

# The North Brevard Economic Development Zone (NBEDZ)

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## Project Portfolio

*2012 to 2024*





# What is Economic Development?

*Economic development is the intentional practice of improving a community's well-being and quality of life. It includes a broad range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and inclusive economy. It is a collaborative effort, one involving industry, government, and many other local stakeholders*

Definition from International Economic Development Council (IEDC)

# What is the Zone?

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## A Florida Special District

*The Zone operates as a special dependent district, under the auspices of Brevard County. It is a local government unit that provides specialized services (economic development assistance) within a limited geographic area – in the case of the Zone, an area covering much of north Brevard County, Florida, including NASA's Kennedy Space Center*



## A Development Agency

*The Zone works with both new and existing businesses considering projects that involve capital outlays and/or job creation/retention*

*It also works with developers and property owners seeking to redevelop existing commercial and industrial spaces*



## A Financial Inducement Provider

*The Zone utilizes financial assistance programs to induce economic development projects forward, using – as a source of its grants and aid - a portion of ad valorem taxes generated from an appreciation of property values on commercial and industrial holdings within the district*



# Why Was the Zone Created?

Formed in 2011, the Zone's mission was to facilitate job growth and economic development in the northern part of Brevard County, Florida, following significant workforce layoffs (approximately 4,000 positions) from nearby NASA's Kennedy Space Center at the end of the Space Shuttle era. In countering that effect – along with the impact of the Great Recession on the local housing market – the Zone seeks to make the area more economically diverse, and less reliant on a single employment sector

## *Brevard County, 2011*

Annual Unemployment Rate

7.6% (For the city of Titusville, it was 12.4%)

Housing Foreclosure Rate

5.8% (Four times the national average)

Milken Institute Ranking

177<sup>th</sup> (Out of the 200 largest metro areas in the U.S.)

**UPDATE:**  
In January 2025,  
the Milken  
Institute ranked  
the Titusville/  
Melbourne/Palm  
Bay MSA as the  
9<sup>th</sup> “*Best  
Performing City*”  
in the country

# The Zone's Economic Development Plan

A year after its formation, the Zone adopted a written strategic plan – approved by the Brevard County Commission and the Titusville City Council – which challenged the agency to advance job creation, capital investment, and property redevelopment within the Zone's 200-square mile special district boundary by focusing primarily on these areas:

## Small Business Assistance

- *Projects that help small businesses grow and expand the local tax base*
- *Projects that will enable local businesses to redevelop existing commercial and industrial property*
- *Projects that will provide job opportunities for persons of all skill levels*

## High-Wage Job Creation/Retention

- *Projects that create/retain jobs paying a wage higher than the county's median annual wage*
- *Projects that create/retain jobs adding to a greater diversity of skilled labor in the area*
- *Projects that will help the area maintain its lead and dominance within the aerospace industry*

## Pursuit of Strategic Initiatives

- *Projects that address workforce development*
- *Projects that improve the area's physical infrastructure*
- *Projects that foster entrepreneurial development*
- *Projects that combine other grant sources (from the state or federal government) to address an economic development need*
- *Projects that address Brownfields*



# What is a Small Business?

*According to the U.S. Small Business Administration (SBA), a branch of the U.S. Commerce Department, a small business is a company employing 500 or fewer persons*

*Since 2012, more than 85% of the businesses assisted by the Zone have been considered “small businesses”*





## Helping Businesses Large and Small

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*The Zone doesn't pick winners and losers in the marketplace. Market forces, management practices, and the quality and uniqueness of a product or service decide which companies ultimately succeed or fail.*

*If a company in a particular industry sector approaches the Zone for technical help or financial assistance with the implementation of an economic development project, there is nothing to preclude another firm in the same industry sector from also approaching the Zone for aid. The Zone seeks to help all businesses, regardless of size or market share*



# Program Tenets



## ✓ Grants Based on Performance

*Financial assistance from the Zone is predicated on a project achieving a level of completion, such as the redevelopment of an existing building, or the creation of a specified number of new jobs. No grant funds are provided on the front end of a project*

## ✓ Greater Than 5-to-1 Return

*The Zone seeks economic development projects that will generate a significant return on Zone grant aid provided, exceeding a 5-to-1 ratio of private to public dollars used. For most projects, that return is closer to 10-to-1*

## ✓ “But For” Zone Assistance

*The determination to pledge Zone financial assistance to a project is largely based upon whether the use of grant funds are necessary and appropriate in order to bring the project to fruition. It asks: “but for” the provision of Zone dollars, will the project be able to proceed?*



# The Results

**2,359**

*New Jobs  
Created \**

**\$24.1 M**

*Grant Funds  
Committed*

**\$1.2 B**

*Total Capital  
Investment*

**165**

*Number of Small  
Businesses  
Assisted \*\**

**54**

*Number of Grant  
Incentivized  
Projects*

**SUCCESS**

Information based upon field observations, submitted reports, and/or other communication between the NBEDZ and businesses assisted. Information deemed reliable but not guaranteed. Note that job creation is dependent upon a variety of factors, not the least of which is workforce availability and skill; fluctuation in numbers may occur

\* The category “Jobs Created” includes jobs at the local Blue Origin plant, but that number was capped at 500 persons – the number reported at project close-out

\*\* Technical and/or financial assistance



# Notable Projects, 2012 - 2024

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*Workforce Development Project*

## Aviation Training Program at Eastern Florida State

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*Zone grant assistance of \$420,000 served as local match for the college to secure state funding and build an aviation technician training program in Titusville*



*The new 15,000 sq. ft. center will feature a skills laboratory (with planes inside) and new classroom facilities*



## Astro Pak

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- ✓ *Project induced purchase of an existing industrial facility, which had been vacant for more than five years, for use by a company engaged in metal surface treatment technology*
- ✓ *Zone assistance of \$250,000 enabled the company to proceed with the building acquisition and improvements to the structure, representing a total capital outlay of more than \$2.75 million*
- ✓ *Project created thirty-two new jobs, at an average annual wage above the county's median income*





The New Glenn rocket, built and assembled within Brevard County, heading toward Launch Pad 36 at Cape Canaveral Space Force Station

## *High Wage Job Creation Project*

# Blue Origin

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*Company considered multiple sites in several states in 2014*



*Zone assistance of \$8 million for creating a building pad on a thirty-acre parcel at Exploration Park helped seal the company's choice of Merritt island location*



*Company committed to creating 330 jobs, and investing \$200 million in building a rocket factory*



*In the end, company created more than 2,500 jobs, and invested over \$800 million in capital assets*

*Redevelopment Project*

## **Brevard Constructors**



*Project involved the redevelopment and re-use of a former fruit packing plant in Mims into a multi-tenant industrial complex; site had been vacant for over a decade*



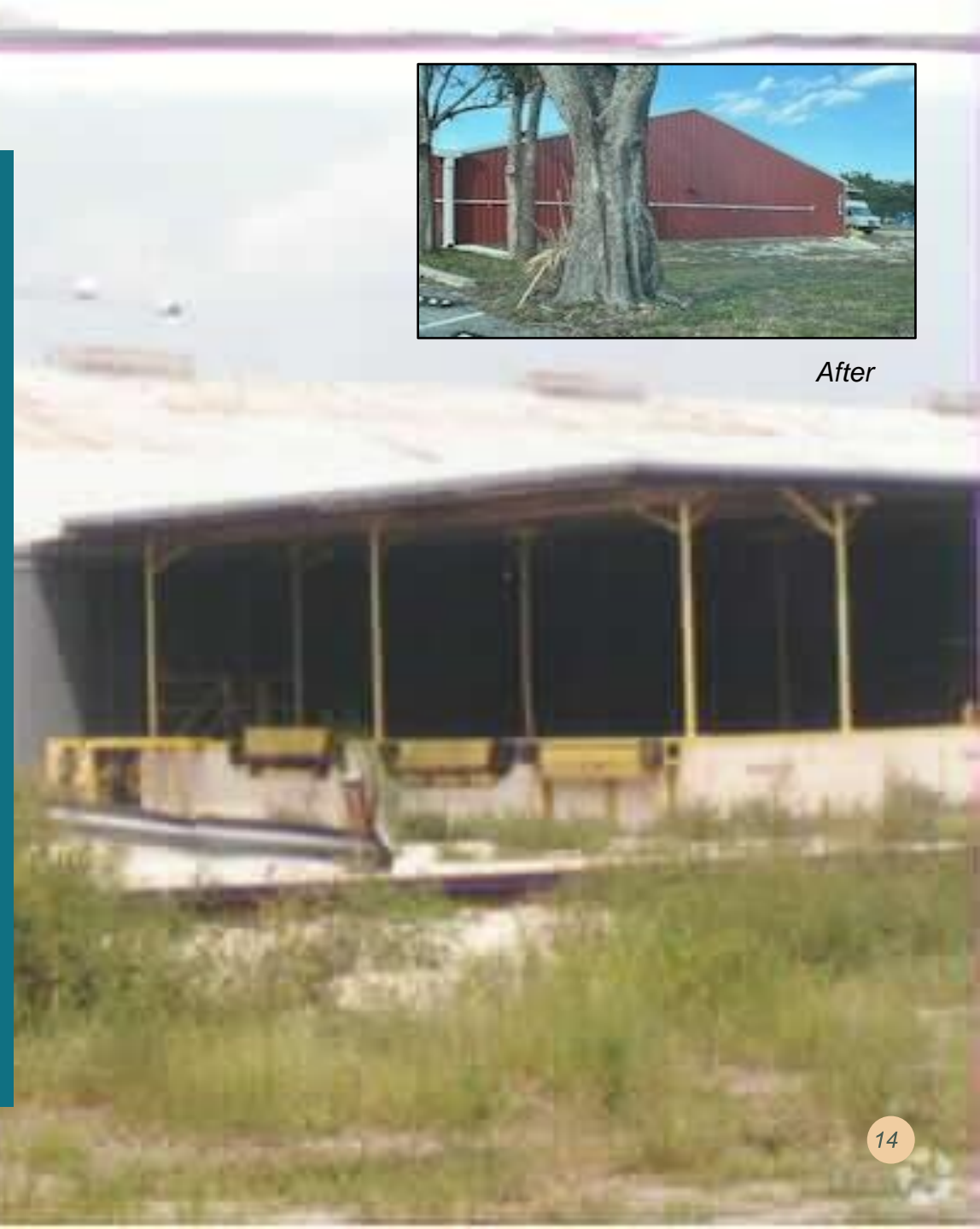
*Zone assistance of \$112,000 helped induce local contractor Brevard Constructors to purchase the twelve-acre site, and inject more than \$800,000 into the project, after acquisition*



*Complex is now home to the company Marketing Holders, which employs more than fifteen people at the site*



*After*







*Before*

## *Redevelopment Project*

# The BRIX Project



*Project involved the redevelopment of a former lumber yard and mill into a micro-brewery/restaurant concept*



*Zone provided financial assistance based upon the equity injection of the owner, a commitment which helped the small business secure bank financing, resulting in a total capital expenditure of more than \$3.5 million on the building and new capital equipment*



*The BRIX now produces several craft beer lines, which are distributed to restaurants and bars throughout Central Florida. The operation employs more than thirty people*



## Infrastructure Improvement Project

# Challenger Road Extension (Airport)

- ✓ The Titusville-Cocoa Airport Authority holds title to hundreds of acres of potential industrial property, but lacks roadway infrastructure to access some of it
- ✓ The Zone provided financial assistance to the airport authority, permitting it to develop engineering plans, drawings, and schematics for a new roadway to open up property for industrial development
- ✓ South Florida developer KEY Group has announced plans to build new 200,000 sq. ft. industrial buildings on the road



*Commercial Pad Development Project*

## **Culver's Anchored Retail Development**



*A commercial development firm identified a site for several retail parcels, but the location of traffic signalization made access to the property impossible*



*The Zone provided financial assistance in the amount of \$300,000 to enable the developer to relocate the traffic signal, thus making the project feasible*



*In addition to creating a building pad for a Culver's restaurant, the developer prepped and graded two more retail pads*





Before

# Engineered Bonding Solutions

- ✓ *Local small business Engineered Bonding - the inventors of ACRA Lock adhesive for the marine industry - needed more production space, but were experiencing difficulty in finding a suitable, larger industrial building in the area, forcing them to consider buildings in adjoining counties*
- ✓ *The company identified an older building on Buffalo Road in Titusville that was listed for sale, but it was in poor condition, and needed substantial redevelopment*
- ✓ *The Zone entered, and provided financial assistance of \$300,000 to help induce the company to purchase the building and carry out renovations to project, resulting in a capital outlay of approximately \$2 million. Today, the company employs more than twenty people at its manufacturing facility on Buffalo Road*





## *High Wage Job Creation Project*

# Futuramic

- ✓ *Detroit-based metal fabrication firm Futuramic needed a manufacturing space in close proximity to NASA's Kennedy Space Center*
- ✓ *Encountering difficulty in finding an existing industrial space, the Zone worked with the City of Titusville to permit the conversion of a commercial building into an industrial site*
- ✓ *The Zone provided a commitment totaling \$285,000 to induce the fabricator to go forward with its purchase and renovation of the building, which today, employs twenty-five people, with average annual wages exceeding \$60,000*







Before



After

## High Wage Job Creation / Redevelopment Project

# GenH2



*Emerging from NASA's famed "Swamp Works" at nearby Cape Canaveral, GenH2 needed manufacturing space and laboratory rooms in order to continue its research and development of innovative hydrogen fuel technologies*



*The company identified a six-acre industrial complex for sale, but it had been vacant since 2013, and needed substantial renovation of two buildings and the removal of a third, dilapidated structure*



*The Zone committed financial assistance of up to \$500,000 to induce the company to buy the site and renovate it. Today, the company has created more than twenty new jobs, paying an average annual wage of more than \$70,000 per job*







## *Small Business Development Project*

# Harvest Market Grocery

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- ✓ *Successful restaurant operator and minority business owner Rueben Wooten had an idea: to create a small-scale grocery serving a food desert in Titusville*
- ✓ *The Zone provided a financial commitment of \$68,000, which Wooten leveraged with over \$400,000 to bring his vision into reality*
- ✓ *Today, Harvest Market serves meats and fresh vegetables from a renovated 4,000 sq. ft. building near downtown Titusville*

## **Hyatt Place Hotel**

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- ✓ *New York-based developer, BBL Hospitality, was interested in purchasing a commercial lot in the Riverfront Center business park for construction of a new hotel, but an existing access road into the property did not meet city standards*
- ✓ *The Zone provided financial assistance of \$208,000 to help the developer construct a new road serving the hotel site and adjoining parcels*
- ✓ *As a result of BBL's \$20 million project, the developer also graded and prepped an adjoining pad for a future office building*





# Kutryb Eye Institute

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- ✓ *Local physician Dr. Michael Kutryb wanted to construct a new surgical center and comprehensive eye care services facility for his growing patient base in Brevard County*
- ✓ *The medical practice had identified a vacant parcel in downtown Titusville as a potential project site, but its small size – under one acre – meant that the property could not accommodate a sufficient number of surface parking spaces along with an area for storm water detention, as required by city code*
- ✓ *To make the site workable for the Kutryb project, the Zone provided grant assistance of \$89,000, which was used to offset the cost of adding an innovative underground storm water detention system, thus enabling the \$2 million new construction project to go forward.*





*Before*



## *Redevelopment Project*

# Lennovation Plaza

- ✓ *Small business owner Tuan Le needed more office space for his mechanical engineering consulting firm, Lennovation, when he identified an abandoned commercial strip center on U.S. Highway 1, south of Titusville*
- ✓ *Although the commercial site (a former Citgo gas station) was determined to be free of environmental contaminants, the long-vacant shopping center required substantial redevelopment in order to bring the building current with city codes for occupancy*
- ✓ *The Zone provided Le with financial assistance of \$100,000, which he combined with over \$750,000 to purchase the vacant site and renovate it. Today, the commercial shopping center not only houses Lennovation's offices, but is home to four other retail tenants, including popular local cafe', Crescent Coffee Roasters*





## *High Wage Job Creation Project*

# Lockheed Martin Fleet Ballistic Missile Program

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*Fortune 50 aerospace and defense leader Lockheed Martin considered the Titusville area for the location of its fleet ballistic missile program in 2015, after weighing other possible sites in the state*



*Working with its economic development partners, both locally and at the state level, the Zone approved a package of assistance totaling \$1.75 million*



*The project resulted in the creation of more than 300 jobs in Titusville, with average annual incomes of \$89,000 per person*

*Redevelopment Project*

## MedFast Clinic

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*Physician and entrepreneur David Williams sought a location in Titusville for one of his MedFast emergency care health clinics*



*He identified a vacant lot, which had been occupied by a Cheddars fast food restaurant, but it required re-working of the storm water detention system*



*The Zone provided financial assistance of \$37,500 to permit the project to go forward, thus bringing a new use to a vacant commercial lot*

A photograph of a sign for 'FAST Care Center'. The sign is dark blue with a white border. It features a white Star of Life (a six-pointed star with a caduceus in the center) to the left of the word 'FAST' in large, white, sans-serif capital letters. Below 'FAST' is a white wavy line, and below that is the words 'Care Center' in a smaller, white, sans-serif font. The sign is mounted on a light-colored building facade against a clear blue sky.





Before



## Redevelopment / Infrastructure Improvement Project

# Miracle City Mall Redevelopment (Titus Landing)

- ✓ *Miracle City Mall was a 300,000 sq. ft. enclosed shopping mall built in 1969; by the year 2013, only one tenant remained, JC Penney, but that retailer left at the end of the calendar year*
- ✓ *Tampa-based grocery store and shopping center developer AG Development was recruited by then Brevard County commissioner Robin Fisher to examine the feasibility of acquiring the thirty-acre site, demolishing the existing mall, and building a “lifestyle” shopping center in its place*
- ✓ *Partnering with EXCELL Project Management of Ohio, AG Development used financial assistance from the Zone totaling \$6.5 million to construct a \$40 million commercial shopping center, anchored by retailers Hobby Lobby and Beall’s Department Store – making the site the city’s retail destination*



*Redevelopment Project*

## **New Energy (Randall Electric)**

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*Local small business New Energy Electric wanted to move from a 4,000 sq. ft. leased facility to a building it could own*



*The company found a vacant 12,000 sq. ft. warehouse on Norwood Avenue in Titusville, but it contained no office space, and the metal required recladding*



*The Zone provided financial assistance of \$90,000 to aid in redeveloping the property, which became a branch of Randall Electric, following its acquisition of New Energy*



*Industrial Pad Development Project*

## North American Properties

- ✓ *Developer North American Properties purchased a lot in Titusville's Spaceport Commerce Park for a build-to-suit project*
- ✓ *The company discovered that the existing water line lacked adequate pressure to install a fire suppression system in a new building*
- ✓ *The Zone provided financial assistance of \$138,000 to help defray the cost of a water loop (to maintain consistent water flow), an infrastructure improvement that will address similar concerns in adjoining lots*







## High Wage Job Creation Project

# OneWeb Satellites

- ✓ *Now a division of aviation giant Airbus, management at OneWeb Satellites approached state economic development officials in 2015 with a request to help it locate a cube satellite manufacturing plant in Florida*
- ✓ *Working with Space Florida and the Economic Development Commission of Florida's Space Coast, the Zone provided a financial assistance package totaling \$250,000, which would be disbursed based upon job creation, if the company located in Brevard County*
- ✓ *Once it completed constructing an 80,000 sq. ft. satellite assemble facility in Exploration Park on Merritt Island, the company hired more than 200 persons, at average annual wages above the county's median annual wage*







*Small Business Development Project*

## Paragon Plastics

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- ✓ *Local small business Paragon Plastics, a thermoforming and custom-molded manufacturer, needed a larger facility in 2014*
- ✓ *To help the company's cash flow, and its ability to handle the debt load associated with construction financing, the Zone provided financial assistance in an amount equal to the interest cost for the first two years of the business' permanent financing note*
- ✓ *Paragon's new 60,000 sq. ft. facility in the Spaceport Commerce now employs more than 80 people*

## *High Wage Job Creation Project*

# Pharmco Labs

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*Originally induced by the NBEDZ as a new manufacturing facility for aircraft maker Embraer, this fifteen-acre industrial site become available for sale in 2020*



*Pharmco Laboratories, which started in Titusville in the early 1990s, had been seeking space elsewhere in central Florida for expanded production of its patented cosmetics and lotions*



*The Zone provided a financial inducement of \$500,000 to help the company with the acquisition, thus ensuring that it stay and grow in Brevard County*







## Redevelopment Project

# Port St. John Station

- ✓ *Utah-based shopping center developer Phillips Edison was acquiring retail sites in Florida and assessing which centers needed refurbishment*
- ✓ *The developer was interested in improving the exterior and grounds of the Port St. John Plaza, a 1980s-era shopping center anchored by a Winn-Dixie grocery store, but had other assets in the state vying for redevelopment funding*
- ✓ *Subsequently, the Zone approved a financial commitment of \$200,000, for the reimbursement of certain improvements, if the company chose the Port St. John Plaza as a site targeted for redevelopment. In 2015, the company accepted the financial commitment, and proceeded with renovations to the commercial strip center, which resulted in more than \$1.5 million in local capital improvements*





## *Small Business Development Project*

# Precision Shapes (Prince)

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*Local woman-owned business Precision Shapes, a CNC machining shop, needed new equipment to fulfill aviation manufacturing orders*



*The Zone used its Matching Capital program to provide grant assistance totaling \$100,000 to the firm, which was leveraged with over \$1 million from a lender to purchase the needed capital equipment*



*Acquired by national firm Prince in 2023, the Titusville company now employs forty people*



*Redevelopment Project*

## **Pritchard Crossing**

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*Local developers Marc Smith and Angela Abbott purchased an adjoining property to their offices, a visible property on U.S. 1 that had been vacant since 2010*



*The Zone provided a commitment for \$35,000, to be combined with other funds and owner's equity, to complete an interior and exterior building renovation*



*The redeveloped building is now home to a financial services firm, and has led to another, neighboring building being renovated*





*Small Business Development Project*

## Raider Outboards

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- ✓ *Local entrepreneur and Navy veteran George Woodruff developed a unique two-stroke boat engine while working out of a 3,000 sq. ft. manufacturing space in downtown Titusville*
- ✓ *As the business grew, so did its need for larger facilities. In 2019, the company had the opportunity to buy an existing building in the Spaceport Commerce Park, but that structure required redevelopment*
- ✓ *The Zone provided a Matching Capital grant of \$150,000 to permit the project to go forward. Now, Raider fulfills motor engine orders for the U.S. Navy, the Marine Corps, and even the security detail for U.S. President Donald Trump*







*High Wage Job Creation /  
Redevelopment Project*

## Red Canyon Software

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*Denver-based Red Canyon Software, a firm that develops applications for aerospace and defense companies, needed a Florida location*



*Working with the state and the Economic Development Commission of Florida's Space Coast, the company found an historic building in downtown Titusville that could serve as both an office location and housing for its engineers, thus qualifying it for participation in the SBA's Hub Zone program*



*The Zone provided a grant of \$450,000, which was combined with over \$5.5 million from the business, to complete the renovation*

*High Wage Job Creation*

## **RUAG (Beyond Gravity)**



*Swiss-based aerospace and defense firm RUAG sought a U.S. location to supply its international customer base*



*Working with state officials and the Economic Development Commission of Florida's Space Coast, the Zone provided an incentive package totaling \$110,000 to the firm, conditioned upon the creation of new jobs, if the company chose a site in Titusville*



*In 2017, the company became the first tenant of the Titusville Logistics Center, a Port Canaveral project that involved the building of a 240,000 sq. ft. industrial complex*

Together  
ahead. RU







## SpaceTEC Partners

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- ✓ *SpaceTEC Partners, an industry credentialing agency for the training and producing of skilled workers and tradesmen, wanted to develop a training center focused on teaching the industry skill sets needed by defense sector contractors*
- ✓ *The Zone provided a commitment for \$500,000 to help defray a portion of the costs associated with leasing an industrial building that could serve as SpaceTEC's Defense Training Center*
- ✓ *Once fully operational, the Defense Training Center in Titusville expects to provide industry credentials to more than 500 students annually, and assist in the placement of those individuals within local firms*



*Commercial Pad Development  
/ Redevelopment Project*

## Surf Style Retail Plaza



*A Brownfield site, contaminated by a decades-old practice of dumping on it “muck” material from the Indian River Lagoon, sat vacant for many years near the landmark Harbor Pointe Condominiums in downtown Titusville*



*The owner of Beach Wave, a chain of retail shops in Florida and Alabama, wanted to redevelop the site for a new store location*



*Using a \$150,000 grant from the Zone, the owner injected more than \$5 million into cleaning up the site, and building a new 40,000 sq. ft. retail store on the lot, with retail spaces for additional tenants*



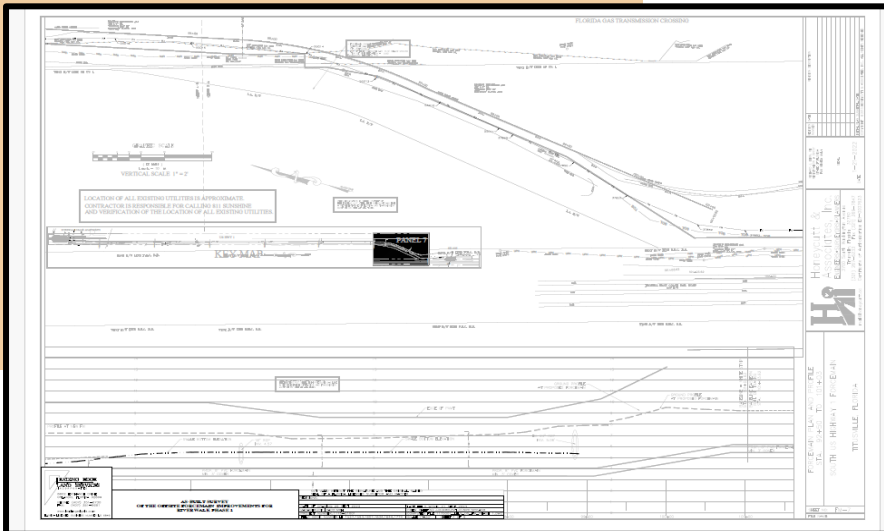




## Infrastructure Improvement Project

# U.S. 1 Highway Sanitary Sewer Improvement

- ✓ Developer Juston Trimbeck was prepared to construct a new apartment home community in Titusville – a need in high demand, given the limited housing stock in the area – but discovered that the site chosen on U.S. 1 did not have sufficient sanitary sewer capacity
- ✓ Realizing that the sewer capacity issue would limit additional commercial development along the U.S. 1 corridor, the Zone provided financial assistance totaling \$2.2 million to install a new sanitary sewer line and lift station
- ✓ The project – along a three-mile stretch of U.S. 1 – was completed in less than eighteen months, and is expected to provide enough capacity to serve a planned thirty-acre commercial development on the west side of U.S. 1



# Valiant Air Command Event Center

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*The Valiant Air Command (VAC) operates a museum of vintage war-fighting jets and planes at the Space Coast Regional Airport*



*Responding to market demand in the area, the VAC was using its hangar facilities to host catered events for businesses, civic clubs, and other groups, before deciding in 2022 to build a dedicated, special events center for that purpose*



*Obtaining a financial commitment of \$500,000 from the Zone, along with funds from the county's tourism development council, the VAC began construction on its new facility in 2023, providing the north end of the county with a needed events venue*





*Redevelopment Project*

## Winn-Dixie Shopping Plaza



*Project involved the revitalization of a largely vacant, dilapidated retail shopping plaza on Harrison Street in Titusville in 2021*



*Redevelopment project led to a five-year lease renewal with Winn-Dixie as the plaza's anchor tenant*



*The newly refurbished plaza has welcomed several new small businesses, which aggregately, employ more than sixty people*





# Governance

- ✓ *The Zone is governed by a nine-person board of directors, who are appointed by the City of Titusville and Brevard County to serve four-year terms. Board members volunteer their time, and serve without compensation*
- ✓ *The Zone board also serves in an advisory capacity for the Brevard County Board of County Commissioners (BOCC), in matters related to the development of the Spaceport Commerce Park, a 300-acre industrial park located within the city limits of Titusville*
- ✓ *The Zone was established under Florida Statutes Chapter 125 and 189, and is designated as a special dependent district under Florida law*





# THE BOARD

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Dr. Brenda Fettrow  
*Vice-Chair*



Bart Gaetjens  
*Chair*



Donn Mount  
*Secretary/Treasurer*

# THE BOARD

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Dan Aton  
*Director*



Jeff Gray  
*Director*



Rodney Honeycutt, P.E.  
*Director*



# THE BOARD

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Stan Retz, CPA  
*Director*



Robert Jordan  
*Director*



Edna Wilson  
*Director*

# Successful economic development is the work of many, not a few

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*The Zone is appreciative of the help it has received over the years from partners such as the Economic Development Commission of Florida's Space Coast, Space Florida, the Titusville Area Chamber of Commerce, the East Central Florida Regional Planning Council, the State of Florida, the City of Titusville, the Brevard County Board of County Commissioners, the Titusville-Cocoa Airport Authority, and many others.*

*It would also like to recognize the contributions of past NBEDZ board members – George Mikitarian, Micah Loyd, Louis Sanders, Al Matroni, Paula Cardwell, and John Beasley – along with its ex officio directors – Robin Fisher (NBEDZ Co-Founder), Rita Pritchett, Jim Tulley (NBEDZ Co-Founder), Walt Johnson, and Dan Diesel. To all of them, we extend our most sincere thanks!!*

*Published 2025, by the North Brevard Economic Development Zone (NBEDZ). Information contained within deemed accurate but not guaranteed. For more information on the Zone, visit [www.NBEDZ.org](http://www.NBEDZ.org).*