

**DOWNTOWN DEVELOPMENT AUTHORITY  
MINUTES**

**October 26, 2010**

There was a meeting of the Downtown/Balough Road Redevelopment Area Board held Wednesday, October 26, 2010 at 8:00am in the Conference Room 149-B at 301 South Ridgewood Avenue, Daytona Beach, Florida. The following people were present:

**Board Members**

Mr. Bob Abraham, Chair  
Ms. Shiela McKay-Vaughan, Commissioner (excused 10:45am)  
Ms. Sheryl Cook (excused 9:55am)  
Ms. Stacey Lipton (excused 10:45am)  
Mr. Jack White

**Staff Members Present**

Mr. Reed Berger, Redevelopment Director  
Mr. Jason Jeffries, Project Manager  
Mr. Robert Jagger, Deputy City Attorney  
Ms. Jeanne Tolley, Redevelopment Technician  
Ms. Cathleen Olson, Recording Secretary

**1. Call to Order**

Mr. Abraham called the meeting to order at 8:04am.

**2. Roll Call**

Ms. Olson called the roll and noted members present as stated above.

**3. Approval of the Minutes of September 21, 2010**

Ms. McKay-Vaughan noted a correction on page 3 concerning the Oyster Festival.

**Board Action**

Ms. McKay-Vaughan made a motion to approve the minutes of September 21, 2010 with corrections. Ms. Cook seconded the motion and it was approved unanimously (5-0).

4. **Quarterly Budget Report**

Mr. Jeffries stated that was a projected surplus of \$31,000 for FY 2010.

Ms. McKay-Vaughan asked for clarification regarding the reserve and pending expenses.

Mr. Jeffries reiterated that there was a projected surplus of \$31,000 but there were still invoices coming in that would be applied against the last fiscal year.

Mr. Abraham asked if the amount left over after pending expenses would be less than the amount being added to the current year budget.

Mr. Jeffries stated that the current year surplus was not factored into 2010/11 budget projections.

5. **Funding Request: Halifax Art Show**

Mr. Jeffries stated that the Halifax Art Show was an annual expense to the DDA, and stated that the focus of the current year was to provide additional funding to promote advertising of the event.

Mr. White asked if the Best in Show prize funded by the DDA was branded as a Downtown prize or just a Halifax Art Festival prize.

Mr. Jeffries stated that the prize was noted as a Downtown Development Authority prize.

Mr. Abraham asked about the amount provided to the Festival the previous year.

Mr. Jeffries stated that \$7,500 had been provided the previous year, and permit fees had nearly doubled for the upcoming Festival.

Mr. White expressed concern that the DDA was omitted as a contributing entity to the Festival.

Ms. Weiss stated that the DBPA had requested that Downtown Daytona Beach be listed as a contributing entity, not the DBPA.

Mr. Berger was asked to compose a letter to the Festival outlining concerns and possible adjustments for future Festivals.

Ms. McKay-Vaughan asked about possible fundraising opportunities for the DDA at the Festival to offset some of the funding provided.

October 26, 2010

Ms. Lipton noted that there would be French Market tents set up nearby distributing Downtown brochures.

Mr. Jeffries outlined proposed advertisements highlighting the French Market and the Art Festival as it approached.

Ms. Lipton emphasized that the advertising was not solely focused on the French market and the Art Festival, but also to showcase Downtown as a whole.

Ms. McKay-Vaughan noted the need for an overall review of the money funded to the French Market relative to the profits being accrued.

Mr. Jeffries stated that a review of the French Market would be presented at the December meeting and noted that there were no profits being made, with the \$8,000 of revenue being used to offset expenses, such as permits and advertising.

Ms. Cook asked for clarification regarding spending \$3,500 on advertising for ten days for two events, versus spending \$5,500 for 40 days of advertising for Christmas.

Mr. Jeffries noted that Christmas advertising was being obtained at a better rate than Art Festival advertising, particularly due to the saturation of political advertisements at the current time, and noted that a more beneficial advertising deal had been obtained than the preceding year, with about 100 more commercials for a similar amount of money.

Ms. Cook emphasized the need to address the cost-effectiveness of the advertising and to improve time management.

Ms. McKay-Vaughan noted the need to evaluate the effectiveness of advertisements.

Mr. Jeffries presented commercials advertising Downtown Daytona Beach, highlighting the French Market at the Halifax Art Festival, and noted the possibility of working with Brighthouse to highlight individual retailers in the Downtown area in the commercials.

### **Board Action**

Ms. Cook made a motion to accept the funding request from the Halifax Art Festival with the stipulation that an association with Downtown Daytona Beach be visibly added to the advertising materials. Ms. McKay-Vaughan seconded the motion and it was approved unanimously (5-0).

6. **Funding Request: Television (Brighthouse Cable) Advertising**

Mr. Jeffries stated that holiday television advertising had been outlined in the previous item, noting that the holiday advertising was scheduled to start on November 15<sup>th</sup> and would run for four to five weeks.

Ms. McKay-Vaughan asked about the possibility of recouping some of the costs of advertising.

Mr. White stated that fundraising opportunities could be explored for future years, but it was likely not feasible for the current holiday season.

**Board Action**

Ms. Cook made a motion to approve the request for funding for cable television holiday advertising. Ms. Lipton seconded the motion and it was approved unanimously (5-0).

7. **DBPA Quarterly Grant Report**

Mr. Jeffries stated that the report would be the final quarterly report of the year, noting the need to review the annual achievements of the DBPA, do the final quarterly payments, and discuss the merchant survey.

Ms. Lipton asked about the possibility of links to merchant websites.

Ms. Naomi Weiss, Daytona Beach Partnership Association, stated that links would be added from the DBPA website to dues-paying members and businesses with relevant information.

Ms. Lipton asked if the merchant brochure had been finalized and printed.

Ms. Weiss stated that the brochure was ready, but the final design had to be approved by the Promotions Committee.

Ms. Lipton asked if all local businesses would be included in the brochure.

Ms. Weiss stated that the approval of all businesses had to be obtained, but that the goal was to include every business.

Ms. McKay-Vaughan asked for clarification as to the format of the brochure and if it would be based on the original brochure designed by Stacy Lipton or more associated with the DBPA.

Ms. Lipton stated that the original brochure was a shop and dine brochure, while the second design was more of a shopping directory.

Ms. McKay-Vaughan asked for clarification of the Membership Card Program.

Ms. Weiss stated that according to research done by Promotions, the cost of implementing a Membership Card Program would not be sufficiently offset by the probable value of such a program, but that a membership program was still in place.

Ms. McKay-Vaughan asked about feedback concerning expanding advertising to Ormond Beach, and whether it could take away from Beach Street rather than bring business Downtown.

Ms. Weiss stated that the goal of the magazine was to promote Downtown Daytona Beach and to tell the story of Downtown. She stated that it was challenging to secure enough people willing to pay for advertising within a limited district to maintain sustainability of the magazine. She stated that shifting the focus of the magazine to local downtown areas expanded the advertising opportunities to enable sustainability while gaining additional distribution points.

Ms. McKay reiterated that it was perceived by some local businesses that expanding the magazine would result in a loss of business to Ormond Beachmoreso than bringing business to Downtown Daytona Beach, and emphasized the need to evaluate the success of the magazine expansion.

Ms. Cook noted that Ormond Beach had been much more highly represented in the magazine than Daytona Beach.

Ms. Weiss stated that there was more editorial on Downtown Daytona Beach, but due to the four-page fashion spread focused on Ormond Beach, the magazine seemed to focus more on Ormond Beach overall.

Ms. Cook emphasized the need to consider the perceived value of the advertising to ensure that Downtown businesses felt that the advertising was of sufficient benefit.

Mr. Jeffries stated that it was important for the DDA to give input and direction relevant to the magazine, and noted that the expansion outside of Downtown Daytona Beach was somewhat experimental to determine whether it would prove beneficial to expand.

Ms. Weiss stated that the Holiday issue of the magazine would be more focused on Downtown Daytona Beach.

Mr. Jeffries stated that the goal of the Partnership was to make the magazine break even, which had to be done either through advertising or by funding from the DDA.

Ms. Lipton noted that time was needed to allow the magazine to grow and demonstrate more tangible benefit. She stated that Downtown merchants had expressed the need for the magazine's cover to be more Downtown-oriented.

Ms. McKay-Vaughan emphasized the need to obtain more feedback to facilitating finding the magazine's overall advertising niche.

Mr. Jeffries outlined DBPA expenditures, noting there had been eligible expenses of \$21,700, while \$27,500 had been paid with the promise of full documentation, which had not yet been received, and stated that \$9,500 for salary expenses also needed to be paid pending documentation.

Ms. McKay-Vaughan expressed concern with pre-paying expenses prior to documentation being received.

Mr. Jeffries stated that undocumented expenses had been paid out of the fourth-quarter payment pending documentation.

Mr. Abraham clarified that there were eligible expenses of \$11,827, and the overpayment from the first quarter had been subtracted to result in a payment of approximately \$6,100.

Mr. Jeffries noted additional expenses related to the Main Street conference and the FAMU Tour, for which documentation had been provided.

Ms. Weiss stated that in order to provide the missing documentation from the first quarter, she needed to know what staff was considering ineligible expenses. She also expressed concern with the disparity between the \$31,000 in expenses she had been submitted in the fourth quarter and shy only \$11,000 of that was to be paid.

Ms. Cook emphasized the need for documentation to be provided in a timely manner.

Ms. McKay-Vaughan stated that the Board needed to consider the policy of giving money prior to documentation.

Ms. Weiss stated that changing procedures had been a problem during the past year, noting that the DBPA had spent months working with new processes, and that paperwork had been submitted on time but based on outdated procedures.

Mr. White emphasized the need for clear and specific standards and procedures, noting that ambiguous procedures resulted in confusion and frustration from everyone involved.

October 26, 2010

Mr. Jeffries stated that more salary expenses paid to the DBPA resulted in the need for additional documentation. He stated noted that other entities such as the Police Department had to adjust according to thenew procedures dictated by the State audit.

Ms. McKay-Vaughan asked what specifically the DBPA needed to provide for documentation.

Mr. Jeffries stated that the quarterly invoice amounted to \$27,000 and invoices had been submitted for \$24,000, with approximately \$22,000 of eligible expenses, resulting in approximately \$2,000 of submitted expenses that Staff did not consider as eligible under the grant agreement. He stated that any eligible expenses from the previous year that had not been covered required further documentation.

Ms. McKay-Vaughan reiterated the need to avoid paying expenses in advance of documentation, and only pay expenses that had been properly documented.

### **Board Action**

Ms. Cook made a motion to approve the payment of eligible expenses, as presented by staff, to the DBPA pending required documentation, including expenses related to the Main Street Conference and Fam Tour. Ms. McKay-Vaughan seconded the motion and it was approved unanimously (5-0).

## **8. DBPA 2010/11 Annual Grant and Work Plan**

Mr. Jeffries outlined the work plan for the coming year, noting that it had been simplified from the previous year. He stated that the focus was being shifted to the DDA providing funding to the DBPA as related to events, particularly the permitting costs, insurance costs, and direct marketing advertising cost, totaling \$95,000.

Ms. Lipton stated that well-planned events should have a budget and marketing plan well in advance of the event.

Mr. White expressed concern with the expectation that the DBPA implement full-scale events while only providing half of the necessary resources. He recommended that the DBPA look into partnering with other organizations as well as the DDA.

Ms. McKay-Vaughan noted the need to obtain the input of an expert in events and marketing when putting on events.

Mr. White noted the possibility of leveraging DDA and DBPA assets in conjunction with the expertise of an event coordinator.

Ms. Weiss stated that DBPA had hired an events coordinator.

Ms. Lipton stated the need to acknowledge the fact that the DBPA was not in the entertainment business and as such needed to be careful when considering events.

Ms. McKay-Vaughan stated that the Board needed to consider what it wanted out of events and to be aware of why the Board was contributing funding to events. She emphasized the need to be sure that the entities involved in partnerships shared similar goals for the events as the DDA and DBPA.

Mr. Abraham stated that the current issue at hand was to decide whether to adopt the current annual grant and work plan.

### **Board Action**

Ms. Lipton made a motion to approve the 2010/11 DBPA annual budget and work plan subject to the condition that events budgets come before the Board prior to the expenditure of funds for the event. Ms. McKay-Vaughan seconded the motion and it was approved unanimously (5-0).

#### **9. Discussion: Request from Marina Point Association to amend DDA boundaries**

Mr. Abraham stated that discussion on the Marina Point Association to amend the DDA boundaries would be deferred, as Mr. Jeffries was in discussion with Marina Point representatives to reach a compromise acceptable to both entities.

#### **10. Discussion: Downtown Retail Market Study**

Mr. Jeffries outlined the retail market study done by Gibbs Planning Group, noting that a preliminary study had been completed in 2005, but the current study was much more comprehensive and determined the amount and type of retail that could be supported Downtown. He stated that Mr. Gibbs also performed a peer review, establishing contacts with specific retailers. He stated that the retail market study would be used to target additional retail and to address strategy in development, and outlined the primary and secondary local trade areas. He stated that Mr. Gibbs had determined there were approximately \$5.2 billion annually in retail and restaurant expenditure within the trade areas. He noted that much of that expenditure did not occur in the Downtown retail area and emphasized the need to capture more of the sales within the trade area.

Mr. White noted that major retailers had begun to transition to smaller retail stores in Downtown areas.

October 26, 2010

Mr. Jeffries noted that Kohl's had been provided as an example of a potential major retail anchor store that transitioned to an urban Downtown format. He noted the need to capture tourists, students, and residents to the Downtown area.

Ms. McKay-Vaughan asked about plans to encourage students to come Downtown.

Mr. Jeffries stated that Mr. Gibbs had identified distinct lifestyle groups of local residents, noting Senior Sunseekers, Silver and Gold, Old & Newcomers, and Midlife Junction. He noted that a lot of potential Downtown business was being lost to other areas because many high-income residential areas were near Interstate 95, where it was easier to go to other nearby business areas than to go Downtown. He outlined the supportable retail proposed by the Gibbs Planning Group in terms of square footage and potential businesses.

Ms. Lipton was surprised that apparel constituted only 12% of proposed supportable retail.

Mr. Jeffries stated that the numbers provided were conservative and could be expanded. He outlined observations made by Mr. Gibbs, noting the importance of a town center concept, highlighting Downtown Charleston as an example of long-term revitalization; the need for a two-sided Downtown, which would be encouraged through the Riverfront Park Master Plan process; the need for a walkable environment, design standards, and adequate parking, the possibility of metered parking; and the need for an anchor store Downtown, such as Kohl's or an entertainment venue such as Dave and Busters. Mr. Jeffries emphasized the need for retail as a catalyst for revitalization, stating that Mr. Gibbs had noted the need to address the Downtown image and brand; to work with property owners Downtown; and to encourage business recruitment Downtown.

Ms. Lipton emphasized the need to identify Downtown as a viable shopping district, noting that most people drove through Downtown without stopping at any shopping venues. She noted the lack of a gateway marking the entrance to the Downtown area, given the number of cars passing through the area on International Speedway Boulevard. She also noted the importance of the DBPA website.

Ms. McKay-Vaughan asked about the omission of residential information in the study.

Mr. Jeffries stated that the study was intended as a retail study, noting that successful retail was a driving force behind residential success.

Ms. McKay-Vaughan stated that a vibrant retail area would be enhanced by a healthy residential population, and asked about the next step in the process.

Mr. Jeffries stated the need to work with the Downtown/Balough Road Redevelopment Area Board.

Ms. McKay-Vaughan asked if additional funding would be requested as a result of the study.

Mr. Abraham stated that the amount of money funded by the DDA would not change, but it could influence the distribution of money already budgeted for marketing projects.

**11. Discussion: Downtown Branding**

Mr. Jeffries provided an update regarding Downtown branding concepts, noting the expectation that the branding concepts had a broad reach for promoting Downtown for commercial and residential development as well as shopping and dining.

Mr. Jeffries stated that the plan was for the DBPA to storyboard some initial raw concepts to be brought back before the Board at the November meeting.

Ms. McKay-Vaughan asked whether Beach Street merchants would be involved in the process.

Mr. White affirmed that Beach Street merchants would be involved, noting a small committee had already been formed with the expectation of expansion.

**12. Discussion: Downtown Holiday Central**

Mr. Jeffries stated that the Downtown Holiday Central report had been submitted and asked the Board for any input or questions.

Ms. Lipton asked about plans for advertising.

Ms. Weiss noted that the website was live, and social media was being organized to facilitate advertising. She stated the DBPA was planning a Downtown movie in the park, which was less retail-driven and more aimed at the Downtown community, and would cost approximately \$1,200.

Mr. Jeffries noted that any funding provided had to relate to direct marketing expenses.

Ms. Lipton noted that funding could possibly be provided to fund permitting costs.

Ms. Weiss noted that the permitting costs were in addition to the cost to obtain the rights to show a movie.

Ms. McKay-Vaughan noted that the movie in the park plan did not coincide with the goals of the DDA to encourage business development on Beach Street.

Ms. Weiss stated that the intent of promoting the event was to encourage shopping Downtown and then going to the movie.

Ms. McKay-Vaughan emphasized the need to stay focused on the goals of the DDA, and asked if the DBPA could partner with Cinematique for a movie in the park event.

**13. DBPA Update**

Mr. Abraham noted that a written report had been submitted from the DBPA and asked if there were any comments or questions.

Ms. Weiss noted several additions, noting that John Myers had been contacted for the 2009/10 audit, which should be ready for the December DDA meeting, and noted three new members of the DBPA Board.

Ms. McKay-Vaughan asked how many people were on the DBPA Board.

Ms. Weiss stated that there were currently 15 people on the DBPA Board.

**14. Staff Update**

Mr. Jeffries stated that a written report had been submitted, noting that a follow-up of survey and event criteria would be presented at the November meeting, and highlighted possible changes to the meeting schedule over the holidays, because of potential conflicts due to the holidays.

Mr. Abraham suggested December 28 as a date for the December DDA meeting.

Ms. Lipton asked for the date of the upcoming ISB meeting.

Mr. Jeffries stated that the issue would be discussion at a November 17 meeting.

Mr. White requested more information regarding the Public Market at the next meeting.

**15. Public Comments**

There were no public comments.

16. **Other Business**

There was no other business.

17. **Adjournment**

There being no further business to come before the Board, the meeting was adjourned at 10:46am.



---

Bob Abraham, Chairman



---

Cathleen Olson, Board Secretary