



CITY OF TITUSVILLE

COMMUNITY REDEVELOPMENT AGENCY

AGENDA

Regular Meeting

April 14, 2026 - 5:30 PM

Council Chamber at City Hall

555 South Washington Avenue, Titusville, FL 32796

Any person who decides to appeal any decision of the Community Redevelopment Agency with respect to any matter considered at this meeting will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

The City desires to accommodate persons with disabilities. Accordingly, any physically handicapped person, pursuant to Chapter 286.26 Florida Statutes, should, at least 48 hours prior to the meeting, submit a written request to the chairperson that the physically handicapped person desires to attend the meeting.

**1. CALL TO ORDER**

**2. DETERMINATION OF A QUORUM**

**3. INVOCATION**

A. **A moment of silence will be held.**

**4. PLEDGE OF ALLEGIANCE**

**5. APPROVAL OF MINUTES**

A. **Minutes**

Approve the minutes of the regular Community Redevelopment Agency meeting on March 10, 2026.

**6. SPECIAL RECOGNITIONS & PRESENTATIONS**

**7. OLD BUSINESS**

A. **Trail Town Amenities Strategic Plan - Draft Report Review and Board Direction**

Approve the Draft Downtown Trails Amenities Master Plan.

**8. NEW BUSINESS**

**A. FY 2027 Community Redevelopment Agency Preliminary Budget**

Provide direction to staff regarding the FY 2027 Community Redevelopment Agency (CRA) Budget.

**B. Fiscal Year 2025 Financial Statements - CRA Audit**

No action is requested.

**9. PETITIONS AND REQUESTS FROM THE PUBLIC PRESENT**

**10. EXECUTIVE DIRECTOR'S REPORT**

**A. Executive Director's Report April 14, 2026**

The Executive Director's Report is included in the agenda packet. No action is requested.

**11. ADJOURNMENT**

**City of Titusville**  
"Gateway to Nature and Space"

REPORT

**To:** Members of the Community Redevelopment Agency  
**From:** Thomas Abbate, City Manager  
**Subject:** **Minutes**  
**Department/Office:** City Clerk

**Recommended Action:**

Approve the minutes of the regular Community Redevelopment Agency meeting on March 10, 2026.

**Summary Explanation & Background:**

**Alternatives:**

**Item Budgeted:**

**Source/Use of Funds/Budget Book Page:**

**Strategic Plan:**

**Strategic Plan Impact:**

**ATTACHMENTS:**

1. CRA minutes 3-10-26

The Community Redevelopment Agency (CRA) of the City of Titusville, Florida met in regular session in the Council Chamber of City Hall, 555 South Washington Avenue, on Tuesday, March 10, 2026.

XXX

### **Call to Order/Determination of a Quorum**

Chairperson Connors called the meeting to order at 5:30 p.m. Present were Chairperson Andrew Connors, Vice-Chairperson Herman Cole, Jr. Col USAF Retired, and Members Megan Moscoso, Jo Lynn Nelson, Dr. Sarah Stoeckel and James Mutter, Executive Director Tom Abbate, Community Redevelopment Agency (CRA) Attorney Andriene Treasure, and Sr. Administrative Assistant Emily Campbell were also present. Member Greg Aker was absent. Sr. Administrative Assistant Emily Campbell completed the minutes of the meeting.

XXX

Pre-recorded procedures for public comment, participation, and orderly conduct were played for all individuals that were in attendance or watching the meeting.

XXX

### **Invocation/Pledge of Allegiance**

Chairperson Connors asked for a moment of silence and then led the entire assembly in the *Pledge of Allegiance to the Flag*.

XXX

### **Approval of Minutes**

The request was to approve the minutes of the regular Community Redevelopment Agency meeting on February 10, 2026.

Motion: Member Nelson moved to approve the minutes of the Community Redevelopment Agency meeting on February 10, 2026, as submitted. Vice-Chairperson Cole seconded the motion.

The motion carried unanimously.

XXX

**Special Recognitions and Presentations – None.**

xxx

**Old Business – None.**

xxx

**New Business**

Fiscal Year 2025 City of Titusville Community Redevelopment Agency Annual Report – Executive Director Abbate advised the request was to approve the Fiscal Year 2025 Annual Report for the City of Titusville Community Redevelopment Agency (CRA) and approve transmittal of the report to the CRA's creating municipality (City of Titusville) to meet the March 31st deadline. After the financial audit information was completed, it would be added to the report, posted as required by Florida Statutes and courtesy copies would be sent to the taxing authorities in the County.

Redevelopment Planner Sue Williams provided a presentation that highlighted as follows:

- Community Redevelopment Agency Annual Report Fiscal Year 2025
- Assessed Real Property Values & Tax Increment Fund Revenue History
- Capital Projects
- Commercial Interior Renovation and Beautification Grants
- Roots Kava Lounge
- Launch Now
- Commercial CRA Grants – After
- Grant Program Return on Investment
- Low Impact Development (LID) Demonstration Project – Indian River Blvd. Total Project Cost: \$136,727 CRA Funds
- Scobie Park – Environmental Resiliency Improvements Total Cost: \$35,404 CRA Funds
- Tree Box Filters – Downtown Stormwater Improvements Total Cost: \$895,000 – FDEP and IRL Grants
- Indian River Force Main Infrastructure Improvement Cost \$8.9 million Clean Water State Revolving Fund Loan
- Infrastructure – Safety Improvements for Pedestrians \$244,465 Allocated in FY 2025 CRA
- Broad Street Improvements \$250,000 Allocated in FY 2025 CRA
- Space View/Gemini Park Walkway Improvements – Preserving History \$125,000 CRA funded
- Non-Capital Projects
- Total incidents in CRA
- Total traffic incidents in CRA
- Community Policing
- Main Street Program Exploration Initiative No Cost currently
- The total cost for the 2 branding projects (kiosk and banners) \$29,697

- Downtown CRA Sun Shades Cost \$79,900
- Miracle City Market in the Commons

Stan Johnston discussed an email that he sent to City Council regarding his previous arrest. Mr. Johnston also discussed the sewage spill that occurred in December 2020 and the fountains at Sand Point Park, etc.

Motion: Member Nelson moved to approve the Fiscal Year 2025 Annual Report for the City of Titusville Community Redevelopment Agency (CRA) and approve transmittal of the report to the CRA's creating municipality (City of Titusville) to meet the March 31st deadline, as recommended. Vice-Chair Cole seconded the motion. The motion carried unanimously.

xxx

Member Moscoso discussed the fountain and pool in front of City Hall and asked Redevelopment Planner Sue Williams to provide additional information.

Redevelopment Planner Sue Williams stated that the annual cost to maintain the pool and fountain was approximately \$25,000. It was currently in need of repairs estimated at approximately \$70,000. She further stated that the fountain and pool were referenced in the Crime Prevention Through Environmental Design (CPTED) report and that staff would like to see the area redeveloped as a creative and open space for public use and enjoyment. Redevelopment Planner Sue Williams stated that staff would bring the item back to the Community Redevelopment Agency at a future meeting for further discussion.

xxx

### **Petitions and Request from the Public Present**

Stan Johnston discussed the February 10, 2026 CRA Meeting minutes. Mr. Johnston referenced an email he had sent expressing his opposition to the minutes, etc.

xxx

### **Executive Directors Report**

Executive Director Abbate submitted his written report and advised that all items were informational only.

xxx

With no further business to discuss, the meeting adjourned at 5:56 p.m.

**City of Titusville**  
"Gateway to Nature and Space"

REPORT

**To:** Members of the Community Redevelopment Agency  
**From:** Thomas Abbate, City Manager  
**Subject:** **Trail Town Amenities Strategic Plan - Draft Report Review and Board Direction**  
**Department/Office:** Community Development

**Recommended Action:**

Approve the Draft Downtown Trails Amenities Master Plan.

**Summary Explanation & Background:**

On September 9, 2025, the CRA Board approved funding not to exceed \$40,000 to retain a consultant to develop a comprehensive Trail Town Amenities Strategic Plan for the CRA District. The Draft Downtown Trails Amenities Strategic Plan is presented for Board review and comments.

The Draft Plan evaluates existing trail infrastructure and amenity gaps across the five CRA districts—Civic Waterfront, Uptown, Downtown, Midtown, and Historic Residential—and establishes a coordinated framework for phased implementation. While foundational mobility infrastructure exists, the analysis identifies deficiencies in trail identity, wayfinding, lighting, trailheads, bicycle amenities, and economic activation nodes necessary to position the CRA as a destination-oriented Trail Town.

Key components of the Plan include:

- A scalable amenity deployment strategy (Base Nodes, Enhanced Nodes, and Trail Hubs)
- Corridor enhancement concepts for Broad Street, South Palm Avenue, and South Street
- District-specific implementation priorities
- A funding matrix identifying potential state, federal, nonprofit, and private grant opportunities

The Strategic Plan advances the CRA’s goals of economic development, placemaking, connectivity, and public space enhancement by transitioning the trail network from a regional pass-through corridor to a cohesive, branded, and economically supportive destination system.

Staff requests Board review, comments, and policy direction prior to finalization and phased implementation planning.

**Alternatives:**

As the Board Desires

**Item Budgeted:**

Yes

**Source/Use of Funds/Budget Book Page:**

**Account:** 104-5555-515.65-00

**Project:** CR1604 Trail Town Amenities

**Strategic Plan:**

STRATEGIC PLAN & CRA 2022 PLAN ALIGNMENT

Project: Downtown Trails Amenities Strategic Plan

<b>CITY OF TITUSVILLE STRATEGIC GOALS &amp; OBJECTIVES ADDRESSED</b>	<b>CRA 2022 ADOPTED COMMUNITY REDEVELOPMENT PLAN GOALS &amp; STRATEGIES ADDRESSED</b>
Objective 1.b – Enhance the appearance of the City	Redevelopment Strategies – Reinforce Connections; Reinforce CRA Branding and Marketing; Enhance Existing Destinations; Support Planned and Programmed Development
Objective 1.d – Improve public safety	Public Spaces (Goal 5.0) Goal 5.1 – Safe and accessible public spaces Goal 5.2 – Visually unified CRA Goal 5.3 – Increased public spaces and amenities
Objective 2.c – Continue implementation of the sustainability plan	Infrastructure (Goal 6.0) Objective 6.1.1 – Improve pedestrian/bike infrastructure Objective 6.1.3 – Promote sustainable multi-modal systems
Objective 4.b – Continue to market trails and amenities	Community & Culture (Goal 3.0) Goal 3.4 – Promote tourism and local assets  Economic Development (Goal 4.0) Goal 4.2 – Encourage hospitality and entertainment venues

**Strategic Plan Impact:**

The Strategic Plan reinforces adopted redevelopment strategies by strengthening connections between districts, enhancing CRA branding and identity, supporting programmed redevelopment areas, and encouraging hospitality, recreation, and business activation along trail corridors.

The strategic impact of this initiative is the transition of the CRA from a regional trail pass-through corridor to a cohesive, destination-oriented system that supports economic vitality, placemaking, sustainability, and long-term reinvestment within the district.

**ATTACHMENTS:**

1. Titusville CRA Downtown Bicycle & Pedestrian Amenities Strategic Plan Draft Doc



Community Redevelopment Agency

# Downtown Bicycle & Pedestrian Amenities Strategic Plan

April 2026

Kimley»Horn

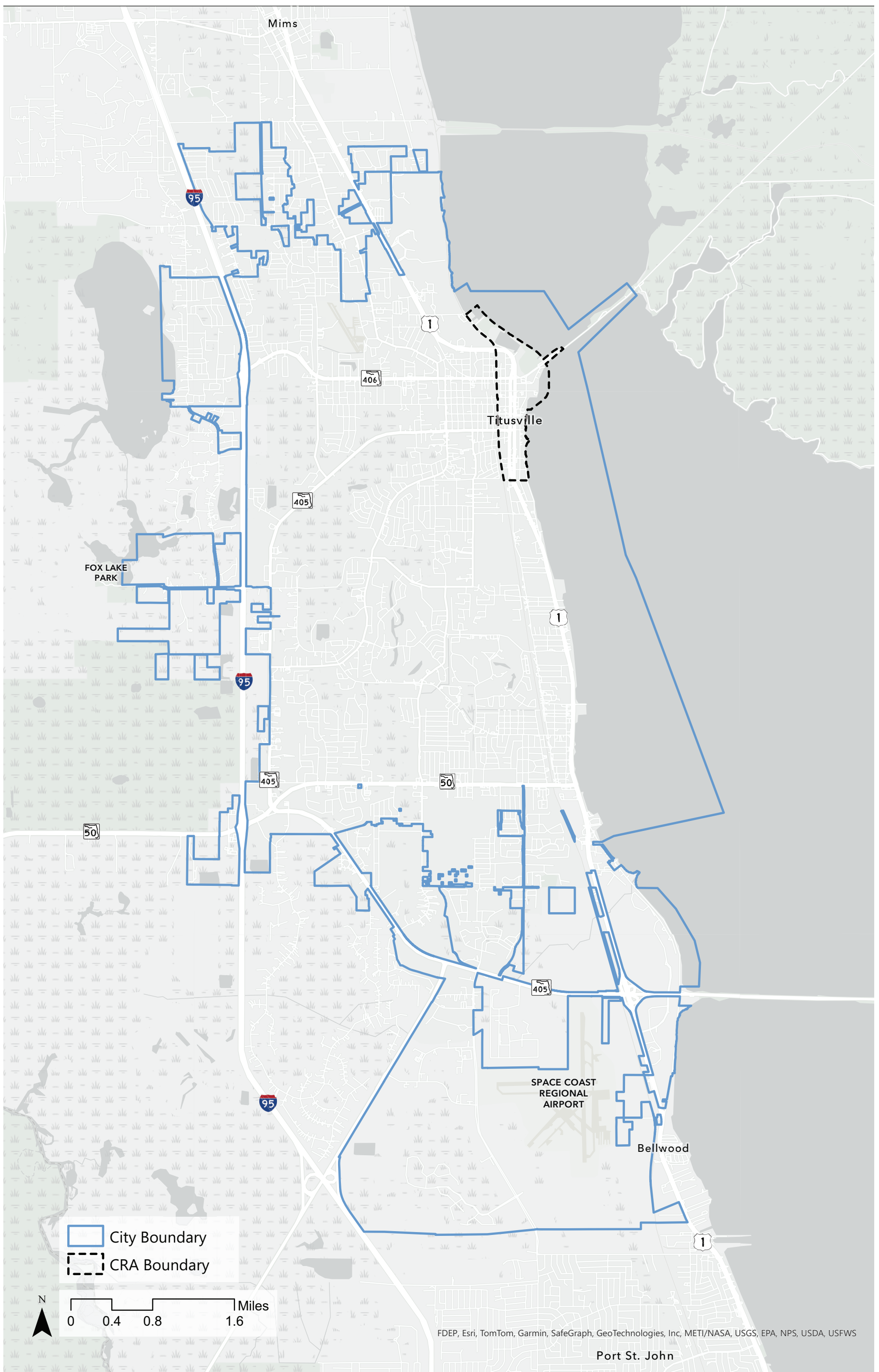
# TABLE OF CONTENTS

---

INTRODUCTION.....	3
EXISTING CONDITIONS.....	7
DISTRICT ANALYSIS.....	27
STRATEGIC PLAN.....	34
FUNDING OPPORTUNITIES.....	41
SYNTHESIS & OUTLOOK.....	47



# Introduction



## COMMUNITY REDEVELOPMENT AREA LOCATION

# INTRODUCTION

The City of Titusville Community Redevelopment Agency (CRA), established on October 12, 1982, is dedicated to the revitalization of the City's historic downtown through targeted reinvestment, place-making, and mixed-use development that celebrates the community's culture and heritage.

Titusville occupies a unique and strategic position at the convergence of three major regional trail systems the Coast-to-Coast Trail, the St. Johns to Sea Loop Trail, and the East Coast Greenway. This convergence presents a significant opportunity for the CRA to leverage trail-based mobility, recreation, and tourism as drivers of economic development, public space activation, and downtown vitality.

To capitalize on this opportunity, the CRA is advancing the Bicycle & Amenities Strategic Plan to evaluate existing trail conditions, identify bicycle and pedestrian gaps in connectivity and establish a coordinated framework for investment within the CRA boundary. The CRA encompasses five districts Civic Waterfront, Uptown, Downtown, Midtown, and the Historic Residential District totaling approximately 300 acres of diverse urban, waterfront, and neighborhood environments.

This Strategic Plan will provide targeted strategies, design concepts, and implementation priorities that align with the City's 2022 Community Redevelopment Plan and 2018 Multi-modal Strategic Plan, ensuring that trail and public-realm investments support broader goals for mobility, economic development, place-making, and quality of life.

## WHAT THIS PLAN WILL DELIVER

The Titusville CRA Bicycle & Pedestrian Amenities Strategic Plan will provide a clear, actionable framework to guide public-realm investments that strengthen downtown vitality, improve mobility, and enhance the overall quality of life within the CRA. Specifically, the plan will deliver:

- A vision that connects the Regional Trails to the Civic Waterfront, Uptown, Downtown, Midtown, and Historic Residential Districts with a proposed cohesive bicycle & pedestrian amenity network.
- Prioritization capital projects including trail segments, trail-heads, plazas, waterfront access points, wayfinding, lighting, and support amenities that can be advanced through CRA funding, grants, and public-private partnerships.
- Concept-level designs and planning diagrams that illustrate how key corridors and public spaces can be transformed to support recreation, tourism, and everyday use.

# GOALS

The strategies developed through this Strategic Plan are guided by three core goals that reflect both the CRA's mission and the City's long-term vision.

## Use the Trail Network to Drive Downtown and CRA District Revitalization

The regional trail convergence represents a powerful economic development opportunity. This plan will leverage trail-based tourism, recreation, and daily mobility to:

- Increase foot traffic and activity in the downtown core.
- Support local businesses and redevelopment sites.
- Activate underutilized parcels and waterfront areas.
- Strengthen Titusville's identity as a trail-oriented destination.

## Create a Unified, Connected Public-Realm Framework Across Five CRA Districts

Rather than isolated projects, the plan will establish a coordinated system of bicycle & pedestrian amenities and public spaces that:

- Improves connectivity between districts.
- Enhances walk-ability and bike ability.
- Creates consistent design language and user experience.
- Supports equitable reinvestment across the entire 300-acres.

## Align Capital Investments with Adopted City Policy to Support Funding and Implementation

All recommendations will be grounded in and aligned with the City's adopted planning documents, ensuring that:

- CRA investments are defensible and strategic.
- Grant applications are competitive and well supported.
- Projects are coordinated with City, FDOT, and regional trail partners.
- The Strategic Plan becomes a tool for implementation, not just visioning.



Esri Community Maps Contributors, FDEP, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

**COMMUNITY REDEVELOPMENT BOUNDARY**



# Existing Conditions

# CRA TRAIL AMENITY GAP FINDINGS

## System-Wide Findings

A review of existing conditions across the Community Redevelopment Area (CRA), as illustrated in the Bicycle & Pedestrian Amenity Gaps Map (see page 9), confirms that Titusville possesses a strong foundational pedestrian focused framework supported by regional trail connectivity, existing pedestrian infrastructure, and high-quality destination parks. The CRA benefits from its position along major regional trail corridors and from the presence of key destination spaces, particularly within the Civic Waterfront and Downtown districts.

However, while the baseline mobility network is present, pedestrian-supportive amenities are not evenly distributed across the CRA. As a result, the current system functions effectively as a regional pass-through corridor, but lacks the consistent identity, comfort amenities, and access nodes necessary to fully support a destination-oriented trail and pedestrian experience.

The analysis identified that existing amenities such as benches, bicycle parking, street lighting, trash receptacles, and public art are concentrated primarily within the Civic Waterfront and Downtown districts, while other districts serve primarily as connectivity corridors with limited pedestrian-specific infrastructure.

Conversely, amenities including trailheads, informational mapping and signage, shade and water access, bicycle repair infrastructure, and trail-oriented activity nodes are largely missing across the CRA. These gaps represent the greatest opportunity for strategic investment.

## Bicycle & Pedestrian Amenity Gaps Map

The Bicycle and Pedestrian Amenity Gap Map illustrates the existing distribution of trail-related amenities across the CRA boundary, including bicycle facilities, shared routes, and pedestrian infrastructure. Through this mapping effort, it became evident that prior investments have largely focused on individual amenities rather than a coordinated system, resulting in a concentration of amenities within the Downtown District and limited distribution across the remaining districts.

To better understand and evaluate the existing conditions, amenities were reclassified into a tiered system consisting of three distinct categories: Base Nodes, Enhanced Nodes, and Trail Hubs. This framework establishes a consistent methodology for assessing both the presence and intensity of amenity groupings throughout the CRA.

### • Base Node (“Combo Three”)

The Base Node represents the most fundamental level of trail support infrastructure and includes a bench, bicycle rack, and waste receptacle. This node serves as the primary building block for expanding amenity coverage throughout the CRA and provides the most efficient opportunity for incremental improvements.

### • Enhanced Node

The Enhanced Node builds upon the Base Node by incorporating additional elements that improve user experience, safety, and navigation. In addition to the Base Node components, this node includes pedestrian-scale lighting and wayfinding signage, reinforcing both usability and trail identity.

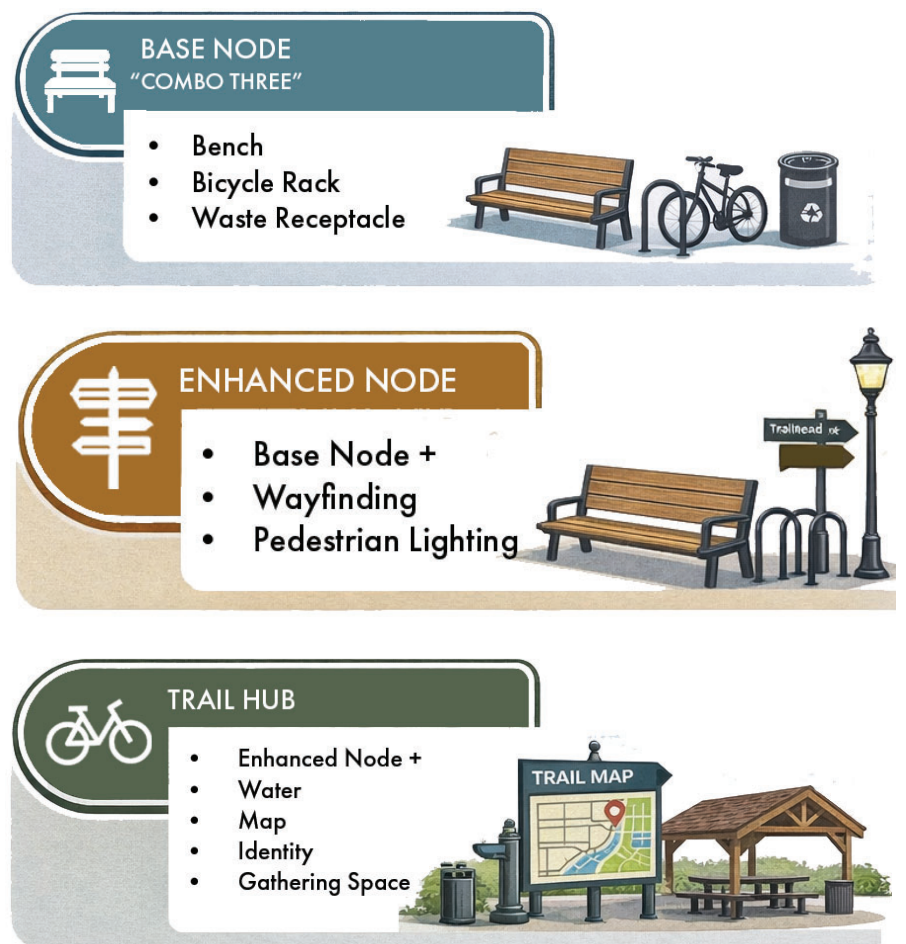
### • Trail Hub / Trailhead

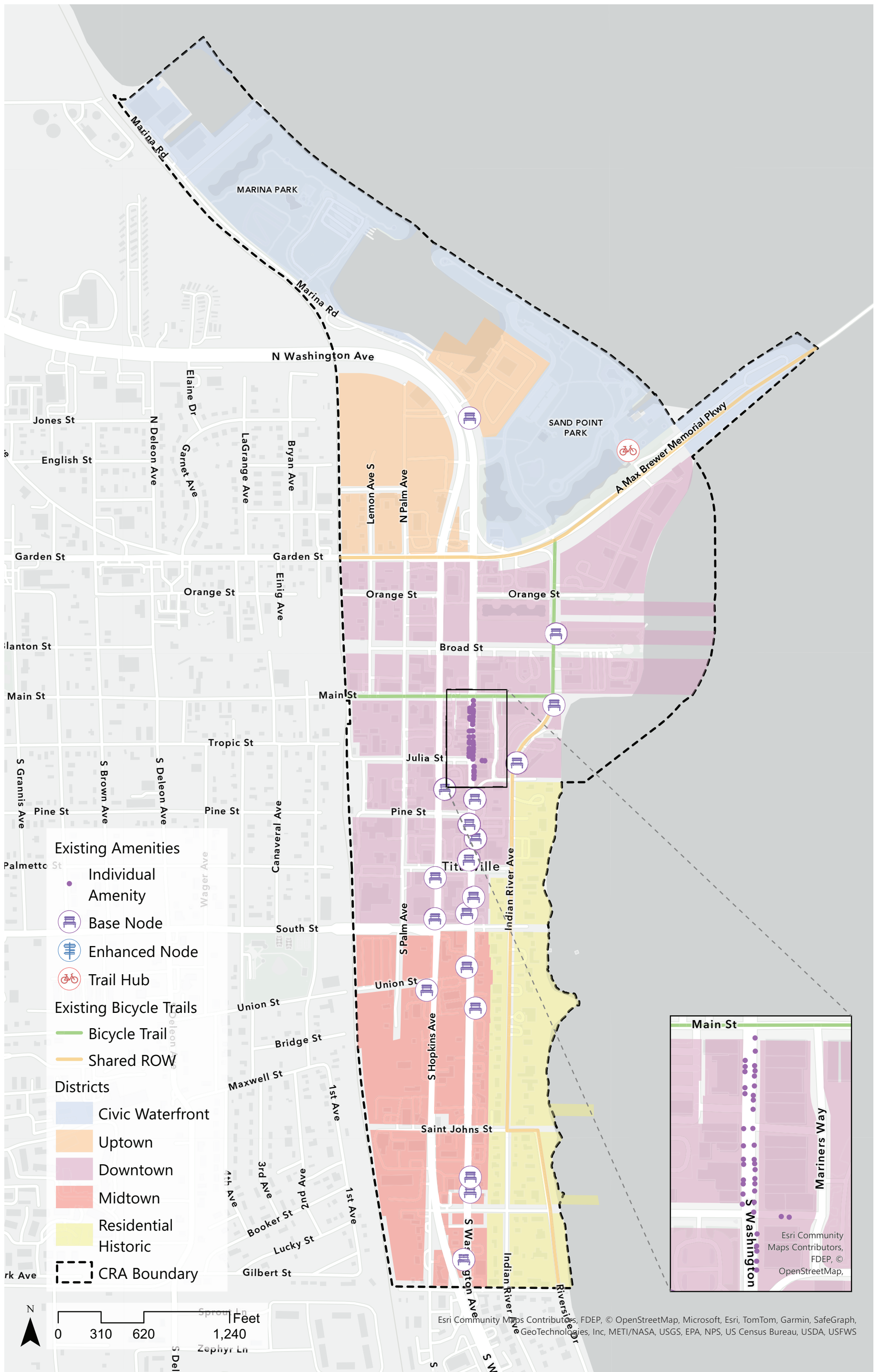
The Trail Hub represents the highest level of amenity concentration and is intended to serve as a destination or major access point within the trail network. This node includes all Base and Enhanced Node elements, along with water fountains, informational mapping, gathering spaces, and shade structures to support extended use and broader public activity.

Through this classification, the analysis identifies not only where amenities exist, but also the level of service each location provides. The findings indicate that while Base Nodes are present throughout portions of the CRA, there is a clear absence of Enhanced Nodes and Trail Hubs within the study area.

This gap highlights a critical opportunity to transition from isolated amenity placement to a layered and intentional node-based system, where amenities are deployed strategically to strengthen connectivity, improve user experience, and establish a recognizable trail identity.

The proposed Strategic Plan builds upon this framework by introducing a distributed network of Base Nodes, Enhanced Nodes, and Trail Hubs across all districts. This approach ensures that each district is connected through a consistent amenity strategy while also supporting its unique role within the broader trail system.





## BICYCLE & PEDESTRIAN AMENITY GAPS MAP

# EXISTING CONDITIONS

A field review of the CRA districts identified a wide range of bicycle & pedestrian supportive infrastructure already in place, particularly within the Downtown, Civic Waterfront, and Midtown areas. Collectively, these elements support basic mobility, visibility, and comfort for pedestrians and demonstrate that many core pieces of a pedestrian ready public realm already exist within the CRA.

## Mobility & Access

- Crosswalks
- Sidewalks
- Bicycle lanes
- Parking lots
- On-street parking

## Bicycle & Pedestrian Support

- Bicycle racks
- Bicycle stations
- Wayfinding signage
- Bicycle signage
- Pedestrian signage

## Comfort, Safety & Streetscape

- Street lighting
- Pedestrian-scale lighting
- Benches
- Trash receptacles
- Landscape buffers
- Street trees

### Existing Amenities Matrix

The Existing Amenities Matrix provides a detailed inventory of the amenities currently present throughout the CRA, organized by district and key roadways within each district. This matrix serves as a comprehensive evaluation tool, identifying both the type and distribution of pedestrian and bicycle amenities across the study area.

Each amenity category was reviewed through field observations and mapped analysis, with check marks used to indicate where individual elements are present. While certain foundational infrastructure such as sidewalks and street lighting was found to be relatively consistent across the CRA, the matrix highlights notable gaps in other critical amenities that contribute to a safe, functional, and enjoyable pedestrian and bicycle environment.

The matrix is intended to provide a clear and visual understanding of existing conditions, allowing the planning process to be grounded in data rather than assumptions. By organizing amenities

### Key Amenities Not Currently Present or Consistently Provided

Despite the presence of foundational infrastructure, several critical bicycle & pedestrian amenities that define a complete, destination-quality network are missing or could be enhanced within the CRA.

## Placemaking & Identity

- Public art

## Trailheads and access nodes

- Clearly defined entry points with orientation, seating, and identity

## Bicycle repair and service stations

- Air pumps, tools, and minor repair capability for riders

## Informational trail network signage

- Maps, distances, destinations, and connections to the Coast-to-Coast Trail, St. Johns to Sea Loop, and East Coast Greenway

## Economic & activity generators tied to the trail

- Retail, food, rentals, events, and programming that encourage people to stop, spend, and stay






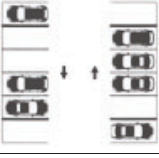










## Drinking fountains and bottle fill stations

- Readily accessible drinking water along bicycle trails & pedestrian paths

in this format, the CRA is able to quickly identify patterns of concentration, areas of deficiency, and inconsistencies between districts.

Each district is supported by its own matrix, focusing on the core amenities commonly found in successful, pedestrian-oriented environments. This district-level breakdown allows for a more precise evaluation of how each area is currently functioning and where targeted improvements are needed.

The gaps identified within the matrix directly inform the Strategic Plan's implementation strategy. By understanding what is currently absent or underrepresented, the CRA can prioritize investments that enhance safety, improve usability, and strengthen the overall trail and pedestrian network. This ensures that future improvements are intentional, equitable, and aligned with the broader goals of the Strategic Plan.

		Civic Waterfront			Uptown			Downtown				Midtown			Historic Residential	
		A Max Brewer Memorial Parkway	Lemon Avenue North	North Palm Street	North Washington Avenue	Broad Street	Indian River Avenue	South Palm Street	Main Street	South Hopkins Avenue	South Washington Avenue	South Street	Indian River Avenue	Riverside Drive		
Crosswalks		✓					✓		✓			✓				
Sidewalks		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓		
Bicycle Rack							✓				✓					
Bicycle Station							✓									
Bicycle Lane		✓					✓		✓							
Parking Lot				✓					✓	✓	✓					
Street Parking						✓		✓	✓		✓		✓			
Street Lights		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Pedestrian Lights						✓										
Wayfinding		✓							✓							
Signage									✓							
Benches							✓				✓					
Trash Receptacles							✓				✓					
Public Art						✓	✓									
Landscape Buffer			✓				✓	✓		✓	✓		✓			
Street Trees									✓							

### EXISTING AMENITIES MATRIX

# DISTRICT SCORECARD

DISTRICT	CONNECTIVITY	COMFORT	TRAIL IDENTITY	ECONOMIC ACTIVATION	OVERALL ROLE
CIVIC WATERFRONT	HIGH	MEDIUM	LOW	MEDIUM	REGIONAL DESTINATION POTENTIAL
DOWNTOWN	HIGH	MEDIUM	LOW	HIGH	PRIMARY TRAIL TO COMMERCE HUB
UPTOWN	MEDIUM	LOW	LOW	LOW	EMERGING CONNECTION ZONE
MIDTOWN	MEDIUM	LOW	LOW	LOW	PASS THROUGH CORRIDOR
HISTORIC RESIDENTIAL	MEDIUM	LOW	LOW	VERY LOW	NEIGHBORHOOD TRAIL FABRIC

## Purpose of the Scorecard

The District Scorecard was developed as an evaluation tool to systematically assess the presence, distribution, and effectiveness of bicycle and pedestrian amenities within each CRA district. Rather than relying solely on qualitative observations, the scorecard provides a structured framework to compare districts, identify gaps, and inform targeted investment strategies.

This approach allows the Strategic Plan to move beyond general observations and establish a data-informed understanding of how each district currently functions within the broader trail network.

## How the Scorecard Was Developed

The scorecard is based on field observations, mapping analysis, and alignment with the CRA's planning goals and pedestrian amenity standards. Each district was evaluated against a consistent set of criteria, including:

- Trail connectivity and continuity
- Presence of core amenities (benches, bike racks, lighting, etc.)
- Wayfinding and trail identity elements
- Access points and node development
- Comfort and usability features
- Integration with surrounding land uses and destinations

Each category reflects key components required to support a functional, safe, and engaging pedestrian amenity experience within a semi-urban downtown environment.

## How the Scorecard Is Used

The scorecard serves three primary functions within the Strategic Plan:

### 1. Comparative Analysis Tool

It allows for direct comparison between districts, highlighting where amenities are concentrated, where gaps exist, and how each district performs relative to the overall system.

### 2. Gap Identification Framework

It identifies missing or underrepresented amenities, which directly informs the amenity gap analysis and prioritization of improvements.

### 3. Strategic Decision-Making Tool

It supports the development of district-specific recommendations by aligning observed conditions with each district's intended role within the pedestrian network (destination, connector, activation zone, or context-sensitive area).

## Why the Scorecard Is Important

The District Scorecard is critical because it establishes a clear, defensible foundation for investment decisions. It ensures that:

- Improvements are targeted rather than uniform, responding to the specific needs of each district
- Resources are allocated to areas with the greatest impact on connectivity, usability, and experience
- The overall pedestrian system evolves as a cohesive network, rather than a series of isolated enhancements

By grounding recommendations in a consistent evaluation framework, the scorecard strengthens the credibility of the Strategic Plan and provides CRA staff and decision-makers with a practical tool for implementation, phasing, and future updates.

## Role in the Overall Plan

The findings from the District Scorecard directly inform:

- The Bicycle and Pedestrian Amenity Gaps Map
- The District-Level Strategies and Recommendations
- The System-Wide Implementation Philosophy
- The Scalable Amenity Deployment Strategy

# DISTRICT SPECIFIC ANALYSIS

The following district analysis build upon these system-wide findings and provide detailed evaluations of existing conditions, amenity gaps, and priority investment strategies tailored to each district's role within the CRA Bicycle & Pedestrian Amenities Network.

The CRA contains five distinct districts **Civic Waterfront, Uptown, Downtown, Midtown, and Historic Residential** collectively encompassing approximately 300 acres. While each district has a unique character and role within the community's urban fabric, they share a common opportunity: to serve as active, amenitized nodes within a cohesive pedestrian network.

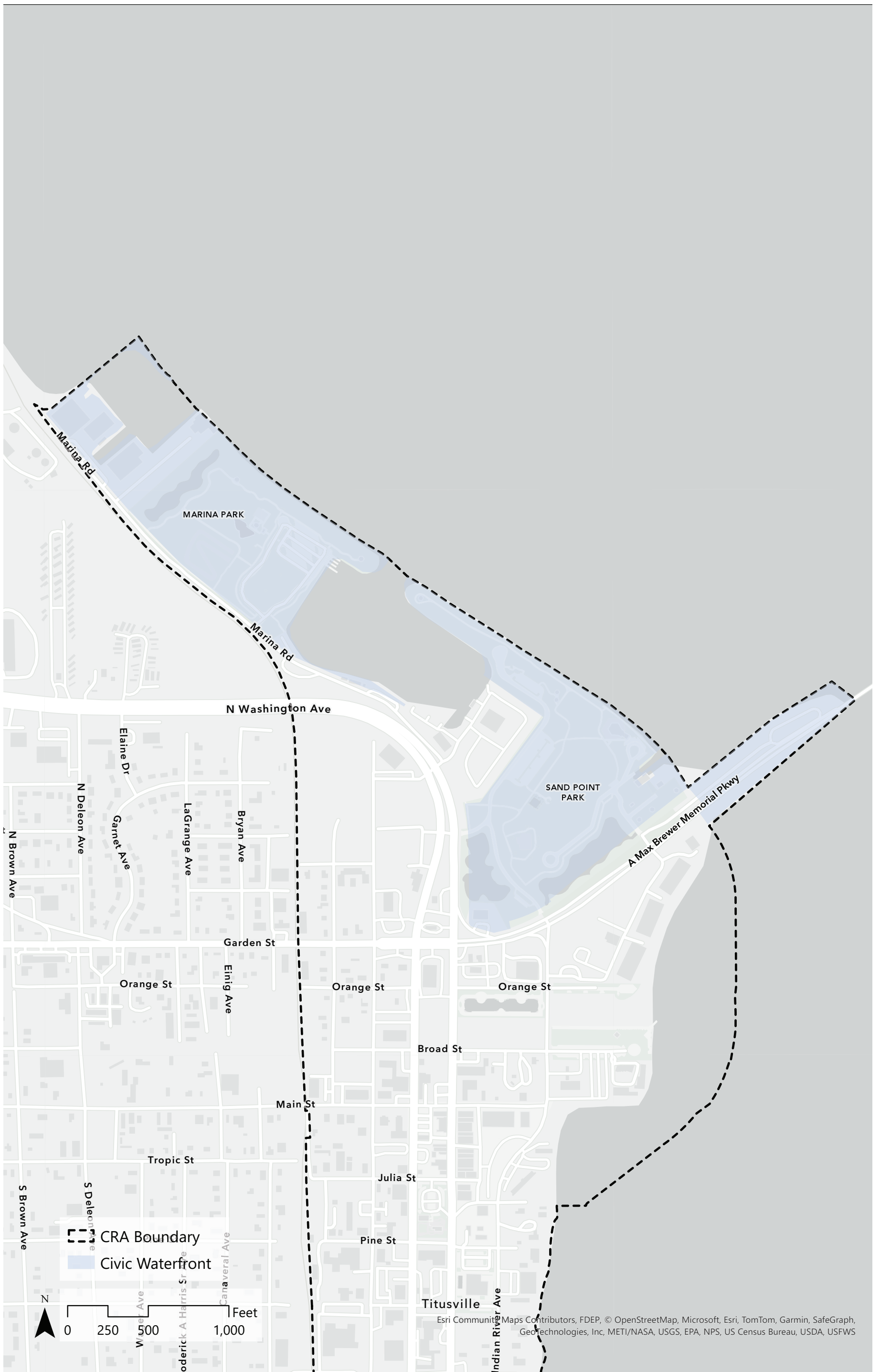
During the evaluation of pedestrian amenities across these districts, recurring patterns emerged in both physical conditions and design opportunities. Consistent with the City of Titusville's design principles, such as **streetscape standards, street furniture, sustainable site features, and pedestrian-friendly design frameworks** found in the Urban Design Manual. This analysis provides a district-level understanding of how existing and potential amenities support a high-quality user experience.

For clarity and comparison, findings have been compiled into a district-level amenities matrix that identifies which typical trail-related elements including **benches, shade structures, lighting, public art, signage, landscape buffers, rest areas, and access points are present or absent in each district**. This matrix serves as a baseline for identifying gaps in trail amenities relative to expected urban design standards and user needs.

Each district is unique in its character, economic drivers, and future strategic opportunities. Through this analysis, we identify:

- District strengths, including where certain bicycle & pedestrian amenities and supportive urban design elements are already well represented.
- Opportunities for focused enhancements, particularly where insufficient amenities currently weaken connectivity, comfort, or sense of place.
- Design guidance alignment, ensuring that proposed amenities are consistent with broader principles for pedestrian realm quality, landscape integration, and public space activation as outlined in the Titusville Urban Design Manual.

Ultimately, this analysis supports the delivery of a well-connected bicycle & pedestrian network with appropriately distributed amenities enhancing accessibility, comfort, safety, and the overall user experience across all five CRA districts.



## CIVIC WATERFRONT DISTRICT

# CIVIC WATERFRONT EXISTING CONDITIONS

The Civic Waterfront District serves as one of the primary recreational and regional trail destinations within the CRA. Key analysis areas included **Marina Park, Sand Point Park, and the A. Max Brewer Memorial Parkway corridor**, which collectively function as major access points to the regional trail network and the Indian River Lagoon waterfront.

Field observations confirmed that this district contains the highest concentration of recreation-focused and trail-supportive amenities within the CRA, establishing it as a critical anchor for trail-based tourism, recreation, and community gathering.

The following amenities were observed throughout the Civic Waterfront District:

## Amenities & Mobility Infrastructure

- Multi-use trail
- Walking paths
- Trailhead facilities
- Crosswalks
- Bicycle racks
- Bicycle stations
- Parking areas

## User Comfort & Support Amenities

- Drinking fountains
- Restroom facilities
- Picnic tables
- Charcoal grills
- Benches
- Pet waste stations

## Safety & Navigation

- Area lighting
- Wayfinding signage
- General and trail signage
- Gated access (where applicable)

## Placemaking & Community Features

- Public art
- Book exchange

The Civic Waterfront contains several destination-level amenities not consistently present in other CRA districts, including:

- Splash pad
- BMX track
- Skate park
- Dog park
- Playground facilities
- Direct water access

These amenities significantly increase dwell time and position the district as a regional recreation destination.

## DISTRICT RANKING

Connectivity: ★★★★★☆

Comfort: ★★★★★★

Identity: ★★★★★☆

Economic Activation: ★★★★★☆

**Primary Role:** Regional Recreation Destination

	Crosswalks	Sidewalks	Bicycle Rack	Bicycle Station	Bicycle Lane	Parking Lot	Street Parking	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Landscape Buffer	Street Trees
<b>ROADWAY</b>																
A Max Brewer Memorial Parkway	✓	✓			✓			✓		✓						
	Multi-use Trail	Walking Path	Trailhead	Bicycle Rack	Bicycle Station	Parking Lot	Restrooms	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Pavillion Picnic Area	Water Access
<b>PARKS</b>																
Marina Park	✓	✓		✓		✓	✓	✓		✓	✓	✓	✓		✓	✓
Sand Point Park	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓



## UPTOWN DISTRICT

# UPTOWN EXISTING CONDITIONS

The Uptown District functions as a transitional corridor between the Civic Waterfront recreational destination and the Downtown economic core. Primary analysis areas included **N. Hopkins Avenue, N. Palm Avenue, Coleman Street, and Lemon Avenue.**

Existing land use within this district is predominantly industrial and service-oriented, resulting in limited pedestrian infrastructure, reduced walk-ability, and minimal bicycle trail-supportive amenities. While this district currently serves primarily as a movement corridor, it represents a critical opportunity to strengthen connectivity between the waterfront and the broader CRA trail network.

## Existing Amenities & Mobility Infrastructure

Field observations indicate limited pedestrian and bicycle trail-supportive infrastructure within this district. Existing conditions generally include:

- Intermittent sidewalk segments
- Vehicular-focused roadway design
- Limited crosswalk infrastructure
- Minimal bicycle trail identity or user orientation features

The current transportation environment prioritizes vehicular movement over pedestrian and bicycle comfort, limiting the district's effectiveness as a trail connector.

## Existing User Comfort & Support Amenities

Few user-supported amenities were observed within this district. The lack of seating, shade, waste receptacles, and trail-oriented infrastructure reduces usability for pedestrians and cyclists traveling between districts.

## Existing Safety, Lighting & Navigation

- Limited pedestrian-scale lighting
- Minimal trail-specific wayfinding
- Limited visual cues indicating proximity to regional trail corridors

## Placemaking & Community Identity Features

Placemaking elements such as public art, gateway features, or identifiable trail branding were largely absent within the Uptown District. This contributes to the perception of the district as a pass-through zone rather than an integrated component of the trail system.

## Amenity Gaps & Opportunities

Based on field observations and comparison to complete trail-support environments, key gaps include:

- Continuous sidewalk network
- Pedestrian and bicycle safety enhancements
- Trail wayfinding and directional signage
- Trash receptacles and comfort amenities
- Pedestrian-scale lighting
- District identity and visual transition elements

## DISTRICT RANKING

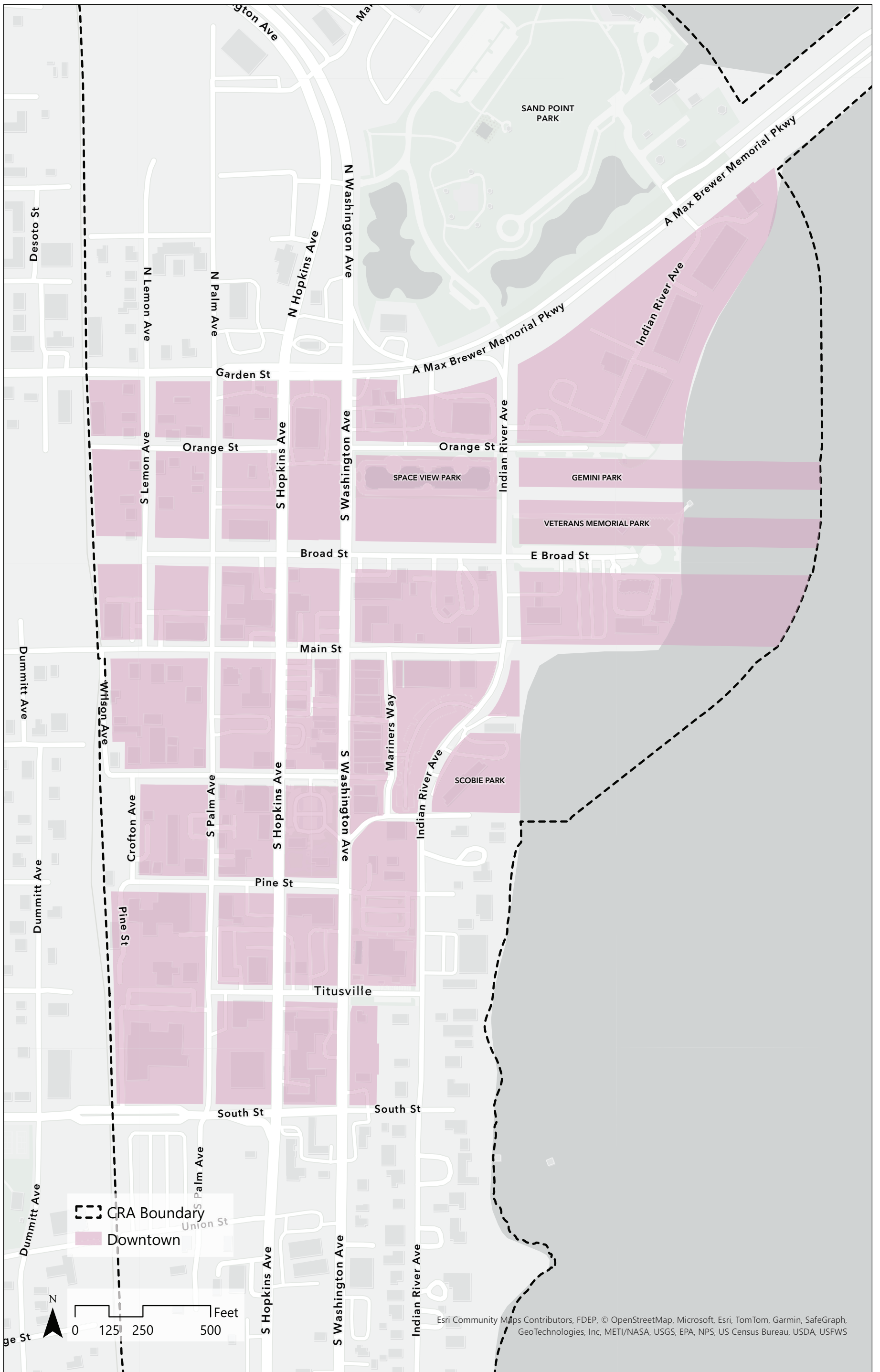
Connectivity: ★★☆☆☆

Comfort: ★☆☆☆☆

Identity: ★☆☆☆☆

Economic Activation: ★☆☆☆☆

**Primary Role:** Industrial Transition Connector



## DOWNTOWN DISTRICT

# DOWNTOWN EXISTING CONDITIONS

The Downtown District serves as the primary economic and civic core of the CRA and functions as the central convergence point between bicycle trail users, local businesses, public spaces, and community activity. Key park spaces analyzed within this district included [Space View Park](#), [Gemini Park](#), [Veterans Memorial Park](#), and [Scobie Park](#).

With the highest concentration of park spaces within the CRA, the Downtown District plays a critical role in supporting a centralized bicycle & pedestrian network that distributes users throughout the district in a connected, unified, and economically supportive manner.

Primary road corridors evaluated for trail amenities included [Broad Street](#), [Indian River Avenue](#), [South Palm Street](#), and [Main Street](#), which collectively provide the framework for pedestrian, bicycle, and vehicular movement within the district.

## Existing Amenities & Mobility Infrastructure

The Downtown District contains the most comprehensive network of pedestrian and bicycle infrastructure within the CRA. Field observations identified:

- Frequent and well-distributed crosswalks
- Interconnected sidewalk network
- Bicycle racks and bicycle stations
- Bicycle lanes along key corridors
- Surface parking and on-street parking supporting park and business access
- Street lighting and general area lighting
- Wayfinding and general directional signage

This level of infrastructure supports both daily local use and regional trail user access into the downtown core.

## Existing User Comfort & Support Amenities

Downtown provides a strong baseline of trail-supportive comfort amenities, including:

- Benches and seating areas
- Trash receptacles
- Street trees and landscape buffer plantings
- Streetscape beautification and pedestrian realm enhancements
- Public art installations supporting district identity

Within park spaces, additional amenities include:

- Restroom facilities
- Drinking fountains
- Water access points
- Pavilions and shaded gathering areas
- Picnic tables
- Walking paths

While these amenities support general park use, they are less concentrated than those observed within the Civic Waterfront destination parks.

## Existing Safety, Lighting & Navigation

- Strong presence of general street lighting
- Existing wayfinding and signage infrastructure
- Limited pedestrian-scale lighting specifically oriented to trail users

## Placemaking & Community Identity Features

Downtown contains the highest concentration of placemaking features within the CRA, including:

- Public art installations
- Activated park spaces
- Streetscape landscape enhancements
- Business and civic activity nodes

These elements support the district's role as the primary trail-to-community interface.

## Amenity Gaps & Opportunities

Despite strong foundational infrastructure, several key trail-specific elements are needed to fully position Downtown as the central hub of the CRA trail system:

- Pedestrian-scale trail lighting
- Informational and regional trail network signage
- Formal trailhead locations and identity features
- Expanded multi-use shared paths and designated trail corridors
- Additional bicycle support infrastructure along a continuous network
- Purpose-built gathering spaces designed for trail user interaction
- Enhanced economic interface between trail corridors and commercial areas

## Implementation Insight: The "Combo Three" Strategy

Field observations identified a consistent pattern throughout Midtown and portions of Downtown where benches, bicycle racks, and waste receptacles were co-located. This "Combo Three" configuration provides a functional and cost-effective baseline trail amenity node.

This observation supports a scalable implementation strategy for the CRA, where standardized amenity clusters can be deployed along primary corridors to quickly improve user comfort, functionality, and visual consistency across districts.

## DISTRICT RANKING

Connectivity: ★★★★★

Comfort: ★★★★★☆

Identity: ★★★☆☆

Economic Activation: ★★★★★

**Primary Role:** Trail-to-Commerce Hub

# DOWNTOWN EXISTING CONDITIONS

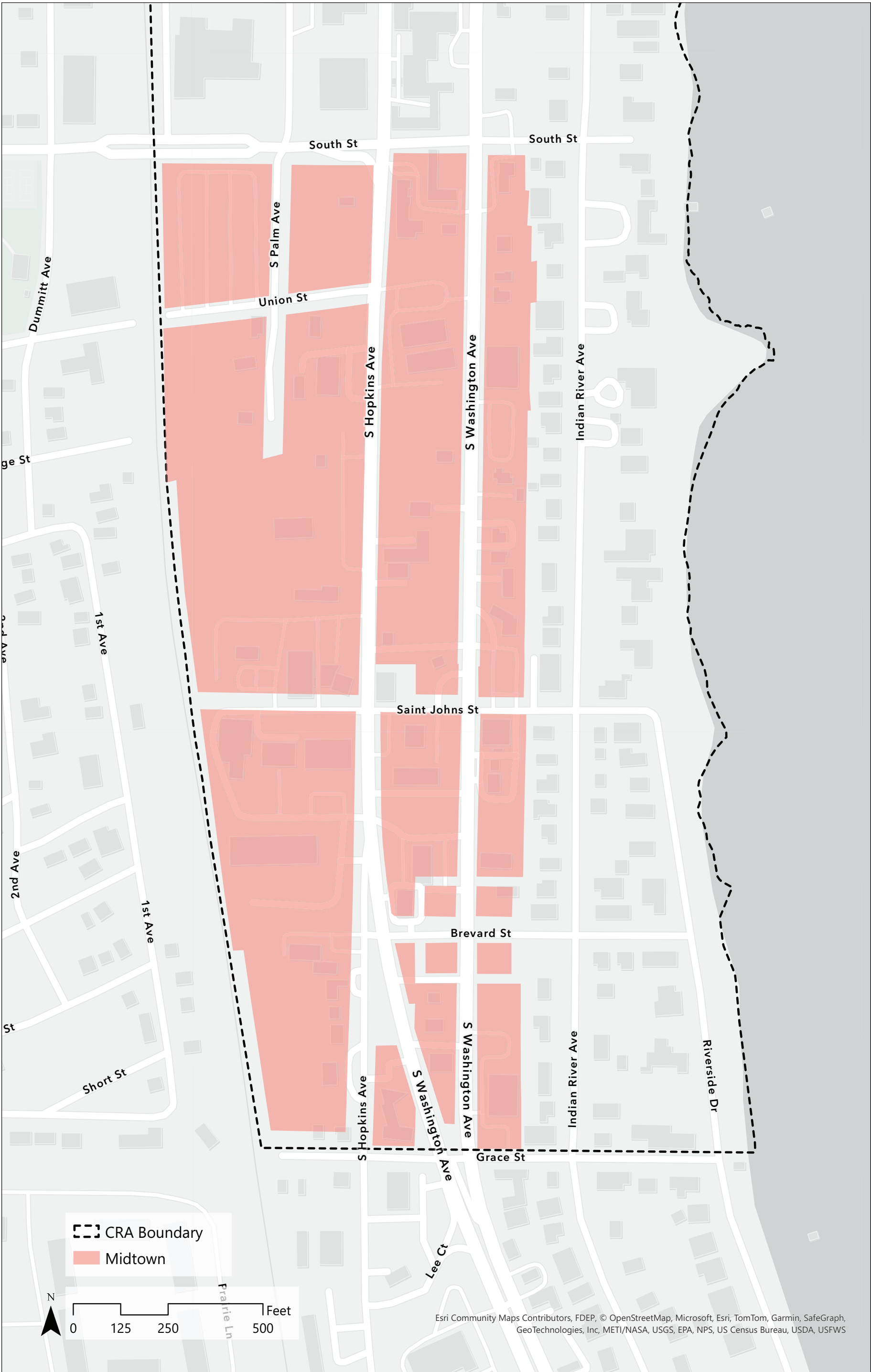
## ROADWAYS

	Crosswalks	Sidewalks	Bicycle Rack	Bicycle Station	Bicycle Lane	Parking Lot	Street Parking	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Landscape Buffer	Street Trees
Broad Street		✓					✓	✓						✓		
Indian River Avenue	✓	✓	✓	✓	✓			✓				✓	✓	✓	✓	
South Palm Street		✓					✓	✓							✓	
Main Street	✓	✓			✓	✓	✓	✓		✓	✓					✓

	Multi-use Trail	Walking Path	Trailhead	Bicycle Rack	Bicycle Station	Parking Lot	Restrooms	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Pavillion Picnic Area	Water Access
Space View Park		✓			✓				✓		✓	✓	✓	✓		
Gemini Park		✓							✓		✓	✓	✓	✓	✓	✓
Veterans Memorial Park		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Scobie Park				✓		✓		✓			✓	✓	✓			✓

## PARKS



**MIDTOWN DISTRICT**

# MIDTOWN EXISTING CONDITIONS

The Midtown District serves as the primary north–south connectivity corridor within the CRA and functions as the transition zone between the Downtown core and southern CRA districts. While no major park spaces were identified within this district, the corridor plays a critical role in supporting movement through the CRA bicycle & pedestrian network.

Primary corridors analyzed included **S. Hopkins Avenue, S. Washington Avenue, and South Street**, which function as major arterial roadways connecting the CRA districts and supporting high vehicular traffic volumes.

Although these corridors provide foundational pedestrian infrastructure, they currently lack the visual and physical cues necessary to communicate the presence of a larger regional trail network and downtown destination environment.

## Existing Amenities & Mobility Infrastructure

The Midtown District provides baseline mobility infrastructure that supports movement through the CRA. Existing amenities include:

- Crosswalk infrastructure
- Continuous sidewalk network along primary corridors
- Bicycle racks at select locations
- Surface parking and on-street parking
- Street lighting
- Benches and seating areas
- Trash receptacles
- Landscape buffers providing separation from vehicular traffic

While these elements support basic pedestrian movement, they do not yet function as a cohesive bicycle-supportive environment.

## Existing User Comfort & Support Amenities

Basic comfort amenities exist but are inconsistently distributed and not currently designed as intentional user nodes.

Existing Safety, Lighting & Navigation

- Presence of standard roadway lighting
- Limited pedestrian-scale lighting
- Minimal trail wayfinding or directional signage
- Limited visual indicators of proximity to the Downtown or Civic Waterfront trail destinations

## DISTRICT RANKING

Connectivity: ★★★★★☆

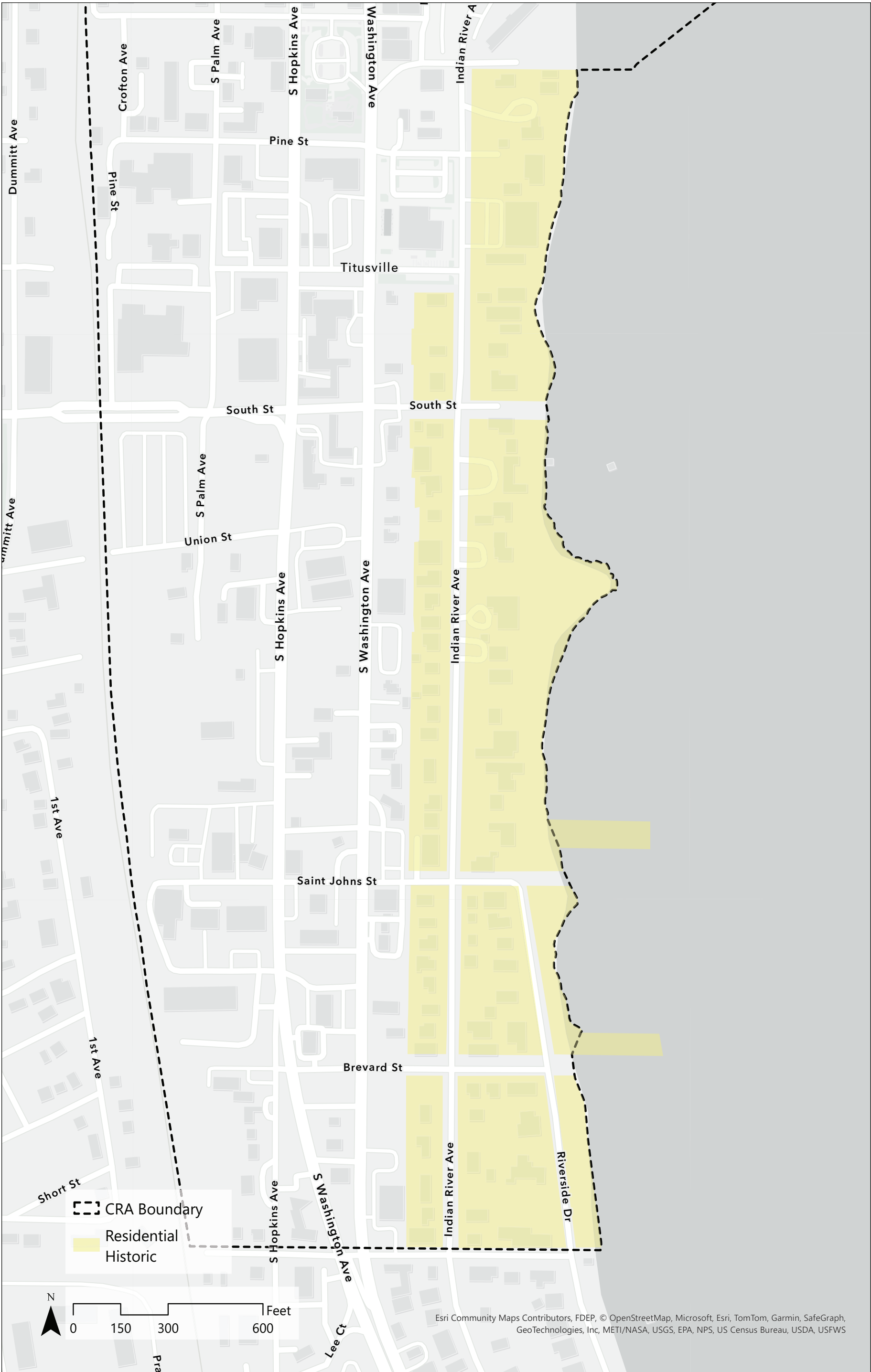
Comfort: ★★☆☆☆

Identity: ★☆☆☆☆

Economic Activation: ★★☆☆☆

**Primary Role:** Primary Distribution Corridor

	Crosswalks	Sidewalks	Bicycle Rack	Bicycle Station	Bicycle Lane	Parking Lot	Street Parking	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Landscape Buffer	Street Trees
S Hopkins Avenue		✓				✓		✓								✓
S Washington Avenue		✓	✓			✓	✓	✓				✓	✓			✓
South Street	✓	✓						✓								



Esri Community Maps Contributors, FDEP, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

**HISTORIC RESIDENTIAL DISTRICT**

# HISTORIC RESIDENTIAL EXISTING CONDITIONS

The Historic Residential District represents the cultural and architectural foundation of the CRA and provides a distinct sense of place unlike any other district. This area reflects the historical development of Titusville and contributes significantly to the identity and character of the community.

Due to its historic residential context, this district functions differently from the recreation-driven Civic Waterfront and the activity-focused Downtown core. The bicycle & pedestrian system within this district must balance connectivity and user comfort with preservation of neighborhood scale, historic architecture, and streetscape character.

Primary corridors analyzed included **Indian River Avenue and Riverside Drive**, which provide north-south connectivity along Indian River Lagoon and connect to adjacent CRA districts.

## Existing Amenities & Mobility Infrastructure

The Historic Residential District contains mobility infrastructure appropriate to its residential scale and character, including:

- Sidewalk connections along primary corridors
- Shared bicycle use within lower-speed vehicular environments
- On-street parking supporting residential and visitor access
- Standard street lighting
- Landscape buffers supporting separation and visual quality

This infrastructure supports neighborhood-level walk-ability and passive trail use while maintaining historic streetscape character.

## Existing User Comfort & Support Amenities

Traditional high-density amenities are limited within this district, which is appropriate given the residential and historic nature of the area. The district currently supports passive recreation, neighborhood walking, and scenic bicycle travel.

## Existing Safety, Lighting & Navigation

- Standard roadway lighting present
- Limited pedestrian-scale lighting
- Minimal trail-specific wayfinding or interpretive signage

## Placemaking & Cultural Identity Features

The primary placemaking asset within this district is the historic built environment itself, including residential architecture, streetscape rhythm, and waterfront adjacency. Preservation of these elements is critical to maintaining district authenticity and community identity.

## DISTRICT RANKING

Connectivity: ★★★★★

Comfort: ★★★★★

Identity: ★★★★★

Economic Activation: ★☆☆☆☆

**Primary Role:** Cultural & Neighborhood Experience Zone

	Crosswalks	Sidewalks	Bicycle Rack	Bicycle Station	Bicycle Lane	Parking Lot	Street Parking	Street Lights	Pedestrian Lights	Wayfinding	Signage	Benches	Trash Receptacles	Public Art	Landscape Buffer	Street Trees
Indian River Avenue		✓					✓	✓							✓	
Riverside Drive		✓						✓								

# DISTRICT RANKING SUMMARY

RANK	DISTRICT	SYSTEM PERFORMANCE	SUMMARY CONDITION
1	CIVIC WATERFRONT	HIGH	Regional destination with the highest concentration of amenities and established trailhead presence
2	DOWNTOWN	MODERATE - HIGH	Strong amenity base and connectivity, but lacks structured trail identity and node hierarchy
3	UPTOWN	MODERATE	Functions as a key connector but lacks identity, wayfinding, and higher-level amenities
4	HISTORIC RESIDENTIAL	MODERATE - LOW	Provides connectivity in a sensitive context, with limited amenities by design
5	MIDTOWN	LOW	Minimal infrastructure and limited walkability, with significant gaps in pedestrian amenities

The following summary consolidates the findings from the District Scorecard, Existing Amenities Matrix, and Amenity Gap Analysis to provide a clear understanding of how each district currently performs within the CRA bicycle and pedestrian system.

This overview establishes a baseline for system performance, identifies relative strengths and deficiencies, and defines the role each district plays within the broader network. These findings directly inform the district-specific strategies, recommendations, and investment priorities outlined in the following section.

## DISTRICT PERFORMANCE RANKING

Based on the evaluation of connectivity, amenity presence, usability, and overall trail experience:

## DISTRICT PERFORMANCE RANKING

Based on the evaluation of connectivity, amenity presence, usability, and overall trail experience:

## SYSTEM-WIDE FINDINGS

Across all districts, several key patterns emerged:

- Amenity Concentration vs. Distribution

Amenities are heavily concentrated within the Civic Waterfront and Downtown, with limited distribution across Uptown and Midtown.

- Lack of Amenity Hierarchy

Existing improvements reflect isolated investments rather than a structured system of Base Nodes, Enhanced Nodes, and Trail Hubs.

- Connectivity Without Identity

While some physical connections exist, there is a lack of cohesive wayfinding, branding, and user guidance across the CRA.

- Limited Access Points and Trailheads

With the exception of the Civic Waterfront, there are minimal defined trail access nodes or hubs that anchor the system.

- Inconsistent User Experience

The level of comfort, safety, and usability varies significantly between districts.

## DISTRICT ROLES WITHIN THE TRAIL SYSTEM

Through the analysis, each district has emerged with a defined functional role:

- Civic Waterfront - Regional Destination Anchor
- Downtown - Economic & Activity Core
- Midtown + Uptown - Connectivity & Distribution Corridors
- Historic Residential - Context-Sensitive Neighborhood Integration

These roles establish the foundation for how improvements are prioritized and implemented.

## TRANSITION TO IMPLEMENTATION

The findings from this summary highlight the need to transition from individual amenity investments to a coordinated, system-based approach.

This includes:

- Establishing a clear amenity hierarchy (Base Node, Enhanced Node, Trail Hub)
- Expanding amenities beyond core districts to improve equity and access
- Reinforcing connectivity through consistent wayfinding and identity systems
- Aligning improvements with each district's functional role and character

## LOOKING AHEAD

The following section builds upon this summary by examining each district in detail. It defines:

- The specific role each district plays within the system
- The amenity gaps and deficiencies identified through analysis
- The targeted opportunities and strategies for implementation

Together, these recommendations translate system-level findings into actionable, district-specific improvements that support a cohesive, connected, and scalable trail network throughout the CRA.



# District Analysis

# CIVIC WATERFRONT ANALYSIS

## District Role Within the Overall Pedestrian Network

The Civic Waterfront District functions as a regional arrival and recreation destination. Future investments should focus on strengthening connections from the waterfront into downtown and surrounding districts, ensuring that bicycle & pedestrian trail users transition from recreation spaces into commercial and cultural areas within the CRA.

## Identified Amenity Gaps

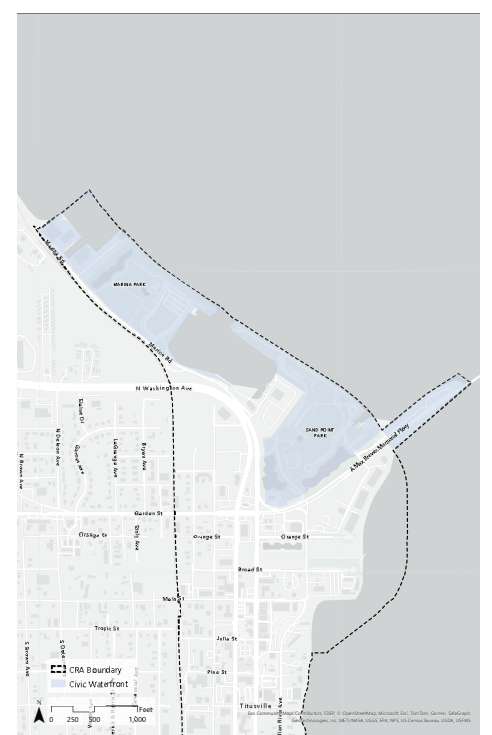
Despite the strong recreation foundation, several public realm and bicycle & pedestrian experience elements are not consistently present and represent opportunities for enhancement:

- Street trees along key corridors
- Accent and streetscape landscape treatments
- Pedestrian-scale lighting along trail-adjacent streets and connectors

These elements are essential for improving comfort, safety, and nighttime usability, particularly along transition corridors between the waterfront and downtown.

Based on field observations and bicycle & pedestrian system performance, the following improvements are recommended for this district:

- **Expand pedestrian-scale lighting along trails and connectors to improve safety and extend usable hours.**
- **Update wayfinding signage to clearly reinforce regional trail connections and downtown linkages.**
- **Provide additional seating nodes to support longer stays and multi-generational use.**
- **Expand bicycle support infrastructure, including additional racks and repair/service locations.**





# MIDTOWN ANALYSIS

## District Role Within the Overall Trail Network

The Midtown District functions as the Primary Connection and Distribution Corridor for the CRA. This district has the greatest opportunity to expand regional trail reach, strengthen connectivity between districts, and reinforce the overall identity and values of the CRA through targeted infrastructure and streetscape investment.

## Amenity Gaps & Opportunities

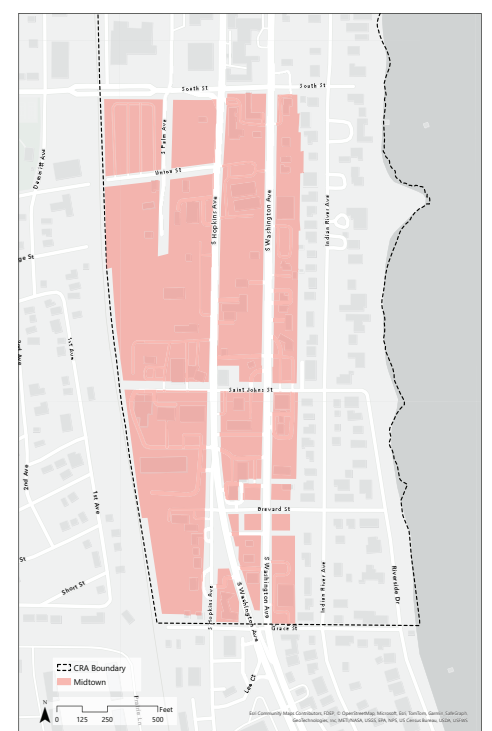
The following amenity-supportive elements were largely absent within the Midtown District:

- Street trees providing canopy and thermal comfort
- Pedestrian-scale lighting
- Pedestrian-specific wayfinding and informational signage
- Public art or identity features
- Pet waste stations
- Bicycle lanes or dedicated bicycle infrastructure
- Bicycle stations or service facilities
- Trailhead or access node infrastructure
- Regional trail network mapping or interpretive signage

## Priority Focus Areas for Investment

To strengthen Midtown’s role as the primary pedestrian connection corridor, the following improvements are recommended:

- Installation of street trees to improve pedestrian comfort and streetscape continuity
- Expansion of pedestrian-scale lighting along primary corridors
- Implementation of trail wayfinding and regional network signage
- Expansion of bicycle infrastructure, including lanes, racks, and service stations
- Strategic placement of amenity node clusters (“Combo Three” installations)
- Introduction of public art and identity features to reinforce district transition and CRA branding
- Development of bicycle & pedestrian access nodes linking Midtown into Downtown and adjacent districts



# DOWNTOWN ANALYSIS

## District Role Within the Overall Trail Network

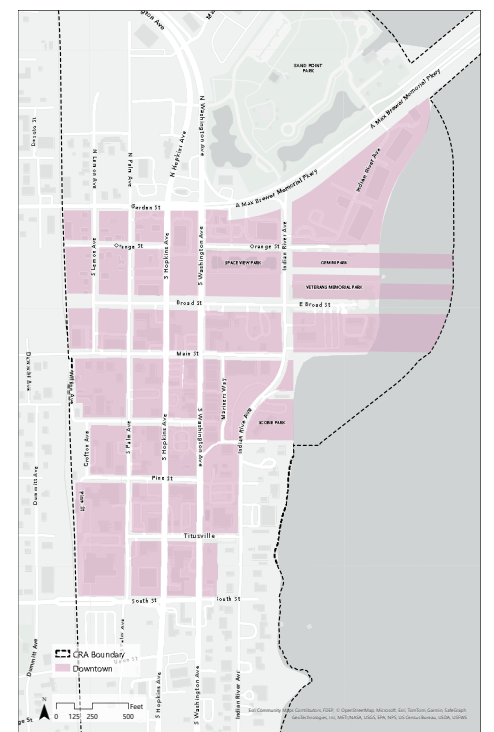
The Downtown District functions as the Primary Trail-to-Commerce and Activity Hub within the CRA. Future investments should focus on capturing regional trail users and converting pass-through traffic into extended stays that support local businesses, public spaces, and community programming.

## Priority Focus Areas for Investment

To strengthen Downtown's role as the central bicycle & pedestrian hub of the CRA, the following improvements are recommended:

- Expansion of pedestrian-scale lighting along key trail corridors and park edges

- Installation of regional trail informational signage and mapping systems
- Development of formal trailhead locations within or adjacent to major park spaces
- Expansion of multi-use trail and shared path connectivity through the district core
- Strategic placement of bicycle stations along continuous trail routes
- Creation of bicycle & pedestrian-oriented gathering and activation spaces
- Strengthening connections between pedestrian corridors and economic activity zones



# HISTORIC RESIDENTIAL ANALYSIS

## District Role Within the Overall Trail Network

The Historic Residential District functions as the Cultural and Neighborhood Experience Zone within the CRA. This district provides a scenic, lower-intensity pedestrian experience that reinforces community identity while maintaining connectivity between major amenity destinations.

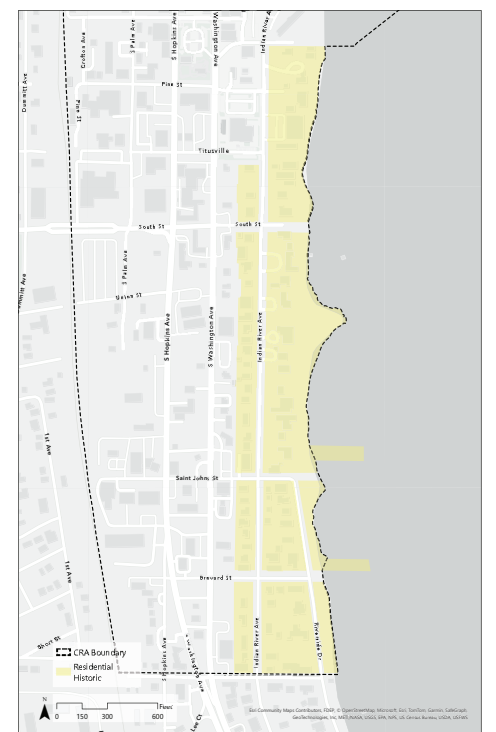
## Context-Sensitive Amenity Strategy

Unlike other CRA districts, the Historic Residential District requires a limited and carefully curated amenity approach. The goal is to enhance safety, navigation, and comfort without introducing infrastructure that would detract from historic character or residential scale.

## Recommended improvements for this district include:

- Installation of context-sensitive wayfinding and pedestrian signage
- Addition of pedestrian-scale lighting designed to match historic streetscape character
- Strategic street tree installation to enhance canopy and pedestrian comfort
- Limited installation of amenity node clusters (“Combo Three”) in carefully selected locations

To maintain historic integrity, implementation of amenity clusters should be limited to approximately 2–3 total locations within the district. Additional installations could negatively impact the architectural vernacular, visual character, and historic streetscape experience.



# DISTRICTS ANALYSIS SUMMARY

---

## Overall CRA Trail System Opportunity

The district analysis confirms that the CRA does not require wholesale pedestrian construction, but rather strategic amenity layering and system unification. The greatest opportunity lies in:

- **Establishing consistent bicycle & pedestrian identity throughout the CRA**
- **Creating predictable comfort and support amenities along corridors**
- **Developing trailheads and access nodes at key district transition points**
- **Strengthening trail-to-economic and trail-to-community connections**
- **Reinforcing district transitions through way-finding, lighting, and streetscape improvements**

Based on these findings, the Strategic Plan advances a unified pedestrian implementation philosophy focused on:

- **Destination Anchoring at the Civic Waterfront**
- **Economic Capture and Activation within Downtown**
- **Connectivity Reinforcement within Uptown and Midtown**
- **Context-Sensitive Integration within the Historic Residential District**

Not every district needs the same level of intensity but every district should:

- **Be recognizable as part of the CRA pedestrian system**
- **Provide predictable user comfort**
- **Support connectivity between destinations**



# Strategic Plan

# DISTRICT IMPLEMENTATION STRATEGY

## Strategy Overview

The Titusville CRA Bicycle & Pedestrian Amenities Network is supported by a strong foundation of mobility infrastructure across all five districts. However, the distribution of amenities varies significantly between districts. The system-wide strategy focuses on creating a consistent, recognizable, and scalable pedestrian experience while allowing each district to maintain its unique identity and functional role within the CRA.

The overall goal is to transition the CRA Bicycle & Pedestrian Amenities Network from a **pass-through regional corridor into a destination-oriented pedestrian system** that supports recreation, economic activity, community identity, and quality of life.

### Strategy 1. Identity & Wayfinding Consistency

Create a unified identity across all districts through:

- Regional mapping and informational signage
- Consistent branding and visual language
- Gateway markers at district transitions
- Directional signage connecting parks, downtown, and waterfront

### Strategy 2. Comfort & Usability Network

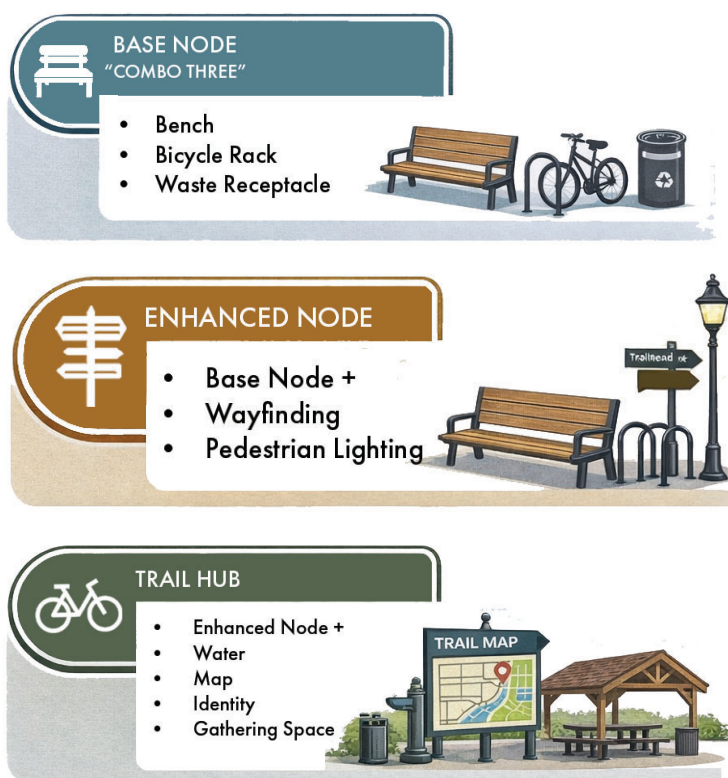
Provide a predictable and consistent user experience by implementing:

- Pedestrian-scale lighting
- Seating and rest node spacing
- Shade through street trees and landscape integration
- Drinking water access at key nodes and trailheads

### Strategy 3. Trail Access & Node Development

Establish defined entry points into the converted regional trail system through:

- Trailhead development at major destination parks
- Secondary access nodes at district transition zones
- Integration of bicycle parking, repair, and rest infrastructure






### Strategy 4. Economic & Community Activation Integration

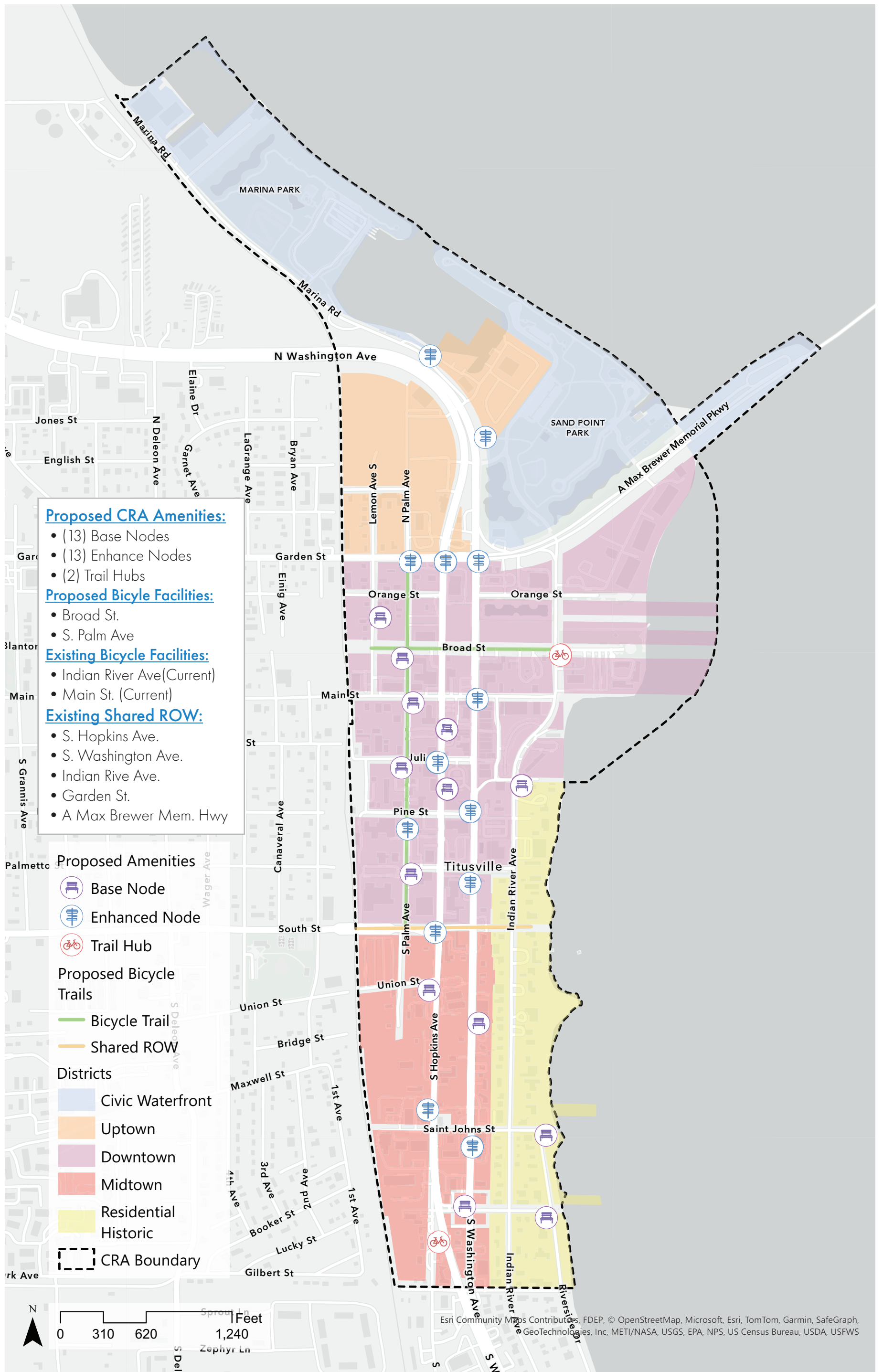
Strengthen the connection between the existing trail system and the local destinations through:

- Trail-oriented gathering spaces
- Business-facing trail & pedestrian corridors
- Programming and event-support spaces
- Public art and cultural storytelling

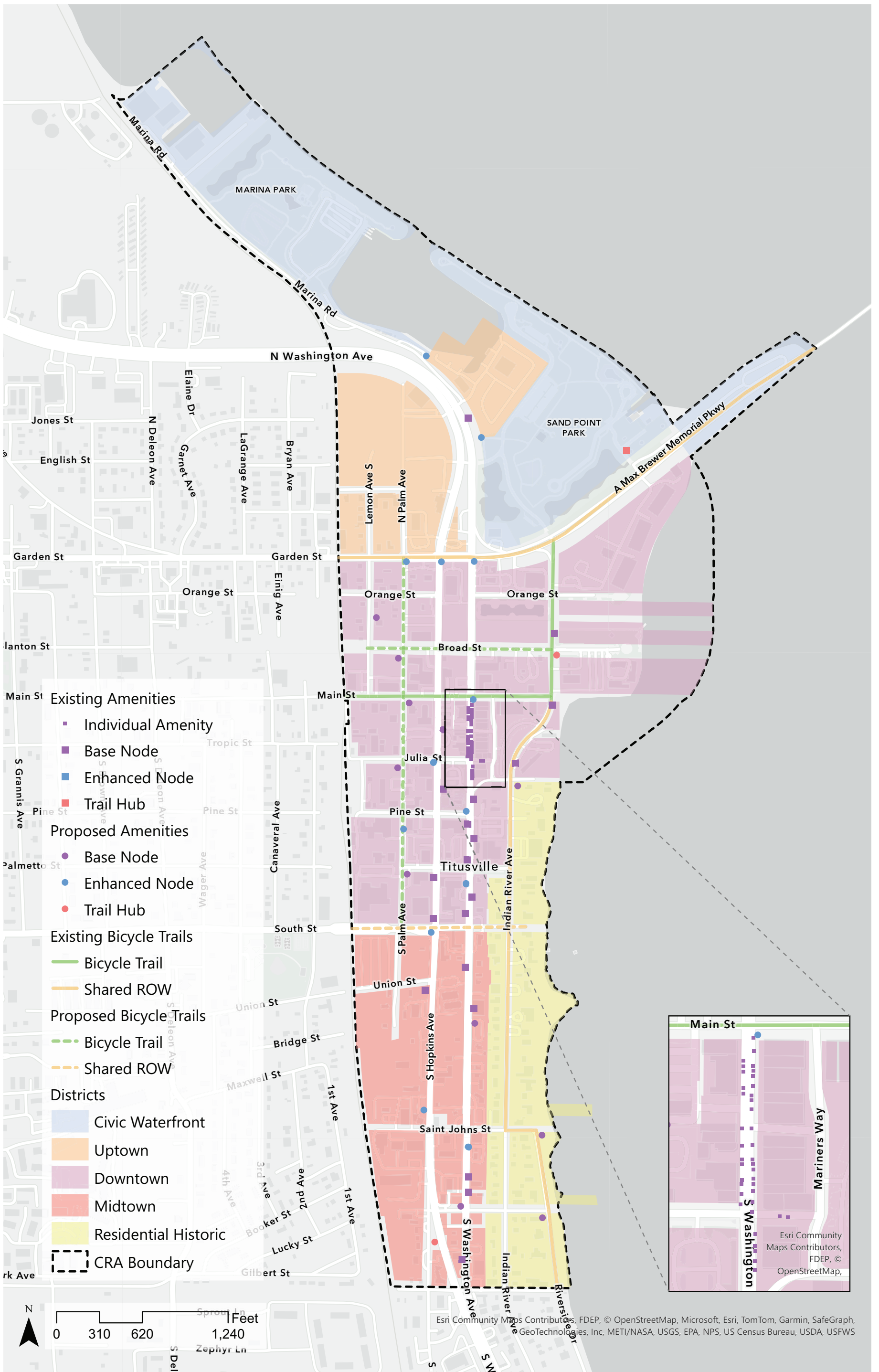
### Strategy 5. Scalable Amenity Deployment Strategy

Implement repeatable amenity packages that can be deployed efficiently across districts.

- **Base Node ("Combo Three")** 
  - Bench
  - Bicycle rack
  - Waste receptacle
- **Enhanced Node** 
  - Base Node + Wayfinding + Pedestrian lighting
- **Trail Hub / Trailhead** 
  - Enhanced Node + Water + Map + Identity + Gathering Space



## BICYCLE & PEDESTRIAN AMENITIES STRATEGIC PLAN

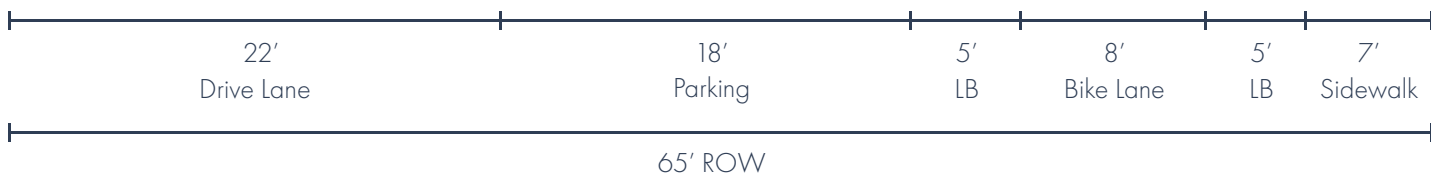


## COMPLETE BICYCLE & PEDESTRIAN AMENITIES NETWORK

# PROPOSED RECOMMENDATIONS - BROAD STREET



EXISTING STREET SECTION



PROPOSED STREET SECTION

# PROPOSED RECOMMENDATIONS - S PALM AVENUE



EXISTING STREET SECTION



PROPOSED STREET SECTION

# PROPOSED RECOMMENDATIONS - SOUTH STREET



EXISTING STREET SECTION



PROPOSED STREET SECTION



# Funding Opportunities

# FUNDING OPPORTUNITIES INTRODUCTION

Implementation of the Titusville Trails Amenity Strategic Plan will require a coordinated and strategic approach that leverages local CRA resources alongside state, federal, nonprofit, and private-sector programs. The Titusville Community Redevelopment Agency is well positioned to pursue a diverse portfolio of funding sources that support placemaking, mobility, recreation, environmental resilience, safety, and quality-of-life improvements consistent with the Plan’s guiding principles. Many of the identified funding programs prioritize projects that enhance public spaces, enhance access to recreation and transportation options, improve safety for all users, and invest in historically underserved or economically disadvantaged areas, objectives that closely align with the CRA’s redevelopment mission.

The following Funding Opportunity Matrix serves as a practical implementation tool, summarizing active and anticipated grant opportunities relevant to amenity projects within the CRA district. The Matrix identifies key program details including administering agencies, eligible project types, funding amounts, match requirements, and application timelines. The matrix is intended to guide near and mid-term funding pursuits, inform project phasing, and support partnerships with local governments, nonprofit organizations, and regional agencies.



# FUNDING OPPORTUNITIES MATRIX

#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Purpose & Priorities	Types of Projects
1	Community Challenge - Flagship Grant	American Association of Retired Persons (AARP)	\$15,000	0%	01/15/26	03/04/26	<p><b>Purpose:</b> The AARP Community Challenge provides small grants to fund quick-action projects that can help communities become more livable for people of all ages.</p> <p>AARP evaluates each project based on its consistency with the AARP mission to serve the needs of people 50+.</p> <p><a href="https://www.aarp.org/livable-communities/community-challenge/">https://www.aarp.org/livable-communities/community-challenge/</a></p>	<ul style="list-style-type: none"> <li>- Creating vibrant public places that improve open spaces, parks, and access to other amenities</li> <li>- Transportation and mobility options that increase connectivity, walkability, bike-ability, and access to public and private transit</li> <li>- Supporting community resilience through investments that improve disaster management, preparedness, and mitigation for residents</li> </ul>
2	Community Challenge - Demonstration Grant	AARP	\$25,000	0%	01/15/26	03/04/26	<p><b>Purpose:</b> The AARP Community Challenge provides small grants to fund quick-action projects that can help communities become more livable for people of all ages.</p> <p>AARP evaluates each project based on its consistency with the AARP mission to serve the needs of people 50+.</p> <p><a href="https://www.aarp.org/livable-communities/community-challenge/">https://www.aarp.org/livable-communities/community-challenge/</a></p>	<ul style="list-style-type: none"> <li>- <b>Pedestrian Safety:</b> Improve the safety of streets and sidewalks</li> <li>- <b>High-Speed Internet:</b> Increase broadband access and adoption</li> <li>- <b>Housing Design Competitions:</b> Promote understanding and implementation of housing policies that support a variety of community needs using the AARP Housing Design Competition Toolkit</li> </ul>
3	Florida Recreation Development Assistance Program (FRDAP)	Florida Department of Environmental Protection (FDEP)	\$200,000	50%	9/1/26	9/30/26	<p><b>Purpose:</b> FDEP provides grants to local governments with the legal responsibility for providing outdoor recreation sites and facilities for the use and benefit of the public.</p> <p>Development projects must consist of at least 50% primary costs.</p> <p>Enclosed structures, with the exception of restrooms and concession stands, are ineligible.</p> <p><a href="https://floridadep.gov/lands/land-and-recreation-grants/content/florida-recreation-development-assistance-program">https://floridadep.gov/lands/land-and-recreation-grants/content/florida-recreation-development-assistance-program</a></p>	<ul style="list-style-type: none"> <li>- Parkland acquisition</li> <li>- Parkland development</li> </ul> <p>For development, primary costs include facilities such as beach access, picnic facilities, fishing piers, ball fields, tennis courts, trails, trailheads, and shade structures for recreation facilities. Support facilities include those facilities which have little or no public outdoor recreational value without the primary facility, such as restrooms, concession stands, parking, landscaping, and security lighting.</p>
4	Land and Water Conservation Fund (LWCF)	FDEP	\$1.5M	50%	11/15/26	12/15/26	<p><b>Purpose:</b> Since 1965, the LWCF has provided more than \$5.2 billion through more than 44,000 grants for a wide variety of projects such as parks, sports and playfields, swimming and boating areas, trails, campgrounds, and similar. Each State is responsible for administering competitions, selecting projects, and then submitting project applications to NPS for review and final decision on award.</p> <p>Development projects must consist of at least 50% primary costs. Requires local government applicant.</p> <p>Enclosed structures, with the exception of restrooms and concession stands, are ineligible.</p> <p><a href="https://floridadep.gov/lands/land-and-recreation-grants/content/lwcf-application-process-submission-cycles-and-funded">https://floridadep.gov/lands/land-and-recreation-grants/content/lwcf-application-process-submission-cycles-and-funded</a></p>	<ul style="list-style-type: none"> <li>- Parkland acquisition</li> <li>- Parkland development</li> </ul> <p>For development, primary costs include facilities such as beach access, picnic facilities, fishing piers, ball fields, tennis courts, trails, trailheads, playgrounds, kayak/canoe launches, boat launches, observation decks/boardwalks, exercise stations, pavilions, and shade structures for recreation facilities. Support facilities include those facilities which have little or no public outdoor recreational value without the primary facility, such as restrooms, concession stands, parking, landscaping, and security lighting.</p>
5	Recreational Trail Program (RTP)	FDEP	\$350,000*	20-50%	TBD	TBD	<p><b>Purpose:</b> To provide financial assistance for the development and maintenance of recreational trails, trailheads, and trailside facilities for both nonmotorized and motorized recreational trail uses. RTP grants are for projects that are primarily recreational in nature, rather than serving a more utilitarian transportation function.</p> <p>*This number represents the maximum funds that could be requested for nonmotorized recreational trails in FY25-26. This number is subject to change annually. Different funding amounts are available for motorized and mixed-use trails.</p> <p><a href="https://floridadep.gov/lands/land-and-recreation-grants/content/rtp-application-process-submission-cycles-and-funded">https://floridadep.gov/lands/land-and-recreation-grants/content/rtp-application-process-submission-cycles-and-funded</a></p>	<ul style="list-style-type: none"> <li>- Nonmotorized trail</li> <li>- Motorized trail</li> <li>- Mixed-use trail</li> </ul> <p>Note: Sidewalks are not eligible.</p>

# FUNDING OPPORTUNITIES MATRIX

#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Purpose & Priorities	Types of Projects
6	Outdoor Recreation Legacy Partnership (ORLP) Program	FDEP	\$15M	50%	05/01/26	06/01/26	<p><b>Purpose:</b> ORLP is a nationally competitive grant program that delivers funding to urban areas with priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities.</p> <p>Historically, ORLP projects were required to be located in a disadvantaged census tract as identified by the Climate and Environmental Justice Screening Tool. Since this tool has been taken down, a new determination process should be anticipated for this year.</p> <p><a href="https://floridadep.gov/lands/land-and-recreation-grants/content/outdoor-recreation-legacy-partnership-program">https://floridadep.gov/lands/land-and-recreation-grants/content/outdoor-recreation-legacy-partnership-program</a></p>	<p>Projects may include any or all manners of outdoor recreation activities such as structured and unstructured play areas, playgrounds, campgrounds, picnicking, sports fields, court sports such as basketball, tennis and pickleball, tracks and paths for running, walking, skating or biking, bird watching areas, water-based recreation facilities such as fishing, swimming pools, paddling, boating, and spray playgrounds, as well as for outdoor recreation facilities and some supporting facilities and infrastructure like restrooms, bathhouses, or parking areas, when part of an overall recreation project.</p> <p>Development projects must consist of at least 50% primary costs.</p>
7	Transportation Alternatives Program	Florida Department of Transportation (FDOT)	\$5M allocated to each district	20%	10/31/26	02/28/27	<p><b>Purpose:</b> To help fund connected infrastructure for non-motorized users. The goals of the program include improving safety, health, and quality of life.</p> <p>Local Agency Program (LAP) certification is required to administer the project.</p> <p><a href="https://www.fdot.gov/planning/systems/systems-management/tap">https://www.fdot.gov/planning/systems/systems-management/tap</a></p>	<ul style="list-style-type: none"> <li>- Sidewalk Facilities</li> <li>- Bicycle Facilities</li> <li>- Trailways</li> <li>- Complete Streets Projects</li> <li>- Safe Routes to School projects</li> <li>- Lighting</li> <li>- Safety-related infrastructure</li> </ul>
8	Beautification Grant	FDOT	FY24-25 Average Award: \$100,000	Not required but encouraged	07/01/26	10/01/26	<p><b>Purpose:</b> FDOT makes Highway Beautification Grants available to local governments interested in providing landscaping and irrigation along state transportation facilities.</p> <p>The applicant will be required to accept all maintenance and utility costs associated with the landscape project in perpetuity through an executed Memorandum of Understanding.</p> <p>Landscape projects funded by the Beautification Grant are typically used on FDOT rights-of-way but can in some instances extend onto publicly owned property that is contiguous to and visible from the Department's right of way.</p> <p><a href="https://www.fdot.gov/roadway/landscape-architecture/beautification-grants">https://www.fdot.gov/roadway/landscape-architecture/beautification-grants</a></p>	<ul style="list-style-type: none"> <li>- Purchase and install plant materials</li> <li>- Soil amendments</li> <li>- Irrigation systems</li> </ul>
9	319(h) Grants	FDEP	Not Set	40%	March September	April October	<p><b>Purpose:</b> This program offers funding for the control of water pollution from nonpoint sources, including stormwater.</p> <p>319(h) grants and SWAG are both available through the Nonpoint Source Management Program, which receives approximately \$8 million per year in federal and state appropriations.</p> <p><a href="https://floridadep.gov/wra/319-tmdl-fund">https://floridadep.gov/wra/319-tmdl-fund</a></p>	<p>Eligible projects include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Demonstration and evaluation of Best Management Practices (BMPs), including reclaimed water, retention, and detention.</li> <li>- Nonpoint pollution reduction in priority watersheds (e.g., areas with water quality restoration plans, etc.).</li> <li>- Green stormwater infrastructure (GSI) / low impact development for stormwater.</li> <li>- Ground water protection from nonpoint sources.</li> <li>- Public education program on nonpoint source management</li> <li>- Septic to Sewer projects</li> </ul>
10	State Water-Quality Assistance Grants (SWAG)	FDEP	Not Set	0% But providing match earns additional points	March September	April October	<p><b>Purpose:</b> This program offers funding for the control of water pollution from nonpoint sources, including stormwater.</p> <p>319(h) grants and SWAG are both available through the Nonpoint Source Management Program, which receives approximately \$8 million per year in federal and state appropriations.</p> <p><a href="https://floridadep.gov/wra/319-tmdl-fund">https://floridadep.gov/wra/319-tmdl-fund</a></p>	<p>Eligible projects include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Demonstration and evaluation of Best Management Practices (BMPs), including reclaimed water, retention, and detention.</li> <li>- Nonpoint pollution reduction in priority watersheds (e.g., areas with water quality restoration plans, etc.).</li> <li>- Ground water protection from nonpoint sources.</li> </ul>
11	Quality of Life - Direct Effect Grant	Christopher & Dana Reeve Foundation	\$25,000	N/A	Rolling	Rolling	<p><b>Purpose:</b> The Quality of Life Grants Program, created by the late Dana Reeve, strives to help individuals with disabilities and their families by providing grants to nonprofit organizations that improve quality of life through access, independence, opportunities for community engagement, and other life-enhancing endeavors.</p> <p>Project must serve at least five (5) individuals with paralysis, their families, or caregivers.</p> <p>Requires nonprofit applicant.</p> <p><a href="https://www.christopherreeve.org/todays-care/get-support/grants-for-non-profits/">https://www.christopherreeve.org/todays-care/get-support/grants-for-non-profits/</a></p>	<p>Direct Effect Quality of Life grants fund a wide range of projects including:</p> <ul style="list-style-type: none"> <li>- Accessible Beach/Dock/Pier</li> <li>- Accessible Playground/Ball Field</li> <li>- Accessible Community Spaces</li> <li>- Accessible Trail</li> </ul>

# FUNDING OPPORTUNITIES MATRIX

#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Purpose & Priorities	Types of Projects
12	<b>People for Bikes Grants</b>	PeopleforBikes	\$10,000	N/A	Fall	Fall	<p><b>Purpose:</b> PeopleForBikes accepts grant applications from non-profit organizations with a focus on bicycling, active transportation or community development; from city or county agencies or departments and from state or federal agencies working locally. PeopleForBikes only funds projects in the United States. Requests must support a specific project or program — Does not grant funds for general operating costs.</p> <p>Requires nonprofit applicant.</p> <p>PeopleforBikes will not consider grant requests in which funding amounts to 50% or more of the budget.</p>	<p>PeopleForBikes focuses most grant funds on bicycle infrastructure projects, such as:</p> <ul style="list-style-type: none"> <li>- Bike paths, lanes, trails and bridges</li> <li>- Mountain bike facilities</li> <li>- Bike parks and pump tracks</li> <li>- BMX facilities</li> <li>- End-of-trip facilities such as bike racks, bike parking, bike repair stations and bike storage</li> </ul>
13	<b>Lowe's Hometowns</b>	Lowe's	N/A	N/A	02/01/26	N/A	<p><b>Purpose:</b> Lowe's Hometowns is a five-year, \$100 million commitment to restore and revitalize community spaces across the country and part of Lowe's commitment to deliver 10 million square feet of impact this year.</p> <p>Projects should impact the lives of a whole community or a segment of the community that is underserved, meet a need that has been overlooked/ignored in the community, be completed between July and November of the award year, and inspire others to achieve what's possible.</p> <p><a href="https://corporate.lowes.com/our-responsibilities/lowes-hometowns">https://corporate.lowes.com/our-responsibilities/lowes-hometowns</a></p>	<ul style="list-style-type: none"> <li>- Community Centers/Services</li> <li>- Safe Affordable Housing</li> <li>- First Responder Facilities</li> <li>- Community Revitalization, including parks</li> <li>- Skilled Trades Education initiative</li> </ul>
14	<b>Community Planning Technical Assistance (CPTA) Grant</b>	Florida Commerce	\$75,000	0%	Spring	Summer	<p><b>Purpose:</b> CPTA grants provide local governments the opportunity to create innovative plans and development strategies to promote a diverse economy and meet statutory requirements for planning, while also protecting environmentally sensitive areas.</p> <p>The grant period begins July 1 of the year awarded and ends June 30 the following year. Projects must be completed by May 30.</p> <p><a href="https://www.floridajobs.org/community-planning-and-development/programs/community-planning-table-of-contents/technical-assistance/community-planning-technical-assistance-grant">https://www.floridajobs.org/community-planning-and-development/programs/community-planning-table-of-contents/technical-assistance/community-planning-technical-assistance-grant</a></p>	<ul style="list-style-type: none"> <li>- Economic development strategy</li> <li>- Strategic site inventory</li> <li>- Comprehensive plan update</li> <li>- Expand tourism opportunities</li> <li>- Update land development regulations</li> <li>- Downtown revitalization planning</li> <li>- Community redevelopment plan update</li> <li>- Design guidelines</li> </ul>
15	<b>Safe Streets and Roads for All (SS4A) - Implementation Grant</b>	U.S. Department of Transportation (USDOT)	Max: \$25M Min: \$2.5M	20%	03/28/26	06/26/26	<p><b>Purpose:</b> SS4A awards funds on a competitive basis to support planning, infrastructure, and behavioral and operational initiatives to prevent fatalities and serious injuries on roads and streets involving all roadway users, including pedestrians, bicyclists, public transportation, motorists, and commercial vehicle operators.</p> <p>Based on the Space Coast TPO's Vision Zero Plan, the intersection of U.S. 1 and Garden Street is on one of the top 5 crash locations on the Pedestrian High Injury Network (HIN). On the same HIN, US 1 from Garden Street to Dairy Road is <i>the top</i> crash location for corridors.</p> <p><a href="https://www.transportation.gov/grants/SS4A">https://www.transportation.gov/grants/SS4A</a></p>	<ul style="list-style-type: none"> <li>- Intersection improvements</li> <li>- Safety enhancements (sidewalks, crosswalks)</li> <li>- Traffic calming (roundabouts, speed reduction)</li> <li>- Corridor improvements</li> </ul>
16	<b>Better Utilizing Investment to Leverage Development (BUILD)</b>	USDOT	Max: \$25M Min: \$1M	0-20%	12/23/27	02/24/27	<p><b>Purpose:</b> The BUILD grant program provides grants for surface transportation infrastructure projects with significant local or regional impact.</p> <p>The Titusville CRA is located in <i>both</i> a rural area and an Area of Persistent Poverty, making it eligible for 100% Federal funding, as opposed to providing a match.</p> <p>Projects must offer significant safety, economic competitiveness, environmental sustainability, and quality of life benefits, as well as being built on partnership and/or community collaboration.</p> <p><a href="https://www.transportation.gov/BUILDgrants">https://www.transportation.gov/BUILDgrants</a></p>	<ul style="list-style-type: none"> <li>- Complete Streets improvements</li> <li>- Intersection improvements</li> <li>- Safety enhancements</li> <li>- Traffic calming</li> <li>- Corridor improvements</li> <li>- Intermodal connectivity</li> <li>- Port infrastructure</li> </ul>

# FUNDING OPPORTUNITIES MATRIX

#	Grant Name	Agency	Funding Max	Required Match	Date Open	Date Due	Purpose & Priorities	Types of Projects
17	<b>Florida Boating Improvement Program (FBIP)</b>	Florida Fish and Wildlife Conservation Commission	N/A <i>Points awarded for applications less than \$500,000.</i>	0% <i>Points awarded for providing cost share.</i>	02/09/26	04/13/26	<p><b>Purpose:</b> The Florida Boating Improvement Program provides funding through competitive grants for boating access projects and other boating-related activities benefitting motorized vessels in Florida. Eligible program participants include county governments, municipalities and other governmental entities of the state of Florida.</p> <p><a href="https://myfwc.com/boating/grants-programs/fbip/">https://myfwc.com/boating/grants-programs/fbip/</a></p>	<ul style="list-style-type: none"> <li>- Boat ramps; lifts and hoists; marine railways; and other public launching facilities</li> <li>- Piers, docks, mooring buoys, and other mooring facilities</li> <li>- Recreational channel marking and other uniform waterway markers</li> <li>- Boating education</li> <li>- Economic development initiatives that promote boating</li> <li>- Other local boating-related activities that enhance boating access for recreational boaters</li> </ul>
18	<b>Waterway Assistance Program (WAP)</b>	Florida Inland Navigation District (FIND)	N/A <i>Funding is capped at 90% of the tax revenue the District receives from the applicant's County.</i>	25-50%	01/01/26	03/30/26	<p><b>Purpose:</b> The Waterways Assistance Program is a grant initiative established by the Florida Legislature in partnership with the Florida Inland Navigation District (FIND). Its aim is to enhance public access to the Atlantic Intracoastal Waterway and related waterways within the District.</p> <p>Applicants are required to meet with their local FIND Commissioner to discuss their application by March 4, 2026.</p> <p><a href="https://www.aicw.org/grant_and_assistance_programs/waterway_assistance_programs_wap/index.php">https://www.aicw.org/grant_and_assistance_programs/waterway_assistance_programs_wap/index.php</a></p>	<ul style="list-style-type: none"> <li>- Public navigation channel dredging</li> <li>- Shoreline stabilization</li> <li>- Maritime management planning</li> <li>- Boating safety grants</li> <li>- Navigation aids and markers</li> <li>- Public boat ramps and launching facilities</li> <li>- Beach renourishment</li> <li>- Boating safety equipment</li> <li>- Inlet management for public navigation</li> <li>- Environmental education programs and facilities</li> <li>- Public fishing and viewing piers</li> <li>- Other waterway related projects</li> </ul>
19	<b>Clean Vessel Act (CVA) Grant</b>	FDEP	N/A <i>Two quotes required for costs exceeding \$2,500.</i>	25%	Rolling	Rolling	<p><b>Purpose:</b> The Florida Clean Vessel Act Program provides grant funding to marina owners and operators for boater pumpout facilities <b>in service to the public.</b></p> <p>The pumpout fee may not exceed \$5, and it must be displayed in the Pumpout Nav App for the public to easily find and use. All manufactured products used in the project must be produced in the U.S., according to Build America, Buy America (BABA).</p> <p>All projects funded with CVA grants are required to have two posted signs: 3'x4' universal pumpout logo facing waterway and an informational placard on or next to the equipment informing patrons of pumpout instructions and funding accreditation.</p> <p><a href="https://floridadep.gov/rcp/cva/content/apply-cva-grant">https://floridadep.gov/rcp/cva/content/apply-cva-grant</a></p>	<ul style="list-style-type: none"> <li>- Equipment purchase and installation</li> <li>- Dump station, portable, stationary, pumpout vessel, holding tank, lift station</li> <li>- Piping, plumbing, electrical work</li> <li>- Operations, maintenance, and repair</li> <li>- Sewage hauling and holding tank</li> <li>- Pumpout signage</li> <li>- Education and outreach materials</li> </ul> <p>Eligible costs include engineering plans, permits, site preparation, renovation, equipment purchase, equipment installation, operations of equipment, maintenance and repair, sewage hauling, pumpout signage, and education and instruction materials.</p>



## Synthesis & Outlook

# TRAIL AMENITIES SYNTHESIS & OUTLOOK

The Titusville CRA Bicycle & Pedestrian Amenities Strategic Plan establishes a unified framework that recognizes each district's unique role while advancing a coordinated, system-wide pedestrian experience. Existing conditions analysis confirmed that the CRA already contains strong foundational assets particularly within the Civic Waterfront and Downtown but also revealed gaps in network continuity, identity, comfort amenities, and access node hierarchy across Uptown, Midtown, and the Historic Residential District.

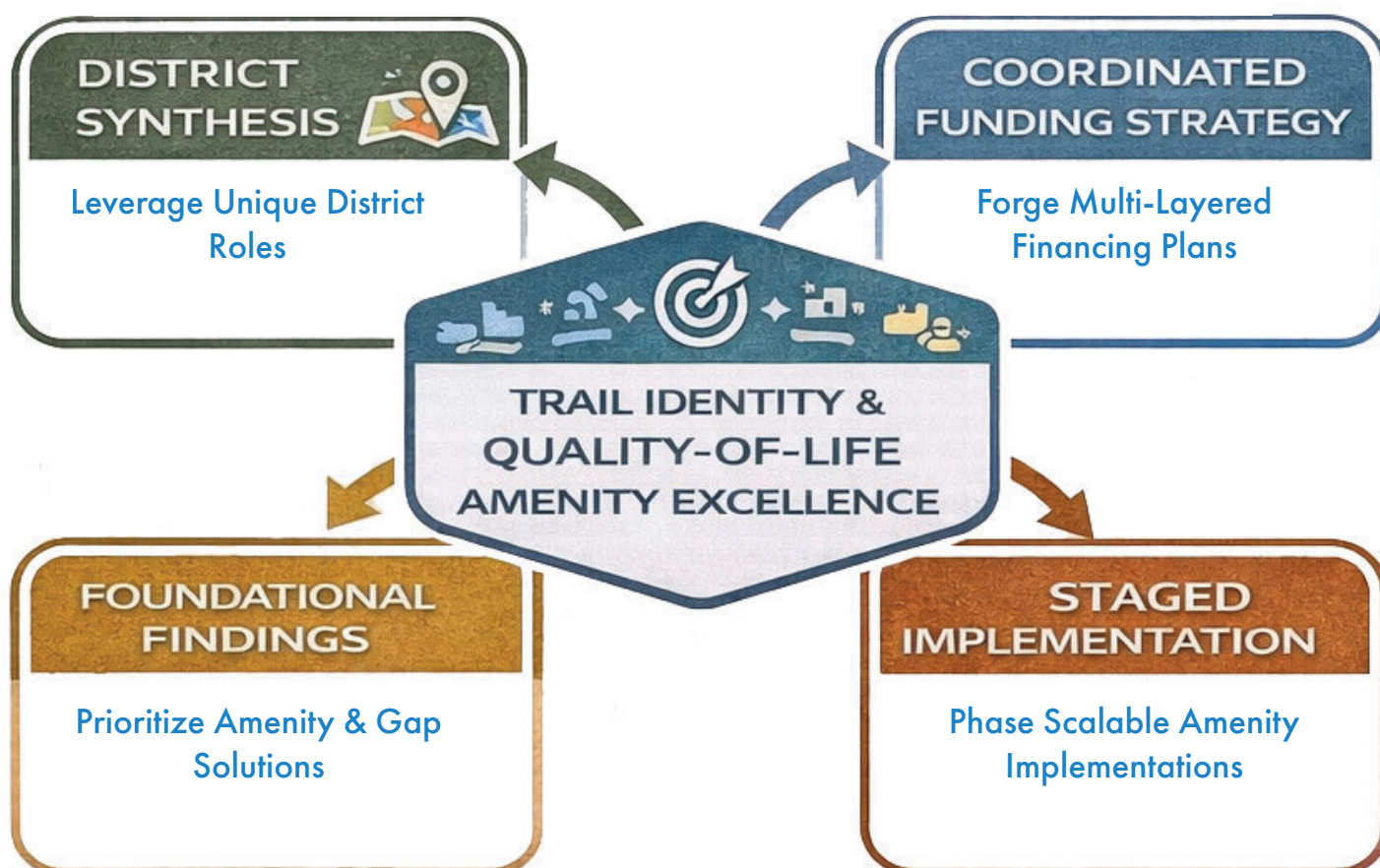
Through district-by-district evaluation, a clear structure emerged. The Civic Waterfront functions as the regional destination anchor. Downtown serves as the economic and activity conversion core. Uptown and Midtown operate as the primary connectivity and distribution corridors. The Historic Residential District provides cultural continuity and context-sensitive neighborhood integration. Together, these districts can provide a complete and scalable bicycle & pedestrian amenities ecosystem rather than a collection of isolated improvements.

The implementation strategy advances a repeatable and scalable amenity deployment model supported by consistent identity, layered comfort infrastructure, strategic node placement, and integration with economic and community activation opportunities. This approach allows the CRA to phase improvements logically while maintaining system cohesion as funding and partnership opportunities evolve.

Equally important, the plan is intentionally structured to align with diverse funding sources. The recommended improvements directly support program priorities tied to mobility, placemaking, recreation access, safety, environmental resilience, and equitable investment. By pairing the implementation philosophy with the Funding Opportunity Matrix, the CRA is positioned to pursue coordinated funding strategies that support near-term catalytic projects while building momentum for long-term system build out.

Ultimately, this Strategic Plan moves the CRA from an amenity inventory model to a performance-based pedestrian amenity network strategy. The strategy will aim to strengthen the regional trail, supporting local economic vitality, enhancing daily usability for residents, and preserving the character that defines Titusville's waterfront and historic neighborhoods.

**The Titusville CRA Bicycle & Pedestrian Amenities Strategic Plan unifies district roles, funding strategies, and provides a scalable implementation model. This model aims to advance a cohesive and inclusive, performance based pedestrian system that will be positioned for longer-term success.**





April 2026

Kimley»Horn

City of Titusville  
"Gateway to Nature and Space"

REPORT

**To:** Members of the Community Redevelopment Agency  
**From:** Thomas Abbate, City Manager  
**Subject:** **FY 2027 Community Redevelopment Agency Preliminary Budget**  
**Department/Office:** Community Development

**Recommended Action:**

Provide direction to staff regarding the FY 2027 Community Redevelopment Agency (CRA) Budget.

**Summary Explanation & Background:**

Staff is in the process of preparing the Fiscal Year 2027 CRA Budget. Direction is being requested from the Board regarding the budget. Last year's projects involved Safety Improvements, sidewalks, Broad Street, Indian River Bioswale LID project, Trail Town Amenities (shade structures, new banners, new directory kiosks, parking signs, etc.), and building renovation grants.

Based on the preliminary revenue estimate with no change in tax increment revenue from FY 2026, it is conservatively estimated that there will be approximately \$943,506 for the FY 2027 budget year for capital improvement projects.

A list of recommended capital projects is provided based on the 2022 CRA Redevelopment Plan; the CRA can make changes as desired. Based on input from the Agency, staff will prepare the CRA Preliminary Budget for review by the Agency. The preliminary proposed budget will be brought back to the CRA for approval or adjustments. Adjustments can be made when more accurate revenue (tax values and millage rates) and expenditures (Personnel and Administrative Charges) are determined. Budget amendments can also be made when funds are finalized at the end of the current fiscal year.

The proposed capital improvement projects are:

Infrastructure — New                      \$100,000  
Concrete Street  
Enhancements Indian River  
and Riverside Drive

Infrastructure — Resurface and new structures (drainage, sidewalk connection, guardrails, curb ramps)	\$150,000
Building Grant Renovations	\$110,000
Trail Town Amenities - CPTED report recommendations and implementation of the Strategic Plan	\$80,000
Main Street	\$75,000
Policing and Audit - Professional Services	\$35,000

**Alternatives:**

Alternatives as the Agency desires.

**Item Budgeted:**

Yes

**Source/Use of Funds/Budget Book Page:**

CRA TIF

**Strategic Plan:**

This action addresses the City of Titusville's Strategic Goals 1.b Quality of life to enhance the appearance of the City, Goal 1.g to support the arts, Goal 1.e to improve public safety, Goal 2.a to commit to funding capital improvement plans including infrastructure, Goal 4.b to market trails and amenities, Goal 4.c to continue redevelopment efforts to eliminate blight and revitalize empty buildings, and Goal 5.b to continue the effectiveness of the current advisory boards.

This also addresses several goals, policies and objectives in the Titusville CRA Plan. This meets Policy 1.1.1.1 to utilize funding derived from tax increment financing (TIF) revenues to fund capital improvements, programs and activities identified in the Titusville CRA Plan, Goal 3.3 to support and promote the installation of public art within the CRA, Policy 4.1.1.3 to initiate and support efforts of adaptive reuse and repurposing of vacant or underused commercial structures, Objective 4.2.2 to establish and maintain a safe, well-lighted, pedestrian friendly environments for residents, visitors, and customers of businesses located within the CRA, and Goal 5.1 to create safe and accessible public spaces within the CRA.

**Strategic Plan Impact:**

The activities of the Titusville CRA serve to sustain and improve public safety, enhance

the quality of life of Titusville residents by enhancing the appearance of the downtown, to commit to funding capital improvements, including infrastructure, and strengthening the economic vitality of the CRA District by helping efforts to eliminate blight, revitalize empty and deteriorating buildings, and by continuing to implement the Redevelopment and Economic Development Plans.

**ATTACHMENTS:**

None

**City of Titusville**  
"Gateway to Nature and Space"

REPORT

**To:** Members of the Community Redevelopment Agency  
**From:** Thomas Abbate, City Manager  
**Subject:** **Fiscal Year 2025 Financial Statements - CRA Audit**  
**Department/Office:** Community Development

**Recommended Action:**

No action is requested.

**Summary Explanation & Background:**

Chapter 163.371, Florida Statutes, requires each Community Redevelopment Agency (CRA) to file an Annual Report of its activities and a complete financial statement for the preceding year. The report shall include a complete financial statement setting forth the agency's assets, liabilities, income and operating expenses at the end of the fiscal year.

The financial audit information was not completed in time to be included for the March 10, 2026, CRA meeting. Staff is providing the financial audit information to the CRA at the April meeting.

Florida Statute 163.371, Reporting Requirements, states that a CRA shall file an annual report with the county or municipality that created the agency and publish the report on the agency's website. The report must include the following information:

(a) The most recent complete audit report of the redevelopment trust fund as required in s. 163.387(8).

(b) The performance data for each plan authorized, administered, or overseen by the community redevelopment agency as of December 31 or the reporting year, including the:

1. Total number of projects started and completed and the estimated cost for each project.

2. Total expenditures from the redevelopment trust fund.

3. Original assessed real property value of property within the community redevelopment agency's area of authority as of the day the agency was created.

4. Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 of the reporting year.

5. Total amount expended for affordable housing for low income and middle-income residents.

(c) A summary indicating to what extent, if any, the community redevelopment agency has achieved the goals set out in its community redevelopment plan.

The City of Titusville approved the FY 2025 Annual Report at the March 10, 2026 meeting. The CRA has provided courtesy copies of the Annual Report with the audit to the taxing authorities in the County and published on the CRA website, per State Statute.

**Alternatives:**

N/A

**Item Budgeted:**

N/A

**Source/Use of Funds/Budget Book Page:**

N/A

**Strategic Plan:**

This action addresses the City of Titusville's Goal 1.b Quality of life to enhance the appearance of the City, Goal 1.e to improve public safety, Goal 2.a to commit to funding capital improvement plans including infrastructure, Goal 4.b to market trails and amenities, Goal 4.3 to continue redevelopment efforts to eliminate blight and revitalize empty buildings, and Goal 5.b to continue the effectiveness of the current advisory boards.

This also addresses several goals, policies and objectives in the Titusville CRA Plan. This meets Goal 1.3 requirements for effective achievement of redevelopment goals, Objective 1.3.1 to meet CRA requirements and ensure implementation of specific goals, policies and programs, and Objective 1.4.1 to ensure the operation of the Community Redevelopment Agency is compliant with Florida State Statutes.

**Strategic Plan Impact:**

The preparation and adoption of the Community Redevelopment Agency (CRA) Annual Report and Financial Statements advances multiple strategic priorities of both the City of Titusville and the adopted 2022 CRA Community Redevelopment Plan. The Annual Report serves as a comprehensive documentation of redevelopment progress, financial stewardship, and measurable outcomes achieved within the CRA district during the fiscal year.

**ATTACHMENTS:**

1. CRA 2025 Financial Statements

**TITUSVILE COMMUNITY REDEVELOPMENT AGENCY**  
**FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY  
TABLE OF CONTENTS  
SEPTEMBER 30, 2025**

	<u>Page Number(s)</u>
<b>Independent Auditors' Report</b>	1 – 3
<b>Management's Discussion and Analysis</b>	4 – 6
<b>Basic Financial Statements</b>	
Balance Sheet / Statement of Net Position	7
Statement of Revenues, Expenditures and Changes in Fund Balance / Statement of Activities	8
Notes to Financial Statements	9 – 14
<b>Required Supplementary Information</b>	
Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual	16
<b>Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i></b>	17 – 18
<b>Independent Auditors' Management Letter Required by Chapter 10.550, Rules of the State of Florida Office of the Auditor General</b>	19 – 21
<b>Independent Accountants' Examination Report</b>	22



## INDEPENDENT AUDITORS' REPORT

To the Governing Board,  
Titusville Community Redevelopment Agency:

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities and each major fund of the Titusville Community Redevelopment Agency (the CRA), as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of the CRA, as of September 30, 2025, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* (GAS), issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the CRA, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and GAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and GAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

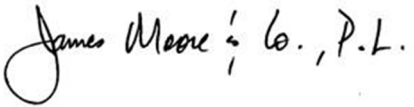
## ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated March 17, 2026, on our consideration of the CRA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the CRA's internal control over financial reporting and compliance.

Daytona Beach, Florida  
March 17, 2026

A handwritten signature in black ink that reads "James Moore & Co., P.L.". The signature is written in a cursive style with a large initial "J" and a distinct "Co." followed by "P.L.".

## MANAGEMENT'S DISCUSSION AND ANALYSIS

Titusville Community Redevelopment Agency's (the CRA) management's discussion and analysis (MD&A) is designed to (a) assist the reader in focusing on significant financial issues, (b) provide an overview of the CRA's financial activity, (c) identify changes in the CRA's financial position (its ability to address the next and subsequent year challenges), (d) identify any material deviations from the financial plan (the approved budget), and (e) identify individual fund issues or concerns.

Since the MD&A is designed to focus on current year activities, resulting changes, and currently known facts, it should be read in conjunction with the CRA's financial statements which follow this section.

### ***Financial Highlights***

- The assets of the CRA exceeded its liabilities at September 30, 2025, by \$1,573,807 (net position). Of this amount, \$472,894 represents the net investment in capital assets, and \$1,100,913 was restricted for redevelopment purposes.
- As of September 30, 2025, the CRA reported ending fund balances of \$1,573,807. Fund balance saw a change of \$335,732 when compared to the prior year.

The MD&A is intended to serve as an introduction to the CRA's basic financial statements, which are comprised of three components: 1) government-wide financial statements, 2) fund financial statements and 3) notes to the financial statements.

### ***Overview of the Financial Statements***

This annual report consists of four components: 1) management's discussion and analysis (this section), 2) government-wide and fund financial statements, 3) notes to the financial statements, and 4) required supplementary information.

### ***Government-wide Financial Statements***

Government-wide financial statements provide readers with a broad overview of the CRA's finances in a manner similar to a private-sector business. The governmental activities of the CRA include reinvesting into the community redevelopment district.

The statement of net position presents information on all of the CRA's assets and liabilities, with the difference between the two reported as net position. This statement serves a purpose similar to that of the balance sheet of a private-sector business. Over time, increases or decreases in net position may serve as one indicator of whether the financial position of the CRA is improving or deteriorating.

The statement of activities presents information showing how the government's net position changed during the fiscal year. All changes in net position are reported using the modified cash basis of accounting.

### ***Notes to the Financial Statements***

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

**Government-wide Financial Analysis**

*Statement of Net Position*

The following is a summary of the CRA's governmental activities net position for each of the past two years:

	<b>Governmental Activities</b>	
	<b>2025</b>	<b>2024</b>
<b>ASSETS</b>		
Current and other assets	\$ 1,135,448	\$ 800,111
Capital assets	472,894	485,451
<b>Total assets</b>	<b>\$ 1,608,342</b>	<b>\$ 1,285,562</b>
<b>LIABILITIES</b>		
Current liabilities	\$ 34,535	\$ 47,487
<b>Total liabilities</b>	<b>\$ 34,535</b>	<b>\$ 47,487</b>
<b>NET POSITION</b>		
Net investment in capital assets	\$ 472,894	\$ 485,451
Restricted	1,100,913	752,624
<b>Total net position</b>	<b>\$ 1,573,807</b>	<b>\$ 1,238,075</b>

*Statement of Activities*

The following is a summary of the changes in the CRA's governmental activities net position for each of the past two years:

	<b>Governmental Activities</b>	
	<b>2025</b>	<b>2024</b>
<b>REVENUES</b>		
Property taxes	\$ 1,141,063	\$ 1,088,637
Other revenues	46,110	80,722
<b>Total revenues</b>	<b>1,188,509</b>	<b>1,169,359</b>
<b>EXPENSES</b>		
Community development	456,001	631,272
Capital outlay	275,827	1,250,314
<b>Total expenses</b>	<b>731,828</b>	<b>1,881,586</b>
Net income before transfers	456,681	(712,227)
Transfers from primary government	-	-
Transfers to primary government	(120,949)	(118,040)
Change in net position	335,732	(830,267)
<b>Net position, beginning of year, as restated</b>	<b>1,238,075</b>	<b>2,068,342</b>
<b>Net position, end of year</b>	<b>\$ 1,573,807</b>	<b>\$ 1,238,075</b>

### ***Financial Analysis of the General Fund***

The focus of the CRA's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the CRA's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the CRA's general fund reported an ending fund balance of \$1,573,807, a change of \$335,732, in comparison with the prior year.

At the end of the current fiscal year, the entire fund balance was restricted for community development. As the CRA is focused on reinvestment revenues into the CRA district and does not have significant annual operational costs, the CRA does not maintain specific reserve levels for operations.

#### ***General Fund Budgetary Highlights***

There were significant amendments between the original and the final CRA budget, which were to provide for spending authority of an additional \$752,624 in capital expenditures.

Actual expenditures in the general fund were \$1,053,467 less than final budget amounts. The main reason for this is due to the timing of capital project and other one-time expenditures.

Budgetary comparisons between the final budget and actual results can be found on page 16 of this report.

#### ***Economic Factors and Next Year's Budget***

There are many challenges facing local governments today. Property values have continued to increase in recent years, contributing to related growth in the revenues of the CRA. While property values for the subsequent fiscal year have increased, continually changing conditions in the real estate market make the future of the CRA's finances uncertain.

#### ***Requests for Information***

This report is designed to provide an overview of the CRA's finances for those with an interest in this area. Questions concerning any of the information found in this report, or requests for additional information, should be directed to the City of Titusville.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**BALANCE SHEET / STATEMENT OF NET POSITION**  
**SEPTEMBER 30, 2025**

	<u>Balance Sheet</u>		<u>Statement of</u>
	<u>General</u>		<u>Net Position</u>
	<u>Fund</u>	<u>Adjustments</u>	<u>Governmental</u>
			<u>Activities</u>
<b>ASSETS</b>			
Equity in pooled cash and investments	\$ 1,028,882	\$ -	\$ 1,028,882
Capital assets:			
Non-depreciable	-	200,000	200,000
Depreciable, net	-	272,894	272,894
Total assets	<u>\$ 1,135,448</u>	<u>\$ 472,894</u>	<u>\$ 1,608,342</u>
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	<u>\$ 34,535</u>	<u>\$ -</u>	<u>\$ 34,535</u>
Total liabilities	<u>34,535</u>	<u>-</u>	<u>34,535</u>
<b>FUND BALANCE / NET POSITION</b>			
Fund Balance:			
Restricted for:			
Community redevelopment	1,100,913	(1,100,913)	-
Net Position:			
Net investment in capital assets	-	472,894	472,894
Restricted for:			
Community redevelopment	-	1,100,913	1,100,913
Total fund balance / net position	<u>1,100,913</u>	<u>472,894</u>	<u>1,573,807</u>
Total liabilities and fund balance / net position	<u>\$ 1,135,448</u>	<u>\$ 472,894</u>	<u>\$ 1,608,342</u>

The accompanying notes to financial statements are an integral part of this statement.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE /  
STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED SEPTEMBER 30, 2025**

	<b>Statement of Revenues, Expenditures, and Changes in Fund Balance</b>		<b>Statement of Activities</b>
	<b>General Fund</b>	<b>Adjustments</b>	<b>Governmental Activities</b>
<b>Revenues</b>			
Taxes	\$ 1,141,063	\$ -	\$ 1,141,063
Intergovernmental	1,336	-	1,336
Investment income (loss)	46,110	-	46,110
Total revenues	<u>1,188,509</u>	<u>-</u>	<u>1,188,509</u>
<b>Expenditures / expenses</b>			
Current:			
Community development	443,444		443,444
Capital outlay	275,827	-	275,827
Depreciation	-	12,557	12,557
Total expenditures / expenses	<u>719,271</u>	<u>12,557</u>	<u>731,828</u>
<b>Excess (deficiency) of revenues over expenditures / operating income (loss)</b>	<u>469,238</u>	<u>(12,557)</u>	<u>456,681</u>
<b>Other financing sources (uses)</b>			
Transfers out to primary government	(120,949)	-	(120,949)
Total other financing sources (uses)	<u>(120,949)</u>	<u>-</u>	<u>(120,949)</u>
<b>Net change in fund balance / net position</b>	<u>348,289</u>	<u>(12,557)</u>	<u>335,732</u>
<b>Fund balance / net position, beginning of year, as restated</b>	752,624	485,451	1,238,075
<b>Fund balance / net position, end of year</b>	<u>\$ 1,100,913</u>	<u>\$ 472,894</u>	<u>\$ 1,573,807</u>

The accompanying notes to financial statements are an integral part of this statement.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

**(1) Summary of Significant Accounting Policies:**

The financial statements of the Titusville Community Redevelopment Agency (the CRA), have been prepared in conformance with accounting principles generally accepted in the United States of America as applicable to governmental units. The Governmental Accounting Standards Board (GASB) is the accepted body for promulgating governmental accounting and financial reporting principles and the CRA has adopted the GASB Codification. The following is a summary of the CRA's significant accounting policies:

(a) **Reporting entity**—The Titusville Community Redevelopment Agency was created by Ordinance 66-1982 of the City of Titusville, Florida (City) per Chapter 163 Part III of the Florida Statutes. Pursuant to Florida Statute 163.387, the Community Redevelopment Agency has to account for the receipt and expenditure of property tax revenues from the tax increment financing district to support redevelopment in the designated community redevelopment area. Since the City is financially accountable for the activities of the CRA, its governing board is substantially the same (the City Council plus two additional appointed members), and its relationship to the CRA is significant, the CRA is considered to be a blended component unit in the City's financial statements, where it is also reported as a major special revenue fund.

The CRA has determined there are no component units that meet criteria for inclusion in the CRA's financial statements.

(b) **Government-wide and fund financial statements**—The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the activities of the CRA. The CRA only has governmental activities and does not engage in any business-type activity. Direct expenses are those that are clearly identifiable with a specific function or segment. General revenues include ad valorem taxes and interest income. Fund financial statements are presented for the CRA's General Fund. The General Fund, which accounts for all financial operations of the CRA, is considered to be a major fund and is the only fund of the CRA.

(c) **Measurement focus, basis of accounting, and financial statement presentation**—The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned, and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants and similar items are recognized as revenue when all eligibility requirements imposed by the grantor have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the CRA considers property revenues to be available if they are collected within 60 days of the end of the current period. Grants, other intergovernmental revenues, charges for services, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Expenditures generally are recorded when a liability is incurred. However, expenditures related to long-term agreements are recorded only when payment is due.

(d) **Budgets and budgetary accounting**—The governing board of the CRA adopts an annual operating budget, which is prepared on a modified accrual basis and can be amended by the board throughout the year. At the fund level, actual expenditures cannot exceed the budgeted amounts. The accompanying budgeted financial statements for the General Fund reflect the final budget authorization amounts, including all amendments.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

(1) **Summary of Significant Accounting Policies:** (Continued)

(e) **Deposits and investments**—The CRA’s cash and cash equivalents include cash on hand, demand deposits and short-term investments that are readily convertible to known amounts of cash. Investments with original maturities of three months or less are considered to be cash equivalents.

(f) **Receivables and payables**—Activity between the CRA and the City has been classified as amount due to/from the primary government on the balance sheet and statement of net position. All trade and property tax receivables are reported net of an allowance for uncollectible accounts, which is based upon management's analysis of outstanding balances and historical trends. At September 30, 2025, all of the CRA’s receivables were considered fully collectible.

(g) **Prepaid items**—Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements.

(h) **Capital assets**— The CRA owns limited capital assets. The majority of capital outlay expenditures made by the CRA are deemed to be on behalf of the City who takes ownership of the assets along with the perpetual maintenance obligation for those assets. Capital assets owned by the CRA, which land and buildings, are reported in the government-wide financial statements. Capital assets are defined as assets with an initial, individual cost of more than \$5,000 and an estimated useful life of greater than one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated acquisition value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized, but charged to operating expense as incurred. Major outlays for capital assets and improvements are capitalized as projects are constructed.

Capital assets are depreciated using the straight-line method over the following estimated useful lives:

Assets	Years
Buildings	30 years

(i) **Long-term obligations**—The CRA does not have any legal indebtedness. Any use of funds for debt service represents payments toward long-term debt issued in the name of the City for which CRA revenues have been pledged.

The CRA does not have any employees. Any employees who provide services to the CRA are employees of the primary government and do so at either no charge to the CRA, or any allocations made to the CRA represent reimbursements by the CRA to the primary government for services rendered (any items recorded to personnel expense accounts are only for ease of tracking the reimbursement amounts). As a result, there is no compensated absences, other post-employment benefits (OPEB), or pension liabilities recorded on the CRA’s financial statements.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

(1) **Summary of Significant Accounting Policies:** (Continued)

(j) **Fund balance**—In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the CRA is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Those classifications are as follows:

*Nonspendable* – amounts not available to be spent or not in spendable form, such as inventory and prepaid items.

*Restricted* – amounts constrained to specific purposes by their providers (such as grantors and higher levels of government), through constitutional provisions or by enabling legislation.

*Committed* – amounts constrained to specific purposes based on actions taken by the CRA governing board through ordinance.

*Assigned* – amounts the CRA intends to use for a specific purpose. Intent can be expressed by the CRA governing board or by an official or body which the Board delegates authority.

*Unassigned* – amounts that are available for any purpose.

When an expenditure is incurred for purposes for which both restricted and unrestricted resources are available; the CRA considers restricted funds to have been spent first. When expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the CRA considers amounts to have been spent first out of committed funds, then assigned funds and finally, unassigned funds, as needed.

(k) **Deferred outflows/inflows of resources**—In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense/expenditure) until then. The CRA has no items that meet this reporting criteria.

(l) In addition to liabilities, the statement of financial position will sometimes report a separate section for *deferred inflows of resources*. This separate financial statement element represents an acquisition of net position that applies to a future period and will not be recognized as an inflow of resources (revenue) until that time. The CRA has no items that meet this reporting criteria.

(m) **Net position flow assumption**—Sometimes the CRA will fund outlays for a particular purpose from both restricted and unrestricted resources. In order to determine amounts reported as restricted and unrestricted net position, it is the CRA's policy to consider restricted net position to have been used before unrestricted net position is applied.

(n) **Use of estimates**—Management uses estimates and assumptions in preparing financial statements in accordance with generally accepted accounting principles. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenue and expenses. Actual results could vary from the estimates assumed in preparing the financial statements.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

(2) **Reconciliation of Government-Wide and Fund Financial Statements:**

(a) **Explanation of certain differences between the governmental fund balance sheet and the government-wide statement of net position**—Following the governmental fund balance sheet is a reconciliation between fund balance – total governmental funds and net position – governmental activities as reported in the government-wide statement of net position. A detailed explanation of these differences is as follows: capital assets used in governmental activities are not financial resources and, therefore, not reported in the governmental funds.

(b) **Explanation of certain differences between the governmental fund statement of revenues, expenditures, and changes in fund balances and the government-wide statement of activities**—Following the governmental fund statement of revenues, expenditures, and changes in fund balances, there is a reconciliation between net changes in fund balances - total governmental funds and changes in net position of governmental activities as reported in the government-wide statement of activities. A detailed explanation of these differences is as follows: governmental funds report capital outlays as expenditures, however, in the statement of activities the cost of these assets is allocated over their estimated useful lives and reported as depreciation expense.

(3) **Deposits and Investments:**

The CRA is subject to the investment policy of the primary government and maintains interest-bearing banking accounts for substantially all CRA funds. Additional accounts are held for various other purposes, or to segregate cash balances for amounts which are restricted or held on behalf of others. State statutes authorize the CRA to invest excess funds in time deposits, or obligations of the principal and interest of which are unconditionally guaranteed by, the United States Government, commercial paper, corporate bonds, repurchase agreements and/or the State Board of Administration (SBA) Local Government Surplus Trust Fund Investment Pool or other investment vehicles authorized by local ordinance.

As of September 30, 2025, all CRA deposits were covered by private bank acquired insurance, Securities Investor Protection Corporation (SIPC) insurance, private broker/dealer acquired insurance, Federal Depository Insurance Corporation (FDIC) insurance, and/or the State of Florida collateral pool established under the Florida Security for Public Deposits Act (the Act). The Act established guidelines for qualification and participation by banks and savings associations, procedures for administration of the collateral requirements and characteristics of eligible collateral. Under the Act, the qualified depository must pledge at least 50% of the average daily balance for each month of all public deposits in excess of any applicable deposit insurance. Additional collateral, up to 125% may be required if deemed necessary.

All of the CRA's deposits are held with public depositories and as of September 30, 2025, the CRA's deposits and investments were not subject to any substantial interest rate, credit, or concentration risks.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

**(4) Capital Assets:**

Capital asset activity for the fiscal year ended September 30, 2025, is as follows:

	<u>Beginning Balance, as restated</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>
Governmental activities:				
Capital assets, not being depreciated –				
Land	\$ 200,000	\$ -	\$ -	\$ 200,000
Total capital assets, not being depreciated	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>200,000</u>
Capital assets, being depreciated –				
Buildings and improvements	376,710	-	-	376,710
Less accumulated depreciation for–				
Buildings and improvements	(91,260)	(12,557)	-	(103,817)
Total capital assets, being depreciated, net	<u>285,450</u>	<u>(12,557)</u>	<u>-</u>	<u>272,893</u>
Governmental activities capital assets, net	<u>\$ 485,450</u>	<u>\$ (12,557)</u>	<u>\$ -</u>	<u>\$ 472,893</u>

Depreciation expense of \$12,557 was charged to the community development function.

**(5) Commitments and Contingencies:**

The CRA is engaged in various liability claims incidental to the conduct of its general government operations at September 30, 2025. The outcomes of established claims are included in these financial statements. In the opinion of the CRA and the primary government’s legal counsel, no legal proceedings are pending or threatened against the CRA which are not covered by applicable insurance which would inhibit its ability to perform its operations or materially affect its financial condition.

The CRA is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters, all of which is satisfactorily insured by limited risk, high deductible commercial general liability insurance. Commercial insurance policies are also obtained for other risks of loss, including employee health and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three years.

**(6) Restatement of Beginning Net Position:**

During the fiscal year ending September 30, 2025, management became aware of the following errors: understatement of CRA fixed assets due to improper recording in the prior period. The net effect of these adjustments on beginning net position were as follows:

	<u>CRA</u>
Net position –09/30/24, originally reported	\$ 1,250,597
Capital Asset restatements	(12,522)
Net position –09/30/24, as restated	<u>\$ 1,238,075</u>

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30, 2025**

**(7) Recent Accounting Pronouncements:**

The Governmental Accounting Standards Board (“GASB”) has issued pronouncements that have effective dates that may impact future financial statements. The CRA has considered the new pronouncements that altered accounting principles generally accepted in the United States of America, and other than as disclosed in the notes to the financial statements, does not believe that any other new or modified principles will have a material impact on the CRA’s reported financial position or operations in the near term.

- (a) GASB issued Statement No. 103, *Financial Reporting Model Improvements*, in April 2024. The objective of GASB 103 improve key components of the financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing a government’s accountability. The effective date for implementation is fiscal years beginning after June 15, 2025, and all reporting periods thereafter.
- (b) GASB issued Statement No. 105, *Subsequent Events*, in December 2025. GASB Statement No. 105 clarifies the subsequent events time frame and establishes accounting and disclosure requirements for recognized and nonrecognized subsequent events. The provisions of GASB Statement No. 105 are effective for fiscal years beginning after June 15, 2026, and all reporting periods thereafter.

**TITUSVILLE COMMUNITY REDEVELOPMENT AGENCY  
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
BUDGET AND ACTUAL - GENERAL FUND  
FOR THE YEAR ENDED SEPTEMBER 30, 2025**

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance with Final Budget - Positive (Negative)</u>
	<u>Original</u>	<u>Final</u>		
<b>Revenues</b>				
Taxes	\$ 1,141,063	\$ 1,141,063	\$ 1,141,063	\$ -
Intergovernmental	-	-	1,336	1,336
Investment income (loss)	-	-	46,110	46,110
Total revenues	<u>1,141,063</u>	<u>1,141,063</u>	<u>1,188,509</u>	<u>47,446</u>
<b>Expenditures</b>				
Current:				
Community Development	502,987	788,168	443,444	344,724
Capital outlay	517,127	984,570	275,827	708,743
Total expenditures	<u>1,020,114</u>	<u>1,772,738</u>	<u>719,271</u>	<u>1,053,467</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>120,949</u>	<u>(631,675)</u>	<u>469,238</u>	<u>1,100,913</u>
<b>Other financing sources (uses)</b>				
Transfers out to primary government	(120,949)	(120,949)	(120,949)	-
Total other financing sources (uses)	<u>(120,949)</u>	<u>(120,949)</u>	<u>(120,949)</u>	<u>-</u>
<b>Net change in fund balances</b>	<u>-</u>	<u>(752,624)</u>	<u>348,289</u>	<u>1,100,913</u>
<b>Fund balances, beginning of year</b>	752,624	752,624	752,624	-
<b>Fund balances, end of year</b>	<u>\$ 752,624</u>	<u>\$ -</u>	<u>\$ 1,100,913</u>	<u>\$ 1,100,913</u>

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Governing Board,  
Titusville Community Redevelopment Agency:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to the financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the governmental activities and each major fund of the Titusville Community Redevelopment Agency (the CRA), as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements and have issued our report thereon dated March 17, 2026.

***Report on Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the CRA's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, we do not express an opinion on the effectiveness of the CRA's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the CRA's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

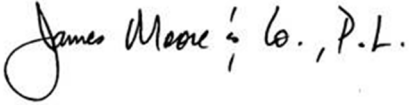
Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

***Report on Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the CRA's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "James Moore & Co., P.L.". The signature is written in a cursive style with a large initial "J" and a distinct "Co." followed by "P.L.".

Daytona Beach, Florida  
March 17, 2026

**INDEPENDENT AUDITORS' MANAGEMENT LETTER REQUIRED  
BY CHAPTER 10.550, RULES OF THE STATE OF FLORIDA  
OFFICE OF THE AUDITOR GENERAL**

To the Governing Board,  
Titusville Community Redevelopment Agency:

**Report on the Financial Statements**

We have audited the basic financial statements of the Titusville Community Redevelopment Agency (the CRA), as of and for the fiscal year ended September 30, 2025, and have issued our report thereon dated March 17, 2026.

**Auditors' Responsibility**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Chapter 10.550, Rules of the Florida Auditor General.

**Other Reporting Requirements**

We have issued our Independent Auditors' Report on Internal Control over Financial Reporting and Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*; and Independent Accountants' Report on an examination conducted in accordance with *AICPA Professional Standards*, AT-C Section 315, regarding compliance requirements in accordance with Chapter 10.550, Rules of the Auditor General. Disclosures in those reports, which are dated March 17, 2026, should be considered in conjunction with this management letter.

**Prior Audit Findings**

Section 10.554(1)(i)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. No findings were noted in the preceding financial audit report or second preceding financial audit report.

**Official Title and Legal Authority**

Section 10.554(1)(i)4., Rules of the Auditor General, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in this management letter, unless disclosed in the notes to the financial statements. The legal authority for the CRA is disclosed in Note 1 of the basic financial statements.

## **Financial Condition and Management**

Sections 10.554(1)(i)5.a. and 10.556(7), Rules of the Auditor General, require us to apply appropriate procedures and communicate the results of our determination as to whether or not the CRA has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and to identify the specific conditions met. In connection with our audit, we determined that the CRA, did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Sections 10.554(1)(i)5.b. and 10.556(8), Rules of the Auditor General, we applied financial condition assessment procedures for the CRA. It is management's responsibility to monitor the CRA's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by same.

Section 10.554(1)(i)2., Rules of the Auditor General, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have such recommendations.

## **Property Assessed Clean Energy (PACE) Programs**

The following items have been provided to us to comply with state reporting requirements and have not been audited by us. We did not audit the following information within this section, nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any form of assurance on this data.

As required by Section 10.554(1)(i)6.a., Rules of the Auditor General, the CRA did not have a property assessed clean energy (PACE) program that finances qualifying improvements authorized pursuant to Section 163.081 or Section 163.082, Florida Statutes, operated within the CRA's geographical boundaries during the fiscal year under audit.

## **Special District Component Units**

Section 10.554(1)(i)5.c., Rules of the Auditor General, requires, if appropriate, that we communicate the failure of a special district that is a component unit of a county, municipality, or special district, to provide the financial information necessary for proper reporting of the component unit within the audited financial statements of the county, municipality, or special district in accordance with Section 218.39(3)(b), Florida Statutes. In connection with our audit, we did not note any special district component units that failed to provide the necessary information for proper reporting in accordance with Section 218.39(3)(b), Florida Statutes. In connection with our audit, we did not note any special district component units; therefore, we did not note any such component units that failed to provide the necessary information, nor is any specific special district information required to be reported.

## **Specific Special District Information – Titusville Community Redevelopment Agency**

The following items have been provided to us to comply with state reporting requirements and have not been audited by us. We did not audit the following information within this section, nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any form of assurance on this data.

As required by Section 218.39(3)(c), Florida Statutes, and Section 10.554(1)(i)7, Rules of the Auditor General, the CRA reported the following unaudited data:

- a) The total number of district employees compensated in the last pay period of the district's fiscal year: 4 (City employees dedicated to CRA functions).
- b) The total number of independent contractors to whom nonemployee compensation was paid in the last month of the district's fiscal year: -0-.
- c) All compensation earned by or awarded to employees, whether paid or accrued, regardless of contingency: \$288,353 paid to City to reimburse for City employee services provided.
- d) All compensation earned by or awarded to nonemployee independent contractors, whether paid or accrued, regardless of contingency: \$-0-.
- e) Each construction project with a total cost of at least \$65,000 approved by the district that is scheduled to begin on or after October 1 of the fiscal year being reported, together with the total expenditures for such project as:
  - a. Pervious Parking Project \$136,727
- f) A budget variance based on the budget adopted under Section 189.016(4), Florida Statutes, before the beginning of the fiscal year being reported if the district amends a final adopted budget under Section 189.016(6), Florida Statutes, as follows: the district's original budget totaled \$1,020,114 and was amended by the total amount of \$752,624 for final budgeted expenditures of \$1,772,738.

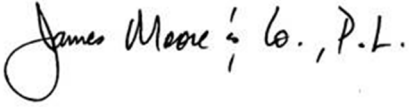
#### **Additional Matters**

Section 10.554(1)(i)3., Rules of the Auditor General, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but warrants the attention of those charged with governance. In connection with our audit, we did not have any such findings.

#### **Purpose of this Letter**

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and Florida House of Representatives, the Florida Auditor General, Federal and other granting agencies, the CRA's governing board and applicable management, and is not intended to be and should not be used by anyone other than these specified parties.

Daytona Beach, Florida  
March 17, 2026





## INDEPENDENT ACCOUNTANTS' EXAMINATION REPORT

To the Governing Board,  
Titusville Community Redevelopment Agency:

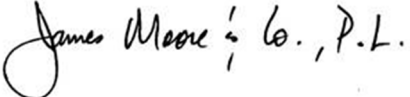
We have examined the Titusville Community Redevelopment Agency's (the CRA) compliance with Section 218.415, Florida Statutes, *Local Government Investment Policies*, and Sections 163.387(6) and (7), Florida Statutes, *Redevelopment Trust Fund* (collectively, the "Statutes"), for the year ended September 30, 2025. Management is responsible for the CRA's compliance with those requirements. Our responsibility is to obtain reasonable assurance by evaluating the CRA's policies against the statutes, to determine the CRA's compliance for the year ended September 30, 2025 and performing other procedures to obtain sufficient appropriate audit evidence to express an opinion that conveys the results of our evaluation based on our examination.

Our examination was conducted in accordance with attestation standards for a direct examination established by the American Institute of Certified Public Accountants. Those standards require that we obtain reasonable assurance by evaluating the CRA's policies against the Statutes for the year ended September 30, 2025, and performing procedures to obtain sufficient appropriate evidence to express an opinion that conveys the result of our evaluation of the CRA's compliance for the year ended September 30, 2025. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of risks of material noncompliance with the Statutes in all material respects, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent of the CRA, and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our examination engagement.

In our opinion, the CRA complied with the aforementioned requirements for the year ended September 30, 2025, in all material respects.

Daytona Beach, Florida  
March 17, 2026

  
James Moore & Co., P.L.

**City of Titusville**  
"Gateway to Nature and Space"

REPORT

**To:** Members of the Community Redevelopment Agency  
**From:** Thomas Abbate, City Manager  
**Subject:** **Executive Director's Report April 14, 2026**  
**Department/Office:** Community Development

**Recommended Action:**

The Executive Director's Report is included in the agenda packet. No action is requested.

**Summary Explanation & Background:**

Executive Director's Report- Informational No Action Requested

**Alternatives:**

N/A

**Item Budgeted:**

N/A

**Source/Use of Funds/Budget Book Page:**

N/A

**Strategic Plan:**

This implements Goal 5 of the City of Titusville's Strategic Goals and Objectives - Effective Governance.

**Strategic Plan Impact:**

**ATTACHMENTS:**

1. Executive Director's Report April 2026
2. 03.02.26 Minutes Draft

## EXECUTIVE DIRECTOR'S REPORT

**TO:** Honorable Chairman and CRA Members

**FROM:** Tom Abbate, Executive Director

**DATE:** **April 14, 2026**

Staff is working on the following items.

1. Staff has completed the CRA Annual Report (specific statutory list) including financial audit for FY 2025 per State Statute 163.371. The report is posted on the CRA website and was mailed to all taxing authorities prior to March 31, 2026.
2. Broad Street Streetscape – CRA staff is coordinating with the Assistant City Manager, Purchasing, Public Works, and the selected contractor. The design scope of work was approved by the CRA Board and City Council on January 13, 2026. Staff executed the Task Order. Staff held a kick off meeting on February 23, 2026. Bi-weekly coordination meetings with staff and AECOM have been established to support ongoing project progress. Initial surveys and borings have been completed. Staff mailed letters to all property owners in the area.
3. Staff working on preliminary budget with Public Works and Finance.
4. Hosted a Community Vision and Public Input Meeting on Thursday, March 19 at 5:30 p.m. at the First United Methodist Church to gather community feedback on the Broad Street Improvements Vision, the Trail Town Amenities Strategic Plan, and to provide an update on the effort to reestablish Titusville Main Street. The next Main Street meeting is April 7, 2026.
5. Handprint Monuments and Solar Lighting – The Solar lights and monument handprints are completed. Staff is coordinating with Public Works and the contractor regarding the irrigation and landscaping. This is in progress. Monument restoration, lighting, landscaping, and irrigation improvements were approved by the CRA Board in September 2025.
6. Staff attend all Main Street meetings as liaison to support efforts toward the re-establishment of Titusville Main Street. This item is being budgeted in preliminary budget FY2027. Main Street will need a Resolution from the CRA in the future. This is in progress with Staff.
7. Staff working with Zero Empty Spaces to fill vacancies downtown.
8. Staff currently working with Titusville Area Chamber of Commerce and Special Events Department regarding more events in the downtown at the Welcome Center.
9. Trail Town Amenities Strategic Plan – The draft plan is on the CRA Agenda for April 14, 2026 for review and comments. Staff sent one round of comments to Kimley Horn and will be sending another round after the CRA meeting with comments.
10. CRA staff coordinated with the Community Relations Department, the Titusville Area Chamber of Commerce, and Code Enforcement regarding the February 28 downtown events. Staff also worked with Public Works and Miracle City Market organizers in preparation for the March 8 downtown event to ensure successful event operations and communication with businesses.

11. Pedestrian safety – new proposal received from FDOT, approved, and work is in progress. Staff working with FDOT regarding the estimated cost and timing the funds are needed for the repaving and new elements (guard rails, new sidewalk connections, new curb ramps and drainage structures).
12. Collaborated with Keep Brevard Beautiful (KBB) for recommendations for CRA properties.
13. New flyers placed in downtown kiosks for upcoming meetings and events.
14. Updated New upcoming events in downtown kiosks.
15. Working with 3 possible new Commercial grants in the CRA.
16. Reviewing Proposed Projects
17. Approving Business Tax Receipts for CRA District.
18. EV Charging Stations at Welcome Center – looking at feasibility in Broad St. Plan. Not feasible at Welcome Center.
19. Business Retention Visits.
20. Trash Concerns
21. Miracle City Market Special Events approved in Downtown for March 8, and April 19, 2026.
22. Working with Miracle City Market for upcoming markets in the Summer at Space View Park.
23. Working with Code Enforcement – positive activity generators and CPTED and a possible new Commercial Grant for a business for CPTED.
24. Monitoring events downtown.

The Resurfacing Project for Northbound US1 is Project Number 454217-1 and has been rescheduled to FY 2029 due to funding.

The FDOT website is CFLRoads.com.

## **Capital Projects in the Downtown**

- Broad Street Improvements – CRA staff are coordinating with the Assistant City Manager, Purchasing, Public Works, and the selected contractor. The design scope of work was approved by the CRA Board and City Council on January 13, 2026. Bi-weekly coordination meetings with staff and AECOM have been established to support ongoing project progress.
- Sidewalk Infill & Repair  
The CRA approved a scope for the consultant DRMP, Inc. to develop a plan for sidewalk infill and repair at the November 22, 2022, CRA meeting. A work order has been issued to DRMP. The draft was received by Public Works staff. Work completed. (\$87,796).
- New Sidewalks (ADA)  
Scobie Park was paved with a pervious sidewalk for \$33,675 from CRA funding in conjunction with plantings at Scobie Park funded by grant partnerships. This was completed in May 2025. Other new sidewalk projects are in progress (\$207,127 total).

- Stormwater Infrastructure – The City received a Save Our Indian River Lagoon (SOIRL) grant for twenty (20) tree box filters. The tree boxes will be installed on the Main Street/Indian River Ave Commons Parking area. The City received grant agreement from SOIRL. This was fully funded by grant funds. Construction completed for 20 tree boxes in the CRA. Requested for Direction of funds on July 9, 2024, CRA Agenda. Funds allocated to low impact development (LID) demonstration project below.
- Low Impact Development (LID) Demonstration Project – on July 9, 2024, CRA approved \$149,742 to be utilized for a low impact development demonstration project along Indian River Ave. This project will create a bioswale and pervious parking spaces that will reduce nutrient loadings and discharges to the Indian River Lagoon. Construction is complete.
- Whiteway Replacement – City Staff is working with FPL on the design to replace the Whiteway lights with FPL maintained lights. A cost estimate will be forth coming.
- Water Resources Utilities Infrastructure Slip Lining in CRA. Work Completed. (\$137,018).
- Security cameras in Welcome Center – completed.

## **Ongoing Projects**

### Historic Preservation Board

There was a Historic Preservation Board (HPB) meeting on February 2,2026.

The HPB is working on a new program to recognize Mid Century Modern Structures. The Board also recommended approval to the City Council for changes regarding demolitions in the Historic Preservation Ordinance. Staff is working on the Historic Preservation Ordinance and it will be presented for public input at the HPB Annual Workshop on May 28, 2026 at the Harry T. Moore Social Services Center at 5:30.

March minutes are attached.

The Historic Preservation Board (HPB) of the City of Titusville, Florida met in regular session at City Hall in the Council Chamber, located at 555 South Washington Avenue, on Monday March 2, 2026 at 1:00 p.m.

XXX

Chairman Kiesel called the meeting to order at 1:00 p.m. Present were, Vice Chairman Petyk, Secretary Adams, Member Shifalo, Member Gaetjens and Alternate Member Davis. Member Foster, Member Jonas and Alternate Member Crofton were absent. Also attending were Redevelopment Planner Sue Williams, Planner Tabitha Armstrong and Recording Secretary Laurie Dargie.

XXX

Member Shifalo motioned to approve the regular minutes from the February 2, 2026 meeting as presented. Secretary Adams seconded. There was a unanimous voice vote in favor.

XXX

***Old Business***

**Historic Preservation Board Demolition Ordinance**

Chairman Kiesel asked the Historic Preservation Board members if they had any feedback regarding the comments that Community Development Director Brad Parrish provided in the draft ordinance.

Chairman Kiesel referenced page 11 of 30 of the agenda packet and said there is a comment from Mr. Parrish asking for clarification. Chairman Kiesel said for clarity that the Historic Preservation Board's intent was to be a broader net cast to include fifty plus years in this ordinance.

Member Shifalo had some concerns with Section 29-122 as being too strict and severe on property owners who may not be able to afford upkeep of their property.

Member Davis asked for clarification as to why the Historic Preservation Board would need to know what is being developed after a demolition takes place. Ms. Shifalo said to know whether or not the development would be consistent with the area.

Chairman Kiesel said that the intent of this ordinance is to give an opportunity to have historic structures that will be demolished an opportunity to be documented if they are of significant value to Titusville's history. Chairman Kiesel said this is a tool that will help flag properties to give the Historic Preservation Board a chance to look at it before demolition takes place.

The Historic Preservation Board members had discussion with staff relating to the cost of having the report or documentation done be a cost to the property owner or come out of the Historic Preservation Board budget. Staff said there is a provision in the ordinance that allows the Historic Preservation Board to use their budget to document the property if necessary.

Chairman Kiesel said he would like to know when this will go before City Council so that he can attend the meeting.

*Mid-Century Modern Structures*

Chairman Kiesel asked for each member of the Historic Preservation Board to provide their two recommendations for commercial and residential Mid-Century Modern structures.

Member Shifalo recommended the following:

Commercial – 2825 S. Washington Avenue and 3880 S. Washington Avenue.  
Residential – 1380 Barna Avenue and 1431 Indian River Avenue

Member Gaetjens recommended the following:

Commercial – 1210 S. Hopkins Avenue  
Residential – 146 or 236 Beverly Street

Secretary Adams recommended the following:

Commercial – 2825 S. Washington Avenue and 3880 S. Washington Avenue

Chairman Kiesel recommended the following:

Commercial – 2825 S. Washington Avenue and 3880 S. Washington Avenue  
Residential – 3502 Nelson Place and 56 Fairglen Drive

Vice Chairman Petyk recommended the following:

Commercial – 1210 S. Hopkins Avenue  
Residential – 1760 Diane Drive and 3502 Nelson Place

The Historic Preservation Board members took time to look over the photos of each of the properties to come to a determination of what properties they would select to use for the recognition without designation for the Mid-Century Modern structures.

Recording Secretary Laurie Dargie stated that the properties that were selected by the Historic Preservation Board members were the following:

Commercial – 2825 S. Washington Avenue and 3880 S. Washington Avenue  
Residential – 1760 Diane Drive and 3502 Nelson Place

Member Shifalo said that she ran into Mr. Dandridge who was a previous recipient of this certificate but did not attend the workshop and therefore did not obtain the certificate. Member Shifalo said Mr. Dandridge asked about the certificate. Staff said that they could provide the certificate to Mr. Dandridge.

XXX

***Historic Preservation Board Annual Workshop Discussion***

Community Redevelopment Planner Sue Williams stated that the workshop could not be held at the Dream Luxury Apartments. Ms. Williams said she did reserve the Harry T. Moore Center as a backup and would like to know if the Historic Preservation Board would like to confirm that reservation for their annual workshop.

The Historic Preservation Board unanimously agreed to confirm the reservation for the May 2026 annual workshop at the Harry T. Moore Center.

Chairman Kiesel asked that Member Shifalo reach out and confirm Ms. DeFazio as a guest speaker for the workshop.

Member Shifalo asked if the workshop agenda layout could be rearranged and have the Demolition of Historic Structures before the Guest Speaker Morris “Marty” Hylton III. The Historic Preservation Board members unanimously agreed to make this change to the workshop agenda layout.

Chairman Kiesel asked that a visual display of Mid-Century Modern structures be displayed during the workshop.

Member Shifalo said that she would really like to promote the Mid-Century Modern workshop and spoke to the City of Titusville’s Public Relations personnel and was told that a short drone video could be created to help promote the workshop. Chairman Kiesel asked if Member Shifalo was volunteering to spearhead this promotional opportunity. Member Shifalo agreed.

XXX

***Petitions & Request***

Malinda Villain of Titusville, Florida came to speak to the Historic Preservation Board. Ms. Villain said she would like the Historic Preservation Board to be kind when speaking of older homes being in disrepair as some owners can’t afford nor have the time to maintain their homes at a standard the Historic Preservation Board members would like to see.

Ms. Villain said that there might be more neighbors interested in creating a district in the Indian River Community.

Ms. Villain said she would like to see a Joynerville & Beyond project to be done in the Indian River City Community as it is one of the oldest communities in Titusville. Ms. Villain said she has several ideas that might be things to pursue with grant funds.

Ms. Villain said she would like to see E.W. Ellis recognized as a founder of Titusville, Florida and she stated that his last residence in Titusville could have been at the corner of Birch Street and Mount Vernon Avenue in Titusville, Florida.

Chairman Kiesel apologized for words that were used during the discussion regarding older structures.

Chairman Kiesel asked if staff could sit down with Ms. Villain to go hear her grant ideas.

Planner Tabitha Armstrong stated that the Historic Preservation Board has a process stated in Section 28-116 for becoming a district if that is the request of Ms. Villain.

Chairman Kiesel asked if staff would setup a meeting with Ms. Villain to discuss what she has brought up to them during today's meeting.

Member Shifalo stated that the Indian River Community would be a worthwhile project.

Member Gaetjens apologized for the way he described the structures in disrepair.

XXX

**Reports**

Vice Chairman Petyk said she spoke to Mayor Connors and she was concerned with what he said about the employees of the Space Industry not wanting to live in older homes. Vice Chairman Petyk said this raised concerns with preservation of older homes in Titusville.

Vice Chairman Petyk said she was reading an article in Senior Living regarding the Joynerville project and there was no mention of the Historic Preservation Board which was disheartening.

Vice Chairman Petyk said she was also disheartened to know that the Historic Preservation Board is not going to be mentioned or involved in the Community Conference on Saturday March 7, 2026. Ms. Williams stated that the Community Conference focuses on answering questions on Development and Infrastructure.

XXX

**Adjournment 2:00pm**