

# **CITY OF SATELLITE BEACH COMMUNITY REDEVELOPMENT PLAN**



**Prepared By:**  
**Rochelle W. Lawandales, AICP**  
**Lawandales Planning Affiliates**

**August 9, 2002**

## **“Special Note”**

The City of Satellite Beach Community Redevelopment Plan delineates the framework for the establishment and evolution of the redevelopment area. The Plan is considered a fluid document to be utilized by the Community Redevelopment Agency, the Community Redevelopment Agency Advisory Committee, city staff, residents, and other interested parties as a guide for direction with the on-going redevelopment effort of the defined area.

As with any forward-looking document, sections of the Plan will be considered for revision when necessary. The current land development regulations and ordinances are the final authority on redevelopment requirements. Please consult with the Community Redevelopment Coordinator for specifics of the Community Redevelopment Plan and its implementation.

## 1. INTRODUCTION

“Walkable, Livable, Sustainable” are the watchwords of new urbanism and communities seeking to re-invent themselves in the new millennia. Satellite Beach is a healthy community poised on the brink of a renaissance, as indicated through recent private investments, a resurgence of traffic on the corridors now that AIA is opened through to Port Canaveral, and the community’s interest in re-defining and directing public and private improvements.

The City of Satellite Beach is a unique area, one that was spawned even before the early “Space Race” days, where no buildings sat east of a two-lane road now known as AIA. Patrick Air Force Station was the primary employer and small shops, such as Gaskins Drug store, small Mom and Pop grocery stores, and bars dotted the sketchy AIA landscape. South Patrick Drive was a road into and out of the base, but AIA was the road the “high schoolers” crossed on sunny days to catch the surf. Satellite Beach has grown up amid the sun and surf, and still reflects its heritage as it tries to grow responsibly to foster economic development and a sound tax base to meet the needs of its citizens, while preserving the pristine environment that adds to its native character.

The majority of the area grew in the 1960’s and 1970’s. Today, those same buildings are showing signs of decay, dilapidation, and unsafe and unsanitary conditions. While many areas are improving, small lot sizes resulting from very old plats and a constrained and formerly widened AIA have cut land areas such that without assistance from a Redevelopment program, they will sit idle for many years to come, leading to further blighting conditions.

For most cities, 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 communities. People want to live, work and play in these activity centers. The City of Satellite Beach does not have a traditional downtown area. Instead, this beachside community is bisected by two transportation corridors that not only move goods and services through it, but they also provide areas for the community to obtain desired goods and services. One major transportation corridor, SR AIA, is a 5-laned generally undivided highway that carries over 30,000 cars per day. The other transportation route, South Patrick Drive (SPD), is less commercially developed, but still handles over 17,000 cars per day. For the last twenty years, the corridors have survived, but the area has begun to decline, deteriorate and show signs of decay.

Recognizing this decline and rising vacancy rates, the City created an AIA Corridor Advisory Committee, who began to investigate these deteriorating conditions and devise strategies for improvement. They began by recommending that the City take steps necessary to create a Chapter 163, Part III Community Redevelopment Area. The purpose of this project is to stimulate an overall revitalization of the community by:

- ♦ Identifying a community vision,
- ♦ Creating a consensus driven set of ideas for directing public improvements,
- ♦ Identifying and target areas for future private reinvestment and the types of desired redevelopment projects,
- ♦ Producing funding mechanisms to support the plan.

While Satellite Beach doesn’t have a “traditional” Main Street, the same principles for healthy downtowns apply to “Healthy Commercial” areas like those in the City. 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:

- Builds a positive image for the community.
- Reflects a community's confidence in itself and its future.

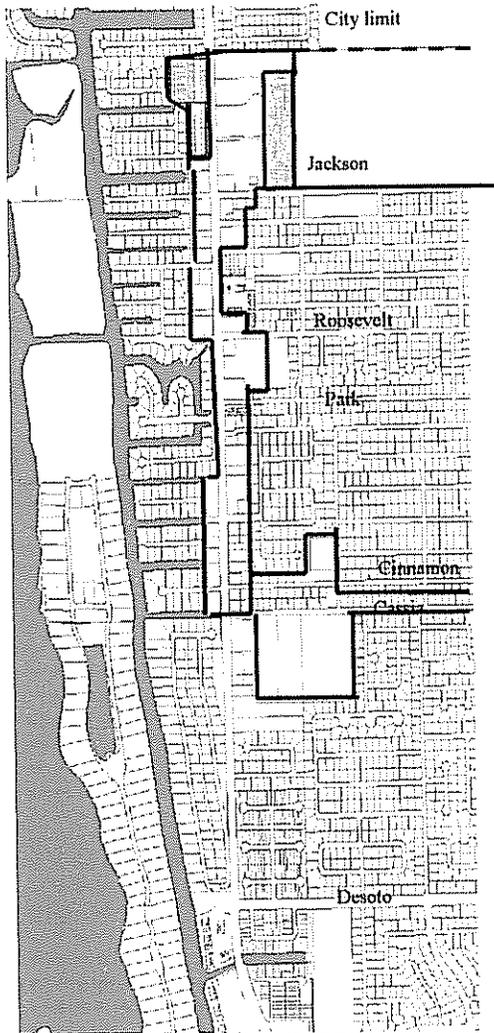
- Creates job opportunities.
- Attracts new industry and strengthens service and retail job markets.
- Saves tax dollars and,
- Stabilizes and improves the area's tax base, and protects the investment already made in downtown infrastructure.

Satellite Beach is seizing an opportunity, one which will create a desirable, walkable, livable, and sustainable future through creation and adoption of a Community Redevelopment Plan, Redevelopment Area, Community Redevelopment Agency(CRA), and Tax Increment Fund. This plan will meet or exceed the minimum statutory requirements of Chapter 163, Part III and make recommendations for positive changes to occur within the Redevelopment Area (RDA).

**A. Location and general description**

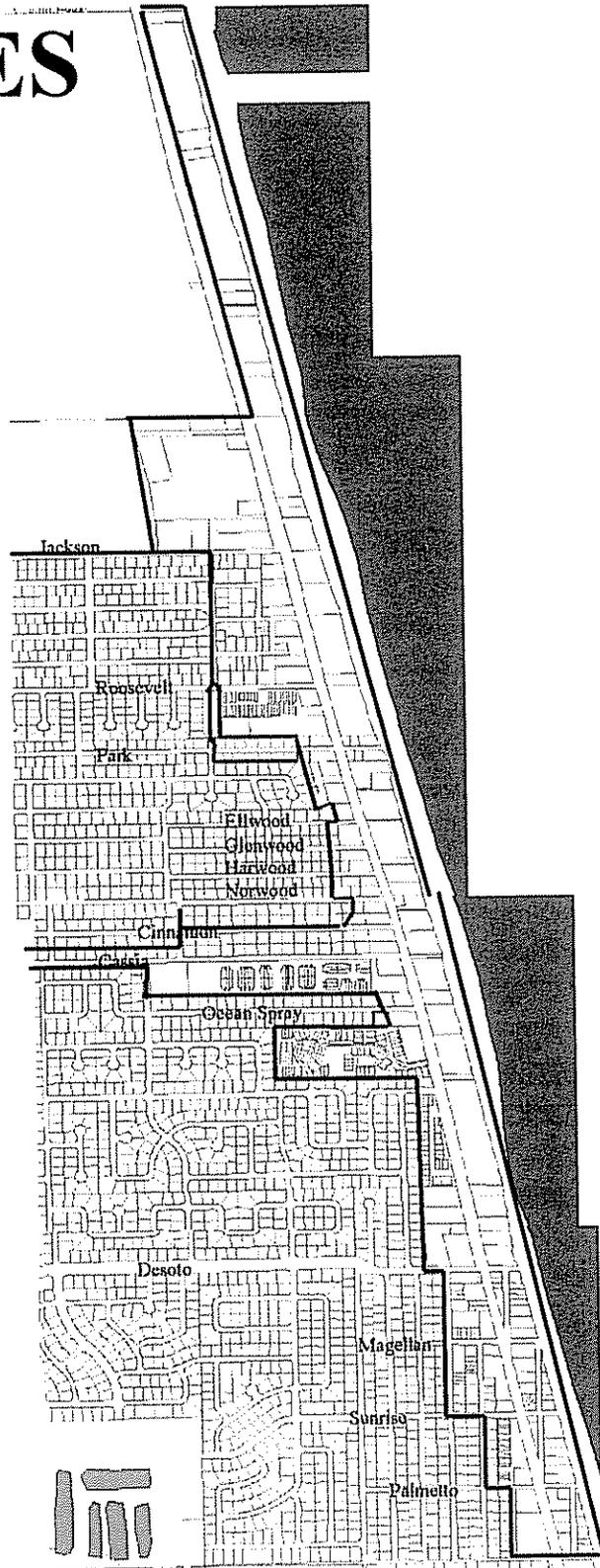
The RDA includes just under 300 acres, with approximately 200 on AIA and 72 on South Patrick Drive. The City recognized that in such a small area, there is an integral synergy and connection between South Patrick Drive and SR AIA. Both move people, goods, and services. SR AIA has more cars, more commercially developed areas, and properly serves the economic and transportation needs of the community. SPD is an area of transition. This area is seeing the loss and deterioration of larger commercial areas that cannot survive for a variety of different reasons. Therefore, there is a market driven push to convert these spaces to uses other than commercial. Neighborhood services, professional offices, some “convenience stores, gas stations and a grocery store have survived. However, the decay is evident. On AIA, several vacant parcels have been vacant for years, as have several vacant store fronts, such as the old Duval Federal, Pizza Hut, etc. Healthy neighborhoods exist between these corridors, although decay is showing in some areas along Cassia and Cinnamon. No area exists in a vacuum: all three areas share a symbiotic relationship, and what’s healthy for one area will certainly affect the health and well-being of the other. Therefore, the City has approached revitalization in this area by creating an RDA that includes all of AIA and South Patrick Drive connected by two minor collector streets, Jackson and Cassia. Map 1 identifies the RDA.

# PROPOSED RDA BOUNDARIES



SOUTH PATRICK DRIVE  
PROPOSED REDEVELOPMENT AREA

Future Expansion Areas



AIA CORRIDOR  
PROPOSED AIA REDEVELOPMENT AREA

## B. Assets

Satellite Beach's opportunities lie in her assets. Most people characterize the community as "Mayberry", evoking feelings of small town charm and "neighborliness", where people know each other, participate in local affairs, look out for each other, and feel safe and secure. The City's assets inventory includes:

- 1) A unique location, nestled between the beautifully, pristine Indian River Lagoon and the Atlantic Ocean, with beaches and shoreline accessible to the public
- 2) Social and Cultural activities, centered around team sports, a new Civic Center, a new Brevard County Library, the City's well located Park system, neighborhood schools, and community events
- 3) A grid pattern of streets, making the area accessible, walkable, and safe, which presents a "new urbanism" cookbook for recreating and revitalizing the area into vibrant, thriving neighborhoods and commercial areas
- 4) A dedicated citizenry who cares, is interested and participates in local affairs
- 5) Two major roadway systems-SR AIA and South Patrick Drive, which are connected by this intersecting grid of streets, that provide ease of movement (walkable) between all areas of the City and accessibility, from internal residential neighborhoods, to the beaches, to the interstate highway system
- 6) Location on the newly designated Indian River Lagoon Scenic Highway
- 7) Committed public servants, including City staff, elected/appointed officials, and volunteers

All of these assets present a unique environment and community, which if carefully integrated, managed and targeted for redevelopment, can have an extremely positive benefit for the area as a whole.

## C. Issues

This planning effort has been a partnership between the City, the consultant team, the committees 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 "bottoms-up" approach. The consultant and committee have held 3 "focus group" workshops and 1 general public workshop where these series of ideas have been created.

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. These are issues that confront the entire the Community Redevelopment Area and City. Overall, there was a belief among the participants that "Mayberry" has gotten stagnant.

From this list of issues, an articulated plan can be developed. The issues are primarily physical and administrative categories:

- 1) Physical Issues
  - a) Sidewalks on the west side of AIA
  - b) Slow up traffic on both AIA and South Patrick Drive
  - c) Lighting/Street lights/visual clutter
  - d) Building conditions
  - e) Drainage

- f) Landscaping or lack thereof
- g) Bike Paths
- 2) Administrative:
  - a) Code Enforcement
  - b) Zoning
- 3) Community desires:
  - a) Improved Beach Access
  - b) Controlled Tourism
  - c) Maintain and enhance “Mayberry”
  - d) Provide for, encourage, mandate Architectural styles, thematic signage, and better landscaping
  - e) Improve code enforcement
  - f) Maintain community cohesiveness
  - g) Maintain green spaces, breezeways and open areas
  - h) Promote quality Businesses
  - i) Have Less Signs
  - j) Create a preservation and environmental education center
  - k) Increase property values
  - l) Create a Downtown – Town Center
- 4) Top developments in the last 10 years:
  - a) Schecter Community Center
  - b) Purchase of additional Beachfront,
  - c) Creation of Samsons Island
  - d) Atlantic Plaza Facelift
  - e) 35 acre sports parks facility and dog park
  - f) New Synagogue on AIA
  - g) Eckerd’s and Walgreen’s
  - h) Renovation of Mark Realty
  - i) Potential for annexation and redevelopment of South Patrick Housing
  - j) Ramada Inn
- 5) Top visible trends in the last 10 years:
  - a) Deteriorating Buildings and sites
  - b) Drugs
  - c) Tearing down of some buildings
  - d) New Atlantic Plaza
  - e) New Restaurants

- f) Residential Stability
- 6) What would make us “SUSTAINABLE”?
  - a) Businesses
  - b) Clean water/quantity
  - c) Maintain safe neighborhoods
  - d) Low density – keep good mix
  - e) Preserve public beach/access
- 7) How would you spend \$1M?
  - a) A1A landscape
  - b) Coastline preservation center/Controlled tourism
  - c) Remove visual clutter
  - d) Coordinated/themed style of signs and architecture
  - e) Landscape beach access
  - f) Sidewalk on west side
  - g) Pedestrian bridge to Samson Park and boat ramp
  - h) Amphitheater

**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.

There are four principal elements, which 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:

- a) Providing adequate operational staffing and resources
- b) Creating and following detailed plans
- c) Implementing the physical elements of the plan
- d) Engaging in appropriate permitting for development projects to proceed;
- e) Enforcing codes, plans and financial measures; and
- f) Finally, developing monitoring and evaluation procedures that enable the City to constructively critique itself, the Plan and the process.

- 2) Finance and Economics: The life-blood for the redevelopment program.

With the flow of dollars through the program, plans will either go un-implemented or fail completely. The following needs to occur in a coordinated manner, based upon the plan, the Community Redevelopment Agency, and advisory board’s prioritization:

- a) Yearly budgeting,
- b) identifying fund sources,

- c) planning for capital improvements,
  - d) 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, and 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. Satellite Beach 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

This blight study comes about as a result of seeing a physical decline in both the AIA and South Patrick Drive corridors. This study examines the blighted conditions of the proposed redevelopment area and establishes the need for a strategic plan to create opportunities for private reinvestment, redevelopment and overall revitalization. Blighted areas in general:

- 1) impose a costly burden on local communities in terms of service requirements
- 2) cause the loss of much needed tax revenues;
- 3) infringe on the general health, safety and welfare of the residents within the area of deterioration; and,
- 4) have the effect of impairing and arresting economic growth and vitality because few will invest or reinvest in the area.

The *AIA/South Patrick Drive Corridor Blight Study* established the need and justification for creating a Community Redevelopment Area. The Blight Study area (RDA) was contained within the lands generally on the east and west side of AIA from the north to south City Limit lines, and generally along the east and West sides of South Patrick Drive from the north to South City limit lines. The blight study:

- 1) Established the existence of the blighted conditions as specifically outlined in the definition of “Blighted Area” as contained in part 163.340 (8) of the CRA. This is required for the City to designate the identified area as a Community Redevelopment Area;
- 2) Identified the specific problems which exist and must be addressed in the redevelopment plan if a successful program of comprehensive redevelopment is to be realized;
- 3) Created the findings of necessity for use by the City and County in designated areas.

### 3. BLIGHT STUDY OVERVIEW-DATA AND ANALYSIS

#### A. Non-Conforming Uses, Structures, Lands

The types of land uses found within the RDA include: commercial/retail, professional office, institutional, light manufacturing, recreational and residential. Many non-conforming conditions exist, particularly with respect to current zoning district standards. Most of those conditions are in the structures themselves or with the land, rather than actual uses. Some automotive repair places, however, constitute a few nonconforming uses of land. The Redevelopment Plan may explore a means of bringing these sites into compliance with respect to the City's Zoning, primarily by creating more parking and landscaping.

#### B. Building Appearance

Many of the buildings within the RDA are in a state of minor to major disrepair and in need of refurbishment and maintenance. In some cases, demolition, parcel aggregation and complete rebuilding is warranted. Necessary restorations range from simple painting to rehabilitation to structural repairs such as roofs and frames. Most of the existing the buildings represents a typical concrete/stucco style resonant of the 1960's



#### C. Parking Lots

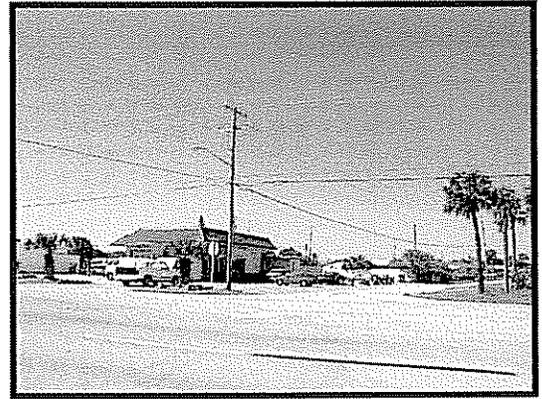
Approximately one half (1/2) of all of the sites have parking lots which are less than adequate. The Bowling Alley, auto repair shops, smaller restaurants, Dairy Queen, and some of the older strip centers were lacking in one or more of the following categories. Windshield surveys revealed that parking lots were deficient in one or more of the following areas:

- 1) Improper location of parking stalls
- 2) Insufficient number of parking stalls
- 3) Insufficient or non-existing pavement
- 4) Inadequate number of handicap parking spaces as well as a deficiency in width and a lack of access aisles
- 5) Lack of drainage and retention



- 6) If paved, it is cracked and requires resurfacing
- 7) Needs striping or re-striping
- 8) Insufficient/no curbing
- 9) Insufficient/no lighting
- 10) Insufficient/no landscaping

On-site parking and its related problem of access management, within the RDA is an element that requires considerable attention. The lack of coordination among the sites from small lots and small individual developments contributes to the overwhelming problem of access management and numerous driveways and curb cuts. The parking conditions as described have contributed to the overall blight of the area



#### D. Landscape/Irrigation

Almost all of the sites in the RDA are deficient in one or more ways with regard to meeting minimum code landscape requirements. Landscape deficiencies include insufficient or non-existent buffers along rights-of-way and abutting properties, an insufficient number of terminal and interior islands, a lack of protection for the existing trees and vegetation, inadequately sized planter beds to contain the existing canopy trees; and a lack of sod, hedges and/or trees, and irrigation. Through the designation of the AIA/South Patrick Dr. Corridor Redevelopment Area, a plan addressing these conditions can be designed, and in so doing, create incentives for landscape additions and restorations wherever plausible.



Landscape improvements are like a coat of fresh paint or a decorated living room. Little to no landscape often implies little to no investment. Conversely, ample and quality landscape treatment reflects pride of ownership and a perception of economic stability. Therefore, it is necessary for the landscape to depict a well thought out design and maintenance program. Many sites in the RDA exhibit insufficient landscape and/or have been insufficiently maintained over the course of years in the majority of instances. It is an amazing fact that simple treatments like facades and landscape help restore an area's sense of place and economic stability. With a redevelopment plan, the City can address these important issues. It will be especially important to maintain and improve upon these standards, through new land development codes in order for the area to redevelop in a higher quality fashion.

#### E. Pedestrian Access

Almost all of the sites lack linkage and adequate pedestrian accessibility. While the City is progressing with a pedestrian sidewalk system, there are so many places that are not interconnected to each other and to the uses they serve. Pedestrian access is a desirable element in the health and vitality of a functioning urban area. It also contributes to crime reduction—when people are out and about, there is natural human surveillance. Pedestrian ways also provide important alternative transportation options for area residents to access non-commercial uses in the neighborhood, which can help to reduce unnecessary motor vehicle trips. The linear configuration of Satellite Beach, with the commercial corridors on either side of solid residential neighborhoods, lends itself well to becoming “livable, walkable, sustainable”

## F. Lighting

Sufficient lighting for public activity during early morning or evening hours can help deter crime and improve public safety. Dark areas are potential hiding places for criminal activity. The Redevelopment plan should further evaluate street lighting systems (preferably for decorative lighting) and be coordinated with the pedestrian system to provide safe, well-lit travel areas.

## G. Curbing

Some curbing exists along the edges of roadways, but next to none exists on the interior of the commercially zoned properties. Interior curbing protects new and existing landscape, which is important for shade purposes, channelizing stormwater, heat reduction from retentive surfaces such as asphalt and concrete, and for aesthetic reasons.

## H. Age of Structures/Decay

The majority of the infrastructure, buildings and site improvements within the RDA range in age from thirty-five (35) to fifty (50) years old. To this extent, it is not surprising that the RDA exhibits a dated appearance and conditions are currently in a state of blight due to a lack of regular and ongoing maintenance.

### AGE OF STRUCTURES

<u>South Patrick Dr.</u>	<u>AIA</u>
1960's: 20	1950'S: 16
1970's: 11	1960'S: 132
1980's: 5	1970'S: 400
1990's: 15	1980'S: 194
2000: 2	1990'S: 47
	2000 +: 6

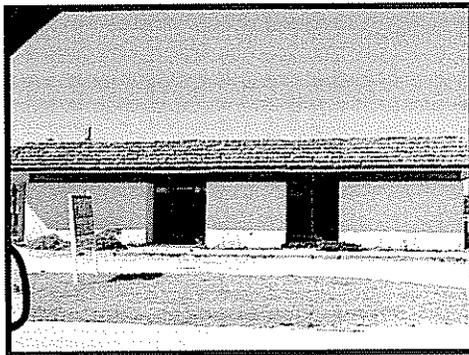
The majority of the development activity within the RDA has been minor renovations and site improvements in conjunction with changes of occupancy. This lack of growth can be attributed to high traffic volumes, transportation constraints, and poor structural conditions of the deteriorating buildings. These conditions may reveal a need to reclaim and convert some of the low value commercial properties for other types of land uses.

Growth has been slow for the City in general, as is evident by the number of structures built in recent years in the RDA. Vacancies generate visual blight, increase negative impressions and stereotype the area as undesirable to conduct business or live. They hamper private investment



initiatives, decrease property values and undermine the City's tax base. Long vacancy periods are particularly damaging since they remind all those passing by that demand for space within the neighborhood is lacking. People make the assumption that the neighborhood is undesirable.

This is true with the old Duval Federal Building and Pizza Hut structures, along with several vacant parcels that have failed to sell or be developed, some for over 10 years.



Assessed values show the lack of investment in the two proposed areas as they relate to the City as a whole. The South Patrick corridor area is only 3% of the City total. The AIA corridor, while substantially more than South Patrick, amounts to only 14% of the total City's values. This is a powerfully low number, when recognizing this is the City's major commercial corridor

	Acres	Land Value	Building Value	Assessed Value
City	1306	\$197 M	\$320M	\$519M
South Patrick:	53	\$5 M	\$11 M	\$16M (3%)
AIA:	159	\$32M	\$43M	\$75M* (14%)

\*East side: \$53M/West side: \$22M

Property values in the RDA lag far behind the overall City, despite being the two major commercial corridors in the area. In fact, the residential structures along AIA carry far more value than the commercial structures. This is one of the clearest indicators of slum and blight. Without redevelopment and revitalization of the RDA land uses, it will continue to decline. Opportunities are available to prevent the City from losing more revenue because of blighted conditions, if actions are taken to arrest these conditions. Furthermore, as the land value rise and building values drop, these buildings will be demolished. Without adequate infrastructure, access management, sound development codes and incentives for private investment from creating a RDA, these areas will continue to decline.

## I. Streets and Traffic

Uncontrolled access points are a major contributor of blighting conditions. Each of the parcels has individual access points. Constant movements inhibit traffic flow, cause accidents, and provide negative impressions on ability to safely get in and out of a site. Excessive utility poles and overhead lines along with an unattractive and storm vulnerable system of signalization, nonconforming access points, vacant property, aged buildings, and unappealing facades, together detract from potential development of the two corridors. Peak hour congestion occurs daily along AIA and South Patrick Drive. Measures need to be taken to alleviate the ongoing congestion



The expansion (widening) projected for South Patrick Drive will result in a series of temporary negative consequences for the South Patrick Dr. Corridor RDA. 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 and higher traveling speeds which makes it increasingly difficult for passers by to contemplate the desire to stop and shop, eat or browse.

## J. Crime Statistics

A prime indicator of blighted conditions is the amount of crime and the increase in crime within an area. It must be stated that overall, Satellite Beach has one of the lowest crime rates of any city in Florida. This is something to be very proud of. In general, crime imposes burdens on both the residential taxpayer and the business owners within a City by the increased cost in additional police coverage and protection. As the need for police protection increases, a larger percentage of tax revenues are used to provide additional services. Crime also contributes to a downward trend in property values, and thus reduces the tax revenues the area generates. This circular pattern results in disinvestments and in many cases discourages investment altogether. Crime in both areas has risen over the last couple of years.

In identifying and designing public improvements and new codes for private development, the City should utilize Crime Prevention Through Environmental Design (CPTED) standards by putting in place code, programs or solutions that provide natural surveillance through the use of sidewalks, pedways and bicycle paths, increasing lighting through a comprehensive look at the lighting needs in an attempt to eliminate the dark corridors or areas that become opportune hiding places for criminal activity.

## K. Lot Lay-outs

The Act recognizes that faulty lot size and configuration may impair the sound economic growth of a given area and may potentially become a menace to the health, welfare, and safety of the local residents/businesses. Lots within the RDA were platted in the early 1950's. The nature of retail and business has changed dramatically. Small-scale sites are sometimes at a

disadvantage. Today, the original platted lots have insufficient area to meet some standard development requirements desired for today's retailers.

Faulty lots offer little if any value to a community. Sometimes these lots have been vacant for a very long time. In such cases, the lots are often unkempt and overgrown and add significantly to conditions of visual blight within an area. Other lots, however, are already developed with a particular use but cannot be used for another. Until proper solutions are identified these lots will continue to hamper investment opportunities and continue to be at odds with the changing community around them. Additionally, many of these sites risk becoming maintenance problems, creating visual blight and hampering investments within the surrounding area.



#### L. Stormwater Management

Development of non-residential sites requires the design, permitting and construction of proper stormwater retention facilities. St John's River Water Management District (SJRWMD) is the agency responsible for the review and permitting of stormwater management activities within the RDA. Pursuant to their review of a proposed development, on-site water retention may be required. However, the smaller lots within the RDA were not designed to accommodate on-site water retention. Although lots may be "developable" by virtue of their zoning classification, actual development cannot proceed if insufficient area is available to accommodate water retention.

It is estimated that approximately one-quarter ( $\frac{1}{4}$ ) of the sites within the RDA are utilizing underground stormwater drainage systems and the very few new businesses and institutional facilities developed since the late 1980's, have sufficient stormwater storage. As a result, stormwater continues to drain into the Indian River Lagoon, which is creating a potential threat to the delicate balance of the ecosystem.

The City has taken great steps to improve stormwater management through a Stormwater Utility and installing more "regional" systems to aid drainage where on-site systems are non-existent. Without the help of public involvement and creative solutions to this problem vacant businesses and lots will persist. When a site's development potential is hampered because of the costs associated with it, the City should seek solutions such as the development of shared stormwater management systems and retention facilities. Solutions such as this will be examined within the Redevelopment Plan. Two-thirds ( $\frac{2}{3}$ ) of the sites within the RDA do not have ample square footage to house the required on-site retention. Without the City's involvement in seeking solutions to this problem, the majority of the sites will continue to remain vacant and undevelopable or continue to house decaying buildings.

The Redevelopment Plan would take a comprehensive look at the stormwater management challenges present within this area and create opportunities for regional solutions that would aid in redeveloping the existing land mass.

## M. Redevelopment Opportunities

Like many older cities, Satellite Beach developed along the Ocean and River and “in-filled” in between. Almost completely built out, there is little room to grow, unless lands are annexed to the north. This “build-out” results in several key factors, some negative and some positive:

- 1) Lack of new, raw land for development
- 2) Increased demand to use and convert existing land uses to meet market trends and population demands
- 3) Rising land costs, often exceeding building values, which is the approaching scenario in Satellite Beach
- 4) Aging infrastructure inadequate to support current regulatory requirements and business needs
- 5) Aging structures that contribute to prevalent blight and decay

Therefore, this Redevelopment Program will identify critical strategies for the community to design a new future for the RDA and create opportunities for public and private investment, consistent with a consensus driven Redevelopment Plan. The catalyst for infusing new life into the community and into the TIF can be a new Town Center, which would create a new focal point for public and private activities, special events, retail and residential arenas. Liner shops would replace derelict strip centers. Creating a pedestrian-oriented, mixed-use district within the RDA through new codes will spawn private interest. Using alternative roadway patterns, possibly closing some streets, creating new Frontage or “rear-age” roads would filter many access points into just a few, and provide coordinated parking, new landscape and stormwater management. Incentives and new codes for urban design and architectural standards for façade treatments, building rehabilitation, and new construction would result in a new “visual” landscape for the City. The district would capitalize on its proximity to the AIA, Jackson Avenue, and South Patrick Drive intersections, its connections to the Atlantic Ocean and other existing public and private amenities.

The City has succeeded in capitalizing on land acquisition for public access to one of our most precious treasures-the Ocean and Samson’s Island on the Lagoon. AIA offers great potential to support significant beach access areas vital enough to capture interest from Maine to Key West. The roadway has been designated a Scenic Highway and with that comes great advantages from eco-tourism. By bringing residents and potential customers alike into this redeveloped and revitalized area, local and tourism dollars can aid in this niche market, which could then comfortably compete for business in the larger commercial centers in Satellite Beach.

#### **4. PUBLIC PARTICIPATION**

The Plan has been predicated upon an inclusive, interactive, open dialogue by the public, in partnership with the consultant and city staff. The consultant developed and used a “Public Involvement Plan” as a guide and directive for notification, a series of public forums, informational materials for dissemination, and to elicit oral and written feedback. Four (4) “steering committee” meetings, a general public workshop where over 100 flyers were sent to businesses, residents, and property owners, and other public hearings, the consultant were able to identify issues, visual preferences, assets, small area opportunities, vision, mission and strategies.

A Steering Committee formed from interested members of the City’s current advisory Boards. Five of the City’s standing committees, the general public, and local business owners came together with the dedication and commitment to create this plan in a short period of time. They included the AIA Corridor Advisory committee, Land Development Review Committee, Beautification Committee, Planning and Zoning Board and Comprehensive Planning Advisory Board and the public, which 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 2 public workshops, in addition to the public hearings held during the adoption phase.

The appendix contains information regarding public involvement and activities for this project.

## 5. VISION AND MISSION

### A. Vision

In redevelopment, government has one of its most justifiable reasons for intervention because in most cases, it is impossible to reverse blighted conditions through private sector initiatives alone. Until now, developers have assumed full responsibility for the economic development of AIA/South Patrick Dr. Corridor. The vision for the future, however, is based on a partnership between the public and private sectors. Through the adoption and implementation of a comprehensive redevelopment plan, via a participative process, the City seeks to revitalize the RDA, perhaps even creating a new Town Center on AIA that would serve the community as a traditional downtown would in other Cities. It is a sign of maturity that the City should consider reinvestment and redevelopment within the RDA and a sign of stewardship that the City recognizes the inter-dependence, which is necessary between the private and public sectors to achieve revitalization.

The working group created a new vision:

**“SATELLITE BEACH IS A PROUD COASTLINE COMMUNITY WHERE YOU:**

- ♦ **Know your neighbor**
- ♦ **Enjoy a wide variety of activities**
- ♦ **Have a sense of belonging**
- ♦ **Participate in local affairs**
- ♦ **Can find goods, services and employment opportunities**
- ♦ **Have quality social and cultural amenities**
- ♦ **Have quality neighborhood schools**
- ♦ **Treasure oceanfront, Lagoon, and the environmental resources”**

### B. Mission

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

**“The Mission of the community and the redevelopment district is to:**

- **Create a healthy local economy and maintain rising property values**
- **Invest public funds into projects which promote the area and enhance the two major corridors of the city, while promoting and protecting our natural resources**
- **Encourage private investment to improve deteriorated properties and**
- **Add to the social, cultural, and economic amenities of our city.”**

### C. Goals and Objectives

The following goals and objectives arise from discussions by the committee as well as constitute recommendations from the consultant.

- 1) Goal: The overall goal of the 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 aggregation of properties and redevelopment or rehabilitation of lands and 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; providing for incentives to allow for variable intensities and densities for new development through mixed use district approaches; and encouraging high quality design
- 3) Land Use and Housing 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 recommendation to designate these areas as a Mixed Use Districts
  - c) Adopt the commensurate zoning and performance standards for a Mixed Use District under a separate RDA Land Development Code
  - 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) Allow for new and different types of high quality residential development including row houses, townhouses, and condominiums
  - g) Allow for taller buildings, up to 4 stories in specific areas of the district to maximize the market potential and incorporate views of the river or ocean
  - h) Create a density and intensity bonus system, based upon performance standards, transfer of development rights, flexible zoning, and other techniques;
  - i) Designate the area as a regional activity center, mixed-use district, or urban service area along with the RDA boundary to offset concurrency requirements
- 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, including a sidewalk on the west side of AIA
  - d) Purchase lands for creation of parking lots or structures, integrating private and public cooperative financing mechanisms and partnerships when the need arises
  - e) Allow on-street parking where practical and feasible or to promote traffic calming

5) Design Objectives

- a) Create architectural and urban design guidelines and use a 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, expanded sidewalk areas for eating and public use
- d) Require that all new utility locations be placed underground

6) Public open space, recreation and cultural opportunities

- a) Enhance the public's access to the river and ocean by enhancing the existing 14 beach access sites
- b) Create a pedestrian bridge to Samson's Island and across AIA as needed to facilitate walkability between residential, commercial and environmental/recreation areas
- c) Link the residential and business areas with each other and the waterfront through a well lit and landscaped pedestrian and bicycle mobility system
- d) Include open space, plazas, walkways, terraces and other public available spaces in development regulations for new development
- e) Create an Open Space and Recreational Trust Fund, which can be used to mitigate for larger scale 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 district
- h) Create a Preservation and Education center, which can serve as a major attractor and participant in the overall revitalization efforts, through encouraging eco-tourism, along with marketing the Indian River Lagoon Scenic Highway
- i) Continue the use and expansion of programs and services offered through the City Recreation Services department at the new Schecter Center and parks
- j) Maintain or enhance the quality of the natural environment, as it is a public amenity to be enriched and enjoyed

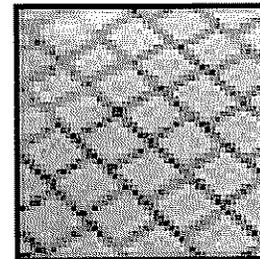
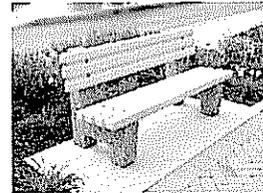
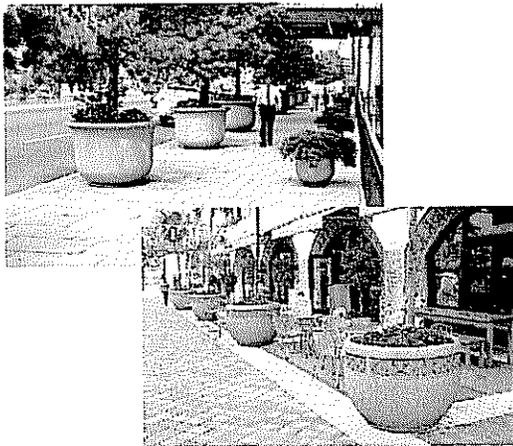
7) Financial Objectives

- a) Designate the area as an RDA area and apply for grants to assist with planned improvements
- b) Use the Tax Increment Fund to pay for improvements and to create financially based incentive programs for property and business enhancements

**D. Visual Preference Survey**

- 1) The visual preference survey was presented at the Saturday charette. From this, the "theme winners" were collected. The next page shows the collection chosen from this charette.

# VISUAL PREFERENCES



## 6. COMMUNITY REDEVELOPMENT AREA (CRA) PLAN

### A. Introduction

Once adopted by Ordinance, this Plan will be the overall “cookbook” for public and private investment options and opportunities through the RDA. One of the main ingredients in the implementation of the plan is by charting a course for physical development, which can be further prioritized, budgeted, and engineered during any program year. Emphasis should also be placed on plan implementation through adoption and expansion of the Future Land Use and Zoning recommendations. The City can implement the Mixed Use District land use classification through new districts adopted within the land development code. There are two types of Mixed Use Districts (MUD’s) proposed: High Intensity Mixed Use for the Town Center; Medium Intensity Mixed Use for the west side of the AIA corridor; and Low Intensity Mixed Use for the South Patrick Corridor, that would allow for less intense development, but still promote a mixed of residential and neighborhood commercial and professional/office uses.

Other standards and ideas for development patterns would include reconfiguring sites to have frontage or “rear-age” roads, some road closures, and controlled access. South Patrick Drive regulations should be more focused on a variety of housing opportunities and limited commercial to serve the surrounding neighborhoods since there is little market demand for major commercial ventures. This will not only strengthen and target the AIA commercial corridor, but will make the redevelopment of South Patrick Drive more of a “neighborhood commercial” and residential roadway. These concepts are more fully described below.

This section of the plan identifies a series of public improvements, regulatory, and other implementation strategies that are necessary to either beautify the area or provide better infrastructure. These actions will be the impetus for private sector return and reinvestment 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.

### B. The Physical Plan

The committee made several decisions, including the following for AIA and South Patrick Drive, regarding the focus for physical changes and emphasis for public improvements:

#### 1) AIA: Public Improvements

- a) Create “Gateways” at the north and south ends of the City to define our sense of place
- b) Create several “Activity Center” and Nodal focal point areas. These areas are defined on the physical plan to denote areas that are magnets for people and activity, whether public or private. (See example “Atlantic Plaza” & “Scorpion Court”).
- c) Treat the major intersections, such Desoto, Cassia (at both ends), and Jackson (at both ends) with possibly medians, landscaping, mast arm traffic lights, decorative lighting, pavers, etc. (See example “AIA @ Cassia”).
- d) Install a sidewalk on the west side of AIA, the length of the corridor, and install decorative lights, benches, trash cans, landscaping, and other streetscape treatments
- e) Improve the existing 14 beach access points, both the “drive-to” and “walk-to” access points, by creating uniform, themed signage, signature landscaping, and installing pavers to denote pedestrian cross-walk areas

f) Other improvements could include:

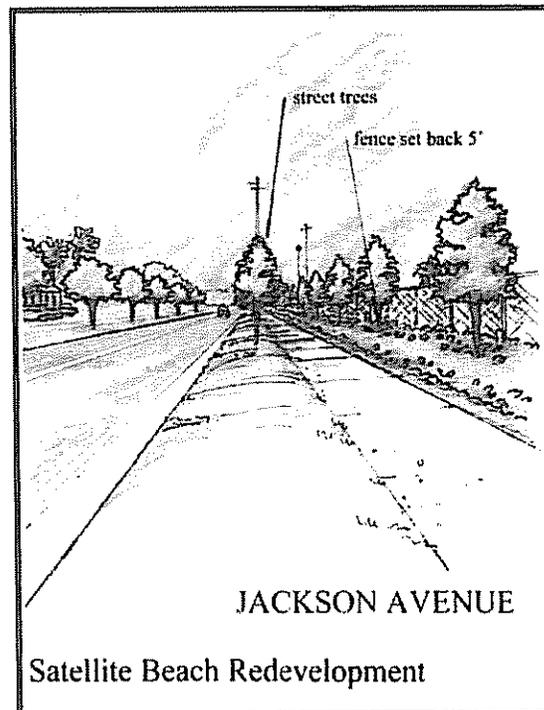
- ◆ Creating a preservation and education center for eco-tourism at Pelican Park
- ◆ Installing streetscape improvements on the east side of AIA
- ◆ Providing façade treatment and landscaping loans or grants to private business for property enhancements
- ◆ Closing off some streets in order to re-route traffic, provide for larger lots available for redevelopment, and improve traffic flow on AIA

2) South Patrick Drive: Public Improvements

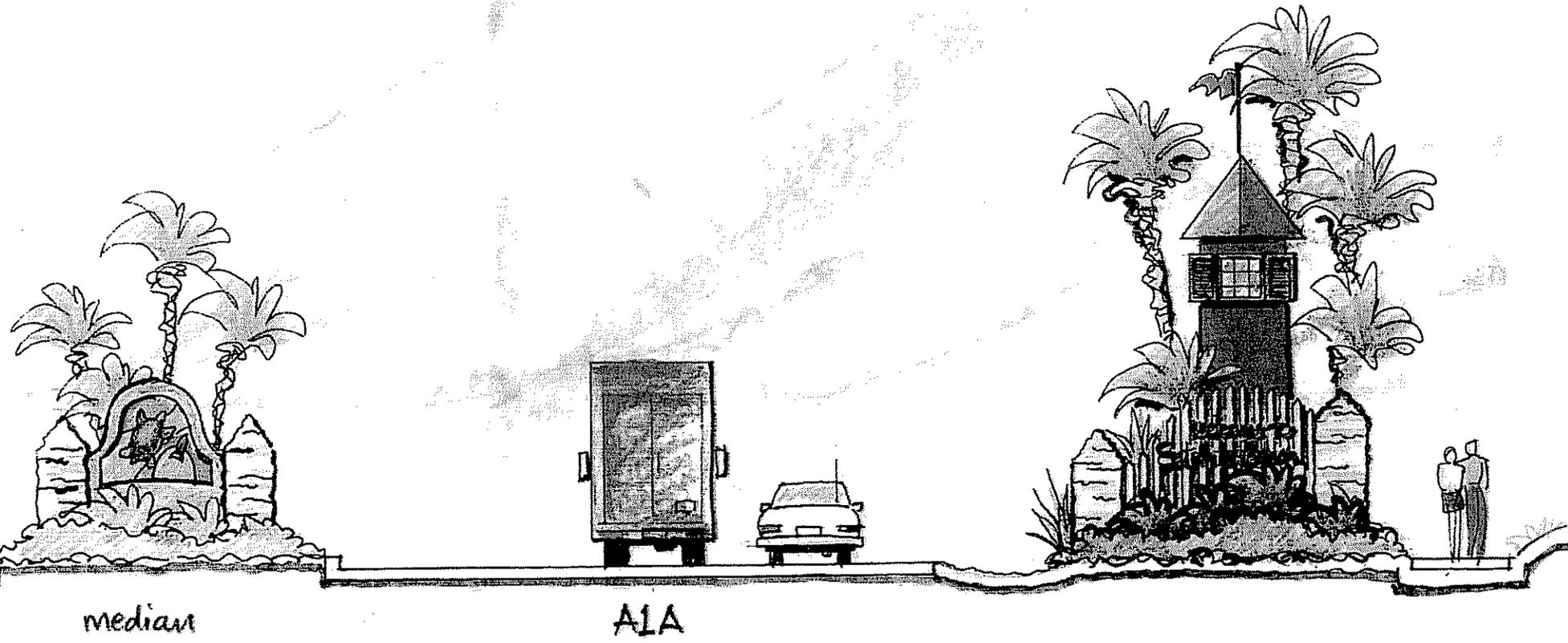
- a) Create two activity center focal point areas, one at the south end, where the Fire department and City Hall are located; and, the other at the north end, where the new Schechter Community Center is located.
- b) Include gateway and streetscape treatments within the activity centers, as well as mast arm lighting at Jackson Avenue
- c) Install streetscape treatments along the sidewalks on both sides of SPD
- d) Consider a traffic light at Cassia to slow traffic and allow for breaks for better movements from the side streets
- e) Other improvements could include:
  - ◆ Installing a pedestrian bridge to Samson's Island
  - ◆ Providing façade treatment and landscaping loans or grants to private businesses for property enhancements

3) Jackson & Cassia

- a) Install new sidewalks, drainage (on Cassia), decorative lighting, and landscape to encourage pedestrian movement. (See example "Jackson Avenue")



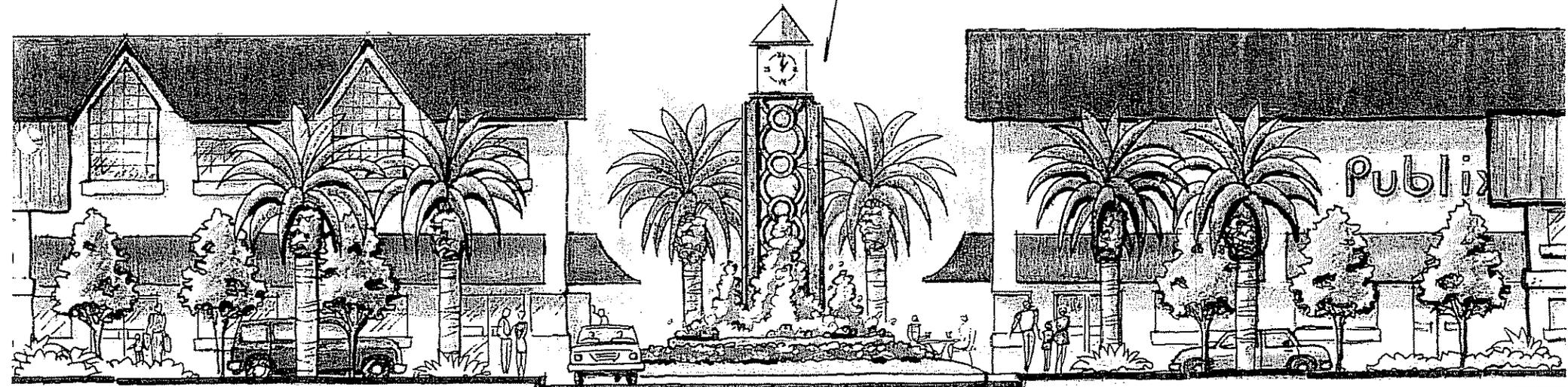
Satellite Beach Redevelopment  
Gateway Concept  
elevation view



median

ALA

clock tower plaza



offices above

fountain @ roundabout

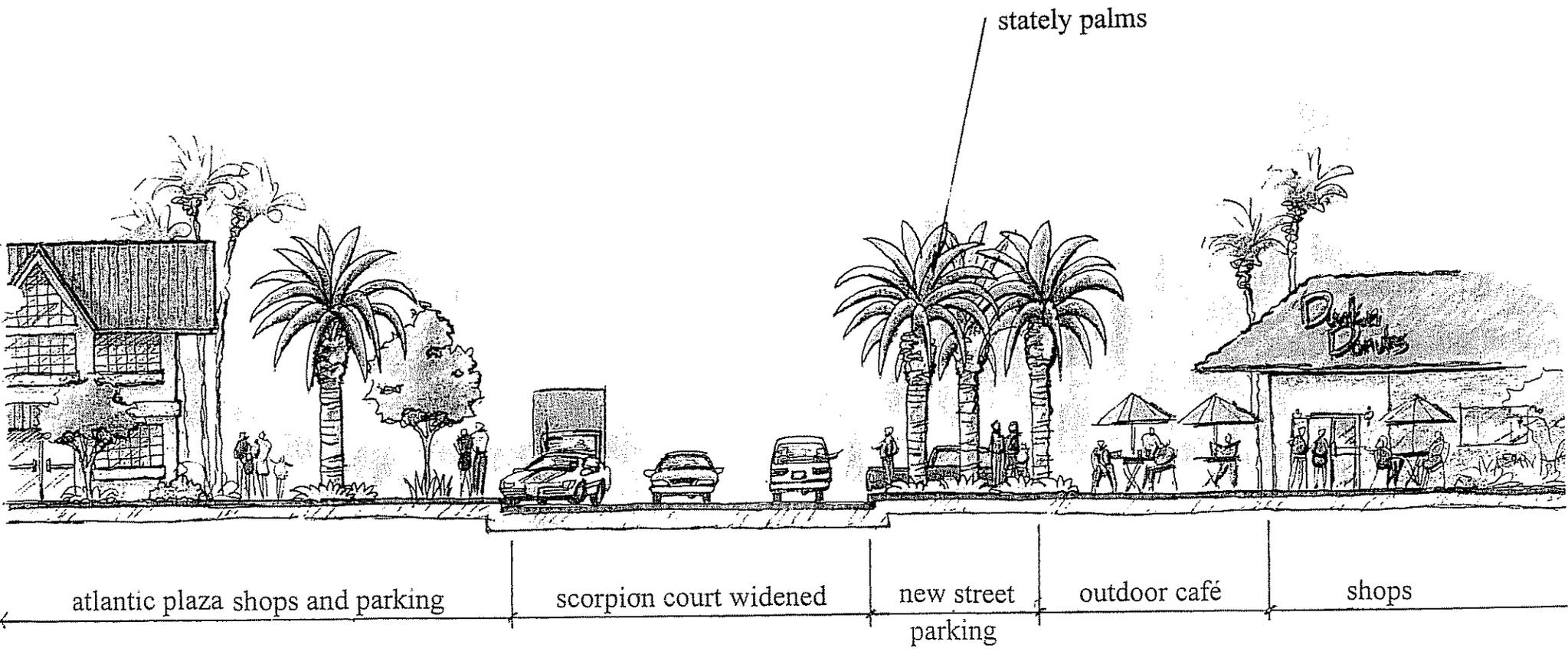
shops and parking

Satellite Beach Redevelopment

ATLANTIC PLAZA

elevation view

scale: 1/8"=1'-0"

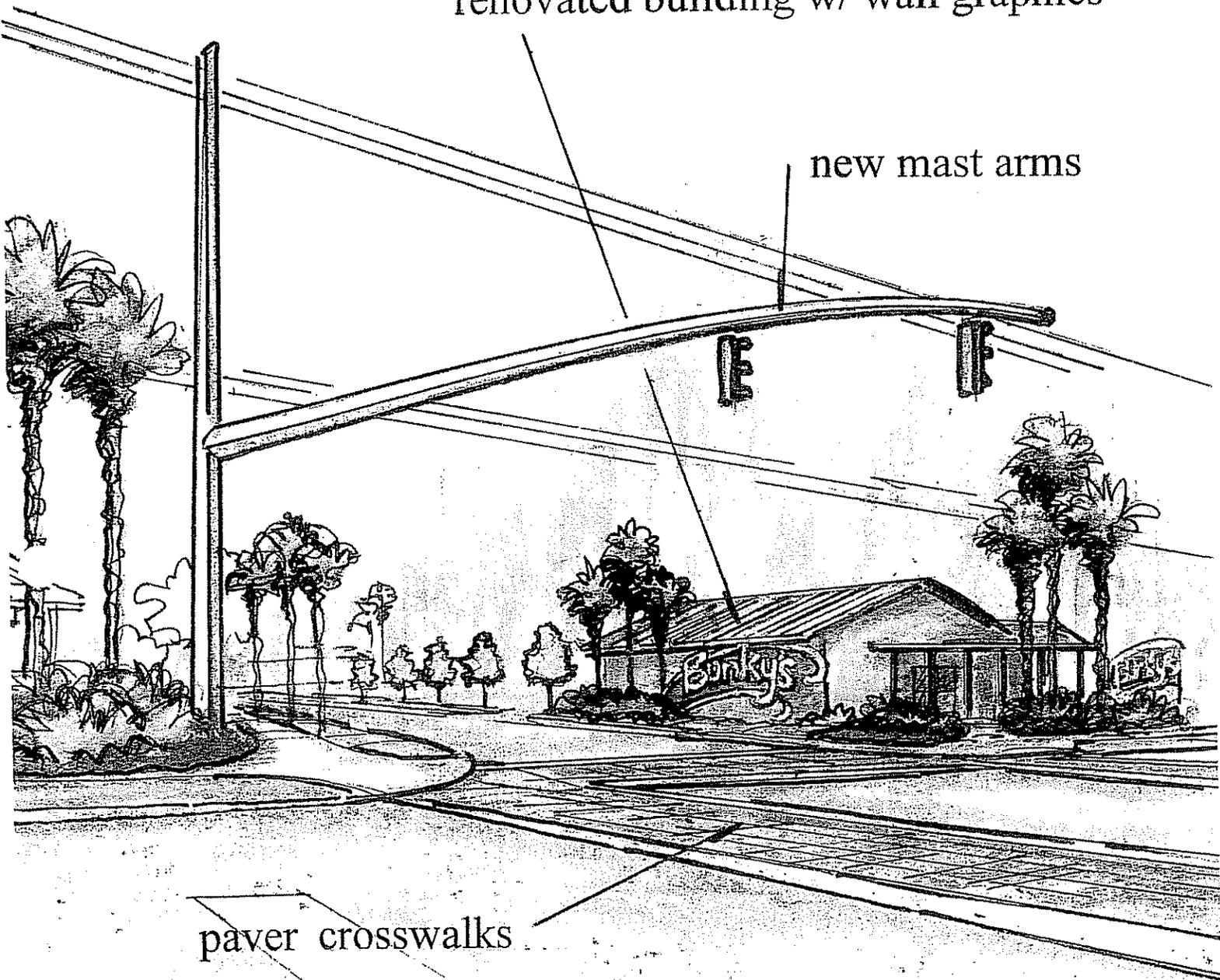


Satellite Beach Redevelopment

SCORPION COURT  
 elevation view scale: 1/8"=1'-0"

renovated building w/ wall graphics

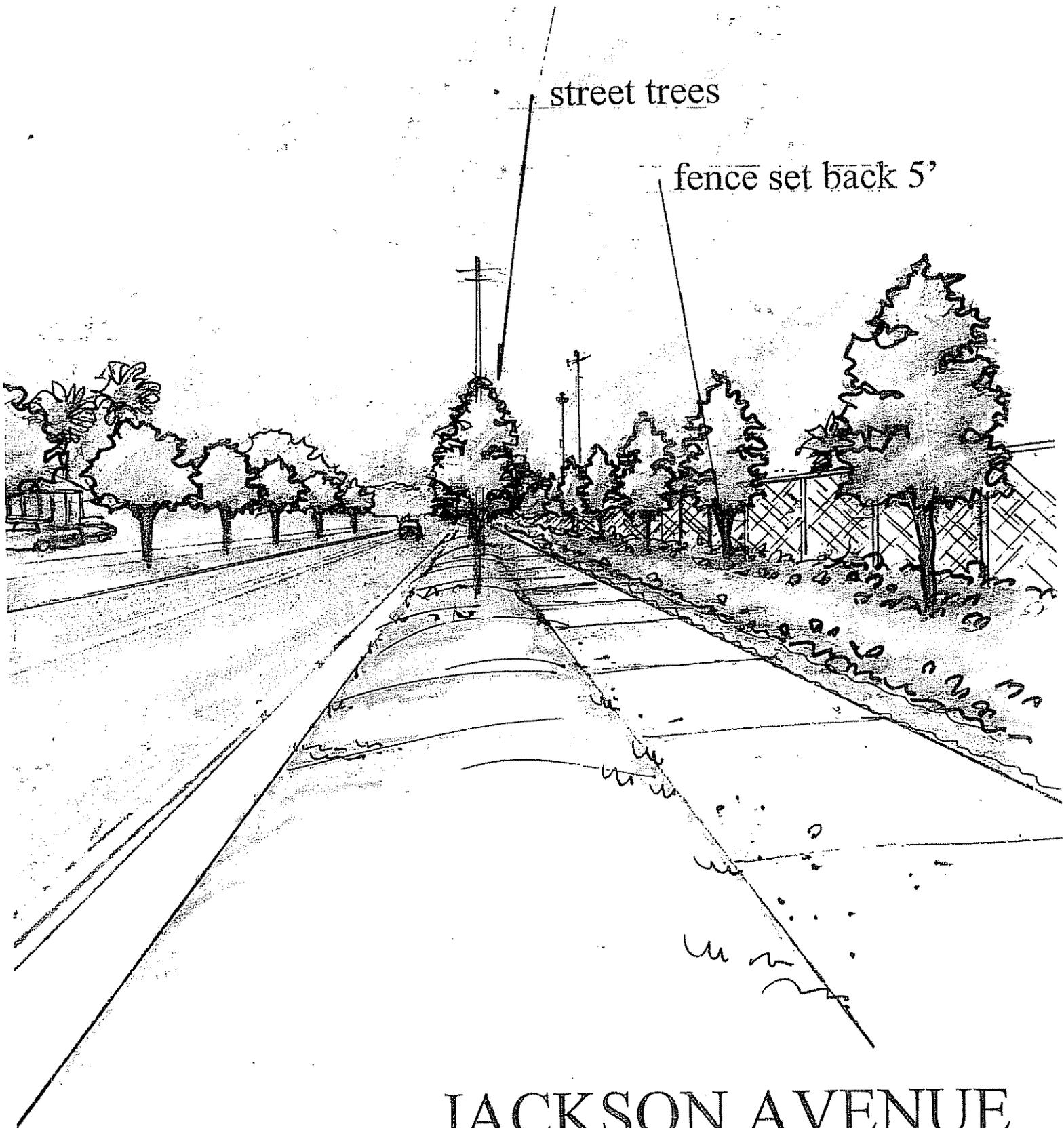
new mast arms



paver crosswalks

A1A @ CASSIA

Satellite Beach Redevelopment



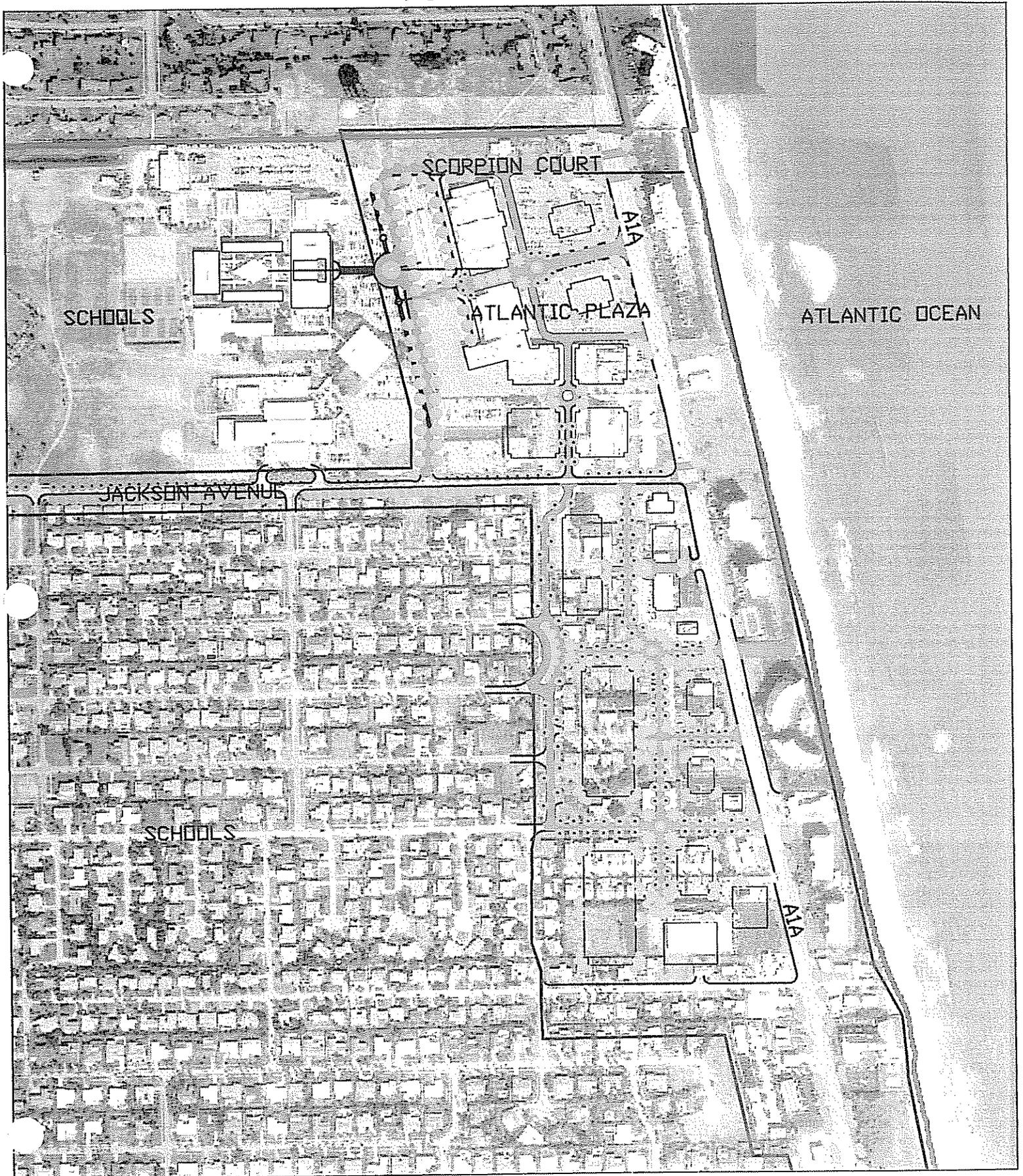
street trees

fence set back 5'

# JACKSON AVENUE

## Satellite Beach Redevelopment

# SATELLITE BEACH REDEVELOPMENT AREA TOWN CENTER



C. The Future Land Use and Zoning Plan (See page 32 for Map)

1) Land Use Designation: Mixed Use District

The Plan identifies a proposed Future Land Use and Zoning Map, which offers recommendations and concepts for viewing development in the RDA. Primarily, the proposal is to designate the entire RDA as a Mixed Use District on the City's Comprehensive Plan Future Land Use Map. This would require a large scale Comprehensive Plan amendment. Specific language and criteria should be included with the text to create policies for urban design, architectural standards, general community standards for development, and even site specific location criteria to target specific development desires or options. In addition, the committee indicated the need for creating a smoother, easier permitting process to make the area more attractive to new and existing businesses.

Ranges of commercial and residential uses should also be included with the designation, such as percentages, types of mixes, etc., to reflect higher intensity demands on AIA's west side, residential uses on the East side of AIA, and less intense mixes of uses on South Patrick Drive. Floor area Ratio's (FAR) should be a measure of intensity along with lot coverage if desired. FAR is building size divided by acreage. A "1" would be a one story building covering the entire site; a "4" would be four story building covering the entire site. Use of FAR and lot coverage can be combined to give development guidance. Further, mandatory standards and incentives should be used to increase FAR and lot coverage.

Traditionally commercial on the west and residential on the east, AIA's east side has seen extremely large private re-investment as new multi-million dollar homes and some new condominiums have been constructed. The west side languishes, constrained by small lots, uncontrolled access, outdated land development codes, and changing market conditions. Providing incentives for aggregating parcels through greater use of the lots combined with granting people the ability to obtain waterfront views, the City can make the AIA location a valuable investment and livable area.

The South Patrick corridor should develop with a mix of uses that would be less intense, primarily residential, and more neighborhood oriented, professional or office type of commercial uses. This reflects a more local character, market conditions, and the recent trends in development and land conversions from commercial to residential/professional.

For planning and land development regulation purposes, the following zoning classifications, districts or descriptions apply:

- a) High Intensity: This district would accept residential, commercial, or a mix of commercial on a given site. The overall percentages should reflect a maximum of 80% commercial to 20% residential throughout the district. This should be applied for rezoning and site development decisions. The emphasis is to encourage and entice high quality, larger scale, maximum 4 stories high, with a large amount of urban design and aesthetic features, including architectural details, streetscape, pedestrian ways, outdoor eating and seating areas, and other features. Density should be a minimum of 7 and maximum of 12 dwellings per acre, with certain incentives. Intensity of use, measured in lot coverage or floor area ratios (FAR's) should be 80% of the site or an FAR of 4, if incentives can be met.
- b) Medium Intensity: This district would accept residential, commercial or a mix of commercial and residential with a 60% to 40% ratio throughout the district and on a

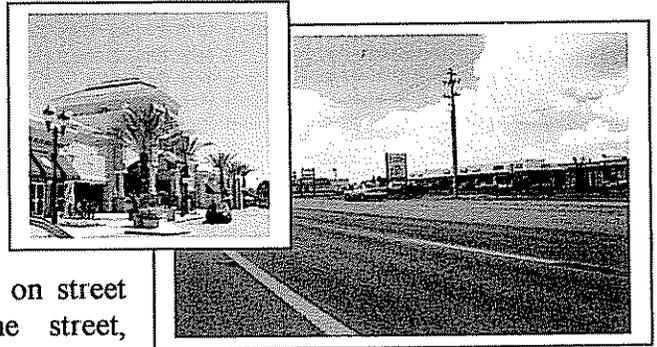
particular site. The same detailing and site aesthetics would apply. Density should range from 7 to 10 dwellings per acre; lot coverage up to 60% and FAR up to 3.

- c) Low Intensity: Residential, commercial or an 80% residential to 20% commercial mix would be appropriate in this district. The same incentives and detailing would apply. Density should range from 5-8 dwellings per acre; lot coverage 50%; FAR up to 2.
- d) Residential: This district reflects current land uses and the RM-3 zoning district, which does allow for limited commercial uses. Some commercial use may be appropriate in certain areas
- e) Public/Institutional Uses: These areas should remain either open space, parkland or used for the Preservation/Education center.

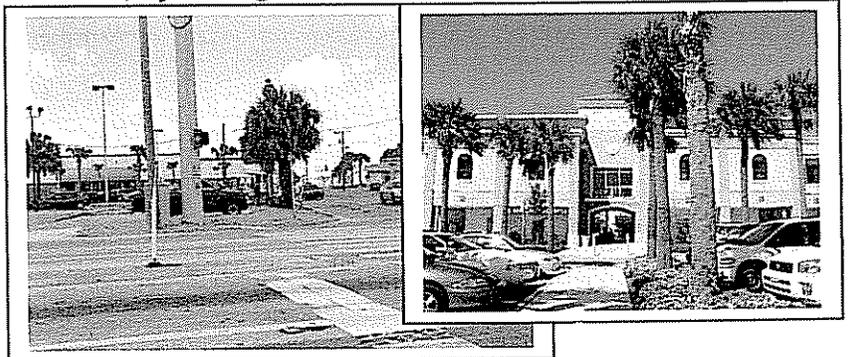
## 2) AIA Corridor

### a) A New Town Center: High Intensity Mixed Use Zoning District

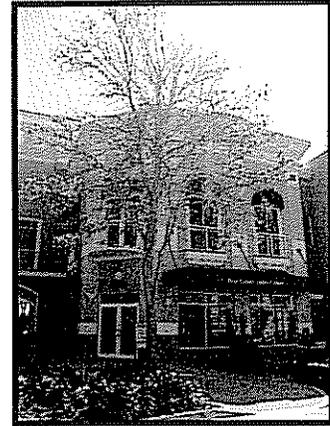
Much of the character of a traditional downtown is the closeness of the shops, the ability to walk from your house, or at least walk among stores in a setting different from a mall. The committee envisions a New Town Center, where the residents can walk to shop, eat, sit at outside cafes, go across to the beach, go to the movies, and in general, be the new "downtown" for the City. The Plan takes that idea and shows a conceptual idea using the lands around Atlantic Plaza south to Roosevelt, or as much of that as the private sector can amass. The proposed RDA boundaries incorporate enough lands to promote a wonderful opportunity for a large scale "signature project". The concept incorporates new buildings, new vistas, use of urban design guidelines, on street parking, buildings up close to the street, residential components, rear parking, open space and plazas, new streetscape, and quality architectural features. Similar to the Villages of Winter Park, this New Town Center can be the catalyst to recreate the whole AIA corridor. If approved by the City, the Community Redevelopment Agency can use the "developer solicitation" process to make this idea a reality. This area should receive specialized treatment including:



- ◆ Re-creating the Atlantic Plaza site, by adding a second or third story for office and residential opportunities
- ◆ Creating a plaza area for pedestrian flow and use, which would contain a fountain, pavers, decorative lighting, and lush landscape
- ◆ Providing new outdoor seating for cafes and restaurants
- ◆ Allowing additional shops along AIA and elsewhere on the site (called "liner shops" that would surround or envelope the site, possibly taking in smaller freestanding

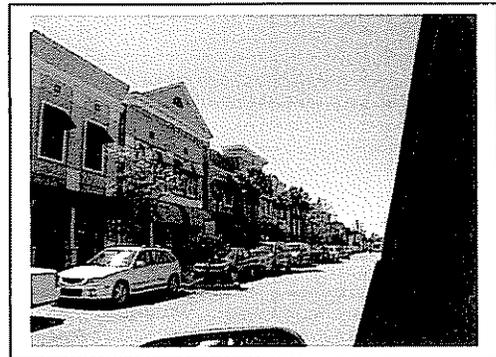


buildings. Just as K-Mart or Walgreen's function extremely well on the streets of New Orleans or New York, places like McDonalds, Taco Bell and Dunkin Donuts can become part of larger buildings, made to resemble a traditional downtown. If McDonalds can thrive on the Champs Elysee in a storefront, it can continue to thrive here.



- ◆ Re-orienting the traffic patterns and opening up rear roads, such as behind Walgreens, to the south of McDonalds and in front of the schools. Narrowing Scorpion court to create a “main street” effect with on-street parking, streetscape, and other amenities would enrich the town center. Creating a larger “boulevard” effect for Jackson Avenue, at least down to Magnolia, would increase traffic flow, provide safer and easier access for the commercial, residential and school areas, and make a “redefined” gateway.

- ◆ Targeting for new infill commercial and residential development the area between Magnolia and Roosevelt, enticing development with incentives for larger structures, while mandating quality architecture, new signage, underground utilities, and better access management

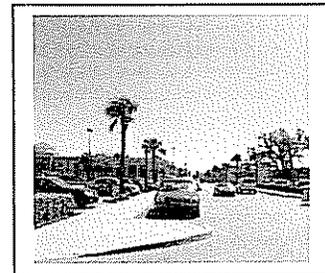


- ◆ Extension of sidewalks, street trees, decorative lighting

- ◆ On-street parking and landscape “jut-outs” for beauty and traffic calming within and around the Town center

b) West Side of AIA: Medium Intensity Mixed-Use District

The boundary lines for this section of the corridor are designed to promote parcel aggregation and larger scale, two to four story buildings to capture land values, ocean views, and market demands. Critical development features that promote quality and meet community objectives can be included in the land development regulations. These principles are outlined in Section 7. Specifically, development and regulations for this area should promote:



- ◆ “Build-to” lines bringing buildings closer to AIA create a boulevard effect, capture the attention of passing motorists, and in some respects slow traffic because it gives the “feel” of a “downtown” area
- ◆ Parking in the rear, so that these areas away from public view
- ◆ Heavy landscaping, sidewalks, quality signage, decorative lighting, and other streetscape features
- ◆ Outdoor eating areas
- ◆ Heights that allow for ocean views, when coupled with design incentives
- ◆ Architectural standards

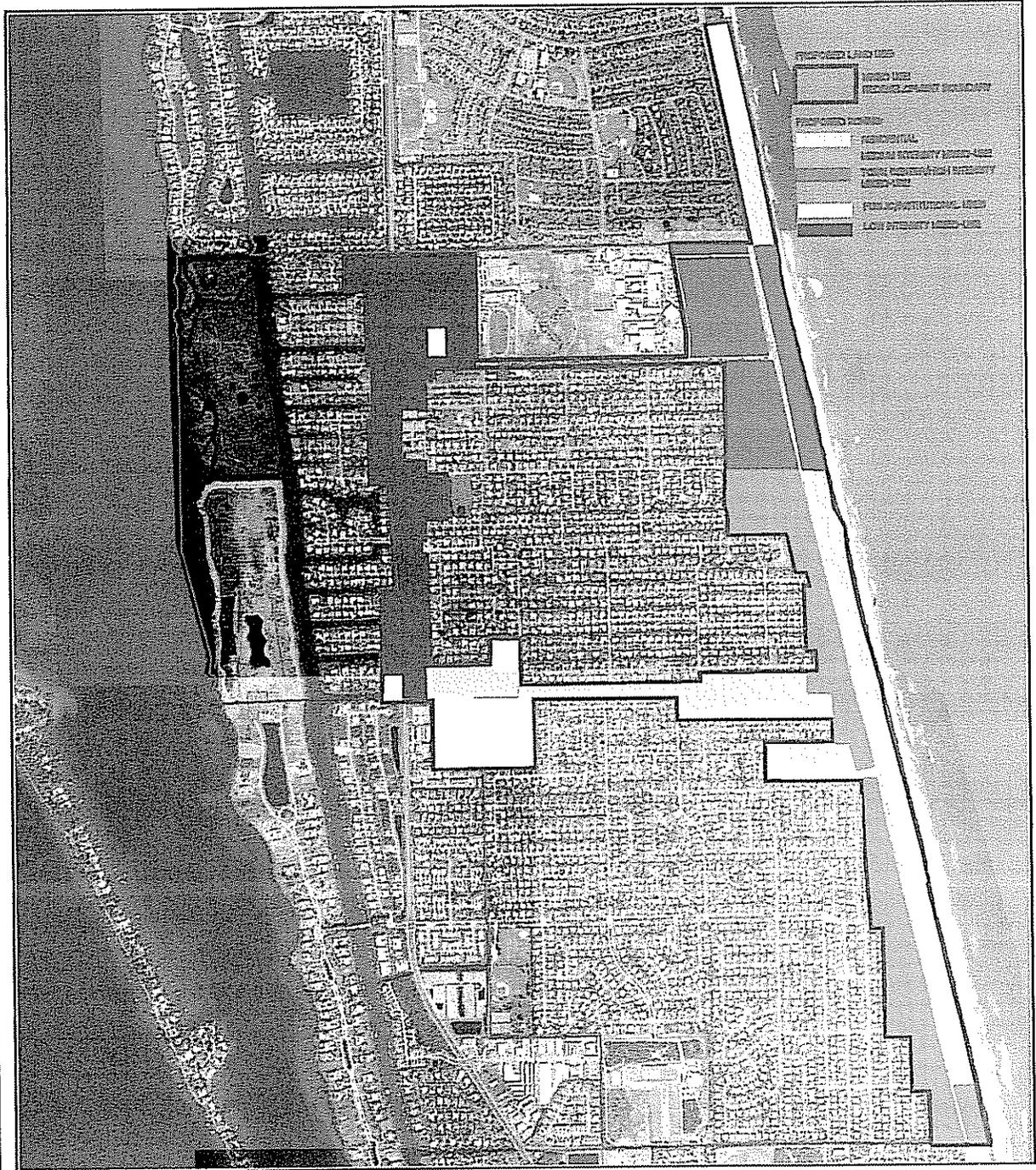
c) East Side of AIA: Residential and public uses

The majority of lands on the east side of AIA are already developed to their full potential with the exception of lands across from Atlantic Plaza. Those lands, between the Ramada Inn and the southerly condominium across from McDonald's, are prime for incorporation into the Town Center concept. This affords a market incentive to a private developer through a greater return from and lowering risks for investment in the proposed project. Public uses, beach accessibility, open space and other amenities can be demanded from a development which would include a mix of commercial, professional and residential land uses. This is done by incorporating these features into the specific site regulations, development solicitation, and development order. Pedestrian linkages can go all the way from the site, to Atlantic Plaza, and to the Schools. This linkage can be done through opening portions of the Plaza, pedestrian walkways, pavers, lighting, landscape that invite and encourage mobility.

The land uses on the remainder of the parcels should continue to reflect their residential nature under the new mixed-use future land use classification and zoning. This protects their integrity, longevity, and integration into the overall corridor as residential features. Other lands will maintain a "public" use designation.

The public identified the need and desire to create a preservation and eco-tourism center to attract visitors, promote the corridor and its designation as the scenic highway, and control tourism to the extent that it guides people to certain places and teaches them about our fragile eco-system. Many existing buildings on the corridor may be available for purchase and adaptively re-used for such purposes. This should be prioritized as funds become available.

# SATELLITE BEACH REDEVELOPMENT AREA FUTURE LAND USE AND ZONING MAP



Parterre LA  
Landscape Architecture and Site Planning  
635 Delaplane Avenue Titusville, Florida 32780 tel/781/707-2225 kha@parterrela.com

"Planning for Community"  
LAWANDALES PLANNING AFFILIATES  
Rochelle W. Lawandales, AICP  
1020 Front Street, Suite 621, Melbourne, FL 32901  
tel: 321/707-2107 fax: 321/707-8020 lawandales@parterrela.com

#### **D. South Patrick Drive (SPD): Low Intensity Mixed-Use District**

The smallest of the districts, the area contains a very different mix of existing land uses. As such, there are varying issues: decaying, marginal commercial land uses on the fringe, a mix of single family, duplex, and multi-family residential; some professional office, and, some light industrial and car repair. Other than the overall category for medium density mixed-use, the map shows areas to maintain their “public or institutional” classification.

Considerations for SPD are as follows:

- 1) 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; to encourage re-use of non-productive or derelict properties; and to provide street and exterior treatments as desired by the residents
- 2) New sidewalks and curb/gutter where none are located now
- 3) Street treatments and on street parking
- 4) In the RDA, buildings should have to build close to the internal streets and have higher intensities of use on the
- 5) Architectural standards and guidelines should be adopted
- 6) 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 (FAR should be lower on SPD than on AIA).
- 7) New sign codes and requirements for street treatments and pedestrian connectivity
- 8) Special treatment using architectural standards and new land development codes which will allow for higher density and intensity of use 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;
- 9) Creating master stormwater treatment areas to minimize the quality and quantity of run-off into the lagoon and maximize building site area
- 10) Creating a system of bike, pedestrian, and alternative mobility patterns to link the residents and buildings together, and with their greatest asset of the lagoon
- 11) Creating façade treatment loan and grant programs

#### **E. Other Issue Correction strategies**

During the course of 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.

- 1) Business Strategies
  - a) 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

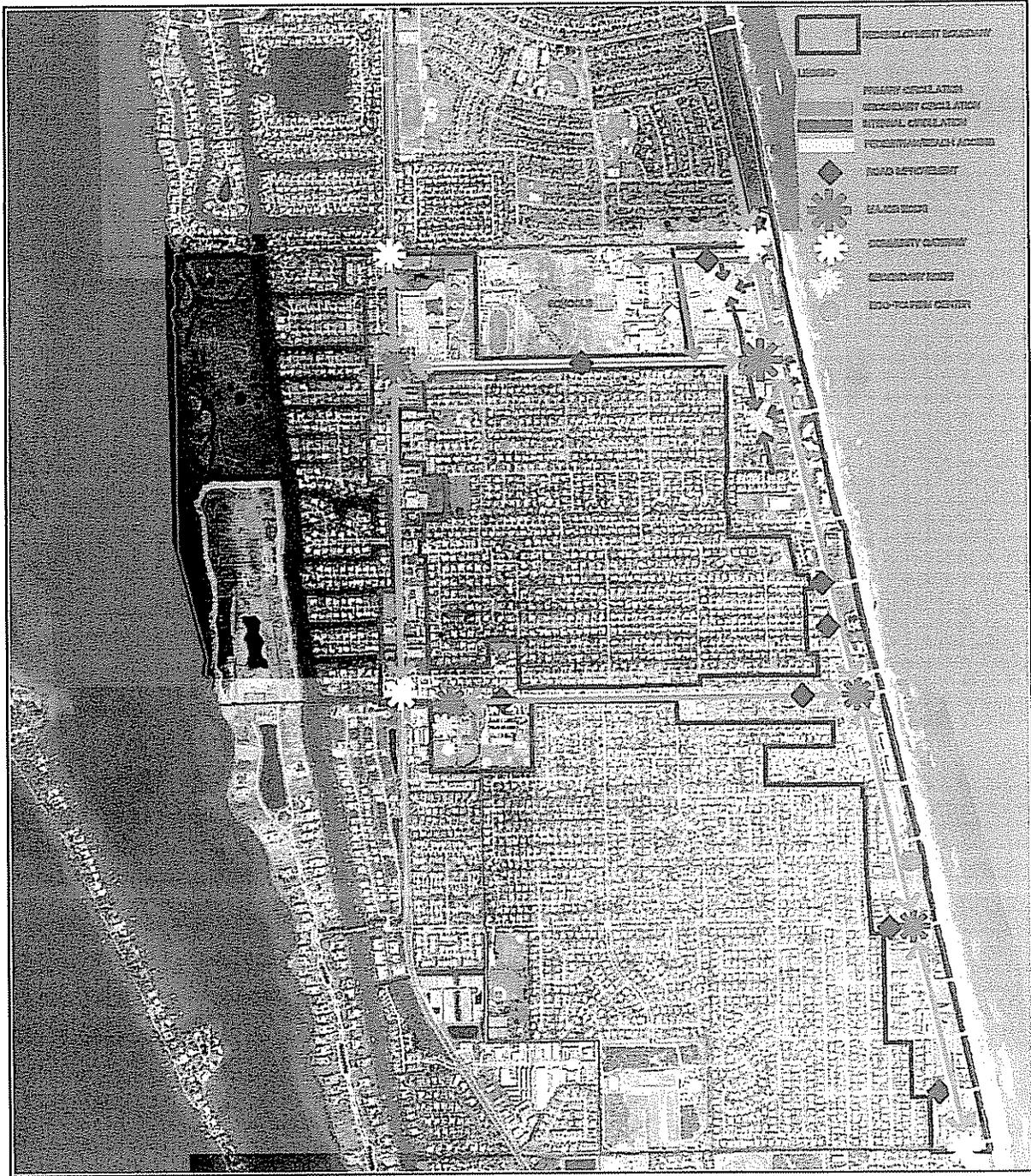
- b) Variances or “written flexibility” in the codes in order to make it easy to start new DESIRABLE businesses. When dealing with small lots of records and platted lands dating back to the early 1900’s, it’s difficult to conform to today’s land development regulations which require (for safety reasons) parking, Stormwater, 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 business to open and survive.
- c) Quick-victory, high visible start: The public recognizes that there needs to be some actions by the public that can be undertaken fairly quickly to show a commitment to the area’s improvement. Also, there needs to be a private project that can serve as the “catalyst”, stimulating interest and investment in the area. Both actions will signal visibility and victory for redevelopment efforts.
- d) Sidewalks
- ◆ West Side of AIA: 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” and 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 their most precious asset-the river-revives both the business and waterfront economies
  - ◆ Indian River Lagoon Scenic Highway: Part of the this newly designated highway, the district should capitalize on this for marketing and explore funding, such as transportation enhancement grants for streetscape, signage, and other improvements
- e) Code enforcement: Like many deteriorating urban core areas, absentee ownership and dropping land values have contributed to decay. 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.
- f) Transportation/Traffic Calming/Parking
- ◆ Lower speeds on AIA Install pavers to denote cross-walk, gateway, and beach access areas, which will also serve to calm traffic

- ◆ Install Mast arm lighting at intersections
- ◆ Evaluate places to provide frontage or rearrange roads to reduce access points on AIA and South Patrick Drive.
- ◆ Evaluate placing new medians along portions of the corridors to calm traffic, limit access, improve traffic flow, and install landscape and lighting; this will required integral coordination with FDOT
- ◆ Evaluate eliminating some roadway access points on AIA, such as Ellwood, Glenwood or Harwood, to provide for better lot lay-outs, frontage roads, and access management, only after extensive public input is obtained
- ◆ Allow on-street parking in some areas using side streets for new access
- ◆ Create a walkable environment by interconnecting the neighborhoods with the commercial areas and beach access sites with new, safe, well lit ped-ways and bike-ways
- ◆ Promote enhanced bus service to this area to bring people in and to take people to employment, educational and recreational centers
- ◆ Consider the use of a “tram” or “trolley” to cart people within the district-this adds to the district as well as provides shorter distances between parking and activity areas

g) Building Conditions

- ◆ Create Architectural Standards
- ◆ Enhance Code Enforcement activities and process
- ◆ Create grants and loans for façade and landscape treatments to enhance existing sites throughout the district

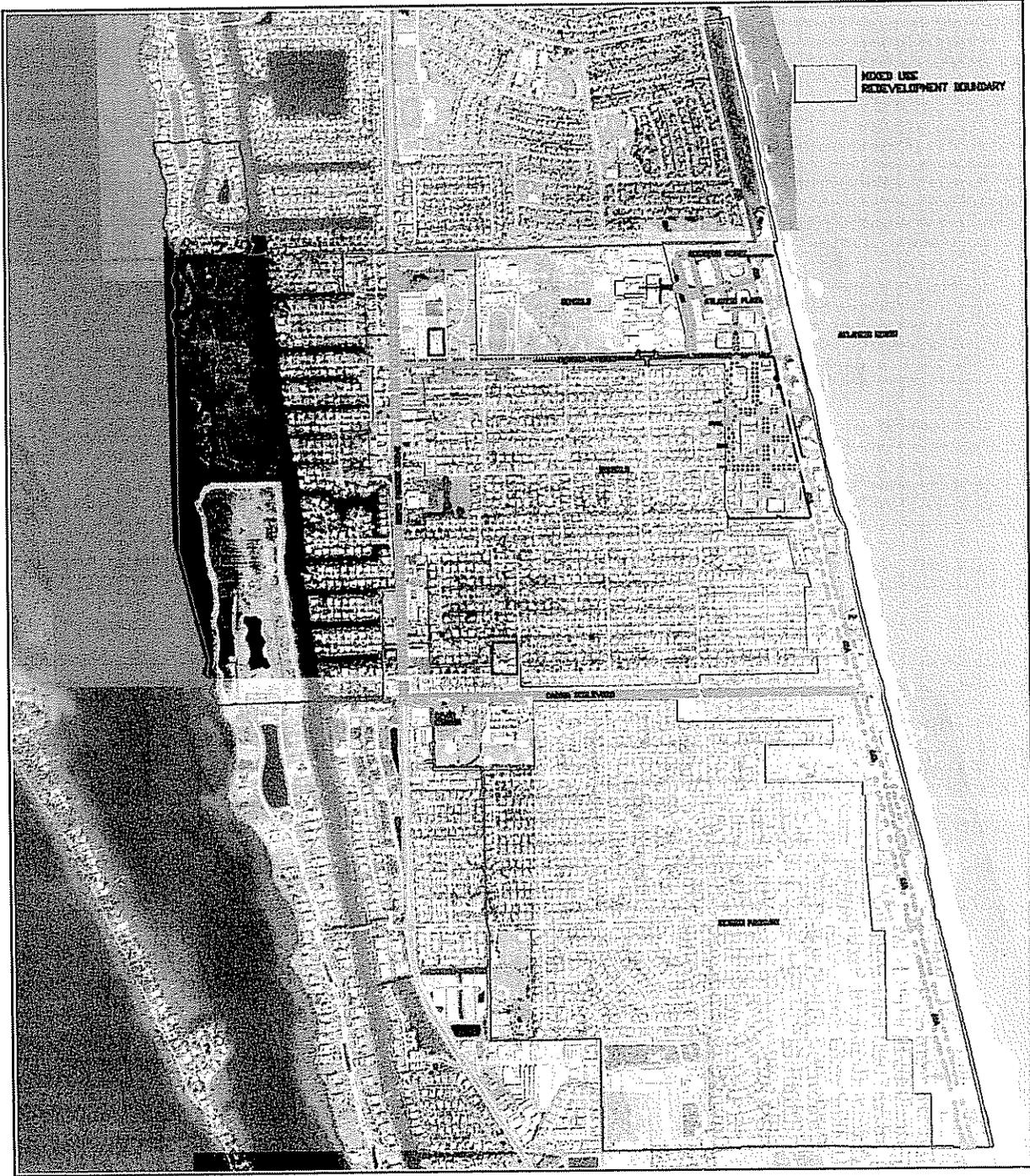
# SATELLITE BEACH REDEVELOPMENT AREA AMENITY PLAN AND PUBLIC IMPROVEMENTS



**Parterra LA**  
Landscape Architecture and Urban Planning  
635 Delaplane Avenue, Kissimmee, Florida 34760 Tel: 888/627-2255-2215 Mla@parterra.com

"Planning for Community"  
**LAWANDALES PLANNING AFFILIATES**  
Rochelle W. Lawandales, AICP  
6003 Frost Road, Suite 101, Macarthur, FL 32061  
Tel: 321/787-3187 Fax: 321/787-5223 lawndales@comcast.net

# SATELLITE BEACH REDEVELOPMENT AREA STREETSCAPE MAP



0 0.3 0.6 0.9 1.2 1.5  
Approximate Map Scale

**Parterra LA**  
Landscape Architecture and Site Planning  
679 Delongue Avenue Titusville, Florida 32781 tel/321/267-3333 info@parterra.com

"Planning for Community"  
**LAWANDALES PLANNING AFFILIATES**  
Rochelle W. Lawandales, AICP  
8300 Frank Street, Suite 100, Melbourne, FL 32901  
tel 321/797-0257 fax 321/797-0258 lawandales@parterra.com

## F. Other Publicly Funded Programs and Priorities

The public prioritized their chosen projects as described above. The items below identify additional programs that will need to be addressed by the Advisory Board and Agency as you begin total project implementation. 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 Plan.

- 1) City administrative actions: Increase Code Enforcement (City/Community). 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
- 2) Culture/Recreation: (City/State/County/Non-Profit)
  - a) Build Pedestrian Bridge to Samson's Island
  - b) Create a Preservation and Education center for eco-tourism
  - c) Continue quality recreation programming and special events
- 3) Programmatic Improvements/Organization:
  - ◆ Have major events: Farmer's Market, Seafood Festival, etc. (City/ Community)
  - ◆ Create promotional materials (City/CRA/TDC/Community)
- 4) Implementation
  - a) Partnerships

The City has a tremendous opportunity to strengthen or create successful partnerships to support plan implementation and project development.
  - b) Create a "Downtown Merchants Association" where members become another support link in the partnership chain. 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 has a branch in the area.
  - d) The School Board is a vital partner to aid in expanded service provision and access to various programs, and they have 4 schools adjacent to the district
  - e) The Space Coast Area Transit (SCAT) should become involved to improve access and service to the entire 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 EDC and TDC should be strengthened as they can only bring increased business 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 RDA
- 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: 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
- m) Governance Structure-A "Redevelopment Advisory Board"

The statutes allow 3 alternatives for governing the RDA:

- ◆ The City Council
- ◆ The City Council, plus 2 representatives of the district
- ◆ An independent body, consisting of up to 7 members of the district, who would be autonomous from the local governing body and able to act on their own, without any oversight from the city council.

It is recommended that the City consider establishing themselves as the Community Redevelopment Agency, at least in the beginning. Until the City becomes more familiar with the activities of the RDA, the Council maintains its authority and governance over all City activities. However, it is also recommended that a Redevelopment Advisory Board be appointed to handle the "day to day" intricacies of operating and administering a redevelopment program. This body would make recommendations to the Council for a variety of activities as delegated. Ultimately, the Council holds the "power of the purse" and makes all final implementation and expenditure decisions.

The AIA Advisory Committee and members of the working group and public who have been 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 Community Redevelopment Agency, could include the following:

- Identification, prioritization, review and approval for specific projects to be undertaken within the district using TIF funds
- Budgetary and staffing recommendations
- Special event programs, locations, and resources
- Development review and recommendation
- Architectural review and recommendation
- Award recommendations for grants and loan programs

- Recommendations on changes to the Plan and boundary expansions
  - Recommendations on changes to zoning and land use within the area
- n) Management and Administrative  
These recommendations are included in Section 7.
- o) Comprehensive Plan and Land Use  
Additional, specific recommendations are outlined above and section 7.
- p) Marketing and Promotions  
Recommendations for these actions, which are vital to the health of the CRA are included in Section 7.
- q) Public Improvement projects and the private catalyst projects as identified
- r) Performance and Evaluation measures  
Continued evaluation of the Plan and the performance of the 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:
- s) Use two meetings per year to evaluate the goals, objectives, and implementation plan to identify changes or additions
  - t) Obtain feedback from the community and/or a new Downtown Merchant's Association periodically during the year
  - u) Conduct internal staff and peer review for project assessment and evaluation
  - v) Rank or change the ranking of priorities and projects for consideration during budget cycles
  - w) Prepare checklists and master project scheduling tools to identify start and completion cycles, budget targets, and associated tasks to stay on target
  - x) Set measurable objectives for the year with an assessment at year's end to understand problems, progress and pitfalls

## 7. 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. Costs for the publicly funded improvement projects are very general estimates. Each project will have to undergo design, engineering, construction and in some cases permitting, and the costs of each will be determined on sound estimating techniques and bidding processes at the time.

### 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 separate land development code or separate section dealing with the district be formulated within the new Land Development Code which would, at a minimum address the following:

- 1) Designate the area as a "Regional Activity Center or Mixed-Use District", with sub-categories to include:
  - a) Designation of the area around Atlantic Plaza as the Town Center
  - b) Designation of the other areas as shown on the proposed FLUM: Medium intensity mixed-use; High Intensity mixed-use;
- 2) Establish a user-friendly, graphically depicted, and detailed set of Architectural standards, building massing guidelines, vernacular and specific design features, water features, build-to lines, rear garages, installation of sidewalks, use of color, roof lines and pitches, window sizes and treatments, façade and exterior materials, among others
- 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) Payments in lieu of establishing on-site parking and stormwater management improvements in the 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 and build structures for use by all in the district
- 5) One-stop permitting systems and assistance from the City staff in obtaining site plan and building approvals
- 6) 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
- 7) Allow for greater heights extending from the center of the district to the outer 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
- 8) New sign regulations
- 9) Use of crime prevention through environmental design strategies to assure human and structure safety and secure
- 10) Prepare guidelines for to create a unified area which serves the major gateway to the district and cleans up major property delinquencies on the corridor

- 11) Provide for a system of linking the neighborhoods and commercial districts with each other and the river and ocean
- 12) Establish a systematic code enforcement program to address dilapidated structures, non-conforming use/buildings, etc.
- 13) Create an Urban Design Guidelines Manual which would include not only desired architecture, but also other incentives or mandates for features such as awnings, canopys, parapets, signage, water features, landscape planters, pavers, benches, trash cans, for use on public or private projects
- 14) Require private development to restore streets and pedestrian areas with lighting, paving, grading, landscaping, safety (clearing overgrowth and “hiding” places)
- 15) On AIA, encourage new larger scale development and infill site development, by using incentives for parcel aggregation, architectural standards, urban design guidelines, and streetscape features. This would include such concepts as:
  - a) Allowing larger floor area ratios with the accumulation of more land
  - b) Allowing larger floor area ratios with the use of specific architectural, urban design or other beautification techniques
  - c) Allowing heights up to 45 feet on the west side of AIA and larger lot coverage, for projects that build close to the street, incorporate residential, professional and retail in one building, along with design guidelines
  - d) Allowing for larger lot coverage when underground rather than on-site drainage can be accommodated
  - e) Allowing for larger lot coverage by paying into an “Open Space” and/or Recreation fund. Such fund would purchase or enhance existing or desired open space or recreation areas. This recognizes that in traditional downtowns buildings are right next to each other and close to the street.

Costs: \$3-8,000, 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 assess its manpower needs, internal funding sources, and other resources, such as grants and loans, in order to promote and market the area, review development plans, leverage investment, assist small business, provide for special events, provide 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 actions 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: \$25-50,000 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,

illustrative 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 Redevelopment 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. One slogan has already been suggested: "Satellite Beach-A Connected Community"

Cost: \$10-30,000, depending on the number, type, and character of the materials

**D.** Publicly funded Improvement Projects: Will be determined and defined by specific elements to be included in each project that are unknown and undetermined at this time.

**E.** Developer Solicitation and Selections

Redevelopment areas' successes are measured by the amount of private investment and reinvestment is made in an area. The funding stream only comes from private investment and increased values. The public sector puts its money into projects that show a commitment in and willing to invest in the area, as well as "buy-down" the cost or risk of private investment, through installing such things as parking, landscape, stormwater or other needed infrastructure, as the board and agency deem appropriate or desirable..

The Town Center is the desired signature project. The City has a major opportunity to proffer a developer solicitation in order to choose the right developer or investor for the Town Center or other development opportunities and 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.

In order to stimulate the infusion of dollars into the trust fund, these projects in some form will be mandatory. To secure a qualified developer in the short term, the City will have to put this action as a top priority.

Cost: \$5,000-10,000, depending on the use of staff, consultant, attorney, banker time and other fees

## 8. FINANCING MECHANISMS AND PLAN

Planning for the income and expenditures within the RDA will be crucial for the 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 account, an assessment of long-term 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 financing by increment revenues, which shall occur not later than 30 years after the fiscal year in which the plan is adopted. (Section 163.362 (10) FS)

- 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 TIF, Community Reinvestment Act funds, small business administration grants and loans, 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 shows approximate increments of assessed values and resultant tax increment for general planning purposes. Variables of millage increases, increased assess values and enlarged CRA district boundaries will yield greater returns. These are estimates only and subject to great variance s depended 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. The following table provides TIF estimates for the next 25 years.

2) Special Districts

Creating special districts such as a Community Development District, Business Improvement District, Neighborhood Enhancement District, Waterfronts Florida, 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. 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

**ESTIMATED TAX INCREMENT TRUST FUND**

	<b>Base Year 2001</b>	<b>% value increase</b>	<b>Value Increase</b>	<b>Increment Increase</b>	<b>City mills /95%</b>	<b>County Mills /95%</b>	<b>TIF Estimate</b>	<b>Total Fund Estimate</b>
<b>AIA CORRIDOR</b>								
	\$75,000,000							
1*	\$75,000,000	3%	\$2,250,000	\$2,250,000	\$12,825	\$8,550	\$21,375	
2	\$78,795,000	1%	\$787,950	\$3,037,950	\$17,316	\$11,544	\$28,861	
3	\$81,045,000	1%	\$810,450	\$3,848,400	\$21,936	\$14,624	\$36,560	
4	\$81,855,450	1%	\$818,555	\$4,666,955	\$26,602	\$17,734	\$44,336	
5	\$82,674,005	1%	\$826,740	\$5,493,695	\$36,533	\$26,095	\$62,628	
6	\$83,500,745	1%	\$835,007	\$6,328,702	\$36,074	\$24,049	\$60,123	
7	\$84,335,752	2%	\$1,686,715	\$8,015,417	\$53,303	\$38,073	\$91,376	
8	\$86,022,467	1%	\$860,225	\$8,875,642	\$59,023	\$42,159	\$101,182	
9	\$86,882,692	1%	\$868,827	\$9,744,469	\$64,801	\$46,286	\$111,087	
10	\$87,751,519	1%	\$877,515	\$10,621,984	\$80,727	\$60,545	\$141,272	
11	\$88,629,034	1%	\$886,290	\$11,508,274	\$87,463	\$65,597	\$153,060	
12	\$89,515,324	1%	\$895,153	\$12,403,427	\$94,266	\$70,700	\$164,966	
13	\$90,410,477	2%	\$1,808,210	\$14,211,637	\$108,008	\$81,006	\$189,015	
14	\$92,218,687	1%	\$922,187	\$15,133,824	\$115,017	\$86,263	\$201,280	
15	\$93,140,874	1%	\$931,409	\$16,065,233	\$122,096	\$91,572	\$213,668	
16	\$94,072,283	1%	\$940,723	\$14,755,955	\$112,145	\$84,109	\$196,254	
17	\$95,013,005	1%	\$950,130	\$14,918,135	\$113,378	\$85,033	\$198,411	
18	\$95,963,135	1%	\$959,631	\$15,067,317	\$114,512	\$85,884	\$200,395	
19	\$96,922,767	1%	\$969,228	\$15,217,990	\$115,657	\$86,743	\$202,399	
20	\$97,891,994	1%	\$978,920	\$15,370,170	\$116,813	\$87,610	\$204,423	
21	\$98,870,914	1%	\$988,709	\$15,523,872	\$117,981	\$88,486	\$206,467	
22	\$99,859,624	1%	\$998,596	\$14,835,753	\$112,752	\$84,564	\$197,316	
23	\$100,858,220	1%	\$1,008,582	\$14,984,110	\$113,879	\$85,409	\$199,289	
24	\$101,866,802	1%	\$1,018,668	\$15,133,951	\$115,018	\$86,264	\$201,282	
25	\$102,885,470	1%	\$1,028,855	\$15,285,291	\$116,168	\$87,126	\$203,294	
					\$2,084,292	\$1,546,026	\$3,630,318	

\* Includes Walgreens and First Union, valued at \$1.5 M and \$554,000 respectively (\$2,054,000), plus other general increases.

**SOUTH PATRICK CORRIDOR**

	\$16,000,000						
1	\$16,160,000	1%	\$160,000	\$160,000	\$912	\$608	\$1,520
2	\$16,320,000	1%	\$163,200	\$323,200	\$1,842	\$608	\$2,450
3	\$16,483,200	1%	\$164,832	\$488,032	\$2,782	\$1,855	\$4,636
4	\$16,648,032	1%	\$166,480	\$654,512	\$3,731	\$2,487	\$6,218
5	\$16,814,512	1%	\$168,145	\$822,657	\$4,689	\$3,126	\$7,815
6	\$16,982,657	1%	\$169,827	\$992,484	\$5,657	\$3,771	\$9,429
7	\$17,152,484	2%	\$343,050	\$1,335,534	\$8,881	\$6,344	\$15,225
8	\$17,495,534	1%	\$174,955	\$1,510,489	\$10,045	\$7,175	\$17,220
9	\$17,670,489	2%	\$353,410	\$1,863,899	\$12,395	\$8,854	\$21,248
10	\$18,023,899	2%	\$360,478	\$2,224,377	\$16,905	\$12,679	\$29,584
11	\$18,384,377	1%	\$183,844	\$2,408,221	\$18,302	\$11,439	\$29,742
12	\$18,568,221	2%	\$371,364	\$2,779,585	\$18,484	\$15,844	\$34,328
13	\$18,939,585	2%	\$378,792	\$3,158,377	\$24,004	\$18,003	\$42,006
14	\$19,318,377	1%	\$193,184	\$3,351,560	\$25,472	\$19,104	\$44,576
15	\$19,511,560	1%	\$195,116	\$3,546,676	\$26,955	\$20,216	\$47,171
16	\$19,706,676	1%	\$197,067	\$3,583,743	\$27,236	\$20,427	\$47,664
17	\$19,903,743	1%	\$199,037	\$3,619,580	\$27,509	\$20,632	\$48,140
18	\$20,102,780	1%	\$201,028	\$3,655,776	\$27,784	\$20,838	\$48,622
19	\$20,303,808	1%	\$203,038	\$3,692,334	\$28,062	\$21,046	\$49,108
20	\$20,506,846	1%	\$205,068	\$3,729,257	\$28,342	\$21,257	\$49,599
21	\$20,711,915	1%	\$207,119	\$3,766,550	\$28,626	\$21,469	\$50,095
22	\$20,919,034	1%	\$209,190	\$3,632,690	\$27,608	\$20,706	\$48,315
23	\$21,128,224	1%	\$211,282	\$3,669,017	\$27,885	\$20,913	\$48,798
24	\$21,339,506	1%	\$213,395	\$3,529,003	\$26,820	\$20,115	\$46,936
25	\$21,552,901	1%	\$215,529	\$3,384,054	\$25,719	\$19,289	\$45,008
					\$456,647	\$338,805	\$795,453
				\$12,070 average	\$8,807 average		

## **9. 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 contains low-moderate income residents. There are no plans for redevelopment in the largest single-family residential neighborhoods adjacent to the CRA. Ample affordable housing for lower income persons is already available 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.

Except for the possibility of some additional traffic on Jackson and Cassia from people diverting off of AIA, the neighborhood west 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 in the area. It is possible that, in the longer term, private developers will buy these properties and redevelop them for other residential, office or commercial uses. 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.

### **C. Traffic Circulation**

The plan calls for development of vacant parcels plus improvements and redevelopment for a number of existing commercial uses. 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 some of the side streets occurs in future years as funding, support and interest grows. Other efforts currently being undertaken by FDOT include the evaluation of widening South Patrick Drive, FDOT will be an integral partner in other possible improvements to AIA in the South Housing Area, intersection improvements, 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 AIA and South Patrick Drive and use the collector roadways Cassia and Jackson. Except for those living in the area, other traffic will be confined and geared toward use of the commercial streets and areas along the corridor. Overall, the additional traffic will have an insignificant impact on the levels-of-service of affected roadways.

Residential streets within the CRA will be marginally impacted, if at all, by traffic related to CRA improvements 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 circulation system. An enormous amount of effort and funding for some physical changes to the roadway can only be allocated through the MPO process.

**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 RDA. Such enhancements will include: increased police protection; added streetscaping for beautification; modifications to several intersections to make them safer and more user friendly; some street, sidewalk, and drainage improvements; other traffic calming enhancements; monumentation for beautification/identification; public/private cost share program to encourage redevelopment improvements..

**F. Effect on School Population**

The Plan will have little direct impact on the school population. DeLaura Middle School, Satellite High School and Holland Elementary are adjacent to the RDA off of Jackson Avenue and Scorpion Court. One positive benefit for the school-age population residing in or using the redevelopment area will be new sidewalk linkages, traffic control devices, and better pedestrian movement. In addition, the majority of residential uses proposed for the RDA are condominium type structures, which typically house an older population with no school children. The City should monitor the growth and capacity at all of its elementary, middle, and high schools and work with the County School Board to assure quality in building capacity and overall education.

**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 RDA 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.

**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 Statutes.

**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.

## 10. CONSULTANT COMMENTS AND RECOMMENDATIONS

According to the Florida Department of State, the cultural and eco-tourism 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. With the assets of the Ocean and the Lagoon comes a wealth of opportunity for public use and economic resurgence. The Indian River Lagoon Scenic Highway and our 14 beach access sites provides a linear system of parks and recreation that can directly feed an eco-tourism market that can be captured and nurtured here in our City. There are many more strengths than weaknesses in Satellite Beach's Redevelopment Area. This effort and Plan are but the first step in moving the city out of the 1960's and strongly into this millennium. In recognition of these and other assets, our comments and recommendations are as follows:

### A. Short Term

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

- 1) Gateways: These are the entryways to the City and give the first impression. These should be targeted for immediate action.
- 2) The beaches are an amenity for our citizens. Further study and evaluation of the 14 sites can identify specific elements, areas, and costs for treatments. This too will extend from the short to the mid-term.
- 3) Streetscape and sidewalk improvement program: Adding decorative street lights, improving the sidewalks, landscaping, pavers, cross-walks and mast-arm lighting would indicate the City's commitment and investment in redevelopment efforts. Projects should be identified and prioritized, as funding for all of the desired improvements will not be available at one time, (barring a bond issue). Therefore, this effort will extend across the long term.
- 4) Façade Treatment and Landscaping Grants/Loans: This program would go along 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.
- 5) 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, the slower improvements will be seen.
- 6) Technical Committee: The City should continue to engage the technical personnel necessary to help make things happen and do what is necessary to empower them to make decisions and improvements as the need arises.
- 7) 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, for which the City should pursue every and all available options.

### B. Mid-term:

- 1) Eco-tourism Museum: The City and Community should take the steps necessary to support the creation of an environmental education center. Our recommendation is to use the vast amount of land available at Pelican Park by adding onto the Mark Realty building or building a new eco-friendly structure in the middle or south ends of the parcel. This keeps

lands that are already off the public tax roll producing more for community value rather than taking other lands that could be more economically productive off the rolls. It can be a primary attractor for the area.. The museum is a people generator, who will then use the “downtown” (Town Center) and spawn other economic investments and enterprises.

### C. Long Term

- 1) Developer’s Solicitation: This activity is critical to obtaining the private developer for the Town Center. Other property owners need to included to determine their interest in pursuing the idea and bringing their issues to the table of negotiation. The time is ripe and the City should initiate this action immediately, before the small parcels are consumed and opportunities are lost.
- 2) If the City is committed to the idea of roadway alterations and enhancement, further study of the traffic impacts should be undertaken. If the Council then decides to proceed with the ideas suggested herein, coordination, planning and funding must be coordinated with FDOT, Brevard County MPO, neighboring residents and businesses, and the general public.
- 3) Cassia: This area will not redevelop until the long term without intervention that requires a lot of money. Treatment at the intersections and near town hall will make an initial statement that the City is improving; thereby, causing some increases in land values in this area. Piping the ditch and creating a “boulevard” effect will create a gorgeous entry to the City’s “civic” center.