



P.O. Box 2451 ♦ DAYTONA BEACH, FL 32115-2451 ♦ (386) 671-8180

Robert Abraham
Chairman
Kelly White
Commissioner
Sheryl A. Cook
Joseph H. Hopkins
Tammy M. Kozinski

AGENDA

Tuesday, February 24, 2015 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: January 27, 2015**
4. **Public Comments**
5. **DDA Monthly Financial Report**
6. **Volusia Safe Harbor - DDA Resolution of Support**
7. **Riverfront Shops of Daytona Beach Campaign**
 - a. **Website Maintenance Report**
 - b. **E-Newsletter & Website Content Changes**
8. **Downtown Event Funding Criteria**
9. **Farmers' Market Strategy**
10. **Board Comments**
11. **Adjournment**

**DOWNTOWN DEVELOPMENT AUTHORITY
MINUTES
REGULAR MEETING
Tuesday, January 27, 2015**

The regular meeting of the Downtown Development Authority was held Tuesday, January 27, 2015, at 8:00 a.m. in Conference Room 149B of 301 S. Ridgewood Avenue, Daytona Beach, Florida. The following people were present:

Board Members Present

Mr. Robert Abraham, Chairman
Ms. Sheryl Cook, Vice Chair
Mr. Joseph H. Hopkins
Ms. Tammy Kozinski

Board Members Absent

Ms. Kelly White

Staff Members Present

Mr. Jason Jeffries, Redevelopment Project Manager
Mr. Bob Jagger, Deputy City Attorney
Ms. Noeleen Foster, Farmers' Market Manager
Ms. Becky Groom, Board Secretary

1. Call to Order

Mr. Abraham called the meeting to order at 8:10 a.m.

2. Roll Call

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

3. Approval of Minutes: Regular Meeting: December 16, 2014

Mr. Jeffries stated a correction needs to be made on Page 4 in the 5th paragraph of the December 16, 2014 minutes. The sentence should read "Ms Foster stated she has talked with the Embry-Riddle students that conduct their radio show and stated they would be willing to broadcast *for Riverfront Fridays* for \$100."

Board Action:

Mr. Hopkins made a motion to approve the minutes of the Regular Meeting of December 16, 2014, as corrected. Ms. Kozinski seconded the motion and it was approved unanimously (4-0).

4. Public Comments

Pastor Michael Pastore, New Promises Ministry, Daytona Beach, stated he was an advocate for the homeless population in Daytona Beach. Rev. Pastore stated he feeds the homeless at a location on North Street and supports the Safe Harbor initiative. Rev. Pastore stated he feels it will be another 24 months before a shelter was in place and was concerned about what will be done for the homeless in the meantime. He stated he has set up a task force and was meeting with the Mayor tomorrow and hopes to establish a site for the homeless, possibly in a vacant school or gymnasium. Rev. Pastore stated he has set up a website which was www.DaytonaHomeless.com.

Suzanne Altamar, 453 Golf Blvd., Daytona Beach, stated she has talked with Commissioner Kelly White who suggested she attend today's meeting. Ms. Altamar stated she has coordinated contests in other parts of the country and coordinated a sand sculpture trail. Ms. Altamar stated she would like the Board to consider a similar activity in this area.

Dan Harshaw, 115 Lenox Avenue, stated he was concerned about the proposed outlet mall that was planned to be located near LPGA. Mr. Harshaw stated he was concerned that everything was now being built west of I-95 and nothing was being done to preserve the area east of U.S. 1. Mr. Harshaw stated the ISB corridor project will not start for another 10 years and feels downtown will not survive waiting another 10 years for streetscaping. Mr. Harshaw stated the city staff should listen to the citizens on how the area should be developed and not tell the citizens how it will be developed. Mr. Harshaw commended the City of Ormond Beach for the way Granada Blvd. was developed. Mr. Harshaw stated he feels the development along LPGA will only hurt downtown.

Mr. Jagger stated written comments have been provided to staff from Ms. White on agenda items for today's meeting and will be included as part of the record.

5. DDA Monthly Financial Report

Mr. Jeffries presented the Financial Report which was included on Page 11 of the packet and made part of the record. Mr. Jeffries stated the Technical Services account was overspent and a budget transfer needs to be made to offset the overage.

Ms. Cook asked if the transfer was necessary due to the fees for the new web company, InFocus.

Mr. Jeffries said yes, and that includes a \$900 fee for the mobile app work.

Ms. Cook asked if the Board will receive reports from InFocus on the work they are doing.

Mr. Jeffries stated the information was collected by Gold & Associates when they complete their analytical report. Mr. Jeffries stated InFocus' responsibility was to update the website and the content was provided to InFocus by other people. Mr. Jeffries stated the merchant directory still needs to be updated and he will be discussing the updates with the merchants.

Board Action:

A motion was made by Mr. Hopkins, seconded by Ms. Cook, to transfer \$1,000 from the Supplies line item and \$1,200 from the Downtown Marketing line item to increase the Technical Service line item by \$2,200. The motion carried unanimously (4-0).

6. Riverfront Shops of Daytona Beach Quarterly Report

Keith Gold, Gold & Associates, presented the report which was included on Page 14 of the packet and made part of the record. Mr. Gold stated his concern was that nothing was being done to re-engage the existing customers and stated new offers from merchants would encourage people to visit the area. Mr. Gold stated he feels the newsletter should be redesigned and he would offer to do that at no charge.

Mr. Harshaw asked what was being done to draw people to the downtown from the hotels.

Mr. Gold stated there was a designated section about the downtown in the in-room concierge book; rack brochures are in the lobbies of the hotels; palm cards are provided to the hotels; and he stated the partnership with the Convention & Visitors Bureau was stronger than it has been in a while.

Mr. Jeffries stated there was an ad on the resort maps and the downtown area was advertised on the Beach Channel.

Mr. Hopkins asked what can be done to the newsletter to draw interest.

Mr. Gold stated the merchants could be approached to discuss offering a promotion for the entire area, such as 10% off at any store. He suggested having a meeting with the merchants to discuss promotion ideas with them.

Ms. Kozinski asked if an article could be placed in the newsletter about new housing in the downtown area. She asked if the newsletter was doing anything to make the area seem exciting, such as including articles on the Dunn Building

or the new Indian Motorcycle shop. She also stated traffic and parking information could be included.

Mr. Jeffries stated in the past there have been articles regarding housing but the focus has been to lead with a merchant story or Downtown events.

Ms. Cook stated she has visited the website site and attempted to sign up to receive the newsletter and the most current newsletter at the site was from August, 2013. She asked why InFocus was being paid if they are not keeping the website up to date.

Johnnie Ponder, 437 Maley Avenue, stated she has attempted to sign up for the newsletter and has been unable to do so.

Mr. Gold stated Gold & Associates used to handle the maintenance of the website and their company no longer does that.

Mr. Abraham suggested presenting a redesign of the newsletter at a future meeting. He stated he does not want news articles to overshadow events that are taking place downtown.

Mr. Gold stated he would have his staff go through the website and make suggestions on changes that should be made to city staff.

Al Smith, Bullseye Direct Marketing, stated people go to Facebook for information and that site should be kept up to date and current with news on the downtown.

Ms. Cook expressed concern that InFocus has not updated the website. She stated they were hired quite a while ago and they should be held accountable.

Mr. Jeffries stated he would have a conversation with InFocus regarding Ms. Cook's concerns. He stated InFocus was being paid monthly so the service could be canceled.

7. **Downtown Events**

Mr. Abraham stated written comments from Ms. White were provided and are included for the record.

a. **Downtown Event Funding Criteria**

Mr. Jeffries presented the staff report which was included as part of the packet on Page 18 and made part of the record. Mr. Jeffries stated advertising standards were discussed at the September 30, 2014, Special Meeting of the DDA. Mr. Jeffries stated staff was directed to work with Gold & Associates and Bullseye Direct Marketing to develop revisions to

the standards and Bullseye is requesting additional flexibility in the poster design.

Al Smith, Bullseye Direct Marketing, stated having the blue background for every poster and changing information does not work. Mr. Smith stated he has done research in other cities and no other city markets their area through branding as has been suggested for the downtown. Mr. Smith stated it delays the process for Bullseye to have to go through a third party each time advertising for an event was being created. Mr. Smith stated Bullseye has tried to appease the Board but it causes delays for Bullseye to have to present designs to the city and then send them to Gold for review. Mr. Smith stated he feels what was presented was a good balance.

Keith Gold stated Gold & Associates was asked to develop a brand for the downtown area. Mr. Gold stated there has never been a delay in processing requests sent to Gold & Associates as has been suggested. Mr. Gold stated Gold & Associates developed a format as requested and it was approved by the Board. Mr. Gold stated Bullseye did not want to work with the limited area set aside on the posters for sponsors. Mr. Gold stated a design with an increased sponsor area was presented to the Board by Gold & Associates. Mr. Gold stated Bullseye did not want to use the logo that was approved with the flowers so the flowers were removed. Mr. Gold stated Bullseye did not feel the logo was acceptable, even though it was approved by the Board. Mr. Gold stated the branding should make a statement about the place.

Mr. Hopkins stated the destination was common for every one of the events and the Board's direction was to make sure the destination was promoted. Mr. Hopkins stated Bullseye has not abided by what was approved by the Board and it always ends up as a tug of war.

Mr. Smith stated what was proposed by Gold & Associates with the blue background does not look good and was hideous. Mr. Smith stated he feels Bullseye was being asked to compromise and it doesn't make sense to him.

Ms. Kozinski stated Bullseye was complaining about the blue background yet what they have proposed for March was a black background. Ms. Kozinski stated she does not feel the poster should be reinvented for each event.

Mr. Hopkins stated he thought the Board was clear about their direction. Mr. Hopkins stated the Board has invested with Bullseye; and after an agreement was developed, Bullseye has said they do not want to follow the rules.

Mr. Abraham read Ms. White's comments for the record. He stated the Board's direction was to provide something standard that the Board does

not have to be involved in approving each time a poster was prepared. Mr. Abraham stated he was looking for a compromise.

Mr. Smith stated what was presented on Page 22 provides coverage to the downtown logo.

Mr. Jeffries stated when he was approached by Bullseye with their concerns, he suggested preparing a design that could be presented to the Board and that was what was included in the packet. Mr. Jeffries stated it was up to the Board to approve what was proposed.

Mr. Abraham stated Mr. Gold has provided to the Board everything that has been asked of him and it was up to the Board to provide clarity and a decision.

Mr. Hopkins stated the Board has provided clarity and the objective was to promote this destination. Mr. Hopkins stated if the event promoters and organizers feel so strongly that the Board made a bad decision, then that should be on the table and addressed. Mr. Hopkins stated he does not want to see this item presented to the Board again. Mr. Hopkins stated he would be hard-pressed to agree that what was presented by Bullseye promotes the destination consistently. Mr. Hopkins stated the Board needs to make a decision as to whether they will enforce their previous decision regarding branding.

Mr. Abraham stated he feels the matter should come back to the Board for a final decision and the full Board should be in attendance for that decision. Mr. Abraham asked that Mr. Jeffries place on the February agenda a decision to be made by the Board as to whether a template will be used and if the logo that was adopted for branding will be used in each poster.

Mr. Smith stated he feels the Board was focused on the wrong thing. He stated he feels the Board should focus on what people do once they get to downtown and there was no reinforcement provided to people once they arrive in the downtown. He stated the Board should look at how the Farmers' Market will interact with downtown. He stated there are bigger issues the Board should be addressing.

Mr. Abraham stated the Board has made a major policy decision to the branding in a certain way and feels that was important for the long-term benefit of the merchants. Mr. Abraham stated what was being talked about was a move away from that policy. He stated it was not a decision about one individual poster but was a decision about the policy of the Board concerning the branding.

b. Downtown Event Name Change

Mr. Jeffries presented the staff report which is included on Page 25 of the packet and made part of the record.

Mr. Smith stated the correct name should be Riverfront Festival of the Arts.

Ms. Cook asked if the logo presented on Page 25 was the logo that will be used.

Mr. Smith stated Riverfront will have to be part of the logo.

Board Action:

A motion was made by Ms. Kozinski, seconded by Mr. Hopkins, to accept the event name change for the event to be held on March 21, 2015, to the Riverfront Festival of the Arts. The motion carried unanimously (4-0).

8. Farmers' Market Strategy

Ms. Foster presented the staff report which was included in the Page 27 of the packet and made part of the record. Ms. Foster stated over the last couple of weeks, a number of small farms are participating in the market. Ms. Foster stated when there a good days at the market, it was when there are no other events in the area. Ms. Foster stated she would like the Board to think about increase the number of craft vendors that are permitted to sell at the market to 20%.

Ms. Kozinski asked if the conflicts for parking at the City's yard sale have been addressed.

Mr. Jeffries stated he talked with Cultural Services who agrees with the DDA's concerns. Mr. Jeffries asked if the Board would like him to draft a letter to the City Manager regarding the concerns with the conflict in parking for the City's yard sale.

Board Action:

A motion was made by Mr. Hopkins, seconded by Ms. Cook, to have the Chair send a letter to the City Manager and provide a copy to Leisure Services requesting that Leisure Services forego having the City yard sale on City Island since it was in competition with the physical demands of the Farmers' Market. The motion carried unanimously (4-0).

Ms. Cook stated in reviewing the minutes, we have been working on the SNAP issue for at least 4 years. She stated accountability was also discussed. Ms. Cook stated the Board discussed increasing the cost for the spaces and asked if anything had been done on any of these items. Ms. Cook stated she thought a workshop was to be scheduled to discuss these items.

Mr. Abraham stated he and Mr. Jeffries discussed a date for a workshop and were unable to come up with an agreeable date for the Board so they agreed to place this item on the regular Board meeting agenda.

Ms. Kozinski stated the Board discussed moving some things to the Pavilion and asked if we are moving in that direction.

Mr. Jeffries stated that was a project discussed with the previous Farmers' Market manager but that project has basically stalled. Mr. Jeffries stated it would be a CRA project to move the location of the Farmers' Market and infrastructure improvements would have to be made.

Mr. Abraham stated moving the Farmers' Market would be a longer-term objective. He stated in the short-term, the items listed in the report should be addressed to try to increase the revenue.

Mr. Jeffries stated alternatives for increasing revenue are outlined on Page 30 of the packet.

Ms. Foster stated there was discussion about giving a price break to vendors who take up multiple spaces. Ms. Foster stated she would not recommend doing that at this point since in order to offset that revenue, there would have to be an increase to what was charged to the smaller vendors in order to maintain the revenue.

Ms. Cook stated she agreed with Commissioner White's comments about the rates.

Mr. Jeffries stated the current rate structure as adopted by the DDA was \$15 per week and the monthly charge was \$44. Mr. Jeffries stated what Commissioner White was suggesting was perhaps we should look at another rate structure other than what was currently adopted. Mr. Jeffries stated the DDA has never increased the rates.

Mr. Abraham stated he agrees with the thought of attracting more small vendors. Mr. Abraham stated getting approval for the SNAP/EBT program will help attract vendors.

Mr. Jeffries stated in the past the DDA has tried to secure a grant to initiate the SNAP/EBT program and securing a grant has been unsuccessful. Mr. Jeffries stated what Ms. White was suggesting was to get approval for the SNAP/EBT payments, and she has a lead on a community group that might provide some support and funding for that. Mr. Jeffries stated it would be a \$15,000 to \$20,000 project including the equipment.

Ms. Kozinski stated she feels the Board should give Ms. White permission to pursue an agreement with the community group since she has already made contact with them.

Mr. Jagger stated he would suggest that Mr. Jeffries make the contact with the community group.

Ms. Cook asked if any of the other items presented are being done, such as putting pictures on Facebook since the website was not up to date.

Ms. Foster stated she has capability to take pictures and post them to a Facebook page.

Mr. Jeffries stated the Farmers' Market photos would be posted at the Riverfront Shops Facebook page.

Mr. Gold stated he feels there should be a separate Facebook page for the Farmers' Market and Gold & Associates will set that up as well, pro bono.

Ms. Cook stated she would like to receive a report from InFocus as to what they are doing for their money.

Ms. Abraham asked that a representative be invited to attend a DDA meeting.

Ms. Kozinski stated she would like all of the alternatives presented pursued.

Ms. Foster discussed rates and stated to give a break to a smaller vendor would cut the revenue.

Ms. Kozinski stated the discussion was to increase the rates charged to smaller vendors.

Ms. Foster stated the reason the market was attracting new vendors was because the rates are lower than at other markets. Ms. Foster stated the charge was \$15 for one day and other markets charge \$20. Ms. Foster stated the rate could be increased for one day to \$20 and \$60 for the monthly rate.

Mr. Jeffries stated at next month's meeting, information will be provided on the rate structures and what other markets are charging. Mr. Jeffries suggested surveying the vendors to get their opinions regarding the rates.

Mr. Abraham asked for consensus on the proposed alternatives and suggested adding a long-term alternative of relocation of the Farmers' Market to the pavilion area.

Ms. Kozinski stated efforts should be made to attract another wholesale vendor.

Mr. Abraham suggested revising the first alternative to include focusing on attracting smaller vendors while also trying to attract a wholesale vendor.

Ms. Cook suggested adding a separate Facebook page for the Farmers' Market.

Mr. Jeffries stated revised strategies will be presented to the Board at their next meeting that will include the comments discussed today.

Mr. Harshaw stated perhaps the Farmer's Market should be located to the west onto Riverfront Park.

Mr. Abraham suggested discussing the alternative of relocating the Farmers' Market. Mr. Abraham stated there was discussion about locating the Farmers' Market to Magnolia.

9. **Board Comments**

Mr. Jeffries stated the meeting dates for the Board will have to be rescheduled in November and December. The meetings have been scheduled for the third week in November and December.

Mr. Jeffries stated there was an initiative with the east side cities from New Smyrna Beach to Ormond Beach regarding comments from their CRA's regarding U. S. 1. He stated meetings are on-going regarding this subject.

10. **Adjournment**

There being no further business to come before the Board, the meeting was adjourned at 10:37 a.m.

Robert Abraham, Chairman

Becky Groom
Recording Secretary



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: February 20, 2015

TO: Downtown Development Authority Members

FROM: Jason Jeffries, Project Manager

SUBJECT: Monthly Financial Report

The following is the DDA financial report with expenditures through February 19, 2015.

BUDGET STATUS

General Activities

| Line Item | Appropriation | Spent to Date As of 2/19/15 | Balance |
|--------------------------|-------------------|--------------------------------|---------------------|
| Contract Services | \$ 1,000 | \$ 401.49 | \$ 598.51 |
| Supplies | \$ 2,020 | \$ 1,196.07 | \$ 823.93 |
| Care and Subsistence | \$ 300 | \$ 89.89 | \$ 210.11 |
| Professional Memberships | \$ 450 | \$ 420.00 | \$ 30.00 |
| Technical Services | \$ 3,900 | \$ 1,961.00 | \$ 1,939.00 |
| Professional Services | \$ 38,400 | \$ 12,800.00 | \$ 25,600.00 |
| Co-op Marketing | \$ 21,500 | \$ 13,982.00 | \$ 7,518.00 |
| Downtown Marketing | \$ 25,800 | \$ 12,205.91 | \$ 13,594.09 |
| Downtown Events | \$ 21,000 | \$ 13,692.11 | \$ 7,307.89 |
| Total | \$ 114,370 | \$ 56,748.47 | \$ 57,621.53 |

Notes:

Note: Appropriations reflect budget transfers approved at January 27, 2014 meeting.

Farmers' Market Activities

| Revenues | Projection | Received to Date As of 2/19/15 | | Balance |
|--------------------|------------------|-----------------------------------|--|---------------------|
| Vendor Revenue | \$ 35,750 | \$ 10,936.00 | | \$ 24,814.00 |
| Market Booth Sales | \$ 1,200 | \$ - | | \$ 1,200.00 |
| Total | \$ 36,950 | \$ 10,936.00 | | \$ 26,014.00 |

| Expenses | Appropriation | Spent to Date As of 2/19/15 | | Balance |
|---------------------|------------------|--------------------------------|--|---------------------|
| Market Manager | \$ 16,000 | \$ 5,940.00 | | \$ 10,060.00 |
| Supplies | \$ 500 | \$ 280.73 | | \$ 219.27 |
| Liability Insurance | \$ 1,250 | \$ 1,088.56 | | \$ 161.44 |
| City Fees | \$ 1,500 | \$ 1,500.00 | | \$ - |
| Marketing | \$ 15,200 | \$ 5,335.00 | | \$ 9,865.00 |
| Market Events | \$ 1,500 | \$ - | | \$ 1,500.00 |
| Booth Merchandise | \$ 1,000 | \$ - | | \$ 1,000.00 |
| Total | \$ 36,950 | \$ 14,144.29 | | \$ 22,805.71 |

| | |
|--------------------|----------------------|
| Profit/Loss | \$ (3,208.29) |
|--------------------|----------------------|

Farmers' Market Revenue Comparison

| | 2012/13 | | 2013/14 | | 2014/15 | | % Increase |
|-----------|-----------|-------------|-----------|-------------|----------|-------------|---------------|
| | Revenue | # Spaces | Revenue | # Spaces | Revenue | # Spaces | |
| October | \$ 2,440 | 53 | \$ 2,728 | 58 | \$ 2,085 | 47 | -23.6% |
| November | \$ 2,516 | 54 | \$ 2,946 | 63 | \$ 2,189 | 49 | -25.7% |
| December | \$ 2,619 | 55 | \$ 2,854 | 62 | \$ 2,308 | 51 | -19.1% |
| January | \$ 2,680 | 58 | \$ 2,678 | 59 | \$ 2,456 | 54 | -8.3% |
| February | \$ 2,604 | 57 | \$ 2,396 | 53 | | | |
| March | \$ 2,754 | 58 | \$ 2,691 | 60 | | | |
| April | \$ 2,883 | 63 | \$ 2,586 | 58 | | | |
| May | \$ 2,840 | 62 | \$ 2,646 | 59 | | | |
| June | \$ 2,751 | 57 | \$ 2,179 | 48 | | | |
| July | \$ 2,173 | 49 | \$ 1,946 | 49 | | | |
| August | \$ 2,353 | 48 | \$ 1,832 | 48 | | | |
| September | \$ 2,299 | 47 | \$ 1,873 | 45 | | | |
| Total | \$ 30,912 | | \$ 29,355 | | \$ 9,038 | | -19.2% |

Downtown Events

| Revenues | Projection | Received to Date As of 2/19/15 | Balance |
|-----------------|-------------------|--|---------------------|
| Vendor Revenue | \$ 2,700 | \$ - | \$ 2,700.00 |
| Sponsorships | \$ 11,000 | \$ - | \$ 11,000.00 |
| Total | \$ 13,700 | \$ - | \$ 13,700.00 |

| Expenses | Appropriation | Spent to Date As of 2/19/15 | Balance |
|-----------------------|----------------------|---------------------------------------|---------------------|
| Event Manager | \$ 5,400 | \$ 1,278.00 | \$ 4,122.00 |
| Professional Services | \$ - | \$ - | \$ - |
| Event Music | \$ 7,200 | \$ 800.00 | \$ 6,400.00 |
| Equipment | \$ - | \$ - | \$ - |
| Supplies | \$ 1,100 | \$ - | \$ 1,100.00 |
| Total | \$ 13,700 | \$ 2,078.00 | \$ 11,622.00 |

| | |
|--------------------|----------------------|
| Profit/Loss | \$ (2,078.00) |
|--------------------|----------------------|

RESOLUTION NO. DDA 15-1

A RESOLUTION OF SUPPORT FOR THE PROPOSED VOLUSIA SAFE HARBOR TRANSITIONAL SHELTER AND SERVICE CENTER; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Daytona Beach and its surrounding cities have experience an increase in the homeless population in certain key areas of the City; and

WHEREAS, existence of the homeless population deters investors from newly locating or relocating their businesses in certain areas of the City, and restricts potential expansion of commerce and revitalization; and

WHEREAS, at the City Commission meeting of October 1, 2014, Dr. Robert G. Marbut, Jr., reported his findings on the area's homelessness and recommendations and the County of Volusia have joined forces to provide a solution to the problem, that involves the Volusia Safe Harbor Transitional Shelter and Service Center (“Volusia Safe Harbor”); and

WHEREAS, Volusia Safe Harbor is a proposed ~~25,000 square foot~~ facility to be co-located with the existing Stewart-Marchman Act facility at 1140 Red John Drive in the center of Volusia County, near the corrections facilities and the Emergency Operations and Sheriff’s Communications Center; and

WHEREAS, Volusia Safe Harbor is to be a joint effort between the county and municipalities, working together with social service providers for centralized homeless services that will save taxpayer money, assist economic revitalization efforts, improve public safety, and provide effective assistance to unsheltered adults throughout Volusia County; and

WHEREAS, a similar Safe Harbor program has been established in Pinellas County which is run by the Pinellas County Sheriff’s Office, and has proven very effective; and

WHEREAS, the primary purpose of Volusia Safe Harbor is jail diversion instead of arrest and incarceration for those who have committed minor offenses. Additionally, law enforcement personnel will offer a courtesy ride to Volusia Safe Harbor that will be open 365/24/7; and

WHEREAS, Volusia Safe Harbor is not intended for permanent living, but rather, is a transitional shelter. It will provide a bridge from homelessness into existing permanent housing elsewhere. It will be a temporary portal where basic needs are met in a safe but Spartan environment for 250 people. Adults desiring to enter voluntarily and stay for a night or many months may do so under certain conditions; and

WHEREAS, Volusia Safe Harbor will accept other people who may arrive with voluntary transport by outreach teams who go into homeless encampments and offer rides to the shelter. People can come and go, but no rides out are provided and there is a curfew. It will accept people who are under the influence, but there will be a separate area outside for people unwilling or unable to refrain from substance abuse. Only violent acts will result in permanent expulsion and prosecution; and

WHEREAS, guests at Volusia Safe Harbor will be assigned case managers who will perform intake assessments. Referrals will be made for veterans or other benefits, substance abuse treatment, medical referrals, or other needs. The case managers will be employees of community partners like Haven Recovery Center, or other entities that are currently providing direct services to this population; and

WHEREAS, Volusia Safe Harbor will provide classes, job retraining, or interviews and other services. Medical and dental clinics, haircuts, life skills classes are envisioned with on-site visits from local colleges, hospitals and other providers. These activities during the day will

be designed to occupy time with productive activity intended to assist guests to transition into self-sufficiency; and

NOW, THEREFORE, BE IT RESOLVED BY THE DOWNTOWN DEVELOPMENT AUTHORITY OF THE CITY OF DAYTONA BEACH, FLORIDA:

SECTION 1. The Downtown Development Authority of the City of Daytona Beach hereby supports the proposed Volusia Safe Harbor Transitional Shelter and Service Center project with centralized countywide management similar to the Pinellas County program model, as recommended by Robert G. Marbut, Jr, Ph.D in his October 1, 2014 report to City Commission-

SECTION 2. This Resolution shall take effect immediately upon its adoption.

ROBERT ABRAHAM
Chairman

ATTEST:

Clerk

Adopted: _____

RIVERFRONT SHOPS OF DAYTONA BEACH NEW E-NEWSLETTER OUTLINE

Prepared by GOLD • Thursday, February 12, 2015

Revised Friday, February 20, 2015

Rationale

In order to help maximize the impact of the Riverfront Shops of Daytona Beach's email marketing campaign, GOLD and the DDA have discussed revising the newsletter outline and design. Overall, the purpose of the revision is to provide concise, compelling, and easily accessible information and specials to the reader. In addition, a "sign up and win" display would be distributed to merchants to encourage new subscriptions.

Title

The agency suggests that the rebooted newsletter also feature a new title. Suggested alternatives include the following:

- *Beach Street Bulletin;*
- *Downtown Destinations;*
- *Downtown Digest;*
- *Riverfront & Center;*
- *Riverfront Record;*
- *Riverfront Review;* and
- *Shopping Sentinel.*

We recommend Beach Street Bulletin: *The Official Newsletter of the Riverfront Shops of Daytona Beach*, as it provides a specific location for the area where the deals, news, and events featured in the newsletter occur.

Outline

The following sections would be included in a more modular design:

- **WELCOME** — A very short introduction of 1-2 sentences;
- **THE FAST FIVE** — A list of the top five things to look for in Downtown Daytona Beach that month, with brief descriptions and links;
- **DOWNTOWN DEALS** — Enticing specials from Downtown merchants are highlighted, then linked to the website for full details;
- **RIVERFRONT EVENTS** — A concise overview of events coming to the Riverfront Shops of Daytona Beach;
- **MERCHANT MINUTE** — A brief listing of significant merchant news; *(These should be screened for length and relevance.)*
- **DOWNTOWN NEWS** — An optional section of brief highlights of other Downtown news *(such as building sales)*;
- **SIGNATURE SHOP** — An optional, brief *(250 word max.)* section that features a Downtown merchant; and
- **FOOTER** — Social media and discount card links.

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**RIVERFRONT SHOPS OF DAYTONA BEACH
NEW E-NEWSLETTER OUTLINE**

*Prepared by GOLD • Thursday, February 12, 2015
Revised Friday, February 20, 2015*

Display

HEADLINE: **SUBSCRIBE AND WIN A \$150 GIFT CARD!**

TEXT: Stay up to date on the latest Downtown Daytona Beach events and exclusive Riverfront Shops merchant specials. Enter today for your chance to win a gift card to the Downtown merchant of your choice in our monthly giveaway!



ITEM 8
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: February 20, 2015

TO: Downtown Development Authority

FROM: Jason Jeffries, Project Manager

SUBJECT: Event Funding Criteria – Advertising Standards

As requested by the DDA, the Event Funding Criteria is on the February meeting agenda. Based on the discussion at the last meeting, Gold & Associates has prepared an additional poster template for the DDA's consideration.

Staff is requesting direction from the DDA on any clarification that needs to be made in the graphic standards in the Downtown Event Funding Criteria.

Attached is the following information:

1. Staff memo from last month
2. Additional poster template
3. DDA Event Funding Criteria



ITEM 7a
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: January 23, 2015
TO: Downtown Development Authority
FROM: Jason Jeffries, Project Manager
SUBJECT: Event Funding Criteria – Advertising Standards

Attached is the Riverfront Shops of Daytona Beach graphic standards for event printed materials and print advertising, as adopted by the DDA in Downtown Event Funding Criteria Policy. At the September 30, 2014 Special Meeting, the DDA, with input from Gold & Associates and Downtown event producers, discussed the advertising standards. The DDA maintained its expectations for events to complement the Riverfront Shops of Daytona Beach branding in their advertising, as a condition of the DDA sponsoring the events. The DDA directed staff to work with Gold & Associates and the Bullseye Direct Marketing to develop revisions to the standards to accommodate the concerns raised by the event producers.

Bullseye Direct Marketing is requesting additional flexibility in the poster design. Samples of posters for upcoming events are enclosed.

Staff is requesting direction from the DDA on any clarification that needs to be made in the graphic standards in the Downtown Event Funding Criteria.

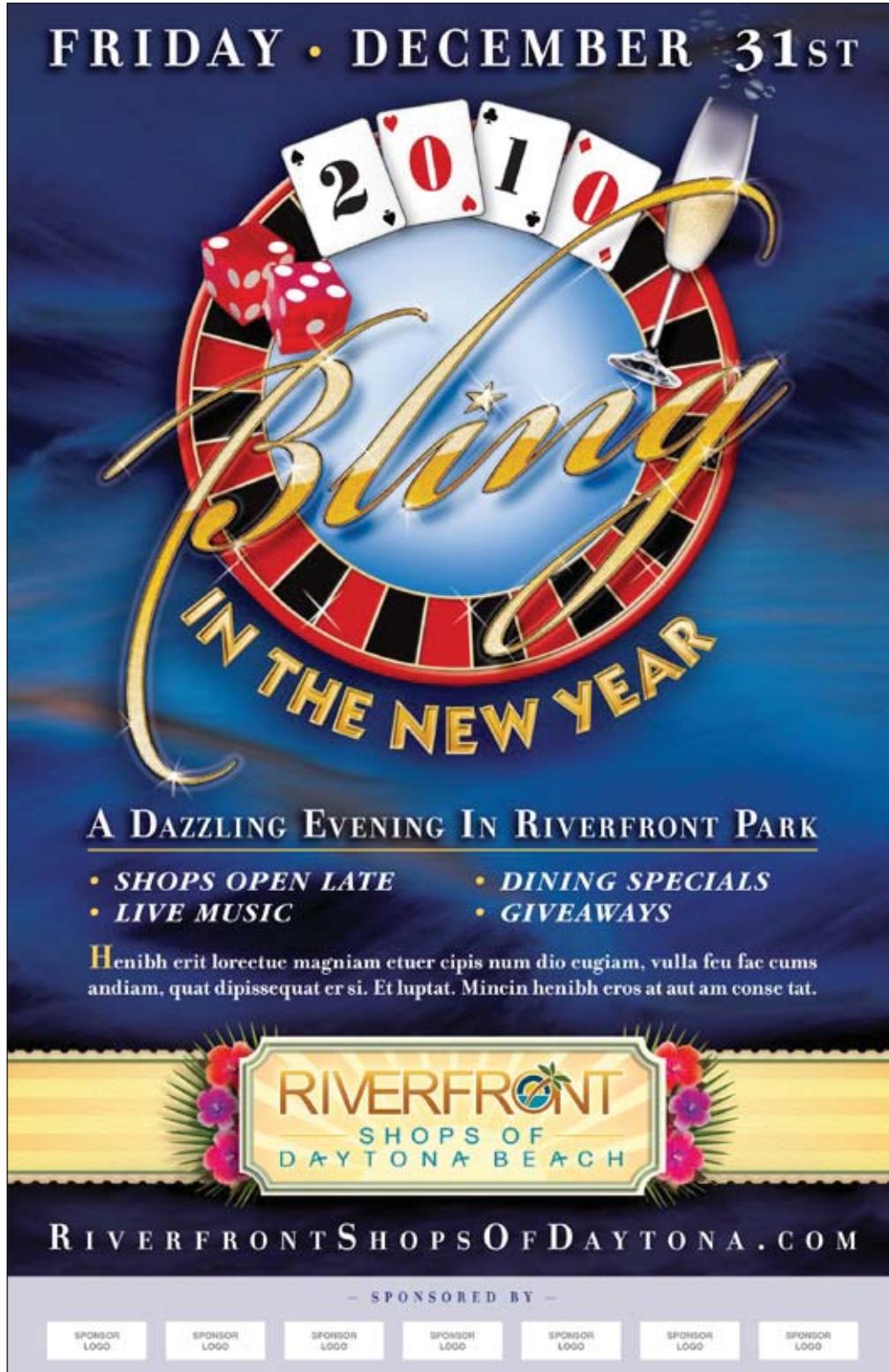
Attached is the following information:

1. Approved Event Advertising
2. Revised Event Poster Template prepared by Gold & Associates
3. Proposed Event Poster prepared by Bullseye Direct Marketing
4. Proposed Riverfront Logo for Event Posters

**RIVERFRONT SHOPS OF DAYTONA BEACH
SPECIAL EVENT BRANDING**

Presented by GOLD • Tuesday, August 12, 2014

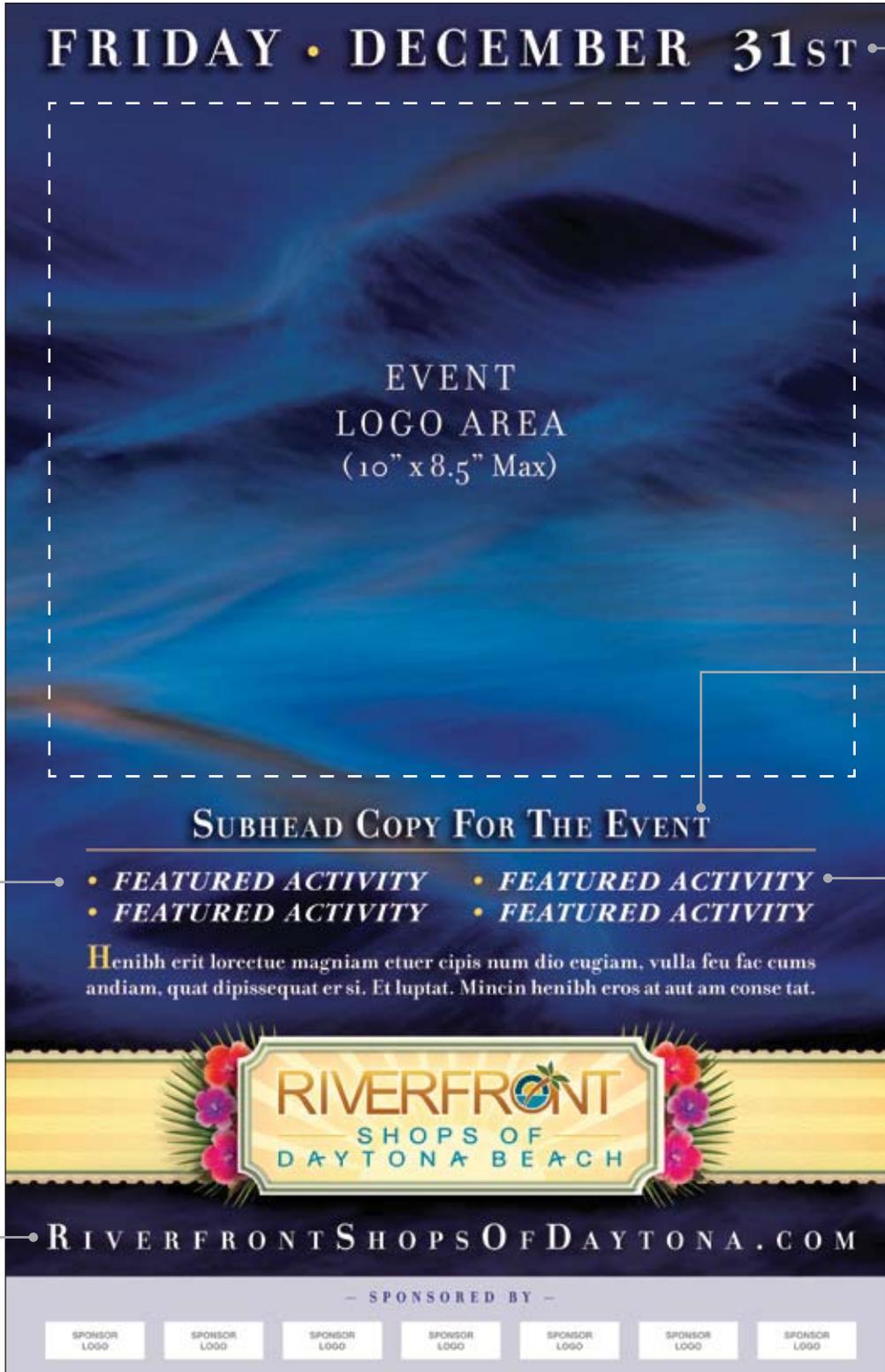
11" x 17" POSTER TREATMENT EXAMPLE



RIVERFRONT SHOPS OF DAYTONA BEACH SPECIAL EVENT BRANDING

Presented by GOLD • Tuesday, August 12, 2014

11" x 17" POSTER TREATMENT SPECIFICATIONS



HEADLINE

Set in
Filosofia Bold
50pt

SUBHEAD

Set in
Filosofia Bold
35pt
Small Caps

BODY COPY

Set in
Filosofia Bold
20pt size
23pt leading

LOGO BAR

2" height

SPONSOR AREA

1" height

FEATURE

Set in
Filosofia Bold Italic
25pt size
28pt leading

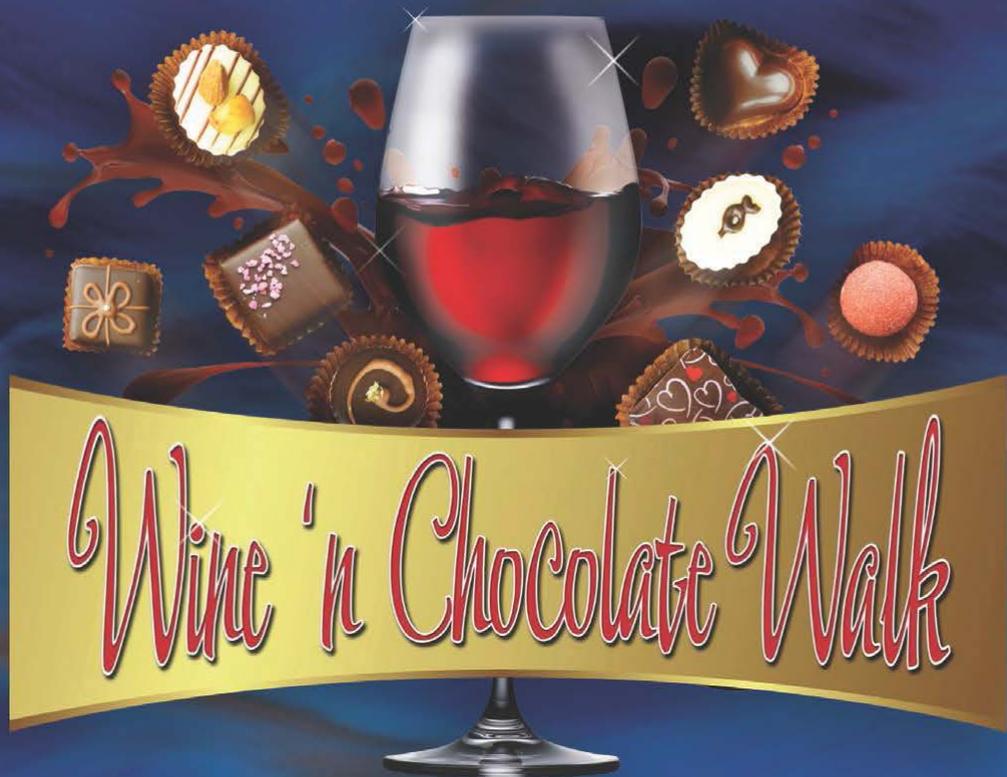
URL:

Set in
Filosofia Bold
35pt size
Small Caps

REVISED EVENT POSTER STANDARDS

SATURDAY • FEBRUARY 7TH

1 P.M. – 6 P.M.



INDULGE DOWNTOWN ON SATURDAY AFTERNOON

- *Delicious Wine*
- *Sweetheart Gift*
- *Decadent Chocolate*
- *iPad Giveaway*

Sample exquisite wines and chocolates as you stroll the Riverfront Shops.
Visit us online for details and ticket information.

— Must be 21 years old to participate. Proper ID required. Please drink responsibly. —

RIVERFRONT
SHOPS OF
DAYTONA BEACH

Coastal Charm. Downtown Dazzle.

RIVERFRONTSHOPSOFDAYTONA.COM

— SPONSORED BY —



PROPOSED EVENT POSTERS

Saturday • February 7th
1 p.m. - 6 p.m.

4th Annual Wine & Chocolate Walk

Indulge Downtown on Saturday Afternoon

- Delicious Wine
- Decadent Chocolate
- Sweetheart Gift
- iPad Giveaway

Sample delectable wines and chocolates at Downtown merchants as you stroll through Riverfront Shops. Visit us online for details and ticket information.
www.downtowndaytonaevents.com

Must be 21 years old to participate. Proper ID required. Please drink responsibly.

RIVERFRONT
SHOPS OF
DAYTONA BEACH

Coastal Charm. Downtown Dazzle
RiverfrontShopsOfDaytona.com

sponsored by

2015 Festival of the Arts

Saturday, March 21
11 am - 8 pm

Arts & Crafts Vendors • Musical Performances • Dance Performances • Food Trucks

RIVERFRONT
SHOPS OF
DAYTONA BEACH

Festival of the Arts

RIVERFRONT SHOPS OF DAYTONA BEACH SPECIAL EVENT BRANDING

Presented by GOLD • Tuesday, August 12, 2014
REVISED • October 6, 2014 and January 21, 2015

EVENT BRANDING SNIPE

The preferred approach for the Riverfront Shops brand identification is the poster format previously approved by the DDA. However, for special event materials that do not use the Riverfront Shops campaign art, this snipe should be prominently placed — no less than 3” tall — in the lower left of the materials as shown on the following page.

APPROACH A



(ACTUAL SIZE)

APPROACH B



(ACTUAL SIZE)

**RIVERFRONT SHOPS OF DAYTONA BEACH
SPECIAL EVENT BRANDING**

*Presented by GOLD • Tuesday, August 12, 2014
REVISED • October 6, 2014 and January 21, 2015*

EVENT BRANDING SNIPE PLACEMENT EXAMPLE



(11" x 17" Poster)

RIVERFRONT SHOPS OF DAYTONA BEACH SPECIAL EVENT BRANDING

Presented by GOLD • Tuesday, August 12, 2014
REVISED • October 6, 2014, January 21, 2015 and February 10, 2015

DDA POSTER LAYOUT (LIGHT BACKGROUND VERSION)

FRIDAY • DECEMBER 31ST

RIVERFRONT
Festival
— OF THE —
Season

A DAZZLING EVENING IN RIVERFRONT PARK

- **SHOPS OPEN LATE**
- **LIVE MUSIC**
- **DINING SPECIALS**
- **GIVEAWAYS**

Henibh erit loreetue magniam etuer cipis num dio eugiam, vulla feu fac cums andiam, quat dipissequat er si. Et luptat. Mincin henibh eros at aut am conse tat.

RIVERFRONT
SHOPS OF
DAYTONA BEACH

Coastal Charm. Downtown Dazzle.
RIVERFRONTSHOPSOFDAYTONA.COM

— SPONSORED BY —

SPONSOR LOGO

SPONSOR LOGO

SPONSOR LOGO

SPONSOR LOGO

SPONSOR LOGO

SPONSOR LOGO

**RIVERFRONT SHOPS OF DAYTONA BEACH
SPECIAL EVENT BRANDING**

*Presented by GOLD • Tuesday, August 12, 2014
REVISED • October 6, 2014, January 21, 2015 and February 10, 2015*

DDA APPROVED POSTER LAYOUT

SATURDAY • DECEMBER 6TH

RIVERFRONT
Festival
— OF THE —
Season

A DAZZLING EVENING IN RIVERFRONT PARK

- *SHOPS OPEN LATE*
- *LIVE MUSIC*
- *DINING SPECIALS*
- *GIVEAWAYS*

Henibh erit loreetue magniam etuer cipis num dio eugiam, vulla feu fac cum
andiam, quat dipissequat er si. Et luptat. Mincin henibh eros at aut am conse tat.

RIVERFRONT
SHOPS OF
DAYTONA BEACH

Coastal Charm. Downtown Dazzle.
RIVERFRONTSHOPSOFDAYTONA.COM

— SPONSORED BY —

SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO



Robert Abraham
Chairman

Kelly White
Commissioner

Sheryl A. Cook

Joseph H. Hopkins

Tammy M. Kozinski

P.O. Box 2451 ♦ DAYTONA BEACH, FL 32115-2451 ♦ (386) 671-8180

DOWNTOWN EVENT FUNDING CRITERIA

EFFECTIVE: JULY 2014

Summary

The Downtown Development Authority (DDA) is a taxing authority and a dependent, special district of The City of Daytona Beach. Established in 1972, the Authority's purpose is to revitalize Downtown Daytona Beach through the funding of programs that promote the attractiveness of Downtown and promote the development of Downtown Daytona Beach. Currently, the DDA partners with the Daytona Beach CRA to focus on supporting activities and programs that market, brand, and promote Downtown Daytona Beach and Downtown businesses.

The Daytona Beach Downtown Development Authority (DDA) wants to showcase the vibrancy and variety of experiences a visitor can have in Downtown Daytona Beach and support events that compliment the marketing and promotion strategy for the area of Downtown Daytona Beach known as the "Riverfront Shops of Daytona Beach" and will benefit merchants in the shopping and dining district.

The DDA has developed this program to offer promotional support to Downtown events. Requests/proposals from Downtown event promoters and organizations will be accepted on an annual basis for DDA Event Sponsorship, and reviewed according to the evaluation criteria in this document.

Background

The goal is for Downtown Daytona Beach to be the center of culture, entertainment and dining in the Daytona Beach region. The DDA is working to create a welcoming environment that is a gathering place for people of all ages and interests.

Offering a variety of public, outdoor events is an important part of creating a strong downtown. This program is built upon the basic principal that coordinated, strategic and inter-related promotions and events act together to strengthen the downtown.

The DDA wishes to support events and promotions that will strengthen the arts, entertainment, and retail sectors of Downtown. The desired result is a coordinated offering of downtown events and promotions that:

- Provide a comprehensive and coordinated offering of events and promotions.
- Enhance the image of the Downtown and Riverfront Shops of Daytona Beach as a destination.
- Expand the programming for Riverfront Park.

- Celebrate the vibrancy of Downtown.
- Strengthen Downtown businesses.
- Increase the frequency and/or length of visits to the Downtown.
- Ensure diversity and distinctness in the events offered.
- Draw targeted audiences into Downtown businesses and arts venues.

The DDA will support two levels of events in Downtown. For **all events** in the Downtown area that meet the basic criteria, the DDA will provide limited marketing support, including listing the event on the DDA website, e-blasts, and social media. **Sponsored events** are major festivals designed to draw large audiences with similar demographics as the customer base for the Riverfront Shops of Daytona Beach and are located in the Riverfront Shops of Daytona Beach area or on Manatee Island. The DDA will provide additional support for sponsored events that meet the criteria.

DDA Event Assistance

For all events that meet the criteria, the DDA will provide:

1. "Riverfront Shops of Daytona Beach" graphic elements and standards for usage.
2. Announcement of the event to the Downtown businesses through email.
3. Listing of the event on the Riverfront Shops of Daytona Beach website, e-blast and social media.

For **Sponsored Riverfront Shops of Daytona Beach** Events, the DDA will provide:

1. List as Sponsor event for City of Daytona Beach event permitting costs.
2. Promotion of the event in "Riverfront Shops of Daytona Beach" television ads.
3. Promotion of the event in "Riverfront Shops of Daytona Beach" online ads.
4. Listing of the event on any published calendar of events for the Riverfront Shops of Daytona Beach (could include in-room concierge book and hotel rack card).
5. Listing on Riverfront Shops Event Directory Poster
6. Promotion of the event on Riverfront Shops 4x6 Palm Cards

For **Sponsored Manatee Island** Events, the DDA will provide:

1. List as Sponsor event for City of Daytona Beach event permitting costs.

The DDA may enter into long-term agreements to Sponsor Riverfront Shops of Daytona Beach Events.

Eligibility

For general marketing and promotion support, the event must be located within the Downtown Development Authority (DDA) boundaries and meet the evaluation criteria included in this document. For Sponsored events receiving direct funding, the event must be located in the “Riverfront Shops of Daytona Beach” area (see Exhibit A) of Downtown Development Authority and meet the evaluation criteria included in this document.

For Riverfront Shops of Daytona Beach Sponsored Events, the applicant will provide:

1. Budget including expenses, revenues and funding sources
2. Application describing the event/promotion
3. Clean up, security, planning, staffing and management of the event
4. Budget for advertising the event, including radio and print, and mentioning the event is occurring at the “Riverfront Shops of Daytona Beach”
5. Sponsored events should provide space for a Downtown Daytona Beach booth for the purpose of promoting the Riverfront Shops of Daytona Beach and its merchants.
6. Recap of the event per the form in Exhibit C attached including a description of the event, the planner’s evaluation of the event, and recommendations for a future event.

Requirements

The participating event/promotion will be required to use the Riverfront Shops of Daytona Beach logo and marketing elements in their printed materials, with DDA having approval on placement and size, based on conformance with the standards set forth in Exhibit B. Any press releases will mention the event being located in the Riverfront Shops of Daytona Beach and sponsored by the Daytona Beach Downtown Development Authority.

Evaluation

Proposals submitted will be evaluated based upon the quality of the proposal and the following requirements:

For all events:

1. Benefit to the Downtown:
 - The event/promotion creates a positive image of the Downtown.
 - The event will enhance the Downtown’s reputation as the center of art, culture, entertainment, dining, education, and urban life.
 - The event is designed to attract customers that are consistent with the Downtown Retail Study prepared by Gibbs Planning Group.
 - The event/promotion is coordinated with the Downtown marketing campaign and directs attendees to the Downtown website.

- The event can be enjoyed by a variety of audiences and is not offensive or dangerous. Political and religious programming is not eligible. The event is located in the DDA boundaries.
2. Ease and Ability of Production
- The organization coordinating the event has the capacity to carry out the event/promotion.
 - All general organizational elements (security, promotion, staffing, clean up and organization) are managed by the event organizer.
3. Coordination and Collaboration
- The event is coordinated with The City of Daytona Beach Cultural Services Office and has obtained an event permit or the event has been approved in the past.
 - The event collaborates with Downtown businesses. Opportunities are created to encourage interaction between businesses and the event attendees. First priority for event participation is given to Downtown businesses.
 - Special attention will be paid to efforts that collaborate with other initiatives and resources in the community and other Downtown stakeholders.

For Riverfront Shops of Daytona Beach Sponsored events:

- The event is located in the Riverfront Shops of Daytona Beach area.
- There is a direct benefit to Riverfront Shops of Daytona Beach merchants.
- The event is open to the public and free of charge. Certain portions of the event may have charges, such as food, music performances, or drinks.
- The funds provided by this program will leverage other funds and are used for costs that are incurred by the event.
- For merchant promotions, participation is available to all merchant businesses within the defined district/group. The applying group is united by either:
 - geographic boundaries within the Downtown, or
 - a common theme within the Downtown (example: restaurants, retail)

Submittal and Timing

The DDA will accept and review applications from organizations for Sponsored events and promotions assistance on an annual basis at their August regular meeting for the next fiscal year. Additional events may be considered during the year. Please allow one month for normal processing. The Daytona Beach Downtown Development Authority retains the right to reject any and all proposals.

Please submit your application using the application form.

EXHIBIT A

RIVERFRONT SHOPS OF DAYTONA BEACH AREA

RIVERFRONT

— SHOPS OF —

DAYTONA BEACH



DOWNTOWN EVENT LICENSE AREAS

LICENSE AREAS A - C



LICENSE AREA D



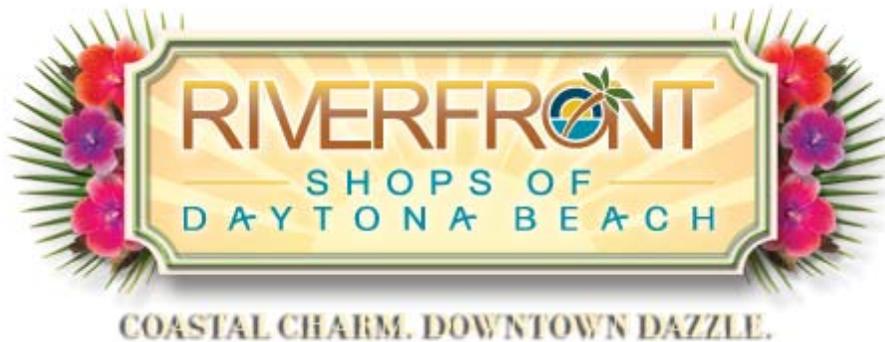
EXHIBIT B

RIVERFRONT SHOPS OF DAYTONA BEACH
GRAPHIC STANDARDS FOR USAGE

DOWNTOWN DEVELOPMENT AUTHORITY LOGO



RIVERFRONT SHOPS OF DAYTONA BEACH LOGO



CITY OF DAYTONA BEACH LOGO



EVENT SMALL-SPACE AD TREATMENT



EVENT FULL-PAGE AD TREATMENT



11" x 17" POSTER TREATMENT EXAMPLE

FRIDAY • DECEMBER 31ST



IN THE NEW YEAR

A DAZZLING EVENING IN RIVERFRONT PARK

- *SHOPS OPEN LATE*
- *LIVE MUSIC*
- *DINING SPECIALS*
- *GIVEAWAYS*

Henibh erit lorectue magniam etuer cipis num dio eugiam, vulla feu fac cums andiam, quat dipissequat er si. Et luptat. Mincin henibh eros at aut am conse tat.



RIVERFRONTSHOPSOFDAYTONA.COM

— SPONSORED BY —

| | | | | | | |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| SPONSOR LOGO |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|

11" x 17" POSTER TREATMENT SPECIFICATIONS

FRIDAY • DECEMBER 31ST

EVENT LOGO AREA
(10" x 8.5" Max)

SUBHEAD COPY FOR THE EVENT

FEATURE
Set in *Filosofia Bold Italic*
25pt size
28pt leading

- **FEATURED ACTIVITY**
- **FEATURED ACTIVITY**
- **FEATURED ACTIVITY**
- **FEATURED ACTIVITY**

Body Copy:
Henibh erit loreetue magniam etuer cipis num dio eugiam, vulla feu fac cum sandiam, quat dipissequat er si. Et luptat. Mincin henibh eros at aut am conse tat.

URL:
Set in *Filosofia Bold*
35pt size
Small Caps

RIVERFRONT
SHOPS OF
DAYTONA BEACH

URL:
Set in *Filosofia Bold*
35pt size
Small Caps

SPONSORED BY

SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO SPONSOR LOGO

HEADLINE
Set in *Filosofia Bold*
50pt

SUBHEAD
Set in *Filosofia Bold*
35pt
Small Caps

BODY COPY
Set in *Filosofia Bold*
20pt size
23pt leading

LOGO BAR
2" height

SPONSOR AREA
1" height



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: February 20, 2015

TO: Downtown Development Authority Members

FROM: Jason Jeffries, Project Manager

SUBJECT: Farmers' Market Proposed Strategy

Based on the discussion at the last meeting, the following is staff's recommendation for a revised strategy for the Farmers' Market.

Mission: *(No Change)*

To offer Daytona Beach residents and visitors an opportunity to purchase fresh, healthy produce and local artisan goods; to provide farmers an opportunity to sell their products, serve as a marketplace catalyst for local entrepreneurs, provide an opportunity for local musicians to perform, and provide a festive community event gathering place.

Values: *(No Change)*

1. **Transparency;** operate with openness in all transactions and interactions
2. **Accessibility;** serve all of Daytona Beach's residents and visitors
3. **Independence;** provide independence for the operation of the Market
4. **Reinvestment;** invest and grow the Farmers' Market
5. **Freshness;** availability of fresh produce, food, and plants.

Goal: *(No Change)*

To become a thriving destination market with offerings to include, local produce, artisan goods, local artists and performers, and regularly occurring on-site community events.

Strategies:

The best way to dramatically improve the Market is to actively pursue the EBT and SNAP benefit programs. Other markets nationwide who have implemented this program have increased their customer base by as much as 300 percent in six months. If the number of customers coming to the Market was doubled, then new vendors offering specialty items would have a chance at being successful in our Market.

1. Increase existing customer base with implementation of SNAP.

On average, 27% of total market sales at participating farm-to-retail venues were from SNAP recipients. If our Market were to increase even a half of that percentage it would be enough to increase overall sales significantly.

The Farmers Market Coalition (FMC) was selected in October by the USDA to create and implement administration of \$3.3 million in support grants for SNAP at farmers markets, and the distribution of \$700,000 in EBT equipment as part of the recent Farm Bill that congress passed.

The DDA should continue efforts to receive an EBT grant from the USDA, but should first pursue implementation of the EBT through the support of a local non-profit or health care institution with a financial sponsorship of the Farmers' Market with the purpose of implementing EBT at the Market.

2. Increase the number of small vendors (single space) sell unique food or craft items (vendors)

Recent Market activity has seen an increase in high end specialty items such as hydroponic produce, above market granola bars and organic dog food. There appears to be a market for specialty items and by continuing to focus on attracting small vendors selling unique food or craft items will improve the market experience.

3. Maintain existing level of wholesale produce vendors (no additional)

Although the Farmers' Market has lost vendors selling wholesale produce over the past year, this segment of vendors are important to provide a consistent level of produce offerings to customers throughout the year. If the DDA is to pursue EBT, it is important that the number of wholesale produce vendors return to the level when the DDA took over management of the Farmers' Market.

4. Recruit new local, fresh or organic vendors

Continuing to invite local, fresh and organic vendors into the Market allows customers to determine which will succeed.

Objectives:

Vender Recruitment

1. Increase the number of local farmers selling at the Market. **(Same)**
2. Increase the variety of foods available for purchase at the Market. **(Same)**
3. Increase the number of vendors selling wholesale produce at the Market. **(New)**

EBT

4. Partner with a local non-profit or health care institution focused improving the availability of fresh produce to the community to sponsor the implementation of EBT at the Market. **(New)**
5. Obtain USDA grant to expand EBT payments at the Market. **(Revised)**

Advertising / Marketing

Marketing Plan:

- I. Advertising
 - DDA – Riverfront Shops Marketing Synergy
 - Riverfront Shops Web Site (Unique Pages)
 - Facebook (Unique Page)
 - Bighthouse Cable TV Advertisement
 - Downtown E-Newsletter:
 - Direct Farmers' Market Advertising
 - News Journal Gang Page
 - Hometown News Print Ads
 - 1150 WNDB Weekend Update
 - 1340 WROD Radio Advertising & Live Remotes
- II. Marketing surveys from the management booth.
- III. Special Market Promotions

6. Increase the customer base at the Market. **(Same)**
7. Hold three special marketing promotions per year to survey customers to gauge success of current Farmer's Market advertising. **(New)**

Long-Term

8. Study the cost / benefit of relocating the Farmers' Market closer to Beach Street or into a permanent facilities on City Island. **(New)**



P.O. Box 2451 ♦ DAYTONA BEACH, FL 32115-2451 ♦ (386) 671-8180

Robert Abraham
Chairman
Kelly White
Commissioner
Sheryl A. Cook
Joseph H. Hopkins
Tammy M. Kozinski

MEMORANDUM

DATE: January 23, 2015

TO: Downtown Development Authority Members

FROM: Noeleen Foster, Farmers' Market Manager

SUBJECT: Farmers' Market Strategy

REVIEW OF EXISTING STRATEGIC PLAN

FARMERS' MARKET STRATEGY

The following mission statement, value statements, goal and objectives were adopted by the DDA for its operation of the Downtown Farmers' Market and submitted to the City as part of the Request for Proposals (RFP) process and made part of the license agreement with the City for the operation of the Farmers' Market.

Mission:

To offer Daytona Beach residents and visitors an opportunity to purchase fresh, healthy produce and local artisan goods; to provide farmers an opportunity to sell their products, serve as a marketplace catalyst for local entrepreneurs, provide an opportunity for local musicians to perform, and provide a festive community event gathering place.

Values:

1. **Transparency;** operate with openness in all transactions and interactions
2. **Accessibility;** serve all of Daytona Beach's residents and visitors
3. **Independence;** provide independence for the operation of the Market
4. **Reinvestment;** invest and grow the Farmers' Market
5. **Freshness;** availability of fresh produce, food, and plants.

Goal:

To become a thriving destination market with offerings to include, local produce, artisan goods, local artists and performers, and regularly occurring on-site community events.

Objectives:

| | |
|---|--|
| 1. Increase the number of local farmers selling at the Market. | |
| Status: | Currently there are six local farmers selling at the Market |
| Next Steps: | Continue aggressive recruiting of local farmers. |
| Timeline: | Ongoing |
| 2. Obtain grant to implement EBT payments at the Market. | |
| Status: | Research regarding the benefits of bringing EBT into the Market is complete and connection with professional's proficient and willing to assist with implementation has been made. |
| Next Steps: | Develop implementation proposal for DDA review with the assistance of the Florida Organic Growers Association and pursue new grant opportunities for DDA consideration. |
| Timeline: | Proposal for DDA review should be ready in February 2015 |
| 3. Increase the variety of foods available for purchase at the Market. | |
| Agreement Terms: | <ul style="list-style-type: none"> i. Ensure a mix of vendors consisting predominantly of fresh foods; limited to 10% craft sales and 20% plant or flower sales. <ul style="list-style-type: none"> • Increase the number of vendors providing local produce and goods selling at the Market. • Increase the variety of foods available for purchase at the Market. |
| Status: | The Market provides a variety of fresh produce and prepared foods. |
| Next Steps: | Continue aggressive recruiting of local artisan and specialty food items. |
| Timeline: | Ongoing |
| 4. Increase the customer base at the Market. | |
| Marketing Plan: | <ul style="list-style-type: none"> • DDA – Riverfront Shops Marketing Synergy <ul style="list-style-type: none"> ○ Riverfront Shops Web Site ○ Facebook ○ Brighthouse Cable TV Advertisement ○ Downtown E-Newsletter: • Direct Farmers' Market Advertising <ul style="list-style-type: none"> ○ News Journal Gang Page ○ Hometown News Print Ads ○ 1150 WNDB Weekend Update ○ 1340 WROD Radio Advertising & Live Remotes i. Marketing surveys from the management booth. ii. Special Market Promotions |
| Status: | Riverfront Shops Web Site has a Farmers Market page; Facebook page has 7,000+ likes; E-Newsletter sent monthly; Annual contract with WNDB for Weekend Update sponsorship; |
| Next Steps: | <ul style="list-style-type: none"> • Provide additional Farmers' Market content to update web site page; additional Facebook posts, E-newsletter; and Radio updates. • Post pictures of what is in the Market on the Market Facebook page each Saturday to keep customers informed of product availability. • Schedule additional market promotion giveaways for additional marketing surveys. |
| Timeline: | Ongoing |

| 5. Develop a website that is in the top ten results of a Google search on “Daytona Beach Farmers’ Market” | |
|--|--|
| Status: | Farmers’ Market page is developed and operational with the Riverfront Shops web site. |
| Next Steps: | <ul style="list-style-type: none"> • Post pictures of what is in the Market on the Market Facebook page each Saturday to keep customers informed of product availability. |
| Timeline: | Ongoing |

Strategies:

The following is the strategy points the DDA adopted as part of its RFP to the City. The rationale behind the strategy was that efforts to attract and recruit higher dollar food items to the Market have ultimately, repeatedly failed by the previous Managers. With our current clientele, vendors with the cheapest products do the best. The most successful vendor sells nearly expired foods at deeply discounted prices.

While the DDA will work to increase the number of higher dollar offerings available at the Market, the current clientele and the vendors that are currently sustaining the Market guides us to a very different approach to get us to that goal.

The best way to dramatically improve the Market is to actively pursue the EBT and SNAP benefit programs. Other markets nationwide who have implemented this program have increased their customer base by as much as 300 percent in six months. If the number of customers coming to the Market was doubled, then new vendors offering specialty items would have a chance at being successful in our Market.

1. Increase existing customer base with implementation of SNAP.

On average, 27% of total market sales at participating farm-to-retail venues were from SNAP recipients. If our Market were to increase even a half of that percentage it would be enough to increase overall sales significantly.

The Farmers Market Coalition (FMC) was selected in October by the USDA to create and implement administration of \$3.3 million in support grants for SNAP at farmers markets, and the distribution of \$700,000 in EBT equipment as part of the recent Farm Bill that congress passed. This developing grant opportunity may be very useful to assist with the DDA goal of SNAP implementation in the Market.

2. Increase the number of high dollar offerings (vendors)

Recent Market activity has seen an increase in high end specialty items such as hydroponic produce, above market granola bars and organic dog food. Apparently we have a market for some specialty items and by continuing to allow vendors to experiment, the customers will go on defining the parameters of what works.

3. Maintain existing level of wholesale produce vendors (no additional)

Last Spring a new retail vendor came into the Market and rented eight (8) spaces for about six (6) months. He had very low prices while offering the same general, possibly lower quality product. However, he was not successful as he is no longer there. This demonstrates the possibility the Market may be saturated with large retailers and may not be able to support more at this time or it may demonstrate a discerning clientele.

4. Recruit new local, fresh or organic vendors

Continuing to invite local, fresh and organic vendors into the Market allows customers to determine which will succeed. For example a new local fish vendor is planning to enter into our Market with a much larger variety of seafood than the only current vendor offers. It seems unfair to the vendor who has been loyal to our Market for years to bring in new competition but for the Market as a whole it's better to offer more variety and will hopefully generate even more consumers as word spreads of the great choices available.

STRATEGY ALTERNATIVES

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| Alternative A: Focus efforts to increase the number of wholesale vendors |
| Pros Develops competition within the Market for low prices and keeps the consumer happy by offering a large selection of produce to choose from. |
| Cons A new wholesale vendor came into the Market last Spring renting eight (8) spaces but eventually stopped coming. This may be because this Market has reached its limit of wholesale vendors that are able to maintain enough of a profit margin to make it a worthwhile business venture. If this is the case it may be a transitional period while a larger customer base is developed. |
| Alternative B: Focus efforts to increase local farmers at the Market |
| Pros The small local farmer usually has a very loyal clientele developed by providing farming details to customers and developing personal relationships. |
| Cons Normally the smaller vendors rent only a few spaces so it takes more of them to make the Market feel / look full and the rental revenue is not as high. Small specialty farmers may charge more for their produce and target a smaller segment of the customer base. |