

A COMMON SENSE APPROACH  
TO THE REDEVELOPMENT  
OF THE FERNANDINA BEACH  
HISTORIC RIVERFRONT

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## BACKGROUND

In the early 1980s, as a private citizen and to improve the City's downtown waterfront, I appeared and spoke in front of the City Commission of Fernandina Beach 128 times. Any person who can endure this much punishment becomes a life time stake holder in the City's downtown waterfront whether he chooses to be or not. I envisioned, designed, and built Fernandina Harbor Marina. I also envisioned and designed Brett's restaurant and organized many major improvements to Front Street. In this process I raised and spent more than six million dollars for the benefit of the City. This was not taxpayer's money. This was other people's money. After putting so much energy and effort into improving this small piece of City owned property, it is only natural for me to be concerned for its future.

Now, that I am beyond the end of my working career, I have realized my most important career public accomplishment was envisioning and bringing to fruition Fernandina Harbor Marina. Few people know it was completely my idea and that it arose from what was a public dump at the ends of Ash and Beech Streets. The existing City marina provided no facilities for visitors to arrive on any one of the 16,000 yachts and boats traversing the Intracoastal Waterway. These were problems I identified and worked tirelessly on for four and one half years to solve. The result has been a win-win for the City, for downtown businesses, for City visitors arriving by boat, and for downtown real estate values.

In the years that followed my work redeveloping the downtown waterfront, the balance of my career was spent planning, developing, and organizing construction of all kinds. Nearly \$20 million of this was accomplished right here in Nassau County. This experience taught me to understand the development process from a multitude of different angles all of which have to work together and be integrated to have a really successful project. Marinas and their landside developments do not exist independently of one another and they rarely prosper unless built on a sound financial foundation. The viewpoints presented in this brief report reflect a comprehensive understanding of the critical elements of construction, development and finance and how they interrelate.

I want to see the City's waterfront put to its highest and best use for its citizens, its taxpayers and its many visitors. Nothing would make me happier than to think the downtown Fernandina Beach waterfront might be the most exciting and beautiful municipal waterfront in the south and that it might also be well known in the boating community as having the best marina in Florida. I have outlined in this

brief report how this can happen without putting any new financial burden on City taxpayers. The ideas and conclusions shared here are offered with only these simple goals in mind. Nothing in this unsolicited report should be considered material fact. Everything stated herein should simply be viewed as my opinion.

With help from two of my seven grand-children and using supplies from their craft box we built a scaled three dimensional model of the redevelopment of the downtown waterfront. We didn't realize at the time how useful this exercise might be but once we were finished we were impressed with what we saw. I have included a number of pictures of this model in this report to make relevant points and to give some visual context to the ideas presented.

Current planners want the City to pay more than \$160,000 for their preliminary site plan. The one put together by this grandfather and his grandchildren is gifted to the City for free. I fully expect that over the passage of time, the many interested parties involved in the City's current redevelopment effort might compare this plan with others and decide which has the greater value to the City and which makes the most sense.

## WHAT IS THE VALUE OF THE CITY'S WATERFRONT PROPERTY ?

There is no better place to get a good idea of the monetary value of the City's property than from information publicly available on the web site maintained by our Nassau County Property Appraiser, Mike Hickox. His staff does an outstanding job appraising the value of Nassau County properties. A common procedure appraisers use to determine value is to look at the value of adjoining properties.

Using the map program on the County Property Appraiser's Web site, it is easy to move a computer cursor over any of the properties at the west end of Centre Street and then left click to bring up the property details. You can further click on the 18 digit highlighted Property ID number to bring up two very useful pieces of information. One is the actual square footage of the property shown as "Land Units" and the other is the appraised value of the land only. By dividing the appraised land value by the number of square feet you can arrive at the appraised value per square foot. In the following image the appraised land values of properties at the west end of Centre Street are shown as well as the number of square feet to arrive at the appraised value per square foot of the underlying land.

\$312,753 for 4468 sq ft  
= \$70 per sq ft

\$259,000 for 3700 sq ft  
= \$70 per sq ft

\$350,000 for 5000 sq ft  
= \$70 per sq ft

\$918,750 for 13,125 sq ft  
= \$70 per sq ft



Obviously, the Nassau County Property Appraiser believes every square foot of land at the foot of Centre Street is worth \$70. This works out to a value per acre of the raw land in this area in excess of \$3 million dollars. Since the City's property proposed for redevelopment is waterfront, its value is even greater and would likely appraise for an amount in excess of \$90 per square foot. The City's existing property is approximately 246,000 square feet. Multiplying this number by \$90 per square foot produces an overall land value of around \$22 million. Yes, this is substantial value and you have to wonder how can the City's property possibly be worth this much? The answer lies in the amount of commerce that occurs at the west end of Centre Street. The appraised values of the properties adjoining the City's property are based on lease and rental rates and these rates are quite high because of the ever increasing demand to be in business at these high profile locations. Typical rents for Centre Street commercial properties exceed \$20 per square foot fully justifying the underlying raw land values of \$70 per square foot and more.

If the City's waterfront property was owned by private businessmen there would be no discussion of parks and water fountains. Every square inch not needed for parking would be used for the construction of commercial buildings to capture these extraordinary high rents and to enjoy such high real estate values. This leads to several important questions:

Should some of the City's waterfront property be used for new commercial construction to generate cash flows to pay for the redevelopment?

Why should City taxpayers have to pay for the redevelopment of the City's waterfront property if the development is actually fully capable of paying for itself?

Can some building construction on the site provide important benefits to the project besides revenues from leases and rents?

As an example, if only ten percent of the City's existing waterfront could be utilized for the construction of two story commercial buildings similar in every respect to the existing buildings on Centre Street then enough rentable commercial property could be created to produce more than \$1 million dollars to the City in annual rental income.

Will citizens balk at using 10% of the City's property for commercial use if this leaves 90% of the land for public parks, parking and other public amenities? I personally don't think so especially if it means no new taxes.

The public's experience of enjoying the City's waterfront has always been diminished by the industrial climate of the railroad and the noise of its continuous train operations. Public parks and railroads simply don't mix. If new buildings could be built on the land that is presently underlying Front Street, a sound and visual buffer could be created which would result in a much more peaceful, satisfying, and memorable experience for all who visit the City's downtown waterfront.

It is important to mention the City's property is actually worth significantly more than \$22 million. The City owns more than \$2 million dollars worth of concrete pilings and floating docks which can be repaired, reconfigured, and reused. There is also a half million dollars worth of operating fuel lines, tanks, and fuel dispersing systems which do not have to be replaced or rebuilt. Some of the most

expensive construction work necessary for redevelopment of the site is already in place. This is the underground utility infrastructure I built back in the 80s. This infrastructure which includes major water and sewer lines adds another million dollars in value to the City's redevelopment site. When all of this is put together, the City's waterfront property is actually worth closer to \$25 million.

A last note regarding the value of the City's waterfront property is based on its history. Many local families have spent their entire lifetimes and careers working on this waterfront. For them, the properties true value can only be measured in blood, sweat, tears, and memories. The value of a person's heritage cannot be measured in dollars.

### WHAT WILL IT COST TO REDEVELOP ?

I believe local citizens will be well served by putting the cost of the project at the front end of the discussion and planning process and not at the back end. Having a real budget can guide many of the most important development decisions. Let's not wait to the end of the planning process to begin to discuss what this project is expected to cost.

It appears the City's plan is to bring up the subject of money last and only after an apparent majority of citizens have fallen in love with some new site plan and appear willing to cough up new taxes to pay for it.

Imagine calling up your local architect and saying "Please design me a house....and no, I don't know how many bedrooms and baths I want....you decide....and, no, I don't have a budget....you decide what should be in our new house and how much money we should spend and when you have figured all this out on our behalf we will go looking for the money to pay for it." Does this not truly describe the City's current effort?

It also needs to be recognized that the City does not have the millions of dollars in cash to fund the redevelopment of its waterfront. This money is not in any City account or budget. It will be money that is borrowed. It will be to everyone's benefit to know well in advance of planning or building anything what this borrowed money is actually going to cost.

With current municipal bond rates in the range of 3.5%, every million dollars borrowed by the City for this project will obligate the City for a period of 30 years to make an annual payment of interest and principal of around \$50,000.

Realistically, everyone also needs to understand that successful redevelopment of the City's waterfront along with the repair and reconstruction of the City's marina will likely cost something in the range of \$25 million. Near the end of this report I will present my best guess as to the total cost of the development I envision and my best ideas as to how it should be paid for. But as we move forward here keep in mind there will be a \$50,000 thirty year annual obligation to the City for each million dollars spent. It will be necessary to refer back to this fact to explain the wisdom of some of the development recommendations included in this report.

## NORTH VERSUS SOUTH

The north appears to have deeper water but it is without any measurable land for parking. The south has room for parking but it also has mud and lots of it.



ATM has recently shared the plan above with the City Commission for extending the marina to the north. Look closely at the location of the various ramps and gangways accessing the docks shown in this marina plan. Five of the seven ramps shown are connected to the platform on which Brett's building is built. The sixth

is very close by. Imagine the impact this design might have on the very limited parking at the west end of Centre Street. If more than ninety percent of the marina's users access the marina from a single location, it will be very difficult to find an available parking space anywhere near that location. Fishermen can expect to carry their tackle and heavy coolers a very long way to get to the marina and another very long way to get to their boat. Notice this plan also makes the same mistake as was made in the marina expansion of 2005. More docks are proposed here that will not be protected by an adequate breakwater from wind and wave action from the north. There are more serious problems with this plan. The plan shows expanding the marina to the north by building new docks in front of private property not owned by the City. These dock extensions are shown in the color blue on the plan.



The Simmons Group not only owns the land north of the City's property and shown here in green, they also own the Riparian rights to the land extending out into the river and shown in red. No one including the City has the legal right to build anything in the Amelia River in front of their property without their permission or without first acquiring their property through an outright purchase. Planning any building project on a neighbor's private property is at best a distraction and is more likely a complete waste of everyone's time. The City's planning efforts need to be focused on planning development of the property it



owns and which it has the lawful right to develop. This is really a non-issue because the future of the City's new marina and its waterfront redevelopment will not be found by moving the project either north or south. It will be found by moving the project west.

## WHERE IS THERE A MARRIAGE?

The ATM marina plan fails to consider the substantial impacts it imposes on the landside in terms of user traffic flow and parking. This oversight should not be surprising. Mr. Semmes, who developed this plan, is an expert on marinas and not an expert on land development. Notice that, similarly, the Zev Cohen land plan of 2012 shown below does not appear to include one single design element which addresses the operational needs of the marina. This should also not be surprising. Cohen's plan was developed by planners who obviously know a lot about parks and fountains but know very little about the operational needs of marinas.



The single greatest risk for failure of any final plan for the redevelopment of the City's property will result from the project's planners failing to understand the delicate marriage that must exist between the design of the marina and the design of the landside. Each aspect of the development relies on the other and just like in any marriage there have to be compromises. Marriages fail because one party fails to understand the needs of the other. The final plan for the City's redevelopment can fail for exactly the same reason. If the City relies on a marine engineer to design the marina and then relies separately on a land planner to design the landside there is great risk there may never even be a marriage. It is entirely possible that neither aspect of the development will complement the other or worse that each will impact the other with negative consequences. The most recently published scope of services proposed by Dix. Hite doesn't mention the marina and the marina plan proposed by ATM shows absolutely nothing on the land side. It

appears the City, by using different organizations to design the two major components of the overall project, may already be proceeding down a perilous path that could lead to total project dysfunction. As an example, and looking back at the ATM marina plan, imagine where the large numbers of marina users accessing the marina from the location of Brett's restaurant will dispose of their garbage. Shown below are dumpsters at the northeast corner of Lot "A" which is arguably be the single most valuable riverfront property the City owns. There are currently three dumpsters at this location now. With the ATM plan there will likely be a need for several more dumpsters near this location and many of these will likely be used to dispose of left over bait and fish parts. Does it make any sense at all to use the City's most valuable property for dumpsters?



The Zev Cohen plan of 2012, errs in the same manner as every other plan produced over the last two decades by viewing the current timber and concrete bulkheads as the western boundary line of the City's developable uplands. This is a perfect example of the failure to bring real vision to the project and a failure to understand the City's true rights to develop its own property. The location of these existing bulkheads does not have to be the boundary of the City's developable land. Nothing may be more important to realizing the complete potential of the City's waterfront redevelopment than to ignore the line of these bulkheads.

Since Cohen and others who have previously designed landside plans for the City have relied on the existing bulkheads to support the millions of dollars of improvements shown in their plans, it seems reasonable to question whether or not they are actually up to the task. After all the concrete bulkhead was built in 1960

and is now almost sixty years old and the timber bulkheads are more than thirty years old. Let's take a close look at these bulkheads.



Their current condition is shown in these two pictures. The one showing the timber bulkhead on the left was taken just south of the boat ramp. The picture on the right is of the concrete bulkhead and was taken just north of the ramp.

Notice both of these bulkheads are failing. In the picture showing the concrete bulkhead you can see steel I-beams which were welded together and installed decades ago to keep the bulkhead from sagging and leaning over into river. The rust and decay of this temporary fix are clearly evident. No serious development of the City's landside can occur without first replacing these failing bulkheads.

The only explanation for why planners consistently show the location of this bulkhead line as the limiting western boundary of the development site is because they simply don't understand the title the City holds to the "Water Lots" that make up the City's land holdings. Clinch Kavanaugh has spoken of this in public meetings but no one seems to have understood the message or its implications. The Florida Department of Natural Resources owns more than 99% of the land in the state that is either underwater or subject to periodic tidal inundation. The City's property within the boundaries of the "Water Lots" is one of the very few exceptions to this ownership of the State. Concisely stated, the City owns this land with solid title and has rights to use the land in ways that are unique and very valuable.

There is absolutely no reason whatsoever why the existing bulkheads on the City's property should be replaced at their present locations. The existing old and worn out bulkheads have created a false and imaginary line in the sand that precludes the City from maximizing the potential of its development site. It is a line that needs to be completely ignored as the City plans its redevelopment.



Here is an example of new land created by installing a new bulkhead and then filling in behind it. The western boundary of the City's upland developable property can be established anywhere within the boundaries of the existing Water Lots by utilizing exactly the same construction process. All that is required is the installation of a new bulkhead west of the existing concrete and timber bulk heads and then filling in behind it. If you do not believe that this is possible on the City's Water Lot properties, I invite you to ask Clinch Kavanaugh. No longer does the City's redevelopment site have to be painfully narrow and wedged up and in

between a stinking mud bank and a noisy railroad. Valuable new land can be created where the City currently spends and wastes millions of dollars for dredging in a competition with mother nature it will never win.

Below is a copy of a cost sheet from the City's accounting office. It details the costs of the most recent marina dredging organized by Passero and Associates.

Vendor	Invoice #	Amount	Check	Date	FY	City	BIGP Eligible Task
Passero Associates	1059	\$26,202.99	74308	4/17/2006	04-05 & 05-06	\$26,202.99	\$0.00 Design & bidding
		<b>\$26,202.99</b>				<b>\$26,202.99</b>	<b>\$0.00</b>
Subaqueous Services Inc.	1	\$365,062.50	74547	4/25/2006	05-06	\$211,736.25	\$153,326.25 Dredging
Subaqueous Services Inc.	2	\$477,112.50	75395	5/18/2006	05-06	\$276,725.25	\$200,387.25 Dredging
Subaqueous Services Inc.	3	\$447,075.00	77633	8/23/2006	05-06	\$259,303.50	\$187,771.50 Dredging
Subaqueous Services Inc.	4	\$59,107.50	78048	9/18/2006	05-06	\$34,282.35	\$24,825.15 Dredging
Subaqueous Services Inc.	5	\$323,880.25	79191	11/13/2006	05-06	\$187,850.54	\$136,029.71 Dredging
Subaqueous Services Inc.	6 (Final)	\$196,793.28	80155	1/4/2007	06-07	\$149,133.14	\$47,660.14 Dredging
		<b>\$1,869,031.03</b>				<b>\$1,119,031.03</b>	<b>\$750,000.00</b>
Passero Associates	1073	\$5,850.25	74750	5/3/2006	05-06	\$4,914.21	\$936.04 Resident engineering
Passero Associates	1111	\$26,639.56	75543	5/24/2006	05-06	\$14,805.10	\$11,834.46 Resident engineering
Passero Associates	1125	\$19,254.80	76242	6/22/2006	05-06	\$12,312.52	\$6,942.28 Resident engineering
Passero Associates	1137	\$15,275.31	76738	7/18/2006	05-06	\$9,279.03	\$5,996.30 Resident engineering
Passero Associates	1146	\$18,247.62	77335	8/15/2006	05-06	\$10,567.95	\$7,679.67 Resident engineering
Passero Associates	1157	\$18,728.54	78904	10/25/2006	05-06	\$11,886.73	\$6,841.81 Resident engineering
Passero Associates	1180	\$11,960.00	78904	10/25/2006	05-06	\$9,347.50	\$2,612.50 Resident engineering
Passero Associates	1208	\$8,742.73	79329	11/17/2006	05-06	\$7,859.85	\$882.88 Resident engineering
Passero Associates	1290	\$697.44	81583	3/6/2007	06-07	\$697.44	\$0.00 Resident engineering
		<b>\$125,396.25</b>				<b>\$81,670.33</b>	<b>\$43,725.94</b>
Vendor	Invoice #	Amount	Check	Date	FY	City	BIGP Eligible Task
Hydrographic Information Systems	73	\$3,250.00	74120	4/11/2006	05-06	\$650.00	Pre-dredge survey (Marina)
Hydrographic Information Systems	0	\$10,750.00	74217	4/17/2006	05-06	\$3,350.00	\$7,400.00 Pre-dredge survey (FIND)
Hydrographic Information Systems	142	\$8,500.00	77297	8/15/2006	05-06	\$8,500.00	Post-dredge survey (FIND)
Hydrographic Information Systems	138	\$3,250.00	78509	9/30/2006	05-06	\$3,250.00	Post-dredge survey (Marina)
		<b>\$25,750.00</b>				<b>\$15,750.00</b>	<b>\$10,000.00</b>
FIND	0	\$5,870.00	73952	3/30/2006	05-06	\$5,870.00	\$0.00 Lease fee for spoil site
		<b>\$5,870.00</b>				<b>\$5,870.00</b>	<b>\$0.00</b>

**\$2,052,250.27**

Here, the total cost for this one time dredging is circled in red. The rents paid for boat slips at the marina can never begin to replace this much money spent every four years for dredging. The routine dredging of the existing marina with its extraordinary high cost has been a losing proposition for the City for decades.

By building a new bulkhead west of the existing bulkheads valuable new City land can be created in the areas which have been the most prone to siltation and which have imposed on to the City the majority of the cost for dredging. We are all

wary of thinking about the mud, talking about the mud, and dredging the mud. My recommendation is that we bury the mud and create valuable new city owned land in its place.



This drawing shows the existing bulkhead location as a red line and a proposed new bulkhead location as a green line. By creating new developable land between these two lines the City can put most of the issues of mud and dredging in the rear view mirror forever. The economics of this are incredibly compelling. Consider that this new bulkhead and the new fill behind it creating new land can be built for less than \$4 million. The cost of borrowing \$4 million, at the municipal bond rates previously discussed, to pay for this will be four times \$50,000 or \$200,000 per year but the City will instantly save around \$500,000 a year in dredging costs.



More importantly this improvement adds approximately 150,000 square feet of new developable land to the redevelopment site. Using \$90 per square foot as the value of this new land means the City gains new usable land worth \$13.5 million on top of saving \$500,000 in dredging costs for a mere \$200,000 a year. This is a great bargain by any measure. Most importantly by making this change in the project site dimensions, it becomes possible to move Front Street to the west and away from the railroad tracks making it possible to build new rentable commercial buildings on the land currently underlying Front Street. In the image above I have also indicated what is a far better location for the City's boat ramp at the project's south end. It is shown in yellow.



So much new land can be created over what is now a mud bank that there will be adequate room for two new City streets and an additional 160 parking spaces in the very middle of what shapes up to be a large public park along the new riverfront shoreline. The newly created land allows for Ash Street to be extended an additional 160 feet west before connecting to what is shown in this plan as West Front Street.

A last note on this recommendation regards the cost of such an improvement. It is in two forms. One is the cost for the actual construction of the new bulkhead. This typically costs around \$1500 per running foot. The other is the cost of fill dirt that has to be installed behind the new bulkhead to create new land. Not surprising is the fact that dirt is cheap but the cost of trucking the dirt is quite high. Having a source of dirt nearby can dramatically reduce the cost of this important improvement. The City might want to consider building a new lake on the abandoned ball field at Central Park for the source of this material. It is likely that everyone would support the construction of a gigantic fountain in this new lake if it were attractively lighted at night and built alongside Atlantic Avenue at the Park.

Some might object to the number of boat slips lost in this reconfiguration of the shoreline but it has to be understood these boat slips have never generated enough income to pay for the routine dredging required to make them usable. Others might object to the loss of the boat ramp. Both of these issues are addressed in the next sections.

## FERNANDINA HARBOR MARINA

Unfortunately, the mistakes and errors in judgement made involving the marina are almost too lengthy to mention. The boat ramp couldn't be located in a worse place. Traffic on two major City streets has to be blocked for vehicles towing boats to turn completely around and back up to launch or retrieve a boat from the ramp. Most of the City's parking is south of the ramp so pedestrians have to maneuver in and around the vehicles and their boats to walk to Brett's or to Centre Street from the available parking on the south end. This ramp needs one of two futures. It needs to be either eliminated altogether or moved to the marina's far south end. The Dee Dee Bartels ramp adjoining Fort Clinch is just barely a mile away and is safer and includes better parking. Tying up several million dollars in City owned property for the ramp and its associated parking is a bad idea no matter how it is viewed. Vehicles retrieving their boats squeal their tires and create acrid smoke of burned rubber. The use of a substantial portion of the City's waterfront for a boat ramp will never be complementary to the experience of visitors or to the peaceful ambiance we all hope to enjoy along the City's waterfront. Public boat ramps and public parks don't mix.





Where was the Historic District Council when the architecture of these buildings was approved? In a community that prides itself in its history and its architectural heritage these public buildings are complete eyesores. We should never allow this to happen again on the City's historic waterfront. Unfortunately, many architects, if given free reign, will design buildings as monuments to their own creativity. This is the last thing that should be allowed on the City's historic waterfront. All new buildings built on City property should be subject to review by the Historic District Council so that architectural aberrations such as these can never happen

again. My personal belief is that any and all construction to take place on the City's waterfront must be entirely consistent with the existing architecture on Centre Street. Attempting to switch off to any new genre of style or of building design for the City's redevelopment of its waterfront would be an absolute and unparalleled disaster.



The improvements and expansion of the marina in front of the old shrimp boat docks made in 2005 were very poorly conceived. By failing to protect these docks with an adequate breakwater it was only a matter of time before they and the newly added dock master's house would be severely damaged by large wind driven waves from the north. It should be noted that every single summer season several hurricanes will proceed north up the U.S. east coast after developing in the tropics. Some of these storms out in the Atlantic Ocean will pass Fernandina Beach closer than others. All of them, because of the counter clockwise rotation of their winds, will impose on to northeast Florida and Fernandina Beach strong winds out of the north. These winds can begin building waves in the Amelia River from as far away as Cumberland Island and by the time they reach the City's marina location they can be large enough to destroy any dock not built large, heavy and strong enough to be considered a genuine breakwater and wave attenuator.

The City will never have a permanent marina on the Amelia River without it being inside a protected marina basin. Any dock structures built without the protection of an adequate and substantial breakwater for wave attenuation will be temporary.



This image shows the location of proposed a new breakwater west of the existing breakwater. It will create a new larger protected marina basin. In my opinion, it

will be very difficult and expensive to repair the existing breakwater to restore its previous ability to attenuate heavy wave action. However, it can be repaired relatively inexpensively to be used for permanent boat docking so long as it is protected by being inside a larger weather protected marina basin as shown here. The previous breakwater dock can be repaired and continue to be used for many decades for permanent boat dockage. To replace the amount of dockage this structure offers with new floating docks will cost more than \$2 million. This is a situation where the City can easily save more than a million dollars by instead spending around \$500,000 to repair this dock structure. The 1400 lineal feet of side tie permanent dockage realized by repairing this previous breakwater can make up for the boat slips lost from building the new bulkhead and creating new land over the mud bank.



The pilings anchoring the existing breakwater weigh 33 tons a piece and are 70 feet long. Notice how straight they remain even after being battered by Hurricane Matthew. These pilings are as structurally sound today as they were when they were installed 32 years ago. It would cost well more than a million dollars to replace these valuable marina anchors. There is no good reason to further delay repairing the floating dock sections attached to these pilings.



If one looks at the previous plans for the City’s waterfront it is painfully obvious the planners have completely overlooked the demand for parking created by various private business operations at the marina. Mr. McCarthy, the owner of the Amelia River Cruises, has stated in public meetings that his business operation caters to more than 40,000 customers a year. Where do all these people park while out on their boat cruise? Of course they park as close to the cruise boats as possible. How many parking places are needed to accommodate 40,000 customers a year? My guess is at least fifty parking spaces. Yet plans such as the Zev Cohen plan show the Amelia River Cruise operation and its’ ticketing office on the old shrimp boat dock and adjoining Lot “A” which has less than forty spaces. It is no wonder no one can never find an open parking space in this lot.



We are all familiar with the small building shown above where arrangements are made for a boat cruise. People who want to take a boat cruise do not care whether they depart from the south end of the marina or depart from the north end of the marina, but since both the ticketing office and the cruise boats are in the north, so is the demand for parking from the cruise patrons. By operating this particular business from the south end of the marina, a substantial amount of the demand for parking can be shifted away from the end of Centre Street. Abundant and convenient parking can be built on the south end with the proposed creation of new land. It should also be noted, previous planners have not understood how the marina's actual dock configurations and their access points dramatically affect the demand for parking and the locations where this demand will be the most intense. A marina plan that provides the access to dock spaces rented to permanent customers at the south end will cause the parking there to be more fully utilized further reducing the heavy demand for parking at the foot of Centre Street. The best marina plan will have its' ramps and gangways from the landside to the docks located with the intent of spreading the marina's user's needs for parking evenly over the entire project site.

## ABOUT BRETT'S RESTAURANT



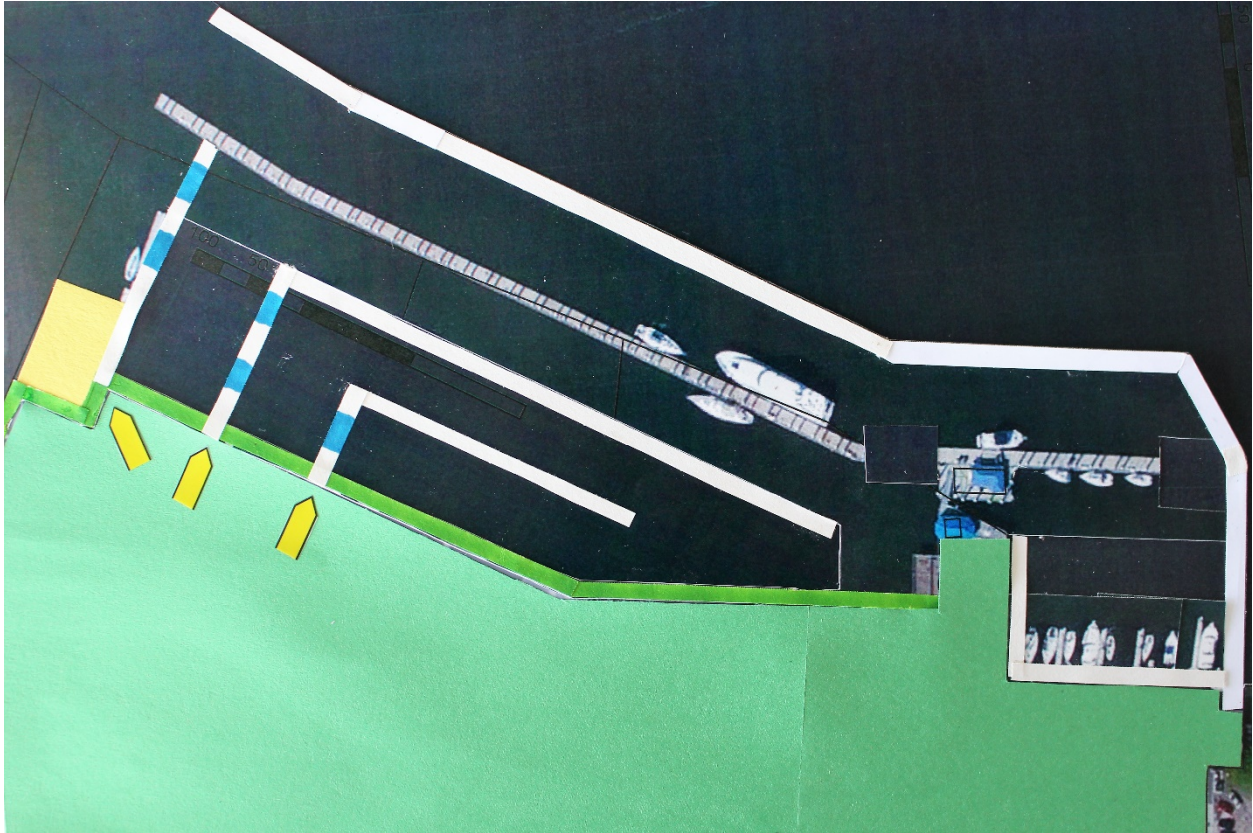
Working closely with a very knowledgeable restaurant consultant named Larry Brock from Jacksonville Beach and with David Coonrod, a Fernandina Beach architect, I believe we did a great job designing this building. Our effort to create period architecture in a new modern and efficient restaurant building could not have been more successful. Some attempts to create period architecture in new downtown buildings have ended up looking downright phony but not this building. It genuinely contributes to the downtown inventory of quality period architecture. Its interior rooms are the right size and in the right places. The views from interior spaces are framed in almost every direction. The bar is the perfect size and in the right place. The soft light of the western sunsets streaming through the dining spaces creates a mood and climate unequaled at any other dining establishment on Amelia Island.

This building has everything going for it but a safe and sturdy foundation.

The piling foundation under the building was determined by structural engineers to be unsuitable to support the building as far back as in 1985. Since then we have had 32 additional years of rust and decay to further weaken these pilings. Also, since 1985 more engineers hired by the City have come forward and said the foundation supporting this building is unsafe. Engineers called in by the Jacksonville investors who receive the lion's share of rents for this building say the building is safe. If this building collapses into the river and people drown, I predict it is going to be very hard to find the engineers who said it was safe. The Jacksonville investor group will likely be insulated from any liability by layers of corporate immunity. When lawyers begin to sue it will be the City that is easy to find and the City will have a very hard time explaining their decision not to condemn this building based on the recommendations of their own engineers.

Sadly and with heartfelt regret, I believe for the safety of the public this building needs to be condemned, demolished and replaced by a safe new building built very near its present site.

## EXPLAINING THE PROPOSED NEW MARINA DESIGN



Obviously, the most important aspect of this design is the addition of a new breakwater west of the previous breakwater to create a much larger protected marina basin. With this protection from storm weather events in place, the previous breakwater can be repaired to provide approximately 1400 lineal feet of side tie dockage for permanent residents. The previous breakwater dock is also in deep water so its revenues to the City will not be offset by the cost of routine dredging. The proposed marina design shown here provides 3480 lineal feet of side tie dockage for permanent slip renters and an additional 2270 lineal feet of side tie dockage for transients and visitors. If one presumes the average length of boats using this marina to be thirty-five feet, this marina design will provide dockage for approximately 164 boats. It will continue to be one of the largest marinas in Florida adjoining the Intracoastal Waterway.

The two docks east of the existing breakwater, and between it and the new shoreline, are designed to be in alignment to the normal tide flows so as to minimize their interference with these flows which contributes to marina siltation. The blue breaks in the access ways to these docks are lightweight aluminum

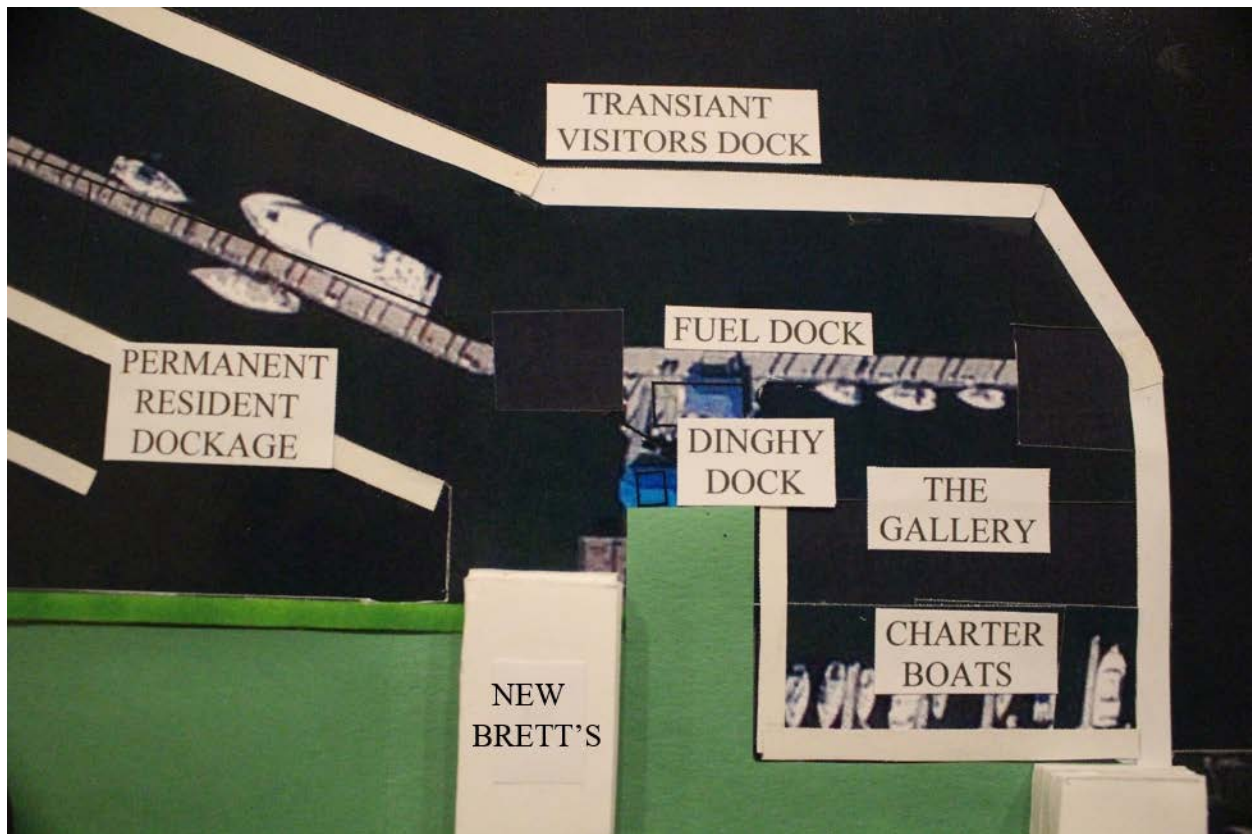


pedestrian bridges between the dock floats. This arrangement allows unobstructed channels to exist between the docks to maintain the tidal flows to further reduce siltation. It is interesting to also note all of the access ways to the docks for permanent dockage including the repaired breakwater are indicated here with yellow arrows. This marina configuration will transfer all of the demand for parking by permanent slip renters to the south end and more evenly distribute the total demand for parking over the entire site. This design dramatically reduces the critical demand for parking at the west end of Centre Street.



This image shows the boat ramp and boat trailer parking located at the south end. It also shows Amelia River Cruises operating from the south end where the daily need of their patrons for fifty or more parking spaces is also shifted to the south end. This demand can easily be handled by the large new parking area shown here in red. By relocating the access to the permanently rented boat slips, the operations of Amelia River Cruises and the boat ramp all to the south end, more convenient parking becomes available to support the commercial establishments proposed for the projects north end. By implementing this plan, the demand for parking created by the many different users of the development, including the patrons to the proposed retail establishments and park visitors becomes more balanced and evenly distributed over the entire site.

Many people are not aware that the floating concrete dock sections from which the marina is constructed are very similar to LEGO blocks. They can be disassembled and then reassembled into a multitude of different configurations. There are more than enough dock sections in the existing marina that can be disassembled and reassembled to build the new configuration shown in this new marina plan. There are also more than enough concrete pilings in the existing marina than will be needed to anchor the new configuration. Yes, most all of these pilings will have to be moved but the cost of moving pilings is a fraction of the cost to buy new pilings and to pay for them to be delivered to the site. The conclusion here is that by using the existing concrete floating dock sections and the existing marina concrete pilings to reconfigure new docks for permanent dockage, the City can save several million dollars.

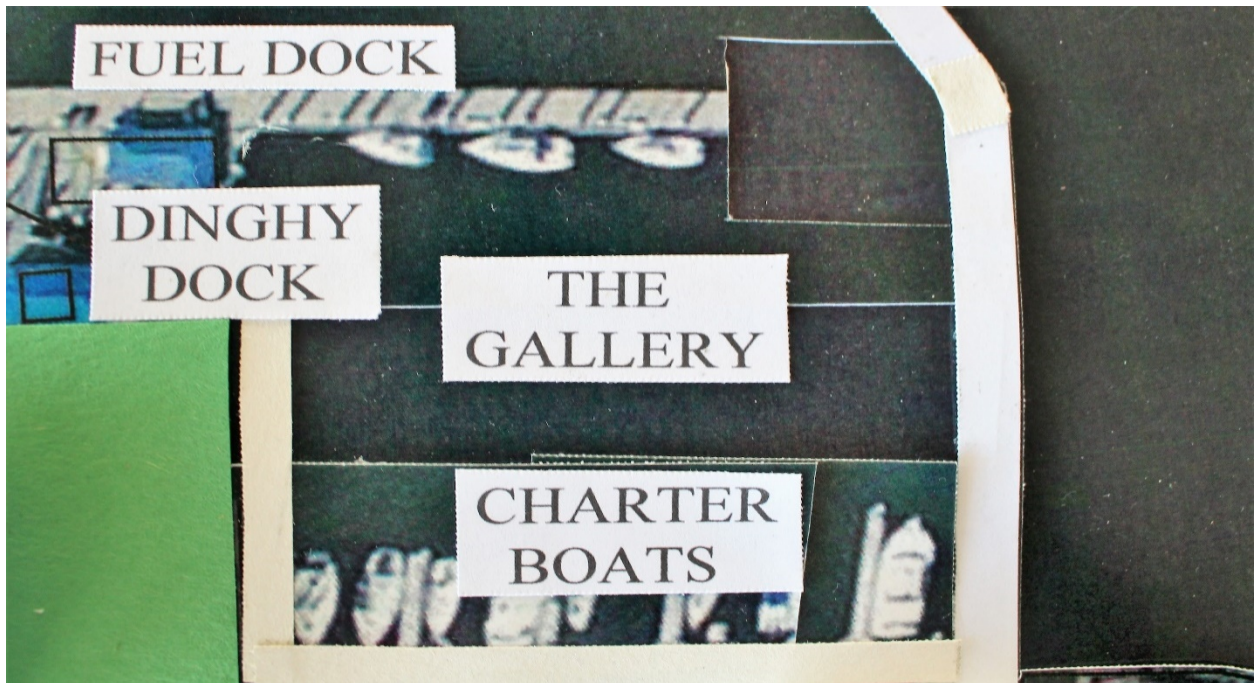


Looking closely at the plan shown above notice two different sections of the current floating breakwater have been removed. These are on both ends of what is shown in this plan as the FUEL DOCK which is proposed to remain in its current location. The section south of the FUEL DOCK is removed for three reasons. The first is to give boat access to the permanently rented docks between the current breakwater and the shoreline. The second reason is to limit the access to this dock

at its south end to manage parking demand. The third reason involves public safety. Boat fueling and smoking don't mix. People strolling along the previous breakwater have on many occasions wandered into the fueling area with a lit cigarette in their hands. The new plan isolates the public access to the fueling area for safety. The City will also save many hundreds of thousands of dollars by continuing to use the existing fuel dock and by not having to build a new dock or pay to relocate all the expensive equipment and upstream pipelines that make it operational.

The other section of the breakwater removed in the new plan is north of the FUEL DOCK. The removal of this section of the previous breakwater makes it possible to have what should be the single most exciting element of the new marina.

Boaters will notice the fairways between the old and new breakwater are quite narrow. There is very little room to turn a boat of any size around in this fairway. This applies to all of the boats docking on the west side of the old breakwater and to all of the boats docking on the east side of the new breakwater. It also applies to all of the boats coming into the marina to buy fuel. There is only one route that will allow any of these boats to turn around to actually leave the marina. This route is around the north end of the fuel dock and into a turning basin labeled on the plan as THE GALLERY. This is where many of the boats using the marina will have to go to turn around to actually get out of the marina.

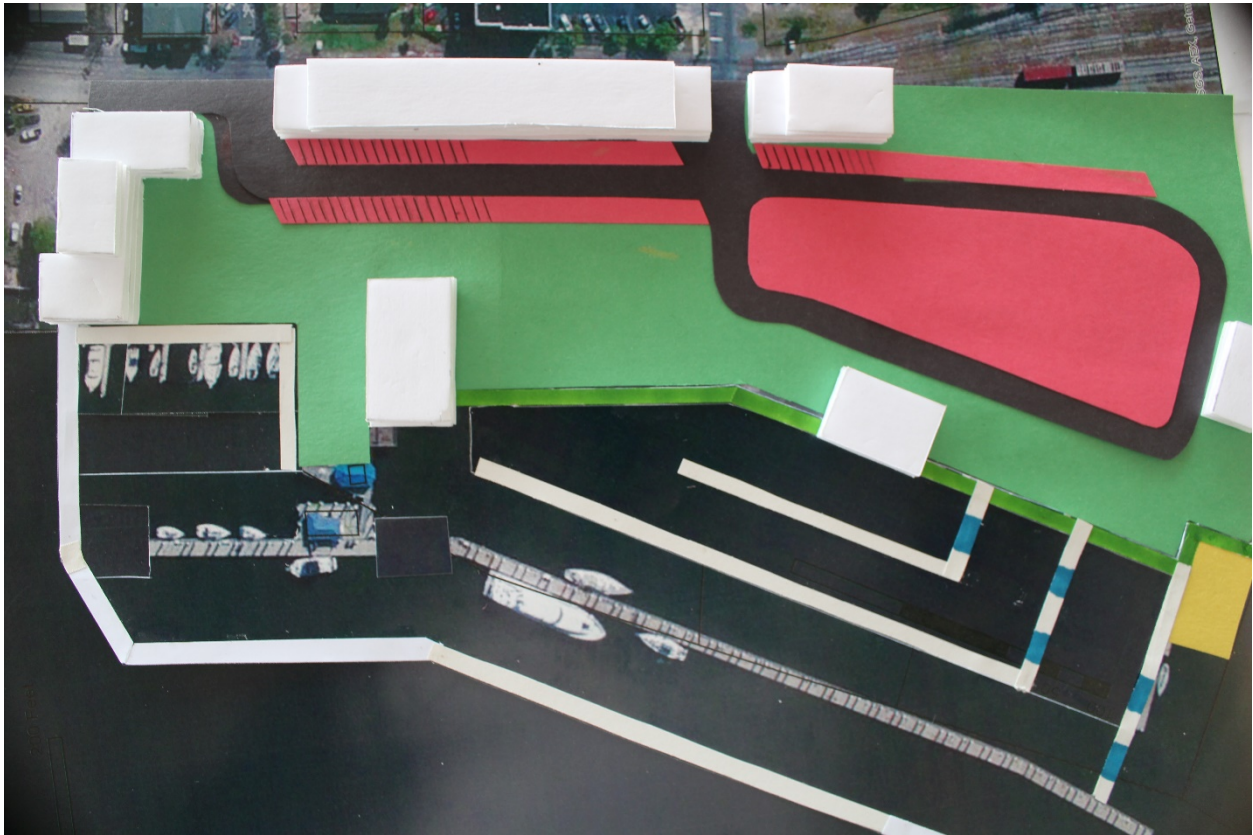


The picture above is just a closer view of THE GALLERY. For the reasons mentioned above there will be a steady stream of boats making a 360 degree turn in this space. For tourists and City visitors and for all of those who want to visit the waterfront this will be its most active and interesting location to watch things happen at the marina. Added to this activity of boats making their turns here is the constant activity at the DINGHY DOCK where boaters will be constantly coming and going from the City's mooring field. What sends the interest in this particular space within the marina completely over the top is that the east side of this space is designated as the high visibility location for the CHARTER BOAT fleet. Imagine all that will be happening here at the same time. Dinghies and their crews will be coming and going from the mooring field. Graceful yachts and fishing boats will be turning circles and showing all four of their sides as if they are at the end of a modeling runway. Fishermen will be cleaning and weighing fish, giving high fives and taking pictures of their clients and their catch. Putting all of this at the water's edge at the very end of Centre Street will create one of the most interesting places on all of Amelia Island. The destination experience of the City's many visitors who come to this place and watch all of this activity from the landside park up above and surrounding this boat turning basin on two sides will be positive and memorable. THE GALLERY is the single most exciting aspect of the new marina.

The Zev Cohen plan previously shown has an observation platform built over the existing boat ramp as a proposed destination for people to go to watch boats be launched and retrieved from the boat ramp. Most all of the City's visitors are likely familiar with what goes on at boat ramps. They may not find the boat ramp to be much of an attraction.

I cannot think of any marina or municipal waterfront anywhere on the east coast of the United States that has anything even remotely comparable to THE GALLERY proposed in this marina plan. This element will bring interesting and virtually nonstop human and boat related activities to the very end of Centre Street. They will be in full view for anyone and everyone who might be interested in finding a comfortable seat nearby to simply relax and watch.

## EXPLAINING THE PROPOSED NEW LANDSIDE DESIGN

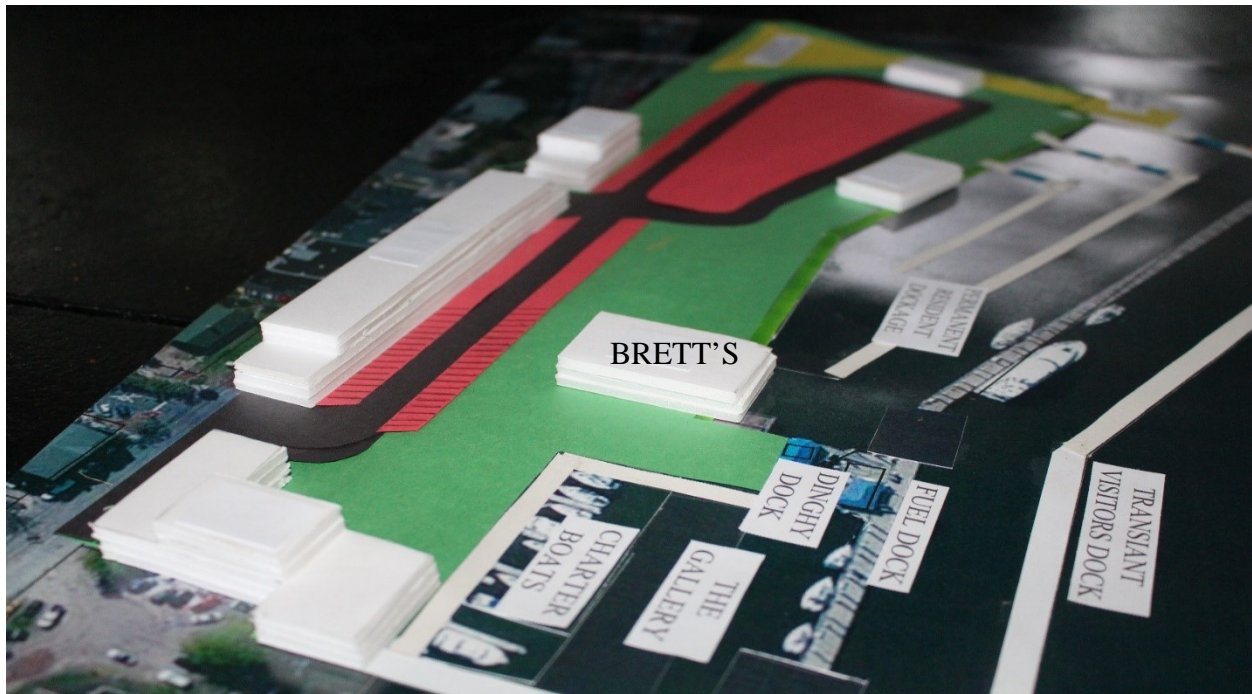


Simply described this is an expansive riverfront park. All of the areas shown in green are intended to be intensely landscaped and manicured public park. All of the areas shown in red are designated for parking. In the green park spaces, the City's most important monuments can be displayed along with fountains, a children's playground and other interesting amenities other planners might think are necessary and appropriate. I have not endeavored to locate any of this in my proposed site plan. This is the work for landscape architects and park planners. But it is likely the green spaces shown in this plan will be interspersed with sidewalks and attractive night lighting identical in style and in form to the lighting structures on Centre Street. The overall intent of this plan is not to try to invent anything bold and new but instead to duplicate what has already been spectacularly successful on Centre Street. The best way to describe the intent of this land plan is to imagine more of the ambiance and character of Centre Street extending out to the banks of Amelia River and then south for two blocks to what might be a westerly extension of Beech Street.

The proposed buildings shown at the water's edge obstruct less than 15% of the actual waterfront. Considering the addition of new land over the existing marina mud bank that is made possible by the new bulk heading, the total square footage of the entire project site is increased to approximately 400,000 square feet. The total footprint of the proposed buildings is around 52,100 square feet which means the footprints of the buildings will occupy less than 13% of the total site. These buildings, other than being the source of revenues to pay for the project, provide important benefits including creating a sound and visual buffer to the railroad tracks.



Two story buildings built along the current location of Front Street and facing the river should look very much like these. It is easy to imagine balconies might extend from second floors and colorful awnings might be widely used over the windows to mitigate the bright afternoon western sunlight. By constructing buildings similar to those shown here on the land which is currently underlying Front Street, it will be easy to overlook and possibly even forget the railroad tracks that separate the downtown from its historic waterfront.



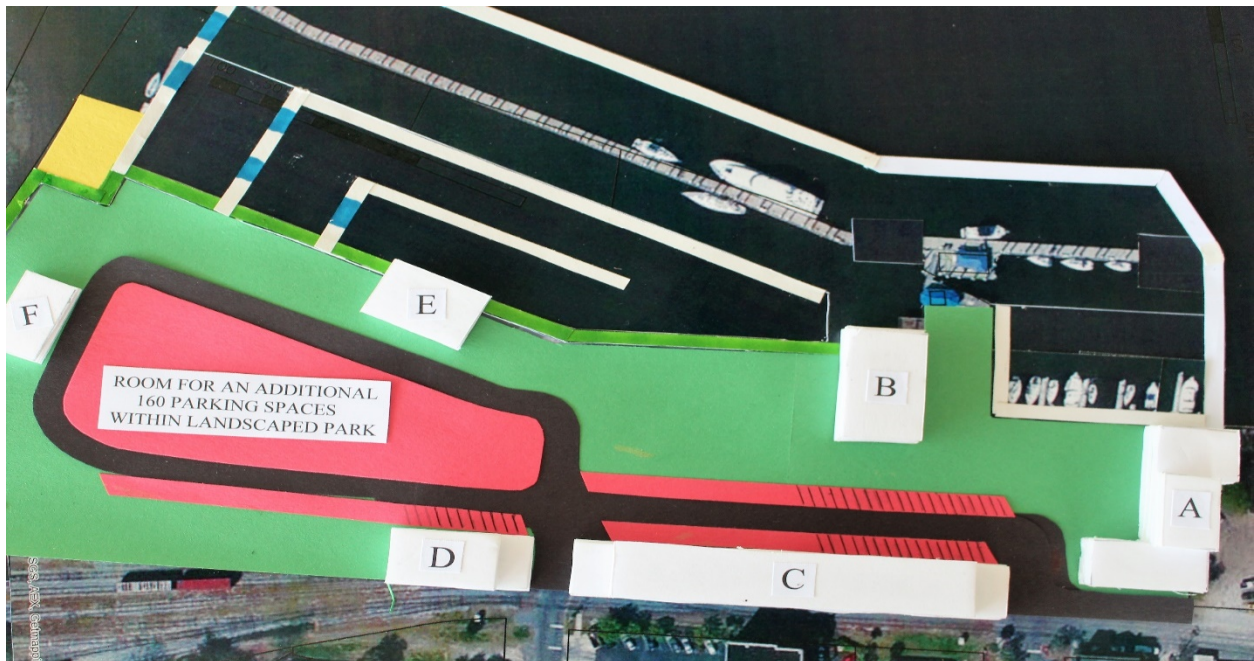
Notice in the land plan shown above the location of Brett's restaurant building is moved from its current site just east of the Dinghy dock to a new location approximately 100 feet to the south. This opens up a view of the open sky, the horizon, and the Amelia River from almost anywhere on the west end of Centre Street. This view is currently blocked by the restaurant building and it needs to be reopened. Views of panoramic wide open space and the Amelia River need to be capable of being seen by drivers and passengers in cars westbound on Centre Street and also from cars proceeding either north or south on the newly located Front Street.

The two story buildings and landscape on Centre Street create a public space which feels somewhat closed in. The proposed open space at the end of Centre Street is intended to have exactly the opposite effect meaning that when the railroad tracks are crossed in either direction there is instantly a completely different feeling of space. The best measure of the long term success of the City's redevelopment project will be indicated by the number of people who drive down the newly created Front Street only to find they can't resist finding a parking space so they can get out on foot to experience the waterfront and to enjoy the park.

The current location of Brett's restaurant needs to be converted to public park space for many different good reasons. As I mentioned it will be advantageous for most of Centre Street to have the feel of actually being on the river. Also the platform on which Brett's restaurant is currently placed is the only location on the

City's uplands that offers outstanding long views both north and south out over the Amelia River. This is also the very best location from which the park's visitors can experience the closest and most intimate visual contact with the activities in THE GALLERY. Thousands of pictures will likely be taken from this location by City visitors and users of the park. The very small parcel of City owned property currently underneath Brett's restaurant building needs to be recovered, renewed, and improved to be a permanent observation platform and an essential and necessary element in the new public park.

The parking shown along the new Front Street is intended to be identical to what currently exists on Centre Street. It is angled the same and should include the same style low brick walls, landscape, sidewalk designs and lighting as Centre Street. It appears the angled parking shown in the plan and running the full distance from Ash and Centre Streets actually adds approximately twenty additional parking spaces to the total number that currently exist in Lots "A" and "B" which are north of Ash Street. There are a total of 320 projected parking spaces in the overall plan and this count does not include the boat trailer parking shown in yellow on the south end. This amount of parking totally satisfies the needs of the project and will take some of the pressure off of the existing parking demand on Centre Street.



Some discussion of the use of the buildings proposed to be built on the landside can further explain the overall intent of the land plan.



BUILDING “A” with 11,000 ft. on the ground floor and 2,800 on the second floor is located at the terminus of the new breakwater and in close proximity to the CHARTER BOAT fleet for several important reasons. First, it can house the marina offices and a welcome center where boat visitors parking their boats on the new breakwater can conveniently sign in. On its ground floor, it can also include a laundry which will eliminate visitors from having to carry laundry through the public park to some other laundry facility far away. Most importantly this building can include public restrooms. Charter boats are known for the condition of the toilets aboard. Good captains don’t necessarily equate to good housekeepers. Many wouldn’t consider using the bathroom on a charter boat. After returning from a fishing trip lasting between four and eight hours charter boat customers can sometimes be seen running from the charter boats to the nearest public restroom facilities. This building can include restrooms which are convenient to charter patrons and to the City’s visitors arriving by boat. The public restroom facilities in this building will also be those used by City marina employees insuring that their condition and cleanliness are routinely monitored by marina staff.

There is adequate square footage on the ground floor of this building for a refreshment center, a small snack bar or even a small pizza oven or ice cream parlor. The second floor of this building, because of its outdoor second floor terraces and outrageous sunset views, is entirely suitable for a second waterfront restaurant. Brett’s doesn’t have to be the only restaurant on the river. Also, the south side of this building is perfectly positioned for a band stand for music venues in front of the public park. A last and perhaps the most important item to mention is that the mass of this building will provide a significant wind break from our routine nor-easters. The outdoor park areas at the foot of Centre Street will be more comfortable for more days of the year by providing year round wind protection from the cool damp winds from the north and northeast which are common in our area in both fall and winter.

BUILDING “B” is obviously the new Brett’s restaurant moved just slightly south of its present location. This new building can be built at this location with a proper and safe foundation. Because the building is proposed to be built on newly filled land and because this land will rest on a layer of compacted mud it will require a pile supported foundation. I have this building sized at 7,700 sq. feet.

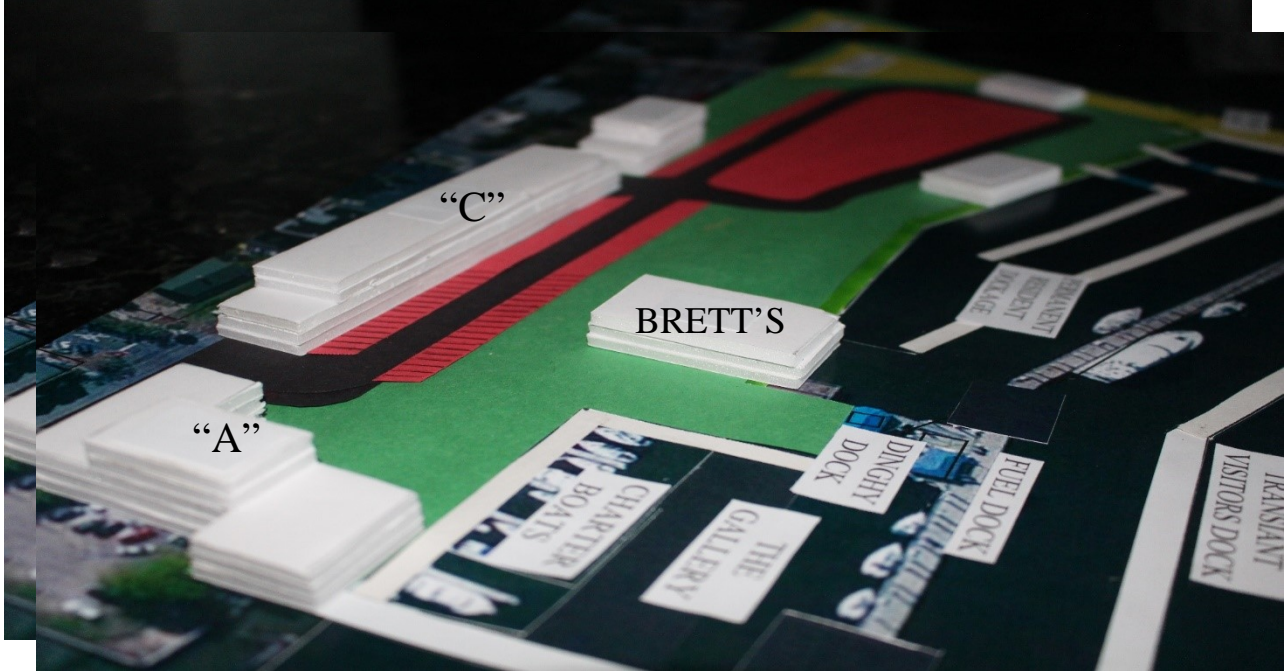
BUILDING “C” proposed to be built at the location of what is currently Front Street will be 50 feet wide and extend 360 feet in length. This creates 18,000 square feet on its ground floor of what will be commercial retail space similar to the spaces that align both sides of Centre Street. It is easy to imagine fifteen or

more retail spaces on the ground floor of this building. They will likely average around 1,200 square feet each. The second floor at around 15,000 sq. feet with its magnificent views over the park and out over the river could easily be used for a bed and breakfast inn or for small private apartment lofts. Local real estate pros are the best qualified to figure this out. It is easy to imagine wrought iron balconies extending out over the sidewalk from the second floor spaces in this building. Because of its western exposure it is also easy to imagine brightly colored awnings on its street side to moderate the effect of the western sun. These details begin to describe the “New Orleans” look which would be highly complementary to the existing architectural detail of Centre Street. Although this building will likely be built as a single building for the economies of construction, ideally, its architecture and building fronts and facades should make it appear to be fourteen or more twenty five foot wide individual buildings. Each should appear to have its own individual Victorian character. This will create a visual imitation of the many two story buildings built side by side on the twenty five foot wide lots on Centre Street.

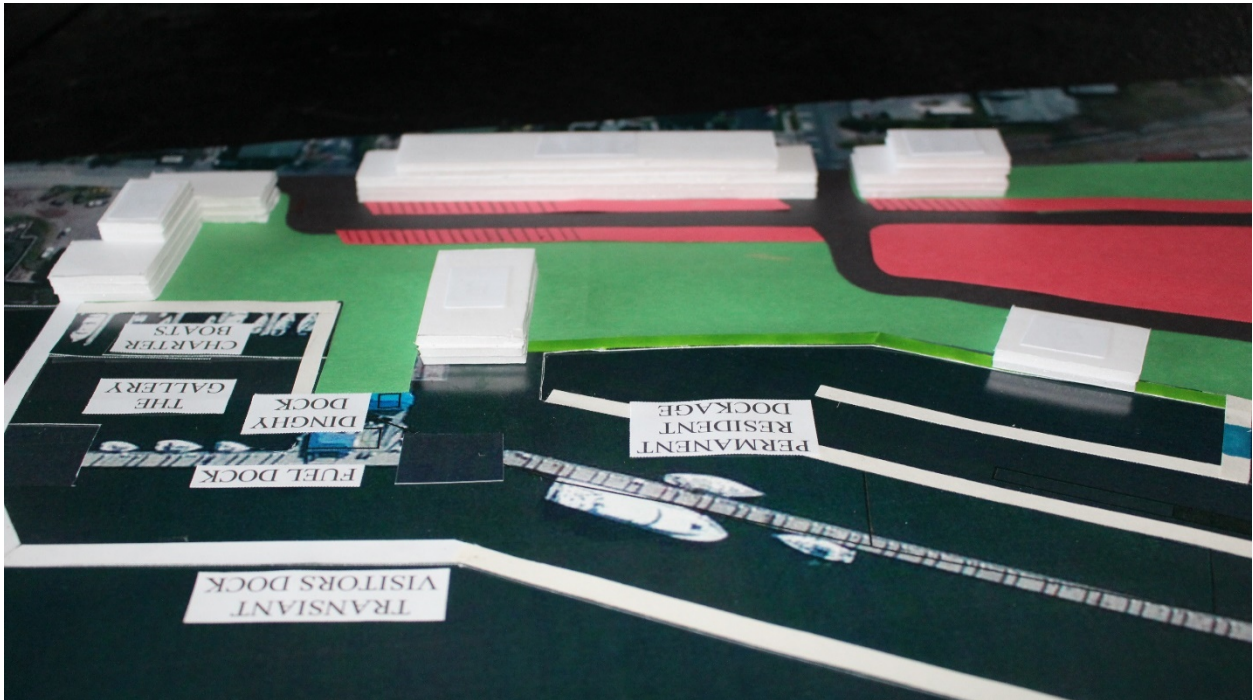
BUILDING “D” with 5,500 sq. feet on the ground floor and 4,500 on the second floor can provide more retail or be used for office space. This building will be close to City Hall so perhaps as the City grows and needs more space this building will come in need. We should also not rule out one more downtown restaurant at this location. This one will have very convenient parking both in front and behind in the City’s existing parking lot on the corner of Ash and Second Streets.

BUILDING “E” is another waterfront restaurant but at just 5400 sq. feet on a single ground floor it will be significantly smaller than Brett’s. People like to eat along the water. There is plenty of convenient parking in front of this building and its patrons will have a great view out over the marina. There is no reason why there can’t be three spectacularly successful restaurants on the City’s redeveloped waterfront. A small footnote here is that successful food service operations can afford to pay some of the very highest retail property rents. This building because of its location will also require a pile supported foundation.

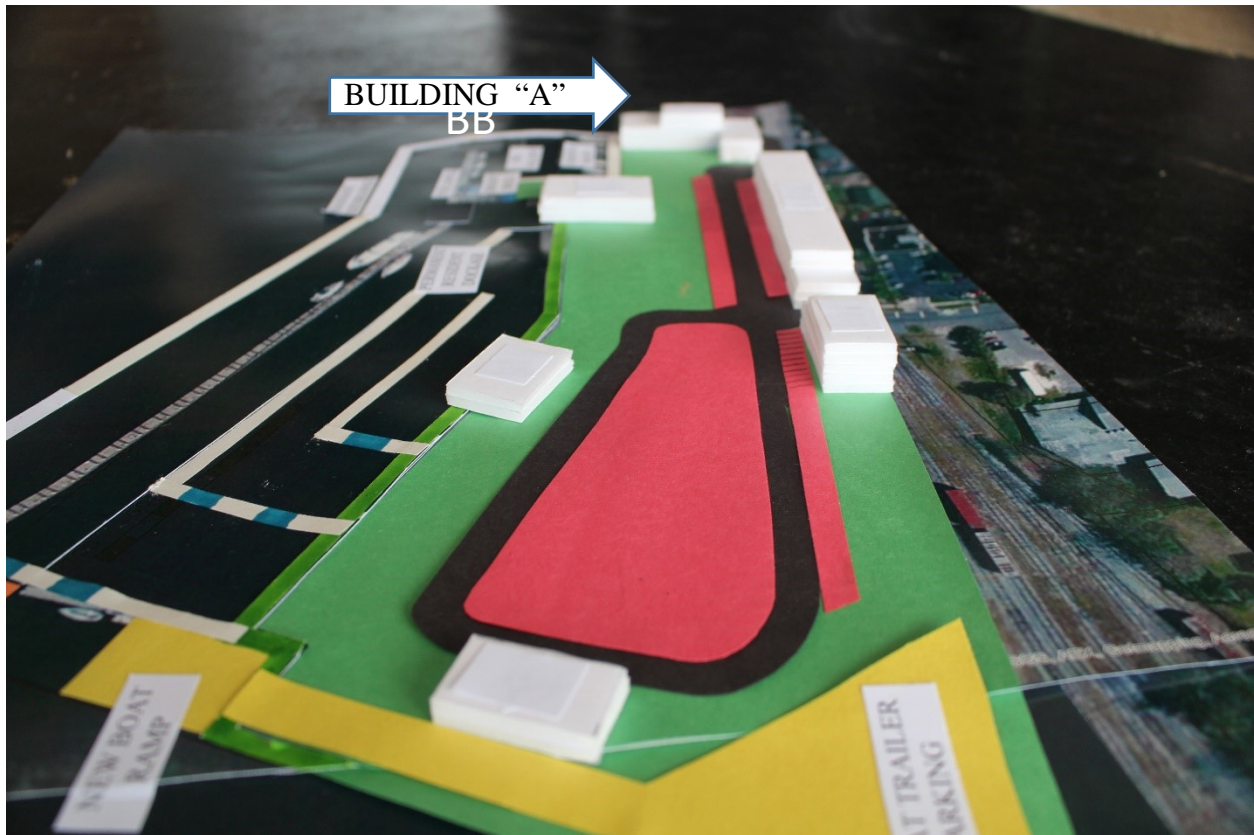
BUILDING “F” at 4,500 sq. feet is imagined to be a new building for Atlantic Bait and Seafood. It is adjoining the boat ramp for the convenience of fisherman and it has generous convenient parking. The Amelia River Cruise operators might want to occupy come of this space for their business operations and customer booking operations. This building will be close to their tour boats and should include restroom facilities for the convenience of the cruise boat patrons.



Viewed from the north and with the new building for Brett's restaurant moved 100 feet south from its present location, the open park space at the foot of Centre Street appears to be plenty wide enough to assure the feel of wide open space. Here you can also see how the mass of building "A" will insulate most of the north end of the park from north winds.



Viewed from the west, the massing and relative proportions of the building sizes look to be just about right.



When viewed from the south end it is easy to imagine the band stand in the center of Building “A” at the project’s far north end. If the City ever elects to have a waterfront concert of mega-proportions this works. Obviously, it is perfect for the music venues held during the annual Shrimp Boat Festivals. Having such a long open space out in front of the band stand should eliminate any sound echo giving the entire park very favorable acoustics.

## WHAT DO THE NUMBERS SHOW?

In my humble opinion, I think they look pretty good but I'll just present them here as honestly and clearly as I see them and let others judge their accuracy and value.

### COST OF PROJECT

New bulkhead and fill to increase project site by 3.5 acres.....	\$3,200,000.
New Breakwater.....	\$4,000,000.
Repair of existing breakwater.....	\$500,000.
Reconfiguring existing docks and pilings.....	\$1,000,000.
Site work building roads, parks, parking areas, and drainage.....	\$3,000,000.
Landscape and lighting.....	\$1,000,000.
67,500 sq. feet of new commercial buildings @ \$150 per.....	\$10,120,000.
Subtotal.....	\$22,800,000.
20% contingency.....	\$4,560,000.
ESTIMATED TOTAL PROJECT COST.....	\$27,360,000.

### CITY REVENUES FROM PROJECT

Net annual cash from marina operations.....	\$300,000.
Net annual property rents from 67,500 sq. feet @ \$20.00 per.....	\$1,350,000.
ESTIMATED ANNUAL PROJECT REVENUES.....	\$1,650,000.

### ESTIMATED ANNUAL COST OF DEBT

(PRESUMING BORROWING THE TOTAL PROJECT COST).....	\$1,368,000.
ESTIMATED NET ANNUAL POSITIVE CASH TO THE CITY.....	\$285,000.

Note: With systematic increases in building rents, the project should become more profitable to the City over time. The debt service payments can be expected to remain constant.

Additional Note: Rents are projected here to be \$20 per sq. foot. It should be noted some of the commercial properties in St. Augustine's historic district rent for as much as \$50 per sq. foot and these properties are not waterfront.

## IF SOMETHING GOES WRONG

There is an old adage well known to those who actually build things. It is the saying “there is never a problem discovered in construction that spending even more money won’t solve.” I vividly remember the size of the hole in the ground in front of the Marina Restaurant we had to dig to bring utilities from Centre Street under the railroad tracks to the new Front street. This hole was half as big as a school bus. I was worried the entire Duryee Building might just tumble over and fall into the hole. Trish Toundas, the owner of the building, was even more worried. The point here is that certain issues and problems can surface in building projects that take the costs of the projects well over their budgets. I don’t expect this to happen in the City’s effort to redevelop its waterfront but there is a “nuclear option” that could be employed if in the event something unexpected were to happen. City taxpayers will be comforted to know about this option so it should be mentioned here.

Most municipal waterfronts do not provide free parking. Rarely anywhere do you find free parking on any local government owned municipal property unless you are a government employee. Communities as small as St. Augustine meter every single parking space on city property. New modern equipment makes it very easy for governments to be paid for parking.



These are pictures of some of these new systems. In many instances parking spaces are numbered so all a person has to do is go to one of these machines enter the number of their occupied parking space and pay with either cash or a credit card. A small ticket is printed showing their parking is paid for and this ticket is then placed under a windshield wiper or on the dash under the windshield for easy inspection. Regular users of the marina including boat Captains and people employed on the project would of course have a sticker of some type exempting them from the obligation to pay for parking. It would mostly be tourists and visitors that would need to pay for parking.

It will be good idea to plan ahead and during the landside construction phase to install the conduits underground to support and operate equipment of this type. This will cost mere pennies and if the City ever finds itself needing another million dollars a year for any purpose, then no future digging or cutting up of sidewalks and roadways will be necessary to install a complete and modern pay for parking system on the waterfront.

Is it possible to forecast what the revenues might be from such a system?

If one assumes that on average and considering 24 hours a day that fully one third of the 320 parking spaces shown in the land plan described in this report will be occupied, this would be the equivalent of 107 spaces continuously occupied. If the parking rate is set at what is considered the lower end of the range which is \$1.00 per hour then it is reasonable to expect, by implementing this option, the City would realize approximately \$2,500 per day in new and additional project revenues. Multiplying this by 365 days a year indicates the ability for the City to generate an additional \$912,500 per year from the waterfront redevelopment project.

Referring back to the cost of money section in this report and remembering the \$50,000 for each million dollars spent rule, it is obvious the City could service an additional \$18 million dollars in debt if it were so required to by implementing paid parking on the downtown waterfront. After all it is not unfair to expect the users and visitors to the City's redevelopment project to pay their fair share. What this essentially means is that under no scenario should the City's redevelopment of its waterfront project ever negatively impact City taxpayers. If the project is wisely planned, built, and managed it should have exactly the opposite effect allowing the City and its taxpayers to realize a fair return on their very valuable riverfront property at the foot of both Centre and Ash Streets.

## CONCLUSION

It is the location of the City's property that creates the value previously discussed in this report. It should not surprise anyone that on a property worth more than \$20 million it is relatively easy to generate more than a million dollars in rents and even an additional million dollars a year in parking fees if required. The City should take comfort in this and should not be afraid to spend serious money at this location. In fact, the City should not be overly concerned as to how much money might be spent. The much greater concern should be over what might actually be built.

The people that currently serve in leadership positions for the City of Fernandina Beach are good people. They are well intentioned and want to do the right thing for the City. However, if the last nine months have proven anything, they have proven the City is without the right leadership to effectively address the problems or the opportunities on the City's waterfront. Without new leadership, the City's efforts to repair the marina and to redevelop the waterfront will likely continue to languish.

It is a fact the many serving in our local government are people that haven't lived in Fernandina Beach for very long. I believe they may fail to fully understand how important the City's waterfront is to our community. We are a small local tribe of people whose long history and community identity is intimately tied to the City's waterfront. Many of us are embarrassed and, in some instances, even outraged by the City's failure to repair the damage to the marina caused by Hurricane Matthew. Most of the municipal marinas south of Norfolk Virginia were damaged by this storm and every single one of these has been repaired. There is only a single exception. This exception is Fernandina Harbor Marina.

What is the solution here? It may be that leadership on these issues needs to come from a completely different place. When it does not exist at the top for it to trickle down perhaps the only alternative is for it to be organized at the bottom to trickle up. Yes, here, I am suggesting a "grass roots" effort but, for it to be successful, we, as a group of concerned citizens, need to speak with a single voice to be heard. Our message has to be positive and without even more complaint which we have all heard enough of.

The clearest message that can be sent from the bottom upward is that we have a plan for the City's waterfront. It is one that makes sense. It is one we believe will make Fernandina Beach a better place.



## ADDITIONAL COMMENTS SUBSEQUENT TO THE INITIAL DRAFTING OF THIS REPORT

1. The proposed COST OF PROJECT should have included \$1.5 million for demolition.
2. The picture showing “what is arguably the single most valuable riverfront property the City owns” and the dumpsters should have been described as the “northwest” corner of Lot “A” and not the “northeast”.
3. One of the new streets in the picture of the proposed new parking lot is shown as “South Front Street”. This street should have been shown as “South West Front Street”.
4. The public park sidewalks and sidewalks down both sides of the proposed new Front Street should be continuations of the existing sidewalks on both sides of Centre Street. These sidewalks should ultimately loop around the large parking area shown in the Land Plan so there is no question this parking is designated for downtown visitors and patrons. But note...if new buildings are built on the underlying land of Front Street, downtown will actually begin south of Ash Street.
5. A new lake built at the location of abandoned ball park at Central Park on Atlantic Avenue cannot actually be built large enough to produce enough fill dirt to build the new land shown in this Report. Preliminary notes indicate around 4000 dump truck loads will be needed. An additional and nearby site for fill dirt will need to be found.
6. If a large green sign were to be placed just south of Gum Street on 8<sup>th</sup> Street that read “Downtown and Waterfront Parking” showing a left hand turn arrow, then traffic could be led west on Gum, to north on Third, to west on Beach, to north on Second, and then to west on Ash bringing most new visitor parking demand straight to the parking lot shown in the proposed Landside Plan.
7. If a second green sign could be placed on 8<sup>th</sup> street just south of Ash Street reading “Last Access to Downtown and Waterfront Parking” with another left hand turn arrow shown, this sign and the one south of Gum might together reduce the City visitor traffic on Centre Street by as much as 50%. The experience of driving down Centre Street might feel like a step back in time.