

# REDEVELOPMENT ACTION PLAN

The Compound

*Palm Bay, FL*

March 2025

U.S. EPA OFFICE OF BROWNFIELDS AND LAND REVITALIZATION  
(OBLR) TECHNICAL ASSISTANCE



**GENERAL DYNAMICS**  
Information Technology

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Redevelopment Action Plan

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# I. PROJECT SUMMARY

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The U.S. Environmental Protection Agency (EPA) Office of Brownfields and Land Revitalization (OBLR) technical assistance (TA) was provided to the City of Palm Bay (city) and East Central Florida Regional Planning Council (ECFRPC) by GDIT and Vita Nuova, LLC (TA contractors) from October 2024 through March 2025. The TA contractors, in coordination with the city and ECFRPC, developed a Redevelopment Action Plan to advance redevelopment of The Compound.

The information presented in this report was developed by researching commercial real estate market conditions, interviewing key personnel from the city and regional economic development agencies, conducting two on-site assessments, and reviewing previous planning reports for the City of Palm Bay and The Compound. This TA builds on the strategies adopted from those reports by evaluating the site's potential for an employment center and identifying actionable steps to realize this vision.



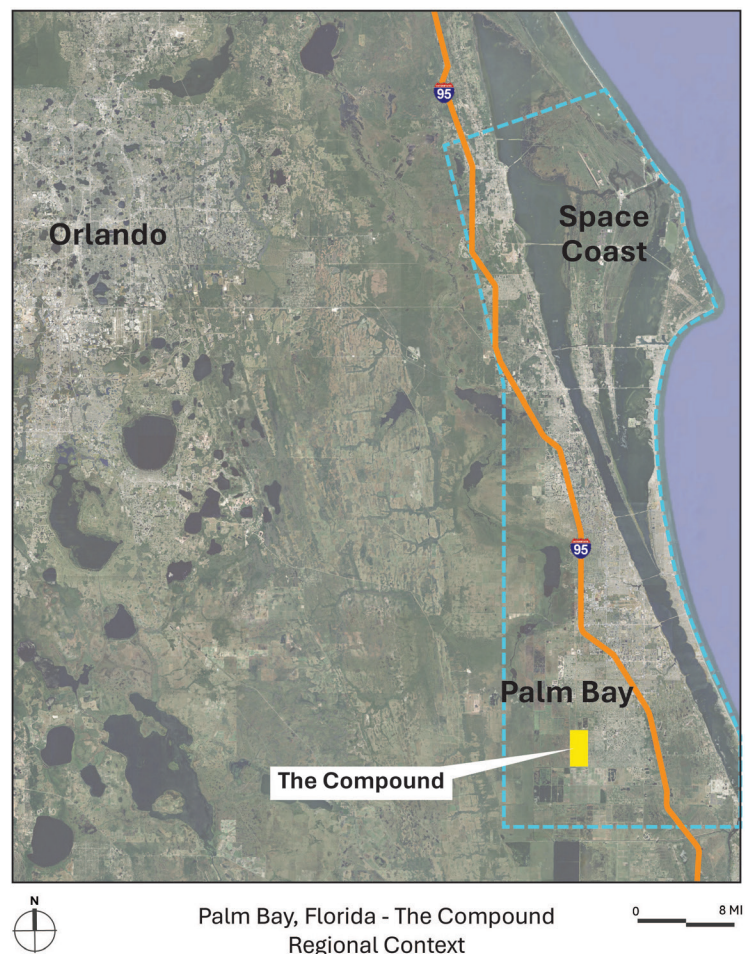
*The purpose of this  
Redevelopment Action Plan  
is to identify steps to catalyze  
job-creating economic  
development.*



## II. EXECUTIVE SUMMARY

The Compound is a 2,321-acre area in the southwestern part of Palm Bay. Originally pre-platted to serve a large residential development, the site has failed to generate meaningful growth since the early 1990's. After a bankruptcy declaration from the original owner, a large percentage of the properties was obtained by David Moallem under various business entities (Cogan-Wingham Partnership, Saraland, LLC, etc.). The site is largely undeveloped except for a 200-mile residential-designed road network and stormwater systems including ditches and canals supporting the Melbourne-Tillman Water Control District. BRP US, Inc (BRP) operates a facility immediately north of J.A. Bombardier Boulevard, a primary road connecting the City of Palm Bay to The Compound.

The City of Palm Bay, in coordination with ECFRPC, recently completed two strategic planning reports, the Economic Development Strategic Plan and The Compound Existing Land Use Analysis Report. These plans identified economic development strategies that leverage the strengths of the high-tech Space Coast industry, the site assets of The Compound, and talents of the regional workforce.



*Figure 1: The Compound Regional Context*





*Figure 2: City of Palm Bay Strategic Plan*



*Figure 3: The Compound Strategic Plan*

As outlined in the city’s Economic Development Strategic Plan, the Northeast Quadrant of The Compound (shown in Figure 4) has been designated as a priority area for establishing an employment center.

To support this vision, the TA contractors developed this Redevelopment Action Plan to move the redevelopment of The Compound forward by focusing on a phased-development plan for the Northeast Quadrant and providing tangible next steps.



*Figure 4: The Compound’s Northeast Quadrant*

## Summary of Key Findings

The following key takeaways are based on the research conducted through this TA:

- A full phased buildout supporting light manufacturing and R&D/flex space could generate an estimated **\$300 million in direct investment, create 2,500 direct jobs, and contribute \$2 million annually to local city taxes.**
- The Economic Development Commission of Florida's Space Coast reports that **95% of project leads** are for **light industrial uses**, and **25-50 acre parcels** are in **high demand**.
- There are "almost zero" available 250-acre parcels within the Space Coast region.
- BRP desires a buffer to its existing property to maintain visual privacy and reduce noise impacts on adjacent properties. They strongly prefer to keep residential development, especially multi-story buildings, away from their property.
- BRP expressed a willingness to pursue a land swap to establish this buffer.
- BRP supports development at The Compound that could attract complimentary businesses, such as research and development, small machine shops, or specialty manufacturing, which could help draw technical talent to Palm Bay.
- The Cogan-Wingham Partnership and other entities owned by David Moallem, one of the major property owners within The Compound, are primarily focused on residential development. However, the organization expressed a willingness to consider retail and commercial development on their properties within the Northeast Quadrant focus area.
- The existing electrical infrastructure supporting BRP operations is estimated to meet the power demands for an initial Phase 1 buildout, though an additional substation may be required for future expansion.
- The future extension of the St. John's Heritage Parkway has been incorporated for planning purposes only; detailed locations are to be determined and should be coordinated with The Compound redevelopment plans.



### III. REDEVELOPMENT STRATEGY

Centering a redevelopment strategy to create 25-50-acre parcels would allow the type of development the city desires, supporting light manufacturing and research and development (R&D)/flex space. A phased buildout plan is presented below that consolidates the many parcels into cohesive, developable land forming a business park-like setting. Based on the phased buildout, high level economic estimates were developed that uses industry-standard calculations to estimate the potential direct job creation aligned with the full development plan.

#### Phasing Plan

A phased approach, developed over 5-8 years, will be the most logical strategy for managing site redevelopment. Given the site’s size, complexities, and the additional planning required, this timeline allows the city to develop a well thought out plan and allocate appropriate resources to implement the plan effectively.

To establish a cohesive business park, where developments contribute to a unified cluster of buildings, a series of land swaps will be necessary to create larger, more developable parcels. For this phasing plan, the new development is conceptually named the Port Malabar Business Park.

#### PHASE 1

The initial phase of development focuses on the 62.5-acre parcel west of J.A. Bombardier Boulevard and east of Wingham Drive SW, currently owned by BRP. The conceptual plan positions building entrances to face a natural green space centered around wetlands, creating an attractive and functional layout.

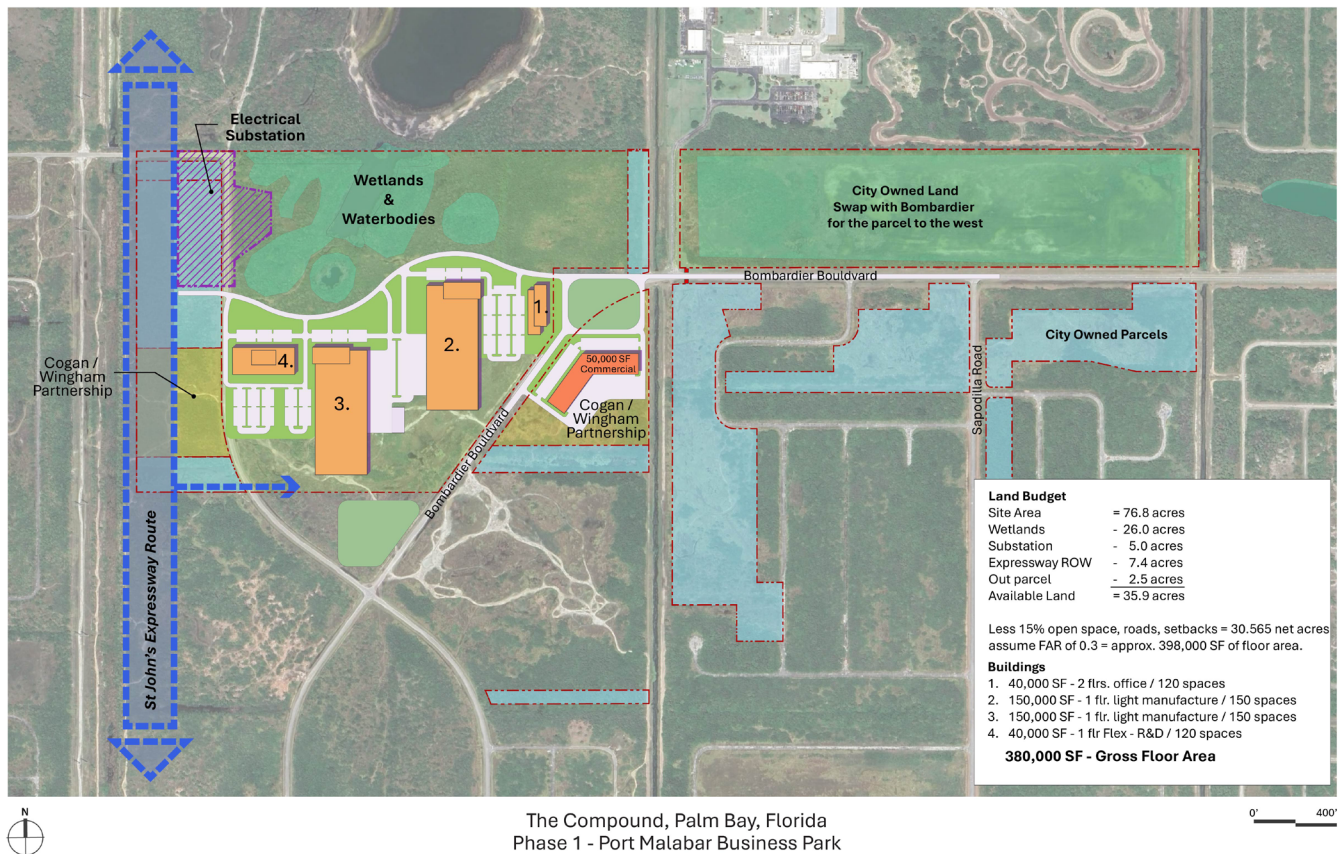
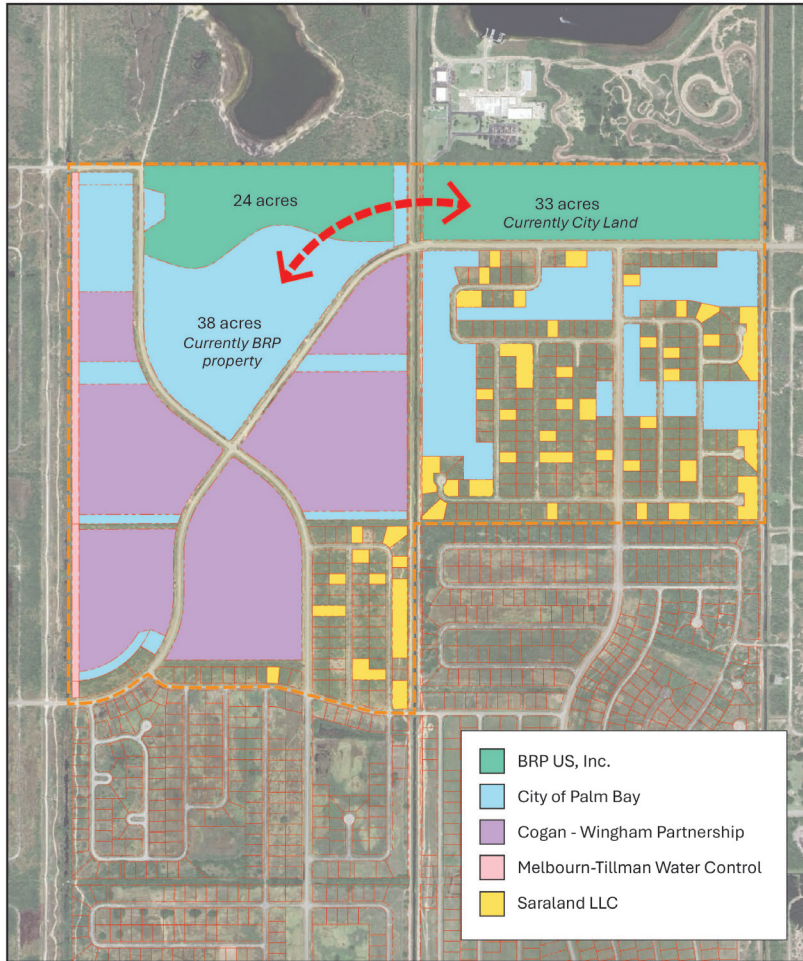


Figure 5: Phase 1





Palm Bay, Florida - The Compound  
Phase 1 Land Swap  
between City of Palm Bay and BRP

*Figure 6: Phase 1 Land Swap*

To achieve this, a land swap between the city and BRP is required:

- The city-owned 33-acre parcel would be exchanged for the BRP parcel, creating a contiguous 36-acre block suitable for multiple buildings.
- This swap would give BRP control of the land to their south, ensuring the buffer they seek.
- The wetlands to the north of the Phase 1 redevelopment would provide an additional natural buffer, further aligning with BRP's preferences.

The potential future construction of the St. John's Heritage Expressway is expected to require a 300-foot right-of-way along the western edge of this area. Additionally, a 5-acre parcel is allocated for an electrical substation, which may be necessary to support future phases of development.

The proposed design would accommodate approximately **380,000 square feet of floor space**, achieving a development ratio of 0.3 after allocating 15% of the land for driveways, access roads, and open spaces.

This phase alone has the potential **to create up to 760 jobs** (see the Economic Summary below). With this anticipated new job growth and a lack of nearby commercial development, the Cogan-Wingham Partnership property would be well-positioned for a **50,000-square-foot commercial and retail complex** at the entrance to the new business park, shown in orange on Figure 5.

## PHASE

2

Due to the planned parkway extension, the Cogan-Wingham parcel on the western boundary becomes untenable for any significant development. This phase proposes the city acquire the parcel and integrate it into the larger Phase 1 development. Doing so would allow for the addition of a **40,000-square-foot flex/R&D building while adding 180 more jobs**, further enhancing the site's integration into a cohesive business park campus.

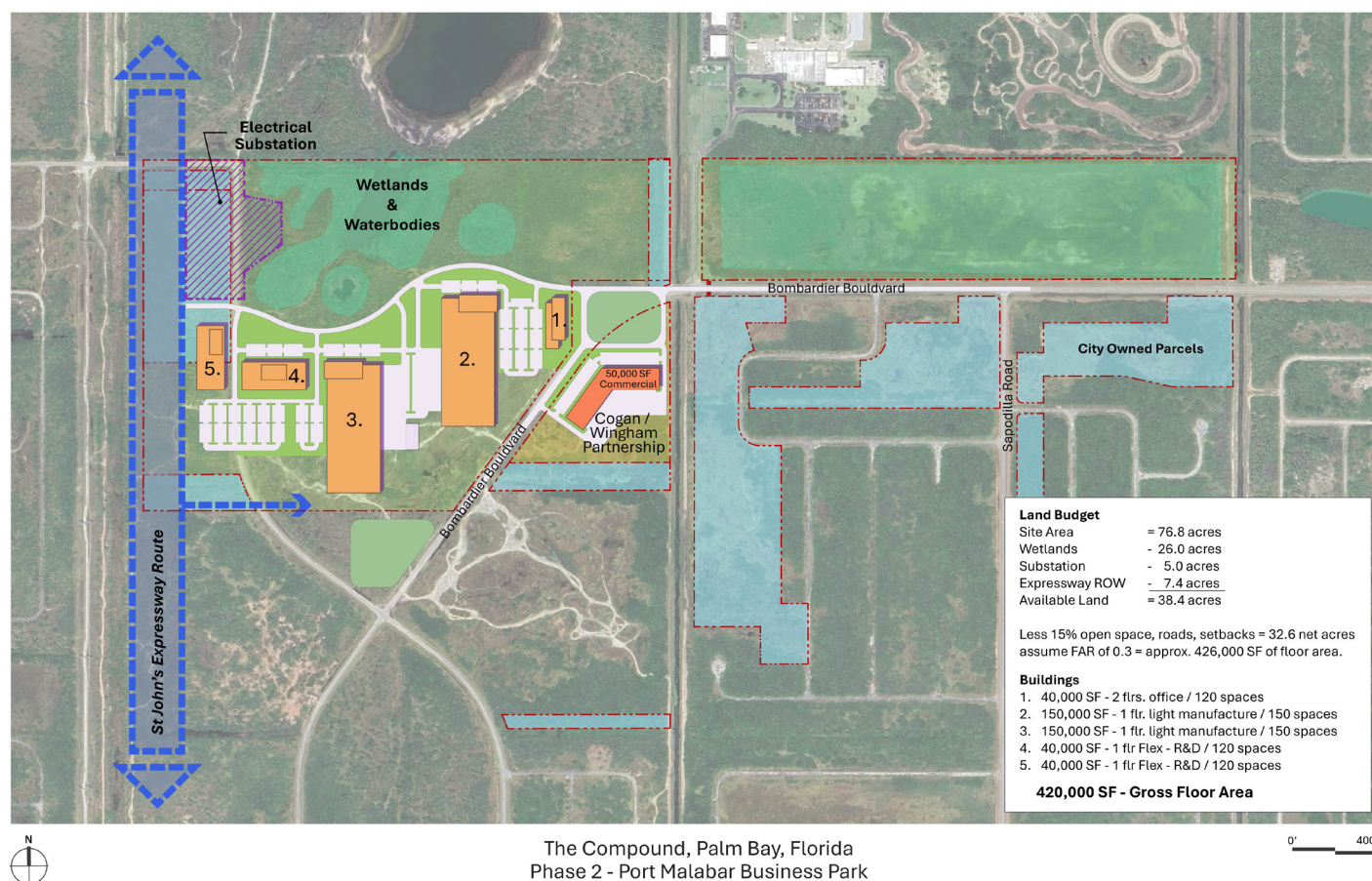


Figure 7: Phase 2



# PHASE 3

The next phase of development expands onto city-owned properties east of Phase 1. As shown in Exhibit 8, the **Phase 3** buildout includes three buildings, **adding 120,000 square feet of floor space and creating up to 600 new jobs.**

To fund necessary utility and infrastructure investments, this area may need to be identified as a special taxing district. Additionally, with multiple adjacent property owners, acquiring additional land will likely take time. However, this process could help create more regularly shaped development parcels, improving the site’s long-term potential for future projects.

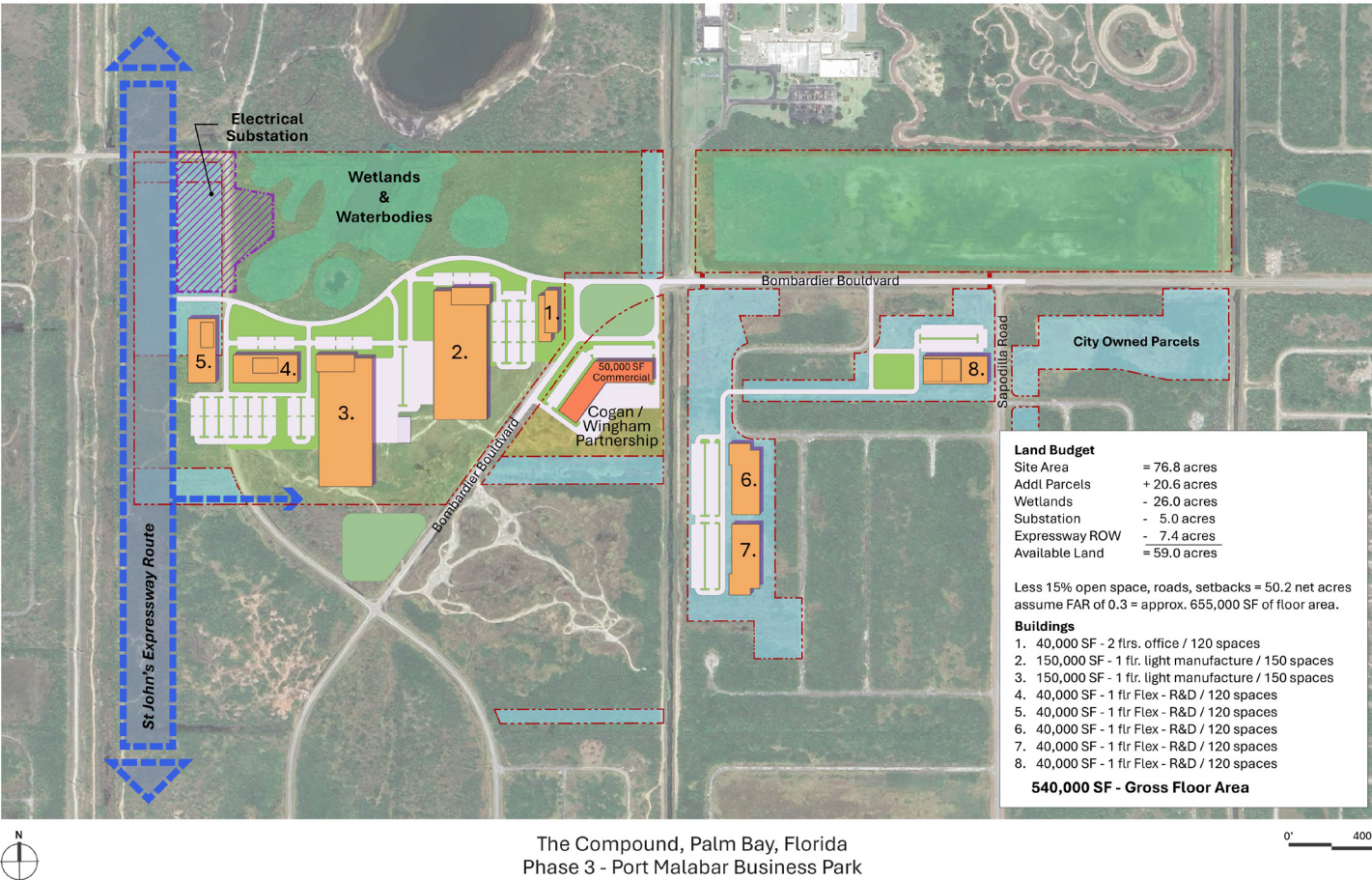


Figure 8: Phase 3



## PHASE 4

As additional properties are incorporated, **Phase 4** envisions a cohesive campus-style development, integrating light manufacturing and flex/R&D buildings around a shared open space. This strategy could be applied to properties on both sides of Sapodilla Road, where the city owns several parcels.

By acquiring the remaining land north of Saratoga Street, extending to drainage ditches 53-27 and 53-25, an additional **65 acres of land** could be assembled. This expansion would support the development of two buildings totaling **300,000 square feet of floor space** and **up to 960 new jobs**. (see Buildings 12 and 13 in Figure 9).

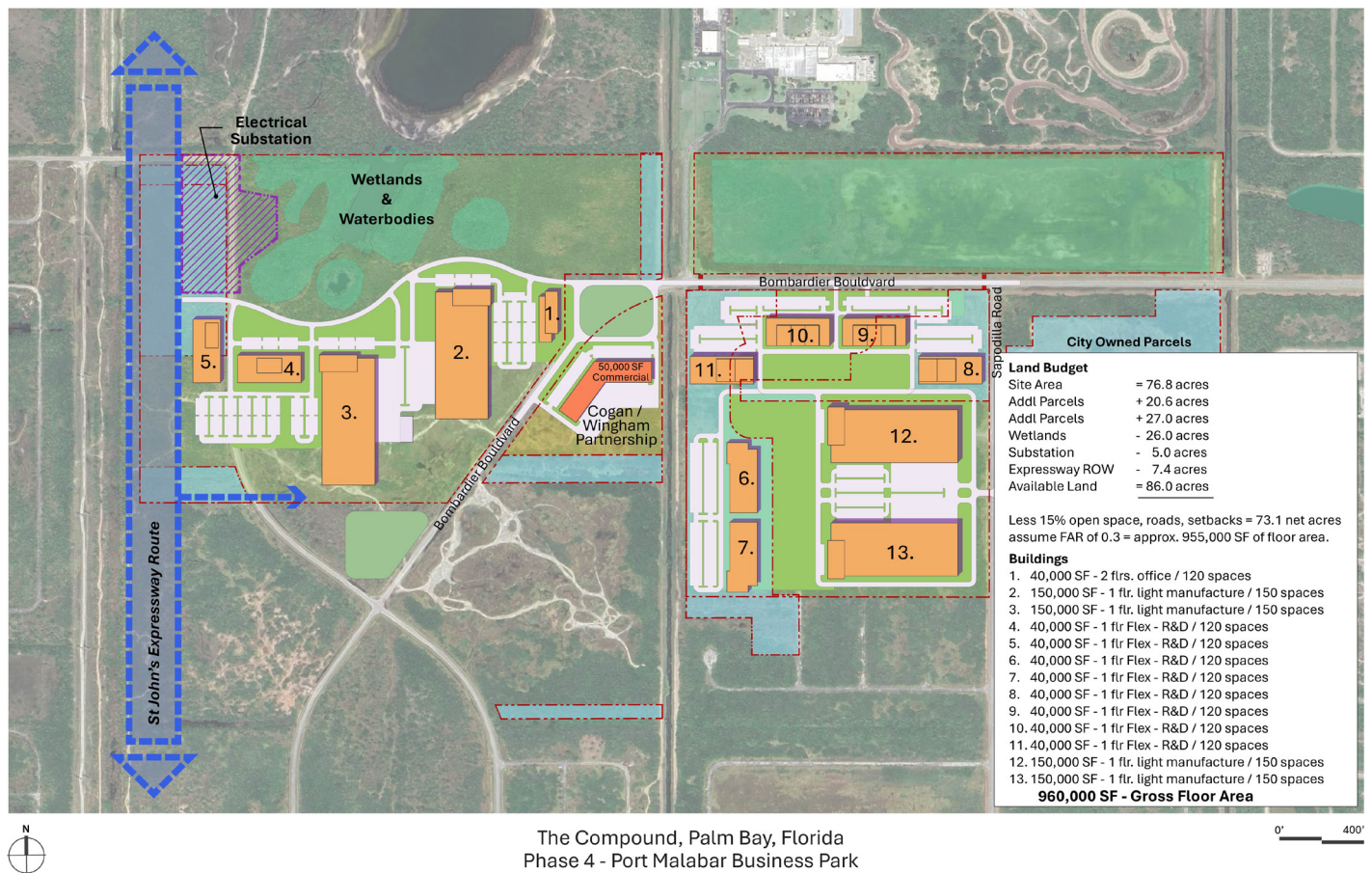
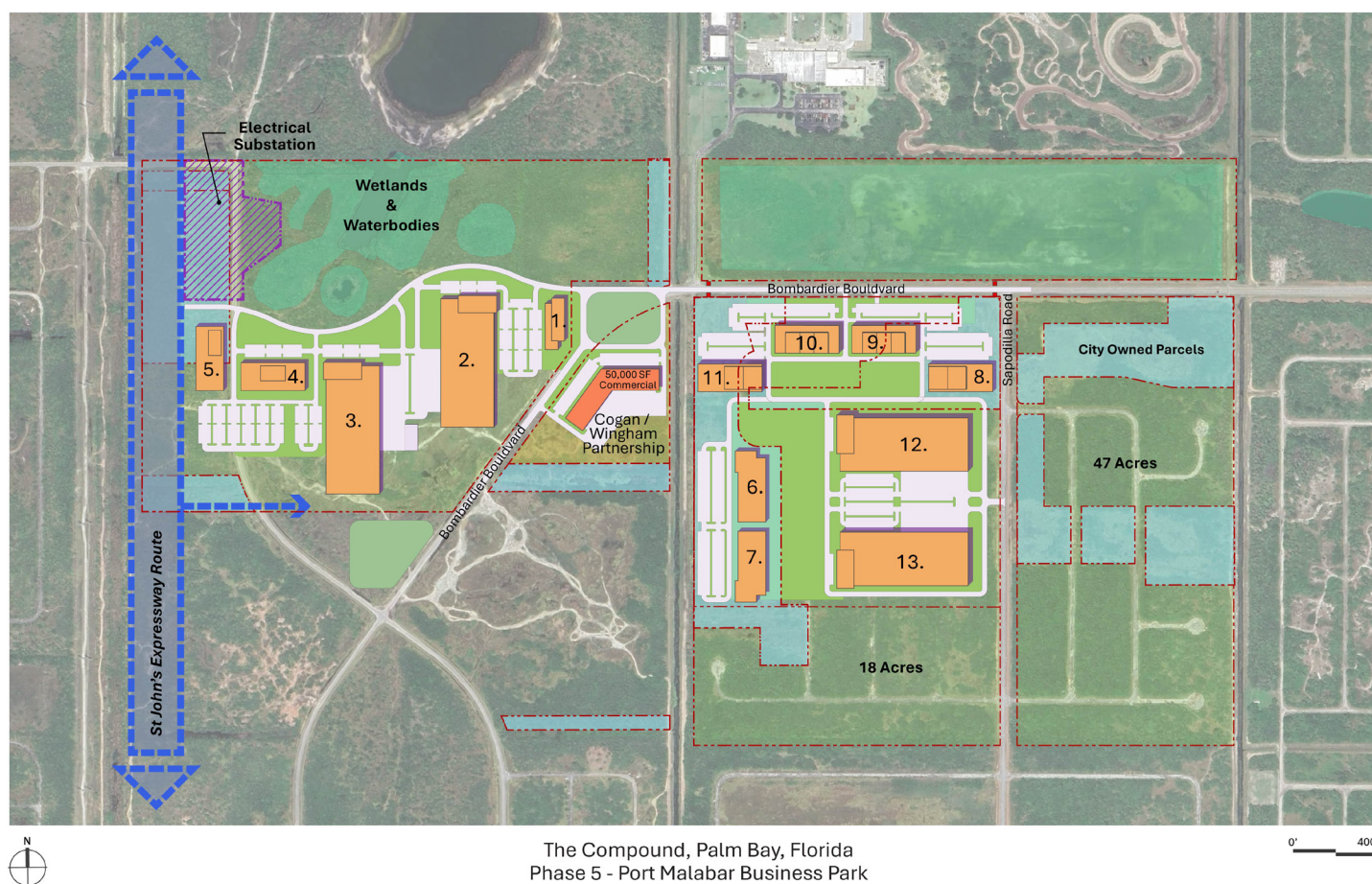


Figure 9: Phase 4

## PHASE 5

**Phase 5** focuses on acquiring the remaining properties east of Sapodilla Road. Based on the site plan assumptions, this final phase could yield **760,000 square feet of new development**, bringing the total of more than **1.6 million square feet of floor space**. Given the long time horizon and the many critical steps in the previous phases, this phase is centered on land acquisition, with future building layouts to be determined as development progresses.



*Figure 10: Phase 5*



## IV. NEXT STEP CONSIDERATIONS

In order to create the contiguous parcels with the infrastructure required to the type of economic development desired, several steps are needed. The steps provided below are generally categorized into four major components – Planning, Infrastructure Improvements, Marketing, and Redevelopment.

### Planning

**Develop a detailed Master Plan** for the Northeast Quadrant that builds on the conceptual plans presented in this report and incorporates storm drainage, easements, right-of-way, infrastructure, and updated land use and zoning regulations to fully assess the current conditions and plan for needed changes to implement the conceptual plan.

**Update approved future land use plans** for this area of The Compound, based on the detailed Master Plan, amending the land use from Public/Semi-Public, Residential, and Commercial to primarily Industrial with a smaller area designated as retail/commercial as ancillary uses to the primarily industrial land uses.

**Amend the zoning ordinance** to be consistent with updated land use plans to incorporate light manufacturing.

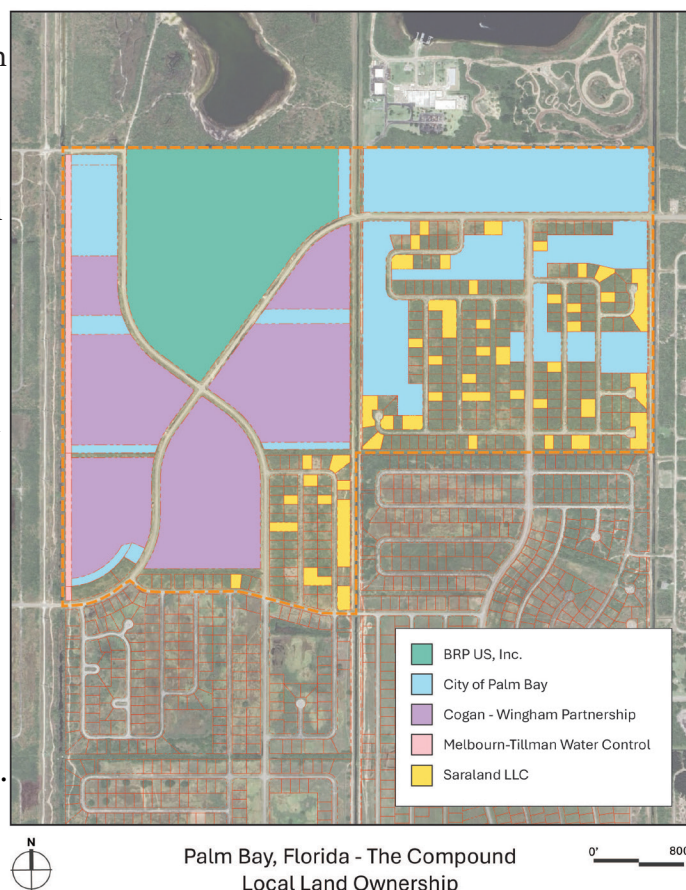
**Update stormwater and drainage plans** based on the recommendation of the Master Plan to accommodate the proposed new land uses and other infrastructure changes.

**Reserve the Right-of-Way for the future St. John's Heritage Parkway Corridor** in order to help ensure the future expansion of the parkway and connection from the northern terminus to the southern terminus.

**Complete Phase 1 Environmental Site Assessments** based on the recommendation of the Master Plan to for targeted properties. Ensure a Phase I is complete before transferring any property to the city.

**Explore a land swap with BRP.** Phase 1 recommends redevelopment on current BRP property. The 33-acre city-owned parcel north of J.A. Bombardier Boulevard has been identified as the preferred option, which would provide a buffer for the BRP facility, as well as maintain its current purpose for stormwater retention. The potential swap would preserve a 100-foot deep area at the northern edge of BRP's current property for a buffer to its property immediately north of The Compound, as per the concept plan.

**Explore acquisition of additional properties** as per concept plan to expand the business park south of J.A. Bombardier Boulevard, especially along Sapodilla Road. Additional discussions with major property owners are needed.



*Figure 11: Northeast Quadrant Parcel Owners*



## Infrastructure Improvements

To prepare the area for future development and create true shovel-ready development sites, basic infrastructure will need to be extended into The Compound. The detailed Master Plan suggested above should also provide basic location, size, and capacity information for the infrastructure extensions, as well as off-site infrastructure capacity. These infrastructure improvements are a critical first step to preparing the area for future development.

**Extend utilities (sewer and water) into northeast section of The Compound** at a minimum to the intersection of J.A. Bombardier Boulevard and Wingham Drive SW to service Phase 1, as well as any “upstream” capacity increases for the sewer and water feeding The Compound.

**Evaluate road expansion and capacity needs** to support increased traffic, both within and feeding into The Compound.

**Commission a preliminary engineering and cost estimating study** as soon as possible to provide information necessary to prepare grant applications.

**Prepare and submit grant applications** to cover all or a portion of the costs associated with infrastructure extensions and capacity improvements. The State of Florida and the U.S. Economic Development Administration (EDA) both have public works grants to address infrastructure improvements for economic development.



*Figure 12: J.A. Bombardier Blvd looking west from The Compound entrance*

**Explore establishment of a special assessment district for capital and operational costs of extended utilities.** Notwithstanding the potential for state or federal grants, a special assessment district will likely be necessary to support the costs of infrastructure improvements to The Compound. An initial district covering the Northeast Quadrant will be appropriate for the first several phases of development, with the potential to expand the district to cover costs for the remainder of The Compound in the future.

**Coordinate with Florida Power & Light (FPL) on future energy needs and service.**

## Marketing

**Rebrand the property and create a new gateway** to pivot the property toward a business-friendly environment and establish a new vision for its future use.



*Figure 13: Gateway Example*

## Redevelopment

Based on an analysis of the site and scope of the project, the TA contractors consider two options for the city to move forward:

**City retains ownership and solicits end users**, in coordination with Space Coast Economic Development Commission. This option will be more resource-intensive for the city but will allow them to retain control throughout the development process.

**Engage a Master Developer** to implement the Business Park Plan via a Request for Proposals (RFP) process. The city would develop an RFP that clearly defines the redevelopment objectives and solicit proposals from appropriate and capable national and regional developers. Resolving many of the planning, infrastructure improvements, and marketing items above moves the property closer to site-readiness and will likely increase developer interest.

## V. ECONOMIC SUMMARY

A high level Financial Analysis was generated to help the city understand the direct economic impacts a project of this nature could generate, based on current market conditions. This analysis includes projections of net operating income, cash flows, potential revenue, and value at completion, among other key data.

Estimates were aligned with the phasing plan described previously and are shown in Table 1.

Phase	Use	Structural SF	Land (~ Acres)	Cost	Value At Completion
1	Manufacturing, R&D, Office	380,000	36	\$ 101,922,000	\$ 96,125,00
2	R&D	40,000	3	\$ 19,242,000	\$ 17,920,000
3	R&D	120,000	20	\$ 59,691,000	\$ 53,760,000
4	Manufacturing, R&D, Office	420,000	27	\$ 119,273,000	\$ 118,419,000
Total		960,000	86	\$ 300,128,000	\$ 286,224,000

*Table 1: Economic Summary by Phase*

These early estimates show value at completion is currently lower than cost to develop, however it is important to note that as the project becomes refined, an opportunity to achieve more value at completion may be able to be achieved. Second, longer-term (i.e., 5-10 year) financial benefits such as additional tax revenue, economic development influences, and property appreciation are likely to be accrued and not included in this assessment. Finally, this estimate includes direct jobs only, it does not contemplate indirect jobs such as construction or ancillary commercial development driven by private development.

A more thorough Economic Impact Analysis may provide the city a fuller picture of these considerations and impacts.

### *Key Assumptions:*

- Land valued at \$150,000/acre
- Debt Service Coverage Ratio of 1.2
- Assumes Triple Net Leases (NNN)
- Interest rate at 6.5%
- 2025 dollars and market conditions
- Construction costs are high level assumptions
- Cap Rate at 6%
- Rents at market
- 65% Loan to Value Ratio



## KEY TAKEAWAYS

- Does not contemplate indirect benefits such as construction costs or temporary jobs.
- Does not include any incentives.
- Cash-on-cash low and will need to be stronger for a for-profit developer.
- Long-term play; at completion value may be lower than cost.
- Timing will need to be factored for higher level analysis.
- Infrastructure costs will need to be absorbed elsewhere.

*The high-level financial analyses are included in Attachments 2-5.*

## Estimated Direct Job Impacts

High level estimates, based on the conceptual site plan by phase were used to determine potential direct job impacts. Standard industry estimates of jobs per square feet were calculated (light manufacturing: 1.2 jobs/thousand square feet; R&D: 5 jobs/thousand square feet).

Phases	# of Jobs
Phase 1	760
Phase 2	180
Phase 3	600
Phase 4	960
<b>Total</b>	<b>2500</b>

*Table 2: Potential Direct Job Creation*

These estimates are calculated for direct jobs only. Indirect jobs (e.g., construction, ancillary commercial) are not included in this estimate.

## Estimated Tax Revenue

An estimate of **potential annual city property tax revenue** was calculated based on the city's milage rate of 6.7339 or \$6.7339 per \$1,000. This resulted in the potential tax revenue for each phase as shown below:

Phases	Annual Revenue
Phase 1	\$647,307
Phase 2	\$202,690
Phase 3	\$247,134
Phase 4	\$851,165
<b>Total</b>	<b>\$1,948,296</b>

*Table 3: Potential Property Tax Revenue*

## VI. MARKET ASSESSMENT

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The TA contractors conducted a Commercial Real Estate Market Assessment as part of this TA. The purpose of this assessment is to support the revitalization and reuse goals for the property, which include:

- Determine appropriate reuse scenarios for the Northern Quadrant.
- Create employment centers
- Catalyze future development

### Summary of Findings

The following bullet points outline the key data and findings identified through the Market Assessment.

- The regional industrial real estate market is healthy
- Activity and demand specific to the Northeast Quadrant area is not robust
- Opportunities may exist for shovel ready sites
- Major market swings are not projected

*See Attachment 6 for the full Market Assessment.*



## VII. SITE BACKGROUND

The Northeast Quadrant of The Compound is situated on undeveloped land on the southwestern edge of Palm Bay. The site consists of vacant, flat land bound by the Three Forks Conservation Area to the west, wetlands to the north and residential development to the east. Planning is underway to extend the St. John's Heritage Parkway running north-south along the western boundary of the Northeast Quadrant. A high capacity FPL transmission line is located on the far western edge of The Compound.



*Figure 14: Photo from J.A. Bombardier Blvd looking south*



*Figure 15: Photo of Palm Bay parcel north of J.A. Bombardier Blvd*



*Figure 16: View of North Fork Conservation Area*



*Figure 17: View of FPL transmission lines on western boundary*

## Environmental Status

No Environmental Site Assessments (ESAs) have been completed in line with this redevelopment plan. ECRFPC received an EPA Assessment Coalition Grant to complete assessment work to include work in the City of Palm Bay. As indicated in the Next Step Considerations section of this report, the city should prioritize those properties targeted for land swaps.

## VIII. SUMMARY OF ACTIVITIES

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To complete the scope of work, the TA contractors held a series of webinars and conducted two site visits.

- ***Webinar 1 Project Kick-Off Meeting (November 12, 2024):*** This webinar focused on a confirmation of the scope and deliverables, discussion on stakeholder interviews, review of previous planning documents, and coordination of the site visit.
- ***Site Visit 1 (December 4, 2024):*** A preliminary site visit was conducted to The Compound. Representatives from the city, EPA R4, and the TA contractor attended the visit.
- ***Site Visit 2 (January 29, 2025):*** A second site visit was conducted during which a draft conceptual phasing plan was presented. Feedback was incorporated into future drafts.
- ***Webinar 3 (February 21, 2025):*** This webinar presented draft key findings, next step considerations, and economic summary information to the deputy city manager and ECRFPC.
- ***Webinar 4 (March 7, 2025):*** This webinar presented the key findings, next step considerations, and economic summary information. Participants included key city department personnel.



## IX. PROJECT PARTICIPANTS

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### **City of Palm Bay**

Joan Junkala-Brown

### **East Central Florida Regional Planning Council**

Luis Nieves-Ruiz

### **U.S. Environmental Protection Agency**

Aimee Storm, Office of Brownfields & Land Revitalization

Derek Street, EPA Region 4

Alyssa Kuhn, EPA Region 4

### **TA Contractors**

#### **GDIT**

Matt Placky, Project Manager

### **Vita Nuova**

Craig Milburn, Senior Project Manager

David Stebbins, Senior Project Advisor

Christopher Stienon, Urban Planner

Amy Nagy, Real Estate Analyst

Jim Rocco, GIS Analyst

Ashley Geyer, Communications Specialist

Michael Taylor, Principal

## X. LIST OF ATTACHMENTS

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- Attachment 1: Project Kick-Off Webinar 1 (PPT)
- Attachment 2: Financial Analysis Phase 1 (XLSX)
- Attachment 3: Financial Analysis Phase 2 (XLSX)
- Attachment 4: Financial Analysis Phase 3 (XLSX)
- Attachment 5: Financial Analysis Phase 4 (XLSX)
- Attachment 6: Commercial Real Estate Market Assessment (DOC)
- Attachment 7: Final Webinar (PPT)

**ATTACHMENT 1:**  
**Project Kick-Off Webinar**



# ATTACHMENT 1:

## EPA Region 4 Technical Assistance

The Compound, Palm Bay, FL

November 12, 2024, at 1:00 PM EST

### Kick Off Webinar



# Technical Assistance Team

## **Local Stakeholders**

### **City of Palm Bay, FL**

Luis Nieves-Ruiz

### **Florida Department of Environmental Protection**

Lu Burson

## **USEPA**

### **Region 4**

Derek Street

Alyssa Kuhn

### **Office of Brownfields and Land Revitalization**

Aimee Storm

## **GDIT**

Matt Placky (Project Management)

## **Vita Nuova**

Craig Milburn (Project Manager)

Dave Stebbins (Project Advisor)

Jim Rocco (Reuse Assessment)

Christopher Stienon (Site Design)

Amy Nagy (Market Assessment)

Ashley Geyer (Project Coordination)

Michael Taylor (Principal)



# Technical Assistance Overview

## Project Background:

The total site is approximately 2,300 acres with numerous owners, including the City of Palm Bay. Despite attempting to find or entice developers into the footprint owned by Palm Bay, revitalization has remained allusive. In the case of this site known as The Compound, the developer parceled out the site, set out infrastructure and roads for single family home development, and became insolvent during the recession in 08/09. The site is almost entirely empty and a haven for illegal dumping. Unlike many pre-platted communities, this one has very little, “residential intrusion” and in theory is a blank canvas for reuse.

## Project Insights

- What does the Palm Bay want to achieve through this Technical Assistance?
- Does Palm Bay have a reuse vision for the property?
- Discuss opportunities, barriers and challenges
- Identify project champions, key stakeholders the GDIT/VN team should interview. Who are the large parcel owners?
- What documents and information should the GDIT/VN team be made aware prior to the Site Visit?
- Discuss community sentiment and perspectives



# Technical Assistance Draft Scope

## Draft Scope of Activities

GDIT/Vita Nuova will provide technical assistance that will include:

- Data Review and Collection
- Stakeholder Interviews
- Site Visit and Engagement
- Market Assessment
- Site Reuse Assessment, including an Opportunities and Constraints with mapping and conceptual design options
- Final Reuse Assessment Report with Next Steps Considerations

The Scope of Activities will be dependent on feedback from Palm Bay and evaluation by the GDIT/VN team.

**Webinars will be scheduled to provide project updates and key findings**

# Planned Schedule of Deliverables

Activity	Date	Deliverable	VN Member
Task 1 –Kick-Off Meeting- Webinar 1	November 2024	Webinar 1	Team
Task 2 –Data Review and Collection	Nov-Dec 2024	Draft Presentation	JR/DS/MR
Task 3 – Stakeholder Interviews	Nov-Dec, 2024	NA	CM/JR/DS
Task 4 – Market Assessment	Dec 2024	Summary Memo	MR
Webinar 2- Conceptual Reuse Options/Market Assessment	January 2025	Webinar 2	CS/MR
Task 5 – Site Visit and Engagement	January 2025	Summary Memo	CM/DS
Webinar 3 – Final Reuse Assessment with Opportunities and Constraints/ Conceptual Designs	February 2025	Webinar 3	Team
Task 6 – Final Report	March 2025	Final Report	Team



# Planned Next Steps / Questions?

## Planned Next Steps

- Confirm Technical Assistance Scope
- Identify key stakeholders to be engaged
- Begin initial interviews
- Coordinate Site Visits
- Initiate Market Research
- Refine schedule based on City's project insights
  - Webinar 2: Conceptual Reuse Options/Market Assessment
  - Webinar 3: Final Site Reuse Assessment

## Data Review (GDIT/VN Team)

- A Sharefile link will be emailed to upload documents:  
<https://vitanuova.sharefile.com/r-r42562daf3fb94abeac506f6be874e3ec>
- Provide any related documents that may be helpful
- Environmental Site Assessments (Phase I)
  - Maps, Surveys, Property Title, Deeds, Easements, Subleases (If Applicable)
  - Town or City codes that may impact development
  - Appraisals
  - Prior Cost Estimates, Capital Plans and Budgets

**ATTACHMENT 2:**  
**Financial Analysis Phase 1**

PROJECT DASHBOARD						
REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5	
Research	\$ 1,190,400.00	\$ 1,230,873.60	\$ 1,272,723.30	\$ 1,315,995.89	\$ 1,360,739.76	
Office	\$ 818,400.00	\$ 846,225.60	\$ 874,997.27	\$ 904,747.18	\$ 935,508.58	
Manufacturing	\$ 3,906,000.00	\$ 4,038,804.00	\$ 4,176,123.34	\$ 4,318,111.53	\$ 4,464,927.32	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 5,914,800.00</b>	<b>\$ 6,115,903.20</b>	<b>\$ 6,323,843.91</b>	<b>\$ 6,538,854.60</b>	<b>\$ 6,761,175.66</b>	

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	
Operating Expenses	\$ 147,204.00	\$ 152,208.94	\$ 157,384.04	\$ 162,735.10	\$ 168,268.09	
Debt Service	\$4,739,166.91	\$4,739,166.91	\$4,739,166.91	\$4,739,166.91	\$4,739,166.91	
<b>TOTAL</b>	<b>\$ 4,886,370.91</b>	<b>\$ 4,891,375.84</b>	<b>\$ 4,896,550.95</b>	<b>\$ 4,901,902.00</b>	<b>\$ 4,907,435.00</b>	

<b>NET INCOME</b>	<b>\$ 1,028,429.09</b>	<b>\$ 1,224,527.36</b>	<b>\$ 1,427,292.96</b>	<b>\$ 1,636,952.60</b>	<b>\$ 1,853,740.66</b>	
RESERVES	\$ 118,296.00	\$ 122,318.06	\$ 126,476.88	\$ 130,777.09	\$ 135,223.51	
Debt Service CR	1.22	1.26	1.30	1.35	1.39	
Cash-on-Cash	5.11%	6.09%	7.10%	8.14%	9.22%	

KEY FIGURES	
Annual Inflation	3.40%
Starting Reserve	\$ -
Minimum DSCR	1.2



INCOME PROJECTIONS						
Product Type	Gross SF	Leasable SF	Rent/SF Annum	Unadjusted Annual Income	Loss & Operating Expenses	Net Operating Income
Research	40000 SF	40000 SF	\$32.00/SF	\$1,280,000.00	\$204,800.00	\$1,075,200.00
Office	40000 SF	40000 SF	\$22.00/SF	\$880,000.00	\$67,144.00	\$812,856.00
Manufacturing	300000 SF	300000 SF	\$14.00/SF	\$4,200,000.00	\$320,460.00	\$3,879,540.00
			\$0.00/SF	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>				<b>\$6,360,000.00</b>	<b>\$592,404.00</b>	<b>\$5,767,596.00</b>

\$82,394,228.57

Vacancy & OPEX Ratio	
Loss Factor (Vacancy)	7.00%
OpEx	9.00%

Purchase Details			
Land Value	\$6,150,000.00		
Amount Financed	\$ -	0.00% LTV	0% if no loan
Closing Costs	\$ -	5.00%	
Initial Site Remediation	\$0.00	\$25.00/SF	
Building Remediation	\$0.00	\$10.00/SF	
Hold Period Interest	\$ -	18 Month(s)	
Loan Balance at Perm	\$ -	No	Principal payments during hold period?

Property Features	
Property Size	1804000 SF
Existing Structures	0 SF

Purchase Loan		
Principal	\$ -	
Interest Rate	7.00%	
Period	30 Years	360 Months
Final Balance	\$ -	
Monthly Payment	\$0.00	

Amortization Schedule					
Month	Payment	Principal	Interest	Cumulative Interest	Balance
TOTALS	\$ -	\$ -	\$ -		

Land Calcs						
				Acres	Per/Acre	Total Land
Land Calcs	Struct SF	Land Alloc	Val Alloc	40.8	\$200,000	acre
Phase 1, Proj1	40,000	11%	\$858,947.37	4.294737	\$188,968	
Phase 1, Proj2	150,000	39%	\$3,221,052.63	16.10526	\$708,632	
Phase 1, Proj3	150,000	39%	\$3,221,052.63	16.10526	\$708,632	
Phase 1, Proj4	40,000	11%	\$858,947.37	4.294737	\$188,968	
	380,000		\$8,160,000.00			

Project Basics	
Gross SF	380000 SF
Leasable SF Loss Factor	0%
Leasable SF	380000 SF

Building Use Profile & Project Budget		
Use Type	Gross SF	Hard Costs
R&D	40000 SF	\$ 14,000,000.00
Office	40000 SF	\$ 12,000,000.00
Manufacturing	300000 SF	\$ 43,500,000.00
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
Subtotal	380000 SF	\$ 69,500,000.00
Site Work	0 SF	\$ -
Soft Costs		\$ 10,425,000.00
Contingency		\$ 7,992,500.00
Pre-Debt Total		\$ 87,917,500.00
Interest Reserve		\$ 8,615,915.00
CONSTRUCTION TOTAL		\$ 96,533,415.00

40000 SF  
300000 SF

Development Key		
Item	Figure	Metric
Soft Costs	15%	Percentage of Hard Costs
Site Work	\$ -	Per SF
Hard Costs by Use Type		
Commercial	\$ 300.00	Per SF
R&D	\$ 350.00	Per SF
Office	\$ 300.00	Per SF
Manufacturing	\$ 145.00	Per SF
Logistics	\$ -	Per SF
Storage	\$ -	Per SF
General Commercial	\$ -	Per SF
Contingency	10%	Percentage of Soft & Hard Costs

Residential Unit Mix (optional)				
Residential Unit Size	Leasable SF	Gross Conversion	No. Units	Gross SF
Studio	0 SF	0 SF	0	0 SF
1 BR	0 SF	0 SF	0	0 SF
2 BR	0 SF	0 SF	0	0 SF
3 BR	0 SF	0 SF	0	0 SF
				0 SF

Low level research space: \$350/ sf; can go as high as \$1400

Construction Financing (Simple)			
Equity	30%	\$ 26,375,250.00	
Debt	70%	\$ 61,542,250.00	100%
Annual Interest	Term (Months)	Accrued Interest	
7.00%	24	\$ 8,615,915.00	



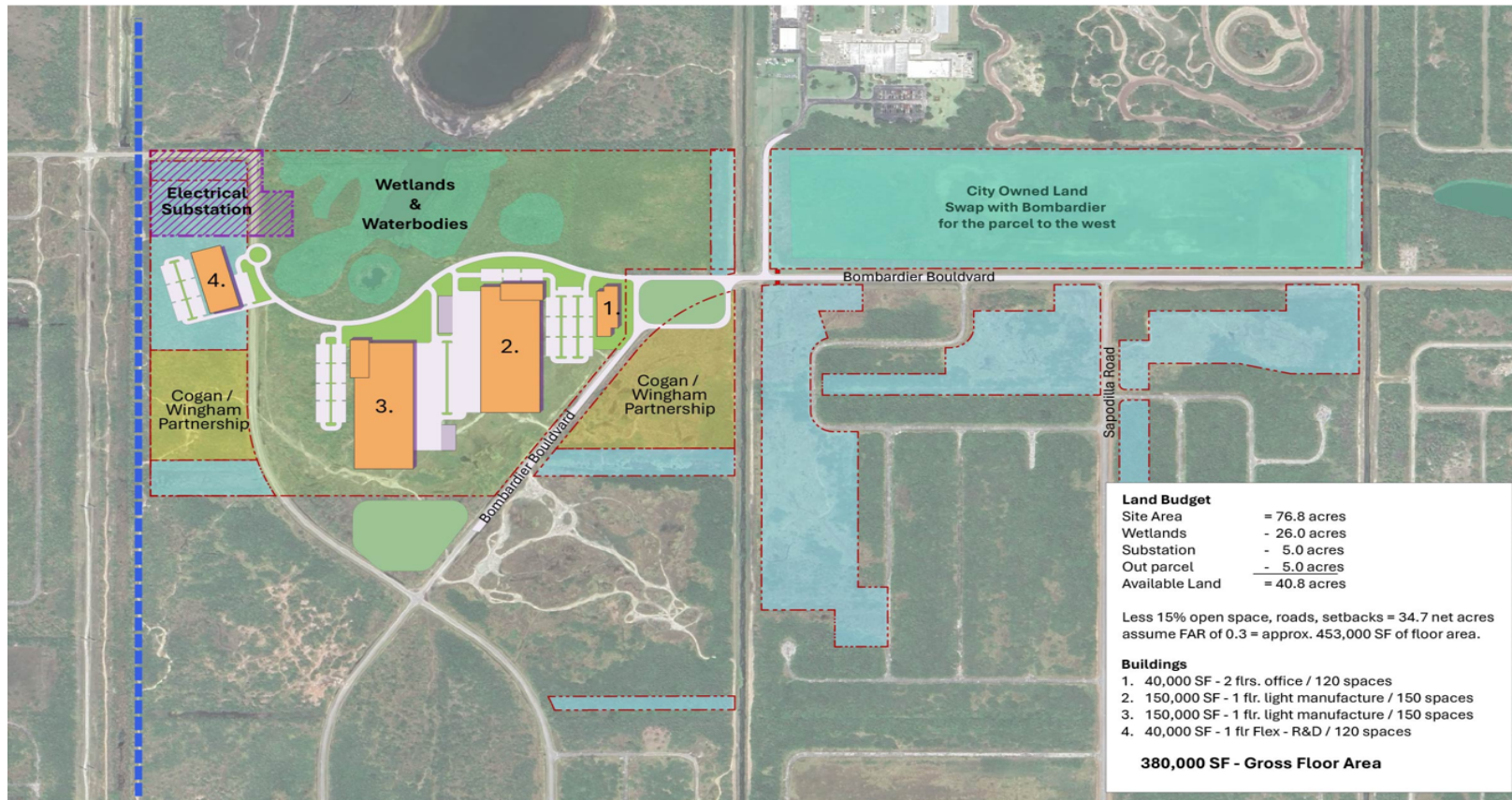
SOURCES & USES		
SOURCES		USES
Initial Owner/Investor Equity (Cash-In)	\$ 20,110,000.00	Purchase \$ 6,150,000.00
Initial Non Interest-Holding Equity Sources		Holding Cost \$ -
Undefined	\$ -	Initial Site Remediation \$ -
Undefined	\$ -	Building Remediation \$ -
Undefined	\$ -	Hard Cost \$ 69,500,000.00
Undefined	\$ -	Soft Cost \$ 10,425,000.00
Undefined	\$ -	Site Work \$ -
Undefined	\$ -	Contingency \$ 7,992,500.00
Undefined	\$ -	Interest Reserve \$ 8,615,915.00
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
INITIAL EQUITY SOURCES TOTAL	\$ 20,110,000.00	\$ 102,683,415.00
GAP	\$ 82,573,415.00	
Additional Equity Sources for Permanent Financing		
Credited Equity	\$ 20,110,000.00	
Additional Cash at Closing (Owner/Investor)	\$ -	
Additional Equity at Closing (Non Interest-Holding Sources)	\$ -	
PERM EQUITY TOTAL	\$ 20,110,000.00	
Debt	\$ 62,482,290.00	
SOURCES & USES TOTAL	\$ 102,702,290.00	\$ 102,683,415.00

Permanent Financing		
Loan to Value	65%	Set to either LTC or LTV
Equity Requirement	\$ 20,091,125.00	Perm Equity Total must equal Equity Requirement
Principal	\$ 62,482,290.00	
Interest Rate	6.50%	
Period	30 Years	
Final Balance	\$ -	360 Months
Monthly Payment	\$394,930.58	

Project Value	
Cap Rate	6.00%
Project Value	\$ 96,126,600.00

SIMPLE MODE	
Off	Toggles multi-step Sources

If Simple Mode is enabled, Sources can only be added underneath 'Equity Sources for Permanent Financing' (B21-23).  
Clear all values in Initial Equity Sources before enabling.



**ATTACHMENT 3:**  
**Financial Analysis Phase 2**



PROJECT DASHBOARD						
REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5	
Manufacturing	\$ 1,953,000.00	\$ 2,019,402.00	\$ 2,088,061.67	\$ 2,159,055.76	\$ 2,232,463.66	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 1,953,000.00</b>	<b>\$ 2,019,402.00</b>	<b>\$ 2,088,061.67</b>	<b>\$ 2,159,055.76</b>	<b>\$ 2,232,463.66</b>	

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	
Operating Expenses	\$ 147,000.00	\$ 151,998.00	\$ 157,165.93	\$ 162,509.57	\$ 168,034.90	
Debt Service	\$1,483,689.81	\$1,483,689.81	\$1,483,689.81	\$1,483,689.81	\$1,483,689.81	
<b>TOTAL</b>	<b>\$ 1,630,689.81</b>	<b>\$ 1,635,687.81</b>	<b>\$ 1,640,855.74</b>	<b>\$ 1,646,199.38</b>	<b>\$ 1,651,724.70</b>	

<b>NET INCOME</b>	<b>\$ 322,310.19</b>	<b>\$ 383,714.19</b>	<b>\$ 447,205.93</b>	<b>\$ 512,856.39</b>	<b>\$ 580,738.96</b>	
RESERVES	\$ 39,060.00	\$ 40,388.04	\$ 41,761.23	\$ 43,181.12	\$ 44,649.27	
Debt Service CR	1.22	1.26	1.30	1.35	1.39	
Cash-on-Cash	3.07%	3.65%	4.26%	4.88%	5.53%	

KEY FIGURES	
Annual Inflation	3.40%
Starting Reserve	\$ -
Minimum DSCR	1.2

INCOME PROJECTIONS						
Product Type	Gross SF	Leasable SF	Rent/SF Annum	Unadjusted Annual Income	Loss & Operating Expenses	Net Operating Income
Manufacturing	150000 SF	150000 SF	\$14.00/SF	\$2,100,000.00	\$294,000.00	\$1,806,000.00
	0 SF	0 SF	\$0.00/SF	\$0.00	\$0.00	\$0.00
	0 SF	0 SF	\$0.00/SF	\$0.00	\$0.00	\$0.00
			\$0.00/SF	\$0.00	\$0.00	\$0.00
TOTAL				\$2,100,000.00	\$294,000.00	\$1,806,000.00

\$25,800,000.00

Vacancy & OPEX Ratio	
Loss Factor (Vacancy)	7.00%
OpEx (NNN)	7.00%

Purchase Details			
Land Value	\$750,000.00		
Amount Financed	\$ -	0.00% LTV	0% if no loan
Closing Costs	\$ -	5.00%	
Initial Site Remediation	\$0.00	\$25.00/SF	
Building Remediation	\$0.00	\$10.00/SF	
Hold Period Interest	\$ -	18 Month(s)	
Loan Balance at Perm	\$ -	No	Principal payments during hold period?

Property Features	
Property Size	220000 SF
Existing Structures	0 SF

Purchase Loan		
Principal	\$ -	
Interest Rate	7.00%	
Period	30 Years	360 Months
Final Balance	\$ -	
Monthly Payment	\$0.00	

Amortization Schedule					
Month	Payment	Principal	Interest	Cumulative Interest	Balance
TOTALS	\$ -	\$ -	\$ -		





Project Basics	
Gross SF	150000 SF
Leasable SF Loss Factor	0%
Leasable SF	150000 SF

Building Use Profile & Project Budget		
Use Type	Gross SF	Hard Costs
Manufacturing	150000 SF	\$ 21,750,000.00
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
Subtotal	150000 SF	\$ 21,750,000.00
Site Work	0 SF	\$ -
Soft Costs		\$ 3,262,500.00
Contingency		\$ 2,501,250.00
Pre-Debt Total		\$ 27,513,750.00
Interest Reserve		\$ 1,797,565.00
CONSTRUCTION TOTAL		\$ 29,311,315.00

150000 SF

Development Key		
Item	Figure	Metric
Soft Costs	15%	Percentage of Hard Costs
Site Work	\$ -	Per SF
Hard Costs by Use Type		
Commercial		Per SF
R&D		Per SF
Office		Per SF
Manufacturing	\$ 145.00	Per SF
Logistics	\$ -	Per SF
Storage	\$ -	Per SF
General Commercial	\$ -	Per SF
Contingency	10%	Percentage of Soft & Hard Costs

Residential Unit Mix (optional)				
Residential Unit Size	Leasable SF	Gross Conversion	No. Units	Gross SF
Studio	0 SF	0 SF	0	0 SF
1 BR	0 SF	0 SF	0	0 SF
2 BR	0 SF	0 SF	0	0 SF
3 BR	0 SF	0 SF	0	0 SF
				0 SF

Low level research space: \$350/ sf; can go as high as \$1400

Construction Financing (Simple)		
Equity	30%	\$ 8,254,125.00
Debt	70%	\$ 19,259,625.00
Annual Interest	Term (Months)	Accrued Interest
7.00%	16	\$ 1,797,565.00

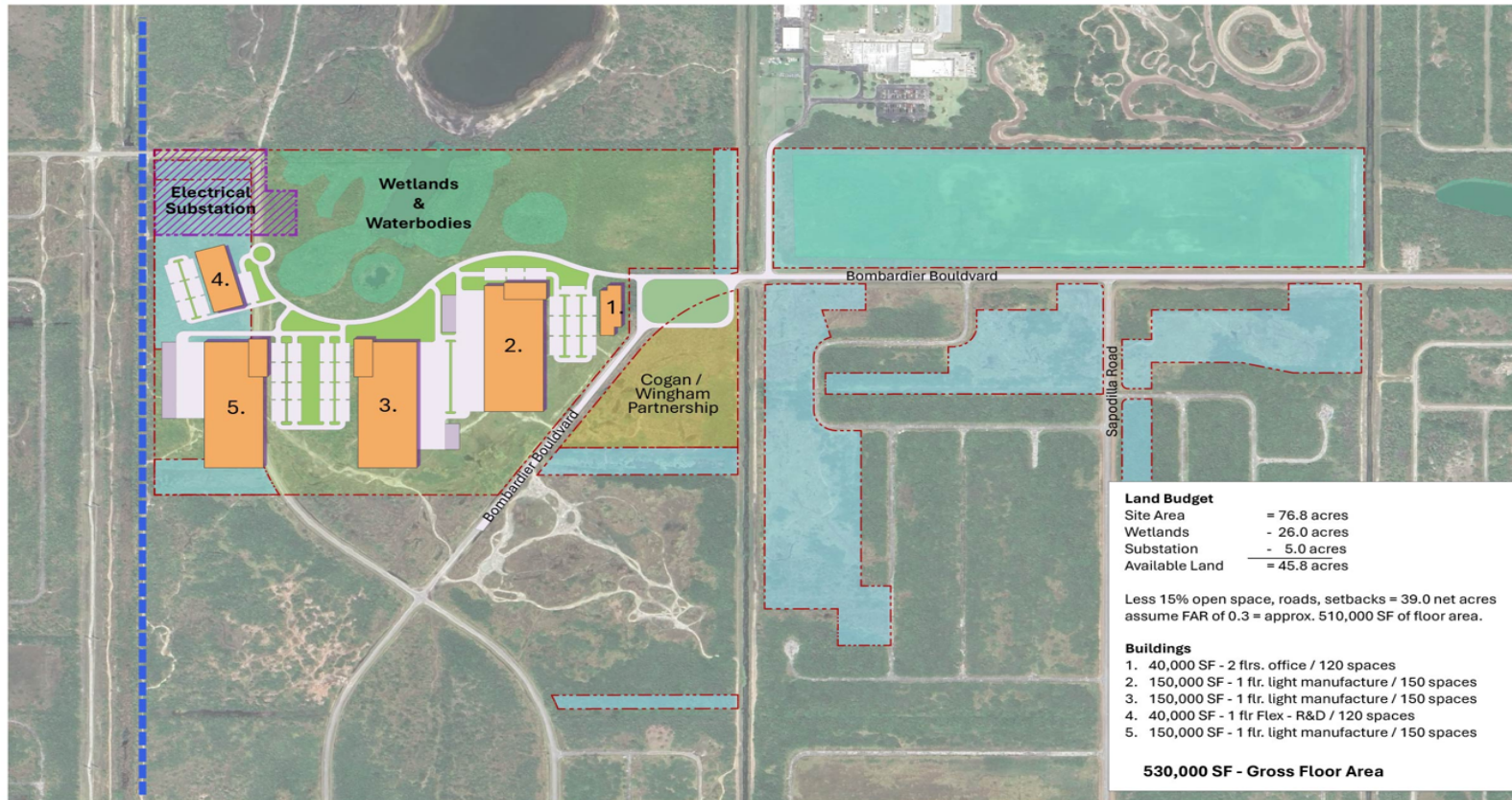
100%

SOURCES & USES		
SOURCES		USES
Initial Owner/Investor Equity (Cash-In)	\$ 10,500,000.00	Purchase \$ 750,000.00
Initial Non Interest-Holding Equity Sources		Holding Cost \$ -
Undefined	\$ -	Initial Site Remediation \$ -
Undefined	\$ -	Building Remediation \$ -
Undefined	\$ -	Hard Cost \$ 21,750,000.00
Undefined	\$ -	Soft Cost \$ 3,262,500.00
Undefined	\$ -	Site Work \$ -
Undefined	\$ -	Contingency \$ 2,501,250.00
Undefined	\$ -	Interest Reserve \$ 1,797,565.00
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
Undefined	\$ -	
INITIAL EQUITY SOURCES TOTAL	\$ 10,500,000.00	\$ 30,061,315.00
GAP	\$ 19,561,315.00	
Additional Equity Sources for Permanent Financing		
Credited Equity		
Additional Cash at Closing (Owner/Investor)	\$ -	
Additional Equity at Closing (Non Interest-Holding Sources)	\$ -	
PERM EQUITY TOTAL	\$ -	
Debt	\$ 19,561,315.00	
SOURCES & USES TOTAL	\$ 30,061,315.00	\$ 30,061,315.00

Permanent Financing		
Loan to Value	65%	Set to either LTC or LTV
Equity Requirement	\$ -	Perm Equity Total must equal Equity Requirement
Principal	\$ 19,561,315.00	
Interest Rate	6.50%	
Period	30 Years	
Final Balance	\$ -	360 Months
Monthly Payment	\$123,640.82	

Project Value	
Cap Rate	6.00%
Project Value	\$ 30,100,000.00

SIMPLE MODE	
Off	Toggles multi-step Sources
If Simple Mode is enabled, Sources can only be added underneath 'Equity Sources for Permanent Financing' (B21-23). Clear all values in Initial Equity Sources before enabling.	



The Compound, Palm Bay, Florida  
Phase 2 - Malabar Aerospace Tech Center

0' 400'

**ATTACHMENT 4:**  
**Financial Analysis Phase 3**



PROJECT DASHBOARD						
REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5	
R&D	\$ 2,380,800.00	\$ 2,461,747.20	\$ 2,545,446.60	\$ 2,631,991.79	\$ 2,721,479.51	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 2,380,800.00</b>	<b>\$ 2,461,747.20</b>	<b>\$ 2,545,446.60</b>	<b>\$ 2,631,991.79</b>	<b>\$ 2,721,479.51</b>	

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	
Operating Expenses	\$ 179,200.00	\$ 185,292.80	\$ 191,592.76	\$ 198,106.91	\$ 204,842.54	
Debt Service	\$1,800,188.39	\$1,800,188.39	\$1,800,188.39	\$1,800,188.39	\$1,800,188.39	
<b>TOTAL</b>	<b>\$ 1,979,388.39</b>	<b>\$ 1,985,481.19</b>	<b>\$ 1,991,781.14</b>	<b>\$ 1,998,295.30</b>	<b>\$ 2,005,030.93</b>	

<b>NET INCOME</b>	<b>\$ 401,411.61</b>	<b>\$ 476,266.01</b>	<b>\$ 553,665.46</b>	<b>\$ 633,696.49</b>	<b>\$ 716,448.58</b>	
RESERVES	\$ 47,616.00	\$ 49,234.94	\$ 50,908.93	\$ 52,639.84	\$ 54,429.59	
Debt Service CR	1.22	1.26	1.31	1.35	1.40	
Cash-on-Cash	2.36%	2.80%	3.26%	3.73%	4.21%	

KEY FIGURES	
Annual Inflation	3.40%
Starting Reserve	\$ -
Minimum DSCR	1.2

INCOME PROJECTIONS						
Product Type	Gross SF	Leasable SF	Rent/SF Annum	Unadjusted Annual Income	Loss & Operating Expenses	Net Operating Income
R&D	80000 SF	80000 SF	\$32.00/SF	\$2,560,000.00	\$358,400.00	\$2,201,600.00
	0 SF	0 SF	\$0.00/SF	\$0.00	\$0.00	\$0.00
	0 SF	0 SF	\$0.00/SF	\$0.00	\$0.00	\$0.00
			\$0.00/SF	\$0.00	\$0.00	\$0.00
TOTAL				\$2,560,000.00	\$358,400.00	\$2,201,600.00

\$31,451,428.57

Vacancy & OPEX Ratio	
Loss Factor (Vacancy)	7.00%
OpEx (NNN)	7.00%

Purchase Details			
Land Value	\$3,000,000.00		
Amount Financed	\$ -	0.00% LTV	0% if no loan
Closing Costs	\$ -	5.00%	
Initial Site Remediation	\$0.00	\$25.00/SF	
Building Remediation	\$0.00	\$10.00/SF	
Hold Period Interest	\$ -	18 Month(s)	
Loan Balance at Perm	\$ -	No	Principal payments during hold period?

Property Features	
Property Size	906400 SF
Existing Structures	0 SF

Purchase Loan		
Principal	\$ -	
Interest Rate	7.00%	
Period	30 Years	360 Months
Final Balance	\$ -	
Monthly Payment	\$0.00	

Amortization Schedule					
Month	Payment	Principal	Interest	Cumulative Interest	Balance
TOTALS	\$ -	\$ -	\$ -		



Project Basics	
Gross SF	80000 SF
Leasable SF Loss Factor	0%
Leasable SF	80000 SF

Building Use Profile & Project Budget		
Use Type	Gross SF	Hard Costs
R&D	80000 SF	\$ 28,000,000.00
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
Subtotal	80000 SF	\$ 28,000,000.00
Site Work	0 SF	\$ -
Soft Costs		\$ 4,200,000.00
Contingency		\$ 3,220,000.00
Pre-Debt Total		\$ 35,420,000.00
Interest Reserve		\$ 2,314,106.67
CONSTRUCTION TOTAL		\$ 37,734,106.67

80000 SF

Development Key		
Item	Figure	Metric
Soft Costs	15%	Percentage of Hard Costs
Site Work	\$ -	Per SF
Hard Costs by Use Type		
Commercial		Per SF
R&D	\$ 350.00	Per SF
Office		Per SF
Manufacturing	\$ -	Per SF
Logistics	\$ -	Per SF
Storage	\$ -	Per SF
General Commercial	\$ -	Per SF
Contingency	10%	Percentage of Soft & Hard Costs

Residential Unit Mix (optional)				
Residential Unit Size	Leasable SF	Gross Conversion	No. Units	Gross SF
Studio	0 SF	0 SF	0	0 SF
1 BR	0 SF	0 SF	0	0 SF
2 BR	0 SF	0 SF	0	0 SF
3 BR	0 SF	0 SF	0	0 SF
				0 SF

Low level research space: \$350/ sf; can go as high as \$1400

Construction Financing (Simple)			
Equity	30%	\$ 10,626,000.00	
Debt	70%	\$ 24,794,000.00	100%
Annual Interest	Term (Months)	Accrued Interest	
7.00%	16	\$ 2,314,106.67	

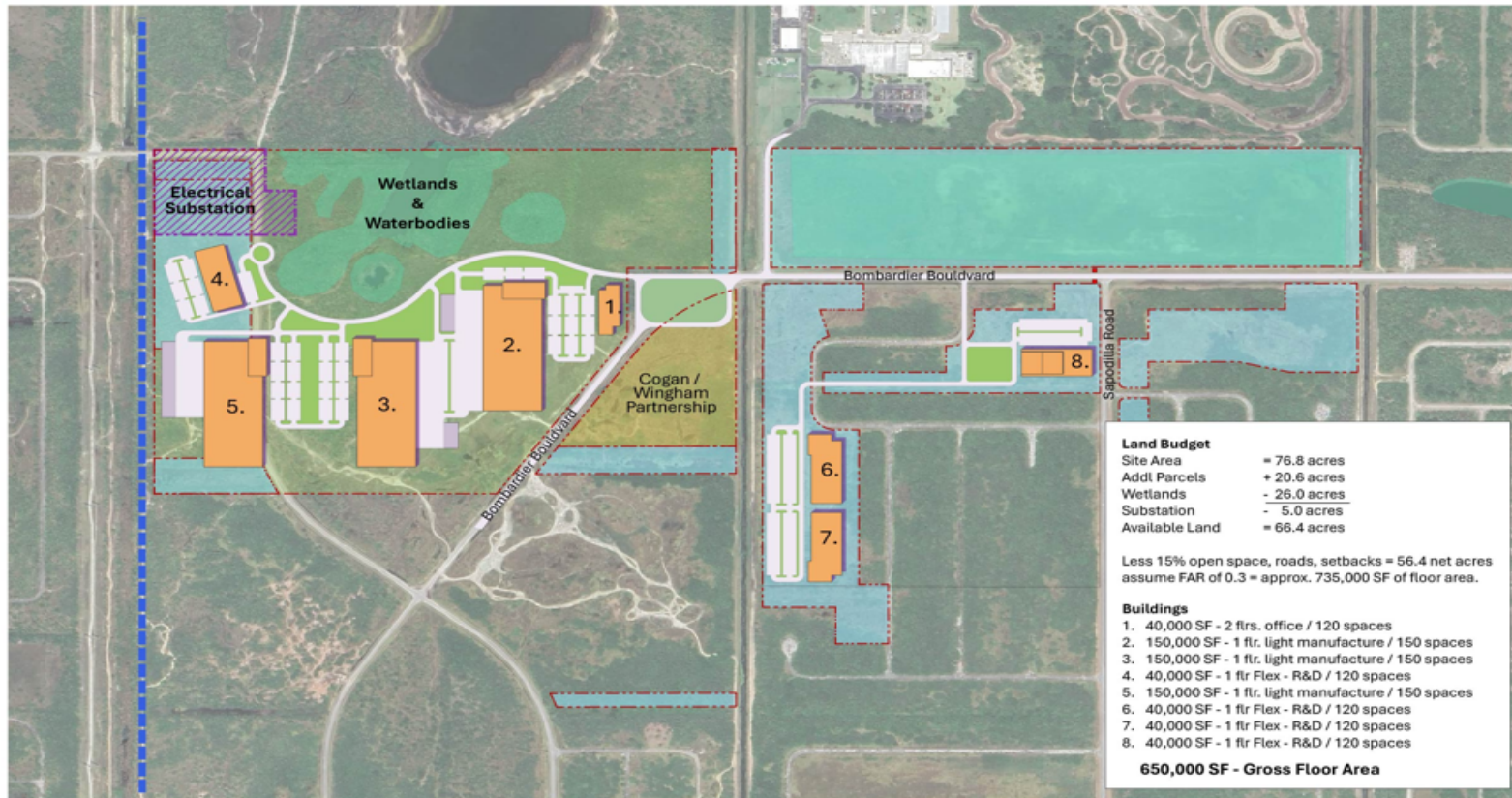


SOURCES & USES			
SOURCES		USES	
Initial Owner/Investor Equity (Cash-In)	\$ 17,000,000.00	Purchase	\$ 3,000,000.00
Initial Non Interest-Holding Equity Sources		Holding Cost	\$ -
Undefined	\$ -	Initial Site Remediation	\$ -
Undefined	\$ -	Building Remediation	\$ -
Undefined	\$ -	Hard Cost	\$ 28,000,000.00
Undefined	\$ -	Soft Cost	\$ 4,200,000.00
Undefined	\$ -	Site Work	\$ -
Undefined	\$ -	Contingency	\$ 3,220,000.00
Undefined	\$ -	Interest Reserve	\$ 2,314,106.67
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
Undefined	\$ -		
INITIAL EQUITY SOURCES TOTAL	\$ 17,000,000.00		\$ 40,734,106.67
GAP	\$ 23,734,106.67		
Additional Equity Sources for Permanent Financing			
Credited Equity			
Additional Cash at Closing (Owner/Investor)	\$ -		
Additional Equity at Closing (Non Interest-Holding Sources)	\$ -		
PERM EQUITY TOTAL	\$ -		
Debt	\$ 23,734,106.67		
SOURCES & USES TOTAL	\$ 40,734,106.67		\$ 40,734,106.67

Permanent Financing		
Loan to Value	65%	Set to either LTC or LTV
Equity Requirement	\$ -	Perm Equity Total must equal Equity Requirement
Principal	\$ 23,734,106.67	
Interest Rate	6.50%	
Period	30 Years	
Final Balance	\$ -	360 Months
Monthly Payment	\$150,015.70	

Project Value	
Cap Rate	6.00%
Project Value	\$ 36,693,333.33

SIMPLE MODE	
Off	Toggles multi-step Sources
If Simple Mode is enabled, Sources can only be added underneath 'Equity Sources for Permanent Financing' (B21-23). Clear all values in Initial Equity Sources before enabling.	



The Compound, Palm Bay, Florida  
Phase 3 - Malabar Aerospace Tech Center

0' 400'

**ATTACHMENT 5:**  
**Financial Analysis Phase 4**

PROJECT DASHBOARD						
REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5	
Research	\$ 4,761,600.00	\$ 4,904,448.00	\$ 5,051,581.44	\$ 5,203,128.88	\$ 5,359,222.75	
Manufacturing	\$ 3,906,000.00	\$ 4,023,180.00	\$ 4,143,875.40	\$ 4,268,191.66	\$ 4,396,237.41	
General Commercial	\$ -	\$ -	\$ -	\$ -	\$ -	
0	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL</b>	<b>\$ 8,667,600.00</b>	<b>\$ 8,927,628.00</b>	<b>\$ 9,195,456.84</b>	<b>\$ 9,471,320.55</b>	<b>\$ 9,755,460.16</b>	

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	
Operating Expenses	\$ 1,082,800.00	\$ 1,115,284.00	\$ 1,148,742.52	\$ 1,183,204.80	\$ 1,218,700.94	
Debt Service	\$6,232,342.41	\$6,232,342.41	\$6,232,342.41	\$6,232,342.41	\$6,232,342.41	
<b>TOTAL</b>	<b>\$ 7,315,142.41</b>	<b>\$ 7,347,626.41</b>	<b>\$ 7,381,084.93</b>	<b>\$ 7,415,547.20</b>	<b>\$ 7,451,043.35</b>	

<b>NET INCOME</b>	<b>\$ 1,352,457.59</b>	<b>\$ 1,580,001.59</b>	<b>\$ 1,814,371.91</b>	<b>\$ 2,055,773.34</b>	<b>\$ 2,304,416.81</b>	
RESERVES	\$ 173,352.00	\$ 178,552.56	\$ 183,909.14	\$ 189,426.41	\$ 195,109.20	
Debt Service CR	1.22	1.25	1.29	1.33	1.37	
Cash-on-Cash	2.46%	2.87%	3.30%	3.74%	4.19%	

KEY FIGURES	
Annual Inflation	3.00%
Starting Reserve	\$ -
Minimum DSCR	1.2



INCOME PROJECTIONS						
Product Type	Gross SF	Leasable SF	Rent/SF Annum	Unadjusted Annual Income	Loss & Operating Expenses	Net Operating Income
Research	160000 SF	160000 SF	\$32.00/SF	\$5,120,000.00	\$1,382,400.00	\$3,737,600.00
Manufacturing	300000 SF	300000 SF	\$14.00/SF	\$4,200,000.00	\$352,800.00	\$3,847,200.00
General Commercial	0 SF	0 SF	\$0.00/SF	\$0.00	\$0.00	\$0.00
			\$0.00/SF	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>				<b>\$9,320,000.00</b>	<b>\$1,735,200.00</b>	<b>\$7,584,800.00</b>

Vacancy & OPEX Ratio	
Loss Factor (Vacancy)	7.00%
OpEx	20.00%

Purchase Details			
Land Value	\$4,050,000.00		
Amount Financed	\$ -	0.00% LTV	0% if no loan
Closing Costs	\$ -	5.00%	
Initial Site Remediation	\$0.00	\$25.00/SF	
Building Remediation	\$0.00	\$10.00/SF	
Hold Period Interest	\$ -	18 Month(s)	
Loan Balance at Perm	\$ -	No	Principal payments during hold period?

Property Features	
Property Size	1188000 SF
Existing Structures	0 SF

Purchase Loan		
Principal	\$ -	
Interest Rate	7.00%	
Period	30 Years	360 Months
Final Balance	\$ -	
Monthly Payment	\$0.00	

Amortization Schedule					
Month	Payment	Principal	Interest	Cumulative Interest	Balance
<b>TOTALS</b>	\$ -	\$ -	\$ -		

Project Basics	
Gross SF	460000 SF
Leasable SF Loss Factor	0%
Leasable SF	460000 SF

Building Use Profile & Project Budget		
Use Type	Gross SF	Hard Costs
R&D	160000 SF	\$ 56,000,000.00
Manufacturing	300000 SF	\$ 43,500,000.00
General Commercial	0 SF	\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
General Commercial		\$ -
Subtotal	460000 SF	\$ 99,500,000.00
Site Work	0 SF	\$ -
Soft Costs		\$ 14,925,000.00
Contingency		\$ 11,442,500.00
Pre-Debt Total		\$ 125,867,500.00
Interest Reserve		\$ 8,223,343.33
CONSTRUCTION TOTAL		\$ 134,090,843.33

160000 SF  
300000 SF

Development Key		
Item	Figure	Metric
Soft Costs	15%	Percentage of Hard Costs
Site Work	\$ -	Per SF
Hard Costs by Use Type		
Commercial	\$ -	Per SF
R&D	\$ 350.00	Per SF
Office	\$ -	Per SF
Manufacturing	\$ 145.00	Per SF
Logistics	\$ -	Per SF
Storage	\$ -	Per SF
General Commercial	\$ -	Per SF
Contingency	10%	Percentage of Soft & Hard Costs

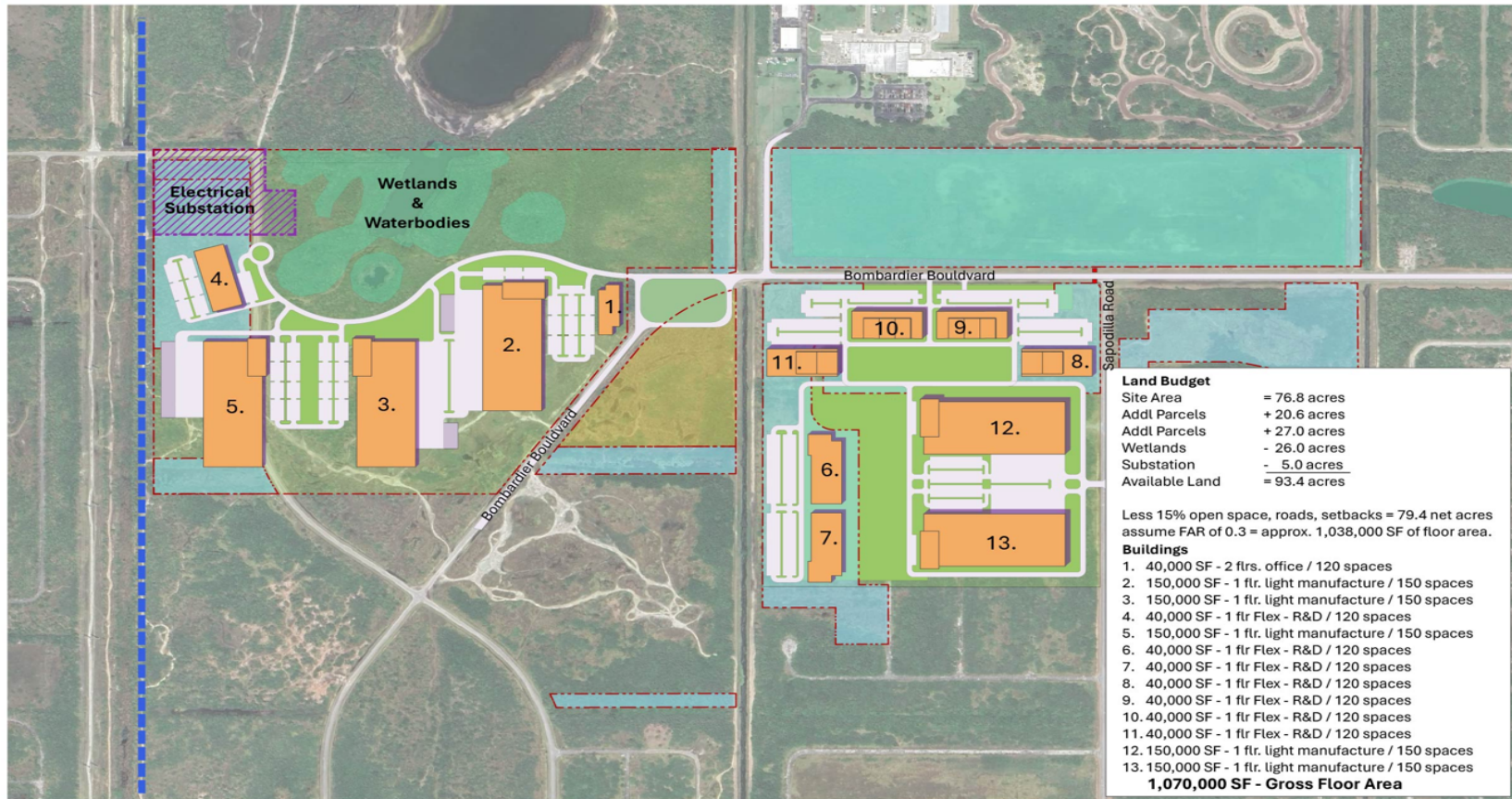
Residential Unit Mix (optional)				
Residential Unit Size	Leasable SF	Gross Conversion	No. Units	Gross SF
Studio	0 SF	0 SF	0	0 SF
1 BR	0 SF	0 SF	0	0 SF
2 BR	0 SF	0 SF	0	0 SF
3 BR	0 SF	0 SF	0	0 SF
				0 SF

Low level research space: \$350/ sf; can go as high as \$1400

Construction Financing (Simple)			
Equity	30%	\$ 37,760,250.00	
Debt	70%	\$ 88,107,250.00	100%
Annual Interest	Term (Months)	Accrued Interest	
7.00%	16	\$ 8,223,343.33	







**ATTACHMENT 6:**  
**Commercial Real Estate Market Assessment**

# Commercial Market Assessment “The Compound”, Palm Bay FL



**March 28, 2025**

Provided through technical assistance by the U.S. EPA Office of Brownfields and  
Land Revitalization (OBLR) Technical Assistance

Commercial Market Assessment  
The Compound – Palm Bay, FL

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## Commercial Re-Use Assessment Summary

The following key takeaways, recommendations and next steps have been drawn from the interviews, discussions, research, and analysis that have occurred over the duration of the technical assistance project.

### Purpose

This commercial re-use assessment was conducted as part of a technical assistance project funded by the U.S. Environmental Protection Agency Land Revitalization (LR) Program. The purpose of this assessment is to support the revitalization and reuse goals for the subject property, which include:

- Determine appropriate reuse scenarios for the Northern Quadrant.
- Create employment centers
- Catalyze future development

### Summary of Findings

The following bullet points outline the key data and findings identified through this assessment.

- The regional industrial real estate market is healthy
- Activity and demand specific to the Subject Site area is not robust
- Opportunities may exist for shovel ready sites
- Major market swings are not projected



## Background

### ‘The Compound’ Brownfield Site in Palm Bay, FL

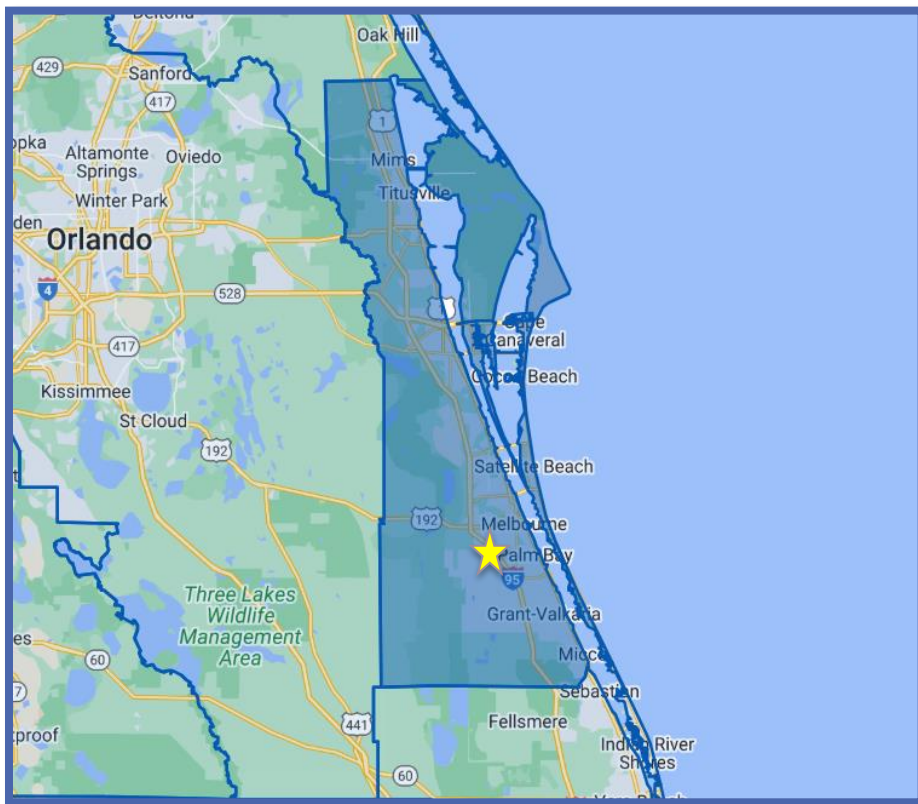
The City of Palm Bay, FL, with support from the U.S Environmental Protection Agency (E.P.A.) has initiated a project, which includes conducting a commercial reuse assessment (the “Reuse Assessment”) to determine feasible uses of the area bounded by Angora Street SW on the North, Alwar and Sage Avenues on the East, the Melbourne Tillman Canal on the South, and the Three Forks Conservation area to the West the “Subject Site”), given market conditions and stated community goals and objectives.

The Subject Site, also known as The Compound, is approximately 2,300 acres, primarily vacant site, located in Palm Bay FL, in Brevard County. This urban area lies in the southwestern area of Palm Bay and is a component of the Palm Bay-Melbourne-Titusville, FL Metropolitan Statistical Area. The site is owned by approximately 2,700 owners, including the City of Palm Bay. A primary driver for this project is to put the site to productive use, catalyze job-creating development and advance the economic development of the area.

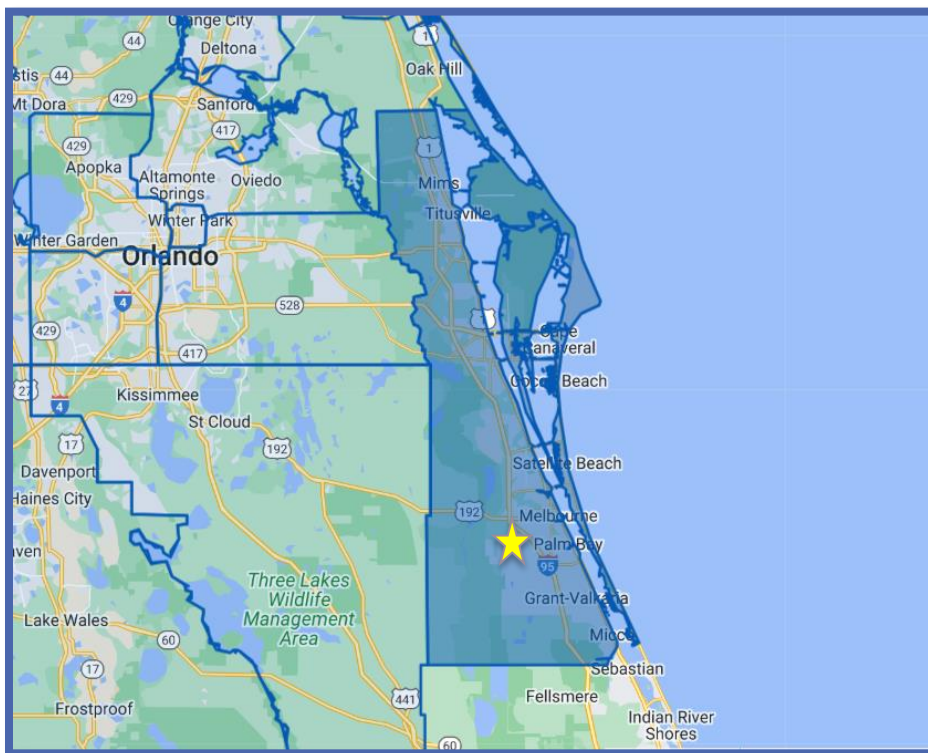
For the purpose of this assessment, the technical assistance contractor focused its attention on market opportunities proposed as a redevelopment zone for light industrial, R&D/flex space uses.

### Geographic Considerations

- The subject site is in eastern Central Florida
- The subject site is proximate to I-95 (9 miles)
- The City of Palm Bay is the largest in the county by population and land mass
- The recommended focused study area will be within the Brevard County sub-market
- Suggested areas of comparison analysis are its MSA and the County.

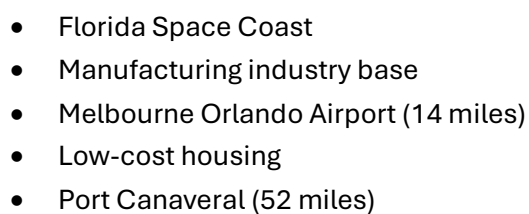


Map 1 The Site is in the Melbourne - FL Market area



Map 2: The subject site's sub-market is Brevard County, which is the same as its market area.

Given the subject site's adjacency to current industrial uses, opportunities may exist for complimentary land uses in the area owned by the City of Palm Bay.

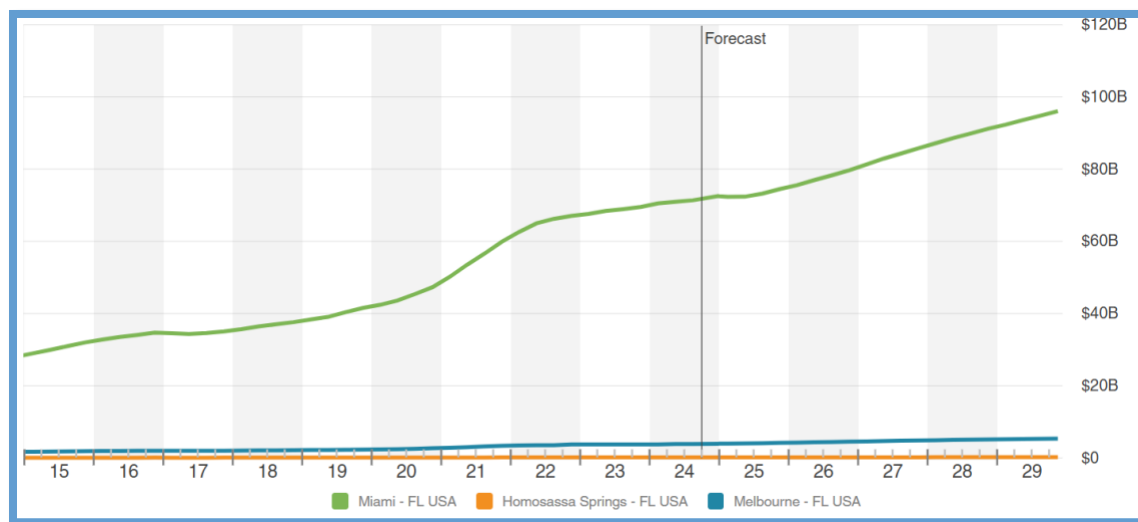


## Brevard County Industrial Real Estate Market Conditions

This section provides an overview of the supply and demand conditions in the Melbourne market/Brevard County submarket. This market is much smaller than its peer markets and tends to underperform those.

When considered against its peers in the state:

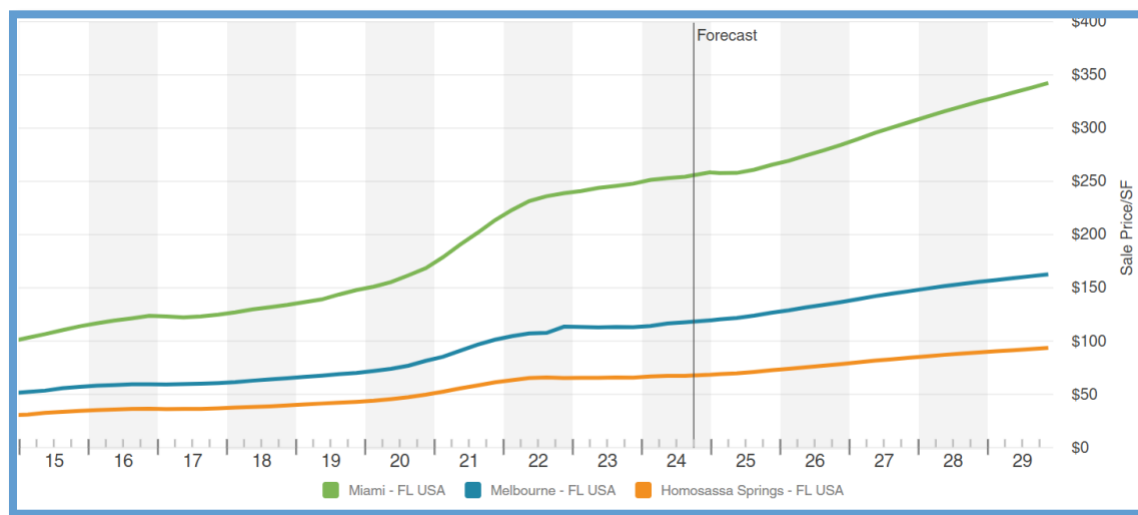
### Market Size (By Asset Value – Industrial)



*Graph 1 The Melbourne market ranks near the bottom in asset class size in Florida*

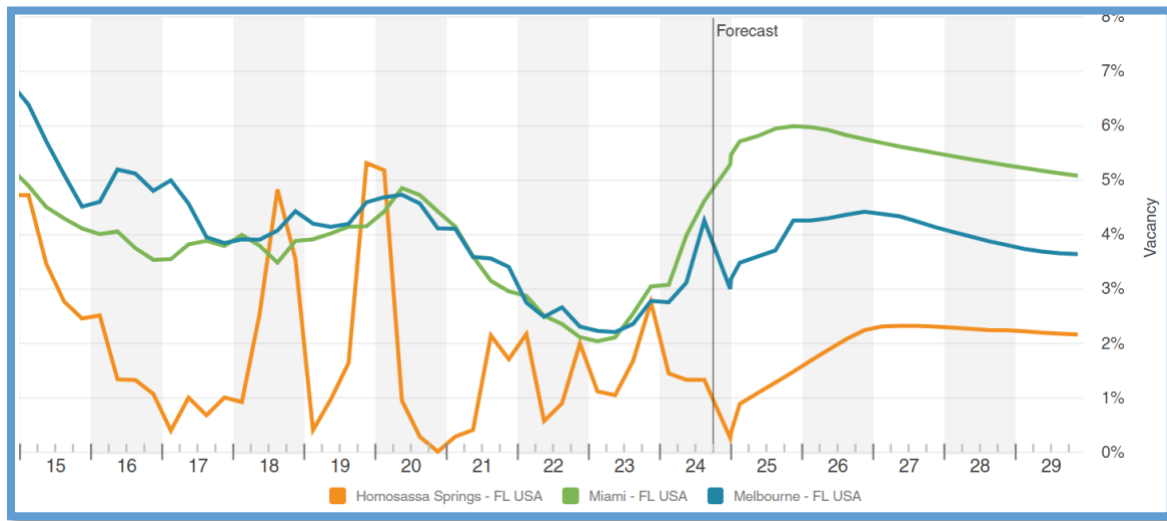
The Melbourne market ranks near the bottom of the industrial market asset class in Florida.

### Sales Prices (Per/SF – Industrial)



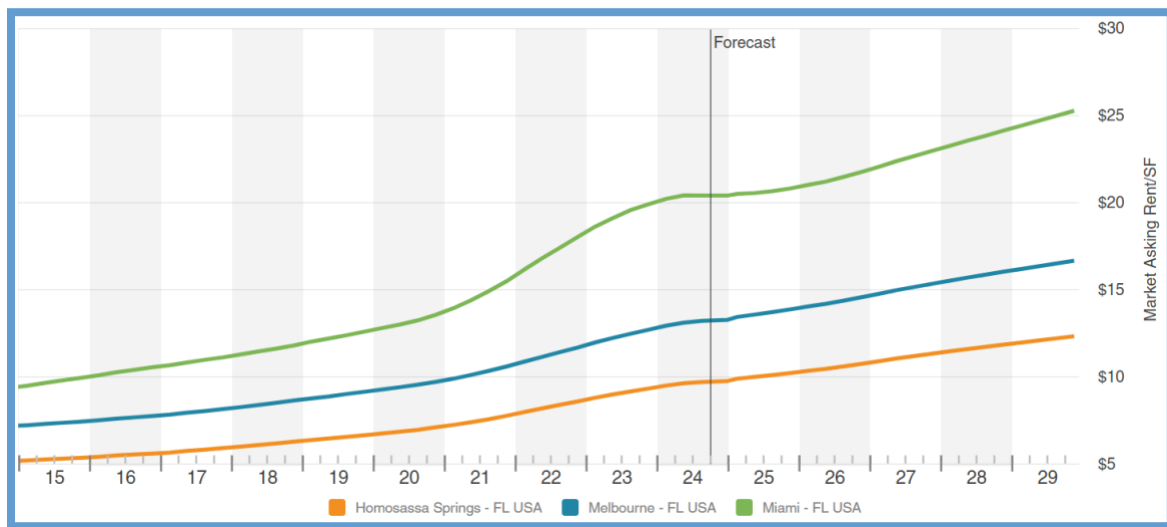
*Graph 2 The Melbourne market values industrial space at \$163/sf*

### Vacancy (Percent of Space Available) Industrial



**Graph 3: Vacancy rates remain low throughout the state**

### Asking Rents - Industrial



**Graph 4 Asking Rents (Rent/SF)- Industrial**



## Industrial Real Estate Market Conditions in Brevard County

- Over the past 12-month period, the industrial vacancy rate in Brevard County is one of the lowest in the state, though it has moved up from its lowest point to 3.0%.
- Flat to negative demand is projected by CoStar through 2025.
- There was only 330,000 SF of industrial space under construction as of the fourth quarter of 2024.
- 100,000SF has been completed in the past 12 months, and construction starts since the beginning of the year have been limited to 150,000 SF.
- A new facility under construction is a 180,000-SF manufacturing building on Grissom Parkway due for delivery in January 2025 where a 61,650-SF block of space remains available.
- Rent growth has slowed in the market to about 4.6% annually after its peak in 2022 of approximately 11%

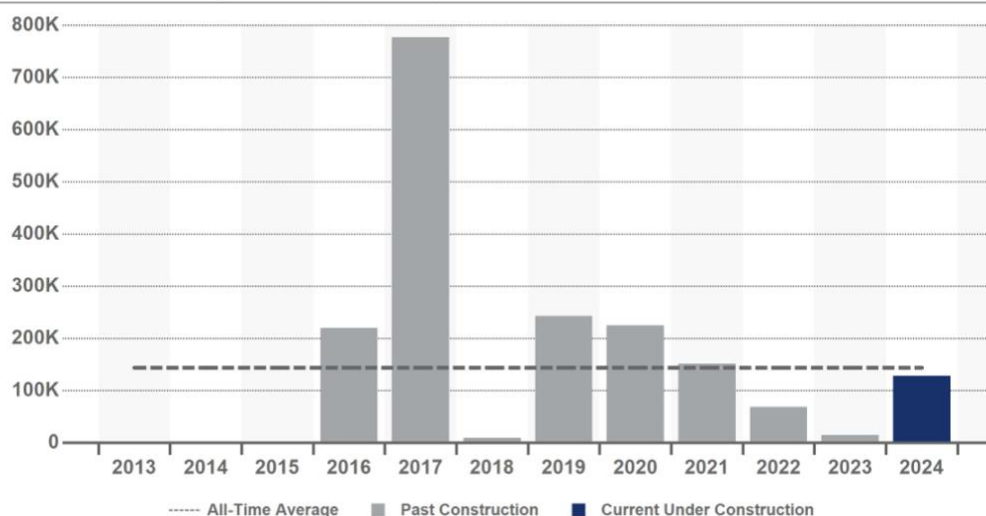
## Market Asking Rent Comparisons

	<i>SF Available</i>	<i>Asking Rent</i>	<i>Service</i>
625 Atlantis Road	42,000	\$11.95/sf	NNN
4301 Woodland Park Dr	5,790	\$11.50/sf	NNN

- Rents are \$11 - \$14 in the marketplace
- Rent increases have slowed.
- Rent increases are not projected to rise dramatically
- There is little available space for rent.

## Construction Activity Proximate to the Subject Site

UNDER CONSTRUCTION IN SQUARE FEET (30 Mile Radius)



- Construction activity is not robust

- 3 properties have been completed in the past 12 months
- The recent deliveries are 94% leased
- One reported asking rent is \$14/sf NNN

### Sales Activity Proximate to the Subject Site

- 11 recent sales in the market area.
- Steady sales activity
- Cap Rate average is 5.9%
- Average price/Sf is \$111
- Sale closest to the site sold for \$154/sf
- High end flex space reported sale at \$219/sf
- Melbourne market sale prices are in line with the US average

#### SALE COMPARABLES SUMMARY STATISTICS

Sales Attributes	Low	Average	Median	High
Sale Price	\$1,800,000	\$4,057,182	\$4,000,000	\$8,350,000
Price/SF	\$60	\$111	\$110	\$154
Cap Rate	5.0%	5.9%	5.5%	7.1%
Time Since Sale in Months	6.5	16.1	15.7	23.9
Property Attributes	Low	Average	Median	High
Building SF	26,592	36,438	30,000	63,807
Ceiling Height	10'	18'5"	18'	26'
Docks	0	3	3	5
Vacancy Rate At Sale	0%	10.4%	0%	100%
Year Built	1948	1980	1985	2006
Star Rating	★ ★ ★ ★ ★	★ ★ ★ ★ ★ 2.3	★ ★ ★ ★ ★	★ ★ ★ ★ ★

### Recommendations

- Prepare the site to be competitive by making it shovel ready.
- Understand developable area.
- Complete an Economic Impact Analysis.
- Identify any gaps.
- Identify funding sources to fill gaps.
- Issue RFP for site.

**ATTACHMENT 7:**  
**Final Project Webinar**

# ATTACHMENT 7:

## EPA Region 4 Technical Assistance

The Compound, Palm Bay, FL

March 7<sup>th</sup>, 2024, at 2:30 PM EST

### Webinar 4



# EPA Technical Assistance Overview

- Assessment included:
  - Land uses
  - Strategic plans
  - Economic development
  - Utilities and Infrastructure
  - Transportation plans
  - 30+ stakeholder interviews including BRP and select landowners
  - Two Site Visits

## Action Plan

- Phasing plan to promote job-creating economic growth
- Next Step Considerations
- High level Financial Analysis and Direct Job Creation estimates





# Technical Assistance Builds Upon Strategic Plans

## Identified strategies

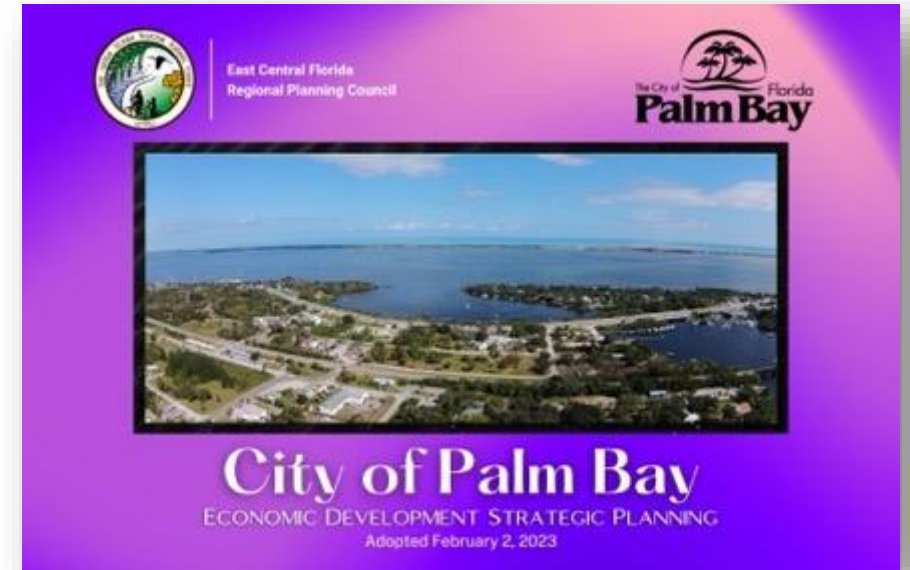
- Develop spaces that further economic development
- Use the city's high technology sector as a magnet to attract new talent, businesses, and investment
- Steer development of new industrial park

## Challenge

- Create 25-50-acre shovel ready parcels

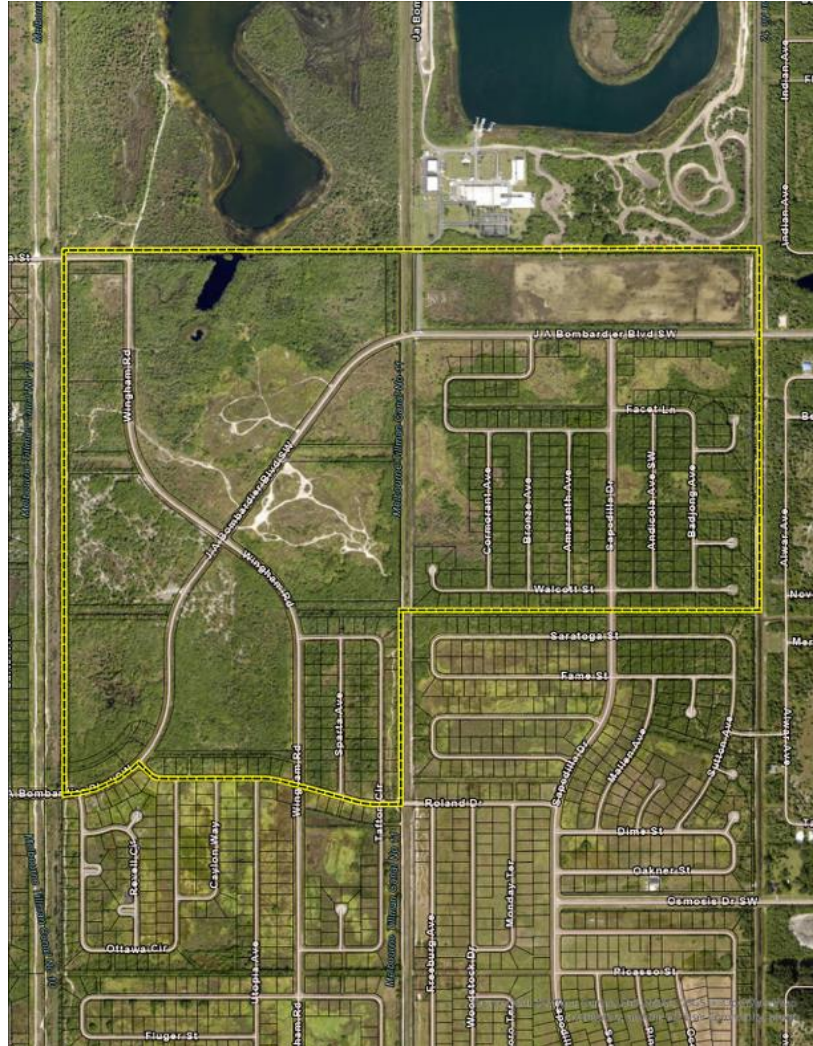
### Key factors:

- 2,755 unique property owners
- Pre-platted, disjointed parcels
- Multiple land entitlements
- Lack of existing infrastructure
- BRP business needs





# Project Site Maps



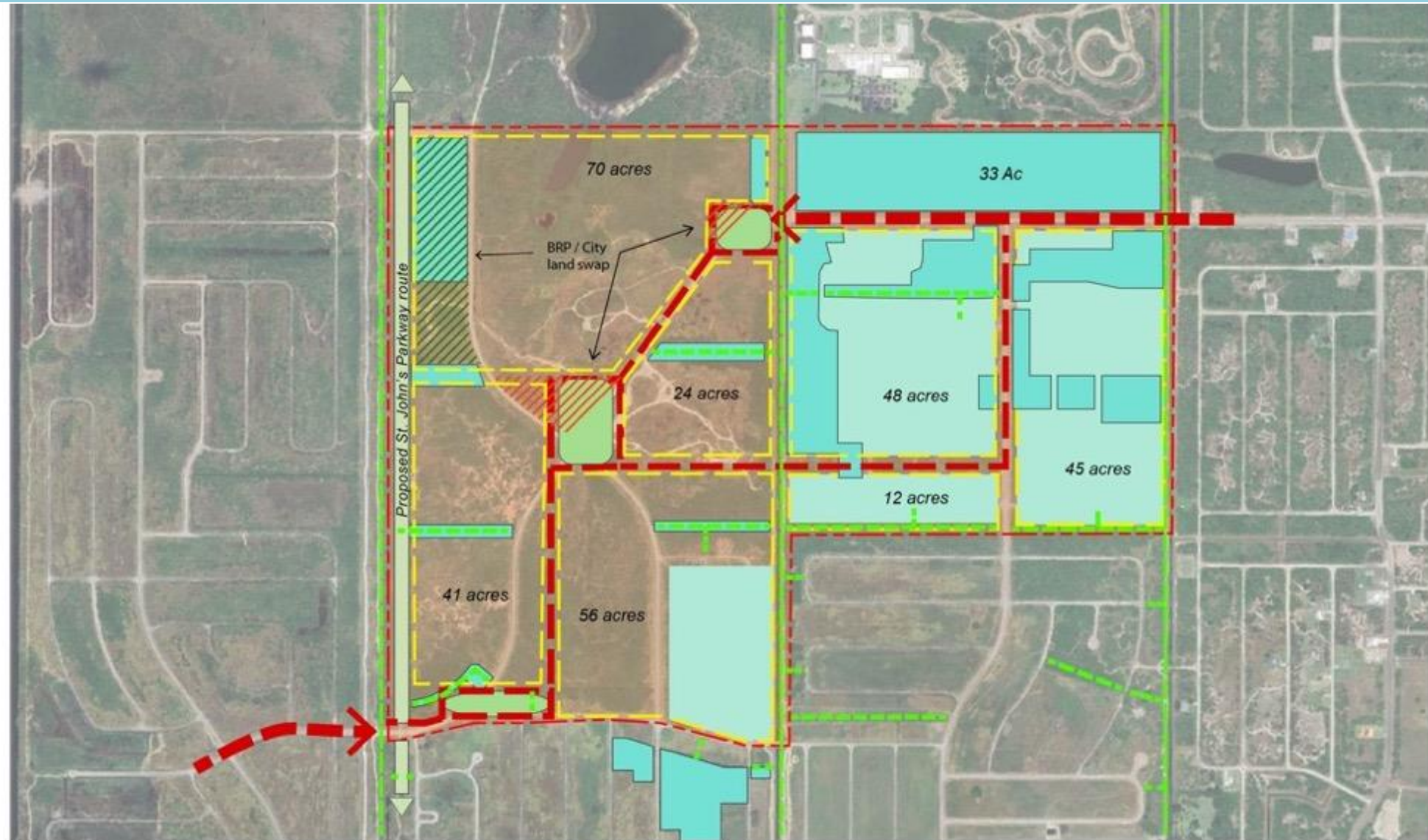
Northeast Quadrant Focus Area



Property Owner Parcels



# Concept Plan

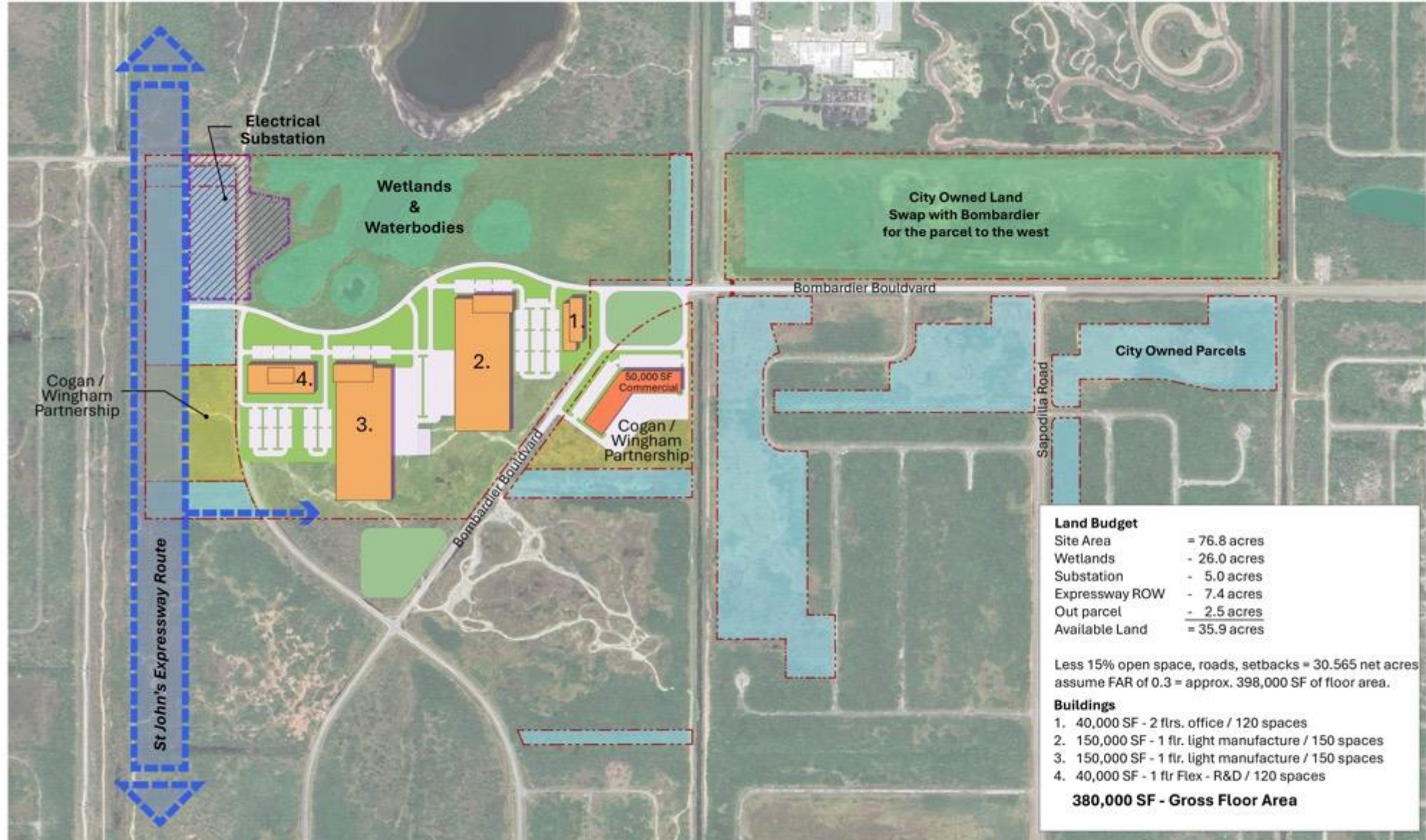


The Compound, Palm Bay, Florida  
Port Malabar Business Park Concept Plan

0' 600'

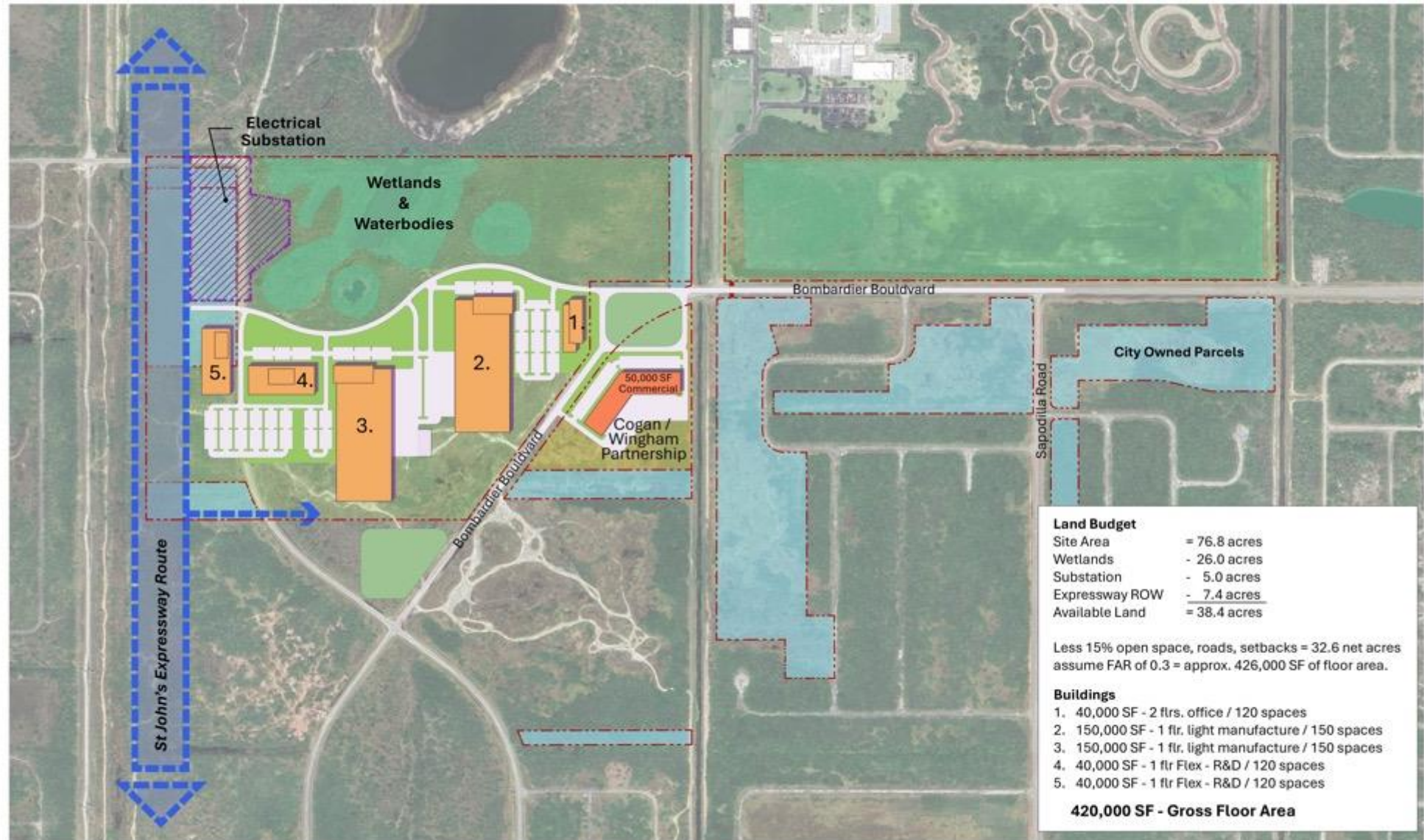


# Phase 1





# Phase 2

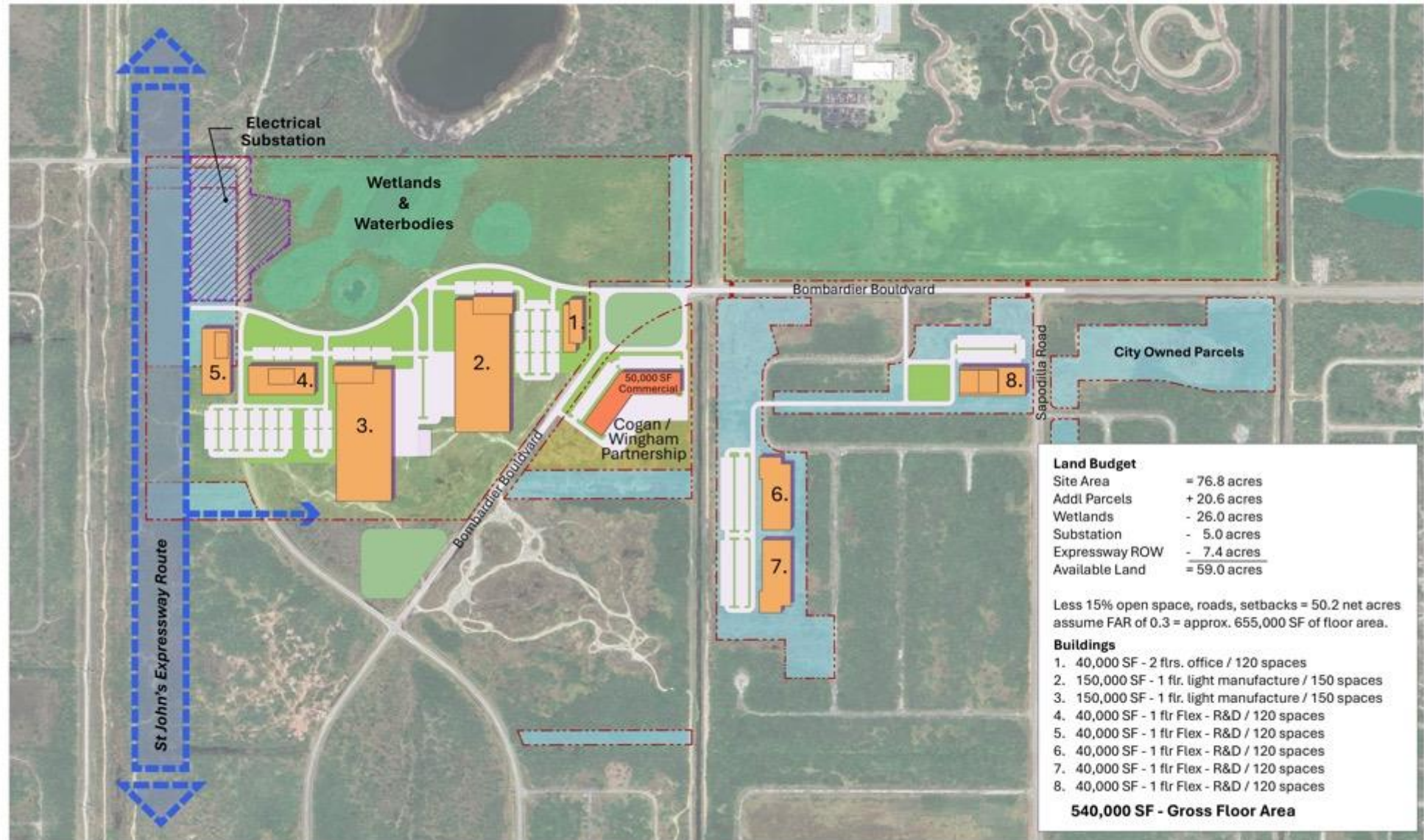


The Compound, Palm Bay, Florida  
Phase 2 - Port Malabar Business Park

0' 400'



# Phase 3

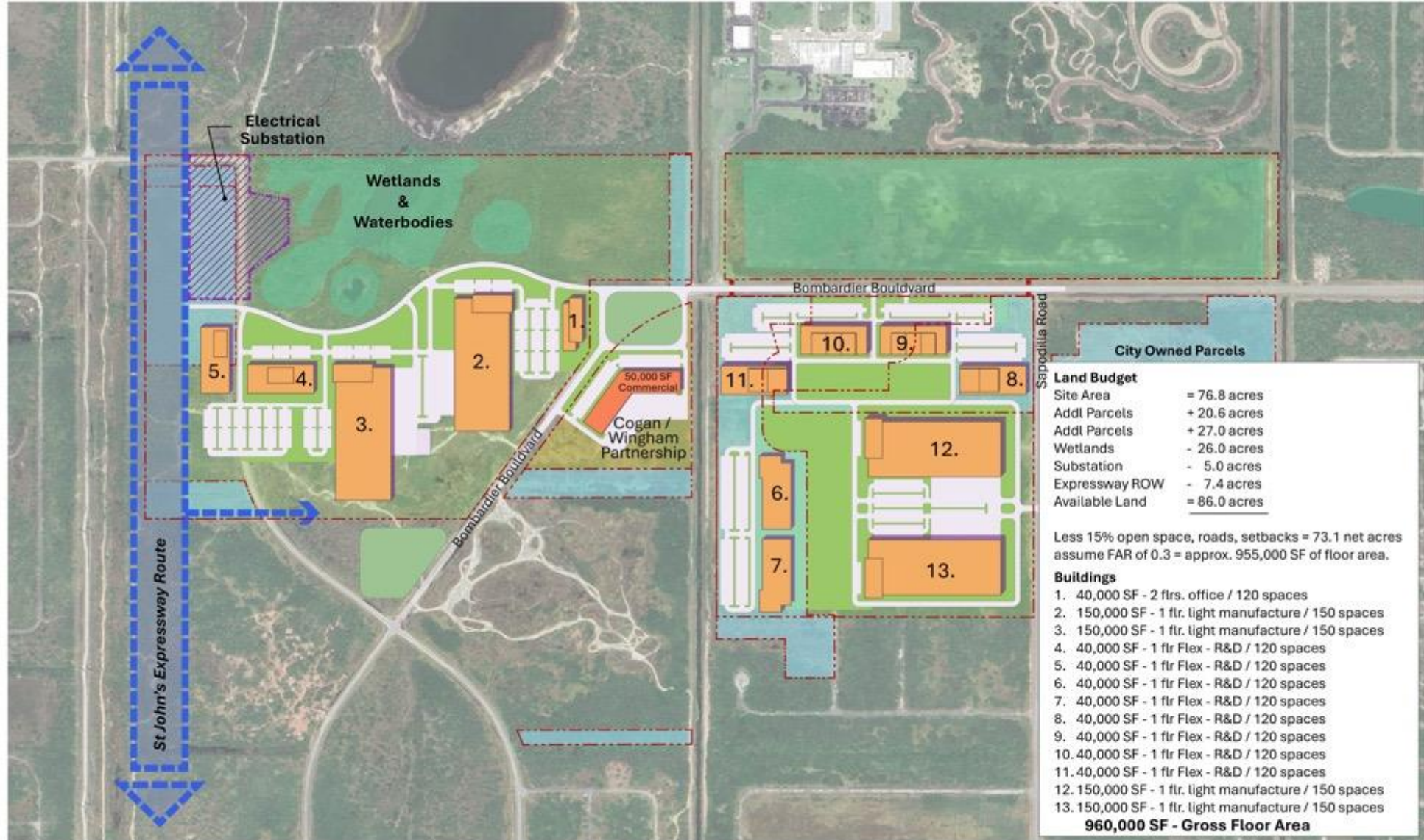


The Compound, Palm Bay, Florida  
Phase 3 - Port Malabar Business Park

0' 400'



# Phase 4



The Compound, Palm Bay, Florida  
Phase 4 - Port Malabar Business Park

0' 400'



# Phase 5



The Compound, Palm Bay, Florida  
Phase 5 - Port Malabar Business Park

0' 400'

# Palm Bay Summary

Phase	Use	Structural SF	Land (~ Acres)	Cost	Value At Completion
1	Manufacturing, R&D, Office	380,000	36	\$ 101,922,000	\$ 96,125,00
2	R&D	40,000	3	\$ 19,242,000	\$ 17,920,000
3	R&D	120,000	20	\$ 59,691,000	\$ 53,760,000
4	Manufacturing, R&D, Office	420,000	27	\$ 119,273,000	\$ 118,419,000
Total		960,000	86	\$ 300,128,000	\$ 286,224,000

## Key Assumptions

- Land valued at \$150,000/acre
- Construction - high level assumptions
- DSCR 1.2
- Cap rate at 6%
- Assumes Triple Net leases (NNN)
- Rents at market
- Interest rate at 6.5%
- 65% LTV
- Today's dollars and market conditions

## Key Takeaways

- Does not factor in indirect benefits or incentives
- Cash-on-cash low and will need to be stronger for for-profit developer
- Long-term play; at completion value may be lower than cost.
- Timing will need to be factored for higher level analysis.
- Infrastructure costs will need to be absorbed elsewhere.

# Estimated Economic Benefits

- **Potential Direct Jobs Created:**
  - Phase 1: 760
  - Phase 2: 180
  - Phase 3: 600
  - Phase 4: 960
  - **TOTAL: 2,500**
- **Potential Annual City Property Tax Revenue**
  - Phase 1: \$647,307
  - Phase 2: \$202,690
  - Phase 3: \$247,134
  - Phase 4: \$851,165
  - **TOTAL: \$1,948,296**

\*These estimates do not include short and long-term indirect benefits (e.g., construction, ancillary development, etc.)



# Next Step Considerations

## Planning

- Prepare Area Master Plan (Unit 53)
- Update approved future land use plans
- Amend zoning ordinance consistent with updated land use plans
  - Light manufacturing
- Update Stormwater & drainage plans
- Reserve Right-of-Way for future St. John Parkway corridor
- Complete Phase 1 ESAs for targeted properties
  - May include BRP property
- Explore land swap with BRP, Inc. (Phase I)
- Explore acquisition of additional properties as per concept plan to expand business park (south of J.A. Bombardier Blvd)



# Next Step Considerations

## Infrastructure

- Extend utilities (sewer & water) into northeast section of Compound
- Commission preliminary engineering and cost estimating study
- Prepare & Submit grant applications
  - State of Florida
  - U.S. Economic Development Agency
- Explore establishment of a special assessment district for capital and operational costs of extended utilities
- Coordinate with FPL on future energy needs and service





# Next Step Considerations

## Marketing

- Rebrand property
  - Port Malabar Business Park
  - Create gateway/entry feature @ entrance to Compound along J.A. Bombardier

## Redevelopment

- Options for city to move forward:
  - 1) City retain ownership and solicit end users in coordination with Space Coast Economic Development Commission
  - 2) Engage Master Developer to implement Business Park Plan via RFP/RFEI



# Next Steps

Final Report: End of March

