

## **ATTACHMENT A**

### **SCOPE OF SERVICES**

#### **ECONOMIC ANALYSIS AND PLANNING ASSISTANCE FOR THE CITY OF PORT ST. LUCIE - SOUTHERN GROVE MASTER PLAN**

*SEPTEMBER 19, 2019*

#### **PROJECT DESCRIPTION:**

The City of Port St. Lucie (City) seeks to engage the Treasure Coast Regional Planning Council (TCRPC) to analyze economic, market and infrastructure conditions and plans and develop an updated land development and infrastructure master plan and disposition strategy for the Southern Grove property. The Scope of Services will include the following:

- Assemble and coordinate a multi-disciplinary team, including expertise in real estate market, economic and financial analysis, civil engineering, geographic information systems (GIS), planning, architecture, and urban design;
- Undertake due diligence research to assess land use, planning, economic, and physical conditions in and around the Southern Grove property;
- Conduct a structured series of public input activities, including stakeholder interviews, meetings with property owners, a public workshop, and presentations to the City Council;
- Prepare a real estate market and feasibility analysis, which will include a demographic and economic profile, evaluation of real estate market conditions, by use, real estate market/development potentials, by use, and a financial/TIF analysis to evaluate potential funding mechanisms (e.g., bonds, special assessment district, TIF, community development district) for various uses in the Southern Grove property;
- Develop an updated land development and infrastructure master plan, considering development potentials and economic yield, including an infrastructure assessment that identifies existing, planned, and needed infrastructure and strategies to help create a “sense of place;” and
- Develop an implementation approach, including an analysis of financial opportunities and constraints, tax increment financing and other municipal revenues, and a disposition strategy for development of the property.

## SCOPE OF SERVICES

### **Task 1: Staff Work Session #1, Due Diligence Overview and Project Memorandum #1**

#### **Staff Work Session #1**

TCRPC will facilitate all staff work sessions and project coordination meetings needed for the project, beginning with Staff Work Session #1, which is to clarify the project schedule and goals; gather background data; review general market, infrastructure and development activity; identify stakeholders for interviews; and refine the project schedule as needed. The City will provide all financial, infrastructure, and other relevant data and GIS base map data as needed for the project. Additional staff work sessions will be scheduled throughout the course of the project to maintain clarity and consistency among all team members of the project mission and goals. Staff Work Session #1 will be scheduled with the City staff in the first month of the project following execution of the interlocal agreement. TCRPC will be responsible for logistics, agendas, facilitation, and meeting notes for all staff work sessions.

#### **Due Diligence Overview**

##### **Base Documentation**

The TCRPC team will develop, with assistance from the City, necessary base documentation for the project to include GIS databases, aerial photography, ownership maps, permits, utilities, financial and infrastructure documents, and other data as appropriate.

##### **Site Reconnaissance**

The TCRPC team will conduct field work and site reconnaissance to develop a photo database and review on-site conditions. During field visits, TCRPC team members may schedule to meet with City and community redevelopment agency (CRA) staff, property owners, residents, and other representatives to tour specific areas to gain a greater understanding of relevant issues.

##### **Review of Trends and Forecasts**

The TCRPC team will review City and CRA projects and programs to assess their performance, benefits, and challenges for the development of the Southern Grove property. TCRPC will also review relevant development activity within the City, including historic, current, and projected development projects. All necessary data for this review will be provided by the City. This work will also include an updated overview of the City's demographic characteristics, economic profile and real estate conditions, and a summary

of market/development potentials by land use (e.g., residential, workplace/office, retail, hospitality/lodging, industrial).

### Project Memorandum #1

The TCRPC team will assemble data and initial findings into a draft Project Memorandum #1, which will include an updated project schedule, listing of due diligence components, site reconnaissance photos and findings, summary of general land development and infrastructure conditions, GIS base maps, and a demographic and economic profile of the City. The memorandum will be transmitted to staff for one round of edits, which will be incorporated into a final Project Memorandum #1.

### Task 1 Deliverables

Specific deliverables will include:

1. Facilitation of Staff Work Session #1 and Documentation (Agenda, Sign-in Sheet, and Meeting Notes)
2. Project Memorandum #1 (draft and final), including:
  - a. Updated Project Schedule
  - b. Due Diligence Components
  - c. Summary of Site Reconnaissance
  - d. Summary of Land Development and Infrastructure Conditions
  - a. GIS Base Maps
  - b. Demographic and Economic City Profile

### **Task 2: Financial & Infrastructure Document Analysis; Stakeholder Interviews, and Project Memorandum #2**

#### Analysis of Financial and Infrastructure Documents

An analysis of all project-related financial and infrastructure documents, including documents prepared by the Urban Land Institute, will be conducted to assess trends, status, and projections related to the development potential of the Southern Grove property.

#### Stakeholder Interviews

To further inform the analysis, the TCRPC team will conduct up to twenty stakeholder interviews in a location provided by the City. The interviews will be designed to further inform the TCRPC team as to the opportunities and challenges related to the Southern Grove property. Interviewees are anticipated to include members of the City Council, City and CRA staff, property owners, investors, and residents as well as representatives of other public agencies as appropriate (e.g., Florida Department of Transportation, South Florida Water Management District, St. Lucie County, St. Lucie Transportation Planning Organization). City staff will identify recommended interviewees, and TCRPC will be responsible for interview logistics and facilitation.

### Analysis of Competitive Markets

The TCRPC team will also obtain information on market performance and characteristics of the area's real estate market as well as other identified local and/or regional competitive real estate submarkets. As defined by the City, these shall include South Florida (Miami-Dade, Broward and Palm Beach Counties) and Central Florida (Orange County/Orlando and Marion County/Ocala). The analysis will include research regarding competitive product types, absorption potentials, target markets, pricing, revenues (commercial rents, sales), absorption/leasing activity, and related characteristics to determine market-based strengths and weaknesses of the Southern Grove site/area compared to other competitive locations in St. Lucie County, Central and South Florida (as noted above) and to gauge market response to locational characteristics, potential uses, timing/phasing

### Project Memorandum #2

TCRPC will assemble data and initial findings from Task Two into a draft Project Memorandum #2, which will include an overview of financial and infrastructure documents, listing of stakeholder interviewees, an analysis of competitive markets, and a general summary of findings. The memorandum will be transmitted to staff for one round of edits, which will be incorporated into a final Project Memorandum #2.

### Task 2 Deliverables

Specific deliverables will include:

1. Project Memorandum #2 (draft and final), including:
  - a. Summary of Financial and Infrastructure Documents
  - b. Listing of Stakeholder Interviewees
  - c. Analysis of Competitive Markets
  - d. General Summary of Interview Findings

### **Task 3: Real Estate, Market & Infrastructure Conditions Analysis; Staff Work Session #2; Project Memorandum #3; and City Council Presentation #1**

#### Real Estate, Market and Infrastructure Conditions Analysis

Based on the due diligence, stakeholder input, and analysis performed in Tasks 1 and 2, the TCRPC team will develop an analytical summary of real estate and market conditions, infrastructure conditions, including market and land development potentials for the Southern Grove property. This summary will include the projected demand and five-year absorption for various development categories, including residential, office/workplace, retail, and industrial uses, as well as the potential infrastructure demands for these uses at buildout. The analysis will include a potential phasing of recommended development quantities and infrastructure improvements through a potential property buildout.

## Staff Work Session #2

TCRPC will facilitate Staff Work Session #2 to present the real estate, market, and infrastructure analysis and findings.

## Project Memorandum #3

TCRPC will summarize the analysis and key findings of the real estate, market and infrastructure conditions analysis in Project Memorandum #3. The memorandum will be transmitted to staff for one round of edits, which will be incorporated into a final Project Memorandum #3.

## Project Presentation #1

Working with City staff, TCRPC will develop Project Presentation #1, which will include an overview of the real estate, market and infrastructure conditions and findings to-date. Project Presentation #1 will be presented to the City Council in a public meeting as determined by City staff. Feedback obtained from this public meeting will be incorporated into the project as appropriate.

## Task 3 Deliverables

Specific deliverables will include:

1. Facilitation of Staff Work Session #2 and Documentation (Agenda, Sign-in Sheet, and Meeting Notes)
2. Project Memorandum #3 (draft and final), including:
  - a. Summary of Real Estate and Market Conditions
  - b. Summary of Infrastructure Conditions
  - c. Summary of Market and Land Development Potentials by Use (e.g., residential, office/workplace, retail, industrial), including Projected Demand and Absorption
  - d. Recommended Phasing of Development and Infrastructure Improvements Through Buildout
3. Project Presentation #1 to the City Council

## **Task 4: Integrated Financial/TIF Model and Analysis of SAD/CDD/Bond Obligations**

To assess the financial constraints on the Southern Grove property, the TCRPC team will develop a financial and tax increment financing model to analyze the financial obligations assigned to the property, including the Special Assessment District, Community Development District, and bond debt costs. Incorporating the findings from the analyses of real estate, market, land development and infrastructure performed in Tasks 1-3, the model will be designed to determine land development revenues needed to offset financial obligations, including land values and potential land development activities. The model will include projections of all potential City revenue sources (e.g., ad valorem, franchise and impact fees, infrastructure fees, permit and review fees).

#### Task 4 Deliverables

Specific deliverables will include:

1. Financial and Tax Increment Financing Model incorporating:
  - a. Special Assessment District
  - b. Community Development District
  - c. Bond Debt
2. Projected Ad Valorem and Other Municipal Revenues

#### **Task 5: Draft Land Development and Infrastructure Master Plan and Staff Work Session #3**

##### Draft Land Development and Infrastructure Master Plan

Utilizing the real estate, financial, land development, and infrastructure conditions and findings developed in Tasks 1-4, the TCRPC team will develop a revised land development and infrastructure master plan for the Southern Grove property. The Master Plan will consider development scenarios for parcels that are publicly controlled and those that are privately controlled, and it will illustrate all development that is planned, entitled, under construction, and completed.

The Master Plan components will include the following:

- The assignment of densities and intensities for development of various use categories, including residential, workplace/office, retail, industrial, and public/civic;
- Alternative Future Land Use and Zoning categories as needed to produce a development program that meets the market demand as determined through this study;
- A multi-layered infrastructure network plan addressing water, wastewater, stormwater, and multi-modal transportation (e.g., roadway, bicycle, pedestrian, transit);
- Roadway cross-section drawings;
- Natural areas network and system improvements;
- Diagrams to illustrate recommended building program, urban character, roadway frontages, and transitions between uses;
- Project design features and amenities;
- General guidance regarding architectural design and details to help create a “sense of place” (e.g., architectural palate, materials, colors, design elements, signage, landscaping, lighting); and
- Financial and local government revenue projections over time through projected buildout.

### Staff Work Session #3

TCRPC will facilitate Staff Work Session #3 to present the draft land development and infrastructure Master Plan, including recommended densities and intensities of development; future land use and zoning; phasing; and anticipated absorption and local government revenue generation.

### Task 5 Deliverables

Specific deliverables will include:

1. Facilitation of Staff Work Session #3 and Documentation (Agenda, Sign-in Sheet, and Meeting Notes)
2. Draft Land Development and Infrastructure Master Plan, including:
  - a. Recommended Development Densities and Intensities per Use
  - b. Recommended Future Land Use and Zoning
  - c. Infrastructure Network Plan addressing water, wastewater, stormwater, and multi-modal transportation improvements
  - d. Roadway Cross-Section Drawings
  - e. Natural Areas Network and System Improvements
  - f. Land Use Diagrams
  - g. Design Features and Amenities
  - h. General guidance regarding architectural design and details to help create a “sense of place” (e.g., architectural palate, materials, colors, design elements, signage, landscaping, lighting); and
  - i. Financial and Local Government Revenue Projections

### **Task 6: Evaluation of Financial Strategies, Cost Analysis and Recommended Implementation Approach; Staff Work Session #4; Project Memorandum #4 (Financial & Infrastructure Strategy); and City Council Presentation #2**

#### Development of Financial Strategies, Cost Analysis and Recommended Implementation Approach

Based on the draft land development and infrastructure Master Plan, the TCRPC team will generate a public pro forma to determine potential returns to the City/CRA as well as a cost analysis for the infrastructure needed through projected buildout. An evaluation of potential land sale prices will be conducted to determine anticipated land values and incentives, if needed, to enable market-supportable development. The analysis will include a recommended implementation approach, including a disposition strategy for the City to sell or lease City-owned parcels for development.

### Staff Work Session #4

TCRPC will facilitate Staff Work Session #4 to present the draft financial strategies, cost analysis, and recommended implementation approach.

#### Project Memorandum #4

TCRPC will summarize the cost analysis and financial and implementation strategy in Project Memorandum #4. The memorandum will be transmitted to staff for one round of edits, which will be incorporated into a final Project Memorandum #4.

#### Project Presentation #2

Working with City staff, TCRPC will develop Project Presentation #2, which will include an overview of the draft land development and infrastructure Master Plan, projected absorption and local government revenues, financial strategies, analysis of project-related development costs, and recommended implementation approach and disposition strategy. Project Presentation #2 will be presented to the City Council in a public meeting as determined by City staff. Feedback obtained from this public meeting will be incorporated into the project as appropriate.

#### Task 6 Deliverables

Specific deliverables will include:

1. Facilitation of Staff Work Session #4 and Documentation (Agenda, Sign-in Sheet, and Meeting Notes)
2. Project Memorandum #4 (draft and final), including:
  - a. Cost Analysis
  - b. Recommended Financial Strategy
  - c. Recommended Implementation Strategy, including Disposition Approach
3. Project Presentation #2

#### **Task 7: Public Workshop (Presentation of Draft Land Development and Infrastructure Master Plan, Financial/Market Findings and Development/Disposition Strategy); and Staff Work Session #5**

Working with City staff, the TCRPC team will facilitate a public workshop to present the draft land development and infrastructure Master Plan, financial/market findings, and recommended development and land disposition strategy. TCRPC will provide a Workshop Presentation to staff for review that summarizes progress to date, the financial and market findings, draft land development and infrastructure Master Plan, and recommended development and land disposition strategy for review prior to the workshop. The City shall provide a venue, public notice as required by the City, CRA, and Florida Statutes, and refreshments. TCRPC shall provide workshop facilitators, materials as needed, and a summary of public input.

#### Staff Work Session #5

TCRPC will facilitate Staff Work Session #5 to review the input derived from the public workshop and any recommended revisions to the land development and infrastructure Master Plan and development/disposition strategy.



## Task 7 Deliverables

Specific deliverables will include:

1. Public Workshop Presentation
2. Documentation of Public Workshop (sign-in sheets, summary of general public input)
3. Facilitation of Staff Work Session #5 and Documentation (Agenda, Sign-in Sheet, and Meeting Notes)

## **Task 8: City Council Presentation #3 and Transmittal of Final Land Development and Infrastructure Master Plan and Project Report**

### Project Presentation #3

Working with City staff and based on input derived through the Public Workshop, TCRPC will develop Project Presentation #3, which will include an overview of the final land development and infrastructure Master Plan, financial and market findings, and recommended implementation approach and disposition strategy. Project Presentation #3 will be presented to the City Council in a public meeting as determined by City staff. Feedback obtained from this public meeting will be incorporated into the project as appropriate.

### Project Report

TCRPC will assemble all project data, findings, and recommendations into a draft Project Report that will include the final land development and infrastructure Master Plan, financial/market findings, cost analysis, and recommended implementation approach including disposition strategy. The draft Project Report will be provided to staff for one round of edits, which will be incorporated into a final Project Report.

## Task 8 Deliverables

Specific deliverables will include:

1. Project Presentation #3 (draft and final)
2. Project Report (draft and final)

## **DELIVERABLES**

DELIVERABLE	FORMAT
Project Memoranda Agendas, Sign-In Sheets and Meeting Notes from Staff Work Sessions	Electronic copies in MS Word & PDF formats
GIS Maps and Data Tables	Electronic copies in ArcGIS and PDF formats

Project and Workshop Presentations	Electronic copies in Power Point & PDF formats
Land Development and Infrastructure Master Plan	Electronic copy in PDF format
Project Report	Electronic copy in PDF format

## FEES AND REIMBURSABLE EXPENSES

Professional services described in this scope of services will be performed for a fixed fee of **\$228,100**. Estimated costs per task are included as Attachment C. The total fee includes travel, out of pocket expenses (printing and reproduction costs), mail, couriers, subconsultant costs, and other costs related to the professional services.

Council will provide all work and products, outlined in the scope above, payable per the following schedule. It does not include advertisement costs for any public hearings/workshops, meeting venue costs, or meeting refreshments. Additional presentations, meetings, or work beyond what is stipulated in the Scope of Services section of this Agreement will be billed at a rate of \$200.00 per hour.

PROJECT MILESTONE	%	PYMT AMT
Notice to Proceed	10%	\$22,810
Project Memorandum #1 (Updated Project Schedule; Due Diligence Components; Summaries of Site Reconnaissance; Summary of Land Development and Infrastructure Conditions; GIS Base Maps; Demographic and Economic City Profile)	15%	\$34,215
Project Memorandum #3 (Real Estate/Infrastructure Conditions; Market/Development Potentials; Initial Findings)	25%	\$57,025
Draft Land Development & Infrastructure Master Plan	30%	\$68,430
Project Memorandum #4 (Financial Strategies, Cost Analysis, Advanced Findings & Recommended Implementation Approach)	15%	\$34,215
Final Project Report (includes Final Land Development and Infrastructure Master Plan and Summary of all Data, Analysis, Public Input, Findings, and Recommendations)	5%	\$11,405
<b>TOTAL</b>	<b>100%</b>	<b>\$228,100</b>

## ANTICIPATED SCHEDULE

An anticipated project schedule, contingent upon execution of the Interlocal Agreement in September 2019, is included as Attachment B.

## ATTACHMENT B ANTICIPATED SCHEDULE

PORT ST LUCIE/SOUTHERN GROVE REDEVELOPMENT ANALYSIS & MASTER PLAN		2019				2020								
		Q3		Q4		Q1			Q2			Q3		
		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
TASKS & ANTICIPATED TIMELINE														
1	Staff Work Session #1; Due Diligence Overview; Project Memorandum #1 (Updated Project Schedule, Due Diligence Components; Site Reconnaissance, General Land Development & Infrastructure Conditions, Demographic & Economic; GIS Base Maps)													
2	Financial & Infrastructure Document Analysis & Stakeholder Interviews; Project Memorandum #2													
3	Real Estate, Market & Infrastructure Conditions Analysis; Market/Development Potentials & Initial Findings; Staff Work Session #2; Project Memorandum #3; City Council Presentation #1													
4	Development and Application of Integrated Financial/TIF Model & Analysis of SAD/CDD/Bond Obligations													
5	Draft Land Development and Infrastructure Master Plan; Staff Work Session #3													
6	Evaluation of Financial Strategies, Cost Analysis & Recommended Implementation Approach; Staff Work Session #4; Project Memorandum #4; City Council Presentation #2													
7	Public Workshop (Presentation of Draft Land Development and Infrastructure Master Plan, Financial/Market Findings and Development/Disposition Strategy); Staff Work Session #5													
8	City Council Presentation #3; Final Land Development and Infrastructure Master Plan and Project Report (Summary of All Data, Analysis, Public Input, Findings and Recommendations)													

**ATTACHMENT C  
PROJECT COST ESTIMATE**

<b>PORT ST LUCIE/SOUTHERN GROVE REDEVELOPMENT ANALYSIS &amp; MASTER PLAN TASKS &amp; BUDGET</b>		<b>FEE PER TASK</b>
1	Staff Work Session #1; Due Diligence Overview; Project Memorandum #1 (Updated Project Schedule, Due Diligence Components; Site Reconnaissance, General Land Development & Infrastructure Conditions, Demographic & Economic; GIS Base Maps)	\$28,200
2	Financial & Infrastructure Document Analysis & Stakeholder Interviews; Project Memorandum #2	\$23,100
3	Real Estate, Market & Infrastructure Conditions Analysis; Market/Development Potentials & Initial Findings; Staff Work Session #2; Project Memorandum #3; City Council Presentation #1	\$36,600
4	Development and Application of Integrated Financial/TIF Model & Analysis of SAD/CDD/Bond Obligations	\$26,700
5	Draft Land Development and Infrastructure Master Plan; Staff Work Session #3	\$59,800
6	Evaluation of Financial Strategies, Cost Analysis & Recommended Implementation Approach; Staff Work Session #4; Project Memorandum #4; City Council Presentation #2	\$34,600
7	Public Workshop (Presentation of Draft Land Development and Infrastructure Master Plan, Financial/Market Findings and Development/Disposition Strategy); Staff Work Session #5	\$9,600
8	City Council Presentation #3; Final Land Development and Infrastructure Master Plan and Project Report (Summary of All Data, Analysis, Public Input, Findings and Recommendations)	\$9,500
<b>TOTAL</b>		<b>\$228,100</b>