

Clewiston Waterfront Master Plan

Southwest Florida Regional
Planning Council & City of
Clewiston, Florida

DELIVERABLE 2: MARKET ANALYSIS

SEPTEMBER 30, 2021



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Introduction

This study was conducted over several months using primarily desktop research using third-party data from the US Census, real estate data provider CoStar, and ArcGIS/ESRI Business Analyst. Part of the work also included a review of previous planning documents (city, county) and projections by others, particularly those associated with the proposed Airglades project, which is expected to have a significant impact on the community.

Market Analysis

Market Analysis for real estate development typically involves a review of broader economic conditions, followed by a review of the real estate market specifically. The latter starts with a description of the market as a whole, as well as the quantification and characterization of the demand and supply of space. Variations in the location, quality, price, and positioning of space are discussed. Case Studies and potential concepts may also be provided. Each use (office, retail, residential, etc.) is different and warrants a separate analysis, often using different sources.

Demand Drivers

Residential is driven by population growth, household size, incomes, and affordability...as well as lifestyle changes, population mobility, employment (location, duration, job security), and the character of the existing housing stock (unit type, size, amenities, etc). Demand can vary for rental vs sale product (the market for the former is currently growing). There can also be management and control considerations. A range of options have been considered here: single-family homes, townhomes, condos, and traditional rental apartments, as well as niche variations: serviced apartments, resort residential, multi-generational/senior housing – some of these blur the line between residential and hospitality. For the most part we have been brainstorming ideas in this regard first, and a final decision will be based on market sounding and acceptance.

Hotels are driven by tourism numbers, both business and leisure, length of stay, persons per room, and the competitive landscape of similar properties (of which there are not many) and alternative accommodations in the vicinity. There is limited information on local tourism, but we provide information on the existing accommodations sector for context so that the reader has a rough understanding of the market.

Retail is driven by population and incomes in the surrounding area, spending habits, and factors such as location, convenience, and experience offered by a particular site in relation to its competitors. Retail is a sector that is undergoing major changes, which makes it hard to model in terms of demand; many of the changes are driven by the continued growth of e-commerce, direct delivery, and changing lifestyle expectations. People are still spending, but they are not visiting traditional bricks and mortar stores to the same degree as before, or for the same reasons. Many existing players are struggling; many new players are entering the space; there are new channels of marketing; traditional “retail rules” are increasingly irrelevant. At a national level there is broad consensus that the overall landscape may be “over-retailed” and that much of the existing inventory of space will not only change tenants; it may also be re-purposed into something else. “Experience Retail/F&B” is on the rise, which is something we should consider, given the site’s location. But we also need to be realistic about the size of any retail component here (not large, given the fact that the site is fairly small, in a less visible and mostly residential area)

Food and Beverage (F&B) facilities are driven by many of the same factors as retail: population and incomes, spending habits, lifestyle, location, and experience. Spending on F&B has been increasing - a long-term trend associated with both increasingly busy lifestyles and a shift in spending away from acquiring “things”; the focus is increasingly

“experiences” (of which dining is one) instead. Both daytime employment and nighttime/weekend residential populations drive F&B spending; tourism can also have an impact. The site we are considering currently lacks any zoning for F&B, but the addition of such elements could improve its attractiveness both to future owners/tenants and the broader public.

Office is driven by service sector employment, location, price, quality, amenities and of course the competitive context. Traffic congestion, transit options, and travel times would normally be important to consider as part of a location assessment, but they don't appear to be issues in Clewiston. In fact, Clewiston's employment base is not particularly office-focused at present. While that may change over time, the site being considered is a less likely candidate for any substantial office development.

Demand Modelling

Once there is a general understanding of the market, a mathematical “demand model” – basically an excel spreadsheet - is often created as a working tool that helps document assumptions embedded in the calculations and provide the reader with an understanding of the various factors behind the demand for space. When planning for larger land areas, these models help determine the right balance of different uses and densities, as well as the phasing of development and associated infrastructure. When considering smaller, individual sites the models tend to be more for scenario planning and are assumption-based; nevertheless, they still help inform the development program and strategy.

Recommended Program & Positioning

Some preliminary ideas for the program have been forward towards the end of this report; these are subject to change based on confirmation of the allowable development amounts and type. The existing zoning places limitations on what could be developed here but it is the consultant's understanding that the city may be re-evaluating that in light of new projections for the area's overall growth.

Boundary Definition

PROJECT SITE

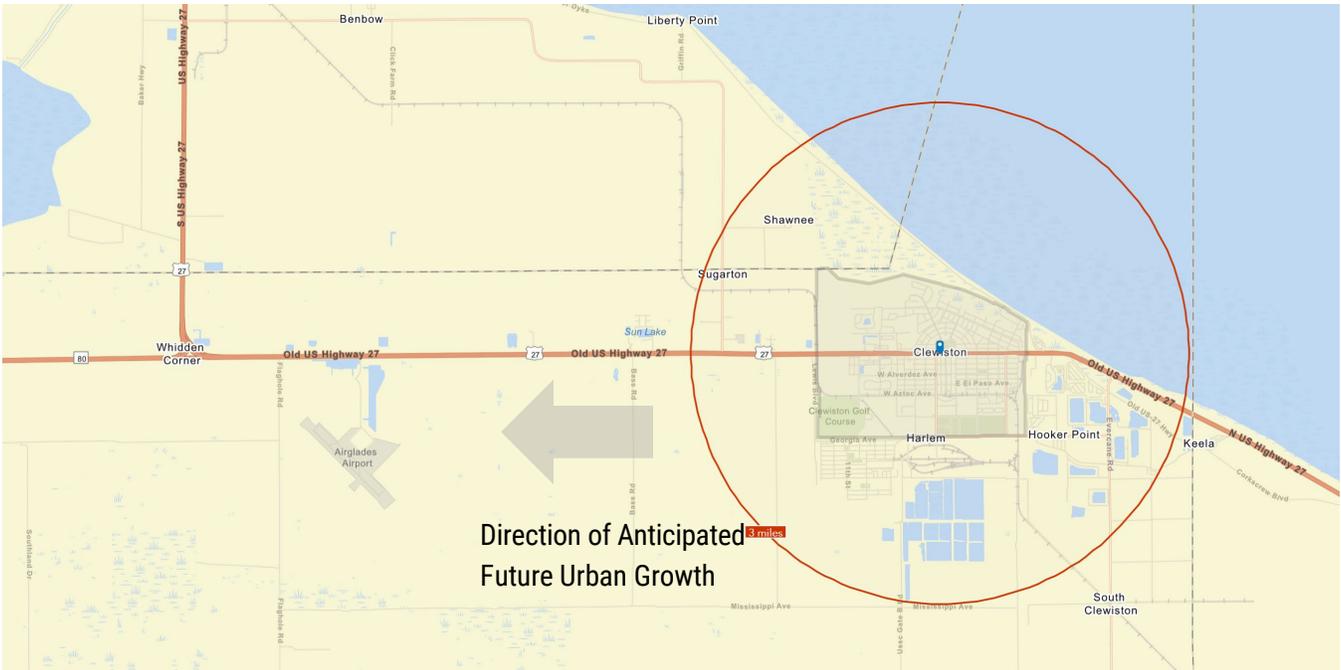
The project site is defined by the area shown below, although the area on the north side of the draining canal including the dike and a portion of the lake is assumed to be excluded as it is for public use/undevelopable.



MARKET AREA

For the purposes of this market study, the boundary for the market analysis has been examined in a few different ways:

- the city boundary itself
- a 3 mile radius from the center of the city (which encompasses the existing urban areas just outside the formal boundary of the city)



Source: ESRI Business Analyst, Stantec

In some cases we will also be looking at larger areas that represent either future growth of the city or the market areas it draws from and competes with, such as:

- the City’s Western Service Area (which extends west to include most of the developments being planned as a result of the Airglades project and its infrastructure upgrades)
- Hendry County
- Southern Florida



Aerial Photo of the City from the Northeast, with the site indicated at right.



Map of key points of interest in the City. Source: City of Clewiston

Population & Demographic Trends

CLEWISTON POPULATION

Clewiston is a small sized city of approximately 8,000 people, with modest incomes (avg HH income: \$50K) reflective of its agricultural economy, and the more minor roles it plays as a leisure tourism and retirement destination. The median age (36) is younger than the statewide average (43), and the average household size is larger (3.1 vs 2.5p). Median home values at around \$160K are roughly 40% less than the state as a whole (\$269K), and less than 1/2 that of the broader Miami CBSA.



POPULATION TRENDS AND KEY INDICATORS

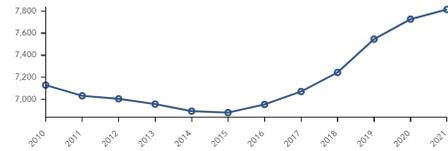
Clewiston City, FL

7,815	2,503	3.07	35.9	\$49,689	\$160,172	76	171	80
Population	Households	Avg Size Household	Median Age	Median Household Income	Median Home Value	Wealth Index	Housing Affordability	Diversity Index

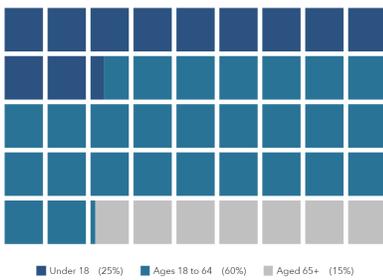
MORTGAGE INDICATORS



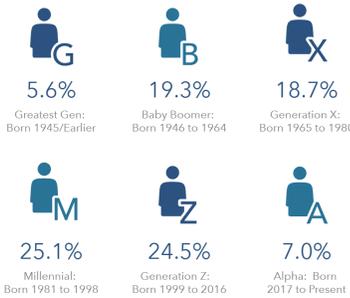
Historical Trends: Population



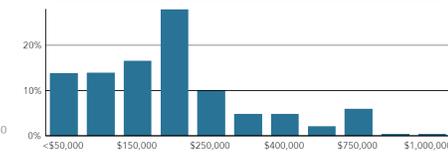
POPULATION BY AGE



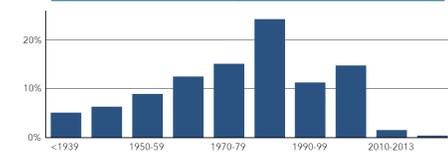
POPULATION BY GENERATION



Home Value



Housing: Year Built

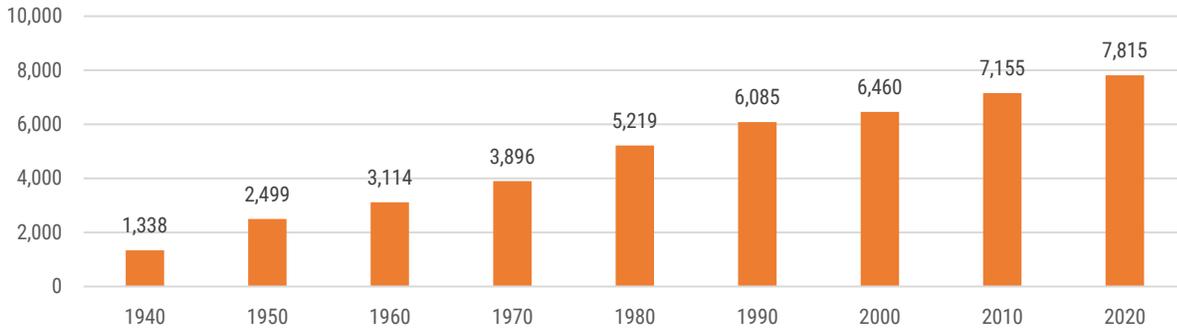


esri THE SOURCE FOR SPATIAL INTELLIGENCE This infographic contains data provided by American Community Survey (ACS), Esri, Esri and Bureau of Labor Statistics. The vintage of the data is 2015-2019, 2021, 2026. © 2021 Esri

The graph below shows how Clewiston has had fairly consistent, if modest growth over the long-term. Although the long-term rate has slowed to about 1%/yr in recent decades, the last 5 years (shown in the infographic above) have seen some acceleration of this rate, with cumulative growth of over 10% during that period.

Although it is from a relatively small base and varies from year to year, the growth of Clewiston has been comparable to that of Miami over the last 20 years on a percentage basis (21% vs 22%, respectively).

Long-Term Population Growth of Clewiston

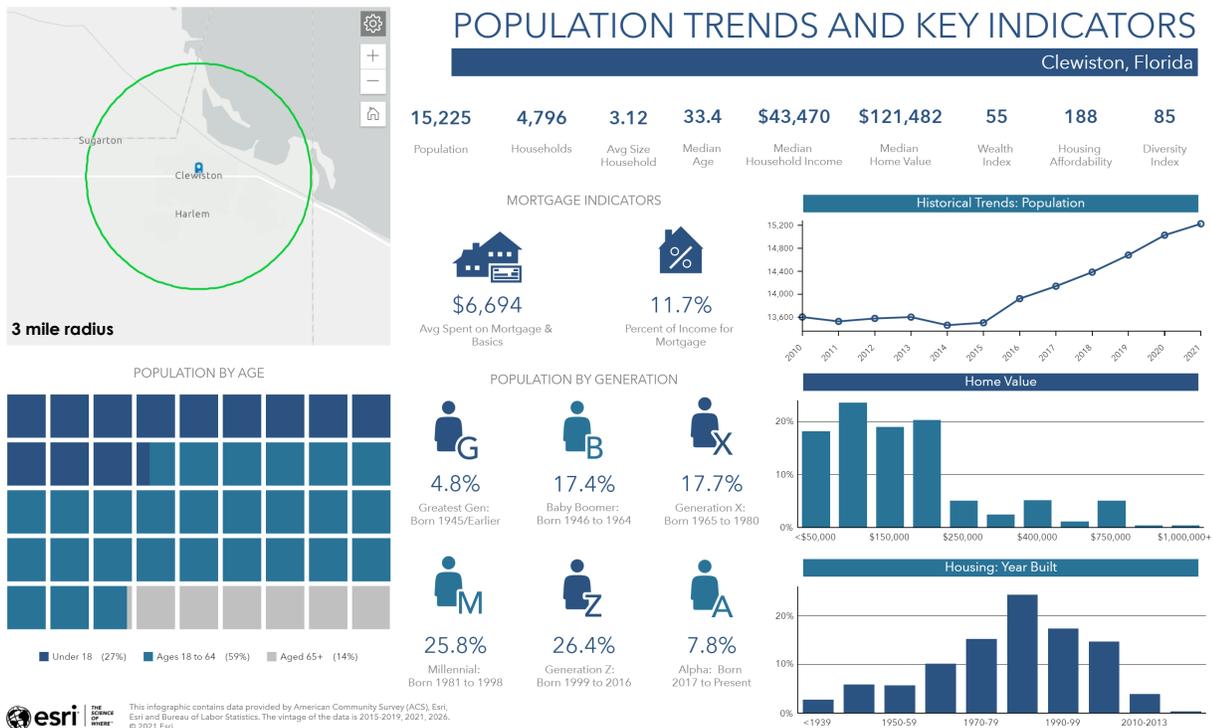


Source: Census, ESRI Business Analyst, Stantec

Much of the original area within the original boundary of the city is built out, and in fact various settlements have grown up just outside the city border. Using a 3-mile radius from the city center captures this broader population which is roughly double that (15K) of the city alone.

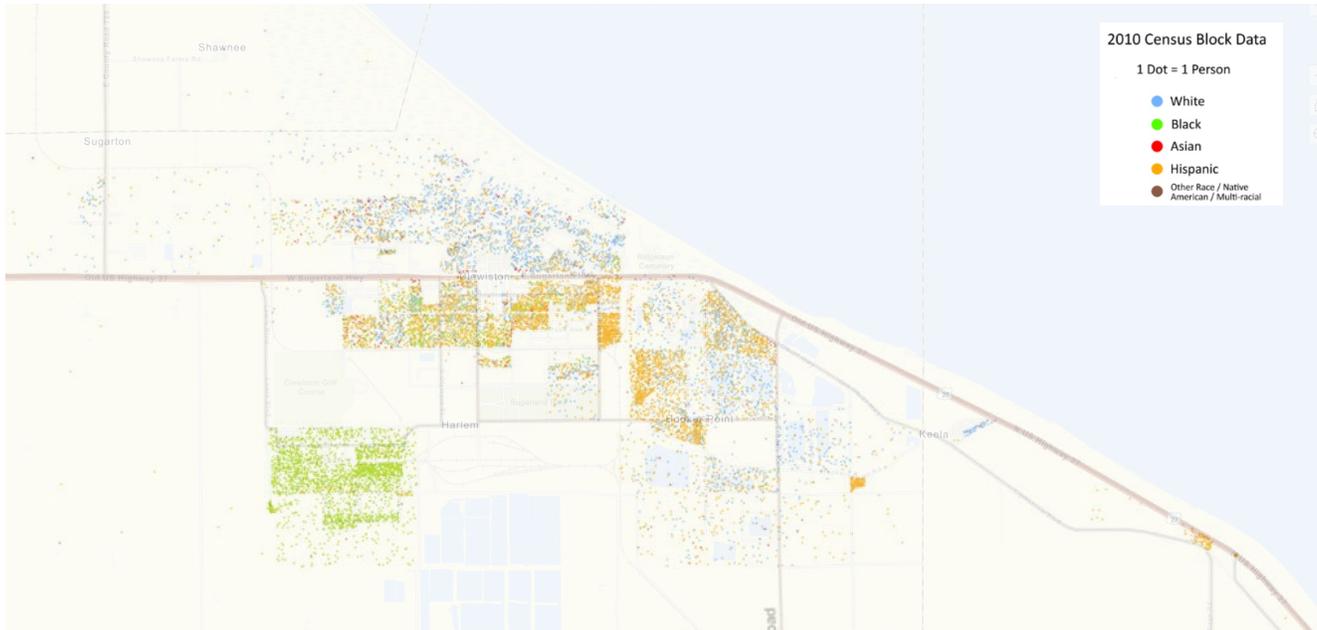
A significant amount of land both within and just outside the city boundary to the west is being planned for significant future development as part of the Airglades project, which will be discussed later in the report. Projections indicate that the population of this extended area has the potential to nearly double over the 25-year period through 2045. Much of this area lies within the city’s service boundary and effectively would become part of the community over time.

POPULATION WITHIN 3-MILE RADIUS



The maps on the following pages depict some key information about the population to give context.

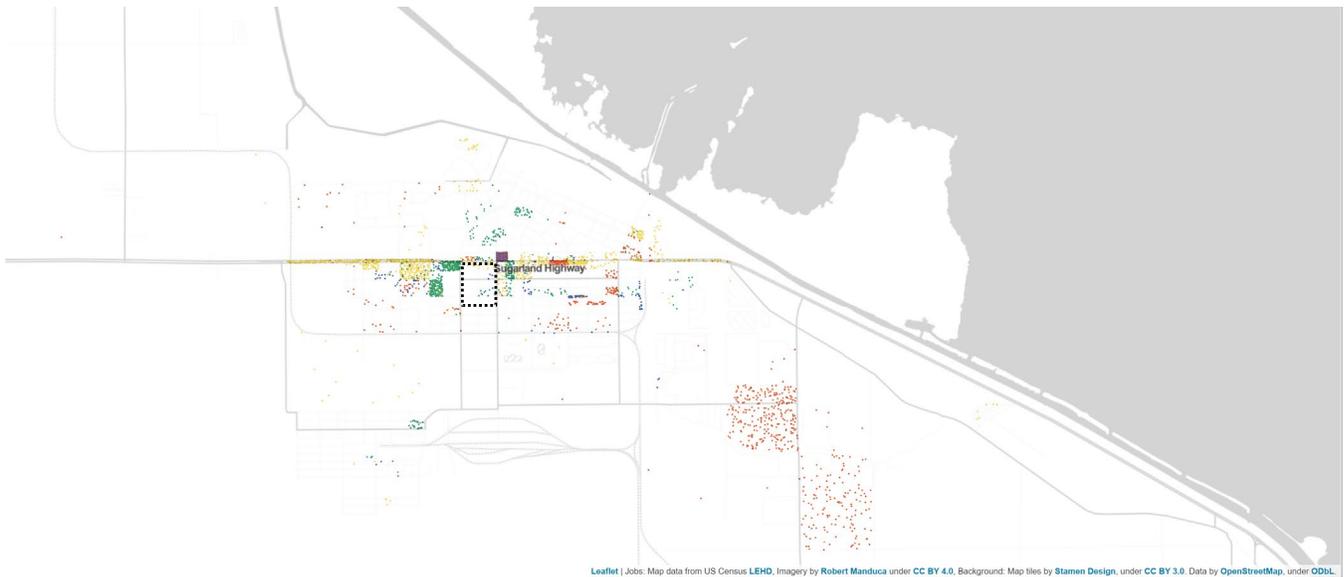
Population by Race



Source: Racial Dot Map (2010): <http://racialdotmap.demographics.coopercenter.org/>

While Clewiston is largely White, there are significant clusters of other populations (Black, Hispanic) and these are somewhat spatially segregated as indicated in the map.

Population by Occupation



One Dot = One Job. Manufacturing and Logistics - Professional Services - Healthcare, Education, and Government - Retail, Hospitality, and Other Services

Source: Where are the Jobs? (2014) <https://www.robertmanduca.com/projects/jobs.html>

Employment is largely concentrated along Sugarland Highway (US Hwy 27) which runs through the center of the community. Jobs are largely a combination of Healthcare, Retail, Hospitality, and other Services (although there is some manufacturing outside of the city). Most of the jobs are on the south side of the road, although many of the

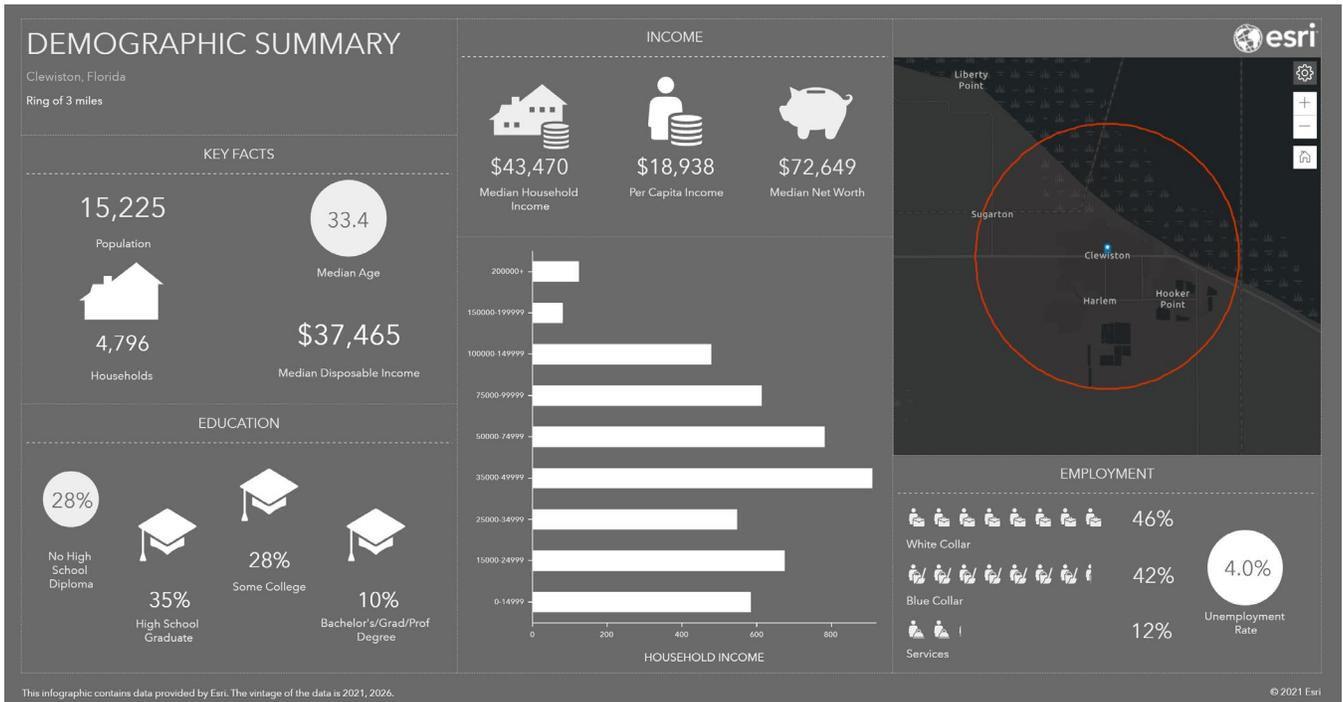
hotels are on the northern side. There is an area of several blocks consisting of commercial and industrial buildings as indicated by the dashed line, but the businesses located in this commercial district have relatively lower levels of employment compared to those along the highway.

Population by Income



Source: Census, ESRI Business Analyst, Stantec

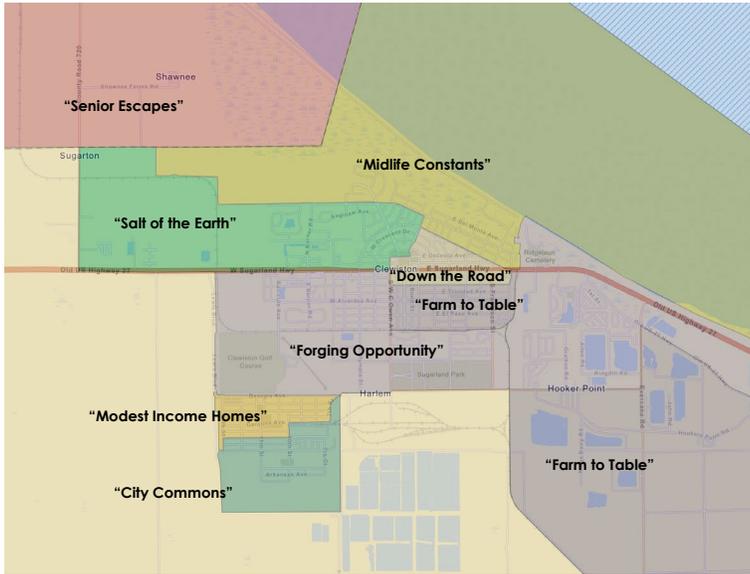
Residents of the city generally have higher median household incomes than those living outside of it. Areas north of the highway, which include many older homes dating back to the original plan of the city have the highest incomes.



Source: Census, ESRI Business Analyst, Stantec

Tapestry Segmentation

Tapestry Segmentation data is also used to describe the population of an area by lifestyle, spending, and other preferences that often cross racial and economic classifications. Such information – called psychographics – is used in the field of marketing to determine where to target spending, growth, etc. It helps characterize various subcultures and give a descriptive and qualitative impression of people (that is still based on data).



Tapestry LifeMode	Households	HHs %	% US HHs	Index
learn more...				
Sprouting Explorers (L7)	1,359	54.29%	7.20%	754
Cozy Country Living (L6)	464	18.54%	12.06%	154
GenXurban (L5)	392	15.66%	11.26%	139
Rustic Outposts (L10)	288	11.51%	8.30%	139

Source: Census, ESRI Business Analyst, Stantec

The map above indicates the dominant tapestry segments in each neighborhood of the city; the table at right refers to the parent “Lifemodes” that these segments fall under (the colors roughly align to those in the map).

LifeMode 7 “Sprouting Explorers”

- Young homeowners with families.
- Multilingual and multigenerational households with children who represent second-, third-, or fourth-generation Hispanic families.
- Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980.
- Hardworking and optimistic, most residents aged 25 years or older have a high school diploma or some college education.
- Shopping and leisure also focus on their children—baby and children's products from shoes to toys and games and trips to theme parks, water parks, or the zoo.
- Children enjoy playing video games on personal computers or handheld or console devices.
- Many households have dogs for domestic pets.

LifeMode 6 “Cozy Country Living”

- Empty nesters in bucolic settings.
- Largest Tapestry group, almost half of households located in the Midwest.
- Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans.
- Politically conservative and believe in the importance of buying American.

- Own domestic trucks, motorcycles, and ATVs/UTVs.
- Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online.
- Own every tool and piece of equipment available to maintain their homes, vehicles, vegetable gardens, and lawns.
- Listen to country music; watch auto racing on TV; and enjoy outdoor activities, such as fishing, hunting, camping, boating, and bird watching.

LifeMode 5 “GenXurban”

- Gen X in middle age; families with fewer kids and a mortgage.
- Second-largest Tapestry group, composed of Gen X married couples, and a growing population of retirees.
- About a fifth of residents are 65 or older; about a fourth of households have retirement income.
- Own older single-family homes in urban areas, with 1 or 2 vehicles.
- Live and work in the same county, creating shorter commute times.
- Invest wisely, well insured, comfortable banking online or in person.
- News enthusiasts (read a daily newspaper, watch news on TV, and go online for news).
- Enjoy reading, renting movies, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise.

LifeMode 10 “Rustic Outposts”

- Country life with older families in older homes.
- Depend on manufacturing, retail, and healthcare, with pockets of mining and agricultural jobs.
- Low labor force participation in skilled and service occupations.
- Own affordable, older single-family or mobile homes; vehicle ownership is a must.
- Residents live within their means, shop at discount stores, and maintain their own vehicles (purchased used) and homes.
- Outdoor enthusiasts, who grow their own vegetables, love their pets, and enjoy hunting and fishing.
- Pay bills in person; use the yellow pages; read newspapers, magazines, and mail-order books.

The dominant tapestry segment where the project is located is called “Midlife Constants”. ESRI provides a series of slides for each tapestry segment that further explains what these subcultures tend to be like; a few of the most relevant are found below.

A detailed discussion of this type of information is beyond the scope of this report, but additional information on the other identified groups can be found [here](#). The information provided here is to give a general characterization of the community that goes beyond dry statistics.



LifeMode Group: GenXurban
Midlife Constants

5E

Households: 3,068,400
 Average Household Size: 2.31
 Median Age: 47.0
 Median Household Income: \$53,200

WHO ARE WE?

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

OUR NEIGHBORHOOD

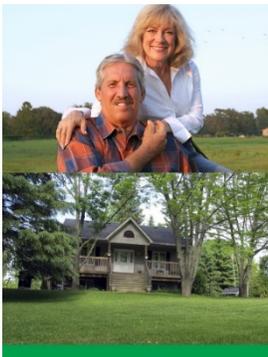
- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100 (Index 74).

SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort, not cutting-edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



LifeMode Group: Cozy Country Living
Salt of the Earth

6B

Households: 3,545,800
 Average Household Size: 2.59
 Median Age: 44.1
 Median Household Income: \$56,300

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Home ownership rates are very high (Index 133). Single-family homes are affordable, valued at 25 percent less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family is their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



LifeMode Group: Sprouting Explorers
Farm to Table

7E

Households: 299,600
 Average Household Size: 3.98
 Median Age: 27.4
 Median Household Income: \$35,300

WHO ARE WE?

Farm to Table is a small, but distinctive market, located almost entirely in the West (primarily in California and Washington). These neighborhoods are home to young families with children and, frequently, multiple generations living in single-family homes. A third of these residents are foreign born; 32% of households are linguistically isolated. This market is all about spending time with family and taking care of family and home. More homes are rented than owned, located in semi-rural areas where agriculture dominates. Household income is lower than the US, supplemented by self-employment, home-grown products, and some public assistance. Consumers favor Spanish language media and watching sports on television.

OUR NEIGHBORHOOD

- Young families dominate this market, with a median age less than 28 and an average household size of 3.98 (Index 154). Average family size is also higher, at 4.26 (Index 134), with a number of multigenerational households (Index 266).
- Dominant household types: 38% are married-couple families with children (Index 173) and 21% are single-parent families (Index 181).
- Most households (about 57%) rent their homes.
- Homes are primarily single family homes (60%), with a large share of mobile homes (more than twice the US) and multiunit (2-4 units) dwellings (Index 146).
- Nearly three-fifths of homes were built before 1980.

SOCIOECONOMIC TRAITS

- 24% have a high school diploma and almost half of high school graduates have also completed some college or a degree.
- 30% of households have members who speak only Spanish (Index 595).
- Primarily skilled work force, in agriculture.
- Income comes primarily from wages with assistance from Supplemental Security Income (Index 157) and public assistance income (Index 327).
- They are cost-conscious consumers, willing to shop around to obtain the best price.
- Spending time with family is a top priority.
- They use TV more than any other media to stay informed.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MR-Simmons.



LifeMode Group: Sprouting Explorers
Forging Opportunity

7D

Households: 1,289,900
 Average Household Size: 3.62
 Median Age: 28.9
 Median Household Income: \$38,000

WHO ARE WE?

Family is central within these communities, bringing rich traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

OUR NEIGHBORHOOD

- Family market; over a third of all households are married couples with children, with a number of multigenerational households and single-parent families; household size is higher at 3.62.
- While most residents live in single-family homes, almost 10% of householders reside in mobile home parks.
- Homes are owner occupied, with slightly higher monthly costs (Index 103) but fewer mortgages (Index 83).
- Most are older homes, nearly 60% built from 1950 to 1989.
- Most households have one or two vehicles; many commuters car pool or walk to work (Index 145).
- *Forging Opportunity* residents live within the urban periphery of larger metropolitan areas across the South and West.

SOCIOECONOMIC TRAITS

- While a majority finished high school, over 40% have not (Index 321).
- Labor force participation is slightly lower at 61%.
- More than one in four households is below the poverty level (Index 183).
- Residents balance their budgets carefully by spending only on necessities and limiting activities like dining out.
- Many have no financial investments or retirement savings, but they have their homes.

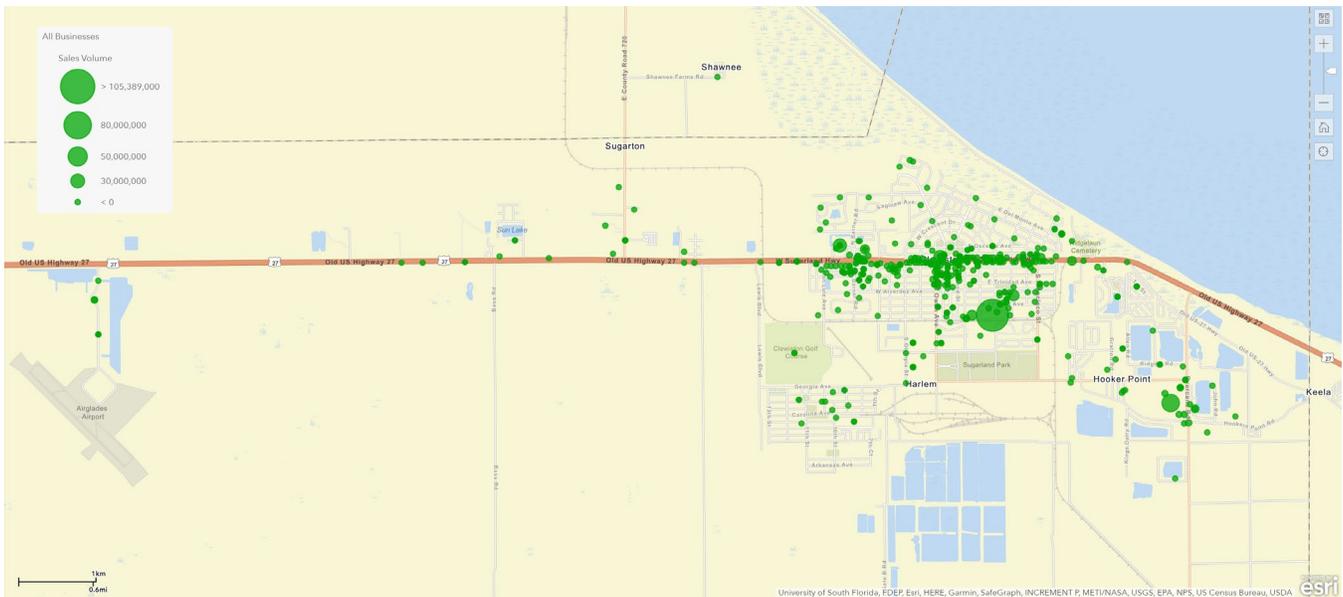
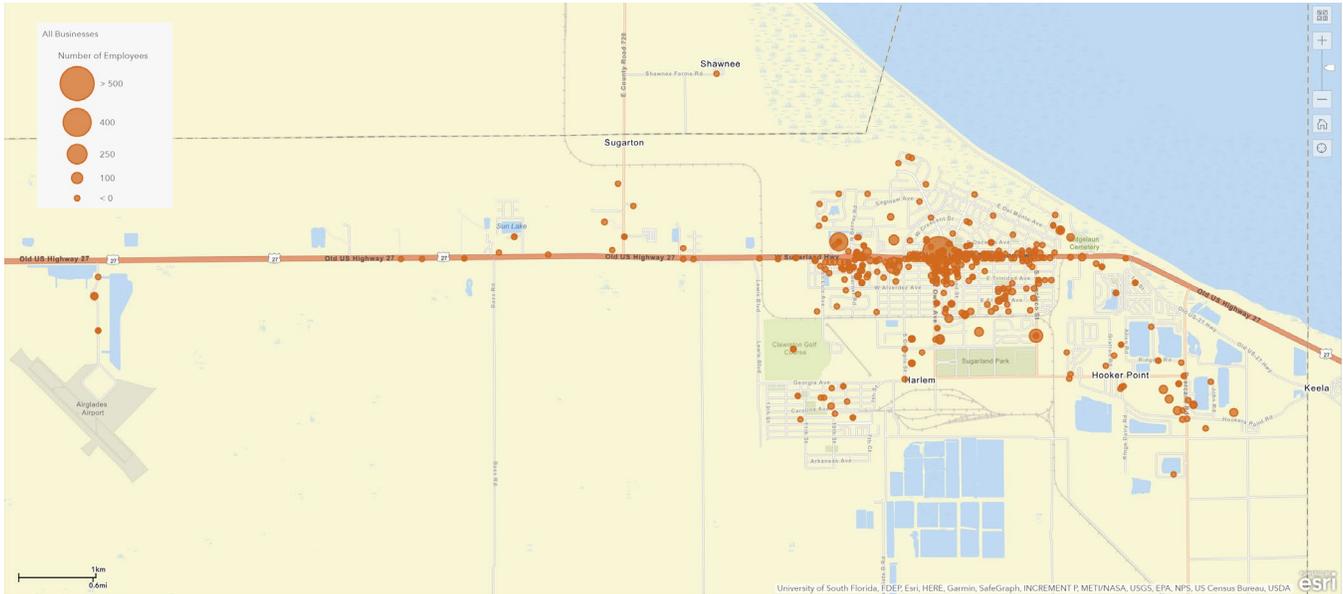


Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MR-Simmons.

Economic Activity

MAPPING OF BUSINESS ACTIVITY

The most recent data on business activity downtown is shown below, in maps that show business locations and sizes by employees and sales revenue.



Source: ESRI Business Analyst, Stantec

NUMBER OF BUSINESSES BY INDUSTRY CATEGORY

Tables and graphs of this data are shown below. There are approximately 537 Businesses in the city; the largest numbers of businesses are in retail, services, accommodation, and dining.

Category	# Businesses
Retail Trade	87
Other Services (except Public Administration)	57
Accommodation and Food Services	49
Finance and Insurance	47
Health Care and Social Assistance	44
Public Administration	36
Professional, Scientific, and Technical Services	28
Construction	26
Real Estate and Rental and Leasing	22
Transportation and Warehousing	19
Arts, Entertainment, and Recreation	15
Administrative and Support and Waste Management and Remediation Services	13
Wholesale Trade	13
Educational Services	12
Manufacturing	11
Information	10
Agriculture, Forestry, Fishing and Hunting	5
Management of Companies and Enterprises	2
Mixed/Not Classified	41
Total	537

Source: ESRI Business Analyst, Stantec

EMPLOYMENT BY INDUSTRY CATEGORY

These businesses employ 4,770 people in the City of Clewiston. The largest sectors in terms of employment are Retail, Manufacturing, Accommodation and Food Service, Health Care and Social Assistance, Education, and Public Administration (Government). Transportation and Warehousing is not currently one of the larger sectors but that may change in the near future as a result of the planned Airglades project.

Industry Category	# Employees
Retail trade	657
Manufacturing	611
Accommodation and food services	570
Health care and social assistance	541
Educational services	493
Public administration	373
Transportation and warehousing	236
Construction	182
Finance and insurance	182
Agriculture, forestry, fishing and hunting	154
Other services (except public administration)	153
Professional, scientific, and technical services	151
Wholesale trade	125
Arts, entertainment, and recreation	96
Real estate and rental and leasing	77
Information	58
Management of companies and enterprises	53
Administrative and support and waste management and remediation services	48
Mixed/not classified	11
Total	4771

Source: ESRI Business Analyst, Stantec

A more detailed breakdown is provided as follows:

Industry Categories	# Employees	# Business	Avg Emp/Bus
Retail Trade	657	87	8
Building Material and Garden Equipment and Supplies Dealers	38	8	5
Motor Vehicle and Parts Dealers	82	17	5
Miscellaneous Store Retailers	58	11	5
Clothing and Clothing Accessories Stores	15	5	3
Nonstore Retailers	0	5	0
Food and Beverage Stores	84	16	5
Sporting Goods, Hobby, Musical Instrument, and Book Stores	11	2	6
Furniture and Home Furnishings Stores	13	2	7
Health and Personal Care Stores	52	7	7
Gasoline Stations	34	8	4
General Merchandise Stores	270	6	45
Manufacturing	611	11	56
Chemical Manufacturing	36	2	18
Fabricated Metal Product Manufacturing	10	1	10
Food Manufacturing	532	4	133
Machinery Manufacturing	27	1	27
Miscellaneous Manufacturing	1	1	1
Petroleum and Coal Products Manufacturing	3	1	3
Printing and Related Support Activities	2	1	2
Accommodation and Food Services	570	49	12
Accommodation	160	14	11
Food Services and Drinking Places	410	35	12
Health Care and Social Assistance	541	44	12
Ambulatory Health Care Services	220	26	8
Hospitals	231	3	77
Nursing and Residential Care Facilities	19	2	10
Social Assistance	71	13	5
Educational Services	493	12	41
Educational Services	493	12	41
Public Administration	373	36	10
Administration of Housing, Urban Planning, & Community Development	5	1	5
Executive, Legislative, and Other General Government Support	267	29	9
Administration of Economic Programs	10	2	5
Justice, Public Order, and Safety Activities	38	3	13
Administration of Environmental Quality Programs	53	1	53
Transportation and Warehousing	236	19	12
Postal Service	17	1	17
Rail Transportation	50	1	50
Support Activities for Transportation	16	5	3
Transit and Ground Passenger Transportation	1	1	1
Truck Transportation	149	10	15
Warehousing and Storage	3	1	3
Construction	182	26	7
Construction of Buildings	58	7	8
Heavy and Civil Engineering Construction	6	1	6
Specialty Trade Contractors	118	18	7
Finance and Insurance	182	47	4
Credit Intermediation and Related Activities	118	30	4
Insurance Carriers and Related Activities	45	10	5
Securities, Commodity Contracts, and Other Financial Investments	19	7	3
Agriculture, Forestry, Fishing and Hunting	154	5	31
Animal Production and Aquaculture	40	1	40

Industry Categories	# Employees	# Business	Avg Emp/Bus
Crop Production	114	5	23
Other Services (except Public Administration)	153	57	3
Personal and Laundry Services	35	16	2
Religious, Grantmaking, Civic, Professional, and Similar Organizations	86	31	3
Repair and Maintenance	32	10	3
Professional, Scientific, and Technical Services	151	28	5
Professional, Scientific, and Technical Services	151	28	5
Wholesale Trade	125	13	10
Merchant Wholesalers, Nondurable Goods	96	5	19
Merchant Wholesalers, Durable Goods	29	8	4
Arts, Entertainment, and Recreation	96	15	6
Amusement, Gambling, and Recreation Industries	71	9	8
Museums, Historical Sites, and Similar Institutions	11	4	3
Performing Arts, Spectator Sports, and Related Industries	14	2	7
Real Estate and Rental and Leasing	77	22	4
Real Estate	65	16	4
Rental and Leasing Services	12	6	2
Information	58	10	6
Broadcasting (except Internet)	17	2	9
Other Information Services	15	3	5
Publishing Industries (except Internet)	12	1	12
Telecommunications	14	4	4
Management of Companies and Enterprises	53	2	27
Administrative and Support, Waste Management and Remediation Svcs	48	2	27
Mixed/Not Classified	11	13	4
Total	4771	13	4

Source: ESRI Business Analyst, Stantec

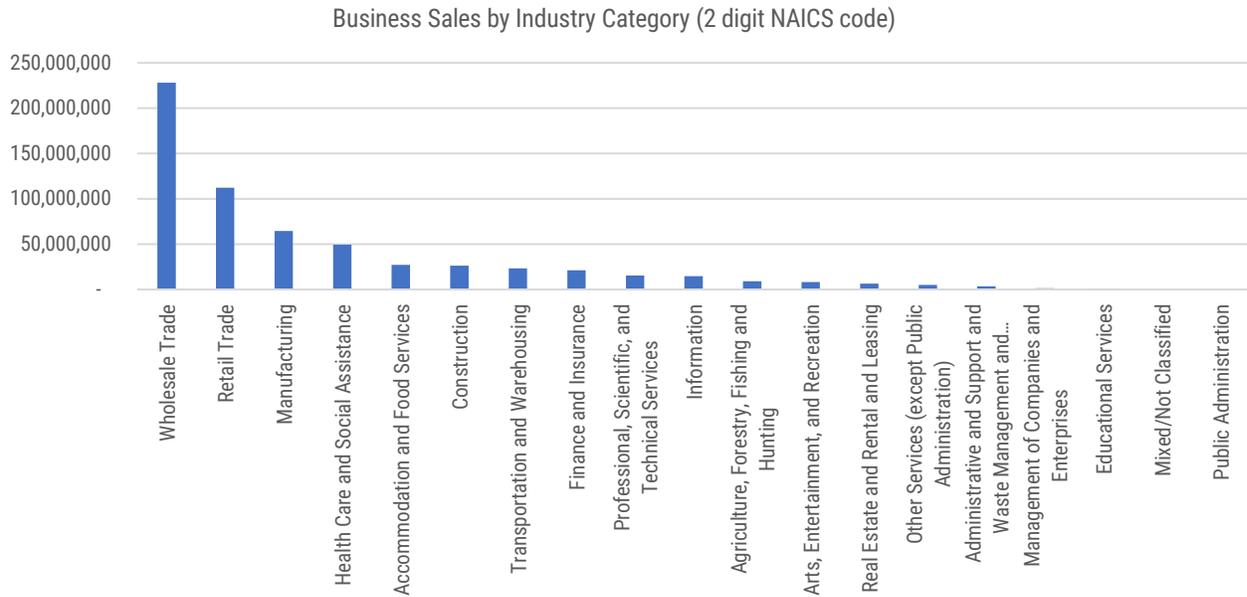
TOP INDUSTRY CATEGORIES BY REVENUE

Total Sales Revenue is approximately \$616 million. Nearly 40% of this is in the Wholesale Trade category, which reflects the presence of a Walmart Supercenter.

Industry category	Annual Revenues (\$)
Wholesale trade	228,096,000
Retail trade	112,337,000
Manufacturing	64,469,000
Health care and social assistance	49,471,000
Accommodation and food services	27,191,000
Construction	26,256,000
Transportation and warehousing	23,351,000
Finance and insurance	21,251,000
Professional, scientific, and technical services	15,409,000
Information	14,701,000
Agriculture, forestry, fishing and hunting	9,002,000
Arts, entertainment, and recreation	8,248,000
Real estate and rental and leasing	6,444,000
Other services (except public administration)	5,068,000
Administrative and support and waste management and remediation services	3,425,000
Management of companies and enterprises	1,280,000
Educational services	440,000
Mixed/not classified	-
Public administration	-
Total	616,439,000

Source: ESRI Business Analyst, Stantec

While the region overall has a significant amount of agriculture; the city is more focused on trade and various services, as shown below. Much of the major industry, including that related to agricultural processing, occurs just outside the city boundary.



Source: ESRI Business Analyst, Stantec

While agriculture (primarily for sugarcane, and to a lesser extent citrus) dominates the nearby landscape and drives much of the local economy, the revenues for the largest employer in this sector, and the largest in the city overall (eg. US Sugar, which is nominally headquartered in Clewiston) appear to be accounted for elsewhere. Moreover, much of the activity that happens within the 3 mile radius of Clewiston is not agriculture per se, but agricultural processing, which in this case is classified as food manufacturing.



Sugarcane fields near Clewiston. Source: <https://www.gulfshorelife.com>

TOP 20 BUSINESSES

The Top 20 Individual Businesses by revenue are shown below. Berner Oil, a wholesale fuel supplier that is headquartered in the city, is the largest. Revenues of US Sugar appear to be accounted for elsewhere.

Top 20 Businesses by Revenue	Revenues
Berner Oil Co Inc	105,389,000
J & J Ag Products Inc	51,618,000
Walmart Supercenter	31,210,000
Westway	26,439,000
Hendry Regional Medical Ctr	21,799,000
Hato Potrero Farm Inc	21,707,000
Nex Air	18,269,000
Tractor Supply Co	15,307,000
Wedgworth Inc	14,512,000
Avalanche Construction	10,301,000
Motion Industries Inc	8,116,000
Kelly Tractor Co	8,009,000
Goodwill	7,738,000
Abc Transfer Inc	7,614,000
Odyssey Food Trans	6,216,000
Marylou General Store	5,566,000
Walgreens	5,232,000
Bob Dean Supply Inc	5,073,000
Edghin Corp	4,725,000
Roland-Mary Ann Martin's	4,717,000
Total	379,557,000

Top 20 Businesses by Employment	# Employees
United States Sugar Corp	500
Walmart Supercenter	239
Hendry Regional Medical Ctr	208
Clewiston High School	150
J & J Ag Products Inc	105
Clewiston Middle School	85
Westside Elementary School	67
Eastside Elementary School	65
Central Elementary School	65
Roland-Mary Ann Martin's	60
Mc Donald's	60
First Bank	56
Rouge River Farms	55
South Florida Water Management	53
South Central Florida Express	50
Pioneer Bankcorp Inc	50
Abc Transfer Inc	49
Everglades Lounge & Grill	42
Us Army Corps of Engineers	40
Odyssey Food Trans	40
Avalanche Construction	40
Sonny's Bbq	40
Alico Hilliard Grove	40
Jimmy Pittman Electric Inc	40
Total	2,199

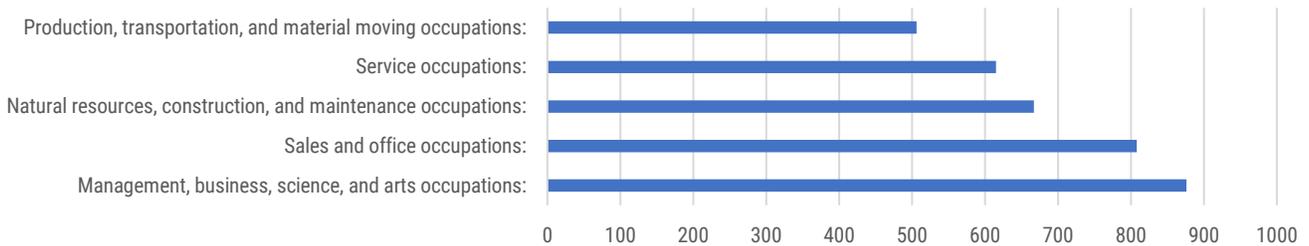
Note that figures for US Sugar do not reflect total employment per se, but rather a figure for local employment within Clewiston proper. Also, these are figures for primary, full-time jobs; if including part time employment the figures here would increase.

Source: ESRI Business Analyst, Stantec

EMPLOYMENT BY OCCUPATION

For the residents within Clewiston, this is the breakdown by Occupation Type:

Clewiston Labor Force by Occupation (2019)



Sources of Data: ESRI Business Analyst, US Census ACS, Stantec

This information shown graphically, with more detail:

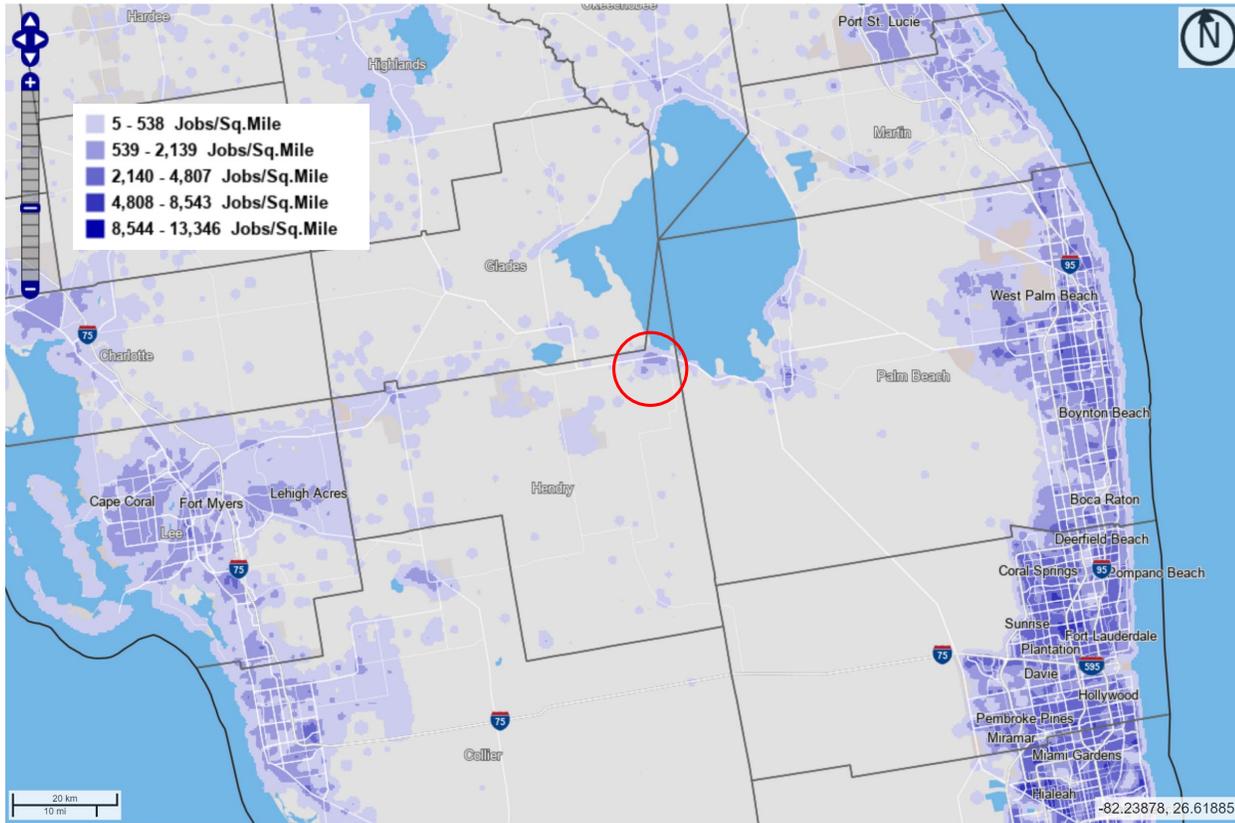


Source: datausa.io

Employment data by occupation for workers (rather than residents) in a given area is not available. Only employment by industry data is available for workers in an area (and this is provided elsewhere in the document). While worker figures include some commuting in from elsewhere, they are likely somewhat similar.

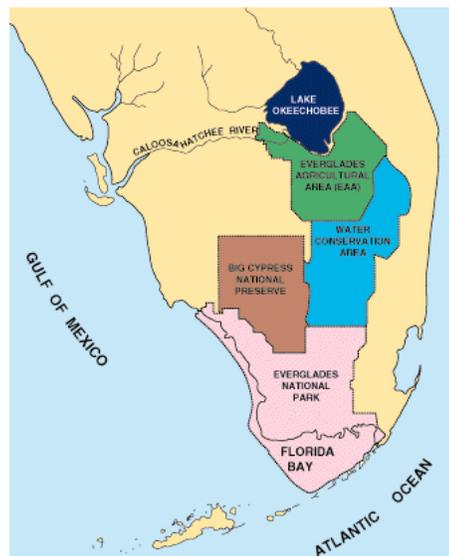
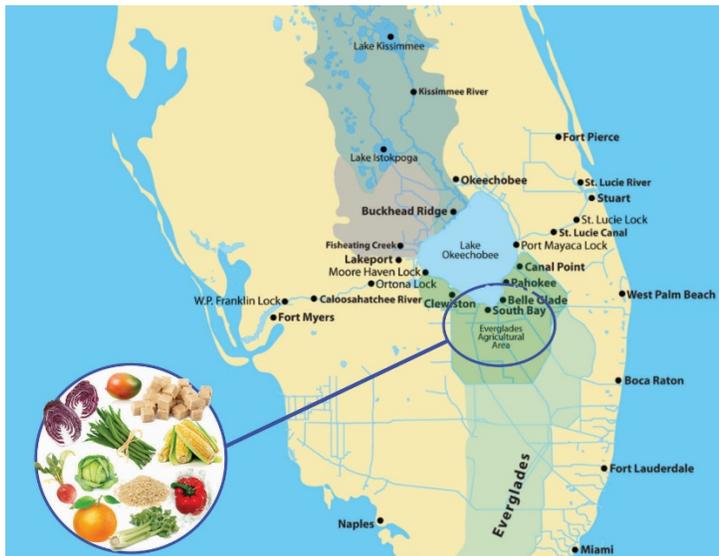
Movement: Commuting Patterns to/from Clewiston

WHERE PEOPLE IN SOUTH FLORIDA WORK



Source: US Census on the Map, Stantec

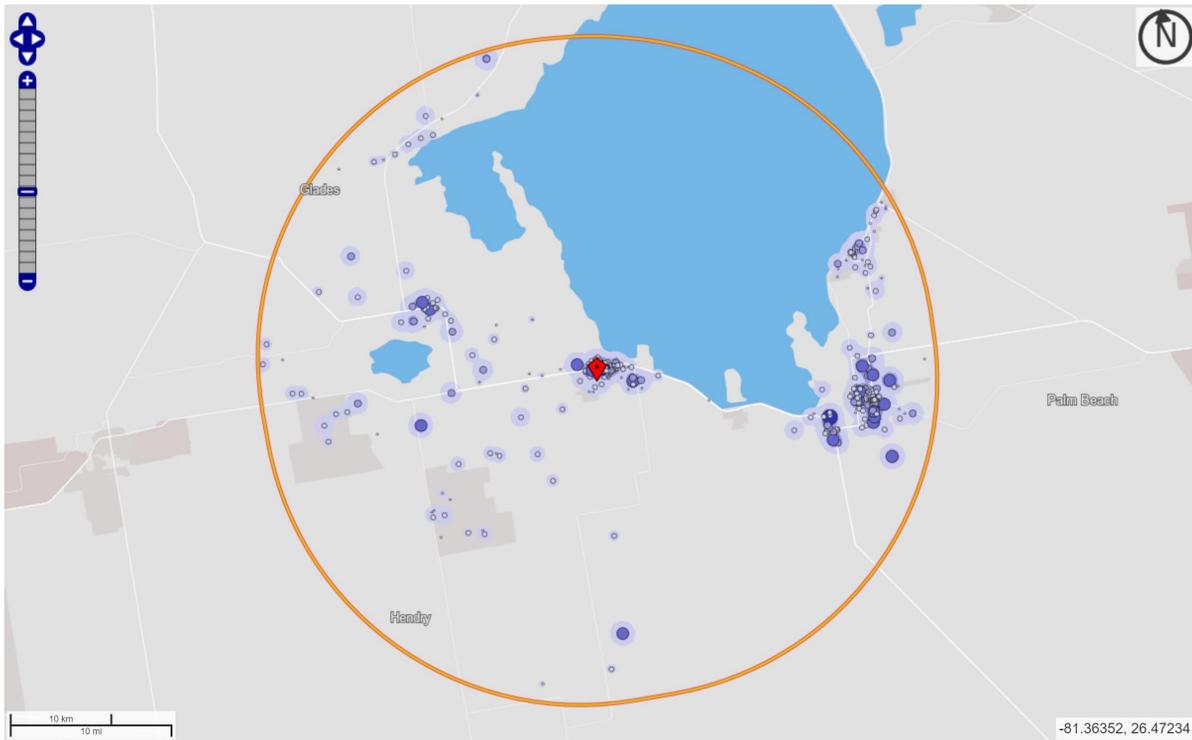
Most of the residents and workers in S. Florida are located along the coasts, within larger urban areas. Clewiston, located inland, is part of a network of communities around Lake Okeechobee and is a very small market on a relative basis. Much of the inland areas, particularly in the south, are devoted to agriculture or represent conservation land.



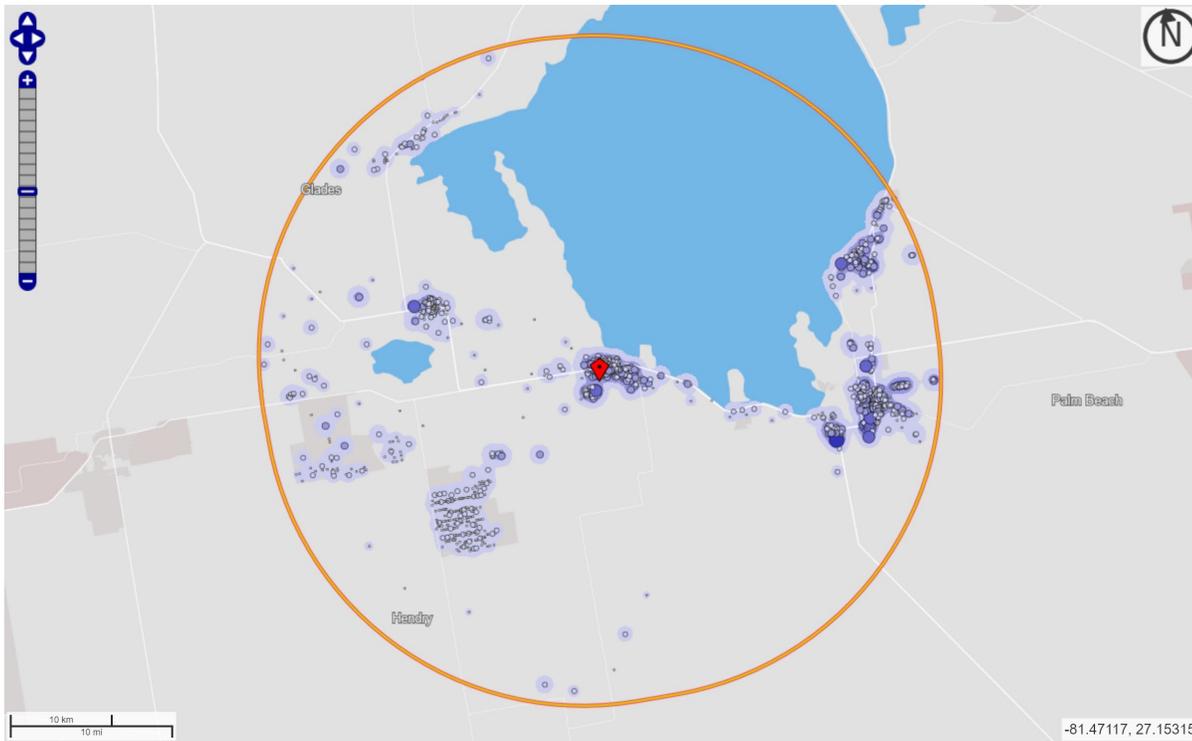
Source: <https://www.southfloridaagfoundation.org/>

WHERE PEOPLE IN THE VICINITY OF CLEWISTON WORK AND LIVE

Location of Primary Jobs for all workers within 20 miles of Clewiston



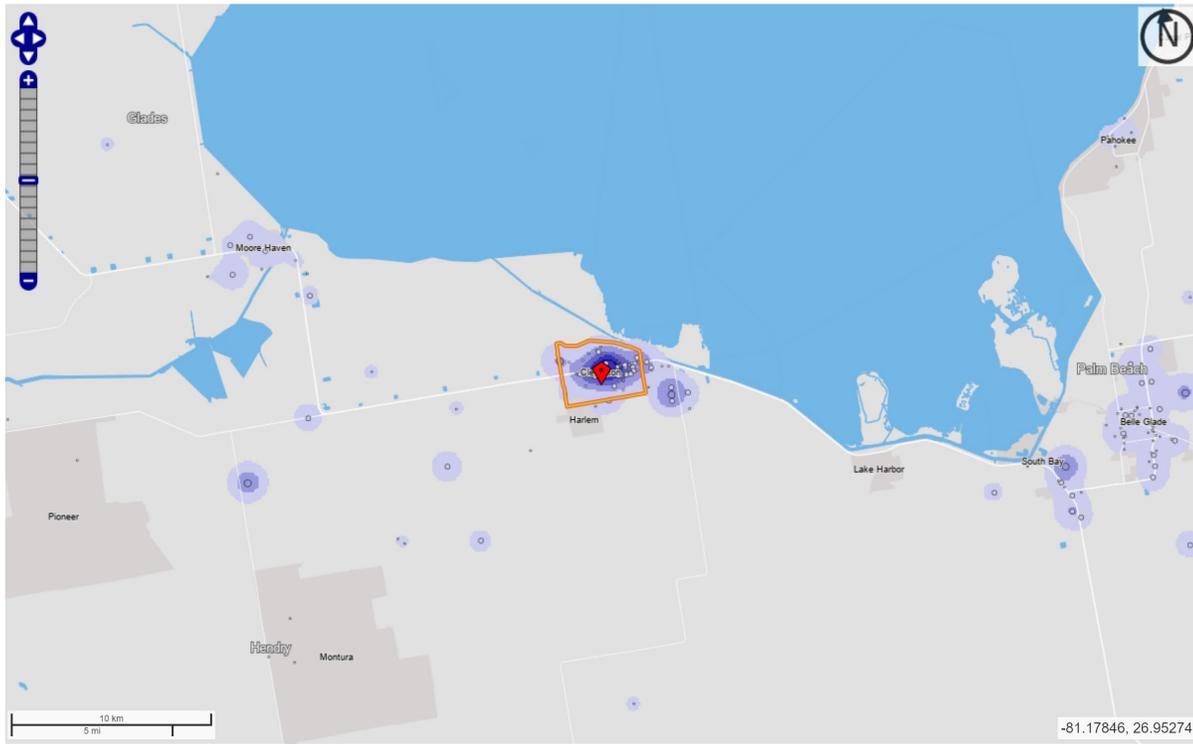
Location of where those workers live



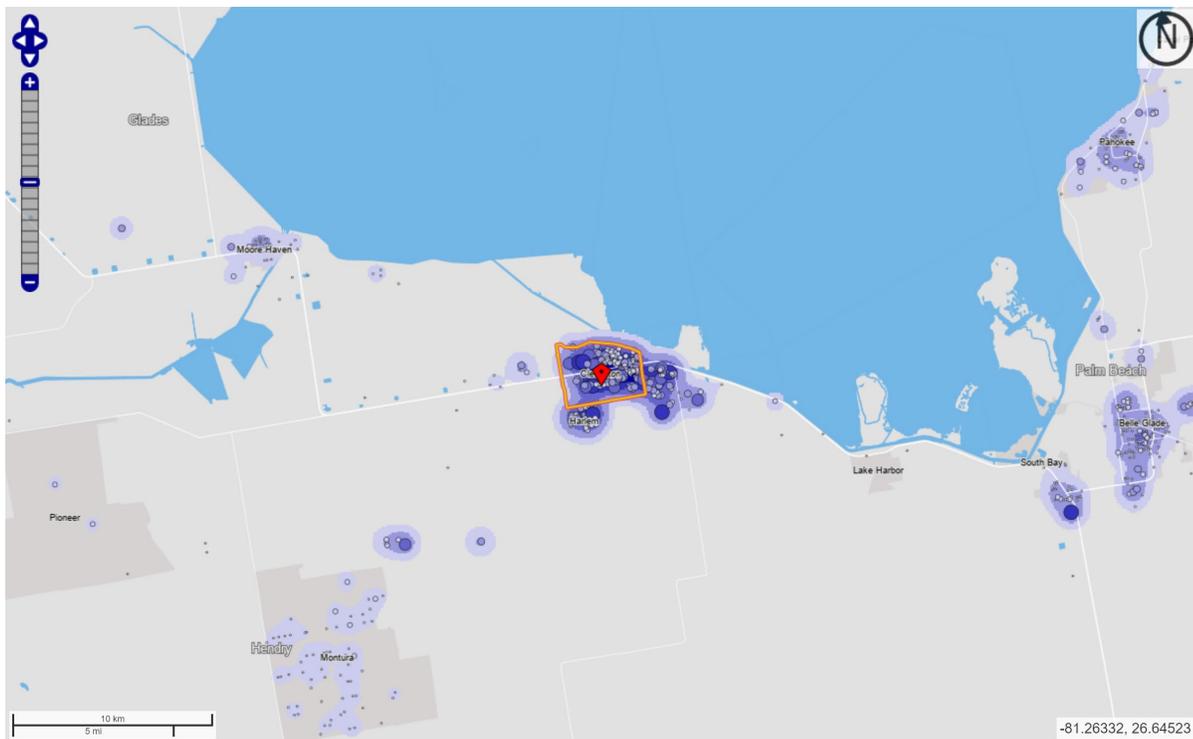
Source: US Census on the Map

WHERE PEOPLE IN CLEWISTON WORK AND LIVE

Where people who live in Clewiston work

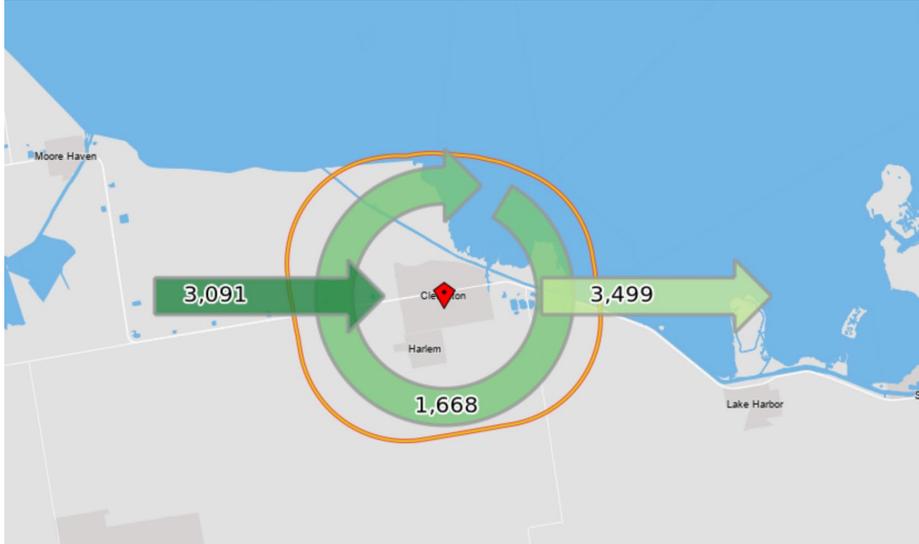


Where people who work in Clewiston live



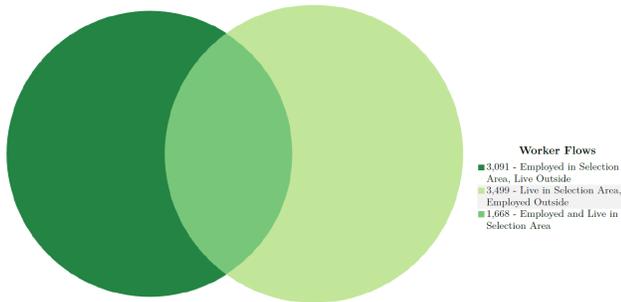
Source: US Census on the Map

INFLOW TO/OUTFLOW FROM CLEWISTON CITY



Note: ignore the directions of the arrows, they are simply meant to communicate inflow/outflow; if anything the directions are closer to the opposite of what is shown, as explained in the next section on Commute Directions

A significant amount of people commute into this area for work from elsewhere (representing 65% of the primary jobs in Clewiston); likewise a significant number of Clewiston residents commute to work elsewhere (68% of the primary jobs of employed Clewiston workers are located outside this area).



Inflow/Outflow Counts of Primary Jobs for Selection Area in 2018
All Workers

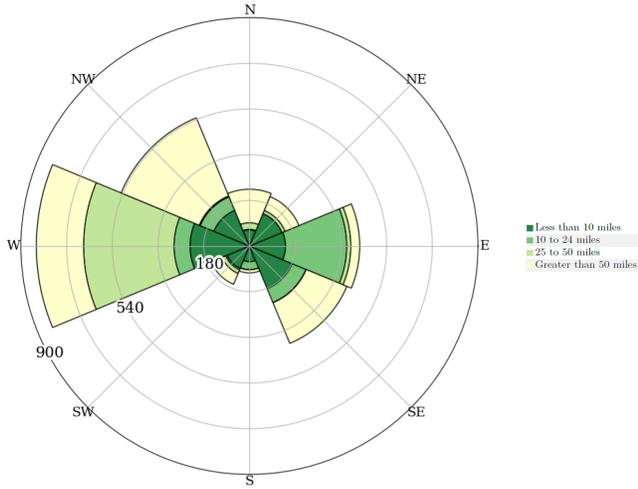
Worker Totals and Flows	2018	
	Count	Share
Employed in the Selection Area	4,759	100.0
Employed in the Selection Area but Living Outside	3,091	65.0
Employed and Living in the Selection Area	1,668	35.0
<hr/>		
Living in the Selection Area	5,167	100.0
Living in the Selection Area but Employed Outside	3,499	67.7
Living and Employed in the Selection Area	1,668	32.3

Source: US Census on the Map

Note: for this analysis, the boundary was extended using a 3 mile buffer to include areas adjacent to the city.

COMMUTE DIRECTIONS

Direction from Home to Work for those living in Clewiston (a significant number of residents commute out to the west):

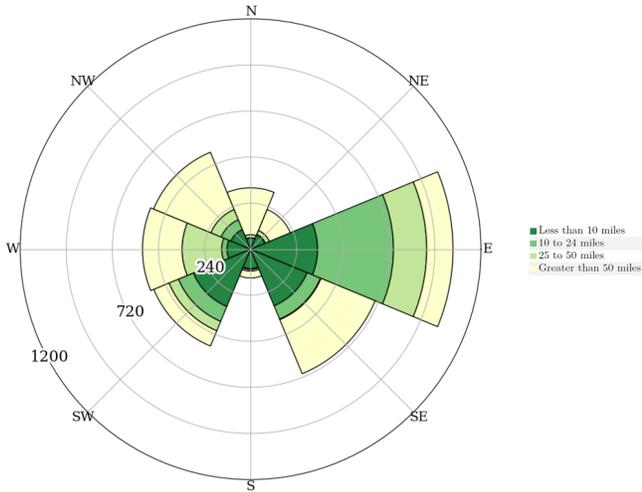


Primary Jobs for All Workers in 2018

Distance from Home Census Block to Work Census Block, Living in Selection Area

Distance	2018	
	Count	Share
Total Primary Jobs	2,939	100.0
Less than 10 miles	1,070	36.4
10 to 24 miles	460	15.7
25 to 50 miles	433	14.7
Greater than 50 miles	976	33.2

Direction from Work to Home for those working in Clewiston (a significant number of people commute into the city from the east):



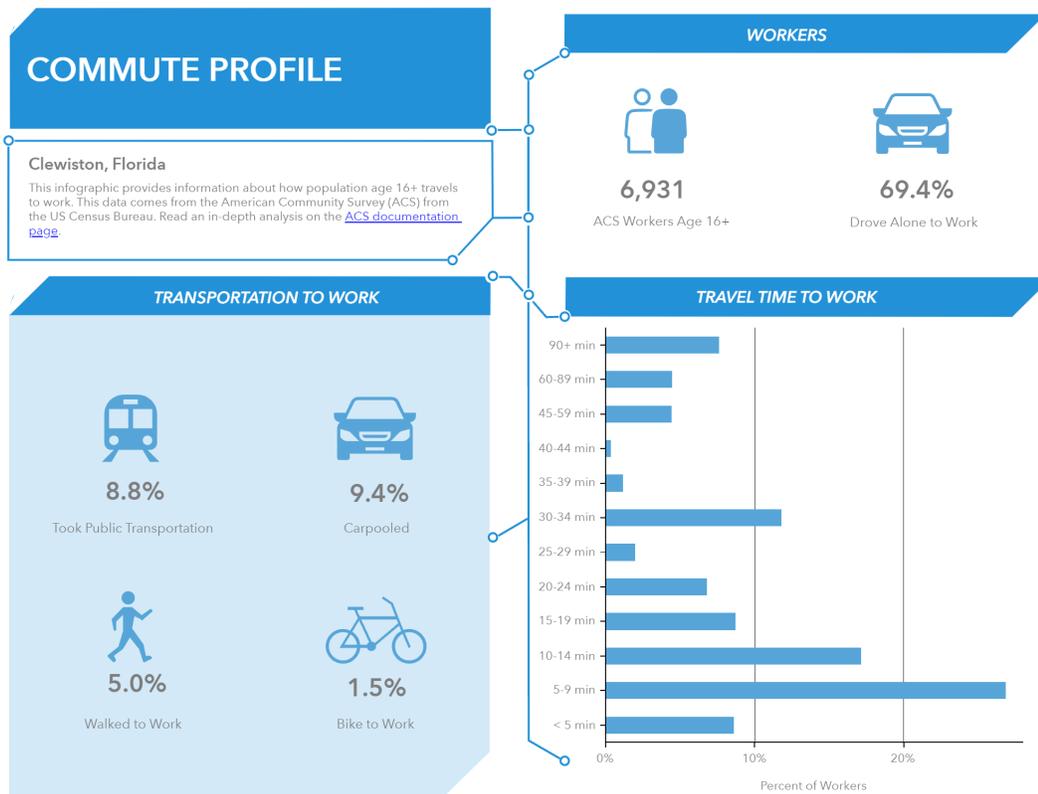
Primary Jobs for All Workers in 2018

Distance from Work Census Block to Home Census Block, Employed in Selection Area

Distance	2018	
	Count	Share
Total Primary Jobs	4,106	100.0
Less than 10 miles	1,466	35.7
10 to 24 miles	644	15.7
25 to 50 miles	541	13.2
Greater than 50 miles	1,455	35.4

Source: US Census on the Map

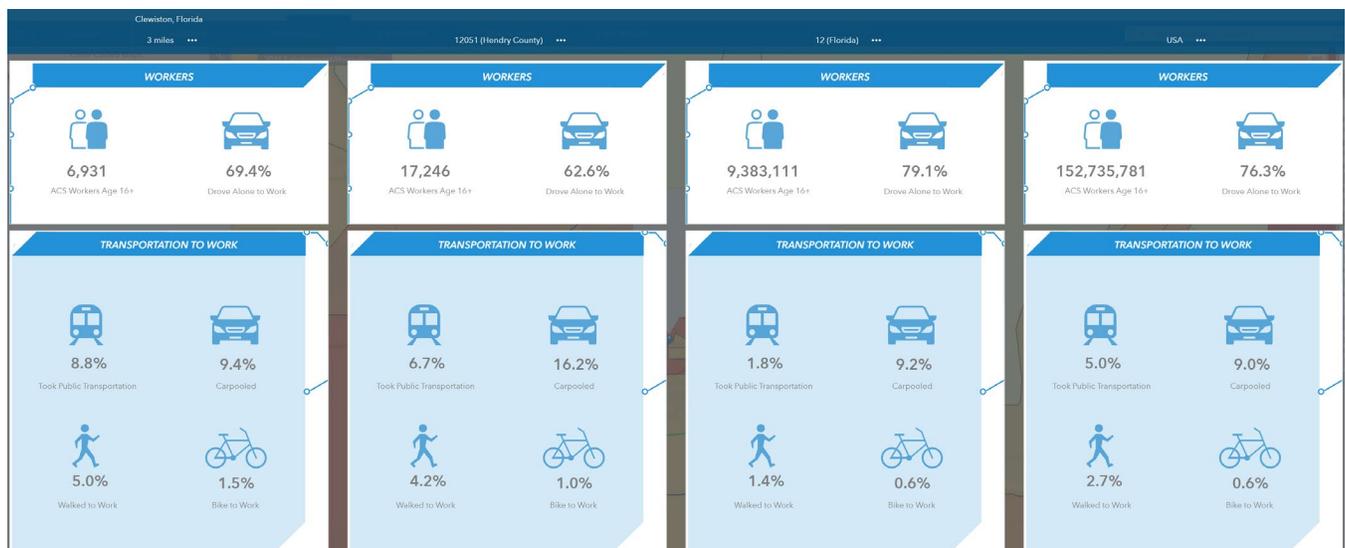
COMMUTE PROFILES



This infographic contains data provided by American Community Survey (ACS). The vintage of the data is 2015-2019.

© 2021 Esri

Most resident commuters drive alone to work, as public transportation is limited. However, the use of carpooling and public transportation still exceeds County, State, and National levels (for the most part, County carpooling levels are higher).



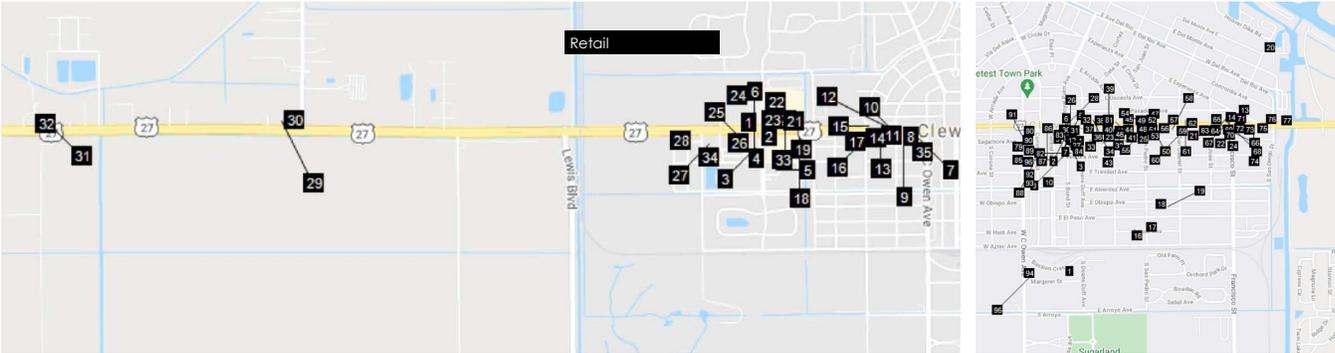
Source: US Census on the Map

Real Estate Market Analysis: Supply & Demand

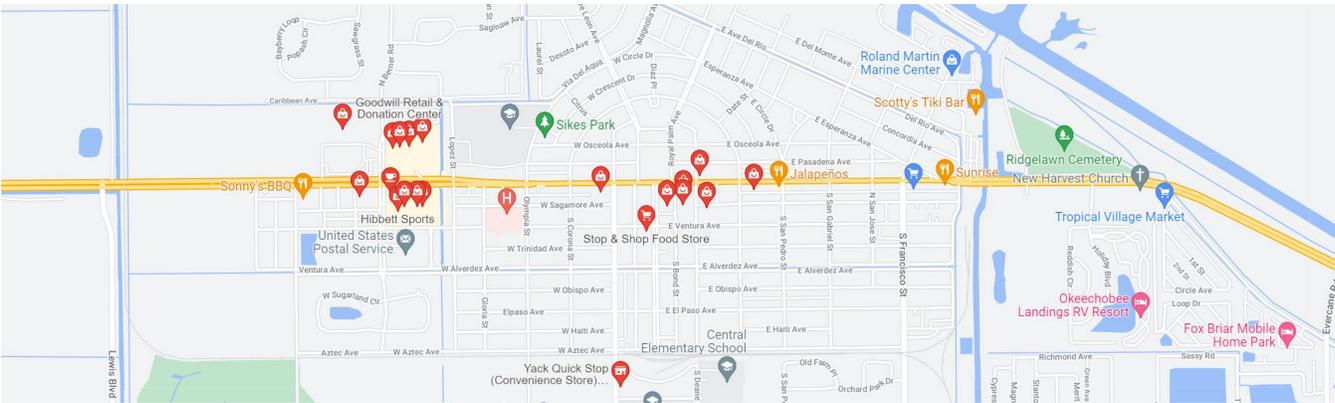
RETAIL

Market Data & Trends

Retail Properties tracked by Costar



Key Retail destinations as indicated on Google Maps



The key categories for the local supply of retail real estate are shown in the table below:

Retail Property Type	# Properties	rentable bldg space (sqft)	land area (sqft)
Auto Dealership	4	14,841	71,330
Auto Repair	10	59,313	116,741
Bank	5	27,122	149,847
Bar/Nightclub	1	1,259	Unspecified
Convenience Store	3	12,485	114,728
Day Care Center	1	7,357	51,836
Drug Store	2	26,129	149,454
Fast Food	5	11,415	74,846
Freestanding	60	457,913	1,327,274
Funeral Home	1	7,227	Unspecified
Restaurant	7	25,978	134,165
Service Station	9	36,084	1,605,469
Storefront	8	140,788	856,751
Storefront Retail/Office	1	6,732	Unspecified
Supermarket	1	6,384	Unspecified
Unspecified	13	227,335	791,446
Total	131	1,068,362	5,443,887

Source: CoStar

The performance of this real estate is shown here, using data from CoStar:

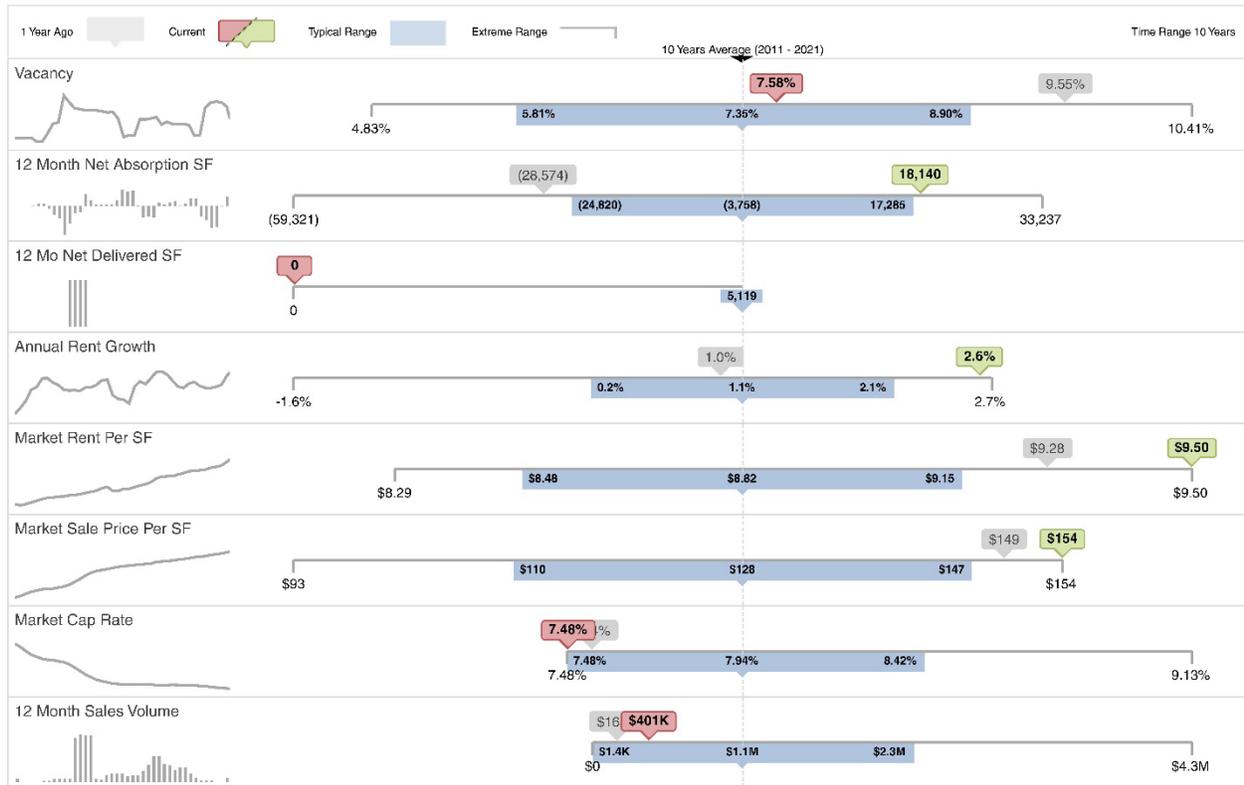
INVENTORY SF 1.1M +0% Prior Period 1.1M	UNDER CONSTRUCTION SF 0 - Prior Period 0	12 MO NET ABSORPTION SF 18.1K +172.0% Prior Period (25.2K)	VACANCY RATE 7.6% -1.7% Prior Period 9.3%	MARKET RENT/SF \$9.50 +2.6% Prior Period \$9.26	MARKET SALE PRICE/SF \$154 +3.6% Prior Period \$148	MARKET CAP RATE 7.5% -0.1% Prior Period 7.6%
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Key Metrics

Availability		Inventory	
Vacant SF	81K ↓	Existing Buildings	131 ↓
Sublet SF	0 ↓	Under Construction Avg SF	-
Availability Rate	7.6% ↓	12 Mo Demolished SF	0 ↓
Available SF	81K ↓	12 Mo Occupancy % at Delivery	-
Available Asking Rent/SF	\$10.00 ↑	12 Mo Construction Starts SF	0 ↓
Occupancy Rate	92.4% ↑	12 Mo Delivered SF	0 ↓
Percent Leased Rate	92.4% ↑	12 Mo Avg Delivered SF	-

Sales Past Year		Demand	
Asking Price Per SF	\$183 ↑	12 Mo Net Absorp % of Inventory	1.7% ↑
Sale to Asking Price Differential	-99.7% ↓	12 Mo Leased SF	17.2K ↑
Sales Volume	\$401K ↑	Months on Market	64.2 ↑
Properties Sold	7 ↑	Months to Lease	-
Months to Sale	14.3 ↓	Months Vacant	-
For Sale Listings	-	24 Mo Lease Renewal Rate	87.8%
Total For Sale SF	-	Population Growth 5 Yrs	6.3%

Key Performance Indicators



- CoStar indicates that there is approximately 1.1 mil sqft of retail/ground floor commercial space in the city, in 131 different buildings ranging in size from a few hundred square feet to almost 145,000 (a Walmart Supercenter).
- 35 of these are multitenant buildings/complexes, 88 are single tenant properties; 9 are unspecified/unknown. Most are very small, and many are less retail oriented than service businesses.
- The major retail destinations appear to be:
 - Walmart Supercenter
 - Sugarland Plaza (which contains a Save a Lot, various restaurants, and miscellaneous other)
 - Clewiston Town Center (which contains a Dollar General, Tractor Supply Co, and Goodwill)
 - Sugar Square (a block of various restaurants, furniture/thrift stores, and other miscellaneous)
- The first three above are newer big box and strip centers on the west side of town, along the main highway. Sugar Square is an older property in the center of town just south of the highway. There is some scattered, smaller-scale convenience retail distributed in a few of the neighborhoods/industrial areas just outside the city. Within the city the Roland Martin and Jolly Roger Marinas also serve as small commercial centers, focused mainly on serving the boating community.
- There are also several freestanding mid-size stores: CVS, Walgreens, Ace Hardware, and Badcock Home Furniture. Everything else is smaller/less than 10,000 sqft.
- Of particular interest for a potential mixed use development is the landscape of retail stores, dining establishments, and various other ground floor services. These are outlined below with names listed in some key categories to give an idea of the range of what is there.
- A list of key retail types and numbers of business establishments is shown below:

Retail Establishment Categories	# Establishments
Building Material and Garden Equipment and Supplies Dealers	8
Clothing and Clothing Accessories Stores	5
Food and Beverage Stores	16
Furniture and Home Furnishings Stores	2
Gasoline Stations	8
General Merchandise Stores	6
Health and Personal Care Stores	7
Miscellaneous Store Retailers	11
Motor Vehicle and Parts Dealers	17
Nonstore Retailers	5
Sporting Goods, Hobby, Musical Instrument, and Book Stores	2
Total	87

Source: ESRI Business Analyst, Stantec

- Vacancy Rates are approximately 7.6% and falling, though this remains close to the 10 year average. Rates are expected to continue to fall slightly then level off. Total vacant space is approximately 80K sqft.
- Rents averaging \$9.50/sqft are higher than they have been in the last ten years, and are growing at 2.6%, more than double rate over that same period. Rent increases are forecast to continue for the next several years, reaching \$10.50 by 2026, although the rate of growth is expected to revert to normal.
- Average Sale prices/sqft @ \$154/sqft are also higher than the 10 year average. Keep in mind the range varies widely (from <\$40 to over \$180); there is quite a range of older, dilapidated properties in less visible locations
- There are currently no new retail projects under construction or proposed.



The largest retail cluster is a series of big box/discount strip malls as indicated above.

Examples of these retail environments are shown below:

Walmart Supercenter



Sugarland Plaza



Clewiston Town Center



Mid-size Freestanding



Older, Smaller Freestanding



Traditional Street Retail in the vicinity of Sugar Square



Gas Stations/Convenience Stores



Although the table below shows shopping center classifications, they are still relevant/broadly descriptive of the landscape. Most of the major retail in Clewiston falls within strip/convenience centers or is independent, freestanding formats.

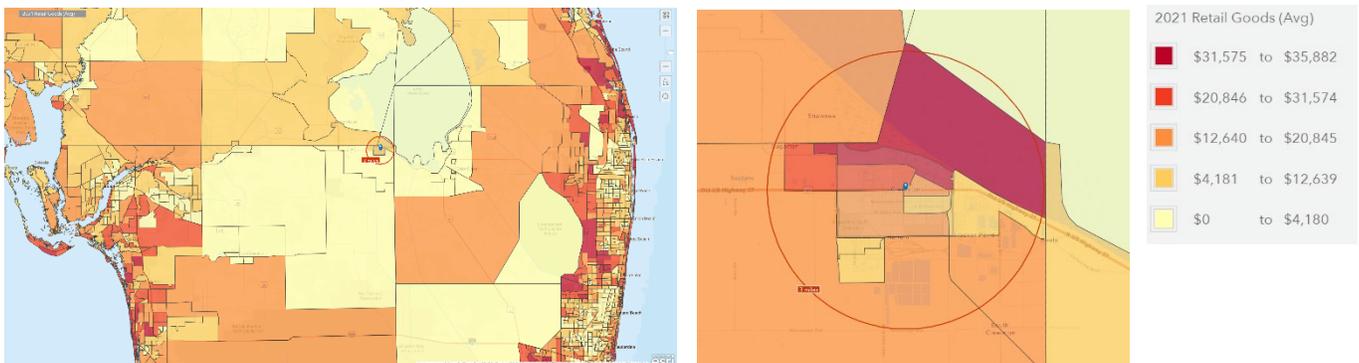
U.S. Shopping-Center Classification and Characteristics												
Type of Shopping Center	Concept	Center Count	Aggregate GLA (Sq. Ft.)	% Share of Industry GLA	Average Size (Sq. Ft.)	Typical GLA Range (Sq. Ft.)	Acres	# of Anchors	% Anchor GLA	Typical Number of Tenants	Typical Type of Anchors	Trade Area Size
General-Purpose Centers		112,520										
Super-Regional Mall	Similar in concept to regional malls, but offering more variety and assortment.	620	778,336,548	10.2%	1,255,382	800,000+	60-120	3+	50-70%	NA	Full-line or junior department store, mass merchant, discount department store and/or fashion apparel store.	5-25 miles
Regional Mall	General merchandise or fashion-oriented offerings. Typically, enclosed with inward-facing stores connected by a common walkway. Parking surrounds the outside perimeter.	600	353,795,548	4.7%	589,659	400,000-800,000	40-100	2+	50-70%	40-80 stores	Full-line or junior department store, mass merchant, discount department store and/or fashion apparel store.	5-15 miles
Community Center ("Large Neighborhood Center")	General merchandise or convenience-oriented offerings. Wider range of apparel and other soft goods offerings than neighborhood centers. The center is usually configured in a straight line as a strip, or may be laid out in an L or U shape, depending on the site and design.	9,776	1,930,849,736	25.4%	197,509	125,000-400,000	10-40	2+	40-60%	15-40 stores	Discount store, supermarket, drug, large-specialty discount (toys, books, electronics, home improvement/furnishings or sporting goods, etc.)	3-6 miles
Neighborhood Center	Convenience oriented.	32,588	2,340,711,371	30.8%	71,827	30,000-125,000	3-5	1+	30-50%	5-20 stores	Supermarket	3 miles
Strip/Convenience	Attached row of stores or service outlets managed as a coherent retail entity, with on-site parking usually located in front of the stores. Open canopies may connect the store fronts, but a strip center does not have enclosed walkways linking the stores. A strip center may be configured in a straight line, or have an "L" or "U" shape. A convenience center is among the smallest of the centers, whose tenants provide a narrow mix of goods and personal services to a very limited trade area.	68,936	911,202,922	12.0%	13,218	< 30,000	<3	Anchor-less or a small convenience-store anchor.	NA	NA	Convenience store, such as a mini-mart.	<1 mile
Specialized-Purpose Centers		3,275										
Power Center	Category-dominant anchors, including discount department stores, off-price stores, wholesale clubs, with only a few small tenants.	2,258	990,416,667	13.0%	438,626	250,000-600,000	25-80	3+	70-90%	NA	Category killers, such as home improvement, discount department, warehouse club and off-price stores	5-10 miles
Lifestyle	Upscale national-chain specialty stores with dining and entertainment in an outdoor setting.	491	164,903,247	2.2%	335,852	150,000-500,000	10-40	0-2	0-50%	NA	Large format upscale specialty	8-12 miles
Factory Outlet	Manufacturers' and retailers' outlet stores selling brand-name goods at a discount.	367	87,368,113	1.2%	238,060	50,000-400,000	10-50	NA	NA	NA	Manufacturers' and retailers' outlets	25-75 miles
Theme/Festival	Leisure, tourist, retail and service-oriented offerings with entertainment as a unifying theme. Often located in urban areas, they may be adapted from older—sometimes historic—buildings and can be part of a mixed-use project.	159	23,498,769	0.3%	147,791	80,000-250,000	5-20	Unspecified	NA	NA	Restaurants, entertainment	25-75 miles
Limited-Purpose Property		62										
Airport Retail	Consolidation of retail stores located within a commercial airport	62	15,452,860	0.2%	249,240	75,000-300,000	NA	NA	NA	NA	No anchors; retail includes specialty retail and restaurants	NA
Total Industry		115,857										
Total Industry	Traditional + Specialty + Special Purpose	115,857	7,596,535,781	100.0%	65,568							

Sources: ICSC Research and CoStar Realty Information, Inc. (www.costar.com)

January 2017

Spending Patterns

Clewiston has comparatively lower level of retail spending than locations on the coast, which is to be expected given its lower average incomes. Within the city, the areas to the north (where the project site is located) appear to have higher levels of spending.



Source: ESRI Business Analyst, Stantec

The following tables show typical annual household spending on retail goods and services for the local market.



Retail Goods and Services Expenditures

Clewiston, Florida
Ring: 3 mile radius

Prepared by Esri
Latitude: 26.75420
Longitude: -80.93532

Top Tapestry Segments	Percent	Demographic Summary	2021	2026
Forging Opportunity (7D)	36.5%	Population	15,225	15,971
Farm to Table (7E)	17.9%	Households	4,796	5,020
City Commons (11E)	11.3%	Families	3,594	3,753
Salt of the Earth (6B)	10.2%	Median Age	33.4	34.5
Modest Income Homes (12D)	9.0%	Median Household Income	\$43,470	\$46,149
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		67	\$1,420.94	\$6,814,818
Men's		66	\$269.80	\$1,293,955
Women's		65	\$480.61	\$2,305,003
Children's		73	\$226.39	\$1,085,783
Footwear		69	\$345.93	\$1,659,061
Watches & Jewelry		61	\$78.08	\$374,468
Apparel Products and Services (1)		61	\$31.99	\$153,408
Computer				
Computers and Hardware for Home Use		66	\$111.11	\$532,864
Portable Memory		67	\$2.89	\$13,845
Computer Software		65	\$6.29	\$30,185
Computer Accessories		64	\$11.59	\$55,593
Entertainment & Recreation		64	\$2,078.51	\$9,968,514
Fees and Admissions		61	\$448.39	\$2,150,473
Membership Fees for Clubs (2)		59	\$147.19	\$705,941
Fees for Participant Sports, excl. Trips		61	\$70.00	\$335,731
Tickets to Theatre/Operas/Concerts		58	\$46.59	\$223,445
Tickets to Movies		71	\$39.61	\$189,981
Tickets to Parks or Museums		68	\$22.98	\$110,230
Admission to Sporting Events, excl. Trips		59	\$38.26	\$183,511
Fees for Recreational Lessons		59	\$83.08	\$398,446
Dating Services		55	\$0.66	\$3,186
TV/Video/Audio		68	\$801.74	\$3,845,130
Cable and Satellite Television Services		67	\$543.57	\$2,606,938
Televisions		73	\$81.34	\$390,084
Satellite Dishes		66	\$1.03	\$4,939
VCRs, Video Cameras, and DVD Players		70	\$3.44	\$16,508
Miscellaneous Video Equipment		60	\$9.34	\$44,783
Video Cassettes and DVDs		72	\$5.54	\$26,552
Video Game Hardware/Accessories		73	\$21.15	\$101,435
Video Game Software		73	\$11.65	\$55,873
Rental/Streaming/Downloaded Video		72	\$50.23	\$240,889
Installation of Televisions		72	\$0.53	\$2,531
Audio (3)		67	\$71.77	\$344,195
Rental and Repair of TV/Radio/Sound Equipment		73	\$2.17	\$10,403
Pets		63	\$457.70	\$2,195,121
Toys/Games/Crafts/Hobbies (4)		69	\$79.38	\$380,701
Recreational Vehicles and Fees (5)		56	\$63.39	\$304,000
Sports/Recreation/Exercise Equipment (6)		66	\$118.54	\$568,527
Photo Equipment and Supplies (7)		64	\$29.55	\$141,738
Reading (8)		61	\$62.87	\$301,544
Catered Affairs (9)		58	\$17.09	\$81,960
Food		68	\$6,309.88	\$30,262,201
Food at Home		68	\$3,698.89	\$17,739,860
Bakery and Cereal Products		67	\$468.78	\$2,248,263
Meats, Poultry, Fish, and Eggs		69	\$808.71	\$3,878,553
Dairy Products		67	\$364.07	\$1,746,071
Fruits and Vegetables		67	\$713.43	\$3,421,604
Snacks and Other Food at Home (10)		68	\$1,343.91	\$6,445,369
Food Away from Home		69	\$2,611.00	\$12,522,341
Alcoholic Beverages		63	\$393.84	\$1,888,843

(continued from previous page)

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	58	\$15,877.71	\$76,149,501
Value of Retirement Plans	56	\$56,229.49	\$269,676,658
Value of Other Financial Assets	54	\$4,614.88	\$22,132,950
Vehicle Loan Amount excluding Interest	72	\$2,048.24	\$9,823,379
Value of Credit Card Debt	65	\$1,797.27	\$8,619,701
Health			
Nonprescription Drugs	68	\$105.23	\$504,705
Prescription Drugs	66	\$221.70	\$1,063,293
Eyeglasses and Contact Lenses	64	\$62.12	\$297,904
Home			
Mortgage Payment and Basics (11)	63	\$6,694.40	\$32,106,333
Maintenance and Remodeling Services	60	\$1,733.25	\$8,312,657
Maintenance and Remodeling Materials (12)	63	\$390.25	\$1,871,658
Utilities, Fuel, and Public Services	70	\$3,507.85	\$16,823,627
Household Furnishings and Equipment			
Household Textiles (13)	67	\$67.75	\$324,950
Furniture	66	\$423.45	\$2,030,846
Rugs	60	\$18.72	\$89,803
Major Appliances (14)	67	\$253.36	\$1,215,109
Housewares (15)	64	\$56.65	\$271,702
Small Appliances	71	\$37.29	\$178,864
Luggage	64	\$10.74	\$51,518
Telephones and Accessories	64	\$64.06	\$307,236
Household Operations			
Child Care	63	\$332.75	\$1,595,873
Lawn and Garden (16)	62	\$311.87	\$1,495,741
Moving/Storage/Freight Express	74	\$52.79	\$253,177
Housekeeping Supplies (17)	68	\$533.56	\$2,558,950
Insurance			
Owners and Renters Insurance	67	\$417.92	\$2,004,365
Vehicle Insurance	72	\$1,347.99	\$6,464,982
Life/Other Insurance	62	\$374.46	\$1,795,911
Health Insurance	66	\$2,724.83	\$13,068,289
Personal Care Products (18)	69	\$341.97	\$1,640,094
School Books and Supplies (19)	70	\$91.51	\$438,873
Smoking Products	71	\$271.79	\$1,303,518
Transportation			
Payments on Vehicles excluding Leases	72	\$1,868.51	\$8,961,364
Gasoline and Motor Oil	73	\$1,765.34	\$8,466,582
Vehicle Maintenance and Repairs	68	\$756.42	\$3,627,800
Travel			
Airline Fares	62	\$392.76	\$1,883,690
Lodging on Trips	60	\$428.65	\$2,055,783
Auto/Truck Rental on Trips	62	\$34.01	\$163,093
Food and Drink on Trips	63	\$375.74	\$1,802,071

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

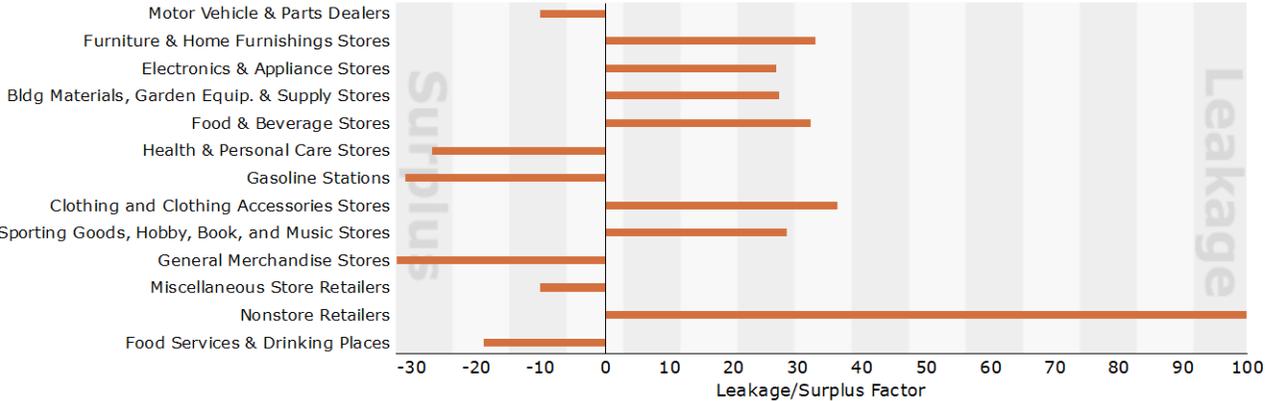
Retail Surplus/Leakage Statistics

Planning professionals use sources such as ESRI Business Analyst to get detailed data on spending and retail sales. This data is used to estimate local “capture” of spending, and indicate whether an area has a retail surplus (more than what might be expected given local spending capacity) or a deficit, which implies “leakage” of retail spending by local residents to locations elsewhere.

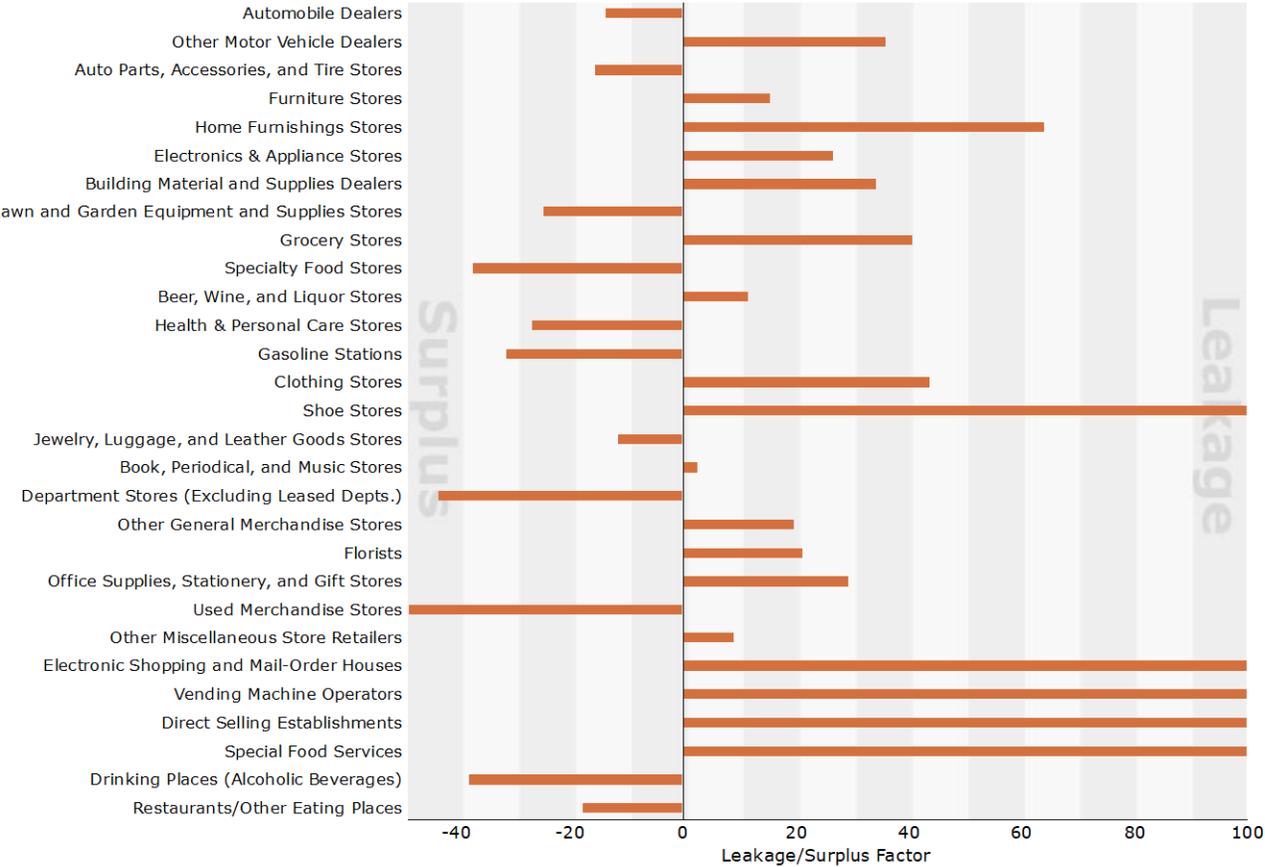
Using data at the 3-mile radius (which reflects all of Clewiston and its outlying areas), there appears to be retail leakage in the categories of home furnishings, electronics, building materials, groceries, clothing, shoes, sporting goods and other hobby stores florists, office supply/stationery/gifts, and a variety of other general merchandise. Some of this spending is leaking out of the community as a result of online commerce. Some of the potential retail opportunities indicated by these categories would likely be located in more high visibility locations, along major roads, rather than the project site. But there may be some opportunities for more neighborhood focused retail.

There is a surplus of spending in Clewiston for some categories, which indicates it is a retail destination of sorts for residents elsewhere in the county, tourists, and those passing through. Automotive related stores including gas stations, specialty foods, health and personal care, “department stores” (in this case the Walmart Supercenter is classified as such), used merchandise, restaurants, and drinking places all show a surplus of spending beyond what would be expected given local incomes and spending patterns.

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Clewiston, Florida
 Ring: 3 mile radius

Prepared by Esri
 Latitude: 26.75420
 Longitude: -80.93532

Summary Demographics

2021 Population	15,225
2021 Households	4,796
2021 Median Disposable Income	\$37,465
2021 Per Capita Income	\$18,938

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surpl Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$118,774,028	\$141,046,673	-\$22,272,645	-8.6	100
Total Retail Trade	44-45	\$107,640,239	\$124,693,447	-\$17,053,208	-7.3	71
Total Food & Drink	722	\$11,133,789	\$16,353,226	-\$5,219,437	-19.0	29
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surpl Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$23,299,898	\$28,573,978	-\$5,274,080	-10.2	11
Automobile Dealers	4411	\$18,595,310	\$24,552,613	-\$5,957,303	-13.8	4
Other Motor Vehicle Dealers	4412	\$2,706,948	\$1,278,045	\$1,428,903	35.9	1
Auto Parts, Accessories & Tire Stores	4413	\$1,997,639	\$2,743,320	-\$745,681	-15.7	6
Furniture & Home Furnishings Stores	442	\$3,765,668	\$1,907,485	\$1,858,183	32.8	2
Furniture Stores	4421	\$2,110,527	\$1,544,386	\$566,141	15.5	1
Home Furnishings Stores	4422	\$1,655,141	\$363,099	\$1,292,042	64.0	1
Electronics & Appliance Stores	443	\$3,023,025	\$1,747,693	\$1,275,332	26.7	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$7,079,182	\$4,046,738	\$3,032,444	27.3	5
Bldg Material & Supplies Dealers	4441	\$6,583,019	\$3,221,514	\$3,361,505	34.3	4
Lawn & Garden Equip & Supply Stores	4442	\$496,163	\$825,224	-\$329,061	-24.9	1
Food & Beverage Stores	445	\$19,163,162	\$9,842,805	\$9,320,357	32.1	15
Grocery Stores	4451	\$17,488,632	\$7,376,784	\$10,111,848	40.7	10
Specialty Food Stores	4452	\$811,073	\$1,780,965	-\$969,892	-37.4	4
Beer, Wine & Liquor Stores	4453	\$863,457	\$685,056	\$178,401	11.5	1
Health & Personal Care Stores	446,4461	\$7,033,755	\$12,236,369	-\$5,202,614	-27.0	4
Gasoline Stations	447,4471	\$11,709,461	\$22,372,948	-\$10,663,487	-31.3	10
Clothing & Clothing Accessories Stores	448	\$5,298,620	\$2,477,601	\$2,821,019	36.3	6
Clothing Stores	4481	\$3,614,630	\$1,415,041	\$2,199,589	43.7	3
Shoe Stores	4482	\$844,783	\$0	\$844,783	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$839,207	\$1,062,560	-\$223,353	-11.7	3
Sporting Goods, Hobby, Book & Music Stores	451	\$2,605,888	\$1,454,466	\$1,151,422	28.4	2
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,156,377	\$1,027,650	\$1,128,727	35.4	1
Book, Periodical & Music Stores	4512	\$449,511	\$426,816	\$22,695	2.6	1
General Merchandise Stores	452	\$17,698,018	\$34,812,133	-\$17,114,115	-32.6	4
Department Stores Excluding Leased Depts.	4521	\$12,330,959	\$31,210,000	-\$18,879,041	-43.4	1
Other General Merchandise Stores	4529	\$5,367,059	\$3,602,133	\$1,764,926	19.7	3
Miscellaneous Store Retailers	453	\$4,266,723	\$5,221,232	-\$954,509	-10.1	10
Florists	4531	\$157,022	\$102,038	\$54,984	21.2	1
Office Supplies, Stationery & Gift Stores	4532	\$911,204	\$497,497	\$413,707	29.4	1
Used Merchandise Stores	4533	\$941,888	\$2,739,332	-\$1,797,444	-48.8	5
Other Miscellaneous Store Retailers	4539	\$2,256,609	\$1,882,365	\$374,244	9.0	3
Nonstore Retailers	454	\$2,696,839	\$0	\$2,696,839	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$2,309,861	\$0	\$2,309,861	100.0	0
Vending Machine Operators	4542	\$47,344	\$0	\$47,344	100.0	0
Direct Selling Establishments	4543	\$339,634	\$0	\$339,634	100.0	0
Food Services & Drinking Places	722	\$11,133,789	\$16,353,226	-\$5,219,437	-19.0	29
Special Food Services	7223	\$184,573	\$0	\$184,573	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$813,058	\$1,811,525	-\$998,467	-38.0	1
Restaurants/Other Eating Places	7225	\$10,136,158	\$14,535,438	-\$4,399,280	-17.8	28

Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Note that this type of data has multiple interpretations and depends significantly on the area in question and how boundaries are drawn. Gaps which exist at the ½ mile radius (walking distance) may not exist at a 2-mile (biking distance) or 5+ mile radius (driving distance). In this case the data shown is from a 3-mile radius from the center of Clewiston, which covers the entire urbanized area.

Also, when there is a surplus of spending, that doesn't necessarily mean there is oversupply/lack of opportunity for additional space in that category; it may actually mean that the area has become a destination with clustering effects that have drawn people into the area from elsewhere. If this is true, this could actually suggest potential support for additional development.

Similarly, leakage may indicate losses that are unlikely to ever return (certain purchases are likely to continue elsewhere regardless, because of competition). So they may not represent a gap that is realistic to fill, and thus would not represent an opportunity.

Needless to say, the potential for a retail business to be competitive also depends on its concept, products, pricing, marketing, etc. It is entirely possible for new entrants to carve out space within a saturated market (or to fail within one where demand exceeds supply).

Given the above, there is a need for some qualitative judgments that balance out what the data may tell us with the direction the community wants to take.

It is possible to conduct scenario planning using the identified gaps in spending, estimating potential re-capture of that leakage from provision of new space, and converting the spending into supportable space using typical sales per square foot (if the type of retail is known) and/or local retail rents.

A similar exercise could be done even for categories where there is a surplus; in this case the issue would be less about "recapture" of spending leakage and more about project capture of the existing spending, including the surplus. This would be based on assumed competitiveness of the project (in terms of location, size, offering, etc)

In addition to the above, since the population has been projected to grow substantially over time, we can take data on spending per household and convert the population growth into future retail spending, as well as future supportable space. We would still have to estimate capture of the new spending at the project site versus existing and future retail destinations in the vicinity. Since we wouldn't have that information at present, we can estimate based on proportional capture.

We can make the calculations described above once we have confirmed basic planning parameters/what will be allowed; this will happen later during the planning/design stage.

Retail Trends

In general, the retail landscape has changed significantly from the time when smaller town main streets were responsible for a significant amount of retail sales. Strip development along major roads, enclosed malls, big box stores, and online shopping have all had a significant negative effect on “main street” retail in older urban areas.

People simply make the bulk of their goods purchases in different ways now; oftentimes preferring larger, dedicated discount stores with abundant parking when they shop in person at all. There are economies of scale, lower rents, and lower operating costs with such larger scale retail that translates into lower costs for the consumer.

Even the malls found in larger markets which originally displaced traditional street retail by resolving some key issues related to parking, centralized management/operations, and shared marketing have suffered. The “experience” that malls offer (conditioned space, chain stores, food courts, etc.) has in some cases been outgrown by a new generation – they have become too large and formulaic. Of course Clewiston does not have a mall. But it does have discount and big box retail formats, and even some of those have been challenged in recent years.

Retail spending, and the way people spend their leisure time, is changing. There are threats to a host of traditional retail formats from online shopping. As people increasingly choose to spend more and more of their leisure time online, shopping is no longer the central attraction it once was. There is also a general consensus that the US may be over-retailed, with retail space per person far exceeding other countries, even those with comparable wealth and spending patterns.

Shopping areas are scrambling to adjust the mix of uses, tenants, and programmed activities to respond to this new reality. Some have found it too difficult to adjust, have continued to suffer financially, and are closing.

Over the past few decades, many enclosed malls (avg size ~800K sqft) have slowly been replaced by smaller lifestyle centers (avg size ~350K sqft) with a broader mix of uses (including apartments, offices, entertainment uses, food, and more specialty retail stores), more outdoor and community spaces (main streets, plazas, etc.), and a more eclectic and historic-looking architecture that seeks to give the impression of an authentic urban environment (even if they are still artificial). While they have achieved some success, it may be temporary.

Some have theorized that what people may ultimately be looking for in such new formats is a connection to community – perhaps what was partially lost when the malls, big box, and other retail formats displaced main street retail and traditional downtowns. Even in the suburbs where people tend to have comfortably large homes, there is a need to see and connect with other people. While not everyone has an affinity for density of larger cities, most appear to want at least some sort of commercial and civic activity center that serves as the social heart of the community.

At the same time, people don't have to visit a bricks and mortar location to buy things anymore. Many would prefer to spend their limited leisure time in places focused less on consumption of things, and more on “experiences”, including dining out, meeting people for coffee/drinks, or engaging in other social activities. Activated public space is most easy to maintain when there is a combination of people living, working, and spending leisure time in in area, and not just shopping.

A mixed-use development at the project site, which will inevitably be smaller and more neighborhood/community focused than the larger destinations listed above, could benefit from this trend. It has many of the ingredients of what people seem to be seeking out: It is comparatively small and compact, it has (access to) beautiful natural scenery,

including canal frontage; the marina activities would speak to the authentic culture of the region and this city in particular.

Clewiston is projected to growth and the new population may come from larger cities where it is being displaced because things are getting too expensive; this group may still prefer certain aspects of a more urban lifestyle, or some sort of hybrid that is the best of both worlds. They will also be newcomers, seeking ways to connect and integrate with the local community. A project like this one could provide a little bit of what they are looking for in those respects.

Outlook & Insights

- This has historically been considered a weak retail market, with slightly negative annual absorption over the past ten years. However, there appear to be some positive indicators of late, and this is despite the pandemic.
- It should be clear from looking at the tenants that most of the retail is very focused on the budget/economy market in terms of pricing and positioning. This is reflective of the limited household incomes and limited spending behaviors of the local community
- If/when the Airglades project happens, that will bring significantly more people to the area (some estimates indicate a tripling of the population over a 25 year period); it is also likely that the range of worker occupations and incomes would expand, increasing from its currently low base. This would eventually lead to more retail spending, greater demand for retail space, and a greater range of choice in terms of selection and market positions. Some of this will likely locate west of the city, in a range of newly planned areas along the current highway. If a major road/truck bypass is constructed to divert traffic away from the road currently running through downtown, that may change the retail landscape somewhat, with the main street shifting towards more local serving retail/services and locations along the new route catering both to through traffic (eg. via truck stops) and those working at the airport and nearby industries.
- As the city grows and spreads out somewhat, and new retail is added, its likely that there would be multiple competing destinations, including neighborhood centers within larger new developments to the west. The central area is likely to redevelop over time. On the east side of the city, at the existing marinas, there is likely an opportunity to expand the offerings, particularly if they are developed with higher density residential as part of the mix.
- If we look at service establishments, there is an assortment. The most profitable tend to be those in the healthcare-related fields. You could imagine certain kinds of services would be more appropriate for a lakefront marina destination embedded within the neighborhoods; not along the main road and serving the local community rather than the bulk of those driving through. Healthcare in the form of ambulatory clinics and physical therapy might be one option.
- Various independent and neighborhood focused personal care services, day care, and educational services might also be relevant, although these are not typically high value tenants.
- To the extent that the project has any marina functions and serves the boating community (either local or regional), various fuel, maintenance, equipment/boat rental, guided tours, specialty recreational goods, and related conveniences may also be relevant.
- Many marinas are able to broaden their appeal beyond a boater customer base, with visitors attracted by views of the boats and the activities of those coming and going.

RESTAURANTS/FOOD & BEVERAGE ESTABLISHMENTS

Market Data & Trends

For the most part, this is covered within retail; however, a complete list of these establishments is provided below

Dining & Drinking Places	# Establishments	Sales Revenues
Beef'o'brady's	1	1,060,000
Big Eaters Cafe	1	177,000
Burger King	1	884,000
Cafetropical	1	177,000
China Buffet	1	71,000
China Taste	1	177,000
Common Grounds Coffee Shop	1	106,000
Domino's	1	636,000
Donut Connection	1	74,000
Dunkin'	1	441,000
Everglades Lounge & Grill	1	1,735,000
Galley Grill Inc	1	177,000
Hawaiian Ice	1	177,000
Katy Seafood & Restaurant	1	212,000
Kfc	1	495,000
King of Delights of the Sea	1	177,000
Little Caesars Pizza	1	389,000
Loos Pizza Inc	1	177,000
Main Street Subs	1	36,000
Mc Donald's	1	2,120,000
Meli's Seafood Cafe	1	71,000
Panaderia y Pupuseria Rincon Latin	1	177,000
Pig in or Pig Out Cooking Team	1	106,000
Popeyes Louisiana Kitchen	1	672,000
S & S Bar B Que Inc	1	177,000
Scotty's Tiki Bar	1	124,000
Sonny's Bbq	1	1,414,000
Subway	2	460,000
Sunrise Restaurant	1	389,000
Sweet Town Cafe	1	177,000
Taqueria Al Pastor Inc	1	177,000
Taqueria Jalapenos	1	177,000
Taqueria Jalapenos 2	1	177,000
Wendy's	1	990,000
Total	35	14,786,000

Outlook & Insights

- Most of the dining establishments are national fast-food chains, independent quick service restaurants, and a few casual dining (table service)/family style restaurants.
- There are a few standouts in terms of sales volume which could be investigated further to determine if they are concepts worth emulating (eg. BBQ), but most of the figures here are not that significant. Everglades Lounge is in the historic hotel.
- Note: It would appear from the similarities of some of the figures that the revenues given for the smaller revenue establishments are an average for the NAICS code category, so those revenue stats can't be used for relative comparison and should probably be ignored
- A better way to evaluate concepts would be to reference websites noting top restaurants, eg. tripadvisor, yelp, or simply google star ratings
- This data from ESRI Business Analyst may also be somewhat dated, and retail/restaurants change constantly; its clear that some recently added restaurants (eg. Staghorn Kitchen) are not included in the list above.
- What is missing? a broader range of options including fine dining, although there may be a limited market for higher priced food (would be tourist dependent, and thus seasonal, until the city grows).
- Many locals and tourists seem to prefer the laid-back environments and regional cuisine; if anything they appear to be looking for whatever is regionally authentic on their visits (eg. seafood, bbq, etc.)
- Clewiston had a long tradition of themed roadside restaurants as is clear from historic photos and postcards; there may be a market for some retro-nostalgia that builds off local history and culture.
- While most of the surrounding agricultural is sugar-related, the broader Florida agricultural sector's offerings, combined with lifestyle trends and shifting culinary interests, would seem to suggest there might be an opportunity for Farm to Table type restaurants
- Most of the restaurants are roadside locations to attract the considerable through traffic which they may be partially dependent on. Locations away from the road are going to be more challenged.
- Having said that, the offerings at Roland Martin Marina which include a covered but open-air Tiki Bar and Grill overlooking the water at sunset, and occasional live entertainment, may be an alternative approach to emphasizing "experience" and not just food. The Elks Lodge (in the same vicinity) also serves food on Friday/Saturday nights and is more of a community/neighborhood gathering spot, so there may be an opportunity for other establishments that target the same atmosphere.
- Most larger marinas in cities have a range of F&B options and seek to attract customers beyond the boating community; given some of the comments in online reviews it would appear that there is room for more competitors in this space locally. The Jolly Roger Marina does not offer F&B so there is really only one player in this space.
- For a city focused on the lake/water (and the agriculture it fosters) in so many other ways, it is somewhat ironic that there are not more options to connect with the water, or view the agricultural landscape. The dike at around 30ft in height prevents views of the lake (unless one would build to 4 stories or more); however, the site's location may offer the possibility of trail walks along the dike before/after eating (which would afford lake views), or boat or dock-type dining experiences (which would allow water connections. There might even be the potential to sell take away for eating along the top of the dike, or at the viewing areas on the other side. Food trucks could also facilitate such options.



View from the top of the dike

- If the population, employment, and income growth associated with the Airglades project comes about, the dining landscape will evolve and change to include a broader range of options. Given the location of the activities associated with that project, there will be a need for additional restaurants outside the city along the road leading to the airport.
- Similarly, if there is a road bypass constructed as a trucking route, restaurant spending generated from those passing through is likely to shift somewhat to newer locations (eg. truck stop restaurants, etc.) However, by that time the local community will also be growing which will make up for some of the loss.

Photos of key dining attractions/potential comparable concepts:

Roland Martin Marina Tiki Bar & Grill

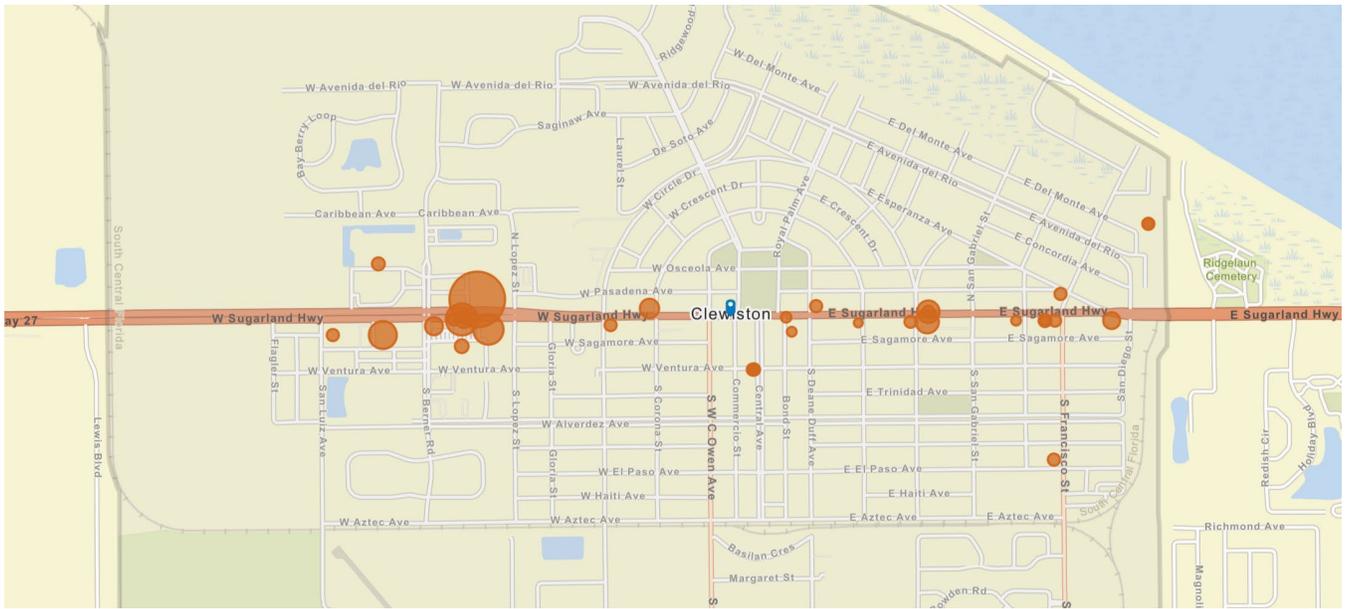


Swampwater Cafe

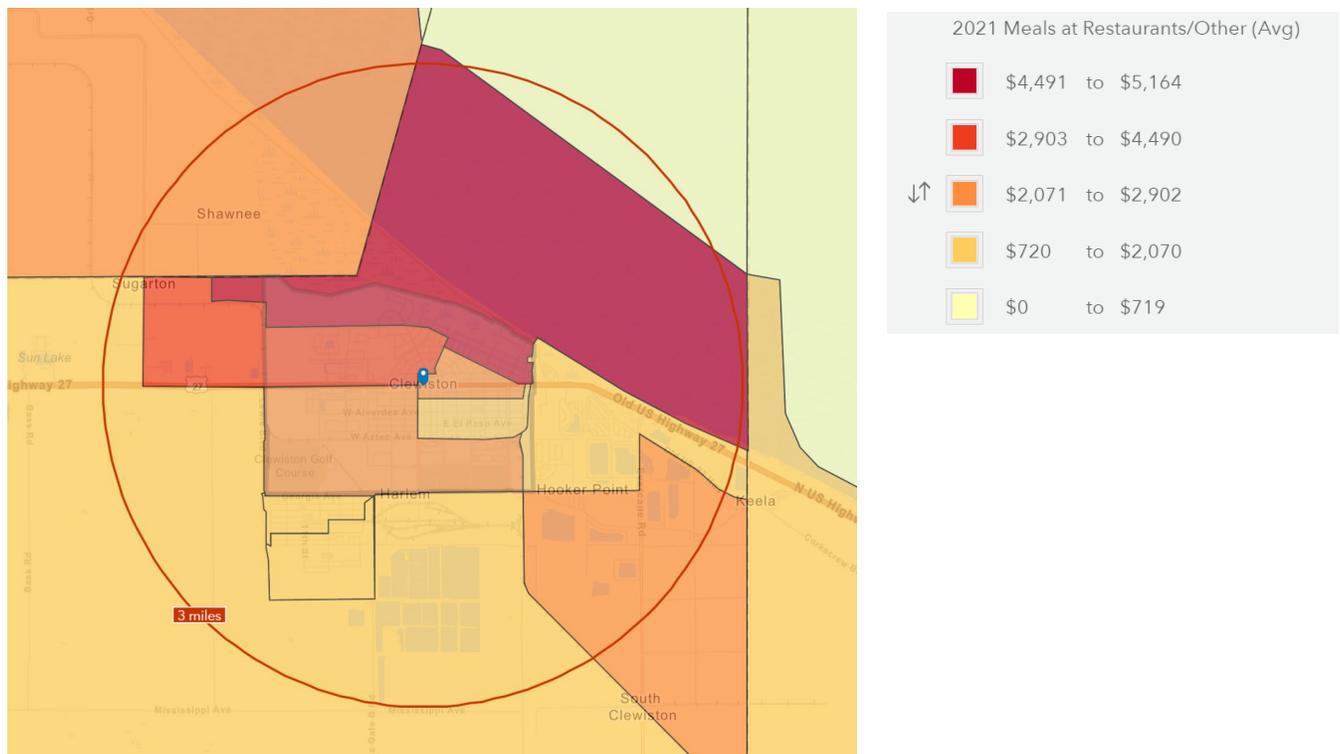


There are [other comparables](#) outside of Clewiston around the lake which may be worth looking at

Map of F&B Establishments scaled by Annual Revenue



Average Household Spending on Dining Out

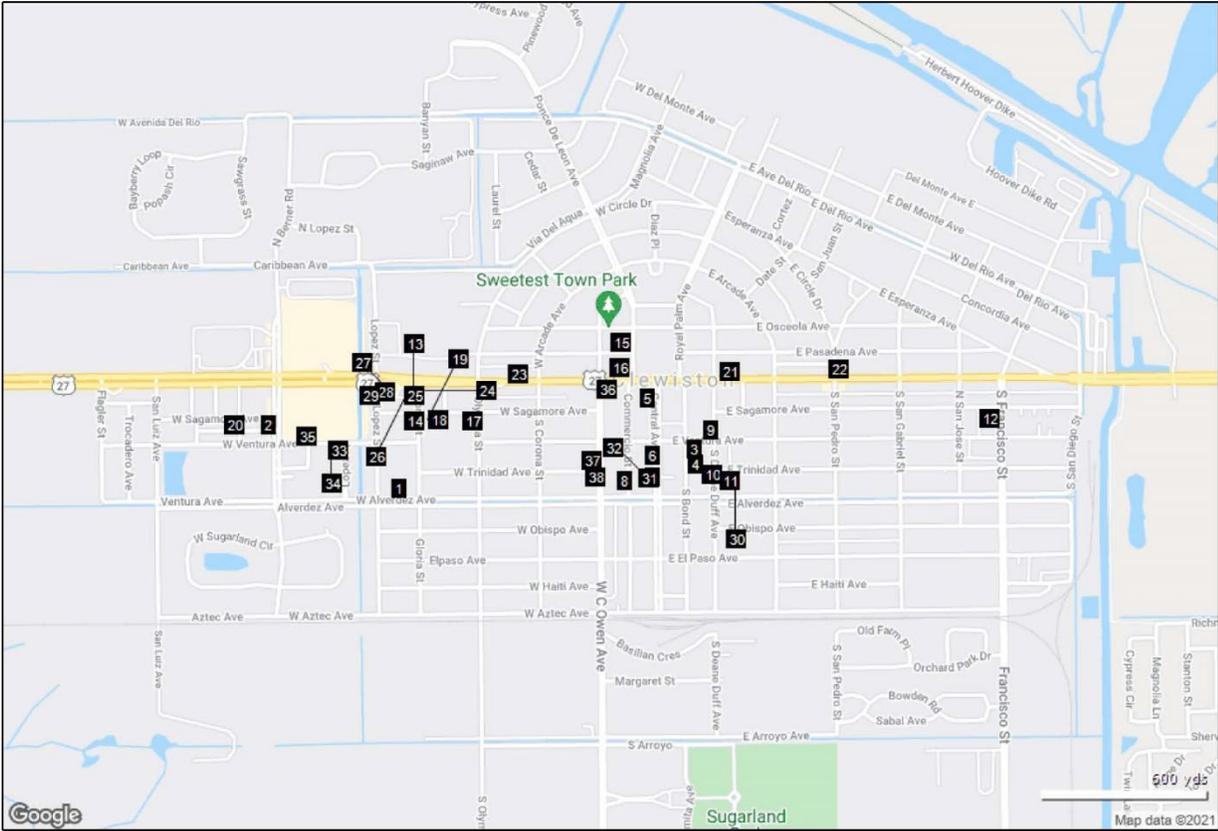


Source: ESRI Business Analyst, Stantec

While most of the spending on dining out is located along the main highway, the origin of that spending (at least in terms of average HH spend among residents) comes from the wealthier neighborhood to the north, close to the water (and to the project site). Some of the spending on local restaurants (estimated at 30-50%) also comes from employees who live elsewhere, tourists, and those passing through.

OFFICES

Market Data & Trends



Photos of typical "office" buildings show small-scale properties that in some cases look almost residential.

	Office Property Address	Rentable Bldg Area (sqft)
1	215 S Francisco St	20,605
2	111 Ponce de Leon Ave	17,756
3	212 Osceola Ave	13,706
4	315 S Wc Owen Ave	12,951
5	500 W Sagamore Ave	11,475
6	109 Central Ave	9,757
7	201 S Berner Rd	7,909
8	601 W Alverdez Ave	5,796
9	1008 W Sagamore Ave	5,595
10	700 W Sugarland Hwy	4,856
11	406 S Deane Duff Ave	4,560
12	300 Bond St	4,486
13	333 Comercio St	4,347
14	540-542 W Sagamore Ave	4,294
15	530-532 W Sagamore Ave	4,088
16	417 W Sugarland Hwy	4,047
17	401 S Wc Owen Ave	3,842
18	141 S Deane Duff Ave	3,500
19	100 S Wc Owen Ave	3,392
20	203-205 Gloria St	3,274
21	327 Central Ave	3,054
22	850 W Ventura Ave	2,930
23	309 E Sugarland Hwy	2,693
24	316 Trinidad Ave	2,493
25	848 W Ventura Ave	2,070
26	316 Bond St	1,773
27	626 W Sugarland Hwy	1,733
28	210 W Ventura Ave	1,718
29	606 W Sugarland Hwy	1,610
30	600 W Sugarland Hwy	1,521
31	905 W Ventura Ave	1,465
32	622 W Sugarland Hwy	1,420
33	208 W Ventura Ave	1,394
34	329 S Deane Duff Ave	1,187
35	115 Gloria St	1,091
36	501 E Sugarland Hwy	1,009
37	309 Central Ave	620
38	544 W Sugarland Hwy	253
	Total	180,270

Source: CoStar

- There is approximately 180K sqft of office space in 38 properties throughout Clewiston, the bulk of which are smaller, single story, lower-grade buildings. Some are even converted homes. Only two properties have buildings that are 2 story.
- From a real estate perspective, almost all of these properties are considered grade C, reflecting their age and condition. One property: 111 Ponce De Leon, is considered grade B. It is the headquarters of US Sugar. Using CoStar's "star rating" system, most properties are 2 or 3 stars; there is nothing in the 4 or 5 star range.
- Like the retail sector, most of these buildings are located along the commercial strip following Sugarland Hwy (clustering around retail/F&B centers), although a number of them are also located in the roughly 8 block commercial core bounded by WC Owens, S Dean Duff, and Alvarez Avenues. A number of government offices are located in that area as well.

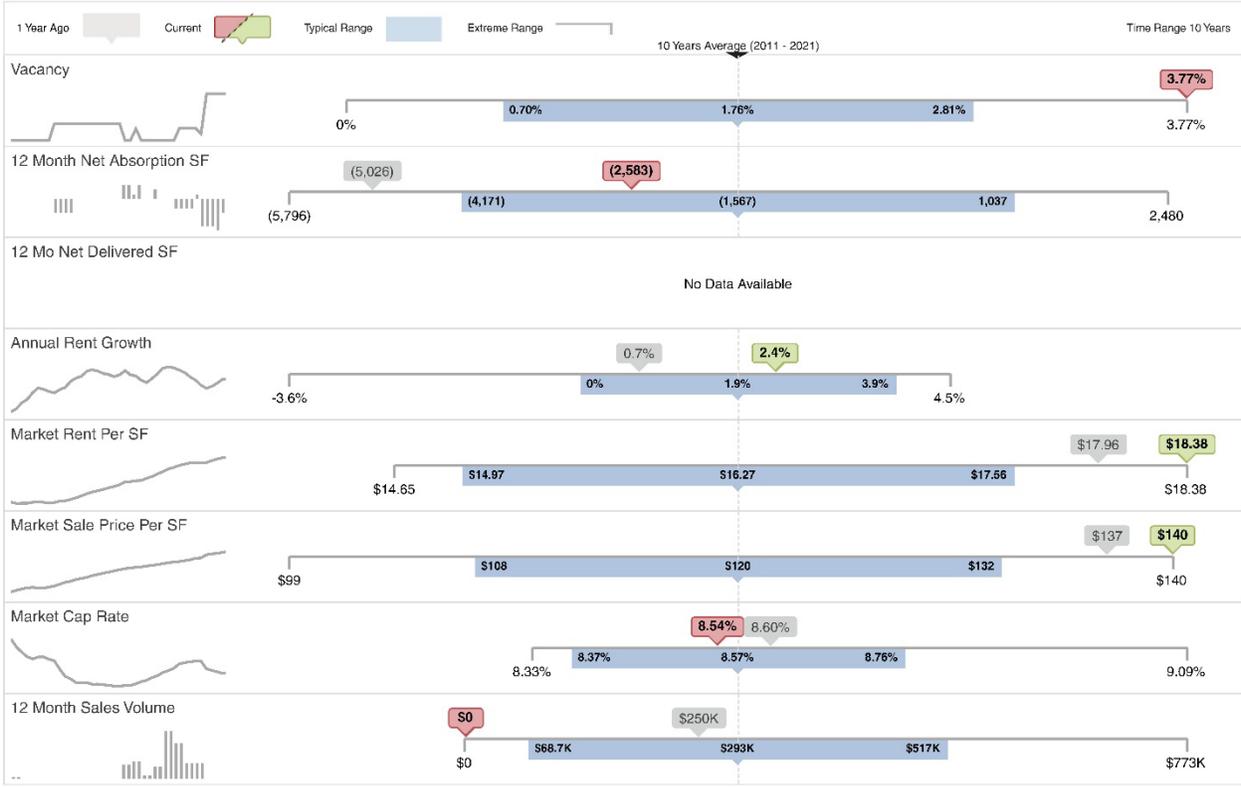
INVENTORY SF 180K +0% Prior Period 180K	UNDER CONSTRUCTION SF 0 - Prior Period 0	12 MO NET ABSORPTION SF (2.6K) -7.0% Prior Period (2.4K)	VACANCY RATE 3.8% +1.5% Prior Period 2.3%	MARKET RENT/SF \$18.38 +2.4% Prior Period \$17.95	MARKET SALE PRICE/SF \$140 +3.3% Prior Period \$136	MARKET CAP RATE 8.5% -0.2% Prior Period 8.7%
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Key Metrics

Availability		Inventory	
Vacant SF	6.8K ↓	Existing Buildings	38 ↓
Sublet SF	0 ↓	Under Construction Avg SF	-
Availability Rate	4.8% ↓	12 Mo Demolished SF	0 ↓
Available SF	8.6K ↓	12 Mo Occupancy % at Delivery	-
Available Asking Rent/SF	-	12 Mo Construction Starts SF	0 ↓
Occupancy Rate	96.2% ↓	12 Mo Delivered SF	0 ↓
Percent Leased Rate	96.2% ↓	12 Mo Avg Delivered SF	-

Sales Past Year		Demand	
Asking Price Per SF	-	12 Mo Net Absorp % of Inventory	-1.4% ↑
Sale to Asking Price Differential	-	12 Mo Leased SF	0 ↓
Sales Volume	\$0 ↓	Months on Market	14.8 ↑
Properties Sold	1 ↓	Months to Lease	-
Months to Sale	-	Months Vacant	-
For Sale Listings	3 ↓	24 Mo Lease Renewal Rate	89.2%
Total For Sale SF	9K ↓	Population Growth 5 Yrs	6.4%

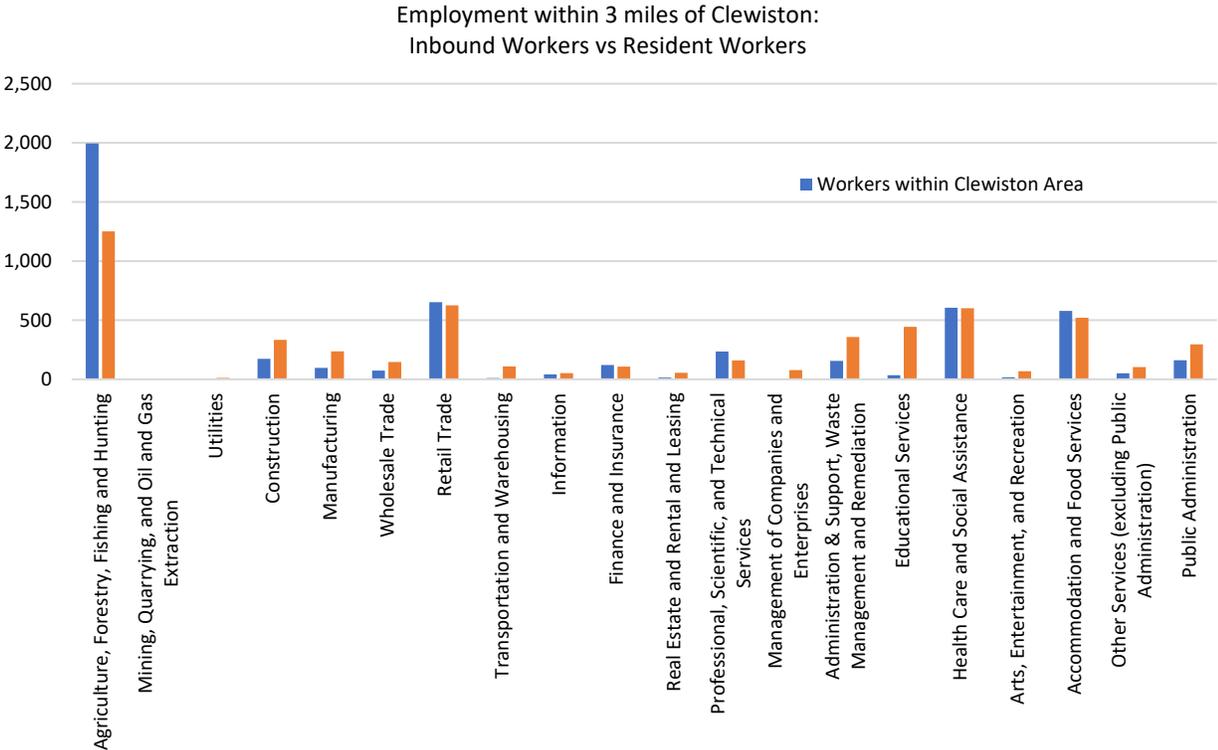
Key Performance Indicators



Outlook & Insights

- The limited office space in the city reflects an economy that is less focused on occupations requiring offices; perhaps 800-1000 workers (or about 15-20% of total workers in the vicinity) have office type jobs
- The character of the available space is consistent with smaller companies and service businesses rather than large corporations. Some of this space can even be considered interchangeable with retail space.
- If we look at the performance of the local office market, rents are currently averaging over \$18/sqft, which is considerably higher than the average from the last 10 years and outside the range of fluctuation. Rents have clearly been steadily increasing, but the rate of increase is for the most part simply tracking inflation at around 2%; there doesn't appear to be significant new sources of demand.
- The vacancy rate in the local office market is fairly low at less than 4%, although it appears to be increasing (perhaps due to the pandemic) from its long-term average, which is even lower.
- There have been no additions to supply over the last few years and none are currently under construction or planned.
- Sale prices are now averaging around \$140/sqft, although there is quite a wide range given the varied properties. This level of pricing is also significantly above the ten year average and the typical range. As with rents, prices have been steadily increasing
- The expected growth arising from the Airglades project will expand and diversify the economy and give rise to more jobs requiring office space. Some of these new/expanded employers will inevitably locate nearer to the airport given the nature of what drives their work, but most will likely continue to locate downtown, where there are more dining options, given a bigger customer base that includes other residents, and demand for meals other than lunch.
- In terms of the project site, it is generally not considered an ideal location for office given its residential neighborhood context which is less central than the existing commercial areas, but a certain amount of office space could be provided for any potential accommodation, marina, or tourism-related business operations. Ground floor space should be flexible to accommodate retail, service businesses, and/or offices interchangeably.

The differences in employment by industry are shown below:



Source: US Census on the Map, Stantec

A proportional depiction of the breakdown of all jobs by industry for Clewiston resident workers (orange in graph above, but limited to those who live within the formal city boundary) is shown below. However, from a local real estate perspective, we are more interested in Clewiston workers rather than residents.



Source: datausa.io

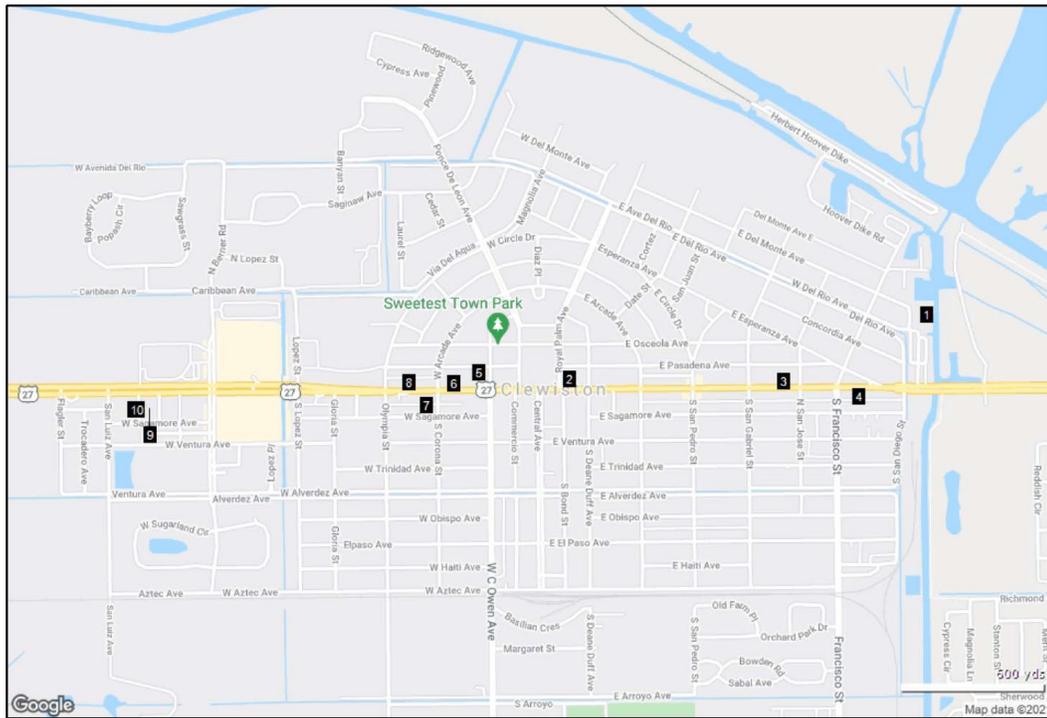
Market Area Employment Sector	% Office Using
Wholesale trade	9.3%
Retail trade	3.5%
Transportation and warehousing	15.9%
Information	79.0%
Finance and insurance	99.2%
Real estate	95.2%
Professional and business services	95.3%
Management of companies and enterprises	100.0%
Administrative and support services	60.2%
Educational services	6.2%
Health care and social assistance	23.4%
Other services	88.9%
Government	32.7%

Applying these percentages to the current numbers of workers results in approximately 15-20% of the workforce requiring office space (approximately 800-1000 workers). This is equivalent to about 180-240 sqft/worker gross rentable (without accounting for vacancy).

Source: CCIM

HOTELS

Market Data & Trends



Map #	Type, Market Position, Name	# Rooms	Revenue (2017)	Revenue/ Rm or Site
	Hotels: Franchise	247		
	Economy			
2	Americas Best Value Inn (Historic Clewiston Inn)	52	1,135,000	21,800
	Midscale			
9	Best Western of Clewiston	51	1,135,000	22,300
	Upper Midscale			
5	Hampton Inn Clewiston	86	1,589,000	18,500
10	Holiday Inn Express & Suites Clewiston	58	1,211,000	20,900
	Hotels: Independent	138		
	Economy			
1	Roland Martin Marina & Resort	40	4,717,000	117,900
6	Executive Royal Inn	25	76,000	3,000
8	West Express Inn	20	152,000	7,600
4	Relax Inn	19	76,000	4,000
3	Plaza Travel Inn	19	304,000	16,000
7	Motor Inn	15	76,000	5,100
		385		
	Campgrounds/Other			
	Big Cypress Campground	113	332,000	2,900
	Clewiston Koa Campground (RV Resort)	120	249,000	2,100
N/A	Okeechobee Landings RV Resort	265	747,000	2,800
	Shriji Llc	-	606,000	
		498		
	Total		12,405,000	

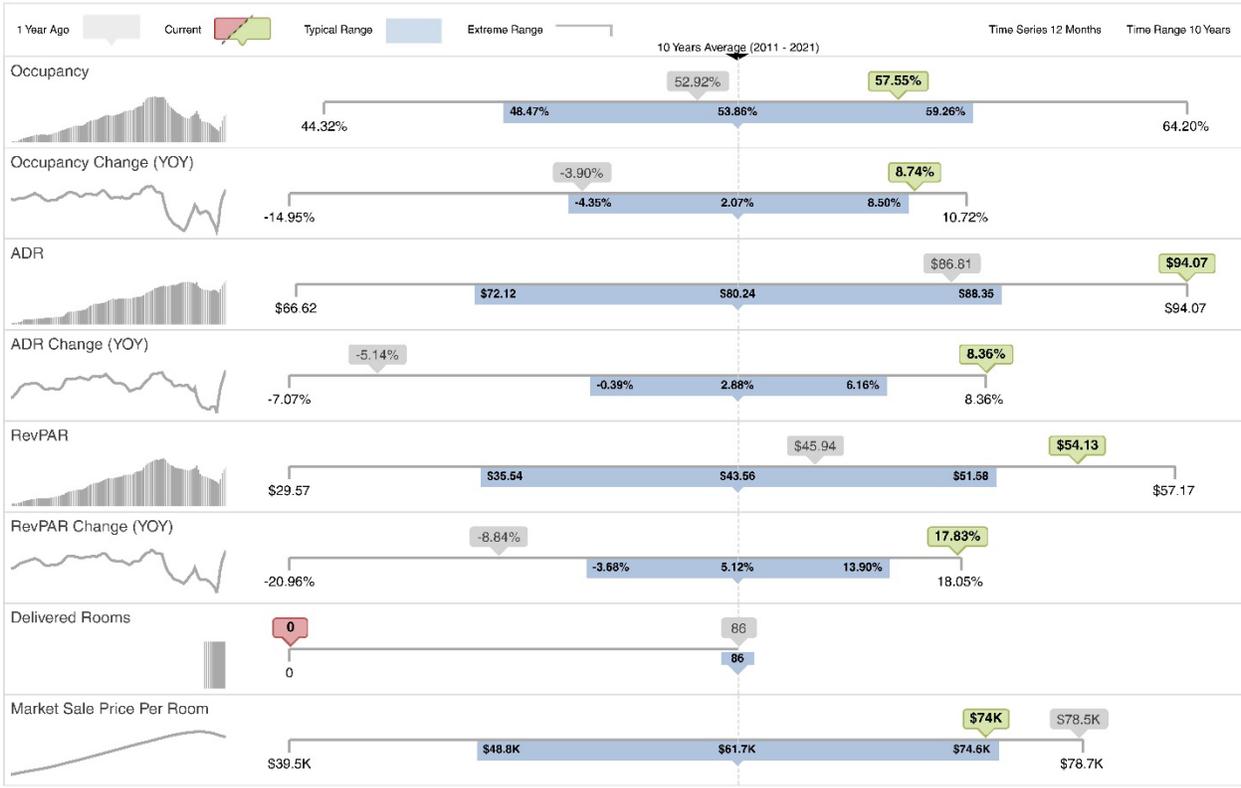
INVENTORY ROOMS 385 +0% Prior Period 385	UNDER CONSTRUCTION ROOMS 0 - Prior Period 0	12 MO OCC RATE 57.5% +8.6% Prior Period 53.0%	12 MO ADR \$94 +8.4% Prior Period \$87	12 MO REVPAR \$54 +17.7% Prior Period \$46	MARKET SALE PRICE/ROOM \$72.9K -5.7% Prior Period \$77.3K	MARKET CAP RATE 8.5% -0.3% Prior Period 8.8%
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Key Metrics

Inventory		Sales Past Year	
Existing Rooms	385 ↓	Sales Volume	\$0 ↓
Existing Properties	10 ↓	Properties Sold	0 ↓
12 Mo Delivered Rooms	0 ↓	Months to Sale	-
12 Mo Delivered Properties	0 ↓	Average Price Per Building	-
Under Construction Rooms	0 ↓	Market Price Per Room	\$72.9K ↓
Under Construction Properties	0 ↓	Market Cap Rate	8.5% ↓

Performance Trend	
Occupancy Rate	63.9% ↑
Average Daily Rate	\$103.24 ↑
Revenue Per Available Room	\$65.98 ↑
YTD Occupancy Rate	64.8% ↑
YTD Average Daily Rate	\$101.33 ↑
YTD RevPAR	\$65.64 ↑
3 Mo Occupancy Rate	63.4% ↑
3 Mo Average Daily Rate	\$98.81 ↑
3 Mo RevPAR	\$62.68 ↑
12 Mo Occupancy Rate	57.5% ↑
12 Mo Average Daily Rate	\$94.07 ↑
12 Mo RevPAR	\$54.13 ↑

Key Performance Indicators



Outlook & Insights

- Clewiston has a range of temporary accommodations from franchised and independent hotels (total 10 properties; 385 rooms) to Campground/RV sites (4 properties; approximately 500 sites). Most of these are targeting the economy/midscale market positions for budget travelers. Most are relatively small, 1 or 2 story motel type properties. For the most part this type of landscape is typical of inland Florida and is found all around Lake Okeechobee; there are no luxury destination resorts, for instance.
- Most of the hotels are along the main highway for road visibility; one exception is the Roland Martin Marina & Resort, which due to its nature is located along a canal leading to Lake Okeechobee. This establishment actually draws the most revenue (although this could reflect total revenue from the range of activities offered here and not just accommodations-related revenue).
- One historic hotel – The Historic Clewiston Inn – is now branded as a “America’s Best Value Inn”; it lies at the center of the community and contains a large ballroom. In addition to the rooms there are a number of courtyard villas with kitchenettes aimed at families and/or for longer-term stays.
- One newer hotel - the Hampton Inn – is the largest property in the area and is a modern 4 story structure with internal corridor circulation
- Most of the hotels are quite dated: With the exception of the Hampton Inn (2020), the Holiday Inn Express & Suites (2006), the Best Western (1998), and the Roland Martin Marina & Resort (1981), the remaining properties date from the 1930s-1950s.
- Most of the independent hotels are not high enough quality properties to be considered relevant as comparables for a new development but they do reflect some of the kinds of tourist traffic that Clewiston has.
- Data on tourism visitation to Clewiston is limited; there are no visitation numbers specific to the city (that we could find), and nothing on where such tourists are coming from, where/how long they are staying, what they are spending money on, etc.
- The purpose of most current tourism to Clewiston seems to relate to fishing/boating activities at Lake Okeechobee, and perhaps some historic, rural, and agricultural tourism. There does not seem to be any significant business tourism (if there were, the hotel properties would show more meeting/event space). Much of the hotel traffic doesn’t relate to tourism at all – it is instead related to truck/car traffic passing through on the way to somewhere else. In a previous era, the city was more of a destination for regional tourists, but as options have expanded and air travel has become cheaper, people are going elsewhere for the most part. There is still some traffic from people seeking authentic and affordable alternatives to the coasts.
- If/when the Airglades project happens, the amount of traffic would grow and its nature might change, but it would be expected to be similar to what exists currently: people passing through and staying for the night. Some of the airport-related functions may foster business tourism. It is likely that new hotels would locate closer to the airport for some of that.
- If there is a road bypass constructed as part of the transportation improvements associated with the Airglades project (this is currently being considered), some of the through-traffic might be directed away from the city towards new hotels outside the city along the highway. The existing hotels could be negatively impacted; however, the Airglades project is expected to grow the community so much (directly, indirectly) that visitation would be expected to grow. Presumably, by the time the Airglades project is fully in operation and the population is growing rapidly, the tourism landscape will evolve to be driven by people seeking out Clewiston as more of a destination.

- Most of the current market data shown by CoStar reflects pandemic-related conditions and thus should be viewed with caution. CoStar also only recently started incorporate hotel-related data after their purchase of STR Global; no longer-term data prior to the pandemic is shown.
- Having said that, current occupancy rates while low at around 64% are climbing; overall average daily room rates (around \$100) and RevPAR (around \$65) are also low but increasing; CoStar projects further improvement over the next 1-2 years (basically a return to normal)
- Most of the tourist/through traffic will tend to utilize hotels along the major road (which locate there for visibility and convenience to dining and other convenience retail). However, there may be an opportunity for a higher quality hotel/resort given that the existing hotel landscape is more focused on economy offerings.
- Its worth mentioning that Roland-Mary Ann Martin’s Marina is generating the most revenues in the accommodation sector. The performance metrics here warrant further review as they are considerably higher than would be expected from the accommodations figure alone; this may reflect the range of other revenue sources at this property (eg. marina services including dockage and fueling + boat rental/repair/storage, restaurant, bar, retail, campground/RV park, cabins, condo rentals, tours, etc.) This mixed-use model may in fact be a useful comparable for what is being considered at the project site, although other facilities should also be reviewed as case studies as this is still considered budget type accommodations.



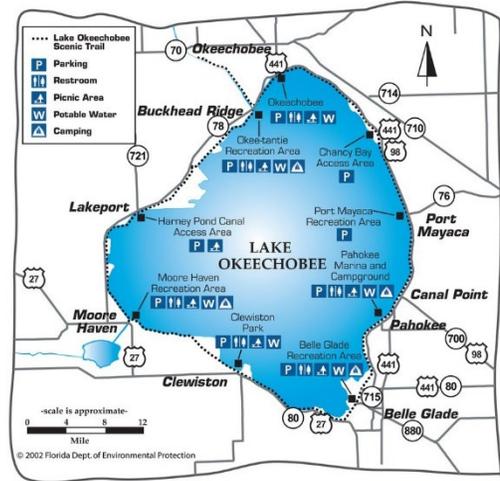
Images of the range of types of Clewiston Hotels

RECREATION/ENTERTAINMENT

Market Data & Trends

Data on the local recreation/entertainment sector is somewhat limited; there doesn't appear to be any surveys of spending, satisfaction, or preferences. Clewiston's recreation/entertainment opportunities are mostly outdoor activities & attractions centered around the lake:

- Fishing Tours
- Swamp Safari
- Airboat Tours
- Hunting & Shooting
- Golf
- Hiking
- Everglades Safari
- Hang Gliding
- Skydiving
- Parks
- Native American Culture – Big Cypress Reservation
- Museums
- Seasonal Events (Festivals, etc.)



Business Activity in Recreation/Entertainment

The table below of revenues by business show the somewhat limited options available in the entertainment/recreation category (though there may be other options not classified as such).

Arts, Entertainment, and Recreation Establishments	Number of Businesses	Sum of Sales Volume
Amusement, Gambling, and Recreation Industries	9	6,835,000
777 Arcade	2	312,000
Bella Vida Spa	1	360,000
Clewiston Golf Course	1	1,245,000
Glades Golf & Grill		3,111,000
Mercier Fishing Charters	1	293,000
New Flex Gym & Fitness Ctr	1	120,000
River House Marina & Luxury	1	1,066,000
Snap Fitness	1	120,000
Sugar Town Arcade	1	208,000
Museums, Historical Sites, and Similar Institutions	4	293,000
Clewiston Museum Inc	2	-
East Recreation	1	-
Jj Bass Fishing	1	293,000
Performing Arts, Spectator Sports, and Related Industries	2	1,120,000
Big Cypress Rodeo & Entrtn	1	827,000
Clewiston Sugar Festival	1	293,000
Total	15	8,248,000

Source: ESRI Business Analyst, Stantec

Consumer Spending on Recreation/Entertainment

Category of Recreation/Entertainment Spend	Avg HH Spend/Year
TV/Video/Audio	\$ 966
Entertainment/Recreation Fees and Admissions	\$ 565
Sports, Recreation and Exercise Equipment	\$ 150
Toys/Games/Crafts/Hobbies	\$ 96
Recreational Vehicles and Fees	\$ 84
Reading	\$ 79
Photographic Equipment and Supplies	\$ 36
Grand Total	\$ 1,976



Recreation Expenditures

Clewiston City, FL

	Spending Potential Index	Average Amount Spent	Total
TV/Video/Audio	82	\$966.14	\$2,418,250
Cable & Satellite Television Services	81	\$657.38	\$1,645,432
Televisions & Video	85	\$218.11	\$545,930
Audio	83	\$88.35	\$221,134
Rental of TV/VCR/Radio/Sound Equipment	74	\$0.82	\$2,045
Repair of TV/Radio/Sound Equipment	80	\$1.48	\$3,710
Entertainment/ Recreation Fees and Admissions	76	\$564.73	\$1,413,531
Tickets to Theatre/Operas/Concerts	72	\$58.55	\$146,548
Tickets to Movies	88	\$48.64	\$121,737
Tickets to Parks or Museums	86	\$29.17	\$73,015
Admission to Sporting Events, excl.Trips	75	\$48.34	\$120,988
Fees for Participant Sports, excl.Trips	77	\$88.96	\$222,672
Fees for Recreational Lessons	75	\$105.82	\$264,872
Membership Fees for Social/Recreation/Health Clubs	74	\$184.56	\$461,948
Dating Services	58	\$0.70	\$1,751
Toys/Games/Crafts/Hobbies	83	\$96.25	\$240,917
Toys/Games/Arts/Crafts/Tricycles	82	\$81.22	\$203,285
Playground Equipment	103	\$3.43	\$8,582
Play Arcade Pinball/Video Games	90	\$2.09	\$5,226
Online Gaming Services	83	\$5.07	\$12,683
Stamp & Coin Collecting	86	\$4.45	\$11,141
Recreational Vehicles and Fees	74	\$83.91	\$210,019
Docking and Landing Fees for Boats and Planes	71	\$6.61	\$16,554
Camp Fees	55	\$16.93	\$42,370
Payments on Boats/Trailers/Campers/RVs	86	\$43.84	\$109,739
Rental of Boats/Trailers/Campers/RVs	75	\$16.52	\$41,356
Sports, Recreation and Exercise Equipment	83	\$150.04	\$375,542
Exercise Equipment and Gear, Game Tables	87	\$47.76	\$119,548
Bicycles	84	\$25.11	\$62,848
Camping Equipment	89	\$18.51	\$46,342
Hunting and Fishing Equipment	77	\$37.22	\$93,161
Winter Sports Equipment	80	\$5.90	\$14,764
Water Sports Equipment	85	\$7.06	\$17,677
Other Sports Equipment	80	\$5.72	\$14,329
Rental/Repair of Sports/Recreation/Exercise Equipment	90	\$2.58	\$6,459
Photographic Equipment and Supplies	78	\$36.00	\$90,119
Film	86	\$0.47	\$1,187
Photo Processing	77	\$5.79	\$14,491
Photographic Equipment	78	\$12.50	\$31,283
Photographer Fees/Other Supplies & Equip Rental/Repair	79	\$17.24	\$43,157
Reading	76	\$78.65	\$196,857
Magazine/Newspaper Subscriptions	72	\$26.05	\$65,198
Magazine/Newspaper Single Copies	78	\$4.46	\$11,159
Books	78	\$26.30	\$65,819
Digital Book Readers	79	\$21.85	\$54,680

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Subcategory of Spending (sorted by avg amount spent)	Avg HH Spend/Year
Cable & Satellite Television Services	\$ 657
Televisions & Video	\$ 218
Membership Fees for Social/Recreation/Health Clubs	\$ 185
Fees for Recreational Lessons	\$ 106
Fees for Participant Sports, excl.Trips	\$ 89
Audio	\$ 88
Toys/Games/Arts/Crafts/Tricycles	\$ 81
Tickets to Theatre/Operas/Concerts	\$ 59
Tickets to Movies	\$ 49
Admission to Sporting Events, excl.Trips	\$ 48
Exercise Equipment and Gear, Game Tables	\$ 48
Payments on Boats/Trailers/Campers/RVs	\$ 44
Hunting and Fishing Equipment	\$ 37
Tickets to Parks or Museums	\$ 29
Books	\$ 26
Magazine/Newspaper Subscriptions	\$ 26
Bicycles	\$ 25
Digital Book Readers	\$ 22
Camping Equipment	\$ 19
Photographer Fees/Other Supplies & Equip Rental/Repair	\$ 17
Camp Fees	\$ 17
Rental of Boats/Trailers/Campers/RVs	\$ 17
Photographic Equipment	\$ 13
Water Sports Equipment	\$ 7
Docking and Landing Fees for Boats and Planes	\$ 7
Winter Sports Equipment	\$ 6
Photo Processing	\$ 6
Other Sports Equipment	\$ 6
Online Gaming Services	\$ 5
Magazine/Newspaper Single Copies	\$ 4
Stamp & Coin Collecting	\$ 4
Playground Equipment	\$ 3
Rental/Repair of Sports/Recreation/Exercise Equipment	\$ 3
Play Arcade Pinball/Video Games	\$ 2
Repair of TV/Radio/Sound Equipment	\$ 1
Rental of TV/VCR/Radio/Sound Equipment	\$ 1
Dating Services	\$ 1
Film	\$ 0
Total	\$ 1,976

Source: ESRI Business Analyst, Stantec

Subcategory sorted by Index (showing index of spending relative to US as a whole)	Index
Playground Equipment	103
Rental/Repair of Sports/Recreation/Exercise Equipment	90
Play Arcade Pinball/Video Games	90
Camping Equipment	89
Tickets to Movies	88
Exercise Equipment and Gear, Game Tables	87
Tickets to Parks or Museums	86
Film	86
Stamp & Coin Collecting	86
Payments on Boats/Trailers/Campers/RVs	86
Water Sports Equipment	85
Televisions & Video	85
Bicycles	84
Audio	83
Online Gaming Services	83
Toys/Games/Arts/Crafts/Tricycles	82
Cable & Satellite Television Services	81
Other Sports Equipment	80
Repair of TV/Radio/Sound Equipment	80
Winter Sports Equipment	80
Photographer Fees/Other Supplies & Equip Rental/Repair	79
Digital Book Readers	79
Magazine/Newspaper Single Copies	78
Photographic Equipment	78
Books	78
Hunting and Fishing Equipment	77
Photo Processing	77
Fees for Participant Sports, excl.Trips	77
Fees for Recreational Lessons	75
Admission to Sporting Events, excl.Trips	75
Rental of Boats/Trailers/Campers/RVs	75
Membership Fees for Social/Recreation/Health Clubs	74
Rental of TV/VCR/Radio/Sound Equipment	74
Magazine/Newspaper Subscriptions	72
Tickets to Theatre/Operas/Concerts	72
Docking and Landing Fees for Boats and Planes	71
Dating Services	58
Camp Fees	55

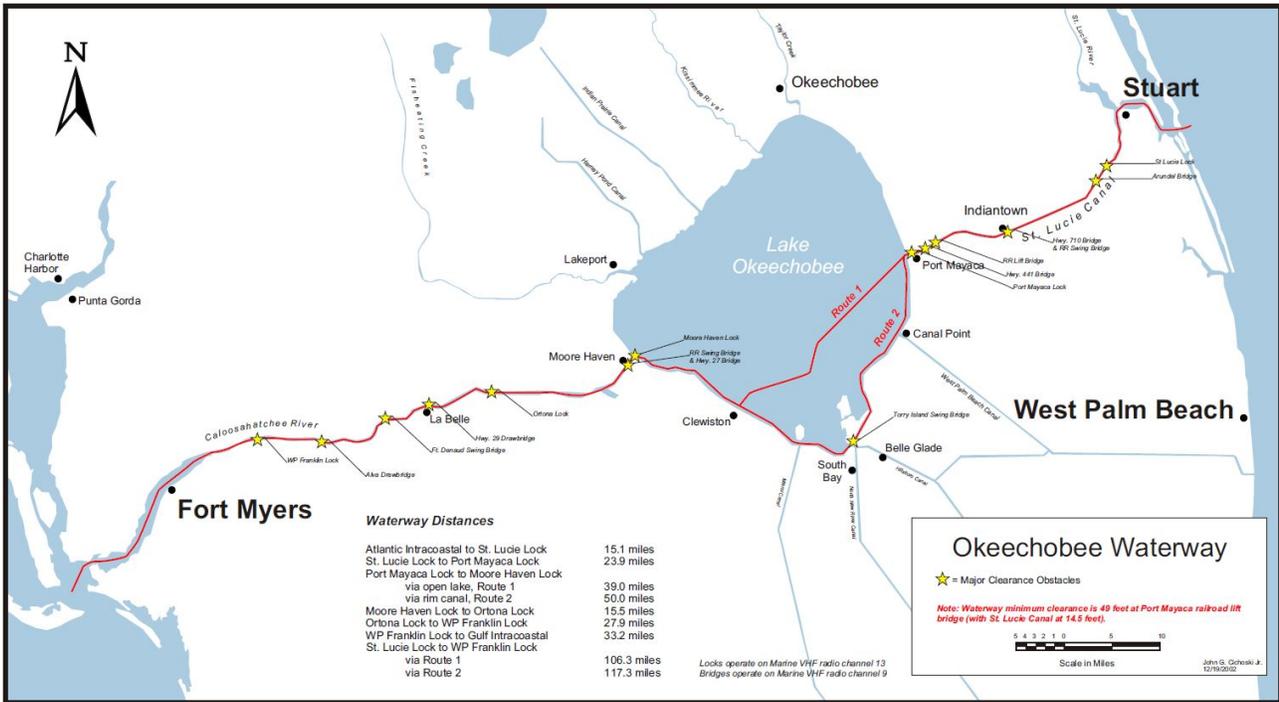
Source: ESRI Business Analyst, Stantec

Note that local spending is more focused on indoor/home entertainment, clubs, and lessons (likely because of children); may also reflect limited disposable income and/or simply people's increasingly limited tolerance for hot weather.

Its also worth noting that spending on boating and marine activity by residents is actually less than US average, which means it is cheaper here (potentially) and/or it is driven more by tourists from out of town (and a smaller number of locals who can afford it).

Marina Landscape

While Florida is a significant center for the boating industry, most of the activity is focused on the coasts. Having said that, Clewiston occupies a strategic position at a midpoint along the inland waterway and is one of the few urban areas adjacent to Lake Okeechobee. The total length of the waterway is approximately 160 miles and can take more than a day for many slower boats to traverse, so there is often a need to stop at various points along the way. There are an assortment of private marinas and municipal town docks catering to these customers. Many of the smaller towns and villages give “a real sense of the ‘old Florida’ where hunting and fishing are still an important way of life”; there are thus additional activities related to tourism that have capitalized on some of this traffic. The inland waterway’s protection from coastal storms also creates opportunities for more affordable, off season boat storage.



Most of the boating activity to date is from smaller fishing and pontoon boats rather than the larger cabin cruisers, sailboats, and yachts often seen in larger marinas on the coasts, although some of these larger boats do make the journey outlined above. There are some limitations on size from bridge clearance, channel/lake depth, and the locks.

Many of the marinas provide facilities for shorter term docking and boat ramps; fewer provide long term moorage/berthing. Some provide dry storage in boat yards but these tend to require more land and are often outside of urbanized areas such as Clewiston.





Clewiston Marinas during a Bass Fishing Competition Event

Existing

- Roland and Mary Ann Martin's Marina (part of a mixed use development including accommodations, restaurants, retail, etc.) – property is about 7 acres for the marina portion (including the basins) and a total of perhaps 15 acres considering all the related accommodation and commercial uses (including the RV/trailer park)

"Since 1981 Roland Martin Marina and Resort has been family owned and operated and has been the # 1 Florida bass fishing location in the world. Lake Okeechobee is the most famous Big bass lake in the country and for many years, it has produced the best largemouth bass, blue gill and speck fishing in the world. Since opening our doors we have helped thousands of anglers catch there "bass of lifetime", and we have been featured on many different Bass fishing TV shows and in fishing magazine articles about our guided fishing trips. We continuously strived to make our service and resort better for you. Our Lake Okeechobee bass guides continue to set industry standards, our resort accommodations are the best on the lake and you will never find a fishing destination like ours." (Source: website of owner/operator)



Roland Martin Marina

- Jolly Roger Marina (smaller facility with less offerings/ no accommodation) – total area is about 7 acres including the basin



Jolly Roger Marina

Other Marinas in the Vicinity:

Moore Haven:

- River House Marina
- Marina Resort (no longer exists?)

Labelle:

- Port Labelle Marina
- Labelle City Dock
- Belle Hatchee Marina

Elsewhere around Lake Okeechobee and surrounding (inland) area:

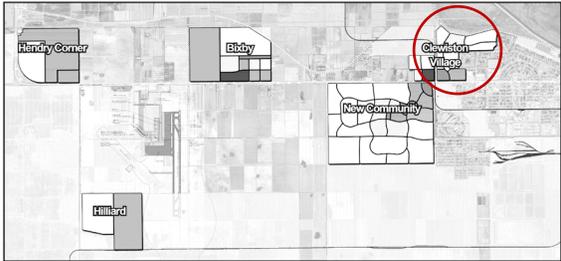
- Pahokee Marina & Campground
- Lakeport Little Big Man’s Marina
- Okeechobee Pirate’s Cove Marina
- Indiantown Marina

Information wasn’t collected on the above but they may be relevant as potential case studies during the design/planning stage.

Potential/Proposed New Marina:

- Clewiston Village: There are very preliminary/conceptual plans for a potential additional marina as part of one of the developments (Clewiston Village) anticipated to arise from growth associated with the Airglades project, as shown below. There was no indication of the status or timeline of this project, nor any indication of detailed planning and design, so this is presumably far off. However, it is conceivable that this would be a future competitor if it ever happens; it is relatively close to the site.

Map 6. Clewiston Village Land Uses





Outlook & Insights

- The recreation/entertainment landscape is somewhat limited in Clewiston due to its small size; the choices of activities (number and type) are few and most are outdoor activities associated directly or indirectly with the Lake. Marinas are one focus of that activity.
- Most are casual and affordable options; this is not considered a luxury destination per se and the accommodations landscape reflects that.
- Some of the limitations may also arise from the seasonal nature of tourism activity and other agricultural employment, as well as lower levels of disposable income.
- Local families appear to be spending less on outdoor leisure and recreation activities and more on indoor home entertainment
- If/when the Airglades project starts to grow the local population, and increase the number and type of people passing through, it is reasonable to expect that there will be greater demand for more choices, and this landscape will diversify in terms of number, type, and market positioning
- A new marina-mixed use destination would conceivably provide more opportunities to indirectly experience a bit of the marine culture (eg. by providing places to eat with views of boat/canal traffic) without investing time, effort, or money on boating activities itself (which many people may be less inclined to do). Many non-boaters still like the visual imagery of boats, and the natural scenery associated with the canals and lake, particularly if viewed from the comfort of air-conditioned spaces or in open air venues in the morning/evening when temperatures are cooler. This is reflected somewhat in the appeal of the F&B experience at Roland Martin Marina which is more unique and authentic than generic franchised restaurants in town, as it also provides views of water activities at sunset.
- Currently Clewiston is focused more on the highway which runs through the center of the city than the lake from which it derives much of its economy and identity; this is a missed opportunity. The project site may be a way to address this and bring more activities to the lakefront.

RESIDENTIAL

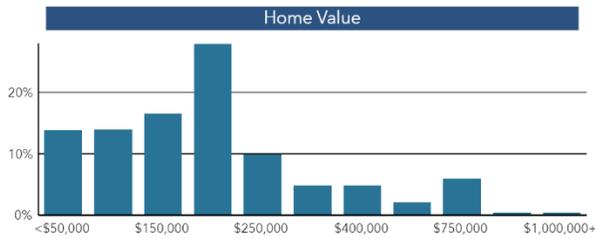
Overview

The residential real estate market generally consists of homes built for sale (which can be single family homes, condos, townhomes, etc.), and rental properties, generally apartments (the latter of which is a form of commercial real estate, information for which is tracked by CoStar). In markets like Clewiston, there is also a certain segment that resides in trailer homes and RVs (although these are typically located just outside of the city’s boundary).

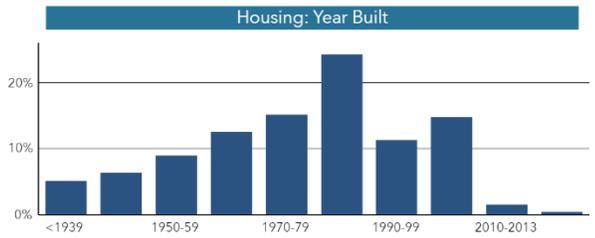
There are about 2,760 housing units within the city’s formal boundary (and obviously considerably more if the urbanized areas immediately adjacent are included, since the population more than doubles when considering that larger area). About 10% (~280) of these units are vacant, according to the census. Note however that Clewiston’s population fluctuates throughout the year given its agricultural economy.

The vast majority (61%) of Clewiston’s residential real estate is single family homes, which can be either for sale or rental. Another 23% is in apartments and the rest (16%) are in mobile homes (this proportion is higher just outside the city). About 60% of the population also owns their homes; 78% of the owner occupied housing is single family, and another 4.5% is multifamily (total of 63 units).

	Occupied housing units	%	Owner-occupied	Rented
Occupied housing units	2,480	2,480	1,415	1,065
UNITS IN STRUCTURE				
1, detached	1,512	61%	1,106	406
1, attached	66	3%	0	66
2 apartments	175	7%	0	175
3 or 4 apartments	100	4%	7	93
5 to 9 apartments	151	6%	46	105
10 or more apartments	81	3%	10	71
Mobile home or other type	395	16%	246	149
BEDROOMS				
No bedroom	10	0%	0	10
1 bedroom	314	13%	109	205
2 or 3 bedrooms	1,775	72%	938	837
4 or more bedrooms	381	15%	368	13



Most of the housing is in the \$200K range, although the median home value is estimated to be \$113K.



Much of the housing is older, and practically nothing has been built within the last 10 years.

Most homes are in the 2-3 BR size range.

Source: US Census, ESRI Business Analyst, Stantec

Resale Market (Privately-held, for Sale Homes)

Market Data and Trends

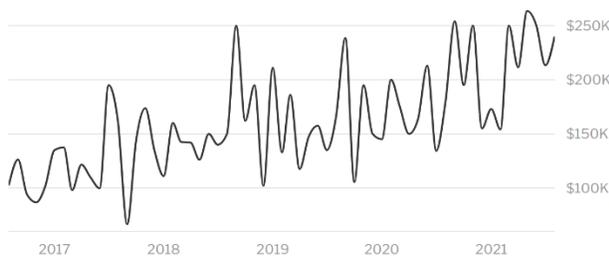
There are no new or recent masterplanned single family residential communities so planners generally use Census data for general information about the overall housing stock and the real estate community’s MLS data to assess the latest market data and trends.

Overall, prices seem to be steadily rising, but this is for what has sold; it may not reflect the value of all the units in the inventory. Only a small portion of homes sells year to year (about 70/year over the last 5 yrs).

Clewiston Housing Market Trends



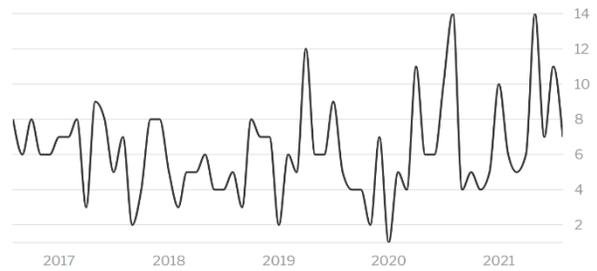
1 year 3 years **5 years**



Compare to US housing market trends



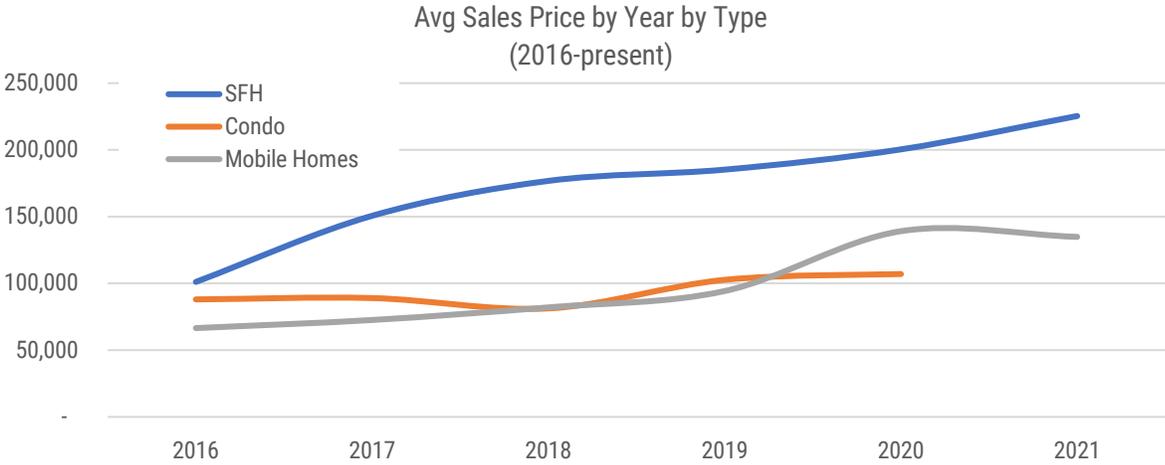
1 year 3 years **5 years**



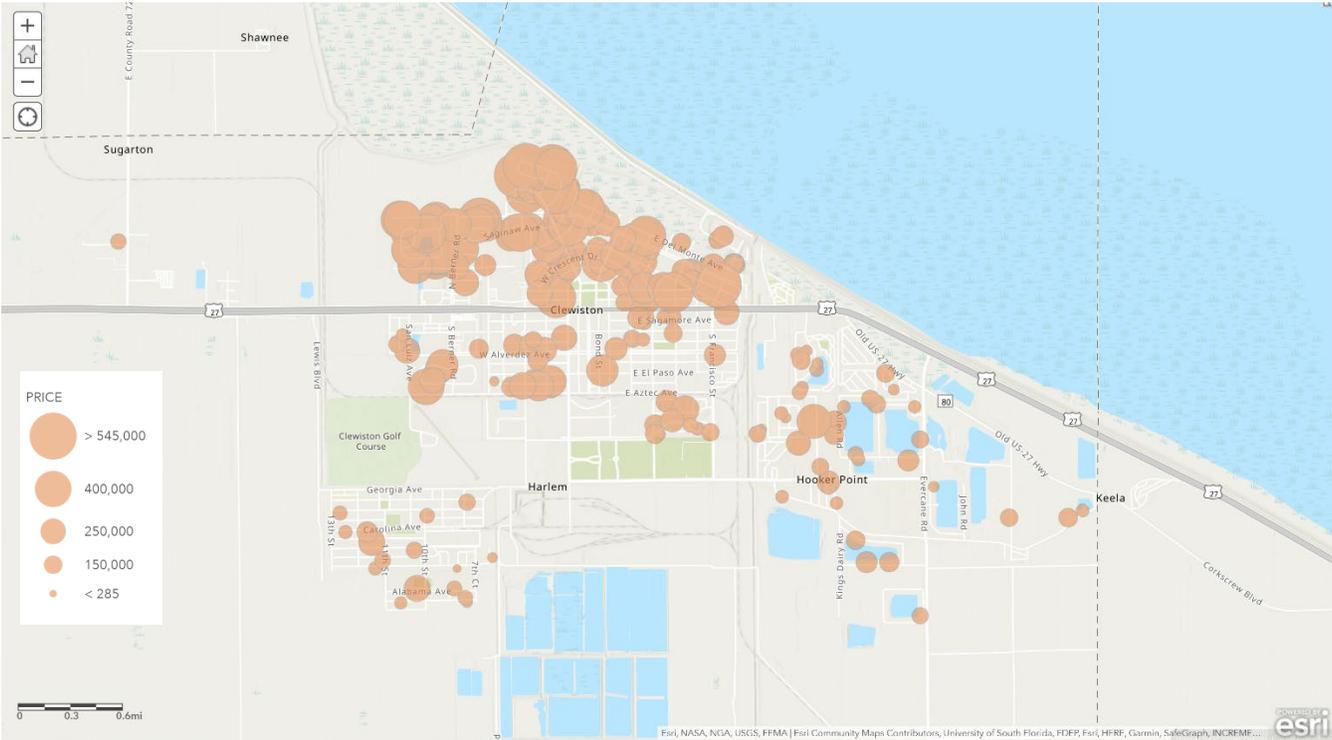
Compare to US housing market trends

Type of Sale	# Sold	Avg Price/Unit
Single Family Residential	187	\$ 166,846
Mobile/Manufactured Home	134	\$ 87,465
Condo/Co-op	13	\$ 99,738
Townhouse	6	\$ 109,750
Vacant Land	5	\$ 50,400
Multi-Family (2-4 Unit)	3	\$ 89,533
Multi-Family (5+ Unit)	2	\$ 152,000
	350	\$ 130,572

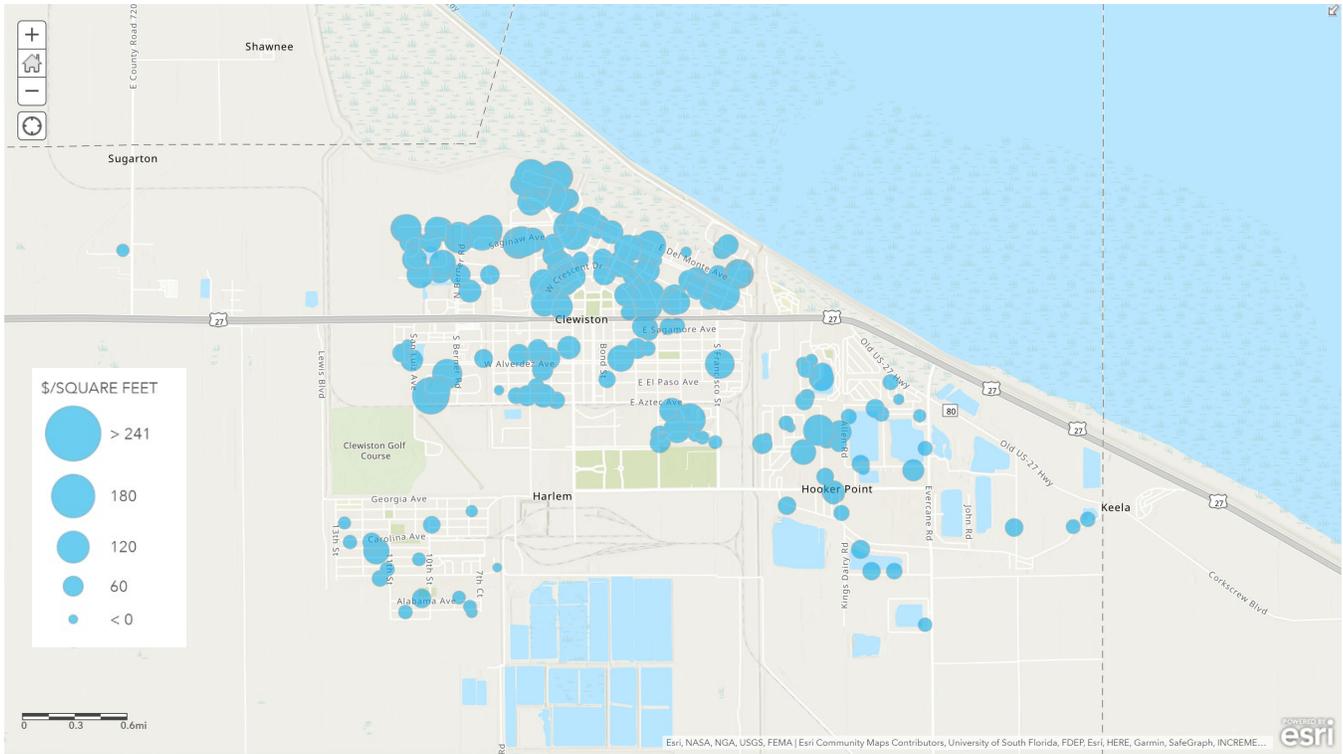
Source: Redfin/MLS, Stantec



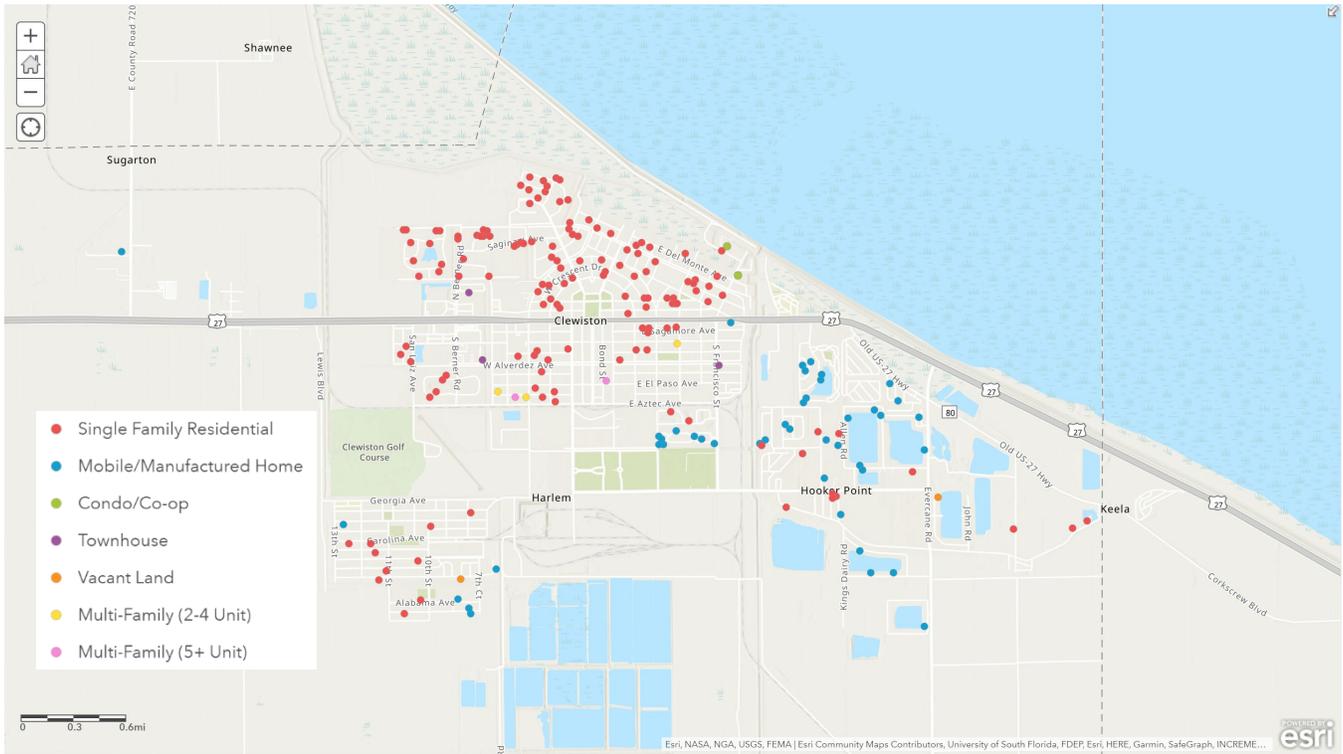
Homes Sold in Last 5 years	Avg Unit Size
Single Family Residential	2,783
Multi-Family (5+ Unit)	2,586 (note: relatively small sample size; not typical)
Mobile/Manufactured Home	1,321
Townhouse	1,297
Multi-Family (2-4 Unit)	1,063 (more typical apartment size)
Condo/Co-op	890
Weighted Average across all types	2,072



Map of recent sales scaled by price



Recent sales scaled by price/sqft



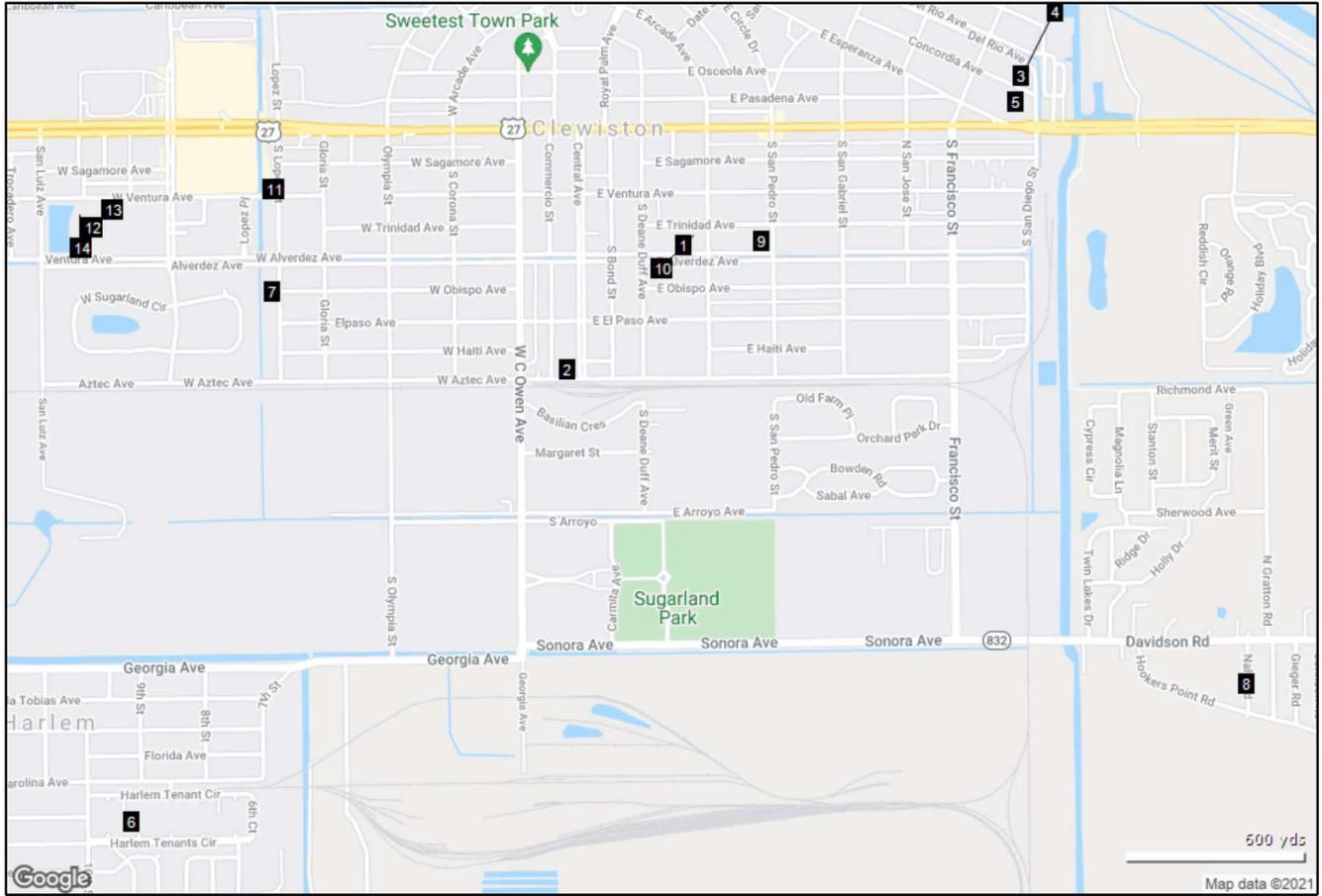
Recent Sales by Type

Outlook & Insights

- Prices for single family homes appear to be increasing the fastest (more than doubling from \$100K to over 220K). However, this reflects only what has sold, not the value of the entire inventory.
- Mobile Homes have also increased, which reflects rising land costs (most mobile homes simply depreciate over time); a significant number of mobile homes have sold.
- Condos have increased slightly (perhaps 20%), but numbers are small
- Apartments and Townhomes have not sold in large enough numbers to determine a trend
- The above trends are positive, and are bound to increase if/when the Airglades project brings more jobs and residents to the area (recent sales may already reflect early activities related to or anticipation of that)
- Most of Clewiston is fairly built out; the amount of growth projected from the Airglades project will warrant significant amount of new development outside the city's boundary, likely to the west. Preliminary plans have explored where this might be, what infrastructure upgrades will be necessary, etc. (and this will be covered in sections that follow)
- The project site for this study is essentially at the edge of a single family neighborhood and adjacent to some neighborhood commercial. Given its location the major use is likely to be residential, although some commercial use may be warranted. The question will be how much residential and of what form (single vs. multifamily, for sale vs rent, at what density and form). These options can be explored during the feasibility stage.

Multifamily Apartments (Commercial)

Market Data and Trends



Images of typical multifamily apartment complexes in Clewiston

- There are approximately 510 rental apartments in 14 different properties as specified below. Almost all are garden apartment style complexes or simply low-rise, freestanding properties.
- Two projects are senior focused; with a total of 64 units, that represents about 13% of the stock.
- 4 projects are affordable housing, 1 is mixed, and the rest are market-rate, although the largest complex is an affordable one at 126 units and by units affordable rentals make up about 50% of the total stock.
- Most of this rental housing stock was built in the 1970s although one complex (Greentree Senior Apartments) was built as recently as 2016.

Property Name/Address	Number of Units
Clewiston Apartments 334 E Trinidad Ave	35
Greentree East Apartments 701 W Ventura Ave	39
Greentree Senior Apartments 1044 W Ventura Ave	50
Harlem Gardens Apartments 700 Harlem Tenants Cir	126
Home Sweet Home 329 E Alverdez Ave	35
Home Sweet Home Aztec 100 W Aztec Ave	20
Lake Shore Villas 550 S Lopez St	22
Oaklane Mobile Home Park 1009 Nall Ct	18
Sweetwater Place 1016 W Ventura Ave	14
Unnamed 1022 W Ventura Ave	14
409 San Pedro St	12
825 Concordia Ave	12
834 E Concordia Ave	12
835 Concordia Ave	101
Total	510

Source: Costar, Stantec

Outlook & Insights

- Multifamily Rental housing trends are generally positive, as shown below/following page: vacancies are low and have been decreasing over the long-term, although they have levelled off recently
- Average rents at around \$870/unit have increased beyond their normal range and represent more than a 10% premium over the 10 yr average; the long-term trend shows a fairly steady increase; rents/sqft are also showing an upward trend
- Sale prices per unit have also been steadily increasing, with average price per unit now at around \$94K, a 50% premium over the 10 year average
- No new projects are currently under construction or planned.
- If/when the Airglades projects start to be developed, it is reasonable to expect that there will be a significant need for both short term and long term new housing, in both rental and sale categories.
- Since most of the rental stock is older and/or of lesser quality, it is reasonable to expect that new stock will need to be developed to offer broader choices to a new and diversified labor force which likely will have incomes greater than current averages.

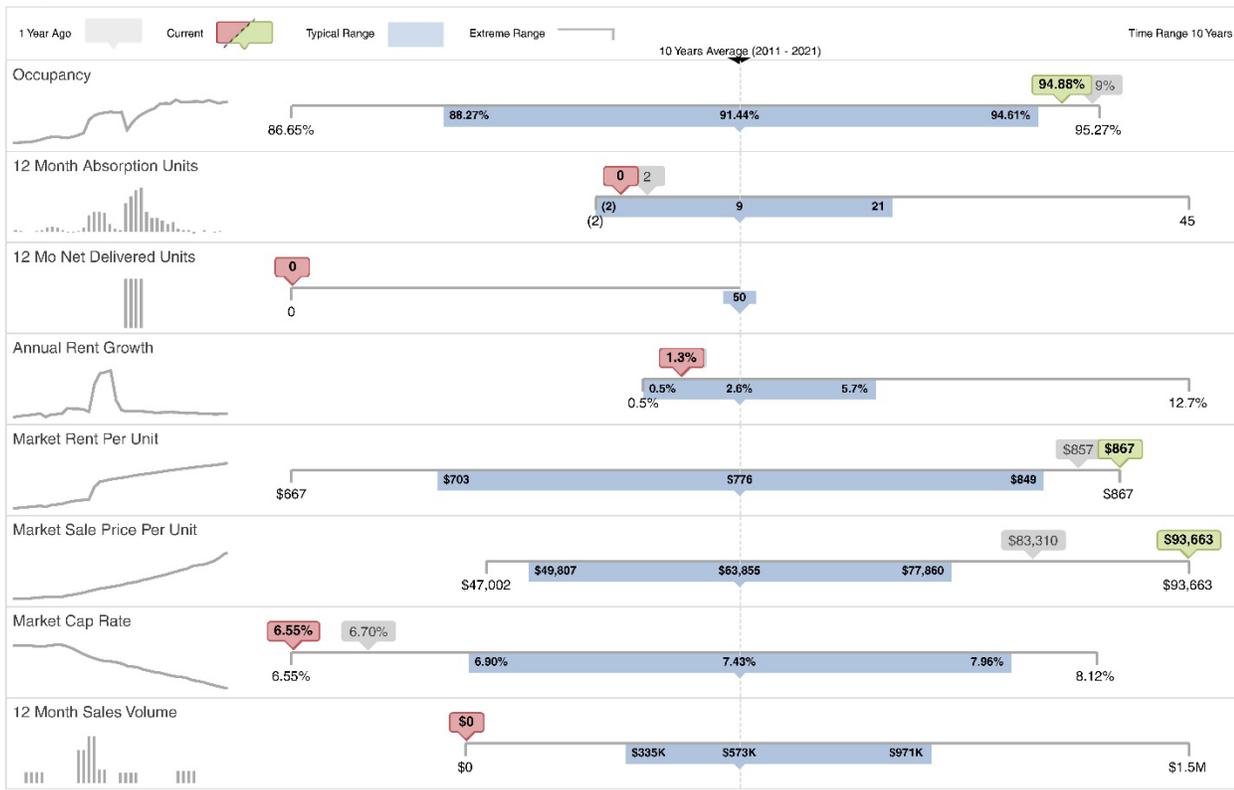
INVENTORY UNITS 510 -0% Prior Period 510	UNDER CONSTRUCTION UNITS 0 - Prior Period 0	12 MO ABSORPTION UNITS 0 -109.9% Prior Period 1	VACANCY RATE 5.1% +0.1% Prior Period 5.0%	MARKET RENT/UNIT \$867 +1.3% Prior Period \$856	MARKET SALE PRICE/UNIT \$93.7K +13.4% Prior Period \$82.6K	MARKET CAP RATE 6.6% -0.1% Prior Period 6.7%
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Key Metrics

Availability		Inventory	
Vacant Units	26 ↑	Existing Buildings	14 ↓
Asking Rent/SF	\$0.93 ↑	Average Units Per Bldg	36 ↓
Concession Rate	0.5% ↑	12 Mo Demolished Units	0 ↓
Studio Asking Rent	-	12 Mo Occupancy % at Delivery	-
1 Bedroom Asking Rent/Unit	\$638 ↑	12 Mo Construction Starts Units	0 ↓
2 Bedroom Asking Rent/Unit	\$795 ↑	12 Mo Delivered Units	0 ↓
3 Bedroom Asking Rent/Unit	\$1,185 ↑	12 Mo Avg Delivered Units	-

Sales Past Year		Demand	
Asking Price Per Unit	-	12 Mo Absorp % of Inventory	0% ↓
Sale to Asking Price Differential	-	Median Household Income	62.7K
Sales Volume	\$0 ↓	Population Growth 5 Yrs 20-29	4.5%
Properties Sold	0 ↓	Population Growth 5 Yrs 30-39	9.5%
Months to Sale	-	Population Growth 5 Yrs 40-54	3.7%
For Sale Listings	1	Population Growth 5 Yrs 55+	15.7%
Total For Sale Units	101	Population Growth 5 Yrs	6.4%

Key Performance Indicators



Real Estate SWOT Analysis

STRENGTHS

- Site is relatively rare canal frontage property in a stable, wealthier part of town
- Large, flat, unencumbered site with existing infrastructure
- Existing boat ramp access and quick/easy connections to Lake O
- Walking distance to dike, hiking/biking trails, and public open space
- Near existing marinas which appear to be operating successfully
- City is at a midpoint between the coasts and lies along a major highway (the Strategic Intermodal System) and major inland waterway; there is regular, heavy traffic along both routes and the coasts with major population centers are within relatively easy driving distance
- City also has an airport which is evolving to become a major center for air cargo traffic from Latin America
- City is already a known destination for boaters: those passing through on the inland waterway, and those using the city as a base for Lake O bass fishing and other types of tourism
- City is also a major stopping point/destination for campers and recreational vehicles
- Various boating and fishing events bring people to Clewiston on an annual basis
- Site is less than a mile from the existing commercial strip which as the current highway benefits from visibility to all the traffic that is passing through the city
- Community has history and a cultural identity that is worth building on
- City is orderly and well planned, and has room to grow
- City is a relatively affordable place to live, and may have appeal for retirees and those escaping expensive coastal areas
- City is at the center of a rich agricultural area which has given it a reason to exist as well as established distribution networks
- Central location within the state and low cost of land in the area makes it appealing for various activities related to industry and transportation serving multiple markets

WEAKNESSES

- To date the city has been a fairly slow growth community with limited offerings, dominated by and dependent on for the most part a single industry and a few larger employers; it would be hard to justify a major new project unless there is a new, external driver of new growth (fortunately, there is one)
- The nature of the economy (agriculture, and to a lesser extent tourism) is one that relies to some degree on seasonal employment surges; this can cause variation in traffic and spending (peak vs low seasons) that may be difficult for some businesses to navigate
- Population is relatively small and has relatively low incomes compared to the coasts; this, together with the nature of the local economy, and the limited spending opportunities, contributes to a limited tax base and limited budgets for spending on projects ranging from infrastructure and beautification to economic development
- Employment opportunities are limited and the skilled labor force is small, which becomes a negative feedback loop; there is even a lack of services and facilities for some of the truck traffic that passes through the area. Productivity is comparatively low.
- It can be hard to attract/retain talent to the city from major urban centers along the coasts
- Although the city as a whole is on a major traffic route which runs straight through downtown, the site itself is not on the way to/from anything and remains invisible to the through traffic; it is more of a destination at the end of a road
- Getting to the site requires navigating on narrow local roads through the neighborhood
- Flood protection dike blocks views of the lake, even though it is close by
- Views of the lake from the dike are not typically of open water; they are of wetlands/swamps which may limit some of the appeal; a boat is required to get far enough out to see more of the lake
- Existing zoning is a major constraint on the amount, type, and massing of development possible on the project site

- There may be wetlands and other natural constraints as well
- Community appears economically and racially segregated to a degree
- There is a shortage of quality housing: much of the building stock is older and in deteriorated condition; some has been damaged by storms and neglect or is otherwise lacking in appeal. Some of the residential stock is in the form of mobile home and RV parks which may give a negative impression to some

OPPORTUNITIES

- New “Airglades” project (conversion of the existing airport into a major air cargo transshipment node) is expected to bring a significant amount of new employment and population growth, which will require new housing and commercial
- The project is expected to diversify the current, primarily agricultural and service-based economy into a broader one with more types of jobs (including logistics/distribution, more types of agricultural processing), better pay, less seasonal variation, and a broader tax base that will make a positive contribution to the fiscal health of the city
- Growing as much as projected will build a critical mass of activity that will increase the appeal of the city beyond its currently limited roles; the leisure tourism infrastructure in particular could expand beyond recreation to include agritourism and ecotourism over time
- In addition to local growth; the Airglades project will bring more traffic passing through the area, various infrastructure improvements, and marketing which could increase the city’s exposure
- The city has attributes that appeal to the retirement community
- City has been exploring the potential of additional marina(s) for many years
- Major corporate entities are based here and have large landholdings which they aim to develop; this is a rare opportunity to take a coordinated approach to development over time

THREATS

- An economy based on agriculture always faces a range of potential threats from weather, disease, increasingly global competition (including cheap labor), mechanization/automation, and other market forces associated with fluctuating demand and supply
- There is a range of potential new competition from potential new developments west of the city leading out to the airport; the timeline of such projects is unknown (all planning to date has been purely conceptual) and is dependent on infrastructure improvements to a degree
- One potential infrastructure improvement to alleviate traffic issues is a truck bypass route; this could direct traffic away from the commercial heart of the city, and eliminate some of its spending
- The area around the airport, and along the road leading out to it, could over time become a new commercial strip which competes with the traditional one within the city
- Potential for lake flooding, dike breaches, algal blooms, etc.
- Some waterways and flood control measures have inadequate dredging and maintenance
- Lake level changes through rivers and canals to control flooding may affect boat traffic/marina
- Other Florida weather issues, eg. hurricanes, drought

Image of the city with Roland Martin Marina in the foreground; site is towards the upper right portion of the image



Image of the dike and boat lock at the edge of Lake Okeechobee, with the site in the left portion of the image.



After reviewing the zoning code regulations, a table was made summarizing relevant limitations to understand their implications on residential and commercial density.

Allowed by Zoning	Gross		Net		Min Lot Size			min unit size	height limit	Future Land Use Plan	
	Acres (approximate)	Developable @ 70%	sqft	ac	units/ac	max units	avg units/ac			units	
R1-A (Single Family Res)	42	29	20,000	0.46	2.2	64	1,700	25 ft		3	126
R2 ¹ (Two Family Res)	22	15									
Single Family			7,500	0.17	5.8			25 ft			
Attached/Duplex			9,500	0.22	9.2	141		25 ft			
Public ²	32	22	N.A					2 stories, or 3 stories/35 ft if hospital			
C (Commercial) ³	2	1.4	2,500	0.06		42		3 stories, 35 ft			42
	98					247 (estimated)					168

Notes:

¹ Note that this appears to have been converted to "Public" in Future LU Plan

² Uses limited to public: govt, edu, civic/cultural, transpt, and healthcare

³ Max Units based on assumption of 30 units/ac given height limit of 3 stories (TBC)

It would appear that the amount of residential allowed by current zoning would top out at about 250 units, a fairly low figure which reflects the focus on single family residential and the very limited amount of commercially zoned land.

The amount of commercial is currently very limited, and the area designated is located in the portion of the site nearest other existing commercial (which may not be idea for any new mixed use destination).

A planned unit development (PUD) approach may be warranted to explore the true potential of the site, given market forces and the potential growth expected from the pending Airglades project. PUDs are designed grouping of both varied and compatible land uses, such as housing, recreation, and commercial uses, all within one contained project.

Note that developable area here is based on assumption of 30% for roads and open space; there may also be wetlands which may not be developable without mitigation. If a marina is carved out of the existing land area (beyond the existing boat ramp basin, which is already well-used), then that would also reduce the developable land area.

Review of Previous Plans, Pending Projects, & Projections by Others

As part of this market analysis, the consultant reviewed a number of documents related to planning and growth projections for the area. These include:

- **City of Clewiston Comprehensive Plan (2015)** – The most recent comprehensive plan is from 2015 and does not reflect any anticipation of the Airglades project. It assumed negligible growth, noting that data was lacking on future Airglades-related projects (including the so called “Gateway” project) which were in planning stages/uncertain at the time. It asserted no significant transportation related deficiencies in terms of level of service.

Conditions seem to have now changed (and are projected to change) as a result of the (now more detailed) Airglades Plans.

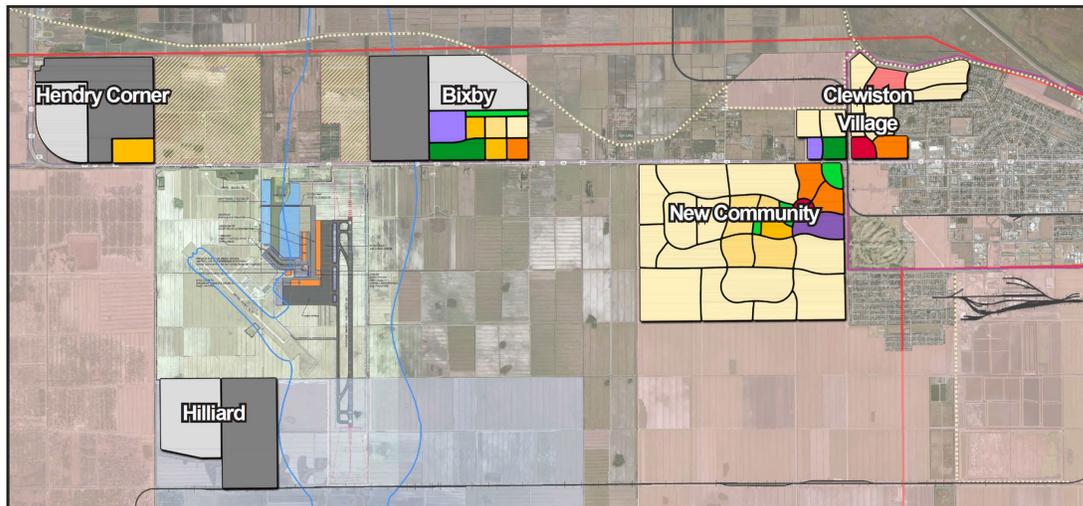
Note that actual growth between 2015-2020 has been significantly more substantial than was expected during the plan’s creation (growth of over 1500 pop when originally projected at closer to 200p over that entire 5 yr period)...and this is before the Airglades project has even started.

This document is a standard type of planning effort articulating goals, objectives, policies, and targets for implementation. Some elements were missing; city website had a number of dead links. Note that the plan covers the city boundary only; there is additional development just outside the city border which is covered elsewhere. Reference the County plans for more info, along with the Airglades plans.

- **Airglades Strategic Land Use Analysis** (US Sugar and Hilliard Brothers, 2018)
Study for two of the major landowners who are also involved in the Airglades Airport project itself. Outlines potential development capacity, required infrastructure, and initial conceptual master plans for 5 areas listed below and shown in the map that follows:

1. Clewiston Village
2. New Community
3. Bixby
4. Hendry Corner
5. Hilliard (South of Airport)

Much of the proposed land development is on agricultural land outside the city boundary in unincorporated land, but would effectively be considered part of Clewiston over the long-term as that is the nearest community; it also remains within its service area for the most part. The amount of potential new development projected was significant (nearly 15 mil sqft of commercial, almost 4,000 new homes – which would likely equate to a population increase of over 10,000, more than doubling the size of the community) and was partially derived from internal planning numbers provided by the client. Initially the planning period was 20 years 2018-2038, although for some of the areas a breakdown is given at the 10 yr and 30 year mark (2018-2028 and through 2048). Airport improvement plans at the time of this report indicated first full year of operation would be 2023; that timeline has likely shifted.



Map of Key Future Development Areas (Airglades Strategic Land Use Analysis (2018))

- Airport Enterprise Area Land Use Analysis (US Sugar and Hilliard Brothers, 2019)**
 Subsequent to the planning effort above, there was an additional study related to transportation impact modelling. This further explored land development at the airport itself (Airport Enterprise Area, or AEA), plus areas along US 27 leading back into the city (which include lands beyond what was studied in the Strategic Land Use Analysis). The assumptions about future development were updated and provided to Hendry County for their 2045 LRTP update. The study includes maps of land ownership and potential new roads that would help address congestion and capacity limitations on US-27 which would be expected to worsen if such significant development arose.



- Airglades International Airport – Final Application (AIA-2019)**
 Joint submittal by Airglades International Airport (AIA) and Hendry County to the FAA for the Airport Privatization (Airport was owned by the County). Mainly covers plans for investment in the airport's expansion and development, projections of revenue and expenses, the planned airport layout, environmental impact assessment, technical and operational issues, and terms of the sale and transfer. Includes some county maps of Airport-area land (references the [Henry County Land Use Study for Lands Surrounding Airglades Airport, 2018](#)).

- Hendry County Land Use Study for Lands Surrounding Airglades Airport (2018)**
 County study (by Waldrop Engineering) giving an overview of the Airglades project from the county’s perspective. Addresses issues related to economic development, transportation and other infrastructure, land use context, and community outreach. Explores two land use scenarios for areas around the airport.
- Hendry County Asset Inventory (2017)**
 County study in conjunction with State and Regional agencies looking at competitive assets for the furtherance of economic and community development goals.

This market study has assumed that the projections for employment and population growth included in the above studies (the latest being from 2019) are still valid. However, the timeline in terms of the initial growth period have likely shifted and there is little indication that such development has yet started to proceed.

TABLE 1: 2045 Land Use Summary

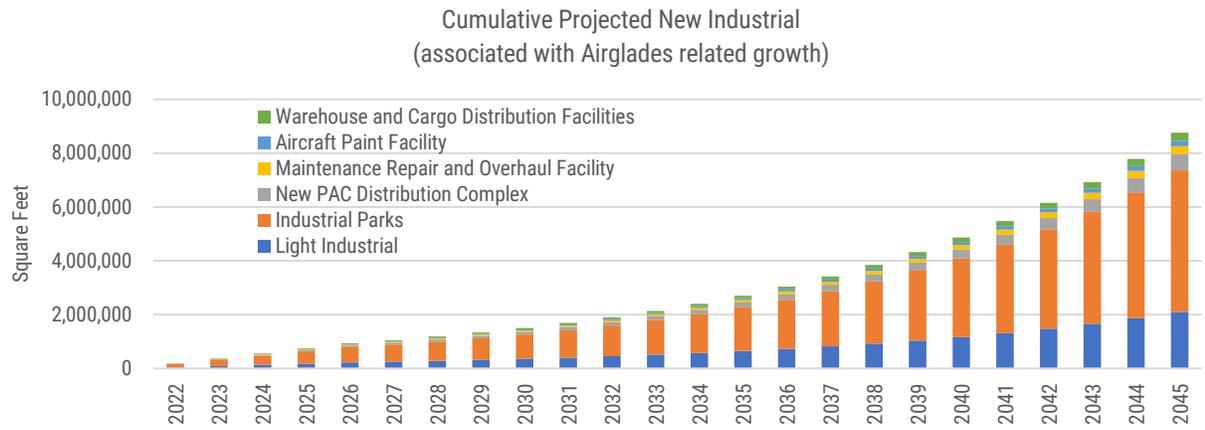
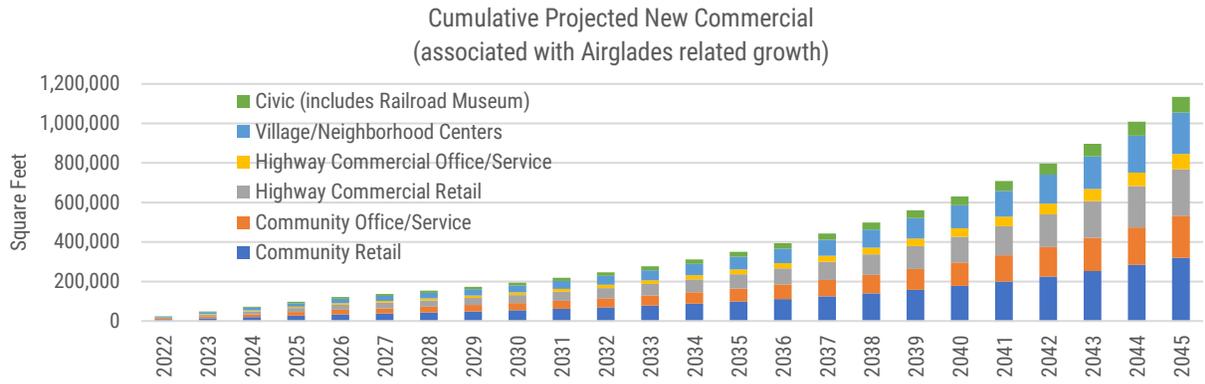
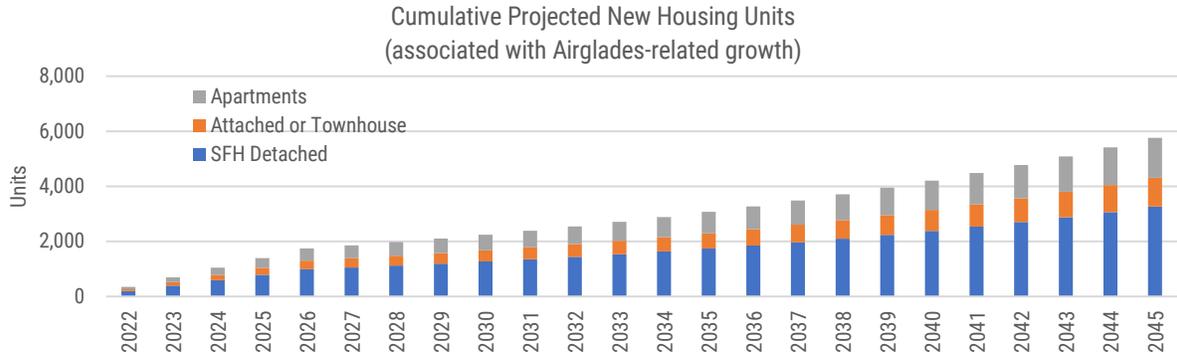
Land Use Breakdown			
RESIDENTIAL USES	Acres	Units	Pop.
Single Family Detached	1,104	3,264	7,964
Attached or Townhome	269	1,046	1,883
Apartments	146	1,454	2,617
	1,519	5,764	12,464
Students (K thru 9) 15.4% of Population			1,919
NON RESIDENTIAL USES - Commercial	Acres	Sq. Ft.	EEs
Community Retail	42	320,000	961
Community Office/Service	27	212,800	851
Highway Commercial Retail	90	235,000	706
Highway Commercial Office/Service	30	77,500	310
Village/Neighborhood Centers	51	209,300	629
Civic (includes Railroad Museum)	24	80,000	320
	264	1,134,600	3,776
Hotel Motel Units	^^	600	^^
NON RESIDENTIAL USES - Industrial	Acres	Sq. Ft.	EEs
Light Industrial	550	2,100,000	4,200
Industrial Parks	1,380	5,260,200	10,520
New PAC Distribution Complex		600,000	
Maintenance Repair and Overhaul Facility	2,720	300,000	1,571
Aircraft Paint Facility		200,000	
Warehouse and Cargo Distribution Facilities		300,000	
	4,650	8,760,200	16,291

The table at left is the most recent estimate of expected growth; it is taken from the Airport Enterprise Area Land Use Analysis (2019).

The figures contained within are then graphed on the pages that follow to show how this growth is expected to play out over an updated timeline covering the next 25 years (2021-2045).

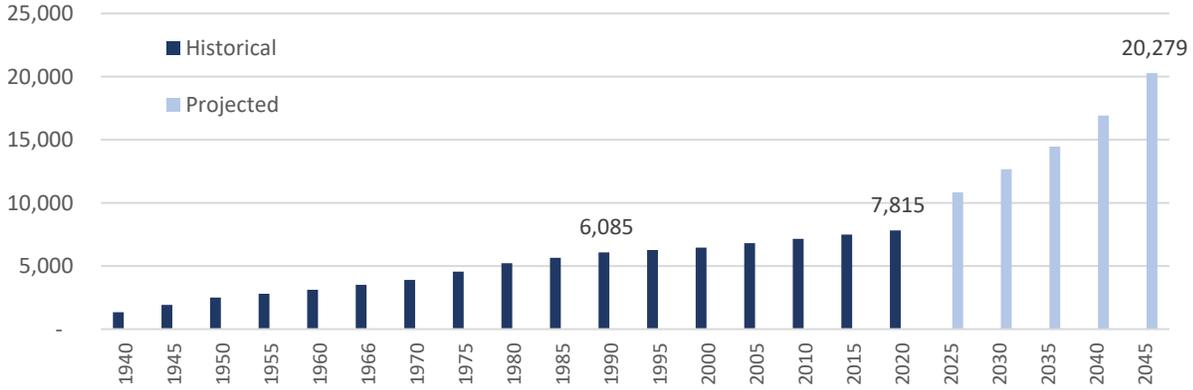
Note: no factor for assumed vacancy is accounted for within the housing unit numbers; if the current 10% vacancy is brought forward, these numbers should be increased by a similar amount. It is difficult to determine how much of the existing vacancy relates to seasonal labor, owners of 2nd homes who travel to the area seasonally or occasionally for recreation/weather, units being marketed for sale, or units in foreclosure or probate, etc. but it doesn’t really matter. The overall vacancy rate for the US is similar (11%), so it is reasonable to assume that this is a normal level of vacancy which allows for a properly functioning and liquid market.

Embedded within these graphs are various assumptions about persons/household (currently over 3, but projected to change to something closer to 2), sqft per residential unit (varies by mix of unit types in different scenarios; example shown is Scenario 4, explained later), sqft per employee in commercial and industrial uses (taken from prior studies), and assumed growth rates over time.

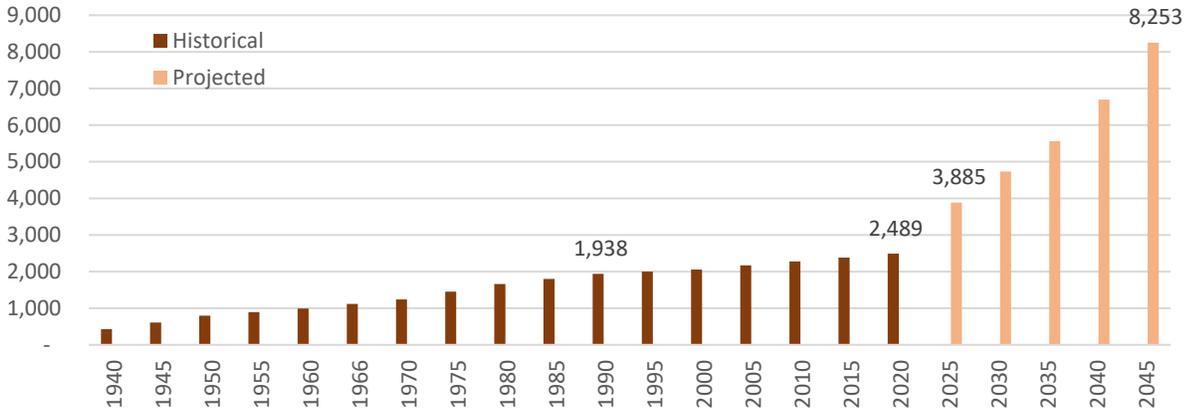


Source: Census, Airport Enterprise Area Land Use Analysis (2019), Stantec

Clewiston City Population
(Cumulative Growth)



Clewiston City Housing Units
(Cumulative Growth)

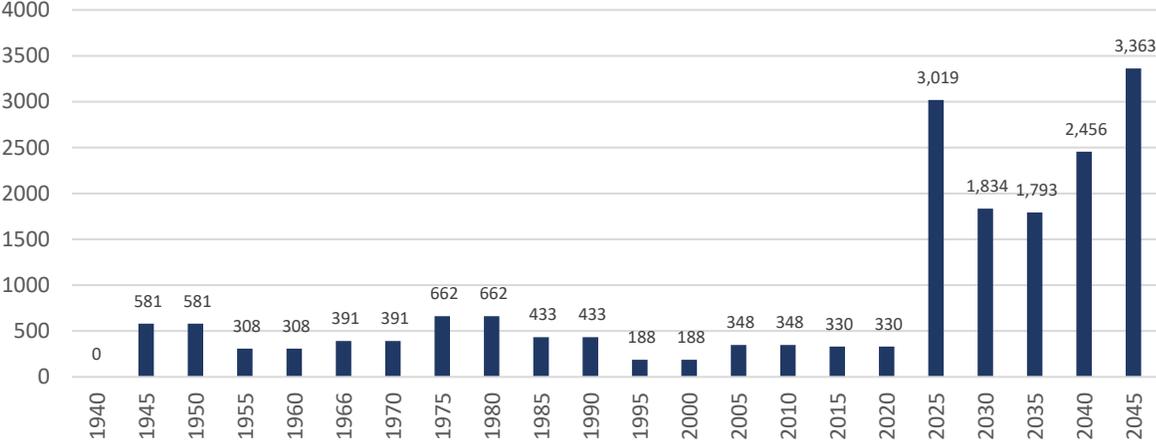


Source: Census, Airport Enterprise Area Land Use Analysis (2019), Stantec

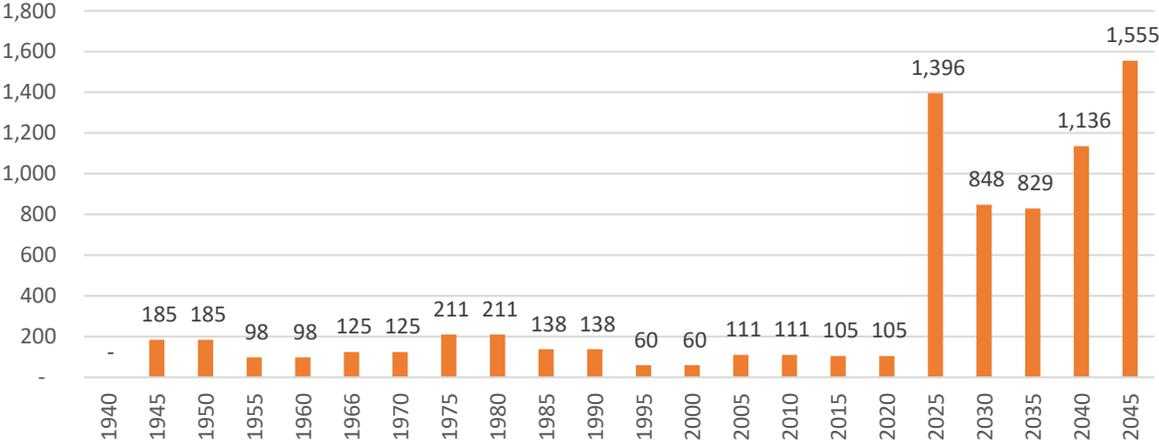
Note: we only have historic data on population for the City, not the surrounding area, which by 2020 effectively almost doubled the population from 7,815 to 15,225. The graph is meant to show cumulative new growth accelerating from its historic trend; the historic data would ideally include the population just outside the city (most of which dates from the period prior to 1985). In truth, not all future growth will be in the city proper (some will be in the unincorporated areas to the West). The concept remains the same, however: there is projected to be a substantial increase in population and housing units over the next 25 years through 2045.

The following graphs translate these cumulative figures into incremental new growth.

Clewiston City Net New Population
(5 yr increments)



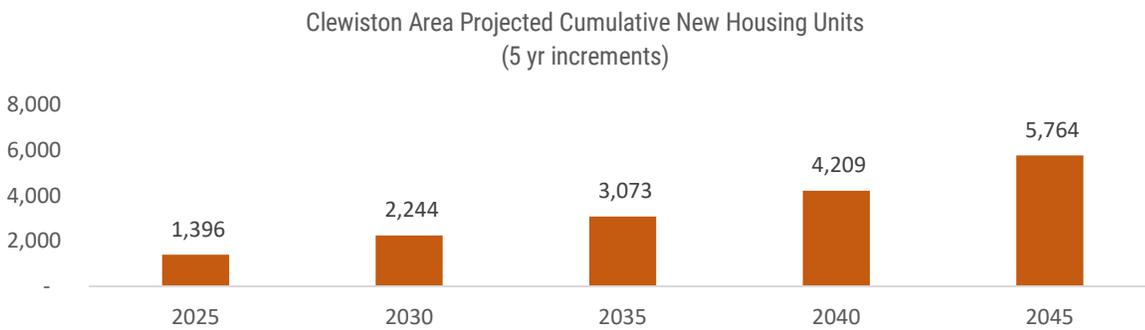
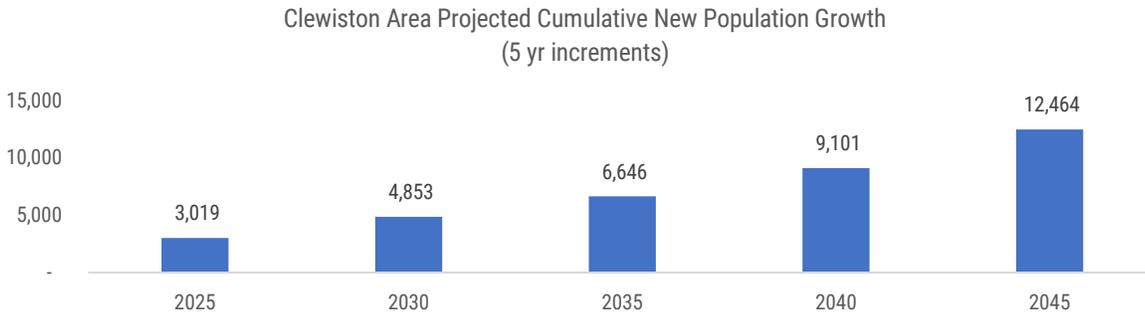
Clewiston City Net New Housing Units
(5 yr increments)



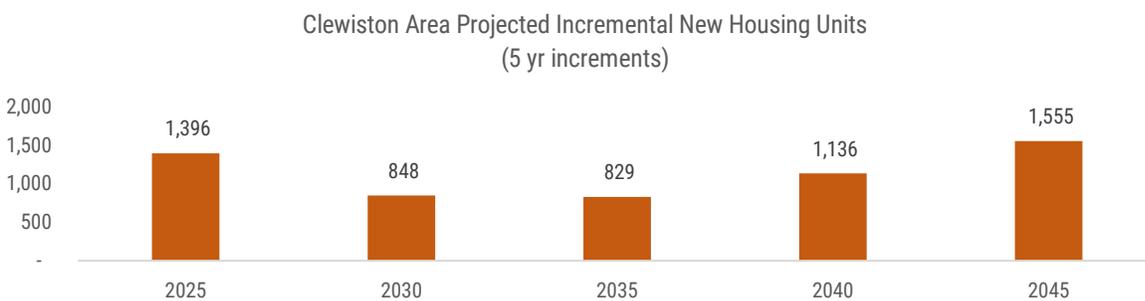
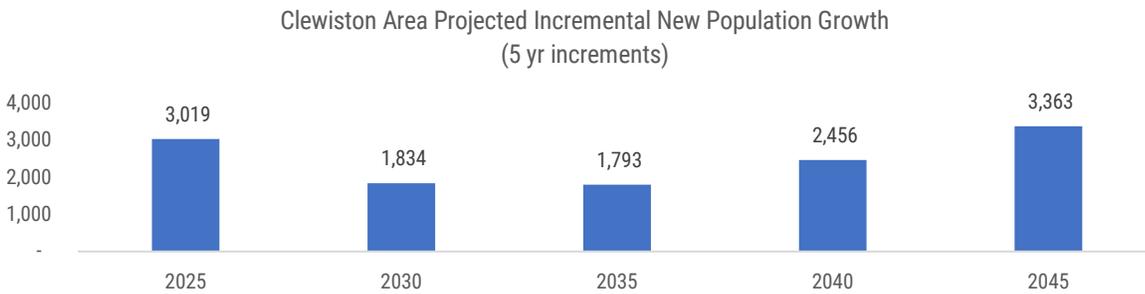
Source: Census, Airport Enterprise Area Land Use Analysis (2019), Stantec

Note: The graphs above are meant to show net new incremental growth accelerating from its historic trend. However, as noted before, we only have historic data on population for the City, not the surrounding area. The historic data would ideally include the population growth just outside the city as well (as the projected figures do). In truth, not all future growth will be in the city proper (some will be in the unincorporated areas to the West).

If we just focus on new growth areawide, the cumulative and incremental amount of projected growth every 5 years is shown below. The first 5 years (2022-2026) is characterized by rapid growth from the initial Airglades Airport projects, then it reverts to a consistent rate through 2045.



The cumulative 12,464 new people in 5,764 housing units (both figures approximate estimates) would be accommodated in the following 5 year increments:

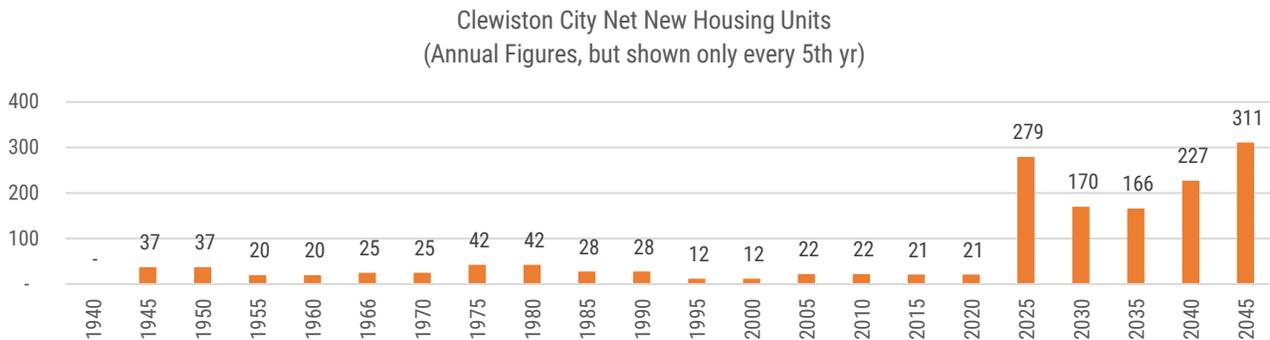


Scenario Planning: Estimation of Supportable New Development

Given the various unknowns with regard to projected future growth, amount of competition (and timeline, type, location, etc. of that competition), the consultant has taken a scenario planning approach to walk the reader through a range of estimates for supportable new development at the site. Most of these estimates deal with the residential component, which is assumed to be the primary use. This site is also in an existing residential neighborhood that is primarily zoned residential; this pattern is expected to continue in some form, even if a small amount of commercial in the form of a marina, stores and restaurants, and hotel become part of the mix.

Scenario 1: Capture of Historic Rate of Growth Projected Forward

Clewiston’s historic long-term population growth has only equated to demand for about 20-25 new units/year for the last 20 years (a figure for the city only, not its outlying areas, but the figure is likely similar as most of the outlying area development prior to 1985). If we were to assume this growth rate continued, and 50% of such growth was captured by the project, only a modest amount of development would be possible: approximately 110 units over the next 10 years and 250-300 units over the next 25 years.



Note: As noted, before, the graph above is meant to show net new incremental growth accelerating from its historic trend. However, we only have historic data on population for the City, not the surrounding area. The historic data would ideally include the population growth just outside the city as well (as the projected figures do). In truth, not all future growth will be in the city proper (some will be in the unincorporated areas to the West).

This scenario was eliminated, although it most closely matches the allowable zoning.

Given the high likelihood of the Airglades project, the growth rate for the area is projected to increase substantially, as noted in the previous section. It may even increase further as the coasts become more expensive (in terms of housing, lifestyle, or flood insurance-related costs), and the inland becomes more attractive as an alternative (particularly if it diversifies its economic base and has more urban attractions, which is expected).

Assuming the Airglades related projections for area-wide employment and population growth are accurate, there is an expectation that the demand for housing would increase to approximately 230 new units/year through 2045, with a significant amount front-loaded in the first 5 years: approximately 1400 units, or 280 units/yr during that 5 yr timeframe. The question then becomes, how much of the new demand can the project capture, given potential other competition.

Scenario 2: Proportional Amount of Projected New Development

The project site at approximately 100 acres is slightly less than 2% of the total ~5,400 acres that have been identified in various studies for future development, most of which is west of the city stretching out towards the Airport (a number which may also grow as agricultural lands convert to more urban uses).

If we were to assume a proportional amount of new development for the project site, 2% of the estimated new development through 2045 would result in a figure even lower than Scenario 1: approximately 100 units, plus 20K sqft of commercial.

This scenario was also eliminated. This property is better positioned than other new development outside the city proper: it is in an established, wealthier neighborhood near the lakefront; it is along an existing waterway in proximity to other marina related commercial; and it is already served by infrastructure. It is highly likely that this property would be developed earlier than other unincorporated areas which lack these features (assuming it is not tied up w/ neighborhood opposition and approvals of any prospective zoning changes).

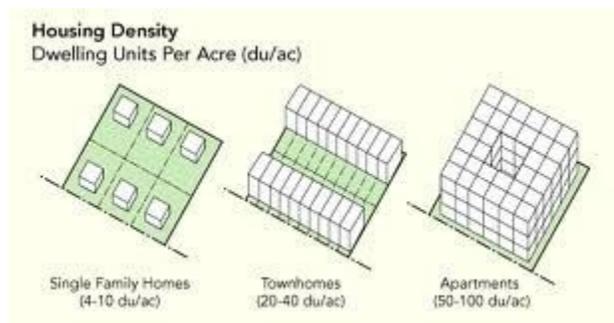
Scenario 3: Land Capacity Driven – Existing Densities in Clewiston

Setting aside broader growth projections and potential capture rates for a moment, we can instead assess what would fit on the site using typical development prototypes and densities found in Clewiston.

If we take the approximately 100 gross acres of the project site (excluding the portions covering the lake, dike, and canal) and make a broad assumption of 30% for internal roads and open space, we are left with around 70 acres net area for development. Assuming almost all the land is devoted to residential and any apartments are built over ground floor retail, the following shows a range of typical densities and the associated number of units that would result.

@ Assumed Typical Densities for the following housing types, these are the resulting number of units that could fit on the site (numbers given are the maximum number if only one use covered the entire site; in truth it would be a mix):

- Single Family Homes
 - 0.4 acre lots (current avg density of lots 2 acres or less sold within last 5 yrs) – 175 units
 - 0.15 acre lots (~6 units/acre) – 420 units
- Townhomes
 - 0.07 acre lots (~15 units/acre) – 1000 units
- Condos/Apts
 - 20 units/acre (garden apartments with surface parking) – 1400 units
 - 50 units/acre (urban w/ structured parking) – 3500 units



Note: assumptions used vary somewhat from what is depicted in the graphic

No one category of housing should be used; for a project of this size, with a potential commercial component, a mix of housing types makes the most sense. Moreover, high density apartments across the entire site would result in a very large number of units, likely unsupportable over a typical development timeframe, and certainly not given potential competition which is anticipated elsewhere both in the city and to the west. There is also no precedent for such a large number of apartments in the local housing market (the current total is around 500 units, or about 20% of the total occupied stock).

The previous studies for new land developments associated with anticipated Airglades growth made some assumptions about the split for future housing as follows:

- Single-Family Detached 57%
- Attached or Townhouse 18%
- Apartments/Condos 25%

If we assume this project follows that broader target mix, we can use those figures applied against some of the densities above, to obtain a total of 587 units with a land use program as follows:

- 55.5 acres @ 6 units/ac = 333 Single Family Homes (57%)
- 7.2 acres @ 15 units/ac = 108 Townhouse/Attached Units (18%)
- 7.3 acres @ 20 units/ac = 146 Garden Style Apartment/Condo Units (25%)

which is equivalent to about 8 units/acre overall.

This may be slightly more urban than what exists immediately adjacent, but it is consistent with some of the densities found elsewhere in Clewiston. It also represents approximately 42% of the projected new growth through 2025 (42% of projected new growth on 2% of the land allocated for that growth), 26% of the growth through 2030, or 10% of the growth through 2045. These are reasonable numbers: more than double the allowable zoning but still somewhat modest. It is of course possible to run the numbers with higher assumed densities; we do this in the next scenario.

Scenario 4: Test-Fit with Assumed Program for a more Urban Destination

If we use the same assumption of 70% developable land, and use new assumptions about % land devoted to various uses (rather than targeting a % of units proportional to previous, long-term projections by others), we can derive a different set of numbers that reflects the potential of the site as a more urban destination, and then cross check to see what the capture rate would need to be of projected areawide growth.

For this scenario we assume 50% of the developable land goes to Single Family Homes, 10% to Townhomes/Attached Units, 25% apartments/condos over commercial, 10% for marina, and 5% parking/circulation for the commercial functions. We also vary certain assumptions to reflect increased densities (10 units/acre for single family homes, 20 units/acre for townhomes, 50 units/acre for apartments).

Using these calculations, then we achieve

- 35 acres @ 10 units/ac = 350 Single Family/Attached Homes (17%)
- 7 acres @ 20 units/ac = 140 Townhouse Units (11%)
- 18 acres @ 50 units/ac = 875 Urban Apartment/Condo Units (71%)

which is equivalent to about 20 units/acre overall.

The total in this scenario is approximately 1365 units, which is close to 100% of total projected areawide growth for the first 5 years, more than 60% of growth over the next 10 years, and/or about 25% of the total projected growth through 2045.

This should be considered the upper limit of what is possible, as it assumes little competition from other developments, and/or more growth than anticipated in earlier projections by others. These densities (20 units/acre overall, and 50 units/acre for the apartments) are also considerably higher than anything in the local market, and considerably higher than what is currently allowed by the existing zoning.

**

A comparison of the various scenarios with the currently allowable zoning is provided below:

Comparison Tables

Units by Scenario	Allowed by Zoning	Scenario			
		1	2	3	4
Single Family Homes	64			330	350
Townhomes/Attached	141	Not Specified		110	140
Apts/Condos	42			150	875
Total	247	270	105	590	1365
Commercial	17,100	N/A	13,500	40,000	72,000

% of Projected Areawide Residential Unit Growth Capture by the Project, if developing over the following periods

2020-2025	18%	19%	8%	42%	98%
2020-2030	11%	12%	5%	26%	61%
2020-2045	4%	5%	2%	10%	24%

% of Projected Areawide Commercial Sqft Growth Capture by the Project, if developing over the following periods

2020-2025	27%	N/A	21%	63%	113%
2020-2030	13%	N/A	11%	31%	57%
2020-2045	7%	N/A	6%	17%	31%

*Commercial here assumed to only include that which is Community Retail, Office/Service + Village/Neighborhood Center related (Highway Commercial ignored, along with Civic related commercial)

Much will depend on what is determined to be allowable, as well as how much of the potential competition arises and on what timeline. It is this consultant’s opinion that the site location is more favorable than other areas slated for future development, and that the marina component could be a differentiator that allows it to capture a higher rate of projected growth than its competition. The capture rates associated with the 10 yr timeframe 2020-2030 seem reasonable (Scenario 4 is perhaps more ambitious and may require a longer timeframe). 10 years is likely the development timeline for the project in question (assuming the Airglades project is confirmed).

From a planning perspective, it makes sense to allow for some increased commercial and higher density residential in this location given the proximity to public waterfront amenities and the nearby marinas which are important generators of tourism. The question will be how much is appropriate. Part of that depends on how much land is available, and how much might be devoted to marina-related functions. No detailed study of marina sizing was

conducted, but an assumption was made that approximately 10% of the developable land (approximately 7 acres) would be devoted to marina activities and associated parking; this is similar in size to both of the existing marinas (Roland Martin, Jolly Roger), if the commercial and accommodation components are excluded.

The scenario with the highest densities would almost triple the amount of multifamily housing (apartments/condos) in the city and there is really no local precedent for that (although there is no precedent for the amount of growth anticipated by the Airglades project in general). There are certainly precedents for such types of higher density apartment/condo over commercial marina mixed use development elsewhere and the mix of residential complements the idea of commercial since it provides a reliable customer base that supplements marina users.

It is hard to predict if the new population that is anticipated would prefer this type of more urban living, where units would likely be smaller than the single-family homes that dominate the local landscape. That is particularly true for ownership housing, but it may also be true for rental housing.

Even among renters in the city, only 41% rents apartments or condos; 44% rent single family homes or duplexes, and another 14% rent mobile homes (although this may reflect the amount and quality of what is available, rather than market preference per se). The larger households of the existing population (which include a significant number of children) may point to a preference for separate homes/yards, although a well-planned location with access to lakefront open space at the dike might provide an equally compelling option for such families. The average household size is expected to fall with the projected growth in population, so that might be another indicator of future demand for smaller unit, multifamily housing. A phased approach with a mix of product types is probably the best approach until such market trends and preferences become clearer.

One potential idea to mitigate any risk associated with a larger number of multifamily units is to make them flexible enough to be convertible to or used as hotel suites, serviced apartments, "apart-hotel", or other arrangements where they remain part of a rental pool, not only for tourists but also seasonal labor. The projections from the Airglades project estimate that there will be support for an additional 600 new hotel rooms through 2045. Although most hotels in Clewiston are along the main highway and cater to customers who are just passing through for the night, a portion of these could be accommodated at the project site if it is positioned more as a leisure resort for those whose destination is Clewiston specifically.

Senior housing is another option similar to the above, which is worth exploring given the city's affordability, health services, and lifestyle attributes. There are different types of senior housing, some of which require more healthcare related services. Either would be a potential candidate for a portion of the residential component.

Take note, however that current zoning regulations seem to require large minimum unit sizes which may preclude the above from being options (if they cannot be changed).

Design will play a major role here in ensuring that any higher density development is appealing to potential buyers/renters as well as nearby residents who may initially object to the higher density.

Recommended Program & Positioning

The following elaboration of a potential program and suggested positioning build off the earlier scenario planning for the residential component, which is expected to be the major land use and driver of any new development. This program should be considered preliminary and can be elaborated on and refined once we have confirmed the amount of allowable development/flexibility on zoning.

Primary Uses: Residential, Accommodation (600-1400 units)

- A mix of residential types and densities to attract a wide range of potential new residents: families, couples, single workers; potentially even seniors; as well as seasonal workers and tourists; both for sale and rental property
- A new marina and related businesses: the community has been pushing to expand marina options here for many years; however this facility should try to be more of a residential development with the marina and commercial uses being secondary, rather than the other way around. Marina functions that are land intensive like boat storage/repair should not be encouraged as they will take away from the other development potential.
- Things that complement both the primary residential use and any marina focused tourism (and may be operated jointly): hotel/accommodation uses, senior housing, serviced apartments, dining, convenience retail

Commercial Uses would be a far smaller component, perhaps 20-40K sqft within the first 10 years, growing to as much as 70K sqft by 2045; equivalent to 5-10 establishments in the first 10 years, and perhaps 20 over the long-term

- Things the market has some existing strength in/ represents something to build off of: restaurants and bars, particularly those that are family friendly, have indoor/outdoor seating, and provide live entertainment
- Things the market data indicates is leaking/ represents a weakness or a gap: grocery store, although this is not really a central location and traffic/circulation would be an issue, so perhaps a smaller sundry/convenience store with basics rather than a full grocery store. Specialty stores that people buy fresh/gourmet from smaller providers (bakery, butcher, fruit stand, dessert place), could be another substitute that ensures repeat/frequent visitation
- Things that would attract local families with young children, parents/homemakers, etc. in middle of day, or in the evening
 - Hair salon/Barber, Nail place, etc.
 - Daycare, Kindergarten, after school tutoring, etc.
 - Gym, yoga studio, etc. with classes
 - Indoor/outdoor playgrounds, small Family Entertainment Center
 - Dog grooming/walking and meetup place
 - Water activities at canal/fountain/artificial pond (paper fishing, RC electric boat racing, etc.)
- Things attractive to/addressing needs from any potential senior population: Medical clinic, Physical therapy/rehabilitation, Drugstore, Spa
- Things attractive/useful to tourists: tour companies, camping/boating gear, gift/souvenir stores, etc.
- Recreational open space that complements higher density residential: (multi-use sports field, ball courts, tennis/swimming facilities)
- Things that take advantage of the natural setting/views: Trails already exist, so consider devoting some commercial space to a business involved in rentals of bikes/personal mobility devices

Other Programming:

- Building spaces and open spaces that could change seasonally or week by week (eg. food truck/food stall area, pop-up retail and kiosks, farmer's market, rotating local boutiques)
- Consider some community and civic functions to ensure the public has a reason to visit the site and so that tourists can learn about the history and culture of the place (perhaps a museum)
- Lockers for e-commerce deliveries and returns

Positioning

While the development can and should move up market slightly to differentiate from the competition, a developer will have to be realistic given the existing income levels and spending patterns. These will change over time, but this will take time. Most people (both residents and tourists) will continue to prefer more economical and casual choices for the foreseeable future.