

Global Logistics At Cecil Commerce Center

1.0 EXECUTIVE SUMMARY/PROJECT OBJECTIVES:

- 1.1 **Objectives:** The objectives of the Cecil Field Planning Services project are to create a comprehensive Master Site Development and Service Plan and provide strategies for Marketing and Financing the development. The master planning process has addressed existing and future transportation linkages, multi-modal opportunities, building uses, building configurations, building area and densities, road networks, wetlands, topography, utilities infrastructure, regulatory and environmental considerations in order to create a realistic vision of what Cecil Commerce Center could become with proper long range development planning. JAA will use the resulting work product this effort in order to attract potential land buyers (Commercial Real Estate Developers and End Users) to the site by providing accurate and comprehensive due diligence site information to minimize the cost and time it typically takes for a potential land buyer to make these types of large scale real estate decisions, and to eliminate the risk typical associated with purchasing large tracts of undeveloped land.

These comprehensive research and design efforts are expected to activate commercial land development, stimulate economic activity on and around Cecil Field, and create jobs in the entire west Jacksonville region. The Development Plan has considered previous market assumptions and/or recommendations made based on the various plans, programs, and construction projects that have been conducted by the JAA and its partners at the Site since the closure of Naval Air Station (NAS) Cecil Field. These plans and studies include the Cecil Field Development Commission's Base Reuse Plan, the JAA's Airport Master Plan, the Jacksonville Economic Development Commission (JEDC) Cecil Commerce Center Business Plan, Jacksonville Electrical Authority (JEA) utility plans, Cecil Commerce Center Master Storm water Management Plans, the JEDC's ongoing Transportation Management Area (TMA) study/plans, the Navy's Environmental Cleanup Plans, and other transportation, infrastructure, land use and zoning agreements and City ordinances.

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- 1.2 **Discovery:** In order to approach the visioning and design phases of the project, the project team identified and facilitated meetings with JAA's development partners, Local Community Groups, Municipal and State Governmental Agencies, and Regional Stakeholders. The purpose of these meetings was to establish baseline criteria from which to formulate design concepts for the master development plan. Through numerous meetings and thorough research the development team was well informed as to the potential for Cecil Commerce Center and the potential topics and issues that will affect the development plan as it evolves into the future. The information gathered is broken out by Location, Political Jurisdiction, Land Use, Zoning, Transportation Infrastructure, Landside Support Facilities and Environmental Overview in section 2.0 – Discovery.
- 1.3 **Community Outreach:** The project team actively sought community involvement throughout the master planning effort. The overall reaction from the community was excellent. The meetings were well attended by numerous residents, stakeholders and agency representatives. There was an active engagement of all parties and comments were considered in the design strategies for the Master Development plan. A further discussion of the community involvement and resulting topics raised at the various meetings can be found in Section 3.0 with meeting minutes included.
- 1.4 **Development Plan:** The Master Development plan as provided in Section 4.0 of this document is the result of input gathered through Discovery, Community Outreach, meetings amongst the project team, and direct input from the development community. The plan has evolved numerous times throughout the process and has been finalized taking ten (10) Development Areas into consideration. These development areas have been arranged to integrate the new uses with existing tenants and to take best advantage of the existing Cecil Field infrastructure, key off-site road connections, the surrounding community and environmental context, while maintaining a conservation corridor and preserving wetland areas.

A gateway to Cecil Commerce Center has been envisioned at the intersection of New World Avenue and Normandy Boulevard. This gateway will unify the North and South portions (North development plans are not part of this document) and tie in surrounding community uses such as FCCJ and the Equestrian Center. The frontages of New World Avenue, Normandy Boulevard, 103rd Street, and Branan Field Chaffee Road have been addressed to provide a

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high quality image to Master Development plan. These frontages will be key factors in generating development interest in the project as development progresses in each Development Area.

When taken in total the Master Development Plan allows for a total of +/-26.4 million square feet of development assuming Development Area 6 is developed as aviation. In order to best plan for the future Development Area 6 was also looked at as an industrial development area. With this scenario the development potential for the entire project is +/-29.5 million square feet. Within the total development amounts previously stated there are four major use categories: Aviation, Industrial, Office and Institutional, and Retail/Mixed-use.

The development potential for Aviation uses ranges from +/-5.71 million square feet to +/-7.02 million square feet. For Industrial uses at Cecil Commerce Center the development potential ranges from +/-14.45 million to +/-18.86 million square feet. For Office and Institutional uses there is +/-1.97 million square feet of development potential. Retail/Mixed-use makes of the balance of the development potential for the site and ranges from +/-2.94 million to +/-2.97 million square feet. Where ranges are shown in the above numbers it reflects the difference in development potential based on alternate schemes for Development Area 6.

At full development potential the site will maintain a conservation corridor of +/-2,025 acres set aside in perpetuity. A total of +/-699 acres of wetland areas on-site have been preserved and will maintain the current drainage patterns inherent to of the site. The plan also proposed approximately 48 acres of wetland creation in response to areas impacted by development. Further review by an environmental consultant should be undertaken to determine additional mitigation necessary based on the total impacts to wetlands.

- 1.5 **Service Plan:** The project team has performed an analysis of the existing infrastructure, grading, drainage, and wetlands impacting development at Cecil Commerce Center. Throughout the master planning process the conceptual utility, drainage, road infrastructure, wetland impacts, and grading have informed the final layout of the Master Development Plan. The integration of the Service Plan into the overall design concept for Cecil Commerce Center was a critical factor in presenting a credible and appropriate development response to the site.

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The existing utilities have been studied and it has been determined that there are adequate existing services for Water, Sewer, Electrical and Gas on the site. These services have been incorporated into conceptual Service Plans bringing appropriate utilities to each Development Area.

A conceptual Master Drainage plan has also been created in order to determine the amount of site area required to be designated to storm water management. This plan indicates how each Development Area drains and what the minimum elevations are to accommodate positive drainage in all areas.

A conceptual Roadway plan with cross sections has been provided in order to establish an opinion as to the potential cost of infrastructure required to serve the ultimate build out of Cecil Commerce Center. A conceptual opinion of road and utility infrastructure has been provided. In general the ultimate build out of the Master Development Plan is expected to incur +/- \$ 174.37 million in infrastructure costs in today's dollars.

The final piece of the Service Plan scope was to review the existing grading and provide existing grade conditions in each Development Area and propose minimum grade elevations that need to be met in order for appropriate grading plans to be designed as development progresses. The conceptual grading information is provided through a series of contour plans that call out existing and minimum proposed grades. Potential developers and users will be able to immediately establish the general lay of the development sites and easily generate their own fill estimates.

- 1.6 Marketing Plan:** A comprehensive Marketing/Promotional Plan has been prepared to complement to proposed development strategies and targeted uses and industries to ensure an executable strategy that will attract Commercial Real Estate Developers, Aviation and Non Aviation End Users to the site with the objective of large acreage land sales and the ease and facilitation to reduce the due diligence required to facilitate continuity with local planning objectives and with Jacksonville and Northeast Florida's overall community and regional development goals. Marketing strategies to be utilized in generating development interest in Cecil Commerce Center include a website incorporating important information relevant to the site and Jacksonville, promotional brochures, press advertisements, emailers, and multi-media presentations. Examples of each of these elements are included in Section 6.0.

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- 1.7 **Financial Plan:** A Financial and Capital Improvement Plan has been prepared to conceptually capture the projected on site development costs associated with the development strategies proposed in the Development and Service Plans. This in-depth financial analysis will help potential land buyers efficiently identify potential development costs that will facilitate an executable development and phasing strategy that is economically supportable by real world market forecasts and projected regional economic development and growth. Section 7.0 discusses Land Development Costs, Land Sales and Leasing Revenues, Potential Funding Sources, Economic Impact Analysis, and Private Sector Involvement. A sample proforma has been provided by Venture Partners, a National developer. The sample proformas are representative of the due diligence financial analysis a developer would undertake as a basis for decision making, and illustrates various cost factors that must be considered and evaluated as a basis for concluding that a project is financially feasible.