



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

Kenneth Hunt

Douglas Martin

AGENDA

Thursday, December 12, 2024

Room 149b 3:00 PM

	Page
1. CALL TO ORDER	
2. ROLL CALL	
3. APPROVAL OF MINUTES	
3.1. Nov 2024 Meeting	3 - 8
Signed DDA Minutes 11-14-2024	
4. REPORTS & PRESENTATIONS	
4.1.	9 - 14
DDA Budget	
DDA Monthly121024	
DEC 2024 GRAPHS FOR DDA MONTHLY REPORT	
4.2.	
Staff Report	
-Pilot Security Program Downtown	
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 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, November 14th, 2024

The meeting of the Downtown Development Authority Board (DDA) was held on Thursday November 14th, 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. Sheryl Cook, Vice Chair
Mr. Douglas Martin
Commissioner Quanita May

Board Members Absent

Kenneth Hunt

Staff Members Present

Ms. Michele Toliver, Redevelopment Project Manager
Mrs. Angela Armstrong, Redevelopment Project Manager
Mr. Ben Gross, City Attorney
Mrs. Mandana Carry, Office Specialist III

1. Call to Order

Mr. Sznajstajler called the meeting to order at 3:04 p.m.

2. Roll Call

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

3. Approval of Minutes

A motion was made to approve the minutes from August 8th, 2024, by Mr. Martin seconded by Ms. Cook. The motion was carried

4. Reports & Presentations

4.1. DDA Budget

Mrs. Armstrong noted that the initial monthly report was incorrect and provided an updated version. She stated that as of October 31st, \$21,450 had been spent, leaving \$370,329 remaining.

4.2 Halifax Arts Festival

Ms. Mahoney shared that the Halifax Arts Festival had a great turnout, with happy artists and positive feedback from attendees. While the turnout might not have been the highest she's seen, it was still very successful. She praised the excellent weather, thanked the board for their support, and mentioned that while final numbers are still being calculated, she believes they did better than last year. Additionally, all sponsors were pleased with the event's response and expressed interest in returning. She also highlighted the esplanade as a valuable asset to the festival's success.

4.3 Staff Report

Mrs. Armstrong presented the staff report, noting Ms. Fuqua's absence as she was completing her certification. She highlighted the Beach Street security update, praising the foot patrol officers for their excellent work and the significant improvements in the downtown CRA. Mrs. Armstrong mentioned that the report is available to the board and that Ms. Fuqua can provide access if needed. She also stated they are exploring ways to continue collecting data for the area.

Mrs. Armstrong discussed updates to the sidewalk café program, which now offers up to \$6,000 for outdoor planters and barricades. This opportunity is available to the community, with the goal of promoting consistency within the CRA.

Mrs. Armstrong provided updates on the business development program, noting last month's successful meeting and plans to launch phase two in the coming month. She highlighted articles from Ms. Fuqua about post-Hurricane Milton flooding updates, included in the packet. Mrs. Armstrong also reminded the board about the See, Click, Fix app on the city's website, encouraging citizens and business owners to help maintain the city's beauty.

She shared that a wave of new businesses has entered the downtown and Ballough CRA areas, leading to increased traffic and potential revenue. Ms. Fuqua has been actively meeting with stakeholders and developers interested in downtown CRA projects, staying focused on the strategic plan.

Mrs. Armstrong announced that applications for the next business summit in March 2025 will open soon and reminded the board about available grants. These include the Small Project Commercial and Business Incentive Program, the Commercial Property Improvement and Professional Design Assistance Program (offered as a 0% interest loan), as well as lease subsidy and landscaping grants.

Mrs. Armstrong reported that staff attended the Florida Redevelopment Association conference last month, where Ms. Fuqua and Ms. Toliver earned their designations as redevelopment administrators, making the team fully accredited. She also mentioned a new agreement with Keith Gold, clarifying that it is a one-year extension with no significant changes from last year.

Mr. Gross expressed concern about the board being asked to approve the contract without prior notice, but Mr. Gold confirmed it was not a new contract, just an extension.

Mrs. Armstrong also mentioned the new board member, Mr. Kenneth Hunt, stating he is enthusiastic about the role and will be a valuable asset to the DDA.

Mr. Sznajstajler noted that he had previously requested Ms. Fuqua to address downtown flooding at today's meeting. Since she was unavailable, he suggested adding it as an agenda item for next month.

Ms. Anita Pologa announced that Mr. Kenneth Hunt has officially resigned from the Downtown Redevelopment Board and has been appointed to the DDA, though he was unable to attend today. She also noted that there are still vacancies on the Downtown Redevelopment Board and in other redevelopment areas, encouraging referrals to her for consideration.

4.4 Keith Gold, Gold and Associates

Mr. Gold presented the October and early November report, highlighting the start of winter holiday advertising efforts.

Mr. Sznajstajler observed increased activity despite the recent storm. Mr. Gold highlighted that their largest growth came from Miami visitors, many of whom explored real estate after visiting their site. He suggested this could be due to storm fatigue or existing property interest in the area. Over the past 12 months, the Riverfront Shops website attracted around 125,000 visitors, with 28,000 in the last six weeks alone, including over 5,000 in October responding to online ads about events.

In terms of marketing initiatives, Mr. Gold detailed their collaboration with the city on e-blasts, social media, publicity, and new collateral materials. They've created a fall brochure and a special holiday-themed Halifax Arts Festival poster. Additionally, a directory map was made specifically for the festival, showing exhibit and activity locations, marking the first update to the kiosk maps in some time.

He mentioned working with Ms. Fuqua to develop a widget for merchants, sent via e-blast, allowing them to update their own listings or request assistance. This tool is also embedded on the website. November plans include two kiosk posters, with one released before Thanksgiving.

For offline advertising, the Halifax Arts Festival was promoted with a billboard on I-95, radio spots on Southern Stone, and public service announcements on other networks. Event photography is ongoing, covering the festival and holiday decorations.

Mr. Gold discussed public relations efforts, emphasizing announcements for the Halifax Arts Festival and holiday events. The website is updated daily with merchant information and will feature a holiday theme on various pages.

Finally, he reviewed the new marketing budget spreadsheet, noting that they are under budget. Most initiatives remain the same as last year, except for the addition of photography, which was not included previously.

Ms. Cook asked about event listings, pointing out that Mr. Smith's event on the same night as the Arts Festival was not included, and a recent wine walk event also appeared to be missing. Mr. Sznajstajler explained that the poster in question was specifically for the Halifax Arts Festival.

Ms. Cook raised concerns about visitors walking downtown and not finding event information in the kiosks. Mr. Smith responded, explaining that his events for the DDA are submitted on time, included in the kiosks, and that he even assists with the process. He noted two separate items: the Halifax Arts Festival-specific poster and the broader directory posters that include all events.

Mr. Gold further explained that the Halifax Arts Festival poster was printed specifically for that event, an idea from Mr. Thomas. Although it was a bit late to print, they still produced it. As for the directory posters, they are typically printed about a week before delivery to the city. Leading up to the festival, two posters were created for November: one at the end of October and another just before the festival. The December poster was prepared shortly after.

Mr. Smith shared that he interacts with merchants on Market Street every day, noting their enthusiasm and optimism about upcoming changes. However, he pointed out that sales have been slower recently, with his numbers being lower than Mr. Gold's figures, possibly due to the hurricane or the election. He mentioned that in the short time he spoke with merchants, many reported slower sales than usual.

In his report, Mr. Smith reviewed recent events. He highlighted the September 6th Downtown Daytona Nights, which used sponsorship dollars. Although September is typically a tough month for drawing crowds, the event turned out well. He also mentioned the October 4th Downtown Daytona Nights, which included a car show he worked on with the CVB, leading to a great turnout. The October 12th Wine and Chocolate Walk was canceled due to the hurricane but has been rescheduled for Mother's Day weekend, May 10th. He emphasized the importance of keeping this event.

Mr. Smith noted that the Sunset Concert with the "Are Friends Electric" band had low attendance, and the recent Wine and Cheese Walk on Saturday included 21 merchants, 4 of whom were new, including Mr. Kenneth Hunt, the new DDA board member.

Looking ahead, Mr. Smith mentioned the December 6th Downtown Daytona Nights, which will feature a night market at the South End with an arts and crafts area. The event marketing will also include an art walk. He also mentioned the Holiday Cookie and Wine Walk, scheduled for December 14th.

4.5 Joseph Yarbrough-Riverfront Esplanade

Ms. Powell shared that they've been preparing for the Riverfront Market, which will feature three night markets on Fridays starting in December. She also mentioned Mr. Smith's events, noting that on December 6th, there will be a walk and run encouraging participants to dress festively, with fun Christmas decorations. She highlighted the Downtown Daytona Nights event on the same date. Additionally, she mentioned several performances planned for the "December to Remember" event, which will include a pet race. Donations from the race will go to the PAWSibilities Foundation to help save animals.

5. Public Comments

None.

6. Board Comments

Ms. Cook inquired about why a co-sponsor slip hadn't been signed for this year.

Commissioner May responded positively about downtown, mentioning that she's been receiving positive feedback. Regarding flooding downtown, she noted that there was a significant presentation last week about efforts being made to mitigate the issue.

Mr. Sznajstajler shared his personal experience with flooding, acknowledging the many factors involved. However, he emphasized that taking steps to address the issue shows progress is being made.

7. Adjournment

The meeting was adjourned at 3:53 p.m.

Michael Sznajstajler, Chairman



Chernecia Stuart, Board Secretary



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

MEMORANDUM

Revenues	Budget	Received as of Nov 30, 2024
Ad Valorem	\$ 237,024.00	-
Delinquent Ad Valorem	-	-
Downtown CRA Payment	147,291.00	-
Interest on Investment	-	-
Miscellaneous	-	-
Appropriation of Fund Balance	7,484.00	-
Total	391,799.00	-

Farmers Market (150310)

Revenues	Budget	Received as of Nov 30, 2024
Vendor Revenue	-	-
Sponsorship	-	-
Market Booth Sales	-	-
DDA SNAP Revenues	-	-
Total	-	-

Expenditures	Budget	Received as of Nov 30, 2024	Available
Other Contractual Services	15,000.00	15,000.00	-
Insurance - General Liability	1,500.00	-	1,500.00
Promo - Market	4,400.00	-	4,400.00
DDA Snap Expenses	2,000.00	-	2,000.00
Total	22,900.00	15,000.00	7,900.00

Net Results	(22,900.00)	(15,000.00)	(7,900.00)
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Events(150320)

Revenues	Budget	Received as of Nov 30, 2024
Vendor Revenue	-	-
Sponsors - DDA	-	-
Total	-	-

Expenditures	Budget	Received as of Nov 30, 2024	Available
Promo - Advertising	5,000.00	-	5,000.00
Promo - Events	127,500.00	2,000.00	125,500.00
Total	132,500.00	2,000.00	130,500.00

Net Results	(132,500.00)	(2,000.00)	(130,500.00)
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General Expenditures (150300)

Expenditures	Budget	Received as of Nov 30, 2024	Available
Other Contractual Services	43,291.00	3,250.00	40,041.00
Care and Subsistence	300.00	-	300.00
Promo - Advertising	43,742.00	1,200.00	42,542.00
Promo - Events	1,600.00	-	1,600.00
Memberships	175.00	-	175.00
Payment to Primary Government	147,291.00	-	147,291.00
Total	236,399.00	4,450.00	231,949.00
Net Results	(236,399.00)	(4,450.00)	(231,949.00)

DDA Budget Summary

Revenues	Budget	Received as of Nov 30, 2024
General	391,799.00	-
Farmers Market	-	-
Events	-	-
Total	391,799.00	-

Expenditures	Budget	Received as of Nov 30, 2024	Available
General	236,399.00	4,450.00	231,949.00
Farmers Market	22,900.00	15,000.00	7,900.00
Events	132,500.00	2,000.00	130,500.00
Total	391,799.00	21,450.00	370,349.00

Encumbered (Purchase Order) -

<i>Available to expend w/ Reserves</i>	370,349.00
Net Results	\$ - \$ (21,450.00) \$ (370,349.00)

DDA Events FY 2024-2025

DATE	COMPANY NAME	Current Funds	DDA EXPENSE	EVENT NAME	COMPLETED					
BEGINNING ACCOUNT		104500	0							
Friday, October 4, 2024	Bullseye Marketing	\$104,500.00	\$ 2,000.00	Downtown Daytona Nights	Y					
Friday, October 11, 2024	Bullseye Marketing	\$ 102,500.00	\$ -	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)	N	CANCELLED DUE TO HURRICANE MILTON				to be rescheduled
Saturday, October 12, 2024	Bullseye Marketing	\$ 102,500.00	\$ -	Wine & Chocolate Walk	N	CANCELLED DUE TO HURRICANE MILTON				to be rescheduled
Friday, November 1, 2024	Bullseye Marketing	\$ 102,500.00	\$ 5,000.00	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)	Y					
Saturday, November 9, 2024	Bullseye Marketing	\$ 97,500.00	\$ 2,500.00	Wine & Cheese Walk	Y					
Friday, December 6, 2024	Bullseye Marketing	\$ 95,000.00	\$ -	Downtown Daytona Nights/ Food Truck Rally & Riverfront Arts Market						
Saturday, December 14, 2024	Bullseye Marketing	\$ -	\$ -	Holiday Christmas Cookie & Wine Walk						
Friday, January 3, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights/ Food Truck Rally & Riverfront Arts Market						
Saturday, January 11, 2025	Bullseye Marketing	\$ -	\$ -	Wine Walk						
Saturday, January 18, 2025	Bullseye Marketing	\$ -	\$ -	Island Fest (tentative)						
Friday, February 7, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Saturday, February 8, 2025	Bullseye Marketing	\$ -	\$ -	Wine & Chocolate Walk						
Saturday, February 22, 2025	Bullseye Marketing	\$ -	\$ -	Beer & Bacon						
Monday, March 17, 2025	Bullseye Marketing	\$ -	\$ -	St. Paddy's Day						
Saturday, March 29, 2025	Bullseye Marketing	\$ -	\$ -	Wine & Cheese Walk						
Friday, April 4, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Saturday, April 12, 2025	Bullseye Marketing	\$ -	\$ -	Daytona Beach Arts Fest						
Saturday, April 12, 2025	Bullseye Marketing	\$ -	\$ -	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)						
Friday, April 26, 2024	Bullseye Marketing	\$ -	\$ -	Spring Wine Walk						
Friday, May 2, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Monday, May 5, 2025	Bullseye Marketing	\$ -	\$ -	Cinco De Mayo						
Friday, May 16, 2025	Bullseye Marketing	\$ -	\$ -	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)						
Friday, June 6, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Friday, June 13, 2025	Bullseye Marketing	\$ -	\$ -	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)						
Friday, July 11, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Friday, July 18, 2025	Bullseye Marketing	\$ -	\$ -	Sunset Concert Series (6 concerts late Spring and Summer \$5,000 each)						
Friday, August 1, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
Friday, September 5, 2025	Bullseye Marketing	\$ -	\$ -	Downtown Daytona Nights						
TOTAL			\$ 9,500.00							

DDA Events OUTSIDE OF BULLSEYE FY 2024-2025

DATE	COMPANY NAME	Available Funds	DDA EXPENSE	EVENT NAME	COMPLETED
		\$127,500.00			
Tuesday, Oct. 1 2024	Bullseye Marketing	\$104,500.00	\$ 23,000.00	FUNDS SET ASIDE FOR BULLSEYE EVENTS ONLY	Y
Friday, Nov. 1 2024	DDA Sponsorship	\$15,000.00	\$ 8,000.00	RIVERFRONT MARKET	Y
Friday Nov 1 2024	DDA Sponsorship	\$ 1,650.00	\$ 6,350.00	ADS ON RADIO WLOV-FM FOR HAFIX ARTS FEST 2024 DDA	Y
Tuesday, November 14, 2023	DDA Sponsorship	\$ 5,000.00	\$ 1,350.00	MUSEUM OF ARTS AND SCIENCE FOR HAF	Y
		\$ 1,350.00			
TOTAL			\$ 38,700.00		



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MARKETING

Intelligent Imagination™

DAYTONA BEACH DDA
NOVEMBER 2024 ANALYTICS REPORT

Prepared by GOLD Marketing • Wednesday, December 4, 2024

THE VERANDA

814 State Road A1A North

Ponte Vedra Beach, FL 32082

 904.285.5669

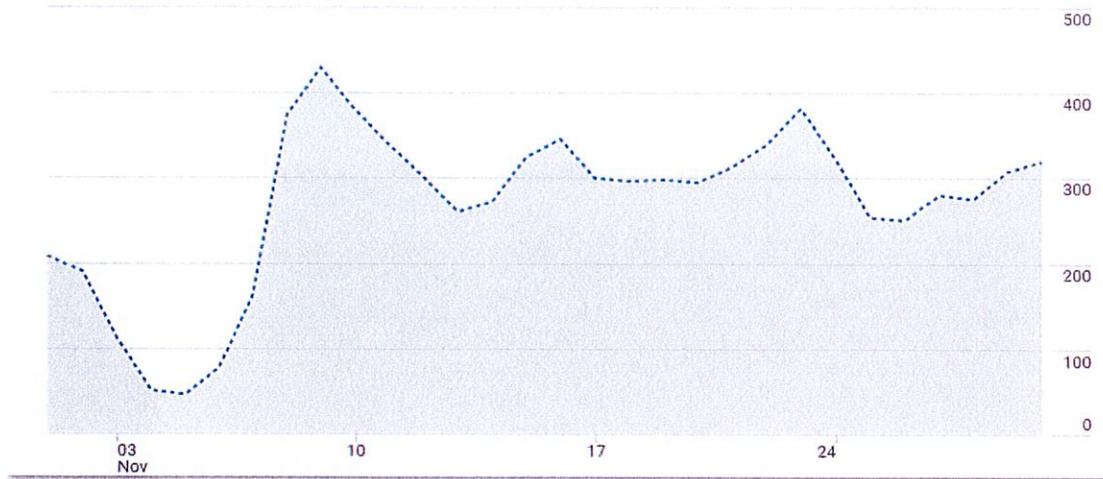
 StrikeGold.com

DAYTONA BEACH DDA NOVEMBER 2024 ANALYTICS REPORT

Prepared by GOLD Marketing • Wednesday, December 4, 2024

Overall Site Engagement

WEBSITE VISITATION



Website sessions across the month.

	<u>NOV. 2023</u>	<u>NOV. 2024</u>	<u>CHANGE</u>
• TOTAL USERS:	5,723	6,370	+11.3%
• NEW USERS:	5,466	6,059	+10.8%
• SESSIONS:	7,721	8,203	+6.2%
• PAGEVIEWS:	11,216	12,517	+11.6%

NOV. MOST VIEWED PAGES

	<u>VIEWS</u>
• HOME PAGE:	12,515
• EVENTS CALENDAR*	1,298
• DINING:	351
• SHOPPING:	315
• BROCHURES/MAPS	149

**Combined views from the calendar page and calendar events.*

Overall, traffic was higher in November 2024 than in the same month of 2023. The Riverfront Shops website continues to be an important source of information for Downtown Daytona Beach visitors and prospects.

DAYTONA BEACH DDA NOVEMBER 2024 ANALYTICS REPORT

Prepared by GOLD Marketing • Wednesday, December 4, 2024

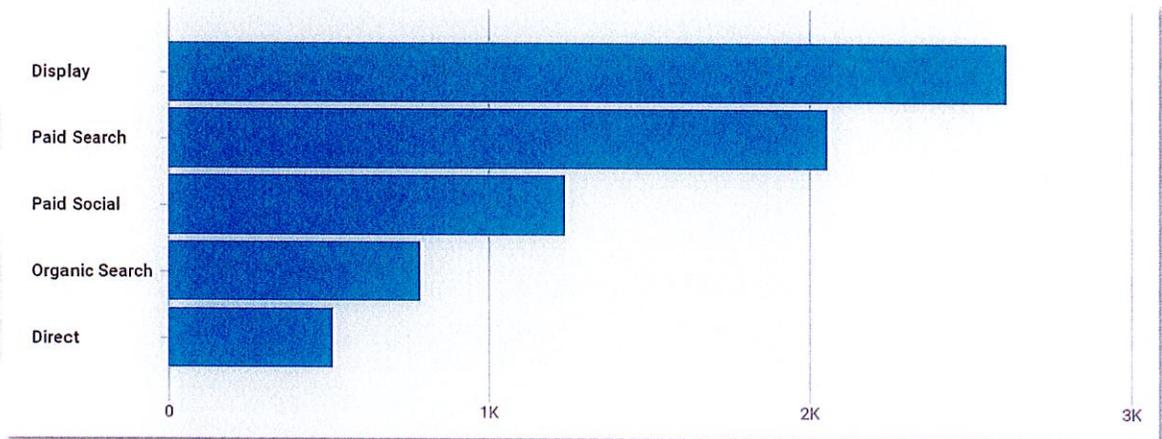
Overall Traffic (Continued)

NOV. TOP CITIES

	<u>USERS</u>
• DAYTONA BEACH:	1,445
• MIAMI:	1,065
• ORLANDO:	601
• PORT ORANGE:	334
• ORMOND BEACH:	83

The above shows the top cities by the number of users in November 2024. Daytona Beach, Orlando, Ormond Beach, and Port Orange represent local/regional shoppers and diners, while Miami was a top city for out-of-town guests and prospects.

KEY TRAFFIC SOURCES



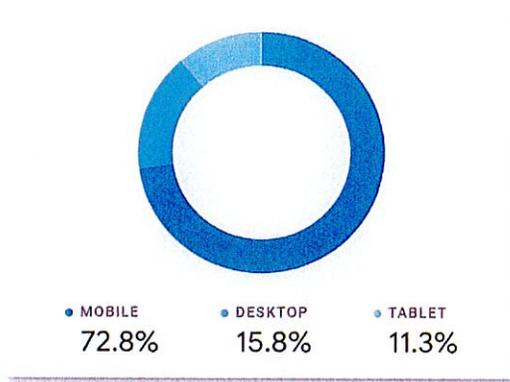
As shown in the above chart, the largest driver of users to the site in November was paid advertising (represented by the Display, Paid Search, and Paid Social categories), as well as Organic Search and Direct site visits.

DAYTONA BEACH DDA NOVEMBER 2024 ANALYTICS REPORT

Prepared by GOLD Marketing • Wednesday, December 4, 2024

Overall Traffic (Continued)

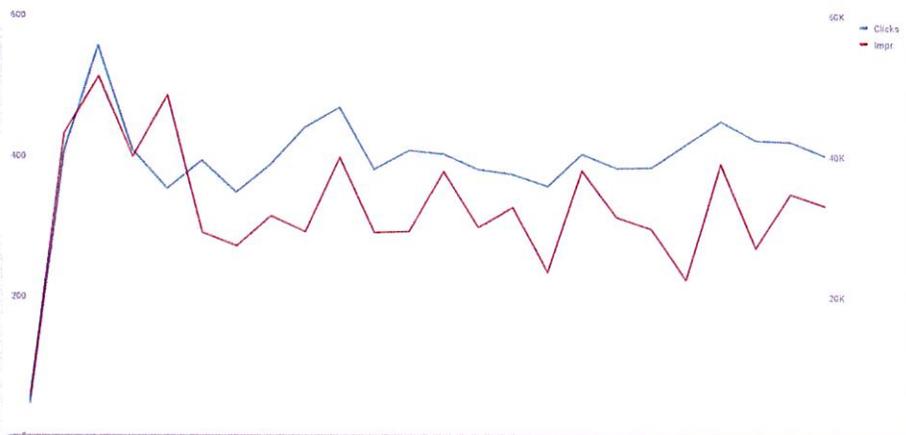
TOP DEVICES



The great majority of website visitors in November 2024 accessed the site from a mobile device, continuing the longstanding trend.

Online Advertising

GOOGLE ADVERTISING



November Google Ads clicks

In November 2024, the Google Ads campaign generated 9,394 clicks (a 37% increase from the previous month) and 781,948 impressions (times an ad was shown). Popular search advertising keywords included “Food Near Me” (and similar), “Daytona Beach” (and similar), “Restaurants” (and similar), “Daytona Beach Shopping,” and “Beach Street Shops.”

DAYTONA BEACH DDA

NOVEMBER 2024 ANALYTICS REPORT

Prepared by GOLD Marketing • Wednesday, December 4, 2024

SOCIAL MEDIA ADVERTISING

In November 2024, the social media ads produced 2,825 link clicks (*a 28% increase from the previous month*) and 270,129 impressions (*times an ad was shown*). Riverfront Shops event advertising on social media also generates event responses from potential attendees, and November events advertised included:

- NOVEMBER SUNSET CONCERT: 431 responses to the event advertising, with 521 combined ad and organic responses to the Riverfront Shops' listing;
- HALIFAX ART FESTIVAL: 1,925 responses to the event advertising, with 3,090 combined ad and organic responses to the Riverfront Shops' listing; and
- NOVEMBER WINE & CHEESE WALK: 483 responses to the event advertising, with 825 combined ad and organic responses to the Riverfront Shops' listing.

ADVERTISING IMPRESSIONS

Online advertising impressions totaled 1,052,077 in November 2024.

PAGE FOLLOWERS

As of December 4th, the Riverfront Shops of Daytona Beach Facebook page had 19,911 followers (*a modest increase since the last report*).

GOLD

The Veranda • 814 A1A North • Ponte Vedra Beach, FL 32082
(904) 285-5669 • strikegold.com

ONGOING PROJECTS

CITY OF DAYTONA BEACH – 12/04/24

Project **Action Steps**

MARKETING RESEARCH – Consumer and Merchant **ACTION STEPS: FINISHED.**

DDA ONLINE MEDIA BUYS – Digital and Social Media **ACTION STEPS: ONGOING.** Advertising with Google Ads and Meta/Facebook for the Riverfront Shops. (Receipts and documentation provided monthly.)

DDA TACTICAL PLAN – For the Fiscal Year **ACTION STEPS: PRESENTED.** Updates to the Tactical Plan flowchart presented monthly. "Second Proposed Public Hearing" budget provided by client. Awaiting list of DDA sponsored events.

DDA DATABASE MARKETING – Writing, Programming & Deployment **ACTION STEPS: ONGOING.** Eblasts sent to consumers and merchants regularly. Holiday season blasts sent weekly.

DDA KIOSK POSTERS – Design and Printing **ACTION STEPS: ONGOING.** December poster finished. Design/print January poster in late December.

RACK BROCHURES – Updates and Printing **ACTION STEPS: ONGOING.** Winter/holiday season brochure sent to printer.

DDA DIRECTORY MAP – Merchant Updates **ACTION STEPS: ONGOING.** New Directory Map completed for the holiday shopping season.

DDA WEBSITE – Site Updates **ACTION STEPS: ONGOING.** Updates made regularly. Business information update form added for merchant use. Added accessibility widget. Awaiting client decision on new website, plus adding a translation widget. Added holiday graphics to the site.

DDA MEETING MATERIALS – Monthly Updates **ACTION STEPS: ONGOING.** Sent most recent materials 12/4.

RIVERFRONT SHOPS PHOTOGRAPHY – Holiday & General Images **ACTION STEPS: IN PROGRESS.** Estimate approved. Phase I HAF shoot finished. Phase II holiday photography in progress. Phase III to be conducted in January.

HALIFAX ART FESTIVAL – DDA Event Promotion **ACTION STEPS: FINISHED.**

MISCELLANY – Additional Activities **ACTION STEPS: AWAITING CLIENT.** Assisted City with initial digital signage investigation. Awaiting next steps.

CITY RESEARCH – Consumer & Business **ACTION STEPS: AWAITING CLIENT.** Awaiting additional database information to estimate.