



The logo for the Downtown Development Authority features the word "DOWNTOWN" in a large, stylized font with a gradient from orange to red. The letter "O" is replaced by a circular emblem containing a blue and yellow sun-like shape and a green leaf. Below "DOWNTOWN" is the text "DEVELOPMENT AUTHORITY" in a bold, black, sans-serif font.

# DOWNTOWN DEVELOPMENT AUTHORITY

P.O. BOX 2451 • DAYTONA BEACH, FL 32115-2451 • (386) 671-8180

Michael O. Sznajstajler, Chairman

Quanita May, Commissioner

Sheryl A. Cook

Tammy M. Kozinski

Douglas Martin

## AGENDA

Thursday, May 9, 2024

Room 149b 3:00 PM

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF MINUTES  
April 2024 Meeting
4. REPORTS & PRESENTATIONS
  - 4.1. DDA Budget
  - 4.2. Staff Report
    - Monthly Financial Summary
    - DDA Events
    - Pilot Security Program Downtown
    - Business Development Program, "Triage" June 1, 2024
  - 4.3. Joseph Yarbrough- Riverfront Esplanade
  - 4.4. Events Update- Al Smith, Bullseye Marketing
  - 4.5. Keith Gold, Gold and Associates
5. PUBLIC COMMENTS

- 6. BOARD COMMENTS
- 7. ADJOURNMENT

**NOTICES** - Pursuant to Section 286.0105, Florida Statutes, if any person decides to appeal any decision made by the City Commission at this public meeting, such person will need a record of the proceedings and, for that purpose, such person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The city does not prepare or provide such a record. For special accommodations, please notify the City Clerk's Office at least 72 hours in advance. (386) 671-8023 Help for the hearing impaired is available through the Assistive Listening System. Receivers can be obtained from the City Clerk's Office.



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**In accordance with the Americans with Disabilities Act (ADA)**, persons with a disability needing a special accommodation to participate in the City Commission meeting should contact the City Clerk's Office, 301 S. Ridgewood Ave, Room 210, Daytona Beach, FL 32114, Telephone: 386-671-8023, Email: [clerk@codb.us](mailto:clerk@codb.us) not later than 72 hours prior to the proceedings. If you are hearing or voice impaired contact the relay operator at 7-1-1 or 1-800-955-8771.

## **Downtown Development Authority Minutes**

### **Thursday, April 11<sup>th</sup>, 2024**

The meeting of the Downtown Development Authority Board (DDA) was held on Thursday April 11<sup>th</sup>, 2024, at 3:00 p.m. in Rm 149 B, Daytona Beach City Hall, 301 S. Ridgewood Avenue, Daytona Beach, Florida.

#### **Board Members Present**

Mr. Michael Sznajstajler, Chair  
Ms. Tammy Kozinski  
Mr. Douglas Martin  
Ms. Quanita May  
Ms. Sheryl Cook, Vice Chair

#### **Staff Members Present**

Mr. Ken Thomas, Redevelopment Director  
Ms. Phebe Fuqua, Redevelopment Project Manager  
Ms. Michele Toliver, Redevelopment Project Manager  
Ms. Angela Armstrong, Redevelopment Project Manager  
Mr. Ben Gross, City Attorney  
Ms. Mandana Carry, Office Specialist III

#### **1. Call to Order**

Mr. Sznajstajler called the meeting to order at 3:05 p.m.

#### **2. Roll Call**

Ms. Carry called roll and listed members as present above.

#### **3. Approval of Minutes**

A motion was made to approve the minutes from the March 14<sup>th</sup>, 2024, by Ms. Kozinski, seconded by Mr. Martin. The motion was carried 5-0.

#### **4. Reports & Presentations**

##### **4a. DDA Budget**

Ms. Fuqua discussed the DDA budget and noted that at the last meeting, she was asked for a breakdown of all the events along with their status.

Currently, they're working on providing that breakdown. She mentioned that the format of the new document will be similar to the one containing all the Bullseye marketing events. As the board selects events to fund, those events will be added to the list, allowing everyone to see what the board has contributed to.

Mr. Sznajstajler suggests adding the amounts spent on events with contracts to the pages. The board agrees, saying they don't need a separate document for these details; they can be included in the DDA budget document. They discuss sponsorship and purchases related to events.

#### **4b. Staff Report**

Ms. Fuqua announces the start of the security pilot program on April 15<sup>th</sup>. They did a walk-through with the security company to identify target areas. Reports will be provided to the board, capturing all activities and interactions during the trial. It will last two months from 6 am to 10 pm with two officers, one per shift.

Ms. Cook brings up people lying on the ground west of Truist Bank, asking if anything can be done. Commissioner May agrees it's an ongoing issue. Mr. Gross explains the city's ordinance against sleeping on public property, but an injunction against enforcement was issued years ago. However, if someone's obstructing pedestrian traffic, they can be asked to move, with police action if they refuse. He mentions HB 1365, recently signed by the governor, which from October 1<sup>st</sup> will prohibit camping on public property. Commissioner May also asks about the Wi-Fi zones around 7/11 and if they can be encrypted. Mr. Gross says the city can request it. He mentions HB 1365 again, explaining it will allow the city to enforce laws against camping, though federal law still involuntarily protects homeless individuals. So, before making an arrest, the city must ensure they have somewhere to go, likely a shelter.

Commissioner May mentions a group of people gathering Sunday mornings at Magnolia and Ridgewood, near Jimmy John's, around 9 to 11 am. They used to wait for a bus, but now they're just hanging around, including someone sleeping on a bench.

Mr. Gross explains that despite the injunction, people on private property can be asked to leave. Private property owners can join a trespass program, allowing them to post signs and ask trespassers to leave. He emphasizes that from October 1<sup>st</sup>, the injunction won't prevent enforcing state laws. When dealing with people sleeping outside, they must be offered a place to go, like a shelter, but not necessarily escorted there unless it's a shelter requiring police escort.

Ms. Fuqua says the security will cover the area from Orange to Bay Street, including behind the buildings and the entire parking lot. Mr. Thomas adds that if security notices trespassing beyond their area, they can alert the police.

Ms. Fuqua discusses the sidewalk café, mentioning that the tax amendment will go before the planning board on April 25<sup>th</sup> and to the city commission for the first reading on May 1<sup>st</sup>.

Ms. Fuqua also discussed a new software called "See It and Click It," designed for reporting issues like graffiti or potholes easily. This software allows users to take a picture, upload it to the city's server, and it will be directed to the appropriate personnel for resolution. Ms. Fuqua emphasized that this will expedite the process of addressing community challenges. She highlighted the importance of community involvement, as the city has limited staff resources to address all issues. The software is set to launch on May 1<sup>st</sup>, and further information will be provided.

Ms. Fuqua mentions her conversation with permits and licensing, who informed her of interest from businesses and developers in downtown. They're gathering data over the next few months to keep the board updated on new businesses and developments. Ms. Cook asks about permit processing times and prioritization. Ms. Fuqua explains that different staff handle different types of permits, so processing times vary, and there's no priority for new businesses over replacements.

Ms. Cook asks if we can hire more staff to handle the workload because permits and licensing have been a persistent issue for years.

Ms. Fuqua explains that for permits and licensing, it's the first step, but there are staff reviews involved for specific items, which can vary in complexity. Commissioner May asks if there's a deadline for this process. Ms. Fuqua explains that typically reviewers have two and a half weeks for an item, but complex projects like site plans can take longer due to multiple reviewers. She mentions they've recently discussed expediting this process to ensure attention to detail on the staff side.

Mr. Gross mentions legislation passed by the Florida legislature this summer, but he's unsure if the governor has signed it. This legislation would require expediting certain residential purposes.

Ms. Fuqua discusses the next project: electric vehicle charging stations to be placed in various CRA's. Downtown's EV charging stations will be at City Hall and off Magnolia. Each CRA has funded \$5000 for this project from general funds.

Ms. Fuqua mentions upcoming programs: a business development program launching in the summer, a "Pitch Your Idea" event, and new funding opportunities including grant programs and a forgivable loan, which will be discussed further in the coming months.

#### **4c. Daytona Beach Arts Festival Funding Application**

Teresa Lieberman from the Riverfront Arts District and Gregory Graham from Galerie Elan clarified a few points. The Daytona Beach Arts Festival is seeking funding, which DDA supported through bullseye marketing. This is part of a nonprofit project for the Riverfront Parks District. The mini mural project aims to boost art-based economic impact downtown by inviting people to tour public art. The murals were unveiled on April 5<sup>th</sup> during downtown events, drawing 175 people on the first night. The exhibit runs until April 14<sup>th</sup> with an awards ceremony. QR codes on the murals allow families to access info and vote. Artists pay \$10 to participate, competing for prizes up to \$1000. They hope to make this an annual festival. Businesses are participating, and sponsorships are sought for over \$1000 in prizes. They're collecting data from visitors to improve future events. Sponsorship costs \$150, with \$50 going back to the sponsor. The "mini mural madness" is part of a collaboration with other events, aiming for a city-wide impact in the future.

Mr. Sznajstajler suggests that while they support the cause, they want applicants to come in earlier and provide more information. He emphasizes that the staff are vital as the eyes and ears of downtown. Ms. Cook expresses concern about last-minute requests and the lack of visibility for events.

Commissioner May motions to allocate \$1000 to the project, seconded by Ms. Kozinski. The motion was carried 5-0.

#### **4d. Events Update- Al Smith, Bullseye Marketing**

Al Smith shares updates on recent events. St. Patrick's Day was successful despite concerns about attendance, especially with the addition of a dog parade with 50 participants. The wine and cheese walk had 22 merchants, but attendance dropped for the second event compared to last year. Downtown Daytona Nights event was also successful. The upcoming arts fest has generated a lot of buzz with over 160 artists, including 70 chalk artists. Marketing efforts included cable TV, radio, and social media. They're expanding the 'almost Cinco de Mayo' event on May 4<sup>th</sup>, due to the post office closing at noon, making it more family friendly. There was a snag with the Sunset Concert Series location, so it will now be at the Esplanade. Bands like 'Our Friends Electric', 'The Land Sharks' and 'I Want My MagTV' will perform.

#### **4e. Keith Gold & Associates- Marketing Approach**

Mr. Gold presents the report for March and April to date. He mentions updates on analytics, campaign budget, and other tasks, all of which are on track. Around 600 people saw their ads last month, meeting their goals. They're now focusing on spring marketing, particularly special events. They've printed brochures and sample insert sheets, asking the board for feedback. The information is used for various marketing materials like websites and posters. They continue online advertising, making daily changes, and updating website pages regularly.

They're also working on organic photography, capturing sunrise and sunset shots in different locations. They're conducting primary research through surveys to merchants, customers, and prospects, all within budget.

Ms. Cook mentions receiving the brochure at the Design Review Board and discusses next steps. She suggests including a note to visit the website for the most current business list. Mr. Gold suggests adding a QR code for easy access to the website.

Commissioner May asks if Redevelopment finds out why businesses close, and Ms. Fuqua says they sometimes do. Ms. Kozinski wonders why the Esplanade isn't listed under attractions and suggests including downtown ice cream shops.

**5. Public Comments**

None.

**6. Board Comments**

Commissioner May points out an error in how her name is listed in the brochure. She asks about the process for getting on the agenda, suggesting that requests should be made in advance. Mr. Sznajstajler suggests improving communication, possibly by putting information on the website. He suggests giving discretion to Ms. Fuqua and Mr. Thomas for spontaneous requests. Mr. Thomas recalls a previous request approved after the budget was set, clarifying that now, new requests would come from reserves. He suggests staff provide recommendations for such requests. Mr. Sznajstajler suggests discussing potential budget adjustments in August and setting deadlines for event submissions. Mr. Thomas discusses advertising the process and setting deadlines for submissions to maintain budget fairness.

Mr. Yarbrough discusses recent events and plans. He mentions a successful children's event with minimal no-shows, which was staff-run unlike usual contracted events. The last event, held on Easter Sunday, was moved to accommodate vendors. Next year's budget will focus on the south where most businesses are located. Activities will also be moved to phase 2. He mentions a successful "Shop Til You Drop" event last weekend and hints at upcoming major events.

Mr. Yarbrough mentions that Phase two at the Esplanade has begun, with staff planning to add a new bridge. He believes the city will accept their offer to spend their money and reimburse them, and they hope the new phase will open soon.

7. **Adjournment**

The meeting was adjourned at 4:15 p.m.

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Michael Sznajstajler, Chairman

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Chernecia Campbell, Board Secretary



**THE CITY OF DAYTONA BEACH**  
**REDEVELOPMENT DIVISION**  
 POST OFFICE BOX 2451  
 DAYTONA BEACH, FLORIDA 32115-2451  
 PHONE (386-671-8160)

**MEMORANDUM**

<b>Revenues</b>	<b>Budget</b>	<b>Receive to Date as of 04/30/24</b>	<b>Available</b>
Ad Valorem	\$219,804.00	\$198,396.36	\$21,407.64
Delinquent Ad Valorem	0	3.78	-3.78
Downtown CRA Payment	135,000.00	117,960.51	17,039.49
Interest on Investment	0	0.00	0.00
Miscellaneous	0	0	0
Appropriation of Fund Balance	10,413.00	0.00	
<b>Total</b>	<b>\$365,217.00</b>	<b>\$316,360.65</b>	<b>\$38,443.35</b>

**Farmers' Market Activities**

<b>Revenues</b>	<b>Budget</b>	<b>Received to Date as of 04/30/24 Balance</b>	<b>Available</b>
Vendor Revenue	\$0.00	\$0.00	\$0.00
Sponsorship	0	0	0
Market Booth Sales	0	0	0
DDA SNAP Revenues	0.00	0.00	0
<b>Total</b>	<b>\$0</b>	<b>\$0.00</b>	<b>\$0.00</b>

Expenses	Budget	Period Amount as of 04/30/24	Available
Promo- Advertising	\$43,917.00	\$16,956.61	\$26,960.39
Care and Subsistence	300	101.02	198.98
Downtown Marketing Media	39,000.00	26,000.00	13,000.00
Events Promotion	1,600	0.00	1,600.00
Supplies	0	0	0
Memberships	0	0	0
Downtown CRA Payment	135,000.00	117,960.51	17,039.49
Encumbered (Gold PO)	0	0	-22,750.00
<b>Total</b>	<b>\$219,817.00</b>	<b>\$161,018.14</b>	<b>\$36,048.86</b>

Expenses Farmer's Market	Budget	Period Amount as of 04/30/24	Balance
Market Manager	\$0.00	\$0.00	\$0.00
Liability Insurance	1,500.00	2,150.00	-650
Other Contractual Services	5,000.00	5,000.00	\$0.00
Promo Marketing	4,400	0	4400
DDA SNAP Expenses	2,000.00	174.80	1,825.20
Booth Merchandise	0	0	0
Other Materials & Supplies		0	0
<b>Total</b>	<b>\$12,900.00</b>	<b>\$7,324.80</b>	<b>\$5,575.20</b>

Expenses	Appropriation	Period Amount as of 04/30/24	Balance
Downtown Events	\$127,500.00	\$90,000.00	37,500.00
Supplies/ Offline print	5,000.00	175.00	4,825.00
<b>Total</b>	<b>\$132,500.00</b>	<b>\$90,175.00</b>	<b>\$42,325.00</b>

### DDA Budget Summary

	Budget	Received as of 04/30/24	Balance
<b>Total DDA Revenue</b>	\$365,217.00	\$316,360.65	<b>\$48,856.35</b>
Reserves			0.00
<b>Total</b>	<b>365,217.00</b>		<b>48,856.35</b>

Expent as of

	<b>Budget</b>	<b>04/30/24</b>	<b>Balance</b>
<b>Total DDA Expenditures</b>	\$365,217.00	258,517.94	<b>106,699.06</b>
Encumbered (Gold PO)	0.00		-13,000.00
Riverfront Arts District		\$1,000.00	
	<b>365,217.00</b>		
<b>Available</b>			<b>93,699.06</b>



The logo for the Downtown Development Authority features the word "DOWNTOWN" in large, stylized, orange-to-red gradient letters. The letter "O" is replaced by a circular emblem containing a blue and white design with a green leaf-like shape extending from the top. Below "DOWNTOWN" is the text "DEVELOPMENT AUTHORITY" in a bold, dark blue, sans-serif font.

# DOWNTOWN DEVELOPMENT AUTHORITY

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

Michael O. Sznajstajler  
*Chairman*  
Quanita May  
*Commissioner*  
Sheryl A. Cook  
Joseph H. Hopkins  
Tammy M. Kozinski

May 9, 2024

City of Daytona Beach  
P.O. Box 2451  
Daytona Beach, Fl. 32115-2458

To Whom It May Concern:

The Downtown Development Authority would like to request parking spaces be designated for motorcycles in front of Downtown restaurants during 2024 Bike Week. The merchants in the Riverfront Shops of Daytona Beach would like bikers to feel welcomed to the area and to be encouraged to dine in their businesses. The intent is that bikers would be more inclined to visit the restaurants and shops if they were able to park their motorcycles close by.

The following locations are requested to have parking spaces designated for motorcycle parking:

- Stavro's Pizza: 262 S. Beach Street -2 Spaces
- Little Italy / Ichi Ni San: 240 - 246 S. Beach Street -3 Spaces
- McK's Tavern / Sweet Marlays' Coffee: 214 -218 S. Beach Street -3 Spaces
- Chef Papa's Cafe: 156 S. Beach Street -2 Spaces
- Dancing Avocado Kitchen: 110 S. Beach Street -2 Spaces
- Kale Cafe: 116 N. Beach Street -2 Spaces
- Farm to Fit: 168N. Beach Street -2 Spaces
- Siam Spice: 101 Bay Street -2 Spaces (on Bay Street)
- Eat Greek: 112 Bay Street -2 Spaces (on Bay Street)
- Madeline's Wine Bar: 200 N. Beach Street -2 Spaces (on Bay Street)
- Tia's Tacos: 200 -214 N. Beach Street -2 Spaces

All designated parking spaces are on Beach Street except as otherwise noted above.

Thank you for your consideration of this request. If additional information is needed, please contact Ken Thomas, Redevelopment Director, at 671-8180.

Sincerely,

Michael O. Sznajstajler, Chairman



**GOLD**  
MARKETING

*Intelligent Imagination™*

**RIVERFRONT SHOPS OF DAYTONA BEACH**  
**2024 STRATEGIC MARKETING RESEARCH REPORT**

*Prepared by GOLD Marketing • Monday, April 1, 2024*

*UPDATED Wednesday, April 24, 2024*

**REVISED  
DRAFT**

**THE VERANDA**

*814 State Road A1A North*

*Ponte Vedra Beach, FL 32082*

**T** 904.285.5669

**W** [StrikeGold.com](http://StrikeGold.com)

**RIVERFRONT SHOPS OF DAYTONA BEACH**  
**2024 STRATEGIC MARKETING RESEARCH REPORT**

*Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024*

**CONTENTS**

	<i><u>Page</u></i>
I. EXECUTIVE SUMMARY.....	2
II. BRIEF INTRODUCTION .....	5
III. CONSUMER FINDINGS.....	5
IV. MERCHANT FINDINGS.....	12
V. ADDENDUM .....	16

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

*Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024*

### **I. EXECUTIVE SUMMARY**

Beginning in March of this year, a series of quantitative research surveys were launched among specific constituencies regarding Riverfront Shops of Daytona Beach area marketing for the Downtown Development Authority (DDA) Board. In partnership with the City of Daytona Beach, this research study was developed, deployed, and analyzed pro bono by GOLD Marketing. A special VISA gift card was also donated by GOLD to encourage consumer participation. The findings from these surveys will now provide actionable data and insight to strengthen the Riverfront Shops Strategic Marketing Plan (SMP) moving forward, and to help the Board and City Staff construct a tactical plan and budget for FY 2024-2025.

Two quantitative surveys were used to collect data. They engaged large statistically significant samples of Riverfront Shops customers, prospects, and businesses — especially retail merchants. Such statistical analysis enabled this methodical data-collection process that will help the City of Daytona Beach maximize marketing Return on Investment (ROI), with better informed decision-making and increased marketing innovation. The data collected is also highly reliable, with a very low Margin of Error (2.24% at the 95% level of confidence for merchants). More than 1,400 past and present customers completed the survey, along with over 350 prospects (*whose demographics match the area's most frequent customers*), and more than 70 merchants in the Riverfront Shops area.

The marketing tools that each group of consumer participants ranked as the most effective at driving customers to the area, as well as to merchants' particular places of business, was online marketing (*specifically search and social media advertising, e-marketing, and website marketing*). This is the same as what was found in the survey conducted last year. And the biggest driver of initial consumer visitation was once again special events. Importantly, the leading deterrent to increasing visitation frequency and trail was the widespread sentiment that the area is somewhat unsafe — which the City has recognized and is launching a pilot security program to help overcome.

The charts that follow elaborate on each of these key findings, and the full research report provides detailed information that supports them. Marketing conclusions and suggested marketing action-steps are also included throughout the report.

Thank you in advance for your thoughtful consideration of these findings and this report.

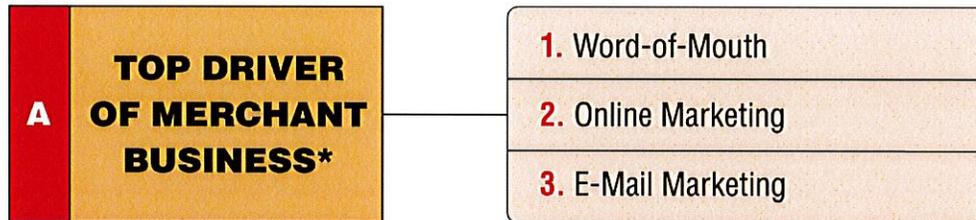
# RIVERFRONT SHOPS OF DAYTONA BEACH 2024 STRATEGIC MARKETING RESEARCH REPORT

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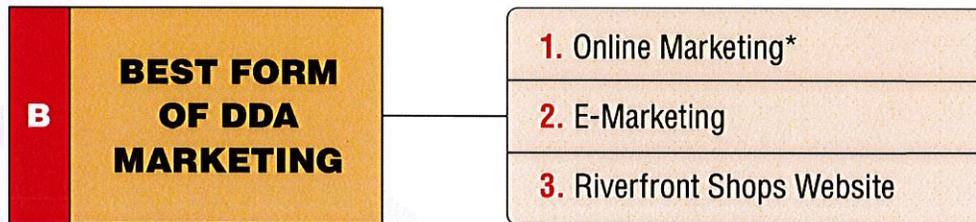
## I. EXECUTIVE SUMMARY

### Merchant Research Data

The following illustrates how *merchants* evaluated the Riverfront Shops of Daytona Beach in statistical research. The preferences found among customers and prospects are in some cases different:



\*NOTE: The tools and tactics that they use and find to be most effective.



\*NOTE: Search and Social Media Advertising.



\*NOTE: Primarily the Halifax Art Festival.



\*NOTE: Challenges that are out of their control.

\*NOTE: Their Biggest Internal Challenges Included Insufficient Funds for Marketing and Insufficient Staff.

# RIVERFRONT SHOPS OF DAYTONA BEACH 2024 STRATEGIC MARKETING RESEARCH REPORT

*Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024*

## EXECUTIVE SUMMARY

### **Consumer Research Data**

The following illustrates how *customers* and *prospects* evaluated the Riverfront Shops of Daytona Beach and its marketing:



# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **II. BRIEF INTRODUCTION**

The most recently conducted research surveys among Riverfront Shops customers and merchants by GOLD were deployed in March/April 2024. The purpose of these surveys was to strengthen future marketing initiatives. This report presents the key findings for each survey, with the annual results compared to those of previous studies. Importantly, we provided this research pro bono.

### **THE APPROACH**

Two surveys were prepared and launched — one aimed at consumers (*customers and prospects*) and one for Riverfront Shops merchants. To encourage participation, GOLD donated a \$100 Visa Gift Card for a drawing among consumer respondents. The consumer survey was sent to the DDA's opt-in consumer email database, and it had a 37+% open rate with over 1,400 customers and more than 350 prospects participating. The merchant survey was the DDA's opt-in database of downtown business owners and managers, and it had a higher open rate with over 70 merchants participating and a Margin of Error (*MOE*) of 2.24% (*at the 95% confidence level*).

**NOTE:** *The total percentage of responses may exceed 100%, as participants could in some cases select or list as many activities as they wanted.*

### **III. CONSUMER FINDINGS**

#### **CUSTOMER SATISFACTION**

Customers were asked to evaluate The Riverfront Shops area based on several criteria. They included: the overall appearance of the area; the appearance of the businesses visited; the safety of the area; the variety of amenities found; the quality and variety of the events they attended; and their most recent experience overall. In every case, better than 5-out-of-10 gave a rating of *very satisfied* or *extremely satisfied* as follows:

#### **2023**

- CONDITION/APPEARANCE OF AREA – 71.78%;
- CONDITION/APPEARANCE OF BUSINESS VISITED – 82.11%;
- AREA SAFETY/SECURITY – 61.06%;
- VARIETY OF RESTAURANTS, SHOPS, AMENITIES – 51.04%;
- QUALITY OF RESTAURANTS, SHOPS, AMENITIES – 66.67%
- VARIETY OF EVENTS – 59.38%;
- QUALITY OF EVENTS – 60.42%; and
- MOST RECENT VISIT OVERALL – 75%.

*Page 5 of 18*

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **III. CONSUMER FINDINGS**

***(Continued)***

#### **2024**

- CONDITION/APPEARANCE OF AREA – 81.72% *(a 13.84% increase)*;
- CONDITION/APPEARANCE OF BUSINESS VISITED – 79.57% *(a 3.09% decrease)*;
- AREA SAFETY/SECURITY – 32.51% *(a 46.59% decrease)*;
- VARIETY OF RESTAURANTS, SHOPS, AMENITIES – 61.29% *(a 20.08% increase)*;
- QUALITY OF RESTAURANTS, SHOPS, AMENITIES – 61.49% *(a 3.12% decrease)*;
- VARIETY OF EVENTS – 73.05% *(a 23.02% increase)*; and
- QUALITY OF EVENTS – 64.52% *(a 6.78% increase)*.

**IMPORT:** Overall, the satisfaction levels increased except regarding safety, which declined. And prospects largely saw safety as a deterrent to visiting the area.

On a positive note, the sentiment among customers improved a great deal regarding the variety of the Downtown events offered, and the addition of the Esplanade.

#### **VISITATION FREQUENCY**

Customers were asked how many times they visited the historic downtown Riverfront Shops of Daytona Beach during the last 12 months for shopping, dining, special events, or other leisure activities. The leading responses were:

##### **2023**

1. 10+ VISITS – 41.67%;
2. 5-9 VISITS – 32.30%; and
3. 1-4 VISITS – 26.03%.

##### **2024**

1. 10+ VISITS – 39.80% *(a 4.48% decrease)*;
2. 5-9 VISITS – 36.54% *(a 13.13% increase)*; and
3. 1-4 VISITS – *(an 8.45% increase)*.

**IMPORT:** As noted later in this report, the overall number of visitors to the Riverfront Shops increased, while the frequency of trips decreased. And there is a correlation between this reduction and visitors' decreasing sense of security.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **III. CONSUMER FINDINGS**

***(Continued)***

#### **VISITATION REASONS**

Customers were asked to identify their main reasons for visiting, and the top responses were:

#### **2023**

1. DINING – 69.79%;
2. SHOPPING – 39.58%;
3. SPECIAL EVENTS – 27.08%; and
4. ATTRACTIONS – 13.54%  
*(Included the Esplanade)*

#### **2024**

1. SHOPPING – 62.37% *(a 10.48% decrease)*;
2. DINING – 44.09% *(an 11.39% increase)*;
3. SPECIAL EVENTS – 33.23%  
*(a 23.04% increase)*; and
4. ESPLANADE – 26.88% *(a 98.42% increase)*.

**IMPORT:** This was the first time that Shopping became the leading reason for visiting the Riverfront Shops. Special Events also became a bigger draw, as did the Esplanade.

#### **CUSTOMER SATISFACTION**

The following demonstrates changes in levels of key concerns among prospects and infrequent customers *(those who visited 1-2 times in the last 12 months)*, as they are critical in order to increase both visitation and sales. The percentage of those who had a negative impression of the area regarding safety and appearance were compared to those of the past:

<b><u>NEGATIVE IMPRESSIONS</u></b>	<b><u>2024</u></b>	<b><u>2023</u></b>	<b><u>2018</u></b>	<b><u>2014</u></b>
SAFETY	79.51%	33.60%	52.50%	66.15%
CONDITION/APPEARANCE	58.84%	25.28%	39.50%	45.82%

**IMPORT:** Though these are merely perceptions among prospects, they are shared by customers, and should be addressed in order to increase visitation to the Riverfront Shops.

**NOTE:** *Parking is not shown as it was not evaluated every year. Additionally, the concern about ample and convenient parking was less of a concern in the 2024 survey than it was in 2023.*

#### **VISITATION INTENT**

Customers and prospects were asked how likely they were to visit The Riverfront Shops area within the next month. Overall, in 2023, 83.52% of customers indicated that they were *very likely* or *extremely likely* to do so. In 2024, the majority of prospects still expressed their interest in visiting the area soon, but the number of very likely or extremely likely number decreased 13.52% *(due to feeling less safe)*.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

*Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024*

### **III. CONSUMER FINDINGS**

***(Continued)***

#### **MARKETING ENGAGEMENT**

Customers and prospects alike were asked what forms of *Riverfront Shops marketing* they recalled seeing or hearing during the last 12 months. *(Certainly, they could not recall tools or tactics that were not utilized.)* Nearly all of them saw or heard some form of marketing. The following were what both combined recalled the most:

#### **2023**

1. WEBSITE (*E-Blasts/E-Newsletters*) – 71.74%;
2. E-MARKETING (*Social/Search Advertising*) – 68.48%;
3. ONLINE MARKETING (*Social/Search Advertising/Posting*) – 67.40%;
4. BROCHURE/FLIER – 34.78%; and
5. ARTICLE/NEWS STORY – 36.96%.

#### **2024**

1. ONLINE MARKETING (*Social/Search Advertising/Posting*) – 89.09% (*a 32.18% increase*);
2. E-MARKETING (*E-blasts/E-Newsletters*) – 68.56% (*a 0.12% increase*);
3. WEBSITE – 64.16% (*a 10.56% decrease*);
4. ARTICLE/NEWS STORY – 36.96% (*a 3.78% decrease*); and
5. BROCHURE/FLIER – 14.29% (*a 58.91% decrease*).

**IMPORT:** Offline marketing such as print continues to be of little importance to customers and prospects. The recall for brochures fell as brochures have been absent from most area racks since November. The billboard used to promote the Halifax Art Festival also had limited recall. And even though website visitation and utilization have increased (*as proven by Google Analytics*), it needs to be refreshed to have a greater impact.

The marketing tool that both customers and prospects use frequently that is not part of the Riverfront Shops marketing campaign is Internet TV. *(With the present marketing budget, the cost of production and media have not been affordable.)*

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024

### **III. CONSUMER FINDINGS**

***(Continued)***

#### **SPECIAL EVENTS**

Customers were asked to cite any *special events* they had attended during the last 12 months in the historic downtown Riverfront Shops area. The most popular answers were:

#### **2023**

1. HALIFAX ART FESTIVAL – 63.54%;
2. WINE/CHOCOLATE WALK – 18.75%;
3. ST. PADDY’S DAY – 10.41%;
4. CHRISTMAS PARADE/EVENTS – 6.25%; and
5. CINCO DE MAYO – 5.21%.

#### **2024**

1. HALIFAX ART FESTIVAL – 65.62% *(a 3.27% increase)*;
2. WINE/CHOCOLATE WALK – 19.82% *(a 5.70% increase)*;
3. ST. PADDY’S DAY – 13.79% *(a 32.46% increase)*;
4. CINCO DE MAYO – 6.03% *(a 3.52% decrease)*; and
5. FOOD TRUCKS – 7.76% *(a 117.97% increase)*.

Other events mentioned at much lower levels in 2024 included Tortugas Games and Cinco De Mayo.

**IMPORT:** The biggest gains were for St. Paddy’s Day, Food Trucks and Esplanade Events. The attendance *(and perception)* of the Christmas Parade\* and events fell with low recall despite the budget increasing substantially.

**\*NOTE:** *Lower recall for events that occurred longer ago could be a systematic research misconception known as “Recall Bias.”*

#### **DEMOGRAPHY**

Every adult demographic cohort throughout the catchment area was represented in the survey, either as a customer or prospect. In 2024, the majority — especially frequent customers — were women (71.91%) age 55+ (47.78%) with much higher-than-average HHI *(the largest group earned 100k or more)*.

**IMPORT:** The population of respondents was similar to those who participated before, and who are frequent Riverfront Shops customers.

**NOTE:** *Demographics have varied based on the timing of the surveys*

*Page 9 of 18*

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024

### **Consumer Findings (*Continued*)**

#### **GEOGRAPHY**

The *geographic areas* with the largest number of respondents were as follows. These origins were similar among customers and prospects, with the most frequent customers generally residing closer to the Riverfront Shops than infrequent ones:

#### **2023**

1. DAYTONA BEACH (*Including Daytona, Daytona Beach Shores, South Daytona*) – 48.75%;
2. ORMOND BEACH (*Including Ormond-By-The-Sea*) – 19.83%;
3. PORT ORANGE – 18.75%;
4. GREATER ORLANDO AREA – 6.25%; and
5. NEW SMYRNA BEACH – 4.16%.

#### **2024**

1. DAYTONA BEACH (*Including Daytona, Daytona Beach Shores, South Daytona*) – 51.67%  
(*a 6.01% increase*)
3. PORT ORANGE – 19.12% (*a 1.97% increase*);
2. ORMOND BEACH (*Including Ormond-By-The-Sea*) – 18.62% (*a decrease of 6.10%*);
4. HOLLY HILL – 4.21% (*a 61.92% increase*); and
5. NEW SMYRNA BEACH – 3.32% (*a 20.29% decrease*).

Respondent origins with less than 3% participation included Edgewater, Flagler Beach/Palm Coast, Florida's Panhandle, Holly Hill, St. Augustine, Vero Beach/Merritt Island, the Orlando Metropolitan Area, and others.

“Snowbirds” who listed their address as being from outside the State of Florida also comprised less than 3% of the survey respondents.

**IMPORT:** The changes in geographic origins of respondents largely reflected the changes in geographic targeting of Riverfront Shops marketing, with more attention being given to close-in areas (*which is why Orlando showed a significant decline*). Overall, visitation increased, which shows that this strategy was effective.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024

### **III. CONSUMER FINDINGS**

***(Continued)***

#### **KEY CONCLUSIONS**

As would be expected, customers who have the highest opinion of the area also visit it the most frequently. Although the City has made great improvements in many areas the last few years, *safety* and *security* in the historic downtown area remain significant concerns — especially among infrequent customers and prospects. These concerns have been expressed for several years now, but not to the present extent. The City’s trial project to have paid security officers patrolling the area seems like a prudent means of increasing the sense of security among patrons and to foster positive “word-of-mouth.”

The key marketing tools and tactics that were recalled the most by both customers and prospects alike were *e-marketing* and *social media/online advertising*, which should continue to be campaign mainstays. Customers and prospects also continued to use television (*primary internet TV*) at higher levels than before the pandemic, but the media costs to achieve the requisite frequency, along with the production costs to create the spots, remain key barriers given the DDA’s limited budget, and focus on special events.

Regarding traditional forms of media, billboard advertising was used for a short time to promote the Halifax Art Festival, which had some (*though limited*) recall. However, other traditional forms of media were used during the holiday season sparingly. These traditional tactics are not recommended beyond the holiday buying season, when they can help to expand top-of-mind-awareness. Also, the Rack Brochures need to be printed and installed in area racks as soon as possible to engage more prospects, especially those from out-of-town who stay in local lodging.

Special events continue to be the major marketing focus of the DDA. And the special events that were preferred and attended the most were the *Halifax Art Festival* and *Wine Walks*, which should be supported and broadened if possible. And the Riverfront Esplanade continues to increase its visitation and overall awareness.

Lastly, the Riverfront Shops website utilization continues to grow in every key measure according to Google Analytics. However, top-of-mind recall is not increasing at the same pace, which suggests it is time for the site to be refreshed — especially the photography. Upgrades will also increase site security and enhance visitors’ experience overall.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **IV. MERCHANT FINDINGS**

The largest group of merchant survey respondents in both 2023 and 2024 (*5-out-of-10*) were *shops/retail store owners and managers*, followed by those from *restaurants (3-out-of-10)*. The remainder were from attractions/entertainment companies, galleries/museums, and professional service companies. The findings among merchants that follow are shown as broader numerical expressions than the specific percentages shown for customers, as the base of respondents was smaller (*although the MOR was only 2.24%*). Overall, the survey provides critical, actionable insights for the City of Daytona Beach and DDA to consider.

#### **MERCHANT MARKETING**

Merchants revealed that the *most effective* means that they have to market their business are as follows:

##### **2023**

1. ONLINE MARKETING: 8-out-of-10;
2. WORD-OF-MOUTH: 7-out-of-10; and
3. THEIR WEBSITE: 5-out-of-10.

##### **2024**

1. WORD-OF-MOUTH: 9-out-of-10
2. ONLINE MARKETING: 8-out-of-10; and
3. EMAIL MARKETING: 4-out-of-10

**IMPORT:** The use of online marketing among merchants increased significantly, with 28.99% citing its regular application. In contrast, various forms of traditional marketing (*such as print or radio advertising*) scored very low, and there was no interest shown for participating in co-op marketing.

The biggest *marketing challenges* merchants expressed were the same as in previous surveys, including the *lack of funds (71.43%)* for effective marketing cited by 7-out-of-10, and *insufficient staff (28.57%)* cited by 3-out-of-10. The main *operational* challenges merchants cited were the same as in prior research:

##### **2023**

1. SAFETY/SECURITY: 7-out-of-10;
2. CONVENIENT PARKING: 5-out-of-10; and
3. GARBAGE COLLECTION/CLEANLINESS (*of Downtown streets and sidewalks*): 3-out of-10 each.

##### **2024**

1. SAFETY/SECURITY: 8-out-of-10 (*78.57%*);
2. GARBAGE COLLECTION/CLEANLINESS (*of Downtown streets and sidewalks*): 6-out of-10 each (*57.14%*); and
3. CONVENIENT PARKING: 4-out-of-10 (*42.86%*).

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

*Prepared by GOLD Marketing • Monday, April 1, 2024 • UPDATED Wednesday, April 24, 2024*

### **IV. MERCHANT FINDINGS** ***(Continued)***

**IMPORT:** The need for greater safety and security continues to be paramount among merchants, as it was among consumers. However, the need for additional convenient parking was cited much less by consumers than merchants.

#### **DDA MARKETING**

The *tools and tactics* that merchants cited as the most effective are similar to those that they use themselves. Likewise, those that they rated as the least effective were largely those that they did not use themselves. This was a change from past years where merchants mostly indicated tools and tactics that they did not use themselves (*such as broadcast advertising and public relations*). The DDA marketing tools and tactics that respondents selected as most effective were:

#### **2023**

1. ONLINE MARKETING (*Especially Search and Social Media Adv.*): 8-out-of-10;
2. SPECIAL EVENTS (*Especially HAF and Wine Walks*): 6-out-of-10;
3. RIVERFRONT SHOPS WEBSITE: 5-out-of-10; and
4. RACK BROCHURE: 4-out-of-10; and
5. E-NEWSLETTERS: 3-out-of-10.

#### **2024**

1. ONLINE MARKETING (*Especially Search and Social Media Adv.*): 7-out-of-10 (67.14%);
2. E-MARKETING (*E-Blasts and E-Newsletters*): 6-out-of-10 (57.14%);
3. RIVERFRONT SHOPS WEBSITE: 5-out-of-10 (48.86%);
4. SPECIAL EVENTS (*Especially HAF and Wine Walks*): 3-out-of-10 (34.41%); and
5. RACK BROCHURE: 1-out-of-10 (8.64%).

**IMPORT:** The tools and tactics that merchants believe are the most effective are also used the most by the DDA, primarily online marketing, e-marketing (*search and social media advertising*), and the Riverfront Shops website.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **IV. MERCHANT FINDINGS**

***(Continued)***

#### **SPECIAL EVENTS**

When asked what DDA-sponsored events were the most effective at driving traffic to the downtown area and their place of business, merchants listed the following:

#### **2023**

1. ART FESTIVALS (*Especially the Halifax Art Festival*): 6-out-of-10;
2. WINE WALKS (*Including Chocolate and Beer Walks*): 3-out-of-10;
3. CHRISTMAS PARADE: 2-out-of-10; and
4. ESPLANADE EVENTS (*Including Charitable Events and Runs*): 1-out-of-10.

#### **2024**

1. ART FESTIVALS (*Especially the Halifax Art Festival*): 6-out-of-10 (63.30%);
2. ART WALKS: 4-out-of-10 (42.86%);
3. WINE WALKS (*Including Chocolate and Beer Walks*): 4-out-of-10 (42.86%);
4. ESPLANADE EVENTS (*Incl. Charitable Events and Runs*): 3-out-of-10 (28.37%); and
5. CHRISTMAS PARADE (*and Holiday Events*): 1-out-of-10 (7.92%).

**IMPORT**: Art Festivals (*particularly the Halifax Art Festival*) continued to be the most cited by — and praised by — merchants by a significant margin. Events selected by consumers as among the best that were not cited by large numbers of merchants included St. Paddy's Day and Food Truck Rallies.

The Christmas Parade and other Holiday events that were produced by and promoted the Esplanade and funded by the DDA scored relatively low among merchants, but much lower still among customers and prospects.

# **RIVERFRONT SHOPS OF DAYTONA BEACH**

## **2024 STRATEGIC MARKETING RESEARCH REPORT**

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### **IV. MERCHANT FINDINGS** ***(Continued)***

#### **MERCHANT COMMUNICATIONS**

As in all previous merchant surveys dating back to 2014, participants were asked to indicate the best way to communicate with them regularly and to receive information and input. And since 2017, their overwhelming preference has been *e-mail communications (such as regular e-newsletters)*. In both 2023 and 2024, statistically 10-out-of-10 merchants preferred to receive e-mails versus meeting in person, with only three respondents (*roughly 2%*) each year wanting to meet in person and/or via video conference (*like Zoom or Teams*).\* And they, along with their fellow merchants, are certainly invited and encouraged to attend the monthly DDA meetings and provide input.

**\*NOTE:** *All but one of these respondents were professional organizations versus retail merchants.*

When regular in-person meetings were held a number of years ago, attendance was routinely very low — even when GOLD provided free marketing services and personalized instruction.\* Annual meetings had better attendance, though modest. However, these were prior to the dissemination of monthly – and now often weekly – e-blasts and newsletters.

**\*NOTE:** *Examples included how to create social media posts; conducting sales events; optimizing their websites; how to launch e-marketing campaigns; and more.*

#### **KEY CONCLUSIONS**

Communications should continue to be via regular *e-marketing* and *online advertising*. The Riverfront Shops website must continue to be strengthened, plus art and wine walk events should be expanded. The *safety and security* of both merchants and customers alike is paramount. *Convenient parking (or greater awareness for the parking already available)* needs to be addressed, as well as *garbage pick-up*, which remains top-of-mind and necessary among merchants.

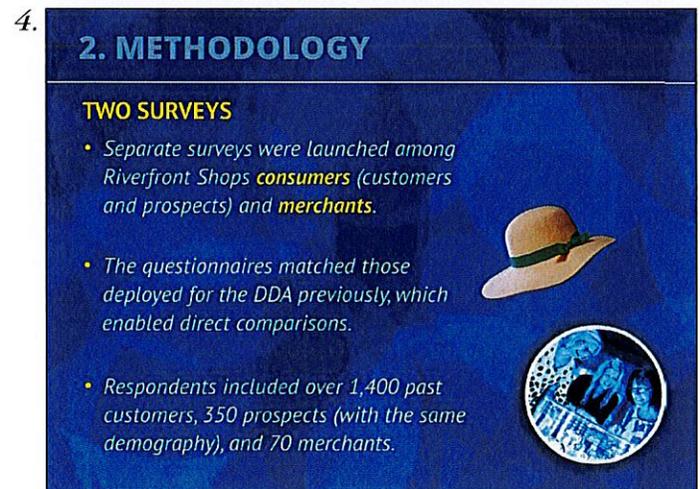
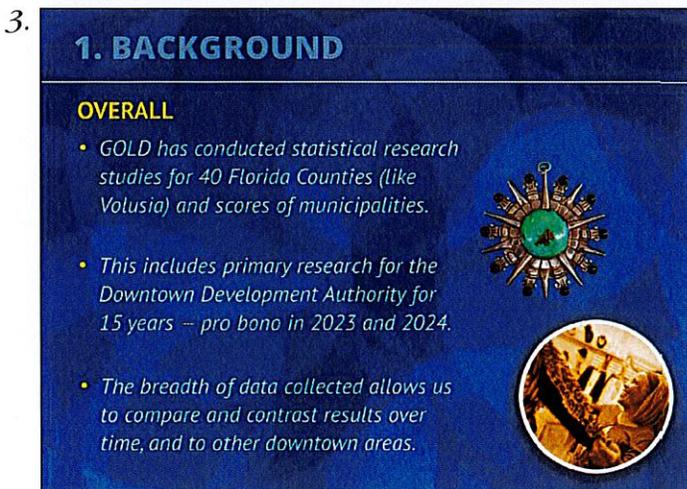
*Thank you very much for your consideration of this report. We look forward to your questions and comments concerning the findings.*

# RIVERFRONT SHOPS OF DAYTONA BEACH 2024 STRATEGIC MARKETING RESEARCH REPORT

Prepared by GOLD Marketing • Monday, April 1, 2024

UPDATED Wednesday, April 24, 2024

## V. ADDENDUM



# RIVERFRONT SHOPS OF DAYTONA BEACH 2024 STRATEGIC MARKETING RESEARCH REPORT

Prepared by GOLD Marketing • Monday, April 1, 2024  
UPDATED Wednesday, April 24, 2024

## V. ADDENDUM (Continued)

5.

### 3. CONSUMER FINDINGS

**VISITATION** (Compared to 2023)

- The number of patrons The Riverfront Shops has increased, while their frequency of visits decreased.
- The primary reason for this reduction is their concern about personal safety.
- The largest gains in utilization were attendance at special events, and to The Riverfront Esplanade.



6.

### 3. CONSUMER FINDINGS

**SATISFACTION** (Compared to 2023)

- Overall, consumers continue to be satisfied with their Riverfront Shops' shopping and dining experience.
- Consumer ratings regarding personal safety declined sharply, however.



7.

### 3. CONSUMER FINDINGS



**INTENT** (Compared to 2023)

- Past and present **customers** plan to continue visiting the area, although perhaps not as frequently due to safety concerns.
- The majority of **prospects** still plan to visit the area, although the image of the area being unsafe is a barrier.



8.

### 4. MERCHANT FINDINGS

**SATISFACTION** (Compared to 2023)

- Garbage collection and cleanliness, and the need for additional convenient parking were also cited as challenges by merchants.
- Merchant satisfaction with special events continues to increase overall.
- The most significant change was a dramatic increase in their concern for the safety of their staff and customers.



# RIVERFRONT SHOPS OF DAYTONA BEACH 2024 STRATEGIC MARKETING RESEARCH REPORT

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## V. ADDENDUM (Continued)

9. **5. MARKETING & COMMUNICATIONS**

**CONSUMERS** *(Compared to 2023)*

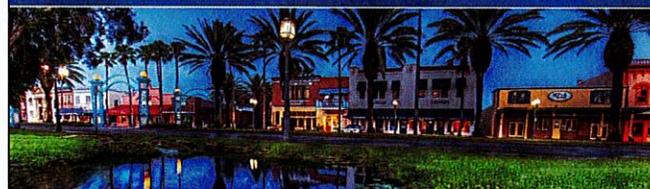
- The most remembered and influential forms of marketing were online (search and social), e-marketing, and The Riverfront Shops' website.
- The most influential form of marketing that is not being used is Internet TV.
- Even though website visitation and utilization have increased substantially, recall has flattened.



10. **5. MARKETING & COMMUNICATIONS**

**MERCHANTS** *(Compared to 2023)*

- Word-of-mouth and online marketing (especially social media) were rated as their most effective forms of in-house marketing.
- Their greatest marketing needs are more funds for marketing, additional sales staff, and a better website.



11. **5. MARKETING & COMMUNICATIONS**

**SPECIAL EVENTS** *(Compared to 2023)*

- Consumers and merchants alike rated the Halifax Art Festival as most effective at driving visitation, followed by art and wine walks.
- The rating of Riverfront Esplanade events grew substantially among both constituencies.
- The Christmas Parade (and related holiday events) received the lowest ratings among all major events.



12. **6. KEY CONCLUSIONS**

**THE TOP FOUR**

- 1. SAFETY & SECURITY CONCERNS**  
*Whether real or perceived, they negatively impact trial and visitation frequency.*
- 2. NEW EVENTS & VENUES**  
*Have been well-received by consumers and merchants, and have increased trial.*
- 3. CHRISTMAS PARADE (and Other Holiday Events)**  
*Had low "share-of-mind" ROI, despite the budget.*
- 4. MARKETING TOOLS & TACTICS**  
*Accomplished their objectives, but additional tools are required to increase trial.\**

\*NOTE: Specifically a new or refreshed website, new photography, and Internet TV.

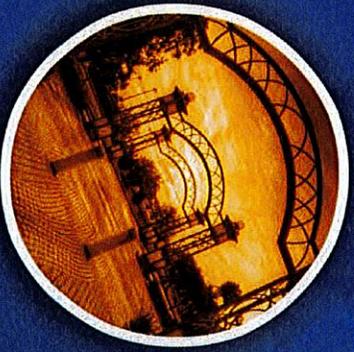
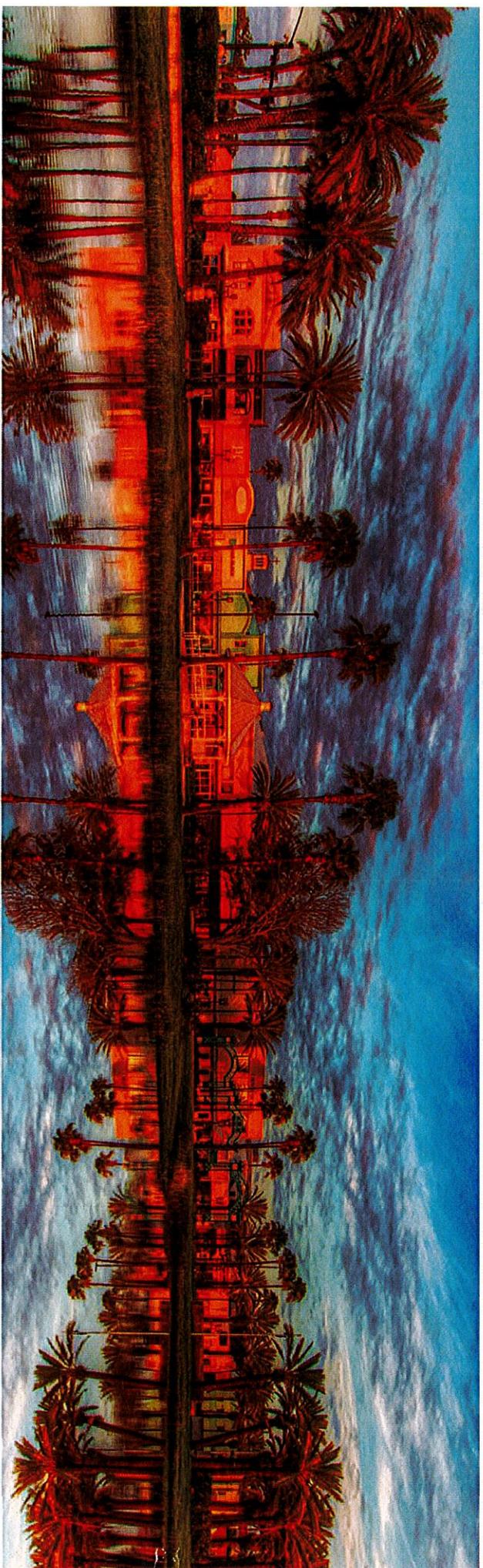


13. **QUESTIONS & ANSWERS**

*Thank You for Your Assistance!*

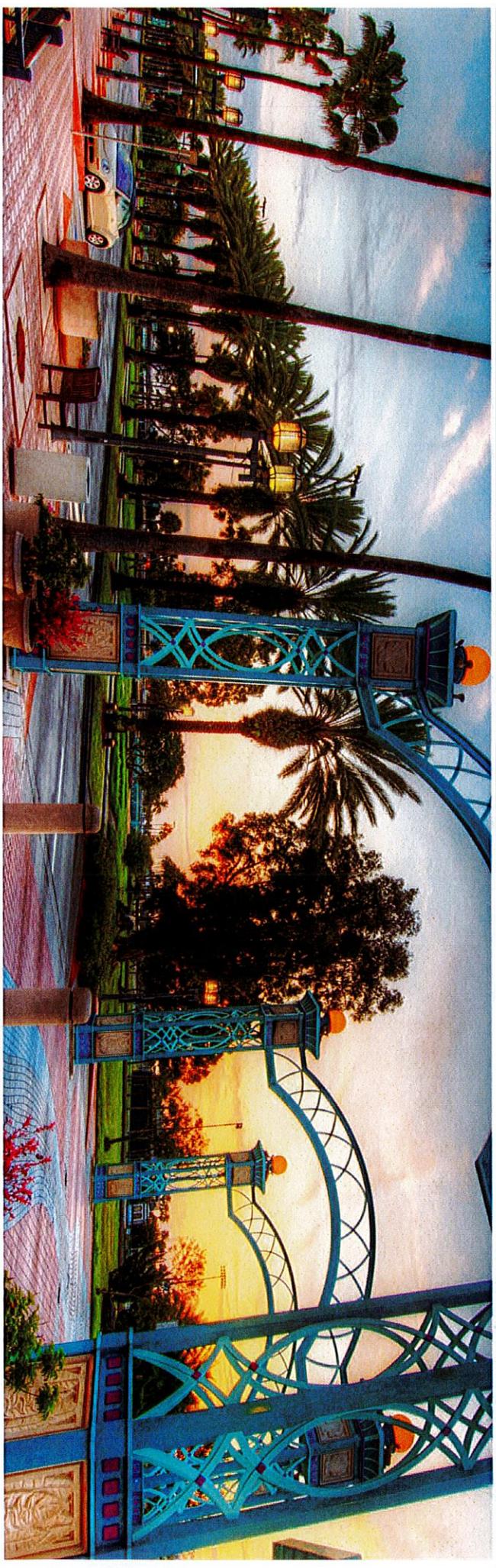


*A Presentation to:*  
**THE CITY OF  
DAYTONA BEACH**



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# CONTENTS



1. Background
2. Methodology
3. Consumer Findings
4. Merchant Findings
5. Marketing & Communications
6. Questions & Answers



# 1. BACKGROUND

## OVERALL

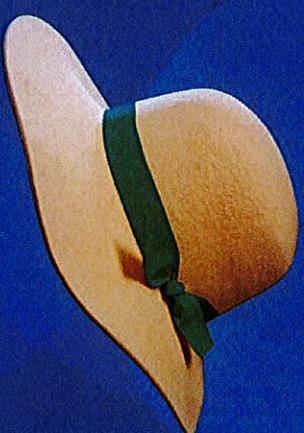
- GOLD has conducted statistical research studies for 40 Florida Counties (like Volusia) and scores of municipalities.
- This includes primary research for the Downtown Development Authority for 15 years – pro bono in 2023 and 2024.
- The breadth of data collected allows us to compare and contrast results over time, and to other downtown areas.



## 2. METHODOLOGY

### TWO SURVEYS

- Separate surveys were launched among Riverfront Shops **consumers** (customers and prospects) and **merchants**.
- The questionnaires matched those deployed for the DDA previously, which enabled direct comparisons.
- Respondents included over 1,400 past customers, 350 prospects (with the same demography), and 70 merchants.



# 3. CONSUMER FINDINGS

## VISITATION *(Compared to 2023)*

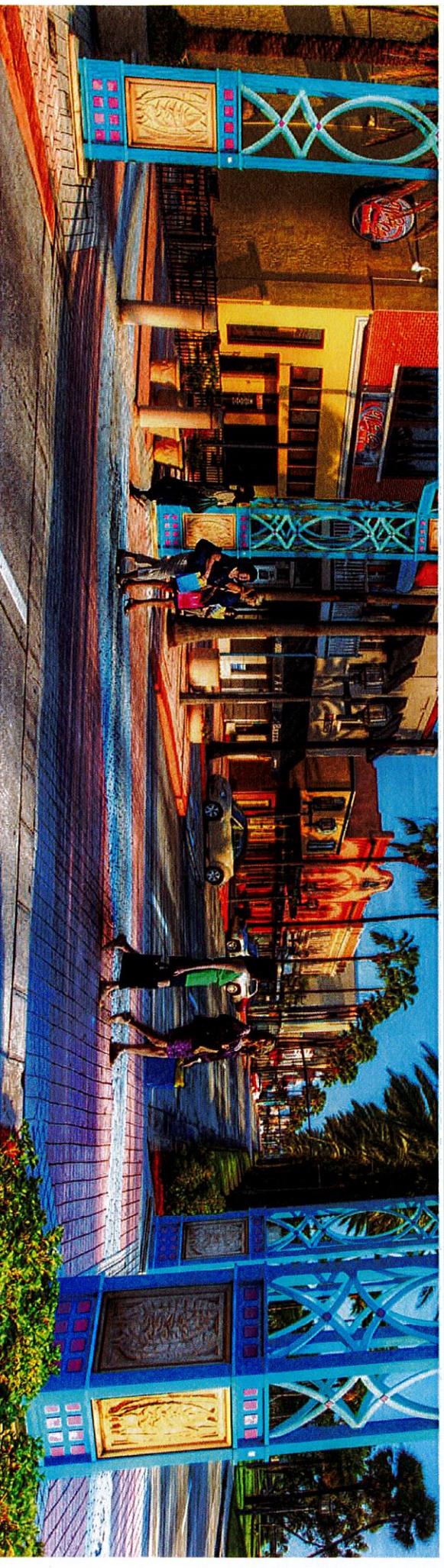
- *The number of patrons The Riverfront Shops has increased, while their frequency of visits decreased.*
- *The primary reason for this reduction is their concern about personal safety.*
- *The largest gains in utilization were attendance at special events, and to The Riverfront Esplanade.*



### 3. CONSUMER FINDINGS

#### **SATISFACTION** *(Compared to 2023)*

- Overall, consumers continue to be satisfied with their Riverfront Shops' shopping and dining experience.
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# 3. CONSUMER FINDINGS



## INTENT *(Compared to 2023)*

- Past and present **customers** plan to continue visiting the area, although perhaps not as frequently due to safety concerns.
- The majority of **prospects** still plan to visit the area, although the image of the area being unsafe is a barrier.



# 4. MERCHANT FINDINGS

## **SATISFACTION** *(Compared to 2023)*

- *Garbage collection and cleanliness, and the need for additional convenient parking were also cited as challenges by merchants.*
- *Merchant satisfaction with special events continues to increase overall.*
- *The most significant change was a dramatic increase in their concern for the safety of their staff and customers.*



# 5. MARKETING & COMMUNICATIONS

## CONSUMERS *(Compared to 2023)*

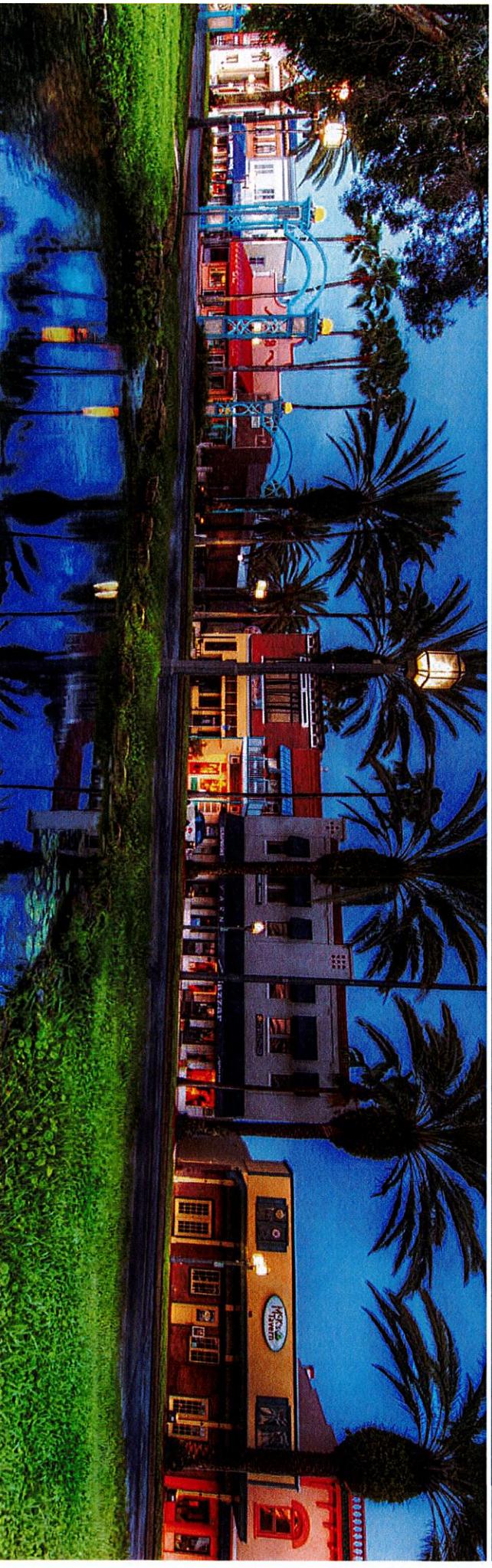
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# 5. MARKETING & COMMUNICATIONS

## **MERCHANTS** *(Compared to 2023)*

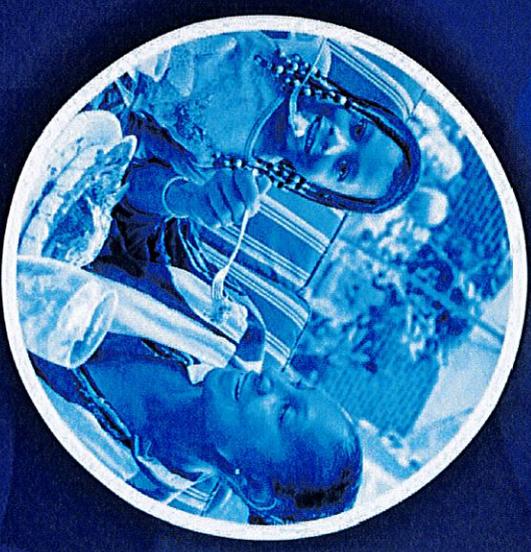
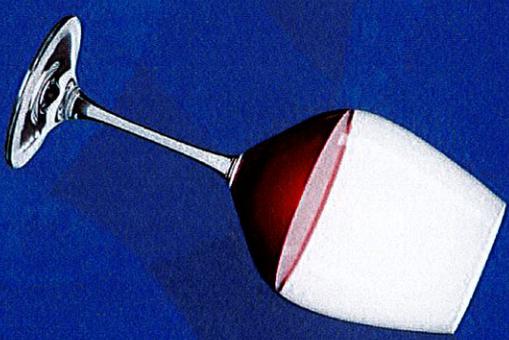
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# 6. KEY CONCLUSIONS

## THE TOP FOUR

### 1. SAFETY & SECURITY CONCERNS

*Whether real or perceived, they negatively impact trial and visitation frequency.*

### 2. NEW EVENTS & VENUES

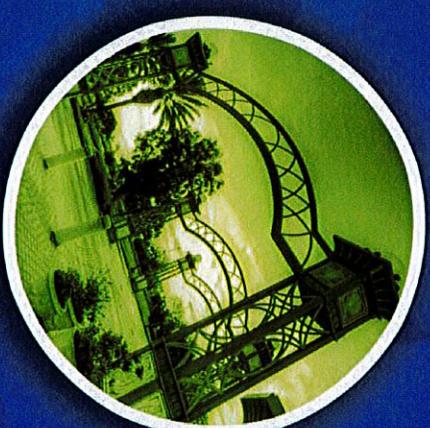
*Have been well-received by consumers and merchants, and have increased trial.*

### 3. CHRISTMAS PARADE (and Other Holiday Events)

*Had low "share-of-mind" ROI, despite the budget.*

### 4. MARKETING TOOLS & TACTICS

*Accomplished their objectives, but additional tools are required to increase trial.\**

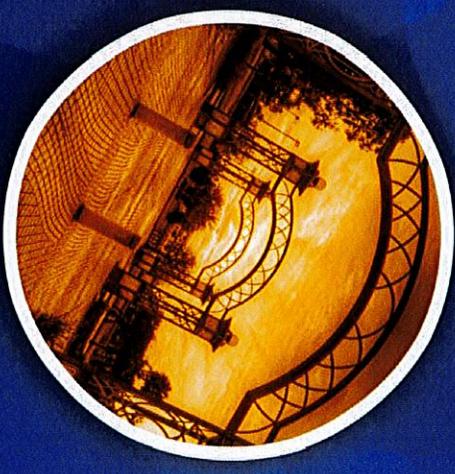


*\*NOTE: Specifically a new or refreshed website, new photography, and Internet TV.*

# QUESTIONS & ANSWERS

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*Thank You for Your Assistance!*



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