

# CITY OF TITUSVILLE

## ECONOMIC DEVELOPMENT STRATEGIC PLAN



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# **EXECUTIVE SUMMARY**



# EXECUTIVE SUMMARY

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This Economic Development Strategic Plan is based on RMA's market analysis, economic development assessment, stakeholder and public input. The report recommends realistic strategies developed to position Titusville to compete for investment and increase its tax base, while maintaining and strengthening its community character. This approach includes an assessment of the area's economic development potential and an overview of the constraints and opportunities influencing the five drivers of economic development, land, labor, capital, markets and regulation, as well as the City's ability to influence each driver.

Titusville is currently experiencing significant economic development gains, including investments by internationally known companies including OneWeb Satellites, Lockheed Martin, Embraer, SpaceX and Blue Origin. Titusville also has a diverse, expanding business community that includes Titusville Logistics Center, Renzetti's, Hell's Bay Boat Works, Titus Landing, Boeing, and Falcon Marine, as well as advanced manufacturers, healthcare providers and unique service-sector firms. Spaceport Commerce Park and the Space Coast Regional Airport offer opportunities for growth and development.

Economic development efforts are supported by strong partnerships, including the North Brevard Economic Development Zone, Space Florida, EDC of Florida's Space Coast, Titusville CRA, Titusville Area Chamber of Commerce, Greater Titusville Renaissance, CareerSource Brevard, Eastern Florida State College, U.S. Small Business Administration, WeVentures, Space Coast Regional Airport, Port Canaveral and Kennedy Space Center.

This plan presents five strategy areas defined to support economic growth in Titusville. They are:

1. Economic Development – Strategies that directly support private, commercial investment in Titusville and enhance the tax base, expand and capitalize on markets, and create jobs.
2. Capital Projects and Public Improvements – Strategies that indirectly support private commercial and residential investment by enhancing the infrastructure and aesthetics of Titusville.
3. Residential Development and Quality of Life – Strategies that enhance the quality of life for the residents of Titusville, and which improve Titusville's market position and reputation as a place to live.
4. Transportation and Transit – Strategies that capitalize on and enhance the multiple transportation modes available in the area.
5. Support Strategies – Strategies that support the ability of the city and its partners to implement this plan.

The Economic Development focus of this plan is to support the economic development and investment that is already taking place and to enhance the reputation and position of Titusville in the regional marketplace, so that Titusville's economy continues to grow and diversify.

These strategies include building a strong downtown which will serve as an anchor on the Space Coast. The attraction of a downtown hotel, enhanced connections to the marina and park, addressing public parking, encouraging expanded arts and culture venues, and assisting downtown businesses are all major components of a successful downtown area. Additionally, strategies that focus on improving the aesthetics along the commercial corridors are important, since they are the gateways to the city and its downtown.

Downtowns are often the "soul" of a community and become their most important overall economic development asset. As Arthur Frommer once said, "Tourism simply does not go into a city that has lost its soul."

The Space Coast area has many historic and revitalized downtowns that compete with Titusville including Melbourne and Cocoa, and even New Smyrna Beach, which will attract not only tourists, but prospective residents and businesses as well.

Additional strategies that support the city's key industries, including Space and Aerospace, Tourism, Education, Logistics, and Marine are provided as well in this plan. These strategies will allow the city to work with stakeholders and economic development partners to support and grow Titusville's economic foundation. Targeted strategies that focus on Titusville's market positioning include the space industry (and future space tourism), as well as the recreational trails which are one of the city's greatest assets. The solicitation of a hotel in the airport area is another focus for the City to pursue.

# EXECUTIVE SUMMARY

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A community pride campaign is recommended, which can significantly help Titusville's reputation and position in the marketplace. This along with continued attention to process improvements that are important to prospective businesses and investors will help improve the area's reputation as a great place to live and do business.

Positioning Titusville as a great place to live and work, with pleasing aesthetics, activities and social offerings is a key element of this Economic Development Strategic Plan. While the immediate area is attracting many new companies and thousands of new jobs, the employees that are needed for those jobs have many regional housing options. And in today's market, these new employees, many of whom are millennials, value quality of life as a key component in job selection. These employment and homestead decisions will be driven by many lifestyle choices, including activities, revitalized downtowns, recreation, schools, healthcare, cost of living, and many other factors. This plan positions Titusville as a place where these new employees and their families will choose to live.

Strategies that improve and protect the neighborhoods and riverfront are necessary. Additionally, expanded housing options for new residents, which improve Titusville's market position are key to attracting the new professionals that are moving to the Space Coast. This includes strategies to increase the housing options in Downtown Titusville, and along Highway US1 in a mixed-use design corridor. These strategies can be implemented while protecting the quality of life and the character of the neighborhoods currently enjoyed by Titusville's residents.

The most important capital improvements for economic development include continued implementation of the city's wayfinding and directional signage program, as well as gateway signage and other gateway improvements, many of which are already underway. Additionally, continued investment in recreational corridors will further enhance the city's position for investment and promote awareness of what Titusville offers. Titusville's ability to capitalize on recreational assets, especially the corridors and their connections, is unmatched on the Space Coast.

Enhancements to the state roads in Titusville is another key element of this plan's strategies. Many of Titusville's commercial corridors are along state roads, and the importance of the role of the Florida Department of Transportation in Titusville's economic development cannot be overstated. Additionally, many communities have demonstrated that recreational corridors and trails can also serve as real transportation modes, and not just be used for exercise and fun. Titusville is growing one of the best local trail networks in the Southeast United States and will need to continue investing in this area.

Space Coast Regional Airport, Interstate 95, Titusville's Logistics Facility, and the proximity to Cape Canaveral, Kennedy Space Center and Port Canaveral, all solidify Titusville's distinction as the only transportation hub connecting five modes of transportation – Air, Land, Sea, Rail and Space.

Support strategies are also necessary to implement this Economic Development Strategic Plan. Land Development Regulations (LDRs) may need to be tweaked, enhanced, or changed to ensure that the LDRs are consistent with market conditions, and that potential projects (commercial or residential) are feasible. Real estate strategies may be necessary to attain some of the plan's goals, and may include land acquisition, disposition, and public private partnerships. Finally, an advocacy strategy that strengthens and capitalizes on Titusville's relationships will further enhance the effectiveness of this plan.

This Economic Development Strategic Plan is based on market reality, community character, and opportunity. It is realistic, actionable and achievable; it supports economic growth, tax base enhancement, job and wealth creation, and quality of life.

In summary, the 'elevator speech' for this Economic Development Strategic Plan is that it:

- Preserves community character, history and quality of life;
- Enhances the community's aesthetics, market position and connectivity;
- Exposes obstacles to investment and promotes new opportunities;
- Invests in the city's identity and image, public spaces and aesthetics; and
- Capitalizes on the commercialization of space, market potential and location.



# **ECONOMIC DEVELOPMENT**



# ECONOMIC DEVELOPMENT

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## DOWNTOWN TITUSVILLE REVITALIZATION

Revitalize the Downtown, and create a thriving community center to encourage a vibrant retail, restaurant, cultural, and business friendly environment serving Titusville residents and visitors.

The downtown can be one of the most important economic development assets in the city. Vibrant downtowns contribute significantly to a community's quality of life, and successful downtowns provide their community with a central gathering place. Downtowns serve as centers of art and culture, and can be great entrepreneurial incubators. Downtowns also have challenges that include historic building preservation, and many downtowns are bisected by busy state roadways.

Downtown Titusville is no exception. It has assets that include Space View Park, City Hall, the historic Emma Parrish Theater and Titusville Playhouse, the trailhead of the Central Florida Coast to Coast Trail, and successful entrepreneurs and small businesses. It is bisected by one-way pairs of Highway US 1, and has several historic buildings that also present unique challenges.

The revitalization of downtown Titusville will enhance the area's vibrancy and economic activity, which will help grow the visitor and residential market potential. This revitalization should provide adequate public parking and enhance the pedestrian experience by improving connectivity throughout the downtown and to the riverfront and marina. Key areas where the city can drive revitalization are by capitalizing on the trail network and welcome center, by initiating an effort to attract a downtown hotel and events center, and by expanding the marina property and its uses. Funding and support for these programs and activities that further the Economic Development of Downtown Titusville will need to be provided.

Work with the private sector to identify and create public/private partnerships for commercial, residential, cultural and mixed-use projects to realize redevelopment goals and increase the tax base. These specific initiatives include a downtown hotel and events center, marina improvements, parking, commercial corridor improvements, and incorporating the cultural arts. The goals of the downtown development recommendations include bringing residences and destinations closer together; making it easier for people to walk, bike, use transit, and drive shorter distances.

The new Welcome Center should help the downtown area significantly. Customer service and satisfaction at this critical point in time in Titusville are very important, and training of the staff to interact with the public in a positive and welcoming manner cannot be overstated. The Coast to Coast Trail offers considerable opportunity for local businesses to cater to the needs of these travelers and is an integral part of the "Welcome to Titusville" message.

The City should reassess and act on the US1 Department of Transportation Plan for the Downtown Area. With the split directional traffic patterns, local downtown businesses are already affected negatively by US1. Traffic improvements that slow down vehicular traffic and provide for the identification of key locations through wayfinding and directional signage have been shown to directly benefit downtown areas.

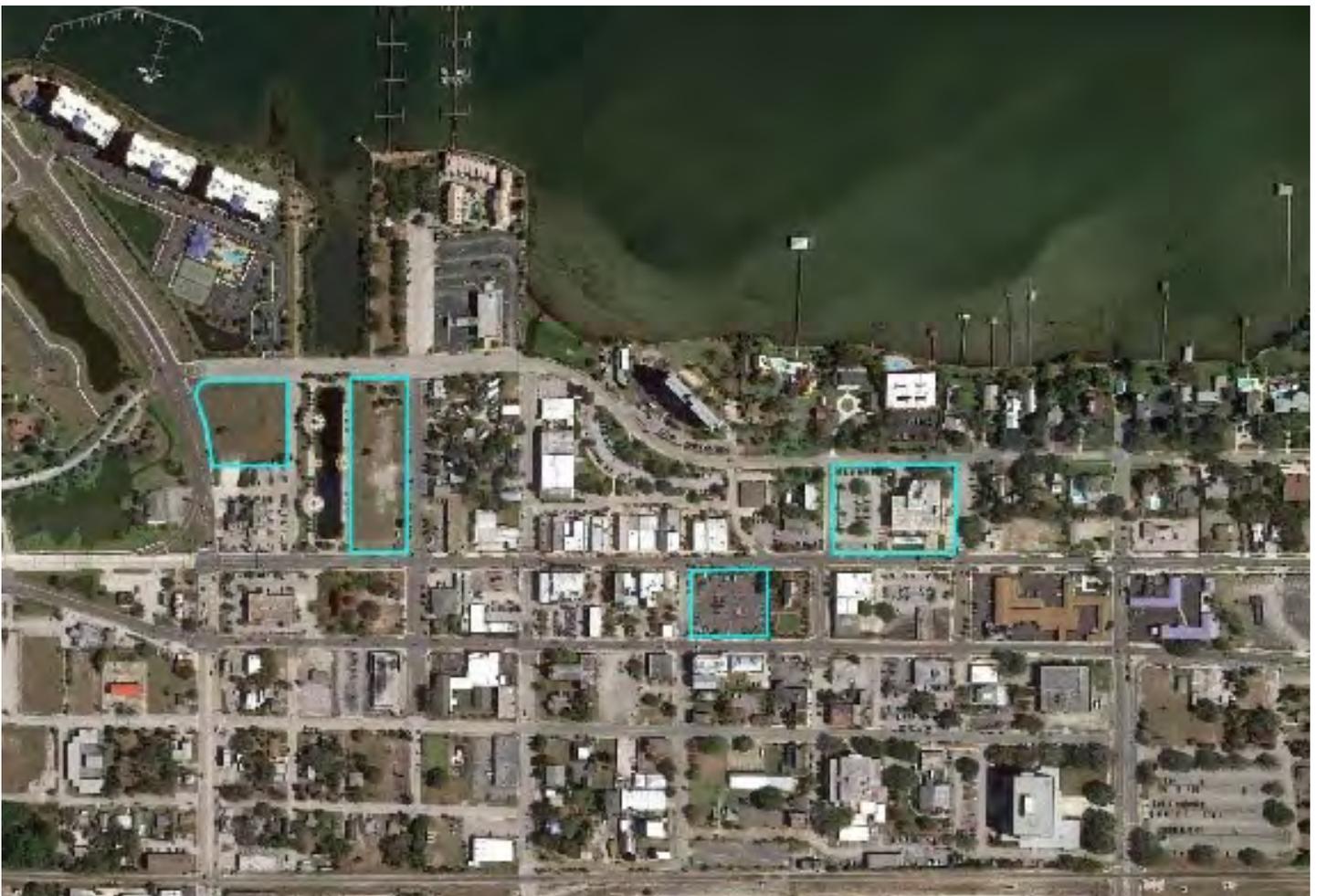
# ECONOMIC DEVELOPMENT

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO REVITALIZE DOWNTOWN PUBLIC PARKING

Public parking is the lifeblood of a downtown, and requires a combination of physical improvements, aesthetics, and operational efficiency. Structured parking is becoming more and more part of the downtown solution and infrastructure of cities today throughout Florida.

Efficient surface parking lots, parking meters with time limitation, and parking enterprise funds all provide answers to the problems caused by increased vehicular traffic. The variables to consider include the architectural complexity of the design, the existing terrain, and the type of construction; however downtown Titusville will benefit most from the development of structured parking.

Structured parking can also benefit downtown by locating the parking in strategic locations that will maximize pedestrian flow between the local businesses, and other downtown attractions, and by providing additional new commercial space for the downtown. Public parking could also be provided through a public private partnership, or through direct funding by the City. The City owns several parcels in the downtown that are logical locations for public parking facilities



The location of a public parking garage is critical – it should provide convenient parking for customers, visitors and employees of the Downtown, while also being constructed in a location that can maximize pedestrian flow through the entire downtown for the benefit of the local businesses.

# ECONOMIC DEVELOPMENT

As an example, the 1 ¼ acre parcel in the Central Market area as seen below offers opportunity for structured parking, as do other locations in and around downtown.,



## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO PROVIDE PUBLIC PARKING

Site Analysis and Parking Study which is currently underway by City staff to determine the amount of parking required for the downtown area.

- On an ongoing basis, review and update Land Development Regulations to encourage public parking
- Conduct a Funding Source Analysis and Formulate a Parking Financing Plan
- Issue a Request for Proposals and Public Private Partnerships on public and/or private land for the construction and operation of public parking amenities.

# ECONOMIC DEVELOPMENT

## EXAMPLES



### **POMPANO BEACH**

The Pompano Beach Pier Parking Garage was the first public parking garage in the City of Pompano Beach. The parking garage has become an iconic structure for the City by incorporating art and structural design. In addition to adding 663 spaces to beach parking, the garage also has a Tourism Visitor Center on the ground floor. As a way to rejuvenate retail on the Pier two new streets, Pier Street and Seabreeze Way, were paved and will have shops and restaurants.



### **MIAMI BEACH**

Miami Beach is another great example of mixing art and public parking uses. Park@420 is a public parking garage on Lincoln road with many uses. This elaborate parking garage design is "carchitecture" and is aesthetically appealing. The garage has retail components on the ground floor and the top levels are not only used for parking but events as well.

# ECONOMIC DEVELOPMENT

## DOWNTOWN HOTEL ATTRACTION

A key element for revitalizing downtown is a new hotel. While the current market conditions are unlikely to attract a hotel operator, there are certain actions that the city can take to incentivize a hotel. Public private partnerships and Development Agreements have been used successfully by many cities to attract hotel operations to markets that were otherwise not feasible, including New Smyrna Beach, and Miami Beach. There is adequate land for hotel development in Downtown, and several different strategies that can be employed to attract this use.



Hotel attraction tools include:

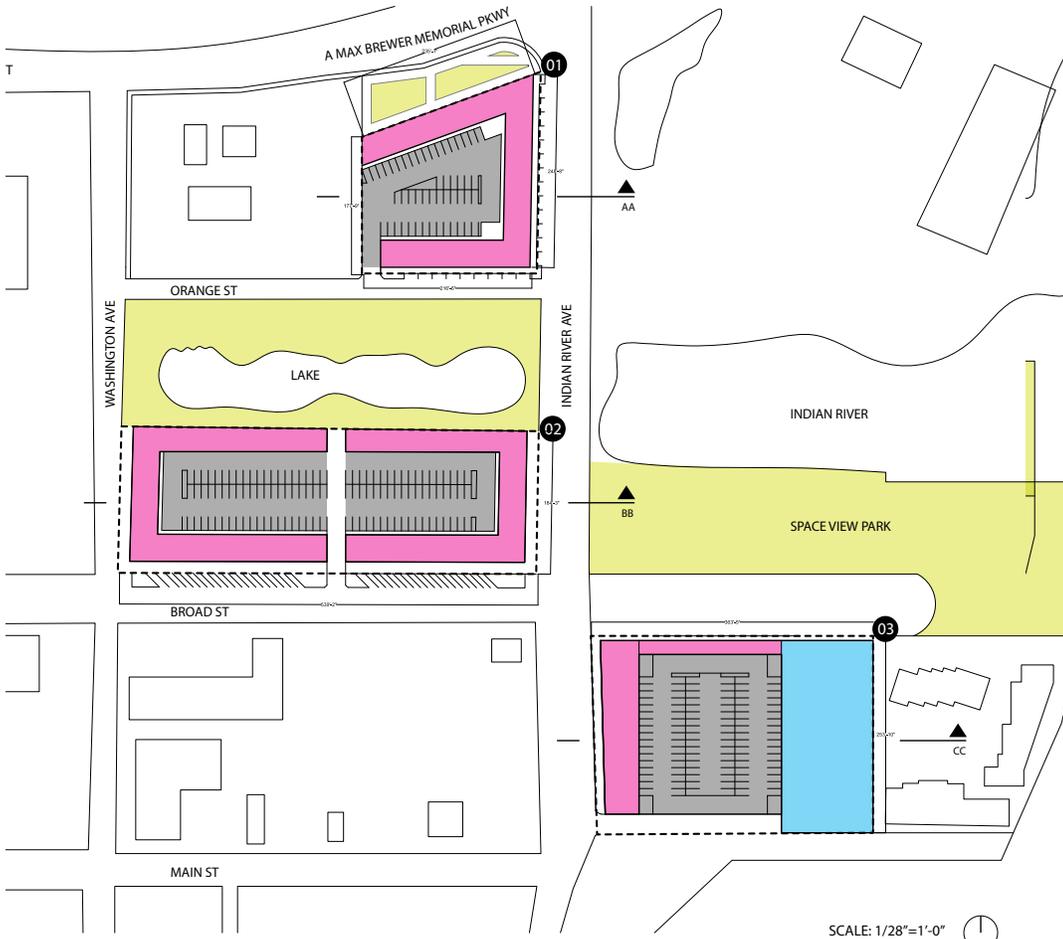
- City acquisition of land;
- CRA financial incentives to hotel developers;
- Issue a request for proposals for land currently owned by the city. This could also include the requirement to provide other uses or public facilities.

The specific goal of hotel development in the downtown area of Titusville is to provide a catalyst for activity that encourages investment in downtown.

There are several locations in Downtown Titusville that can accommodate new hotel construction, and development of other commercial structures, including parking. The following pages illustrate development scenarios in the downtown area. These are intended for illustrative purposes only, to demonstrate what can fit on these parcels and are not designs of any actual project.

# ECONOMIC DEVELOPMENT

## 01 | PLAN



### 01 SITE INFORMATION

ACRES: 1.09  
 LAND USE: DOWNTOWN MIXED-USE  
 SUBDISTRICT: DOWNTOWN (SEC.59.1449.4)  
 MID/HIGH DENSITY

- COMMERCIAL/RETAIL/OFFICES (+/- 20,904 SQFT)
- OPEN SPACE
- PARKING (+/- 21,383 SQFT)
- SITE BOUNDARY (+/- 47,916 SQFT)

### 02 SITE INFORMATION

ACRES: 1.90  
 LAND USE: DOWNTOWN MIXED-USE  
 SUBDISTRICT: DOWNTOWN (SEC.59.1449.4)  
 MID/HIGH DENSITY

- COMMERCIAL/RETAIL/LIVING (+/- 38,815 SQFT)
- OPEN SPACE
- PARKING (+/- 40,252 SQFT)
- SITE BOUNDARY (+/- 84,071 SQFT)

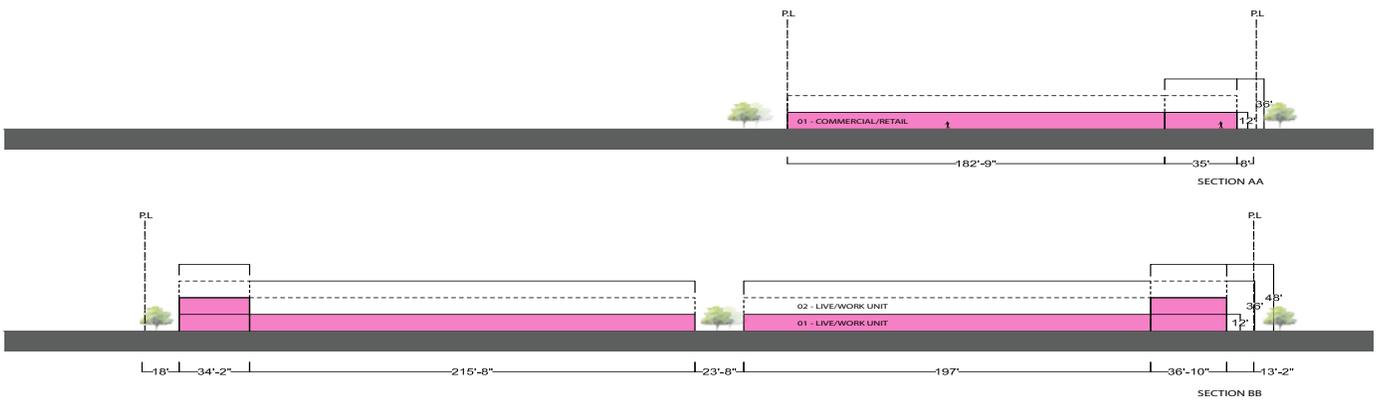
### 03 SITE INFORMATION

ACRES: 2.08  
 LAND USE: DOWNTOWN MIXED-USE  
 SUBDISTRICT: DOWNTOWN (SEC.59.1449.4)  
 MID/HIGH DENSITY

- COMMERCIAL/RETAIL/OFFICES (+/- 13,744 SQFT)
- HOTEL/LIVING (+/- 29,251 SQFT PER LEVEL)
- OPEN SPACE
- PARKING (+/- 37,772 SQFT PER LEVEL)
- SITE BOUNDARY (+/- 90,605 SQFT)

SCALE: 1/28"=1'-0"

## 02 | SECTION

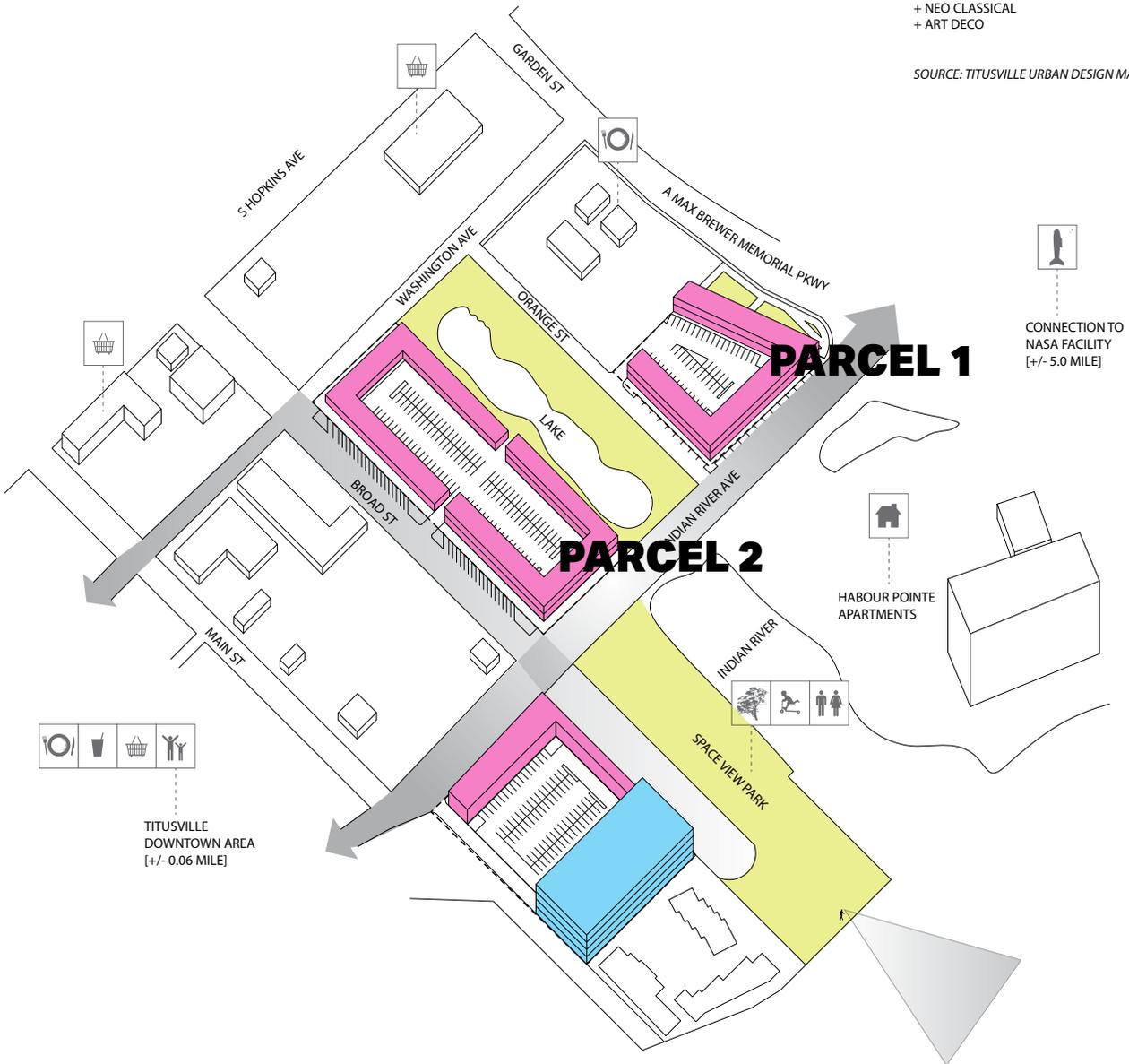


# ECONOMIC DEVELOPMENT

THIS DISTRICT HAS THE RICHEST ARCHITECTURAL HISTORY AND EXPRESSES THE EVOLUTION OF DOWNTOWN TITUSVILLE. THIS CAN INCLUDE STYLES THAT REFLECT:

- + MISSION STYLE
- + SPANISH ECLECTIC
- + MASONRY VERNACULAR
- + BEAUX ARTS
- + NEO CLASSICAL
- + ART DECO

SOURCE: TITUSVILLE URBAN DESIGN MANUAL



# ECONOMIC DEVELOPMENT

Financial Feasibility is critical to attracting a hotel to Downtown Titusville. A developer and hotel operator must be able to achieve a targeted return on investment, and downtown hotel development is not suitable for all investor / developer goals. The following tables demonstrate return on investment estimates for theoretical hotel developments on parcels one and two previously illustrated.

Parcel 1			
Option 1		Option 2	
Parcel Size	1.1	Parcel Size	1.1
Value	\$513K	Value	\$513K
FAR	239,580 SF	FAR	239,580 SF
Hotel Units	200	Hotel Units*	260
Retail SF	10,000	Retail SF	15,000
Parking Spaces	240	Parking Spaces*	320
Total SF	166,000 (69%)	Total SF	221,000 (92%)
Construction Cost	\$17,350,000	Construction Cost	\$22,925,000
Revenue	\$3,978,000	Revenue	\$5,171,400
NOI	\$1,790,100	NOI	\$2,327,130
Debt Service	(\$1,201,465)	Debt Service	(\$1,572,875)
Profit	\$588,635	Profit	\$754,255
Return on Equity (ROE)	13.60%	Return on Equity	13.20%
Cap Rate	10%	Cap Rate	10%
Value	\$17,901,000	Value	\$23,271,300
Investment	\$17,350,000	Investment	\$22,925,000

Parcel 2			
Option 1		Option 2	
Parcel Size	1.9	Parcel Size	1.9
Value	\$900K	Value	\$900K
FAR	420,354 SF	FAR	420,354 SF
Hotel Units	240	Hotel Units / Apartments*	240 / 39
Retail SF	20,000	Retail SF*	20,000
Parking Spaces	320	Parking Spaces*	609 (250 public)
Total SF	220,000 (52%)	Total SF	382,400 (91%)
Construction Cost	\$24,100,000	Construction Cost	\$38,345,000
Revenue	\$4,973,600	Revenue	\$5,759,840
NOI	\$1,790,600	NOI	\$2,591,928
Debt Service	(\$1,685,560)	Debt Service	(\$2,218,191)
Profit	\$552,560	Profit	\$373,737
Return on Equity	9.20%	Return on Equity	4.70%
Cap Rate	10%	Cap Rate	10%
Value	\$22,381,200	Value	\$25,919,280
Investment	\$24,100,000	Investment	\$32,095,000

# ECONOMIC DEVELOPMENT

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ATTRACT A NEW HOTEL

- Conduct a Detailed Financial, Market and Regulatory Feasibility Assessment
- Land Acquisition / Disposition and/or Public / Private Partnership
- Update Land Development Regulations to reflect the market
- Provide CRA Incentives for targeted uses such as a hotel

Hotels can be developed in many markets, and in many configurations and designs, however, not all hotel developers can accommodate the site and regulatory requirements of all opportunities. Titusville may need to expand its reach to attract hotel developers on whose radar the city is not currently on, to identify developers that can successfully develop a hotel on the more limited sites that may be available. There are developers that will pursue the opportunity, but they may not be active in the local market, or they may be pursuing other opportunities that they consider to have superior return on investment. Below are two case studies that illustrate this concept. In many cases attracting a hotel is based on an approach that changes market conditions, rather than one that tries to fit within the current market.

## EXAMPLES

### NEW SMYRNA BEACH

The flagship hotel Hampton Inn and Suites can be found in downtown New Smyrna Beach. It was the city's first hotel to be built in over 20 years. In 2009 the New Smyrna Beach CRA recognized the need for hotel development to reactivate their downtown. The City published a Request for Proposal that included the sale of two CRA parcels in the downtown. In order for a hotel to be built the developer had to acquire an adjacent parcel in the downtown. Hampton Inn and Suites was selected and the 112-room hotel opened in 2012. Since the hotel opened in 2012 it has had a significant economic impact on New Smyrna Beach tourism and business attraction. This hotel is located on a site that is less than 2 acres.



# ECONOMIC DEVELOPMENT

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## MIAMI BEACH

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVRRRA) was established in 1993, in order to provide the funding mechanism to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkages between the City's many core area civic, cultural and entertainment uses in order to create the fabric of a true urban downtown.

Miami Beach had been redlined for financing of new hotels throughout the 1970s and 80s, and no new hotel construction had taken place in over thirty years. The Miami Beach CRA was the tool that the city used to change the market place, and on September 20, 1996, the City of Miami Beach's Redevelopment Agency (RDA) successfully negotiated a Development Agreement with Miami Beach Redevelopment, Inc. (MBRI), a subsidiary of Loews Hotels, to build the first new convention-quality hotel in Miami Beach in over thirty years. The 800 room Loews Miami Beach Hotel opened its doors on December 23, 1998.

The Loews was critical in area revitalization efforts, generating over 900 new jobs. The hotel has also served as a catalyst for other new hotel projects in the area. Over \$700 million in private and institutional investment in 2,950 hotel rooms has transformed Collins Avenue into one of the most prestigious resort hotel corridors in the world. Since its opening, the Loews project has received numerous awards including the Florida Redevelopment Association's Outstanding Rehabilitation, Renovation or Reuse Building Project and Management Programs and Creative Partnership and the National Economic Development Partnership Award from Council of Urban Economic Development (CUED).



# ECONOMIC DEVELOPMENT

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## **MARINA/SAND POINT PARK**

Titusville Municipal Marina and Sand Point Park offer the downtown a fantastic opportunity for development of these incredible assets and to benefit the community in many ways. This riverfront property combined is approximately 76+/- acres and is owned by the City, while the marina is currently under an operating agreement. Enhancing the connectivity between the Marina and Downtown Titusville in a way that the Marina and surrounding open space and riverfront become integrated parts of Downtown are recommended focus areas.

Titusville has a deep connection with the sea which has long been an important part of its culture. Boating, sailing, sport fishing and bird watching are treasured pastimes for many of the residents and visitors alike. The Marina is home to boaters year-round, as well as a popular stop for boaters cruising the Intracoastal Waterway. It is also within easy sight of Cape Canaveral and the rocket launches.

The marine recreational boating sector supports jobs, including leisure and hospitality, trade, transportation and utilities, and boat repair and other services. Currently, to address our country's growing needs for energy, food, and economic prosperity, innovative new projects, such as offshore wind energy projects and aquaculture facilities are being developed.

Other economic impacts include spending associated with boat trips on the water, visits to boats while docked or moored, and other expenditures such as seasonal storage, boat insurance and maintenance.

At the present time, the marina is an undervalued asset that offers opportunity for a Public Private Partnership (P3) to further develop the marina for public use. The operation of the marina by the private sector was determined to be in the best interest of the City in 2015. This is one step forward toward a fully integrated public private partnership for this property. The park area may include a recreational complex or an amphitheater for events that will serve to bring more people to the downtown. These amenities provide a strong incentive for the development of hotels in the downtown area, and by using the natural assets of the area, act as a catalyst to stimulate investment.

Collaboration between the public and private sectors has been shown to be an effective approach for the development of municipally owned facilities throughout the state of Florida. Creation of a P3 for this initiative is an excellent instrument to achieve and assure success for the City, and to provide the private sector with an outstanding opportunity for the enhancement of this signature asset.

The contemplated partnership created between the development partner, government and non-governmental organizations would be structured to deliver economic benefits to all parties. Sponsorships by local marine related businesses interested in participating in the partnership are another means for inviting community participation as part of the P3.

Issues that currently affect the Indian River Lagoon and the waterfront can be addressed by a proactive approach to this valuable resource, and by planning for compatible and sustainable marine related activities, the City can positively affect the future of these treasured natural resources.

Issues such as safety, and boating compatibility near the Space Center can also be focused on with long term solutions that benefit Titusville, as well as the entire area. Boating safety is influenced by several factors, including boaters' lack of knowledge of navigation rules and the use of alcohol by boat operators.

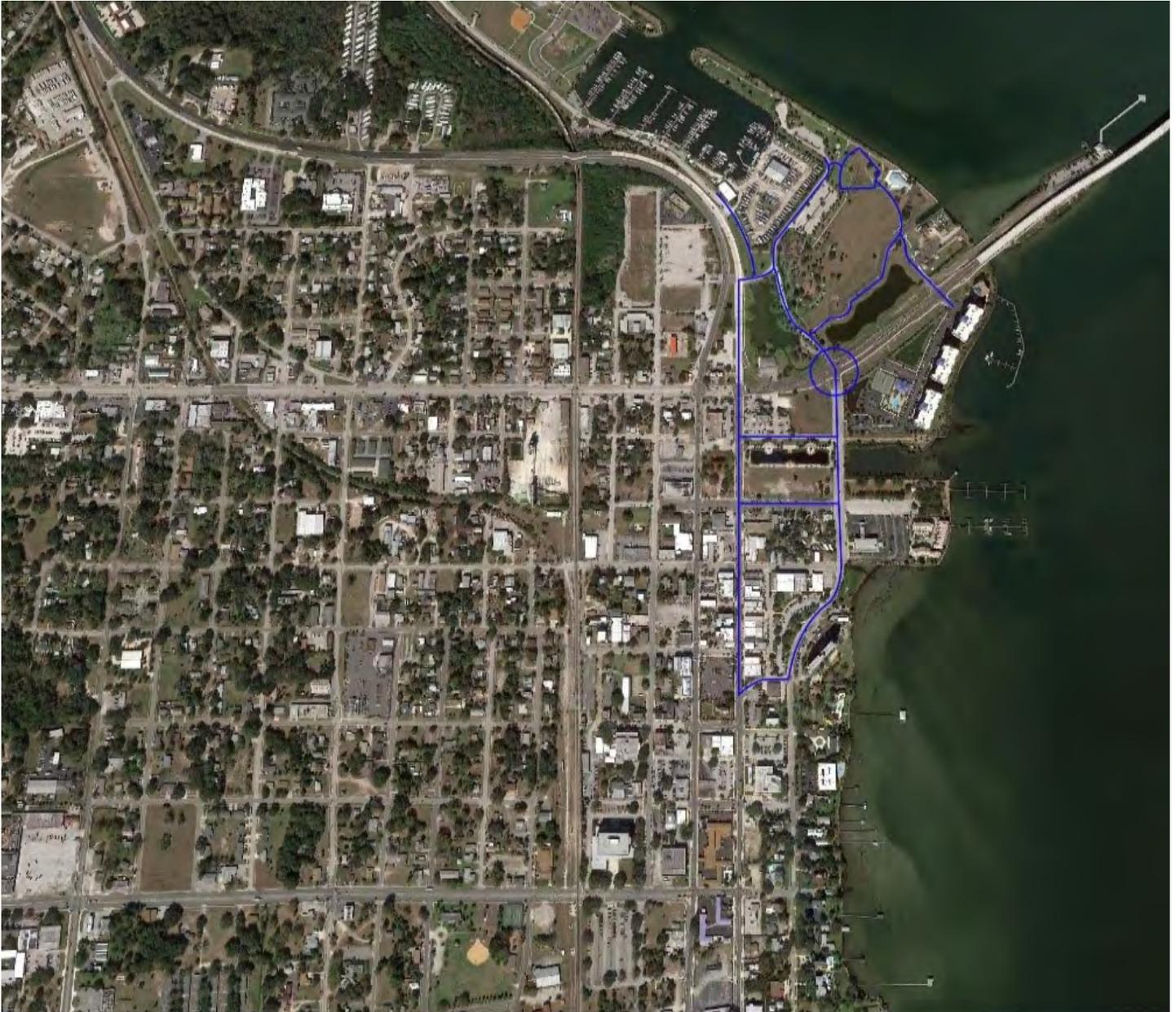
There may be an opportunity to involve the major businesses that are currently active at the Space Center in the redevelopment, especially as it relates to the environmental aspect of the project, its footprint on nature, and the potential to provide community centered events and activities.

An expanded marina, hotel, amphitheater/recreation/events/ and parking complex would provide an economic boost to the area, and provide the community with another quality of life enhancement. These are all catalysts to stimulate investment in the Downtown Area.

Additionally, enhancement of the connections between downtown and the Marina, combined with additional downtown parking will support development of a waterfront complex which could serve as an additional attraction to downtown, and provide the community with a better defined central gathering space.

# ECONOMIC DEVELOPMENT

Titusville Municipal Marina and the Sand Point Park area is a major redevelopment initiative. A methodical and comprehensive process is recommended to focus on this project, commencing with the assemblage of a technical team including City staff and outside consultants to determine the appropriate design of the project and to solicit a private partner interested in this endeavor.



## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ENHANCE THE MARINA AND SAND POINT PARK

- Conduct a Detailed Site Analysis to include connectivity with the downtown area.
- Issue an RFP for the Design and Development of the Project
- Issue a Project Specific Bid Package based on the City's Design Specifications
- Create a Public / Private Partnership for development

# ECONOMIC DEVELOPMENT

## EXAMPLES

### **PALM BAY MARINA**

The city of Palm Bay is located Central Florida along the Indian River Lagoon. The city is midway between Miami and Jacksonville and one hour east of Orlando. With a growing population of 106,000, Palm Bay is the largest city in Brevard County. While the city has successfully expanded west along Interstate I95, substantially less development has occurred in the eastern portion along Palm Bay, Turkey Creek and the US1 Highway Corridor. A lack of eastern development prompted the city to designate the area a Community Redevelopment Agency. In 1999 The Bayfront Community Redevelopment Agency (BCRA) was created to help implement redevelopment activities.

Since the inception of the BCRA, several planning documents have been created with the intent of redeveloping the BCRA into an attractive, inviting, environmentally sustainable and economically successful community. Each plan identified a need for commercial retail development, transportation and infrastructure upgrades, incentives to encourage mixed use development, and changes to land use and zoning codes.

Previous market studies do not support many of the ideas of city leaders. The city believes that the presence of Harris Corp. (Fortune 500 communications company, 1,400 employees in Palm Bay) and a growing population make this area ripe for investment. A unique district near the bay could create the "real downtown" Palm Bay is looking for.



# ECONOMIC DEVELOPMENT

## **JUPITER RIVERWALK DISTRICT**

The Jupiter Riverwalk is a 2.5 mile bike and pedestrian path along the Intercoastal Waterway and Loxahatchee River in Jupiter, Florida. The Riverwalk connects many of the towns commercial corridors as well as historic and natural assets. Points of interest along the Riverwalk include the beaches along Ocean Way, Mangrove Bay, Lagoon Bridge, Jupiter Yacht Club, The Plaza Down Under Riverwalk, and the Riverwalk Entertainment District, and Harbourside Marina. Riverwalk is located within the Jupiter Community Redevelopment Agency and was financed by private developer, CRA, and Community Development District funds.

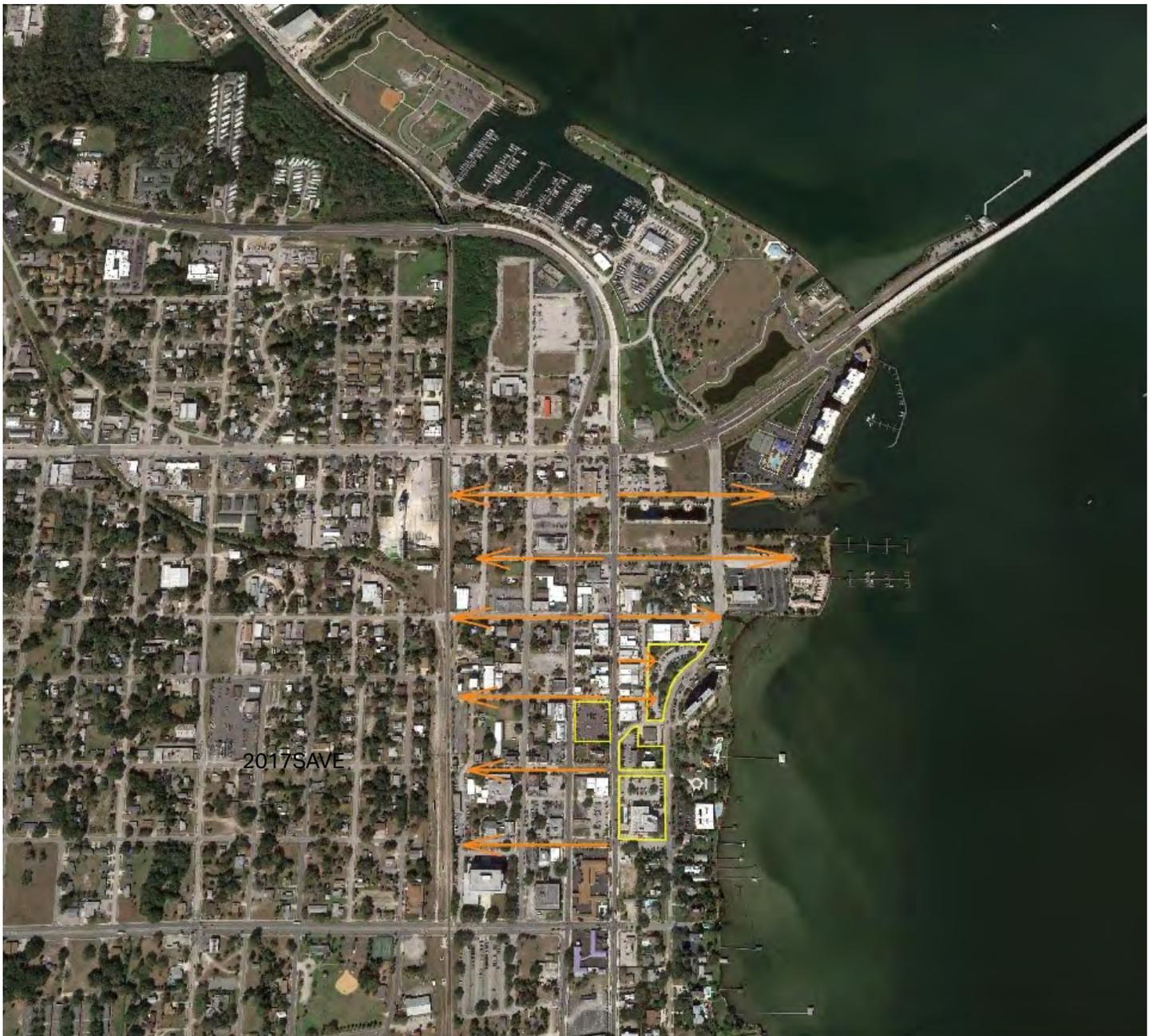
The Riverwalk District provides an active, livable waterfront with plenty of public waterfront access. The project has also been a catalyst for redevelopment by attracting investment and creating a vibrant district while simultaneously protecting the areas natural assets and the privacy of residents.



# ECONOMIC DEVELOPMENT

## PUBLIC PRIVATE PARTNERSHIPS AND REAL ESTATE DEVELOPMENT

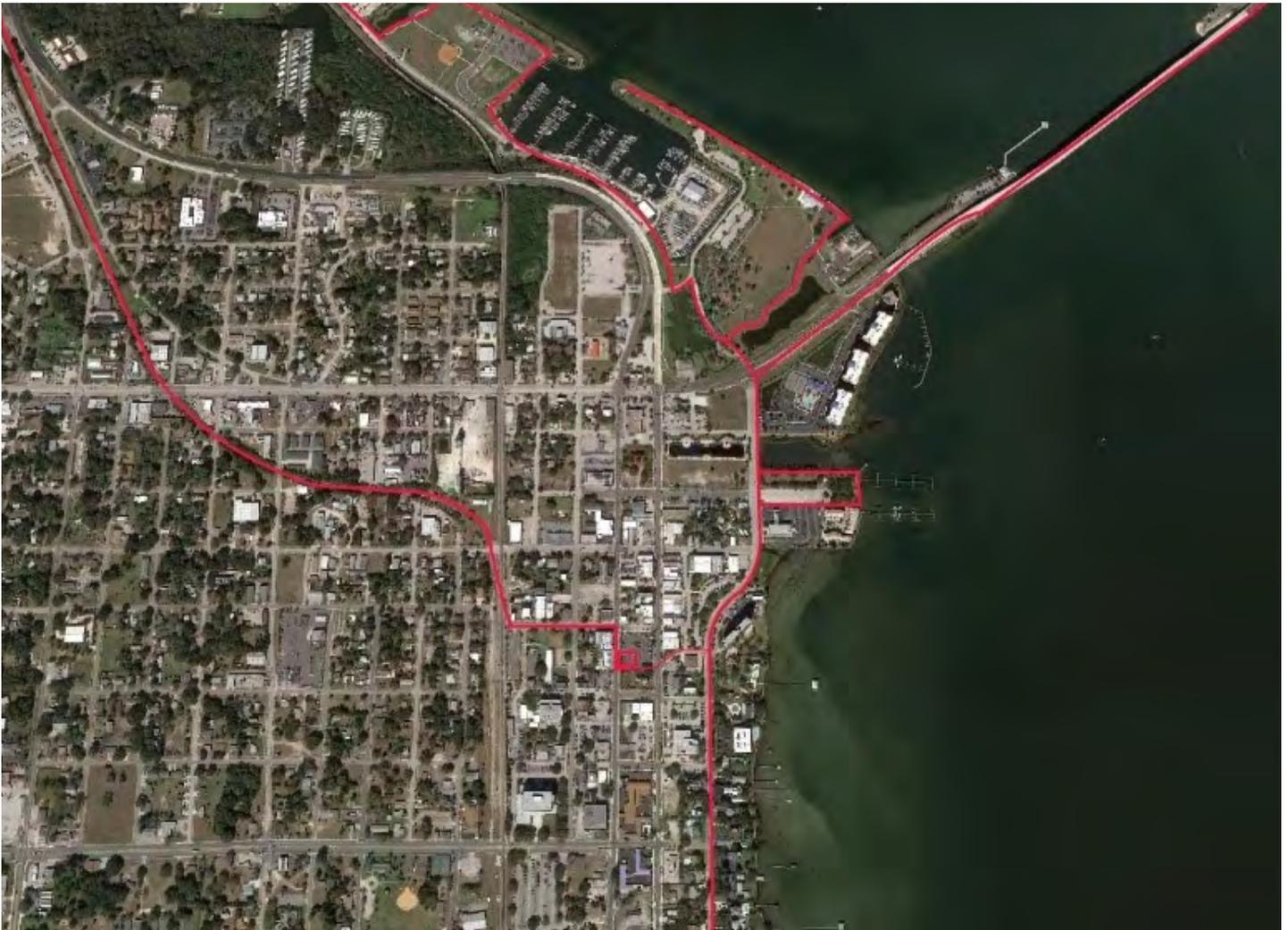
More efficient use of city-owned land downtown will help drive revitalization by generating additional consumer and pedestrian activity, and providing additional assets and activities as part of a marketing and branding campaign. This strategy, when combined with development of centralized, structured public parking, would allow for development of concepts such as central markets, special event locations, and enhanced pedestrian experiences to the east and west of the downtown core, especially if traffic conditions (and associated perceptions) persist. Work with FEC on reuse of the old train depot, possibly targeting a microbrewery. Use CRA incentives to incent these targeted real estate developments. Encourage public private partnerships which will attract and leverage private investment. Public private partnerships can be used for many different types of projects, including a sports complex, downtown hotel, public parking, new private commercial investment, and new public facilities. Public private partnerships have been used successfully by many local governments, and can be very effective in achieving many different types of public policy goals.



# ECONOMIC DEVELOPMENT

## RECREATIONAL CORRIDORS

The Coast to Coast Trail is a significant asset for Downtown Titusville, and the city is already investing in that asset through the new visitor center. The trailhead provides additional market support for both the proposed downtown hotel and structured parking in the downtown. Further expansion of the trail network locally through the corridors and neighborhoods will enhance the connectivity to downtown, further improving market access and opportunity for downtown businesses.



## CONNECTIVITY

Connecting downtown Titusville to areas to the south will help attract additional visitors to Downtown. Currently there is a captive market of tourists that visit Kennedy Space Center, but many of them travel between Kennedy Space Center and Orlando, without stopping to visit Downtown Titusville.

Improving the Highway US 1 Corridor, implementing targeted branding initiatives, and most importantly enhancing the Downtown experience will help increase penetration of this valuable market. Additionally, enhancing the connection between downtown and the waterfront, marina and park will improve the visitor experience as well, especially if additional activity generators, such as a riverfront amphitheater, are introduced.

# ECONOMIC DEVELOPMENT

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## BUSINESS ASSISTANCE AND ATTRACTION

A variety of business assistance programs can be used to connect people and places, leverage existing customers and target new markets. Additionally, robust assistance programs can set an area apart and add a competitive edge to attract new businesses. Business assistance programs have been successfully implemented in several downtown/urban village areas to help small businesses and small business opportunities maintain a competitive edge with larger, more established national or regional chain stores. Programs can range from monthly customized, site relevant business newsletters and educational seminars to cooperative advertising and creative special event strategies to creative grant programs focused on business interiors, operations and marketing.

Implement funding programs for rehabilitation and beautification of commercial buildings to help local businesses attract new customers. These grants may be made available to Business Owners and/or Commercial Property Owners. Consider strategic investment programs that target the redevelopment of properties in the Commercial Corridor. These programs may include public improvements such as landscaping, lighting, bike racks, sidewalks, drainage, storm water and parking lots.

Provide a rear building façade improvement program for shops along Indian River Avenue north of South Street. Improvements may include brick cleaning, painting, signs, window display area remodeling, exterior lighting, window and/or door replacement, awnings, restoration of original architectural features, and other improvements that are visible from the street and have a positive impact on the appearance of the buildings. Connect this parking to the shops along Washington with well-marked corridors to provide additional benefit to the downtown.

Expand and fund the existing ASCEND program to offer expanded technical assistance/consulting services to existing business owners for social media training and marketing assistance. Work with ASCEND to implement regular merchant meetings or educational business seminars with an informative mix of information and discussion with local business owners. This program should be targeted to provide the businesses with the tools necessary to take advantage of the Coast to Coast Trail opportunities.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ASSIST BUSINESSES

Create business attraction tools including collateral materials, paid advertisements and programs to promote the downtown area. Create a marketing incentive program such as a cooperative advertising campaign, events and promotions assistance program, and/or a merchant assistance grant program to add a competitive advantage for new businesses to choose Titusville locations.

Create an E-newsletter database of residents and visitors to Titusville by collecting emails at events and other gatherings. Send out weekly E-newsletters with local business specials, events, and promotions to continue promoting businesses within the City. In addition, create a monthly branded business E-newsletter that is sent out to all merchants, business owners, and property owners that includes relevant retail marketing trends, informs businesses of upcoming meetings, and other incentives available.

Target new businesses in Downtown Titusville that add diversity and unique opportunities for visitors and residents. Provide business incentives to attract these types of businesses.

# ECONOMIC DEVELOPMENT

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## RESPONSIVENESS AND TIMELINESS

Customer service enhancements to ensure that Downtown businesses and prospects receive the responsiveness, information, and certainty that is crucial to their investments in critical. This does not mean that the City of Titusville is unresponsive, but this is one area that there is always room for improvement. The main area of concern that stakeholders expressed regarding this subject was with historic preservation, and the feeling that the rules and regulations governing historic preservation are a significant impediment to investment. There are many successful historic districts in Florida which demonstrate that historic preservation can be an economic engine, when regulatory efficiency and proactive efforts to solve problems are implemented.

## ADVOCACY

An effective advocacy strategy is important for Downtown Titusville's success, because there are many conditions that are outside of the City's direct control that can have a significant positive or negative impact on Downtown. These include the conditions of the Indian River, Highway US 1 concerns regarding pedestrian safety and vehicular speeding (reality and perceptions), grant opportunities, and periodic legislative threats to Community Redevelopment Agencies. As part of a citywide advocacy strategy, the City should work with the Florida Department of Transportation to implement additional improvements that will enhance the Downtown Titusville experience. This advocacy effort should focus on ensuring that FDOT and the MPO priorities related to Highway US 1 include getting people and goods TO, not just through, Downtown Titusville. FDOT has not neglected Downtown and has made some improvements, but those improvements are not sufficient to allow Downtown to reach its full potential. The bottom line is that due to the current physical characteristics of Downtown, with State Road one-way pairs running through it, the agency with the most influence on Downtown's economic development may be FDOT, not the City or the CRA.

## BRANDING

A brand is the "singular idea or concept you own in the mind of a prospect", according to Al Reis, the pioneer of positioning. While a logo is typically referred to as a brand, the logo is just the artistic mark that is used to identify the area and is the visual association linked to the brand and position. Tactics to develop a downtown brand should include public and stakeholder meetings to discover words that are consistently used to describe the downtown (like eclectic, stylish, creative, etc...), colors that people associate with the downtown area and feelings about the experiences people have when visiting downtown. This exercise will lead to the development of a brand mark, specific words that conjure up images in the mind and campaign messages that lead to increased visitation by locals and tourists. When people have an idea of what type of experience they will have in each place, the message will draw those consumers who are looking for that unique experience.

Survey results and public and stakeholder input all point to the need for a clearly defined identity and brand for Downtown Titusville. A clearly defined targeted message and a strong comprehensive campaign is necessary to catapult the downtown area into a thriving hub of social activity. Developing and managing a brand that enhances a positive community image both locally and regionally can spur interest and desirability in the downtown area and thus attract new businesses and customers.

# ECONOMIC DEVELOPMENT

## SPECIAL EVENTS

The vision for Downtown is a lively, vibrant place that serves the community as a gathering place, and promotes the City's goals. Regular events will need to be created to make the community aware of the downtown, and managed so that they are a magnet for the entire surrounding population. Crafts, arts, music, dance, quilting, scrapbooking, canning, gardening, yoga, biking, running, walking.... The list goes on of synergetic activities that are the heartbeat of the community. The fire of the community will burn brighter if these events are encouraged in the Downtown.

It will be important to connect any events that are hosted in the downtown to the existing businesses and to the opportunity to lease spaces. Often, vendors at an event can become the next brick and mortar store in a downtown. The event provides the vendor an opportunity to test the market and determine if their product or service is a good fit for that area. When event advocates and producers lead with this goal in addition to simply providing an opportunity for the community to gather, the downtown business environment becomes stronger. The main event objective for economic development and redevelopment is to drive foot traffic inside existing businesses and clearly showcase leasing opportunities.

Promote events that are held on a regular basis, alternating afternoons and evenings to attract people to the downtown area. Ongoing public events can help drive positive awareness of Titusville's downtown. Bringing people from the entire city downtown on a regular basis serves to make citizens aware of the unique amenities that exist in the central part of their community. Strolling art /wine walks are perfect opportunities for downtown businesses to promote their businesses, and at the same time provide a community benefit, a placemaking effect, and evening activity in the downtown on nights that are not typically busy. Create a special VIP program for residents to frequent downtown businesses with special offers and events. Combine these event nights with happenings at the Emma Parrish Theater.



# ECONOMIC DEVELOPMENT

Take advantage of the Playalinda Brewery and The Brix project, in conjunction with the Welcome Center, organized trail rides, and theater events to create events that connect the City and the Downtown. Model Titusville downtown with Pompano Beach's efforts to revitalize its downtown area while also promoting local businesses. The Pompano Beach Community Redevelopment Agency created a unique event that aims to bring different aspects of the city together. 'Old Town Untapped' was formed to feature free craft beer from South Florida breweries, local food trucks, live music and the arts, in addition to exposing visitors and vendors to the various improvements the city has made to the area. Titusville could implement the same event series in partnership with Playalinda Brewery and activate the downtown area.



# ECONOMIC DEVELOPMENT

## EXAMPLES

**In the Biz Tuesdays:** Since small businesses are scattered throughout Margate and not connected in a walkable downtown, the Margate Community Redevelopment Agency (MCRA) had to become creative in bringing awareness and visitors to those businesses. Rather than having a monthly event in the same location and having businesses come represent themselves (if they weren't already engrossed in day-to-day business activities), the Margate CRA brought the events to their doors. Deciding to host rotating events at 6 different business locations, this offered unique opportunities for residents to meet the owners and discover the businesses on a more personal and less-detached level.

To meet the unarticulated needs of the small business community and to revive the love for Margate's small businesses, the Margate CRA implemented a new promotional event series, 'In the Biz Tuesdays'. This innovative business retention concept originated as a catalyst for the growth and success of Margate's businesses and is designed to expand the economic base of the Redevelopment Area by retaining existing jobs. This strategy encourages patronage of local business, helping to thwart economic leakage into surrounding areas.



**Art & Wine Promenade:** In Northwood Village, there were scattered businesses with long breaks of empty storefronts in between, not giving patrons a reason to walk from business to business. To create a "strolling" type of event so that all businesses received attention, Art & Wine Promenade was created. This event activated empty spaces with live art and had wine tastings inside the businesses (each one sampled a different wine) so that there was reason to walk down the entre corridor. Punch cards were given to attendees so that each business visited or sampled wine, visitors were given a stamp which then registered attendees a chance to win a Northwood Village gift card. Numerous artists ended up opening bricks and mortar locations in the empty storefronts after several successful events and Downtown Northwood Village is now a thriving business community.

# ECONOMIC DEVELOPMENT

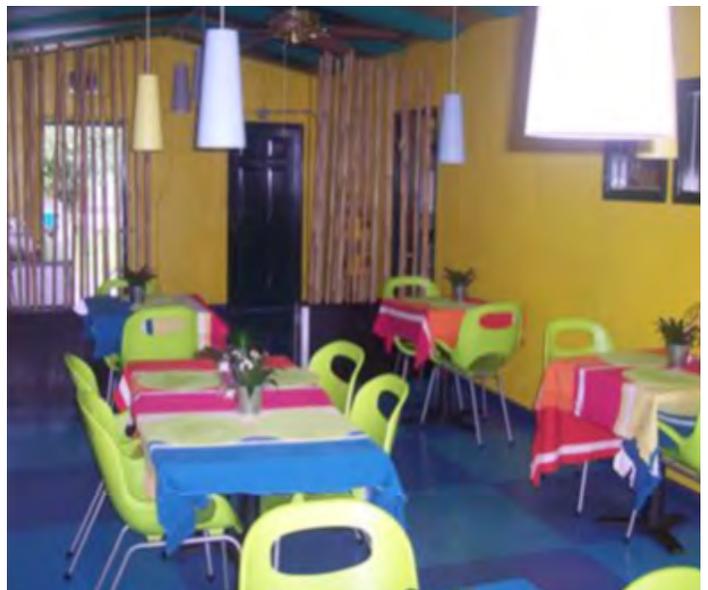
**Margate's Co-op Ad campaign:** When asked, what assistance would be most useful in promoting their business, forty-two percent (42%) of merchants stated that print advertising would be the most helpful. Upon review of these findings, a co-op advertising opportunity was created for Margate businesses at the low cost of \$20 per ad block in a local news publication. In a survey given to measure the effectiveness of the ad, one-hundred percent (100%) responded that they would participate in another co-op advertising opportunity.

# ECONOMIC DEVELOPMENT

**The Northwood Village Merchant Assistance Incentive Program:** The Merchant Assistance Incentive Program was designed to assist merchants in increasing sales through training and merchandising techniques. The Program was available only to restaurant and retail businesses located in Northwood Village. The incentives were limited to the following activity; re-merchandise an occupied space, evaluate and create a marketing strategy for the business, train restaurant and retail business operators in advertising, marketing, promotion, sales and service techniques and other related tools, and to stimulate sales for business retention purposes. The program Goals were to:

- Create a more viable merchandise mix.
- Provide interior renovations that have a substantial visual impact.
- Provide training to merchants and their employees.
- Increase sales of existing business to ensure viability and retention.
- Attract additional business to the district by upgrading the existing.

The West Palm Beach CRA provided a grant of up to \$15,000 per business inclusive of consultant's time to be used for training as well the aesthetic improvements to the interior of a business including but not limited to painting, lighting, accessories, interior décor and display materials.



# ECONOMIC DEVELOPMENT

**Dania Beach's Business Attraction Collateral:** The Dania Beach Community Redevelopment Agency established an economic development editorial placement and public relations campaign with their network of media contacts at influential business publications. This allowed the City to tell Dania Beach's story to a national audience. For six years, advertisements and advertorials were placed in The Greater Alliance Sourcebook showcasing Dania Beach as destination to live, work and play. Upcoming development projects garnered national press and have frequently been headlines in major news. In addition, branded collateral (print and digital) were created to market Downtown Dania Beach and the City Center at ICSC and other developer and business meetings/seminars and conventions, as well as promote the assets of doing business in downtown Dania Beach.



**DANIA BEACH**  
OPPORTUNITY INNOVATION

Through comprehensive business attraction and retention strategies, development partnerships, and a keen interest in the environment, Dania Beach is an ideal location to live, work and play. We invite you to explore the possibilities in Dania Beach, and we look forward to helping you realize your dreams.

**CALL US TODAY**

FLEXIBLE ZONING | PERSONALIZED ATTENTION | EXPEDITED PERMITTING

 [www.daniabeachcra.org](http://www.daniabeachcra.org)  
DANIA BEACH CRA 954.924.6801



Doing Business in Dania Beach...

*"The high level of interest in the property is a testament to the potential that developers see in Dania Beach."*

David Duchworth  
Vice President of Investment Sales, Avlon



The Place of Dania Beach Pictured Above... is a \$20+ million mixed-use development featuring 144 residential rental units with ground-floor space for rooftop recreation facility, pool and fire-pit with some units available as located at 180 East Dania Beach Blvd. 33004 and is owned by AHJ, contact AHJ at 305.255.5527 extension 307.

**DANIA POINTE**  
commercial & restaurant, big space available at Daring Road Developer Bob

 **DANIA BEACH CRA** 100 West Dania Beach Boulevard  
Dania Beach, FL 33004  
PH: 954.924.4801 [www.daniabeachcra.org](http://www.daniabeachcra.org)

OPPORTUNITY  
GROWTH  
SOLUTIONS  
PROSPERITY

With over **\$200 Million** in investment currently underway, we invite you to explore the exciting possibilities in Dania Beach!



**Morrison Hotel** pictured above... located at 28 S. Federal Highway, the Morrison is a boutique-style hotel and is expected to have 143 rooms. Owned by M & S Properties LLC, the construction cost is approximately \$50 Million.

**MAKE IT HAPPEN...**  
**CALL TODAY: 954.924.6801**



**Wyndham Garden Hotel** pictured above... located at 129 N. Federal Highway is expected to have 142 rooms with a construction cost of \$11.4 Million and is owned by DORM Sheraton Square LLC.

**Dania Hotel** pictured to the left... located at 158 N. Federal Highway will have 111 rooms with a construction cost of \$30 Million and is owned by Dania LLC.

# ECONOMIC DEVELOPMENT

**Dania Beach's Quarterly Merchant Meetings:** The Dania Beach Community Redevelopment Agency (DBCRA) hosted quarterly merchant meetings throughout the years with an informative mix of information and discussion of DBCRA news. With over \$200 Million dollars of investment and development in the City currently underway, it was imperative to keep Dania Beach businesses involved regarding the changes the City will undergo. Topics included updates from local law enforcement, marketing strategies, construction notices, community traffic issues, events, parking issues, downtown development master plan, multi-modal transportation, State of the Art Environmental Protection and Disaster Prevention and Post-Disaster Planning.

**JOIN US FOR THE  
THIRD MERCHANT  
MEETING  
OF THE YEAR!**



**DANIA BEACH**  
OPPORTUNITY INNOVATION GROWTH

**Discussion on Downtown Dania Beach  
Development and Master Plan**

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**Your opinion matters....  
We want to hear from our local businesses!**

**INPUT NEEDED**

**August 25 @ 6pm | Dania Beach City Hall Atrium**  
*Light refreshments will be served*

RSVP to Kisha Payen at [kpayen@ci.dania-beach.fl.us](mailto:kpayen@ci.dania-beach.fl.us)

100 West Dania Beach Blvd  
Dania Beach, FL 33004

Call for more info: 954.924.6801

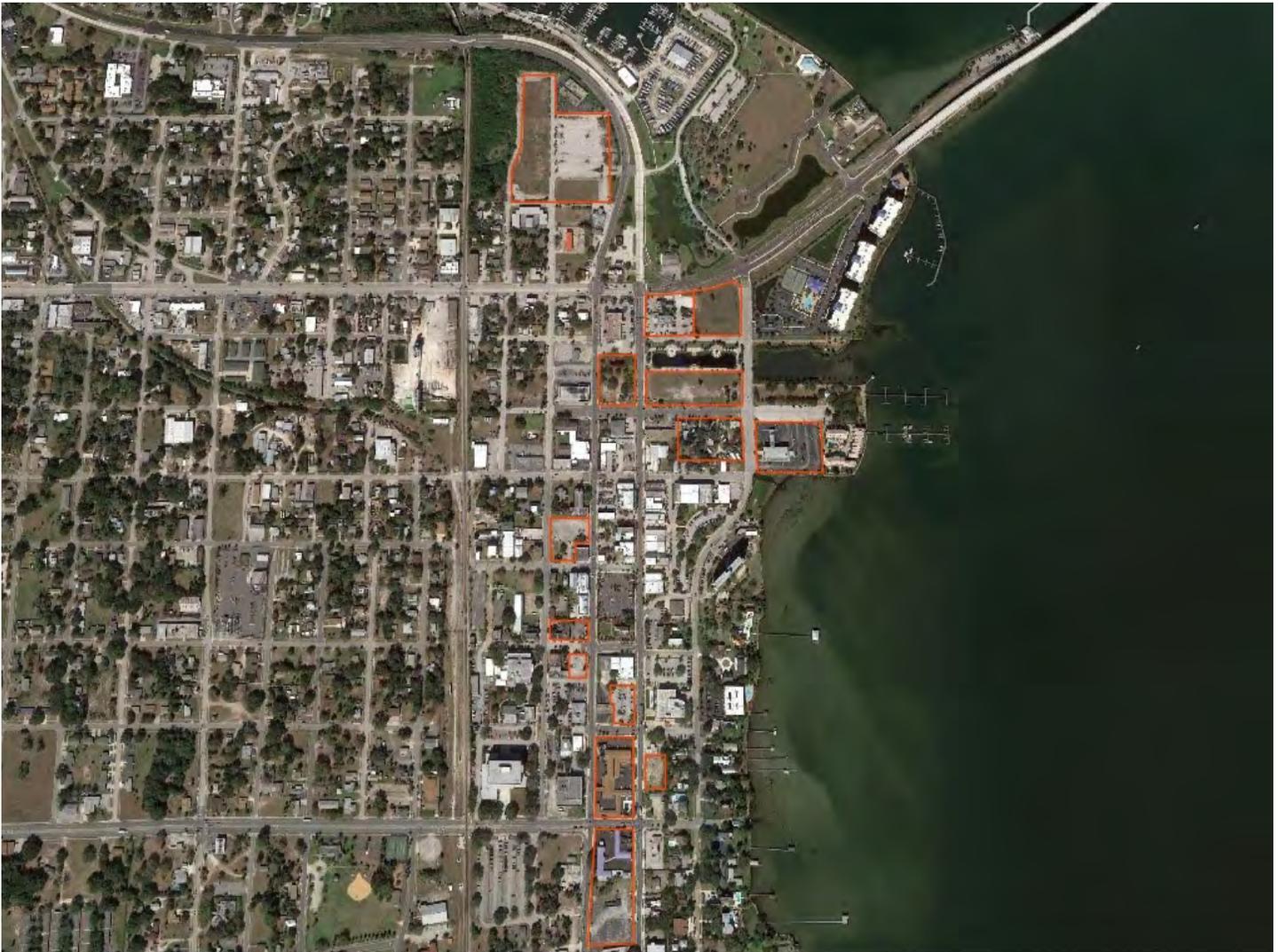


# ECONOMIC DEVELOPMENT

## LAND DEVELOPMENT REGULATION AMENDMENTS

Amendments to the Land Development Regulations (LDR's) should continuously be evaluated to encourage residential development downtown. This will be critical to stabilizing Downtown Titusville and to attracting new residents, especially the workforce that will be moving to the region as the privatization of space and the aerospace industry continue to expand. This workforce has a large region to consider for its housing options, and many of these 'millennial' workers will be making their housing decision on certain lifestyle choices which include their desire for a vibrant, active downtown. Downtown Melbourne and Cocoa Village, not to mention Waterford Lakes, Oviedo and other areas in Seminole County are within the area of consideration for many of these employees, who are hopeful of trading a longer commute for the lifestyle and quality of life that they desire.

This trade-off is one of the most important considerations of this Economic Development Strategic Plan. Land Development Regulations that encourage responsible residential development in Downtown Titusville will have a significant influence on how much, or how little, of this new workforce will make Titusville their choice place to live.



**54.81 Acres @ 20 Units / Acre = 1,096 residential units @ 5.0 FRA = 11.9 million non-residential Sq Ft**

# ECONOMIC DEVELOPMENT

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## DENSITY CHANGE EXAMPLE: 6 PARCELS OF 6.59 ACRES

The following table demonstrates the change in impact on density, massing, and parking with changes to the downtown zoning to encourage the development of new residential units into Downtown Titusville. Contrary to popular belief, new residential density does not necessarily mean an increase in demand, or potential demand for services such as parking and transportation. Currently, the density of 20 units per acre does not encourage residential development, and even if it did, residential development of 20 units per acre will not promote a mixed-use, active environment downtown. The current regulations do however, allow for significant commercial development, much of which the current market cannot support, but which would place significant demand on infrastructure if it came to fruition. Market-driven adjustments to the development regulations to encourage and allow higher residential density while reducing commercial entitlements that are not consistent with market conditions, will help downtown thrive and reduce potential infrastructure demand while remaining consistent with Titusville's character.

	Units/Acre	Total Units	Res SF	FAR	Non-Res SF	Total SF	Parking Req.
Current Density	20	132	158,160	5	1,435,302	1,593,462	5,873
Scenario 1	50	330	385,400	3	861,181	1,256,581	3,774
Scenario 2	75	494	593,100	2	813,265	1,406,365	3,747

## FINANCING DOWNTOWN REVITALIZATION

The downtown area is part of a Community Redevelopment Area, and the Community Redevelopment Agency (CRA) is empowered by state law to implement programs that encourage redevelopment, revitalization, and investment. These programs may include marketing and business attraction, real estate development incentives, and capital improvements and infrastructure.

Another tool for funding revitalization and promoting investment are public private partnerships. P3's, as they are commonly known, seek to leverage private funding to achieve public policy goals. These goals can be attracting a new hotel to downtown, developing public parking, construction of new public facilities such as city hall, and public improvements including river walks and other infrastructure improvements. Public private partnerships are also useful for downtown branding, marketing, and special event strategies.

Good working relationships among the participants promoting downtown revitalization is critical. Successful interaction and collaboration is based on several factors including establishing an atmosphere of trust and disclosure, a mutual understanding of a realistic timeline, building consensus, and communication.

While developers typically secure project-specific debt and equity financing from private sources, additional public financial assistance may be required to carry the redevelopment forward.

# ECONOMIC DEVELOPMENT

## COMMERCIAL CORRIDORS

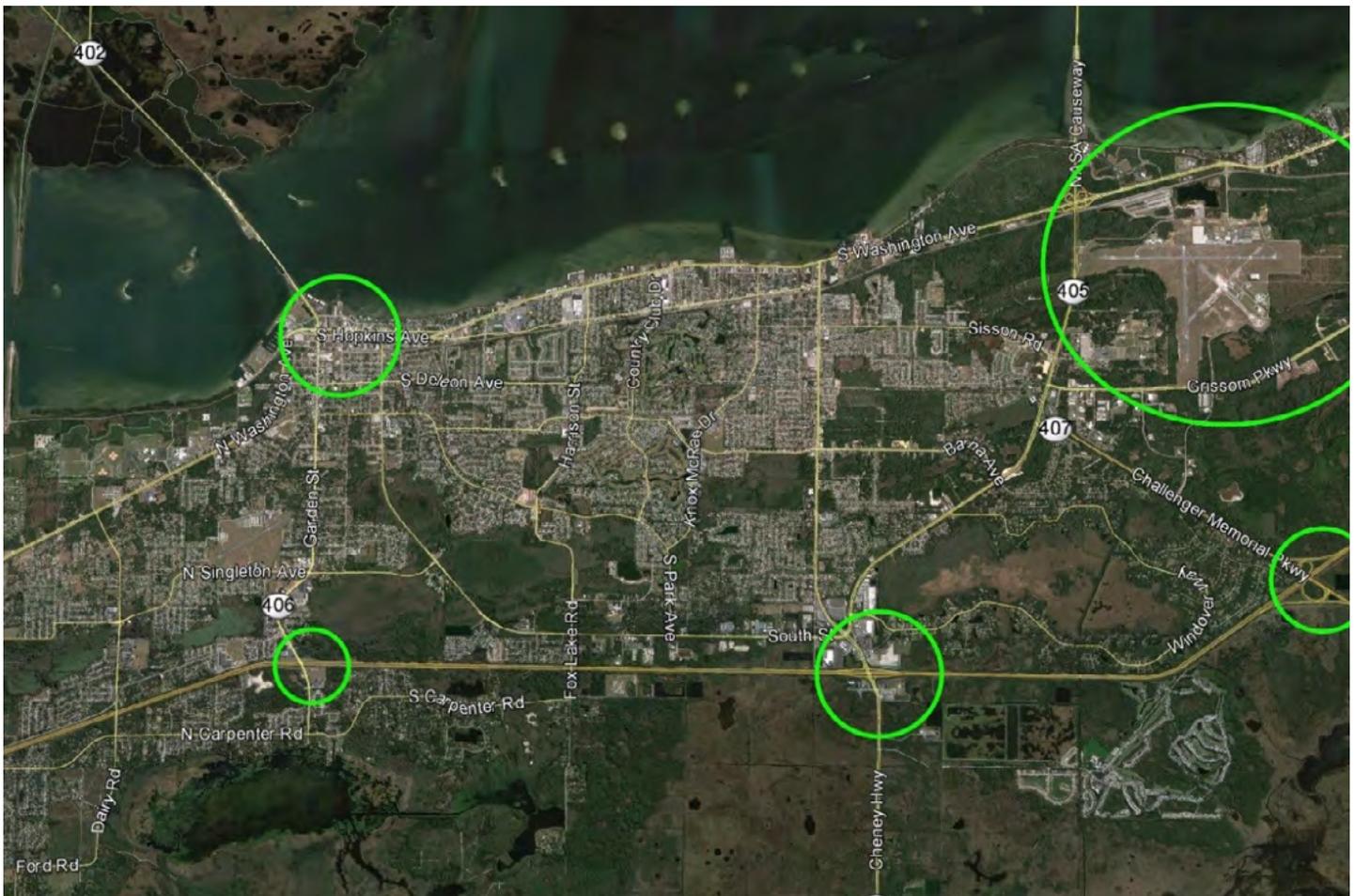
Aesthetics within the community must improve if Titusville is going to prosper and grow. Provide funding and/or staffing for proactive “clean and safe” programs and activities, including pressure cleaning of sidewalks, litter control, graffiti removal, area code enforcement and community policing.

By improving and cleaning up the Commercial Corridors within the City, real estate acquisition, assemblage, and development are encouraged and facilitated. Titusville has many older commercial corridors located within the downtown part of the City. These urban corridors are important to the City because of their character, patterns, relationship to the surrounding neighborhoods, pedestrian oriented streetscapes, and distinct architecture and form. They were historically developed with a mixture of residential and commercial uses and served as the “Main Street” for decades. The East/West expansion of the downtown area and a cleanup program for these neighborhoods will be important to improving community pride and appearance.

Entrance monument signs along the US 1 corridor and in the downtown area need to be enhanced and lighted so that they make a statement to the people arriving in Titusville. The function and aesthetics of the corridors is a major consideration, as well as continuing the branding campaign for the City.

The Columbia Cheney corridor serves as the primary gateway into the City. By recognizing the importance of enhancing this gateway as a means of promoting Titusville to visitors and investors, the City should consider a Gateway Plan for this corridor as discussed in more detail later in this report. The continued pursuit of a hotel in this corridor to service the business customers of the Space Coast is another high priority for the City.

The locations illustrated below have been analyzed for possible new hotel locations which will greatly assist the ability of Titusville to attract new business.



# ECONOMIC DEVELOPMENT

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO IMPROVE THE COMMERCIAL CORRIDORS

The City can assist with improvements in the corridors to include additional sidewalk improvements, pedestrian scale street lighting, street trees, and wayfinding signage.

A cleanup campaign for neighborhoods to include the commercial corridors should be commenced. Issue Design and Development Request for Proposals for Gateway Entrance Features and Signage.

## EXAMPLES

Hallandale Beach is a coastal community located in Southern Broward County. Hallandale Beach has placed a high priority on creating a vibrant destination for residents and visitors. To carry out this vision, city officials identified the importance of creating a wayfinding program. The first step of the program was to upgrade Hallandale's main gateway sign (located at I-95 and Hallandale Beach Boulevard). The old concrete signage was outdated and poorly visible at night. The city felt that a more attractive welcome sign would create a bold look that would attract business and tourism.

In 2014 the city of Hallandale commissioned its wayfinding strategy and upgrade of the main gateway. The gateway signage is located within FDOT right of way, and therefore approval would be needed. The City requested approval through FDOT's Community Aesthetic Feature Program and received conceptual approval for the sign, provided the city funded all costs associated with the project. Today a new sculpture sits on the property that is line with the city's new branding campaign. LED lights within the sculpture keep it lit and visible even to those traveling up and down 95.

The new exciting and colorful signage has created optimism in the community.



# ECONOMIC DEVELOPMENT

## TARGETED INDUSTRIES

Titusville and the North Brevard area are already experiencing significant economic development in various industries. New growth and business relocations include Embraer, Blue Origin, One Web, Titus Landing, Barn Light Electric, Brix Brewing, Falcon Marine, RUAG Space USA, Paragon Plastics, and Port Canaveral Operations in the Logistics Center. This activity represents a significant private investment in the community, and the creation of many high-paying jobs. This EDSP focuses on targeted industries that are reflective of the area's strengths.

	\$ Millions Investment	New Jobs	Industry
Embraer	\$8m	150	Manufacturing
Blue Origin	\$205m	330	Commercial Space
One Web	\$85m	250	Commercial Space
Lockheed Martin	\$80m	300	Manufacturing
Titus Landing	\$60m	800	Retail
Port Logistic Center	\$260m	255	Logistics
Brix Project Brewery	\$3.65m	23	Wholesale
Paragon Plastics	\$2.3m	40	Manufacturing
RUAG Space USA	\$2.6m	30	Commercial Space Manufacturing

## TARGETED INDUSTRY – SPACE

Florida is racing with Texas and California, among others, to take the lead in promoting commercial space launches and to capture the huge impact that accompanies the manufacturing of rockets, as well as space exploration and tourism. The economic development efforts to expand this industry should include developing a broad industry base, building a deep supply chain, and continued support of the educational institutions to deliver work force talent. The space industry is a \$300-billion-dollar industry and today 75% of those dollars are from commercial space programs. This section points to the recent announcements from OneWeb, Blue Origin, and SpaceX relative to expansions in the immediate area. As NASA considers providing more land to private business, more launch pads are being discussed which are very important in these companies' business models. As these CEO's consider business locations, two factors keep surfacing as significant in their location decision. They are the skilled area work force and the area's quality of life.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ATTRACT THE SPACE INDUSTRY

- Implement the plan to revitalize the downtown area, including the marina and waterfront. Offer activities and venues to enjoy the quality of life that Titusville must offer.
- Continue to protect the riverfront and provide opportunities for hiking, cycling, and walking for the businesses at Exploration Park, inviting them to be part of the community.
- Build relationships with the major employers throughout the community, to leverage the buying power of these businesses and their employees. This requires initiating communications with the HR departments of these companies, setting up meetings, and introducing them to Titusville. Thus, you expect to learn about their supply chain requirements, and how Titusville can assist in providing these business requirements.

# ECONOMIC DEVELOPMENT

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- Become proficient in site selectors requirements for “shovel ready sites” and site certifications.
- Actively pursue the development of a business hotel in the commercial corridors area, that will serve the needs of the expanding businesses and their suppliers.
- Continue and expand the scholarship program for CPT Training, and promote the co-working space in Downtown Titusville for entrepreneurs and small businesses.
- Continue to invest in infrastructure improvements that support space and aerospace companies and the business attraction efforts at Exploration Park, Spaceport Commerce Park, and the Airport.
- Improve communications infrastructure to insure fast access DSL, cable broadband, and wireless services exist and to eliminate any service gaps in Titusville.
- Proactively support the North Brevard Economic Development Zone, Space Coast Economic Development, Enterprise Florida, Titusville-Cocoa Airport Authority, and Space Coast Tourism Department in their efforts and participate in their activities.

## EXAMPLES

### ONE WEB

OneWeb Satellites announced in 2016 that it would be building a new \$85 million high-volume satellite manufacturing factory in Exploration Park. As they ramp up production of these small satellites that are the thrust of its business, they expect to employ 250 highly skilled aerospace workers. Citing the area’s highly concentrated skilled workforce, the CEO of OneWeb praised the area’s competitiveness, and the region’s quality of life.

### BLUE ORIGIN

Blue Origin plans to employ 330 people at the new facility pictured below.



# ECONOMIC DEVELOPMENT

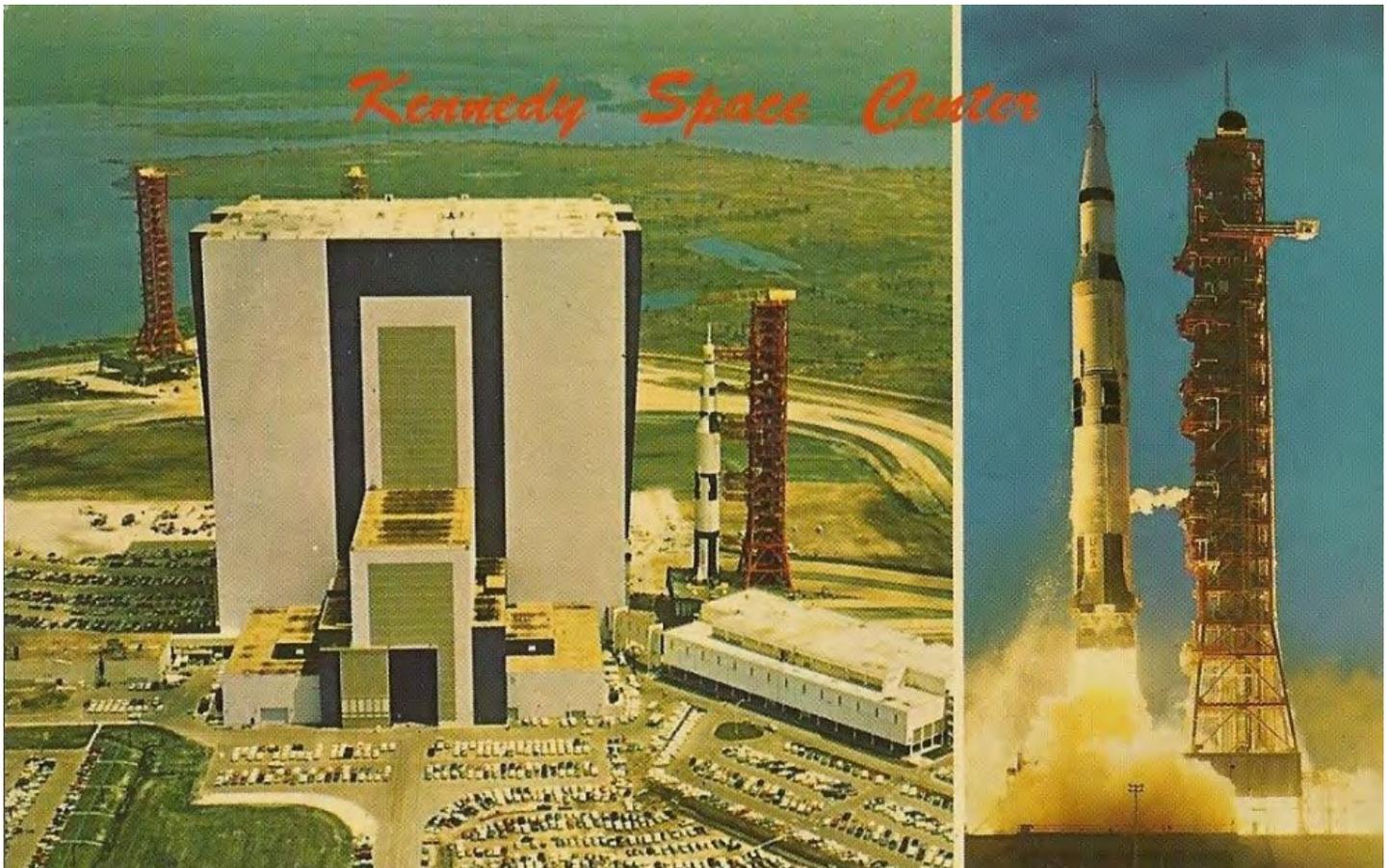
## SPACE X

As this report was being finalized, SpaceX landed a \$112-million contract from NASA, as it plans to send the Surface Water and Ocean Topography into orbit.

## TARGETED INDUSTRY – TOURISM/VISITORS

Space tourism in Florida is a rapidly growing industry. Within the United States, Florida constantly ranks in the top five for aerospace industry employment. The Kennedy Space Center alone employs over 15,000 people and attracts more than 1.5 million visitors annually. In 2013, Virgin Galactic had 640 people commit to space travel tickets at \$250,000. This marriage of industry and space tourism is a dream combination for Titusville.

New progress for the space tourism industry is being made every day. With reusable rockets, the cost of spaceflight could be drastically reduced, which would open new opportunities for both operators and wealthy tourists. With plans to start voyages by 2018, the reality of space tourism is rapidly materializing. Fierce competition among the front leaders, Blue Origin, SpaceX, Virgin Galactic and the Russian firm KosmoKus is fueling the race for space.



In 2015 Florida had a record 105 million visitors, and the Space Coast surpassed 2014's numbers. The hotel industry in Brevard recorded a higher occupancy and higher room rates, and Port Canaveral and the Orlando-Melbourne International Airport reported increased passenger counts as well as revenues.

Port Canaveral for 2015 reported 3,726,063 multi-day cruise passengers. Their single day vessel passengers for the same time frame was 315,203 passengers.

Kennedy Space Center's Visitors attraction is heavily marketed throughout the cruise ships, and pavilions targeting the cruise traveler. They also have a very extensive marketing program at the Florida Welcome Centers, and through print

# ECONOMIC DEVELOPMENT

media including magazines, newspapers and social media.

Titusville is now a "Trail Town." The Coast-to-Coast Trail will link communities between St. Petersburg and Titusville, providing a "safe, scenic and sensational" multi-use trail allowing residents and visitors to explore Central Florida and the Space Coast by bicycle and on foot. This connector is the first of its kind in Florida and has already fueled the economic revitalization of communities along its route.

Tourists and residents are demanding more ecotourism opportunities. As one of the most visited destinations in the world, with 50 million visitors/year, Orlando and East Central Florida have a prime opportunity to promote the National Seashore, the trails, greenways and blue-ways as ecotourism destinations. Canaveral National Seashore reported more than one million visitors in 2015, with 780,000 visitors at Merritt Island Refuge and 200,000 at St. John's National Wildlife Refuge.

Easy access to nearby businesses and lodging encourages the outdoor enthusiast and cyclist to spend money, and participate in the community activities.

The Trails System offers easy access to nearby businesses and lodging encourages the outdoor enthusiast and cyclist to spend money, and participate in the community activities.

An eco-tourism niche that incorporates trails and water activities can be expanded by creating an eco-tourism marketing plan and developing partnerships with outfitters and lodging facilities that cater to these enthusiasts.

Finding the balance between appropriate development and redevelopment while maintaining the tranquility that trails provide can be a difficult undertaking. Marketing to attract visitors from outside Titusville can be a major driver. And with the Trails Website on VisitFlorida.com, local businesses can advertise to a specialty market.



# ECONOMIC DEVELOPMENT

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO INCREASE TOURISM

Engage a company to create an overall Tourism Marketing and Branding Plan for the City of Titusville that outlines the advertising and overall marketing approach that will be used to promote Titusville as a destination.

Titusville's downtown should have a brand that gives it a special attraction but also keeps it positioned as part of a broader community that is competing with the rest of the world to attract people and businesses. A vibrant downtown can create a unique destination that serves as an economic advantage for the entire community. Strengthen and grow the Downtown Titusville brand through effective mediums at the regional, national and international levels to attract first-time and repeat visitors. Expand on the launch from here campaign, proving that Titusville "is the perfect launching point for your vacation or adventure." Create a comprehensive marketing campaign showing all that there is to do in Titusville, including paid advertisements, cross promotional campaigns with the KSC and Port Canaveral, and social media campaigns.

**Social Media:** In conducting a digital-audit of Titusville, "spoof videos" and many negative comments of Titusville appear that portray a negative view of the City and create issues for the tourism industry. According to social media and tourism statistics, 70% of global consumers say online consumer reviews are the second most trusted form of advertising. The tourism industry is using social media to create a strong destination image and be in constant communication with their customers. Their customers use social media as a research tool in deciding where to book their next vacation and it helps when booking locations have a destination image for them to see. Per Neilson, 40% of online travelers visit social networking sites to influence destination selection. When consumers find a destination image that they think suits their personality they are more likely to have a satisfying experience and share their experience on social media through consumer-generated content. Some tactical examples may include:

- Create a campaign with local businesses incentivizing visitors to write positive Yelp and/or TripAdvisor reviews to boost ratings and bring back a positive image for tourism in the City.
- Double down on Instagram. Instagram is where it's really happening for tourism companies on social media. This is especially the case for Gen Z, with the number of Facebook users on a steady decline while Instagram adoption continues climbing (Sparks & Honey, 2014).
- Create a Launch from here Facebook campaign using paid advertisements to depict that Titusville "is the perfect launching point for your vacation or adventure." Create Facebook contests that encourage people to share those posts.

**Downtown hotel:** A key element for increasing the tourism industry is the development of a downtown hotel. Comfortable hotels and accommodation facilities play a very important role in popularizing any tourist destination. There are certain actions that the Titusville can take to incentivize a hotel as discussed in this plan previously.

**Partnerships:** Foster a culture of public-private collaboration, cooperation, and partnerships – across the state and beyond – to continue to unify the tourism industry and help grow Titusville's economy. Grow and strengthen partnership programs and communicate their success to the industry.

## TARGETED INDUSTRY - MARINE

The marine industry provides \$3.7 billion dollars in economic impact to the state. By planning for compatible and sustainable marine related activities, as well as the protection of its treasured natural resources, business can flourish in Titusville.

Titusville has an excellent opportunity to capitalize on the Indian River, and its proximity to Canaveral National Seashore and Port Canaveral, which is currently the nation's second busiest cruise port. Investments in tradeshow advertising and at nearby marine activities to promote the area are recommended to continue to attract marine industry.

# ECONOMIC DEVELOPMENT

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ATTRACT THE MARINE INDUSTRY

Continue to provide business incentives for new targeted businesses in Titusville, to include marine related businesses specifically.

Revisit the City-owned marina and park property to consider a higher and better use for the property, to include an amphitheater, hotel, events, recreation and other marine and tourism businesses.

## TARGETED INDUSTRY - EDUCATION

Opportunities for education continue to drive business decisions across the country. Brevard County's recent strategy plan designed to lead the public schools into the future, is a good foundation for improvements to the school system, and illustrates the knowledge of the importance of good schools by the leadership of the area. At the university level, Central Florida schools are helping boost the talent thousands of local aerospace and aviation companies need to grow their businesses. Aviation Week magazine named the University of Central Florida the No. 1 U.S. supplier of employees for the aerospace and defense industry. UCF's College of Engineering and Computer Science has more than 9,000 students.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ATTRACT THE EDUCATION INDUSTRY

Provide opportunities for continuing education at local institutions, and encourage youth participation in community activities, so that they understand the significance of the rich heritage of their city.

Continue to work with the local business community to determine any deficiencies in the current labor force in terms of skill and other factors, and make the educational institutions aware of these needs.

Partner with the local community educational institutions including Eastern Florida State College, Florida Institute of Technology, as well as regional players including the University of Central Florida and Embry-Riddle.

### **Example: Brevard County Schools and Institutions of Higher Learning including Embry-Riddle**

Brevard County has several high performing schools in their public-school district as well as Colleges and Universities. The public-school system has 123 schools and approximately 70,000 students. Last year the State of Florida gave Brevard County schools an "A" letter grade. The City of Titusville has 24 schools with approximately 9,500 students. The average school rating in Titusville for PK-12 schools is 6 out of 10.

Within Brevard County there are many institutions of higher learning. Eastern Florida State College, Florida Institute of Technology, Keiser University, Barry University, Everest University, Columbia College, and Webster University. All the Universities are small and many specialize in various Science, Technology, Engineering, Mathematics (STEM) and space programs. In 2015, Eastern Florida State College was awarded \$17 million from Florida's budget specifically for the use of new classrooms and laboratories at the Melbourne campus.

Daytona's Embry-Riddle Aeronautical University has nearly 30,000 students mastering their craft in aeronautical science, aerospace engineering, civil engineering, commercial space operations and more.

## TARGETED INDUSTRY – LOGISTICS

The transportation & logistics industry forms the backbone of modern global supply chains. Airlines and airports, shipping companies, logistics service providers and other transportation companies are all part of the process to keep people and products on the move. Many existing logistics and express companies have expanded beyond simple delivery services and are now managing processes along the entire supply chain. These ongoing trends have changed the face of an industry that has become increasingly focused on serving customers in all parts of the world.

# ECONOMIC DEVELOPMENT

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Titusville and the Space Coast have the distinction of being the only quadramodal transportation hub in the entire world. Air, Land, Sea, and Space. Florida East Coast Industries subsidiary Flagler Global Logistics has invested millions of dollars into a 320-acre logistics center as the first multimodal inland port facility serving Port Canaveral. The first tenant is the Canaveral Port Authority which has leased a 246,000-square foot warehouse. To accommodate this facility, the City of Titusville extended water and sewer service to the facility.

The Port also recently completed a \$48.4 million expansion of its Cruise Terminal to allow for handling ships carrying up to 3,500 passengers.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ATTRACT THE LOGISTICS INDUSTRY

Support and be informed about the local, county, regional, state and federal initiatives that benefit this industry.

Explore and understand the Port's expansion plans, and the ongoing inland port discussions. Continue Staff's participation in these regional discussions to maintain an informed position.

Identify logistics company challenges and be ready to respond to prospect needs. Initiate relationships early with new companies in the area to identify prospective supply chain requirements.

Continue to invest in infrastructure improvements that support logistic companies and the business attraction efforts at the Port Logistics Facility in Titusville.

Improve communications infrastructure to insure fast access DSL, cable broadband, and wireless services exist and to eliminate any service gaps in Titusville.

## CULTURAL ARTS

Arts and culture are at the core of a strong community and local economic vitality and can also be incorporated into an Events Program Strategy. A thriving community must offer stimulating attractions and events that challenge its citizens to participate and contribute to their success.

The activities of the arts and culture sector and local economic vitality are connected in many ways. Arts, culture, and creativity can:

- improve a community's competitive edge;
- create a foundation for defining a sense of place;
- attract new and visiting populations;
- integrate the visions of community and business leaders; and
- contribute to the development of a skilled workforce.

Harnessing the spending power of the tourists that visit Kennedy Space Center and Port Canaveral is vital to the downtown area. A destination and activity hub will benefit the entire community, not just the out-of-town guests, and will provide Titusville with a sense of place. When theaters, museums, arts and culture are seen as a part of the community, residents take pride of ownership. Event sponsorships for the downtown area are one way businesses and organizations demonstrate community spirit. By providing a venue for music groups, art exhibits, storytelling festivals, and small theater productions, the downtown area may benefit tremendously.

The recognition of Titusville's community arts and culture assets (and the marketing of them) is an important element of economic development. Creatively acknowledging and marketing the community assets can attract a strong workforce and successful firms, as well as help sustain a positive quality of life. Creative-class theory suggests that a high-tech, highly educated workforce prefers a location with creative amenities.

Greater Titusville Renaissance is a grass roots organization seeking to provide benefits of culture, arts, and history to residents and visitors. With ongoing efforts to beautify the community, events such as Arts & Algorithms and monthly events in the downtown, this group is making a difference in Titusville.

Emma Parrish Theater is a natural location for events, and a gathering point for art walks, historic tours, etc.

The Titusville Playhouse, located within the Historic Emma Parrish Theatre is a thriving 501-C Non-Profit community theatre in their 50th season. The Playhouse provides enriching theatrical, artistic and social experiences to artists and audiences. They are committed to excellence in their productions and children's educational programs and to making these programs accessible and enriching to the residents of Brevard County and the surrounding areas.

The Emma Parrish Theatre's rich history: The theater was originally built in 1905 as a Saloon and Hotel. By the 1910's it had made improvements and became the Magnolia Hotel and Theatre showing silent films and hosted vaudeville shows. The Magnolia Theatre later (in the 1930's and 1940's) showed feature movies and by the late 1950's had a new owner and became the Florida Theatre until it closed in 1972. The building remained empty and fell into disrepair, until TPI purchased it in 1981.

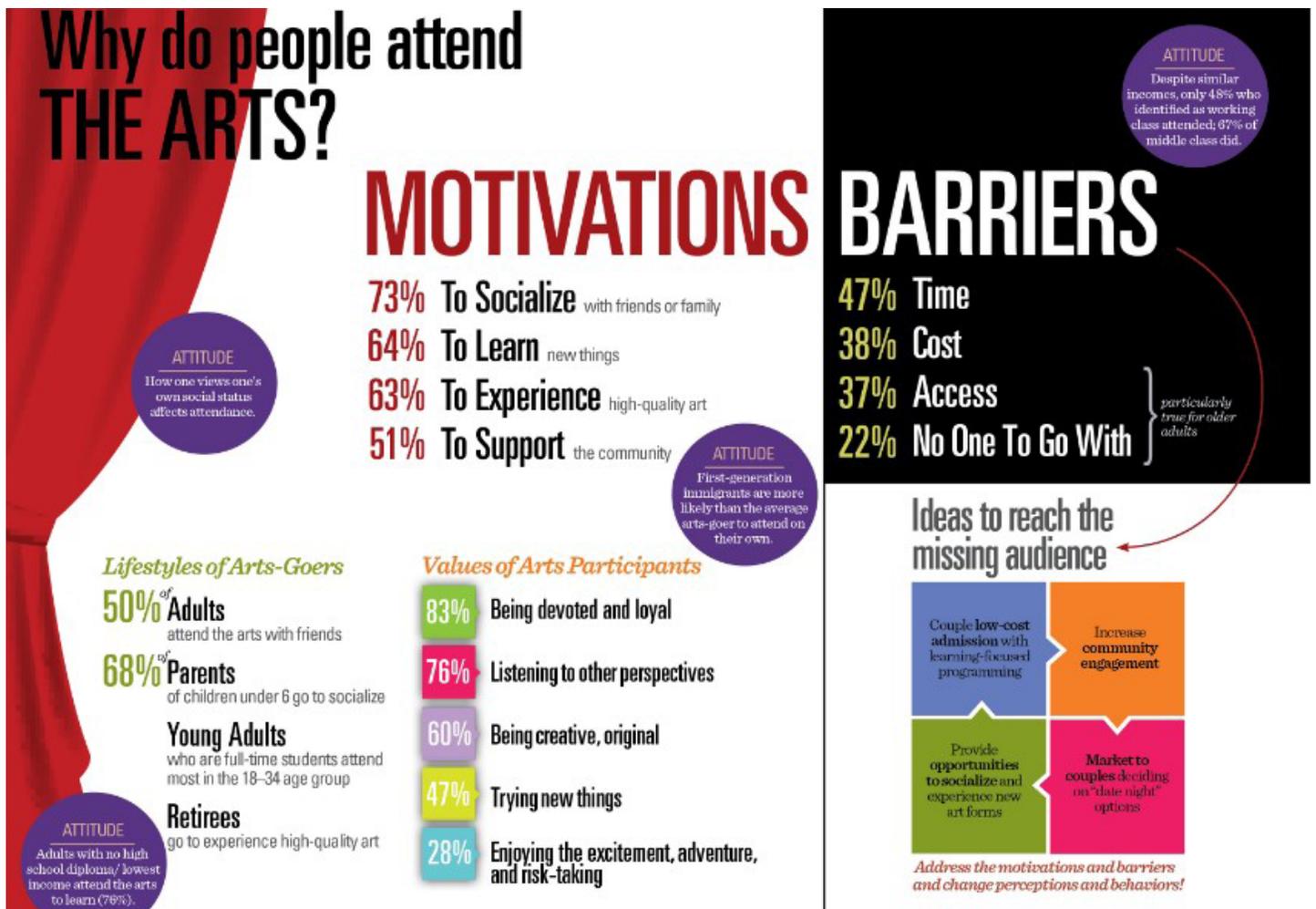
# ECONOMIC DEVELOPMENT

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO IMPROVE THE CULTURAL ARTS

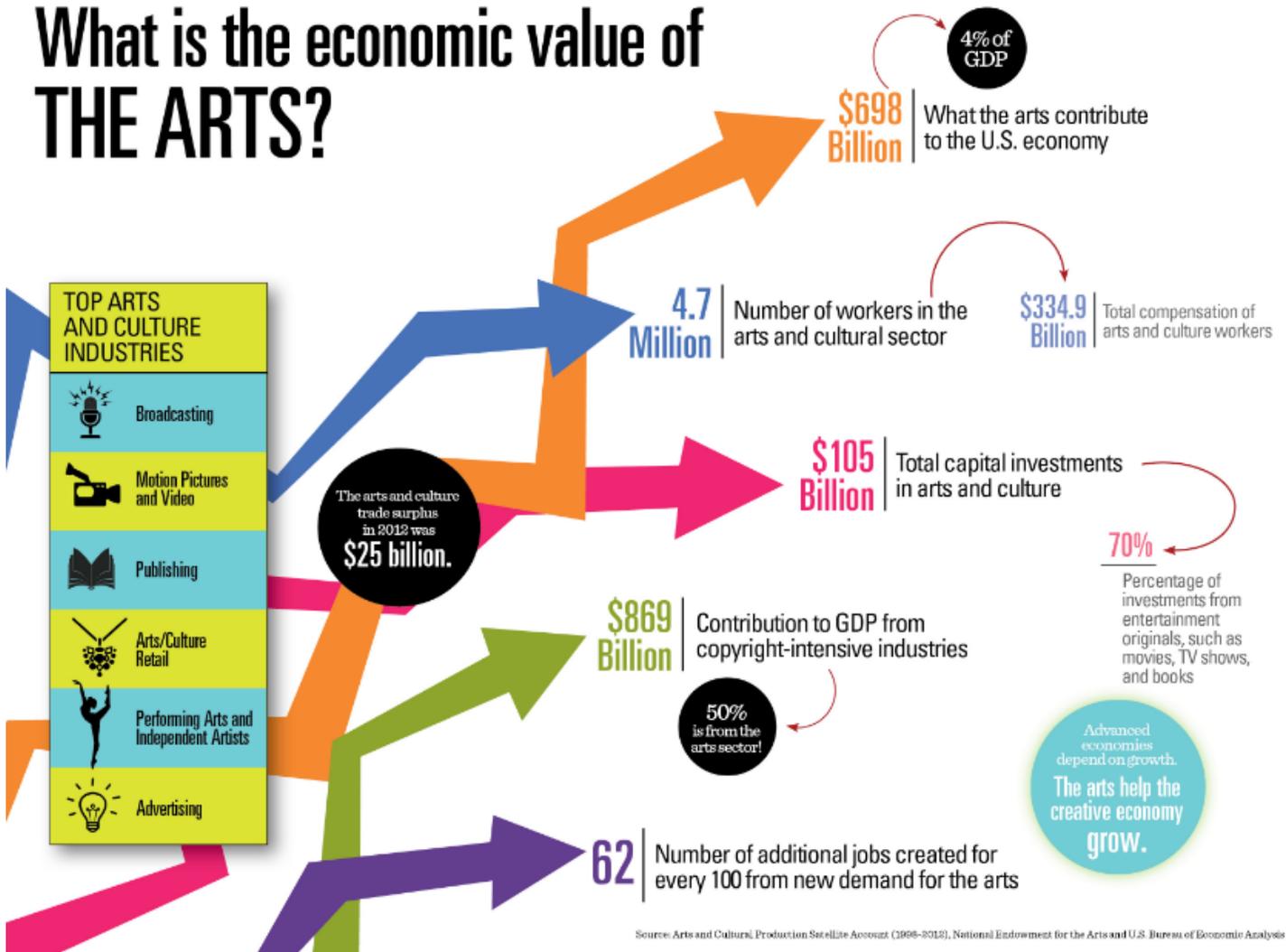
Capitalize on the Theater’s success, and include this historic venue as part of the downtown story. Encourage “dark hour rentals” for the theatre, including themed weddings, birthday parties, and corporate events. Partner with educational institutions to offer cinematic art studies and production.

Continue the mural program to embrace the cultural environment of Titusville, and develop a cross-promotional program with downtown businesses. Cultural arts require convenient parking and a welcoming downtown, further emphasizing the need for additional parking downtown and aesthetic improvements in the area.

In January of 2015, the National Endowment for the Arts revealed new findings about the impact of arts and cultural industries on GDP, as well as how and why Americans participate in certain arts activities. Their findings from three separate reports shows a comprehensive view of a single year in the life of the arts and cultural sector from three different angles: supply, demand, and motivations for consumer behavior. This information can help arts providers and cities more effectively understand and develop strategies to engage individuals and communities in the arts. The following infographics are a summary of the report.



## What is the economic value of THE ARTS?



Various aspects of this report contribute to the value of the strategy to link cultural arts events with local business. Additionally, the Americans for the Arts, Arts and Economic Prosperity IV (AEP-IV) study revealed a statistic that captured the attention of business and government leaders. The study found in 2010 (nearing the end of the recession) that attendees to nonprofit arts events spend \$24.60 per person, per event beyond the cost of admission on meals, transportation, babysitting, and other event-related spending. Additionally, 32 percent of all arts attendees live outside of the county in which the arts event took place—a finding based on a survey sample of 152,000 arts attendees.

# ECONOMIC DEVELOPMENT

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Leveraging existing assets to capitalize on the current and future audiences attending the theater revolve around developing cross-promotional campaigns. For example, Playalinda Brewery could offer a drink special for ticket holders before the show and another restaurant could offer a dinner special immediately following the show. The theatre would sell the tickets offering this promotion, the brewery would post the promotion on social media and in other marketing outlets and so on. For a matinee, a local retail shop could partner with the theater and offer a special discount before or after the show, or host a special after-show event. The combinations are endless and all leverage existing and future customers of each individual business ultimately growing the downtown customer base.



**Historic Emma Parrish Theater**

# ECONOMIC DEVELOPMENT

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## MARKET POSITIONING-BUSINESS

The State of Florida is becoming widely known as the place where technology, creativity and exploration converge. More companies focusing on space is fostering an environment that allows an increasing number of manufacturing, aerospace and aviation innovators to engage in the next generation of space-related activities.

PricewaterhouseCoopers named Florida as the second-best state for aerospace manufacturing attractiveness, and Forbes named it the third best for growth. These accolades continue to attract interest from major companies interested in expanding their business.

The Space Coast is at the forefront of the commercial space industry for three reasons, according to Eric Stallmer, president of Commercial Spaceflight Federation, based in Washington, D.C. These reasons include the history, infrastructure and support systems. Florida has a 70-year history of rocket launches, and as recently as 2011, the space shuttle program in Cape Canaveral had 135 launches. This solidifies Florida's and the Space Coast's reputation as a place already primed for operations, and creates a cluster of firms that can support the launches in terms of materials and services.

Infrastructure includes about 700 facilities grouped across 144,00 acres at Kennedy Space Center, including the 525-foot tall vehicle assembly building. And support includes the current 8500 employees at KSC which still functions as a main support for rocket companies, offering one of its many launch pads for commercial launches. The Space Coast is properly outfitted with the control centers to handle major launches.

Today the Space Industry continues to dominate the business climate in Titusville. However, the emphasis today is on the commercialization of the space industry, especially by the private sector. This change in operations is significant for Titusville. The City's position in the market is very strong with all five of the drivers of economic development being favorable, land, labor, capital, markets and regulation. Diversification will be key for Titusville to sustain the growth that is being fueled by the space industry.

Creation of the North Brevard Economic Development Zone (NBEDZ) in 2011 solidified the importance of this area for economic development and growth. The Zone provides financial assistance to businesses prepared to make a substantial capital investment in the area and create a significant number of jobs. And NASA continues to operate with ongoing missions, further strengthening the area as the lead in the nation's commercial aerospace industry.

Spaceport Commerce Park, approximately 200 acres is located near I-95 and provides opportunity for new businesses and is included within the Foreign Trade Zone, under the jurisdiction of nearby Port Canaveral.

# ECONOMIC DEVELOPMENT

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Riverfront Center is a planned corporate environment in an area of prime access, situated at the southeast corner of US Highway #1 and State Road # 405 (NASA Causeway) in Titusville, Florida at the main entrance to Kennedy Space Center's main gate. It offers the sophisticated high tech business resources and connectivity of a large metro area at a substantially reduced cost. The dynamic concentration of business resources and a skilled labor pool makes this locale a natural and affordable incubator for companies entering or expanding into the high-tech arena.

Space Coast Regional Airport Business District offers sites for development and aviation related buildings for lease, and the Space Coast Regional Airport is the closest airport to Kennedy Space Center.

The physical location of Titusville provides a driving time of less than 40 minutes to the University of Central Florida, Central Florida Research Park, and the Orlando International Airport.

The market position for Titusville is the strongest that has been seen in several years, and with Florida dominating the space race, it stands to continue to grow.



# ECONOMIC DEVELOPMENT

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## MARKET POSITIONING - TRAILS

Trails are connectors of people to places, past to present. All while exploring and experiencing authentic Florida. The East Coast Greenway, a bike trail from Maine to Key West, Florida, will run through downtown Titusville. The East Coast Greenway, the Florida Coast to Coast Trail and the St. Johns to Sea Loop Trail will intersect in the City creating a trail hub connection to the western and central Florida.

The Coast-to-Coast Trail will stretch 275 miles from St. Petersburg through the Orlando area to the Canaveral National Seashore and comes right through Titusville. The Trail supports a new style of development, known as "trail-oriented development," which takes advantage of new pedestrian and bicycle infrastructure to cater to those interested in incorporating a more active lifestyle into their everyday routines. That population is large and growing. Per the U.S. Census, bicycling is now the country's fastest-growing method of commuting.

The Urban Land Institute's America in 2015 study found that more than 50 percent of U.S. residents and 63 percent of millennials prefer to live in places that do not require frequent use of cars. Trail-oriented developments accommodate cyclists by providing amenities such as dedicated bicycle storage, shower or locker room facilities, and investments in on-site bike-sharing programs, as well as proximity to so-called "active infrastructure," such as bicycle trails.

And statistics support these development decisions. More Americans bicycle than golf, ski and play tennis combined. According to a study by the League of American Bicyclists, bicycling supports more than 1.1 million jobs and generates \$46.9 billion in bicycling trip-related expenditures.

Central Florida already has benefited from investments in bicycle infrastructure. A 2010 survey found that use of the West Orange Trail generated \$5 million in economic impact to downtown Winter Garden. Downtown Dunedin has gone from a 30 percent occupancy rate in the 1980s, before the Pinellas Trail was built, to a 95 percent rate as of 2013.

Long-distance regional trails such as the Coast-to-Coast Trail provide even greater economic benefits because of their ability to support bicycle vacations. A quick Google search of "bike trips" is demonstrative. Tour operators offer week-long sojourns punctuated by nightly visits to high-end restaurants and stays in luxury hotels.

The St. Johns River-to-Sea Loop Trail (SJR2C) is also an emerging trail on Florida's east coast and in Titusville. Connecting St. Augustine to Titusville and the St. Johns River to the Atlantic Ocean via the A1A Scenic Byway, the SJR2C is a 250+ mile loop around Flagler and Volusia counties and touching Brevard County. The SJR2C is poised to become a safe, convenient travel option for two wheels or two feet – with proximity to the DeBary Sun Rail station and with three overlapping trails.

## COMMUNITY PRIDE

One of the significant issues identified during public input was a sense of resignation and defeatism in the community. This stems in part from the up and down cycle of the space program and its reliance on federal funding. Long-time residents felt 'burned' by the shutdown of the Mercury program, and then again by the shutdown of the Apollo program. Many residents seemed resigned to a feeling that 'we will never learn.' This has led to not only negative feelings about the Space program, but about Titusville itself. Additionally, the aesthetics of the city need improvement, and many residents remain unaware of the many local activities and positive things that are happening throughout the City.

Improving Community Pride is a key strategy area for effective implementation of the Economic Development Strategic Plan. The first contact with Titusville for prospective business owners, residents and tourists is most likely to be with members of the community. It is critical that the community at large become champions, cheerleaders and boosters of the city of Titusville.

The Community Pride strategy will turn residents and local workers into advocates and recruiters; overcome the resignation and defeatism that is prevalent in many local attitudes; celebrate Titusville's place in history and its new opportunities, and should strive to make Titusville's main business attraction activity just answering the phone.

# ECONOMIC DEVELOPMENT

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ENHANCE COMMUNITY PRIDE

Initiate a Community Pride Campaign which includes marketing and public relations.

Identify a team of downtown advocates or neighborhood ambassadors and partner with the tourism office to expand the Launch from Here program and continue to promote this downtown brand. Create consistent "neighborhood ambassador events" to:

- Grow a strong database of people interested in Titusville;
- Expose residents and other businesses to things they never knew existed in the downtown;
- Grow / develop a core volunteer group to be involved in events;
- Create an offline social engagement opportunity that is fed and grown through the online social engagement; and
- Inform people about what's happening in Titusville so that they can share the news, spread the word and make a lot of noise. Titusville Talking Points is another example of good information sharing for the community.

Create an image committee comprised of city employees (i.e.: PIO, Parks and Recreation, Event Coordinators, Planners and Community Stakeholders (i.e.: Chamber of Commerce, local magazine representatives, downtown business and property owners) to expand the Launch from Here campaign and to ensure that it will be used consistently and correctly across all channels. Create a comprehensive marketing and overall branding campaign that expands on Launch from Here, making it more than just a tagline and making it relevant to businesses, visitors, and residents alike. City branding can aid in attracting talent, investors, visitors and consumers for their products and services, and attracting international attention. These efforts can unite locals and lure leisure travelers, who bring with them a major financial impact.



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# ECONOMIC DEVELOPMENT

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Implement social media audits to monitor satisfaction with Titusville establishments and attractions. Work with local businesses and partner organizations to evaluate secret shopper programs.

Invest in aesthetic improvements throughout the city, but especially in the areas that are key to economic development, most importantly in Downtown and along the commercial corridors.

Initiate a Community pride campaign to highlight the city's important place in history and increase awareness of the new opportunity that exists. As part of the Community Pride Campaign, implement a "Real Faces Scrim Banner Program" to introduce the faces of the community and what makes the downtown so special.

Implement gateway and wayfinding signage programs to enhance aesthetics and increase market awareness of the city's assets.

Work with partner organizations to periodically conduct a community survey and focus groups to monitor community attitudes.

Improve perceptions that the city is unfriendly to businesses and residents, and that its processes are too cumbersome and bureaucratic. Visible customer service enhancements and aggressive problem solving are the primary activities that may begin to change attitudes toward the city.

Implement targeted code enforcement to achieve the goals of this EDSP, especially to improve the aesthetics of the area. Since code enforcement is often viewed as a negative, anti-business endeavor, it should be pursued with a high level of customer service and in partnership and with the support of organizations, businesses and residents that are focused on enhancing Titusville's economic future.

# ECONOMIC DEVELOPMENT

## FUNDING

The strategies identified in this section will primarily require public funding from the City of Titusville, with participation from partner organizations for implementation of the community pride campaign and monitoring of community attitudes.

## EXAMPLES

Northwood Village "Faces" Scrim Banners: After conducting research, it was verified that the "perception" of the area had to change. A strategic marketing plan was drafted that outlined a comprehensive approach including branding and the current perception and image of the area, the condition of buildings, the existing merchandise mix and the opportunity gap analysis, parking, and increasing the customer base through campaigns and special events. Since one of the biggest set-backs was a negative perception of the businesses in the downtown, the West Palm Beach CRA created a "Real Faces of Northwood Village" campaign. This campaign showcased the businesses in three categories: retail, restaurant, and service. They found different owners/employees from each category that was representative of the entire district and had pole banners and collateral pieces created. In the end, these connected people to place and negated the negative stigma in the area. Northwood Village is now described by the prestigious magazine, Palm Beach Illustrated, as "Historically Hip". It was once a run-down, failing commercial district that is now a trendy, edgy hot spot in West Palm Beach.



# ECONOMIC DEVELOPMENT

**Margate "Together We Make It Great":** A logo and tagline were adopted after several public input meetings, staff meetings and commission presentations that illustrate the community pride and underlying themes that residents feel about the City of Margate. The branding process was broadcasted on Channel 10 News as a major headline. A brand launch event titled "Celebrate Margate" took place to unveil the new logo, engage the community and build excitement about the future of Margate. A comprehensive marketing package and campaign that promote the theme and brand of the area was put into place including the installation of new branded pole banners, creating a sense of identity and place. Several branded collateral pieces were created to convey a singular message about Margate. The first-ever Margate CRA Facebook page was created and launched to further develop and support the brand while garnering interest in the Margate CRA, it's upcoming redevelopment projects and engaging the community through allocating a space for the exchange of information. Through the creation of a Facebook page, people recognize each other's existence as parts of the "whole" and share a set of common practices and experiences in Margate, because: Together We Make It Great.



**Dania Beach Neighborhood Ambassadors Events:** The Neighborhood Ambassador Event series was a unique networking and volunteer program available for those interested in all things Dania Beach. Ambassadors received e-invitations to all upcoming events in the City, special offers from local businesses, CRA e-newsletters with redevelopment information and updates, special event volunteer opportunities, a 'Guide to Being in the Know' booklet with special Dania Beach Insider information, among other items.





# **CAPITAL PROJECTS & PUBLIC IMPROVEMENTS**



# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

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## WAYFINDING, CORRIDOR AND GATEWAY SIGNAGE

New corporations and expanding businesses are providing a renaissance to the area that Titusville has an opportunity to capitalize on. And with three million tourists visiting Kennedy Space Center annually, that is another opportunity for Titusville. These visitors may become residents if the City of Titusville welcomes them and they are favorably impressed with the town. A gateway that reflects the history of Titusville and a future full of promise is a key component of the City's efforts to demonstrate its desire to be back at the center of the universe.

Signage is a vital element of defining a sense of place. Community identity and messaging can be reinforced throughout the City of Titusville with consistency in signage, entry features and pedestrian wayfinding. Encouraging people to stop and visit Titusville could be done along transportation corridors to Kennedy Space Center and Port Canaveral.

The Cheney Columbia Corridor is the major entrance to Titusville, Exploration Park, KSC and the Port. Gateway entrance signage should be a priority for this corridor. By highlighting the attributes of the City, including nature, history and space, this gateway must be a statement or signature announcement of the new Titusville, that is full of opportunity. As part of this action plan, consider incorporating signage so that arrivals at Space Coast Regional Airport are welcomed to the community.

Detailed wayfinding information along trails not only gives the outdoor enthusiast the opportunity to navigate to nearby areas, thereby increasing its potential for regular, daily use, but it also gives users the option to spend money at nearby establishments. Making trail users more aware of the area businesses and how to access them may encourage these establishments to market their resources through traditional and non-traditional methods.

# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO IMPROVE SIGNAGE

A gateway entrance to the City that matches the 21st century direction of Titusville can be designed to reflect the history and future of the City.

The current wayfinding signage program will be enhanced by additional signage throughout the City and by the branding program recommended. Partnering with other tourism destinations and attractions is another vehicle to promote the city in a budget conscious manner. It will be important to make sure that the trails are adequately signed so that users are welcomed to the area, and informed of opportunities.

### EXAMPLE

#### **Delray Beach**

Delray Beach's entrance gateway was designed to impress visitors when they entered the City. This design has succeeded and fulfilled their goal with significant acceptance and praise from the community and throughout the state and country. The 600-foot-long-by-100-foot-wide gateway, featuring six 8-foot-wide, curved columns, three on each side of Atlantic Avenue, heading east off the I-95 ramps. Backed by concrete to withstand hurricane-force winds, the polycarbon panels display colorful images of the city's history, culture, shells and flowers. The gigantic, hurricane-proof columns are illuminated at night, to reflect an enlightened community.



# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

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## RECREATIONAL CORRIDORS

Tourists and residents are demanding more ecotourism opportunities. As one of the most visited destinations in the world, with 50 million visitors/year, Orlando and East Central Florida have a prime opportunity to promote trails, greenways and blue-ways as ecotourism destinations.

At a time when both personal and government budgets are considerably reduced, trail planners and agencies realize the importance of low cost, healthy outdoor recreation amenities for individuals and families and the positive economic impact of trails.

The Coast-to-Coast Trail will link communities between St. Petersburg and Titusville, providing a "safe, scenic and sunsational" multi-use trail allowing residents and visitors to explore Central Florida by bicycle and on foot. This connector will be the first of its kind in Florida and has already fueled the economic revitalization of communities along its route.

In 2008, Florida received American Trails' inaugural award of "BEST TRAILS STATE IN AMERICA," recognizing the State of Florida and its many partners for their vision and coordinated efforts to develop a statewide trail network. Florida's national award and Visit Florida's marketing of trails through its website ([www.visitflorida.com/trails](http://www.visitflorida.com/trails)) are helping advance trail tourism.

## TITUSVILLE TRAILS AND RIVERFRONT

The Titusville waterfront along the Indian River Lagoon stretches for approximately 3.4 miles along the east edge of U.S. 1, originating just south of SR 50, then moves along Riverside Drive and finally terminates just north of Grace Street. The establishment of the Kennedy Space Center across the Indian River combined with the area's natural settings, recreational opportunities, growing employment opportunities and clear views of the launches, attracts residents and visitors into Titusville. This area consists of a total of 132 parcels along the riverfront covering an area of approximately 138.8 acres.

Existing land uses include predominantly residential uses with commercial uses interspersed, professional offices, parks and undeveloped land. Residential use consists of 57 parcels, primarily located north of Country Club Drive. The northern edge of the Riverfront, along the eastern edge of Riverside Drive, consists of private docks that are part of the historically significant single family homes located along the west edge of Riverside Drive.

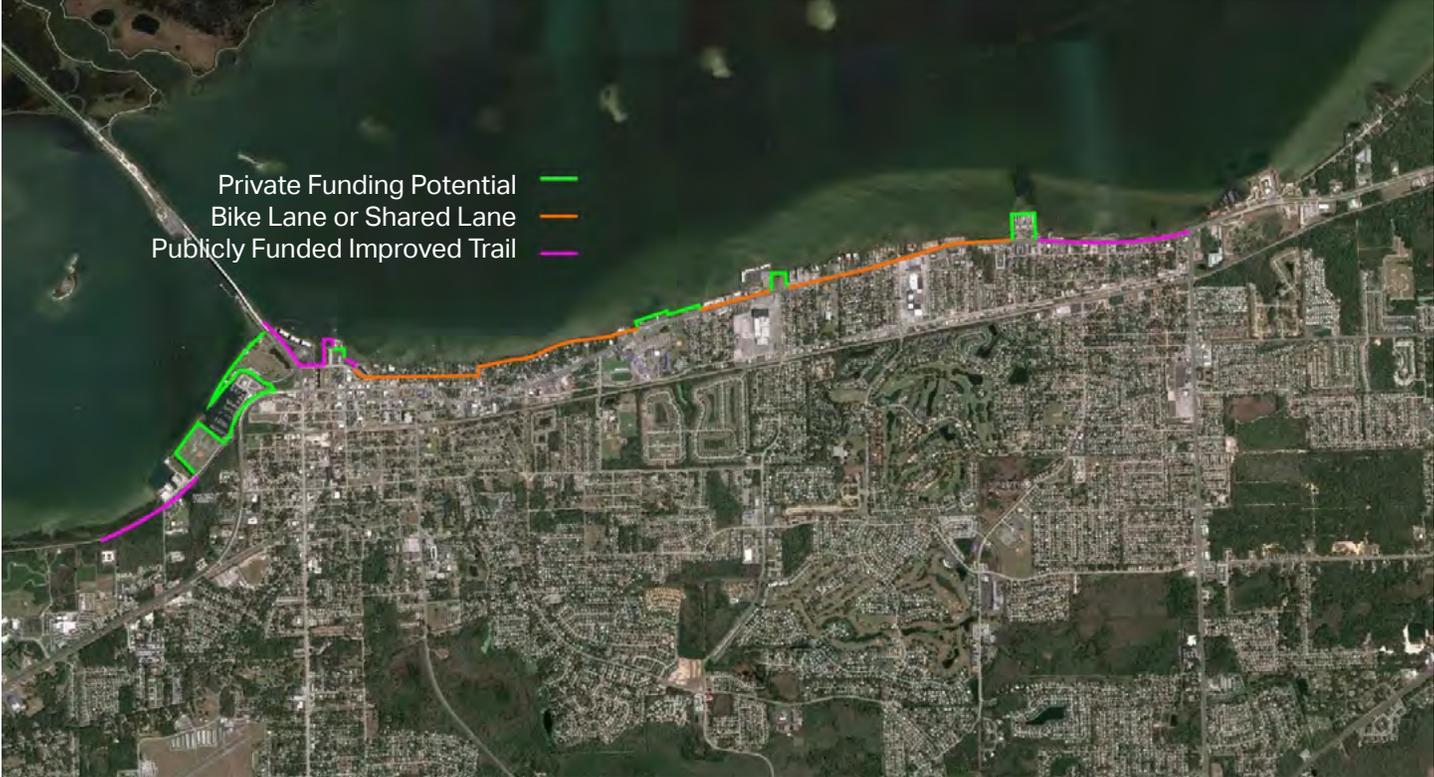
There is a small concentration of commercial and office uses along the waterfront in the vicinity of the shopping centers between Jackson Street and Harrison Street. This area contains several undeveloped properties along the waterfront in the southern half between Pinedo Street and SR 50/Cheney Highway. Undeveloped land constitutes 29 per cent (39) parcels of the Riverfront Area, covering approximately 59.96 acres. This undeveloped land also includes three county owned parks.

The City should take action to ensure that:

- Natural scenery along the river shoreline is conserved in ways that sustain a healthy body of water and enable both residents and visitors to enjoy the vistas and views.
- Conservation of natural scenery, which is valued by communities in the watershed, is integrated into local planning for recreation, economic development, tourism, and land use consistent with local home rule.
- River shoreline property owners manage their lands to conserve natural scenery and river vistas in environmentally sound ways.
- Provide additional recreation opportunities.
- Expand transportation options through the trail systems and bike paths to attract visitors.
- Enhance the overall riverfront/waterfront experience throughout the entire City.

# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

There are various ways to expand the trail network. Simple painting of the shared-lane indicator on select, appropriate roadways is a good near-term solution.



In other locations, expanding the use of bike lanes is the best solution, combined with visibility enhancements to existing bicycle lanes.



# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

Public Private Partnerships are another method of expanding the trail network, as well as maintaining riverfront access. The following two riverfront sites provide an opportunity to partner with private sector developers to maintain a public easement and access to the riverfront (red), while also providing the opportunity for private development that enhances the tax base (green). This approach has been very successful in other communities, especially when combined with public benefits associated with market-driven amendments to land development regulations.



# CAPITAL PROJECTS & PUBLIC IMPROVEMENTS

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## INFRASTRUCTURE AND PUBLIC UTILITIES

The skilled labor force and technical talent required to service a City that has older infrastructure is challenging throughout the state. By making sure that the elected leaders understand the complexity of this challenge, it is critical that they understand the importance of this area. The City needs to make leadership aware of the areas that are in most need of attention, and continue to invest in infrastructure and utilities expansion. As seen by recent development, water, sewer and gas line extensions all promote business development. The area development and fees generated by these new projects offer an opportunity to fund capital improvements as necessary for these expansions.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO EXPAND INFRASTRUCTURE

- Enhance advocacy efforts and strengthen relationships to promote infrastructure improvements and secure support from county, state and federal agencies.
- Investigate grant programs for cities to make these upgrades, and replacements as needed.
- Improve, create and maintain infrastructure necessary to facilitate economic development.



**RESIDENTIAL  
DEVELOPMENT &  
QUALITY OF LIFE**



# RESIDENTIAL DEVELOPMENT & QUALITY OF LIFE

## RESIDENTIAL DEVELOPMENT

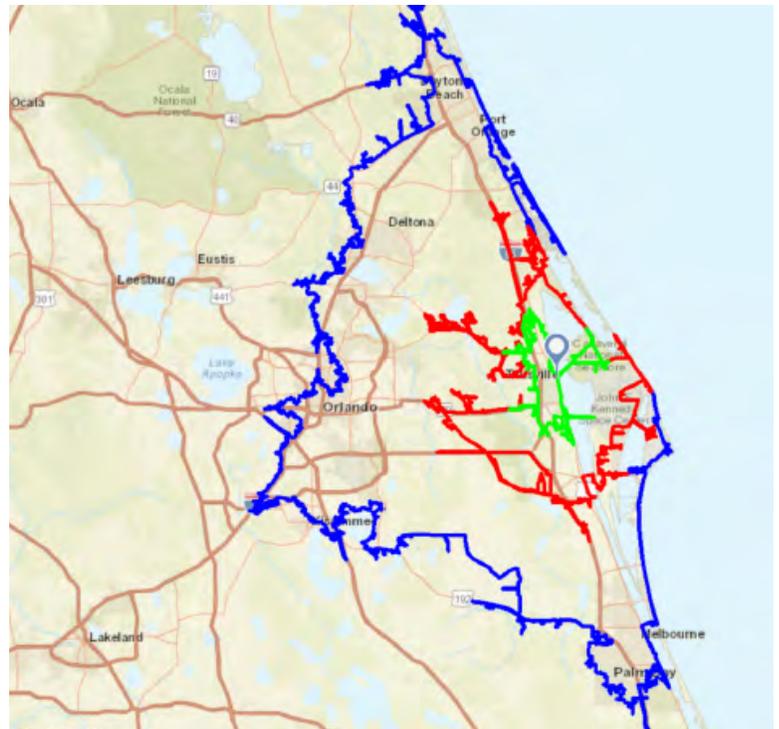
One of Titusville biggest economic opportunities is residential investment, especially since there is already a significant amount of commercial investment occurring around Space Coast and in Titusville which is providing significant jobs creation that will enhance the tax base.

However, a diverse and strong tax base also has a strong residential component to it and in many cities the greatest amount of ad valorem property taxes come from the residential base. Furthermore, it is a quality residential community that often becomes the image and identity of a city. Communities thrive when they are not only places that have things to do, but also opportunities to experience an enhanced quality of life.

The new young professionals that will continue to come for the Space Coast for the job opportunities that are being created have many options for their housing choice. These choices are going to be driven by their own lifestyle preferences: some are going to want to live very close to where they work; some may have families and are looking for good homes in nice neighborhoods close to good schools; some may be looking for recreational opportunities or proximity to the beach; some may be looking for strong nightlife and shopping to live adjacent to; and some may want to be closer to a major metropolitan area.

Studies have consistently shown that the things that connect people to their community are not the job opportunities, are not the cost of living, are not the quality of the schools, rather it is the openness and welcoming nature of the community. It is the aesthetics of the community, how it looks and feels. And it is the activities and social offerings that are available for the residents of that community. These are how successful, established communities are identified, and are the elements that can make Titusville a place where people not only want to work, but also want to stay and live.

Therefore, enhancing Titusville's reputation in the marketplace is a key element of this Economic Development Strategic Plan because Titusville has a lot of regional competition for new residents. Some residents may want to live close to where they work while others will have other preferences and are willing to put up with a longer commute of up to an hour. As shown in the map below, within a one-hour commute time from this area a new employee could live in New Smyrna Beach, Palm Bay, or even as far west as Kissimmee or St. Cloud. In fact, there is a significant amount of new residential planned on the east side of Orlando near the Martin Anderson Beachline Expressway specifically because of the market opportunity associated with the job creation along the space coast.



# RESIDENTIAL DEVELOPMENT & QUALITY OF LIFE

Finally, making Titusville the place that people want to live supports business retention efforts as well. Companies whose employees have a strong attachment to their communities are much less likely to relocate and generally prefer instead to identify and explore all opportunities to remain in their current location.

The strategies to enhance the residential market in Titusville, and to recruit new residents focuses on preserving community character, ensuring the new residential construction is financially feasible, investing in aesthetics and the neighborhoods, and building pride in the community and solidifying Titusville's identity and image.

Understanding Titusville's market position is essential to supporting residential investment, and enables the city to strengthen its relationship with the residential real estate community. Access to market research tools such as ESRI and Commercial Real Estate Software, and professional education on their use and market analysis will enhance the city's reputation as supportive of this industry, and will provide necessary market information to policy makers and senior leadership of the city for the implementation of this plan. Continued focus on strengthening the relationship with the private sector will enhance the city's reputation for welcoming and encouraging innovation.

The branding programs that have been previously identified, including the community pride campaign, will help position Titusville positively within the region. This brand identify can help attract the new employees that are relocating for the jobs being created by new firms, attract resident entrepreneurs, and other individuals and families that are seeking a good quality of life.

Quality of life enhancements, such as those recommended in this report will further improve Titusville's reputation as a great place to live. These include neighborhood improvements and aesthetics; improving the awareness of activities as well as increasing the number and type of activities; and improving infrastructure, especially the investment that the city is making in its trail network.

Ongoing review of the city's land development regulations (LDR), especially in locations that are attractive for new residential development (such as Downtown and the US 1 Corridor) is necessary to ensure that private sector investment is financially feasible. Given the amount of residential development opportunity in the region, developers will have multiple options to consider when pursuing new projects. Market driven LDR amendments which are financially feasible, have regulatory efficiency, and which connect with Titusville's brand identity will position Titusville to compete for new investment that is still compatible with the community's character. Below a rendering shows a development that encourages river views and access from the public.



# RESIDENTIAL DEVELOPMENT & QUALITY OF LIFE

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## NEIGHBORHOOD IMPROVEMENTS

Neighborhoods that are safe and aesthetically pleasing are key conditions for the quality of life of a community's residents. Neighborhoods define a community's character and are the place that residents should be able to enjoy life. Titusville has many different neighborhoods that reflect a diverse community, and the lifestyle preferences of their residents. While assets and attractions such as revitalized downtowns, social offerings, arts and culture, and employment opportunities are important quality of life factors for residents, and especially for prospective residents that are considering a move, quality neighborhoods that meet a person's preferences are what "seals the deal" on their decision to buy or lease a home.

As job opportunities in Titusville continue to grow, especially in the space and aerospace field, more prospective residents will consider Titusville as a place to buy or lease a home, condo or apartment. Additionally, the existing residential community, which is invested in Titusville are ambassadors for the city as they interact with the outside world. Their opinion, and descriptions of what it is like to live in Titusville are one of the most important factors that determine Titusville's image and identity. The city should focus efforts to improve its neighborhoods on those initiatives that are realistic and effective, and establish partnerships or advocate for improvements on neighborhood conditions that are beyond the city's direct control.

Since aesthetics define a neighborhoods character, a program to enhance the look and feel of the neighborhoods should be pursued. While it is difficult, and expensive to fund neighborhood improvements citywide, for economic development purposes initial efforts should focus on those areas that have the greatest amount of code violations, and which have the most affordable properties that could attract new buyers, especially individuals or young families looking for starter homes.

Activities and social offerings are other important quality of life elements, as well as the condition of the parks, the quality of the schools and crime rates. While the city is not directly in charge of the public school system, continued discussion on education improvement and strengthening of the relationship with the school district should be a focus, especially for the city's leadership.

Enhancements to parks are important neighborhood improvements, and expansion of the trail network both to and through the neighborhoods will not only enhance the quality of life of the residents that live there, it will also help position the city and its neighborhoods for new investment in the city's housing stock.

Code enforcement is often a challenging subject for local communities, which can often feel like a no win situation for local governments. Fair enforcement of reasonable codes is necessary for the health, safety and welfare of a community, and to also respond to issues that negatively impact the quality of life of the residents. On the other hand, cities can get a black eye from code enforcement that is perceived as overly aggressive or unfairly applied. From the economic development perspective, and the goal of positioning Titusville as the location that new Space Coast workers want to live, neighborhood code enforcement can be prioritized as those aesthetic issues that would be most likely to cause someone driving through the neighborhood to decide to look elsewhere for a place to live. Code enforcement for economic development purposes is subordinate to enforcement of items that affect the health, safety and welfare of a community.

The Community Pride Campaign previously described in the report identified the benefits that such a program can provide to a neighborhood, help the stakeholders take ownership over the quality of their neighborhoods, and change or enhance external perceptions.

# RESIDENTIAL DEVELOPMENT & QUALITY OF LIFE

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO IMPROVE NEIGHBORHOODS

The strategies needed to improve neighborhoods include:

- a community pride and neighborhood cleanup campaign,
- streetscape projects that add color and vibrancy to the neighborhood,
- code enforcement to eliminate blight.

Advocacy and access assistance programs are valuable in neighborhood improvement programs, as are market driven LDR amendments. And housing programs that focus on the local workforce are very important to provide opportunity for new residents in Titusville.





# **TRANSPORTATION AND TRANSIT**



# TRANSPORTATION AND TRANSIT

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## US 1 CORRIDOR

The US 1 Corridor is a critical link between Downtown Titusville and the many assets in the southern part of the city, including Space Coast Regional Airport, the gateway to Kennedy Space Center and Port Canaveral, and the new residents that will occupy the new project. Revitalization of the US 1 Corridor is critical to strengthening the connections that are necessary to support revitalization of Downtown and to improving the aesthetics and image of Titusville.

On May 27, 2012, the Titusville City Council adopted the Indian River City Neighborhood Plan. This planning project addressed conditions and issues in the Indian River City neighborhood located immediately west of US 1. The goals of the community in this undertaking were to:

1. Preserve the neighborhood and protect the historic character of the community;
2. Preserve the uniqueness of the Washington Avenue and Indian River Corridor;
3. Retain the sense of community among the neighborhood stakeholders.

The main objective of the Indian River City Neighborhood Plan is to provide housing opportunities for residents with a range of incomes and promote homeownership and protect the residential character of the neighborhood from non-residential encroachment and non-conforming uses, while providing redevelopment and revitalization opportunities for the commercial corridors.

This objective is consistent with this Economic Development Strategic Plan's US 1 Corridor strategy area, which seeks to revitalize the US 1 corridor, with specific focus on attracting mixed-use redevelopment and revitalization along the commercial corridor.

Revitalization of the US 1 Corridor will enhance the aesthetics of the US 1 Corridor, improve connectivity between the Kennedy Space Center, the Causeway, and Downtown, respect the character of Indian River City, enhance the availability of neighborhood goods and services, enhance the tax base and attract new residents to the corridor.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO REVITALIZE US1 CORRIDOR

Land Use Amendments. The future land use designation of the commercial corridor (parcels fronting US 1) is High Intensity on the west side of the road. This designation provides an FAR of 1.0. The Indian River City Neighborhood Plan promotes single family housing in the core residential area and moving away from having a predominant amount of multifamily structures. To support this objective, and to strengthen the US 1 corridor, new multifamily housing and mixed use development should be limited to parcels that front US 1. The Comprehensive Plan and Zoning Code should be studied and amended to ensure that new development which respects the neighborhood character can be financially feasible to attract new investment to the US 1 Corridor.

## STATE ROAD ENHANCEMENTS

As previously discussed, since many of Titusville's commercial corridors and areas are located along roadways owned by the State of Florida, the Florida Department of Transportation (FDOT) is an important economic development and business assistance partner. This includes the corridors that connect to Interstate 95, US 1 throughout the city, as well as US 1 specifically in Downtown.

Necessary state road enhancements include improvements to the aesthetics of the state road corridors, since they are the first impression for anyone visiting or passing through Titusville. These corridors provide opportunities to expand the use of alternative modes of transportation, especially the city's trail network. Pedestrian safety perceptions are key elements to downtown's identity, and the city should work with FDOT to implement additional improvements in Downtown Titusville to make it a truly pedestrian experience. There are examples of vibrant, pedestrian oriented downtowns on state roads throughout Florida, such as Delray Beach, which demonstrate that economic vibrancy and transportation can co-exist. Titusville should work with FDOT for real, enhanced solutions in downtown and not settle for the minimum state investment and design.

# TRANSPORTATION AND TRANSIT

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## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO ENHANCE STATE ROADWAYS

- Strengthen relationships with regulatory agencies, especially FDOT through participation on the local, county, regional and state levels.
- Continue to improve and expand wayfinding signage
- Use targeted code enforcement along the commercial corridors to improve the aesthetics of the area.
- Identify opportunities to utilize state incentives for streetscape improvements.



**ECONOMIC  
DEVELOPMENT  
SUPPORT**



# DEVELOPMENT SUPPORT

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## REAL ESTATE ACQUISITION AND DISPOSITION

Work with the private sector to encourage and facilitate sound real estate acquisition, assemblage, and development, specifically mixed use commercial development that incorporates multi-family, office and retail uses.

The goal is to position the City/CRA area as a mixed-use, neighborhood oriented, commercial destination. The developments are to be of such a strong quality that they serve the needs of the adjacent resident population, as also to the entire city, especially those who regularly drive through Titusville. This type program is designed to revitalize the existing commercial corridor and add new, compatible uses and employment opportunities.

The Economic Development Office should prepare Site Readiness Reports that provide detailed information on land availability; workforce; traffic and infrastructure including the design and permitting that has already been completed; local and regional market analysis; news clippings and other narrative about local economic growth, new projects and investments, and the city's proactive approach to business attraction; and comparisons to other locations within the market and comparisons to competitor locations that highlight the strength of this location.

The City may also want to consider real estate development accelerators that are performance based tax incentives that provide larger incentives to developers during the initial development stage and are typically used in projects that are greater than \$5 million. These projects would require a development agreement with the City, and would be contingent on funding availability and City/CRA approval, not to be considered a right or entitlement. Such projects are typically negotiated on an individual basis based on a gap in the development pro forma that may cause the developer to stall, or kill the project.

Typically, assistance to developers is in specific areas such as land cost mark-downs, development costs, demolition, site preparation, remediation and infrastructure assistance.

An example of development assistance was in New Smyrna Beach for a Hampton Inn Business Class Hotel in the downtown area. The incentives included a reimbursement for impact fees; half in cash on proof of payment, and up to half from a reimbursement of their TIF. Also the City/CRA reimbursed up to the appraised price of the property, the costs associated with the development of the infrastructure.

With these incentives, advisors, staff, and the council will set criteria. Projects that fail to meet measurable benchmarks will lose funding. It is recommended that the City adopt incentives to encourage development specifically in these areas. The end result is that the public maintains access to the riverfront, the tax base is enhanced, and the need for housing to accommodate the demand based on new businesses in the area. Acquisition areas include the downtown and the riverfront.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS TO IMPROVE THE REAL ESTATE MARKET

The City should acquire downtown property as identified for public parking and dispose of properties that are more suited for private development. One area of consideration to achieve this is by selling the riverfront parcel across from Titus Landing. The proposed sale document would include deed restrictions to assure a recreational corridor and access for the public. Easement agreements would be structured for the longtime benefit of the City and its citizens, while considering the developers' requirements for success as well. Funds from the sale of the property could be used to develop public parking.

## LAND DEVELOPMENT REGULATIONS

Efficient Land Development Regulations (LDR's) are a key element of economic development success. LDRs and their application have significant influence on a community's brand and reputation to the private sector, including developers, entrepreneurs and small business people, investors, and prospective residents. LDR's can be used to effectively balance the preservation of community character with the ability of a city to capitalize on its market potential and enhance market

# DEVELOPMENT SUPPORT

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opportunity. It is critical to identify the obstacles to investment that may exist within the LDRs (and in their application) which ensuring that the LDRs continue to protect community quality of life. Successful communities use their LDRs to attract private investment, new residents and customers. This in turn leads to vibrancy and activity; helps to maintain community character; and can be used as a tool to provide public benefits and infrastructure improvements.

This EDSP recommends LDR strategies that are focused on Downtown Revitalization, and the US 1 Corridor, and other strategic planning such as the South Street Small Area Plan.

## STRATEGIES TO INFLUENCE THE ECONOMIC DEVELOPMENT DRIVERS THROUGH EFFICIENT LDR'S

**Feasibility Analysis.** Conduct financial feasibility analysis to identify the market and financial feasibility of targeted economic development priorities within the context of existing regulations at the preferred sites/neighborhoods.

**CRA Incentives.** Identify CRA incentives to achieve public benefits through inclusion of regulatory bonuses in the LDR's.

**Density Bonus.** Identify public benefits and improvements for which the city would be willing to provide density bonuses in certain locations, such as expansion of the trail network and preservation of riverfront access.

**Customer Service and Process Improvements.** With the expiration of the transportation impact fee moratorium, customer service and the process for permitting applications will be critical for new development projects.

Continuous LDR Review and Amendments as needed.

Transfer of Development Rights. Evaluate the TDR program to identify program enhancements that will target specific goals of the EDSP. Evaluate the need to continue or limit the TDR program.

## FINANCE

The review and amendment of the Land Development Regulations is the responsibility of the city, and should be funded by public dollars. However, LDRs can be revised in such a way to increase the financial feasibility of private development, and to attract private sector funding for targeted uses and public benefits. The CRA is another tool that can work with revised LDRs to attract private investment and provide for public benefits.



# APPENDIX

