Daytona Beach
Midtown Redevelopment Area
Strategic Plan for Commercial Redevelopment

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City of Daytona Beach
Midtown Redevelopment Area Strategic Plan for Commercial Redevelopment

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SECTION 1. INTRODUCTION AND PURPOSE

PMG Associates, Inc., in association with Planning and Redevelopment Consultants, Inc. has been engaged by the City of Daytona Beach to undertake an analysis of the market potential for the Midtown CRA area of the City and to devise strategies for the expansion of commercial activity in the district.

The analysis includes the recognition of the conditions that exist in the District, a determination of the market demand and an identification of the potential businesses that may be attracting to the area.

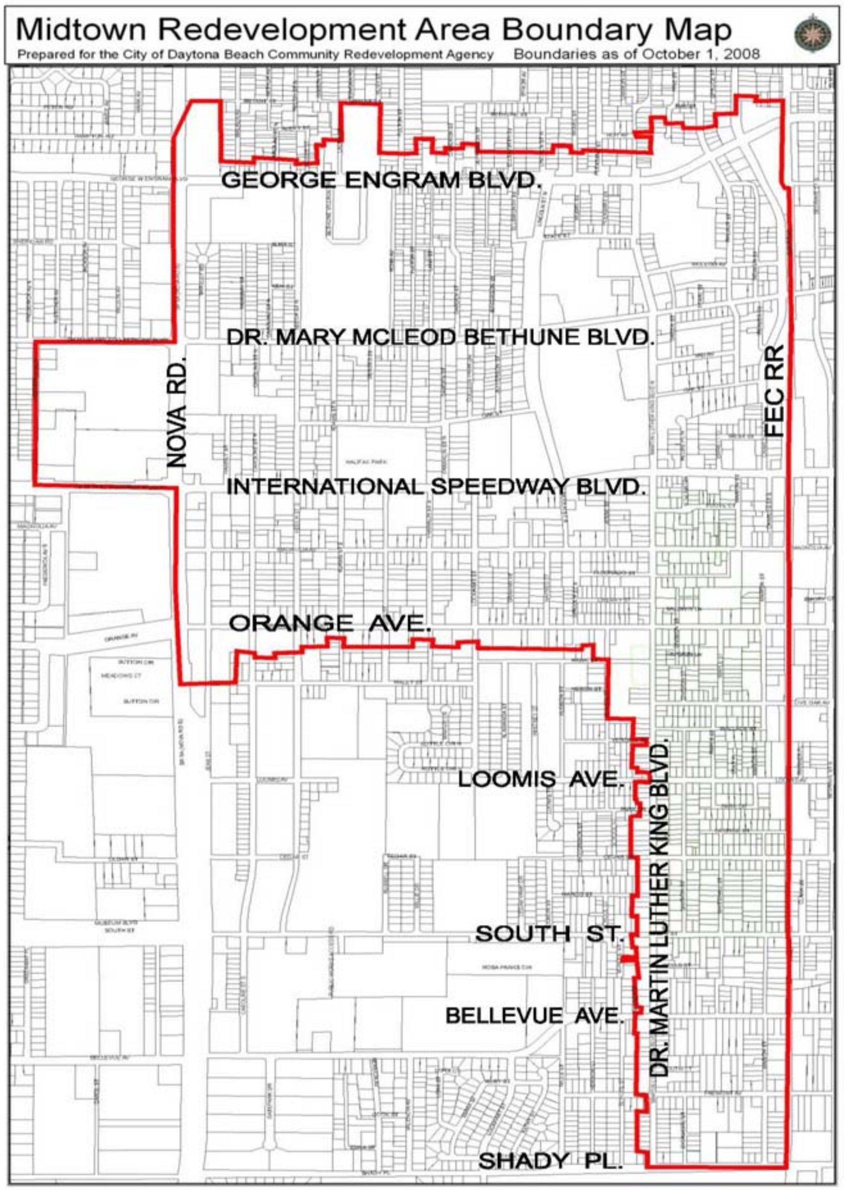
One of the guiding documents for this study is the 2012 Midtown Master Plan completed by Florida A&M University. This document defines the planning relationships in the area and offers guidance for areas to be redeveloped along with design guidelines, planning considerations and spatial allocations.

Additional guidance came from coordination with Bethune-Cookman University (BCU) to establish the goals for the institution and demand from the students and staff. Acknowledgement of the important role of BCU in the community and a desire to form a more cohesive interrelationship between the school and the community were driving forces of this analysis.

The primary issue throughout the analysis was the needs of the community. The Midtown area is the center of a traditional neighborhood within Daytona Beach providing significant history and contributions to the City. Any commercial development must consider the needs of the community as well as city-wide interests. The area has experienced a lack of the availability of basic goods and services and requires such commercial activity that has reasonable access, pricing and amenities.

This study will measure the demand and identify the types of businesses that could be attracted to the area. This study will also identify the amount of area that should be assigned for specific commercial uses within the short-term and moderate-term time spans.

EXHIBIT 1 – Midtown Boundary Map



SECTION 2. STAKEHOLDERS AND COMMUNITY INPUT

As with any plan that would be developed for a community and a municipality, the public must have the ability to provide their perceptions, viewpoints and assistance to the entity. There are many ways to achieve this type of contribution.

Some of the outstanding community input findings in the Midtown area are as follows:

- For the Midtown Redevelopment Area (MRA), there is, in place, an existing, active Advisory Board with strong ties to the community.
- The Midtown Advisory Board has a planning consultant on board who has generated the "Master Plan" and is advising them on possible implementation scenarios and steps.
- The local population has a foundation that has deep roots in the community.
- Many of the area's senior citizens were originally from Midtown, moved to other locations and in recent years, have moved back to the area, due to their own initiative or for family obligations.
- There are a number of institutes of higher learning in the immediate area with one University within the boundaries of Midtown.
- When scheduled for informal stakeholder interviews, all participants agreed to participate by providing their insight and knowledge regarding Midtown and the City at large.
- Stakeholders were from a cross-section of the community and ranged from professionals, educators, retired seniors, business owners, residents of the area and elected officials.

<u>Stakeholder Interviews</u>

A number of meetings were held to solicit the thoughts and ideas of the public and the MRA board. The first series of meetings and outreach were held on October 31, 2012 and November 1, 2012.

The first steps taken to complete these tasks were two days of individual interviews with stakeholders in the community. Detailed notes on the points of discussion of these meetings can be found in the Appendix of this report. The interviews were scheduled to last for 45 minutes and a set of questions or areas of discussion were prepared in conjunction with City Staff. These outlined areas of discussion assisted in drawing conclusions from the two day process.

<u>Midtown Advisory Board</u>

On November 1, 2012, the consultant held an informational presentation workshop with the Advisory Board of the Midtown Redevelopment Area. The agenda included the introduction of the consultant, the overall approach and strategy regarding the project, the projected timeline, materials that would be included in the report, and some preliminary research that had been achieved. Detailed notes on this portion of the public input can be found in the Appendix of this report.

The next meeting was held January 7, 2013 with the Midtown Redevelopment Board and interested public attendees. Detailed noted from this meeting can be found in the Appendix of this report. The points covered during this meeting were:

- Previous results of meetings and interviews that were held
- Future schedule for outreach to Bethune-Cookman University
- Presentation of various portions of completed work for the project
- Future attendance at ICSC (International Council of Shopping Centers) meeting in Florida
- Input from the Board and public that were attending the meeting

Bethune-Cookman University

On January 24, 2013 an open, public meeting was held at the Bethune-Cookman University, L. Gale Lemerand, School of Nursing Lecture Hall in the evening. This meeting was open to all students, faculty and staff of the University. Representatives of the University were responsible for establishing the location and sending notifications to the University community to solicit participation. Also in attendance was staff from Daytona Beach. Contact names, numbers and e-mails were distributed to provide for additional input. Detailed noted from this meeting can be found in the Appendix of this report.

Input from the students and staff were:

- That the students would like to have a safe environment that they could purchase goods and go to for entertainment that was walkable from the university.
- Types of necessary services mentioned were:
  - Late night restaurants, sandwich facilities, eating places that could deliver or would be in a safe, walkable distance from the University facilities.
  - Transportation services that would allow the students movement throughout the city and the surrounding areas.
  - Possible payment scenarios that would make use of their student id and accounts, so money could be directly drawn from those accounts.

Summary

To summarize the concerns, discussion points and input from all of the various meetings and interviews:

- The appearance of the MRA needs to be improved to attract both residents and visitors into the area to spend money and to make the area a thriving community again.

- The MRA needs infrastructure improvements, such as better lighting, clean and maintained streets and sidewalks, and consistent and even-handed enforcement of codes.

- The Midtown Master Plan has a good foundation to start the initial discussion and planning for the area. Recommendations from the Master Plan need to have a schedule, goals and follow up integrated with this market plan.

- Safety is a concern, whether it is a perceived problem or reality.

- The heritage and deep foundation of the Midtown Area, needs to be built on in order to move forward.

- Partnerships with organizations both inside and outside of the community need to be forged. Partnerships with the Bethune-Cookman University and other surrounding educational facilities should be established.

- The local public elementary school is in need of assistance in providing safety and walkability of the area for its students.

- Various needs in the community needs to be met and explored such as;

    - Small/Specialty Grocers
    - Restaurants/ eating establishments of all types
    - Specialty clothing
    - Transportation needs (at present the only discount fare available is for students between the ages of 6-17, seniors and disabled) such as transit passes for college students
    - Make transit pass purchase available locally. Currently, passes can only be purchased at the Votran Administrative offices in South Daytona Beach. No purchase outlets are located in Daytona Beach

SECTION 3. LAND USES

The distribution of land uses found in the Midtown area is illustrated in Exhibit 2. This exhibit depicts the current uses of the property based on the designations from the Volusia County Property Appraiser's Office. The review of the land uses indicate that the area is comprised of significant commercial activity along International Speedway Boulevard (ISB) and Nova Road, with other commercial activity spread throughout the District. Residential properties are also distributed in the District with the southern portion primarily comprised of Single Family homes and more Multi-family units in the northern portion. Government and Institutional uses make up a significant portion of the District through City buildings, Community Centers, Schools and Bethune-Cookman University.

Vacant properties afford the best chance for development to meet the goals of commercial expansion and the precepts of the Master Plan. Based on the properties highlighted in Exhibit 3, there are very few vacant properties that can be used for commercial activity. Most of the vacant parcels are currently designated for Single-Family residential use. Given the location of these parcels, this designation should remain. On the eastern edge of the district, there are various parcels designated as Vacant Industrial uses. These properties may be redesignated for commercial use and combined with other properties to form a commercial node.

The best opportunity for assembling properties to develop commercial nodes is combining properties along ISB, Dr. Martin Luther King Boulevard and Nova Road to build a neighborhood commercial center. Just recently, land on the east side of Nova Road (across from the Burlington Center) has been cleared. This now vacant site has great potential for redevelopment.

Another significant property available for redevelopment is the old Police Department site at Nova Road and Orange Avenue. This property is not currently being used and the City should move to dispose of the property for commercial/mixed use activity. This is a large site and very suitable for redevelopment. The only negatives are the cost for demolition and clearance of the property.

The largest single land owner in the District is Bethune-Cookman University which maintains its Main Campus, dormitories auditoriums, and other facilities throughout the northeastern portion of the District. The University does have property suitable for expansion and also must replace older dormitories in the near future. Plans for this expansion are not currently available, but should not have a negative impact on the commercial development of the Midtown area. Coordination of efforts between BCU, the Midtown CRA and the City, could result in a comprehensive development plan for the area.

EXHIBIT 2 – Current Land Uses

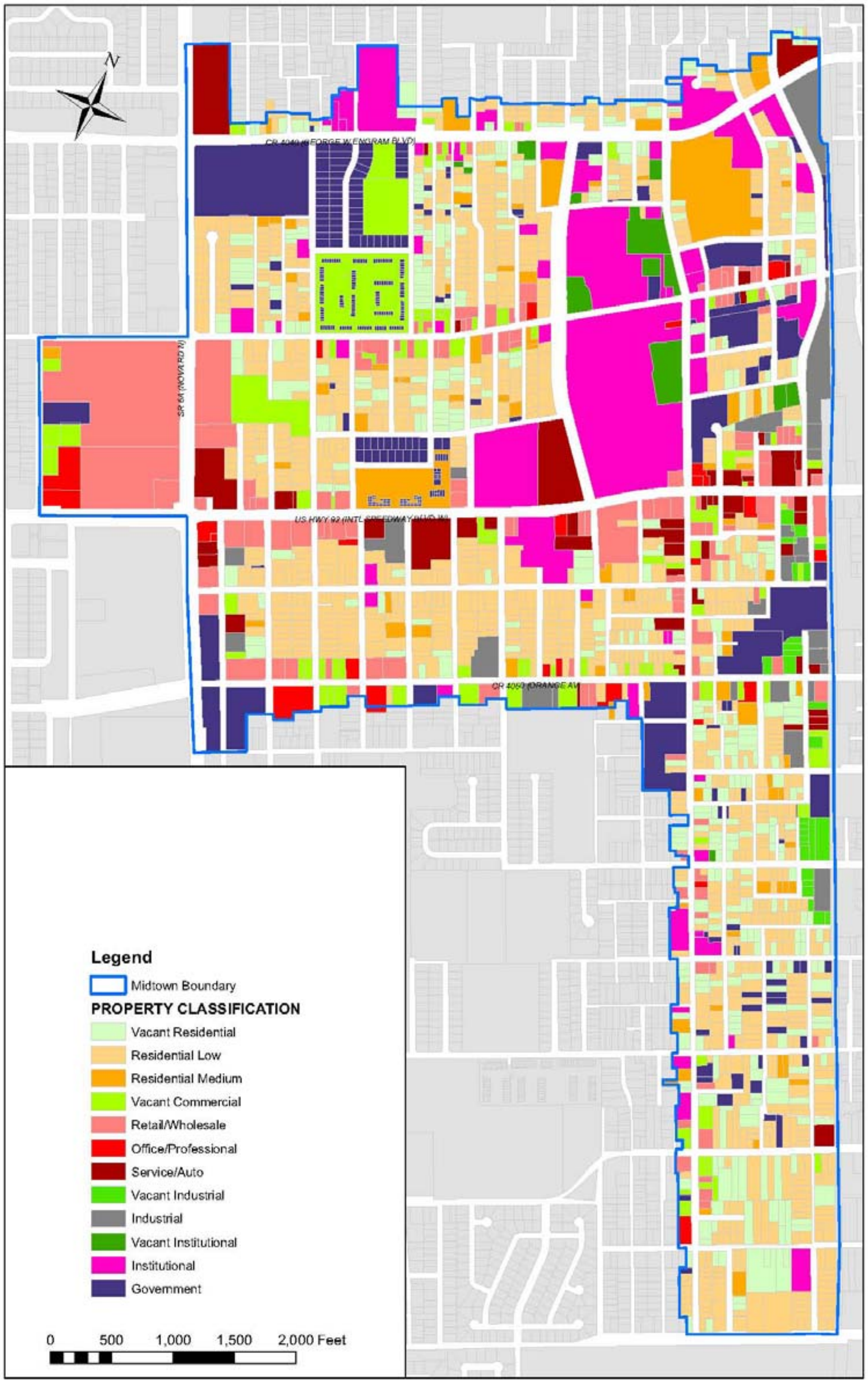
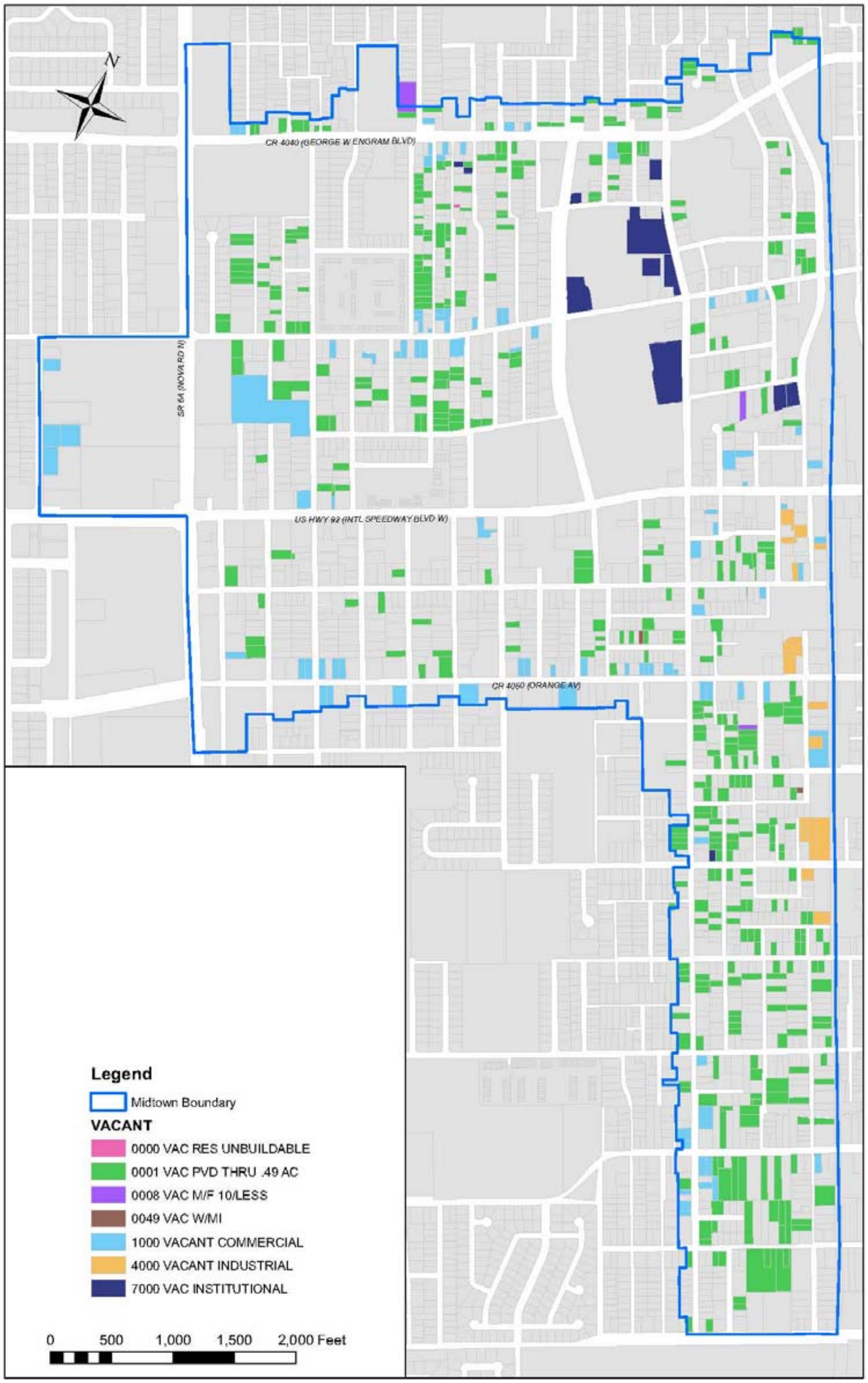


EXHIBIT 3 – Vacant Properties



Midtown Redevelopment Plan

The date and adoption of the original Midtown (Westside) Redevelopment Plan was January 7, 1998. This original study enumerated the conditions to establish a Community Redevelopment Agency. Since that time updates have been made by the Community Redevelopment Agency.

Updates to the plan were undertaken in 2008, in the form of amendments, which set forth, clarified and reconfirmed the established purpose and goals of the area as:

- Authorization of expenditures in the areas of promotion of activities that could include:
  - Cultural events
  - Special events
- Authorized expenditures for law enforcement programs that could include:
  - "Innovative" community policing programs
  - "Systematic" code enforcement
  - Enhanced law enforcement programs
- Funding for streetscapes and capital improvements in order to maintain those enhancements
- To change the name of the redevelopment area officially to the Midtown Redevelopment Area

In 2012 additional amendments were adopted to the plan in order to embrace the "Midtown Master Plan" which recommended possible "goals, strategies and development standards" for the area. Some of the newly outlined goals for the area were:

- Assembly of properties that had previously discouraged proper development
- Rehabilitative incentives for "historic and architecturally significant buildings"
- Encouragement of construction of commercial, office and industrial developments that would increase employment and the tax base of the area
- Encouragement of investment in the area by the use of increased regulatory controls, incentives, public amenities and infrastructure improvements
- Enhanced levels of services in the areas of parks, lighting, digital communications, water, sewer and transit
- Preservation of the historic nature of the area
- Increase of regional investment in the area
- Increase of business and homeownership in Midtown, thus increasing the tax base
- Increase of local residents in the activities in Midtown
- Advancing of pedestrian-friendly, energy efficient and transit oriented design
- Application of "Universal Design" principals that makes the community assessable and allows aging to take in place

The overall development of the area is to be consistent with the City's Comprehensive Plan and Land Development Regulations. Some points to consider in the development of the area are:

- Any land that is disposed to a private developer can have restrictions/covenants established by the Redevelopment Agency.
- All development or redevelopment is governed by the City's Comprehensive Plan and the Land Development Code.

Redevelopment Strategic Objectives:

The first area of objectives outlined was Economic Development Objectives and these included:
- To include incentives and public intervention that would lead to private investment in the area
- Incentives for the ISB corridor and public properties
- Creation of a grant and funding data base that would assist, retain and attract small businesses
- Use of CDBG (Community Block Grants) funds
- Initiate the funding of an African American Museum and Research Center and Black Heritage Walk
- Establishment of private partnerships
- Start incentive program for business start-ups, expansion and entrepreneurs

Infrastructure Objectives:

The next area outlined was intentions in the area of Infrastructure and they included:
- Development of a Stormwater Master Plan
- Encouragement of underground utility lines
- Streetscape improvements, consistent with the Midtown Master Plan
- International Speedway Blvd. streetscape with a signature gateway introducing Midtown

Transportation and Parking Objectives:

These included:
- Improvements to accommodate new development
- Improvement of parking areas, development of standards for parking and the maintenance of those areas
- Development of an integrated pedestrian network
- Development of a transit plan based on the "Five Square Plan"

Public Amenity Objective:

This area outlined intentions that included:
- The creation of a "Sense of Place and Vitality"
- Improved visual relationships along Martin Luther King Jr. Blvd. and Mary McLeod Bethune Boulevard

Design Objective:

These points delineated land development controls and incentives and included:
- Adoption of the design principals of the Midtown Master Plan through the amending of the City's Land Development Code
- Create design standards that are "tailored" to each neighborhood. These can include the Universal Design and Crime Prevention through Environmental Design (CPTED)
- Amendment of the Land Development Code in various areas specific to the Midtown Area
- Develop a plan for parking access for signage, landscaping, lighting, entrances, identification and way-finding

Land Use Objective:

The use of regulatory controls included:
- Use of the Midtown Master Plan "Town Center" and "Five Square" Plan
- Creation of unique neighborhoods in Midtown
- Creation of the "Town Center" at International Speedway Boulevard and Martin Luther King Jr. Boulevard
- Establishment of Martin Luther King Jr. Boulevard as the "main street"
- Initiate the infill of residential areas

In conclusion, the 2012 Midtown Redevelopment Plan has updated and renewed the planning objectives for the future of the area. The current strategies are tied to the Midtown Master Plan as undertaken by Florida A&M University and adopted by the City.

Projects to be undertaken by the CRA as outlined in the 2012 Midtown Redevelopment Plan – September 19, 2012/Adopted December 5, 2012

Public Improvements and Utilities:
- Street Lights
- Curbs, gutters and sidewalks
- Street improvements including; new and widening or resurfacing of existing streets
- Sanitary sewer systems
- Storm Sewer Systems
- Water distribution systems
- Parking lots or structures
- Pedestrian walks
- Parks, playgrounds and landscaped areas
- Public buildings and facilities
- Streetscape improvements

The plan outlines the following to be completed or to be partial funded by 2015:

1. Streetscape improvements - West International Speedway Boulevard (From Nova Road to the FEC Railroad)
2. Streetscape improvements – Martin Luther King Boulevard (from Mary McLeod Bethune Boulevard to Bellevue Avenue)
3. Streetscape improvements - Mary McLeod Bethune Boulevard (from Nova Road to FEC Railroad)
4. Streetscape improvements – Orange Avenue (from Nova Road to Martin Luther King Boulevard)
5. Streetscape improvements – Magnolia Avenue (from Nova Road to Martin Luther King Boulevard)
6. Streetscape improvements – Keech Street (from Orange Ave to George Engram Boulevard)

Transportation Access/Transit

One of the primary issues raised by both the residents of the community and the students at BCU is the lack of public transportation available in the district. A review of the service provided by Votran determined that there are ten routes that transect the Midtown area. However, further review notes that these routes are primarily east-west transit lines with virtually no north-south lines. In addition, the frequency of the buses (headways) are not sufficient to make Votran a reasonable transportation option. The City of Daytona Beach should impress on Votran the need for additional service in the area such as trolleys or other short ride options.

Exhibits 4 and 5 provide the Votran service available in Midtown and throughout the County.

Traffic Counts

One important factor in developing commercial activity centers is determining the amount of traffic that transverses the area. The best measure of this factor is official traffic counts as prepared by Volusia County. Exhibit 6 provides the latest traffic count data available. The counts cover the major roadways in and along the outside of the District. One important note is that no counts are available for the roadways on the eastern edge of the District. The counts available are for Federal Highway, which is outside of the District. These counts were provided as a point of reference for the remaining information.

EXHIBIT 4 – VOTRAN Routes Midtown Area

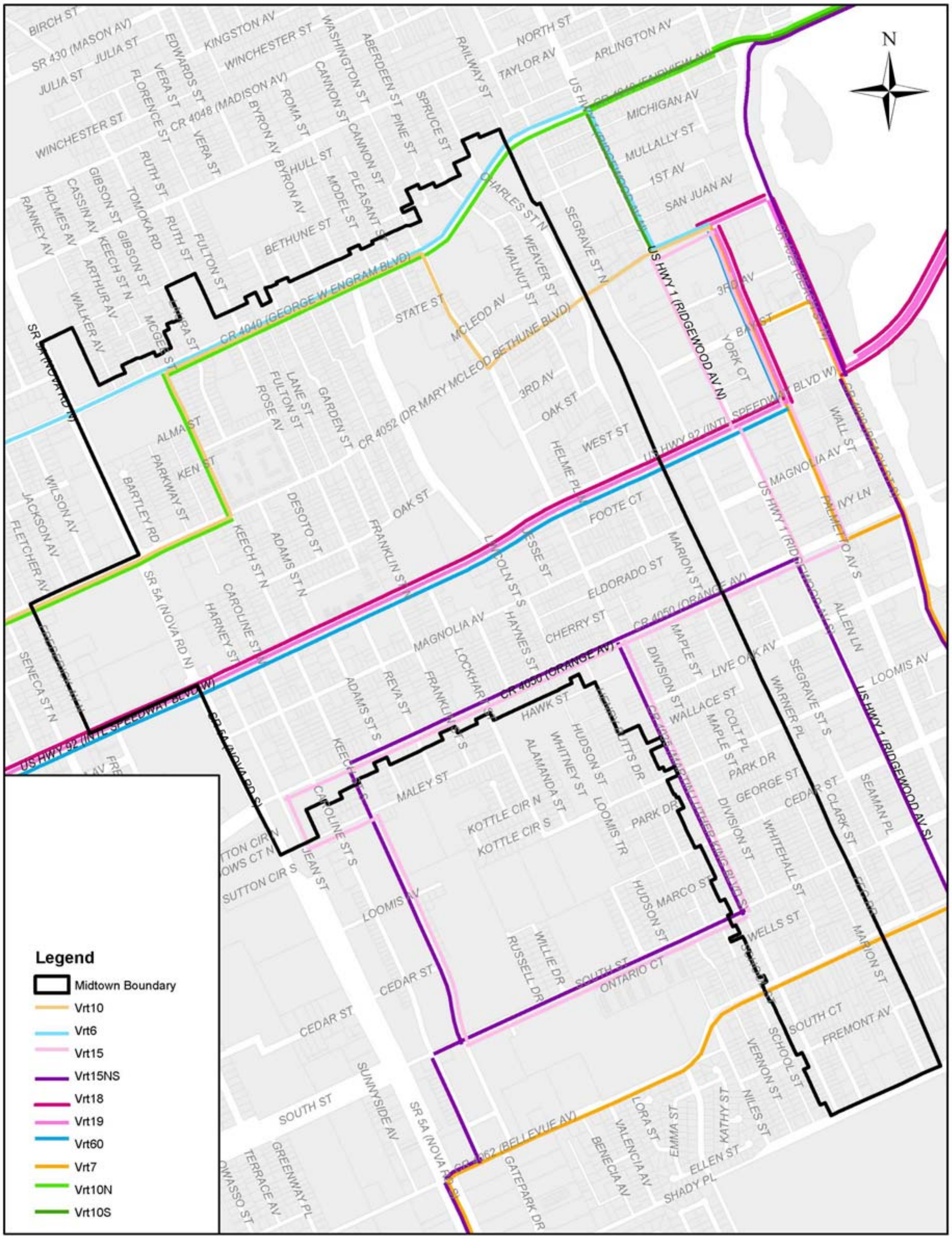


EXHIBIT 5 – VOTRAN Routes - Systemwide

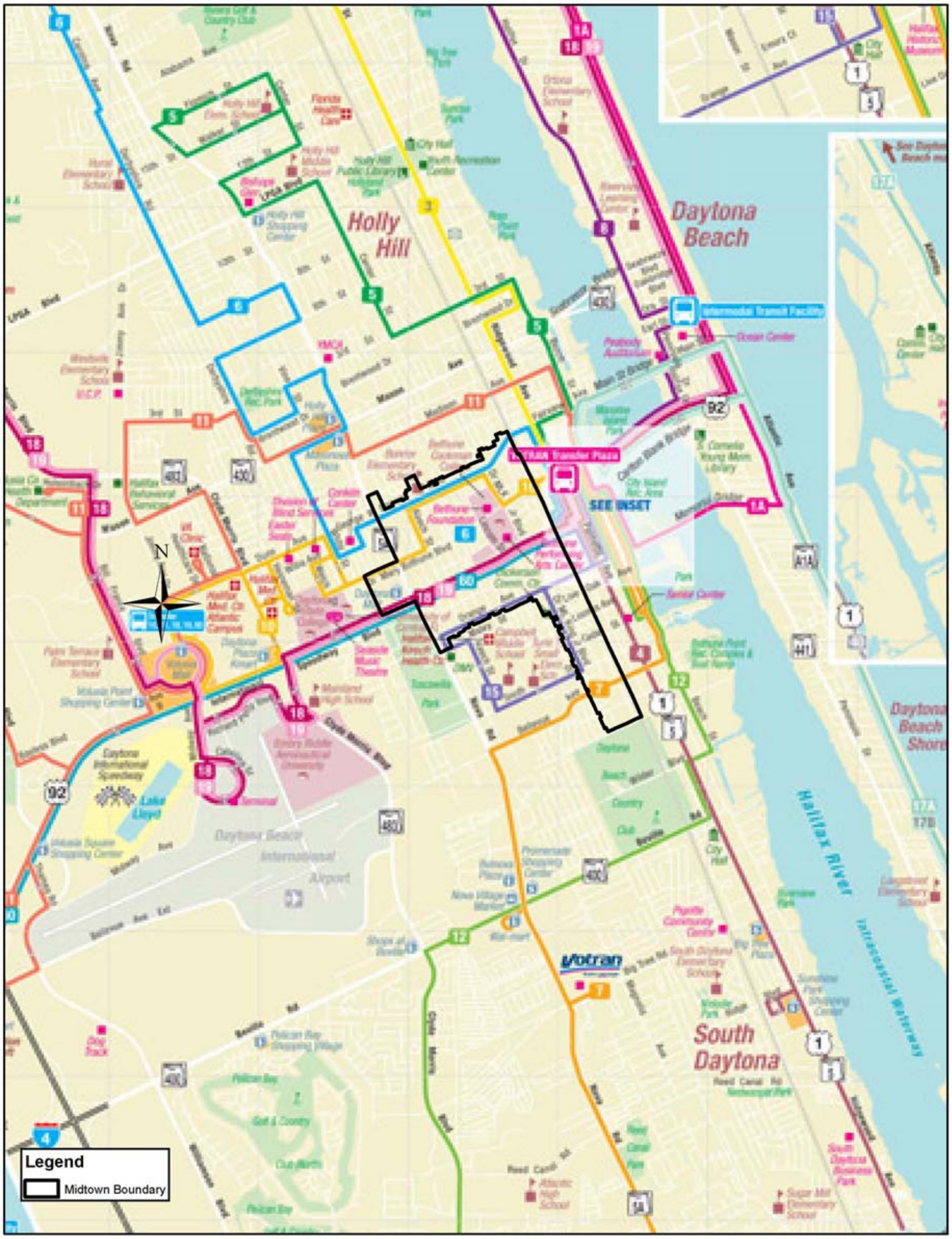
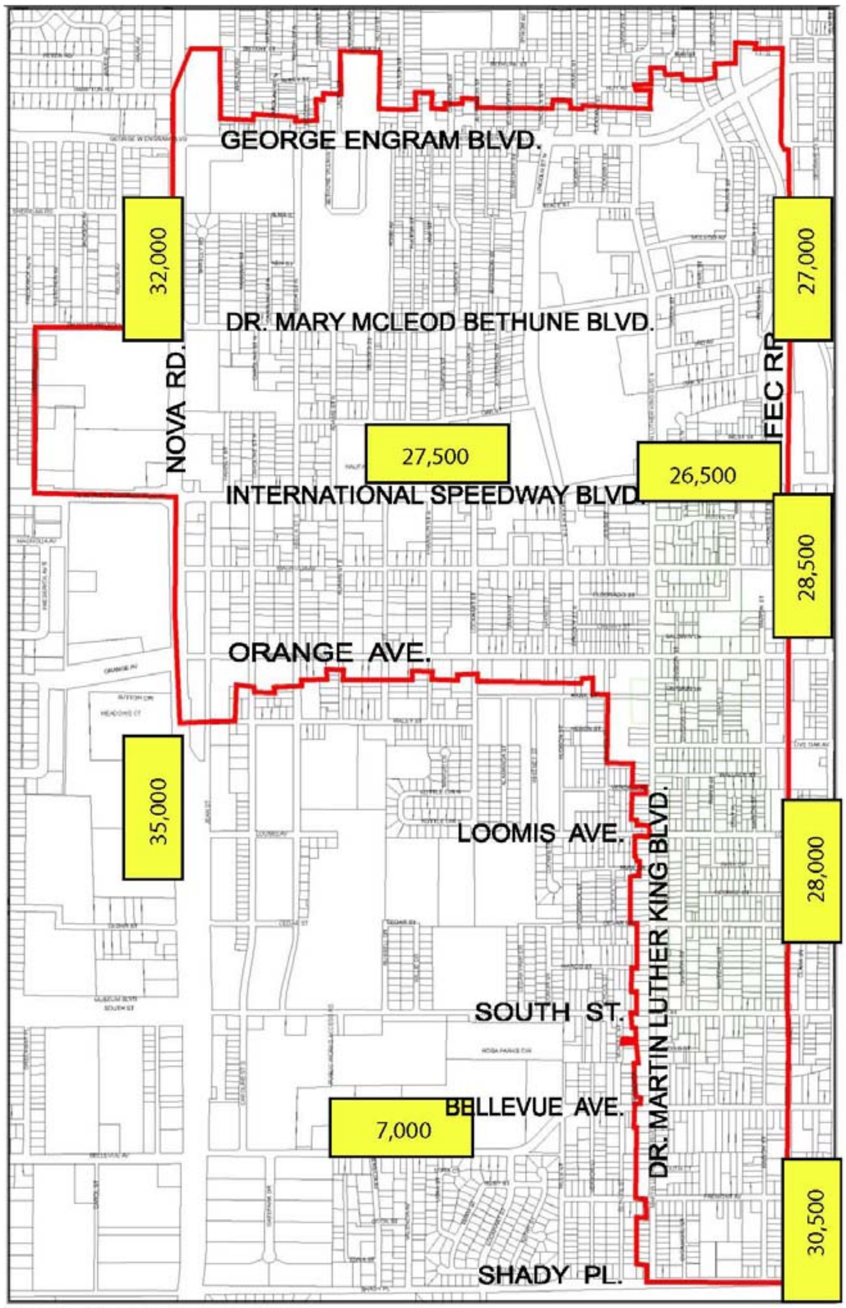


EXHIBIT 6 – Traffic Counts Midtown Area



Source: Volusia County, 2010

SECTION 4. BUSINESS INVENTORY

The current distribution of businesses in the District is primarily of Service and Retail Industries, which is typical of the business makeup of a community. The concentration of these businesses are along ISB and Dr, Mary McLeod Bethune Boulevard and Nova Road. There is also a scattering of other businesses throughout the District that provide localized shopping needs.

One of the most identifiable characteristics is the concentration of Auto Related businesses along the ISB corridor. These properties include Auto Dealerships, Tire Repair and Replacement, Service Stations and other auto service businesses. The patrons for these businesses are primarily not from the local community, but are regional in nature. The proof of this condition is addressed later when discussing sales in the area. The sales for these commercial activities are not to the local population. One of the larger parcels on ISB is a vacant auto dealership that has great potential for redevelopment.

The distribution of the existing businesses in the Midtown area are found in Table 1

TABLE 1 - Business Establishments in the Midtown CRA Area

CATEGORY	Daytona Beach Midtown CRA			
	Number of Businesses	**Percent of Total Businesses**	**Number of Employees**	**Percent of Total Employees**
Agricultural	3	1.0%	4	0.1%
Mining	0	0.0%	0	0.0%
Construction	14	4.9%	251	8.9%
Manufacturing	9	3.1%	125	4.4%
Transportation, Communications/Public Utilities	13	4.5%	285	10.1%
Wholesale Trade	10	3.5%	107	3.8%
Retail	79	27.4%	628	22.2%
Finance	28	9.7%	148	5.2%
Service	121	42.0%	1,131	39.9%
Government	11	3.8%	155	5.5%
Total	**288**	**100.0%**	**2,834**	**100.0%**

Source: Claritas, Inc., 2012

The distribution of the commercial parcels in the district are illustrated in Exhibits 7 through 9 which depict the location and size of the properties.

EXHIBIT 7 – Retail/Wholesale Properties

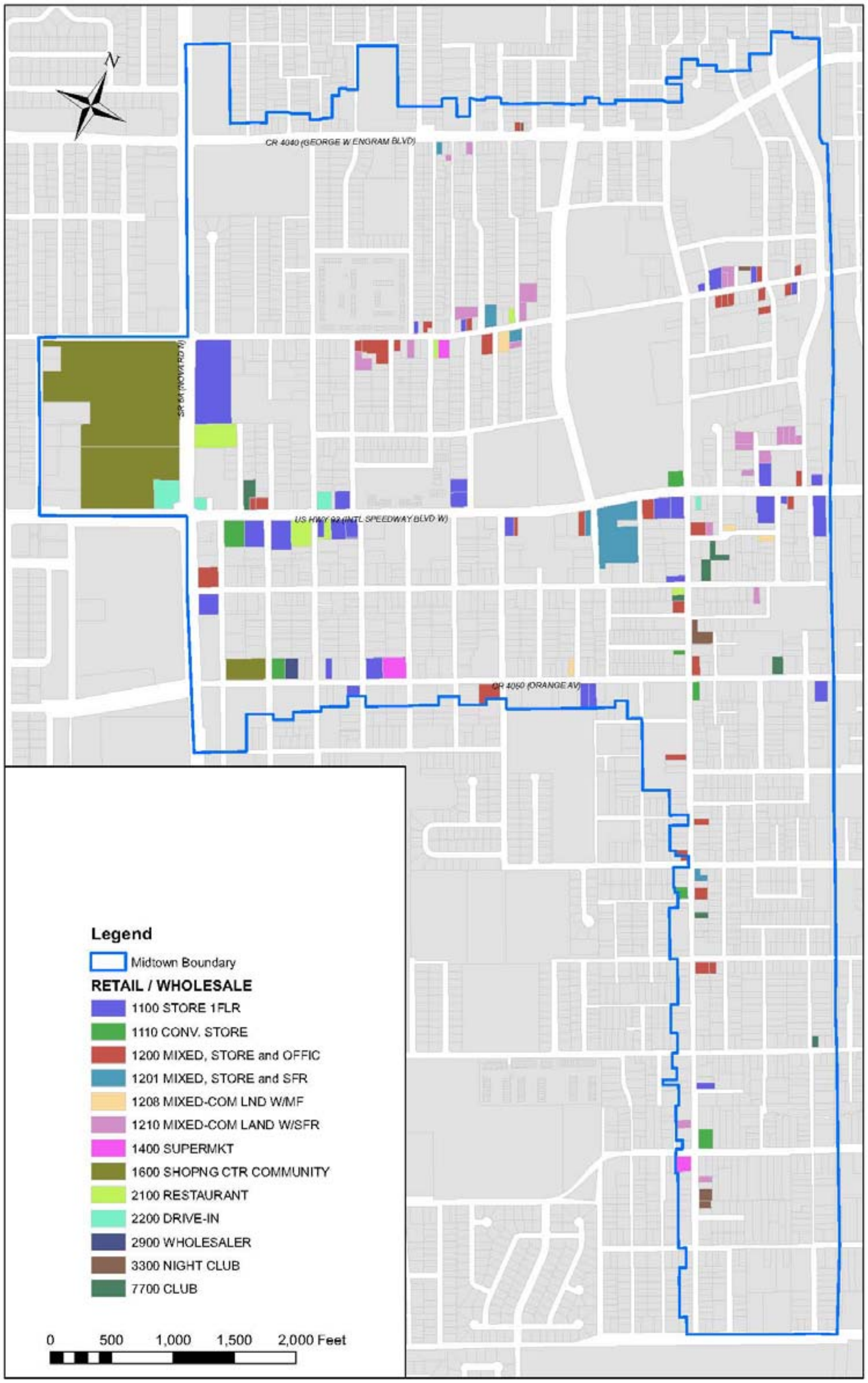


EXHIBIT 8 – Office/Professional Properties

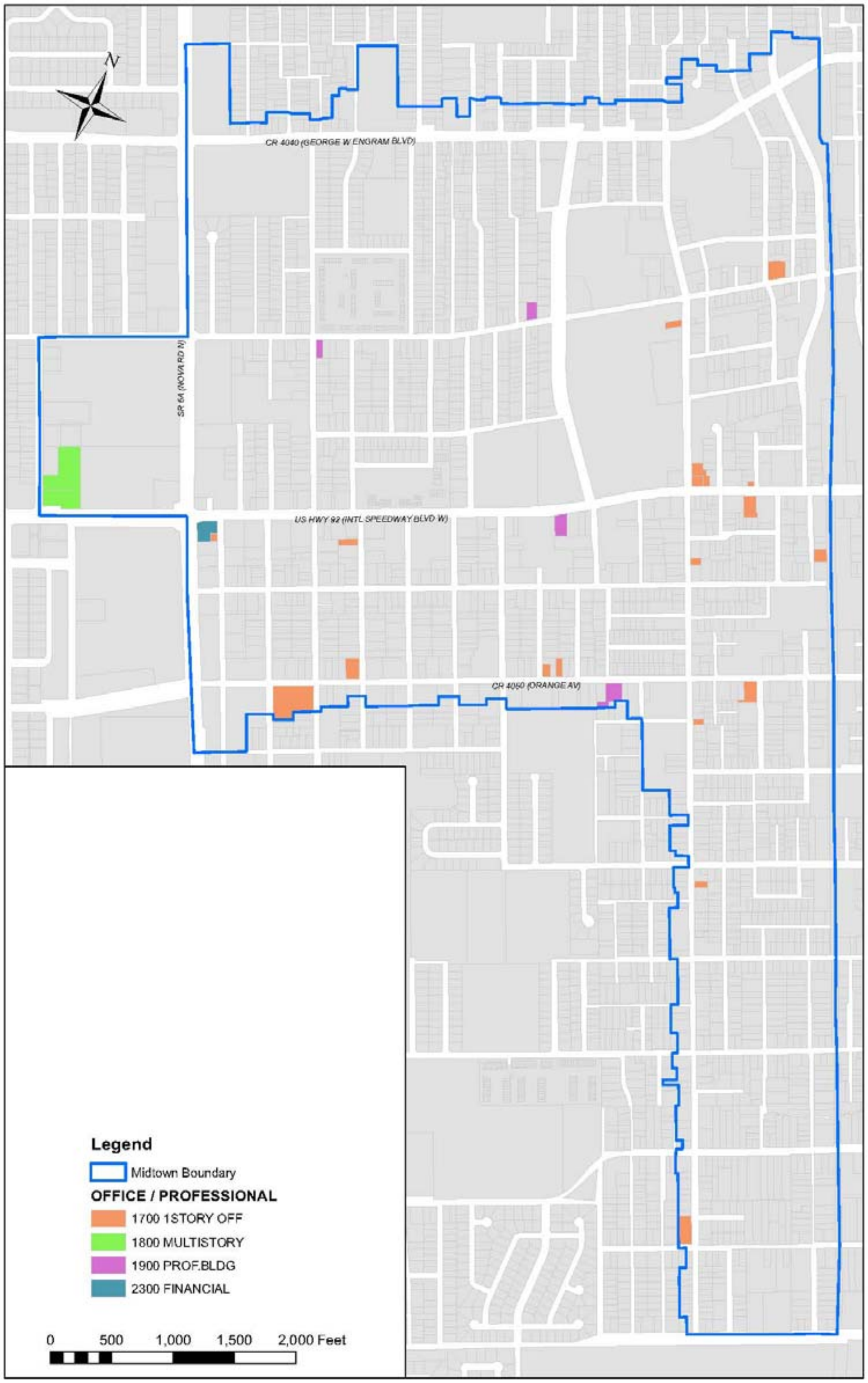
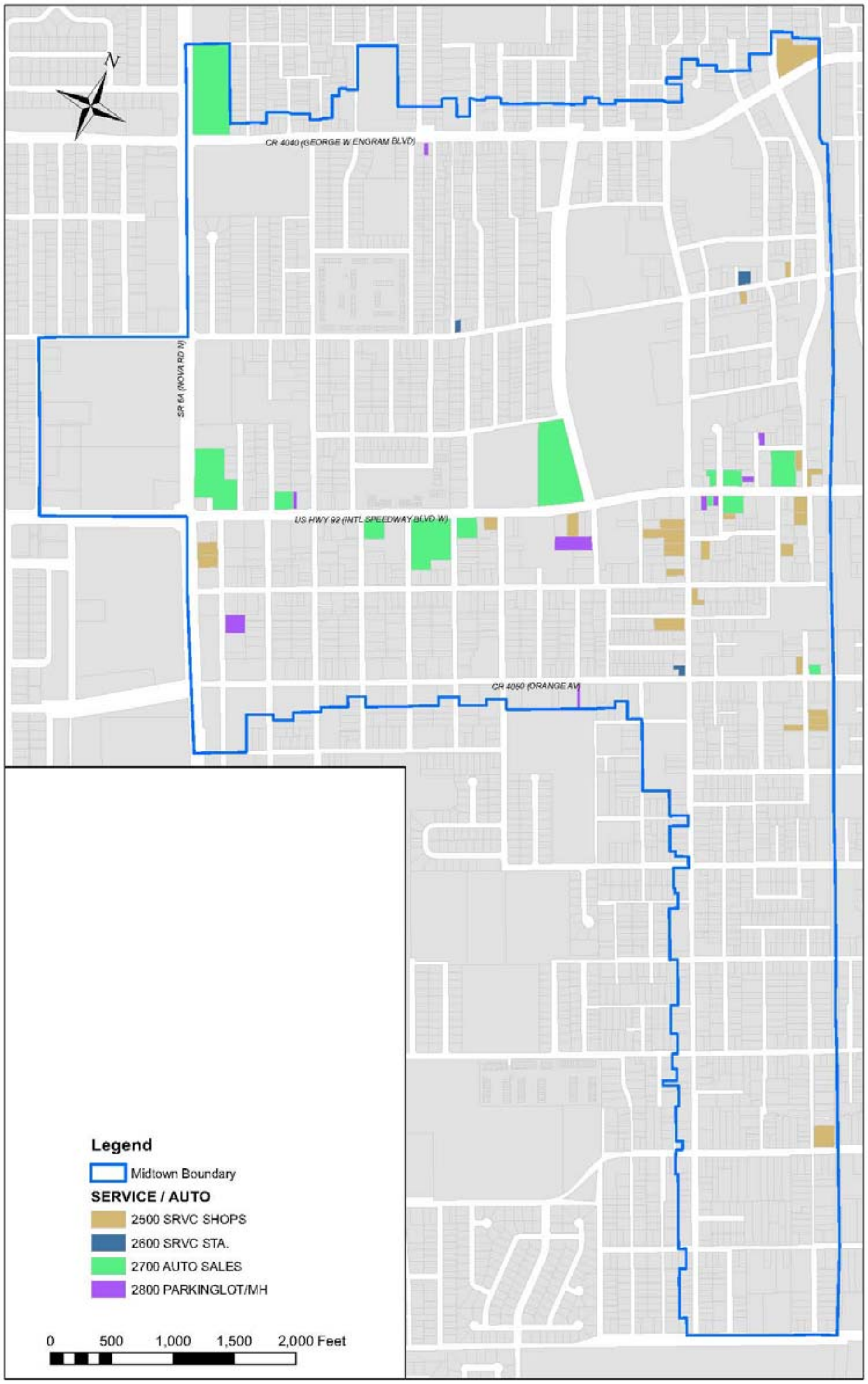


EXHIBIT 9 – Auto-Related Properties


N
CR 4040 (GEORGE W ENGRAM BLVD)
SR 5A (NOVA RD N)
US HWY 92 (INTL SPEEDWAY BLVD W)
CR 4050 (ORANGE AV)
Legend
Midtown Boundary
SERVICE / AUTO
2500 SRVC SHOPS
2600 SRVC STA.
2700 AUTO SALES
2800 PARKINGLOT/MH
0 500 1,000 1,500 2,000 Feet

Existing Shopping Centers

A review of the existing shopping centers in Daytona Beach was conducted to determine the extent of competition to new commercial activity centers in Midtown. This review was conducted by identifying these properties through the Shopping Center Directory of the International Council of Shopping Centers (ICSC) which provides a continuous update of this information. Exhibit 10 provides a map of the existing shopping centers. Exhibit 11 is a tabular listing of these centers including a reference to the map and detailed descriptions.

EXHIBIT 10 – Existing Shopping Center Properties, Daytona Beach

EXHIBIT 11 – Detailed Information Regarding Existing Shopping Centers

	Format Scheme	Show Center Details	Center Name Address City,State/Country	sf	Yr. Open/ Renov.	Owner / Leasing Agent	Notable Tenants
1	Malls Super Regional		Volusia Mall 1700 W International Speedway Blvd Daytona Beach, FL/ US	1,064,768 sf	1974/1996	CBL	BCBG, ATand T, Applebees, American Eagle Outfitters, Aeropostale
2	Open-Air Centers Community		Volusia Square 2455 W International Speedway Blvd Daytona Beach, FL/ US	350,000 sf	1986/2010	Cole RE Investments	Jenny Craig, Home Depot, Hobby Lobby, HH Gregg, Dollar Tree
3	Open-Air Centers Community		Bellair Plaza 2650-2695 N Atlantic Ave Daytona Beach, FL/ US	346,204 sf	1974/2001	PMAT Real Estate Investments	Starbucks, Bealls Department Stores Inc , Walgreens, Ruby Tuesdays, Publix
4	Open-Air Centers Community		Masonova Commerce Park 1015 Mason Ave Daytona Beach, FL/ US	158,667 sf	1970		Prosource, Jamaican Restaurant
5	Open-Air Centers Community		Daytona Promenade 1415-1565 S Nova Rd Daytona Beach, FL/ US	147,545 sf	1989	Daytona Promenade Holdings LLC, Daytona Promenade Holdings LLC	PNC Bank, Family Dollar, Pro Nails, China Wok, Planet Fitness
6	Open-Air Centers Neighborhood		Daytona Mall 1000 W International Speedway Blvd Daytona Beach, FL/ US	114,752 sf	1972	Retail Realty Associates I LLC	Steak N Shake
7	Malls Regional		Ocean Walk Shoppes 250 N Atlantic Ave Daytona Beach, FL/ US	110,279 sf	2002	Crossman & Company	Ocean Walk Movies, Sloppy Joes, Wyndham Worldwide, Winghouse, Maui Nix Surf Shop
8	Open-Air Centers Neighborhood		Rivergate Plaza 160 South Nova Rd Daytona Beach, FL/ US	76,370 sf	1979		Tuesday Morning, Inc , Big Lots, Bealls Outlet

EXHIBIT 5 continued

	Format Scheme	Show Center Details	Center Name Address City,State/Country	sf	Yr. Open/ Renov.	Owner / Leasing Agent	Notable Tenants
9	Open-Air Centers Neighborhood		Nova Village Plaza 1124 Beville Rd Daytona Beach, FL/ US	75,823 sf	1982	Cohen Commercial Realty	Subway
10	Open-Air Centers Neighborhood		Volusia Point 1808 W International Speedway Daytona Beach, FL/ US	75,386 sf	1984	RED Development (MO)	Jersey Mikes Subs, Honey Baked Hams, Hand R Block, For Eyes, Cycle Gear
11	Open-Air Centers Neighborhood		Publix at Holly Hill 1850 Ridgewood Ave Daytona Beach, FL/ US	57,870 sf	2002	H&R REIT	Riverside National Bank, Radio Shack, Publix
12	Open-Air Centers Neighborhood		American Signature Home 1924 West International Speedway Blvd Daytona Beach, FL/ US	52,665 sf	2004	Fredrick Wooster Trust etal	Sports Authority, Gateway Bank Of Florida
13	Open-Air Centers Neighborhood		1236 -1280 8th St 1236 -1280 8th St Daytona Beach, FL/ US	46,251 sf	1966/2008		
14	Open-Air Centers Neighborhood		Holly Hill Station 1025-1027 Nova Rd Daytona Beach, FL/ US	35,970 sf	2004	DBSI Group	Wing Zone, Curves For Women, ATand T
15	Open-Air Centers Neighborhood		645 Atlantic Ave 645 Atlantic Ave Daytona Beach, FL/ US	34,375 sf	1992		
16	Open-Air Centers Neighborhood		Golfview Plaza 527 Beville Rd Daytona Beach, FL/ US	33,720 sf	1975	Bhupinder Sodhi	

EXHIBIT 5 continued

	Format Scheme	Show Center Details	Center Name Address City,State/Country	sf	Yr. Open/ Renov.	Owner / Leasing Agent	Notable Tenants
17	Open-Air Centers Neighborhood		Main Street Station 316 Main St Daytona Beach, FL/ US	32,400 sf	1950		
18	Open-Air Centers Neighborhood		Daytona Strip Center 1400 W International Speedway Blvd Daytona Beach, FL/ US	31,571 sf			Wells Fargo Bank Na, Quiznos, McDonalds

Source: ICSC 2013

SECTION 5. DEMOGRAPHICS

The data source for the demographics used in this analysis is Claritas, a nationally recognized source of market, demographic and psychographic information. This data source allows us to designate any geographic unit that is appropriate for the Midtown area. The following information represents only the data for the existing boundaries of the Midtown CRA.

The following table lists selected demographic information for the Midtown area

TABLE 2 -Selected Demographics, Midtown CRA Area

Category	Midtown CRA
Population (2012 Est.)	4,706
Population (2000 Census)	5,781
Households (2012 Est.)	1,396
Households (2000 Census)	1,800
Household Size (2000 Est.)	2.48
Median Age	23.51
Attended College	44.83%
Average Household Income	$28,688
Employed Over 16 Years of Age	30.86%
Unemployment Rate	13.01%
Average Commute (minutes)	20.65
Owner Occupied Units	41.76%
Median Value Housing	$72,575
Median Year Structure Built	1965
Average Length of Residence (years)	25
Households Below Poverty Rate	39.52%

Source: Claritas, Inc., 2012. Figures for 2012 unless otherwise noted

Population and Households

As the previous table notes, there has been a decline in population (19%) and number of households (22%) since the 2000 Census. This fact illustrates that new housing options should be made available to the community. The population is not finding the type of residential opportunities that they desire. There is also a high percentage of units that are rental (58.24%) as opposed to owner-occupied. This is due, in part, to the existence of BCU and the students of that institution. Those students that are unable to attain dormitory student housing must look elsewhere.

Income Levels

The population also has an average income that is low for the area with the household income averaging $28,688. This income level is also reflected in the poverty status of the community with 39.52% of the residents considered to be living in poverty. Poverty status is defined as having a median income that is less than 50% of the County average.

Existing Housing

With an average housing value of $72,575, the housing stock is not reflective of a thriving market. The average age of the housing units (47 years) also accounts for the lower valuations.

Race

The following is the racial makeup of the CRA:
- White Non-Hispanic (8.78%)
- Black (86.72%)
- Other (2.21%)
- Two or more Races (2.29%)

- Hispanic (5.38%)
- Non-Hispanic (94.62%)

Seasonality

Bethune-Cookman Facts:
Fall Enrollment: 3,578
Full Time Staff: 361
Total Population: 3,939

Summer Enrollment: 1308 students + 103 staff

SECTION 6. RETAIL DEMAND

Retail Spending by Residents

The following table illustrates the spending patterns of the population of the Daytona Beach Midtown CRA.

Table 3 shows that there are three retail categories that generate significant demand from the residents of the Midtown area, Food/Beverage, Health and Personal, and General Merchandise. These three categories will form the basis for further analysis.

TABLE 3 - Retail Sales Generated by the Population of the CRA
Dollars Spent by That Population

Category	2012 Demand (Consumer Expenditures)	2012 Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle	$ 7,252,131	$ 73,335,073	($ 66,082,942)
Furniture	$ 741,249	$ 1,139,273	($ 398,024)
Electronics	$ 1,360,780	$ 1,334,527	$ 26,253
Building Material	$ 3,676,888	$ 13,426,998	($ 9,750,110)
Food/Beverage	$ 7,266,125	$ 5,551,864	$ 1,714,261
Health and Personal	$ 2,702,716	$ 2,635,346	$ 67,370
Gas Stations	$ 5,181,650	$ 17,907,410	($ 12,725,760)
Clothing	$ 2,833,727	$ 2,688,695	$ 145,032
Sporting, Hobby, Book, Music	$ 1,526,155	$ 4,312,985	($ 2,786,830)
General Merchandise	$ 7,331,635	$ 4,364,772	$ 2,966,863
Miscellaneous	$ 1,391,943	$ 4,348,426	($ 2,956,483)
Non-Store	$ 4,561,775	$ 14,673,706	($ 10,111,931)
Foodservice	$ 5,494,168	$ 28,457,654	($ 22,963,486)
Total Retail	$51,320,942	$174,176,729	($122,855,787)

Source: Claritas, Inc., 2012

Targeted Industry Sectors

Retail Spending by Residents

The following table illustrates expenditures by the population of the Daytona Beach Midtown CRA.

Spending on Transportation & Auto Expenses accounts for 18.5% of all expenditures by residents in the CRA, at $12.4 million. This is followed by expenditures in Housing Related & Personal ($9.0 million, 13.5%), Day Care, Education & Contributions ($8.4 million, 12.6%), and Food at Home ($7.8 million, 11.7%).

TABLE 4 - Consumer Spending Patterns in Daytona Beach Midtown CRA

Category	**2012 Aggregate Expenditure Estimate (in 1000s)**	**Percent of Sales**
Food at Home	$ 7,808	11.65%
Food Away from Home	$ 3,698	5.52%
Alcohol	$ 2,115	3.16%
Day Care, Education & Contributions	$ 8,404	12.55%
Healthcare	$ 5,383	8.04%
Household Furnishings & Appliances	$ 2,443	3.65%
Housing Related & Personal	$ 9,015	13.46%
Personal Care & Smoking Products	$ 2,633	3.93%
Pet Expenses	$ 559	0.83%
Sports & Entertainment	$ 6,421	9.58%
Transportation & Auto Expenses	$12,408	18.52%
Total Apparel	$ 6,102	9.11%
Total Retail	$66,989	100.00%

Source: Claritas, Inc., 2012

Additional analysis was provided regarding the allocation of spending based on the source. Midtown contains two groups who are associated with retail spending, the residents of the area and the college students from BCU. Using data from Claritas, it was possible to isolate the spending based on residents of the area. The remainder spent locally was attributed to the college students. Tables 5 and 6 provide a breakdown of the spending by the residents and the students in the Midtown area.

TABLE 5 - Consumer Spending Patterns in the Midtown CRA

Category	**2012 Aggregate Expenditure Estimate By Non-students**	**2012 Aggregate Expenditure Estimate By Students**
Food at Home	$ 6,026,532	$ 1,781,468
Food Away from Home	$ 1,936,252	$ 1,761,748
Alcohol	$ 901,816	$ 1,213,184
Day Care, Education & Contributions	$ 1,856,680	$ 6,547,320
Healthcare	$ 4,832,952	$ 550,048
Household Furnishings & Appliances	$ 1,673,804	$ 769,196
Housing Related & Personal	$ 7,126,580	$ 1,888,420
Personal Care & Smoking Products	$ 1,698,932	$ 934,068
Pet Expenses	$ 434,156	$ 124,844
Sports & Entertainment	$ 3,090,744	$ 3,330,256
Transportation & Auto Expenses	$ 7,215,924	$ 5,192,076
Total Apparel	$ 3,858,544	$ 2,243,456
Total Retail	$40,652,916	$26,336,084

Source: Claritas, Inc., 2012

TABLE 6 – Spending Patterns by Residents and College Students – Midtown CRA

Category	**2012 Expenditure Per Household By Non-students**	**2012 Expenditure Per Student Living In Dorm**
Food at Home	$ 4,317	$ 1,033
Food Away from Home	$ 1,387	$ 1,021
Alcohol	$ 646	$ 703
Day Care, Education & Contributions	$ 1,330	$ 3,796
Healthcare	$ 3,462	$ 319
Household Furnishings & Appliances	$ 1,199	$ 446
Housing Related & Personal	$ 5,105	$ 1,095
Personal Care & Smoking Products	$ 1,217	$ 541
Pet Expenses	$ 311	$ 72
Sports & Entertainment	$ 2,214	$ 1,931
Transportation & Auto Expenses	$ 5,169	$ 3,010
Total Apparel	$ 2,764	$ 1,301
Total Retail	$29,121	$15,267

Source: Claritas, Inc., 2012

Regional Market Analysis

The data provided in the previous section defines the demographics and psychographics of the population located within the boundary. A further review of the regional commercial activity was conducted to determine how Midtown is situated in the surrounding areas. To conduct this analysis, several regional market areas were devised using “Drive Time” as the basis for the identification. Drive Time is defined as the length of time required to drive from one location to another. This measure is commonly used since most people in Florida drive to their shopping and commercial activities. A central node in the center of the Midtown area was chosen to measure the distance that can be reached in the associated time frames.

Two drive time measures were used in this analysis. The first was for 15 minutes, indicating the distance that someone could travel within that period. The second time frame was a 30 minute drive time. Exhibits 12 and 13 provide the location of the two drive times.

Following those exhibits are tables defining the data describing the population within the two drive times.

EXHIBIT 12 – Market Area, 15 Minute Drive Time

EXHIBIT 13 – Market Area, 30 Minute Drive Time

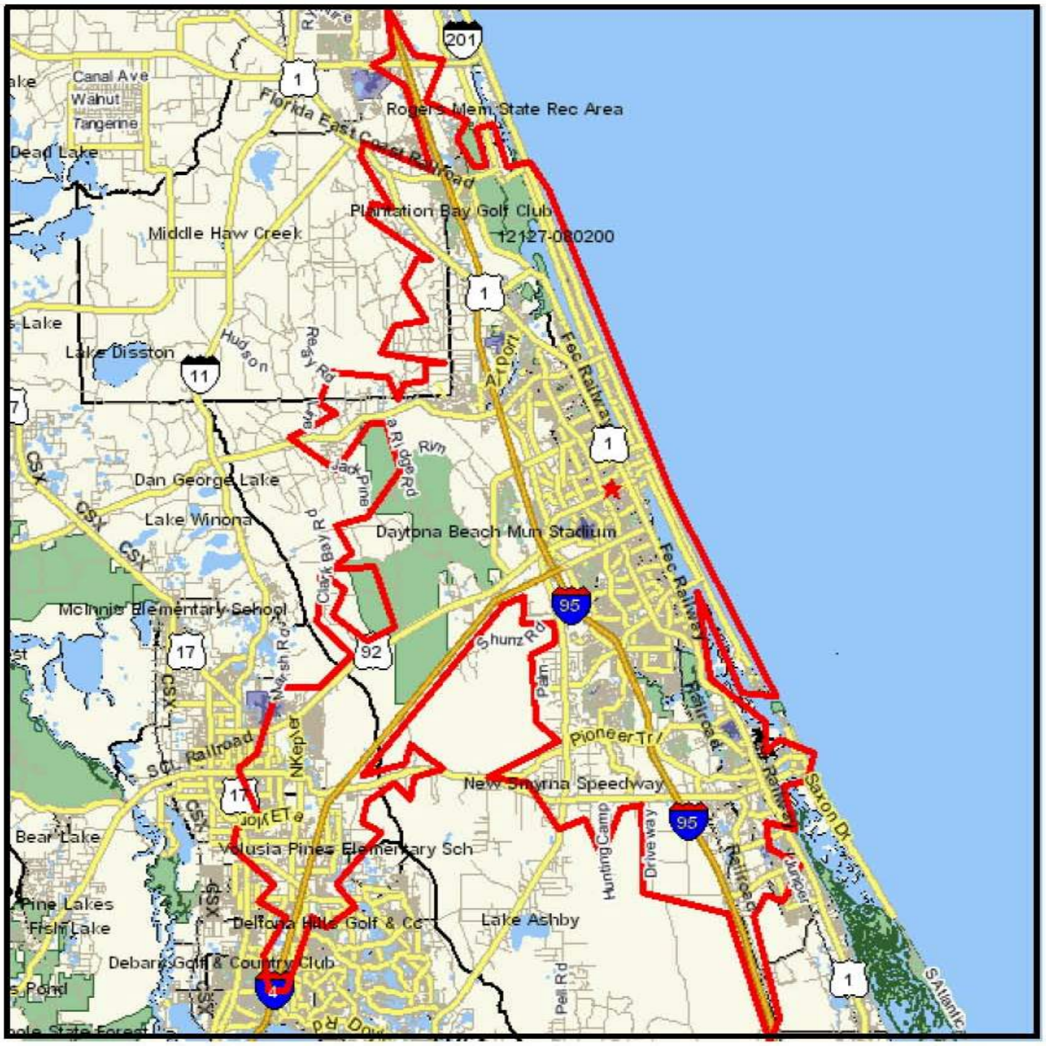


TABLE 7 - Selected Demographics, Selected Drive Times

Category	15 Minutes	30 Minutes
Population (2012 Est.)	143,918	303,726
Population (2000 Census)	148,826	276,515
Households (2012 Est.)	65,941	133,672
Households (2000 Census)	66,834	120,328
Household Size (2000 Est.)	2.13	2.21
Median Age	43.85	45.50
Attended College	51.30%	55.49%
Average Household Income	45,619	55,642
Employed Over 16 Years of Age	48.20%	49.42%
Unemployment Rate	5.36%	4.83%
Average Commute (minutes)	22.08	24.53
Owner Occupied Units	60.39%	70.70%
Median Value Housing	$112,566	$133,012
Median Year Structure Built	1978	1983
Average Length of Residence (years)	17	15
Households Below Poverty Rate	14.97%	11.20%

Source: Claritas, Inc., 2012. Figures for 2012 unless otherwise noted

TABLE 8 - Consumer Spending Patterns Within Selected Drive Times

Category	2012 Aggregate Expenditure Estimate (in 1000s) 15 Minutes	2012 Aggregate Expenditure Estimate (in 1000s) 30 Minute
Food at Home	$ 314,219	$ 684,694
Food Away from Home	$ 143,650	$ 322,620
Alcohol	$ 63,427	$ 138,696
Day Care, Education & Contributions	$ 148,185	$ 361,807
Healthcare	$ 323,965	$ 732,706
Household Furnishings & Appliances	$ 123,274	$ 296,634
Housing Related & Personal	$ 412,274	$ 919,201
Personal Care & Smoking Products	$ 116,332	$ 248,209
Pet Expenses	$ 28,189	$ 66,560
Sports & Entertainment	$ 246,701	$ 597,738
Transportation & Auto Expenses	$ 478,668	$1,129,099
Total Apparel	$ 175,013	$ 402,613
Total Retail	$2,573,897	$5,900,577

Source: Claritas, Inc., 2012

TABLE 9 - Retail Sales Generated Within Selected Drive Times
Dollars Spent by That Population

15 Minutes

Category	**2012 Demand (Consumer Expenditures)**	**2012 Supply (Retail Sales)**	**Opportunity Gap/Surplus**
Motor Vehicle	$ 283,182,294	$ 565,216,902	($ 282,034,608)
Furniture	$ 36,896,124	$ 71,281,588	($ 34,385,464)
Electronics	$ 41,682,503	$ 111,623,154	($ 69,940,651)
Building Material	$ 176,595,717	$ 262,112,800	($ 85,517,083)
Food/Beverage	$ 290,918,520	$ 382,639,956	($ 91,721,436)
Health and Personal	$ 150,152,133	$ 169,986,850	($ 19,834,717)
Gas Stations	$ 206,054,616	$ 176,597,999	$ 29,456,617
Clothing	$ 82,395,077	$ 220,880,255	($ 138,485,178)
Sporting, Hobby, Book, Music	$ 36,410,415	$ 61,556,173	($ 25,145,758)
General Merchandise	$ 270,246,876	$ 605,127,315	($ 334,880,439)
Miscellaneous	$ 54,849,234	$ 108,970,832	($ 54,121,598)
Non-Store	$ 159,350,170	$ 75,811,541	$ 83,538,629
Foodservice	$ 206,225,358	$ 496,055,367	($ 289,830,009)
Total Retail	$1,994,959,037	$3,307,860,732	($1,312,901,695)

Source: Claritas, Inc., 2012

30 Minutes

Category	**2012 Demand (Consumer Expenditures)**	**2012 Supply (Retail Sales)**	**Opportunity Gap/Surplus**
Motor Vehicle	$ 693,001,249	$1,079,164,531	($386,163,282)
Furniture	$ 89,019,080	$ 90,846,660	($ 1,827,580)
Electronics	$ 95,637,612	$ 130,408,223	($ 34,770,611)
Building Material	$ 421,174,324	$ 469,073,725	($ 47,899,401)
Food/Beverage	$ 634,331,098	$ 653,312,864	($ 18,981,766)
Health and Personal	$ 335,465,266	$ 328,731,279	$ 6,733,987
Gas Stations	$ 448,616,707	$ 394,461,218	$ 54,155,489
Clothing	$ 190,083,113	$ 284,579,288	($ 94,496,175)
Sporting, Hobby, Book, Music	$ 83,408,404	$ 84,143,305	($ 734,901)
General Merchandise	$ 606,108,274	$ 818,602,820	($212,494,546)
Miscellaneous	$ 123,547,310	$ 155,102,169	($ 31,554,859)
Non-Store	$ 359,555,417	$ 125,386,074	$234,169,343
Foodservice	$ 458,933,114	$ 714,749,375	($255,816,261)
Total Retail	$4,538,880,968	$5,328,561,531	($789,680,563)

Source: Claritas, Inc., 2012

TABLE 10 - Business Facts Within Selected Drive Times

15 Minutes

Category	**Total Establishments**	**Total Employees**
Agriculture	220	769
Mining	2	12
Construction	672	5,007
Manufacturing	326	4,037
Transportation, Communications	316	4,172
Wholesale Trade	324	2,522
Retail	2,116	24,610
Finance	1,119	9,606
Service	4,202	48,068
Public Administration	296	5,934
Total Retail	9,593	104,737

Source: Claritas, Inc., 2012

30 Minutes

Category	**Total Establishments**	**Total Employees**
Agriculture	459	1,653
Mining	3	17
Construction	1,375	8,241
Manufacturing	503	7,134
Transportation, Communications	509	5,403
Wholesale Trade	519	4,344
Retail	3,259	37,802
Finance	1,702	13,569
Service	6,498	66,789
Public Administration	568	10,988
Total Retail	15,395	155,940

Source: Claritas, Inc., 2012

Focused Market Area

The basis for determining the drive time areas was the acknowledgement that business crosses arbitrary lines on a map. To account for these conditions, a larger market area than just the Midtown boundaries is required. However, the larger market areas of drive times dilute the consideration of businesses in Midtown. To adjust for this factor, a more modest market area was developed that considered all aspects of the area including, competition, transportation, communities of interest and input from the stakeholders. This new market designation is a polygon (many sided geometric design) that more accurately defines the community and the impact surrounding areas. It also considers the impact that competition has on Midtown.

The polygon that defines the study area is found in Exhibit 14. Following this area map are demographic and psychographic data for the area.

EXHIBIT 14 – Defined Market Area

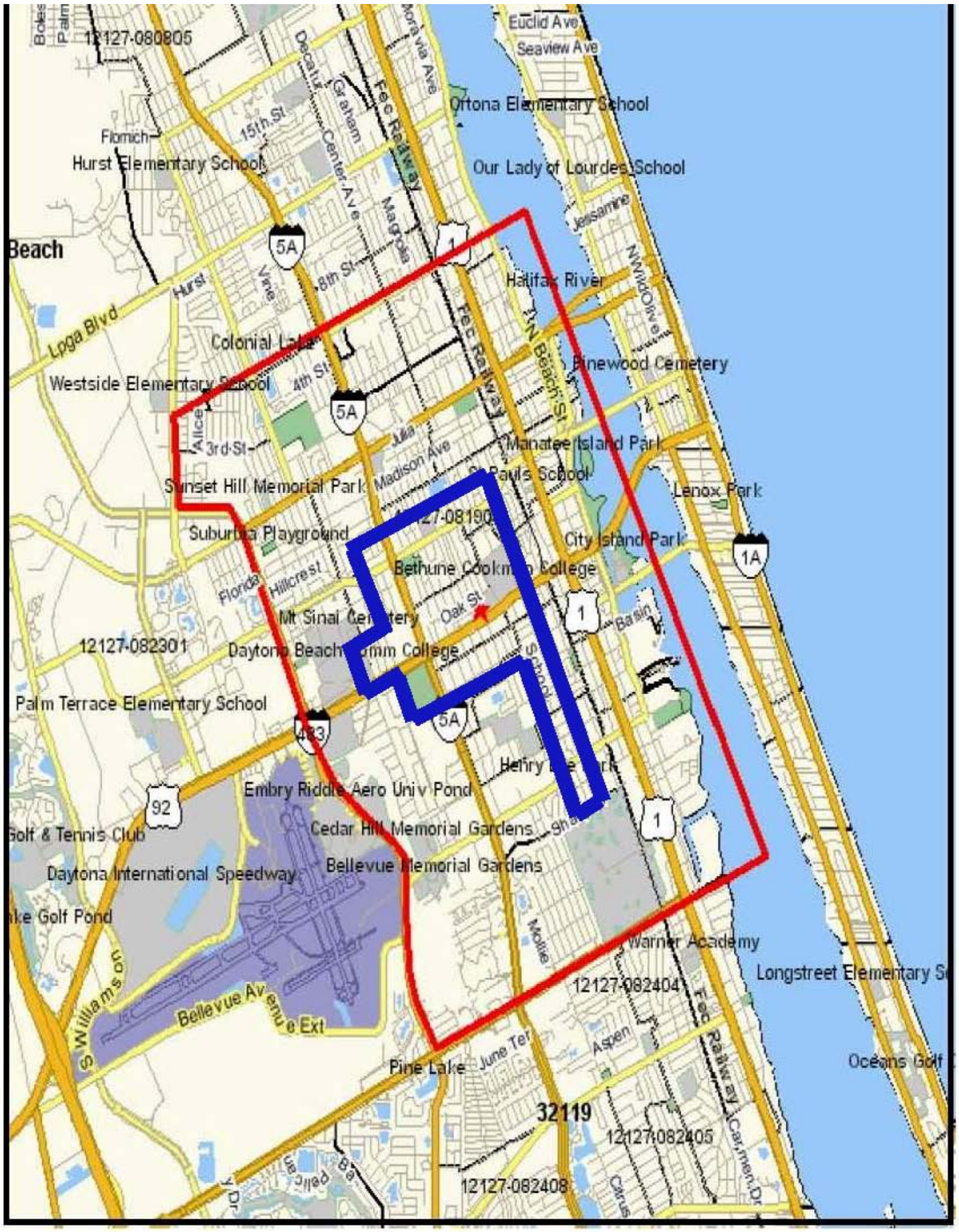


TABLE 11 - Selected Demographics, Selected Polygon

Category	
Population (2012 Est.)	30,866
Population (2000 Census)	35,300
Households (2012 Est.)	12,860
Households (2000 Census)	14,641
Household Size (2000 Est.)	2.19
Median Age	35.93
Attended College	44.52%
Average Household Income	$33,536
Employed Over 16 Years of Age	43.49%
Unemployment Rate	9.03%
Average Commute (minutes)	21.04
Owner Occupied Units	43.51%
Median Value Housing	$83,979
Median Year Structure Built	1970
Average Length of Residence (years)	21
Households Below Poverty Rate	32.33%

Source: Claritas, Inc., 2012. Figures for 2012 unless otherwise noted

TABLE 12 - Retail Sales Generated Within Selected Polygon
Dollars Spent by That Population

Category	**2012 Demand (Consumer Expenditures)**	**2012 Supply (Retail Sales)**	**Opportunity Gap/Surplus**
Motor Vehicle	$47,408,504	$393,148,679	($345,740,175)
Furniture	$5,646,891	$6,845,842	($1,198,951)
Home Furnishing Stores	$2,704,791	$2,365,350	$339,441
Electronics	$7,372,457	$27,049,140	($19,676,683)
Computer and Software Stores	$1,651,711	$109,298	$1,542,413
Camera and Photo Equipment Stores	$281,436	$0	$281,436
Building Material	$26,963,833	$74,208,609	($47,244,776)
Home Centers	$9,893,744	$515,828	$9,377,916
Hardware Stores	$2,632,062	$1,663,921	$968,141
Lawn, Garden Equipment	$2,754,730	$815,931	$1,938,799
Food/Beverage	$51,864,964	$26,459,510	$25,405,454
Grocery Stores	$46,916,932	$20,610,567	$26,306,365
Health and Personal	$23,284,147	$32,705,361	($9,421,214)
Cosmetics, Beauty, Perfume Stores	$850,555	$515,061	$335,494
Optical Goods Stores	$581,743	$0	$581,743
Gas Stations	$37,811,147	$47,115,740	($9,304,593)
Gas Stations without Conv Store	$9,206,344	$2,598,678	$6,607,666
Clothing	$16,136,839	$22,920,008	($6,783,169)
Women's Clothing Stores	$2,868,673	$1,527,958	$1,340,715
Children, Infant Stores	$692,236	$0	$692,236
Family Clothing Store	$6,202,275	$1,075,909	$5,126,366
Shoe Stores	$2,600,828	$221,938	$2,378,890
Sporting, Hobby, Book, Music	$6,866,571	$10,261,993	($3,395,422)
Sporting Goods Stores	$2,372,375	$1,154,156	$1,218,219
Hobby, Toy, Game Stores	$1,532,254	$1,147,499	$384,755
Sew/Needlework Stores	$270,642	$112,249	$158,393
News Dealers	$84,256	$0	$84,256
Tapes, CDs, Record Stores	$648,171	$19,579	$628,592
General Merchandise	$48,633,244	$46,626,965	$2,006,279
Department Stores	$22,942,120	$21,035,187	$1,906,933
Other General Merch. Stores	$25,691,124	$25,591,778	$99,346
Miscellaneous	$9,253,436	$21,846,448	($12,593,012)
Non-Store	$27,469,130	$29,233,485	($1,764,355)
Foodservice	$35,190,514	$76,925,165	($41,734,651)
Special Foodservices	$2,867,368	$2,756,571	$110,797
Total Retail	$494,739,702	$902,868,717	($408,129,015)

Source: Claritas, Inc., 2012

TABLE 13 - Business Facts Within Selected Polygon

Category	**Total Establishments**	**Total Employees**
Agriculture	54	187
Mining	0	0
Construction	176	1,474
Manufacturing	89	980
Transportation, Communications	96	1,205
Wholesale Trade	94	706
Retail	460	3,655
Finance	220	1,609
Service	1,179	13,411
Public Administration	146	2,187
Total Retail	2,514	25,414

Source: Claritas, Inc., 2012

SECTION 7. POTENTIAL TARGETED BUSINESSES

Based on the analysis from the previous sections, a set of targeted businesses was developed that addressed the needs of the community and the desires of the residents. This list reflects the conditions where a "gap" exists, indicating that the residents of the study area are currently traveling outside of the area to purchase these goods and services. If these businesses were available in the District, these sales would not be lost.

The targeted businesses are:

- Grocery Stores
- Family Restaurants
- Home Centers
- Family Clothing Stores
- Shoe Stores
- General Merchandise Stores
- Lawn, Garden Equipment
- Computer and Software Stores
- Women's Clothing Stores
- Sporting Goods Stores
- Hardware Stores
- Children's/Infant Stores
- Tapes, CDs, Record Stores
- Optical Goods Stores
- Hobby, Toy, Game Stores
- Home Furnishing Stores
- Cosmetics, Beauty, Perfume Stores
- Camera and Photo Equipment Stores

The shopping needs of the community as expressed in the data found in this section can be used to project the current requirement for commercial space. Based on the analysis of the needs of the community, the Midtown area could support an additional 152,000 square feet of space, at the present time. In the future, this amount will increase as residential development and expansion of BCU continues. In addition, as critical mass develops along ISB, Nova Road and other corridors, the demand for additional commercial will increase.

Distribution of this current demand should be established along the ISB, MLK Boulevard and Nova Road corridors. Additionally, a smaller center could be established in the northeast segment of the District to offer services to the students of BCU as well as the residents.

Retail Tenant Directory

To pinpoint the discussion of the types of businesses that may be considered to locate in the Midtown area, the Retail Tenant Directory (RTD) was used to analyze the businesses in the selected industries. The RTD provides a listing of all retail establishments in the United States along with specific information on the needs of the business. The analysis performed for this study entered the characteristics of the Midtown area and searched for businesses that are looking to expand in Florida.

This initial sorting produced a total 1,159 businesses ranging from groceries to restaurants to apparel and supporting organizations. This preliminary list was further sorted based on the type of location desired by the business, existing stores in the immediate area and other locational preferences. This sorting process resulted in a total of 80 specific businesses that might potentially locate in the Midtown area. A few are currently represented in the general area, however, they still may be possible tenants in Midtown. A list of the 80 firms follows this section and detailed descriptions of the firms along with location preferences and contact persons are included in the Appendix.

Potential Tenant List

Accessories
Chico's FAS
Quiksilver
Mayo Management (Lynn's Hallmark)
Charming Charlie
Surf Style Retail Management
PS Imports (Exentrix)
Villa
Francesca's Collection
Styles For Less

Apparel
Ann-Frances (Swimland)
Aqua Beach Wear (The Beach House)
Gabriel Brothers
Citi Trends
Bijoux Terner
Variety Wholesalers (Dollar Town USA/Value Mart)
5 Dollar Fashions
Anthony's
Bon Worth Factory Outlets
Charming Shoppes (Lane Bryant/Fashion Bug)
Destination Maternity Corporation (A Pea in the Pod)
Dots
Simply Fashion Stores
The Cato Corporation
The Dress Barn

Discount Store
Fred's

Drug Store
Medicine Shoppe International (Medicap Pharmacy)

Health Club/Gym
Curves International
Planet Fitness
Anytime Fitness
Villari's Family Centers
World Gym International

Restaurant/Bar
Wingstop Restaurants
Captain D's
Five Star Pizza
A&W Restaurants
Cheeburger Cheeburger Restaurants
Golden Corral Corp
CiCi Enterprises
Bono's Pit Bar-B-Q
Family Sports Concepts (Beef O'Brady's)
Big Apple Pizza

Fast Casual/Fast Food
Brueggers Enterprises (Bruegger's Bagel Bakery)
Dunkin' Brands (Dunkin Doughnuts/Baskin Robbins)
Kahala-Cold Stone Corp (Blimpie/Cold Stone)
Krispy Kreme Doughnut Corp
Crumbs Corps (Cookies By Design)
Global Franchise Group (Marble Slab)
The Great American Bagel
Crepe Maker
The Original Brooklyn Water Bagel Co
Zaxby's Franchising
The HoneyBaked Ham Company

Candy/Ice Cream/Yogurt
The Ice Cream Club
Freshens Quality Brands
Schakolad Corp
Peterbrooke Chocolatier
High Five Frozen Yogurt
You Say When Yogurt
YCMG (Yo'Belle Frozen Yogurt)

Coffee/Juice
Jamba Juice Company
Smoothie King Franchises
Starbucks Corporation
Freshens Quality Brands
Teavana
Tropical Smoothie Café
FROOTS
Ellianos Coffee Company

Amusement/Play Center
PIU Management (Bounce U)

Optical Eyewear
For Eyes Optical
Opti-mart
Eye Doctor Optical Outlets

Shoes
Payless ShoeSource
Sandal Factory

Grocery
Aldi USA
B&B Corporation Holding (Handy Food Stores)
Food Lion
Harris Teeter
Hitchcock & Sons
Sweetbay Supermarket
BI-LO Holdings (Winn-Dixie)
Natural Retail Group (Earth Origins Market)

Dry Cleaner
Agemy Family Corporation (Quality Plus Cleaners)

International Council of Shopping Centers

Another source of background data is the International Council of Shopping Centers (ICSC), which represents over 37,000 shopping center sites across the United States. ICSC provides research materials, topical monographs and idea exchanges for its members to keep abreast of the latest information regarding attraction and retention of retail tenants.

ICSC held an Idea Exchange in Tampa, Florida in February of 2013. This session included roundtable discussions, presentation of regional chains looking to expand and tabletop presentations showcasing the potential tenants. Several items that were discussed have relevance to Midtown.

- Many chains are looking to expand and Florida is a prime market
- Many of the restaurants are looking for a 2,500 to 4,000 square foot site (a reduction from previous requirements)
- Specialty chains (such as Office Depot) are reducing their footprints to a 6,500 square foot store versus the typical 15,000 to 20,000 square feet.

SECTION 8. COORDINATION WITH MASTER PLAN/REGIONAL PLANS

Conformance with the Midtown Daytona Master Plan

PMG Associates, Inc. has been asked, as part of this assignment, to prepare a market strategy and plan that can be as consistent with the Midtown Master Plan as may be feasible given the overall market findings.

Basis of the Midtown Master Plan

It is important to note that while the Midtown Master Plan only discusses the types of uses in various areas in passing and it offers potential development scenarios for nine specific locations. The Master Plan is not a business or market strategy plan but is essentially a design, massing and public space study with several offerings for the types of development that would have characteristics desired by the community. That is to say the Master Plan suggests aesthetic and functional elements that the community indicated would add value and enhance the quality of life as well as areas in which business/cultural/park amenities should be located. The nine development scenarios offered are not based on market conditions, but instead are offered as the highest potential development.

To this end, the recommendations put forth in this Market Analysis substantially support these aesthetic and functional elements and attempt to promote the attraction of goods and services that would support the neighborhood and offer some regional attractions so they area can once again strive for economic self-sufficiency.

It is clear that there are several areas on which the Market Analysis focuses. These areas are:

1) Martin Luther King, Jr. Boulevard Corridor from Dr. Mary McLeod Bethune Boulevard to Orange Avenue;
2) The International Speedway Boulevard Corridor through the Midtown District;
3) The Daytona Mall site on West side of North Nova Road between Dr. Mary McLeod Bethune Boulevard and International Speedway Boulevard.
4) The Northeast Intersection of International Speedway Boulevard and Nova Road;
5) Vacant land and adjacent shopping plaza formerly housing Rent-A-Center on North Nova Road south of Dr. Mary McLeod Bethune Boulevard.

The Martin Luther King, Jr. Boulevard Corridor

Through the one-on-one interviews with Midtown stakeholders, it became apparent to PMG Associates that some of these design elements and the types of buildings described in the Master Plan for the relate to the heyday of the Midtown area when there was a vibrant commercial district and residents did not have to travel any real distance to obtain daily goods and services. This was a time when Midtown was economically self-sufficient and the local economy did not include large, big-box retailers and malls that served a region and not just a neighborhood.

The Master Plan identifies three “Neighborhood Centers” located along Martin Luther King, Jr. Boulevard with two of these centers anchoring an area defined as the “MLK’Main Street’ Section”. These centers, located at the intersections of Martin Luther King, Jr. Boulevard with

Dr. Mary McLeod Bethune Boulevard, Orange Avenue and Bellevue Avenue. These neighborhood centers are anticipated to be "identifiable centers with a mix of uses and neighborhood services and transit stops". Additionally, in the middle of the MLK Main Street Section at the intersection of International Speedway Boulevard, the Plan describes a higher density area referred to as "Midtown Center". Midtown Center is described as a more dense area with over 1.2 million square feet of retail/office space and over 3,200 parking spaces.

The Market Study supports and advocates for two centers and the area of Martin Luther King, Jr. Boulevard comprising the MLK Main Street Section. The demand for goods and services outlined in Section 7, page 40 does not currently support the potential for the density anticipated in the Midtown Center at this time. This conclusion does not preclude the generation of demand in the future. The total current amount of commercial space that could be supported in today's market is 152,000 square feet which should be distributed over three to four locations. The Master Plan suggests a total of 500,000 square feet in this location alone. Until the area is developed into a major commercial center, this square footage estimate is not attainable.

The neighborhood centers at either end of the MLK Main Street Section, the intersections with Dr. Mary McLeod Bethune Boulevard and Orange Avenue have the potential for success due to their size and focus on providing goods and services to those within a limited market area and would serve as excellent anchors to either end of the Main Street.

The Dr. Mary McLeod Bethune Boulevard/Martin Luther King, Jr. Boulevard intersection has the potential to service not only the immediate neighborhood residents north of International Speedway Boulevard, but also the students, faculty and employees of the University. It is those connected to the University that can make or break this center. As suggested in focus groups held with students and BCU employees, and in stakeholder interviews with individuals associated with BCU, there are only limited opportunities in this area now and these groups all indicated their desire to have good and services available to them when at the University. Specifically cited was the need for limited service restaurants (those that provide take-away service, with limited seating). It was explained that prepared food is in high demand for these groups and time for eating is at a premium, so the ability to obtain food quickly and eat on the run is in great need. Additionally daily services such as a dry cleaner or some sort of fresh fruit/vegetable market were also cited as needs by potential customers and are uses also supported by spending by area residents and the amount of these uses currently available in the immediate area.

The intersection of Martin Luther King, Jr. Boulevard with Orange Avenue has potential for more neighborhood offerings servicing those living on the south side of International Speedway Boulevard. This area will be a little more difficult for businesses initially as it will be difficult for them to attract a base of customers from the University. This area will serve well as a southern anchor for the MLK Main Street Section however, and over time, businesses should grow southward and provide a more stable customer base for this area. This area would likely not redevelop in the short term.

The entire of the MLK Main Street should encourage dining and entertainment venues along with the neighborhood services. The Market Study supports the need for entertainment venues. Specifically cited here is the desire of the BCU students and residents interviewed to have opportunities to have entertainment (clubs, restaurants, live music) in a centrally located area near the campus rather than all of the local nightlife being found on the barrier island. If these types of users were to locate at the intersection with International Speedway Boulevard, this could form the beginnings of the Midtown Center.

As the Main Street Section grows in business offerings, area residents and students and employees of the BCU become more familiar with and accustomed to patronizing this newly energized businesses area, and as venues such as the Performing Arts Center become more established, a potential for the Midtown Center might arise.

The Market Study does not support the need for a neighborhood center at Bellevue Avenue. The market area can only generate enough buying power for a limited amount of new businesses at this time. If the MLK Main Street were to be pursued, it is unlikely that new business would be successful at the Bellevue Avenue intersection given its proximity to the desired MLK Main Street Section. At this time, there may be limited opportunity for small business to serve the immediate vicinity, especially if this intersection becomes a major transit stop as anticipated in the Midtown Master Plan, but the potential for varied offerings at Bellevue Avenue will most likely not develop in the near future.

International Speedway Boulevard Corridor Infill

The Market Study advocates for the commercial corridor of International Speedway Boulevard to look at a more regional approach to business attraction with the adoption of a theme for the area and attraction of businesses related to them. This corridor is heavily traveled and the existing uses are dominated by automobile-related businesses, many of which are outdated in their functionality as well as appearance. To this end, the suggestions in the Market Study support the Master Plan and the desired density and designs contained within the Plan.

The Market Study also advocates for another location in the vicinity be identified to which automobile-related uses on International Speedway Boulevard can be encouraged to locate/re-locate in the future. This location/relocation would allow infill sites, older facilities and unsightly automobile-related sites to redevelop with commercial and mixed use facilities in conformance with the design characteristics outlined in the Midtown Master Plan.

The Master Plan specifically outlines the area on the south side of International Speedway Boulevard on either side of Keech Street for infill projects consisting of miscellaneous commercial and mixed use projects. A specific redevelopment proposal in the Master Plan for this area describes projects totaling over 100 residential units, and approximately 60,000 square feet of retail space. The Market Study does not support the potential for this amount of retail in the short run, if retail is to be attracted to the more desirous MLK Main Street Section. If the residential outlined in the Midtown Master Plan, for these infill projects as well as at the City-owned site (the former Police Department site) along South Nova Road, some buying power will be added to the area and demand for retail square footage will increase. Additionally, this retail demand will also increase if the area can attract more entertainment-type uses that attract customers from a more regional market area than is contemplated by the Market Study.

The Daytona Mall site on West side of North Nova Road between Dr. Mary McLeod Bethune Boulevard and International Speedway Boulevard

The Market Study contemplates this location as the prime location for any potential "big box" type retailers as well as the site for a potential grocery store. The demand for grocery stores shown in the Market Study indicates that demand for such a store is not great enough to attract a top-tier grocery such as a Publix, however second tier stores such Aldi, Save-A-Lot or a store affiliated with the International Grocers Alliance (IGA). Another possibility is a Walmart Neighborhood Market. Walmart has recently begun expansion of this grocery store concept in the State of Florida. These stores have the same grocery offerings as a Walmart Super-Store but do not sell other, non-food merchandise.

The Midtown Master Plan contemplates this site for similar-type uses in the Redevelopment Proposals section, though, unlike most of the other sites outlined in this section, no specific development proposal with square footage and parking suggestions is provided. The Plan only mentions for this site that it would be appropriate for large scale discount/grocery, multi-screen theater, Activity Center retail and commercial.

The Northeast Intersection of International Speedway Boulevard and Nova Road

This site, which is one of the largest potential redevelopment parcels in the Midtown District, is the site of a former car lot. This highly visible site has significant traffic passing the site as both roads are some of the most heavily travelled in the City. The Market Study contemplates the potential for the attraction of a grocery and clothing businesses to this site.

This use supports the redevelopment proposal for this site in the Midtown Master Plan. The Master Plan specifically suggests a five story hotel with 180 rooms and a restaurant. The visibility of this site is important for the location of a flag hotel as well as other support facilities.

Vacant land and adjacent shopping plaza formerly housing Rent-A-Center on North Nova Road south of Dr. Mary McLeod Bethune Boulevard.

The Market Study contemplates this as another potential location for a free-standing grocery store. Only one grocery store can be supported in the area so this would not be a store in addition to any that may site at the old Daytona Mall site but such a store would locate on this site or the mall site. This site may also be a good location for some neighborhood uses that would benefit from the traffic on North Nova Road as well as being able to support the residents of the immediate neighborhood such as a small market, dry cleaner, limited service café.

If an anchor of some size could be attracted to this site, the location would also be appropriate for smaller mom-and-pop-sized retailers and/or small professional offices that might serve the area such as tax-preparers/CPA's, attorneys, or medical professionals.

The Master Plan is silent on this site and only addresses the aesthetics and design characteristics for North Nova Road.

Other Projects in the Midtown Master Plan that are not Addressed by the Market Study

There are several areas or redevelopment proposals in the Master Plan that are not addressed by the Market Study. This section shall describe these areas and why they are not addressed.

1) Neighborhood Center at North Keech Street and Dr. Mary McLeod Bethune Boulevard – This area was not addressed as it was unlikely to promote sufficient commercial traffic to support significant square footage. It would be more appropriate to seek commercial uses at Dr. Mary McLeod Bethune Boulevard at North Nova Road as any businesses that locate in this area, which is approximately two blocks away, due to the significant traffic on North Nova Road that is not available at Keech Street.
2) Neighborhood Center at South Keech Streeet and Orange Avenue - This area was not addressed as it was unlikely to promote sufficient commercial traffic to support significant square footage. It would be more appropriate to seek commercial uses at Orange Avenue at South Nova Road as any businesses that locate in this area, which is approximately two blocks away, due to the significant traffic on South Nova Road that is not available at Keech Street.
3) City Utilities Site – This location would be appropriate for certain eco-industrial and more intense commercial uses as outlined in the Midtown Plan, however it is not a friendly site for retail, which is the focus of the Market Study.

Conformance with Regional Plans

Another item in the PMG Associates' scope of work for this project was to review any regional plans and determine the Market Study's conformance with those plans. The only such regional plans that could be located was the East Central Florida 2060 Plan (Strategic Regional Policy Plan) and the Central Florida Comprehensive Economic Development Strategy (CEDS).

The East Central Florida 2060 Plan

The East Central Florida 2060 Plan has several chapters that have information that would be relevant to the Midtown CRA and its future efforts. These relevant chapters include: Chapter 4-Economic Development, Chapter 5- Transportation, Chapter 7- Affordable Housing, and Chapter 10 – Community Design. While these policy areas are relevant to the efforts of the CRA, the Market Study is generated to show demand for various types of commercial/retail businesses and to suggest the best possible location for uses shown to be in demand, as thus, these chapters and the East Central Florida 2060 is not applicable to the findings of the Study.

The Market Study does support the goals and policies of the Community Design chapter in that the Study's recommendations for Martin Luther King, Jr. Boulevard suggest mixed use and the promotion of what is essentially a "downtown" type main street area. Policy 10.10 states Downtowns and village centers should include certain common elements of great sustainable communities. This polices specifically notes mixed uses (residential, commercial and office) as one of these elements.

Policy 10.14 states that "vacant or underutilized retail sites should be seen as opportunity sites for assembly and redevelopment as mixed use (retail, office, and residential centers, especially along corridors currently serviced by transit or planned to be served by transit". Again, the

Market Study promotes for the location of mixed use along the MLK Main Street Section which includes a number of vacant and underutilized retail sites. Additionally, while transit does not run down Martin Luther King, Jr. Boulevard, a number of bus routes intersection with the small segment of the road identified as the MLK Main Street Section. The Market Study also promotes the redevelopment of sites along International Speedway Boulevard and Nova Road. Both of these roadways contain significant amounts of vacant or underutilized retail sites and transit does run down these corridors.

East Central Florida Comprehensive Economic Development Strategy (CEDS)

This strategy plan for economic development outlines the major economic development policies for the regional. The majority of economic development policies focus on the attraction of new industry clusters to the regional and highlight high-wage jobs. Such jobs are not the focus of strategies contained in the Market Study.

The CEDS does note in Chapter 4 Strategic Findings, Goals and Objectives a goal to implement the "How Shall We Grow?" Four C's (Conservation, Centers, Corridors and Countryside) Regional 2050 Vision. Two of the principal elements of this vision are to "avoid continued sprawl" and to "promote more growth in urban centers". The Market Study suggests and promotes that the CRA seek to maximize the demand for commercial users in an area that is more urban in nature and already built upon, rather than allowing the retail demand to be satisfied by new structures built on green spaces elsewhere in or near the City. As previously identified, the Study also promotes the MLK Main Street Section to include mixed use facilities with ground floor retail rather than retail only. This maximizes the use of an urban area already built upon with full utilities available rather than promoting sprawl.

Summary

The Market Study is in substantial conformance with the Midtown Master Plan. The Market Study does not however, support the short-range development scenarios outlined in the Master Plan but this is due to the nature of the Market Study as a "snapshot" of the local market area as it is today. The Market Study measures current demand for goods and services as opposed to predicting future demand. As more development happens in the Midtown Area, and should Bethune-Cookman University grow and Midtown move more towards a regional draw, demand should increase and could ultimately support more of the projects suggested in the Midtown Master Plan.

As for regional plans, two local plans have been identified, the East Central Florida 2060 Plan and the East Central Florida Comprehensive Economic Development Strategy. Both of these plans are very general in nature and it was only found that the promotion of mixed use strategies and additional density in the Midtown Area were items that had relevance to policies and/or goals of these plans. This does not mean that the Market Study is not in conformance with the regional plans, but instead, that the regional plans don't address the findings and recommendations of the Study.

<u>Enterprise Florida</u>

The economic development arm of the State of Florida is charged with promotion of business in the State. As a part of their efforts, Enterprise Florida has examined the potential for the Central Florida area. Enterprise Florida has studied various industries on which to concentrate their recruitment efforts. They have examined the SWOT's of this effort and the competition with other baseline states. Important findings that could influence Daytona and Midtown area:

- One area that was examined were "life sciences." The study found that Florida as a whole is an emerging region, "especially Central Florida and South Florida." Examples that were used were Lake Nona Medical City in the Orlando Area and the University of Miami Life Sciences and Technology Park. If was felt that these centers will attract companies to the state and their respective areas and that the infrastructure needs to be in place for these companies.
- Regarding competitiveness- the study stated the state as a whole and areas that are not major metro areas have been shown to be in the running regarding cost location. Points that need to be addressed are:
    - Modernization of taxes on the State level for corporations
    - Streamline of permitting process
    - Establishment of liaisons with other state agencies
    - Improved portfolio of sites and buildings
    - Leverage partnerships with utilities
    - Training programs need to be aligned with targeted industries

Types of existing incentives enumerated:

- Capital Investment Tax Credit
- Research and Development Credit
- Qualified Target Industry Tax Refund (QTI)
- Qualified Defense and Space Contractor Tax Refund (QDSC)
- Sales and Use Tax Incentives - Exemptions (excluding raw materials, electricity – manufacturing, Pollution Control Equipment and Manufacturing Machinery & Equipment)
- Property Tax Incentives
    - Property Tax Abatements (local option)
    - Inventory Tax Exemption
- Industry-Specific Tax Incentives; i.e.; space industry, port usage, digital media, renewable media/entertainment
- Other Incentives (state level and other)
    - "deal closing" fund
        - QACF-Quick Action Closing Fund
    - Infrastructure and transportation
        - Economic Development Transportation Fund
        - Rural Infrastructure Fund
    - Workforce Training/Training
        - QRT-Quick Response Training Program

  - Other high-impact targeted fund programs-
    - HIPI-High Impact Performance Incentive Grant
    - Innovation Incentive Program
- Small business revolving loan programs
- Environmental and Energy Policy
  - Renewable Energy Policy
- Semiconductor Defense and Space Technologies Sales Tax Exemption
- Local Government Distressed Area Matching Grant
- Brownfield Incentives

Midtown Redevelopment Area (MRA) and Public Health and the "Midtown Eco-Village- Fruit & Vegetable Assessment."

The MRA has been designed as a "Food Desert" by the Economic Research Services of the U.S. Department of Agriculture. This designation means that the area is low-income and without readily accessible healthy and affordable food. According to the Policy Link and Food Trust, the lack of healthy retail food hinders the community's economic development thus not affording the area private investment, activity hubs and jobs. Volusia County Health Department has stated that they support policies that will assist the community in obtaining a better quality of life through healthy foods.

Ways to combat the resultant health problems discovered from an area being designed a food desert can be:

- Improved transit and transportation to markets and groceries,
- Increasing health foods such as fruits, vegetables, and other foods in neighborhood and convenience stores.
- Attraction of "developing" groceries and supermarkets.
- The development of local farmers' markets, cooperatives, farm stands, and community supported agriculture.
- The education of residents and initiation of locally grown backyard and community gardens.

The County Health Department also conducted the "Midtown Eco-Village- Fruit & Vegetable Assessment." The findings of this assessment were the following:

- 57% of income was spent on rent, while 31% was spent on food
- 81% surveyed stated that they would shop in a neighborhood grocery store
- The grocery stores that were preferred were:
  - Wal-Mart – 36%
  - Publix - 23%
  - Save-A-Lot – 22%
  - Winn-Dixie – 14%
  - Aldi – 4%
  - Food Lion – 1%

- The majority of the spending dollar for groceries was reported for meats (45%) followed by fruits and vegetables 32%
- 40% reported that the make meals at home everyday
- When asked about fast food, 36% reported that they ate fast food "a couple of times" a month, followed by 22% eating it 3-5 times a week
- Regarding what type of drinks that were reported, water was the highest consumable at 41%, followed by juice at 17%
- The daily eating of fruits and vegetables were reported as 1-2 times a day (45%) with 3-4 times a day reported at 21%. It may be noted that 12% of the sample did not respond to this question
- Regarding a farmer's market and having one near to the respondent, 75% stated that they go there to purchase produce. This percent included the use of EBT or food stamps.

The Walkability Report

Recommendations from this report include expanded Grant Writing capabilities with the Volusia County Department of Health, the County and/or the Midtown Redevelopment Agency. Through these agencies, which were designated by the report, identification of federal, state and other grant opportunities can be recognized.

Other actions include working with Votran regarding Federal Transit Administration funding-such as Bus Livability discretionary funds that could be used to enhance walking and bicycling infrastructure.

Florida Safe Routes to School (SRTS) Program: (from the Florida Department of Transportation Safety Office) srtsfl.org

Benefits can be:

- Reduced congestion around schools
- Reduce number of children hit by cars
- Improve children's health
- Reduce air pollution
- Lead to cost savings for schools and parents
- Help with life skills, independence.

Act was established in 2005 and applies to grades K-8. The program is managed by Florida Department of Transportation (FDOT) districts, under state guidelines and by SRTS Program

- Infrastructure applications open only at certain times
  - Engineering projects/see newest guidelines outlined on the SRTS website
- Non-infrastructure open until funds are expanded

The SRTS website has links to:

- Safe ways to schools toolkits: start at the website for planning at:
  - http://www.hhp.ufl.edu/safety/
  - Gives user the process, tools, examples and references
- Other helpful websites and resources

SECTION 9. GOALS

- Adoption of design guidelines
- Offer grant programs for existing property improvements
- Move auto-related uses from the location on ISB
- Institute an incentive and partnership program for development of properties that follow the approved Master Plan
- Improve the working relationship with BCU and expand the business assistance capabilities
- Improve infrastructure throughout the District
- Institute a business development program and promotion of the District and its advantages
- Implement the provisions of the Midtown Master Plan
- Obtain more grants for the programs to assist the residents and businesses of the District
- Actively pursue relationships and partnerships that will lead to the development/redevelopment of parcels and attraction of new business and residential units to the CRA

SECTION 10. FUNDING RESOURCES

The Midtown CRA has a number of funding options available that could generate resources to meet the goals of the Plan and the community. Some of these sources are controlled locally and can be made available based on policy decisions. Others are available from the state and federal sources. Competition for this funding is strong and the ability to access these sources will require a concerted and professional approach. The CRA should develop a Grant and Funding Data Base that will provide a full listing of the programs available to both the District and any private organization that wishes to make an investment in this community.

Sources include:

Increment Revenues (often referred to as Tax Increment Financing or TIF)

All CRAs can use increment revenue to generate funding for projects such as infrastructure improvements, marketing, operations and incentives for developers. The limitation regarding increment revenue is that these funds will only be generated due to new development in the area. This development can generate funds to continue the improvement programs.

Public-Private-Partnerships (PPP)

These programs typically include the investment from both the public side as well as for the private developer. The government agency will contribute funding, land or other resources to the project. The private party should be required to contribute sufficient equity and to prove the viability of the project before proceeding. The amount of commitment by the public agency will be based on local policies and the resources available. Additionally, the government agency should insure that the project meets a defined need and furthers their Plan.

Community Development Block Grant (CDBG)

Funds are made available by HUD annually for housing and community development purposes. The funding is an amount designated by the Federal agency based on availability. The use at the local level is a policy decision made by the local governing body. These funds could be used for the community improvements needed in the District as well as for housing improvements. For the Midtown area, the desired improvements will be forwarded to the City Commission for a decision on how to allocate the funds available in any year.

Brownfields

The State of Florida offers funding for improvements located at Brownfield sites. These properties once housed an operation that resulted in leakage of chemicals or other toxic substances into the soil. Based on the discovery of this contamination, funds can be made available for the clean-up of the property and preparation for economic development. Sites that are eligible are typically gas stations, repair shops, dry cleaners and open storage.

Tax breaks are also available to those that develop in areas designated by the local jurisdiction as Brownfield Areas. These areas may be large or as small as a single parcel and are designated due to actual OR perceived contamination with the area.

Stormwater Master Plan

There has been discussion for some time of establishing a Stormwater system throughout the City. These programs offer a consistent system for collection and disposal of storm runoff to better address the environmental issues. Such a system often is funded through an assessment that allocates a portion of the cost to individual parcels based on the impact generated on the system. Use of this program can address the stormwater issues in Midtown and offer a funding source for these improvements.

Florida Safe Routes to Schools Program

Administered through the Florida Department of Transportation, this program provides funding for improvements at street crossings to improve safety. Improvements are directed toward rights-of-way and intersections for streets that lead children to their school. Available for K through 8th Grade, the funding could be used to make appropriate improvements in the Midtown area.

Health Programs

The Midtown CRA should coordinate efforts with the existing organizations that are addressing the issue of health and nutrition for the residents of the area. Organizations include; ACHIEVE, Midtown HEAT and the Volusia County Health Department.

Other programs include:

- Federal First Lady's Let Move Initiative (Departments of Treasury, Health and Human Services and Agriculture – 19 programs)
- USDA Farmer's Market Promotion Program
- State of Florida Department of Agriculture and Consumer Services Community Garden Grants

Historic/Cultural Programs

Several State programs exist that could be used to develop properties in the district that meet historic or cultural guidelines.

- Historic Preservation (Small- Matching) Grants
- Special Category Grants
- General Program Support Grants (Cultural)
- Specific Cultural Support Grants
- Fast Track Grants (Cultural)

- Florida Cultural Endowment Grants
- Cultural Facility Grants

General State Programs

- REDI (Rural Economic Development Initiative) for distressed communities, Florida Department of Economic Opportunity
- Florida Resource Directory (data base of all funding sources), Office of the Governor

Other Sources

Numerous other Federal or Private Foundation grants are available, directories exist to identify these programs.

SECTION 11. ACTION PLAN

The following are steps that are outlined to start and move forward towards an active, vibrate Midtown Community. As all steps, whether short or long term cannot be started at once the policy decision needs to make regarding the baseline/foundational initiatives and to build on that foundation.

Overall Actions

- Use a logo or design that will continue to designate the Midtown Area. This should be used on all materials, including, banners, stationary, cards, public announcements.
- Create a mission statement that everyone can speak to when asked, "Tell me about Midtown." The statement has to outline a consistence of place, character and future. Everyone needs to use that statement. (Downtown Development Association)
- Develop a slogan/brand for the Midtown area.
- Evaluation of new zoning regulations that would allow outdoor dining in the Midtown area, starting with Martin Luther King Jr. – Main Street Section and once successful adapt to other parts of the CRA.

Property Improvement Incentives

Short Term

- Create a clear, descriptive set of design guidelines
- Determine program eligibility factors – what elements must be included in a project in order to be eligible for a grant, what are not eligible buildings or improvement, the maximum amount available to any property (by size, location, type, etc.).
- Determine project controls – what would trigger recapture of funds, when would a recipient be in violation of the grant program and how will the CRA obtain reimbursement if the project does not conform to project controls/rule.
- Determine form of incentive – direct cash reimbursement of a portion of improvement costs, payment of permit and planning fees, direct payment of services, etc.
- Prepare a formal grant process including a manual of purpose, rules and a clear process for determining who receives funding and a clear, easy-to-use and short application
- Finalize program, appropriate funds, market the program to property owners through such methods as direct mailings, press releases and public information meetings.
- Determine a method for calculating incentive – i.e. 50% of increment revenue generated by the project over a period of time, payment of all or part of project impact fee or permit fees, provision of off-site amenities that would otherwise be required of the developer such as parking, roadway or sidewalk improvements.

Long term:

- Continue to revise program requirements and eligibility based on development patterns and shifts in need to bring new development to different area of the CRA.
- Create and fund incentive program to assist automobile related uses to relocate from International Speedway Boulevard to other areas the CRA/City designates for such uses

<u>Incentive Programs:</u>

<u>Short Term</u>

- Work with City planners and the public to determine an area where such uses could locate/relocate that would have minimal impacts on neighborhoods and existing traffic patterns, while still maintaining visibility and appropriate pass-by traffic for the businesses.
- Prepare and recommend for adoption by the City zoning regulation that prohibit undesirable uses along International Speedway Boulevard and promote such uses in the location determined to be appropriate for such uses.
- Determine program eligibility factors – what type of development would be eligible, what locations are desired to be funded, what specific elements must be included in a project in order to be eligible for a grant, what type of development or in what locations would NOT be eligible.
- Determine project controls – what would trigger recapture of funds, when would a recipient be in violation of the grant program and how will the CRA obtain reimbursement if the project does not conform to project controls/rule.
- Determine a method for calculating incentive – i.e. 50% of increment revenue generated by the project over a period of time, payment of all or part of project impact fee or permit fees, provision of off-site amenities that would otherwise be required of the developer such as parking, roadway or sidewalk improvements.
- Prepare a formal grant process including a manual of purpose, rules and a clear process for determining who receives funding and a clear, easy-to-use and short application
- Finalize program, appropriate funds, market the program to property owners, developers, and real estate community through such methods as direct mailings, press releases and public information meetings.

Long Term

- Create and fund incentive program to assist automobile related uses to relocate from International Speedway Boulevard to other areas the CRA/City designates for such uses.
- Continue to revise program requirements and eligibility based on development patterns and shifts in need to bring new development to different areas of the CRA.

<u>Partner with Bethune-Cookman</u>

Short Term

- Determine needs of the business community and potential resident entrepreneurs.
- Seek and apply for outside grant funding for program costs.

- Work with BCU to formulate a program to maximize participation by professors and students while maximizing services and assistance available to the community.
- Formalize responsibilities of involved parties and resource needs.
- Determine appropriate methods to market program to area businesses and potential entrepreneurs.
- Visit with business incubators elsewhere in the State of Florida
- Seek and apply for outside grant funding for program set-up and long term costs
- Determine if program will be virtual or have physical space for business
- Formalize responsibilities of involved parties and resource needs
- Determine type of business activity the incubator will promote and assist
- Determine appropriate methods to market program to area businesses and potential entrepreneurs

Long Term

- Continue to review program to revise as necessary to maintain value to BCU, CRA and local business community.

Infrastructure Renewal and Maintenance

Short Term

- Engage an outside consultant to review infrastructure conditions
- Work with City and utility providers to determine responsibilities and funding methods to insure sufficient infrastructure.
- Prepare short and long term capital project list to upgrade or install infrastructure to meet needs including anticipated timelines.
- Seek funding for and implement short-term capital project list.

Long Term

- Seek funding for and implement remaining items on the short-term capital project list.
- Seek funding for and implement long-term capital project plan.
- Work with City and utility providers to insure continued funding for maintenance of new, upgraded, and existing infrastructure.

Commercial Property Initiatives

Short Term

- Determine information that would be useful in marketing properties and desired uses for those properties in the CRA to potential businesses, developers, and builders.
- Develop and populate appropriate database with all information in a manner that is searchable by multiple criteria
- Market availability of data to development, business and real estate communities

Long Term

- Maintenance of the database to insure current information and continued relevance of information

Update of Critical and Relevant Documents

Short Term

- Engage outside consultant to review existing, adopted Community Redevelopment Plan for compliance with State Statutes and for inclusion of all desired elements of the Market Study and Midtown Master Plan in a manner in which the Study and Master Plan are implementable by the CRA and to update/rewrite plan if required.

Long Term

- Undertake formal review of the CRA plan at least once every five years to insure continued compliance with State Statutes and to insure projects/programs contained in the Community Redevelopment Plan are appropriate and remain desirable and implementable.

Professional Activities for Staff and Officials

Short Term

- CRA should identify all relevant organizations and determine which may assist the CRA promote its mission. (Such organizations might include: Urban Land Institute (both the North Florida and Central Florida District Councils), International Council of Shopping Centers, Local Board of Realtors, National Association of Industrial and Office Parks, and the Volusia Building Industry Association).
- CRA should maintain memberships in all appropriate organizations and insure a representative of the CRA regularly participates and networks at organizational seminars, meetings, conferences and other events and considers sponsorship of events when determine to be of value to networking and promotion of the CRA.