-use areas.

Action: Analyze design standards for commercial infill, adaptive re-use and promotion of higher-story signature buildings in commercial or mixed-use areas.

Action: Implement design improvement projects to enhance appearance of the district.

5.1.8 Medical District

This district already exists. The hospital and ancillary uses are an economic engine for the city and draw patients and customers from at least two counties. The hospital ~~has just acquired 10 acres of open space in the CRA and~~ is expected to continue to expand medical offices and ancillary facilities. As the hospital expands there will be demand for additional services. This district needs little encouragement to grow, although it should be considered a partner in the redevelopment of the entire CRA.

Action: Work closely with property owners in the district to make sure they understand the CRA's design goals and objectives.

Action: Partner with existing businesses in the district to attract and expand other compatible tenants and employers to the area.

Action: Consider senior housing opportunities in the medical district.

Action: Integrate future medical development with recreation and open space amenities.

5.1.9 Residential Districts

The CRA does include some completely residential neighborhoods and the plan is structured to keep the neighborhoods intact and enhance their values with some public improvements. Streetscape improvements for residential neighborhoods are included in the gateway, streetscape and sign action list.

Action: Insist on housing code compliance

Action: Connect neighborhoods to new greenway

Port St. Lucie CRA Master Plan

Action: Develop new programs or coordinate with existing city housing improvement programs for residential areas.

5.1.10 Other Projects

This redevelopment plan lays out the first steps for the CRA; there are many other areas within the 1700-acre CRA that are ripe for redevelopment. These projects should be considered as they come along as contributors to the overall plan. This plan should be reconsidered every five years or whenever a major event occurs which makes the plans recommendations and projections inaccurate.

Port St. Lucie CRA Master Plan

5.2 Funding Sources

Table 5-1 summarizes the action items under each specific project. Funding sources—public, private or grant potential—are also noted. Some projects require changes in regulations or staff time and not an actual expenditure of funds. For these projects we have noted where the effort resides on the chart. In some cases a public effort could be assisted by a private expenditure of funds or vice versa. Both expenses and efforts are noted in the following chart.

The schedule and estimates for costs by project are found in Section 10. This section includes the projected TIF revenues as well. Order of magnitude costs for capital and program expenses as well as an estimated schedule of project delivery by five-year phase are found in **Table 10.2**.

Table 5-1
Projects, Actions and Funding Sources as of 2001

	Public Funds	Private Funds	Possible Grant
Administration			
Hire Administrator	X		X
Develop one-year plan	X		
Develop five-year plan	X	X	
Fund first year's budget	X		
Town Center at Village Green			
Establish partnership agreement	X	X	
Prepare phased master plan	X	X	X
Partner with local agencies to lease space	X		
Design & construct first phase	X	X	X
Prepare feasibility study for additional phases	X	X	X
Construct additional phases	X	X	X
Open Space and Drainage Master Plan			
Partner/apply for grants for study	X	X	X
Coordinate future plans with study	X	X	
Encourage enhancement of existing retention areas into visual amenities	X	X	X
Partner w/surrounding landowners to raise awareness	X	X	X
Construct required facilities	X	X	X
Program open space as appropriate	X	X	X
Gateways, Streetscapes and District Signs			
Prepare, adopt and construct revised streetscape standards	X	X	
Design and construct appropriate gateway treatments	X	X	X
Develop design standards	X	X	
Develop/implement district signs	X	X	
Budget increased maintenance	X	X	
Arts & Technology District			
Create zoning overlay district	X		
Coordinate with utility provider	X	X	
Publicize district	X	X	

Port St. Lucie CRA Master Plan

**Table 5-1 Continued
Projects, Actions and Funding Sources**

	Public Funds	Private Funds	Possible Grant
Mixed-Use Districts			
<i>Lentz Grove Property</i>			
Produce master plan for site	X	X	
Hillmoor Drive extension	X	X	X
<i>Port St. Lucie Boulevard-US 1 Intersection</i>			
Monitor development-infrastructure concurrency	X		
Promote opportunities to consolidate property	X	X	
Commercial Districts			
Analyze design standards for commercial infill and adaptive re-use of vacated properties	X	X	
Design improvement projects to enhance appearance	X	X	
Medical District			
Encourage design guidelines	X		
Partner with existing businesses for business attraction		X	
Consider senior housing in medical district		X	
Integrate future construction into open space/recreation plan		X	
Residential District			
Code Compliance	X		
Tie neighborhoods into greenway plan	X	X	
Develop new or work w/existing housing improvement programs	X	X	X

6.0 Community Redevelopment Agency Composition and Activity

The Community Redevelopment Agency is necessary to carry out and effectuate the purpose and provisions of the Community Redevelopment Act of 1969. The authority of the City of Port St. Lucie Redevelopment Agency (CRA) was provided for in Ordinances 01-1 and 01-2 as adopted by the City Council on February 12, 2001.

6.1 Agency Composition

The Community Redevelopment Board consists of five members, serving without compensation as appointed by the City Council. The City Council has appointed itself as the board with the option to appoint two additional members to the agency. The City Council has reserved the right to change the composition of the board in the future if it so desires once the agency has become fully operational. Member terms are consistent with the City Council terms at this time.

The agency is required to form and adopt by-laws and these were adopted in March 2001. The agency is required to elect a Chairman and Vice Chairman of the board. Public notice of all meetings is required and they shall be open to the public. A quorum is required to conduct business. The CRA shall maintain public records and meet at a minimum of once per quarter per year. Official minutes shall be kept by the City Clerk's office. The public may have the right to address the CRA board on issues not scheduled by the CRA upon approval of the agency.

The CRA shall have the right to appoint agency subcommittees as needed. The CRA shall have full- and/or part-time staff members, as appropriate and applicable to the work being done under the plan. The direct liaison between the agency Chair and the City Council shall be the CRA Director. ~~the Director of Planning and Zoning as per the approved by-laws.~~ The Legal Department as legal counsel to the agency. ~~The Planning and Zoning Department~~ CRA Director shall set and publish the agenda and provide materials as needed to conduct the meeting. Official actions of the board shall be kept and recorded in the permanent minutes by the City Clerk.

6.2 Activities and Authority

The function and authority of the City of Port St. Lucie CRA shall include the ability to analyze economic conditions and changes within the Community Redevelopment Area boundary including factors that influence growth. The agency shall have the right to formulate short and long-range development plans and programs. It shall make recommendations to the City Council regarding actions deemed most appropriate to carry forward the Community Redevelopment Agency Master Plan. The agency shall have the authority to participate in implementation and execution of a Community Redevelopment Area Master Plan and associated programs as within the law including the endorsement of goals, objectives, and policy directives of the plan. The CRA Master Plan may also

Port St. Lucie CRA Master Plan

provide direction to initiate land use changes in the future for any area of the plan that may be inconsistent with the City's approved Comprehensive Plan. For any area of inconsistency, the CRA board will not have authority for implementing future projects or programs until such time the City's land use map or text is changed to make it consistent with the direction of the CRA Master Plan.

The CRA board has authority to amend by-laws and review and consider other matters related to the agency and its activities and the authority to initiate and fund improvements within the district provided they comply with all applicable City codes and development regulations.

The CRA was granted all of the authority specified in Section 163.370, Florida Statutes. The following authority was reserved to the City Council:

1. To tax property
2. Approve the CRA exercise of the power of eminent domain
3. To determine a slum or blighted area
4. Grant final approval of a Community Redevelopment Master Plan
5. Prior to an amendment to the adopted redevelopment plan, acquire or dispose of property
6. Approve community policing programs
7. Make final land use and zoning approvals
8. Vacate or change street configuration

For consistency in design and development, the CRA Master Plan provides direction for several properties that are currently within the County's jurisdiction but considered to be enclaves within the CRA master planning area. For these areas, the CRA has no direct authority. In order to have uniform planning it is intended to include these areas in the plan, even though they are technically not adopted as a part of the CRA boundary. An interlocal planning agreement between the City of Port St. Lucie, St. Lucie County, and the CRA provides direction for planning coordination and project review of these areas in order for County officials to consider the recommendations of this plan as related to those lands. The plan recognizes that the best solution for planning consistency is to annex these areas into the City. The CRA should consider developing property owner incentives to achieve this goal.

The agency shall file an annual report of activities and make it available for public inspection.

7.0 Property Disposition and Development

7.1 Community Redevelopment Agency Authority

This plan will be undertaken in accordance with the provisions of the Community Redevelopment Act of 1969 as amended. The City and the CRA may use any and all methods of achieving revitalization of the Redevelopment Area as authorized by law. The following sections generally describe the available development actions.

7.1.1 Property Acquisition

The Act authorizes the City and the Redevelopment Agency to acquire real property in the redevelopment area by purchase, condemnation, gift, exchange or other lawful means in accordance with this plan. The City and CRA may acquire real property within the redevelopment area as may be necessary for public improvements and the assemblage of property for the subsequent disposition to developers for residential and commercial development.

These acquisitions will provide sites for public facilities, eliminate unsafe conditions, remove non-conforming uses, or overcome diversity of ownership and faulty lot layout which prevent redevelopment and contribute to the perpetuation of blight in the area.

Whenever possible, the designated property will be acquired through negotiation with current owners. The property will be acquired through standard Community Redevelopment Agency procedures. In those instances where negotiation does not result in a mutually satisfactory agreement, the properties may be acquired by eminent domain proceedings and just compensation awarded in accordance with Chapter 170, Florida Statutes subject to the City's approval.

7.1.2 Relocation Procedures

Relocation of residents and businesses displaced as a result of property acquisition by the CRA will follow procedures which fulfill the intent of the law and objectives stated below, as well as the procedures used by the City of Port St. Lucie (See Section 8.0). The CRA may adopt a separate relocation policy from time to time for a specific project. The CRA will assume responsibility for reasonable moving expenses and financial assistance required under these procedures.

- To adequately inform affected persons and/or businesses regarding benefits policies and procedures.
- To provide displaced persons and/or businesses with uniform and consistent services.
- To make available to displaced persons, within a reasonable period of time prior to development, decent, safe and sanitary replacement dwellings and/or business establishments.

Port St. Lucie CRA Master Plan

- To make replacement housing and/or commercial structures available in the same range of choices to all displaced persons regardless of race, color, religion or national origin.
- To provide fair and reasonable payments and assistance to residential or commercial displacees.
- The CRA relocation procedures (See Section 8.0) may be amended from time to time.

7.1.3 Demolition, Site Preparation and Public Improvement

The City and the CRA may each demolish, clear or move buildings, structures and other improvements from any real property in the redevelopment area which it has acquired and as may be necessary to carry out the purpose of this plan. In addition, the City and/or the CRA may construct or cause to be constructed streets, sidewalks, curbs, utilities, lighting, open space, plazas, landscaping, water elements, and other urban infrastructure and amenities deemed necessary to implement this plan.

The City and CRA may change portions of the redevelopment area to be devoted to public uses, public improvements and infrastructure.

7.1.4 Property Disposition and Development

The CRA is authorized under the Act to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property. To the extent permitted by law, the CRA is authorized to dispose of real property by negotiated sale or lease. All real property acquired by the CRA in the redevelopment area shall be sold or leased for development for the fair value to further the purpose of this plan and as determined pursuant to 163.380 (2) Florida Statute.

The CRA may reserve such powers and controls through disposition and development documents with the purchasers or lessees of real property from the CRA as may be necessary to ensure that development begins within a reasonable period of time and that such development is carried out pursuant to the purpose of this plan.

Interested developers will submit proposals in accordance with Section 163.380, Florida Statutes. Selected developers will be required to execute binding disposition agreements with the CRA that will safeguard that the provisions of this plan be implemented. The property may be transferred for fair value subject to the disposition agreement and other conditions or covenants necessary to ensure that the purpose of redevelopment will be effectuated.

Port St. Lucie CRA Master Plan

7.1.5 Duration, Modification, Extension and Severability of the Plan

The plan shall be effective for 30 years from the date of adoption by City Council. From time to time during the term of this plan, the CRA may amend, modify or extend this plan.

~~Although the statute allow for up to 30 years, it is the intent of the CRA to initiate and complete all projects and activities by the twentieth anniversary from the date of adoption of this plan, provided that the term of any financing or the expenditure of any funds for such projects and activities may extend to the thirtieth anniversary of the adoption of this plan. The CRA reserves the authority and flexibility to extend the initiation, implementation, development, construction, installation, and completion of any project or activity contemplated by this plan in the years 21 through 30 from the date of adoption of this plan as circumstances may warrant from time to time as determined by the CRA in its discretion.~~

It is the intent of the CRA to initiate and complete all projects and activities prior to the completion of the original plan period.

The CRA reserves the authority and flexibility to extend the initiation, implementation, development, construction, installation, and completion of any project or activity contemplated by this plan as circumstances may warrant from time to time as determined by the CRA in its discretion.

The Original CRA Master Plan was adopted in a period of rapid growth and development of the City of Port St. Lucie. The first 5 years of the 30-year plan were spent establishing an organizational structure and identifying parcels for the anticipated development of the Master Plan's Town Center District, now known as Walton & One. In 2005, the CRA and City Council entered into a development agreement with DeGuardiola Properties to develop the Town Center (named the City Center by DeGuardiola). By the time DeGuardiola and the City reached an agreement for development of the property, the local and national economy was cooling. Port St. Lucie was greatly impacted by the Great Recession and starting in 2008, property values plummeted by over 50%, thus new private development envisioned in the CRA never materialized. DeGuardiola sold its Port St. Lucie assets to Lily Zhong. Ms. Zhong was anticipated to assume the rights, liabilities and assets specified in the DeGuardiola Development Agreement. Ms. Zhong was raising capital through the EB-5 Foreign investment program. Unfortunately, the U.S. Securities and Exchange Commission ("SEC") determined that Ms. Zhong was engaged in fraudulent activities. After seizing all of Ms. Zhong's assets, including the properties owned in City Center, the SEC controlled the management and disposition of the properties in City Center. No development activities were initiated in the Town Center during the period of SEC oversight. In 2022, the City and the CRA negotiated the acquisition of the property from the SEC. After nearly two decades of inactivity, the CRA is now seeing the potential for substantial development of the eastern side of Port St. Lucie. Investment incentives offered by the CRA are a valuable tool used to spur potential new development.

In accordance with Florida law, the Community Redevelopment Plan adopted in April of 2001 shall be extended for a period of 30 years, starting in June 2025 and concluding in June 2055.

Port St. Lucie CRA Master Plan

The provisions of this plan are severable, and it is the intention of the City and the CRA to confer the whole or any part of the powers, goals, objectives and actions herein provided for and if any of the provisions of this plan or any action implementing any provision of this plan shall be held unconstitutional, invalid or void by any court of competent jurisdiction, the decision of said court shall not affect or impair any of the remaining provisions of this plan. It is hereby declared to be the intent of the City and the CRA that this plan would have been adopted and implemented had such unconstitutional, invalid or void provision or action not been included herein.

8.0 Relocation and Displacement/Neighborhood Impact

This section addresses the impact of redevelopment on the CRA and surrounding neighborhoods in accordance with Section 163.362 (3) of the Florida Statutes. The purpose of this section is to ensure that advance consideration is given to the possible effects of redevelopment on neighborhoods in the CRA.

The CRA plan is not anticipated to adversely affect neighborhood residents in terms of relocation, traffic circulation, environmental quality, effect on school population, and other matters affecting the physical and social quality of the neighborhood. In general, neighborhood and city residents will benefit from the substantial public and private improvements proposed in the CRA plan.

8.1 Residential Population

Although the residential population within the CRA is ~~over 6,500 people~~ relatively stable, new redevelopment activities should have few negative effects on the existing residents. Any negative impacts, specifically construction activity, should be short-term. However, should displacement and relocation of residents become necessary, the CRA will develop a specific policy to address relocation and assist area residents. The CRA will consider payment or financial assistance for relocation. The detailed policy will be approved by the CRA board prior to implementation of a relocation assistance program.

8.2 Nearby Residents

The redevelopment will have significant positive effects on the CRA as well as surrounding neighborhoods, the City of Port St. Lucie, and the region as a whole. Nearby residents will benefit from redevelopment in several ways. Transportation access is likely to improve along with civic uses, open space, and public services. Open space network and greenway improvements will serve as both recreation areas and alternative transportation access to CRA development. In addition, increased activity in the CRA will help make the core of Port St. Lucie a more livable place for all ages and attract more residents. Residential development will also help the City meet projected housing demands as determined in the City's Comprehensive Plan.

8.3 Traffic Circulation

If proposed road improvements by FDOT, St. Lucie County, and the City of Port St. Lucie Comprehensive Plan are completed, heavier volumes of traffic should be accommodated due to improved circulation patterns, new interior streets in the CRA, alternative transportation facilities, land use changes, and parcel consolidations. Traffic congestion and safety will be improved as a result of the proposed roadway improvements and public infrastructure improvements.

8.4 Neighborhood Preservation

Neighborhoods within and around the CRA will be strengthened by the successful commercial and residential revitalization in the area and by the new cultural, recreational, and employment opportunities made possible by redevelopment projects. There are no historically significant neighborhoods within or surrounding the CRA.

The City offers housing assistance through the State Housing Initiatives Partnership (SHIP). This program provides for down payment and closing cost assistance for eligible families. The program offers deferred loans for housing repairs. The Community Services Division of the City will work closely with and coordinate efforts with the CRA to develop and expend housing assistance. Future use of Community Development Block Grant (CDBG) funds may also be considered to aid housing improvements in the CRA.

8.5 School Population

Redevelopment activity will significantly add to the economic stability and desirability of residential neighborhoods in the CRA. Neighborhood revitalization includes replacement of existing housing stock, encouragement of more mixed-income units, and meeting market demands for a variety of households without school-age children (singles, young professionals, and empty-nesters). Additional households with families are not expected to add a significant burden to neighborhood schools. In addition, the redevelopment activity in the CRA will add to the educational opportunities for all ages in the City, a concern expressed by those who participated in the CRA Master Plan development.

8.6 Public Facilities

Existing public facilities and infrastructure (such as drainage, sewer systems, and water systems) will be upgraded to accommodate the level of development necessary to ensure successful economic revitalization of the CRA.

9.0 Proposed Land Use and Development Consistency

An important attribute of the redevelopment plan is its mixed-use approach to future development and redevelopment within the CRA, especially the creation of a town center at ~~Village Green~~ US Highway One and Walton Road. This breaking of the suburban land use patterns of the original city developers will correct the strict separation of uses that has affected the city's traffic and growth patterns.

The creation of a new "~~old~~-downtown" or destination for Port St. Lucie along US 4 Highway One as well as the proposed development guidelines, will create a "park-once" area for city residents and visitors. The "park-once" area will provide the opportunity to park the car and walk to a variety of offices, shops, sports and entertainment venues. Local residents will be able to shop for groceries, work in offices, carry out government business, meet for coffee, have dinner, or just stroll around and window shop without driving or fighting traffic.

~~As the CRA plan is implemented, it will be coordinated with several on-going studies and plans at the local, regional, and state level. These studies and plans include the Comprehensive Plan for the City of Port St. Lucie, the future Riverwalk Area Master Plan, the Midport DRI development order, the Treasure Coast Regional Land Use Study, and the Port St. Lucie/Southern St. Lucie County Transit Routing and Scheduling Study. Below is a discussion of the CRA plan's consistency with these studies and plans as each was recognized as essential to CRA implementation.~~

9.1 Land Use and Consistency

The current Comprehensive Plan for Port St. Lucie was adopted in 1998 and is a general revision of the previous 1990 plan. The proposed Community Redevelopment Plan is consistent with the 1998 Comprehensive Plan. However, several areas may require changes to the City's future land use map and zoning regulations to fully implement the CRA plan. These include the mixed-use areas and the Arts and Technology District. Land use changes would allow for the transition to diversity that is desired for these areas. The existing land uses are compatible with the CRA master plan, but changes would implement the preferred direction of the master plan.

As discussed in Section 3.0 of this document, the redevelopment plan supports and furthers specific goals from the city's Comprehensive Plan. In addition, the position of the City Council serving as the Community Redevelopment Agency and retaining the authority to approve the final Community Redevelopment Plan plus any amendments to the City's Comprehensive Plan guarantees this consistency. Specific CRA projects, as discussed in Section 5.0, will be planned in concurrence with the necessary infrastructure improvements.

An existing DRI development order, referred to as the Midport DRI development order, covers the Village Green and Walton Road area. The DRI expires in 2002 and may need to be amended, terminated or a new DRI developed—in conjunction with the property

Port St. Lucie CRA Master Plan

owners—in order to implement fully the intent of the CRA Plan at that location. This could serve as a major incentive for private sector investments and should be considered among early CRA activities.

The City's ~~future Riverwalk~~ Port District Master Plan should also consider complementary uses to the CRA Plan and opportunities for future connections and program or project consistency between the two similar efforts to establish activity centers for the city.

A comparison of the city's Future Land Use map (part of the city's Comprehensive Plan) with the CRA plan (discussed in Section 4.0) reveals that the CRA plan is generally consistent with the desired future land use for the city of Port St. Lucie with exceptions as noted. The CRA plan takes advantage of the current flexible zoning. The CRA plan encourages mixed-use development within certain areas of the CRA. Proposed uses in the CRA plan often have a residential component to provide for a variety of housing options and dissolve the segregation between residential and other land uses. Overall, this is in keeping with the goals and objectives of the Port St. Lucie Comprehensive Plan, which calls for an appropriate mix of land uses to meet the needs of current and future residents. Unincorporated areas within the CRA are subject to an interlocal agreement between the City of Port St. Lucie, St. Lucie County, and the CRA. A more detailed description of each of the master plan elements is discussed considering the consistency with current zoning and the future land use plan for the City of Port St. Lucie.

Noted inconsistencies between the CRA Master Plan and the City's Comprehensive Plan will not be implemented pursuant to the CRA Master Plan until the Comprehensive Plan has been amended.

9.1.1 The Town Center

The current zoning in the proposed town center area is General Commercial and Planned Unit Development. The future land use shows the area as Commercial General / Residential High Density / Institutional. The proposed town center would contain a mix of uses including: cultural and recreational, civic and institutional, sports and entertainment, commercial and retail, office, and residential. The retail and shopping district is a main element of the town center and contains similar uses. Some of the permitted uses and structures currently allowed by the General Commercial Zoning District are not likely to fit well with the town center concept. An overlay zone may need to be created to allow for a greater diversity of residential types than currently allowed by zoning. Any proposed mixed-use zoning may also require future land use map changes to allow a diversity of uses. The mixed-use areas should be closely examined in the development of any new zoning districts.

Port St. Lucie CRA Master Plan

9.1.2 Medical District

The Medical District is located along US Highway One, between Hillmoor Drive and Tiffany Road Avenue. Currently, there is a mixture of zoning categories for the parcels in this area. The zoning categories include General Commercial, Institutional, Open Space Conservation, Planned Unit Development (PUD), and Professional. The Future Land Use map designates these parcels as Residential/Office/Institutional (ROI), Preservation, Commercial General, and Institutional. The Medical District is intended to focus on medical-related facilities and services centered on the hospital. Related facilities and services include doctor's offices, continuing care residential units, uniform shops, pharmacies, and open space for employee and visitor use. These uses are consistent with the existing zoning and future land use.

A specific example of a zoning overlay district that may be appropriate for the Medical District is a senior citizen overlay component. The purpose of allowing senior citizen related uses overlay is to provide for development of land for senior citizen housing with standards that reflect the unique requirements of senior living. Examples of these requirements include minimum floor areas for residential units, parking standards, availability of public transportation, and proximity of facilities and services to the site. Some of these requirements such as access to public or alternative transportation and proximity of facilities and services to residential areas are already characteristic features of the CRA.

9.1.3 Arts and Technology District

The current zoning designates the parcels in the Arts and Technology District as Warehouse/Industrial. The future land use map refers to the area as Light Industrial and Commercial Services, along with some Commercial General on US † Highway One. In order to accommodate the live-work component of the district, the Warehouse/Industrial zoning category will have to be amended or changed to include the residential element and associated design guidelines. Another way to accommodate the residential element would be to create an Industrial/Residential (SLR) Mixed Use District or a Service Light Industrial/Residential (SLR) Mixed Use District. This district is designed to maintain and facilitate the growth and expansion of small-scale light industrial uses, business services, wholesale distribution, arts production and performance/exhibition activities, while encouraging the development of on-site mixed live-work types of housing and work space at a compatible scale and density. The industrial area south of the Arts and Technology District remains an industrial use.

9.1.4 Mixed-Use Districts

The mixed-use districts would include office, commercial, retail, residential, sports, recreation, and other related uses. Specific plans for each of these mixed-use districts would be required. The ~~Lentz Grove area~~ East Lake Village area near Lennard Road and the Walton Road area should be considered for mixed-use projects. ~~The Lentz Grove~~ East Lake Village offers and opportunity for a diversity of uses that is connected and integrated with adjacent medical facilities and provides an open space link to adjacent residential areas. As with all properties located in the unincorporated county part of the CRA, it is subject to an interlocal agreement between the City of Port St. Lucie, St. Lucie County, and the CRA.

Port St. Lucie CRA Master Plan

9.1.5 Commercial Districts

In the Commercial Districts, most of the existing and planned land uses are currently commercial uses. No land use changes are suggested for the “Big Box” Commercial (Off-Street) District. However in the “Big Box” Commercial (On-Street) District, special urban design guidelines such as minimal setbacks, parking configuration, and smaller buildings fronting the street are proposed. Specific In-fill development design studies may be needed to illustrate how these areas could take on a more urban development form. The Commercial-Retail district in the northern portion of the site would provide room for smaller chain specialty stores or uses like a grocery store. Design guidelines that examine these relationships and potential infill projects should be considered to create a better urban environment.

9.1.6 Recreation District

The Future Land Use Map shows that most of the greenway and open space areas in the CRA are consistent with the Recreation District. Specific parcels that are not zoned as Open Space, but are designated as part of the district by the CRA plan may have to be rezoned, purchased fee simple, or purchased as conservation easements on the existing property. Examples of these areas include commercial parcels located near the intersection of Lennard and Jennings Roads and east of Lennard Road shown as a community meeting and park area. A parcel-by-parcel examination is needed to determine future open space networks.

9.1.7 Residential Areas

A majority of the single-family residential areas within the CRA that are currently zoned as Single-Family Residential will remain single-family residential uses. Similarly, the Future Land Use Map shows no changes to these areas. The residential areas closest to the proposed town center will likely see infrastructure improvements to connect the residential areas to the town center by pedestrian, bicycle, transit, and vehicular access.

Similarly, a majority of the multi-family residential areas within the CRA that are currently zoned as Multiple Family Residential will remain that use. However, the CRA plan recognizes the need for transition areas between these residential areas and areas like the town center and the medical district. Transition areas will have a more mixed-use character rather than single-use character. The mixed-use areas will help to buffer as well as better connect and integrate the single and multi-family areas with the town center and medical district. These connections will include street, streetscape (lighting, trees, site furniture, etc.), and greenspace improvements. The improvements, as stipulated on the plan, will help to create incentives for investing in homes located in the CRA.

Next, the CRA plan is analyzed in the context of regional land use and transportation plans. These plans include a regional land use study by the Treasure Coast Regional Planning Commission and a transit routing and scheduling study by the Florida Department of Transportation and St. Lucie County’s Community Transit.

9.2 Transportation and Consistency

9.2.1 Treasure Coast Regional Land Use Study

The Treasure Coast Regional Planning Council (TCRPC), an agency whose mission is to

Port St. Lucie CRA Master Plan

address and define policy issues with impacts that extend beyond county and municipal boundaries, is the lead coordinating agency for the Regional Land Use Study for Martin and St. Lucie Counties. This study is an effort to evaluate alternative land use and transportation options so that road widenings to US Highway One in the two counties can be minimized or even avoided. This cooperative effort includes study partners from Martin and St. Lucie Counties, the cities of Stuart, Port St. Lucie and Fort Pierce, the Florida Department of Transportation, the Department of Community Affairs and the TCRPC.

Consistent with the Eastward Ho! Initiative in the region, the Regional Land Use Study seeks to provide alternative development patterns that can create a more balanced transportation and land use system with improved travel choices. Land use development patterns in the 180-square mile study area result in many long cross-county trips, particularly in peak commuting hours (7-9am and 4-6pm).

The mixed-use areas proposed in the CRA plan can help shorten commute times and alleviate the need for a number of cross-county trips. By providing concentrating opportunities for more dense office and retail development as well as supplying housing choices beyond single-family quarter-acre lots, the CRA plan offers an alternative to the usual development forms, allowing for alternative transit options. Therefore the CRA plan supports the letter and the spirit of the Regional Alternative Land Use Plan while helping to create a center for the city of Port St. Lucie. As with any planning study, implementation is an important component and the study results should be reviewed and monitored to be consistent with the CRA plan.

9.2.2 Port St. Lucie/S. St. Lucie County Transit Routing and Scheduling Study

The Florida Department of Transportation (FDOT) is the lead agency conducting a transit routing and scheduling study for the City of Port St. Lucie and southern St. Lucie County. The purpose of the study is to examine how to extend the existing resources of the current community transit system and move from the current demand-response system to a point-deviation system.

The point-deviation system is meant to be a flexible route system with minimal deviations from established routes. The point-deviation system would have defined transit zones with higher service frequencies. Passengers would have to transfer buses to travel between zones. However, the higher service frequencies and better scheduling in the transit zones would create a more viable option for using the transit service as a form of work transportation.

In the longer-term, the flexible route system would potentially operate along Port St. Lucie Boulevard and US † Highway One in the CRA. The Village Green area would serve as a transfer facility between transit zones. The concentration of uses in the town center at the Village Green area as described in the CRA plan works well with the concept of a transit destination or transfer facility that would bring people into the area for employment, business, educational, sports and entertainment purposes.

10.0 Methods of Finance and Budgeting

A viable financing program for redevelopment requires a strong commitment from the public and private sector. The key to implementing the public actions called for in our plan is attracting private market investment and the additional ad valorem tax revenue it produces. To carry out redevelopment, the Community Redevelopment Agency will use all available sources of funding from local, state and federal government and the private sector.

It should be noted that the following financial plan is intended as a guide for funding redevelopment activities in the redevelopment area. Flexibility is essential. The timing, cost and tax revenue impact of private investment is, at best, a projection based upon existing knowledge. Interest rates, construction costs, and national economic conditions will vary and cause revisions in investment decisions.

The Port St. Lucie CRA has ambitious long-term plans for the redevelopment area, taking advantage of the 30-year planning period, as may be extended. In the early years, the plan calls for more of a partnership approach to redevelopment and private investment since CRA funds will be small.

10.1 Funding Sources

10.1.1 Tax Increment Financing

As provided for under the Community Redevelopment Act of 1969, the principal source of funding for the Redevelopment Agency will be through the mechanism of Tax Increment Financing.

Tax Increment Financing (TIF) realizes the incremental increase in property tax revenues resulting from redevelopment, and uses it to pay for improvements needed to support and encourage new development. TIF is designed to allow local government to finance, over a term of years, front-end costs involved in the redevelopment of blighted areas. By using this tool a local government can develop and adopt a redevelopment plan, repave or reroute streets, provide other public improvements and open space, provide housing, provide redevelopment assistance or incentives and acquire property within the redevelopment area for redevelopment. Eligible activities, under current law, include but are not limited to, the acquisition of land and improvements, relocation of displaced residents, demolition of deteriorated structures, site preparation, infrastructure improvements plus housing and commercial development and other activities implementing this plan.

A Redevelopment Trust Fund has been established for the purpose of funding redevelopment projects within the redevelopment area. All funds deposited into the trust fund are available to the Redevelopment Agency for any lawful purpose as provided in the Act to further the provisions of this plan in the CRA.

Port St. Lucie CRA Master Plan

The greatest single source of funding for the Community Redevelopment Agency will come from tax increment revenues determined by growth in certain real property tax revenues within the Redevelopment Area. For the purpose of calculating the amount of tax increment revenues, the base value for the purpose of calculating tax increment in the redevelopment area was established as of January 1, 2000.

Funds appropriated by “taxing authorities” (as defined by the Act) in the amount of 95% of the ad valorem taxes assessed against real property values generated by private investment in the Redevelopment areas for each fiscal year subsequent to the base year will be deposited in the Redevelopment Trust fund for use by the Redevelopment Agency to finance redevelopment projects identified in this plan.

The projected tax increment has been calculated to reflect the current tax increment base plus the increment projected from the current and anticipated construction activity. ~~To be conservative, we have only estimated new construction for the next five years and have not included potential redevelopment of the Village Green. Projected construction assumptions include:~~

- ~~□ Two new 200,000 SF retail stores, one Super Wal-Mart well into the development process and an additional large retailer.~~
- ~~□ A 112,000 SF office warehouse for PolyMedica, and their planned expansion of an additional 100,000 SF. An assumed tax abatement of 50% over 10 years was applied to this projected development.~~
- ~~□ The current Hospital expansion of 35,000 SF and an additional 50,000 SF new medical office building on their newly acquired 10-acre site~~
- ~~□ An estimated 84,150 SF of multi-family and 100,000 SF of general commercial in currently available development areas.~~

~~In addition, a 2.5 percent annual appreciation rate in the overall assessed valuation has been calculated, based upon the average increase in value for the past two years. The grand totals in **Table 10.1** provide the anticipated tax increment revenues that will flow to the Redevelopment Trust Fund. Estimated increment calculations show that in the first five years of the TIF, cumulative income is approximately \$3.5 million dollars.~~

Port St. Lucie CRA Master Plan

**Table 10-1
Estimated Increment Analysis**

Year	District Taxable Value	Tax Base Value	Increment Above Base Year	Increment Millage Rate	Annual Tax Increment Revenue	Cumulative Tax Increment Revenue
2000	231,641,924	231,641,924	0	14.192	0	
2001	237,432,972	231,641,924	5,791,048	14.192	82,187	82,187
2002	264,213,873	231,641,924	32,571,949	14.192	462,261	544,448
2003	286,352,670	231,641,924	54,710,746	14.192	776,455	1,320,903
2004	299,927,386	231,641,924	68,285,462	14.192	969,107	2,290,010
2005	319,171,482	231,641,924	87,529,558	14.192	1,242,219	3,532,229
2006	327,150,769	231,641,924	95,508,845	14.192	1,355,462	4,887,691
2007	335,329,538	231,641,924	103,687,614	14.192	1,471,535	6,359,225
2008	343,712,777	231,641,924	112,070,853	14.192	1,590,510	7,949,735
2009	352,305,596	231,641,924	120,663,672	14.192	1,712,459	9,662,194
2010	361,113,236	231,641,924	129,471,312	14.192	1,837,457	11,499,651
2011	370,141,067	231,641,924	138,499,143	14.192	1,965,580	13,465,231
2012	383,993,815	231,641,924	152,351,891	14.192	2,162,178	15,627,409
2013	397,700,107	231,641,924	166,058,183	14.192	2,356,698	17,984,106
2014	407,642,610	231,641,924	176,000,686	14.192	2,497,802	20,481,908
2015	417,833,675	231,641,924	186,191,751	14.192	2,642,433	23,124,341
2016	428,279,517	231,641,924	196,637,593	14.192	2,790,681	25,915,022
2017	438,866,505	231,641,924	207,344,581	14.192	2,942,634	28,857,656
2018	449,961,168	231,641,924	218,319,244	14.192	3,098,387	31,956,043
2019	461,210,197	231,641,924	229,568,273	14.192	3,258,033	35,214,076
2020	472,740,452	231,641,924	241,098,528	14.192	3,421,670	38,635,746

Source: St. Lucie Tax Assessor's Office, EDAW, April 2001.

* Millage rate is based upon various taxing authority rates as approved in City TIF ordinance

Port St. Lucie CRA Master Plan

Table 10-1
Estimated Increment Analysis

Year	District Taxable Value		Increment Above Base Year		Increment Millage		Annual Tax Increment		Total Annual Tax Increment
	County	City	County	City	County	City	County	City	
2000	231,826,024	231,826,024	-	-	0.00000	0.00000	-	-	-
2001	239,330,269	239,330,269	7,504,245	7,504,245	0.00720	0.00406	54,034	30,464	84,498
2002	273,336,594	273,336,594	41,510,570	41,510,570	0.00720	0.00438	298,894	181,661	480,555
2003	306,825,247	306,825,247	74,999,223	74,999,223	0.00720	0.00469	540,027	351,964	891,991
2004	351,421,394	351,421,394	119,595,370	119,595,370	0.00707	0.00446	845,595	532,846	1,378,441
2005	394,820,144	394,820,144	162,994,120	162,994,120	0.00688	0.00351	1,121,476	571,360	1,692,837
2006	480,365,264	480,365,264	248,539,240	248,539,240	0.00632	0.00327	1,570,430	812,203	2,382,633
2007	497,654,554	504,507,763	265,828,530	272,681,739	0.00586	0.00306	1,556,916	833,408	2,390,325
2008	461,440,975	468,762,261	229,614,951	236,936,237	0.00586	0.00306	1,344,819	724,158	2,068,977
2009	370,979,368	373,063,532	139,153,344	141,237,508	0.00586	0.00350	815,000	494,652	1,309,651
2010	339,659,480	341,274,200	107,833,456	109,448,176	0.00650	0.00409	700,763	448,115	1,148,878
2011	320,988,876	322,052,986	89,162,852	90,226,962	0.00655	0.00428	583,785	386,543	970,328
2012	314,653,519	315,799,817	82,827,495	83,973,793	0.00655	0.00419	542,305	351,776	894,081
2013	318,529,778	319,740,433	86,703,754	87,914,409	0.00655	0.00419	567,684	368,284	935,968
2014	330,615,563	331,856,842	98,789,539	100,030,818	0.00669	0.00419	661,296	419,041	1,080,337
2015	344,127,134	345,430,240	112,301,110	113,604,216	0.00703	0.00514	789,178	583,826	1,373,004
2016	354,741,429	356,292,311	122,915,405	124,466,287	0.00702	0.00502	863,103	624,406	1,487,508
2017	382,412,502	384,110,573	150,586,478	152,284,549	0.00718	0.00492	1,081,727	749,494	1,831,220
2018	412,795,596	414,634,837	180,969,572	182,808,813	0.00718	0.00483	1,299,981	882,357	2,182,338
2019	428,613,372	432,523,584	196,787,348	200,697,560	0.00716	0.00480	1,409,606	963,743	2,373,349
2020	440,280,830	442,246,333	208,454,806	210,420,309	0.00707	0.00473	1,473,378	995,638	2,469,017
2021	461,559,428	463,603,162	229,733,404	231,777,138	0.00683	0.00464	1,569,216	1,074,673	2,643,889
2022	525,539,840	527,530,420	293,713,816	295,704,396	0.00659	0.00449	1,935,646	1,328,944	3,264,590
2023	565,505,615	567,601,766	333,679,591	335,775,742	0.00665	0.00447	2,219,476	1,501,057	3,720,533
2024	614,115,040	616,152,433	382,289,016	384,326,409	0.00660	0.00445	2,524,644	1,708,971	4,233,615
2025	629,467,916	631,556,244	397,641,892	399,730,220	0.00673	0.00427	2,677,453	1,705,581	4,383,034
2026	645,204,614	647,345,150	413,378,590	415,519,126	0.00673	0.00427	2,783,413	1,772,949	4,556,363
2027	661,334,729	663,528,779	429,508,705	431,702,755	0.00673	0.00427	2,892,023	1,842,002	4,734,025
2028	677,868,097	680,116,998	446,042,073	448,290,974	0.00673	0.00427	3,003,347	1,912,781	4,916,128
2029	694,814,800	697,119,923	462,988,776	465,293,899	0.00673	0.00427	3,117,455	1,985,330	5,102,785
2030	712,185,170	714,547,921	480,359,146	482,721,897	0.00673	0.00427	3,234,415	2,059,692	5,294,107
2031	729,989,799	732,411,619	498,163,775	500,585,595	0.00673	0.00427	3,354,300	2,135,914	5,490,213
2032	748,239,544	750,721,910	516,413,520	518,895,886	0.00673	0.00427	3,477,181	2,214,041	5,691,222
2033	766,945,533	769,489,957	535,119,509	537,663,933	0.00673	0.00427	3,603,135	2,294,121	5,897,255
2034	786,119,171	788,727,206	554,293,147	556,901,182	0.00673	0.00427	3,732,237	2,376,203	6,108,440
2035	805,772,150	808,445,387	573,946,126	576,619,363	0.00673	0.00427	3,864,567	2,460,337	6,324,904
2036	825,916,454	828,656,521	594,090,430	596,830,497	0.00673	0.00427	4,000,205	2,546,574	6,546,779
2037	846,564,365	849,372,934	614,738,341	617,546,910	0.00673	0.00427	4,139,234	2,634,968	6,774,202
2038	867,728,475	870,607,258	635,902,451	638,781,234	0.00673	0.00427	4,281,739	2,725,571	7,007,310
2039	889,421,686	892,372,439	657,595,662	660,546,415	0.00673	0.00427	4,427,807	2,818,439	7,246,246
2040	911,657,229	914,681,750	679,831,205	682,855,726	0.00673	0.00427	4,577,526	2,913,629	7,491,155
2041	934,448,659	937,548,794	702,622,635	705,722,770	0.00673	0.00427	4,730,988	3,011,199	7,742,187
2042	957,809,876	960,987,514	725,983,852	729,161,490	0.00673	0.00427	4,888,287	3,111,208	7,999,495
2043	981,755,123	985,012,201	749,929,099	753,186,177	0.00673	0.00427	5,049,518	3,213,717	8,263,235
2044	1,006,299,001	1,009,637,506	774,472,977	777,811,482	0.00673	0.00427	5,214,780	3,318,789	8,533,569
2045	1,031,456,476	1,034,878,444	799,630,452	803,052,420	0.00673	0.00427	5,384,173	3,426,488	8,810,661
2046	1,057,242,888	1,060,750,405	825,416,864	828,924,381	0.00673	0.00427	5,557,802	3,536,879	9,094,681
2047	1,083,673,960	1,087,269,165	851,847,936	855,443,141	0.00673	0.00427	5,735,771	3,650,030	9,385,801
2048	1,110,765,809	1,114,450,894	878,939,785	882,624,870	0.00673	0.00427	5,918,189	3,766,010	9,684,199
2049	1,138,534,954	1,142,312,167	906,708,930	910,486,143	0.00673	0.00427	6,105,168	3,884,890	9,990,057
2050	1,166,998,328	1,170,869,971	935,172,304	939,043,947	0.00673	0.00427	6,296,821	4,006,741	10,303,562
2051	1,196,173,286	1,200,141,720	964,347,262	968,315,696	0.00673	0.00427	6,493,265	4,131,638	10,624,904
2052	1,226,077,618	1,230,145,263	994,251,594	998,319,239	0.00673	0.00427	6,694,621	4,259,658	10,954,279
2053	1,256,729,559	1,260,898,895	1,024,903,535	1,029,072,871	0.00673	0.00427	6,901,011	4,390,879	11,291,890
2054	1,288,147,798	1,292,421,367	1,056,321,774	1,060,595,343	0.00673	0.00427	7,112,560	4,525,380	11,637,940

* Variance between County and City Increment above base year due to additional county homestead exemption for persons 65 and older

**Years 2020-2024 are actuals, remaining are estimates

*** FY 2024 St Lucie County Millage Rate - County General Fund 4.2222 and County Fine & Forfeiture 2.7294

Assumptions:

1. The District Taxable Value is estimated to increase at a rate 2.5% annually after 2024 (this is the rate used in the original estimate in 2000)

10.1.2 Other Funding Sources

To make the most effective use of Tax Increment Revenues, the CRA and the City will use other City, State and Federal funding sources as appropriate and available to carry out the provisions of this plan. The financial plan assumes that funds for the public expenditures identified in the redevelopment plan will be obtained from several sources in addition to Tax Increment Financing. The following are some of the major funding sources and programs that the CRA proposes to use in financing the redevelopment projects. These include, but are not limited to:

- Community Development Block Grant
- Capital Improvement Program
- Federal Aid
- Gas Tax
- General Fund
- Wastewater Impact Fees
- Transportation Impact Fees
- Revenue Bonds
- State Aid
- Special Assessments
- Stormwater Utility
- Tourist Development Tax
- HUD, SHIP & HOME

10.2 Proposed Development Projects: Costs and Schedule

The Redevelopment plan anticipates public intervention and investment in redevelopment projects by the Redevelopment Agency. While the planning period for the CRA is 30 years, it is almost impossible to accurately project income and expense costs out that far in the future. Many Florida CRAs use a 20-year timeline to project cost estimates and revenues. Therefore, we will use the Florida accepted practice of a 20-year funding timeframe knowing that the CRA should be re-evaluating the plan’s costs and revenue estimates on a more frequent basis.

Specific TIF funded projects ~~have been identified below (2001-2020) are identified in Table 10-2. The total cost of the public improvement program for the duration of this plan (2001-2020) is estimated to be \$30.9 million. To offset these public improvement costs the CRA is projected to receive cumulative revenues of approximately \$38.6 million.~~

**Table 10-2
Tax Increment Funding by Project and Phase**

Suggested Phasing	2001-2005	2006-2010	2011-2015	2016-2020	Total
<i>Capital Costs</i>					
Town Center Phase 1	\$3,962,708				\$3,962,708
Town Center Phase 2		\$1,770,000			\$1,770,000
Town Center Phase 3			\$1,600,000		\$1,600,000
US 1 Streetscape	\$3,228,169	\$3,228,169			\$6,456,338
Secondary Streetscape		\$8,135,009			\$8,135,009
Neighborhood Revitalization Streetscape		\$2,991,886			\$2,991,886
Greenway (Amenities and Landscape)		\$1,922,700			\$1,922,700
Drainage		\$200,000			\$200,000
Hillmoor Road Extension		\$418,238			\$418,238
<i>Subtotal capital costs</i>	<i>\$7,190,877</i>	<i>\$18,656,002</i>	<i>\$1,600,000</i>		<i>\$27,456,878</i>
<i>Program Costs</i>					
CRA Administration	\$750,000	\$750,000	\$750,000	\$750,000	\$3,000,000
Phased Construction Master Plan for Town Center	\$150,000				\$150,000
Greenway and Drainage Master Plan	\$150,000				\$150,000
Master Plan for Lentz Grove Property			\$100,000		\$100,000
<i>Subtotal Program costs</i>	<i>\$1,050,000</i>	<i>\$850,000</i>	<i>\$750,000</i>	<i>\$750,000</i>	<i>\$3,400,000</i>
Grand Totals by five year phases	\$8,240,877	\$19,516,002	\$2,350,000	\$750,000	\$30,856,878

Source: City of Port St. Lucie, EDAW

Port St. Lucie CRA Master Plan

Table 10-2
Tax Increment Funding by Project (estimate)

	<u>Estimated Capital Cost</u>
Walton & One Recreation Center	50,000,000
Project DuBey	27,500,000
Village Green Drive Streetscape and Open Space Enhancements	15,000,000
Walton & One Streetscape and Open Space Enhancements	10,000,000
Walton & One Stormwater enhancements	5,000,000
Walton & One Property Acquisitions, Renovations / Enhancements	8,000,000
US Highway One Corridor - Business Façade Enhancements	3,000,000

The basic premise of the financial plan is that tax increment revenues will provide the necessary revenues to service short-term and long-term debt incurred by the Community Redevelopment Agency to construct the public improvements plus fund other projects and programs identified in the plan. It's possible to include in the revenue projection funds borrowed by the CRA, with Tax Increment Funds pledged to the repayment.

The time period and amount for each type of capital improvement are estimates as of the time this plan was adopted and extended. It is possible, and, in fact, likely, that some projects may for a variety of factors extend into one or more time periods before completion or may be accelerated and moved up into a more recent time period. The Community Redevelopment Agency shall have the authority and discretion to make such adjustments to the amounts in each time period as deemed necessary and appropriate to best implement the provisions of this plan.

10.3 Advances and Loans

The Community Redevelopment Agency shall have the power to borrow money and accept advances from any source, public or private, including the City of Port St. Lucie, for any lawful purpose in connection with the redevelopment program. Tax Increment Revenues or any other funds deposited into the Redevelopment Trust Fund, which are not otherwise obligated, shall be available for repayment of such loans or advances. Any money that is borrowed or advanced to the Community Redevelopment Agency from the City of Port St. Lucie shall be authorized by the City Council.

10.4 Tax Increment Revenue Bonds

When authorized by the City Council, the CRA may issue redevelopment revenue bonds, notes or other obligations to finance the undertaking of any community redevelopment project activity, including the payment of principal and interest upon any loans and retirement of bonds or other obligations previously issued. The security for such bonds may be based upon the anticipated tax increment revenues and such other revenues as may be legally available.

11.0 Appendix

Community Redevelopment Agency Boundary

CACI Demographic Report Methodology

Current Development Activity in 'the CRA

Stakeholder Interview Form

Stakeholder Comment Matrix

Public Comments

COMMUNITY REDEVELOPMENT AGENCY BOUNDARY

City of Port St. Lucie, Florida

A parcel of land located in parts of Sections 1,2,11 &12, Township 37 South, Range 40 East, Sections 35 & 36, Township 36 South, Range 40 East, Section 31, Township 36 South, Range 41 East and Sections 6 & 7, Township 37 South, Range 41 East being more particularly described as follows:

Begin at the Southeast corner of Section 12, Township 37 South, Range 40 East, thence N 89°46'20"W along the south line of said Section 12 to a Point of Intersection with the east line of South Port St. Lucie Unit Six as recorded in Plat Book 14 at Page 14 of the Public Records of St. Lucie County, Florida, extended southerly; thence N 0°10'18"E on a projection of said east line of South Port St. Lucie Unit Six to the south line of Tract "A" of said South Port St. Lucie Unit Six; thence S70°22'28"W along the said south line to the west line of said Tract "A"; thence N19°37'32"W along said west line to the southeast corner of Lot 1, Block 51 of said South Port St. Lucie Unit Six; thence N 89°56'49"W to the southwest corner of Lot 6, Block 51 of said South Port St. Lucie Unit Six, also being the east right-of-way of Delano Road; thence continue N 89°56'49"W on a projection of the south line of said Lot 6, Block 51, crossing Delano Road, to the southeast corner of Lot 1, Block 50 of said South Port St. Lucie Unit Six; also being the west right-of-way of Delano Road; thence N 89°49'42"W along the south line to the southwest corner of said Lot 1, also being the east line of a drainage right-of-way; thence northwesterly across said drainage right-of-way to the southeast corner of Lot 1, Block 182 of South Port St. Lucie Unit Fourteen as recorded in Plat Book 16 at Page 29 of the Public Records of St. Lucie County, Florida; thence N 89°49'42"W to the southwest corner of said Lot 1, also being the east right-of-way of Gowin Drive; thence continue N 89°49'42"W on a projection of the south line of said Lot 1, crossing Gowin Drive, to a Point of Intersection with the west right-of-way of Gowin Drive; thence N 0°10'18"W along said west right-of-way to a Point of Tangency of a curve concave to the southwest at the northeast corner of Lot 9, Block 192 of said Port St. Lucie Unit Fourteen, thence continue on a projection of said west right of way, crossing Port St. Lucie Boulevard (a.k.a. Cane Slough Road) to a Point of Intersection with the north right-of-way of said Port St. Lucie Boulevard; thence northeasterly and northerly along the west right-of-way of Gowin Drive to a Point of Intersection with the north right-of-way of Dion Avenue extended westerly; thence S 89°56'49"E on a projection of said north right-of-way, crossing Gowin Drive, to a Point of Curvature of a curve concave to the northeast at the southwest corner of

Lot 22, Block 113 of South Port St. Lucie Unit Four as recorded in Plat Book 13 at Page 11 of the Public Records of St. Lucie County, Florida; thence continue S 89°56'49"E to the southeast corner of Lot 22, Block 113 of said South Port St. Lucie Unit Four, also being the west line of a drainage right-of-way; thence continue S 89°56'49" E along said north right-of-way to the southwest corner of Lot 26 of Block 114 of said South Port St. Lucie Unit Four, also being the east line of said drainage right-of-way; thence S 0° 10'18"W on a projection of said east line of a drainage right-of-way, crossing Dion Avenue, to the northwest corner of Lot 13, Block 110 of said South Port St. Lucie Unit Four, also being the south right-of-way of Dion Avenue; thence continue S 0° 10'18"W to the southwest corner of said Lot 13, Block 110, also being a Point of Intersection of a drainage right-of-way; thence S 89°56'49"E along the north line of said drainage right-of-way to the southeast corner of Lot 11, Block 110 of said South Port St. Lucie Unit Four, also being the west right-of-way of Flanders Road; thence continue S 89°56'49"E on a projection of said north line of a drainage right-of-way, crossing Flanders Road, to the southwest corner of Lot 5, Block 115 of said South Port St. Lucie Unit Four, also being a Point of Intersection with the east right-of-way of Flanders Road and the north line of a drainage right-of-way; thence continue S 89°56'49"E along the north line of said drainage right-of-way to the southeast corner of said Lot 5, also being a Point of Intersection of a drainage right-of-way; thence northwesterly along the west line of said drainage right-of-way to the north corner of Lot 12, Block 115 of said South Port St. Lucie Unit Four, also being a Point of Intersection of said drainage right-of-way; thence N 61°14'46"E to the east corner of Lot 13, Block 115 of said South Port St. Lucie Unit Four; thence N 33°51'22"W to the northeast corner of Lot 24, Block 115 of said South Port St. Lucie Unit Four, also being the south right-of-way of Dittmar Avenue; thence N 89°57'13"W along said south right-of-way to the Point of Tangency of a curve concave to the southeast at the northwest corner of Lot 23, Block 115 of said South Port St. Lucie Unit Four, thence continue N 89°57'13"W on a projection of said south right-of-way line, crossing Gidding Road, to a Point of Curvature of a curve concave to the southwest at the northeast corner of Lot 1, Block 117 of said South Port St. Lucie Unit Four, also being the south right-of-way of Dittmar Avenue; thence continue N 89°57'13"W along said right-of-way to a Point of Tangency of a curve concave to the southeast at the northwest corner of Lot 10, Block 117 of said South Port St. Lucie Unit Four, thence continue N 89°57'13"W on a projection of said south right-of-way line to the east line of Lot 1, Block 114 of said South Port St. Lucie Unit Four, also being the west right-of-way line of Abcor Road; thence N 9°41'57"E along said west right-of-way to a Point of Intersection of Lot 1, Block 114 of said South Port St. Lucie Unit Four, also being the southeast corner of the Southwest ¼

of the Southwest $\frac{1}{4}$ of Section 1, Township 37 South, Range 40 East, St. Lucie County, Florida; thence $N 0^{\circ}14'29''E$ along the east line of said Southwest $\frac{1}{4}$ of the Southwest $\frac{1}{4}$ of Section 1, Township 37 South, Range 40 East, St. Lucie County, Florida, also being the east line of South Port St. Lucie Unit Four, to the northeast corner of said Southwest $\frac{1}{4}$ of the Southwest $\frac{1}{4}$ of Section 1, Township 37 South, Range 40 East, St. Lucie County, Florida, also being a point of intersection of a drainage right-of-way; thence $S 89^{\circ}58'08''W$ along the north line of said drainage right-of-way to a Point of Intersection with the east right-of-way of Morningside Boulevard; thence continue $S 89^{\circ}58'08''W$ on a projection of the north line of said drainage right-of-way, crossing Morningside Boulevard, to a Point of Intersection with the west right-of-way line of said Morningside Boulevard; thence $N 1^{\circ}16'26''E$ along said west right-of-way line to a Point of Tangency of a curve concave to the southwest at the northeast corner of Lot 20, Block 196 of South Port St. Lucie Unit Fifteen as recorded in Plat Book 16 at Page 42 of the Public Records of St. Lucie County, Florida; thence continue northerly on a projection of said west right-of-way line, crossing Avanti Circle, to a Point of Compound Curvature of a curve concave to the northwest at the southeast corner of Lot 12, Block 195 of said South Port St. Lucie Unit Fifteen; thence continue northwesterly along said west right-of-way to a Point of Compound Curvature of a curve concave to the southwest at the northeast corner of Lot 7, Block 195 of said South Port St. Lucie Unit Fifteen; thence continue on a projection of the said west right-of-way, crossing Avanti Circle, to a Point of Curvature of a curve concave to the northwest at the southeast corner of Lot 6, Block 196 of said South Port St. Lucie Unit Fifteen; thence $N 19^{\circ}18'06''W$ along said west right-of-way to a Point of Tangency of a curve concave to the southwest at the northeast corner of Lot 1, Block 196 of said South Port St. Lucie Unit Fifteen; thence continue $N 19^{\circ}18'06''W$ on a projection of said west right-of-way line to a Point of Intersection with the north right-of-way line of Lyngate Drive; thence easterly and northeasterly along said north right-of-way line to the southeast corner of Lot 1, Block 217 of South Port St. Lucie Unit Sixteen as recorded in Plat Book 16 at Page 43 of the Public Records of St. Lucie County, Florida; thence $N 28^{\circ}09'21''W$ to the northeast corner of Lot 13, Block 217 of said South Port St. Lucie Unit Sixteen; thence $N 57^{\circ}51'09''W$ a distance of 371.30'; thence $N 53^{\circ}05'17''W$ a distance of 43.53'; thence $N 30^{\circ}11'29''W$ a distance of 33.16'; thence $N 22^{\circ}35'05''W$ a distance of 552.04; thence $N 67^{\circ}24'55''E$ a distance of 333'; thence $N 4^{\circ}38'03''E$ a distance of 301.10'; thence $N 62^{\circ}04'29''E$ a distance of 200' to a Point of Intersection with the southwesterly right-of-way of U.S. Highway No.1; thence $N 27^{\circ}55'31''W$ along said right-of-way of U.S. Highway No.1 to a Point of Intersection with the centerline of Corvair Circle extended northeasterly; thence

S 62°04'29"W along said centerline to a Point of Intersection with the centerline of Hatfield Court; thence N 28°04'49"W along said centerline to a Point of Intersection with the south line of Tract "G-2" of the First Replat in South Port St. Lucie Unit Sixteen as recorded in Plat Book 22 at Page 15 of the Public Records of St. Lucie County, Florida; thence S 61°55'12"W along said south line to the northwest corner of Lot 20, Block 252; thence S 28°04'29"E to the northeast corner of Lot 1, Block 252 of said First Replat in South Port St. Lucie Unit Sixteen; thence N 83°55'31"W to the northwest corner of said Lot 1, Block 252, also being the east right-of-way line of Colchester Circle; thence continue N 83°55'31"W on projection of the north line of said Lot 1, Block 252 to a Point of Intersection with the west right-of-way line of Colchester Circle; thence northeasterly, northerly and northwesterly along said west right-of-way line to a Point of Tangency of a curve concave to the southwest at the northeast corner of Tract "G-3" of said First Replat in South Port St. Lucie Unit Sixteen; thence northwesterly, westerly and southwestwesterly along said curve to a Point of Curvature, also being the south right-of-way line of Midport Road; thence northwesterly, crossing Midport Road, to a Point of Reverse Curvature of a curve concave to the northwest at the southeast corner of Tract "A-5" of South Port St. Lucie Unit Sixteen as recorded in Plat Book 16 at Page 43 of the Public Records of St. Lucie County, Florida, also being the north right-of-way line of Midport Road; thence northeasterly, northerly and northwesterly along said curve to a Point of Curvature, also being the west right-of-way line of Highpoint Drive; thence N 28°04'49"W along said right-of-way to Point of Tangency of a curve concave to the southwest at the northeast corner of Lot 1, Block 224 of said South Port St. Lucie Unit Sixteen, thence continue N 8°04'49"W, crossing Oakmont Lane, on a projection of said west right-of-way to a Point of Curvature of a curve concave to the northwest at the southeast corner of Tract "A-6" of said South Port St. Lucie Unit Sixteen; thence northwesterly along said west right-of-way line to a Point of Compound Curvature of a curve concave to the southwest at the northeast corner of Tract "A-6" of said South Port St. Lucie Unit Sixteen; thence continue northwesterly, crossing Buckingham Terrace, on a projection of said west right-of-way line to a Point of Reverse Curvature of a curve concave to the northwest at the southeast corner of Lot 46, Block 224 of said South Port St. Lucie Unit Sixteen; thence continue northwesterly, northeasterly and southeasterly along the right-of-way of Highpoint Drive to a Point of Intersection with the north line of a parcel identified by the St. Lucie County, Florida Property Appraiser as Parcel Number 343513300010001 extended southwestwesterly; thence northeasterly along north line of said Parcel to a Point of Intersection with the southwestwesterly right-of-way of U.S. Highway No.1; thence northwesterly along said southwestwesterly right-of-way of U.S. Highway No.1 to a Point of Intersection with the south line of a parcel identified by the St. Lucie County, Florida Property Appraiser as

Parcel Number 343512200010007; thence westerly, northwesterly, northeasterly along the boundary of said Parcel to a Point of Intersection with the north line of Section 35, Township 36 South, Range 40 East; thence N 89°56'16"E along the north line of said Section to a Point of Intersection with the southwesterly right-of-way of U.S. Highway No.1; thence easterly along the north line of said Section 35, crossing U.S. Highway No.1, to the northwest corner of Lot 1, Block 14 of the First Replat of Port St. Lucie Industrial Park Unit One as recorded in Plat Book 23 at Page 6 of the Public Records of St. Lucie County, Florida; thence continue N 89°56'16"E along the north line of said Section 35 to the north quarter corner, thence N 89°54'35"E along said north line to the northwest corner of Section 36, Township 36 South, Range 40 East, also being the west right-of-way of Brandon Circle; thence S 88°04'25"E along the north line of Section 36 to a Point of Intersection with the east right-of-way of Brandon Circle extended northerly; thence S 2°13'55"E on a projection of said east right-of-way to a Point of Curvature of a curve concave to the southeast at the northwest corner of Lot 10, Block 4 of Port St. Lucie Industrial Park Unit One as recorded in Plat Book 16 at Page 27 of the Public Records of St. Lucie County, Florida; thence southerly and southwesterly along said east right-of-way to a Point of Curvature of a curve concave to the northeast the southwest corner of Lot 7, Block 4 of said Port St. Lucie Industrial Park Unit One; thence southeasterly along said curve to a Point of Reverse Curvature of a curve concave to the southwest, also being the north right-of-way line of Village Green Drive; thence southeasterly along said north right-of-way line to a Point of Curvature of a curve concave to the north at the south corner of Lot 5, Block 4 of said Port St. Lucie Industrial Park Unit One; thence continue southeasterly on a projection of said north right-of-way line, crossing Brandon Circle, to a Point of Reverse Curvature of a curve concave to the northeast at the southwest corner of Lot 8, Block 5 of said Port St. Lucie Industrial Park Unit One; thence continue along said north right-of-way line to a Point of Curvature of a curve concave to the northwest at the southeast corner of Lot 7, Block 5 of said Port St. Lucie Industrial Park Unit One; thence continue on a projection of said north right-of-way line, crossing Industrial Boulevard, to a Point of Reverse Curvature of a curve concave to the east at the west corner of Lot 1, Block 12 of said Port St. Lucie Industrial Park Unit One; thence continue southeasterly along said north right-of-way line to a Point of Intersection with the north line of a drainage right-of-way, thence S 89°51'27"E along said drainage right-of-way to a Point of Intersection; thence N 0°08'33"E along said drainage right-of-way to a Point of Intersection with the south line of Block 3328 of Port St. Lucie Section Fifty One as recorded in Plat Book 22 at Page 18 of the Public Records of St. Lucie County, Florida extended westerly, said line also being the north line of a drainage right-of-way, thence S 88°58'14"E along the south line of said Block 3328 to a Point of Intersection with the west

right-of-way of Lennard Road; thence north and northwesterly along said right-of-way line to a Point of Intersection with the south line of Block 3340 of Port St. Lucie Section Fifty Three as recorded in Plat Book 22 at Page 20 of the Public Records of St. Lucie County, Florida extended westerly, said line also being the north line of a drainage right-of-way; thence N 89°48'41"E along the north line of said drainage right-of-way to a Point of Intersection with the east right-of-way of Scenic Park Street; thence S 0°18'57" W along the east right-of-way of said Scenic Park Street to a Point of Intersection with the north right-of-way line of Walton Road; thence continue S 0°18'57"W on a projection of said east right-of-way line to the south right-of-way line of Walton Road; thence N 89°53'51"W along the south right-of-way of said Walton Road to a Point of Tangency of a curve concave to the southeast at the northwest corner of Tract "G-3" of Port St. Lucie Section Fifty Two as recorded in Plat Book 22 at Page 19 of the Public Records of St. Lucie County, Florida; thence continue N 89°53'51"W on a projection of said south right-of-way line, crossing Rainier Road, to a Point of Curvature of a curve concave to the southwest at the northeast corner of Tract "G-4" of said Port St. Lucie Section Fifty Two; thence continue N 89°53'51"W along said south right-of-way line to a Point of Intersection with the west line of Block 3329 of said Port St. Lucie Section Fifty Two extended northerly; thence S 0°06'09"W along said west line to the southwest corner of Lot 5, Block 3329 of said Port St. Lucie Section Fifty Two; thence N 89°53'51"W along the south line of Tract "B" of said Port St. Lucie Section Fifty Two, also being the south line of the First Replat in Port St. Lucie Section Fifty Two as recorded in Plat Book 25 at Page 34 of the Public Records of St. Lucie County, Florida, to a Point of Intersection with the east right-of-way of Lennard Road; thence S 0°18'57"W along said right-of-way to a Point of Tangency of a curve concave to the northeast at the southwest corner of Tract "G-1" of said Port St. Lucie Section Fifty Two; thence continue S 0°18'57"W on a projection of said east right-of-way, crossing Rainier Road, to a Point of Curvature of a curve concave to the southeast at the northwest corner of Tract "G-2" of said Port St. Lucie Section Fifty Two; thence continue S 0°18'57" W along said east right-of-way line to a Point of Intersection with the north right-of-way of Tiffany Avenue; thence S 89°56'35"E along said right-of-way to a Point of Intersection with the east line of Lot 3, Block 1510 of Port St. Lucie Section Twenty Nine as recorded in Plat Book 14 at Page 8 of the Public Records of St. Lucie County, Florida extended northerly; thence S 0°03'25"W on a projection of the east line of said Lot 3, crossing Tiffany Avenue, to a Point of Intersection with the northeast corner of said Lot 3, Block 1510, also being the south right-of-way of Tiffany Avenue; thence continue S 0°03'25"W along said east line of Lot 3 to a Point of Intersection with the north line of Lot 2, Block 1510 of said Port St.

Lucie Section Twenty Nine; thence S 89°56'35"E along said north line to the northeast corner of said Lot 2, Block 1510, also being a Point of Intersection of a drainage right-of-way; thence S 0°03'25"W along the west line of said drainage right-of-way to the southeast corner of Lot 1, Block 1510 of said Port St. Lucie Section Twenty Nine, also being the north right-of-way of Avalon Road; thence S 0°03'25"W on a projection of the east line of said Lot 1, Block 1510, crossing Avalon Road, to the northeast corner of Lot 22, Block 1502 of said Port St. Lucie Section Twenty Nine, also being the south right-of-way of Avalon Road and the northwest corner of a drainage right-of-way; thence continue S 0°03'25"W along the west line of said drainage right-of-way to the southeast corner of Lot 47, Block 1502 of said Port St. Lucie Section Twenty Nine, also being the southwest corner of said drainage right-of-way and the north right-of-way of Grand Drive; thence continue S 0°03'25"W on a projection of the east line of said Lot 47, Block 1502, crossing Grand Drive, to the northeast corner of Lot 1, Block 1537 of Port St. Lucie Section Thirty as recorded in Plat Book 14 at Page 10 of the Public Records of St. Lucie County, Florida, also being the south right-of-way of Grand Drive and the northwest corner of a drainage right-of-way; thence continue S 0°03'25"W, along the west line of said drainage right-of-way, to the southeast corner of Lot 4, Block 1537 of said Port St. Lucie Section Thirty, also being the north right-of-way of Blossom Road; thence S 89°47'27"E along said right-of-way to a Point of Intersection with the west line of Lot 6, Block 3 of Plat No.1 St. Lucie Gardens By The Indian River subdivision in Section 6, Township 37 South, Range 41 East as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida extended northerly; thence southerly on a projection of the west line of Lot 6, Block 3 of said Plat No.1 St. Lucie Gardens by the Indian River subdivision, also being the west line of Camelot Gardens (a condominium), crossing Blossom Road, to the north line of Lot 6, Block 3 of said Plat No.1 St. Lucie Gardens by the Indian River subdivision, also being the south right-of-way of Blossom Road; thence continue southerly along the west line of said Lot 6, Block 3 to the north line of a drainage right-of-way in Block 1538 of said Port St. Lucie Section Thirty; thence westerly along the south line of Lot 8, Block 3 of said Plat No.1 St. Lucie Gardens By The Indian River subdivision to a Point of Intersection with the east right-of-way of Lennard Road; thence S 0°00'10"E along said right-of-way line to a Point of Intersection with the north right-of-way of Maslan Avenue; thence N 89°54'37"E along said right-of-way to a Point of Intersection with the east line of Lot 23, Block 1541 of Port St. Lucie Section Thirty as recorded in Plat Book 14 at Page 10 of the Public Records of St. Lucie County, Florida extended northerly; thence S 0°00'10"E on a projection of said east line of Lot 23, Block 1541, crossing Maslan Avenue, to the northeast corner of Lot 21, Block 1541 of said Port St. Lucie Section Thirty, also being the south right-of-way of Maslan Avenue; thence continue

S 0°00'10"E to the southeast corner of said Lot 21, Block 1541, also being the southwest corner of a drainage right-of-way and the north right-of-way of Master Avenue; thence continue S 0°00'10"E on a projection of the east line of Lot 21, Block 1541, crossing Master Avenue, to the northeast corner of Lot 23, Block 1542 of said Port St. Lucie Section Thirty, also being the south right-of-way of Master Avenue and the northwest corner of a drainage right-of-way; thence continue S 0°00'10"E along the west line of said drainage right-of-way to the southeast corner of Lot 21, Block 1542 of said Port St. Lucie Section Thirty, also being the north right-of-way of Melaleuca Boulevard; thence continue S 0°00'10"E on a projection of west line of said drainage right-of-way, crossing Melaleuca Boulevard, to the Northeast corner of Lot 44, Block 1543 of said Port St. Lucie Section Thirty, also being the south right-of-way line of Melaleuca Boulevard; thence continue S 0°00'10"E along the west line of said drainage right-of-way to the southeast corner of Lot 16, Block 1543 of said Port St. Lucie Section Thirty, also being a Point of Intersection of said drainage right-of-way, thence N 89°51'11"W to the northeast corner of Lot 17, Block 1543 of said Port St. Lucie Section Thirty; thence S 0°08'49"W to the southeast corner of said Lot 17, Block 1543, also being the north right-of-way of Longhorn Avenue; thence southwesterly, crossing Longhorn Avenue, to the northeast corner of Lot 16, Block 1545 of said Port St. Lucie Section Thirty, also being the south right-of-way of Longhorn Avenue; thence S 0°08'49"W to the northeast corner of Lot 15, Block 1545 of said Port St. Lucie Section Thirty, thence S 89°51'11"E to the northeast corner of Lot 1, Block 1545 of said Port St. Lucie Section Thirty, also being the west right-of-way of Maize Street; thence continue S 89°51'11" to a Point of Intersection with the west line of Lot 4, Block 3 of Plat No. 1 St. Lucie Gardens By The Indian River subdivision in Section 7, Township 37 South, Range 41 East as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida, extended northerly; thence southerly along a projection of said west line to the south right-of-way of Mariposa Avenue; thence continue along said west line to a Point of Intersection with the north line of Lot 2, Block 3 of said Plat No. 1 St. Lucie Gardens By The Indian River subdivision in Section 7, Township 37 South, Range 41 East extended westerly, thence easterly along a projection of said north line to the northwest corner of Lot 2, Block 3 of said Plat No. 1 St. Lucie Gardens By The Indian River subdivision in Section 7, Township 37 South, Range 41 East; thence southerly along the west line of Lot 2, Block 3 of said Plat No. 1 St. Lucie Gardens By The Indian River subdivision in Section 7, Township 37 South, Range 41 East to a Point of Intersection with the north line of a drainage right-of-way in Block 1581 of Port St. Lucie Section Thirty as recorded in Plat Book 14 at Page 10 of the Public Records of St. Lucie County, Florida; thence S 89°44'44"E along the north line of said drainage right-of-way to the west line of Block 1581 of said Port St. Lucie Section Thirty, also being

the northeast corner of Lot 9, Block 3 of Plat No. 1 St. Lucie Gardens By The Indian River subdivision in Section 7, Township 37 South, Range 41 East as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida; thence S 0°0'09"31"W along said west line to a Point of Intersection with the south line of Section 7, Township 37 South, Range 41 East; thence N 89°38'10"W to the southeast corner of Section 12, Township 37 South, Range 40 East and the Point of Beginning.

LESS AND EXCEPT THE FOLLOWING:

SECTION 1, TOWNSHIP 37 SOUTH, RANGE 40 EAST

All of Lots 3, 4, 13, 14, and 16 of Block 1 and all of Lots 1, 2, 3, 4, 15, and 16, and the North half (1/2) of Lots 13 and 14 of Block 4 lying West of the Right-of-Way of Lennard Road of "PLAT No. 1 ST. LUCIE GARDENS BY THE INDIAN RIVER" subdivision as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida

SECTION 12, TOWNSHIP 37 SOUTH, RANGE 40 EAST

All of Lots 14 and 15, the East half (1/2) of Lots 1 and 2, and the South half (1/2) of Lots 12 and 13 of Block 1, and all of Lot 1 and part of Lots 2, 3, 4, 15, and 16 of Block 4 all lying Easterly of the Right-of-Way of U. S. Highway No. 1 and West of the Right-of-Way of Lennard Road, and part of Lots 2, 3, 4 of Block 4 lying West of the Right-of-Way of U.S. Highway No. 1 of "PLAT No.1 ST. LUCIE GARDENS BY THE INDIAN RIVER" subdivision as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida. Also, all of that parcel of land described as Parcel I and Parcel II in Official Record book 938 at Page 923 of the Public Records of St. Lucie County, Florida.

SECTION 6, TOWNSHIP 37 SOUTH, RANGE 41 EAST

All of Lots 6 and 7 of Block 3 lying East of the Right-of-Way of Lennard Road of "PLAT No.1 ST. LUCIE GARDENS BY THE INDIAN RIVER" subdivision as recorded in Plat Book 1 at Page 35 of the Public Records of St. Lucie County, Florida

Said parcel containing 1511 acres, more or less

The bearings herein are based on the respective subdivisions as recorded in the Official Records of St. Lucie County, Florida.

CACI Demographic Report Methodology

Demographic Update Methodology

Forecasts are prepared initially for counties and census tracts or block numbering areas (BNAs) in non-tractated counties. From the county database, forecasts are aggregated to metropolitan areas, Nielsen's Designated Market Areas (DMAs), states, or higher levels. From the tract/BNA database, forecasts are retrieved for ZIP Codes, places, county subdivisions (MCDs or CCDs), or block groups. Demographic and income forecasts can also be derived for any user-defined site, circle, or polygon.

Forecasting change in the size and distribution of the population begins at the county level with the latest estimates, 1991-1996, and extensive analysis. Testing after the 1990 census covered the rules of thumb on projection accuracy such as the effects of population size, rate of change, and length of projection interval. County testing also featured another rule of thumb -- the unlikely continuation of extreme rates of change -- and emphasized the importance of assumptions regarding the likely course of future change. One way or another, the population at a future date must be extrapolated from the past. The future may be projected simply as an illustration of a past trend or base line, such as population change from 1980 to 1990. Or the most likely course of change may be plotted from a review of the past.

Forecasts of subcounty population trends are built from an analysis of current (1990-96) and past (1980-90) change. Current trends are measured from local estimates and time series' analysis of the changes in residential delivery statistics from the U. S. Postal Service. Past trends are assessed from 1980 and 1990 census counts.

Income Update Methodology

To estimate household income, CACI uses several governmental and independent data sources, including: (i) the Bureau of Economic Analysis (BEA), U.S. Department of Commerce; (ii) the National Planning Association Data Service (NPA Data Service), Washington D.C.; (iii) the U.S. Bureau of the Census' Current Population Survey (CPS); and (iv) the 1980 and 1990 Censuses of Population and Housing.

CACI first estimates county income distributions and then the distributions for tracts/BNAs. The 1997 county income forecasts are the result of a three-step process. The first step applies the lognormal probability distribution to represent the distribution of income within each county. This technique is a modification of the method presented by Fonseca and Tayman. The model is calibrated against the 1990 census income distribution.

The second step calculates rates of change in per capita personal income and in median household income. Using NPA Data Service's forecasts of personal income, CACI derives a rate of change for every county in the U. S. These rates are adjusted by the historical relationship between change in per capita personal income and change in median household income and then applied to generate a preliminary distribution of income.

Port St. Lucie CRA Master Plan

The third and final step combines results to derive the predicted distributions. Results are compared to the income reported from the March 1996 Current Population Survey. The CPS is used to check and adjust the income estimates, producing the income distributions for every county. CPS income data ensure the inclusion of current trends in labor markets, industry, and the economy.

To estimate the income distributions for tracts/BNAs, CACI employs the rates-of-change approach, as for the counties. The lognormal probability model is not used for tracts/BNAs since this method is more appropriate for geographic areas with more households or families. The resulting tract/BNA estimates are adjusted via iterative proportional fitting to match the county income distributions.

Retail Methodology

CACI's consumer spending data are calculated from the Bureau of Labor Statistics' Consumer Expenditure Interview Survey (CEX). CACI extracted demographic and economic data for households from the CEX Interview Surveys, 1993-1994, to construct a conditional probability model. The model links the spending of consumer units or households surveyed in the CEX to all households with similar socioeconomic characteristics. Spending patterns are further differentiated by geography--region of the U. S., urban v. rural, and metropolitan v. nonmetropolitan--and updated to current prices using the annual Consumer Price Index. Expenditures represent annual averages or total expenditures. CACI's database is organized into 20 files with about 400 items representing a variety of goods and services collected from the CEX survey.

Employment Methodology

The business database is extracted from information licensed from American Business Information (ABI). ABI's marketing information base contains data on approximately 11 million businesses and includes such important information as Business Name, City, State, ZIP+4, Type of Business (SIC Code), Number of Employees, Estimated Sales Volume, Franchise/Brand Information, and Professional Specialties. American Business Information has been compiling business information since 1972. Information coverage extends to 5,200 phone directories, annual reports, 10K's, SEC information, government publications, trade journals, business magazines, newsletters, and top newspapers. America Business Information is the only business listing that telephone verifies each of its lists, a task involving 65,000 telephone calls each day. The 16 million verification calls placed each year ensure the accuracy of ABI's records and information.

Source: CACI Marketing, 2001.

Port St. Lucie CRA Master Plan

Current Development Activity in the CRA

Development Projects

Project	Developer/Agency Responsible	Time Frame	Status
Wal-Mart vacating current site on US 1. New Super Wal-Mart to be built on vacant site in southwest area of CRA at US 1.	Private		
Marketplace commercial strip center development adjacent to current Wal-Mart site	Private		
RV Park east of current Wal-Mart site	Private		
Life Care Center (ACLF) on Jennings Road	Private		
Merrill Gardens on US 1	Private		
Two apartment buildings on Walton Road	Private		
Vacant site on east side of US 1 is committed to big box retail (possibly Home Depot).	Private		
PolyMedica office and warehouse to be built on vacant site in northwest area of CRA at US 1.	Private		
County branch offices moving from Village Green Mall into new building. County is considering 38-acre Azzi site at the southeast corner of Lennard and Mariposa.	St. Lucie County		Pending
Hospital is expanding on existing site. Recently acquisition of 10-acre vacant site at Tiffany and Village Green intersection for future expansion of medical offices. Temporary uses may include a parking lot. Future plans include building a helicopter landing pad. Drainage systems in area will need to be reworked to accommodate new development.	Private/Hospital		

Port St. Lucie CRA Master Plan

Transportation Projects

Project	Developer/Agency	Time Frame	Status
Lennard Road and Walton Road widening to 4 lanes	St. Lucie County	6-7 years	Funded
West Virginia Bridge over North Fork of St. Lucie River connecting to Village Green Drive and US 1			Planned, no permits issued
Walton Road Bridge to the beach over Indian River Lagoon connecting at Walton Road			Planned, no permits issued

Other Development-Related Projects

Project	Developer/Agency	Time Frame	Status
Special assessment district for Lennard Road expansion south of Cane Slough and Mariposa Road and Cane Slough expansion from US 1 to the Lennard and Mariposa Roads intersection. District was formed to allow new large developments on adjacent vacant tracts.		2001	
Drainage improvement project for triangle area south of Cane Slough and Mariposa/Port St. Lucie Boulevard			
Midport Road DRI development order covering Village Green and Walton Road area expires in 2002. Order will need to be revised or terminated.			

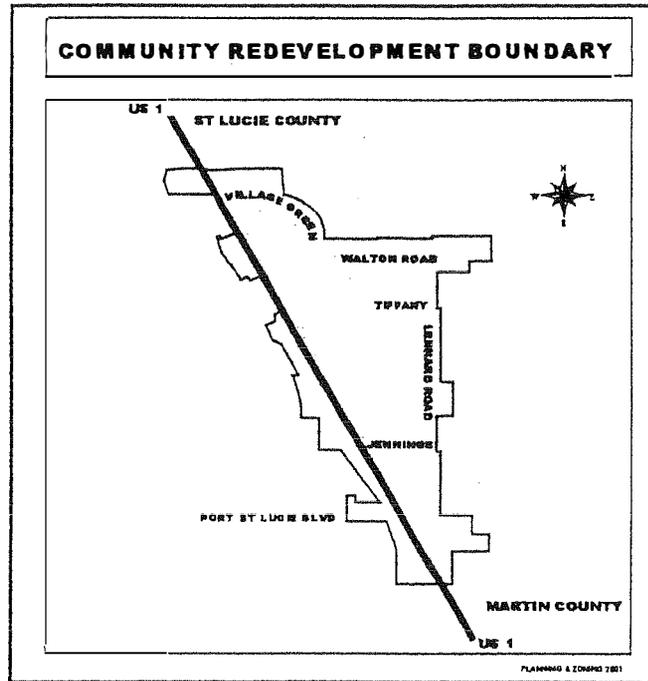
Source: City of Port St. Lucie

Port St. Lucie CRA Master Plan

Stakeholder Interview Form

Hello, my name is _____. I work for EDAW, a planning firm working for the City of Port St. Lucie to develop a master plan for a new Community Redevelopment Agency area.

The CRA straddles US-1 from just above Village Green Boulevard in the north to Tickridge in the south.



I am speaking with you because the city asked us to talk with community stakeholders. Your responses are very important to our research and to the plan. We want to get insight and ideas from people who are active in the community.

As we conduct the interview, I will take some general notes. Your answers to the interview questions will eventually be summarized as part of a final report given to the city. The city will use this information to set goals, identify important issues, and develop recommendations. Strict confidentiality will be maintained. We will not identify names or report your specific responses.

Name: _____

Date/Time: _____

Location: _____

Port St. Lucie CRA Master Plan

General Questions

1. In your opinion, what is the main issue facing the city?
2. What do you think are the major strengths of the CRA area?
3. What do you think are the major weaknesses of the CRA area?
4. Do you feel that current city policies for zoning and development are working well? What changes would you recommend?
5. What important social, economic or development issues do you think should be addressed in the plan?
6. In your opinion, what would make the plan successful?

Land Use Questions

7. What do you like about current development in the CRA?
8. What do you dislike about current development in the CRA?
9. Do you like the current mix of services available in the CRA?

Port St. Lucie CRA Master Plan

10. I'm going to read several types of services. Please tell me whether you would like to see more of the service offered in the CRA. I'm using a scale of 1 to 5, with 5 being the highest level of support/interest in the service and 1 being the least.

	Low				High
	1	2	3	4	5
Residential	1	2	3	4	5
General, larger scale commercial (grocery store, drug store)	1	2	3	4	5
Specialized retail (novelty, antique shops)	1	2	3	4	5
Personal services (hair salon, dry cleaning)	1	2	3	4	5
Entertainment (restaurants, bars, theaters)	1	2	3	4	5
Business/professional offices (accountants, banks, lawyers)	1	2	3	4	5
Other _____	1	2	3	4	5

Urban Design Questions

11. Are there certain areas of the CRA—particular streets, neighborhoods, intersections—that you think work especially well or have a strong, positive sense of place?
12. How should redevelopment or new development fit in with existing buildings and land uses in the CRA?
13. What appearance problems, if any, do you see in the CRA?

Port St. Lucie CRA Master Plan

14. I'm going to read several types of development alternatives. Please tell me whether you would like to see the type of development offered in the CRA. Again, I'm using a scale from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Traditional Neighborhood Design (neighborhoods like Abacoa)	1	2	3	4	5
Mixed-use developments (combine retail and housing)	1	2	3	4	5
Conversion of existing buildings (strip centers into other uses)	1	2	3	4	5
New office/professional buildings	1	2	3	4	5

Parks/Open Space Question

15. Would you like to see more parks, open spaces or trails available in the CRA?
Where?

Housing Questions

16. Are you aware of problems with the condition of existing housing in the CRA?

17. What needs to be done, if anything, to make housing in the CRA more attractive?

18. Do you think that there is a good balance between the supply of rental housing and owner housing in the CRA?

Port St. Lucie CRA Master Plan

19. I'm going to read several types of housing development alternatives. Please tell me whether you would like to see more of the type of housing made available in the CRA. The scale is from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Condominiums	1	2	3	4	5
Multi-family rental complexes	1	2	3	4	5
Duplexes	1	2	3	4	5
Townhomes	1	2	3	4	5
Single-family detached homes	1	2	3	4	5

Neighborhood Questions

20. Are you aware of residential neighborhoods in the CRA that have problems, such as traffic, noise, or light, caused by nearby commercial or industrial activity?
21. What do you think needs to be done, if anything, to make neighborhoods in the CRA more attractive?
22. What qualities, either physical or social, do you think give a neighborhood special character?

Transportation Questions

23. In your opinion, what are the obstacles, if any, to moving cars and people through the CRA?
24. What do you think needs to be done, if anything, to improve the movement of people through the CRA and adjacent areas? (where should this occur?)

Port St. Lucie CRA Master Plan

25. I'm going to read several types of alternative transportation modes. Please tell me which of the following kinds of alternative transportation would you like to see in the CRA. The scale is from 1 to 5, with 5 being the highest level of support/interest and 1 being the least.

	Low				High
Walking	1	2	3	4	5
Bicycling	1	2	3	4	5
Car-pooling/ park-and-ride lot	1	2	3	4	5
Buses	1	2	3	4	5
Light rail (trolley/street car)	1	2	3	4	5

26. Is traffic a problem in your neighborhood? If so, is it a problem with the speed or volume of traffic? What would you recommend as a solution?

27. Is there adequate parking in the CRA?

Economic Development Questions

28. What are some of the biggest threats to the viability of existing businesses in the CRA?

29. What would help attract more investment and shopper interest in CRA businesses?

30. What types of new commercial uses or business activity would you like to see?

31. Are there particular areas of the CRA that you think should be the focus of redevelopment efforts or redevelopment incentives?

Entertainment Questions

32. What type of entertainment is needed or would work here in PSL?

Overall Vision Questions

33. What should be the city's top priority in making improvements to the CRA?

Port St. Lucie CRA Master Plan

34. What building or piece of property should be redeveloped first?
35. What overall future vision do you have for Port St. Lucie, especially the CRA?
36. Overall, how would you like to see the entire City of Port St. Lucie change over the next 20 years? Are there other communities that you would like Port St. Lucie to be like?

Thanks for answering our questions. The planning process should take about four months. There will be other opportunities to participate; we encourage you to stay involved throughout the process.

Stakeholder Comment Matrix Respondents 1-8

Question	Response (1)	Response (2)	Response (3)	Response (4)	Response (5)	Response (6)	Response (7)	Response (8)
1. Main issue	No Identity	Lack of focus, uses are mixed and auto-oriented	Growth, Revenue, Community-maintaining quality of life. Parks/recreation - capacity. Private recreation apps - movies, restaurants, etc. Not meeting our needs "border poaching"	Clean industry into the city improve road infrastructure. Happy balance town development and green space.	City lacks a cultural gathering place. Leads a cohesion. Transportation problems - children getting to rec. center. No nationalism for the city.	Traffic movement - capacity of WW corridor.	Lack of commercial sector.	Transportation, economic development. PSL Blvd. Prime Vista. Crossing the river is a bottleneck. Environmental concerns crossing the river. High percentage of residential land use. Community transit funded through the state. Long range transit plan - MPO. Laid out like a rural area.
2. Strengths	N/A	Location on US1; high density housing Interlinked; bunch of open space, greenways, vacant land potential	Potential for jobs. US1 is prime N/S arterial. Sufficient large tracts to do something.	Village Green intersection. Infrastructure along US1.	Two large transportation corridors on either side. Weston Rd. bridge - big entrance. Hospital complex.	Location of US1, Lennard, and Weston rds. Center of everything we have planned for the next 20 years. Beginning of the city.	US1 part of commercial corridor of PSL, areas ripe for development - Village Green and Lennard Rd. triangle.	US1 & medical facility. PSL - expansion upon expansion. HCA - privately held - good relationship. West of Lumpkin - is where growth will be (new regional mall possible at I-95)
3. Weaknesses	Village Green	Declining values; SF, MF & Comm. Disconnected internally & externally, overall ugly design of Village Green, no sense of place	Residential housing - opposition NIMBY	Do not use CRA to develop the Riverwalk	Village Green is major weakness. Housing is low cost - high crime area.	County-owned property, NIMBY syndrome		Not enough big developable land. Lantz Grove is 100 acres (Treasure Coast Mall - 140 acres)
4. Does zoning work	N/A	Zoning not strong enough	Practical matter - don't think so.	No changes, constant process.	No future vision for the area.			Too many zoning categories. Assessments have been going down but millage rates have been going up; red tag to developers. Martin County has lower millage rate. Higher taxes in city.
Improve zoning	N/A	Possible with PID as long as consistent with comp plan	Look at south Lennard Rd.					Reduce zoning categories.
5. Plan issues addressed	N/A	low to mid inc per capita and HH; housing relocation; attracting jobs; lack of retail; building height	Job/property tax issue from everybody else. Create standard of conduct to improve lots neighborhoods to the east. They have potential to decline. Nice to be near the town.	Food, entertainment and shopping. Time for PSL citizens to spend money in PSL.		Make a town center, make unique. Should not be a Walgreen. McDonald signature area for the city - need a sense of place.		Nature of population - senior citizens. Community is fragmented. Young families not actively voting. The average age is in the high 30s.
6. Plan success	N/A	Community support, heart of a center for the city, show CRA will generate revenue	If the plan is practical. Cannot be a planner's document. Keep funding sources in mind. Dream, but not too much. Reflect PSL, not another community.	Pedestrian friendly, acquire base - details of design.	Commercial and upscale housing. Attractors in the area.	Indigenous to PSL - unique. Should include a hotel - meeting rooms (for 300-400 people). Attract businesses to stay and enjoy golf, IMAX theaters.	Like the idea of looking at area surrounding CRA.	Commercial and medical development east US1. West US1 - Wal-Mart - possibly Home Depot.
7. Like current development	Homes behind hospital have improved		Plan for PSL. Is difficult; money, political will, imposition of commercial establishment. Neighborhood opposition to limited commercial.		Nothing - condo development and hospital complex.			
8. Dislike current development	Village Green should be torn down		Village Green - cheap design, not maintained. Town center - Liberty Medical. Enormous waste of opportunity.		Village Green			Non-functional housing - Revenant Windmill.
9. Like mix of services	Need more nice restaurants for dinner.			No more drug stores	Current mix not too bad. (Liberty Medical, Winn-Dixie)			
Residential			3		1	3	5	2
General, large scale			11		1	6	11	6
Specialized retail			6	4	6	2	6	4
Personal Services			3	4	1	4	2	3
Entertainment			5	5	6	5	6	4
Business/Professional			4	5	1	6	4	4
Other								6
11. Positive sense of place		Recreation, medical (6)		Art, culture (6)		IMAX/Hotel (6)		
		Corridor west of Lantz, 24 acre park site		Jenkins and US1 not bad.		Village Green bulldozed - 100% corner.		Grave lands opportunity
12. Context	Town center needs to be fixed up. Parking lots too big	Careful reuse of Wal Mart; Hillmore connected to Lennard; Town center, must do something about the back. Residential between Hosp. & VG; landscaping and streets; bike route; residential/bridge connects will affect weird industrial; Metabica(?) & Lennard	Start new - except hospital district. Perhaps a new facade.	Develop a town center - Hutchinson Island Bridge. Bulldoze Village Green.			Don't want to see East Port feel isolated. More uniform concentrated commercial corridor.	

Stakeholder Comment Matrix
Respondents 1-8

Question	Response (1)	Response (2)	Response (3)	Response (4)	Response (5)	Response (6)	Response (7)	Response (8)
31. Entertainment	Nice movie theater	Movies, restaurants, discount theater, brew chimes, bars, family entertainment, Dave & Buster's, outdoor sporting goods, wave tank - surfing, city pool.		Live theater, like lyric plays.	Modern technology movie theaters within the next 5 years. Theaters similar to the Sunlife in Ft. Pierce and the Lyric in Stuart. Also, a performing arts center. Mid-class, nationally advertised restaurant. Casino - gambling.	Hotel nightclub, amphitheater, nightlife, restaurants (Mama Leone's, etc.), small area for kids miniature golf, children's amusement park. Like Lake George in New York. Place for parents to bring their kids - factories - chocolate. Things that are unique - if you build it they will come.		Nighttime restaurants, movie theaters - new screens at St. Lucie West and the Mall. Small bowling alley. Smaller theaters to serve a neighborhood. Mats spring training annexed into city.
33. Top plan priority			Increase density, create some incentives. Outparcel east part of Village Green/Town Center.			Increase value of the property - Village Green area.	Village Green then the triangle area	Doubts for CRA, we own so little.
32. Redeveloped first					Village Green outparcel.			Trailer park off Meriposa. PSL Blvd intersection with US1. WalMart/Home Depot.
33. Future vision	Lots of big Oak trees, good development with nice looking homes, VG removed					PSL is a goldmine. Everything in PSL is undeveloped. Opportunity to make investments and make them grow.		
34. Changes in 20 years	Matipo Rd. Bridge, underground power line, look like Vero Beach, US1 like US1 in Martin Co.	Don't want PSL to be like any other city, distinguished.	Change in community size. CRA will be properly redone. No longer a laissez-faire annexation policy. Use power of eminent domain.	Increase commercial base. Pretty, unique place - affordable community. People move here so they can stay. Improve roads within district, sidewalks.	Developed into cross-sectional city - villages unto itself.		Two centers for the city. GetIn area also could be another core. Basic residential will not change, more defined land use.	Small mainstreet; neighborhood commercial (series of).

**Stakeholder Comment Matrix
Respondents 9-18**

Question	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)	Response (15)	Response (16)	Response (17)	Response (18)
1. Main Issues	Land use is too much residential Shopping and employment opportunities. Usability		Can't make larger out of smaller zones. Build out of US1 is MF. Residential. Other diverse establish hard to redevelop.	No vision for the future	Redevelopment of the eastern downtown part, better use of the part of Old Mill Grove area	US1 access, traffic flow to support businesses	Cost associated with it getting community to understand it.	Economic development, transportation, and land use	Are and integration of land uses not good	No development of place to meet a need. Major traffic problems (US1). Mass transit not possible without fix
2. Strengths	Friday/Sat. West side.		Generally focused pop. Density, large tracts of land ripe for development (Leinz Grove)	Walton Rd. Vacant parcels. commercial, schools positive. drop off kids work there	Leinz Rd. develop it along with development	Concerns - developed property in unincorporated area. small those properties. Not enough commercial that the city needs (uses now in Marin Co)	Village Green - older vacant building. Waste Data office space	Ability to raise capital. TIF funding for renaissance	Hospital, some shopping, potential local part along US1	Available land. water. If sewer
3. Weaknesses	Not enough density.		Not the most efficient section of town. No buying power	Leinz Rd. develop it along with development			Open space/green space usable for recreation. Village Green. US1 congestion	Lack of connectivity	Uses are built for auto transit. parking lots are large. vacant parcels	Wasted space. citizen keep range vision is not for the spot at the city. short sighted
4. Does zoning work	Current policies seem to encourage sprawl not smart growth		Yes			Not sure what problems developers face in terms of regulations	Improved.	No	No	Best guess - lack of targeted policies for area
Improvement			Very cooperative inside, outside the CRA development commercial encroachment of residential	Vacant Property - buy property to rep. it together. Village Green refurbishment. incentives			Architectural standards for City and County. no foot zoning	Do not support this type of development		Work with developers. building design standards. be flexible
4. Plan Issues addressed	Social, public open spaces. the needs of the elderly. Diversify tax base		Overlook, upscale shopping area not successful. restaurant turnover	Union, no history of Ft. Pierce downtown (cultural & rec vs. office high end vs. medical complex)		Classifying areas as being blighted SF homes will be affected	Traffic closure. mix of housing and commercial to reduce trips, entertainment theater	Emphasis on higher paying jobs, reuse of existing vacant buildings	Increasing mix of roadway mixes difficult to focus on accessibility. too opportunities	Conflict with Overlook and Ft. Pierce center. restaurants, parking problems with this arrival
4. Plan success	Demanded by the community		Village Green redevelopment, not land within the city. proper development of various areas. redevelopment of old	Public (city and county)/private cooperation. Fortitude and flexibility for change if something doesn't work out		Support from the community. those who fit in most outside it, for benefit of whole city	How do developer understanding of issues	Village Green redevelopment into green commercial people friendly Green Space - Open Space - active recreation, aesthetics	Design standards. Urban development mix suburban, upscale high density housing. Traffic solutions - Leinz Rd. widening. Veterans Dr. extension from Medical center. public transit. High density housing job centers	Getting public support
7. Like current development			Libra Polymatics Liberty Medical			Wal Mart, Home Depot, the medical facility growth is positive	Nothing	Little potential for open space completion, preserve in HWY	Good mix of uses	Grocery, video, restaurant, hospital. Not much
8. Dislike current development	Higher density needed		Strip - Leinz Rd/US1 - Village Green, # of apartments. Sem's - wetland area tradeoff US1 north of Aegis	Too much of a mixture. no coordination - land use conflict. Savannah Rd. area and Village Green. Ct		Village Green retail turned into office. No true design standards. budget people of design convention. No more industrial uses the along Village Green	Vacant properties. layout, mix, confusing	Too much small development out of from neighborhood	Not connected uses, too auto oriented, too centers, vacant retail	Sprawling low density car oriented. Wasted space parking lots. Retail park. Village Green
9. Like mix of services			No. Need nice restaurants, not fast food. Home shopping center. downtown. Look at retail mix - Jennings Rd. Move center of gravity, people who want to shop here, move here.	Don't like blend. Lack of proximity of things. Services to another. Give customers to land owners. Change mix of things everywhere			No	More professional. Office use	Yes. More suburban retail. Full range of office/commercial	No. Not retail. Home shopping mix. Home shopping center. community
10. Residential		5								
Office		3								
Specialized retail		3								
Personal Services		3								
Entertainment		2								
Business/recreational		2								
Other	Public open space (5)	Services, schools, police (5)	Government (1)	Open space/recreation on east side (4)	Industrial (1)		Government/recreational (4)	Arts, culture museum (4)		
11. Positive sense of place			No	FSC-Ft. Man intersection. Beginning historically. Leinz Beach Blvd	No	No	No	No	No	No
12. Context			Totally different renovation, work around what's there	Don't connect into Street to R. Pierce - create our own look	Decide on new and renovate old to look like new	New style & architecture standards. signage setbacks. landscape important	Connection. locally different. TNO attractive arch. Standards. theme landscaping, signage	Takes advantage of existing buildings density connections	Integrate with a good about current with the new	Severage Village Green get rid of mobile home park.
13. Appearance Problems			50/50% style strip development. deteriorated condition. Village Green industrial area not of much value. Mobile home park.	Reflected buildings, streetscape. No initiative for improvement. no program to define priorities	Scody's. Aegis Communications. strip centers in County. mobile home park. no design standards	Old form of the retail buildings	Strip shopping ctr. Character architecture. Lack of landscaping. Too much concrete	Lack of cohesive design for sense of place. poor retail. Ward	Large setbacks and parking lots	Strip shopping. Parking lots. 1 story buildings
14. Traditional High-Speed Design		5								
Mixed Use Development		4								
Commercial		3								
New Office		3								
15. More parks, open spaces, trails		Yes	Parks and open space around Eastern city residents feel that they are short. changed	Yes	No	Yes	Yes	Yes	Yes	No
Park location	Consider crossing intersection of Midport Rd. and Walton and US1		Leinz site	Focus out by Walton Rd. Open space network to Savannah Wld area	Overlook is where open space will go	Connecting neighborhoods	Potential in North Fork, Savannah Preserve	Residential greenways connected. bike network (Walton Rd. Hutchinson Island, Leinz Rd.)	North Fork St. Lucie River. connect existing open spaces. but maybe not right location for trails	Yes. home rehab required. mobile home park-rehabilitated
16. Existing housing problems	Put housing in 24-7 city		Aging stock of housing, gets landlords are disinterested	Walton Rd. - going downhill	Yes	Too small, minimum square footings requirements	No	Typical small GDC houses, old housing stock		

Stakeholder Comment Matrix
Respondents 9-18

Question	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)	Response (15)	Response (16)	Response (17)	Response (18)
17. Improve housing			Planting and recontouring	Incentives to buy home for up homes, landscape	Not a white lot unless money for improvements	Architectural standards - mix sq footage req	Arch standards, landscaping, mixed housing in Village Green, bi-tripled trail - Walton Rd. to Savannah on North Fork and to new mall	NO type product. TIF money for rehab	Not unattractive focus on new mixed-use housing. 3-4 story lots. Increase mix and affordability	New urbanism, multi-family, senior housing, no SF residential
18. Rural intolerance			No, rental housing is dominant	Not sure, lot of rental	No. Mostly rental. get rid of housing altogether	No. lot mismatched. Pursue owner occupied	Not sure	Rental housing appearance, no balance	Not sure	Yes, good balance
19. Carries										
19a. Multi-family										
19b. Duplex										
19c. Townhome										
19d. Single-family detached										
20. Inaccessibility			No	Walton Rd traffic, Lyngate-Tillary traffic, mark w/County Lennard Rd improvements	No	No	No	No	Not aware	No
21. Improve neighborhoods			Upkeep, landscaping	Build neighborhood pride with city involvement, landscaping, streetlights. Involvement of neighborhood program	Remove fix-up houses, tend to be reinforcement is weak	See previous	See previous	See previous	See previous	See previous
22. Special character			No	All family, all mixed, special bond	Landscaping, lighting, sidewalks, parks, improve passive park, youth center.	Highly maintained arch. Style. Demographic mix	Appearance, stable, accessible, open space, proximity to shopping and entertainment, arch. & landscaping	Appearance, community center, gathering places, events	A center of local jobs, buildings green, pedestrian friendly. Not exclusively residential	Appearance, design, landscaping, parking, sheltered by office buildings
23. Transportation obstacles	Future - stay away from bigger arterials. Recirculate 2 lane and slow moving.		No	No esp public transit. Lennard Rd too far out capacity limited.	No traffic congestion on Millgrove	US1 Intersection improvements	Shrink volume	Long commuter trips, lack of connectivity	No great street network, congestion problems	Not through but getting people there. Mass transit hub, parking facility. St. Luke West. Griffin Blvd. Walton Rd. Green River. River. Construction.
24. Transportation solutions			Connector through citrus grove	Set public schedule. School pick-up/drop-off/medical area parking	Mass transit in future. MPO covers St. Luke County - doesn't see feasibility. (Medical facility note, WalMart, Aeg's Liberty Medical, Polymedica, new office)		Mass transit, bus & ped. PSJ, Blvd/US1 and Village Green & US1.	W Virginia corridor, Walton Rd bridge, Illmore Dr. pedestrian, exten PSJ, east to Green River. Play	Interconnectivity among streets & uses, transit as a reasonable future alternative	Widening of Walton Rd - Lennard Rd. PSJ Blvd. Taking piece
25a. Walking										
25b. Bicycles										
25c. Carpool/Park n Ride										
25d. Bus										
25e. Light rail										
26. Neighborhood traffic problems			No	Yes, school related. Inconsistent road lanes, 4.2	Yes	No	No	Yes	Yes	Yes
26a. Speed or Volume			No		High speeds			Speed	Speed	Speed
26b. Neighborhood traffic solutions			Nothing		Cut through to get out of bus zone. Remediations in neighborhood			Widen Blvd. Median turning onto residential streets	Street design encourages high speed	Speed enforcement
27. Adequate parking	Probably too much.		Yes	Yes, but not at Hospital	Yes, currently. Depends on use of CityPlace parking deck	Yes, Village Green	Yes	Yes, too much	Yes, shortages in some places	Yes
28. Threats to business viability			Demographics, little or no value as destination shopping area	No demand with new businesses	Not having ancillary supporting businesses - full volume types supported or wanted	Urban property taxes are higher than in Martin County. Lack of viability, mixed use	Lack of access, traffic, haphazard development, competitive commercial areas in Jensen, Beach	Anchor tenant vacating shopping center	Competition from Martin Co. in South	Neglected properties, vacant, competition from newer businesses
29. Attract investment			Incentives for developers to re-use the early years	Charters, public sentiment	More restaurants and retail (Outback, Chita)	Substitution of property taxes, business incentives	More public investment, infrastructure	A destination attraction.	Pleasant experience and opportunity to recreate	Working with investors, transportation improvements (2005 bridge completion)
30. New uses			Height restrictions on buildings. Attract professionals to spend money on lunches	No, go with the existing flavor	More restaurant choices, retail. Not tourist attraction but enhancement for residents of city	Entertainment, retail, professional offices	Modern theater, bookstore, special retail	Professional offices	Office, employment centers, additional residential, 24-hour use entertainment and cultural opportunities	Office space, medical, research labs, multi-family, senior housing, arts center, entertainment & business in town, senior
31. Redevelopment focus			Village Green and Lennard area	Walton Rd. Incentives	SF homes, if can't be moved then County strip center, Village Green, unworkable	Village Green	Village Green	Village Green, Twin center - US1 hospital area/medical district, Green Rd, Duleno Rd area - residential	Walton Rd/US1 node - PSJ, part in city part in County	Village Green
32. Entertainment	MAXX		Nice restaurant	Mix to attract retired residents, young people, and middle aged	Movie theater? Nice bars, restaurants, music and entertainment, cultural arts center, Elvavak Midport Rd connection	Movie theaters, restaurant mix, specialty shopping	See previous, skating rink	Cultural facilities	Theaters, restaurant variety, outdoor cafes	Swimming facility, ball fields not necessary in CRA. Small ballrooms, convention hotel
33. Top plan priority	Public open space should be first	City needs to deal with social issues: seniors, minorities, and working class	Village Green anchor on major intersection	Define and focus on what they want	Village Green - SF houses, Village Green Dr. industrial area facilities	Attractive investment option, de SF standards	Full service YMCA, 1st class retail, residential, entertainment complex	Redevelop shopping center failures	More dense, integrated street network and landscaping	Good planning - follow through
34. Redeveloped first	Village Green - completely redo		Village Green	Walton Rd area - older infrastructure. Don't mix medical on entertainment	Scoby's, Village Green	Village Green	Village Green	Village Green	Village Green redevelopment	Village Green
35. Future vision			None	Want it to be successful, US1 corridor good/better/more walkable	Turn it into what we envision & have to be successful, accepted and supported by citizens	Accomplish through planning objectives	Attracting city with 1st class services & entertainment	Self-sufficient community provides job, housing, jobs, entertainment, shopping	Full-use city	Attract higher income individuals, bridge program, EMV corridor, easy access, employment base

Stakeholder Comment Matrix
 Respondents 9-18

Question	Response (9)	Response (10)	Response (11)	Response (12)	Response (13)	Response (14)	Response (15)	Response (16)	Response (17)	Response (18)
<p>Q1: Changes in 20 years</p>	<p>Stations have been - must be done through the use of building community for people not car</p>	<p>Response (10)</p>	<p>Response (11) Challenge: invest transit, combined development</p>	<p>Response (12) No - develop our own identity - keep uniqueness</p>	<p>Response (13) Too lean to be the 5 - Lucia Villar of other planned communities PSJ. Bid - main bid - from one end of city to other - from main bid to package - separate signal to PSJ. Bid in CTA - 2 has deep - strip center's Bayshore.</p>	<p>Response (14) Address traffic with multi-modal transit and development</p>	<p>Response (15) Not expand City limits to the west, but re-development of existing areas commercial development residential within the city</p>	<p>Response (16) Not sufficient</p>	<p>Response (17) No</p>	<p>Response (18) See Reason, Replies</p>

Stakeholder Comment Matrix Respondents 19-25

Question	Response (19)	Response (20)	Response (21)	Response (22)	Response (23)	Response (24)	Response (25)
1. Main Issue	Development ahead of infrastructure, city layout.	Increased traffic, W. VA improvements, education of people of need for city improvements	Traffic, US1 corridor, W&E access.	Trying to find a soul, center of city, services of downtown are important.	Patterns of development. Reduce future need to widen US1. Retrofit neighborhoods	Too much housing	Create a unique community
2. Strengths	Location, possibilities.	Providing increase in economic development for city.	City's effective planning process.	Location, accessibility, US1 major road for Treasure Coast Lennard Rd. expansion.	Proximity to river, natural areas, recreation opportunities.	good, commercial area	
3. Weaknesses	Sprawl, not continuity.	Annexation of enclaves.	Public perception, process.	Existing land uses.	Congestion, US1.	Developments that need help	
4. Does zoning work		Yes.	Yes, room for improvement though.		Yes.	Yes.	
Improve zoning	Stricter ordinances on development. Planning staff, council, city mgr. review tightening	New design criteria, keep encroachment to a minimum, public opposition.	Limited of how designed & layout.		Flexibility in existing code.		Expedite review process (administrative approval in two weeks)
6. Plan issues addressed	Cultural facilities, outdoor amphitheater, multi-purpose uses.	Arts, multi-use.	Attract high quality of life, upscale housing, shopping, residential.	No more dense housing types, courthouses, post offices needed.		Community center, public space, shopping centers are not vibrant, Wal Mart.	
8. Plan success	Community participation, acceptance	High-rise parking garage - use up less space, multi-family.	Good public relationship with council.	Focus on Village Green, flexibility.	Creating neighborhood.	Funding, not taxpayers - TIF.	US1 redeveloped at a higher residential density Radial, not just linear, development Market study of the area.
7. Like current development	Nothing.	Town Center okay.	No.	Mixed bag is good.	Nothing.	Not bad, centers not utilized, no connection between residential and commercial.	
8. Dislike current development	Village Green, poor layout, vacant lots reflect poorly on city	Village Green, vacant properties, empty parking lots.	Hodge-podge.	Haphazard.	Quality of architecture, landscaping.	Architectural styles.	
9. Like mix of services	Yes, but different development	Yes, adequate.	Yes, maintain mixed use.	Yes, grocery, stores, school, hospital.	Yes.	No more call centers	
(10) Residential		3	2	3	5		1
General, large scale		5	1	2	5		1
Specialized retail		3	5	4	5		4
Personal Services		1	2	4	5		3
Entertainment		4	5	5	5		4
Business/Professional		4	5	4	5		5
Other		5					
11. Positive sense of place	No.	No.	No.	US1 & Walton Rd /US1 & PSI.		No.	
12. Context	Aesthetic & cultural standards, redesign old to fit with the new, or recently new to fit with CRA.	Modification of existing, use of new design criteria.	Try something new.	MF near commercial/office, SF as transition.		Improve the area.	
13. Appearance Problems	Litter problems, neglected properties.	Older buildings.	Lack of uniform, comprehensive standard of aesthetic design.	Village Green.		Landscape enforcement, parking lot screening.	
(14) Traditional		5	5	1	1		2
Neighborhood Creation							
Mixed Use Development		5	3	4	5		5
Conversions		5	5	3	4		4
New Office		5	5	3	5		5
16. More parks, open space, trails	Yes.	No.	Yes.	Yes.	No.	No.	

Stakeholder Comment Matrix Respondents 19-25

Question	Response (19)	Response (20)	Response (21)	Response (22)	Response (23)	Response (24)	Response (25)
Park location	Connect neighborhoods with commercial. Fit open space into network with development.	Connect the walking areas.	Incorporate into central theme in CRA.	Behind hospital, connect with green spaces (destination spaces).		enhance connection of existing	
16. Existing housing problems	Older, deteriorating rental homes with absentee ownership.	Yes, GDC homes are not the best quality.	Yes.	No.		Yes, over whole city.	
17. Improve housing	Renovation.	Better developments, design criteria, variety of types.	Revitalization of existing housing.	Attractor le development, then residents move in.	Tax assisted housing.	Supply & demand - 80,000, enforcement, CDBG.	
18. Rental imbalance	Most housing is rental.	No, too much rental.	No more rental.	Yes.	No, not much rental property.	Not sure.	
(18) Condos		4	3	4	5		1
(Multi-family		2	1	1	5		1
(Duplex		3	4	1	3		1
(Townhome		4	5	3	4		1
(Single-family detached		1	5	1	1		1
20. Incompatibility	No, but screened homes along Walton are close to road, foresee a problem.	No.	Yes, traffic light at US1.	Yes, Walton Rd.		No, but sure.	
21. Improve neighborhoods							
22. Special character	People (mixed-age, neighborhood pride, accountability.)	People, upkeep of properties.	Ability of neighborhood purpose/place to come together to interact.	The right amenities, parks, green space, cultural center, shopping, entertainment.		Not sure, some buy-in, assoc. groups.	
23. Transportation obstacles	Traffic congestion, elderly drivers.	Inadequate roads.	Yes.	Yes.			Trips are long and do not stay in PSL. No connectivity, streets are serpentine. Auto-oriented, few sidewalks, no trees.
24. Transportation solutions	Accessible, affordable transportation options; user-friendly tram buses - keep out auto-oriented.	Widen the roads.	Add ingress/egress issues, public transit, US1.	4-lane Lennard Rd			Focus on new connections. Aroaso, Becker & PSL all should be widened. Measure the performance of the road system differently.
(26) Walking		5	5	5	5		5
(Bicycle		5	5	5	5		5
(Carpool/Park 'n Ride		4	5	2	2		1
(Bus		5	2	4	2		1
(light rail		5	1	1	2		1
26. Neighborhood traffic problems	No.	No.	No.	No.		No.	
Speed of Volume	No.	No.					
Neighborhood traffic solutions	No.	No.					
27. Adequate parking	Yes.	Yes.	Yes.	Yes, empty, vacant shopping centers.		Yes.	
28. Threats to business viability	Not a strong company/store presence.	Megastores like Wal Mart.	Qualified, competent labor pool, impact fees assessed to new construction (too high), quality of schools.	Bad design and accessibility.		Wal Mart, vacant properties, not easy to re-use.	
29. Attract investment	Anchors.	Diversity of shops to overcome megastores, anchor stores.	Marketing, good sense of quality of life.	Design, welcome feeling, clean.		More disposable income.	Impact fee reduction/waivers
30. New uses	Light/clean industrial, family attractions, Belk's, lunch/dinner at restaurants.	Entertainment, office buildings, hospital-related.	Specialty retail, professional service/business, entertainment, restaurant.	More office mix with cultural, a reason for people to be and stay there.		Theater	

Stakeholder Comment Matrix Respondents 19-25

Question	Response (19)	Response (20)	Response (21)	Response (22)	Response (23)	Response (24)	Response (25)
31. Redevelopment focus	Wal Mart vacabon of retail space, tie in new development w/old, mobile home park.	Village Green, US1 Corridor.	Village Green, Lennard Rd , Lentz property.	Village Green and Lentz property.	No, land to build neighborhood, 500 acres - greenfield.	Village Green	
32. Entertainment	Theater, family-oriented entertainment, multi-purpose day & night, youths 13-21, community bands, Clematis St fountain, skating rink.		IMAX, upscale restaurant.	Stadium seating theater.		Places for kids, teenagers.	
33. Top plan priority	Bring money into city, convince public of merit of CRA.	Acquiring developer for viable development, local transportation.	Village Green, develop area to attract residents and non-residents to enjoy PSL.	Transportation, roads in order.		Village Green	
32. Redeveloped first	South end, mobile homes and Wal Mart			Village Green.		Village Green	
33. Future vision	Good planned growth. More of a tight, caring community.	Enhancement of city image, need person of vision accepted by people.		Give it a heart.		Make money, be successful, improve viability more than looks.	
34. Changes in 20 years	Tighten up ordinances, prevent sprawl, NPU sponsorship of public meetings.	More centralized services, business & entertainment & light industrial close to residential.	PSL will be model, keep up existing housing stock, road improvements. City Place is a good example.	Any services that can be added.	Increase in job income level, recruit more employment in systematic way, increase disposable income, airport and entertainment.	New houses.	

Public Comments

Comment Cards

General comments from the February 1-2 and March 5, 2001 public meetings are listed below. The comments are from the comment cards distributed at the public meetings for soliciting input on presentations on the CRA planning process and CRA plan.

February 1-2, 2001

1. Include a performing arts center in the city's plan.
2. Make the nucleus of the CRA a theater district.
3. The CRA should contract big business to see if they want to be part of the plan. They should plan the buildings according to the businesses coming there.
4. What happens when Wal-Mart moves and there is another vacant building like K-Mart? The old K-Mart building has been vacant for years. Start at Village Green Mall and redevelop that first.
5. Are the Midport II condos in the way of these grand plans? What do you plan to do with these homes? Are these part of a blighted area? Also, what about the homes and properties down Mariposa Avenue? With the church, elementary school, and high school generating heavy traffic - it is next to impossible travel quickly on Mariposa and is nearly the only way to get back to this area. I am all for progress, but the planning to this point has been terrible. Will this continue as business as usual? Or is it a new day for planning?
6. I'd like to see all ages have entertainment options such as live music, clubs where local performers and major acts can perform, maybe poetry readings, a computer cafe, inside and outside activities, maybe in a park or bandshell area and a boardwalk area like Daytona Beach.
7. Lennard Road must be changed at Mariposa to US 1. No businesses should be allowed in this area since traffic doesn't move at times. Action must be taken to allow safety vehicle access. With the school, church, and commuter traffic, no new high density building construction should be allowed.
8. Parkings lots should all be in back of the malls and landscaping should be done on US 1. Relocate the mobile homes at corner of Mariposa and US 1. Extend Lennard Road to US 1 at the fruit stand, but no left turn onto US 1.
9. Mariposa is a traffic bottleneck now. We don't need a gas station at Lennard Road. The present gas station on US 1 needs to be upgraded. Used-car lots are a poor use for an entrance to Port St. Lucie.

Port St. Lucie CRA Master Plan

10. A toll bridge from Walton Road to the beach is questionable? Will people use a toll road when Jensen Beach Boulevard is so close and free?
11. Use Village Green area as a Town Center. Tear down the two interior buildings and make a center square.
12. Mariposa and Lennard Roads are heavily traveled now. If they are made into 4-lane roads, it will only increase the traffic congestion.
13. The gas station planned at the corner of Mariposa and Lennard Roads does not go with the concept we are trying to create in the CRA.
14. How will you be able to buy up property that is in the path of the redevelopment? By condemnation?
15. The redevelopment of the CRA should start with the redevelopment of Village Green shopping area. There should be at least one 5-story building of modern design that includes uses like motor vehicle department, chamber of commerce, veterans administration, federal and state agencies, and a Merrill Lynch. There should be retail stores with apartments on top. There should be big name restaurants like Hops, the Cheesecake Factory, and a Houston's. There should be lantern-type lighting and brick walkways, a double-layer fountain with statuary, and benches for people to sit on. There should be a trolley-type buses to shuttle people from one shopping center to another making a continuous loop from Walton Road along US 1 to St. Lucie Boulevard, along St. Lucie Boulevard to Midport Road and Riverwalk. All this should be carefully planned with commitments to occupy stores and buildings before they are built.

March 5, 2001

1. The CRA plans are not consistent with our development plans and discussions with the city – we would like more input.
2. Much more thought has to go into this whole CRA plan. There is some good, but there is too much that is bad. Traffic will be terrible.
3. We need a concert hall building in the town center and a bandstand-type shell at Riverwalk boardwalk.
4. We need green space for wildlife, animals, culture, and open spaces.
5. The CRA needs a children's or science museum, an art library, and an amphitheater for arts and culture.
6. West of US 1, north of Port St. Lucie Boulevard, the single-family home area needs to be commercial as well.

Port St. Lucie CRA Master Plan

7. I would like more discussion on the residential area by US 1 and Port St. Lucie Boulevard with the possibility of commercial re-zoning.
8. What attraction is in place to attract all ages?
9. Make city center the first priority. No shotgun approach. Port St. Lucie needs a city center now.
10. What is density of housing? Are there any plans for low-income housing?
11. What about funding? Who will pay for redevelopment?
12. Put the CRA on the west side of Port St. Lucie. There is enough traffic on US 1 now.
13. The medians get too many trees plus businesses block views. They need too much maintenance. Some color at intersections is enough, plus adopt-a-street works well. We have a wealth of retired and semi-retired artists in the Treasure Coast area. We need an art center that will pay off.
14. Plan B for the downtown off US 1 is preferred as Stuart's downtown is off the main drag. These people are hating Village Green, not envisioning it gone and "green."
15. You need winners early. Locate the town center at Village Green – it will be easier to redevelop, everyone can see it now. Groves are vacant – easy to make a winner. Please find a winning use (like an aquatic center).

Visioning Exercise

For the visioning exercise, citizens were asked the following question:

"Picture yourself talking to a friend who moved away from Port St. Lucie. It is ten years in the future and the CRA has been a success. How would you describe your community to them?"

Public responses to the visioning exercise question follow.

1. We have places for everyone to go, cyber cafes, music festivals, operas, Port St. Lucie is the town for culture.
2. City for all ages.
3. Four things: natural, Florida, flavor, family.
4. You made a mistake to move away.
5. We now have a downtown – we don't have to go to West Palm Beach.

Port St. Lucie CRA Master Plan

6. Village Green has been redeveloped.
7. There are parks, adequate transportation, shops that service everyone's needs.
8. Implemented the Port St. Lucie West downtown plan.
9. Performing arts center surrounded by restaurants (like the Kravitz Center or City Place in West Palm Beach).
10. Assistance and incentives to people that live here (for small business development).
11. Film venue (for local independent filmmakers)
12. Big retailers
13. We no longer lose tax dollars to the City of Stuart and surrounding areas.
14. We have a nucleus of the kinds of stores similar to the Treasure Coast Mall.
15. City and county buildings are within the CRA.
16. Satellite educational campuses
17. Community library
18. Coffees shops
19. Place for kids to go, sports fields, and recreation opportunities.
20. Skating rink (roller), games, etc.
21. Attract people from tri-city area (Port St. Lucie, Fort Pierce, and Stuart) to the CRA to spend their money.
22. Aquatic Center
23. Lennard Road is now four lanes with landscaping and sidewalks. Enhancement of lakes and removal of no trespassing signs.
24. Architectural design guidelines for development
25. Keeping prime land for open space and recreation, not giving it away to businesses like the hospital for development.

Additional general comments were recorded throughout the public meetings on February 1-2 and March 5, 2001. These comments are in response to presentations by the

Port St. Lucie CRA Master Plan

consultants or responses to other public questions or concerns. These comments are listed below.

Additional General Comments – February 1-2, 2001

1. Concerned about displacing people (with eminent domain)
2. Questions about who pays for housing revitalization
3. Need intelligent design in pedestrian district (Concept A) to protect pedestrians from natural elements (sun and heat, provide shade)
4. Will this harm business or be competition for business north of CRA?
5. Three groups need to be more involved: business owners, landowners, and tenants/renters, plus the rest of the residents in Port St. Lucie (those not in the CRA boundary)
6. Residents and media must be behind project for it to succeed in the long term
7. More activities for young people, preferably non-alcoholic
8. Focus of redevelopment should be placed on Village Green
9. The town needs an identity that can be agreed upon on so that people in years to come will know Port St. Lucie for that identity
10. Have a community contest to give the town center an identity
11. Suggest “Port St. Lucie Town Center” as the identity, however it doesn’t exclude or define anything in particular
12. Concentrate development
13. Need for culture and the arts (orchestra, opera, etc.)
14. Create a Village Green Arts theater
15. Move performing arts from Riverwalk project to the CRA. (Riverwalk would not be building a performing arts center for a long time, if ever, but the CRA would be a good way to accomplish its development)
16. Set design standards
17. Further engage property owners in planning process by sending notification of planning meetings

Port St. Lucie CRA Master Plan

18. Why isn't Winn Dixie, (unincorporated) north of the CRA study boundary in the study area?
19. In Concept A, there is concern about having two nucleuses-avoid having two areas because if they go bad then there are two bad areas
20. No cultural center in Port St. Lucie – a performing arts theater would be great asset
21. Need more public outreach about the CRA plan
22. There's no big change on this plan, is that good or bad?
23. Concerned about southern entrance to the city – is it going to be too expensive to create open space?

Additional General Comments – March 5, 2001

1. Questions about who has management responsibility for the CRA
2. Concerned about north-south traffic movement and congestion
3. Open space should be programmed for multiple uses
4. Clarify CRA funding sources (grants, TIF, bonding, etc.)
5. Lentz Grove property should be a priority
6. Include character sketches of proposed architecture in CRA
7. Traffic concerns around CRA and traditional neighborhood development
8. Should spend money to make money-investments in the community are required for success
9. Concerned about the zoning of residential and commercial uses at Port St. Lucie Boulevard and US 1
10. Village Green master plan, timing, and partnership with water management authority should be priority
11. Road improvements should be a priority
12. Concerned about the increase in multi-family housing
13. Type of employers attracted should be for higher-paying jobs

Port St. Lucie CRA Master Plan

14. Will the CRA block the expansion of existing land uses within the CRA through zoning changes?
15. Need clarification of TIF use and city-county interlocal agreement
16. Provide financial help for small businesses not just large corporations
17. Clarify neighborhood revitalization issues
18. Provide access to CRA planning process information (concept plans) via the web or hard copy
19. Provide for non-alcoholic entertainment venues in plan
20. Necessary to establish community support for CRA plan for it to be successful
21. A new town center should be a priority connected by open space network
22. Concept A should incorporate the continuing education campus of Concept B
23. Prefer Concept B, but with town center location in Concept A
24. Concept A should include less commercial due to traffic increases at Port St. Lucie Boulevard and Mariposa
25. Question the “highest and best use” of the drainage area/lake in Concept B
26. Concerned about increase in commercial area at Lennard Road and Mariposa which will increase traffic
27. Add the continuing education center to Concept A
28. Suggest additional uses such as an amphitheater and a major library
29. Concept B’s continuing education center doesn’t fit with the commercial nature of surrounding uses
30. Research EPA funds for studying wildlife and green space preservation
31. Preference for fine art institutions
32. Include performing arts venues
33. Don’t segregate the arts uses from the technology corridor

Port St. Lucie CRA Master Plan

34. Concerned that the town center will cause more traffic congestion for the southern area of the CRA that has an existing church and school
35. Maintain green space in the CRA
36. Map existing drainage basins and features in CRA, concerned about whether these areas will disappear
37. There are threatened and endangered species (wood storks) in the current retention ponds
38. Keep county government uses in the Village Green area

Section 12.0 Walton and One Master Plan

(to follow as separate attachment)

Section 12.01

CITY OF PORT ST. LUCIE
WALTON & ONE MASTER PLAN



DRAFT
MAY 29, 2025

walton
& one

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LAUREN MOSS CLARK ~ VLAD DUMITRESCU ~ RICK GONZALEZ ~ KASEY ANETTE RUIZ~ JOSE VENEGAS

PFM, INC. – OVERALL MARKET & FINANCIAL ANALYSIS AND DISPOSITION STRATEGIES

HVS, INC. – EVENT CENTER AND CONVENTION CENTER HOTEL MARKET & FEASIBILITY STUDIES

CITY OF PORT ST. LUCIE
WALTON & ONE MASTER PLAN

DRAFT 5-29-2025



walton
& one

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY	4
II. BACKGROUND CONDITIONS	16
III. TOUR OF THE PLAN	32
GENERAL BLOCK STRUCTURE	
PARKING ANALYSIS	
EVENT SPACE, OPEN SPACE & TRAIL NETWORK	
INDIVIDUAL BLOCK ANALYSIS	
ESTIMATED VALUATION	
IV. KEY RECOMMENDATIONS	71
APPENDIX	90
A. CREATION OF THE PLAN	
B. "CITY CENTER" PUD AGREEMENT	
C. PFM, INC. PROJECT ANALYSIS	
D. PFM, INC. FINANCIAL ANALYSIS	
E. HVS, INC. EVENT CENTER ANALYSIS	
F. HVS, INC. CONVENTION CENTER HOTEL ANALYSIS	
G. PROJECT PRESENTATIONS	

ABBREVIATIONS & TERMS

CCMP	City Center Master Plan, referring to former "City Center" project name
CRA	Community Redevelopment Agency
HVS	HVS, Inc., consultant to City regarding market and feasibility analysis of event center and convention center hotel
MFEC	Mid Florida Event Center
PFM	PFM, Inc., consultant to City regarding market and feasibility analysis of overall site and disposition strategies
PUD	Planned Unit Development
RFP	Request for Proposals
SAD	Special Assessment District
SF	Square Feet
SLC	St. Lucie County
TIF	Tax Increment Financing
TCRPC	Treasure Coast Regional Planning Council

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INTRODUCTION

Walton & One is one of the most significant redevelopment opportunities in the City of Port St. Lucie. The property is contained within a roughly 76-acre mixed-use block located on U.S. 1 in the eastern portion the City, south of Walton Road and west of Village Green Drive, that includes the MidFlorida Credit Union Event Center (MFEC). The block contains roughly 13 acres of stormwater ponds and public infrastructure, and the City currently controls roughly 40 acres of the developable acreage. Led by the City’s Community Redevelopment Agency (CRA), the project has been envisioned as a multi-year redevelopment effort to create a vibrant, walkable destination in eastern Port St. Lucie with a mix of retail, office, entertainment, cultural, restaurant, and residential uses anchored by the MFEC and the “Village Square” outdoor event space.

In 2022, the City commissioned a multidisciplinary team, including the Treasure Coast Regional Planning Council (TCRPC) and two economic consulting firms (PFM, Inc. and HVS, Inc.) to develop a Master Plan and implementation strategy for the property, including financial and market analysis and a land development concept. This report provides a summary of the process, analysis, findings, and recommendations, with supporting background documentation provided in the Appendix. Additional project information is available on the Port St. Lucie CRA website: www.cityofpsl.com



Figure 1 Master Plan concept view of the Event Center.



Figure 2 Rendering with view looking east from U.S. 1 at Village Square Drive

PROPERTY LOCATION MAP



Figure 3 Location map with subject site highlighted in red.

BRIEF HISTORY

The City of Port St. Lucie was established as a predominately residential community in the 1960s. The City is one of the fastest growing in Florida, with a 2024 population estimate nearing 250,000 people distributed across 120 square miles. Located within St. Lucie County, the City is centrally located in the Treasure Coast region, roughly 45 miles north of West Palm Beach and 120 miles southeast of Orlando. While the City was designed with extensive residential neighborhoods and locations for schools and parks, the original city plan lacked a traditional downtown. Suburban development patterns emerged over time, with U.S. 1 providing a primary north/south corridor in the eastern portion of the City. Early development activity resulted in a somewhat disjointed and disconnected pattern of auto-oriented commercial and office uses along U.S. 1. New investment in the City tended towards western lands, and by the late 1990s, the economic vitality of the U.S. 1 corridor had begun to decline. To help stimulate redevelopment, the City established a 1,700-acre CRA in 2001 centered around U.S. 1 and the potential to create a vibrant, mixed-use town center as a new downtown destination for the City’s growing population. As illustrated in Figure 4, the Village Green Plaza location, at the southeast corner of U.S. 1 and Walton Road, was identified as a “town center” in the plan. This is the subject site focused upon in the Master Plan.

The site has a complex history, with initial assembly in 2005 by a private developer (DeGuardiola), with whom the City entered into a redevelopment agreement for a mixed-use “City Center” concept for the site with a robust mixed-use development program (see Figure 5 and Figure 7).

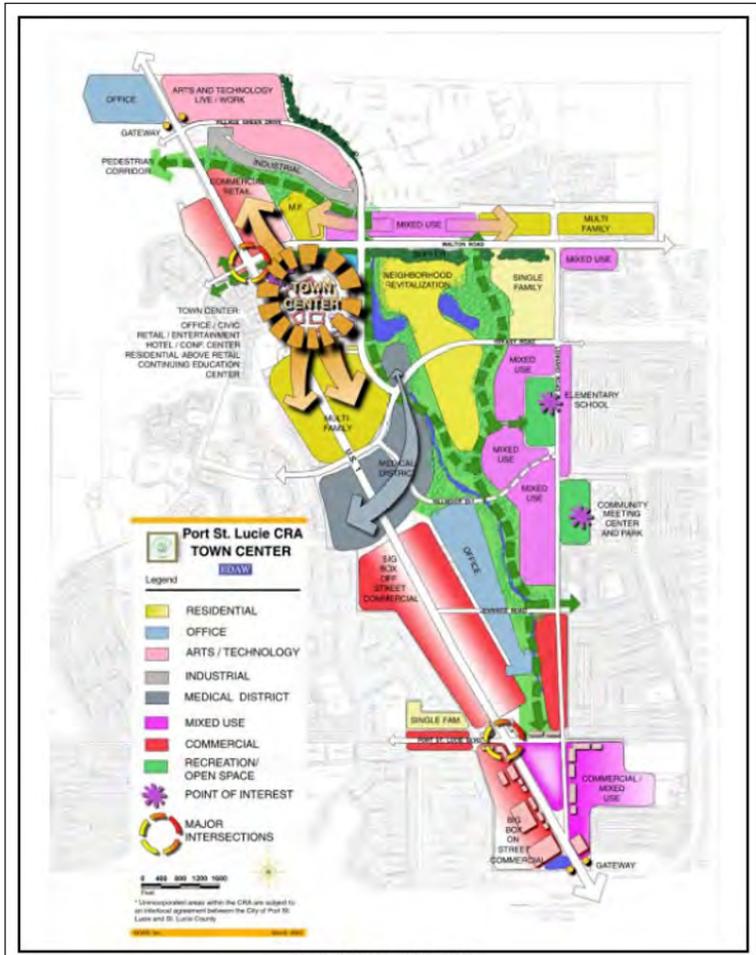


Figure 4 Project map from original CRA plan highlighting the recommended location of the “town center”

BRIEF HISTORY

The CRA Plan emphasized the opportunity for the town center as an urban design alternative to the otherwise suburban development pattern along the U.S. 1 corridor. As illustrated in the CRA Plan, the recommended design approach followed a traditional urban form with a series of streets and blocks lined with appropriately scaled buildings to create a walkable, mixed-use district. The City Center proposal followed this urban form, proposing a development program to create a vibrant, 24-hour activity center missing from the City's landscape.



Figure 6 Town center concept sketch from original CRA Plan



Figure 5 Original "City Center" concept plan

B. Proposed Mixed Use Development Thresholds

- Residential Multi-Family Units = 932
- Retail Commercial = 193,500 square feet
- General Office Uses = 393,000 square feet
- Condominium Hotel Units = 150 rooms
- Civic Center = 750 seats
- Restaurants = 15,000 square feet
- Police Station = 25,000 square feet
- Parks, Open Space & Civic Public Squares
- Structured parking = 3,350

Figure 7 Mixed-use development thresholds as defined in the "City Center" PUD agreement adopted in 2006.

CITY HOLDINGS

Utilizing bond and other financing, the City constructed a first phase of public infrastructure, including a detailed roadway network, water and sewer, and a master stormwater system. Additionally, the City constructed a series of public structures - an Event Center later renamed the MidFlorida Credit Union Event Center, recreation center, parking garage, police substation, and warehouse building. The real estate market collapse in 2008 as part of the "Great Recession" led to the developer abandoning the property, which went into litigation. After several other unsuccessful redevelopment attempts, the site was seized by the Securities and Exchange Commission with substantial back taxes. The City negotiated reductions in back taxes to ultimately take control in 2022 of what now totals roughly 40 acres of developable land in addition to its prior holdings (see Figure 8). A current aerial photo of the site that illustrates the location of on-site improvements is provided in Figure 9.

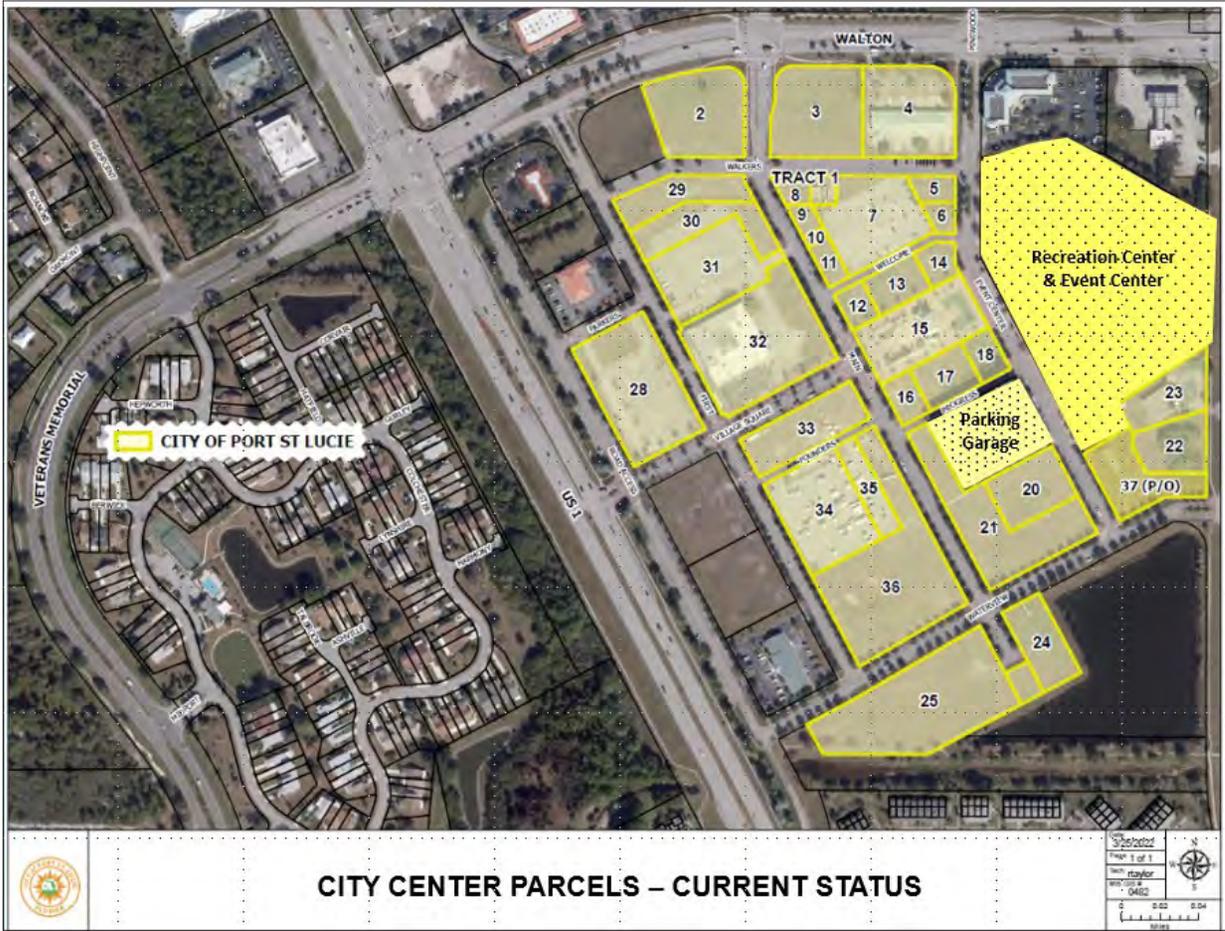


Figure 8 - Property map with parcels controlled by the City highlighted in yellow

OVERALL SITE



Figure 9 Aerial photo of subject site looking east

MARKET & FINANCIAL STUDIES

To analyze the economic potential of the property and inform the Master Plan, the City contracted with two economic firms: PFM, Inc. analyzed regional real estate market conditions and provided overall market and land development potentials for the site including tax increment financing (TIF) yields as well as disposition strategies, and HVS, Inc. analyzed the feasibility of expanding the MFEC as well as a potential convention center hotel component of the Master Plan. A summary of the preliminary findings from these analyses is provided in Figure 10, detailed in “ Chapter II. Background Conditions”, and copies of the firms’ reports are provided in the Appendix.

**Walton & One Master Plan
Summary of Overall Market Potentials**

MASTER PLAN – PROJECT ANALYSIS (Prepared by PFM, Inc., Nov 2022)		
	MULTI-FAMILY RESIDENTIAL	392 units (total through 2026) 910 units (total through 2031) 1,919 units (total through 2040)
	RETAIL/RESTAURANT	85,000 to 175,000 SF (total through 2042)
	OFFICE	105,600 SF (through 2040)
	HOTEL	Up to 100-room hotel (timeframe TBD)
MID-FLORIDA EVENT CENTER – MARKET & FEASIBILITY STUDY (Prepared by HVS, Inc., Nov 2022)		
	EVENT CENTER	75,000 SF Facility (timeframe TBD) (expanding from current 19,291)
CONVENTION CENTER HOTEL – FEASIBILITY STUDY (Prepared by HVS, Inc., April 2023)		
	MFEC HOTEL #1*	100-room hotel (through 2026, could be up to 150 rooms)
	MFEC HOTEL #2*	100-room hotel (beyond 2026, could be up to 150 rooms) (max of 250 total rooms for Hotels 1 & 2)

*Assumes expansion of Mid-Florida Credit Union Event Center to 75,000 SF is completed by the opening date of the hotels

Figure 10 Summary of overall market potentials for the Walton & One site as estimated by PFM, Inc. and HVS. Inc.

PUBLIC ENGAGEMENT

To develop the Walton & One Master Plan, the City and TCRPC undertook an extensive public engagement process that included staff work sessions, stakeholder meetings, City Council presentations, and public workshops as follows:

- Throughout the plan development process, the City facilitated a multidisciplinary staff working group, which provided background data, design suggestions, and oversight. Additionally, the City maintained staff sub-groups to further inform various aspects of the Plan.
- Both individual stakeholder meetings and focus groups were facilitated to obtain background information, generate community and investor interest, and advance the development of the Plan.
- Two large-scale public workshops were held at the MFEC. Public Workshop 1 was held on December 7, 2022, designed to obtain public input on general desires and challenges regarding the Master Plan. Public Workshop 2 was held on June 20, 2023, to obtain public input on recommended plan concepts and approaches.
- Several presentations were conducted for the City Council throughout the plan development process.
- In late 2024, the City underwent a re-branding process for the property, adopting “Walton & One” as the new project name, which has been integrated into this Master Plan report.



SUMMARY OF POLICY PRIORITIES

Following Public Workshop 1, a multidisciplinary design charrette was conducted that included a team of architects, town planners, and policy experts along with the City’s contracted economics and market analysts. The design process was iterative with City staff review and feedback throughout plan development. Pursuant to staff and public input as well as the financial experts, a series of policy priorities were established by the City for the Master Plan that included creation of an active town center with the event center, outdoor programming, and additional entertainment and hospitality uses; integration of a mix of uses including residential, retail/commercial, office, and hospitality; recreational elements with trails and open space; high quality architecture and design; and financial contribution to the City and its CRA. Additional details regarding the public engagement process can be found in “Appendix A Creation of the Plan.”

OVERVIEW OF THE MASTER PLAN

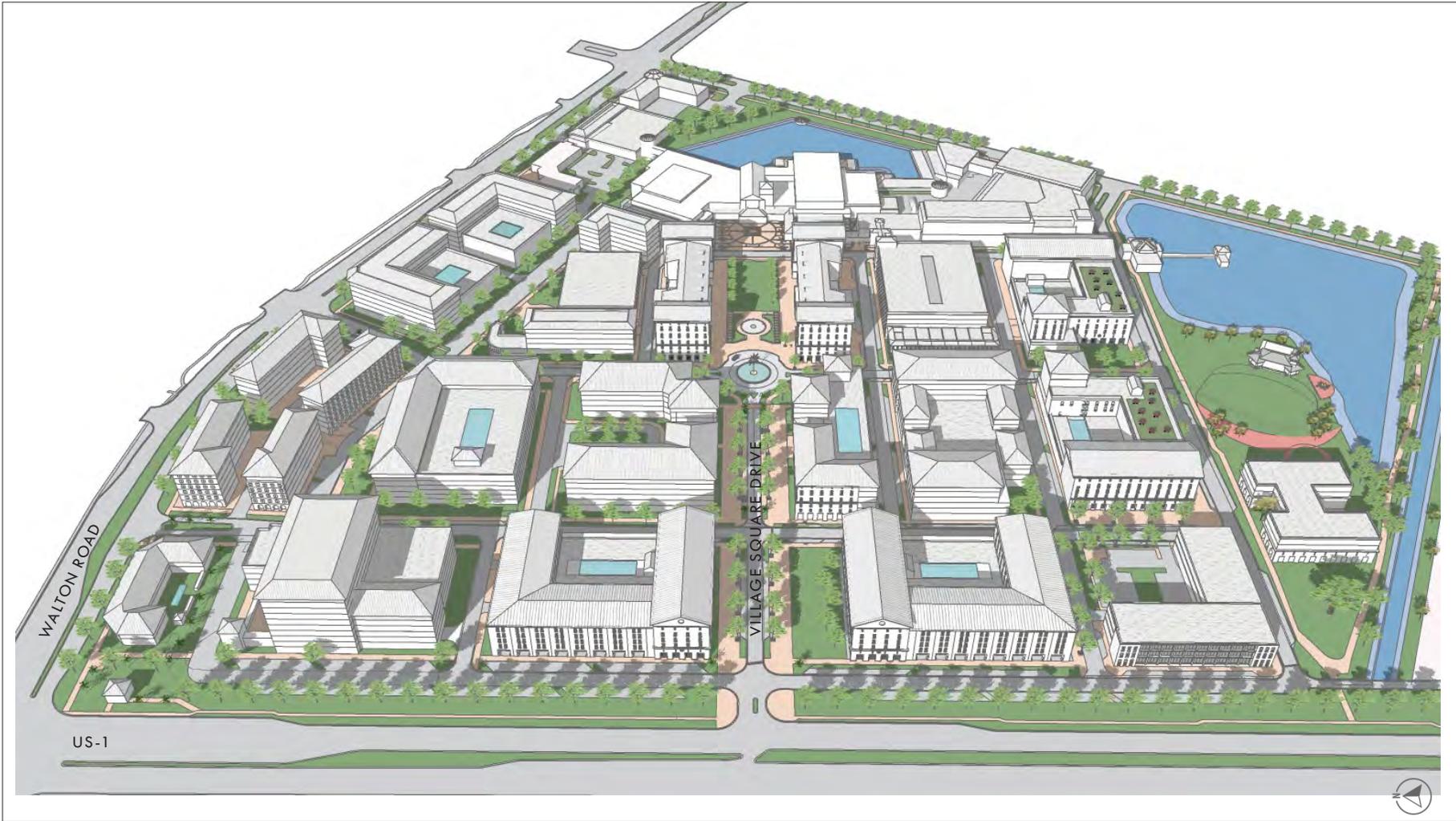


Figure 11 Overall Walton & One Master Plan Concept (looking east)

OVERVIEW OF THE MASTER PLAN

Based on public and staff input, economic analysis, and the policy goals, a Master Plan concept was developed and presented to the public at Workshop 2, the Master Plan staff work group, and the City Council at its 2023 Summer Workshop. Feedback obtained in these various forums has been integrated into the revised Master Plan concept as presented in the Master Plan. Below, Figure 11 and “Chapter III. Tour of the Plan” provides the overall Master Plan concept, and Figure 12 differentiates the City-held parcels from the balance of parcels within the total block.



Figure 13 View north from the southern green of the property.



Figure 14 View east across redesigned Village Green towards Event Center



Figure 12 Block structure

DEVELOPMENT PROGRAM & MIX OF USES

WALTON & ONE MASTER PLAN CONCEPTUAL DEVELOPMENT PROGRAM		
Residential Multi-Family Units	1,800	units
Retail/Restaurant	100,000	SF
General Office	95,000	SF
Hotel	250	rooms
Police Substation	5,000	SF
Parks, Open Space & Public Squares (Includes Southern Lawn)	565,000	SF
Stormwater Facilities	no change	
Event Center (Phase 1 Expansion)	75,000	SF
Event Center (Phase 2 Expansion)	40,000	SF
Recreation Center	66,000	SF
Parking		
Parking Garage Spaces (Private Use)	+/- 1,050	spaces
Parking Garage Spaces (Public Use)	+/- 1,400	spaces
On-Street (Public Use)	+/- 695	spaces
Total Public Parking Spaces	+/- 2,095	spaces
Private Garages (for private use)	per City requirements	

Figure 15 Summary of Conceptual Development Program

The Master Plan concept envisions a mixed-use development program that can accommodate the market potential as projected by PFM, Inc. and HVS, Inc. For economic modeling purposes, Figure 15 provides a summary of assumed development quantities.

It should be noted that the development program is approximate and based on conservative development assumptions; however, a more aggressive development program could be accommodated if desired by the City.



Figure 16 View of the Event Center at the Walton & One property

KEY RECOMMENDATIONS

The Walton & One project provides an opportunity to create a significant destination for the City's growing population and rising prominence as one of the largest cities in Florida. Redevelopment by definition offers an opportunity to reconsider land development patterns and reposition properties and infrastructure to create competitive communities that are more economically resilient, sustainable, and responsive to public desires. The Walton & One property represents a classic redevelopment opportunity to transform an underutilized public asset into a showpiece destination that can help brand the City of Port St. Lucie as a vibrant and significant destination. As noted by the project's market studies, the site is well-positioned between the Central and South Florida markets to fill a programming gap for a range of uses and activities, including conferences and events as well as a mixed-use lifestyle center.

Responding to the economic analyses and extensive public input, the Master Plan illustrates the potential for the site to comfortably accommodate an expanded Event Center and outdoor venues, hotels, open space, and an extensive mix of residential, retail, office, and recreational space in a walkable format. The land design concepts illustrate how consistent urban design, shared parking, intentional interconnectivity, and appropriate building composition can provide substantial financial return to the City and create a town center destination while maintaining a setting that feels appropriate for the public. While the specific uses and building footprints are anticipated to be adjusted as the plan is implemented, the foundational elements of the plan, core design principles, and public aspects will make Walton & One a high-quality, contributing destination for Port St. Lucie for generations to come.

1. TAKE A HOLISTIC APPROACH TO ENABLE WALTON & ONE TO BECOME A MEANINGFUL TOWN CENTER
2. PROMOTE REVENUE-GENERATING REDEVELOPMENT THROUGH STRATEGIC PROPERTY DISPOSITION
3. FACILITATE LAND ASSEMBLY TO CREATE LARGER REDEVELOPMENT PARCELS
4. ALLOW FOR EXPANSION OF EVENT CENTER TO ACHIEVE FULL-SERVICE CAPABILITY
5. RESERVE SITES TO ACCOMMODATE HOTELS TO SUPPORT EVENT CENTER EXPANSION
6. RESTRUCTURE & EXPAND OUTDOOR EVENT & PROGRAMMING SPACE
7. MODERNIZE FUTURE LAND USE & ZONING DESIGNATIONS
8. REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING
9. MAINTAIN SHARED-USE PARKING SYSTEM
10. INTEGRATE NETWORK OF TRAILS & OPEN SPACES

SITE HISTORY

The Walton & One project is contained within a roughly 76-acre mixed-use redevelopment block located on U.S. 1 in Port St. Lucie that includes the MidFlorida Credit Union Event Center. The City currently controls roughly 40 of the developable acres along with the public infrastructure network and roughly 13 acres of stormwater ponds. The project has long been envisioned as an opportunity to create a vibrant, walkable eastern Port St. Lucie destination with a mix of retail, office, entertainment, cultural, restaurant, and residential uses, anchored by an event center and village square. The subject site is the centerpiece of the original CRA plan, which established the vision for the agency as follows:

The City of Port St. Lucie's Community Redevelopment Area will be a central gathering place that creates an identity for the city as well as provides entertainment and economic opportunities. The area will include a variety of development districts and connective open space to better serve Port St. Lucie's current and future population.

The subject site was formerly developed as a suburban-style shopping plaza (Village Green Plaza), located along the U.S. 1 corridor in eastern Port St. Lucie. Because the corridor began to decline by the late 1990s, the City established a 1,700-acre community redevelopment agency (CRA) in 2001 centered around U.S. 1 that included the site and its potential to become a new mixed-use town center for Port St. Lucie's growing population, providing a new downtown for the City and catalyzing redevelopment along the U.S. 1 corridor. The scale and composition of the idealized town center is depicted on the cover of the City's original CRA Plan, which is provided in Figure 17, with a photo of the original property configuration provided in Figure 19.

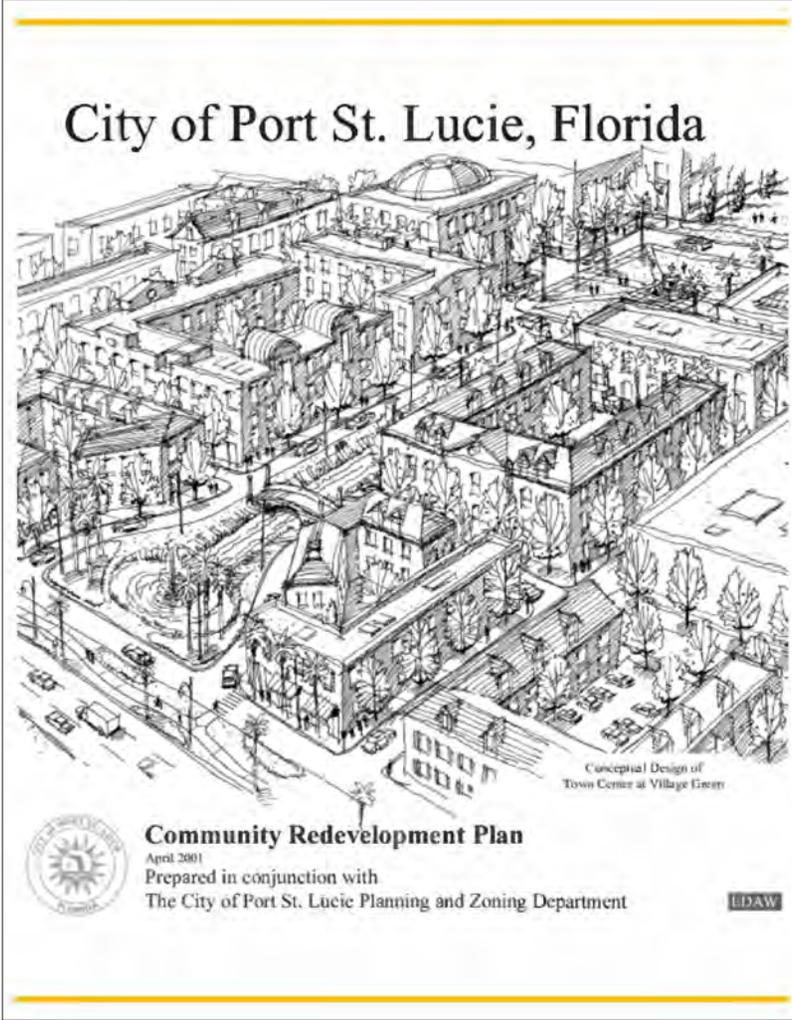


Figure 17 Cover of original CRA Plan with depiction of City Center site

SITE HISTORY

Diagrams from the original CRA Plan illustrate the importance of the Town Center property as the central feature of the overall redevelopment district. The Plan notes the opportunity to redirect land development patterns away from the suburban approach that characterized the City's formation into an urban development pattern that would promote walkability, destination quality, and a "park-once" environment with active, vibrant streets and pedestrian character. Figure 18 and Figure 19 provide an excerpt from the CRA Plan regarding this evolutionary opportunity as well as a diagram depicting the Town Center site in relation to the larger CRA district.

An important attribute of the redevelopment plan is its mixed-use approach to future development and redevelopment within the CRA, especially the creation of a town center at Village Green. This breaking of the suburban land use patterns of the original city developers will correct the strict separation of uses that has affected the city's traffic and growth patterns. The creation of a new "old downtown" for Port St. Lucie along US 1 as well as the proposed development guidelines, will create a "park-once" area for city residents and visitors. The "park-once" area will provide the opportunity to park the car and walk to a variety of offices, shops and entertainment.

This proposed reworking of the former shopping center will create for Port St. Lucie a central gathering place for the City, a place to shop and dine as well as work and live, all at a scale reminiscent of traditional Florida small towns. This new downtown will connect to a greenspace that provides alternative internal circulation routes on the interior of the CRA. Other district concepts are proposed to create a greater sense of unity and purpose to CRA development. The biggest change proposed is a new way of looking at the CRA, as a focal point for Port St. Lucie, not a jumbled strip of commercial uses.

Figure 18 Excerpt from original CRA Plan underscoring the importance of the Village Green property to the overall success of the redevelopment effort.

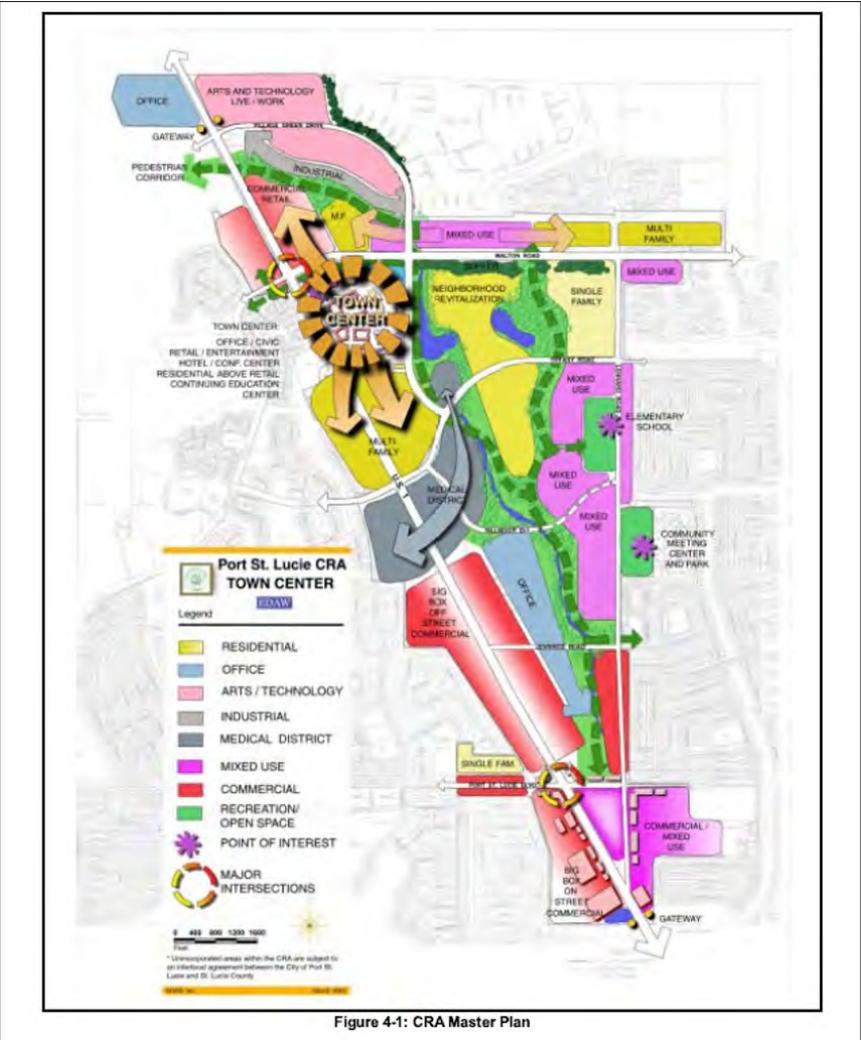


Figure 4-1: CRA Master Plan

Figure 19 Town Center diagram within CRA as illustrated in original CRA Plan.

SITE HISTORY



Figure 20 Aerial photo of original Village Green Plaza property c1999

ORIGINAL "CITY CENTER" PLAN

In 2005, the City entered into a redevelopment agreement for the site with De Guardiola Properties and PSL City Center, LLC, who developed a mixed-use concept adopted into a City Center Planned Unit Development (PUD) agreement in 2006 (see Figure 21 and Figure 22, with a copy included in the Appendix). The agreement enabled changes to the land use and zoning for the subject site and detailed a development approach that assigned development responsibilities to both the City and the developer.

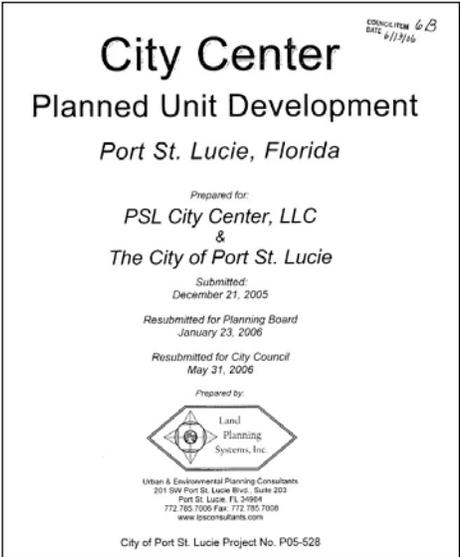


Figure 21 City Center PUD agreement



Figure 22 Original City Center concept plan as developed by DeGuardiola et.al.

FUTURE LAND USE & ZONING

In the City’s Comprehensive Plan, the majority of the redevelopment block has a blended future land use designation of Commercial General, Residential High Density (up to 15 dwelling units per acre), and Institutional, with Commercial General assigned to two privately-held parcels (see Figure 23). The zoning designation for the City-held parcels is Planned Unit Development (PUD), which corresponds to the 2006 City Center PUD agreement that includes a series of proposed development thresholds by use (see Figure 24 below and Figure 26 on the following page). The PUD agreement includes development standards that address lot size requirements, building heights (ranging from 2 to 6 stories), and minimum floor heights, lot sizes, and building frontage. The land use and zoning designations permit mixed-use development on the site.

FUTURE LAND USE MAP EXCERPT



Figure 23 City Future Land Use Map excerpt, Walton & One block highlighted in red

ZONING MAP EXCERPT

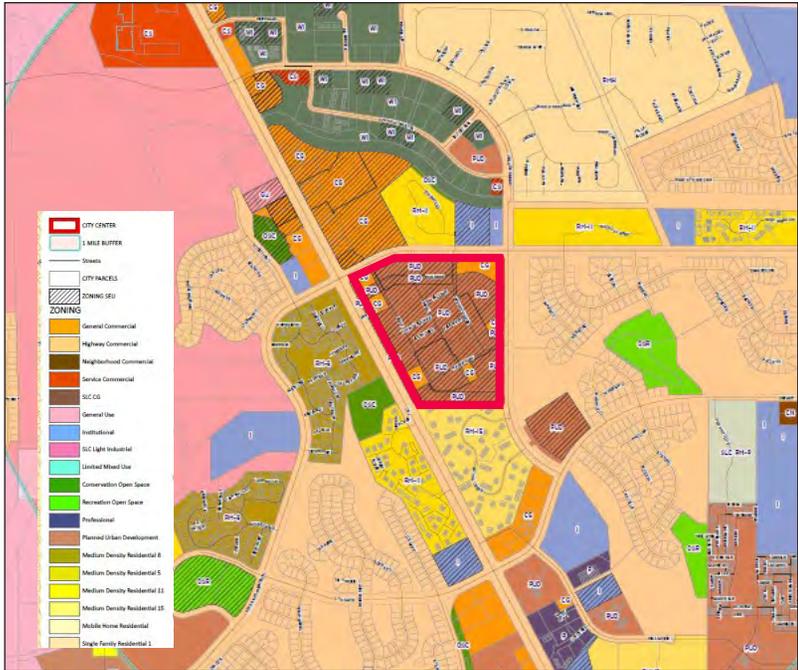


Figure 24 City Zoning Map excerpt, Walton & One block highlighted in red

EARLY INVESTMENT

Implementing its obligations under the PUD agreement, by 2009, the CRA had secured approximately \$44.7 million in bond and other financing to construct the first phase of improvements. These included land acquisition; comprehensive planning; site infrastructure (e.g., master stormwater system, roadway network, water, sewer, sidewalks, street trees); the "Port St. Lucie Civic Center" (renamed the MidFlorida Credit Union Event Center in January 2020); a "Village Square" that included a covered stage, open plaza, and interactive play fountain; a warehouse building; the first of four planned parking garages; and four surface parking lots. A special assessment district was created to assign the infrastructure costs to the site. Figure 25 highlights the location of the Phase 1 improvements constructed by the City. Site infrastructure was sized to accommodate the mixed-use development program detailed in the City Center PUD agreement, which is provided in Figure 26. These development quantities were used as base data in the development of the Master Plan.

SUBMITTED
 DECEMBER 21, 2005
 RESUBMITTED FOR PLANNING
 BOARD
 JANUARY 23, 2006
 RESUBMITTED FOR CITY COUNCIL
 MAY 31, 2006

Proposed mixed use development thresholds
 Residential Multi-Family Units = 932
 Retail Commercial = 193,500 sf
 General Office Uses = 393,000 sf
 Hotel Units = 150 rooms
 Civic Center = 750 seats
 Restaurants = 15,000 sf
 Police Station = 25,000 sf
 Parks, Open Space, and Public Squares
 Structured Parking = 3,350



Figure 25 Locations of Phase 1 infrastructure and public improvements constructed by the City indicated in color in the diagram above.

Figure 26 Proposed "Mixed-Use Development Thresholds" as detailed in the 2006 City Center PUD Agreement used as the basis for site infrastructure.

CITY-OWNED PARCELS

Although the City carried out its Phase 1 obligations that included the construction of site infrastructure, market conditions associated with the real estate market collapse in 2006-2008 prevented the developer from initiating the private development obligations. Ultimately, the site went into foreclosure and litigation. The City regained control over a portion of its initial holdings, entertaining several other private development proposals in subsequent years; however, none were successfully executed. Ultimately by 2022, the City gained control of roughly 40 acres of the 76-acre redevelopment block as illustrated in Figure 27.

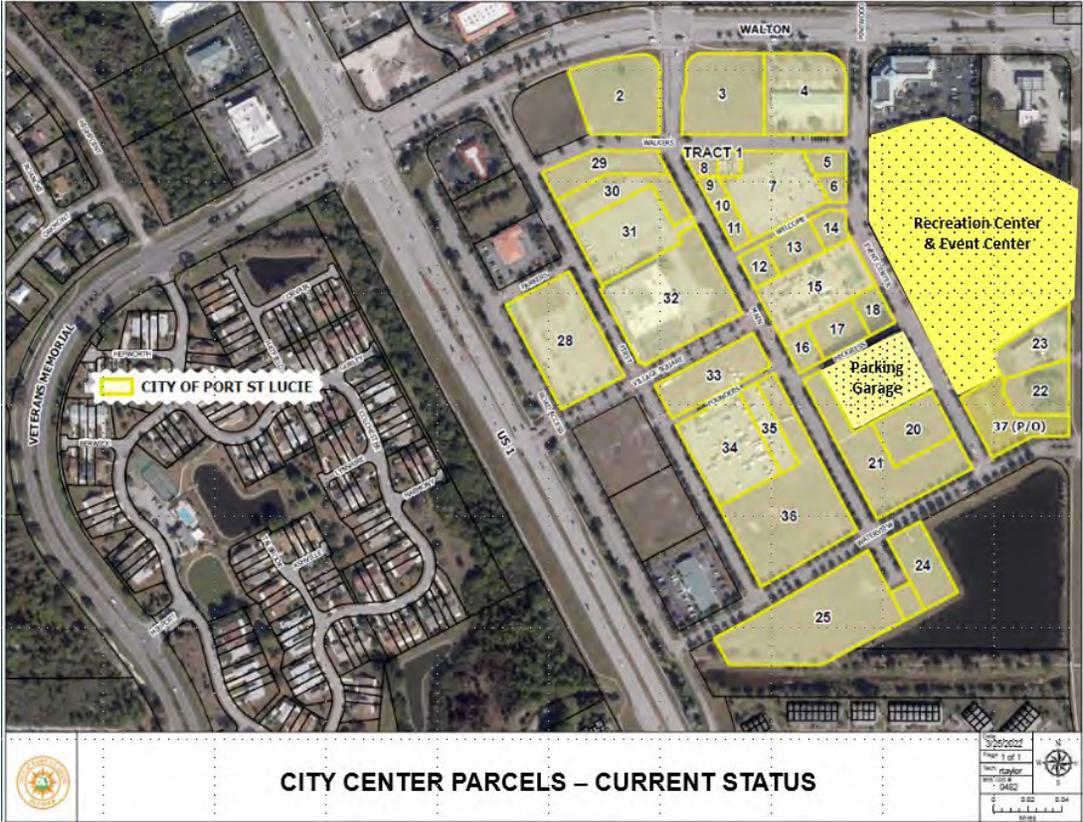


Figure 27 Within the 76-acre redevelopment block, as of 2022, the City controls approximately 40 developable acres (highlighted in yellow).

CURRENT FINANCIAL STATUS

As part of the Walton & One Master Plan team, PFM, Inc. was retained by the City to provide market and financial analysis of the redevelopment block, participate in the Master Plan process, assess the current financial obligations of the property, and provide potential disposition strategies for the ultimate redevelopment of the site. According to data provided by the CRA and the firm’s analysis, as of 2023, the existing bond debt relative to the site infrastructure was \$14,880,000 with maximum annual debt service of nearly \$1.9 million. The debt is associated with the City Center Special Assessment Refunding Bonds issued in the amount of \$31.3 million. The PFM, Inc. report is provided in “Appendix C”.



Figure 28 Image of the existing 900-space parking garage funded through the special assessment district.

The Master Plan concept envisions a mixed-use development program that can accommodate the market potential as projected by the economic consultants to the City, PFM, Inc. and HVS, Inc. For economic modeling purposes, Figure 29 provides a summary of assumed development quantities.

It should be noted that the conceptual development program is approximate and based on fairly conservative development assumptions. Given the block structure and noting the infrastructure capacities, a more aggressive development program could be accommodated if desired by the City and supported by the market as conditions strengthen through successive phases of redevelopment.

MARKET & FEASIBILITY STUDIES

To analyze the economics of the property, the City contracted with two economic firms: PFM, Inc. to analyze real estate conditions and provide general market and land development potentials and HVS, Inc. to analyze the feasibility of MFEC expansion as well as feasibility of a potential hotel component of the Master Plan. A summary of the findings from these analyses is provided in Figure 29 below, and copies of the firms’ reports are included in the Appendix.

SUMMARY OF DEVELOPMENT POTENTIALS

MASTER PLAN – PROJECT ANALYSIS (Prepared by PFM, Inc., Nov 2022)		
	MULTI-FAMILY RESIDENTIAL	392 units (total through 2026) 910 units (total through 2031) 1,919 units (total through 2040)
	RETAIL/RESTAURANT	85,000 to 175,000 SF (total through 2042)
	OFFICE	105,600 SF (through 2040)
	HOTEL	Up to 100-room hotel (timeframe TBD)
MID-FLORIDA EVENT CENTER – MARKET & FEASIBILITY STUDY (Prepared by HVS, Inc., Nov 2022)		
	EVENT CENTER	75,000 SF Facility (timeframe TBD) (expanding from current 19,291)
CONVENTION CENTER HOTEL – FEASIBILITY STUDY (Prepared by HVS, Inc., April 2023)		
	MFEC HOTEL #1*	100-room hotel (through 2026, could be up to 150 rooms)
	MFEC HOTEL #2*	100-room hotel (beyond 2026, could be up to 150 rooms) (max of 250 total rooms for Hotels 1 & 2)

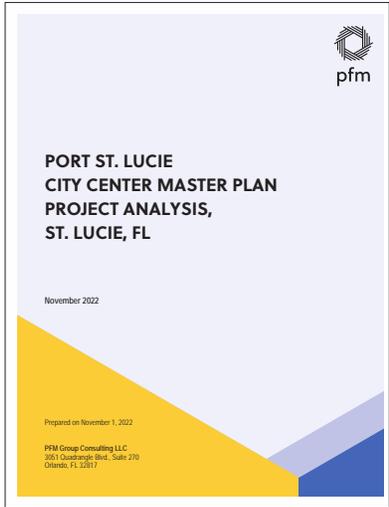
*Assumes expansion of Mid-Florida Credit Union Event Center to 75,000 SF is completed by the opening date of the hotels

Figure 29 Summary of Walton & One development potentials as determined by PFM, Inc. and HVS, Inc. analyses

MARKET & FEASIBILITY STUDIES

PORT ST. LUCIE CITY CENTER MASTER PLAN PROJECT ANALYSIS (PFM, INC., NOVEMBER 2022)

Working under the direction of the City, PFM analyzed historic, current, and projected real estate conditions as related to the Walton & One site, concluding there was strong market demand for a “public open-space oriented, mixed-use development with significant public uses.” The firm’s analysis focused on multifamily residential (both for-sale and rental), retail, office, and commercial uses for its analysis. Based on its findings, PFM found the strongest market potential was residential use, which is consistent with strong residential demand across the region and state that was accelerated post-COVID and continues in the current market condition. Regarding retail and office uses, PFM noted that both markets are fairly stabilized with limited vacancies, with roughly 50% of St. Lucie County’s overall retail space located within a five-mile radius of the subject site. As to hotel demand, PFM’s analysis did not consider the expansion of the Event Center, but instead, evaluated hotel demand as related to the current facility. Given the site’s relative distance from the region’s beachfront and I-95 hotel concentrations, PFM suggested the Master Plan reserve a footprint for a 100-room hotel; however, hotel demand was evaluated more thoroughly as related to the Event Center by HVS. A summary of PFM’s projected development potentials by use is provided in Figure 30, and a copy of the PFM report is included in “Appendix C”.



RESIDENTIAL	Through 2031, support for up to 910 residential units of varying unit sizes and price points, rising to a total of 1,919 residential units through 2040. Residential units are presumed to be predominately multi-family units.
RETAIL	Through 2042, support for 85,000 to 175,000 SF of restaurant and retail space.
OFFICE	Through 2040, support for roughly 106,000 SF of office space.
HOTEL	For planning purposes and presuming no Event Center expansion, potential support for a roughly 100-room upper midscale hotel.

Figure 30 Above: Summary of development potential by use according to PFM Project Analysis

Figure 31 Left: Cover page of the PFM Project Analysis.

MARKET & FEASIBILITY STUDIES

MIDFLORIDA CREDIT UNION EVENT CENTER MARKET AND FEASIBILITY STUDY (HVS, INC., NOVEMBER 2022)

Working under the direction of the City, HVS, Inc. developed a Market and Feasibility study for an expansion of the MFEC. HVS evaluated historic, current, and future demand indicators for City Center events and programming along with an analysis of peer facilities across the U.S. Based on the analysis, HVS recommends the City consider expansion of the MFEC from 19,291 SF to 75,000 SF as follows:

- Relocate the recreation center to create a 45,000 square foot exhibit hall.
- Expand the Emerald Ballroom to 20,000 square feet.
- Add 10,000 square feet of meeting space, through either expansion and remodeling of Ruby Hall, or new construction.
- Add additional loading and back of house space, including service corridors and staging areas.
- Move the outdoor stage southwest, closer to Main Street to increase the amphitheater and festival space in front of the MFEC.

HVS emphasized that successful expansion and operations of a larger facility would be contingent upon the implementation of a comprehensive Master Plan that includes a mixed-use pattern of development, with complementary commercial activities to augment the destination quality of the facility. The Master Plan evaluates several scenarios by which the Event Center expansion can be accommodated, and a copy of the HVS report is included in the Appendix.

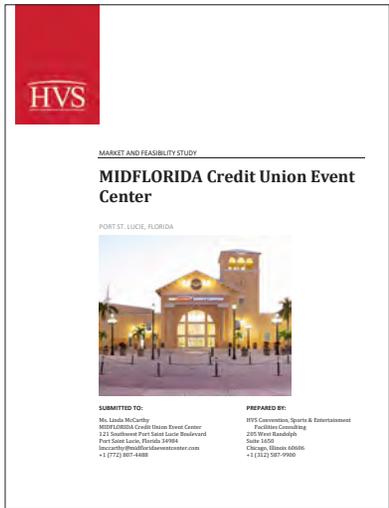


Figure 32 Above: Image of the event plaza.

Figure 33 Left: Cover page of the HVS Event Center Market and Feasibility Study.

ECONOMIC MARKET STUDY

CONVENTION CENTER HOTEL FEASIBILITY STUDY (HVS, INC., APRIL 2023)

Under contract to the City, HVS, Inc. has completed a Convention Center Hotel Feasibility Study, which analyzes hotel demand presuming the MFEC is expanded to 75,000 SF. Preliminary findings relevant to hotel feasibility are as follows:

- For the first phase of development, HVS, Inc. suggests there is market demand for a roughly 100-125-room Phase 1 hotel built in conjunction with the expansion of the MFEC and located either adjacent or in immediate proximity to an expanded MFEC.
- Dependent upon market demand and performance of the MFEC and market performance of an anticipated mixed-use redevelopment program adjacent to the MFEC, HVS, Inc. suggests there is market demand for an additional 100-125 hotel rooms, bringing the total demand to 250 rooms. The additional hotel rooms could either be added as an expansion to a Phase 1 hotel or be delivered as a separate hotel that could be co-managed with a Phase 1 hotel, potentially sharing some portion of the administration and operational facilities.
- The Phase 2 hotel is recommended to be located such that other uses could be developed on the site if hotel demand does not materialize.
- HVS, Inc. provided a summary report to the City, which is included in the Appendix.

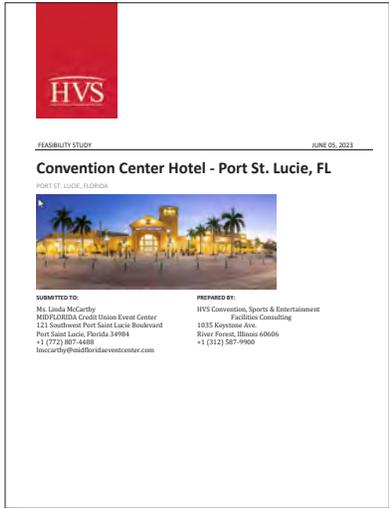


Figure 34 Above: Hotel reference images.

Figure 35 Left: Cover page of the HVS Hotel Feasibility Study.

EVENT CENTER OPERATIONS

The HVS study indicates there appears to be market support for the Event Center to be expanded from the current approximately 19,000 SF to 75,000 SF. Two distinct scenarios were evaluated in the Master Plan process:

SCENARIO 1 – As suggested by HVS, the Event Center could be expanded to the north and west. By relocating the recreation center (approximately 45,000 SF), an exhibit hall could be retrofitted into the former recreation center space. It is noted that creating the desired clear-span exhibit space, however, could be complex and expensive in this scenario. An additional 10,000 SF could be constructed as an extension from the Event Center’s western façade, bringing it closer to the current parking garage (referred to as Garage 1 in the Master Plan).

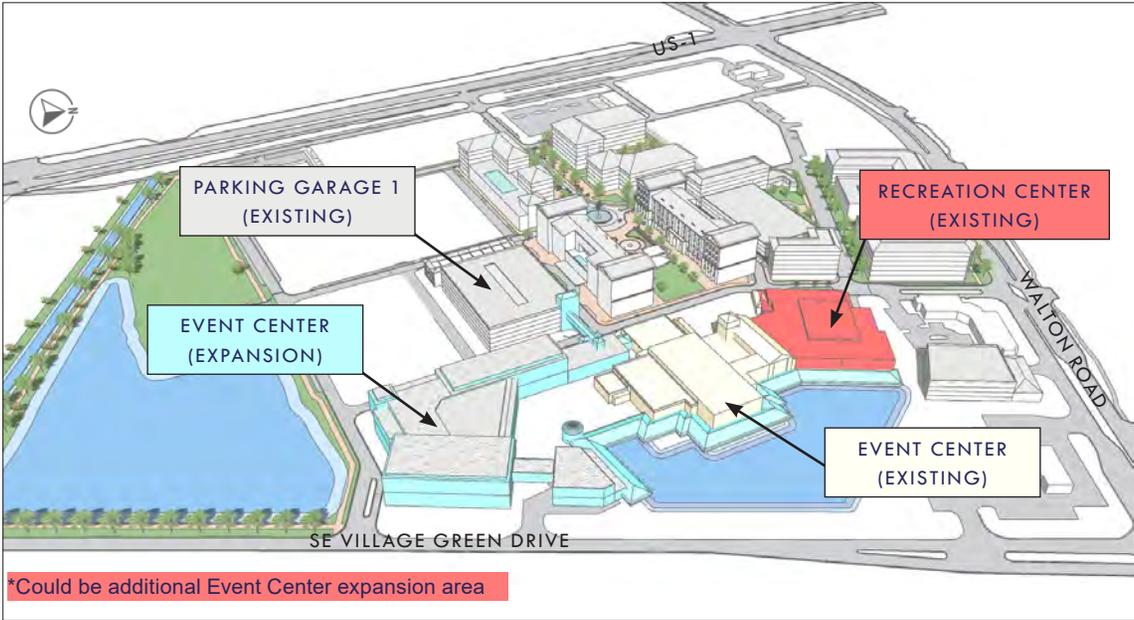


Figure 36 Event Center Expansion Diagram

SCENARIO 2 – The Event Center could be expanded to the south with the construction of approximately 51,000 SF of new space. A new entrance could be added to the western or northern façade of the recreation center to provide formal separation for patrons of the two different facilities. Following a southern Event Center expansion, the recreation center could be relocated in a future phase, allowing the Event Center additional expansion area if needed. This scenario also suggests demolition of the current police substation building, which is used for storage purposes; relocation of the police substation use into ground-floor commercial space in the interior of the site; and improved access from Village Green Drive.

The Master Plan includes Scenario 2 for illustrative purposes with acknowledgment that either scenario can be accommodated within the overall block structure.

RECREATION CENTER

The existing recreation center is a full-service facility that includes a gymnasium, racquetball courts, weight training room, and breakout rooms for various activities. The main entrance to the recreation center is located in the Event Center lobby, which creates conflicts for the different types of users of both facilities. The facility is well-used and hosts year-round programming as well as summer camps organized by the City. Public input obtained during the Master Plan process indicated a strong desire for City recreational uses to be located generally on the eastern side of the City, either in the current location, elsewhere on the Walton & One site, or on other nearby properties as appropriate.

Several locations within the redevelopment block were evaluated regarding the recreation center component of the Master Plan. Retaining the recreation center in its current location provides the lowest-cost solution. Alternatively, if Event Center expansion consumes the current recreation center space, a new facility could be located on the southern end of the site, fronting the lake and capitalizing on a lakefront open field for outdoor programs and events.



Figure 37 Image of the recreation center with the main entryway located in the civic center lobby.



Figure 38 Left: Lobby for patrons of both the Event Center and recreation center
Figure 39 Above: Image of the fitness center within the recreation center.

PUBLIC EVENT SPACE & AMPHITHEATER

The Walton & One site currently includes an event stage and open area that are routinely programmed for events and activities. The open undeveloped blocks are also used for events, and Event Center staff estimates the largest paid events consume nearly 270,000 SF that includes the Village Square and plaza in front of the Event Center, water view lot, streets, and grass lots. The largest open events, such as the FreedomFest fireworks and Festival of Lights winter holiday event consume nearly 1,000,000 SF with the added use of surface parking lots. Input received through the Master Plan process indicates a desire for public events and activities to continue though at a smaller scale proportionally appropriate for the anticipated mixed-use development program. Figure 40 and Figure 41 illustrate recommended locations and sizes of public gathering spaces as part of the overall plan. The amphitheater can be relocated to the southern lawn to add space for patrons and improve visibility from Village Green Drive.



- A** EVENT CENTER PLAZA 25,000 SF
- B** VILLAGE SQUARE BLOCK 56,000 SF
- C** FESTIVAL BLOCK 57,000 SF
- D** SOUTHERN LAWN 90,000 SF

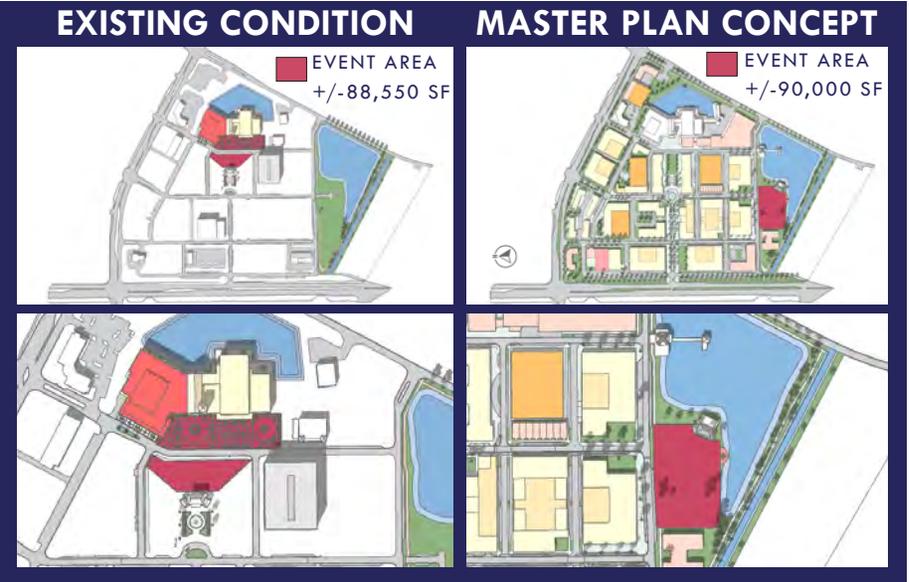


Figure 40 Public event space diagram, to the right

Figure 41 Amphitheater event area comparison diagram, above

CONCLUSION

The Walton & One redevelopment opportunity has a complex history, wherein the property has changed hands several times since it was first identified as a potential town center anchor within the City’s redevelopment district. Well-intended planning, infrastructure, and thoughtful design has yielded a sizable public asset ripe for new investment. As discussed in this chapter, market potential for the site is substantial, and the site’s block structure and existing infrastructure can support the introduction of new uses and vitality.

Through extensive public input and analysis, a conceptual Master Plan has been developed that illustrates ways in which the site can be transformed into a mixed-use destination to provide the “new downtown” to accommodate the City’s activity demands today and into the future. While the actual mix of uses and building configurations will adjust to market demand and financial expectations over time, the site’s traditional block structure and the City’s commitment to urban design excellence and high-performance public spaces will enable the economic productivity and quality of life enhancement of Walton & One for years to come.



INTRODUCTION

The City of Port St. Lucie was originally designed as a suburban residential community without consideration of a meaningful city center. Commercial, workplace, and public uses were distributed throughout the jurisdiction; however, the City layout lacked a central gathering place for public events and activities. The City's CRA was established to facilitate a redevelopment program on the eastern side of the City including a vibrant, walkable, mixed-use district envisioned for what became the Walton & One property.

The unique opportunity presented by the Walton & One property to create a special destination for Port St. Lucie has been highlighted in the City's strategic planning efforts, with demand emphasized by the City Council, stakeholders, and the public. Accordingly, the City requested the Master Plan prioritize the site's ability to provide a significant central gathering place and destination for the growing Port St. Lucie population. Key points of emphasis for this goal include placemaking and vibrancy; gateway features; public art, plazas, and places; distinctive architecture; mix of uses; and market responsiveness.

This chapter provides a summary of the overall master plan block structure, including a parking analysis, event space summary, circulation plan, and a block-by-block discussion of the master plan.

TEN COMPONENTS OF SUCCESSFUL CITY CENTERS
MIX OF USES, WALKABLE, CONNECTED
PUBLIC ART, VIBRANT PLACEMAKING, SUSTAINABILITY
CONTROLLED PARKING, GATHERING PLACES
DISTINCTIVE ARCHITECTURE, MARKET RESPONSIVE



Figure 42 View across redesigned Village Green Plaza



Figure 43 Rendering with view looking east from U.S. 1 towards event center in distance

OVERALL MASTER PLAN CONCEPT



Figure 44 Master Plan concept view

BLOCK INDEX

To develop a quantifiable master plan that can be implemented in a market-responsive manner, the overall Walton & One property was analyzed on a block-by-block basis, with ten blocks determined among the 76-acre subject site. The diagram provided in Figure 45 identifies the individual blocks, existing and recommended building heights, parking structures, and parcels which are privately held. Given the width of internal streets, the majority of buildings are recommended to be 4-6 stories to create an urban condition that frames the streets without creating a canyon effect. To improve visibility and presence on U.S. 1, taller buildings are recommended on Block 8, which is privately owned.

LEGEND

- EXISTING
- 1-4 STORY
- 5-6 STORY
- AMENITY DECK / PARKING
- 7+ STORY
- STRUCTURED PARKING
- PRIVATE OWNERSHIP
- BLOCK BOUNDARY



Figure 45 Block Index Diagram

BLOCK SUMMARY

The development program illustrated in the master plan is intended to represent the ability to accommodate the PFM market potential in a mixed-use, walkable format that enables phased development activity over time. The program is keyed to provision of parking both on-street and in a series of parking structures located along a gridded network of complete streets. The potential 1,800-unit total residential demand is distributed across 7 of the 10 blocks in the master plan. The PFM market study indicates demand for a modest 100,000 SF of new commercial use. Accordingly, the master plan strategically locates this commercial use across 6 of the 10 blocks to activate street frontages and framing SE Village Place to support its “festival street” potential. Additionally, the master plan illustrates the potential to also accommodate two 125-room hotels that respond to the HVS hotel study locational priorities (e.g., proximity to the Event Center, accessibility and visibility from U.S. 1 and Walton Road).

The Master Plan respects both the block structure of the original City Center site plan and parcel ownership, wherein individual blocks can be developed exclusively by the City or with larger yields if private land is assembled with the City’s holdings. The master plan envisions parking structures would be phased to support development over time, expressly intended to limit the City’s financial exposure as the master plan is implemented. The master plan also capitalizes on the southern lake frontage by locating residential buildings that could assign premiums to capture the value of the amenity.

MASTER PLAN DEVELOPMENT PROGRAM ON CITY-OWNED PARCELS ¹			
BLOCK	RESIDENTIAL USE	COMMERCIAL USE	HOTEL ²
1	0	0 SF	
2	365	7,000 SF	125 rooms
3	125	40,000 SF	125 rooms
4	187	0 SF	
5	0	2,000 SF	
6	465	14,000 SF	
7	465	17,000 SF	
8	0	20,000 SF	
9	193	0	
10	n/a-	n/a	n/a
TOTAL	1,800 DU	100,000 SF	250 ROOMS

¹ Development yield is assigned to City-owned parcels only. Blocks 1 & 6 have mixed public/private ownership, and blocks 8 & 10 contain privately-owned parcels.
²Although illustrated on blocks 2 and 3, hotel use can be accommodated on a variety of blocks.

PARKING ANALYSIS

As requested by the City and consistent with the market study, the master plan recommends a mixed-use development program that is supported by a combination of on-street and structured parking. Streets are envisioned as “complete streets,” with broad sidewalks, landscaping, plazas, and on-street parking, and buildings are designed to front streets to promote walkability, visibility, and a sense of enclosure. To accommodate an intense development program, the master plan illustrates the potential for more than 3,000 total parking spaces, of which roughly 1,000 spaces are assigned to private uses, leaving more than 2,000 potentially available for public use. The parking inventory includes nearly 700 on-street parking spaces, and a series of four parking garages that are distributed throughout the site to help activate the blocks and enable construction phasing as market conditions allow. As illustrated in Figure 47 on the following page, the four potential parking garages are envisioned as follows:

- Garage 1 is an existing 900-space garage, for which an estimated 200 spaces are recommended to support future hotel and retail uses. This facility is intended to be one of two garages that would directly accommodate Event Center patrons.
- Garages 2 and 3 are recommended in locations consistent with the original City Center plan. These garages are envisioned to provide a mix of public and private parking.
- Garage 4 is a new public garage location adjacent to the Tax Collector’s office, which is located on Block 1. The footprint of this garage can be accommodated either on the Tax Collector’s property or expanded to include the adjacent commercial site (currently a gas station). Garage 4’s location is intended to provide parking for the adjacent public office use as well as patrons of the event center and/or recreation center if it remains in this location.

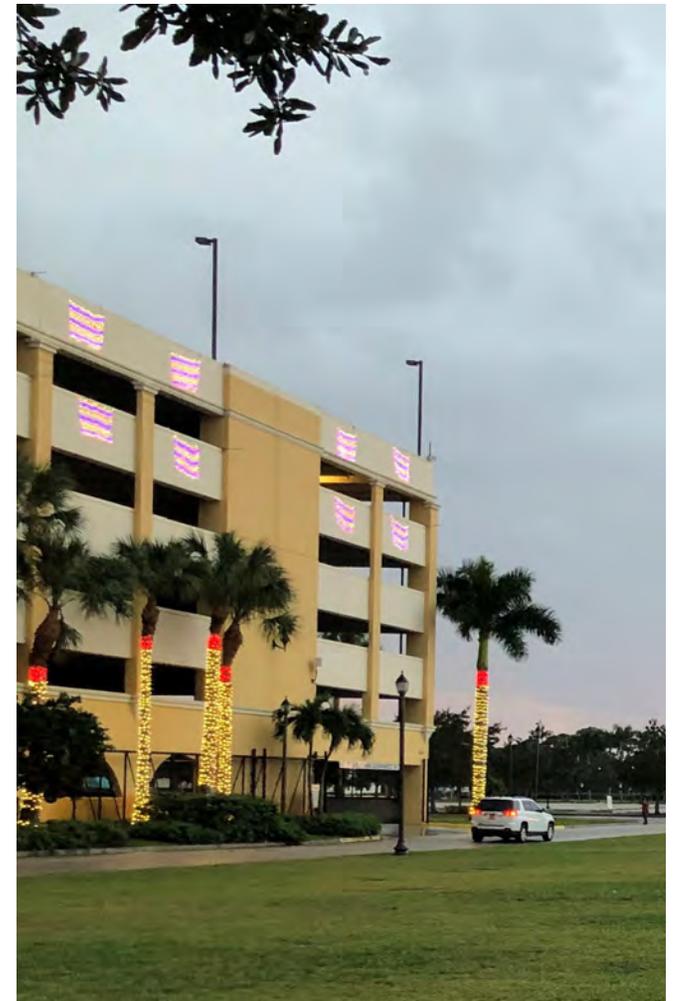


Figure 46 Image of the existing 900-space Garage 1.

PARKING DIAGRAM

BLOCK COLOR LEGEND

- GARAGE PARKED
- PARKED OFF-SITE
- SELF PARKED
- PUBLIC ACCESS GARAGE
- PRIVATE PROPERTY (NOT INCLUDED IN DEVELOPMENT PROGRAM)
- BLOCK BOUNDARY



Figure 47 Parking Diagram

OVERALL PUBLIC (UNASSIGNED) PARKING ESTIMATE	
ON-STREET (EXISTING + NEW)	695
GARAGE 1 (EXISTING, PUBLIC, # SPACES)	700
GARAGE 2 (NEW, PUBLIC, # SPACES)	335
GARAGE 3 (NEW, PUBLIC, # SPACES)	85
GARAGE 4 (NEW, PUBLIC, # SPACES)	200
SUB-TOTAL, NEW GARAGE PUBLIC SPACES	620
TOTAL, ALL PUBLIC SPACES	2,015

Note: All new garages are tested with a maximum of 5 levels (+/- 55' height) and could be expanded pending funding and demand.

ON-STREET PARKING	
BLOCK	PUBLIC
1	9
2	60
3	23
4	76
5	30
6	124
7	102
8	80
9	77
10	114
TOTAL	695

GARAGE PARKING		
GARAGE	PRIVATE USE	PUBLIC
G1	200	700+
		900+
G2	225	335+
		620+
G3	525	85
		620+
G4	100	200+
		300+
TOTAL		2,440+

EVENT SPACE, OPEN SPACE & TRAIL NETWORK

As a vibrant, mixed-use gathering space for the City and given the growing demand for outdoor events at Walton & One, the master plan illustrates the potential to expand the square footage available for outdoor events and programming, both ticketed and free and open-to-the-public. The HVS event center study noted the current configuration of the Village Green and amphitheater location were constraints for programming. Accordingly, the master plan tested various options to relocate the amphitheater on the site. Among the options, a new amphitheater on the southern edge of the site along the lake appears to be optimal as it provides the greatest potential seating capacity and can be directly connected to the current Village Green along Main Street. To further expand outdoor event space, the Master Plan suggests Village Square Drive be reconfigured as a curbsless street, which would broaden its usable space to better support outdoor events and programs. Figure 49 provides a diagram of the reconfigured outdoor event space, which could provide nearly 140,000 SF of program space in the center of the site and an additional 90,000 SF on the southern lawn, totaling nearly 230,000 SF.

Based on the City's strategic plan and input derived through the process, the master plan also celebrates the City's efforts towards beautification and outdoor recreation through a network of open spaces and trails woven through the master plan. Connecting to SE Village Green Drive, the master plan includes two roughly one-mile trail loops that encircle the lakes and connect the nearly 12 acres of open space and lakes on the site. The trail alignment and system of open spaces is also illustrated in Figure 49 on the following page.



Figure 48 View of the redesigned Village Square looking east

EVENT SPACE, OPEN SPACE & TRAIL NETWORK DIAGRAM

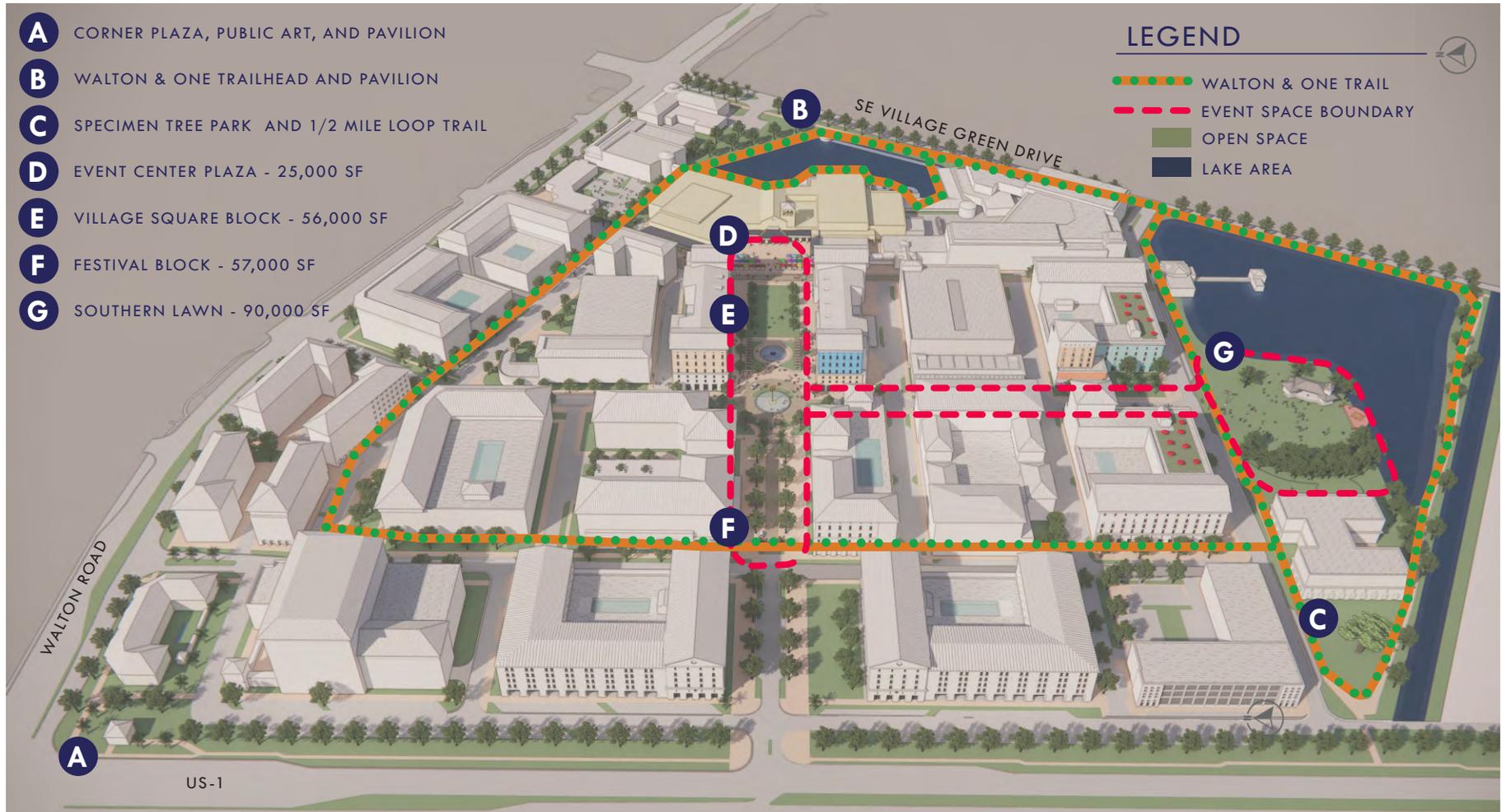


Figure 49 The site has a total of 69 acres, of which 40 acres is City-owned. The master plan provides a total of 11.5 acres of open space, which is 16% of the total site area. The property includes roughly 8 acres of lake area, which is amenitized with a series of connected, shaded trails and multi-use paths (indicated in green and yellow above). A total of 228,000 SF or 5.23 acres of event space is provided in the plan (highlighted by the red dashed boundary).

OVERALL DEVELOPMENT PROGRAM

The development program as envisioned in the master plan anticipates reallocation of the uses originally envisioned in the original City Center PUD and include the potential Event Center expansion. As the City continues to evaluate the potential expansion of this facility, additional transportation improvements may be required to facilitate access to the site, but should be evaluated considering the significant reduction in retail and office intensity compared to the approved PUD. Figure 50 provides a comparison of the approved and potential development program as detailed in the plan.

CONCEPTUAL MASTER PLAN DEVELOPMENT PROGRAM			
BUILD-OUT COMPARISON			
	Approved per City Center PUD	Potential Buildout per Master Plan Concept	Net Change
Residential (Multi-Family)	932 units	1,800 units	868 units
Retail / Commercial	193,500 SF	100,000 SF	(93,500) SF
Restaurants	15,000 SF	<i>(included with Retail / Commercial)</i>	(15,000) SF
General Office	393,000 SF	95,000 SF	(298,000) SF
Hotel	150 rooms	250 rooms	100 rooms
Event Center (seating)	750 seats	N/A	N/A
Event Center Building (Expansion 1)	19,000 SF	75,000 SF	56,000 SF
Event Center Building (Expansion 2) (Rec Center Conversion)	N/A	40,000 SF	40,000 SF
Police Station	25,000 SF	5,000 SF	(20,000) SF
Garage Parking Spaces (shared)	3,350 spaces	2,440 spaces	(910) spaces
	Additional Public Uses	Potential Buildout per Master Plan Concept	Net Change
Recreation Center	40,000 SF	66,000 SF	26,000 SF

Figure 50 Summary of Build-Out Comparison

BLOCK 1

Based on the HVS study findings regarding the long-term use of the MFEC, the City requested the Master Plan reserve sufficient land area to accommodate a potential expansion of the Event Center, from roughly 19,000 SF to 75,000 SF, particularly to accommodate conference activities. The Master Plan provides three scenarios to accommodate this component, which could be through re-purposing of the existing 45,000 SF City recreation center (currently located on the north side of the MFEC building) and/or potential expansion to the south of the existing MFEC. Given the possible displacement of the recreation center, the City also requested the Master Plan evaluate scenarios wherein the recreation center could be relocated elsewhere on the property.

Based on historic development activities, the City is currently financing former City Center land acquisition and infrastructure costs through its CRA and special assessment district. The MFEC is operated as an enterprise within the City, supplemented with operating funds as part of the City's annual budget. To help defray these costs, the City requested the Master Plan explore development and programming opportunities that could reduce the City's carrying costs for the site and raise its revenue production potential.



A



B



C

BLOCK 1

SCENARIOS

Scenario A: Event Center expands to the south, with redevelopment along Walton Road and SE Village Green Drive.

Scenario B: Event Center expands to the south; existing convenience store remains at the Walton Road/SE Village Green Drive intersection.

Scenario C: Redevelopment occurs along Walton Road, and an amphitheater is located to the south of the Event Center.



BLOCK 1

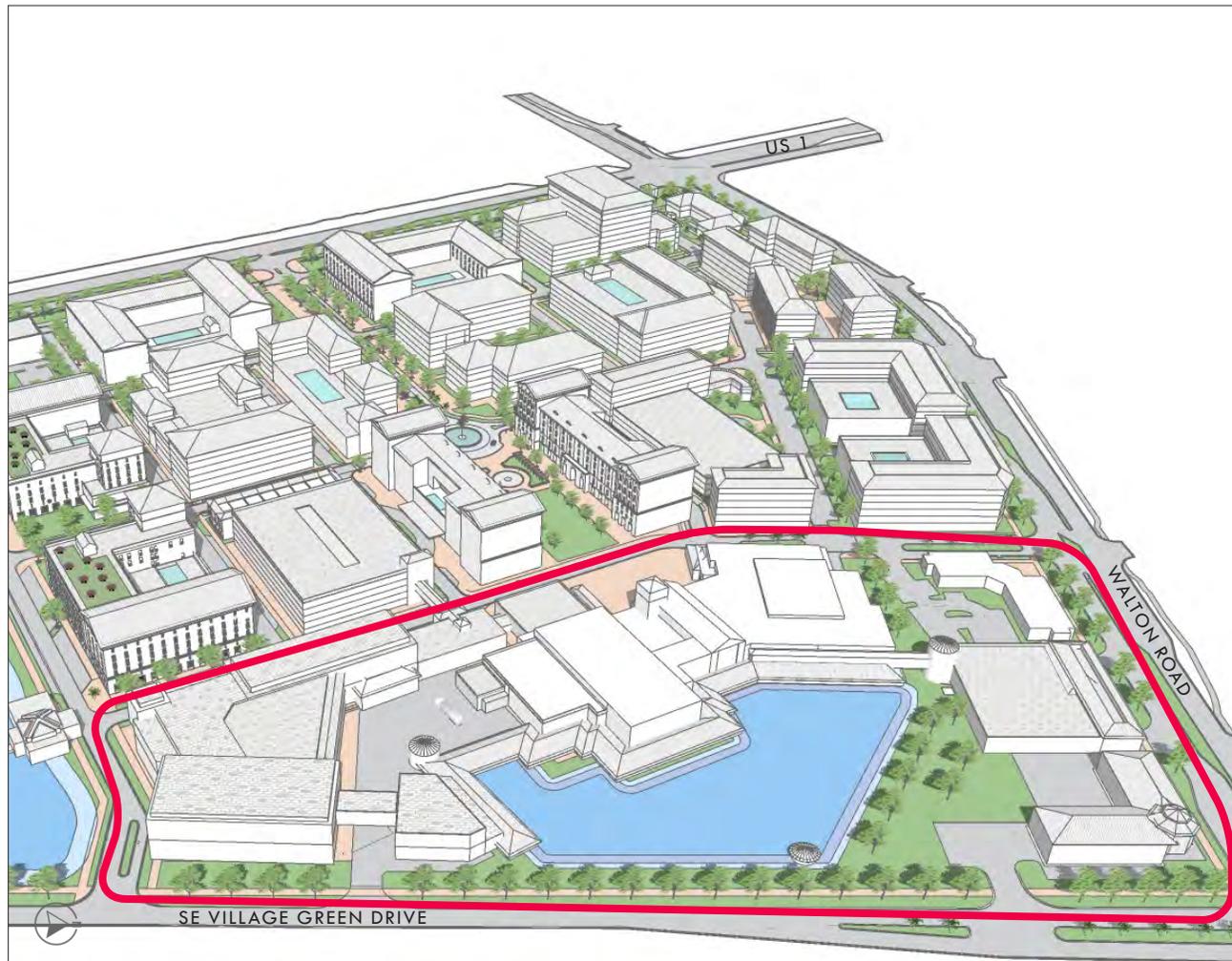


Figure 51 Walton & One Master Plan view of the expanded event and conference center.

BLOCK 1

SCENARIO A

The Event Center is expanded to the south with the existing event center and recreation center to remain. Redevelopment occurs along Walton Road and SE Village Green Drive, with a new structured public parking garage and pedestrian connection directly into the Center. New commercial flex space on the corner of Walton Road and SE Village Green Drive lines the structured parking, fronting the roadway with pedestrian-scaled accessible space.



BLOCK 1

PARCEL	USE		PARKING LOCATION	GROSS COMMERCIAL FLEX SPACE
A	EXISTING EVENT CENTER	Existing	Garage 1	n/a
B	EVENT CENTER EXPANSION	1 story (75,000 SF)	Garage 1	n/a
C	EXISTING RECREATION CENTER	Existing	Garage 1	n/a
D	COMMERCIAL FLEX SPACE	2 stories (15K SF floorplate)	Surface/Garage 4	30,000 SF
E	COMMERCIAL FLEX SPACE	4 stories (8K SF floorplate)	Garage 4	32,000 SF
F	GARAGE #4	5 levels (300+ spaces)	n/a	n/a
G	EXISTING COUNTY BUILDING	Existing	Surface/Garage 4	n/a

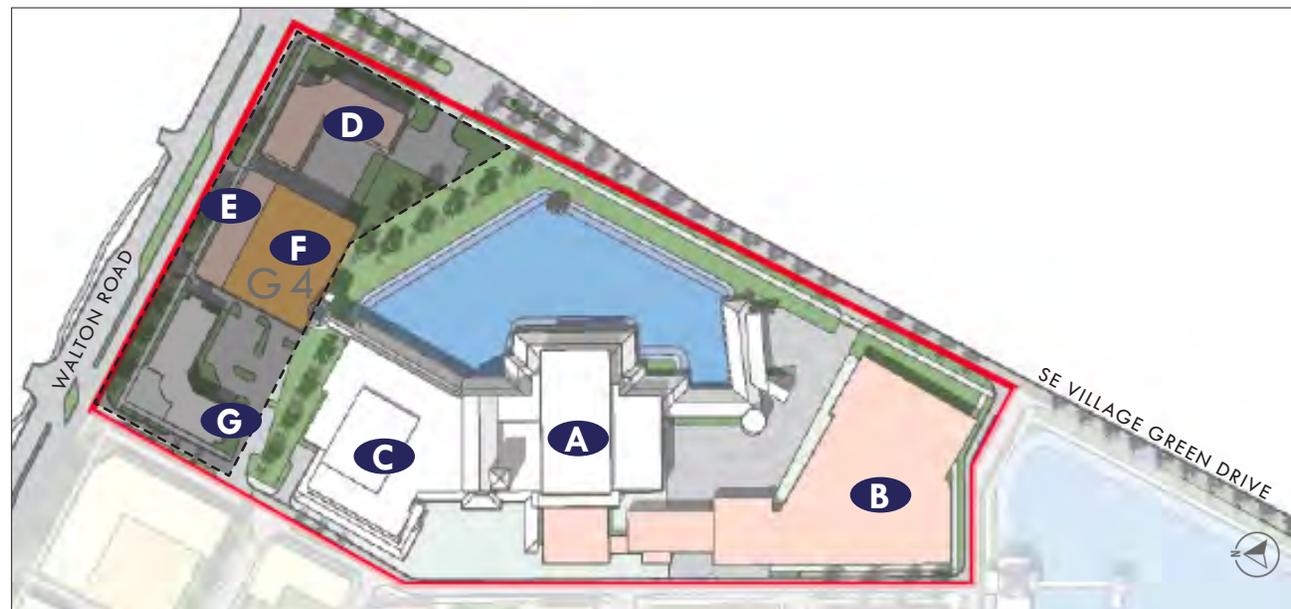


Figure 52 View of the expanded conference center. Properties within the gray shaded area (noted as D, E, F, and G) are not currently owned by the City.

BLOCK 1

SCENARIO A SUMMARY

Buildings A & B: Existing Event Center and its expansion to the south; Building C: existing recreation center (remains).

Structure F: New parking garage with pedestrian connection to Center.

Building D: New commercial flex space at Walton/Village Green Drive.

Buildings E & G: New commercial flex space facing Walton Road lining the parking structure.



BLOCK 1

PARCEL	USE		PARKING LOCATION	GROSS COMMERCIAL FLEX SPACE
A	EXISTING EVENT CENTER	Existing	Garage 1	n/a
B	EVENT CENTER EXPANSION	1 story (75,000 SF)	Garage 1	n/a
C	EXISTING RECREATION CENTER	Existing	Garage 1	n/a
D	COMMERCIAL FLEX SPACE	4 stories (8K SF floorplate)	Garage 4	32,000 SF
E	GARAGE #4	5 levels (300+ spaces)	n/a	n/a
F	EXISTING COUNTY BUILDING	Existing	Surface/Garage 4	n/a
G	EXISTING CONVENIENCE STORE	Existing	Surface	n/a

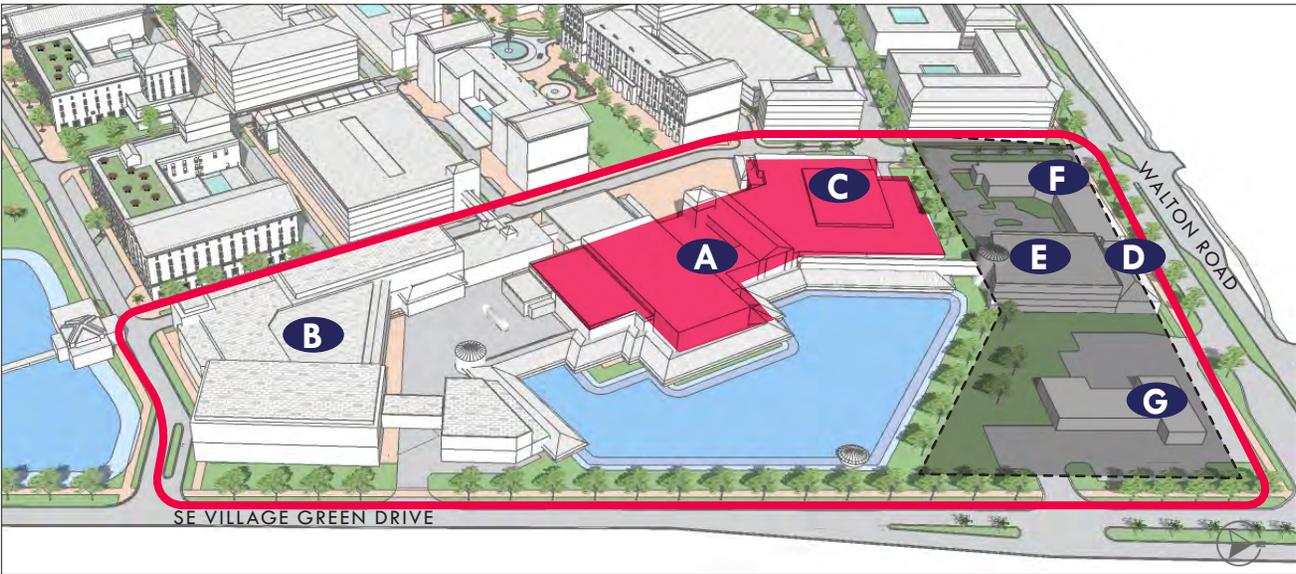


Figure 53 View of the expanded conference center. Properties within the gray shaded area (noted as D, E, F, and G) are not currently owned by the City.

BLOCK 1 SCENARIO B SUMMARY

Buildings A & C: Existing Event Center and recreation center shown in red.

Building B: Event Center expansion to south.

Buildings D, E & F: New commercial flex space.

Building G: Existing convenience store remains at the corner of Walton Road and SE Village Green Drive.



BLOCK 1

PARCEL	USE	HEIGHT & AREA	PARKING LOCATION	GROSS COMMERCIAL FLEX SPACE
A	EXISTING EVENT CENTER	Existing	Garage 1	n/a
B	EVENT CENTER EXPANSION	1 story (50,000 SF)	Garage 1	n/a
C	EXISTING RECREATION CENTER	Existing	Garage 1	n/a
D	COMMERCIAL FLEX SPACE	4 stories (8K SF floorplate)	Garage 4	32,000 SF
E	GARAGE #4	5 levels (300+ spaces)	n/a	n/a
F	EXISTING COUNTY BUILDING	Existing	Surface/Garage 4	n/a
G	COMMERCIAL FLEX SPACE	2 stories (15K SF floorplate)	Surface/Garage 4	30,000 SF
H	AMPHITHEATER & LAWN SPACE	47,000 SF	Garage 1	n/a

BLOCK 1

SCENARIO C SUMMARY

Buildings A, B, & C: Existing Event Center and expansion, with new amphitheater and public green with event space (H).

Building C: Existing recreation center is retained.

Buildings D, E, F & G: Redevelopment occurs along Walton Road and SE Village Green Drive.

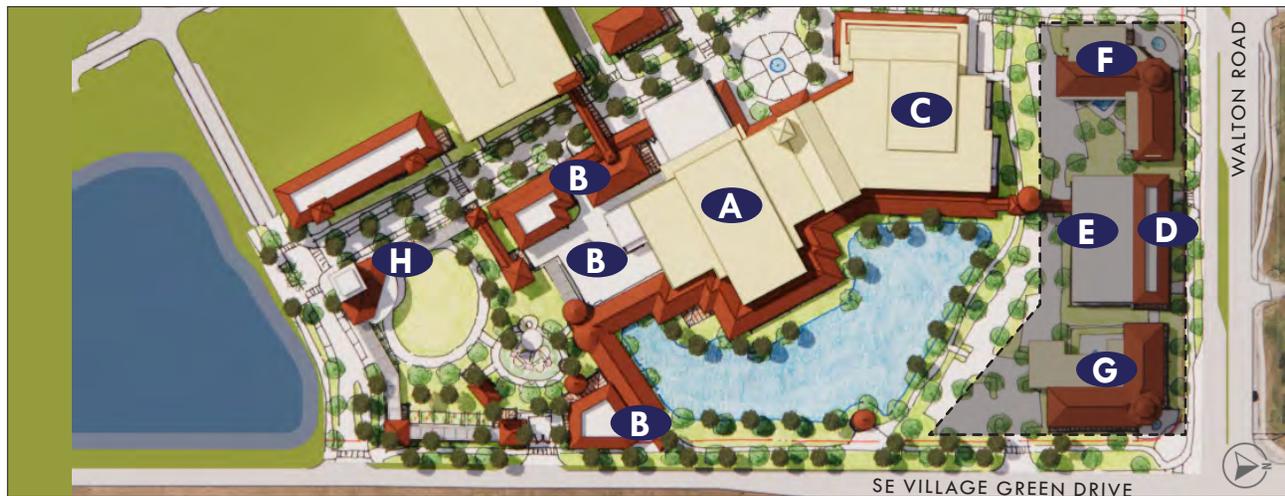


Figure 54 View of the expanded conference center. Properties within the gray shaded area (noted as D, E, F, and G) are not currently owned by the City.



BLOCK 2

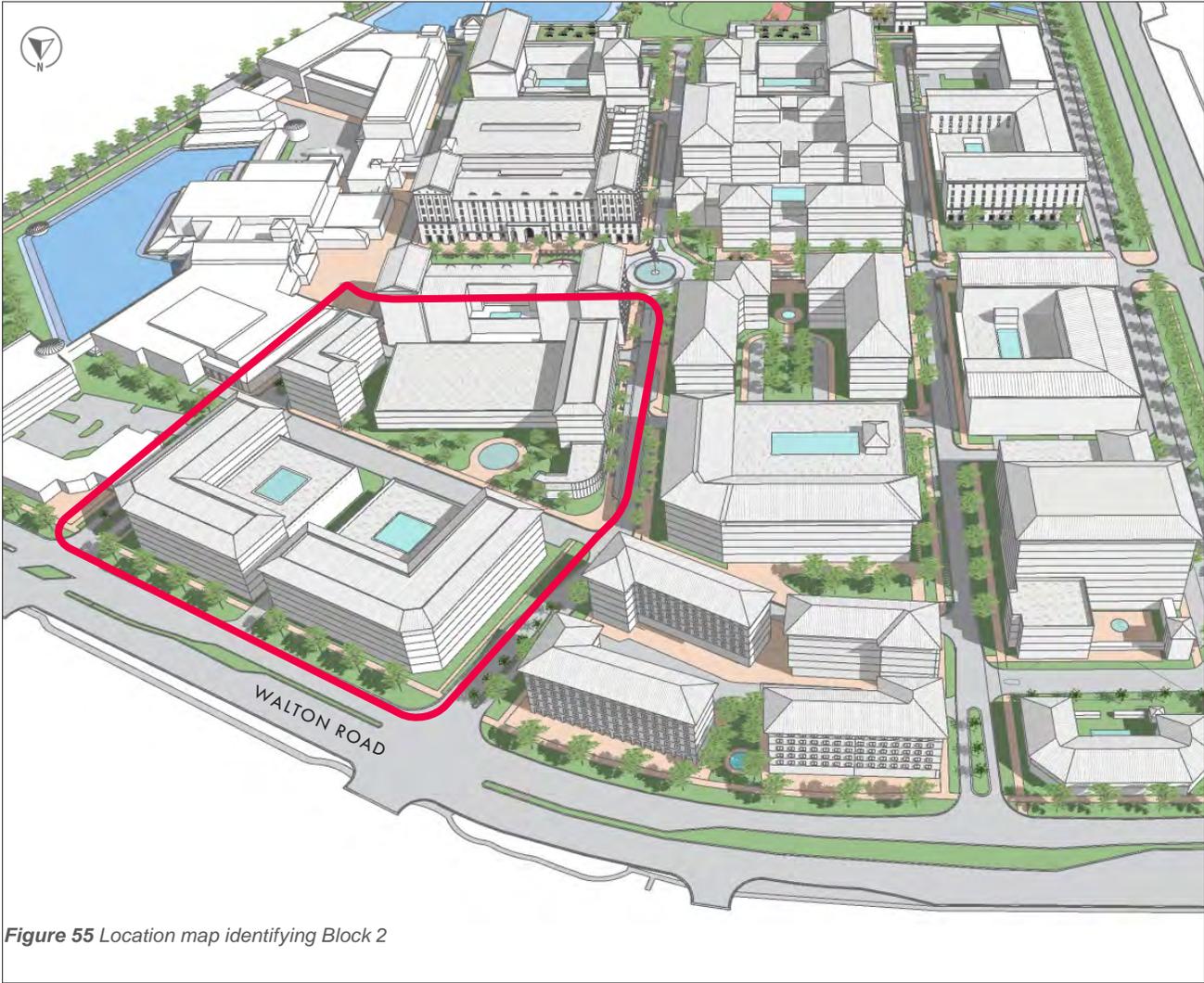


Figure 55 Location map identifying Block 2

**BLOCK
2**

This block is envisioned as mixed-use with residential, hotel, and commercial flex space. A new public parking garage within the block could support the adjacent development program with surplus public parking for general use. As the block is owned by the City, the development program could be executed in a single or multiple phases, depending on parking availability, market demand, and City priorities.



BLOCK 2

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE
A	RESIDENTIAL OR HOTEL	5 stories	self-parked	135 units	n/a
B	RESIDENTIAL	5 stories	self-parked	150 units	n/a
C	COMMERCIAL FLEX SPACE	1 story	Garage 2	n/a	4,000 SF
D	RESIDENTIAL	5 stories	Garage 2	50 units	n/a
E	GARAGE #2	5 levels	620+ spaces	n/a	n/a
F	MIXED-USE	5 stories	Garage 2	30 units	3,000 SF
TOTAL (CITY OWNED)				365 units	7,000 SF

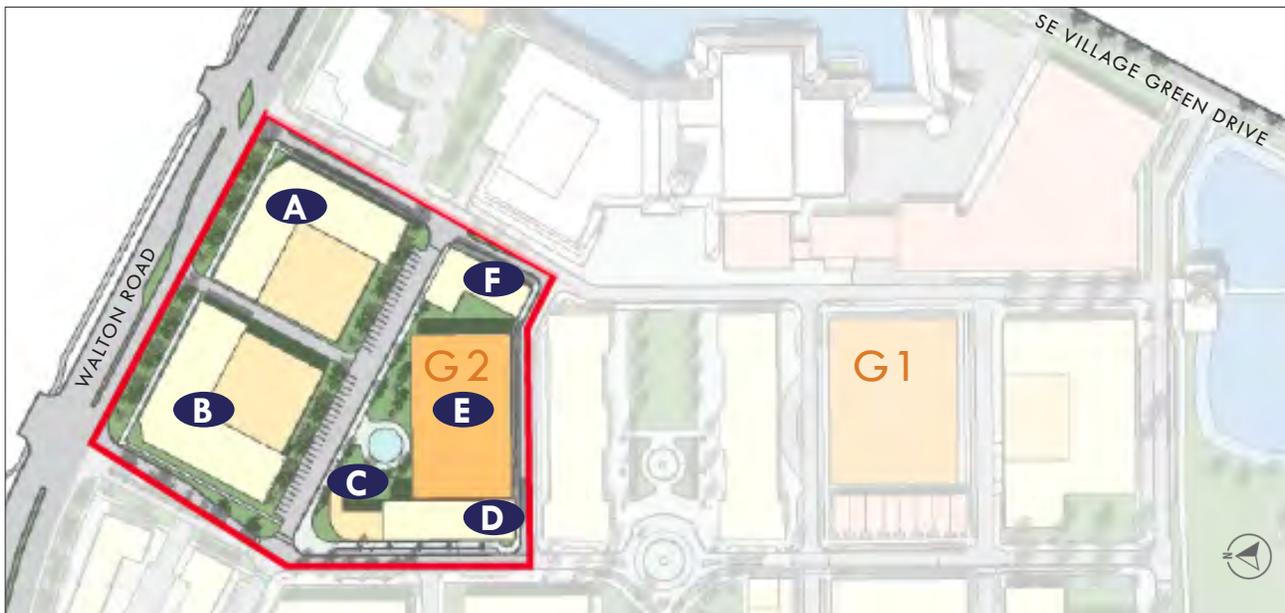


Figure 56 Location map identifying parcels within Block 2

BLOCK 2

SUMMARY

Buildings A & B: Residential or hotel (+/- 120 rooms) at the corner of Walton Road and SE Civic Center Place with adjacent playground and open space (Site C).

Structure E: New structured parking garage (G2)

Buildings D & F: Commercial flex space lining structured parking and along street frontage.



BLOCK 3

Based on the HVS analysis, hotel use appears feasible as a component of the master plan, and accordingly, the City requested the master plan reserve sufficient land area to accommodate two 125-room hotels. The HVS feasibility study suggests hotel location priorities as follows: (1) proximity to the Event Center, (2) proximity to the existing parking garage, and (3) visibility from major roadways. Accordingly, the master plan illustrates potential hotel footprints in Block 2 (fronting Walton Road) and Block 3 (immediately adjacent to the event center). It is acknowledged that there are locations within the overall site, such as U.S. 1-fronting sites illustrated as residential, that could otherwise be developed as hotel sites. As an alternative, a single, larger conference-scale hotel (250 rooms) could be accommodated immediately adjacent to the Event Center or along U.S. 1.

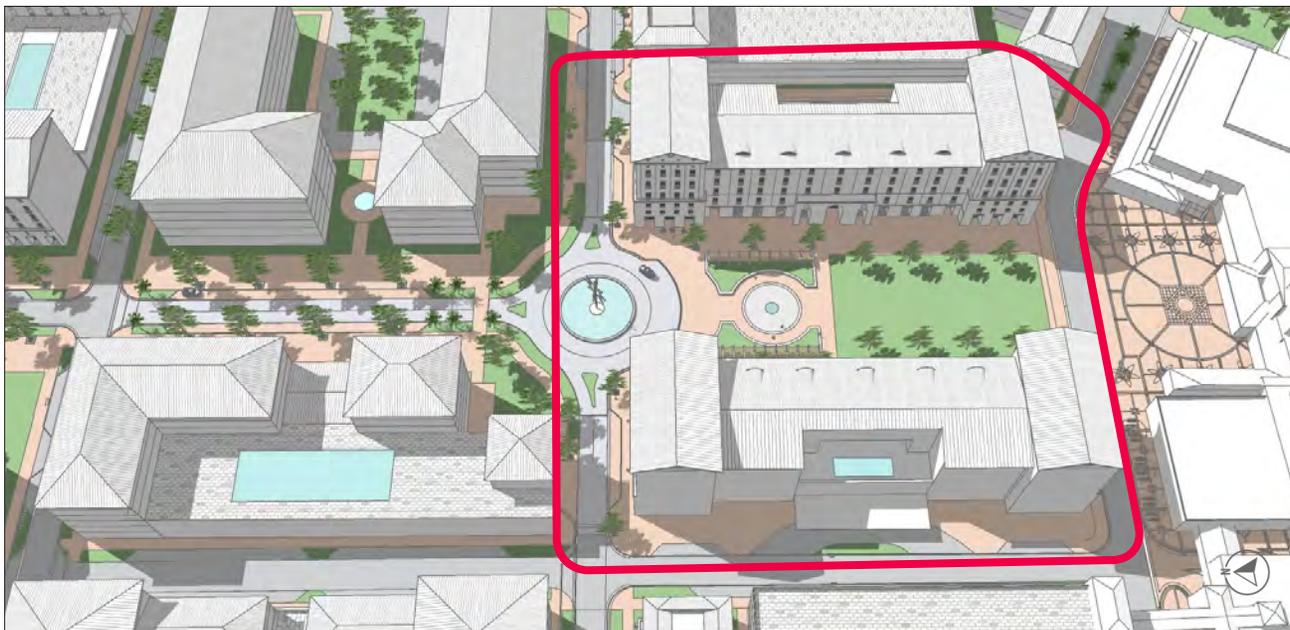


Figure 57 Location map identifying Block 3

BLOCK 3

With immediate adjacency to the event center, its potential expansion, and an existing parking garage, this block could accommodate a pair of comparably sized buildings to frame the Village Green. Illustrative buildings are programmed with hotel and residential uses on the upper floors, and ground-floor retail to activate the plaza and help frame the event space.



BLOCK 3

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL & HOTEL USE	GROSS COMMERCIAL FLEX SPACE
A	MIXED-USE	6 stories	Garage 2	125 units	20,000 SF
B	HOTEL	6 stories	Garage 1	125 rooms	20,000 SF
TOTAL (CITY OWNED)			125 units & 125 rooms		40,000 SF

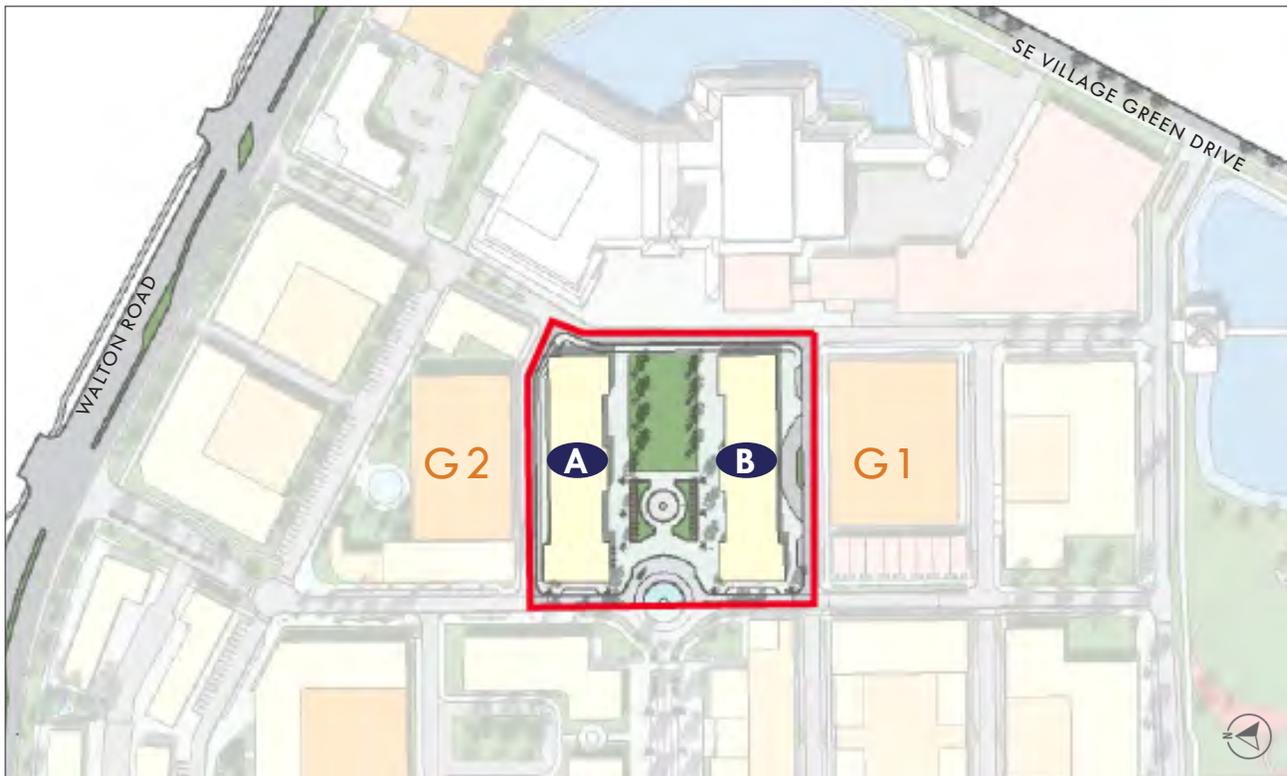


Figure 58 Location map identifying development sites within Block 3

BLOCK 3

SUMMARY

Building A: Mixed-use with ground floor commercial fronting the green; uses are privately parked in the new parking garage to the north (G2).

Building B: 125-room hotel fronting the green; uses are privately parked in the existing parking garage (G1).

A & B: A total of 40,000 SF of ground floor commercial space fronting Village Green.



BLOCK 4

Block 4 is an interior block amenitized by lake frontage along its southern edge. It is illustrated as a residential block in the master plan, with a mix of multi-family residential along SE Civic Center Place and townhouses along Main Street that could be self-parked, leaving the 900-space Garage 1 available for other uses within the master plan. The block could integrate an open green at the corner of Main Street and Waterview Drive, mirrored by a green on the adjacent block to create a public gathering space at the southern edge. Lake views from this building would support higher residential rents. Given the residential intensity of the development program, an educational space such as a school or child care facility could be a ground floor use near the southern lakefront green to improve the livability and sustainability of the overall site.

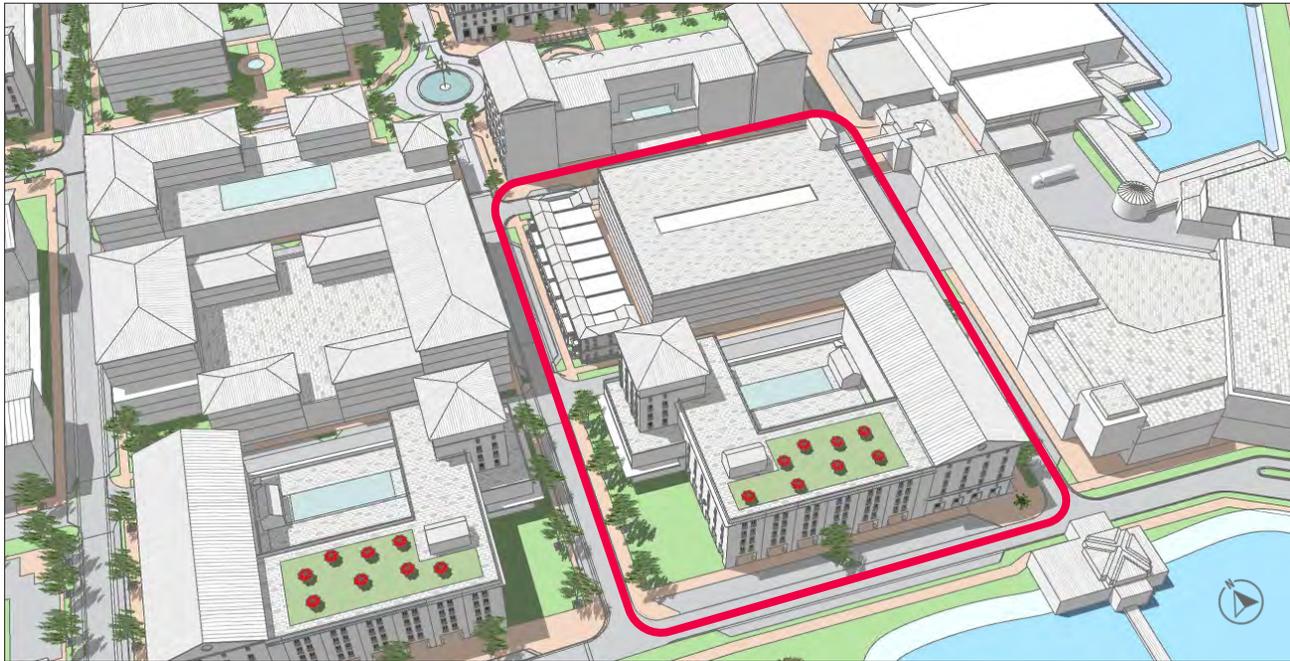


Figure 59 Location map identifying Block 4

BLOCK 4

Because this block's proximity to the southern lake provides amenity value, the development program envisioned for Block 4 is heavily residential with a mix of multi-family and townhouses. Rooftop features such as a pool and recreation area could be provided to further capitalize on the lakefront views.



BLOCK 4

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE (SF)
A	GARAGE #1	5 levels	900 spaces	n/a	n/a
B	TOWNHOUSES	3 stories	self-parked	8 units	n/a
C	RESIDENTIAL	5 stories	self-parked	179 units	n/a
TOTAL (CITY OWNED)				187 units	n/a

BLOCK 4

SUMMARY

Structure A: Existing parking garage (G1) with 900 spaces in a 48,000 SF footprint.

Building B: Townhouses fronting the street, with parking in the rear.

Building C: Residential building self-parked with corner preserved for green space. Large rooftop patio (13,000 SF) overlooking the southern lake.



Figure 60 Location map identifying development sites within Block 4



BLOCK 5

The MFEC is utilized extensively for both indoor and outdoor events, and the outdoor events include both ticketed (revenue-generating) events as well as events offered free to the public. Because outdoor events were noted as an important component of MFEC revenue generation, the City requested the master plan explore alternatives that would meet or exceed the outdoor programming space currently allocated to special events. Block 5, highlighted in the red boundary in the map below, provides sufficient area to accommodate an amphitheater for outdoor programming with the ability for ticketed events. The balance of the block could accommodate a variety of uses, including a small restaurant/concession footprint as well as the relocated recreation center if necessary. Alternatively, the larger building illustrated for the block could accommodate residential or institutional uses.

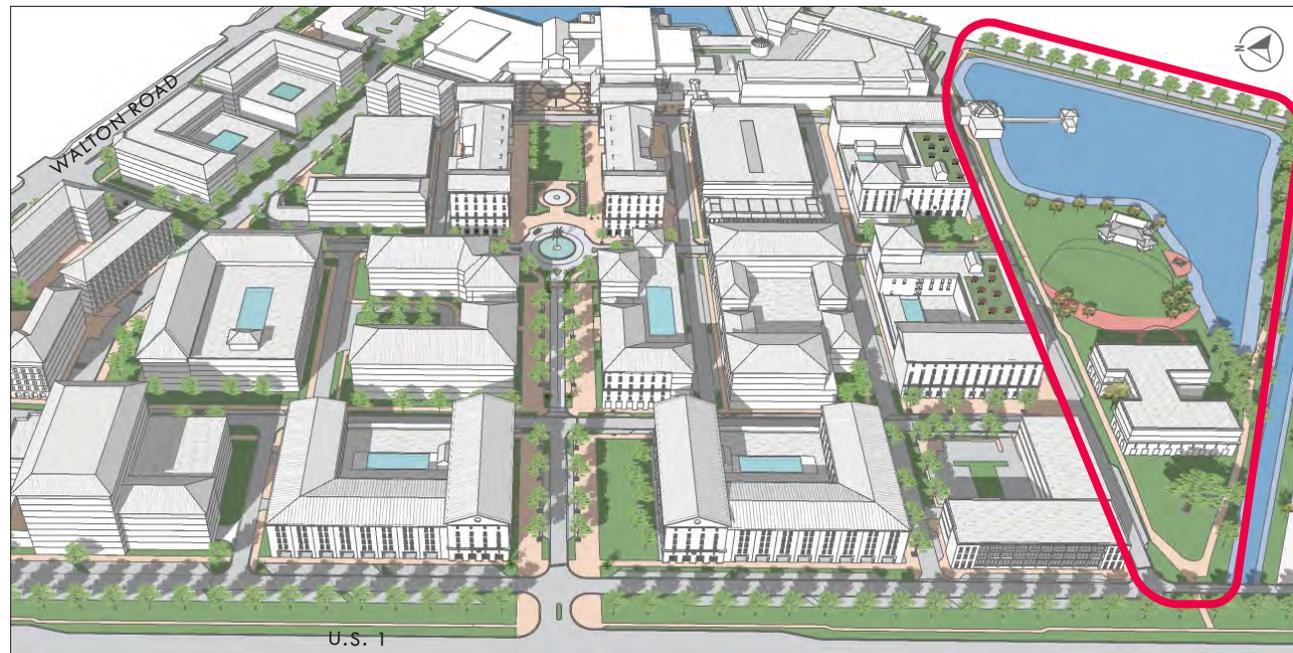


Figure 61 Location map identifying Block 5

BLOCK 5

Outdoor event spaces are highly prioritized in the master plan, with Block 5 offering strong potential for an amphitheater along the banks of the southern lake. This location also provides visibility from SE Village Green Drive, which expands the marketability of the location. Outdoor event space on this block could be connected via Main Street to the existing outdoor event space at Village Square.



BLOCK 5

PARCEL	USE	HEIGHT & AREA	PARKING LOCATION	RESIDENTIAL UNITS	GROSS COMMERCIAL FLEX SPACE
A	RESTAURANT	1 story	on-street	n/a	2,000 SF
B	AMPHITHEATER & LAWN SPACE	90,000 SF	Garage 1	n/a	n/a
C	PUBLIC RECREATION	2 stories	Garage 1	n/a	40,000 SF
TOTAL (CITY OWNED)					2,000 SF

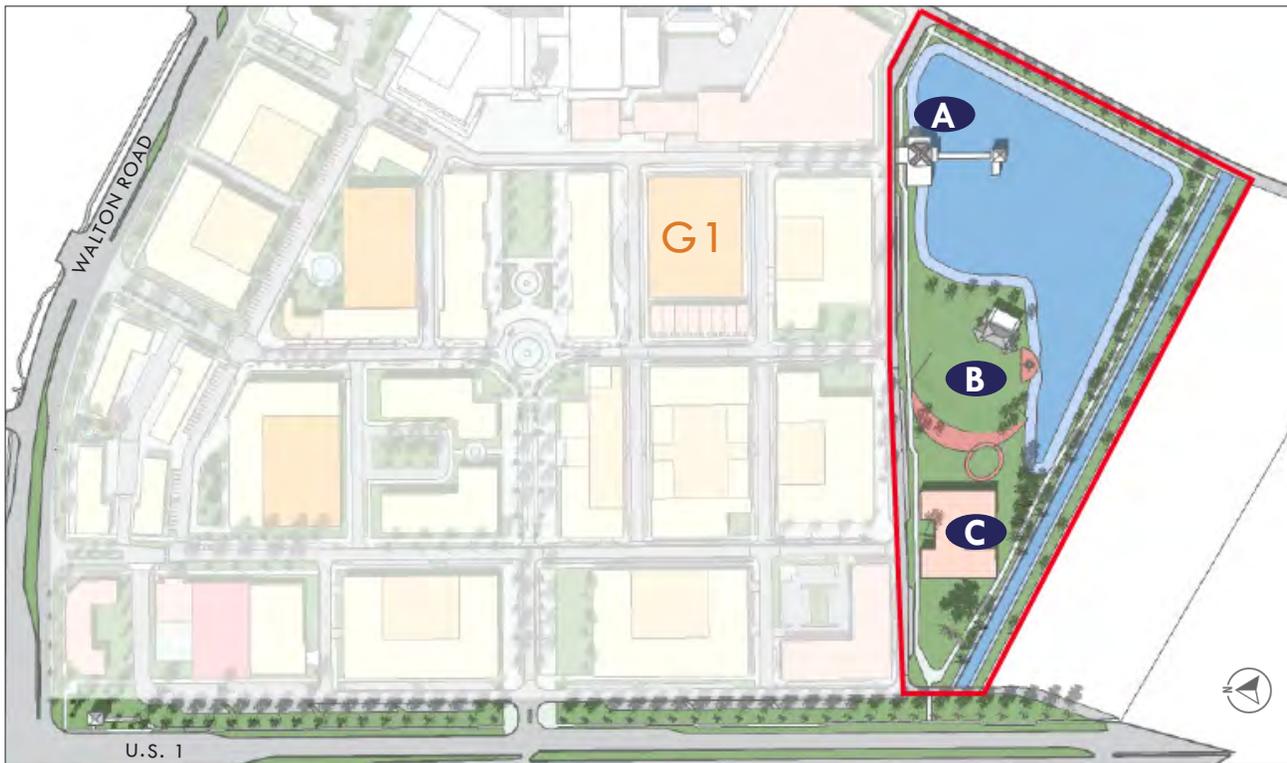


Figure 62 Location map identifying development sites within Block 5

BLOCK 5

SUMMARY

Building A: Lakefront restaurant with event space concessions.

Site B: Amphitheater and event lawn space totaling 90,000 SF.

Building C: 2-story building with variable use concepts

- Alternative 1: New 2-story City Recreation Center building with 20,000 SF footprint, totaling 40,000 SF.
- Alternative 2: Multifamily Residential or Senior Housing (unit counts variable).



BLOCK 6

With visibility from Walton Road and Village Square Drive, Block 6 is conceptualized as an intensely developed mixed-use block. Building footprints are designed around a new parking garage (G3), which could provide more than 600 spaces to support the block’s development program as well as surplus public parking. The block is designed with habitable uses along all street frontages, which maintain the walkability of the overall master plan. Commercial ground-floor uses are envisioned along Village Square Drive, which could boost the street’s ability to host festivals and events. Although the corner parcel at the intersection of Walton Road and 1st Street is privately owned, the master plan concept envisions the site’s assemblage and redevelopment due to the increased value attainable through partnership with the City.

BLOCK 6

With values boosted by frontage along Village Square Drive and Walton Road, this block is envisioned with an intensely residential development program that includes ground-floor commercial along the southern festival edge. A new parking garage (G3), which could accommodate more than 600 spaces, anchors this site’s robust potential.

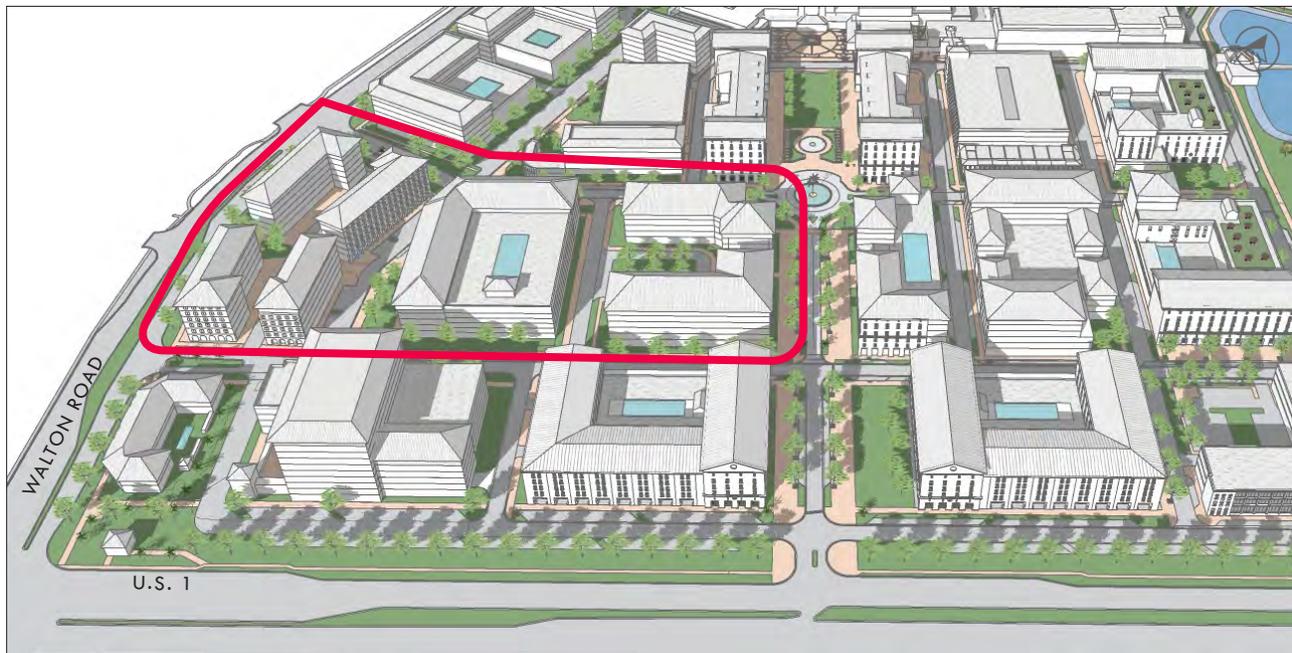


Figure 63 Location map identifying Block 6

BLOCK 6

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL UNITS	GROSS COMMERCIAL FLEX SPACE (SF)
A	RESIDENTIAL	6 stories	Self-parked	190 (147 City)	n/a
B	RESIDENTIAL	6 stories	Garage #3	166	n/a
C	GARAGE #3	5 levels	600+	n/a	n/a
D	MIXED-USE	6 stories	Garage #3	100	6,000
E	MIXED-USE	6 stories	Garage #3	104	8,000
TOTAL (CITY OWNED)				465	14,000 SF

BLOCK 6

SUMMARY

Buildings A: Residential uses along Walton Road, with privately-owned corner parcel unchanged.

Building B & Structure C: Residential uses line a new parking garage (G3, shown in orange).

Buildings D & E: Residential buildings with ground-floor commercial fronting Village Square Drive.

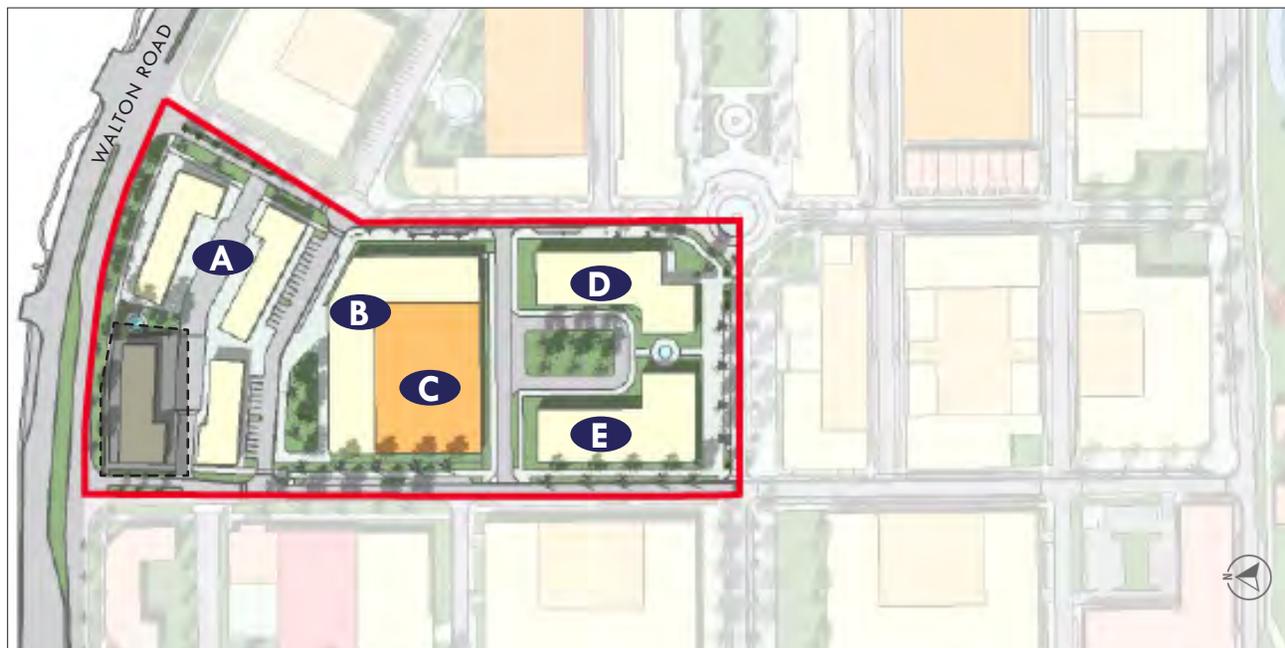


Figure 64 Location map identifying development sites within Block 6

BLOCK 7

Responding to the PFM Market Study’s emphasis on residential market demand, the master plan conceptualizes this interior block as heavily residential, with a series of multifamily buildings that can be self-parked. The block’s northern street frontage along Village Square Drive includes ground-floor commercial space to complement the festival nature of this primary corridor. As redevelopment occurs throughout the site, regardless of use, the master plan strongly emphasizes the benefit of maintaining the walkable block structure, with front-facing ground floor uses lining active streets, to maximize the accessibility of the entire site and its ultimate yield.

BLOCK 7

Consistent with the market demand for residential as a key use in the master plan, the development program for interior blocks such as Block 7 maximizes residential use while maintaining a harmonious scale and appropriate residential and nonresidential street frontages. With the ability to self-park the block, the City can be protected from parking infrastructure costs with the illustrated master plan concept.

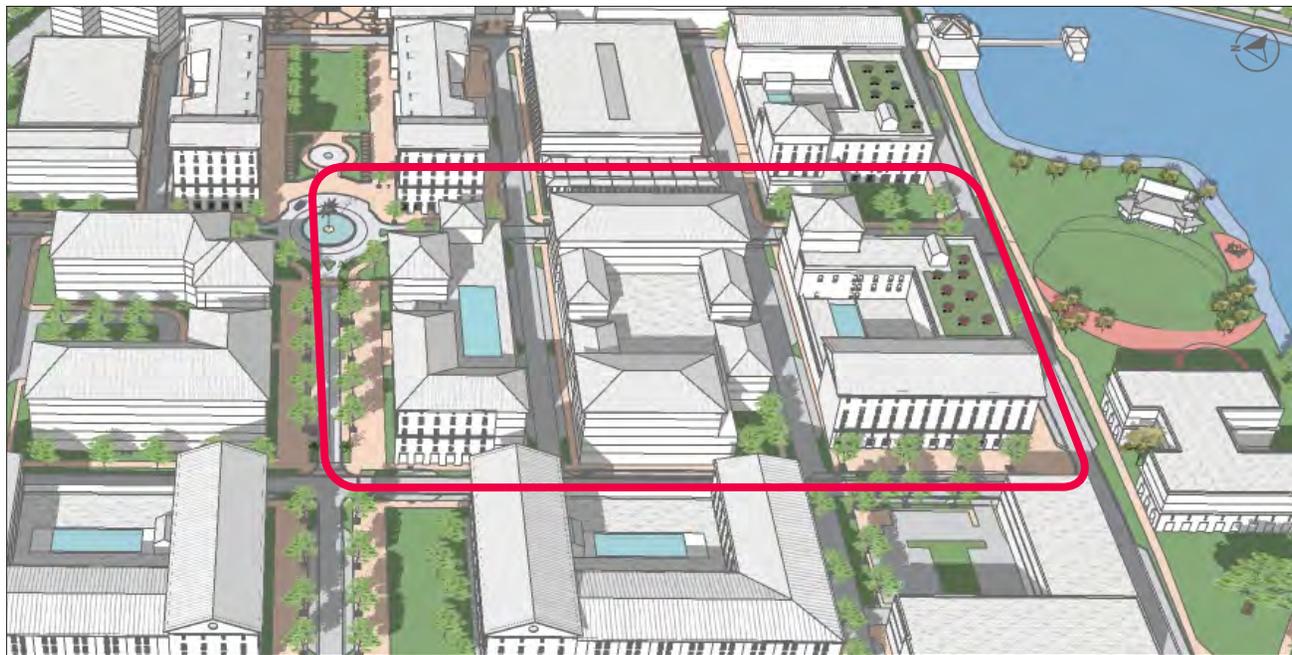


Figure 65 Location map identifying Block 7

BLOCK 7

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE
A	MIXED-USE	6 story	self-parked	94 units	17,000 SF
B	RESIDENTIAL	5 story	self-parked	188 units	n/a
C	RESIDENTIAL	5 story	self-parked	183 units	n/a
TOTAL (CITY OWNED)				465 units	17,000 SF

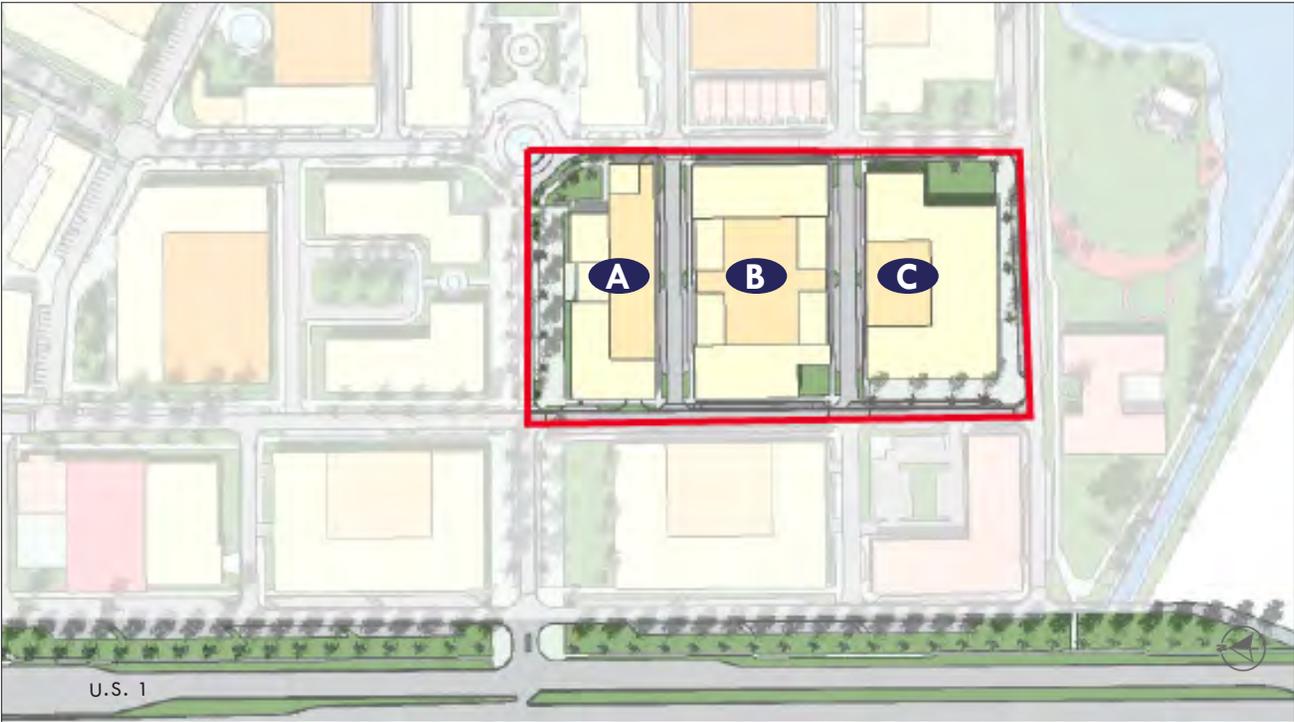


Figure 66 Location map identifying development sites within Block 7

BLOCK 7

SUMMARY

Building A: Mixed-use with ground-floor commercial along Village Square Drive, upper-story residential, and an 18,000 SF amenity deck with parking below.

Building B: Residential with a 24,000 SF amenity deck and parking below.

Building C: Residential with a 13,000 SF amenity deck and parking below.



BLOCK 8

Although the City is the primary landowner within the overall master plan area, there are several key parcels that are privately held, for which public/private partnerships would enable a more robust development program than individual parcel development. The parcels within Block 8 represent two of these key holdings, wherein low-intensity, suburban-styled land uses exist today. Long-term, as the master plan is implemented and land values rise, these parcels are anticipated to be redeveloped into higher intensity uses such as those illustrated in the master plan diagrams. Given the prominent location of these parcels and width of U.S. 1, the Master Plan suggests the potential for substantial building heights ~ the tallest in the Master Plan ~ that would strengthen the site's visibility and presence along Walton Road and U.S. 1.

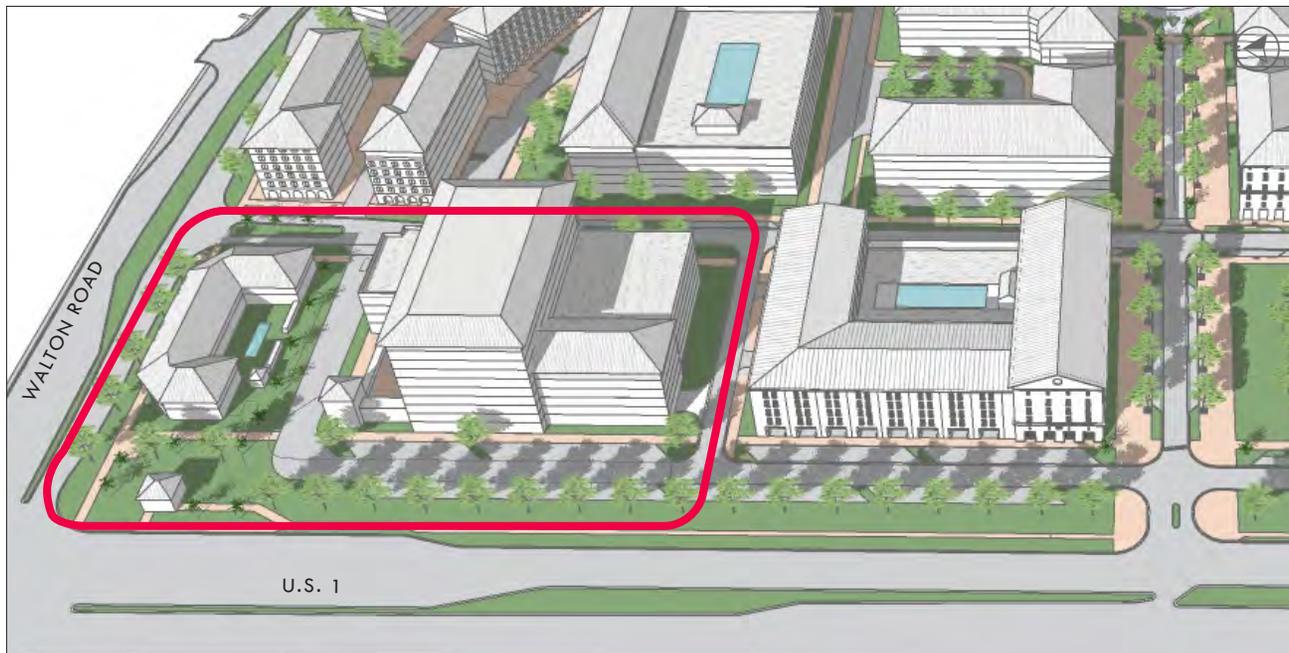


Figure 67 Location map identifying Block 8

BLOCK 8

Although the parcels within Block 8 are privately held, over time, potential redevelopment of this location will contribute substantially to the overall placemaking opportunity. Taller buildings in this block will help announce the significance of the destination.



BLOCK 8

PARCEL	USE	HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE
A	COMMERCIAL FLEX SPACE	2 stories	self-parked	n/a	27,000 SF
B	COMMERCIAL FLEX SPACE	4 stories	self-parked	n/a	25,600 SF (city owned)
C	COMMERCIAL FLEX SPACE	8 stories	self-parked	n/a	98,000 SF (city owned)
D	COMMERCIAL FLEX SPACE	6 stories	self-parked	n/a	100,000 SF
TOTAL (CITY OWNED)				n/a	250,600 SF



Figure 68 Location map identifying development sites within Block 8

BLOCK 8

SUMMARY

Building A: Commercial development opportunity fronting Walton Road and U.S. 1, respecting parcel ownership.

Buildings B, C & D: Signature location for substantial commercial development opportunity wrapping new parking structure that could accommodate 250 parking spaces as illustrated. Taller buildings recommended in this location due to U.S. 1 visibility and right-of-way width.



BLOCK 9

The intersection of U.S. 1 and SE Village Square Drive represents a pair of “main and main” corners that will provide a key gateway into the “Walton & One” experience. Patrons entering the site from U.S. 1 onto SE Village Square Drive will be introduced to a festival street that can be lined with retail and active uses, with a vista terminated by a fountain, amphitheater, and ultimately the Event Center. The width of U.S. 1 in this location helps support taller buildings along the western frontage, which are illustrated on this block as either residential or hotel use in the master plan, with a commercial component along SE Village Square Drive. Facades along SE Village Square Drive are critical to create a “sense of arrival” for the overall site and should be carefully considered in relation to those facing this building from Block 10 to the south.

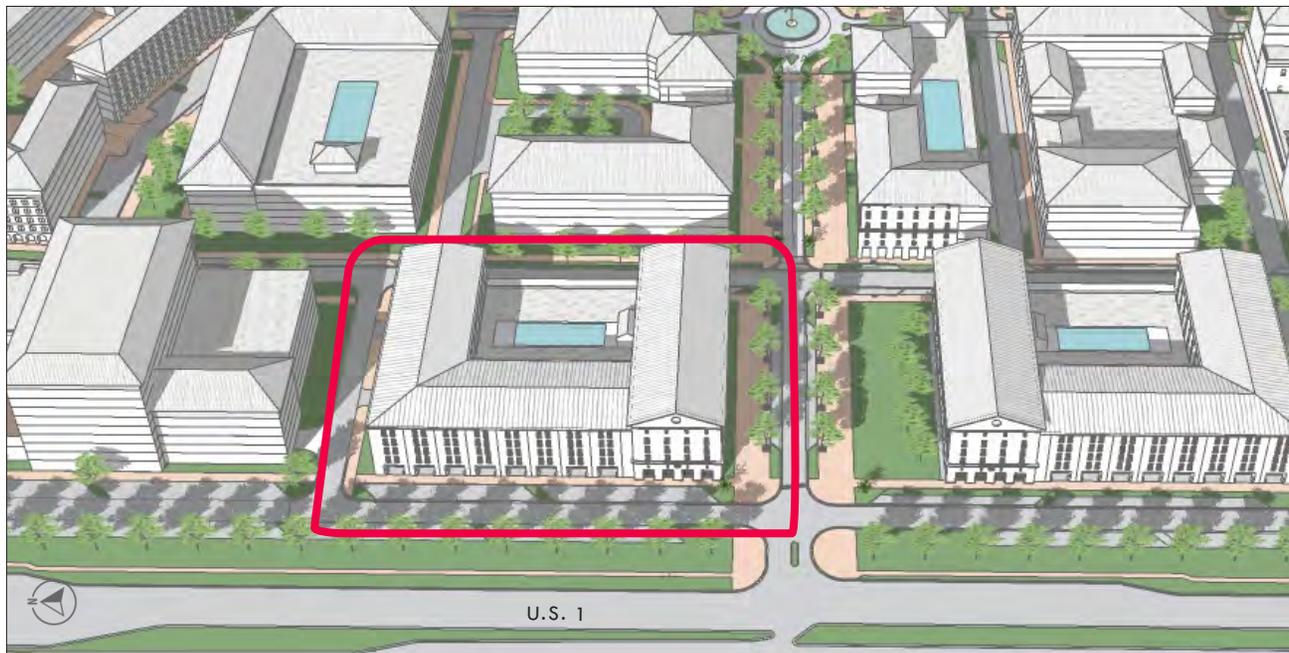


Figure 69 Location map identifying Block 9

BLOCK 9

This block represents a significant opportunity to program either a mixed-use residential/commercial building or hotel that can be self-parked. Alternatively, the site could be the subject of a land-swap with the privately held block to the south (Block 10), to enable a larger developable parcel.



BLOCK 9

PARCEL		HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE (SF)
A	MIXED-USE	6 stories	self-parked	193 units	46,000
TOTAL (CITY OWNED)				193 units	46,000

BLOCK 9

SUMMARY

Building A: Mixed-use building self-parked that can accommodate nearly 200 residential units and 46,000 SF commercial space. Building can be complemented with a roughly 20,000 SF amenity deck and parking below. Commercial flex space fronting U.S. 1 and SE Village Square Drive.

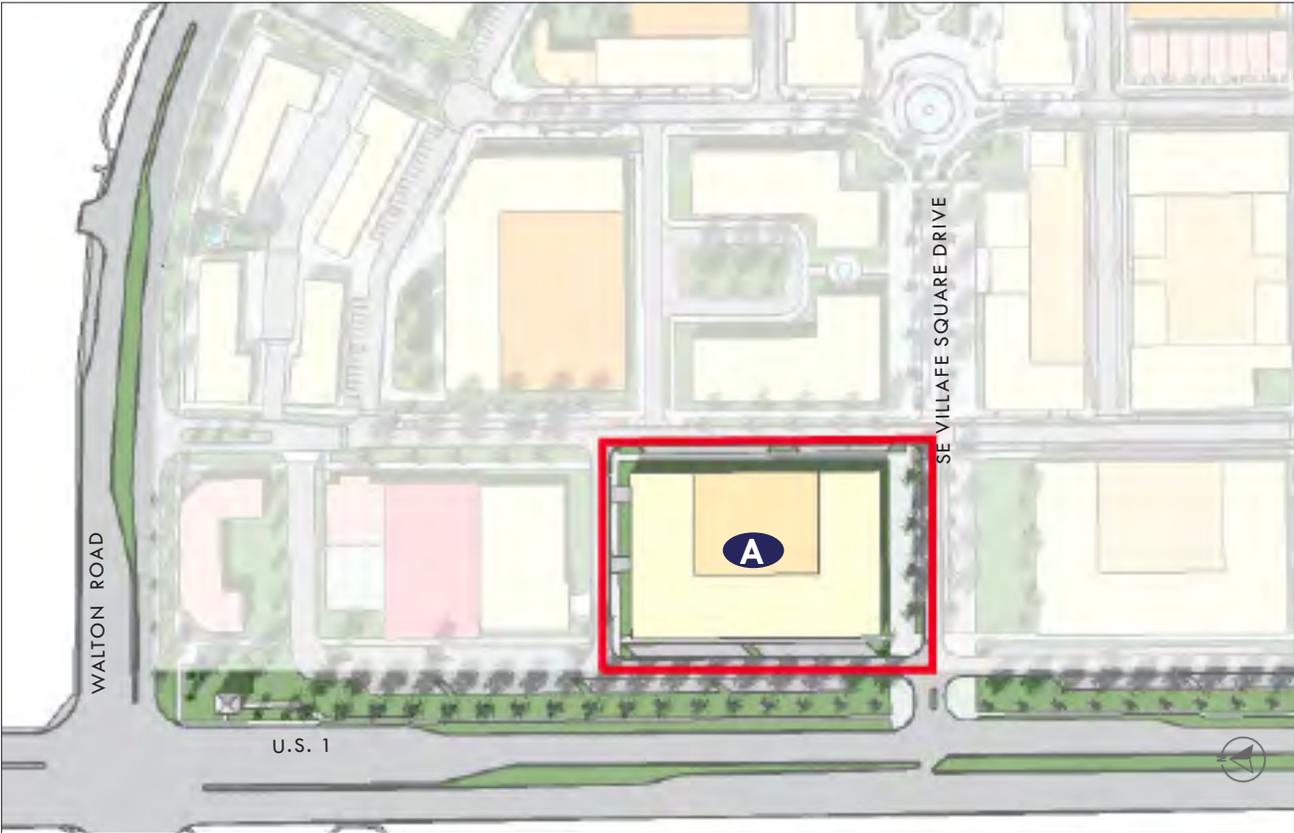


Figure 70 Location map identifying development site within Block 9

BLOCK 10

This privately held block is a strategic public/private opportunity to capitalize on the City’s substantial holdings to the east. The assemblage of this block with the interior parcels could enable a significantly increased development program with the efficiencies possible through shared parking. Although the current use on the site is a suburban medical office, the redevelopment potential is transformational as the block will define the “Walton & One” arrival for patrons traveling north on U.S. 1 and into the site on SE Village Square Drive. Acknowledging the public/private requirements to enable a more robust development yield on this block, the master plan illustrates an intense mixed-use concept with residential and commercial uses. A large green is recommended along SE Village Square Drive to help announce the arrival into the destination.

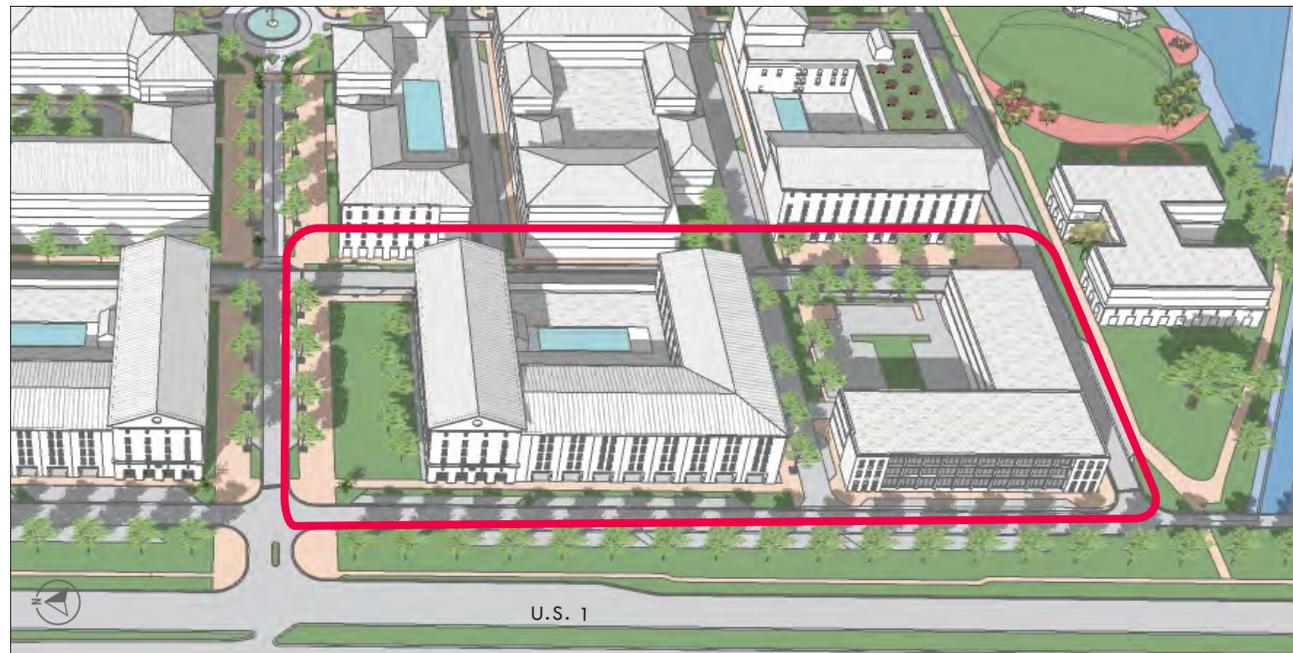


Figure 71 Location map identifying Block 10

BLOCK 10

Although privately held, Block 10 represents the type of opportunity that showcases the enhanced yields possible through creative redevelopment. The low-intensity suburban medical use currently on the site could be integrated into new commercial or mixed-use building either on Block 9 or 10, allowing these parcels to provide a greater development contribution in the overall Master Plan.



BLOCK 10

PARCEL		HEIGHT	PARKING LOCATION	RESIDENTIAL USE	GROSS COMMERCIAL FLEX SPACE
A	MIXED-USE	6 stories	self-parked	200 units	23,000 SF
B	MEDICAL OFFICE	3 and 4 stories	self-parked	n/a	30,630 SF



Figure 72 Location map identifying development sites within Block 10

BLOCK 10

SUMMARY

The parcels within this block are privately owned.

Building A: Mixed-use building self-parked with large amenity deck (exceeding 20,000 SF) and parking levels below.

Building B: Medical office building with surface and on-street parking, noting a land swap could provide this square footage more efficiently within a larger footprint building elsewhere within the master plan.



FIGURE 73 VIEW OF THE SOUTHERN LAWN EVENT SPACE



FIGURE 74 VIEW OF THE VILLAGE SQUARE BLOCK AND THE EVENT CENTER PLAZA



FIGURE 75 VIEW OF THE EVENT CENTER PLAZA



FIGURE 76 VIEW OF THE VILLAGE SQUARE BLOCK



FIGURE 77 VIEW OF THE VILLAGE SQUARE BLOCK



FIGURE 78 VIEW OF MAIN STREET



ESTIMATED VALUATION

Based on the conceptual development program and to further inform the Master Plan, PFM analyzed the potential economic impacts, attributable tax increment, and disposition scenarios considering a 30-year timeframe. Conservatively estimating market absorption and depending on parcel disposition, the value of the Master Plan at build-out could potentially double overall CRA property values, adding more than \$650 million in new taxable values. This could translate into an annual TIF yield of \$4.3 million by the 2053 horizon year. A summary of PFM’s estimated tax increment yield is provided in Figure 79, and a copy of the PFM analysis is included in the Appendix.

Summary of CCMP TIF Increment										
CCMP Estimated Assessed Value										
	<u>2022</u>	<u>2023</u>	<u>2026</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>	<u>2050</u>	<u>2053</u>	
Residential - Apts (units)	\$0	\$0	\$52,222,616	\$150,739,839	\$270,447,063	\$413,439,800	\$456,470,946	\$503,980,809	\$534,828,466	
Retail Space (sqft)	\$0	\$0	\$3,889,508	\$9,472,790	\$16,269,128	\$25,660,617	\$28,331,395	\$31,280,149	\$33,194,744	
Office Space (sqft)**	\$0	\$0	\$989,418	\$8,567,827	\$11,824,466	\$24,804,815	\$27,386,520	\$30,236,931	\$32,087,674	
Hotel Rooms	\$0	\$0	\$0	\$18,804,011	\$41,522,296	\$45,843,970	\$50,615,447	\$55,883,544	\$59,304,064	
Total	\$0	\$0	\$57,101,543	\$187,584,466	\$340,062,954	\$509,749,202	\$562,804,309	\$621,381,433	\$659,414,948	
CRA Value										
	<u>2000 Orig Base Value</u>	<u>2022 CRA Value</u>	<u>2023</u>	<u>2026</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>	<u>2050</u>	<u>2053</u>
Existing CRA + CCMP	\$231,826,024	\$525,539,840	\$525,539,840	\$582,641,383	\$713,124,306	\$865,602,794	\$1,035,289,042	\$1,088,344,149	\$1,146,921,273	\$1,184,954,788
Total			\$525,539,840	\$582,641,383	\$713,124,306	\$865,602,794	\$1,035,289,042	\$1,088,344,149	\$1,146,921,273	\$1,184,954,788
Estimated Incremental Assessed Value										
	<u>2022</u>	<u>2023</u>	<u>2026</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>	<u>2050</u>	<u>2053</u>	
CCMP Increment Only		\$0	\$57,101,543	\$187,584,466	\$340,062,954	\$509,749,202	\$562,804,309	\$621,381,433	\$659,414,948	
Total		\$0	\$57,101,543	\$187,584,466	\$340,062,954	\$509,749,202	\$562,804,309	\$621,381,433	\$659,414,948	
Estimated Tax Increment (95%)										
	<u>Millage</u>	<u>2022</u>	<u>2023</u>	<u>2026</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>	<u>2050</u>	<u>2053</u>
County General	4.2077		\$0	\$228,253	\$749,834	\$1,359,339	\$2,037,628	\$2,249,706	\$2,483,857	\$2,635,889
County Fines & Forefeiture	2.7294		\$0	\$148,060	\$486,393	\$881,759	\$1,321,744	\$1,459,312	\$1,611,199	\$1,709,817
Total			\$0	\$376,313	\$1,236,228	\$2,241,098	\$3,359,372	\$3,709,018	\$4,095,056	\$4,345,706
Tax Increment Attributed to CCMP			<u>2026</u>	<u>2030</u>	<u>2035</u>	<u>2040</u>	<u>2045</u>	<u>2050</u>	<u>2053</u>	
			\$376,313	\$1,236,228	\$2,241,098	\$3,359,372	\$3,709,018	\$4,095,056	\$4,345,706	
Source: PFM Group Consulting LLC										

Figure 79 Summary of estimated tax increment as developed by PFM, Inc.

KEY RECOMMENDATIONS

The Walton & One Master Plan provides an opportunity to create a significant destination for the City's growing population reflective of its importance as one of the largest cities in Florida. Redevelopment by definition offers an opportunity to reconsider land development patterns and reposition properties and infrastructure to create more competitive communities that are more economically resilient, sustainable, and responsive to public desires. The Walton & One property represents a classic redevelopment opportunity to transform an underutilized City asset into a showpiece destination that can help brand the City of Port St. Lucie as a significant destination. It is well-positioned between the Central and South Florida markets and can fill a gap in programming space as a vibrant mixed-use destination. The control of City can exert due to its land ownership is an opportunity for a holistic approach that should not be squandered.

Responding to the economic analyses and substantial public input, the Master Plan illustrates the potential for the site to comfortably accommodate an expanded event center, hotels, event spaces, and an extensive mix of residential, retail, office, and recreational space in a walkable format. The land design concepts help illustrate how consistent urban design, shared parking, interconnectivity, and appropriate building composition can provide substantial financial return to the City and create a town center destination while maintaining a setting that feels appropriate for the public. While the uses for the site and building footprints would be expected to adjust as the plan is implemented, the foundational elements of the plan, core design principles, and public aspects are detailed within these recommendations.

1. TAKE A HOLISTIC APPROACH TO ENABLE WALTON & ONE TO BECOME A MEANINGFUL TOWN CENTER
2. PROMOTE REVENUE-GENERATING REDEVELOPMENT THROUGH STRATEGIC PROPERTY DISPOSITION
3. FACILITATE LAND ASSEMBLY TO CREATE LARGER REDEVELOPMENT PARCELS
4. ALLOW FOR EXPANSION OF EVENT CENTER TO ACHIEVE FULL-SERVICE CAPABILITY
5. RESERVE SITES TO ACCOMMODATE HOTELS TO SUPPORT EVENT CENTER EXPANSION
6. RESTRUCTURE & EXPAND OUTDOOR EVENT & PROGRAMMING SPACE
7. MODERNIZE FUTURE LAND USE & ZONING DESIGNATIONS
8. REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING
9. MAINTAIN SHARED-USE PARKING SYSTEM
10. INTEGRATE NETWORK OF TRAILS & OPEN SPACES

1

TAKE A WHOLISTIC APPROACH TO ENABLE WALTON & ONE TO BECOME A MEANINGFUL TOWN CENTER

With the MidFlorida Credit Union Event Center as a center of energy for Port St. Lucie, the Walton & One site serves as a central gathering place for the City, partially fulfilling the vision for the site from the CRA's formation. To complete the vision and deliver on the promise the site offers, the City should continue to advance a mixed-use redevelopment program as suggested in the Master Plan to create the vibrancy of a town center. An enduring and memorable public realm, with placemaking elements and public art, variety of activities, and 24-hour population especially to help support on-site commercial uses, will allow Walton & One to become the downtown destination worthy of the City's investment.

10 COMPONENTS OF SUCCESSFUL CITY CENTERS

MIX OF USES * WALKABLE * CONNECTED
 PUBLIC ART * VIBRANT PLACEMAKING
 SUSTAINABILITY * CONTROLLED PARKING
 GATHERING PLACES
 DISTINCTIVE ARCHITECTURE
 MARKET RESPONSIVE



MIDTOWN, TAMPA



WINTER PARK VILLAGE, WINTER PARK



DOUBLEBRANCH, PASCO COUNTY

Figure 80 reference images

2 PROMOTE REVENUE-GENERATING REDEVELOPMENT THROUGH STRATEGIC SITE DISPOSITION

Due to a series of economic and market challenges, the City’s holdings within the Walton & One redevelopment block include substantial financial obligations related to the overall site infrastructure, totaling roughly \$14 million in outstanding debt. Through the use of tax increment financing (TIF) and public/private partnerships, the City can incentivize private redevelopment activity through discounted land sales and return of future tax receipts to accelerate the market’s delivery of revenue-generating development. Incentivizing catalytic uses, such as entertainment uses, that can utilize existing parking supply can raise values of adjacent blocks that can supply supporting uses (e.g., residential, office, retail) without the need for incentives. On-site residential within the redevelopment block will add built-in patrons and employees to support other on-site uses, which will reduce parking demand and raise the efficiency of infrastructure utilization. The City’s significant ownership of the land gives it control and leverage to achieve the best overall outcome.

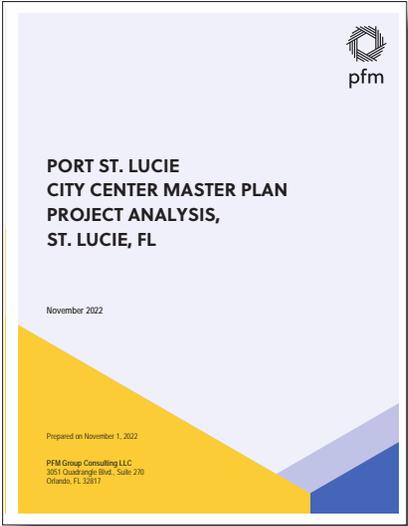


Figure 81 PFM Study cover page



Figure 82 Higher density residential as part of the development program will help retail uses.



Figure 83 Village Square with active uses at the ground floor.

PROMOTE REVENUE-GENERATING REDEVELOPMENT THROUGH STRATEGIC SITE DISPOSITION

There are a variety of methods by which the CRA may entertain site disposition, including sale of individual sites, ground leases, or a hybrid approach that blends the methods depending on parcel and use. In its financial analysis, PFM, Inc, evaluated the three methods based on the conceptual Master Plan and development program. While each approach offers financial return, the firm found the hybrid scenario, with a hypothetical sale of residential parcels to produce the greatest public return. A summary of PFM’s findings is provided in Figure 84 below.

Summary of Findings			
	Scenario A:	Scenario B:	Scenario C:
	<u>Sale of Property</u>	<u>Ground Lease (All Parcels)</u>	<u>Hybrid (Ground Lease & Sale) (1)</u>
Total Revenue	\$2,250,000	\$308,908,292	\$184,508,074
Total SAD PMTS \$ (2)	\$22,453,827	(\$22,453,827)	(\$22,453,827)
Net Revenues (Thru 2086)	\$24,703,827	\$286,454,465	\$162,054,247
Net Revenues (Thru 2054)	\$24,703,827	\$59,086,923	\$37,602,771
Breakeven from SAD	Year 1	Year 12	Year 8
NPV(3)	\$2,250,000	\$2,954,096	\$4,312,566
(1) hybrid scenario: ground lease of commercial parcels and sale of residential apartment parcels			
(2) including SAD payments not made as revenue given the removal of debt service exposure to the City			
(3) NPV of ground lease and hybrid scenarios assumes a 10% discount rate			

Source: PFM Group Consulting LLC

Figure 84 Summary of estimated yield from various disposition scenarios per PFM, Inc. analysis; detailed analysis provided in Appendix.

3

FACILITATE LAND ASSEMBLY TO CREATE LARGER REDEVELOPMENT PARCELS

The Walton & One site contains substantial public infrastructure designed to accommodate a robust development program. To capitalize on this investment and redirect investment towards larger buildings with greater intensity, land assembly will be critical to establish larger developable parcels within the existing street and block structure. Larger parcels will also contribute to greater parking efficiencies and can accommodate larger building footprints. The US-1 frontage in particular contains several suburban, low intensity buildings that underutilize the development potential. Through assemblage, the square footage of these buildings could be replaced within larger, higher yield structures with more significant architecture and visibility. The US-1 frontage is noted as development in this location frames the central axis of the Master Plan - Village Square Drive - which is a gateway entry and provides the first impression for many patrons of the site.

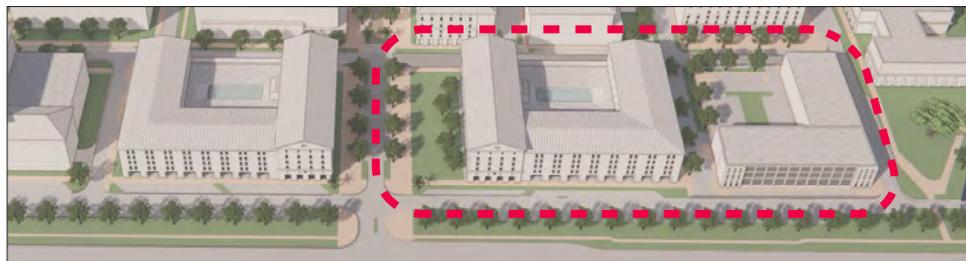


Figure 87 View east with assembled block enhancing US-1

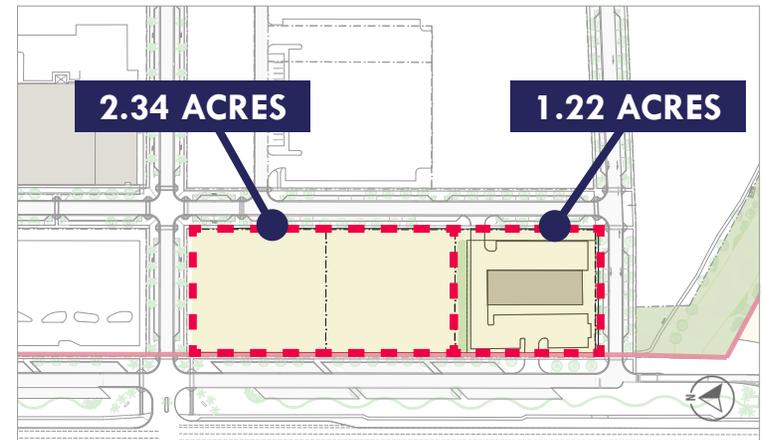


Figure 85 Block 10 existing conditions

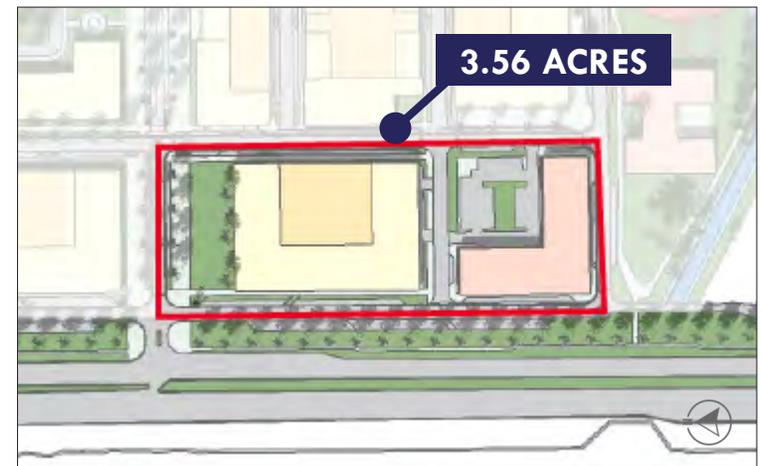


Figure 86 Block 10 assembled block

4 ALLOW FOR EXPANSION OF EVENT CENTER

As noted in the HVS study, the current size of the Event Center is a constraint for its ability to program larger events, including multi-day events and conferences that could add substantial revenue generation and activity to Walton & One. The Master Plan evaluated several ways in which the Center can be expanded to better fulfill its role and benefit the entire community.

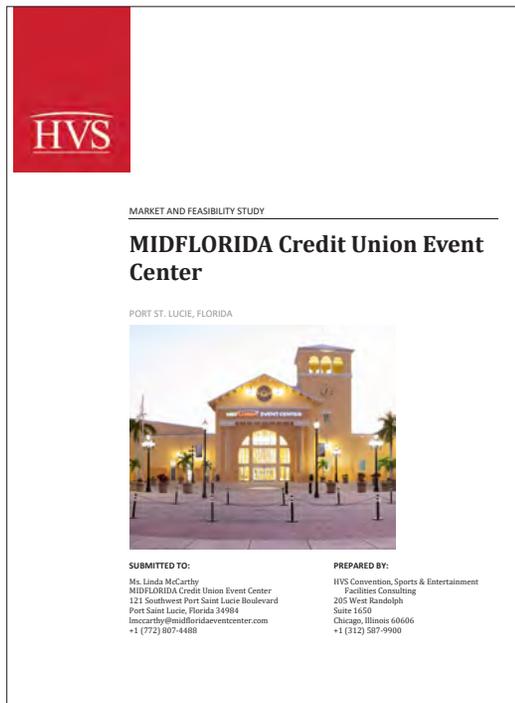


Figure 89 HVS Study cover page

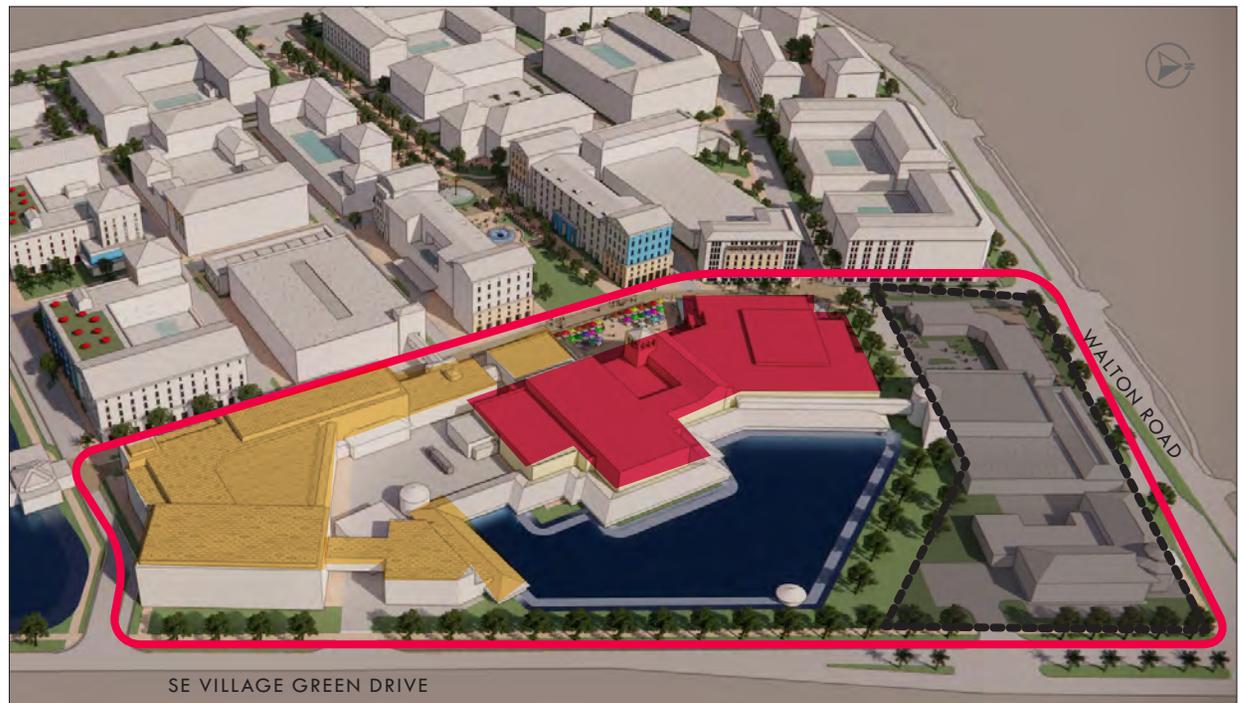


Figure 88 View of the expanded conference center with the existing building in red and expansion area in yellow. Properties within the gray shaded area are not currently owned by the City.

5

RESERVE SITES TO ACCOMMODATE HOTEL FOOTPRINTS

To support a larger Event Center with conferences and multi-day events, hotel capacity is an essential component of the Master Plan. Consistent with the HVS recommendations and to provide implementation flexibility, the plan identifies several potential hotel footprints, with priority suggested for the site closest to the Event Center and existing garage. Hotel locations can capitalize on visibility from U.S. 1 and Walton Road, which raises the utility of hotels in these locations for adjacent off-site uses as well. The Walton & One site represents an important opportunity to satisfy desires for a hotel in the area.

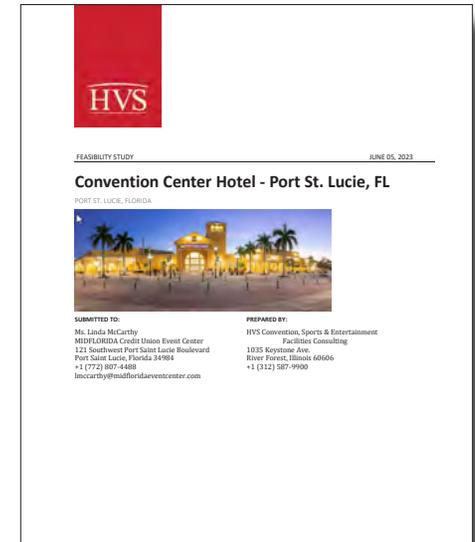


Figure 91 HVS Hotel Feasibility Study



FAIRFIELD, ROME, GEORGIA



HYATT HOUSE, TALLAHASSEE, FL



COURTYARD MARRIOTT, STUART, FL

Figure 90 Hotel reference images

6

**RESTRUCTURE & EXPAND
OUTDOOR EVENT SPACE**

The Master Plan identifies various methods by which outdoor event space can be accommodated. In addition to a dedicated open green along the southern lake, the potential conversion of Village Square Drive to a festival street can add a placemaking element to the overall site as a dual benefit.

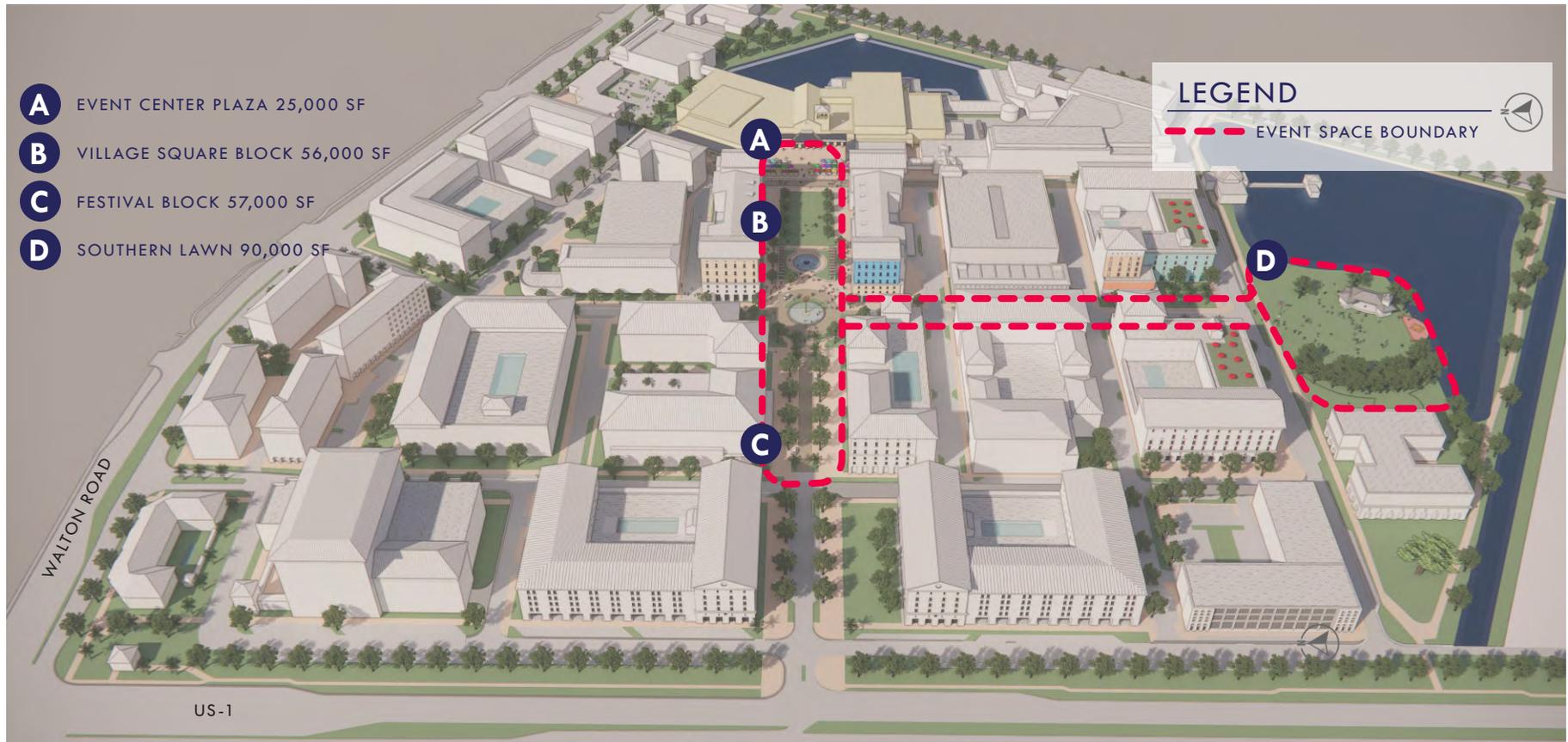


Figure 92 Image of the expanded outdoor programmed space.

RESTRUCTURE & EXPAND OUTDOOR EVENT SPACE

The ability of Walton & One to accommodate large outdoor events is a complement to the site's entertainment and destination quality. The City's size and breadth warrants multiple outdoor event venues, including large-scale facilities west of I-95, which allows the City to refine the types of events appropriate for Walton & One. As illustrated in the Master Plan, there are several ways in which outdoor space can be accommodated in the redevelopment block, including amphitheater relocation, open greens and plazas, and the reconfiguration of streets like Village Square Drive into a festival format by adjusting curbs and integrating supportive infrastructure (e.g., water, electric) to accommodate outdoor activities such as farmer's markets, craft shows, and street fairs. Requiring ground-floor retail and active uses along festival streets, including sidewalk dining and walk-up retail access, will add to their placemaking and expand their economic benefit.



Figure 93 Aerial image of Clematis Street, West Palm Beach, which was reconfigured without curbs to support its use as a festival street



Figure 94 Village Square Drive

RESTRUCTURE & EXPAND OUTDOOR EVENT SPACE

The current amphitheater location, immediately west of the Event Center, is positioned such that viewers often look directly into the setting sun. To maximize the utility of this facility, the Master Plan tested various locations that could accommodate a larger and reoriented amphitheater, with the strongest recommendation for the southern lakefront lawn. This location would also raise the visibility of the amphitheater from Village Green Drive. An amphitheater in this location could be connected to Village Green via Main Street, which could be closed to vehicular traffic for events, further expanding the outdoor programming space.



Figure 95 Conceptual drawing of a view north from a relocated amphitheater on to the Southern Lawn.



8

REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING

As a potential new downtown for a city of nearly a quarter-million people, Walton & One offers the potential for a unique lifestyle experience unparalleled on the Treasure Coast. The urban design character of competitive destinations contribute to their walkability, ease of navigation, and placemaking. The Master Plan illustrates several key urban design principles to maximize the site's potential and desirability. These include an urban form with walkable blocks, building height-to-width ratios along streets that feel comfortable for pedestrians, a mix of uses designed for a "park-once" experience, and controlled parking such that sufficient parking is available but does not overwhelm or displace the sense of place. Each of these principles is discussed in this section.

The existing arrangement of internal streets forming blocks and parcels for development is good and does not need to be redone for the site to reach its potential. The Master Plan assumed retention of the internal street network as a starting point.

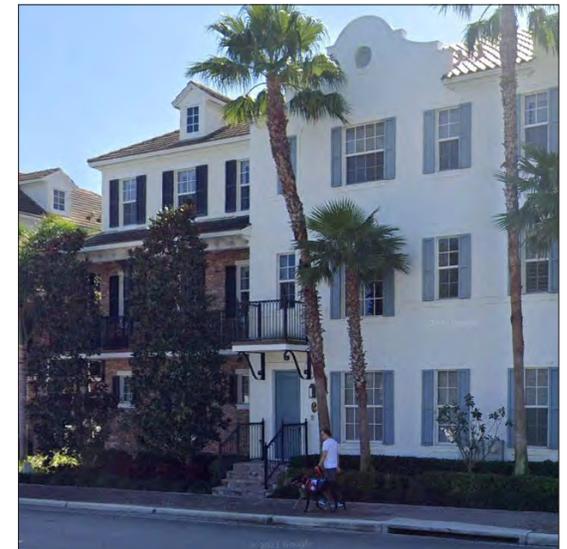
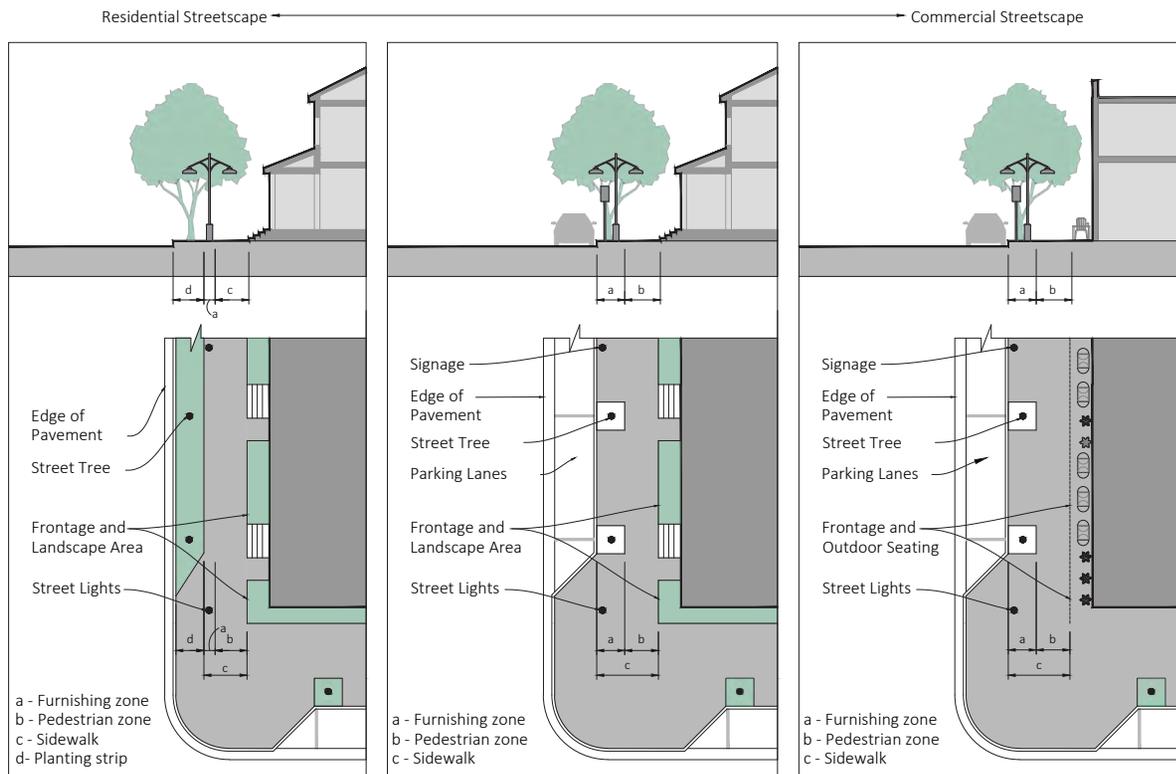


Figure 98 Block network map

REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING

PROPER BUILDING FRONTAGES

To maintain active streets, buildings ideally are lined with ground-floor front-facing uses, including retail, office, lodging, and appropriately designed residential, that create “eyes on the street” and promote interaction. The sections below illustrate the subtle changes in streetscapes as they transition from strictly residential conditions to commercial and mixed-use conditions. The specific dimensions for the Furnishing Zone, Pedestrian Zone, outdoor seating, and planting areas may vary based upon existing conditions and the limits of a project’s scope of work.



REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING STREET TO BUILDING HEIGHT RATIO

The roadway network within Walton & One is designed with pedestrian-scaled streets with rights-of-way that vary from 25' along smaller roadways like Welcome Lane to 70' along larger roadways like Event Center Drive, Main Street, and Village Square Drive. The relationship of building heights to right-of-way width is a critical element for establishing roads that are comfortable for pedestrians and cyclists. Ideally, a ratio of one-to-three in the relationship of building heights to open space is the minimum necessary to create a sense of spatial enclosure. Wider streets can appropriately accommodate taller buildings, but not so tall as they create a canyon effect at street level. Accordingly, the Master Plan illustrates a development program of 4-6 stories to maintain an appropriate scale. Exterior buildings oriented to the wider U.S. 1 and Walton Road can be larger to help landmark the site and establish an edge to the overall block.

In order to achieve the desired sense of enclosure on very wide streets, like boulevards, taller buildings can frame the space, reinforced with formally aligned street trees planted in medians.



Figure 100 Streetscape in Sarasota, FL

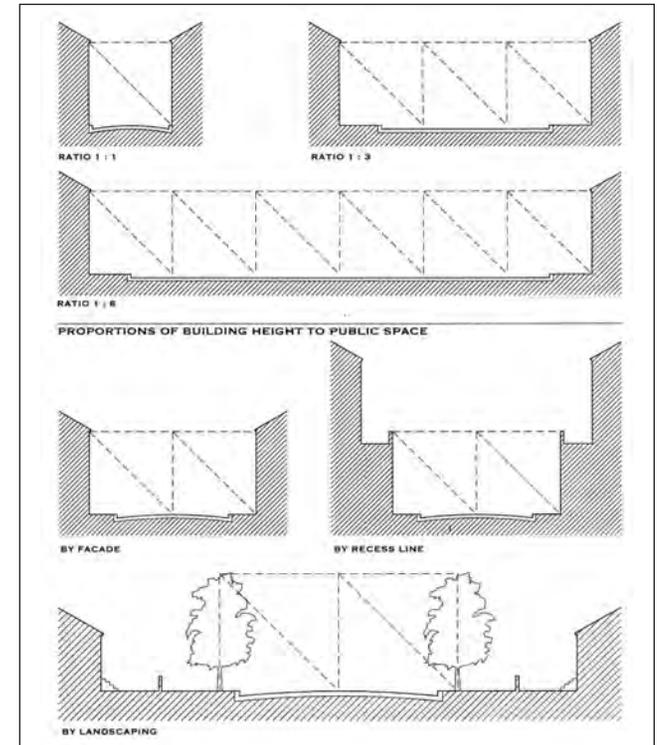


Figure 99 Top: Ideal height-to-width ratios. (Architectural Graphic Standards, American Institute of Architects).



REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING

HIGH ARCHITECTURAL STANDARDS

As a “new downtown” for the growing Port St. Lucie population, the design aesthetic for Walton & One should include high quality architecture and landscaping to create a memorable public realm. Consistency in architectural materials, colors, signage, and landscaping will contribute to the overall desirability of the site. Below are images from Central and South Florida that illustrate various design aesthetics that include consistency across the color, material, and landscape palette.



WINTER PARK VILLAGE, ORLANDO



MERRICK PARK, CORAL GABLES



COCONUT POINT, NAPLES

Figure 101 Reference images

REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING

CONCEALED AND EXPOSED PARKING

The provision of adequate vehicle parking is an essential component of maintaining healthy and vibrant business environments, with both parking quantity and location as critical elements of the pedestrian experience. Conventional suburban standards have produced front-loaded parking lots and an over-abundance of parking spaces, resulting in undesirable conditions for pedestrians and non-motorized travelers left in a degraded public realm. Conversely, in urban settings, buildings are located closer to the street, shielding pedestrians from parking areas and creating a sense of enclosure such that the street functions as an “outdoor room.” Well defined street frontage also makes destinations easier to access for transit users, pedestrians, and bicyclists.

Parking efficiency within Walton & One can be maximized through shared use parking, wherein public parking on-street and in parking structures is managed through the use of thoughtful connectivity and wayfinding signage, supplemented with ancillary transportation enhancements like valet service and potentially internal shuttles for special events.

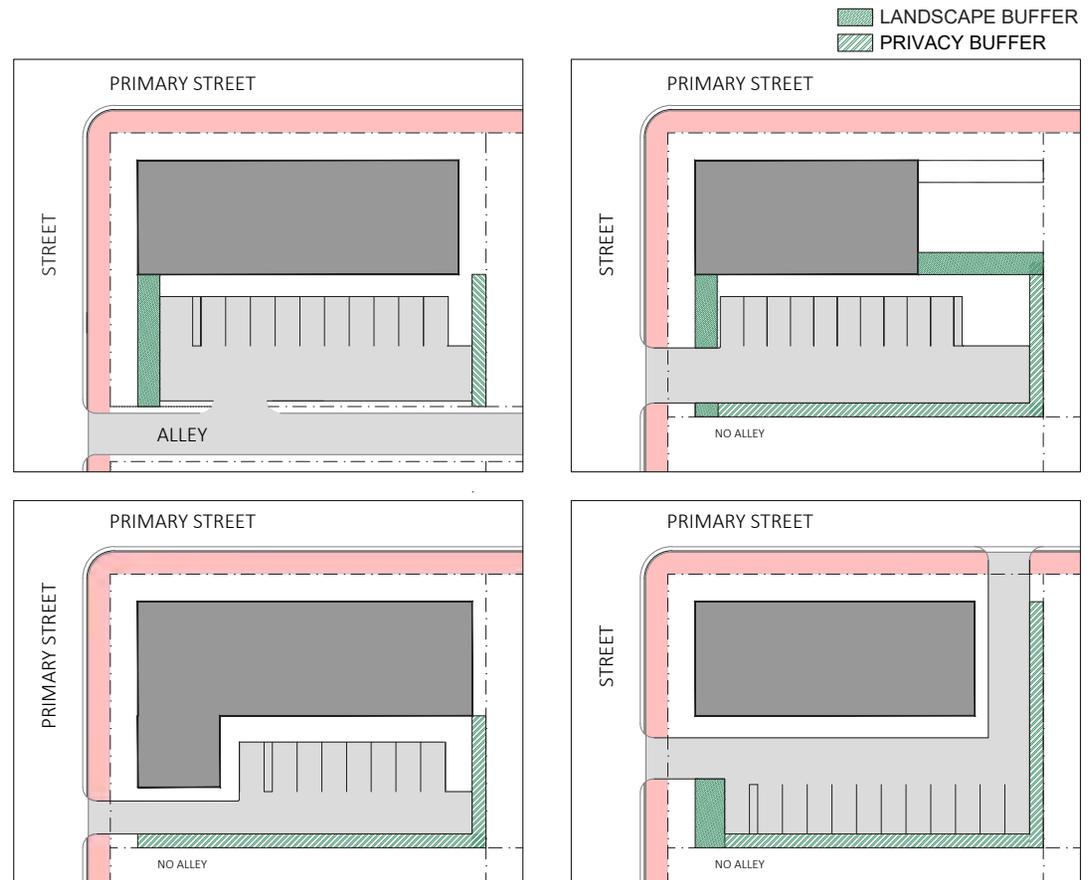


Figure 102 Parking Locations

REQUIRE URBAN DESIGN EXCELLENCE & PLACEMAKING

CONCEALED & EXPOSED PARKING LEVELS

Along primary streets, it is essential to conceal parking garages to the extent possible to establish a cohesive walkable environment. Along primary streets, parking levels should be entirely shielded from view, with liner uses along the street frontage.

For the purpose of measuring height, each parking garage level exposed to a street or civic open space should be counted as a story. Where parking levels are concealed from view, habitable building stories should be counted, irrespective of parking stories.

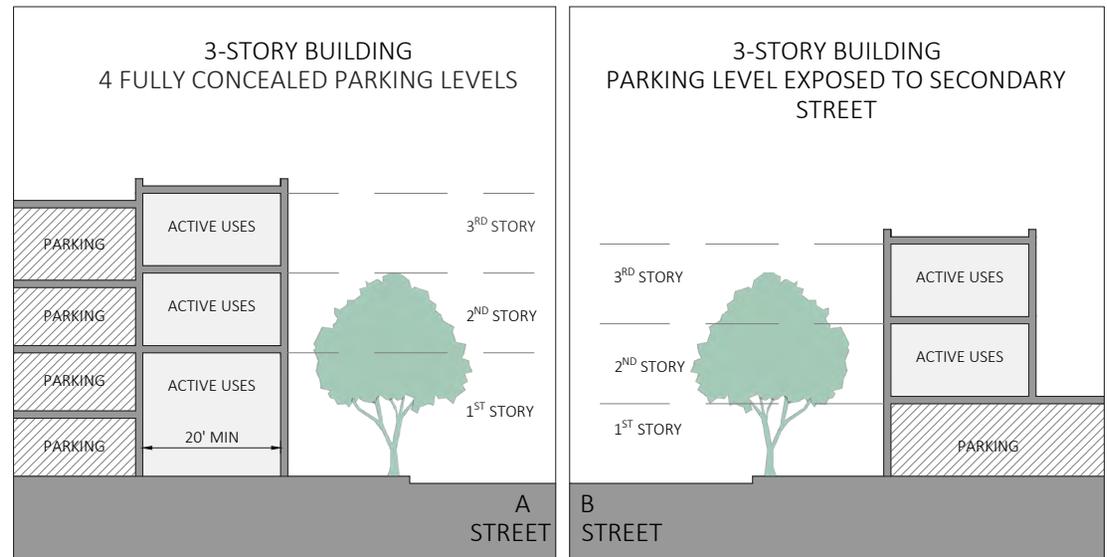


Figure 103 Concealed and exposed Parking

9 MAINTAIN SHARED-USE PARKING SYSTEM

The foundational planning and infrastructure of the Walton & One block relies on the notion of shared-use parking, wherein commonly available parking, both on-street and within parking structures, exists as a public good. Shared-use parking allows the greatest flexibility of uses on parcels and promotes market-responsiveness. The existing 900-space parking inventory in Garage 1 offers a redevelopment incentive for uses reasonably proximate to the facility, which the CRA can utilize in public/private opportunities. A portion of parking in this structure can be assigned to specific uses, for example, hotel development for which financing will require a specific parking allotment, while the balance of the parking can be available for the Event Center and other on-site uses.



Figure 105 Image of on-street parking along Clematis Street, West Palm Beach.

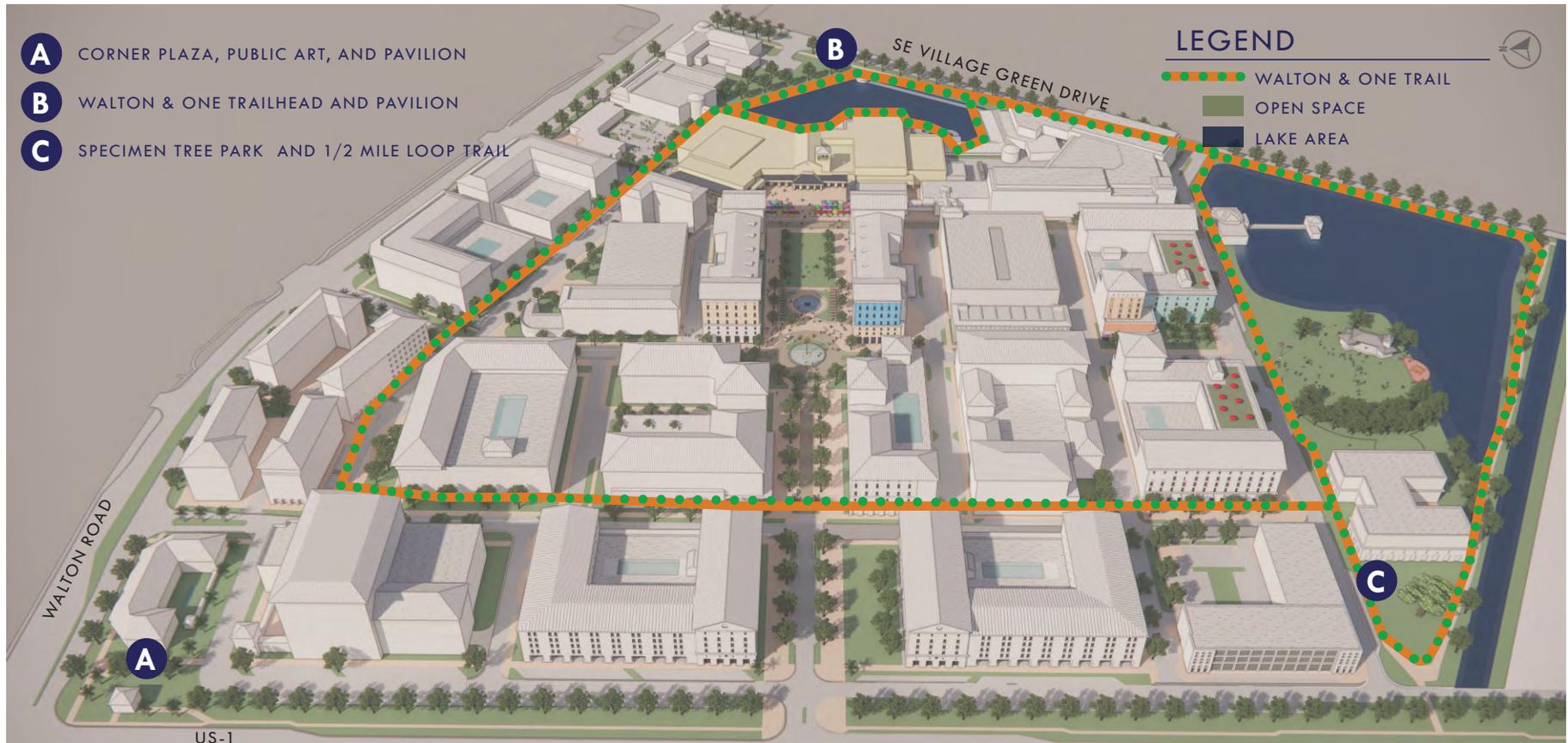


Figure 104 Image of the existing 900-space Garage 1.

10

INTEGRATE NETWORK OF TRAILS & OPEN SPACES

Multimodal transportation options are a hallmark of competitive communities, celebrated in the City’s Mobility Plan. Trails also provide a recreational element, boosting transportation efficiency with easy access to and through districts. The Master Plan illustrates roughly two miles of trail loops through the site, which should be prioritized in the build-out of Walton & One.



APPENDIX A
CREATION OF THE PLAN



Figure 106 Images from Workshop #1

OUTREACH

Public outreach and participation was an essential ingredient in the creation of this plan and recommendations. Many forms of outreach and opportunities were provided so that all who were interested in the process could participate.

INDIVIDUAL INTERVIEWS

As part of the initial outreach and information reconnaissance for the project, TCRPC conducted individual interviews with City elected officials, City staff, and property and business owners. The interviews provided valuable information for the TCRPC team and helped those in the community understand the issues to be addressed and the process that was utilized.

PUBLIC WORKSHOP

A public workshop was held at the Event Center on December 7th, 2022 and attracted many people from the community.



WORK-IN-PROGRESS

A Work-in-Progress presentation was given the evening of June 20th, 2023 at the Event Center and was the first opportunity for the public to see the design work and recommendations and provide their feedback and input.

Since that time the TCRPC team has been refining the recommendations, developing further analysis and diagrams, and compiling the master plan report including the market study findings.

The public outreach will continue after the submittal of this report as there will be additional public presentations and meetings to review and discuss these recommendations.



Figure 107 Images from the Work in Progress presentation (workshop #2).