Olde Eau Gallie Riverfront Urban Infill and Community Redevelopment Plan



Prepared for:
The City of Melbourne

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OLDE EAU GALLIE RIVERFRONT URBAN INFILL AND COMMUNITY REDEVELOPMENT PLAN

EXECUTIVE SUMMARY

This report documents the activities of the planning study aimed at revitalizing the Olde Eau Gallie Riverfront Area. The format of the report has been established to meet the minimum statutory requirements for both an Urban Infill Plan, and a Community Redevelopment Plan.

The planning process centered on a substantial amount of public involvement to ensure that the content addressed the needs of the community. A wise man once said "Aim at nothing, and you will surely hit it". This plan establishes a basic idea for the future. It is "a scheme, program, or method worked out beforehand for the accomplishment of an objective: a plan of attack". It is not to be considered as a set of blueprints describing how something is to be constructed.

Although goals are identified which are both ambitious and expensive, these represent ideas that the public considered desirable. The approach has been to build on the rich assets that the Olde Eau Gallie Riverfront Area possesses: the riverfront, historic aspects, and cultural components.

The distinctive features of this plan are:

- 1) Economic Feasibility
- 2) Private Investment
- 3) Accomplishing the first phase quickly, to set the market tone

The initial priority that will yield the biggest results will be what is referred to as a "catalyst": a private/public partnership effort undertaken to cause predictable stimulation of the local economy. In this case, the development of a mixed-use complex including a new museum, a hotel/conference center and shops will draw significant amounts of people into the area, spawning other private sector investment. Restaurants, fine art galleries, and other new developments can reasonably be expected to congregate around such a catalyst project. By partnering to make the catalyst project a reality, the City will be in a position to not only reap the benefits of increased tax revenues from that project, but from spin-off development as well.

Setting the market tone, coupled will the other elements contained in the plan, will establish the basic framework to ensure that the area's economy is strong. With a strong economic development underpinning, the balance of the comprehensive approach to revitalization contained within the plan can be realized.

By adopting the plan, the City Council will have a target and a strategy for positive change. Doorways will then be opened to funding mechanisms intended to assist in implementing the plan. We are hopeful that the City will also take the initiative to spearhead the efforts required to make the catalyst concept a reality, thus beginning the long-term revitalization process. This process will involve a partnership between the local community, its government, and private enterprise. As conditions change, the plan may change and respond accordingly. Change is a dynamic and exciting process. What an opportunity to provide positive influences, reverse the trend of decline, thus establishing a lasting legacy!

1. INTRODUCTION

A City's downtown is truly its heart and soul. It is from here that economic, social, political, and cultural forces converge, bringing together those elements that create walkable, livable, and sustainable environments. People want to live, work and play in these activity centers. The City of Melbourne is fortunate to have two "downtown" areas, the result of the 1969 merger of the Cities of Eau Gallie and Melbourne. For the last twenty years, the Eau Gallie downtown area has survived, but now, the area has begun to decline, deteriorate and show signs of decay. An active Downtown Merchants' Association and Neighborhood Crime Watch Group came to the City and asked for help to arrest this decay and resurrect this once thriving center of urban life.



There are many reasons for a community to actively encourage the revitalization of the downtown. According to the Florida Main Street program, an economically healthy downtown:

- 1) Builds a positive image for the community.
- 2) Reflects a community's confidence in itself and its future.
- 3) Creates job opportunities.
- 4) Attracts new industry and strengthens service and retail job markets.
- 5) Saves tax dollars.
- 6) Stabilizes and improves the area's tax base, and protects the investment already made in downtown infrastructure.
- 7) Preserves the community's historic resources.
- 8) Enables property owners to maintain historic commercial buildings and preserve an important part of the community's heritage.

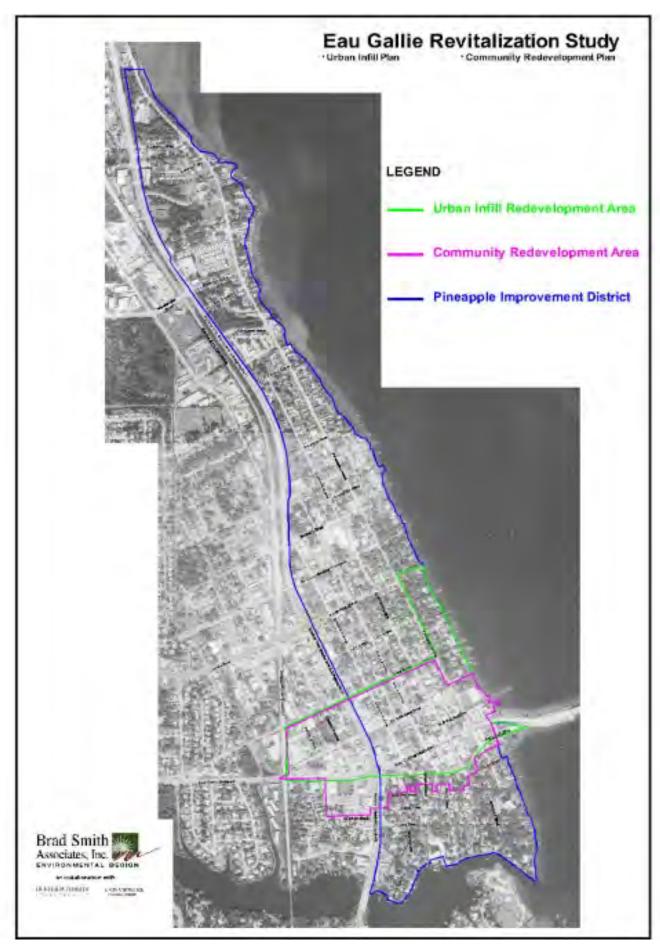
It is for these reasons and more that the City conducted its "Blight Study" and applied for an "Urban Infill and Redevelopment Grant" in order to create this plan for the revitalization of Eau Gallie. This plan will satisfy the statutory requirements for both the Community Redevelopment and Urban Infill Plans.

A. Location

The City of Melbourne created a three-pronged approach to thwart the symptoms of decline in the north part of



the City. A "Neighborhood Strategic Plan" was established recently for the Booker T. Washington neighborhood, located immediately west of the Eau Gallie Revitalization Study area. That neighborhood coupled with the Pineapple Improvement District, and the Eau Gallie Downtown area make up the City's primary targets for revitalization efforts. All three areas share a symbiotic relationship, and what is healthy for one area will certainly affect the health and well being of the other. Conversely, when problems arise in one area, acts to combat that element force its movement into the other areas. Therefore, the City has approached revitalization by focusing on all three areas concurrently. Work under this Study includes an Urban Infill and Redevelopment Area and a Community Redevelopment Area in the Eau Gallie Downtown, both of which include portions of the overall Pineapple Improvement District. Map 1 identifies the Urban Infill Redevelopment Area (UIRA), the Community Redevelopment Area (CRA), and the Pineapple Improvement District (PID).



Map 1 - Redevelopment Areas/Districts

B. Assets

Eau Gallie was once a thriving center of commercial, social and cultural life. The Downtown contained grocery stores, a bakery, banks, a courthouse, gas stations, City Hall, a hotel, and a drug store-everything to sustain the community, all within walking distance from the nearby residential neighborhoods. Founded in the 1860's by John Houston and William H. Gleason, the city started as a place to house former slaves, who were leaving the southern states in search of new lives. Many of the homes and



commercial structures from that early start still remain. Lost are such things as the Oleander Hotel, the drug store, the bank, courthouse, and many other places that made the area very livable.

Eau Gallie's opportunities lie in her assets. The historic character and charm are still very evident, and people have begun to reclaim and recognize the rich assets of this hidden treasure:





- 1) A unique waterfront location on the shoreline of the Indian River Lagoon, a National Estuary of significant importance. This waterfront location was the source of a thriving economy in the early years of Eau Gallie's history. That economy has begun to re-emerge with this area becoming a destination for sailing and boating groups.
- 2) Cultural activities, centered around a new Civic Center, a new Brevard County Library, the City's Pineapple Park, and the Brevard Museum of Arts and Sciences.
- 3) A grid pattern of streets and alleyways resembling an excerpt from a "new urbanism" cookbook for vibrant downtown areas. In addition, buildings are located close to the streets, with front porches on the homes, and architectural styles that are appropriate for both the climatic conditions and history of the area.



- 4) A wealth of commercial and residential buildings, many of which are historic, and, structurally sound.
- 5) A citizenry who is caring and interested in preserving their area and making it better for themselves and future generations. This active group of home and business owners has worked for over a year serving on the either the Neighborhood Crime Watch group or Downtown Merchant's Association. Together in partnership with the City, they have accomplished many improvements and undertaken many activities, bringing Eau Gallie back to life.



- 6) Two major roadway systems-Eau Gallie Boulevard (SR 518) and US Highway 1 (SR 5) provide good ingress/egress and accessibility, from the beaches to Interstate 95.
- 7) Location on the newly designated Indian River Lagoon Scenic Highway.

C. Issues

This planning effort has been a partnership between the City, the consultant team, and the public. The City's intent for this Plan was that it be "publicly driven and defined", meaning that the public would create the plan through a "grass-roots, bottoms-up" approach. The consultants began the effort with a major public workshop, from which an initial list of issues and solutions were identified. For revitalization to succeed, it must build on intrinsic resources of the community and be predicated upon a clear understanding of the existing conditions and issues facing the community. From this list of issues, an articulated plan can be developed.

The issues are broken into physical and social categories:

- 1) Physical Issues
 - a) Sidewalks
 - b) Slow up traffic
 - c) Parking
 - a) Lighting/Street lights
 - b) Building condition
 - c) Drainage
 - d) Landscaping
 - e) Bike Paths
 - f) Rental property
 - g) Trash
 - h) Noise
 - i) Black top alleys
 - j) Clean alleys
 - k) Chickens running loose
 - I) Riverwalk Park
 - m) Proper Zoning
- 2) Social Issues
 - a) Reduce Crime
 - b) Homeless
 - c) Prostitution
 - d) Job Opportunities
 - e) Police Patrols
 - f) Labor force
 - g) Housing
 - h) Not Safe
 - i) Education: tutoring, mentoring, after-school programs













During the public meetings, the following were identified as the top rated issues. It is from these that the public created their strategies.

- 1) Small Business-Assistance, Attract, Retain
- 2) Crime
- 3) Sidewalks/Bike Path
- 4) Rental property
- 5) Mix Uses
- 6) Have more community gatherings
- 7) Parking
- 8) Building Conditions
- 9) Traffic

D. Elements of Success

Preparation of a Redevelopment Plan is only the initial step. Success in implementation is directly related to the local effort expended to bring it to fruition. Redevelopment requires a well-organized program to help achieve the desired results. Success is thereby earned.

Four principal elements, taken together are essential for the success of any redevelopment program. They are of equal importance and reflect the many "fronts" on which the saga of redevelopment is contested. The stage is set in four critical areas:

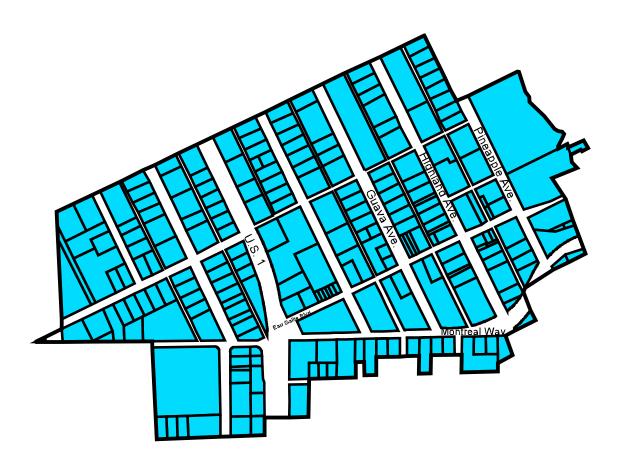
- 1) Administration: The framework for moving the program toward completion. This includes establishing an organization to ensure success by: creating and following detailed plans; engaging in appropriate permitting for development projects to proceed; enforcing codes, plans and financial measures; and finally, developing monitoring and evaluation procedures that enable the City to constructively critique itself, the Plan and the process.
- 2) Finance: The life-blood for the redevelopment program. Without the flow of dollars through the program, plans will either go un-implemented or fail completely. Yearly budgeting, identifying fund sources, planning for capital improvements, phasing, and monitoring can help assure the resources necessary to produce and implement an integrated Finance Plan.
- 3) Regulation: A system of incentives, guidelines and requirements oriented toward redevelopment. The City's land use structure, codes, enforcement capabilities, and agency management tools will either create a user-friendly environment for public-private partnerships or stall those efforts, reducing the financial potential and lessening the City's ability to succeed.
- 4) Leadership: The soul of the program, wherein lies the commitment, determination, dedication, compromise and integration of all interests required to proceed to the desired future. Only through a sound public-private partnership, fueled by strong leadership from the City's elected and appointed officials, can the overall Plan be successfully implemented.

All of these elements are interrelated. Melbourne is fortunate to possess these critical elements their wise and determined use at the right times and in the right combinations, will ensure the success of this program.

2. BACKGROUND-NEED FOR REDEVELOPMENT

A. The Blight Study

The City targeted the Eau Gallie area to conduct a Blight Study, in partnership with the merchants and citizens, who had requested help with the myriad of problems and issues that were emerging in the area. These ranged from increased crime (drugs and prostitution), building maintenance and decay, and overall disinvestments. The City staff defined a Blight Study Area (BSA) to be generally comprised of lands lying adjacent to the Indian River Lagoon on the East, the Florida East Coast Railroad on the west, Creel Street on the north, and including proper ties fronting on Montreal Avenue on the south. The BSA included approximately 73.13 acres.



Map 2- Blight Study Area Source: City of Melbourne

The Blight Study created the following "Findings of Necessity", the predicate to establishing the Community Redevelopment Area and tax increment financing. It is important to note that this area comprises approximately 90% of the Urban Infill area as well. The summary of those findings showed the following:

1) Building and Site Improvements:

a) Improvements to Downtown Eau Gallie are consistent with the City's Comprehensive Plans, goals, objects and policies as follows:

<u>Future Land Use Element</u>: Objective 1a, b, c, d, g, i and j, Objective 2c and i, Objective 3a, b, c and d, Objective 5a, b and c, Site Specific Policies for Study Area I

<u>Transportation Element</u>: Objective 4b, c, d, e and f, Objective g and h, Objective 6a, b, c, d and e

- b) Seven percent (7%) of all buildings fully comply with current code requirements for the district. The other 93% of properties remain in minimal compliance with these same standards. One (1) of the buildings is considered uninhabitable and several appear to be in dilapidated condition.
- c) The major nonconformities in the area include a lack of parking, handicap accessibility and landscaping including landscape screening and irrigation. Only 17 out of 172, ten percent (10%) of the sites have parking lots, which fully comply with current City codes.
- d) In all, 12.43 acres remain vacant, which amounts to seventeen percent (17%) of the developable vacant land within the BSA. An additional 9.89 acres or fifteen percent (15%) of the BSA contains vacant developed sites. This high proportion of vacant property reflects the degree to which the real estate market has been static over time within the BSA.
- e) Only 9 out 173, five percent (5%) of the sites within the BSA fully comply with current landscape code requirements. The remaining properties are deficient in one way or another.
- f) Of the sites utilizing outside storage of materials, equipment and vehicles, only 1 out of the 10, or ten percent (10%), of the applicable sites within the BSA fully comply with current code requirements. The remaining ninety percent (90%) range from substandard to dilapidated.
- g) Many sites do not require industrial sized garbage and recycling dumpsters. Of all of the dumpsters within the study area, only 4 out of 123, three percent (3%), fully comply with current code requirements. The remaining ninety-seven percent (97%) range from minor to major deficiencies in compliance with current design standards.
- h) Overall, seventy-two percent (72%) of the survey scores range from substandard to dilapidated. Only twenty-one percent (21%) out of one hundred and seventy-three (173) of the sites surveyed were found to be in acceptable to substantially in compliance and only seven percent (7%) of the properties surveyed fully complied with today's standards and ordinances. The low survey ratings for buildings and site improvements serve as a finding of fact that blighted conditions presently exist within the BSA.

2) Crime Statistics Analysis

- a) The increase in crime reported in the past year (1998-1999) is up fourteen percent (14%). The increase in crime is indicative of an area on the decline. It has become a priority for the City of Melbourne to help reclaim this area of Eau Gallie as well as the surrounding neighborhoods to the north and west of the BSA. This initiative began in October of 1999 in response to a public outcry for help.
- b) A Redevelopment Plan can provide the important opportunity to utilize Crime Prevention Through Environmental Design standards by:
 - Creating the opportunity for natural surveillance through the use of sidewalks, pedways and bicycle
 paths as well as by opening vistas by pruning of vegetation.
 - Increasing lighting through a comprehensive evaluation of the lighting needs in an attempt to eliminate the dark corridors that have become opportune hiding places for criminal activity.

3) Streets and Traffic

- a) The intersection of U.S. Highway 1 and Eau Gallie Boulevard currently fails to reflect its strategic importance. Excessive utility poles and overhead lines along with an unattractive and storm vulnerable system of traffic signalization, nonconforming access points, vacant property, aged buildings, and unappealing facades, all detract from the general appearance at this key intersection.
- b) Peak hour congestion occurs daily along Eau Gallie Boulevard from Pineapple Avenue to the U.S. 1 intersection. This road segment often operates at Level of Service (LOS) 'F' (the lowest rating) whereas the roadway has an adopted LOS of 'E'. Measures need to be taken to alleviate the ongoing congestion. U.S. 1 northbound approaching the Eau Gallie Boulevard intersection frequently experiences peak hour delays, resulting in this approach operating below the adopted level of service.
- Two road projects could result in a series of temporary negative consequences for the Olde Eau Gallie Riverfront BSA: the widening of Harbor City Boulevard (U.S. 1) from Aurora Road to Post Road, and the improvements slated for Eau Gallie Boulevard, (resurfacing it from U.S. 1 to the Eau Gallie Causeway). Among other things, the negative consequences could include:
 - Lengthy construction periods causing further delays and confusion due to detours which may result in a loss of business for this area
 - The loss of parallel parking spaces that are currently being utilized for this downtown area
 - Higher traveling speeds which makes it increasingly difficult for passers by to contemplate the desire to stop and shop, eat or browse.
- d) Since on-street parking presently exists, the entire length of Eau Gallie Boulevard through the BSA exhibits "bicycle deficiencies" as defined by the Florida Department of Transportation (FDOT).

4) Market Analysis

- a) The BSA exhibits a dated appearance and condition. In the past, growth has been slow in coming and sporadic which remains the same today.
- b) The majority of the development activity in the BSA is limited to minor renovations and site improvements in conjunction with changes in occupancy. As for infill development, within the last decade the BSA has only averaged one (1) to two (2) new or refurbishment projects for any given year.
- c) Over the last two (2) decades, commercial growth in Melbourne has been concentrated in northern, southern, and western portions of the City. This includes several shopping centers and other commercial and professional office facilities. A regional mall located on New Haven Avenue (U.S. 192) has played a dominant role in commercial development along this arterial corridor. Holmes Regional Medical Center continues to attract professional office and related development in areas in close proximity to the hospital

and the Melbourne International Airport has drawn in industrial development. Most recently, commercial development has developed along the north Wickham Road corridor to serve the increased residential development in that area. The designated redevelopment area in the southern downtown area has shown marked improvement, revitalization and a stable economic base. Continued growth in these areas will continue to compete with the struggling BSA and without adequate incentives for developers and business owners, the Olde Eau Gallie area may continue to show signs of decline.

- d) Within the past ten (10) years, the BSA has lost many significant businesses. As a result of this, property values are stagnant or continue decline, which indicates a lack of investment.
- e) There is little public connection between the amenity of the riverfront and an accessible area to enjoy it while strolling down a pedestrian oriented downtown area.
- f) Properties along Eau Gallie Boulevard have become blighted over time and have effectively severed the link between the downtown and the riverfront. The blighted conditions have stifled the great potential of the area. Increased accessibility would turn the river into an amenity for the BSA and consequently, generate greater activity, interest, and overall investment for the area.

5) Public Utilities

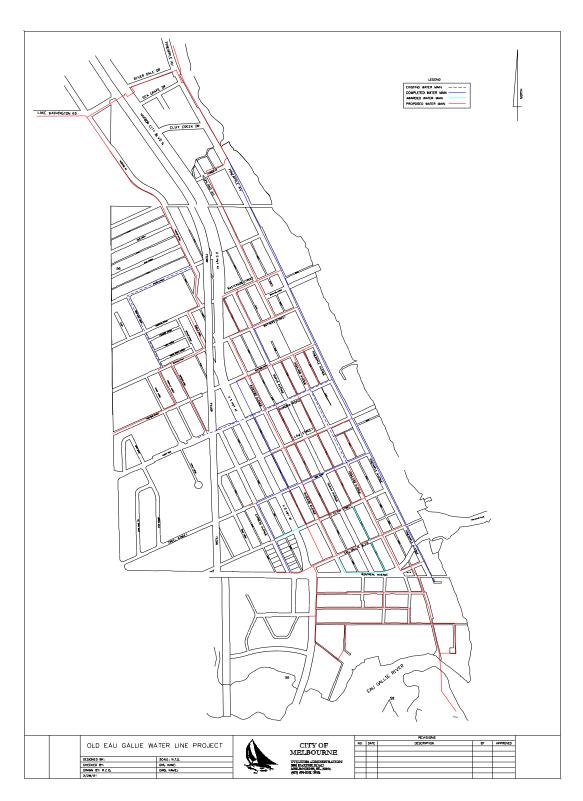
- a) Since the BSA has water and sewer lines that were constructed in the mid 1900's, deficiencies are present. Both water quality and quantity are issues of concern. In addition, materials used are inferior to today's standards. The City of Melbourne has recognized these problems and has begun the implementation of a five-year (5 year) plan to replace the pipes.
- b) Map 3 (page 14), the Olde Eau Gallie Waterline Project Map illustrates the proposed utility replacements.

6) Stormwater Management

- a) Today's water management requirements have made it difficult for the BSA to accomplish infill development. Without public involvement and solutions, many of the sites will remain vacant and undevelopable. Other sites will remain non-conforming stirring no reinvestment, which would simultaneously bring about compliance.
- b) Two strategies are appropriate:
 - Stormwater retrofitting
 - Aggregating parcels to create parcels large enough to provide adequate building square footage, coupled with the required land mass for stormwater treatment.

7) Tax Base

- a) Since 1994, the value of improvements within the BSA has remained only slightly higher than the value of the land itself. The low and static nature of the value ratio reveals the degree to which the BSA has been struggling with extensive vacant property, disinvestments and blighted conditions over time.
- b) Research of the land and building values over the past ten years has shown a significant difference in growth rates between the BSA and the City of Melbourne. Where Olde Eau Gallie Riverfront experienced a nine and one-eighth percent (9.12%) increase in land and building values over the past decade, the City of Melbourne achieved a twenty-four percent (24%) rate of growth overall. This is a significant difference and can only be attributed to conditions of blight and disinvestment.



Map 3 - Olde Eau Gallie Waterline Project

B. Urban Infill Area

As documented in the grant application, the Urban Infill area consumes a majority of the CRA, thereby it includes the same findings as those above. In addition, it is important to note that the Urban Infill area consists of all of Census Tract 642, Block Group 5 resulting in over 30% of persons in poverty. Indicators of blight in this area include:

- 1) A total of 553 people in the low-moderate income universe, based upon the 1990 census
- 2) 488 crimes in 2000, an increase of 60 from 1999
- 3) 114 parcels, a large amount, in absentee ownership
- 4) a significant number of code enforcement actions (over 2,000 in the Pineapple Improvement District as a whole)

C. Summary

The blighted character of the UIRA and CRA necessitates the infusion of state and local dollars to arrest the decay and breath new economic, social, and housing life back into the area.

3. PUBLIC PARTICIPATION

The Plan has been predicated upon an inclusive, interactive, open dialogue by the public, in partnership with the consultants and city staff. The consultants developed and used a "Public Involvement Plan" as a guide and directive to assure timely notification, a series of public forums, informational materials for dissemination, and to elicit oral and written feedback. From the first public workshop where 230 people undertook a series of 4 exercises, the consultants were able to identify issues, visual preferences, assets, small area opportunities, vision, mission and strategies.

A Steering Committee formed from interested members of the public, consisted of both business and home owners. The Steering Committee met 4 times, almost every two weeks, to create the plan contained herein. In total, there were 4 Steering committee and 3 public workshops, in addition to the public hearings held during the adoption phase.

The Public Involvement Plan is included in the appendix. The appendix contains the written summaries from both the public meetings and steering committee meetings conducted by the consultants, brochures, sign-in sheets, and email correspondence with the public.

4. DATA AND ANALYSIS

The following data and analysis pertain to the entire Eau Gallie Revitalization Study Area, unless otherwise specified. The CRA and UIRA closely relate to each other, sharing similar boundaries. The PID includes both of the redevelopment areas, and extends northward and westerly as shown on the Study Area Map (Map 1) located in the Introduction.

A. People and profiles

The CRA and UIRA districts overlap. While neither comprise a large residential area, the population numbers and characteristics are virtually the same, as both contain all or parts of Census Tract 642, Block 5 and some portions of Block groups 4 and 6. Based upon the 1990 Census, the Urban Infill grant documented the demographics of the area as follows:

- 1) Block Group 5 contained a total of 220 people, of which 151 or 68.6 percent were low and moderate income
- 2) Block group 4 contained 333 total persons, of which 169 or 50.8% were low and moderate income
- 3) Block group 6 contained 627 persons, of which 435, or 69.4% are low and moderate income
- 4) In 1998, there were 428 crimes committed in the area; in 1999, 488 crimes were committed.
- 5) The highest number of reported crimes for both years was in the following types: assaults, narcotics, vandalism, breaking/entering, stolen properties, and breaking/entering vehicles.
- 6) According to the Urban Infill grant, Block group 5 contained a total of 122 housing units; 95 were renteroccupied, while only 27 were owner occupied; most of the housing was built before 1970 (108); the median year built was 1962; Of note, 34 structures were built before or during 1939
- 7) The third district, the Pineapple Improvement District (PID) consists of 737 parcels
- 8) There are a total of 964 persons in the CT 642, Block group 3, of which 682 or 70.8 were classified as low-moderate income in 1990.
- 9) Indicative of the area profile, the city processed 2,180 code enforcement cases, including building, vehicles, complaints, signage, and other miscellaneous violations in the PID area as a whole from March to August, 2000.

B. Land use/zoning issues

The types of land uses found within the Eau Gallie Area include: commercial, professional office, institutional, light manufacturing, recreational and residential. The Maps on the following pages give a graphical representation of land use, age of structures and values. This information is vital when evaluating the character of the land, the uses that exist versus those desired, and the ability of the land to support desired uses and the ancillary demands from infrastructure, mobility, and economic needs.

1) Community Redevelopment Area (CRA) (see maps on pages 19 thru 23)

Of the total 73 acres, 12.43 acres remain undeveloped, which amounts to 17% of the developable area within the BSA. The majority of the infrastructure, buildings and site improvements within the BSA range in age from thirty-five (35) to eighty (80) years old. It is not surprising that the BSA exhibits a dated appearance and conditions, which are currently in a state of blight due to a lack of regular and ongoing maintenance. The City staff conducted a survey of building and site conditions, which indicated that 72% of the buildings are substandard or dilapidated.

- a) There are 223 parcels contained in the CRA; a zoning breakdown shows the following:
 - ◆ 199 parcels are zoned for commercial use accounting for 60.44 acres
 - ◆ 3.11 acres are zoned for residential
 - ♦ 9 parcels are zoned for industrial
 - ◆ 1 parcel is zoned for institutional

- b) The CRA contains a total of 233 structures, 106 of which were built before 1950, which are valued at a total of \$26.3 M.
- c) There are 720,874 square feet of buildings in the CRA, on 70.94 acres; the buildings are valued at \$15.7 M
- d) 19 parcels are off of the tax rolls in the CRA, including 146,977 square feet of building area, valued at \$6.8 M
- e) 127 parcels in the CRA are absentee owned, sitting on 35.76 acres (almost half), valued at \$13.9 M
- f) The following table, taken from the city's Blight Study, shows the total land use for the CRA district:

TABLE A
OLDE EAU GALLIE RIVERFRONT
Existing Land Use Table

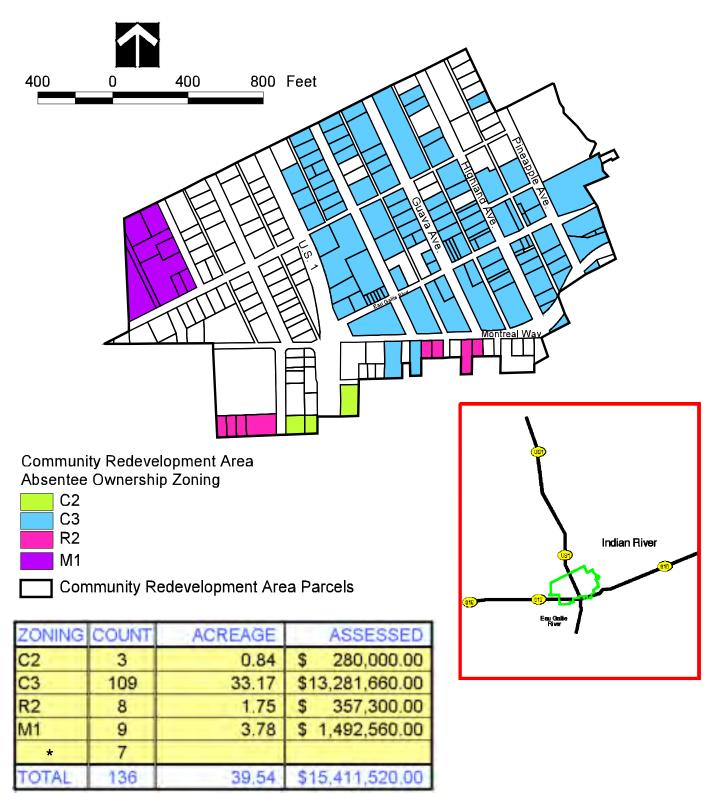
CURRENT LAND USE	ACRES	PERCENT
Vacant Sites	12.43	17%
Commercial	15.36	21%
Office	14.63	20%
Recreational	0.73	1%
Light Manufacturing	5.12	7%
Public/Institutional	13.16	18%
Multi-family	5.85	8%
Single-family	5.85	8%
TOTAL DEVELOPABLE AREA	73.13	100%

The above figures were calculated by adding the acreage for each parcel from the Brevard County Property Appraisers June 2000 data. Source: City of Melbourne

2) Urban Infill and Redevelopment Area (UIRA) (see maps on pages 24 thru 28)

The land uses in the UIRA are predominantly the same as the table above. The CRA districts goes south of Montreal, taking into account more commercial lands, while the Urban Infill area extends north on Pineapple, taking in some additional residential lands. In summary, the following characterizes the zoning and valuations of the area:

- a) A March 2001 count of all structures in the Urban Infill Area shows there are 209 structures; 97 of which were built before 1950 (53 before 1900); the assessed valuation of all structures is \$26.5 million
- b) 36.02 acres of land in the UIRA are in absentee ownership amounting to \$13.5 million in assessed valuation (114 parcels)
- c) 14.6 acres, valued at \$6.7 M, is non taxable; 6.13 acres of this total is owned by the City and is valued at \$3.2 M
- 3) Pineapple Improvement District (PID) (see maps on pages 29 thru 33)
 - a) The third district, the Pineapple Improvement District (PID) consists of 737 parcels
 - b) Values in the PID on 302.23 acres amount to a total assessed valuation of \$84.1M; as a whole, and in contrast with either the UIRA and CRA, the value of the land and buildings is almost equal
 - c) 68.5 acres (58 parcels) are non-taxable-\$19.6M of assessed value; this includes 9.5 acres of lands held by the City and State valued at \$3.6 M
 - d) Absentee owners control 191.02 acres of land on 455 parcels, amounting to \$54.3M of assess value



Source: Brevard County Property Appraiser's Office and City of Melbourne

Community Redevelopment Area Absentee Ownership**

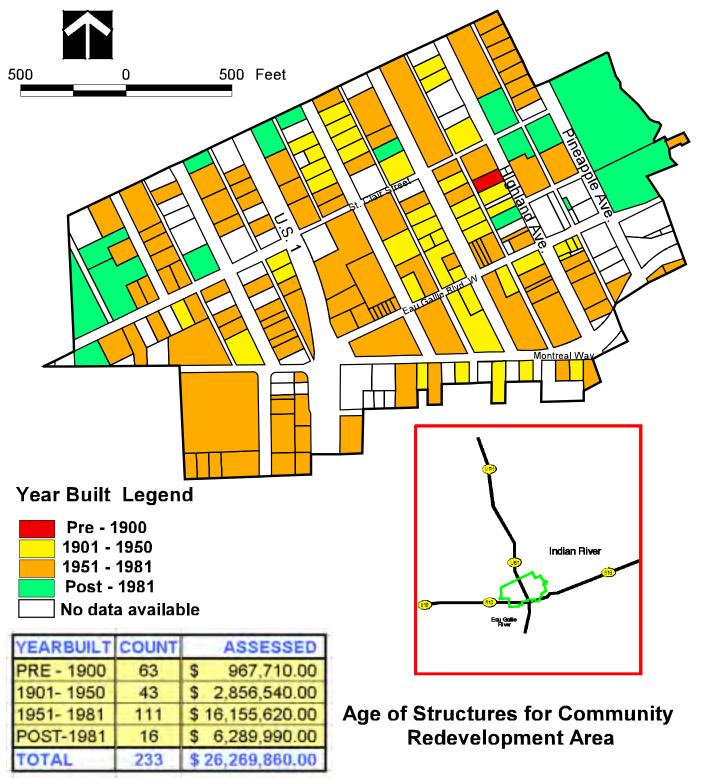
** Owner address different than parcel address

Eau Gallie Revitalization Study

Urban Infill Plan



^{*} No zoning data assigned to parcels



Source: Brevard County Appraiser's Office and City of Melbourne

Eau Gallie Revitalization Study

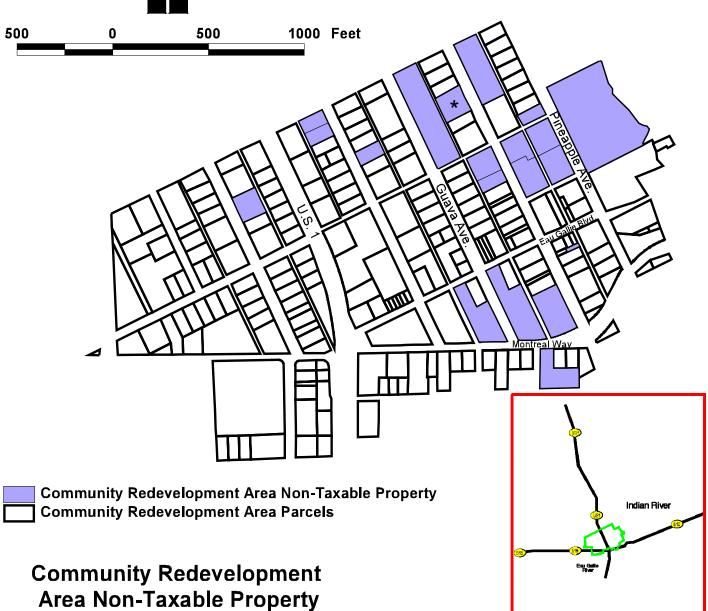
Urban Infil Plan

Community Redevelopement Plan

Brad Smith
Associates, Inc.
ENVIRONMENTAL DEBIGN
In collaboration with:

HUNTER INTERESTS LAWANDALES





Area Non-Ta	xab	le Prop	perty	
MER	COMMIT	BUILDING AREA	ACREAGE	ASSESSED
EVARD MUSEUM OF ART & SCIENCE	3	39,317.00	2.56	\$ 1,250,060,00
militario moderni spesiali mendelembera e talo.		7 000 00	0.70	E 00,000,00

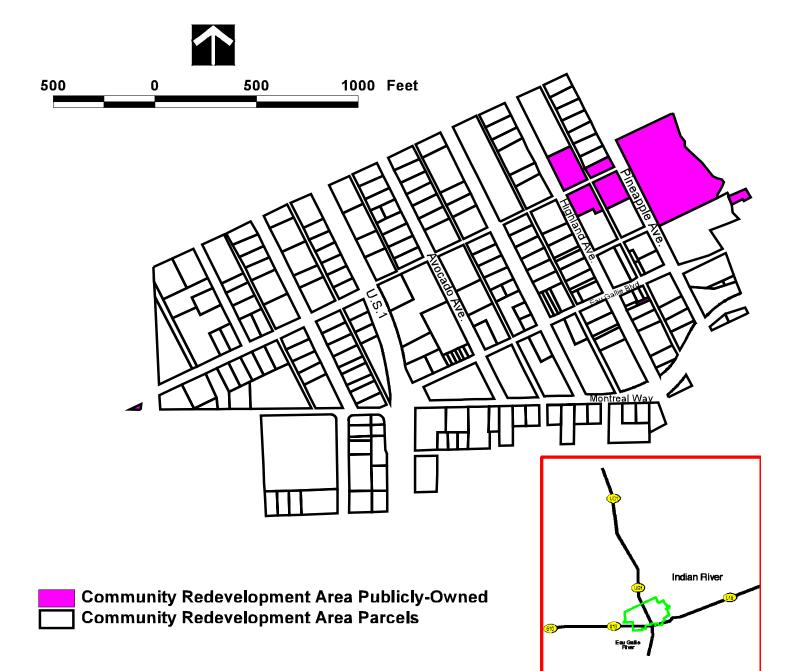
OWNER	LUKSET.	BUILDING MICH	THE REPORTS	WZZEZZEň	LAMO	BBBLDBBC
BREVARD MUSEUM OF ART & SCIENCE	3	39,317.00	2.56	\$ 1,250,060.00	\$ 188,200,00	\$ 836,860.00
BREVARD SYMPHONY DRCHESTRA INC.	1	2,096.00	0.20	\$ 60,000.00	\$ 13,070.00	\$ 57,900.00
FIELD, JOHN J	-	1,325.00	0.20	\$ 22,570,00	\$ 13,070.00	\$ 29,960.00
FLORIDA AID TO ANIMALS SPAY/	-2	3,450.00	0.40	\$ 248,070.00	\$ 26,140.00	\$ 205,400.00
ITALIANAMERICAN CLUB OF SOUTH	1	3,120,00	0.40	\$ 101,230,00	\$ 25,140,00	\$ 64,600.00
M E CHURCH SOUTH	-2	53,038.00	2.40	\$ 1,644,580,00	\$ 156,820,00	\$ 373,760,00
MELBOURNE, CITY OF	7	40,504.00	6.14	\$ 9,219,190.00	\$ 889,700,00	\$ 2,349,580.00
SECOND CHURCH OF CHRIST SCIENTIST	- 1	2,126.00	0.58	\$ 92,150.00	\$ 38,210,00	\$ 21,968.00
ST PAULS UNITED METHODIST CHURCH	_	2,006.00	2.21	\$ 193,660.00	\$ 144,840,00	\$ 42,670.00
TOTAL	63	146,977.00	42.00	5 6,841,E30.00	5 1,476,190,00	3 - 3,997,890.00

Source: Brevard County Appraiser's Office and City of Melbourne

Eau Gallie Revitalization Study Urban Infill Plan

Brad Smith Associates, Inc. Community Redevelopment Plan

^{*} No parcel data in database



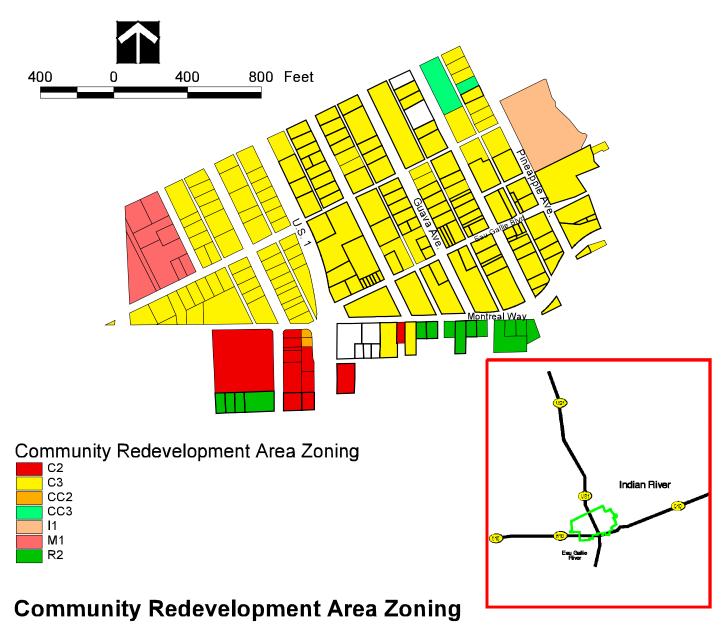
Community Redevelopment Area Publicly-Owned

The second secon	COUNT	ACREAGE	ASSESSED	LAND	BUILDING
FLORIDA, STATE OF	1	0.11	\$ 6,300.00	\$ 10,00	\$ 6,290.00
MELBOURNE, CITY OF	7.	6.14	\$3,219,190.00	\$889,700.00	\$ 2,349,580.00
TOTAL	8	6.25	\$ 3,226,490.00	\$ 889,710.00	\$ 2,355,870.00

Source: Brevard County Appraiser's Office and City of Melbourne







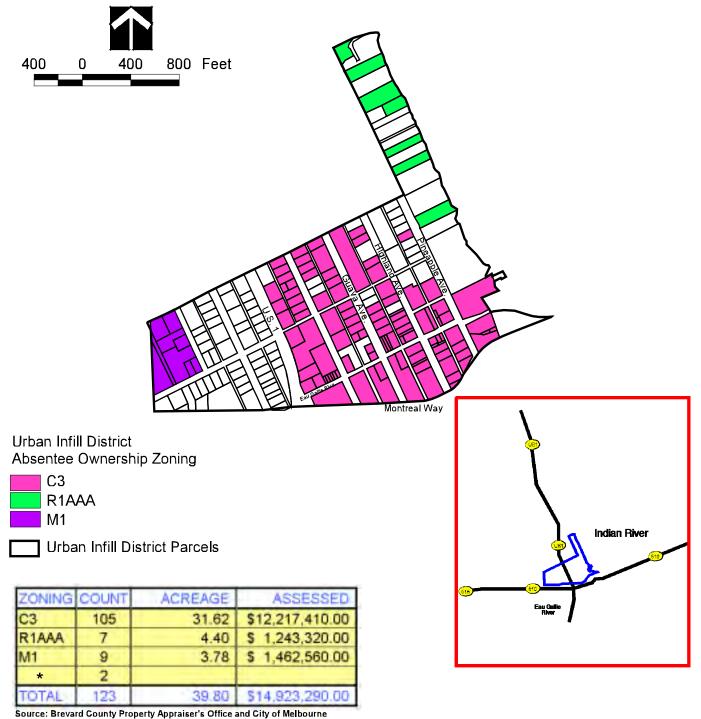
ZONING	COUNT	BUILDING AREA	ACREAGE	ASSESSED VALUES	LAND	BUILDING
C2	12	55,544.00	5.71	\$ 1,704,360.00	\$ 724,860.00	\$ 1,223,700.00
C3	183	511,684,00	52,03	\$ 19,182,490,00	\$ 4,051,580,00	\$ 12,498,230,00
CC2	2	1,512,00	0,30	\$ 65,280.00	\$ 30,560.00	\$ 50,690,00
CC3	- 2	53,038.00	2.40	\$ 1,644,580.00	\$ 156,820.00	\$ 373,760.00
	1	19,121.00	361	\$ 1,585,740.00	\$ 725,200.00	\$ 887,900.00
M1	.9	63,192.00	3.78	\$ 1,492,560.00	\$ 247,190.00	\$ 435,030.00
R2	14	15,783,00	3.11	\$ 594,850,00	\$ 202,460.00	\$ 284,220,00
TOTAL	223	720,874.00	70,94	\$ 26,269,860,00	\$ 6,138,670.00	\$ 15,733,530.00

Source: Brevard County Property Appraiser's Office and City of Melbourne

Eau Gallie Revitalization Study

Urban Infill Plan





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Urban Infill District Absentee Ownership**

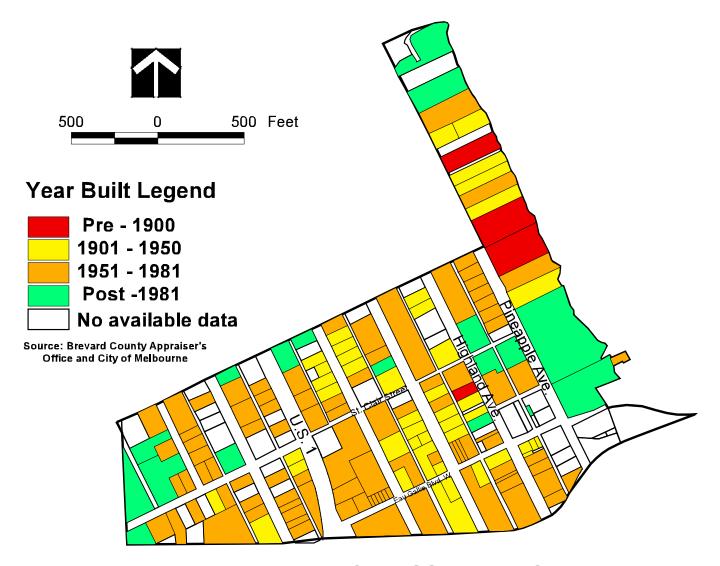
** Owner address different than parcel address

Eau Gallie Revitalization Study

Urban Infill Plan



^{*} No zoning data assigned to parcels





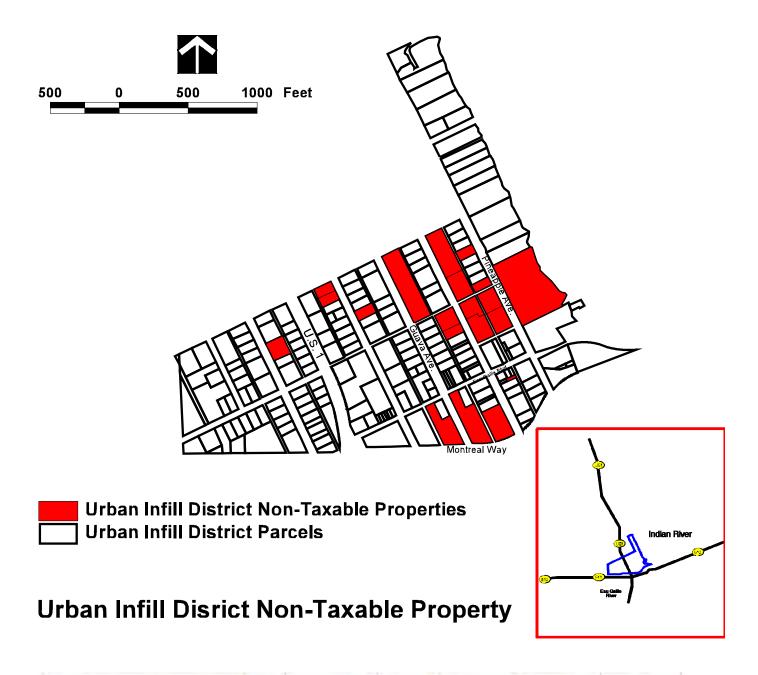
Age of Structure for **Urban Infill District**

YEARBUILT	COUNT	ASSESSED
PRE- 1900	53	\$ 1,981,790.00
1901- 1950	44	\$ 3,620,310.00
1951- 1981	94	\$ 13,763,610.00
POST-1981	18	\$ 7,186,510.00
TOTAL	209	\$ 26,552,220.00

Eau Gallie Revitalization Study Brad Smith Urban Infil Plan Community Redevelopement Plan

Associates, Inc.

HUNTER INTERESTS LAWANDALES



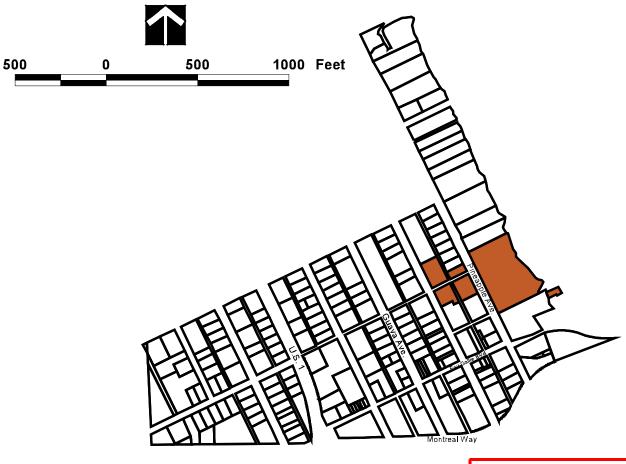
OWNER	COUNT	BUILDING AREA	ACREAGE	ASSESSED	LAND	BUILDING
BREVARD MUSEUM OF ART & SCIENCE	3	39,312.00	2.56	\$ 1,260,060.00	\$. 168,200.00	\$ 836,860.00
BREVARD SYMPHONY DRCHESTRAINC	1	2.096.00	0.20	\$ 60,000.00	\$ 13,070.00	\$ 67,900.00
FIELD, JOHN J	1	1,325.00	0.20	\$ 22,670.00	\$ 13,070.00	\$ 29,960.00
FLORIDA AID TO ANIMALS SPAY/	2	3,450.00	0.40	\$ 248,070.00	\$ 26,140.00	\$ 205,400.00
ITALIAN-AMERICAN CLUB OF SOUTH	- 1	3,120.00	0.40	\$ 101,230.00	\$ 26,140.00	\$ 64,800.00
M E CHURCH SOUTH	2	53,038.00	2.40	\$ 1,644,580.00	\$ 156,820.00	\$ 373,760.00
MELBOURNE, CITY OF	6	40,504.00	6,13	\$ 3,218,540.00	\$ 889,050.00	\$ 2,349,580.00
ST PAULS UNITED METHODIST CHURCH	1.	2,006.00	2.21	\$ 193,880.80	\$ 144,840.00	\$ 42,670.00
TOTAL	17	144,851.00	14.50	\$ 6,749,030,00	\$ 1,437,330.00	\$ 3,970,930.00

Source: Brevard County Appraiser's Office and City of Melbourne

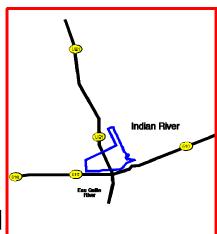
Eau Gallie Revitalization Study

Urban Infill Plan





Urban Infill District Publicly-Owned Urban Infill District Parcels



Urban Infill District Publicly-Owned

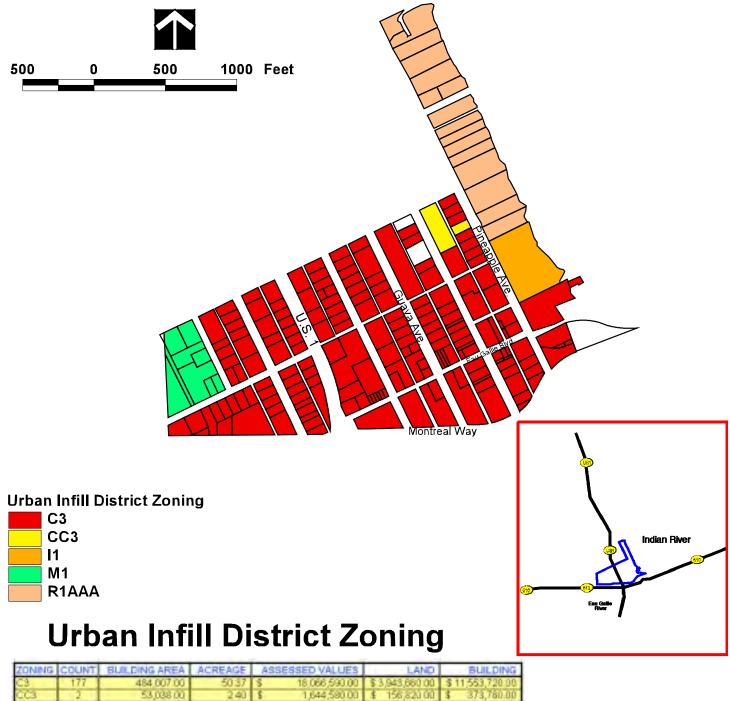
OWNER	COUNT	ACREAGE	ASSESSED	LAND	BUILDING
FLORIDA, STATE OF	1	0.11	\$ 6,300.00	\$ 10.00	\$ 6,290.00
MELBOURNE, CITY OF	6	6.13	\$ 3,218,540.00	\$889,050.00	\$ 2,349,580.00
TOTAL	7	6.24	\$ 3,224,840.00	\$889,060.00	\$ 2,355,870.00

Source: Brevard County Appraiser's Office and City of Melbourne



Urban Infill Plan





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CC3	2	53,038,00	2.40	\$ 1,644,580.00	\$ 156,820.00	\$ 373,760.00
10.	-1-	19/121 00	361	\$ 1,585,740.00	\$ 725,200.00	\$ 867,900.00
M1	3	53,192.00	378	\$ 1,492,550.00	\$ 247,190,00	\$ 435,030,00
RIAAA	16	42,158.00	12:21	\$ 3,762,750.00	\$ 2,479,480.00	\$ 1,667,410.00
*	- 4					
Strategy Laboratory	10000	004 C10 04	20.00	6 00 000 000 00		B

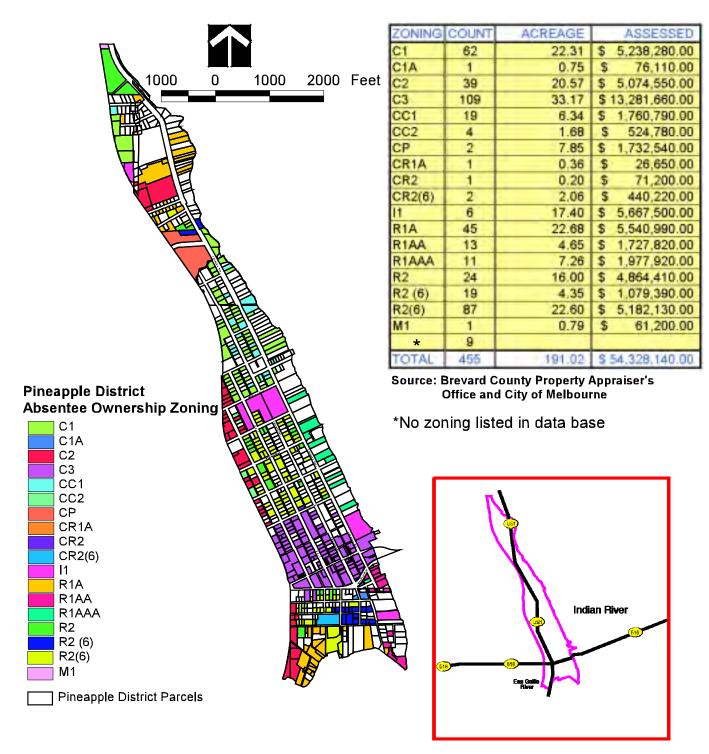
Source: Brevard County Appraiser's Office and City of Melbourne

Eau Gallie Revitalization Study

Urban Infill Plan



^{*} No zoning assigned to parcel in database



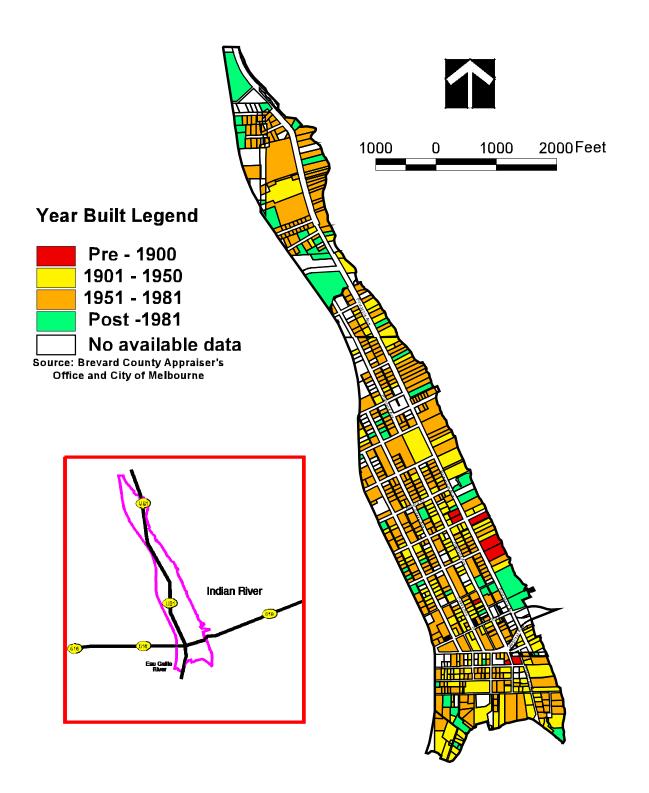
Pineapple District Absentee Ownership**

** Owner address different than parcel address

Eau Gallie Revitalization Study

Urban Infill Plan

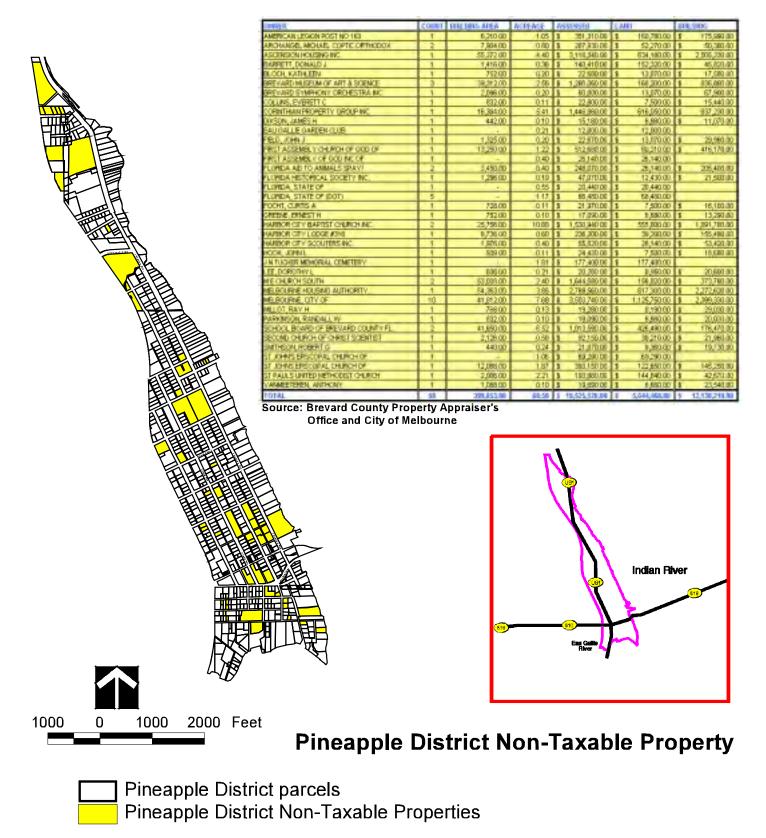




Age of Structures for Pineapple District

Eau Gallie Revitalization Study Urban Infil Plan

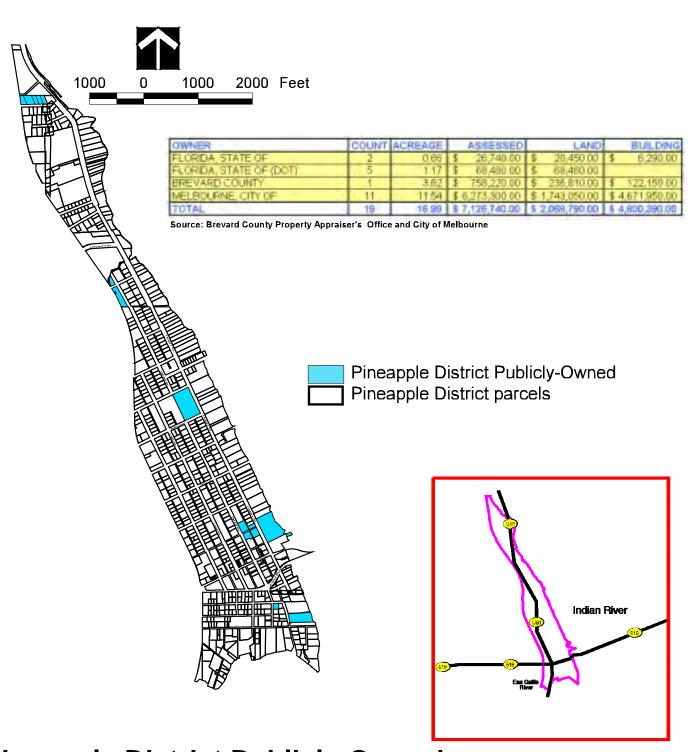




Eau Gallie Revitalization Study

Urban Infill Plan



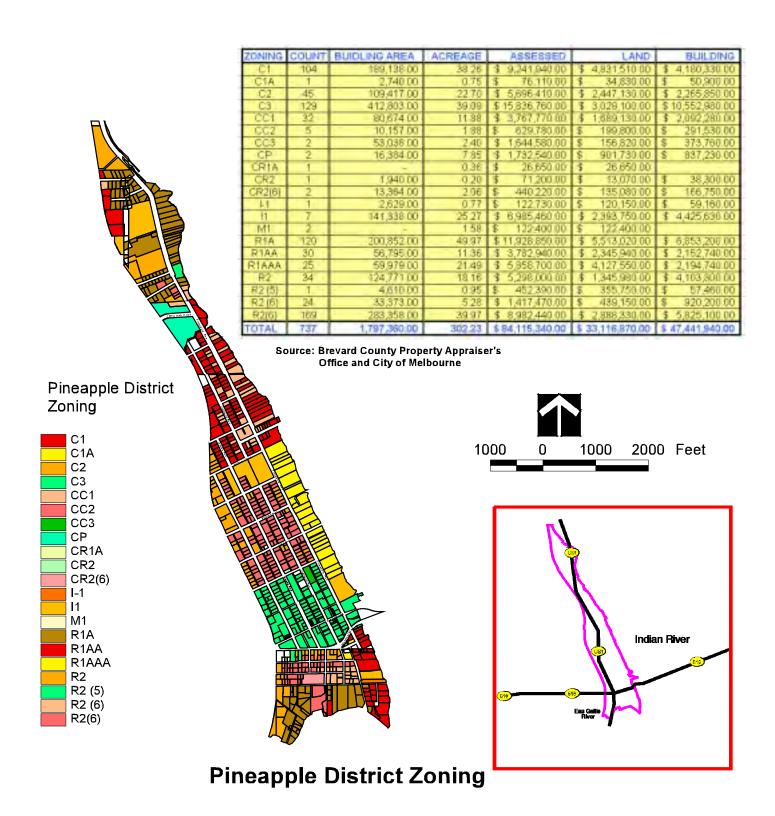


Pineapple District Publicly-Owned

Eau Gallie Revitalization Study

Urban Infill Plan





Eau Gallie Revitalization Study

Urban Infill Plan



C. Economic Rationale for change

According to the Blight Study, the City as a whole, has experienced consistent growth and active capital reinvestment between the years 1990 and 1999, showing a twenty-four percent (24.8%) growth rate estimated by actual value of taxable property. Within the CRA however, the overall increase in total property values was only nine percent (9.1%) over ten (10) years. (See Table B, for the percentage of change in values from 1989 through 1994, and 1994 through 1999, respectively). Additionally, there was a decrease in land values over the same ten (10) year period of six percent (6.4%).

TABLE B
OLDE EAU GALLIE RIVERFRONT
LAND AND BUILDING VALUES
Growth rate over 10 years

1989	1994	1999	PERCENTAGE OF GROWNTH (Over a period of 10 years)
\$14,678,210	\$14,868,350	\$16,016,950	9.1%

Based upon the Property Appraisers records from 1989, 1994 and 1999. Source: City of Melbourne.

TABLE C
OLDE EAU GALLIE RIVERFRONT BSA
Growth rate by land values only over 10 years

FISCAL YEAR	1990	1994	1999	PERCENTAGE OF GROWTH (Over the period of 5 years)
1989-1994 (YR.)	\$4,552,780	\$4,667,230		+2.5%
1994-1999 (5 YR.)		\$4,667,230	\$4,279,320	-8.31%
				PERCENTAGE OF GROWTH (Over the period of 10 years)
1990-1999 (10 YR.)	\$4,552,780		\$4,279,320	-6.4%

The above figures are from the Brevard County Property Appraisers Office for 1989, 1994 and 1999. Source: City of Melbourne

TABLE D OLDE EAU GALLIE RIVERFRONT BSA Growth rate by building values only over 10 years

1989	1994	1999	PERCENTAGE OF GROWNTH (Over
			a period of 10 years)
\$10,125,430	\$10,191,120	\$11,737,630	+15.9%

Based upon the Property Appraisers records from 1989, 1994 and 1999. Source: City of Melbourne.

TABLE E
OLDE EAU GALLIE RIVERFRONT BSA
Land Sales Per Square Foot (psf)
Represents Percentage Change in Value Over 6 Years

Year	Land Sales per square foot (psf)	Annual Percent change (over a period of 6 years)
1994	\$7.65 to \$12.75 psf (\$10.20 average)	
1995	\$7.10 psf	-30%
1996	\$7.10 psf	0%
1997	\$5.96 to \$7.28 psf (\$6.62 average)	7.0%
1998	\$6.40 psf	3.0%
1999	\$6.30 psf	-1.6%

Source: Commercial Investment Real Estate, Inc. 1120 East Palmetto Avenue, Melbourne, Florida 32901

The preceding tables clearly indicate the need to proactively change the course of decline and create opportunities for public and private reinvestment into the entire area. As part of the planning study, Hunter Interests Inc. performed an economic assessment, a market feasibility analysis for an identified catalyst project(s), and a financial feasibility study for the catalyst project(s). The primary objective was to identify a project that will stimulate a large amount of desirable and appropriate market activity within the private sector. Their findings were highly conclusive and recommended that a small (no more than 250 room), upscale "boutique" hotel, including an affiliated state-of-the-art conference and meeting facility, with decked parking be targeted through a developer solicitation and public participation. Hunter Interests, Inc., reports are found in Section 14.

This effort can only be accomplished through a public/private partnership, where through use of tax increment trust funds (TIF) or other sources, the public realm takes responsibility for those elements of the project that are "public": parking, landscaping, public open space, some infrastructure improvements (such as regional stormwater retrofits), or other components. Public sector support is derived from the infusion of private investment, which causes rises in the TIF. These funds are specifically available for such improvements, which help "buy-down" the cost of the development, often necessary when coming into an area that is suffering from devaluation. Then, once the new project comes "on-line", their contributions will replenish the TIF for the life of the CRA.

Within this district are a vast wealth of cultural elements which will contribute greatly to the district's vitality. These assets need to be capitalized upon to help stimulate private investment. The new \$1M County Library, the multi-million dollar (City) Eau Gallie Civic Center, Pineapple Park, the Museum of Arts and Sciences can become a cultural Mecca, creating a true destination and entertainment district.

Cultural activities have a tremendous impact on quality of life issues in an area. More importantly, there is recognition by state and local governments that development of the arts and cultural amenities is a strong economic development tool. According to an article in the May 1999 issue of Florida Planning (Volume XI, No. 5), "cultural tourism-which focuses on artistic, heritage and historical offerings-has become the fastest growing sector in the travel and tourism industry. And travel and tourism is big business in the South". In addition, the economic impact from the arts can be seen in a variety of ways, including: spending by arts organizations (in Florida this amounted to over \$412 million in 1993); employment by arts organizations and complementary businesses which are spawned as result of their location; and, enhancement of downtown revitalization areas, acting as magnets to attract people and locate other arts or support businesses.

In an article in the International City Manager's Association magazine, dated August 2000, author Molly Singer says: "Historic sites, cultural and ethnic groups, faith organizations and neighborhoods are all important resources that should be counted and celebrated in efforts to improve communities, generate economic opportunities and address social concerns. All of these elements can be coordinated into a formidable machine that is an important part of a town's or county's identity, economic vitality, and social well-being. Investments in cultural resources produce visible results like arts districts and new visual identities for streetscapes and parks." She states that these resources can be economic development tools through: ticket sales; travel and tourism, business incubation, creating arts districts, business recruitment, urban design and revitalization, and public/private partnerships. "Cultural activities and districts can act as tools to redevelop downtowns, bring in new business, and re-energize community members. Cultural investments that are seeded and supported by local government often bear fruitful and long-term results." (Molly Singer, ICMA, August, 2000)

D. Transportation issues

The Blight Study presented a full account of the transportation system in the Eau Gallie area. It is repeated herein in summary form:

1) The Eau Gallie area primarily consists of streets, alleys and lots that were platted as part of the original Village Plat of Eau Gallie. The local streets, set on a basic uninterrupted grid pattern, for the most part are sixty-six foot

- foot (66') wide rights-of-way constructed with through-lanes and parallel or angled parking lanes on each side of the street.
- 2) Eau Gallie Boulevard and Montreal Avenue (east of U.S. 1) operate as one-way, east-west arterial pairs, dividing the central business core of the downtown.
- 3) Most all other streets are two-way streets, which allow for fluid and unrestricted movement of traffic in the area.
- 4) Pineapple Avenue, Creel Street, Maple Street, Cypress Avenue, and St. Clair Street west of Cypress Street contain no on-street parking areas.
- 5) Highland Avenue contains on-street angled and parallel parking. All streets are paved, but only about one-half of the alleys are paved and all will require grading to ensure they remain passable.
- 6) Except for Montreal Avenue and Eau Gallie Boulevard east of U.S. 1, pavement conditions appear to be good.
- 7) Parts of Guava Avenue, Creel Street, Cypress Avenue and Maple Avenue do not have curbing. Sidewalks are necessary along most streets, including handicap accessible routes and ramps at street and driveway intersections.
- 8) Sight distance triangles could be improved upon by removing overgrown vegetation and signs from close proximity at intersections. Overhead utility poles impede clear sight visibility as well.
- 9) The major intersection in the area is the five-pronged Eau Gallie Boulevard/ Montreal Avenue/ U.S. 1 intersection, which carries up to 73,500 trips per day.
 - a) U.S. 1 operates as a six lane arterial running north and south, while Eau Gallie/Montreal operates as a four-lane east/west arterial leading from the beaches and AIA to Interstate I-95. Both streets provide exclusive left turn lanes.
 - b) This intersection frequently experiences peak hour travel delays, primarily during the p.m. peak hour for northbound U.S. 1 traffic and to a lesser degree, eastbound Eau Gallie Boulevard and westbound Eau Gallie Boulevard traffic approaching the intersection. Usually, the intersections for all but north and eastbound movements clear the queue with each cycle. This is usually a condition that exists for approximately 30 to 45 minutes Monday through Friday under normal operating conditions. The more critical movement delays are through northbound movements. Westbound right turn delays are extensive since this movement does not contain a separate right turn lane but a shared, through movement.
 - c) Adjusting signal timings and installing mast arm signals should improve the Eau Gallie/Montreal/U.S. 1 intersection. This is a major intersection used in hurricane evacuations and is critical to moving traffic from beachside areas and along U.S. 1.
 - d) Signals at Eau Gallie/Highland, Montreal/Highland and Pineapple/Eau Gallie should also be replaced with mast arms since these are part of the evacuation route and are within five miles of the ocean.
- 10) Other roadway segments and intersections within the study area operate within the adopted levels of service required by FDOT and the City consistent with the Comprehensive Plan.
- 11) Operation improvements and efficiencies could be realized with modifications such as improved signal timing, channelization at intersections and driveway spacing.
- 12) The one-way pairs (Montreal and Eau Gallie), constructed in the 1970's, separate eastbound and westbound movements on roughly parallel streets in the central business district. Hampering access to businesses, these pairs have severed the south residential community from the central business district and severed two integral parts of the business district itself.
- 13) The alleyways are an important feature of the district, not found in most newly developed areas. Paving, lighting, and grading improvements would enhance traffic circulation in the area, improve drainage, reduce criminal activities, promote service and delivery (taking the trucks off the narrow streets), and reduce maintenance costs.
- 14) Sidewalks are also needed on many streets including most of the streets located west of U.S. 1.
- 15) Parallel parking lanes need to be better identified and landscape islands, where appropriate, need to be provided at street intersections to provide for traffic calming and safer pedestrian movement.

- 16) Driveways need to be closed or combined along the state system.
- 17) On the west side of US 1, approaches to U.S. 1 from Eau Gallie eastbound should be modified to restrict through movements from Cypress Avenue across Eau Gallie since this intersection is too close to the U.S. 1 intersection
- 18) A cul-de-sac should be constructed at the west end of St. Clair Street just east of the FEC Railroad.
- 19) Average daily traffic counts are shown in the following table:

TABLE F Average Daily Traffic (ADT) Counts

YEAR						
SECTON OF CORRIDOR	94	95	96	97	98	Adopted LOS Capacity
Eau Gallie Westbound	19000	18000	16500	17500		20400
Eau Galli west of U.S. 1	17500	18500	19500	19900	18500	35800
Montreal Eastbound	16000	18500	19500	17500	17500	20400
U.S. 1 (North of 518)	34000	38000	38500	38500	40000	56385
U.S. 1 (South of 518)	52000	52500	54500	53500	53500	56385

Source: FDOT, 1999. FDOT Level of Service Manual, 1995

- 20) There is a perceived parking inventory problem in the area, which will be addressed with new parking structures and revisions to the street circulation system which will enable newly designed on-street parking.
- 21) Pineapple Avenue, a designated collector, connects with US 1 farther north, and is appealing to northbound traffic as a cut off to eliminate long waiting periods at the US1/ Eau Gallie intersection. Increased speeding and volumes of traffic have been documented by City's Pineapple Improvement District Technical Team.

E. Summary

There are clearly several factors which contribute to the decline and deterioration of the Eau Gallie Revitalization Study Area. Without proactive public and private attention, disinvestments and devaluations will rise, blight will increase, and the ancillary symptoms of crime, drugs, vacant buildings, code violations and other problems will continue to manifest. The remaining sections of the Plan seek to provide a guide and a series of ideas, all of which are designed to stimulate public and private economic, social and cultural investment to revitalize this once thriving area.

5. VISION AND MISSION

A. Vision

The Public adopted the following Vision Statement for the whole Eau Gallie Revitalization Study Area, which includes both the CRA and UIRA. This vision captures their sense how they want the area to grow and develop:

"Olde Eau Gallie" is a charming, thriving place, with its centerpieces being its:

- unique riverfront environment,
- an economically viable marketplace and
- cultural and historic areas.

It is a place where people want to live, work and play for many generations to come."

B. Mission

To guide their footsteps and decision making, the following mission statement was adopted:

"Maintain the current character and historical essence of "Olde Eau Gallie, enhance cultural opportunities, and develop the waterfront's potential for public use, while encouraging new investment from both the public and private sectors."

C. Goals and Objectives

- 1) Goal: The overall goal of the Eau Gallie Revitalization Plan is to create a set of useful strategies, project ideas and implementation plans to realize the community's vision and mission for the future.
- 2) General Redevelopment Objectives:
 - a) Work to remove conditions which are blighting influences causing physical and environmental deterioration.
 - b) Assist the private sector in assembling property necessary to redevelop new and infill sites, where conditions of title, diverse ownership, layout or other conditions prevent proper development through development and economic incentive based programs or other means.
 - c) Promote incentives and programs which cause the rehabilitation of historic and architecturally significant buildings within the area.
 - d) Utilize partnerships to increase employment and economic opportunities by adopting programs geared toward the retention, expansion and attraction of existing and new businesses; increasing the intensity and density for new development through mixed use district approaches; and encouraging high quality design.
- 3) Land Use Objectives:
 - a) Insure that the Redevelopment Advisory Board is included in the review and recommendation process for new construction.
 - b) Amend the Comprehensive Plan to adopt the proposed Future Land Use Map for this district and adopt the commensurate zoning and performance standards under a new Land Development Code.
 - c) Encourage new larger scale development and infill site development, while encouraging the preservation and rehabilitation of structures with architectural, historic or aesthetic significance.
 - d) Encourage mixed use projects which incorporate retail, office and residential uses within the same structure or sites.
 - e) Monitor the conversion of the housing stock to office or professional uses in order to maintain the quality residential component near the urban core; only allow such conversion if it is compatible with the plan and the surrounding neighborhood.

- f) Maintain the existing housing stock, while allowing for new, high quality residential development including row houses, town houses, multi-storied condominiums.
- g) Allow for taller buildings, up to 8 stories in specific areas of the district to maximize the market potential and incorporate views of the river.
- h) Create a density and intensity bonus system, based upon performance standards, transfer of development rights, flexible zoning, and other techniques; with bonuses, density should not exceed the following:
 - ♦ low-density: up to 6 dwellings per acre
 - ◆ medium density: up to 15 dwelling units per acre
 - ♦ high density: up to 25 dwelling units per acre
- i) Designate the area as a regional activity center, mixed-use district, or urban service area along with the urban infill boundary.
- 4) Transportation and Parking Objectives:
 - a) Improve the traffic circulation system to correct current problems and deficiencies and to plan for or promote new development.
 - b) Establish this area as a "transportation concurrency exemption area".
 - c) Create a high quality pedestrian (including bike path) linkage network between living, working and playing areas of the district.
 - d) Purchase lands for creation of parking lots or structures, integrating private and public cooperative financing mechanisms and partnerships.
 - e) Improve the alleyways for increased use for delivery and mobility.
 - f) Encourage the use of alleys in new residential or commercial development.
 - g) Extend on-street parking for use by residential areas where practical and feasible or to promote traffic calming.
- 5) Design Objectives
 - a) Create architectural guidelines and establish an Architectural Review Board to assure consistency and compliance.
 - b) Use the design guidelines as both a regulatory and incentive based approach to creating quality development.
 - c) Improve the streetscape of the entire area as feasible with landscape, decorative street lights, street furniture, and expanded sidewalk areas for eating and public use.
 - d) Encourage that all utility services be placed underground.
- 6) Public open space and recreation
 - a) Enhance the public's access to the river and create a new Riverwalk that follows the shoreline from Pineapple Park around the causeway to the south shoreline.
 - b) Create stormwater parks when installing master stormwater retrofitting improvements and connect public and private open space through linear parks and greenways to the extent practical.
 - c) Link the residential and business areas with each other and the waterfront through a well lit and landscaped pedestrian mobility system.
 - d) Make improvements to Pineapple park and pier; improve the shoreline; and create opportunities to strengthen the waterfront economy through such means as dredging to deepen the area around the pier and shoreline, expansion of the pier to enable dockage, among others.
 - e) Include open space, plazas, walkways, terraces and other public available spaces in development regulations for new development.
 - f) Obtain additional right-of-way for extending sidewalks, streetscape and pedestrian areas.
 - g) Expand the use, visibility, access, and availability of cultural, fine arts, sciences, library, performing arts, and others into the overall fabric of the district.
 - h) Assist the Brevard Museum of Arts and Science in remaining in the area as a major attractor and participant in the overall revitalization efforts.

- i) Continue the use and expansion of programs and services offered through the City of Melbourne's Leisure Services department at the Eau Gallie Civic Center.
- j) Re-establish the old Creel School as a center for neighborhood activity.
- k) Maintain or enhance the quality of the natural environment, as it is a public amenity to be enriched and enjoyed.

7) Financial Objectives

- a) Designate the area as an Urban Infill area and apply for grants to assist with planned improvements
- b) Create an historic property inventory through survey and planning grants, leading to the creation of an Historic District; apply for rehabilitation funds from the Department of State
- c) Establish the area as a Main Street and Waterfronts Florida areas
- d) Apply for other grants or loans to implement the Plan.
- e) Use the Tax Increment Fund to pay for improvements and to create financially based incentive programs for property and business enhancements.

8) Infrastructure Objectives

- a) Require conversion of on-site sewage disposal systems (septic tanks) when sanitary sewer services is available
- b) Provide for regional stormwater management in order to allow for greater site utilization by a development
- c) Assure the location and installation of utility lines (water, sewer, stormwater) to serve public and private developments
- d) Provide for shoreline stabilization and stormwater improvements to enhance the Indian River Lagoon.
- e) Upgrade existing utility lines (sewer, water, stormwater) as necessary to meet current and projected needs

6. COMMUNITY REDEVELOPMENT AREA (CRA) PLAN

A. Introduction

In September 2000, the City Council adopted Resolution No. 1657, establishing the Community Redevelopment Area. Once adopted by Ordinance, this Plan will be the overall "cookbook" for public and private investment options and opportunities through approval by the Community Redevelopment Agency. The CRA area has been identified on Map 1-Study Area, in Section 1.

B. Strategies-The Plan

1) Small area strategies-The Future Land Use Plan

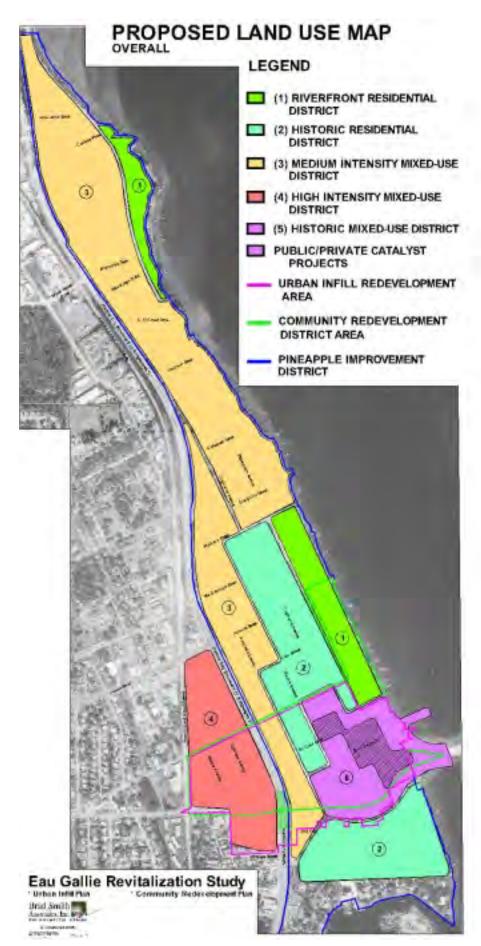
When the consultants started, the area was broken down into 14 districts based upon feedback from the public workshops. The public had characterized each area based upon its assets, potential for development, problems and opportunities. Further refined, the proposed Future Land Use Plan shows 5 distinct districts that target specific types, styles, character, and relationships of developments. The districts are as follows:

a) Pineapple Riverfront Residential (District 1):

This area is located both to the north and south along Pineapple Avenue. Traditionally residential, the southern area has seen extremely large private re-investment as homes have been completely restored, rehabilitated, or reconstructed. Large lots and the waterfront location makes this a valuable investment and livable area. The north area has the potential to emerge as its southern cousin, but only when code enforcement and new economies occur on other properties in the immediate vicinity. Developments such as Rocky Waters place a drain on values and reduce interest in investing and fixing up adjacent areas. The northern residential district, however, also has large lots, the waterfront locale, good infrastructure, and some new investment. These areas should be preserved and enhanced, as well as targeting the problem areas for purchase, rehabilitation, density bonuses, and strict code enforcement. Traffic calming, round abouts, and other measures on Pineapple Avenue are critical to maintain the neighborhood character.



Map 4- Downtown Land Use Map



Map 5- Overall Land Use Map

b) Historic Residential (Districts 2):

Much of the character of the whole area is derived from the quaint, old historic neighborhoods to the south and north of the Highland shopping district, surrounding the commercial core area itself. This area is home to many of the pre-1950's vintage buildings, which the give the district its charm and historic flavor. Truly a page from a "new urbanism" cookbook, the gridded street pattern, vernacular homes, Victorian architecture, sidewalks, alleyways, and front porches remain as a tribute from a different time and are the type of place others try hard to re-create.

This area should receive specialized treatment including:

- Designation as an Historic District, with possible placement on the National Register
- Incentives for housing rehabilitation and conversion to ownership
- Targeting for new infill housing, in keeping with the character of the area
- Extension of sidewalks, street trees, decorative lighting
- On-street parking and landscape "jut-outs" for beauty and traffic calming
- Architectural standards to promote restoration and retrofit to period styles and features
- Restoration of alleyways, with lighting, paving, grading, landscaping, safety (clearing overgrowth and "hiding" places)
- ◆ Allowance for detached garages, placed to the rear of the parcels adjacent to the alleys will encourage more use of the alley, (this will help to eliminate negative activity by the increased use in positive activity.)
- Requiring "build-to" lines, front porches, varied roof lines, use of wood, and greater use of the site by the houses

c) Medium Intensity Mixed-Use District (District 3):

The largest of the districts, the area contains a very different mix of existing land uses. Extending from the top of the improvement district, the area is bounded on the west by US 1, the east by portions of Pineapple Avenue, Mathers on the southeast, Guava (north of Law St.) on the east, and Avocado on the east extending south of Law to Eau Gallie Boulevard. As such, there are varying issues: decaying, marginal commercial land uses on the US 1 fringe; a mix of single family, duplex, and multi-family residential and mobile homes, which contain varying income levels; and some professional office, a senior citizen apartment complex, and some industrial.

One of the worst residential areas in this area is the Rocky Waters Mobile Home Park. Once a tourist attraction where locals and travelers enjoyed artesian springs, this site now contains mostly dilapidated shacks and trailers. Although outside both the CRA and UIRA, concerted actions on the part of the City should include: strict code enforcement; housing assistance; incentives for new ownership with participation by the public sector to relocate residents, demolish the decay, and allow for new structures to be built which will enable a range of diverse dwellers. This site may be a good location for a model cooperative, where people of diverse incomes, backgrounds, ethnicities, and professions share in ownership, development, and up-keep. This model has seen success in places like Atlanta, where older areas are converted with the help of Community Development Corporations, CDBG HOME and SHIP funds, and other resources. Another possible land use solution may be to develop a market-rate upscale multi-family condominium project. Surrounded by quality single family structures on the riverside and other sound residential areas, this site is an aberration as currently used.

The old Creel Elementary School is located on Pineapple Avenue just north of Aurora Road. Potentially a National Historic Register property, efforts should be taken in conjunction with the School Board to rehabilitate and preserve this historic building (much like the Henegar Center in downtown Melbourne) and revive its usability for public activities. Non-profit organizations, social service agencies, Meals on Wheels, business incubators, educational programs/tutoring/enhancements, and many other activities could be located in this building which would serve as a terrific neighborhood center. These strategies may involve land use/zoning changes.

Other areas of this district contain a solid grid pattern of streets in most locations, good infrastructure, many sound buildings, good access to US 1, and blocks which can be aggregated. Aggregation would yield larger buildable areas to accommodate larger scale and taller buildings, and mixed-uses to meet new market demands. Another stategy might involve re-establishing Highland Ave. between McClendon and Mathers Streets, if the School Board relocates its bus storage area.

Overall, this area should have the following actions:

- A new land development code, which is performance and incentive based which will:
 - regulate massing, character, and style of buildings
 - allow for slightly greater heights to obtain the marketing tool of views of the river
 - encourage aggregation of smaller lots
 - encourage re-use of non-productive or derelict properties
 - encourage adaptive re-use of historic structures
 - provide street and exterior treatments as desired by the residents
- New sidewalks and curb/gutter where none are located now
- ♦ Street treatments and on street parking in the Avocado, Creel, Law and Guava areas of the district
- ◆ In the CRA and UIRA, buildings should have to build close to the internal streets and have higher intensities of use on the lots (Floor Area Ratio[FAR] = 2 or above, if certain design standards and incentives are met)
- Architectural standards and guidelines should be adopted
- Density, intensity and height bonuses for redevelopment of severely blighted structures, aggregation of properties in specific locations, use of architectural and design features, and others, based upon specific criteria and a point system
- New sign codes
- Requirements for street treatments and pedestrian connectivity
- ◆ Revitalize and adaptively re-use the Creel School Building

d) High Intensity Mixed-Use District (District 4):

The district runs between the FEC railroad and the west side of US 1, and is bounded on the north by Aurora Road and the south by Orange Street. Commercial and industrial land uses dominate the area, although on the north side of Eau Gallie Boulevard, there are a few residences interspersed among the industrial uses. There are some long-standing businesses in this area, but others are remnants of the time when this area was on the fringe of the City. Still others are not nearly the highest and best use, nor desirable uses for a district that is intent on upgrading itself. Outside storage, open repair shops, car dealerships, and decaying buildings and sites denigrate the area.

Major intersections such as this (Eau Gallie and US 1) are much better suited to larger scale, newer uses that would assist the community. Walgreen's saw the benefit and aggregated the southeast corner (in district 3) and this is indicative of the future. A Nation's Bank, one of the larger buildings in this district has closed (indicative of the decline of the area's marketability), leaving a building and/or site that could be aggregated with other parcels along Cypress to create an exciting destination of retail, commercial and office development.

The public itself identified the area to the north of Eau Gallie Blvd. as a site to locate a high-density residential, commercial, entertainment and possibly hotel development. To realize this opportunity, treatments for this area should include:

- A new land development code to provide a performance based system of density, intensity, and height bonuses for the same actions as shown for district 3.
- Intensity designations should include an FAR of 5 or above, depending on the performance standards and design features
- Closing of streets such as Cypress, St. Clair, Maple or others, when conducive to creating unified development parcels
- ◆ Greater landscaping treatments for uses along US 1, to reflect the entrance into and location in the CRA and UIRA
- ◆ Be a "transfer of development rights" receiving district, to allow for uses by development when they gain more points than can be feasibly used in other districts nearer the central core of the CRA/UIRA
- Master stormwater treatments to serve the area's needs
- New signage, lighting, landscaping

e) Historic Mixed-Use District (District 5):

This area is the cultural and public centerpiece, as well as being the core shopping area. The historic "downtown", the center of life in the early years of the City of Eau Gallie, harbors much of the useable public open space on the Indian River Lagoon's edge, a designated National Estuary. The public has targeted this area for:

- Designation as an Historic District, "Main Street" and Waterfronts Florida
- Special treatment using architectural standards, historic structure standards, and new land development codes which will allow for higher density and intensity of uses to encourage 'liner" buildings, infill structures, and adaptive re-use of existing structures; for mixed use opportunities where storefronts line the sidewalk and office or residential developments occur on upper floors; and densities should approach 10-15 dwelling units per acre and FAR should exceed "1"
- ♦ Location of the "catalyst project(s)", to take advantage of the large amount of public land, (which can be used as collateral for stimulating a public/private partnership), and the nearby waterfront
- Creating public parking areas, as opposed to requiring on-site parking, in order to maximize buildable areas
- Creating master stormwater treatment areas to improve the quality and reduce the quantity of run-off into the lagoon and to maximize buildable site areas
- Creating a system of bike, pedestrian, and alternative mobility patterns to link the residents and buildings together, and with the lagoon, their greatest asset
- Creating façade treatment loan and grant programs
- Creating a smoother, easier permitting process to make it easier for attracting and retaining businesses
- Creating new sign regulations
- New sidewalks, decorative street lights, landscaping and streetscape

f) Catalyst Project(s)

An area within the Historic mixed-use district has been identified as the prime location for seeking new private sector initiatives to aid in bringing economic vitality back to the area. These projects would contain greater heights, density and intensity than in other areas of the district in order to create the economic feasibility needed for the project to succeed. However, the style, massing, and architectural treatments should reflect the historic character of the district, promote a human scale relationship to the adjacent buildings, sidewalks and pedestrian arena, and contain public components designed to invite public usability. The specific components of these project ideas are found later in this section. For these sites, densities should approach 25-30 dwellings per acre meeting bonus standards and a FAR of up to 8, when bonuses are met.

2) Issue Correction strategies

During the course of the highly interactive public participation workshops, the consultants engaged the general public and steering committee in discussions and written exercises designed to cause them to create strategies to correct the problems or issues they had identified. This section presents and expands upon those strategies. Due to the overlap between the CRA and UIRA, these strategies apply to both areas.

- a) Business Strategies
 - Grants, Low Interest Loans: Funding is needed for business attraction and retention. Additionally, such programs
 would be able to finance façade treatment programs for building renovations, restoration or redevelopment,
 thereby enhancing and creating economic opportunities and value.
 - Variances in order to make it easy to start new <u>desirable</u> businesses-like those identified at the first public meeting: When dealing with small lots of records and platted lands dating back to the early 1900's, it is difficult to conform to today's land development regulations which require parking, stormwater treatment, elevators, fire walls, sprinkler systems, landscaping, and others, most of which can not be accommodated on site or use too much of the site leaving little for a building envelope that will produce economic return. Consequently, the public recognizes that there should be allowable deviations to enable businesses to open and survive.
 - Quick-victory, high visible start: The public recognizes that there need to be some actions by the public sector that can be undertaken fairly quickly to show a commitment to the area's improvement. Also, there needs to be private project(s) that can serve as the "catalyst", stimulating further interest and investment in the area. Both actions will signal visibility and victory for redevelopment efforts.

b) Crime

- ◆ "Lemonade Stand": Stemming from the saying, "when life serves up lemons, make lemonade!", this idea builds on a program started by two residents who took their anti-drug activity to the streets and staged lemonade stands at highly active drug sales locations.
- ◆ Increase Surveillance: The public can participate by coming onto their front porches from behind their doors and reclaiming their neighborhood and streets. In addition, more visibility by the police will aid in keeping the crime rate down. The Melbourne Police Department has been highly successful with a variety of enforcement activity over the course of the past year.
- ♦ Walk a Beat: The public would like to return to the days where the neighborhood had "their own" policeman, who walked the beat and kept the streets safe.
- ◆ Lighting: While the City and Florida Power and Light have addressed many of the lighting needs of the community and performed a lighting study, this study needs to be expanded upon and implemented. Lighting is a highly effective way to stop criminal activity.
- ◆ Clean Alleys: This strategy includes cleaning of trash and debris, removing exotic and unwieldy plant materials which serve as hiding places, lighting, paving, and general "fix-up". This activity will expand the life of the alleyway and bring productive activities back which serve their intended purpose.
- Clean up the People: The public believes that many of the problems stem from people's behaviors and conduct, which is not in keeping with the values and desires of the neighborhood.

c) Sidewalks

- Highland, Pineapple, Eau Gallie Blvd: These are the streets identified as needing sidewalk treatments, which would include lighting and streetscape-either fixing existing sidewalks or installing new ones where none exist. Making the area "walkable", pedestrian-friendly and safe leads to an overall ambiance that is desired by the public. Using the sidewalks for special events, as courtyards and for café seating would go along way to bringing people and activity back to the area.
- ♦ Bike Paths/Greenways: Combined with the idea of "walkability", bike paths and linking the neighborhoods and business district with the river revives both the business and waterfront economies.
- Indian River Lagoon Scenic Highway: Part of this newly designated highway, the district should capitalize on this program for marketing and explore funding for streetscape, signage, and other improvements
- ◆ Allow biking in historic areas

d) Rentals

- Code enforcement: Like many deteriorating urban core areas, dropping land values have contributed to conversion of single family homes to multi-family use. Combined with the addition of apartments with very low value, low rents, and constant turnover in tenants, there is a serious problem with lack of maintenance, criminal activity, too many people in individual units, trash, junk cars, and other nuisance activities. Increased code enforcement, along with a change in the codes, new public and private investment, and land use attrition can add value to the land and structures creating an economy for improvements.
- Limit the number of people in the units (More than one family in some apartments)
- ◆ "No drug" lease clauses
- Buy apartments or provide incentives for improvement, such as density increases, grants/loans, streetscape, or facade treatment programs

e) Mixed Uses

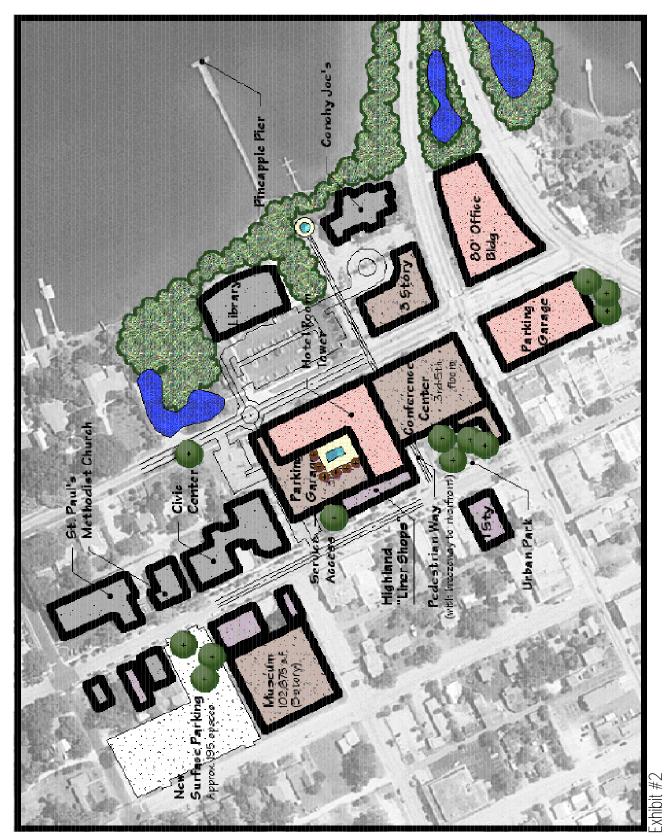
- Rezone to fit best use per plan: One of the things the public said they would spend their money on was "proper zoning". Note: this referred to the desirability of allowing mixed uses rather than continuing to segregate uses.
- Provide City Parking garage/areas

- f) Community Gatherings
 - ◆ More
 - Public Hearings
 - ◆ Local business sponsored events
 - ◆ Bring the Eau Gallie Seafood Festival back to Eau Gallie
 - Sense of place, brings folks together
 - Friday Fest, Art Festivals, Street festivals-do more
- g) Parking
 - ◆ High Rise Structure-not eyesore (suggestions from the public included the North sector near the post office, SW of the Methodist church site and behind Dr. Joe's
 - Remove portions of the planters and restore on-street parking on Highland (smaller planters, more plants).
 - ◆ Parking between Eau Gallie Pairs
- h) Traffic
 - ◆ Evaluate a proposal to make Highland 1 way north/Guava 1 way south
 - ◆ Lower speeds
 - Speed humps
 - ◆ Speed clocks
 - ◆ Consider closing a portion of Pineapple Ave., and making traffic calming modifications further north of Eau Gallie Blvd.
 - ◆ Consider making Montreal the main through-fare like Strawbridge
 - Consider use of traffic tables in certain locations
- i) Building Conditions
 - Architectural Standards
 - ♦ Code Enforcement
 - ◆ Historic Building restoration/ease standards
 - Public hearing, input, community involvement

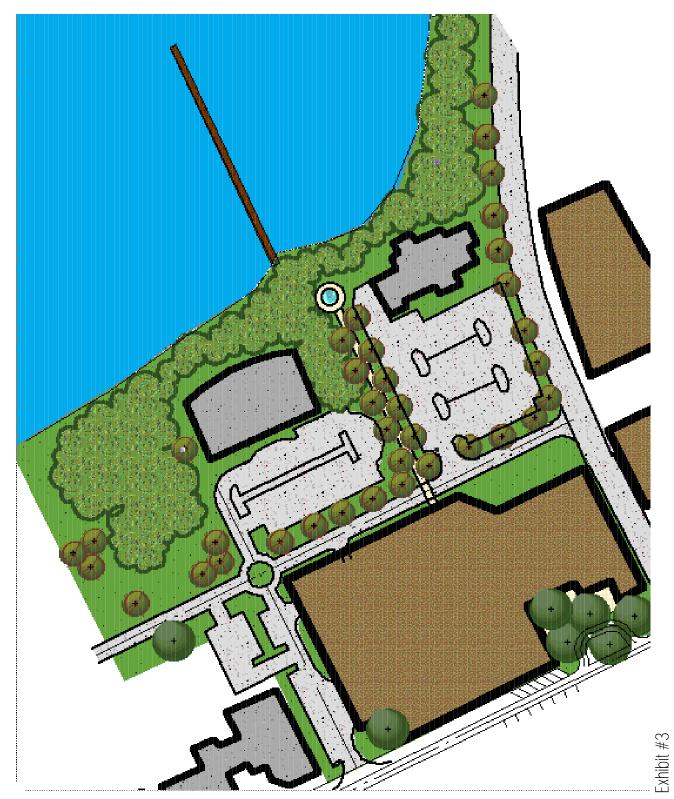
The Physical Plan
The following Exhibits indicate the proposed concepts for physical improvements to be made in the area. Obviously, many additional factors in the market will affect how private lands are developed.



This exhibit is part of the total "Olde Eau Gallie Riverfront Urban Infill and Community Redevelopment Plan", and merely represents a concept or an idea, parts of which may or may not be implemented.



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4) Publicly Funded Programs and Priorities

The public prioritized their chosen projects as shown on the physical plan and below. The action is accompanied by those responsible for participating in its implementation. This series of public improvement projects will beautify, enhance, or alter the infrastructure of the district. A detailed analysis and cost estimate for these projects is included in the implementation section of the CRA and UIRA Plans.

- a) City administrative actions:
 - ♦ #1 Crackdown on drug and prostitution activity (City Police Dept./Community)
 - ◆ #2 Increase Code Enforcement (City/Community)
- b) Public Improvement Programs:
 - #1 Sidewalks, landscaping, decorative lighting, benches, trash receptacles, etc (Streetscape) (City/State)
 - #1 Highland Avenue between Montreal and St. Clair(expand sidewalk)
 - #2 Eau Gallie Blvd. between Conchy Joe's and US 1
 - #3 Pineapple Avenue intersections at Montreal and EG Blvd
 - #4 Guava-between Montreal and Eau Gallie Blvd.
 - #5 Guava-between Eau Gallie Blvd and St. Clair
 - #2 Gateway treatments (City/State)
 - #1 Eau Gallie/US 1 Intersection
 - #2 Triangle Park
 - #3 Aurora/US1
- c) Transportation/Parking:
 - ♦ #1 Consider making Highland Avenue One-way North/Make Guava One-way south-Put 'On-street' parking on Highlands/Guava, with streetscape-Remove portions of the planters (City/State)
 - ◆ #2 Move the traffic through more quickly Eau Gallie Blvd/US 1 Intersection; involves traffic light timing (City/State FDOT)
 - ◆ #2 Evaluate the Eau Gallie "through-way" on Montreal Avenue (City/FDOT)
 - ◆ #3 Slow traffic on Pineapple including possibly altering the northbound traffic flow north of the Park-Start with barricades (City)
 - ♦ #4 Pave, light and landscape the alleyways (City)
 - ◆ #5 Create traffic circles at Aurora/Pineapple; Pineapple/Riverdale; Pineapple/St. Claire(City)
 - ♦ #6 Build parking structures at Pineapple, St. Clair, Civic Center, Post Office (City/Private Sector)
 - ◆ #7 Consider making Avocado a collector roadway, to capture the traffic that currently uses Pineapple and encouraging the redesign and re-use of the US 1 businesses, in a "Vero Beach" style with the buildings close to the road (like a main street!) (City/State)
- d) Culture/Recreation:
 - ♦ #1 Build Public Riverwalk along riverfront from Pineapple Park around the Causeway (City/State)
 - #2 Rehabilitate Creel School for training/cultural/social center (City/School Board/State/non-profits)
 - ◆ #3 Create a cultural arts center integrating the civic center, library, park, museum (City/Non-Profit/Private)
- e) Land Development/Regulatory
 - ◆ #1 Create new Zoning Code and Architectural Standards (City/Community)
 - #2 Provide incentives (grants and loans) for building fix-up, landscaping (City)
 - #3 Create an Historic District, with Historic Preservation Guidelines (City/State)
 - #4 Solicit for private catalyst project(s) to fund the improvements (City/Private)

- ◆ #5 Adopt the small area strategies, amend the Comprehensive Plan, and implement (City/ Community)
- #6 Create a mixed-use district to enable commercial and residential uses of buildings and lands (City/ Community)
- ◆ #7 Create opportunities for more ownership of the rental properties, through grants, loans, cooperative programs, density bonuses (City)
- ◆ #8 Evaluate the opportunity to expand the CRA to take in a larger portion of the Eau Gallie Revitalization Study Area (City)
- f) Programmatic Improvements/Organization:
 - ◆ #1 Apply for Main Street Designation (City/State)
 - ◆ #2 Have major events: Farmer's Market, Seafood Festival, etc. (City/ Community)
 - #3 Create promotional materials (City/CRA/TDC/Community)

5) Private Catalysts Projects

Hunter Interests, Inc., conducted a detailed analysis which identifies a major private sector initiative to stimulate investment in the area through a catalyst project(s). The major project consists of a 250 room boutique hotel, state-of-the art conference and meeting facility, parking, new Highland Avenue and Eau Gallie Blvd. commercial "liner" shops, and a new 100,000 square foot museum complex. The integration of the cultural aspect will enable the current museum facility to stay in the area, expand and become accredited for national exhibits and shows. Recognizing the importance of this feature in the overall redevelopment plan, the museum would act as a magnet for heritage tourism, as well as for those seeking fine arts and science experiences. With visibility from all sides, the main focus would be on window display space created in new building spaces along Highland Avenue. A major feature of the complex is the reclamation of public open space, waterfront access, and public utilization of plazas and promenades internal and external of the hotel building. Removing the sea of asphalt surrounding Pineapple Avenue, the library and Conchy Joe's restaurant would be one advantage, replacing it with public vistas, plazas and the publicly desired "Riverwalk". Consisting of over 415,500 square feet, the complex could involve several public/private components and funding sources. It is anticipated that the public sector could construct the "public" use areas: conference areas, parking, access, Riverwalk, stormwater features, or other infrastructure requirements. The private sector could be responsible for all other vertical spaces. The landowners and stakeholders have all participated in discussions about this idea and have expressed initial support. A developer's solicitation would solidify the hotelier and office/retail developers. This solicitation would be the first step for this project, along with bringing the other stakeholders to the table to start deliberations and negotiations.



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Map 6- Private Catalyst Projects

The components of this project are as follows:

- a) Mixed Use Project
 - ♦ New Museum
 - ◆ "State of the Art" Conferencing Facilities
 - ♦ "Boutique" Hotel
 - ♦ Parking
 - ♦ Street Front Shops
- b) Pineapple Ave. Reconfiguration
- c) Office and Parking Structure (south of the mixed-use project)
- d) Parking Structure (north of the mixed-use project)

6) Summary

The stage is set for positive change to occur and the targets are established. These projects and components will take both the CRA and UIRA to new levels of public and private revitalization. The Implementation section will discuss the steps necessary to make these ideas become reality.

7. URBAN INFILL AND REDEVELOPMENT AREA (UIRA) PLAN

A. Introduction

The City of Melbourne was the recipient of one of the first Urban Infill and Redevelopment Area grants issued by the State of Florida under a new program adopted by the 2000 Legislature. The program was predicated upon the problems currently in existence within urban core areas around the state and the endless sprawl that continues to erode the lifeblood of our cities' and urban centers. The area designated by the City met all 5-threshold criteria, resulting in an award of planning funds to enable this entire effort.

All of the public participation activities outlined in Section 3 above also pertain to the UIRA. The data and analysis contained in Section 4 outline the demographic, economic, land use, and value profile of the district. The publicly defined issues and strategies, assets and opportunities, and Future Land Use Plan include this district. The top rated issues and focus areas were defined as follows:

The issues are broken into physical and social categories:

- 1) Physical Issues
 - a) Sidewalks
 - b) Slow up traffic
 - c) Parking
 - d) Lighting/Street lights
 - e) Building condition
 - f) Drainage
 - g) Landscaping
 - h) Bike Paths
 - i) Rental property
 - j) Trash
 - k) Noise
 - I) Black top alleys
 - m) Clean alleys
 - n) Chickens running loose
 - o) Riverwalk Park
 - p) Proper Zoning
- 2) Social Issues
 - a) Reduce Crime
 - b) Homeless
 - c) Prostitution
 - d) Job Opportunities
 - e) Police Patrols
 - f) Labor force
 - g) Housing
 - h) Not Safe
 - i) Education: tutoring, mentoring, after-school













During the public meetings, the following were identified as the top rated issues. It is from these that the public created their strategies.

- 1) Small Business-Assistance, Attract, Retain
- 2) Crime
- 3) Sidewalks/Bike Path
- 4) Rental property
- 5) Mix Uses
- 6) Have more community gatherings
- 7) Parking
- 8) Building Conditions
- 9) Traffic

The City's stated purpose in designating the proposed area is to redevelop and revitalize this distressed district. The Cityhas its Comprehensive Plan to delineate the Urban Infill area boundaries and will adopt this plan by ordinance. The area includes almost the entire boundary of the "Olde Eau Gallie Riverfront", which is the current Community Redevelopment Area boundaries as established by Resolution No. 1657, adopted on September 12, 2000 by the Melbourne City Council.

The boundaries of the Urban Infill and Redevelopment Area, the Community Redevelopment Area, and the Pineapple Improvement District are shown on Map 1-Study Areas, on the following page.

B. Memorandum of Understanding with Brevard County School Board

There are currently no public schools operating in the UIRA. The old Creel School building, located outside both the CRA and UIRA, contains a substance abuse and prevention center, which offers a variety of services to school children and adults, including awareness campaigns, offender education programs, anti-smoking/drug abuse classes, among others. The school board also uses the site to park school buses. It is recommended that the City and School Board meet the requirement for the Urban Infill program of entering into a memorandum of understanding by agreeing to any of the following options:

- 1) Allowing for joint ownership of this building, or transferring ownership of this facility to the City for use as a neighborhood center
- 2) Provide expanded services from this building to include: tutoring, computer education, business education, adult education, summer school programs, day-care, senior citizen classes or services, mentoring programs, and teacher training.
- 3) Use the building as a "business incubator" to promote economic development and entrepreneurship for small "start-up businesses". The nearby T-3 lines can be used to promote "high-tech" information transfer.
- 4) Providing a location for other community development corporations, non-profit agencies, meals on wheels, the HOPE health care van, and other social service activities needed for the entire northern area.

Regardless of the ultimate use of the structure, the building deserves to reclaim its historic presence in the community, be designated on the National Register, and be restored to increase its useful life. Historic preservation grants are available to assist in this effort.

C. Neighborhood Preservation-the Strategic Plan

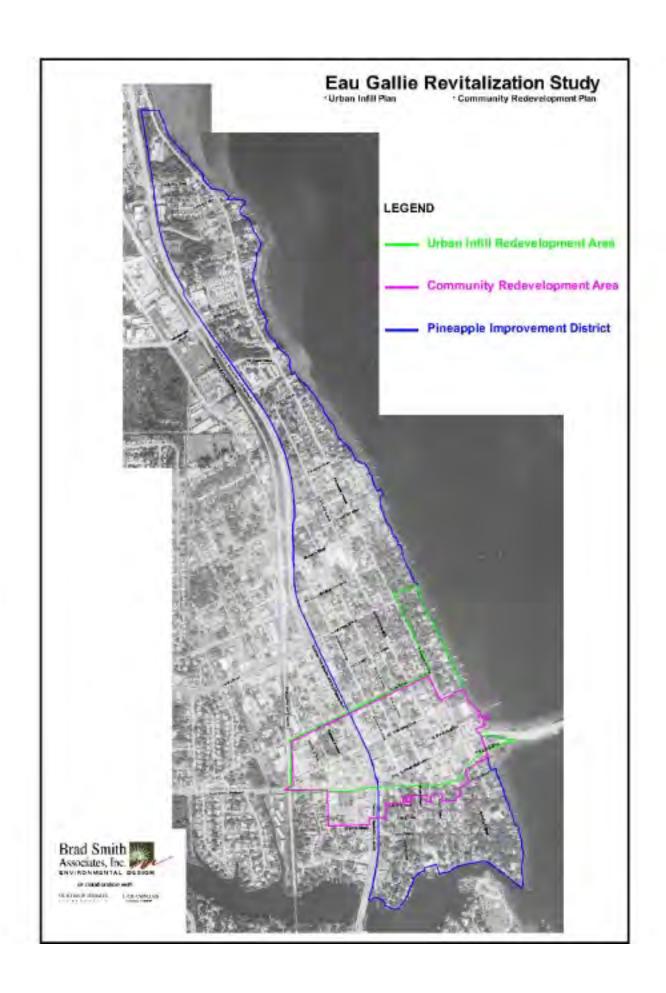
1) Vision

The Public adopted the following Vision Statement for the whole Eau Gallie Revitalization Study Area, which includes both the CRA and UIRA. This vision captures their sense how they want the area to grow and develop:

"Olde Eau Gallie" is a charming, thriving place, with its centerpieces being its:

- unique riverfront environment,
- an economically viable marketplace and
- cultural and historic areas.

It is a place where people want to live, work and play for many generations to come."



2) Mission

To guide their footsteps and decision making, the following mission statement was adopted:

"Maintain the current character and historicalk essence of "Olde" Eau Gallie, enhance cultural opportunities, and develop the waterfront's potential for public use, while encouraging new investment from both the public and private sectors."

3) Physical Improvements

The list of priorities, as defined by the public, are as follows:

- a) #1 Sidewalks, landscaping, decorative lighting, benches, trash receptacles, etc (Streetscape) (City/State)
 - ◆ #1 Highland Avenue between Montreal and St. Clair (expand sidewalk)
 - ◆ #2 Eau Gallie Blvd. between Conchy Joe's and US 1
 - ◆ #3 Pineapple Avenue intersections at Montreal and EG Blvd
 - #4 Guava-between Montreal and Eau Gallie Blvd.
 - ◆ #5 Guava-between Eau Gallie Blvd and St. Clair
- b) #2 Gateway treatments (City/State)
 - ♦ #1 Eau Gallie/US 1 Intersection
 - ♦ #2 Triangle Park
 - ♦ #3 Aurora/US1
- c) Transportation/Parking:
 - ◆ #1 Consider making Highland Avenue One-way North/Make Guava One-way south-Put 'On-street' parking on Highlands/Guava, with streetscape-Remove portions of the planters (City/State)
 - #2 Move the traffic through more quickly Eau Gallie Blvd/US 1 Intersection; involves traffic light timing (City/State FDOT)
 - ◆ #2 Evaluate the Eau Gallie "through-way" on Montreal Avenue (City/FDOT)
 - ◆ #3 Slow traffic on Pineapple including possibly altering the northbound traffic flow north of the Park-Start with barricades (City)
 - ◆ #4 Pave, light and landscape the alleyways (City)
 - #5 Create traffic circles at Aurora/Pineapple; Pineapple/Riverdale (City)
 - #6 Build parking structures at Pineapple, St. Clair, Civic Center, Post Office (City/Private Sector)
 - ◆ #7 Consider making Avocado a collector roadway, to capture the traffic that currently uses Pineapple and encouraging the redesign and re-use of the US 1 businesses, in a "Vero Beach" style with the buildings close to the road (like a main street!) (City/State)
- d) Culture/Recreation:
 - #1 Build Public Riverwalk along riverfront from Pineapple Park around the Causeway (City/State)
 - #2 Rehabilitate Creel School for training/cultural/social center (City/School Board/State/non-profits)
 - #3 Create a cultural arts center integrating the civic center, library, park, museum (City/Non-Profit/Private)
- e) Land Development/Regulatory:
 - #1 Create new Zoning Code and Architectural Standards (City/Community)
 - #2 Provide incentives (grants and loans) for building fix-up, landscaping (City)
 - #3 Create an Historic District, with Historic Preservation Guidelines (City/State)
 - #4 Solicit for private catalyst project(s) to fund the improvements (City/Private)
 - ◆ #5 Adopt the small area strategies, amend the Comp Plan, and implement (City/ Community)
 - #6 Create a mixed-use district to enable commercial and residential uses of buildings and lands (City/ Community)
 - ◆ #7 Create opportunities for more ownership of the rental properties, through grants, loans, cooperative programs, density bonuses (City)
 - ◆ #8 Evaluate the opportunity to expand the CRA to take in a larger portion of the Eau Gallie Revitalization Study Area (City)

- f) Programmatic Improvements/Organization:
 - ◆ #1 Apply for Main Street Designation (City/State)
 - ◆ #2 Have major events: Farmer's Market, Seafood Festival, etc. (City/ Community)
 - ◆ #3 Create promotional materials (City/CRA/TDC/Community)

4) Social Enhancements

Activities should include:

- Joint efforts between state, county and local social service agencies to provide assistance and services to lowmoderate income families needing housing, transportation, employment and day-care services
- b) Seek providers who can provide training opportunities at the Creel School building
- c) Obtain assistance from the Work Force Development Board to provide employment opportunities to those seeking "day-labor" or permanent positions currently in the district
- d) Expand recreational service provision and programs
- e) Expand educational opportunities, programs and training and access to such services

5) Economic Development

- a) Utilize the Creel School as a new business incubator for small start up opportunities
- b) Continue liaison activities with the Economic Development Commission (EDC) to retain, expand and locate high employment generating businesses within this district, in suitable locations
- c) Work with the Tourist Development Council (TDC) to promote the area for tourism, which will spawn new business and employment
- d) Provide small business assistance, including expedited permitting, flexible zoning and development regulations, tax abatement/deferment, reduced fee structures

6) Crime Prevention

- a) "Lemonade Stand": Stemming from the saying, "when life serves up lemons, make lemonade!", this idea builds on a program started by two residents who took their anti-drug activity to the streets and staged lemonade stands at highly active drug sales locations.
- b) Increase Surveillance: The public can participate by coming onto their front porches from behind their doors and reclaiming their neighborhood and streets. In addition, more visibility by the police will aid in keeping the crime rate down. The Melbourne Police Department has been highly successful with a variety of enforcement activity over the course of the past year.
- c) Walk a Beat: The public would like to return to the days where the neighborhood had "their own" policeman, who walked the beat and kept the streets safe.
- d) Lighting: While the City and Florida Power and Light have addressed many of the lighting needs of the community and performed a lighting study, this study needs to be expanded upon and implemented. Lighting is a highly effective way to stop criminal activity.
- e) Clean Alleys: This strategy includes cleaning of trash and debris, removing exotic and unwieldy plant materials which serve as hiding places, lighting, paving, and general "fix-up". This activity will expand the life of the alleyway and bring productive activities back which serve their intended purpose.
- f) Clean up the People: The public believes that many of the problems stem from people's behaviors and conduct, which is not in keeping with the values and desires of the neighborhood.

7) Code Enforcement Program

The City should expand and target code enforcement efforts to this area focusing on:

- a) Elimination of trash, junk and debris
- b) Building code violations which endanger the health, safety and welfare of the inhabitants or users of the structures
- c) Lot maintenance to eliminate overgrowth which promote site enhancements as well as minimizes criminal activities

8) Other Transportation improvements

- a) Promote enhanced bus service to this area to bring people in and to take people to employment, educational and recreational centers
- b) Create a safe pedestrian and bicycle system of movement throughout the district
- c) Consider the use of a "tram" or "trolley" to transport people within the district-this adds to the historic ambiance as well as provides shorter distances between parking and activity areas
- d) Consider and evaluate modification to the roadway network as shown under the CRA section of plan, which at a minimum provides consideration of: closing the southern entry to Pineapple Avenue to eliminate through traffic in the neighborhood; making Highland one-way north and Guava one-way south; expanding Montreal to the "through-way, allowing for Eau Gallie to the be internal "boulevard"; closing access at Oak Street, east of Walgreen's to minimize "cut-through" traffic.

D. Implementation

1) Partnerships

The City has a tremendous opportunity to strengthen or create successful partnerships to support plan implementation and project development.

- a) The Neighborhood Crime Watch group is comprised of hundreds of area residents and businesses, who have been meeting for over a year and who have been instrumental in creating this redevelopment effort. The City, the Melbourne Police Department, Code Enforcement department and other agencies should strengthen them through continued assistance. The group can provide a cadre of volunteer support for special events, programming, mentoring/tutoring, and participation on advisory boards and committees.
- b) Downtown Merchants Association members are another support link. They will be crucial to providing guidance and information on the health and well-being of the local economy, improvement programs, areas for special assistance, and for volunteering for marketing, promotional, and special event programming.
- c) Continued partnerships with area banks and lending organizations will create a link for obtaining Community Reinvestment Act funds, low-interest loans for either the City or the private sector to access for business or development needs. First Union and the Bank of America have branches in the area.
- d) The School Board is a vital partner to aid in expanded service provision and access to various programs.
- e) The Space Coast Area Transit should become involved to improve access and service to the entire north Melbourne area.
- f) The Brevard County Metropolitan Planning Organization and FDOT must be integrally involved in transportation funding decisions and funding for many of the projects to succeed.
- g) Relationships with the Economic Development Council and Tourist Development Council should be continued as they can only bring increased businesses and awareness to the district.
- h) Each department of the City should become a partner with the other in focusing improvement in service, capital programming, and support for the entire north Melbourne area.
- i) Brevard County Commissioners and the Brevard Legislative Delegation are also partners in this program's success and continued expansion and funding.
- j) Other state agencies can also be cultivated to become partners to share in the success and funding of these programs.
- k) Local non-profit agencies are potential partners as well for the various services and assistance they provide: Habitat for Humanity; Brevard Neighborhood Development Coalition; HOPE; Melbourne Police Athletic League; Marine Resources Council; Indian River Lagoon Scenic Highway Coalition; Brevard Museum of Arts and Science; Brevard Cultural Alliance; Brevard Arts Council; Historical societies; all of these and more have a part to play in the success of this effort.

2) Governance Structure-A "Redevelopment Advisory Board"

The Neighborhood Watch, Downtown Association and others involved in the creation of this plan have expressed the desire to volunteer to serve on a "Redevelopment Advisory Board", which would serve as the governance structure for activities in the area. Their responsibilities, which would be delegated by the City Council, who sits as the

Urban Infill and Community Redevelopment Agency, could include identification, prioritization, review and recommendations for approval for specific projects to be undertaken within the district using TIF funds.

3) Management and Administrative

These recommendations are included in Section 9.

4) Comprehensive Plan and Land Use

Recommendations are included in section 9.

5) Marketing and Promotions

Recommendations for these actions, which are vital to the health of the UIRA are included in Section 9.

6) Public Improvement projects and the private catalyst project(s) are identified in Section 9.

7) Performance and Evaluation measures

Continued evaluation and performance of Plan are necessary to monitor implementation efforts to understand the success or failure of various projects or programs. At a minimum, the City, in conjunction with the Advisory Board and Agency should:

- a) Use two meetings per year to evaluate the goals, objectives, and implementation plan to identify changes or additions.
- b) Obtain feedback from the Neighborhood Crime Watch and Downtown Merchant's Association periodically during the year.
- c) Conduct internal staff and peer review for project assessment and evaluation.
- d) Rank or change the ranking of priorities and projects for consideration during budget cycles.
- e) Prepare checklists and master project scheduling tools to identify start and completion cycles, budget targets, and associated tasks to stay on target.
- f) Set measurable objectives for the year with an assessment at year's end to understand problems, progress and pitfalls.

8. PINEAPPLE IMPROVEMENT DISTRICT (PID)

A. Land Use and Development regulations

The following maps identify the district and show the proposed future land use classifications that are recommended in order to stimulate re-investment into the area. Specific suggestions for changes to the land development code are identified under the Implementation section (Section 9).

It is important to note that the area contains 737 parcels on 302.23 acres, which includes the CRA and UIRA districts. The assessed valuation of land and buildings is \$64.1 M dollars, with land at \$33 M and buildings at \$47 M, only a \$14 M dollar difference. This means that the value of the land is approaching the value of the buildings and the closer it becomes one, the more impetus there will be for conversion and demolition of buildings.

Between Mathers Street and Cliff Creek Drive, the lands are designated for low density residential and commercial use. However, the zoning is all C-1 and CC-1, which is a neighborhood commercial district classification. It is interesting to note that for the C-1 designated lands, the value of the lands now exceed the value of the buildings. This makes the area ripe for land use and zoning reclassification and new uses to come into the area, which would be more compatible with the area, the adjacent residential to the south and north and in relationship to the river.

Density and intensity bonuses, tied to performance standards, will result in creating a new market demand for positive conversion, particularly on the deteriorated sites. Many of the CC1 lands, which are commercial with a conditional use, have homes or other residential structures on them. The proposed medium density mixed-use land use classification proposed for the PID will aid in creating this market and cause changes to redevelop this district. New structures could be built on aggregated parcels, which eliminate some of the blight, and could take advantage of the river views and location. Further descriptions of the land use recommendations are found in Section 9.

B. Economic Assistance

Since the predominant land uses in the area are commercial and residential, and since the buildings and sites are suffering from lack of value, actions by the City could include grants, loans or tax abatement to property owners for building and site improvements. In the event that there are residential areas that undergo private conversion, the City can utilize HOME or SHIP funding resources to assist in upgrades, additions or relocation assistance if desired.

C. Recommended Strategies to be Considered for Improvement

In addition to the strategies outlined in Section 9, other strategies for the northern portion of the PID include:

- 1) Targeted code enforcement
- 2) Increased crime prevention and police involvement
- 3) Roadway improvements for traffic calming, including traffic circles, on-street parking, median or "jut-outs"
- 4) Placement of sidewalks and bike paths
- 5) Identification of lands for public purchase along the riverfront to increase accessibility to this resource
- 6) Closure of some of the streets which may be an incentive for aggregation of development sites
- 7) Maintaining an inventory of developable sites for infill for marketing purpose
- 8) Infrastructure improvements, including stormwater, streetlights, curb/gutter, landscape, etc.
- 9) Rezoning and land use changes as identified in this document

D. Summary

The entire PID is part of the City's targeted revitalization efforts for the North Melbourne area. With the widening of US 1 to 6-lanes north of Aurora Road, changes to the front of the district can be guided through public assistance and development codes. The rear, or riverside, can be incrementally brought up to higher standards. This will automatically occur as pro-active changes are made to the heart of the district-the urban core. The economic and market effects will ripple up Pineapple Avenue as a rock skipping in the river. However, some actions to spawn that ripple should be undertaken as noted herein.



Map 1 - Redevelopment Areas/Districts



Map 5 - Overall Land Use Map



Map 4 - Downtown Land Use Map

9. IMPLEMENTATION METHODS

This section will outline several implementation methods that the City and private sector can participate in to address re-investment incentives, marketing strategies, and other tools for revitalization that apply to the CRA, UIRA and PID.

A. Land Use and Development Regulations

Proper zoning and regulatory frameworks were a high priority for the public. Rightly so, new codes are needed to stimulate private investment, create opportunities for new development, encourage parcel aggregation, property rehabilitation, and promote user friendly development guidelines. New regulations must transcend the traditional approaches to the City's land development. It is recommended that a new land development code be created for the Eau Gallie Revitalization Study Area which would, at a minimum address the following:

- 1) Designate the area as a "Regional Activity Center, Urban Service or Mixed-Use District", with sub-categories to include:
 - a) Designation of the core as an Historic District, and the CRA/UIRA as an urban infill area on the City's Future Land Use Map
 - b) Designating the other areas as shown on the proposed FLUM: Medium intensity mixed-use; High Intensity mixed-use; Riverfront Residential; Catalyst project(s) area



- 3) Create a system of density and intensity bonuses for use by the private sector to add value to existing properties, thereby stimulating purchase and redevelopment. These would be awarded based upon use of additional design features, water features, ornamentation, awnings, architectural detailing, additional landscaping, among others.
- 4) Create a transfer of development rights system, whereby those developments accumulating more units or square footage than can be physically built would be able to market those to developments in the medium or high intensity districts within the entire Eau Gallie Revitalization Study Area.
- 5) Payments in lieu of establishing on-site parking in the Historic District or where it would impede the redevelopment or aggregation and feasible use of other parcels. Payments will allow for the City to purchase parking lots
- 6) Development of area-wide stormwater management improvements.

and build structures for use by all in the district.

- 7) One-stop permitting systems and assistance from the City staff in obtaining site plan and building approvals.
- 8) Alleviating compliance with modern building and site standards, which inhibit use of older structures, as long as human safety factors and State codes are not compromised.



Strategies: Parking Garages



- 9) Create a specific list of permitted (conditional and prohibited) uses, which relate to each district and are in character with the goal and scale of the district and the public's wishes.
- 10) Allow for greater heights extending from the center of the district to the outer western fringes, except where the design, scale, mass, and features of the buildings relate well to the surrounding area or enable the financial feasibility of the building(s). The area between the railroad tracks and U.S. 1 is a good candidate for increased height, and river views.
- 11) New sign regulations
- 12) Use of Crime Prevention Through Environmental Design strategies to assure human and structure safety and security.
- 13) Prepare guidelines for special treatment of lands along US1 to create a unified area which serves as the major gateway to the district and cleans up major property delinquencies on the corridor.
- 14) Provide for a system of linking the neighborhoods and commercial districts with each other and with the water.
- 15) Establish a systematic code enforcement program to address dilapidated structures, non-conforming use/buildings, etc.

Costs: \$50-75,000, based upon the scope of services desired

B. Management Plan

Implementation of the Plan will require both human and financial resources. Until the Tax Increment Fund accumulates resources, the City should assume its manpower needs, internal funding sources, and other resources. Initial efforts may include grants and loans, in order to promote and market the area, reviewing development plans, leveraging investments, assisting small businesses, providing for special events, providing day to day management and review for the implementation of this important program. Only with a dedicated staff and revenue stream can the City make this work to its highest capability. Left to "plug-along" on its own, the area will languish further. Thus, the following items are seen as mandatory to the plan's success:

- 1) Permanent staff assignment and designation for responsibility of all activities and plan implementation within the target areas
- 2) Operating and day-to-day budgetary needs
- 3) Planning for special events and marketing/promotional efforts

Cost: \$150,000 start –up costs

C. Marketing and Promotion

The effectiveness of the Plan will largely depend on the perception of the Plan by the public, prospective developers and financial backers and entrepreneurs. Quality graphic materials, illustrations of the plan's objectives and targets are a precursor to obtaining and maintaining strong citizen involvement, developer interest, and special event opportunities. The newly created Community and Urban Infill Area Advisory Board should establish a community theme or slogan for use on articles. There should be a newsletter to residents and businesses to keep them informed, and an on-going events program created to stimulate and maintain the public interest. Importantly, the district should capitalize and utilize "success stories" as they develop to show that the area is on the move.

Cost: \$50-100,000, depending on the number, types, and character of the materials

D. Developer Solicitation and Selections

The City has a major opportunity to proffer a developer solicitation in order to choose the right developer or investor for development projects shown on the Plan. The solicitation process begins with the preparation of a detailed Request for Proposals (RFP) for the targeted private development projects. The RFP must specifically detail all of the conditions and requirements that pertain to the developer/development process. Once selected, a general development agreement should be drafted and adopted by the advisory board and Agency to assure that all terms and conditions are met. Upon completion, land acquisition/assemblage and other actions can commence. The City has targeted the cultural complex and lands between the street pairs for private catalyst project(s). In order to stimulate the infusion of dollars into the trust fund, these projects in some form will be mandatory. A full financial feasibility has been completed for the proposed hotel/conference and cultural complex. To secure a qualified developer in the short term, the City will have to put this action as a top priority.

Cost: \$50-75,000, depending on the use of staff, consultants, attorney, and financial agents

E. Public Improvement Projects

This section of the plan identifies a series of public improvements that are necessary to either beautify the area or provide better infrastructure. These actions will be the impetus for private sector investment into the CRA. Many of the improvements are necessary from purely aesthetic, functional or practical needs, such as streetscape, lighting, signage, access, signalization, monumentation or identity features. Other major actions include altering street system patterns, expanding recreational opportunities and waterfront access, as well as regulatory and administrative projects to facilitate public and private activities.

- 1) Gateways:
 - a) U.S. Highway #1 and Eau Gallie Blvd.
 - b) West end of Causeway, in Triangle Park

Cost: \$250,000

- 2) Pineapple Promenade
 - a) Renovations to Pineapple Park
 - b) Shoreline Stabilization
 - c) Renovation of Pineapple Pier
 - d) Plaza and Fountain at end of Pineapple Pier
 - e) Waterfront Pedestrian Promenade
 - f) Landscape Enhancements
 - g) Site Furnishings
 - h) Lighting
 - i) Irrigation System

Cost: \$2,255,000

- 3) Highland Ave. Streetscape
 - a) Stormwater retrofitting (exfiltration)
 - b) On-street parking
 - c) Sidewalks
 - d) Landscape Treatment
 - e) Site Furnishings
 - f) Decorative Lighting

g)

- g) Decorative Paving and Crosswalks
- h) Irrigation System

Cost: \$1,369.000

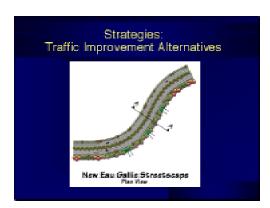
- 4) Guava Ave. Streetscape
 - a) Stormwater retrofitting (exfiltration)
 - b) On-street parking
 - c) Sidewalks
 - d) Landscape Treatment
 - e) Site Furnishings
 - f) Decorative Lighting
 - g) Decorative Paving and Crosswalks
 - h) Irrigation System

Cost: \$814,000

- 5) S.R. 518 Reconfiguration
 - a) Montreal Traffic Corridor
 - ♦ Right-of-Way Acquisition
 - New paving, utilities, and traffic signalization
 - ♦ Sidewalks
 - ◆ Streetscape Treatment
 - ◆ Landscape Buffering









- ◆ Decorative Lighting
- ◆ Decorative Paving and Crosswalks
- ◆ Irrigation System
- b) Eau Gallie Blvd. West Conversion
 - ♦ On-street parking
 - Pedestrian-friendly environment
 - Decorative Paving and Crosswalks
 - ◆ Decorative Lighting
 - ♦ Shade Tree Plantings
 - ◆ Streetscape Improvements
 - Landscape Treatment
 - Site Furnishings
 - Irrigation System

Cost: \$8,740,000

- 2) Creel School Rehabilitation \$750,000 \$1M
- 3) Pave, light and treat the alleyways \$1.3M
- 4) Traffic circles along Pineapple Avenue \$700,000
- F. Private Catalyst project(s) components and cost (Refer to Section 14)

10. FINANCING MECHANISMS AND PLAN

Planning for the income and expenditures within the CRA, UIRA and PID areas will be crucial for plan implementation. Separate sections are devoted to the actual financial feasibility and projections, project cost estimates, yearly budget estimates, and proposed time frames.

A. Funding sources

A variety of funding sources should be considered such as:

1) Tax Increment Trust Fund: This is the mainstay of any redevelopment program. The initial revenues derived will fall short of funding needs for the first few years. Consequently, this source cannot be the only one. The ability to use tax increment revenues for community redevelopment is authorized by Chapter 163, Part III, Florida Statutes. Once the City designates an area as a Redevelopment Area, the assessed valuation of the area is frozen commencing with the certified tax rolls as of a specified date, known as the base year, in order to derive tax increment revenues. These revenues must be used by the agency to pay for approved projects within the area, either on a pay-as-you-go basis or as security for bonds, the proceeds of which must be used for lawful purposes as described in the statutes.

The City Council will create the Tax Increment Trust Fund (TIF) upon adoption of the Plan and may begin deriving funds and implementing the plan, per Section 163.387 FS. Once the funds are deposited into the fund, as assessment of long-tern revenue stability needs to be conducted and the use for bonds reviewed as a long-term capital improvement source. Upon completion of this analysis, the agency shall establish a time certain for completing all redevelopment financed by increment revenues, which shall occur in this case not later than 25 years after the fiscal year in which the plan is adopted. (Section 163.362 (10) FS allows for 30 years)

- 2) Special revenue bonds
- 3) General obligation bonds
- 4) Grants and Loans to the agency from the City's special or general funds for start up costs
- 5) Grants and loans using CDBG funds, Community reinvestment act funds, historic preservation funds, small business administration grants and loans, Urban Infill and Redevelopment grants; St. John's River Water Management (SJRWMD), FIND, National Scenic Highway and other grant programs that the Agency can use to support its programs.
- 6) Fees and charges

B. Financial incentives

Incentives should be considered as the trust fund gains dollars to stimulate location of new/expanding business opportunities. These would include:

- 1) Tax abatement/deferment
- 2) City installation and provision of "public" improvements, even those designed to facilitate private development such as water/sewer lines, parking/roadways, and other infrastructure needed to make a project financially feasible
- 3) Permit fee reductions; impact fee reductions; low-interest loans or grants for business start up or building improvements on infill sites or historic structures

C. Financial plan

The following discussion entails the financial plan and mechanisms to implement the plan.

1) Tax increment trust fund estimates

The estimates shown in the following table indicate approximate increments of assessed values and resultant tax increment for general planning purposes. Variables of millage increases, increased assessed values and enlarged CRA district boundaries will yield greater returns. These are estimates only and subject to great variances dependeding on changes from year to year. The exact increment will not be determined until an accounting is finalized with the City and County Tax offices. In addition, the statutes allow for use of tax increment funding as a revenue source for Urban Infill and Redevelopment districts. For Eau Gallie, the boundaries are different. The City should use the CRA boundary as the basis for calculating the TIF, because of the flexibility to expand these boundary lines from time to time. Table G on page 72 provides TIF estimates for the next 25 years.

2) Special Districts

Creating special districts such as a Community Development District, Main Street, Historic District, Enterprise Zone, Business Improvement District, Neighborhood Enhancement District, Urban Infill District, Waterfronts Florida, Front Porch, or other similar programs, will enhance the financial capabilities of the area as a whole and will infuse other resources to leverage the TIF.

3) Support projects

Grants and loans to businesses or property owners: Such programs would greatly benefit marginally deteriorating properties or those where public dollars can assist a landlord or land owner. Properties might include those on US 1 between Eau Gallie and Aurora, those along Aurora, and in the internal areas of the district. Grants and/or low interest loans for façade treatments, landscaping, new signage, or other beautification would extend the useful life of the property and be of extreme benefit to the overall district. While specific program guidelines would have to be further refined, the idea is to:

- a) Encourage building fix-up by giving up to 50% of the project cost
- b) Creating a formula based program, giving higher points for facades, landscaping and other beautification programs in a priority ranking system
- c) Expand the program as funding becomes available

TABLE G
Tax Increment Fund Estimates

TAX INCREMENT FUND ESTIMATES

(In Millions)

ASSESSED VALUE	2000	2001* \$28.7 ¹	2002 \$29.3	2003 \$29.8	2004	2005	2006³ \$61.7²
TIF ESTIMATE		\$18,540	\$22,734	\$27,186	\$35,693	\$46,116	\$228,000
ASSESSED VALUE	2007 \$62.9	2008 \$78.6	2009 \$94.3	2010 ⁴ \$113.1	2015 \$135.7	2020 ⁵ \$162.8	2025 \$262.1
TF	\$312,930	\$447,165	\$581,571	\$825,170	\$1.03M	\$1.8M	\$2.6M
ASSESSED VALUE	2026 \$288.3 °						
TIF	\$3.25M	Total Estimated	Total Estimated TIF: \$11.2M over 25 years	r 25 years			

^{*} Base Year

¹ Assumes Walgreen's and Lewis Management; 8 mills

² Millage increase to 9 mills

³ Catalyst project on tax rolls (\$21M from new project; \$6M from increased valuation (2%); \$3M from other private investment)

⁴ Assumes 10 mills

⁵ Assumes 12 mills

⁶ Assumes 13 mills

dramatically. The estimates are constrained due to: the current size of the CRA; the amount of non-taxable property (\$6.8 M); the desire to preserve historical structures; and, the lack of adequate sites to support large scale development within the core, unless and until the boundaries are extended. In order to increase these returns, the City can pro-actively push for private development on private developments that come on line as targeted in this plan for the area behind Dr. Joe's, south/north of Eau Gallie west of US 1, south/north of Eau Gallie east of US 1, these figures will rise Note: This table is a conservative estimate, based upon only 1 major private development project undertaken as the result of the City's pro-active developer solicitation. If there are other major the noted sites and extend the boundaries to at a minimum, include lands along US 1 to Aurora Road (from the railroad to the river).

11. LEGAL AND REGULATORY FRAMEWORK

A. Neighborhood Impact Assessment

This assessment provides a detailed description of the impact of the proposed Redevelopment Plan upon the neighborhood residents of the CRA and the surrounding areas as required by Chapter 163.362 (3) FS. Such a description is required because the CRA is bounded by an area that contains low-moderate income residents. However, the CRA does not contain any public housing facility. There are several Section-8 participants who reside outside the CRA. The mobile home parks in the PID are outside the CRA and UIRA boundaries and contain a significant number of lower income residents.

There are no plans for redevelopment in the largest single-family residential neighborhoods of the PID. Also, no plans exist for redeveloping the mobile home parks, though the City would be receptive to substantive proposals for their redevelopment. Ample affordable housing for lower income persons is already available just outside the CRA, particularly from the many apartments on Guava and Aurora; therefore, the Plan does not specifically provide for additions to that type of housing. In addition, Ramsur Towers contains 101 units of Public Housing and Ascension Senior housing contains 76 units, mostly low-income on Section 8.

Except for the possibility of some additional traffic on Old Oak Street from people diverting off of US 1, the neighborhood south of the CRA should not feel any direct impact from the Plan activities. Alternatives for containing this impact have been discussed in this plan.

Overall, the purpose of this plan is to preserve, conserve, protect and rehabilitate not only the residential areas, but moreover to improve and protect the investments made to those properties and others elsewhere in the districts.

B. Relocation

The Plan does not propose any acquisition of land by the public sector. Therefore, displacement and relocation of residents by the City is not contemplated. However, there are several multi-and single-family dwelling units, which are non-conforming uses just outside the CRA/UIRA. It is possible that, in the longer term, private developers will buy these properties and redevelop them for other residential, office or commercial uses. The same could be true for some mobile home parks. However, these transactions would be between private parties. The Community Redevelopment Agency will assess the need for relocation assistance on a case-by-case basis, and if government help is indicated, the Agency will attempt to arrange for it. In the event that properties are purchased for roadway improvements, the City and/or FDOT will provide relocation assistance.

C. Traffic Circulation

The plan calls for development of vacant parcels plus improvements and redevelopment for a number of existing commercial uses, many along U.S.1, Eau Gallie Boulevard, Montreal Avenue, and internal streets such as Highland, Avocado, Pineapple, Guava, Cypress, and others. These changes, over time, could result in some net increase in traffic generation. A major objective of the whole redevelopment effort is to encourage a more vibrant business community with more customers. However, the existing roadway system is likely to remain virtually intact, unless the change to the one-way pairs occurs in future years as funding, support and interest grows. Other efforts currently being undertaken by FDOT include the intersection improvements at Eau Gallie and US 1, traffic light upgrades, turn lane enhancements, and other additions. Most of the anticipated traffic will continue to move through the area along the major arteries (Eau Gallie and US1), and use the collector roadways (Pineapple, Aurora, and Avocado) and only indirectly impact U.S1. Except for those living in the area, other traffic will be confined and geared toward use of the commercial streets and areas along Highland, Guava, and portions of Eau Gallie. Overall, the additional traffic will have an insignificant impact on the levels-of-service of affected roadways. An evaluation of access to the residential streets south of Eau Gallie, east of U.S. 1 should be conducted to determine if closure or alterations are needed to protect the residential areas.

No new streets are proposed. However, Pineapple Avenue is being considered for closure at Pineapple Park. Access to the park from the neighborhood would be from a cul-de-sac terminating at the park, (for those coming southbound, from the northern areas of the neighborhood). Those coming northbound from Eau Gallie/Montreal would be able to turn in to access the restaurant, library and cultural/hotel complex.

Residential streets within the CRA will be marginally impacted, if at all, by traffic related to CRA improvement activities. To the extent that vacant lots are developed throughout the district as infill sites, the quantity of such traffic would be so small that the level-of-service standards on any of the streets should not be significantly degraded.

FDOT will need to be involved early on by the City if there are to be major changes to the Montreal/Eau Gallie circulation system. Conversion of Montreal to the "through-way" will require an enormous amount of effort and funding that can only be allocated through the MPO process. At this time, there is no way of knowing exactly what the actions of the MPO might be, but City officials will have to heavily advocate for this project's inclusion into a five year work program.

D. Environmental Quality

There are no plans to introduce any type of land use or business that would be a "pollution" producer. On-site stormwater management systems will be required to adequately handle runoff from new developments. Plan implementation will result in more green and landscaped spaces than presently exist, which will be a positive impact on the environment.

E. Availability of Community Services and Facilities

The plan will result in enhanced community services and facilities in the CRA and UIRA. Such enhancements will include:

- 1) Increased police protection
- 2) Added streetscaping for beautification
- 3) Modifications to several intersections to make them safer and more user friendly
- 4) Some street, sidewalk, and drainage improvements
- 5) Other traffic calming enhancements
- 6) Monumentation for beautification/identification
- 7) Public/private cost share program to encourage redevelopment improvements
- 8) A newly built Museum and Riverwalk promenade that will be used for increased recreational and economic waterfront opportunities.

F. Effect on School Population

The Plan will have little direct impact on the school population. There are no public schools in the CRA or UIRA. The old Creel Elementary school facility now houses Prevent!, a substance abuse non-profit social service agency. One positive benefit for the school-age population residing in or using will be new sidewalk linkages.

G. Other Matters Affecting the Physical and Social Quality of the Neighborhood

It is expected that once implementation of the Redevelopment Program gains momentum over a period of months and years, the overall physical and social conditions of the CRA/UIRA will significantly improve. Hopefully, an "attitudinal shift" will occur across the City that will increase community pride and motivation to participate in activities that result in visible physical and social improvements.

H. Comprehensive Plan Consistency

The Redevelopment Plan is determined to be in compliance and consistent with the City's adopted Comprehensive Plan, including the Future Land Use Map (FLUM) and Plan, and the Goals, Objectives and Policies of all the Elements. A Comprehensive Plan amendment will be required to change the FLUM in order to include the Redevelopment area and proposed changes in future land use designations. Priority should be given to those amendments which facilitate the implementation of the Redevelopment Plan. The ordinances and resolutions make findings of fact as to the conformance of the Plan, adding legal backing to the changes.

Improvements to Downtown Eau Gallie are consistent with the City's Comprehensive Plans, goals, objects and policies as follows:

<u>Future Land Use Element</u>: Objective 1a, b, c, d, e, f, g, I, j; Objective 2a, b, c, d, f, g, h, i, j, I; Objective 3a, b, c, d; Objective 4a, b, c; Objective 5a, b, c; Objective 6a, b, c, d, e, f, g, h; Objective 7,a, b, c, d; and site specific policies for study area 1.

<u>Transportation Element</u>: Objective 2a, b, c, d, e, f, k; Objective 3a, d, f, g; Objective 4a, b, c, d, e, f, g, h, l; Objective 5b, c, d, e, f, g, h, i, j; Objective 6a, b, d, j; Objective 8g; Objective 9a, b, d; Objective 10a, c.

Housing Element: Objective 1f, 2c, 3e, 4b, and 12.

Recreation and Open Space: Objective 1a, b, d, e, 2a, g, 3k, 4e, f, 5a, c, g.

Conservation Element: Objective1c, d, g, 2a, b, d, g, j, 4c, 5a, b, d, 6c, d, e, 7d, e, f, i, 12b, c.

I. Plan Duration

The redevelopment provisions, controls, restrictions and covenants of the Redevelopment Plan shall be effective for 25 years from the date of adoption.

J. Plan Modification

The Redevelopment Plan may be amended or modified at any time subject to approval and adoption requirements imposed by Chapter 163.361 Florida Statues.

K. Severability

If any provision, section or clause of the Redevelopment Plan is held to be invalid, unconstitutional, or otherwise illegal, such decision shall not affect the validity of the remaining portions of the Redevelopment Plan.

12. CONSULTANT COMMENTS AND RECOMMENDATIONS

Historical ambience, an established cultural community focus and a waterfront provide the backdrop for the redevelopment efforts to unfold. Historic buildings provide efficient space for new uses while taking advantage of existing public infrastructure. This helps local governments and the taxpayer since adaptive re-use and rehabilitation is cost effective, conserves energy, and stabilizes (or even increases) values of existing real estate. According to Donovan Rykema, a real estate appraiser and historic preservation expert, in the book The Economics of Historic Preservation: A community Leader's Guide, (published by the National Trust in 1994), historic preservation has an impact upon community centers, and public targeting of historic areas provides a comfort level for private investment. The creation of an historic district effectively demonstrates public commitment to an area and can be the catalyst for significant private investment. Wherever there has been a "back to the city" movement, it invariably has been "back to historic districts". (Paraphrased from an article by Judith Dremen, Executive Director, Baltimore County Historical Trust).

According to the Florida Department of State, the cultural industry in Florida contributes a total economic impact of over \$1.1 billion to our economy. Cultural tourism itself is estimated to generate an additional \$3.3 billion. Over 18,000 people work in the "cultural" industry. While the average tourist spent \$310 in 1992, the cultural tourist spent an average of \$481 each. And, a growing number of tourists are becoming special interest travelers who rank the arts, heritage and/or other cultural activities as one of their top reasons for traveling. In 1995, the arts in Tampa Bay brought in over \$232 million, more than even the biggest sporting event.

With the asset of the Indian River Lagoon comes a wealth of opportunity for public use and economic resurgence. In recognition of these and other assets, our comments and recommendations are as follows:

A. Short Term (1-10 years)

The following items should be addressed for the short term, to provide a "jump-start" for redevelopment to occur:

- 1) Developer's Solicitation: This activity is critical to obtaining the private developer for the hotel/conference and cultural complex. The other property owners are interested in pursuing the idea and beginning negotiations. The time is ripe and the City should initiate this action immediately.
- 2) Museum: The City and Community should take the steps necessary to support the museum staying in Eau Gallie for all the reasons identified above and more. It is the primary draw for the area at present. Should this facility leave or close, the decline would continue until some other drawing card replaces it. The museum, coupled with the proposed hotel/conference center will draw people, who will then use the downtown, spawning other economic investments and enterprises.
- 3) Riverwalk: Plans should be made in conjunction with the design of the new cultural complex and hotel to incorporate the re-use and public features for all the waterfront areas.
- 4) Historic Preservation: Doing a survey and background planning exercise is a precursor to establishing the district. This gives the City a precise inventory of the resources and locations and can help to set the boundaries for the proposed district, and laying the foundation for guidelines and financial incentives.
- 5) Façade Treatment and Landscaping Grants/Loans: This program would go a long way toward giving the area an immediate "face-lift". While this takes some financial resources, the City could start small, show some progress, and then expand the program as more dollars are flowing.
- 6) Streetscape and sidewalk improvement program: Adding decorative street lights, improving the sidewalks, landscaping, and reducing the existing planters on the south end of Highland Ave can be done prior to any road changes and would indicate the City's commitment and investment in redevelopment efforts. This should be the 1st priority of the CRA.
- 7) Staffing: To reiterate, staffing for this effort is crucial to its success. Without at least one person dedicated to the day-to-day operations of implementing this plan, much slower improvements will be seen.
- 8) Technical Committee: The City should continue the "task force" that has been in place, empowering it to make decisions and improvements as the needs arise. This effort should be expanded to include the northern portion of the Pineapple Improvement District and to coordinate with the Booker T. Washington Neighborhood Strategic Plan.

- 9) The City should consider a loan to the agency for start-up funding, in an amount substantial enough to begin some of the capital and planning improvements. Once the TIF revenue stream is started, bonding of the future proceeds could be accomplished. Further, several grant programs will be coming up soon, which the City should pursue aggressively.
- 10) Ramshur Towers poses a unique set of problems and opportunities. Consideration should be given to its relationship to the district and how the City wants to assist in its rehabilitation, ownership patterns, and aesthetics so that this site will not be a deterrent to other private investment.
- 11) Evaluating and targeting HOME and SHIP funds to the rental properties that are causing the most trouble in the area from the standpoint of police calls, problem activities, maintenance, code enforcement, etc. should be a priority. These too drain the area's resources and deter re-investment. Rocky Waters problems are the area's problems, as this will only continue to decay and negatively impact the whole improvement effort. A concerted "Plan of attack" to prosecute code violations, eliminate trash, alter ownership, increase economic value through new codes, and demolition are all possible actions to consider.
- 12) Expanding the district south and north to include the historical residential areas and commercial areas along U.S. 1. This would enable a full mobilization of efforts to correct the most highly visible areas of the district (U.S. 1) while providing the "human" base for re-creating positive living environments.

B. Long Term (10-20 years)

1) If the City is committed to the idea of roadway alterations and enhancements, further study of the traffic impacts should be undertaken. If the Council then decides to proceed with the Montreal "through-way", considerable advocacy efforts will be necessary for the MPO and FDOT to fund and construct this project.

13. CONCLUSION

As this plan is being written, the State Legislature is considering bills dealing with "Sustainable" Development and "Livable" communities. These are not just "buzz words" - they are loaded with powerful meanings that have a bearing on the vision, mission and outcomes for the "Olde" Eau Gallie Riverfront Urban Infill and Community Redevelopment Area. We believe that the stage is set for this area to become a model example of successful urban revitalization, because it is rooted in sound urban economics and thorough public participation. A true sense of place can be created for the area and the quality of life will be improved for all.



Technical Memorandum #1

To: Brad Smith

From: Hunter Interests Inc.

Subject: Economic Assessment

Date: April 2, 2001

I. Introduction/Methodology

In February of 2001, Brad Smith Associates Inc. retained Hunter Interests Inc. (HII) to provide assistance with the Eau Gallie Redevelopment Planning Study. HII's work program consists of three Tasks: (1) an economic assessment, (2) a market feasibility analysis for an identified catalyst project, and (3) a financial feasibility analysis for the catalyst project. This Technical Memorandum conveys the results of Task 1. Section II presents an overview of the target area; Section III provides a summary of demographic characteristics. Section IV delineates the downtown retail market, looks at its strengths and weaknesses, and identifies area of potential future growth and development. Section V conveys a preliminary economic development strategy, including the recommendation of an initial catalyst project that has the potential to facilitate additional development and provide a foundation for other improvements in the Eau Gallie area.

Data and other information for this document was obtained via interviews with area business and property owners, real estate brokers and developers, representatives from government, civic, and not-for-profit interests, and retail patrons. We gathered additional information during a community input meeting attended by over 200 individuals and two site visits, during which several tours were taken of Eau Gallie and the Melbourne region. We also reviewed documents and data provided by the client and others, and analyzed additional data from various public and private sources.



II. Target Area Overview

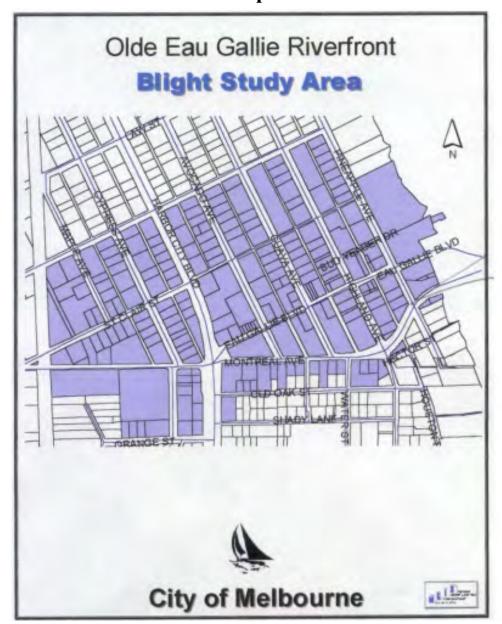
The study area, identified as the Community Redevelopment Area and commonly referred to as the Olde Eau Gallie Riverfront, primarily includes the Eau Gallie business district between the Florida East Coast Railway to the west, the Indian River to the east, and the residential communities to the north and south. Creal Street serves as the northern border, and Orange, Old Oak, and Hector Streets function as the southern border (See Map 1). Prior to the 1969 consolidation of the municipalities of Eau Gallie and Melbourne into the current City of Melbourne, the study area served as the business district for the City of Eau Gallie. As such, the study area has many of the characteristics of an older and locally oriented business district. These qualities, the nearby land uses, and the development activity in the regional market, form a mix of conditions affecting the district's redevelopment potential.

The Olde Eau Gallie Riverfront Area is defined by the following qualities:

- Land Use and Size The Area, comprised of 73.13 acres, contains land uses typical of a locally oriented central business district, with a mixture of commercial, office, public, institutional, residential, light manufacturing, and recreational facilities (Table 1, Map B). The Area also contains 12.43 acres of undeveloped land, representing 17% of developable property, and 9.89 acres, or 14%, of vacant developed sites. The combined amount of undeveloped and vacant property is significant, and several of these sites are strategically located in terms of development potential. The occupancy of these underperforming properties will strengthen the area by filling in the gap-tooth streetscape, improving the aesthetic quality of the area, adding new destinations and facility users (patrons and employees), improving real estate values, enhancing the tax base, and, if adopted, supporting the operations of the CRA district (see Underperformance section below).
- **Historic** Due to the age of the Area, challenges exist in terms of meeting the needs of modern retail and office space requirements for such components as building and lot configuration and size, image, parking, adjacent and nearby uses (both compatible and incompatible), regulatory requirements (i.e., building codes and zoning regulations), and the often more complex process of undertaking development in an urbanized setting versus nearby alternatives such as office parks and shopping centers. Conversely, the very nature of the area provides legitimate opportunities that can bolster the district's competitive position, making it more attractive to development and revitalization.



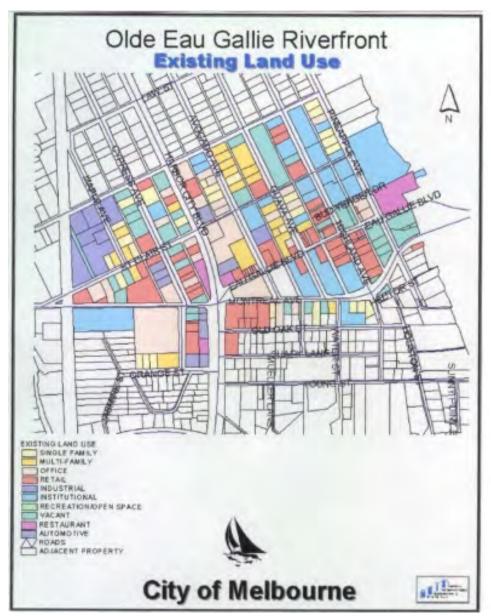
Map 1



Source: Olde Eau Gallie Riverfront Blight Study, July 11, 2000.



Map 2



Source: Olde Eau Gallie Riverfront Blight Study, July 11, 2000.



Table : Olde Eau Gallie Riverfro		nd Uses
Current Land Use	Acre s	Percent
Commercial	15.36	21.00%
Office	14.63	20.01%
Public/Institutional	13.16	18.00%
Vacant	12.43	17.00%
Multi-Family	5.85	8.00%
Single-Family	5.85	8.00%
Light Manufacturing	5.12	7.00%
Recreational	<u>0.73</u>	1.00%
TOTAL Developable Area	73.13	100%

Figures calculated by adding the acreage for each parcel from the Brevard County Property Appraiser's June 2000 data.

Source: Olde Eau Gallie Riverfront Blight Study, July 11, 2000

For example, 35% of the structures in Eau Gallie were constructed prior to 1940, providing a true historic character that is of a limited presence elsewhere in the region. The comfortable scale of the buildings and the small town feel are genuine assets. These qualities provide a unique and desirable alternative to the ever present suburbia and shopping centers (as is demonstrated by the success of locations such as Cocoa Village, Disney's Main Street, and the renewed interest in older urban locations such as the revitalization of several urban communities in Florida's larger cities).

- Adjacent and Nearby Uses The Area is primarily bordered by single- and multifamily residential units to the north and south, the Indian River and Barrier Island to the east, and commercial and office nodes to the west. Located to the west are several commercial corridors that vary from vibrant and fully occupied to virtually vacant, community and regional shopping centers, multiple big-box retailers, the Melbourne International Airport and the affiliated and nearby office centers, suburban-type residences, and Interstate 95. To the south is the Melbourne business district.
- **Density** The Area is highly developed and generally built-out. The majority of the structures are one and two floors in height. The areas to the north and south are populated with high density residences, while the area to the west is occupied with residences and freestanding commercial structures.

HUNTER INTERESTS

- **Underperformance** In a study completed in July 2000, blighted conditions were identified in the Olde Eau Gallie Riverfront Area. With the presence of the blight, the study's authors are seeking to employ the powers of the Community Redevelopment Act (CRA), Chapter 163, Part III, of the Florida Statutes, to the area so as to provide a means for facilitating revitalization initiatives. Several indicators point to underperformance in the area, including a 6% decline in land values between 1990 and 1999, a 38% decrease in the value of land sales on a per square foot basis between 1994 and 1999 from an average of \$10.20 to \$6.30². At the same time, the City of Melbourne realized an overall growth rate for land values of 24%³, lease rates for retail and office space in the area that range from \$6.00 to \$8.00 per square foot as opposed to the citywide rates of \$12.00 to \$15.00 per square foot⁴. There was a rise in the value of land and buildings in the Olde Eau Gallie Riverfront area of 9% during the 10 years prior to 1999 while the figure for the City of Melbourne for the same period was almost 25%.⁵ There were no new commercial construction permits being issued for the Area and only 27 commercial alterations/additions being recorded between 1995 and 1999, while during the same period these categories posted 417 and 1,305 respectively for the City as a whole.⁶ During this period, 72% of the structures in the Area were identified as substandard per code compliance versus 23% in the city. In addition, as noted earlier, a significant quantity (22.32 acres) of developable property is either undeveloped or developed but vacant.
- Access The principal gateway point to the Area is the five-way intersection of Eau Gallie Boulevard/ Montreal Avenue/U.S. Route 1 located to the west of the central business cluster. The Area is well served from the north and south by U.S. Route 1 and Pineapple Avenue, from the west by State Road 518 (Eau Gallie Boulevard), from the east by Montreal Avenue, and by multiple local connector roads that traverse the Eau Gallie community. Traffic count data at 10 strategic locations (Table 2) indicate moderately high volumes of activity, both in terms of the quantity of traffic required to support retail establishments and relative to other locations in the county. Although temporary, regular vehicular congestion occurs at several entry points to the business district, most notably at U.S. Route 1 and at the Causeway.

¹ "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," Table 2:7.

² "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," Table 2:9.

³ "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," page 32a.

⁴ "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," page 32a.

⁵ "Olde Eau Gallie Riverfront Blight Study," July 11, 2000, Table 2:5 and 2:6.

⁶ "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," page 32a.

⁷ "City of Melbourne Urban Infill and Redevelopment Assistance Grant Program Planning Grant Application," page 32a.

HUNTER INTERESTS

		Ï.	Table 2					
		1999 Annual Average Daily Traffic Report	age Daily Traffic l	Report				
Site	Site Site Type	Description	Direction 1 Direction 2	Direction 2	AADT Two-Way	"K" Factor	"D" Factor	"T" Factor
0037	Ы	ON A-1-A, 0.126 MI. N OF SR-518 (UVL)	N 14,500	S 16,000	30,500 C 10.31 F	10.31 F	53.65 F	2.46 F
9880	Ь	ON SR-518, 0.15 MI. W OF A-1-A (UV)	0	0	23,000 C	10.31 F	53.65 F	3.85 F
0419	Ь	ON SR-518, 0.19 MI. E OF I-95 (UV)	E 13,500	W 13,500	27,000 C	10.31 F	53.65 F	$6.10 \mathrm{F}$
0423	Ь	ON SR-518, 0.23 MI. W OF SR-5 (UV)	0	0	19,000 C	10.31 F	53.65 F	$6.10 \mathrm{F}$
5026	Ь	ON SR-5, 0.758 MI. S OF SR-518 (UV)	0	0	43,500 C	$10.31 \mathrm{F}$	53.65 F	3.34 F
5027	Ь	ON SR-5, 0.3 MI. S OF SR-518 (UV)	0	0	53,000 C	10.31 F	53.65 F	3.34 F
5029	Ь	ON SR-518(WBD), 0.07 MI. E OF SR-5 (EBD=5203)(UV)	0	W 17,000	17,000 C	10.31 F	M 66.66	1.61 F
5126	Ь	ON SR-5, 0.055 MI. N OF SR-518 (UV)	0	0	38,500 C	10.31 F	53.65 F	4.53 F
5171	Ы	ON A-1-A, 1.377 MI. N OF SR-518 (UVL)	N 14,500	S 15,500	30,000 C	10.31 F	53.65 F	2.46 F
5203	Ь	ON SR-518(EBD), 0.06 MI. E OF SR-5 (WBD=5029)(UV)	E 18,000	0	18,000 C	$10.31 \mathrm{F}$	53.65 F	1.61 F
Site tyl	be: $T = 1$	Site type: T = Telemetered; P = Portable						
AADT	Flags: (AADT Flags: C = Computed; E = Manual Estimate; F = First Year Est; S = Second Year Est; T = Third Year Est; X = Unknown	Est; $T = Third Year Es$	it; $X = Unknown$				
)							

K/D Flags: A = Actual; F = Volume Fctr Catg; D = Dist/Functional Class; S = State-wide Default; W = One-Way Road T Flags: A = Actual; F = Axle Fctr Catg, D = Dist/Functional Class, S = State-wide Default; X = Cross-Reference

Source: Florida Department of Transportation-Transportation Statistics Office, Hunter Interests Inc.



This congestion generally takes place during rush hour and prior to and after events. The Area is also indirectly served by State Road 192, providing access to the west, and the north-south Interstate 95. The Melbourne International Airport and several boat docking facilities function as additional access points. The new Amtrak rail station, which is anticipated to be located within the region, will further enhance the accessibility of Eau Gallie.

- Civic, Institutional, and Public Facilities Included in the Area are the Eau Gallie Civic Center, Museum of Art and Science, Eau Gallie Library, Eau Gallie Pier, the waterfront Pineapple Park, Brevard Symphony Orchestra, churches, and private art galleries.
- **Revitalization** The City of Melbourne recently submitted an application to the State to undertake an urban infill and redevelopment program, which will enhance the capacity of the City and community to develop a new revitalization plan and program for the Area.
- Issues A variety of issues adversely impact the development potential of the Area. The majority of the streetscape (sidewalks, building facades, lighting, plantings) is mediocre, with many of the public and private properties in need of upgrades. The parking capacity is limited, meeting only low-activity requirements, and all of the public parking is based on short-term lease arrangements. Traffic congestion occurs at several locations during rush hour. According the Olde Eau Gallie Riverfront Blight Study (July 11, 2000) 74% of the buildings within the Blight Study Area are in a state of minor to major disrepair. Also according to this study, many of the properties contain some type of code violation. A noteworthy number of businesses have relocated to other commercial areas; crime, drugs, prostitution, homeless persons, and day laborers have created actual and image-related problems; and the Area does not have a strong identity in terms of purpose or physical presence.
- Assets The Olde Eau Gallie Riverfront Area possesses multiple qualities that can serve as the foundation to enhance its development potential. Included are its central location relative to the regional population and retail and corporate business centers. Its attractions include favorable demographics (see below), its civic, institutional, and public facilities, and the historic qualities noted above. Other assets are sites overlooking the Indian River; the diversity and non-franchise nature of the establishments, including several businesses that have created a regional draw (i.e., Conchy Joe's Restaurant, Art Expressions, Nature's Harvest); and its artists and art studios. The considerable volume of vehicular traffic passing through and nearby provides for a high level of visibility and a customer base, as well as accessibility via high volume roads. The comparatively lower real estate values, the growth of the nearby cruise port, and access to the T-3 line for e-commerce telecommunications needs are also assets.



III. Demographic Conditions

The following section utilizes U.S. Census data, updated U.S. Census data developed by Claritas Inc., a leading demographic research and analysis company, the University of Florida, Bureau of Economic and Business Research, and the East Central Florida Regional Planning Council. Three geographic areas radiating out from Eau Gallie are utilized to evaluate local and regional demographic activity. Area 1, Mainland/Barrier Island, includes the counties of Orange, Osceola, Brevard, and Indian River. Area 2, Mainland, incorporates the area between Post Road north of Eau Gallie, west to Interstate 95, south to Palm Bay road, and east to the Indian River. Area 3, Barrier Island, contains the area on the Barrier Island from State Road 404 (Pineda Causeway) to Floridana Beach. Each of the three areas captures disparate sections of the region that impact the Eau Gallie market. A glossary of Census definitions is included as Attachment 1.

It is important to note that the data is based on residential status. Thus, part-time residents (such as those who reside in the area on a seasonal basis to avoid colder climates, and migrant labor) are not included in the data, unless they claim a primary residence in one of the areas evaluated. Those non-agricultural residents who frequent the Space Coast during the winter months generally tend to be over 50 years of age, are affiliated with upper-middle and upper income households (in terms of household wealth and potentially household income), reside in one or two person households (empty nesters), have higher levels of disposable income, and expend more funds on supplemental activities (i.e., entertainment, eating and drinking away from home, household improvements, gardening, etc.), and have more available leisure time than the average resident included in the data. While not a large proportion of the overall population, seasonal snowbirds do represent a notable factor. Thus, one can conclude that the data are slightly underreporting the impact of this population. At the other extreme are the migratory laborers (particularly agriculture and construction) whose socio-economic status is juxtaposed to the aforementioned population. While these two strata do effect the economics and character of the region, their direct impact on Eau Gallie as a whole and the Olde Eau Gallie Riverfront Area is limited as the majority of the retail, housing (to a lesser degree for migratory laborers), and services available in the area do not respond to their respective needs.

It should be kept in mind that due to the generally built out nature of Eau Gallie, the City of Melbourne as a whole, and space limitations on the Barrier Island, population growth potential is more limited within these locations than in the more westerly region. Table 3 presents the population trends for the three areas during the 1980 to 2005 period.



All three areas experienced high growth rates, with Area 1, pushed by the Orlando metropolitan area, recording the largest percentage, followed by Area 2. The greatest growth activity occurred between 1980 and 1990, with rates slowing thereafter. Area 1 registered the greatest percentage reduction in its growth rate followed by Area 2. Area 3 is anticipated to post a very slight, 0.2%, expansion in its growth rate between 2000 and 2005, while the other two areas will continue expanding but at a slower pace then in the previous years. With 25 years of double digit growth rates, the impact of the escalating population will be felt throughout the economy and environment, and impact many quality of life elements.

	Tabl	e 3	
	Population and	d Households	
	Mainland/ Barrier Island	Mainland	Barrier Island
Population:			
2005	1,742,615	104,254	54,381
2000	1,571,134	93,174	49,456
1990	1,274,405	80,299	45,043
1980	853,157	61,471	39,881
% Change 00-05	10.9%	11.9%	10.0%
% Change 90-00	23.3%	16.0%	9.8%
% Change 80-90	49.4%	30.6%	12.9%
Households			
2005	682,500	46,586	23,621
2000	610,352	41,034	21,146
1990	493,424	34,546	18,697
1980	314,485	23,135	14,607
% Change 00-05	11.8%	13.5%	11.7%
% Change 90-00	23.7%	18.8%	13.1%
% Change 80-90	56.9%	49.3%	28.0%
Average HH Size			
2005	2.5	2.19	2.3
2000	2.52	2.22	2.33
1990	2.51	2.27	2.4
Housing Units			
2005	780,714	52,494	27,723
2000	697,975	46,232	24,775
1990	562,923	38,855	21,741
% Change 00-05	11.9%	13.5%	11.9%
% Change 90-00	24.0%	19.0%	14.0%

Source: Claritas; Hunter Interests Inc.

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As with the population figures, Area 1 registered the largest percentage growth in the number of households and Area 3 realized the slowest rate. The average household size is consistent among the three areas and is remaining relatively constant at slightly over two persons. The number of housing units and expansion activity for the years 1990–2005 is included in Table 3. Following the population trends, Area 1 posted the highest growth rate during the 1990–2000 decade followed by Area 2. However, in a slight deviation, Area 2 is expected to registered the greatest escalation in the percentage of housing units between 2000 and 2005, while Areas 1 and 3 are expected to log the same rates. It is likely that Area 2 is capturing the new suburban development activity as it moves westward from the Orlando market and eastward from the Melbourne market.

Table 4 provides population projections for Brevard and other regional counties. For the period 1999 to 2010 Volusia County is projected to have the lowest growth rate at 17%, followed by Brevard County at 18%. Osceola County is expected to realize the highest expansion rate at 31%, as are the other counties that make up the Orlando metropolitan statistical areas (MSA). During the subsequent decade, the growth rate for all of the counties is expected to decrease compared to the previous 10 years, with Volusia and Brevard Counties registering the slowest growth rate at 13% and 14%, respectively, and Osceola posting the largest increase at 24%. Table 5 notes population growth estimates in the three regional MSAs. During 1999–2010 the Melbourne/Titusville/Palm Bay and the Daytona Beach MSAs recorded similar growth rates, 18% and 19%, respectively, while the Orlando MSA is projected to grow by 24 %. The growth rates for the following decade are expected to drop by about 4% for each of the areas.

			able 4 Populations		
County	Total Population April 1999	Projected 2010	% Growth 1999 - 2010	Projected 2020	% Growth 2010 - 2020
Brevard	474,803	562,300	18.4%	643,900	14.5%
Lake	203,863	256,000	25.6%	307,600	20.2%
Osceola	157,376	206,300	31.1%	256,500	24.3%
Orange	846,328	1,044,500	23.4%	1,236,100	18.3%
Seminole	354,148	433,400	22.4%	508,700	17.4%
Volusia	<u>426,815</u>	<u>499,100</u>	16.9%	<u>565,300</u>	13.3%
Total:	2,463,333	3,001,600	21.9%	3,518,100	17.2%

Source: Univ. of Fla, Bureau of Economic and Business Research (BEBR), Hunter Interests Inc.



Metro		Fable 5 tistical Are	a Population	18	
Metropolitan Statistical	Total Population April 1999	Projected 2010	% Growth 1999 - 2010	· ·	% Growth 2010 - 2020
Daytona Beach (Volusia and Flagler Counties)	472,633	564,600	19.5%	650,100	15.1%
Melbourne/Titusville/Palm Bay (Brevard County)	474,803	562,300	18.4%	643,900	14.5%
Orlando (Orange, Seminole, Osceola, and Lake Counties)	1,561,715	1,940,200	24.2%	2,308,900	19.0%

Source: University of Florida, Bureau of Economic and Business Research (BEBR), Hunter Interests Inc.

The population age breakdown for the year 2000 for the three areas is presented in Table 6. The population grows older as it moves from Area 1, with a median age of 37 years, to 45 years in Area 3. Three qualities are most prominent with these age cohorts. First, it is likely that the individuals are entering, or close to, their prime wage earning years. Second, members of this age segment are typically homeowners and may purchase two or more homes over a 15-year period as income and family sizes change. And third, the households often have children and are at, or close to, completing their childbearing activities. All three areas contain clusters of older (over 55 years) persons, with Area 3 possessing the largest percentage in this category.

Data on income and wealth can be found in Table 7. While Area 1 registered the largest percentage gain in per capita income, average household income, median household income, and median family household income between 1989 and 2000, it was Area 3 that contained the highest figures on an individual basis for each of the evaluated categories. The comparatively higher incomes in Area 3 suggest individuals employed at more senior levels and/or at positions that are in greater demand than in the other two areas. Area 3 also possesses the highest level of household wealth, with Area 2 scoring the lowest.

HUNTER INTERESTS

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	Mainland/					
	Barrier Island	%	Mainland	%	Barrier Island	%
Under 5 Yrs.	105,027	6.7%	5,250	5.6%	2,305	4.7%
5-9 Yrs.	106,047	6.7%	5,514	5.9%	2,481	5.0%
10-14 Yrs.	105,769	6.7%	5,620	6.0%	2,412	4.9%
15-19 Yrs.	100,109	6.4%	5,293	5.7%	2,313	4.7%
20-24 Yrs.	96,412	6.1%	5,111	5.5%	2,241	4.5%
25-29 Yrs.	110,644	7.0%	5,649	6.1%	3,182	6.4%
30-34 Yrs.	116,382	7.4%	6,844	7.3%	2,928	5.9%
35-39 Yrs.	124,437	7.9%	7,978	8.6%	3,200	6.5%
40-44 Yrs.	126,383	8.0%	7,523	8.1%	3,636	7.4%
45-54 Yrs.	206,149	13.1%	11,234	12.1%	7,221	14.6%
55-64 Yrs.	146,922	9.4%	9,333	10.0%	7,110	14.4%
65-74 Yrs.	129,137	8.2%	9,725	10.4%	6,453	13.0%
75-84 Yrs.	74,715	4.8%	5,889	6.3%	3,051	6.2%
85 Yrs. & Over	23,001	1.5%	2,190	2.4%	924	1.9%
Total	1,571,134		93,153		49,457	
Total Median Age	36.8		39.6		45.0	
Male Median Age	35.4		37.9		43.3	

Source: Claritas; Hunter Interests Inc.

	Table 7		
In	come/Buying Po	wer	
	Mainland/		
	Barrier Island	Mainland	Barrier Island
Per Capita Income			
2000	\$20,926	\$17,675	\$26,182
1989 (Census)	\$14,724	\$13,232	\$19,782
% Change 89-00	42.1%	33.6%	32.4%
Avg. Household Income			
2000	\$53,180	\$39,625	\$61,226
1989 (Census)	\$37,535	\$30,431	\$47,617
% Change 89-00	41.7%	30.2%	28.6%
Med. Household Income			
2000	\$39,881	\$31,044	\$47,335
1989 (Census)	\$30,090	\$25,345	\$39,391
% Change 89-00	32.5%	22.5%	20.2%
Med. Family HH Income			
2000	\$46,407	\$38,735	\$55,431
1989 (Census)	\$35,243	\$31,150	\$45,408
% Change 89-00	31.7%	24.3%	22.1%
2000 Avg. Household Wealth	\$163,696	\$130,159	\$2,179
2000 Median Household Wealth	\$66,853	\$51,578	\$1,034

Source: Claritas; Hunter Interests Inc.

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A 1989 scan of households by household income (Table 8) finds Area 2 having the greatest number of lower income households (under \$24,999) and Area 3 having the fewest such households. The number of households in the \$20,000 to \$49,999 is fairly even among the three areas. However, in the upper income category (\$50,000⁺), the figures are highest for Area 1 and the lowest for Area 2. A review of the same figures for 2000 (Table 9) finds the overall distribution of incomes comparable to that of 1989. A comparison of the two tables revels that between 1989 and 2000, the percentage of households in the lower income categories (under \$24,000) decreased in the three areas. At the other end of the spectrum, the percentage of upper income households (above \$75,000) also increased for each of the areas. These events indicate an overall economic strengthening of the three areas. Table 10 provides a review of households by household wealth for the year 2000. This data parallels the findings identified in the household income table (Table 9), with Area 2 supporting the largest number of households with the lowest household wealth value and Area 3 containing the greatest quantity of high income households.

		Table	e 8			
19	90 Households	by 198	89 Hous eh	old Inco	me	
	Mainland/				Barrier	
	Barrier Island	%	Mainland	%	Is land	%
Total	493,424		34,546		18,697	
Under \$10,000	57,603	11.7%	5,857	17.0%	1,227	6.6%
\$10,000-\$19,999	92,246	18.7%	7,425	21.5%	2,681	14.3%
\$20,000-\$24,999	49,933	10.1%	3,742	10.8%	1,571	8.4%
\$25,000-\$29,999	46,053	9.3%	3,293	9.5%	1,345	7.2%
\$30,000-\$34,999	42,566	8.6%	2,793	8.1%	1,379	7.4%
\$35,000-\$49,999	94,547	19.2%	6,086	17.6%	3,638	19.5%
\$50,000-\$74,999	72,606	14.7%	3,828	11.1%	4,044	21.6%
\$75,000-\$99,999	21,477	4.4%	1,037	3.0%	1,569	8.4%
\$100,000-\$149,999	10,266	2.1%	348	1.0%	876	4.7%
\$150,000 & Over	6,127	1.2%	132	0.4%	363	1.9%

Source: Claritas; Hunter Interests Inc.



		Table				
	2000 Househo	lds by 1	Household	Income		
	Mainland/				Barrier	
	Barrier Island	%	Mainland	%	Island	%
Total	610,352		41,034		21,146	
Under \$10,000	47,317	7.8%	5,173	12.6%	1,089	5.1%
\$10,000-\$19,999	79,971	13.1%	7,157	17.4%	2,096	9.9%
\$20,000-\$24,999	45,965	7.5%	3,859	9.4%	1,428	6.8%
\$25,000-\$29,999	45,266	7.4%	3,544	8.6%	1,422	6.7%
\$30,000-\$34,999	47,403	7.8%	3,330	8.1%	1,303	6.2%
\$35,000-\$49,999	115,113	18.9%	7,157	17.4%	3,784	17.9%
\$50,000-\$74,999	123,448	20.2%	7,042	17.2%	4,975	23.5%
\$75,000-\$99,999	54,947	9.0%	2,351	5.7%	2,693	12.7%
\$100,000-\$149,999	32,940	5.4%	1,031	2.5%	1,544	7.3%
\$150,000 & Over	17,982	2.9%	381	0.9%	812	3.8%

Source: Claritas; Hunter Interests Inc.

	2000 Househol	Table 1	-	ealth		
	Mainland/ Barrier Island	%	Mainland	%	Barrier Island	%
Total Households	610,352		41,004		21,154	
Less than \$25,000	221,468	36.3%	16,691	40.7%	5,858	27.7%
\$25,000 to \$49,999	52,631	8.6%	3,621	8.8%	1,578	7.5%
\$50,000 to \$99,000	92,199	15.1%	6,480	15.8%	3,015	14.3%
\$100,00 to 249,999	135,729	22.2%	8,606	21.0%	5,342	25.3%
\$250,00 to \$499,999	74,574	12.2%	4,156	10.1%	3,554	16.8%
\$500,000 and Over	33,751	5.5%	1,479	3.6%	1,800	8.5%

Source: Claritas; Hunter Interests Inc.

Data on expenditure activity, by selected products (Table 11) and by selected store type (Table 12), follow. The "US Index" reference is a method used to indicate comparative levels of expenditures versus the nation as a whole. A rating of "100" is the national average, a figure lower than 100 means that expenditures in that category are below that national average, and a number greater than 100 reveals expenditures above the national average.



In terms of expenditures, the data in Table 11 follow the personal and household income characteristics noted above. Area 3 has the overall highest spending rates and Area 2 has the lowest. The three areas follow similar expenditure patterns, but at different levels. Area 3 expends the most and is generally at or above the national average, Area 1 falls slightly below the national average, and the figures for Area 2 are noticeably lower than those of Area 1. The general pattern of expenditures focuses on expenditures for big-ticket home-related products, personal care products and services, followed by clothing.

2000 Expend	Table itures by Selec		duct Catego	ories		
	(\$000)				
	Mainland/	US		US	Barrier	US
	Barrier Island	Index	Mainland	Index	Island	Index
Food at Home	\$2,724,188	94	\$159,180	82	\$94,319	94
Food Away from Home	\$2,362,019	93	\$127,512	75	\$84,968	96
Alcoholic Beverages at Home	\$391,245	95	\$22,369	81	\$13,805	97
Alcoholic Bev. Away from Home	\$415,174	93	\$18,848	63	\$13,985	90
Personal Care Products	\$300,550	96	\$17,781	85	\$10,903	101
Personal Care Services	\$162,607	91	\$8,117	68	\$5,423	88
Nonprescription Drugs	\$102,483	100	\$6,596	96	\$3,938	111
Women's Apparel	\$673,687	92	\$35,380	71	\$24,965	98
Men's Apparel	\$401,887	90	\$20,558	69	\$15,089	98
Girls' Apparel	\$141,565	88	\$7,008	65	\$4,245	76
Boys' Apparel	\$115,063	89	\$5,749	66	\$3,379	76
Infants' Apparel	\$68,007	89	\$3,397	66	\$2,061	78
Footwear (Excl. Infants)	\$241,769	92	\$12,700	72	\$8,252	91
Houskeeping Supplies	\$170,446	93	\$10,252	83	\$6,474	102
Lawn/Garden Supplies (Incl. Plants)	\$93,754	105	\$5,626	93	\$3,878	125
Domestic Services	\$101,636	103	\$5,472	82	\$4,160	121
Household Textiles	\$301,465	91	\$16,165	73	\$12,146	106
Furniture	\$376,792	92	\$20,625	75	\$14,930	105
Major Appliances	\$202,539	97	\$12,134	86	\$7,660	105
Housewares	\$331,485	90	\$18,564	75	\$13,261	104
Household Repair	\$496,396	93	\$26,610	74	\$19,758	107
TV, Radio & Sound Equipment	\$880,861	95	\$47,306	76	\$31,894	100
Transportation	\$2,973,934	88	\$159,701	70	\$109,429	94

Source: Claritas; Hunter Interests Inc.



Table 12 provides an overview of expenditures by store type. As with the previous table, the "US Index" notation serves as a reference to national averages. Once again, the data indicates the highest levels of expenditures by the population in Area 3, followed by Area 2. The expenditures by store type are fairly evenly distributed among the different categories, indicating the availability and use of different shopping venues.

Table 12 2000 Expenditures by Selected Store Type (\$000)													
								Mainland/	US		US	Barrier	US
								Barrier Island	Index	Mainland	Index	Island	Index
Building Materials & Supply Stores	\$179,645	93	\$10,071	78	\$6,991	105							
Hardware Stores	\$74,445	94	\$3,996	78	\$2,733	104							
Retail Nursery/Lawn/Garden & Supply	\$74,546	95	\$4,260	81	\$2,971	109							
Auto Supply Stores	\$363,016	97	\$20,049	80	\$13,162	101							
Gasoline/Service Stations	\$515,672	96	\$30,240	84	\$18,234	98							
Grocery Stores	\$3,213,368	95	\$191,409	85	\$113,231	97							
Drug & Proprietary Stores	\$783,841	105	\$49,367	99	\$29,782	115							
Eating Places	\$2,447,851	93	\$130,067	73	\$87,496	96							
Drinking Places	\$198,881	93	\$9,379	65	\$6,780	92							
Department Stores (Excl. Leased)	\$1,754,557	93	\$96,424	76	\$65,873	101							
Apparel Stores	\$674,194	91	\$35,030	70	\$24,482	95							
Shoe Stores	\$146,187	92	\$7,667	72	\$5,013	91							
Furniture	\$334,977	92	\$18,322	75	\$13,218	105							
Home Furnishing Stores	\$148,353	90	\$7,943	72	\$5,898	103							
Household Appliance Stores	\$97,641	96	\$5,691	83	\$3,669	104							
Radio/TV/Computer/Music Stores	\$396,649	92	\$19,864	68	\$14,554	97							

Source: Claritas; Hunter Interests Inc.



IV. Retail Market Strengths, Weaknesses, and Development Potential

The Olde Eau Gallie Riverfront Area contains a mixture of retail establishments, including general (i.e., hardware), specialty (i.e., frame store, health food market), restaurant, and service establishments interspersed throughout the business district. Conchy Joe's Restaurant arguably serves as the largest retail draw in the district. Other important establishments include the arts-related businesses, the Community Harvest health food store, Art Expressions, the Melbourne Athletic Club on Guava Avenue, Ace Eau Gallie Hardware, Townsend's Discount Tires, and the Walgreen's Pharmacy. The majority of the retail establishments serve local residents and commuters seeking specific goods and services and using U.S. Route 1, Eau Gallie Boulevard, Montreal Way, the Causeway, and Pineapple Avenue. Several businesses (i.e., furniture, art, and hardware stores) provide bigger ticket items, while a limited number of other stores (i.e., antiques, boutiques, and galleries) both serve area residents and attract visitors from outside the immediate area. In addition to serving consumers, this later category is also important in that it improves the visual attractiveness of the streetscape by providing window shopping and strolling opportunities. In its present condition, the retail market in the Olde Eau Gallie Riverfront Area does not have the capacity to draw the volume of visitors necessary to support a vibrant community. This fact is not lost on the individuals who make locational decisions regarding the siting of retail and other establishments.

The Olde Eau Gallie Riverfront Area has multiple assets related to its retail position, but the ability to capture its share of retail dollars and activity is limited. The area's principal qualities are its genuine small town and historic atmosphere, non-suburban/shopping center character, welcoming scale, pedestrian-friendly layout, and accessibility. It has unique businesses, civic and cultural facilities, waterfront, pier, and adjacent and nearby residential populations. Its multiple relations to the Indian River, the drawing power of several of its retail establishments, the powerful regional tourism market, and its competitively priced property and space lease rates also make it attractive. In addition, residential, retail, and office development activity around Eau Gallie is continuing a trend of positive growth at a rate indicating that the overall economy has yet to reach its capacity. Therefore, opportunities exist to benefit from, and tap into, the expansion. However, the Area does not have a mechanism with which to utilize and leverage its truly positive features.

Potential retail consumers for the Area include local residents (including those on the Barrier Island) and commuters and travelers using U.S. Route 1, Sarno Road, Wickman Road, Eau Gallie Boulevard, the Eau Gallie Causeway, State Road A1A, and Pineapple Avenue.



Targeting spin-off activity from the nearby business nodes such as the Melbourne business district, U.S. Route 1, Wickman Road, and Sarno Road, tapping into the large number of office employees located in the vicinity, especially situated at and near the Melbourne International Airport, and drawing persons partaking in the considerable local and regional tourism and attractions market also could provide potential retail consumers.

While the above noted assets enhance the retail potential of the Area, Eau Gallie's business district is at a competitive disadvantage relative to most of the other retail nodes in the market area. The Area's weakness is evident in terms of a general inability to strengthen existing establishments, attract patrons and new businesses, and implement new development, redevelopment, and improvement projects. This condition can be traced to the lack of a destination(s) with the capacity to draw (appropriately) high volumes of users, be they employees and/or patrons, with the interest and capacity to partake in consumer activities, support local events, and use the Area's urban landscape as an interactive environment. By providing the opportunity to develop such destination components, the Area can grow its existing businesses and other facilities.

For example, relative to the surrounding region, the Area does not possess many tourist attractions. Most of the tourists and visitors that come to the Space Coast are interested in activities that are generally unavailable in Eau Gallie (i.e., the ocean and beach, golf and tennis, attending baseball games, visiting the Kennedy Space Center, etc.). However, certain tourist-related activities can be provided so as to enable the Area to become a part of the Space Coast experience. These elements may include: building upon the Area's gallery, boutique, restaurant and drinking establishments; providing an urban experience similar to Cocoa Village but with a different focus that may employ the local art community, integrate and expand the cultural facilities (i.e., Museum of Art and Science, the symphony, etc.), incorporate regional history, ecological issues related to the Indian River as an estuary, and so on. In addition to the tourist and visitor market, the office and professional business base represents a large and lucrative source in terms of numbers, financial capacity, and needs. This market sector, comprised of individual practitioners, small businesses, and large corporations has a major presence in the immediate area and throughout the region surrounding Eau Gallie. The majority of the individuals employed in these white collar jobs have disposable incomes, reside in the region on a year-round basis, and, from a marketing perspective, are typically viewed as quality consumers that respond positively to urban-type experiences.

From a competitive perspective, relative to the Olde Eau Gallie Riverfront Area, other retail locations in the market region offer greater variety (i.e., Melbourne business district and most of the shopping centers), provide



destination stores and attractions (i.e., big-box merchants, multi-screen movie theaters, theme restaurants), and incorporate high density uses that create a critical mass of facilities (retail, eating and drinking, accommodations, destination attractions). The relatively large number of retail and retail-related businesses in the region surrounding Eau Gallie, the projected continued growth of the area retail market, the anticipated sustained expansion of the area population (of which a substantial portion possesses discretionary income), the expanding tourism market, the large number of office businesses and affiliated employee population, the strength of the local and regional economies, and a nationwide movement back to downtown communities as desired locations for residential, retail, entertainment, and employment applications point to significant development potential for Eau Gallie.



V. Preliminary Economic Development Strategy

A. Introduction

Based upon our review and analysis of the Olde Eau Gallie Riverfront Area, six factors are evident. First, the Area is underperforming; second, significant opportunity exists within the Area; third, the Area possesses multiple high quality assets; fourth, the market surrounding the Area is strong, diverse, and is projected to continue expanding; fifth, a functional and implementable revitalization program is necessary to address the principal negative conditions and enhance the economic and quality-of-life situation of the Area; and sixth, such a revitalization program necessitates a principal project that will serve as a catalyst with the capacity to strengthen the Eau Gallie Riverfront Area and the Eau Gallie community as a whole. It is our conclusion that the **catalyst project** should employ the following components (figures are **preliminary estimates**):

- A 200-room, upscale, boutique, business-oriented **hotel**.
- A 100,000 square foot hotel-affiliated state-of-the-art **conferencing and meeting facility**, targeting small (25 person) to medium (1,200 person) sized events that will primarily serve the business, organizational, institutional, civic, fraternal, and presentation markets.
- Two new **parking structures** providing slightly over 1,000 spaces.
- A new 100,000 square foot **Brevard County Museum of Art and Science facility**.
- New **office and retail** space.
- Landscaped walkways and public areas.

B. Indicators

While many issues will need to be addressed prior to implementing the project, we are confident in the potential of such an undertaking. The above noted project was selected due to indications of market support for such a facility, the appropriateness of such a project, the benefits to be realized by the initiative (for both Eau Gallie and the surrounding region), the existing opportunities, and prospective feasibility.



- The **indicators** include a preliminary survey of area corporate and organizational meeting planners, representatives from local business and civic organizations, market activity at regional hotel meeting facilities, events activities, data from the Melbourne-Palm Bay Area and the Beaches Convention and Visitors Bureau, and similar information from the Melbourne-Palm Bay Area Chamber of Commerce. This information will be supplemented with a more detailed market analysis.
- A strong **target market**, comprised of regional corporate, tourist, and appropriate events activity, is in place.
- The lack of an existing or planned **comparable facility**. The proposed facility will serve to grow and enhance the overall meeting and conferencing capacity (and reputation) of the region by providing a product that is unavailable.
- The Olde Eau Gallie Riverfront Area, with its waterfront location, distinctive historic and urban qualities, ease
 of access, proximity to corporate facilities, and the Area's significant revitalization potential, provides for a
 quality location.
- There are numerous **benefits** to be realized by local business and residential communities. These include a destination facility that will draw individuals and groups (typically ranging from 25 to several hundred) on a consistent basis. The vast majority of facility users will have disposable incomes, and businesses throughout the area will have the potential to tap into a new, and constantly changing, customer base. Nearby real estate values will likely increase in response to both the structure itself and the added volume of potential customers, and evening events and overnight guests of the hotel will provide merchants the opportunity to create an "after 5:00" clientele base. Such projects typically leverage considerable private investments and include improvements that benefit area businesses and persons who use the surrounding area (i.e., additional parking, improved streetscapes, better night lighting, new activities, enhanced transportation capacity, etc.). It is not unusual for new restaurants and entertainment venues to open in response to opportunities created by hotels, thereby increasing the critical mass appeal of the area. Local merchants may have a wide variety of opportunities to provide the facility with goods and services. Events, advertisements, and increased personal experiences will greatly enhance publicity, and if a CRA district is established, such a facility will serve as a major source of income. In addition, the facility will augment the capacity of Eau Gallie's existing civic and cultural components.



C. Structure

The preliminary proposed **structure** of the project follows. In full cooperation with the owners of the identified properties, the following two sites should be designated as the project locations:

- **Site One** will include the properties bordered by Eau Gallie Boulevard to the south, Pineapple Avenue to the east, the southern border of the Eau Gallie Civic Center to the north (so as to include the Civic Center's parking lot), and Highland Avenue to the west. The project area consists of 2.54 acres, a total of 110,600 square feet. Assuming a maximum lot coverage of 85%, a loss factor of 15% of building space as unusable, and a facility of seven floors, the site has the potential to produce approximately 559,000 square feet of developable and useable space. Site One will include the following:
 - In the area bordered by Eau Gallie Boulevard, Pineapple Avenue, Bud Yeager Drive, and Highland Avenue locate the hotel lobby and conference/meeting center reception area on floors one and two. On floors three through five situate the conference/meeting center facility. Also, create a pocket park on the site.
 - Construct a landscaped pedestrian walkway following Bud Yeager Drive to the Indian River. The walkway would begin at Highland Avenue, proceed through a breezeway under the conference center, traverse Pineapple Avenue, and arrive at a park with a fountain adjacent to the waterfront. Access would be provided from the fountain to a waterfront walkway, which would connect Pineapple Park to a park at the south side of the causeway.
 - In the area bordered by Bud Yeager Drive, Pineapple Avenue, the south side of the Civic Center building, and Highland Avenue construct a parking deck that will rise to two floors along Pineapple Avenue and, using the sloping topography, increase to five levels at Highland Avenue. Locate the hotel room-tower on top of the two floors of the parking garage along Pineapple Avenue and on top of the parking deck parallel to Bud Yeager Drive, and construct retail space along Highland Avenue and Eau Gallie Boulevard. The parking deck will be for use by the hotel/ conference center, the museum, the civic center, as parking for customers of area businesses, and for St. Paul's United Methodist Church. Additional Parking will be provided by a new surface lot to be built at the southeast corner of Creel Street and Guava Avenue (see below).



- Site Two will include the properties surrounded by St. Clair Street to the south, Highland Avenue to the east, Creel Street to the north, and Guava Avenue to the west, exclusive of St. Paul's United Methodist Church. The project area contains 2.8 acres, providing a total of 122,000 square feet. Assuming a maximum lot coverage of 85%, a loss factor of 15% of developable space as unusable, and a facility of seven floors, the site has the potential to produce approximately 617,000 square feet of useable space. Plans for Site Two include:
 - A new facility for the Brevard County Museum of Art and Science located on the northeast corner of the site.
 - New retail space along Highland Avenue.
 - A new surface parking lot with a capacity of 195 spaces with be built north of the new museum site. The lot
 will serve the museum, civic center, St. Paul's United Methodist Church, and as parking for customers of
 area businesses.
 - A landscaped walkway along Highland Avenue, connecting the museum and civic center to the new walkway at Bud Yeager Drive, and continuing across Eau Gallie Boulevard to Montreal Ave.
 - A landscaped walkway along Pineapple Avenue, commencing at the southern portion of the St. Paul's United Methodist Church property and proceeding to Montreal Way, with access spurs into Pineapple Park and the park on the waterfront on the south side of the causeway.
 - An improved park situated on the south side of the causeway, between Montreal Way and the shoreline.
 - An enhanced waterfront walkway, proceeding from Pineapple Park to the upgraded park on the south side of the causeway.
 - A new gateway park at the terminus of the causeway on the currently vacant triangular property owned by the Florida Department of Transportation.
- Additional components of the catalyst project are:
 - Two new office buildings, the first a three floor, 50,000 square foot structure at the northeast corner of Eau Gallie Boulevard and Pineapple Avenue (the parking area for Conchy Joe's), and the second, with a potential of up to 300,000 square feet, to be built at the unoccupied property bordered by Eau Gallie Boulevard, Montreal Way, and Pineapple Avenue. Retail space may be located on the first floor of one or both of these structures.



- A new, five-floor, 450-space parking garage located on the currently unoccupied lot situated between Eau Gallie Boulevard and Montreal Way, adjacent to the north side of Pineapple Avenue. The structure may include up to 15,000 square feet of retail space on the first floor. While the retail component would reduce the number of parking spaces as presented, an additional two levels of parking can be accommodated.
- A one-story, 6,000 square foot office or retail building sited on the vacant lot on the west side of Highland Avenue, south of the Bud Yeager Drive terminus.

While more detailed discussions, plans, and supporting documentation regarding the **development program** will be addressed in subsequent documents, several basic options exist in terms of implementation. We have found that such programs typically function effectively as public/private ventures, with private sources undertaking the development of the hotel. The conference and parking facilities may be either funded privately, as public/private projects, or one or both financed publicly. The museum would be financed via their current fundraising sources. The walkway improvements will likely require government funding.



Attachment 1 Census Definitions

Age:

The solutionseries uses the Census Bureau's Modified Age/Race/Sex tables to account for a known tendency for Census respondents to misreport their age. The Census Bureau estimates that about 10% of respondents to the 1990 Census reported an age one year older than actual on Census Day (April 1, 1990), for a variety of reasons. For most age categories, the statistical impact is minor, since persons lost to the higher age category were offset by those gained from the lower category. However, the impact is apparent at "age 0." At a time when the United States was experiencing over four million births per year, the 1990 Census counted only 3.2 million persons less than one year of age. The age modification process involved the reconciliation of "age" and "year of birth" responses on the census, with assumptions about quarter of birth based on data from the National Center for Health Statistics.

Group Quarters:

All persons not living in households are classified by the Census Bureau as living in group quarters. Two general categories of persons in group quarters are recognized: (1) institutionalized persons and (2) other persons in group quarters (also referred to as "non-institutional group quarters"). Institutionalized persons include those living in correctional institutions, nursing homes, mental hospitals, juvenile institutions, and other institutions. Non-institutionalized persons include those living in dorms, military quarters, homeless shelters and those in visible street locations, as well as residents of housing units with 10 or more unrelated persons.

Per Capita Income: The average income computed for every man, woman and child in a particular group.

Household:

A household includes all persons who occupy a housing unit. A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from outside the building or through a common hall. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements. A housing unit with 10 or more unrelated people living together is considered group quarters.



Household Income:

Total money received in the stated calendar year by all household members 15 years old and over.

Household Wealth:

The average net worth (assets minus liabilities) of households in the selected area. Assets include, but are not limited to, real estate, value of businesses owned, motor vehicles, savings and other interest-earning assets. Liabilities include, but are not limited to, mortgages, credit card for store debt, and bank loans. Household wealth is derived from Claritas' Market Audit database.

Householder:

Generally, this is the person in whose name the home is owned, being bought, or rented. If there is no such person in the household, any adult household member 15 years old and over could be designated as the householder. A family householder is a householder living with one or more persons related to him or her by birth, marriage, or adoption. A non-family householder is a householder living alone or with non-relatives only.

Median:

The median divides a distribution into two equal parts, one half above the median and the other below the median. A median may be a more meaningful statistic than an average because it minimizes the effect of values falling way above or below the norm that may disproportionately influence the overall average.

Population:

The number of persons counted at their place of usual residence. Usual residence is the place where the person lives and sleeps most of the time or considers his or her usual residence.



Technical Memorandum #2

To: Brad Smith

From: Hunter Interests Inc./Salem Reiner

Subject: Catalyst Project—Initial Market and Financial Feasibility Analysis

Date: April 27, 2001

I. Overview/Methodology

This Technical Memorandum conveys the results of our market feasibility and financial feasibility analyses for the development of a catalyst project in Eau Gallie. By way of background, Hunter Interests Inc. (HII), Brad Smith Associates Inc., and Lawandales Planning Affiliates were retained by the City of Melbourne to provide assistance with the Eau Gallie Redevelopment Planning Study. Specifically, HII was tasked with identifying a market-based catalyst project with the capacity to stimulate Eau Gallie's business, real estate, residential, and quality of life components, while at the same time preserving its character. In April of 2000, HII submitted a Technical Memorandum that provided the results of our economic assessment and preliminarily identified the catalyst project.

In summary, the catalyst project is comprised of an integrated development encompassing a new business-oriented, full-service, 250-room hotel and affiliated technologically advanced conference/meeting facility of approximately 100,000 square feet, a new 100,000 square foot facility for the Brevard County Museum of Art and Science, 307 parking spaces (as part of a program to provide 1,600 spaces), 15,500 square feet of retail and/or office space, landscaped walkways connecting with the Indian River waterfront and the civic center, and open public spaces (additional details can be found below in Section III and in Technical Memorandum 1). Upon review of the above noted proposal, representatives from the City of Melbourne, the business community, and the general public have voiced their initial support for a more detailed analysis of the concept so as to determine its development potential.



This Memorandum provides an assessment of the hotel and conference/meeting component and is divided into six sections. Section II provides a summary of our findings, Section III describes the catalyst project, Section IV conveys the results of our market feasibility analysis, Section V presents a preliminary financial feasibility analysis of the hotel, and Section VI presents a preliminary financial feasibility analysis of the meeting/conference facility.

Data and other information for this and the previous Memorandum included the review of reports, studies, and other documents provided by the client and others, the evaluation of relative data from public and private sources, and the preparation of new data. In addition, multiple interviews were undertaken with area business and property owners, merchants, real estate brokers and developers, representatives from a broad range of government, civic, and not-for-profit entities (i.e., the Melbourne-Palm Bay Area Chamber of Commerce, Florida's Space Coast Office of Tourism), retail consumers, representatives from major employers and high technology companies in the region, and other key stakeholders. HII personnel also engaged in multiple informal discussions with people on Eau Gallie's streets, in its restaurants and stores, and in surrounding locations to gain additional insight and supplement the more traditional information sources. Information from project-related public input meetings and several tours of Eau Gallie and the surrounding region was also incorporated. HII's method of utilizing and analyzing various sources not only provides for a comprehensive understanding of market conditions, but also lends itself to practical recommendations and developer-oriented conclusions.

We are confident in our conclusions and the potential of the identified project, and encourage the City of Melbourne, stakeholders, the business community, and area residents to become involved in moving the initiative forward.

II. Summary

Our market and financial analysis has determined that **the hotel is financially feasible**. The market has the capacity to absorb new rooms and the market for high quality business-oriented accommodations is underserved. Our analysis concludes that the hotel will produce a return of 16.50% to the investor(s), as long as there are no land acquisition costs included. It is worthwhile to note that the development program will likely provide for a higher rate of return to the owners of the properties whereon the project would be sited versus the benefits to be realized from selling the lots individually. The analysis finds a residual land value of \$2.4 million, meaning that these funds could be applied to property acquisition, but such action will reduce the marketability and financial attractiveness of the project.



With no subsidies or incentives applied to the hotel component, the project will generate approximately \$990,000 into the TIFF during the first ten years of operation. In addition, hotels bring added value to their host community via the provision of employment opportunities, significant local purchases of goods and services, increases in nearby real estate values, enhancement of the overall accommodations market, and the creation and leveraging of spin-off economic development activity (i.e., a significant and regular number of visitors with disposable incomes, providing opportunities for new businesses, etc.).

Our analysis of the **meeting/conference facility** finds the need, as is typical of such projects, for considerable public capital involvement. Our analysis employed a land value analysis technique similar to that for the hotel to determine the financial viability of the facility as an independent entity. The analysis concluded that, after the initial three years of minor losses, the facility can break even on operational expenses. However, its capital costs of \$10.71 million will need to be supported by the public sector.

We are confident in our conclusions, specifically in the potential of both the hotel and meeting/conference facility to **function and serve as a major catalyst to Eau Gallie's revitalization**. We fully believe that this project can move forward into a detailed analysis and program development stage with a positive outcome, and, if followed by a commitment of public support for the meeting/conference facility, concluding with development in the near term.

III. Catalyst Project Description

HII has considered various options that would effectively function to stimulate the revitalization of Eau Gallie. Our criteria in evaluating such alternatives include:

- **Functional** considerations from logistical and technical perspectives.
- The existence of **market capacity** to provide an adequate return to stakeholders, investors, developers, and operators.
- public exposure.
- The **integration** of improvements into Eau Gallie's physical and operational environment, as well as its character.
- The capacity to fulfill the **long-term revitalization** needs of Eau Gallie's business, real estate, residential, and quality of life components.



- The incorporation of objectives as identified in adopted **plans and programs**.
- Ensuring that quality spin-off and other **benefit** activity is maximized and targeted at the local community.
- Immediate implementation ability.

As presented in our previous Technical Memorandum, the proposed catalyst project involves a mixed-use development program and is presented below. Please note, the following plan is preliminary and the figures provided are approximate. Graphics of the catalyst project and land uses can be found elsewhere in the Olde Eau Gallie Riverfront Urban Infill and Community Redevelopment Plan.

Summary of the Eau Gallie catalyst project:

- An upscale, business-oriented **hotel** of 250 rooms, targeting the corporate, and to a lesser degree, tourism markets.
- A 100,000 square foot hotel-affiliated state-of-the-art **conferencing and meeting facility**, targeting small (25 person) to medium (2,500 person) sized events that will primarily serve the business needs, but also target the association, organizational, institutional, civic, fraternal, training, and presentation markets.
- A new **parking** system providing 1,600 spaces.
- A new 100,000 square foot **Brevard County Museum of Art and Science facility**.
- New **office and/or retail** space totaling 15,500 square feet.
- New landscaped **streetscapes** and **public open spaces**.

The preliminary proposed **structure** of the project is presented below. In full cooperation with the owners of the identified properties, the following two sites should be designated as the project locations. If interested, owners of the properties to be involved in the development will be provided with the opportunity to sell their properties, or become active or passive equity partners. As is noted in the assumptions section of Section IV, Financial Feasibility Analysis - Hotel, the estimated added value to be realized through equity participation should be given consideration by the impacted property owners. Significant further discussion must be held with those property owners to be impacted by the project regarding compensation and commitments (i.e., dedicated parking in the new deck to compensate for lost parking, etc.).



- Site One will include the properties bordered by Eau Gallie Boulevard to the south, Pineapple Avenue to the east, the southern border of the Eau Gallie Civic Center to the north (so as to include the Civic Center's parking lot), and Highland Avenue to the west. The project area consists of 2.55 acres, or a total of 111,000 square feet. Assuming a maximum lot coverage of 90%, a loss factor of 10% of building space as unusable, and a facility of seven floors, plus one floor of parking, the site has the potential to produce approximately 719,000 square feet of developable and useable space. Site One will also include the majority of the parking lot utilized by Conchy Joe's Restaurant, located on the northeast corner of Eau Gallie Boulevard and Pineapple Avenue for use as a public park and access to the hotel, meeting/conference facility, museum, and parking deck. Site One will include the following development program:
 - A parking garage will cover most of the first floor footprint of the project site, of which the majority will be located below the street surface as a result of the sloping topography between Pineapple and Highland Avenues. The first floor facing Highland Avenue, which will technically be the second floor, also due to the topography, will contain a portion of the reception area for the hotel and conference/meeting facility, the access point for the museum, and the retail component. The meeting/conference facility will occupy the majority of the Highland Avenue street level floor (technically the second floor) and the third floor. The museum and the hotel room tower will share floors four through six, and the hotel rooms will occupy the remaining floors. The rooftop may be developed as a garden, observation site, event location, or other use.
 - A landscaped pedestrian walkway will be constructed following Bud Yeager Drive from Highland Avenue
 proceeding through a breezeway under the conference center, crossing Pineapple Avenue, and arriving at a
 park with a fountain adjacent to the waterfront (see "Additional Components" below). Access will be
 provided from the fountain to a waterfront walkway, which will connect Pineapple Park to a park at the
 south side of the causeway.
- **Site Two** will include the properties surrounded by St. Clair Street to the south, Highland Avenue to the east, Creel Street to the north, and Guava Avenue to the west, exclusive of St. Paul's United Methodist Church. The project area contains 2.8 acres, providing a total of 122,000 square feet. Assuming a maximum lot coverage of 90%, a loss factor of 10% of developable space as unusable, and a facility of seven floors, the site has the potential to produce approximately 692,000 square feet of useable space. Plans for Site Two include:



- A new surface parking lot with a capacity of 330 spaces. The lot will serve the museum, civic center, St. Paul's United Methodist Church, and as parking for customers of area businesses.
- Additional components of the catalyst project are:
 - An integrated and **shared parking system**, whereby the Civic Center, Museum of Art and Science, hotel, meeting/conference facility, Conchy Joe's Restaurant, and the new office and retail space will have dedicated parking. Free or low cost parking will be available to the general public for use by other area establishments, including all local businesses, the library, St. Paul's United Methodist Church, and other destinations such as the waterfront park, civic events, and so on.
 - A potential new 115,000 square foot office building, to be built at the unoccupied property bordered by Eau Gallie Boulevard, Montreal Way, Pineapple Avenue, and the causeway. Retail space may be located on the first floor the structures. This will be a private undertaking that, with the concurrence of the vested parties, may be integrated into the proposed project.
 - A new, five-floor, 500-space parking garage located on the currently unoccupied lot situated between Eau Gallie Boulevard and Montreal Way, adjacent to the north side of Pineapple Avenue. The structure may include up to 15,000 square feet of retail space on the first floor. While the retail component would reduce the number of parking spaces as presented, an additional two levels of parking can be accommodated. As with the previously noted development, this will be a private undertaking that, with the concurrence of the vested parties, may be integrated into the proposed project.
 - A landscaped walkway along Highland Avenue, connecting the Museum and Civic Center to the new walkway along Bud Yeager Drive.
 - A landscaped walkway along Pineapple Avenue, commencing at the southern portion of the St. Paul's United Methodist Church property and proceeding to Montreal Way, with access spurs into Pineapple Park, the new waterfront park north of the causeway, and onto the enhanced waterfront walkway running from the north side of the causeway to the south side of the causeway.
 - An improved park situated on the south side of the causeway, between Montreal Way and the shoreline.
 - A new gateway park at the terminus of the causeway on the currently vacant triangular property owned by the Florida Department of Transportation.



IV. Market Feasibility

This section conveys the results of our market feasibility analysis for the catalyst project by identifying market orientation and providing an overview of the lodging and conference/meeting markets.

A. Market Orientation

The Eau Gallie hotel and meeting/conference facility will primarily serve the business market, and, as is typical of such operations, also accommodate other markets. These secondary markets will include interests that typically book both event space and occupy hotel rooms. For example, local, regional, and statewide organizations, associations, governmental units, institutional entities (i.e., educational, medical, religious), and fraternal groups. In addition, trade shows, presentations, civic affairs, and social and special events will also patronize the meeting/conference facility, while tourists and visitors to the area will frequent the hotel. However, to reemphasize, corporate services will be the principal market served by the facility, and as such, the facility will be specifically designed to effectively address this market. While the facility will have the capacity to accommodate the non-corporate sectors noted above, the facility will not be structured as multi-use or flex space.

While tourism and leisure activities are often identified with the Space Coast and surrounding region, the corporate market, particularly in the high technology sector, represents a strong and growing component of this area. The 31 largest employers in the area (Table 1), representing close to 69,000 employees, provides a significant and diverse base of businesses and public entities, virtually all of which are affiliated with expanding markets. All of the members on the list, and many hundreds of other businesses, public and quasi-public interests, and organizations in the region have regular needs for high quality meeting and conference space.



	Table 1	
	Brevard County Top 31 Non-Retail Employers	5
1	Patrick Air Force Base/45th Space Wing	
	(figure includes 10,608 subcontractors)	16,280
2	School Board of Brevard County	7,918
3	United Space Alliance	6,000
4	Health First	5,261
5	Harris Corporation	5,000
6	The Boeing Corporation	2,500
7	Brevard Board of Co. Commissioners (Co. Gov.)	2,500
8	Wuesthoff Health Systems	1,879
9	Brevard Community College	1,842
10	NASA	1,775
11	Sea Ray Boats	1,603
12	Northrop Grumman J-Stars	1,600
13	Space Gateway Support	1,508
14	Rockwell Collins	1,460
15	Intersil Corp. (formerly Harris Semi-Conductor Grp.)	1,430
16	Parrish Medical Center	1,050
17	Dictaphone	950
18	Lockheed Martin Astro Launch Operations	865
19	Delaware North Parks	759
20	MIMA/Med Partners	756
21	MC Assembly	712
22	Excell Agent Services	705
23	CSR Computer Sciences Raytheon	700
24	Florida Institute of Technology	700
25	Cape Publications	640
26	Johnson Controls	500
27	Nokia Products	489
28	TYCO Printed Circuit Group	447
	(formerly Advanced Quick Circuits)	
29	C-Mack Industries Inc. (formerly Honeywell)	440
30	Sverdrup Technologies-Cape Canaveral	365
31	Space Coast Credit Union	295
	TOTAL	68.929

Source: Economic Dev. Comm. of Florida's Space Coast, Hunter Interests Inc.



- Orientation/Service Capacity The proposed Eau Gallie facility will be designed and operated to serve the corporate sector, a critical component to effectively penetrating and growing this market. As such, it will be specifically planned to serve business needs, have the necessary equipment and technology, provide appropriate amenities, and be supported by a highly trained staff dedicated to meeting the needs of corporate clients. This orientation is significantly different than the primarily tourist and multi-use approach used by all of the hotels and their affiliated meeting space, as well as those locations that are promoted as conference facilities (i.e., Imperial's Hotel and Conference Center in Melbourne, the Dr. Kurt H. Dubus Conference at the Kennedy Space Center), and general use character of the other meeting locations (i.e., the various Brevard Community College sites, Cocoa Civic Center, Cocoa Expo and Sports Center, Melbourne Auditorium, Melbourne Civic Center, etc.). In terms of hotel rooms, the proposed facility will cater to the upper-end traveler, thus lower-priced accommodations (i.e., budget motels) are generally not considered competitive as they serve other markets.
- Size The proposed meeting/conference facility will encompass approximately 100,000 square feet, thereby providing the capacity to accommodate groups of up to about 2,500 attendees. This size market is currently not served in the Melbourne metropolitan area nor the Space Coast region in terms of addressing corporate needs.

It is important to note that a new hotel and conference/meeting facility will enhance the marketability, capacity, and draw of the Melbourne region, thereby increasing the overall number of people (and dollars) attracted to the area. This will result by increasing the quantity of quality space available for accommodations and events, adding a new sector (dedicated business) to the market, and improving the attractiveness of Eau Gallie, which has the potential to become a new destination for area residents and tourists.

B. Market Analysis

The market analysis identifies hotels and meeting/conference facilities with the potential to impact the proposed Eau Gallie hotel and meeting/conference project. The competitive designation derives from a given facility's capacity to penetrate the customer base of an Eau Gallie facility. The Market Area, that is the geographic region wherein potential customers may consider one facility over another, with Eau Gallie as the focal point, is comprised of the area located between Titusville to the north of Melbourne, Palm Bay to the south, Interstate 95 to the west, and the Barrier Island to the east. We have evaluated this market in terms of its prospective impact on the proposed hotel and conference/meeting facility in Eau Gallie.



A listing of all hotels and motels with 20 or more rooms in the Market Area is presented in Table 2. While additional overnight accommodations are available in the Market Area, they are not considered relevant to this analysis as they serve different markets (i.e., limited service small facilities, apartment units, seasonal rentals, campgrounds, etc.). A total of 80 properties were identified in the Market Area, containing a total of 8,537 rooms as of February 2001, ranging in size from 20 to 501 rooms. The largest number of properties (37) have fewer than 100 rooms, followed closely by properties (36) containing 100 to 199 rooms, a limited number of establishments (6) had 200 to 300 rooms, and the remaining property had 501 rooms. The properties are concentrated in Melbourne and Cocoa Beach, each with 21 establishments. The remainder of the hotels and motels are located in Titusville (11), Cocoa (8), Palm Bay (4), Indialantic (7), Cape Canaveral (3), Satellite Beach (2), Indian Harbor (1), Melbourne Beach (1), and Merritt Island (1).

All of the hotels promote themselves as tourist accommodations, serving destinations such as the beach, Kennedy Space Center, Cape Canaveral, natural attractions, Cocoa Village, and golf opportunities. As is typical of an established tourism destination, property ownership is represented by both independently operated and franchise interests. The market orientation varies from budget motels, to higher priced hotels and resorts. The entire inventory of large establishments (150-rooms and greater) is oriented to the tourism market, as are virtually all of the other hotels, motels, and resorts. The balance of the accommodations, principally the motels located near major roadways, target a transient population such as travelers seeking a single night room as they pass through the area, businesspersons looking for basic accommodations, and price-sensitive tourists.

Our market scan identified 29 hotel and motel properties containing meeting space (Table 3), with four of the sites housing 5,000 square feet or more (the largest location supported 8,000 square feet). While most of the properties advertise meeting and convention space, and several provide noteworthy business-oriented facilities and services (see "Primary Facilities" section below), the fact remains that these sites are mixed use and/or flexible spaces oriented to social events and vacationers. Thus, their capacity to develop the business meeting and conference market is inadequate, which is further compounded by their limited size.

HUNTER INTERESTS

INCOŘPORATED

Table 2 M elbourne Area	a Hotels	
Property	City	Rooms
Three Oaks Motel	Titusville	20
Days Inn Kennedy Space Center	Titusville	14.
Best Western Space Shutt	Titusville	12:
Ramada Inn Kennedy Space	Titusville	124
Lucks Way Inn	Titusville	118
Riverside Inn	Titusville	104
Royal Oak Resort	Titusville	2
Indian River Inn	Titusville	10-
Holiday Inn Kennedy Space Center	Titusville	11
Highway Inn	Titusville	11
Budget Motel	Titusville	7
Radisson Resort at the Port	Cape Canaveral	28
Royal Mansions	Cape Canaveral	10
Cape Winds Resort	Cape Canaveral	6
Inn at Cocoa Beach	Cocoa Beach	5
Clarion Kennedy Space Center Area		12
Spacecoast Inn	Cocoa	5
Days Inn Cocoa	Cocoa	11
Super 8 Cocoa	Cocoa	5
Marlin Motel	Cocoa	2
Ramada Inn Cocoa	Cocoa	9
Best Western Cocoa Inn	Cocoa	12 8
Budget Inn	Cocoa	
Econolodge Space Center	Cocoa	15
Silver Sands Motel	Cocoa Beach	2
Ocean Landing Resort	Cocoa Beach	22
Ocean Suites Hotel	Cocoa Beach	5
Howard Johnson Express Inn	Cocoa Beach	6
Hampton Inn Cocoa Beach	Cocoa Beach	15
Anthonys on the Beach	Cocoa Beach	2
Holday Inn Express & Suites	Cocoa Beach	6
Courtyard Cocoa Beach	Cocoa Beach	13
Econolodge Cocoa Beach	Cocoa Beach	12
Holiday Inn Oceanfront	Cocoa Beach	50
Hilton Inn Cocoa Beach	Cocoa Beach	29
DoubleTree Oceanfront Hotel	Cocoa Beach	14
Motel 6 Cocoa Beach	Cocoa Beach	15
Weakulla Motel	Cocoa Beach	11
Comfort Inn & Suites Resort	Cocoa Beach	14
Fawlty Towers Motel	Cocoa Beach	3
Days Inn Cocoa Beach	Cocoa Beach	10
Best Western Oceanfront	Cocoa Beach	18
Cocoa Beach Oceanside Inn	Cocoa Beach	7
Luna Sea B & B Motel	Cocoa Beach	4
	Subtotal	504

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$\underset{\text{I N C O R P O R A T E D}}{\textbf{HUNTER INTERESTS}}$

Table 2, conti Melbourne Area		
Property	City	Rooms
Days Inn Space Coast Satellite Bch.	Satellite Beach	104
Ramada Inn Oceanfront Resort	Satellite Beach	108
Travelodge Indian Harbor	Indian Harbor	78
Suburban Lodge Melbourne	Melbourne	132
Holiday Inn Melbourne Riverfront	Melbourne	100
Best Western Harborview	Melbourne	122
Rio Vista Motel	Melbourne	28
Hilton Inn at Melbourne Airport	Melbourne	237
Riverside Inn	Melbourne	50
Super 8 Melbourne	Melbourne	55
Harbour Suites	Melbourne	51
Radisson Suite Hotel Oceeanfront	Melbourne	167
Holiday Inn Melbourne Oceanfront	Melbourne	295
Studio Plus Melbourne	Melbourne	84
Holdiay Inn Express Melbourne	Melbourne	68
Hampton Inn Melbourne	Melbourne	66
Days Inn Melbourne	Melbourne	165
Howard Johnson Melbourne	Melbourne	119
Travelodge Melbourne	Melbourne	46
Ramada Limited Melbourne	Melbourne	97
Courtyard Melbourne	Melbourne	146
Colonial Motel	Melbourne	58
Baymont Inns & Suites Melbourne	Melbourne	102
Imperial's Hotel & Conf. Center	Melbourne	127
Casablanca Inn	Indialantic	34
Budget Inn	Indialantic	26
Hilton Inn Melbourne Bch. Oceanfront	Indialantic	118
Quality Suites Oceanside	Indialantic	208
Oceanside Motel	Indialantic	24
Beach House Motel	Indialantic	20
Tuckaway Shores Resort	Indialantic	31
Sea Dunes Resort	Melbourne Beach	25
Jameson Inn Palm Bay	Palm Bay	68
Ramada Inn Conf. Ctr. Palm	Palm Bay	9(
Days Inn Space Coast	Palm Bay	122
Hotel 6 Palm Bay	Palm Bay	118
	Page 2 total	3489
	Page 1 total	<u>5048</u>
	Total	8537

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Table		
Melbourne Area Me	eeting Facilities	
		Largest
Hotel/Motel	Location	Configuration (sf
Best Western Cocoa Inn	Cocoa	2,800
Best Western Harborview	Melbourne	1,450
Best Western Oceanfront Resort	Cocoa Beach	600
Best Western Space Shuttle Inn	Titusville	16 persons
Clarion Hotel Kennedy Space Center	Merritt Island	4,435
Comfort Inn Suite Resort	Cocoa Beach	4,654
Courtyard by Marriott - Cocoa Beach	Cocoa Beach	950
Courtyard by Marriott - Melbourne	Melbourne	673
Days Inn Kennedy Space Center	Titusville	1,600
Double Tree Oceanfront Hotel	Cocoa Beach	1,578
EconoLodge Resort Cocoa Beach	Cocoa Beach	670
Hampton Inn Cocoa Beach	Cocoa Beach	730
Hilton Cocoa Beach	Cocoa Beach	4,20
Hilton Melbourne Airport	Melbourne	6,43
Hilton Melbourne Beach Oceanfront	Indialantic	3,500
Holiday Inn Cocoa Beach Resort	Cocoa Beach	5,512
Holiday Inn Express	Cocoa Beach	322
Holiday Inn Kennedy Space Center	Titusville	1,89
Holiday Inn Oceanfront Resort	Indialantic	4,420
Imperial Comfort Hotel & Conference Center	Melbourne	5,400
Quality Suites Oceanfront Hotel	Indialantic	1,57:
Radisson Resort at the Port	Cape Canaveral	8,00
Radisson Suite Hotel Oceanfront	Indialantic	2,88
Ramada Inn & Suites Kennedy Space Center	Titusville	2,030
Ramada Inn Kennedy Space Center - Cocoa	Cocoa	1,500
Ramada Inn Palm Bay	Palm Bay	76
Ramada Inn Oceanfront Resort	Satellite Beach	2,100
Super 8 Motel - Cocoa	Cocoa	1,500
The Inn at Cocoa Beach	Cocoa Beach	35 person
Public/Civic Facilities		
Brevard Community College	Cocoa	Variou
Brevard Community College	Melbourne	Variou
Brevard Community College	Palm Bay	Variou
Brevard Community College	Titusville	Variou
Cocoa Civic Center	Cocoa	4,350
Cocoa Expo & Sports Center	Cocoa	25,000
Eau Gallie Civic Center	Melbourne	8,500
Kennedy Space Center Visitor Complex	Cape Canaveral	1,97
Melbourne Auditorium	Melbourne	8,96

Source: Hunter Interests Inc.



The market scan also identified 10 public/civic facilities with meeting space (see Table 3) and "Primary Facilities" section below). As with the hotel/motel meeting locations, the capacity of these facilities to provide cutting edge, full-service and dedicated business-oriented facilities, professionally trained personnel, food services, and amenities are limited.

In addition to the hotel/motel/resort and meeting/conference facilities and the public/civic locations, a third source of meeting and conference space exists within individual business operations. Based on discussions with knowledgeable personnel and a sample survey of several of the largest high technology businesses in the area, it is estimated that about 30% of the major (non-retail) enterprises contain some type of formal internal meeting and/or conference facilities. These spaces vary considerably in quality and capacity (size, technology, functionality, etc.) and are rarely, if ever, made available to non-affiliated interests. Our survey of the above noted high technology businesses found a strong interest in the development of a new business-quality hotel and affiliated high technology conference center. In addition, both large and small businesses of all types often require function space that is beyond what in-house facilities, if any, may be available. Examples of off-site meeting and conference requirements that were noted by the surveyed high technology companies included: customer and staff training and presentations; conferences and meetings; luncheons and dinners; and the hosting of non-local customers, senior management and other employees, and colleagues. In addition, multiple large events occur annually that are related to the space program and the regional military installations, and by association, many of the businesses in the Melbourne area. The availability of a businesses hotel and meeting/conference facility in Eau Gallie will greatly enhance the opportunity for local businesses to receive greater benefits from these activities.

C. Accommodations Performance

A review of historical trends for the market area during the 1995 to 2000 period is illustrated in Table 4. The data reveals a stable market capable of absorbing a moderate quantity of growth in the number of rooms. The occupancy rate remained close to 60%, despite 605 new rooms becoming available. These new rooms represent an increase of 170,500 in the room supply ("room supply" is calculated by multiplying the number of rooms by the number of days in a given period). It should be noted that the seasonal nature of the market, due to its orientation towards tourism, provides for annual fluctuations in occupancy rates. During the January through April period, the rates typically peak at over 80%, and during December the figure drops into the mid-40% area.

HUNTER INTERESTS

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							Table 4						
					Marke Palm B	et Area Accol ay - Titusvill	Market Area Accommodations Historical Trends Palm Bay - Titusville, FL Market Area, 1995 - 2000	istorical Tr Area, 1995 -	ends 2000				
	Occupa	Occupancy Rate	Room	Room Rate	RevPAR	AR	Room Supply	plly	Room Demand	nand	Room Revenue	enne	Rooms
Year	%	% Change	(\$)	% Change	(\$)	% Change		% Change	,	% Change		% Change	(Dec. count)
1995	0.09	0.5	53.47	2.5	32.08	3.0	2,841,729	0.1	1,704,781	9.0	91,158,845	3.1	7,801
1996	59.1	-1.5	55.91	4.6	33.03	3.0	2,865,263	8.0	1,692,436	-0.7	94,626,822	3.8	7,833
1997	61.1	3.4	61.16	9.4	37.40	13.2	2,861,976	-0.1	1,749,880	3.4	107,026,185	13.1	7,848
1998	59.3	-2.9	64.83	0.9	38.42	2.7	2,865,616	0.1	1,698,321	-2.9	110,096,788	2.9	7,962
1999	60.2	1.5	66.18	2.1	39.84	3.7	2,942,270	2.7	1,771,102	4.3	117,205,848	6.5	8,048
2000	61.3	1.8	69.41	4.9	42.53	8.9	3,012,246	2.4	1,845,727	4.2	128,113,169	9.3	8,406
Average	60.2	0.5	61.83	4.9	37.22	5.4	2,898,183	1.0	1,743,708	1.5		6.5	
% Change '95-'00	2.17%		29.81%		32.57%		%00.9		8.27%		40.54%		7.76%
Number Change	ıge												
.62-,00							170,517		140,946		36,954,324		909
Note: RevPA	R - Revenu	Note: RevPAR - Revenues produced per available room	er available ro	om.									

Note: RevPAR - Revenues produced per available room.

Room Supply - Total number of rooms available multiplied by the number of days in a given year. Room Demand - Total number of rooms occupied for the given year.

Room Revenue - Total revenues generated from all rooms for the given year.

Source: Smith Travel Research, Hunter Interests Inc.



Three notable areas of performance growth occurred over the evaluated period: (1) the room rate charged to guests grew by 30%; (2) the revenues produced per available room increased by 33%; and (3) the total revenues generated from all of the available rooms rose by 41%. While these figures represent an aggregate for the entire market area (27% of the rooms contain Melbourne addresses), they do point to a market that is responding to an increased demand.

According to data provided by the Florida Space Coast Office of Tourism, the January 2001 ADR (average daily rate) for Melbourne/Palm Bay was \$71.68, a 9.3% increase over the 2000 figure of \$65.60 (January is the commencement of the high demand period, pushing room rates up). The December 2000 ADR for Melbourne/Palm Bay was \$67.88, representing 4.4% more than the 1999 \$65.00 rate (December typically reports the lowest occupancy rate, resulting in discounted prices). These increases are noteworthy, showing a capacity to absorb both rate and room inventory growth. However, from the perspective of developing a new hotel, these rates are on the low side.

Two additional factors relative to the accommodations market are noteworthy:

- RevPAR (the revenue generated per available room) has been steadily increasing at a considerable rate (a highly encouraging indicator when considering new hotel construction). RevPAR grew by close to 33% between 1995 and 2000, from \$32.08 to \$42.53.
- Overall data from January and February of 2001 is promising, posting increases over the previous year in all categories (Room Rate 5.6%, RevPAR 5.0%, Room Supply 5.2%, Room Demand 4.6%, and Room Revenue, a highly impressive 10.5%) except for a 0.6% decrease in the occupancy rate.

A more localized review of historical trends for the Melbourne-Palm Bay area accommodations market during the years 1997 to 2000 is delineated in Table 5. The figures point to a reasonably strong and stable market that is capable of absorbing growth, as is indicated by the positive changes in ADR and RevPAR, and a slight rise in the occupancy rate. The data for the Melbourne-Palm Bay area cannot be directly compared to the overall Market Area data due to slightly different calculation methods employed by the two different sources of data that were used (Smith Travel Research for the Market Area and Florida's Space Coast Office of Tourism for the Melbourne-Palm Bay area). However, with the preceding caveat in mind, it is possible to draw a general comparison between the two areas. This comparison points to a trend wherein the Melbourne-Palm Bay area realized a higher growth rate than the Market Area for occupancy (5.1% versus 0.33%), ADR (16.6% as opposed to 13.49%), and RevPAR (22.6% compared to 13.72%).



	L	oca	ıl Area A	T Accommo M elbour	da			Tr	ends		
			Yea	r to Date	Γh	rough D	ecember				
				% Chg.			% Chg.			% Chg.	% Chg.
	1997		1998	'97-'98		1999	'98-'99		2000	'99-'00	'97-'00
Occupancy	61.2%		63.2%	3.3%		64.4%	1.9%		64.3%	-0.2%	5.1%
Average Daily Rate	\$ 60.65	\$	67.14	10.7%	\$	68.30	1.7%	\$	70.69	3.5%	16.6%
RevPAR	\$ 37.10	\$	42.42	14.3%	\$	43.98	3.7%	\$	45.48	3.4%	22.6%

Source: Florida's Space Coast Office of Tourism, Hunter Interests Inc.

D. Primary Facilities

This section profiles the primary hotels with meeting/conference facilities and the principal public/civic event facilities in the market area. A threshold of a minimum of 5,000 square feet of meeting/conference space was used for the hotels, providing accommodations for a maximum of approximately 600 attendees in a theater configuration (the highest density layout). Among other considerations, the ability to serve a meeting and conference market requires other seating arrangements, such as classroom and U-shaped, which generally reduce the number of attendees that can be accommodated in a theater setting by about 35%. All of the hotels noted below are full service with standard amenities (i.e., restaurant(s), swimming pool, bar(s), etc.). Data and other information for the following list was comprised from the Florida Space Coast Office of Tourism, Smith Travel Research, and the Melbourne-Palm Bay and the Beaches Convention & Visitors Bureau. The meeting space size noted is the largest configuration available at the given locations.

- **Hilton Melbourne Airport** (200 Rialto Place, Melbourne) is a full service hotel with 240 rooms and 12,000 square feet of meeting space that can accommodate up to 650 persons in multiple rooms of varying sizes.
- Holiday Inn Cocoa Beach Resort (1300 North Atlantic Ave, Cocoa Beach) is the largest hotel on the Space Coast, with 500 rooms, including standard and executive level guestrooms, ocean villa suites and townhouse-style lofts. Multiple meeting rooms are available, including two ballrooms of 5,500 square feet and 4,000 square feet, which can host up to 650 and 400 persons each respectively. Also available are four boardrooms for meeting needs.



- **Holiday Inn Melbourne Oceanfront** (2605 North A1A Highway, Indialantic) is a recently renovated 239-room hotel that provides over 8,000 square feet of flexible meeting space and a 4,800 square foot penthouse with oceanviews that can function as a hospitality or reception area. The ballroom has a top capacity of 500 persons.
- Imperial's Hotel and Conference Center (8298 North Wickham Rd., Melbourne) contains 127 rooms, 5,400 square feet of flexible meeting space that can serve up to 450 guests, and a business center. Approximately 75% of weekday events are corporate, with social, convention, medical, and computer show business representing the balance of users. Social events represent close to 90% of weekend activities, with occasional convention activity taking place. Corporate meeting sizes range from 25 to 50 delegates, while banquets typically serve between 50 and 100 persons. Corporate events generally last between one-half and one full day, and primarily attract businesspersons from the Melbourne metropolitan area, and, to a lesser degree, from the affiliated offices of area companies located in the west and mid-west.
- Radisson Resort at the Port (8701 Astronaut Boulevard, Cape Canaveral) provides 284 rooms and the largest conference center on Florida's Space Coast. The resort contains 10,000 square feet of multi-use space in multiple rooms with an ability to host up to 1,000 people at a given event. Corporate meetings are the primary users of the facility during the week, ranging in size from 200 to 400 participants. Banquets and other social events of 150 to 400 occupy the resort on the weekend. The typical corporate event is three days in duration and attracts participants from the Melbourne region and nationally.
- **Brevard Community College Campuses** is a community college system with four campuses (Cocoa, Melbourne, Palm Bay, and Titusville), each providing an array of spaces, including gymnasium, cafeteria, classroom, auditorium, the King Center for the Performing Arts, and other locations. The largest facility is the 14,000 square foot gymnasium in Melbourne.
- Cocoa Civic Center (430 Delannoy Avenue, Cocoa) is a public facility with the largest room containing 4,536 square feet, which can hold up to 600 persons. Weddings account for about 50% of the activity at the Center, civic meetings generate another 25%, and, with the exception of about 12 business events per year (mostly full-day retreats of 9 to 15 participants), the balance of utilization involves the City of Cocoa for municipal-related administrative, training, and related functions. Banquets typically attract between 100 and 200 diners. Virtually all of Center attendees reside in the City of Cocoa, or central Brevard County or closer.



- Eau Gallie Civic Center (1551 Highland Avenue, Melbourne) is a 23,000 square foot multi-use civic facility designed primarily to serve community needs. The meeting room contains 8,500 square feet and has a maximum capacity of 500 guests. Space is available for classes, sports activities, meetings, special events and rentals. A gymnasium, two multi-purpose rooms, and a kitchen are also available. The Center is primarily used by Melbourne- area residents for classes, basketball, and social events. The Center is also used by businesses (both locally based and from as far away as central Florida) for meetings ranging in size from 25 to more than 250. Both the social events and business meetings typically last for a few hours.
- Melbourne Auditorium (625 East Hibiscus Boulevard, Melbourne) supports over 20,600 square feet of usable space including a stage area, main hall, four partitioned meeting/banquet rooms and large lobby that can hold over 1,300 patrons. Trade shows are the most common use, representing about 70% of the events, followed by banquets (20%), and dances (10%). There are three to four corporate events per year with an attendance of about 800 persons each, while the average banquet attracts 600 diners. With the exception of trade shows, which typically last two days, events last one day or less. It is estimated that 80% of visitors are from the Melbourne metropolitan area, with the balance originating in other Florida locations, New York, Massachusetts, Maryland, and New England.

E. Market Findings

Based on survey data and information prepared by HII, and the integration of existing data from other sources, the following trends have been identified:

- Market Activity The larger hotels in Melbourne and Cocoa Beach (i.e., Radisson, Hilton, Holiday Inn) are the principal locations for conference activity in Brevard County. All of the hotels in the Market Area pursue tourist-related business as their principal market followed by social events (i.e., banquets, weddings, etc.), with limited corporate, commercial, group (i.e., associations, fraternal, etc.), or trade show activity. Due to the relatively small size of the meeting facilities and limited corporate-oriented facilities and services available, the meeting and conference market is underdeveloped.
- Conference Demand Virtually all local and regional tourism officials reported strong demand for group business from traditional sectors, and frustration with the inability to book these meetings due to the lack of adequate facilities. Furthermore, they are frustrated by the low priority given to group business by hotels with conference facilities. In addition, a survey of area high technology businesses found clear interest in the development of a quality hotel and an affiliated high technology conference center. Further supporting this finding were statements of support from representatives of the Melbourne-Palm Bay Area Chamber of Commerce and members of the Melbourne area business community. In summary, demand potentials are strong, and the lack of adequate conference facilities at virtually all sizes and price points is clear.

¹ FL Space Coast Office of Tourism, Brevard County Tourist Development Council, Melbourne-Palm Bay Area Chamber of Commerce, Smith Travel Research, and Claritas Inc.



• Ignored Market Segments — Beyond the corporate market sector, major segments of normal group business demand are being ignored. The most glaring void is the almost complete ambivalence in the local industry toward State associations. Florida has a much larger complement of associations than most states, with hundreds of meetings scheduled monthly throughout the State. While certain meetings are booked in Orlando hotels due to association membership and Orlando attractions, only a small number of these meetings even go into the Orlando market. This market segment represents a large and potentially lucrative opportunity for a quality conference center/hotel in Eau Gallie. A telephone survey of several large associations confirmed willingness to utilize a hotel and conference center on the Brevard County coast. An additional sector that is not fully developed in the Melbourne area is the large events market that is affiliated with the space program (i.e., the Space Congress which attracts 10,000 to 15,000 delegates, the Florida Space Launch Symposium, trade shows, and so on). While the communities adjacent to the Kennedy Space Center and Cape Canaveral clearly have a locational advantage, the large number of space-related and high technology businesses in the Melbourne area can serve as a powerful attraction for a segment of this market. In addition, Eau Gallie is close enough to the Kennedy Space Center and Cape Canaveral to serve as an overflow location for space-affiliated events.

With a new alternative to Orlando, the nearby waterfront, and a revitalized central business district, Eau Gallie has the potential to tap into these markets. The urban destination is a sought after concept that is imitated at Disney's Main Street USA and at multiple suburban shopping centers, is evidenced by the success of downtown locations ranging from Cocoa Village to Chicago, is part of the national trend of a movement back to cities, and is supported by the success of New Urbanism developments throughout the world.



V. Financial Feasibility Analysis — Hotel

The proposed combination of components, profit centers, and adjacent and nearby uses will position the hotel and meeting/conference facility to penetrate and build the corporate meeting and conference markets, as well as serving as a catalyst to promoting quality development in Eau Gallie. The facility will also augment the local and regional tourism markets, and serve the needs of the association, organizational, institutional, civic, fraternal, social, and presentation markets. Based on the above noted model, our market research, experience with similar facilities in comparable markets, and hands-on understanding of the needs of equity partners, developers, and operators, we have prepared a financial pro forma that is presented on the subsequent pages. It should be noted that the figures we have applied are realistic, yet conservative. Financial references are in current dollars.

For the purposes of this analysis we are assuming the following:

- The hotel and the meeting/conference facility will each be developed and operated independently. It is likely that financial performance will be enhanced through a combined operation that integrates both enterprises into one venture. However, this option will remain as a future potential for this analysis.
- We have assumed separate management, revenue, and cost centers for each development component to more clearly define the financial feasibility of each. Certain efficiencies may be gained by combining operations, and/or constructing many or all project components under a program executed by a single master developer. Therefore, our financial projections may be considered conservative.

The model presented does not include a "land acquisition" value. The analysis provides for a Residual Land Value of \$2.4 million, which can be applied to the purchase of property. However, this will decrease the marketability of the project due to higher up-front costs that will need to be incurred by the developer. Our approach assumes that the three private owners of the properties on which part of the development and park area will be located will prefer to receive the higher rate of return as active or passive equity partners in the project versus the value that their respective properties will garner as independent lots. These individuals will realize added value to their interest as equity partners from the critical mass created by aggregating multiple properties, significantly increasing the density and scale of development, and the almost certain to be higher dollar value project that can be created.



They will also achieve an enhanced return on their properties by receiving benefits created by the residual value generated by incorporating land currently used solely by the Civic Center and the area occupied by Bud Yeager Drive. It is also assumed that the Museum and Civic Center, both of which stand to benefit from the project, will either donate their land or also become equity partners in the initiative. Finally, it is assumed that the City of Melbourne will dedicate Bud Yeager Drive, with development restrictions if necessary, to the project.

- The hotel will encompass 147,500 square feet, comprised of 250 rooms with an average size of 500 square feet per room. We have applied a factor of 18.0% to compensate for operational and non-room space requirements (i.e., restaurant, bar, elevator shafts, hallways, mechanical rooms, laundry, kitchen, etc.).
- The costs associated with developing the parking component are not included. This element will likely be a private/public venture, but may be wholly private, depending on the structure of the financial program.

A. Revenues (Table 6)

1. Room Revenues

Revenue projections are based on an average occupancy rate of 55% in the first year, increasing to 60% in the second year, growing to 65% in the third year, stabilizing at 70% in the fourth year, and reaching full potential at 75% through year 10 of the analysis.

We have based our projections of average room rates on the demand created by corporate meeting attendees and others seeking a good quality, full service hotel. Thus, these figures represent a blend of providing accommodations to overnight guests from the corporate and other events-related markets (i.e., associations, organizations, etc.), as well as tourists. Further, we have applied room rates reflective of non-beachfront properties. We have assumed an average daily room rate of \$72 in the first year, increasing at a gradual rate to \$90 at stabilization. We project a maximum rate of \$110 in years 6 through 10. This range of room rates would place the hotel in a competitive pricing position in the early years, and build toward an increasingly profitable schedule as it and the meeting/conference facility become established in the market.

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			Eau G	Table 6 Eau Gallie 250-Room Hotel	m Hotel					
Net Operating Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues: Number of Rooms Average Annual Occupancy	250 55%	250	250	250 70%	250 75%	250 75%	250	250 75%	250 75%	250 75%
Annual Occupied Room Nights Average Room Rate	50,188 \$72	54,750 \$77	59,313 \$84	63,875 \$90	68,438	68,438 \$110	68,438 \$110	68,438 \$110	68,438 \$110	68,438
Annual Room Revenue	\$3,613,500	\$4,215,750	\$4,982,250	\$5,748,750	\$6,706,875	\$7,528,125	\$7,528,125	\$7,528,125	\$7,528,125	\$7,528,125
Other Revenue: Food & Beverage Telephone & Other	\$1,951,290 \$361,350	\$2,276,505 \$421,575	\$2,690,415 \$498,225	\$3,104,325 \$574,875	\$3,621,713 \$670,688	\$4,065,188 \$752,813	\$4,065,188 \$752,813	\$4,065,188 \$752,813	\$4,065,188 \$752,813	\$4,065,188 \$752,813
Other Revenue	\$2,312,640	\$2,698,080	\$3,188,640	\$3,679,200	\$4,292,400	\$4,818,000	\$4,818,000	\$4,818,000	\$4,818,000	\$4,818,000
Total Gross Revenue	\$5,926,140	\$6,913,830	\$8,170,890	\$9,427,950	\$10,999,275	\$12,346,125	\$12,346,125	\$12,346,125	\$12,346,125	\$12,346,125
Annual Expenses: Departmental Expenses: Rooms Food & Beverage Telephone & Other	\$831,105 \$1,404,929 \$325,215	\$969,623 \$1,639,084 \$379,418	\$1,145,918 \$1,937,099 \$448,403	\$1,322,213 \$2,235,114 \$517,388	\$1,542,581 \$2,607,633 \$603,619	\$1,731,469 \$2,926,935 \$677,531	\$1,731,469 \$2,926,935 \$677,531	\$1,731,469 \$2,926,935 \$677,531	\$1,731,469 \$2,926,935 \$677,531	\$1,731,469 \$2,926,935 \$677,531
Total Dept. Expenses	\$2,561,249	\$2,988,124	\$3,531,419	\$4,074,714	\$4,753,833	\$5,335,935	\$5,335,935	\$5,335,935	\$5,335,935	\$5,335,935
Undist. Expenses Fixed Charges Replacement Rsrv. Tax Increment Financing Fund (TIFF)	\$1,481,535 \$237,046 \$118,523 \$98,968	\$1,728,458 \$276,553 \$138,277 \$98,968	\$2,042,723 \$326,836 \$163,418 \$98,968	\$2,356,988 \$377,118 \$188,559 \$98,968	\$2,749,819 \$439,971 \$219,986 \$98,968	\$3,086,531 \$493,845 \$246,923 \$98,968	\$3,086,531 \$493,845 \$246,923 \$98,968	\$3,086,531 \$493,845 \$246,923 \$98,968	\$3,086,531 \$493,845 \$246,923 \$98,968	\$3,086,531 \$493,845 \$246,923 \$98,968
Total Expenses	\$4,497,320	\$5,230,379	\$6,163,363	\$7,096,347	\$8,262,576	\$9,262,202	\$9,262,202	\$9,262,202	\$9,262,202	\$9,262,202
Net Operating Income Total Annual Revenues Total Annual Expenses	\$5,926,140 \$4,497,320 75.9%	\$6,913,830 \$5,230,379 75.7%	\$8,170,890 \$6,163,363 75.4%	\$9,427,950 \$7,096,347 75.3%	\$10,999,275 \$8,262,576 75.1%	\$12,346,125 \$9,262,202 75.0%	\$12,346,125 \$9,262,202 75.0%	\$12,346,125 \$9,262,202 75.0%	\$12,346,125 \$9,262,202 75.0%	\$12,346,125 \$9,262,202 75.0%
Net Operating Income Source: Hunter Interests Inc.	\$1,428,820	\$1,683,451	\$2,007,527	\$2,331,604	\$2,736,699	\$3,083,923	\$3,083,923	\$3,083,923	\$3,083,923	\$3,083,923

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2. Food and Beverage Revenues

We have based food and beverage revenues on the assumption that the hotel will offer a full service restaurant and bar, room service, and catering functions. Assuming a similar proportion of revenues from food and beverage as experienced at other hotels of this caliber, we have estimated them to be an amount equal to 54% of room revenues.

3. Telephone and Other Revenues

Revenues from this source will include telephone surcharges, gift shop sales, pay-per-view movies, personal services (i.e., laundry, massage, etc.), and basic business services (i.e., copying, faxing, computer services, etc.). Based on comparative operations elsewhere, we estimate revenues from this source would be an amount equal to approximately 10% of room revenue.

B. Expenses (Table 6)

1. Departmental Expenses

Room expenses include cleaning, laundry, maintenance, maid service, reservation and front desk staffing, and are estimated to be 23% of department revenues based on comparative operations.

Food and beverage expenses include the cost of food and beverages served to guests, payroll and related costs, and other direct expenses associated with obtaining, preparing, and serving meals. Based on industry statistics and the operating results of comparable hotels, we estimate food and beverage costs to be an amount equal to approximately 72% of revenues.

Telephone and other expenses are comprised of primary service costs including telephone and cable television networks, payroll for service providers, and other direct costs associated with obtaining and providing enhanced customer service choices. Based on the limited mark-up potential of communication services and the labor intensive nature of personal services rendered by this department, we estimate expenses would be approximately 90% of telephone/other revenues.

2. Undistributed Expenses

Undistributed expenses include administrative and general payroll costs, credit card commissions, legal and accounting fees, and miscellaneous administrative expenses. They also include marketing, payroll, and related expenses such as fees and costs of media advertising, entertainment, travel, and related expenditures. Based on comparative operations, we estimate that expenses in this category would be equal to approximately 25% of gross revenue.



3. Fixed Charges

Fixed charges such as utilities, water, and waste removal are estimated at 4% of gross revenues based on our development model and comparative data.

4. Replacement Reserve

Replacement reserve for fixed assets was estimated at 2% of gross revenues in keeping with current practices in the hospitality industry.

5. Tax Increment Financing Fund (TIFF)

The calculation used to project the annual flow of revenues into the TIFF (tax increment financing fund) from the hotel is based on 95% of the \$0.08 millage being applied to the assessed value of the property, with no increase factor applied over time. The TIFF revenues are presented as commencing on the first full year of operation and have not been reduced or discounted, nor have other incentives with the potential to reduce development costs been applied. The annual revenues to be applied to the TIFF are \$99,000, or \$990,000 over 10 years.

C. Net Operating Income Summary (Table 6)

Based on the application of the assumptions outlined above, we calculate that total annual expenses will amount to approximately 76.0% of total annual revenues during the first full year of operation, stabilize at about 75.0% in year four. NOI (net operating income) is expected to reach \$1.43 million in the first full year of operation, and increase to approximately \$2.00 million to \$2.33 million in the third and fourth years, stabilizing at \$3.08 million in year six.

D. Supportable Debt (Table 7)

Based on NOI in year four of \$2.33 million and a debt coverage ratio of 1:4, the project could afford debt service of approximately \$1.66 million annually. Assuming an 8% conventional loan and a term of 25 years, the supportable debt on the project would be approximately \$21.01 million.

HUNTER INTERESTS I N C O R P O R A T E D

	Ear	Table 7 Eau Gallie 250-Rooom Hotel Cash Flow, Supportable Debt, and Equity	ooom Hotel	Table 7 Cash Flow, Su	upportable D	ebt, and Equi	ity			
Project Cash Flow	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Operating Income Annual Debt Service	1,428,820 1,665,431	\$1,683,451 1,665,431	\$2,007,527 1,665,431	\$2,331,604 1,665,431	\$2,736,699 1,665,431	\$3,083,923 1,665,431	\$3,083,923 1,665,431	\$3,083,923 1,665,431	\$3,083,923 1,665,431	\$3,083,923 1,665,431
Annual Cash Flow	-236,611	\$18,020	\$342,096	\$666,172	\$1,071,268	\$1,418,492	\$1,418,492	\$1,418,492	\$1,418,492	\$1,418,492
Supportable Funds:										
Supportable Equity: Required Developer Return Supportable Equity	16.50% 3,026,655									
.0	2,331,604 1.4 1,665,431									
Loan Term (years) 25 Supportable Debt	17,981,732									
Total Supportable Funds Supportable Equity Supportable Debt	3,026,655 17,981,732	14% 86%								
Total Supportable Funds	21,008,387	100%								

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E. Supportable Equity (Table 7)

Based on annual cash flow after debt service and a required developer return of 16.5%, the hotel project could support an estimated \$3.03 million of private investment capital.

F. Total Supportable Funds (Table 7)

The estimated levels of supportable debt and equity shown above would create a debt/equity ratio of 86:14 and produce total supportable funds in the amount of \$21.00 million.

G. Residual Land Value (Table 8)

The residual land value is the difference between the total supportable funds and project costs (hard and soft costs, contingency, miscellaneous). This figure of \$2.40 million indicates the capacity to dedicate funds to the purchase of land. It should be noted that use of these funds reduces the return to investors and produces significant up front costs, thus making the project less attractive.

H. Contingency (Table 8)

We have applied a contingency factor of 5.0% totaling \$885,000 and a miscellaneous factor of 0.10% (\$18,000) to the total development cost.

I. Project Capital Costs (Table 8)

HII's capital cost projections are based on a facility with 250 rooms, and a building area of 147,500 square feet. We have assumed a construction cost (hard cost) of \$100 per square foot including \$75/sf. for the building itself and \$25/sf. for FF&E. We project soft costs equal to \$20 per square foot, which includes design and other professional fees, insurance, permits, etc. Based on these assumptions, total hard costs would be approximately \$14.75 million, and total soft costs would be approximately \$2.95 million, for a total development cost of \$17.70 million. With the added contingency and miscellaneous allowances the total cost is \$18.60 million, or \$126 per GSF (gross square foot).



		Table 8		
	Eau Gallie 250-	-Room Hotel Pr	oject Capital Costs	
		Project Capital Costs	Residual Land Value	
Land		40	G	
Acquisition Closing & Due Dilige	ence	\$0 \$0	Supportable Funds: Developer Equity	\$3,026,655
Offsite Improvements		\$0	Conventional Debt	\$17,981,732
Total Land Costs		\$0		
Construction (Hard Co	ata Day C.E.)		Total Supportable Funds	\$21,008,387
Construction (Hard Co Rooms	250		Project Costs	
Gross Building Area	147,500		Building Hard Costs	\$14,750,000
(Building Only)	\$75		Building Soft Costs	\$2,950,000
(FF&E Only)	\$25		Contingency	\$885,000
Total Cost Per Sf	\$100		Miscellanous	\$18,000
Total Hard Costs	\$14,750,000		Project Costs	\$18,603,000
Soft Costs			Residual Land Value	\$2,405,387
Building Area	147,500			
Cost Per SF	\$20			
Total Soft Costs	\$2,950,000			
Contingency (5.0%)	\$885,000			
Miscellanous	\$18,000			
Total Dev. Costs	\$18,603,000			
Costs Per GSF	\$126			

Source: Hunter Interests Inc.



V. Financial Feasibility Analysis – Meeting/Conference Facility

The development of an appropriately sized conference center affiliated with the 250-room hotel will greatly enhance the potential of the hotel component and play a central role in Eau Gallie's revitalization. While a detailed market and feasibility analysis for the conference center has not been done, the initial findings of our preliminary analysis has indicated support for a conference center which is primarily geared toward the corporate, association, organizational, and social meetings demand segments. In addition, demand can be generated by training programs, public and private presentations, coupled with institutional demand, government, and continuing and executive education demand segments. The provision of video-conferencing, computer-generated audiovisual capabilities, audience participation consoles, and other innovations are included in the working concept for the facility.

As is typical of virtually all meeting, conference, and convention facilities, the capital and development costs for Eau Gallie's facility will outweigh the revenue potential. Thus, it is probable that some form of direct or indirect public support will be required. While this factor may serve as a detraction, the benefits to be realized by the facility are considerable. The facility will generate room night and food and beverage activity for the associated hotel. As with the hotel, it will also produce spin-off activity that will benefit the surrounding area, as patrons frequent local business establishments, new establishments open to serve hotel guests and conference delegates, and the hotel and meeting/conference facility purchase local goods and services. Our analysis indicates that it is highly unlikely that the hotel development budget will support the cost of the meeting/conference facility. However, the \$990,000 in TIFF revenue taxes to be generated by the hotel during its first ten years of operation can be fully or partially applied to the project by using a "tax increment philosophy." Such an approach will help by defraying the public cost incurred for development of the meeting/conference.

We have assumed a gross building area of approximately 100,000 square feet for the proposed facility program, which will allow for an appropriate mix of several divisible multipurpose rooms, banquet space, and ballroom that could also accommodate trade shows, a large lecture hall, small and large tiered high-tech amphitheaters, boardrooms, breakout rooms, small conference and seminar rooms, larger conference and seminar rooms, videoconferencing rooms, pre-assembly area, administration, and back-of-the-house operations. See Table 9.



	Table 9			
Eau Gallie Meeting/Co	nference C	enter Fa	cility Progr	am
Space	Net Sq.Ft. Per Rm.	Quantity	Total Net Sq. Ft.	Gross Sq. Ft.
Divisible Multi-Purpose Room	4,000	3	12,000	14,160
Banquet/Ballroom/Trade Show	20,000	1	20,000	23,600
Large Lecture Hall	14,000	1	14,000	16,520
Sm. Tiered High-Tech Amphitheater	2,000	1	2,000	2,360
Lg. Tiered High-Tech Amphitheater	5,000	1	5,000	5,900
Board Room	1,000	2	2,000	2,360
Breakout Rooms	350	4	1,400	1,652
Small Conference Rooms	625	4	2,500	2,950
Medium Conf. Rooms	880	2	1,760	2,077
Small Seminar Rooms	750	3	2,250	2,655
Medium Seminar Rooms	1,000	2	2,000	2,360
Videoconferencing Rooms	1,200	2	2,400	2,832
Meeting/Activity Room Sub Total			67,310	79,426
Preassembly / Exhibit Area				5,000
Administration				1,500
Back of House / Circulation				14,000
Total Gross Sq. Ft.				99,926

Source: Hunter Interests Inc.

A. Revenues

1. Utilization and Rates (Table 10)

Based on preliminary market research and comparative analysis of other similar conference center models, we anticipate usage of the facility to reach approximately 18,700 guest days in the first year (6,800 day, and 11,900 overnight guests), increasing to a stabilized utilization level of 24,600 in the fourth year (9,300 day, and 15,300 overnight).

The meeting/conference facility and hotel will likely offer a complete meeting package that will include a full range of services at a single package rate, as is typical in the industry. Such a package rate generally includes overnight accommodations, meeting space, food service (with two or three meals and refreshment breaks), and basic conference services, such as planning assistance and standard audiovisual equipment. The level and cost of such packages varies, depending on event needs and budgets. For purposes of this analysis, we have based revenues on a per capita rate, which could be derived from day-users, overnight guests, and function attendees.



We have conservatively estimated this rate at \$23 for the first three years, increasing it to \$29 during years four through six, and topping out at \$35 in years 7 through 10 (Table 11).

· ·		able 10					
Eau Ga		ing/Conference	ce Center				
	Usage	Es timate s					
Year		Guest Days					
	Day	Overnight	Total				
1	6,800	11,900	18,700				
2	7,650	12,750	20,400				
3 8,500 13,600 22,100							
4	9,350	15,300	24,650				
5	9,350	15,300	24,650				
6	9,350	15,300	24,650				
7	9,350	15,300	24,650				
8	10,200	17,000	27,200				
9	10,200	17,000	27,200				
10	10,200	17,000	27,200				

Source: Hunter Interests Inc

2. Food and Beverage (Table 11)

Food and beverage revenues include income derived from sales of food and beverages at the Center, excluding employee meals. Food and beverage revenues may include allocations from the conference package plan or equivalent charges for groups not using the complete meeting package, and usage of the dining facilities for banquets, receptions, and other social events. Spending on food and beverages typically generates per capita revenues of \$37 to \$38.

3. Other Revenues (Table 11)

Other revenues consist of a 5% commission on all lodging revenues at the headquarters hotel generated by meetings and conferences at the facility. Estimates of this revenue source are based on the projected number of room nights generated by the operation of the facility and the anticipated lodging component of an overnight complete meeting package rate. Business services such as copying, computer access, typing, graphics, and such also contribute to supplementing other revenues.

$\underset{\text{I N C O R P O R A T E D}}{\textbf{HUNTER INTERESTS}}$

				Table 11						
		Eau Gal	Eau Gallie Meeting/Conference Center Net Operating Income	onference Cen	ıter Net Opera	ting Income				
Net Operating Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Guest Days Day Rate	18,700 \$23	20,400 \$23	22,100 \$23	24,650 \$29	24,650 \$29	24,650 \$29	24,650 \$35	27,200	27,200 \$35	27,200
Revenues Conference Food & Beverage Other	\$430,100 \$645,150 \$47,311	\$469,200 \$703,800 \$51,612	\$508,300 \$762,450 \$55,913	\$714,850 \$1,072,275 \$78,634	\$714,850 \$1,072,275 \$78,634	\$714,850 \$1,072,275 \$78,634	\$862,750 \$1,294,125 \$94,903	\$952,000 \$1,428,000 \$104,720	\$952,000 \$1,428,000 \$104,720	\$952,000 \$1,428,000 \$104,720
Total Gross Revenue	\$1,122,561	\$1,224,612	\$1,326,663	\$1,865,759	\$1,865,759	\$1,865,759	\$2,251,778	\$2,484,720	\$2,484,720	\$2,484,720
Annual Expenses Departmental Expenses										
Conferences Food and Beverage Other	\$270,963 \$509,669 \$11,828	\$295,596 \$556,002 \$12,903	\$320,229 \$602,336 \$13,978	\$450,356 \$772,038 \$19,658	\$450,356 \$772,038 \$19,658	\$450,356 \$772,038 \$19,658	\$543,533 \$931,770 \$23,726	\$599,760 \$1,028,160 \$26,180	\$599,760 \$1,028,160 \$26,180	\$599,760 \$1,028,160 \$26,180
Total Dept Expenses	\$792,459	\$864,501	\$936,543	\$1,242,052	\$1,242,052	\$1,242,052	\$1,499,028	\$1,654,100	\$1,654,100	\$1,654,100
Undistributed Expenses 25%GR Fixed Charges 4%GR Replacement Reserve 3%GR	\$280,640 \$44,902 \$33,677	\$306,153 \$48,984 \$36,738	\$331,666 \$53,067 \$39,800	\$466,440 \$74,630 \$55,973	\$466,440 \$74,630 \$55,973	\$466,440 \$74,630 \$55,973	\$562,944 \$90,071 \$67,553	\$621,180 \$99,389 \$74,542	\$621,180 \$99,389 \$74,542	\$621,180 \$99,389 \$74,542
Total Expenses	\$1,151,679	\$1,256,377	\$1,361,075	\$1,839,095	\$1,839,095	\$1,839,095	\$2,219,597	\$2,449,210	\$2,449,210	\$2,449,210
NET OPERATING INCOME										
Total Annual Revenues Total Annual Expenses	\$1,122,561 \$1,151,679	\$1,224,612 \$1,256,377	\$1,326,663 \$1,361,075	\$1,865,759 \$1,839,095	\$1,865,759 \$1,839,095	\$1,865,759 \$1,839,095	\$2,251,778 \$2,219,597	\$2,484,720 \$2,449,210	\$2,484,720 \$2,449,210	\$2,484,720 \$2,449,210
NET OPERATING INCOME	-\$29,118	-\$31,765	-\$34,412	\$26,664	\$26,664	\$26,664	\$32,181	\$35,510	\$35,510	\$35,510
Source: Hunter Interests Inc.										

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B. Expenses (Table 11)

1. Department Expenses

a. Conference

Conference expenses include payroll and related expenses for the conference service department, expenses related to the operation of the audiovisual and other equipment, and other expenses for supplies and conference planning. These expenses are projected to be 63% of conference revenues. This factor is based on the recent experience of comparable facilities, the anticipated allocation to the conference department from the conference package plan, and a reasonable estimate of staffing requirements.

b. Food and Beverage

Food and beverage expenses include the cost of food and beverages served to attendees, payroll and related costs, and other direct operating costs associated with the acquisition, preparation, and service of prepared meals and beverages. Food and beverage department expenses are estimated to be an amount equal to 79% of food and beverage revenues in the first two years of operation, decreasing to 72% in the third year as utilization of the Center increases and operating efficiencies are enhanced.

2. Undistributed Operating Expenses

Undistributed operating expenses include administrative and general payroll and related expenses for the administrative staff, bad debts, credit card commissions, legal and accounting fees, and miscellaneous administrative expenses. This expense category also includes marketing payroll and related expenses including agency fees and costs of media advertising, entertainment, travel and related expenditures, postage, telephone costs, etc. Property operation and maintenance payroll expenses are also included. We project undistributed operating expenses to equal approximately 25% of gross total revenues.

3. Fixed Charges

Fixed charges such as utilities, water, and waste removal are estimated at 4% of gross revenues based on our development model and comparative data.

4. Replacement Reserve

Replacement Reserve for fixed assets was estimated at 3% of gross revenues in keeping with current practices in the meetings industry.

$\underset{\text{I N C O R P O R A T E D}}{\text{HUNTER INTERESTS}}$

				Tab	Table 12						
	Eau (Gallie Meeting/Conference Center Cash Flow, Supportable Debt/Equity	ng/Confere	ence Cente	r Cash Flov	v, Supporta	ible Debt/E	quity			
Project Cash Flow		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Operating Income Annual Debt Service		-\$29,118 \$23,179	-\$31,765 \$23,179	-\$34,412 \$23,179	\$26,664 \$23,179	\$26,664 \$23,179	\$26,664 \$23,179	\$32,181 \$23,179	\$35,510 \$23,179	\$35,510 \$23,179	\$35,510 \$23,179
Annual Cash Flow		-\$52,297	-\$54,944	-\$57,591	\$3,485	\$3,485	\$3,485	\$9,002	\$12,331	\$12,331	\$12,331
Supportable Funds											
Supportable Equity: Required Developer Return Supportable Equity	7% \$40,700										
Supportable Debt: NOI Year 4	\$26,664										
Debt Coverage Ratio	1.4										
Debt Service	\$19,046										
Interest Rate	7% 35										
Supportable Debt	\$224,559										
Total Supportable Funds											
Supportable Equity	\$40,700										
Supportable Debt	\$224,559										
Total Supportable Funds	\$265,259										
Source: Hunter Interests Inc.											

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5. Real Estate and Property Taxes

At this time, it is unclear whether the meeting/conference facility will be publicly owned and operated, or if it would be privately controlled. In this analysis we assume the facility will be publicly owned, or provided with a property tax abatement, and therefore no real estate taxes have been applied. If property taxes were levied against the facility, the added burden would further reduce its viability and the overall functionality of the entire project. The revenues that would flow into the TIFF on an annual basis from the facility if it were to be taxed would total \$94,000, or \$940,000 over 10 years. The new tax revenues produced by the affiliated hotel (\$990,000 over the first 10 years) can be used to help defray the cost of reducing or eliminating taxes on the facility.

C. Net Operating Income Summary (Table 11)

Based on application of the assumptions outlined above, we calculate that total expenses will exceed gross revenues by approximately \$95,000 in the first three years of operation. Net Operating Income would stabilize at approximately \$27,000 annually, and grow to about \$35,000 per year, essentially making the facility a break-even operation. This type of trend is typical of virtually all meeting, conference, and convention establishments.

D. Supportable Debt (Table 12)

Based on NOI in year four of \$26,664 and a debt coverage ratio of 1:4, the project could afford debt service of approximately \$19,000 annually. Assuming a low- cost 7% loan, and a term of 25 years, the supportable debt on the project would be \$224,559.

E. Supportable Equity (Table 12)

Based on annual cash flow after debt service, and a required public project return of 7% to cover debt service, the conference center project could support only a small amount of private investment capital (\$40,700).



VI. Summary

Our market and financial analysis has determined that **the hotel is financially feasible**. The market has the capacity to absorb new rooms and market for high quality business-oriented accommodations is underserved. Our analysis concludes that the hotel will produce a return of 16.50% to the investor(s), as long as there are no land acquisition or site development costs included. It is worthwhile to note that the development program will likely provide for a higher rate of return to the owners of the properties whereon the project would be sited versus the benefits to be realized from selling the lots individually. The analysis finds a residual land value of \$900,000, meaning that these funds could be applied to property acquisition and/or site development costs, but such action will reduce the marketability and financial attractiveness of the project. With no subsidies or incentives applied to the hotel component, the project will generate over \$3.6 million in tax revenues during the first ten years of operation. In addition, hotels bring added value to their host community via the provision of employment opportunities, significant local purchases of goods and services, increases in nearby real estate values, and the creation and leveraging of spin-off economic development activity (i.e., a significant and regular number of visitors with disposable incomes, providing opportunities for new businesses, etc.).

Our analysis of the meeting/conference facility finds the need, as is typical of such projects, for considerable public capital involvement. Our analysis employed a land value analysis technique similar to that for the hotel to determine the financial viability of the facility as an independent entity. The analysis concluded that, after the initial three years of initial minor losses, the facility can break even on operational expenses. However, its capital costs of \$10.71 million will need to be funded by the public sector.

We are confident in our conclusions and in the potential of both the hotel and meeting/conference facility to function from a market perspective **and** as a major catalyst to Eau Gallie's revitalization. We fully believe that this project can move forward into a detailed analysis stage with a positive outcome, and, if followed by a commitment of public support for the meeting/conference facility, concluding with development in the near term. We encourage the City of Melbourne, stakeholders, the business community, and area residents to become involved in moving this initiative forward.



TO: Brad Smith

FROM: Salem Reiner

RE: Rocky Waters Performa

DATE: April 6, 2001

Per your request I have prepared a financial analysis of the revenue potential for the redevelopment of the Rocky Waters property, located at 2664 Pineapple Avenue in Melbourne, into a condominium complex. In summary, the property is not maximizing its financial potential.

According to the revenue Performa that you furnished, the property currently has a revenue potential of \$184,600 per year, assuming all units are occupied. Our analysis shows that a condominium development maximizing the number of units allowable on the property under the current R1A zoning would generate over \$1.4 million in gross revenues to the developer. If the zoning was to be upgraded, and the highest density of units was to be pursued by constructing a seven-story building, the gross revenue potential to the developer would be over \$8.4 million. These revenue figures do not incorporate the land value. Based on the current maximum revenues capacity at Rocky Waters, it would require eight years to realize the cash return of the 25 unit project, and 46 years for the 124 unit project. Please see the attached three tables for an overview of development scenarios with 25, 75, and 124 units.

The development program involves locating a seven-story "U" shaped structure on the Pineapple Avenue section of the property, with the open side facing to the west. This configuration, and the upward sloping topography away from the Indian River, will afford all units quality water views. Included on the property will be a swimming pool, tennis court, parking, high-end landscaping, and a perimeter fence with controlled access.

Driving the development will be the multi-year trend of growing demand for residential properties with water sightlines in the region, the limited availability of such locations, the consistent and considerable increases posted for the sales of waterfront properties over the past five years, and the proximity of a population capable of undertaking such an investment. In addition, the comparatively lower cost of property at the project site versus the more established waterfront locations will enable competitive pricing of the units.

The following assumptions were used in the preparation of the attached revenue potential tables:

- 1. The site contains 4.28 acres, or 186,400 square feet.
- 2. The building will contain a footprint of 21,000 square feet in a "U" shaped structure. At a maximum height of seven floors, the building has the capacity to support up to 147,000 square feet.
- 3. A factor of 5% was added to the net square footage of the building to compensate for "lost space" in areas such as elevator shafts, hallways, etc.



- 4. Apartment sizes are: 900 square feet for a one-bedroom unit; 1,100 square feet for a two-bedroom unit; and 1,300 square feet for a three-bedroom unit.
- 5. A service area of 2,500 square feet is included for building mechanicals and operations equipment.
- 6. Parking is calculated at two spaces per unit. Each space is allocated 300 square feet, which includes an allowance for access and turning areas.
- 7. 6,000 square feet is provided for roads.
- 8. 3,200 square feet is provided for walkways.
- 9. 30,000 square feet is allocated for the swimming pool and tennis court.
- 10. 20,000 square feet is made available for landscaping.

HUNTER INTERESTS

INCOŘPORATED

	F	ROCKY WATERS		
	REVENUE	E POTENTIAL - 12	4 UNITS	
	Units	Net SF	Sales Price per Unit (\$)	Gross Sales Revenues (\$)
Condominiums				
Floors 1 - 2				
1 Bedroom	15	13,500	135,000	2,025,000
2 Bedroom	18	19,800	145,000	2,610,000
3 Bedroom	3	3,900	155,000	465,000
Floors 3 - 4				
1 Bedroom	13	11,700	145,000	1,885,000
2 Bedroom	20	22,000	160,000	3,200,000
3 Bedroom	3	3,900	185,000	555,000
Floors 5 - 6				
1 Bedroom	15	13,500	160,000	2,400,000
2 Bedroom	18	19,800	185,000	3,330,000
3 Bedroom	3	3,900	200,000	600,000
Floor 7				
1 Bedroom	6	5,400	180,000	1,080,000
2 Bedroom	8	8,800	225,000	1,800,000
3 Bedroom	2	2,600	240,000	480,000
TOTAL	124	120 000		\$ 20,430,000
TOTAL 124 Gross SF with 5% Factor		128,800 135,240		\$ 20,430,000
	0 1 4001	133,240		
EXPENSES Residential Const	transition @ \$00/9	YE:	\$ 12.171.600	
		area improvements	, , , ,	
		-		
Service Building			\$ 100,000	
	ice Building on			
Improvement Co			\$ 171,200	
(exclusive of re	esidential and sei	vice building, see n	note below)	
TOTAL EXPENSE	S exclusive of la	and	\$ 12,442,800	
Equity Requiremen	t 20%		\$ 2,488,560	
Return on Equity 50%			\$ 1,244,280	
Financing & Carrying Costs @ 6%			\$ 746,568	
Gross Income (inc	luding return on	equity)	\$ 8,484,912	

^{*} Improvements consist of engineering, architecture, development fees, parking, grading, utilities, swimming pool, tennis court, landscaping, etc.

Source: Hunter Interests Inc.



	1	ROCKY WATERS			
	ROCKY WATERS REVENUE POTENTIAL - 75 UNITS				
	100 (21 (0		01	1110	
	Units	Net SF	Sa	les Price per Unit (\$)	Gross Sales Revenues (\$)
Condominiums					
Condominiums Floors 1 - 2					
1 Bedroom	10	9,000		135,000	1,350,000
2 Bedroom	9	9,900		145,000	1,305,000
3 Bedroom	3	3,900		155,000	465,000
		- /		,	, , , , , , ,
Floors 3 - 4					
1 Bedroom	8	7,200		145,000	1,160,000
2 Bedroom	11	12,100		160,000	1,760,000
3 Bedroom	3	3,900		185,000	555,000
Floors 5 - 6	1.1	0.000		1.60.000	1.760.000
1 Bedroom	11	9,900		160,000	1,760,000
2 Bedroom	9	9,900		185,000	1,665,000
3 Bedroom	2	2,600		200,000	400,000
Floor 7					
1 Bedroom	3	2,700		180,000	540,000
2 Bedroom	5	5,500		225,000	1,125,000
3 Bedroom	1	1,300		240,000	240,000
	_	-,		,	,
TOTAL	75	77,900			\$ 12,325,000
Gross SF with 5% Factor 81,795					
EXPENSES					
Residential Construction @ \$90/SF \$ 7,361,550 (exclusive of land and common area improvements)					
(exclusive of la	ind and commor	area improvements	s)		
Service Building	Construction @	\$40/SE	\$	100,000	
	ice Building on		Ф	100,000	
(2,500 51 501)	ice building on	Ground Proor)			
Improvement Co	Improvement Cost* @ \$40,000/acre \$ 171,200				
		rvice building, see r	ote		
, i		<i>U</i> ,		,	
TOTAL EXPENSE	ES exclusive of 1	and	\$	7,632,750	
L	• 0 - 1				
Equity Requiremen	it 20%		\$	1,526,550	
Poturn on Equity 500/					
Return on Equity 50% \$ 763,275					
Financing & Carrying Costs @ 6%			\$	457,965	
4 12.300					
Gross Income (inc	luding return on	equity)	\$	4,997,560	

^{*} Improvements consist of engineering, architecture, development fees, parking, grading, utilities, swimming pool, tennis court, landscaping, etc.

Source: Hunter Interests Inc.



	ī	ROCKY WATERS			
		E POTENTIAL - 2		NITS	
	Units	Net SF	Sa	lles Price per Unit (\$)	Gross Sales Revenues (\$)
Condominiums					
Floors 1 - 2					
1 Bedroom	3	2,700		135,000	405,000
2 Bedroom	4	4,400		145,000	580,000
3 Bedroom	1	1,300		155,000	155,000
Floors 3 - 4	2	2.700		145,000	425.000
1 Bedroom	3	2,700		145,000	435,000
2 Bedroom	5	5,500		160,000	800,000
3 Bedroom	0	-		185,000	-
Floors 5 - 6					
1 Bedroom	3	2,700		160,000	480,000
2 Bedroom	3	3,300		185,000	555,000
3 Bedroom	1	1,300		200,000	200,000
o Dedicom	-	1,000		200,000	200,000
Floor 7					
1 Bedroom	0	-		180,000	-
2 Bedroom	2	2,200		225,000	450,000
3 Bedroom	0	-		240,000	-
TOTAI	25	26 100			\$ 4.060.000
		26,100 27,405			\$ 4,060,000
Gloss bi with 570	1 actor	27,403			
EXPENSES					
Residential Construction @ \$90/SF \$ 2,466,450					
(exclusive of la	nd and common	area improvement	ts)		
Service Building			\$	100,000	
(2,500 SF Servi	ce Building on	Ground Floor)			
Improvement Cos	Improvement Cost* @ \$40,000/acre \$ 171,200				
(exclusive of re	sidential and se	rvice building, see			
(exclusive of re	sidelitiai ana se	vice building, see	11010	001011)	
TOTAL EXPENSES exclusive of land \$ 2,737,650					
Equity Requirement 20% \$ 547,530					
Detum on Equity 500/					
Return on Equity 50% \$ 273,765					
Financing & Carrying Costs @ 6% \$		164,259			
	<i>D</i> = -7/V		7	,>	
Gross Income (incl	uding return on	equity)	\$	1,431,856	

^{*} Improvements consist of engineering, architecture, development fees, parking, grading, utilities, swimming pool, tennis court, landscaping, etc.

Source: Hunter Interests Inc.

15. APPENDICIES

- A. Comments and Coordination Report
- B. Public Meeting Summary Reports, Steering Committee Meeting Summary Reports, Brochures, Sign-In Sheets, and Email Correspondence

Comments and Coordination Report

As stated in Section 3, Public Participation, the project and its outcomes were based upon an inclusive public participation process. From the consultant's perspective, this was a most successful public participation effort. All of the components included in the plan came from public input, direction, feedback, and decision-making. This is truly the "community's plan".

The following actions occurred:

- A. Notices were mailed, broadcast e-mails, and faxes were sent to a data base list maintained by the City and consultants prior to each meeting.
- B. A Public Information Flyer, created by the consultants, was sent to the 650 people on the City's mailing list prior to the final public meeting on April 14, 2001. This flyer gave a summary of the events to date, the vision/mission statements, the small area strategies map, assets, and was introduced by a letter from the City Manager.
- C. A second Public Information Brochure will document the study's findings and show key elements of the final plan.
- D. Four (4) Steering Committee Meetings were held. (Summaries, sign-in sheets, and brochures are included in the Appendix).
- E. Three (3) public meetings were held. (Summaries, sign-in sheets, and brochures are included in the Appendix).
- F. Two public briefings were conducted, one with the Melbourne City Council, the other with the City's Planning and Zoning Board.
- G. Three (3) public hearings were held for plan adoption.
- H. A survey was conducted to broaden the base of information received.
- I. Letters, flyers, surveys were made available to the public at key locations throughout the District
- J. Successes and Weaknesses
 - 1) Successes: Meeting locations; meeting attendance; participation and quality of information received by the public; quality and numbers of notices given and mailings sent by the City and consultant.
 - 2) Weaknesses: Lack of use of the City's Web site-the PIP included more availability and use of the web site than actually occurred. While the first meeting was extremely successful in terms of quality of materials and results obtained from the public, the inability to anticipate the actual numbers of people for any given meeting can be costly for both the City and consultants, in either not preparing enough hand-out materials or having too many. There is no way to correctly judge how many will come, but we did control the hand-out issue by simply doing everything through PowerPoint and with the exception of maps, we did not use much "paper" after public meeting #2.

Public Meeting Summary Reports and Steering Committee Meeting Summary Reports



Public Meeting #1

Date: 2/7/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

Oh what a night! What do you get when you mix sending 650 invitations, a team of dedicated City staff and Consultant's, a full moon, hundreds of sub sandwiches, and 230 very willing, interested and committed community together? **A successful, highly interactive, participatory forum for change.**

This document seeks to present the results of the written portions of the program, conducted on February 7, 2001 at St. Paul's Church. The information from the maps will be identified on summary map exhibits, although a brief evaluation of the data revealed on the maps is included herein.

ACTIVITIES

The number of attendees far exceeded our wildest dreams or expectations. The stage was set for between 100-150 people, but within a short period of time over 200 people filled the social hall in the Church with excitement, buzzing conversation, anticipation, and a willingness to "roll up their sleeves" and get to work.

Activity 1: Getting to Know You

This planned "mixer" activity was aborted due to the number of people in attendance. The attendees were asked to take a seat at the name of the table on the sheet of paper they picked up at the door, so that we could go straight to work.

Activity 2: Assets

There were two parts of this exercise. The first used aerial photos with a list of items the participants were to identify on the map. Seventeen (17) distinctive categories of places were to be identified which were intended to give the consultant team an idea of the community's understanding and perception of the area and what they found to be important or problematic. This is a critical and highly valuable tool in assessing existing conditions and people's positions.

The asset mapping indicated some interesting patterns.

- 1. Most of the "Best" places were centered on Highland Avenue and the riverfront area around Conchy Joe's/Library/Pineapple park
- 2. The "worst" areas were scattered: Ramshur Towers, US 1, Cypress Avenue, and some places in between
- 3. The most walkable area is Highland and Pineapple
- 4. The least walkable areas include US 1, Cypress, Guava, and others.
- 5. The important people lived in places surrounding the central core
- 6. Naturally, the worst traffic was along Eau Gallie, primarily at the US 1 intersection.

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- 7. The most favorable spot for new developments: the triangle behind the Dr. Joe's, the vacant parcel on Highland/Eau Gallie Blvd., and the vacant parcels around St. Paul's Church. One group placed this number all along the US 1 frontage.
- 8. Good parking areas include the existing parking lots-civic center, library, park, St. Paul's.
- 9. The best buildings were the historic structures on Highland Avenue

The second activity asked a series of questions designed to get the participants focused on specific aspects of the area and thinking toward the future. This exercise revealed that people's favorite new developments, in order of magnitude, are the Library, (which tied with the Civic Center), Conchy Joe's, and Walgreens. Interestingly, these are all very public places. In addition, people said they would use a grocery store, coffee shop/café, restaurant (preferably with outdoor seating) and specialty shops if located here. Asked a little differently, people indicated that they thought the area needed:

- 1. café/coffee shop/tea rooms
- 2. a grocery store
- 3. professional office space
- 4. farmer's market
- 5. hotel
- 6. dry cleaner/laundry
- 7. beauty shop
- 8. gazebo for entertainment.

When asked what trends the participants have seen in the last 10 years, the answers ranged from positive to negative. Positive answers were reflected in "more activities in the civic center, street fairs/art festivals/cultural expansions, new businesses, property conversions, more community involvement, renovation of homes and park improvements. Negative responses were high for homelessness, prostitutes, crime, traffic drugs, and bad zoning.

Most people characterized the area in the following order: Mixed-use district, Entertainment, Residential and Retail.

Activity 3: Issues

This activity asked the participants to focus on the issues, both physical and social. Their physical issues dealt with the following, in order of ranking:

- 1. sidewalks
- 2. traffic
- 3. parking
- 4. street lights/lighting
- 5. landscaping.

Other less referred to physical issues of importance to this study included safety factors, bike paths, paving the alleys, architectural renovations to name a few. Two issues that were identified by the public under "social", but which actually belong in the "physical" category are proper zoning and a river walk park.

Social issues ran the gamut from crime (which includes drugs), homeless, prostitution, safety, labor force, job opportunities, police patrols. It is this Consultant's observation that people did not really address the social aspects of this area, which really need to be explored further with the participants. Such questions as "What services are needed for the elderly?" Is there good public transportation? Is there a high enough need to bring medical services into the area?" "What school functions-tutoring, after-school, or other education needs are there?" This will be explored in the Steering Committee setting.

The top issues that the groups decided on were:

- 1. have more community meetings
- 2. parking
- 3. building conditions
- 4. traffic
- 5. crime
- 6. sidewalks/bikepath
- 7. small businesses
- 8. dealing with the rental properties

We asked the people to spend their unlimited resources in the area. They chose the following as the #1 thing to spend their money on:

- 1. proper zoning
- 2. sidewalks
- 3. fix it up
- 4. code enforcement
- 5. police
- 6. better lighting

A host of other things were also identified. Interestingly again, the answers covered a range of ideas with very little overlap.

Probably the most informative and most "telling" are the answers to the "look into the Crystal Ball" and Comments sections. The participants' visions began to emerge as they looked into the crystal ball and saw the area 20 years from now. The answers ranged from keep as a village, "walkable, livable, sustainable" to "Charming Riverfront Community and "a small quiet old Town and thriving social independent community. Descriptions like "a cultural area with beautiful landscaped streets and outdoor eateries" and "make it like old Europe" give testimony to the desired uses and amenities in the area.

Comments were overwhelmingly in favor of a riverfront promenade, walkable, livable, sustainable, a gazebo, parking and lots of variety.

The complete responses are attached to this report.

Activity 4: Visual Preferencing

This activity was chosen to engage the public in visioning, imagining, and dreaming. It also allows them to image what the area could be, could look like, could include - in other words, it helps them to begin to define, discover and identify their neighborhood. The respondents overwhelmingly support the historic Florida vernacular and some "Mizner/ Mediterranean" architect components.



Patter Helds

The types of uses reflected a lot on outdoor activities-restaurants, gazebos, and a mix of uses.

There was not a clear answer on "which scene best represents your 'idea' of the area?" However, many indicated the historic blue house (Hodgkin drugstore and house); structures close to the road with a quality landscape and streetscape; and buildings with awnings, arched windows, and varied architecture. This question will also have to be explored again for refining with the group.











Clearly, the use of the waterfront captured great attention. There is no question that the majority of people want a Riverfront promenade with a waterfront pavilion and gazebos. The photo of the City of Charleston's waterfront, riverwalk, pavilions, fountains, and landscape received the most votes. The Ft. Pierce waterfront park gazebo, lights and landscape garnered the second position.











FDCA

CONCLUSION

Speaking for the Consultant team, this meeting could not have been more successful. The amount of people who attended, the information gleaned, the interactive participation, the organized activities, and even the amount of activities completed within a short time frame exceeded our expectations. This information will be invaluable in moving to the next step of refining the assets and opportunities (what is), and chartering the course for the vision and mission (what can be). Then, the specific program elements of how to get there (the strategies) can be defined for inclusion into "The Plan". All together, we have the basis for creating a solid plan, based upon quality data, open, inclusive dialogue and input, and successful experiences.

Please notify me of any corrections, additions, or deletions.
Respectfully submitted,
Rochelle W. Lawandales, AICP
Attached: Activity Results Maps are not attached, but will be reviewed with the committees/public.

DROP IN THE BUCKET ITEMS ITEMS TO BRING BACK FOR MORE REVIEW, DISCUSSION, INFORMATION

- 1. I would like more discussion on bringing the name of The Village of Eau Gallie back
- 2. More parking, fix lighting, fix broken sidewalks, wires hanging on IntraCoastal and garbage in alley, Bike path, Much more
- The focus has been on small, unique shops, small eateries, etc.
 How will the tax structure help these owners until the area grows to support them?
 Immediate increase in the tax base will not allow/permit these non-franchise businesses to survive. (Les Flynn)
- 4. What about? Church property in town increasing? no taxes. They are buying up more and more
- 5. How can you get the old Creel building to be finished?
- 6. Please consider using a majority of native plants for the landscaping we want to look like we're in Ease Central Florida, not Australia, Africa, Arizona...We need a sense of place (this applies to historic architecture also...)Dottie Lee 1221 Houston St.
- 7. We have some wonderful opportunities for planting & landscaping the city is doing a terrible job. Let's get community involved...we can plant water fertilize! Kevin Roberts, Intimate Images (1433 Highland) 242-8418
- 8. I would like the subdivision by Ballard Park included Loveridge Heights some homes are going down Ballard Park-some need roofs, plumbing, etc., Hawthorne Point

"IDEA BOX" ITEMS THINGS TO GO INTO THE PLAN

 Begin extensive redevelopment of degraded multi-family housing over to the east of US1 and the FEC railway. Consider expanding CRA boundary even if it is an island area. Make tenants into homeowners through innovative programs.

Big Eau Gallie CRA + Little EG CRA = real success

- 2. Local ownership of apartments (convert to condo's using incentives). Complete remodeling of the school buildings. Local inexpensive transportation to use to visit these "new" buildings, businesses (such as in old Savannah)
- 3. People use Riverdale Drive as a shortcut to Pineapple Avenue from Lake Washington and US 1. There should be something done to slow traffic down. Turn into one way. Speed Bump's. Traffic Light at Pineapple and Riverdale.
- 4. Potential AMTRAK stop-insist that EG be a stop on any planned or designed passenger railway system on the FEC railway. Evaluate area near Creel, St. Clair, Maple Avenue for redevelopment as the terminal. Change zoning to allow higher density residential in the area.
- 5. Small Marina For 1-3 night stays-no longer.
- 6. No more "Walgreen" type lies and developers
- 7. Need: to get School Board to finish old creel elementary/south area offices; take advantage of original interesting architecture-keep to a style/image; outdoor band shell.
- 8. We don't want to end up with a finished product that looks like downtown Melbourne. That was too little, poorly done, and left unfinished. The potential here is incredible!

ATTACHMENTS

ACTIVITY 2: ASSETS

1. Library 38

Conchy Joe's 18

Jackson Office 5

Civic Center 38

Walgreen's 12

Speedway

Pier/Park 2

DBS

Old Eau Gallie Shops

Home Renovations

Museum

Lighting in St. Paul's Lot

2. Grocery Store 19

Coffee/Café 25

Specialty Shops 15

Wine shop 7

Cleaners 2

Restaurant 14

Theatre

Ice Cream 4

Breakfast Restaurant

Lumber Store 2

Riverside Diner 2

Farmer's Market

Green Grocery

Prof/Med Office 4

Sidewalk Restaurant 3

Art Museum Enlarged 3

Printer

More Arts 2

Music/Record

Tavern

Combo Center for Movies, Café, Comedy

Senior Housing

3. Grocery 13

Wine

Liquor store

Card store

Linen shop

Dry Cleaner/Laundry 2

Restaurant 7

Theater

Ice Cream 4

Riverside Diner

Hotels 2

Farmer's Market 2

Cafes/Coffee 13

Boutiques 9

Tea Room 5

Professional Office Space 9

Music Store

Gazebo for Entertainment 2

Bed & Breakfast

Computer Store

Athletic Activity

Nursery

Tavern

Police Sub-Station

Beauty shop 2

Fast Food

Activity 2, Continued

4. Johns

Homeless 4

Prostitutes 14

Crime 11

Depreciation

Terrible zoning 2

No bike paths

Labor force 2

Traffic 15

Less crime

Improvement trends

Drugs 9

Many Improvements 2

Walking patrol

More community involvement 5

Decrease in crime

Disrepair

Street surfaces

Developing along Lagoon

More activities in Civic Center 2

Renovation of Homes 5

Park Improvements

Street Fairs, Art Festivals 8

Outdoor fitness activities

Cultural Expansions 3

Low Cost housing/Rental property

Property Conversion

Some New business

5. Entertainment 21 Mixed 27

Retail 3

Residential 9

ACTIVITY 3: ISSUES/OPPORTUNITIES

Physical

Low –cost housing Sidewalks 26 High Power line 2 Slow up traffic 22 Parking 18 Landscaping 7

Lighting/Street lights 11

Bone Fish Willy's Bike Paths 5 Safety

Seats park – Palm trees tropical

Black top alleys 2 Social issues 2

Chickens running loose 2 Parking for Bikes/Non-motorized

Lack of Shade Lack of Streetscape Architectural renovation Maintenance 4
Building condition 8

Trash 4
Drainage 7
Streets 2
Noise 2

Buildings - too hard to permit-(Law & Pineapple)

Do narrow streets Code violations Rental property 4 More parks Clean alleys 2 Creel school

<u>Social</u>

Homeless 15 Job Opportunities 5 Police Patrols 3

Police Patrols 3 Riverwalk Park 2 Proper Zoning 2 Walk in Clinic Not Safe 6 Drop Crime 17

Improve Aurora area Crime Prevention Code enforcement Social Services Image Programs Pave alleys

Landlords held accountable

Clean up Dolphin Watch/Pineapple Apts.

Prostitution 9 Labor force 2 Housing 2

Group Top 3

Small Business

Mix Uses

Have more community gatherings

Parking

Building Conditions

Traffic

Crime

Sidewalks/Bike Path

Rental property

#1 Thing

Proper Zoning 3

Sidewalks 3

Take out planters

Fix it up 2

Fix Traffic

Code Enforcement 2

Policies 2

Remove planters & replace parking

Better lighting 2

Parking

Landscaping

Public Programs

Recognize as Eau Gallie

Clean up project 2

Eliminate Walgreen and all big chains

Stores in one area / landscaping, walking paths

Build a hospice hotel on River

Upscale housing, parks

More Homes/Condos

Re-incorporate

Bury power lines

Riverwalk Promenade

Buy out low-income properties

Pull buildings toward streets, parking in rear

Crystal Ball

Landscaped, safe haven

Palm trees and flowers

Charming Riverfront Community / New Sidewalks

A small quiet old Town / thriving social independent community

Beautiful streets, lighting, open restaurants & soft music

Peace & Quiet

Riverwalk 2

Landscaping – Natural Place

Like Downtown Melbourne

Walkable, livable, sustainable

Keep as a Village

Struggle?

More community programs

Corporate commercial chains, asphalt and parking lot

Higher taxes

A great charming bustling area

Riverwalk, entertainment

Thriving, profitable situation

A cultural area with beautiful landscaped streets and outdoor eateries

Make it like Old Europe

Comments

Things moving forward good – keep it up

Want our village to be called Eau Gallie again

We want walkable, livable, sustainable

Hope for a bike or sidewalk on Pineapple (all the way)

Surrounding areas need connecting to make any thing good happen

Need gazebo for outdoor entertainment

Close streets to cars

Add parking garage

Bed & Breakfast

Lots of variety but more really thriving

Riverfront Promenade, band shell, outdoor park

Be Eau Gallie again, not part of Melbourne



MEETING SUMMARY

Public Meeting #2

Date: 3/7/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

Approximately 60 people attended this 2nd public workshop. The Consultant team employed a variety of media to inform and educate the public about the area, the project, the process, and the current status of planning efforts. The Consultants placed maps and visuals on the walls around the room, which showed: Frequently Asked Questions, the Area Maps, land/building valuation data and locations, among others. A power point presentation took the audience through the agenda with periodic discussion and voting points. A summary follows, using the agenda as the guide.

- 1. Review/adopt Vision and Mission from Steering Committee The public voted to accept the Steering Committee's recommended Vision and Mission statements.
- 2. Summary results from Public Meeting #1
 - a. Asset Map
 - b. Visual Preference Photo's
 - c. Issues

The Public reviewed the cumulative asset map, derived from all responses at the first meeting. The results of the visual Preferencing and a description of what those pictures represented were presented to the public. A summary of the top issues was also presented. The group discussed the rankings, many indicating that crime was their number one issue. The public, indicating that the consultants had correctly heard and represented the public's ideas and feelings, ratified all of these areas.

- 3. Steering Committee activities
 - a. Frequently Asked Questions
 - b. Small Area Strategies
 - c. Solutions to Issues

The consultants presented a summary of actions and activities that have occurred at the two Steering Committee meetings. The public ratified and affirmed the small area strategies and ideas for solving some of the outstanding problems and issues in the area. Lengthy question and answer sessions were engaged in during this time. The public requested a vote to change the strategy for the vacant lands behind the commercial core on Highland and eastward of Pineapple Avenue between Eau Gallie and Montreal Avenue. The Steering Committee had determined that area was suitable for new commercial development or for consideration as a park. The Public, however, after debate and discussion by the public, with comments from the City Manager and City Councilman, voted 25-14 to make that area a park.

4. AND THE SURVEY SAYS.....The consultants distributed and received back several surveys designed to elicit more information about the publics' ideas for the area. These have not been completely tabulated at this time. More are still outstanding, but will be added to the pool when received.

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- 5. Question/Answer Session.... "Drop in the Bucket" and Idea Box items
 The public was reminded about the "Bucket" and Box, but due to the lateness of the hour (9:30) and the fact that a lot of time had been allocated to questions/answers/dialogue, the meeting was adjourned.
- 6. NEXT MEETING: APRIL 4, 2001

Please notify me of any corrections, additions, or deletions.

Respectfully submitted,

Rochelle W. Lawandales, AICP

Attached: The adopted Vision/Mission statements.

Sample sheets for the issues discussion.

Sample questionnaire

VISION

"Olde Eau Gallie" is a charming, thriving place, with its centerpieces being its:

- > unique riverfront environment,
- > an economically viable marketplace, and
- > cultural and historic areas.

It is a place where people want to live, work and play for many generations to come.

MISSION

"MAINTAIN THE CURRENT CHARACTER AND HISTORIC ESSENCE OF OLDE EAU GALLIE, ENHANCE CULTURALOPPORTUNITIES, AND DEVELOP THE WATERFRONT'S POTENTIAL FOR PUBLIC USE, WHILE ENCOURAGING NEW INVESTMENT FROM BOTH THE PUBLIC AND PRIVATE SECTORS."

HOW WOULD YOU ADDRESS/SOLVE THIS ISSUE? WHERE WOULD YOU PLACE IT OR FIX IT? WHAT PROGRAMS ARE YOU AWARE OF THAT WOULD HELP?

<u>Physical Issues</u>		
Sidewalks		
Slow up traffic		
Parking		
Lighting/Street lights		
Building condition		
Drainage		
Landscaping		-
Bike Paths		-
Rental property		
Trash		
Noise		
Black top alleys		
Clean alley		-
Chickens running loose		-
Social Issues		
Reduce Crime		
Homeless		
Prostitution Job Opportunities		
Police Patrols		
Riverwalk Park		
Proper Zoning Labor force		
Housing		
Not Safe Health Problems in the area		
neaiiii riodieiiis III ille äleä		
Educational Issues: mentor	ing, after School; tutoring etc	

Public Transportation
PUBLIC MEETING GROUP'S TOP ISSUES IDENTIFY 2 WAYS TO ADDRESS OR SOLVE THIS ISSUE:
Small Business-Assistance, Attract, Retain:
Crime:
Sidewalks/BikePath:
Rental property:
Mix Uses:
Have more community gatherings:
Parking:
Building Conditions:
Traffic:

NEIGHBORHOOD REVITALIZATION QUESTIONNAIRE

1.	PERSONAL CHARACTERISTICS Do you rent or own your home? How long have you lived in the area? How many in your household? How many members of your family work outside	he hom	ne?	
2.	BUSINESS OWNERS Do you own/operate a business here? Do you rent or own? How long have you operated your business? How many employees do you have? Have you made any improvements to your building in the last 3 years?		y	n
	If yes, what type?		y	n
	What other improvements would you like to make?			_
	Do you see your business expanding in the next 5 years? If yes, in what way?		у	n
3.	Do you favor changing traffic patterns in the neighborhood? If yes, how and where?		y	n
4.	Do you think the historic character of Olde Eau Gallie should be preserved?	-	n	
5.	Would you favor new zoning laws to change the land use in some areas? Would you favor architectural guidelines?		y	n n
6.	Do you like the use of the Pineapple, which symbolizes hospitality and welcome, as a symbol for the on signage, on fountains, on benches or other streetscape materials or even as a logo for Olde Ea	u Gallie	Riverfront?	e (for example)
7.			Do y y 	
8.	What is the #1 thing that is the most important aspect of the area that nothing, ever should happen	ı to?		
9.	ls new development good	cels		or for owners
10.	How would you feel about taller buildings on the US 1 corridor?desirableundes	irable		
11.	Rank the following action items in order of priority: (1 highest-10-lowest) a. New Museum/Cultural Center b. Parking Structure c. Public Riverwalk along riverfront from Pineapple Park to the Causeway d. Office Buildings on the west side of US 1 tall enough to see the River e. Increase Code Enforcement f. Crackdown on drug and prostitution activity g. Move the traffic through more quickly (Eau Gallie Blvd/US 1 Intersection) h. Slow traffic on Pineapple including possibly altering the northbound traffic flow north			

12. Have	e you been to http://www.melbourneflorida.org/redev/ ?	yn
Optional: Name:		Phone:
	e-mail:	



MEETING SUMMARY

Public Meeting #3

Date: 4/3/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

1. CRIME WATCH MEETING 6:30 TO 7:00 PM

The citizens held their crime watch meeting. Mr. Henry Hill, City Manager, addressed the group, thanking them for their interest, commitment and participation in the revitalization efforts over the past year and through this project. He advised them of the importance to stay involved for the implementation of the plan.

2. REDEVELOPMENT MEETING 7:00 TO 9:00 PM

Introductory Remarks: The following people addressed the group (approximately 60 people) and spoke about the history of the planning effort, the importance of having a plan, the successful actions taken by the City and community over the past year, and the need to support the plan and continued revitalization efforts:

- a. David Wickham, President, Neighborhood Association
- b. Cheryl Campbell, Planner, City of Melbourne
- c. George Alexander, President, Downtown Merchant's Association
- 3. Presentation by Consultant team on the "EAU GALLIE REVITALIZATION STUDY"

 Brad Smith gave a power point presentation on the complete efforts to date, including meetings, assets, issues, public improvement projects, private catalyst projects, priorities, immediate opportunities.
- 4. QUESTION AND ANSWER SESSION:

The consultants and David Wickham fielded questions from the audience. The supported the plan and gave the following ideas:

- a. Revive the name "Eau Gallie" on mail, etc.
- b. Obtaining letters of support for the Waterfront's Florida application which is being sent in this month by the City
- c. Changing 100' on the south side of Eau Gallie (Montreal) to mixed-use on the Future Land Use Map
- d. Including traffic tables as a means to address traffic issues in the district

5. NEXT STEPS-UPCOMING PUBLIC HEARING DATES:

The consultants reviewed the upcoming briefing and adoption hearing dates and encouraged the public to be there to support the adoption of the plan.

ADJOURNED: 9:30 pm

Respectfully submitted, Rochelle W. Lawandales, AICP Lawandales Planning Affiliates

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Pane 1 of 1



MEETING SUMMARY

Steering Committee Meeting #1

Date: 2/15/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

The first meeting of the Steering Committee was held at the Eau Gallie Civic Center on February 15, 2001 at 8:30 am, with thirty (30) participants in attendance. A listing of participants is attached. The Consultant team prepared an agenda of several activities, designed to further investigate and refine the assets and craft a vision and mission for the area. This summary provides an account, based upon my understanding of what happened at the meeting. Comments and additions are appreciated.

- The consultant asked each person to introduce themselves and give one word that told why they were here.
 The responses: it's home; roots here; care; business owner; long term view; love for place; help; maintain and revitalize; improve traffic; meet cultural needs; noise improvement; be informed; improve and attract; historic preservation; guide type of development; preserve heritage; nice place to live; unutilized potential; destination station; listen and assist
- The group was asked to define Community. Their answers: friendly, quaint, quality of life; growth; safe; convenient; attractive; desirable; cooperative; parks; know neighbors; small scale; quiet; cultural; interdependent; diversity; sustainable; livable; walkable
- 3. The group had many questions concerning the project, program, history, process and other burning issues. The Consultant deviated from the planned agenda in order to allow a facilitated "airing" of some of the issues, answer questions, and create an atmosphere of open, inclusive dialogue and participation. Some of the questions posed were:
 - Doesn't the City already have a Plan?
 - Why these boundaries?
 - What is Tax Increment Financing?
 - What are we going to call ourselves? We voted on dropping the word "Village" and maintaining the "Olde Eau Gallie Riverfront"
 - What about the riverfront-we only have so much?

From this session, the consultants determined that a "FREQUENTLY ASKED QUESTIONS" (FAQ) fact sheet would be a helpful tool to inform the participants and address these issues up front and straightforwardly. In addition, the participants were urged to be "Ambassadors" of the facts, and this information to maintain an informed open dialogue. These "FAQ" sheets will be distributed to the members and posted on the City's Web page for further dissemination.

4. The consultant team began a review of actions and input obtained at the Public Workshop going over in detail the #1 thing that people would do, what they saw in their crystal balls, the asset map compilation and the visual preference photo summary.

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5. The group began to craft their Vision and Mission statements.

VISION: We see "Olde Eau Gallie" as a charming, thriving, cultural area with its centerpieces being its unique riverfront environment, an economically viable marketplace and an historic district, where people want to live, work and play for many generations to come. (This is the consultant's adaptation and elaboration of words and language taken from the public and the committee, and culled together here for discussion purposes only.)

MISSION: The statement that was crafted at the committee meeting lends itself more to the community's mission—what it's purpose will be-and from this it will develop its strategies:

" MAINTAIN THE HISTORIC ESSENCE OF OLDE EAU GALLIE AND ENHANCE CULTURAL OPPORTUNITIES, WHILE ENCOURAGING NEW INVESTMENT FROM BOTH THE PUBLIC AND PRIVATE SECTORS."

How we get here will be: THE PLAN.

The group set their next meeting for March 1, 2001 at the Harris Auditorium of the Brevard Arts and Sciences Museum at 6:30 pm.

Please notify me of any corrections, additions, or deletions.
Respectfully submitted,
Rochelle W. Lawandales, AICP



MEETING SUMMARY

Steering Committee Meeting #2

Date: 3/1/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

1) Review/refine Vision and Mission

The Steering Committee adopted the following Vision and Mission Statements:

VISION

"Olde Eau Gallie" is a charming, thriving place, with its centerpieces being its unique riverfront environment, an economically viable marketplace and cultural and historic areas, where people want to live, work and play for many generations to come.

MISSION

"Maintain the current character and historic essence of Olde Eau Gallie, enhance cultural opportunities, and develop the waterfront's potential for public use, while encouraging new investment from both the public and private sectors."

THE PLAN

You will determine the strategies on how to achieve the vision and implement the mission, thus creating: THE PLAN.

2) Begin to create "Small Area Strategies"

This was a two part exercise. The committee first began by formulating strategies to address the various Issues derived from the Public Meeting.

A. STEERING COMMITTEE'S TOPISSUE STRATEGIES

BUSINESS STRATEGIES

Grants, Low Interest Loans

Variances: make it easy to start new DESIRABLE businesses (like those identified at the first public meeting Quick-victory, high visible start

CRIME

Lemonade Stand Increase Surveillance Walk a Beat Lighting Clean Alleys Clean up the People

SIDEWALKS

Ambiance, lighting, streetscape—Highland, Pineapple, Eau Gallie Blvd. Bike Paths/Greenways

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Indian River Lagoon Scenic Highway-explore funding for streetscape Allow biking in historic areas

RENTALS

Code enforcement

Limit the number of people in the units (More than one family in some apartments)

Criminal background checks are encouraged

No drug lease clauses

Buy apartments or do incentives for improvement, such as density increases, grants/loans, streetscape, or façade treatment programs

MIXED USES

Rezone to fit best use per plan Provide City Parking garage/areas

COMMUNITY GATHERINGS

More

Public Hearings

Local business sponsored events

Eau Gallie Seafood Festival back to Eau Gallie

Sense of place, brings folks together

Friday Fest, Art Festivals, Street festivals-do more

PARKING

High Rise Structure-not eyesore (North sector near post office, NE of the Methodist church site and behind Dr. Leo's

Remove portions of the planters and restore on-street parking on Highland

More plants in smaller planters

Parking between Eau Gallie Pairs

TRAFFIC

Highland 1 way north/Guava 1 way south

Lower speeds

Speed humps

Speed clocks

Overpass to causeway/build tunnel

Close portion of Pineapple

Make Montreal the main through-fare like Strawbridge

BUILDING CONDITIONS

Architectural Standards

Coe Enforcement

Historic Building restoration/ease standards

Public hearing, input, community involvement

B. MAP HIGHLIGHTS FROM STEERING COMMITTEE

The second part of this exercise required the members to evaluate area maps and identify strategies for each sub-area or district denoted on the map

GROUP 1

This group identifies the main visibility areas, where work needs to be concentrated, as:

- Both sides of US 1: incorporate a Vero Beach style of buildings up close along the roadway to make you
 interested in coming in
- NE Corner of EG Blvd/US 1: Parking structure, fountain
- Behind Dr. Joe's and Triangle Park: do park, Riverwalk to pineapple Park; storefronts back side of highland not development between EG at Causeway

GROUP 2

This group's action items were:

- Bulldoze west of US 1 to RR
- Hotel, meeting space; beauty shops, mixed uses with apartments on top (like CNN building in Atlanta)
- High rises to river
- Sky bridge to parking on NE Corner
- Boutiques on Highland
- Acquire Riverfront Land

GROUP 3

Proposals from this group included:

- Riverwalk under Causeway and around
- Streetscape historic areas
- Office, Bread and Breakfasts on Avocado and Guava-economic investment and redevelopment
- Use the triangle for parking
- Streetscape and sidewalks from S. Montreal to Hector and move Historic District line further south to encompass the whole neighborhood
- Put Bed and Breakfast and Dr.'s offices on St. Claire
- Have Bed and Breakfast on Aurora

GROUP 4

Traffic and parking were the focus of this group. They felt that until these issues were resolved, nothing else could occur:

- City parking across from Post office-start with surface parking then install a garage
- Traffic flow thru US 1/EG Blvd. improvements should include:
 - An overpass
 - A tunnel

GENERAL COMMENTARY

Aurora Road: Remove/replace/upgrade run-down and/or existing apartments; preserve the residential flavor, but upgrade

Guava/Avocado: Upgrade the residential areas; keep as office; residential; professional

Roads:

- Some should go away, aggregate lands around them for better development
- Pineapple may go away when US! Is done
- Vacate Pineapple between Library and Civic Center
- Route all traffic 2 ways on Montreal 4 lanes (like Strawbridge) and off load westbound EG Blvd.; make EG Blvd. like New Haven Avenue with on-street parking, islands, traffic calming

Define our "Sense of Place"
 The top visual preference picks from the public were on display for viewing.



#1 Mixed-use Development



#2 Waterfront Development



#3 Historical Character



#4 Outdoor Spaces (waterfront promenade)

4) Question and Answers Session

Next Meeting: March 15, 2001—Begin/Refine Actual Physical Planning; Social Strategies

We extend our appreciation to the Brevard Arts and Science Museum for their hospitality at this meeting. *Please notify me of any corrections, additions, or deletions.*

Respectfully submitted,

Rochelle W. Lawandales, AICP



MEETING SUMMARY

Steering Committee Meeting #3

Date: 3/15/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

- 1) Quick review of Public Meeting #2 and summary from Steering Committee #2

 The consultants reviewed the actions from the public meeting and the prior meeting summary. The group decided to revisit the idea of making the triangular area west of the memorial park into a public space, based upon the financial issues and the need to have land which contributes to the tax base.
- Review responses from Surveys
 The Consultants reviewed the surveys, a summary of which is attached.
- 3) Presentation/discussion of Transportation improvement alternatives
 - a) Highland 1-way north-fix the sidewalks, slow traffic, add more parking, eliminate u-turns backing out; downside would be delivery trucks and stop traffic. Vote: 15- yes; 8- do nothing: 0-make 1 way south.
 - b) Pineapple closure after the park: grow public gathering spaces and unify cultural uses, more contiguous space for events

Vote: 17- yes, 3- no

- c) Other ideas discussed: the current 2-way pairs segregate the community; Avocado should become an alternate collector road; no left turn from Pineapple to Highland at the Civic Center; Snake road by alternating parking on either side
- d) Eau Gallie Boulevard Throughway: Making Montreal the main arterial and using Eau Gallie Blvd as the local collector, narrowing this part, putting in on-street parking, landscape, sidewalks and streetscape.

Pros: quick access moves the traffic through; unifies Highland shopping district; creates a cohesive central are; may eliminate E bound cuts through the residential areas from north US 1; reduces the intersection to a "T" design, creating better movements; provides more parking; pro-active approach to long term solution;

Cons: Disrupts community; high cost; long time to implement; cross 6 lanes of traffic and isolates the southern residential area. Vote: 12- yes; 7- do nothing

- e) Do traffic calming in south neighborhood
- f) Don't do wall for buffering new Montreal, just use vegetation
- g) Guava—Make one-way south Vote: 12- yes; 2- leave 2 way
- 4) Presentation of "Catalyst Project" economic/market study

The consultants presented a concept for the catalyst project, which entails a 200 room boutique hotel and high-tech conference center. This center is designed to attract the State Association meeting market and the industrial/manufacturing centers along the I-4 corridor and elsewhere, who need a place to conduct retreats, training sessions, mini-conferences. Programmed not to compete with existing or planned convention facilities, the location of this project presents a unique opportunity to stimulate private investment and re-investment into the Eau Gallie

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CRA. Easy access to I-95, proximity to the airport, the river, the port, and Orlando, a waterfront location, cultural amenities, and a charming historic district add up to an extremely marketable product.

Vote: 12- liked the concept; 0- didn't like it; 3- were unsure

There was considerable discussion about various aspects of the proposed project:

- a. Museum location
- b. Competition with other hotels, existing and planned
- c. Loss of cultural riverfront
- d. Doesn't take advantage of Pineapple Road closing
- e. What would it look like-need heavy landscape
- f. There is a specialized labor pool
- g. T-3 line and existing software companies
- h. Need a business core here
- i. Incorporate business space
- j. Need for architectural review board to control its design and aesthetics
- k. Brevard hotels are at 80% occupancy today
- I. Explore this as the end of a cul-de-sac
- m. Have the complex be around a sculpture garden
- n. Should this be near the post office?
- o. Library is a poor use of the riverfront, should be like Front Street

Site vote: 6- not on this site; 4 - on this site; 4 - unsure

Other ideas posed: Use Bob's barricades as a way to temporarily close Pineapple to see peoples' responses and driving alternatives.

5) Discussion of pending/upcoming implementation assistance opportunities Due to the time, this item was eliminated from the agenda.

Meeting adjourned around 10:00 pm.

Please notify me of any corrections,	additions,	or deletions	ì.
Respectfully submitted,			

Rochelle W. Lawandales, AICP

NEIGHBORHOOD REVITALIZATION QUESTIONNAIRE

1.	PERSONAL CHARACTERISTICS Do you rent2 or own31 your home? How long have you lived in the area? most over 10 years How many in your household? How many members of your family work outside the home?
2.	BUSINESS OWNERS Do you own/operate a business here? Do you rent or own11_? How long have you operated your business? How many employees do you have?
	Have you made any improvements to your building in the last 3 years?
	Do you see your business expanding in the next 5 years?
3.	Do you favor changing traffic patterns in the neighborhood?n If yes, how and where?Pineapple; Dead-end @ Oak; Highlands
4.	Do you think the historic character of Olde Eau Gallie should be preserved? 32 y 0 n
5.	Would you favor new zoning laws to change the land use in some areas? 27 y 1 n Would you favor architectural guidelines? 29 y 2 n
6.	Do you like the use of the Pineapple, which symbolizes hospitality and welcome, as a symbol for the area and for use (for example) on signage, on fountains, on benches or other streetscape materials or even as a logo for Olde Eau Gallie Riverfront?
7.	Do you think the parking problem is a) Not enough:b) Bad locations:c) Both:t5
	What is your idea to address each of these? <u>garage; church land site</u> Do you think that a portion of the planters on Highland Avenue should be removed? <u>15 y 11 n</u>
	Should the City build a parking garage?11_y15n Where?Pineapple; Post Office
8.	What is the #1 thing that is the most important aspect of the area that nothing, ever should happen to? <u>History, culture, Riverfront,</u> pier/park
9.	Is new development good <u>27</u> or bad <u>0</u> ? Do you prefer it be located on vacant parcels <u>13</u> or for owners to tear down non-historic structures for new ones <u>12</u> ?
10.	How would you feel about taller buildings on the US 1 corridor?18 desirable11 undesirable
11.	Rank the following action items in order of priority: (1 highest-10-lowest) a. Crackdown on drug and prostitution activity

- b. Sidewalks, landscaping, decorative lighting, benches, trash receptacles, etc (Streetscape)
- c. Public Riverwalk along riverfront from Pineapple Park to the Causeway
- d. Increase Code Enforcement
- e. Provide incentives (grants and loans) for building fix-upf. Move the traffic through more quickly (Eau Gallie Blvd/US 1 Intersection)

- g. Pave and light the alleyways
 h. Parking Structure
 i. Office Buildings on the west side of US 1 tall enough to see the River
- j. Slow traffic on Pineapple including possibly altering the northbound traffic flow north of the Park k. New Museum/Cultural Center

12. Have yo Comments:	ou been to http://www.m	nelbourneflorida.org/redev/?	<u>4</u> y <u>20</u> n
Optional: Name:		Address:	
	Phone:	e-mail:	



MEETING SUMMARY

Steering Committee Meeting #4

Date: 3/29/01

Project: Eau Gallie Revitalization

The following is my summary of what transpired:

- 1) SMALL AREA PLANS, which show different land use patterns, were reviewed with the committee, in the following order. The committee approved the land use maps that were presented for each of the districts.
 - a. Eau Gallie Improvement District
 - b. Community Redevelopment Area
 - c. Urban Infill Area





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Discussion ensued regarding the following topics/issues

- Would encouraging the through traffic now using Pineapple to go on Avocado conflict with the residential portions of the neighborhood? Should the line demarking the medium intensity residential shift east behind the property lines?
- The group wants an architectural review board and local governance-there was considerable discussion on setting up an advisory board and the process for approving projects under a Community Redevelopment Agency/Urban infill program?
- There is a need to protect and enhance the "little guy" business owners
- How to adequately address the current and future parking needs.

After showing the revised concepts, the consultant's addressed questions about the proposed "Catalyst Project". A vote was taken: 12- in favor; 1- opposed; 1-unsure

The group also wants to include the residential area on the south side of Montreal in the Historic Mixed Use District.

- 2) IMPLEMENTATION MEASURES: The consultants reviewed some immediate opportunities, shown below. The group unanimously approved moving forward with each of them.
 - Waterfronts Florida-Due April 14, 2001
 - Historic Preservation Grants-in-Aid-Special Category-May 31, 2001
 - Survey/Planning-Creation of an Historic Preservation District/
 - Preservation Standards Ordinance
 - Architectural Guidelines for District
 - Creel School Rehabilitation/Restoration-the group favored discussions with the school board to "take-over" this
 building for a variety of different purposes: School board training center, art group/studios; art shows where the
 schools come in; Meals on Wheels (other social groups); community based initiatives or organizations. Where
 would the City get the money (\$750,000) for renovation? Did "Prevent" extent their contract?
 - Main Street Program-due July, 2001/pre-application workshop in May
- 3) PRIORITIES: The consultants asked the group: "If you had the money now, what would you do?" The group identified their "number one" priorities, which was tabulated at the meeting. The number next to the item below indicates that item received the groups number on ranking. The remaining priorities will be tabulated from the survey responses:

CITY ADMINISTRATIVE ACTION ITEMS

- 1. Crackdown on drug and prostitution activity
- 2. Increase Code Enforcement

PUBLIC IMPROVEMENT PROGRAMS:

- 1. Sidewalks, landscaping, decorative lighting, benches, trash receptacles, etc (Streetscape)
 - 1. #1 Highland Avenue between Montreal and St. Clair(expand sidewalk)
 - 2. #2 Eau Gallie Blvd. between Conchy Joe's and US 1 Others:
 - Guava-between Montreal and Eau Gallie Blvd.
 - Guava-between Eau Gallie Blvd and St. Clair
 - Pineapple Avenue intersections at Montreal and EG Blvd.
- 2. Gateway treatment
 - 1. Eau Gallie/US 1 Intersection

Others:

- Triangle Park
- Aurora/US1

TRANSPORTATION/PARKING

- 1. Make Highlands Avenue One-way North/Make Guava One-way south/Put 'On-street' parking on Highlands/Guava, with streetscape- Remove portions of the planters
- 2. Move the traffic through more quickly (Eau Gallie Blvd/US 1 Intersection-TRAFFIC LIGHT TIMING) Re-create the Eau Gallie "through-way" on Montreal Avenue Slow traffic on Pineapple including possibly altering the northbound traffic flow
 - Pave, light and landscape the alleyways
 - Build Parking Structures at Pineapple, St. Clair, Civic Center, PO
 - Create Traffic Circles at Aurora/Pineapple; Pineapple/Riverdale
 - north of the Park-Start with Barricades
 - Change Avocado to a collector roadway, to capture the traffic that currently uses
 - Pineapple and encouraging the redesign and re-use of the US 1 businesses,
 - in a "Vero Beach" style with the buildings close to the road (like a main street!)

CULTURE/RECREATION

- 1. Build Public Riverwalk along riverfront from Pineapple Park around the Causeway Others:
- Create a cultural arts center integrating the civic center, library, park, museum
- Rehabilitate Creel School for training/cultural/social center

LAND DEVELOPMENT/REGULATORY

- 1. Create new Zoning Code and Architectural Standards Others:
- Provide incentives (grants and loans) for building fix-up, landscaping
- Solicit for private catalyst project to fund the improvements
- Create an Historic District, with Historic Preservation Guidelines
- Create opportunities for more ownership of the rental properties, through grants, loans, cooperative programs, density bonuses
- Evaluate the opportunity to expand the CRA to take in a larger portion of the Eau Gallie Improvement District
- Adopt the small area strategies, amend the Comp Plan, and implement
- Create a mixed-use district to enable commercial and residential uses of buildings and lands

PROGRAMMATIC IMPROVEMENTS/ORGANIZATION

1. Apply for Main Street Designation

Others

- Create promotional materials
- Have major events: Farmer's Market, Seafood Festival, etc.

WRITE-IN OTHERS:

None

4) NEXT STEPS... MOVING FOR ADOPTION!

The consultants discussed the calendar and dates for consideration and adoption by the City Council, and the need for there to be considerable support for their plan at the Council meetings. The consultants engaged the committee in dialogue about how to best approach and enlist the public at the next public meeting on April 4th. We suggested putting the food out after the Crime Watch meeting and the group will stand up and be recognized. They suggested that we do a presentation after which there would be questions and answers. The group was excited and "charged" to have completed their plan and to be going forward to adopt the measures therein.

Please notify me of any corrections, additions, or deletions.

Respectfully submitted,
Rochelle W. Lawandales, AICP

Public Involvement Plan

CITY OF MELBOURNE

EAU GALLIE REDEVELOPMENT PLANNING STUDY

CONSULTING SERVICES TO PREPARE A
COMMUNITY REDEVELOPMENT PLAN
AND AN URBAN INFILL PLAN
FOR THE OLDE EAU GALLIE RIVERFRONT DISTRICT,
MELBOURNE, FLORIDA

PUBLIC INVOLVEMENT PLAN

Prepared for the

CITY OF MELBOURNE PLANNING DEPARTMENT

by

BRAD SMITH ASSOCIATES, INC. 1800 W. Hibiscus Blvd. Suite 112 Melbourne, FL 32901

January 22, 2001

Eau Gallie Redevelopment Planning Study Public Involvement Plan

I. Purpose

The Study will result in the preparation of both a Community Redevelopment Plan and an Urban Infill Plan for the Olde Eau Gallie Riverfront section of Melbourne, Florida (the Plans). The Plans will define a system of goals, objectives, and policies that will guide the local government and the private sector in:

- preserving and redeveloping the existing urban core area and urban infill area
- promoting the adequate provision of infrastructure, human services, safe neighborhoods, educational facilities, and economic development
- sustaining this area into the future.

The plans will be sensitive to the needs of various groups, the natural and built environment and the management and funding capabilities of local governments.

The key to a successful comprehensive redevelopment effort for the Eau Gallie area will be based on community participation and support. This public involvement plan is seen as a document that shall guide public involvement efforts, but remain flexible to adapt to project requirements and requests from the public.

II. General Approach

Our approach to encourage participation and support has four primary levels. These levels are defined as follows.

STAT and Steering Committee

The Study Technical Advisory Team (STAT) and project Steering Committee will provide technical direction for the project as well as assist in building public support. These groups will be invited to attend all public meetings and workshops. As community leaders, representatives of these groups can inform others about the project in an enthusiastic and positive manner. They should provide names of groups, organizations and individuals that may have an interest in developing a comprehensive redevelopment strategy to the consultant team.

On February 15th, we will be hosting our first STAT meeting, and our first Steering Committee meeting to present existing conditions data as well as to gain an understanding of how the public perceives the study area. During the Steering Committee meeting, we will look at both visual indicators, and other numerical and aggregate statistics. In the afternoon of the meeting, a walk-through will be conducted to assess current visual attributes, and map neighborhood assets. Findings and observations will be discussed. Finally, we will discuss potential "catalyst" projects for the study area.

On March 1st, a second meeting of the Steering Committee will be held. The purpose of this meeting will be to begin looking to the future by identifying future visual images and numeric indicators. Explicit vision statements will be formed. Next, we will communicate the listing of present and future conditions in an appropriate flyer format for distribution throughout the neighborhood. A Neighborhood Assessment and Visioning Response Form will be distributed with the flyer.

On March 8th, the third meeting of the Steering Committee will be held. Responses from the neighborhood will be reviewed, and the Steering Committee will revise the vision statements accordingly. Also during this meeting, the consulting economist's market analysis data will be discussed.

On April 5th, a STAT meeting will be held with selected representatives to review and comment on the final plan. Later the same day, the fourth and final Steering Committee meeting will be held to identify issues for the future, and to assign individuals and groups by goal interest (looking toward the upcoming Implementation and Monitoring Phases of the revitalization process).

Other Agencies

During the data collection phase, the consultant team will be contacting County government and other agencies working within the study area to seek data that will be instrumental to creating a comprehensive redevelopment strategy. All contact will be handled in a manner that encourages participation and support.

During the planning process, meetings may be set with several of these agencies to keep them not only updated, but also to seek approval and support for proposed alternatives and approaches.

Advocacy Groups and Other Interest Groups

There are several groups in the area that are already or have the potential to be involved with the development of the plans and their implementation. A grass roots effort will be made to include these groups in the planning process. An orientation meeting will be held on February 7th between the hours of 6:00 and 9:00 PM at the St. Paul's United Methodist Church, 1591 Highland Ave., Melbourne, FL 32935. Letters of invitation will be sent out to individuals and groups that have displayed an interest in the plans. The Melbourne Planning staff will mail invitations by Friday, January 26th. *The orientation meeting will be taped so the meeting can be televised several times prior to the first workshop.* These individuals and groups will be invited to attend all public workshops and members of the consultant team and City of Melbourne Planning staff will be available to attend key organizational meetings.

Target Groups will range from the following organizations.

Business and Merchants
Homeowners, Residents, and Neighborhood Watch Group
Youth Groups/Clubs
Elderly Groups/Clubs
Day Care Providers

Chamber of Commerce
Civic and Social Associations
United Way
Vocational and Technical Schools
Banks and other Lenders
Churches
Health Care Providers
Arts and Cultural Groups
Service Groups
Public/Private Schools

BSA will assist the City of Melbourne Planning staff, who will maintain contact information for the groups and individuals that have an interest in the Redevelopment and Urban Infill Plans.

Public at Large

There will be a series of workshops and meetings to solicit community input and build support for implementing a comprehensive redevelopment strategy. During the orientation meeting/workshop, we will be begin to identify broad issues and causes, identify existing neighborhood assets, and marshal resources. We will review the neighborhood map to determine whether the proposed Steering Committee properly represents the neighborhood (groups, leaders, opinion-makers).

A second public workshop will be conducted on March 15th, from 6:00 to 9:00 PM. The purpose of this workshop will be to:

- receive input from the public regarding the proposed revitalization plans
- allow interested parties to review and comment on the preliminary plan
- to gather, to the extent possible, all of the remaining information necessary to finalize the revitalization plans
- to do consensus building in support of the plans.

The public will also be updated on the progress of the planning efforts through the use of such tools as the project fact sheet, web site, news releases and other publications.

III. Administration

Cheryl Campbell shall serve as the primary contact person for the City of Melbourne and for the project. Brad Smith shall be the primary contact person for the consultant team, Secondary contact for the consultant team is Rochelle Lawandales, who shall also serve as the primary <u>public</u> contact for the consultant team, coordinating with interested parties and special interest groups. Secondary contact for the City of Melbourne is Mike, Public Information Officer.

IV. Outreach Programs, Methods and Tools

A general approach was provided earlier in this document for four (4) public involvement and participation levels. Even though the levels and target representatives have been identified, similar programs, methods and tools will be used to reach each of these audience groups.

Project Hot Line

Cheryl Campbell's direct phone number will be the established a local phone number to link the public directly to the planning team. If Cheryl is not in the office, the caller will be placed in her voice mail system. Cheryl will have the call returned within 24 hours, if possible. Calls placed on Fridays may be returned no later than 5:00 PM the following Monday.

A telephone conversation log will be prepared for each call made to the project hot line. The project hot line phone number will be published in all public correspondence.

Project Fact Sheet/Mailer

BSA will prepare a document that presents an overview, schedule and contact information for the Project. This document shall be formatted to be used as a mailer or by individuals to present information to community groups (e.g., homeowners associations, chamber of commerce, business groups and others that may have an interest in the project). The City of Melbourne staff will be responsible for printing and distribution.

Web Site

Melbourne staff will create a web page for the Eau Gallie Redevelopment and Urban Infill Project (Revitalization Project). The site can be reached either through the City's site or directly. BSA will assist the City by providing data to the City for updating the web site. The web site will be updated at least monthly throughout the project. The site will provide general information on background, planning process, schedule and upcoming events. The web site address will be published in all public correspondence.

Workshops

The frequency of public workshops has already been addressed previously in this document. The focus of each workshop is to reach the general population. The consultant team will be responsible for conducting and documenting each workshop.

City staff will be responsible for notifying the public a minimum of twenty-one (21) days before each workshop.

The City shall secure meeting facilities; however the consultant shall be responsible for meeting room set-up including, but not limited to, presentation materials, handouts, refreshments and other items to encourage positive public interaction.

The consultant shall also be responsible for returning the meeting room to pre-meeting condition unless agreed to otherwise.

BSA shall prepare and submit for City staff approval a meeting agenda, checklist and handouts prior to each workshop. BSA shall be responsible for preparing a summary that reflects the comments made by attendees at each workshop. If required, BSA will provide individual responses to issues raised at the workshops, where adequate responses were not provided during the workshop.

Media Relations

The media is a powerful tool in communicating with the public. Contact will be made with selected media representatives prior to the February 7th Orientation Meeting as well as before each public workshop and STAT/ Steering Committee meeting. The goal of each contact is to establish a personal and direct contact with the media by setting an interview or meeting with the selected media representatives.

Brad Smith and Cheryl Campbell shall be the media contacts. BSA will prepare a media-kit prior to each meeting with media representatives. The contents of each kit will be determined jointly by City staff and BSA.

News releases will be used in addition to direct media contact, prior to each public event. The news releases shall be submitted to the City for approval prior to issuing the release.

The City shall establish and maintain the contact list for media representatives. The consultant shall assist with maintenance activities as needed.

•Speakers Bureau, Meetings and Presentations

We anticipate requests from community groups to have someone speak to their organizations about the Revitalization efforts. Since it is important that a consistent message be communicated to the public, all public presentation or speaking requests shall be directed to Cheryl Campbell, Melbourne Planning Department. A list of potential speakers shall be established to provide this service. All speakers shall be instructed on how to present the plan and provide collateral material such as the project fact sheet to assist with their presentation. The following individuals have been identified as potential speakers as of January 22, 2001.

Cheryl Campbell, City of Melbourne Peggy Braz, City of Melbourne Brad Smith, BSA Rochelle Lawandales, BSA Sub-Consultant

Additional names will be added as individuals are briefed on presentation content and format.

•Informational Brochure

An informational brochure will be prepared that summarizes the planning process and recommendations. The brochure will be in a reader friendly format and contain a discussion on the definition neighborhood revitalization, a brief description of the process used to complete the plans, a comprehensive map depicting the redevelopment and infill area, illustration of the final plans and a summary of costs.

The information brochure is intended to serve as a tool to further support and encourage the implementation of the plans by the other agencies as well as the public. The brochure will be completed by the end of April, 2001.

The programs, methods and tools described in this section will enhance our ability to encourage public participation while building support for the implementation of plans. As we go through the process, we should evaluate the success of each program, method and tool and modify and add to them as needed to further our public participation goal.

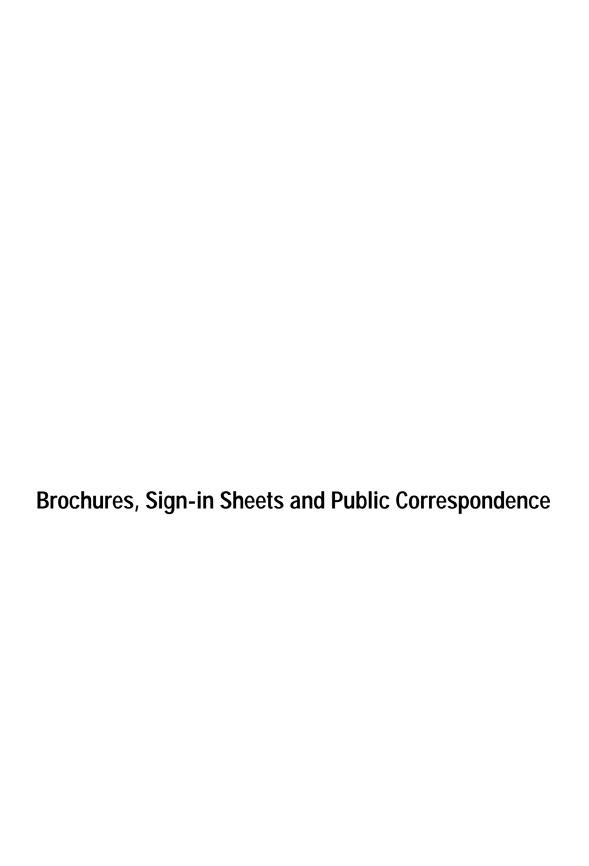
V. Procedures

As with any process, procedures serve to provide control measures that ensure consistency in operation. Documentation is extremely important in not only capturing a true picture of an event (e.g. phone call, workshop or meeting) but in demonstrating a good faith effort has been made to incorporate public input into the planning process. Meeting minutes will be prepared following each workshop, presentation or meeting held to discuss the Eau Gallie Revitalization Plans. Telephone conversation logs will be completed to capture all discussions and document action items. The City staff will be copied on all correspondence.

The City staff will be responsible for developing and maintaining the database of contacts. The database will be used for mailing meeting notifications and other pertinent information

VI. Master Schedule

The schedule, which has been provided under separate cover, identifies meetings for STAT, governmental agencies, Steering Committee and all workshops. The master schedule will be maintained and updated as required by BSA. The City will approve all schedule changes.



Become Part of the Planning Process..

Community Redevelopment Plan and Urban Infill Redevelopment Plan for Olde Eau Gallie Riverfront

Come to our "Kick Off" Planning Meeting:

February 7, 2001 6:00-8:30 P.M. St. Paul's Church Highland Avenue

Planning Meeting Portion 6:00-8:00 P.M. Eau Gallie Neighborhood Crime Watch Portion 8:00-8:30 P.M. Your involvement will ensure the success of the project!

Please plan to attend and encourage friends and neighbors to attend. The City of Melbourne has hired a Consultant Team to undertake the revitalization project.

This meeting is a Public Workshop to begin the planning process.

The plans will be developed using an active participatory process, with much public involvement.

so many things can be done and the City is very willing re-invest. The exciting thing is that under this program, to work with the owners to create a good business

What can we do about speeders on Pineapple Avenue?

Ö

- The City has been actively focused on this problem. They are using the "Speed Trailer", posting policemen along the route and handing allowing the use of "traffic calming" devices and various options are being considered on Pineapple Avenue. There are several streets out lots of citations. The City recently approved an ordinance in the City that have similar problems.
- How do we prevent things from being included in the Plans that we 0
- P.M. Also, the project's Steering Committee meets on Thursday, March 1st, 15th, and April 5th. Contact Cheryl Campbell, City of Meeting on March 7th at St. Paul's Methodist Church, at 6:30 Get involved, make your voice be heard. Come to the Public Melbourne Planner, at 674-5824 for additional information. Ö
 - What is the Plan approval process?
- The formal approval process includes the following public hearings: Planning & Zoning Board, Thursday, April 12th
 - City Council, Tuesday, April 24th
 - City Council, Tuesday, May 8th
- How come all the money goes to downtown Melbourne?
- Gallie did not. The City Council told Eau Gallie that they needed to downtown Eau Gallie areas and proposed plans for both. The Eau Gallie area objected and at their request the plan was never adopted. consulting firm who evaluated the downtown Melbourne and the Thus, Melbourne moved forward to implement their plan but Eau In 1982 Melbourne planned to establish two CRAs. We hired a come back to the City when they were ready for redevelopment. That time has come.

REVITALIZATION NEIGHBORH00D

open participatory process... Where through an inclusive,

YOUR VOICE WILL **BE HEARD...**

You will create the plans. You will decide...

Please bring your friends, March 7th workshop. neighbors to the

Future Meetings (after the workshop)

Steering Committee Planning & Zoning **Board Briefing** March 15th, 2001 -March 22nd, 2001

March 27th, 2001 -April 12th, 2001 -

City Council Briefing

Planning & Zoning

April 24th, 2001

City Council

Hearing

May 8th, 2001 -

inal Approval City Council Hearing

NEIGHBORH00D IMPROVEMENT EAU GALLIE DISTRICT PUBLIC WORKSHOP #2 **MARCH 7, 2001**

6:30-7:00 PM

EAU GALLIE

REDEVELOPMENT **NEIGHBORHOOD** CRIME WATCH 7:00- 9:00 PM

PLANNING

The following questions regarding the Eau Gallie Revitalization Efforts have been Frequently Asked

- O: Are these meetings just a bunch of "smoke and mirrors"? Doesn't the City already have a plan?
- A: No, the City heard the citizens concerns and recognized that the Eau Gallie area was experiencing problems that if not corrected, would lead to further decay and deterioration. As a result the City conducted what is referred to as a "Blight Study", which is required prior to developing a Redevelopment Plan. The Study determined that a portion of Eau Gallie does have conditions present that would qualify it for the establishment of a Redevelopment District. The City has hired a consultant team headed by Brad Smith Associates Inc., which includes Lawandales Planning Affiliates and Hunter Interests, Inc., who are helping the community prepare the Redevelopment Plan and an Urban Infill Plan.
- Uhy did the City draw the Redevelopment "lines" where they did, and can those "lines" be changed?

Ä

The City's experience with redevelopment has shown that it's been better to limit the amount of residential lands within the district and to focus the "lines" to the areas with the most commercial lands. This is primarily because to be included in the Community Development Area (CRA) the area must be declared "slum" and "blighted."

The area of a CRA can be changed but in order to do so, the City would have to go through the same process beginning with a "Blight Study". The urban infill designation cannot be changed unless the state changes the criteria for such designations.

- O. Why isn't my house on the map?
- A. We had originally planned that the area east of US 1, south of Parkway Drive to the Eau Gallie River would be designated as the Urban Infill Area. However, only one census tract qualified. We will nevertheless be using this entire area for planning.
- O. How big an area are we talking about?
- A. Generally, the CRA is bounded by the Indian River Lagoon on the east, Creel Street on the north, the F.E.C. railroad on the west, and it includes lots on the south side of Montreal. The Urban Infill District has a similar boundary. The Eau Gallie Improvement District is much larger, extending northward to the convergence of U.S. Highway #1 and Pineapple Ave.
 - O. What is the Eau Gallie Improvement District, and how can improvements be made to that area?
- A. This area was established over a year ago to address the problem in the area. The Urban Infill Plan will be evaluating this whole area and determining what improvements should be made.
- What is the difference between a Redevelopment Plan and an Urban Infill Plan?
- A. A Community Redevelopment Plan focuses mostly on the physical aspects of an area, buildings, streetscape, parking, landscaping, transportation systems, and the development patterns and opportunities. An Urban Infill Plan causes us to recognize that there is more to an area than just its physical needs and these are human or social an economic needs of the people who live, work, and play there. So for the Urban Infill Plan, we must look at things like: social service needs, elderly needs, housing needs, public transportation, crime prevention, health, education, and employment needs or opportunities.

- O. Will our taxes go up?
- A. No, not as a result of the city designating Redevelopment or infill areas. However, the intent is to improve the area, and as that happens and property owners renovate their property, taxes may increase.
- What is "tax increment financing"?

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- 4. Once a Redevelopment Plan is approved, the tax base is "frozen" at the current level. When improvements are made to properties the taxes go up. The difference between the frozen base level, and the higher increased level is called the "increment". All taxes collected above the frozen base level (the increment) are directed back into the Redevelopment District to pay for improvements contained within the Redevelopment
- O. How can we make "Owner X" clean up his property, get the criminals out and remove the junk or improve his/her building?
- A. This is difficult but the City does have some options to pressure landlords to cooperate. The consultant team will be considering this question in the development of the plan. Communities involved in redevelopment programs find that the "Carrot and the Stick" approach work best. This means that through enhanced City Code Enforcement efforts you can "make" someone clean up their property, but if you provide them with incentives, where they get something in return for their investment, they will more likely do more than the minimum, be more willing to make long term investments, be more able to make longer lasting improvements.
- O. The City wouldn't let me put up a sign, but the guy next door has one. How can we make this place "business" friendly and t reat everyone the same?
- Recommendations to rectify this type of problem will be included in the plan. New codes may need to be adopted to make it easier for businesses or development to obtain permits and occupational licenses; new zoning and sign regulations can be adopted to provide incentives for people to locate or expand or

EAU GALLIE REVITALIZATION STUDY

•URBAN INFILL PLAN

• COMMUNITY REDEVELOPMENT PLAN

Inside:

- Eau Gallie Redevelopment Study History
- · Vision/Mission
- Positive Existing Conditions
- Strategies for Change
- Small Area
 Strategies Map

Upcoming Meetings: 4/18/01 AIA Charette 7-9 pm St. Paul's Methodist Church

4/10/01 City Council Briefing

4/12/01 Planning & Zoning Briefing

4/26/01 Planning & Zoning Meeting

5/8/01 City Council Meeting

5/22/01 City Council Meeting Final Approval

The City of Melbourne 900 E. Strawbridge Avenue • Melbourne, FL 32901 • (321) 727-2900 • Fax (321) 953-6207

March 26, 2001

Dear Residents:

I'd like to thank all of the residents and business owners throughout the Eau Gallie area for your efforts in the revitalization and redevelopment of Eau Gallie. Since it's inception, your participation and eagerness to work towards revitalizing the area through crime watch efforts, merchant's association, and redevelopment planning meetings has brought about noticeable change.

The Urban Infill Redevelopment and Community Redevelopment Plans are underway and will be presented at the public workshop on April 4th. Your continued support and committed actions will ensure much improvement within the Eau Gallie Neighborhoods and the downtown area.

We look forward to a continued partnership with you in your efforts to restore and revitalize this very special area.

Sincerely,

1/2 1/hi

Henry J. Hill City Manager

An Equal Opportunity Employer

Internet: www.melbourneflorida.org • E-Mail: cityhall@melbourneflorida.org

The time to act is now...

Please plan to come and make decisions

EAU GALLIE REDEVELOPMENT STUDY HISTORY

In 1999-2000, the City conducted a "Blight Study" to determine if the area qualified for designation as a Community Redevelopment Area under Chapter 163, Part III, Florida Statutes. This study identified the existence of several indicators of blight:

- Transportation deficiencies
- Faulty Lot layouts
- Property and building deterioration
- Poor market performance and business flight or failure
- High crime
- Lack of proper appearance-landscape, trash, outside storage-all features which detract from the area and deter economic growth

PROPERTY VALUES

The most "telltale" sign of economic health is the value of land and buildings.

- The City's values grew by 24.8%
- Eau Gallie's values, however, only grew 9.1%
- Eau Gallie's land values alone decreased 6.4%

Consequently, the City adopted the findings of necessity, created a Community Redevelopment Area, and with the community's assistance and direction, a plan is being developed.

VISION

"Olde Eau Gallie" is a charming, thriving place, with its centerpieces being its

- unique riverfront environment
- an economically viable marketplace
- cultural and historic areas.

It's a place where people want to live, work and play for many generations to come.

MISSION

"Maintain the current character and historic essence of Olde Eau Gallie, Enhance cultural opportunities, and develop the waterfront's potential for public use, while encouraging new investment from both the public and private sectors."

POSITIVE EXISTING CONDITIONS:

- Waterfront views
- Highland Avenue shopping district
- Historic buildings
- Oak Canopy
- **Cultural Assets**





THE PUBLIC IDENTIFIED KEY ISSUES, WHICH WILL BE ADDRESSED BY SPECIFIC STRATEGIES:

- Business Strategies
- Zoning
- Community Gatherings
 - Traffic

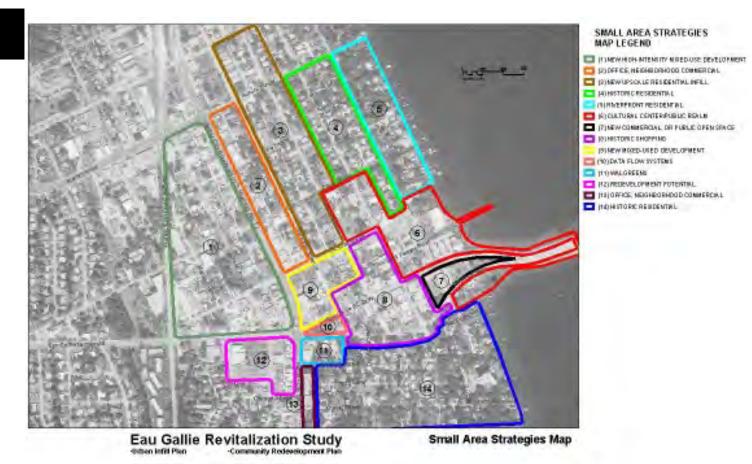
• Crime

• Rentals

Parking

- Building Conditions
- Sidewalks





City of Melbourne Planning & Zoning Department 900 E. Strawbridge Avenue Melbourne, FI 32901

EAU GALLIE NEIGHBORHOOD IMPROVEMENT DISTRICT

PUBLIC WORKSHOP #3 April 4th , 2001

6:30-7:00 PM
EAU GALLIE NEIGHBORHOOD CRIME WATCH
7:00- 9:00 PM
REDEVELOPMENT PLANNING

For more information contact: Cheryl Campbell, City of Melbourne 674-5824

This project is sponsored by the Department of Community Affairs and the City of Melbourne Brad Smith Associates, Inc./Hunter Interests Inc./Lawandales Planning Affiliates

Village Steering Committee Meeting #1 &

Downtown Merchants Association Meeting

February 15, 2001

8:30 to 10:00 am <u>Eau Gallie Civic Center</u>

We've met as the "Public" and accomplished a lot,
Now, we must not let the planning come to a stop.

It's time for the Steering Committee to role up their sleevesPlan to stay the whole time, please do not leave!

Assets, opportunities, the past, present and future situation,
We'll determine where we go-our mission and vision...

For more information, please call Cheryl Campbell at 674-5824.

OLDE EAU GALLIE RIVERFRONT/EAU GALLIE NEIGHBORHOOD

COMMUNITY REDEVELOPMENT/URBAN INFILL PLAN

Brad Smith Associates, Inc./Hunter Interests Inc./Lawandales Planning Affiliates
and

The City of Melbourne, Florida

More than one member of the City Council may be in attendance at the meeting and may participate in discussions

This project is sponsored in part by:

THE CITY OF MELBOURNE AND THE DEPARTMENT OF COMMUNITY AFFAIRS, STATE OF FLORIDA

The purpose of this process is to assist individuals in improving the quality of the social and physical aspects of the Eau Gallie Neighborhood District. The outcome will change the way residents, local government and others interact to solve problems.

The professional consultant team assisting the City and community are: Brad Smith Associates, Inc.

Collaborating with:

Hunter Interests, Inc.

Lawandales Planning Affiliates

WHAT WILL THE VILLAGE OF EAU GALLIE BE?

YOU DECIDE....

SUSTAINABLE

LIVABLE,

WALKABLE,

Yes, count me in.... Please put me on your mailing list.

Please mail or fax this back, or call:

Cheryl Campbell, Planner City of Melbourne 900 E. Strawbridge Avenue Melbourne, Fl 32901

Phone: (321) 674-5824 Fax: (321) 953-6200 Walkable, Livable, Sustainable, How? The decision is yours...

THE VILLAGE OF EAU GALLIE

THE CITY OF MELBOURNE INVITES YOU...

TO BE PART OF THE PLANNING EFFORT.....

COMMUNITY SUSTAINABILITY

Sustainable communities are ones that withstand the test of time. It means that the people's decisions and actions regarding their lives, their environment, and their economy create positive impacts and a community that lasts for generations to come.

COMMUNITY LIVABILITY

Are you comfortable in your surroundings? Are there places for people to live, work and play? Is the economic environment sprawling new business and reinvestment in existing and new properties? Is your investment increasing over time?

COMMUNITY WALKABILITY

Do you walk to work, to a friend's house, to the park, or to the river? Do you walk to nearby shops to get foods and services? Do you have a safe system of sidewalks or bicycle paths for you and your children or elderly to use?



WILL THE VILLAGE OF EAU GALLIE BE WALKABLE, LIVABLE, SUSTAINABLE?

The City is embarking upon a holistic approach to community redevelopment, that includes YOU, the resident, the property owner, the business owner.

What does this mean? That the government and community come together to work in partnership to completely transform the area. The City of Melbourne is empowering the "Village of Eau Gallie" to strengthen and rebuild itself through developing two strategic plans:

COMMUNITY REDEVELOPMENT AREA PLAN AND URBAN INFILL PLAN

You are a stakeholder in the present and future of Olde Eau Gallie. With your participation, YOU WILL HAVE AN EFFECT ON HOUSING AND PHYSICAL DEVELOPMENT, ECONOMIC DEVELOPMENT, AND HUMAN INVESTMENTS.

This is holistic neighborhood revitalization.

Through a series of public workshops,

YOUR VOICE
WILL BE HEARD....
You will decide...

WHAT'S NEXT?

You will create the Plans.

March 6, 2001: 2nd Public Meeting 7:00 p.m. to 9:00 p.m. St. Paul's Church

The Steering Committee ..

will be the "Revitalization Team" consisting of residents that are "as representative as possible", as well as other appropriate participants. Their purpose is to address specific issues facing the neighborhood through a dynamic and systematic process.

You are welcome to attend their meetings as well: **FEBRUARY 15, 2001**

MARCH 1, 2001 MARCH 15, 2001 APRIL 5, 2001



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VILLAGE OF EAU SALLIE

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From: Terry Dashiells [im4terry@yahoo.com] Sent: Saturday, March 24, 2001 11:34 AM

To: Rochelle Lawandales

Subject: Re: Steering Committee Meeting #4

Hello there Rochelle

Finally after searching, and searching, we were able to find the Plat Of Boundary Survey made of the vacant lot next to the store. If you would like to present this to the architechs for their evaluation, and or planning, please let me know. Survey was done on 7/9/99. It would be a pleasure to see how some great minds can creat the beauty the area needs, and wants to keep. Give me a call at 259-1000, or 242-7239 so I can get this onfo to you.

I have only minor thoughts about what I would do with this property, and would like to here any suggestions that might be offered. Some of the suggestions I have already received were build next to the store, Take store down (I also own the store and its property) build one large store 2 story minimun. I don't know what to do and am open for suggestions.

See you on the 29th, Terry Dashiells

From: Dillen [dillen@scci.net]

Sent: Thursday, March 08, 2001 9:45 AM

To: lawandal@metrolink.net

Subject: MEETING

Rochelle,

You did a great job at last nights meeting!

I don't think the vote on "park" or "commercial" for the parcel east of Dr. Joe's should have been taken before the steering committee had a chance to consider the proposal and make recommendations. I hope the vote will be reconsidered.

Thanks, Rick Dillen From: Dillen [dillen@scci.net]

Sent: Tuesday, February 27, 2001 7:08 AM

To: lawandal@metrolink.net Subject: Mission Statement

Rochelle,

Thanks for the info & speedy reply. Would you please email the mission statement which we started at the last meeting.

I would like to be thinking about it.

Thanks, Rick

From: Priscilla Clendenin [pac@iu.net] Sent: Thursday, March 15, 2001 8:14 AM

To: Rochelle Lawandales Subject: Re: meeting notice

Yes, we received the notice but were unable to open attached info. The kids have the good computers. We have a 1990 model. The Clendenins

From: Dillen [dillen@scci.net]

Sent: Friday, March 16, 2001 10:44 AM

To: Rochelle Lawandales Subject: Steering Meeting

Rochelle,

Another good meeting!

Just wanted to say that I like the location of the proposed hotel on the current art museum property. It would be the focal and activity center for the whole area. Plus locating it there would also "jump start" the new and much needed art museum.

It may be helpful if you could bring some examples of buildings similar to what the new hotel might look like.

Thanks, Rick

From: Dennis.Walker@lhsl.com

Sent: Thursday, March 01, 2001 6:53 AM

To: Rochelle Lawandales Subject: Olde Eau Gallie

Hi Rochelle,

I am looking forward to tonight's meeting at the museum. I have jotted down the vision statement from the last meeting, and a candidate for the mission statement. I took the perspective of a mission statement designed for the steering committee, and what we are challenged to do in the next few months.

Vision: Maintain historic essence of Olde Eau Gallie while encouraging new investment from both public and private sectors, and enhancing cultural opportunities.

Mission: Provide our community and neighbors a course that steers Olde Eau Gallie into the future, while maintaining our heritage, through commitment to excellence, dedication to teamwork, and an open-minded vision of what this community can become.

Thanks for considering these.

Dennis Walker Sr. Manager Freedom/Prolog Technical Help Desk Dictaphone (An L & H Company) dennis.walker@lhsl.com

Please find a notice for the upcoming Steering Committee meeting for next week. Feel free to contact Cheryl or me with any questions or issues you may have. SEE YOU THERE!! Rochelle (See attached file: notice.doc)

From: Susan Fleming [Susan.Fleming@dca.state.fl.us]

Sent: Wednesday, February 28, 2001 11:35 AM

To: lawandal@metrolink.net

Subject: RE: Eau Galli Urban Infill -Reply -Reply

Oh, the night is fine with me. But more important to accommodate the steering committee than me. I'll work on my schedule to get there on the 15th. This should be a great trip!

>>> "Rochelle Lawandales" <lawandal@metrolink.net> 02/28/01 05:33pm >>>

Yes! That would be great—will the evening work for you-many of our folks work and expressed an interest in having more night meetings? We've had one in the day and tomorrow is at night. If you let me know, I can advise them of your attendance preference and schedule accordingly. Looking forward to seeing you. Rochelle

——Original Message——

From: Susan Fleming [mailto:Susan.Fleming@dca.state.fl.us]

Sent: Wednesday, February 28, 2001 11:12 AM

To: lawandal@metrolink.net

Cc: bsmith@bradla.com; ccampbell@melbourneflorida.org;

pbraz@melbourneflorida.org

Subject: Eau Galli Urban Infill -Reply

Hi, Rochelle—what timing! I was planning my March calendar this morning. Thinking about making a straight down-the-coast trip, from Melbourne to Boynton Beach to WP Beach to Ft Lauderdale to Dania. (I'm tired just thinking about it.) I can try to schedule the trip around your March 15th meeting. Does that sound alright?

>>> "Rochelle Lawandales" <lawandal@metrolink.net> 02/28/01 04:47pm >>> Hi Susan, you wanted to come to one of our meetings—the second one is being held Wednesday March 7 from 6:30 to 9:00. This project is moving fast and furiously-we may only have one more general public meeting after this, if at all. We're having steering committee meetings every two weeks-the next ones are March 1, March 15, and April 5. PLEASE COME!:) Rochelle W. Lawandales, AICP

From: Hope Creskoff [hcreskoff@cfl.rr.com]					
Sent: Monday, February 19, 2001 5:42 PM					
To: Rochelle Lawandales					
Subject: Re: here's a flyer as a reminder					
Great! I'm looking forward to it -					
Hope					
hcreskoff@cfl.rr.com					
—— Original Message ——					
From: Rochelle Lawandales					
To: Hope Creskoff					
Sent: Monday, February 19, 2001 12:19 PM					
Subject: RE: here's a flyer as a reminder					
Hi, the next meeting will be at 6:30 pm, March 1 at the Art Museum auditorium. Hope to see you there! Rochelle					
——Original Message——					
From: Hope Creskoff [mailto:hcreskoff@cfl.rr.com]					
Sent: Friday, February 16, 2001 4:25 PM					
To: Rochelle Lawandales					
Subject: Re: here's a flyer as a reminder					
Hello - I was wondering if a decision was made at this meeting (Eau Gallie redevelopment Thursday 2/15) about the time of the meeting. Did you find a time that would work out for people who work different hours? I work days and can't attend meetings on a weekday morning.					
thanks,					
Hope Creskoff					
hcreskoff@cfl.rr.com					
Original Massaga					
—— Original Message —— From: Rochelle Lawandales					
To: Jacie Stivers; Susan Harrison; Queeni Calahan; Alan King; Michael Spetko; Hope Creskoff; Shirley					
Flynn; Rick Dillen					
Sent: Tuesday, February 13, 2001 12:39 PM					
Subject: here's a flyer as a reminder					

Something to hang on your wall, post in your calendar, etc.

From: WJOLE [WJOLE@MSN.COM] Sent: Sunday, February 18, 2001 4:51 PM

To: lawandal@metrolink.net

Subject: STEERING COMMITTEE

Dear Rochelle,

Sorry we could not attend the meeting Thursday, we work during the day. Maybe the next one, good luck.

Bob & Anita Olejarski

From: Jacie Stivers [jacie@jstivers.com] Sent: Thursday, March 29, 2001 6:13 AM

To: 'Rochelle Lawandales'

Subject: RE:

Jimmy and I toured Orlando two week-ends ago and I took photos. They have done a really good job with their redevelopment amenities. There are photos of the landscaping around Lake Eola which might be helpful for the riverfront area in Eau Gallie. Also, there are photos of parking garages and high-rises with pedestrian scale on the first floor. Some of the parking garages have retail and residential on the street side so that you do not even know that there is a parking garage behind and attached to the building. Do you want these before the meeting tonight? There was so much resistance from the residents about large structures because they felt it would take away from the character of the area.

Let me know. Otherwise, I will see you tonight.

Jacie

——Original Message——

From: Rochelle Lawandales [mailto:lawandal@metrolink.net]

Sent: Monday, March 12, 2001 6:44 PM

To: Henry Hill; Brad Smith; Cheryl Campbell; Peggy Braz; Steve Clendenin; Lettita Lawson; Toni Santarelli; Terry Dashiells; Dennis Walker; Jacie Stivers; Susan Harrison; Queeni Calahan; Alan King; Michael Spetko; Hope Creskoff; Shirley Flynn; Rick Dillen; Bob Olejarski; Robert Davich; Mary Ann Kise; Nancy Crawford; Alexis Johnsten; George Alexander; Tibby Parker; Nancy Martins; Debbi Rich Subject:

Attached please find notification of the upcoming steering committee meeting, scheduled for Thursday, March 15th at 6:30 pm at the Harris Auditorium. Please share this with anyone you know who has expressed an interest. See you there. Thanks for all your efforts!! Rochelle W. Lawandales, AICP