

# REDEVELOPMENT MASTER PLAN



Prepared for



**West Melbourne**  
FLORIDA

Prepared by



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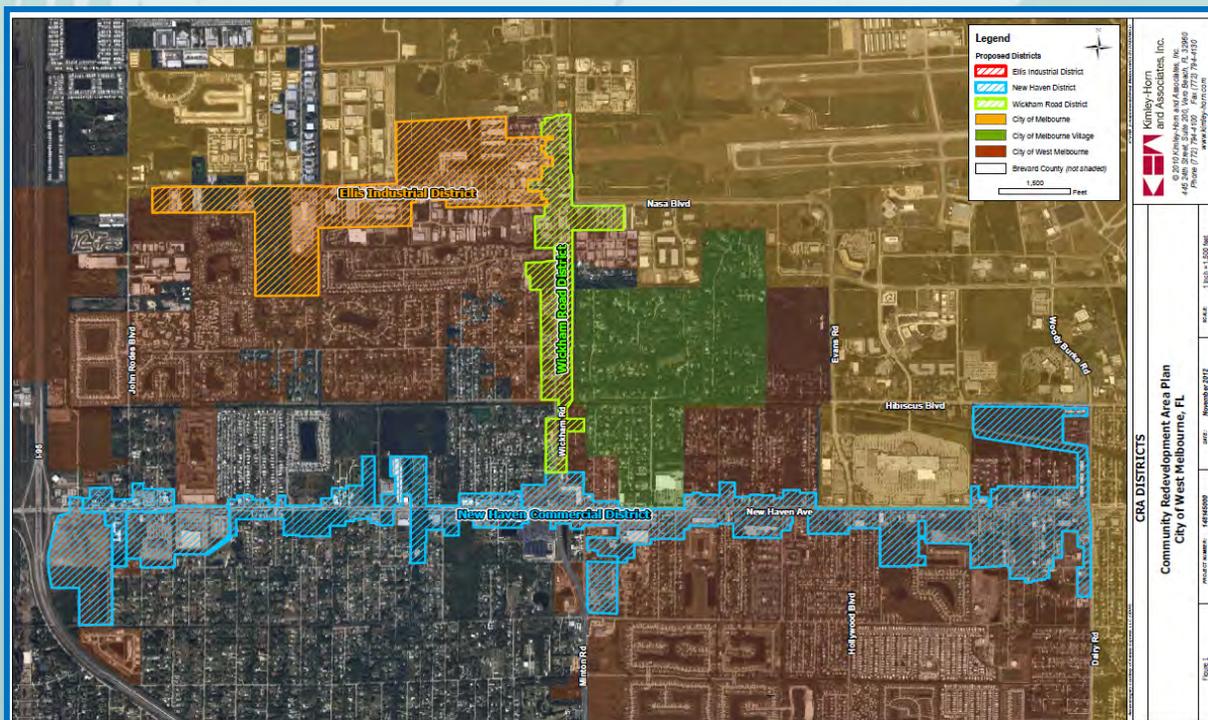
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## EXECUTIVE SUMMARY

Located on Florida's Space Coast, the City of West Melbourne has long been home to technology and the space industry, their employees and families. The City of West Melbourne and Brevard County established an area that includes both the city and county governed by the **West Melbourne-Brevard County Joint Community Redevelopment Agency** in an effort to address community needs and expectations consistent with the Florida Statutes, Chapter 163 Part III. This Community Redevelopment Agency (CRA) was created as a joint CRA by the City of West Melbourne's approval of **Ordinance #2012-19** and Brevard County's delegation of authority and approval of **Ordinance 2011-28** contained in **Appendix A**. The City and County recognize the importance of reinvigorating the districts designated through the approved Finding of Necessity to create economically sustainable and vibrant areas within the community.

The CRA Master Plan contains three (3) corridors, each of which have unique and identifiable characteristics based on the development history of these portions of the City. The sub-districts - **US-192 (New Haven Avenue), Wickham Road, and Ellis Road** - while generally independent of each other, due to their current form and function, are interconnected roadways that support and enhance the viability of the other sub-districts. To further identify the unique characteristics of each sub-district, the three areas were discussed through the City's public involvement plan including the CRA workshop. These areas represent the economic core of the City and as such, are key to the overall success of the community. Residents and business owners from the respective district(s) provided City staff with corridor specific comments and ideas on ways to improve the corridor and specific infrastructure needs. The results of this input are detailed throughout the Redevelopment Master Plan.



The Redevelopment Master Plan identifies assets, challenges and opportunities within the Community Redevelopment Area. Many of the challenges and opportunities cannot be overcome overnight. The Plan provides guidance to the CRA towards overall implementation and prioritization of goals. The Plan takes into consideration the established Tax Increment Finance (TIF) district as a whole; however, certain elements and recommendations are specific to the respective sub-district. As identified within the Economic Development Review section of the Plan (Section 2), “The four major characteristics that affect the economic composition and potential of the West Melbourne-Brevard County Joint Community Redevelopment Area include (1) geographic location, (2) existing nascent technology cluster and available skilled workforce, (3) retail cluster, and (4) demographic composition of the CRA and surrounding areas. The West Melbourne-Brevard County Joint Community Redevelopment Area is a retail/commercial center and employment center for the surrounding area of West Melbourne and Brevard County. The businesses located within the CRA are dependent on continued demand and patronage by consumers who travel from outside the area.”

It is understood the recommendations of the Plan are based on current information and input received during the Plan review process. The listing of recommendations and projects are not intended to be static but to be dynamic based on available funding, from TIF as well as potential from state and federal assistance grants; availability of necessary infrastructure to support the recommendation; updated public comment and need(s); and periodic revisions to priorities based on the regulatory environment. The Plan identifies how the TIF projections and economic development strategies may be combined with the development and redevelopment programs to promote the key values and vision of the CRA. This Plan identifies and describes the required components based on applicable state statutes.

#### The Plan:

- ◆ Identifies primary redevelopment opportunity areas and corresponding infrastructure improvements including connectivity, stormwater and utilities.
- ◆ Identifies private investment opportunities as well as recommended programs for improvements including gateways, streetscape, wayfinding, and branding.
- ◆ Provides recommendations for governmental actions necessary to carry out the plan including updates to the Comprehensive Plan and Land Development Code. Additional CRA actions include ongoing, proactive code enforcement, business development program and incentives for business retention.

The Redevelopment Master Plan details the objectives of the West Melbourne-Brevard County Joint Community Redevelopment Agency. The Plan has been prepared as a guideline for encouraging development and redevelopment projects and programs for the properties identified in the Community Redevelopment Area; properties which have been reviewed as part of the approved Finding of Necessity. It is important to note that not all projects and/or programs are of equal importance and may not, or need be, initiated simultaneously, and with funding projections within the initial 30 year time frame of the CRA.

## SECTION ONE INTRODUCTION

Located on Florida's Space Coast, the City of West Melbourne has long been home to technology and the space industry, their employees and families. The City of West Melbourne was incorporated in 1959 in order to avoid annexation into the City of Melbourne and to prevent the levying of additional ad valorem taxes on its residents. The City is close to many economic centers including the Melbourne International Airport; Brevard County Government Center in Viera and Patrick Air Force Base, both approximately 16 miles from the City; and Kennedy Space Center and Port Canaveral both approximately 50 miles to the north. The City has grown in size and in population since 1959 to an estimated 19,118 people within 10.18 square miles of incorporated area.



The CRA Master Plan contains three (3) corridors, each of which have unique and identifiable characteristics based on the development history of these portions of the City. The sub-districts - ***US-192 (New Haven Avenue), Wickham Road, and Ellis Road*** - while generally independent of each other due to their current form and function, have strong ties that support and enhance the viability of the other sub-districts.

The City is a community that was established on the fringe of agricultural uses and many of the current developed areas were previously agricultural grazing lands. In the early years, much of the City was centered along the ***US Highway 192*** corridor (New Haven Avenue) which contains uses typically found along major arterial thoroughfares including professional offices, restaurants, retail, automotive repair and service stations. As the corridor aged, the City began to see signs of blight such as vacant buildings and lots, dilapidated structures, and inadequate infrastructure. The corridor was widened without the corresponding upgrade to sewer and water services which has led to stagnation of property uses. One of the main entrances to Brevard County from Central Florida, US 192 provides the main commercial center within the City. Many of the properties along US 192 between I-95 and Wickham Road are located in unincorporated Brevard County. Coordination with the County will be instrumental for redevelopment of this corridor.



The ***Wickham Road*** corridor was predominately residential in nature; however, it has transformed into a mix of non-residential uses that serve the community. The road was improved and widened from 2- to

4- lanes many years back, which led to the conversion of residential homes to professional/commercial uses. While there has been some limited redevelopment within this corridor, many of the older businesses have not made significant strides in rehabilitating their buildings and generally exhibit signs of continued decline. With the decline in the economy, there are many vacant storefronts along the Wickham Road corridor. Again, the corridor was widened without the corresponding upgrade to infrastructure which has led to stagnation of property uses.

The Ellis Road area consists predominantly of industrial businesses. Ellis Road may become an important thoroughfare connecting the industrial businesses and the Melbourne International Airport to the regional highway system. Currently, the mix of uses, lot layout and other nonconformities prohibit the corridor from redevelopment into a viable economic hub.

## VISION

Since 2007, the City of West Melbourne committed to creating a vision of the community which included redevelopment of the existing commercial/industrial corridors. Generally, this area appears to contain similar conditions – infrastructure deficiencies, development adversities, and limited investment – as those found in other existing community redevelopment areas within Brevard County and the State of Florida.

On November 10, 2007 the City of West Melbourne held a Horizon 2030 Visioning Workshop which resulted in the identification of its community values and critical issues. A Visioning Planning Framework was created that, “institutes traditional planning principles and land development practices” through planning directives aimed at:

### City of West Melbourne Visioning Workshop

Four key focus areas:

- 1) Community values and quality of life;
- 2) Land use and development;
- 3) Transportation, infrastructure, and public services; and,
- 4) Parks and natural environment.

### City of West Melbourne Vision Statement

*“to become a special city that provides its community members with an exceptional quality of life while maintaining a small hometown sense of place that is distinctly West Melbourne”.*

- ❖ Creating a distinct community image, unique identity, and recognized city character.
- ❖ Uniting the community together through the development of a central community core, neighborhood centers, and gathering spaces.
- ❖ Establishing land development patterns that integrate neighborhoods, commercial areas, civic areas, and public spaces.
- ❖ Uniting the community through an integrated, multi-modal transportation system.
- ❖ Meeting the public services and infrastructure capacity needs for today and the future.
- ❖ Establishing sustainable land development practices, traditional

master planning strategies, and unifying architectural design standards.

The City confirmed the values and issues established in its future community planning vision through the Horizon 2030 Comprehensive Plan, Visioning Element, Goals, Objectives and Policies (October 29, 2010). This planning framework will enable the community to evolve and develop over time to improve its quality of life, enhance its small town character, and become an exceptional place to live, work, and play.



The City Council conducted an informational workshop with representatives of the Florida Redevelopment Association (FRA) in 2009 to understand the basic functioning of a Community Redevelopment Agency and the designation of a Community Redevelopment Area. At that time, City staff had preliminarily discussed the rising vacancy rates along US 192, and the traffic issues that might continue to worsen unless the City partnered with the businesses and property owners. The City Council

determined that in order to address these issues and stimulate development and redevelopment activities within the key commercial corridors of the City, utilization of the community redevelopment tool would promote the economic revitalization of these areas.

## COMMUNITY REDEVELOPMENT AREA (CRA) PROCESS

In order to qualify for establishment under the provisions of the Community Redevelopment Act, the City needed to prepare a "finding of necessity" determining that the rehabilitation, conservation, or redevelopment of an area meets criteria broadly described as "slum" or "blighted" and is necessary in the interest of the health, safety, morals, or welfare of the residents of the community. These terms carry specific statutory references and qualifiers distinct from their common understanding and use.

A Findings of Necessity report was completed in January 2011 for the City of West Melbourne and found to be consistent by the City Council and the Board of County Commissioners with the statutory requirements for establishing a Community Redevelopment Area pursuant to Chapter 163, Part III, Florida Statutes (F.S.). The results of this subsequent analysis served as a basis for establishing a joint Community Redevelopment Area within the City of West Melbourne and adjoining areas of unincorporated Brevard County. This was further supported by the City of West Melbourne's approval of **Ordinance #2012-19** and Brevard County's delegation of authority and approval of **Ordinance 2011-28** contained in **Appendix A**.

## Community Redevelopment Process



The boundaries for the West Melbourne-Brevard County Joint Community Redevelopment Area, as identified by this Plan, are based on an evaluation of vacant lands, the mix of land use/zoning opportunities, infrastructure conditions, proximity to major roadways and other deteriorating conditions and natural features. The CRA boundary has been refined since the initial Finding of Necessity and currently contains less property than previously identified. All of the properties contained within the CRA as identified were considered as part of the required Finding of Necessity and subsequently met the qualifying conditions.

A delegation of authority was granted by the Board of County Commissioners of Brevard County, a charter county, delegating all powers under F.S. Ch. 163, pt. III, to the City of West Melbourne, Florida, to create, operate, and maintain the **West Melbourne-Brevard County Joint Community Redevelopment Area** depicted on **Figure 1**, located in the **Exhibits** section of this Plan. **Table 1** provides a breakdown of the acreage and number of parcels contained within the CRA.

Table 1 - Land Area Allocation				
	Number of Parcels	Percentage of Parcels	Acreage	Percentage of Acreage
County Unincorporated Properties	83	14.36%	166.0	19.86%
Properties within West Melbourne City Limits	495	85.64%	670.0	80.14%
<b>Totals</b>	<b>578</b>	<b>100.00%</b>	<b>836.0</b>	<b>100.00%</b>

\*Brevard County Property Appraiser's Office and City of West Melbourne Ordinance 2012-19 and Brevard County Ordinance 2011-28

The City/County commenced the process to create a redevelopment area through its actions of engaging the community in the adoption of the required Finding of Necessity and obtaining delegation authority from Brevard County to establish the Community Redevelopment Area. The City must wait to create the Tax Increment Finance District after adoption of the Redevelopment Master Plan.

The following additional steps highlight next steps needed to formally establish the West Melbourne-Brevard County Joint Community Redevelopment Area:

**Step 1: Develop, Adopt, and Implement the Community Redevelopment Plan.**

The Redevelopment Master Plan defines the needs of the targeted area and includes a specific program for encouraging redevelopment in the area. The activities and programs offered within a Community Redevelopment Area are administered by the Community Redevelopment Agency that is locally established when the CRA is designated. Typically a five- to seven-member CRA “Board” created by the local government directs the agency or serves as an advisory board to the elected officials serving as the CRA Board. The West Melbourne City Council will serve as the CRA Board plus one member from the Board of County Commissioners per the delegation of authority. The City will need to develop specific policies and procedures to ensure that the CRA Board functions are appropriately and independently undertaken from the customary City Council responsibilities. Examples include special meeting notices, separate minutes of the CRA Board, and separate tracking of CRA expenditures and activities. Existing city staff may be assigned responsibilities to coordinate CRA actions as the program develops.



The Community Redevelopment Agency is responsible for developing and implementing the Redevelopment Master Plan that addresses the unique needs of the targeted area. The plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for

the area within a long-term capital improvements program specific to the community redevelopment area.



Projects may include a variety of elements or programs intended to spur private reinvestment in the community redevelopment area. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning. The process of redevelopment is an ongoing iterative activity that can sometimes take decades to achieve long term goals. It is the City's intent to regularly revisit this document, perhaps

as part of the CRA's annual reporting process, in order to celebrate the City's achievements and refocus priorities for the coming years.

## ***Step 2: Create a Redevelopment Trust Fund.***

The CRA has certain powers that the city or county by itself may not do, such as establish tax increment financing, and leverage local public funds with private dollars to make redevelopment happen. Tax Increment Financing (TIF) provides most of the funding for the community redevelopment area. The CRA term of length is limited to 30 years, 40 years total if extended. After that time, all revenues (presumably much increased from the start of the CRA) are retained by each taxing entity that contributed to the CRA trust fund.

Establishment of the Trust Fund allows all increases in taxes within the community redevelopment area beyond the year the community redevelopment area was established to be allocated into a redevelopment fund. The year the CRA establishes the TIF is considered the "base year." A limit of 95% of any increase in tax revenue beyond the base year is allocated to the redevelopment fund. Only general ad valorem revenues are deposited to a trust fund by the taxing entities (city and county), after monies are received from the tax collector. Therefore, as the taxable property values increase due to redevelopment projects, the redevelopment fund also increases. Conversely, if there are property value decreases, the Trust Fund does not receive revenue.

Tax increment financing is not an additional tax to the property owner. Another common misconception is that tax revenue will come from all taxing authorities. It is important to note that according to Florida Statutes a CRA cannot collect from the School Board or from any other special district, such as the library, mosquito control district or other taxing authorities. Just tax revenue from general ad valorem taxes are collected. The tax increment revenues can be used immediately as they are received to undertake planning studies or capital projects or other programs that serve the community redevelopment area. An alternative is that these funds can be saved for a particular project or can be bonded to maximize the funds available. All funds received from a tax increment financing

area must be used for specific redevelopment purposes within the targeted area and not for general government purposes.

Since all the monies used in financing community redevelopment area activities are locally generated, the Community Redevelopment Agencies are not overseen by the state, however, redevelopment plans must be consistent with local government comprehensive plans and funds derived from within the community redevelopment area must be used to benefit the targeted redevelopment area.

The following Section 163.387(1), Florida Statutes, provides the guidance for determining the TIF and its implementation:

*The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part. Such increment shall be determined annually and shall be that amount equal to 95 percent of the difference between:*

- (a) The amount of ad valorem taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and*
- (b) The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by each taxing authority prior to the effective date of the ordinance providing for the funding of the trust fund.*

*Funds deposited in the redevelopment trust fund may be expended only within the boundary of the redevelopment area and as described in the approved redevelopment plan. These requirements are articulated in Section 163.387(6), Fla. Stat., as follows:*

- (a) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.*
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.*
- (c) The acquisition of real property in the redevelopment area.*
- (d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in s. 163.370.*

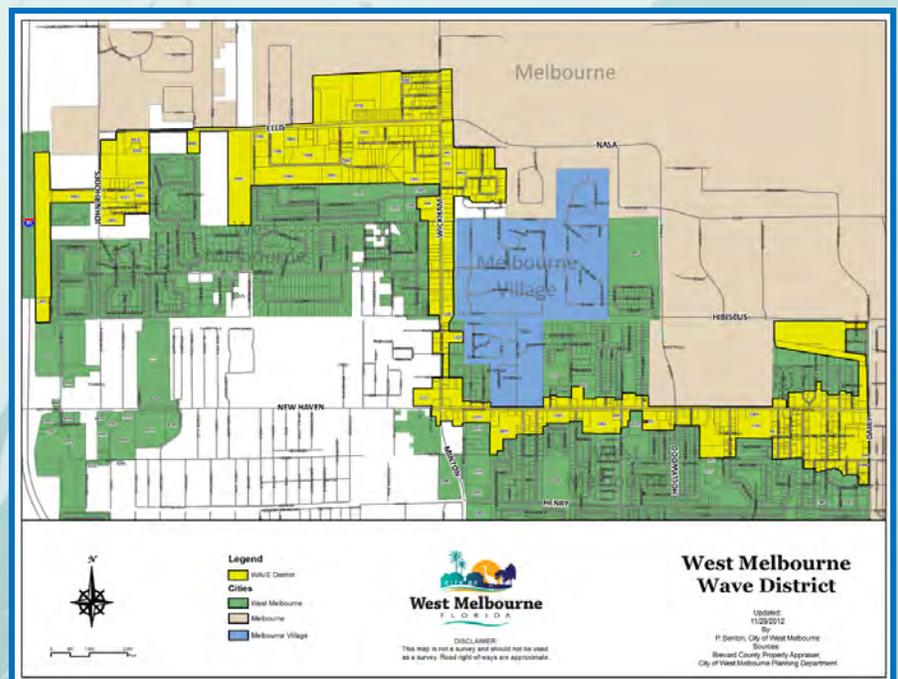
- (e) *The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.*
- (f) *All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of agency bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.*
- (g) *The development of affordable housing within the area.*
- (h) *The development of community policing innovations.*

## ACHIEVEMENTS TO DATE FOR THE CITY OF WEST MELBOURNE

As the City embarks on these next two steps in creating a CRA, it is important to step back and celebrate the many significant accomplishments already completed by the City, its citizens, and other government agencies, toward improving the city's infrastructure and setting the stage for future redevelopment. The CRA Master Plan will be developed with consideration of the inventory and analysis of existing conditions within the City and CRA described in the next two pages. The existing conditions analyses, integrated with relevant implementation strategies, will help to formulate eligible activities for incorporation into the final Redevelopment Master Plan.

### **Brownfield Area Designation**

In 2009, the City of West Melbourne adopted a resolution designating an area of the City as an economic enhancement area per the Florida Statutes requirements for Brownfield incentives. The Florida Department of Environmental Protection (FDEP) Brownfield program is used as an economic development tool for properties within a designated Brownfield area. The **West Melbourne Area Voluntary Enhancement (WAVE) District (Figure 2A)** consists of 291 properties that can benefit from this economic development tool. A Brownfield area designation provides the opportunity for financial incentives to property owners to (re)develop that otherwise might not be available. As the



**Figure 2A - West Melbourne Area Voluntary Enhancement (WAVE)**

name indicates, WAVE is a voluntary program and property owners within the Corridor do not have to participate in the program.

One of the most significant achievements with regard to promoting redevelopment with the City and CRA is the designation of a Brownfield Area. Brownfield area means a contiguous area of one or more brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. Such areas may include all or portions of community redevelopment areas, enterprise zones, empowerment zones, other such designated economically deprived communities and areas, and Environmental Protection Agency-designated brownfield pilot projects (376.79(4) F.A.C.).

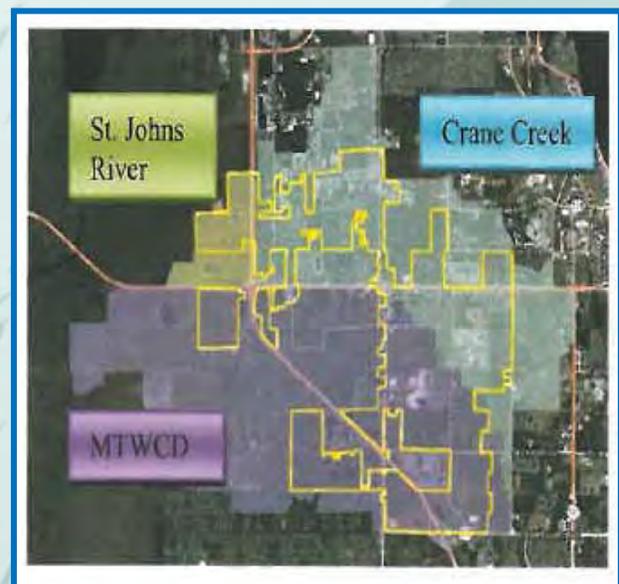
Designating a brownfield area is a redevelopment tool that can assist in economic development, community development and redevelopment, residential projects, and open-space/ green-space projects. It also achieves the significant public goals of:

- ◆ Reduction of public health and environmental hazards,
- ◆ Removal of stigma, and
- ◆ Promoting effective use of community resources.

With this designation in place, development and redevelopment projects within the CRA will have the opportunity to leverage the State run brownfield program which can provide significant resources through economic incentives and loan guarantees.

### ***Stormwater Master Plan Phase II***

The City of West Melbourne participates in the collection of the stormwater utility tax through Brevard County. With funds from the collected stormwater tax, in 2009 the City contracted to evaluate and recommend stormwater improvement projects to mitigate flooding problem areas located throughout the City. Proposed improvement projects were documented within the Stormwater Master Plan Phase II report which is a City wide study. Most of the City drains either east through the Crane Creek and Hickory Ditch system to the Indian River Lagoon, or south and west through the canal network of the Melbourne-Tilman Water Control District (MTWCD). A small section of the City west of I-95 drains directly westward into the St. Johns River (See Figure 2B, Major Drainage Basins Map).



***Figure 2B, Major Drainage Basins Map  
City of West Melbourne***

## ***Sidewalk Gap Analysis***

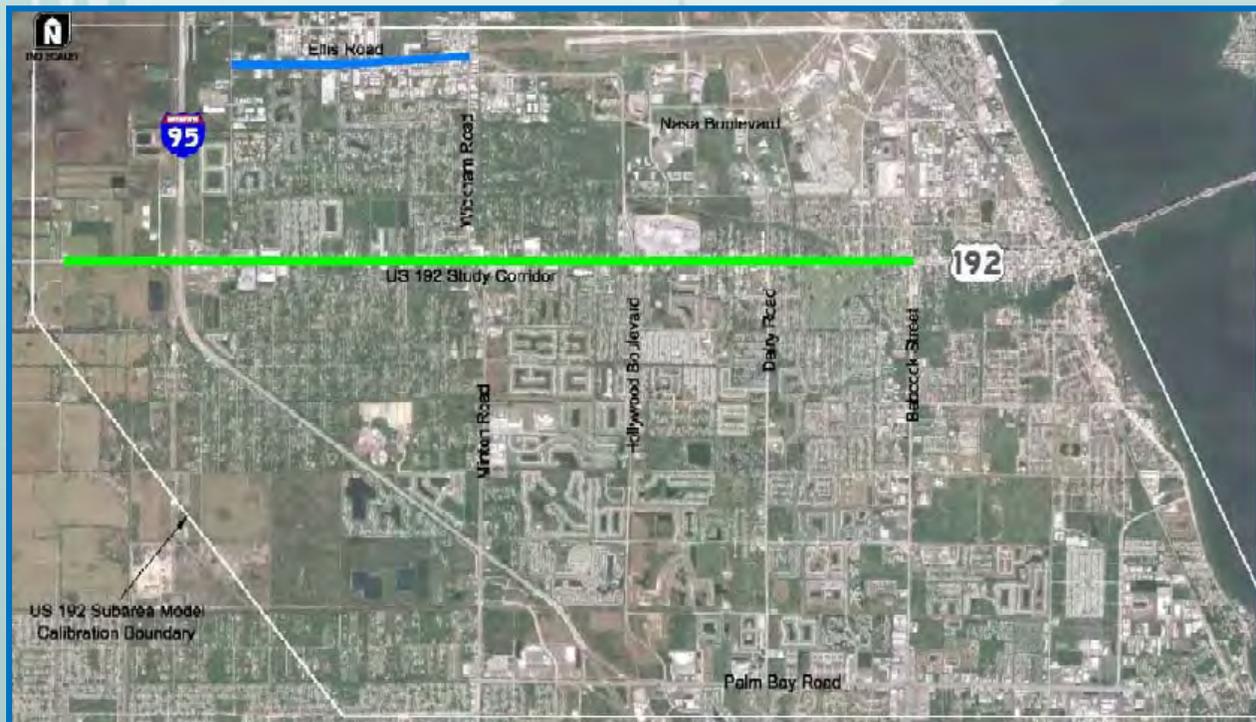
The lack of a viable, comprehensive system of accessible sidewalks, bicycle facilities and dedicated transit facilities, creates additional support for finding that the statutory criteria for establishment of the redevelopment area are supported. As an example, there are several links of existing sidewalks that are not only sub-standard in respect to current designs standards, but many areas are without adequate pedestrian and bicycle circulation routes. In April 2009, the City conducted a Sidewalk Gap Study in preparation for a Safe-Routes-to-School (SRTS) Grant Application.

The purpose of the SRTS Program is to address the safety issues of walking and biking to school. In addition to student walkability and bicycling, it identifies the key concern of traffic danger within a 2-mile radius of local schools as a reason why children are unable to bike or walk to school. As a result of this study, lack of continuous and safe sidewalks/bike paths was identified along Wickham Road/Minton Road and Ellis Road. The results of this analysis are depicted on **Figure 3-Circulation Map** located in the **Exhibits** section of this Plan.



## **ACHIEVEMENTS TO DATE FOR BREVARD COUNTY**

### ***US 192 Feasibility Study***



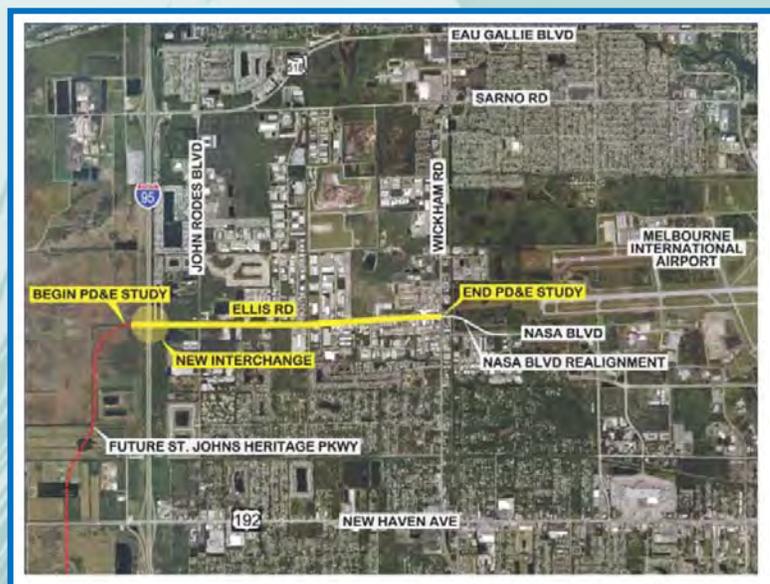
In July 2011 the Space Coast Transportation Planning Organization (SCTPO), as a county wide organization, began working on the US 192 Feasibility Study through funding from the Florida Department of Transportation (FDOT). The purpose of the study is to determine the improvements needed on US 192 between Babcock Street and the St Johns Heritage Parkway intersection just west of I-95, a segment that traverses multiple jurisdictions. Widening all or part of this section of US 192 has been in the TPO Long Range Transportation Plan and Project Priorities since at least 1995. The Study fine tunes the scope and timing of potential improvements and considers the effect of other developments such as the future development of the Platt Ranch and implementation of the Ellis Road widening and interchange. The results of the findings include the following recommendations:

1. *Improve Ellis Rd. as Strategic Intermodal System Connector between I-95 and Melbourne International Airport to avoid future widening of US 192.*
2. *The widening of US 192 between Wickham and Dairy should hold the south right of way line, widen to the north side about six feet, implement 11 foot lanes and 20 foot medians. Median access points should be determined in the design phase.*
3. *Focus on Wickham and Hollywood intersection improvements as interim measures and further reduce the need to widen the through lanes.*
4. *The Hollywood and Wickham intersections will be added to the TPO's Regionally Significant Roadway project priority list as programmed transportation improvements.*

## ***I-95 Interchange / Ellis Road Project Development and Environment (PD&E) Study***

The Florida Department of Transportation (FDOT) has conducted a study of the new Ellis Road interchange and corridor to Interstate 95 and the future St. John's Heritage Parkway arterial. The PD&E study is being conducted by the FDOT and includes a new interchange on Interstate 95 with a connection to Ellis Road, and an upgrading of Ellis Road from John Rodes Boulevard to Wickham Road. The study will investigate the following:

- ❖ A connection to the proposed Palm Bay Parkway (a.k.a. the St. Johns Heritage Parkway) west of I-95;
- ❖ A new interchange at I-95, between the existing Eau Gallie and US 192 interchanges;
- ❖ Alternative alignments for a multi-lane connector from I-95 to Wickham Road



along the Ellis Road corridor;

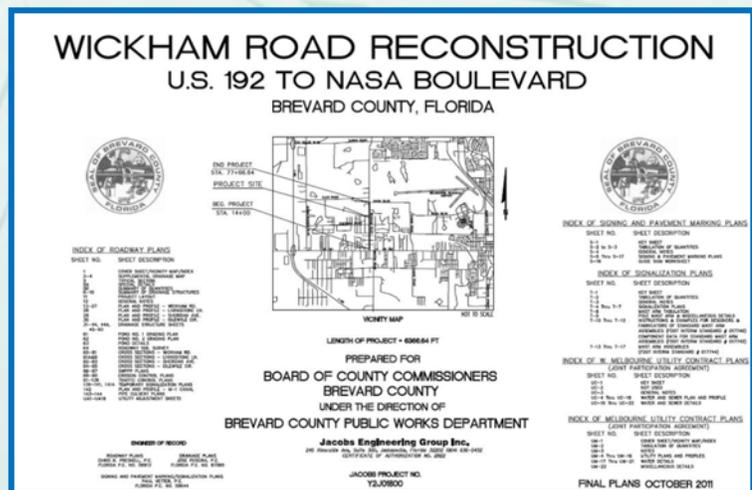
- ❖ Developing an Access Management Plan for the new connector road;
- ❖ Evaluate the social, economic, and environmental effects of the alternatives;

The purpose of the project is to provide a direct, multi-lane Strategic Intermodal System connection from I-95 to Melbourne International Airport (MIA). The new facility with controlled access and interstate connectivity will provide improved mobility of people and goods to and from the airport. The project will also assist in reducing the near term and future traffic demands on New Haven Avenue (US 192) and Eau Gallie Boulevard (SR 518).



### Wickham Road Reconstruction

The current condition of Wickham Road consists of four lanes that do not have turn lanes except for major intersections. Reconstruction of Wickham Road includes utility relocations and replacement, installation of a drainage system, sidewalks, signing and pavement marking, signalization, and roadway reconstruction work from NASA Boulevard extending to US Hwy 192. Construction is currently underway by Brevard County and when the overall project is complete, there will be a sidewalk along the east side of Wickham and two lanes in each direction with a center turn lane including traffic control signs and signals to assist the traveling public.



### EXISTING CONDITIONS AND SUB-DISTRICT IDENTIFICATION

The Comprehensive Plan, supported by compatible zoning, provides the policy framework for growth management enabling the local government to maintain and enhance those attributes designed to preserve and enhance the public services and protect natural resources. The West Melbourne-Brevard County Joint CRA contains the following Future Land Use and Zoning designations to maintain and enhance those attributes that make this a desirable place to live, work, learn and play.

## *Future Land Use Designation*

### **NEW HAVEN COMMERCIAL CORRIDOR**

The New Haven Commercial Corridor is located adjacent to the I-95 and US 192 interchange and extends to Dairy Road. The Corridor mostly contains Commercial (COM) land use designation which allows for a variety of commercial, retail, office, professional, service, and hotel/motel lodging activities located in neighborhood business corridors, shopping centers, and highway commercial uses. The maximum intensity is a Floor Area Ratio not to exceed 0.50 in the City's Horizon 2030 Comprehensive Plan. On April 5, 2011, the city adopted the "Park Hill Small Area Study", which reported on the existing conditions of an area that has a mixture of residential and nonresidential uses. The description of this area is contained in the adopted Park Hill Small Area Study. This area was designated as Integrated Business (IB) on the city's future land use map in recognition of the predominant business character of the area.



Approximately 25% of this corridor lies within the unincorporated area of Brevard County which contains a mixture of land use designations including neighborhood commercial, commercial corridor and high density residential. **(See Figures 4A-4B in Exhibits).**

### **WICKHAM ROAD MIXED-USE CORRIDOR**

The Wickham Road Mixed Use Corridor contains a mix of land use designations including COM, IND and Residential (RES). The Future Land Use Maps reflect a category which allows for flexibility in zoning along this corridor. Six (6) small parcels are located within the County and lie on the west side of Wickham Road, south end of the corridor. These parcels have a land use designation of Residential 15 (RES-15) which allows for multi-family with a density of 15 units per acre **(See Figure 4C in Exhibits).**

### **ELLIS INDUSTRIAL CORRIDOR**

The Ellis Industrial Corridor located within the northwestern part of the City, is designated for future land use of Industrial (IND). The Ellis Industrial corridor consists of manufacturing, wholesaling, storage, and distribution/shipping facilities as defined within the City's Comprehensive Plan. In general, industrial uses are to be located on local or collector roadways adjacent to COM or other IND future land use designations. The maximum intensity is a 0.75 FAR in the City's Horizon 2030 Comprehensive Plan.

Approximately 5% of the corridor lies within the unincorporated area of Brevard County with a land use designation of Industrial. In the County's Comprehensive Plan, the intent is to locate

high intensity uses in close proximity to transportation facilities such as I-95 (See Figure 4D in Exhibits).

## **Zoning**

The zoning description of New Haven Avenue is split between the west and east due to the differences exhibited by the two areas as a result of the zoning districts.

### **NEW HAVEN COMMERCIAL CORRIDOR - WEST**

The New Haven Commercial Corridor - West begins adjacent to the I-95 and US 192 interchange and extends east towards Wickham Road including vast areas within unincorporated Brevard County. The corridor contains almost 100% Commercial Parkway Corridor (C-P) zoning within the 25% of area in the City which is intended to apply to areas located adjacent to a main highway approach to the City. 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. In addition, over 75% of this segment of the corridor lies within the unincorporated area of Brevard County. This area of the corridor contains a mix of uses within the County that are not compatible with the C-P zoning including residential, temporary tourist uses and low intensity commercial zoning. These uses interrupt the flow of traffic and disrupt the continuity of the corridors character. Of the properties within the corridor, approximately 40% remain undeveloped or underdeveloped at this time. Underdeveloped is a phrase utilized in zoning which refers to vacant lands and the capacity for the area to have increased business intensity (See Figure 5A in Exhibits).

### **NEW HAVEN COMMERCIAL CORRIDOR - EAST**

This segment of the corridor starts immediately west of Wickham Road and extends to the City limits at Dairy Road, including the commercial district north of New Haven at the intersection of Dairy and Hibiscus Road. This segment of the corridor reflects a land use pattern consisting of over 90% commercial. The types of uses and other restrictions are intended to promote adequate protection from conflicts with adjacent residential and other noncommercial uses and to minimize the interruption of traffic along adjacent thoroughfares.



There are four types of zoning in this corridor. The low density commercial district (C-1) zoning is intended to apply to an area adjacent to major arterial streets and convenient to major residential areas. The types of uses permitted are intended to serve the consumer needs of

nearby residential neighborhoods as well as the commercial needs of the motorist. The general commercial district (C-2) zoning is 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 the region. C-P zoning is also located within this Corridor. In addition, integrated business (IB) zoning has been codified for the Park Hill area of the corridor. The provisions of this district are intended to provide zoning compatible with the integrated business future land use designation policies found in the future land use element of the city's "Horizon 2030 Comprehensive Plan". The permitted uses, development and design standards are intended to promote local business viability; provide an attractive physical environment that is oriented to pedestrians; create cohesive development and redevelopment that mixes uses both horizontally and vertically; and preserve the area's successful integration of land uses. Of the properties within this Corridor, approximately 30% remain undeveloped or underdeveloped at this time. Underdeveloped is a phrase utilized in zoning which refers to vacant lands and the capacity for the area to have increased business intensity (See **Figure 5B in Exhibits**).

## **WICKHAM ROAD MIXED-USE CORRIDOR**

The Wickham Road Mixed Use Corridor reflects a land use pattern that mixes industrial, commercial, professional and residential along the length of the corridor. Along with the high intensity industrial and commercial uses, the Corridor contains single family residential parcels adjacent to professional offices and services. There are four types of zoning in this corridor, R-1A, C-1A, C-2, and M-1. The R-1A single-family residential district is intended to



apply to an area of low density, single-family residential development. Lot sizes and other restrictions are intended to promote high quality residential development. The C-1A Zoning District is intended to apply to areas adjacent to major streets which are suitable for professional offices, but are unsuited for commercial or industrial development because of their proximity to residential areas. The uses permitted and other restrictions set forth are intended to provide for the development of professional offices separately from intensely developed commercial and industrial facilities. Of the properties within this Corridor, approximately 50% remain undeveloped or underdeveloped at this time. Underdeveloped is a phrase utilized in zoning which refers to vacant lands and the capacity for the area to have increased business intensity. Six (6) small parcels are located within the County and lie on the west side of Wickham Road, south end of the corridor. These parcels maintain a zoning of General Retail Commercial (BU-1) (See **Figure 5C in Exhibits**).

## ELLIS INDUSTRIAL CORRIDOR

The Ellis Industrial Corridor reflects a land use pattern that is over 90% industrial use. The intent of this Corridor is to locate high intensity uses in close proximity to transportation facilities such as I-95. Restrictions in the City's industrial zoning are intended to minimize adverse influences of the industrial activities on nearby nonindustrial areas. The light industrial and warehousing (M-1) zoning designation allows manufacturing, warehousing, distribution, wholesaling and other industrial functions of the city and the region. The general industrial (M-2) zoning allows general manufacturing, storage, distribution and other general industrial functions of the city, state and region. Of the properties within this Corridor, approximately 40% remain undeveloped or underdeveloped at this time. Underdeveloped is a phrase utilized in zoning which refers to vacant lands and the capacity for the area to have increased business intensity. The parcels remaining in the County along this corridor are zoned IU – Light Industrial which is compatible with the overall land use pattern of the area **(See Figure 5D in Exhibits)**.



## SECTION 2 ECONOMIC DEVELOPMENT REVIEW

The purpose of the economic analysis is to develop market potential tax increment financing (TIF) revenue projections for the CRA through market expectations and revenue incentives. This provided the necessary foundation to develop economic development strategies, objectives, and programs. Programming was recommended in the form of an economic development action plan, which outlines the activities to implement the economic development strategies and objectives contained in this report. **Appendix B** contains the complete **City of West Melbourne Community Redevelopment Area Future Economic Market Review and Development Analysis**.

### MARKET EXPECTATIONS

The four major characteristics that affect the economic composition and potential of the West Melbourne-Brevard County Joint Community Redevelopment Area (CRA) include (1) geographic location, (2) existing nascent technology cluster and available skilled workforce, (3) retail cluster, and (4) demographic composition of the CRA and surrounding areas.

The joint Community Redevelopment Area is a retail/commercial center and employment center for the surrounding area of West Melbourne and Brevard County. The businesses located within the CRA are dependent on continued demand and patronage by consumers who travel from outside the area. The City/County may wish to examine the feasibility of additional residential development within the CRA to reduce the business' dependence on out-of-area customers, while simultaneously ensuring continued and unimpeded access to local businesses within the redevelopment area for out-of-area customers and visitors. The City/County may also seek to diversify the non-residential uses to non-retail uses, such as office and limited manufacturing uses within the CRA. This could reduce dependence on retail and service activity which has demonstrated vulnerability to changes in consumer demand and purchasing patterns.

### REDEVELOPMENT INCENTIVES

The CRA should consider establishing additional economic development programs to enhance their efforts in attracting business and developing a diverse economy. Although this report focuses on the West Melbourne-Brevard County Joint Community Redevelopment Area, some or all of these programs could be established city-wide. Below is a list of potential programs and policies that the City could establish to develop a more robust suite of economic development opportunities.

## Potential Business Incentives:

**1. Jobs Growth Incentive (JGI) Program** – It is recommended that the CRA develops a JGI incentive program that provides a cash incentive to eligible targeted industries or businesses within the West Melbourne-Brevard County Joint Community Redevelopment Area that meet specific job creation criteria including salary level and number of jobs created within a set time period.

**2. Business Tax Receipt (BTR) Grant**– This is a grant program that pays for the City’s occupational license fee (a.k.a. Business Tax Receipt) for businesses. Although this program may not appear to provide a significant financial incentive for most companies, startup companies often struggle with finances and are usually undercapitalized. This program would demonstrate that the CRA is business friendly and will assist eligible small businesses in targeted industry sectors.

**3. Small Business Incubator** – Typically associated with a university or medical center, small business incubators provide early stage companies with a range of services and support, frequently including office space and equipment, mentoring, training, and infrastructure to improve the economic viability of new businesses. The end goal of the incubator is to create financially stable high growth/impact businesses that remain in the community. The CRA may wish to evaluate opportunities to develop a small business incubator or to support the development of a small business incubator facility or program with additional public agency and private sector participation.

**4. Rent Subsidy Program** – This program is a follow up to the Small Business Incubator program identified in item number 3 above by providing support to incubator graduate companies and other targeted businesses to locate within the West Melbourne-Brevard County Joint Community Redevelopment Area. A rent subsidy program would pay a portion of the annual rental costs for eligible companies during a prescribed time period (six months, one year, two years, etc.) The specific program criteria, to be developed by the CRA, can have similar participation criteria as a JGI program (i.e., targeted industry only, job creation, salary levels requirements, etc.). However this program may be selectively focused on assisting startups (incubator program graduates) and other targeted industries and uses.

### *Additional Business Support Tools*

- ◆ *Impact Fee Assistance*
- ◆ *Eco-Tourism Incentives*
- ◆ *Local Consulting Services Reimbursement*
- ◆ *TIF rebates*
- ◆ *Reimbursement of Planning Fees*
- ◆ *Reimbursement of Building Permit Fees*
- ◆ *CRA Low/No Interest Loans*
- ◆ *CRA Deferred Interest Loans*
- ◆ *Live Where You Work Grant*
- ◆ *Community Land Trust*
- ◆ *Create a “Buy Local” Program”*
- ◆ *Create Downtown Infill Policy*

**5. Commercial Façade Grant Program** – An improved image and appearance can improve the ‘curb appeal’ of a business and increase sales activity. A façade grant program could be developed to enhance the appearance of existing structures and improve the overall appearance of the commercial corridors of the West Melbourne-Brevard County Joint Community Redevelopment Area. Some communities have expanded this type of program to include landscaping, so that the grant becomes a “commercial grant program” with flexibility as to individual use.

**6. Promote the West Melbourne-Brevard County Joint Community Redevelopment Area's location related to the Melbourne International Airport and Orlando International Airport** – The West Melbourne-Brevard County Joint Community Redevelopment Area's access to two superior airports is a site selection criteria typically high on business's site location list. Located within a 5 minute drive to the Melbourne International Airport and within an approximately one (1) hour drive to Orlando International Airport the CRA has excellent access to air transportation.

**7. Develop a West Melbourne-Brevard County Joint Community Redevelopment Agency brand** – It is recommended that a brand be developed for the West Melbourne-Brevard County Joint Community Redevelopment Agency to focus marketing activities, create a buzz regarding the area and to help establish an identity for the CRA. This brand or image may be reinforced through the use of marketing materials or advertisements, the installation of street light banners on the major corridors, the construction of gateways at key points of entry to the West Melbourne-Brevard County Joint Community Redevelopment Area, and the installation of consistent streetscape themes.

**8. Ensure the technology infrastructure is adequate for High Technology companies** – High technology companies typically seek out areas that have installed fiber optic backbones and high capacity data infrastructure. The City should endeavor to identify the availability of fiber optic systems and other technology, in and around the West Melbourne-Brevard County Joint Community Redevelopment Area and identify any potential gaps, and opportunities to remedy the gaps, in the service network.

**9. Landscaping Enhancements** – The City and County should identify opportunities to enhance landscaping amenities within the CRA. Potential prioritized locations for improvements may include gateways and entry points to the CRA as well as public open spaces within the retail and hospitality areas of the West Melbourne-Brevard County Joint Community Redevelopment Area. Landscape enhancements can improve the curb appeal of local retailers within a short timeframe, drive increased traffic to businesses, provide traffic calming, provide opportunities for pedestrian areas and refuges within auto-oriented corridors, and improve the overall perception of the area.

**10. Streetscape Improvements** – The development of the West Melbourne-Brevard County Joint Community Redevelopment Agency Redevelopment Master Plan will dictate which roadways within the CRA are in need of hardscape and landscape enhancements. Streetscape enhancements provide some of the same benefits associated with landscape enhancements (increased sales traffic, improved curb appeal, improved visitor impressions) and can also facilitate the development of an identity for the area, establish inviting gateways, and improved pedestrian, visitor safety and traffic circulation within and through the West Melbourne-Brevard County Joint Community Redevelopment Area.

**11. Comprehensive Plan Enhancement** - It is recommended that additional policies be included in the City/County's Comprehensive Plan that highlight the enhanced coordination that the West Melbourne-Brevard County Joint CRA will provide between the different departments and branches of the City and County governments. The existing comprehensive plan provides a thorough regulatory framework for development within the City/County. The City of West Melbourne and Brevard County have established a successful dialogue with the Space Coast EDC, Enterprise Florida and the Florida Department of Economic Opportunity. The operation of the West Melbourne-Brevard County Joint CRA will reinforce

the existing policies and programmatic coordination that exists between the City and County and other governmental agencies.

## **PUBLIC-PRIVATE PARTNERSHIP OPPORTUNITIES**

More and more projects are being developed utilizing public and private partnerships. These partnerships enhance projects by leveraging funds or tangible property from the public and private sectors. The West Melbourne-Brevard County Joint Community Redevelopment Agency should investigate opportunities to provide alternative project funding through public-private partnerships (P3) with interested private sector entities. The CRA could potentially utilize TIF Trust Fund revenues or other funding sources to facilitate a project's components and/or implementation.

A public/private venture is defined as a collaborative, partnership, or alliance to facilitate community and economic development activity. A public-private partnership (P3) describes a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. Risk and reward are shared in a joint contract for services or development. There are many types of potential projects encompassed by the term P3, but essentially enacting a P3 is all about promoting economic development. Just the creation of this CRA is in fact one form of a public-private partnership. While there is a broad range of P3 types, the most likely scenario for the CRA would be a partnership with a private entity to redevelop a site with new uses, buildings or infrastructure.

It is important to note that a broad range of risk exists for the government entity and any partnership needs thorough research and structuring before entering into an agreement and diligent monitoring as the project progresses. The CRA should also make sure that policies are in place that support the use of its resources and assures compliance. The Government Finance Officers Association (GFOA) recommends using the following list as a guide for examining issues that must be addressed before, during and after the project is determined to be viable.

Actions that should be taken, and issues for which procedures and policies should be in place, include:

1. Researching private partners and their business and market;
2. Researching the type of transactions being considered;
3. Consulting with appropriate professionals about applicable federal and state tax laws;
4. Understanding the rights and obligations of each party;
5. Setting standards for public financial commitments;
6. Evaluating and disclosing the financial and non-financial impacts of the proposals on the public entity; and
7. On-going monitoring of the agreement.

While there is currently not a specific list of potential P3 projects, a P3 is an important tool that the CRA will utilize in the future to aid in the City's redevelopment. Some examples of future P3 programs might include; land assembly programs, note and bond financing programs for land assembly, site

preparation, public facilities or supporting public improvements and infrastructure, and loans or grants to developers.

## **Potential Partnership Programs:**

**1. Develop a Team of economic development professionals for relocation and recruitment**– In order to mobilize quickly to answer questions and secure a potential businesses recruitment or relocation, it is recommended that the City establish a ‘go-to’ team of professionals including a Space Coast EDC economic development professional, banker or financier, commercial and residential real estate professionals, City representative and possibly elected officials.

**2. Special Event Programming** – The City and County should coordinate to identify opportunities to partner with private organizations to develop special events programming, events and activities within the CRA. Special events are a great way to attract large groups to the area’s retail districts and introduce landscape and streetscape improvements to the community. Special events programming also helps in generating a positive image and atmosphere in the West Melbourne-Brevard County Joint Community Redevelopment Area.

**3. Ongoing Events** – The City allowed a private organization to conduct a Farmer’s Market on City property in the past. A regularly scheduled, ongoing program assists in promoting stability and interest in areas with building and/or property vacancies.

## SECTION 3 INFRASTRUCTURE

The benefits from infrastructure improvements can be increased when the focus is on existing asset enhancement. This should be the charge for the CRA when reviewing potential projects. There are a few key infrastructure assets within the CRA that would benefit from focused investment. Infrastructure improvements are costly ventures, require many coordinated parties, and don't happen overnight. The short term focus for the CRA should be on facilitating efforts that are already underway, finding small efforts that could have a big impact, and planning for long term investments needed for significant projects.

### ROADWAY SYSTEMS

The main thoroughfares for vehicular traffic within the CRA are US 192 from I-95 to Dairy Road, Wickham Road from US 192 to Ellis Road, and Ellis Road from Wickham Road to John Rodes Boulevard. Traffic volumes and speeds are relatively high and not conducive to alternative modes of transportation such as bicycle and pedestrian. Over the past few years, projects have been proposed for these roadways in order to improve the flow of traffic and increase the safety of alternative uses (see **Figure 3, Circulation Map in Exhibits**).

Roadway improvements are an important component of redevelopment efforts and can include roadway construction, resurfacing, intersection improvements, addition of turn lane(s), etc. Often roadway improvements are made in conjunction with Streetscape Projects.

### IMPROVEMENTS ON US 192 AND ELLIS ROAD

The County and City supported the US 192 Feasibility Study conducted by the SCTPO in July 2011. The purpose of the study is to determine the improvements needed on US 192 between Babcock Street in Melbourne and the proposed St. Johns Heritage Parkway intersection just west of I-95 in the County. Widening all or part of this section of US 192 has been in the TPO Long Range Transportation Plan and Project Priorities since at least 1995. The Study fine tunes the scope and timing of potential improvements and considers the effect of other developments such as the implementation of the Ellis Road widening and interchange.

As a result of the recommendations made in the Feasibility Study, the Space Coast TPO adopted in its 5-year Transportation Improvement Program (TIP) 2012, a few short term improvements that will assist in the US 192 (New Haven Avenue) corridor.

1. *Enhance Traffic Control Devices from the ramps of I-95 to east of Wickham Road along US 192.*
2. *Lighting along US 192 from I-95 to Dairy Road.*

The County and City support the Ellis Road PD&E conducted by FDOT. The study results have not been finalized yet. The City expressed its support in a letter in May 2012 for the expansion to the north.

## Potential Roadway Projects:

1. Until, and if, US 192 is widened, intersection improvements to the Wickham and Hollywood intersections on US 192 will improve traffic conditions and will further reduce the need to widen the through lanes. The intersection upgrades may include landscaping, lighting, signage, signalization, utility improvements, pedestrian safety features such as crosswalks, turning improvements and realignment of the intersection. The preferred options should be identified during the design phase.
2. US 192 serves as the City's main commercial thoroughfare and entrance into the City. Improvements to the appearance of this important corridor may be provided by: increasing shared usage/access of parking lots to reduce driveway cuts and traffic on US 192, landscape improvements within medians and ROW along the corridor, cohesive signage within public ROW, code enforcement and land development regulations overlay specific to area redevelopment needs. Currently, lighting improvements along US 192 have been added to the City of West Melbourne's 2013 capital improvements program.
3. Additional road infrastructure planning efforts to consider, as access onto US 192 continues to be managed under FDOT standards, is to target business access improvements and interconnectivity. The CRA should consider doing a study to investigate connectivity between businesses in ways other than accessing US 192. The CRA should consider this connectivity issue in each potential development plan or redevelopment project. Each new project should contribute to the overall connectivity of the network.
4. A potentially beneficial road infrastructure planning study should look at alternate north/south connection options. Looking for opportunities to enhance the north/south connections will benefit redevelopment by providing more access points to future redevelopment parcels. Connectivity rather than isolation is a basic tenant of good urban design.
5. Ellis Road may become the SIS (Strategic Intermodal System) connector instead of US 192. Regardless, the roadway will be improved and an interchange will be added at I-95. The CRA may be instrumental in conducting public-private partnerships (P3) to assemble lands or contribute to supporting infrastructure.

## COMMUNITY CONNECTIVITY

Connectivity is not all about cars. More importantly for the long term vitality of the CRA area is the connectivity and comfort for pedestrian and bicyclists. Fixing and improving existing sidewalks is only half of the equation. Adding pedestrian connectivity and enhancing the comfort and safety of the pedestrian experience is really where you get big returns on the investment in the CRA's pedestrian infrastructure. A role of the CRA is to be an advocate ensuring projects and recommendations that are identified from the Sidewalk Gap Analysis, or similar studies, are implemented. To improve sidewalk

connectivity to surrounding neighborhoods and along the corridors of the activity centers, the first priority should be to fill in the missing “gaps” in the system.

Features that contribute to walkable communities include a healthy mix of land uses, wide sidewalks, buffers between the edges of pavement and the sidewalk, and trees or canopies to shade walking routes connecting significant features. Lighting and/or improved lighting within the pedestrian areas also creates a more inviting space. Slowing traffic speeds, narrowing streets to reduce pedestrian crossing distance, and incorporating pedestrian infrastructure (i.e. signage, crosswalks, and adequate pedestrian phasing at signals) into future roadway design plans and redevelopment projects, also make communities more walkable and inviting to both residents and visitors.

An efficient community connectivity system joins neighborhoods and activity centers via a network of streets, sidewalks and bicycle lanes that are safe and supportive of pedestrians, bicyclists, and vehicles. Such a system offers users choices for short and long trips alike and promotes convenient movement of people and goods throughout the community. The City and County are both supportive of multi-modal transportation planning which can include an interconnected network of community-friendly streets, adequate sidewalks, and interconnected pathways that provide for the safe, effective, and efficient movement of all modes of travel including driving, walking, cycling and transit.

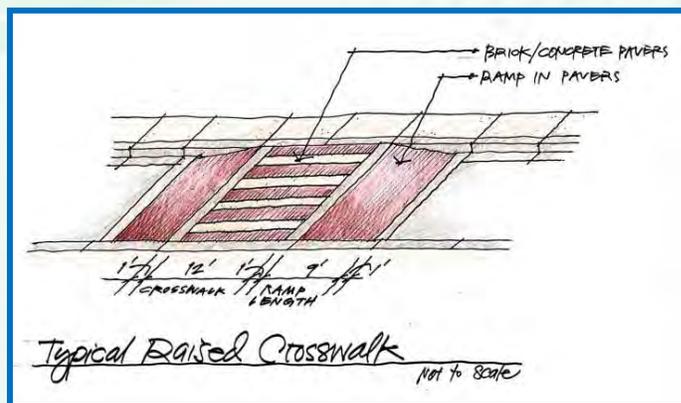
Guiding principles for community connectivity include the following:

- ◆ Identify and approve funding for transportation systems (automobiles, pedestrians, bicycles) to facilitate connectivity throughout the CRA by serving all of the neighborhoods and providing connection access to parks, schools and activities.
- ◆ Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the services of the community.
- ◆ Create a safe, secure, appealing and efficient pedestrian system.
- ◆ Identify sidewalk and bicycle pathway needs and projects throughout the CRA. These facilities should be appropriately designed and separated from vehicular circulation, where feasible, for safe and efficient routes which can be used as positive tools to enhance the areas and the surrounding environment through the use of landscaping and other visual treatments.



## Potential Connectivity Strategies:

1. Work with FDOT to discuss options for creating pedestrian enhancements at improved intersections such as the key intersections of US 192/Hollywood Boulevard and US 192/Wickham Road.
2. Create enhanced crosswalks at other signalized intersections of arterials and collectors.
3. Strengthen the pedestrian paths from the parking areas to the destinations through the use of enhanced sidewalks, clearly defined pedestrian realm, street furniture, lighting, signage, etc. which can influence a decision to use an available parking area and business.
4. Identify access management controls for existing locations, and other transportation solutions such as signalization and timing of traffic lights along corridors.
5. Improve transportation movements along corridors to create off corridor access routes, shared access to businesses and parking, and reduced driveway cuts.
6. Fill in sidewalk gaps by constructing missing sections, adding crosswalks at all intersections, and adding sidewalk(s) on Ellis Road.
7. Continue to work closely with Brevard County, Florida Department of Transportation and surrounding municipalities to address traffic circulation opportunities and constraints, and the physical appearance of the primary transportation corridors within the redevelopment area.



## Transit

Another element of community connectivity that needs to be considered is enhancing the transit stops in coordination with Space Coast Area Transit (SCAT). The CRA could look into developing a plan for the transit stops that not only enhance the rider's experience, but could also help enormously in the beautification of the corridor including shelters, benches, and trash receptacles. Some CRA's have used this type of activity in coordination with their branding activities or as a part of a public art program.

Other CRAs have supported increased transit service to ensure employees, residents and visitors have a method of transportation to reach activity centers and opportunity areas.

In general each road effort undertaken within the CRA should be reviewed in light of connectivity and access management. Each project should enhance connectivity and provide ample access to and between developments.

### **Potential Transit Enhancement Opportunities:**

1. Coordinate with SCAT for additional stops and the timing of transit based on employment thresholds for Ellis and Wickham Road.
2. Investigate public-private partnerships (P3) to improve transit stops with shelters, benches, art, or other features that enhance the experience of the redevelopment area.

## **STORM WATER MANAGEMENT SYSTEMS**

As a result of historical development permitted and constructed prior to the County/City's and State's current design standards, some developed properties lack adequate stormwater management facilities and are nonconforming to local and state regulatory requirements. Current stormwater requirements in the St. Johns River Water Management District (SJRWMD) dictate individual systems on each property that consume available open space usually exclusively for stormwater facilities. Often these constraints delay or prevent financially feasible redevelopment. Physical conditions were noted where existing stormwater management facilities are not properly maintained and exhibit conditions that may contribute to on-street and adjoining property ponding or flooding during the finding of necessity for the establishment of the CRA. These conditions often lead to adverse discharge impacts to the surface water system. Examples include standing water, damaged inlet structures, clogged piping and inappropriate use of facilities (for parking, storage, etc. instead of stormwater purposes).

Businesses and property owners rely on the stormwater management system to provide needed flood protection for their property. The community relies on the stormwater management system for handling standing water, during and following a storm event, and to continue with normal activities (shopping, dining, recreation and other activities). The effective management of stormwater within the CRA is a priority for a sustainable and vibrant economy. Strategies for improving stormwater conveyance, treatment and discharge have been included that can provide for shared use of infrastructure and future maintenance costs. Seeking shared funding from the St. Johns River Water Management District (SJRWMD), State and County can support redevelopment and economic revitalization within the corridor. Incorporation of the following elements into the CRA's approach to improving stormwater conditions should include:

1. Conveyance Capacity – Evaluating and improving any deficiencies of the pipes within the storm water management system.
2. Inlet Capacity – Evaluate improvements to storm water inlets (capacity, configuration, and spacing) that may increase the effectiveness of the overall system.

3. Street/Right-of-way Gutter Capacity – A significant amount of runoff within the City and the CRA boundary travels via street and gutter flow. It is important to maintain the condition and capacity of the curbs and gutters (especially those that direct flow to inlets).
4. Channel Capacity – Most of the stormwater runoff within the City and the CRA boundary eventually flow through a channel at some point prior to discharging into the Indian River Lagoon and St. Johns River. It is important to maintain the capacity of these channels in canals through maintenance of vegetation and removal of sedimentation.
5. Evaluation of exfiltration, infiltration or other low impact development standards and approaches to stormwater management and site design.

In 2012, the **West Melbourne Stormwater Needs Assessment, Phase II** provided an evaluation of an area-wide, comprehensive stormwater management strategy in support of economic revitalization. The study proposed improvement projects targeting flooding problem areas and were grouped into three areas:

1. Canal C-69
2. East City
3. Central City

Eleven (11) stormwater improvement projects have been developed within the three (3) geographic areas of the basins. Though no projects identified in the West Melbourne Stormwater Needs Assessment lie within the boundary of the CRA, some of the proposed improvements may provide a beneficial nexus to the redevelopment area including:

**Project No. 4** – Upsize storm sewer along Shannon Avenue outfall system to Canal M-1. A storm sewer system exists along Shannon Avenue that originates just south of New Haven Avenue and runs northward to the M-1 Canal. Replacement of pipes will alleviate flooding within the area of US 192.



A pond in the vicinity of the east end of New Haven Avenue near the new Henry Avenue extension has also been identified in the West Melbourne Needs Assessment that will serve areas within the CRA for treatment and flood storage.

### Potential Stormwater Projects:

1. Provide shared infrastructure facilities necessary to develop undersized/odd shaped lots.
2. Develop and utilize new corridor and/or regional stormwater facilities to support infill and redevelopment.
3. Produce a set of regulations that allows relief from specific codes and regulations pertaining to subareas identified within the corridors which may be unbuildable in accordance with current water quality standards. Any waivers shall be coordinated with other state agencies if applicable.
4. Pursue the opportunity to utilize FDOT stormwater ponds developed for drainage along the corridors for extra capacity to improve viability of smaller parcels (i.e. NE Portion of Ellis).
5. Enter into an interlocal agreement to identify funds for FDOT pond maintenance as an incentive for shared use of the ponds.
6. Explore the purchase of property to be used for provide a communal pond to serve the east end of US 192 including the Park Hill area.

### Low Impact Development (LID)

LID is an innovative approach to stormwater management that incorporates various land planning and design practices and technologies to reduce impact to water quality from urban development. In general, the LID approach includes practices that:

- ◆ Encourage preservation of natural resources;
- ◆ Allow development in a manner that helps mitigate potential environmental impacts;



- ◆ Reduce cost of stormwater management systems;
- ◆ Use a host of integrated management practices to reduce runoff; and
- ◆ Reduce pollutants into the environment.

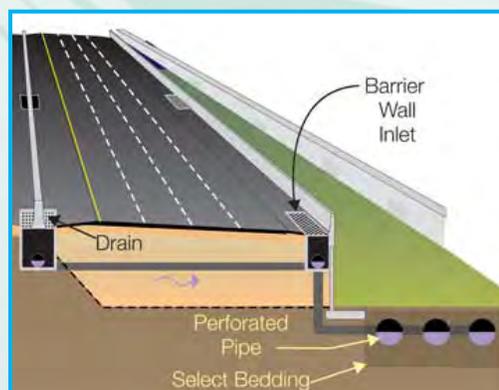


The basic LID principle is to manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID's goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. Techniques are based on the premise that stormwater management should not be seen as stormwater disposal. As an alternative to conveying, managing and treating stormwater in large, costly end-of-pipe facilities located at the bottom of drainage areas, LID addresses stormwater through small, cost-effective landscape features.

These landscape features, known as Integrated Management Practices (IMPs), are the building blocks of LID. Almost all components of the urban environment have the potential to serve as an IMP. These components can include open space, rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, urban retrofits, and redevelopment projects within the CRA.

### **Exfiltration Systems**

Use of an exfiltration system has been successfully demonstrated on larger Florida Department of Transportation projects as an alternative to reduce the amount of needed stormwater ponds. Drains flanking the roadway allow water to enter perforated pipes under roadway shoulders. Water then seeps down into gravel bedding surrounding the pipes. Exfiltration systems allow stormwater to be managed without using the added space and expense needed to construct additional stormwater ponds, and can help naturally recharge the ground water aquifer. The use of bioretention areas and infiltration designs to serve small drainage areas, or they can be installed in larger drainage areas, such as major roadway intersections or commercial redevelopment sites, to manage large quantities of runoff and can serve as an important tool for encouraging and supporting economic revitalization of existing sites that face stormwater management challenges.



The CRA should consider encouraging basic LID and Exfiltration System components within new infrastructure projects and/or retrofitting of existing



areas. These types of improvements will further the community's water quality and foster overall improvements in the master stormwater system.

## UTILITIES

The City of West Melbourne provides utility services which include potable water, sewer, and reclaimed water system for residential irrigation use. The City has over 9,000 water and sewer customers. The West Melbourne Sewer Department and Wastewater Treatment System is currently operated by a private corporation, CH2M Hill/OMI. The West Melbourne Water Department purchases its water from the City of Melbourne and sells water to West Melbourne customers through lines and meters owned by the City of West Melbourne. The City of West Melbourne also provides reclaimed water for residents in limited areas. In contrast, the majority of the sewer and water service provided to the unincorporated properties in Brevard County within the CRA is through septic systems and potable wells.

Additional infrastructure and utilities also include the presence and availability of communication/internet access, street lighting and energy services. The presence of, and ability to, connect to public infrastructure and utilities is a key factor in site selection for businesses looking to either expand and/or relocate to an area. The availability of utilities, including water and waste water, is generally reviewed when determining a community's economic strengths and weaknesses for attracting and retaining job-generating, revenue producing businesses and industries. Utilities assist to promote and facilitate the development and reuse of existing properties within a community and the CRA can assist in their funding, upgrade and construction. Just like other pieces of the aging infrastructure, the utility system could be a candidate for improvements that facilitate redevelopment and beautification.

### Potential Utility Projects:

1. Provide necessary public facilities at acceptable levels of service within the redevelopment area to accommodate existing and future needs as proposed development occurs within the redevelopment area including, but not limited to:
  - ◆ complete utility connections along Ellis Road corridor along Brevard County frontage;
  - ◆ complete sewer line connection along the unincorporated portions of US 192 (West New Haven) and Wickham Road;
  - ◆ Reduce/make inactive septic tank use from the corridor.
2. Work with all appropriate government and private utilities to ensure the provision of adequate public and utility services and facilities within the redevelopment area such as transportation, electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, parks and recreation, and solid waste.
3. Develop and update on a regular basis a listing of needed and/or desired utility projects that provide and improve access to utility services to existing and potential business areas within the CRA.
4. Participate in facilitating fiber optic and other digital infrastructure placement along the corridor for the businesses access. Many cities are bringing this benefit to their communities by

providing internet hot spots and Wi-Fi services in public spaces like parks and along specific pedestrian focused corridors. Long term economic development success will no doubt require band width and adequate telecommunications infrastructure. Investing in this type of infrastructure can propel the CRA into the 21st century with the next generation broadband services.

## SECTION 4 ECONOMIC & COMMUNITY ENHANCEMENTS

The City, County and community recognize that sound infrastructure investments, access management, appropriate development codes and incentives for private investment - actions which stem from creating a Community Redevelopment Area and adopting a Redevelopment Master Plan - will contribute to arresting deteriorating economic influences in this area. The Community Redevelopment Agency also understands that effective public involvement is critical to the success of any planning and redevelopment process. As such, and in addition to previous public involvement efforts, the CRA undertook a series of public meetings and targeted stakeholder interviews to use in developing the CRA's programs and projects. A summary of the public involvement program is included at the end of this Section.

Communities provide a wide variety of direct and indirect incentives to eligible property owners, developers, and business operators in urban redevelopment areas. Direct incentives include reimbursement of fees, waivers of site requirements, grants for property improvements, and tax rebates or tax abatements, to reduce project costs. Indirect incentives include public improvements that improve marketability and reduce development costs, such as offsite parking, central stormwater retention, and improved road access and capacity. Financial support for these incentives may come from several sources, including the local government general fund, local tax increment trust fund, and state and Federal grants (e.g., CDBG). Tax increment funds and grants are the most common revenue sources for these incentives. Most communities provide one or more types of redevelopment incentives depending on available financial resources. Incentive programs and actions recommended in this section can be implemented in the West Melbourne-Brevard County Joint CRA depending on available financial resources, particularly as the tax increment trust fund grows.

### ECONOMIC DEVELOPMENT STRATEGIES

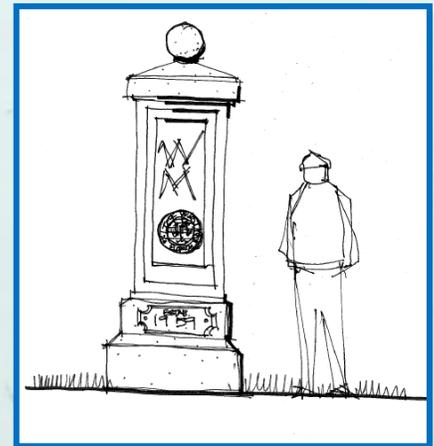
A Redevelopment Master Plan provides opportunities for the community to design a new future for the targeted Community Redevelopment Area and create opportunities for public and private investment aimed at improving local economic conditions and overall community quality of life. The Community Redevelopment Plan can provide some physical solutions to the economic conditions as well. Use of master stormwater management facilities, new codes, programs or solutions that provide incentives for re-use and redevelopment of existing sites, new lighting, expansion of community policing, re-use of existing buildings, demolition of dilapidated structures, new street patterns/designs, and other measures can have a positive impact on supporting economic development. By encouraging new public and private investment and other physical and social improvements, property values may increase and the overall community quality of life can improve for West Melbourne and the surrounding Brevard County areas.

### Potential Economic Development Incentives:

1. Amend the land development codes to promote mixed-use developments and provide flexible development standards within the proposed Community Redevelopment Area including Parking Requirements, Stormwater, Setbacks/Bulk Development Standards, etc.
2. Identify and consider incentives for development bonuses to capture market demands, and aggregate parcels along the corridors, particularly if shared stormwater management, public access and open space and landscapes/entry features are enhanced or included.
3. Create a business development program to aid, expand or retain existing businesses and promote new business opportunities; consider a small business administration loan program to aid small business start-ups from the community
4. Create incentives for business location and retention. Leverage grant and funding opportunities, together with the City's WAVE program to aid business retention, expansion and relocation.
5. Evaluate community stability innovations including specific code enforcement and law enforcement outreach programs and/or practices. Coordinate with the City's Code Enforcement Department, Police Department, and Brevard County Sheriff to reverse the perception of crime in the redevelopment area, the deterioration of properties and to provide for the public health, safety, welfare and morals of the community. Implementation strategies include: implementing neighborhood or business-based safety programs; supporting police athletic league programs affecting the redevelopment area; incorporating accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects; increasing the visibility of the City police and sheriff's departments within the community redevelopment area to prevent crime; and enhancing code enforcement related activities focused on property maintenance and removal of dilapidated structures in order to more effectively promote redevelopment within the community redevelopment area.
6. Create Parks, Recreation, Open Space and Beautification opportunities by pursuing adequate park and recreation facilities, open space and beautification projects that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children.



7. Conduct planning studies to include fostering a core City Center based on civic uses; Redevelopment of project specific areas or corridors; create architectural design guidelines and signage standards including applicable implementation criteria; and other similar initiatives.
8. Provide CRA staff with Consultant support to implement planned programs and projects, prepare required State reporting, and carryout Board direction. CRA Funds can be used in a limited manner to defray costs of a CRA Director, CRA Attorney, work performed by City staff for the CRA, and professional consultants.
9. Update the Redevelopment Master Plan as needed during the life of the Plan.
10. When appropriate and to the extent authorized by law, the CRA will consider and may approve entering into interlocal agreements with other government agencies to exercise any and all authority permitted under the Florida Interlocal Cooperation Act of 1969 and the Community Redevelopment Act of 1969 to undertake redevelopment activities or projects within the community redevelopment area.
11. Up-front costs for new developments can be eased by waiving or relaxing certain site requirements and development standards and through reimbursement of various expenses involved in permitting. These incentives include but are not limited to the following:
  - ◆ Consideration of a waiver of required parking in excess of the number of spaces that can be accommodated on sites generally less than 2.0 acres in size; however, individual sites may be reviewed on a case by case basis.
  - ◆ Plan/Development/implementation of central stormwater management for the CRA and waiver of onsite stormwater retention requirements, where possible.
  - ◆ Subsidization through loans or deferred programs for City permit fees, impact fees or fair share costs, utility connection fees, etc. The City should also work with Brevard County to determine and establish those circumstances where County impact fees and/or fair share costs can be reduced to encourage redevelopment and infill in the CRA.
  - ◆ Enhancements of transportation facilities such as driveways, interconnected driveways, sidewalks or other items that may stimulate new development
12. Assist with site preparation for redevelopment through funds or loans made available to assist with demolition and removal of obsolete structures, thereby beautifying the property and increasing its marketability.



## ENVIRONMENTAL IMPROVEMENTS

### GATEWAYS

Along with helping local businesses spruce up their sites, the public areas need attention as well. Often, some of the simplest and least expensive beautification efforts can have enormous impact. Gateway

signage and landscape can be the first building blocks of an overall branding program and instill civic pride. Beautification efforts along the corridor can be completed incrementally over time but it is important to have an overall plan in place to strategically organize the investments. At the community workshops, some concepts were presented for consideration and offered as samples for how the



corridor's image could be approved.

These concepts are only a start and more of the community should be involved in finalizing any design theme or specific project. At the workshops, thoughts about branding, signage, and gateways were all identified as priorities for the CRA to consider.

Several gateway locations have been identified and conceptual drawings are included. Highlights of the entrances to the main corridors are identified as long term beautification and identification projects including: Wickham/NASA, Wickham/US 192, I-95/US 192, and US 192/Dairy Road. Alternate paving systems or some other symbolic markings in the intersection would reinforce the gateway effect and has the added benefits of traffic calming on motorists. Coordination with FDOT and the County will be required to ensure that all of their technical standards are met.

## Possible Gateway Projects:

1. Use the gateways into the City to solidify and confirm West Melbourne's image/theme. Potential gateways identified as: *US 192/I-95; US 192/Dairy Road, US 192/Wickham, and North Wickham Road*. Consider themes for gateways along the three corridors and seasonal identification to feature the holidays and other events.
2. The Interstate-95 and US 192 intersection is the main entry into the City from the west. The City has recognized that the area requires an entry feature and beautification in order to improve the image and identity for the City. The City of West Melbourne has included landscaping and entry signage improvements for I-95 and US 192 within the 2013 Capital Improvement Budget.

## STREETSCAPE IMPROVEMENTS

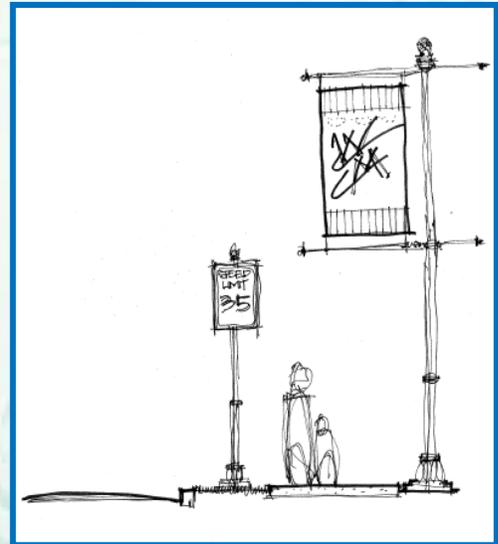
Streetscape improvements can be one of the best ways to instill pride in the citizens and demonstrate effective use of resources for the CRA. But they can be complicated and expensive ventures. Effective planning and coordination is required to help revitalize, reenergize, and create enhanced streets.

Streetscape projects are intended to beautify public rights-of-way, provide safe opportunities for pedestrian/bicycle travel, and upgrades to the use and appearance of roadways and intersections. Beautification projects may include landscaping of medians and rights-of-way, undergrounding or relocation of utilities, decorative lighting, street furniture, and "gateway" features at its entrances.

Other streetscape projects emphasize pedestrian/bicycle mobility and safety such as construction of sidewalks/pedways, enhanced transit stops, and intersection improvements. The CRA may have opportunities to support the expansion of US 192, including lighting and intersection improvements, and Ellis Road following the PD&E alignment currently being pursued by the County.

### Potential Streetscape Opportunities:

1. Identify areas for infrastructure and beautification improvements, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, and new signage.



## WAYFINDING AND SIGNAGE

Another important component to consider for streetscape improvements is wayfinding signage. Usually this type of planning and design effort is undertaken as a discrete project once a branding and theming exercise is complete. Signage may be one of the most underutilized, yet most effective tools to help implement a new strategy and guide residents and visitors quickly and efficiently to where they want to go. Wayfinding signage can include not only basic information including a site's name and general direction, but can also include a map illustrating the proximity of uses to one another. While there is some signage in the CRA and/or the sub-districts, it is not consistent nor are some of the critical attractions in the CRA adequately identified. For example, with the significant volume of traffic traveling on US 192 through the City and County, there should be significantly more (uniform) signage along the corridor identifying the community assets, sub-districts, commercial areas/activity centers and other attractions within the CRA and the community. Major activity centers could include the areas identified on **Figure 6**, found in the **Exhibits** section of this report, which provides a **Land Use and Opportunity Map** for the CRA. With a comprehensive wayfinding study in place for the CRA, the City could use the final product as a basis for enhancing other roadways and corridors throughout the City in a coordinated fashion.

### Wayfinding Signage Implementation:

1. Wayfinding signage provides for decorative, uniform signage that directs potential patrons to local businesses, attractions, and parks. A wayfinding signage plan is developed through a partnership with FDOT, the City/County, and local businesses.

## BRANDING

A significant objective of a CRA is to get the word out on how great a place West Melbourne and Brevard County is to visit and do business. In economic times like these, building excitement about the CRA and

cultivating local loyalty through building a unified voice are more important than ever. The City and CRA have an opportunity to strengthen community branding and partnerships with existing corporate/community-based organizations. Successful branding and marketing follow through can have a number of positive impacts:

- **Increase** exposure for existing businesses and be a recruitment tool in building a more complimentary business mix
- **Boost** retail traffic and attract residents to the downtown area
- **Aid** CRA and community actions by increasing both volunteerism and giving, by lending credibility to the redevelopment and revitalization efforts.

A typical process for creating a plan involves four important steps; research, design, education, and maintenance. Having a detailed plan of action for each step is crucial for the development of a community supported and comprehensive strategic plan.

### Potential Branding Ideas:

1. Encourage consistent architectural and site design themes to promote a style or quality of new construction that would maintain the desired theme and scale of development in the City.
2. Expand opportunities for special events through marketing material, printed and media/web based.
3. Prepare marketing materials for business recruitment.
4. Fund community and special events which promote the image and vitality of the Community. Farmer's Market and other organized community gatherings are examples of the type of events that foster a sense of community and provide a venue for CRA outreach.
5. Promote a core of civic types of uses through the creation of a cohesive look and design standards including: the use of banners along the ROW for special events, theme "branding" signage throughout the corridor, façade improvements which promote a cohesive color pattern for new and existing business as a voluntary and flexible color palette, and utilizing bus stop facilities, including benches and shelters, to enhance the theme of the area.

## OPPORTUNITY AREAS

As redevelopment begins to create momentum there will be opportunities for the City to actively participate in new projects. The City can participate in many different ways. The focus of any public private partnership for new development should be to create successful projects that not only enhance the immediate locale, but also serve as examples for the whole City to follow. A project that serves as a catalyst builds pride for the whole City and creates momentum for future projects. **Figure 6**, found in the **Exhibits** section of this report, depicts a **Land Use and Opportunity Map** for the CRA that contains key intersections ripe for development or are intuitive areas to generate excitement in redeveloped sites.

## Potential Redevelopment Opportunities:

1. Improve industrial and heavy commercial opportunities, where compatible with nearby residential (phasing out incompatible uses) and encouraging land use changes when significant realignments occur.
2. Create a system of strategic, planned improvements of publicly owned lands and right-of-ways to maximize their usefulness for the residents of the City and surrounding community. Example sites include the single family lots along Ellis Road. These parcels have been identified as potential catalyst sites for purchase and assemblage by FDOT for a stormwater drainage pond site. The pond site may be utilized by surrounding businesses within the Ellis Road corridor for shared stormwater in order to redevelop undersized lots within the CRA. Purchase of ROW is an opportunity for some property owners (such as the mobile homes) and would be an improvement to property values along the corridor.
3. The CRA recognizes and supports the FDOT's project to provide a new interchange at I-95 and Ellis Road. The interchange will assist in alleviating traffic on US 192; will help businesses located on Ellis Road; will provide better access to the Melbourne International Airport thus creating market activity.
4. The FDOT PD&E study recommends two signals at East Drive and Technology Drive as part of the Ellis Road Corridor realignment and improvement project. One light may be sufficient at Gemaire Drive. This intersection will require improvements including: crosswalks, signals, sidewalks, signage etc. A connector road to Technology Drive would also be required to improve connectivity within the corridor.
5. Business Incubators were identified for the Ellis Road area of the CRA which included a "show-nursery" for area nursery and landscape businesses to market inventory. In addition, the expansion of Wuesthoff Medical Center on Wickham Road north of the CRA boundary will assist to create an employment incubator. Medical businesses which support the medical industry currently exist along Wickham Road and NASA Boulevard. The CRA will support these business incubators by improving infrastructure along the corridors for connectivity, safety, and beautification encouraging businesses to relocate and invest in the area. Marketing of these business incubators through branding, signage, and printed materials will assist in providing recognition to the area from outside Brevard County.
6. The recent realignment of NASA Boulevard resulted in impacts to area business by several factors: reducing drive-by traffic along Wickham Road; creating an unsafe intersection at Wickham & Old NASA; lack of signalization; and a lack of visibility to remaining businesses on old NASA. The CRA will work to improve wayfinding/signage, safety and connectivity to this area creating a unique corridor for business retention and redevelopment.



## ***Property Assembly Plan***

Many CRA's face the tough challenge of parcel ownership and parcel size. Complex ownership is often an impediment to redevelopment simply because communities cannot get everyone to agree to a uniform joint plan of development and/or implementation (schedule). Size is an obvious issue, because successful development projects are typically bigger today than in our history when the parcels within the community were first platted. Plus development regulations and infrastructure requirements today call for parking, stormwater, and utilities requiring more space than individual parcels 1.0 acre or less can manage on their own. Development regulations and infrastructure requirements today call for parking, stormwater, and utilities requiring more space than individual parcels with small sites or irregularly shaped, can manage on their own.

The CRA should promote a property assembly plan that will guide long term investment for the City and private investors. This also means the CRA would promote to the private sector to strategically manage their own assets with the intent of aggregating parcels for future redevelopment projects, the CRA should also identify ways in which to aggregate small, possibly non-conforming parcels, towards creating viable development properties. Smaller, potentially sub-standard lots that include existing buildings or facilities, may be "grand-fathered" with regard to adopted regulations and codes, and constructed infrastructure (i.e., stormwater, interior landscaping, sidewalks, setbacks). Due to the current, adopted development requirements including setbacks, minimum lot sizes, buffers, parking requirements and stormwater facilities, smaller, individual parcels generally less than 1.0 acre in size may not be viable and/or support redevelopment consistent with the CRA's vision. Joint parking, stormwater, access, and utilities all can be facilitated with the right size development parcel(s). This recommendation is not meant to suggest acquisition by eminent domain as this tool is not a permissible power provided under the Florida Statutes of a community redevelopment agency.

## **PUBLIC INVOLVEMENT**

Public involvement consists of several related, and often overlapping, processes, including distribution of information, meetings with key stakeholders and community groups, elected officials and overall participation in the process. The City held a community workshop on December 5, 2012 to provide stakeholders and the community the opportunity to share ideas in redeveloping the CRA's business corridors and influencing the creation of the Redevelopment Master Plan. This workshop, along with other public input opportunities, were part of the public planning engagement process that allowed interested members of the community to actively participate in shaping the future vision and implementation of the Redevelopment Master Plan. Invitations were sent to local residents, property owners and business owners asking that they attend the public planning workshop and meetings to help set the vision and goals. Notice was provided through the local newspaper and on the City's website announcing the meeting date, time and location. Two sessions were offered to allow for a cross section of the businesses to participate.

The public planning and visioning workshop included a brief introduction, overview of the process and ultimate goals for defining and encouraging appropriate redevelopment of the CRA. Attendees were able to review the information and maps provided during an informal review session prior to the workshop. The workshop facilitated active engagement and allowed participants the full opportunity to better hear and comment on one another's suggestions and ideas. At the conclusion of the meeting, all participants were invited to participate in targeted discussions within each of the sub-districts and share their views.

Specific items of discussion included:

- ◆ Ideas about programs that may positively affect your business and your neighborhood;
- ◆ Desired improvements to public facilities that will enhance corridors;
- ◆ Infrastructure needs that will assist businesses and provide incentives for economic growth;
- ◆ Vision on the corridors' plan for the future.

The following provides a review of Community Comments, Top Community Priorities, and Identification of Specific Actions separated by sub-district.

## [December 5, 2012, Community Feedback:](#)

### East New Haven

- Synchronize traffic lights and signals
- Improve transportation movements along corridor
- Improve parcel access, shared access
- Streetscape; improve visual image, beautification
- Improve transit; bus shelters and connectivity of routes
- Fill vacant buildings
- Bike/Pedestrian Mobility
- Way finding Signage
- Lighting improvements/enhancements
- Several catalyst sites/redevelopment opportunities identified
- Façade Grants
- Favorable zoning
- Community recreation facility opportunity



## West New Haven

- Adjacent Use compatibility
- Signage equity between the City and County
- City of Melbourne Water service but no sewer service; limits development options
- Annex to city for sanitary sewer service
- Not in favor of septic tanks, Department of health issues
- Improve building appearances/facades
- Improve parking lots usage and appearance
- Tenant businesses cannot afford improvements to buildings
- Desire visual improvements to be like Viera
- I-95 entry looks bad, needs identity/image improvements
- Entry feature
- Landscape, crosswalks, street lamps
- Sidewalk gaps to be connected, add crosswalks
- Cohesive color pattern
  - Voluntary (recommendations not proscribed)
  - Suggested color palette, flexibility
- Architectural guidelines (color, material, affordable, flexible)
- Local vendors list to stimulate local businesses (business to business work)
- Utilize local businesses to provide services for city
- Need City identity or downtown, City Center
- CDBG program for sewer improvements
- Matching grants for improvements
- Façade improvements program
- Expedite permits for businesses
- Synchronize traffic signals



## Ellis Road

- Complete utility connections along corridor
- Shared infrastructure facilities necessary to develop undersized/odd lots: drainage, LDR; parking
- Many lots unbuildable according to current standards
- Overlay district
- Mass transit not relevant to some, others believe mass transit would be a good improvement

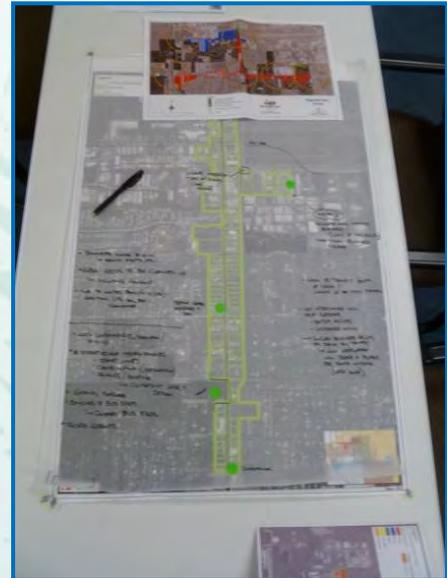
- Alternative alignment still unknown from PD&E study
- High speed a concern along road
- 45 MPH adequate
- One light sufficient at Gemaire Drive; PD&E study recommends two signals at East Drive and Technology Drive
- One signal would require connector road to Technology.
- Intersection improvements required
- Purchase of ROW is an opportunity for some property owners (such as the mobile homes) and would be an improvement to property values
- Business Incubators identified
- Establish a “show-nursery” for area nursery businesses to market inventory (incubator)
- Concern over Wuesthoff expansion
- Drainage concerns along entire corridor
- Opportunity to utilize FDOT basins for extra capacity to improve viability of smaller parcels in NE Portion of Ellis
- CRA/TIF could be used to maintain FDOT ponds
- Sidewalks would be an improvement
- Sidewalk width should accommodate bicycle, 5 foot too narrow
- Policy with SCAT needed for employment thresholds for timing of transit improvements (mobility strategies)



## Wickham Road

- Additional landscape and sidewalks along ROW
- Streetscape improvements: Street lights, cross-walk (decorative)
- Cohesive look and design standards
- Banners along ROW for special events, etc.
- Signage “branding”
- Theme “branding” throughout corridor
- Banners (changeable/flexible)
- Façade improvements
- Façade enhancement grants
- Gateway features
- Area needs to be cleaned up, including vacant lots
- More inviting atmosphere
- Due to limited ROW, additional landscape may be a challenge (west side)
- Unsafe intersection @ Wickham & Old NASA; lack of signal

- Relocated NASA resulted in business impacts; lack of visibility, require additional business signage
- Need additional business signage for properties off of (behind) Wickham
- Look @ additional transit south of NASA and north of New Haven
- Benches/covered structures @ bus stops
- New interchange will help businesses; better access, increased activity
- Improved traffic movements with NASA relocation = positive change
- May impact by creating a bypass for south Wickham traveling east on NASA
- Ellis Road interchange important to provide good access to airport, I-95
- Business relies upon drive by traffic
- Increase walkability and safety for pedestrians/bikes
- Look at driving speeds, reduce to make safer
- Reduce driveway cuts but look at use on property to determine access share or stacking distance
- Zoning to enhance commercial/professional uses
- Connectivity between uses for pedestrians/walkable/inviting
- Pedestrian “friendly”
- Medical Area (employment incubator)
- Medical District uses are existing now; build off of developing medical district
- No more used car lots; look at land development regulations and desired uses
- Office /medical/restaurants
- Increase Code enforcement for property and building maintenance
- Need vision to start change
- Synchronize lights
- Enhance property values
- District/neighborhood pride
- Look at entry to corridor (New Haven and Wickham)



## SECTION 5 RECOMMENDATIONS & IMPLEMENTATION

The success of any specific program and/or project is dependent on the identified steps for implementation, coordination of efforts and available resources. Some projects may require the dedicated efforts of the CRA and City to better leverage available resources as well as the potential for additional investment in the project either through dedicated funds, in-kind services (i.e., land dedications and/or acquisitions) or public-private partnerships. This Section identifies certain Recommendations and Implementation items necessary for successful development and redevelopment activities including TIF funds and/or leveraged funds (i.e., grants). Subsequent to this analysis and the identification of potential funding sources, programs and projects are identified as possible tools for implementation and use by and within the CRA. Specific recommendations are provided within the respective Sections of the Redevelopment Master Plan. The Summary Matrix located at the end of this Section (**Tab 1**), identifies the previously noted Incentive/Program/Project and its reference page number within the Plan for ease of reference.

### CONCEPTUAL LAND USE PLAN

Through the Finding of Necessity and subsequent community workshops, there are development and redevelopment needs and opportunities in the CRA boundary. Focusing on these needs and implementation is expected to require the full term of the thirty year period of the CRA as established. As specific projects are completed, additional projects will be identified. During this time, a land use strategy, guidelines, and standards for development and redevelopment are needed to ensure that individual actions and projects fit within and reinforce a compatible and consistent land use and design framework.

**Figure 6** in **Exhibits** identifies the recommended land use and development patterns within the CRA including “Opportunity Areas” or those areas where multiple projects and enhancements may provide for greater overall success of the CRA. The areas identified as Opportunity Areas are not intended to identify a specific property or site for redevelopment but rather identify a broad area of implementation efforts. Three basic land use categories are proposed -- commercial, mixed use, and industrial. In addition the area including the West Melbourne City Hall is primarily identified as “institutional” with some opportunities for commercial development. While there are varying land uses within each of the designated areas, they are based largely on the type and character of existing land uses in and adjacent to the CRA.

The Redevelopment Plan process should undertake a subsequent, detailed analysis of existing land uses and zoning requirements within the CRA boundaries and develop a matrix or similar tool to evaluate their applicability to the vision of the CRA. This should be used as the basis for the development and implementation of standards when updating the Zoning Code. Land use and zoning codes should take

into consideration the nature and intent of the respective sub-district as well as providing the necessary tools to accomplish the redevelopment of the area.

## COMPREHENSIVE PLAN CONSISTENCY

Chapter 163.360 requires that the Community Redevelopment Plan “Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.” The City of West Melbourne Planning and Zoning Board will consider the consistency with the City of West Melbourne’s Comprehensive Plan. These Comprehensive Plans include specific Goals, Objectives and Policies that further support the community’s desire for redevelopment. A listing of supportive **Objectives and Policies** from each respective Comprehensive Plan are provided in **Appendix C**.

## TAX INCREMENT FUNDING ANALYSIS/PROJECTIONS

Tax increment financing (TIF) is a special financial mechanism available to Florida cities and counties that designate certain older and disadvantaged areas and neighborhoods in need of redevelopment and revitalization as CRAs. The TIF mechanism enables local governments to capture new real property tax revenues generated within CRAs and focus those revenues on projects and uses that directly benefit the CRAs. “New” tax revenues are those generated by the general millage on the increased taxable real property values in excess of taxable values existing on the date that a CRA TIF Fund was established.

TIF revenues must be used within the CRA and are held in a special Redevelopment Trust Fund for activities that contribute to the improvement of the CRA. Eligible funding activities include promotion of the area, property acquisition, public improvements such as stormwater, roads, pedestrian paths, utilities, public transportation, parking facilities and streetscapes, financial incentives to developers and businesses, and the financing of capital improvement bonds.

The Florida Statutes requires a detailed statement of the projected costs of redevelopment based on the tax increment projections. **Appendix B** contains the complete **City of West Melbourne Community Redevelopment Area Future Economic Market Review and Development Analysis** which was completed as a tool to identify potential revenues generated within the CRA for future planning purposes.

Two TIF scenarios were examined. The first TIF projection (linear) is based on the average annual growth in valuation over a 10-year period. The alternative TIF scenario (land use) is based on the land use market potential based on 10-year market trend data.

The linear TIF projection utilized historic data (Brevard County Property Appraiser’s Office) and presents a ‘baseline’ of anticipated TIF revenue based on anticipated future increases in the total taxable value of parcels contained within the West Melbourne-Brevard County Joint Community Redevelopment Area. The estimated, cumulative TIF generated from this linear projection is **\$6,968,973.00** by the year 2040.

The linear TIF estimate assumes that the City of West Melbourne and Brevard County do not take an active role in the redevelopment of the redevelopment area and that projected increases in taxable value of the parcels contained in the redevelopment area occur based solely on the continuation of the historic trend. This estimate represents the low end of the possible range of potential TIF revenue over a thirty year period.

The second projection scenario (land use) is based on development that occurred during the 10-year period, 2002-2011, within specific land uses and these growth rates per each land use are then applied to the vacant developable properties of the same land use within the proposed CRA. The maximum development potentials for the vacant sites are determined using the allowable densities and intensities from the City/County's Comprehensive Plan. This 'gross' maximum development potential is fine-tuned by the application of site utilization requirements from the City's and County's respective land development regulations, including open space, parking, setback requirements and on-site stormwater requirements to determine the 'net' potential development that may occur on a given site. The potential value of this net development is determined through the application of industry standard construction costs for different types of development and uses. The estimated cumulative TIF generated from this land use projection scenario is **\$24,223,866.00** by the year 2040. The land use TIF projection scenario assumes that the City and County will take active roles in encouraging and driving development to appropriate vacant areas. This estimate and associated TIF projection represents the higher end of the possible range of potential TIF revenue over a thirty year period.

However, in light of the recent fluctuations in the real estate market over the past 10 years, the West Melbourne-Brevard County Joint Community Redevelopment Agency should expect TIF revenue generated to be somewhere between the two TIF projection scenarios. These projections do not anticipate changes in the non-residential land uses or future market conditions and factors that influence development and in turn that may potentially affect TIF revenue.

## **CRA PROGRAMS AND CAPITAL IMPROVEMENT PROJECTS**

The CRA anticipates exercising, without limitation, the enumerated powers set forth in the Community Redevelopment Act of 1969 to create, fund and implement an array of strategies to promote redevelopment programs and projects with the community redevelopment area. The Community Redevelopment Act also requires identification of publicly funded capital projects to be undertaken within the CRA. Consistent with the statute, increment revenues paid into the Redevelopment Trust Fund cannot be used to pay for or finance public capital improvements constructed within three (3) years from the date of approval or adoption of this Plan. It is important to note that the CRA programs and capital improvement projects are flexible in nature and projects, including costs, will be refined during the specific project's design.

## LIST OF FUNDING SOURCES

There are a variety of grant and funding opportunities available to leverage the Tax Increment Financing that will be received by the West Melbourne-Brevard County Joint Community Redevelopment Agency. Having an approved Community Redevelopment Plan with identified capital improvement projects and program enhancements in place will increase the likelihood of receiving additional funding for specific projects by providing an overall vision, community support, and technical implementation criteria that will help implement the overall goals of the community. **Appendix D** presents a summary of various **Alternative Funding Opportunities** available to local governments for infrastructure improvements. This listing is not intended to be exhaustive; there may be additional funding opportunities that can further assist with design and development assistance for the identified redevelopment program. In addition, new sources and modified grant program opportunities should be evaluated annually at the regional, state and national levels. It is recommended during the annual review process, available and applicable funding opportunities be explored to determine project specific criteria as well as revisions to application procedures, guidelines and dollar amounts.

## CAPITAL IMPROVEMENT PROJECTS, RECOMMENDED STRATEGIES AND PROGRAMS

The West Melbourne-Brevard County Joint Community Redevelopment Area has identified a series of Strategies/Programs/Projects which are listed below; however, this listing is not intended to be exhaustive. The CRA anticipates funding and implementing strategies permissible under the Florida Statutes, Chapter 163 to establish, encourage and identify development and redevelopment programs and projects within the CRA. Based on the Matrix listing below and within the respective Plan Sections, and the schedule for collecting TIF revenues, the CRA has identified the general guidance for ease of reference.

## WEST MELBOURNE-BREVARD COUNTY JOINT COMMUNITY REDEVELOPMENT AREA SUMMARY MATRIX- RECOMMENDED INCENTIVE/PROGRAM/PROJECT LISTING

Incentive/Program/Project	Business Incentives	Partnership Programs	Roadway	Connectivity	Transit Enhancement	Stormwater Projects	Utility Projects	Economic Development Incentives	Gateways	Streetscape	Wayfinding	Branding	Redevelopment Opportunities	Strategy Reference (Page #)
Jobs Growth Incentive (JGI) Program	X													20
Business Tax Receipt (BTR) Grant	X													20
Identification and Development of Business Incubators	X											X		20, 39
Rent Subsidy Program	X													20
Commercial Façade Grant Program	X													20
Promote the West Melbourne-Brevard County Joint Community Redevelopment Area's location related to the Melbourne International Airport and Orlando International Airport	X											X		21, 39
Develop a West Melbourne-Brevard County Joint Community Redevelopment Agency brand	X							X		X		X		21, 36, 38, 39
Ensure the technology infrastructure is adequate for High Technology companies	X											X		21, 39
Landscaping Enhancements	X		X	X				X	X					21, 25, 27, 36, 37
Streetscape Improvements	X	X							X	X				21, 23, 37
Comprehensive Plan Enhancement	X						X							21, 34
Develop a Team of economic development professionals for relocation and recruitment		X												23
Intersection Improvements to Wickham and Hollywood Intersection			X						X					25
US 192 Streetscape Improvements									X					25
Support Business Access Improvements and Interconnectivity			X	X			X		X			X		25, 27, 34, 37, 39
Identify/Study Potential North-South Roadway Connections			X	X										25, 27
Intersection/Pedestrian Enhancements	X		X	X				X	X			X		21, 25, 27, 36, 37, 39
Strengthen Pedestrian Pathways	X		X	X					X	X		X		21, 25, 27, 37, 39
Identify New Parking Areas and Parking Lot Improvements			X	X			X							25, 27, 34,
Roadway & Corridor Improvements	X		X	X	X	X	X	X	X	X		X		21, 25, 28, 30, 32, 34, 36, 37, 39
Sidewalk Infrastructure Enhancement and Construction				X					X			X		27, 37, 39
Support Transit Within the CRA; Identify Possible Transit Opportunities With New Projects					X		X		X			X		28, 34, 37, 38/39
Stormwater System Improvements, including but not limited to Conveyance Capacity, Inlet Capacity, Gutter Capacity, Channel Capacity					X	X	X		X			X		30, 32, 34/35, 37, 39
Evaluation of Exfiltration, Infiltration and Other Low Impact Development (LID) Standards					X	X	X		X			X		30, 32, 35, 37, 39
Promote/Provide Shared Infrastructure Facilities			X	X	X		X					X		25, 27, 30, 34, 39

## WEST MELBOURNE-BREVARD COUNTY JOINT COMMUNITY REDEVELOPMENT AREA SUMMARY MATRIX- RECOMMENDED INCENTIVE/PROGRAM/PROJECT LISTING

Incentive/Program/Project	Business Incentives	Partnership Programs	Roadway	Connectivity	Transit Enhancement	Stormwater Projects	Utility Projects	Economic Development Incentives	Gateways	Streetscape	Wayfinding	Branding	Redevelopment Opportunities	Strategy Reference (Page #)
Pursue Opportunities to Utilize FDOT Roadway Ponds for Additional Stormwater Capacity					X							X		30, 39
Utilize the CRA to Encourage Joint Public-Private Partnerships (P3)		X	X		X							X		23, 25, 28, 39
Identify Funds for Pond Maintenance					X									30
Utility Improvements including but not limited to Utility Connections along Ellis Road; Utility Connections along US 192 and Wickam Road; Reduce/Remove Septic Tanks			X											25, 32
Agency Coordination/Assistance for Utility Improvements						X								32
Utilize the CRA to Encourage Other Infrastructure Improvements Including Fiber Optic or to Seek Subsidization	X		X			X	X		X					20, 25, 31, 34, 37
Land Development Code Amendments			X		X		X							25, 30, 34
Identify/Development Incentives for Development Bonuses	X						X							21, 34
Create a Business Development Program	X						X					X		20, 34, 39
Create Incentives for Business Location and Retention	X						X					X		20, 34, 39
Evaluate Community Stability Innovations							X							34
Provide Community Policing							X							34
Assist with Code Enforcement Activities			X				X							25, 34
Provide CRA Administration							X							34
Create Parks, Recreation, Open Space & Beautification Opportunities						X	X							32, 34
Conduct Planning Studies to Foster an Identifiable Community Core							X							34
Development, Update and Amend the Community Redevelopment Plan							X							35
Enter Into Interlocal Agreements					X		X							30, 35,
Identify and Develop Gateways	X							X	X					21, 36, 37
Prepare a CRA Streetscape Program	X	X	X	X	X	X	X		X	X	X			21, 23, 25, 27, 28, 30, 32, 36, 37
Roadway Improvements	X		X	X		X	X					X		21, 25, 27, 30, 32, 37, 39
Wayfinding and Signage	X									X		X		21, 37, 39
Create and Apply Architectural & Site Design Standards for the CRA	X			X			X				X			21, 27, 34/35, 38
Expand Business Opportunities Through Special Event Programming		X					X				X			23, 34, 38
Preparation of Marketing Materials	X										X	X		21, 38, 39
Improve Industrial and Commercial Opportunities and Support Land Use Changes as Needed	X	X				X	X	X				X		21, 23, 30, 32, 34, 38
Recognize and Support the Ellis Road/I-95 Interchange			X	X		X						X		25, 27, 30, 38
Identification of Areas for Safety Improvements and Improved Connectivity			X	X	X							X		25, 27, 28, 39
Develop a Property Assembly and Assistance Plan												X		40

Note: does not include reference to Comments received at the December 5, 2012, Community Meeting

## SECTION 6 CONCLUSION

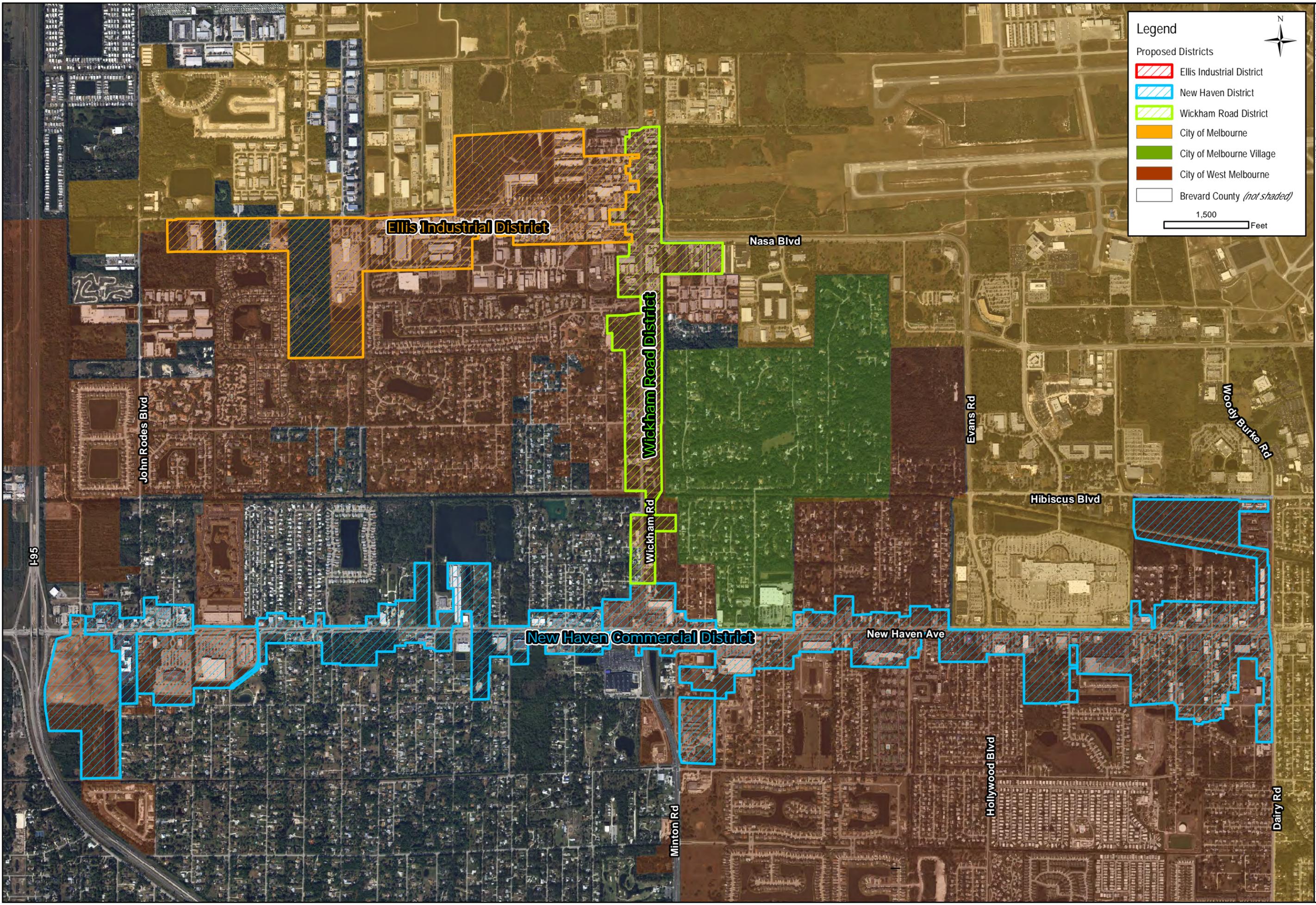
The Redevelopment Master Plan details the objectives of the West Melbourne-Brevard County Joint Community Redevelopment Agency. The Plan has been prepared as a guideline for encouraging development and redevelopment projects and programs for the properties identified in the Community Redevelopment Area; properties which have been reviewed as part of the approved Finding of Necessity. It is important to note that not all projects and/or programs are of equal importance and may not (need to) be initiated simultaneously and with funding projections, within the first few years of the CRA.

Opportunities for public improvements, redevelopment activities and proposed future land use composition are identified and graphically illustrated in the Plan and the Land Use Plan/Opportunity Area map (**Figure 6**). Generalized land uses reflect the desired future land use and development patterns. The plan is not intended to be static but instead intended to be reviewed regularly (i.e., annual review) and the Plan's objectives and strategies should be updated to reflect changes in the economy, relevant public concerns and opportunities associated with private development proposals. In addition, the CRA will, as part of the Plan:

- ◆ Monitor state and federal regulatory changes and impacts upon the CRA and economic development. Provide an annual update to the CRA Board, City Council and Brevard County Board of County Commissioners as part of the annual budget development process.
- ◆ Meet all statutory funding limitations through a thorough vetting of expenditures during the budget development process.
- ◆ Meet annual reporting requirements, maintain specific records and project files consistent with requirements for public records and open meeting laws, verify all real estate and other contractual obligations meet legal and ethical standards of care.
- ◆ Update CRA budget documents at least annually to reflect authorized expenditures and funding commitments of tax increment and other CRA funds.
- ◆ Monitor on an annual basis changes in tax increment funding and property assessments to ensure accurate accounting of funds for the CRA and verification of eligible properties within the CRA assessments.

The Redevelopment Master Plan provides a framework for rehabilitation and redevelopment for the CRA as an attractive, inviting, easily accessible, and economically viable community which promotes a positive image for the City of West Melbourne and Brevard County. To realize the redevelopment vision of the plan, community leaders, business persons and residents are encouraged to support the redevelopment objectives and continue the commitment over time in order for the vision to be successfully implemented into reality.

## EXHIBITS



**Legend**

Proposed Districts

- Ellis Industrial District
- New Haven District
- Wickham Road District
- City of Melbourne
- City of Melbourne Village
- City of West Melbourne
- Brevard County (*not shaded*)

1,500 Feet

Aerial Imagery courtesy of Aerials Express, LLC (2009)

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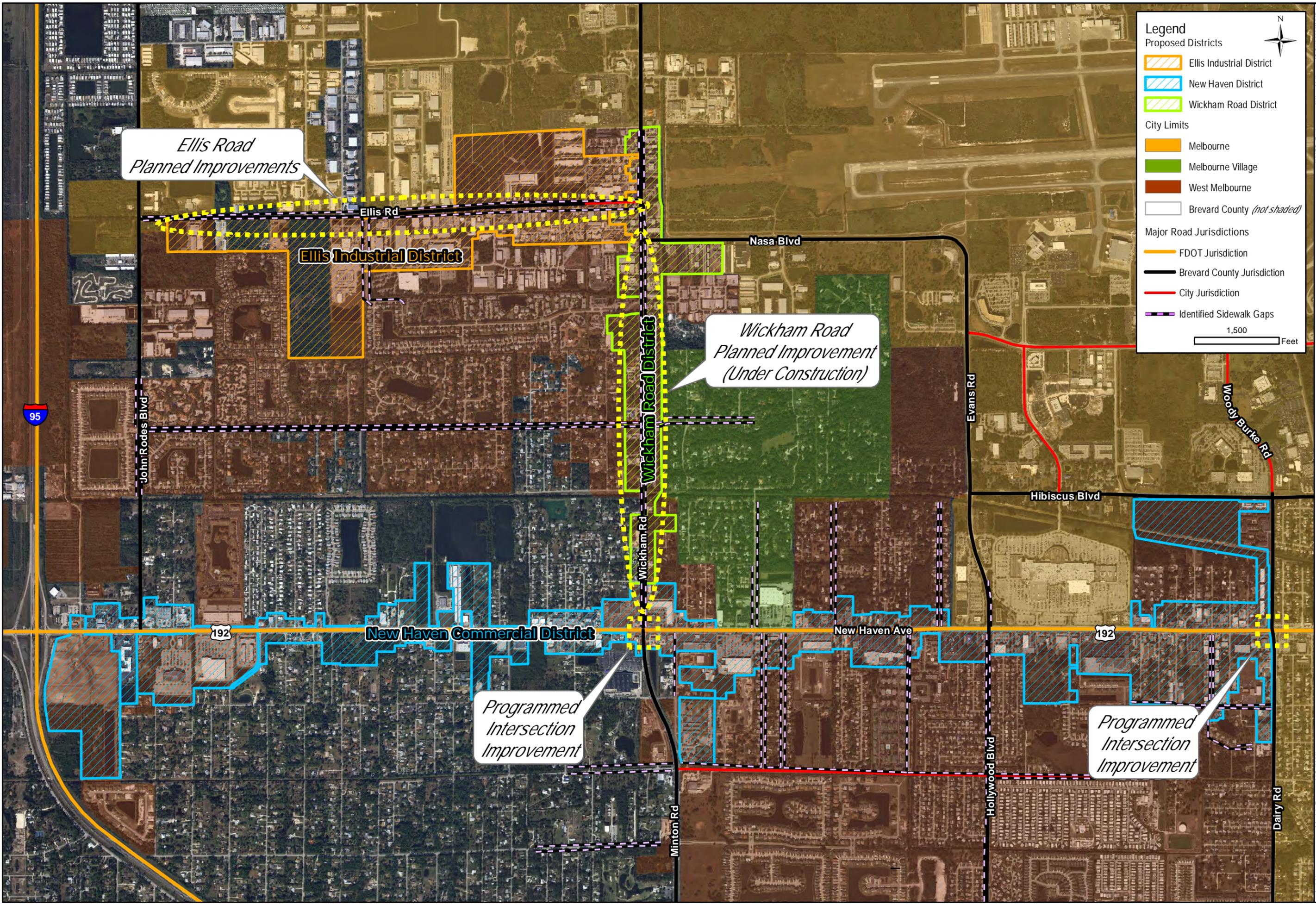
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**CRA DISTRICTS**

Community Redevelopment Area Plan  
City of West Melbourne, FL

PROJECT NUMBER: 148145000      DATE: November 2012      SCALE: 1 inch = 1,500 feet

Figure 1



**Legend**

Proposed Districts

- Ellis Industrial District
- New Haven District
- Wickham Road District

City Limits

- Melbourne
- Melbourne Village
- West Melbourne
- Brevard County (*not shaded*)

Major Road Jurisdictions

- FDOT Jurisdiction
- Brevard County Jurisdiction
- City Jurisdiction
- Identified Sidewalk Gaps

1,500 Feet

Aerial Imagery courtesy of Aerials Express, LLC (2009)

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**DISTRICT CIRCULATION MAP**

Community Redevelopment Area Plan  
City of West Melbourne, FL

PROJECT NUMBER: 148145000    DATE: November 2012    SCALE: 1 inch = 1,500 feet

Figure 3

**Legend**

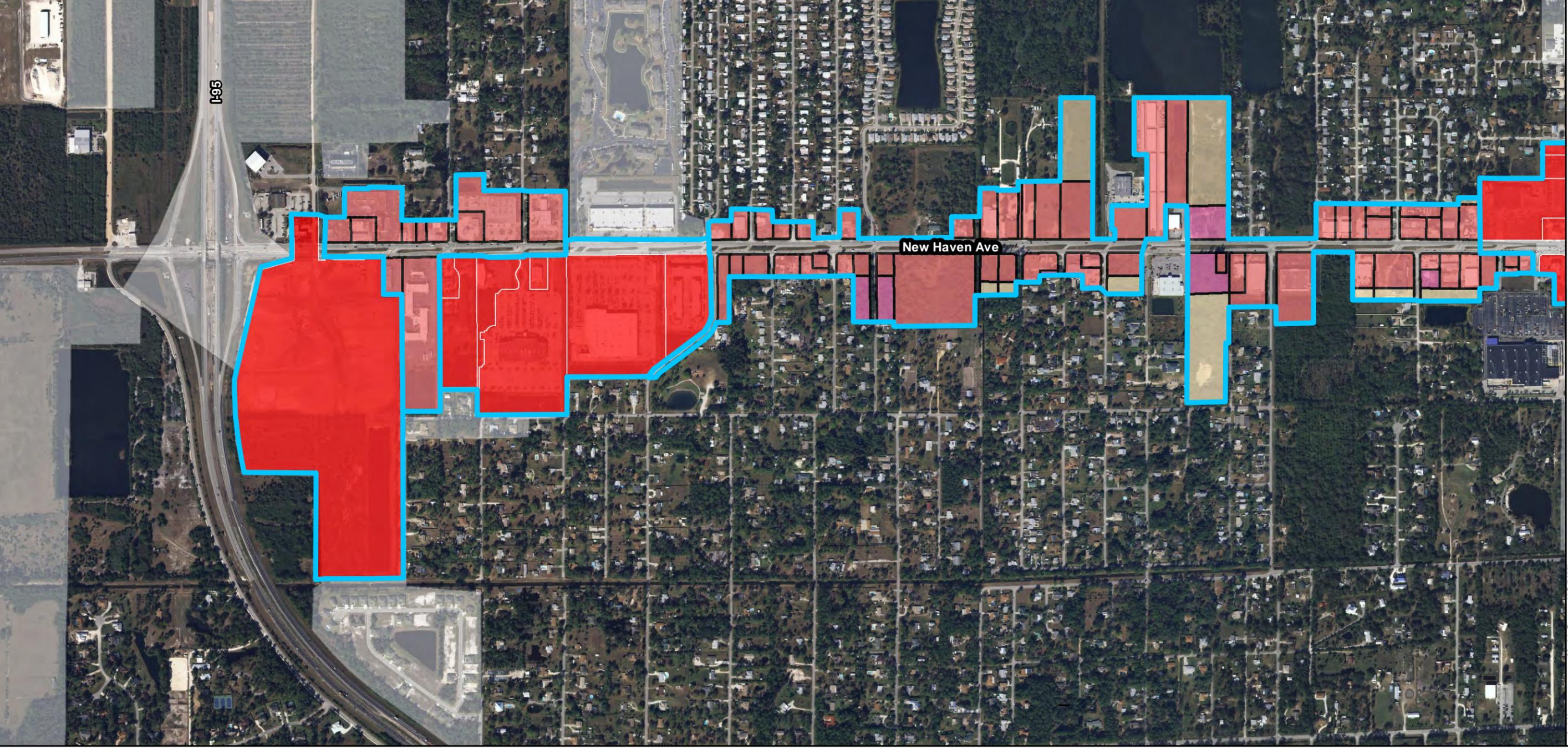
 New Haven District     City Limits

**City Land Use**

 COM	 LD-RES	 CC
 CON-REC	 MD-RES	 NC
 IB	 MH-RES	 RES-4
 IND	 UD-RES	 RES-15
 INST		

**County Land Use**





Aerial Imagery courtesy of Aerials Express, LLC (2009)    K:\V\F\B - Environmental\West Melbourne\GIS\12 050\MAXD

**NEW HAVEN DISTRICT FUTURE LAND USE - WEST**

Community Redevelopment Area  
City of West Melbourne, FL

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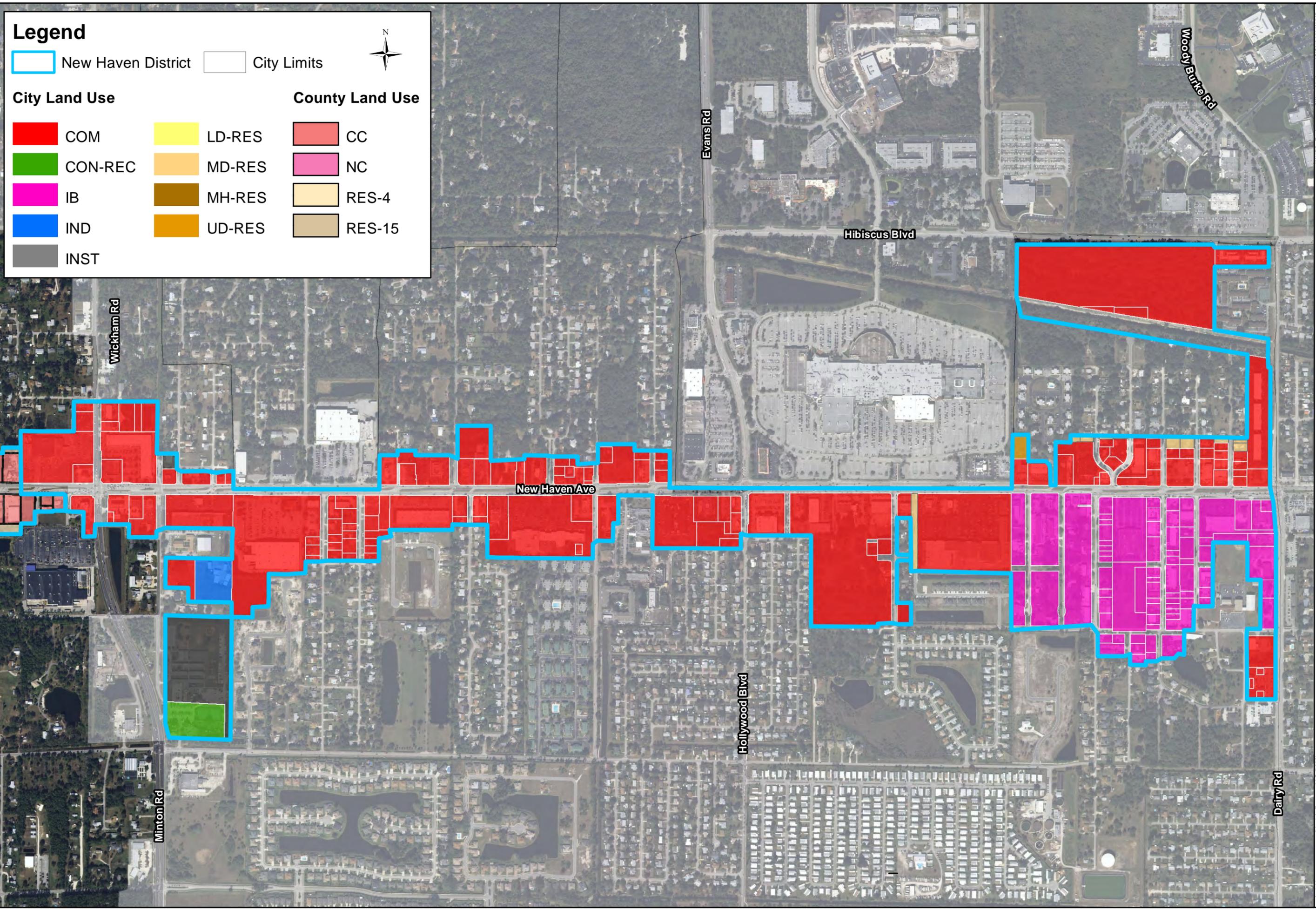
**Legend**

New Haven District
  City Limits
 

  
N

**City Land Use**

	COM		LD-RES		CC
	CON-REC		MD-RES		NC
	IB		MH-RES		RES-4
	IND		UD-RES		RES-15
	INST				



Aerial Imagery courtesy of Aerials Express, LLC (2009) K:\V\F\B\_Environmental\West Melbourne\GIS\12 0520\MAXD

**NEW HAVEN DISTRICT FUTURE LAND USE - EAST**

Community Redevelopment Area  
City of West Melbourne, FL



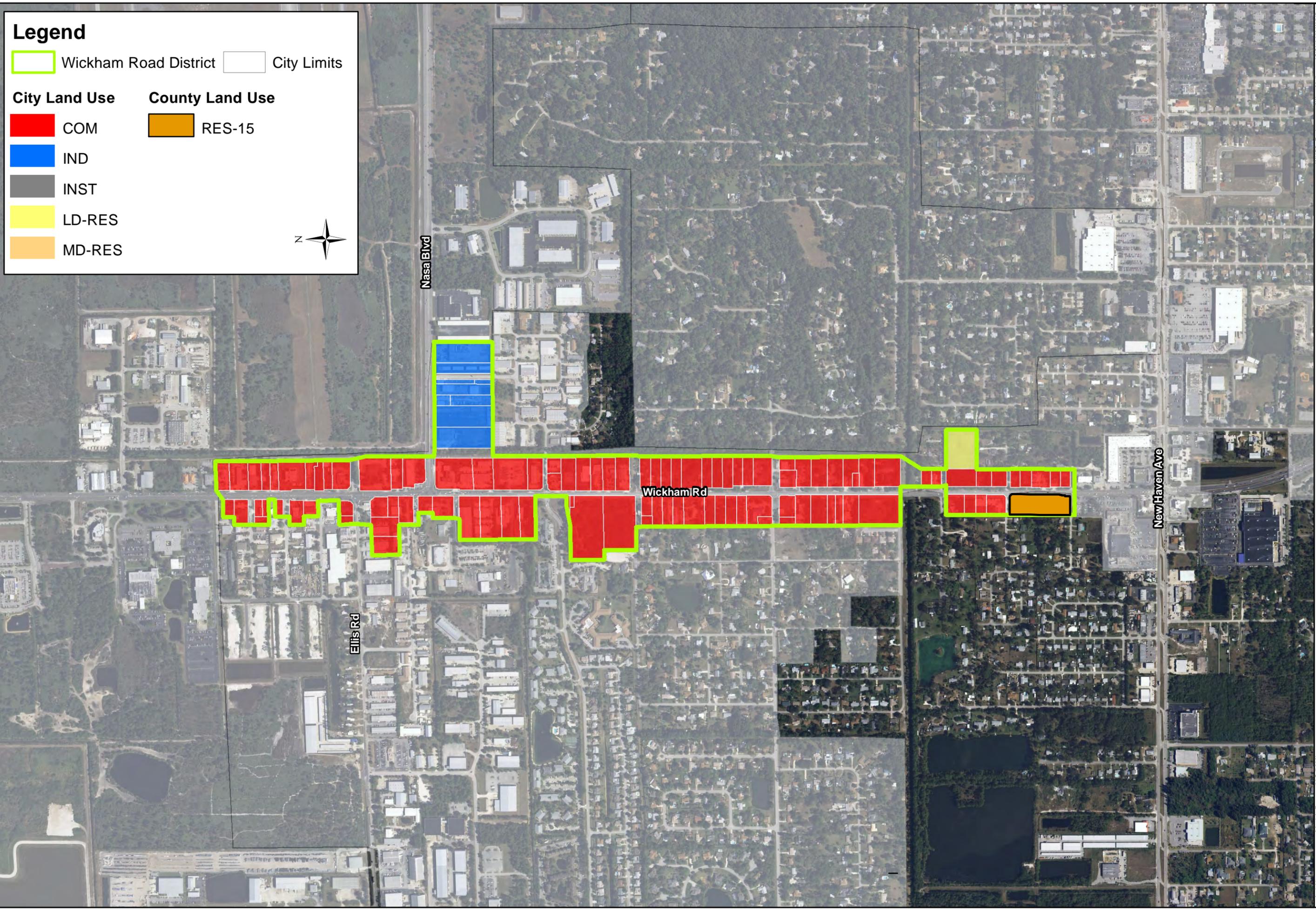
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Figure 4b

PROJECT NUMBER: 148145000

DATE: November 2012

SCALE: 1 inch = 800 feet



**Legend**

Wickham Road District
  City Limits

**City Land Use**      **County Land Use**

COM       RES-15  
 IND  
 INST  
 LD-RES  
 MD-RES

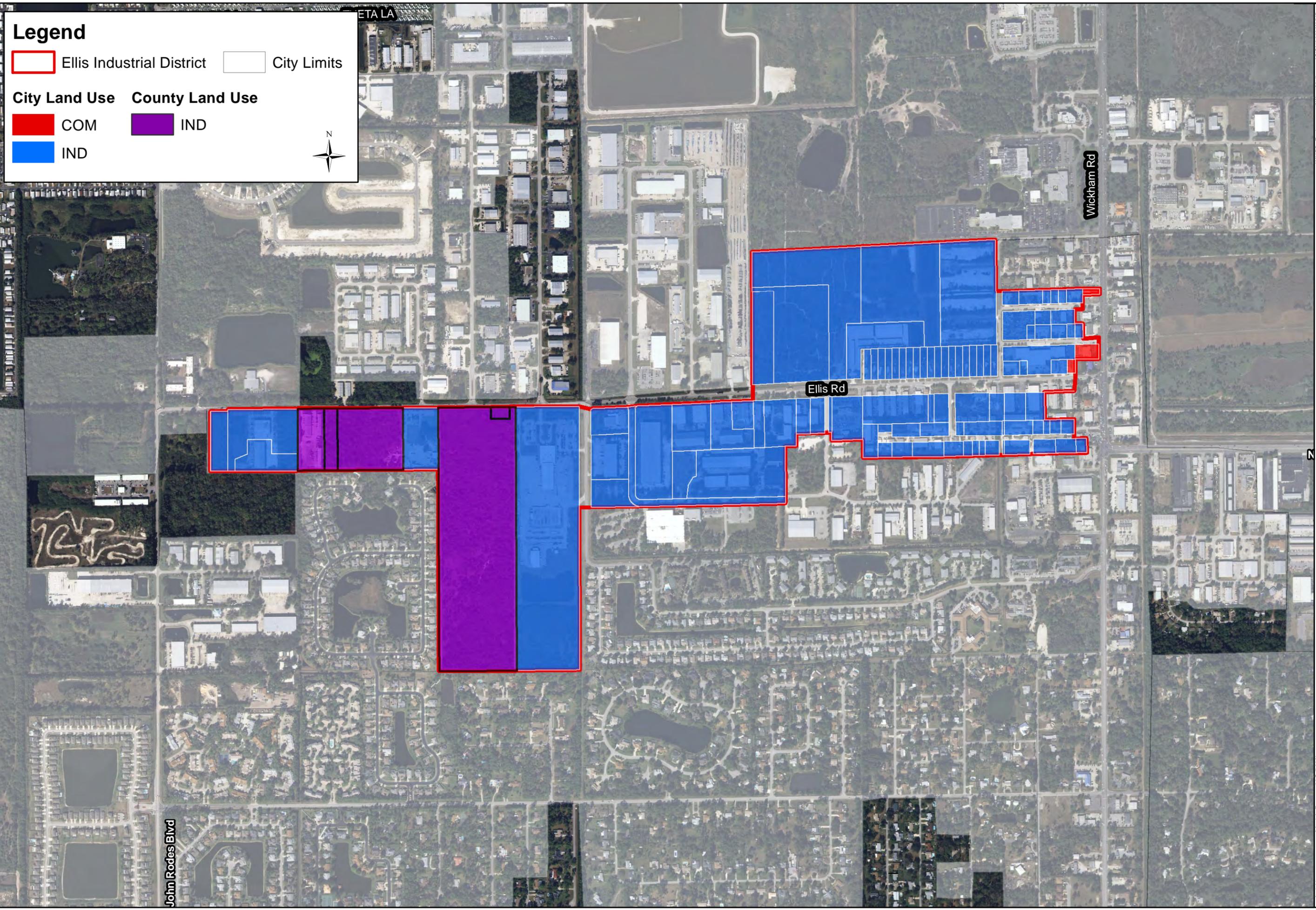
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Aerial Imagery courtesy of Aerials Express, LLC (2009)      K:\V\F\B\_Environmental\West Melbourne\GIS\12 0510\MAXD

**WICKHAM ROAD DISTRICT FUTURE LAND USE**

Community Redevelopment Area  
City of West Melbourne, FL

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**Legend**

Ellis Industrial District
  City Limits

**City Land Use**    **County Land Use**

COM
  IND

IND

N

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ELLIS INDUSTRIAL DISTRICT FUTURE LAND USE

Community Redevelopment Area  
City of West Melbourne, FL

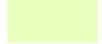
PROJECT NUMBER: 148145000    DATE: November 2012    SCALE: 1 inch = 800 feet

Figure 4d

**Legend**

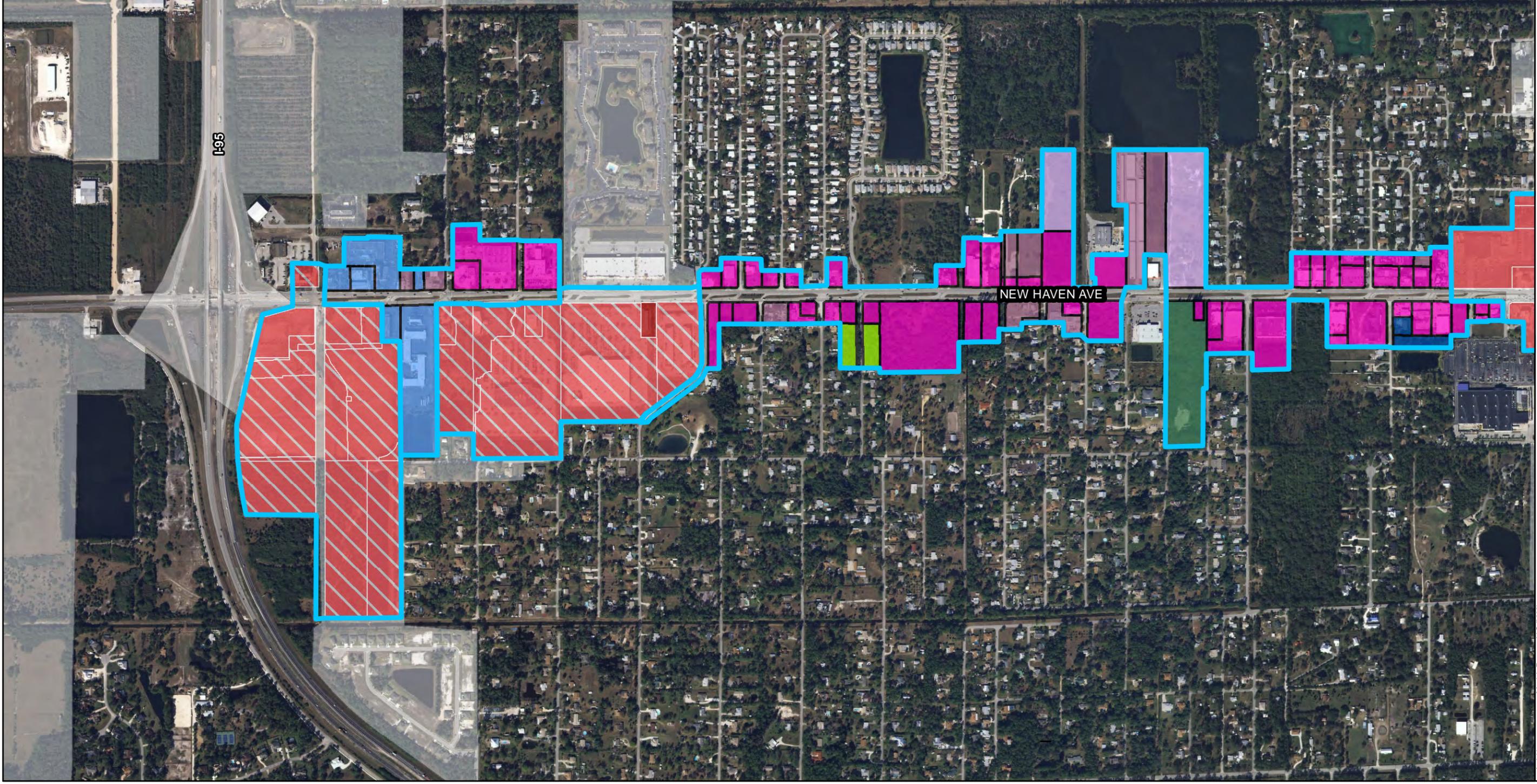
 New Haven District  City Limits

**City Zoning**

 R-A	 C-2	 C-P
 R-1A	 M-1	 C-1A
 R-2	 P-1	 C-1
 R-3	 IB	

**County Zoning**

 AU	 RP
 BU-1	 RU-1-7
 BU-2	 TU-2
 RU-2-10	



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Aerial Imagery courtesy of Aerials Express, LLC (2009)

**NEW HAVEN DISTRICT ZONING - WEST**

Community Redevelopment Area  
City of West Melbourne, FL

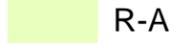


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**Legend**

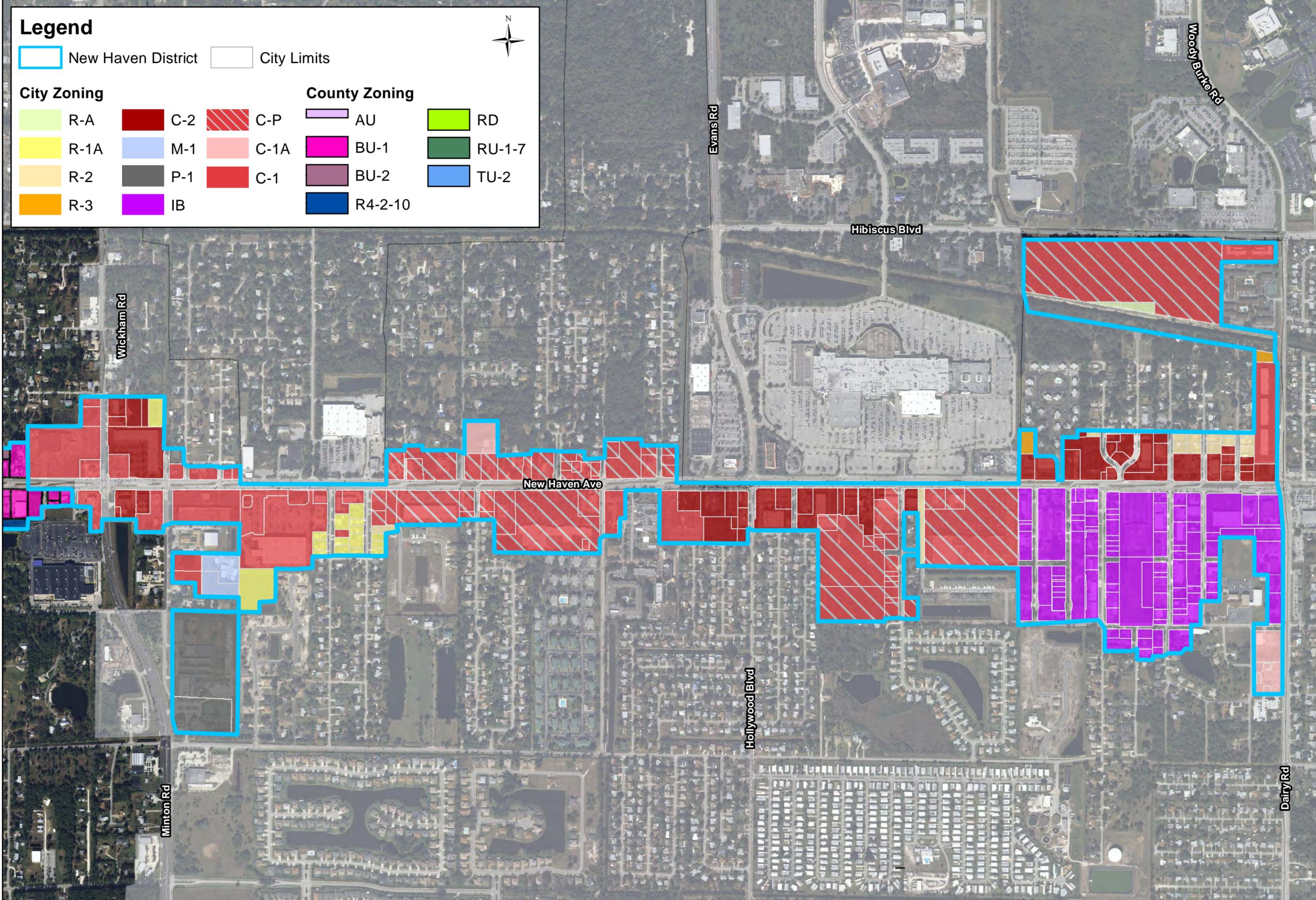
 New Haven District  City Limits

**City Zoning**

 R-A	 C-2	 C-P
 R-1A	 M-1	 C-1A
 R-2	 P-1	 C-1
 R-3	 IB	

**County Zoning**

 AU	 RD
 BU-1	 RU-1-7
 BU-2	 TU-2
 R4-2-10	



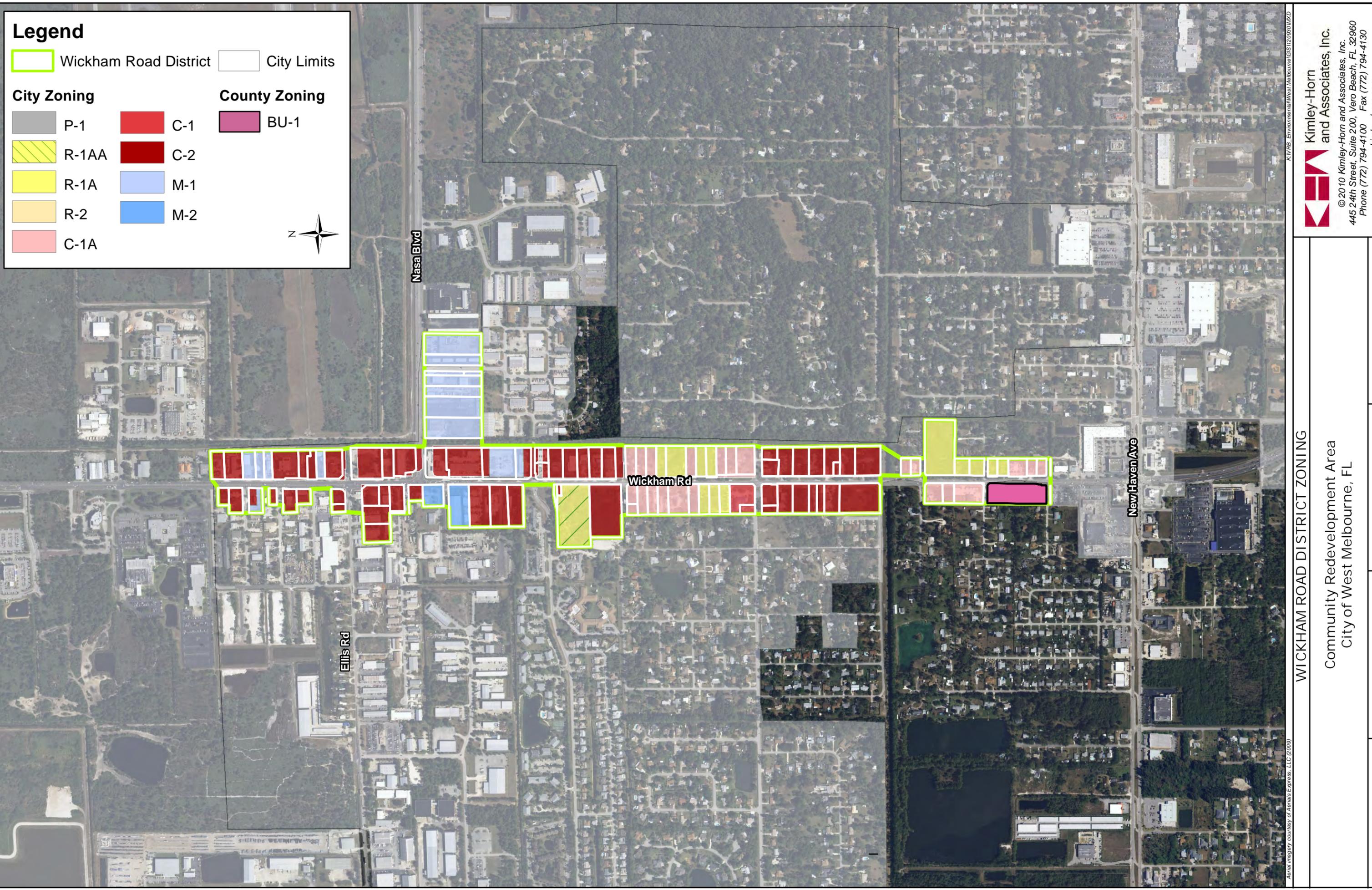
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**NEW HAVEN DISTRICT ZONING - EAST**  
 Community Redevelopment Area  
 City of West Melbourne, FL

PROJECT NUMBER: 148145000      DATE: November 2012      SCALE: 1 inch = 800 feet

Figure 5b



**Legend**

Wickham Road District
  City Limits

**City Zoning**

<span style="background-color: gray; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> P-1	<span style="background-color: red; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> C-1
<span style="background-color: yellow; border: 1px solid black; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> R-1AA	<span style="background-color: darkred; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> C-2
<span style="background-color: yellow; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> R-1A	<span style="background-color: lightblue; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> M-1
<span style="background-color: orange; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> R-2	<span style="background-color: blue; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> M-2
<span style="background-color: pink; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> C-1A	

**County Zoning**

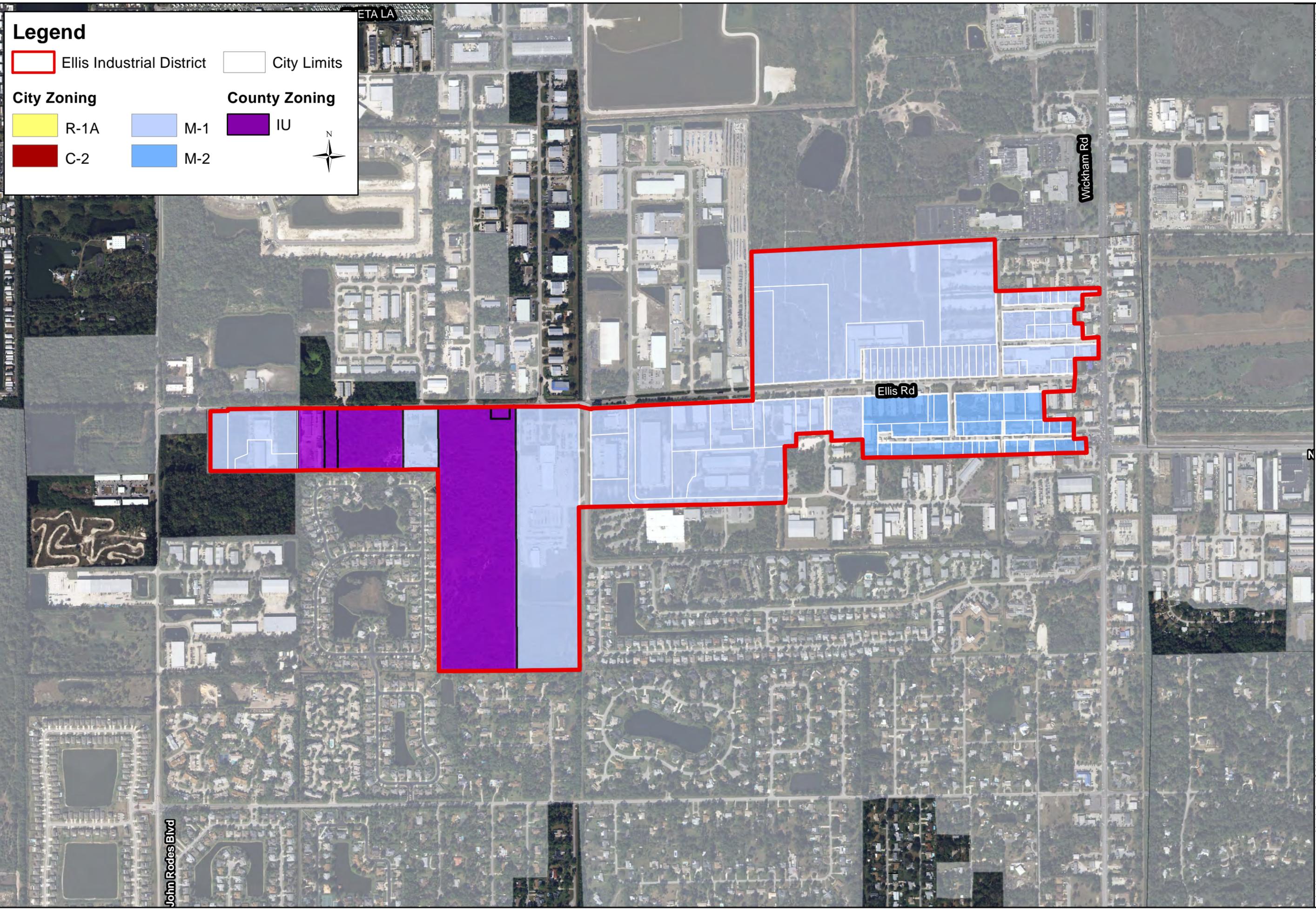
<span style="background-color: purple; width: 20px; height: 10px; display: inline-block; margin-right: 5px;"></span> BU-1
---

Aerial Imagery courtesy of Aerials Express, LLC (2009) K:\V\F\B\_Environmental\West Melbourne\GIS\12 0510\MAXD

**WICKHAM ROAD DISTRICT ZONING**

Community Redevelopment Area  
City of West Melbourne, FL

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**Legend**

Ellis Industrial District
  City Limits

**City Zoning**

R-1A
  M-1
  IU

C-2
  M-2

Aerial Imagery courtesy of Aerials Express, LLC (2009)

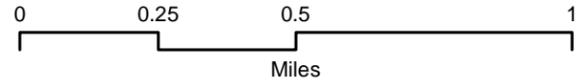
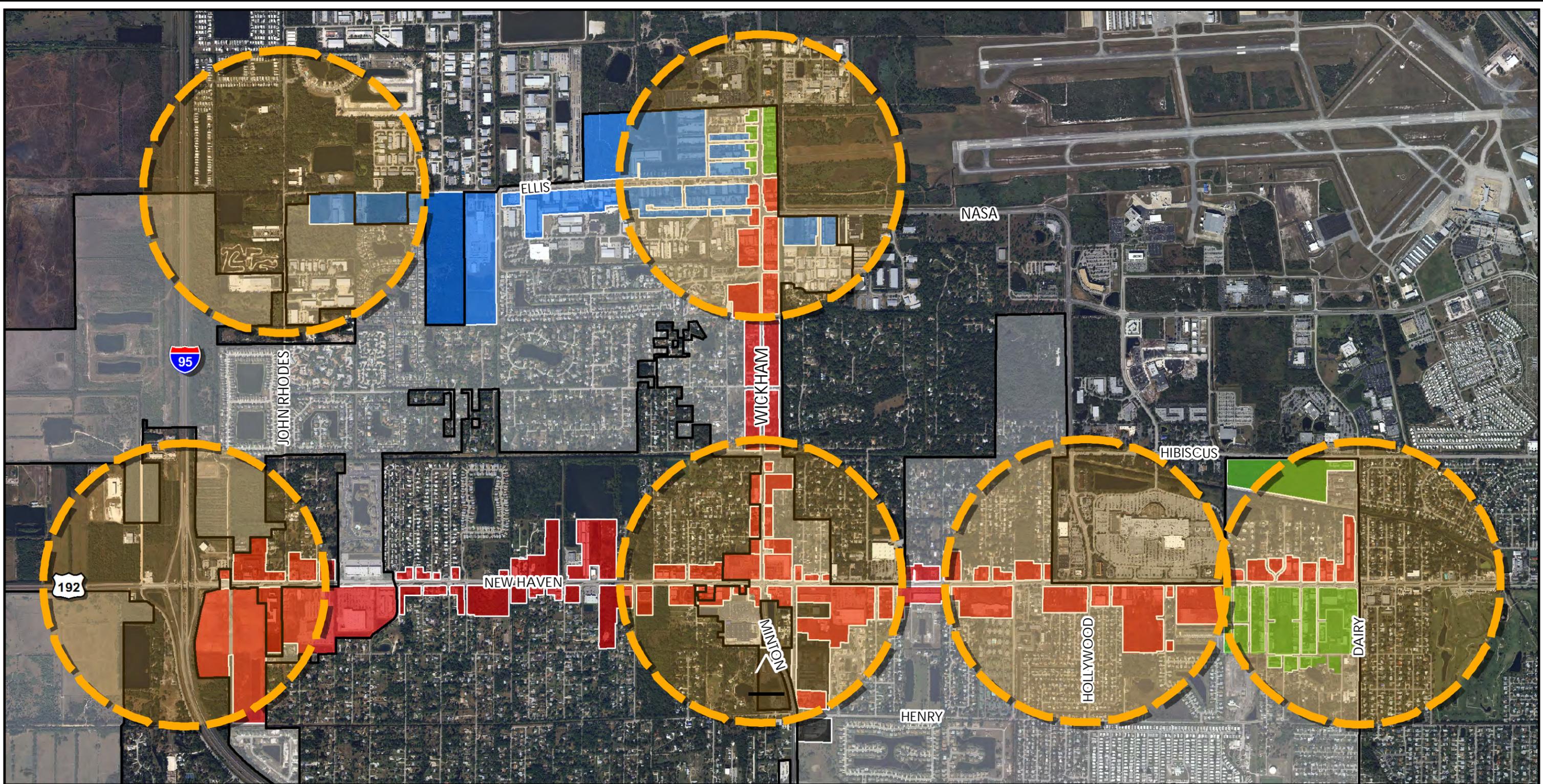
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**ELLIS INDUSTRIAL DISTRICT ZONING**  
 Community Redevelopment Area  
 City of West Melbourne, FL

PROJECT NUMBER: 148145000    DATE: November 2012    SCALE: 1 inch = 800 feet

Figure 5d



- Legend**
- Commercial Land Use Area
  - Industrial Land Use Area
  - Institutional/Commercial Land Use Area
  - Mixed Use Land Use Area
  - Opportunity Areas (1-mile Diameter)
  - City Hall



**DISCLAIMER:**  
This map is not a survey and should not be used as a survey. Road right-of-ways are approximate.

Updated: 1/24/2013  
By: P. Benton, City of West Melbourne  
Sources:  
Brevard County Property Appraiser,  
City of West Melbourne Planning Department

**Figure 6**  
Land Use Map  
with  
Opportunity Areas

## APPENDICES

## Appendix A

## ARTICLE II. - WEST MELBOURNE-BREVARD COUNTY JOINT COMMUNITY REDEVELOPMENT AGENCY

[Sec. 35-51. - Creation.](#)

[Sec. 35-52. - Delegation of powers.](#)

[Sec. 35-53. - Conditions of powers.](#)

[Sec. 35-54. - Conditions.](#)

[Sec. 35-55. - Tax increment financing trust fund.](#)

[Sec. 35-56. - Term.](#)

[Sec. 35-57. - Retaining of police powers.](#)

### **Sec. 35-51. - Creation.**

This delegation is in response to a request of the City of West Melbourne and shall acknowledge the sufficiency and completeness of the city's previously furnished finding of necessity as an indicator of the overall condition of the study area as per the criteria outlined under F.S ch. 163, as amended, or any other law, rule or regulation, regarding the necessity for redevelopment activities within the subject area, except only as to Brevard County's consent that the City of West Melbourne may create a community redevelopment agency pursuant to the terms and conditions hereof, and consistency with the provisions of the Brevard County Comprehensive Plan relative to the creation of community redevelopment agencies or areas of any actions relating thereto.

(Ord. No. 2011-28, § 1, 8-9-11)

### **Sec. 35-52. - Delegation of powers.**

Pursuant to F.S. §§ 163.410 and 163.356, and subject to the conditions set forth in section 35-53, below, the board hereby delegates all powers under F.S. ch. 163, pt. III, to the City Council of the City of West Melbourne, Florida, to create, operate, and maintain the West Melbourne-Brevard County Joint Community Redevelopment Agency within that portion of its municipal boundaries that are within the boundaries set forth in Exhibit "A". Said powers shall include but not to be limited to:

- (1) The power to rename or designate the name of said community redevelopment agency;
- (2) The power to conduct surveys or other boundary examinations so as to consider adjustments or modifications of the boundaries of the community redevelopment agency. Any proposed additional community redevelopment areas or proposed expansion of the West Melbourne Joint Community Redevelopment Area contemplated by this resolution shall require that the city seek and request an additional delegating resolution from the board;
- (3) The power to organize and operate a Community Redevelopment Agency; so generally described and specified in either F.S. § 163.356 or 163.357;
- (4) The power to give public notice, from time to time, as specified in F.S. ch. 163, pt. III;
- (5) The power to make a finding of necessity, as specified in F.S. § 163.355;

PART II - CODE OF ORDINANCES  
Chapter 35 - COMMUNITY DEVELOPMENT  
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- (6) The power to determine an area to be slum or blighted, or combination thereof, to designate such area as appropriate for community redevelopment, and to hold any public hearings required with respect thereto;
- (7) The power to grant approval to a community redevelopment plan and modifications thereof subject to a confirming vote by the board;
- (8) The power to authorize the issuance of, and the power to issue, redevelopment revenue bonds, all set forth in F.S. § 163.385;
- (9) The power to approve the acquisition, demolition, removal, or disposal of property as provided in F.S. § 163.370(3), and the power to assume the responsibility to bear loss as provided therein;
- (10) The power to prepare a community redevelopment plan and modifications thereof, all pursuant to F.S. §§ 163.360, 163.361 and 163.362;
- (11) The power to prepare and give approval to a neighborhood and community-wide plan (and modifications) thereof, pursuant to F.S. § 163.365;
- (12) The power to conduct eminent domain or otherwise dispose of property pursuant to F.S. §§ 163.375 and 163.380;
- (13) The power to create, operate, and maintain a redevelopment trust fund pursuant to F.S. § 163.387, and for the purposes set forth in said section;
- (14) The power to make and execute contracts and other instruments necessary or convenient to the exercise of the powers under Part III, Chapter 163, Florida Statutes;
- (15) The power to disseminate slum clearance and community redevelopment information;
- (16) The power to undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include acquisition of a slum area or a blighted area or a portion thereof, demolition and removal of buildings and improvements, installation, construction, or reconstruction of public infrastructure and the carrying out of other community redevelopment objectives, all as provided for in F.S. § 163.370;
- (17) The power to dispose of any properties acquired in the community redevelopment area at their fair value for uses in accordance with the community redevelopment plan;
- (18) The power to provide, or to arrange or contract and to agree to any conditions that it deems reasonable and appropriate which are attached to Federal financial assistance and imposed pursuant to Federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of the community redevelopment and related activities and to fulfill such conditions as it deems reasonable and appropriate;
- (19) Within the community redevelopment area, the power:
  - a. To the extent authorized by law to enter into buildings or property in the community redevelopment area in order to make inspections, surveys, appraisals, sounding or test borings and to obtain an order for this purpose from the court of competent jurisdiction in the event entry is denied or resisted;

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- b. To acquire by purchase, lease, option, gift, grant, bequest, devise, eminent domain, or otherwise any real property (or personal property for its administrative purposes) together with any improvements thereon;
- c. To hold, improve, clear, or prepare for development of any such property;
- d. To mortgage, pledge, hypothecate, otherwise encumber or dispose of any real property;
- e. To insure or provide for the insurance of any real or personal property or operations against any risk or hazards, including the power to pay premiums on any such insurance;
- f. To the extent authorized by law, to enter into any contracts necessary to effectuate the purposes of F.S. § 163, pt. III; and
- g. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment for purposes by the community redevelopment agency and as a result of such requests for proposals to advertise for the disposition of such real property to private persons pursuant to F.S. § 163.380, prior to acquisition of such real property by the community redevelopment agency;

(20) The power to invest in any community redevelopment fund held in reserve for sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as may have been issued pursuant to F.S. § 163.385, at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed for purchase being cancelled;

(21) The power to borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the federal government, the state, county, city or other public body or from any sources public or private for the purposes of F.S. ch. 163, pt. III, and to give such security as may be required and to enter and carry out contracts or agreements in connections therewith, and to include in any contracts for financial assistance with the Federal government for or with respect to community redevelopment and related activities such conditions and powers pursuant to federal law as Brevard County or the city deems reasonable and appropriate which are not inconsistent with the purposes of this F.S. ch. 163, pt. III;

(22) The power to make or have made all surveys and plans necessary to the carrying out of the purposes of this part, to contract with any person, public or private, in making and carrying out such plans, and to accept or approve, modify and amend such plans, with plans that include the plans specified in F.S. § 163.370(12)(h) 1-3;

(23) The power to develop, test, and report methods and techniques, and carry out demonstrations and other activities for the prevention and the elimination of slums and other blight and developing and demonstrating new or improved means of providing housing for families and persons of low income;

(24) The power to apply for, accept and utilize grants or funds from the federal government for such purposes;

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(25) The power to prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, non-profit organizations, and others) displaced from the community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the federal government;

(26) The power to appropriate such funds and make such expenditures as are necessary to carry out the purposes of F.S. ch. 163, pt. III, to zone or rezone any part of the municipality or make exceptions from building regulations, and to enter into agreements with a housing authority, which agreements may extend over a period, notwithstanding any provision or rule of law to the contrary, with respect to any action to be taken by the city pursuant any of the powers granted by F.S. ch. 163, pt. III;

(27) The power to close or vacate, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the city;

(28) The power to organize, coordinate, and direct the administration of the provisions of F.S. ch. 163, pt. III, as they may apply to the city in order that the objective of remedying slum and blighted areas and preventing the causes thereof within the city may be most effectively promoted and achieved and to establish such new office or offices of the city or to reorganize existing offices in order to carry out such purposes most effectively;

(29) The power to exercise all or any part or combination of the powers herein granted or to elect to have such powers exercised by the community redevelopment agency; and

(30) With the approval of the City Council of West Melbourne, the community redevelopment agency may, prior to the approval of the community redevelopment plan or approval of any modification for the said plan, acquire real property in the community redevelopment area, demolish and renew any structures on the property, and pay all costs related to the acquisition, demolition, or removal thereof, including any administrative or relocation expenses, provided that the community redevelopment agency assumes the responsibility to bear any loss that may arise as a result of the exercise of authority under F.S. § 163.370(3), in the event that the real property is not made part of the community redevelopment area.

(Ord. No. 2011-28, § 2, 8-9-11)

**Sec. 35-53. - Conditions of powers.**

The delegation of powers herein to the City Council of the City of West Melbourne, Florida, shall also include the power for the City Council to empower said community redevelopment agency, to conduct any activities pursuant to F.S. ch. 163, pt. III, which a community redevelopment agency would otherwise be empowered to exercise or conduct pursuant to said statutes. Provided, however, that the authority to have final approval and undertake activities specified in subsections 35-51(6), (7), (8), (9), and (12) of this resolution shall inure in the West Melbourne City Council, and may not be delegated to the West Melbourne Community Redevelopment Agency, except that the City Council may grant to the West Melbourne Community Redevelopment Agency the authorization to issue redevelopment revenue bonds, all as set forth in F.S. § 163.386. Further, said delegation of powers is limited to be conducted only within the incorporated areas of the city. The officers, employees, and commissioners of the West Melbourne Community Redevelopment Agency shall be subject to the Code of Ethics, as set forth in F.S. ch. 112, pt. III, and further explicated in F.S. § 163.367.

(Ord. No. 2011-28, § 3, 8-9-11)

**Sec. 35-54. - Conditions.**

The delegation of powers set forth in this resolution is conditioned upon the following conditions:

- (1) The city shall be responsible for the administration and operation of the West Melbourne Joint Community Redevelopment Area and all associated administrative and operational costs.
- (2) The city and the county shall coordinate for the creation and adoption of a community redevelopment plan in accordance with F.S. chs. 163.360 and 163.346.
- (3) The city shall bear all costs associated with the creation and development of the West Melbourne Community Redevelopment Plan.
- (4) The city shall present to the board an annual plan of work to implement the goals and objectives of the West Melbourne Community Redevelopment Plan for review and comment. The board shall have the authority to approve projects identified for implementation that are located in the unincorporated portion of the West Melbourne Joint Community Redevelopment Area.
- (5) The city and the community redevelopment agency shall not expend in any one community redevelopment agency fiscal year more than 25 percent of the tax increment revenues raised pursuant to F.S. § 163.387, on administrative expenses. For the purpose of this condition, the term "administrative expenses" includes personnel costs (i.e., salary and fringe benefits) of community redevelopment agency staff, office equipment and supplies, operating overhead (office space, electricity, and utilities for office), postage, printing, or copying charges, travel costs, seminar costs, and similar direct expenses of the community redevelopment agency. Allocation of costs, in a community redevelopment agency construction or consultant contract for administrative costs of the contractor, or from the city's general funds would not be included within the 25 percent cap.

(Ord. No. 2011-28, § 4, 8-9-11)

**Sec. 35-55. - Tax increment financing trust fund.**

The West Melbourne Joint Community Redevelopment Agency's Tax Increment Financing Trust Fund shall be provided by both the city and county in accordance with F.S. ch. 163.387(1)(a).

(Ord. No. 2011-28, § 5, 8-9-11)

**Sec. 35-56. - Term.**

Unless extended by further resolution of the county commission, the term of the West Melbourne Joint Community Redevelopment Agency shall be for 30 years from the city's adoption of the ordinance that establishes the tax increment trust fund in accordance with F.S. ch. 163.387(1)(a).

(Ord. No. 2011-28, § 6, 8-9-11)

**Sec. 35-57. - Retaining of police powers.**

Nothing in this delegation of authority shall transfer any existing land entitlements, development review or permitting authority from either the city or the county.

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(Ord. No. 2011-28, § 7, 8-9-11)

Exhibit A to Article II

Property Identification Numbers in Subject Area

Tax Acct.	Township	Range	Section	Subdivision	Block	Lot
2704585	27	36	35	00	2	
2852626	28	36	01	04	A.3	
2800327	28	36	01	50	A	
2800686	28	36	02	00	11	
2800685	28	36	02	00	10	
2800716	28	36	02	00	273	
2800115	28	36	01	00	750	
2858659	28	36	02	00	751.1	
2800104	28	36	01	00	263	
2800222	28	36	01	04	A.2	
2800707	28	36	02	00	267	
2862651	28	36	01	75		16
2800740	28	36	02	00	755	
2704591	27	36	35	00	11	
2800074	28	36	01	00	18	
2852957	28	36	01	50	B	5
2800328	28	36	01	50	B	1
2800731	28	36	02	00	551	
2800732	28	36	02	00	552	
2851691	28	36	01	00	275	
2800826	28	36	02	02		1
2800878	28	36	02	03	A	1
2801264	28	36	02	77	B	1
2862259	28	36	01	51		6
2800655	28	36	01	76		151
2800435	28	36	01	51		97
2800467	28	36	01	51		241
2800706	28	36	02	00	266	
2800708	28	36	02	00	267.1	
2801205	28	36	02	75	14	28
2800153	28	36	01	01		E.20
2800656	28	36	01	76		153
2800154	28	36	01	01		E.21
2800097	28	36	01	00	256	
2800084	28	36	01	00	25	
2800221	28	36	01	04	A.1	
2852647	28	36	02	00	277	
2800735	28	36	02	00	750	
2800157	28	36	01	01		E.24

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2800654	28	36	01	76		150
2800700	28	36	02	00	260	
2800577	28	36	01	75		4
2858130	28	36	01	00	282	
2800637	28	36	01	76		115
2800100	28	36	01	00	259	
2853387	28	36	01	04	A.4	
2704586	27	36	35	00	3	
2800989	28	36	02	25		1
2853694	28	36	01	00	281	
2800076	28	36	01	00	18.2	
2800936	28	36	02	03	A	59
2800409	28	36	01	51		1
2801252	28	36	02	77	A	1
2801203	28	36	02	75	14	24
2800576	28	36	01	75		3.01
2704587	27	36	35	00	4	
2853472	28	36	01	51		249
2800436	28	36	01	51		102
2800687	28	36	02	00	13	
2801206	28	36	02	75	14	32
2800434	28	36	01	51		96
2800156	28	36	01	01		E.23
2800220	28	36	01	04	A	
2800573	28	36	01	75		1
2800715	28	36	02	00	272	
2863498	28	36	01	00	285	
2800574	28	36	01	75		2
2800155	28	36	01	01		E.22
2800098	28	36	01	00	257	
2800699	28	36	02	00	259	
2800575	28	36	01	75		3
2853358	28	36	01	00	279	
2859771	28	36	01	00	284	
2800075	28	36	01	00	18.1	
2800709	28	36	02	00	267.2	
2801202	28	36	02	75	14	22
2800077	28	36	01	00	18.4	
2800453	28	36	01	51		145
2800710	28	36	02	00	268	
2800786	28	36	02	01	A	45
2800736	28	36	02	00	751	
2800152	28	36	01	01		E.19
2800414	28	36	01	51		49
2800578	28	36	01	75		7
2703803	27	36	25	00	752	

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2705190	27	36	36	00	33	
2705610	27	36	36	75	B	7
2705735	27	36	36	77	B	4
2742319	27	36	25	00	516	
2703918	27	36	25	76		12
2703923	27	36	25	76		17
2800723	28	36	02	00	503	
2819909	28	37	05	03	1	7
2819944	28	37	05	03	3	30.01
2819943	28	37	05	03	3	30
2819903	28	37	05	02	C	9
2820052	28	37	05	76	1	17
2820065	28	37	05	76	4	1
2820190	28	37	05	78	B	5
2820353	28	37	06	00	266	
2820188	28	37	05	78	B	1
2820416	28	37	06	00	755	
2821287	28	37	06	51	9	9
2800145	28	36	01	01		E.08
2821306	28	37	06	51	10	22
2821473	28	37	06	76	2	4
2821298	28	37	06	51	10	7
2705244	27	36	36	00	267	
2820222	28	37	05	78	F	13
2820200	28	37	05	78	C	15
2820079	28	37	05	76	6	5
2820131	28	37	05	77	2	7
2820153	28	37	05	77	4	5
2820132	28	37	05	77	2	9
2819971	28	37	05	50	3	4
2820413	28	37	06	00	753	
2705151	27	36	36	00	2	
2703827	27	36	25	75	B	10
2705598	27	36	36	75	A	9
2800146	28	36	01	01		E.09
2866223	28	36	03	VL	A	
2866217	28	36	02	VL	E	
2819840	28	37	05	00	764	
2858396	28	37	05	79	A.7	
2729006	27	37	31	00	253	
2820250	28	37	05	80	B	12.01
2820243	28	37	05	79	B	1
2820240	28	37	05	79	A	
2820182	28	37	05	78	A	1.01
2742445	27	36	36	00	70	
2705152	27	36	36	00	3	

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2866220	28	36	02	VL	I	
2705733	27	36	36	77	B	2
2703804	27	36	25	00	753	
2705157	27	36	36	00	6.1	
2705182	27	36	36	00	26	
2705202	27	36	36	00	43	
2705603	27	36	36	75	B	3
2703866	27	36	25	75	D	6
2703915	27	36	25	76		9
2703917	27	36	25	76		11
2852200	28	36	01	01		A.03
2800599	28	36	01	76		1
2820410	28	37	06	00	750	
2705233	27	36	36	00	254	
2864447	28	37	05	75		6.01
2864420	28	37	05	75		4.01
2800143	28	36	01	01		E.06
2735576	27	36	25	00	512	
2705254	27	36	36	00	752	
2821300	28	37	06	51	10	11
2820049	28	37	05	76	1	1
2705181	27	36	36	00	25	
2820143	28	37	05	77	3	21
2820161	28	37	05	77	4	33
2820133	28	37	05	77	2	16
2820144	28	37	05	77	3	23
2820125	28	37	05	77	1	19
2859067	28	37	05	77	3	9
2705209	27	36	36	00	46	
2705225	27	36	36	00	62	
2705219	27	36	36	00	56	
2705210	27	36	36	00	47	
2820227	28	37	05	78	G	9
2866248	28	36	03	VM	G2	
2703805	27	36	25	00	754	
2705612	27	36	36	75	B	8
2703914	27	36	25	76		8
2852531	28	36	02	00	556	
2858403	28	37	05	03	3	27
2820354	28	37	06	00	267	
2820072	28	37	05	76	5	9
2819552	28	37	05	00	8	
2819875	28	37	05	02	A	9
2821275	28	37	06	51	9	1.01
2821305	28	37	06	51	10	20
2821295	28	37	06	51	10	1

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2800135	28	36	01	01		D.08
2820378	28	37	06	00	505	
2820141	28	37	05	77	3	17
2820127	28	37	05	77	1	27
2820126	28	37	05	77	1	23
2820142	28	37	05	77	3	18
2820881	28	37	06	00	807	
2820517	28	37	06	00	773	
2800140	28	36	01	01		E.02
2703828	27	36	25	75	B	11
2866218	28	36	02	VL	F	
2866214	28	36	02	VL	B	
2705728	27	36	36	77	A	5.02
2705725	27	36	36	77	A	4
2860967	28	37	05	78	C	1.01
2820242	28	37	05	79	A.3	
2729012	27	37	31	00	259	
2820226	28	37	05	78	G	1
2705594	27	36	36	75	A	5
2705212	27	36	36	00	49	
2705734	27	36	36	77	B	3
2703868	27	36	25	75	D	8
2703869	27	36	25	75	D	11
2703913	27	36	25	76		7
2703919	27	36	25	76		13
2819887	28	37	05	02	B	10
2820956	28	37	06	02	H	1.07
2821057	28	37	06	26		1
2819839	28	37	05	00	763	
2819546	28	37	05	00	1.1	
2705599	27	36	36	75	B	1
2800127	28	36	01	01		B
2820393	28	37	06	00	518	
2705232	27	36	36	00	253	
2821303	28	37	06	51	10	17
2746910	27	36	36	00	72	
2703908	27	36	25	76		2
2703907	27	36	25	76		1
2820155	28	37	05	77	4	9
2819955	28	37	05	50	1	1
2819797	28	37	05	00	506	
2800125	28	36	01	01		A
2819802	28	37	05	00	511.1	
2819981	28	37	05	50	4	9
2820173	28	37	05	77	6	1
2744312	27	36	25	00	773	

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2703845	27	36	25	75	C	9
2746944	27	36	36	75	A	9.01
2705726	27	36	36	77	A	5
2705591	27	36	36	75	A	2
2729129	27	37	31	26		23
2820246	28	37	05	79	B	5
2705220	27	36	36	00	57	
2704621	27	36	35	00	275	
2705167	27	36	36	00	12	
2705174	27	36	36	00	17	
2705736	27	36	36	77	B	4.01
2800160	28	36	01	01		E.28
2819886	28	37	05	02	B	9
2820215	28	37	05	78	E	12
2820211	28	37	05	78	D	21
2820066	28	37	05	76	4	9
2820315	28	37	06	00	8	
2820318	28	37	06	00	11	
2821033	28	37	06	08	A	22
2820953	28	37	06	02	H	1.04
2821060	28	37	06	26		11
2820633	28	37	06	00	786	
2821302	28	37	06	51	10	15
2821255	28	37	06	51	7	5
2821296	28	37	06	51	10	2
2705242	27	36	36	00	265	
2703839	27	36	25	75	C	3
2820203	28	37	05	78	C	21
2705188	27	36	36	00	31	
2820124	28	37	05	77	1	18
2820138	28	37	05	77	3	11
2819798	28	37	05	00	507	
2819974	28	37	05	50	3	7
2703858	27	36	25	75	C	22
2705169	27	36	36	00	14	
2820070	28	37	05	76	5	1
2820193	28	37	05	78	B	13
2729010	27	37	31	00	257	
2860621	28	37	05	78	H	19
2866219	28	36	02	VL	H	
2704590	27	36	35	00	9	
2705185	27	36	36	00	28	
2705184	27	36	36	00	27	
2703905	27	36	25	75	E	23
2703802	27	36	25	00	751	
2703921	27	36	25	76		15

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2800609	28	36	01	76		39
2800741	28	36	02	00	756	
2819888	28	37	05	02	B	14
2819858	28	37	05	01	C	15
2820206	28	37	05	78	D	6
2821034	28	37	06	08	A	23
2819865	28	37	05	01	D	18
2820374	28	37	06	00	502	
2859065	28	37	05	75		4
2864445	28	37	05	00	778	
2800141	28	36	01	01		E.04
2800142	28	36	01	01		E.05
2821301	28	37	06	51	10	12
2821438	28	37	06	76	1	1
2821254	28	37	06	51	7	1
2705590	27	36	36	75	A	1
2819843	28	37	05	00	767	
2820181	28	37	05	78	A	1
2705256	27	36	36	25	B	
2820061	28	37	05	76	3	1
2820156	28	37	05	77	4	11
2820154	28	37	05	77	4	7
2819803	28	37	05	00	513	
2820176	28	37	05	77	6	11
2800158	28	36	01	01		E.25
2800126	28	36	01	01		A.01
2705156	27	36	36	00	6	
2703853	27	36	25	75	C	17
2705732	27	36	36	77	B	1.01
2819825	28	37	05	00	750	
2820253	28	37	05	80	C.1	
2820248	28	37	05	79	B	7
2705186	27	36	36	00	29	
2703820	27	36	25	75	B	1
2705187	27	36	36	00	30	
2744105	27	36	25	00	772	
2705195	27	36	36	00	38	
2705175	27	36	36	00	18	
2819711	28	37	05	00	35	
2819905	28	37	05	02	C	11
2820213	28	37	05	78	E	1
2819564	28	37	05	00	18	
2821289	28	37	06	51	9	12
2821470	28	37	06	76	2	1
2703863	27	36	25	75	D	3
2820055	28	37	05	76	1	23

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2703823	27	36	25	75	B	5
2819968	28	37	05	50	3	1
2820149	28	37	05	77	3	37
2819800	28	37	05	00	510	
2819799	28	37	05	00	508	
2705227	27	36	36	00	64	
2819973	28	37	05	50	3	6
2819804	28	37	05	00		
2819823	28	37	05	00	533	
2819831	28	37	05	00	755	
2705207	27	36	36	00	45	
2705161	27	36	36	00	9	
2735238	27	37	31	00	267	
2705722	27	36	36	77	A	1.01
2705245	27	36	36	00	268	
2705189	27	36	36	00	32	
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2703925	27	36	25	76		19
2820204	28	37	05	78	D	1
2820051	28	37	05	76	1	11
2820053	28	37	05	76	1	19
2820067	28	37	05	76	4	12
2820195	28	37	05	78	B	19
2820949	28	37	06	02	G	
2820951	28	37	06	02	H	1.01
2820957	28	37	06	02	H	2
2705601	27	36	36	75	B	2
2821258	28	37	06	51	7	12
2800148	28	36	01	01		E.11
2800158	28	36	01	01		E.25
2703795	27	36	25	00	501	
2705605	27	36	36	75	B	4
2820407	28	37	06	00	533	
2820387	28	37	06	00	514	
2703825	27	36	25	75	B	7
2820120	28	37	05	77	1	5
2705197	27	36	36	00	39	
2703818	27	36	25	00	768	
2705619	27	36	36	75	B	13
2705597	27	36	36	75	A	8
2705724	27	36	36	77	A	3
2820220	28	37	05	78	F	10
2801300	28	36	03	00	9	
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2703865	27	36	25	75	D	5
2705172	27	36	36	00	15.2	

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2705224	27	36	36	00	61	
2703883	27	36	25	75	E	1
2703912	27	36	25	76		6
2820218	28	37	05	78	E	24
2820196	28	37	05	78	B	23
2820078	28	37	05	76	6	1
2821040	28	37	06	08	B	22
2819547	28	37	05	00	3	
2819862	28	37	05	01	D	8
2819863	28	37	05	01	D	11
2800139	28	36	01	01		E.01
2705253	27	36	36	00	750.1	
2820633	28	37	06	00	786	
2820054	28	37	05	76	1	21
2703819	27	36	25	00	769	
0	27	36	35	00	288	
2820159	28	37	05	77	4	28
2820056	28	37	05	76	2	1
2851405	28	37	05	77	5	14
2820160	28	37	05	77	4	31
2819824	28	37	05	00	534	
2819806	28	37	05	00	515	
2820174	28	37	05	77	6	7
2866222	28	36	02	VL	K	
2705723	27	36	36	77	A	2
2819843	28	37	05	00	767	
2820238	28	37	05	78	H	16
2705191	27	36	36	00	34	
2705205	27	36	36	00	44	
2800725	28	36	02	00	505	
2703836	27	36	25	75	B	22
2705231	27	36	36	00	252	
2705737	27	36	36	77	B	5
2703920	27	36	25	76		14
2703922	27	36	25	76		16
2703924	27	36	25	76		18
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2821256	28	37	06	51	7	9
2800134	28	36	01	01		D.07
2705237	27	36	36	00	258	
2821299	28	37	06	51	10	9
2705192	27	36	36	00	35	
2820163	28	37	05	77	4	37
2819819	28	37	05	00	529	
2820119	28	37	05	77	1	1
2819794	28	37	05	00	502	

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2819918	28	37	05	03	2	1
2819801	28	37	05	00	511	
2705186	27	36	36	00	29	
2703846	27	36	25	75	C	10
2705729	27	36	36	77	A	6
2705164	27	36	36	00	10	
2801318	28	36	03	00	758	
2800721	28	36	02	00	501	
2705173	27	36	36	00	16	
2705221	27	36	36	00	58	
2705162	27	36	36	00	9.1	
2705223	27	36	36	00	60	
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2820208	28	37	05	78	D	12
2820068	28	37	05	76	4	14
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2863497	28	36	02	00	558	
2800720	28	36	02	00	500	
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2800149	28	36	01	01		E.13
2820373	28	37	06	00	501	
2705592	27	36	36	75	A	3
2705606	27	36	36	75	B	5
2705738	27	36	36	77	B	6
2820185	28	37	05	78	A	16
2820392	28	37	06	00	517	
2820411	28	37	06	00	751	
2705616	27	36	36	75	B	10
2866069	28	36	01	01		E09.RV
2705226	27	36	36	00	63	
2705200	27	36	36	00	42	
2704595	27	36	35	00	250.1	
2705170	27	36	36	00	15	
2705150	27	36	36	00	1	
2703815	27	36	25	00	765	
2703911	27	36	25	76		5
2819902	28	37	05	02	C	8
2820049	28	37	05	76	1	1
2820216	28	37	05	78	E	16
2820332	28	37	06	00	26	
2821096	28	37	06	26		75
2820420	28	37	06	00	757	
2820046	28	37	05	75		1
2732601	27	36	25	00	507	

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2821441	28	37	06	76	1	4
2820409	28	37	06	00	535	
2705199	27	36	36	00	41	
2820164	28	37	05	77	5	1
2820162	28	37	05	77	4	35
2820121	28	37	05	77	1	7
2820059	28	37	05	76	2	11
2820152	28	37	05	77	4	1
2820123	28	37	05	77	1	14
2820122	28	37	05	77	1	12
2819972	28	37	05	50	3	5
2820424	28	37	06	00	761	
2819773	28	37	05	00	46	
2819795	28	37	05	00	503	
2819959	28	37	05	50	1	10
2820412	28	37	06	00	752	
2703821	27	36	25	75	B	3
2703861	27	36	25	75	D	1
2705614	27	36	36	75	B	9
2821056	28	37	06	25		10
2747015	27	36	36	00	73	
2705158	27	36	36	00	7	
2864417	28	36	02	00	559	
2703809	27	36	25	00	758	
2734210	27	36	36	00	274	
2705194	27	36	36	00	37	
2705222	27	36	36	00	59	
2705216	27	36	36	00	53	
2705252	27	36	36	00	750	
2800150	28	36	01	01		E.16
2819919	28	37	05	03	2	3
2820350	28	37	06	00	264	
2821041	28	37	06	08	B	23
2800147	28	36	01	01		E.10
2705600	27	36	36	75	B	1.01
2853700	28	36	01	01		E.29
2745854	27	36	36	00	277	
2741919	27	36	36	00	275	
2820376	28	37	06	00	504	
2703813	27	36	25	00	763	
2819793	28	37	05	00	501	
2820129	28	37	05	77	2	3
2820146	28	37	05	77	3	29
2820145	28	37	05	77	3	25
2820150	28	37	05	77	3	49
2819796	28	37	05	00	504	

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2820421	28	37	06	00	758	
2732661	27	36	36	00	66	
2705721	27	36	36	77	A	1
2705730	27	36	36	77	A	7
2820071	28	37	05	76	5	5
2820198	28	37	05	78	C	11
2820229	28	37	05	78	G	13
2705153	27	36	36	00	4	
2800620	28	36	01	76		77
2705171	27	36	36	00	15.1	
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2705236	27	36	36	00	257	
2703808	27	36	25	00	757.1	
2703916	27	36	25	76		10
2729011	27	37	31	00	258	
2800128	28	36	01	01		B.01
2819559	28	37	05	00	13	
2819874	28	37	05	02	A	8
2819864	28	37	05	01	D	14
2704584	27	36	35	00	1	
2800151	28	36	01	01		E.18
2821288	28	37	06	51	9	11
2865570	28	37	06	53	A	
2703880	27	36	25	75	D	22
2820202	28	37	05	78	C	19
2819977	28	37	05	50	3	10
2851589	28	37	06	00	536	
2819792	28	37	05	00	500	
2820088	28	37	05	76	6	45
2705163	27	36	36	00	9.2	
2820158	28	37	05	77	4	18
2865492	28	37	05	76	3	9
2820060	28	37	05	76	2	15
2819976	28	37	05	50	3	9
2819960	28	37	05	50	2	1
2820177	28	37	05	77	6	13
2851510	28	37	05	03	2	4
2819817	28	37	05	00	527	
2703909	27	36	25	76		3
2820135	28	37	05	77	3	1
2703837	27	36	25	75	C	1
2705165	27	36	36	00	10.1	
2705213	27	36	36	00	50	
2741709	27	36	35	00	285	
2866247	28	36	03	VM	G1	
2705193	27	36	36	00	36	

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2705160	27	36	36	00	8	
2705731	27	36	36	77	B	1
2703867	27	36	25	75	D	7
2800162	28	36	01	01		1
2800607	28	36	01	76		35
2819857	28	37	05	01	C	11
2819945	28	37	05	03	3	33
2819860	28	37	05	01	C	20
2820212	28	37	05	78	D	23
2820191	28	37	05	78	B	7
2820959	28	37	06	02	H	2.02
2821036	28	37	06	08	A	24
2821059	28	37	06	26		4
2819876	28	37	05	02	A	10
2819565	28	37	05	00	19	
2800164	28	36	01	01		4
2820516	28	37	06	00	772	
2821257	28	37	06	51	7	11
2705593	27	36	36	75	A	4
2821304	28	37	06	51	10	19
2703855	27	36	25	75	C	19
2703841	27	36	25	75	C	5
2820050	28	37	05	76	1	7
2820389	28	37	06	00	516	
2703822	27	36	25	75	B	4
2820157	28	37	05	77	4	13
2820169	28	37	05	77	5	18
2820147	28	37	05	77	3	33
2820180	28	37	05	77	6	19
2703843	27	36	25	75	C	7
2705618	27	36	36	75	B	11
2866221	28	36	02	VL	J	
2820219	28	37	05	78	F	1
2705596	27	36	36	75	A	7
2729005	27	37	31	00	252	

**ORDINANCE NO. 2012-19**

AN ORDINANCE OF THE CITY OF WEST MELBOURNE, FLORIDA TO CREATE THE JOINT WEST MELBOURNE-BREVARD COUNTY COMMUNITY REDEVELOPMENT AGENCY; PROVIDING AN EFFECTIVE DATE.

**WHEREAS**, the Florida Legislature enacted Chapter 163, Part III, Florida Statutes (the "Community Redevelopment Act") establishing the conditions and procedures for the establishment or expansion of community redevelopment areas and agencies; and finding that areas or portions thereof which are deteriorating or economically distressed could be revitalized and redeveloped in a manner that will vastly improve the economic and social conditions of the community; and

**WHEREAS**, on August 9, 2011, the City of West Melbourne received a delegation of authority from Brevard County (County Ordinance Number 2011-28) providing for the establishment of a community redevelopment area; and

**WHEREAS**, pursuant to Section 163.346, Florida Statutes, the City of West Melbourne provided public notice of its intent to consider adopting an ordinance creating the West Melbourne Community Redevelopment Agency at least fifteen (15) days before such proposed action by registered mailed notice to each taxing authority which levies ad valorem taxes on real property contained within the geographic boundaries of the redevelopment area and in compliance with the notice requirements set forth in Section 166.041(3)(a), Florida Statutes; and

**WHEREAS**, in accordance with Brevard County's Ordinance Number 2011-28, the Community Redevelopment Act of Brevard County which delegated authority for the "Joint West Melbourne-Brevard County" community redevelopment area, the City desires to establish the joint community governing body with accountability to the citizens and property owners in the joint community redevelopment area;

**NOW THEREFORE BE IT ENACTED** by the City Council of the City of West Melbourne, Florida:

**SECTION 1 - Establishment** The Community Redevelopment Agency is established as follows:

**Article 1 - JOINT WEST MELBOURNE-BREVARD COUNTY COMMUNITY REDEVELOPMENT AGENCY BOARD**

**Section 1 - Established.**

There is hereby created, pursuant to Chapter 163, Part III, Florida Statutes, the Joint West Melbourne-Brevard County Community Redevelopment Agency; herein after referred to as the Community Redevelopment Agency Board.

**Section 2 - Powers.**

The community redevelopment agency shall exercise all powers as authorized in Chapter 163, Part III, Florida Statutes, and as otherwise authorized by law.

**Section 3 - Governing body as the community redevelopment agency board of commissioners.**

- (a) The West Melbourne City Council shall serve as the Community Redevelopment Agency Board and shall exercise all rights, powers, duties, privileges, and immunities vested in a community redevelopment agency by Chapter 163, Part III, Florida Statutes, as it may be amended from time to time.
- (b) In accordance with §163.357(1)(d), the City Council hereby appoints one additional person to act as a member of the Community Redevelopment Agency Board which is the Fifth District Commissioner of the Board of County Commissioners of Brevard County, Florida.
- (c) In its capacity as the Community Redevelopment Agency Board, the City Council constitutes the head of a legal entity that is separate, distinct and independent from the City Council as governing body of the City of West Melbourne.
- (d) The Community Redevelopment Agency Board shall annually designate a chairperson and vice-chairperson from among its members.
- (e) The Community Redevelopment Agency Board shall meet as necessary to conduct the business and exercise the powers of the agency.
- (f) A majority of the members of the Community Redevelopment Agency Board shall constitute a quorum for the purpose of conducting business and exercising the powers of the agency and for all other purposes. Action may be taken by the Community Redevelopment Agency Board upon a vote of a majority of the members present.

**Section 4 - Compensation of members.**

A member of the community redevelopment agency shall receive no compensation for his services, but is entitled to the necessary expenses, including traveling expenses, incurred in the discharge of these duties.

**Section 5 - Quorum; voting.**

The powers of the community development agency board shall be exercised by the members thereof. A majority of the members constitutes a quorum for the purpose of conducting business and exercising the powers of the agency and for all other purposes. Any action may be taken by the agency upon a vote of a majority of the commissioners present, unless in any case the bylaws require a larger number.

**Section 6 - Reports.**

- (a) The agency which is authorized to transact business and exercise powers under this article shall file with the City, Brevard County and with the auditor general of the state, on or before March 31 of each year, a report of its activities for the preceding fiscal year, which report shall include a complete financial statement setting forth its assets, liabilities, income and operating expenses as of the end of such fiscal year. At the time of filing the report, the agency shall publish in a

newspaper of general circulation in the community a notice to the effect that such report has been filed with the city and that the report is available for inspection during business hours in the office of the city clerk and in the office of the agency.

**Section 7 - Assistance by city personnel.**

The city shall make available to the community redevelopment agency board all staff personnel deemed necessary by the city needed to administer its duties.

**Section 8 - Budget.**

The City Council shall approve an annual budget for the community redevelopment agency. The agency shall not expend any funds unless in accordance with such approved budget and as authorized by the city council.

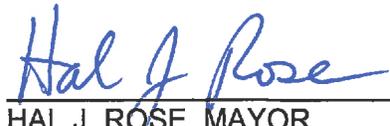
**SECTION 2 – ENACTMENT**

If any clause, section or provision of this ordinance shall be declared unconstitutional or invalid for any reason or cause, the remaining portion of said ordinance shall be in full force and effect and be valid as if such invalid portion thereof had not been incorporated herein.

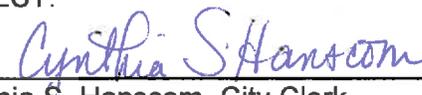
**SECTION 3 – EFFECTIVE DATE**

This ordinance shall take effect immediately upon its passage and approval.

**PASSED AND ADOPTED** by the City Council of the City of West Melbourne, Brevard County, Florida, this 17th day of July 2012.

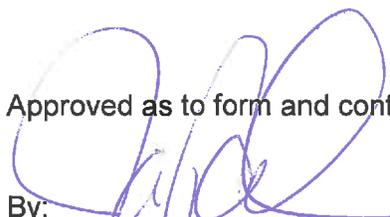
  
\_\_\_\_\_  
HAL J. ROSE, MAYOR

ATTEST:

  
\_\_\_\_\_  
Cynthia S. Hanscom, City Clerk

1ST READING: June 5, 2012

2nd READING: July 17, 2012

Approved as to form and content:  
  
By: \_\_\_\_\_  
James P. Wilson, City Attorney

## Appendix B



June 2012

# City of West Melbourne Community Redevelopment Area Future Economic Market Review and Development Analysis

Prepared For:



Kimley-Horn and Associates, Inc.



**West Melbourne**  
FLORIDA

Prepared By:



LITTLEJOHN ENGINEERING ASSOCIATES

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# West Melbourne/Brevard County Joint Community Redevelopment Agency

## Economic Analysis

### I. Executive Summary

The purpose of this study is to develop market potential tax increment financing (TIF) revenue projections for the 836 acre West Melbourne/Brevard County Joint Community Redevelopment Area. Two TIF scenarios were developed. The first TIF projection (linear) presented is based on the average annual growth in valuation over a 10-year period. The alternative TIF scenario (land use) is based on the land use market potential based on 10-year market trend data. The study also presents economic development strategies, objectives, and programs within the West Melbourne/Brevard County Joint Community Redevelopment Area.

The linear TIF projection utilized historic data (Brevard County Property Appraiser's Office) and presents a 'baseline' of anticipated TIF revenue based on anticipated future increases in the total taxable value of parcels contained within the West Melbourne/Brevard County Joint Community Redevelopment Area. The estimated TIF generated from this linear projection is \$6,968,973.00. The linear TIF estimate assumes that the City of West Melbourne and Brevard County do not take an active role in the redevelopment of the redevelopment area and that projected increases in taxable value of the parcels contained in the redevelopment area occur based solely on the continuation of the historic trend. This estimate and associated TIF projection represents the low end of the possible range of potential TIF revenue.

The second projection scenario (land use) is based on development that occurred during the 10-year period, 2002-2011, within specific land uses and these growth rates per each land use are then applied to the vacant developable properties of the same land use within the proposed West Melbourne/Brevard County Joint Community Redevelopment Area. The maximum development potentials for the vacant sites are determined using the allowable densities and intensities from the City's Comprehensive Plan. This 'gross' maximum development potential is fine tuned by the application of site utilization requirements from the City's and County's respective land development regulations, including open space, parking, setback requirements and on-site stormwater requirements to determine the 'net' potential development that may occur on a given site. The potential value of this net development is determined through the application of industry standard construction costs for different types of development and uses. The estimated TIF generated from this land use projection scenario is \$24,223,866.00. The land use TIF projection scenario assumes that the City and County will take on active roles in encouraging and driving development to appropriate vacant areas. This estimate and associated TIF projection represents the higher end of the possible range of potential TIF revenue.

In light of the recent fluctuations in the real estate market over the past 10 years, the West Melbourne/Brevard County Joint Community Redevelopment Agency should anticipate the potential TIF revenue generated to be somewhere between the two TIF projection scenarios. These projections do not anticipate changes in the future land use map or other outside future market conditions and factors that may potentially affect TIF revenue.

This analysis anticipates the West Melbourne/Brevard County Joint Community Redevelopment Agency utilizing a single TIF Trust Fund within which will be deposited the increment funds from the City of West Melbourne and Brevard County. The TIF Trust Fund is an instrument utilized to

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hold collected revenue from the TIF increment, which can only be used on redevelopment projects that are identified in the adopted redevelopment plan.

This report identified four major characteristics that affect the economic composition and potential of the West Melbourne West Melbourne/Brevard County Joint Community Redevelopment Area. The four major characteristics of the City of West Melbourne West Melbourne/Brevard County Joint Community Redevelopment Area include (1) geographic location, (2) existing nascent technology cluster and available skilled workforce, (3) retail cluster, and (4) demographic composition of the West Melbourne/Brevard County Joint Community Redevelopment Area and surrounding areas. The identification of these observations provided the necessary foundation to develop economic development strategies, objectives, and programs within the West Melbourne/Brevard County Joint Community Redevelopment Area. Programming was recommended in the form of an economic development action plan, which outlines the activities to implement the economic development strategies and objectives contained in this report.

## II. Tax Increment Financing Review and Projection

Tax Increment Financing (TIF) is the tool used to fund public improvements, programs, and events within a CRA or other designated special district. A TIF is generated through ad valorem taxes that are collected within a designated boundary in excess of the base year valuation of the parcels within the area. This section provides a 10-year history of the property valuation for parcels within the West Melbourne/Brevard County Joint Community Redevelopment Area in West Melbourne, TIF projections based on land use assumptions, TIF projections based on current year and growth assumptions, and outlines the process for establishing a TIF fund.

### A. Valuation History

Valuation data utilized in this report is based on the Brevard County Property Appraiser's annual assessment values of real property within the West Melbourne/Brevard County Joint Community Redevelopment Area. The valuation of each property is based on the size of the property, improvements on the property and the location (market). Table 1 includes the total market and taxable valuations of the parcels within the West Melbourne/Brevard County Joint Community Redevelopment Area over a ten year period.

Market valuation is the assessed value of the parcel, which is based on market conditions. Taxable valuation is based on the Market valuation less any exemptions. Property exemptions include, but are not limited to homestead exemptions, agriculture exemption, religious institution exemptions, public institution exemptions, and others.

The gradual increase from 2002 to 2008 in both valuations is consistent with the market trends experienced throughout the state. The decline in valuation from 2008 to 2011 is also consistent with recent historical trends. Based on the average percent of increase in taxable valuation the average annual valuation growth rate for 2002 to 2011 was approximately 1%.

**Table 1: West Melbourne/Brevard County Joint Community Redevelopment Area Property Valuation History**

Year	Market Valuation	Taxable Valuation
2002	\$199,571,260	\$191,469,320
2003	\$212,948,940	\$204,411,650
2004	\$222,669,280	\$213,777,590
2005	\$252,702,800	\$242,710,340
2006	\$289,794,100	\$277,520,460
2007	\$316,774,570	\$304,542,080
2008	\$376,750,500	\$363,096,140
2009	\$329,529,670	\$316,263,520
2010	\$282,085,880	\$271,433,580
2011	\$234,628,460	\$225,318,290

Source: Brevard County Property Appraiser and LEA, 2012.

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#### **B. 30-Year Fixed Annual Growth TIF Projections**

This section provides two TIF projection scenarios. The first projection scenario (linear), shown in Table 2, is based on the final taxable valuation from 2011 and the historical (2002 to 2011) growth rate of 1%. This is the most conservative projection method. This method assumes that if the City and County did nothing, that is if the City and County provided no specific programming or activities to encourage development within the community redevelopment area, based on the continuing trend of observed historical data, the valuation of the properties within the West Melbourne/Brevard County Joint Community Redevelopment Area would increase at approximately 1% per year over the thirty (30) year CRA lifespan.

The second projection scenario (land use) is based on development occurring during the 10-year period within specific land uses during the period 2002 to 2011 and these growth rates per each land use are then applied to the vacant properties of the same land use within the community redevelopment area. The maximum development potential for the vacant sites is determined using the allowable densities and intensities from the City's Comprehensive Plan. This 'gross' maximum development potential is fine tuned by the application of site utilization requirements from the City's and County's respective land development regulations, including open space, parking, setback requirements and on-site stormwater requirements to determine the 'net' potential development that may occur on a given site. The potential value of this net development is determined through the application of industry standard construction costs for different types of development and uses. The land use TIF projection scenario assumes that the City and County will take on active roles in encouraging development in appropriate areas.

As shown in Table 2, over the course of the first 30 years of the life of the West Melbourne/Brevard County Joint Community Redevelopment Agency based solely on historical growth rate of 1% and assuming no additional active role of the City or County in the economic development of the area, the cumulative 30-year total of TIF dollars would be \$6,968,973. The millage rates are based on the current assessed ad valorem rates for both Brevard County and the City of West Melbourne.

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**Table 2: 30-Year Fixed Annual Growth TIF Projections (Linear)**

Year	West Melbourne Base Year		Brevard County Base		City Tax	County Tax	Total TIF	@95%
	Value (2011)	Incremental Value	Year Value (2011)	Incremental Value				
	\$186,128,380		\$225,318,290			100% Participation		
<b>Taxable Value</b>								
2011	\$186,128,380	\$0	\$225,318,290	\$0	\$0	\$0	\$0	\$0
2012	\$187,989,664	\$1,861,284	\$227,571,473	\$2,253,183	\$4,276	\$11,055	\$15,331	\$14,565
2013	\$189,869,560	\$3,741,180	\$229,847,188	\$4,528,898	\$8,595	\$22,220	\$30,815	\$29,275
2014	\$191,768,256	\$5,639,876	\$232,145,660	\$6,827,370	\$12,958	\$33,497	\$46,455	\$44,132
2015	\$193,685,939	\$7,557,559	\$234,467,116	\$9,148,826	\$17,363	\$44,887	\$62,250	\$59,138
2016	\$195,622,798	\$9,494,418	\$236,811,787	\$11,493,497	\$21,813	\$56,391	\$78,204	\$74,294
2017	\$197,579,026	\$11,450,646	\$239,179,905	\$13,861,615	\$26,308	\$68,009	\$94,317	\$89,601
2018	\$199,554,816	\$13,426,436	\$241,571,704	\$16,253,414	\$30,847	\$79,744	\$110,591	\$105,062
2019	\$201,550,364	\$15,421,984	\$243,987,421	\$18,669,131	\$35,432	\$91,596	\$127,028	\$120,677
2020	\$203,565,868	\$17,437,488	\$246,427,295	\$21,109,005	\$40,063	\$103,567	\$143,630	\$136,448
2021	\$205,601,527	\$19,473,147	\$248,891,568	\$23,573,278	\$44,740	\$115,658	\$160,397	\$152,377
2022	\$207,657,542	\$21,529,162	\$251,380,484	\$26,062,194	\$49,463	\$127,869	\$177,332	\$168,466
2023	\$209,734,117	\$23,605,737	\$253,894,289	\$28,575,999	\$54,234	\$140,202	\$194,437	\$184,715
2024	\$211,831,459	\$25,703,079	\$256,433,232	\$31,114,942	\$59,053	\$152,659	\$211,712	\$201,126
2025	\$213,949,773	\$27,821,393	\$258,997,564	\$33,679,274	\$63,920	\$165,241	\$229,160	\$217,720
2026	\$216,089,271	\$29,960,891	\$261,587,540	\$36,269,250	\$68,835	\$177,948	\$246,783	\$234,444
2027	\$218,250,164	\$32,121,784	\$264,203,415	\$38,885,125	\$73,800	\$190,782	\$264,582	\$251,353
2028	\$220,432,665	\$34,304,285	\$266,845,449	\$41,527,159	\$78,814	\$203,745	\$282,559	\$268,431
2029	\$222,636,992	\$36,508,612	\$269,513,904	\$44,195,614	\$83,879	\$216,837	\$300,715	\$285,680
2030	\$224,863,362	\$38,734,982	\$272,209,043	\$46,890,753	\$88,994	\$230,060	\$319,054	\$303,101
2031	\$227,111,995	\$40,983,615	\$274,931,133	\$49,612,843	\$94,160	\$243,415	\$337,575	\$320,697
2032	\$229,383,115	\$43,254,735	\$277,680,445	\$52,362,155	\$99,378	\$256,904	\$356,282	\$338,468
2033	\$231,676,947	\$45,548,567	\$280,457,249	\$55,138,959	\$104,648	\$270,528	\$375,176	\$356,417
2034	\$233,993,716	\$47,865,336	\$283,261,822	\$57,943,532	\$109,971	\$284,288	\$394,259	\$374,546
2035	\$236,333,653	\$50,205,273	\$286,094,440	\$60,776,150	\$115,347	\$298,186	\$413,533	\$392,856
2036	\$238,696,990	\$52,568,610	\$288,955,384	\$63,637,094	\$120,776	\$312,223	\$432,999	\$411,349
2037	\$241,083,960	\$54,955,580	\$291,844,938	\$66,526,648	\$126,260	\$326,400	\$452,660	\$430,027
2038	\$243,494,799	\$57,366,419	\$294,763,387	\$69,445,097	\$131,799	\$340,718	\$472,518	\$448,892
2039	\$245,929,747	\$59,801,367	\$297,711,021	\$72,392,731	\$137,394	\$355,180	\$492,574	\$467,945
2040	\$248,389,045	\$62,260,665	\$300,688,131	\$75,369,841	\$143,044	\$369,787	\$512,831	\$487,189
<b>TIF Projection Assumptions</b>						<b>Cumulative Revenue 2011-2040 <sup>2</sup></b>		<b>\$6,968,973</b>
<b>2011 Millage</b>								
	Brevard County Millage	0.0049063						
	West Melbourne Millage	0.0022975						
	Rate of Growth	0.010 (1.0%) <sup>1</sup>						
<sup>1</sup> Percentage is based on 10-Year History of Valuation								
<sup>2</sup> Does not include any carryover/loss from previous years								

Note: These projections do not reflect recent economic realities or certain laws that have been passed by the State Legislature following this analysis.

**C. Market Driven TIF Projection**

In order to develop projected TIF valuations based on market driven land use projections, an analysis of vacant lands within the West Melbourne/Brevard County Joint Community Redevelopment Area, vacant future land use, 10-year historical land use growth, and potential development construction value estimates was conducted. The following section describes the process for deriving the average annual land use growth rate, which is applied to the available vacant lands of each specific use to estimate TIF projections in a graduated method.

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### D. Vacant Lands

The vacant future land use within the West Melbourne/Brevard County Joint Community Redevelopment Area is broken into two separate categories, as shown in Table 3. The table is separated by jurisdiction (City/County) because the maximum floor area ratios (FAR) and residential densities are different, which will affect the total potential development. Maximum residential densities and non-residential intensities (FARs) are based on development maximums adopted in the City of West Melbourne’s and Brevard County’s Comprehensive Plans. As shown in the table, commercial categories in both the City and County account for the largest vacant future land use. This analysis identifies the potential vacant land, by future land use category, that may be developed in the future and thusly contribute to the TIF.

**Table 3: Vacant Future Land Use**

<b>County</b>	<b>Maximum FAR</b>	<b>Maximum Residential Density (Units/Acre)</b>	<b>Acres</b>
COMMUNITY COMMERCIAL	1.00		27.39
INDUSTRIAL	2.48		9.77
NEIGHBORHOOD COMMERCIAL	0.75		5.67
RES 15		15	6.39
RES 4		4	8.84
<b>City</b>			
COM	0.50		125.44
IB	0.60	20	13.57
IND	0.75		57.66
LD-RES		5	1.77
MD-RES		10	0.37
<b>Total</b>			<b>256.87</b>

Source: Brevard County, West Melbourne Comprehensive Plans, Brevard County Property Appraiser and LEA, 2012.

**E. Development Maximums**

Based on the maximum allowable FARs and maximum densities, the total amount of allowable development is shown in Table 4. The total non-residential allowable development is 7,404,455 square feet and a total maximum allowable residential development is 415 units. These development maximums, shown in Table 16 represent the ‘gross’ development potential for the vacant areas and do not represent realistic or buildable development amounts. The maximum amounts do not take into account site development and regulatory requirements that affect development on each parcel. Examples of these site development and regulatory requirements that limit development include open space requirements, parking requirements and stormwater. These site development and regulatory requirements are addressed in the next section of the analysis and provide the ‘net’ potential development maximums.

**Table 4: Maximum Allowable Development (Gross Potential)**

<b>County</b>	<b>Maximum Square Footage</b>	<b>Max Residential Units</b>
COMMUNITY COMMERCIAL	1,192,995	
INDUSTRIAL	1,055,823	
NEIGHBORHOOD COMMERCIAL	185,170	
RES 15		96
RES 4		35
<b>City</b>		
COM	2,732,116	
IB	354,665	271
IND	1,883,685	
LD-RES		9
MD-RES		4
Total	7,404,455	415

Source: LEA, 2012.

To determine the realistic, buildable potential development for vacant parcels three assumptions were made; (1) on-site stormwater storage was assumed to account for 15% of land consumption, (2) parking requirements were assumed to account for 25% of land consumption, and (3) open space was assumed to account for 20% of land consumption, based on current comprehensive plan policies. The figures used are considered conservative estimates utilized for conceptual planning purposes. Table 5 illustrates the realistic development or ‘net’ potential development of vacant parcels based on the above assumptions. Maximum residential units were left as is because single family units can be clustered and multifamily units can vary in size, which could allow the maximum residential units to be constructed.

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**Table 5: Realistic Development Potential (Net Potential)**

<b>County</b>	<b>Max Residential Units</b>	<b>Non-Residential Development Potential</b>
COMMUNITY COMMERCIAL		477,198
INDUSTRIAL		422,329
NEIGHBORHOOD COMMERCIAL		74,068
RES 15	96	
RES 4	35	
<b>City</b>		
COM		1,092,847
IB	271	141,866
IND		753,474
LD-RES	9	
MD-RES	4	
Total	415	2,961,782

Source: LEA, 2012.

**F. Average Annual Growth Rate**

In order to determine the growth potential of each land use (commercial, office, industrial, and residential) a review of the 10-year development history (2002 to 2011) was conducted. Due to vast fluctuations in real estate market over the past 10 years, the growth rates from year-to-year varied greatly. Office and Commercial land uses showed significant fluctuations during this time period. The fluctuations provided a challenge in developing average annual growth rates that could be utilized in developing the estimated land use TIF projections. Table 6 shows the average annual growth for commercial, office, industrial, and residential uses based on conservative estimates derived from the 10-year historic trend analysis and recent economic trends.

**Table 6: Land Use Average Annual Growth Rates**

<b>Land Use Type</b>	<b>Average Annual Growth Rate</b>
Commercial	1%
Office	1%
Industrial	2%
Residential	5%

Source: Brevard County Property Appraiser and LEA, 2012.

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The average annual growth rate was then applied to the development potential for each specific land use category which yields the average annual land use growth for each use type, as shown in Table 7. The estimated value of the associated development was generated utilizing industry standard per square foot construction costs for each different type of use and development.

**Table 7: Average Annual Land Use and Valuation Growth**

<b>County</b>	<b>Average Annual Residential Land Use Growth (Units)</b>	<b>Average Annual Non-Residential Land Use Growth (Sq Ft)</b>	<b>Average Annual Valuation Growth</b>
COMMUNITY COMMERCIAL		4,771.98	\$548,778
INDUSTRIAL		8,446.58	\$1,055,823
NEIGHBORHOOD COMMERCIAL		740.68	\$97,770
RES 15	4.79		\$821,992
RES 4	1.77		\$303,219
<b>City</b>			
COM		10,928.47	\$1,256,774
IB	13.57	1,418.66	\$3,053,217
IND		15,069.48	\$1,883,685
LD-RES	0.44		\$81,710
MD-RES	0.19		\$34,271
Average Annual	20.76	41,375.85	\$9,137,239

Source: LEA and RS Means, 2012.

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### G. 30-Year Land Use Market Potential TIF Projection

Table 8 is based on the maximum conceptual development potential for vacant property within the West Melbourne/Brevard County Joint Community Redevelopment Area. The land use TIF revenue projections are based on the combined net potential development per vacant land use, the corresponding historic annual growth rate per land use and the industry standard construction costs for development of each different use. These projections assume the City and County taking an active role to encourage development upon the vacant properties within the West Melbourne/Brevard County Joint Community Redevelopment Area and thusly these estimates are higher than the linear projections previously presented.

The total TIF revenue based on the land use projections over the 30-year period is \$24,223,866.

**Table 8: Land Use Market Potential TIF Projections**

Year	West Melbourne Base Year		Brevard County Base		City Tax	County Tax	Total TIF	@95%
	Value (2011)	Incremental Value	Year Value (2011)	Incremental Value				
	\$186,128,380		\$225,318,290			100% Participation		
<b>Taxable Value</b>								
2011	\$186,128,380	\$0	\$225,318,290	\$0	\$0	\$0	\$0	\$0
2012	\$194,800,255	\$8,671,875	\$233,990,165	\$8,671,875	\$19,924	\$42,547	\$62,470	\$59,347
2013	\$203,472,130	\$17,343,750	\$242,662,040	\$17,343,750	\$39,847	\$85,094	\$124,941	\$118,694
2014	\$212,144,006	\$26,015,626	\$251,333,916	\$26,015,626	\$59,771	\$127,640	\$187,411	\$178,041
2015	\$220,815,881	\$34,687,501	\$260,005,791	\$34,687,501	\$79,695	\$170,187	\$249,882	\$237,388
2016	\$229,487,756	\$43,359,376	\$268,677,666	\$43,359,376	\$99,618	\$212,734	\$312,352	\$296,735
2017	\$238,159,631	\$52,031,251	\$277,349,541	\$52,031,251	\$119,542	\$255,281	\$374,823	\$356,082
2018	\$246,831,507	\$60,703,127	\$286,021,417	\$60,703,127	\$139,465	\$297,828	\$437,293	\$415,429
2019	\$255,503,382	\$69,375,002	\$294,693,292	\$69,375,002	\$159,389	\$340,375	\$499,764	\$474,775
2020	\$264,175,257	\$78,046,877	\$303,365,167	\$78,046,877	\$179,313	\$382,921	\$562,234	\$534,122
2021	\$272,847,132	\$86,718,752	\$312,037,042	\$86,718,752	\$199,236	\$425,468	\$624,705	\$593,469
2022	\$281,519,008	\$95,390,628	\$320,708,918	\$95,390,628	\$219,160	\$468,015	\$687,175	\$652,816
2023	\$290,190,883	\$104,062,503	\$329,380,793	\$104,062,503	\$239,084	\$510,562	\$749,645	\$712,163
2024	\$298,862,758	\$112,734,378	\$338,052,668	\$112,734,378	\$259,007	\$553,109	\$812,116	\$771,510
2025	\$307,534,633	\$121,406,253	\$346,724,543	\$121,406,253	\$278,931	\$595,656	\$874,586	\$830,857
2026	\$316,206,508	\$130,078,128	\$355,396,418	\$130,078,128	\$298,855	\$638,202	\$937,057	\$890,204
2027	\$324,878,384	\$138,750,004	\$364,068,294	\$138,750,004	\$318,778	\$680,749	\$999,527	\$949,551
2028	\$333,550,259	\$147,421,879	\$372,740,169	\$147,421,879	\$338,702	\$723,296	\$1,061,998	\$1,008,898
2029	\$342,222,134	\$156,093,754	\$381,412,044	\$156,093,754	\$358,625	\$765,843	\$1,124,468	\$1,068,245
2030	\$350,894,009	\$164,765,629	\$390,083,919	\$164,765,629	\$378,549	\$808,390	\$1,186,939	\$1,127,592
2031	\$359,565,885	\$173,437,505	\$398,755,795	\$173,437,505	\$398,473	\$850,936	\$1,249,409	\$1,186,939
2032	\$368,237,760	\$182,109,380	\$407,427,670	\$182,109,380	\$418,397	\$893,487	\$1,311,886	\$1,221,867
2033	\$376,909,635	\$190,781,255	\$416,099,545	\$190,781,255	\$438,321	\$936,999	\$1,374,363	\$1,243,095
2034	\$385,581,510	\$199,453,130	\$424,771,420	\$199,453,130	\$458,245	\$980,511	\$1,436,776	\$1,264,323
2035	\$394,253,385	\$208,125,005	\$433,443,295	\$208,125,005	\$478,169	\$1,024,023	\$1,499,247	\$1,285,551
2036	\$402,925,260	\$216,796,880	\$442,115,170	\$216,796,880	\$498,093	\$1,068,535	\$1,561,762	\$1,306,779
2037	\$411,597,135	\$225,468,755	\$450,787,045	\$225,468,755	\$518,017	\$1,112,047	\$1,624,817	\$1,328,007
2038	\$420,269,010	\$234,140,630	\$459,458,920	\$234,140,630	\$537,941	\$1,156,061	\$1,688,021	\$1,349,235
2039	\$428,940,885	\$242,812,505	\$468,130,795	\$242,812,505	\$557,865	\$1,200,075	\$1,750,145	\$1,370,462
2040	\$437,612,760	\$251,484,380	\$476,802,670	\$251,484,380	\$577,789	\$1,244,089	\$1,812,269	\$1,391,690
<b>TIF Projection Assumptions</b>					<b>Cumulative Revenue 2011-2040 <sup>2</sup></b>			<b>\$24,223,866</b>
<b>2011 Millage</b>								
Brevard County Millage	0.0049063							
West Melbourne Millage	0.0022975							
<b><sup>1</sup> Average Projected Annual Land Use Valuation</b>								
Commercial	\$1,903,321							
Industrial	\$2,939,508							
Residential	\$3,568,012							
Office	\$261,034							
					<sup>1</sup> Based on 10-Year History of Land Use Development			
					<sup>2</sup> Does not include any carryover/loss from previous years			

Note: These projections do not reflect recent economic realities or certain laws that have been passed by the State Legislature following this analysis.

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In addition to the assumptions described above, the Land Use Market Potential TIF projection assumes a positive growth rate in a linear projection and an active City/County Joint Community Redevelopment Agency that will encourage a foster development in the targeted vacant parcels. However, in light of the recent fluctuations in the real estate market over the past 10 years, the West Melbourne/Brevard County Joint Community Redevelopment Agency should expect TIF revenue generated to be somewhere between the two TIF projection scenarios. These projections do not anticipate changes in the future land use map or other outside future market conditions and factors that may potentially affect TIF revenue.

#### **H. TIF Fund Establishing Procedures and Operational Summary**

The process for establishing a TIF Trust Fund is clearly articulated in Section 163.387 of the Florida Statutes. Prior to the establishment of the fund a municipality is required to adopt a community redevelopment plan providing the basis for and appropriation of the funds deposited in the trust.

Each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area must be notified by registered mail at least 15 days prior to trust fund enactment. A TIF Trust Fund must be enacted by local ordinance. An example of a local Ordinance used to establish a TIF Trust Fund is attached as **Appendix D**.

All monies to be allocated to and deposited into the TIF Trust Fund can only be used to finance redevelopment activities located within the Community Redevelopment Area and according to the projects, objectives, and goals identified in the Community Redevelopment Plan.

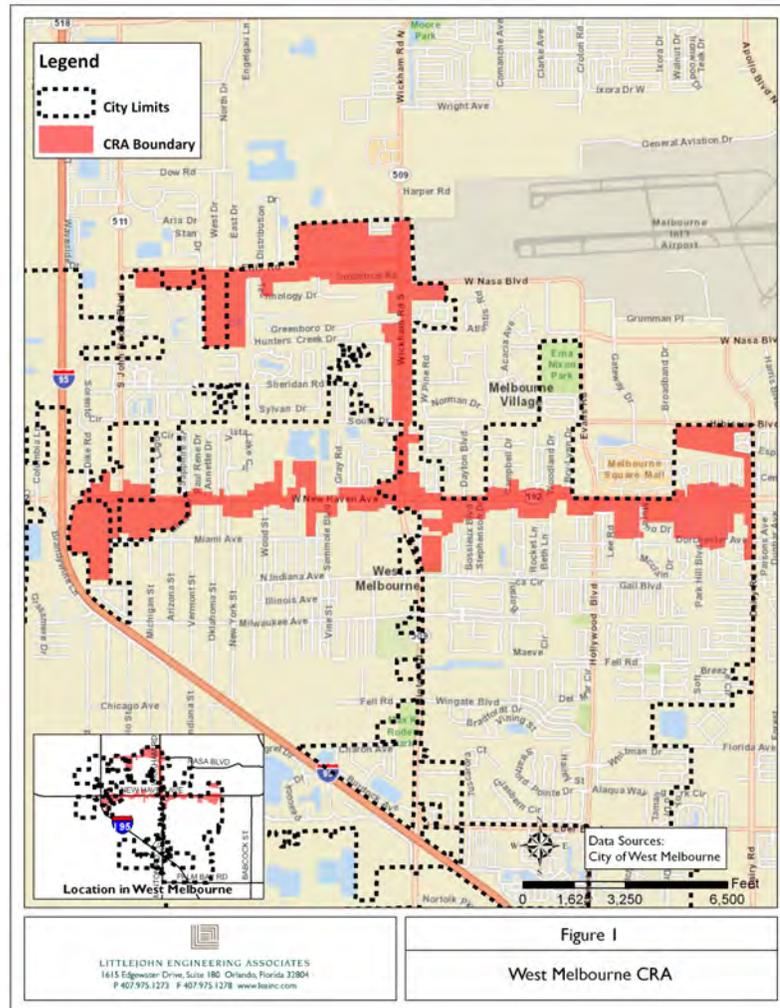
Each year the Fund will be paid into by each of the taxing authorities, which, levying ad valorem taxes within the City of West Melbourne Community Redevelopment Area, at a sum that is equal to ninety-five percent (95%) of the incremental increase in ad valorem taxes levied each year by that taxing authority. The West Melbourne/Brevard County Joint Community Redevelopment Agency is required by State law to prepare an annual report and audit that fully accounts for all expenditures of increment tax revenues.

### III. West Melbourne/Brevard County Joint CRA Area Market Analysis

This portion of the study is to provide existing and historical market data and analysis for the City of West Melbourne Community Redevelopment Area. This study identifies the historical trends that have occurred within the West Melbourne/Brevard County Joint Community Redevelopment Area, West Melbourne and Brevard County as a means of comparison.

#### A. Description of Study Area

The study area for this report is the proposed West Melbourne/Brevard County Joint Community Redevelopment Area boundary, as shown in Figure 1. Generally, the study area encompasses the properties fronting West New Haven Avenue from Interstate 95 to Dairy Road, properties fronting Wickham/Minton Road from West New Haven Avenue to Emerald Drive, properties along Ellis Road from Wickham Road to South John Rodes Boulevard, and properties on the west side of Dairy Road from West New Haven Avenue to West Hibiscus Boulevard.



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#### **B. Finding of Necessity**

In order to establish a community redevelopment area (West Melbourne/Brevard County Joint Community Redevelopment Area), a municipality must first develop a finding of necessity (FON) or blight study in accordance with the requirements of F.S. 163.355. An FON provides the justification for the creation of a Community Redevelopment Area and establishes the limits of the boundary, which has been amended since the FON was adopted.

West Melbourne adopted the FON for the proposed West Melbourne/Brevard County Joint Community Redevelopment Agency in February of 2011. The study noted several examples within the proposed boundary that exhibited blight conditions. More specifically, the report provided evidence of deteriorating or inadequate stormwater facilities, pedestrian amenities, and transportation infrastructure.

At the conclusion of the FON, several observations and recommendations are provided with respect to the future creation of the West Melbourne/Brevard County Joint Community Redevelopment Agency. These recommendations spanned several topics including, but not limited to, promoting mixed use development, developing regulatory incentives for aggregating parcels, developing architectural standards, planning public improvements of public lands, improving infrastructure, strengthening code enforcement, developing façade grants, creating business development programs, creating business relocation and retention programs, enhancing industrial opportunities, preparing a streetscape program, and expanding special events programming.

#### **C. Delegation of Authority**

The City of West Melbourne is located within Brevard County. Brevard County is a Home Rule Charter County authorized by the F.S. Chapter 163.410 to delegate redevelopment powers of a CRA to the City of West Melbourne. The Brevard County Board of County Commissioners delegated the authority to the City of West Melbourne to create a Community Redevelopment Area and the authority to utilize all of the redevelopment powers contained in F.S. Chapter 163, Part III, Community Redevelopment, with the adoption of Ordinance No. 11-28 at the August 9<sup>th</sup>, 2011 County Commission meeting.

#### **D. Comprehensive Plan**

The comprehensive plan is the state required, guiding document for managing the growth of the City. The plan contains specific goals, objectives, and policies that provide the foundation for transportation, economic development, parks and recreation, community/environmental resources, and infrastructure decisions.

Below are excerpts of five policies contained in the City's Future Land Use Element in the Comprehensive Plan that pertain to the West Melbourne West Melbourne/Brevard County Joint Community Redevelopment Agency and economic development.

##### *Future Land Use Element*

##### 4.4 Community Redevelopment Area (West Melbourne/Brevard County Joint Community Redevelopment Area) Overlay

## West Melbourne/Brevard County Joint Community Redevelopment Agency

### Economic Analysis

*Provide for redevelopment incentives of land with an internal transfer of density and intensity rights, along the portions of roads within the city limits including Wickham Road, US 192 (New Haven Avenue), and Ellis Road. Comprehensive plan amendments will be used to enact these provisions to the applicable area. The following strategies shall be pursued upon the City's designation of an approved Community Redevelopment Area:*

- a. Encourage a mixture of higher density residential, retail, offices, limited light industrial, civic, institutional and recreation uses.*
- b. Additional integration of existing developments in a pedestrian system to connect properties.*
- c. Identify appropriate gateways and gateway features.*
- d. Support a redevelopment agency in the solicitation of development projects that assemble sites, provide employment incentives and support a cohesive infrastructure system.*
- e. Support a redevelopment agency in creating regional stormwater systems, and a cohesive extension of utilities.*
- f. Encourage development of vacant and/or under used buildings to promote infill development.*

The following Comprehensive Plan, Future Land Use Element development standards to implement mixed use controls are consistent with the Florida Statutes and Florida Administrative Code:

- i. Size – Area shall occupy less than 50 percent of the entire city.*
- ii. Maximum Density and Intensity – Determined through a master development plan. In general, the density and intensity thresholds cannot exceed a maximum land use coverage of 95% and a maximum building coverage of 70% with a maximum height of 55 feet.*
- iii. Maximum Percentage of Single Uses – No more than 85% of either commercial, industrial or non-residential uses by total land area of the overlay area.*
- iv. Bonuses for Density and Intensity – Any allowed use shall be allowed a 10% increase in maximum building coverage and height if at least two of the following criteria are met, with compatibility as an absolute criteria:*
  - a. The adjacent use is not low density single family development*
  - b. A transit stop is located within ½ mile proximity to the site*
  - c. The property is at an intersection of at least a collector road*
  - d. Open Space and Green Area – The applicant commits to dedicating 20% of proposed building coverage area to passive or active recreation*

#### 1.6 Land Development Practices and Design Standards

## West Melbourne/Brevard County Joint Community Redevelopment Agency

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*Institute land development practices and design standards that promote the community's quality of life, small town character, and sense of place by considering the following planning and development matters:*

- a. City's future growth and land area needs.*
- b. Best planning practices and models.*
- c. Future economic development interests and workforce needs.*
- d. Standards for the location, design, and use of infill development, redevelopment, and new development.*
- e. Environmental impacts of development.*

#### 2.3 Economic and Business Development Category Identification

*The adopted Future Land Use Map shall identify appropriate locations for the following land use categories, as defined in the following descriptions of each land use designation. Intensity is expressed as Floor Area Ratio (FAR), a common architectural ratio which is measured by taking the total square footage of the building divided by the total square footage of the lot.*

**Table 9: Economic and Business Development Future Land Use Categories**

<b>Land Use Category</b>	<b>Land Uses</b>	<b>Maximum Intensity</b>
Commercial (COM)	Commercial, Retail, Office, Professional, Service, and Hotel/Motel lodging activities	0.50 FAR
Industrial (IND)	Manufacturing, wholesaling, storage, and distribution / shipping facilities	0.75 FAR

#### 2.4 Economic and Business Development Future Land Uses

*Economic and business development land uses are intended for the development and support of existing and future commercial, professional, and industrial activity centers. The City's commercial, professional, and industrial activity centers are designed to provide the community a healthy economic and business environment by supporting the City's quality of life, providing essential private business services and products, and creating high quality jobs. These areas are intended to be accessible via a variety of transportation alternatives. Economic and business development land use categories are:*

- a. Commercial (COM):*

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*The Commercial land use designation consists of a variety of commercial, retail, office, professional, service, and hotel/motel lodging activities located in neighborhood business districts, shopping centers, and highway commercial uses. Limited warehouse activities may also be included in commercial land uses. Offices shall be encouraged to be placed between residential uses and non-residential uses such that they are transitional uses. Offices can be located on properties with existing residences. The maximum intensity for the COM land use designation is a FAR of 0.50. All requests for the COM designation with the Interchange Commercial Overlay (ICO) shall comply with Policy 4.3.*

*b. Industrial (IND):*

*The Industrial land use designation consists of manufacturing, wholesaling, storage, and distribution/shipping facilities. In order to promote the interconnectivity of uses within the City, institutional opportunities may be provided in Industrial land uses. In general, Industrial uses shall be located on local and collector roadways adjacent to Commercial and other Industrial land use designations. The maximum intensity allowed in the IND land use designation is a FAR of 0.75.*

*8.5 Regional Economic Development*

*Coordinate the development of the City's economic base, workforce resources, and job market with local, regional, and state economic development organizations.*

#### Summary of Comprehensive Plan Policy

The City's comprehensive plan includes the regulatory framework to promote quality development within the West Melbourne/Brevard County Joint Community Redevelopment Area and encourage economic development throughout the City. Although not required by Florida Statutes, the City would be well served by adding a policy encouraging coordination and collaboration with the Space Coast EDC, Enterprise Florida, and the Florida Department of Economic Opportunity to assist in the City's business recruitment and retention efforts.

# West Melbourne/Brevard County Joint Community Redevelopment Agency

## Economic Analysis

### IV. Economic and Demographic Profile

The purpose of this section is to inventory, catalogue, and compare the existing make up of the economic and demographic profile of the West Melbourne West Melbourne/Brevard County Joint Community Redevelopment Area, the City of West Melbourne, and Brevard County. A summary of the following existing economic and demographic characteristics is presented:

- Population and Households
- Age and Race
- Household Incomes
- Employment and Wages
- Housing Conditions
- Economic and Demographic Profile

#### A. Population and Households

Table 10 shows the population and household make up in the West Melbourne/Brevard County Joint Community Redevelopment Area, City and County varies greatly from one area to the next due to the gradual increase in geographic size. Regardless of the size of each geographic area, the population and number of households drastically increased from 2000 to 2010. The West Melbourne/Brevard County Joint Community Redevelopment Area's population quadrupled from 381 to 1,529 persons. Compared to the City, which nearly doubled its population during the same timeframe from 9,824 to 18,355, the West Melbourne/Brevard County Joint Community Redevelopment Area experienced a higher growth rate.

The increase in the number of households and the population increase for each of the geographic areas are likely due to the housing boom during the mid-2000s that affected many smaller communities throughout the state.

Household size (number of persons per household) for the three areas is comparatively similar. However, the household size in the West Melbourne/Brevard County Joint Community Redevelopment Area is smaller on average than the City and County. Across all three areas there was a dramatic decrease in household size from the 1990 Census to the 2000 Census. The gradual decline in household size has been well documented in western industrialized nations starting from the 1950s with 2000 being the trough of this trend. These numbers have begun to trend upwards over the last 10 years as shown in Table 10.

Included in Table 10, is a 5-year projection of population, households and average household size for each area.

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**Table 10: Population and Household Trends**

	<b>West Melbourne/Brevard County Joint Community Redevelopment Area</b>	<b>West Melbourne</b>	<b>Brevard County</b>
<b>Total Population</b>			
1990	370	8,511	398,978
2000	381	9,824	476,230
2010	1,529	18,355	543,376
2011	1,557	18,508	546,146
2016	1,649	19,646	570,876
<b>Households</b>			
1990	194	3,760	161,365
2000	202	4,497	198,195
2010	649	7,712	229,692
2011	662	7,780	230,880
2016	711	8,204	242,048
<b>Average Household Size</b>			
1990	1.86	2.19	2.43
2000	1.70	2.08	2.35
2010	2.16	2.34	2.33
2011	2.16	2.34	2.33
2016	2.14	2.35	2.33

Source: ESRI Business Analyst Online and LEA, 2012.

**B. Age and Race**

Table 11 displays the current make up of the age and race of the populations within the West Melbourne/Brevard County Joint Community Redevelopment Area, West Melbourne and Brevard County. The table shows the median age, population by age and the race and ethnicity make up for each geographic area.

The West Melbourne/Brevard County Joint Community Redevelopment Area has a considerably higher median age than the other two areas. The largest age bracket within West Melbourne/Brevard County Joint Community Redevelopment Area is the 65 and over bracket at 36.3%. This is in sharp contrast to the City which is 22.7% and the County at 20.6% for the same age range. The prevalence of a much higher age bracket is primarily due to the presence of several Assisted Care Living Facilities (ACLF) and retirement facilities located immediately adjacent to the West Melbourne/Brevard County Joint Community Redevelopment Area. Although not located within the West Melbourne/Brevard County Joint Community Redevelopment Area the ACLF and retirement facilities are grouped within the US Census blocks within the West Melbourne/Brevard County Joint Community Redevelopment Area and their presence

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influences the business activities and economic marketplace that affects the West Melbourne/Brevard County Joint Community Redevelopment Area.

The West Melbourne/Brevard County Joint Community Redevelopment Area also has a proportionally larger white population than that of the City and Brevard County. White Alone accounts for 93.8% of the West Melbourne/Brevard County Joint Community Redevelopment Area's population compared to 86.4% of the City and 82.9% for the County. The West Melbourne/Brevard County Joint Community Redevelopment Area also has a low percentage (2.2%) of Black Alone population compared to the County at 10.1% and the City at 4.5%. The Hispanic Origin population, which may be of any race, has a lower percentage amount within the West Melbourne/Brevard County Joint Community Redevelopment Area (5.3%) compared to the City at 8.9% and County at 8.4%.

**Table 11: Current Age and Race - 2011**

<b>Population by Age</b>	<b>WEST MELBOURNE/BREVARD COUNTY JOINT COMMUNITY REDEVELOPMENT AGENCY</b>	<b>West Melbourne</b>	<b>Brevard County</b>
Median Age	56.4	44.8	46
19 and below	15.3%	22.0%	22.1%
20 - 24	2.1%	4.6%	5.4%
25 - 34	6.2%	11.1%	10.1%
35 - 44	9.3%	12.4%	11.4%
45 - 64	30.7%	27.1%	30.4%
65+	36.3%	22.7%	20.6%
<b>Race and Ethnicity</b>			
White Alone	93.8%	86.4%	82.9%
Black Alone	2.2%	4.5%	10.1%
American Indian Alone	0.1%	0.3%	0.4%
Asian Alone	1.9%	4.5%	2.1%
Pacific Islander Alone	0.0%	0.0%	0.1%
Some Other Race Alone	0.9%	1.6%	1.8%
Two or More Races	1.1%	2.6%	2.7%
Hispanic Origin (Any Race)	5.3%	8.9%	8.4%

Source: ESRI Business Analyst Online and LEA, 2012.

# West Melbourne/Brevard County Joint Community Redevelopment Agency

## Economic Analysis

### C. Household Incomes

The median household, average household and per capita incomes are all higher within the West Melbourne/Brevard County Joint Community Redevelopment Area than the City and Brevard County, as shown in Table 12. The average household income in the West Melbourne/Brevard County Joint Community Redevelopment Area is \$12,428 greater than the City's and \$15,678 greater than the County's average household income. This may be due to the large amount of transfer payments associated with the retiree population located immediately adjacent, and not within, to the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries. It should be noted that US Census tracts and blocks that are partially located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries reflect the data as if they were completely within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries. Subsequent review of the data indicated that the *census tracts* containing the ACLFs and retiree population are partially located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries, however *the ACLF buildings themselves* are not located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries.

**Table 12: Household Income - 2011**

Households by Income	West Melbourne/Brevard County Joint Community Redevelopment Area	West Melbourne	Brevard County
<\$15,000	6.7%	8.4%	12.5%
\$15,000 - \$24,999	13.3%	10.5%	12.6%
\$25,000 - \$34,999	13.2%	15.4%	12.4%
\$35,000 - \$49,999	11.3%	18.8%	16.8%
\$50,000 - \$74,999	21.6%	20.0%	19.3%
\$75,000 - \$99,999	10.9%	10.3%	11.5%
\$100,000 - \$149,999	13.0%	11.1%	10.1%
\$150,000 - \$199,999	4.7%	3.1%	2.8%
\$200,000+	5.3%	2.4%	2.0%
Median Household Income	\$54,492	\$46,748	\$45,186

## West Melbourne/Brevard County Joint Community Redevelopment Agency

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Average Household Income	\$75,860	\$63,432	\$60,182
Per Capita Income	\$36,542	\$27,469	\$25,916

Source: ESRI Business Analyst Online and LEA, 2012.

#### D. Housing Profile

The housing data summarized below in Table 13 includes total housing units, occupancy status, and home valuations (median and average) for 2000 and 2010. The occupancy status for housing units is represented by occupied (in general), owner (occupied), renter (occupied), and vacant.

In 2000, all three areas had an occupancy rate for housing units of approximately 90%, with the City having the highest of 92%. Ten years later, the occupancy rate decreased to 82% in the West Melbourne/Brevard County Joint Community Redevelopment Area, 89% in the City, and 84% in the County. This translates to a vacancy rate of 18% in the West Melbourne/Brevard County Joint Community Redevelopment Area, 11% in the City and 16% in the County. The decrease in occupied housing is due to the recent housing market crash and surplus of foreclosures on the market. The City showed marked higher rates of increase in total housing (63%), occupied (57%), owner occupied (66%), and renter occupied (34%) units for the 10-year period than the other areas.

Renting within the West Melbourne/Brevard County Joint Community Redevelopment Area remains more prevalent than within the City and County based on the total number of renters compared to the total number of occupied housing units. However, the City experienced the largest increase in renters during the 10-year timeframe.

Of the three geographic areas, the largest increase in total housing units occurred in the City from 2000 to 2010, which was an increase of 63%. The West Melbourne/Brevard County Joint Community Redevelopment Area showed the smallest increase (12%) in total housing units during the same period.

Based on average home valuation, the West Melbourne/Brevard County Joint Community Redevelopment Area has the highest valued homes in 2010 at \$159,500. It should be noted that US Census tracts and blocks that are partially located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries reflect the data (housing value data) as if they were completely within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries. Subsequent review of the data indicated that the *census tracts* containing the ACLFs and retiree population are partially located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries, therefore the value *the ACLF buildings themselves* that are not located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries is reflected as though it is located within the West Melbourne/Brevard County Joint Community Redevelopment Area's boundaries.

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The City, which includes the West Melbourne/Brevard County Joint Community Redevelopment Area, had the lowest valued home on average of \$117,180. The increase in median home values was similar among the three areas. Both the West Melbourne/Brevard County Joint Community Redevelopment Area and the County experienced an increase of approximately 33% between 2000 and 2010.

**Table 13: Housing Units by Occupancy Status – 2000 & 2010**

Housing Units by Occupancy Status	West Melbourne/Brevard County Joint Community Redevelopment Area		West Melbourne		Brevard County	
	2000	2010	2000	2010	2000	2010
	Total Housing Units	227	252	4,874	7,921	222,072
Occupied	202	208	4,497	7,041	198,195	230,265
Owner	123	126	3,222	5,338	147,885	169,903
Renter	79	82	1,275	1,703	50,310	60,362
Vacant	25	44	377	880	23,877	43,703
Median Value	\$65,385	\$87,222	\$79,504	\$97,301	\$87,587	\$116,890
Average Value	\$105,919	\$156,500	\$97,131	\$117,180	\$109,815	\$149,440

Source: US Census, ESRI Business Analyst Online, and LEA, 2012.

#### E. Economic and Demographic Analysis

The economic and demographic trends of the region are important factors when considering programming for the West Melbourne/Brevard County Joint Community Redevelopment Area into the future. This information provides significant insight into the historical and current market conditions that will support the direction of the West Melbourne/Brevard County Joint Community Redevelopment Agency's programming. Below is a summary of economic and demographic characteristics that will affect the West Melbourne/Brevard County Joint Community Redevelopment Area in the future.

The West Melbourne/Brevard County Joint Community Redevelopment Area's residential characteristics and mixture is limited due to the proximity to significantly well traveled transportation corridors (roadways). Most of the residential development within the West Melbourne/Brevard County Joint Community Redevelopment Area is comprised of owner occupied units, however the renter occupied residential units represents a larger proportion of total housing units in the West Melbourne/Brevard County Joint Community Redevelopment Area when compared to the City and County. The proportion of renter occupied housing to occupied units in the West Melbourne/Brevard County Joint Community Redevelopment Area, City and County are 40%, 24% and 26% respectively.

Population diversity within the West Melbourne/Brevard County Joint Community Redevelopment Area is not optimal for a vibrant, sustainable mixed use community. Over 93% of the population is white and over the age of 45. This is a limiting factor to

## West Melbourne/Brevard County Joint Community Redevelopment Agency

### Economic Analysis

businesses that employ a younger population as well as providing an employment base to a diverse business community.

The smaller household size within the West Melbourne/Brevard County Joint Community Redevelopment Area is not unlike trends seen throughout the nation. Of the three areas, the West Melbourne/Brevard County Joint Community Redevelopment Area has the smallest household size of 2.16, which means there are fewer families within West Melbourne/Brevard County Joint Community Redevelopment Area.

The City experienced strong population growth during the early 1990s to 2010, with a more conservative growth expectation for future.

Median household income is the highest in the West Melbourne/Brevard County Joint Community Redevelopment Area when compared to the City and County income levels. This higher median household income compared to the City and County income levels, due to the underlying Census blocks that are partially within the boundaries of the West Melbourne/Brevard County Joint Community Redevelopment Area, bodes well for continued retail and service spending in these business corridors in the future. With the addition of mixed use development and a focus on developing a diverse employment center, the West Melbourne/Brevard County Joint Community Redevelopment Area is likely to continue with a strong median household income.

Although the West Melbourne/Brevard County Joint Community Redevelopment Area has a limited amount of residential, the total vacant housing units nearly doubled from 2000 to 2010. This is a similar trend in the City, County and the State, but West Melbourne/Brevard County Joint Community Redevelopment Area had the smallest increase in housing units, which means there was less new residential construction in the West Melbourne/Brevard County Joint Community Redevelopment Area and units remain vacant.

## V. Retail Market Analysis and Demand Estimate

This portion of the report includes an analysis of the retail market and demand within the West Melbourne/Brevard County Joint Community Redevelopment Area, West Melbourne and Brevard County. Existing retail market supply and demand is reviewed and analyzed below to determine if there is a surplus or leakage of a type of retail that could be captured within the West Melbourne/Brevard County Joint Community Redevelopment Area if available to consumers. A retail surplus means there is an over abundance of a type of retail industry or service to serve the potential customers within the trade area, in this case the West Melbourne/Brevard County Joint Community Redevelopment Area, which indicates that additional consumers come from outside of the trade area enter the trade area to purchase a product or service. A retail leakage means the amount of business, potential customers, that leave a trade area to purchase a particular product or service that may not be provided within the trade area.

### A. Retail Market Analysis

The existing retail supply for each geographic area is shown below in Table 14. Retail supply is represented by the estimated sales to consumers by establishments. Figures are generated from reported excise taxes paid by the retailer or the remuneration of services, for example, installation and delivery charges that are incidental to the transaction. Example companies for the two (2) retail segments shown in Table 14 are: Retail Trade-Home Depot, Lowes, Marshalls, 7-11, etc.; Food & Drink-Red Lobster, Olive Garden, McDonalds, etc.

Appendix A, provides further breakdown, for each geographic area, of the retail market supply of industry groups based on North American Industry Classification System (NAICS) codes.

**Table 14: Retail Market Supply - 2010**

Industry Summary	West Melbourne/Brevard County Joint Community Redevelopment Area		
	West Melbourne/Brevard County Joint Community Redevelopment Area	West Melbourne	Brevard County
Total Retail Trade	\$92,744,486	\$257,087,990	\$4,071,144,656
Total Food & Drink	\$19,672,977	\$52,922,479	\$780,931,740
Total Retail Trade and Food & Drink	\$112,417,463	\$310,010,469	\$4,852,076,396

Source: ESRI Business Analyst Online, and LEA, 2012.

# West Melbourne/Brevard County Joint Community Redevelopment Agency

## Economic Analysis

### B. Retail Demand Analysis

Existing retail market demand for the three geographic areas is displayed in Table 15. Retail market demand (or retail potential) is measured in dollars and is based on estimates of the expected amount to be spent by consumers on products at retail establishments. More detail on retail demand is provided in Appendix A for each area.

The proportions of retail trade and food and drink compared to the total are almost identical among the three geographies. Each area has a proportional distribution of retail demand of approximately 85% retail trade and approximately 15% food and drink.

**Table 15: Retail Market Demand - 2010**

Industry Summary	Melbourne/Brevard County Joint Community Redevelopment Area	West Melbourne	Brevard County
Total Retail Trade	\$3,053,119	\$133,173,799	\$4,625,462,726
Total Food & Drink	\$523,713	\$22,865,755	\$800,421,187
Total Retail Trade and Food & Drink	\$3,576,832	\$156,039,554	\$5,425,883,913

Source: ESRI Business Analyst Online, and LEA, 2012.

### C. Retail Supply And Demand Conclusions

As illustrated in Table 16, the retail marketplace profile for the Melbourne/Brevard County Joint Community Redevelopment Area, West Melbourne and Brevard County are presented in current dollar figures. The retail gap is the difference between the potential retail demand and supply (retail sales), which is also represented as leakage or surplus factors. Number of businesses is also shown in the table for each retail type.

Leakage is the amount of business that leaves a trade area (the Melbourne/Brevard County Joint Community Redevelopment Area) to purchase a product not provided within the trade area. The leakage factor is represented as a green positive number and goes up to +100. Surplus is the provision of an over abundance of a type of retail industry within the trade area that is greater than the residents of the trade could support, which consumers from outside of the trade area enter the trade area to purchase a product or service. The surplus factor is represented by a negative red number in the table and reaches -100.

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**Table 16: Retail Marketplace Profile - 2010**

Melbourne/Brevard County Joint Community Redevelopment Area	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	No. of Businesses
Total Retail Trade	\$3,053,119	\$92,744,486	-\$89,691,367	-93.6	78
Total Food & Drink	\$523,713	\$19,672,977	-\$19,149,264	-94.8	20
Total Retail Trade and Food & Drink	\$3,576,832	\$112,417,463	-\$108,840,631	-93.8	97
<b>West Melbourne</b>					
Total Retail Trade	\$133,173,799	\$257,087,990	-\$123,914,191	-31.8	186
Total Food & Drink	\$22,865,755	\$52,922,479	-\$30,056,724	-39.7	53
Total Retail Trade and Food & Drink	\$156,039,554	\$310,010,469	-\$153,970,915	-33.0	239
<b>Brevard County</b>					
Total Retail Trade	\$4,625,462,726	\$4,071,144,656	\$554,318,070	6.4	3,275
Total Food & Drink	\$800,421,187	\$780,931,740	\$19,489,447	1.2	1,144
Total Retail Trade and Food & Drink	\$5,425,883,913	\$4,852,076,396	\$573,807,517	5.6	4,419

Source: ESRI Business Analyst Online, and LEA, 2012.

Leakage: The amount of business that leaves a trade area (the Melbourne/Brevard County Joint Community Redevelopment Area) to purchase a product not provided within the trade area. (Green Number)

Surplus: The provision of an over abundance of a type of retail industry within the trade area that is greater than the residents of the trade area could support, which consumers from outside of the trade area enter the trade area to purchase a product or service. (Red Number)

The retail gap is greatest within the Melbourne/Brevard County Joint Community Redevelopment Area than the City and County. The table suggests that there is a large surplus of total retail in the amount of \$108 million within the Melbourne/Brevard County Joint Community Redevelopment Area. However, these numbers are the sum total of all retail within the three geographies. For more detail on specific industry types see **Appendix A**.

Based on the above analysis, the Melbourne/Brevard County Joint Community Redevelopment Area is reflects a high rate of retail surplus due to the limited residential units within the study area. The high rate of retail surplus also indicates that the Melbourne/Brevard County Joint Community Redevelopment Area is a retail/commercial center and employment center for the surrounding area of West Melbourne and Brevard County. The businesses located within the Melbourne/Brevard County Joint Community Redevelopment Area are dependent on continued demand and patronage by consumers who travel from outside the area. The City of West Melbourne may wish to examine the feasibility of additional residential development within the Melbourne/Brevard County Joint Community Redevelopment Area to reduce the business' dependence on out-of-area customers, while simultaneously ensuring continued and unimpeded access to local businesses within the redevelopment area for out-of-area customers and visitors. The City may also seek to diversify the non-

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residential uses to non-retail uses, such as office and limited manufacturing uses within the Melbourne/Brevard County Joint Community Redevelopment Area. This could reduce dependence on retail and service activity which has demonstrated vulnerability to changes in consumer demand and purchasing patterns.

## VI. Employment by Sector

This section includes a summary of total businesses/employees within and employment by sector within the Melbourne/Brevard County Joint Community Redevelopment Area, West Melbourne and Brevard County. Further detail is provided in this section on the top ten industry sectors within each geographic area.

### A. Business and Employment Summary

Table 17 illustrates the total number of businesses, total employees, total residential population, and the ratio between employees and residential population. As displayed in Table 17, the ratio of employees to residential population within the Melbourne/Brevard County Joint Community Redevelopment Area (7.57) is much higher compared to the City (0.48) and the County (0.32) ratios, which means there are 7.5 times more jobs than residents within the Melbourne/Brevard County Joint Community Redevelopment Area. This reinforces observations noted in the previous section which identifies the Melbourne/Brevard County Joint Community Redevelopment Area as a retail employment center for the surrounding areas.

**Table 17: Business/Employment Summary - 2010**

Data for all businesses in area	Melbourne/Brevard County Joint Community Redevelopment Area	City	County
Total Businesses:	318	869	20,846
Total Employees:	3,025	7,622	178,264
Total Residential Population:	400	15,920	558,359
Employee/Residential Population Ratio:	7.57	0.48	0.32

Source: ESRI Business Analyst Online, and LEA, 2012.

### B. Employment Sectors

Included in this section are the top ten employment sectors by NAICS codes for each geographic area. Each table includes the ranking of each industry, number of employees by industry type and the percentage of employees within each industry per geographic area.

The employment by industry type for the Melbourne/Brevard County Joint Community Redevelopment Area can be found in Table 18. The top employment sector within the Melbourne/Brevard County Joint Community Redevelopment Area is retail trade, which is also the top ranked industry in the City and County. However, retail trade is a higher proportion of total employment within the Melbourne/Brevard County Joint Community Redevelopment Area compared to the City and the County. Retail trade also has almost double the amount of employees than the second ranked industry. Rounding out the

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top five employment sectors, in order, within the Melbourne/Brevard County Joint Community Redevelopment Area are:

- Accommodation & Food Services
- Construction
- Manufacturing
- Health Care & Social Assistance

**Table 18: Employment Sectors in Melbourne/Brevard County Joint Community Redevelopment Area- 2010**

Rank	by NAICS Codes	Employees	
		Number	Percent
1	Retail Trade	822	27.2%
2	Accommodation & Food Services	424	14.0%
3	Construction	313	10.4%
4	Manufacturing	228	7.5%
5	Health Care & Social Assistance	218	7.2%
6	Wholesale Trade	209	6.9%
7	Administrative & Support & Waste Management & Remediation Services	179	5.9%
8	Other Services (except Public Administration)	134	4.4%
9	Professional, Scientific & Tech Services	130	4.3%
10	Public Administration	70	2.3%
	Totals	2,727	90.1%

Source: ESRI Business Analyst Online, and LEA, 2012.

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Table 19 shows the employment sectors within West Melbourne. The top employment sector within the City is Retail Trade. Accommodation & Food Services ranked second at over 1,000 jobs less than Retail Trade. The City has a much larger Educational Services sector (ranked 6<sup>th</sup>, 525 jobs, 6.9%) proportionally compared to the Melbourne/Brevard County Joint Community Redevelopment Area (ranked 24<sup>th</sup>, 52 jobs, 1.7%).

**Table 19: Employment Sectors in West Melbourne - 2010**

Rank	by NAICS Codes	Employees	
		Number	Percent
1	Retail Trade	1,944	25.5%
2	Accommodation & Food Services	916	12.0%
3	Health Care & Social Assistance	660	8.7%
4	Wholesale Trade	557	7.3%
5	Construction	536	7.0%
6	Educational Services	525	6.9%
7	Other Services (except Public Administration)	509	6.7%
8	Administrative & Support & Waste Management & Remediation Services	507	6.7%
9	Manufacturing	506	6.6%
10	Professional, Scientific & Tech Services	274	3.6%
	Totals	6,934	91.0%

Source: ESRI Business Analyst Online, and LEA, 2012.

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Table 20 provides the employment sectors within Brevard County. Retail Trade is also the top ranked industry sector by employment within the County. Different from the Melbourne/Brevard County Joint Community Redevelopment Area and the City, the County has a large Health Care and Social Assistance (ranked 2<sup>nd</sup>) industry sector, which employs 24,397. Retail Trade and Health Care and Social Assistance sectors combined account for over 27% of all industries within Brevard County.

**Table 20: Employment Sectors in Brevard County - 2010**

Rank	by NAICS Codes	Employees	
		Number	Percent
1	Retail Trade	24,641	13.8%
2	Health Care & Social Assistance	24,397	13.7%
3	Public Administration	17,394	9.8%
4	Accommodation & Food Services	17,108	9.6%
5	Manufacturing	16,002	9.0%
6	Construction	11,465	6.4%
7	Educational Services	11,157	6.3%
8	Other Services (except Public Administration)	9,826	5.5%
9	Professional, Scientific & Tech Services	9,315	5.2%
10	Wholesale Trade	6,251	3.5%
	Totals	147,556	82.8%

Source: ESRI Business Analyst Online, and LEA, 2012.

Although manufacturing is in the top ten industry sectors within the Melbourne/Brevard County Joint Community Redevelopment Area (7.5%) and the City (6.6%), the proportion is much lower than neighboring communities. For example, manufacturing makes up 19% of Palm Bay's industry sectors and 13% of Melbourne's industry sectors. The Melbourne/Brevard County Joint Community Redevelopment Area's proximity to the Melbourne International Airport and the military contractors' cluster presents an opportunity for building on and expanding the existing manufacturing sector.

## VII. Economic Development Findings and Strategies

To craft economic development strategies, a review must be conducted of the observations of the analysis, opportunities and strategies to determine the appropriate programming to match the needs of the Melbourne/Brevard County Joint Community Redevelopment Area.

### A. Geographic Location/Assets

*Observation:* The City's proximity to Melbourne International Airport, US 192, Port Canaveral, Space Port, and Interstate 95 gives it a strategic advantage due to the high level of accessibility. Additionally, this already highly accessible area will be enhanced when the planned Jacksonville to Miami private passenger train begins service in 2014 and the additional access to Interstate 95 at Heritage Parkway is completed in 2015.

*Opportunity:* The Melbourne/Brevard County Joint Community Redevelopment Area has an opportunity to utilize its proximity to the Melbourne International Airport, US 192, Port Canaveral, Space Port, and Interstate 95 as assets in recruiting, retaining and building on existing industry sectors.

*Strategy:* Recruit and retain companies that benefit from close proximity to Melbourne International Airport, US 192, Port Canaveral, Space Port, and Interstate 95.

*Objective:* Successfully recruit and relocate companies to West Melbourne and facilitate expansion of companies that need a high level of transportation accessibility through economic development incentives/programs and marketing activities.

*Programming:* The development of the following programs are recommended to assist the City in recruiting companies to locate in West Melbourne:

- Establish a Jobs Growth Incentive Program
- Develop or support a Small Business Incubator program in conjunction with local colleges and educational institutions
- Continue close coordination of the County and City with local, regional, state, and federal economic development agencies
- Continue to coordinate activities with the Economic Development Commission of Florida's Space Coast
- Continue to utilize the Business Advisory Board when evaluating potential economic development and redevelopment projects
- Identify and catalog current inventory of available sites and facilities
- Encourage/solicit public private partnerships
- Contact Melbourne/Brevard County Joint Community Redevelopment Area-based facility owners and greenfield property owners
- Market the proximity of the Melbourne/Brevard County Joint Community Redevelopment Area to Melbourne International Airport, US 192, Port Canaveral, Space Port, and Interstate 95

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#### **B. Nascent Technology Cluster and Skilled Workforce**

*Observation:* West Melbourne has a workforce that is highly skilled in technical and manufacturing processes. The City is home to several technology companies including, avionic and defense contractors, wireless communications, metallurgy, circuitry, and assembly firms. NASA's highly publicized retirement of the shuttle program has left many skilled technical and manufacturing skilled workers available for employment in these industries. With the burgeoning technology cluster developing in the City along NASA Boulevard and Ellis Road, these skilled workers can be utilized in a similar field of work within Brevard County.

Brevard County has one of the highest rated public educational systems in the state. The school district boasts over 92% of its graduates choose to pursue higher education. Local options for higher education include the following institutions: Barry University, Brevard Community College, Columbia College, Embry-Riddle Aeronautical University, Everest University, Florida Institute of Technology, Keiser University, the University of Central Florida (Southern Region) and Webster University.

*Opportunity:* The Melbourne/Brevard County Joint Community Redevelopment Area has an opportunity to enhance this burgeoning technology cluster by recruiting companies within the same industry sectors as the graduates and workers receiving training at the above referenced educational facilities.

*Strategy:* Recruit and retain high technology companies.

*Objective:* Successfully recruit and relocate companies to West Melbourne and facilitate expansion of high technology companies through economic development incentives/programs and marketing techniques.

*Programming:* The development of the following programs will assist the City's efforts to recruit high technology companies to locate in West Melbourne:

- Jobs Growth Incentive Program
- Establish relationship and coordinate business recruitment activities with Technological Research and Development Authority (TRDA)
- Develop/Support Small Business Incubator
- Implement a Rental Subsidy Program for start-up / incubator graduate companies
- Encourage/solicit public private partnerships
- Continue to coordinate activities with the Economic Development Commission of Florida's Space Coast
- Continue to utilize the Business Advisory Board when evaluating potential economic development and redevelopment projects
- Identify and catalog current inventory of available flex-space facilities and other facilities within Melbourne/Brevard County Joint Community Redevelopment Area.

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- Contact Melbourne/Brevard County Joint Community Redevelopment Area-based flex-space facility owners and flex-space developers
- Ensure technology infrastructure is adequate for high technology companies (fiber optic, wifi, broadband internet service, etc.)
- Coordinate with Brevard Workforce to market the region's skilled labor force
- Market the area's higher educational system
- Market the Melbourne/Brevard County Joint Community Redevelopment Area's proximity to military contractor cluster and other technology companies
- Develop a team of economic development and relocation professionals to facilitate business relocation and expansions
- Market the proximity of the Melbourne/Brevard County Joint Community Redevelopment Area to Melbourne International Airport, US 192, Port Canaveral, Space Port, and Interstate 95

#### **C. Retail Cluster**

*Observation:* The retail trade industry sectors dominate the Melbourne/Brevard County Joint Community Redevelopment Area's economy and employment base. The Melbourne/Brevard County Joint Community Redevelopment Area provides one-third of the City's retail supply and accounts for 94 percent of surplus within the area. Surplus is the over abundance of a type of retail industry within the trade area, which consumers from outside of the trade area enter the trade area to purchase a product.

*Opportunity:* With a successful retail cluster, the Melbourne/Brevard County Joint Community Redevelopment Area has an opportunity to foster this employment and utilize it as an asset to draw more activity into Melbourne/Brevard County Joint Community Redevelopment Area.

*Strategy:* Enhance existing commercial and retail industry.

*Objective:* Retain existing commercial and retail uses through specific programs that strive to improve overall aesthetics, increase visual appeal and encourage increased patronage and foot traffic.

*Programming:* The development of the following programs will provide a means to enhance the retail cluster within the Melbourne/Brevard County Joint Community Redevelopment Area:

- Establish a façade grant improvement program
- Identify opportunities and locations for streetscape improvements
- Coordinate streetscape improvement schedule with programmed FDOT improvements (restriping, signalization upgrades, etc.)
- Identify opportunities and locations for landscaping enhancements within appropriate public R.O.W. areas

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- Evaluate applicability and utility of Main Street or other community based marketing program to complement West Melbourne/Brevard County Joint Community Redevelopment Agency activities
- Establish membership with International Council of Shopping Centers (ICSC)
- Coordinate special event programming & activities in Melbourne/Brevard County Joint Community Redevelopment Area with local retailers, chambers of commerce and other business groups

*Objective:* Increase economic viability of smaller sites, minimize on-site stormwater storage requirements.

*Programming:* The development of the following programs and activities will provide a means to enhance the retail cluster within the Melbourne/Brevard County Joint Community Redevelopment Area:

- Coordinate development of a regional stormwater program with Brevard County Government, St. John's River Water Management District (SJRWMD), and Florida Department of Transportation (FDOT) for parcels within and immediately adjacent to the Melbourne/Brevard County Joint Community Redevelopment Area
- Identify potential funding sources, including but not limited to TIF funds, City CIP, County CIP, CDBG Grant funding, and private sector contributions, for planning, programming and installation of regional stormwater system
- Coordinate installation of regional stormwater system with Brevard County Government, SJRWMD, FDOT

#### **D. Demographic Composition**

*Observation:* The Melbourne/Brevard County Joint Community Redevelopment Area and the area immediately surrounding the Melbourne/Brevard County Joint Community Redevelopment Area contains comparatively smaller households, and an older, more affluent and less diverse demographic than the City and County. This means the Melbourne/Brevard County Joint Community Redevelopment Area has a very limited resident employment base and current and potential future employees must travel, commute, into the area to work.

*Opportunity:* There is an opportunity to create a more diverse market demographic and a more diverse resident employment base.

*Strategy:* Diversify the market demographic and resident employment base within the Melbourne/Brevard County Joint Community Redevelopment Area.

*Objective:* Generate diversity through high density residential and mixed use development.

*Programming:* The development of the following programs could help diversify the employment base within the Melbourne/Brevard County Joint Community Redevelopment Area:

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- Promote the Melbourne/Brevard County Joint Community Redevelopment Area's land use entitlements and regulatory bonus structure (Residential High Density and Mixed Use)
- Promote the Melbourne/Brevard County Joint Community Redevelopment Area as a live, work, play area of the City
- Streetscape Improvements
- Landscaping Enhancements
- Special event programming in coordination with local retailers
- Brand the Melbourne/Brevard County Joint Community Redevelopment Area as an area desirable to working professionals
- Encourage entertainment uses that are compatible with proposed uses within the Melbourne/Brevard County Joint Community Redevelopment Area

#### *Constraints*

The economic downturn has impacted every municipality in the state of Florida and the nation. Although there are signs the economy is rebounding, the lingering effects with the housing market (foreclosures) and continued limited availability of financing are realities that cities and the private sector are currently facing.

## VIII. Action Plan

The action plan includes additional detail regarding the recommended economic development programming for the next five years to address the previously identified opportunities and economic development strategies.

### A. Recommended Programming

The City should consider establishing additional economic development programs to enhance their efforts in attracting business and developing a diverse economy. Although this report focuses on the Melbourne/Brevard County Joint Community Redevelopment Area, some or all of these programs could be established city-wide. Below is a list of potential programs and policies that the City could establish to develop a more robust suite of economic development opportunities.

#### Objective Based Programming

**Jobs Growth Incentive (JGI) Program** – It is recommended that the City/West Melbourne/Brevard County Joint Community Redevelopment Agency develops a JGI incentive program that provides a cash incentive to eligible targeted industries or businesses within the Melbourne/Brevard County Joint Community Redevelopment Area that meet specific job creation criterion including salary level and number of jobs created within a set time period.

**Business Tax Receipt (BTR) Grant**– This is a grant program that pays for the City’s occupational license fee (a.k.a. Business Tax Receipt) for businesses. Although this program may not appear to provide a significant financial incentive for most companies, startup companies often struggle with finances and are usually undercapitalized. This program would demonstrate that the City is business friendly and will assist eligible small businesses in targeted industry sectors.

**Small Business Incubator** – Typically associated with a local university, small business incubators provide early stage companies with a range of services and support, frequently including office space and equipment, mentoring, training, and infrastructure to improve the economic viability of new businesses. The end goal of the incubator is to create financially stable high growth/impact businesses that remain in the community. The City may wish to evaluate opportunities to develop a small business incubator or to support the development of a small business incubator facility or program with additional public agency and private sector participation.

**Rent Subsidy Program** – This program is designed to support incubator graduate companies and other targeted businesses to locate within the Melbourne/Brevard County Joint Community Redevelopment Area. A rent subsidy program would pay a portion of the annual rental costs for eligible companies during a prescribed time period (one year, two years, etc.) The specific program criteria, to be developed by the City, can have similar participation criteria as a JGI program (i.e., targeted industry only, job creation, salary levels requirements, etc.). However this program may be selectively focused on assisting startups (incubator program graduates) and other targeted industries and uses.

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**Commercial Façade Grant Program** – An improved image and appearance can improve the ‘curb appeal’ of a business and increase sales activity. A façade grant program could be developed to enhance the appearance of existing structures and improve the overall appearance of the commercial corridors of the Melbourne/Brevard County Joint Community Redevelopment Area.

**Develop a Team of economic development professionals for relocation** – In order to mobilize quickly to answer questions and secure a potential businesses relocation, it is recommended that the City establish a ‘go-to’ team of professionals including a Space Coast EDC economic development professional, banker or financier, commercial and residential real estate professionals, City representative and elected officials.

**Promote the Melbourne/Brevard County Joint Community Redevelopment Area’s location related to the Melbourne International Airport and Orlando International Airport** – The Melbourne/Brevard County Joint Community Redevelopment Area’s access to two superior airports is a site selection criteria typically high on business’s site location list. Located within a 5 minute drive to the Melbourne International Airport and within a 1 hour drive to Orlando International Airport the Melbourne/Brevard County Joint Community Redevelopment Area has excellent access to air transportation.

**Develop a West Melbourne/Brevard County Joint Community Redevelopment Agency brand** – It is recommended that a brand be developed for the Melbourne/Brevard County Joint Community Redevelopment Agency to focus marketing activities, create a buzz regarding the area and to help establish an identity for the Melbourne/Brevard County Joint Community Redevelopment Area. This brand or image may be reinforced through the use of marketing materials or advertisements, the installation of street light banners on the major corridors, the construction of gateways at key points of entry to the Melbourne/Brevard County Joint Community Redevelopment Area, and the installation of consistent streetscape themes.

**Ensure the technology infrastructure is adequate for High Technology companies** – High technology companies typically seek out areas that have installed fiber optic backbones and high capacity data infrastructure. The City should endeavor to identify the availability of fiber optic systems in and around the Melbourne/Brevard County Joint Community Redevelopment Area and identify any potential gaps, and opportunities to remedy the gaps, in the service network.

**Encourage Public Private Partnerships** – More and more projects are being developed utilizing public and private partnerships. These partnerships enhance projects by leveraging funds or tangible property from the public and private sectors. The City and the West Melbourne/Brevard County Joint Community Redevelopment Agency should endeavor to evaluate prioritized West Melbourne/Brevard County Joint Community Redevelopment Agency projects to identify potential funding gaps that may preclude development and potentially utilize TIF Trust Fund revenues or other funding sources to facilitate the project’s implementation.

**Landscaping Enhancements** – The City, County and the West Melbourne/Brevard County Joint Community Redevelopment Agency should identify opportunities to enhance landscaping amenities within the Melbourne/Brevard County Joint Community Redevelopment Area. Potential prioritized locations for improvements may include

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gateways and entry points to the City and Melbourne/Brevard County Joint Community Redevelopment Area as well as public open spaces within the retail and hospitality areas of the Melbourne/Brevard County Joint Community Redevelopment Area. Landscape enhancements can improve the curb appeal of local retailers within a short timeframe, drive increased traffic to businesses and improve the overall perception of the area.

**Streetscape Improvements** – The development of the West Melbourne/Brevard County Joint Community Redevelopment Agency Redevelopment Plan will dictate which roadways within the Melbourne/Brevard County Joint Community Redevelopment Area are in need of hardscape and landscape enhancements. Streetscape enhancements provide some of the same benefits associated with landscape enhancements (increased sales traffic, improved curb appeal, improved visitor impressions) and can also facilitate the development of an identity for the area, establish inviting gateways, and improved pedestrian, visitor safety and traffic circulation within and through the Melbourne/Brevard County Joint Community Redevelopment Area.

**Special Event Programming** – The City, County and West Melbourne/Brevard County Joint Community Redevelopment Agency should coordinate to identify opportunities to develop special events programming, events and activities. Special events within Melbourne/Brevard County Joint Community Redevelopment Area are a great way to attract large groups to the area's retail districts and introduce landscape and streetscape improvements to the community. Special events programming also helps in generating a positive image and atmosphere in the Melbourne/Brevard County Joint Community Redevelopment Area.

**Comprehensive Plan Enhancement** - It is recommended that the City should consider additional policies be included in the City's Comprehensive Plan that highlight the enhanced coordination that the West Melbourne/Brevard County Joint CRA will provide between the different departments and branches of the City and County governments. The extant comprehensive plan provides a thorough regulatory framework for development within the City. The City of West Melbourne and Brevard County have established a successful dialogue with the Space Coast EDC, Enterprise Florida and the Florida Department of Economic Opportunity. The operation of the West Melbourne/Brevard County Joint CRA will reinforce the existing policies and programmatic coordination that exists between the City and County and other governmental agencies.

# West Melbourne/Brevard County Joint Community Redevelopment Agency Economic Analysis

## IX. Appendix

### A. Retail Marketplace Profile

CRA

#### Summary Demographics

2010 Population	400
2010 Households	207
2010 Median Disposable Income	\$29,927
2010 Per Capita Income	\$21,771

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45, 722	\$3,576,832	\$112,417,463	-\$108,840,631	-93.8	97
Total Retail Trade	44-45	\$3,053,119	\$92,744,486	-\$89,691,367	-93.6	78
Total Food & Drink	722	\$523,713	\$19,672,977	-\$19,149,264	-94.8	20
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$709,425	\$9,157,156	-\$8,447,731	-85.6	11
Automobile Dealers	4411	\$603,494	\$5,347,024	-\$4,743,530	-79.7	4
Other Motor Vehicle Dealers	4412	\$54,165	\$1,944,136	-\$1,889,971	-94.6	3
Auto Parts, Accessories & Tire Stores	4413	\$51,767	\$1,865,996	-\$1,814,230	-94.6	4
Furniture & Home Furnishings Stores	442	\$86,934	\$11,411,975	-\$11,325,041	-98.5	9
Furniture Stores	4421	\$64,703	\$8,797,561	-\$8,732,858	-98.5	6
Home Furnishings Stores	4422	\$22,231	\$2,614,414	-\$2,592,183	-98.3	3
Electronics & Appliance Stores	4431	\$93,668	\$9,298,946	-\$9,205,277	-98.0	6
Bldg Materials, Garden Equip. & Supply	444	\$123,933	\$6,220,985	-\$6,097,052	-96.1	9
Bldg Material & Supplies Dealers	4441	\$117,153	\$6,149,117	-\$6,031,964	-96.3	8
Lawn & Garden Equip & Supply	4442	\$6,780	\$71,868	-\$65,088	-82.8	1
Food & Beverage Stores	445	\$586,009	\$3,708,971	-\$3,122,962	-72.7	4
Grocery Stores	4451	\$552,593	\$3,376,655	-\$2,824,062	-71.9	2
Specialty Food Stores	4452	\$14,367	\$256,102	-\$241,735	-89.4	2
Beer, Wine & Liquor Stores	4453	\$19,049	\$76,214	-\$57,165	-60.0	0
Health & Personal Care Stores	446,4461	\$123,116	\$6,300,889	-\$6,177,773	-96.2	7
Gasoline Stations	447,4471	\$528,440	\$4,930,600	-\$4,402,160	-80.6	2
Clothing & Clothing Accessories Stores	448	\$112,420	\$7,523,408	-\$7,410,988	-97.1	10
Clothing Stores	4481	\$86,257	\$6,202,475	-\$6,116,218	-97.3	6
Shoe Stores	4482	\$14,533	\$802,856	-\$788,323	-96.4	2
Jewelry, Luggage & Leather Goods	4483	\$11,629	\$518,077	-\$506,447	-95.6	1
Sporting Goods, Hobby, Book & Music	451	\$36,874	\$3,714,751	-\$3,677,877	-98.0	7
Sporting Goods/Hobby/Musical Instr	4511	\$16,885	\$1,942,775	-\$1,925,890	-98.3	5
Book, Periodical & Music Stores	4512	\$19,989	\$1,771,976	-\$1,751,987	-97.8	2
General Merchandise Stores	452	\$475,535	\$27,357,705	-\$26,882,170	-96.6	2
Department Stores Excluding Leased	4521	\$210,884	\$10,886,515	-\$10,675,631	-96.2	1
Other General Merchandise Stores	4529	\$264,651	\$16,471,190	-\$16,206,540	-96.8	1
Miscellaneous Store Retailers	453	\$55,704	\$2,519,699	-\$2,463,995	-95.7	10
Florists	4531	\$3,959	\$124,359	-\$120,400	-93.8	1
Office Supplies, Stationery & Gift	4532	\$28,731	\$1,296,845	-\$1,268,114	-95.7	3
Used Merchandise Stores	4533	\$1,787	\$61,271	-\$59,484	-94.3	1
Other Miscellaneous Store Retailers	4539	\$21,227	\$1,037,223	-\$1,015,997	-96.0	5
Nonstore Retailers	454	\$121,062	\$599,402	-\$478,340	-66.4	1
Electronic Shopping & Mail-Order	4541	\$81,540	\$0	\$81,540	100.0	0
Vending Machine Operators	4542	\$8,749	\$0	\$8,749	100.0	0
Direct Selling Establishments	4543	\$30,773	\$599,402	-\$568,629	-90.2	1
Food Services & Drinking Places	722	\$523,713	\$19,672,977	-\$19,149,264	-94.8	20
Full-Service Restaurants	7221	\$287,798	\$6,510,634	-\$6,222,836	-91.5	9
Limited-Service Eating Places	7222	\$212,054	\$12,943,163	-\$12,731,109	-96.8	9
Special Food Services	7223	\$11,576	\$0	\$11,576	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$12,285	\$219,180	-\$206,895	-89.4	1

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City

Summary Demographics						
2010 Population						15,920
2010 Households						7,041
2010 Median Disposable Income						\$38,262
2010 Per Capita Income						\$26,017
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45, 722	\$156,039,554	\$310,010,469	-\$153,970,915	-33.0	239
Total Retail Trade	44-45	\$133,173,799	\$257,087,990	-\$123,914,191	-31.8	186
Total Food & Drink	722	\$22,865,755	\$52,922,479	-\$30,056,724	-39.7	53
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$31,467,427	\$18,952,483	\$12,514,944	24.8	29
Automobile Dealers	4411	\$26,647,506	\$11,511,803	\$15,135,703	39.7	11
Other Motor Vehicle Dealers	4412	\$2,538,700	\$3,139,996	-\$601,296	-10.6	5
Auto Parts, Accessories & Tire Stores	4413	\$2,281,221	\$4,300,684	-\$2,019,463	-30.7	13
Furniture & Home Furnishings Stores	442	\$3,936,526	\$25,374,832	-\$21,438,306	-73.1	23
Furniture Stores	4421	\$2,911,355	\$19,638,917	-\$16,727,562	-74.2	16
Home Furnishings Stores	4422	\$1,025,171	\$5,735,915	-\$4,710,744	-69.7	7
Electronics & Appliance Stores	4431	\$4,131,297	\$19,146,236	-\$15,014,939	-64.5	10
Bldg Materials, Garden Equip. & Supply	444	\$5,744,899	\$28,057,192	-\$22,312,293	-66.0	24
Bldg Material & Supplies Dealers	4441	\$5,430,481	\$27,886,083	-\$22,455,602	-67.4	22
Lawn & Garden Equip & Supply	4442	\$314,418	\$171,109	\$143,309	29.5	2
Food & Beverage Stores	445	\$25,144,771	\$27,951,358	-\$2,806,587	-5.3	13
Grocery Stores	4451	\$23,692,015	\$26,667,971	-\$2,975,956	-5.9	5
Specialty Food Stores	4452	\$614,486	\$653,152	-\$38,666	-3.1	5
Beer, Wine & Liquor Stores	4453	\$838,270	\$630,235	\$208,035	14.2	3
Health & Personal Care Stores	446,4461	\$5,398,095	\$20,729,362	-\$15,331,267	-58.7	18
Gasoline Stations	447,4471	\$22,639,361	\$13,743,151	\$8,896,210	24.5	3
Clothing & Clothing Accessories Stores	448	\$4,877,214	\$11,081,347	-\$6,204,133	-38.9	11
Clothing Stores	4481	\$3,746,876	\$8,746,580	-\$4,999,704	-40.0	7
Shoe Stores	4482	\$621,018	\$1,378,390	-\$757,372	-37.9	3
Jewelry, Luggage & Leather Goods	4483	\$509,320	\$956,377	-\$447,057	-30.5	1
Sporting Goods, Hobby, Book & Music	451	\$1,580,921	\$8,923,739	-\$7,342,818	-69.9	18
Sporting Goods/Hobby/Musical Instr	4511	\$738,711	\$5,228,998	-\$4,490,287	-75.2	13
Book, Periodical & Music Stores	4512	\$842,210	\$3,694,741	-\$2,852,531	-62.9	5
General Merchandise Stores	452	\$20,639,971	\$73,521,127	-\$52,881,156	-56.2	8
Department Stores Excluding Leased	4521	\$9,240,949	\$38,725,436	-\$29,484,487	-61.5	3
Other General Merchandise Stores	4529	\$11,399,022	\$34,795,691	-\$23,396,669	-50.6	5
Miscellaneous Store Retailers	453	\$2,472,621	\$5,994,335	-\$3,521,714	-41.6	22
Florists	4531	\$183,479	\$174,689	\$8,790	2.5	1
Office Supplies, Stationery & Gift	4532	\$1,273,890	\$2,609,909	-\$1,336,019	-34.4	8
Used Merchandise Stores	4533	\$78,634	\$122,397	-\$43,763	-21.8	3
Other Miscellaneous Store Retailers	4539	\$936,618	\$3,087,340	-\$2,150,722	-53.4	10
Nonstore Retailers	454	\$5,140,696	\$3,612,828	\$1,527,868	17.5	7
Electronic Shopping & Mail-Order	4541	\$3,557,902	\$2,167,988	\$1,389,914	24.3	1
Vending Machine Operators	4542	\$374,131	\$0	\$374,131	100.0	0
Direct Selling Establishments	4543	\$1,208,663	\$1,444,840	-\$236,177	-8.9	6
Food Services & Drinking Places	722	\$22,865,755	\$52,922,479	-\$30,056,724	-39.7	53
Full-Service Restaurants	7221	\$12,590,519	\$15,485,650	-\$2,895,131	-10.3	21
Limited-Service Eating Places	7222	\$9,248,351	\$36,621,525	-\$27,373,174	-59.7	28
Special Food Services	7223	\$502,741	\$381,291	\$121,450	13.7	1
Drinking Places - Alcoholic Beverages	7224	\$524,144	\$434,013	\$90,131	9.4	3

# West Melbourne/Brevard County Joint Community Redevelopment Agency

## Economic Analysis

County

Summary Demographics						
2010 Population						558,359
2010 Households						230,265
2010 Median Disposable Income						\$41,224
2010 Per Capita Income						\$26,322
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45, 722	\$5,425,883,913	\$4,852,076,396	\$573,807,517	5.6	4,419
Total Retail Trade	44-45	\$4,625,462,726	\$4,071,144,656	\$554,318,070	6.4	3,275
Total Food & Drink	722	\$800,421,187	\$780,931,740	\$19,489,447	1.2	1,144
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,098,922,706	\$1,132,803,060	-\$33,880,354	-1.5	445
Automobile Dealers	4411	\$930,845,299	\$922,711,214	\$8,134,085	0.4	170
Other Motor Vehicle Dealers	4412	\$88,045,251	\$131,788,163	-\$43,742,912	-19.9	145
Auto Parts, Accessories & Tire Stores	4413	\$80,032,156	\$78,303,683	\$1,728,473	1.1	130
Furniture & Home Furnishings Stores	442	\$140,326,389	\$132,435,411	\$7,890,978	2.9	188
Furniture Stores	4421	\$103,742,113	\$92,410,941	\$11,331,172	5.8	90
Home Furnishings Stores	4422	\$36,584,276	\$40,024,470	-\$3,440,194	-4.5	98
Electronics & Appliance Stores	4431	\$145,093,772	\$141,236,960	\$3,856,812	1.3	211
Bldg Materials, Garden Equip. & Supply	444	\$204,751,233	\$212,278,347	-\$7,527,114	-1.8	389
Bldg Material & Supplies Dealers	4441	\$193,654,660	\$204,120,433	-\$10,465,773	-2.6	319
Lawn & Garden Equip & Supply	4442	\$11,096,573	\$8,157,914	\$2,938,659	15.3	70
Food & Beverage Stores	445	\$868,103,642	\$715,688,575	\$152,415,067	9.6	350
Grocery Stores	4451	\$817,477,514	\$668,597,724	\$148,879,790	10.0	217
Specialty Food Stores	4452	\$21,199,470	\$18,061,414	\$3,138,056	8.0	76
Beer, Wine & Liquor Stores	4453	\$29,426,658	\$29,029,437	\$397,221	0.7	57
Health & Personal Care Stores	446,4461	\$186,413,041	\$185,118,198	\$1,294,843	0.3	254
Gasoline Stations	447,4471	\$776,357,252	\$525,063,627	\$251,293,625	19.3	145
Clothing & Clothing Accessories Stores	448	\$171,037,908	\$124,804,973	\$46,232,935	15.6	309
Clothing Stores	4481	\$131,373,235	\$87,996,473	\$43,376,762	19.8	194
Shoe Stores	4482	\$21,572,518	\$16,226,774	\$5,345,744	14.1	39
Jewelry, Luggage & Leather Goods	4483	\$18,092,155	\$20,581,726	-\$2,489,571	-6.4	76
Sporting Goods, Hobby, Book & Music	451	\$54,944,201	\$43,218,274	\$11,725,927	11.9	264
Sporting Goods/Hobby/Musical Instr	4511	\$25,700,849	\$28,312,441	-\$2,611,592	-4.8	229
Book, Periodical & Music Stores	4512	\$29,243,352	\$14,905,833	\$14,337,519	32.5	35
General Merchandise Stores	452	\$716,556,758	\$679,185,334	\$37,371,424	2.7	123
Department Stores Excluding Leased	4521	\$322,775,276	\$351,248,984	-\$28,473,708	-4.2	42
Other General Merchandise Stores	4529	\$393,781,482	\$327,936,350	\$65,845,132	9.1	81
Miscellaneous Store Retailers	453	\$86,335,766	\$74,502,142	\$11,833,624	7.4	537
Florists	4531	\$6,474,590	\$5,031,390	\$1,443,200	12.5	59
Office Supplies, Stationery & Gift	4532	\$44,655,691	\$31,772,969	\$12,882,722	16.9	125
Used Merchandise Stores	4533	\$2,769,924	\$7,603,488	-\$4,833,564	-46.6	129
Other Miscellaneous Store Retailers	4539	\$32,435,561	\$30,094,295	\$2,341,266	3.7	224
Nonstore Retailers	454	\$176,620,058	\$104,809,755	\$71,810,303	25.5	60
Electronic Shopping & Mail-Order	4541	\$123,945,213	\$78,047,563	\$45,897,650	22.7	12
Vending Machine Operators	4542	\$12,916,034	\$11,794,092	\$1,121,942	4.5	18
Direct Selling Establishments	4543	\$39,758,811	\$14,968,100	\$24,790,711	45.3	30
Food Services & Drinking Places	722	\$800,421,187	\$780,931,740	\$19,489,447	1.2	1,144
Full-Service Restaurants	7221	\$441,138,628	\$434,581,880	\$6,556,748	0.7	649
Limited-Service Eating Places	7222	\$323,741,214	\$306,293,156	\$17,448,058	2.8	364
Special Food Services	7223	\$17,543,929	\$15,442,295	\$2,101,634	6.4	26
Drinking Places - Alcoholic Beverages	7224	\$17,997,416	\$24,614,409	-\$6,616,993	-15.5	105

## West Melbourne/Brevard County Joint Community Redevelopment Agency

### Economic Analysis

#### **B. Current Economic Development Programs**

The City has made considerable strides within the last five years in developing economic development programming. The City, in partnership with Brevard County, Space Coast Economic Development Commission and the state, has established a robust suite of economic development programs tooled for businesses at different stages. Below is a list of local and state incentives available to new, relocating and expanding businesses.

##### *Local Incentives*

**Tax Abatement Program** - The City Council of the City of West Melbourne is authorized to grant property tax exemptions to qualifying new businesses and expansions of existing businesses

**Permit Assistance and Expedited Permitting** – The City provides permit assistance and expedited permitting to targeted industries and companies seeking to expand or relocate within the City.

**Incentive Partnering** – West Melbourne has established partnerships with Brevard County and the State of Florida and will participate with County and State incentive programs (local matches, etc.) on a case-by-case basis.

**West Melbourne Area Voluntary Enhancement (WAVE) District**, – consists of 291 properties that can benefit from economic development incentives for job creation or financial assistance for the assessment and clean-up of polluted sites. The WAVE area designation opens the door to incentives to property owners that otherwise might not be available. Sites located within the West Melbourne Area Voluntary Enhancement (WAVE) District may be eligible to receive State, Federal and Local incentives.

##### (1) Tax Refund

Tax refunds up to \$2,500 per new job created for new jobs created in the WAVE area. Refunds apply to taxes paid by the business, including corporate income, sales, ad-valorem, intangible personal property, insurance premium, and certain other taxes.

##### (2) Loan Guarantee Program

- 50% loan guarantee on site rehabilitation and development - 75% for affordable housing - Sales/use tax exemption on building materials

- Applicable to any property within a designated Brownfield area provided eligibility criteria for each incentive is met

##### (3) Voluntary Site Clean up Tax Refund

- Applies to Florida Corporate Income Tax

- Maximum refunds up to \$500,000

Participants may be private or public entities, but they must meet the eligibility criteria established under the applicable Sections of the Florida Statutes, and they must enter into either a Voluntary Cleanup Agreement for dry-cleaning solvent cleanup, or a Brownfield Site Rehabilitation Agreement.

## West Melbourne/Brevard County Joint Community Redevelopment Agency

### Economic Analysis

The WAVE boundaries correspond to a large portion of the Community Redevelopment Agency's redevelopment area. This enables the 'stacking' of incentive programs that may be available through the West Melbourne/Brevard County Joint Community Redevelopment Agency and the WAVE program. These 'stacked' incentives may include potential tax increment fund rebates coupled with enhanced corporate tax refund incentives from the State's Qualified Targeted Industry (QTI) Tax Refund program. Consideration for any and all of the incentive programs offered by the City of West Melbourne, Brevard County and the State of Florida please go to pages 17 and 18 of this brochure.

#### *County Programs*

In addition to the incentives offered by the State and the City of West Melbourne, Brevard County offers relocation and expansion assistance through partnership opportunities with the State and local governments on a case-by-case basis.

#### *State Incentives*

**Qualified Target Industry (QTI) Tax Refund Program** – Requires local match. QTI is an incentive available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes.

**Quick Response Training (QRT) Program** – A customer-driven training program designed to assist new value-added businesses and provide existing Florida businesses the necessary training for expansion.

**Incumbent Worker Training (IWT) Program** – This program provides training to currently employed workers.

**Economic Development Transportation Fund (Road Fund)** – Otherwise known as the "Road Fund," offers up to \$2 million in grants, through the State of Florida, to alleviate transportation challenges that impact the location or expansion of headquarter operations or manufacturing/recycling facilities. The correction of the challenge must serve as an inducement for the company's location, retention or expansion in Florida and create or retain job opportunities.

**High Impact Performance Incentive Grant (HIPI)** – Negotiated grant used to attract and grow major high impact facilities. The project must operate within designated high-impact portions of the following sector: biomedical technology, financial services, silicon technology, or transportation equipment manufacturing; create at least 100 new full-time equivalent jobs in Florida in a three-year period; and make a cumulative investment in the State of at least \$100 million in a three-year period.

**Capital Investment Tax Credit** – An annual credit against the Florida Corporate Income Tax for up to 20 years. Eligible projects are in designated, high-impact sectors and create at least 100 jobs and invest at least \$25 million in eligible capital costs. High-impact sectors include: silicon technology, biotechnology, certain transportation equipment manufacturing, or information technology facilities. Eligible capital costs include expenses incurred in the acquisition, construction, installation and equipping of a project from construction to operation.

## West Melbourne/Brevard County Joint Community Redevelopment Agency

### Economic Analysis

**Expedited Permitting Assistance/Streamlining Process Permit** – streamlining is achieved through a commitment among the State’s regulatory agencies and local governments to provide quicker, less costly and more predictable permitting processes for significant economic development projects without reducing environmental standards.

**Qualified Defense and Space Contractor Tax Refund** – The Qualified Defense Contractor Tax Refund is a tool to preserve and grow Florida’s high technology employment base--- giving Florida a competitive edge as defense contractors consolidate defense contracts, acquire new contracts, or convert to commercial production. Pre-approved projects receive tax refunds of up to \$5,000 per job created or saved in Florida. Conversion of defense jobs to civilian production, the acquisition of a new defense contract, or the consolidation of a defense contract are eligible projects.

**Jobs for the Unemployed Tax Credit Program (JUTC)** – Provides incentives to hire qualified employees who were previously unemployed.

**Sales Tax Electricity Exemption** – Allows for sales tax exemptions on electricity and boiler fuels used to operate machinery and equipment for manufacturing, pollution control equipment, recycling equipment, maintenance equipment or monitoring/control equipment.

**Aviation Industry Tax Exemptions** – These industry tax exemptions include the maintenance or repair of aircraft, equipment used in aircraft maintenance or repair, and fixed wing aircraft sales or leases. For more information contact: Florida Department of Revenue, Tax Information Services (805) 488-6800.

**Space Industry Tax Exemptions Semiconductor** – defense and space technology facilities exemption of sales and uses taxes that would otherwise be paid by the qualifying business on machinery and equipment used in production and research and development. Certified businesses may also elect to designate one or more State universities to receive up to 100% of the amount of the qualifying exemption. In return the university must match the funds equally and provide research and development projects for the certified business.

**Additional State Incentives** – No State personal income tax; no State-level ad valorem tax; no inventory tax; exemptions from sales tax on manufacturing machinery and equipment used in production; sales and use tax exemptions for research and development costs; sales tax exemptions for the motion picture, television and recording industries; and International transactions exempted from documentary stamp tax and international banking transactions from intangible tax.

West Melbourne/Brevard County Joint Community Redevelopment Agency  
Economic Analysis

**C. Economic Development Organization (EDO) Agency Description**

The local Economic Development Organization for Brevard County is the Economic Development Commission (EDC) of Florida's Space Coast. An investor-based organization with the sole purpose of marketing the Brevard County area, targeting businesses, and assisting businesses with expansion and relocation needs. The EDC of Florida's Space Coast offers a variety of services to site selectors and local and incoming businesses.

The EDC of Florida's Space Coast also acts as a liaison between legislators, key business sector associations and advocacy groups to help enhance the County's business environment. In addition to site selection, the EDC of Florida's Space Coast works with business entities in navigating the State's incentive programs, and assists companies in developing Performance-Based Incentive Packages.

Contact Information:

<http://www.spacecoastedc.org>

Economic Development Commission of Florida's Space Coast

597 Haverty Court, Suite 40

Rockledge, FL 32955

P 800.535.0203 / 321.638.2000 · F 321.633.4200

**D. Sample TIF Establishing Ordinance (City of Oviedo)**

**ORDINANCE NO. 1496**

**AN ORDINANCE OF THE CITY OF OVIEDO, FLORIDA, ESTABLISHING REDEVELOPMENT TRUST FUND; PROVIDING FOR THE FUNDING OF A REDEVELOPMENT TRUST FUND FOR COMMUNITY REDEVELOPMENT WITHIN THE CITY OF OVIEDO COMMUNITY REDEVELOPMENT AREA; PROVIDING FOR ADMINISTRATION OF THE REDEVELOPMENT TRUST FUND; DETERMINING THE TAX INCREMENT TO BE DEPOSITED IN THE REDEVELOPMENT TRUST FUND; ESTABLISHING THE BASE YEAR FOR DETERMINING ASSESSED VALUES RELATING TO PROPERTY LOCATED IN THE COMMUNITY REDEVELOPMENT AREA FOR TAX INCREMENT PURPOSES; PROVIDING FOR THE ANNUAL APPROPRIATION OF THE TAX INCREMENT BY TAXING AUTHORITIES WITHIN THE COMMUNITY REDEVELOPMENT AREA; APPOINTING THE GOVERNING BODY OF THE COMMUNITY REDEVELOPMENT AGENCY AS THE TRUSTEES OF THE REDEVELOPMENT TRUST FUND; PROVIDING FOR DUTIES OF THE CITY CLERK; PROVIDING FOR A SAVINGS PROVISION, IMPLEMENTING ADMINISTRATIVE ACTIONS, CONFLICTS, SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, on June 24, 2008 the Seminole County Board of County Commissioners adopted Resolution 2008-R-163 delegating authority to the City of Oviedo to create a community redevelopment agency within the City of Oviedo in accordance with the provisions of Section 163.410, *Florida Statutes*, related to the exercise of community redevelopment powers in counties with home rule charters which statutory provision provides, in pertinent part, that “[i]n any county which has adopted a home rule charter, the powers conferred by this part shall be exercised exclusively by the governing body of such county”, but that “. . . the governing body of any such county which has adopted a home rule charter may, in its discretion, by resolution delegate the exercise of the powers conferred upon the county by this part within the boundaries of a municipality to the governing body of such a municipality”; and

**WHEREAS**, Seminole County Resolution 2008-R-163 confers certain community redevelopment powers upon the City of Oviedo as specifically enumerated in the Resolution with the County reserving powers not specifically delegated in the Resolution; and

**WHEREAS**, by Resolution 1836-08 adopted by the City Council of Oviedo Florida (the City Council”) on June 30, 2008, and it was determined that blighted conditions and areas existed within the City of Oviedo, Florida (the “City”), and that the rehabilitation, conservation or redevelopment, or a combination thereof, of such area is necessary and is in the interest of the public health, safety, morals or welfare of the residents of the City, and

**WHEREAS**, by City Resolution 1836-08, adopted on June 30, 2008, the City Council created the Community Redevelopment Agency of Oviedo, Florida (the “Agency”); and

**WHEREAS**, by City Resolution 2215-10, adopted on September 9, 2010, the City Council adopted a community redevelopment plan (the "Plan") for the City of Oviedo Community Redevelopment Area as fully described in Exhibit "A" attached hereto and hereby made a part hereof (the "Community Redevelopment Area"); and

**WHEREAS**, in order to plan and implement community redevelopment within the City of Oviedo Community Redevelopment Area it is necessary that a redevelopment trust fund be established and created for said area as provided in Section 163.387, *Florida Statutes*; and

**WHEREAS**, notice of the City Council's intention to enact an Ordinance creating a redevelopment trust fund for the City of Oviedo Community Redevelopment Area has been published in a local newspaper of general circulation and mailed to all "taxing authorities" (as hereinafter defined) in accordance with Section 163.346, *Florida Statutes*; and

**WHEREAS**, The City of Oviedo has complied with all requirements and procedures of Florida law in processing and advertising this Ordinance; and

**WHEREAS**, the foregoing recitals (whereas clauses) are hereby adopted as the legislative findings of the City Council of the City of Oviedo as well as the City staff report and City Council agenda memorandum relating to this matter as if fully set forth herein.

**NOW, THEREFORE, BE IT ORDAINED BY** the City Council of the City of Oviedo as follows:

**SECTION 1. CREATION OF COMMUNITY REDEVELOPMENT TRUST FUND/COMPLIANCE WITH STATE LAW.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

(a). There is hereby established and created, in accordance with the provisions of the Act, a Community Redevelopment Trust Fund (the "Fund") for the Community Redevelopment Area, which Fund shall be utilized and expended for the purposes of and in accordance with the Plan, including any amendments or modifications thereto, and the controlling provisions of State law including, but not limited to, the requirement to expend funds from the Trust Fund only for the purposes of "community development", as that term is defined in Section 163.340 (9), *Florida Statutes*, and under the Plan.

(b). The use of the phrase "controlling State law" shall include, but not be limited to, the provisions of the "Community Redevelopment Act of 1969" as codified in Part III, Chapter 163, *Florida Statutes*.

**SECTION 2. PURPOSE OF TRUST FUND; USE OF REVENUES DEPOSITED IN TRUST FUND.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

The monies to be allocated to and deposited into the Fund shall be used to finance "community redevelopment" within the Community Redevelopment Area according to tax

increment revenues attributed to the Community Redevelopment Area, which shall be appropriated by the Agency. The Agency shall utilize the funds and revenues paid into and earned by the Fund for community redevelopment purposes as provided in the Plan and as permitted by law. The Fund shall exist for the duration of the “community redevelopment” undertaken by the Agency pursuant to the Plan to extent permitted by the Act. Monies shall be held in the Fund by the City, for and on behalf of the Agency, and disbursed from the Fund as provided by the Agency.

**SECTION 3. PAYMENTS INTO TRUST FUND.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

There shall be paid into the Fund each year by each of the “Taxing Authorities”, as that term is defined in Section 163.340 (24), *Florida Statutes*, levying ad valorem taxes within the City of Oviedo Community Redevelopment Area, a sum that is at a minimum equal to fifty-percent (50%) and a maximum of ninety-five percent (95%) of the incremental increase in ad valorem taxes levied each year by that taxing authority, as calculated in accordance with Section 5 of this Ordinance and the controlling provisions of State law, based on the base tax year established in Section 4 of this Ordinance (such annual sum being herein after referred to as the “tax increment”). As per the terms of the County Resolution 2008-R-163, Seminole County will not contribute to or pay into the Fund.

**SECTION 4. ESTABLISHMENT OF BASE YEAR.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

The most recent assessment roll used in connection with the taxation of property prior to the effective date of this Ordinance shall be the preliminary assessment roll of taxable real property in Seminole County, Florida, prepared by the Property Appraiser of Seminole County, Florida, and certified pursuant to Section 193.116, *Florida Statutes*, reflecting valuation of real property for purposes of ad valorem taxation as of January 1, 2010 (the “base year value”), and all deposits into the Fund shall be in the amount of tax increment calculated as provided in Section 5 of this Ordinance hereof based upon increases in valuation of taxable real property from the base year as reflected on the final assessment roll of taxable real property in the Community Redevelopment Area in Oviedo, Florida, filed with the Department of Revenue pursuant to Section 193.1142, *Florida Statutes*.

**SECTION 5. CALCULATION OF TAX INCREMENT.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

(a). The tax increment shall be determined and appropriated by each taxing authority, and shall be an amount at a minimum equal to fifty-percent (50%) and a maximum of ninety-five percent (95%) of the difference between:

(1). That amount of ad-valorem taxes levied each year by all taxing authorities on taxable real property located within the geographic boundaries of the Community Redevelopment Area; and

(2). That amount of ad-valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for all taxing authorities, upon the total of the assessed value of the taxable real property in the Community Redevelopment Area as shown upon the assessment roll used in connection with the taxation of such property by all taxing authorities, prior to the effective date of this Ordinance.

(b). The annual reports and audits required by State law shall fully account for the receipt and expenditure of all tax increment revenues.

**SECTION 6. ANNUAL APPROPRIATIONS INTO TRUST FUND.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

All taxing authorities shall annually appropriate to and cause to be deposited in the Fund the tax increment determined pursuant to the Act and Section 5 of this Ordinance at the beginning of each fiscal year thereof as provided in the Act. The obligation of each taxing authority to annually appropriate the tax increment for deposit in the Fund shall commence immediately upon the effective date of this Ordinance and continue to the extent permitted by the provisions of controlling State law.

**SECTION 7. ADMINISTRATION OF THE TRUST FUND.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

The Fund shall be established and maintained as a separate trust fund by the Agency so that the Fund may be promptly and effectively administered and utilized by the Agency expeditiously and without undue delay for its statutory purpose pursuant to the Plan.

**SECTION 8. TRUSTEES OF THE TRUST FUND.** A new section of the *Code of Ordinances of the City of Oviedo, Florida* is created to read as follows:

The governing body of the Agency shall be the trustees of the Fund and shall be responsible for the receipt, custody, disbursement, accountability, management, investment and proper application of all monies paid into the Fund.

**SECTION 9. DUTIES OF THE CITY CLERK.** The City Clerk is hereby authorized and directed to send a certified copy of this Ordinance to each of the applicable taxing authorities and to the Property Appraiser of Seminole County.

**SECTION 10. IMPLEMENTING ADMINISTRATIVE ACTIONS.** The City Manager, or designee, is hereby authorized and directed to implement the provisions of this Ordinance and to take any and all necessary administrative actions to include, but not be limited to, the adoption of administrative policies, procedures, processes and rules.

**SECTION 11. SAVINGS.** The prior actions of the City of Oviedo relating to the City's actions relative to the implementation of community redevelopment activities are hereby ratified and affirmed.

**SECTION 12. CONFLICTS.** All ordinances or parts of ordinances in conflict with this Ordinance are hereby repealed.

**SECTION 13. SEVERABILITY.** If any section, sentence, phrase, word, or portion of this Ordinance is determined to be invalid, unlawful or unconstitutional, said determination shall not be held to invalidate or impair the validity, force or effect of any other section, sentence, phrase, word, or portion of this Ordinance not otherwise determined to be invalid, unlawful, or unconstitutional.

**SECTION 14. CODIFICATION.** The provisions of this Ordinance shall become and be made a part of the *Code of Ordinances of the City of Oviedo, Florida* and the sections of this Ordinance may be renumbered or relettered to accomplish such intention and the word "Ordinance", or similar words, may be changed to "Section," "Article", or other appropriate word; provided, however, that Sections 9, 10, 11, 12, 13, 14 and 15 shall not be codified.

**SECTION 15. EFFECTIVE DATE.** This Ordinance shall become effective immediately upon enactment.

FIRST READING:

September 9, 2010

SECOND READING:

September 20, 2010

PASSED AND ADOPTED this 20th day of September, 2010.

  
DOMINIC PERSAMPIERE  
DEPUTY MAYOR of the City of Oviedo,  
Florida

ATTEST:

  
BARBARA J. BARBOUR  
CITY CLERK



## Appendix C

## **Comprehensive Plan Consistency**

Chapter 163.360 requires that the Community Redevelopment Plan (CRP) “Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.” The proposed CRP is found to be consistent with the City of West Melbourne’s and Brevard County’s Comprehensive Plan based on the adopted Objectives and Policies that further support the community’s desire for redevelopment. A listing of supportive Objectives and Policies from each respective Comprehensive Plan follow:

### **Brevard County Future Land Use Element, December 2011**

#### **REDEVELOPMENT & REGENTRIFICATION**

##### **Objective 11**

*Brevard County shall alleviate the impacts of inadequate public facilities and services, substandard structures and lot configurations in blighted or other affected areas in the County through redevelopment initiatives.*

##### **Criteria for Redevelopment Plans**

###### **Policy 11.1**

*Brevard County shall continue to identify areas that are candidates for redevelopment, such as those addressed in the Merritt Island Redevelopment Plan and adopt redevelopment plans in order to improve traffic circulation and parking, and to provide for aesthetically pleasing and environmentally sound commercial, office and residential opportunities, consistent with this Comprehensive Plan. At a minimum, the following criteria shall apply:*

- A. Redevelopment plans shall be coordinated with the availability of the following public facilities and services at levels of service adopted in this Comprehensive Plan: roadways, potable water, sanitary sewer, drainage, solid waste and emergency services.*
- B. Redevelopment plans shall be coordinated with transportation improvements including marginal access, existing roadway networks in the study area, limitation of access points, parking, pedestrian and bicycle facilities and mass transit.*
- C. Redevelopment plans shall address the impacts of redevelopment activities on the natural systems. Redevelopment activities shall be conducted consistent with the Conservation, Coastal Management and Surface Water Management elements of this Comprehensive Plan.*
- D. Redevelopment plans shall address appropriate development patterns in the study area. Primary emphasis shall be given to compatible retail commercial, high density residential, professional office and mixed-use projects. Clustered development patterns shall be preferred over strip development patterns.*
- E. Redevelopment plans shall provide for the visual continuity of the study area through landscaping, signage and architectural and design requirements.*
- F. Redevelopment plans shall address economic development strategies such as business recruitment, commercial revitalization and marketing campaigns.*

- G. *Redevelopment plans shall identify structures which are substandard and shall address measures for rehabilitation or replacement.*
- H. *Redevelopment plans shall include relocation strategies for residents and businesses displaced by implementation of said Plan. These strategies shall ensure that those displaced are provided adequate notice, equitable compensation and assistance in locating comparable relocation accommodations.*

**Policy 11.2**

*Redevelopment Districts may be established consistent with criteria set forth in Chapter 163, Part III, F.S. Such districts may receive special attention and flexibility, in accordance with current or new land development regulation which may be adopted by the Board of County Commissioners in accordance with Criterion C, in order to assure the elimination of factors contributing to economic debilitation. To that end, Redevelopment Districts shall be developed according to the following minimum criteria:*

- A. *A Redevelopment District shall be developed in accordance with its adopted Redevelopment Plan.*
- B. *Redevelopment Districts shall be permitted in any land use designation.*
- C. *Redevelopment agencies shall promulgate land development regulations, design standards, rehabilitation and maintenance standards, and other regulatory or planning programs to establish performance standards, guide growth, or implement the adopted Redevelopment Plan, as may be amended and adopted by the Brevard County Board of County Commissioners.*
- D. *Allowable non-residential development activities shall reflect the character and nature of the District. If a Redevelopment District has the potential to become an urban central business district, then adequate opportunities should be provided for pedestrian movement, activity centers, urban spaces, and other characteristics of urban core areas.*

**City of West Melbourne Comprehensive Plan**  
**Horizon 2030, October 2010**

***Visioning Goal***

*Achieve West Melbourne’s community planning vision and provide the community an exceptional place to live, work, and play by instituting traditional planning principles and land development practices for new development, as well as continuing to employ exemplary planning principles for existing development.*

***Objective 1: Community Identity and Image***

*Create a distinct community image by defining the City’s gateways, developing an unique community identity, and establishing a recognized character.*

***Policies***

***1.1 Distinct Community Identity; Defined Community Image***

*Ensure future development supports the City’s vision of becoming a unique place with distinct community identity and defined community image through the use of small area plans, design feature requirements, overlay districts, entry features, and pedestrian connectivity improvements designed to:*

- a. *Attract residents to live, businesses to grow, and travelers to visit.*
- b. *Define the City’s sense of place.*
- c. *Clearly distinguish West Melbourne from the surrounding communities.*

### **1.2 Unique Community Character**

*Promote a positive community image and quality sense of place that is distinctly West Melbourne by establishing a unique community character based on the design, architecture, master planning, and building standards reflected in the 2009 "Horizon 2030" Community Planning Vision.*

### **1.3 Unifying Theme**

*Foster a central unifying theme and gateway system to bring the community together through clearly identified design standards, architectural features, community gateways, shared streetscape, hardscape, and landscape attributes, and other common traits.*

### **1.4 Place-making Practices**

*Create a place residents can identify with, form social bonds around, and be proud of living and working in by developing unique, interesting, creative, outstanding features and places.*

### **1.5 Quality of Life Features**

*Enhance the City's quality of life, foster a stronger community identity, and strengthen its identity by improving community assets, built environment, and public services through:*

- a. Parks and green spaces.*
- b. Central park and civic areas.*
- c. Sidewalks and trails that link neighborhoods to parks, shops, civic areas, and schools.*
- d. Streetscape, landscaping and trees, lightning, signs, and gateways.*
- e. Walking and biking trails.*
- f. Sports and recreational facilities.*

### **1.6 Welcoming Gateways**

*Define the City's boundaries, create a welcoming front door for residents, business people, and visitors, and foster a positive community image through the use community gateways that:*

- a. Identify the City's entrances by clearly marking the boundaries with signs, welcome signs, and other gateway markers.*
- b. Improve the community areas seen by a majority of people traveling to, through, and from the City.*
- c. Identify the specific identity and sense of place of select community neighborhoods and commercial centers.*
- d. Define the edges of the City.*

### **1.7 Small Hometown Feel**

*Protect and support the City's small hometown feel and preserve West Melbourne as the best little small town in Central Florida by ensuring that the City's future planning and development practices:*

- a. Foster architectural design features and building standards that confirm the City's small size and sense of place.*
- b. Provide additional community resources so that residents can interact and socialize.*
- c. Create public gathering places and centralized parks for community events such as festivals, and farmers markets.*
- d. Support community activities through the development of community parks, recreational areas, and activity centers.*
- e. Encourage recreation and respite through parks, bike trails, walking paths, and other recreational features.*

**Objective 2: Community Core, Neighborhood Centers, and Gathering Places**

Unite the community's residents, businesses, and visitors together in places that feature a variety of interconnected and integrated land uses by creating a central community core, neighborhood centers, and gathering spaces.

**Policies****2.1 Unified Activity Centers and Gathering Places**

Promote the development of a central community core, neighborhood centers, and intermixed gathering spaces which all residents can identify and utilize. These areas should provide the City with:

- a. A foundation for a unified community identity.
- b. Mixed-use centers that unite commercial, civic, cultural and recreational uses.
- c. An economic generator which attracts tourists and business interest.
- d. Central gathering places for residents.
- e. Locations to hold community events, festivals, and activities.

**Objective 3: Integrated Development Patterns**

Establish land development patterns that integrate neighborhoods, commercial areas, civic areas, and public spaces.

**Policies****3.1 Live, Work, and Play Choices**

Establish mixed-use development practices that provide residents opportunities to live, work, and play within close proximity to the city core and the city activity centers.

**3.2 Interrelated Land Uses**

Achieve the City's future planning goal of creating integrated neighborhoods, commercial areas, and civic spaces. The City's future development efforts shall be focused on creating a relationship between land uses by:

- a. Promoting connectivity between adjacent neighborhoods, commercial areas, and civic spaces.
- b. Bringing together architectural styles, design components, and building forms.
- c. Creating public gathering spaces which all residents can enjoy and utilize.
- d. Establishing a community identity, image, and character that is distinct to the City of West Melbourne
- e. Promoting the interaction of residents through active streetscapes, public civic spaces, and integrated neighborhoods.

**3.6 New and Redevelopment Planning Strategy**

Unify the City's separate residential and commercial areas with a seamless transition by implementing a development strategy that focuses on building new integrated areas and enhancing underutilized established development area. The primary components of this strategy are to use traditional development practices to:

- a. Establish new integrated neighborhoods and commercial areas in the new development areas.
- b. Maximize underutilized development areas through future infill and redevelopment projects.
- c. Connect the new and established sections of the City through the integration of land use patterns, architectural features, transportation systems, civic areas, and public spaces.
- d. Review for CRA

#### **Objective 4: Community Connectivity and Multi-Modal Transportation Systems**

*Link the community together through an integrated, multi-modal transportation system that provides transportation alternatives; interconnects road systems, pedestrian and bike pathways, and transit services; and unifies streetscape design and master planning practices.*

##### **Policies**

#### **4.1 Traditional Interconnected Development Pattern**

*Become a more traditional community where a grid based road network interconnects mixed-uses and walkable neighborhoods to:*

- a. Enable residents to walk or ride a bike to local shops, civic areas, area neighborhoods, work places, restaurants, stores, community services and professional offices, and parks.*
- b. Create central community activity areas.*
- c. Improve the connection between community activity areas and surrounding neighborhoods.*
- d. Provide multiple transportation options including walking, biking, riding buses, and driving conventional and other motorized vehicles.*

#### **4.2 Transportation Alternatives**

*Provide transportation alternatives by requiring that new developments of significance (those that create more than 500 average daily trips) within activity centers and city neighborhoods provide opportunities to walk, bike, ride transit, and drive.*

- a. The design of transportation facilities and systems components should encourage pedestrian and bicycle use.*
- b. Facility design shall consider minimizing high speed traffic by featuring small, spatially defined by buildings, trees and lighting*

#### **4.5 People Friendly Streets**

*Foster the development of pedestrian friendly streets that accommodate people and cars through the implementation of neighborhood street design standards for:*

- a. Roads, bike lanes, and sidewalks/crosswalks.*
- b. Urban trail and roadway linkages.*
- c. Landscaping and street trees.*
- d. Street furniture (i.e. lighting, benches, tables, trash receptacles).*
- e. Context sensitive signage.*
- f. Shared stormwater systems.*
- g. Utility right-of-ways.*
- h. Parking location ingresses, egresses, and capacity.*

#### **Objective 6: Land Development Practices and Design Standards**

*Promote the community's quality of life, small town character, and sense of place by establishing sustainable land development practices, traditional master planning strategies, and unifying architectural design standards.*

#### **6.3 West Melbourne Community Planning Framework**

*Address the City's suburban growth pattern and separated land uses through its community planning framework which includes the following components:*

- a. Future master planning proposals standards.*
- b. Livable community planning practices.*

- c. Smart growth, traditional neighborhood, and compact development patterns.*
- d. New, infill, and redevelopment standards.*
- e. Transfer of development rights opportunities.*
- f. Environmental impacts and habitat protection.*
- g. Architectural features and design styles.*
- h. Development guidelines, regulations, and policy directives.*

#### **6.7 Redevelopment Strategies**

*Enhance the character and create positive change for West Melbourne's existing developments by:*

- a. Establishing a redevelopment strategy for the City's underutilized commercial and industrial corridors.*
- b. Exploring fiscal redevelopment incentives.*
- c. Encourage redevelopment of older, underutilized areas.*

#### **6.10 Economic Development**

*Foster business growth, create opportunities to live-work-play, and define business expansion priorities through an economic development strategy that:*

- a. Provides the community a range of job types, income levels, and career options.*
- b. Meets the private service needs of the community.*
- c. Targets specific industry clusters.*
- d. Establishes a diverse industry economic make-up.*
- e. Facilitates the development of economic centers, industrial and office parks, and mixed-use commercial areas.*
- f. Fosters the private development and operation of a business incubator.*
- g. Encourages business recruitment and retention marketing tools and incentives.*
- h. Supports the development of a small business program.*

#### **Future Land Use Goal**

*Achieve West Melbourne's community planning vision by establishing traditional land use and development strategies that promote the City's community identity, quality of life, economic vitality, and environmental condition.*

#### **Objective 1: Community Planning Principles**

*Promote West Melbourne's community identity, quality of life, and sense of place by establishing master planning strategies to implement the Horizon 2030 community planning principles.*

#### **Policies**

##### **1.1 Community Identity and Image**

*Foster West Melbourne's community identity, quality of life, and sense of place through land use and development practices that:*

- a. Create a distinct community image.*
- b. Define the City's gateways.*
- c. Establish a recognized character.*

##### **1.2 Community Core, Neighborhood Centers, and Gathering Spaces**

*Create central community places that unite the community's residents, businesses, and visitors.*

- a. Provide the City of West Melbourne a heart and unifying core.*
- b. Create diverse spaces for community members to gather, recreate, and relax.*

*c. Integrate civic buildings, shops and business services, parks, and other public spaces.*

**1.3 Integrated Development Patterns**

*Establish land development patterns that integrate neighborhoods, business areas, and public spaces that enable the City to achieve the following planning priorities:*

- a. Protect West Melbourne's established neighborhoods.*
- b. Improve the appearance, connectivity, and safety of strip commercial centers.*
- c. Foster transitional areas that link neighborhoods together and provide multi-modal access between neighborhoods and other non-residential areas.*
- d. Develop mixed-use centers that blend residential, commercial and business services, public service, and public spaces.*

**1.4 Community Connectivity and Multi-Modal Transportation Systems**

*Link the community together through an integrated, multi-modal transportation system by considering the following transportation planning priorities:*

- a. Provision of transportation alternatives such as road systems, pedestrian and bike pathways, and transit services.*
- b. Master planning communities including street and transportation system layout, streetscape design, and connectivity to surrounding areas.*
- c. Utilization of area wide transportation partnerships to ensure that such issues are addressed throughout the Brevard County area.*
- d. Ability for people to move through the community with ease with multiple transportation options.*
- e. Inter-relationship and linkages between different land uses and community areas.*

**1.6 Land Development Practices and Design Standards**

*Institute land development practices and design standards that promote the community's quality of life, small town character, and sense of place by considering the following planning and development matters:*

- a. City's future growth and land area needs.*
- b. Best planning practices and models.*
- c. Future economic development interests and workforce needs.*
- d. Standards for the location, design, and use of infill development, redevelopment, and new development.*
- e. Environmental impacts of development.*

**Objective 4: Land Use Overlay Standards**

*Implement the land use designations by utilizing land development standards that address the unique needs of particular future land use designations.*

**4.4 Community Redevelopment Area (CRA) Overlay**

*Provide for redevelopment incentives of land with an internal transfer of density and intensity rights, along the portions of roads within the city limits including Wickham Road, US 192 (New Haven Avenue), and Ellis Road. Comprehensive plan amendments will be used to enact these provisions to the applicable area. The following strategies shall be pursued upon the City's designation of an approved Community Redevelopment Area:*

- a. Encourage a mixture of higher density residential, retail, offices, limited light industrial, civic, institutional and recreation uses.*

- b. Additional integration of existing developments in a pedestrian system to connect properties.*
- c. Identify appropriate gateways and gateway features.*
- d. Support a redevelopment agency in the solicitation of development projects that assemble sites, provide employment incentives and support a cohesive infrastructure system.*
- e. Support a redevelopment agency in creating regional stormwater systems, and a cohesive extension of utilities.*
- f. Encourage development of vacant and/or under used buildings to promote infill development.*

*The CRA Overlay development standards to implement mixed use controls consistent with the Florida Statutes and Florida Administrative Code are:*

- i. Size – Area shall occupy less than 50 percent of the entire city.*
- ii. Maximum Density and Intensity – Determined through a master development plan. In general, the density and intensity thresholds cannot exceed maximum land use coverage of 95% and a maximum building coverage of 70% with a maximum height of 55 feet.*
- iii. Maximum Percentage of Single Uses – No more than 85% of either commercial, industrial or non-residential uses by total land area of the overlay area.*
- iv. Bonuses for Density and Intensity – Any allowed use shall be allowed a 10% increase in maximum building coverage and height if at least two of the following criteria are met, with compatibility as an absolute criteria:*
  - a. The adjacent use is not low density single family development*
  - b. A transit stop is located within ½ mile proximity to the site*
  - c. The property is at an intersection of at least a collector road*
  - d. Open Space and Green Area – The applicant commits to dedicating 20% of proposed building coverage area to passive or active recreation*

#### **Objective 5: Land Use Implementation**

*Implement the City’s community master planning framework and future land use designations by utilizing the Horizon 2030 Comprehensive Plan as a basis for:*

- a. Revising the City’s land development regulations.*
- b. Evaluating site and development petitions*
- c. Establishing other land development standards and practices.*

#### **5.3 Redevelopment**

*The City shall encourage the redevelopment and renewal of all existing degraded areas by allowing replacement of older buildings along US 192, Wickham Road, and Ellis Road, and the older residential and business areas on both the north and south side of US 192 west of Dairy Road and east of Park Hill Boulevard. All replacements shall be in conformance with the applicable land use designation which may include the Integrated Business Area, and Community Redevelopment Area Overlay.*

#### **5.7 Code Enforcement**

*Utilize the City’s established code review and enforcement to identify abandoned, vacant or impaired properties and encourage the redevelopment of such areas.*

#### **Objective 7: Land Use Transportation Planning Coordination**

*Promote redevelopment, curb suburban development, and encourage alternative modes of transportation through multi-modal transportation master planning strategies that:*

- a. Coordinate land use and transportation planning practices to improve community connectivity.*

- b. Allow development to proceed within a designated area despite a deteriorating level of service on roadways.*
- c. Increase integrated community mobility and transportation systems.*
- d. Foster alternative transportation modes and urban development patterns.*
- e. Reduce single-occupant automotive gasoline trips by promoting bicycles, alternative vehicle usage, walkability, transit, and ride sharing.*

**Objective 8: Regional Development Coordination**

*The City of West Melbourne shall foster and participate in regional development partnerships to ensure the region is planned and developed in a manner that supports and protects the character and quality of life for all residents, business people, and visitors.*

**Policies**

**8.1 Planning Coordination**

*Coordinate the planning and development of land, transportation, public facilities, and infrastructure systems with Brevard County and other local, regional, state, and federal agencies, and private agencies. Development practices shall be sensitive to the City's design, architectural standards, the environment, and cultural resources.*

**8.2 Regulation Compliance**

*Continue to utilize the technical review process to ensure that development and redevelopment activities within the City of West Melbourne adhere to all local, regional, state, and federal laws.*

**8.4 Master Planning Consistency**

*Coordinate with local, regional, and state agencies to ensure master plans are consistent from within and between government entities. Special considerations shall be given to:*

- a. Comprehensive plans.*
- b. Park and recreation master plans.*
- c. Utility master plans.*
- d. Facility plans.*

**8.5 Regional Economic Development**

*Coordinate the development of the City's economic base, workforce resources, and job market with local, regional, and state economic development organizations.*

**8.6 Resource Funding**

*Pursue grant funding from county, regional, state, federal, and other sources for community quality of life enhancements.*

**Transportation Service Standards Goal:**

*Provide for the infrastructure mobility needs of the city's residents, businesses, and visitors by supporting a safe, secure, accessible, and efficient transportation system.*

**Objective 1: Transportation and Land Use Coordination**

*Ensure that transportation decisions, strategies and investments are coordinated with land use goals and support West Melbourne's community planning strategy by:*

- a. Providing adequate accessibility to all planned land uses.*

- b. Providing for the safe, secure and efficient movement of people and goods while preserving, enhancing, or reclaiming community livability.*
- c. Offering alternatives to transportation concurrency that support the city's infill development and redevelopment.*
- d. Reducing reliance on the automobile and per capita vehicle miles traveled.*
- e. Guiding the use of the city street system to control air pollution, traffic, and livability problems*

**Objective 2: Coordinated Transportation Facilities and Development Demands**

*Coordinate transportation facility and infrastructure needs with development demands to minimize the impacts from existing or proposed roadways within existing neighborhoods and the natural environment.*

**2.6 Infill and Redevelopment Considerations**

*Utilize the development process to ensure that transportation concerns are addressed for all infill and redevelopment projects including:*

- a. Impacts on existing road systems.*
- b. Need for new transportation infrastructure including new streets, sidewalks, landscaping, bike lanes, parking, bus shelters or waiting areas, and rest areas.*
- c. Implementation of multi-modal transportation infrastructure and streetscape design.*
- d. Coordination of TCEA mobility plan and multi-modal strategies.*

## Appendix D



# ALTERNATIVE FUNDING OPPORTUNITIES FOR LOCAL GOVERNMENTS (INFRASTRUCTURE)

FUNDING TYPE	STATE																				
	Florida Department of State (Florida Historic Preservation & Arts Grants) <a href="http://www.flheritage.com">www.flheritage.com</a>	Florida Department of Agriculture & Consumer Services (Urban & Community Forestry Grant Program) <a href="http://www.floridastate.com/forest_management/cfa_urban_grants.html">www.floridastate.com/forest_management/cfa_urban_grants.html</a>	Florida Department of State (Historical & Cultural Grants) <a href="http://www.dos.state.fl.us">www.dos.state.fl.us</a>	Florida Department of Transportation (Transportation Improvement Program) <a href="http://www.dot.state.fl.us/programdevelopmentoffice/federal/stip.shtml">http://www.dot.state.fl.us/programdevelopmentoffice/federal/stip.shtml</a>	Florida Department of Transportation (Florida Highways Beautification Program) <a href="http://www.dot.state.fl.us/emo/beauty/beauty.shtml">http://www.dot.state.fl.us/emo/beauty/beauty.shtml</a>	Florida Department of Transportation (Safe Routes to School) <a href="http://www.dot.state.fl.us/safety/2A-Programs/Safe-Routes.shtml">http://www.dot.state.fl.us/safety/2A-Programs/Safe-Routes.shtml</a>	Florida Division of Cultural Affairs (Cultural Facilities Program) <a href="http://www.florida-arts.org/programs/">http://www.florida-arts.org/programs/</a>	Florida Inland Navigation District (Waterways and Cooperative Assistance Program) <a href="http://www.aicw.org">www.aicw.org</a>	Florida Department of Economic Opportunity (Community Development Block Grants) <a href="http://www.floridajobs.org/community-planning-and-development">http://www.floridajobs.org/community-planning-and-development</a>	Florida Department of Environmental Protection Florida Recreation Development Assistance Program (FRDAP) <a href="http://www.dep.state.fl.us/parks/oirs/default.htm">http://www.dep.state.fl.us/parks/oirs/default.htm</a>	Water Management District (Stormwater Management) <a href="http://www.dep.state.fl.us/secretary/watman/defa">http://www.dep.state.fl.us/secretary/watman/defa</a>	Florida Scenic Highways Program <a href="http://www.floridascenichighways.com/program/">http://www.floridascenichighways.com/program/</a>	Florida Department of Transportation (Transportation Enhancement Program (TEP)) <a href="http://www.dot.state.fl.us/emo/enhance/enhance.shtml">http://www.dot.state.fl.us/emo/enhance/enhance.shtml</a>	Florida Department of Environmental Protection (Coastal Partnerships Initiative Grants) <a href="http://www.dep.state.fl.us/cmp/grants">www.dep.state.fl.us/cmp/grants</a>	Florida Department of Environmental Protection (Beach Erosion Control Program) <a href="http://www.dep.state.fl.us/beaches/programs/besp/index.htm">http://www.dep.state.fl.us/beaches/programs/besp/index.htm</a>	Florida Department of Environmental Protection (Rec Trails Program) <a href="http://www.dep.state.fl.us/gwt/grants">www.dep.state.fl.us/gwt/grants</a>	Florida Department of Environmental Protection (Florida Communities Trust) <a href="http://www.dep.state.fl.us/lands/fl_communities_trust">www.dep.state.fl.us/lands/fl_communities_trust</a>	Florida Department of Environmental Protection (Total Maximum Water Quality Restoration Grant) <a href="http://www.dep.state.fl.us/water/tmdl/index.htm">http://www.dep.state.fl.us/water/tmdl/index.htm</a>	Florida Department of Environmental Protection (Brownfields Redevelopment Program) <a href="http://www.dep.state.fl.us/waste/categories/brownfields">www.dep.state.fl.us/waste/categories/brownfields</a>	319(h) Non-Point Source Stormwater Management Grant <a href="http://www.dep.state.fl.us/water/nonpoint/319h.htm">www.dep.state.fl.us/water/nonpoint/319h.htm</a>	Florida Department of Environmental Protection (Land & Water Conservation Fund (LWCF)) <a href="http://www.dep.state.fl.us/parks/OIRS/default.htm">http://www.dep.state.fl.us/parks/OIRS/default.htm</a>
STREETSCAPE		•		•	•				•	•			•							•	
PLAN / PROGRAM / DESIGN						•		•	•	•			•	•							•
ACQUISITION									•								•				•
STORMWATER / ENVIRONMENTAL					•			•	•		•				•				•	•	
ART/HISTORIC PRESERVATION / WAYFINDING	•		•			•					•	•								•	
UTILITIES / INFRASTRUCTURE											•										
GREEN ENERGY											•										
TECHNOLOGY													•								
BIKE / PEDESTRIAN FACILITIES				•		•		•	•	•	•	•	•	•			•		•		•
TRANSIT													•								

Please follow hyperlink for current contact information, funding calendar, eligibility requirements and description.

1. Funding opportunity programs may change annually or in accordance with budgetary modifications
2. Funding opportunities presented are for informational purposes only and are not guaranteed. Information provided is not comprehensive and additional resources may be available in accordance with project specific criteria.