
City of Rockledge

COMMUNITY REDEVELOPMENT PLAN UPDATE



PREPARED FOR:

CITY OF ROCKLEDGE
COMMUNITY REDEVELOPMENT AGENCY

December 2012



CREDITS

This plan update was prepared under the direction of the following individuals.

Rockledge Community Redevelopment Board

Ken Zeszutko, Chairman

Anthony "Tony" Salorio, Vice Chairman

Rudolf "Anthony" Cardone, Commissioner

Duane Daski, Commissioner

Albert Forbes, Commissioner

Edward Inman, Commissioner

Steve Lum, Commissioner

City Manager

James P. Knight

Planning Director

Don Griffin

Redevelopment Specialist

Lisa C. Nicholas

December 2012

Planning Design Group



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A. Overview

1. Historical Context

Rockledge was founded on August 6, 1887, making it the oldest incorporated municipality in Brevard County. The City is celebrating its 125th Anniversary, or quasquicentennial, in 2012. Originally referred to as “Rock Ledge,” the name is attributed to Gardner S. Hardee, an early settler who was intrigued by the many ledges of coquina rock formations that line the Indian River. An integral part of the Intracoastal Waterway, the City of Rockledge is strategically located in the geographic center of Brevard County on Florida’s east coast and provides



convenient access to U.S. Highway 1 and Interstate 95, as well as the Florida East Coast Railway. The figure below shows the location of the City of Rockledge along Florida’s east coast.

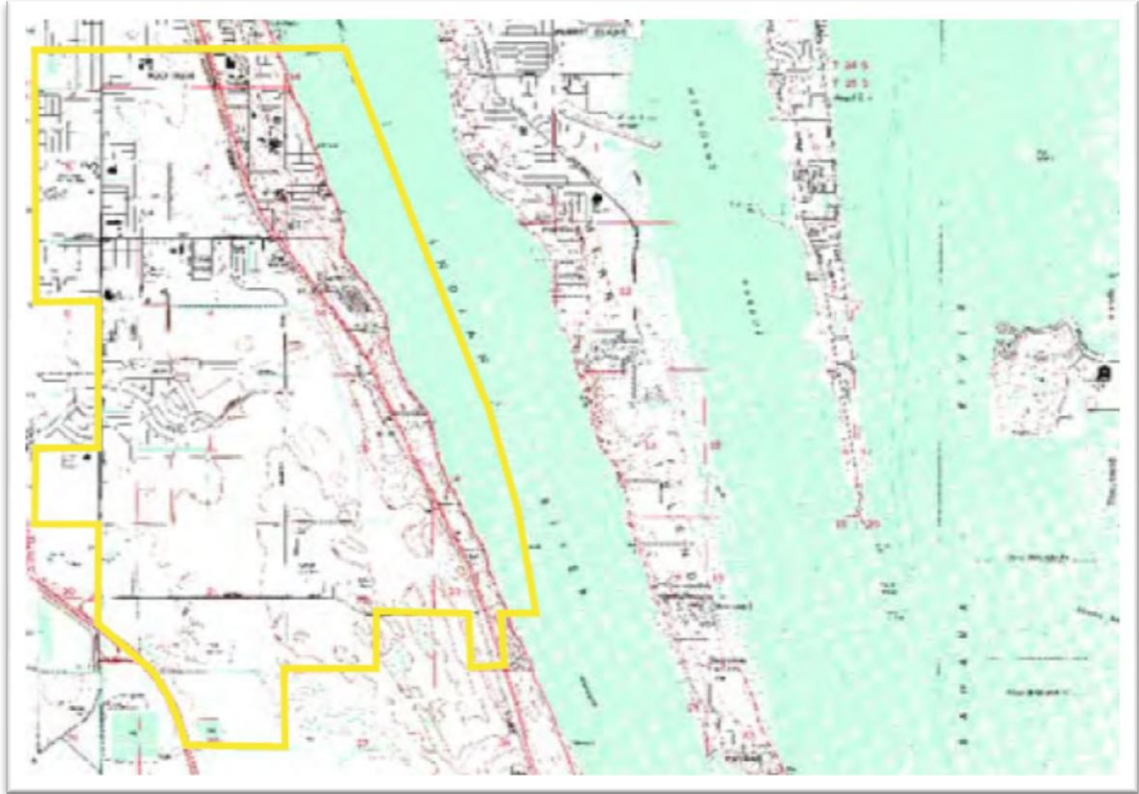
FIGURE 1 - LOCATION MAP



The area’s climate, tempered by the Atlantic Ocean and nearby Indian River Lagoon, has provided excellent growing conditions for citrus crops and a temperate climate for people to visit. As a result, the early industry in the area was based on the citrus trade, as well as accommodations for tourists traveling to South Florida via the Atlantic Intracoastal

Waterway of the Indian River. The figure below shows the City of Rockledge in relation to the Indian River Lagoon.

FIGURE 2 - CITY BOUNDARY



Indian River citrus groves are historically significant and well recognized, serving as the primary economic base for the community prior to the space industry, which was established in 1962 with the arrival of the NASA Merritt Island launch sites at the Kennedy Space Center. The citrus industry is still represented in the Rockledge area by companies such as Harvey's Groves and Sullivan Victory Groves. However, due to the seasonal nature of citrus production, this industry generally represents a part-time employer for the local economy.

Growth and development in the City of Rockledge has been a direct result of improvements to the area's transportation system. Beginning in the late 19th and early 20th centuries, Henry Flagler had a significant impact on the City of Rockledge. Prior to the establishment of the Florida Railroad along Florida's east coast, the southern terminus was in the City of Rockledge for many years.

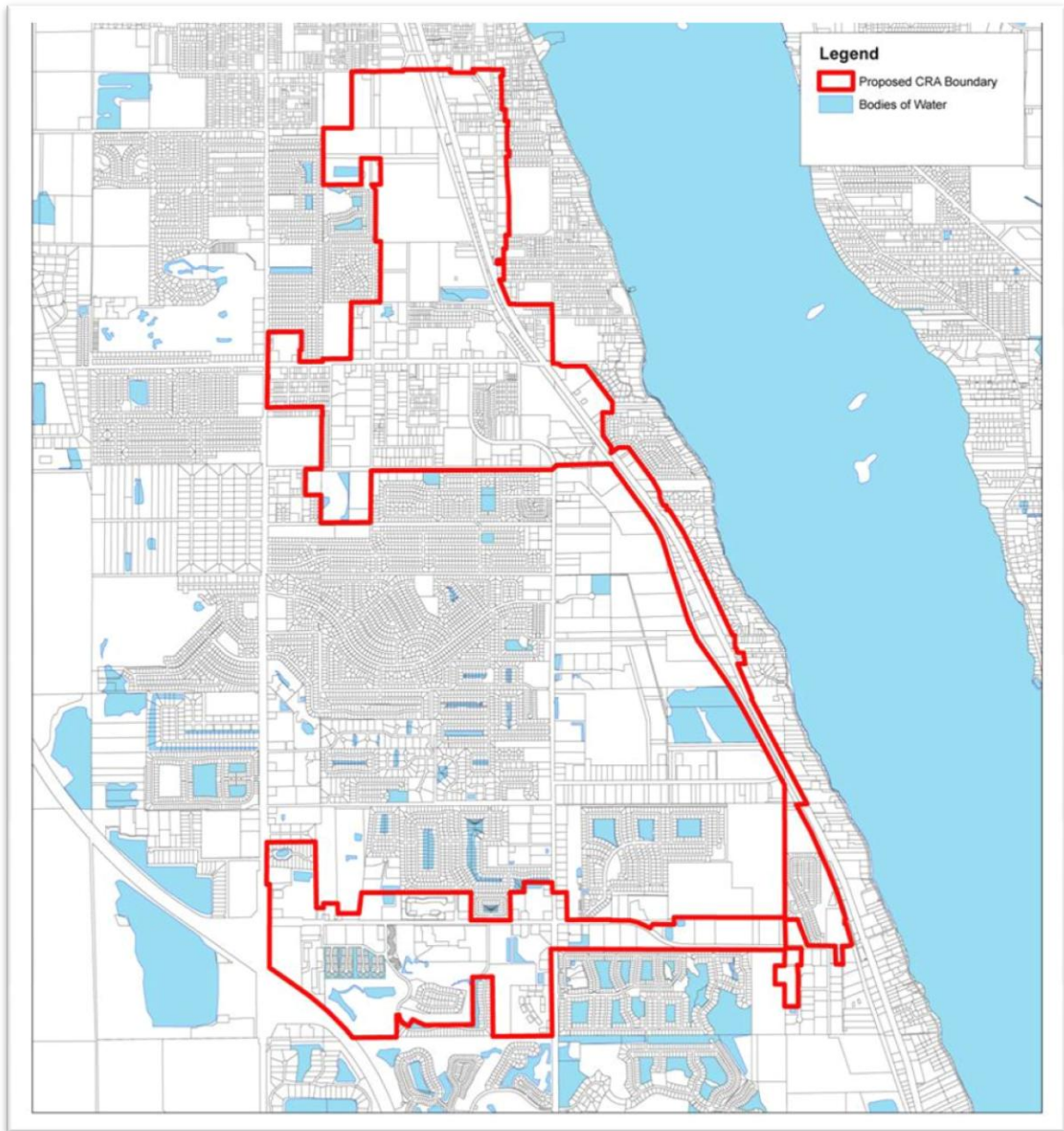
2. Community Redevelopment Agency

The adoption of the Rockledge Community Redevelopment Plan in 2002 resulted from the City's actions to redevelop properties and to eliminate blight, or the potential for blight, in the community. These actions were supported by the adoption of a Blight Study and Finding of Necessity (January 2002), which resulted in the ultimate creation of a Community Redevelopment Agency (Redevelopment Agency or Agency). These actions are authorized by Chapter 163, Part III, of the Florida Statutes, which provides counties and municipalities with the authority to establish community redevelopment agencies to guide redevelopment activities. The original boundary of the Redevelopment District has been modified in two areas to add acreage in Sub-District 2 and to delete acreage in Sub-District 4 as depicted in the following figures.

FIGURE 3 - CRA BOUNDARY AERIAL MAP



FIGURE 4 - CRA BOUNDARY MAP

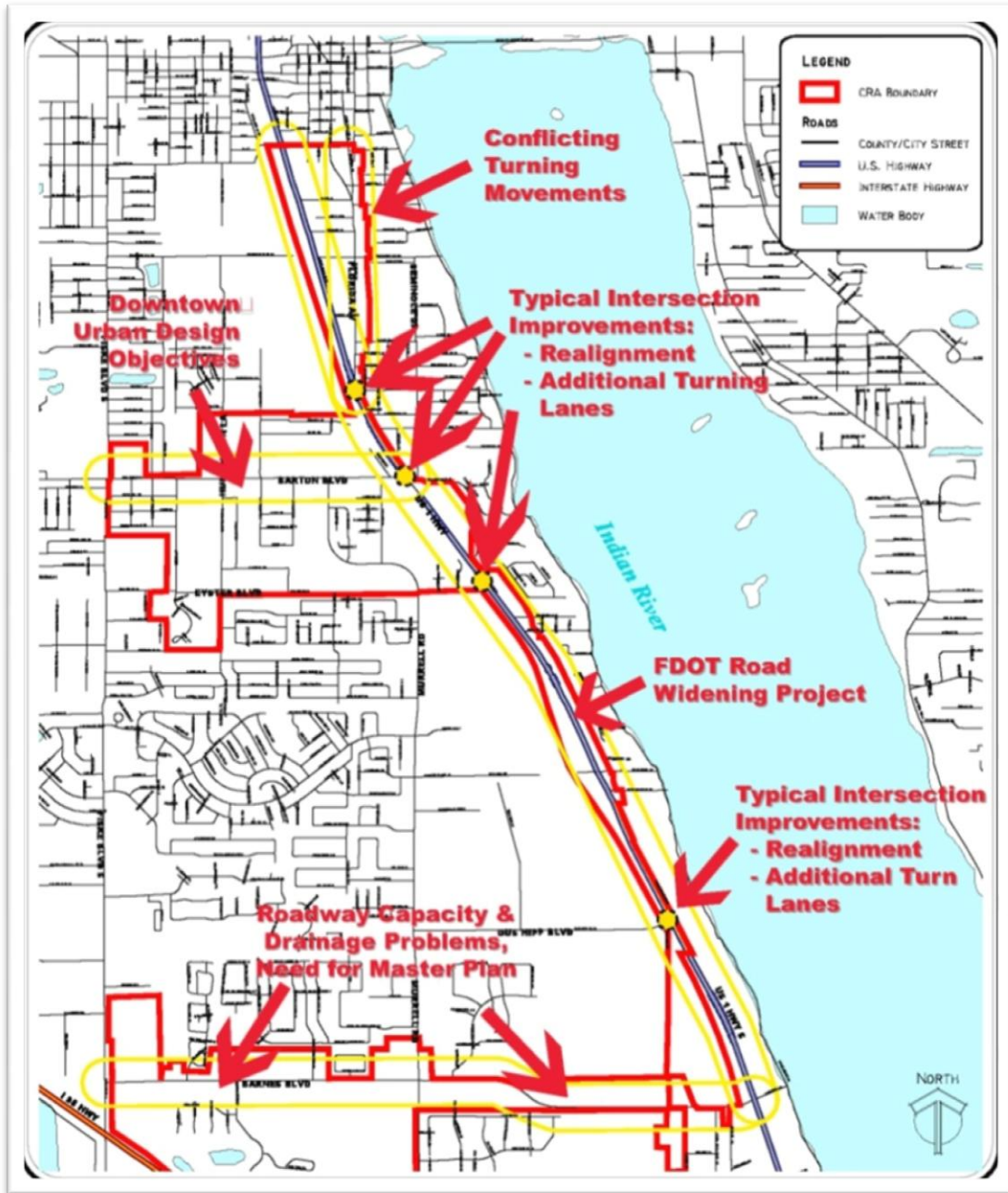


3. Infrastructure

The City of Rockledge provides its residents with a wide array of public infrastructure and services, which include law enforcement, fire and rescue services with emergency medical technicians, waste collection and recycling, sanitary sewer, and water reclamation. The Public Works Department provides for the maintenance of public streets, sidewalks and drainage systems, as well as other public infrastructure. There are a few major north-south roadways within the City of Rockledge, which include Florida Avenue, Rockledge

Boulevard (U.S. Highway 1), Murrell Road, and Fiske Boulevard (S.R. 519). Connected to these major north-south corridors are several east-west roadways, including Barton Boulevard, Eyster Boulevard, Gus Hipp Boulevard, Roy Wall Boulevard and Barnes Boulevard. Figure 5 depicts the major roadways within the City of Rockledge.

FIGURE 5 - MAJOR ROADS MAP



3. Community Events

Since adoption of the Community Redevelopment Plan in 2002, the City of Rockledge and the Community Redevelopment Agency have been working diligently to develop community-based events to bring area residents together and to help promote the achievements and successes within the Community Redevelopment District. Below is a summary of the special events that have been implemented since 2002. These community-based events also work to implement the Community Redevelopment Agency's communication goal to promote the Economic Development Goal I, which is to maintain the positive historic character of Rockledge while promoting economic vitality, as well as Goal II, which is to formulate economic development strategies to take full advantage of existing and proposed government projects to stimulate the local economy. These events also further Objective 3 under Goal 1, which requires that the City initiate programs to improve and strengthen existing business, including marketing and promotion, as well as Objective 4 under Goal II, which requires the City work closely with area businesses and the Chamber of Commerce to address the needs of existing businesses.

a. Annual Art and Craft Show

The Agency sponsored the First Annual Art and Craft Show in February 2009. The second and subsequent Art and Craft Shows have been two-day events that are held in conjunction with a classic car show in the Barton Boulevard Sub-District. The event boasts more than 70 vendors with an estimated attendance of more than 3,500 area residents.



b. Wednesday-Friendsday

This is a networking event for area residents to have an opportunity to interact with several business owners and learn of the various business services that are offered by the Redevelopment Agency. The event is hosted in partnership with the Cocoa Beach Regional Chamber of Commerce and is very well attended by Chamber members from Brevard County, as well as business owners within and outside of the City of Rockledge. This is a monthly event for the Chamber of Commerce, but is held in Rockledge each year in March at Rockledge City Hall. The event always has a different theme, and in 2012, the theme was "DISCO – Return to the 70s."



c. Cruise-On-In Car Show

The Cruise-On-In Car Show is held in February in conjunction with the Annual Art and Craft Show, and its inception dates back to 2004. The event includes entertainment by a local disc jockey, and proceeds from a 50-50 raffle are donated to a different charity each year.



d. Hot Rockin' Nights

The Redevelopment Agency also sponsors Hot Rockin' Nights each October. Similar to the February Cruise-On-In Car Show, Hot Rockin' Nights features trophies for 30 classic automobiles and "Cruiser of the Year," which are voted on and determined by the attendees. In 2011, nearly 250 cars registered to participate in the event, and the proceeds of a 50-50 raffle went to benefit the Rockledge Rotary Foundation.



e. Farmers Market

An ongoing project of the Community Redevelopment Agency has been the weekly Rockledge Farmers Market. During 2011, the popular market moved from its former location at McLarty Park to the parking area of Rockledge City Hall. This strategic move allowed the market to better serve its customer base by providing ample and convenient parking, a smooth, flat surface for walking and additional vendors. A grand re-opening event was held on November 5, 2011, to commemorate the new locale. The weekly Farmers Market continues to evolve.



B. REDEVELOPMENT PLAN SUCCESSES AND SHORTCOMINGS

1. Sub-District Inventory Analysis, Issues and Opportunities

For planning purposes, the Rockledge study area was divided into four sub-districts, which are described below and identified on the Sub-District Analysis Map. The sub-districts are defined on the basis of similar land use composition, physical characteristics, function and opportunities that will be addressed through proposed action strategies. Analysis of the existing conditions in each of the sub-districts was considered within the context of the overall economic positioning strategy, relative to the community objectives obtained during the public involvement process.

a. Sub-District 1 – Florida Avenue Area Inventory

i. Analysis

This sub-district contains the commercial areas along Florida Avenue in the northern portion of the Redevelopment District, including U.S. 1 from the northern City limits to Orange Avenue.

Sub-District 1 is adjacent to the historic residential neighborhood located to the east along the Indian River. Older commercial development is located along the U.S. 1 corridor and is visually influenced by the conditions along the Florida East Coast Railway. Presently, the entrance to Rockledge heading south along U.S. 1 presents a very negative investment image for the City. The entrance includes the old Sears Plaza (Carnival Mall site) to the east and the Florida East Coast Railway's switchyard to the west. Florida Avenue contains several new medical and professional offices that currently support Wuesthoff Hospital. The Brevard County School Board owns a maintenance facility located in front of Rockledge High School on the east side of Florida Avenue. This facility has a degrading functional and aesthetic impact on the area and should be relocated.



There are older residential uses along Skelly Drive, as well as several vacant properties throughout the area between U.S. 1 and Florida Avenue. Infill development strategies are needed to provide continuity in development patterns and strengthen the tax base. The FDOT just finished a major road improvement project that expanded the roadway from four lanes to six lanes, incorporated eight-foot, pedestrian-friendly sidewalks, and upgraded landscaped areas within sub-districts 1, 2 and the northern portion of 3. The City has completed intersection improvements at the junction of Florida Avenue and U.S. 1.

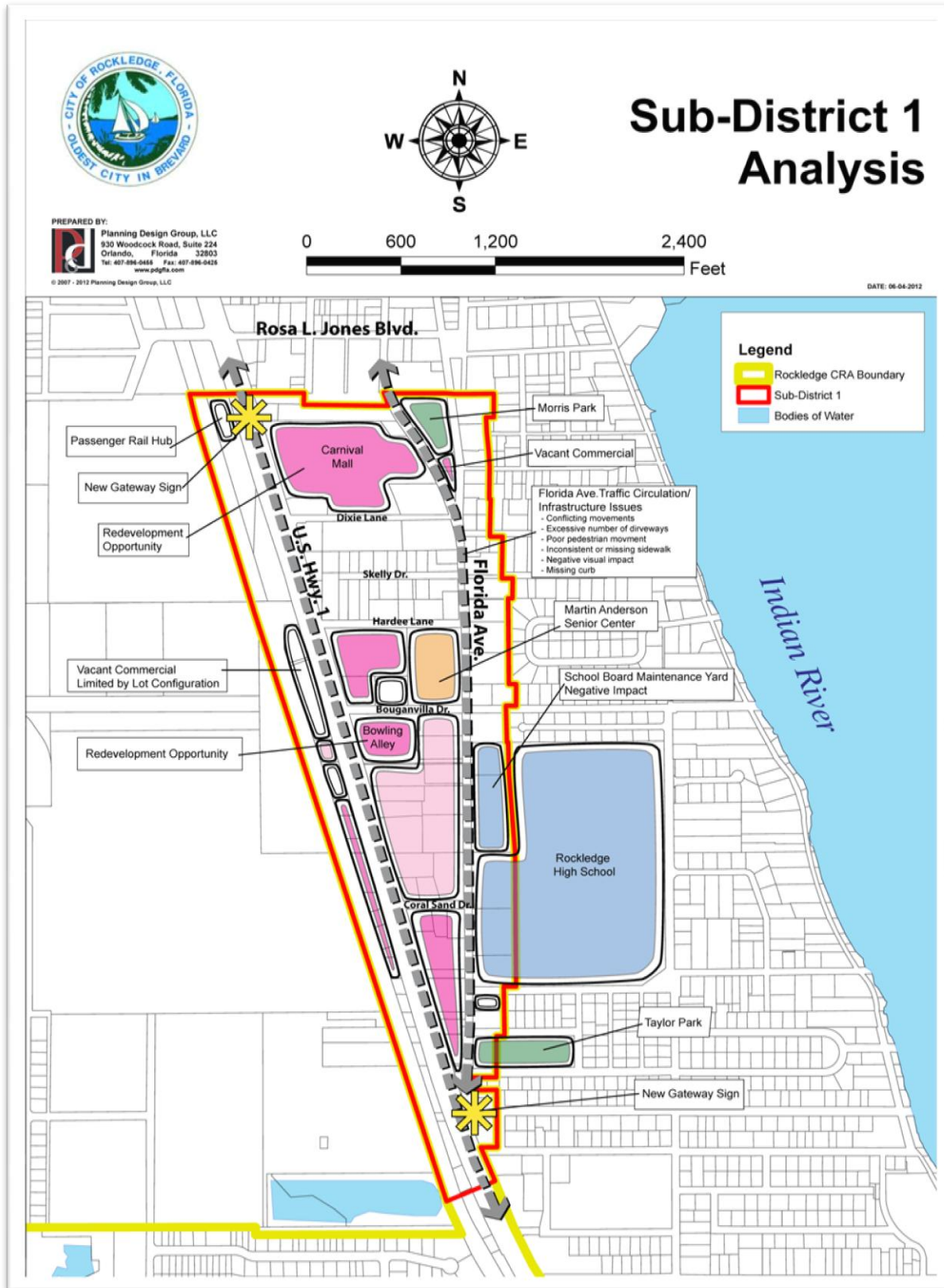
ii. Issues

- Negative investment image
- Florida East Coast Railway - noise and visual impacts
- School maintenance yard
- Poor pedestrian environment/inadequate sidewalks

iii. Opportunities

- Vacant land; State/Fed incentives - Brownfields redevelop.
- Connection to Cocoa Village (market as Rockledge Village)
- Expanded day-time employment
- Night-time use - urban entertainment/restaurant/retail
- Medical hub
- Potential commuter rail stop

FIGURE 6 - SUB-DISTRICT 1 ANALYSIS



b. Sub-District 2 – Barton Boulevard Area Inventory

i. Analysis

Sub-District 2 includes Barton Boulevard and Eyster Boulevard, incorporating the areas surrounding these corridors from Fiske Boulevard on the west to U.S. 1 on the east. This sub-district is the most diverse in terms of land use and includes residential, commercial, vacant land, institutional, industrial, and public lands.

The Barton Boulevard corridor is the oldest commercial area in the Redevelopment District, connecting residential areas surrounding Fiske Boulevard to the west and the older residential communities along the riverfront. The corridor is experiencing economic decline due to the combination of the deterioration of the two primary retail centers, Barton Commons Shopping Center and Village Green Shopping Center, as well as the presence of older commercial and warehousing properties dispersed throughout this portion of the City. These factors have caused stagnation in the tax base, which has affected City revenues. The encroachment of these uses into the residential areas has created conflicting land use patterns that degenerate both the commercial and residential components of the tax base.

City Hall is located at the intersection of Huntington Lane and Barton Boulevard. This location was identified as an appropriate location for the proposed Town Center in the 2002 Plan. However, after further review and discussions with the Agency and staff, it was determined that establishment of a Town Center was not pragmatic, and the objective should be to provide smaller commercial or neighborhood hubs within the redevelopment sub-districts. An ideal locale for one of these commercial hubs would be at the intersection of Murrell Road and Barton Boulevard in conjunction with redevelopment of the Barton Commons Shopping Center. The improvement of the areas adjacent to City Hall and the Barton Commons Shopping Center were identified as high priorities during the original public workshops and more recent meetings with staff and the Redevelopment Agency Board. The Board is looking forward to helping the owners of Village Green Shopping Center and Barton Commons Shopping Center to repurposing their larger, pre-existing leasing spaces. The ideal situation would be to follow the example of Rockledge Square's former Wal-Mart site. There are several complex issues that will require multifaceted and innovative solutions to be implemented over an extended timeframe.

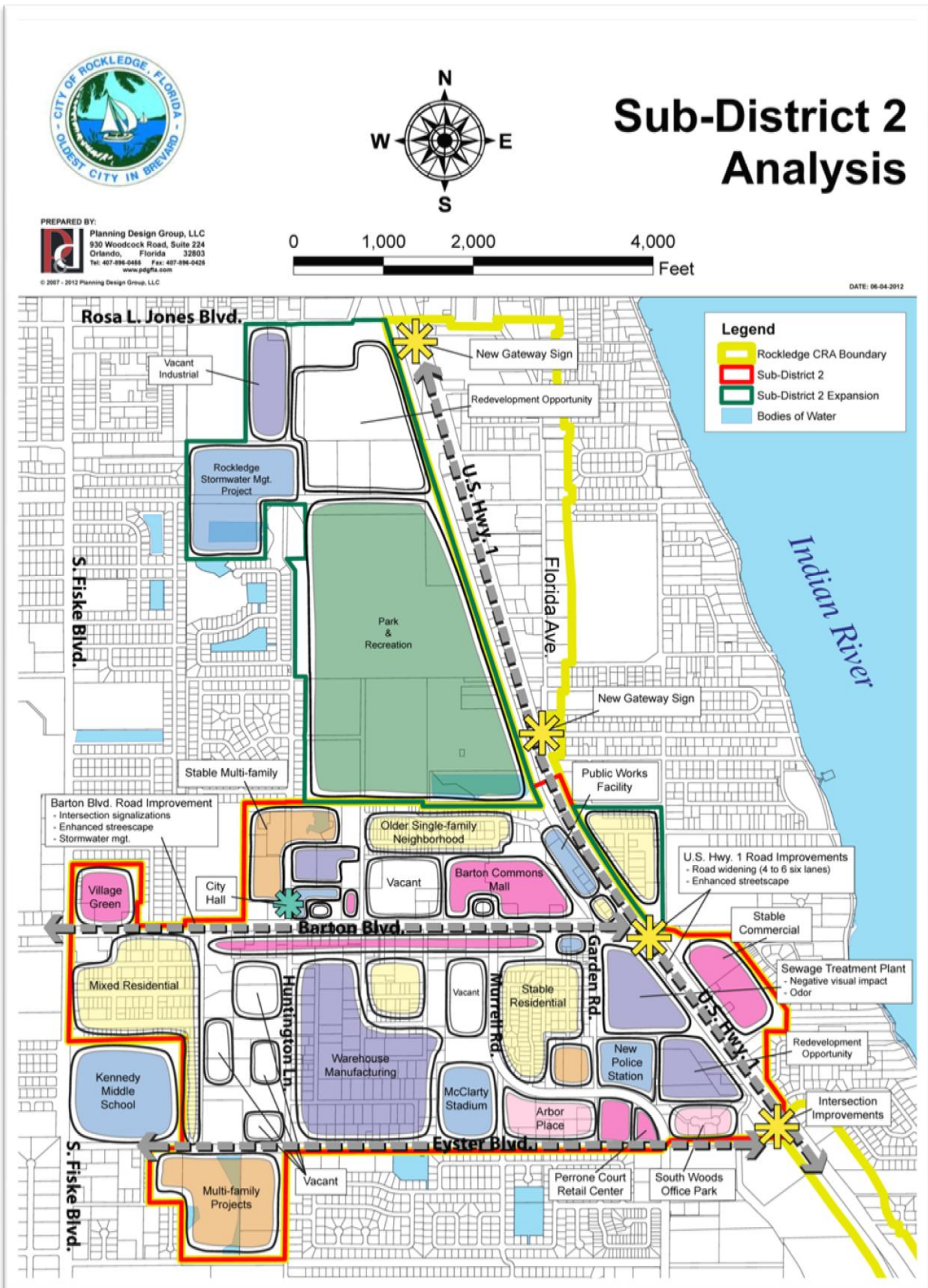
ii. Issues

- Aging structures
- Poor architectural quality
- Economic decline
- Insufficient signage
- Property devaluation
- Conflicting land uses
- Need for alternative economic stimulus
- Highly visible public uses, including sewage plant and Public Works maintenance yard on U.S. 1
- Rezoning the 466 acres in Planning District 5 to the Redevelopment Mixed Use zoning category

iii. Opportunities

- Vacant land
- Traditional commercial corridor
- Regional stormwater facility
- Strength in surrounding residential areas
- Increase day-time employment
- Night-time use - urban entertainment/restaurant/retail
- Recreation and open space
- Encourage mixed-use development pattern
- Urban residential / diversification of residential opportunities
 - Workforce housing
 - Expansion of Redevelopment District boundary – add some industrial and publicly-owned land and park lands

Figure 7 - SUB-DISTRICT 2 ANALYSIS



c. Sub-District 3 – U.S. 1 Area Inventory

i. Analysis

This linear sub-district extends along U.S. 1 from Eyster Boulevard on the north to Coquina Road on the south. The properties are a mix of commercial, industrial and warehousing, agricultural, and vacant land.

Some of the City's older commercial properties are located between U.S. 1 and the Florida East Coast Railway. Land to the east of U.S. 1, just outside of the Redevelopment District, consists predominately of estates along the Indian River and orange groves. To the west, north of Gus Hipp Boulevard and outside of the Redevelopment District, are planned industrial areas still in development that have high growth potential for the City. The Cruickshank Sanctuary is located just west and outside of the Redevelopment District, north of Barnes Boulevard, and presents a greenway linkage opportunity.

Sub-District 3 contains historically significant businesses, including Rockledge Gardens and Sullivan Victory Groves. This section of U.S. 1 was not programmed in the initial phase of the Department of Transportation's U.S. 1 improvement project. It is however, a designated federal scenic highway as part of the Indian River Lagoon National Scenic Byway, and as such, funding may be available for improving the aesthetic quality of the corridor. Possible improvements include removal of billboards, screening with vegetation, and other measures designed to buffer negative visual conditions. Because of the limited market potential for development along this section of U.S. 1, future land use decisions should consider a change in designation from commercial to residential along the east side of the corridor.

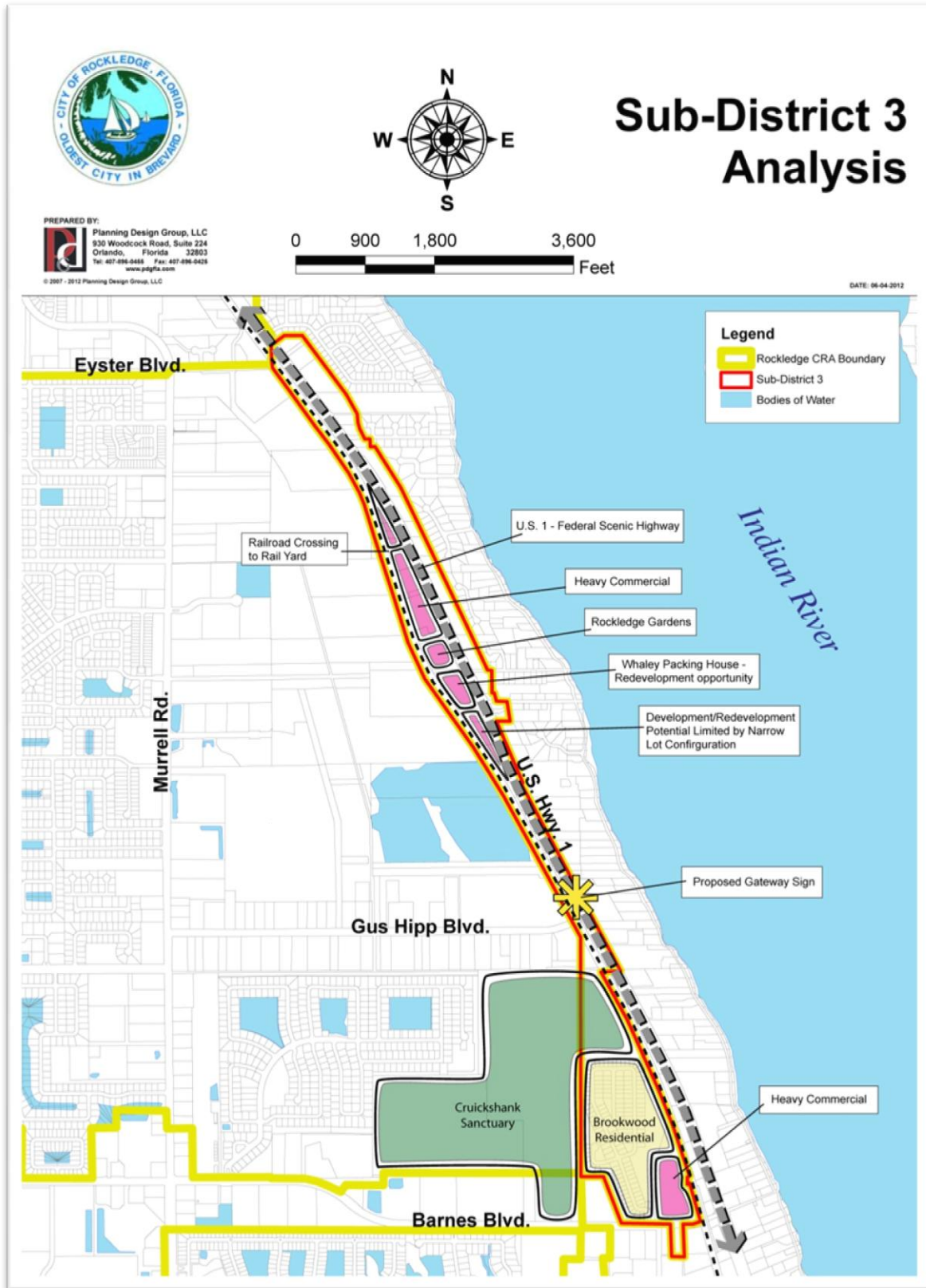
ii. Issues

- Limited development potential
- Low market demand
- Poor lot configuration
- Florida East Coast Railway impacts
- Deteriorating structural conditions

iii. Opportunities

- Federal Scenic Highway designation
- Future road-widening project
- Extensive aesthetic improvements
- Cruickshank Sanctuary area for birding and tourism

FIGURE 8 - SUB-DISTRICT 3 ANALYSIS



d. Sub-District 4 – Barnes Boulevard Area Inventory

i. Analysis

Barnes Boulevard, between Fiske Boulevard and U.S. 1, comprises the southernmost portion of the Redevelopment District. There are a few large vacant parcels of land in this sub-district. There are two major commercial hub locations along Barnes Boulevard. The first is at Murrell Road and extends north, east, south, and west. The other is located at Fiske Boulevard and Barnes Boulevard, which extends mainly to the north, south, and east. Other uses include the Turtle Creek Golf Course and small pockets of commercial and low-density residential.

The Barnes Boulevard Redevelopment Sub-District continues to experience growth pressure, which has affected the ability of Barnes Boulevard to handle the resulting increase in traffic volume. As the area continues to grow, future land use decisions, controlled access, and drainage issues will be critical to efficient roadway operation.

Rockledge and Brevard County are in the process of completing the planning, right-of-way acquisition, design and permitting on this County road-widening project that will ultimately widen Barnes Boulevard to four lanes from Fiske Boulevard to just east of Murrell Road. This multi-modal project will encourage more pedestrian uses along the roadway and will allow the Redevelopment Agency Board to adopt other projects to enhance retention areas and encourage additional transit uses.

Additionally, the use of potential sales tax revenues should be supported for undertaking the project. The Redevelopment Agency will be able to capitalize on revenues generated by commercial development in this area that has occurred within the past eight to 10 years. There are opportunities for designating the major intersections, such as Barnes Boulevard and Murrell Road and Barnes Boulevard and Fiske Boulevard, within this sub-district.

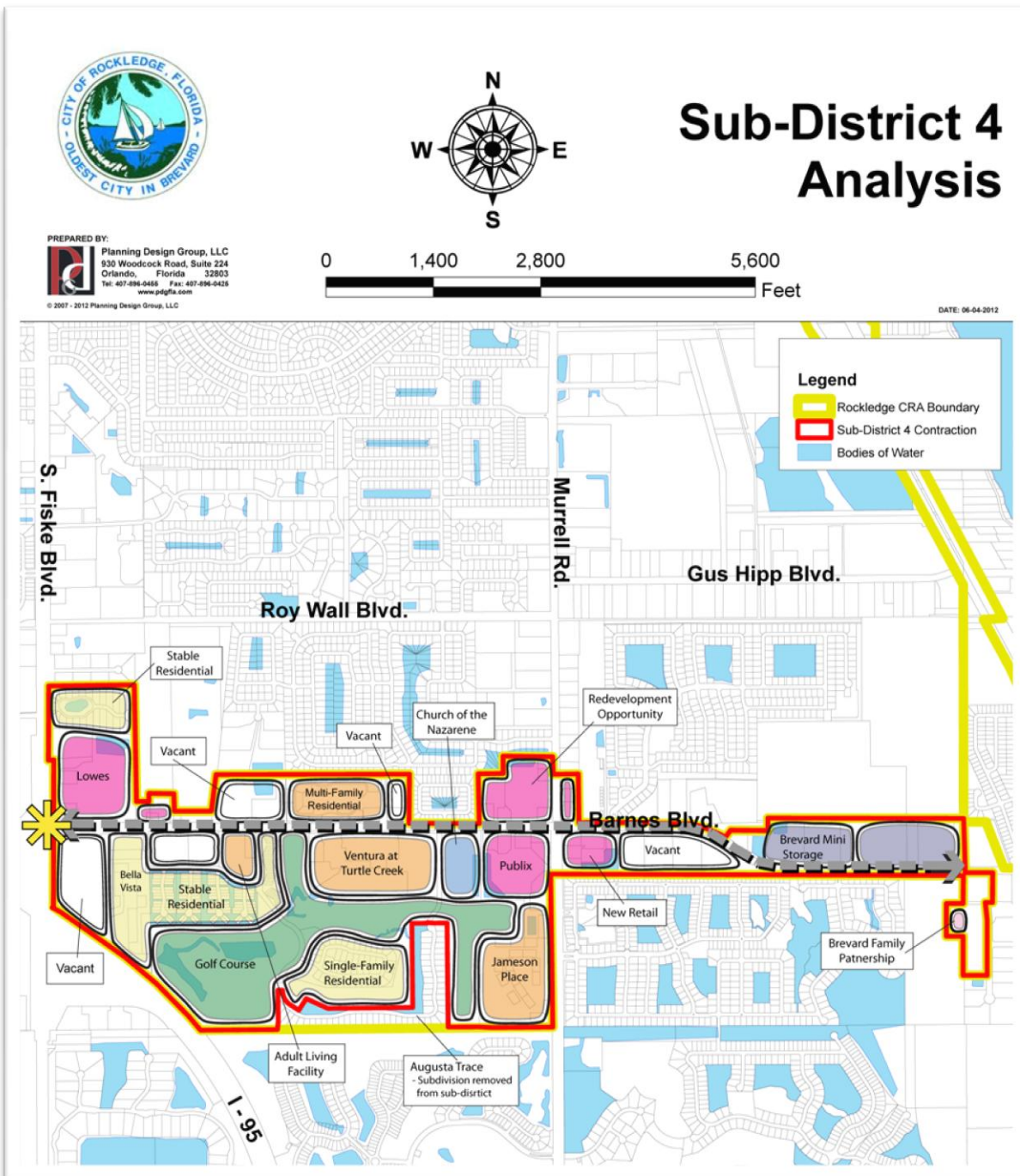
ii. Issues

- Traffic circulation
- Roadway capacity
- Access management
- Future development implications
- Future widening
- Maintaining attractive suburban corridor
- Poor pedestrian environment
- Major drainage issues

iii. Opportunities

- Vacant land
- Strong market demand
- “Complete Street” character
- Potential revenues

FIGURE 9 - SUB-DISTRICT 4 ANALYSIS



C. PUBLIC ENGAGEMENT AND COMMUNITY REDEVELOPMENT PLAN UPDATE GOALS

The 2002 Community Redevelopment Plan included 14 goals and 83 objectives, which relate to six topic areas of the Redevelopment Plan as listed below.

- Redevelopment Administration
- Redevelopment Policy
- Economic Development
- Public Facilities
- Land Use
- Housing

The following goals and objectives for the Rockledge Community Redevelopment Plan were based on community input as discerned during focus group meetings and public workshops in 2002. Community goals and objectives obtained through public input were combined with economic principles and sound redevelopment planning strategies. They provided the framework and general guidelines needed to direct decision making that would enable rational redevelopment activities that are consistent with the primary intentions of the community. Many of the goals and objectives are still relevant today, and in some instances, have been updated or streamlined to reflect conditions that are more current. These updated goals and objectives have been included in the Community Redevelopment Plan update. Appendix A includes a detailed assessment of each of the 14 goals and 83 objectives. The assessment identifies whether or not the goals and objectives have been implemented or if they need to be revised to reflect conditions that are more current.

Several meetings were conducted with the Rockledge Community Redevelopment Agency Board and staff to assess the validity of the goals and objectives in an attempt to determine if changes were needed to reflect current conditions. A workshop was conducted with the Agency Board in February 2012 to review each of the goals in detail and compare them to current conditions within the Redevelopment District. It was determined that the Goals and Objectives as written were generally in agreement with current conditions in the Redevelopment District and were still relevant. Therefore, only minor revisions were made to the goals. To more accurately reflect current conditions and plans for the future, several revisions were made to the objectives to recognize completed activities, as well as to identify proposed activities within the Redevelopment District.

1. REDEVELOPMENT ADMINISTRATION (RA)

GOAL: RA-1

Maintain the administrative and financial mechanisms necessary to achieve the goals and objectives of the Rockledge Community Redevelopment Plan.

OBJECTIVES

1. **RA-1-1:** To the extent possible, the Redevelopment Agency should continue to provide funding through its annual budgeting processes for staff, planning studies, and operational support for Agency activities, reserving tax increment revenues for funding capital improvements and other programs as approved in the Redevelopment Plan. The Redevelopment Agency should continue to leverage those revenues through grants, commercial loans or other financial mechanisms to expedite the completion of projects.
2. **RA-1-2:** Administrative objectives should be consistent with and support other City and Redevelopment Agency regional economic development prerogatives.
3. **RA-1-3:** Enable the Redevelopment Agency to oversee the planning process within the Redevelopment District and to develop the appropriate strategies and policies necessary to implement the Plan.
4. **RA-1-4:** Promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the community, increasing volunteerism while using the talents of existing civic organizations and committees.
5. **RA-1-5:** Ensure the provision of suitable public information services concerning all aspects of the redevelopment program, such as radio and newspaper reporting, as well as neighborhood and civic organization meetings.
6. **RA-1-6:** Work with area residents, homeowners associations, and environmental supporters to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation.
7. **RA-1-7:** Continue to market the Redevelopment District and hold special events that will attract and retain businesses in each of the four sub-districts through efforts that would include, but not be limited to, the International Council of Shopping Center (ICSC) events, car shows, farmers markets, art and craft shows, holiday events throughout the year, and other events that bring people together to foster a sense of community pride and business development.

2. REDEVELOPMENT POLICY (RP)

GOAL : RP-1

Eliminate slum and blight conditions, as defined by Florida Statute, in the Redevelopment District, which constitute an economic and social liability through the following actions where necessary, feasible and in the public interest.

OBJECTIVES

1. **RP-1-1:** Eliminate dilapidated and unsafe structures through demolition where it is deemed appropriate. Attention shall be focused where the need is greatest, and will specifically include improvement projects to maintain healthy neighborhoods, retain existing businesses, attract new businesses, and promote economic development.
2. **RP-1-2:** Encourage the upgrading of existing sub-standard structures through enforcement of the City's building codes and the provision of financial incentives for rehabilitation, if possible.
3. **RP-1-3:** Eliminate unsanitary and unsightly outside storage conditions through code enforcement and revision, if necessary, of the City's zoning codes.
4. **RP-1-4:** Eliminate nonconforming uses that detract from the character of the community and hinder investment opportunities through negotiation, acquisition, exchange, transfer of development rights, or any other available means, in cooperation with the property owner.
5. **RP-1-5:** In cooperation with property owners, encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction, which will encourage stable growth in those areas deemed appropriate.
6. **RP-1-6:** Through successful implementation of projects and programs as described in the Redevelopment Plan, increase the tax base to generate additional revenue for municipal services within the Redevelopment District.
7. **RP-1-7:** Promote positive change through neighborhood redevelopment programs that are targeted to whole neighborhoods for long-term, sustainable improvements.

GOAL: RP-2

Take action to prevent the future occurrence of blight.

OBJECTIVES

1. **RP-2-1:** Work with City staff, Planning Commission and City Council to upgrade the zoning classifications within the Redevelopment District to encourage a high degree of design and development standards for new construction and rehabilitation. Ensure that new development consists of appropriate land uses that will stabilize and enhance the area, while

representing the desires and interests of area residents and property owners.

2. **RP-2-2:** Work with City staff to formulate economic development strategies for the Redevelopment District that will ensure future economic stability.
3. **RP-2-3:** Eliminate conditions that decrease property values and reduce the tax base, including, but not limited to, nuisances; code enforcement challenges; storage of unsafe, unsanitary or hazardous materials; and abandoned or dilapidated structures.
4. **RP-2-4:** Create programs for development and property rehabilitation, using financial or other economic incentives to facilitate new investment in the Redevelopment District, thereby increasing the revenues within the Redevelopment District.

GOAL: RP- 3

Encourage the acquisition, demolition, and reuse of those properties that, by virtue of their location, condition, or value no longer function at their highest potential economic use.

OBJECTIVES

1. **RP-3-1:** Identify and cooperate with those property owners within areas designated for potential redevelopment projects to assess their willingness to participate in those projects.
2. **RP-3-2:** Promote positive change through neighborhood redevelopment programs that are targeted to whole neighborhoods for long-term, sustainable improvements.
3. **RP-3-3:** Encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
4. **RP-3-4:** Facilitate redevelopment transitions by developing appropriate relocation plans sensitive to the needs of those whose properties will undergo adaptive reuse activities.
5. **RP-3-5:** Work creatively to provide incentives for private sector participation in redevelopment projects and programs.

3. ECONOMIC DEVELOPMENT (ED)

GOAL: ED-1

Maintain a positive sense of community for Rockledge while promoting economic vitality through new development, redevelopment, and sustained growth.

OBJECTIVES

1. **ED-1-1:** Establish a public-private partnership to foster development opportunities that serve the needs of the community and region.
2. **ED-1-2:** Work toward successful implementation of projects and programs that meet the needs of those currently located within the Redevelopment District.
3. **ED-1-3:** Initiate programs to improve and strengthen the existing business community and to recruit new businesses, including, but not limited to, marketing and promotion of the Redevelopment District through advertising and other appropriate methods, and offering impact fee waivers and other financial incentives, such as façade grants or other available redevelopment tools.
4. **ED-1-4:** Improve the investment image of the Redevelopment District and utilize selected public actions to stimulate private investment.
5. **ED-1-5:** Make the Redevelopment District competitive with major activity centers in the region by devising and offering incentives and through marketing the Brownfields designation, which will offer additional enticements for businesses seeking to locate in Rockledge.
6. **ED-1-6:** Expand the economic base of the District by retaining existing jobs while creating new, diverse employment opportunities.
7. **ED-1-7:** Create investment opportunities that will increase the tax base, thereby generating additional revenues to finance actions that support public goals.

GOAL: ED-2

Formulate economic development strategies that take full advantage of existing and proposed government projects and programs to stimulate the local economy through creating job growth and employment opportunities for residents in the Rockledge community.

OBJECTIVES

1. **ED-2-1:** Continue to work with the Brevard County Board of County Commissioners and their staff on capital projects, public programs, public services, and joint-use facilities, including, but not limited to, parks, schools, operation centers, roadways, and utilities in order to foster redevelopment and economic growth in the area.
2. **ED-2-2:** Capitalize on Rockledge's identity as a regional medical service provider working with Wuesthoff Hospital and area medical professionals

to stimulate development of medical offices in the area to create jobs and market support for residential and commercial activities.

3. **ED-2-3:** Continue the City's partnership with the Economic Development Commission of Florida's Space Coast to promote Rockledge and Brevard County as areas for business opportunities.
4. **ED-2-4:** Work closely with area businesses and the Chamber of Commerce to address the needs of existing businesses through the redevelopment process.
5. **ED-2-5:** Devise strategies for economic repositioning.
6. **ED-2-6:** Work toward the relocation of industrial uses away from present locations to provide redevelopment opportunities, while being sensitive to the needs of the industrial and manufacturing users.
7. **ED-2-7:** Develop economic incentives and relocation strategies for industrial and manufacturing business relocation.
8. **ED-2-8:** Continue to actively participate in programs offered by organizations such as the International Council of Shopping Centers, which have proven successful in attracting new businesses to the City and the Redevelopment District.

4. PUBLIC FACILITIES AND SERVICES (PFS)

GOAL- PFS-1

Assure that necessary public facilities are available to accommodate existing needs, as well as new demands, within the Redevelopment District as they pertain to the City's needs and Parts II and III, Chapter 163, Florida Statutes.

OBJECTIVES

1. **PFS-1-1:** Work with all appropriate government and private utilities to ensure the provision of adequate services including, electricity, telecommunications, cable television, water, stormwater management, sanitary sewer, gas, and solid waste.
2. **PFS-1-2:** When possible, secure grant funding to leverage tax increment revenues to accomplish stated goals related to the provision of adequate infrastructure.
3. **PFS-1-3:** Work with the City of Cocoa and the State of Florida to ensure the provision of adequate potable water for proposed redevelopment projects.
4. **PFS-1-4:** Assess existing sanitary sewer infrastructure to identify specific needs for upgrading older gravity sewer lines and force mains, if needed, in conjunction with proposed improvements.
5. **PFS-1-5:** Work with the City Department of Public Works, Brevard County, and the St. Johns River Water Management District to develop and further implement strategies to correct existing stormwater runoff and drainage problems within the Redevelopment District through a regional approach to stormwater management.

6. **PFS-1-6:** Maintain the flexibility on reviewing new projects by allowing reduced stormwater drainage standards, where possible, which may help to avoid unnecessary deterrents to future development opportunities and inadvertent impacts to the environment while maintaining the integrity of the stormwater management system.
7. **PFS-1-7:** Work with the Public Works Department to devise strategies for solid waste collection in the Redevelopment District to avoid negative visual impacts and traffic conflicts on primary corridors while maintaining efficient service.
8. **PFS-1-8:** Work with the City and Florida Power and Light Company to provide adequate street lighting in the Redevelopment District.
9. **PFS-1-9:** Utilize a variety of redevelopment tools, including, but not limited to, development agreements, proportionate fair-share programs, public-private partnerships, or developer-provided services as a means to leverage these resources to support new development and redevelopment.

GOAL: PFS-2

Create a safe and efficient multi-modal transportation system that provides sufficient access by all modes of transportation between activity centers and residential areas within the Redevelopment District and the balance of the community.

OBJECTIVES

1. **PFS-2-1:** Assess existing traffic patterns and pursue any automotive transportation improvements that may include vacating of rights of way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and any other measures that will increase traffic-carrying capacity and traveling convenience.
2. **PFS-2-2:** Work closely with the Florida Department of Transportation to ensure community satisfaction with the design of improvements to the southern portion of U.S. Highway 1 within Sub-District 3.
3. **PFS-2-3:** Work closely with the Space Coast Transportation Planning Organization, the Florida Department of Transportation, and Brevard County to coordinate and establish priorities for proposed transportation improvements that will further the objectives of the Redevelopment Plan.
4. **PFS-2-4:** Minimize the impacts of increased traffic and activity levels on residential areas.
5. **PFS-2-5:** Create a safe, secure, appealing, and efficient pedestrian system that links major activity centers, parking areas and other interchange points.
6. **PFS-2-6:** Construct sidewalks and bicycle pathways through the Redevelopment District that are appropriately designed and separated from auto circulation for safety purposes and that can be used as positive tools to improve the District's environment using landscaping and other visual treatments.

GOAL: PFS-3

Establish parks, recreation, open space, and beautification efforts to create an improved character for the Redevelopment District that will reflect a pleasant and appealing atmosphere for working, shopping and residing in the District.

OBJECTIVES

1. **PFS-3-1:** Pursue development of a variety of recreational amenities in association with the proposed regional stormwater retention facility, including, but not limited to, trails and bikeways to encourage new residential development near, and pedestrian access to, the neighborhood commercial hubs.

GOAL: PFS-4

Maintain an environment of low crime in Rockledge and provide for the public health, safety, and overall well-being of the community.

OBJECTIVES

1. **PFS-4-1:** Continue to work with the Rockledge Police Department and other organizations to increase their visibility within the District to help deter crime and to ensure the continued success of the established Neighborhood Watch, City Watch, and Business Watch crime-prevention programs.
2. **PFS-4-2:** Incorporate accredited and safe neighborhood design techniques for all public places and for proposed public-private redevelopment projects.

5. LAND USE (LU)

GOAL1: LU-1

Establish a land-use pattern that reflects the Redevelopment District as a total community of diversified interests and activities while promoting compatibility and harmonious land use relationships.

OBJECTIVES

1. **LU-1-1:** Develop land uses and patterns that create and strengthen activity centers.
2. **LU-1-2:** Promote and locate strategic land use activities of regional importance within the Redevelopment District that will provide residential and commercial attraction to the neighborhood commercial hubs.
3. **LU-1-3:** Formulate future land use strategies on the premise of sound market analysis and demographic research.
4. **LU-1-4:** Seek opportunities for land assembly at appropriate locations to support future development.
5. **LU-1-5:** Encourage mixed-use development at an appropriate scale in the Florida Avenue Redevelopment Sub-District.

6. **LU-1-6:** Introduce mixed-use, multi-family and single-family residential development in the Barton Boulevard Redevelopment Sub-District in close proximity to the commercial nodes to strengthen the local market for retail, office and service uses.
7. **LU-1-7:** Work with the Planning Department and Planning Commission to develop zoning regulations that protect and enhance the long-term sustainability of residential neighborhoods.
8. **LU-1-8:** Discourage office and commercial uses in surrounding neighborhoods and direct these uses to more appropriate locations in existing commercial areas to develop the critical mass necessary to support new and existing businesses.
9. **LU-1-9:** Discourage and minimize the negative visual impact of inappropriate public uses of property, such as the Brevard County School Board maintenance yard, in the Redevelopment District. Encourage the aesthetic improvement of these uses by relocating them to more suitable areas within the City and then utilizing façade grants and other incentives for uses wishing to locate in these areas.
10. **LU-1-10:** Work with existing property owners to replace dilapidated, non-conforming structures through property assembly to enable development of higher and better uses at appropriate locations.
11. **LU-1-11:** Support the design and development of manufacturing and light industry in strategic locations within the City, but outside of the Redevelopment District, to support economic objectives of the redevelopment program.

GOAL 2: LU-2

Encourage innovation in land planning and site-development techniques.

OBJECTIVES

1. **LU-2-1:** Work with City staff and the Planning Commission to revise the City's Land Development Regulations to formulate regulations that support the objectives of the Redevelopment Plan.
2. **LU-2-2:** Develop similar standards for new construction, redevelopment, and renovations in other areas of the Redevelopment District to establish architectural integrity where these influences have not been implemented.
3. **LU-2-3:** Wherever possible, maintain the integrity of the natural environment when developing property, especially when significant tree canopies or natural habitats can be integrated into the site design.
4. **LU-2-4:** Work with the City to establish performance standards to be used within the Redevelopment District that will provide incentives and/or bonuses for developer proposals that provide for creative design and amenities.
5. **LU-2-5:** Develop sign regulations and standard design guidelines for directional and information signs as well as store frontages and establish

programs that provide incentives for voluntary compliance with new construction and retrofitting of existing signs and structures.

6. **LU-2-6:** Sign regulations should address the size, type, location, and amount of signage for the purpose of minimizing visual clutter, enhancing community character, and maximizing the flow of clear information to pedestrian and automotive traffic.
7. **LU-2-7:** When undertaking streetscape improvements, new private construction and building rehabilitation, place utility lines underground where it is feasible to improve visual qualities.
8. **LU-2-8:** Utilize a variety of beautification techniques to provide comfortable, pleasing, and healthy environments.
9. **LU-2-9:** Prepare landscaping, streetscaping and lighting plans for public spaces to improve the appearance of the Redevelopment District and provide for irrigation and maintenance of proposed improvements.

6. HOUSING (HS)

GOAL: HS-1

Encourage private home ownership by facilitating public-private partnerships, housing programs and information exchange, and by promoting workforce-housing opportunities within the Redevelopment District.

OBJECTIVES

1. **HS-1-1:** Identify and promote areas where private interests can develop housing and necessary support facilities in the Redevelopment District and adjacent neighborhoods.
2. **HS-1-2:** Encourage private efforts toward building housing in the Redevelopment District and adjacent neighborhoods to support development within neighborhood commercial hubs.
3. **HS-1-3:** Identify areas within the Redevelopment District that are suitable for increased residential densities to encourage workforce-housing opportunities.

GOAL: HS-2

Re-establish old neighborhoods through redevelopment and revitalization of the housing stock, establishing a safe, functional, and aesthetically pleasing community environment.

OBJECTIVES

1. **HS-2-1:** Remove restrictions in zoning and development codes that inhibit private investment in the restoration of housing.
2. **HS-2-2:** Initiate infill housing development projects on existing and newly vacated properties.
3. **HS-2-3:** Identify and restore historic housing that may be in a state of deterioration but otherwise is structurally sound.
4. **HS-2-4:** Work with the City to improve vacant, unattended properties.

D. REDEVELOPMENT CONCEPT PLAN

1. Plan Vision and Intent

The vision of the Rockledge Community Redevelopment Agency is to stimulate economic growth, promote private-sector development opportunities, and maintain a safe and prosperous community.

In executing this vision, the 2002 Redevelopment Plan identified key concepts that demonstrate how the economic development and transportation strategies can be translated into a physical land use plan that minimizes negative impacts on natural and cultural resources, while promoting quality growth and development. The key aspects included the following:

- Providing locations for new activity nodes for the establishment of commercial/neighborhood hubs and expansion of medical uses in close proximity to Wuesthoff Hospital.
- Identifying major economic base land uses to attract prospective businesses.
- Allocating residential densities that are compatible with existing developed residential areas that will not affect the operation of future roadway networks.
- Locating commercial sites based on expected market demand.
- Reserving parcels for special uses, such as the commercial or neighborhood hubs and other essential government facilities.

All the foregoing key concepts are still valid today and will benefit from refinement within each redevelopment sub-district as each strategy is applied.

2. Key Economic Issues

This section identifies the greatest opportunities for economic development in the Redevelopment District.

a. Current Redevelopment Projects and Programs

i. Major Road Improvements

The Redevelopment Plan identifies major road improvements on each of the primary corridors contained within the Redevelopment District. These projects will involve a series of activities prior to and following construction, including master planning, preliminary design and engineering studies, preparation of construction documents, and the monitoring and maintenance of the road system upon project completion. Major road improvement projects involve infrastructure retrofitting, such as stormwater drainage improvements and the installation or relocation of utilities. The Redevelopment Agency should be involved in every aspect of planning, design, and construction to accomplish redevelopment objectives.

ii. Gateways

Gateway signage is designed to create a sense of arrival and place for residents and visitors. If successful, gateways will set the area apart and distinguish Rockledge from surrounding communities. Projects that involve larger-scale, monument-type signs, and landscaping are typical elements of gateway features. The City has implemented a successful gateway program as was recommended in the original Community Redevelopment Plan. These gateways include locations within the Redevelopment District along U.S. Highway 1 at the northern entrance to the City, as well as at the intersection of U.S. 1 and Florida Avenue, Florida Avenue at the northern City limit, and the intersection of Fiske Boulevard and Barton Boulevard. These and other gateway projects are being implemented through coordinated streetscape and road constructions projects with the Florida Department of Transportation. Other desired locations for gateways include, but are not limited to, Barton Boulevard and U.S. 1, as well as the southern portion of Sub-District 3 on U.S. 1.

iii. Streetscapes

The 2002 Redevelopment Plan recommended that the City should implement an overall streetscape improvement program along primary and secondary roadways throughout the City. Since adoption of the Plan, the City has approved design requirements that have been incorporated in the City's Land Development Regulations. Streetscapes on these roadways are designed to soften the appearance of older, physically declining commercial areas and provide visual continuity for the most visible transportation routes in the City.

Effective design of the streetscape system will dramatically improve the aesthetics of the community and establish a more attractive investment image for the private sector. Ultimately, the private sector, through investments in redevelopment and renovation, will have the greatest impact on the physical appearance of these roadways.

The development of an enhanced pedestrian environment is one of the primary objectives of a streetscape plan. Whenever possible, an increase in the overall available pedestrian space, such as sidewalks, public plazas and open space should be used to facilitate this goal. Barton Boulevard and U.S. 1 beautification and streetscape projects incorporated wider and improved sidewalks, which are existing examples that achieve this goal. An additional opportunity for the Agency to incorporate a number of attractive streetscape elements will be in conjunction with the County's road-widening project for Barnes Boulevard slated to begin in 2013.

iv. **Public-Private Projects**

The City and the Redevelopment Agency continue to work with public and private entities involved in road construction projects in an effort to leverage and maximize streetscape funds. By coordinating with the City's streetscape efforts, the Agency is able to realize an increased return on its investment.

Public-private projects provide opportunities for the public and private sectors to work together toward the development of mutually beneficial projects. The public and private sectors can bring different resources and capabilities to a project that fulfill the objectives of the Redevelopment Plan but otherwise might be unsuccessful on their own. Public costs are undetermined until a project is entered into because negotiations are defined on a case-by-case basis. In attempting to attract initial investment from private developers, the City and Agency will target a programmed development for a project, solicit a developer, and then negotiate a public-private development agreement. The development agreement sets forth the terms and conditions for a particular project and involve the disposition of land, the nature of the prospective development, City and Agency contributions and other conditions pertaining to the project. One example of a highly successful public-private partnership can be found in the creation of an outparcel at the Three Meadows Shopping Center/Aldi Market Place in Sub-District 4. In this instance, the center owner, Brevard County and the Redevelopment Agency entered into a tri-party agreement to hire a subcontractor and make improvements to the existing drainage and create a new outparcel along Barnes Boulevard. Other examples of potential public-private development projects include the Searstown/Carnival Mall site, Village Green Shopping Center, Barton Commons Shopping Center, and the expansion of the area surrounding Wuesthoff Hospital.

The Agency continues to coordinate with various private development interests in an effort to achieve redevelopment of several vacant and/or underutilized commercial shopping areas.

v. **Government/Regulatory Actions**

Government programs are actions undertaken by the City and/or the Redevelopment Agency for a variety of purposes. Regulatory actions may include revisions to the City's comprehensive plan, land development regulations, and building codes. Land acquisition programs, such as land banking and property swapping, may be incorporated in the redevelopment process to control prime development sites, thereby ensuring future development in a manner consistent with redevelopment

objectives. Economic development and business improvement incentives may also be components of the redevelopment program.

Since adoption of the original Redevelopment Plan in 2002, the City of Rockledge has accomplished several governmental actions to implement the goals and objectives of the Plan. These governmental actions include adoption of several policies within the comprehensive plan to encourage and facilitate community redevelopment. To aid in this effort, the City has adopted new procedures through the Development Review Committee to expedite the review and approval processes for new development.

The City has also adopted streetscape requirements and architectural guidelines, which are applied to development activities within the Redevelopment District. The City continues to expand its land acquisition program, which includes selecting sites for the Farmers Market and the Redevelopment Agency Administrative Office as well as the adaptive reuse of the City's former police station.

vi. Economic Development

In terms of economic development incentives, the City has established a Business Development Committee, which meets regularly to discuss implementation measures for a long-range program of quality business and industrial economic growth.

In addition, the City is currently an investor in the Economic Development Commission of Florida's Space Coast and has a member seated on the Board of Directors. The City actively participates in and coordinates with the Rockledge Business Development Committee, the Business Resource Council, the Cocoa Beach Regional Chamber of Commerce, and Brevard Workforce.

The Agency remains continuously mindful of one of the most basic principles set forth to guide redevelopment agencies – preservation and expansion of the tax base through increasing economic development opportunities. The Agency understands that, in order to achieve this goal, it is important to not only recruit new businesses, but also to provide outreach and frequent contact to the existing business community. The Agency goes about this by offering a number of programs to established Rockledge businesses. In addition to the Façade Improvement Grant Program, the Agency also markets the Buy Local campaign and the Local Focus initiative. Buy Local provides businesses with a low-cost method of advertising using the ChooseRockledge.com Web portal as a vehicle, while Local Focus offers business owners opportunities to network and take advantage of educational seminars.

In addition, the Agency offers assistance to businesses that locate within the Redevelopment District and that are desirous of garnering exposure and publicity. As such, the Agency often coordinates grand opening and ribbon cutting events for new businesses, or even existing businesses that are seeking to reinvent themselves or that have been subject to a change in management. For a ribbon-cutting event, staff designs and distributes invitations and provides a variety of marketing and promotional materials for the business and the event by way of press releases, media advisories, flyers and multiple advertisements on both the Agency and City Web sites and Facebook pages. Businesses are receptive to the assistance, and the Agency will continue these practices and work to implement new methods for assisting the business community.

b. Future Redevelopment Projects and Programs

The Concept Plans contain descriptions of several types of projects and programs, including capital projects, public/private projects, and government programs. Capital projects are those that are funded solely by the public sector to address specific infrastructure needs such as roads, streetscapes, and municipal facilities. The following table lists several capital projects, potential public/private projects, and governmental programs for the next 10-year planning period.

TABLE 1 – PROPOSED LONG TERM PROJECTS AND COST ESTIMATES

Budget Years 2013 - 2017		
	Project	Estimated Cost
1	Cedar Street drainage	\$250,000.00
2	Cocoa-Rockledge Land Company Drainage	\$350,000.00
3	Debt retirement	\$2,000,000.00
4	Barnes Boulevard enhanced landscaping	\$400,000.00
5	Barton Park Enhancements Pedestrian bridge; geo-web trail 8' wide; boat ramp; wedding chapel; paddle boats; amphitheatre	\$400,000.00
6	façade grants (\$100,000) per year	\$500,000.00
7	Special events	\$200,000.00
8	Gateway signs	\$160,000.00
	TOTAL	\$4,260,000.00

Budget Years 2018 - 2022		
	Project	Estimated Cost
1	Special events	\$200,000.00
2	Façade grants (\$100,000) per year	\$500,000.00
3	Barton park and Huntington lakes enhancement	\$350,000.00
4	Carboni Park drainage and roadway improvements	\$500,000.00
5	Gateway signs	\$220,000.00
6	Wayfaring signage program	\$400,000.00
7	New road into Carboni Park off of Murrell Road	\$650,000.00
8	Debit retirement	\$1,000,000.00
	TOTAL	\$3,820,000.00

Source: City of Rockledge Planning Department (2012)

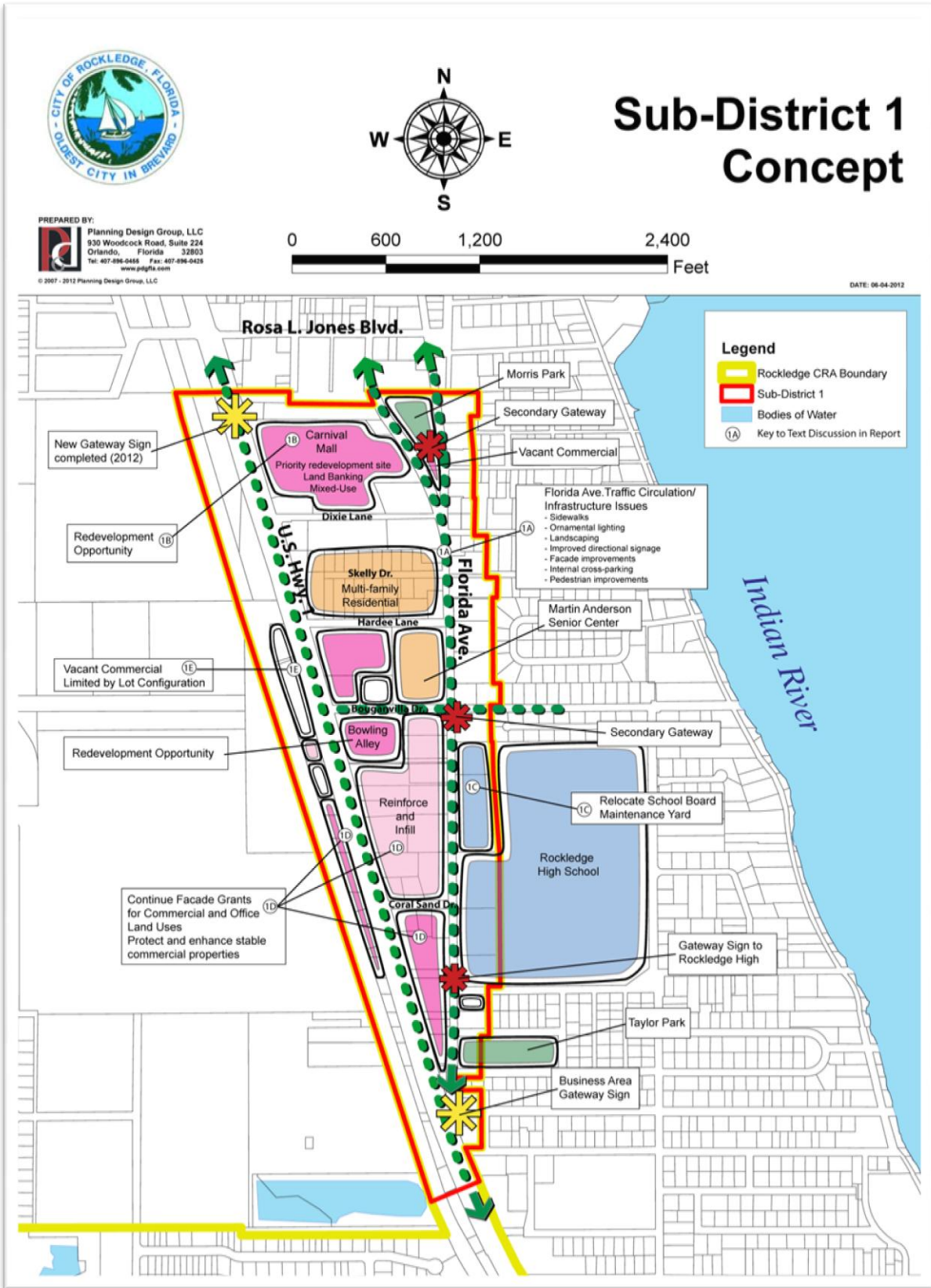
E. CONCEPT PLAN ELEMENTS

The following section provides a description of future land use proposals and capital improvements, and the rationale behind the development strategies and recommendations. The proposals correspond to the previously described planning sub-districts. Projects are numbered and correspond with the accompanying maps.

Sub-District 1 - Florida Avenue

- 1A. Florida Avenue Streetscape: The following elements were identified as needing improvement:
 - Sidewalks
 - Ornamental lighting
 - Landscaping
 - Improved directional signage
 - Facade improvements
 - Internal cross-parking
 - Pedestrian improvements
- 1B. Carnival Mall Site Redevelopment: This site is a prime redevelopment opportunity that will require public involvement to ensure economic viability and consistency with program objectives. Potential for redevelopment may increase if the proposed commuter rail comes to fruition, as there is a rail stop on the opposite side of U.S. 1.
- 1C. School Board Facility: The City and the Redevelopment Agency should work diligently with the School Board to develop a strategy for relocating this obtrusive use of property. The reuse of this site should take into consideration the long-term facility plans and needs of Rockledge High School.
- 1D. Facade Grants: As tax increment revenues increase, the Agency should continue to allocate funds for the Facade Improvement Grant Program, which provides grants to area property owners to upgrade the appearance of buildings, signage, and landscaping.
- 1E. Land Swap U.S. 1: Dysfunctional lot configurations and low market demand have rendered several properties along U.S. 1 marginally developable. The Agency should consider a land banking, land swap, or transfer of development rights program to encourage commercial development along the Barton Boulevard corridor and minimize future commercial development on U.S. 1.

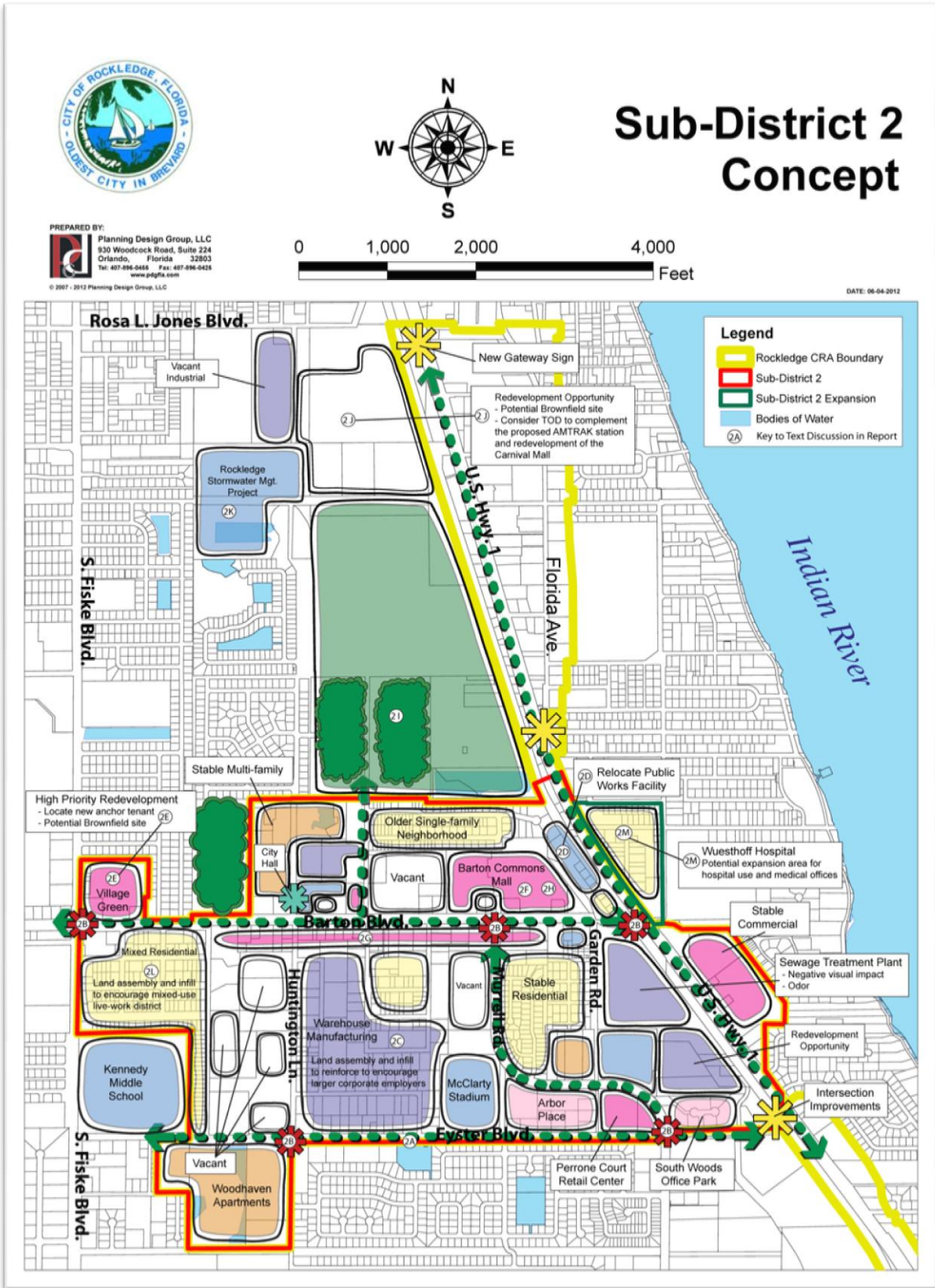
FIGURE 10 - SUB-DISTRICT 1 CONCEPT



Sub-District 2 - Barton Boulevard

- 2A. Eyster Tree Plantings: Tree plantings on Eyster Boulevard will enhance the appearance of the roadway.
- 2B. Barton Boulevard Primary Intersections:
- U.S. 1/Barton Boulevard - This is a significant intersection within the City and should be designated to make a statement about the community.
 - Fiske Boulevard/Barton Boulevard - A gateway sign with LED messaging capabilities was recently placed at the southeast corner of this important intersection.
- 2C. Eyster Boulevard: Eyster Boulevard is a primary east-west roadway that traverses from U.S. 1 on the east to Fiske Boulevard on the west.
- 2D. Public Works: The City should consider relocation of the Public Works Department to a less visible site. In the short-term, landscape screening should be undertaken.
- 2E. Village Green Shopping Center Adaptive Reuse: There is a high priority to locate a new anchor at this designated Brownfield site. The City and the Agency should work closely with the current property owner to facilitate the location of an appropriate tenant for this site, while fulfilling the requirements of the Brownfield grants.
- 2F. Barton Commons Shopping Center: The future of Barton Commons Shopping Center will have a significant impact on the City of Rockledge. Several factors may influence development activity in this location, including the following:
- Development pressure for less desirable use of parcels adjacent to the property.
 - Municipal decisions concerning the future of the Public Works facilities.
 - The Redevelopment Agency's ability to work with Wuesthoff Hospital to encourage expansion and/or ancillary medical/office uses to locate in Barton Boulevard area.
 - The ability to work with the Florida East Coast Railway to allow access to cross the rail line.
- A cooperative spirit and creative thinking, along with public involvement through the Redevelopment Agency, should help to overcome these obstacles to success. The resulting land development scenario would involve the reconfiguration of Barton Commons to accommodate a combination of retail, office, and potentially residential uses on a campus setting. Housing densities and the intensity of commercial and office uses should be flexible enough to provide an economically feasible development project. At the north end of the site, a multi-story parking garage could be constructed to absorb current onsite hospital parking. This would enable onsite hospital expansion that would be accessed by a pedestrian walkover across the Florida East Coast rail lines and U.S. 1.
- 2G. Facade Improvement Grant Program: Appropriate for facade improvements as previously described.
- 2H. Land Assembly: Several projects identified in the Redevelopment Plan may require the assembly of property to fulfill the objectives of the program. Land assembly will be required to successfully complete development of neighborhood commercial hubs. Strategies for land acquisition should be formulated to ensure effective use of limited Agency resources.

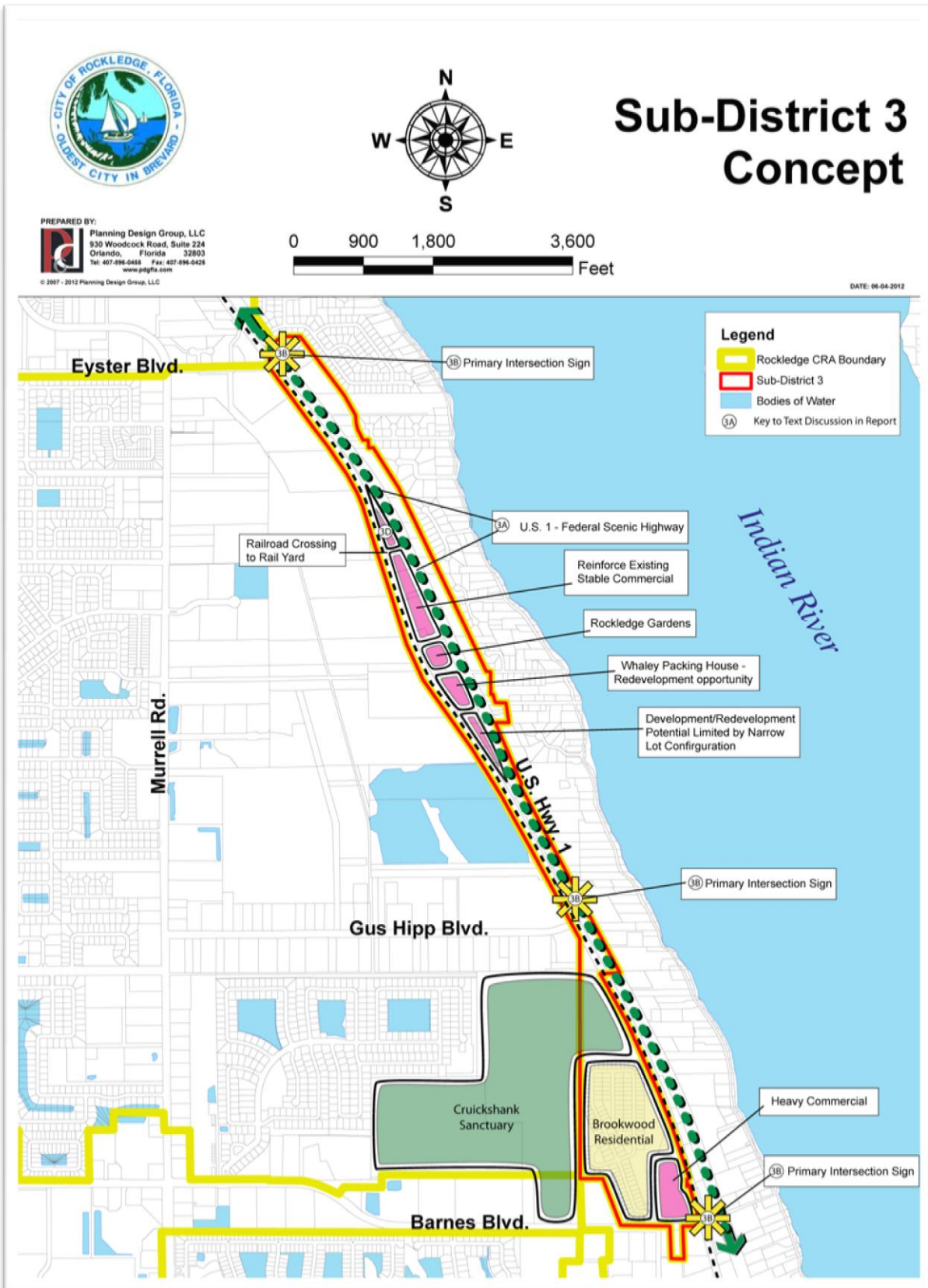
FIGURE 11 - SUB-DISTRICT 2 CONCEPT



Sub-District 3 - U.S. 1

- 3A. U.S. 1 Major Road Improvements and Streetscaping: Planned road improvements for U.S. 1 in the southern portion of this sub-district are not scheduled for the Department of Transportation's work program until approximately 2030. However, the roadway was expanded from four lanes to six and underwent extensive streetscape improvements in 2009-2010 in the northern part of the sub-district. U.S. 1 is a designated Scenic Highway as part of the Indian River Lagoon National Scenic Byway, which means that funds may be available for roadway enhancement. This should include streetscape improvements to upgrade the visual quality of the roadway with vegetative screening, removal of billboards, and the like.
- 3B. U.S. 1 Primary Intersections:
- U.S. 1/Eyster Boulevard.
 - U.S. 1/Gus Hipp Boulevard.
 - U.S. 1/Barnes Boulevard.
- Opportunities exist at these intersections for thematic and directional continuity.
- 3C. Rinker Cement Plant: Remove abandoned infrastructure at the Rinker Cement Plant Site.
- 3D. Land Swapping Program: As previously described, dysfunctional lot, configurations and low market demand have rendered several properties along U.S. 1 marginally developable. The Agency should consider a land banking, land swap, or Transfer of Development Rights program to minimize future commercial development on U.S. 1 and to redirect it to more suitable areas within Sub-Districts 1 and 2.

FIGURE 12 - SUB-DISTRICT 3 CONCEPT



Sub-District 4 - Barnes Boulevard

4A. Barnes Boulevard Streetscape: Streetscape efforts along this roadway should preserve the existing tree canopy as much as possible and incorporate sidewalks and pedestrian features, additional landscaping, mast arms and medians. These elements can be integrated during the County's road-widening project, anticipated to commence in 2013. Incorporating these elements will assist in creating a "complete street" concept along this corridor.

4B. Primary Intersections:

- Barnes Boulevard/U.S. 1.
- Barnes Boulevard/Murrell Road.
- Barnes Boulevard/Fiske Boulevard - This is a significant intersection and serves as the southern entrance to the City on Fiske Boulevard.

Opportunities exist at these intersections for thematic and directional continuity.

4C. Barnes Boulevard Master Plan: This corridor needs to be master planned in order to maintain capacity in conjunction with the commercial and residential growth along the corridor.

F. FUNDING SOURCES

This section describes the various funding mechanisms that were in place with the adoption of the original Community Redevelopment Plan and how the funding program has progressed.

Authorized by Florida Statute, tax increment financing, often referred to as TIF, is the most popular method for cities throughout the country to redevelop urban areas through public improvements, which promote private sector activity. Although the legal requirements are complex, the basic concept is relatively simple.

In tax increment financing, or TIF, property values in a certain defined area are capped or frozen at the assessed value for a particular base year. Thereafter, any tax revenues due to increases in value in excess of the base are dedicated to the redevelopment district. The municipality and the county both continue to receive property tax revenues based on the frozen value and these base revenues are available for general government purposes of the particular city and county.

The tax increment (TIF) revenues can be used immediately, saved for particular projects, or can be bonded to maximize the funds available. Any funds received from a tax increment-financing district, however, must be used for the redevelopment of the area and not for general government purposes.

In the early 1980s, many Florida cities established community redevelopment agencies to facilitate the redevelopment of urban areas. As the tax increments have increased, many redevelopment districts now have sufficient revenues to support significant levels of bonds.

Type of Expenses Allowed

There are five major types of expenses allowed under Florida Statutes 163.387(6) for tax increment revenues.

1. Establishment and Operations - revenues can first be used for the implementation and administrative expenses of the Community Redevelopment Agency.
2. Planning and Analysis - they can then be used to develop the necessary engineering, architectural, and financial plans.
3. Financing - the revenues may be used to issue and repay debt for proposed capital improvements contained in the Community Redevelopment Plan.
4. Acquisition - the revenues may be used to acquire real property.
5. Preparation - finally, the revenues may be used for site preparation, including the relocation of existing residents.

According to F.S. 163.370(2), however, the funds may not be used for the following purposes:

1. To construct or expand administration buildings for public bodies unless each taxing authority involved agrees.
2. Any publicly owned capital improvements, which are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have otherwise been made without the Redevelopment Agency within three years.
3. General government operating expenses unrelated to the Redevelopment Agency.

Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

Tax Increment Projections

In 2002, several projects were identified in the model of assumptions for the tax increment revenue projections. These projects included such projects as Lowes, Publix, Harbor Federal, McDonald's, Pinch-a-Penny, Nu-Touch, Walgreens, and Wendy's. Revenue estimates were based on an annual increase in the tax base of 3 percent. The model contained assumptions that increased the property values in the first year by \$12.87 million based on the completion of the following projects identified above.

TABLE 2 - PROJECTED TAX INCREMENT REVENUES

ROCKLEDGE REDEVELOPMENT DISTRICT
PROJECTED ANNUAL AND CUMULATIVE TAX INCREMENT REVENUES

Year*	Area Tax Base**	Tax Bas Increment	X	Millage rate	=	Increment Revenues	X	Statutory Limit	Annual Redevelopment Trust Funds	Cumulative Redevelopment Trust Funds
0	\$ 121,069,580									
1***	\$ 137,571,667	\$ 16,502,087	X	0.0099303	=	\$ 163,871	X	95%	\$ 155,677	\$ 155,677
2	\$ 141,698,817	\$ 20,629,237	X	0.0099303	=	\$ 204,855	X	95%	\$ 194,612	\$ 350,289
3	\$ 145,949,782	\$ 24,880,202	X	0.0099303	=	\$ 247,068	X	95%	\$ 234,714	\$ 585,003
4	\$ 150,328,275	\$ 29,258,695	X	0.0099303	=	\$ 290,548	X	95%	\$ 276,020	\$ 861,024
5	\$ 154,838,124	\$ 33,768,544	X	0.0099303	=	\$ 335,332	X	95%	\$ 318,565	\$ 1,179,589
6	\$ 159,483,267	\$ 38,413,687	X	0.0099303	=	\$ 381,459	X	95%	\$ 362,386	\$ 1,541,975
7	\$ 164,267,765	\$ 43,198,185	X	0.0099303	=	\$ 428,971	X	95%	\$ 407,522	\$ 1,949,498
8	\$ 169,195,798	\$ 48,126,218	X	0.0099303	=	\$ 477,908	X	95%	\$ 454,012	\$ 2,403,510
9	\$ 174,271,672	\$ 53,202,092	X	0.0099303	=	\$ 528,313	X	95%	\$ 501,897	\$ 2,905,407
10	\$ 179,499,822	\$ 58,430,242	X	0.0099303	=	\$ 580,230	X	95%	\$ 551,218	\$ 3,456,626
11	\$ 184,884,817	\$ 63,815,237	X	0.0099303	=	\$ 633,704	X	95%	\$ 602,019	\$ 4,058,645
12	\$ 190,431,362	\$ 69,361,782	X	0.0099303	=	\$ 688,783	X	95%	\$ 654,344	\$ 4,712,989
13	\$ 196,144,303	\$ 75,074,723	X	0.0099303	=	\$ 745,515	X	95%	\$ 708,239	\$ 5,421,228
14	\$ 202,028,632	\$ 80,959,052	X	0.0099303	=	\$ 803,948	X	95%	\$ 763,750	\$ 6,184,978
15	\$ 208,089,491	\$ 87,019,911	X	0.0099303	=	\$ 864,134	X	95%	\$ 820,927	\$ 7,005,905
16	\$ 214,332,175	\$ 93,262,595	X	0.0099303	=	\$ 926,126	X	95%	\$ 879,819	\$ 7,885,724
17	\$ 220,762,141	\$ 99,692,561	X	0.0099303	=	\$ 989,977	X	95%	\$ 940,478	\$ 8,826,203
18	\$ 227,385,005	\$ 106,315,425	X	0.0099303	=	\$ 1,055,744	X	95%	\$ 1,002,957	\$ 9,829,159
19	\$ 234,206,555	\$ 113,136,975	X	0.0099303	=	\$ 1,123,484	X	95%	\$ 1,067,310	\$ 10,896,469
20	\$ 241,232,752	\$ 120,163,172	X	0.0099303	=	\$ 1,193,256	X	95%	\$ 1,133,594	\$ 12,030,063
21	\$ 248,469,734	\$ 127,400,154	X	0.0099303	=	\$ 1,265,122	X	95%	\$ 1,201,866	\$ 13,231,929
22	\$ 255,923,826	\$ 134,854,246	X	0.0099303	=	\$ 1,339,143	X	95%	\$ 1,272,186	\$ 14,504,114
23	\$ 263,601,541	\$ 142,531,961	X	0.0099303	=	\$ 1,415,385	X	95%	\$ 1,344,616	\$ 15,848,730
24	\$ 271,509,587	\$ 150,440,007	X	0.0099303	=	\$ 1,493,914	X	95%	\$ 1,419,219	\$ 17,267,949
25	\$ 279,654,875	\$ 158,585,295	X	0.0099303	=	\$ 1,574,800	X	95%	\$ 1,496,060	\$ 18,764,009
26	\$ 288,044,521	\$ 166,974,941	X	0.0099303	=	\$ 1,658,111	X	95%	\$ 1,575,206	\$ 20,339,214
27	\$ 296,685,857	\$ 175,616,277	X	0.0099303	=	\$ 1,743,922	X	95%	\$ 1,656,726	\$ 21,995,940
28	\$ 305,586,432	\$ 184,516,852	X	0.0099303	=	\$ 1,832,308	X	95%	\$ 1,740,692	\$ 23,736,633
29	\$ 314,754,025	\$ 193,684,445	X	0.0099303	=	\$ 1,923,345	X	95%	\$ 1,827,177	\$ 25,563,810
30	\$ 324,196,646	\$ 203,127,066	X	0.0099303	=	\$ 2,017,113	X	95%	\$ 1,916,257	\$ 27,480,067

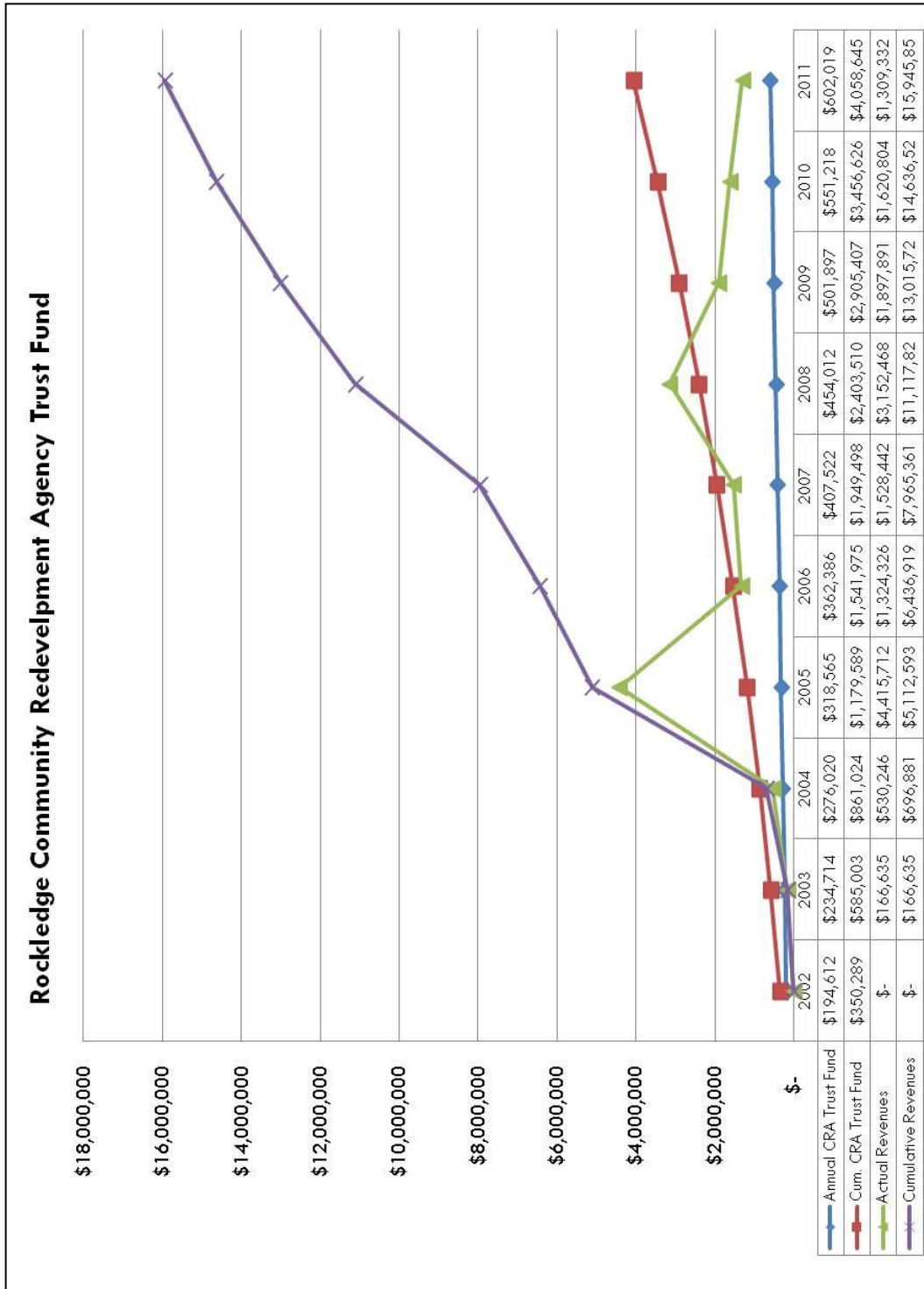
*Base Year - Assumes Year 0 is 2001

3% **Assume 3% annual increase in property values

\$ 12,870,000 ***Assumes 1st Year increase from new construction on Barnes Boulevard

Over the past 10 years, the Redevelopment Trust Fund has received tax increment revenues totaling \$15,985,856.00, which includes two loans of \$4 million (FY 05) and \$1.5 million (FY 08) from the City. These loans were for accelerating projects within the Redevelopment District and included the Barton Boulevard improvement and streetscape, Phase 2 improvements of Florida Avenue, and the U.S. 1 widening and streetscape enhancements. Figure 11 shows the 10-year projections and revenues for the Redevelopment Agency Trust Fund.

FIGURE 14 - 10-YEAR TRUST FUND PROJECTION AND REVENUES



G. IMPLEMENTATION PLAN

This section describes the mechanisms that were identified in the original Redevelopment Plan for Plan implementation and sets forth a process to realize the planning and design objectives that have been developed for the Community Redevelopment Agency. Continued implementation of the Redevelopment Plan will require the ongoing coordinated efforts of the City, the Redevelopment Agency, other government agencies, local business organizations, property owners, and residents. These efforts will be coupled with the employment of various organizational, legal, funding, and promotional techniques to continue successfully implementing the Plan.

1. Administration/Organizational Structure

a. Leadership

While leadership is an intangible quality, it is the single most important factor for successful implementation of the Redevelopment Plan. This leadership must come from both the public and private sectors. Some projects will require considerably more leadership, effort, and collaboration because of their difficulty and/or importance to the overall revitalization program. Participation in a particular project will depend upon necessary resources, which must be afforded to the project for its successful implementation.

The Redevelopment Agency Board has taken a very active leadership role in establishing policy, as well as approving many projects and expenditures within the Redevelopment District. This leadership was initially achieved through the City Council, which originally served as the Agency Board. However, in later years, the Agency Board transitioned to an appointed body of citizen volunteers from various businesses and backgrounds within the Redevelopment District.

b. Organizational Structure

To have a strong redevelopment program, the Agency must be able to work with and communicate with the City Council, other City volunteer boards and committees and other government entities. It is also important for the Agency to work with and understand the concerns of the community and the public.

c. City Council/Agency Board/Staff

The City Council, Agency Board, and staff are the leaders of the redevelopment program and have assumed this role with vitality and enthusiasm. They are mindful of the importance of the following actions throughout the redevelopment process:

- Provide commitment of public policy and resources for the redevelopment effort.
- Be committed to the redevelopment mission and insure implementation of scheduled projects.

- Provide necessary staffing and support from other City Departments for administrative purposes and program implementation.
- Commit to making the necessary public improvements identified in the Plan.
- Provide leadership and support for administrating public development controls and incentives to promote high-quality private development. This will include streamlining the development review process to minimize the time involved in the approval processes, zoning requirements and incentives, corridor plans, site and architectural design guidelines, provision of additional public facilities, and coordinated capital improvement programs.
- Work cooperatively with other jurisdictions, including, but not limited to, the State of Florida, Brevard County, Space Coast Transportation Planning Organization, Florida Department of Transportation, St. Johns River Water Management District, Regional Planning Council, Tourist Development Council, and others as appropriate.

d. Civic Leaders

Civic leaders must also be ambassadors of the redevelopment program. Their support and active involvement in the effort is essential for success. They should:

- Embrace the Redevelopment Plan and be educated about the program.
- Be involved in the implementation of the Plan and involve the community through outreach and consistent messaging.

e. Private Sector

- Essential private sector leadership must come from local financial institutions and real estate development entrepreneurs.
- The leadership role of local financial institutions will involve providing financing for private developments and establishing a consortium to provide a revolving loan pool at below-market interest rates for certain improvements.
- Private real estate and development leadership must provide necessary entrepreneurial vision and ingenuity that will create profitable enterprises and attractive redevelopment opportunities.

2. Planning Actions

The Redevelopment Agency staff will be charged with the execution of the Plan. Agency staff will need to be the liaison between the Agency Board and City Council and will need to coordinate and manage the actions called for in the Plan, including:

- Preparing grants and feasibility studies for public projects, including, but not limited to, roads, utilities, streetscapes, parks, and law enforcement activities.

- Seeking a cooperative relationship with the Florida Department of Transportation for construction activities, access management, parking and streetscaping proposals.
- Researching bond feasibility for financing major public facilities.
- Working with area financial institutions to develop favorable loan programs for private-sector property rehabilitation projects.
- Contacting impacted property owners to determine their level of interest in participating in proposed redevelopment activities.
- Developing strategies to create new housing opportunities in the Redevelopment District.
- Forming basic public-private development agreements to be used for developer solicitation on selected projects.
- Further detailing the implementation strategies contained in the Redevelopment Plan, including, but not limited to, project scheduling, financing, developer solicitation practices, and land acquisition and disposition strategies.

Urban Design Strategies and Planning Activities

The following urban design strategies are meant to provide both design recommendations and activities to promote a quality urban environment and implement the Plan.

- Prepare a Citywide beautification master plan identifying a hierarchy of beautification treatments for various roadways, including City and neighborhood gateway treatments and a uniform directional signage system.
- Achieve a mix of mutually supportive land uses in a compatible and functionally related arrangement in the Redevelopment District to bring new business to the area.
- Mixed-use residential development should be encouraged in those areas with a Mixed Use land use designation.
- Master plan targeted public-private projects, such as the Carnival Mall site and other suitable locations that reinforce positive aspects of existing activity and provide for attractive combinations of building masses and open spaces.
- Utilize existing vacant land as an opportunity for redevelopment.
- Formulate strategies to take advantage of spin-off effects of commercial development activity.
- Create peripheral City entrance treatments with signage and a graphic theme as residents, visitors, and investors approach from all directions.
- Establish and implement performance criteria to assure quality site design standards, environmental quality and other design elements that provide unity and integrity of design to the entire Redevelopment District.
- Continue administration of the Façade Improvement Grant Program. Update Comprehensive Plan: Future Land Use Element and Capital Improvements Element

and any land development regulation revisions to ensure consistency between planning documents.

- Make code enforcement a priority for the entire City; review code, policies and procedures.
- Encourage rear building parking.
- Make parking visible, accessible, and convenient.
- Screen and buffer conflicting industrial uses close to commercial and residential areas.
- Control billboards and other unsightly signage.
- Work with Brevard County and the Department of Transportation to control peripheral development patterns, especially on U.S. 1 and the unincorporated areas.

3. Private Redevelopment Strategies

The primary purpose of the redevelopment effort is to promote economic development and revitalization by increasing the quality of life in the community and returning all properties to their highest and best use. In order to have a successful redevelopment program, it is imperative to remain mindful of these concepts. The City and the Redevelopment Agency will need to continue to promote economic development and redevelopment in conjunction with the public improvements that this Plan proposes. The following are some suggested means to encourage investment in the community:

a. Economic Development

The Redevelopment Agency must support the Chamber of Commerce and the Business Development Committee as they strengthen local business opportunities through efforts to:

- Promote, support, and assist existing businesses.
- Recruit new businesses and retain existing businesses.
- Provide business education and training seminars.
- Attract local, regional, and national key market retailers to redirect local residents back to the City and Redevelopment District.

b. Redevelopment Incentives

The following are some suggested incentive programs to attract prospective developers to the area:

- In some areas of the Redevelopment District, there are existing public parking lots and on-street parking spaces, which are intended to serve surrounding businesses. The spaces in these lots can be allocated to the adjacent building sites as they are redeveloped, thereby reducing the amount of land the developers would need to meet the parking requirements.
- The Agency can create low-interest loan pools from local banks through the Community Reinvestment Act. These loan pools can be utilized to entice redevelopment investors into the community.
- The Agency and City can offer free services or planning and design fee rebates for the redevelopers whose projects are compatible with the Plan objectives.
- The Agency and City can offer tenant location finder services for redevelopers looking for tenant leases.

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H. STATUTORY REQUIREMENTS

1. Relocation Assistance

In executing the redevelopment program, it has been and will remain the policy of the City and the Redevelopment Agency to avoid and prevent displacement of property owners, residents, and tenants whenever possible. However, should such action become necessary, then the Redevelopment Agency, if requested, will assist by providing technical assistance and refer displaced parties to known local private and public housing providers to ensure that replacement housing is available to them.

2. Element of Residential Use

There are residential uses of various types and character, including, single-family, multi-family, rental units, owner-occupied units, and detached units in existence in the Redevelopment District. It is a matter of policy that the efforts undertaken by the Agency, as described in this Redevelopment Plan, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. Redevelopment program activities will strive to cultivate the positive neighborhood characteristics cited by the community during public workshops and reduce or eliminate the negative characteristics.

While the Concept Plan contained herein identifies areas of future residential use, it is assumed that these areas would be developed by the private sector in response to favorable market conditions resulting from the success of the redevelopment program. The primary focus of this Plan is revitalization of the commercial properties along the City's primary transportation corridors.

3. Plan Approval

In accordance with Chapter 163.360, Florida Statutes, the Community Redevelopment Agency must submit any Redevelopment Plan and subsequent updates it recommends for approval together with its written recommendations, to City Council, which shall hold a public hearing on the Redevelopment Plan after posting public notice in a newspaper of general circulation or other approved methods in the area of operation of the county or municipality. The notice must contain all pertinent information, such as time, date, place, and purpose of the hearing, identify generally the Redevelopment District covered by the Plan, and outline the general scope of the Redevelopment Plan under consideration. Following the hearing, the governing body may approve the Redevelopment Plan if it finds that:

- a. A feasible method exists for the location of families who will be displaced from the Redevelopment District in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to these families;
- b. The Redevelopment Plan and subsequent updates conform to the general or comprehensive plan of the county or municipality as a whole;

- c. The Redevelopment Plan and subsequent updates provide sufficient consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and overall well being of children residing in the general vicinity of the site covered by the Plan; and
- d. The Redevelopment Plan and subsequent updates will afford maximum opportunity consistent with the needs of the county or municipality as a whole for the rehabilitation or redevelopment of the Redevelopment District by private enterprise.

Upon approval by City Council, the Redevelopment Plan and subsequent updates shall be considered in full force and effect for the respective Redevelopment District, and the City may then cause the Community Redevelopment Agency to carry out the implementation of the approved Plan and any subsequent updates.

4. Duration of Plan

The provisions of this Redevelopment Plan and subsequent updates will remain in effect and serve as a guide for the future redevelopment activities in the entire designated Rockledge Community Redevelopment District through December 31, 2032. All redevelopment financed by increment revenues shall be completed by December 31, 2032.

5. Amendment of Plan

The Redevelopment Plan may be modified, changed, or amended at any time by City Council in accordance with the requirements of Florida Statutes, Section 163.361.

6. Safeguards and Retention of Control

This Redevelopment Plan and subsequent updates are the guiding document for future development, redevelopment programs, projects, and activities in and for the Redevelopment District. In order to assure that redevelopment will take place in conformance with the projects, goals, and policies expressed in this Plan and subsequent updates, the Community Redevelopment Agency will utilize the regulatory devices, instruments, and systems used by the City of Rockledge to permit development and redevelopment within its jurisdiction. These regulatory devices include, but are not limited to, the Comprehensive Plan, the Land Development Regulations, the Zoning Code, adopted design guidelines, performance standards and City-authorized development review, and permitting and approval processes. In accordance with the requirements of Section 163.362(2)(b), the City's regulatory controls determine the limitations on building height, structure size and use. The Redevelopment Plan and subsequent updates set forth proposed uses in the description of the Concept Plan and illustrate them on the accompanying maps. The Rockledge City Council retains the vested authority and responsibility for:

- a. The power to grant final approval to Redevelopment Plans and modifications.

- b. The power to authorize issuance of revenue bonds as set forth in Section 163.385, Florida Statutes.
- c. The power to approve the acquisition, demolition, removal, or disposal of property as provided in Section 163.370(3), Florida Statutes, and the power to assume the responsibility to bear loss as provided in Section 163.370(3), Florida Statutes.
- d. The Community Redevelopment Agency shall provide adequate safeguards or any other provisions necessary to carry out the goals and objectives of the Community Redevelopment Plan to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions and/or covenants to run with the land and its uses.

7. Reporting Requirements

The Community Redevelopment Agency shall comply with the reporting requirements of Florida Statutes, Section 163.356(3)(c). This includes filing a report of its activities for the preceding fiscal year with the Auditor General and City Council on or before March 31 of each year. The report shall include a complete financial statement setting forth its assets, liabilities, and income and operating expenses as of the end of the fiscal year. Additionally, the Agency shall comply with the auditing requirements, as set forth in Florida Statutes, Section 163.387(8), which mandate an independent financial audit of the Redevelopment Trust Fund each fiscal year and a report of such audit.

8. Severability

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect the validity of the remaining portion or portions of this Plan.

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APPENDICES

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GOALS AND OBJECTIVES ASSESSMENT MATRIX

The following tables identify the goals and objectives and provide a general assessment of their accomplishments to date.

TABLE 3 - REDEVELOPMENT ADMINISTRATION

REDEVELOPMENT ADMINISTRATION (RA)	
Goals / Objectives	Assessment
GOAL: RA-1: Establish the administrative and financial mechanisms necessary to achieve the goals and objectives of the Rockledge Redevelopment Plan.	The Goal is still relevant. Minor revision to indicate an on-going activity.
OBJECTIVE: RA-1-1: To the extent possible, the City should provide funding for staff, planning studies, and operational support for Agency activities reserving tax increment revenues for funding capital improvements and other programs as approved in the Redevelopment Plan. The City should leverage those revenues through grants, commercial loans or other financial mechanisms to expedite the completion of projects.	Ongoing: The Agency designated an administrative office and full-time staff for the Community Redevelopment Agency in 2010. This office provides operational support for the Agency and administers the various programs, such as the Façade Improvement Grant Program, Buy Local campaign, and Local Focus initiative, and coordinates community events and other administrative functions necessary to carry out the objectives of the Community Redevelopment Plan.
OBJECTIVE: RA-1-2: Administrative objectives should be consistent with and support other City and regional economic development prerogatives.	Ongoing: Administrative objectives of the Redevelopment Agency office are aligned with and support the City's and the Agency's economic development activities.
OBJECTIVE: RA-1-3: Enable the Redevelopment Agency to oversee the planning process and to develop the appropriate strategies and policies necessary to implement the Plan.	Re-evaluation needed: Based on the Plan developed by the Agency, the City's Planning Department proposes activities to implement those strategies and policies. Plans are then modified per the direction of the Redevelopment Agency Board. Comprehensive Plan amendments proposed by the Redevelopment Agency are submitted to the City for review and implementation.
OBJECTIVE: RA-1-4: Promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the community, increasing volunteerism while using the talents of existing civic organizations, and	Ongoing: The Redevelopment Agency participates in and coordinates with various public and private organizations such as the Rockledge Business Development Committee, Business Resource Council, and Cocoa Beach Regional Chamber of Commerce.

REDEVELOPMENT ADMINISTRATION (RA)

Goals / Objectives	Assessment
committees.	
OBJECTIVE: RA-1-5: Ensure the provision of suitable public information services concerning all aspects of the redevelopment program such as radio and newspaper reporting as well as neighborhood and civic organization meetings.	Ongoing: The Redevelopment Agency has established a Web site that residents and businesses can visit to learn more about the activities that are outlined in the Redevelopment Plan and administered by the Agency, as well as view meeting agendas and minutes of various Board meetings. An Agency Facebook page has also been established in order to provide real-time communication between Agency staff and the community. In addition, the Agency publishes an annual newsletter, and a more frequent online newsletter is being considered.
OBJECTIVE: RA-1-6: Work with area residents, homeowners associations, and environmental activists to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation.	Ongoing: The City currently has a Business Development Committee that meets regularly to discuss implementation measures for a long-range program of quality businesses and industrial growth. The Committee is also charged with educating the community on the need for bringing in new and retaining existing businesses and industry within the City.

TABLE 4 - REDEVELOPMENT POLICY

REDEVELOPMENT POLICY (RP)	
Goals / Objectives	Assessment
GOAL: RP-1: Eliminate slum and blight conditions, as defined by Florida Statute, in the redevelopment area, which constitute an economic and social liability.	The Goal is still relevant; no changes are needed.
OBJECTIVE: RP-1-1: Eliminate dilapidated and unsafe structures through demolition where it is deemed appropriate.	Ongoing: The City actively conducts code enforcement actions on a Citywide basis, which includes the Redevelopment District. At this time, there is not a specific program that targets the Redevelopment District. Of note, the Redevelopment Agency purchased and then demolished a dilapidated pool store and has established a Community Garden on the vacant lot.
OBJECTIVE: RP-1-2: Encourage the upgrading of existing sub-standard structures through enforcement of the City’s Building Codes and the provision of financial incentives for rehabilitation if possible.	Ongoing: The Redevelopment Agency has established and actively administers a Façade Improvement Grant program, which has provided over \$290,000.00 in grant funding to more than 40 businesses since 2004.
OBJECTIVE: RP-1-3: Eliminate unsanitary and unsightly outside storage conditions through enforcement and revision, if necessary, of the City’s Zoning Codes.	Ongoing: The City actively conducts code enforcement actions on a Citywide basis, which includes the Redevelopment District. There is not a specific program that targets the Redevelopment District. In addition, decorative privacy screens and fencing are eligible reimbursable expenses as outlined in the Façade Improvement Grant Program.
OBJECTIVE: RP-1-4: Eliminate nonconforming uses that detract from the character of the community, hindering investment opportunities, through negotiation, acquisition, exchange, transfer of development rights or any other available means in cooperation with the property owner.	Ongoing/Re-evaluation needed: The City Future Land Use Objective 1.2 states that, within one year, inconsistencies between the zoning regulations and the adopted land use plan shall be eliminated. Future Land Use Policies 1.2.1 and 1.2.2 address the establishment of planning district guidelines. The two mixed-use areas that correlate to the Redevelopment District are the “Redevelopment Mixed Use” area along Barton Boulevard (Sub-District 2) and the “District 7 Mixed Use” area along Barnes Boulevard (Sub-District 4).
OBJECTIVE: RP-1-5: In cooperation with property owners, encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction encouraging stable growth in those	Incomplete/ Re-evaluation needed: The former Department of Community Affairs (now the Department of Economic Opportunity) approved 466 acres on Barton Boulevard (Sub-District 2) and 16.3 acres at the Carnival Mall site (Sub-District 1) for a Redevelopment Mixed Use Land Use designation. These two areas can therefore

REDEVELOPMENT POLICY (RP)

Goals / Objectives	Assessment
areas deemed appropriate.	have a density of up to 25 units per acre and a Floor Area Ratio (FAR) of up to 1.
OBJECTIVE: RP-1-6: Through successful implementation of projects and programs as described in the Redevelopment Plan, increase the tax base to generate additional revenue for municipal services.	Ongoing: The Redevelopment Agency has approved and awarded over \$290,000.00 in Façade Improvement Grants to more than 40 businesses and has completed several million dollars worth of capital improvements projects. Some of these projects include extensive streetscape enhancements along Barton Boulevard at a cost of approximately \$8 million; the design and funding for streetscape enhancements as part of the widening of U.S. Highway 1; and planning, design, right-of-way acquisition, and permitting for the Barnes Boulevard expansion.
GOAL: RP-2: Prevent the future occurrence of slum and blight.	The Goal is still relevant; no changes are needed.
OBJECTIVE: RP-2-1: Work with the City Staff, Planning Commission, and the City Council to upgrade the zoning classifications within the redevelopment district to encourage a high degree of design and development standards for new construction and rehabilitation. Ensure that new development consists of appropriate land uses that will stabilize and enhance the area while representing the desires and interests of area residents and property owners.	Ongoing: The City has established a “Redevelopment Mixed Use” zoning designation and has designated six parcel areas within the Florida Avenue Sub-District and the Barton Boulevard Sub-District. The Agency should further request the rezoning of all redevelopment land designated property to the Redevelopment Mixed Use zoning category.
OBJECTIVE: RP-2-2: Work with the City’s staff to formulate economic development strategies for the district that will ensure future economic stability.	Ongoing: The Redevelopment Agency is actively working on an adaptive reuse project that will transition the former police station into a Community Resource Center. The Center will house an area similar to a small-scale library, where residents can peruse a variety of books and resource materials and have access to a limited number of computers. In addition, office space will be leased to various nonprofit organizations, and conference room space will be available for rental by the community. The facility will eventually house Redevelopment Agency staff. In addition, the City is currently an investor in the Space Coast Economic Development Commission at the Chairman’s level, which means that the City is a member of the Board of Directors. The Agency also actively seeks local, regional, and national retail and commercial outlets to inhabit vacant property within

REDEVELOPMENT POLICY (RP)

Goals / Objectives	Assessment
	<p>the Redevelopment District.</p> <p>Further, City Council recently approved placing an ad valorem tax abatement program on the ballot for the 2012 General Election.</p>
<p>OBJECTIVE: RP-2-3: Eliminate conditions that decrease property values and reduce the tax base.</p>	<p>Ongoing:</p> <p>The City and the Redevelopment Agency have initiated several small and large capital and maintenance projects such as road widening, streetscape enhancements, stormwater management, and code enforcement initiatives, which all work to eliminate conditions that decrease property values. The Façade Improvement Grant Program is also effective in improving the aesthetic quality of the area, which helps to augment property tax values.</p>
<p>OBJECTIVE: RP-2-4: Create programs for development and property rehabilitation, using financial or other economic incentives to facilitate new investment in the redevelopment district, thereby increasing the tax base.</p>	<p>Ongoing:</p> <p>The City approved a resolution in October 2010 (No. 2010-688) that designated the entire Redevelopment District as a Brownfield area. This designation includes the Carnival Mall site and the Redevelopment District's other retail centers. The Brownfield designation will provide a variety of financial incentives for cleanup and redevelopment of these properties and may include tax credits, tax refunds, low-interest loans, and loan guarantees. Other incentives may include the Brownfields Job Program, which states that if the fixed capital investment is at least \$2 million and creates at least 10 jobs, then the applicant is entitled to an award of \$2,500 per job created.</p> <p>Incentives have not yet been awarded because staff is in the process of marketing the availability of the Brownfield designation, which is still relatively new. In addition, staff intends to propose calling the area the Rockledge Economic Enhancement District, or REED, rather than a Brownfield area when the resolution is amended or redrafted to include the Redevelopment District's boundary changes.</p> <p>Furthermore, City Council recently approved placing an ad valorem tax abatement program on the ballot for the 2012 General Election.</p>
<p>GOAL: RP- 3: Encourage the acquisition, demolition, and reuse of those properties that, by virtue of their location, condition, or value no longer function at their highest potential economic use.</p>	<p>The Goal is still relevant; no changes are needed.</p>
<p>OBJECTIVE: RP-3-1: Identify and cooperate with those property</p>	<p>Ongoing:</p>

REDEVELOPMENT POLICY (RP)

Goals / Objectives	Assessment
owners within areas designated for potential redevelopment projects to assess their willingness to participate in those projects.	The Redevelopment Agency has had discussions with owners of large tracts of properties that are functionally obsolete and that are ready for redevelopment. These properties include such areas as the Carnival Mall site, the Village Green Shopping Center, Barton Commons Shopping Center and the Three Meadows Plaza/Aldi Market Place. Staff will continue to engage the managers of these properties in an effort to return these areas to their highest and best use and to ensure decreased vacancy rates.
OBJECTIVE: RP-3-2: Encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.	Ongoing: The City has a Business Development Committee in place that meets regularly to discuss implementation measures for a long-range program of quality businesses and industrial growth. The Committee also educates the community on the need for recruitment and retention of businesses and industry.
OBJECTIVE: RP-3-3: Facilitate redevelopment transitions by developing appropriate relocation plans sensitive to the needs of those whose properties will undergo re-use activities.	Ongoing: The Agency will work with the City to implement and facilitate certain transitional projects. One example would be to include the existing Public Works compound with Barton Commons Shopping Center in order to provide visual access to U.S. 1 and allow the City to enhance the arrangement by relocating the Public Works facility to Commerce Parkway.
OBJECTIVE: RP-3-4: Work creatively to provide incentives for private sector participation in redevelopment projects and programs.	Ongoing: The City and the Redevelopment Agency actively engage the private sector to undertake redevelopment projects through financial and other incentives, such as façade improvement grants; expedited permitting; potential for relaxed land development regulations, such as parking reductions, stormwater management adjustments, and setback waivers; Redevelopment Mixed Use zoning designation; and impact fee incentive awards.

TABLE 5 - ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT (ED)	
Goals / Objectives	Assessment
GOAL: ED-1: Maintain the positive historic character of Rockledge while promoting economic vitality.	<p>Re-evaluation needed:</p> <p>The Goal is vague and could benefit from clarification of what “positive historic character” the Redevelopment Agency wishes to achieve as it pursues economic vitality. The Goal will be revised to indicate maintaining a “Sense of Community.”</p> <p>The Agency will work with the National Scenic Byway Committee to allow additional signage within the Redevelopment District in an effort to promote tourism in the established historic district, which could lead to additional commercial opportunities in the Redevelopment District.</p>
OBJECTIVE: ED-1-1: Establish a partnership between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects.	<p>Completed:</p> <p>The Agency reviews the options it can use when evaluating proposed projects. This evaluation includes whether to execute a project using just the resources of the Redevelopment Agency, or including the City or other public organizations such as the ROC (Rockledge Open Space and Conservation) Foundation, Lions League or other entities. The Agency also has the option of including private businesses to help leverage and enhance projects. The Agency will direct staff to open these lines of communication.</p>
OBJECTIVE: ED-1-2: Identify existing opportunities for all sectors of the economy and work toward successful implementation of projects and programs while considering the needs of those currently located within the redevelopment district.	<p>Ongoing:</p> <p>The Agency Board will create a 5-, 10- and 15-year inventory of projects that are required to implement the goals and objectives of the Redevelopment Plan. The inventory will identify the existing opportunities that are available in order to ensure that all economic sectors within the Redevelopment District thrive.</p>
OBJECTIVE: ED-1-3: Initiate programs to improve and strengthen existing businesses, including marketing and promotion, small business loans and other financial incentives.	<p>Ongoing:</p> <p>The Redevelopment Agency actively sponsors, coordinates, and promotes various community-based events, such as “Wednesday-Friendsday,” where residents interact with local businesses and the community; car shows; and a weekly Farmers Market. In addition to the Façade Improvement Grant Program, the Redevelopment Agency also supports and actively promotes business marketing programs, including the City’s “Buy Local” program, which provides a low-cost method of advertising for Rockledge businesses through the Redevelopment Agency Web site; the “Local Focus” initiative, which is designed to help the smallest Rockledge businesses; and a variety of other marketing tactics, such as coordinating</p>

ECONOMIC DEVELOPMENT (ED)

Goals / Objectives	Assessment
	ribbon cuttings and grand opening events for new businesses in the Redevelopment District and providing publicity through feature stories, press releases and other methods.
OBJECTIVE: ED-1-4: Improve the investment image of the redevelopment area and utilize selected public actions to stimulate private investment.	<p>Ongoing:</p> <p>The City and the Redevelopment Agency have provided for significant investments to improve the aesthetic and functional image of the Redevelopment District, including an expenditure of more than \$8 million for the Barton Boulevard streetscape enhancement and a \$1.5 million investment in streetscape elements for U.S. Highway 1, \$1.2 million of which was received from the Florida Department of Transportation for stormwater capacity, which further demonstrates an example of a successful public-public partnership.</p> <p>In an effort to attract new businesses to the Redevelopment District, the Agency also encourages participation in the International Conference of Shopping Centers Florida Conference. Attending this conference not only helps to recruit businesses, but it also promotes the existing business community.</p>
OBJECTIVE: ED-1-5: Make the redevelopment area competitive with major activity centers in the region.	<p>Ongoing:</p> <p>The City and the Redevelopment Agency seek to make the Redevelopment District competitive with surrounding markets through financial and other incentives, such as façade improvement grants; expedited permitting; potential for relaxed land development regulations, such as parking reductions, stormwater management adjustments and setback waivers; Redevelopment Mixed Use zoning designation; and impact fee incentive awards. In addition, City Council recently approved putting an ad valorem tax abatement program on the ballot for the 2012 General Election.</p>
OBJECTIVE: ED-1-6: Expand the economic base of the district retaining existing jobs while creating new diverse employment opportunities.	<p>Ongoing/Re-evaluation needed:</p> <p>The Agency will review Business Tax Receipts (formerly referred to as Occupational Licenses) from 2002 to the present in order to determine if the number of businesses has increased and what new businesses have entered the City. It may be possible to determine if the Agency needs to consider altering its marketing approach for new business.</p>
OBJECTIVE: ED-1-7: Create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.	<p>Ongoing:</p> <p>The Agency continues to recommend and approve investment opportunities within the District that are aimed at improving the area's tax base.</p>

ECONOMIC DEVELOPMENT (ED)

Goals / Objectives	Assessment
GOAL: ED-2: Formulate economic development strategies that take full advantage of existing and proposed government projects and programs to stimulate the local economy creating job growth and employment opportunities for residents in the Rockledge community.	The Goal is still relevant; no changes are needed.
OBJECTIVE: ED-2-1: Work with the Brevard County Commission to locate a new library in the proposed Town Center area on Barton Boulevard.	Ongoing: The Redevelopment Agency is actively working on an adaptive reuse project that will transition the former police station into a Community Resource Center. The Center will house an area similar to a small-scale library, where residents can peruse a variety of books and resource materials and have access to a limited number of computers. . In addition, office space will be leased to various nonprofit organizations, and conference room space will be available for rental by the community. The facility will eventually house Redevelopment Agency staff.
OBJECTIVE: ED-2-2: Capitalize on Rockledge’s identity as a regional medical service provider working with Wuesthoff Hospital and area medical professionals to stimulate development of medical offices in the area of the proposed Town Center creating jobs and market support for commercial activities.	Ongoing: The Florida Avenue Sub-District will continue to be promoted as a medical hub because of its proximity to Wuesthoff Hospital. Currently, a number of medical offices line this corridor. In addition, the 19 acres that are being amended into the Redevelopment District are anticipated to provide an array of medical services that will also complement Wuesthoff Hospital.
OBJECTIVE: ED-2-3: Continue the City’s partnership with the Economic Development Commission of Florida’s Space Coast to promote Rockledge and Brevard County as opportunities for economic development.	Ongoing: The City is currently an investor in the Space Coast Economic Development Commission at the Chairman’s level, which means that the City is a member of the Board of Directors. The City maintains a strong relationship with the Economic Development Commission.
OBJECTIVE: ED-2-4: Work closely with area businesses, and the Chamber of Commerce to address the needs of existing businesses through the redevelopment process.	Ongoing: The City and the Redevelopment Agency actively participate in and coordinate with the Rockledge Business Development Committee, the Business Resource Council, and the Cocoa Beach Regional Chamber of Commerce. Staff also markets and promotes business-friendly programs such as the Buy Local campaign and the Local Focus initiative.
OBJECTIVE: ED-2-5: Form a partnership with Brevard County	Ongoing/Complete:

ECONOMIC DEVELOPMENT (ED)

Goals / Objectives	Assessment
Community College to establish educational and training programs that strengthen the capabilities of the local labor force.	Many opportunities exist within the region that offers educational and training programs for the local labor force. There it is unnecessary for the Agency to duplicate these services through a specific partnership.
OBJECTIVE: ED-2-6: Devise strategies for economic repositioning.	Ongoing: City Council recently approved placing an ad valorem tax abatement program on the ballot for the 2012 General Election.
OBJECTIVE: ED-2-7: Work toward the relocation of industrial uses away from present locations to provide redevelopment opportunities, while being sensitive to the needs of the industrial and manufacturing users.	Ongoing: This is an ongoing effort as the Agency explores opportunities for the relocation of industrial uses to more appropriate areas.
OBJECTIVE: ED-2-8: Develop economic incentives and relocation strategies for industry relocation.	Ongoing: This is an ongoing effort as the Agency explores various incentives for the relocation of industrial uses to more appropriate areas.

TABLE 6 - PUBLIC FACILITIES AND SERVICES

PUBLIC FACILITIES AND SERVICES (PFS)	
Goals / Objectives	Assessment
GOAL: PFS-1: Provide necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the redevelopment district.	<p>Re-evaluation needed</p> <p>The Goal is still relevant.</p> <p>Modification needed to be consistent with the changes to Chapter 163, Florida Statutes, related to concurrency.</p>
OBJECTIVE: PFS-1-1: Work with all appropriate government and private utilities to ensure the provision of adequate services including, electricity, telecommunications, cable television, water, stormwater management, sanitary sewer, gas, and solid waste.	<p>Ongoing:</p> <p>The City and the Redevelopment Agency continue to coordinate with various government and private utilities for the provision of infrastructure services to meet the existing and new demands from proposed development and redevelopment projects.</p>
OBJECTIVE: PFS-1-2: Secure grant funding when possible to leverage tax increment revenues to accomplish stated goals related to the provision of adequate infrastructure.	<p>Complete:</p> <p>Over the course of the past 10 years, the Agency has successfully leveraged the tax increment revenues to accomplish stated goals, such as enhanced streetscape improvements, which include upgraded lighting, landscaping, signage, and sidewalk enhancements during the widening of U.S. 1 and the streetscape and roadway improvements on Barton Boulevard.</p>
OBJECTIVE: PFS-1-3: Work with the City of Cocoa and the State to ensure the provision of adequate potable water for proposed redevelopment projects.	<p>Ongoing:</p> <p>The City continues to maintain a franchise agreement and receive its potable water service from the City of Cocoa's Water Treatment Plant.</p>
OBJECTIVE: PFS-1-4: Assess existing sanitary sewer infrastructure to identify specific needs for upgrading older gravity sewer lines and force mains if needed in conjunction with proposed improvements.	<p>Ongoing:</p> <p>The City continues to monitor its sanitary-sewer infrastructure within the City and the Redevelopment District and make improvements as necessary.</p>
OBJECTIVE: PFS-1-5: Work with the City Department of Public Works, Brevard County, and the SJRWMD to develop and further implement strategies to correct existing stormwater runoff and drainage problems within the redevelopment	<p>Ongoing/Completed:</p> <p>The City has completed and/or is constructing several infrastructure replacement projects such as sidewalks, curbing, drainage pipes and retrofitted baffle boxes, as well as the implementation of the Barton Park Regional Stormwater System.</p>

PUBLIC FACILITIES AND SERVICES (PFS)

Goals / Objectives	Assessment
district through a regional approach to stormwater management.	Drainage issues are also being addressed in the area of the Cocoa-Rockledge Land Company and Carboni Park areas in the Barton Boulevard Redevelopment Sub-District.
OBJECTIVE: PFS-1-6: Review, and revise if necessary, the City Stormwater Ordinance to avoid unnecessary deterrents to future development opportunities and inadvertent impacts to the environment while maintaining the integrity of the stormwater management system.	Complete: The City has adopted stormwater drainage regulations to provide relief for existing entities and those wanting to expand, as well as for infill areas. Applicants can apply to implement a 25-year storm event, as opposed to the 100 pre/post stormwater standard.
OBJECTIVE: PFS-1-7: Work with the Public Works Department to devise strategies for solid waste collection in the redevelopment area to avoid negative visual impacts and traffic conflicts on primary corridors while maintaining efficient service.	Ongoing: The Agency continues to work with Public Works Department regarding solid waste collection within the Redevelopment District.
OBJECTIVE: PFS-1-8: Work with the City and Florida Power and Light Company to provide adequate street lighting in the redevelopment district.	Ongoing: The Agency continues to work with City and the local electricity provider to provide service to existing and new developments.
GOAL: PFS-2: Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the balance of the community.	Re-evaluation needed: Goal is still relevant. The Agency supports Transit-Oriented Development opportunities.
OBJECTIVE: PFS-2-1: Assess existing traffic patterns and pursue any automotive transportation improvements that may include vacating of rights of way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures that will increase traffic carrying capacity and traveling convenience.	Ongoing/Re-evaluation needed: The City and the Redevelopment Agency have expended significant funds for the Barton Boulevard streetscape project; planning, design, right-of-way acquisition, and permitting for the Barnes Boulevard expansion; and streetscape enhancements (landscaping, lighting, improved sidewalks) as part of the U.S. 1 road-widening and enhancement project to improve motor vehicle and pedestrian travelling convenience.
OBJECTIVE: PFS-2-2: Work closely with the Florida Department of Transportation (FDOT) to ensure	Completed: The City and the Redevelopment Agency coordinated with the Department of Transportation to address streetscape

PUBLIC FACILITIES AND SERVICES (PFS)

Goals / Objectives	Assessment
community satisfaction with the design of improvements to U.S. Highway 1.	improvements, such as upgraded lighting, landscaping, signage, and sidewalk enhancements, which were incorporated during the widening of U.S. 1.
OBJECTIVE: PFS-2-3: Work closely with the MPO, FDOT, and Brevard County to coordinate and establish priorities for proposed transportation improvements that will further the objectives of the Redevelopment Plan.	Ongoing: The City and the Redevelopment Agency continue to coordinate with the Space Coast Transportation Planning Organization, Department of Transportation, and Brevard County on prioritization of proposed transportation projects.
OBJECTIVE: PFS-2-4: Minimize the impacts of increased traffic and activity levels on residential areas.	Incomplete/ Re-evaluation needed: Widening of Barnes Boulevard will decrease traffic strains on the residential areas in this redevelopment sub-district. The Barton Boulevard streetscape project aided in traffic calming for the residents in this redevelopment sub-district. There is not much residential on U.S. 1 or Florida Avenue.
OBJECTIVE: PFS-2-5: Create a safe, secure, appealing, and efficient pedestrian system linking all major activity centers, parking facilities and other interchange points.	Ongoing/Re-evaluation needed: The City and the Redevelopment Agency continue to invest in roadway improvements to include incorporation of new or enhancement of existing sidewalks and other pedestrian amenities such as landscaping/shade trees, signage, and bus stop shelters. The City and Redevelopment Agency are also aware of the importance of “complete streets,” which provide for bicycle lanes as well.
OBJECTIVE: PFS-2-6: Construct sidewalks and bicycle pathways through the district appropriately designed and separated from auto circulation for safety purposes to be used as positive tools to improve the area’s environment through the use of landscaping and other visual treatments.	Ongoing/Re-evaluation needed: The City and the Redevelopment Agency continue to invest in roadway improvements to include sidewalks, bicycle lanes and other pedestrian amenities. However, challenges exist due to the lack of right-of-way in some areas to achieve adequate sidewalks and bike lanes for pedestrian safety, particularly along Florida Avenue.
GOAL: PFS-3: Establish parks, recreation, open space, and beautification efforts to create an improved character for the redevelopment area that will reflect a pleasant appealing atmosphere for working, shopping and residing in the district.	The Goal is still relevant, no changes are needed.
OBJECTIVE: PFS-3-1: Pursue development of recreational	Ongoing: The Agency is proposing to expand the Barton Boulevard Sub-

PUBLIC FACILITIES AND SERVICES (PFS)

Goals / Objectives	Assessment
amenities in association with the proposed regional stormwater retention facility, including trails and bikeways to encourage new residential development near, and pedestrian access to, the proposed Town Center.	District to include the Barton Regional Storm Water Facility, which is adjacent to Rockledge Park. This will allow the Agency to propose new design criteria for trails, bikeways and increased pedestrian access to those areas surrounding the lake.
OBJECTIVE: PFS-3-2: Develop the Morris Park on Florida Avenue as a major gateway entering Rockledge from Cocoa Village to the north.	<p>Completed/Re-evaluation needed:</p> <p>A gateway sign was installed along Florida Avenue at the northern border of Rockledge. Because redevelopment of the Carnival Mall site is a priority for the Agency, the Agency will work with any developer interested in the Carnival Mall site to provide the transitional area between Rockledge and Cocoa Village.</p>
GOAL: PFS-4: Maintain an environment of low crime in Rockledge and provide for the public health, safety, morals, and welfare of the community.	<p>Ongoing/Re-evaluation needed:</p> <p>The City continues to support local neighborhood crime watch and prevention programs.</p> <p>Successful Neighborhood Watch, Business Watch, and City Watch programs have been established by the Community Relations Division of the Rockledge Police Department. In 2011, the City of Rockledge was awarded the National Sheriff's Association Award for Excellence in Neighborhood Watch.</p>
OBJECTIVE: PFS-4-1: Work with the Rockledge Police Department and other organizations to implement neighborhood based police and safety programs.	<p>Ongoing:</p> <p>The City and the Redevelopment Agency continue to support local neighborhood and business crime prevention programs.</p> <p>The Business Watch Program was patterned after the highly successful Neighborhood Watch Program in an effort to increase communication and awareness of crime in the business community. Through Business Watch, crime will be deterred by promoting communication and understanding between law enforcement and the business community.</p> <p>This is a Citywide initiative, but the majority of retail and commercial businesses are located within the Redevelopment District.</p>
OBJECTIVE: PFS-4-2: Incorporate accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment	<p>Ongoing:</p> <p>See Business Watch above.</p>

PUBLIC FACILITIES AND SERVICES (PFS)

Goals / Objectives	Assessment
projects.	
OBJECTIVE: PFS-4-3: Whenever possible, increase the visibility of the police force in the area to prevent crime.	Ongoing: See Business Watch above.
OBJECTIVE: PFS-4-4: If possible, work with the Rockledge Police Department to expand the Community Oriented Policing program.	Ongoing. See Business Watch above.

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TABLE 7 - LAND USE

LAND USE (LU)	
Goals / Objectives	Assessment
GOAL: LU-1: Establish a land use pattern that reflects the redevelopment area as a total community of diversified interests and activities while promoting compatibility and harmonious land use relationships.	The Goal is still relevant, no changes are needed.
OBJECTIVE: LU-1-1: Develop land uses and patterns that create and strengthen activity centers.	Ongoing: The City Future Land Use Objective 1.2 states that within one year inconsistencies between the zoning regulations and the adopted land use plan shall be eliminated. Future Land Use Policies 1.2.1 and 1.2.2 address the establishment of planning district guidelines. The two mixed use areas, which correlate to the Redevelopment District, are the “Redevelopment Mixed Use” area along Barton Boulevard (Sub-Area 2) and the “District 7 Mixed Use” area along Barnes Boulevard (Sub-Area 4).
OBJECTIVE: LU-1-2: Promote and locate strategic land use activities of regional importance within the redevelopment area that will provide residential and commercial attraction to the proposed Town Center.	Ongoing: The Redevelopment Mixed Use land use designation along Barton Boulevard (Sub-Area 2) allows a mix of land use types that are intended to promote the redevelopment of this sub-area. Also includes density allowance of up to 25 units per acre and a Floor Area Ratio (FAR) of up to 1.
OBJECTIVE: LU-1-3: Consolidate government uses in the proposed Town Center area to provide synergy for commerce and provide development opportunities for the private sector on previously owned public land, thereby strengthening the tax base.	Incomplete/Re-evaluation needed: The plan states that the City Hall and a new library will be located on the east and west sides of the Town Center. This objective should be deleted to reflect to current conditions as the City is not pursuing a Town Center at this time.
OBJECTIVE: LU-1-4: Formulate future land use strategies on the premise of sound market analysis and demographic research.	Ongoing: Since adoption of the Redevelopment Plan, the City has initiated several Future Land Use map amendments in support of various land use goals in the Redevelopment Plan. Some of these map amendments include establishing a mixed-use land use designation to accommodate a range of land uses that would support economic development and redevelopment.

LAND USE (LU)	
Goals / Objectives	Assessment
OBJECTIVE: LU-1-5: Seek opportunities for land assembly at appropriate locations to support future development.	Ongoing: Relevant and to be applied as opportunities present themselves.
OBJECTIVE: LU-1-6: Encourage mixed-use development at an appropriate scale in the Florida Avenue area.	Re-evaluation needed: As a corridor, there is some mix of uses along the Florida Avenue area. However, most of the properties from U.S. 1 to east of Florida Avenue are designated commercial. The Carnival Mall/Rockledge Mall site is the only area that has a mixed-use land use designation. Based on the Future Land Use map and policies, the residential uses in this area will likely convert to commercial or office uses over time, thereby further reducing the mixed-use nature of the corridor. The Carnival Mall site itself would be of interest for a mixed-use redevelopment project. Still relevant.
OBJECTIVE: LU-1-7: Introduce mixed-use, multi-family, and single family residential development in the Barton Boulevard area in close proximity to the proposed Town Center to strengthen the local market for retail, office, and service uses.	Ongoing: The Redevelopment Mixed Use land use designation in the Barton Boulevard Re-Development Sub-District promotes residential development. Assemblage may facilitate this objective.
OBJECTIVE: LU-1-8: Work with the Planning Department and Planning Commission to develop zoning regulations that protect and enhance historic residential neighborhoods.	Ongoing: Support for historic residential neighborhoods is primarily through code enforcement efforts. Historic preservation efforts have been primarily directed toward non-residential structures. However, there are not any historic structures within the Redevelopment District. Therefore, this objective should be deleted to reflect the current conditions.
OBJECTIVE: LU-1-9: Discourage office and commercial uses in surrounding neighborhoods and direct these uses to more appropriate locations in existing commercial areas and the proposed Town Center to develop the critical mass necessary to support new and existing businesses.	Ongoing: Live-work situations are encouraged in the Cocoa-Rockledge Land Company area and are acceptable under the Residential Mixed Use zoning designation.
OBJECTIVE: LU-1-10: Discourage inappropriate public uses of property, such as the School Board	Ongoing: Potential relocation of Public Works maintenance yard is

LAND USE (LU)

Goals / Objectives	Assessment
Maintenance Yard, in the redevelopment area.	supported by this objective.
OBJECTIVE: LU-1-11: Work with existing property owners to replace dilapidated, non-conforming structures through property assembly to enable development of higher and better uses at appropriate locations.	Ongoing/Incomplete: The Agency has several examples in the Redevelopment District.
OBJECTIVE: LU-1-12: Support the design and development of manufacturing and light industry in strategic locations within the City outside the redevelopment area to support economic objectives of the redevelopment program.	Ongoing: The Agency has several examples in the Redevelopment District.
GOAL: LU-2: Encourage innovation in land planning and site development techniques.	The Goal is still relevant, no changes are needed.
OBJECTIVE: LU-2-1: Work with the City Staff and Planning Commission to revise the City's Land Development Code to formulate regulations that support the objectives of the Redevelopment Plan.	Ongoing: The Planning District Guidelines, Redevelopment Mixed Use Zoning Regulations, and various amendments to the land development regulations (including landscape requirements and signage regulations) serve to support this objective of the Redevelopment Plan.
OBJECTIVE: LU-2-2: Develop architectural design standards for building renovations, façade improvements and new construction to ensure that future development of the Town Center maintains the character of historic Rockledge.	Completed: The Redevelopment Mixed Use zoning regulations include architectural standards for façade improvements, new development, and redevelopment projects. These standards can be found in the <i>Architectural and Site Guidelines Design Guidebook</i> for the Redevelopment Mixed Use (RMU) Zoning District.
OBJECTIVE: LU-2-3: Develop similar standards for new construction, redevelopment, and renovations in other areas of the redevelopment district to establish architectural integrity where these influences have not been established.	Ongoing: Additional architectural standards may need to be established for the other sub- districts. Overlays may be an appropriate tool to address this objective.
OBJECTIVE: LU-2-4: Wherever possible, maintain the integrity of the natural environment when	Ongoing: This is consistent with and implemented through Conservation

LAND USE (LU)

Goals / Objectives	Assessment
developing property, especially when significant tree canopies or natural habitats can be integrated into the site design.	Element Policy 6.4.1.
OBJECTIVE: LU-2-5: Work with the City to establish performance standards to be used within the redevelopment area that will provide incentives and/or bonuses for developer proposals that provide for creative design and amenities.	<p>Ongoing:</p> <p>The City has and will continue to work with developers on innovative and creative design and amenities. However, it appears that codified incentives are limited to the Redevelopment Mixed Use zoning category only.</p>
OBJECTIVE: LU-2-6: Develop sign regulations and standard design guidelines for directional and information signs as well as store frontages and establish programs that provide incentives for voluntary compliance with new construction and retrofitting of existing signs and structures.	<p>Complete:</p> <p>The City has amended the regulations for directional and informational signage for the City as a whole.</p>
OBJECTIVE: LU-2-7: Sign regulations should address the size, type, location, and amount of signage for the purpose of minimizing visual clutter, enhancing community character, and maximizing the flow of clear information to pedestrian and automotive traffic.	<p>Complete:</p> <p>The City has amended the regulations for directional and informational signage for the City as a whole.</p>
OBJECTIVE: LU-2-8: When undertaking streetscape improvements, new private construction and building rehabilitation, place utility lines underground where it is feasible to improve visual qualities.	<p>Ongoing:</p> <p>The Barton Boulevard streetscape improvements attempted to address this objective.</p> <p>Undergrounding utilities was considered for this project but deemed too expensive.</p>
OBJECTIVE: LU-2-9: Utilize a variety of beautification techniques to provide comfortable, pleasing, and healthful environments.	<p>Ongoing/Re-evaluation needed:</p> <p>The Agency will continue to consider utilizing “Complete Streets” standards for evaluating quality of experience and walkability of key streets.</p> <p>The City and the Redevelopment Agency are aware of the importance of “complete streets” and are instituting them whenever possible. The beautification and expansion of U.S. 1 rendered the thoroughfare a complete street.</p>

LAND USE (LU)

Goals / Objectives	Assessment
OBJECTIVE: LU-2-10: Prepare landscaping, streetscaping and lighting plans for public spaces to improve the appearance of the redevelopment area and provide for irrigation and maintenance of proposed improvements.	Ongoing: The Barton Boulevard streetscape improvements and U.S. 1 streetscape enhancements fulfill this objective.

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TABLE 8 - HOUSING

HOUSING (HS)	
Goals / Objectives	Assessment
GOAL: HS-1: Encourage private home ownership, and develop and market housing opportunities within the Redevelopment area.	Re-evaluation needed: The Goal is still relevant. However, it needs to be revised to provide better clarification of the City’s intent.
OBJECTIVE: HS-1-1: Identify and market areas where private interests can develop housing and necessary support facilities in the redevelopment area and adjacent neighborhoods.	Ongoing: The Agency continues to explore opportunities for redevelopment of residential areas as part of larger mixed use projects and to engage the private interests that provide housing.
OBJECTIVE: HS-1-1: Encourage private efforts toward building housing in the redevelopment area and adjacent neighborhoods to support development of the Town Center Concept.	Ongoing: The Redevelopment Agency currently provides development incentives such as density bonuses, fee deferrals, setback waivers and expedited review and permitting within the Redevelopment District.
GOAL: HS-2: Re-establish old neighborhoods through redevelopment and revitalization of the housing stock, establishing a safe, functional, and aesthetically pleasing community environment.	The Goal is still relevant, no changes are needed.
OBJECTIVE: HS-2-1: Remove restrictions in zoning and development codes that inhibit private investment in the restoration of housing.	Ongoing: The Redevelopment Agency currently provides development incentives such as density bonuses, fee deferrals, setback waivers and expedited review and permitting within the Redevelopment District.
OBJECTIVE: HS-2-2: Initiate in-fill housing development projects on existing and newly vacated properties.	Ongoing: The Redevelopment Agency continues to support infill projects.
OBJECTIVE: HS-2-3: Identify and restore historic housing that may be in a state of deterioration but otherwise is structurally sound.	Ongoing: While the City continues to support restoration of historic housing, there are not any located within the Redevelopment District.
OBJECTIVE: HS-2-4: Work with the City to clean-up vacant unattended properties.	Ongoing: City and Redevelopment Agency continue to enforce and monitor vacant unattended properties through the Code Enforcement Department.