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Robert Abraham
Chairman
Kelly White
Commissioner
Sheryl A. Cook
Joseph H. Hopkins
Stacey Lipton

AGENDA

Tuesday, July 24, 2012 8:00 a.m.
Conference Room 149B

NOTICE – If any person decides to appeal any decision of the Downtown Development Authority at this meeting, they will need a record of the proceedings. Interested persons may wish to ensure that a verbatim record of the proceedings before the Board is made, including any testimony or evidence presented to the Board. The City does not prepare or provide a verbatim record of Board proceedings.

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes:**
 - a. **June 12, 2012 Special Meeting**
 - b. **June 26, 2012 Regular Meeting**
4. **Riverfront Shops of Daytona Beach Campaign Launch Update**
5. **Merchant Co-op Update**
6. **Farmers' Market Update**
7. **Farmers' Market Manager Replacement Search**
8. **Downtown Retail Strategy / Gibbs Planning Group Update**
9. **Public Comments**
10. **Board Comments**
11. **Adjournment**

**DOWNTOWN DEVELOPMENT AUTHORITY
MINUTES
Tuesday, June 12, 2012**

A meeting of the Downtown Development Authority was held Tuesday, June 12, 2012, at 8:00 a.m. in Conference Room 116 of 301 S. Ridgewood Avenue, Daytona Beach, FL. The following people were present:

Board Members

Mr. Robert Abraham, Chairman
Ms. Sheryl Cook
Ms. Stacey Lipton
Mr. Joseph H. Hopkins
Ms. Kelly White

Staff Members Present

Mr. Jason Jeffries, Redevelopment Project Manager
Mr. Bob Jagger, Deputy City Attorney
Ms. Jeanne Tolley, Redevelopment Technician

1. Call to Order

Mr. Abraham called the meeting to order at 8:05 a.m.

2. Roll Call

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

3. Acceptance of Resignation: Cheryl A Kelley, Farmers' Market Manager

Mr. Abraham stated that he had received a letter of resignation from Cheryl Kelly, Farmers' Market Manager. He stated that the Board would need to make a motion to approve Ms. Kelley's resignation.

Board Action

Ms. White made a motion to accept Cheryl Kelley's letter of resignation. Ms. Lipton seconded the motion and it was approved unanimously (5-0).

4. Farmers' Market Interim Manager

Mr. Abraham stated Mr. Jeffries had suggesting hiring an interim market manager prior to hiring a permanent manager. He stated that Saturday, June 16th would be Ms. Kelley's last day and she recommended Heidi Bivens as a temporary manager.

Mr. Jeffries stated that he had spoken to Helen Riger of Cultural Services and she gave him names of two people who had done work for the City previously and gone through background checks. Mr. Jeffries and Mr. Berger interviewed both people and recommended Gini Reinecker be hired as the Interim Market Manager. She would work to continue getting vendor applications and present a status report of the Market.

Mr. Abraham asked Mr. Jeffries to layout the framework prior to hiring a permanent Market Manager.

Ms. White asked if the Interim Manager would be paid hourly.

Mr. Jeffries stated yes.

Ms. White asked what the timeframe would be for the Interim Manager.

Mr. Jeffries stated approximately 2 months however he needed feedback from the Board as to what they were looking for in a Manager and that would determine the amount of time it would take to hire someone.

Ms. Cook stated she wanted to make sure that Ms. Kelly turned over all of the records and property of the DDA. She also wanted to be sure that they kept working on the grant to the Department of Agriculture and asked whose name was on the grant as a contact.

Mr. Jeffries stated that Ms. Kelley was an employee of the DDA and would turn all of the records over to the Interim Manager. He stated that he and Mr. Abraham's names were on the grant application with Mr. Abraham as the primary contact. He stated he had received an email from the Department of Agriculture letting him know the application had been received and was being reviewed.

Mr. Abraham stated he signed the application and Mr. Jeffries was listed as the contact person.

Ms. Cook asked about the timeframe for the grant.

Mr. Jeffries stated November so it would be in the next budget year.

Ms. White stated she thought they were supposed to hear back in August.

Mr. Jeffries stated he would check.

Mr. Abraham asked how much time there would be for hiring a Manager.

Mr. Jeffries stated he had talked to the Human Resources Department and they would help to advertise the job opening and they would make it clear that it was a DDA position and not a City position. The listing would be posted in their lobby, sent out to employment agencies and any others they dealt with. They normally advertise a job for 4 weeks and the applications would be returned him. Mr. Jeffries stated he needed to know if the Board wanted to have someone look at the applications or have him narrow them down for the Board to review.

Mr. Hopkins stated he wanted to get the advertisement out the have Mr. Jeffries let the Board know how many applications were received then they could decide how to proceed.

Mr. Jeffries stated he would report to the Board in July with the number of applications.

Ms. Lipton asked if Gini could report to the Board at monthly meetings. She suggested having a second person working at the Market especially on rent collection days.

Mr. Jeffries stated if they received the grant there would be funds available for a second person.

Ms. White asked how much money had been collected per month.

Mr. Jeffries stated an average of \$2,400 had been collected.

Ms. White instructed Mr. Jeffries not to let Gini's pay go over the budget.

Mr. Jeffries stated he would not and he had figured the numbers.

Mr. Abraham asked Ms. Reinecker to introduce herself and give the Board her background.

Ms. Gini Reinecker stated she had worked for United Airlines and had been in Daytona Beach for 8 years. She stated she was used to working with vendors, tents, etc. and she loved Daytona Beach. She had worked at the Speedway in ticket sales and had a firm background in sales. More recently she had worked at the Police Department as a victim's advocate and in records. She also had volunteered at the Beachside Precinct and had completed the Citizen's Academy. She states she had worked at Peabody Auditorium and Cultural Services but the position had recently been cut.

Mr. Jeffries stated he would turn over all Market information he had received from Ms. Kelley and he would be working to update Market rules. He stated there would be

a one week overlap with Ms. Kelley if the Board hired Ms. Reinecker because Ms. Kelley's last day was scheduled for June 16th.

Ms. White asked if the Board should set a specific timeframe for Ms. Reinecker.

Mr. Jeffries stated the Board could stipulate 3 months then if someone was not hired within that time the Board could extend Ms. Reinecker's time.

Board Motion

Ms. White made a motion to accept Gini Reinecker as the interim Market Manager for a time period of 8 weeks beginning June 16, 2012 with an option to extend the interim period and on the terms outlined in Mr. Jeffries memorandum. Mr. Hopkins seconded the motion.

Mr. Jeffries stated that 8 weeks would be through August 4th at which time applications would be submitted and the Board would know better at that time how many people were interested.

Citizen Comments

Mr. John Nicholson, 413 N. Grandview Avenue, stated that 3 ½ months was a long time to look for an employee. He stated there should be a list of potential applicants from when Ms. Kelley was hired plus 3 additional people that she had recommended.

Board Action

The motion was approved unanimously (5-0).

Ms. Cook asked if Ms. Reinecker would be able to apply for the job.

Mr. Jeffries stated yes.

Ms. Cook asked if there were other applicants from when Ms. Kelley was hired.

Mr. Jeffries stated no, Ms. Kelley was hired first by the DBPA and participated jointly with the DDA during the City's RFP process for the management of the Market.

5. Farmers' Market Manager Replacement Search

Ms. Cook asked if they would be going through an employment agency for hiring a new market manager

Mr. Jeffries stated possibly but HR had employment agencies they sent openings to in the area and they were throughout the County. He stated the job posting would be

similar to that of a Special Projects Coordinator in Leisure Services and when it was posted it would go to different agencies in the area.

Mr. Abraham asked when the notice would be advertised.

Mr. Jeffries stated the advertisement would go out later in the week.

Mr. Abraham asked how long it would be advertised.

Mr. Jeffries stated it would be advertised for 3 – 4 weeks and he could have the information included in the July Board packet.

Mr. Abraham stated that at the July meeting the Board could determine how to go through the hiring process.

Ms. Cook stated that the qualification requirements stated 3 – 4 years of experience operating a Farmers' Market or the equivalent combination of education, training, or experience.

Ms. Lipton asked how the Board would get information from the Interim Manager.

Mr. Jeffries stated that June 28th was the deadline with the City to have all vendors into compliance. He stated there was a guy selling cases of almost expired canned goods but Ms. Kelley had thought that with the users of the EBT cards would buy those items. He stated that after Saturday he would meet with Ms. Reinecker about the status of vendor applications.

Ms. Lipton asked if Mr. Jeffries would meet with Ms. Kelly before she left town.

Mr. Jeffries stated yes.

Ms. Cook stated that Mr. Jeffries should meet with Ms. Kelly prior to Saturday to get everything from her in order to leave time for he and Ms. Reinecker to meet with the vendors.

Mr. Jeffries agreed and stated he would do a letter for the vendors to let them know the status of the Market. He stated that they wanted to know the City was doing what they promised.

Ms. Cook stated she would like a budget status before the next meeting.

Mr. Jeffries stated that Ms. Tolley would run the report and he would mail it to the Board.

Ms. Lipton asked if banners were installed.

Mr. Jeffries stated yes.

Ms. White stated that they needed to have a Farmers' Market sign put up. She made a motion to spend up to \$300 for a professional sign within 2 weeks.

Mr. Jeffries stated that the Board had already given approval for the Market Manager to purchase a sign but he would take care of it.

Mr. Hopkins asked if there was an inventory of equipment that Ms. Kelley needed to return.

Mr. Jeffries stated yes and he would get everything from her.

Board Action

Ms. Cook made a motion to advertise for a Farmer's Market Manager on the terms outline in Mr. Jeffries' memo with the advertised to be published that week and applications to be turned in no later than July 13th. Mr. Hopkins seconded the motion and it was approved unanimously (5-0).

6. Public Comments

There were no public comments

7. Adjournment

There being no further business to come before the Board, the meeting was adjourned at 9:15 a.m.

Robert Abraham, Chairman
Chairman

Jeanne Tolley
Recording Secretary

**DOWNTOWN DEVELOPMENT AUTHORITY
MINUTES
Tuesday, June 26, 2012**

A meeting of the Downtown Development Authority was held Tuesday, June 26, 2012, at 8:00 a.m. in Conference Room 149B, 301 S. Ridgewood Avenue, Daytona Beach, FL. The following people were present:

Board Members

Mr. Robert Abraham, Chairman
Ms. Sheryl Cook
Mr. Joseph H. Hopkins
Ms. Kelly White

Board Members Absent

Ms. Stacey Lipton

Staff Members Present

Mr. James V. Chisholm, City Manager
Mr. Reed Berger, Redevelopment Director
Mr. Jason Jeffries, Redevelopment Project Manager
Mr. Bob Jagger, Deputy City Attorney
Ms. Jeanne Tolley, Redevelopment Technician
Ms. Becky Groom, Recording Secretary

1. Call to Order

Mr. Abraham called the meeting to order at 8:05 a.m.

2. Roll Call

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

3. Approval of Minutes: May 15, 2012 and June 12, 2012

Ms. Cook made a motion to approve the minutes of May 15, 2012. Ms. White seconded the motion and it was approved unanimously (4-0).

Mr. Abraham noted that the minutes of June 12, 2012, were not included in his packet. Mr. Jeffries advised that the minutes were not finalized and would be presented at the next meeting.

4. Farmers' Market Update

Mr. Jeffries noted that Gini Reinecker, Interim Manager of the Farmers' Market, was in attendance at the meeting.

Mr. Jeffries stated that there will be two members of the Streets Team at the Market at 6:30 a.m. to help with set up; and they would assist with tear down and clean up at the end of the day.

Mr. Jeffries stated he would work with staff to address handicap parking spaces at the Market. He stated there were people who removed the parking cones to drive through the Market so he would work to get the problem addressed by use of saw horses.

Mr. Jeffries noted there were three vendors who were not selling produce or specialty foods and the requirement for selling produce or specialty foods was in the license agreement with the DDA and one person was selling Avon.

Ms. Cook asked if the Avon person and other vendors had been there for a long time.

Mr. Jeffries stated that the Avon person was there when the previous manager took over and the other two vendors were there when the DDA took over the Market. He stated he did not know how long they had been there prior to that time but suggested they be allowed to remain for the time being. A survey would be done of patrons to determine which vendors were important to them when visiting the market.

Mr. Jeffries stated a group doing voter registration was there conducting political activity and they did not pay for the site.

Ms. Reinecker stated a political affiliation was noted but they were not representatives of the Supervisor of Elections' office. She explained to them they were not permitted on site since political activity was not permitted in the guidelines. She noted a copy of the guidelines was provided to the group.

Mr. Jeffries noted that if there were no objections from the Board, the regulations of no political activity at the Market would be enforced.

Ms. White asked if the members of the group were roaming throughout the Market or if they had set up a booth.

Ms. Reinecker stated that they had set up a booth and a tent.

Ms. White asked if it was addressed in the rules and regulations.

Ms. Reinecker stated that the regulations stated that the vendor must be pre-approved, must pay for the site, and must be selling a handmade item or produce.

Mr. Abraham asked if there were City restrictions regarding political activity.

Mr. Jagger stated that in the park, they had liberties; but in the Farmers' Market, they would be considered trespassing.

Mr. Jeffries stated that there were only two vendor applications on file and a complete packet would be given to all vendors along with the new fee schedule that would be presented later in the meeting.

Mr. Jeffries stated that a few vendors had concerns about no smoking in the vendor area. He suggested they continue with the no smoking policy and if a vendor wanted to smoke, they must step out of the vendor area.

Mr. Abraham asked if there was concern from the Board members about enforcing the no smoking policy. There were no objections from the Board.

Ms. Reinecker stated in addition to the no smoking policy, she did not want cigarette butts disposed of on the ground.

Ms. White stated that they had the best Farmers' Market in the area and had not been offended by smoke while in the market.

Mr. Abraham stated that it may be best to suggest to vendors that customers would be more favorable buying in a non-smoking environment.

Mr. Jeffries stated that several vendors discussed the starting time and staff would be encouraging them to be at the Market so the 7:00 a.m. starting time is enforced.

Mr. Jeffries stated there was a rule about encouraging the use of table cloths. He noted that table cloths did not work for larger produce vendors; however, people selling crafts were able to make their sites more attractive with the use of table cloths.

Mr. Jagger read from the rules noting that vendors can be terminated at any time for a violation of the rules within the first year. He went on to say that after the vendor had been with the Market for one year, they could be removed for cause by the Market Manager with the approval of the DDA.

Mr. Jeffries discussed the terms. He noted they were in compliance with the agreement with 68.5% fresh produce and 12.2% homemade or prepared foods.

The agreement stated that craft sales must be limited to 10% and be handmade and plant sales were limited to 20%. Currently, there were 7% craft sales and 3.5% plant sales and there was partial compliance.

Ms. Reinecker noted that she did not want to duplicate vendors, such as boiled peanut sales, because there was not sufficient business to warrant a second vendor.

Mr. Jeffries stated the rules stated there must be preference to growers in Volusia County and there was compliance on that item.

Mr. Jeffries stated there was compliance on the rule of no service offered for sale being displayed.

Mr. Jeffries suggested that a letter be drafted to Paul Wetzel regarding the status of the Market.

Mr. Abraham stated he was in agreement and asked Mr. Jeffries to have the letter drafted.

Ms. Cook asked that the letter to the City explain about the departure of Cheryl Kelley.

Mr. Abraham asked that the letter show that there had been considerable change since the Board had taken over the market and also that there was a change in managers. He stated he thought things were going well.

Ms. Reinecker asked for assistance in set-up and take-down of the site. Each day, she must transport a tent, 3 tables, 3 chairs, skirting and 2 boxes of papers and forms.

Ms. White asked if a dolly could be purchased.

Mr. Jeffries stated the Streets Team would meet Ms. Reinecker at 6:30 a.m. to help with set-up and tear-down at the end of the day.

Mr. Jeffries noted that through June 16, the revenue from the Farmers' Market was \$13,706; and expenses through June 15 were \$8,600 so there was a surplus of \$5,000. Projected expenses will be advertising with which Gold was assisting and the cost will be held to \$5,000.

Mr. Abraham stated they were short on revenue and spent less than projected.

Mr. Jeffries stated that there was still 3 to 4 months of revenue to collect.

Ms. White asked that the revenue information be included in the letter to the City.

Mr. Abraham stated that the summary of Mr. Jeffries' report should be included, not detailed figures.

Mr. Jeffries presented the proposed fee schedule and stated he would like it added to the rules and regulations to be distributed to vendors. The rate will be \$15 weekly per space; \$60 monthly per space; and a monthly discount per space of \$44 would be available to vendors that had paid on time for more than 3 months. Vendors who had checks returned for insufficient funds were ineligible for the discount for one year. Also, there would be a summer rate for July and August of \$40 per month. Vendors who did not plan to be in the Market over the summer months could reserve their space for \$22 per month.

Ms. White stated that a vendor who had been there for a year would pay \$44.

Ms. Cook noted that in the past, vendors had been given a discount in the summer.

Ms. White asked if they had the receipts from Ms. Kelley.

Mr. Jeffries stated Ms. Kelley provided him with a spread sheet for each of the months through May and a receipt book and a box of information was given to Ms. Reinecker. He stated that he was still going through the spread sheet and receipt book, but had found discrepancies for February and March. He stated he would provide a report to the Board next month.

Ms. Reinecker stated that vendors got 4 weeks for free during months where there were 5 weeks and they were paying monthly fee.

Mr. Abraham asked what the Board wanted to do about the summer fee for new vendors. He asked if the Board wanted to charge them the regular fee with a discount for July and August. He noted that new vendors were not being given a discount to get them going but once they were established, then the rate was reduced.

Mr. Jeffries noted that some of the established vendors may have 3 or more spaces. He noted new vendors pay by the week.

Mr. Abraham asked if they paid \$15 week, if they were making money.

Mr. Jeffries stated it depended on what they were selling.

Mr. Abraham stated that he was fine with the fee schedule as presented.

Ms. White noted that the regulations stated the fee was \$18.

Mr. Jeffries stated that the rate of \$18 was not being charged.

Mr. Abraham suggested adopting the fee schedule for a certain period of time and have it reviewed at the end of the year.

Board Action

Ms. Cook made a motion to amend the rules and regulations for the Farmers' Market to include the fee schedule and to revise Rule 15 of the Rules and Regulations to state "for cause" under one year, under one year the Manager would make the decision to remove for cause, and after one year, the DDA would remove for cause. Ms. White seconded the motion and it was approved unanimously (4-0).

5. Adoption of Millage Rate for Fiscal Year 2011/12

Mr. Jeffries noted there had been a 3.86% decline in property values and the estimated revenue based on that millage rate was \$97,381.

Mr. Abraham noted that there was a maximum of 1 mill that can be assessed; and at 1 mill, they were below the rollback rate.

Board Action

Ms. Cook made a motion to accept the millage rate at 1 mill. Ms. White seconded the motion and it was approved unanimously (4-0).

6. Adoption of FY 2012/13 Budget

Mr. Jeffries presented the 2012/13 budget with updated revenues from the Property Appraiser.

Mr. Abraham noted the budget was presented based on experience from previous years and feedback Mr. Jeffries was receiving from the merchants.

Mr. Jeffries stated that the items for the co-op would work differently. In previous years, the News Journal had sold a gang page for the merchants but instead of the News Journal selling individually to each merchant, the merchants would pay the DDA and Gold would put the ad copy together. The in-room concierge book will cost \$975 per space, the hotel rack card will cost \$450 per space and the restaurant guide will cost \$75 per space. He stated feedback he had received from the merchants indicated most would either participate in the book or the rack card but probably would not do both. He was in discussions with the

News Journal about doing a restaurant guide specifically for Downtown. Mr. Jeffries stated that negotiations had not been completed on the prices but the budget reflected the anticipated revenue. He stated that the News Journal used to have a partnership deal with the Downtown partnership and would like to continue that type of package with the DDA which would come back to the Board as an agreement once it was finalized.

Mr. Abraham noted that the project revenue including the co-op was \$161,350; and projected expenses were \$161,350. There was an appropriation from the unreserved fund balance of \$10,069, which would leave \$17,376 and they had been progressively reducing the unreserved fund balance.

Mr. Abraham stated that the DDA was also budgeting for the Farmers' Market which had revenue of \$30,000 and expenses of \$30,000.

Ms. White asked if there was a reserve to do capital improvements for the Farmers' Market.

Mr. Jeffries stated he would have to ask the Finance Department if that could be done.

Mr. Abraham stated that he thought that would be a good idea.

Mr. Jeffries stated the Board may be receiving a grant in October for the Farmers' Market.

Ms. Cook asked who would be selling the advertisement concept to the merchants.

Mr. Jeffries responded that Gold & Associates had put a packet together and the material would be distributed to the merchants via email. He stated a merchant meeting was scheduled for July 11. The News Journal would assist with selling of the advertisement space.

Ms. White asked who the merchants would make their checks payable to.

Mr. Jeffries stated that the checks would be made payable to the DDA.

Board Action

Ms. White made a motion to adopt the proposed 2012-13 budget. Mr. Hopkins seconded the motion and it was approved unanimously (4-0).

7. **Riverfront Shops of Daytona Beach Campaign Launch Update**

Ms. Jennifer Pallai of Gold & Associates presented a recap of the photo shoot and provided an update for the Riverfront Shops of Daytona Beach campaign. She presented the initial lay-outs for the promotion materials and web site.

Ms. Cook asked if the website would be live in July.

Ms. Pallai stated yes.

8. **Merchant Co-Op Program**

Mr. Jeffries asked that the Board make a motion to approve the prices which would be incorporated into the package Gold & Associates had put together.

Board Action

Ms. Cook made a motion to approve the proposed Merchant Co-Op Program and pricing. Ms. White seconded the motion and it was approved unanimously (4-0).

9. **Downtown Event Support Criteria**

Mr. Jeffries presented the Board with criteria that had been approved by the DDA two years ago. He stated changes had been made to incorporate the Riverfront Shops marketing campaign with a two-tier approach proposed. Basic support of an event would have it listed on the web site and included in the email blast. There would be no additional costs to the DDA for this type of event. Signature events, such as the Halifax Art Show, would have costs, such as permit fees. Mr. Jeffries stated that if approved, the changes would be provided to promoters, who worked with the City, for their review. A final draft would be brought back to the Board at the August meeting. He stated he would like to get the information out to promoters as soon as possible so events could be listed on the event calendar.

Ms. White asked when funding would be considered for events.

Mr. Jeffries stated that would be planned in August. He noted his report said the draft would be presented at the September meeting.

Mr. Abraham asked if the summary could be more encompassing. He asked that summary state visitors and residents would benefit from events. He stated that he felt there was too narrow of a focus on the wording and noted that events would benefit property owners. He noted that the goal of the events was to enhance the image of the City.

Mr. Jagger stated that perhaps some of the items outlined in the charter should be included, such as improving the quality of the Downtown area.

Mr. Abraham agreed and asked that that revision be made.

Board Action

Ms. White made a motion to approve the Downtown Event Funding Criteria with changes as suggested by Mr. Jagger. Mr. Hopkins seconded the motion and it was approved unanimously (4-0).

10. Public Comments

There was no public comment.

11. Board Comments

Ms. Cook asked when the logo would be available for her use in advertising.

Mr. Jeffries stated that he had the logo and would provide it to her.

Ms. White asked what controls would be placed on the use of the logo.

Ms. Pallai stated there will be graphic standards on the web site.

Ms. Cook asked if a PDF file or link could be provided for merchants to use. She did not want to wait until the website was live in order to get the logo.

Mr. Jeffries stated he would provide the logo to her.

Ms. White stated that the trolley would be operating in the Beach Street area again and Votran had free passes that merchants may provide to their customers.

Ms. White stated that she had been approached about the French Market returning. She noted it was incredibly popular for both residents and merchants but Ms. Lipton had said she would not be continuing it.

Mr. Jeffries stated he was not aware if anyone else would be handling it.

Ms. White stated that she bought Mr. Gibbs' book and it was very helpful and will be forming a book club to read collectively with the merchants. She asked Mr. Jeffries to see if Mr. Gibbs had any supportive material that he could share with the merchants.

Mr. Abraham stated that at the last Redevelopment Board Meeting, there was a comment from Board members that they were not aware of what was going on with Gold & Associates. He stated that he felt DDA Board Members may not be aware of what was going on with Mr. Gibbs. He asked if a discussion could be coordinated between the DDA and the Redevelopment Board with both Mr. Gibbs and Mr. Gold together to discuss how they overlap.

Mr. Abraham discussed the appeal regarding a staff decision for a sign at Scuttlebutts that was heard by the Redevelopment Board. He noted the ordinance required channel letters, which meant individual letters affixed to the building. There was confusion about channel lettering since it was not defined in the code. Staff denied the proposed sign and the owner appealed the decision. The proposed sign was lettering attached to a box and then attached to the sign, which staff did not feel was channel lettering. He noted the purpose was to try to have more attractive signs and Mr. Gibbs had been advocating improving the appearance of the buildings in order to get new merchants. The Board approved the sign but he voted against it based on Mr. Gibbs' recommendations.

Mr. Jeffries noted the vote was 6-3 at the Redevelopment Board meeting to approve the sign. Mr. Abraham voted against it as well as the two merchants.

Mr. James V. Chisholm, City Manager, joined the meeting.

Ms. Cook asked if a joint meeting could be held with the DDA and the Redevelopment Board so everyone was aware of what Gold and Gibbs were doing.

Mr. Abraham stated that he felt it would be worthwhile so both Boards would know what both Gold and Gibbs are doing.

Mr. Jeffries stated he would look into coordinating a joint meeting.

Ms. Cook asked if Mr. Gibbs' recommendations were being forwarded to the City Commission.

Mr. Jeffries stated that Mr. Gibbs' recommendations were presented at the last Redevelopment Board. The Board's recommendations would be forwarded to the Planning Board and then on to the City Commission.

Mr. Abraham stated something had been lost in terms of communication and what other Boards were doing and felt it needed to be corrected.

Mr. Chisholm stated that the Downtown area had great possibilities. He noted the car show was a success and asked when the French Market would be held.

Mr. Abraham stated he did not know if it would be held.

Mr. Chisholm stated the City was available to help.

Ms. Cook stated at last month's meeting, Ms. Lipton noted her store had to close on Saturdays because her business was the only one open on her street and must close due to vagrants and other Police concerns. She stated Ms. Lipton's business was on ISB next to Bill Green Jeweler's who was also closed on Saturday so Ms. Lipton's business would be the only retailer open. Ms. Cook noted she was not open on Saturday for the same reasons and felt the Police needed to know about the concerns that were raised.

Mr. Chisholm stated he was not aware of this but would try to get Police presence Downtown. He noted it was not only policing but there must be something to draw the people to the area and if people were there, vagrants would not be.

Ms. White commented that the French Market would be on a Saturday so events such as that would help.

Mr. Chisholm asked what it would take to hold the event and asked if the City would have to pay someone to organize it.

Mr. Jeffries stated money for the event went through Cultural Services. He noted the vendors paid a certain amount to participate in the event and Ms. Lipton collected the funds and the funds were deposited with the City.

Mr. Chisholm asked if Ms. Lipton was paid.

Ms. Cook stated that Ms. Lipton volunteered and it was her idea and she brought it forward to the Board.

Mr. Chisholm stated they could make it a commercial venture.

Mr. Jeffries stated that Ms. Lipton did the advertising, screened vendors, and took care of the lay out.

Mr. Chisholm stated the CRA could pay for advertising for the event and noted there was a funding mechanism. He asked if someone should be hired to coordinate the event.

Ms. White stated Gold could do the advertising.

Mr. Jagger noted that Ms. Lipton could not be paid to coordinate the event since she was a member of the DDA.

Mr. Chisholm stated the CRA could pay her.

Mr. Jagger suggested asking the Farmers' Market manager to coordinate the French Market as an add-on to her contract.

Mr. Abraham suggested that staff talk with Ms. Lipton to see what she was willing to do to coordinate the event and then see what needed to be done from there.

Ms. White complimented Mr. Jeffries, Mr. Berger, and Ms. Tolley and noted they had done an amazing job in assisting the Board.

Ms. Cook stated the merchants had been very appreciative of the staff support.

Mr. Chisholm complimented the Farmers' Market and noted its popularity.

M. Abraham stated he felt Mr. Chisholm would be pleased with the marketing campaign for Beach Street and the Farmers' Market.

12. Adjournment

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

Robert Abraham, Chairman

Rebecca Groom
Recording Secretary

PROJECT UPDATE AND TIMELINE FOR DOWNTOWN DAYTONA BEACH DDA

Presented by GOLD • Thursday, July 19, 2012

KEY PROJECTS

The following are some of the key projects that the agency and client are working on, and the action steps being taken for each. Should you have any questions regarding these, please do not hesitate to ask:

- WEBSITE — The site has been launched and is being populated with the recently completed merchant/business listings. It will be ready for proofing by the Board next week and re-pointed the following;
- SEM ADS — These have been written and will start running immediately after the site is re-pointed;
- TV COMMERCIAL — The video footage was recently received, the script has been written and a storyboard is being created. The spot will be finished with a couple of weeks for airing directly following the August elections;
- FACEBOOK PAGE — The copy and layout were presented to the Board last month and will be uploaded to correspond with the website being re-pointed;
- E-NEWSLETTER — The copy is being prepared by GOLD based on the outline information received 7/19, with final Front Porch Friday details and featured merchant photo to come from the client. This will be distributed by month's end;
- MERCHANT CO-OP PLAN — The deadline for merchant participation in the In-Room Book, on the website's initial re-pointing and with the next Discount Card is this Friday. The In-Room Book will be distributed in October. The rack brochure participation deadline is in August. The brochure will be distributed in September (and paid for in October). And the next News Journal "Gang Page" run date is later in August (to be negotiated with the newspaper);
- BEACH STREET BANNER DESIGNS — The banners have been prepared, but additional concepts are being shown next week. These will be installed in August;
- FARMER MARKET DIRECT MAIL — The agency is re-bidding the printing to cut the cost approximately 50%. The card is expected to be distributed in August (created pro bono by GOLD);

PROJECT UPDATE AND TIMELINE FOR DOWNTOWN DAYTONA BEACH DDA

Presented by GOLD • Thursday, July 19, 2012

KEY PROJECTS

- **PARTNERSHIPS** — A series of co-operative marketing opportunities will be reviewed with the Daytona Beach CVB's CEO in a meeting August 1st;
- **PUBLIC/MEDIA RELATIONS** — Additional release and story topics are being solicited from merchants on an ongoing basis; and
- **CRA MATERIALS** — A web landing page and sales sheet are being created to assist with these marketing efforts. These are due in August. A comprehensive brochure is to follow.

RIVERFRONT SHOPS OF DAYTONA BEACH INITIAL SEARCH ENGINE MARKETING COPY

Prepared by GOLD • Wednesday, June 20, 2012

INTRODUCTION

GOLD has prepared the following Google AdWords concepts for the Riverfront Shops of Daytona Beach. This includes a selection of relevant keywords, along with two ads, which would be rotated. The ads adhere to the standard industry requirements of having ad titles (*links*) of no more than 25 characters, plus a display URL and two descriptive lines of no more than 35 characters each.

Costs are only incurred when a prospect clicks an ad after searching for one of the keywords. And because the campaign will be targeted to an approximately 50-mile radius of Downtown Daytona Beach, there will be no waste. Please note that a large number of additional keywords will be added on an ongoing basis based on campaign results and opportunities, as well as additional text ads and Display Network banners moving forward.

Importantly, a maximum bid of \$2.00 will be used for each keyword, with most clicks expected to come in at approximately \$1.00 or less.

AD CONCEPTS With Keywords

INITIAL

KEYWORDS:

Central Florida attractions, Central Florida dining, Central Florida shopping, Central Florida restaurants, Central Florida shopping, Central Florida shops, Daytona attractions, Daytona Beach attractions, Daytona Beach dining, Daytona Beach shopping, Daytona Beach shops, Daytona dining, Daytona Beach restaurants, Daytona shopping, dining, restaurants, shopping.

AD 1:

Shop, Dine, Explore

Discover 50+ Shops, Restaurants &
Attractions in Riverfront Daytona!
RiverfrontShopsOfDaytonaBeach.com

AD 2:

Daytona Beach Shops

Unique Shopping & Dining Await
in Scenic Riverfront Daytona Beach!
RiverfrontShopsOfDaytonaBeach.com

RIVERFRONT SHOPS OF DAYTONA BEACH
REVISED TV SCRIPT CONCEPT

Prepared by GOLD & Associates • Thursday, July 5, 2012
 Revised Thursday, July 12, 2012



"Be Dazzled" : 30 TV

This spot would combine the DDA's beautiful new still photography with inset shots drawn from the footage shot for the previous commercial to show action and the wide range of experiences that await guests at the Riverfront Shops of Daytona Beach.

<u>AUDIO/VOICEOVER</u>	<u>VIDEO</u>
<i>New stock music up and under.</i>	Fade up from black.
"Rediscover Daytona Beach's scenic riverfront, where over 60 shops, restaurants and attractions await.	Pan across establishing shots from new stills, showcasing the beautiful area.
Find treasures as unique as you are at specialty shops and boutiques...	New photography shopping still with insets of existing footage illustrating the area's diverse shopping.
Savor the international flavors of our bistros, pubs and cafés...	New photography still with insets of existing footage representing the many dining options available.
And enjoy attractions and activities found nowhere else.	New photography still with insets of existing footage showcasing attractions and activities.
Be <u>dazzled</u> by all there is to see and do at the historic Riverfront Shops of Daytona Beach.	<u>SUPER: RIVERFRONT SHOPS OF DAYTONA BEACH (LOGO)</u> <i>Costal Charm. Downtown Dazzle.</i>
Visit us online today for your <u>free</u> discount card!"	<u>SUPER:</u> RiverfrontShopsOfDayonaBeach.com

RIVERFRONT SHOPS OF DAYTONA BEACH ELECTRONIC NEWSLETTER

Prepared by GOLD • Friday, June 1, 2012

OVERALL

An important part of the new marketing campaign will be a regular e-newsletter, which will keep past and prospective Riverfront Shops of Daytona Beach guests in the know about all there is to see and do in the Beach Street retail area.

Email marketing has a strong “Goldilocks factor”: Communications must be frequent enough to maintain awareness and effectiveness, but overly frequent emails will cause recipients to opt-out of future messages. GOLD recommends a quarterly newsletter with a consumer focus (*which will also be distributed to merchants and other stakeholders*), with occasional supplementary eblasts for major events. This should be “just right” for the Riverfront Shops of Daytona Beach.

OUTLINE

Key Topics/Sections

- **WELCOME** — A brief introduction and greeting;
- **UPCOMING EVENTS** — Highlights of events, activities and promotions in downtown Daytona Beach;
- **MERCHANT NEWS** — Interesting updates from Riverfront Shops of Daytona Beach merchants, including new shops and restaurants, major new offerings and more.;
- **FEATURED MERCHANT** — A different merchant will be highlighted each issue;
- **FARMER’S MARKET** — A section on fresh seasonal produce and other timely offerings available at the Farmer’s Market; and
- **CONCLUSION** — A closing call to action inviting guests to learn more on the website, become a fan on Facebook, etc.

RIVERFRONT SHOPS OF DAYTONA BEACH FACEBOOK PROGRAM

Prepared by GOLD • Wednesday, June 20, 2012

FACEBOOK PAGE CONTENT

GOLD recommends that the forthcoming Riverfront Shops of Daytona Beach page include the following:

- **BASIC INFORMATION** — For the fields on the “Info” screen about the Riverfront Shops of Daytona Beach:
 - **FACEBOOK CATEGORY**: Local Business or Place — Retail/Shopping
 - **NAME**: Riverfront Shops of Daytona Beach
 - **ADDRESS**: Beach Street, Daytona Beach, FL 32114
 - **PHONE**: 386-671-8183
 - **WEBSITE**: RiverfrontShopsOfDaytonaBeach.com
 - **ABOUT**: More than 50 shops, restaurants, attractions and services await at the Riverfront Shops of Daytona Beach—all in a splendid waterfront setting.
 - **DESCRIPTION**: Coastal Charm and Downtown Dazzle await at the Riverfront Shops of Daytona Beach centered on historic Beach Street in Downtown Daytona Beach. Enjoy shops, attractions, Daytona Cubs baseball, Florida’s oldest Farmers’ Market and much more.
- **PHOTOS** — New campaign photo as main image, supplemented by additional photography; and
- **ONGOING UPDATES** — Posts about special events, seasonal activities and more. *(Client to provide post topics.)*

RIVERFRONT SHOPS OF DAYTONA BEACH FACEBOOK PROGRAM

Prepared by GOLD • Wednesday, June 20, 2012

FACEBOOK AD COPY

Overall

The Facebook ads would be age-targeted to individuals aged 25+ with relevant interests (*shopping, dining, etc.*) and geo-targeted to within approximately 50 miles of Daytona Beach. A cost-per-click (*CPC*) format would be used, following the monthly budget provided previously by the agency. Clicking the ad would take the prospect to the Riverfront Shops of Daytona Beach Facebook page, where they can become a fan, find out about upcoming events, follow a link to the official website and more.

Each ad would include brief copy (*up to 135 characters*) and a small image. The ad title is the name of the Facebook page.

Initial Ad Copy

TITLE: Riverfront Shops of Daytona Beach

ART: (*New campaign main image.*)

TEXT: Rediscover the unique local shops, restaurants and attractions found only at Daytona Beach's beautiful riverfront shopping district.

TITLE: Riverfront Shops of Daytona Beach

ART: (*Riverfront Shops of Daytona Beach logo.*)

TEXT: Explore more than 50 shops, restaurants and attractions at Downtown Daytona Beach's scenic riverfront.

CITY OF DAYTONA BEACH DDA FACEBOOK PAGE

Prepared by GOLD • Monday, June 25, 2012

The screenshot displays the Facebook profile for Riverfront Shops of Daytona Beach. The browser address bar shows the URL https://www.facebook.com/. The page header includes the Facebook logo and login fields for Email or Phone and Password, with a 'Log In' button and options for 'Keep me logged in' and 'Forgot your password?'. The cover photo features a woman in an orange top holding shopping bags in front of the Riverfront Shops building. Below the cover photo, the page name 'Riverfront Shops Of Daytona Beach' is displayed with a 'Like' button and statistics: '1,494 likes - 25 talking about this - 53 were here'. A 'Company' section provides a description: 'More than 50 shops, restaurants, attractions and services await at the Riverfront Shops of Daytona Beach—all in a splendid waterfront setting.' Navigation tabs for 'About', 'Photos', 'Likes', 'Map', and 'Notes 20' are visible. The 'Activity' section shows 'June' with '45 People Who Like This' and '25 Visits'. The 'Recent Posts by Others' section lists three posts from Dr. Anna Marie, Kimberly Hanratty White, and Brenda Edwards, all with placeholder text.



THE CITY OF DAYTONA BEACH

REDEVELOPMENT DIVISION

POST OFFICE BOX 2451
DAYTONA BEACH, FLORIDA 32115-2451
PHONE (386) 671-8180
Fax (386) 671-8187

MEMORANDUM

DATE: July 19, 2012

TO: Downtown Development Authority Members

FROM: Jason Jeffries, Project Manager

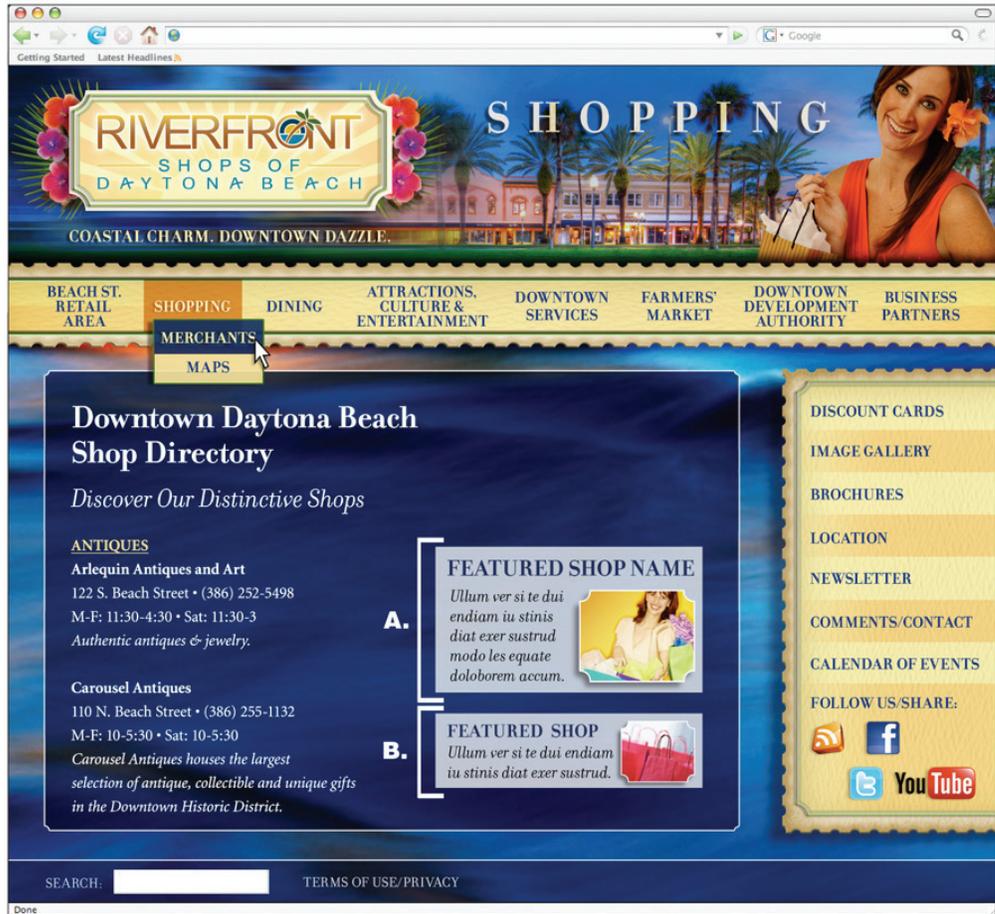
SUBJECT: Merchant Co-op Program Update

Since the merchant co-op program was approved at the last DDA meeting, the following actions have occurred:

- Downtown merchants have been informed of the program through several emails. First email was sent to the merchants on June 28, 2012.
- Gold developed a comprehensive sales sheet to describe each product to interested participants.
- Merchant meeting about the co-op marketing program was held on July 11.
- Several merchants have already committed to the Hotel Rack Card and the Feature Listing on the new Web Site.
- A deadline for participating in the discount / loyalty card, the In-Room Concierge Book, and for having a feature listing on the initial launch of the web site was set for Friday, July 20. The other products have later deadlines, since they are not expected to go into production until the new fiscal year starts.

The updated Co-op marketing materials from Gold are included in the packet. A more detailed report on participation levels will be provided at the meeting.

WEB SITE



A. LARGE FEATURE LISTING

B. SMALL FEATURE LISTING

IN-ROOM CONCIERGE BOOK



DISCOUNT CARD



Coastal Charm. Downtown Dazzle.
RIVERFRONTSHOPSOFDAYTONA.COM

Front

SAVE 10% ON PURCHASES UP TO \$100 AT THESE PARTICIPATING BUSINESSES

- Business Name

DOWNTOWN DEVELOPMENT AUTHORITY Produced by the Daytona Beach Downtown Development Authority May not be combined with any other offer. Expires (to come).

Back

RIVERFRONT SHOPS OF DAYTONA BEACH OFFICIAL VISITOR'S GUIDE

FLORIDA'S MOST UNIQUE WATERFRONT SHOPPING, DINING & MORE

The Riverfront Shops of Daytona Beach located along Beach Street in Downtown Daytona Beach offer guests something truly special. The opportunity to browse locally owned shops and services, savor the unique flavors of authentic cuisine and enjoy entertainment and attractions—all in a beautiful waterfront location unlike any other.

SHOPPING

- ANTIQUE AND JEWELRY** - Antiques, jewelry & jewelry stores • (386) 252-5486
- ARTS AND COLLECTIBLES** - Art, antiques & collectibles • (386) 252-5486
- BEACH STREET MALL** - Antiques, jewelry art & gifts • (386) 252-5486 • beachstreetmall.com
- BOOKS** - Quality used books of all kinds • (386) 252-5486
- DIY** - Tools & used vinyl records, CDs & DVDs • (386) 252-5486
- EVENT PLANNING ROOM** - Full service event planning • (386) 252-5486
- HANDMADE JEWELRY** - Women's international style fashion • (386) 252-5486
- BOUQUETS** - Wedding & event floral • (386) 252-5486
- HAIR** - Hair & makeup salon • (386) 252-5486

HOME DECOR

- BENNETT'S FRAMING GALLERY** - Custom picture framing, mirrors & art • (386) 252-5486
- SOUTHERN HOME FURNITURE** - New, used, unique furniture • (386) 252-5486
- STACEY LIPSON INTERIORS** - Home accents, art, lighting, gifts, jewelry • (386) 252-5486
- THE LILIES** - BASKETRY, JEWELRY, LITHO - Glass and wood art • (386) 252-5486
- THE GALLERY** - Contemporary, traditional, modern • (386) 252-5486
- JESSIE'S OF DAYTONA** - Home décor, furniture, linens • (386) 252-5486
- THE JEWELERS** - Full service jewelry • (386) 252-5486
- WY. BIZ AND CO. JEWELERS** - Full service jewelry, repairs • (386) 252-5486

SPECIALTY FOOD & WINE

- BOTTLE CAPS BEER & WINE** - Specialty beer & wine store • (386) 252-5486
- RAWSON BROTHERS INDIAN BISMILLIPES** - Specialty Indian Bismillipes • (386) 252-5486
- MED EXPRESS** - Bandages, medical supplies & health care • (386) 252-5486
- ORIENTAL GROCERY** - Neighborhood food market • (386) 252-5486

SPECIALTY SHOPS

- BEACH STREET FASHION** - Jewelry, clothing, accessories • (386) 252-5486
- BEACH STREET FASHION** - Custom made garments • (386) 252-5486
- DAYTONA MAGAZINE** - Local, state, national & international • (386) 252-5486
- GARY'S KNIFE & COLLECTIBLES** - Antique knives, collectibles • (386) 252-5486
- TRIPLE BROTHERS BOOKS** - Used books, audio books • (386) 252-5486
- KAY'S FLOWERS** - Full service florist, delivery nationwide • (386) 252-5486

RESTAURANTS, CULTURE & ENTERTAINMENT

- ANGELL & PHELPS CHOCOLATE FACTORY** - Fine chocolate factory • (386) 252-5486
- DAYTONA CLUBS AT JACKIE ROBINSON BALLPARK** - Family-friendly entertainment • (386) 252-5486
- BAHAMA HISTORIC MUSEUM** - History & culture from Bahama • (386) 252-5486
- NEW JOURNAL CENTER AT DAYTONA STATE COLLEGE** - Art, photography, design • (386) 252-5486
- DAYTONA BEACH FARMERS MARKET** - Fresh produce, local goods • (386) 252-5486



COASTAL CHARM. DOWNTOWN DAZZLE.
RIVERFRONT SHOPS OF DAYTONA BEACH

CALENDAR OF EVENTS

JULY

- 15 EVENT NAME**
 Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat.
- 18 EVENT NAME**
 Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat.
- 25 EVENT NAME**
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- 30 EVENT NAME**
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AUGUST

- 2 EVENT NAME**
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BEACH STREET ON THE RIVERFRONT • RIVERFRONTSHOPSOFDAYTONA.COM

NEWS-JOURNAL GANG AD

PARTNER AD HEADLINE Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat. 000.000.0000 • www.website.com	PARTNER AD HEADLINE Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat. 000.000.0000 • www.website.com
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SERVICES

- SHINE & SPAS**
- BECAPELLASION** - Full service salon • (386) 252-5486
- CARL WATERS HAIR** - Hair salon • (386) 252-5486
- SALON BY SPAROVY** - Hair salon • (386) 252-5486
- SUNMASTERS TANNING SALON** - Full service tanning • (386) 252-5486
- WEST WOOD HAIR SALON** - Full service salon • (386) 252-5486
- WIGWILL** - Specialized wigs & hair pieces • (386) 252-5486

RACK BROCHURE

PARTNER AD HEADLINE Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat. 000.000.0000 • www.website.com	PARTNER AD HEADLINE Con egat. Ibh erit tucil ipit lore mag elen diam, vullaoem zrrisucil nisi ex ea faci blamet ering elen diam, vullaoem zrrisucil utat. 000.000.0000 • www.website.com
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THE CITY OF DAYTONA BEACH

REDEVELOPMENT DIVISION

POST OFFICE BOX 2451
 DAYTONA BEACH, FLORIDA 32115-2451
 PHONE (386) 671-8180
 Fax (386) 671-8187

MEMORANDUM

DATE: July 18, 2012

TO: Downtown Development Authority Members

FROM: Jason Jeffries, Project Manager

SUBJECT: Farmers' Market Update

The DDA has received three resumes from the following individuals for the Market Manager:

- Noeleen Foster
- Nancy J. Mosser
- Virginia Ann Reinecker

Farmers' Market Activities

Revenues	Projection	Received to Date As of 7/18/12	Balance
Vendor Revenue	\$ 18,750	\$ 16,250.00	\$ 2,500.00
Market Booth Sales	\$ 900	\$ -	\$ 900.00
Total	\$ 19,650	\$ 16,250.00	\$ 3,400.00

Expenses	Appropriation	Spent to Date As of 2/24/12	Balance
Market Manager	\$ 9,440	\$ 6,470.25	\$ 2,969.75
Office Supplies	\$ 300	\$ 156.56	\$ 143.44
Liability Insurance	\$ 1,265	\$ 1,260.85	\$ 4.15
City Fees	\$ 1,000	\$ 1,000.00	\$ -
Marketing	\$ 5,895	\$ 937.88	\$ 4,957.12
Market Events	\$ -	\$ -	\$ -
Booth Merchandise	\$ 250	\$ -	\$ 250.00
Equipment	\$ 1,500	\$ 344.88	\$ 1,155.12
Total	\$ 19,650	\$ 10,170.42	\$ 9,479.58

Profit/Loss	\$ -	\$ 6,079.58	
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Daytona Beach, Florida

Retail Peer Review



Prepared For:
City of Daytona Beach
Community Redevelopment Agency

Prepared By:
Gibbs Planning Group

28 May 2012



Daytona Beach is a world famous vacation and convention destination for over 8 million visitors annually.

Executive Summary

The City of Daytona Beach is one of America's most famous resort destinations and includes a unique collection of shops and restaurants attracting over 8 million annual visitors. The city's year - round population is 61,500 but it swells considerably during the winter as snow birds move south for the season. Retailers must capture most of their revenues during a busy seasonal window, resulting in a high turnover and a frequent large number of store vacancies.

Many residents travel well outside the historic Daytona Beach area to surrounding communities or Orlando for many of their conventional shopping areas for their primary shopping needs. This study finds that the city has a number of policy and planning options that could increase the sales of its existing retailers, while improving the long-term sustainability of its historical commercial district. GPG recommends that the community consider expanding the existing business mix to better serve a representative cross-section of its residents and visitors.



Many of Beach Streets shops have outdated signage, colors and storefront designs that reduce the district's ability to compete with surrounding shopping centers.

Downtown General Observations

- **Historic Character:** The downtown is the region's primary historic commercial district and can potentially capture significantly more market share of retail sales
- **Walkability:** River Street and most of the downtown are very walkable and pedestrian friendly
- **Storefronts:** The buildings and many storefronts are outdated, in disrepair, and are not representative of the region's heritage and market demographics
- **Tenant Mix:** The downtown has a limited selection of retailers and restaurants, given its location and strong market potential

- **Business Quality:** Many of the retailers and restaurants are not meeting basic industry standards for service, merchandise, store featuring, layout, sanitation and maintenance. Several businesses exceed industry standards and are models for their sector
- **Local Businesses:** The city has a nice collection of friendly local and regional retailers
- **Parking:** On-street parking is challenging to access during business hours, while off street public parking lots are mostly vacant
- **Hotels:** The downtown has a surprisingly limited number of lodging options and can likely support a hotel
- **Block Size:** The Beach Street fronting blocks have been combined into 1200-foot long super blocks, by the closing of Ivy, Myrtle and Federal Lanes. These super blocks limit the shopping district's walkability and significantly restrict access to the public parking lots located behind (west) of the Beach Street commercial buildings. **Recommendation:** GPG recommends that Ivy, Myrtle and Federal Lanes be returned to narrow vehicular lanes reconnecting Beach Street with the public parking lots west of Beach Street.
- **Outside Dining:** Outside dining is unusually limited, given the resort and summer orientation of the region.

Anchors

Anchors are essential for seasonal commercial centers and small retailer sustainability. The city center lost its primary commercial anchors, including JC Penney, to the Volusia Mall in the 1970's. The downtown is presently anchored with a performing arts center, library, marina, waterfront park, ballpark and numerous city, state and federal office buildings. Surprisingly, GPG could find little evidence that these anchors, visitors and employees significantly contribute to the downtown's businesses.



Daytona's downtown is anchored with major city, state and federal offices (US Federal office building above left) and courthouses, the News-Journal performing arts center (above right), a ballpark and library.

Anchor Recommendations

- Retain existing commercial and civic anchors in the city center. Assess their needs and goals as appropriate
- Modify the land use plan and codes to allow for (or encourage) two to three commercial anchor retailers in the city center. Remove any existing building size caps, and rely on form-based code design standards
- Develop a master plan to locate a junior- to full-sized green grocery store or public market in the city center (likely in the city's existing surface parking lot area south of Beach Street or in the waterfront park along Beach Street)

Parking

Many residents and business owners indicated that the lack of convenient parking was one of the downtown's primary challenges. GPG observed that Beach Street's on-street stalls were nearly fully occupied during business hours, while the internal city parking lots remained only slightly used. While the city parking spaces (on-street and off-street) appear to statistically meet its commercial demand, they do not meet actual visitor user preferences.

Shoppers seek to park close to the front of their destination, rather than in remote lots. Specialty businesses rely on on-street parking to allow for impulse visits. Although parking is limited to two hours, many workers and business owners park on-street (frequently in front of their stores) daily. Real estate offices and financial services reportedly occupy many of the street parking

spaces, limiting availability for shoppers and negatively impacting sales. The downtown's visitors in a recent survey in a Gold Strategic Study rated parking as the most negative issue faced while shopping.



Parking is one of the major concerns of many city businesses and residents. The on-street parking stalls are constantly full during business hours, while many of the city's off-street public surface lots are mostly vacant. GPG recommends installing parking meters along Beach Street and re-opening Federal, Myrtle and Ivy Lanes between Beach and Wall Streets (See white arrow above showing Federal Lane).

Parking Recommendations:

- Remove parking restrictions for all public parking lots. Allow for free unlimited parking except between 1:00 – 6:00 am to encourage employee and long-term parking use
- Enforce the existing two-hour parking limits using a progressive ticket rate fee ranging from a *friendly warning* to a steep fine for regular violators along Beach and other prime streets and/or install parking meters along Beach Street.



GPG recommends reopening Federal Lane (shown above), as well as Ivy and Myrtle lane between Beach Street and the west parking lots. The new vehicular lanes will allow improved walkability and access to the parking lots from Beach Street.

- Beta test parking meters along a 10-15-store length of Beach Street. Locate the meters in front of willing business owners for one season and measure their impact on parking turnover, sales, pedestrian traffic, etc. Collect the meter revenues for beautification or marketing efforts of the commercial area as mutually agreed by a downtown merchants association. Remove the meters if unsuccessful after one full season
- Consider a small parking structure in the existing city lot area



Interviews Summary

During the workshop, GPG conducted informal interviews and focus groups with various business owners, policy makers, real estate developers, residents, visitors and workers. The participants expressed a wide range of diverging opinions and views:

- Many businesses were concerned about high rents and seasonal traffic
- Many businesses have seen a steady decline in sales since the 2008 recession; Some owners reported that they are *just hanging on* and others claimed strong sales
- Many businesses like their present location, and would reopen in the same site if they had an opportunity
- Many residents and business owners would like additional grocery store options, better parking and longer store hours.
- All businesses were unusually pleased with village services, public safety, maintenance and most village policies (a first for the author)
- Some residents and workers reported that they need and prefer a wider selection of restaurants and retailers offering better goods and services; many shop a considerable distance outside their neighborhoods for most of their primary needs. *Note: GPG only interviewed a limited number of residents and workers.*



Daytona Beach's Historic Beach Shopping District (North is to the left)

Plan Peer Reviews

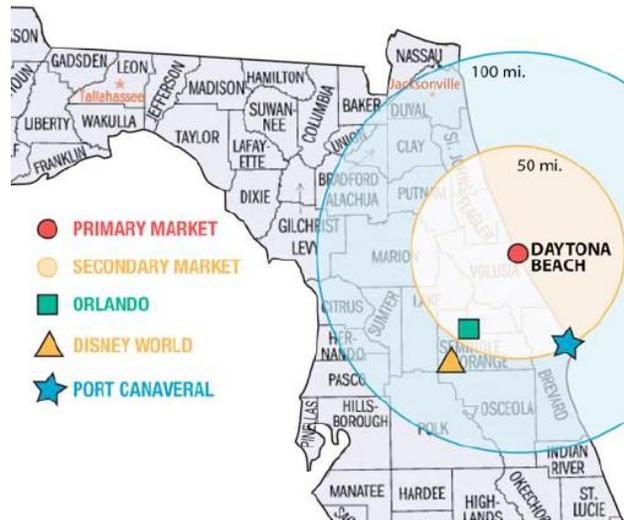
GPG has been asked by the City of Daytona Beach Community Redevelopment Agency (CRA) to conduct an independent third party peer review of the following plans and documents prepared by others. These reviews are intended to provide the CDA with an insight into how the documents and plans can be modified to reflect actual the post 2008 recession commercial realities as well as proven placemaking practices.

1. Gold Strategic Marketing Plan

The Gold Marketing Consulting Group has completed a strategic marketing plan (SMP) for downtown Daytona. The plan is based on surveys of local visitors and residents that can be applied for future policy and business enhancement directives by the public and private sectors.

GPG supports Gold's findings **except** as noted below:

- **Historical Character:** The Beach Street downtown area *should* maintain its heritage-based "Main Street" destination, rather than ignore its unique character. Historical districts such as Old Town Naples, St. Augustine and Winter Park should serve as models for Daytona and will offer its retailers a competitive advantage over surrounding conventional shopping centers. It is acknowledged that the existing downtown is not achieving its architectural potential.
- **Branding Slogan:** The downtown should build on its authentic character, and not implement a new slogan or tag line name. Although Gold's research found a strong preference for names such as *The Riverfront Shops* or *Downtown Dazzle*, GPG finds that a new name will cause visitors and residents to confuse the historic downtown with shopping centers. The name *Downtown Daytona* has meaning and placemaking value, and is easily recognizable to out of town visits. For example, Ford lost sales for its popular Taurus sedan when it re-named it as the Ford 500. One could imagine how downtown Winter Park would survive a new slogan of "*The Shops at the Train Station in Winter Park*".



- **Market Share:** Daytona’s market areas are not likely based on 50 to 100 mile geographic radius boundaries reaching past west of Orlando. Instead, GPG finds the market as defined in our 2011 Daytona Market study (see figure __ above-below). Gold states that “we must own” the 50 mile radius market. GPG finds that this is an unreasonable goal, and recommends that marketing efforts should focus on a 15-25 mile trade area.
- **Competition:** The downtown’s primary competitor’s area is not “large chains, the Volusia Mall or the Pavilion at Port Orange. Instead, GPG concludes that the downtown’s potential shoppers are not traveling to Beach Street or generally under shopping while visiting the area. This is especially true of convention, special events attendees, residents, snowbirds and vacationers.
- **Experiences:** Interviews indicated that dining was the leading activity (by 30%), followed by special events, the chocolate shop and farmer’s market. Shopping was listed as one of the less participated in events. GPG does not believe that the downtown should become a dining – special events district. Too many restaurants and entertainment venues frequently reduce the appeal for residential and professional office uses. Instead, GPG recommends a majority of regional and national retail, soft goods, books and sporting goods along Beach Street, with some retail anchors.

- **Spending:** Two thirds of visitors spend \$40 or less per visit. GPG finds that this is relatively similar to other shopping destinations.
- **Satisfaction:** The Gold study finds that 94% of visitors expressed satisfaction with the Beach Street district, and 82% said they were “*very likely*” to return. GPG finds that this is an unusually high amount of visitor satisfaction, and believes that there is considerable opportunity to improve the length of time and frequency of visits by locals, employees and visitors.



Many of Daytona’s historic buildings have storefronts that are not worthy of their historic structure and not in compliance with proven shopping center industry standards. The most common issues include: dark tinted glass, awkward window proportions, small storefront windows, oversized ornamentation and out dated “Art Deco” color schemes. GPG recommends that a qualified historic preservation architect be retained to assist in the design and approval of new building storefronts, signage and awnings.

2. **City of Daytona Beach Land Development Code Appendix Redevelopment Areas**

As outlined above in the executive summary, this study finds that the downtown’s buildings are its primary challenge to increased commerce and market share. Many buildings have outdated colors, dark tinted windows and poor design. The Land Development Code document outlines specific guidelines for building design, restoration, exterior colors, window displays, awnings, signage and lighting.

Although GPG supports historical design standards, polices outlined in this September 30, 2002 Appendix do not meet generally accepted shopping center and urban planning standards and should be significantly revised. Please find GPG's primary recommendations below:

- **Historic Additions:** The US Secretary of the Interior's standards for historic building rehabilitation recommend that new additions to historic structures should be "*compatible, but differentiated from, the old*". This guideline is frequently misunderstood by architects and policy makers to encourage radical additions that are not in scale or context with the original building. GPG recommends that historic building additions be careful reproductions of the existing structure.

- **Building Color (5-3):** Beach Street buildings suffer from the most unfortunate combination of "Art Deco" pinks, reds, blues and yellow colors. GPG recommends that buildings be allowed more contemporary colors such as cool whites, creams and tans.
 - Retain a qualified design professional to review building colors and design.
 - Approve colors on a building-by-building case.
 - Remove all Art Deco color requirements; provide loans and grants to repaint existing Art Deco buildings.
 - Allow buildings to match adjacent building colors.
 - Permit window frames and doors to match the primary building color.

- **Storefront Windows (5-5):** Many of the downtown's buildings have dark, opaque glass on the first levels. Surprisingly, clear glass is only "encouraged" on the first level. GPG recommends that clear glass be required for all new construction in the historic downtown and that a storefront grant-loan assistance program be implemented to assist existing buildings to replace dark windows. The importance of clear windows cannot be over emphasized. It is acknowledged that tinted shades, awnings or other special applications will be required to mitigate morning sun along Beach Street.

- **Window Displays (5-6):** GPG recommends that a design profession be retained by the city to coordinate appropriate storefront window shapes and displays:
 - Window opens may be able to be located outside the building's original dimension when appropriate (some first level display windows may need to be expanded).

 - Windows should be open and viewable from the outside at all times (except severe weather).

- **Awnings (5-6):** GPG recommends the following modifications:
 - Rigid or fixed awnings and canopies shall be permitted, as appropriate.
 - Awnings of varied colors and stripes shall be permitted, as appropriate.
 - Plastic and high gloss awnings should be prohibited.
 - Backlit awnings and canopies should be prohibited.

- **Signs (6-0):** GPG recommends the following modifications:
 - Signs should be permitted to cover some architectural features including mansard roofs.
 - Dimensional signs should be permitted.
 - Window signs should be limited to 10% of the total window area.
 - Wall graphics should be limited to 10% coverage
 - Neon signs should be placed at least 3" from the exterior window and shall occupy no more than 5% of the total window area.
 - Awning signs, logos and letters shall be limited to 5 inches tall when located on the front awning flap and not occupy more than 10% of the flaps surface.
 - Awning signs, logos and letters shall be limited to 12 inches tall and shall not occupy more than 5% of the total of the awning's top surface.

3. Downtown Daytona Beach Retail Strategy (DDBRS)

GPG generally agrees with the findings of the DDBRS study's conclusions that the downtown has an opportunity to significantly increase market share and attract numerous exciting new retailers and restaurants by implementing proven urban planning and business management practices. The downtown's greater Halifax market includes 320,000 residents and millions of visitors. The DDBRS report notes:

"It is an inventory that sets the stage for a customer base of local, working professionals with flexible lifestyles. While the mixed-uses throughout the downtown make for the composition of a lively town center, the existing storefront vacancies coupled with the prevalence of transient individuals has many visitors questioning the overall safety of the area."

GPG supports the following DDBRS conclusions:

- Downtown Daytona Beach is potentially the region's primary historic main street shopping districts.
- SWOT Analysis: the downtown strengths include:
 - Jewelry stores
 - The ballpark
 - Performance arts
 - Riverfront setting
 - Professional & public offices and
 - Urban lofts residential (albeit limited in numbers)
- SWOT analysis of the downtown's weaknesses:
 - Quality of existing convenience stores
 - Boarding houses
 - Lack of consistency retail hours

GPG concludes that the following retail categories generally do not meet industry standards or consumer expectations, and are therefore not strengths as outlined by the DDBRS SWOT Analysis:

- Home Décor and furnishings
- Restaurants and cafes
- Music and book stores
- Historical character of the downtown and many retailers

GPG supports the DDBRS findings that the following are opportunities for the downtown area:

- Casual dining row
- Food or public year round market
- Additional coffee shops and breakfast venues
- Apparel stores
- Destinations for young professionals
- Improved riverfront access
- Trend to living in urban environments

GPG supports the DDBRS findings as potential treats to the downtown's commercial vitality:

- Homeless loitering and panhandling
- Concentration of social service providers
- High speed vehicular traffic along the ISB

GPG is presently engaged in business recruitment for the CRA, and has found that many of the DDBRS's recommended retailers are **not** supportable in the downtown area including:

- Armani designer wear
- Banana Republic apparel
- Borders Books
- Brooks Brothers men's & women's wear
- Cheesecake Factory restaurant
- J. Jill women's wear
- Houston's Grill

GPG also supports the following DDBRS's policy and planning recommendations:

- Recruit targeted businesses
- Consider public incentives when appropriate to attract key businesses
- Evaluate and update regulatory measures as appropriate to match proven industry standards and placemaking practices
- Work with targeted property owners to encourage mixed use development
- Develop a master downtown and transportation and parking strategy
- Explore the development of a parking authority to implement structured parking
- Pursue RFP's for public parking lot development
- Marketing & promotion
- Focused branding
- Implement the following capital improvements:
 - Lighting
 - Parking & meters
 - Additional on-street parking
 - Streetscape & signage enhancements

Implement new building design, signage and appearance standards including:

- Window sizes and transparency
- Signage
- Materials
- Colors
- Historical character
- Outside dining



Proposed Sign Code Standards

The following parameters pertain to the installation, use, maintenance, and lighting standards of signs within and relating to commercial and mixed-use areas within the Downtown Daytona.

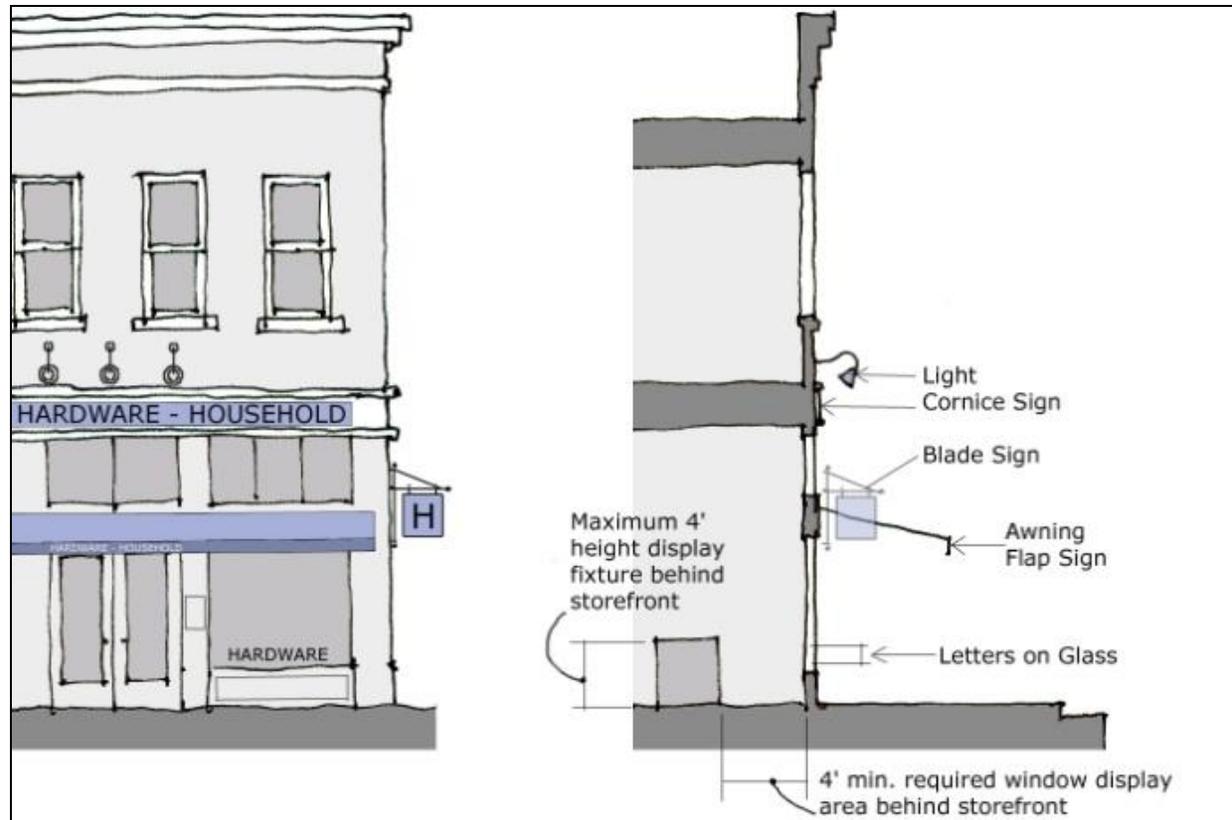


Figure 1: Typical W-2-1 Sign Schematic

1.0 Submittal Requirements

All signage applications shall include the following:

- Written approval from the property owner for proposed signage
- Front, side and top elevations with sign drawn to scale
- Color and material descriptions.

2.0 General Sign Guidelines

All exterior business signs located within the _____ shall conform to the following guidelines:

- Signage shall be limited to trading names and logo only, unless otherwise approved
- Signs are used to
 - establish identities of tenants
 - contribute to a lively visual atmosphere
 - give clear functional information.
- Materials, colors, placement and shapes must be clearly differentiated from public safety and regulatory signage
- Repetitive use of words or symbols are not permitted except for a single band of letters on and inside a glass storefront
- Graphic signs should be simple and clear and reinforce the character of the subject business
- No sign, except halo where allowed, may be internally lit
- Signs painted directly on the building exterior walls shall not be permitted
- Iridescent materials or signs, flashing lights, and Day-Glo colors are not permitted
- Service doors to tenant spaces will have only standard identification, i.e., tenant's name address and number, hours of delivery and operation
- Sign maintenance is the sole responsibility of the sign owner. Signs must be kept in good repair
- Signs must also be maintained in a safe condition and pose no safety hazard and must meet all electrical and structural codes

3.0 Business Sign Design Standards

The following signs shall be permitted for all businesses within the _____.



4.0 Band Signage

- Band signs should align with major architectural elements, such as doors and windows. Ornamental elements, such as moldings, pilasters, arches, clerestory windows, roof eaves, or cornice lines should be used as a frame
- All businesses are permitted one Band Sign on the facade.
- Band signs should not extend above the cornice line, into or above roof areas, unless they function as an integral part of the façade or roof design or are a faithful accent to existing architectural details or forms
- Businesses shall be permitted 1 (one) square-foot of signage per 1 (one) lineal-foot of street frontage
- Letters may also be printed or etched on the same surface as the background, which is then affixed to the wall
- Band signs may be illuminated with neon halo lighting or other light sources.



5.0 Blade Signs

Blade signs may be permanently installed perpendicular to the store front for ground and upper level businesses as follows:

- Blade signs shall be designed to complement the business activities or the adjacent building
- One blade sign shall be permitted on each facade having frontage. No more than two blade signs shall be permitted on any individual business
- Blade signs shall only display the business name or logo. Third party advertising is not permitted
- Ground level blade signs shall not exceed 5 square feet per side
- Upper level blade signs shall not exceed 2 square feet per side
- All signs shall clear 7 feet above the adjacent sidewalk
- All blade signs shall be horizontally spaced 15 feet minimum from the nearest blade sign.
- Blade signs may not exceed 4 feet in length except for landmark anchor buildings such as theatres and department stores.
- Blade signs may be externally illuminated only. No internal or halo lighting shall be permitted
- Internally illuminated box signage blade signage is prohibited.
- Mounting hardware, such as supports and brackets, shall complement the design of the sign, the building or both.



6.0 Awning Signs

Awnings shall be sloped with or without a vertical flap at the bottom. Rounded, curved or other shapes are not permitted. Signs on awnings may be on the sloped portion or on the flap, as shown above.

- Letters and graphics are limited to two surfaces and shall not exceed 5 percent of the total awning/canopy area
- Letters placed on an awnings front flap shall be limited to 5 inches tall
- Awnings may have open „sides“ or „ends“
- Awnings may be either fixed or operable
- Color combinations for awning or canopy signs are limited to three colors and should be simple. Lettering color and background color should contrast for legibility
- Subtle bands of color are appropriate for awnings; more complex patterns or textures should generally not be permitted
- Awnings shall have a maximum slope of 45 degrees or 6 rise to 12 slope ratio
- Awnings shall not be internally or externally lit
- Awnings shall be made of canvas or other textile similar in durability and appearance. Permanent awnings as architectural features are also permitted. Plastic awnings are prohibited
- The underside of awning shall be open and not enclosed with fabric or any type of screen or grill
- Letters shall be dyed or painted on the awning



7.0 Pole Mounted & Directory Signs

Pole-mounted and/or other forms of freestanding signs shall be permitted as follows:

- 4 square feet maximum per side for pole-mounted signs
- 18 square feet per side for directory signs, not including decorative stanchions
- Business logos are permitted for all signs
- Each pole-mounted sign is limited to 3 colors
- Signs shall be limited to 8 feet height, not including decorative stanchions
- Signs are permitted along the sidewalk and within the right of way
- Directory signs may be externally illuminated
- Pole signs shall be spaced at least 20 feet apart
- The sign shall be at least 1 (one) foot from the edge of the street curb
- All such signs shall be constructed and secured so as to ensure the safety of pedestrians
- Signs shall be constructed of durable materials that complement the design of the adjacent buildings
- Directory signs or kiosks: These may be considered for sidewalk locations. Those for private arcades or buildings should be on private property, located in publicly accessible courts, access-ways, or passages. Only one directory sign or kiosk is allowed per street entrance



8.0 A- Frame Signs

A-Frame Signs in accordance with this section shall be exempt from Temporary portable signs such as menu boards for restaurants, and special promotional signs for stores shall be permitted in the public right-of-way and between the building and street curb subject to the following:

- Maximum area: One side - 6 square feet (Total – 12 square feet for both sides)
- Maximum sign height- 42 inches
- Maximum letter height: Letters - 8 inches
- Number: One sign is permitted per business
- Illumination: A-Frame signs shall not be illuminated
- Location: Signs must be placed immediately in front of the business, within the width of store frontage and not, for example, at the street corner in front of other businesses. For businesses located in an arcade or plaza, a portable sign may be placed at the street entrance to the arcade or plaza.
- A-frame signs shall be spaced at least 20 feet apart
- Location: The sign shall be at least one foot from the street curb and placed so that it does not unduly retard pedestrian traffic flow
- All such signs shall be constructed and secured so as to ensure the safety of pedestrians
- Maintenance: Signs must be maintained in good condition and removed each day prior to close of business
- Quality: Constructed of durable materials that complement the design of the adjacent building
- Storage: Signs must be stored indoors after hours of operation.

9.0 Window Signs

Window signs shall be permitted in all business storefronts.

- Letters and logos shall be silk-screened or of a custom vinyl applique. Letters and logos shall be affixed to the back of glass and up to 6 inches maximum height
- One window sign per window is permitted

- One suspended sign, hung a minimum 36" behind glass display window is permitted at each display window within the storefront. Flat signs, clear glass, and/or acrylic are encouraged.
- Maximum height for a horizontal sign is 12" and maximum size for a logo object sign is 18" x 18"
- Window signs may list information including services and/or products sold on the premises, phone numbers, and operating hours
- Temporary promotional signs are permitted in each business for up to 10 days per month and shall not exceed 15 percent of the total storefront window area

10.0 Address Signs

Address signs containing the numerical street address are permitted near the principal entrance of all businesses or near the mailbox if applicable.

- Address Sign numerals shall be of uniform size and may be between 4 and 6 inches in height
- Address signs shall be easily visible by using colors or materials that contrast with their background.

11.0 Construction Signs

Construction signs are permitted as follows:

- One (1) sign not exceeding 48 square feet on a site providing construction information including but not limited to: the architect(s), owner(s) and/or contractor(s)
- Construction signs are permitted within the project or off-premises within 200" of the site of the ongoing construction activity
- Any off-premises construction signs shall remain with the Project. No more than 4 off-premises signs shall be permitted for any single construction project (i.e. one building or housing subdivision). Construction signs are to be maintained during actual construction and promptly removed within 7 days after issuance of a certificate of occupancy

11.0 Highway Corridor Signage

In Use Zones _____ permitted monument and building signage shall be as follows:



11.1 Building Signage

Building signage shall conform to the following standards:

- Total sign area shall be limited to 2 square feet per one linear foot of building length, but shall not exceed 200 total square feet per building
- Building signs shall be independent letters pinned to the building elevation, which may be internally illuminated
- Corporate logos and colors shall be permitted on signage
- Ground mounted signs are permitted up to 20 feet in height



11.2 Monument Signage

The PUD shall permit a total of 6 freestanding monument identification features as follows:

- Monument signs shall be located along
- Each monument sign may display up to four such signs (one on each side of the structure) and each sign shall be limited to a maximum of 30 square feet in area

- All monument signs shall be located within a minimum of 50 feet from any right of way or property line
- Each sign shall be limited to a maximum of 350 square feet per side or 700 square feet total, plus architectural allowances such as walls and columns. Architectural allowances are permitted for primary and secondary monument signs within the project. The architectural allowances of 36 inches on the top of the sign and 48 inches on each side of the sign shall not count toward the maximum allowed sign area, and may exceed the maximum height by 36 inches. The architectural allowance shall not include any portion of text, logo, or other advertising material
- Height: 35 feet maximum height per sign as measured from the adjacent ground to the top of the sign
- Lighting: signs shall be halo lit, externally or internally illuminated with cutout letters
- Spacing: All monument signs shall be spaced 400 feet minimum distance from each other
- Landscaping: The ground area between three and five feet away from the support base for monument signs shall be planted with appropriate landscaping materials with the intent of creating an aesthetically pleasing and visually compatible landscaped area around the sign.



Background & Limits of Study

Gibbs Planning Group, Inc. (GPG) was commissioned by the City of Daytona Beach Community Redevelopment Agency (CDA) to participate in a two-day retail-planning workshop held on May 3-5, 2012. GPG was asked to conduct a peer review and to make recommendations for promoting the city's commerce. As a part of this workshop, GPG met with business owners, civic leaders, city staff, property owners, public policy makers, residents, real estate brokers and developers. GPG also drove and walked the city and

surrounding region and visited numerous businesses and institutions. GPG's observations were presented in a public forum at the end of the workshop.

The findings of this study are based on GPG's review of research and studies provided by the client and prepared by others, the interviews conducted during the workshop and GPG's experience with public and private sector commercial centers. GPG did not conduct any primary market or independent surveys as a part of its scope of services for this study. Interviews or third party studies have not been independently verified. This peer report is intended to provide the client with an independent third party review for general retail principles and guidelines in the subject study areas. The findings and recommendations of this study should not be the sole basis for design, investment, land acquisitions, leasing public policy, or real estate development or urban planning. Further analysis and research are recommended before taking any action.