



Tampa Bay

City of Dunedin Coca-Cola Property

Technical Assistance Panel
October 19, 2021





Tampa Bay

Urban Land Institute's Mission:

Shape the future of the built environment for
transformative impact in communities
worldwide



About the Urban Land Institute (ULI)

- Not-for-profit education and research institute supported by its members.
- Established in 1936, ULI has more than 45,000 members internationally representing all aspects of land use and development disciplines.
- The Tampa Bay District Council has more than 600 members in 7 counties including Pinellas, Hillsborough, Pasco, Manatee, Sarasota, Hernando and Citrus.

About ULI Technical Assistance Panels (TAPs)

- Technical Assistance Panels (TAPs) are convened to provide multidisciplinary advice on land use and real estate issues.
- A group of diverse professionals volunteer their time visiting and analyzing the built environment, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward.

TAP PROCESS

- Briefing documents provided by the City of Dunedin Team
- One-on-one conversations with the Mayor + City Commissioners
- Tour of site for local TAP members + community stakeholder interviews
- Team discussions
- Initial informal presentation to the City staff team
- Written report
- Presentation at City Commission Workshop





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ULI Technical Assistance Panel Questions

- 1. What does the market dictate for potential future industrial users of the site that create jobs and generates positive economic impact for the City and region?**
- 2. Considering the neighborhood context and amenities, what landscape and site design characteristics should be included as part of the adaptive reuse of the site?**
- 3. What steps should the City take to motivate and attract desired redevelopment and reuse of the site, including economic incentives and marketing opportunities?**

What We Heard...

Insights from Stakeholder Interviews

- The City has limited control – the property is private
- The County is a strong partner with Dunedin
- Preserving industrial uses in the City and County is important / change of use may be challenging
- Preserving a job generating use is important / high paying jobs are preferred
- The City is not a natural industrial site
- Some openness to a potential zoning change
- The site presents a special opportunity for the City - especially to tie in with City's unique character and charm
- Increasing traffic is a big concern

SWOT ANALYSIS

STRENGTHS	CHALLENGES/WEAKNESSES
<ul style="list-style-type: none">• Large site where developable land is limited• Adjacent to Pinellas Trail• Connectivity to downtown/amenity rich neighborhood• Excellent mid-Pinellas location• High quality of life• No land use change required to attract industrial• Ability to upgrade curb appeal• Existing / excellent labor force• Industrial demand is strong• Historical market conditions are in the City's favor	<ul style="list-style-type: none">• Not close to major thoroughfares• Not in the core of the Pinellas Industrial market• Existing buildings need to be demolished• Unknown if property has environmental concerns (awaiting “no further action”)• Close proximity to coastline may deter some users• Surrounded by residential• New user may produce more truck and vehicular traffic

SWOT ANALYSIS

OPPORTUNITIES

- | | |
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| <ul style="list-style-type: none">• Ability to recruit single use, developer or major employer• Lack of sites in the County may motivate sophisticated developers or users• Early engagement into negotiations could result in more influence in design + product delivered• Create a collaborative culture and a “speed to transact” energy between City + new ownership• Tax base revenue• Ability to “roll out” capital expenditure capabilities intent with upgrading surrounding infrastructure | <ul style="list-style-type: none">• Potential rebranding of the project to create fresh image and positive market momentum• New user would act as catalyst to the surrounding area• New building/buildings will upgrade appearance and sense of arrival• Can create a complimentary asset to the neighborhood• Promote the proximity of amenities• Other major projects underway including City Hall, Gateway and Skinner Blvd. |
|--|--|

SWOT ANALYSIS

THREATS

- **The City does not have full control of the site**
- Unknown if the site has environmental issues
- Coca-Cola representatives located in Atlanta
- Coca-Cola could sell the property for use not in line with City's goals
- **A user can purchase the site and negatively impact traffic**
- **It appears Coca-Cola would like assured closing**
- **Lack of industrial business in the surrounding area**

MARKET UPDATE

FINANCING

- Capital is readily available for all aspects of industrial acquisition and development

MARKET HEALTH

- Market conditions for industrial are positive

DUNEDIN + SITE CONSIDERATIONS

- Dunedin is not a major market, but tailwinds with in-migration and strength of local industrial market may mitigate hesitation
- Not close to any interstate/sits within residential

POTENTIAL INDUSTRIAL USERS

TAP QUESTION 1

Industrial Sub-Groups	Characteristics
Bulk Distribution	<p>We don't believe this is a viable option for this site; these are generally larger buildings in size and insist on close proximity to major road arteries</p>
Light Distribution	<p>Location is a key component including close proximity to population/density</p> <p>Typically, not high-wage jobs</p> <p>Buildings require truck courts and may result in heavier truck traffic. We believe this site would yield two buildings, typically non-air conditioned spaces</p> <p>Typically, one developer/owner that will lease out the building to multiple uses.</p> <p>Typically, one developer/owner that will speculatively build and then lease out.</p> <p>Examples include showrooms space such as tile, flooring, cabinet, furniture</p>
Last Mile Facility	<p>A smaller building will likely be delivered on the site in this scenario for final leg of delivery</p> <p>Location desires proximity to population that is highly urbanized, infill, and dense</p> <p>More of the land will be utilized for parking, sprint vans, and truck traffic; this type of use will create higher than desired traffic</p> <p>Typically, not high-wage jobs</p>

POTENTIAL INDUSTRIAL USERS

Industrial Sub-Groups	Characteristics
Flex Buildings	<p>Designed to serve multiple purposes; the associated office ratio is generally more than 30%</p> <p>Campus-like business park with a shared architectural design and well landscaped; buildings can be retrofitted to meet several company's needs</p> <p>Heavier on employee parking</p> <p>Typically, one developer/owner that will speculatively build and then lease out</p> <p>Potential for better technically driven jobs but will depend on the user/users</p> <p>Examples include data centers, research and development, bio sciences, or pharmaceutical</p>
Cold Storage	<p>Highly specialized use for storing large amounts of food product for keeping refrigerated for large periods of time</p> <p>Tends to be near a major road artery</p> <p>Single user building</p>

POTENTIAL INDUSTRIAL USERS

Industrial Sub-Groups	Characteristics
Light Manufacturing	<p>Can house companies who are producing products using special machinery, chemicals, or materials</p> <p>Tend to want to be near major road artery for delivery of raw materials and distribution</p> <p>Better paying jobs / technically driven</p> <p>Generally, fully air conditioned</p> <p>Examples include pharmaceutical, compounding, processing, light assembling</p>
Small Business Park	<p>Developer and owner may subdivide and sell the land to individual companies</p> <p>Developer may insist on consistency among buildings or provide flexibility as each unit would have own its requirements</p>

INDUSTRIAL EXAMPLE - LIGHT INDUSTRIAL

Lakewood Ranch – Gatewood Corporate Center

3135 Lakewood Ranch Boulevard, Bradenton, FL 34211



Quick Facts

- ±500,000 SF
- Built in 2017-2019
- Industrial use within a master planned residential community
- Sold in 2020 for \$60.5 mill

INDUSTRIAL EXAMPLE: LAST MILE

Tampa Fulfillment Center

101 S. 34th St., Tampa, FL 33605



Quick Facts

- 178,000 SF
- Built in 2020
- Industrial mixed-use, last mile distribution
- Infill location near waterfront
- Fully leased
- Sold in 2021 for \$32.65 mill

ZONING INFORMATION

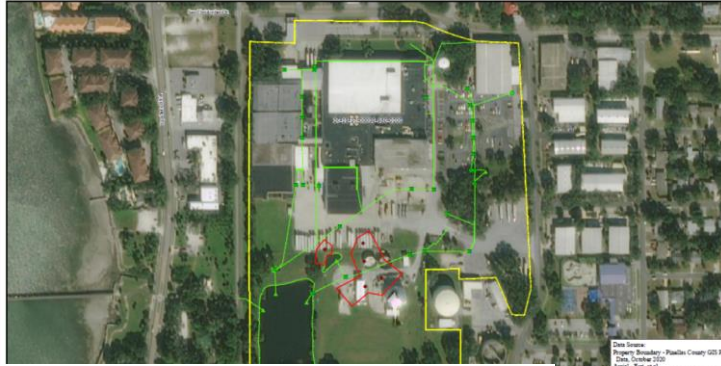
- Site is zoned for General Industrial
- GI District allows for a variety of uses, many of which are more intense than currently there
- Some permitted uses may be undesirable to the City (towing or transportation facility, cremation facility, communication towers)
- Other uses suggested by stakeholders (hospital, municipal service buildings, active open space) not currently permitted
- Certain uses allowed as accessory, but only within the structure of the principal use (office, retail)
- Maintaining industrial is an important Pinellas County policy
- A mix of uses may become more palatable, given new affordable housing state regulation, and characteristics of this site

ZONING INFORMATION : LANDSCAPE + SITE DESIGN

- Zoning will dictate requirements for site design and landscape
- Requirements for visual buffering will depend on the user
- Opportunity for more transitional use – such as affordable housing, now permitted on industrial land
- Opportunity to re-evaluate City’s industrial zoning elements to ensure alignment with current industrial uses and city goals
- Potential to improve buffering and enhance connections through the City’s capital improvement program or an incentive package.

ENVIRONMENTAL INFORMATION

- Ongoing FDEP monitoring of the site – since 1990
- Potential restrictive covenants on the site may influence future economic development and land use
- Coca-Cola and the City are awaiting final documents on this matter
- FEMA maps place the southwest corner of the site in a flood plain.
- Proposed new buildings will require full compliance with current FL building standards and FEMA flood zone elevation



Site Overview
Property: Industrial - Palmetto County 003 Plot
Date: October 2008
Scale: 1" = 40'
Aerial Imagery: Commercial Aerial Imagery Map
(2008/05/25), Aerial Photo Overlay
Interpretive Features - Old Location Map
(© 1999/05), Aerial Photo Overlay



The Federal Emergency Management Agency flood zone map of the area.

ENGINEERING CONTROLS Figure

TAP QUESTION: STEPS + OPTIONS TO MOTIVATE DEVELOPMENT

- Site represents significant economic development opportunity
- Ability to motivate and persuade development directly related to scope of control and influence over parcel
- Current control comes from zoning and site plan review process
- Incentives could be considered to attract desirable user, aligned with City's goals for the site
- Public private partnership approach is an alternative to consider
- A purely incentives-based approach may not dissuade a permitted industrial user, regardless of City's preferences
- City's purchase of the site would ensure full control

INTRODUCTION OF SCENARIOS

- As it functions today, Coca-Cola appears to have struck a chord of compatibility with the neighborhood.
- The TAP panel heard the desire to keep the site industrial and has outlined a number of alternatives.
- However, there is a bigger question for the City and that is whether industrial is the best use given the greater context of the City's long - term vision for its future
- Planning for the site's future in tandem with a larger community plan will greatly influence what levers the City chooses to employ to ensure this outcome is realized.



RECOMMENDATIONS



SCENARIO 1:
**Market Dictates Future
Industrial User**



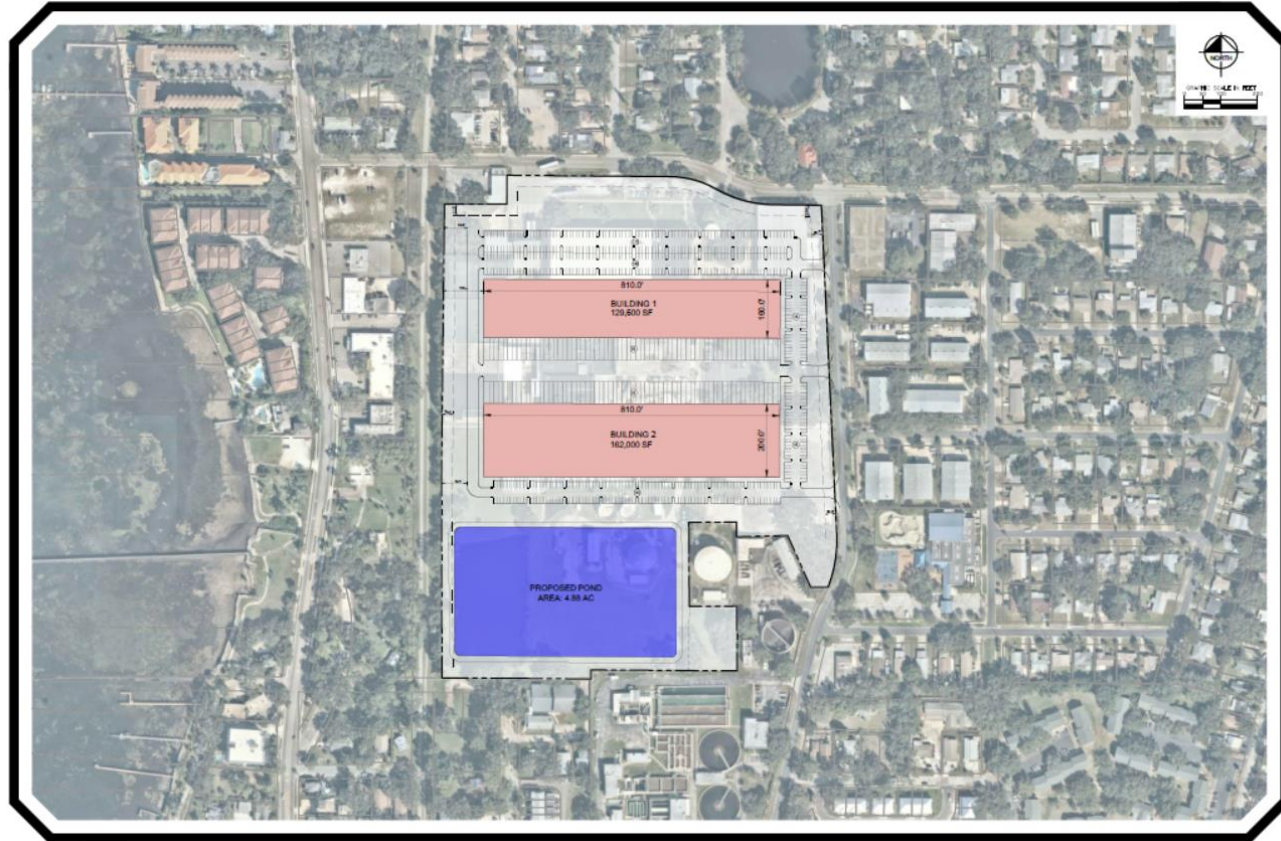
Scenario 1 – First Alternative

- Coca-Cola contracts to sell property to industrial developer or user.
- Last Mile type of user
- Existing buildings are demolished + modern industrial building(s) are constructed.
- Property continues to provide jobs and a solid tax base.
- Depending on industrial user this could result in substantial increases in truck and delivery traffic.



Scenario 1 – Second Alternative

- Multiple Industrial Users alternative
- Spec Industrial Buildings with cross dock configuration.
- Multiple Industrial Users within buildings.
- More traditional industrial mix of users.
- Some larger or smaller tenants.



An aerial photograph of a coastal town, likely in Florida, showing a mix of residential, commercial, and industrial buildings. A large green rectangular overlay is positioned in the lower-left quadrant, containing white text. The town extends to a waterfront with a large body of water and a distant city skyline. The green overlay is semi-transparent, allowing some of the background image to be seen through it.

SCENARIO 2:
New Owner Pursues Rezoning

2

Scenario 2 – New Owner Pursues Rezoning

- Coca-Cola contracts to sell property to developer or user with non-industrial plans for the site.
- Most likely use would be a form of residential (single family, townhomes, apartments).
- Could include component of affordable housing.
- Potential long contentious rezoning battle. If successful, permanent loss of job base.



SCENARIO 3:

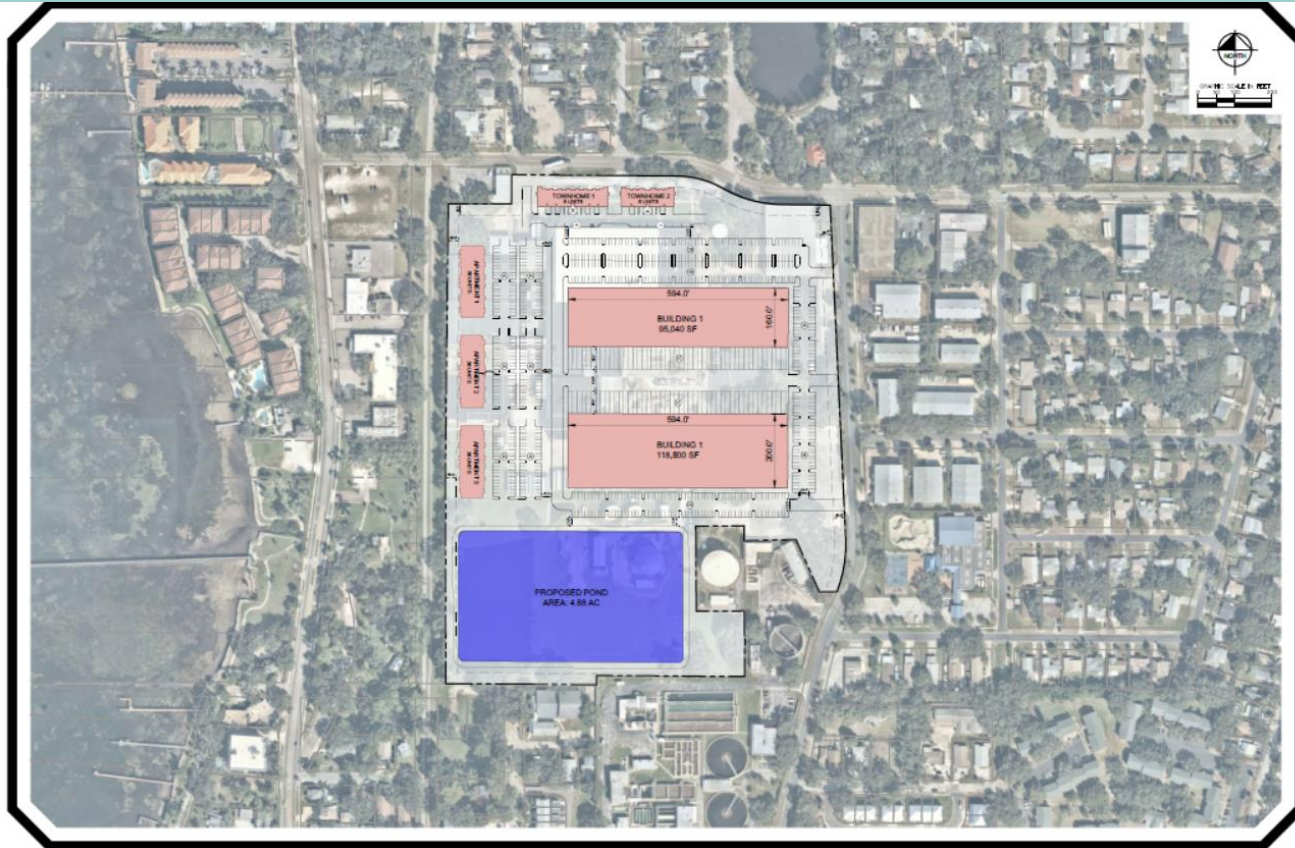
**Future Developer Pursues Mix of
Uses**



Scenario 3 – Future Developer Pursues Mix of Uses

- Coca Cola contracts to sell property to one or more developers or users that combine a mix of uses including industrial, ancillary retail and housing.
- Property continues to generate jobs, a commercial property tax base, and an active corridor.
- Housing potential and ancillary retail (likely fronting the Pinellas Trail) could add to the unique character of the property and Dunedin.
- Will require significant local support from Dunedin to gain traction with County decision makers. Will have to overcome draft declaration of covenant and restrictions which may limit certain uses (like residential) due to environmental concerns.

Scenario 3 – Future Developer Pursues Mix of Uses



An aerial photograph of a school campus, showing various buildings, a large green field, and a baseball field. A dark green rectangular box is overlaid on the bottom left of the image, containing white text. The background image is semi-transparent.

SCENARIO 4:

City Purchases and Conducts RFP Process

4

Scenario 4 – City Purchases and Conducts RFP Process

- Coca-Cola sells property to municipality.
- Community controls the future of the property.
- Municipality able to conduct a structured request for proposals to identify the right use for the property
- There is the possibility that the property could sit idle for an extended period of time while community works to form consensus on future use. Tax revenue from parcel evaporates during period of public ownership.

CONCLUDING THOUGHTS

- Site presents a significant opportunity for Dunedin and Pinellas County to maintain or even increase local employment
- Industrial market is strong in Tampa Bay.
- However, this is not a natural industrial site although the strong market makes it potentially attractive to certain types of industrial
- It is also private property so municipal levers of control are currently limited to zoning and site plan review
- This TAP presented a range of scenarios for how industrial development of this site might occur.
- Ultimately, the City should clarify its goals for the redevelopment of the site and work in partnership with the County to define the best approach to ensuring the future development is in keeping with these goals.

An aerial photograph of a coastal town, likely in Florida, showing a mix of residential houses, commercial buildings, and a large green field. The town is situated along a body of water, with a long pier or breakwater extending into the sea. The sky is clear and blue. A large, semi-transparent green rectangle is overlaid on the bottom half of the image, containing the text "Closing & Thank You" in white, bold, sans-serif font.

Closing & Thank You