Downtown Cocoa Beach Community Redevelopment Plan

Volume II
Appendices

Prepared for:

Downtown Cocoa Beach Community Redevelopment Agency

City of Cocoa Beach, Florida
2 South Orlando Avenue
Cocoa Beach, Florida 32931

Prepared by:

City of Cocoa Beach Development Services Department

City of Cocoa Beach, Florida
2 South Orlando Avenue; Cocoa Beach, Florida 32931
(321) 868-3350 / DevelopmentServices@CityofCocoaBeach.com

March, 2012

Acknowledgements

CITY OF COCOA BEACH MAYOR/COMMISSIONERS

Mayor:	Leon "Skip" Beeler
Vice Mayor:	Skip Williams
Commissioner:	Kenneth Griffin
Commissioner:	Dave Netterstrom
Commissioner:	Kevin Pruett

COMMUNITY REDEVELOPMENT AGENCY (CRA) BOARD

Commissioner Mayor Leon "Skip" Beeler, (Chairperson)

Commissioner Skip Williams ,(Vice Chairperson)

Commissioner Kenneth Griffin

Commissioner Dave Netterstrom

Commissioner Kevin Pruett

City Manager:	Chuck Billias
Assistant City Manager:	A.J. Hutson
City Attorney:	Fowler, O 'Quinn, Feeney & Sneed, P.A.
CRA Executive Director:	Anthony Caravella, AICP, Director of Development Services
CRA Registered Agent:	Loredana Kalaghchy, City Clerk

VOLUME II — Appendices

Table of Contents

Page

Downtown Cocoa Beach CRA Market Assessment 4

Downtown Cocoa Beach Vision Plan 51

(Downtown Low Impact Design &
Stormwater Master Plan - See Volumes III and IV)

Downtown Cocoa Beach
CRA Market Assessment

Downtown Cocoa Beach CRA Market Assessment

– Prepared by –

Lambert Advisory, LLC

As Part of

The Downtown Cocoa Beach CRA Vision Plan

By

March 2011

Table of Contents

Summary of Conclusions and Recommendations 1

Section 1: **Study Area Definitions** 6

Section 2: **Economic and Demographic Profile** 7

Section 3: **Retail Market Analysis & Demand Estimates** 14

Section 4: **Case Study Summary** 25

Appendix

Appendix 1: **Brevard County Hotel Map**
Appendix 2: **ESRI Retail Demand**
Appendix 3: **Lambert Advisory Retail Trade Model**

SUMMARY OF CONCLUSIONS AND RECOMENDATIONS

Introduction

Lambert Advisory was engaged by Zyscovich, Inc. to provide the economic and market analysis associated with the Downtown Cocoa Beach CRA (herein referred to as CRA or Cocoa Beach CRA) Vision Plan. It is our understanding that the vision plan serves as a source of information and a statement of public policy to help residents, businesses, community stakeholders, and CRA/City officials make recommendations or decisions on matters relating to economic development. As part of the vision planning process, the City of Cocoa Beach (and its CRA) is seeking to establish a roadmap for short and long term redevelopment to revitalize the CRA, and particularly its downtown core, to stimulate positive change. Specific to the economic and market assessment, this analysis was intended to: 1.) Identify Downtown Cocoa Beach CRA's existing economic base; 2.) Identify the market potential for future redevelopment within the Downtown Cocoa Beach CRA; 3.) identify redevelopment strategies that could act as catalysts for redevelopment in the CRA; and, 4.) make recommendations and delineate next steps to be undertaken as part of the CRA's redevelopment effort. In addition, Lambert provides a summary of preliminary funding strategies that the City/CRA may consider as it formulates certain tasks and budgets guiding the newly formed Downtown Cocoa Beach CRA.

Though the local and regional economy is still facing notable challenges (not unlike many areas throughout the State and Nation), the need to start taking immediate steps toward redevelopment is critical to ensure that the City/CRA is in a position to quickly capitalize on opportunities that arise when economic conditions once again become stronger.

The body of this report includes an assessment of market conditions and trends impacting redevelopment and investment in the CRA, estimates of market potential of future redevelopment, and findings as to initiatives that can help make the redevelopment plan an implementable program. The summary herein provides an overview of the major conclusions and findings resulting from our research and analysis, and details our recommendations as to how the Community Redevelopment Agency and the City, in conjunction with the business community, can accelerate the pace of revitalization within the Downtown Cocoa Beach CRA through the redevelopment and Vision Plan.

Conclusions and Recommendations

On October 21, 2010, Lambert Advisory presented its research, analysis, conclusions and recommendations to the CRA Board at a Board of Commissioners Special Meeting. Following is a highlight of notable findings, conclusions and recommendations from the economic and market analysis; furthermore, these findings and recommendations address specific input provided by the Board. More detailed documentation and discussion of methodology is provided in the following sections:

- *Creating A Redevelopment Plan Supported by Existing and Potential Economic Base:* A fundamental factor to creating a viable and implementable redevelopment plan is having a clear understanding of underlying existing and potential economic demand drivers. There is no question that the Cocoa Beach resident is a primary stakeholder in, and beneficiary of, the redevelopment process. However, a viable and measurable redevelopment effort will be supported by three demand segments, including: local residents; day visitors; and, overnight visitors (refer to Section 2). While the local resident base represents a strong demographic, total population within the City is less than

12,000, with 19,000+ residents residing in a broader 10-minute drive radius from the CRA. However, there are nearly 2.1 million day visitors and 2.4 million overnight tourists that visit Brevard County annually and Cocoa Beach has historically served as a desirable destination for residents and visitors alike by providing an energetic and dynamic atmosphere. In a sense, Cocoa Beach is a unique community with multiple personalities ranging from the resident enclave of space coast executive employment to an east coast surf capital and lively beach environment. Therefore, it is important for the City/CRA to create a redevelopment plan that supports the optimal environment in which both residents and visitors can benefit. This can be accomplished through elements of the visioning and redevelopment plan that specifically address physical improvements that promote walk-ability, safety and sense-of-place as well as management/operational guidelines that promote security and public well-being.

- *A Need to Enhance Downtown Cocoa Beach CRA Business Environment:* It is clear through field research and community feedback that downtown Cocoa Beach has limited identity; for the most part, there is no sense of place. This is in large part a physical planning issue that can be mitigated in the short term with signage, way-finding and streetscape improvements.

Aside from physical planning improvements, there are community and stakeholder initiatives that are important to supporting an active and sustainable business community. The existing business community within the CRA lacks a Merchants Association, which has been found to be an instrumental organization throughout many successful downtowns and/or business districts (refer to Section 4). Accordingly, it is encouraged that the City/CRA enhance its event programming options and streamline the event programming process which is a relatively simple way to let the community (and broader region) know that the City/CRA is supportive of business growth and committed to redevelopment.

- *Retail Repositioning Supports Near-term Redevelopment:* The analysis of retail supply and demand trends herein establishes the parameters for redevelopment within the Downtown Cocoa Beach CRA. Based upon the retail trade demand model, there is an estimated 60,000 to 70,000 square feet of net new demand projected within the broader retail trade area during the next 5± years (detailed in Section 3). Though not all of this demand will be captured within the Downtown Cocoa Beach CRA itself, the CRA is expected to capture a considerable portion of this demand. This level of demand is effectively marginal in the context of the CRA's existing retail supply which is in excess of 300,000 square feet. As a matter of fact, this amount of demand provides greater support for a repositioning of retail and commercial uses within the CRA, as opposed to the addition of substantial new supply. A repositioning generally means that a portion of the projected retail demand will be absorbed within existing retail inventory that is currently vacant or underutilized, and a portion of demand will be absorbed in new lower to mid density development.

Further evaluation of the retail trade analysis clearly indicates that the subject's retail trade area benefits from a "surplus" in demand for restaurant and dining places generated from outside

resident and visitor demand. Therefore, it is strongly recommended that the CRA focus its near term redevelopment/repositioning on strengthening and growing this existing base of business. This can be accomplished through incentive funding programs that support physical improvements (such as interior build-out and/or exterior upgrades), or operating programs supporting promotion and marketing. In either case, initial steps of the redevelopment plan should define specific funding and management programs that target this existing group of businesses that are critical to the area's commercial success.

In contrast, the retail trade gap analysis indicates that with certain shopper's goods such as clothing, building materials, home furnishings and grocery, there is "leakage" of sales to areas outside of the Downtown Cocoa Beach CRA trade area, which is understood given the presence of large discount retailers on Merritt Island and the mainland that typically draw demand from larger areas. However, a more in-depth look at the demand trends point to an opportunity for the downtown Cocoa Beach to support some specialty/niche grocery and convenience stores, as well as specialty shopper's goods such as outdoor/beach furniture, beach apparel, and other related household goods that are leaking to surrounding shopping destinations. Therefore, the ability to re-capture at least some of this demand will likely depend upon certain physical improvements to existing street and building layouts as defined within the Vision Plan.

- *Need and Opportunity to Broaden Use and Activity Base:* As it relates to mid- to longer-term redevelopment initiatives (5 to 10 years), and in the effort to support measurable redevelopment and growth, there is a need and opportunity to broaden the uses and activity base within the Downtown Cocoa Beach CRA. One notable opportunity we believe will anchor the core downtown district is boutique hotel lodging, comprising 50 to 100 total rooms within one or two facilities. This hotel product is not intended to compete directly with the surrounding beach properties, but is envisioned as a supporting use for downtown especially if entertainment and related activity evolves. Nor does this scale of development require alterations to density allowance. Rather, as the CRA begins its redevelopment and improvement process, including roadway and building design enhancements, the downtown should capitalize on an expansion of the arts which already exists in the community, including studios, galleries and theater (which could potentially be an upgraded venue for the Surfside Players). Additionally, these uses compliment other uses and activities such as day spa and beach/water rentals, as well as night time entertainment such as dance hall and/or bowling alley (eg. Lucky Strikes). While these activities are simply illustrative at this point, the fact is, if the Downtown Cocoa Beach CRA is seeking to create a viable and sustainable "downtown" environment, there will be a need to integrate entertainment and activity that gives the visitor (and resident) a reason to be drawn downtown and extend their stay.

  In addition to the physical planning elements needed to broaden the demand base within the CRA area, the CRA and City (together with regional tourism and bureaus and councils) should collectively evaluate the integration of activities and related services within the redevelopment effort. Between the beach to the east and parks/wetlands to the west, there is a considerable amount of activity based recreation that the CRA/City should be actively promoting. This includes but is not limited to water-based rental concessions (eg. kayaks, paddle boards, surfboards) and/or group eco-tours. Through more formal organization of these activities, the CRA can ensure that these become value added components to the redevelopment plan that can actually provide additional revenue the CRA's operating budget. The City/CRA may also consider expanding the concession program to include beach front food and beverage service, which will allow for more control of this type of activity and manage the process so that it benefits the local merchants.

- *The Focus is Core, but Effect will Spread:* The economic and market analysis for the vision plan considers opportunities for the entire Downtown Cocoa Beach CRA. However, given current and near term market conditions, as well as the potential need for the City to address certain physical planning issues that are integral to redevelopment, the initial focus should be on the CRA's core/central area. The vision and redevelopment plan should start at "Main and Main" (or Minuteman Causeway from Orlando Avenue to the beach), which has an existing concentration of businesses and can be easily identified and accessed from the broader area. As discussed above, redevelopment within the CRA will be guided by a repositioning of the area's retail and commercial activity base. For this, the Vision Plan becomes an instrumental tool for conceptualizing street and building designs that will guide this principal. With Minuteman Causeway as a focal point, the Vision Plan defines how this corridor serves as the spine for redevelopment, and how blocks to both the north and south can be effectively linked to create a seamless downtown district. This considers options for increasing pedestrian alleys and easements in the rear of properties along Minuteman Causeway to allow for additional retail frontage in the core area while also enhancing pedestrian mobility throughout the area. These planning initiatives are fundamental to promoting a vibrant downtown area with retail, entertainment and pedestrian activity. Based upon current regulation and proposed adjustments based on community input, guidelines for density and mix of use will be controlling mechanisms for how redevelopment (and new development) evolves.

- *Additional Uses to Support Downtown Core and Surrounding Areas:* Given the area's diverse economic base which varies from a strong arts community to the presence of the City's government offices, there should be an opportunity for the Downtown Cocoa Beach CRA to reposition development outside of the core district including underutilized industrial and office space. The existing industrial properties provide great space for artist and professional live work space, while office space within office buildings and/or mixed use complexes support legal, architectural and or other professional business that benefit from proximity to City Hall. Moreover, it is important to recognize that despite the current economic conditions, employment projections for Brevard County indicate a positive trend over a 5 to 7 year period. And, in spite of the fact that the Kennedy Space Center (KSC) faces economic challenges during the next few years, there are indications that its eventual repositioning may create opportunities for tourism and high-tech industry jobs which should benefit Cocoa Beach and specifically the Downtown Cocoa Beach CRA.

- *City Support and Promotion:* As noted within our field research and case study overview, the City and CRA will need to proactively guide the vision and redevelopment process. However, the process will be arduous without the support of the stakeholders and community. Especially the resident and business community that directly participate in economic redevelopment. The City/CRA should encourage the local business community to form a Merchants Association to leverage opportunities in which Cocoa Beach (and its business base) can consolidate marketing efforts to reach a broader demand base. The collective effort of multiple businesses to promote the area may prove to be far more effective than individual businesses spending dollars to market themselves. We have seen this as a case study from several successful downtown and/or retail corridors throughout the State. Moreover, the City will likely need to fund the planning process in accordance with its budget; therefore, the best redevelopment results will be realized from small, concentrated steps. As the initial improvements begin to flourish, the City will likely be in a position to expand the redevelopment plan to a larger geography; particularly, as TIF revenue accrues. However, this process can be expedited and implemented by the City through the prospective relocation (and redevelopment) of City Hall. The existing City Hall site represents approximately 2.7 acres within the

downtown core and a prime location for mixed use redevelopment. At the same time, relocating City Hall to a less retail/entertainment area within the CRA may serve as an anchor for revitalization elsewhere by attracting supporting office and limited supporting retail.

Overall, and despite current economic challenges which will likely continue for at least 12 months, the Downtown Cocoa Beach CRA is in a strong position to start planning for redevelopment. The planning and visioning effort will be critical in Cocoa Beach's ability to maximize its future *competitive advantage*, which today is marginal based upon existing physical and regulatory conditions. The fact is, Cocoa Beach is unique and can easily differentiate itself from surrounding comparable/competitive communities such Port Canaveral, Melbourne, Cocoa Village given its location, history and existing downtown (urban) fabric. Therefore, this is the time to start planning and making policy to be ready for implementation as the economy stabilizes; not to mention, the benefit the City/CRA should get from a low "tax base" year upon which the TIF will be established.

As noted, the remainder of this document provides the research and analysis underlying the conclusions and recommendations herein.

SECTION 1: STUDY AREA DEFINITIONS

As the basis for evaluating the market potential and opportunities for investment in Cocoa Beach, Lambert Advisory (Lambert) examined demographic, economic, and real estate market trends and forecasts (both residential and commercial) for several geographic areas (in descending order of geographic size): Brevard County, City of Cocoa Beach, the downtown retail trade area, and Cocoa Beach CRA. For the purposes of this analysis, downtown core of Cocoa Beach refers to the intersection of Minutemen Parkway and A1A and a few blocks surrounding that intersection. Brevard County, and the City of Cocoa Beach are profiled both to provide economic context for the narrower drive time radii to the Cocoa Beach CRA and specifically the downtown area.

Additionally, historic data, estimates, and projections for the broad range of information in this market study – demographics, income, residential and commercial real estate, among others – are available based on varying geographies. Demographic information, for instance, is most widely available for the set hierarchy of US Census geographies.

For these reasons, different sections of this study refer to multiple and/or different geographic areas (e.g. County, City, CRA), based on different geographic definitions (e.g., zip code, census block group). These areas are listed below, by section of this report, and shown graphically and defined in more detail in each respective section.

- Section 2, Demographic, Economic and Visitor Profile, refers to three different areas, based on political boundaries and census geographies: Brevard County, City of Cocoa Beach, and the downtown Cocoa Beach, as data permits. For the purposes of this demographic analysis, the Cocoa Beach CRA is represented by 2 block groups (as demographic data is not available for the exact CRA boundary).

- Section 3, Retail Market Analysis and Demand Estimate, refers to the City of Cocoa Beach, and the retail trade area evaluated based upon a 10 minute drive time, which is uses geographic information system (GIS) technology, according to block groups and street boundaries, and represents behavioral boundaries based on prospective retail patrons' propensity to shop in a given area. These behavioral boundaries are based both on distance and access to the subject area, as well as distance and access to competitive retail inventory in the area. This area is <u>the primary area from which the Cocoa Beach CRA and downtown core businesses will draw resident expenditure</u>. It is notably larger than the CRA, generally stretching from Columbia Drive to the north and Patrick Air Force Base to the south. <u>This area is not the only area from which CRA retailers will draw patrons.</u> The *Lambert Advisory Retail Trade Model* takes into account expenditures by residents and day visitors outside the Downtown Cocoa Beach retail trade area by utilizing inflow factors. Traditionally, the retail demand analysis also takes into account expenditures by visitors and employees, which is further discussed in following sections as well.

SECTION 2: ECONOMIC AND DEMOGRAPHIC PROFILE

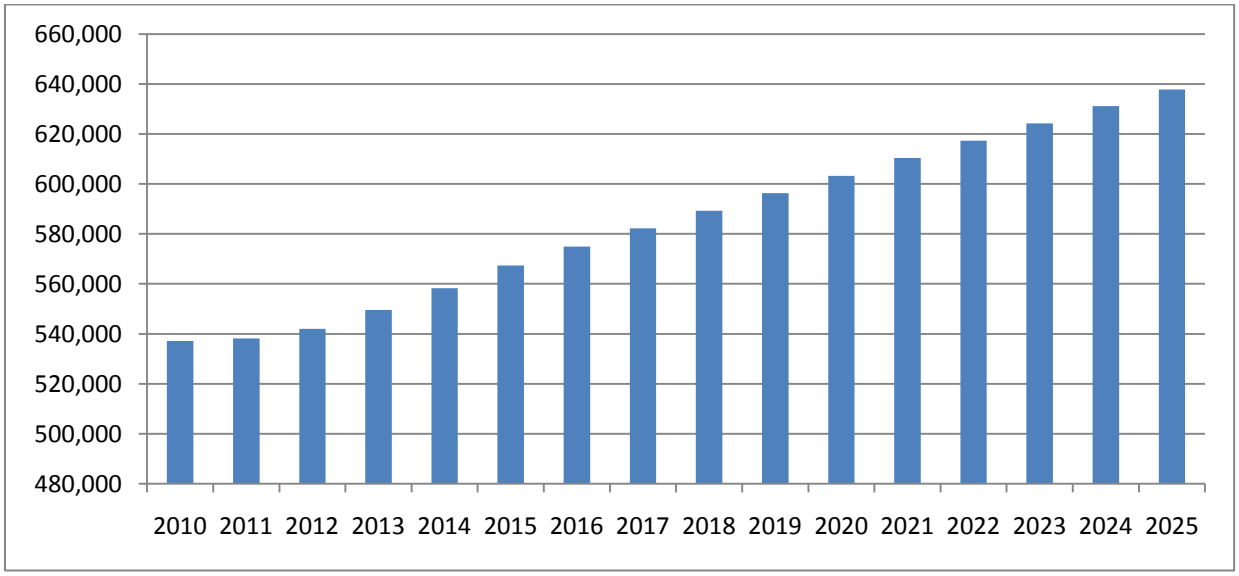
The first step to evaluating market potentials and opportunities for investment in Cocoa Beach, and specifically the downtown/CRA, is an examination of population, household, and economic trends and forecasts for several geographic areas — Brevard County, City of Cocoa Beach, and the downtown CRA (as shown below). Note, for comparative purposes and because detailed statistics are not available for the CRA boundary, the CRA is defined as block groups 1 in census tract 681 and block group 2 in census tract 682; moreover, data for this size geography is only available up to the 2000 census; however, updated data will be available at this level when the new census is released in April, 2011.

Though not exact, these block groups encompass the boundary of the CRA; however, when determining possible investment/development opportunities, Lambert uses a broad trade area defined by a ten minute drive time detailed in Section 3. This demographic and economic profile focuses on those variables that "drive" demand for retail/entertainment, and hospitality (estimates of which are found in Section 3 of this memorandum), including population and household growth trends, household income growth, and employment trends and forecasts.

Population & Households

Based upon US Census data, Brevard County grew from 398,978 residents in 1990 to 476,230 residents in 2000, or an average 7,700 persons per annum and 1.4 percent annual growth rate. From 2000 to 2009, population increased to 536,357 residents or an average 6,700 residents per year and 1.0 percent annual growth. According to Florida Office of Economic and Demographic Research, the County's growth rate is forecast to moderately increase with the addition approximately 101,485 residents by 2025, or 6,300 residents per annum and 1.2 percent annual growth.

Figure 1: Projected Population Growth
Source: EDR



Comparatively, from 1990 to 2000, the City of Cocoa Beach's population increased from 12,123 to 12,482, or 0.3 percent annual growth which yields an average 36 persons annually. However, from 2000

to 2009, the City's population declined to 11,862 or a loss of approximately 69 residents per year. In contrast, the CRA population marginally grew by 92 residents from 3,206 in 2000 to 3,298 in 2007[1]. In contrast to the City as a whole, the downtown CRA grew between 2000 and 2007 by a total of 92 residents. Though the CRA have experienced modest growth from 2000 to 2007, the CRA's population may have declined in the last few years, similar to that of the City, considering the foreclosure crisis and economic downturn. Nonetheless, the updated 2010 census (due out in April of 2001) will confirm the actual population and any population shift within the City and CRA; regardless, the impacts of this population change will be marginal on the evaluation herein. For longer term projections, we base analysis on population growth rates at the county level and apply them to smaller geographies. At the current County growth rate of 1.2 percent annually, it is estimated that the City of Cocoa Beach will grow by approximately 3,000 residents through 2025.

Age and Race

The current median age of Cocoa Beach (53.9 years) is notably higher than that of the County (43.6 years). Lambert examined population by age cohort, which is a key barometer of demand for various retail uses and housing products – illustrated in detail in Figure 2 below. From 1990 to 2008, the median age of the County increased from 35.8 years to 43.6 years, while the City's median age remained relatively stable. A third of the City of Cocoa Beach population is over 65, while only 20 percent of the County's population falls in that age cohort.

Figure 2: Brevard County & Cocoa Beach Age and Race – 1990-2008
Source: US Census; Decision Data Resources (2008)

	Brevard County			Cocoa Beach[2]		
	1990	**2000**	**2008**	**1990**	**2000**	**2008**
Total Population	398,978	476,230	536,357	12,123	12,482	11,862
Population by Age						
17 and under	22%	22%	20%	12%	12%	10%
18-24	9%	7%	8%	8%	4%	8%
25-34	18%	11%	11%	18%	7%	9%
35-44	14%	17%	13%	14%	15%	9%
45-64	21%	24%	28%	25%	28%	30%
Over 65	17%	20%	20%	24%	34%	33%
Median Age	35.8	41.4	43.6		53.6	53.9
Population by Single Race Classification						
White Alone	90%	87%	84%	94%	97%	90%
Black or African American Alone	8%	8%	10%	2%	0%	5%
Other	2%	6%	6%	4%	3%	5%
Hispanic or Latino, of any race	3%	5%	7%	3%	3%	4%

[1] ESRI estimate. ESRI is a recognized leader in Geographic Information Systems (GIS) technology that also supplies demographic and economic market analysis to both public and private sector entities. ESRI uses US Census data, along with a detailed methodology to derive estimates and projections at multiple geographic levels, which are widely used and highly regarded.
[2] 1990 and 2000 US Census Data for County Subdivision Cocoa Beach-Cape Canaveral.

As illustrated above, the racial profile of Brevard County and Cocoa Beach shows the racial mix of residents is predominantly white but has become more diverse. Generally, the presence and growth of varied ethnic backgrounds provides a diverse environment which encourages investment and services to attract and service dynamic interests.

Household Incomes

As part of our demographic and economic profile, Lambert analyzed household income, which represents a critical element of retail demand as it indicates the amount and nature of expenditure potential in a given market.

Figure 3: Household Income, 2008
Source: US Census; EDCFSC

	Cocoa Beach	Brevard County
Less than $15,000	12%	12%
$15,000 to $24,999	14%	11%
$25,000 to $34,999	14%	12%
$35,0000-$49,999	19%	16%
$50,000-$74,999	21%	20%
$75,000-$99,999	9%	13%
$100,000-$149,999	8%	12%
$150,000 or more	5%	3%
Median household income	**$54,106[3]**	**$50,080**

According to Economic Development Commission of Florida's Space Coast (EDCFSC), the 2009 median household income in Cocoa Beach was approximately $54,106, approximately 7 percent higher than the Brevard County median of $50,080 (based on the US Census 2006-2008 American Communities Survey). For the CRA, the most recent income data available is the 2000 US Census, therefore, adjusted 2.5 percent for inflation, the CRA had a median household income of approximately $47,252, 13 percent lower than the City and 6 percent lower than the County. Based upon US Census data for Brevard County and EDCFSC for the City, per capita incomes are strong, $28,446 (2009) and $38,998[2], respectively. These per capita income figures are actually the key data sets that drive the retail demand estimates completed Section 3.

Employment and Wages

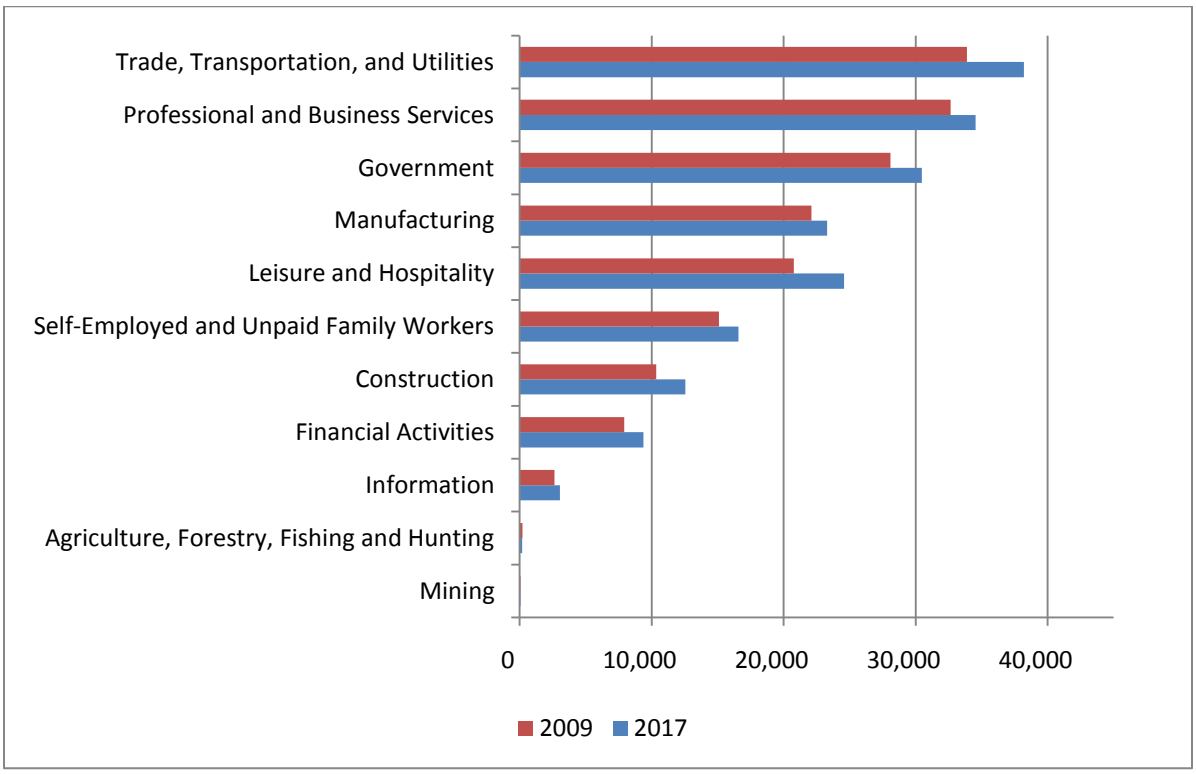
It is clearly recognized herein the difficulty of projecting regional and local job and employment activity in light of current economic conditions; however, according to the Florida Agency for Workforce Innovation, and as illustrated in Figure 4, Brevard County is projected to add over 19,000 jobs within the next 8 years or grow approximately 1.3 percent annually. Currently the total workforce is approximately 174,000 persons, 19 percent of whom are employed in Trade, Transportation and Utilities Industry which is projected to increase by 13 percent 2017, or 1.4 percent per year. The strongest growth is projected to occur in the Construction, Leisure and Hospitality and Financial Services sectors.

[3] 2009 estimate by EDCFSC.

The most recent wage data available as of (first quarter 2010) shows the average across all industries at $40,924 annually. The highest paying industries in the Brevard County are Professional and Business Services ($77,784), Government/Public Administration ($50,588), and Education and Health at ($64,044). Although it can be very difficult to comprehend this level of job growth during the next several years, it does indicate that perhaps the employment market is nearing its low point, and projected growth on a regional basis should occur (perhaps sporadically) over the long term.

However, on a more local perspective, the Kennedy Space Center (KSC) and the uncertainty of future operations must be acknowledged. According to an initial report published by NASA in early 2008, civil servant employment is estimated to remain unchanged at KSC through 2013; however, contractor work hours are projected to 70 percent over that same period due to the cancellation of the shuttle and Constellation program. It is acknowledged by NASA that there is increased uncertainty going forward. At the same time, though, the US Government is committing dollars and resources to promote alternative industry growth within KSC including technology and tourism. Therefore, planning at the regional level should be aware of these opportunities Cocoa Beach can capitalize on during the long term.

Figure 4: Brevard County Employment by Industry, 2009 to 2017
Source: Florida Agency for Workforce Innovation



Visitor Market and Profile

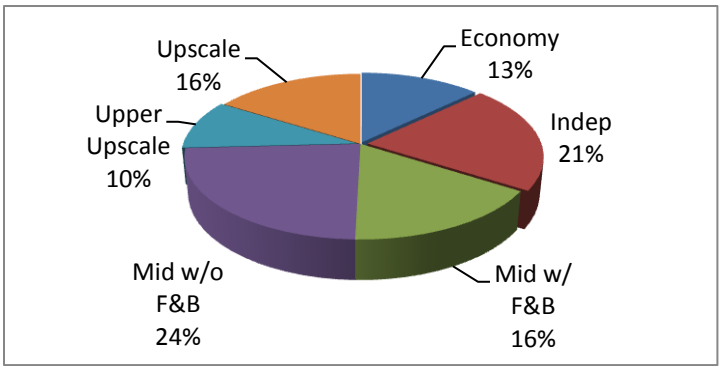
Cocoa Beach has a long history of being a strong tourist draw due to its scenic beaches and laid back atmosphere, as well as its proximity to Cape Canaveral and Kennedy Space Center. Cocoa Beach is situated with 250 miles of approximately 18 million people and approximately 52 miles away from the one of the busiest airport in the US, Orlando International Airport. Cocoa Beach's location is ideal when

considering its access to overnight visitors and day visitors, which is largely effected by the air travel through Orlando and proximity to major metropolitan areas, such as Orlando, Tampa Bay, South Florida and Jacksonville. The market benefits from strong day visitor and overnight visitor traffic attracted to the beaches, ecotourism, space industry tourism, beachfront (and non-beachfront hotels) and surrounding commercial activity. For this visitor profile, the focus is on overnight visitors, as day visitors will be addresses in the following Section.

Overnight visitors are classified as visitors who spend at least one night in area. Overnight visitors are further broken down into 4 categorical types; the first and most numerous are those who stay in hotels/motels, followed by visitors who stay in with friends/relatives, then those staying in rental properties, and finally those staying at campgrounds

Brevard County had total overnight visitation in 2008 of 2.4± million of which nearly 2/3 stay in hotels. First, Lambert examined the hotel performance trends, given over 60 percent of all overnight visitors stay in hotels while in Brevard County. According to Smith Travel Research (STR)[4], there are more than 40 hotels with more than 4,500 hotel rooms within a 10± mile radius of Cocoa Beach. A map of the hotel market is provided in Appendix A. As shown in Figure 5 below, nearly 75 percent of the Cocoa Beach hotel market comprises hotels that are classified as economy, independent and mid-scale (with and without food and beverage). These hotel properties are generally categorized as two- to three-star quality facilities (out of a 5-star categorization) and traditionally serve the leisure, business, and government market segments that seek basic hotel accommodations at competitive pricing. However, many of these properties are quality branded facilities such as Hampton Inn, Courtyard by Marriott, Residence Inn and Holiday Inn Express, and some of these properties are newer built (within ten years) and in good condition. Nonetheless, a notable portion of this market generally caters to the budget conscious traveler, which extends to expenditures for ancillary food and beverage and entertainment during their stay.

Figure 5: Cocoa Beach Hotel Market Area Properties by Classification
Source: Smith Travel Research, Lambert Advisory



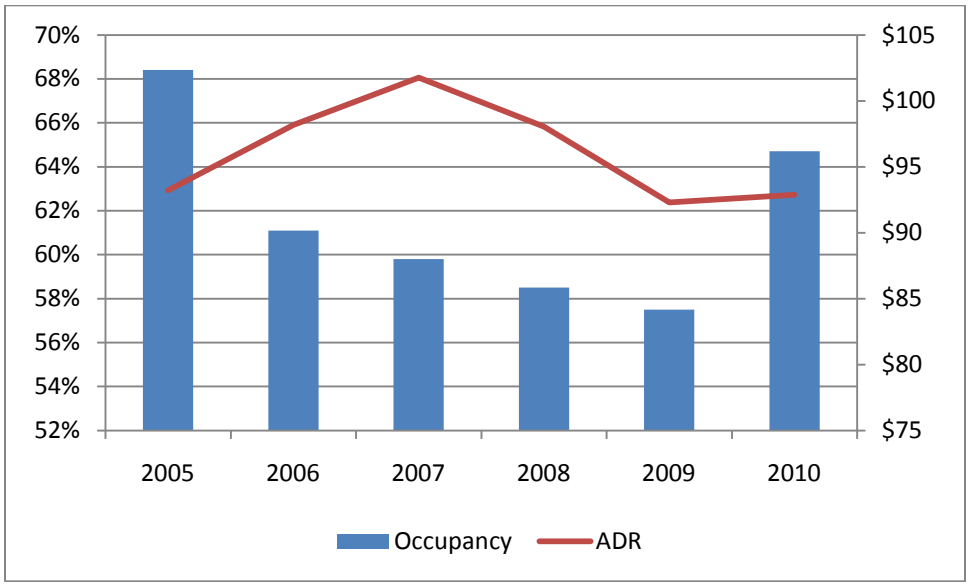
Class	Rooms
Economy	588
Independent	967
Mid w/ F&B	749
Mid w/o F&B	1,086
Upscale	736
Upper Upscale	444

From a broader market perspective, the region's hotel market experienced relatively stable occupancy during early to mid 2000's, with 69 percent occupancy reported in 2005[5]. However, the rate of occupancy declined considerably as the US (and regional) economic downturn occurred, reaching a low

[4] STR is an internationally recognized leader in lodging industry benchmarking and research.
[5] Brevard County TDC (Varga Research)

57 percent in 2009; however, based upon data from mid-2010 occupancy has experienced an uptick to 64 percent. In terms of average daily rate (ADR), the market actually strengthened from 2005 to 2007. However, ADR dropped significantly in 2008 and 2009, with a slight increase reported for mid-year 2010.

Figure 6: Cocoa Beach Hotel Market Area Properties (Average Daily Rate and Occupancy Trend)
Source: Brevard County TDC; Lambert Advisory



Note: 2010 through June, 2010

Cocoa Beach is comprised of approximately 1,500 total hotel rooms, or 40 percent of the inventory in the broader market area. This includes larger upper-scale properties such as the Hilton Cocoa Beach and Double Tree, as well as branded limited service hotels such as Courtyard, Hampton Inn and Four Points. Based upon discussions with several Cocoa Beach hotel representatives, the Cocoa Beach hotel sector is currently achieving ADR's in the $115 range with occupancy in the 72 percent range. This is down from prior years, which experienced occupancy in the 75-80 percent range and ADR in the range of $120±. Accordingly, during peak season (April through October), occupancy can reach the upper 80 percent range, while dropping to the 50 percent range in off-peak periods. The Cocoa Beach hotel market is largely driven by the leisure traveler segment, of which 15 to 20 percent of this demand is from pre- and/or post-cruise visitors with additional strong demand from families. The group segment represents approximately 30 percent of market demand, which includes considerable military/government group demand.

While Cocoa Beach hotels clearly outperform the broader market, the average daily rate is relatively low in comparison to upper and upper-upscale hotel and resort products within other Florida coastal markets which generally achieved occupancy in the 75 to 80 percent range and ADR's of at least $140 - though these performance levels are presumed to have declined during recent periods in light of economic conditions. This level of performance in the local market provides limited support for new hotel development for at least the next few years. Furthermore, this provides clear indication as to visitor price sensitivity within the market which has a correlating impact on visitor expenditure within the market.

In addition to traditional hotel supply within the broader market, there appears to be a recognizable amount of vacation rental properties among both condominium and single family properties. While there is no established resource of information defining the level and/or performance of the vacation ownership market, conversations with a few industry representatives indicate that there is likely more than a few hundred vacation rental units within the City; furthermore, approximately 15 percent of all overnight visitors to Brevard County stay in rental properties[6].

Overall, the demand and viability to support new hotel development in downtown Cocoa Beach is very limited during the next few years. However, as part of a longer term redevelopment effort for the Downtown area, the opportunity to incorporate small boutique hotel product (no more than 50 to 100 rooms in total) may be warranted as the core area continues to evolve into a vibrant commercial node. This hotel product is not considered to compete with or detract from the existing market, as it is envisioned as a niche product that currently does not exist which is oriented to a more urban-type lodging experience. Although the economic viability of supporting a small independent hotel requires further investigation, consideration to incentivize this type of use should be explored by the City/CRA over time as it would provide a unique anchor to the downtown area which is a supporting and compatible use to broader retail and entertainment opportunities.

Summary of Economic, Demographic and Visitor Profile

- The Cocoa Beach resident population is relatively modest in numbers (11,800); however, the area is strong in terms of household/per capita income. In the context of the CRA vision, the resident provides strong support to the redevelopment of the downtown area; however, there are also very strong influences from the visitor market of which must be accounted.

- Despite the current economic conditions, the projections reflect positive employment trends during the long term. Accordingly, while KSC faces challenges during the next few years, opportunities may arise, particularly in tourism and high-tech industry jobs which should benefit Cocoa Beach.

- Brevard County and Cocoa Beach specifically have a strong tourism base. The visitor market will continue to have a strong influence on the redevelopment opportunities for the CRA and downtown. As noted, the opportunity for small boutique hotel product over the long term would provide a strong anchor to the downtown core.

[6] Brevard County TDC (Varga Research)

SECTION 3: RETAIL MARKET ANALYSIS AND DEMAND ESTIMATE

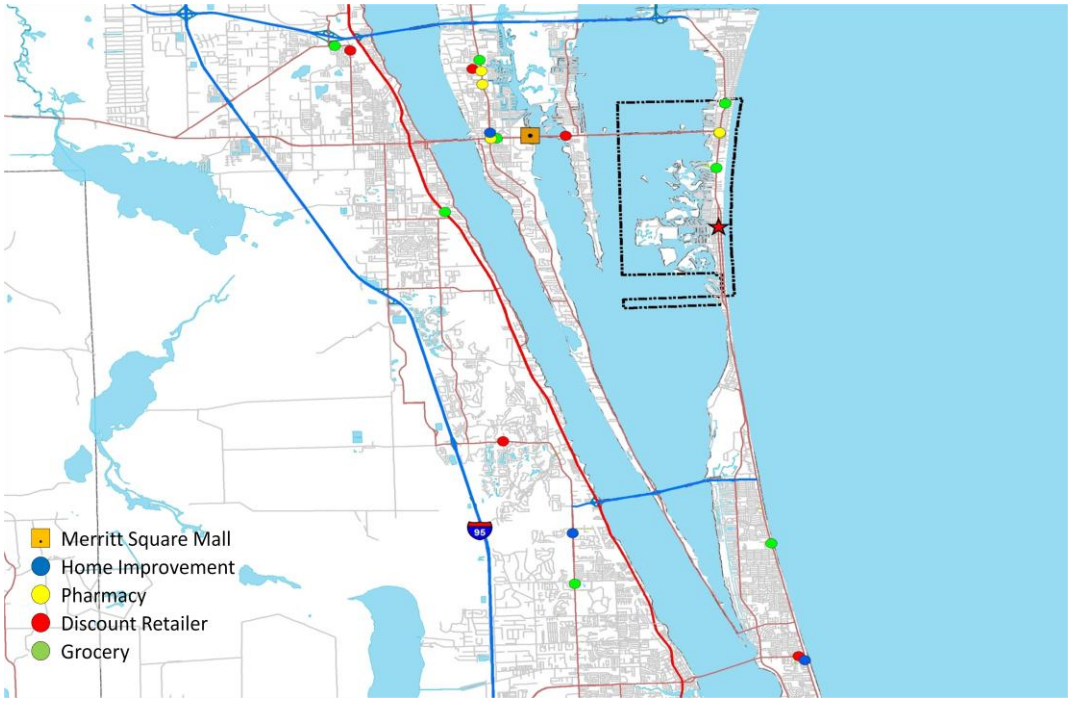
The focus of the retail analysis herein is to review and summarize retail market trends in Cocoa Beach and surrounding market areas. Lambert profiled existing and vacant retail space, rents, and common area maintenance fees to better understand Downtown Cocoa Beach's positioning in the market.

As with most metropolitan markets in Florida, the economic downturn in real estate has significantly impacted the retail sector in Brevard County and Cocoa Beach. Declining retail sales brought on by high unemployment and shaken consumer confidence, combined with tight credit markets and a "wait and see" strategy among retailers with regard to expansion plans have contributed to a fragile real estate market for retail. Vacancies are up, rental rates are down and tenant prospects are relatively scarce at the present time.

Overview of Retail Supply

The initial step of our retail market analysis identifies major big box tenants and larger grocery stores within the subject's broader study area. These particular uses significantly influence retail development patterns; notably, neighborhood and community shopping needs. Identifying these large format tenants does not implicitly indicate the desire to incorporate these uses within the subject area; rather, these stores have emerged as major draws for large flows of retail traffic and expenditure given a multitude of factors such as convenience, discount pricing, abundance of supply (and across varying retail goods), and strong promotion. Accordingly, these store types can have significant impact on the strategy and performance of retail development within surrounding retail nodes.

Figure 7: Cocoa Beach Big Box Grocers and Retailers
Source: Lambert Advisory



As illustrated above, Cocoa Beach is well served by larger grocery and big box tenants. There are two Publix-anchored shopping centers within the City, as well as a cluster of big box retailers and regional mall located on Merritt Island. The presence of these stores does not automatically preempt additional big box retail to enter into the market as we understand the importance of looking more comprehensively at population densities, demographics and drive times. This does indicate, however, that given the relative positioning and number of larger grocery and big box stores in eastern Brevard County, the subject's market is well served by these retail establishments which have implications for both the short- and long-term opportunities for retail development in the City and CRA (discussed further below); especially, when current and prospective economic conditions are considered.

Comparable/Competitive Submarket Profile

In order to determine the best approach to future opportunities, it is important to assess the current retail market situation in Cocoa Beach and the surrounding areas. Lambert profiled roughly 4 million square feet of retail in eastern Brevard County in order to better identify potential gaps in the retail market that can help gear the visioning processes when completing the redevelopment plan. As shown in Figure 8, for the purposes of this analysis, the study area was divided into five subsectors:

- Subsector 1 (Green): Subsector 1 is located north of the CRA, stretching from Cocoa Isle Boulevard north to the 6500 block of North Atlantic Avenue;

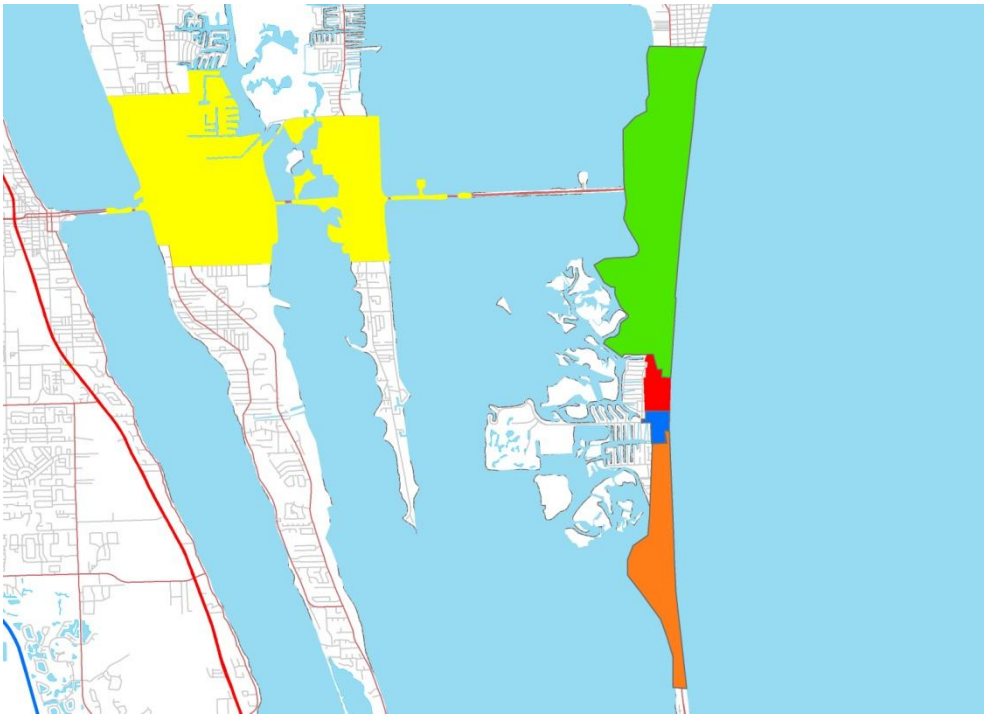
- Subsector 2 (Red): Subsector 2 is the what has been defined as the Cocoa Beach CRA, which is essentially between Second Street and Cocoa Isle Boulevard;

    - Subsector 2A (Blue): Subsector 2A is the core of downtown located from Second Street South to Second Street North along A1A. While the downtown core is analyzed separately to create a distinct from the entirety of the CRA, the figures representing Subsector 2A are included in Subsector 2;

- Subsector 4 (Orange): Subsector 4 is located south of downtown Cocoa Beach and stretches from Second Street South to the 3400 block of Atlantic Avenue, just north of Patrick Air Force Base; and,

- Subsector 5 (Yellow): Subsector 5, which is the largest subsector, encompasses the retail on Merritt Island, Merritt Island Causeway and Courtenay Parkway.

Figure 8: Cocoa Beach Retail Subsectors



A review and assessment of retail market trends was conducted in each subsector covering estimates of inventory, occupancy/vacancy levels, asking rental rates and flow through expenses (common area maintenance), and "typical" size (square feet) of in-line retail space, as shown in Figure 9 below. This review afforded an assessment of discernable differences relating to market trends and competitive characteristics in each subsector and provided insights regarding the type of retail available in each subsector as well as initial demand potential considerations such as shopping patterns by different consumer cohorts and driving distances.

Figure 9: Cocoa Beach Retail Profile by Subsector
Source: LoopNet; Lambert Advisory

Subsector	Est. Total SF Retail	Occupancy Rate	Asking Rent (Per SF)	Est. Expense (CAM)	In-Line Space (SF)
1	684,812	82-90%	$10-$20	$2.50-$6.00	1,000-2,000
2	280,310	91-93%	$8-$12	$2.50-$3.50	800-2,000
2A	188,750	92-94%	$8-$12	$2.50-$3.50	800-2,000
4	30,943	90-93%	$8-$12	$2.50-$3.50	1,000-2,000
5	3,045,193	90-92%	$9-$22	$3.00-$5.50	800-5,000

Note: All rents are NNN[7]

[7] NNN represents the Base Rent paid by the tenant, in addition to charges for common area maintenance (CAM), insurance, and property taxes that is also paid for by the tenant (otherwise referred to as "pass-through" expenses).

Based on findings from the review of market trends, there is approximately 1.0 million square feet of retail space in all of Cocoa Beach. Of this inventory 685,000 square feet (69 percent), is situated north of the CRA and represents the largest retail subsector in Cocoa Beach. There is another 280,000 square feet of retail in the CRA, of which 189,000 square feet is located in the downtown core. Another 31,000 square feet of retail space is located south of downtown. Merritt Island, with 3 million square feet of retail, is the regional center for Brevard County, with a regional mall and several big box retailers located along Merritt Island Causeway and Courtenay Parkway.

Occupancy levels are at or below 90 percent in most of the subsector markets surveyed, with the highest occupancy level in downtown in the range of 90 percent. However, the downtown core also has the lowest rent levels among the subsectors surveyed ranging between $8.00 and $12.00 per square foot compared to Subsector 1. To a large extent, retail activity in the CRA and downtown is driven by low rental rates and generous concessions that is needed to fill the space. Therefore, any sudden uptick in rental rates could have a notable effect on existing business as some of these businesses will need to relocate to retail space that is more in line with their current rates. This potential shift in retail tenancy within the CRA is taken into account as part of this demand analysis – discussed further below.

Existing Retail Profile

As part of the fieldwork for the retail market, a summary review of the types of retail by select store types or merchandise categories that are located/available in Cocoa Beach (excluding Merritt Island) was conducted. In this case, store types/merchandise categories that were most prevalent were identified, with comparisons made for the amount of square feet of each category located inside or outside the CRA. The results of the review are presented in Figure 10 on the following page. Highlighted store types (bold face) represent broader/general categories with significant sub-categories listed below each general category.

Given the underlying characteristics of Cocoa Beach as a beach oriented vacation destination, naturally the market is dominated by restaurants, with night clubs/bars, beachwear and surf shops making up other prevalent categories. The broader category of Eating and Drinking Places comprise more than 25 percent of all retail in Cocoa Beach and more than 44 percent of retail available in the CRA. As evident in Figure 10 below, there appears to be market niches downtown that represent potential opportunities for creating a sense of "place" oriented around art studios/galleries, health, fitness and wellness and beach/tropical-themed home furnishings. This is in relative contrast to the existing perception of retail industry representatives interviewed as part of the field research that provided various observations including:

- Cocoa Beach retail as been in decline for the past several years and leasing within the Downtown Cocoa Beach CRA has become increasingly difficult given common area and building conditions;
- The absence of a cohesive business community (eg. no Merchant's organization) provides an indication of the area's lack of focus and desire to improve business conditions;
- The Downtown Cocoa Beach CRA area has no "identity" or way finding which has negative implications on leasing activity;
- There is limited support from the City for promoting local businesses and events;

- There are notable physical constraints such as: a less than desirable street environment in terms of appeal that limits the desire to walk around; limited connectivity to the beach; and on-going perception of limited and/or accessible parking.

Importantly, highlighting the observations noted above is not intended to portray negativity among industry representatives; rather, they provide insight into some of the challenges the CRA is facing (perhaps some more obvious than others) and areas to focus on improving as part of the redevelopment effort.

Figure 10: Cocoa Beach Retail by Select Categories
Source: Lambert Advisory

Category	Downtown	Outside Downtown	Total Cocoa Beach	% Occupied
Specialty & Health Food	**3,700**	**11,000**	**14,700**	**1.7%**
Eating & Drinking Places	**93,823**	**147,643**	**241,466**	**27.7**
Restaurants	60,748	101,317	162,065	18.6%
Sandwich Shops/Fast Food	1,100	13,686	14,786	1.7%
Coffee Shops	1,500	6,666	8,166	0.9%
Ice Cream/Juice Bar	6,480	1,800	8,280	1.0%
Night Club/Bar	23,995	24,174	48,169	5.5%
Apparel & Accessories	**9,420**	**86,510**	**95,930**	**11.0%**
Beach Wear	2,000	79,245	81,245	9.3%
Home Furnishings	**10,774**	**2,500**	**13,274**	**1.5%**
Kitchen/Bath & Interiors	5,247	0	5,247	0.6%
Sporting Goods/Surf Shops	**10,328**	**33,900**	**44,228**	**5.1%**
Surf Shops	8,086	26,445	34,531	4.0%
Miscellaneous Retail & Service	**88,477**	**90,554**	**179,031**	**20.6%**
Art Studios/Galleries	18,426	0	18,426	2.1%
Fitness/Wellness	19,643	24,036	43,679	5.0%
Salon/Nails/Barber/Tanning	12,303	11,320	23,623	2.7%
Total	**212,822**	**361,107**	**573,929**	**65.9%**
As % of Occupied Space	**83.9%**	**58.5%**	**65.9%**	

Retail Demand Analysis

As discussed in Section 1, Lambert has defined a retail trade area using geographic information system (GIS) technology and Cocoa Beach's street and natural barrier layout in order to approximate behavioral boundaries based on prospective retail patrons' propensity to shop in a given area. These behavioral boundaries are based both on distance (in terms of drive time) and access to the subject area, as well as distance and access to competitive retail inventory in the area. Based upon economic/market parameters and community desires, there is an inherent assumption in the delineation of our trade area that the Cocoa Beach CRA will not be the location of certain types of retailers, such as a large department store, big box discount store, or major lifestyle center. If this were the case, the trade area would be significantly larger. Rather, the trade area represents the area from which we believe the CRA businesses will draw patrons for food and beverage establishments, local stores and boutiques,

entertainment venues, and specialty businesses (e.g., fresh and prepared foods grocer, beach apparel), on a regular basis. This area is the primary area from which Cocoa Beach businesses will draw resident expenditure. As shown in Figure 12 below, it is larger than the CRA stretching from Columbia Drive south to Patrick Air Force Base

It is important to note that this trade area is not the only area from which Cocoa Beach retailers will draw patrons. As an initial step to understanding current and prospective trends within the Cocoa Beach retail trade area, an analysis of retail supply and demand trends has been undertaken. While this analysis is considered cursory in nature given the fact that it is driven more by general statistical data and estimation rather than detailed survey information, it provides a good first step to understanding certain surplus/gaps in local retail supply in light of local demographic demand characteristics. Based upon an analysis of 10 minute drive time (from the intersection of Minutemen Causeway and Orlando Avenue), ESRI reports population to be 18,727, with a median per capita income of $31,800; or potential trade area resident demand for Retail Trade and Food & Drink Places[8] of $251 million.

However, based upon ESRI's estimated retail sales within the trade area, there is $185 million in retail sales volume which indicates a "gap" of $66 million; or $66 million of potential demand that is "leaking" from the Cocoa Beach (10-minute) retail trade area to other areas. This is largely the result of the fact that the retail trade area has limited discount and large format retail stores that have become major factors in retail purchases; particularly, for grocery, home improvement, electronics and basic apparel. Importantly, though, is the fact that the trade area's food and drink places achieve a surplus in sales (over demand), indicating that more food and beverage dollars are coming into the Cocoa Beach (10-minute) trade area from outside of the 18,727 residents, which represents a strong volume of day visitors to downtown Cocoa Beach.

Figure 11: ESRI Retail Supply/Demand "Gap" Analysis[9]
Source: ESRI; Lambert Advisory

Type	10 Minute Drive Time	*Surplus*/Leak %	20 Minute Drive Time	*Surplus*/Leak %
Total Retail Trade "Gap"	$90,226,168	27%	*$116,271,208*	*6%*
Total Food & Drink "Gap"	*$24,594,198*	*25%*	*$46,144,735*	*13%*
Total Retail Trade, Food/Drink "Gap"	$65,631,979	15%	*$162,386,943*	*7%*

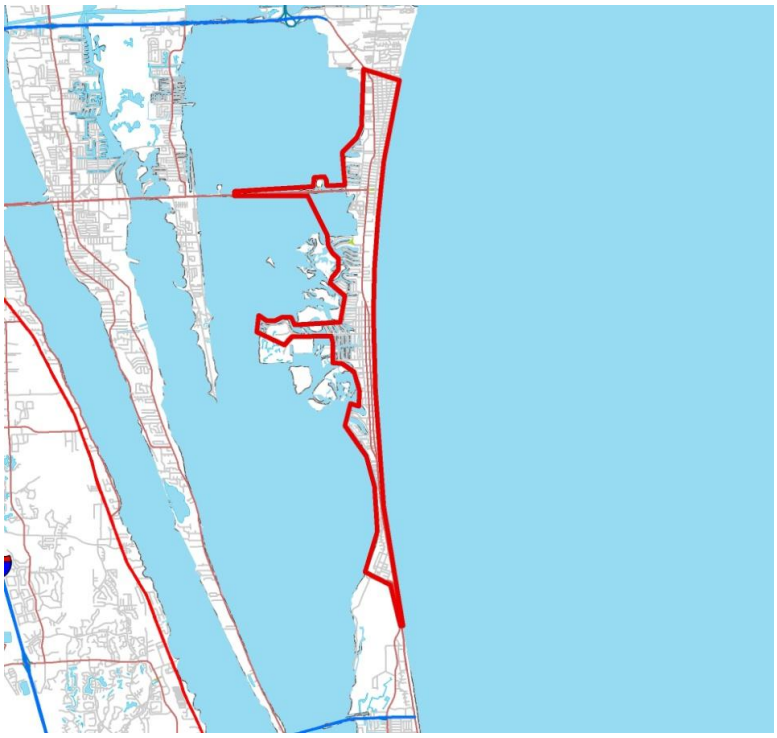
Broadening the trade area to include a 20 minute radius shows a contrasting dynamic. As illustrated above, the retail trade in this broader area indicates a surplus of demand relative to existing retail supply. This would inherently indicate the need for additional retail stores to service demand and is a clear indication of the draw created by Merritt Island (Regional) Mall. Nonetheless, the surplus/leakage factor is only 7 percent which indicates relative balance within the broader (20-minute) market area. Comparatively, the 10-minute trade area has a significantly larger imbalance of 15 percent. Regardless of whether its leakage or surplus, the broad trade area should be more balanced given the prevalence of larger retailers, including large discount stores.

[8]More specifically, NAICS codes 7221, 7222, 7223, 7224 (food and beverage establishments); 4421, 422 (furniture retailers); 4512 (books and music retailers); 4452 (specialty food retailers).
[9] The "gap" analysis represents the differential between Potential Resident Expenditure Demand and the Estimated Retail Sales within the prescribed Trade Area

Specific to the 10-minute radius, which largely defines the downtown Cocoa Beach retail trade area, a closer look at the ESRI supply/demand analysis provides a little more insight into gap/surplus among more specific retail categories (e.g., 4-digit NAICS codes). As detailed within Appendix B, some of the largest leakage factors (outside of Auto-related expenditures) include furniture stores, specialty food stores, and books and periodicals. Although items such as furniture are typically purchased in large furniture stores (discount-type retailers), there may be an opportunity for the Cocoa Beach CRA to capitalize on specialty furniture items; namely outdoor furniture products. Accordingly, the Cocoa Beach's outdoor and recreational environment is seemingly a strong location for health food or other unique grocery items geared to local residents and visitors as well as health related activity centers such as a day spa. In the same regard, Cocoa Beach's existing cultural community should support specialty books and music stores, which can extend to small theatres, bowling (e.g., in the form of a Lucky Strike), and art galleries. As a matter of fact, the opportunity to potentially provide an improved theater venue for the Surfside Players can serve lends support to this specific type use.

In addition to initial supply/demand analysis above, a more targeted analysis of demand was undertaken for the trade area. The *Lambert Advisory Retail Trade Model* takes into account expenditures by residents outside the retail trade area by utilizing inflow factors, as well as day visitor demand. According to Brevard County TDC, there are approximately 2.1 million day visitors to Brevard County annually. Cocoa Beach has historically served as a destination for these day visitors (and residents alike) by providing an energetic and dynamic atmosphere. For this, the City should continue seeking an optimal environment in which both visitor and resident can benefit through redevelopment. This can be accomplished through elements of the redevelopment plan addressing security, code enforcement and public well-being.

Figure 12: Downtown Cocoa Beach/CRA Retail Trade Area Map
Source: Lambert Advisory



The most important demographic information used to derive results from the retail trade model is population and per capita income. Per capita income is essentially the allotment every person would receive if annual income was distributed evenly among the population; moreover, it is used instead of household income because it more accurately represents discretionary income available for spending on retail purchases. Below is a summary table comparing the trade area population and income levels with the City of Cocoa Beach and Brevard County.

Figure 13: Regional and Retail Trade Area Population and Per Capita Income, 2009/10
Sources: US Census; EDCFSC

	Population	Per Capita Income
Trade Area	18,727	$31,500
Cocoa Beach	11,862	$38,998
Brevard County	536,357	$28,446

Utilizing a variety of data sources, we have built a series of models that estimates expenditures by various demand segments and translates it into square feet of retail space. Typically, the demand segments accounted for within the retail trade model include resident, day-time office employment (within the trade area) and day visitors. However, for this analysis, there is marginal office employment within the retail trade area. Furthermore, while the overnight visitor expenditure represents an integral retail demand segment, it is recognized and analyzed in Section 2 of this document. Therefore, the retail trade model herein accounts for resident expenditures, as well as the significant day visitor demand (discussed in preceding sections) which is by far the primary demand segment for the trade area.

The methodology for estimating demand for retail space within Downtown Cocoa Beach and the Cocoa Beach CRA and, utilizing the *Lambert Retail Trade Model,* is described in detail below.

- **Total Personal Income** – There are approximately 19,000 residents in the retail trade area with per capita income of approximately $31,500, which yields $590 million in total personal income in 2010 and is expected to grow to $705 million by 2015.

- **Total Non-Auto Retail Expenditure** – An estimate of non-automobile retail expenditure for the trade area is made by multiplying the total personal income by the percent of income that is spent on non-auto retail purchases in a given year. The percentage of household income spent on non-auto retail purchases (29%) was derived from the Department of Commerce 2003 Consumer Expenditure Survey (the most recent data released for the State of Florida), which is both region- and income cohort-specific. Therefore, Non-Auto Related Income for the trade area is $171 million today; it is projected this expenditure potential will be $205 million by 2015.

- **Expenditure by Category Type** – Non-auto expenditure by store type for the market area is derived using the percentage of total non-auto store sales by store type for the Palm Bay-Melbourne-Titusville MSA (as a proportion of total non-auto sales) based on an analysis of the 2002 Economic Census.

- **Primary Market Area Retention** – This is estimated based upon fieldwork, interviews, and location of competitive retail centers and is an estimate of the amount of retail purchases

made by residents of the retail trade area which is made inside the retail trade area, by store type. Certain merchandise categories such as grocery or pharmacy have relatively high retention rates because people typically shop for these goods and services close to home. For goods such as furniture and home furnishings, the trade area retention rate is lower because people will typically travel further to make these purchases since they are made less frequently, and/or because other areas have a greater concentration of a particular type of retailer.

- **Percent Sales Inflow from Secondary Market** – While there is resident expenditure leakage from the trade area there is also inflow from visitors and residents who live outside the bounds of the trade area, as well as from seasonal residents not otherwise captured in statistical profiles. These inflow rates vary by type of merchandise, considering existing and potential trade area retailers.

- **Sales per Square Foot** – The sales per square foot figures are estimated average sales per square foot figures for stores, by merchandise category, in the trade area based on interviews with local industry representatives and other sources of information, including the Urban Land Institute's Dollars & Cents of Shopping Centers.

- **Warranted Square Feet** – Is calculated using the following formula: Net Sales Potential (by category) / Sales per Square Foot (by category)

We have estimated demand for the current year, and projected it for 2015. Below is a summary of implied demand for retail space in relation to the entire trade area (which extends beyond the CRA). A detailed Retail Trade Model is provided in Appendix C.

Based upon the retail trade area model, retail demand from resident expenditure (which accounts for inflow and outflow demand factors) is estimated to be 342,000. This appears to be in line with total retail inventory estimated for the trade area considering that the CRA itself has more than 300,000 square feet of retail inventory – of which more than 280,000 square feet was surveyed as part of this analysis.

As highlighted in Figure 14 below, Food Services and Drinking Places category includes restaurants and bars and accounts for more than 20 percent of total retail demand. The Shoppers Goods category includes clothing, accessories, general merchandise, and miscellaneous goods such as sporting goods, books, toys, office supplies, art, fabric/sewing materials, and souvenirs (34 percent of total retail demand). The Convenience category, which accounts for 45 percent of total square footage demand, includes pharmacy, personal care products, and supermarket spending (e.g., groceries, cosmetics, prescription drugs, and optical goods).

Figure 14: Cocoa Beach CRA/Downtown Retail Trade Area – Estimated Retail Demand (by Category)
Source: Lambert Advisory

	2010	2015	Change
Estimated Population	18,727	20,274	1,547
Per Capita Income	$31,500	$34,779	$3,279
Total Retail Expenditure Potential	$171,071,145	$204,477,799	$33,406,654
Expenditure Potential by Category			
Food Services & Drinking Places	$24,475,174	$29,254,669	$4,779,495
Shoppers Goods	$31,545,107	$37,657,223	$6,112,116
Convenience Goods	$47,525,476	$56,806,218	$9,280,742
Sales per Square Foot by Category			
Food Services & Drinking Places	$350	$350	
Shoppers Goods	$269	$269	
Convenience Goods	$321	$321	
Supportable Square Footage by Category			
Food Services & Drinking Places	69,929	83,585	13,656
Shoppers Goods	117,435	140,429	22,994
Convenience Goods	154,356	184,498	30,143
Total Supportable Retail Space	**341,720**	**408,512**	**66,792**

Based upon the trade model, retail demand within trade area is estimated to increase 60,000 to 70,000 square feet by 2015; however, a portion of this net new retail demand presumes absorption of existing vacant space, as well as support for a reposition of existing tenants that may shift out of the market as rental rates increase to more stabilized levels. Regardless, Cocoa Beach (and the CRA) will likely capture at least its proportionate share of future retail demand, which will only be enhanced by physical planning improvements including vehicle and pedestrian mobility. Therefore, retail opportunity proposed as part of this analysis is not intended to promote significant increase in supply; instead, the focus should be a repositioning and strengthening of existing supply with some additional growth that compliments the overall planning vision. This generally means that a portion of the retail demand growth expected during the next few years will be absorbed within existing retail inventory that is currently vacant of underutilized (eg. occupied by tenants that would not be occupying space in this particular area if not for below market lease rates), and a portion of the new demand absorbed within new lower to mid density retail that development.

Specific to the downtown core area, the capture of a portion of the overall CRA's net new retail demand will likely focus on strengthening the existing commercial development on Minuteman Causeway as well as support potential low to mid density new development within the blocks to the north and south of this central artery which may be expected to occur as the redevelopment process evolves. For this, the Vision Plan becomes an instrumental tool for conceptualizing the street and building design that promotes connectivity in the core sector. Importantly, part of the retail demand growth considers

entertainment uses such as art galleries, small theater, and/or small music venue. The fact is, in order to create a viable retail district (and more specifically a downtown district), it is important to consider uses that broaden the resident and visitor experience and provide a strong reason to visit, stay and spend within the area.

SECTION 4: CASE STUDY SUMMARY

Through the course of the analysis, a profile of comparable/competitive destinations along the Space Coast to gain insight into certain redevelopment strategies that may be useful for Downtown Cocoa Beach CRA. Importantly, the analysis herein is not intended to suggest that Cocoa Beach transform itself to reflect these other destinations; rather, by identifying various redevelopment processes, Cocoa Beach can extract elements from these strategies in order to help create a model for the City's own vision of the future.

For this analysis, two redevelopment efforts were profiled based upon conversations with representatives currently (or previously) involved in the redevelopment planning effort. The communities include Downtown Melbourne and 5th Avenue (Naples, FL) and are summarized as follows:

Downtown Melbourne (Melbourne, FL)

Downtown Melbourne has become a recognized destination for residents of Brevard County in search of dining and entertainment. Billed as "Historic Downtown Melbourne", Melbourne's downtown district is centered around New Haven Avenue, and stretches from the Indian River Lagoon on the east and Babcock Street on the west. What today has become an excellent example of redevelopment was not an abrupt change, but rather it came about gradually over time with intervention from the public arena through program implementation.

The city was an early participant in the State's CRA program, with the creation of the Downtown Melbourne Redevelopment Area in 1982. Coinciding with the designation, the city approved a Tax Increment Financing Plan (TIF). One of the city's first redevelopment efforts was improvement of streets, street lighting and streetscapes. Small parks were improved, including the addition of benches (seating areas) and parking was added as an integral part of attracting more shoppers, which included the acquisition of lots by the city for additional parking. Since its inception, the maintenance of parks, streetscapes and parking areas in the downtown district has been a priority of the city, earning several beautification awards.

The city's commitment to redeveloping the downtown district is underscored by continuing efforts to maintain and improve upon early successes. To this end the City applied for and was awarded a Florida Main Street designation in 2001. The designation spawned the Main Street Merchants' Association. The association works closely with the city and other business organizations to attract new businesses as well as sponsor festivals and other cultural events in the downtown.

The city's redevelopment effort has also been the catalyst for private investments and public/private ventures including, development of a marina with restaurants and condominiums along Crane Creek, a mid-rise office building, renovation of an historic hotel site into additional office space and redevelopment of an old high school building into was is now the Henegar Center for the Performing Arts. These landmarks anchor the downtown's array of specialty shops, gift shops antiques and restaurants, which were heavily influenced by public/private participation, progressive planning and stakeholder/merchant involvement.

5th Avenue (Naples, FL)

The 5th Avenue corridor in Naples (FL) serves as a commercial corridor connecting US 41 to the west with the Gulf of Mexico. The corridor has a geographically defined "main street" that serves a downtown district that is a few blocks in radius, with residential development surrounding the district to the north and south. The area was supported by both a strong demographic base, as well as a strong visitor base.

In the early 1990's, 5th Avenue comprised limited development and was considered largely underutilized, housing primarily one-story buildings that were more than 50 percent vacant. The district competed directly with properties along US 41, which is a primary commercial corridor with large developable sites. In the mid-1990's, the 5th Avenue corridor completed a master plan that was built on historic character and a mixed use pedestrian oriented place. There was particular focus on streetscape and implementation of development standards that allowed for two- and three-story mixed use structures.

For many years, 5th Avenue was considered by many to be a great redevelopment success story. With more than 250,000 square feet of retail, restaurants, and offices in the core district alone, the area has evolved into a highly recognized resident and visitor destination within the southwest Florida region, with some retail stores achieving annual sales in reportedly in excess of $600 per square foot. However, 5th Avenue it did fall victim to its own success in a way, as overzealous investors and speculators (developers) moved into the area at the time of the real estate boom in mid 2000's. Lease rate, which started in the low to mid $20 per square foot range, escalated to more than $50+ per square foot within a 5 year period.

Nonetheless, there are a couple of key factors that underlie the substantial redevelopment of this area including:

- Built upon an urban design that emphasized pedestrian comfort and broad mix of uses encouraging a variety of places to shop, eat and be entertained;

- The redevelopment plan was primarily driven by the Fifth Avenue South Association (now referred to as the Downtown Naples Association), a group of business owners, community activists, and residents. The Fifth Avenue South Association is a very active organization that was instrumental in pushing the redevelopment plan as a unified district.

- The Downtown Naples Association coordinate and/or sponsor events and festivals that attract more than 200,000 people annually;

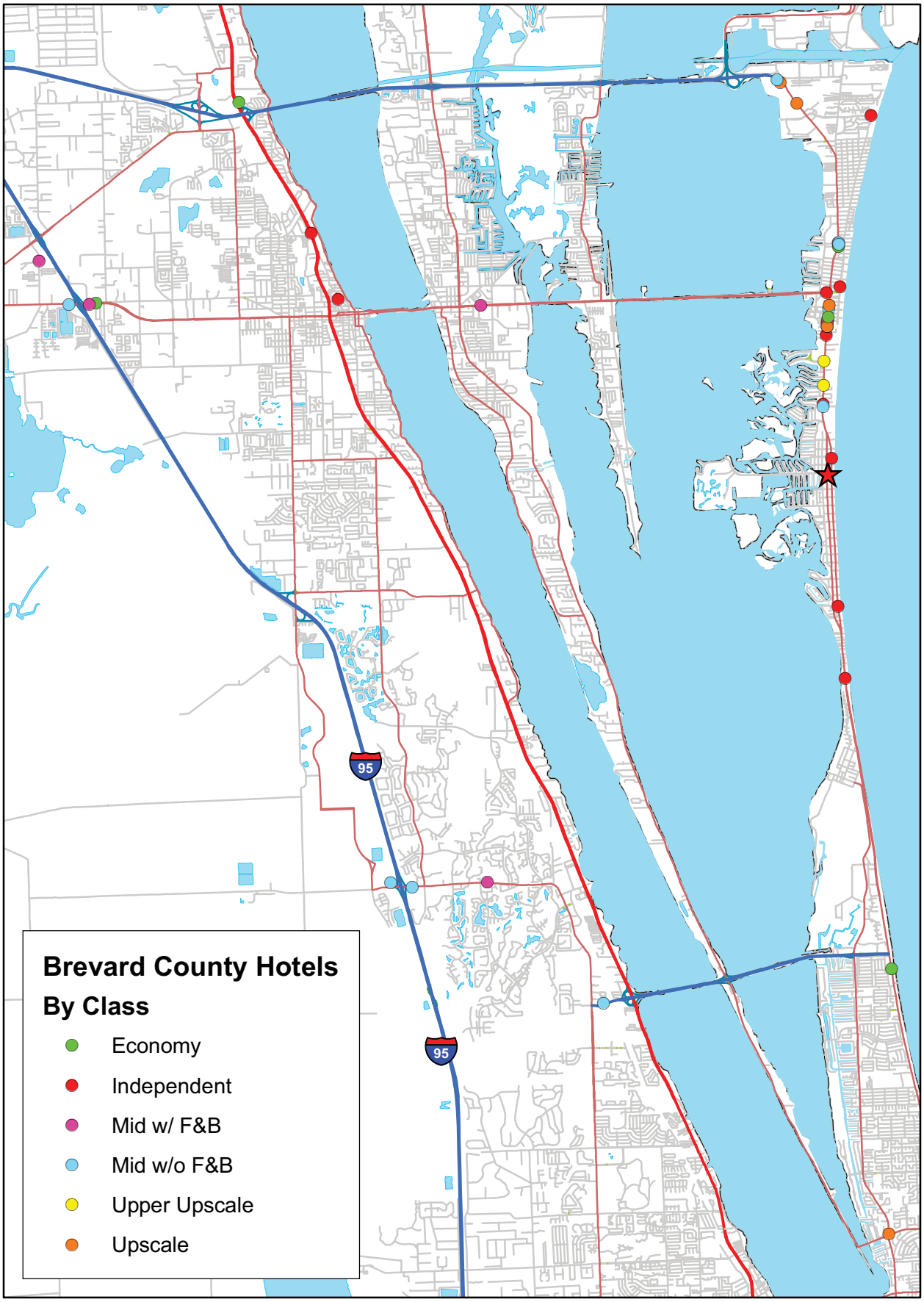
- The Official Downtown Guide and other association advertising reach an audience of more than 1 million;

- The Association provides counsel and support to business members that have made a commitment to locate within 5th Avenue, or surrounding area.

Though we clearly recognize that the magnitude of redevelopment within 5th Avenue is larger in scale that desired for Cocoa Beach, the fact that the redevelopment plan evolved from emphasizing a pedestrian friendly urban design that was heavily influenced by a community organization represents

important elements of success that should guide redevelopment planning in the Downtown Cocoa Beach CRA.

APPENDIX A


Brevard County Hotels
By Class
Economy
Independent
Mid w/ F&B
Mid w/o F&B
Upper Upscale
Upscale
95
95

APPENDIX B

Retail MarketPlace Profile

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 10 minutes

Latitude: 28.357721
Longitude: -80.60799

Summary Demographics	
2010 Population	31,418
2010 Households	16,157
2010 Median Disposable Income	$38,461
2010 Per Capita Income	$30,595

Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$401,109,453	$644,473,455	$-243,364,002	-23.3	486
Total Retail Trade (NAICS 44-45)	$340,273,985	$540,055,997	$-199,782,012	-22.7	317
Total Food & Drink (NAICS 722)	$60,835,468	$104,417,458	$-43,581,990	-26.4	169

Industry Group	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers (NAICS 441)	$83,824,818	$232,323,625	$-148,498,807	-47.0	40
Automobile Dealers (NAICS 4411)	$71,985,585	$213,772,994	$-141,787,409	-49.6	11
Other Motor Vehicle Dealers (NAICS 4412)	$6,753,831	$14,035,925	$-7,282,094	-35.0	22
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$5,085,402	$4,514,706	$570,696	5.9	7
Furniture & Home Furnishings Stores (NAICS 442)	$11,245,094	$10,905,965	$339,129	1.5	14
Furniture Stores (NAICS 4421)	$8,374,810	$2,552,895	$5,821,915	53.3	4
Home Furnishings Stores (NAICS 4422)	$2,870,284	$8,353,070	$-5,482,786	-48.9	10
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$9,347,860	$16,127,157	$-6,779,297	-26.6	19
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$15,214,919	$13,782,740	$1,432,179	4.9	28
Building Material and Supplies Dealers (NAICS 4441)	$14,823,661	$13,612,970	$1,210,691	4.3	26
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$391,258	$169,770	$221,488	39.5	2
Food & Beverage Stores (NAICS 445)	$65,962,572	$51,183,160	$14,779,412	12.6	35
Grocery Stores (NAICS 4451)	$62,520,887	$43,641,618	$18,879,269	17.8	15
Specialty Food Stores (NAICS 4452)	$1,649,472	$2,368,817	$-719,345	-17.9	12
Beer, Wine, and Liquor Stores (NAICS 4453)	$1,792,213	$5,172,725	$-3,380,512	-48.5	8
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$13,204,951	$22,515,373	$-9,310,422	-26.1	26
Gasoline Stations (NAICS 447/4471)	$56,371,146	$76,886,732	$-20,515,586	-15.4	15
Clothing and Clothing Accessories Stores (NAICS 448)	$11,619,195	$23,475,207	$-11,856,012	-33.8	45
Clothing Stores (NAICS 4481)	$9,213,741	$15,121,184	$-5,907,443	-24.3	25
Shoe Stores (NAICS 4482)	$1,502,806	$4,401,187	$-2,898,381	-49.1	8
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$902,648	$3,952,836	$-3,050,188	-62.8	12
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$4,692,715	$9,727,174	$-5,034,459	-34.9	37
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$1,841,300	$5,724,125	$-3,882,825	-51.3	34
Book, Periodical, and Music Stores (NAICS 4512)	$2,851,415	$4,003,049	$-1,151,634	-16.8	3

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

Source: ESRI and Infogroup

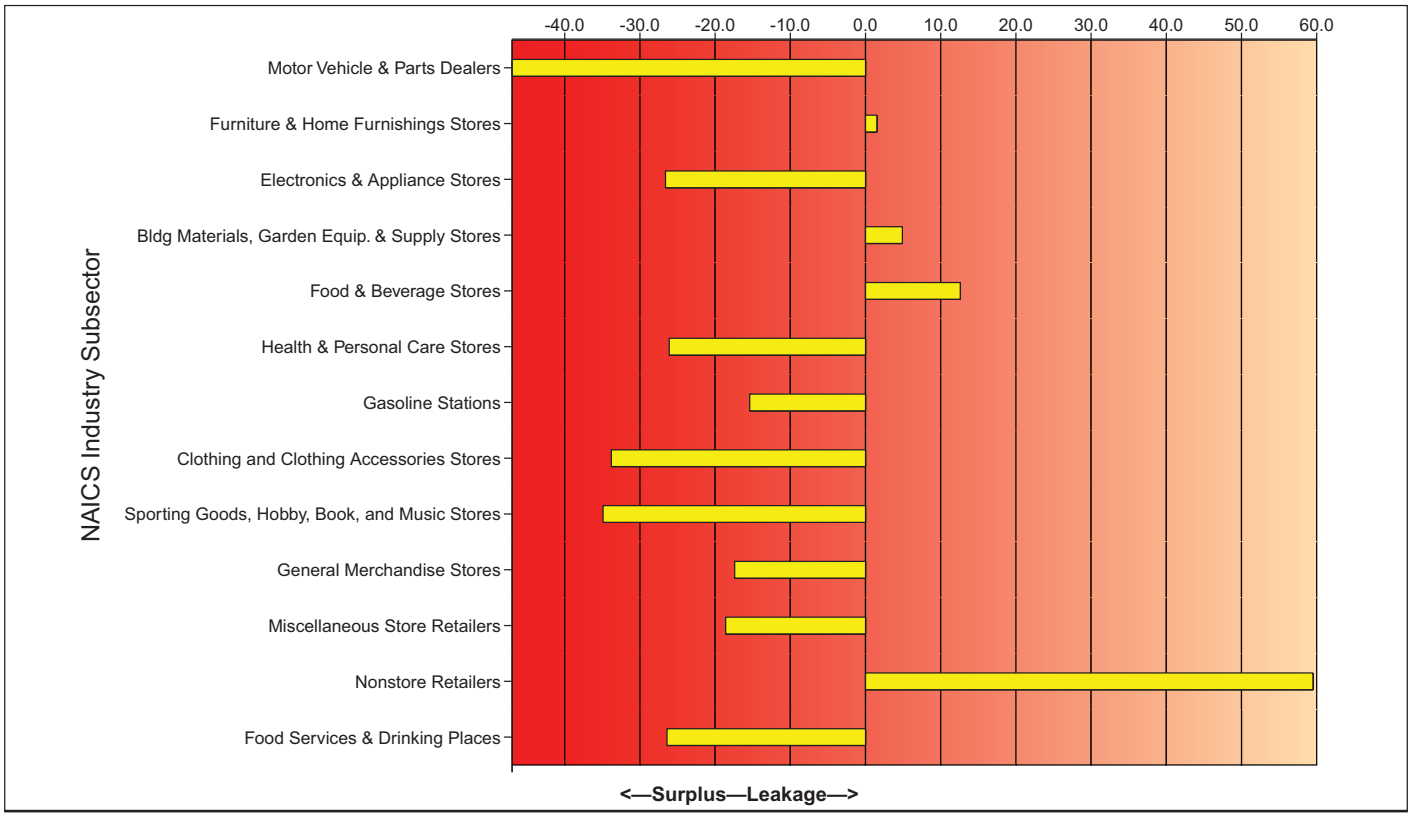
Retail MarketPlace Profile

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 10 minutes

Latitude: 28.357721
Longitude: -80.60799

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$49,880,658	$70,933,900	$-21,053,242	-17.4	11
Department Stores Excluding Leased Depts.(NAICS 4521)	$29,395,529	$56,984,809	$-27,589,280	-31.9	6
Other General Merchandise Stores (NAICS 4529)	$20,485,129	$13,949,091	$6,536,038	19.0	5
Miscellaneous Store Retailers (NAICS 453)	$6,139,393	$8,949,411	$-2,810,018	-18.6	46
Florists (NAICS 4531)	$747,008	$436,446	$310,562	26.2	6
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$3,209,107	$5,498,657	$-2,289,550	-26.3	17
Used Merchandise Stores (NAICS 4533)	$174,277	$192,858	$-18,581	-5.1	5
Other Miscellaneous Store Retailers (NAICS 4539)	$2,009,001	$2,821,450	$-812,449	-16.8	18
Nonstore Retailers (NAICS 454)	$12,770,664	$3,245,553	$9,525,111	59.5	1
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$9,974,634	$2,797,466	$7,177,168	56.2	1
Vending Machine Operators (NAICS 4542)	$553,229	$0	$553,229	100.0	0
Direct Selling Establishments (NAICS 4543)	$2,242,801	$448,087	$1,794,714	66.7	1
Food Services & Drinking Places (NAICS 722)	$60,835,468	$104,417,458	$-43,581,990	-26.4	169
Full-Service Restaurants (NAICS 7221)	$19,339,179	$64,656,001	$-45,316,822	-54.0	94
Limited-Service Eating Places (NAICS 7222)	$34,480,852	$26,974,836	$7,506,016	12.2	45
Special Food Services (NAICS 7223)	$2,353,844	$2,007,350	$346,494	7.9	4
Drinking Places - Alcoholic Beverages (NAICS 7224)	$4,661,593	$10,779,271	$-6,117,678	-39.6	26

Leakage/Surplus Factor by Industry Subsector

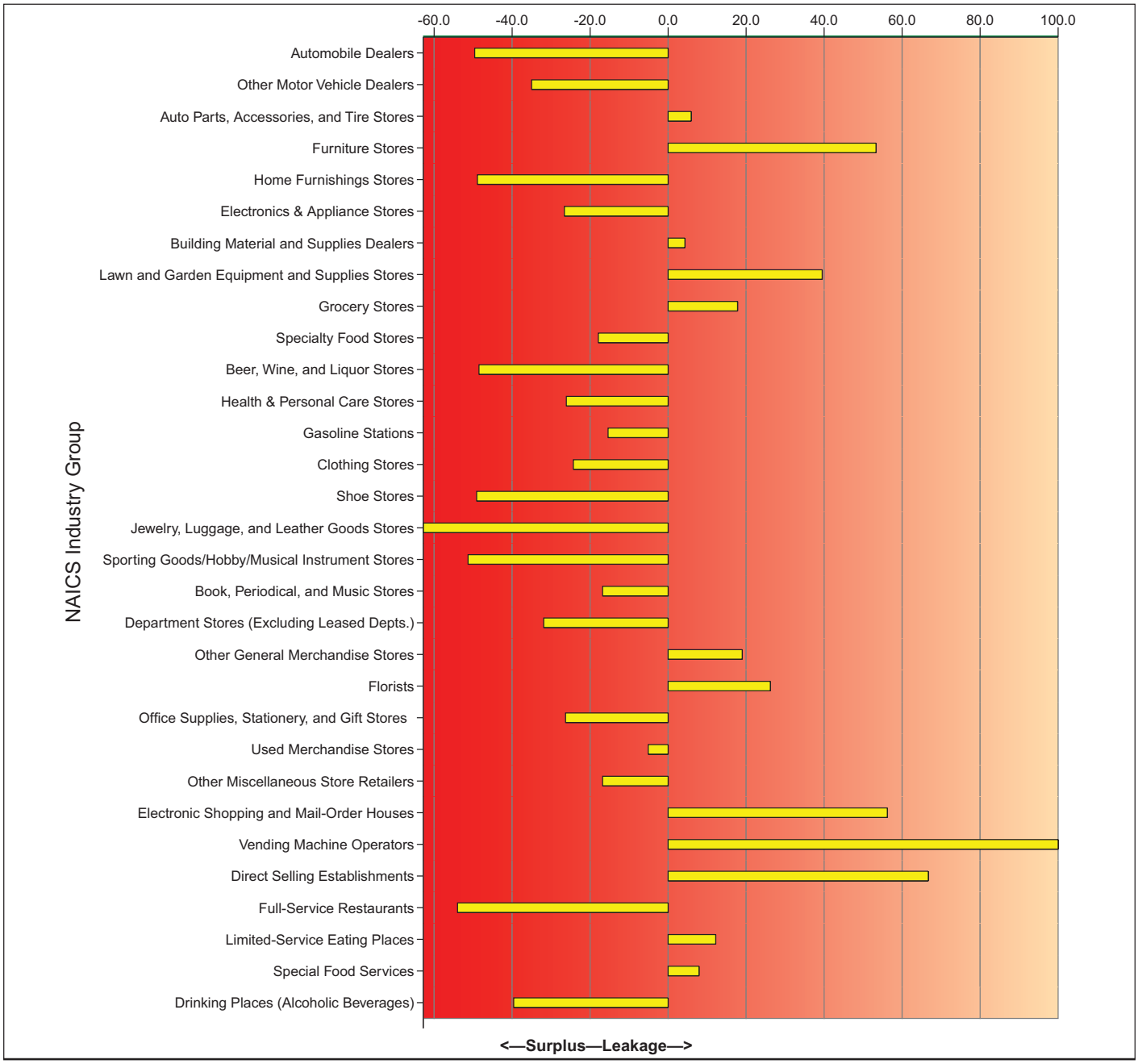


Source: ESRI and Infogroup

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 10 minutes

Latitude: 28.357721
Longitude: -80.60799

Leakage/Surplus Factor by Industry Group



Source: ESRI and Infogroup

Retail MarketPlace Profile

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 15 minutes

Latitude: 28.357721
Longitude: -80.60799

Summary Demographics	
2010 Population	66,920
2010 Households	31,103
2010 Median Disposable Income	$38,906
2010 Per Capita Income	$28,176

Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$781,044,088	$1,072,730,319	$-291,686,231	-15.7	964
Total Retail Trade (NAICS 44-45)	$662,933,155	$907,848,153	$-244,914,998	-15.6	690
Total Food & Drink (NAICS 722)	$118,110,933	$164,882,166	$-46,771,233	-16.5	274

Industry Group	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers (NAICS 441)	$163,225,238	$328,201,012	$-164,975,774	-33.6	106
Automobile Dealers (NAICS 4411)	$139,930,338	$275,943,311	$-136,012,973	-32.7	32
Other Motor Vehicle Dealers (NAICS 4412)	$13,458,942	$32,601,838	$-19,142,896	-41.6	40
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$9,835,958	$19,655,863	$-9,819,905	-33.3	34
Furniture & Home Furnishings Stores (NAICS 442)	$21,788,686	$24,676,557	$-2,887,871	-6.2	37
Furniture Stores (NAICS 4421)	$16,199,190	$8,909,943	$7,289,247	29.0	13
Home Furnishings Stores (NAICS 4422)	$5,589,496	$15,766,614	$-10,177,118	-47.7	24
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$18,242,004	$24,436,651	$-6,194,647	-14.5	32
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$29,653,791	$35,087,350	$-5,433,559	-8.4	70
Building Material and Supplies Dealers (NAICS 4441)	$28,863,907	$34,572,078	$-5,708,171	-9.0	62
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$789,884	$515,272	$274,612	21.0	8
Food & Beverage Stores (NAICS 445)	$128,053,109	$108,648,314	$19,404,795	8.2	62
Grocery Stores (NAICS 4451)	$121,394,009	$96,871,138	$24,522,871	11.2	29
Specialty Food Stores (NAICS 4452)	$3,201,906	$4,091,924	$-890,018	-12.2	20
Beer, Wine, and Liquor Stores (NAICS 4453)	$3,457,194	$7,685,252	$-4,228,058	-37.9	13
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$25,431,486	$36,774,168	$-11,342,682	-18.2	48
Gasoline Stations (NAICS 447/4471)	$110,495,468	$146,931,172	$-36,435,704	-14.2	29
Clothing and Clothing Accessories Stores (NAICS 448)	$22,669,359	$34,491,662	$-11,822,303	-20.7	82
Clothing Stores (NAICS 4481)	$17,991,369	$22,251,819	$-4,260,450	-10.6	50
Shoe Stores (NAICS 4482)	$2,920,173	$5,981,566	$-3,061,393	-34.4	12
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$1,757,817	$6,258,277	$-4,500,460	-56.1	20
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$9,239,936	$15,874,661	$-6,634,725	-26.4	65
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$3,623,324	$8,822,416	$-5,199,092	-41.8	56
Book, Periodical, and Music Stores (NAICS 4512)	$5,616,612	$7,052,245	$-1,435,633	-11.3	9

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

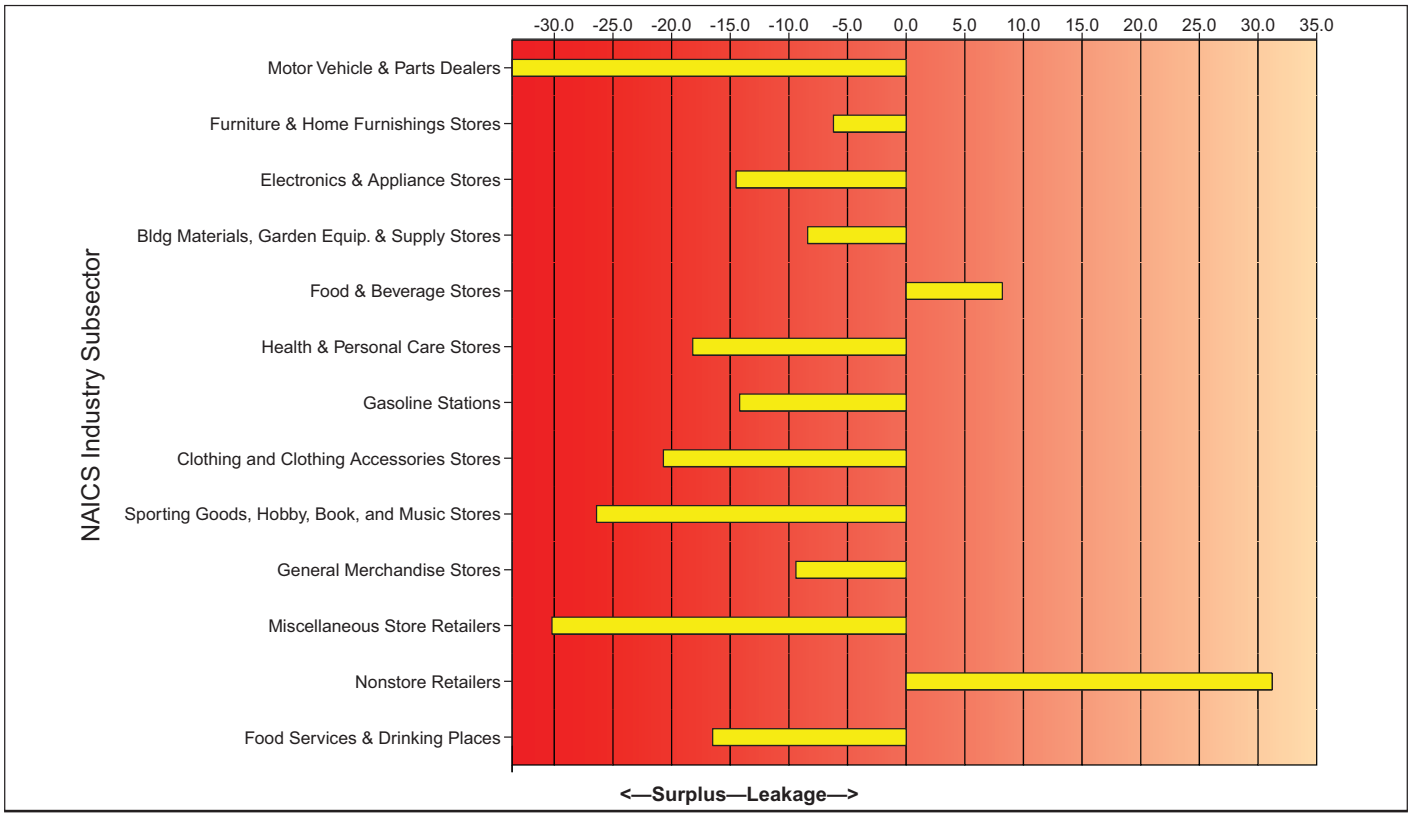
Source: ESRI and Infogroup

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 15 minutes

Latitude: 28.357721
Longitude: -80.60799

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$97,155,282	$117,242,505	$-20,087,223	-9.4	21
Department Stores Excluding Leased Depts.(NAICS 4521)	$57,276,631	$76,012,742	$-18,736,111	-14.1	10
Other General Merchandise Stores (NAICS 4529)	$39,878,651	$41,229,763	$-1,351,112	-1.7	11
Miscellaneous Store Retailers (NAICS 453)	$12,001,654	$22,381,538	$-10,379,884	-30.2	130
Florists (NAICS 4531)	$1,507,576	$1,189,015	$318,561	11.8	17
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$6,213,480	$12,633,557	$-6,420,077	-34.1	38
Used Merchandise Stores (NAICS 4533)	$338,622	$1,317,956	$-979,334	-59.1	25
Other Miscellaneous Store Retailers (NAICS 4539)	$3,941,976	$7,241,010	$-3,299,034	-29.5	50
Nonstore Retailers (NAICS 454)	$24,977,142	$13,102,563	$11,874,579	31.2	8
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$19,335,508	$11,036,081	$8,299,427	27.3	2
Vending Machine Operators (NAICS 4542)	$1,075,385	$696,696	$378,689	21.4	2
Direct Selling Establishments (NAICS 4543)	$4,566,249	$1,369,786	$3,196,463	53.8	4
Food Services & Drinking Places (NAICS 722)	$118,110,933	$164,882,166	$-46,771,233	-16.5	274
Full-Service Restaurants (NAICS 7221)	$37,510,149	$95,650,275	$-58,140,126	-43.7	150
Limited-Service Eating Places (NAICS 7222)	$67,056,439	$52,010,891	$15,045,548	12.6	80
Special Food Services (NAICS 7223)	$4,576,369	$3,111,533	$1,464,836	19.1	8
Drinking Places - Alcoholic Beverages (NAICS 7224)	$8,967,976	$14,109,467	$-5,141,491	-22.3	36

Leakage/Surplus Factor by Industry Subsector

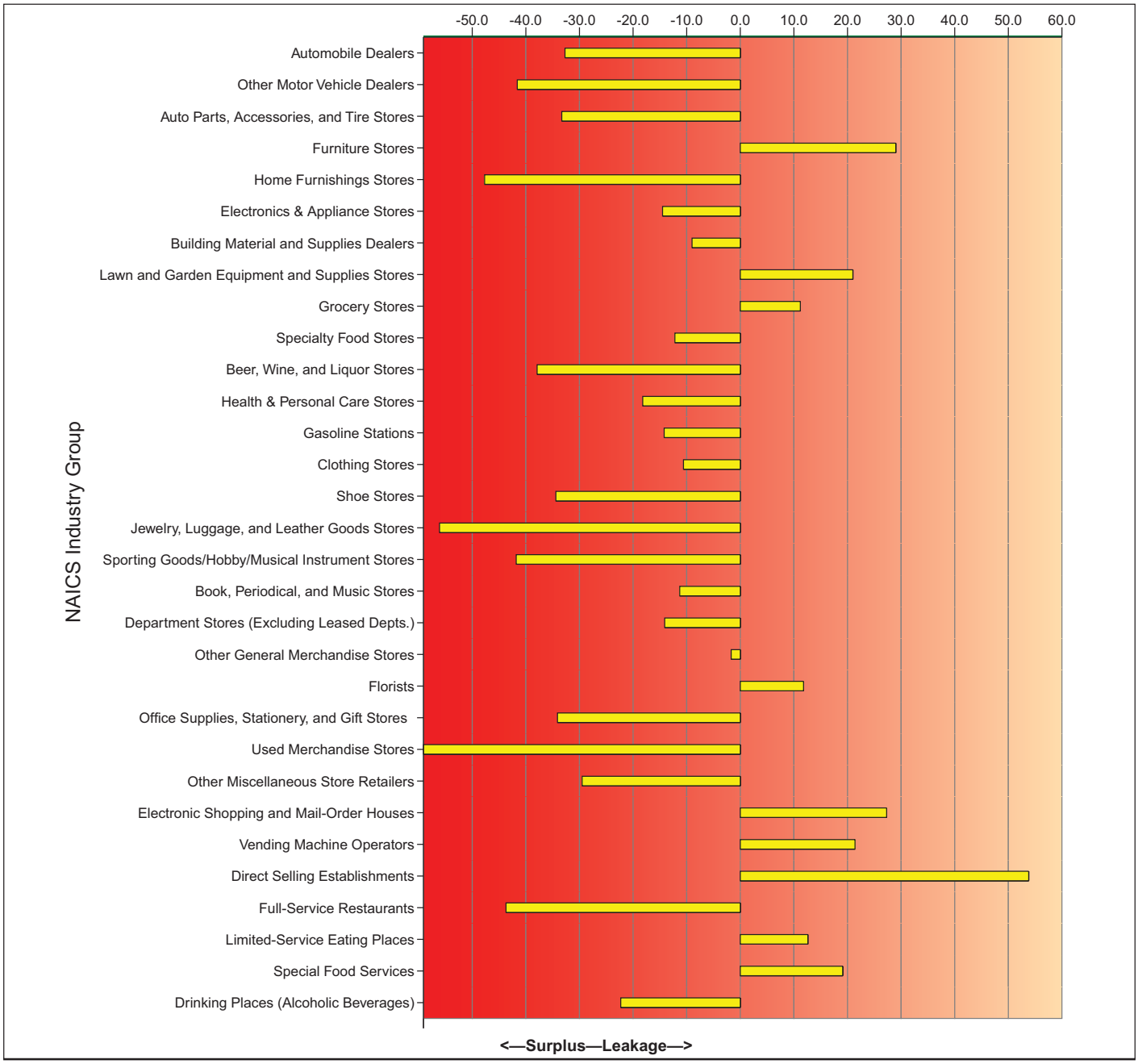


Source: ESRI and Infogroup

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 15 minutes

Latitude: 28.357721
Longitude: -80.60799

Leakage/Surplus Factor by Industry Group



Source: ESRI and Infogroup

Retail MarketPlace Profile

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 20 minutes

Latitude: 28.357721
Longitude: -80.60799

Summary Demographics	
2010 Population	118,149
2010 Households	51,210
2010 Median Disposable Income	$39,654
2010 Per Capita Income	$26,414

Industry Summary	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$1,280,372,978	$1,662,281,552	$-381,908,574	-13.0	1,430
Total Retail Trade (NAICS 44-45)	$1,086,536,533	$1,453,869,720	$-367,333,187	-14.5	1,062
Total Food & Drink (NAICS 722)	$193,836,445	$208,411,832	$-14,575,387	-3.6	368

Industry Group	**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers (NAICS 441)	$267,759,790	$498,314,057	$-230,554,267	-30.1	180
Automobile Dealers (NAICS 4411)	$229,448,990	$412,803,317	$-183,354,327	-28.5	58
Other Motor Vehicle Dealers (NAICS 4412)	$22,263,372	$57,530,291	$-35,266,919	-44.2	69
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$16,047,428	$27,980,449	$-11,933,021	-27.1	53
Furniture & Home Furnishings Stores (NAICS 442)	$35,817,858	$60,968,143	$-25,150,285	-26.0	63
Furniture Stores (NAICS 4421)	$26,624,014	$35,161,757	$-8,537,743	-13.8	28
Home Furnishings Stores (NAICS 4422)	$9,193,844	$25,806,386	$-16,612,542	-47.5	35
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$29,987,337	$37,408,119	$-7,420,782	-11.0	50
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$48,633,719	$54,750,588	$-6,116,869	-5.9	135
Building Material and Supplies Dealers (NAICS 4441)	$47,320,816	$52,937,252	$-5,616,436	-5.6	115
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$1,312,903	$1,813,336	$-500,433	-16.0	20
Food & Beverage Stores (NAICS 445)	$209,231,532	$193,720,661	$15,510,871	3.8	98
Grocery Stores (NAICS 4451)	$198,351,625	$164,188,126	$34,163,499	9.4	52
Specialty Food Stores (NAICS 4452)	$5,232,607	$17,594,279	$-12,361,672	-54.2	24
Beer, Wine, and Liquor Stores (NAICS 4453)	$5,647,300	$11,938,256	$-6,290,956	-35.8	22
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$41,089,664	$56,006,880	$-14,917,216	-15.4	70
Gasoline Stations (NAICS 447/4471)	$181,626,929	$264,002,346	$-82,375,417	-18.5	56
Clothing and Clothing Accessories Stores (NAICS 448)	$37,333,007	$39,764,759	$-2,431,752	-3.2	100
Clothing Stores (NAICS 4481)	$29,646,003	$26,678,728	$2,967,275	5.3	64
Shoe Stores (NAICS 4482)	$4,794,293	$6,339,162	$-1,544,869	-13.9	13
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$2,892,711	$6,746,869	$-3,854,158	-40.0	23
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$15,268,456	$20,946,200	$-5,677,744	-15.7	89
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$5,996,160	$10,750,688	$-4,754,528	-28.4	73
Book, Periodical, and Music Stores (NAICS 4512)	$9,272,296	$10,195,512	$-923,216	-4.7	16

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

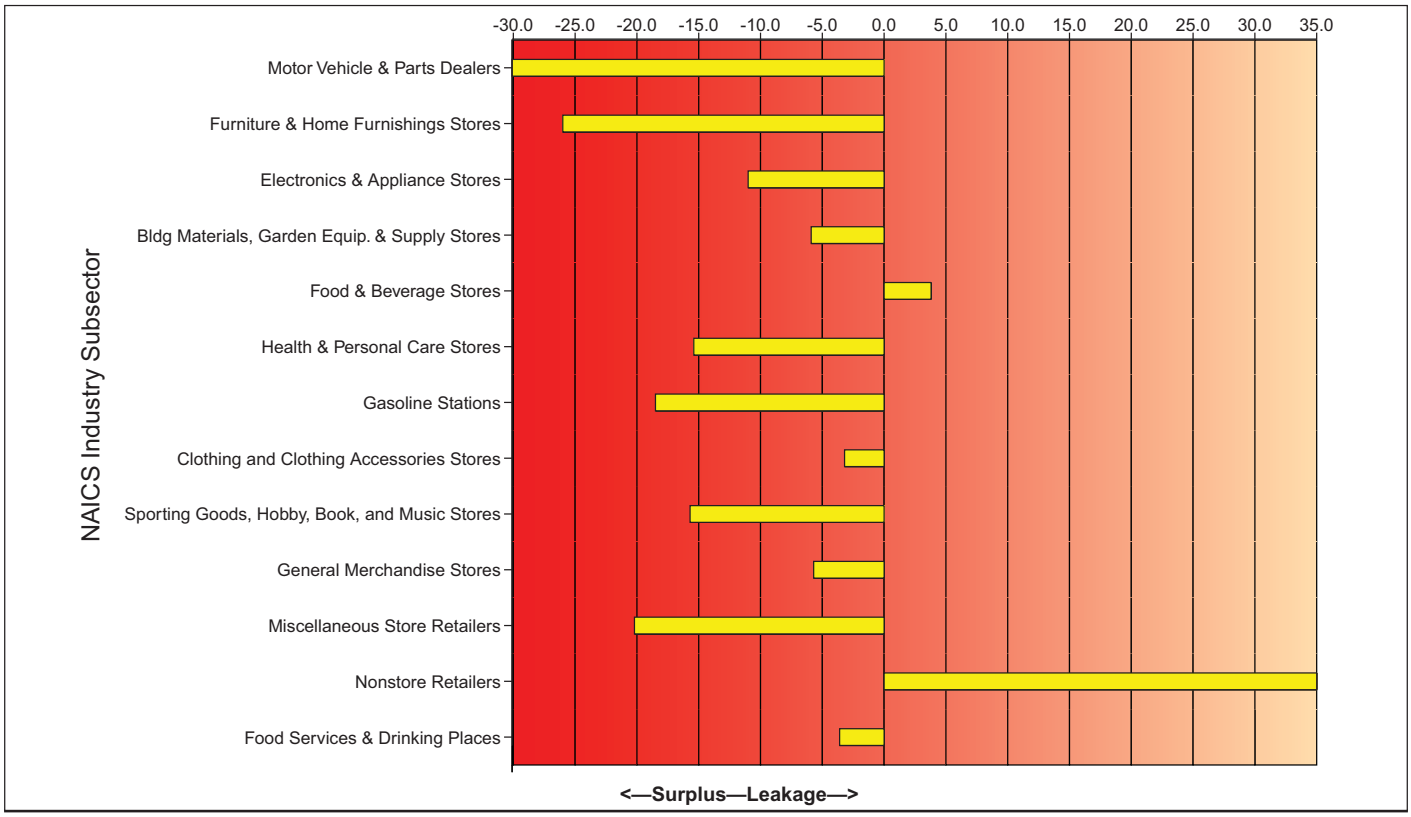
Source: ESRI and Infogroup

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 20 minutes

Latitude: 28.357721
Longitude: -80.60799

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$159,280,965	$178,650,638	$-19,369,673	-5.7	32
Department Stores Excluding Leased Depts.(NAICS 4521)	$94,021,033	$111,396,785	$-17,375,752	-8.5	14
Other General Merchandise Stores (NAICS 4529)	$65,259,932	$67,253,853	$-1,993,921	-1.5	18
Miscellaneous Store Retailers (NAICS 453)	$19,696,602	$29,692,611	$-9,996,009	-20.2	174
Florists (NAICS 4531)	$2,505,548	$2,469,662	$35,886	0.7	21
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$10,149,720	$14,682,407	$-4,532,687	-18.3	48
Used Merchandise Stores (NAICS 4533)	$557,249	$2,179,781	$-1,622,532	-59.3	36
Other Miscellaneous Store Retailers (NAICS 4539)	$6,484,085	$10,360,761	$-3,876,676	-23.0	69
Nonstore Retailers (NAICS 454)	$40,810,674	$19,644,718	$21,165,956	35.0	15
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$31,555,860	$11,037,180	$20,518,680	48.2	2
Vending Machine Operators (NAICS 4542)	$1,760,500	$5,849,341	$-4,088,841	-53.7	5
Direct Selling Establishments (NAICS 4543)	$7,494,314	$2,758,197	$4,736,117	46.2	8
Food Services & Drinking Places (NAICS 722)	$193,836,445	$208,411,832	$-14,575,387	-3.6	368
Full-Service Restaurants (NAICS 7221)	$61,537,628	$121,851,457	$-60,313,829	-32.9	210
Limited-Service Eating Places (NAICS 7222)	$110,128,929	$65,666,511	$44,462,418	25.3	102
Special Food Services (NAICS 7223)	$7,510,061	$4,143,510	$3,366,551	28.9	12
Drinking Places - Alcoholic Beverages (NAICS 7224)	$14,659,827	$16,750,354	$-2,090,527	-6.7	44

Leakage/Surplus Factor by Industry Subsector

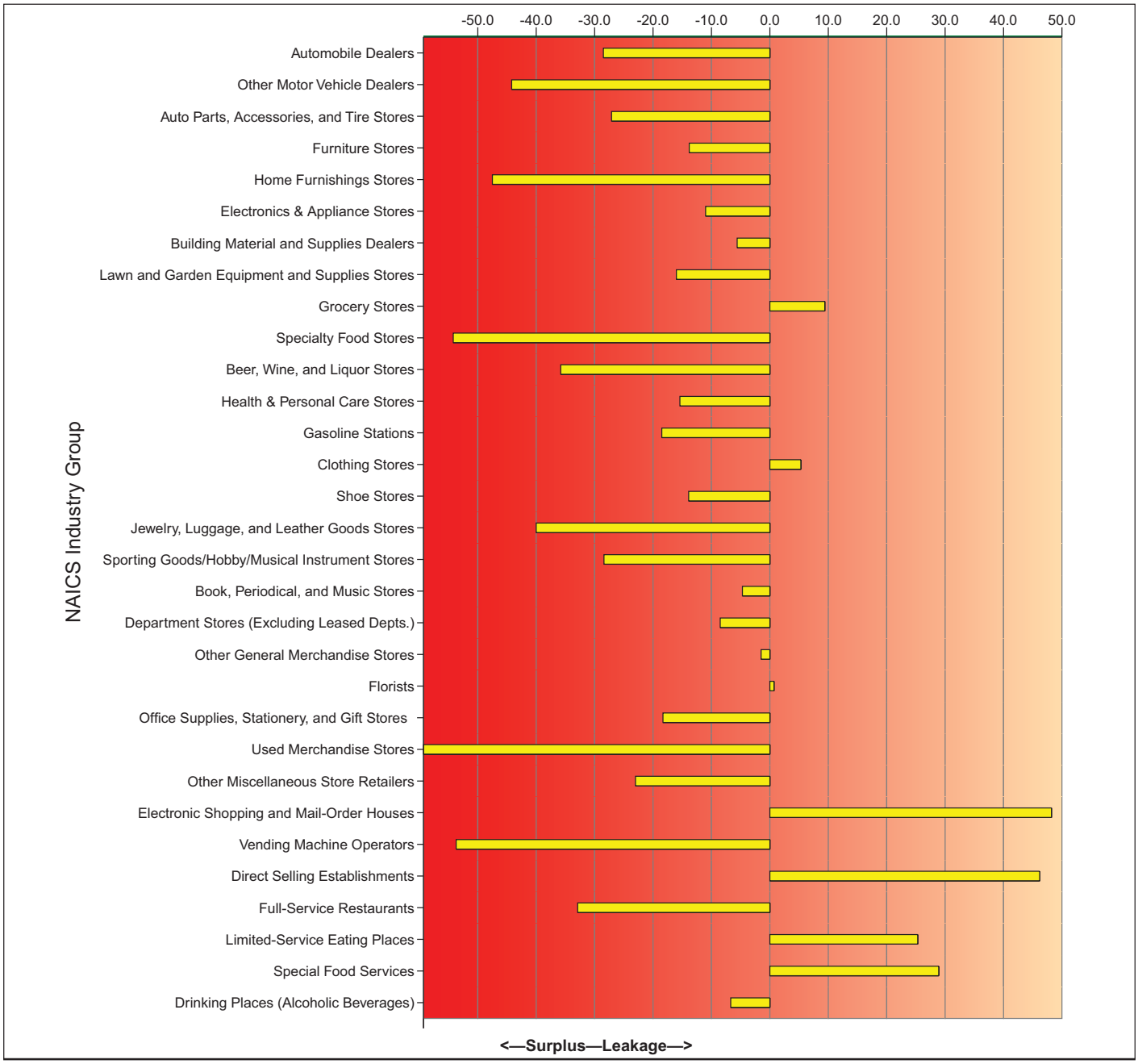


Source: ESRI and Infogroup

Cocoa Beach CRA
4287 N. Atlantic Ave., Cocoa Beach, FL 32931
Drive Time: 20 minutes

Latitude: 28.357721
Longitude: -80.60799

Leakage/Surplus Factor by Industry Group



Source: ESRI and Infogroup

APPENDIX C

Resident Expenditure Estimate, By Major Retail Category, Downtown Cocoa Beach Trade Area

	2010	2011	2012	2013	2014	2015
Total Population	18,727	19,027	19,331	19,640	19,955	20,274
Per Capita Income	$31,500	$32,130	$32,773	$33,428	$34,097	$34,779
Total Income	$589,900,500	$611,325,686	$633,529,035	$656,538,810	$680,384,299	$705,095,857
% of Total Income Expended on Non-Auto Retail Expenditure	29.0%	29.0%	29.0%	29.0%	29.0%	29.0%
Total Non-Auto Retail Expenditure	$171,071,145	$177,284,449	$183,723,420	$190,396,255	$197,311,447	$204,477,799
Expenditure by Store Type - Detail						
General merchandise stores	**$ 27,920,638**	**$ 28,934,715**	**$ 29,985,624**	**$ 31,074,702**	**$ 32,203,335**	**$ 33,372,960**
Department stores	$ 17,339,037	$ 17,968,791	$ 18,621,418	$ 19,297,748	$ 19,998,642	$ 20,724,992
Other general merchandise stores	$ 10,581,600	$ 10,965,924	$ 11,364,206	$ 11,776,954	$ 12,204,693	$ 12,647,968
Clothing & clothing accessories stores	**$ 18,886,366**	**$ 19,572,319**	**$ 20,283,185**	**$ 21,019,870**	**$ 21,783,312**	**$ 22,574,482**
Clothing stores	$ 13,033,082	$ 13,506,443	$ 13,996,997	$ 14,505,368	$ 15,032,203	$ 15,578,173
Men's clothing stores	$ 770,498	$ 798,483	$ 827,484	$ 857,538	$ 888,684	$ 920,961
Women's clothing stores	$ 4,239,263	$ 4,393,233	$ 4,552,795	$ 4,718,153	$ 4,889,516	$ 5,067,103
Children's & infants' clothing stores	$ 915,340	$ 948,585	$ 983,037	$ 1,018,741	$ 1,055,742	$ 1,094,087
Family clothing stores	$ 5,764,113	$ 5,973,466	$ 6,190,422	$ 6,415,258	$ 6,648,260	$ 6,889,725
Clothing accessories stores	$ 372,057	$ 385,570	$ 399,574	$ 414,087	$ 429,126	$ 444,712
Other clothing stores	$ 971,811	$ 1,007,107	$ 1,043,685	$ 1,081,592	$ 1,120,875	$ 1,161,585
Shoe stores	$ 2,809,001	$ 2,911,024	$ 3,016,752	$ 3,126,321	$ 3,239,869	$ 3,357,541
Jewelry, luggage, & leather goods stores	$ 3,044,283	$ 3,154,851	$ 3,269,435	$ 3,388,181	$ 3,511,240	$ 3,638,768
Jewelry stores	$ 2,779,961	$ 2,880,929	$ 2,985,565	$ 3,094,000	$ 3,206,374	$ 3,322,830
Luggage & leather goods stores	$ 264,322	$ 273,922	$ 283,871	$ 294,181	$ 304,866	$ 315,938
Furniture & home furnishings stores	**$ 10,174,902**	**$ 10,544,454**	**$ 10,927,429**	**$ 11,324,313**	**$ 11,735,612**	**$ 12,161,850**
Furniture stores	$ 5,860,561	$ 6,073,416	$ 6,294,003	$ 6,522,601	$ 6,759,502	$ 7,005,007
Home furnishings stores	$ 4,314,341	$ 4,471,038	$ 4,633,426	$ 4,801,712	$ 4,976,111	$ 5,156,843
Floor covering stores	$ 1,453,177	$ 1,505,957	$ 1,560,653	$ 1,617,336	$ 1,676,078	$ 1,736,953
Other home furnishings stores	$ 2,861,164	$ 2,965,081	$ 3,072,773	$ 3,184,376	$ 3,300,033	$ 3,419,890
Electronics & appliance stores	**$ 8,422,203**	**$ 8,728,098**	**$ 9,045,102**	**$ 9,373,620**	**$ 9,714,070**	**$ 10,066,885**
Appliance, television, & other electronics stores	$ 6,797,125	$ 7,043,996	$ 7,299,834	$ 7,564,964	$ 7,839,724	$ 8,124,462
Computer & software stores	$ 1,481,710	$ 1,535,525	$ 1,591,296	$ 1,649,092	$ 1,708,987	$ 1,771,057
Camera & photographic supplies stores	$ 143,369	$ 148,576	$ 153,972	$ 159,564	$ 165,360	$ 171,366
Sporting goods, hobby, book, & music stores	**$ 5,293,159**	**$ 5,485,407**	**$ 5,684,637**	**$ 5,891,103**	**$ 6,105,068**	**$ 6,326,804**
Sporting goods, hobby, & musical instrument stores	$ 3,734,945	$ 3,870,598	$ 4,011,179	$ 4,156,865	$ 4,307,842	$ 4,464,303
Sporting goods stores	$ 1,855,696	$ 1,923,095	$ 1,992,942	$ 2,065,326	$ 2,140,338	$ 2,218,076
Hobby, toy, & game stores	$ 1,211,885	$ 1,255,900	$ 1,301,515	$ 1,348,786	$ 1,397,774	$ 1,448,541
Sewing, needlework, & piece goods stores	$ 259,885	$ 269,324	$ 279,105	$ 289,243	$ 299,748	$ 310,635
Musical instrument & supplies stores	$ 407,479	$ 422,279	$ 437,616	$ 453,511	$ 469,982	$ 487,052
Book, periodical, & music stores	$ 1,558,214	$ 1,614,808	$ 1,673,458	$ 1,734,238	$ 1,797,226	$ 1,862,501
Book stores & news dealers	$ 1,129,241	$ 1,170,255	$ 1,212,758	$ 1,256,806	$ 1,302,453	$ 1,349,758
Prerecorded tape, compact disc, & record stores	$ 428,973	$ 444,554	$ 460,700	$ 477,433	$ 494,773	$ 512,743
Miscellaneous store retailers	**$ 6,879,913**	**$ 7,129,792**	**$ 7,388,746**	**$ 7,657,105**	**$ 7,935,211**	**$ 8,223,418**
Florists	$ 510,618	$ 529,163	$ 548,383	$ 568,300	$ 588,941	$ 610,331
Office supplies, stationery, & gift stores	$ 3,111,319	$ 3,224,322	$ 3,341,430	$ 3,462,790	$ 3,588,559	$ 3,718,895
Office supplies & stationery stores	$ 1,944,422	$ 2,015,044	$ 2,088,230	$ 2,164,074	$ 2,242,674	$ 2,324,127
Gift, novelty, & souvenir stores	$ 1,166,897	$ 1,209,279	$ 1,253,200	$ 1,298,716	$ 1,345,885	$ 1,394,768
Used merchandise stores	$ 795,055	$ 823,931	$ 853,856	$ 884,868	$ 917,007	$ 950,312
Other miscellaneous store retailers	$ 2,462,922	$ 2,552,375	$ 2,645,077	$ 2,741,147	$ 2,840,705	$ 2,943,880
Pet & pet supplies stores	$ 566,073	$ 586,633	$ 607,940	$ 630,020	$ 652,902	$ 676,616
Art dealers	$ 453,229	$ 469,690	$ 486,749	$ 504,428	$ 522,749	$ 541,735
All other miscellaneous store retailers	$ 1,369,096	$ 1,418,821	$ 1,470,353	$ 1,523,756	$ 1,579,099	$ 1,636,452
Food & beverage stores	**$ 35,745,349**	**$ 37,043,620**	**$ 38,389,044**	**$ 39,783,334**	**$ 41,228,265**	**$ 42,725,675**
Grocery stores	$ 33,318,712	$ 34,528,848	$ 35,782,936	$ 37,082,572	$ 38,429,411	$ 39,825,167
Supermarkets & other grocery (except convenience) stores	$ 31,822,813	$ 32,978,617	$ 34,176,400	$ 35,417,687	$ 36,704,058	$ 38,037,149
Convenience stores	$ 1,495,900	$ 1,550,231	$ 1,606,535	$ 1,664,885	$ 1,725,353	$ 1,788,018
Specialty food stores	$ 1,308,047	$ 1,355,555	$ 1,404,789	$ 1,455,811	$ 1,508,686	$ 1,563,482
Beer, wine, & liquor stores	$ 1,118,589	$ 1,159,216	$ 1,201,319	$ 1,244,951	$ 1,290,168	$ 1,337,027
Food services & drinking places	**$ 25,102,743**	**$ 26,014,474**	**$ 26,959,320**	**$ 27,938,483**	**$ 28,953,208**	**$ 30,004,789**
Full-service restaurants	$ 13,654,622	$ 14,150,558	$ 14,664,506	$ 15,197,121	$ 15,749,081	$ 16,321,087
Limited-service eating places	$ 8,444,193	$ 8,750,886	$ 9,068,718	$ 9,398,094	$ 9,739,433	$ 10,093,169
Drinking places	$ 1,039,249	$ 1,076,995	$ 1,116,111	$ 1,156,649	$ 1,198,658	$ 1,242,193
Health & personal care stores	**$ 18,053,662**	**$ 18,709,371**	**$ 19,388,896**	**$ 20,093,101**	**$ 20,822,882**	**$ 21,579,169**
Pharmacies & drug stores	$ 15,155,529	$ 15,705,978	$ 16,276,419	$ 16,867,579	$ 17,480,209	$ 18,115,091
Cosmetics, beauty supplies, & perfume stores	$ 827,680	$ 857,742	$ 888,895	$ 921,180	$ 954,637	$ 989,309
Optical goods stores	$ 782,993	$ 811,432	$ 840,903	$ 871,444	$ 903,095	$ 935,896
Other health & personal care stores	$ 1,287,459	$ 1,334,220	$ 1,382,679	$ 1,432,898	$ 1,484,940	$ 1,538,874
Building material & garden equipment & supplies dealers	**$ 14,592,210**	**$ 15,122,199**	**$ 15,671,437**	**$ 16,240,624**	**$ 16,830,483**	**$ 17,441,766**
Other building material dealers	$ 4,746,815	$ 4,919,219	$ 5,097,885	$ 5,283,040	$ 5,474,920	$ 5,673,769
Lawn & garden equipment & supplies stores	$ 510,758	$ 529,309	$ 548,534	$ 568,456	$ 589,103	$ 610,499
Outdoor power equipment stores	$ 162,492	$ 168,394	$ 174,510	$ 180,848	$ 187,416	$ 194,223
Nursery, garden center, & farm supply stores	$ 348,267	$ 360,916	$ 374,024	$ 387,609	$ 401,687	$ 416,276

Resident Expenditure Estimate, By Major Retail Category, Downtown Cocoa Beach Trade Area

Expenditure by Store Type - Summary	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
General merchandise stores	$ 27,920,638	$ 28,934,715	$ 29,985,624	$ 31,074,702	$ 32,203,335	$ 33,372,960
Clothing & clothing accessories stores	$ 18,886,366	$ 19,572,319	$ 20,283,185	$ 21,019,870	$ 21,783,312	$ 22,574,482
Furniture & home furnishings stores	$ 10,174,902	$ 10,544,454	$ 10,927,429	$ 11,324,313	$ 11,735,612	$ 12,161,850
Electronics & appliance stores	$ 8,422,203	$ 8,728,098	$ 9,045,102	$ 9,373,620	$ 9,714,070	$ 10,066,885
Sporting goods, hobby, book, & music stores	$ 5,293,159	$ 5,485,407	$ 5,684,637	$ 5,891,103	$ 6,105,068	$ 6,326,804
Home Centers, Paint & wallpaper stores, Hardware Stores	N/A	N/A	N/A	N/A	N/A	N/A
Miscellaneous store retailers	$ 6,879,913	$ 7,129,792	$ 7,388,746	$ 7,657,105	$ 7,935,211	$ 8,223,418
Shoppers Goods Subtotal	**$ 77,577,181**	**$ 80,394,784**	**$ 83,314,723**	**$ 86,340,714**	**$ 89,476,608**	**$ 92,726,399**
Food & beverage stores	$ 35,745,349	$ 37,043,620	$ 38,389,044	$ 39,783,334	$ 41,228,265	$ 42,725,675
Food services & drinking places	$ 25,102,743	$ 26,014,474	$ 26,959,320	$ 27,938,483	$ 28,953,208	$ 30,004,789
Health & personal care stores	$ 18,053,662	$ 18,709,371	$ 19,388,896	$ 20,093,101	$ 20,822,882	$ 21,579,169
Convenience Goods Subtotal	**$ 78,901,754**	**$ 81,767,466**	**$ 84,737,260**	**$ 87,814,917**	**$ 91,004,355**	**$ 94,309,633**
Building material & garden equipment	**$ 14,592,210**	**$ 15,122,199**	**$ 15,671,437**	**$ 16,240,624**	**$ 16,830,483**	**$ 17,441,766**
Primary Market Area Retention						
General merchandise stores	35.00%	35.00%	35.00%	35.00%	35.00%	25.00%
Clothing & clothing accessories stores	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%
Furniture & home furnishings stores	25.00%	25.00%	25.00%	33.00%	35.00%	40.00%
Electronics & appliance stores	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Sporting goods, hobby, book, & music stores	25.00%	25.00%	25.00%	30.00%	30.00%	33.00%
Home Centers, Paint & wallpaper stores, Hardware Stores	15.00%	15.00%	15.00%	15.00%	15.00%	5.00%
Miscellaneous store retailers	50.00%	50.00%	50.00%	50.00%	55.00%	60.00%
Food & beverage stores	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%
Food services & drinking places	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%
Health & personal care stores	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%
Building material & garden equipment	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Inflow from Secondary Market						
General merchandise stores	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Clothing & clothing accessories stores	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Furniture & home furnishings stores	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Electronics & appliance stores	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Sporting goods, hobby, book, & music stores	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Miscellaneous store retailers	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Food & beverage stores	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Food services & drinking places	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Health & personal care stores	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Building material & garden equipment	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Net Sales Potential						
General merchandise stores	$11,726,668	$12,152,580	$12,593,962	$13,051,375	$13,525,401	$10,011,888
Clothing & clothing accessories stores	$8,262,785	$8,562,889	$8,873,894	$9,196,193	$9,530,199	$9,876,336
Furniture & home furnishings stores	$3,179,657	$3,295,142	$3,414,822	$4,671,279	$5,134,330	$6,080,925
Electronics & appliance stores	$2,316,106	$2,400,227	$2,487,403	$2,577,746	$2,671,369	$2,768,393
Sporting goods, hobby, book, & music stores	$1,587,948	$1,645,622	$1,705,391	$2,120,797	$2,197,824	$2,505,414
Home Centers, Paint & wallpaper stores, Hardware Stores	N/A	N/A	N/A	N/A	N/A	N/A
Miscellaneous store retailers	$4,471,944	$4,634,365	$4,802,685	$4,977,118	$5,673,676	$6,414,266
Shoppers Goods Subtotal	**$31,545,107**	**$32,690,825**	**$33,878,156**	**$36,594,508**	**$38,732,800**	**$37,657,223**
Food & beverage stores	$31,277,180	$32,413,167	$33,590,414	$34,810,417	$36,074,732	$37,384,966
Food services & drinking places	$24,475,174	$25,364,113	$26,285,337	$27,240,021	$28,229,378	$29,254,669
Health & personal care stores	$16,248,296	$16,838,434	$17,450,006	$18,083,790	$18,740,594	$19,421,252
Convenience Goods Subtotal	**$72,000,651**	**$74,615,714**	**$77,325,757**	**$80,134,228**	**$83,044,704**	**$86,060,887**
Building material & garden equipment	**$1,532,182**	**$1,587,831**	**$1,645,501**	**$1,705,265**	**$1,767,201**	**$1,831,385**

Resident Expenditure Estimate, By Major Retail Category, Downtown Cocoa Beach Trade Area

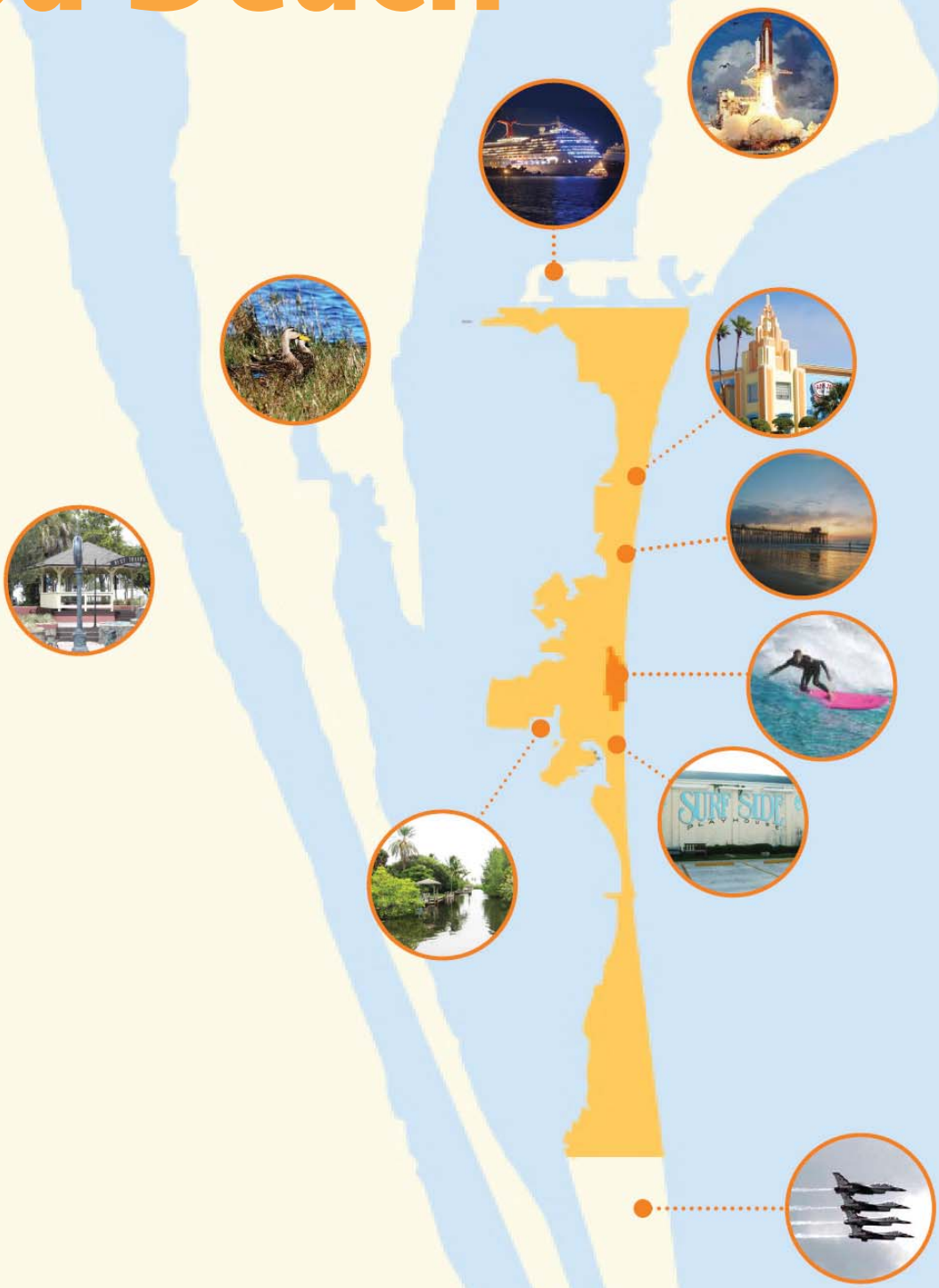
Sales Per Square Foot	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
General merchandise stores	$250	$250	$250	$250	$250	$250
Clothing & clothing accessories stores	$300	$300	$300	$300	$300	$300
Furniture & home furnishings stores	$225	$225	$225	$225	$225	$225
Electronics & appliance stores	$300	$300	$300	$300	$300	$300
Sporting goods, hobby, book, & music stores	$255	$255	$255	$255	$255	$255
Home Centers, Paint & wallpaper stores, Hardware Stores	$225	$225	$225	$225	$225	$225
Miscellaneous store retailers	$300	$300	$300	$300	$300	$300
Shoppers Goods Subtotal	**$269**	**$269**	**$269**	**$267**	**$267**	**$268**
Food & beverage stores	$275	$275	$275	$275	$275	$275
Food services & drinking places	$350	$350	$350	$350	$350	$350
Health & personal care stores	$400	$400	$400	$400	$400	$400
Convenience Goods Subtotal	**$321**	**$321**	**$321**	**$321**	**$321**	**$321**
Building material & garden equipment	**$115**	**$115**	**$115**	**$115**	**$115**	**$115**
Average Per Square Foot Sales	**$296**	**$296**	**$296**	**$295**	**$295**	**$296**
Warranted Square Feet						
General merchandise stores	46,907	48,610	50,376	52,205	54,102	40,048
Clothing & clothing accessories stores	27,543	28,543	29,580	30,654	31,767	32,921
Furniture & home furnishings stores	14,132	14,645	15,177	20,761	22,819	27,026
Electronics & appliance stores	7,720	8,001	8,291	8,592	8,905	9,228
Sporting goods, hobby, book, & music stores	6,227	6,453	6,688	8,317	8,619	9,825
Miscellaneous store retailers	14,906	15,448	16,009	16,590	18,912	21,381
Shoppers Goods Subtotal	**117,435**	**121,700**	**126,121**	**137,120**	**145,124**	**140,429**
Food & beverage stores	113,735	117,866	122,147	126,583	131,181	135,945
Food services & drinking places	69,929	72,469	75,101	77,829	80,655	83,585
Health & personal care stores	40,621	42,096	43,625	45,209	46,851	48,553
Convenience Goods Subtotal	**224,285**	**232,431**	**240,873**	**249,621**	**258,688**	**268,083**
Building material & garden equipment	**13,323**	**13,807**	**14,309**	**14,828**	**15,367**	**15,925**
Total Warranted Retail Space	**355,044**	**367,939**	**381,302**	**401,570**	**419,179**	**424,437**
Non-Retail Space (Services)	**53,257**	**55,191**	**57,195**	**60,236**	**62,877**	**63,666**
Non-Retail Percent	**15.00%**	**15.00%**	**15.00%**	**15.00%**	**15.00%**	**15.00%**
Total	**408,300**	**423,129**	**438,498**	**461,806**	**482,055**	**488,103**
Annual Net New Demand		**14,829**	**15,368**	**23,308**	**20,250**	**15,961**
Cumulative Net New Demand		**14,829**	**30,198**	**53,506**	**73,755**	**79,803**

Downtown Cocoa Beach
Vision Plan

Cocoa Beach

Vision Plan

09.2011



ZYSCOVICH
ARCHITECTS

BUILDINGS | INTERIORS | LANDSCAPES | CITIES

Introduction..... 1

Existing Conditions..... 7

Recommendations.....19

1: Introduction

> Do we want to be a parking lot for the beach or a Downtown?
>
> *—Cocoa Beach resident*

Why does Downtown Cocoa Beach need a Redevelopment Plan?
Why now?

Why does Downtown Cocoa Beach need a Redevelopment Plan? Why now? Cocoa Beach has so much potential which hasn't been realized. Its Downtown is quiet and desolate with few people to frequent businesses and take advantage of the beaches. This economic downturn provides an unusual opportunity for new investment and new ideas. Historically, each recession has cultivated innovative products, processes, and systems which have propelled our way of living, thinking, and doing business from the industrial era of the 1870s to consumerism, convenience goods, suburbanization, and transportation infrastructure which grew out of the 1920s Depression era. (Richard Florida, The Great Reset). Cocoa Beach and the space program have been an integral part of this growth and continue to attract innovative and creative thinkers. But Cocoa Beach has not invested in its downtown's infrastructure, buildings, and amenities until now. The timing to establish the base year for TIF revenue with this year's property values will be extremely beneficial to the Downtown CRA and its objective to eliminate the slum and blight conditions identified in the Finding of Necessity Report for City of Cocoa Beach Downtown Area CRA. And because Cocoa Beach is very much untouched and uncluttered there is exciting potential to shape the public realm and reinforce Downtown's image with a new vision.

The community is interested in creating a stronger identity for Downtown which was expressed during several community meetings and workshops. The sentiment is that Downtown is not perceived as a destination and has become a magnet for public drinking and a parking lot for the beach. There is a shared concern that these visitors are not helping Downtown's image and both residents and businesses support a new vision. While some believe infrastructure improvements should be a priority, others envision a better mix of uses, and still others focus on policy and code enforcement to create the right environment for improvements.

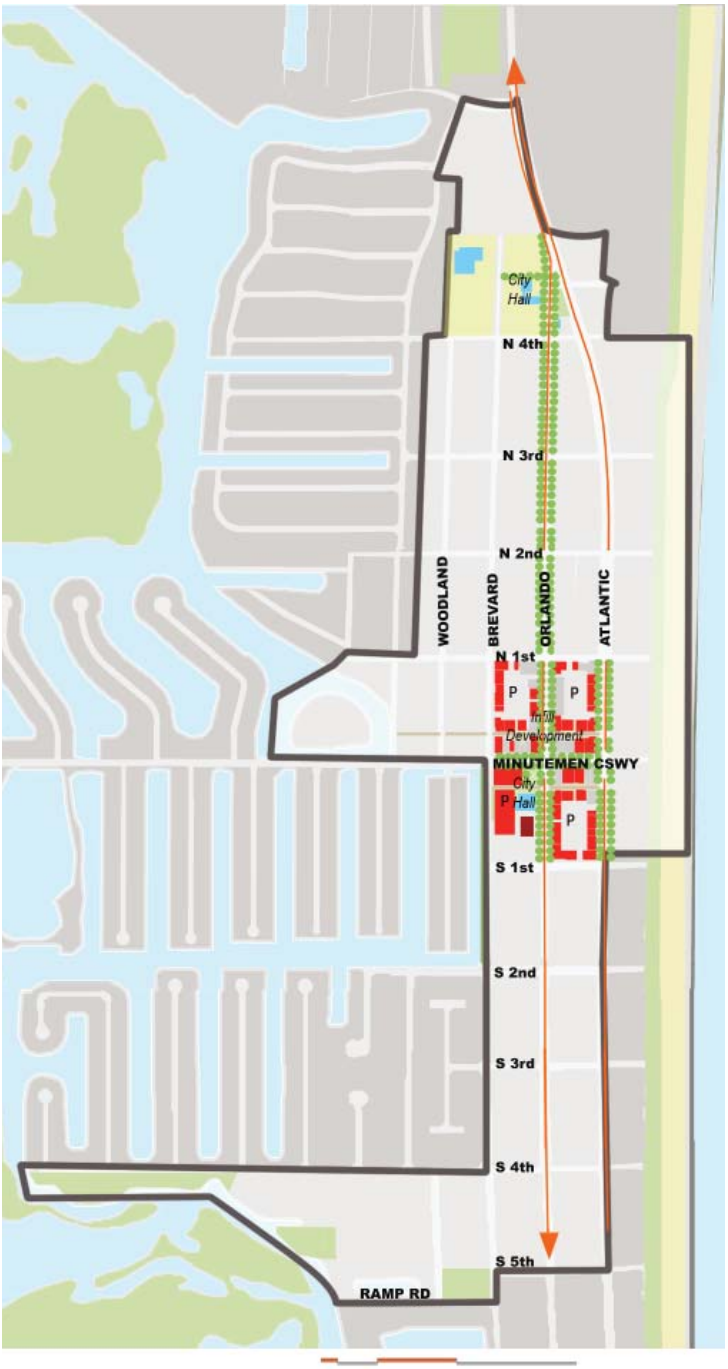
VISION SUMMARY

Downtown Cocoa Beach is at a crossroads. Despite current economic conditions, the Downtown Cocoa Beach CRA is in a strong position to start planning for redevelopment. The key question is: how can Downtown create a stronger identity and image which capitalizes on its history as the birthplace of the space program, its current draw for surfing and ecotourism, and residential community without compromising the resident's quality of life? More specifically, how can Downtown maximize its future competitive advantage with other beachfront communities, which today is marginal based upon existing physical and regulatory conditions?

This next chapter explores recommendations for a new Vision for Downtown as a result of existing conditions, community concerns and preferences, potential physical improvements, and a market assessment and suggests how the Downtown can structure the CRA to maximize its competitive advantage. This Vision suggests a combination of (1) physical improvements, (2) repositioning and broadening existing uses, and (3) management/ operational guidelines and policy to address these issues with a primary focus on the central portion of downtown. The fact is, Cocoa Beach is unique and can easily differentiate itself from surrounding comparable/competitive communities such as Port Canaveral, Melbourne, and Cocoa Village given its location, history and existing downtown (urban) fabric. Therefore, this is the time to start planning and making policy to be ready for implementation as the economy stabilizes; not to mention, the benefit the City/CRA should get from a low "tax base" year upon which the TIF will be established.

Study area boundaries.

With a collection of historic buildings and small structures, new development should be designed to compliment and improve the area's current scale and character. The Vision for downtown Cocoa Beach imagines the most intense developments along Minutemen Causeway between Atlantic and Brevard Avenues, and at the north end of the downtown, where Atlantic and Orlando Avenues merge together. It suggests thoughtful and efficient use of underutlized land with increased parking opportunities, hotel uses, more continuous commercial uses on the street level, and improving existing alleys to support more pedestrian movement and provide additional street frontage for retail and commercial uses. It also suggests techniques to enhance pedestrian movement across streets by modifying street design, traffic flow, and streetscape, and by enhancing beach access and walkways and considering adding vendor kiosks on the beach.



Proposed Vision Plan for Downtown.

Capitalize on the creative energy and activity in the downtown by repositioning the existing commercial and nighttime uses, introducing hotel and residential uses, encouraging outdoor displays, and concentrating these uses in the Downtown Core.
Clematis Street, West Palm Beach, FL
Reston, VA
Miami Beach, FL

Plan Premise: This Redevelopment Plan was designed to outline the steps to revitalize Downtown Cocoa Beach and maximize its future competitive advantage. The general premise of this plan is:

1. To promote a more walkable Village Center
2. To support economic stability
3. To promote and enhance the "surfing village" resort uses
4. To protect residential neighborhoods from commercial intrusion
5. To enhance Downtown with a mix of uses
6. To reinforce, preserve, and expand the unique building types and neighborhood characteristics

Plan Objectives: The specific plan objectives outlined in the Finding of Necessity Report for the City of Cocoa Beach Downtown Area CRA- 2009, include:

1. The need to reverse the obsolescence of older marginal residential and commercial structures developed in piecemeal fashion some 30-50 years ago without adequate provision for parking or infrastructure.
2. The need for a broader array of housing types, particularly multifamily.
3. The need to diversify the economy particularly in the area of tourism.
4. The need for amenities and an enhanced community character which can increase the attractiveness of Cocoa Beach to tourist and new residents.
5. The need to upgrade the capacity of roads and infrastructure systems which are now 30-50 years old and in some cases over capacity or otherwise inadequate to meet future needs.

This plan analyzes current and projected conditions, articulates a vision of desired outcomes, and identifies strategies for filling these gaps, in collaboration with the community. These planning initiatives are fundamental to promoting a vibrant downtown area with retail, entertainment, and pedestrian activity.

2: Existing Conditions

> All the astronauts thought of Cocoa Beach as their home away from home.
>
> *—Cocoa Beach resident*

HISTORICAL CONTEXT

Cocoa Beach was established in 1925 as a beach community and grew up in the 1950s and 60s as the hub of space exploration. It has always maintained a small beach town character and supports a growing tourist community for surfing and eco-tourism.

1854 Citrus trade, sugar cane, cattle

1920 Bridge to Cape Canaveral and Cocoa

1925 Cocoa Beach is establihsed

1947 Patrick Air Force Base

1950 V-2 rocket launch, population boom

1957 Cocoa Beach incorporated

1960 Tourism

1962 Kennedy Space Center

1969 Man on the moon

1971 11,000 families leave with job cuts at Kennedy

1980 NASA shuttle program

2009 12,800 population and 30,000 during peak tourist season

REGIONAL CONTEXT

Downtown Cocoa Beach is strategically located in the center of the Space Coast. With a rich history as the pioneers of space travel, Downtown Cocoa Beach is within 13 miles of several regional, recreational, and entertainment attractions, and point of interest including the Kennedy Space Center, Ron Jon's Surf Shop, the Cocoa Beach Fishing Pier, Cocoa Village, the Merritt Island National Wildlife Refuge, the Atlantic Ocean, the Banana River Aquatic Preserve, the Thousand Islands, and the Canaveral National Seashore.

PEDESTRIAN ENVIRONMENT

The aesthetic condition of Downtown and its level of comfort for walking is poor. Sidewalks are often neglected and connections between parcels are limited. Many of the commercial properties in the Downtown Core are separated by large and unattractive parking lots which are unpleasant for people to walk through. There are few trees and minimal landscaping with limited views to the adjacent beach and ocean. Buildings have been inconsistently maintained so there is not a uniform quality of building stock. And many of the sidewalks are interrupted by parking lots and driveways which are visually uninteresting to walk by. These conditions make Downtown unappealing for walking and contribute to the slum and blighting conditions described in the Finding of Necessity for the Downtown Cocoa Beach CRA.

> The Downtown can be a DISTRICT, not just CORRIDORS.
>
> *—Cocoa Beach resident*

CIRCULATION

The main thoroughfares for car traffic are Atlantic and Orlando Avenues which are State Highway A1A. They handle regional and local traffic at relatively high speeds. They are difficult for pedestrians and bicycles to cross, with the exception of Orlando Avenue north of Minutemen Causeway which has wider sidewalks and pedestrian oriented retail.

Brevard Avenue is more conducive to walking with less car traffic, however many of the sidewalks are poorly maintained or non-existent.

Minutemen Causeway has a dual personality as a thoroughfare for traffic to the west, and as a local pedestrian road especially around the City Hall area.

The remaining east/west streets, as well as the north/south Woodland Avenue, mostly serve local traffic.

Downtown is also served by public transportation and has on-street bicycle lanes.

- Major Arterials
- Primary Streets
- East West Streets
- Local Streets
- Active Alley/Easements

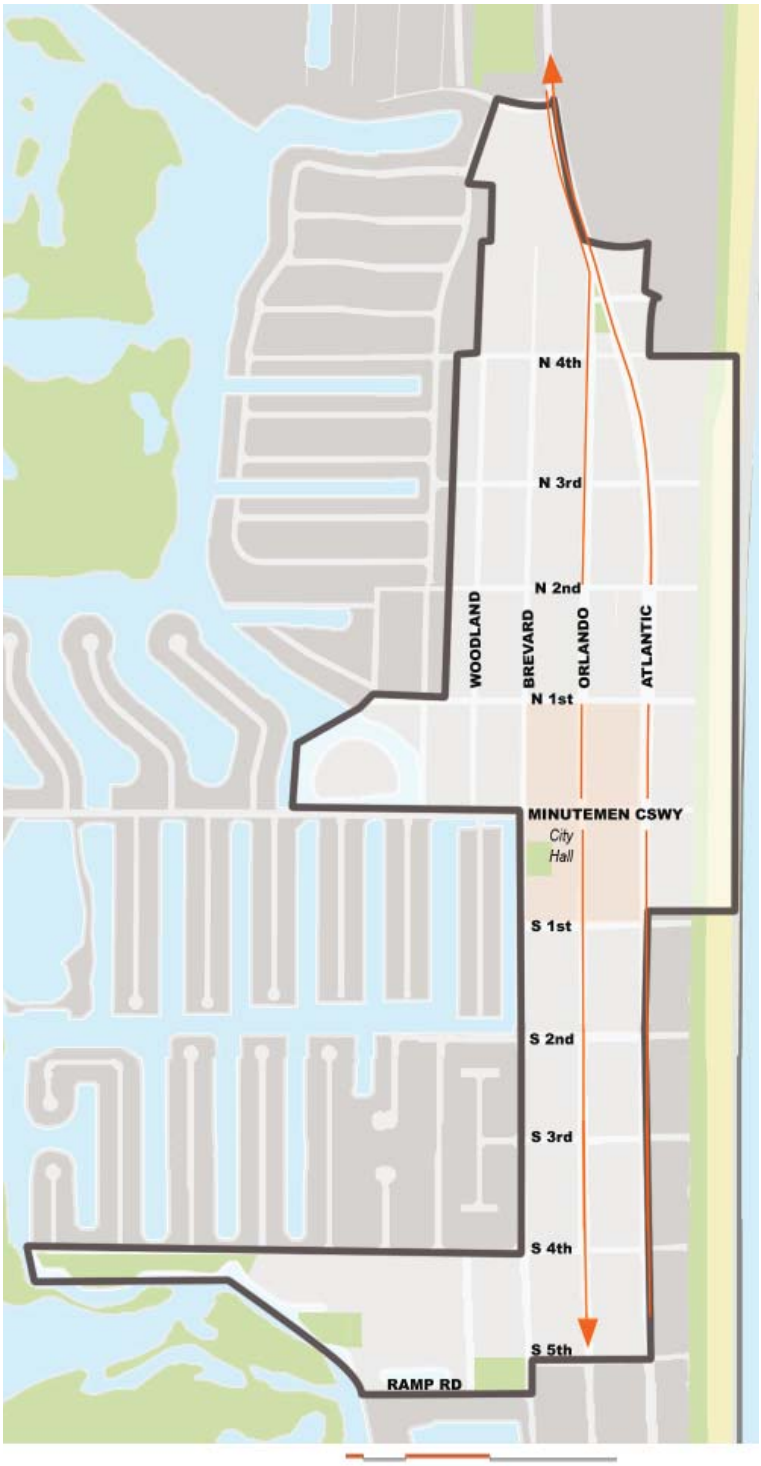
OPEN SPACE

In addition to the Beach, there are two small green spaces in the immediate study area. The triangular parcel to the north is a landscape feature where Atlantic and Orlando Avenues converge. It is protected as park land, but is not conducive to pedestrian use because of its design and location at a busy intersection. The park to the south is a passive space which has not been formally programmed since its recent acquisition by the City. It is currently being used for the weekly Farmer's Market and is zoned for neighborhood commercial uses (CN).

At the southeastern most extent of the CRA district is Ramp Road Park, providing public space and access to the "Thousand Islands" and the Banana River Aquatic Preserve. At the western most extent of 4th Street South is public land owned by the Brevard County Endangered Lands Program which also provides public connection to the Islands and Preserve. Also, at this southern extent of the district is the City's gym/recreation building and the Surfside Playhouse. These public spaces at the southern end of the district serve as a southern anchors for the CRA.

An opportunity also exists to utilize the western end of Minutemen Causeway (see Streetscape Plan) as a point of public access to the Banana River – thereby allowing Minutemen Causeway within the CRA to serve as a public connection between the Banana River Aquatic Preserve and the Atlantic Ocean.

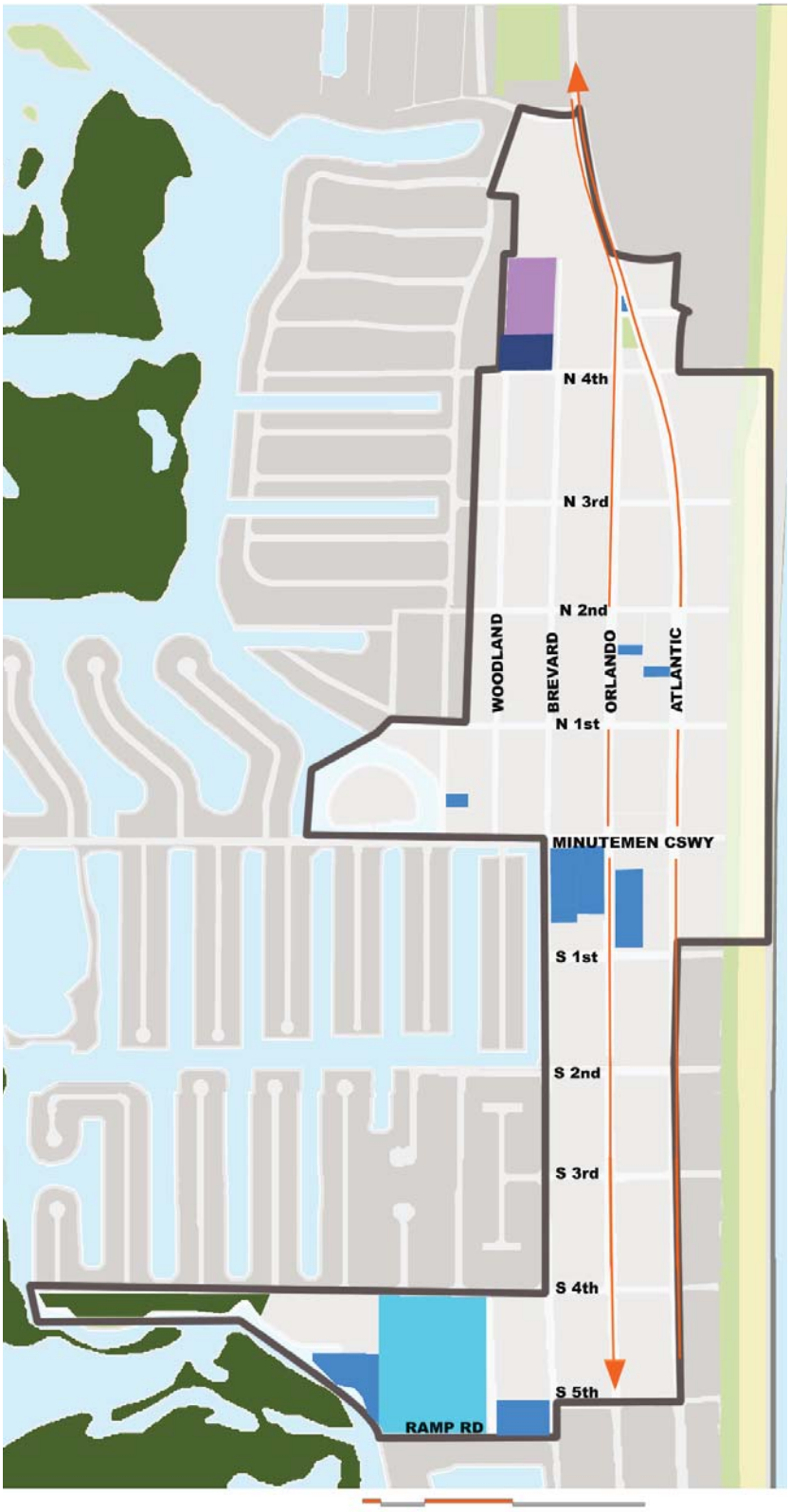
There are very few public parks or plazas, but the primary public space is the beach.



CITY OWNED AND OTHER PUBLIC LAND

Although there is not a significant amount of publicly owned property in the downtown, the main parcels are strategically located in areas with the best opportunities for redevelopment. The City Hall site is in the center of downtown and the Post Office, which is leased to the Postal Service, and Library site are the northern anchors. Both are surrounded by vacant or underdeveloped properties and provide strong anchor sites for future redevelopment.

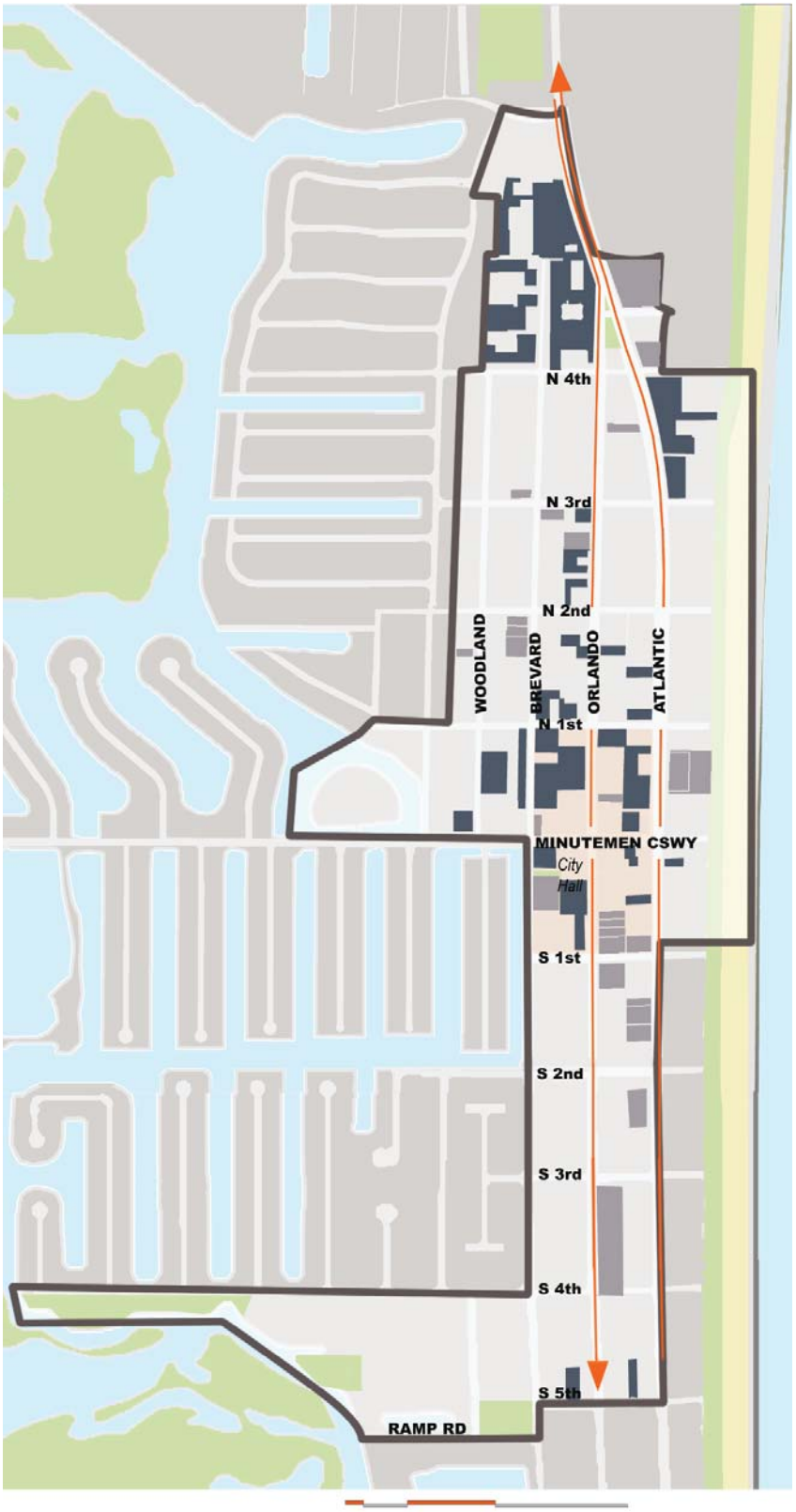
On the southern end of the district are the public anchors Ramp Road Park, the City gym/recreation building and Surfside Playhouse.



- City Owned Land
- County/Conservation
- Schools/Education
- Library
- Post Office
- ROW Park

UNDEVELOPED & UNDERUTILIZED LAND

There is a surplus of undeveloped land in the downtown-- both surface parking and vacant property, but mostly surface parking lots. These undeveloped properties are easy to redevelop and should be prioritized for redevelopment in the downtown. The greatest concentration of these opportunities is in the northern section of the downtown by the Post Office and Library, and the central part of downtown within the blocks abutting Minutemen Causeway between Atlantic and Brevard Avenues.



Surface Parking

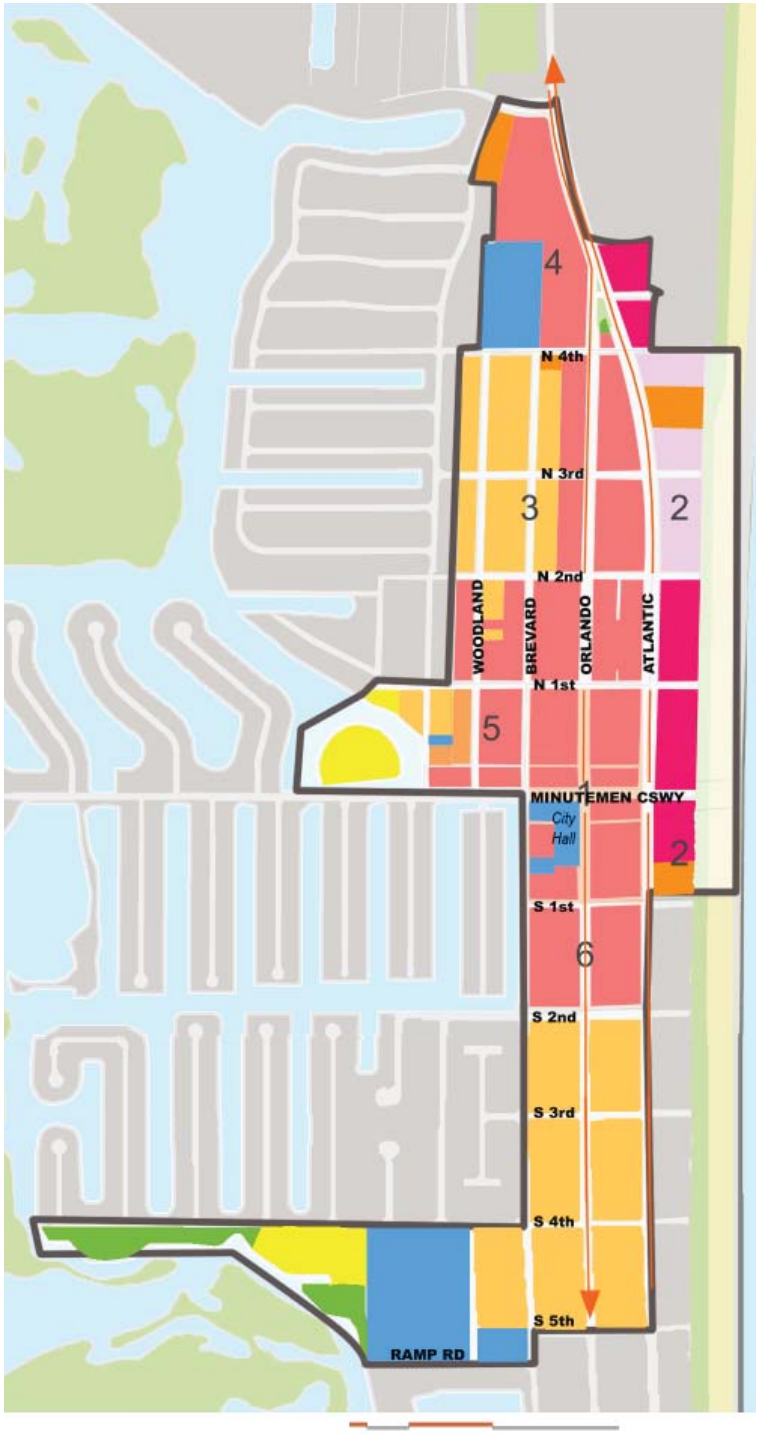
Vacant Land

ZONING

The current zoning for Downtown Cocoa Beach is modified by the Downtown Overlay District which organizes the downtown as 6 sub-districts. In general, the overlay loosens the parking requirements to permit shared parking, encourages preserving buildings with unique character and historic significance, discourages drive-through lanes, encourages improving and using alley, and encourages outdoor seating. In addition, the Primary Downtown Area District 1, allows for zero lot line development and greater lot coverage. Similarly, the Cottage Row District 3 has a greater lot coverage than the underlying zoning permits with relaxed front setbacks of 5 feet to allow for more flexible development. In addition, all developments must be architecturally consistent with the existing pattern of development in the downtown and approved by the City Commission.

In general, most buildings can be designed up to 45' in height unless they are abutting parcels designated as RS-1 or RM-1, in which case they must be reduced to 25' or 35'. Additional setback requirements also apply when abutting parcels with these zoning designations, as well as RM-2. Density requirements for the Cottage Row District 3 and lots less than 75' in width are somewhat lower at 8 dwelling units and 3 dwelling units respectively, compared to 10 dwelling units per acre for the remaining districts.

In terms of uses, transient lodging is permitted only in CG General Commercial and CT-1 Oceanfront Residential which is all east of Atlantic Avenue. RM-2, the multi-family professional district, permits offices, as well as multi-family dwellings as primary uses.



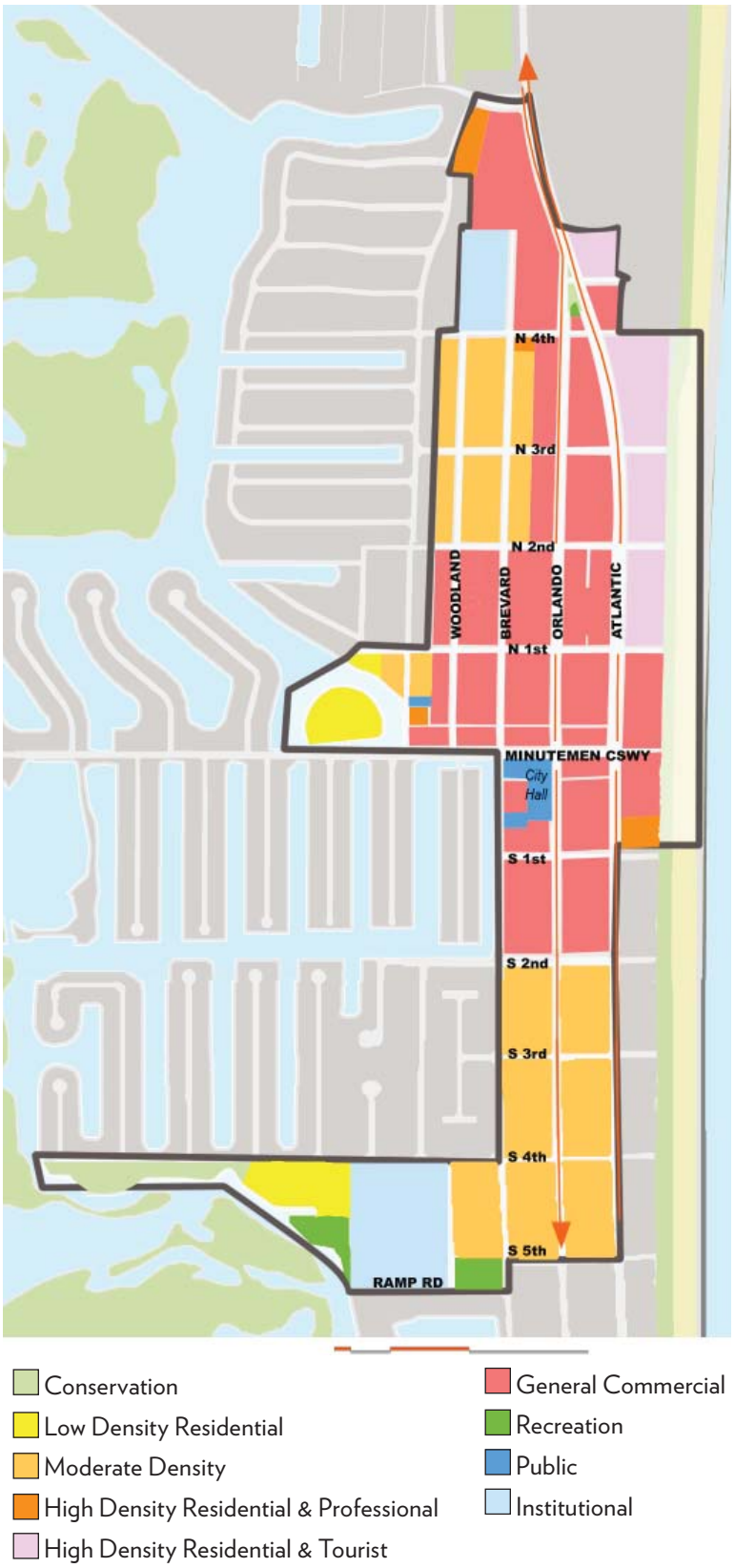
- RS-1 Single Family
- RM1 Multi-family
- RM-2 High Density Multi-family
- CT-1 Oceanfront Residential
- CN Neighborhood Commercial
- CG General Commercial
- B-1 Public and Recreational
- PS-1 Public and Semi-public

FUTURE LAND USE

The Future Land Use Map and Table I-1 which describes uses and intensities establishes FAR maximums for the zoning categories and establishes intent for each use category. While a significant amount of land is designated as General Commercial, a mixed-use designation would provide greater flexibility for redevelopment.

PARKING

The current parking requirements are very high for a downtown and are more consistent with suburban parking standards where there is more land available for parking. This is especially true of office uses. However, the reduced parking requirements allows non-residential land uses to reduce their parking by 75% when all of the parking can be accommodated with public parking facilities which are located within close proximity (500 feet). Joint or shared use parking is also permitted for uses within the same block which do not have the same peak parking demands.

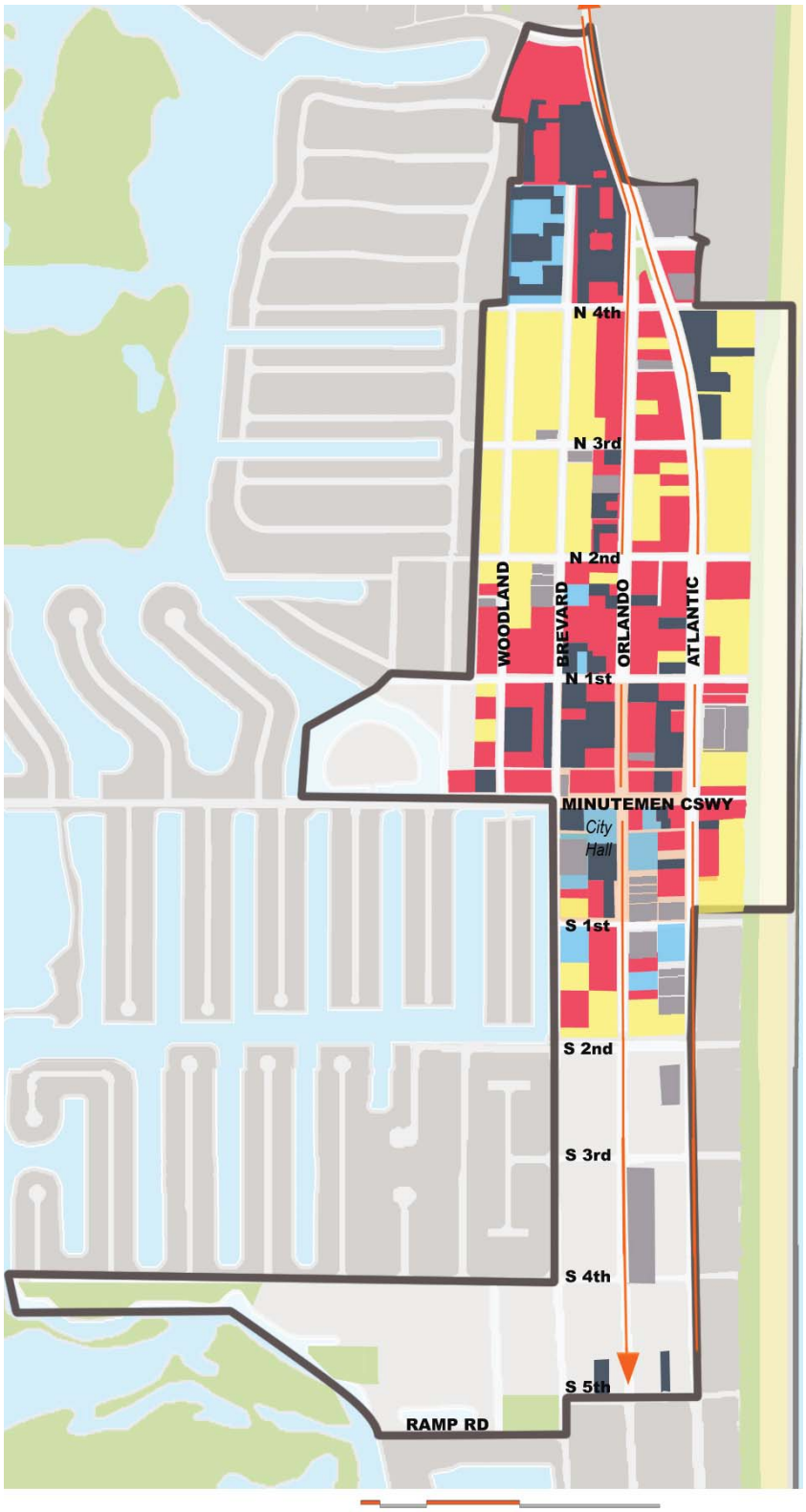


EXISTING BUILDING MASSING CENTRAL DOWNTOWN CORE

The existing buildings do not maximize the current allowable development rights described in the zoning code. While the zoning allows most properties in the district to build up to four stories, the majority of buildings are one and two stories. The diagram below illustrates the building pattern in the central downtown core which is the focus of this vision plan.

EXISTING USES IN CENTRAL DOWNTOWN CORE

Existing uses for the central core of the downtown are illustrated in the image to the right. Nearly a third of the land in the Downtown is vacant or underutilized as surface parking. Retail and then residential make up the majority of land uses in the Downtown. For the purposes of this study, existing land uses have been calculated based on the parcel size, not the building size. Vacant and underutilized land was calculated based on total land area to give a more accurate illustration of available land.



- Residential
- Commercial
- Institutional
- Vacant
- Surface Parking

3: Recommendations

LINKING ECONOMIC INITIATIVES WITH PLANNING

> If you're not GROWING you're DECLINING.
> *—Cocoa Beach resident*

KNOWING YOUR ECONOMIC BASE

It is important for the City/CRA to create a vision that supports the optimal environment in which both residents and visitors can benefit. A fundamental factor to creating a viable and implementable redevelopment plan is having a clear understanding of underlying existing and potential economic demand drivers. There is no question that the Cocoa Beach resident is a primary stakeholder in, and beneficiary of, the redevelopment process. However, a viable and measurable redevelopment effort will be supported by three demand segments, including: local residents; day visitors; and, overnight visitors. While the local resident base represents a strong demographic, total population within the City is less than 12,000, with 19,000+ residents residing in a broader 10-minute drive radius from the CRA. However, there are nearly 2.1 million day visitors and 2.4 million overnight tourists that visit Brevard County annually and Cocoa Beach has historically served as a desirable destination for residents and visitors alike by providing an energetic and dynamic atmosphere. In a sense, Cocoa Beach is a unique community with multiple personalities ranging from the resident enclave of space coast executive employment to an east coast surf capital and lively beach environment. Therefore, it is important for the City/CRA to create a vision that supports the optimal environment in which both residents and visitors can benefit. This can be accomplished through elements of the visioning and redevelopment plan that specifically address physical improvements that promote walk-ability, safety and sense-of-place as well as management/operational guidelines that promote security and public well-being.

> We don't want to ruin the TEXTURE of this historic place.
>
> *—Cocoa Beach resident*

I. PHYSICAL IMPROVEMENTS: A NEED TO ENHANCE DOWNTOWN COCOA BEACH'S IDENTITY

It is clear through field research and community feedback that Downtown Cocoa Beach has limited identity; for the most part, there is no sense of place. This is in large part a physical planning issue that can be mitigated in the short term with improved infrastructure and enhanced circulation for cars and pedestrians to create a more comfortable walking environment. A study funded by the Robert Wood Johnson Foundation identified five design qualities which are critical to making places more walkable including what is called "imageability" the distinctive features which make places memorable, recognizable, and create a lasting impression. Downtown Cocoa Beach is associated with some very strong imagery related to the space program and the surfing industry, but the City has yet to transfer these images into the physical components of Downtown, mainly the streets and buildings. The following physical improvements will support Downtown's redevelopment by strengthening its imageability:

1. Create a more appealing walking environment
2. Improve pedestrian circulation and accessibility
3. Upgrade key alleys to increase retail frontage

Rendering of proposed alley condition in the Downtown Core.

4. Revitalize and Improve Minutemen Causeway

Option A--RENOVATE CITY HALL: Reposition City Hall block and activate Minutemen Causeway for pedestrian active uses by formalizing alleys for pedestrian uses and renovating City Hall and converting the existing parking lot into a more formal park and plaza with a new parking structure to the south with ground floor retail fronting the plaza, a new historical museum, and fire station.

Historic Museum
New Commercial
Fire Station

Option B--RELOCATE CITY HALL:

As the initial improvements begin to flourish, the City will likely be in a position to expand the redevelopment plan to a larger geography; particularly, as TIF revenue accrues. However, this process can be expedited and implemented by the City through the prospective relocation (and redevelopment) of City Hall. The existing City Hall site represents approximately 2.7 acres within the downtown core and a prime location for mixed use redevelopment. At the same time, relocating City Hall to a less retail/entertainment area within the CRA may serve as an anchor for revitalization elsewhere by attracting supporting office and limited supporting retail.

An alternative would be to free up the southwestern block for new development by rebuilding City Hall at the northern end of the Downtown and formalizing the existing alleys as pedestrian streets which would open up onto a new public plaza fronting a historical museum and a new commercial structure with pedestrian friendly uses. This new facility would activate the street and encourage more pedestrian uses in the immediate surrounding area. Alleys on both the northern and southern blocks could be redesigned to support pedestrian foot traffic, dining, and gathering spaces. Structured parking would be designed fronting the alley with ground floor retail to both activate the pedestrian alley and create an interplay among the museum, park, and retail with a new fire station and museum.

- Historic Museum
- New Commercial
- Fire Station

5. Redeveloping the Downtown Core

Key to Downtown's redevelopment is the core area along Minutemen Causeway between the Ocean and Woodland Avenue. This vision suggests a combination of improvements to the central four blocks which straddle Minutemen Causeway between Atlantic and Brevard as follows:

SUPER BLOCK: Redevelop the northeast block of Orlando Avenue and Minutemen Causeway as a parking structure which is screened with commercial uses so that the building itself is not perceived as a parking garage and introduce smaller building on Minutemen Causeway and the back alley. The alleys in this core area may be enhanced for pedestrians with retail frontage and pedestrian amenities like outdoor dining, planters, lighting, and rear entrances.

New Commercial

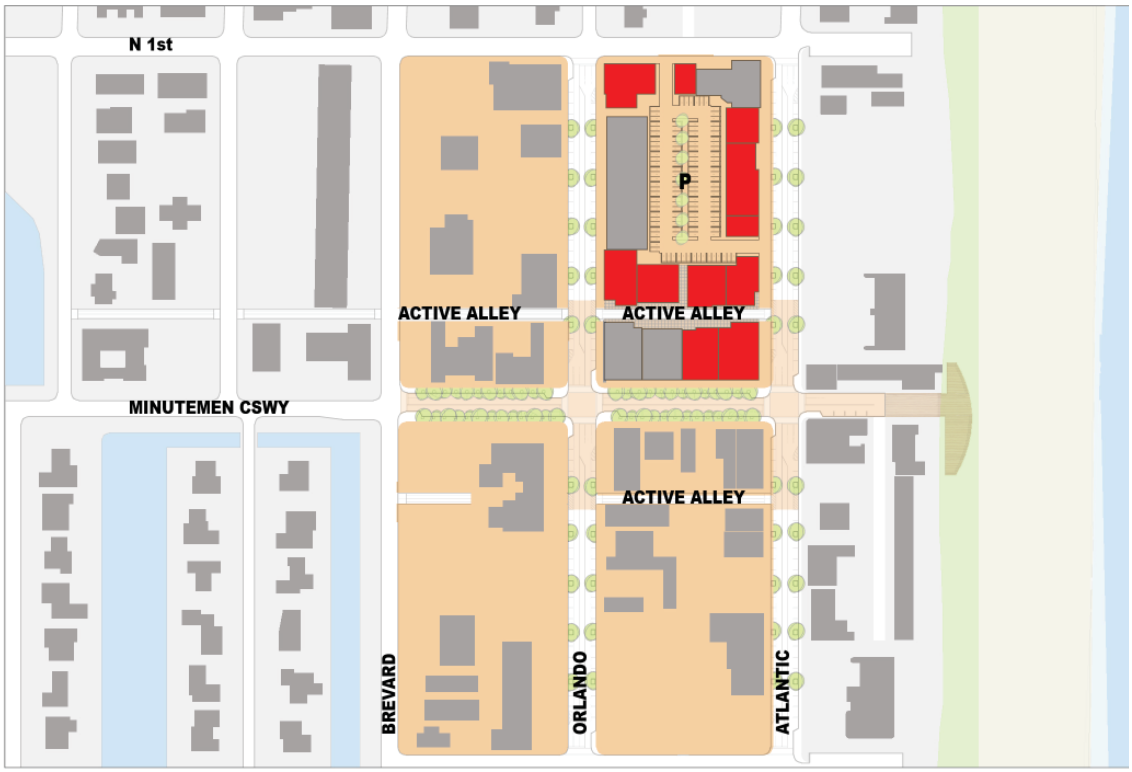
INFILL: An alternative is to infill vacant spaces with new structures on the northeast block of Minutemen Causeway and Orlando Avenue. This provides a continuous edge to create a more complete pedestrian environment with more active uses. Surface parking is provided in lieu of a parking garage.

Top: Proposed rendering of Minutemen Causeway.

Bottom: Proposed infill scenario.

Existing Buildings

New Commercial



PROPOSED BUILD-OUT: Surface parking lots may be constructed in the center of all three blocks and small infill buildings create a continuous street wall. The northern alleys, which run parallel to Minutemen Causeway, may be formalized as pedestrian connections, with limited vehicular access to extend the pedestrian route.

Top: Proposed section of Minutemen Causeway looking west.

Bottom: Proposed build-out scenario.

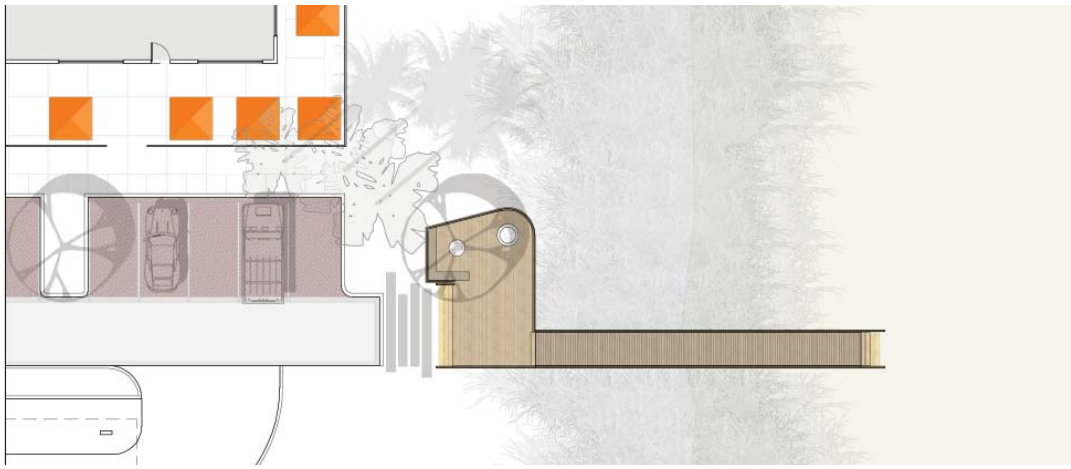
Historic Museum
New Commercial
Fire Station

6. Increase access to the beach and ocean on Minutemen Causeway with a gracious and grand deck at grade.

7. Reclaim street ends as plazas.

8. Design street ends to be closed off for festivals.

Proposed street end configurations.



9. Create a gateway at the northern end of Downtown and relocate City Hall.

Possible new uses in this include, but are not limited to relocating City Hall to this northern parcel to create a more prominent entry to the downtown and to establish a synergy among the existing municipal uses including the post office and the library. The triangular park is activated with a small public building and the City Hall is expanded with a new plaza. The new municipal center will anchor the northern edge of downtown and establish a cohesive and appealing character. A new street on the parcel north of City Hall connects to the existing intersection to enhance circulation and introduce pedestrian crossings for better safety and access. In addition, in the long-term, the aging Atlantic Plaza has adequate land area to support a new mixed use residential/retail/professional campus.

10. Slow vehicular traffi and create safer pedestrian crossings and support commercial activity.

Although comprehensive evaluation of impacts to traffic flow, ingress/egress, and related issues must be considered, from a retail and commercial activity perspective, a proposed roadway design change to reduce traffic speeds would likely benefit redevelopment within the downtown core by allowing greater driver attention to the presence of a commercial activity zone while promoting pedestrian safety and improved pedestrian mobility.

11. Incorporate more open spaces and public gathering spaces into the Downtown landscape.

12. Address infrastructure improvements including sidewalks, bicycle lanes, and landscaping.

Comfortable places for walking.
Third Street Promenade, Santa Monica, CA

14. Introduce more public art- and kinetic sculpture especially on vacant lots.

Public art can be incorporated into bus shelters, buildings, and on vacant lots to create funny and inspiring sculpture which is reflective of the community and its values.
Whistler, CO
Denver, CO
Fort Lauderdale, FL

15. Evaluate bicycle rack locations, amenities, and signage.

16. Need more bicycle paths and better markings.

17. Evaluate eco-friendly trash bins which compact trash- bigbellysolar.com (capacity of five trash cans).

18. Use local artist designed trash bins.

Casual cyclists ride with car traffic.
Cocoa Beach, FL

Iconic bicycle racks in New York.
New York, NY

BigBelly Solar trash compacting bins.
Bigbellysolar.com

19. Use sidewalk rain gardens as part of the stormwater management.
20. Expand narrow sidewalks for cafes.
21. Develop a parking plan and build capture parking for cars.
22. Identify buildings which can be a beacon for Downtown.
23. Provide public restrooms at beach.

Wide sidewalks accommodate cafe seating.
West Palm Beach, FL

Existing eco-friendly sidewalk plantings.
Cocoa Beach, FL

II. REPOSITIONING RETAIL AND BROADENING USES

SHORT TERM: REPOSITION RETAIL

The analysis of retail supply and demand trends herein establishes the parameters for redevelopment within the Downtown Cocoa Beach CRA. Based upon the retail trade demand model, there is an estimated 60,000 to 70,000 square feet of net new demand projected within the broader retail trade area during the next 5+ years (detailed in Section 3). Though not all of this demand will be captured within the Downtown Cocoa Beach CRA itself, the CRA is expected to capture a considerable portion of this demand. This level of demand is effectively marginal in the context of the CRA's existing retail supply which is in excess of 300,000 square feet, but provides greater support for repositioning retail and commercial uses within the CRA, rather than adding substantial new supply. A repositioning generally means that a portion of the projected retail demand will be absorbed within existing retail inventory that is currently vacant or underutilized, and a portion of demand will be absorbed in new lower to mid density development.

a. Focus near term redevelopment/repositioning on strengthening and growing the existing base of restaurant and dining places generated from outside resident and visitor demand business which benefits from a "surplus" in demand. This can be accomplished through incentive funding programs that support physical improvements (such as interior build-out and/or exterior upgrades), or operating programs supporting promotion and marketing. In either case, initial steps of the redevelopment plan should define specific funding and management programs that target this existing group of businesses that are critical to the area's commercial success.

b. Re-capture at least some of the demand for specialty/niche grocery and convenience stores, as well as specialty shopper's goods such as outdoor/beach furniture, beach apparel, and other related household goods that are leaking to surrounding shopping destinations. The retail trade gap analysis indicates that with certain shopper's goods such as clothing, building materials, home furnishings and grocery, there is "leakage" of sales to areas outside of the Downtown Cocoa Beach CRA trade area, which is understood given the presence of large discount retailers on Merritt Island and the mainland that typically draw demand from larger areas.

MID/LONG TERM: BROADEN USE AND ACTIVITY BASE

There is a need and opportunity to broaden the uses and activity base within the Downtown Cocoa Beach CRA as it relates to mid- to longer-term redevelopment initiatives (5 to 10 years), and in the effort to support measurable redevelopment and growth.

OBJECTIVE: Integrate entertainment and activity that gives the visitor (and resident) a reason to be drawn downtown and extend their stay.

1. Anchor the core downtown district with a boutique hotel, comprising 50 to 100 total rooms within one or two facilities. This hotel product should not increase density or scale or compete directly with the surrounding beach properties. This hotel product is not intended to compete directly with the surrounding beach properties, but is envisioned as a supporting use for downtown especially if entertainment and related activity evolves. Nor does this scale of development require alterations to density allowance.

2. Capitalize on an expansion of the arts which already exists in the community, including studios, galleries and theater (which could potentially be an upgraded venue for the Surfside Players), and a historical museum. If the Downtown Cocoa Beach CRA is seeking to create a viable and sustainable "downtown" environment, there will be a need to integrate entertainment and activity that gives the visitor (and resident) a reason to be drawn downtown and extend their stay.

3. Introduce other complimentary uses and activities such as day spa and beach/water rentals, and night time entertainment.

4. Formally organize activity based recreation together with regional tourism and bureaus and councils and promote them to ensure that these become value added components to the redevelopment plan that can actually provide additional revenue the CRA's operating budget. Between the beach to the east and parks/wetlands to the west, there is a considerable amount of activity based recreation that the CRA/City should be actively promoting. This includes but is not limited to water-based rental concessions (eg. kayaks, paddle boards, surfboards) and/or group eco-tours.

5. Consider expanding the concessions program which will allow for more control of this type of activity and manage the process so that it benefits the local merchants.

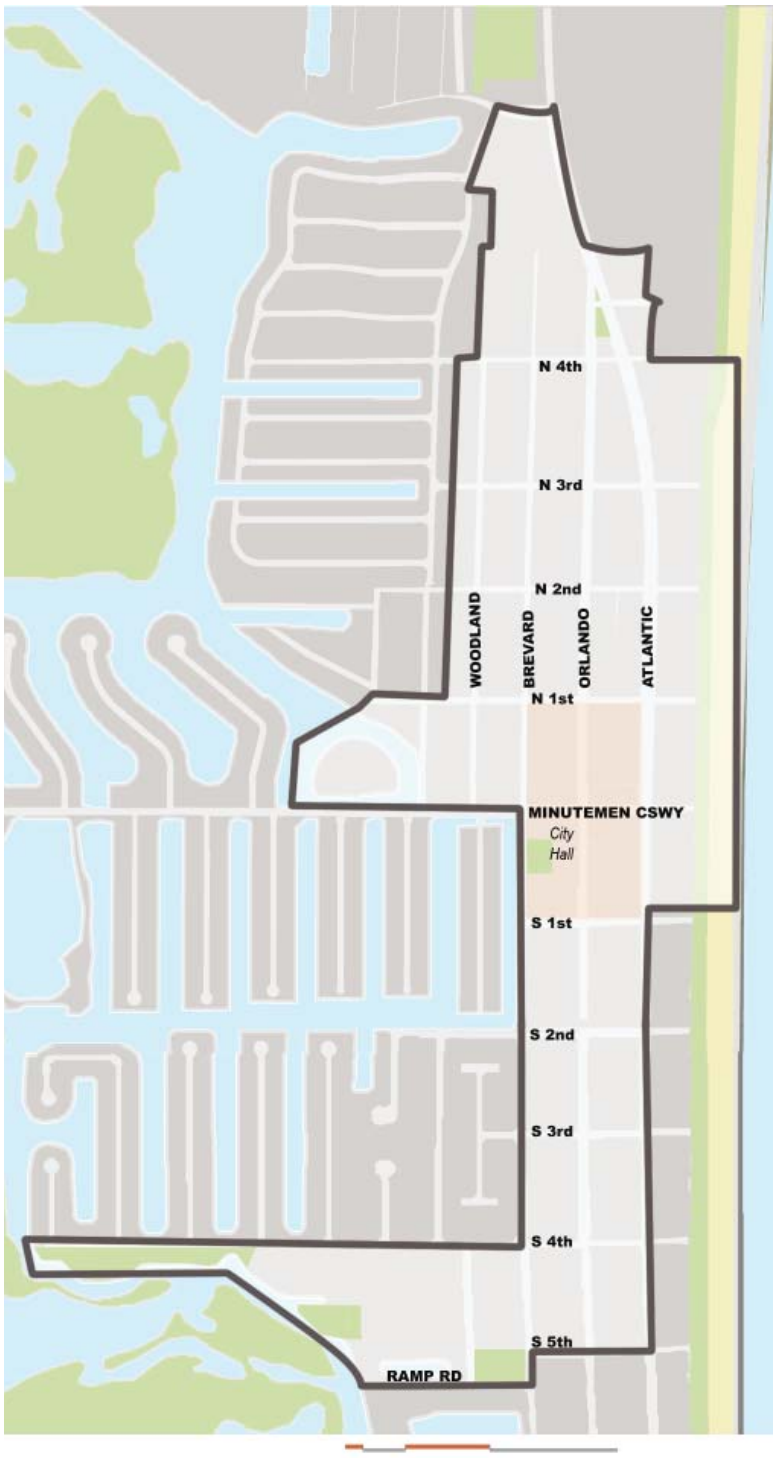
THE FOCUS IS CORE, BUT EFFECT WILL SPREAD:

The economic and market analysis for the vision plan considers opportunities for the entire Downtown Cocoa Beach CRA. However, the vision and redevelopment plan should start at "Main and Main" (or Minuteman Causeway from Orlando Avenue to the beach), which has an existing concentration of businesses and can be easily identified and accessed from the broader area.

1. The initial focus should be on the CRA's core/central area given current and near term market conditions, as well as the potential need for the City to address certain physical planning issues.

2. Minuteman Causeway should serve as the spine for redevelopment and blocks to both the north and south should be effectively linked to create a seamless downtown district.

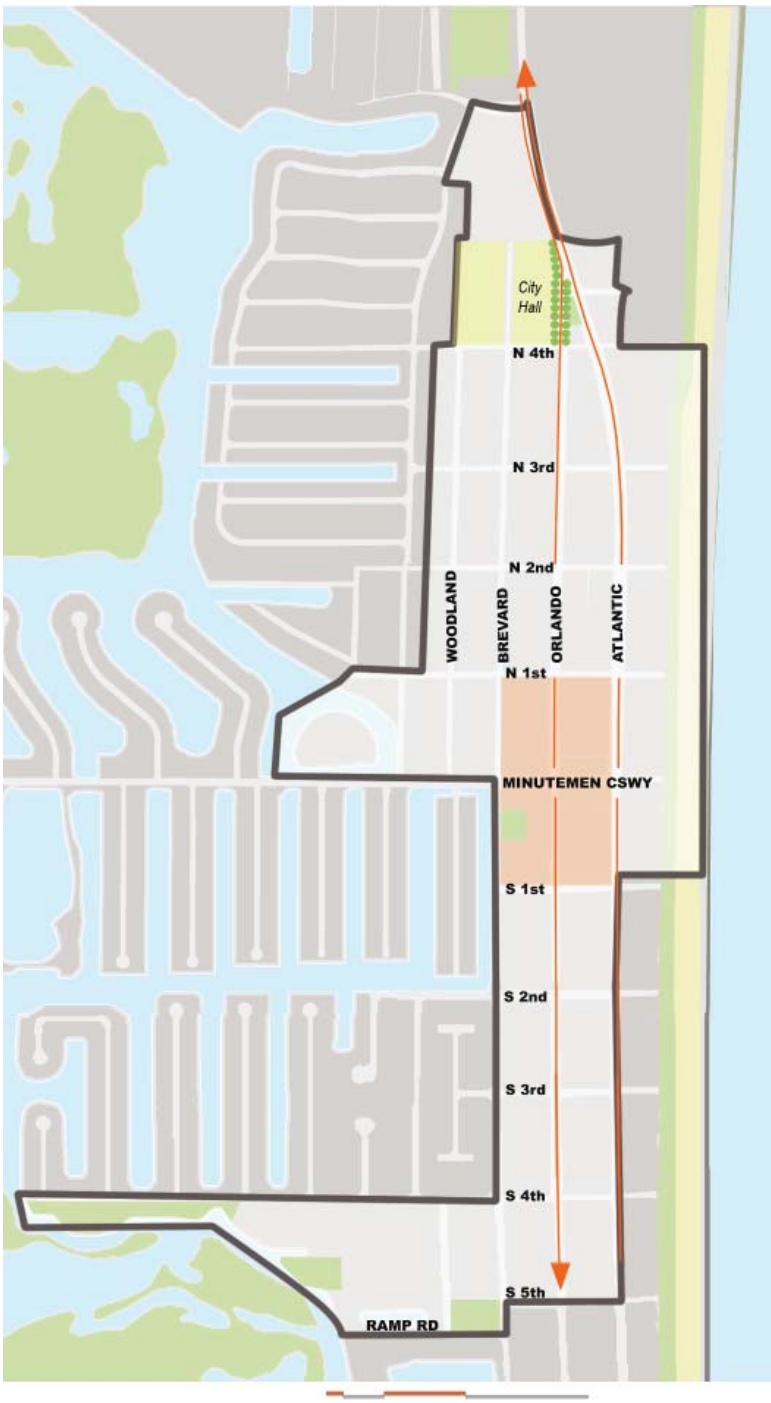
3. Increase pedestrian alleys and easements in the rear of properties along Minuteman Causeway to allow for additional retail frontage in the core area while also enhancing pedestrian mobility throughout the area.



ADDITIONAL USES TO SUPPORT DOWNTOWN CORE AND SURROUNDING AREAS:

1. Relocate and redevelop City Hall. The existing City Hall site represents approximately 2.7 acres within the downtown core and a prime location for mixed use redevelopment. At the same time, relocating City Hall to a less retail/entertainment area within the CRA may serve as an anchor for revitalization elsewhere by attracting supporting office and limited supporting retail.

2. Reposition underutilized industrial and office space, given the area's diverse economic base which varies from a strong arts community to the presence of the City's government offices. The existing industrial properties provide great space for artist and professional live work space, while office space within office buildings and/or mixed use complexes support legal, architectural and or other professional business that benefit from proximity to City Hall. Moreover, it is important to recognize that despite the current economic conditions, employment projections for Brevard County indicate a positive trend over a 5 to 7 year period. And, in spite of the fact that the Kennedy Space Center (KSC) faces economic challenges during the next few years, there are indications that its eventual repositioning may create opportunities for tourism and high-tech industry jobs which should benefit Cocoa Beach and specifically the Downtown Cocoa Beach CRA.



III. OPERATIONAL AND MANAGEMENT GUIDELINES

The CRA Plan is the primary tool to initiate the Vision and eliminate slum and blight. The operational and management guidelines within this Plan encompass policies, procedures, and directives which serve as the mechanisms to regulate the Vision, allocate city resources, and prioritize its initiatives. Many of these policies support administrative, financial, planning, and marketing incentives to attract specific and targeted private investment which meet the CRA objectives in a clear and transparent way. These include:

1. Administrative incentives like streamlining the development review process, assisting with job recruiting (job fairs) for new or expanding businesses, assisting with site selection, waiving demolition fees, and restructuring permit fees.

2. Financial incentives like tax credits, abatements, rebates on tax increments, loans and subsidies, micro loans to small businesses, shared costs for infrastructure upgrades, reduced connection impact fees, signage upgrades, and façade improvements.

3. Planning and land use incentives like parking reductions, shared infrastructure agreements, density bonuses, and transfer of development rights.

4. Marketing incentives like a market analysis, business promotion, design competitions, land inventory analysis to promote available land, seminars, sponsorship of special events, partnering in marketing programs such as Florida Main Street.

These incentives may be incorporated into the City's Land Development Regulations and the Comprehensive Plan as described below.

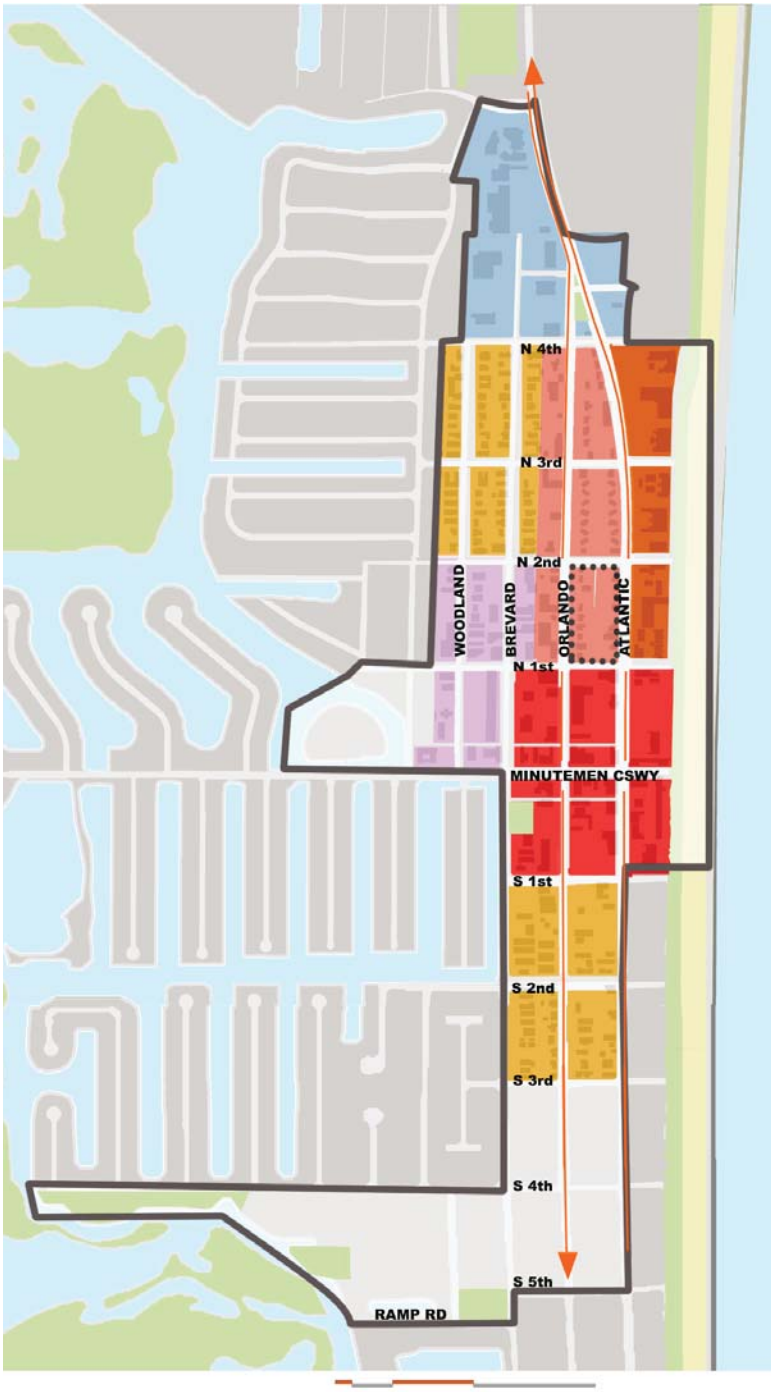
REGULATORY TOOLS

Physical improvements which extend beyond the public right of way, but are perceived from the street, will be the cornerstone of Downtown's redevelopment. While the City/CRA will be responsible for infrastructure improvements which run the gamut from streetscape, to stormwater management, and parking, and even business and marketing support, the majority of physical changes with profound impacts to Downtown's image and identity will be from private development, both new building and renovations and improvements. Therefore, it is within the CRA's best interest to establish a clear expectation of how these structures will collectively reinforce the CRA's vision. This expectation is primarily outlined in a new Design Standards Manual for the Downtown (down to S 2nd Street) and should be reinforced with additional language in the City Zoning Code and Future Land Use Element identified below:

1. Create overlay districts that reinforce differing neighborhood characteristics and establish an expectation that new development be consistent with the districts' intentions

2. Allow transient lodging in CN district.

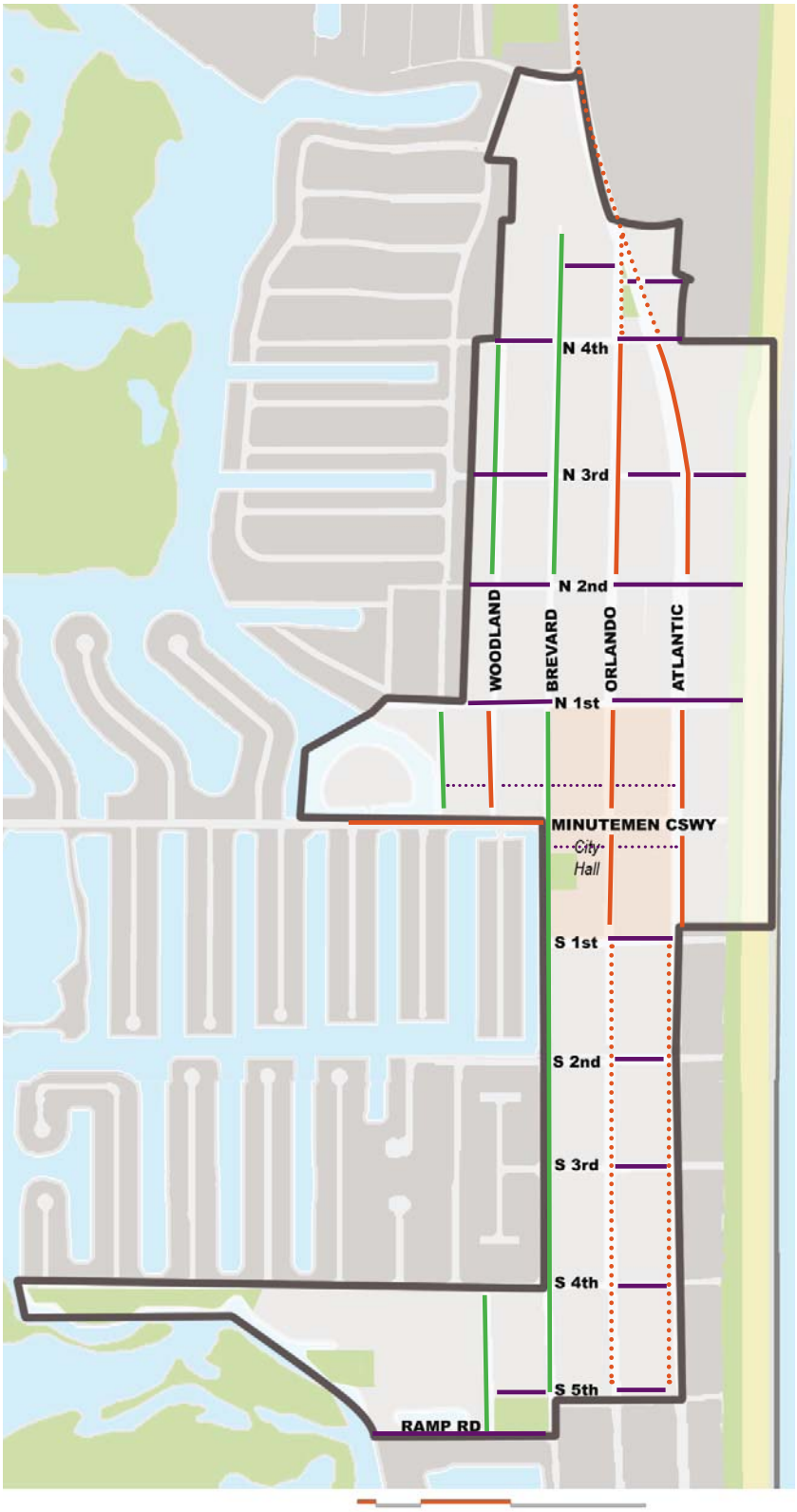
3. Create a Conservation District within Cottage Row.



- Downtown Core
- Artisan District
- Campus Gateway
- Oceanside District
- Cottage Row Residential
- Cottage Row
- Cottage Row Conservation

4. Establish street designations based on street types.

5. Limit chain retailers by requiring additional review for stores which exceed a maximum size.



- Major Arterials
- Primary Streets
- East West Streets Local
- Streets
- Active Alley/Easements

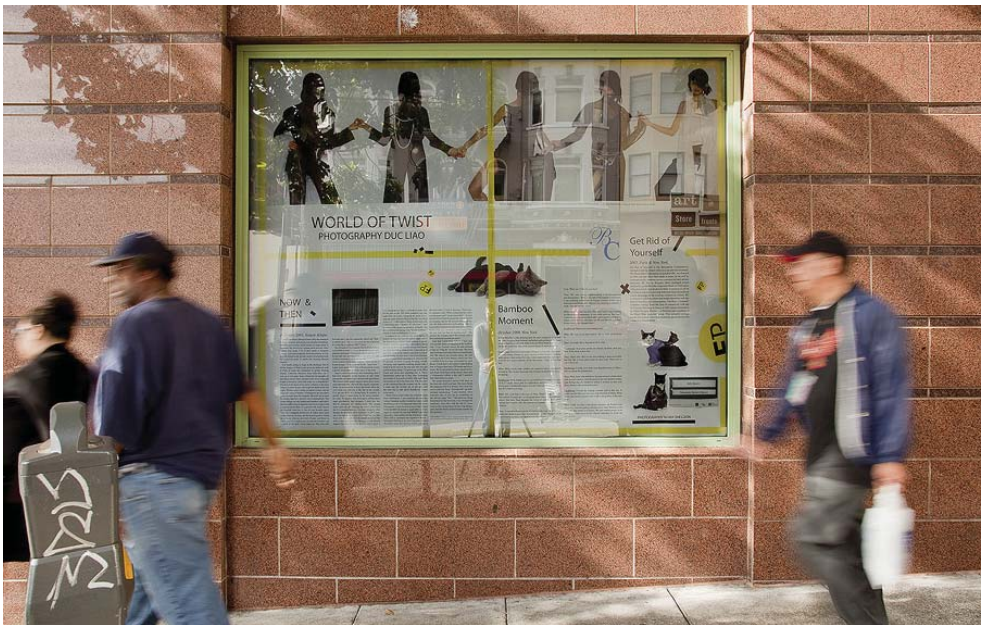
6. Limit undesirable uses with distance requirements to one another.

7. Require vacant storefronts to provide creative window displays including art installations, historical photos, posters with local facts.

8. Introduce FAR instead of density.

9. Permit off-site parking.

Window displays in vacant buildings: Art in Vacant Storefronts.
San Francisco, CA

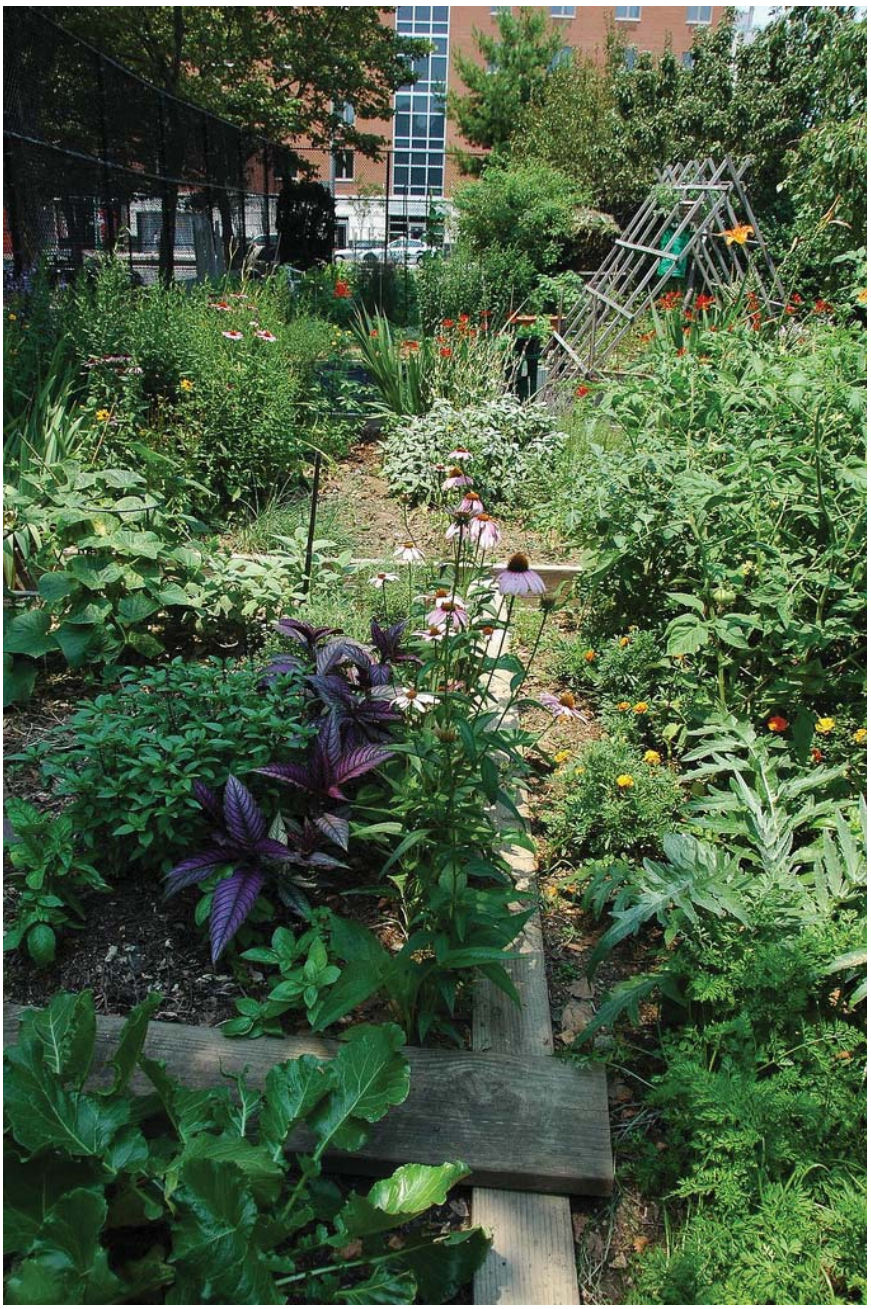


10. Protect existing residential with transition zones and districts.

11. Reduce current parking ratios.

12. Permit community gardens.

Community garden.
Brooklyn, NY



CITY SUPPORT AND PROMOTION

In addition to zoning and land use policies, the City should develop a policy initiative to support and promote local businesses and tourism. Moreover, the City will likely need to fund the planning process in accordance with its budget; therefore, the best redevelopment results will be realized from small, concentrated steps.

1. The City/CRA should encourage the local business community to form a Merchants Association to leverage opportunities in which Cocoa Beach (and its business base) can consolidate marketing efforts to reach a broader demand base. The existing business community within the CRA lacks a Merchants Association, which has been found to be an instrumental organization throughout many successful downtowns and/or business districts (refer to Section 4). The collective effort of multiple businesses to promote the area may prove to be far more effective than individual businesses spending dollars to market themselves. A Merchants Association can also be used in establishing and funding certain government projects, such as the Florida Main Street Program.

2. Enhance event programming options and streamline the event programming permitting process which is a relatively simple way to let the community (and broader region) know that the City/CRA is supportive of business growth and committed to redevelopment.

3. Streamline the building permitting process would also encourage building renovations and expansion for current and new businesses.

4. Promote downtown as a destination and market Cocoa Beach for eco-tourism and promote it as an attraction for observing sea turtle nesting.

5. Expand current initiatives like the Farmer's Market.

6. Host a social media site on Facebook and use other forms of media and internet to support local businesses, tourism, and market the Downtown.

OTHER INITIATIVES

1. Use code enforcement to manage little problems. Other initiatives can be developed to support increased code enforcement to address code violations, either through increased surveillance or electronic citizen reporting services like heygov.com or Cool Apps by cybertech.com and those policy initiatives described in the Community Policing Element. Increased police presence and enforcement should also be used to manage public alcohol consumption. Additional strategies may be addressed in other elements of this Redevelopment Plan.

2. Establish a historical society.

3. "Make Cocoa Beach an eco-friendly downtown."
   Support sustainable initiatives which promote energy efficiency. Create an incentive based recycling- recyclebank.com

CONCLUSIONS

This Vision Plan suggests how to fulfill the CRA's mandate to eliminate slum and blight, while reinforcing Downtown's image as a small, beach front community with artists, rocket scientists and engineers, surfers, local business owners, and residents. It recommends focusing on the Downtown core first to create a starting point for public and private investment and proposes a combination of physical improvements, repositioning and broadening uses, and operational and management guidelines to support redevelopment initiatives. In addition, the appendix of this document provides the research and analysis underlying the conclusions and recommendations.