

# *Vero Beach Community Workshop*

**“Be the Spark - Help Shape the Growth and Character of Vero’s  
Downtown”**



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**Community Sustainability Workshop  
Vero Beach, Florida  
February 24, 2015**

## Introduction

On February 24, residents of Vero Beach convened in a community workshop to discuss community values and explore the topic, “*Be the Spark – Help Shape the Growth and Character of Vero’s Downtown*”. The workshop was hosted by Vero Beach Main Street, the Cultural Council of Indian River County, the American Institute of Architects, and the U.S. Environmental Protection Agency.

Vero Beach residents participated in this interactive workshop to discuss the future of Vero Beach in the context of what makes Vero Beach unique and what is important to community members. This workshop is the eighth in a series of community workshops to be held around the nation that will contribute to EPA’s research on identifying values that are important to different communities.

The workshop was facilitated by a team from SRA International, Inc.

Participants invited to the workshop represented a cross-section of Vero Beach community life, including lifelong residents, city employees, local business owners, civic leaders, and volunteer group representatives. Appendix A contains a list of attendees and their self-identified affiliations.



## Building the Foundation: Vero Beach Community-Wide Values

Participants took part in a series of exercises to identify what makes Vero Beach unique and discuss what is most important to Vero Beach residents. The day began with small table groups examining community-wide goals. These exercises were used to build a foundation for subsequent discussions about the vision for downtown Vero Beach and priorities and actions for achieving the vision. The results of these exercises will also be used to support EPA’s research.

### *How Would You Describe Your Community?*

Participants were asked to discuss in small groups how they would describe Vero Beach if they were meeting somebody new – thinking about what makes Vero Beach unique. Table 1 summarizes unique characteristics of Vero Beach identified by the participants, both in terms of strengths and challenges.

**Table 1. Summary of Strengths and Challenges Identified by Participants**

<b>Strengths</b>	<ul style="list-style-type: none"> <li>• High quality of life</li> <li>• Relaxed pace</li> <li>• Big city amenities in a small town</li> <li>• Residential community with trees and the beach</li> <li>• History of the downtown and the neighborhoods</li> <li>• Culture – 4.2% of residents are in cultural professions, compared with New York City (4.8%) and Chicago (3.8%)</li> <li>• Weather</li> <li>• Environment—lots of outdoor activities; ecotourism; e.g., Indian River Lagoon is a unique body of water</li> <li>• Good balance between nature, culture</li> <li>• Active community with lots of pride; high participation</li> <li>• Land, sea, and air transportation</li> <li>• Airport is far enough away that it prevents too many people from coming</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• We have more clear of an idea of what we don’t want to be than what we do</li> <li>• For a small community – we have a large highway (twin pairs)</li> <li>• Too much income discrepancy</li> <li>• Old school, yet modern – there is fragmentation (social, economic) that holds us back from being great</li> <li>• Not strong transportation for youth</li> <li>• Opposed to growth – don’t plan for it, yet it happens</li> <li>• Airport being so far away is a deterrent for businesses</li> <li>• Don’t want to see growth like South Florida (we want smart growth, properly planned)</li> </ul>



What We Care About in a Community <sup>1</sup>	Why is this being proposed? (✓=identified by participants as relevant to focus area)							
	Social Cohesion	Health	Cultural Fulfillment	Living Standards	Safety and Security	Education	Work-Life Balance	Connection to Nature
Alternative modes of transportation	✓							
Balance of Cultural/Nature			✓					✓
Better accessibility to multi-modal transportation systems	✓	✓			✓			✓
Churches	✓							
Cultural diversity			✓					
Diversity of choices – geography, dining, shopping, entertainment, attractions, residences, job opportunities (need more)							✓	
Diversity of demographics	✓							
Ease of mobility (2 groups)		✓		✓	✓		✓	
Education (2 groups)				✓		✓		
Environment (clean air/water)					✓			✓
Expand “clean job” opportunities		✓		✓			✓	
Expand higher education			✓	✓		✓		
Find out “who we want to be”								✓
Friendly town and people – human scale connectivity	✓							
Gathering places	✓				✓			
Healthcare		✓						
Healthy environment (air, water)		✓						✓
History			✓					
Human-scale development	✓			✓		✓		
Interaction between diversities with philanthropic groups	✓			✓				
Jobs for young professionals so children don’t move away				✓		✓		
Listening government – open in discussion	✓							
Medical services		✓						
More affordable activities				✓			✓	
More job diversity (all service jobs now)				✓		✓		
More sidewalks		✓			✓			

What We Care About in a Community <sup>1</sup>	Why is this being proposed? (✓=identified by participants as relevant to focus area)							
	Social Cohesion	Health	Cultural Fulfillment	Living Standards	Safety and Security	Education	Work-Life Balance	Connection to Nature
More visual charm		✓	✓	✓				
More walkability - less asphalt		✓			✓			✓
No sprawl				✓				
Off road bike path (along main relief canal)		✓			✓			✓
Open City Government	✓							
Philanthropy	✓	✓	✓			✓		
Places to eat, meet, walk and talk	✓		✓			✓		
Preserve access to natural resources (e.g., beach)		✓	✓					✓
Preserve beauty, resources		✓						✓
Public parks and events / safe beaches							✓	✓
Relaxed lifestyle							✓	
Responsive and caring local government	✓							
Safety					✓			
Safety (low crime) (3 groups)		✓			✓			
Slower pace - "we are old school, yet modern"		✓					✓	
Small town feel	✓				✓			
Stop sprawling		✓		✓	✓		✓	✓
Traffic control in cultural districts	✓							
Walkable, bikeable (need safer bike paths)		✓			✓			

<sup>1</sup> Note: where more than one small group identified the same community quality, the quality and associated categories of goals (in aggregate) are presented in the same table row, and the number of groups represented by the row is listed in parentheses. In situations where the qualities could have had different meanings to different groups (e.g., "safety" versus "safety (low crime)," where the former could be referring to other dimensions of safety, e.g., safety from accidents), the qualities are listed on separate lines.

Each group was asked to summarize the results of the exercise. The summaries and subsequent discussion by the large group centered on the following themes:

- *Health as a foundational quality*—Participants identified health as a foundational community quality, explaining that when members of the community are healthy, they will be more capable of taking advantage of the opportunities available in the

community. Health affects participation in social activities, physical activity, and ability to pursue education, and ability to access jobs and maintain steady employment. When the community supports good health, it supports other important goals.

- *Connection to nature*—The discussions highlighted that the environmental setting—i.e., the climate, beach, and Indian River Lagoon—is an important part of Vero Beach’s identity and contributes to many other important qualities of the community, including active lifestyles, social connectedness, and health.
- *Philanthropy*—Vero Beach has an active philanthropic community that supports many critical needs and contributes significantly to the vitality of the community.
- *Living standards*—Participants agreed that healthy living standards (e.g., ability to afford basic necessities, reasonable income) is an important community value, and noted that existing socio-economic disparities within the community presents a challenge for Vero Beach. Participants discussed the following:
  - The community must balance the trade-offs between maintaining low taxes so that those on fixed incomes can afford to remain in the community and ability to fund public services and initiatives.
  - Younger and less well-off members of the community see few opportunities for employment outside of service jobs, many of which do not provide a living wage.
- *Younger population*—Participants noted that to sustain its vitality, the community will need to provide greater opportunities and amenities for young adults and young families. Participants discussed the sense that many younger residents do not see long-term opportunities for employment and growth within the community and do not feel that they have a strong voice in community decisions. Many young adults leave the community and, for those who cannot leave, accept lower aspirations. Participants noted that many young adults and families appreciate what Vero Beach has to offer and would stay or move to the community if opportunities were more available. Participants noted that the Indian River State College is an important asset that could help contribute to and sustain the community’s younger population.

### ***Which of these community-wide values are most important to Vero Beach?***

To understand the goals most important to Vero Beach, each participant was asked to “vote” on the goals most important to him/her. Participants received 7 votes that could be applied to one or more goals. The results of the dot voting are summarized in Table 3.

**Table 3. Summary of Dot Voting to Identify Most Important Goals**

Goal Category	Goal	Votes	%
Health	Healthy lifestyle and behavior	19	9%
Safety and Security	Being safe	17	8%
Health	Good quality healthcare	16	8%
Social Cohesion	Responsible engagement in our democracy	16	8%
Education	Positive social, emotional, and physical development of children and youth	15	7%
Connection to Nature	Connectedness to nature	15	7%
Cultural fulfillment	Cultural fulfillment	15	7%
Work Life Balance	Reasonable balance between leisure time, work, and caring for others	14	7%
Education	More advanced knowledge and skills	13	6%
Living Standards	Reasonable income	10	5%
Living Standards	Ability to afford basic necessities	8	4%
Education	Basic educational knowledge and skills	7	3%
Health	Physical and mental well-being	7	3%
Living Standards	Job stability and satisfaction	7	3%
Work Life Balance	Enough time available for basic leisure activities	6	3%
Social Cohesion	Supportive network of friends and family	5	2%
Social Cohesion	Regular participation in social community activities	5	2%
Work Life Balance	Enough time available for physical activity and vacation	4	2%
Health	Emotional well-being	3	1%
Living Standards	Reasonable wealth	2	1%
Social Cohesion	Healthy family bonding	2	1%
Social Cohesion	Satisfaction with others and the community	2	1%
Safety and Security	Feeling safe	1	0%
Health	Reasonable life expectancy	0	0%
Safety and Security	Resilience to hazards	0	0%

The facilitators reviewed the results of the dot voting with the large group, asking if there were any surprises or unexpected results. The results that generated the most discussion included:

- *Safety*—Participants noted that safety and security, or, more specifically, “being safe,” is a core value of the community. Facilitators asked participants to react to the lack of votes for “resilience to hazards,” given that Vero Beach is a coastal



community. Participants suggested that this could be explained by a general confidence in the community's resilience to natural disasters as evidenced by how well the community responded to the hurricanes in 2004.

- *Responsible engagement in democracy*—Participants noted the large number of votes for the “responsible engagement in democracy” goal. Some suggested that this was reflective of the values of the workshop participants and may not be as widespread among the general population. However, they also noted that this is a reflection of how things get done in Vero Beach. The local government listens and is open to community input, and people get actively involved in local governance.
- *Connection to Nature*—Participants were surprised by the number of votes for connectedness to nature. Upon further discussion, participants noted that this did resonate with the earlier discussion about the importance that participants placed on the relationships between environmental setting and community identity and health.

Participants also offered insights into the voting process itself and the scope of the goals included on the worksheet:

- One group suggested that a general category of “sustainability” should be included in the list of goals/goal categories, noting the connection between the health of the environment (e.g., the lagoon) and the community.
- Participants noted that in some cases, they felt that one goal within a broader category was fundamental and that others in that category would follow if the fundamental goal could be achieved. “Physical and mental well-being,” for example, could be viewed as a prerequisite for “reasonable life expectancy.” Similarly, participants felt that “social cohesion” was an important community goal but had trouble identifying the specific goal within the general category that best represented this belief.
- Participants also commented that the results of the workshop exercises may not reflect the perspectives of under-represented populations, including those at the lower end of income scale, youth, and younger adults. They suggested that this could help explain the lower number of votes for goals within the “living standards” category despite the extensive earlier conversation about these issues.



After a break, participants were asked to rank goals categories (e.g., health, education) based on their individual view of how important each category is to the well-being of members of the community, using a scale from 1 (most important) to 8 (least important). The results of the ranking exercise are summarized below, ordered based on the most frequent responses.

**Table 4. Summary of Individual Participants' Ranking of Goals**

	Rank of Importance (Percent of Participants Choosing Rank)							
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>
Safety and Security	35%	13%	17%	0%	9%	13%	13%	0%
Health	22%	17%	13%	13%	4%	4%	17%	9%
Living Standards	13%	17%	17%	9%	9%	13%	4%	17%
Social Cohesion	4%	26%	13%	9%	30%	13%	0%	4%
Education	9%	9%	22%	22%	9%	17%	4%	9%
Cultural fulfillment	4%	0%	13%	22%	4%	17%	9%	30%
Work Life Balance	9%	4%	4%	17%	17%	13%	26%	9%
Connection to Nature	4%	13%	0%	9%	13%	9%	26%	26%

## Setting Priorities Based on Community-wide Values

Participants spent the remainder of the workshop discussing a key opportunity for Vero Beach, as captured in the workshop title, “Be the spark – help shape the growth and character of Vero’s downtown.”

Vicki Gould of Main Street Vero Beach kicked off the discussion with a look back at the evolution of the downtown of Vero Beach. Established in 1913, the downtown served as the town center with shopping, entertainment, hotels and nearby schools. In the mid-sixties, as times changed and the country experienced a shift in values, the “charm” and attraction of downtown gave way to the convenience of larger shopping malls. Core aspects of the downtown like the theatre closed, and parking lots and the new highway changed the downtown character.

Approximately ten years ago, the City conducted a comprehensive visioning and planning process led by the City Council and community development office. However, with the economic recession, the focus and interest of the community shifted. Now, the economic and social climate is different, and the time is ripe to take a fresh look at the vision for the downtown. There have been many recent improvements (e.g., the hanging baskets adding to the streetscape) and interest (e.g., new shops and restaurants), and there are many opportunities for further improvement.



### ***Vision for the Downtown***

To begin to address the central issue, participants were asked to reflect on the questions: “When you think about an ideal vision for downtown, what would that look like? What should we avoid?” Participants discussed the question in small groups and in the large group.

Table 5 summarizes the resulting discussions. Bulleted items listed in Table 5 are items that were identified by participants, where items identified by multiple groups are consolidated. The table organizes the items to illustrate connections, based primarily on categories identified during the large group discussion.

**Table 5. Summary of Discussion of Vision for the Downtown**

<b>Cultural and Social Opportunities</b>
<ul style="list-style-type: none"><li>• Historic movie theatre</li><li>• Future archaeological/Vero Man museum</li><li>• Arts Village/Campus; Arts Village as an anchor</li><li>• More gathering places (reopen theater, places for kids)</li><li>• Youth activities/facilities</li></ul>
<b>Streetscape and Architectural Improvements</b>
<ul style="list-style-type: none"><li>• Benches (pavers, brick)</li><li>• High quality new construction/rehabilitation</li><li>• Streetscape enhancements</li><li>• Narrow streets and wide sidewalks</li></ul>
<b>Accessibility and Connectivity</b>
<ul style="list-style-type: none"><li>• How do people move? Connectivity</li><li>• Parking</li><li>• Traffic calming</li><li>• Improve walkability</li><li>• Improve bike and pedestrian experience</li><li>• Close off portions of 14th Avenue to cars</li><li>• Connect downtown to other areas—Miracle Mile?</li></ul>
<b>Create a Place “Where People Are”</b>
<ul style="list-style-type: none"><li>• Mixed use with integration of existing neighborhoods<ul style="list-style-type: none"><li>○ Services</li><li>○ Health</li><li>○ Entertainment</li><li>○ Business</li><li>○ Vitality of life</li><li>○ Retail/grocery</li></ul></li><li>• Need more residential</li><li>• Incentives for housing – new and preserving historical homes/places</li><li>• Transect understanding (include neighborhoods east of the railroad tracks)</li><li>• Business development</li></ul>

- Retail, restaurants
- Vacancies – rents
- Diversity of use (retail, grocery)
- Outdoor and change in additional stores (move Firestone, outdoor café)
- Avoid chain stores/restaurants
- Land use changes, overlay district
- Increasing density as an incentive is part of the solution for revitalization—favor people over cars
- Infill development

One small group summarized the vision as follows:

**Create an environment** that is an inviting streetscape to human scale with harmonious architecture, wide sidewalks that will support mixed use—live, work, sell, play—that supports walking, street activities, and a **diversity of economic activities**—small businesses, arts, health, restaurants, with events, etc.—that will attract kids, teens, young adults, professionals. Public transportation to/from that will create a **sustainable environment**.

***What are the most important actions for the community to pursue?***

The last discussion of the day revolved around participants’ recommendations regarding the most important actions for the community to pursue to improve the downtown in the near term and the longer term. Table 6 summarizes the resulting discussions. Bulleted items listed in the table are items that were identified by participants. The table organizes the items, grouping similar recommendations.

**Table 6. Recommended Actions**

Category	Recommended Actions
<b>Plan</b>	<ul style="list-style-type: none"> <li>● Define area</li> <li>● Action Plan (comprehensive plan, zoning)</li> <li>● Revisit existing plans to see why things are not getting done</li> <li>● Inventory and analysis of current use</li> <li>● Consensus plan of action – what’s first?</li> </ul>
<b>Engage Community</b>	<ul style="list-style-type: none"> <li>● Design Charrette (RUDAT, Philanthropy, TCRPC)</li> <li>● Educate Public</li> <li>● Ongoing citizen planning group</li> <li>● Citizen participation in comprehensive plan</li> <li>● Include neighborhood residents</li> <li>● Display children’s artwork at gallery, restaurant, etc. to attract kids and parents</li> </ul>

Category	Recommended Actions
<b>Fund</b>	<ul style="list-style-type: none"> <li>• Understand expense versus investment</li> <li>• City/county tax assessment and redistribution</li> <li>• Identify funding resources</li> <li>• Incentives</li> <li>• Research grant opportunities</li> <li>• Private foundations</li> <li>• Bid</li> </ul>
<b>Develop Supportive Codes</b>	<ul style="list-style-type: none"> <li>• Have an overlay to depict future vision and include incentives</li> <li>• Overlay district – form-based code</li> <li>• Land use changes – codes, zoning</li> <li>• Zoning to allow mixed uses</li> <li>• Achieve density change with small scale</li> </ul>
<b>Make Improvements</b>	<ul style="list-style-type: none"> <li>• Identification and beautification</li> <li>• Preserve what’s good</li> <li>• Street/landscapes (shade)</li> <li>• Get permit; redo twin pairs</li> <li>• Traffic calming</li> </ul>

In the large group, participants discussed the importance of defining more explicitly the vision for the downtown and generally agreed that creating a downtown “where people are”—i.e., where people live, shop, meet, eat, walk, and talk—would bring greater vitality to the downtown. Greater density, human scale development, with wider sidewalks, calmer traffic, greater access to cultural amenities, and open-air meeting places, could help achieve this vision.

Participants discussed the steps that would be required to translate the vision into changes in the built environment. Participants generally agreed that a community design charrette would be a good place to start and discussed possible ways to fund this type of process. Participants discussed the idea of creating a downtown overlay district with form-based codes as tool for helping advance the community’s vision. Participants also discussed the opportunity represented by the current comprehensive planning process and discussed the importance of: defining what constitutes the “downtown;” including younger and historically underserved members of the community in the visioning process; working collaboratively with government leaders; and explaining the rationale for the vision in both social and economic terms.

## Insights from the Workshop

The workshop allowed participants to define what makes Vero Beach unique; identify key goals and values that can be used to guide future actions to sustain Vero Beach's quality of life; consider opportunities to help shape the growth and character of Vero Beach's downtown; and identify steps to more fully engage the community in this discussion. Some of the key insights from the workshop include:

- The initial small group discussions (mapping qualities to goals) and the dot voting and ranking exercises clearly identified the importance that the community places on safety/security ("being safe") and health, including the ability to practice a healthy lifestyle. The exercises and discussions highlighted the participants' beliefs that Vero Beach is a safe and healthy community and that these qualities are enhanced by Vero Beach's unique and highly valued cultural amenities and environmental setting. The discussions and exercises also highlighted the value placed on responsible engagement in democracy as a means for achieving and sustaining the community's high quality of life.
- The discussions and exercises highlighted critical challenges for the community in terms of economic opportunity and living standards and a greater, more visible commitment to the needs of younger individuals and families. The discussions indicated that the participants believed that these challenges need to be addressed in order to sustain the vitality of the community and highlighted the importance placed by the participants on the goals of reasonable living standards and social cohesion.
- The afternoon discussions highlighted the unique character of downtown Vero Beach and opportunities for taking greater advantage of the downtown's potential for making Vero Beach an even better place to live. The discussions centered around ways to create a "place where people are" and envisioned a human scale, pedestrian-friendly built environment; diverse uses, including residential, retail, and businesses; open air and cultural gathering places; and safe, multi-modal (e.g., car, pedestrian, bike) connectivity with surrounding neighborhoods, schools, other areas of the community, cultural amenities, and natural areas. Participants felt that these types of improvements to the downtown would support multiple, high priority community goals, including safety and security, health, living standards, social cohesion, education, cultural fulfillment, and connectedness to nature.
- Participants suggested that discussions around how and where to focus resources on the downtown and other parts of the community should start with a discussion

of “who we want to be.” Participants noted that it is easier to describe “who we do not want to be,” but that effective action will require that the community develop a positive vision of its identity. Participants discussed the many assets of the community possesses—including its natural setting, history, cultural interest, active philanthropic community, open government, state college, and highly engaged citizens—and suggested that a strong vision of community identity could help coalesce the community in a way that would truly take advantage of these qualities.

## Recommendations

The discussions during the workshop highlighted the importance of sustaining the quality of life that Vero Beach community members expect. Based on the information developed during the workshop, we recommend that Vero Beach:

- Review the information from the workshop and assess whether it reflects the values, goals, and priorities of the broader community, including those whose views might not have been represented. Reach out to community leaders who represent diverse age and socio-economic groups within the community, where “leaders” include elected officials and those people in the community who others trust to represent their interests and values, e.g., church leaders, neighborhood association representatives, and representative of young professional organizations, etc. Incorporate their input into broadly representative description of core community values.
- Develop a process for engaging the community in the creation of a vision for downtown Vero Beach that includes diverse voices, leverages time-tested planning tools, and explicitly incorporates community values in discussions and decision-making processes.
  - Building on the outreach discussed above, involve a broadly representative group of community leaders in designing and implementing a process that engages diverse members of the community in a meaningful way. Explicitly consider ways to involve normally under-represented populations and to ensure that alternative viewpoints are respected both in public meetings and in presentations of information to the broader public.
  - Use a process, such as a design charrette, to develop a consensus vision for the downtown. Begin the process by establishing a consensus, positive description of “who we want to be” to provide context for subsequent discussions about the downtown and its contributions to the greater Vero Beach. When considering alternative visions for the downtown, consider how different alternatives will contribute to core community values such as safety, health, and reasonable living standards. Consider how they will build on the community’s cultural and



- environmental assets and enhance cultural fulfillment and connectedness to nature.
- When using tools such as benefit-cost analysis, explicitly include the value of harder-to-quantify potential outcomes of an alternative (e.g., contributions to social cohesion and emotional well-being) when weighing alternatives. Without these considerations, these quantitative tools often undervalue harder-to-quantify outcomes and can lead to misalignment of community investments and community values.
  - Use the preliminary discussions from the workshop as a starting point for creating a vision for the downtown:
    - Consider the environmental setting and strong cultural foundation and how the downtown can be designed and developed in a way that reflects and enhances these assets.
    - Consider changing population demographics and importance of the downtown to sustaining a diverse population—in terms of age and socio-economic status—by providing diverse and accessible social and cultural activities, economic opportunities, and housing choices.
    - Consider developing a downtown overlay district, incorporating form-based code, to help achieve the vision of downtown Vero Beach that is defined through the visioning process.
    - Incorporate surrounding neighborhoods in the vision and development of the downtown by considering investments in safe, multi-modal transportation alternatives (e.g., sidewalks, bike paths) and by supporting development of services supportive of residential areas (e.g., local grocery store).
    - Consider the contributions of historic neighborhoods to the downtown character and consider policy mechanisms that will support investment in and preservation of these neighborhoods.
  - Collaborate with state and regional organizations and the philanthropic community. Work with the Department of Transportation to assess and evaluate alternatives to the existing configuration of the “twin pairs” that will effectively balance regional and local interests associated with mobility, public safety, the local economy, and quality of life in the downtown area. Involve Indian River County in the discussions about, e.g., transit, revenue-allocation, and district school programs. Work with the state college to identify ways to provide great opportunities for local youth to attend college and for graduates to find meaningful local employment. Communicate to the philanthropic community the vision for sustaining the vitality of Vero Beach and the importance of their donations in helping the community achieve this vision.
  - Coordinate and integrate the above concepts and activities with the comprehensive planning process to help ensure that decisions are well-informed, leverage local

planning expertise and resources, engage public elected and appointed officials, and result in actionable plans and policy mechanisms (e.g., land use regulations) that are aligned with the community vision. Include priorities, specific actions, designated roles and responsibilities, and performance measures in the comprehensive plan to help guide and organize efforts, provide accountability, and ensure progress.

EPA appreciates Vero Beach's participation in the Community Engagement for Sustainability workshops. EPA will incorporate the community's input in a final report that will summarize input from all of the communities participating in these workshops and offers further insights for pursuing a healthy and sustainable path forward.

## Appendix A – List of Participants

Last Name	First Name	Affiliation / Representing
Bialosky	Richard	AIA
Blythe	George	Exchange Club
Borak	Mark	Oak Park Terrace
Brown	Anthony	NAACP
Burke	Greg	GJB/Architect, PA
Cooper	Tom	AIA Treasure Coast
Cox	Graham	Audubon
Currey	David	City of Vero Beach
Davis	Suzi	Hoos Architecture
Falls	Monte	City of Vero Beach
Foster	David	IRC Historical Society
Good	Brian	Kimley-Horn Engineering
Gould	Vicky	Main Street Vero Beach
Grandpierre	Susan	Cultural Council
Hoos	Tom	Hoos Architect
Hull	Irene	Main Street Vero Beach
Lunceford	Casey	IRSC
Matson	Phil	IR MPO
McGarry	Tim	City of Vero Beach
Minuse	Honey	IRNR
Old	Randy	City Council
Orcutt	Judy	
Pitts	Patrick	US FWS
Power	Ross	Cultural Council
Price	Julianne	Health Department
Sartain	Kelly	TBB
Shapiro	Barry	Lighthouse
Shupe	Jack	Self
Slezak	Rob	COVB Recreation
Smith	Ed	Cultural Council
Van Antwerp	Paige	Self