



# CITY OF MELBOURNE BABCOCK CRA



Commerce



Planning



People



Recreation



Parks



Future



Transportation



Quality of Life



Technology Innovation



LAND DESIGN INNOVATIONS  
Incorporated

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## I. EXECUTIVE SUMMARY

### Purpose

This Redevelopment Plan addresses the City of Melbourne's continued revitalization efforts for the Babcock Street corridor. The City of Melbourne established the Babcock Street CRA in 1997 to address declining property values and other indicators of blight that were affecting the area at that time.

### CRA Area and Property Valuation Increase

Since 1997 the overall CRA was expanded in 2001 and 2004 to its current size of 544 acres. The conditions of blight that characterized the CRA area are being positively addressed and reversed. Overall property valuation within the CRA has increased from \$74,599,420 to \$159,513,880, an increase of \$84,914,460 or 114% in ten years.

### Public Improvements and Private Investment

Public investment and streetscape improvements along Babcock Street, in the center of the corridor, have been followed by increased commercial activity and private sector investment. Primary industry employers have located, and expanded, within the CRA. Primary industry development continues to grow at the Melbourne International Airport.

### Vacant Land

The amount of vacant properties within the CRA has decreased in the northern and central areas of the CRA but has increased slightly in the southern area.

### Planned Improvements

Additional public roadway and streetscape improvements are programmed and funded for the northern and southern areas of the CRA. These improvements include connecting sidewalk gaps, improved pedestrian crosswalk, intersection and signalization improvements.

### Plan Strategies

The Plan presents recommendations and strategies to enable the continued redevelopment of the Babcock Street CRA. The strategies are grouped into five (5) main categories:

1. **Continue to Invest in Public Facilities and Infrastructure**
2. **Plan for Impact of Future Growth and Development**
3. **Expand Development Opportunities**
4. **Redevelopment and Cultural Amenities**
5. **Marketing of Opportunity Sites within the CRA**

Continued opportunities exist for additional infill and outparcel development in the Central (Core) area and aggregation and redevelopment opportunities in the North and South areas. Programmed City, County and FDOT improvements to roadways and streetscapes will continue to improve traffic circulation, pedestrian movement and accessibility within the corridor further enhancing the market appeal of parcels in the CRA. CRA TIF funds may be utilized to accelerate the implementation of these projects.

### Proposed Projects' Costs Vs. Estimated CRA TIF Revenue

The estimated expense of the projects and activities recommended to implement the above strategies through 2017 are **\$14,320,692**. The estimated TIF revenue through 2017 is **\$9,720,165**. The lifespan of the CRA is through 2022.

## II. BACKGROUND

### A. Babcock Street CRA Then -1997

#### 1. Characteristics

In 1982 the opening of the Melbourne Square Mall deeply impacted the economic viability of the Brevard Mall and the Melbourne Shopping Mall located in the center of Babcock Street CRA. Both of these facilities experienced an ever increasing flight of tenants and high vacancy rates. Free standing structures within the CRA were also affected with high vacancy rates and began to physically deteriorate.

The Babcock Street CRA area was characterized by a lack of sidewalk connections, no landscaping or streetscaping, inadequate stormwater facilities and no discernable gateways. The physical appearance of the Babcock Street corridor was deteriorating further adding to the appearance of blight.

#### 2. Vacant Land

In 1997, all of the vacant land in the CRA was classified as having a commercial land use and was distributed throughout the different areas of the corridor in the following percentages:

North Area: 8.8% of the north area was vacant.

Core (Central) Area: 38% of the central (core) area was vacant.

South Area: 6.3% of the south area was vacant.

#### 3. Property (Taxable) Value

In 1997, the base year for the original Babcock Street CRA area, the overall taxable value for the parcels within the CRA boundaries was \$66,708,980.

## B. Babcock Street CRA Now -2007

### 1. Characteristics

The implementation of a successful streetscape program, roadway realignment and installation of improved pedestrian features by the Babcock Street CRA have also positively affected the visual appearance, pedestrian safety and complemented the increased commercial activity within the Babcock Street corridor.

These public investments have stimulated increased private investment and development activity within the Babcock Street corridor. The Brevard Mall has experienced re-use with non-retail tenants. The non-retail uses include office, medical offices and back-office. The Melbourne Shopping Center has also been revitalized with a new Publix grocery store as an anchor tenant. This facility has undergone a façade improvement as well as parking lot improvements and currently has no vacant retail space.

Property values are increasing and new construction and private investment within the area is continuing at an increasing pace. In-fill development is also occurring in outparcels located along the corridor.

### 2. Vacant Land

A low percentage of the overall CRA is vacant. From the total net developable acres within the CRA of 476 acres, approximately 75 acres or ~16% is designated as a vacant land use. The vacant lands are distributed throughout the different areas of the corridor in the following percentages:

North Area: 6.5% of the north area is vacant land.

Core (Central) Area: 17% of the central (core area) is vacant .

South Area:

9% of the south area is vacant.

### 3. Property (Taxable) Value

The steep property value decline that was identified in the 1997 Blight Study Findings, a 34% decrease in property values over five (5) years has been reversed. The overall taxable value of parcels within the CRA has increased from \$66,708,980 in 1997 to \$159,513,880 in 2007 an overall increase of \$84,914,460, or 114% over ten (10) years. Please note that this increase includes the addition of two (2) expansion areas within the CRA. The following table, **Table 1**, details the increase in property.

**Table 1-Taxable Value Growth in CRA 1997-2007**

CRA Area	Base Year	Base Year Value	2007/2008 Year Value	Increase	%	Annual Average	%
Original Area	1997	\$66,708,980	\$150,912,440	\$84,203,460	126 %	\$8,420,346	13%
Expansion Area 1 (North Area and Airport)	2001	7,579,380	\$8,143,600	\$564,220	7%	\$94,037	1%
Expansion Area 2 (South Area)	2004	\$311,060	\$457,840	\$146,780	47%	\$48,927	16%
<b>Total</b>		<b>\$74,599,420</b>	<b>\$159,513,880</b>	<b>\$84,914,460</b>	<b>114%</b>		

Source: City of Melbourne, 2007.

### III. CURRENT CONDITIONS ASSESSMENT

This section of the Plan assesses the current conditions within the Babcock Street CRA area boundaries including the existing land uses, current zoning, future land uses, and current and planned development within and adjacent to the CRA. Elements of the economic environment are also evaluated as well as physical elements of the CRA. The final component of the assessment is the current infrastructure serving the CRA.

#### A. Babcock Street Community Redevelopment Area (CRA) Boundary

The Babcock Street CRA is approximately 544 acres in total size, including roadways and public right-of-way, and is comprised of approximately 223 parcels<sup>2</sup>. The Babcock Street Community Redevelopment Area is described as the frontage parcels from US-1 southward to Apollo Boulevard. The area then widens to include all parcels east of Airport Boulevard and west to Apollo Boulevard southward to Sheridan Road (a portion of Melbourne International Airport property). The area continues to follow along the eastern edge of Airport Boulevard and narrows to only include the frontage parcel on the east side of Babcock Street to Hibiscus Boulevard. The area moves eastward along Hibiscus Boulevard, including all parcels along the south side of the roadway to Melbourne Auditorium. The area then continues southward on Babcock Street to include all frontage parcels, including all the Fee Avenue Park Property, ending at U.S. 192 (New Haven Avenue).

**Map 1** (pg. 5) shows the location of the Babcock Street Community Redevelopment Area (CRA), major roadways and the area immediately adjacent to the CRA boundaries.

<sup>2</sup> City of Melbourne GIS Department, 2007.

The Babcock Street CRA is characterized by three (3) distinct areas or districts. The Northern area, Central area (Core area) and Southern area of the CRA. Each one of these districts possesses unique characteristics, including current uses, land use classification, existing development patterns and traffic/roadway conditions that delineate clear differences in the different areas of the CRA.

#### *Northern Area*

The northern area of the Babcock Street CRA is generally located along Babcock Street from North Harbor City Boulevard (US-1) to Florida East Coast (FEC) Railroad tracks. This area is characterized by light industrial and heavy commercial uses lining Babcock Street and backing up to adjacent established residential neighborhoods. The Babcock Street right-of-way is encroached by existing buildings and development. This encroachment is further exacerbated by utility poles located along the edge of the roadway envelope within the area that should be reserved for sidewalks. The area does not have contiguous sidewalks due to this constraint and also due to inconsistent development quality. This area has recently had some right-of-way improvements at US-1 to Laurie street. Future improvements are programmed in the City roadway improvement program. These improvements are detailed in **Section V, Completed and Planned Development** (pg. 34) of this report. Challenges in this area include potentially incompatible uses adjacent to residential development, pedestrian mobility and safety, constrained right-of-way and numerous small parcels with individual ownership. The large, single owner parcels in this area have already been redeveloped.



## *Central Area (Core Area)*

The central area or core area of the Babcock Street CRA is generally located from the FEC railroad to Hibiscus Boulevard. This area is characterized by the Melbourne High School located in the center of this area, the large shopping center development, strip retail and commercial development and the Melbourne International Airport located to the west of this area. This area is also characterized as the central employment and commercial activity center of the CRA. NASA Boulevard and Apollo Boulevard both pass through this area and contribute to the area's traffic congestion. A large amount of workforce commuters pass through this area each day going to and returning from work. The central area has undergone significant streetscape redevelopment and improvements along the Babcock Street corridor and right-of-way. This area has the largest amount of contiguous sidewalk along Babcock Street due to the recent streetscape improvements and is well connected to the neighborhoods around the school site. This area possesses the largest undeveloped parcels near the east side of the Melbourne International Airport. Challenges facing the central area of the Babcock Street CRA include the potential reuse of the former shopping centers, including the Florida Marketplace, the development of the vacant green spaces near the airport and other airport properties, improving pedestrian and bike connections to the adjacent neighborhoods to the west and south of the area and the future traffic impacts from planned FDOT improvements that will affect Apollo Boulevard and NASA Boulevard traffic levels.

Map 1



## *Southern Area*

The southern area of the Babcock Street CRA is generally located from Hibiscus Boulevard to New Haven Avenue (US 192). This area is similar to the northern area of the Babcock CRA in that it is characterized by heavy commercial uses (sometimes incompatible) adjacent to residential uses and that the roadway envelope is encroached by existing development and utility poles. The Babcock Street roadway also reduces from 5 lanes to 4 lanes south of Fee Avenue further constraining the already encroached roadway. The area has limited sidewalk access and connections to the surrounding residential development. This area has been identified and programmed for improvement in FDOT's Work Program. These improvements are detailed in **Section V, B, Planned South Area Roadway and Streetscape Improvements**, (pg. 35) of this report. Challenges for the southern area of the Babcock Street CRA include pedestrian mobility and safety, potentially incompatible uses adjacent to residential development, constrained right-of-way and numerous small parcels with individual ownership.

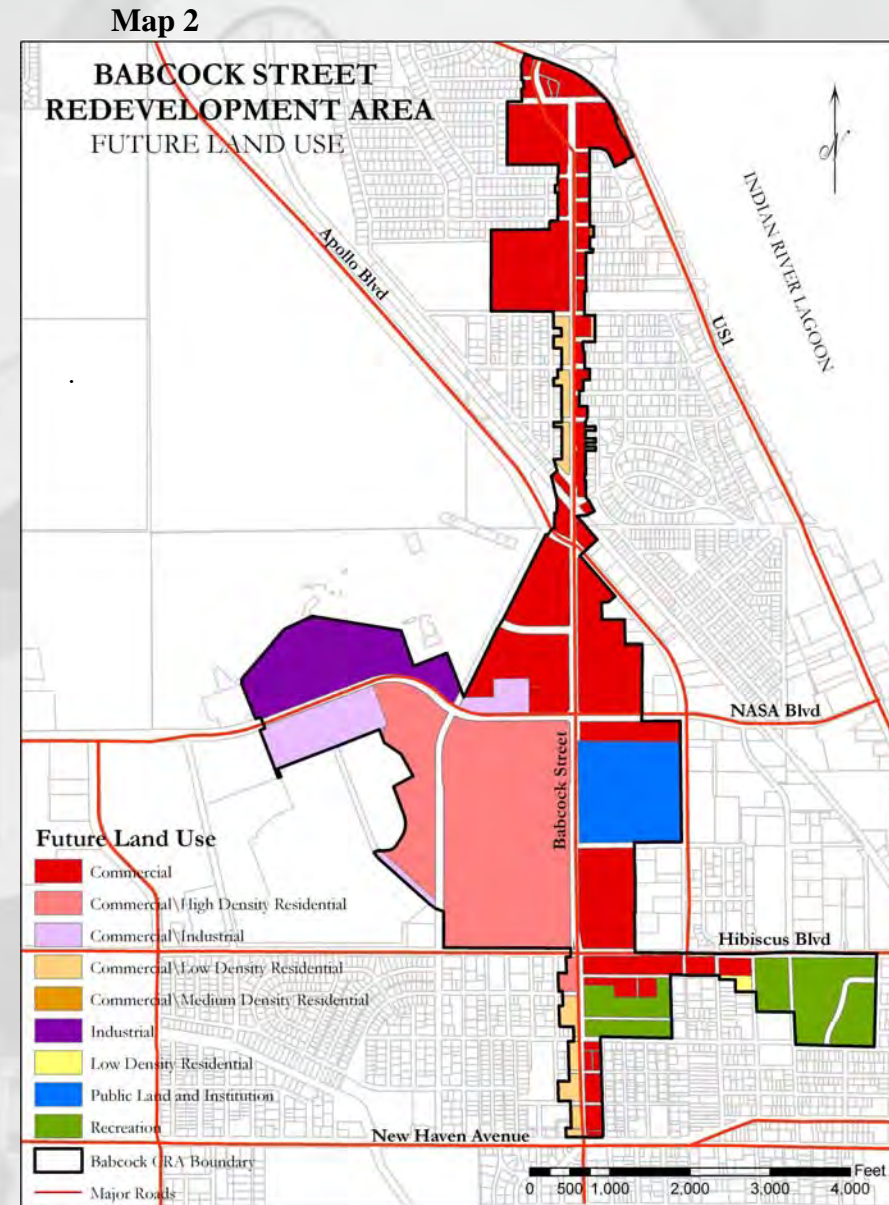
## B. Future Land Use

The primary future land uses within the Babcock CRA are commercial and mixed use. The commercial area represents approximately 175 acres or 32.24% of the total CRA area. The mixed use area represents approximately 175 acres or 32.19% of the total CRA area. The different categories of mixed use includes: (COM/HDR) Commercial and High Density Residential; (COM/IND) Commercial and Industrial; (COM/LDR) Commercial and Low Density Residential; (COM/MDR) Commercial and Medium Density Residential. The remainder of the CRA, 294 acres, or ~35.57%, is comprised of the following land uses: (IND) Industrial; (LDR) Low Density Residential; (PLI) Public Land/Institutional; (REC) Recreation and Open Space. **Map 2** shows the Future Land Use classifications and their location within the Babcock Street CRA. **Table 2** details the distribution of the current Future Land Uses with the Babcock Street CRA

**Table 2- Future Land Use Distribution**

Future Land Use (FLUM)	Acres	% Of Acres
COM	176.3648	32.42%
COM\HDR	134.6436	24.75%
COM\IND	27.5370	5.06%
COM\LDR	12.7665	2.35%
COM\MDR	0.1492	0.03%
IND	42.1131	7.74%
LDR	1.2686	0.23%
PLI	37.1150	6.82%
REC	44.0015	8.09%
<b>Total</b>	<b>476.0</b>	<b>87.50%</b>
Streets	68.0000	12.50%
<b>Total Acres of CRA</b>	<b>543.9593</b>	<b>100.00%</b>

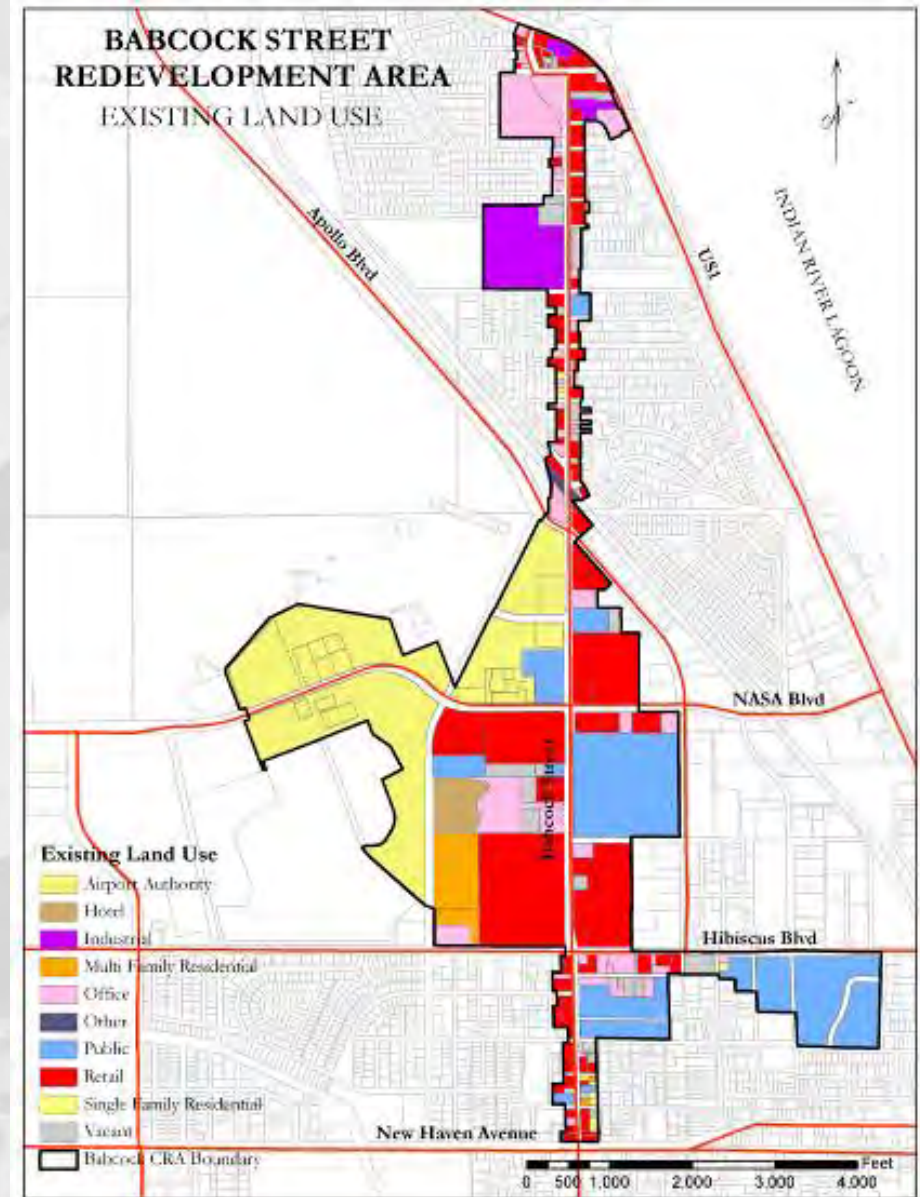
Source: City of Melbourne, GIS Data, 2007



## Map3

### C. Existing Land Use

The two primary existing land uses within the Babcock CRA, as identified by the Department of Revenue codes, are Retail and Airport uses with 129.8 acres and 128 acres respectively. These uses represent over 46%, or ~257 acres of the total area of the CRA. The properties controlled by the Airport Authority, include residential uses (Trailer Haven), commercial uses, industrial and manufacturing uses. The third largest existing land use is Public Institutional with over 100 acres, ~ 18.5% of the total area of the CRA. This area includes the Melbourne High School and the park areas located east of Babcock Street. Office uses are the fourth largest component of the existing land uses comprising 47.1 acres and 8.66% of the total CRA area. Industrial uses and vacant parcels share almost the same amount of the CRA total area at 24.6 acres or 4.52% and 19.38 acres or 3.5% respectively. The remainder of the existing uses within the CRA are comprised of mutli-family residential, hotel, single family residential and other uses. Streets and roadways comprise 68 acres or 12.5% of the total CRA area. **Map 3** shows the Existing Land Use classifications and their location within the Babcock Street CRA. **Table 3** (pg. 9) details the distribution of the Existing Land Uses with the Babcock Street CRA.



**Table 3- Existing Land Use Distribution**

ELU	Parcels	Sq Feet	Acres	% Of Acres
RETAIL	91	5654303.4155	129.8	23.86%
AIRPORT	18	5575743.0189	128.0	23.53%
PUBLIC LAND INSTITUTIONAL	15	4384446.5789	100.7	18.50%
OFFICE	42	2052766.3944	47.1	8.66%
INDUSTRIAL	3	1071335.9076	24.6	4.52%
VACANT	37	844,192.8	19.38	3.5%
MULTI-FAMILY RESIDENTIAL	5	657756	15.1	2.77%
HOTEL	1	373066.3567	8.6	1.57%
SINGLE-FAMILY RESIDENTIAL	9	76512.9834	1.8	0.32%
OTHER	2	47981.0691	1.1	0.20%
<b>Total</b>	<b>223</b>	<b>20732611</b>	<b>476.0</b>	<b>87.50%</b>
Streets			68.0	12.50%
<b>Total Area</b>			<b>544.0</b>	<b>100.00%</b>

Source: Melbourne, GIS Data, 2006; Brevard County Property Appraiser's Office Data, 2006

## Existing Land Use Definitions

*Retail-* The existing land use Retail is characterized by privately owned facilities with uses such as grocery stores, clothing stores, shopping centers and other retail sales uses.

*Airport-* The existing land use Airport is applied to those properties owned by the Melbourne International Airport Authority. The specific uses on the properties may include airport related uses and/or any of the other uses described herein. Primary

existing non-aviation uses at the Airport Commerce Park include Office, Industrial and Single Family Residential (Trailer Haven).

*Public Land Institutional-*The existing land use Public Land Institutional is characterized by publicly owned facilities with uses such as parks, schools and public buildings.

*Office-* The existing land use Office is characterized by privately owned facilities with uses such as professional offices, legal offices, doctors' offices, etc.

*Industrial-* The existing land use Industrial is characterized by privately owned facilities with uses such as construction materials supply and distribution, fabrication, manufacturing and assembly.

*Vacant-*This land use is characterized by a vacant lot with no activity and possessing no built structure.

*Multi-Family Residential-* The existing land use Multi-Family Residential is characterized by privately owned residential that may include duplexes, apartments and condominiums.

*Hotel-* The existing land use Hotel is characterized by privately owned facilities that provide short term, residential rentals. These facilities may also include on-site restaurant, conference and meeting room amenities.

*Single Family Residential-* The existing land use Single Family Residential is characterized by privately owned, individual and separate residential units built to accommodate one (1) family per dwelling unit.

*Other-* The existing land use Other is applied to those uses which are able to be classified in any of the other categories listed.

## D. Zoning

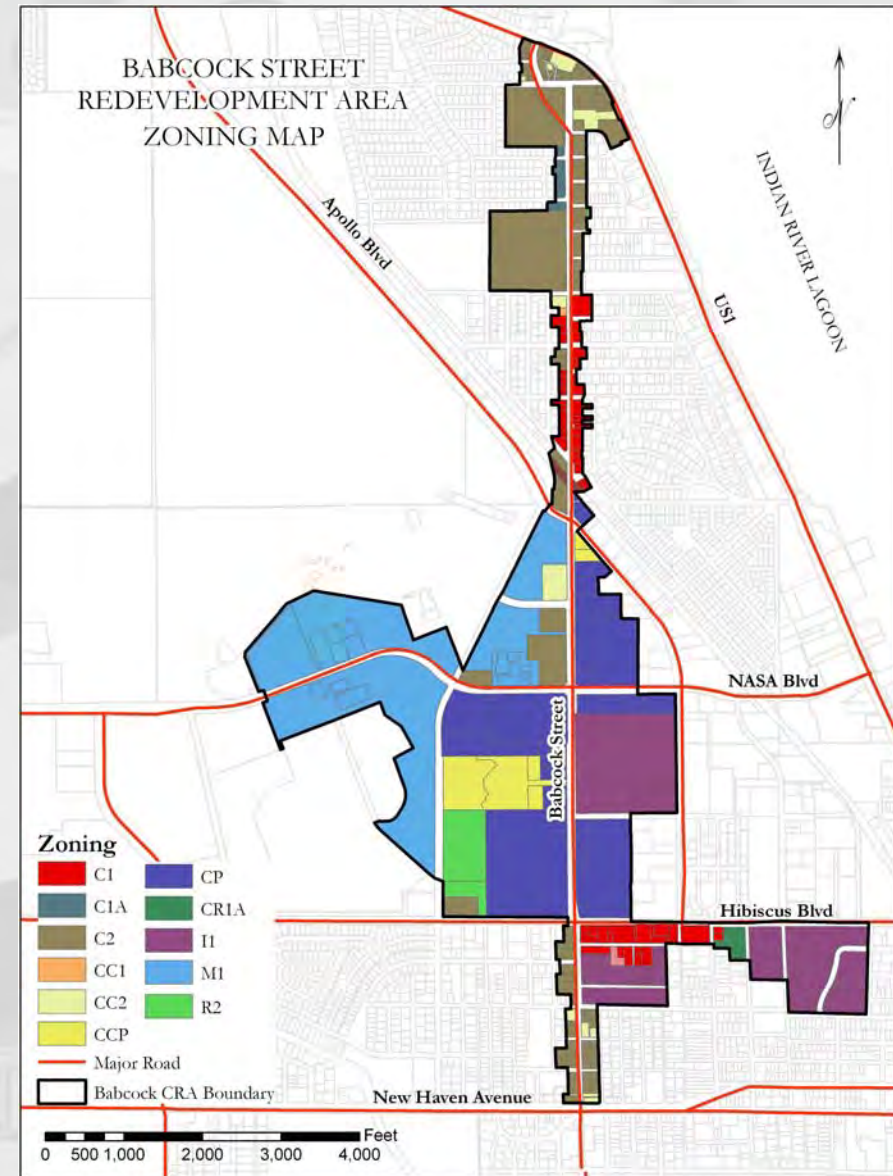
**Map 4** details the current zoning classifications found within the Babcock Street CRA. The primary zoning classifications for the Babcock Street CRA are C-P (Commercial Parkway District), I-1 (Institutional District), C-1 (Neighborhood Commercial District), C-2 (General Commercial District) and M-1 (Light Industrial District).

The northern and southernmost areas of the CRA are characterized by the C-2 zoning classification. The portions of the CRA immediately north of Apollo Boulevard and along the eastern portion of Hibiscus Boulevard are characterized by the C-1 zoning classification. The central area (core) of the CRA is characterized by the CP zoning classification. The eastern and western portions of the central (core) CRA area are characterized by I-1 and M-1 zoning classifications respectively.

*C-P (Commercial Parkway District)* - The provisions of this district are intended to apply to areas located adjacent to a main highway. The types of uses permitted and restrictions are intended to serve the needs of the motorist and provide an amenable impression of the city. Large lot sizes and other restrictions are intended to minimize frequent ingress and egress to the highway from abutting uses, thereby allowing the thoroughfare to serve its primary function of carrying an uninterrupted flow of traffic.

*I-1 (Institutional District)* - The provisions applicable to this district are intended to apply to an area which can serve the needs of the community for public and semi-public facilities of an educational, recreational, health or cultural nature. Since the site and building requirements for such uses vary with the size and type of use, a review and approval of the plans is specified and the zoning itself is predicated upon the approval of the site plan. The classification is intended to operate similar to PUD zoning.

**Map4**



*R-1A (Single Family Low Density Residential District)* - The provisions of these districts are intended to apply to an area of single-family residential development. Lot sizes and other restrictions are intended to protect and promote high quality residential development.

*R-2 (One-, Two- and Multiple-Family Dwelling Medium Density District)* - The provisions of this district are intended to apply to an area of low or medium density residential development with a variety of housing types. Lot sizes and other restrictions are intended to promote and protect low or medium density residential development, maintaining an adequate amount of open space for such development. Some non-residential uses compatible with the character of the district are also permitted as conditional uses.

*C-1 (Neighborhood Commercial District)*- The provisions of this district are intended to apply to an area adjacent to arterial and major collector streets and convenient to major residential areas. The types of uses permitted are intended to serve consumer needs. Lot sizes and other restrictions are intended to reduce conflicts with adjacent residential uses and to minimize the interruption of traffic along thoroughfares.

*C-2 (General Commercial District)*- The provisions of this district are intended to apply to an area intended to be developed and preserved as a major commercial center serving the commercial needs of the community and region as well as the motoring public. The types of uses and other restriction are intended to promote adequate protection from conflicts with adjacent residential and other non-commercial uses, and to minimize the interruption of traffic along adjacent thoroughfares.

*M-1 (Light Industrial District)* - The provisions of this district are intended to apply to an area located in close proximity to rail, air or major roadway facilities and which can serve intensive commercial uses and light manufacturing, warehousing, distribution, wholesaling and other industrial functions of the city and the region. Restrictions herein are intended to minimize adverse influences of the industrial

activities on nearby non-industrial areas and to eliminate unnecessary industrial traffic through non-industrial areas.

**Map 5**

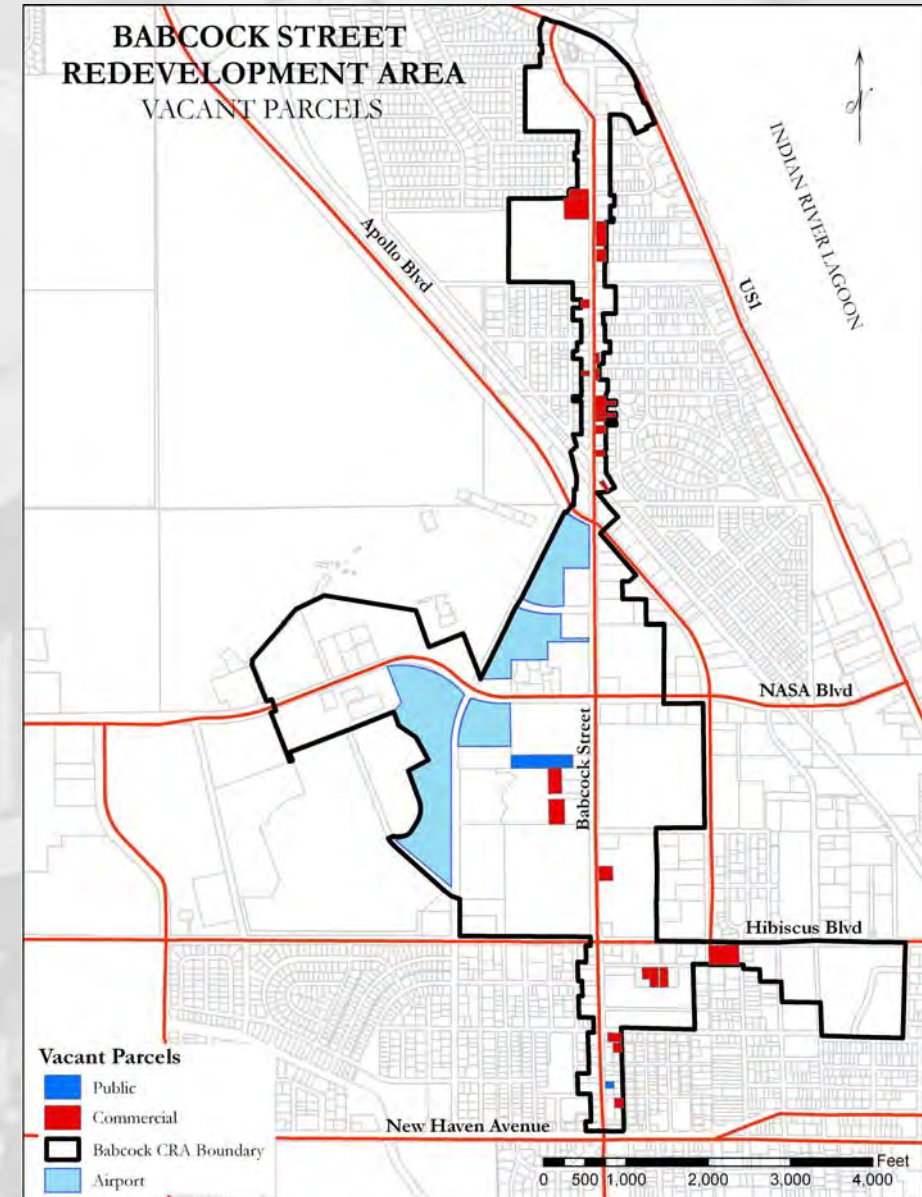
**E. Vacant Parcels**

Parcels which are currently undeveloped are designated as vacant on the Existing Land Use Map. A low percentage of the overall CRA is vacant. From the total net developable acres within the CRA of 476 acres, approximately 75 acres or 16% is designated as a vacant land use. **Table 4** details the vacant parcel land use distribution within the CRA.

**Table 4- Vacant Land Use Distribution**

Area	Land Use	Parcels	Acres
North Section	Retail	14	5.81
Central (Core) Section			
-Airport Parcels	Airport Authority	4	59.04
-Non-Airport Parcels	Public Land Institutional	3	2.73
	Retail	4	3.17
South Section	Public Land Institutional	1	.19
	Retail	9	4.36
<b>Total</b>		<b>25</b>	<b>75.30</b>

Source: Melbourne, GIS Data, 2006; Brevard County Property Appraiser's Office Data, 2006





## F. Parcel Ownership

Frequently one of the conditions that can hinder redevelopment activities is absentee ownership of properties, or property owners that do not live in the immediate area or are located out of state. The Brevard County Property Appraisers Office identifies that the majority of the acreage, over 82%, located within the Babcock Street CRA is owned by residents of the State of Florida. Melbourne residents are identified as owning 135 out of 223 parcels which equates to approximately 62% of the total acreage of the CRA. Parcels that are owned by out of state residents comprise approximately 17% of the total acreage of the Babcock Street CRA encompassing 20 parcels. Absentee ownership and out of state ownership are not considered to be a hindrance to redevelopment within the Babcock Street CRA. **Table 5** details the parcel ownership data for the parcels located within the Babcock Street CRA.

**Table 5- Parcel Ownership within Babcock Street CRA**

Owners' Tax Billing Address	Parcels	Tax Billing Address State	Acres	% of Acres
MELBOURNE	135	FL	294.3	61.84%
INDIALANTIC	16	FL	6.161	1.29%
PALM BAY	11	FL	26.41	5.55%
SATELLITE BCH	8	FL	1.775	0.37%
ORLANDO	5	FL	3.597	0.76%
INDIAN HBR BCH	3	FL	2.707	0.57%
MALABAR	3	FL	0.706	0.15%
NEW HYDE PARK	3	NY	16.69	3.51%
AUBURN	2	AL	14.45	3.04%
MELBOURNE BCH	2	FL	0.334	0.07%
OAK BROOK	2	IL	18.42	3.87%
PALM HARBOR	2	FL	0.829	0.17%
PORT ST LUCIE	2	FL	0.413	0.09%
ST AUGUSTINE	2	FL	1.101	0.23%
TITUSVILLE	2	FL	0.574	0.12%
BOCA RATON	1	FL	0.395	0.08%
CLEVELAND	1	OH	0.569	0.12%
COCOA	1	FL	0.552	0.12%
CORONA	1	CA	0.172	0.04%
DALLAS	1	TX	0.473	0.10%
FT LAUDERDALE	1	FL	0.992	0.21%
FT PIERCE	1	FL	1.9	0.40%
HALLANDALE	1	FL	5E-07	0.00%
HALLANDALE BCH	1	FL	1.24	0.26%
HOFFMAN ESTATES	1	IL	14.01	2.94%
MARGATE	1	FL	0.234	0.05%
MERRITT ISLAND	1	FL	0.23	0.05%
MESA	1	AZ	2.082	0.44%
MORRISTOWN	1	NJ	0.002	0.00%
NEW ORLEANS	1	LA	8.564	1.80%
PALO ALTO	1	CA	1.235	0.26%
PEACHTREE CITY	1	GA	1.491	0.31%
PHOENIX	1	AZ	1.455	0.31%
PUNTA GORDA	1	FL	0.23	0.05%
SHAWNEE	1	OK	1.224	0.26%
VERO BCH	1	FL	0.86	0.18%
VIERA	1	FL	37.17	7.81%
W MELBOURNE	1	FL	10.12	2.13%
WINDER	1	GA	0.137	0.03%
WINSTON SALEM	1	NC	2.108	0.44%
<b>Total</b>	<b>223</b>		<b>476</b>	<b>100.00%</b>

Source: Brevard County Property Appraisers Office, 2006.

## G. Infrastructure Elements the Babcock Street CRA

### 1. Streets

The Babcock Street CRA is oriented around the north-south axis of Babcock Street. Significant cross-streets traversing the CRA, and Babcock Street include: Apollo Boulevard; NASA Boulevard; Hibiscus Boulevard and New Haven Avenue.

The Florida Department of Transportation (FDOT) is currently acquiring right-of-way for intersection improvements along Babcock Street in the southern end of the CRA from US 192 to Fee Avenue. These improvements include medians with pavers details, sidewalk improvements, additional turn-lanes and intersection marking. The project has \$19 million in right-of-way acquisition funded through fiscal year 2010 and 2011.

#### a. Proposed Improvements and Studies

Other recommended<sup>3</sup> long term transportation improvements within the Babcock Street CRA include:

- Adding six (6) foot sidewalks and four (4) foot bicycle lanes along the entire corridor
- Improve turn lanes at various intersections:
  - Babcock Street and Fee Avenue 2010-2011 (Construction)
  - Babcock Street and NASA Boulevard 2016-2017 (Design)

Specific intersection improvements details are presented in **Appendix A** (pg. 72).

Additional studies, and their associated transportation improvements, that were identified in the 2005/2006 State of the System Report, Brevard Metropolitan Planning Organization (MPO) and affect the Babcock Street CRA are listed below.

#### *Apollo Boulevard Study*

The Apollo Boulevard Study recommended an alignment to extend Apollo Boulevard from Sarno Road to Eau Gallie Boulevard to relieve congestion on Apollo Boulevard from Sarno Road to NASA Boulevard in Melbourne. ROW acquisition for the extension is programmed in FY 2010.

#### *Melbourne Airport Access Study*

The goal of this study, completed in September 1998, was to develop and analyze the feasibility of various transportation alternatives to improve mobility between I-95 and Melbourne International Airport. Seven roadway network alternatives were developed, and all were analyzed for cost, traffic impacts, community impacts, environmental impacts, and benefit to the airport. Based on this analysis, this study recommended the following phasing of improvements:

- Immediate (zero to one years)
  - Improved airport guide signage
  - Signal coordination at Wickham Road and NASA Boulevard, Ellis Road
- Short-Term (zero to five years)

<sup>3</sup> 2005/2006 State of the System Report, Brevard Metropolitan Planning Organization (MPO).

- NASA Boulevard/Wickham Road/Ellis Road Realignment
- NASA Boulevard/Evans Road Reconfiguration
- Intermediate-Term (five to 10 years)
  - Widen Ellis Road
  - Widen John Rodes Boulevard
- Long-Term (10 to 20 years)
  - Construct Ellis Road/I-95 Interchange
  - Construct Palm Bay Beltway/I-95 Overpass

ROW acquisition for the realignment of NASA Boulevard and Ellis Road at Wickham Road is programmed in Fiscal Year 2010. The Board of County Commissioners is responsible for implementing improvements to Ellis Road and John Rodes Boulevard. An interchange at I-95 was studied in conjunction with the Palm Bay Parkway PD&E and found to be feasible.

Additional transportation improvements are presented in the Current and Planned Development section of this report.



## 2. Roadway Circulation

The traffic circulation within the Babcock CRA is mainly through Babcock Street that passes through the CRA area and divides it into two parts. **Map 6** show the street network located within the Babcock Street CRA.

Primary east west streets within the Babcock Street CRA are NASA Boulevard and Hibiscus Boulevard both passing through the center of the CRA. Harbor City Boulevard (U.S.1) and New Haven Avenue (a.k.a. US-192) form the north and south boundaries of the CRA respectively. Hibiscus Boulevard and New Haven Avenue (a.k.a. US-192) are both physically constrained roads because of existing development.

Secondary roads in the Babcock CRA include Silver Palm Avenue, Bulldog Avenue, Fee Avenue, Brevard Drive, Laurie Street, and Avenue B. All these secondary streets run east to west connecting the Babcock CRA area to the Indian River Lagoon on the east side through established neighborhoods and other residential areas on the north, west and south side. Most of the roads are characterized as physically constrained, periodically overloaded at key drive-times, with numerous curb-cuts and entry/egress points and having non-synchronized traffic control device signalization.

## 3. Roadway Traffic

Babcock Street, from its inception, was designed to serve as a primary thoroughfare providing a north south linkage from Eau Gallie to Palm Bay. Despite the decline of two long standing

Map 6



shopping centers in the CRA the Melbourne Shopping Center and Brevard Mall, that was precipitated by the opening of the Brevard Square Mall, Babcock Street is experiencing periodic traffic congestion. Residential population growth to the north and south of the Babcock Street CRA has provided steady growth in ‘background’ traffic through the Babcock Street CRA area. Steady employment growth within and adjacent to the CRA has also contributed to the steadily growing traffic volumes.

Roadway traffic is measured in Level of Service ratings (LOS). Level of service (LOS) is a quantitative stratification of quality of service. While it is desirable to have an understanding of the overall quality of service provided by a transportation facility or service, transportation analysts for a long time desired to “quantify” this quality of service assessment by travelers. Beginning in 1965, the Highway Capacity Manual (HCM) divided highway quality of service into six letter grades, “A” through “F” with “A” being the best and “F” being the worst. With the “A” through “F” LOS scheme, traffic engineers were much better able to explain to the general public and elected officials operating and design concepts of highways. The LOS letter scheme is now used throughout the United States in transportation, as well as other fields.

The LOS for specific sections of Babcock Street are:

- LOS E from US 192 (New Haven Avenue) to Fee Avenue
- LOS E from Fee Avenue to Hibiscus Boulevard
- LOS C from Hibiscus Boulevard north to US- 1<sup>4</sup>

The LOS ratings of E for the two southern section of Babcock Street are due to periodic congestion. Babcock Street experiences periodic times of intense congestion at specific intersections during peak commuting hours. However during non-peak hours there is infrequent traffic congestion .

The LOS for the section of Babcock Street from Fee Avenue to Hibiscus Boulevard is not anticipated to decrease, or become LOS F until 2017 This decrease in LOS only occurs without any transportation systems improvements and continued increases in the number of vehicles on the road.

The LOS for the remaining sections of Babcock Street from US 192 (New Haven Avenue) to Fee Avenue and from Hibiscus Boulevard north to US-1 are not anticipated to decrease, or become LOS F and D respectively until 2027 This future potential decrease in LOS only occurs without any transportation systems improvements and continued growth in the number of vehicles. The Babcock Street Improvement Program has identified specific roadway improvement projects to address this long-term reduction in LOS. These projects and improvements are detailed in **Section V, B Planned South Area Roadway and Streetscape Improvements** (pg. 35) of this report.

#### a. Average Daily Trip (ADT) Vehicle Counts

The historical average daily trip counts for Babcock Street shows a slightly increasing rate from 1996 through 2006 for that portion of Babcock Street from Palm Bay north to New Haven Avenue

<sup>4</sup> Florida Department of Transportation (FDOT), Implementation Plan for Babcock Street Improvement Program, 2004.

(a.k.a. US-192) of 29,580 trips in 1996 to 31,590 trips in 2006<sup>6</sup>. This portion of Babcock Street is located south of the southernmost CRA boundary. Continuing north of New Haven Avenue the historical average daily trip counts for Babcock Street shows overall fewer trips with a relative flat rate with some small increases and decreases from 1996 through 2006 for that portion of Babcock Street from New Haven Avenue to Fee Street of 26,090 trips in 1996 to 26,570 trips in 2006. This portion of Babcock Street, immediately north of New Haven Avenue is the physically constrained section that is programmed for widening, realignment and improvement through FDOT's 5 year Work Program. **Table 6** shows historical Average Daily Trip (ADT) counts for Babcock Street and Apollo Boulevard.



**Table 6 Average Daily Trip Counts**

Road	Segment	1996-1997 ADT	1997-1998 ADT	1998-1999 ADT	1999-2000 ADT	2000-2001 ADT	2001-2002 ADT	2002-2003 ADT	2003-2004 ADT	2004-2005 ADT	2005-2006 ADT
Babcock											
South Area	<i>US-192-Fee</i>	26,090	27,790	25,620	27,280	24,200	26,740	25,510	25,500	26,160	26,570
Central (Core) Area	<i>Fee-NASA</i>	25,870	27,040	24,780	26,020	25,600	25,970	25,850	25,700	25,640	26,350
North Area	<i>NASA-Apollo</i>	22,290	22,570	21,910	22,290	21,730	22,010	21,430	21,730	21,900	21,900

Source: Brevard County MPO, 2006

<sup>6</sup> Brevard County MPO, Brevard County Traffic Count Program, 1996-2006.

**b. Crash Rate Sites within Babcock CRA**

Two locations within the Babcock CRA are listed in the top ten Crash Rate per Million Vehicle Miles Traveled in the Brevard County MPO State of the System Report, 2005/2006. The two areas are Hibiscus Avenue and NASA Boulevard. **Table 7** details the top ten crash rates locations in Brevard County. The two areas located within the Babcock Street CRA are highlighted.

It is important to note that the two areas listed that are located within the Babcock CRA have shown a rapid increase in the number of crashes when compared to last years ratings. This rapid increase in the number of crashes may be indicative of unsafe roadway alignments, periodic hours of heavy congestion, non-synchronized traffic signals or a combination of all of these.

**Table 7- Crash Rates per Million Miles Traveled**

2005/06 Rank	2004/05 Rank	Roadway	From	To	Crash Rate
1	247	Sykes Creek	Fortenberry	SR 520	18.09
<b>2</b>	<b>45</b>	<b>Hibiscus</b>	<b>Airport</b>	<b>Babcock</b>	<b>13.38</b>
3	4	Aurora	Wickham	Croton	12.93
4	25	SR 520	East end Humphrey Bridge	SR 3	12.91
5	26	Emerson	Americana	Malabar	12.90
6	3	Wickham	Eau Gallie	Parkway	12.81
7	1	Eau Gallie (SR 518 EB)	US 1	East end of 1-way pair	12.70
8	27	Minton	Emerson	Palm Bay	11.83
9	6	Palm Bay Rd.	Minton	I-95	11.52
<b>10</b>	<b>20</b>	<b>NASA Blvd. (SR 508)</b>	<b>Eddie Allen</b>	<b>Babcock</b>	<b>10.31</b>

Source: Brevard County MPO State of the System Report, 2005/2006

## 4. Transit

The Babcock CRA area is served by Space Coast Area Transit (SCAT). There are three different bus routes that cross the Babcock CAR area. **Map 7** shows the transit routes, blue-dashes, within the Babcock CRA.

**Route#1** - Melbourne/ Titusville Connector - The route connects the City of Melbourne to the Titusville in the north and Palm Bay in the south. In the CRA area, the bus line goes the whole north-south length of Babcock Street. The buses serve the route from Monday to Friday.

**Route # 21** – Melbourne Sunday - This bus route goes along the small segment of Babcock Street from Hibiscus Boulevard and Bulldog Boulevard and turns toward the Apollo Boulevard S and NASA Boulevard. The buses serve the route on Sundays only.

**Route #26** – South Beach trolley – This bus route connects the city of Melbourne to the Cocoa Beach. In the CRA area the bus routes goes from a segment of Babcock Street from NASA Boulevard to New Haven Avenue and then turn toward the State Road A1A. The buses serve the route from Monday to Friday.

Fixed route ridership has grown dramatically over the last eight years, while demand response and vanpool ridership has remained relatively stable. This suggests that SCAT has been successful in shifting demand from costly demand response service to more cost-effective fixed route service. Trend data suggests that the marginal increase in fixed route ridership is beginning to slow, indicating that existing service is optimized and new/enhanced service is needed to meet future demand.



Map 7





## 5. Sidewalks

Sidewalks are located throughout the Babcock Street CRA. There are significant gaps in the sidewalk network and the current network does not connect all of the adjacent residential and neighborhood development to the CRA corridor. In some areas there are gaps in the sidewalk that create non-continuous routes and are often not at uniform height.

**Table 8 Gaps in Sidewalks by CRA Area**

Area	Sidewalk Gaps
North Area	8,144 Linear Feet
Central (Core) Area	3,216 Linear Feet
South Area	4,410 Linear Feet
Total	15,770 Linear Feet

Source: Land Design Innovations, 2007

The estimated linear feet of sidewalk gaps assumes the installation of sidewalks on both sides of Babcock Street, including areas in which the right-of-way is physically constrained. Along the north western portion of Babcock Street, north of the FEC railroad and south of west Brevard Drive, the road right of way is constrained by encroaching buildings that do not leave room for the installing of sidewalks. **Map 8** shows the areas within the CRA that have existing sidewalks, gaps or breaks in the sidewalk, no sidewalks or proposed sidewalks. The proposed sidewalk connectors loop (Pink lines) encompassing Babcock Street, Hibiscus Boulevard, Airport Boulevard and NASA Boulevard are identified in the CRA's Capital Improvement Plan for FY 2007/2008.

**Map 8**



## 6. Hurricane Evacuation Routes

The Babcock CRA has two primary east-west hurricane evacuation routes immediately adjacent or passing through it. The evacuation routes are along NASA Boulevard and New Haven Avenue.

## 7. Public Space

The public space land use includes the public parks, open space and public facilities. There are 100.7 acres, or 18.5% of the total acres of the CRA. The largest public spaces within the Babcock CRA are Melbourne High School, Melbourne Auditorium, and the Fee Avenue Park.

Future uses for the Melbourne Auditorium are currently being evaluated. Study recommendations, specific report findings and potential future uses of the Melbourne Auditorium are presented in Strategies and Recommendations **Section VII, D, Redevelopment Activities and Cultural Amenities** (pg. 54) of this report.

## 8. Parking

There are several small public parking lots maintained by the city in the downtown area. Most of the parking in the city is private surface lots. The city has one park and ride lot constructed in 1996 that is located west of I-95 on Eau Gallie Boulevard. There are some on-street parking spaces located at the north end of the Babcock Street CRA at Laurie Street around the stormwater detention pond. There are no other public or city parking facilities located within the Babcock CRA, other than those associated with the Melbourne Auditorium or Fee Avenue Park facilities.

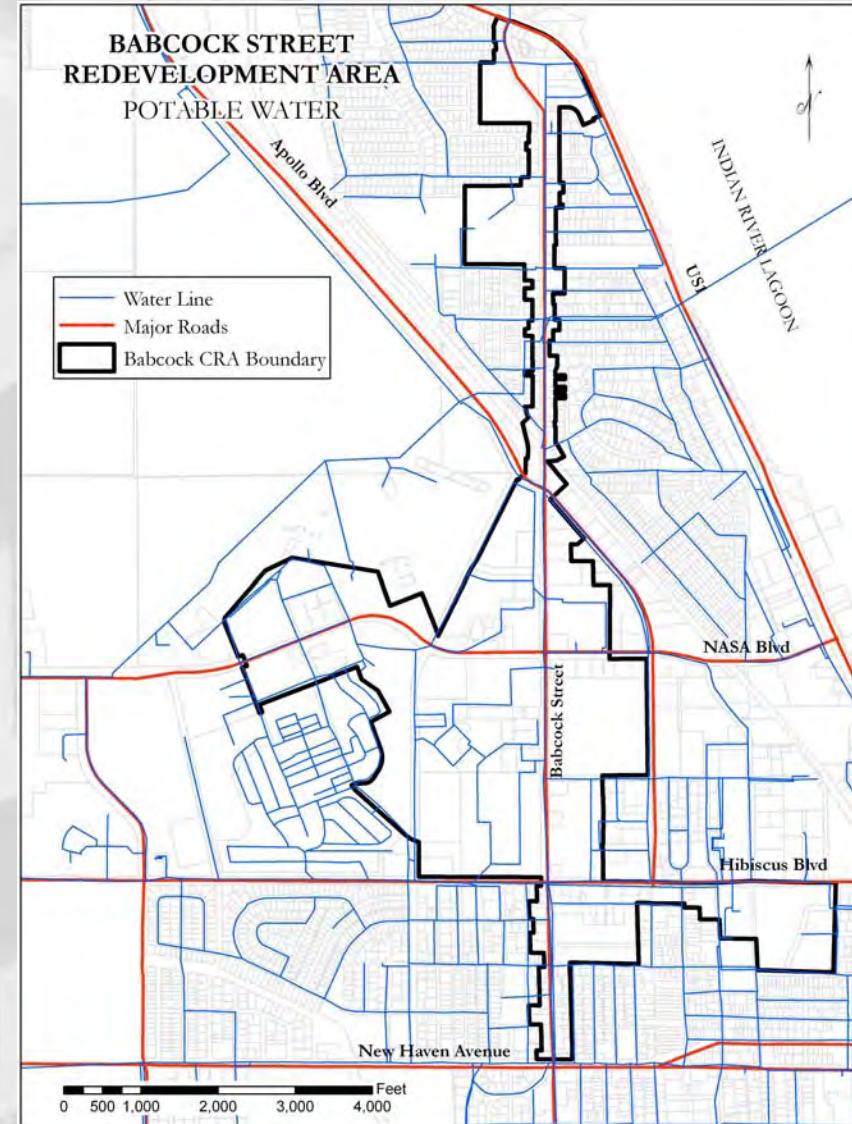


**Public Parking at Laurie Street and Babcock Street stormwater detention pond.**

## 9. Potable Water

The City of Melbourne is a regional water supplier for south Brevard County and provides the potable water in the CRA area. The City of Melbourne currently owns and operates two water treatment plants (WTPs); South Water Treatment Plant (South WTP) and Reverse Osmosis Water Treatment Plant (ROWTP). The existing potable water system consists of a well-developed network of water mains distributed across the entire area. The general location and configuration of the existing water mains is shown on **Map 9**. Based on available information, it appears that potable water service is currently available within a reasonable connection distance to all portions of the CRA study area.

Map 9



## 10. Wastewater

The existing sanitary sewer system operated by the City within the Babcock Street CRA area consists of a network of gravity sanitary sewer trunk lines, pump stations and pressure-force mains.

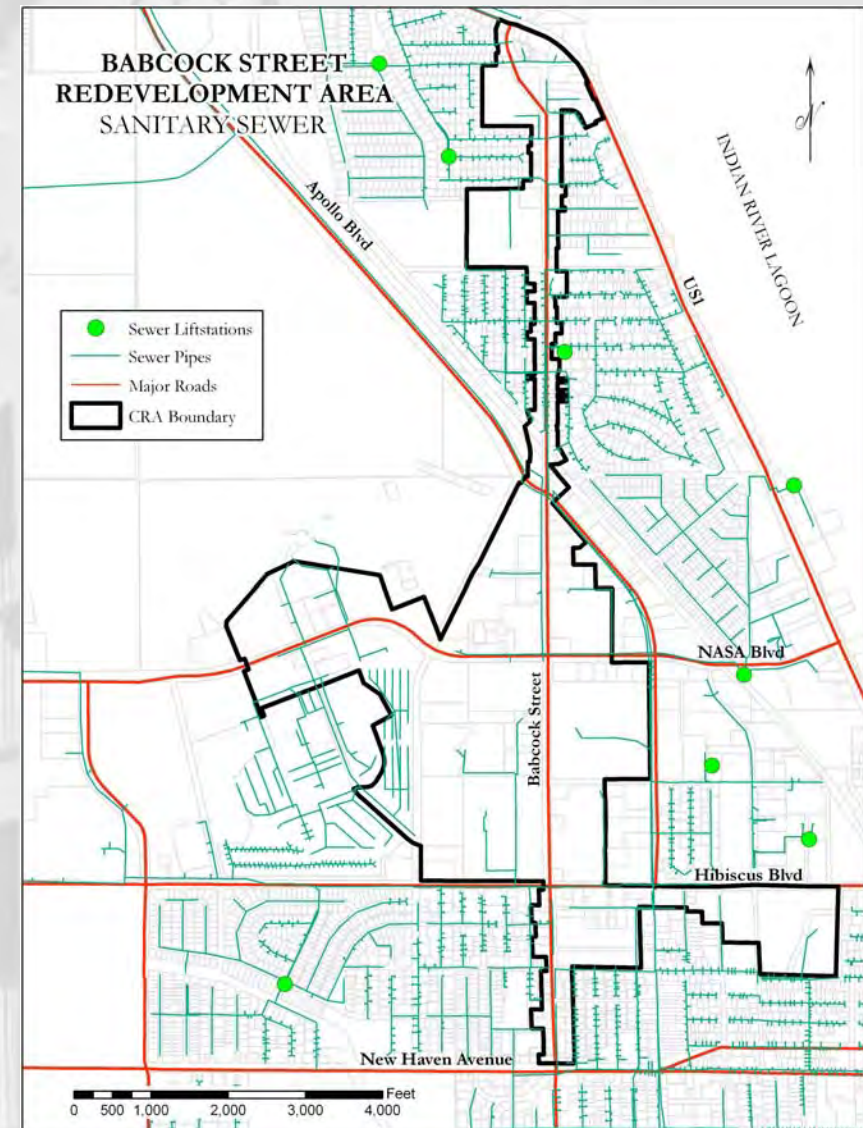
The City of Melbourne currently owns and operates two (2) wastewater treatment plants (WWTP) including Grant Street WWTP and David B. Lee WWTP. The Babcock CRA area is served by 5.10 MGD Grant Street WWTP and by the D.B. Lee WWTP. The most recent average daily flow to the facility was 2.84 MGD. Concurrency approved and allocated treatment capacity commitments for the Grant Street facility amount to 1.10 MGD, thereby leaving an available capacity of 1.16 MGD. The capacity available for development at the D.B. Lee facility is 0.507 MGD.

The gravity sewers consist of pipes ranging in size from six (6") to eight inches (8") up to fifteen (15") inches and thirty-six (36") inches. In addition, there are approximately three (3) existing wastewater pump stations within, or directly adjacent to, the CRA study area. The treated waste water effluents are disposed in deep injection well with a capacity of 14.92MGD. The general location and configuration of the City's sanitary sewer system within the Babcock Street CRA is shown in **Map 10**.

## 11. Stormwater

The majority of the properties within the Babcock Street CRA were not designed with stormwater facilities. Recent streetscape activities in the Central (core) area of the CRA and the north end realignment of Babcock Street included the installation of stormwater facilities. FDOT has programmed the concurrent installation of stormwater facilities in the southern area of the CRA with the programmed improvements for Babcock Street from US 192 to Fee Avenue.

Map 10



## IV. Elements of the Current Economic Environment

The Babcock Street CRA area has one the county's most concentrated employee areas located immediately to the west of the CRA around the Melbourne International Airport area. Major employers located at the airport include DRS Technologies, General Electric Energy and Transportation Divisions, Harris Corporation, Lanier, L-3 Communications, Northrop Grumman and Rockwell-Collins. These technology oriented employers represent a large component of the City of Melbourne's total employment. The impacts that these employers have upon the Babcock Street CRA include increasing traffic congestion during peak commuting hours and also increasing overall background traffic throughout the CRA. The concentration of these employers near the Melbourne International Airport also represents an opportunity to further develop the 'technology-oriented cluster' westward and into the Babcock Street CRA as well as the continued development of support services including dining, retail, hotel and meeting facilities. These development opportunities are discussed in greater detail in **Strategies and Recommendations Section VII, D, *Redevelopment Activities and Cultural Amenities*** (pg. 54) section of this report.

The following section of the report evaluates the elements of the economic environment of the City of Melbourne including employers and employment by sector and industry.

### A. Employment by Sector and Industry

The workforce population (Over 16 years in age) for the City of Melbourne was 58,551<sup>7</sup> in 2000. Over 59% of this group was in the labor force. The unemployment rate was 3.2%<sup>8</sup>. In 2005, out of the total population (76,373) 37,094 civilians were employed (Over 16 years in age).

**Table 9** details employment by sector in the City of Melbourne in 2005.

<sup>7</sup> 2000, US Census, SP-3, Sample Data.

<sup>8</sup> 2000, US Census, SP-3, Sample Data..

**Table 9- Employment by Sector**

OCCUPATION	EMPLOYEE	% TOTAL
Management, professional, and related occupations	13,118	35.4%
Sales and office occupations	9,179	24.7%
Service occupations	6,207	16.7%
Production, transportation, and material moving occupations	5,720	15.4%
Construction, extraction, maintenance and repair occupations	2,717	7.3%
Farming, fishing, and forestry occupations	153	0.4%
<b>Total</b>	<b>37,094</b>	<b>100%</b>

Source: 2005, American Community Survey, American FactFinder, US Census Bureau



**Table 10** details the largest employers within the City of Melbourne by industry.

**Table 10- Employees by Industry**

INDUSTRY	EMPLOYEE	% OF TOTAL
Educational services, and health care, and social assistance	7,388	19.92%
Retail trade	4,842	13.05%
Manufacturing	4,778	12.88%
Professional, scientific, and management, and administrative and waste management services	4,293	11.57%
Arts, entertainment, and recreation, and accommodation, and food services	3,307	8.92%
Construction	3,076	8.29%
Public administration	2,132	5.75%
Finance and insurance, and real estate and rental and leasing	1,574	4.24%
Transportation and warehousing, and utilities	1,486	4.01%
Other services, except public administration	1,486	4.01%
Wholesale trade	1,306	3.52%
Information	1,273	3.43%
Agriculture, forestry, fishing and hunting, and mining	153	0.41%
<b>TOTAL</b>	<b>37,094</b>	<b>100%</b>

Source: 2005, American Community Survey , American FactFinder, US Census Bureau

## B. Major Employers in the City of Melbourne and southern Brevard County

The major employers located in the City of Melbourne and southern Brevard County are:

<i>Harris Corporation</i>	8,500 employees
<i>School Board of Brevard County</i>	7,800 employees
<i>Health First, Inc.</i>	4,900 employees
<i>Brevard County Board of County Commissioners</i>	2,500 employees
<i>Northrop Grumman Melbourne Systems</i>	2,180 employees
<i>Brevard Community College</i>	1,800 employees
<i>Rockwell Collins, Inc.</i>	1,477 employees
<i>City of Melbourne</i>	1,017 employees
<i>Bulova</i>	985 employees
<i>Florida Tech</i>	800 employees
<i>Melbourne Internal Medicine Associates (MIMA)</i>	750 employees
<i>Cape Publications</i>	600 employees

## C. Business Support Service Providers and Programs

### 1. Economic Development Commission of Florida's Space Coast (EDC)

The City of Melbourne is located in Brevard County and receives economic development services from the Economic Development Commission of Florida's Space Coast (EDC). The Space Coast EDC is a private, not-for-profit organization committed to the economic stability and growth of Brevard County, Florida. The EDC's partners are the dedicated leaders of existing businesses and industries.

The Space Coast EDC provides business recruitment services, information clearinghouse services and access to state and national economic development grants and tax incentive programs.

Contact: [www.spacecoastedc.org](http://www.spacecoastedc.org)

### 2. The City of Melbourne Ad-Valorem Tax Abatement Program

The City of Melbourne City Council provides the Economic Development Ad Valorem Tax Exemption Program, which is designed to assist economic development through exempting certain property taxes.

Qualifications for participating in the ad-valorem tax abatement program are listed below:

- Ad valorem tax exemptions apply to new businesses relocating to the City of Melbourne and to expansion of businesses already situated in Brevard County.
- New or expanding businesses must make a positive contribution to the economy of the City of Melbourne in

terms of new jobs and improvements to real and personal property.

- Incentives are applicable to businesses of diverse industries with the exception of retail operations.
- Any and all exemptions granted must result in an economic benefit to the City, i.e., exemptions would support the City of Melbourne and its existing businesses.
- The applicant must be a person, firm, partnership, or other business organization or entity, with the object of private or public gain, benefit, or advantage, either direct or indirect.
- *New Business.*
  1. As defined in Section 196.012(15), Florida Statutes, a new business must meet the following criteria:
    - (a) A business establishing ten (10) or more jobs to employ ten (10) or more full-time employees in this State, which manufactures, processes, compounds, fabricates, or produces for sale items of tangible personal property at a fixed location and which comprises an industrial or manufacturing plant; or
    - (b) Any business establishing twenty-five (25) or more jobs to employ twenty-five (25) or more full-time employees in this State, whose Sales Factor, as defined by Section 220.15(5), Florida Statutes, for the facility with respect to which it requests an economic development ad valorem tax exemption is less than 0.50 for each year the exemption is claimed; orAn office space in this State owned and used by a corporation newly domiciled in this State; provided such office space houses fifty (50) or more full-time employees of such corporation; or

A business located in an Enterprise Zone (pursuant to Section 290.0065, Florida Statutes).

2. Any new business must first begin operation on a site clearly separate from any other commercial or industrial operation owned by the same business.

- *Expansion of an Existing Business.*

1. As defined in Section 196.012(16), Florida Statutes, Expansion of an existing business must meet the following criteria:

(a) A business establishing ten (10) or more jobs to employ ten (10) or more full-time employees in this State, which manufactures, processes, compounds, fabricates, or produces for sale items of tangible personal property at a fixed location and which comprises an industrial or manufacturing plant; or

(b) Any business establishing twenty-five (25) or more jobs to employ twenty-five (25) or more full-time employees in this State, whose Sales Factor, as defined by Section 220.15(5), Florida Statutes, for the facility with respect to which it requests an economic development ad valorem tax exemption is less than 0.50 for each year the exemption is claimed; or

(c) Any business located in an Enterprise Zone (pursuant to Section 290.0065, Florida Statutes)

2. Any expansion of an existing business must increase operations on a site co-located with a commercial or industrial operation owned by the same business, resulting in a net increase in employment of not less than ten percent (10%) or an increase in productive output of not less than ten percent (10%). The ten percent (10%) requirement does not apply to Enterprise Zones.

- The exemptions shall not accrue to improvements to real property made by or for the use of new or expanding businesses when such Improvements have been included on the tax rolls prior to the effective date of the ordinance specifically granting a Business an exemption.
- Property acquired to replace existing property shall not be considered to facilitate a business expansion.
- No exemption shall be granted for the land upon which new or expanding businesses are to be located
- The ability to receive an exemption for the period granted is conditioned upon the Applicant's ability to maintain the new business or the expansion of an existing business throughout the entire period.
- Any existing business in violation of any federal, State, or local law or regulation governing environmental matters is not eligible for an exemption

**Contact:**

[www.melbourneflorida.org/ecdev/adv/ad\\_valorem.htm](http://www.melbourneflorida.org/ecdev/adv/ad_valorem.htm)

### 3. **Technological Research and Development Authority (TRDA)**

The Technological Research and Development Authority (TRDA), established by the Florida Legislature in 1987, delivers the successful and cost-effective transfer of cutting edge technologies to schools and small businesses throughout the State of Florida. Through strategic alliances with NASA, the federal government, the aerospace industry and state partners - including the Department of Education, Enterprise Florida and the department of Community Affairs - TRDA is giving Floridians the edge to success to compete in the new millennium. Specifically, the TRDA



sponsors programs that enhance education, space research and economic development within the state. By seeking matching funds for visionary projects, TRDA has been able to augment Florida's resources with those of government and private industry, while working diligently to ensure a brighter future for the people of the State of Florida.

The TRDA operates a small business incubation center located near the Melbourne International Airport adjacent to the Babcock Street CRA.

**Contact:**

**TRDA (NASA)**

5195 South Washington Avenue  
Titusville, FL 32780

**Phone:** (321) 269-6330

**Fax:** (321) 383-5260

**Suncom:** 360-6330

**Email:** [admin@trda.org](mailto:admin@trda.org)

**4. Keiser College**

Keiser College is part of the Keiser School of Technology, which is headquartered in Ft. Lauderdale. Over 537 students are enrolled at the Brevard County campus, which offers Associate in Science degree programs in accounting, business administration, hotel and restaurant management, computer information systems, computer networking systems, medical administrative assistant, administrative office management, executive secretarial, and film and video production. Keiser College is accredited by the Southern Association of Colleges and Schools. Keiser College also supports local businesses and small businesses through its Local Technical

Assistance program and University Center for Economic Development. These programs utilize the local and national technical expertise from a range of industries to provide support and guidance to local businesses in Brevard County.

**Contact:**

**Keiser College**

900 S. Babcock St., Melbourne.

**Phone:**(321) 255.2255

**Contact:** [www.keisercollege.edu/melb.htm](http://www.keisercollege.edu/melb.htm)

**5. Brevard Community College (BCC)**

Approximately 12,000 students take courses at BCC each term. Campuses are in Cocoa, Titusville, Melbourne and Palm Bay, with a center at the Kennedy Space Center Visitor Complex and other off-site facilities. Classes are available via WBCC-TV Channel 68 and the Internet as part of BCC's Virtual Campus.

BCC provides a two-year associate of arts degree with guaranteed transfer to a state university, 27 associate of science degrees, and 50 one- or two-year vocational certificates, as well as programs for community education, business training, dual enrollment, early admission and parent education/lab schools.

**Brevard Community College:** 1519 Clearlake Road, Cocoa.

**Phone:** (321).632.1111

**Contact:** [www.brevardcc.edu](http://www.brevardcc.edu)

## 6. The Melbourne Palm Bay Area Chamber of Commerce

The Melbourne Palm Bay Area Chamber of Commerce is comprised of over 1,388 businesses and individual members. The Melbourne Palm Bay Area Chamber of Commerce provides referral, networking, professional development, business assistance and resource publications and community information and relocation assistance to businesses located in the Brevard County area or considering locating within Brevard County.

Contact: [www.melpb-chamber.org](http://www.melpb-chamber.org)

## 7. Space Coast Service Corps of Retired Executives (SCORE)

The SCORE Association has been serving the needs of America's small businesses for over 40 years. As a resource partner of the U.S. Small Business Administration SCORE's 10,500 volunteers have provided 1,376,014 counseling hours in FY 2004. SCORE's activities are funded by an annual grant from the U.S. Government. SCORE members are unpaid volunteers who provide their knowledge and expertise in order to benefit the community in which they live. Business consulting is available.

Contact: Melbourne Professional Complex

1600 Sarno, Suite 205

Melbourne FL 32935-

Phone: (321) 254- Ext: 2288 ...

Fax: (321) 254-0455

Counseling is also available by telephone and over the internet.

Contact: [scorechapter400@nebutel.com](mailto:scorechapter400@nebutel.com)

## 8. Brevard County Small Business Assistance Council (BSBAC)

The Brevard Small Business Assistance Council (BSBAC) is a not-for-profit organization devoted to promoting the continued growth of small businesses in Brevard County. Its members include local and federal government, Chambers of Commerce, banks, legal offices, and prime contractors for the Air Force and NASA.

The BSBAC goal is to gather and forward as much information as possible to assist small businesses in their day-to-day operations.

Contact: [www.bsbac.org](http://www.bsbac.org)

## 9. Florida Redevelopment Association (FRA)

### Redevelopment Assistance Program

The Florida Redevelopment Assistance Program is a volunteer, short-term service providing specific types of assistance to Florida communities of all sizes that have an interest in beginning or strengthening a downtown redevelopment program. Upon request of a Florida community, the FRA will provide a team of one to three experienced members to visit the community to address downtown issues of concern. Some of the types of information available include how to establish a downtown organization, methods of financing, the importance of market studies, how to set up a low interest commercial rehabilitation loan program and working with the public/private sectors of the community for a successful downtown development program. Individual projects can also be addressed, which may include suggestions for implementation, financing or problem solving.

It is important to note that it is a volunteer program of the FRA membership, and, as such, is not meant to replace the need for

ongoing consulting, planning, legal, financial, or other redevelopment expertise. However, it is hoped that through the offering of such technical assistance an exchange of downtown development ideas will be established between Florida's communities for the preservation and promotion of our downtown areas.

For further information on the program or the FRA: information please call, telephone (850) 222-9684.

**Contact:** [www.redevelopment.net](http://www.redevelopment.net)

## 10. Florida League of Cities Grant Programs

The Florida League of Cities has developed the following two programs to help Florida's municipalities locate available grants and technical assistance.

**Financial and Technical Assistance for Florida Municipalities** is a 370-page resource book that provides information on grants, loans, technical assistance and other resources available to Florida municipalities. This information is available at the Florida League of Cities website at: [www.flcities.com/membership/#grantswww.flcities.com](http://www.flcities.com/membership/#grantswww.flcities.com).

Copies of the publication are free to members and available for a charge to non-members.

### Resource Center

Each year representatives from various state, federal and private organizations that provide grants and technical assistance to Florida's cities are invited to participate in a special session at the annual conference held year in August. During this session, they

share information with conference delegates. For more information contact call (800) 342-8112

**Contact:** [www.flcities.com](http://www.flcities.com)

## 11. Enterprise Florida, Inc.

Enterprise Florida, Inc. (EFI) is a public-private partnership to promote the economic development at the state level. The organization works toward diversifying Florida's economy, creating high paying jobs by supporting existing businesses, attracting business in high-growth and innovations. Some of the high growth sectors include Information Technology, life science, aviation, defense and financial and professional services. EFI collaborates with a statewide network of regional and local economic development organizations to improve Florida's economic climate and ensure competitiveness.

EFI provides local data, financial assistance, and counseling to the companies. They also provide access to the local university resources, incubators and accelerators to the companies interested in expansion, relocation in the state as well to local companies trying to expand in the international marketplaces.

**Contact:** [www.eflorida.com/default.asp](http://www.eflorida.com/default.asp)

## 12. Florida Small Business Development Center Network (SBDC) and Brevard Community College

The Florida Small Business Development Center Network (FSBDCN) is a statewide partnership between higher education and economic development organizations dedicated to providing emerging and established business owners with assistance

enabling overall growth and increased profitability that contributes to the economic prosperity of the state. The FSBDCN programs are implemented in Brevard County by the Institute for Business Training and Community Education (IBTCE) and the Brevard Community College (BCC).

The IBTCE has a mission of providing customized training and certifications to meet the needs of Brevard employers. Most deliveries are tailored to meet the specific requirements of the employer. Customized training is almost always non-credit and it is quick, aggressive and thorough. Employees can learn specific skills in a day or two as opposed to participating in a semester length course to learn high-end software features.

Contact: [www.brevardcc.edu](http://www.brevardcc.edu)

### 13. Agency for Workforce Innovation

The Agency for Workforce Innovation provides local businesses employment recruitment and hiring services. The Agency for Workforce Innovation is a state agency and is also responsible for implementing policy in the areas of workforce development, welfare transition, unemployment compensation, labor market information, early learning and school readiness.

Partners with the Agency for Workforce Innovation include:

- Department of Children and Families (DCF)
- Department of Education
- Department of Revenue
- Early Learning Coalitions

- Enterprise Florida, Inc.
- Regional Workforce Boards
- Workforce Florida, Inc.

Contact: [www.floridajobs.org/](http://www.floridajobs.org/)

### 14. Florida Power and Light

Florida Power & Light Company (FPL) is among the largest and fastest-growing electric utilities in the United States. In 2005, the company's average number of customer accounts grew by more than 97,000, or 2.3 percent, to more than 4.3 million.

FPL offers incentives and programs to help businesses reduce the cost of doing business through smart energy management. These incentives and programs include:

- Business Energy Evaluations
- Energy Efficient Cooling programs
- Water Heating programs
- Energy Efficient Lighting programs
- Energy Efficient Refrigeration programs
- Building envelop improvements
- Commercial/Industrial Demand Reduction programs

FPL's large business energy evaluation (BEE) is a free, comprehensive review of your facility's energy usage. FPL energy experts will visit your facility and recommend energy-saving ideas

so you can reduce energy costs and take advantage of other FPL incentives.

**Contact:** [www.fpl.com/largebusiness](http://www.fpl.com/largebusiness)

## 15. **Division of Workers' Compensation Re-employment Program**

The Division of Workers' Compensation is a State agency providing re-employment services to injured workers that sustained injuries after 10/1/89 and are covered under FL Statue 440. The reemployment services could include but are not limited to, vocational counseling, job development and placement, employability skills training, comprehensive vocational evaluation and training, medical assessments, on the job training and labor market information. These services are provided through collaboration with some of the following agencies: Division of Vocational Rehabilitation, Agency for Workforce Innovation, Pensacola Junior College, and physicians, insurance carriers and employers. For further information visit their website at:

**Contact:** [www.fldfs.com/WC/organization/brrs.html](http://www.fldfs.com/WC/organization/brrs.html)

## V. Completed and Planned Development

There has been significant development activity and public investment activity within the Babcock CRA over the past ten (10) years with additional development and improvements planned for the future. Public investment has included streetscape, traffic signal mast arms installation and roadway realignment projects. Private investment within the Babcock CRA has included new office, hotel, multi-family residential, commercial and retail development including the reuse of the Brevard Mall facility. **Map 11** (Pg. 37) shows the general location of the development activity and planned development within the Babcock Street CRA. Additional details regarding selected planned, completed and current development are listed below.

### A. Completed and Current Roadway and Streetscape Improvements

The City of Melbourne and Brevard County have a continuing successful streetscape program for Babcock Street. Previous FDOT streetscape and median landscaping improvements to Babcock Street between Hibiscus and NASA Boulevards were completed in 2003. Additional FDOT streetscape improvements, completed in 2006, were installed from NASA Boulevard to Apollo Boulevard. These improvements included sidewalks, median improvements and landscaping, crosswalk improvements and lighting. Streetscape improvements have also been recently completed on the northern end of Babcock Street.



### 1. North Area Roadway and Streetscape Improvements

The City of Melbourne has recently completed the Phase I realignment of the northern end of Babcock Street from Ella Street to Laurie Street. This realignment included widening of the roadway to 5 lanes, sidewalk installation, streetscape improvements, on street parking and a retention pond.



Phase II of the north-end realignment project, from Laurie Street to US-1 includes street widening and intersection improvements. Engineering for this Phase of the north-end improvements, currently at 30% completion will be completed in late 2007 early 2008. The next phase of roadway improvements for Babcock Street, will continue the improvements southward from Alma Drive / Ella Street to Apollo Boulevard. The schedule for this phase of the roadway improvements is Design and Engineering scheduled for FY 07/08 with Construction scheduled for FY 08/09. Improvements will include landscaped medians, sidewalk installations and streetscape furnishings. Anticipated costs for these improvements are ~\$875,000.00.

The City of Melbourne Capital Improvements Program entries addressing these items are presented in Appendix G.

## B. Planned South Area Roadway and Streetscape Improvements

The remaining portions of Babcock Street to undergo streetscape improvements, US-192 (New Haven Avenue) to Fee Avenue, Fee Avenue to Hibiscus and NASA Boulevard to Alma Drive are programmed within the FDOT, City and County work programs. The proposed improvements are presented in greater detail below.

### FDOT Improvements

- Babcock Street US-192 to Fee Avenue

FDOT has programmed improvements for Babcock Street from Fee Avenue south to New Haven Avenue. This area, approximately .40 of a mile in length is programmed for right-of-way acquisition during FY 06-07, FY 07-08 and 08-09. State funding sources for these improvements are the Surface Transportation Program and the In-House Product Support Fund<sup>9</sup>. Construction for these improvements is scheduled to begin in FY 2010-2011. The improvements to the Babcock Street corridor in this area will include median improvements with decorative paver details, right-of-way acquisition, new 6' wide sidewalk installation and on-street bicycle lanes on both sides of the street. The estimated cost of these improvements is ~\$10.4 Million. These improvements will address the constrained right-of-way issues, traffic increase capacity and provide pedestrian and bicycle amenities.

<sup>9</sup> Brevard County MPO, Transportation Improvement Program for Melbourne Urban Area, 2007-2011, adopted July 13, 2006.

- Babcock Street PD&E Study

FDOT has also recently completed a Planning Design and Environment Study of the Babcock Corridor with a design year for the study of 2027<sup>10</sup>. The study shows that 10 of the 18 signalized intersections that were analyzed will be failing. Further, 10 of the 17 segments will be level of service E or F. The schedule is based upon analyses of an opening year of 2007, a mid-design year of 2017, and a design year of 2027. The Babcock Street PD&E Study recommended various improvements to solve the deficiencies. The improvements include turn lanes, through lanes, and signal coordination along the entire length of Babcock Street, some within and some outside of the Babcock Street CRA. The PD&E Study recommendations for the projects that are located within the Babcock street CRA are listed below.

- NASA Boulevard and Babcock Street Intersection

NASA Boulevard is the northern terminus of the project and connects to the Melbourne International Airport. NASA Boulevard's connection to Babcock Street is vital to the operation of the Airport. NASA Boulevard requires turn-lane improvements, but does not require any widening to operate acceptably until 2027. An eastbound right-turn and a westbound left-turn lane are recommended at this intersection.

- Babcock Street Fee Avenue to NASA Boulevard

FDOT proposes improving the north-bound and south-bound lanes of Babcock Street to improve operational efficiency. This segment does not provide any additional capacity to the corridor. Because the improvements to this section do not provide capacity increases on this

<sup>10</sup> Implementation Plan for Babcock Street, SR-507, FDOT, Kimley-Horn and Associates, 2004.

section, unlike on the other sections, this segment was the final Babcock Street segment chosen for improvement.

## Central Area Roadway and Streetscape Improvements

- Babcock Street Hibiscus Boulevard Intersection

This project includes new traffic signals on mast arm installations, elimination of existing poles within the median, improved lane alignment, pedestrian signals, sanitary sewer improvement, stamped brick crosswalks and sidewalk access ramps. The anticipated construction period will begin in 2007 and be completed in 2008. The estimated cost for these improvements is \$500,000. The CRA participation for this project is \$200,000. The CRA allocated \$100,000 for this project in 2004, and an additional \$100,000 in 2007.

- Sidewalk Improvements and Connecting the Gaps

The Babcock CRA has programmed sidewalk improvement in the Capital Improvement Plan for FY 2007/2008 to connect the gaps in the sidewalk network around the central block bounded by Babcock Street, Hibiscus Boulevard, Airport Boulevard and NASA Boulevard. These sidewalk improvements are shown on **Map 8**(Pg. 21) and **Map 11** (Pg. 37).



## D. Commercial Development (Non Airport Authority)

- *Marriott Residence Inn*

A Marriott Residence Inn is being built within the Babcock Street CRA on an out parcel located on the eastern side of the former Florida Marketplace site. Marriott Residence Inns are extended-stay facilities offering one-, two-, and three-room suites for corporate and other long-stay customers.

- *Riverside Bank*

Riverside Bank has recently opened a new branch office within the Babcock Street CRA near the NASA Boulevard and Babcock Street intersection..



- *SunTrust Bank*

Suntrust Bank has recently opened a new branch office within the Babcock Street CRA. The SunTrust facility is located 2116 S Babcock Street.

- *Legacy at Hibiscus Point Multi-Family Housing Development*

A multi-family residential housing development, The Legacy at Hibiscus Park, was completed in late 2006 at the corner of Hibiscus and Airport Boulevard. This development is located on a formerly vacant 3.32 acre site and is comprised of 1, 2 and 3 bedroom luxury condominiums.



- *Med Solution*

MedSolutions manages the quality management of medical imaging services. The Melbourne facility provides in-bound call-center customer service. The facility is located at 1420 South Babcock Street in the former Florida Marketplace facility.



o *Palms Point Office Site Development*

Private sector development in the north end of the Babcock Street CRA include free-standing office building development located near the realigned Babcock Street at Laurie Street and West Brevard Drive.



o *DRS*

DRS Technologies, Inc., headquartered in Parsippany, New Jersey, U.S.A., is a leading supplier of integrated products, services and support to military forces, intelligence agencies and prime contractors worldwide. Focused on defense technology, the Company develops, manufactures and supports a broad range of systems for mission critical and military sustainment requirements, as well as homeland security. The DRS facility located on Babcock Street produces optronics, sensors and target acquisition systems.



o *Conexant*

Conexant Systems, Inc. is a worldwide leader in semiconductor solutions for broadband communications for the digital home. Conexant's innovative semiconductor system solutions enable global access networks, and are driving digital home information and entertainment networks worldwide. The Melbourne Conexant facility is located at 1450 South Babcock Street in the former Florida Marketplace facility.



Map 11



**Map 12**

## **E. Melbourne Airport Authority Development**

The Melbourne International Airport is the region's primary economic engine. With facilities designed to accommodate over 2,000,000 passengers annually and currently serving over 400,000 passengers per year, the Melbourne International Airport, Delta Air Lines and Delta Connection offer nonstop jet service to Washington D.C. and Atlanta with daily connections to over 500 destinations in 94 countries. Vintage Props & Jets offers daily international flights to the Bahamas.

The Airport Authority's adjacent commerce/industrial park, already home to technology companies such as, Northrop Grumman, GE Energy and Transportation systems, Harris Corporation, L-3 Communications, Lanier and Rockwell Collins, continues to grow and develop as a technology industry hub. The 2004 Melbourne International Airport Master Plan identified several planned development activities that will impact the Babcock Street CRA. These activities include office space development, hotel development and a community civic center development within the CRA boundaries. **Map 12** shows the proposed development projects at the Melbourne International Airport that are within or adjacent to the Babcock Street CRA.

### o *Office Site Development*

The Melbourne International Airport Master Plan identifies two large vacant parcels, 11.35 and 16.64 acres in size, located within the Babcock CRA at the north-east corner of NASA Boulevard and Airport Boulevard for potential corporate office development. The Airport Authority is currently evaluating development proposals for the creation of potentially of up to 300,000 square feet of office space at these sites. An additional 10.7 acre site located on the west side of Airport Boulevard north of NASA Boulevard, outside of the Babcock Street CRA has also been identified for single story office development. These sites are identified are on both **Map 12 Proposed Airport Development** and **Map 14 Opportunity Sites** (Pg. 56).



The Airport Authority is currently evaluating development proposals and other opportunities to realize this development potential. These potential facility sites are identified on both **Map 12 Proposed Airport Development** (Pg. 38) and **Map 14 Opportunity** (Pg. 56). The potential development of a community civic and conference center within the Babcock Street CRA would have a significant economic impact upon the area as well as potential level of service impacts upon existing infrastructure, specifically roadways.

○ *Golf Course and Hilton Stone Wood Suites*

The Melbourne Airport Authority is currently evaluating long-term lease and development terms with a private development group for the potential construction of a nine-hole, par -3 golf course on a 34 acre site formerly used as a landfill. The proposed site is located at NASA Boulevard between Woody Burke and Broadband Drive on the south side of NASA Boulevard. Hilton Hotel Corporation has agreed to build a 110 room “Stonewood Resort” facility on an adjacent parcel and connect to the golf course with a jogging/golf cart trail. The facility, although outside of the Babcock Street CRA boundaries will provide employment and additional recreational opportunities as well as impacting existing infrastructure, specifically roadways.

○ *Small Business Incubator*

The Technological Research and Development Authority (TRDA) in partnership with the Melbourne Airport Authority, Brevard County and the City of Melbourne built a 30,998 sq.ft. business incubation center within the Melbourne International Airport commerce park at 1050 West NASA Boulevard which opened in early 2007. The business incubator provides facility space at competitive market rates, business counseling and access to various small business assistance programs. Though not located within the Babcock Street CRA, the adjacent location of the incubator is an asset that may be utilized by the CRA when recruiting businesses to area or assisting current businesses with expansion space or counseling services.



**An artist's rendering of the TRDA small business incubator facility.**

The proposed facility would host exhibitions, meetings, conferences, community events, social functions and other special functions and events.

## F. City of Melbourne

### o *Community Civic Center & Conference Center*

One of the City of Melbourne's long term development objectives for the Babcock area is also identified in the Melbourne International Airport Master Plan. This objective is the potential location of a Community Civic and Conference Center with a hotel within Melbourne Airport Authority properties<sup>11</sup>. Potential sites include the 26 acre site located along the western edge of Airport Boulevard north of Hibiscus Boulevard and south of NASA Boulevard.

A separate feasibility study conducted for the City of Melbourne identified the potential economic opportunity and development program for the proposed center. Based on the study's findings it was determined that the potential demand for a conference center facilities would total 137 events and generate approximately 119,000 event attendees during the first year of operation. By the tenth year of operation 154 events and 157,000 attendees are projected. The completed facility could have a potential overall economic impact upon the surrounding community of ~\$21 million dollars and potentially support up to 210 new jobs. The proposed development program<sup>12</sup> includes:

- Phase I Development a minimum of 40,000 square feet of exhibition space
- Pre-function and Ballroom areas of 20,000 to 25,000 square feet
- Additional break-out and meeting space of 8,000 to 10,000 square feet
- No arena facility
- On-site hotel facility of at least 300 rooms
- Design should accommodate future expansion of exhibition and function facilities

<sup>11</sup> Melbourne International Airport Master Plan Update, Revised February 25<sup>th</sup>, 2004.

<sup>12</sup> City of Melbourne Civic Center Study- Phase One Market Study, 2004.

## VI. Community Visioning Process

Land Design Innovations, Inc. conducted two community workshops for the Babcock Community Redevelopment Agency (CRA). The first workshop identified and prioritized community issues and opportunities within the Babcock CRA. The second workshop focused on community visual preferences within the Babcock CRA to develop a streetscape theme. The public was invited to the workshops, which were interactive and designed to solicit public participation, input and comment.

The Community Visioning Process section of this Babcock CRA Redevelopment Plan details the results from each of the two public input workshops. The findings in this section will be used by the Babcock Community Redevelopment Agency to aid in meeting the redevelopment needs and preferences that were outlined by the citizens. The public input workshop dates and locations are listed below:

- Workshop 1 – November 30, 2006 at the Melbourne Auditorium
- Workshop 2 – January 25, 2007 at the Front Street Park Pavilion

### A. Public Input Workshop 1 – Community Issue Identification

Land Design Innovations, Inc. conducted a Community Issue Identification Workshop for the City of Melbourne's Babcock Street Community Redevelopment Area on November 30, 2006. The purpose of the workshop was to enable the Babcock CRA to identify community challenges and threats, strengths and opportunities, desired community features, and desired public services.

#### 1. Workshop 1 - Issues Identified

When the workshop participant group as a whole was finished prioritizing the most popular community issues, individual voting for each issue began. LDI displayed each issue on a large sheet of paper and distributed scoring stickers to the public, each individual

was given four stickers. The scoring was structured to produce weighted results so that the results would project a clear understanding of which issues the workshop participants wanted to be addressed. The scoring stickers were numbered #1 through #4, with #1 being worth four points and #4 being worth one. As each issue was announced, the public was given an opportunity to use their four scoring stickers in the order of importance that each individual preferred.

When the individual votes were tallied, the values generated a *weighted resolute* that made it possible to rank all of the community issues. The following list shows the *complete ranking of all the issues* from most important to least important. Information shown in parenthesis in the table identified additional detail and insight into the workshop participants' intent.

## Babcock Street CRA Community Issue Identification Workshop Results

Prioritized Issues Identified by Workshop Participants	Ranking
Sidewalk Connections and bike racks	63
Build more parks, maximize underutilized parks, need for a Children's Park in Northern Part of CRA	40
Build a convention center (close to airport)	33
Increase safety/security and improve lighting	26
Streetscape Beautification (uniform street furniture, paving, crosswalks and lighting)	22
Redesign the traffic bottlenecks (2 identified – one north side and one south side)	21
Multi-modal connections, more bus shelters, bike racks at bus shelters, adequate trolley stops (free circulator	20
Façade grants	20
Maintain the Landscape used in streetscape, use of native plants	19
Upgrade residential areas, Daily Bread negative, improve older areas	18
Expand the CRA, near airport	11
Develop Merchants Association and related merchant support and assistance programs, façade grants, improve blocks in phases so there is more of an impact	8
Traffic controls /calming needed, resolve cut through traffic Cherry Street	8
Need a small business area on the south end of CRA, small business-friendly (Park and walk area)	5
Airport Authority, need better communication	4
Public Art	0
Dead space (narrow area of CRA), clean-up, beautify and redevelop	0

Analysis indicated that the majority of voters identified “sidewalk connectivity” as a primary issue that they would like to see addressed. Other issues with high vote tallies included the need for additional parks and the desire to develop a Convention or Community Center near the Melbourne International Airport. Lower vote tallies included additional Merchant Assistance Programs, improved traffic controls/calming and increased coordination with the Airport Authority.

Installation of Public Art and addressing the identified dead space (narrow area) around the railroad right-of-way corridor, were issues that did not receive any prioritization votes. They were still identified as important issues, the “no vote” just indicates that they were not prioritized over the major projects and programs.

The top 5 issues identified in descending order are:

- Sidewalk connections everywhere (63)
- Parks (40)
- Convention Center (33)
- Safety / Security (26)
- Streetscape Beautification (22)

## **B. Public Input Workshop**

The second workshop focused on one of the five highest ranked issues from the previous workshop, Streetscape Beautification. LDI conducted a Community Preference Workshop for the City of Melbourne Babcock Community Redevelopment Agency on **January 25, 2007**. The purpose of the workshop was for the Babcock CRA to obtain input from the residents, business owners and public regarding preferences in terms of development styles and a streetscape theme, so that the CRA Board can start working on achieving streetscape beautification in a manner consistent with the desired outcome that

the citizens envision. The visioning exercise was a way for staff and the residents to take a step back from the day-to-day activities to look at the big picture through a long-term viewpoint.

### **1. Streetscape/Style Preference Surveys**

LDI gave a brief presentation on the purpose for the community preference survey and the basic components of a community and streetscape. The slide show presented a range of differing architectural treatments, styles and themes for specific non-residential uses and streetscape features. A total of 224 slides were shown. They were classified using the following categories:

- |                                              |                  |
|----------------------------------------------|------------------|
| Retail                                       | Planters         |
| Mixed Use                                    | Waste Receptacle |
| Restaurants & Dining                         | Crosswalks       |
| Pharmacies                                   | Sidewalks        |
| Convenience Stores/Gas Stations/Auto Service | Vending          |
| Office/Hotel/Condo                           | Signage          |
| Streetlights                                 | Fountain         |
| Bench                                        | Bike Racks       |
| Tree Well                                    | Street Trees     |
| Median                                       |                  |

## C. Determination of Preferences

The participants were asked to rank each slide with 5 being a very positive reaction - something they would like to see in the community, and 0 being a negative reaction - something they definitely do not want to see in the community. The results noted in the report are by no means representative of what the City residents in general prefer or dislike, as the survey included a small sample of the residents and merchants from the Babcock CRA.

After the voting was complete, LDI tallied all of the votes into a spreadsheet and prepared a weighted ranking. For each category only those slides with a median ranking of 4 or higher were selected. Then the selected slides were sorted by their mean ranking to determine the most favorite slide of the category. The Preference Survey findings are presented in their entirety in **Appendix D** (Pg. 77).



## VII. Strategies and Recommendations

The following section of the report presents specific Strategies and Recommendations for continued redevelopment of the Babcock CRA area and adjacent neighborhoods. These recommendations are intended to build upon the past accomplishments of the City and the CRA, improve the functionality of the commercial corridor, address specific concerns and issues identified at community workshops and meetings all while preparing for the anticipated impacts associated with the overall continued development within the CRA.

The Babcock Street CRA is located along a major north-south commercial corridor. The core of the CRA is a commercial corridor. Heavy commercial uses are located on the northern and southern portions of the commercial core. The center area of the core is comprised of retail, restaurant, school and office uses. Surrounding the commercial core of the CRA, to the north, east, and south-west are neighborhoods and residential uses. Due west of the CRA is the Melbourne International Airport which is the economic engine of the area. The Strategies and Recommendations presented here will seek to address this range of shared and disparate challenges for these areas.

The recommendations presented range from short-term and long-term action items to recommended studies and analysis that will address anticipated challenges and issues facing the CRA. The strategies are grouped into five (5) main categories:

1. **Continue to Invest in Public Facilities and Infrastructure**
2. **Plan for Impact of Future Growth and Development**
3. **Expand Development Opportunities**
4. **Redevelopment and Cultural Amenities**
5. **Marketing of Opportunity Sites within the CRA**

Specific recommendations, activities and individual tasks are proposed to implement the identified strategies. All of the tasks and activities listed in the following sections are also

shown in the **Section VII, Implementation Plan** (pg. 61) section of this report with estimated implementation costs, proposed resources and prioritized timeframes.

## A. Continue Investment in Public Facilities and Infrastructure

As discussed previously in this report, the City of Melbourne has made significant investments within the Babcock CRA area. These investments have improved vehicle and pedestrian safety, the overall appearance and quality of experience to visitors and users of the corridor. The following recommendations seek to build upon the groundwork and foundation established by those previous projects.

### o Streetscape and Pedestrian Features

On a general level, this Plan recommends the CRA, the City of Melbourne and Brevard County continue the planned and programmed Streetscape improvement program discussed earlier in this report, completing the streetscape treatment along the entirety of Babcock Street. CRA funds may be used to help offset or supplement the City and County funds used for the streetscape improvements (planning, designing, engineering and construction). CRA funds may also be used to enhance the level of the improvements or to accelerate the scheduled installation of the improvements identified in **Section V, Completed an Planned Development** (pg. 34) of this report. The CRA should also seek to support installation of additional streetscape features along the primary cross-streets of NASA Boulevard and Hibiscus Boulevard within the CRA boundaries. One of the priority issues identified at the community workshop relevant to the continued installation of streetscape features along Babcock Street was the long-term maintenance of the landscaping after installation and the recommended use of native, drought tolerant, plants.

### o Sidewalk Gap Connections

Gaps in the existing network of sidewalks throughout the Babcock Street CRA were identified during the community issues workshops as an area of

concern. **Map 8** (pg. 21) identifies the gaps in the existing sidewalk network and also identifies programmed City sidewalk system improvements. Funding for streetscape improvements and sidewalk gap connections are presented in **Section IX, Funding Sources** (pg. 64) of this report.

### o Additional Bicycle Connections

The Brevard County MPO recommends the utilization of on-street bicycle paths and sidewalks as an alternate transportation mode and identifies existing on-street, striped bicycle lanes and sidewalks and also recommends the creation of additional on-street bicycle lanes in the Brevard County Greenways and Trails Master Plan, 2001. The Babcock Street CRA should assist the City with the installation of on-street bicycle lanes identified within the Greenways and Trails Master Plan and also assist with the installation of the additional connecting lanes identified in this report. **Map 13** (pg. 47) shows the proposed location of the proposed on-street bicycle lanes. Several of the proposed bicycle path connectors extend outside the Babcock Street CRA boundaries. State statute prevents the use of TIF funds outside of the area in which they were collected. However, the CRA should examine opportunities to partner with the City to utilize additional CRA TIF funds on programmed roadway improvements that are within the CRA, thereby reducing the City's cost or enhancing the programmed improvement, in exchange for the City installing the connecting bike paths from the neighborhoods to the CRA.



Map 13

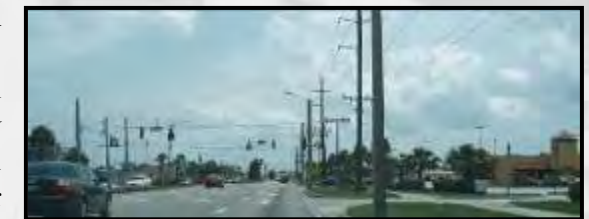


- o Increase Public Space and Park Space

The second highest rated issue identified at the community workshops was a desire for additional park space on the north end of the Babcock Street CRA corridor. Evaluation of the City of Melbourne’s CIP and long term park development work plans did not identify the planned or programmed development of a park in the north area of the Babcock Street CRA. The Babcock Street CRA should evaluate opportunities for the creation of a neighborhood park or pocket-park north of Apollo Boulevard. Opportunities for securing sufficient acreage for the development of such a park may occur when the City is acquiring right-of-way, or when aggregating and acquiring parcels or negotiating Development Agreements with new or expanding development projects. However there are currently limited opportunities for the development of additional park space within the Babcock Street CRA.

- o Place Overhead Utility Lines Underground

The placement of overhead utility lines underground greatly enhances the visible quality of streets that previously had overhead utility lines. Additionally the relocation of utility services underground can protect the services from storms. Storm preparedness and public safety are always critical concerns within Florida cities, particularly coastal cities. Acknowledging that there may be limited opportunities to place all of the overhead utility lines underground including high power electrical transmission lines and some local lines, the CRA should continue to identify opportunities to place overhead electrical services and other



overhead utility lines underground when installing streetscape features, roadway improvements, stormwater facilities, sanitary sewer or any other improvements that may require below ground excavation.

- o Additional Bus Shelters and Transit Services

The utilization of transit services within southern Brevard County is higher than in other areas of Brevard County. Accommodating transit services in the planning and design of future roadway and streetscape improvements is strongly encouraged. Increased multi-modal connections and the provision of additional bus shelters with bicycle racks was also one of the community concerns identified at the Community Workshops. The Babcock Street CRA should coordinate with Space Coast Area Transit (SCAT) when evaluating streetscape and roadway improvements in order to identify opportunities to install on-road bus pull-offs and incorporate these features into the roadway planning and design process. The Babcock Street CRA should also coordinate with SCAT to identify opportunities and sites where additional transit amenities may be installed or improved. The CRA should also explore opportunities to assist SCAT with the site preparation, installation and maintenance of bus shelters, and or bus pull-outs, along Babcock Street and the transit routes shown on **Map 7**(pg. 20). Current SCAT transfer locations include the SEARS facility at NASA Boulevard. Potential future stop locations or improved transit stop locations may include the Florida Marketplace and Publix plaza. **Appendix I** (Pg. 98). , presents engineering drawings for the standard Space Coast Area Transit (SCAT) transit stop.



## B. Additional Studies Recommended to Plan for Growth

The continued success and development of the Babcock Street CRA, and the continued success and development of the Melbourne International Airport and its industrial/commerce park will continue to increase the demands placed upon local infrastructure and increase the amount of traffic on the region's roadways. It is incumbent upon the CRA to plan for the impact of future development upon the existing infrastructure systems while simultaneously implementing programs to stimulate development. The Babcock Street CRA should utilize TIF funds to facilitate planning activities and studies that may be needed to identify and clarify the potential impacts that specific planned or programmed development(s) may have upon the CRA and the adjacent residents and properties. These studies may include:

- Transportation studies
- Property valuation studies
- Land use studies
- Community Oriented Policing (COPS) program development based on crime incidence statistics and studies
- Commercial market analysis and real estate studies
- Other specific planning studies as deemed necessary by the CRA

The findings of these studies may be used to identify specific projects, recommendations or prioritization of current, proposed or future projects.

An example of programmed or planned development outside of the Babcock Street CRA that may have an impact on the CRA are two transportation projects that were cited in the Brevard County Metropolitan Planning Organization (MPO), *2005/2006 State of the System Report*.

### ○ Traffic Impact Study for Apollo Boulevard Extension to Eau Gallie Boulevard

The Apollo Boulevard Study recommended an alignment to extend Apollo Boulevard from Sarno Road to Eau Gallie Boulevard to relieve congestion on Apollo Boulevard from Sarno Road to NASA Boulevard in Melbourne. ROW acquisition for the extension is programmed in FY 2010. This extension and connection will provide additional access to Apollo Boulevard, and the Babcock Street CRA. The potential impact of this connection upon the level of service (LOS) at Babcock Street and Apollo Boulevard may be significant and if not accommodated, may seriously reduce the overall LOS at this intersection and at other intersections along Babcock Street within the CRA.

### ○ Traffic Impact Study for NASA Boulevard and Interstate 95 (I-95) connection

The 1998 *Melbourne Airport Access Study*, identified a range of future transportation projects to improve access to the Melbourne International Airport. Connecting NASA Boulevard to the I-95 was one of the long-term recommendations. The connection of NASA Boulevard with I-95 will greatly increase the potential traffic that may enter the CRA via this route. This extension and connection will provide additional access to NASA Boulevard and the Babcock Street CRA. The potential impact of this connection upon the level of service (LOS) at Babcock Street and NASA Boulevard may be significant and if not accommodated, could seriously reduce the overall LOS at this intersection and at other intersections along Babcock Street within the CRA. A significant reduction in the LOS may act as a deterrent to future commercial development and existing commercial development patronage.

Specific additional studies recommended for the CRA to facilitate their implementation include:

- Long-term potential development impacts from planned development of Melbourne International Airport and Melbourne Airport Authority properties.

The CRA should also seek to evaluate the impact of the continued development surrounding the Melbourne International Airport and its associated commerce park upon the local roadway network. This proposed traffic study, complementing the findings of the 2004 Melbourne International Airport Master Plan, would evaluate the long term development objectives of the Melbourne Airport Authority (both airside and within the commerce park) changes in the development environment since the Master Plan was completed and identify the potential increases in roadway volumes and any associated improvements that may be needed.

- Valuation Study of Properties within Babcock Street CRA

The Babcock Street CRA area has undergone substantial private sector improvements and development during the past ten (10) years. A comprehensive evaluation of the taxable value of the parcels located within the Babcock Street CRA is recommended in order to determine the most accurate current property values and to ensure that the appropriate amount of Tax Increment Fund (TIF) revenue is collected. This may be achieved through coordination with the Brevard Property Appraiser's Office and Brevard County Tax Collector's Office.

- Evaluate ROW Acquisition to accelerate sidewalk installation

The Babcock Street CRA and the City of Melbourne Planning and Economic Development Department should coordinate to identify the required right-of-way needed to install sidewalks in areas of the Babcock Street CRA where existing buildings intrude into the right-of-way and currently precludes the installation of sidewalks. The general location of the

constrained areas are identified in **Map 8** (pg. 21). The CRA should seek to acquire or reserve the necessary funds to acquire the identified right-of-way in order to accelerate any future sidewalk installation and streetscape improvements that may require additional right-of-way.

## C. Expand Development Opportunities and Encourage Small Businesses Development

This redevelopment strategy addresses a wide range of objectives and activities. These objectives include assisting local businesses to thrive and grow, removing barriers to development, and encouraging new business growth and relocation to the area. The Babcock Street Redevelopment Area is home to numerous small businesses. These businesses provide retail, professional and other services to the residents and other large and small businesses located within the region. In order to stimulate the development and growth of local businesses several programs are proposed. These programs are designed to assist a range of local businesses, from entrepreneurs just beginning or exploring opportunities to establish a business, to larger more established businesses seeking to expand or grow within the community. The proposed tasks seek to utilize existing service providers and small business support resources, such as the local Chamber of Commerce, the Space Coast Economic Development Commission, NASA's Technological Research and Development Authority (TRDA) and Brevard Community College's Florida Small Business Development Center (FSBDC) as well as other local universities. Listed below are specific recommended tasks to expand development opportunities and assist small business development within the Babcock Street CRA.

The following are program recommendations for consideration by the CRA Advisory Committee. It is the CRA Advisory Committee's role, possibly in conjunction with a proposed Babcock Street Merchants' Association, to evaluate the applicability of the recommended programs to the conditions within the Babcock Street CRA and fine tune the programmatic details for consideration by the City Council.

- Establish a Babcock Street Merchants' Association

The Babcock Street CRA should evaluate the opportunity to establish a Babcock Street Merchants' Association. This group would be comprised of

business owners and operators located within the Babcock Street CRA. The role of the Babcock Street Merchant's Association could be that of an advocacy group for local businesses. Additional activities of the Association could include coordination with the Babcock Street CRA Advisory Committee to develop or evaluate potential business assistance programs and business development programs.

- Establish Small Business Assistance Program

The Babcock Street CRA should evaluate the feasibility of establishing a small business assistance program to encourage the location and or expansion of small, local, businesses within the Babcock Street CRA boundaries. The business assistance provided could assist with small scale infrastructure projects and offsetting development fees. Possible details of the program could include:

- The business assistance program would provide matching funds to offset development fees, including sewer, water and transportation impact fees, building permit fees, and all elements of the public right-of-way infrastructure within the City's jurisdiction that may require new installation, repair, replacement or relocation;
- Eligible improvements may include, but would not be limited to, street lighting and fire hydrant installation and relocation, sidewalk repairs, traffic signalization, water and sewer line construction/removal/relocation, curb, gutter and street improvements and landscaping; and,
- The program may require eligible business owners to pay 50% of the fee assessed against the business, while the program fund pays the remaining 50%, up to a \$20,000 maximum.

Considerations of the program may include:

- Applicants must be a small business as defined by the US Small Business Administration and located within the Babcock Street CRA Boundaries;
- The Program Director (Redevelopment Coordinator) may administer, monitor and evaluate the applicants for eligibility of applicants to participate in the program;
- A for-profit new or expanding business may be eligible for a grant to offset fees for development and infrastructure costs within the public right-of-way;
- All projects should require the applicant to share 50% of the cost. The maximum potential grant the City should provide is \$20,000.00;
- Both the business owner and property owner must jointly apply for the business assistance program. The City could provide a standard three (3) party agreement for the property owner and business owner to sign;
- The agreement will go before the City Council for approval contingent upon the recommendation of CRA Board to do so.
- All applicants must be in compliance with all City Departments

Potential eligible businesses the business assistance program may include:

Potential Target Businesses/Uses

- Light Industrial Uses (In appropriate zoning district)
- Technology and Communication Industries
- Business Service Industries
- Retail and Restaurant Industries
- Personnel Services Industries (as approved by Redevelopment Coordinator)

○ Establish Façade Grant Program

The Babcock Street CRA should evaluate the feasibility of establishing a façade grant program to assist business owners and tenants located in the

Babcock Street CRA to improve the street side appearance of their buildings. The Melbourne Main Street group has recently completed one (1) year test-run of a façade grant program for businesses located within the Downtown CRA area. During the test run of the façade grant program during 2006-2007, Melbourne Main Street approved three (3) façade grant applications. The program is based on the similar Main Street façade grant programs that are in place throughout the State of Florida. The Melbourne Main Street program is administered by the City of Melbourne. The Babcock Street CRA should evaluate the applicability of the Melbourne Main Street façade grant program for its potential use within the Babcock CRA area.

Details of the Babcock Street CRA Façade Grant program could include:

- Grant funds are to be used as a refund (match) of up to 50% (or \$20,000 maximum) of the total documented (receipts) project costs incurred;
- Grant funds are to be used for substantial improvements and remodeling (Not just paint);
- Minimum improvement value \$7,500;
- Proposed improvements are reviewed and approved by Babcock Street CRA before any improvements occur;
- Installed improvements are to be inspected and approved by Babcock Street CRA Advisory Committee prior to payment;
- Program is open to all business owners and commercial or office tenants (renters) whose building is within the Babcock Street Redevelopment Area.



Façade Grant program details and forms are attached in Appendix H.



- Establish a Micro-Loan Program

The Babcock Street CRA should seek to partner with the Space Coast Economic Development Commission, Brevard Community College and local commercial lenders to evaluate opportunities to establish a Micro-Loan program to stimulate the development of locally-grown small businesses and create job opportunities within the Babcock Street CRA.

The Micro-Loan program may include educational programming that provides business counseling and financial education services. Qualification for participation in the program may be based on applicants enrolling and completing the aforementioned business counseling and training programs.

Stetson University, located in DeLand, Florida has created a Micro-Loan program called CHOMI, a South-African word meaning “friend of the heart”. The CHOMI Program is a micro-loan and business education program. CHOMI makes small loans to be repaid within a year. Once the initial loan is repaid, borrowers may apply for further funds. CHOMI loans are made through the Central Florida Community Development Corp., a private nonprofit group operating in six counties. Stetson puts up the collateral and CFCDC issues the loan. Successful program participants may receive up to three loan packages, contingent upon the satisfaction of the previous loan and successful completion of counseling and training requirements. At the completion of the CHOMI program, course participants are usually eligible to qualify for traditional commercial loans.

The CHOMI program may be emulated and applied to the residents and entrepreneurs located within the Babcock Street Redevelopment Area. The program was created by Dr. Neal Long, chair of economics, and Dr. Ranjini Thaver, economics professor. The point of contact for additional information on the CHOMI program is Dr. Neal Long, 386.822.7571, [nlong@stetson.edu](mailto:nlong@stetson.edu).

- Establish CRA Linkage with NASA-TRDA Incubator

Small business incubation centers are where small or start up businesses can receive business counseling services and other forms of business support and assistance. The Technology Research and Development Authority (TRDA) business incubator is located on west NASA Boulevard within the Melbourne International Airport’s industrial/commerce park adjacent to the Babcock Street CRA. This facility is coordinated through Brevard Community College Small Business Development Center (SBDC), the NASA/Kennedy Space Center, and Enterprise Florida, Inc. (EFI). The Babcock Street CRA should seek to establish and maintain an on-going referral and coordination effort with the small business incubator service providers through the following actions:

- Invitation and coordination with incubator staff and SBDC representatives to attend Babcock Street CRA meetings
- Provision and distribution (mail-out) of SBDC and small business incubator services, programs and facility information to businesses located within the Babcock Street CRA
- Scheduling of informational disbursement workshops to provide businesses located within the CRA information regarding the small business incubator services, programs and facility information

Contact information for the small business incubators is listed below:

**Technological Research and Development Authority (TRDA)**

1050 W. NASA Blvd.  
Melbourne, FL 32901  
Phone 321.872.1050  
Fax 321.383.5260  
[admin@trda.org](mailto:admin@trda.org)

## D. Redevelopment Activities and Cultural Amenities

The redevelopment activities of the Babcock CRA affect more than traffic patterns, sidewalks and business development within its boundaries. The cultural amenities of an area are key indicators of the quality of life that residents enjoy. The Babcock Street CRA has the opportunity to improve the quality of life for City residents through the redevelopment, enhancement and preservation of the City's cultural assets. The following section of the report address these features.

### o Reuse of Melbourne Auditorium Civic Center

The **Melbourne Auditorium** is a 35 year old, 20,000 sq. ft. flexible, multi-use facility located on Hibiscus Boulevard adjacent to Wells Park. The facility is comprised of a stage area and main hall (presentation seating for 1336, or 1000 for sporting events), four partitioned dining/meeting rooms (seating for 300 to 1450 for banquets depending on room configuration), and a large lobby with box office. The Auditorium offers ample parking facilities, and large grounds with lakes that provide lovely settings for outdoor events. The facility has traditionally been used to host small conferences, wedding receptions, trade shows special events, concerts and lectures.



The City of Melbourne has commissioned several use studies that have evaluated the current and potential utilization of the Melbourne Auditorium. The findings of these studies have concluded<sup>13</sup>:

- the current facility is not designed to accommodate the current market and facility demands of the small conference market segments
- the current facility has limited civic function utility due to the fragmented design of the facility and cannot accommodate larger community of civic events
- the community's ability to host various types of events is 'very poor' due to the size and design of the current facility
- the demand for community/civic event space and small conference and meeting space is sufficient to support a larger facility coupled with a hotel component

Although outdated and inadequately designed to accommodate current conference and trade show market demands, the CRA and the City should seek to identify alternate community uses, identify community partnership opportunities and assist in the marketing of the Melbourne Auditorium to ensure its continued utilization. The uses may include:

- Continued community and civic uses
- Public oriented trade shows (i.e., coin shows, guns shows, boat shows)
- Recreation uses, dances, concerts and banquets
- Neighborhood or community center activities
- After school programming and/or summer-day-camp uses
- Future trail head facility for bike path connecting to US-1 Riverwalk
- 

The City commissioned Phase II of the Melbourne Auditorium Re-Use Study is nearing completion. The completed Phase II of the Melbourne Auditorium Re-Use Study will identify specific recommendations and strategies to address the continued use of the Melbourne Auditorium in the future.

<sup>13</sup> City of Melbourne Civic Center Study, 2004.

- Community Activity and Conference Center

The Babcock Street CRA should coordinate with and assist the Melbourne Airport Authority to consider the potential development of a Community Activity and Conference Center that may be located on Melbourne Airport Authority property located south of NASA Boulevard along Airport Boulevard. As previously noted in this report, the Melbourne Auditorium is unable to accommodate the larger community events and functions and is unable to accommodate the demands of the small to medium conferences and trade show market. This would take advantage of the unmet market demand and capitalize on the continued corporate development and growth at the Melbourne International Airport industrial/commerce park, and to further stimulate development and job creation activity within the CRA.

- Upgrade Residential Areas within CRA

One of the items identified at the community workshops was to improve the older residential areas and upgrade the residential areas adjacent to the CRA. There are limited residential uses within the CRA. However there are large established neighborhoods immediately adjacent to the CRA. Currently there are fourteen (14) parcels in the Babcock Street CRA with a residential use, comprising 3% of the total area of the CRA. Although identified at the community workshops as a community concern and issue, there are no residential neighborhoods within the Babcock Street CRA. The Babcock Street CRA should evaluate opportunities to improve streetscape and public landscaping for areas within the CRA that are adjacent to residential uses that border on and are located outside of the CRA boundaries. These landscape improvements may be coordinated with any traffic calming or pedestrian improvements that are scheduled for installation in the same area.

- Identify, Evaluate Vacant Parcels and Sites for Potential Aggregation

It is recommended that the CRA evaluate the vacant sites identified on **Map 5** (Pg. 12) and **Table 4** (Pg. 12) , for potential redevelopment and reuse. Upon evaluation of the parcels' redevelopment potential (size, elevation, presence of environmental or other constraint to development) the CRA will be able to determine which vacant parcels have the highest redevelopment potential.

*Aggregate Small Parcels Into Larger More Easily Developed Parcels*

It is recommended that the CRA identify and prioritize the smaller vacant parcels for potential purchase aggregation, particularly non-conforming lots.

*Market Vacant Parcels*

It is recommended that the CRA develop a listing or database of vacant parcels to direct marketing to potential buyers and listing with commercial realtors.

- Identify Small Scale Future Land Use Map (FLUM) Amendment Opportunities within the CRA

The CRA should evaluate the parcels within the CRA for opportunities to utilize small scale land use amendments to modify the future land use of specific parcels that are less than ten (10) acres in size. Land uses may be modified on selected parcels to: create a buffer between incompatible uses; enable desired development to occur in a specific location; to discourage long term continuation of a non-conforming; and to stimulate economic development.

- o Identify Opportunity Sites for Targeted Redevelopment

The CRA should identify areas targeted for a specific type of desired development or facility. Once the site(s) have been identified, the CRA/City may initiate dialogue with the property owners regarding redevelopment opportunities. The CRA may seek to solicit developers through the RFP/RFQ process to develop specific sites or aggressively market the targeted sites to the development community.

Opportunity sites that have been identified for targeted development within the Melbourne International Airport Master Plan include: Redevelopment Sites; Greenfield Sites; Outparcel Development Sites and Re-Use Sites. These sites are also shown on **Map 14** in addition to other sites located throughout the CRA. Criteria used to identify these potential opportunity sites included the sites' current uses, value and age of the existing structures, development activity within the area, location and adjacent uses. **Table 11-Opportunity Sites**, presents a summary of the potential Opportunity Sites within the Babcock Street CRA.

**Table 11-Opportunity Sites**

Site ID	Type	Zoning	Future Land Use	Acres
A	Redevelopment	C-2	Commercial	1.4
B	Greenfield	C-2	Commercial	5.7
C	Greenfield	M-1	Industrial	22.7
D	Outparcel Development	CP	Commercial	14.2
E	Outparcel Development	CP	Commercial	10.3
F	Greenfield	CP	Commercial	7.4
G	Outparcel Development	CP	Commercial	29.5
H	Reuse	I-1	Recreation	27.03
I	Redevelopment	M-1	Mixed Commercial Industrial	31.55

**Map 14**



## *Redevelopment Opportunity Sites*

The Redevelopment Opportunity Sites identified (Pink boundary) show sites with previous uses or existing structures located on them or have had a previous structure(s) recently removed. The two (2) Redevelopment Opportunity Sites listed include the site west of Airport Boulevard. This site was formerly used for mobile home housing and has been identified by the Melbourne Airport Authority as the preferred site for the proposed Community Activity and Conference Center and Hotel.

The redevelopment opportunity site at the northernmost point of the CRA, near the realignment area of the Babcock Street and US-1, is property that could be acquired by the City. The sites are currently occupied by small businesses with parking that lies within the existing City owned right-of-way. If acquired by the City this site would represent an opportunity for redevelopment as a potential open space or landscaped gateway feature for US-1 and the Babcock Street corridor.

## *Outparcel Development Opportunity Sites*

There are two (2) Outparcel Opportunity Sites located within the block bounded by Airport Boulevard, NASA Boulevard, Babcock Street and Hibiscus Boulevard. One additional redevelopment parcel is located on the north east corner of NASA Boulevard and Babcock Street. The sites include the former mall site, the current Sears store site and an existing linear shopping mall site. These sites were all developed over 35 years ago and reflect that period's land planning, parking and development regulations. Due to requirements of the previous decade's land development guidelines, there currently exists a large over-allocation of surface parking spaces to serve these existing facilities. The buildings are currently located within a 'sea of asphalt'. Outparcel development opportunities exist to develop within these areas and utilize otherwise 'vacant' parking areas, as evidenced by the recent development of the Marriott Residence Inn in an out parcel at the former mall site.

## *Greenfield Opportunity Sites*

The greenfield opportunity sites shown on **Map 14** (Pg. 56) include the two parcels identified in the Melbourne International Airport Master Plan for potential corporate office development. The greenfield conditions of the sites, proximity of the sites to the Melbourne International Airport and regional transportation facilities coupled with the Airport Authority's aggressive development program provide these sites with the highest potential for redevelopment of the identified sites. Also identified as a potential greenfield opportunity site is the vacant parcel immediately north of the DRS facility in the northern portion of the CRA.

The vacant parcels located due west of the Melbourne International Airport's existing terminal facility are identified as the expansion area for terminal facilities and therefore are not identified as a green field opportunity site.

## *Reuse Site*

The Melbourne Auditorium site has been identified as a potential reuse site. This Plan is proposing the continued use of the facility as a community or neighborhood center. The CRA should partner with the City of Melbourne's Leisure Services Department to evaluate potential renovations or modifications to the facility and the site based on the anticipated uses and functions of the facility.

The CRA should evaluate these proposed sites and other potential sites, yet to be identified, for redevelopment potential. The development of specific Requests for Proposals (RFP) and the marketing of the opportunity sites are addressed in the following Section.

## E. Marketing of Opportunity Sites within the CRA

- Coordination with Melbourne Airport Authority, City's Planning and Economic Development Department and the Space Coast Economic Development Commission (EDC)

The Babcock Street CRA should coordinate with the City Planning and Economic Development Department, the Space Coast EDC and the Melbourne Airport Authority to identify shared development goals and marketing objectives in order coordinate marketing efforts.

These coordinated marketing efforts may include the development of specialized marketing pieces, requests for proposals (RFP), brochures, advertisement buys, developer tours and other activities.

Benefits of increased coordination may include:

- Reduced marketing expenses for shared advertisements
  - More comprehensive business recruitment packages
  - Ability to leverage resources and staff from partners
- Generate Development Specific RFPs

It is recommended that the Babcock Street CRA coordinate with property owners, the Melbourne Airport Authority and the Space Coast EDC to develop Requests for Proposals (RFP) for the redevelopment of specific parcels and targeted areas. The proposed outparcel development, reuse, greenfield or redevelopment opportunity sites could be the targeted areas that may utilize a RFP. Development of specific RFPs would identify the proposed opportunity sites, property owners, the desired development type and any potential benefits, development bonuses or incentives that may be available to facilitate the parcel(s) development. These RFPs may be

distributed to the development community utilizing the City's Purchasing Department or distributed to the development community through private subscription services such as DemandStar, OnVia or BidBank or other vendors.

- Market Study

Retail development and the siting of national retailers is based on an evaluation of key demographic information and household income indicators for the potential site under consideration, and its adjacent market area. It is recommended that the Babcock Street CRA, City of Melbourne's Planning and Economic Development Department and the Space Coast Economic Development Commission coordinate to commission and develop an updated Market Study that will "look forward" to present the planned office and industrial development. This Market Study would be a key component of the marketing materials and packages to be developed through coordination with the City of Melbourne, the Melbourne Airport Authority and the Space Coast Economic Development Commission

- Development of Targeted Marketing Materials, Brochures and Incentives

As a component of the above proposed Market Study, it is also recommended that the City of Melbourne, the Melbourne Airport Authority and the Space Coast Economic Development Commission coordinate to develop and produce targeted marketing pieces for specified targeted development. The targeted development could include, office development, mixed-use and specialty retail development, community center and conference center development, technology-oriented manufacturing or other desired development to be identified.

In addition to the Market Study information, the proposed marketing pieces would also contain an inventory of targeted or available sites for evaluation, current utility and services providers and a listing of the available city, county,

state and national incentives that may be available to potential corporate relocations or development projects. These incentives could include, but not be limited to: Local Tax Abatement; Site Location Assistance; Expedited Permitting Assistance; and other local assistance programs.

A listing of the potential state, local and other incentives identified by the Space Coast Economic Development that may be applied for by companies seeking to relocate or expand within the Babcock CRA are attached in **Appendix C** (Pg. 74).

- o Development of Specific Incentives for Use in the CRA

The following list presents brief overviews of existing and potential incentive programs for evaluation by the Babcock Street CRA and Space Coast EDC for applicability and utility within the Babcock Street CRA. These incentives may be used to complement the existing City incentive programs and tax abatement programs, described below, and those incentive programs listed in **Appendix C** (Pg. 74). Key features to ensure performance and satisfaction of obligations by participating companies are the use of multiple year performance agreements which include claw-back mechanisms, surety instruments, performance bonds and letters of credit, requiring annual reports, audits, and the use of partial refunds of taxes paid.

*City of Melbourne Ad Valorem Tax Abatement Program (Existing Program)*

The City offers certain ad valorem tax exemptions to new businesses relocating to the City of Melbourne and to expansions of businesses already situated in the City. Incentives could be provided to businesses of diverse industries, except for retail operations, having a positive impact on the City's economy to the benefit of residents and visitors. The Economic Development Ad Valorem Tax Exemption is a local option tax incentive for new or expanding businesses, which may be granted at the sole discretion of the Melbourne City Council. Exemptions may be

applied to improvements to real property, and tangible personal property. Property acquired to replace existing property may not be considered to facilitate a business expansion. The exemptions may not apply to improvements to real property made by or for the use of new or expanding businesses when such improvements have been included on the tax rolls prior to the effective date of the ordinance specifically granting a business an exemption. Contact information for the City of Melbourne Ad Valorem Tax Exemption Program is attached in **Appendix B** (Pg. 73). These exemptions have been successfully utilized by several companies located within the Melbourne International Airport's Commerce Park.

*Direct Incentives, TIF Refund (Potential Program)*

A direct Tax Increment Fund (TIF) revenue refund uses a portion of the additional ad-valorem tax revenue generated by the new development as a refund to the developer or company. The TIF Refund is based on amount of capital investment and additional increment. Direct Incentives may be used for companies or development that occurs within Community Redevelopment Areas and that make substantial capital investments, expands an existing facility, creates desired or targeted development or creates new jobs. This program's feature is companies and facilities that locate or expand within a CRA may receive, for a set period of time, a portion of the new increment of the additional ad-valorem taxes generated by their capital investment as a refund after they have paid their annual property taxes. Versions of this refund have frequently been utilized by municipalities to help offset specific development costs, including but not limited to, construction of parking facilities, partial subsidization of rents for targeted services (grocery stores, daycare, retail, etc.) or applied to offset a portion of the development's associated impact fees.

## *Jobs Growth Incentive (Potential Program)*

The Jobs Growth Incentive program is a cash (up-front rather than refund) incentive for job creation, expansion and capital investment by a CRA identified Targeted Industry in the CRA. An award recipient enters into a Performance Agreement (5-year) with the City of Melbourne and secures the award with a Letter of Credit or a Surety Instrument. Award funds may be provided from the City's General Fund, TIF, or an Economic Development Trust Fund if available.

## *Self-Assembly Incentives (Potential Program)*

This potential program proposes that CRA or City staff provides assistance (Legal, Title Work, GIS Map, Property Owner information, etc.) and coordination with developers, and private property holders to assemble parcels for redevelopment within the CRA area. Funds for this incentive may be provided from the City's General Fund, TIF or an Economic Development Trust Fund if available.



## VIII. Implementation Plan

The following implementation plan presents a timeline and sequence by which the projects and programs identified within the Redevelopment Plan may be implemented. Several of the projects are sequential, multi-stage projects and require consecutive year schedules and funding. Other projects may be listed farther down the implementation timeline in order to utilize anticipated TIF revenues. The implementation plan presents a two-year Action Plan (Boxed Area, Year 1&2) addressing immediate cost effective actions that may be initiated by the CRA and baseline activities that will enable the implementation of projects and programs identified in the Long Term Implementation Plan.

### A. Action Plan (Two Year)

The two year Action Plan presents proposed activities and tasks that are designed to enable the future implementation of long term development programs and encourage long term private investment within the CRA. The first two years' tasks listed in the Action Plan would rely heavily on City Staff as the primary resource to minimize immediate impact upon the TIF revenues, however City staff time is limited and the time frame may exceed the initial two (2) years. Subsequent years' activities, years 3-10, propose tasks and actions that require utilization of TIF revenue, General Fund revenues and alternate funding sources as previously described.

### B. Long Term Implementation Plan

The Long Term Implementation Plan presents activities and tasks that build upon the tasks identified in the Two Year Action Plan and begins to implement the programs identified during the community workshops and presented in this plan. The proposed activities and projects

identified are not complete nor exhaustive and should be utilized by the City and the CRA as resources and opportunities present themselves.

Specific components utilized to estimate the potential cost for streetscape and other improvements are listed in **Appendix E, Cost Estimate Assumptions** (Pg. 92).

## Implementation Plan (Part I of II)

Activity/Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	2007-08	2008-09	2009-10	2010-11	2011-2012	2012-2013	2012-2014	2014-2015	2015-2016	2016-2017	per Item
<b>Continue Investment in Public Facilities and Infrastructure</b>											
Funding for continued Streetscape, Transit Enhancements and Pedestrian Features Installation			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,000,000
Assist City with Community Oriented Policing (COPS) Programs for Babcock Street CRA Area	\$25,000	\$25,000	\$25,000	\$25,000	\$35,000	\$35,000	\$35,000	\$35,000	\$50,000	\$50,000	\$340,000
Bury Overhead Utility Lines (Concurrent w/Streetscape)			TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$0
Sidewalk Gap Connection <sup>1</sup>											\$0
<i>Survey</i>	\$289,281										\$289,281
<i>R-O-W Acquisition Study for acceleration of Sidewalk installation</i>		CRA Staff									\$0
<i>Planning, Design, Engineering</i>			\$578,562								\$578,562
<i>R-O-W Acquisition</i>			\$1,157,124	\$1,330,693							\$2,487,817
<b>Construction</b>											
<i>North Area</i>					\$1,547,360						\$1,547,360
<i>Central Area</i>						\$733,020					\$733,020
<i>South Area</i>							\$879,266				\$879,266
Assist City Install Bike Lane Striping <sup>5</sup>											
<b>Installation Assistance</b>											
<i>North Area</i>			\$14,816								\$14,816
<i>Central Area</i>				\$34,700							\$34,700
<i>South Area</i>					\$41,383						\$41,383
Set-Aside for Increase Public Space and Park Space (Future Purchase)			\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$600,000
Partner with SCAT to install Additional Bus Shelters, Transit Services (Cost per local shelter) <sup>2</sup> 3 new local stops proposed.		\$24,100	\$27,715	\$31,872							\$83,687
Partner with SCAT to Install Local Transit/Transfer Stop <sup>3</sup>						\$331,800					\$331,800

## Implementation Plan (Part II of II)

Activity/Project	Year 1 2007-08	Year 2 2008-09	Year 3 2009-10	Year 4 2010-11	Year 5 2011-2012	Year 6 2012-2013	Year 7 2012-2014	Year 8 2014-2015	Year 9 2015-2016	Year 10 2016-2017	Total per
<b>Plan for Impact of Future Growth and Development</b>											
Valuation Study of CRA Parcels	\$30,000										\$30,000
Market Study for Use in Marketing of Opportunity Sites		\$45,000									\$45,000
Evaluate vacant parcels for re-use opportunities; land banking and potential aggregation		CRA Staff									\$0
Develop and Implement Façade Grant program for buildings located in CRA	CRA Staff										\$0
Set-aside funds for Façade Grant program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$600,000
Establish Micro-Loan Program for Small Business Development		\$15,000	\$20,000	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000	\$35,000	\$235,000
Establish Linkage with TRDA Incubator Program	CRA Staff										\$0
<b>Redevelopment of Opportunity Site(s) Activities</b>											
Prioritize Opportunity Sites	CRA Staff										
Re-Use of Melbourne Auditorium Site	CRA Staff/Steering Group										\$0
<i>-Develop Melbourne Auditorium Community Center Re-Use Plan</i>		CRA Staff / Steering Group	\$18,500								\$18,500
<i>-Evaluate Grant, Financial Support Opportunities</i>			CRA Staff/Grants Steering Committee								\$0
Develop Community Activity Center and Conference Center RFP		\$8,500									\$8,500
<i>-Issue and Evaluate Responses</i>		CRA/Airport Staff									\$0
Identify, Evaluate Vacant Parcels for Potential Aggregation			CRA Staff								\$0
<i>Aggregate (Purchase) smaller parcels into Larger More easily redeveloped parcels</i>			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,000,000
<i>Market Vacant Parcels (See Development of Targeted Marketing Materials)</i>			\$5,000	\$5,000	\$5,000	\$5,000					\$20,000
Identify Small Scale FLUM Amendment Opportunities			CRA Staff								\$0
<b>Marketing Opportunity Sites within the CRA</b>											
Coordinate with Melbourne Airport Authority, City, Space Coast EDC		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$90,000
Generate Development Specific RFPs		\$8,500	\$8,500								\$17,000
Development of Targeted Marketing Materials, Brochures, Incentives (Hire Marketing Firm)		\$25,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$105,000
Development of Specific Incentives for Use in CRA Business Recruitment	CRA Staff										\$0
<i>TIF Refund Incentives</i>		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	\$0
<i>Jobs Growth Incentive Fund</i>		\$150,000	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$650,000
<b>Total Implementation Costs Estimates</b>	\$404,281	\$406,100	\$2,720,217	\$2,217,265	\$2,418,743	\$1,894,820	\$1,709,266	\$830,000	\$845,000	\$860,000	\$14,320,692

Pricing components and assumptions are listed in Appendix E

## IX. Funding Sources, Financial Mechanisms, Programs

### A. Local Funding Sources

#### 1. City of Melbourne/Brevard County

##### a. Legislative Changes to Tax Code

In the June 2007 Special Session, the Florida Legislature passed two laws. One -- House Bill 1-B ("H1-B") -- rolled back local government spending, resulting in some modest tax cuts this year (2007). The other legislation approved was a proposed constitutional amendment, which will appear on the Presidential primary ballot on January 29, 2008. H1-B requires all cities, counties and special taxing districts to calculate the "rolled-back rate" for this fiscal year. In other words, the total tax collected for FY 2007-08 by each taxing authority must not exceed the amount from last year (FY 2006-07). However, taxing authorities are permitted to add to that amount the value of taxes for new construction which was not on last year's tax roll.

After calculating the rolled-back rate, H1-B next requires each city and county to further reduce taxes based on the recent taxing history from 2001-2006 in relation to the statewide averages during that period of time. Those taxing authorities who increased taxes at a faster rate than the statewide average are forced to make larger tax cuts.

This legislation revised the millage rates that the City of Melbourne and Brevard County utilizes when collecting property taxes. The effect upon the Babcock Street CRA TIF revenue was a slight reduction in estimated TIF revenue.

The proposed constitutional amendment that will appear on the January 29, 2008 Presidential Primary ballot will affect homestead exemptions.

Floridians will decide whether to approve a proposed Constitutional Amendment. It contains several different items -- all voted on together as a single, packaged deal -- including the so-called "Super Exemption" for homesteaded properties, a phase-out of the Save Our Homes protection and the 3% annual assessment increase cap, a tax break for the tangible personal property of businesses, and assessment methodology changes that may reduce tax bills for owners of waterfront marinas and affordable residential rental properties.

Due to the very limited number of single-family residences within the Babcock Street CRA, fourteen (14), the potential impact that the outcome of this constitutional amendment may have upon the Babcock Street CRA's TIF revenue is negligible.

##### b. CRA Tax Increment Fund

The primary funding mechanism for projects in the City of Melbourne Babcock Street CRA is Tax Increment Fund (TIF). This fund is comprised of the tax increment revenue collected from the City and Brevard County. These funds are placed into the Special Trust Fund where they are utilized for projects within the CRA.

As noted previously, the 2007 Florida Legislature enacted significant reforms to the property tax valuation methodology used by all Florida cities and counties. These current rates, revised as per legislative mandates, were utilized when estimating future TIF revenues for the Babcock Street CRA. It is estimated that based on current property valuations, millage rates and

pending development projects the potential cumulative CRA TIF Revenue that could be available to the Babcock Street CRA in 2017 is **~\$9,720,165**. This amount represents the potential TIF revenue that may be available from the original CRA area established in 1997 and the two (2) subsequent expansions of the CRA in 2001 and 2004.

The CRA currently has a Tax Increment Fund FY 2007, carryover balance of \$362,943.00 available for future projects. **Appendix E** details the current and anticipated tax increment revenue that may be available for Community Redevelopment projects and programs. The TIF estimate tables show the anticipated TIF revenue utilizing the City and County current millage rates, a conservative 2.5% growth rate. The Babcock Street CRA, including the original area and subsequent expansion areas is scheduled to expire in 2022.

### c. Commercial Lending/Bonding

One of the objectives of this Redevelopment Plan update was to identify potential bonding capacities of the CRA based on the anticipated TIF revenues. As noted previously, the 2007 Florida Legislature enacted significant reforms to the property tax valuation methodology used by all Florida cities and counties. These changes, particularly the proposed constitutional amendment for super-exemptions in January of 2008, will significantly affect the potential marketability of CRA underwritten debt instruments, bonds. Although the Babcock Street CRA will not be significantly affected by the potential outcome of the 2008 vote, the overall outcome may have a negative effect on the overall marketability, and potential valuation, of debt instruments (bonds) that are underwritten with CRA TIF revenue.

The following potential bonding scenarios were developed to estimate what the range of potential revenue could be made available for CRA projects. The four (4) scenarios presented show two (2) scenarios that utilize the existing lifespan of the CRA, through 2022, and two (2) scenarios that assume an extension of the CRA lifespan to enable a full thirty (30) year debt-service period.

To estimate the anticipated bonding capacity of the Babcock Street CRA in the first two (2) scenarios, (existing lifespan) several assumptions were used:

- Utilize existing lifespan of the CRA
- A 5.75% interest rate
- Use of Present Value 15 Year bond
- Debt coverage ratios of 1.25 and 1.5

This potential bonding capacity reflects only the potential capacity based on historic and anticipated TIF revenues and does not take into account any pre-existing debt or the administrative and operating expenses associated with the day to day operation of the CRA.

Based on the previous assumptions the estimated potential bonding capacity of Babcock Street CRA would be the following:

#### ***Scenario 1***

1.25 Debt Coverage

Annual Bond Payment = \$880,415

Present Value (15 Year Bond)@5.75%

Estimated Bond Proceeds = \$7,382,151

## **Scenario 2**

1.50 Debt Coverage

Annual Bond Payment = \$750,611

Present Value (15 Year Bond)@5.75%

Estimated Bond Proceeds = \$6,151,792

To estimate the anticipated bonding capacity of the Babcock Street CRA in the second two (2) scenarios, (extended lifespan) several assumptions were used:

- CRA status renewal of both areas beyond current 25 year limit in order to provide a full 30 year term for bond issuance
- A 5.75% interest rate
- Use of Present Value 30 Year bond
- Debt coverage ratios of 1.25 and 1.5

Based on the previous assumptions the estimated potential bonding capacity of Babcock Street CRA would be the following:

## **Scenario 3**

1.25 Debt Coverage

Annual Bond Payment = \$677,242

Present Value (30 Year Bond)@5.75%

Estimated Bond Proceeds = \$9,842,868

## **Scenario 4**

1.50 Debt Coverage

Annual Bond Payment = \$564,369

Present Value (30 Year Bond)@5.75%

Estimated Bond Proceeds = \$8,202,390

These scenarios represented the potentially highest and best borrowing rates that were available at the time of the analysis. Additional alternate scenarios for odd-year issuances,(i.e., 5, 10 or 25 year issuances) would not provide a more competitive, substantially different or beneficial rates.

## 2. State Funding Sources

### a. Florida Brownfield Association (FBA)

The FBA is a non-profit, volunteer, service organization dedicated to assisting in the advancement and implementation of the Florida and National Brownfields Redevelopment programs. Working in cooperation with the U.S. Environmental Protection Agency (USEPA) and the Florida Department of Environmental Protection (FDEP), we are an assembly of environmental specialists and professionals who provide Brownfields information and redevelopment strategies to communities and the public at-large in the interest of cleaning up contaminated properties and revitalizing areas that have been subject to economic decline.

Florida Brownfields Association (FBA) provides access to a wealth of necessary information relative to Brownfields, environmental, and redevelopment issues and efforts. Through the workshops, conferences, seminars, and business meetings in which the association is involved, there are many networking opportunities from which to learn the most successful assessment, remediation, redevelopment, and economic concepts being employed for the revitalizing and reuse of Brownfield areas and sites. There is also access to the latest federal and state rules, regulations, and guidelines established by their oversight agencies as well as information regarding the most current grant funding opportunities available.

The contact information for the FBA is listed below:

### Florida Brownfields Association, Inc.

Post Office Box 4305

Tallahassee, FL 32315-4305

Phone: (850) 558-0648

Fax: (850) 386-4321

Email: [info@floridabrownfields.org](mailto:info@floridabrownfields.org)

### b. Florida Recreational Development Assistance Program (FRDAP)

FRDAP is a competitive grant program that provides financial assistance to local governments for development and acquisition of land for public outdoor recreational purposes. All county governments and municipalities in Florida and other legally constituted local governmental entities with the legal responsibility for the provision of outdoor recreational sites and facilities. The Florida Department of Environmental Protection will accept FY 2007-08 grant applications for the Florida Recreation Development Assistance Program between September 1-15, 2006. FRDAP application packets are available at the Department of Environmental Protection, Division of Recreation and Parks, Office of Information and Recreation Services, Mail Station #585, 3900 Commonwealth Boulevard, Tallahassee, FL 32399-3000. For more information, call (850) 245-2501, email to [Leylani.Velez@dep.state.fl.us](mailto:Leylani.Velez@dep.state.fl.us) or visit [www.dep.state.fl.us/parks/oirs](http://www.dep.state.fl.us/parks/oirs).

**c. Florida Community Trust (FCT)**

Florida Communities Trust (FCT) is a state land acquisition grant program that provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans. Contact the Department of Community Affairs, Division of Housing and Community Development, Florida Communities Trust, 2555 Shumard Oak Blvd., Tallahassee, FL 32399-2100, Ken Reecy, (850) 922-2207, Fax (850) 921-1747, [ken.reecy@dca.state.fl.us](mailto:ken.reecy@dca.state.fl.us)

**3. National Funding Sources**

**a. Community Development Block Grants (CDBG)**

The purpose of this Federal Grant program is to provide annual grants on a formula basis to entitled cities (Melbourne is an entitled city) and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low and moderate-income persons. The program is authorized under Title 1 of the Housing and Community Development Act of 1974, Public Law 93-383, as amended: 42 U.S.C.-5301 et seq. A grantee must develop and follow a detailed plan which provides for, and encourages, citizen participation and which emphasizes participation by persons of low or moderate-income, particularly residents of predominately low and moderate-income neighborhoods, slum or blighted areas, and areas in which the grantee proposes to use CDBG funds. For

further information, contact the City of Melbourne Department of Housing and Community Development, Ms. Melinda Thomas, Administrator, Community Phone (321)674.5734, Fax (321).674.5738.

**b. Economic Development Administration Grants (EDA)**

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress.

**(1) Public Works and Economic Development Program**

The Public Works and Economic Development program investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development. ([CFDA No. 11.300](#)).



## (2) Local Technical Assistance

The Local Technical Assistance Program helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in economically distressed regions from making optimal decisions on local economic development issues. ([CFDA No. 11.303](#))

The EDA oversees three technical assistance programs (National, Local and University Center) that promote economic development and alleviate unemployment, underemployment, and out-migration in distressed regions. These programs provide funds to: (1) invest in institutions of higher education to establish and operate University Centers to provide technical assistance to public and private sector organizations with the goal of enhancing local economic development; (2) support innovative approaches to stimulate economic development in distressed regions; (3) disseminate information and studies of economic development issues of national significance; and (4) finance feasibility studies and other projects leading to local economic development. These programs aid the long-range economic development of regions with severe unemployment and low per capita income.

## (3) University Center Economic Development Program

The University Center Economic Development Program is a partnership between the Federal government and academia that helps to make the

varied and vast resources of universities available to economic development communities. ([CFDA No. 11.303](#))

University Center projects provide management and technical assistance services to communities, counties, districts, nonprofit development groups, and technology transfer assistance to firms. Many local technical assistance projects help to determine the economic feasibility of various local development projects involving industrial, commercial, and other activities. National technical assistance projects fund reports on innovative economic development and the dissemination of economic development information.

Specific program information is available through the Catalog for Federal Domestic Assistance. The EDA representative and contact point for Florida is:

**Ms. Lola B. Smith**

401 West Peachtree Street, NW, Suite 1820

Atlanta, Georgia 30308-3510

T: (404) 730-3013

E: [lsmith2@eda.doc.gov](mailto:lsmith2@eda.doc.gov)

## c. The Recreational Trails Program

The Recreational Trails Program (RTP) is a federally funded competitive grant program that provides financial assistance to agencies of city, county, state or federal

governments, and organizations, approved by the State, or state and federally recognized Indian tribal governments, for the development of recreational trails, trailheads and trailside facilities.

Grants require a local match component. The maximum grant award amount is up to \$200,000 for non-motorized projects and \$510,000 for motorized projects.

For more information on Florida's Recreational Trails Program, contact:

Alexandra H. Weiss, CPM

Office of Greenways and Trails

3900 Commonwealth Boulevard, Mail Station #795

Tallahassee, Florida 32399-3000

*Phone:* 850.245.2052 (Suncom 205.2052)

*E-mail/Website:* [alexandra.weiss@dep.state.fl.us](mailto:alexandra.weiss@dep.state.fl.us)

[www.FloridaGreenwaysAndTrails.com](http://www.FloridaGreenwaysAndTrails.com)

**d. Highway Safety Grant Program**

The Highway Safety Grant Program Section of the State Safety Office administers various traffic safety behavioral (non-engineering) grant programs, primarily the State and Community Highway Safety (Section 402) Grant Program. This Federally-funded program is authorized nationally under Section 402, Title 23 U.S.C., and in Florida by Section 334.044(25) F.S. and Rule 14-98. Grant funds are provided to state and local safety-related agencies (law enforcement, public health, engineering, etc.) as “seed” money to either start-up new safety

programs or enhance existing ones in various traffic safety areas. Funds are apportioned to states annually from the National Highway Traffic Safety Administration (NHTSA) according to a formula based on population and road mileage. Forty percent of the funds must be provided for locally-based programs.

Annual problem identification and goal setting by the Highway Safety Grant Program Section staff leads to the issuance of grants for safety projects that address the identified problems and goals. The projects selected for funding are included in an annual Highway Safety Plan which is approved by the Governor’s Highway Safety Representative by September 1 of each year.

These programs, designated as National Priority Program Areas are:

- Police Traffic Services
- Speed Control
- Alcohol and Other Drug Countermeasures
- Motorcycle Safety
- Traffic Records
- Emergency Medical Services
- Occupant Protection
- Community Traffic Safety/Safe Communities
- Pedestrian and Bicycle Safety
- Roadway Safety

Funding is also available for projects in other areas if there is documented evidence of an identified problem.

For additional information contact:

US Postal Mailing Address:

State Safety Office  
605 Suwannee Street,  
Mail Station 17  
Tallahassee, FL 32399-0450

Physical Site Address:  
State Safety Office  
1211 Governor's Square Blvd.  
Room 300  
Tallahassee, FL 32301

**Phone:** (850) 245-1500

**Fax:** (850) 245-1553



## X. Appendix A FDOT Babcock Street Intersection Improvements

### Babcock Street Intersection Improvements FDOT

The following improvements to Babcock Street are part of the FDOT PD&E Study<sup>14</sup> for roadway and capacity improvements. Scheduled installation of these improvements may be accelerated through CRA coordination with FDOT and potential utilization of TIF or other local funds.

#### Description

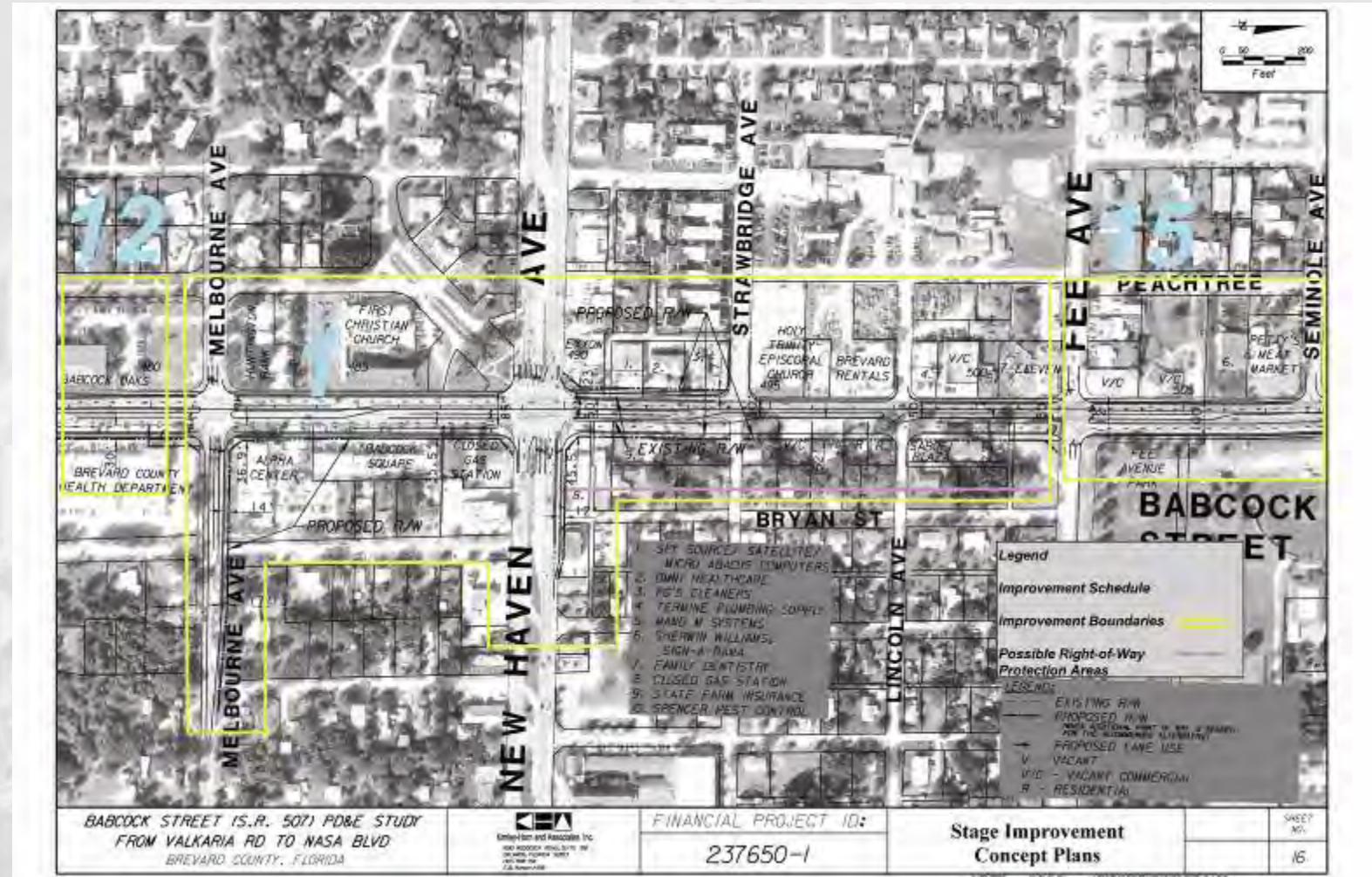
- Melbourne Avenue to Fee Avenue
- Signal coordination
- ROW acquisition
- Intersection Plateauing (Speed table)
- Improved alignment with Fee Avenue

#### Benefit

- Improved alignment and functionality
- Provide continuity of pedestrian improvements
- Remove encroachments into ROW

#### Costs

Preliminary Engineering:	\$ 0.5M
ROW Acquisition:	\$ 7.8M
Construction:	\$ 2.1
<b>Total:</b>	<b>\$ 10.4</b>



<sup>14</sup> Implementation Plan for Babcock Street (SR 507), PD&E Study, from Valkaria Road to NASA Boulevard, Brevard County, Florida, 2004.

## XI. Appendix B Melbourne Tax Abatement Program

### Contact Information

#### City Manager's Office

City of Melbourne  
900 E. Strawbridge Ave.  
Melbourne, Florida 32901

#### Dr. Jack M. Schluckebier, City Manager

321/953-6201  
Fax: 321/953-6224

[citymanager@melbourneflorida.org](mailto:citymanager@melbourneflorida.org)

#### Cindy Dittmer, Planning and Economic Development Director

321/953-6312  
Fax: 321/674-5743

[cdittmer@melbourneflorida.org](mailto:cdittmer@melbourneflorida.org)

Below are listed State, Local and Other Economic Development Incentive providers and programs. To access these programs please contact the Space Coast EDC, unless specifically noted otherwise in the entry. Contact information for the Space Coast EDC is listed below:

**Mailing Address:**

Economic Development Commission of Florida's Space Coast  
597 Haverty Court, Suite 100  
Rockledge, Florida 32955

**Phone:** (321). 638.2000

**Fax:** (321).633.4200

**Toll Free Phone:** (800).535.0203

**Email/Website:** [info@SpaceCoastEDC.org](mailto:info@SpaceCoastEDC.org)

**Beneficial Tax Treatment: Refunds, Abatements & Exemptions**

**Brevard County Ad Valorem Tax Abatement (Local)**

This abatement provides a temporary reduction in certain property taxes paid on any new physical property, building modifications or equipment that is related to a company relocation or expansion. This program helps companies offset some of the tax burden associated with the purchase of new equipment, construction of new facilities, or expansion of existing ones. Manufacturers and certain other businesses may be eligible for the program by meeting specific criteria. (See Appendix B for additional details addressing this program)

**Qualified Targeted Industry (QTI) Tax Refund Program (State of Florida)**

This program provides a refund on select taxes (corporate income taxes, insurance premium taxes, sales, use and other taxes, intangible personal property

## XII. Appendix C State, Local and Other Economic Development Incentive Programs

taxes, etc.) paid to qualifying companies in targeted industry areas, such as Manufacturing, Aviation and Aerospace, and Corporate Headquarters. The program awards \$3,000 per job; \$6,000 per job in a rural County or enterprise zone. Increased per job award is available for extremely high wage jobs created.

**Capital Investment Tax Credit (State of Florida)**

The Capital Investment Tax Credit is used to grow and attract capital-intensive industries. It offers an annual credit against the corporate income tax for up to 20 years in an amount equal to 5% per year of the eligible capital costs of a qualifying project. These costs include acquisition, construction and installation.

**Qualified Defense Contractor Program (State of Florida)**

This program provides a tax refund up to \$5,000 per job created (not to exceed \$7.5 million) or saved through conversion of defense jobs to civilian production; the acquisition of a new defense contract; or the consolidation of a defense contract.

**Sales and Use Tax Exemptions (State of Florida)**

The State of Florida offers a wide array of Tax Exemptions that support the growth and relocation of new and existing Florida businesses. These exemptions impact a variety of industries and cover a broad base of taxes, such as corporate income and sales and use taxes. For a complete listing and assistance with applying for these programs, companies should contact the Space Coast EDC. The current list of exemptions include:

- Sales tax exemption on sales and use taxes on machinery and equipment used in production and research and development
- Semiconductor, defense and space technology-based industry transactions involving manufacturing or research equipment

- Labor, parts and materials used in repair of and incorporated into machinery and equipment that qualify for sales tax exemption upon purchase
- Aircraft parts, modification, maintenance and repair, sale or lease of qualified aircraft
- Labor component of research and development expenditures
- Commercial space activity - launch vehicles, payloads and fuel, machinery and equipment for production of items used exclusively for the space industry
- Any facility, device, fixture, machinery or equipment required for pollution control, abatement or monitoring of equipment used in manufacturing process or compounding items for sale
- Sales tax exemptions on printing and publishing equipment
- Sales tax exemptions for electricity and steam for manufacturers
- Silicon technology sales and use tax exemption

### **State of Florida Incentives High-Impact Performance Incentive (HIPI) Grant (State of Florida)**

This grant is a negotiated incentive used to attract and grow major high impact facilities in Florida. Grants are provided to pre-approved applicants in certain high-impact sectors as designated by the Governor's Office of Tourism, Trade and Economic Development (OTTED).

### **Enterprise Bond Program (State of Florida)**

The state provides financial assistance through the Enterprise Bond Program. The program offers tax-exempt, low interest bond financing to qualified manufacturing and 501(c) 3 non-profit organizations. This program was designed to improve low cost capital availability to Florida's growing and expanding businesses, including minorities and rural communities, to help them to be more competitive in the global and domestic market place. Loan amounts range between \$500,000 and \$2,000,000.

## **Infrastructure Development and Permitting Incentives**

### **Economic Development Transportation Fund (State of Florida)**

Also referred to as the "Road Fund," this incentive provides funding to local communities for public transportation projects, to be used as inducements to entice companies to locate or expand their operations to Florida. A maximum of \$2 million is available towards transportation problems such as building access roads, signalization, and road widening, provided that the eligible company meets job creation and wage thresholds.

### **Brevard County Industrial Development Revenue Bonds**

These bonds offer low cost financing for construction of new buildings, acquisition of existing buildings, purchase of new machinery and equipment. The advantage is long-term financing with lower than prime interest rates.

### **State and Local Business Permitting**

Businesses need certainty, predictability and efficiency in government regulations. The Space Coast EDC and Brevard County have developed permit-streamlining procedures to assist existing, expanding and new-to-Florida businesses. This process is achieved through commitment among the state's regulatory agencies and local government to provide faster, less costly and more predictable permitting processes for significant economic development projects without reducing environmental standards. E-services, such as Online Permitting One-Stop Centers, save valuable time in applying for and acquiring permits. By using Florida's and Brevard County's Online Permitting One-Stop Centers, businesses are able to investigate the permitting needs for specific site locations around the state. They also can locate valuable contact information at <http://www.brevardcounty.us/onestope/home>.

## Workforce Development & Recruitment Programs

### **Quick-Response Training Program (QRT) (State of Florida)**

The Quick-Response Training Program (QRT) is customer driven and designed as an inducement to secure new value-added businesses to Florida, as well as to provide existing businesses the necessary training for expansion. Through this incentive, Florida is able to effectively retain, expand and attract employers offering high-quality jobs. The program is flexible and structured to respond quickly to meet the businesses' training objectives. Workforce Florida Inc., the state's public-private partnership, created to coordinate job-training efforts, administers the program. Eligible projects are new or expanding/existing Florida businesses that produce exportable goods or services, create new permanent full-time jobs, and employ Florida workers who require customized entry-level skills training.

### **Brevard Job Link**

This no-cost community resource offers Brevard County employers and job seekers one-stop access to employment and training resources and services. Brevard now has three full-service Job Link centers, several mini job links placed in faith-based and other community organizations, and 27 satellite centers located in local junior, senior and adult high school media centers. To contact Brevard Joblink, **Phone:** (321).504.7600, or e-mail: [info@brevardjoblink.org](mailto:info@brevardjoblink.org).

### **Brevard Community College - Business & Industry Training Center**

The Business and Industry Training Center of Brevard Community College is dedicated to meeting the specialized training needs of Space Coast employers. The major focus of the center is to develop and deliver customized training that's tailored to meet employers' precise needs. Areas of specialized training include Computer and Computer Programming, Human Resources, Management, Manufacturing, Telecommunications and other disciplines. The Center is the

authorized provider of "Command Spanish" training. To contact the Business and Industry Training Center, **Phone:** (321).433.7500.

### **Brevard Community College - Targeted Training Programs**

Brevard Community College offers 75 pre-employment training programs, which are specifically designed to meet the needs of Brevard employers. Programs include apprenticeship, vocational certificates, college credit certificates, and two-year associate in science degrees. Financial aid is available for most programs, and the college works closely with Brevard Job Link to secure funding to train economically disadvantaged individuals. To contact the Business and Industry Training Center, **Phone:** (321).433.7500.

### **Keiser College**

Keiser College is part of the Keiser School of Technology, which is headquartered in Ft. Lauderdale. Keiser College offers Associate in Science degree programs in accounting, business administration, hotel and restaurant management, computer information systems, computer networking systems, medical administrative assistant, administrative office management, executive secretarial, and film and video production. Keiser College is accredited by the Southern Association of Colleges and Schools. Keiser College also supports local businesses and small businesses through its business assistance and counseling programs. These programs utilize the local and national technical expertise from a range of industries to provide support and guidance to local businesses in Brevard County. To contact Keiser College, **Phone:** (321).255.2255, or via website: [www.keisercollege.edu/melb.htm](http://www.keisercollege.edu/melb.htm)



## XIII. Appendix D Preference Survey Findings

### Preference Survey Findings – Building Style

Visioning is a process communities use to determine what appearance they want their community to have in the future. LDI presented 224 images from a range of developments throughout Florida that had varying and different architectural styles and streetscape themes.

As mentioned previously, the community members viewed the presentation while completing a survey that ranked each image. The results from the community surveys were tallied and analyzed to determine the preferred types of development styles and designs for the Babcock CRA area.

The following sections identify the top ranked images by category as it was presented during the workshop.

### *Retail Development*



The first gallery of images reviewed was from the retail category. When evaluating images of retail development the participants indicated the highest preference for the image to the left. It can be observed in this photo the retail shops are immediately adjacent to the sidewalk. There is on-street parking. The sidewalks are very wide allowing room for a row of protective trees to buffer pedestrians from the parking cars, as well as an arcade with additional landscaping. The most notable feature about this slide as compared to the other retail slides in the enormous amount of landscaping incorporated around the arcade, as well as the small town character of the hanging signs under the awning. Sign variety is allowed but the location, size and possibly the materials for the signs are regulated. The image to the left received a 3.9 ranking.

The next group of slides that ranked the highest and had similar building appearances are shown below. The rankings for these slides ranged from 3.1 to 3.4. Most of the architecture for these buildings is eclectic and modern, not a specific style. However, all of the buildings have awning features, storefront windows and small building signage. Additionally, the buildings show a lot of details and vertical elements that break-up the long facades of the buildings. Harmonious color is also used for some of the building to break-up the mass of the building. All of three of these retail uses were “big box” retailers that designed their buildings not to look like their typical corporate chain stores.



Subdivision retailers and strip malls that incorporated a lot of landscaping were voted the next highest, as shown below. The landscaped strip malls received 3.0 and 3.1 rankings.



The images that received the lowest rankings for the retail category, were “big box” retailers that either incorporated a typical corporate design and color scheme or a big box with no windows, awnings, etc. and only color used to attempt to break-up the mass of a building.



## *Mixed Use*

Mixed-use development is characterized by more than use per structure ( i.e., office/commercial or residential/office/retail). The retail uses are usually storefronts on the bottom floor of a building. The participants overall ranked the mixed use slides higher than the straight retail slides. The mixed use is typically multi-level. Two and three story structures similarly received higher ranking scores. The images below were the highest ranking receiving scores ranging from 3.4 to 3.5.



This style of development is characterized by street-level access and entrances facing the street/sidewalk envelope. The scale of the architectural features for this development style are pedestrian oriented and also visually engaging. This type of development is also characterized by the co-location of a range of uses enabling residents to live, work, and shop without having to travel out of the area, and hopefully without the use of a vehicle. The following images were the slides that ranked the lowest for the mixed use category. The long rows of brick buildings that carried essentially the same color did not rank very high. Additionally, the Victorian style mixed use building with the strong contrasts in color did not rank very high either.



## *Restaurants & Dining*

When evaluating images of restaurant and dining uses, the participants had pretty extreme low and high scoring. The highly preferred styles are shown below which have a strong pedestrian orientation. These images ranked from 4.0 to 4.1. Again, similar to retail uses, the awning images ranked very high, as well as the outdoor café atmosphere. Even the storefront burger king ranked very high due to its Key West cracker architecture style. The buildings show an eclectic mix and no particular architectural style overall.



Additional images that received very high scores, all demonstrate the café outdoor seating desire for the Babcock CRA. Again, there is no particular architectural style. All of these restaurants are right against the sidewalk, with no parking in front. The location of the café placement within the sidewalk also varies, however, all three images indicate very wide sidewalks for pedestrians.

The images that ranked very very low, less than one (1.0), were typical chain stores that used their entire building design and building color almost as a sign.



There were several chain restaurant examples that did receive relatively high scores, ranging from 3.0 to 3.1. These chain stores did not apply the company colors and branding all over the building, instead they attempted to have styles that integrated with the surrounding architecture or styles of the districts in which they were located.



## *Pharmacies*

There were six images shown of pharmacies to the participants. Only one design ranked very high and received a 4.1 score, as shown below. The particular pharmacy that ranked the highest was located in a mixed use development. It was a pedestrian orientated storefront located immediately adjacent to the sidewalk with on-street parking. There were awnings and balconies to break-up the mass of the building. It is a two story structure with very limited signage copy area. It is a modern eclectic building with no particular architecture style associated with it, other than your typical main street storefront. All other pictures of pharmacies ranked below a 2.8.



## *Convenience Stores/Gas Stations/Auto Service*

When evaluating images of convenience stores, gas stations and auto service developments the participants preferred a residential character for the building. The bays were hidden from the major roadway. The images below both received 3.6 scores.



## *Office/Hotel/Condo*

When evaluating images of office, hotel and condo uses the building that received the highest score of 4.0 was an Italianate architectural style, as shown in the image to the right.



There were several images that received scores ranging from 3.0 to 3.2. These images ranged in styles from Queen Anne to Mediterranean architecture. What they all had in common were a lot of storefront windows on the bottom floor for pedestrians and very diverse materials and complementary colors that broke up the façade of the buildings. It was apparent that offices were acceptable at multi-stories, if well designed.



The very high rise images that were shown for the Babcock CRA, received scores that were in the middle range. The images below received anywhere from 2.1 to 2.4, which indicates a tolerance of high rise structures, as well as glass steel buildings in the Babcock CRA. These structures are just not as well liked as the more pedestrian scale images that were shown previously.



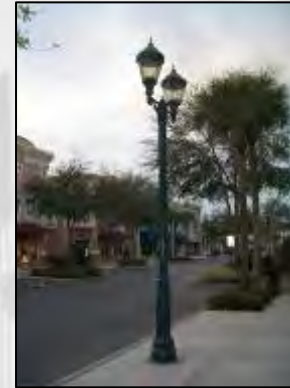
## Preference Survey Findings – Streetscape Theme

One of the primary objectives in streetscape design is to achieve streetscape cohesiveness and the use of consistent furnishings to tie a district together. A cohesive streetscape design is achieved when the structure and architecture of the streetscape components have similar features. Architectural and design cohesiveness that is coupled with cohesive Streetscape furnishings will give the resident and visitor a sense of place and will help to identify the Babcock Street CRA as a unique part of the City of Melbourne.

As mentioned previously, the community members viewed the presentation while completing a survey that ranked each image. The results from the community preference surveys were tallied and analyzed to determine the preferred styles for streetscape features and furnishings in the Babcock CRA area.

## *Streetlights*

When evaluating images of streetlight styles the participants preferred the acorn style street lighting fixtures on decorative, antique style, or fluted poles. This lighting style can be found in many traditional neighborhood design (TND) developments, historic downtowns and themed developments. The first two images below received scores ranging from 3.31 to 3.5. The overall type of light preferred is pedestrian oriented with light-poles and lights heights at less than 25ft. tall. The two images on the bottom were the second highest ranked that display hanging flower baskets and banners. Both of these images tied with a score of 3.23.





The images that received the lowest ranked scores (1.38 and below) are shown below. These are shoebox type street lights typically used to guide vehicles along major thoroughfares. One is a standard square shoebox type and the other is a very modern adaptation, and neither were preferred in the Babcock CRA.



## ***Benches***

When evaluating images of street bench styles the participants preferred the traditional iron and wooden styles benches with backs and armrests as shown to the right. These images tied, both receiving scores of 3.15. They are very typical benches utilized around the nation in downtown settings. The iron work ranged from very ornate to a very modern and streamlined basket weave pattern.



The bench images that received the lowest rankings are shown below. Neither of these images even received a score of 1.0. It is a very clear indication that advertising on benches is not desired in the Babcock CRA. Additionally, it was made obvious that stone/concrete benches that do not provide arm rests or backs were not desired.



## *Tree Wells*

When evaluating images of tree wells (the planting fixtures used to accommodate and protect trees located within the streetscape), the participants indicated a preference for the tree wells that were substantively constructed (metal grates and or brick planters), protective of the tree trunks from potential vehicle interaction and that complimented the design/style of other streetscape features. These styles were preferred over unprotected open areas, or mulch or ground cover only treatments. The brick planter received the highest score at 3.85 and wrought iron tree grate received a score of 3.08.



## *Planters*

Planting pots/boxes (the planting fixtures used to accommodate and protect flowering ground covers, flowers and other specialty plantings located within the streetscape) scoring indicated a preference for large ceramic and cement planters and pots frequently identified with the Mediterranean or Italianate style. The scores were not very high on any of the planter pots (majority were under 3 score) and it indicates that the brick tree grate that functions also as a planter that received a 3.85 score is the most desirable planter style.



## *Waste Receptacles*

When evaluating images of waste receptacles and trash cans that may be located within the streetscape, the participants indicated a preference for non-permanent waste receptacles, manufactured out of metal over those made of concrete or wooden slats. This style is complimentary to a range of architectural styles and themes. The two styles shown to the right both received scores over 3.38.



## *Pedestrian Crosswalks*

Pedestrian cross-walk scoring indicated a preference for crosswalks that incorporated decorative pavers and bricks with cement outer coursing lining the edges. Crosswalks utilizing changes in texture and color were preferred over crosswalks that utilized only painted borders and striped asphalt or non-colored cement. The crosswalks selected are complimentary to a range of architectural styles and streetscape furniture themes. The three most popular styles receiving scores ranging from 3.77 to 3.92 are shown below.



## *Sidewalks*

When evaluating images of sidewalks that may be appropriate for the Babcock CRA streetscape, the participants indicated a preference for sidewalks that incorporated green spaces, shade trees, decorative pavers, bricks and colored asphalt and cement. Sidewalks utilizing changes in textures and color were preferred over plain cement sidewalks. Sidewalks that incorporated landscaped borders, including planters, planter beds and tree-wells were preferred by workshop participants. The two images below were the highest rankings ranging from 3.23 to 3.31. The participants preferred the sidewalk image on the left that has a separation in material colors for the sidewalk and the café/shopping areas. The favorite image also displays ample tree wells and groundcover, protecting the pedestrian from moving vehicles.



## Vending

Vending devices may include ATM's, soda machines, newspaper racks and other publications. The participants indicated a preference for vending machines that are grouped into contiguous frames and housed in semi-permanent fixtures that are attached to the pavement, or otherwise rendered immobile. Public comments received at the workshop indicated a preference for fixtures that were uniform in appearance and helped maintain the theme or character of the area through their appearance. Workshop participants' preferences regarding ATMs indicated that ATM devices that are affixed or built into a building's wall, or housed in an alcove in a building wall, are preferred to free standing models. The image to the left received the highest ranking and to the right received the lowest.



## Signage

Community Preference Workshop participants indicated a preference for signage that was of the monument style and/or arching gateway styles which includes the use of landscaping and plantings within the signage area. The preferred styles included the use of development identifying or naming signs that presented the development's (or shopping center's) name and did not list the individual tenants or shops that may be housed within the development or shopping center. The signage receiving the highest ranking scores are shown below with the highest on the starting left.



The following two sign types also received relatively high scores, both were 3.46.



The sign types that ranked below 2.0 are shown below.



## *Fountains*

Fountains can be an integral part of community life. The participants preferred the fountains that had the larger sprays of water that were surrounded by civic plazas, over the more natural fountains or waterfall type fountains.



## ***Bike Racks***

There was only one bike rack ranked by the participants with a score over 3.0. It is a modern iodized aluminum structure, as shown to the right. This image received a score of 3.15 points. None of the bollards or regular straight frame racks were ranked very high. The slide images that displayed a black coating on the aluminum also did not rank highly.



## ***Street Trees***

Street trees are a vital component of a communities quality of life. The types of trees selected to go in the rights-of-way begins form the fabric of the streetscape. The continuity/spacing of street trees can create a strong element of the theme for a CRA, corridor or district. The street trees that were ranked the highest by the participants included very natural oak trees and Palatka holly, with the highest score to crepe myrtle trees. The streetscapes with palm/tropical trees ranked much lower. The highest ranked trees are shown below.



## *Medians*

The medians similar to street trees start to form the street fabric. They can also function to psychologically calm traffic. The median tree images that were shown did receive high scores for palm trees and tropical looks, as long as the trees were very full, such as Canary Date palms that are surrounded by lower shrubs. However, the highest ranked median, similar to the street trees was Oak Tree lined with shrubs surrounding the base of the trees, as shown on the left.



## XIV. Appendix E, Implementation Plan Cost Estimate Assumptions

### Cost Estimate Assumptions

- 1- \$190 per linear foot, 18, 514 linear feet of sidewalk gaps identified. Inflation (20% annual) adjusted over construction period. Includes installation within constrained areas identified on map.
- 2-Local Stop Estimate= \$24,100, LYNX Comprehensive Operational Assessment, 2006
- 3-LYNX Comprehensive Operational Assessment, assumes donated site.
- 4-Pavement Marking Cost Summary, 2005
- 5-Bike Lane Stripe and Signage, \$17,850 per mile (Total distance 4.1 miles, inflation (20%) adjusted over construction period)





## Appendix F (II of II) TIF Revenue Estimates

### CRA Expansion Area II (2004)

Year	Base Year (2004)	Incremental Value	City Tax	County Tax	Total TIF	@95%
	\$311,060					
2007	\$8,143,600	\$146,780	\$657	\$536	\$1,193	\$1,133
2008	\$8,347,190	\$8,036,130	\$35,962	\$29,349	\$65,311	\$62,046
2009	\$8,555,870	\$8,244,810	\$36,896	\$30,111	\$67,007	\$63,657
2010	\$8,769,766	\$8,458,706	\$37,854	\$30,892	\$68,746	\$65,308
2011	\$8,989,011	\$8,677,951	\$38,835	\$31,693	\$70,527	\$67,001
2012	\$9,213,736	\$8,902,676	\$39,840	\$32,513	\$72,354	\$68,736
2013	\$9,444,079	\$9,133,019	\$40,871	\$33,355	\$74,226	\$70,515
2014	\$9,680,181	\$9,369,121	\$41,928	\$34,217	\$76,145	\$72,337
2015	\$9,922,186	\$9,611,126	\$43,011	\$35,101	\$78,112	\$74,206
2016	\$10,170,240	\$9,859,180	\$44,121	\$36,007	\$80,128	\$76,121
2017	\$10,424,496	\$10,113,436	\$45,259	\$36,935	\$82,194	\$78,084
2018	\$10,685,109	\$10,374,049	\$46,425	\$37,887	\$84,312	\$80,096
2019	\$10,952,237	\$10,641,177	\$47,620	\$38,863	\$86,483	\$82,159
2020	\$11,226,043	\$10,914,983	\$48,846	\$39,863	\$88,708	\$84,273
2021	\$11,506,694	\$11,195,634	\$50,102	\$40,888	\$90,989	\$86,440
2022	\$11,794,361	\$11,483,301	\$51,389	\$41,938	\$93,327	\$88,661
<b>TIF Projection Assumptions</b>			<b>Cumulative Revenue 2007-2022*</b>			<b>\$1,120,773</b>
Brevard County Millage	3.6521					
City of Melbourne	4.4751					
Rate of Growth	0.025 (2.5%)		*Does not include any carryover/loss from previous years			
Base Year Value	\$311,060					

### Cumulative TIF Revenue (Combined Areas)

Year	Combined TIF	Cumulative TIF Revenue
2007	\$655,611	\$655,611
2008	\$747,225	\$1,402,836
2009	\$780,304	\$2,183,140
2010	\$814,211	\$2,997,351
2011	\$848,966	\$3,846,317
2012	\$884,589	\$4,730,906
2013	\$921,103	\$5,652,009
2014	\$958,530	\$6,610,539
2015	\$996,893	\$7,607,432
2016	\$1,036,214	\$8,643,646
2017	\$1,076,519	\$9,720,165
2018	\$1,117,831	\$10,837,996
2019	\$1,160,176	\$11,998,171
2020	\$1,203,580	\$13,201,751
2021	\$1,248,068	\$14,449,819
2022	\$1,293,669	\$15,743,489
<b>Total</b>	<b>\$15,743,489</b>	

## XVI. Appendix G City of Melbourne Capital Improvements Program FY 2007-2011 Babcock CRA Programs

### City of Melbourne Capital Improvements Program FY 2007-2011 Babcock CRA Programs

Project Description	2006-07	2007-08	2008-09	2009-10	2010-11	Notes
64507-Phase II Babcock Realignment from Laurie Street to US-1:						100% funding from CRA
Engineering	\$50,000					
Construction		\$500,000				
Phase III Babcock Street Medians from Apollo Blvd. to Alma Drive:						
Engineering		\$60,000				
Construction			\$600,000			Does not include Right of Way Acquisition costs
<b>Total Babcock Street Redevelopment</b>	<b>\$50,000</b>	<b>\$560,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	
	<b>Five Year Total</b>		<b>\$1,210,000</b>			

Source: City of Melbourne, 2006-2007 Adopted Budget.

## XVII. Appendix H Façade Grant Information (Part I of II)

### Downtown Melbourne Façade Improvement Program Guidelines

The City of Melbourne's Downtown Community Redevelopment Agency(CRA) is pleased to offer the Façade Improvement Program for properties and businesses located in qualifying areas within the Downtown CRA District. Your business or property may qualify for a matching grant of up to \$20,000. If you need advice on how to improve your building façade, the Melbourne Main Street Design Committee can provide you with a limited amount of technical assistance.

Melbourne Main Street  
1908 Municipal Lane  
Melbourne, FL 32901  
(321) 724-1741

City of Melbourne  
Planning & Economic Development Dep.  
900 E. Strawbridge Ave.  
Melbourne, FL 32901  
Attention: Doug Dombroski  
(321) 953-6256

#### 1. PROGRAM ELIGIBILITY

- The Program may only be used in eligible areas, within the CRA district. Contact Melbourne Main Street or the Planning and Economic Development Department, to determine if your property falls within the program boundaries.
- Participants must enter into a contractual relationship with the City/CRA regarding the project. The contract stipulates among other things, that the CRA must approve the proposed design and all design modifications. Further, the applicant must agree to ongoing maintenance and upkeep for a period of five years.
- The program is intended for projects that require substantial renovation; therefore, the minimum project investment shall be \$7,500.00.
- The program will only address exterior repairs and improvements that are approved by the Melbourne Main Street Design Committee and the Downtown CRA. In order to be eligible for the program funding, all repairs are to be compatible with the original architectural design of the building. The program may be used for site improvements; however, priority of program funding will be given to projects that have building improvements, as a major component of the project.

Grants will be awarded based on many different variables, such as:

- Visual impact on the commercial district
- Commitment of applicants to complete project
- Contribution of project to the economic vitality of the commercial district
- Enhancement of property appearance and historic features
- Leverage of private investment
- Availability of program funding
- Consistency with the City's Architectural Review Board recommendations

Eligible improvements consist of the following:

- Façade structural and non-structural alteration and repair
- New signage or restoration of historic signage
- Painting of the building

- Awnings and shutters
- Doors and windows
- Siding, masonry or stucco facing when it is compatible with the architecture of the building
- Lighting which is used to enhance the buildings appearance
- Sight work beautification through landscape, non-maintenance paving improvements, public art

#### 2. PROGRAM COMPONENTS

- The City will provide a rebate to the applicant at a rate not more than 50% of the total eligible project cost, but in no event shall the maximum rebate exceed \$20,000.00. Matching grants will be distributed in the form of a reimbursement, once construction is complete and the terms stated in the Agreement have been met. The total reimbursement will also be affected by the time of project completion, as determined from the contract date. There are incentives for completing the project in a timely manner as follows:
  - ❖ 100% of the reimbursement- Projects that are completed within 120 days
  - ❖ 90% of the reimbursement- Projects completed between 121 and 180 days
  - ❖ 80% of the reimbursement- Projects completed between 181 and 240 days
  - ❖ 70% of the reimbursement- Projects completed between 241 and 300 days
  - ❖ 60% of the reimbursement- Projects completed between 301 and 330 days
  - ❖ 50% of the reimbursement- Projects completed between 331 and 365 days
  - ❖ 0% of the reimbursement- After 1 year projects are no longer eligible
- Design Services - If you do not have your own architect the Melbourne Main Street Design Committee has a list of architects on file with facade renovation experience.

#### 3. PROGRAM REQUIREMENTS

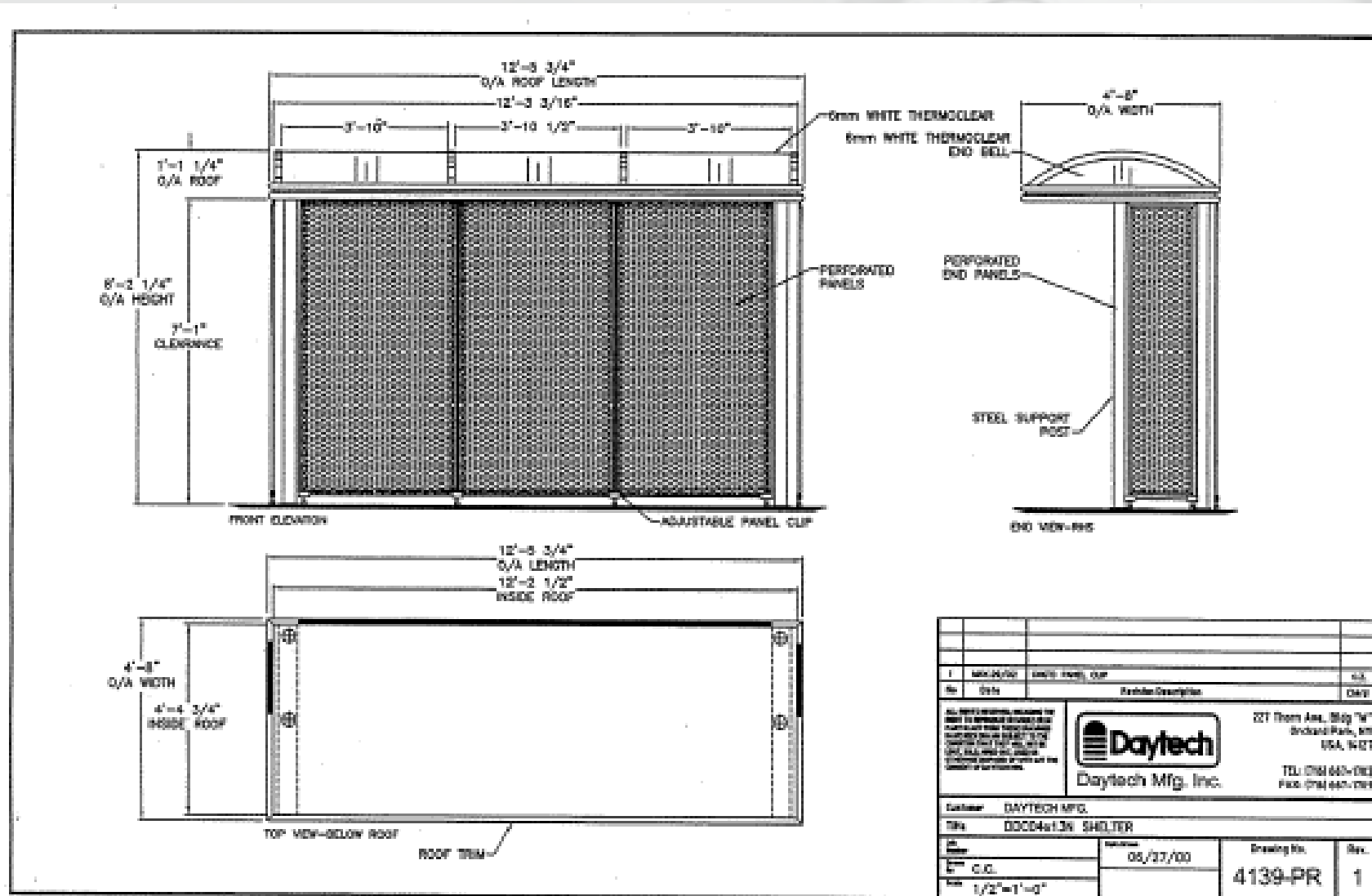
- CRA Board approval and a Façade Improvement Contract must be secured prior to commencement of work.
- Applicants must ensure that all required permits and approvals are obtained (Building, Zoning, Architectural and other) for all improvements as a part of the Façade Improvement Program.
- The program participant will be required to meet Property Maintenance Standards as part of the program agreement with the CRA. This Agreement will require applicants to maintain at their expense, the improvements completed through the Program for five years.
- The program staff from the Melbourne Main Street Design Committee, and City Planning Staff must approve changes to the project, which deviate from the approved plan. Furthermore, the appropriate City department such as Building, Engineering, etc. must approve any changes that are made which affect permitting.

## Appendix H Façade Grant Information (Part II of II)

### 4. PROGRAM PROCESS

- The applicant meets with CRA and MMS Design Committee staff for preliminary review of the program guidelines and application.
- The applicant or his architect appears before the Architectural Review Board, and submits the ARB recommendations as part of their application.
- After the application is submitted, the applicant, architect, CRA and MMS Design Committee staff will meet at the project site, to review the scope of renovation and probable costs.
- The applicant will submit a formal proposal, and their architect will prepare and submit preliminary design elevations for an in-house review by the MMS Design Committee. Plans will typically include measurements of significant features of the existing and proposed elevations, specifications for materials and hardware, and specific colors and finishes. The drawings do not constitute construction documents, but in some cases may be sufficient to obtain permits. Actual samples of materials and color are encouraged and may be required by the Committee. A project budget based upon estimates from design and construction professionals should be submitted as part of the proposal.
- Upon MMS Design Committee review, Recommendations regarding project-funding approvals will be submitted to the Downtown CRA Advisory Committee for review. In turn, the Advisory Committee will make a determination and recommendation to City Council, which sits as the CRA Board, to formalize an agreement with the applicant.
- If the CRA Board approves an applicant's contract and proposal, the applicant shall submit plans to the Building Department, and associated Boards as would ordinarily be required.
- The applicant solicits estimates from contractors for the approved specifications, and presents the desired bid estimates to the CRA City staff.
- CRA Staff, the applicant and the contractor convene for a preconstruction conference. The project scope, procedures for payment, and all other requirements shall be reviewed at that time.
- Contractor shall commence work per approved plans.
- Prior to program reimbursement, the applicant shall submit copies of contractor invoices, cancelled checks, and any other legal documentation that is required by the CRA. A program reimbursement request will only be submitted for payment, after the CRA staff has conducted a final inspection of the project. Furthermore, the applicant must satisfy all City permit requirements.

## XVIII. Appendix I Space Coast Area Transit (SCAT) Transit Shelter



## Appendix I Space Coast Area Transit (SCAT) Transit Shelter (Continued)

