

ROCKLEDGE COMMUNITY REDEVELOPMENT PLAN

PREPARED FOR:
CITY OF ROCKLEDGE
JUNE 5, 2002



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Congratulations to the Rockledge High Raiders - Division Three State Champions



June 2002

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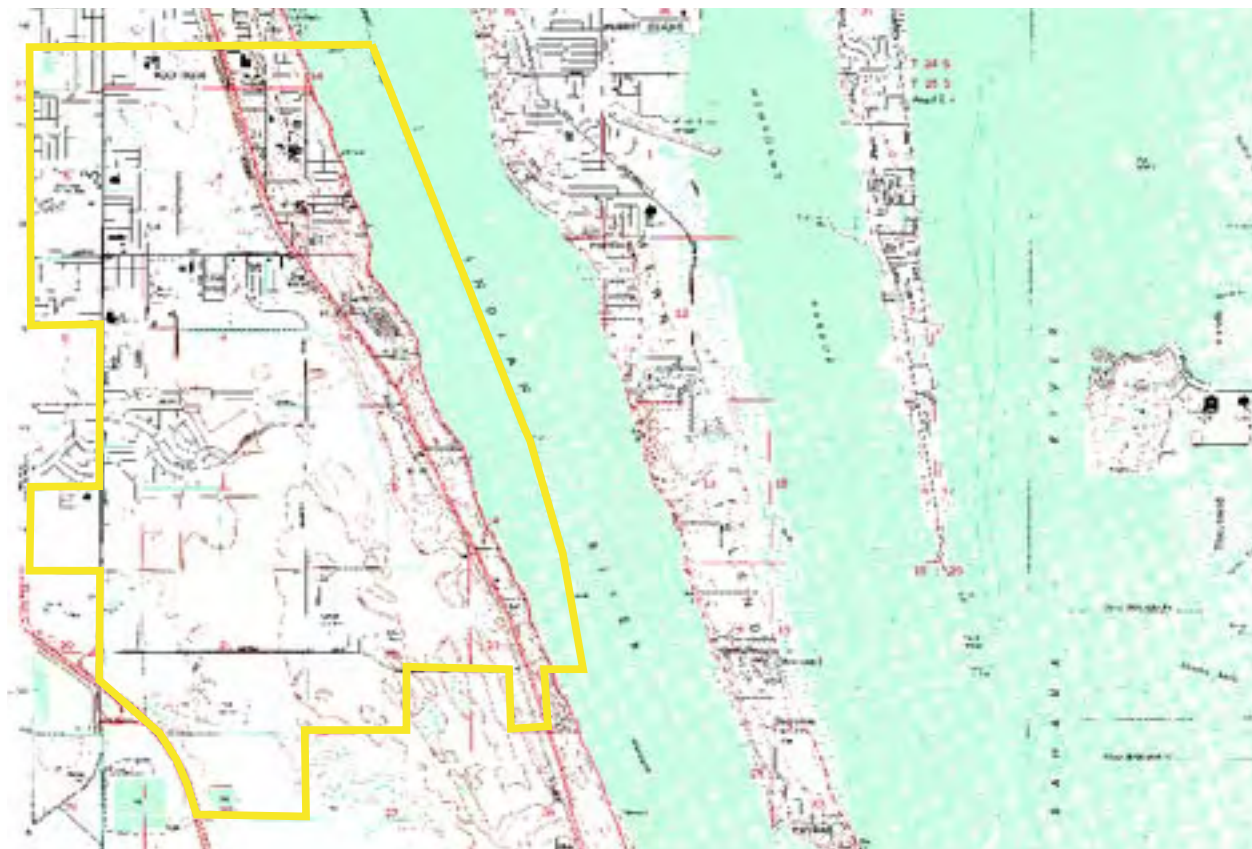


PART I INTRODUCTION

Located on the coast of east Central Florida, the City of Rockledge was the first incorporated city (inc. 1887) in Brevard County. The area's climate, tempered by the Atlantic Ocean and nearby Indian River Lagoon, has provided excellent growing conditions for citrus crops. Indian River citrus groves are historically significant and well-recognized, serving as the economic base for the community prior to commencement of the space industry. The citrus industry is still represented in Rockledge by companies such as Harvey's Groves and Sullivan's Groves.

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 nineteenth and early twentieth centuries, the Florida East Coast Railroad stimulated economic development in the area by providing a means to export citrus products that became the historic base of the regional economy. Rail terminals in the neighboring city of Cocoa established locations for packinghouses with convenient access for product distribution from the orange groves along the Indian River Lagoon. Relocation of the rail facilities over time has unfortunately caused long-term impacts on land use patterns and physical conditions in Rockledge. Removal of the east-west terminus of the railroad in conjunction with the construction of U.S. Highway 1 (U.S. 1) has caused linear development patterns along the north/south orientation of these transportation systems. While Cocoa was able to retain a functional downtown along the riverfront, the City of Rockledge never established a significant central business

FIGURE 1 - LOCATION MAPS



district designed with pedestrian-oriented development patterns associated with historic downtowns.

The City's primary transportation corridors are declining in terms of their ability to provide safe, efficient traffic circulation, or in their ability to support sound future growth and development. The Florida Department of Transportation (FDOT) is beginning design for the widening of U.S.



Retail Space

1 to enable greater road carrying capacity and smoother traffic flow. Recent residential construction in Viera and new commercial development in the area have strained the traffic carrying capacity of Barnes Boulevard. Traffic conditions on Barton Boulevard and Florida Avenue are also deteriorating. Presently, traits of declining strip development characterize the condition of these corridors. In some areas the air space is cluttered with power lines and unsightly commercial signs. Private sector investment in the area has been affected by these conditions while surrounding areas, such as Merritt Island and Viera, have successfully competed for a greater share of the commercial market. Combined, these forces have caused an increase in vacancy rates in commercial lands, thus impacting property values.

City leaders have expressed their desire to revitalize these corridors and redevelop properties to establish an urban core area with traditional town center features in the City. Without local government intervention, the community's potential for higher standards of future land development will be limited and economic growth will continue to migrate to more competitive markets. Recognizing this, the Rockledge City Council hired the RMPK Group Inc. to conduct a blight study to determine the need to create a Community Redevelopment Agency pursuant to the requirements set forth in the Florida Statutes. The blight study, completed in January 2002, resulted in the creation of a Community Redevelopment Agency. Figures 2 and 3 show an aerial view of the study area and boundary map. This document sets forth a long-term Redevelopment Plan for the City .in accordance with Florida Statutes.

FIGURE 2 - AERIAL PHOTO

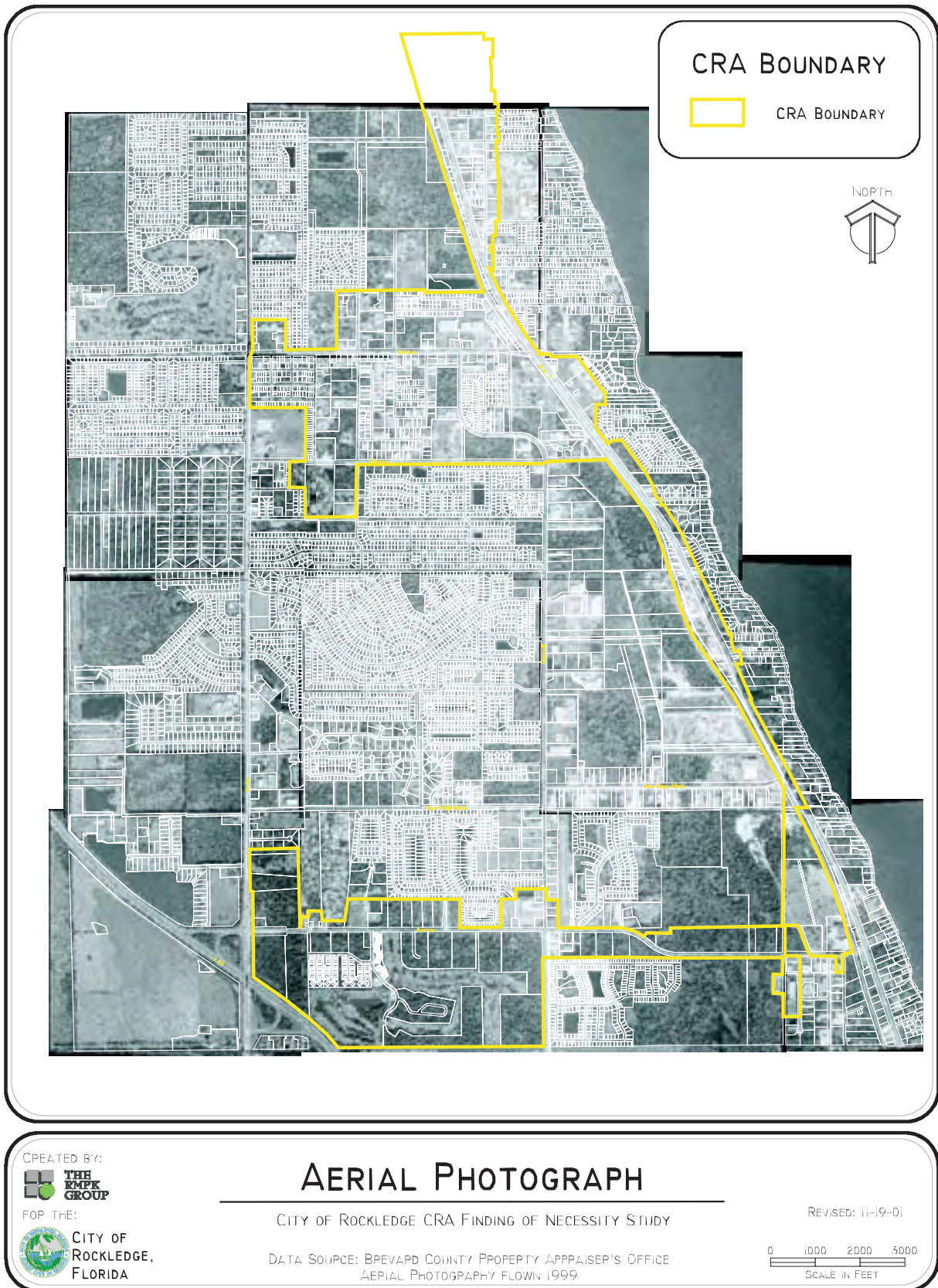
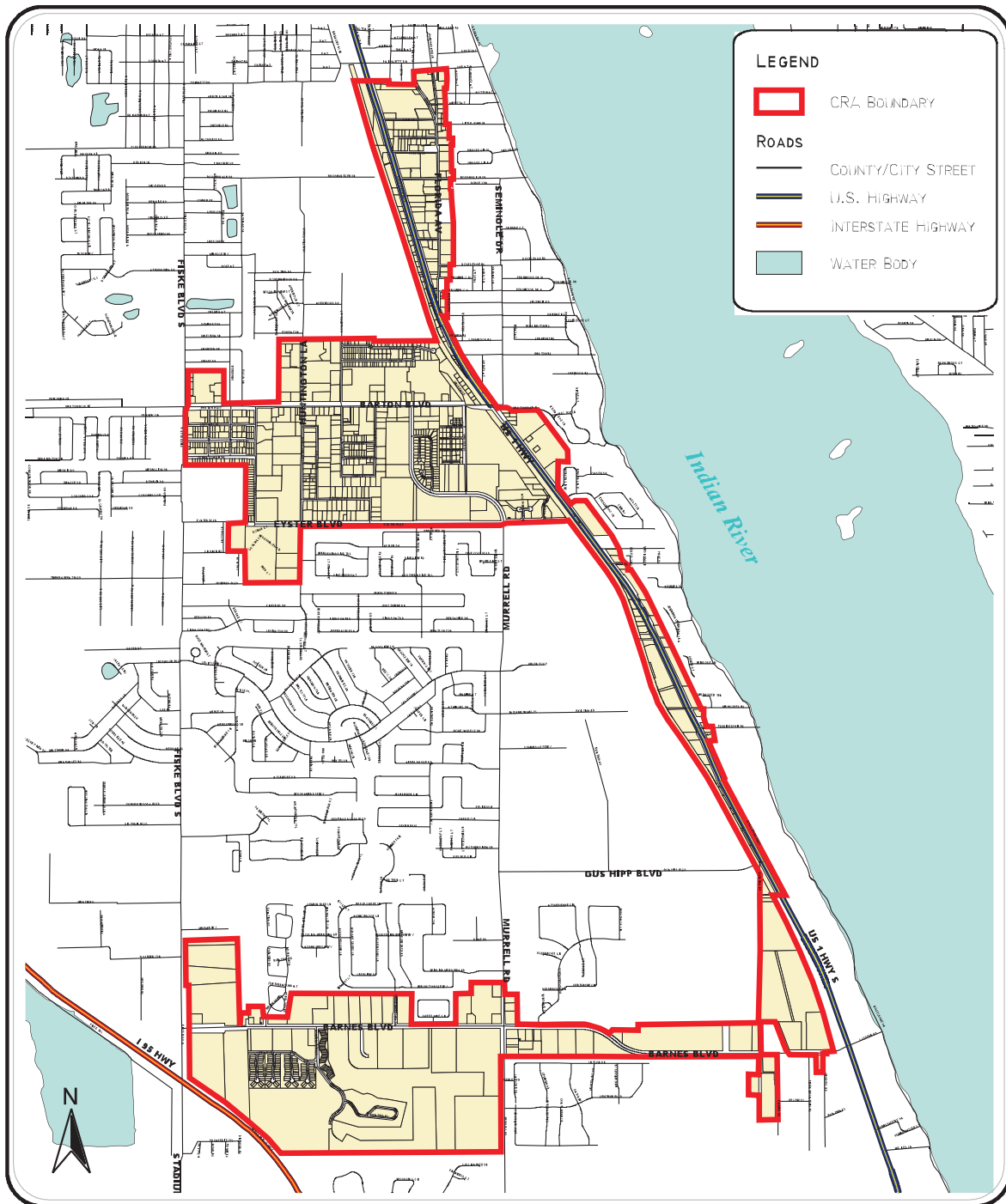




FIGURE 3 - CRA BOUNDARY



CREATED BY:

 FOR THE:
 CITY OF ROCKLEDGE, FLORIDA

CRA BOUNDARY MAP

CITY OF ROCKLEDGE CRA FINDING OF NECESSITY STUDY

DATA SOURCE: CITY OF ROCKLEDGE PLANNING DEPARTMENT
 AND BREVARD COUNTY PROPERTY APPRAISER'S OFFICE

REVISED: 11-19-01

0 1000 2000 5000
 SCALE IN FEET





PART II

PROJECT APPROACH

The following approach was used in order to organize the project in a fashion that clearly delineated the goals and objectives of the work, to prepare a succinct project scope and schedule, and to include the development of a comprehensive public involvement strategy.

PHASE 1 - PROJECT ORGANIZATION

During the project organization phase, the consultant and City staff worked together to develop a final scope of services and project schedule. In addition, a public involvement process was developed. The public involvement process included workshops for the general public and focus group meetings with representatives from the four primary sub-areas within the district: Florida Avenue, Barton Boulevard, U.S. 1, and Barnes Boulevard. During these sessions, issues and concerns about the current and future state of the City were discussed, as well as possible strategies for resolving them.

	Jul	Aug	Sep	Oct	Nov	Dec
Project Goals						
A. Project Organization						
A.1. Analysis						
A.2. Public Involvement						
A.3. Analysis						
A.4. Economic Feasibility						
A.5. Conceptual Design/Concepts						
A.6. Final Recommendations/Plan						

PHASE 4 - PUBLIC DESIGN WORKSHOP

A three-day public design workshop series was held so that the area merchants, residents, property owners, and City officials could participate in the design process. Issues, concerns, and strategies were revisited with special attention to strategizing and problem solving. On the final evening, the Concept Plan was presented to the participants along with architectural renderings, future development possibilities, and proposed implementation strategies.

PHASE 5 - FUTURE LAND USE CONCEPT PLAN

Using data from the inventory, analysis, and community workshops, a draft Plan was developed. Some of the elements contained in the preliminary Plan were the following:

- Overall future land use plan
- Overall circulation plan
- Overall urban design plan
- Streetscape typical sections

PHASE 6 - FINAL PLAN AND IMPLEMENTATION

The final phase of the project involved assembling the final document and creating graphic illustrations of the primary elements of the Plan. The major emphasis of the document is to describe proposed future land use and public improvements and prepare the following implementation strategies and Plan requirements:

- A narrative description of proposed future land uses and public projects including a series of graphics displaying the future urban design of the Town Center concept, road sections, and redevelopment opportunity sites.
- Action strategies for implementing the Plan, public sector urban design recommendations, descriptions of proposed public and private sector involvement, and descriptions of private sector incentives.
- Phased capital improvements, costs, and funding sources.
- Required statutory language.





PART III SUMMARY OF EXISTING CONDITIONS

Information for the project was collected from several sources, including site visits for the physical inventory, previous planning studies, public workshops, interviews with City staff, technical documents, and interviews with citizens and property owners of the area. The intent of this summary is to provide a general understanding of the existing conditions in the redevelopment area to establish a foundation for recommendations concerning transportation improvements, future land use, economics, and the aesthetic and environmental qualities of the community. The detailed inventory report is contained in Appendix A.



U.S. 1

Analysis of the existing conditions in the redevelopment area revealed several problems with the road network. Transportation studies have documented the decline in levels of service on the four primary roadways in the district: Florida Avenue, U.S. 1, Barton Boulevard, and Barnes Boulevard.

U.S. 1 is scheduled to be widened from four to six lanes in 2007, and the City expects to work with Brevard County to undertake improvements to Barnes Boulevard, possibly using revenues generated by a sales tax and transportation impact fees. Therefore, improvements to Florida Avenue and Barton Boulevard became the focus of recommendations to be pursued by the Redevelopment Agency and the City of Rockledge.



Florida Avenue

Closely related to the driving conditions on these roadways are the land development patterns that consist predominately of strip commercial uses. This is common on major roadways throughout the State of Florida. Unfortunately, as new commercial markets have expanded along Barnes Boulevard and Murrell Road, the older commercial development on Barton Boulevard has suffered. There are currently forty-eight vacant businesses located on Barton Boulevard.



Barnes Boulevard

According to the market analysis study conducted for this project, businesses along U.S. 1 will also experience decline in the long run as this road is used more for commuting and less for local commerce.

Interviews with local residents and property owners reaffirmed the City Council's desire to change these development patterns to create a traditional town center setting with a grid street pattern and a more pedestrian-friendly environment. Those participating in the design workshops agreed that the area near City Hall, on Barton Boulevard, should be the primary focus of such a plan.

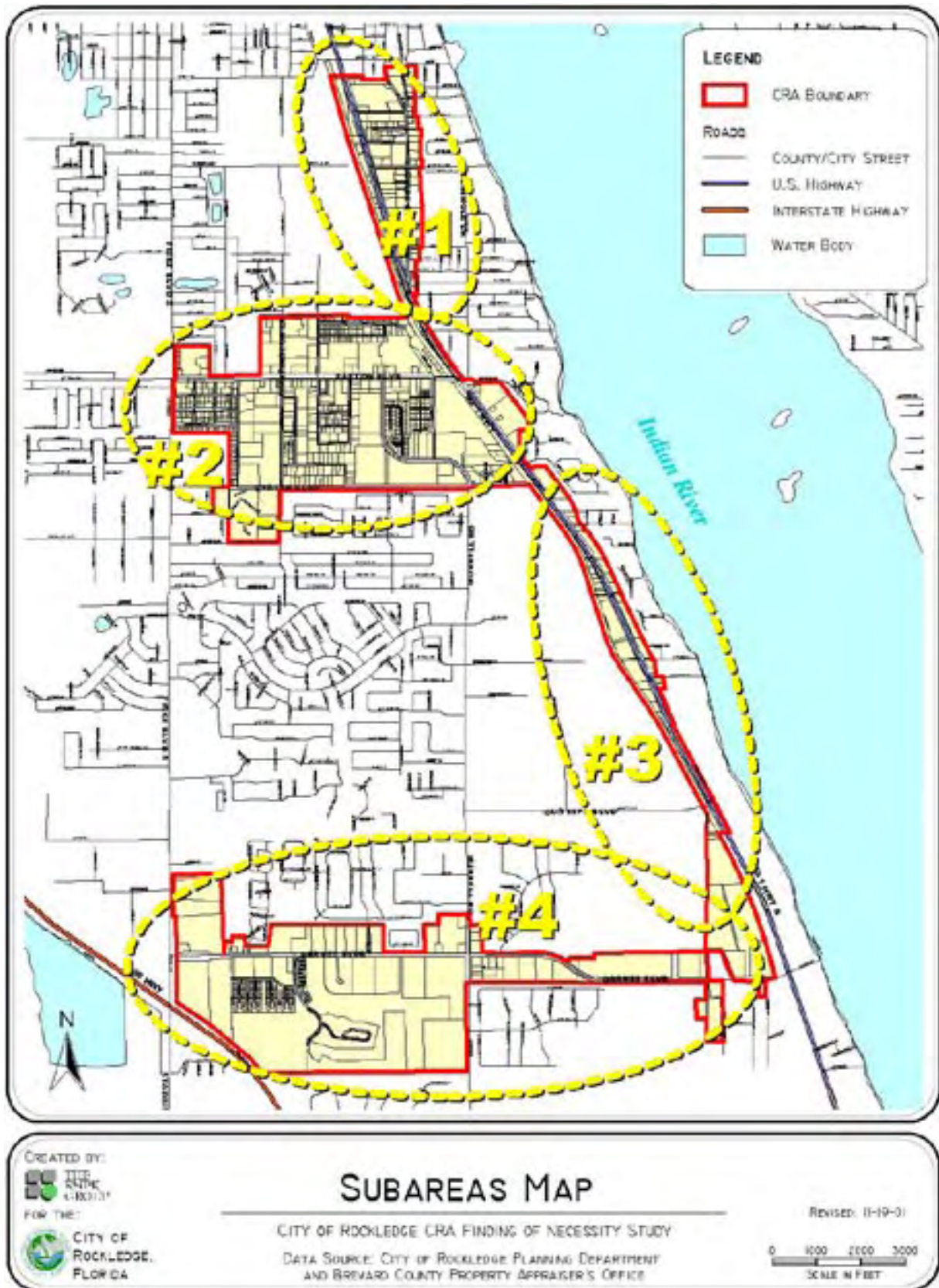
The purpose of the Redevelopment Plan is to establish goals related to the transformation of these primary corridors and devise strategies for program implementation. When successful, the redevelopment program will have addressed the City's transportation, economic, and land use concerns, while improving the area's aesthetic and environmental quality.



PART IV SUB-AREA ANALYSIS

For planning purposes the Rockledge study area was divided into four districts, which are described below and identified on the Sub-Area Analysis Map. The 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-areas was considered within the context of the overall economic positioning strategy, relative to the community objectives obtained during the public involvement process.

FIGURE 4 - SUB-AREA MAP



SUB-AREA 1 - FLORIDA AVENUE

This sub-area contains the commercial areas along Florida Avenue in the northern portion of the redevelopment area, including U.S. 1 from the northern city limits to Orange Avenue.

Sub-area 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 FEC 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) and to the west the FEC stockyard. 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.



Carnival Mall



School Board Facility

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. U.S. 1 is scheduled for major improvements in the coming decade. Additionally, the City has planned intersection improvements at the junction of Florida Avenue and U.S. 1.

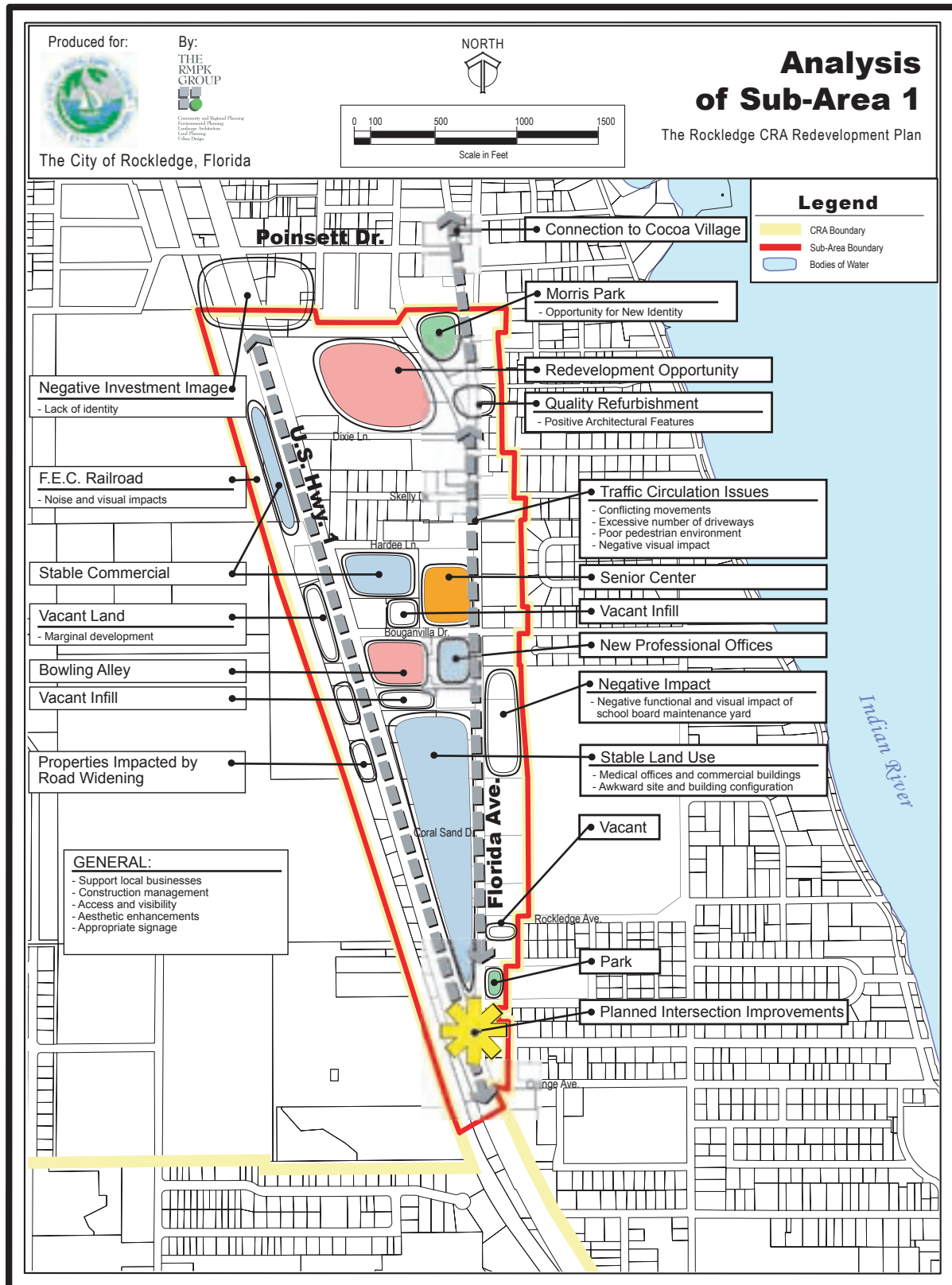
ISSUES

- Negative investment image
- Lack of identity
- FEC Railway - Noise and visual impacts
- Poor traffic circulation
- School maintenance yard
- Poor pedestrian environment



FEC Railway

FIGURE 5 - SUB-AREA 1 ANALYSIS MAP



OPPORTUNITIES

- Vacant land
- Connection to Cocoa Village
- Morris Park
- Quality refurbishment
- Road widening project



Gateway to Cocoa Village

SUB-AREA 2 - BARTON BOULEVARD

Sub-Area 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-area is the most diverse in terms of land use and includes residential, commercial, vacant land, institutional, industrial, and public lands.



Barton Boulevard

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. This is due to the combination of the decline of the two primary anchor shopping centers, Barton Commons Mall and Village Green, 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, impacting City revenues. The encroachment of these uses into the residential areas have created conflicting land use patterns that degenerate both the commercial and residential components of the tax base.



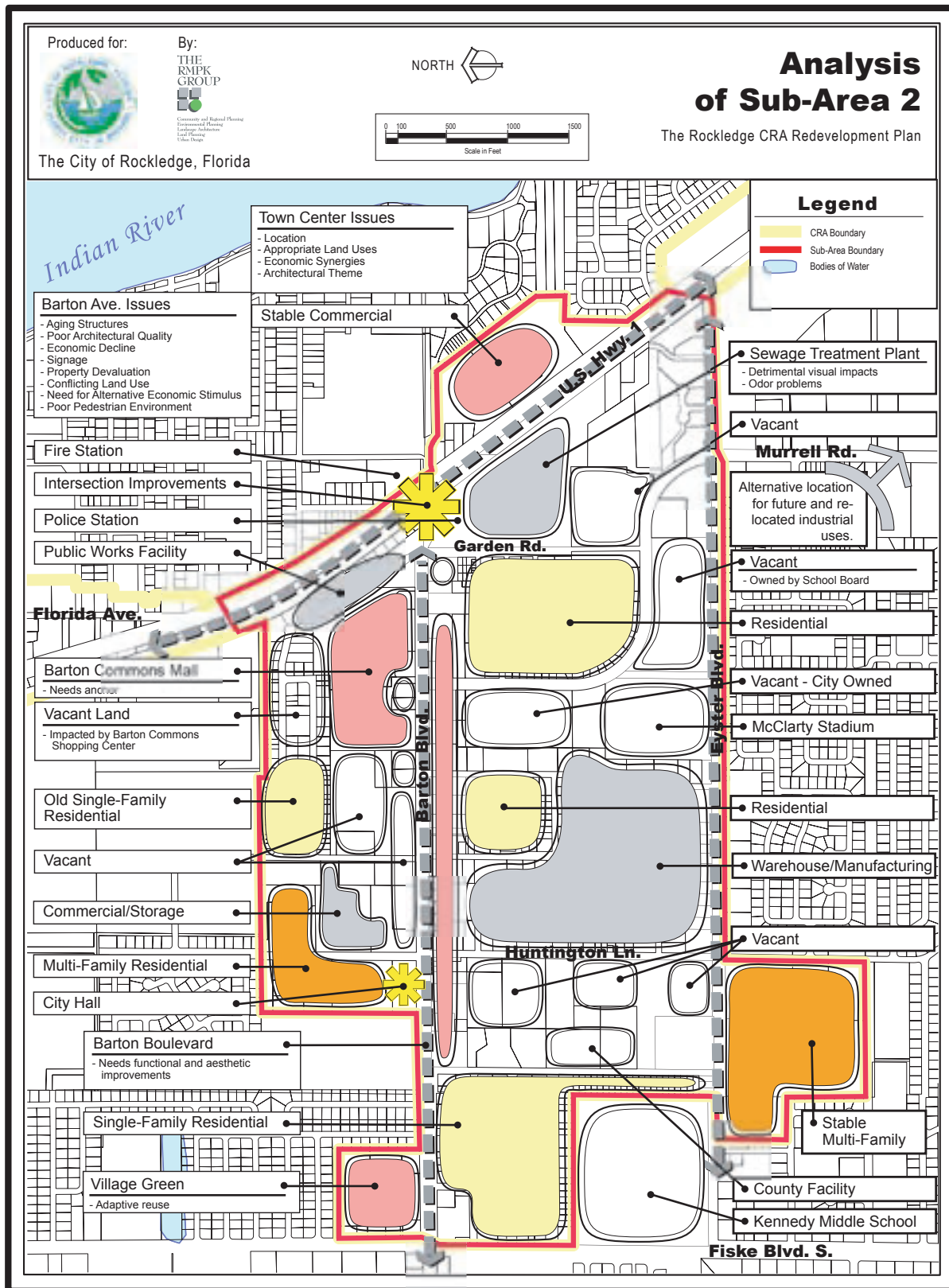
Storage Facility, Huntington Lane

City Hall is located at the intersection of Huntington Lane and Barton Boulevard. This location was identified as an appropri-



City Hall

FIGURE 6 - SUB-AREA 2 ANALYSIS MAP



ate location for the proposed Town Center. The improvement of this area was identified as a high priority during the public workshops. These complex issues will require multifaceted solutions, to be implemented over an extended timeframe.

ISSUES

- Aging structures
- Poor architectural quality
- Economic decline
- Signage
- Property devaluation
- Conflicting land uses
- Need for alternative economic stimulus
- Poor pedestrian environment
- Highly visible public uses, including sewage plant and public works maintenance yard on U.S. 1

OPPORTUNITIES

- Vacant land
- Proposed Town Center
- Traditional commercial corridor
- Regional stormwater facility
- Strength in surrounding residential areas

SUB-AREA 3 - U.S. 1

This linear sub-area 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.

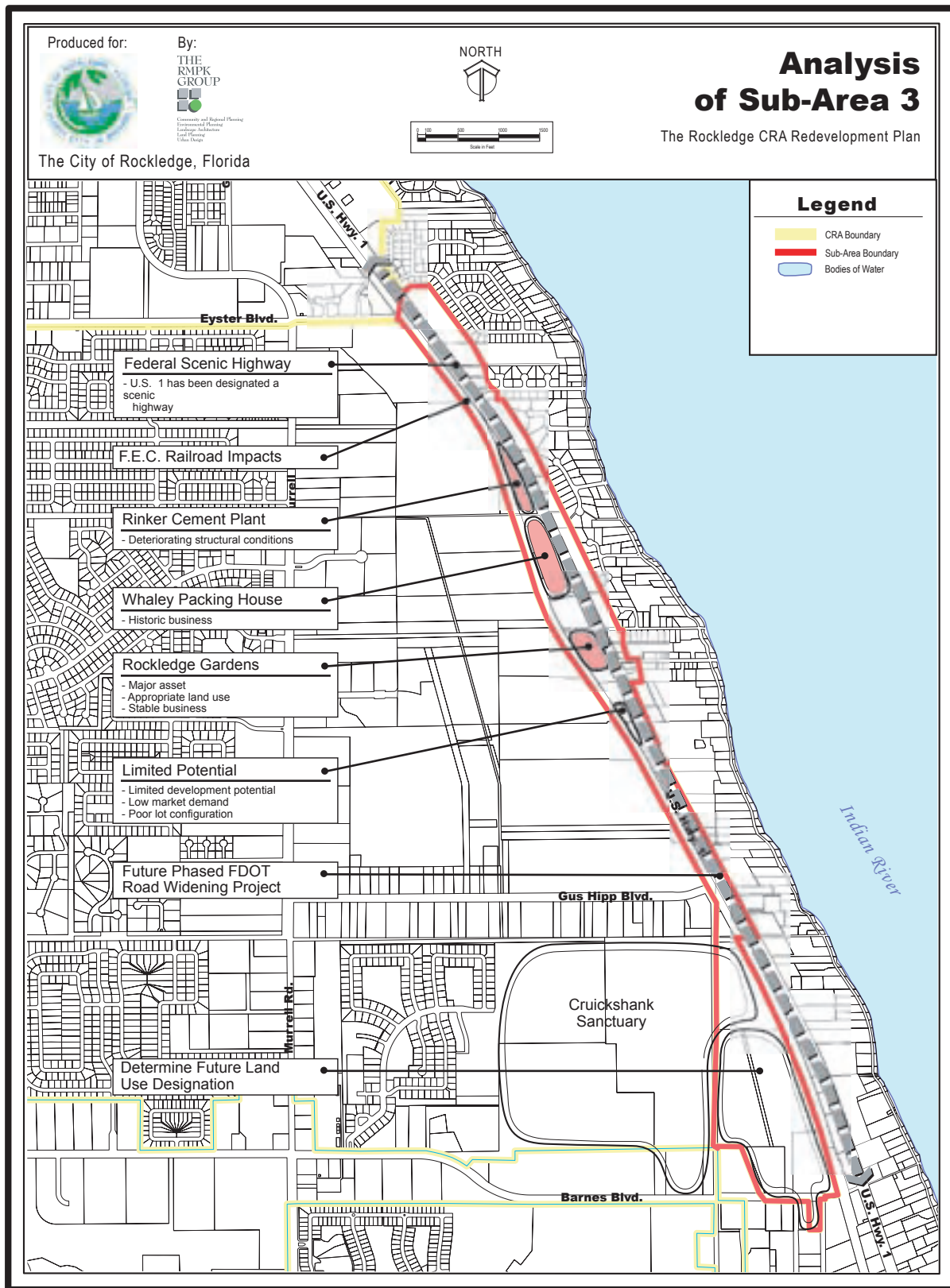
Some of the City's older commercial properties are located between U.S. 1 and the FEC Railway. Land to the east of U.S. 1 consists predominately of estates along the Indian River and orange groves. To the west, north of Gus Hipp Boulevard, are planned industrial areas still in development that have high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

Sub-Area 3 contains historically significant businesses including Rockledge Gardens and Sullivan Groves. This section of U.S. 1 is not programmed in the initial phase of



U.S. 1

FIGURE 7 - SUB-AREA 3 ANALYSIS MAP



the FDOT U.S. 1 improvement project. It is however, a designated federal scenic highway 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 change in designation from commercial to residential along the east side of the corridor.



Billboard, U.S. 301

ISSUES

- Limited development potential
- Low market demand
- Poor lot configuration
- FEC Railway impacts
- Deteriorating structural conditions

OPPORTUNITIES

- Federal Scenic Highway designation
- Future road widening project
- Extensive aesthetic improvements

SUB-AREA 4 - BARNES BOULEVARD

Barnes Boulevard, between Fiske Boulevard and U.S. 1 comprises the southernmost portion of the redevelopment area. Land consists primarily of vacant parcels. Other uses include the Turtle Creek Golf Course and small pockets of commercial and low-density residential.

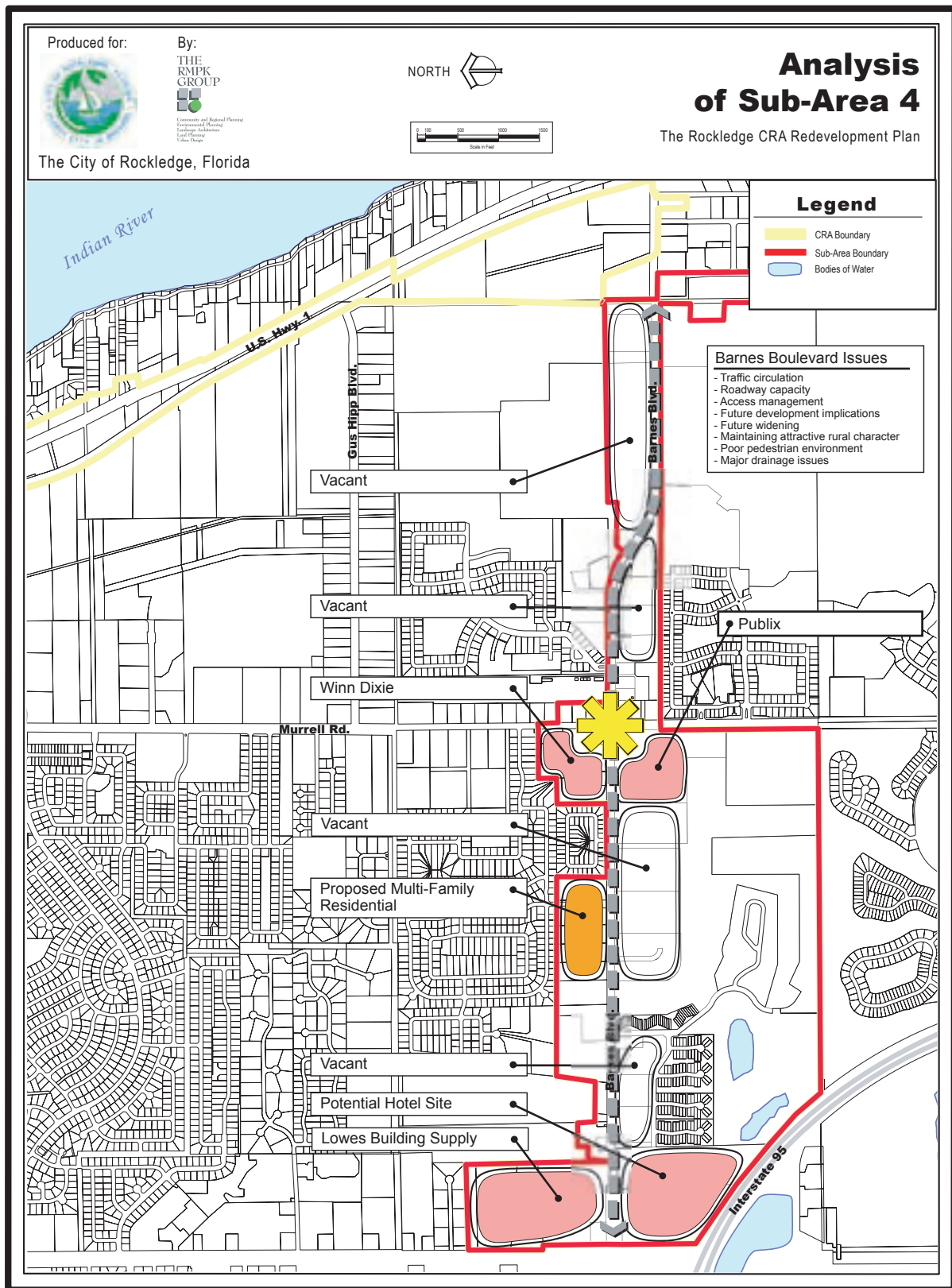
Barnes Boulevard is experiencing growth pressure, which is impacting the roadway's ability to handle the resulting increase in traffic volume. As the area continues to grow future land use decisions, controlled access, and drainage issues will be critical to efficient roadway operation.

Rockledge and Brevard County should pursue the expansion of roadway capacity through previously planned improvements.



Barnes Boulevard Residential

FIGURE 8 - SUB-AREA 4 ANALYSIS MAP



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 new construction of Lowes, Publix, and other commercial projects. There are several opportunities for gateways, including at the intersection of Fiske Boulevard and Murrell Road.



Barnes Boulevard

ISSUES

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

OPPORTUNITIES

- Vacant land
- Strong market demand
- Rural character
- Potential revenues



PART V REDEVELOPMENT GOALS AND OBJECTIVES

The following goals and objectives for the Rockledge Community Redevelopment Plan are based on community input as discerned during focus group meetings and public workshops. Community goals and objectives obtained through public input have been combined with economic principles and sound redevelopment planning strategies. They provide the framework and general guidelines needed to direct decision making that will enable rational redevelopment activities that are consistent with the primary intentions of the community.

REDEVELOPMENT ADMINISTRATION

GOAL

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

OBJECTIVES

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 improve-

ments 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.

2. Administrative objectives should be consistent with and support other City and regional economic development prerogatives.
3. Enable the Redevelopment Agency to oversee the planning process and to develop the appropriate strategies and policies necessary to implement the Plan.
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. 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. 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.

REDEVELOPMENT POLICY

GOAL I

Eliminate slum and blight conditions, as defined by Florida Statute, in the redevelopment area, which constitute an economic and social liability.

OBJECTIVES

1. Eliminate dilapidated and unsafe structures through demolition where it is deemed appropriate.
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. Eliminate unsanitary and unsightly outside storage conditions through enforcement and revision, if necessary, of the City's Zoning Codes.
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.

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 areas deemed appropriate.
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.

GOAL II

Prevent the future occurrence of slum and blight.

OBJECTIVES

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.
2. Work with the City's staff to formulate economic development strategies for the district that will ensure future economic stability.
3. Eliminate conditions that decrease property values and reduce the tax base.
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.

GOAL III

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. Identify and cooperate with those property owners within areas designated for potential redevelopment projects to assess their willingness to participate in those projects.
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.
3. Facilitate redevelopment transitions by developing appropriate

relocation plans sensitive to the needs of those whose properties will undergo re-use activities.

4. Work creatively to provide incentives for private sector participation in redevelopment projects and programs.

ECONOMIC DEVELOPMENT

GOAL I

Maintain the positive historic character of Rockledge while promoting economic vitality.

OBJECTIVES

1. Establish a partnership between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects.
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.
3. Initiate programs to improve and strengthen existing businesses, including marketing and promotion, small business loans and other financial incentives.
4. Improve the investment image of the redevelopment area and utilize selected public actions to stimulate private investment.
5. Make the redevelopment area competitive with major activity centers in the region.
6. Expand the economic base of the district retaining existing jobs while creating new diverse employment opportunities.
7. Create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.

GOAL II

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.

OBJECTIVES

1. Work with the Brevard County Commission to locate a new library in the proposed Town Center area on Barton Boulevard.

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.
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.
4. Work closely with area businesses, and the Chamber of Commerce to address the needs of existing businesses through the redevelopment process.
5. Form a partnership with Brevard County Community College to establish educational and training programs that strengthen the capabilities of the local labor force.
6. Devise strategies for economic repositioning.
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.
8. Develop economic incentives and relocation strategies for industry relocation.

PUBLIC FACILITIES AND SERVICES

GOAL I

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.

OBJECTIVES

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. Secure grant funding when possible to leverage tax increment revenues to accomplish stated goals related to the provision of adequate infrastructure.
3. Work with the City of Cocoa and the State to ensure the provision of adequate potable water for proposed redevelopment projects.
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. 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 district through a regional approach to stormwater management.
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.
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.
8. Work with the City and Florida Power and Light Company to provide adequate street lighting in the redevelopment district.

GOAL II

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.

OBJECTIVES

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.
2. Work closely with the Florida Department of Transportation (FDOT) to ensure community satisfaction with the design of improvements to U.S. Highway 1.
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.
4. Minimize the impacts of increased traffic and activity levels on residential areas.
5. Create a safe, secure, appealing and efficient pedestrian system linking all major activity centers, parking facilities and other interchange points.
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.

GOAL III

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.

OBJECTIVES

1. Pursue development of recreational 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.
2. Develop the Morris Park on Florida Avenue as a major gateway entering Rockledge from Cocoa Village to the north.

GOAL IV

Maintain an environment of low crime in Rockledge and provide for the public health, safety, morals and welfare of the community.

OBJECTIVES

1. Work with the Rockledge Police Department and other organizations to implement neighborhood based police and safety programs.
2. Incorporate accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects.
3. Whenever possible, increase the visibility of the police force in the area to prevent crime.
4. If possible, work with the Rockledge Police Department to expand the Community Oriented Policing program.

LAND USE

GOAL I

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.

OBJECTIVES

1. Develop land uses and patterns that create and strengthen activity centers.
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.
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.
4. Formulate future land use strategies on the premise of sound market analysis and demographic research.
5. Seek opportunities for land assembly at appropriate locations to support future development.
6. Encourage mixed-use development at an appropriate scale in the Florida Avenue area.
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.
8. Work with the Planning Department and Planning Commission to develop zoning regulations that protect and enhance historic residential neighborhoods.
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.
10. Discourage inappropriate public uses of property, such as the School Board Maintenance Yard, in the redevelopment area.
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.
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.

GOAL II

Encourage innovation in land planning and site development techniques.

OBJECTIVES

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.
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.
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.
4. 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.
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.
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.
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.
8. When undertaking streetscape improvements, new private construction and building rehabilitation, place utility lines underground where it is feasible to improve visual qualities.
9. Utilize a variety of beautification techniques to provide comfortable, pleasing and healthful environments.
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.

HOUSING

GOAL I

Encourage private home ownership, and develop and market housing opportunities within the Redevelopment area.

OBJECTIVES

1. Identify and market areas where private interests can develop housing and necessary support facilities in the redevelopment area and adjacent neighborhoods.
2. Encourage private efforts toward building housing in the redevelopment area and adjacent neighborhoods to support development of the Town Center Concept.

GOAL II

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

OBJECTIVES

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



PART VI CONCEPT PLAN

The following Concept Plan has been developed as a guideline for promoting the sound development and redevelopment of the four sub-areas within the Rockledge redevelopment district. The Plan is intended to be flexible, with the understanding that over time, it should be updated and revised based upon changes in the economy, public concerns, and private development proposals. The Plan is used as an example of how the economic development and transportation strategies can be translated into a physical land use plan in a fashion that allows a minimum of natural and cultural impact, yet promotes quality growth and development. The most important aspects of the Plan are the following:

- The Plan implements the prescribed economic positioning strategy providing locations for new activity nodes including the Town Center and expansion of Wuesthoff Hospital
- The Plan identifies where the major economic based land uses should be located in order to best attract prospective businesses, while integrating them into the desired future transportation and land use patterns.
- The Plan allocates areas of residential densities that work with the loading of future roadway networks, are compatible with the existing community structures of each area, and are respectful

and compatible with adjacent land uses.

- The Plan locates commercial sites based upon expected market demands and reasonable residential service areas.
- The Plan provides for the location and size of parcels of land to be set aside for special uses such as the Town Center, public library, and other essential government facilities.

REDEVELOPMENT PROJECTS AND PROGRAMS

CAPITAL PROJECTS

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 narrative describes the various types of capital projects identified in the Concept Plan.

MAJOR ROAD IMPROVEMENTS

The Redevelopment Plan identifies major road improvements on each of the primary corridors contained within the district. These projects will involve a series of activities prior to and following construction, including master planning, preliminary design and engineering (PDE) 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.

GATEWAYS

Gateways create a sense of arrival for residents and visitors that will set the area apart and distinguish Rockledge from surrounding areas. Projects involving city signage, monumentation, and landscaping are typical elements of gateway features.

STREETSCAPES

The City should implement an overall streetscape improvement program along primary and secondary roadways throughout the City. Design requirements should be 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 to 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.

PUBLIC/PRIVATE PROJECTS

Public/private projects provide opportunities for the public and private sector to work together toward the development of mutually beneficial projects. The public and private sectors can bring different resources and capabilities to bear on projects that fulfill the objectives of the Redevelopment Plan but otherwise might be unsuccessful for various reasons. Public costs are undetermined at this time because the Agency's role in each will be defined through negotiation at the time of the project. In attempting to attract initial investment from private developers the City will target a programmed development for the project, solicit a developer, and then negotiate a public/private development agreement. The agreement sets forth terms and conditions involving the disposition of land, the nature of the prospective development, City contributions and other conditions pertaining to the project. Examples of public/private projects include the Carnival Mall Site, Town Center, Village Green, Barton Commons, and the potential for expansion of Wuesthoff Hospital.

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.

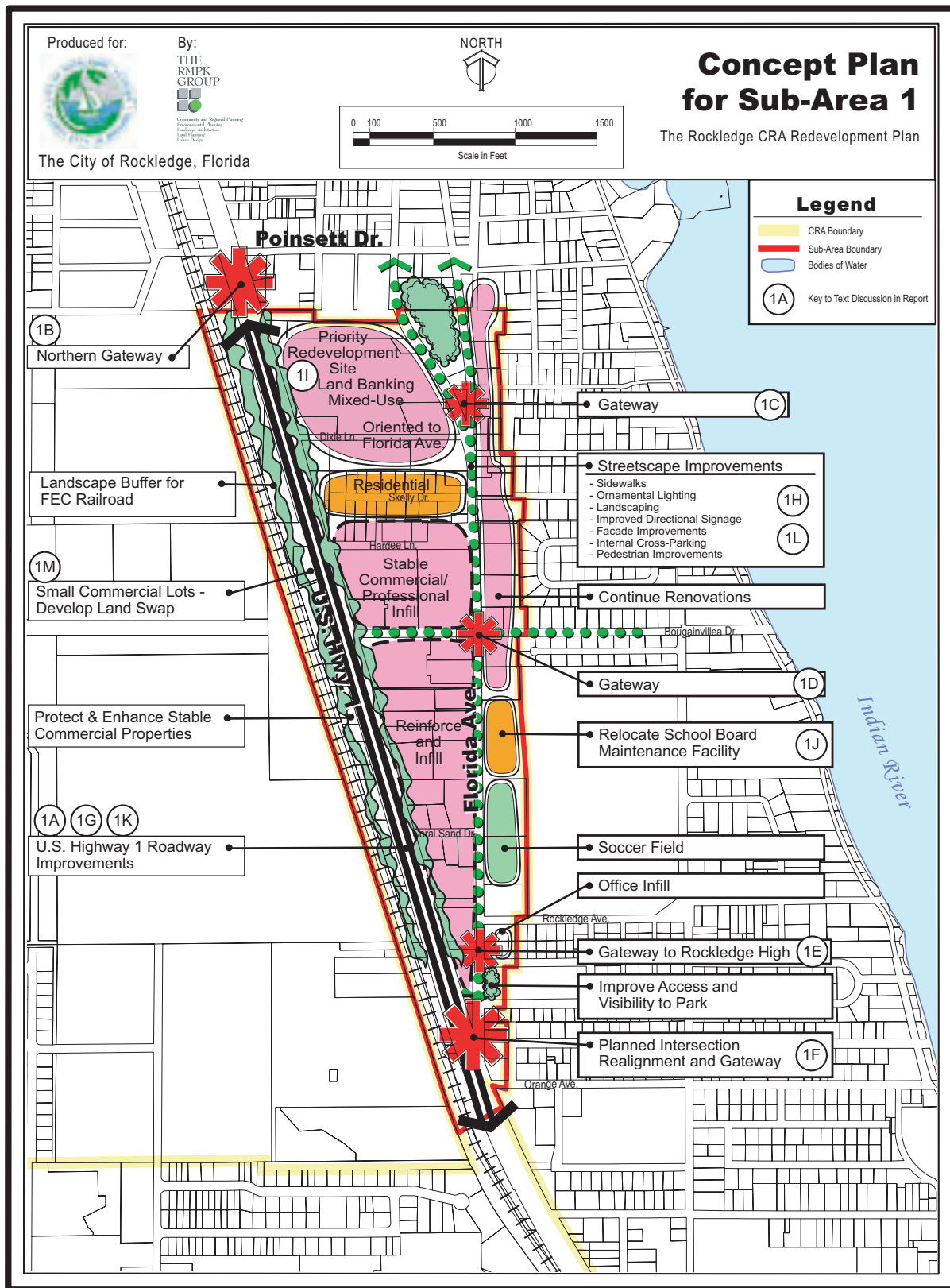
CONCEPT PLAN ELEMENTS

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-areas. The accompanying graphics include perspective drawings and elevations used to provide further illustration of proposed concepts. Projects are numbered and correspond with the accompanying maps and the phasing plan in Part VII.

SUB-AREA 1 - FLORIDA AVENUE

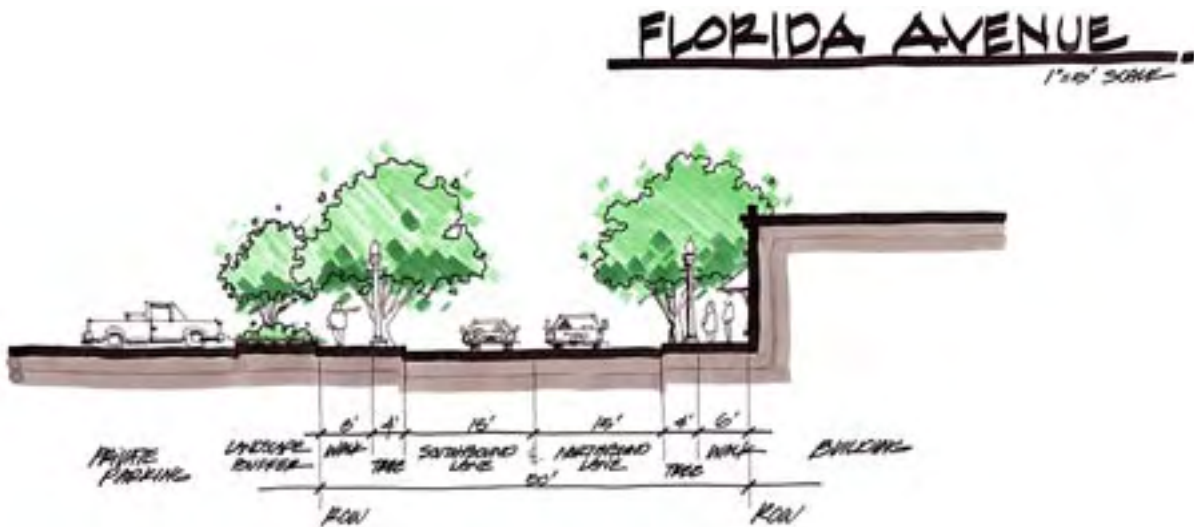
- 1A. U.S. 1 Road Widening: The widening of U.S. 1 from four lanes to six has been a primary impetus for the creation of the Rockledge redevelopment program. Through the Redevelopment Agency, the City Council has established a mechanism to manage construction activity on behalf of adjacent businesses and the commuting public. This project is scheduled for construction beginning in 2007.
- 1B. Northern Gateway: U.S. 1 at the northern city limits provides an excellent opportunity for a gateway designed to welcome residents and visitors while addressing the need to change the City's negative investment image. Each road intersection with U.S. 1 should be designed with a gateway feature. Primary gateways will be located at the entrances to the City with secondary gateways at other intersections, to be used for identification and directional signage.
- 1C. Northern Florida Avenue Gateway: Development of the Morris Park should incorporate additional design elements to strengthen the visual character of this amenity.
- 1D. Florida Avenue and Bouganvillea Drive Gateway. This is a secondary gateway, to be utilized for directional and thematic continuity.
- 1E. Rockledge High School Gateway. This is also a secondary gateway.
- 1F. U.S. 1:/Florida Avenue Intersection Realignment: The City is now pursuing a project to realign this intersection. The project should include gateway features.
- 1G. U.S. 1 Streetscape: FDOT has budgeted for streetscape improvements when U.S. 1 is widened. Design elements will be more conducive to the character of this roadway, including buffering, landscaping, and bicycle and pedestrian amenities.

FIGURE 9 - SUB-AREA 1 CONCEPT PLAN



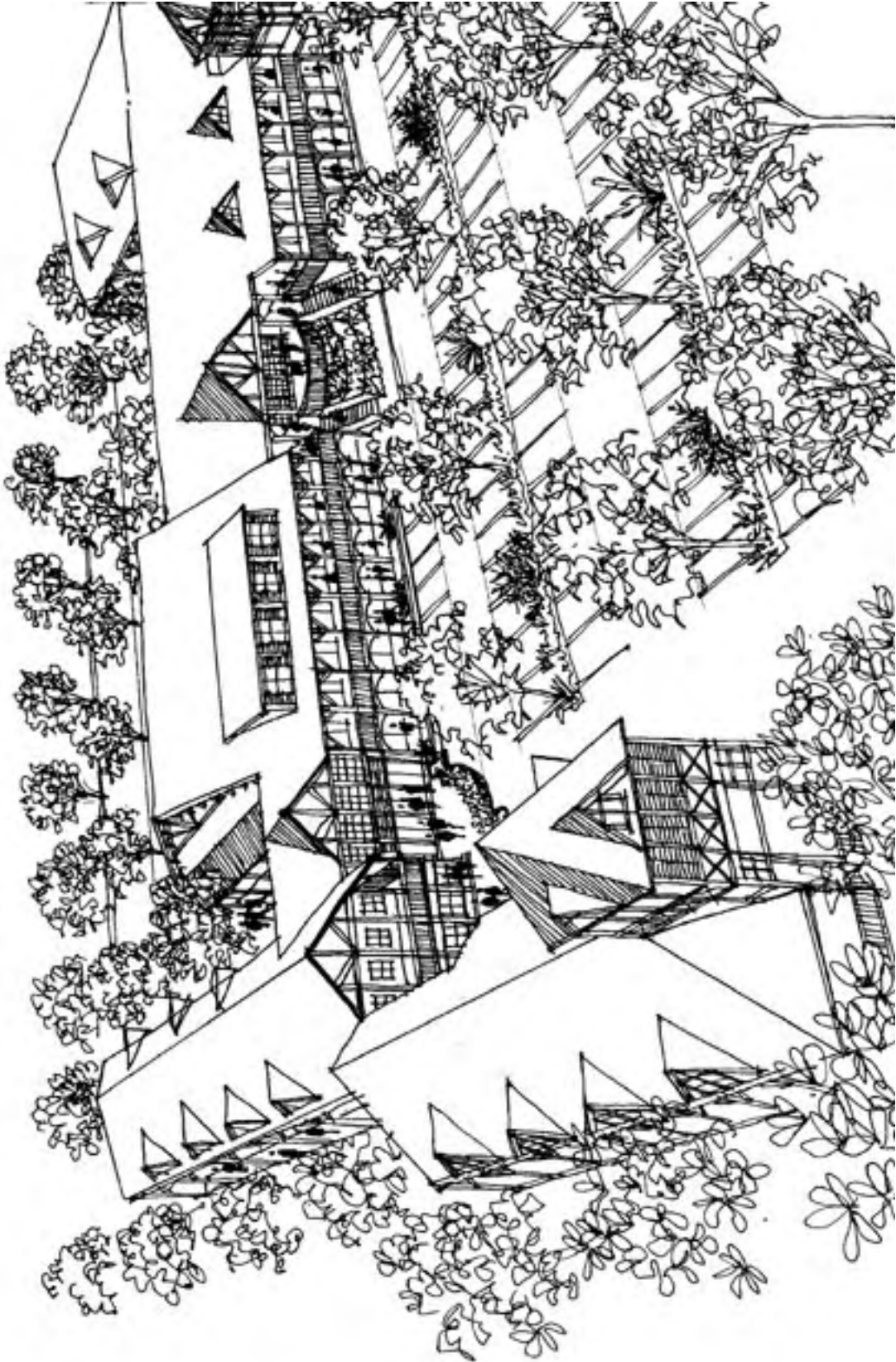
1H. Florida Avenue Streetscape: The following elements were identified as needed improvements by the public during the workshops.

- Sidewalks
- Ornamental lighting
- Landscaping
- Improved directional signage
- Facade improvements
- Internal cross-parking
- Pedestrian improvements



- 1I. Carnival Mall Redevelopment: This site is a prime redevelopment opportunity that will require public involvement to ensure economic viability and consistency with program objectives.
- 1J. 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.
- 1K. U.S. 1 Construction Management: The Redevelopment Agency staff should work together with FDOT, the contractor, and property owners and businesses, serving as a point of contact for troubleshooting problems during construction.
- 1L. Facade Grants/Loans: As tax increment revenues increase, the Agency should budget for a facade improvement program providing grants or improvement loans to area property owners to upgrade the appearance of buildings, signage, and landscaping.
- 1M. 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 (TDR) program to

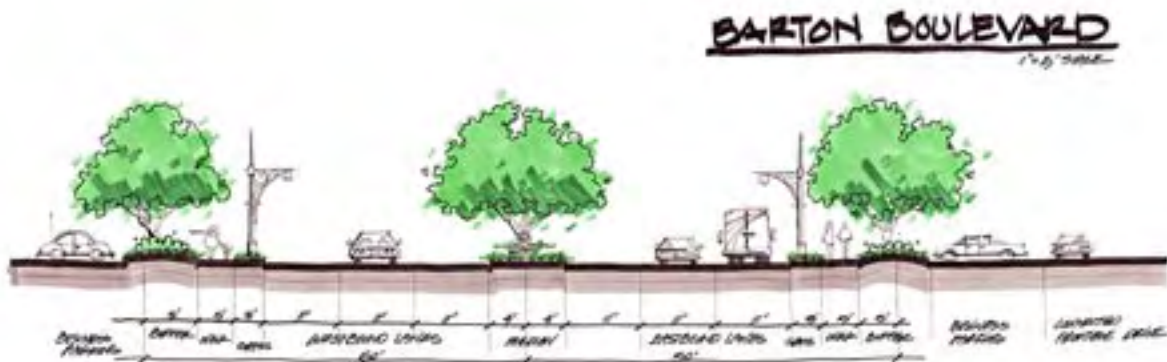
FIGURE 11 - CARNIVAL MALL REDEVELOPMENT CONCEPT PERSPECTIVE



encourage commercial development on the Barton Boulevard corridor and minimize future commercial development on U.S. 1.

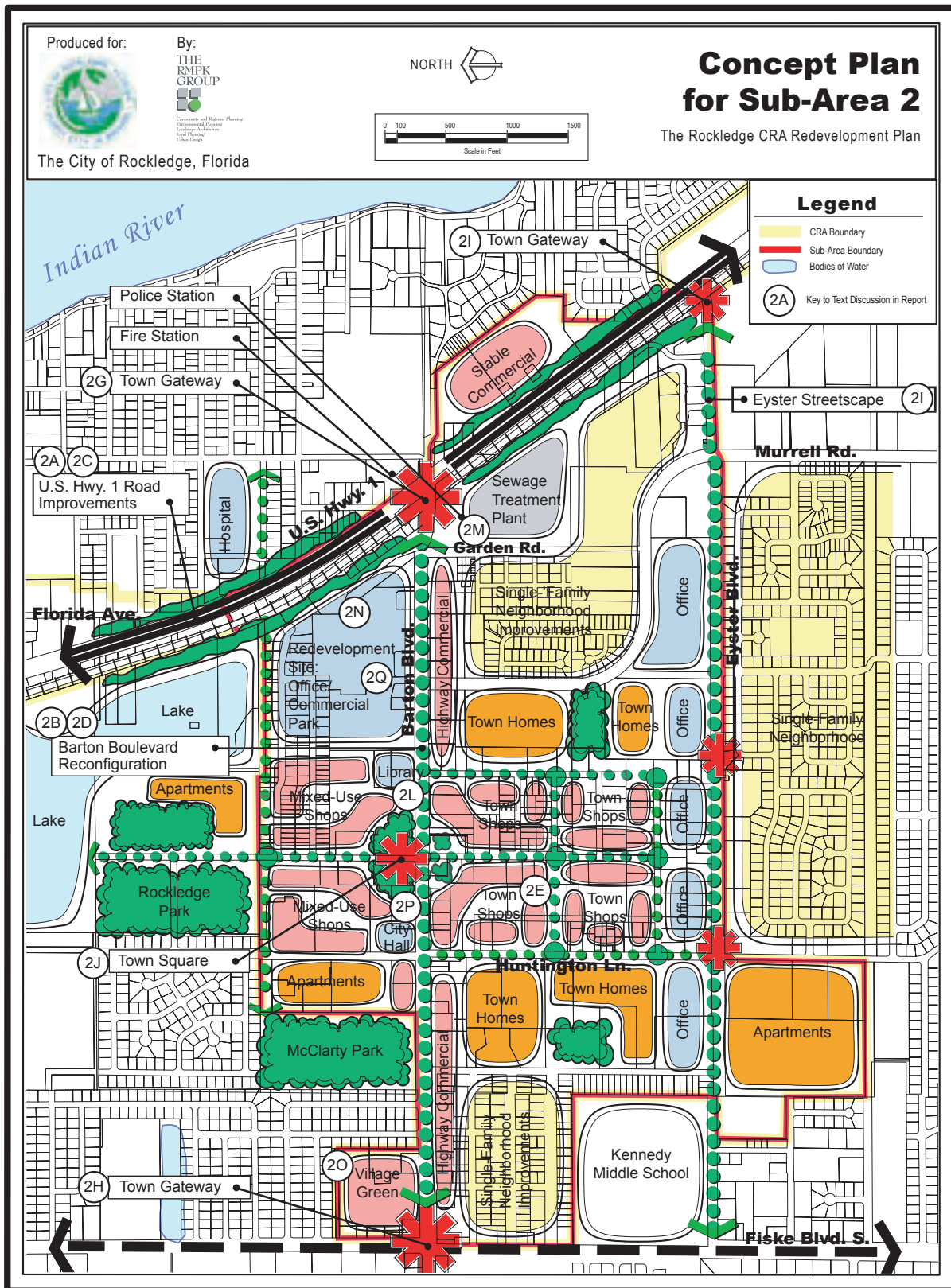
SUB-AREA 2 - BARTON BOULEVARD

- 2A. U.S. 1 Road Improvements: As previously stated, this road is scheduled for construction beginning in 2007.
- 2B. Barton Boulevard New Road Configuration: The combination of declining businesses, deteriorating physical conditions, and the desire to establish a new Town Center have make the improvement of Barton Boulevard a high priority of the redevelopment program. Figure _____ illustrates the proposed road section, which is designed to calm traffic and provide access to businesses through the use of an access road and cross parking arrangements. The design also enables less disrupted through traffic and upgrades the appearance of the corridor through the use of a raised, landscaped center median.
- 2C. U.S. 1 Streetscape: Streetscape improvements should provide screening of undesirable views while increasing visual access to existing businesses.
- 2D. Barton Boulevard Streetscape: This streetscape should completely transform the appearance of the roadway, upgrading the investment image of the community.



- 2E. Town Center Street Grid: Streetscape improvements should be incorporated on all secondary streets as the Town Center grows over the years.
- 2F. Eyster Tree Plantings: Tree plantings on Eyster Boulevard will enhance the appearance of the roadway
- 2G. U.S. 1/Barton Boulevard Gateway: This is a primary gateway into the City and should be designed to make a statement about the community.
- 2H. Fiske Boulevard/Barton Boulevard Gateway: This is the primary southern entrance to the City.

FIGURE 13 - SUB-AREA 2 CONCEPT PLAN



- 2I. Eyster Entrance Gateway: This is a primary gateway.
- 2J. Town Square Gateway: Improvements should be incorporated over time as the Town Center develops.
- 2K. Regional Trail: This should become a primary north/south pedestrian connection between the Regional Morris Park and the proposed Town Center.
- 2L. Public Library: The City should work closely with Brevard County to locate the proposed library on Barton Boulevard as a primary component of the Town Center.
- 2M. Police Station: The Police Chief indicated his concern for traffic conflicts near the Police Department and the need for traffic calming along Barton Boulevard. The City should consider relocating the Police Department and utilizing its current space for private sector office uses.
- 2N. 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.
- 2O. Village Green Adaptive Reuse: High priority to locate a new anchor at this brownfield site. The City 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.
- 2P. Town Center: During the course of the planning process, the Town Center concept, in conjunction with improvements to Barton Boulevard, was elevated to the top of the community's priority list. Understanding that it will take years to complete, given the constraints of budget capacity and land ownership issues, it is recommended that the project be carried out in phases. As illustrated in the Concept Plan, the first phase will include development of the central park and semi-circular access road. This feature will provide the focal point for the new Town Center and should be anchored by City Hall on the west side and the new public library on the east side. Future mixed use development will occur at later phases of the redevelopment program as trends in market demand for development of Barton Boulevard are reversed. The Agency must promote development opportunities in the Town Center area and pursue public/private projects that support the concept. Land development regulations should be written to enable development patterns that are consistent with the urban design philosophy associated with traditional town center development. Completion of the initial phase of this project, as well as the proposed improvements to Barton Boulevard, within the first five years of the redevelopment program will pro-

FIGURE 14 - TOWN CENTER NORTH CONCEPT PERSPECTIVE

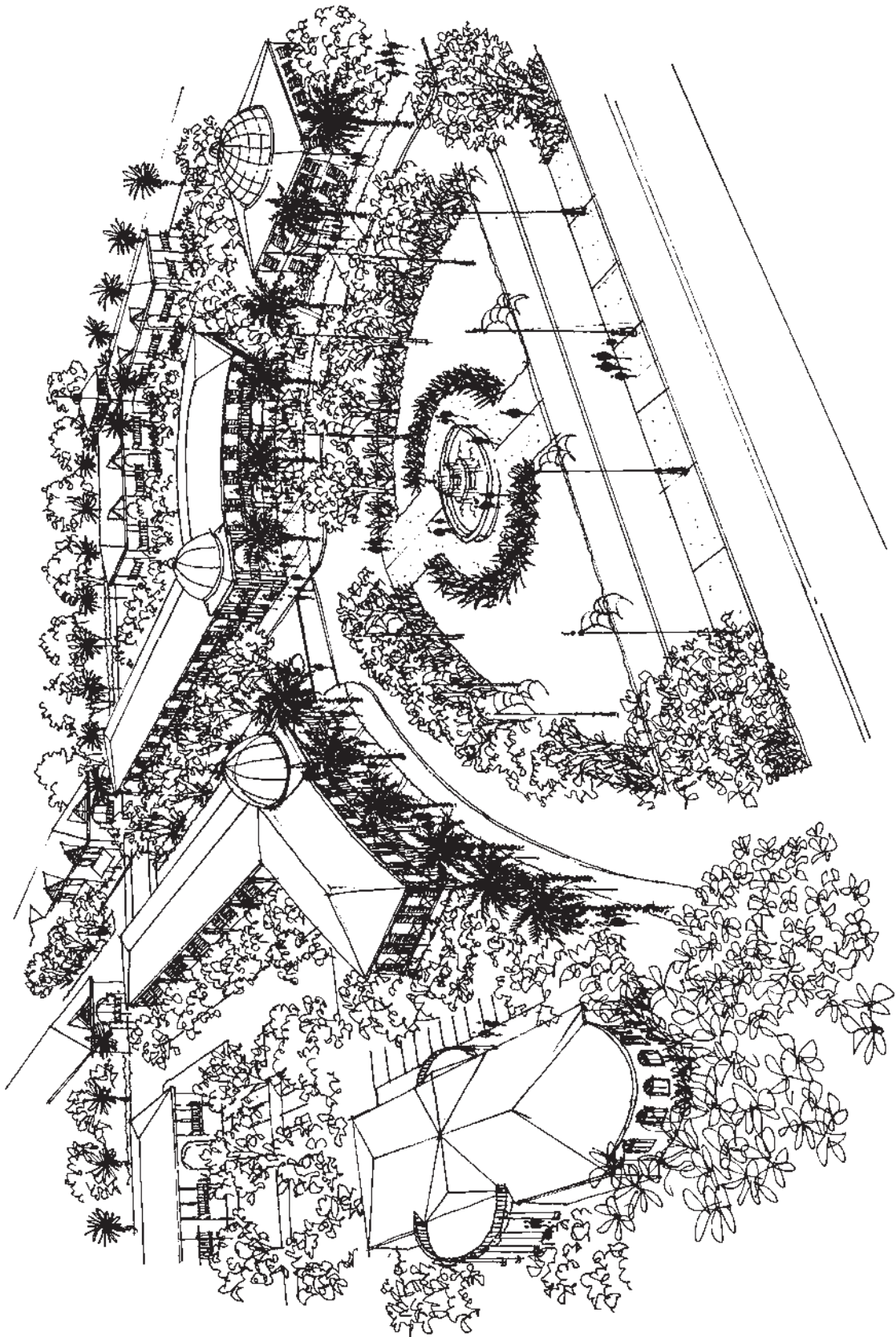
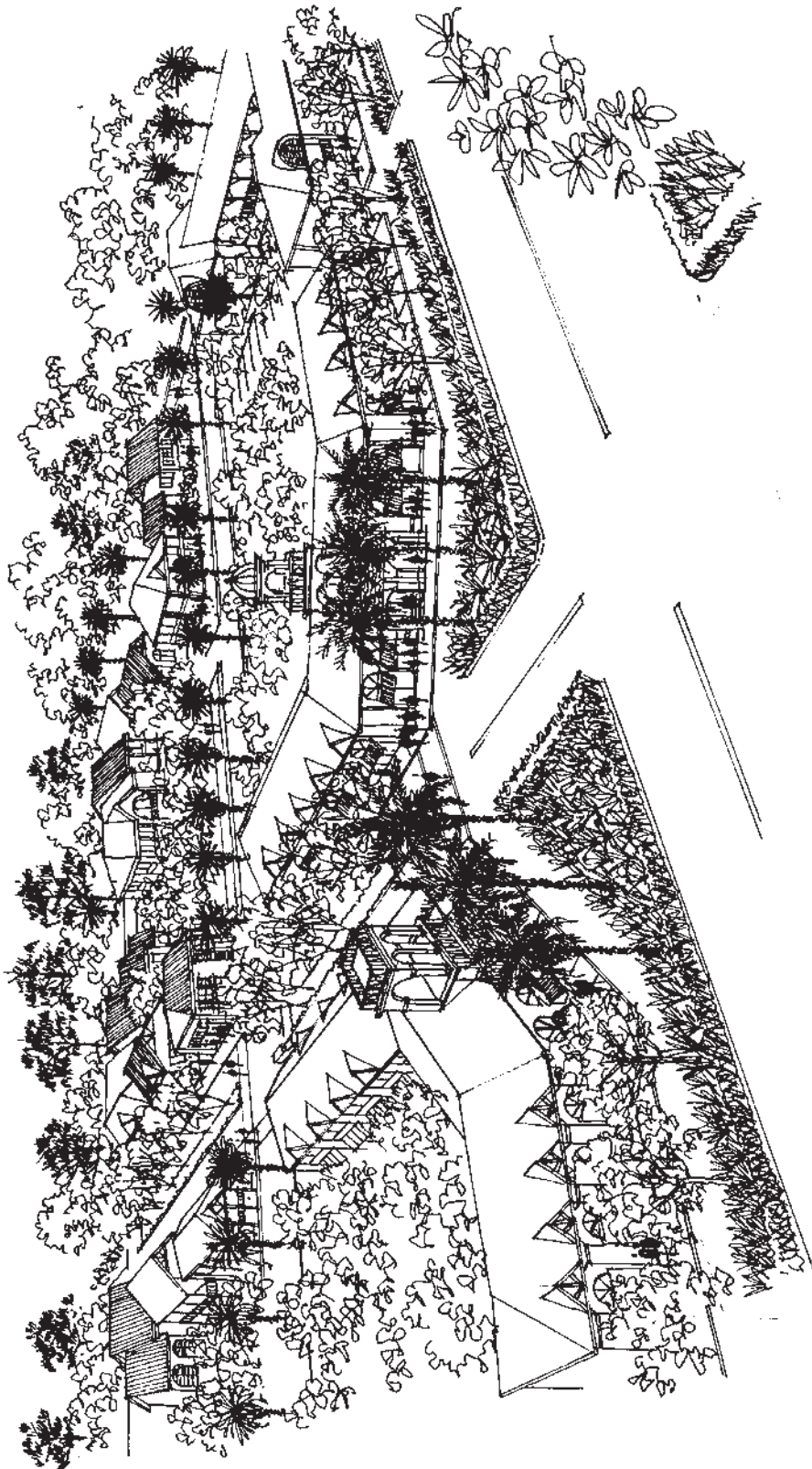


FIGURE 15 - TOWN CENTER SOUTH CONCEPT PERSPECTIVE



vide a substantial foundation for future development.

2Q. Barton Commons Site: The future of Barton Commons Plaza 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 an inappropriate use of the outparcel fronting the property (Speedway gas station)
- 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 the area of Barton Boulevard.
- The ability to work with the FEC to cross the rail line.

A cooperative spirit and creative thinking, along with public involvement through the Redevelopment Agency, should 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 should be constructed to absorb current onsite hospital parking. This would enable onsite hospital expansion that would be accessed by a pedestrian walkover across the FEC rail lines and U.S. 1.

2R. Facade Improvement Program: Appropriate for facade improvement program as previously described.

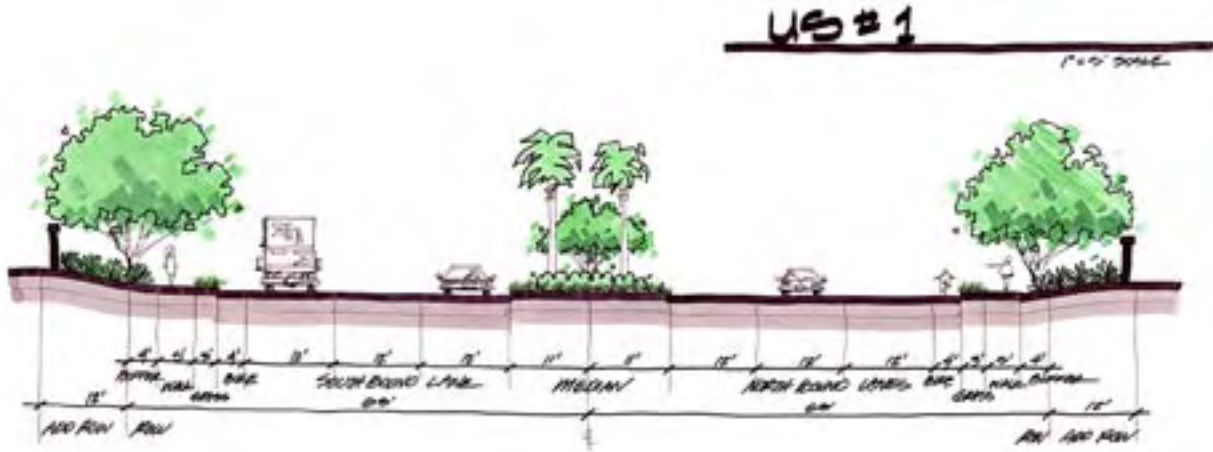
2S. Land Assembly: Several projects identified in the Redevelopment Plan may require the assembly of property to fulfill the objectives of the program. Land assembly will be required to successfully complete development of the Town Center concept. Strategies for land acquisition should be formulated to ensure effective use of limited Agency resources.

2T. Overlay District: The City should review and revise the current land development regulations and consider an overlay district

containing design guidelines that fulfill the objectives of the the urban design elements of the Redevelopment Plan.

SUB-AREA 3 - U.S. 1

3A. U.S. 1 Major Road Improvements: Planned road improvements for this section of U.S. 1 are not scheduled in the initial FDOT project. During construction, the Redevelopment Agency should employ construction management philosophy as previously described.



3B. U.S. 1 Streetscape: Streetscape on this section of road is not scheduled in the initial phase of the FDOT project. However, U.S. 1 is a designated Scenic Highway, 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, etc.

3C. U.S. 1/Eyster Gateway: This is a secondary gateway, which should be utilized for thematic and directional continuity.

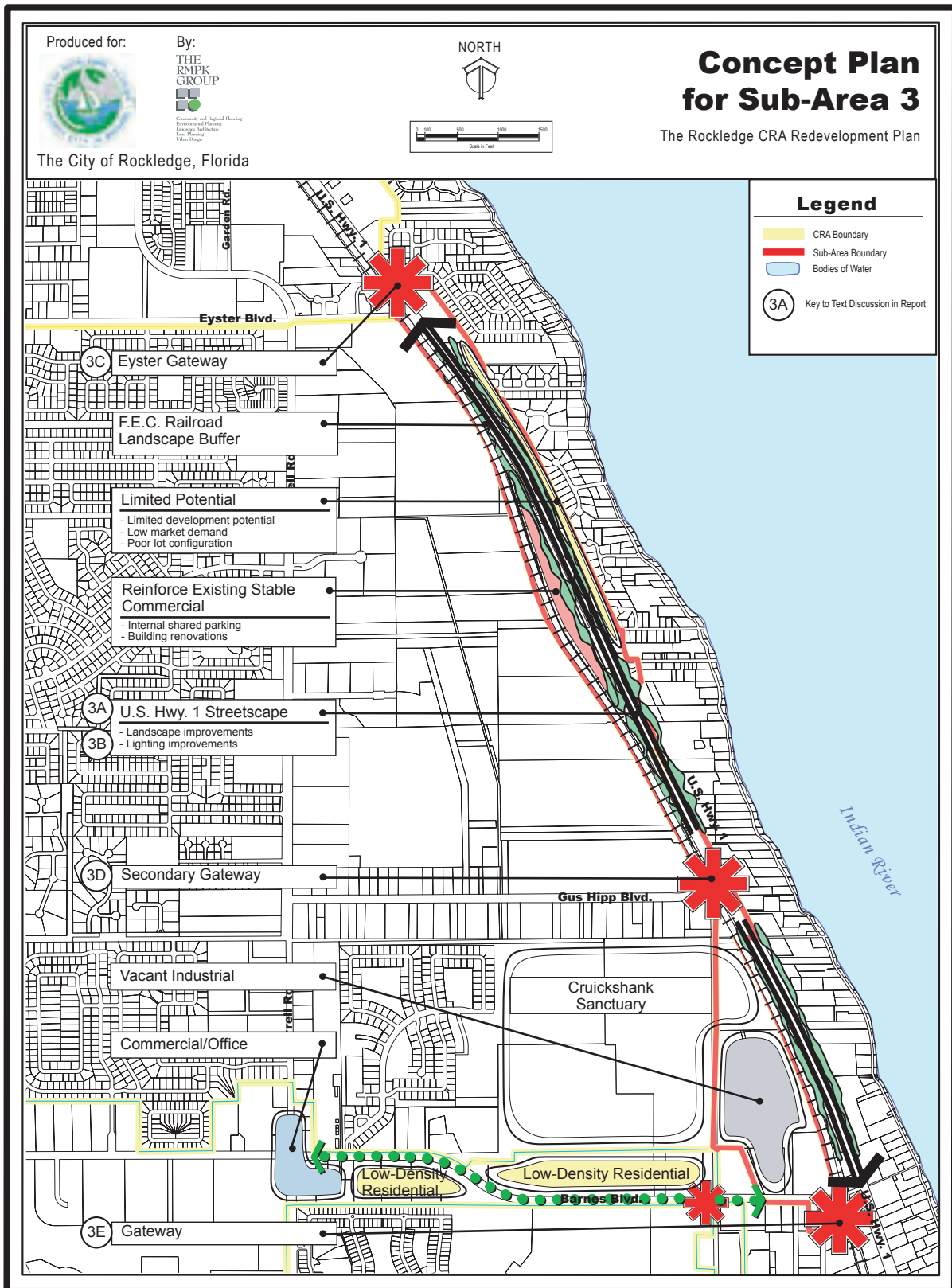
3D. U.S. 1/Gus Hipp Gateway: This is also a secondary gateway.

3E. U.S. 1/Barnes Gateway: This is a primary gateway to the City from the south on U.S. 1.

3F. Rinker Cement Plant: Remove abandoned infrastructure at Rinker Cement Plant Site.

3G. Comprehensive Plan Amendments: The future land use element of the the City's Comprehensive Plan has designated property along the east side of U.S. 1 as commercial. Based upon limited market demand for commercial use along this section of U.S. 1, and the objectives of concentrating future commercial activities in the Barton Boulevard sub-area, it is recommended that the future land use designation be changed from commercial to residential.

FIGURE 17 - SUB-AREA 3 CONCEPT PLAN

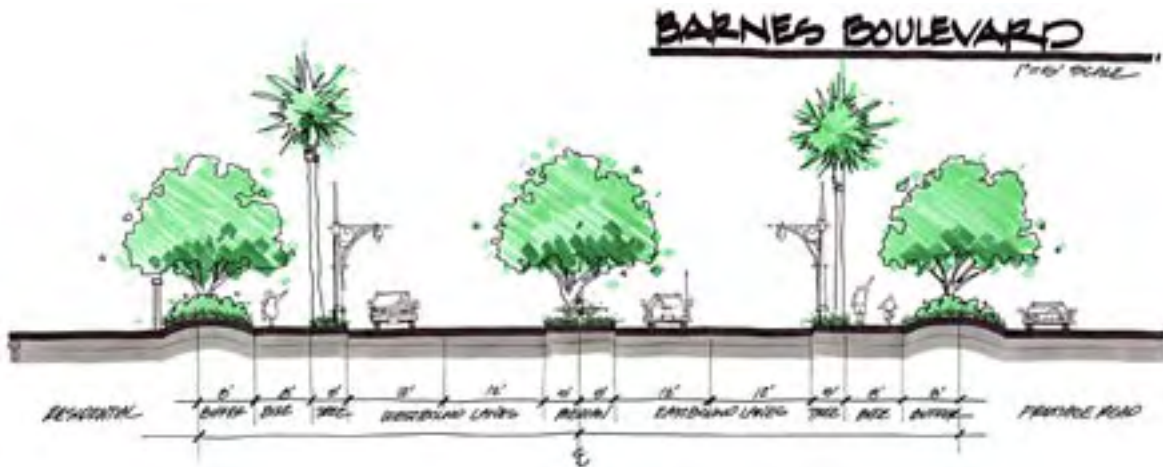


3H. Administrative Rezoning: To ensure compliance with the Comprehensive Plan following the proposed change in land use designation, these properties would need to be rezoned.

3I. Land Swapping Program: As previously described in 1M, 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 TDR program to minimize future commercial development on U.S. 1.

SUB-AREA 4 - BARNES BOULEVARD

4A. Barnes Boulevard Road Improvements: The City should continue to pursue its efforts with Brevard County to undertake this important road improvement project.



4B. Barnes Boulevard Streetscape: Streetscape efforts along this roadway should preserve the existing tree canopy as much as possible and incorporate new tree plantings in an effort to maintain the existing rural character of the roadway.

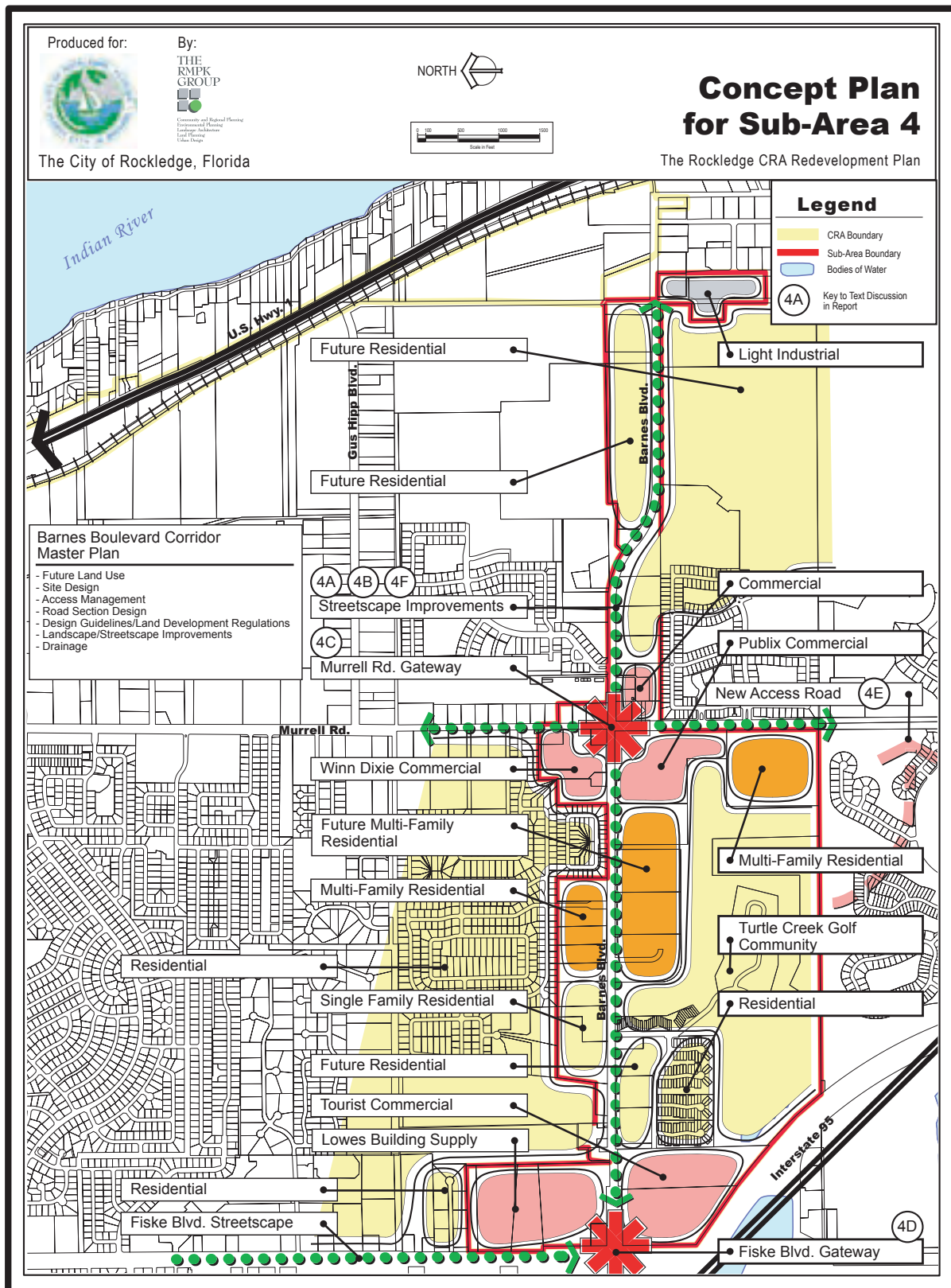
4C. Barnes Boulevard/Murrell Road Gateway: This is a primary gateway.

4D. Barnes Boulevard/Fiske Boulevard Gateway: This is a primary gateway and serves as the southern entrance to the City on Fiske Boulevard.

4E. Access Road: Turtle Creek to Murrell Road: In order to alleviate future traffic demands on Barnes Boulevard, it is recommended that alternate access roads be constructed from the Turtle Creek development southeast to Murrell Road.

4F. 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.

FIGURE 19 - SUB-AREA 4 CONCEPT PLAN





PART VII PRIORITIES

This section shows how the Concept Plans translate to capital improvements, public/private sector opportunities, and program administrative and regulatory requirements. The community should understand that the Redevelopment Agency, working closely with the City and other government entities, will be pursuing multiple elements of the Plan at all times.

The proposed Rockledge Community Redevelopment Plan contains several major projects consisting of public, private, and joint public/private efforts that will take at least twenty years for completion. It is critical that the City incorporate a sound project implementation strategy when identifying priorities. This will ensure the most effective results in terms of addressing the community's needs while stimulating private sector activity to obtain favorable return on the public sector's financial investment. The following phasing plan sets forth recommendations concerning project priorities and funding sources. To streamline the process and simplify the presentation, project priorities have been reduced to the following three categories:

- Short-Term Projects - Those that should be implemented immediately and completed within one to five years.
- Mid-Term Projects - To be completed within six to ten years.
- Long-Term Projects - Projects that will likely take more ten years to complete.

FIGURE 20 - SHORT-TERM PROJECTS: ONE TO FIVE YEARS

Key	Project	Cost	Source
1F	Fl Ave - U.S. 1 Realignment	300K	Currently budgeted
	Comp Plan/Codes/Dsgn Gdlrs	100K	Staff, TIF
2B, D, G, H	Barton Boulevard Rd Config	\$3M	City, Sales Tax, TEA 21
2P	Town Center - Phase I		
	Land Acquisition	\$250K	Annuity Program
2J	Town Square Park	\$1.5M	TIF, FRDAP, Sales Tax
2H	Fiske/Barton Gateway	\$75K	
2O	Village Green	Unk	
4F	Barnes Blvd Master Plan	\$75K	City, County
1C	Florida Ave Gateway	25K	City
3E	U.S. 1 South Gateway	75K	TIF
	Citywide Beautification Master Plan	75K	City
2L	Library	1.5M	County
1L	Façade Program	50K Annually (250K)	CDBG
3F	Demolish Rinker Site	25K	Rinker
4A, C, D	Barnes Blvd Road Project	7.5M	Sales Tax, Impact Fee
1I	Carnival Mall (Land Acquisition)	1.5M	TIF

FIGURE 21 - MID-TERM PROJECTS: SIX TO TEN YEARS

Key	Project	Cost	Source
1A, K, 2A	U.S. 1	\$14M	FDOT
1G, 2C	U.S. 1 Streetscape (Gateways)	1.5M	FDOT, LWCF, Grant, TIF
1H, J	Florida Ave Improvements	1.5M	TIF, FDOT, Grants
1L	Façade Program	50K Annually (250K)	TIF
1I	Carnival Mall	Unknown	Public/Private
2Q, N	Barton Commons	Unknown	Public/Private
2F	Eyster Tree Planting	75K	SBA, KAB Grants

FIGURE 22 - LONG-TERM PROJECTS: MORE THAN TEN YEARS

Key	Project	Cost	Source
2D, E	Town Center South	Unknown	Public/Private
3A	Final Phase U.S. 1	10M	FDOT
3B	U.S. 1 Streetscape	1M	FDOT
3C	U.S. 1/Eyster Gateway	25K	FDOT
3D	U.S. 1/Gus Hipp Gateway	50K	FDOT
1L	Façade Program	50K Annually (250K)	TIF
3H	Land Swapping, Land Banking, TDR	Unknown	



PART VIII TAX INCREMENT FINANCING

Tax increment financing 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, 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 area. The municipality and the county both continue to receive property tax revenues based on the frozen value. These base revenues are available for general government purposes.

The tax increment 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 areas now have sufficient revenues to support significant levels of bonds.

HISTORY OF TAX INCREMENT FINANCING

Tax increment financing was originally developed over 30 years ago as a method to meet the local match requirements of federal grant programs. With the reduction in federal funds available for local projects, however, tax increment financing is standing on its own as a method to finance local redevelopment.

State law controls tax increment financing. Because of this control, tax increment financing takes on a number of different techniques and appearances throughout the country.

In Florida, tax increment financing is derived from the Community Redevelopment Act of 1969, which is codified as Part III, Chapter 163 of the Florida Statutes. This act provided for a combination of public and private redevelopment efforts, but did not authorize the use of tax increment financing. The Act was amended in 1977 to allow tax increment financing. Under the Statues, municipalities must go through a number of steps to establish a redevelopment area and implement a tax increment district.

Upon approval of the governing body a Trust Fund for each Community Redevelopment area may be established. The revenues for the Trust Fund are obtained by allocating any increases in taxable assessed value to the area. The assessed value of the district is “frozen” and any increases (the tax increment revenues) are available for improvements to the area. The tax collector collects the entire property tax and subtracts the tax on the base value, which is available for general government purposes. Of the remaining tax increment revenues, 95% are deposited to the Trust Fund. The remaining 5% is kept by the local government as a collection fee.

TYPE OF EXPENSES ALLOWED

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

1. Establishment and Operations - they 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, or
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

The following spreadsheet provides tax increment revenue projections for the Rockledge redevelopment area. Revenue estimates are based on an annual increase in the tax base of 3%. The model contains assumptions that increase the property values in the first year by \$12.87m based on the completion of the following projects.

Developed not on tax roll			
Lowes		Com	3.8
Sunny side homes		Com	2.7
Publix		Com	2.6
Harbor Federal		Com	0.3
Mc Donalds		Com	0.28
Pinch - a penny		Com	0.63
Blockbuster		Com	0.3
			10.6 Million
Under permit now			
Walgreens		Com	0.84
Nu-Touch		Com	0.5
Wendys		Com	0.29
	3819 Murrel	Com	0.63
			2.26 Million

Because of the value of these improvements the Rockledge redevelopment program is positioned for a very fast start. The agency has several options for obtaining initial financing to enable immediate planning and design of the projects contained in this plan.

The City can obtain interim financing through a bond anticipation note, commercial loan or commercial line of credit based on projected revenues. The Town Center Concept is a priority project that will not only fulfill many of the program's objectives, but will also have a substantial positive impact on the tax base. The City should also consider bonding of the annual gas tax revenues that could be applied toward several of the streetscape improvement projects. These funds combined with other possible funding sources identified in this plan should enable the City to embark on an aggressive public improvement program that will serve as a catalyst for private sector investment.

FIGURE 23 - TAX INCREMENT PROJECTIONS

ROCKLEDGE REDEVELOPMENT AREA								
PROJECTED ANNUAL AND CUMULATIVE TAX INCREMENT REVENUES								
							Annual	Cumulative
Year*	Area Tax Base**	Tax Base Increment	×	Millage Rate***	=	Increment Revenues	×	Statutory Limit
								Trust Funds
0	121,069,580							
1***	137,571,667	16,502,087	×	0.0099303	=	163,871	×	95%
2	141,698,817	20,629,237	×	0.0099303	=	204,855	×	95%
3	145,949,782	24,880,202	×	0.0099303	=	247,068	×	95%
4	150,328,275	29,258,695	×	0.0099303	=	290,548	×	95%
5	154,838,123	33,768,543	×	0.0099303	=	335,332	×	95%
6	159,483,267	38,413,687	×	0.0099303	=	381,459	×	95%
7	164,267,765	43,198,185	×	0.0099303	=	428,971	×	95%
8	169,195,798	48,126,218	×	0.0099303	=	477,908	×	95%
9	174,271,672	53,202,092	×	0.0099303	=	528,313	×	95%
10	179,499,822	58,430,242	×	0.0099303	=	580,230	×	95%
11	184,884,817	63,815,237	×	0.0099303	=	633,704	×	95%
12	190,431,361	69,361,781	×	0.0099303	=	688,783	×	95%
13	196,144,302	75,074,722	×	0.0099303	=	745,515	×	95%
14	202,028,631	80,959,051	×	0.0099303	=	803,948	×	95%
15	208,089,490	87,019,910	×	0.0099303	=	864,134	×	95%
16	214,332,175	93,262,595	×	0.0099303	=	926,126	×	95%
17	220,762,140	99,692,560	×	0.0099303	=	989,977	×	95%
18	227,385,004	106,315,424	×	0.0099303	=	1,055,744	×	95%
19	234,206,554	113,136,974	×	0.0099303	=	1,123,484	×	95%
20	241,232,751	120,163,171	×	0.0099303	=	1,193,256	×	95%
21	248,469,733	127,400,153	×	0.0099303	=	1,265,122	×	95%
22	255,923,825	134,854,245	×	0.0099303	=	1,339,143	×	95%
23	263,601,540	142,531,960	×	0.0099303	=	1,415,385	×	95%
24	271,509,586	150,440,006	×	0.0099303	=	1,493,914	×	95%
25	279,654,874	158,585,294	×	0.0099303	=	1,574,800	×	95%
26	288,044,520	166,974,940	×	0.0099303	=	1,658,111	×	95%
27	296,685,856	175,616,276	×	0.0099303	=	1,743,922	×	95%
28	305,586,431	184,516,851	×	0.0099303	=	1,832,308	×	95%
29	314,754,024	193,684,444	×	0.0099303	=	1,923,345	×	95%
30	324,196,645	203,127,065	×	0.0099303	=	2,017,113	×	95%

* Base Year - Assumes Year 0 is 2001

** Assumes 3% annual increase in property values

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



PART IX IMPLEMENTATION STRATEGIES

This section sets forth a process to realize the planning and design objectives that have been developed for the City. Implementation of the Redevelopment Plan will require the 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 successfully implement the Plan.

ADMINISTRATION/ORGANIZATIONAL STRUCTURE

LEADERSHIP

While leadership is a highly 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 powers and resources, which must be brought to bear on the project for its successful implementation.

ORGANIZATIONAL STRUCTURE

To have a strong redevelopment program, you must first establish lines of communication between all sectors and facets of the community. The planning process has started to establish relationships between key players in this effort, but does not fully develop their roles. Organizations, such as the Business Development Committee, Chamber of Commerce, and other civic leaders must develop the organizational framework and institutional relationships to facilitate effective redevelopment activities in cooperation with the City. The City must support the program's activities and provide a well-devised framework to carry out the Redevelopment Plan. Conflicting agendas between organizations will not assist in the redevelopment process to positively effect change in Rockledge. The key is communication and working together.

CITY COUNCIL/AGENCY BOARD/STAFF

The City Council, Agency board, and staff are the leaders of the redevelopment program and must assume this role with vitality and enthusiasm. They should concentrate on the following actions throughout the redevelopment process, but especially during the course of the first year.

- Provide commitment of public policy and resources for the redevelopment effort.
- Buy into 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 process, 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, Brevard County, MPO, FDOT, SJRWMD, Regional Planning Council, Tourist Development Council and others.

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

PRIVATE-SECTOR

- Essential private-sector leadership must come from local banks and real estate development entrepreneurs.
- The leadership role of local banks will involve providing financing for private developments and establishing a consortium to provide a revolving loan pool at below market interest rate for certain town center improvements.
- Private real estate and development leadership must provide necessary entrepreneurial vision and initiative that will create profitable enterprises and an attractive redevelopment of the Town Center.

PLANNING ACTIONS

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

- Prepare grants feasibility study for public projects, including roads, utilities, streetscapes, parks, law enforcement, human resources, etc.
- Seek cooperative relationship with FDOT for construction activities, access management, parking and streetscaping proposals.
- Research bond feasibility for financing major public facilities.
- Work with area financial institutions to develop favorable loan programs for private-sector property rehabilitation projects.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Develop strategies to create new housing opportunities in the redevelopment area.
- Form basic public/private development agreements to be used for developer solicitation on selected projects
- Further detail the implementation strategies contained in the Redevelopment Plan including project scheduling, finance, developer solicitation practices, land acquisition and disposition strategies, etc.

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 the Town Center.
- Master plan targeted public/private projects such as the Carnival Mall site and Town Center, reinforcing positive aspects of existing activity and providing 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 one approaches from all directions.
- Establish and implement performance criteria to assure high site design standards, environmental quality and other design elements that provide unity and integrity of design to the entire redevelopment area.
- Develop a facade improvement program
- Update Comprehensive Plan: Future Land Use Element and Capital Improvements Element and any LDR revisions to ensure consistency between planning documents
- Make code enforcement a priority for entire City; review code, policies and procedures.
- Encourage rear building parking
- Make parking visible, accessible and convenient.
- Encourage off-street parking for employees.
- Screen and buffer conflicting industrial uses close to commercial and residential areas.
- Control Billboards and other unsightly signage
- Work with Brevard County and FDOT to control peripheral development patterns especially on US 1 and the unincorporated

areas adjacent to Rockledge.

- Revise zoning districts as needed to include permitted uses in locations that are consistent with the long term economic goals and design standards contained in this Plan
- Develop an attractive directional signage program

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. This concept must never get lost. The City and CRA will need to continue to promote economic development and redevelopment in concert with the public improvements that this Plan proposes. The following are some suggested means to encourage investment in the community:

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 and develop small businesses
- Business recruitment and retention
- Business education and training seminars
- Additional member services
- Attract key niche market retailers, both local and regional, to redirect local residents back to the Barton Boulevard area.

REDEVELOPMENT INCENTIVES

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

- In some areas of the CRA 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, thus relieving the developers of the requirement of providing parking.
- In the CRA, redevelopment does not put as many financial burdens on the taxpayers to build new infrastructure and services as new development does. For this reason, there can be a reduction in taxes, permitting fees and licenses for redevelopment projects.
- Common citywide storm drainage treatment and collection systems should be planned and a master stormwater permit should

be obtained from the St. Johns River Water Management District (SJRWMD) for the redevelopment district, especially for the Town Center and Carnival Mall sites. There are numerous grants available for collection and treatment of urban runoff. First-come redevelopers in the CRA should be exempted from constructing stormwater facilities or contributing cash-in-lieu monies for storm drainage improvements, except as required to meet minimum standards.

- The CRA can create low interest loan pool monies from local banks through the Community Reinvestment Act. These loan pools can be utilized to entice redevelopment investors into the community.
- The CRA can purchase properties and assemble them for resale. The resale prices and loan payment terms can be designed to make the cost of redeveloping a site market-wise.
- The City/CRA can offer free services or planning and design fee rebates for the redevelopers whose projects are compatible with the Plan objectives.
- The CRA and City can offer landscape packages similar to façade programs.
- The CRA and City can offer tenant location finder services for redevelopers looking for tenant leases.



PART X STATUTORY REQUIREMENTS

RELOCATION ASSISTANCE

The City should formulate a relocation assistance policy providing equitable treatment for all property owners and tenants in the event of displacement resulting from property acquisition by the Redevelopment Agency. It is anticipated that property acquisitions within the redevelopment area will also occur through private enterprise. Private sector land acquisition and redevelopment projects are not subject to the same provisions. If a voluntary sale is made, relocation of occupants, whether tenants or owners, is the responsibility of the parties to that sale. In the case of tenants displaced as a consequence of a voluntary sale, the Redevelopment Agency, if requested, will assist by providing technical assistance and by referring the displaced parties to known local private and public housing providers to assure that replacement housing is available to them.

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 area at the time of this writing. 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.

PLAN APPROVAL

In accordance with Chapter 163.360, Florida Statutes, the Community Redevelopment Agency shall submit any Redevelopment Plan it recommends for approval together with its written recommendations, to the governing body. The governing body shall hold a public hearing on the Redevelopment Plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the redevelopment area covered by the Plan, and outline the general scope of the Redevelopment Plan under consideration. Following such a hearing, the governing body may approve the Redevelopment Plan therefore if it finds that:

1. A feasible method exists for the location of families who will be displaced from the redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The Redevelopment Plan conforms to the general or Comprehensive Plan of the county or municipality as a whole;
3. The Redevelopment Plan gives due 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 welfare of children residing in the general vicinity of the site covered by the Plan; and
4. The Redevelopment Plan will afford maximum opportunity consistent with the sound needs of the county or municipality as a

whole, for the rehabilitation or Redevelopment of the redevelopment area by private enterprise.

Upon approval by the City Council the Redevelopment Plan shall be considered in full force and effect for the respective redevelopment area and the City may then cause the community Redevelopment Agency to carry out the implementation of such Plan

DURATION OF PLAN

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

AMENDMENT OF PLAN

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

SAFEGUARDS AND RETENTION OF CONTROL

This Redevelopment Plan is the guiding document for future development, redevelopment and ancillary programs, projects, and activities in and for the redevelopment area. In order to assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this Plan, the 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, etc., include but are not limited to the Comprehensive Plan, the Land Development Code, the Zoning Code, adopted design guidelines, performance standards and City authorized development review, 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 sets forth proposed uses in the description of the Concept Plan and illustrates them on the accompanying maps. The Rockledge City Council retains the vested authority and responsibility for:

1. The power to grant final approval to Redevelopment Plans and modifications.
2. The power to authorize issuance of revenue bonds as set forth in Section 163.385, F. S.

3. The power to approve the acquisition, demolition, removal or disposal of property as provided in Section 163.370(3), F.S. and the power to assume the responsibility to bear loss as provided in Section 163.370(3), F.S.

The Redevelopment Agency shall provide adequate safeguards or any other provisions necessary to carry out the goals and objectives of the 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.

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 on or before March 31st of each year and with the City Council. The report shall include a complete financial statement setting forth its assets, liabilities, and income and operating expenses as of the end of such fiscal year. Additionally, the Agency shall comply with the auditing requirements, as set forth in Florida Statutes, Section 163.387(8), which mandates an independent financial audit of the trust fund each fiscal year and a report of such audit.

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.



PART XI APPENDICES

This section contains supplementary information gathered during the inventory and public involvement phases, as well as a list of funding sources that may be available to the City of Rockledge.

APPENDIX A

INVENTORY

OVERVIEW

Preparation of the Rockledge Redevelopment Plan required a thorough understanding of the existing physical conditions of Rockledge's neighborhoods and commercial areas and the analysis of the assets and liabilities of these conditions. Information for the inventory was collected from several sources including site visits for the physical inventory, previous planning studies, interviews with City staff, technical documents, and interviews with citizens and property owners of the area. Information concerning land use attributes, zoning, building ages, and property values that are related to the physical conditions of the area were mapped in Geographic Information Systems (GIS) format.

POPULATION

The current population of Rockledge is estimated to be 20,000, or approximately 2.4% of Brevard County's total population of 476,230.

PUBLIC FACILITIES

POTABLE WATER

Rockledge maintains a franchise agreement with the City of Cocoa for potable water service. Expansion of the distribution system is funded by Cocoa impact fees, user fees, and connection charges in accordance with the requirements of the franchise agreement. The City currently consumes in average gallons per capita per day 132 gpcd, 199 peak gpcd. According to the City of Cocoa, there is sufficient capacity to continue to provide potable water services to the City of Rockledge through the planning period.

The City of Rockledge requires that all new development be reviewed for concurrency by the Cocoa water treatment facility (Dyal Water Treatment Plant) to insure adequate capacity is available at their facility to accommodate existing populations and the newly proposed development.

WASTEWATER

Wastewater treatment is handled by the City of Rockledge; the treatment plant is located on the north end of Murrell Road, within the redevelopment district. The wastewater treatment plant maintains sufficient design capacity to meet existing and projected flow rates throughout a twenty-year planning period. The City will extend water treatment services to incorporated or annexed areas of the City. The average gallons per capita per day treated is 78 gpcd. The quality of treatment is in compli-

ance with FDEP effluent parameters. The capacity of the system is sufficient to ensure service to projects that arise from this Redevelopment Plan. Future development activities are not expected to negatively impact capacity.

SOLID WASTE

The City of Rockledge Department of Public Works provides solid waste collection services. Brevard County maintains the primary facility utilized for the processing and disposal of solid waste at the central treatment plant. The City of Rockledge generates 1.2 tons per capita per year. The Brevard County solid waste facility capacity is expected to meet demands of future development in the region until the year 2020.

The City's dumpster ordinance was identified as an issue of concern during focus group meetings. Of primary concern is the requisite design standards and the financial impact of retrofitting dumpster pads on existing businesses. The location of dumpsters also affects the visual image of the community when placed in front of businesses along roadways. This issue must be addressed as part of the redevelopment process.

STORMWATER MANAGEMENT

According to the City's Comprehensive Plan, the stormwater drainage system shall be maintained through the development of ordinances and land development regulations that ensure effective groundwater recharge, protect, preserve, or improve the quality of surface drainage waters being discharged, establish and maintain effective levels of intergovernmental coordination regarding systems of multi-governmental use, reduce existing flooding problems and prevent additional problems with future development. The system is designed for a 100-year frequency, (100 year pre/post development, if site has a positive outfall, 100 year total retention, if site does not have an adequate outfall), 24 hour duration event, using 13.5 inches of rainfall.

During discussions at the focus group meetings it was apparent that there is public concern over the City's stormwater regulations. City standards are far more stringent than the St. Johns river Water Management District, the chief regulatory agency for water management in Central Florida. Furthermore, stormwater permitting is becoming an impediment to growth and development. The amount of fill required to accommodate City retention standards is having undesirable effects on the environment as well causing unnecessary clearing of native vegetation and creating isolated wetland conditions on adjacent properties.

TRAFFIC CIRCULATION

Transportation is a vital component of the economic vitality of the community and significant infrastructure improvements are either programmed for construction or planned for in the currently adopted Long-Range Transportation Plan. The City's goal is to maintain a minimum Level of Service (LOS) E for all major roadways in

the redevelopment area, with the exception of U.S. 1, which is not specified. These are minimum standards; it is the goals of the Capital Improvements Element of the Comprehensive Plan to attain higher LOS. LOS designations are a method of measuring the flow of traffic, with A being the free flow of traffic and F being heavy, stop and go traffic. The sections below summarize the significant transportation issues for the primary corridors in the community redevelopment area.

U.S. 1

Realizing existing deficiencies in carrying capacity and anticipating future demand, the FDOT is in the process of designing the widening of this roadway (4 lanes to 6 lanes). The widening and realignment of U.S. 1 may create concerns regarding limited access, reorientation of site configuration, and property value. While the project is to be constructed within the existing right-of-way, possible impacts to parking configuration, altered access, reduction of available lot usage, and creation of non-conforming properties can place limitations on possible redevelopment. However, by early entry into the planning process, the improved capacity created by the widening can be augmented by the redevelopment process to mitigate potential negative consequences of the project. The impacts justify the need for redevelopment along this primary commercial corridor.

Recognizing the need for improvements on U.S. 1, the Rockledge City Council adopted a resolution on November 7, 2001 supporting planned improvements by the FDOT and outlining critical issues of concern that should be considered during the design process. Documentation concerning existing conditions, roadway deficiencies, and proposed recommendations are contained in the U.S. 1 Corridor Study Final Report completed in May 1999 by Ivey Harris and Walls Inc. (IHW) for the Florida Department of Transportation, District 5, and the Brevard Metropolitan Planning Organization.

FLORIDA AVENUE

Florida Avenue is experiencing problems with traffic circulation. The alignment of numerous driveways on this two-lane road section has caused conflicting turning movements and queuing delays at signalized intersections. Delays in traffic circulation will continue as the volume of traffic increases on this roadway. The Florida Avenue Capacity Analysis Study completed in June 1999 by Dyer, Riddle, Mills & Precourt Inc. for the City of Cocoa identified the following primary issues of concern as determined by the consultants and expressed by City Officials for the Cities of Cocoa and Rockledge and the public.

- Increasing traffic volumes
- Collisions at intersections
- Lack of access management
- Peak hour congestion

- Projected capacity failures at primary intersections

Property owners on Florida Avenue have expressed their desire for road improvements that will upgrade the appearance of the roadway and improve safety. Recommendations for aesthetic improvements included landscaping, decorative lighting, and gateway treatments at the intersection of U.S. 1 and at the City entrance from Cocoa on north Florida Avenue. An additional opportunity for improving visual quality includes the use of uniform signage for information and direction providing better access to historic resources.

Suggested functional improvements included better access management and traffic circulation through the use of traffic signals, sidewalks, intersection improvements, shared access when possible, and upgraded pedestrian crossings.

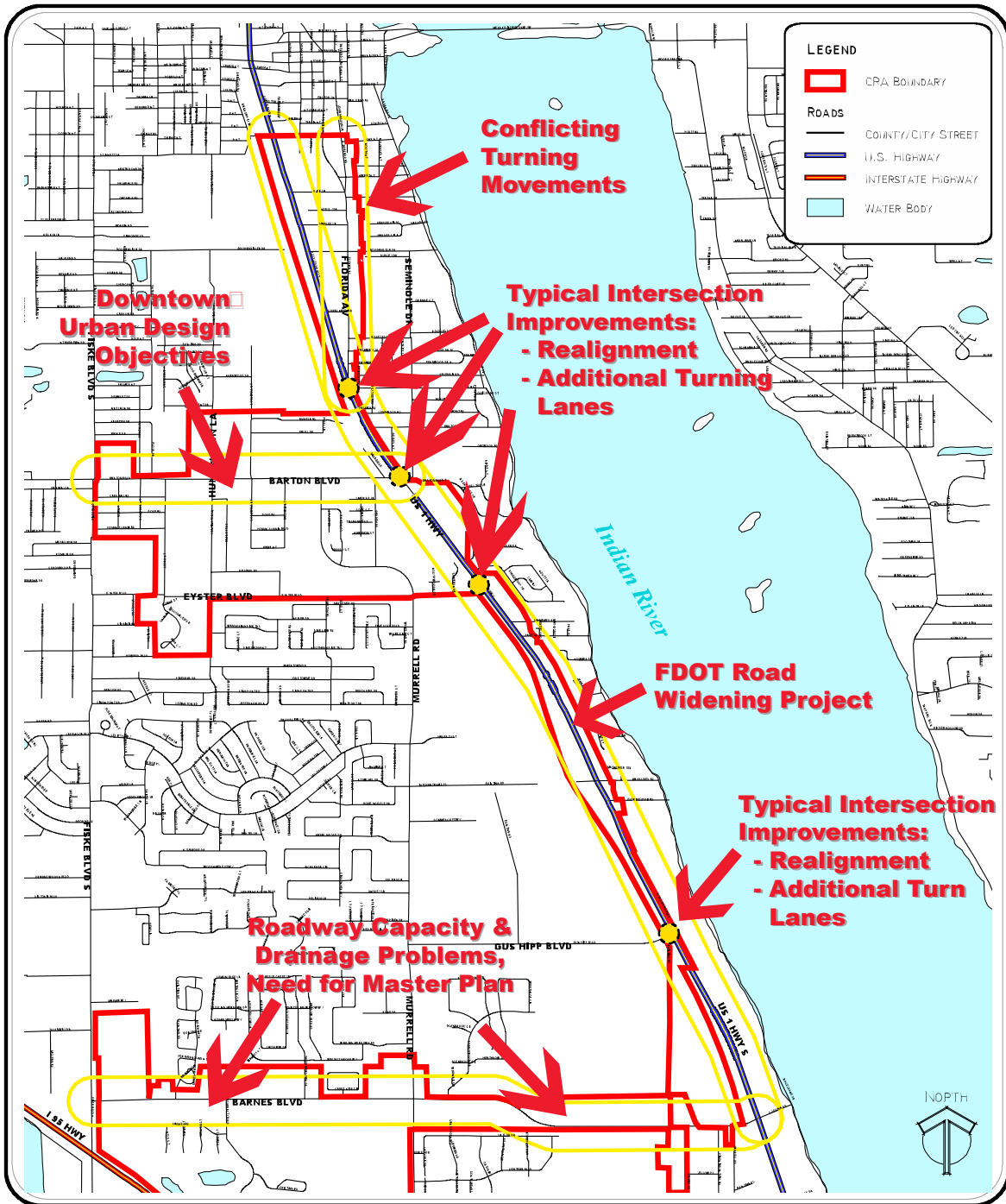
BARTON BOULEVARD


Inadequate street layout on this corridor is related to the strip commercial development patterns that have occurred along this roadway. These development patterns are contrary to the City's expressed desire to create a traditional town center in the vicinity of City Hall. Traffic calming techniques and the reorientation of parking, access and buildings will be required to support future development that is consistent with this urban design objective.


BARNES BOULEVARD

Barnes Boulevard is a two lane County Road that provides convenient access to Interstate 95 for several local communities. Both recent growth in the "New Town" of Viera and commercial development at the west end of the roadway have caused traffic on Barnes Boulevard to be on the threshold of roadway deficiency. Demand on this road section is expected to increase due to its proximity to the area experiencing one of the highest growth rates in Brevard County. The land adjacent to the road should be master planned to develop regulations that will address future land use, urban design, drainage, and access management to minimize the negative impacts of future growth and development. Transportation deficiencies on Barnes Boulevard are documented in a Traffic Operations Review conducted in April 2000 by Motorist Design Transportation Consultants for Brevard County. The study recommends widening Barnes Boulevard and adding turn lanes at signalized intersections to accommodate current demand and to address safety issues for multiple conflicting turning movements.

FIGURE 24 - TRANSPORTATION ISSUES



CREATED BY:
 THE RMPK GROUP

FDP THE:
 CITY OF ROCKLEDGE, FLORIDA

TRANSPORTATION ISSUES

CITY OF ROCKLEDGE CRA FINDING OF NECESSITY STUDY

DATA SOURCE: CITY OF ROCKLEDGE PLANNING DEPARTMENT
AND BREVARD COUNTY PROPERTY APPRAISER'S OFFICE

MAP # 5

REVISED: 11-08-01

0 1000 2000 5000
SCALE IN FEET

LAND USE

The land use composition in Rockledge is generally consistent with typical urban development patterns found throughout the state of Florida. Commercial land uses are located along the main transportation routes including: US Highway 1, Florida Avenue, Barton Boulevard, Barnes Boulevard, Fiske Boulevard, and Murrell Road. Historically significant businesses are concentrated on Rockledge Drive and are surrounded by residential areas on other streets that constitute the core of the historic area. The physical layout and quaint historic character of the neighborhoods in this area are extremely desirable attributes that should be replicated and capitalized on for future development.

FUTURE LAND USE

The future land use element of the City's Comprehensive Plan delineates the following land use definitions within the CRA:

COMMERCIAL

Activities within land areas that are predominantly connected with the sale, rental and distribution of products, or performance of services. Commercial uses will be at a relatively low to moderate intensity, consistent with existing uses.

INDUSTRIAL

Activities within land areas that are predominantly connected with manufacturing, assembly, processing, or storage of products. Industrial uses will be at a relatively low to moderate intensity, consistent with existing uses.

LOW DENSITY RESIDENTIAL

Low density residential land uses shall be at a density not exceeding three (3) dwelling units per acre.

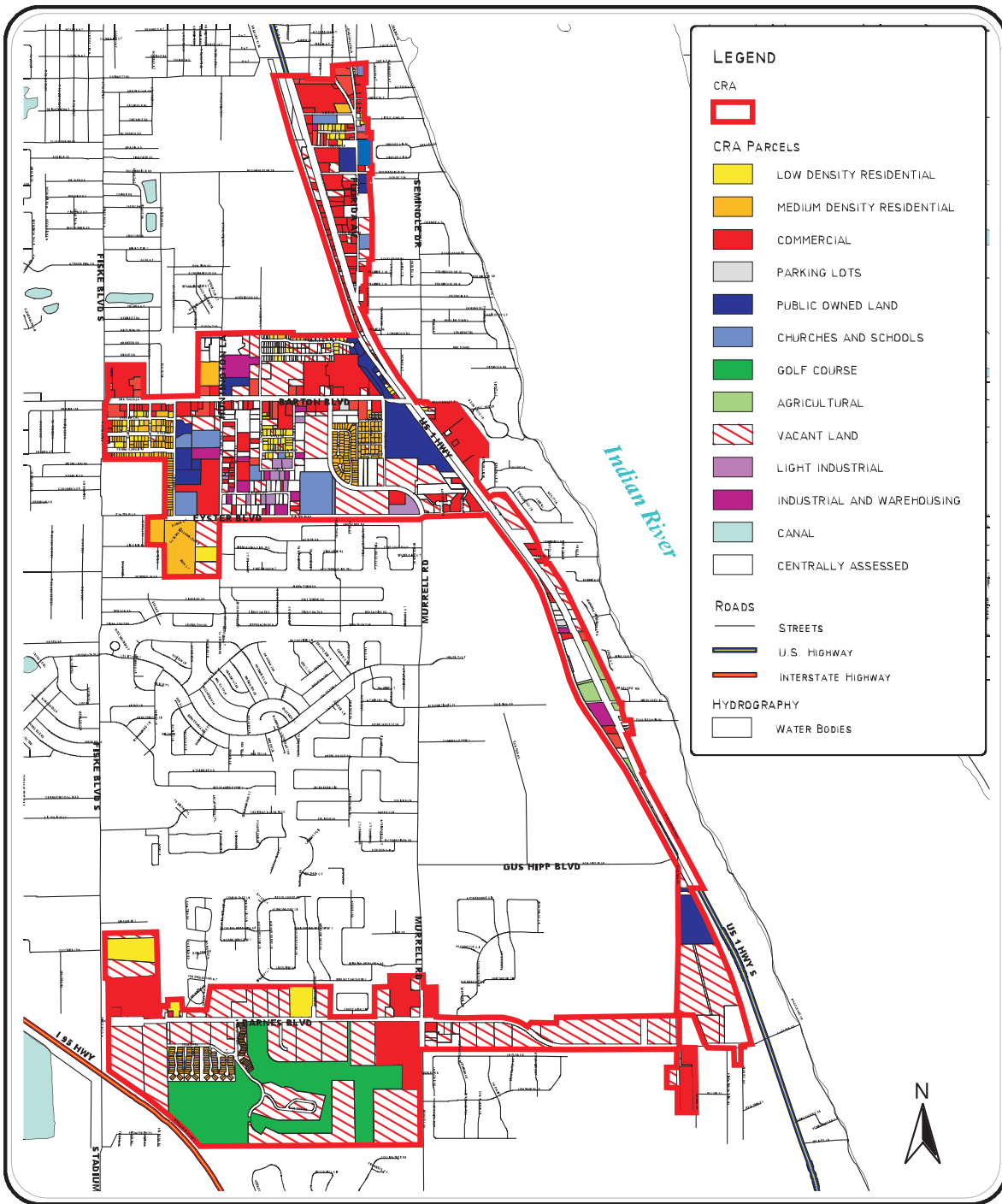
MEDIUM DENSITY RESIDENTIAL

Medium density residential land uses shall be at a density greater than three (3) dwelling units per acre and not exceeding fourteen (14) dwelling units per acre.

INSTITUTIONAL

Activities within land areas that are predominantly connected with governmental facilities (federal, state and local) schools, hospitals, and medically related facilities. Institutional land uses will be at a relatively low to moderate intensity, consistent with existing uses.

FIGURE 25 - CURRENT LAND USE



CREATED BY:
 TRM GROUP

FOR THE:
 CITY OF ROCKLEDGE, FLORIDA

CURRENT LAND USE

CITY OF ROCKLEDGE CRA FINDING OF NECESSITY STUDY

DATA SOURCE: CITY OF ROCKLEDGE PLANNING DEPARTMENT AND BREVARD COUNTY PROPERTY APPRAISER'S OFFICE

REVISED: ii-(B-0)

0 1000 2000 5000
 SCALE IN FEET

RECREATIONAL, PUBLIC PASSIVE (RPP)

Activities within this land area are predominantly connected land areas being preserved which contain areas of wetlands and or habitats which serve to protect valuable threatened and endangered species. These areas may also be used to enhance the passive recreational needs of the population (i.e., hiking and bicycle trails, information centers, scenic vistas, canoeing, fishing, and the use of fishing/mooring docks). These areas may be designated passive park areas. Whenever possible the city will work with permitting agencies to combine functional uses of all properties.

RECREATIONAL, PUBLIC ACTIVE (RPA)

Activities within this land area are predominantly connected to land areas being used for active recreational purposes which include the following uses (i.e., field sports, basketball, soccer, tennis courts, community centers, recreation centers, water recreation (if determined environmentally safe), horseshoes pits, volleyball, skateboarding areas, shuffleboard, in-line skating, and other activities deemed appropriate by the city. Whenever possible the city will work with permitting agencies to combine functional uses of all properties.

RECREATIONAL, PUBLIC MIXED USE (RPMU)

Activities within this land use area shall be predominantly connected to areas which serve a mix of functions (i.e., master storm water lakes, wetland areas, conservation areas) but also should serve the residents of the area, (i.e., canoeing, freshwater fishing, hiking, picnic areas and water skiing if allowed by ordinance). These areas will often be in the process of transitioning from a public works project to public use project and may be transformed into open space parks.

MIXED USE PLANNING DISTRICTS

The City's Comprehensive Plan also identifies several mixed-use planning districts that allow a combination of uses in areas that already have differing uses. The future land use element specifies that the percentage of uses may change through zoning code changes. These areas include the Barton Boulevard Area (Mixed-use Planning District 5), the Murrell Road Area (Mixed-use Planning District 6) and the Barnes Boulevard Area (Mixed-use Planning District 7).

PLANNING DISTRICTS

There are eight planning districts in the City of Rockledge, four of which are located either wholly or partially within the redevelopment area. These include:

PLANNING DISTRICT 2 - FLORIDA AVENUE AREA

The objective for this area is to maintain and improve it primarily for business development while upgrading the overall existing character and appearance of the area.

Types of land use will be primarily wholesale trade, retail trade, business and professional offices, public and semi-public services and other uses which support and are compatible with the intent of this district. Zoning changes will be in accordance with the intent of the district as well. Existing residential development on Florida Avenue will be retained, and activities in this area will be coordinated with the City of Cocoa's Redevelopment Agency to ensure compatibility.

PLANNING DISTRICT 5 - BARTON BOULEVARD AREA

This area's objective is to guide development toward the establishment of a mixed-use area consisting of highly intensive mixed uses while maintaining compatibility with regional thoroughfares, local roads, municipal systems, and adjacent land uses. Land uses will be retail trade, business and professional offices, multiple family attached dwellings, public and semi-public services, parks and open space, and other uses which support and are compatible with the intent of this district. Zoning that is consistent with the intent and criteria of this district. The areas west of Murrell and south of Eyster may have new residential development. Development east of U.S. 1 will be limited to commercial use. The area south of Eyster Boulevard and east of Murrell Road will consist of light manufacturing and warehousing uses, commercial retail and professional/business offices. new development between U.S 1 and the FEC Railroad should be limited to commercial uses.

PLANNING DISTRICT 6 - MURRELL ROAD AREA

The purpose of this district is to establish the Murrell Road area as a high quality office/industrial park, with varying peripheral land uses, which is compatible with and incorporates within its design the area's natural systems. Development will consist primarily of light industrial uses and professional or business offices. Residential and commercial uses may be allowed to located on the west side of Murrell Road. New development between U.S. 1 and the FEC Railroad should be limited to commercial uses. Development east of U.S. 1 will be limited to commercial uses.

PLANNING DISTRICT 7 - BARNES BOULEVARD AREA

The purpose of this district is to create a mixed-use district of commercial, recreational, and residential land uses. Development will consist of a balanced mix of these and their ancillary uses such as parks, schools, utilities, and other activities that service both the permanent and tourist populations. Commercial development may be allowed along Barnes Boulevard. Development in the I-95/Fiske Boulevard area will be via joint planning agreement with Brevard County, and steps will be undertaken to enter into an interlocal agreement regarding the area adjacent to this district, designated as an urban reserve area.

PLANNING DISTRICT 8 - CENTRAL ROCKLEDGE AREA

The intent of this district is to maintain and improve this area as a low and medium density residential area and ensure that future development will not substantially alter or depreciate the existing character of the area. Development will consist of single-family detached dwellings and related uses such as parks, schools, utilities, etc. Limited commercial, professional, and multifamily residential uses will be considered in appropriate locations as warranted. The City will attempt to develop an inter-local agreement with the County for the urban reserve area that encompasses unincorporated areas adjacent to this district.

ZONING

RCE RESIDENTIAL COUNTRY ESTATE

The purpose of the RCE district is to establish areas where very low residential densities may be maintained and where investment in homes will be protected from the adverse affects sometimes found in agricultural districts. While the RCE district is primarily residential, certain uses found only in agricultural areas are permitted.

R1 SINGLE-FAMILY DWELLING DISTRICT

The R1 single-family dwelling district is intended to apply to an area that is predominantly developed with single-family dwellings or which, by its location, trend of development, or planned development designated in the Comprehensive Plan, is appropriate to such uses. The lot areas are large and the district is designated to preserve and protect the characteristics of single-family uses.

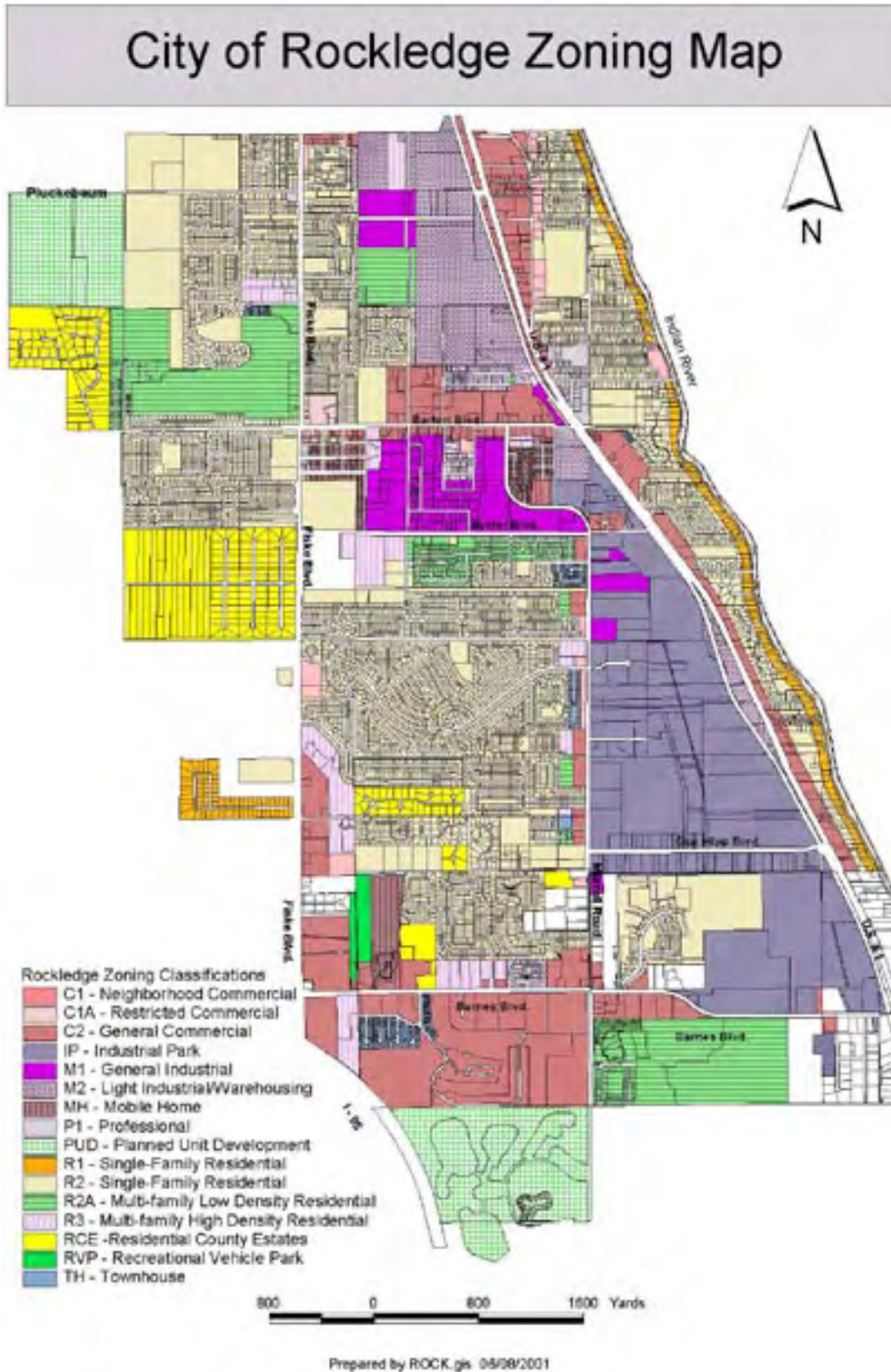
R2 SINGLE-FAMILY DWELLING DISTRICT

The provisions of the R2 single-family dwelling district are intended to apply to an area predominantly developed with single-family dwellings or which, by its location, trend of development or planned development designated in the Comprehensive Plan, is appropriate to such uses. The prevailing lot areas are intended to be smaller than those of the R1 district, and a greater variety of uses are permitted.

R2A MULTIFAMILY DWELLING (LOW-DENSITY) DISTRICT

The provisions of the R2A multifamily dwelling (low-density) district are intended to apply to an area predominantly developed to garden-type apartments, two-family dwellings (duplex) and single-family dwellings or which, by its location, trend of development or planned development designated in the Comprehensive Plan, is appropriate to such uses.

FIGURE 26 - ZONING



R3 MULTIFAMILY DWELLING (HIGH-DENSITY) DISTRICT

The provisions of the R3 multi-family dwelling (high-density) district are intended to apply to any area predominantly developed with residential uses containing multiple-family dwellings or which, by its location or trend of development or planned development designed in the Comprehensive Plan, is appropriate to such uses. In addition, they are intended to provide for a greater variety of uses, accessory or complimentary, to multiple-family units.

TH TOWN HOUSE DWELLING DISTRICT

The provisions of the TH district are intended to apply to a higher density single-family residential area or a low- to medium-density multiple-family development. Townhouses can be built as a predominantly townhouse area or as a transitional zone involving single-family detached or multiple-family residential units, depending upon location or trend of the existing uses.

MH MOBILE HOME DISTRICT

The provisions of the MH mobile home district are intended to apply to an area which is predominantly developed for residential use with mobile home dwellings or which, by its location or trend of development designated on the city zoning map and in the Comprehensive Plan, is appropriate to such uses. This district shall be developed in such a way as to make efficient, economical and aesthetically pleasing use of land, so restricted that the same will be continually maintained by the owner.

RVP RECREATIONAL VEHICLE PARK

The RVP district is intended as an area in which recreational vehicle may be operated for the convenience of persons desiring “temporary” accommodations for camping, tenting, and recreational vehicles. The use character of the RVP district shall be deemed commercial in nature, as distinguished from residential, and any recreational vehicle, tent, camper, recreational vehicle or other habitable unit occupied by a guest or patron of a recreational vehicle park shall not be deemed to be a “resident,” nor a “residence,” “dwelling,” or “place of residence” within the meaning of other provisions of the Rockledge Zoning Codes which prohibit or restrict land usage in relation to residences.

C1 NEIGHBORHOOD RETAIL COMMERCIAL DISTRICT

The C1 neighborhood retail commercial district is intended to apply to an area predominantly developed to selected commercial uses which serve primarily residential areas adjacent and tributary thereto or which, by its location, trend of development or planned development designated in the Comprehensive Plan, is appropriate to such uses. Areas designated as C1 districts are intended to abut certain principal streets, existing or planned, the frontage of which makes such areas adaptable to the selected commercial uses designated herein.

C1A RESTRICTED COMMERCIAL DISTRICT

The provisions of the C1A restricted commercial district are intended to apply to any area developed as a planned shopping center or which, by its location or planned development designated in the Comprehensive Plan, is appropriate to such uses. The provisions of the C1A district are intended to protect the character of planned shopping centers and to ensure that such character shall be appropriate to the surrounding uses and their conditions and safeguards [and] shall be established to assure, insofar as possible, that development will protect and enhance the value of surrounding property, in addition to achieving other public purposes.

C2 GENERAL COMMERCIAL DISTRICT

The provisions of the C2 general commercial district are intended to apply to an area developed to business establishments which serve all portions of the city and the metropolitan area, or which by its location, trend of development or planned development designated in the Comprehensive Plan, is appropriate to such use. High land values, limitation of space and public convenience and welfare justify a greater intensity of use than in other commercial districts.

P1 PROFESSIONAL DISTRICT

The provisions of the P1 professional district are intended to apply to urban areas with convenient access to a major thoroughfare and to other business areas, wherein activities are restricted to financial, professional and business office operations. The district is intended to accommodate office parks and is partially intended as a buffer or transitional use between residential development and more intense development.

M1 LIGHT INDUSTRIAL AND WAREHOUSING DISTRICT

The provisions of the M2 light industrial and warehousing district are intended to apply to an area developed as a planned industrial district or which, by its location or planned development designated in the Comprehensive Plan, is appropriate to such uses. Provisions of this district are intended to protect the character of an area planned to provide an attractive and economical environment for the operation of selected types of industries, ensuring that such character shall be appropriate to the surrounding uses and that conditions and safeguards shall be established to assure, insofar as possible, that development will protect and enhance the value of surrounding property, in addition to achieving other public purposes.

M2 PLANNED INDUSTRIAL DISTRICT

The provisions of the M2 light industrial and warehousing district are intended to apply to an area developed as a planned industrial district or which, by its location or planned development designated in the Comprehensive Plan, is appropriate to such uses. Provisions of this district are intended to protect the character of an area

planned to provide an attractive and economical environment for the operation of selected types of industries, ensuring that such character shall be appropriate to the surrounding uses and that conditions and safeguards shall be established to assure, insofar as possible, that development will protect and enhance the value of surrounding property, in addition to achieving other public purposes.

IP INDUSTRIAL PARK DISTRICT

This IP industrial park district is composed of lands so situated as to be well adapted in industrial park development. The regulations for this district are intended to encourage quality development compatible with surrounding districts, with suitable open spaces, landscaping and parking areas. Consequently, the uses permitted in this zoning district are limited to those administrative, wholesaling and manufacturing activities that can be carried on in a relatively unobtrusive manner, and to certain accessory facilities that are necessary to serve the employees of the district.

PUD PLANNED UNIT DEVELOPMENT DISTRICT

The intent and purpose of the planned unit development or PUD district is as follows:

- (a) To provide for planned residential communities, containing a variety of residential structures and diversity of building arrangements with complementary and compatible commercial or industrial uses or both; planned commercial centers with complementary and compatible residential or industrial uses or both; or planned industrial parks with complementary and compatible residential or commercial uses or both; developed in accordance with an approved final development plan.
- (b) To allow diversification of uses, structures and open spaces in a manner compatible with existing and permitted land uses on abutting properties.
- (c) To reduce improvement costs through a more efficient use of land and smaller networks of utilities and streets than is possible through application of other zoning districts.
- (d) To ensure that development will occur according to limitations of use, design, density, coverage and phasing stipulated on an approved final development plan.
- (e) To preserve the natural amenities and environmental assets of the land by encouraging the preservation and improvement of scenic and functional open areas.
- (f) To encourage an increase in the amount and usability of open space areas by permitting a more economical and concentrated use of building areas than would be possible through conventional subdivision practices.

- (g) To provide maximum opportunity for application of innovative concepts of site planning in the creation of aesthetically pleasing living, shopping and work environments on properties of adequate size, shape and location, and to encourage the separation of vehicular and pedestrian traffic.

HISTORIC DEVELOPMENT PATTERNS

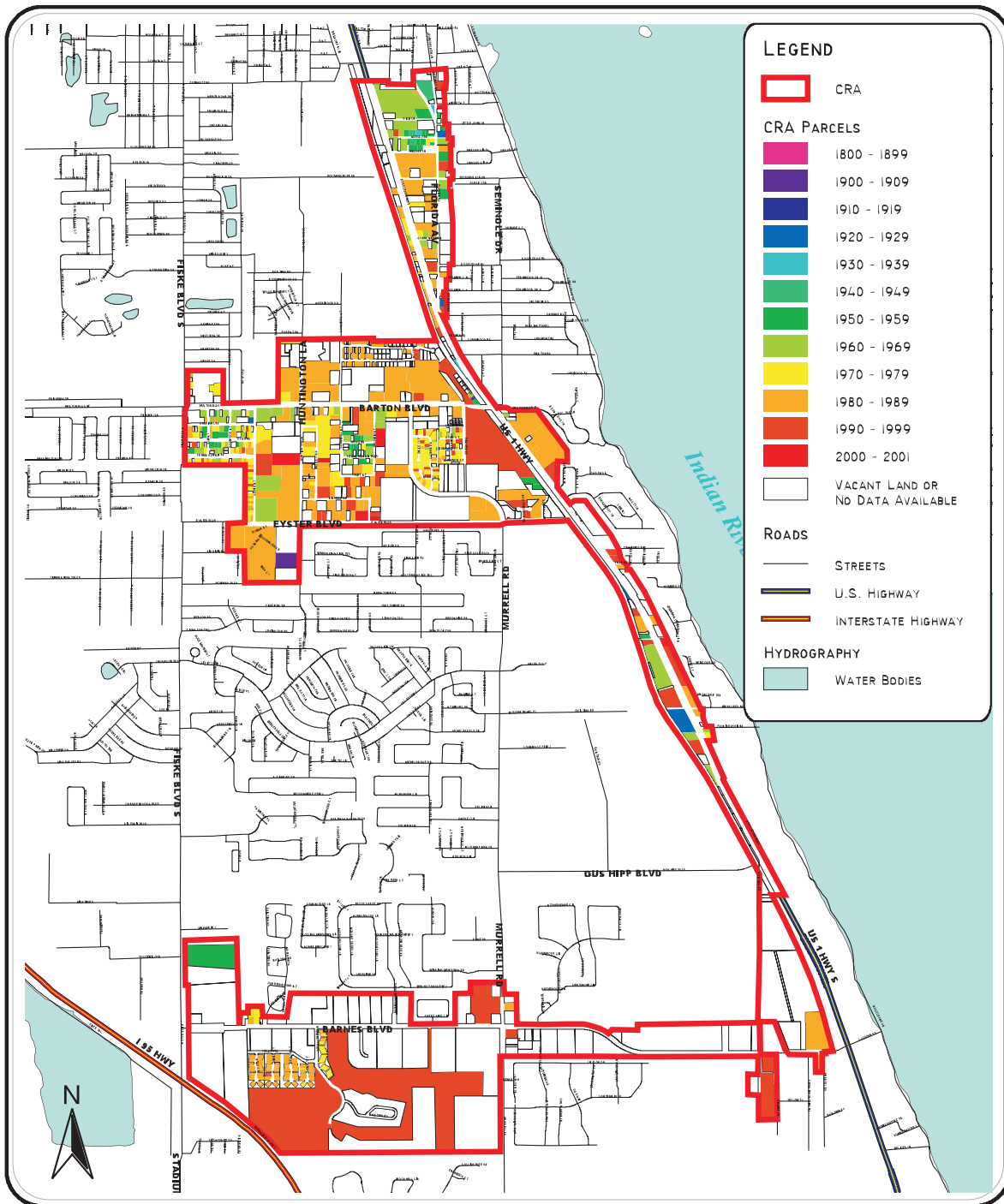
Reviewing information concerning building ages obtained through the Brevard County Geographic Information System (GIS) provides insight into Rockledge's historic development patterns (Figure ____). The oldest developed property in the City is located in the residential areas near the riverfront east of Florida Avenue. As the City grew and the transportation system improved, linear (strip) commercial development ensued along U.S. 1. Commercial properties were established on the west end of Barton Boulevard in the 1960s with newer development occurring in the 1980s east of Huntington Lane. Larger scaled commercial developments including Barton Commons and Rockledge Square also occurred in the 1980s.



A major shift in commercial development activity is now happening on Barnes Boulevard. Now one of the dominant commercial corridors in the City, Barnes Boulevard is effectively capturing the commercial markets previously held by U. S. 1 and Barton Boulevard. Property and business owners currently located on Barton Boulevard are very concerned about their ability to compete with Barnes Boulevard. Future land use decisions should address this economic concern and encourage future development that will invigorate demand on local goods and services in this area.

The history of commercial development reflects a shifting of private sector investment in response to higher traffic volumes and new residential development. This has resulted in the relocation of commercial uses based on anticipated market demand. Combined with the fact that Rockledge has a relatively low population, the demand has not kept pace with the volume of newly created commercial space. Older commercial centers are now experiencing vacancies, driving land values and lease rates down and allowing for low-end retail operations. The end result is the physical deterioration of conditions along the older transportation corridors in the City.

Industrial land uses were established in the waterfront areas in Cocoa, north of Rockledge, providing stimulus for establishing the area's historic business district. Rail and water access provided transportation facilities in support of the citrus industries that constitute the historic economic and employment base for the area. Economic transition in the 1960s related to the space industry has impacted regional employment and the nature of the economic base. The space industry has established an advanced technology identity for Brevard County that the City of Rockledge has been able to capitalize on in preparing for future opportunities with planned industrial areas located east of Murrell Road. Pockets of light industrial and warehouse uses are located in the central portion of the redevelopment area between Barton Boulevard and Eyster Road.

FIGURE 27 - AGE OF STRUCTURES



CREATED BY:

 FOR THE:
 CITY OF ROCKLEDGE, FLORIDA

AGE OF STRUCTURES

CITY OF ROCKLEDGE CRA FINDING OF NECESSITY STUDY

DATA SOURCE: CITY OF ROCKLEDGE PLANNING DEPARTMENT
 AND BREVARD COUNTY PROPERTY APPRAISER'S OFFICE

REVISED: 11-19-01

0 1000 2000 5000
 SCALE IN FEET

INVESTMENT IMAGE AND VISUAL BLIGHT

The combination of market shifts in commercial investment, highly visible industrial land uses, and the loss of retail tenants on primary roadways has led to the physical deterioration of portions of Rockledge. The consequence of this downward cycle is visual blight, which, if left unchecked, becomes a strong psychological deterrent to private sector investment. This is an outcome of commercial development relocating to new areas and the lack of regulatory control preventing this type of development pattern.

The most profound example of poor investment image has taken place at the City's northern entrance. Heading south on U.S. 1 when entering Rockledge, the first image of the City is the vacant Carnival Mall site to the east and the completely dilapidated FEC Railroad stockyard on the west. For the City's redevelopment effort to be successful, this entrance must be transformed into a welcoming gateway. The Carnival Mall site should be a high priority for redevelopment.

Property vacancy leads to physical and economic deterioration that is very harmful to the investment image of the City. High vacancy levels indicate weak market dynamics to the private investor. Building vacancy is also a significant factor considered by the County Property Appraiser when assessing property values for tax purposes. These conditions exist along Barton Boulevard, where recent counts indicate forty-eight business vacancies in that area.

The quality and standards for signage also have a tremendous impact on the perception of a community. There is a correlation between those cities throughout the state with quality signage and the economic success of their commercial areas. This phenomenon is directly related to the investment image portrayed by a community. Bad signage conditions are generally related to areas in economic decline, particularly if the prevalent conditions include aging signs with structural dilapidation, excessive size and number of signs, cheap or inappropriate materials, and poor quality of design. Although it is a very difficult issue to resolve, the long-term removal of billboards and aging signs on the City's primary corridors, in conjunction with landscape improvements, will enhance the visual quality of the community and thereby improve the investment image.

PUBLIC AND INSTITUTIONAL LANDS

While it is understood that public and institutional land uses play an important role in the local economy, long term planning goals should stimulate desired economic activity and minimize any negative influences on future growth and development. Public and institutional land uses in the City of Rockledge are a positive influence on the economy and the everyday fabric of life in the community. They include City Hall, County government offices, School Board properties, Wuesthoff Hospital, public works facilities, schools and Churches in the area.

Property in this category of land use, however, is tax exempt and does not generate ad valorem tax revenue for the City. Government uses and facilities should be consolidated where possible, thereby improving efficiency, generating a greater impact on the proposed town center, and enabling public lands to return to the tax roll. For example with the widening of U.S. 1, the City has an opportunity to improve the overall aesthetics of the area by locating a library near City Hall, as an additional anchor for the proposed Town Center, and working with the school board to release the property on Florida Avenue.

The gradual transition from industrial lands to residential uses in the area south of Barton Boulevard and in-fill housing projects will provide residential concentrations to support future commercial development in the proposed town center area. Through the use of appropriate design criteria, this transition can occur within the context of traditional architecture found in the riverfront area. Long-term investment based on an understanding of market opportunities in conjunction with public investments designed to enhance the aesthetic quality of the community will stabilize deteriorating commercial and industrial areas. When successful, these activities will strengthen the tax base providing additional revenues for government services while reducing the need for millage rate increases.

INCOMPATIBLE LAND USE

Incompatible land uses are strong deterrents to future growth and development and are closely associated with economic disuse. Incompatible land uses also disrupt the ability of the community to function properly and often have negative impacts on the visual character of the City. As previously described, the historic commercial development patterns have not only impacted the appearance of the community along the major roadways, they have also intruded on surrounding residential areas. Non-residential uses have a negative influence on this area's attraction to prospective homeowners, thereby reducing property values.

Unfortunately the intense function and obtrusive visual character of many industrial sites have a negative influence on the investment image of a community. Although industrial activity is very desirable for employment, these uses in the City of Rockledge are in highly visible locations along U.S. 1. Future land use decisions driven by the economic objectives of the Redevelopment Plan provide the City with an opportunity to introduce more valuable and appropriate land uses in strategic locations.

Light industrial uses and warehousing south of Barton Boulevard should be isolated from surrounding residential areas through landscape buffering. Eventually, these uses should be relocated to industrial sites on the east side of Murrell Road. Residential development should be encouraged on remaining vacant lands in this area. These activities will generate positive synergies for the prospective land use categories. Relocated industrial uses will stimulate investment on Murrell Road and free up valuable residential opportunities in the vicinity of Barton Boulevard. Residential

development in proximity to the proposed Town Center will support existing businesses and strengthen market dynamics, encouraging new investment in the retail and service sectors of the local economy.

APPENDIX B

FOCUS GROUP SUMMARY REPORT

Following is a summary report outlining the information obtained during work sessions conducted February 12th & 13th, 2002 in the City of Rockledge, Florida. The information includes an overview of the process and basic format of the meetings, the attendees, and a brief summary of the information provided by the participants. This information is used during the inventory and analysis phase of the redevelopment planning process and will be incorporated when formulating the goals and objectives of the Redevelopment Plan.

ROUND TABLE DISCUSSIONS

Attendees were asked to respond to a series of questions designed to generate discussion concerning existing conditions and desirable future development opportunities and public investments in the redevelopment area. Questions were designed to extract different information from each group depending on their location in the redevelopment area. Participants were invited from each of four sub-areas of the redevelopment district including Florida Avenue, Barton Boulevard, U.S. 1 and Barnes Boulevard.

After introductions and a project overview, participants were asked to respond about any concerns they may have with the City's proposed redevelopment effort. This information provided insight as to their understanding of the history of the area and the resulting development patterns including their perspective on the issues as a resident or business owner. Following is a summary of the comments and discussions that occurred at each of the meetings.

WORK SESSION #1

Tuesday February 12, 2002: 9:00 a.m.-11:00 a.m. Property Owners and Business Representatives from Florida Avenue

PARTICIPANTS:

- Paul Vavala
- Debbie Minicus Vavala
- Linda McDermott
- Rayann Kelly
- Albert Bringardner
- Cathy Schweinsberg
- Don Griffin
- Kurt Easton

ISSUES AND COMMENTS

- Participants expressed a strong desire for improvements to Florida Avenue
- Improved access management and traffic circulation
- Aesthetic improvements including landscaping, decorative lighting
- Functional improvements, traffic signals, sidewalks, intersection improvements, shared access when possible, pedestrian crossings
- Also expressed desire for better historic connection and access to historic resources through directional signage
- There was general concern over the lack of control over architectural quality
- Suggested that the City consider an overlay zoning district to control future land use and provide architectural and site design guidelines
- Lengthy discussion over the negative impact of the County School Board Maintenance Yard
- Expressed dismay over the inability to work with the School Board to relocate the facility
- They realized the tremendous potential for creating a gateway to Florida Avenue in conjunction with construction of the Morris Park.
- There was concern over the fact that the old gun rack building would remain on that site regardless of any improvements or special treatment of the building
- Don Griffin provided an overview of the proposed improvements to the intersection of Florida Avenue and U.S. 1
- They agreed with the great potential of improving the city's investment image by redeveloping the old Carnival Mall site into what was described as Rockledge Village
- Reorienting that critical site from U.S. 1 to Florida Avenue and providing aesthetic buffering on the U.S. 1 corridor and creating a new entrance feature into the community
- Participants expressed great concern over the impacts of the dumpster code
- They also shared support for a maintenance bond on landscaping or, if need be, some other measure for ensuring that landscaping survives after the completion of development projects
- There is a sense of concern about the practicality of generating community support and consensus
- How do we involve those who don't want change or those who

feel that redevelopment will increase growth or harm the environment

- In that vein, it was determined that an environmental strategy would be an important component of any Redevelopment Plan
- There was support for trying to create a Town Center with strong architectural features and more historic development patterns
- The consensus was that the Barton Boulevard area would be the best location

WORK SESSION #2

Tuesday February 12, 2002: 2:00 p.m.- 4:00 p.m. Property Owners and Business Representatives from Barton Boulevard

PARTICIPANTS:

- Kim Anderson
- Ken Ray
- James Stevens
- Lyne Reed
- Ed Inman
- Tom Newbern
- Oon Soo Ung
- Dr. Saravana Rajan
- Kevin Houston
- Tom Dreher
- Keith Bennett
- Tom Nicholson
- Peggy Nicholson
- Skip Davis
- Don Griffin
- Kurt Easton

ISSUES AND COMMENTS

- Participants in this session expressed their overwhelming concern over the economic conditions on Barton Boulevard
- Recent counts indicated 37 business vacancies
- Strong concern over losing any traffic counts on the roadway or any proposed improvements that would disrupt traffic flow to businesses already struggling
- Questions arose concerning a previously proposed roundabout on Barton and the potential disruption of traffic flow

- The consultant provided assurance that any design proposals would be a result of this redevelopment planning process and future public design workshops
- There was general discussion about factors influencing local economic conditions
- Concern over the ability to compete with new commercial development on Barnes Boulevard
- Concern over the future of Barton Commons and Village Green Shopping Centers
- Concern over possible K Mart closing and the future status of Publix and Walmart on U.S. 1, a local realtor provided a fairly grim prognosis for these properties
- Discussion ensued concerning the status of the Brownfield clean-up at Village Green and what new uses could possibly be introduced to the site
- There is general concern over depreciating property values and the lack of demand for vacant property
- There was support for the idea of a new Town Center, however there was confusion as to how to make it happen, where it should be located, how it would relate to Barton, and how to prioritize this in relation to other needs
- Comments included the fact that Barton Boulevard was not a quaint shopping district and that the road section was too long to be considered for a central business district
- The possibility of locating the County Library within a Town Center area was well received although there were reservations about County locational criteria that requires a minimum of 5 miles between libraries. It was agreed that this should not be an issue that precludes the city from locating the library in the vicinity of Barton Blvd.
- The idea of bringing new uses into the Barton Boulevard area was well received, including strengthening surrounding residential areas and encouraging new residential development and providing for mixed-use development as well
- Participants supported beautification of the roadway
- There was concern over the condition of many of the older buildings along the corridor and who would pay for façade improvements, feeling that the owners won't
- They inquired about whether there would be loans available to help businesses pay for improvements to their property
- Given the current economic conditions several business owners expressed their unhappiness with sign regulations and their

inability to advertise sales effectively

- Drainage requirements were also questioned and considered far too restrictive

WORK SESSION #3

Wednesday February 13, 2002: 9:00 a.m.-11:00 a.m. Property Owners and Business Representatives from U.S. 1

PARTICIPANTS:

- Nick Rahal
- Don Griffin
- Kurt Easton

ISSUES AND COMMENTS

- We were surprised at the lack of response and poor attendance at this meeting, however we spent time with a knowledgeable local realtor and were able to generate some valuable information.
- Comments on existing regulations included concern over stringent stormwater regulations, the dumpster ordinance and the high cost of retrofitting existing pads, the increase in occupational license fees, and the sign ordinance
- Further expressed concern over inadvertent consequences of the stormwater ordinance including, stripping of all vegetation to accommodate fill requirements, steep slopes for access to improved properties, excessive runoff onto adjacent properties causing isolated wetland conditions
- Feels that redevelopment proposals would be well received in the business community but the business people are not organized to show support and ensure program implementation
- Comments contradicted previous prognosis on the future viability of Publix and Walmart, these are strong producing facilities that should continue to be successful, referencing the fact that Walmart is looking to add a gasoline facility at this location
- There was agreement that the Carnival Mall site on U.S. 1 is an eyesore that needs to be redeveloped and that the City should contact the FEC Railroad and encourage them to improve the condition of their property located on U.S. 1, apparently Sen. Bill Posey would be a good contact to help facilitate this action
- The Barton area again was determined to be a good location for a Town Center and that possible spin-off medical offices from Wuesthoff Hospital and law offices for attorneys close to Viera could be good anchor uses in conjunction with government uses

to stimulate this concept

- Concern over the private sector assuming the risk for this type of development
- Concern over those in the community who don't want to be taxed, don't want change or are overly zealous in environmental matters and that a project of this nature could be derailed
- Indicated that there is demand for smaller lots in Rockledge
- Questioned whether an ordinance could be established that allowed for greater residential densities while requiring greater protection of open space areas
- Expressed the desire that this process will enable the City to anticipate problems before they happen rather than reacting to problems once they occur

WORK SESSION #4

Wednesday February 13, 2002: 2:00 p.m.-4:00 p.m. Property Owners and Business Representatives from Barnes Boulevard

PARTICIPANTS:

- Madeline Bayer
- Nancy Wallace
- Richard Gramling
- Andy Kirbach
- Tom Bailby
- Joe Salzman
- Don Griffin
- Kurt Easton

ISSUES AND COMMENTS

- The issues and comments we received on Barnes Boulevard were very straight forward and pertained to the future carrying capacity of the roadway and how that will impact individuals rights to develop their property. Following are some specific comments received on this issue.
- How can we work with the County to ensure future road improvements on Barnes?
- What is the time frame for any improvements?
- Where will the funding come from?
- Will there be a building moratorium?
- After discussion it was determined that a building moratorium is unlikely because no one wants to see that happen, it is not in the

interest of the city or the property owners. Funding through the proposed County half cent sales tax is a possibility and it is hoped that a solution to the problem would be defined in the coming year.

- One of the funding problems is that Viera received transportation impact fee waivers thereby depleting revenues that would have been used for improvements to Barnes
- Specific transportation issues included the possible need for traffic signals at Three Meadows and Admiralty Lane, concern over left turn movements exiting Turtle Creek on Barnes.
- Stormwater is also a major issue on Barnes Boulevard and the County is currently conducting a study with Bussen Mayer Engineering
- A stormwater recharge study is also being undertaken with Turtle Creek Country Club
- Other issues included whether money will be spent equitably throughout the redevelopment district and how long the Community Redevelopment Agency would be in existence, this was mentioned when citing how much money had been spent in downtown Cocoa over the years and how little money had been spent in other areas of Cocoa
- All in attendance agreed that improvements on Barnes should include beautification, that the Fiske and Barnes Boulevard intersection should be a major gateway entering the City, and that a corridor master plan should be undertaken to determine the best future roadway configuration and to manage future land use and stormwater issues

WORK SESSION #5

Wednesday February 13, 2002: 7:00 p.m.- 9:00 p.m. City Council and the Business Development Committee

On Wednesday evening, following two days of focus group meetings, a joint workshop with the Rockledge City Council and the Business Development Committee was held. An overview of the findings was presented and the proposed schedule and work program for the preparation of the Redevelopment Plan was discussed. The meeting provided an opportunity for the City's leaders to share their thoughts on the redevelopment program and develop a more thorough understanding of the magnitude and complexity of the issues at hand. Following are some of the specific comments received and issues discussed.

ISSUES AND COMMENTS

- The City will need to reconcile discrepancies between desired

future land use and current zoning standards, ie. Provide zoning for a mixture of uses in the Barton Boulevard area

- There will be a need for on-going communication and community education concerning the goals of the redevelopment program and the rationale behind proposed implementation strategies
- This will be particularly important as it relates to the environmental features of the program
- It will be necessary to foster good relationships with the County, School Board, FEC and FDOT to promote the redevelopment effort and secure success
- The City and the Redevelopment Agency will have to strategically address priorities for capital expenditures based on the expressed desires of the community while considering the best return on their public investment as it relates to the success of the redevelopment effort
- For example, should money be spent on attracting good uses or on capital improvements
- Should the City hire a professional and/or staff to run the program
- Are there stakeholders groups for each of these areas who will continue on after the Redevelopment Plan is complete, what will their role be?
- What are the appropriate uses for the Town Center?
- Can the Redevelopment Agency help market the shifts in future land use to attract private sector interest?
- What should the short term priorities be on Barton? Should we plant trees and provide other beautification improvements now?
- The City Manager indicated that funding is budgeted for sidewalks and stormwater improvements for Barton Boulevard this year.
- It is recommended that any currently budgeted improvements in the area be analyzed to ensure maximum benefit to the community within the context of redevelopment objectives.

APPENDIX C

DESIGN WORKSHOP SUMMARY

The following notes were collected at the design workshop held on in April 9, 10, and 11 2002.

CITY HALL SITE - 1.1.1/2.1.1

- Vacant parcels
- Building redevelopment opportunity
- Centrally located
- Good entry points
- Library site
- Pedestrian opportunity
- Business relocation opportunity
- Police relocation
- City Hall
- Greenway opportunity
- Grid system available
- Minor relocation
- Traffic circle opportunity
- Government use opportunity

K-MART SITE 1/2

- Vacant land
- Busy streets

ENVIRONMENT

- Police to restaurants (east end of Barton)
- Center of town - more ROW
- Specialty shops/office
- Add residential lots to commercial frontage
- Professional class A office
- Medical/law offices
- Median on Barton
- Buildings on sidewalk
- Sidewalk cafe
- Parking on street
- Professional/residential/medical/government
- Pedestrian friendly

- Mixed-use buildings
- Well-lighted
- Landscaped
- Office anchor building
- Nightlife
- Entertainment
- Residential
- Hotel
- Character difference

SIMILAR PLACES

- Cape Coral
- Winter Park Mall
- Cocoa Village
- Miami Lakes
- Stuart
- Virginia City
- Columbus, IN
- Orlando
- Worth Avenue
- Palm Beach
- Cedar Falls
- Okeechobee

STREETS

- Need to combine through-traffic with pedestrian character
- Slower traffic encourages good local business

BUILDING LOCATION

- Buildings set back on Barton with connected parking
- Eyster as alternative route

BUILDING MASS

- Two-story for density - retail/office or residential
- Mixed heights throughout district for diversity of Town Center

TOWN SQUARE

- Linear parkway on Barton
- City Hall area for central park
- Rockledge Park - connected greenway through City

- Gateway features
- Pedestrian overpass

ARCHITECTURAL STYLE

- Mediterranean
- Old Florida

SUB-AREA 1

KEEP

- School Board and Carnival Mall need to be redone
- Morris Park needs to be done right
- Florida Avenue and U.S. 1 make it a featured gateway.
- Entry to high school made more important? Extend Rader Road and close Florida Avenue? (Realignments of road) flyoff alternative intersection.
- Partnership with Cocoa Village to use Carnival Mall as a mixed use development (extend theme)

SUB-AREA 2

KEEP

- FEC Crossing as part of a swap (lose one somewhere else)
- Longwood extension- tied to Cogswell
- Barton median good
- Some want P.W. moved (clean it up no matter what)
- Need a major anchor - what makes it unique?
- Add support commercial near hospital (restaurant/retail/office)
- Medical office should stay east of U.S. 1 (focus campus around hospital)
- Need a grocery store at Village Green

REMOVE

- Keep PW's where it is (split)
- Stay out of business area south of Barton (viable now, works fine)
- Let market drive change in future

SUB-AREA 3

KEEP

- Residential on east side - especially on vacant parcels

- Need buffers from road
- Visual buffer (landscaping) to hide RR tracks
- Groups of shade trees

REMOVE

- How to treat existing businesses?
- make transition to new residential

QUESTIONS

- What are foot access management requirements?
- What kind of residential - is single-family appropriate on high-way?
- Agricultural land (annex to Barnes Boulevard) Rezone some commercial back to agricultural
- Tax incentives and land trading to make commercial want to move
- Be sure agricultural uses are what you want
- Be aware of takings issues

SUB-AREA 4

KEEP

- Like road to change to Murrell
- Add convention center with hotel
- Like buffers
- Pedestrian and bikeways
- Gateways (where? West end? Personalize messages)
- Annex to the west
- Like focal points at Murrell
- Need more residential along corridor
- South of Barnes - don't eliminate commercial, just make more compatible in the future.

REMOVE

ROCKLEDGE PRIORITIES

CAPITAL PROJECTS WITHIN CRA

- U.S. 1
- Barton Boulevard
- Town Center Park
- Florida Avenue enhancements

- Florida Avenue - U.S. 1 realignment
- Morris Park upgrades
- Barnes Boulevard
- Greenway Trail
- Gateways
- Eyster Boulevard enhancements

PUBLIC/PRIVATE

- Village Green
- Barton Commons
- Carnival Mall
- Town Center
- Wuesthoff Crossing
- School Board relocation

REGULATORY/PROGRAMMATIC

- Comprehensive Plan
- Zoning
- Land development regulations
- Overlay district
- Architectural standards
- Stormwater ordinance
- Dumpster ordinance
- Landscape ordinance
- Facade improvement program
- Code enforcement

APPENDIX D

FUNDING SOURCES

The following section provides an overview of funding sources that may be available to The City of Rockledge.

1. REDEVELOPMENT REVENUE BONDS

The provisions of F.S.163.385 allow the City, in conjunction with the Community Redevelopment Agency, to issue “revenue bonds” to finance redevelopment actions. The security for such bonds is based on projected tax increment revenues to be used to finance the long-term bond debt. Prior to the issuance of long-term revenue bonds, the City or Community Redevelopment Agency may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to provide debt service on a bond issue.

2. GENERAL REVENUE BONDS

For the purposes of financing redevelopment actions, the City may also issue general obligation bonds. These bonds are secured by debt-service millage on the real property within the City and must receive voter approval.

3. SPECIAL ASSESSMENT DISTRICTS

Special assessment districts could also be established. Municipal Service Benefit Units (MSBU), for the purpose of funding various capital improvements within an area or for the construction of a particular project.

4. THE STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) PROGRAM

This is a block grant to local governments to allow them to implement locally designed housing programs. The SHIP Program provides funds for use under the State Apartment Incentive Loan (SAIL) Program, the Homeownership Assistance Program, the Florida Affordable Housing Guarantee Program, and the Affordable Housing Catalyst Program. This program offers low-interest mortgage loans to profit and nonprofit developers of new apartment projects that set aside a minimum of 20% of their units for households with incomes at or below 50% of applicable median income, or a minimum of 40% of their units for households with incomes at or below 60% of applicable median income. Loans are generally limited to no more than 25% of total project cost and have a maximum term of twenty-five (25) years. The Florida Housing Finance Agency (FHA) and the Florida Department of Community Affairs administer the program. Loan recipients are selected through a competitive application process.

5. THE HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)

HAP assists low-income persons in purchasing a home by providing zero-interest second mortgage loans in the amount of \$1,700 to be used for down payment and closing costs associated with financing a mortgage loan under the single family Mortgage Revenue Bond Program. The borrower must be approved by a participat-

ing lender in order to receive a HAP loan, and have a total annual income less than 80% of the state or local median income, whichever is greater. As of 1992, the program was expanded to include construction loans to not-for-profit builders of for-sale housing and permanent second mortgage loans to low-income buyers of those homes. The Florida Housing Finance Corporation (FHFC) and the Florida Department of Community Affairs administer the program.

6. THE HOME INVESTMENT PARTNERSHIP (HOME)

This is an annual formula grant to local governments. It was enacted as part of the 1990 Redevelopment Agency and National Affordable Housing Act to provide states with their first opportunity to administer federally funded homeownership and rental housing programs. These funds may be used for new construction, rehabilitation, land acquisition, site improvements, and tenant-based rental assistance. The state's HOME program is administered by the Florida Housing Finance Corporation, with priority given to projects located in communities that have not received direct HOME funding.

7. FDOT HIGHWAY BEAUTIFICATION GRANTS

Annual state highway beautification program. With a \$150,000 annual limit, projects may be phased over several years. Excellent source of funding for improvements on federal and state highways.

8. KEEP AMERICA BEAUTIFUL (KAB) GRANT

Annual landscaping grant program administered through State Department of Agriculture. With a \$20,000 limit, projects may be phased; \$40,000 worth of trees planted in an urban area has a substantial physical impact.

9. SMALL BUSINESS ADMINISTRATION (SBA) TREE PLANTING GRANT

Annual tree planting grant geared toward supporting nursery operations and landscaping contractors with less than 100 employees. Has a \$20,000 limit. Same impact as above.

10. INDUSTRIAL REVENUE BONDS (IRB)

Industrial revenue bonds may be used to finance industrial and some commercial projects. The primary emphasis on such projects is the creation of jobs and as a consequence speculative ventures are not normally financed by these means. The City typically issues such bonds, with repayment pledged against the revenues of the private enterprise being funded. IRBs are tax-exempt and consequently are typically three percentage points below prevailing interest rates.

11. SAFE NEIGHBORHOODS ACT - F.S. CHAPTER 163.502

Neighborhood improvement districts created pursuant to the Act may request a planning grant from the State's Safe Neighborhood Trust Fund on a 100% matching basis. The District may also authorize the levying of an ad valorem tax of up to 2 mills annually on real and personal property.

12. URBAN MASS TRANSIT ADMINISTRATION (UMTA) GRANTS

UMTA grants can be used for construction of infrastructure in support of mass transit objectives. Some flexibility exists in the guidelines for this grant program, for example UMTA funds could be used to help construct a multistory parking facility if the facility is part of a distribution plan for other means of mass transit, such as a rail system.

13. FLORIDA COMMUNITIES TRUST (FCT)

This program provides state funding for the acquisition of community-based projects, urban open-space, parks and greenways that implement local government comprehensive plans. Eligible applicants include Florida municipalities, county governments, and non-profit environmental organizations that are tax-exempt under Section 501(3)(c), U.S. Internal Revenue Code. Source of funding is the Florida Forever Act (Section 259.105(3)(c), FS).

Contact: Executive Director, Florida Communities Trust, Florida Department of Community Affairs
2555 Shumard Oak Boulevard
Tallahassee, FL 32399-2100
850-922-2207 Suncom 292-2207 Fax 850-921-1747

14. ST. JOHNS RIVER RIVER WATER MANAGEMENT DISTRICT (SJRWMD) FUNDS

SFWMD funding is available for assistance in stormwater improvement projects, which would be beneficial for redevelopment projects that contain areas identified as having drainage deficiencies.

15. DIRECT BORROWING FROM COMMERCIAL LENDERS

The Redevelopment Agency is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the funding requirements of the particular project(s), the Redevelopment Agency may utilize both short-term and long-term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the Redevelopment Agency will generally attempt to secure the lowest available interest rate.

16. LAND SALES/LEASES

Acquisition of property and its preparation for development are powers available to the Redevelopment Agency under statutory provisions. The resale or leasing of such land to private developers can provide another source of income within the community redevelopment area.

17. PRIVATE CONTRIBUTIONS

Voluntary contributions by private companies, foundations, and individuals are a potential source of income to the Redevelopment Agency. Although such contributions may account for only a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits.

18. COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS PROGRAM

Agency: U.S. Department of the Treasury
Types of projects: Lending and investment capital for targeted high poverty, high unemployment areas
Dollar amount: Up To \$1,000,000
Match: 100%
Deadline: June
Leveraging: Lending institutions
Special preparations: Applicant-non-profit financial intermediary

19. COMMUNITY DEVELOPMENT CORPORATION SUPPORT AND ASSISTANCE PROGRAM

Agency: Florida Department Of Community Affairs
Types of projects: Administrative support for organizations involved in economic development and neighborhood revitalization
Dollar amount: Approximately \$40,000 - \$50,000 Annually
Match: None
Deadline: Spring

20. CULTURAL FACILITIES GRANTS

Agency: Florida Depart of State, Division of Cultural Affairs
Types of projects: Construction of cultural facilities including arts, historical and science museums
Dollar amount: Up To \$500,000
Match: 2/1 (two local to one grant), match must be at least 50% cash which can include land value and irrevocable cash pledges. No state funding permitted as match
Strings/limitations: Maximum request over five years: \$1.5 million
Deadline: Courtesy review-mid march, application deadline-mid April
Special preparations: Architectural planning must be complete. Architect must be under contract to the project. Project should be cited in cultural plans

21. FLORIDA GREENWAYS AND TRAILS PROGRAM

Agency: Florida Department of Environmental Protection
Types of projects: Acquisition of property for linear corridors, open space connectors and trails
Dollar amount: \$12,000 - \$5,500,000
Match: None required
Deadline: June
Special preparations: Willing seller

22. FLORIDA RECREATION DEVELOPMENT ASSISTANCE PROGRAM (FRDAP)

Agency: Florida Department of Environmental Protection
Types of projects: Acquisition or development of land for public outdoor rec-

recreation projects
 Dollar amount: \$50,000 - \$150,000
 Match: Zero match for \$50,000, 25% match up to \$150,000, 50%
 over \$150,000
 Deadline: Late August
 Special preparations: Public hearings
 Contact: Terri Messler, Bureau of Design and Recreation Services,
 Division of Recreation and Parks, Florida Department of
 Environmental Protection.
 3900 Commonwealth Blvd, Mail Station 585
 Tallahassee, FL 32399-3000
 850-488-7896 Suncom 278-7896 Fax 850-488-3665

23. TEA 21

Agency: Metropolitan Planning Organization/Florida Department of
 Transportation/Federal Highway Administration
 Types of projects: Highway beautification, historic preservations, scenic road-
 ways, bike and pedestrian facilities, rehabilitation and opera-
 tion of historic transportation studies, preservation of aban-
 doned railway corridors, control and removal of outdoor
 advertising, archeological planning and research, mitigation
 of water pollution due to highway runoff
 Dollar amount: Varies
 Match: 10% non-federal funds
 Deadline: TBA

24. JOHN S. AND JAMES L. KNIGHT FOUNDATION

Agency: Foundation
 Types of projects: Arts and cultural, education, journalism, community initia-
 tives
 Dollar amount: \$20,000 - \$150,000

25. LIVABLE COMMUNITIES INITIATIVE

Agency: Federal Transit Administration
 Types of projects: Planning, property acquisition, purchase of buses, safety ele-
 ments, site design, improvements, operational enhancements
 Dollar amount: \$300,000 - \$1,000,000

26. LOW INCOME HOUSING TAX CREDIT

Agency: Florida Housing Finance Agency
 Types of projects: New construction, rehabilitation (excluding land costs)
 Dollar amount: Tax Credit: 9% new construction, 4% with other
 federal subsidies
 Deadline: March/April
 Strings/limitations: Set aside 20% of units at 50% or less of median income set

Leveraging: aside 40% of unit at 60% or less of median income
HOPE VI, SHIP, CDBG funds

27. NATIONAL TRAIL FUNDING PROGRAM

Agency: Florida Department of Environmental Protection
Types of projects: Development/acquisition of pedestrian and bicycle trails,
development of trailside facilities
Dollar amount: \$50,000
Match: \$50,000
Deadline: December 31

28. SUSTAINABLE DEVELOPMENT CHALLENGE GRANTS

Agency: U.S. Environmental Protection Agency
Types of projects: Brownfields, balancing growth and the environment
Dollar amount: \$10,000 to \$250,000
Deadline: August
Special preparations: Formation of stakeholders committee

29. LOCAL INITIATIVES SUPPORT CORPORATION

Agency: Foundation Grant
Types of projects: Community building initiatives, capacity building
Dollar amount: Technical assistance

30. LOCAL LAW ENFORCEMENT BLOCK GRANTS PROGRAM

Agency: U.S. Department of Justice
Types of projects: Hiring, training, employing additional law enforcement;
enhancing security in schools; drug court; establishing multi-
jurisdictional task force in rural areas; establishing crime pre-
vention programs between community and law enforcement
personnel
Dollar amount: \$10,000 and Up
Match: 10%
Deadline: August
Strings/limitations: Cannot supplant local funds

31. ECONOMIC DEVELOPMENT GRANTS FOR PUBLIC WORKS AND INFRASTRUCTURE DEVELOPMENT (EDA PUBLIC WORKS)

Agency: U.S. Economic Development Administration
Types of project: Water and sewage systems, industrial access roads, tourism
facilities, business incubators facilities, infrastructure for
industrial parks
Dollar amount: \$200,000 - \$4,500,000
Match: 50%
Strings/limitations: Must be above national average unemployment rate
Deadline: Rolling
Special preparations: Pre-application process consistent with Overall Economic

Development Program (OEDP)

32. HISTORIC PRESERVATION GRANT-IN-AID

Agency: Florida Department of State
Types of projects: Acquisition and development, surveys and planning, certified local government, special topics that change yearly
Dollar amount: Up To \$20,000
Match: 50%
Strings/limitations: Conservation easement on renovated property
Deadline: September 1 and December 1
Special preparations: Intense lobbying effort

33. HISTORIC PRESERVATION SPECIAL CATEGORY

Agency: Florida Department of State
Types of projects: Renovation
Dollar amount: \$50,000 - \$250,000
Match: At Least \$50,000. Match can be cash or in-kind from up to five years prior to application deadline
Strings/limitations: Conservation easement on renovated property
Deadline: Mid-May to early June
Special preparations: Intense lobbying effort in Tallahassee September and April

34. HOMELESS CONTINUUM OF CARE

Agency: U.S. HUD
Types of projects: Permanent housing, single room occupancy, and supportive housing services
Dollar amount: Estimate: \$2,000,000
Match: No specific amount or percentage
Strings/limitations: Must plan to address entire community needs
Deadline: August
Leveraging: CDBG, City contribution
Special Preparations: Continuum of Care Plan for entire community

35. ECONOMIC DEVELOPMENT TRANSPORTATION FUND

Agency: Executive Office of the Governor Office of Tourism, Trade and Economic Development
Types of projects: Road projects that are an inducement for location of a company or expansion of a company
Dollar amount: Up To \$2,000,000
Match: None
Strings/limitations: Tied to job creation
Deadline: July 1

36. TITLE V COMMUNITY ORGANIZING PROGRAMS

Agency: OJJDP Agency
Types of projects: Neighborhood organizing and planning, community out-

reach
Dollar amount: \$50,000
Deadline: Spring
Match: 50%
Strings/limitations: Support newly formed groups working toward juvenile crime prevention
Leveraging: CDBG
Special preparations: Neighborhood group organized

37. COMMUNITY ADJUSTMENT AND INVESTMENT PROGRAM (CAIP)

Agency: North American Development Bank, U.S. Small Business Administration

Overview: CAIP provides loan or loan guarantees to businesses located in communities with job losses related to the passage of the North American Free Trade Agreement (NAFTA). CAIP is a partnership between the Federal Government and the North American Development Bank (NADBank). Credit is made available to create new, sustainable jobs or preserve existing jobs at risk of being lost. Loans and guarantees are made through selected federal agencies or directly by the NADBank. Funding is available in identified communities based on evidence of a significant number of job losses due to changing trade patterns with Mexico or Canada and a need for transition and investment assistance due to the absence of other job opportunities. The Department of the Treasury serves as the chair of the interagency group responsible for the development and initiative of CAIP.

North American Development Bank

Phone: 562-908-2100

U.S. Small Business Administration

Phone: 202-205-6490

Internet: www.sba.gov

Domestic Finance Office, U.S. Department of the Treasury

Phone: 202-622-0637

Internet: www.ustreas.gov

38. BUSINESS AND INDUSTRIAL LOANS

Agency: Investment Division, U.S. Small Business Administration

Overview: Direct or insured loans assist public, private, or cooperative organizations (for-profit or nonprofit), Indian tribes, or individuals in rural areas to improve, develop, or finance business, industry, and employment and to improve the economic and environmental climate in rural communities. Loans may be used for pollution control and abatement.

Phone: 202-205-6510

Internet: www.sba.gov/inv/

39. THE INDUSTRIAL ASSESSMENT CENTER (IAC) PROGRAM

Agency: Investment Division, U.S. Small Business Administration

Overview: This program sponsors no-cost energy audits for small and medium-

size manufacturers. The audits are conducted by teams of engineering faculty and students from universities throughout the United States serving as industrial assessment centers. This program provides energy, waste, and productivity assessments to manufacturers that meet certain criteria and that are located within 150 miles of an IAC.

Phone: 202-205-6510

Internet: www.sba.gov/inv/

40. OFFICE OF BUSINESS INITIATIVES (BI)

Agency: Office of Business Initiatives, U.S. Small Business Administration

Overview: The BI administers programs and activities designed to provide information, education, and training to prospective and existing small business owners. The office engages in co-sponsorships with private-sector partners that are designed to provide small business owners with information, education, and training that is cost effective, of high quality, and reflective of trends in small business development. The office develops and promotes innovative sources of outreach to small business owners designed to assist them in the startup, management, and growth. These sources include facilities, such as Business Information Centers, written materials, electronic bulletin boards, software, and other means of providing business development, business management, and business growth information. Office of Business Liaison Program Description/Activities: The Office of Business Liaison serves as the primary point of contact between the Department of Commerce and the business community. Objectives of the office are to develop a proactive, responsive, and effective outreach program and relationship with the business community; inform the Secretary, the department, and administration officials of the critical issues facing the business community; inform the business community of resources, policies, and programs; provide outreach to the business community including arranging regular meetings and briefings with Department officials; and guide individuals and businesses through the channels of the Federal Government with the Business Assistance Program.

Rural Business-Cooperative Service, U.S. Department of Agriculture

Phone: 202-720-6819

Internet: www.usda.gov

Office of Business Initiatives, U.S. Small Business Administration

Phone: 202-205-6655

Internet: www.sba.gov/BI

Office of Business Liaison, U.S. Department of Commerce

Phone: 202-482-1360

Internet: www.osec.doc.gov/obl

41. OFFICE OF GOVERNMENT CONTRACTING (GC)

Agency: Office of Government Contracting, U.S. Small Business Administration

Overview: GC advocates, facilitates, and creates an environment for the maximum

participation by small, disadvantaged, and woman-owned businesses in contracts awarded by the U.S. Government and subcontracts awarded by its large prime contractors.

Phone: 202-205-6460

Internet: www.sba.gov/gc/

42. OFFICE OF MINORITY ENTERPRISE DEVELOPMENT (MED)

Agency: Office of Minority Enterprise Development, U.S. Small Business Administration

Overview: This program provides business development assistance to socially and economically disadvantaged businesspersons to ensure opportunity to participate more fully and successfully in the mainstream national economy.

Phone: 202-205-6412

Internet: www.sba.gov/med/

43. SMALL, MINORITY, AND WOMEN-OWNED BUSINESSES

Agency: Office of Economic Impact and Diversity, U.S. Department of Energy

Overview: This program enhances the U.S. Department of Energy's partnerships with small, minority, and women-owned businesses; provides management and technical assistance; identifies barriers and obstacles to achieving contracting goals; and develops innovative strategies to increase business opportunities.

Phone: 202-586-8383

Internet: www.doe.gov

44. CAPACITY BUILDING SMALL GRANT PROGRAM (EMPOWERMENT ZONE/ ENTERPRISE COMMUNITY – EZ/EC

Agency: Office of Policy Development and Research, U.S. Department of Housing and Urban Development

Overview: The program provides small grants (under \$50,000) through an application process restricted to EZ/ECs to help communities develop comprehensive sustainable development plans and/or address specific problems in the implementation of their sustainable development plans. Funding can be used to assist communities in pursuing capacity-building projects or activities such as economic renewal training, design development sessions, industrial ecology training, visioning exercises, land-use planning techniques, and economic studies of the benefits of energy efficiency and renewable energy. Preference is given to EZ/ECs. Grant/Award

Amount: Individual grants are not to exceed \$50,000.

Phone: 202-708-1537, ext. 218

Internet: www.oup.org

45. THE GOOD NEIGHBOR PROGRAM

Agency: Public Buildings Service, U.S. General Services Administration

Overview: The General Services Administration (GSA) Public Buildings Service

is the Federal Government's largest civilian landlord. GSA provides 40 percent of all federal office space in government-owned buildings and space leased from the private sector, more than 250 million square feet, for more than a million federal workers. Through this program, GSA partners with cities, other federal agencies, and community groups to provide safe public environments in federal buildings and surrounding neighborhoods; locate federal workers in central business areas; participate in downtown management districts to provide services that physically improve neighborhoods and attract people to downtowns; offer free or at-cost space, restaurants, shops, and activities (farmers' markets, festivals, concerts, and exhibits) in federal facilities and outdoor plazas; provide excess federal property for public use; and participate in local community revitalization and planning efforts.

Phone: 202-501-1100

Internet: www.goodneighbor.gsa.gov

46. SUBSTANCE ABUSE PREVENTION PROGRAMS

Agency: Center for Substance Abuse Prevention, U.S. Department of Health and Human Services

Overview: Substance abuse prevention grants to states, local governments, and other organizations support substance abuse prevention efforts focused on vulnerable populations, at-risk communities, and statewide approaches targeting youth.

Phone: 301-443-0365

Internet: www.hhs/samhsa.gov

47. JOINT COMMUNITY DEVELOPMENT PROGRAM

Joint Community Development is a competitive funding program that provides funds to colleges and universities to create Centers of Community Revitalization. These centers will undertake large-scale, multi-phased, multi-year community building and revitalization activities in concert with their local governments and neighborhoods. Any activity eligible under the CDBG program may be undertaken.

48. ADDITIONAL SECTION 179 EXPENSING

This incentive increases the tax deductions that a business located in an EZ or EC can claim for "qualified zone property" in the tax year it is placed in service, under Section 179 of the Internal Revenue Code, up to certain maximum levels. However, these limits are increased for certain "qualified zone property" placed in service by an Enterprise Zone business. Grant/Award Amount: Enterprise Zone businesses that place in service "qualified zone property" are permitted an extra \$20,000 per year in Section 179 deductions.

49. COMMUNITY ECONOMIC ADJUSTMENT PLANNING ASSISTANCE

Department of Defense (DOD) funding may be provided for military base reuse studies. DOD may provide community-planning assistance funding to assist local governments or a state, on behalf of a local government, to undertake community economic adjustment planning activities to support the closure or realignment of a military installation. Activities include, but are not limited to, staffing, operating,

and administrative costs, and general or specialized community economic adjustment studies.

50. EMPOWERMENT ZONE (EZ) EMPLOYMENT CREDIT

The EZ Employment Credit allows businesses located in an EZ to claim a tax credit for a portion of the wages of a “qualified zone employee.” Grant/Award Amount: The credit calculation for wages paid or incurred before 2002, and for the years 2002–2004, is presented in IRS Form 8844.

51. SECTION 8(A) PROGRAM

The Section 8(a) Program provides servicing, marketing support, Federal Government contracts, and other business development assistance to small companies owned by socially and economically disadvantaged persons. The Section 8(a) Program works to foster business ownership and the competitive viability of small firms owned by individuals who are socially and economically disadvantaged and to expand their participation in federal procurement of equipment, products, and services.

52. SMALL BUSINESS SPECIALIST, DEPARTMENT OF DEFENSE (DOD)

Agency: Office of Small and Disadvantaged Business Utilization, U.S. Department of Defense

Overview: The military services’ and defense agencies’ contracting offices have small business specialists at each location to assist small businesses, small disadvantaged businesses, and women-owned small businesses in marketing their products and services to DOD. These specialists provide information and guidance on defense procurement procedures, how to be placed on the solicitation mailing lists, and how to identify prime contract and subcontract opportunities.

Phone: 703–614–1151

Internet: www.acq.osd.mil/sadbu

53. STATE ENERGY PROGRAM (SEP)/STATE SPECIAL PROJECTS

Agency: Office of Energy Efficiency and Renewable Energy, State and Community Program, U.S. Department of Energy

Overview: This program provides funding to states to address both national energy initiatives and local priorities. Businesses can partner or subcontract with their state to access these funds. Under the program’s guidelines, states implement energy-efficiency and renewable energy activities through a wide range of possible projects across all the energy-use sectors: buildings, industry, utility, and transportation. The State Special Projects program provides for competitively awarded financial assistance for a range of energy-efficiency and renewable projects.

Phone: 202–586–4074

Internet: www.eren.doe.gov/buildings/state_and_community/

54. TAX-EXEMPT BOND FINANCING

Agency: Technical Department, U.S. Department of the Treasury, Internal Revenue Service

Overview: Tax-exempt Enterprise Zone (EZ) facility bonds generally have lower interest rates than conventional financing. To qualify, 95 percent or more of the net proceeds of the bond issue must be used to finance “qualified zone property” whose principal user is an EZ business. Maximum bond financing is \$3 million per business within a specific zone and \$20 million per business across all zones, subject to state volume caps.

Phone: 800–829–1040

Internet: www.irs.ustreas.gov

55. WORK OPPORTUNITY TAX CREDIT (WOTC)

WOTC provides an incentive to hire individuals from targeted groups that have a particularly high unemployment rate or other special employment needs. The tax credit is scheduled to end and may not apply to individuals who begin work after June 1998. Grant/Award Amount: Maximum credit amount for high-risk youth is \$2,100. The credit is equal to 35 percent of up to \$6,000 in wages paid during the first year of employment. Only first-year wages qualify. Maximum credit amount for summer youth is \$1,050. The credit is equal to 35 percent of up to \$3,000 in wages paid for any 90-day period.

56. GUARANTEED LOANS

Agency: U.S. Small Business Administration

Overview: This program provides guaranteed loans to small businesses that are unable to obtain financing in the private credit market, but can show an ability to repay the loans. Participating lenders provide loan funds, and the U.S. Small Business Administration (SBA) guarantees a portion of the loan. Guarantees can reach up to 80 percent on loans up to \$150,000, and up to 75 percent on loans more than \$150,000. The maximum loan amount covered is \$750,000. Loan proceeds can be used for any legitimate business purpose such as construction, purchase of equipment, inventory, and working capital.

Phone: 202–205–6490

Internet: www.sba.gov

57. CERTIFIED DEVELOPMENT COMPANY LOANS (504 LOANS)

Agency: U.S. Small Business Administration

Overview: The 504 loans provide long-term, fixed financing at reasonable rates for small businesses that need to acquire land, construct buildings, or fund construction, expansion, renovation, modernization, machinery, and equipment. Loans may have either a 10- or 20-year term. A lender provides at least 50 percent of the total required amount, up to 40 percent is provided by a U.S. Small Business Administration (SBA)-Certified Development Company, and 10 percent is contributed by the borrower. SBA’s maximum guarantee is \$1 million.

Phone: 202–205–6490

Internet: www.sba.gov

58. COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS (CDFI) FUND

Agency: U.S. Department of the Treasury

Overview: The CDFI fund was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities. By stimulating the creation and expansion of diverse CDFIs and by providing incentives to traditional banks and thrifts through the Bank Enterprise Awards Program, the fund's investments work to build private markets, create healthy local economies, promote entrepreneurship, restore neighborhoods, generate local tax revenues, and empower residents. The CDFI Fund also provides small infusions of capital to institutions serving distressed communities and low-income individuals.

Phone: 202-622-0637

Internet: www.ustreas.gov

59. MICROLOANS

Agency: U.S. Small Business Administration, U.S. Department of the Treasury

Overview: U.S. Small Business Administration This program increases the availability of very small loans to prospective small business borrowers. Under this program, the SBA makes funds available to nonprofit intermediaries, who in turn make loans to eligible borrowers in amounts that range from less than \$100 to a maximum of \$25,000. The average loan size is \$10,000. Completed applications can usually be processed by the intermediary in less than 1 week.

Phone: 1-800-8ASK-SBA (1-800-827-5722) Treasury:
202-622-8042

Internet: www.sba.gov/financing/micro.html, www.irs.ustreas.gov

60. HISTORIC PRESERVATION FUND

Agency: Heritage Preservation Services, National Park Service, U.S. Department of the Interior

Overview: This is a federal matching grant program that encourages private and non-federal investment in historic preservation efforts by providing grants to states, territories, Indian tribes, and the National Trust for Historic Preservation. Funding is most often used to pay part of the costs of surveys and statewide historic preservation plans and to prepare National Register nominations, architectural plans, historic structures reports, and engineering studies. Fifty-nine fund awards have been made to states, territories, Indian tribes, and local governments and the National Trust for Historic Preservation. Activities funded include architectural, historical, and archeological surveys; nominations to the National Register of Historic Places; staff work for historic preservation commissions; design guidelines and preservation plans; public outreach materials such as publications, videos, exhibits, and brochures; training for commission members and staff; and rehabilitation or restoration of National Register-listed properties.

Phone: 202-343-9563

Internet: www.doi.gov

61. SMALL BUSINESS INVESTMENT COMPANIES (SBIC) PROGRAM

Agency: U.S. Small Business Administration

Overview: SBIC helps to fill the gap between the availability of venture capital and the needs of small businesses in startup and growth situations. SBICs, licensed and regulated by the SBA, are privately owned and managed investment firms that use their own capital, plus funds borrowed at favorable rates with an SBA guarantee, to make venture investments in small businesses. Virtually all SBICs are profit-motivated businesses. They provide equity capital, long-term loans, debt-equity investments, and management assistance to qualifying small businesses. Their incentive is the chance to share in the success of the small business as it grows and prospers. Specialized SBICs, also known as 301(d) SBICs, invest in small businesses owned by entrepreneurs who are socially or economically disadvantaged, primarily members of minority groups.

Phone: 202-205-6490

Internet: www.sba.gov

62. INTERMEDIARY RELENDING PROGRAM

Overview: The Intermediary Relending Program provides direct loans to finance business facilities and community development. Eligible intermediaries include private, nonprofit organizations, cooperatives, state or local governments, and federally recognized Indian tribes.

Rural Business-Cooperative Service, U.S. Department of Agriculture

Phone: 202-720-6819

Internet: www.usda.gov

Office of Business Initiatives, U.S. Small Business Administration

Phone: 202-205-6655

Internet: www.sba.gov/BI

Office of Business Liaison, U.S. Department of Commerce

Phone: 202-482-1360

Internet: www.osec.doc.gov/obl

63. ONE-STOP CAPITAL SHOPS (OSCS) PROGRAM

Agency: Office of Entrepreneurial Development, U.S. Small Business Administration

Overview: The OSCS program is an SBA initiative that brings the agency's business development and capital resources together with other federal, state, local, and private-sector resources to provide better customer service to small businesses. OSCS deliver financial, business, and technical assistance to small, minority, and women-owned businesses as well as to individuals who would like to start a business. OSCS have access to all of the agency's programs and financial and technical assistance.

Phone: 202-205-6706

Internet: www.sba.gov/

64. SERVICE CORPS OF RETIRED EXECUTIVES (SCORE)

Agency: SCORE, U.S. Small Business Administration

Overview: SCORE is a nonprofit organization that provides small business counseling and training. SCORE members are successful, retired businesspersons who volunteer their time to assist aspiring entrepreneurs and small business owners. There are SCORE chapters in every state.

Phone: 800–634–0245

Internet: www.sba.gov/SCORE or www.score.org/

65. SUPERNOFA

Agency: U.S. Department of Housing and Urban Development

Overview: HUD changed its grant application process in FY 1998 and will no longer issue a separate Notice of Funding Availability (NOFA) for each grant program. Instead, the competitive grant programs are being announced in three SuperNOFAs—Housing and Community Development, Economic Development and Empowerment, and Targeted Housing and Homelessness Assistance. Each SuperNOFA provides grant applicants with a complete listing of HUD competitive funding available in a given year to address a particular issue. The process also standardizes the application and selection processes. By implementing the SuperNOFA approach, HUD hopes applicants will be better able to design comprehensive, coordinated strategies that effectively address the complex problems facing their communities. In turn, HUD will move from an organization of separate program offices with isolated programs to one HUD with one mission—empowering people to develop viable urban communities that provide a suitable living environment for all.

Phone: 800–HUD–8929 SuperNOFA Information Center

Internet: www.hud.gov

66. BROWNFIELDS ECONOMIC DEVELOPMENT INITIATIVE (BEDI) GRANTS

Overview: BEDI targets Economic Development Initiative (EDI) funds to brownfields projects. BEDI grants are made to local governments for use in supporting brownfield redevelopment activities and projects financed in whole or in part with Section 108 loan guarantees.

67. BROWNFIELDS TAX INCENTIVE

The Brownfields Tax Incentive allows property owners and purchasers to deduct certain environmental remediation costs as a business expense rather than capitalizing them as a property improvement. This provision benefits taxpayers by reducing their present tax liability. The incentive reduces the cost of environmental remediation, thereby prompting cleanups and the redevelopment of brownfields in distressed areas. Eligible areas must be approved by the state agency responsible for brownfields redevelopment.

68. BROWNFIELDS CLEANUP AND REDEVELOPMENT INITIATIVE

Agency: U.S. Environmental Protection Agency, Office of Solid Waste and Emergency Response

Overview: The grant program and technical assistance for addressing abandoned,

idled, or underutilized commercial or industrial properties that are stigmatized by actual or perceived environmental contamination (brownfields). Grants are limited to state or local government entities for activities related to the environmental assessment of brownfields. EPA also provides technical assistance to communities and businesses working to address brownfields through a network of EPA regional brownfields coordinators located in the 10 major federal regional centers.

Phone: 202–260–4039 Outreach and Special Projects/

OSWER

Internet: www.epa.gov

69. COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Agency: U.S. Department of Housing and Urban Development

Overview: CDBG provides annual formula grants to entitled metropolitan cities (50,000 or more people) and urban counties (20,000 or more people) and to states for distribution to non-entitled communities to carry out a wide range of community development activities: public facilities and improvements (streets, sidewalks, sewers, and water systems); public services for youths, seniors, or the disabled; crime reduction initiatives; homeless and housing services; and direct assistance and technical assistance to for-profit businesses (including microenterprises).

Phone: 202–708–1871 Financial Management Division

Internet: www.hud.gov

Phone: 202–708–1577 Urban areas. 202–708–1322 Rural areas

Internet: www.hud.gov/cpd/cdbg.html

70. FEDERAL HISTORIC PRESERVATION TAX INCENTIVES

Agency: Heritage Preservation Services, National Park Service, U.S. Department of the Interior

Overview: Federal Historic Preservation Tax Incentives are available for buildings listed in the National Register and certain historic districts that are substantially rehabilitated for income-producing purposes according to standards set by the Secretary of the Interior. Jointly managed by the National Park Service and the Internal Revenue Service, in partnership with State Historic Preservation Offices, the program rewards private investment by providing a 20-percent tax credit for rehabilitating historic buildings. The program has been responsible for more than 27,000 historic properties being rehabilitated through private investment of more than \$17 billion.

Phone: 202–343–9594

Internet: www.doi.gov

71. INTERNATIONAL TRADE ADMINISTRATION (ITA)

Agency: International Trade Administration, U.S. Department of Commerce

Overview: ITA helps U.S. businesses compete in the global marketplace by assisting

U.S. exporters, ensuring that U.S. businesses have equal access to foreign markets, and enabling U.S. businesses to compete against unfairly traded imports. ITA has four principal units. The Commercial Service offers business counseling, including market research, trade promotion, and programs to U.S. exporters. Through its Matchmaker Program, the Commercial Service helps small and medium-size companies establish business relationships in major markets abroad via trade missions and other programs. Trade Development provides information from industry-sector specialists to U.S. exporters, policymakers, and trade negotiators. Market Access and Compliance has country experts who provide market analysis to U.S. business, and Import Administration safeguards the American economy from unfairly priced imports.

Phone: 800-872-8723

Internet: www.ita.doc.gov

72. MUNICIPAL ENERGY MANAGEMENT PROGRAM (MEMP)

Agency: U.S. Department of Energy

Overview: Improvements in municipal energy management allow communities to reallocate energy operating funds to meet other needs. The U.S. Department of Energy's MEMP has funded more than 250 projects that demonstrate innovative energy technologies and energy management tools through the Urban Consortium Energy Task Force Grant Program. This program helps municipalities identify and capitalize on energy-savings opportunities that have already saved tens of millions of dollars.

Phone: 202-586-4814 Office of Energy Efficiency and Renewable Energy, Office of Building Technology, State and Community Programs

Internet: www.doe.gov

73. PLANNING PROGRAM FOR STATES AND URBAN AREAS

Agency: Planning and Development Assistance Division, U.S. Department of Commerce

Overview: Grants under this program assist economically distressed states, sub-state planning regions, cities, and urban counties to undertake significant new economic development planning, policymaking, and implementation efforts. Grants provide financial assistance to support significant economic development planning and implementation activities such as economic analysis, definition of program goals, determination of project opportunities, and formulation and implementation of a development program. Assistance under this program enhances economic development planning capability and continuous economic development planning processes and procedures and helps build institutional capacity. A grant award under this program is generally for a period of 12 to 18 months.

Phone: 202-482-2873

Internet: www.doc.gov

74. REBUILD AMERICA

This program helps community and regional partnerships improve the energy efficiency of commercial and multifamily buildings. Partners may include government agencies, economic development organizations, energy service companies, financial institutions, utilities, private businesses, and nonprofit organizations. The Department of Energy provides technical and financial assistance to help plan and carry out energy-efficient alterations, renovations, and building repairs. Examples of technical assistance include methods of auditing buildings, selection of energy-efficient equipment, and methodology for monitoring energy use and calculating savings. Seed money is available for programs that can significantly improve the reach and effectiveness for energy-efficient retrofits.

75. SECTION 108 LOAN GUARANTEE

Agency: Office of Minority Enterprise Development, U.S. Small Business Administration

Through Section 108, HUD guarantees notes issued by units of general local government. Funds finance economic revitalization and development activities that include housing and rehabilitation of privately owned buildings for residential purposes; expanding for-profit businesses; financing and rehabilitation of low-income and public housing; acquisition, construction, or rehabilitation of neighborhood and community facilities; site improvement on community-owned land leased to a developer for a commercial or industrial development project; site development; purchase of land or buildings for economic development; and infrastructure development that includes street reconstruction and/or sewer system repairs.

Phone: 202–205–6459

Internet: www.sba.gov/

76. ENVIRONMENTAL CONTAMINANTS PROGRAM

Agency: Division of Environmental Contaminants, Fish and Wildlife Service, U.S. Department of the Interior

Overview: This program conducts a wide array of activities aimed at preventing the adverse effects of environmental contaminants on trust resources, including endangered species, migratory birds, certain fish, marine mammals, and National Park Service lands. This activity occurs through reviews of and coordination on environmental documents, legislation, regulations, permits, licenses, scientific investigations, and monitoring and cleanup efforts. Assistance is typically provided through requests for technical assistance or consultation from interested parties.

Phone: 703–358–2148

Internet: www.doi.gov

77. CERTIFIED LOCAL GOVERNMENT (CLG)

Agency: Heritage Preservation Services, National Park Service, U.S. Department of the Interior

Overview: Local governments strengthen their local historic preservation efforts by achieving CLG status from the National Park Service (NPS). NPS and state

governments, through their State Historic Preservation Offices (SHPOs), provide technical assistance and small matching grants to hundreds of diverse communities whose local governments are endeavoring to preserve their community's past. In turn, NPS and states acquire local government partnership in the national historic preservation program. Another incentive for participating in the CLG program is the pool of matching grant funds SHPOs set aside to fund CLG historic preservation subgrant projects.

Phone: 202-343-6005

Internet: www.doi.gov or www.nps.gov

78. LOCAL TECHNICAL ASSISTANCE PROGRAM

Agency: Planning and Development Assistance Division, U.S.
Department of Commerce

Overview: Grants awarded under this program are designed to assist in solving specific economic development problems, respond to developmental opportunities, and build and expand local organizational capacity in distressed areas. In responding to specific problems and opportunities, a local economic development organization might focus on military base and industrial plant closures, deteriorating commercial districts, and technical or market feasibility studies. Eligible applicants include public or private nonprofit national, state, area, district, or local organizations; public and private colleges and universities; Indian tribes; local governments; and state agencies.

Phone: 202-482-2873

Internet: www.doc.gov

79. ENVIRONMENTAL JUSTICE COMMUNITY GRANTS PROGRAM

Agency: U.S. Environmental Protection Agency, Office of
Environmental Justice

Overview: This program provides financial assistance to community-based/grassroots organizations that are working on local solutions to local environmental problems. Eligible applicants include community-based organizations, churches, tribal organizations, and other nonprofit groups. Average award amount is \$20,000.

Phone: 202-564-2515

Internet: www.epa.gov

80. COMMUNITY SERVICES BLOCK GRANT

This U.S. Department of Health and Human Services Administration for Children and Families program provides states and Indian Tribes with funds for efforts designed to reduce poverty. The funds are distributed through a network of public and private agencies including State and Territorial Community Services Block Grant (CSBG) offices, community action agencies, several hundred other community-based organizations, and Indian Tribes and Tribal Organizations. Grantees may use the funds to provide services and activities focused on employment, education, better use of available income, housing, nutrition, emergency services, and health-care. Local organizations may contact their state social services agency to find out

if these funds are available for community projects.

81. DEMONSTRATION PARTNERSHIP PROGRAM

This program provides grants for developing and implementing innovative approaches to address the critical needs of the poor. Grantees, in partnership with public and private organizations, develop an array of innovative programs in areas such as homelessness, micro-enterprise or self-employment, life skills for minority youth, case management, teenage pregnancy, and comprehensive integrated services.

82. RURAL DOMESTIC VIOLENCE AND CHILD ABUSE ENFORCEMENT ASSISTANCE

Agency: Violence Against Women Grants Office, U.S. Department of Justice

Overview: This grant program will implement, expand, and establish cooperative efforts and projects between law enforcement officers, prosecutors, victim advocacy groups, and other related parties to investigate and prosecute incidents of domestic violence and child abuse; to provide treatment and counseling to victims of domestic violence and child abuse; and to work in cooperation with rural communities to develop education and prevention strategies directed toward such issues.

Phone: 202-307-6026

Internet: www.usdoj.gov

83. VIOLENCE AGAINST WOMEN GRANTS OFFICE, STOP VIOLENCE AGAINST WOMEN FORMULA GRANTS

Agency: Violence Against Women Grants Office, U.S. Department of Justice

Overview: This formula grant program develops and strengthens law enforcement and prosecutorial strategies to combat violent crimes against women and develops and strengthens victim services in cases involving violent crimes against women. The Crime Act specifies that 4 percent of the amount appropriated each year for the STOP Violence Against Women Formula Grants be available for grants to Indian tribal governments.

Phone: 202-305-2981

Internet: www.usdoj.gov/vawgo

84. 7(J) MANAGEMENT AND TECHNICAL ASSISTANCE PROGRAM

This program provides management and technical assistance to eligible individuals and small business clients. U.S. Small Business Administration (SBA) 8(a)-certified firms, socially and economically disadvantaged persons, businesses operating in areas of low income or high unemployment, and those firms owned by low-income individuals are eligible for 7(j) assistance. The program provides firms with accounting services, feasibility studies, marketing/presentation analyses, advertising expertise, loan packaging, proposal/bid preparation, and other specialized management training and technical services. An executive education training program is available to program participants.

85. CLEAN CITIES

Clean Cities is a voluntary, locally based government/industry partnership to accelerate the deployment of alternative fuel vehicles (AFVs) and to build a local AFV-refueling infrastructure. In the process, the program helps local businesses and communities comply with environmental regulations, create jobs, and leverage resources.

86. COMPUTERS FOR EDUCATION

This assistance program directs agencies to transfer computers and related tools directly to schools and nonprofit educational organizations. The order encourages federal employees to volunteer their time and expertise to assist teachers and to connect computers and technologies to classrooms. Federal agencies transfer equipment under established procedures for property transfers, identify eligible recipients, arrange for transferring equipment, and help potential recipients identify potential donors and acquire equipment.

87. EMPOWERMENT ZONE/ENTERPRISE COMMUNITY (EZ/EC)- SUSTAINABLE DEVELOPMENT WORKSHOPS

The U.S. Department of Energy conducts 1-day workshops on concepts and opportunities for sustainable development within EZ/ECs. The workshops are designed to explore the social history of sustainable development, the cost and effects of nonsustainable practices within communities, examples of successful sustainable development projects, and the strategies, resources, and tools available to local communities to integrate sustainable development in their planning process.

88. FEDERAL REAL PROPERTY FOR PUBLIC OR PRIVATE USE

Agency: Office of Property Disposal, U.S. General Services Administration

Overview: State and local governments, eligible public institutions, nonprofit organizations, and private individuals and companies may acquire real estate that the Federal Government is no longer using. Properties include improved and unimproved land, office buildings, warehouses, commercial and industrial facilities, airfields, former post offices, farms, and single- and multifamily residences. State and local public agencies are notified of the availability of any surplus. Federal property that they may be eligible to acquire, including public health or educational facilities, unused public buildings for homeless assistance, public parks or recreational areas, historic monuments, correctional institutions, port facilities, public airports, and wildlife conservation areas.

Phone: 202-501-0084 Real Property Sales List

Phone: 800-776-7872

Internet: www.gsa.gov

89. LABORATORY TECHNICAL ASSISTANCE PROGRAMS (LABTAP)

Agency: Sandia National Lab, U.S. Department of Energy

The U.S. Department of Energy has engaged its chief national asset, the National Laboratory System, to provide free technical assistance to help communities access

and employ sustainable technologies and practices. LabTAP focuses on the solutions to community-based needs in areas such as building energy and materials conservation, transportation and infrastructure systems, renewable energy generation, industrial resource management, and pollution prevention technologies.

Phone: 505-844-9982

Internet: www.doe.gov

90. RECREATIONAL TRAILS PROGRAM (RTP)

The RTP provides funds for projects that provide, renovate, or maintain recreation trails. Project proposals may address motorized trails, non-motorized, or both) and trail-user education. Municipal, county, state, or federal government agencies and private organizations approved by the state; private individuals are only eligible to receive safety/education program grants. The grants come from federal transportation funds. RTP applications must be submitted during and announced application submission period; applicants may only submit one application during the period; applications must involve only one project site; FDEP staff will conduct Grant Application Workshops to provide guidance and answer questions regarding the program. A match is required- to be announced at time of publication.

Contact: Alexandra Weiss, Community Assistance Consultant, Office of Greenways and Trails, Florida Department of Environmental Protection

3900 Commonwealth Boulevard, Mail Station 795

Tallahassee, FL 32399-3000

850-488-3701 Suncom 278-3701 Fax 850-922-6302

Alexandra.Weiss@dep.state.fl.us

91. RECREATIONAL AND PARKS TECHNICAL ASSISTANCE SERVICES

Agency: Bureau of Design and Recreation Services, FDEP

Technical assistance available to all Florida municipal and county governments provided by the Bureau of Design and Recreation Services include professional consultation on recreation and park related issues and concerns. Office staff provides referrals and access to a vast array of informational resources regarding these topics.

Contact: Collier Clark, Advisory Services Manager, Bureau of Design and Recreation Services, Division of Recreation and Parks, Florida Department of Environmental Protection.

3900 Commonwealth Boulevard, Mail Station 585

Tallahassee, FL 32399-3000

850-488-3538 Suncom 278-3538 Fax 850-488-3665

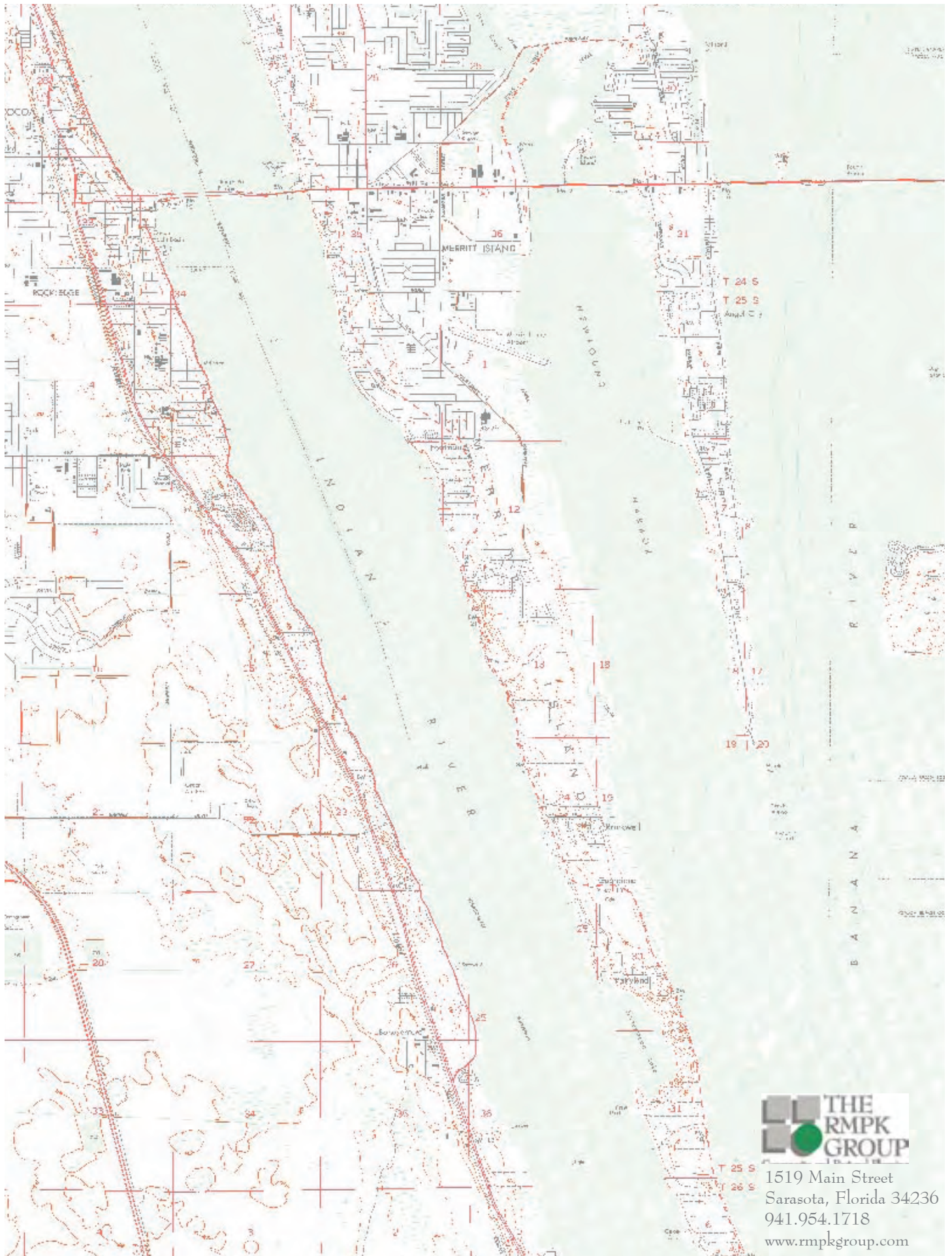
Collier.Clark@dep.state.fl.us

92. FLORIDA COOPERATIVE EXTENSION SERVICE

This service extends University of Florida research to the public through off-campus educational programs and information dissemination. Primary areas of focus are agriculture, natural resources, commercial horticulture, home gardening, marine,

pest control, energy conservation, community development, and family and youth development. In cooperation with county governments, service is provided through local county extension offices. Local advisory committees help determine community needs and educational programs. Information is available through seminars, workshops, printed publications, computer software, CD-ROM and World Wide Web pages on the internet; each county extension office is staffed by professional educators who can help develop and deliver educational programs to individual citizens, groups or organizations. Youth development through 4-H is an important part of the local programming.

Contact: Local County Extension Office (listed on website below) or:
Dr. Christine Taylor Waddill, Director- Florida Cooperative
Extension Service and Dean for Extension- Institute of Food and
Agricultural Sciences, University of Florida.
PO Box 110210
Gainesville, FL 32611-0210
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