Daytona Beach Vision Plan
2008 and Beyond

PREPARED BY

*The Daytona Beach Vision Steering Committee
and the Citizens of Daytona Beach*

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Since the Fall of 2006, more than 1,800 citizens, residents, persons with a place of employment, business owners or full time students in Daytona Beach have actively participated in public visioning meetings. The purpose of these meetings was to provide opportunities to share ideas about where the City of Daytona Beach should be going over the next 20 years. At its conclusion, the information they provided to the Vision Steering Committee was developed into an overall vision statement, six vision areas and numerous implementation strategies all of which are presented in this document.

COMPILED BY:

Performance Consulting, Inc.   1540 Cornerstone Blvd. Suite 200   Daytona Beach, FL 32119

Community Vision Statement

Daytona Beach is a dynamic city where our diverse citizens move in harmony with a deep pride in the past, a goal of preservation of our homes, beaches, and natural resources, a focus on a bright future with an expanded economy, a living experience enriched by world class cultural, recreational and educational opportunities available to everyone and a community where individuals flourish, families grow, economy thrives and guests long to return.

Daytona Beach, the world's most famous beach, is a great place to visit and an even better place to live.

The Process

The process of developing the Daytona Beach Vision Plan was a community wide effort. The work resulting in this plan began with the identification of 160 Stakeholders who were selected by the Vision Steering Committee to ensure the Visioning process would reflect the broadest interests of the citizens from all areas of the community. It continued with public events to gather citizen input and was kept at the forefront of the community's consciousness with regular reports to the City Commission, frequent news coverage, maintenance of a website, well-advertised meetings open to the public and frequent electronic mailings to interested citizens and stakeholders.

Beginning in May 2007 and extending through early August of 2007, the collective wishes and dreams for Daytona Beach's future for the next 20-years were identified through community based meetings held at Daytona Beach College, Hope Fellowship Church, Schnebly Recreation Center and Embry Riddle Aeronautical University.

Throughout the year, additional information was collected during twenty-five (25) publicly held Vision Steering Committee meetings conducted throughout the community and through nine (9) Vision Steering Committee Sub-Group meetings which were also open to the public. Data from the City of Daytona Beach Survey was also considered. Total attendance at all of the above meetings exceeded 1800 citizens from the Community.

The Community's Core Values, or the principles that guided public thinking, were identified with the help of the Stakeholder Group and input from the public.

Outreach was a key aspect of this effort. Several neighborhood groups were invited to submit their input. Mailers were sent to all residents through their water bills inviting them to attend a large public meeting held at Daytona Beach College. Citizens were invited to provide their suggestions through an interactive Website, www.daytonabeachvision.com, and in writing to the Vision Facilitator's office.

All of the information that had been assembled was then reviewed and analyzed by six citizen based Action Teams made up of more than 90 citizens of the community who conducted further research and submitted their findings to the Vision Steering Committee. These Action Teams held meetings at various locations throughout the area including business locations, non-profit and educational sites in order to gather data. Action Teams reviewed literature and technical information and met with experts to learn more about their area of focus and Daytona's history as well as future trends in the community. Their work concluded with presentations of their findings to the Vision Steering Committee in a series of reports in the following six areas:

1. Quality of Life
2. Education
3. Government
4. Economic Development
5. Infrastructure
6. Environment

The information provided to the Vision Steering Committee by these Action Teams was then refined through several publicly held meetings and crafted into the final vision plan presented in this document.

Glossary of Visioning Terms

ADA – Americans with Disabilities Act

Academy – A course of study, usually within a public high school, that often links academic skills to career training.

Action Areas - Basic framework of six interdependent areas that will provide a comprehensive Vision for the community: Quality of Life, Education, Government, Economic Development, Infrastructure, and Environment.

Action Teams - Groups comprised of citizen volunteers including stakeholders, residents, and business owners of Daytona Beach and one member of the Vision Steering Committee that completed the background research necessary to develop each of the action areas. Their work formed the basic structure of the Vision Plan.

Brown Fields - Abandoned, idled, or under-used industrial or commercial facilities where expansion or redevelopment is complicated by environmental contamination.
(US Environmental Protection Agency)

Coastal High Hazard Line - Also referred to as a **Coastal Construction Control Line** - The control line represents the landward limit of the significant damage to upland structures from water forces from a one-hundred year coastal storm. Structures located seaward of the Coastal Construction Control Line are expected to be impacted by the high winds and storm surges which accompany such severe storms and therefore should be designed and built to withstand those forces.

Commission Zone – Six geographically defined areas of the City of Daytona Beach, each represented by one City Commissioner.

Community – Daytona Beach.

Core Community Values - Character traits that guide daily decision-making.

CUP - Consumptive Use Permit - A permit granted by the State of Florida which authorizes water use within a community or Development is called a consumptive use permit (CUP) or a water use permit (WUP). This permit allows water to be withdrawn from surface and groundwater supplies for reasonable and beneficial uses such as public supply (drinking water), agricultural and landscape irrigation, and industry and power generation.

District – Designated geographic areas comprised of neighborhoods with a consistent character.

Enterprise Zone – A designated geographical area in which businesses enjoy favorable tax credits, financing, and/or other incentives.

Free Trade Zone – An area such as the one at the Daytona Beach International Airport designated by the government of a country for duty-free entry of goods that will then be exported without duties. A free trade zone can import machines and raw materials without paying import duties as long as all production is for export.

LEED – The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is a nationally accepted benchmark for the design, construction and operation of high performance green buildings. State and local governments across the country are adopting LEED for public-owned and public-funded buildings.

Magnet Schools – An elementary or secondary public school offering a specialized curriculum, capable of attracting large numbers of students from racially and economically diverse backgrounds.

Metropolitan Planning Organization (MPO) – The MPO is a county agency mandated by the federal government to administer federal transportation funds. The Volusia County MPO's role includes creating long and short range plans, administration of Federal, State and Local funds, and work programs for Volusia County.

Neighborhood – People living near one another in a section of the city that has distinguishing characteristics and natural or man made boundaries.

Neighborhood Plans – The visions developed by varying neighborhood associations and watch groups.

Ombudsman – An individual that provides a single point of contact for assisting with services that involve facilitating the process of working with local government.

Community Vision Statement- This Vision Statement defines what the community sees as its long term, 20-year future.

Pedestrian – A person who moves from place to place on foot and or by using a mobility aide (wheelchair, walker, etc.).

SLAPP Suit - A *Strategic Lawsuit Against Public Participation*, in which a developer or corporation sues an organization and/or an individual in an attempt to scare it into dropping protests against a corporate initiative. SLAPP suits typically involve the environment--for example, local residents who are petitioning to change zoning laws to prevent a real estate development might be sued in a SLAPP suit for interference with the developer's business interests. Many states have "anti-SLAPP suit" statutes that protect citizens' rights to free speech and to petition the government.

Stakeholders – A resident, a person with a place of employment, a business owner or a full time student in Daytona Beach invited by the Vision Steering Committee to input to this vision plan in order to ensure a broad cross sectional representation of interests of the community.

Strategies - A verbal picture of the future in a specific part of a particular Action Area. Strategies will provide a more detailed definition of each Action Area Vision.

Surrounding Communities – All Communities within the Halifax area including Holly Hill, Ormond Beach, Daytona Beach Shores, South Daytona, Ponce Inlet, Port Orange, and Wilbur-by-the-Sea.

Tax-Free Zone – An area zoned for business and industrial development designated by city government to be free from payment of city property taxes for a limited period of time in order to provide incentives for business development and job growth.

Universal Design – An approach to architectural design and building that allows for accessibility for people with physical and sensory disabilities while being attractive and functional to the general public. These follow ADA guidelines.

Vision Steering Committee - A group of citizen volunteers appointed by the City Commission to ensure involvement from all city zones and major Advisory Boards.

Vision Partner - Any for-profit business or not-for-profit organization, civic, church or government agency that has volunteered to work with other community members to implement the Vision Plan. Vision Partners are the organizations who take responsibility for turning vision into action.

Vision Plan – This document.

Community Core Values

The following community values were defined through a series of meetings starting with participation by more than 60 Stakeholders and refined by a combined group of Stakeholders and Vision Steering Committee members. These values served as the context for all of the visioning work that followed.

1. ***Progressive***
   The City of Daytona Beach recognizes that being progressive is essential to developing a vibrant economy while retaining the unique attributes of the area.

2. ***Safety and Security***
   Daytona Beach must be safe and secure for everyone. Our citizens are dedicated to playing an active role in partnership with public safety officials in building a safe and secure community.

3. ***Community Service***
   We believe that the strength of a community is measured in large part by the willingness of citizens to get involved in the betterment of the community through volunteerism.

4. ***Aesthetics***
   Daytona Beach is a beautiful city that must enhance, maintain and preserve its historic treasures, architectural beauty and unique natural assets for the enjoyment and use of those who live and visit here.

5. ***Quality Lifelong Learning and Education***
   We are committed to providing a strong education and training system to support the lifelong learning process.

6. ***Economic Security***
   We value a secure broad-based economy that encourages wealth building, leverages our corporate and natural assets and results in our ability to retain our human capital.

7. ***The Arts***
   Our community values diverse art forms and cultural expression as an essential part of our quality of life.

8. ***Equality***
   We respect the diversity of our citizens and seek full and equal participation in all matters that affect community life.

9. ***Honesty***
   We value honesty among our citizens and an open and trustworthy government.

Quality of Life

To promote, enhance and protect the quality of life in the city of Daytona Beach, we focus on these priorities: accessible health care; clean, aesthetically appealing buildings and green spaces; historic preservation; diversity of recreational, artistic and cultural activities accessible to all; new industries with better paying jobs; well educated and trained workforce; variety of housing options; balance in the feeling of safety and crime prevention; and user friendly public transportation.

STRATEGIES

Parks, Recreation and Open Space

1. Support continued upkeep and improvements to city run recreational venues such as municipal golf courses, ball parks, tennis courts, stadium, community centers, swimming pools and performing arts centers and auditoriums while keeping fees affordable for all residents.

2. Adopt strategies for park beautification: improve existing open space areas and create new plazas with green space and pocket parks with extensive use of volunteers; leverage other government and community agencies to provide needed services at a reduced cost to residents; include long term maintenance and replacement of greenery in all new development agreements.

3. Develop the downtown riverfront area with a variety of parks, trails and gathering places, fishing areas, boat ramps, and floating docks or docking areas for boaters to visit downtown business, restaurants and cultural events.

4. Renovate and extensively use recreational facilities and parks for neighborhood functions, cultural events, sporting events (baseball complexes, soccer fields, water sports) and state of the art electronic entertainment.

5. Explore funding sources and grants to upgrade and make existing parks and park equipment handicapped accessible.

6. Utilize city services such as lawn mowing and facility upkeep to partner with the school system so that public school facilities can be better utilized by the community.

7. Develop and maintain a full complement of programs designed to promote excellence in our youth through a partnership between the city and community leaders, schools, PAL, parks department, and other groups.

Arts and Culture

8. Develop regular yearly events at locations all over the city featuring art, music performances, games, sporting activities, dances, etc. with all of these activities being published in both visual and audio on the city Web site, public service TV, and newspaper to encourage community participation and involvement.

9. Develop broader business, private, and city support for cultural events that are used as an economic development tool. Provide free events to the public on a regular and recurring basis.

10.   Use existing city venues for cultural events. Include events that target all age, ability, economic and ethnic groups.

11.   Support and promote cultural events, especially events at public schools, institutions of higher learning, on the city Web site.

12.   Attract quality entertainment, dining and shopping experiences for diverse population groups.

13.   Enhance the citizens' quality of life through city, corporate and private support of art, historical, cultural and athletic entities that will increase activities, improve facilities and attract business relocation.

Housing Opportunities

14.   Perform a regular inventory of housing needs, potential land for development, and innovations in building techniques, universal design and products to address current and future housing demands.

15.   Encourage public and private financing for development that is aesthetically and economically diverse.

16.   Apply for grants to develop more mixed use housing for low and middle income families and individuals, i.e., low income , physically accessible, senior housing, etc.

17.   Use the maximum flexibility possible in the interpretation of building codes in order to facilitate building renovations without compromising life, health and safety considerations.

Public Safety and Crime Reduction

18.   Develop a city crime prevention design with neighborhood teams and watch groups providing each neighborhood with a plan to reduce transient crime, drugs and prostitution.

19.   Establish community police service centers to act as a one stop information service center with officers assigned to a minimum one year period, utilizing foot patrols, bike patrols, and take home vehicles to provide a police presence in the neighborhoods.

20.   Expand Neighborhood Watch groups and other neighborhood activities that help prevent crime, rid neighborhoods of illegal activities, and create pride.

21.   Ensure that the city's schools are viewed by new and existing residents as being safe, attractive places of learning with quality education and special programs to attract students and families from all over the country.

22.   Update and educate the community in emergency preparedness for natural disasters and terror attacks and prepare city leaders to lead during citywide emergencies from a working plan which is updated annually.

Homelessness

23.   Benchmark other resort communities of a similar size that have achieved success in dealing with homelessness.

24. Increase collaboration among non-profit community service organizations, the City of Daytona Beach, surrounding communities and the for-profit sector to take a holistic approach to dealing with the issue of chronic and situational homelessness.

25. Develop approaches that involve the county and neighboring communities in providing collaborative services to prevent and end homelessness.

Health Care

26. Provide healthcare options and information to the aging population. Partner with Institutions of Higher Learning that have gerontology and nursing programs.

27. Promote physical fitness in the workplace, schools and home. Explore ways to focus on wellness and prevention. Encourage schools to institute and expand education on health and wellness and reinstate and expand Physical Education.

28. Provide easy access and information about substance abuse programs.

29. Attract and encourage businesses that provide for their employee's healthcare.

30. Explore avenues for treating the working uninsured (low-income workers with no health insurance).

2008 QUALITY OF LIFE STRATEGIES

1. **Support continued upkeep and improvements to city run recreational venues such as municipal golf courses, ball parks, tennis courts, stadium, community centers, swimming pools and performing arts centers and auditoriums while keeping fees affordable for all residents.**

18. **Develop a city crime prevention design with neighborhood teams and watch groups providing each neighborhood with a plan to reduce transient crime, drugs and prostitution.**

Possible Vision Partners:

Social Service and Rehabilitation Agencies and Centers
Local Colleges and Universities/Institutions of higher learning
Local/regional government
Not for Profit organizations
Business service and advocacy organizations
Health Care service providers
Sports businesses and organizations
Arts and culture providers
Homeless service providers and advocacy organizations
Service providers for the disabled

The following important issues affecting our Quality of Life are referenced in various strategies in other sections of this Plan:

In the Environment section several strategies deal with:

Aesthetics. Strategies throughout the Environment section address the development of design standards that are consistent with area neighborhoods and include aesthetically appealing buildings and greenspaces including natural assets with on-going code enforcement.

Historic Preservation. Strategies in this sub-section relate to the development and enforcement of an historic preservation ordinance that includes certified local government status with funding and staffing. Our future includes all nationally recognized neighborhoods receiving local recognition; conservation of our natural assets and trees; preservation of historic commercial buildings and houses, preservation of historic sites, statues etc.

Natural Environment. Strategies in this sub-section protect our natural resources from degradation with policies and actions to restore the city's canopy, improve our rivers and shoreline, reduce greenhouse emissions, promote community gardens, reduce erosion and conserve topsoil, sustain plant and animal habitats, conserve water and energy, and expand recycling. These strategies propose new ways to reduce storm water runoff and encourage "green" building. They also address environmental hazards in the city, especially water and air pollution, noise pollution and exposure to hazard waste materials while preserving our geological features and scenic areas.

In the Infrastructure section several strategies deal with:

Transportation. The strategies in this sub section provide a total transit oriented community where connections between transit, pedestrian and bikeways are the major mode of travel. Whether you drive, bike or walk, you will find improvements that make your selected mode of travel a better experience.

General Infrastructure. Several strategies throughout the Infrastructure section deal with the ongoing maintenance and modernization of the city wide water, sewer, storm drainage, solid waste, energy and telecommunications system to meet 21st century needs. Policies address the separation of storm drainage and sanitary sewer lines, replacement of water pipes, upgrading of deficient (too small) water and sewer lines. Additional strategies address flooding issues, reclaimed water, burying of power lines and other utility lines and other issues that ensure long term reliability and safety of public infrastructure.

In the Economic Development section several strategies deal with the following:

Action strategies will support the growth of an economically strong region that attracts and retains a wide range of accessible, well paying career opportunities for persons of all skills levels. Strategies will attract businesses of all sizes that balance economic needs with environmental responsibility; promote economic development through public and private partnerships and improve our neighborhood shopping districts. The strategies will retain and expand small and minority businesses and assist local entrepreneurs with the inclusion of colleges, trade schools, universities and apprenticeships.

Education

EDUCATION VISION

With the realization that education is a lifelong process that enriches the city and all individuals, Daytona Beach sets high standards of achievement through diversified educational programs that foster lifelong learning and success.

We:
- *Support the use of a "Daytona Beach Educational Alliance" composed of citizens, government officials, educators, business leaders and non-profit service providers to coordinate city resources with the educational needs of the city.*
- *Establish bold, new partnerships between all city resources and their educational programs.*
- *Promote our educational assets to fuel the economic engine of the city.*

STRATEGIES

1. Establish a citizens council to be named Daytona Beach Educational Alliance (DBEA) and define its purpose, functions and membership along with the establishment of quarterly reports to the Mayor and City Commissioners. The DBEA will not be a city Advisory Board but rather will be a public cooperative under the purview of the Vision Steering Committee.
   - Organize a Board of Directors for the DBEA to include representatives from area colleges, public school educators, workforce educators, business and civic leaders, four at-large citizens and a City Liaison. This Board will elect officers, write a mission statement, formulate goals and define specific starting strategies along with funding options.
   - Clarify the role of the DBEA to include the ability to seek funding, meeting space and public noticing, along with making presentations and requests of public and private sector and volunteers.
   - Address many of the educational strategies and ideas brought forward such as the development of neighborhood and magnet schools and academies.
   - Set a priority to brainstorm ways to merge the needs of present and future industries with training and education through the coordination of academic centers.

2. Utilize the DBEA to promote greater collaboration and partnering between city government, universities, educational facilities and businesses to help in the solution of city problems.

3. Utilize the DBEA to implement the creation of a city hotline to provide information on who to contact regarding the diagnosing and treatment of at-risk children and adults with learning disabilities.

4. Utilize the DBEA to develop and provide evening and weekend programs in public schools where adults, seniors and children can learn and grow in a safe neighborhood environment.

5. Use available resources such as: volunteers, tutors, mentors, business and university partnerships, after-school programs, etc. to raise academic achievement at critical times of a child's development.

6. Use available resources such as volunteers, tutors, mentors, business and university partnerships for adult education.

7. Provide an Educational Grant Writer who will set up workshops and consult and coordinate grant-writing efforts at various educational facilities.

8. Provide middle and high schools with career, financial aid and workforce consultants from the business world and universities through partnerships and volunteers.

9. Showcase individual education programs and schools from public and private sectors on the City Web site, in the E-Currents magazine, on Brighthouse Networks, and in the News Journal, Daytona Times, Neighborhood News and other newspapers, providing descriptive information and highlighting all the educational programs available in the city.

10. Use the resources of the Volusia – Flagler County Higher Education Consortium.

11. Encourage students to participate in the city government process and explore local professional career opportunities that would provide incentives for them to remain in the area through internships, seminars and city sponsored courses.

12. Encourage the Chamber of Commerce to play a more visible role in supporting education.
    – Encourage the use of a portion of its advertising budget promoting educational programs including technical and workforce education to tout Daytona Beach as an "Education City", locally, nationally and internationally.
    – Make literature available at The Chamber of Commerce, City Hall and at other city public facilities describing all of the available educational programs in Daytona Beach.

13. Implement the promotion of educational components (performances, workshops, etc.) in the International Festival and other civic events.

14. Utilize public advertising such as banners on bridges during Education Week and at other appropriate times.

15. Create scholarships in the name of the city through donations and funding.

16. Encourage City Commissioners to introduce themselves and to participate in orientation nights, special programs and functions, etc., at educational facilities in their districts.

17. Encourage city officials to visit schools and meet with Principals, Deans and other administrators periodically.
    – Encourage meeting with students on a given day.
    – Encourage the reading of reports, meeting with members and supporting recommendations of the DBEA.

18. Seek grant funding to maintain Westside Elementary School's parent and student computer labs and expand all the programs to other schools.

19. Encourage parent responsibility by holding workshops at neighborhood schools.

20. Identify children whose basic needs are unmet and coordinate agencies and resources to alleviate these issues.

21. Establish the use of Campbell Middle School as a Community Education Center and expand to other schools. Endeavor to find resources for security and after school programs.

22. Invest time and resources into city pre-school programs, before and after school programs run by Leisure Services. Encourage middle school sports programs that could be run by Leisure Services and expand to all schools.

23. Investigate means to provide low cost or no cost transportation for seniors and the disabled to transport them to a variety of educational programs provided in the city.

24. Support increased use of our area higher education institutions to resolve questions, research issues and otherwise transform our city into a center of information, education, and business.

2008 EDUCATION STRATEGIES

1. **Establish a citizens council to be named Daytona Beach Educational Alliance (DBEA) and define its purpose, functions and membership along with the establishment of quarterly reports to the Mayor and City Commissioners. The DBEA will not be a city Advisory Board but rather will be a public cooperative under the purview of the Vision Steering Committee.**
   - **Organize a Board of Directors for the DBEA to include representatives from area colleges, public school educators, workforce educators, business and civic leaders, four at-large citizens and a City Liaison. This Board will elect officers, write a mission statement, formulate goals and define specific starting strategies along with funding options.**
   - **Clarify the role of the DBEA to include the ability to seek funding, meeting space and public noticing, along with making presentations and requests of public and private sector and volunteers.**
   - **Address many of the educational strategies and ideas brought forward such as the development of neighborhood and magnet schools and academies.**
   - **Set a priority to brainstorm ways to merge the needs of present and future industries with training and education through the coordination of academic centers.**

11. **Encourage students to participate in the city government process and explore local professional career opportunities that would provide incentives for them to remain in the area through internships, seminars and city sponsored courses.**

Possible Vision Partners

Local, county and state government
Local institutions of higher learning
Non profit service organizations serving the disabled
Local cable television, broadcast television and radio
Local print news organizations
Land development organizations
Private corporations
Business service and advocacy organizations
School Boards

Government

GOVERNMENT VISION

The Daytona Beach city government is a dynamic leadership team that realizes its responsibility to improve access for its citizens through inclusive approaches to governing, planned change and visible accountability. Mutual trust exists that results in a safe, livable community with a government that focuses on the needs, dreams and perceptions of the future of all its citizens.

STRATEGIES

1. Support the implementation of the Vision Plan and the establishment of a non-profit entity to manage and coordinate Vision Plan activities and reporting. Continue to support the activities of the Visioning Steering Committee.

2. Encourage citizen involvement in city government through the development of active neighborhood groups within the city and seek means to gain their input in projects that will affect their areas and the city's living environment in general.

3. Increase accountability in city and county government in relation to issues affecting Daytona Beach.
   – Initiate the practice of setting annual improvement priorities with public input within city government in such areas as:
     Δ   Growth and development
     Δ   Economic enhancement
     Δ   Youth and senior citizens
     Δ   Education
   – Prepare and present an Annual Report to the public regarding progress that has been made towards achieving our priorities.
   – Initiate annual reporting by the City Commission and City Boards that focus on results achieved rather than activities performed.

4. Create an atmosphere that is receptive, encouraging and helpful for citizens, entrepreneurs and business owners.

5. Create opportunities for more student participation in the process of city government. Establish linkages with local schools and institutions of higher learning to develop appropriate programs.

6. Review existing analyses of current Boards that clarify function, authority and clearly define member roles and responsibilities. Seek ways to better organize overlapping roles and responsibilities of City Boards.

7. Seek ways to coordinate and consolidate services with neighboring communities where feasible and mutually beneficial for all.

8. Maintain 'State of the Art' city government practices.
   – Continue to investigate contemporary practices.
   – Explore the distinctions between a "Commission-Manager" form of government and a "Strong Mayor" form of government.

9. Explore ideas to Increase voter participation.

10. Improve communication between city government and citizens.
    – Conduct surveys of citizens on a periodic basis and utilize the output in the formation of annual plans and priorities.
    – Encourage open lines of communication with the general public by keeping neighborhood groups informed of city activities and future development.
    – Make even greater use of the city Web site to communicate information.

11. Support the addition of a professional grant writer to city staff.

2008 GOVERNMENT STRATEGIES

1. **Support the implementation of the Vision Plan and the establishment of a non-profit entity to manage and coordinate Vision Plan activities and reporting. Continue to support the activities of the Visioning Steering Committee.**

3. **Increase accountability in city and county government in relation to issues affecting Daytona Beach.**
   – **Initiate the practice of setting annual improvement priorities with public input within city government in such areas as:**
     ∆ **Growth and development**
     ∆ **Economic enhancement**
     ∆ **Youth and senior citizens**
     ∆ **Education**
   – **Prepare and present an Annual Report to the public regarding progress that has been made towards achieving our priorities.**
   – **Initiate annual reporting by the City Commission and City Boards that focus on results achieved rather than activities performed.**

Possible Vision Partners

City Board Chairs
Vision Steering Committee
City of Daytona Beach
City Governments of Surrounding Communities
Volusia County

Economic Development

**ECONOMIC
DEVELOPMENT
VISION**

We build on our community's economic strength through the cooperative efforts of higher education, business development, entrepreneurs, manufacturing and technology, infrastructure advancements, and quality recreational, historical and cultural activities while preserving our unique environment and improving the quality of life of all our citizens.

STRATEGIES

1. Encourage the city to use its resources to provide friendly and expeditious business processes. Provide a business ombudsman program for those projects meeting essential Vision elements. Make it economically attractive to do business in Daytona Beach.

2. Develop sites and implement pre-permitting in order to facilitate expansion and relocation of light industry, creative arts and manufacturing that will have minimal adverse impact to adjacent residential neighborhoods.

3. Encourage Brown Field developments near ERAU, the downtown area and other locations, Tax Free Zone at the airport, and the city's midtown Enterprise Zone.

4. Encourage specialty or boutique business development on or near Beach Street for small businesses dealing with both "intellectual property" and tourism.

5. Target new business growth that leverages the unique assets of the city such as the Midtown area with its railroad and business availability; Main Street and Atlantic Avenues for tourism; ISB and Daytona International Speedway support businesses; the neighboring colleges, universities and area hospitals and medical centers.

6. Target industries for the development of a more balanced economic engine such as Tourism/ Entertainment; Aviation/Avionics and Simulation; Medical Products and services; Automotive products; Education and learning institutions; Marine Production, Boat Works and Suppliers; Information Technology (excluding call centers); Medical products and services; Sports Industry (i.e., Motor Sports, Arena Football, Golf, Tennis, Baseball, etc.). Identify industries and niches to determine imbalances. Identify sites and maintain an inventory of commercial-industrial sites and buildings for future businesses.

7. Continue to analyze and streamline the permitting process.

8. Use our educational institutions as one of our most significant economic development asset groups.
   – Continue to include partnering institutions of higher learning.
   – Increase the priority given to the activities of The Business Development Partnership and the Halifax Area Trade Council. These partnerships should be maintained and enhanced where appropriate.
   – Encourage UCF to expand and provide 3rd and 4th year degree programs in technical development at the ATC.

9. Explore and encourage new, higher paying job opportunities for our residents. This will result in higher paying jobs and the ability to employ our children here at home

10. Encourage that high quality development and renovated buildings in the core area of the city provide local job opportunities.

11. Explore ways to assist small businesses and entrepreneurs in expansion and retention via technical assistance, micro capital, training, incentives and grants.

12. Encourage the growth of the Daytona Beach International Airport (DBIA) and expansion of the cargo capabilities.

13. Work to attract business to the Airport Business Park and to better utilize the Airport's free trade zone.

14. Coordinate county, state and international tourist development efforts together with the Airport Authority to establish a program with airlines flying to Daytona Beach International Airport to make fares competitive with neighboring airports.

15. Explore strategies to mitigate risk for developers who are willing to invest in large scale facilities to attract higher wage employers.

16. Develop a partnering relationship between the City of Daytona Beach and community Arts and Cultural organizations to develop marketing programs to attract national and international visitors for programs that are based in our educational, historical and cultural facilities.

17. Explore innovative approaches for generating revenues during high tourist volume special events in order to maintain infrastructure and services.

18. Encourage manageable, stable low impact events as a source of tourism revenue through cultural events, sporting events and conventional and family tourism.

2008 ECONOMIC DEVELOPMENT STRATEGIES

1. **Encourage the city to use its resources to provide friendly and expeditious business processes. Provide a business ombudsman program for those projects meeting essential Vision elements. Make it economically attractive to do business in Daytona Beach.**

2. **Develop sites and implement pre-permitting in order to facilitate expansion and relocation of light industry, creative arts and manufacturing that will have minimal adverse impact to adjacent residential neighborhoods.**

Possible Vision Partners

Local, county and state government
Local institutions of higher learning
Non profit service organizations serving the disabled
Local cable television, broadcast television and radio
Local print news organizations
Land development organizations/developers
Private corporations
Business service and business advocacy organizations
Motorsports organizations
Sports organizations
Private industry/manufacturing organizations
Health Care organizations
Financial Service organizations
School Boards

Infrastructure

INFRASTRUCTURE VISION

To ensure that the citizens of Daytona Beach have the services and infrastructure needed to maintain and enhance their quality of life. Our systems are built and maintained based on systematically well-structured plans that include state-of-the-art telecommunications, clean air and water, effective waste management, reliable energy supplies and mass transit strategies which include safe, sufficient roadways and bike and pedestrian pathways necessary to promote new growth and enhance the existing community, all with minimal environmental impact.

STRATEGIES

Pedestrian and Bicycle Safety, Street Improvements

1. Pass new ordinances to ensure that pedestrians have the right-of-way.

2. Implement traffic engineering solutions including accessible signals which increase pedestrian and bicycle safety in new and existing neighborhood developments as required by the Americans with Disabilities Act (ADA).

3. Fund and implement the Volusia Metropolitan Planning Organization (MPO) Bicycle Pedestrian Plan as required in the Americans With Disabilities Act (ADA) connecting bike routes in order to improve city-wide access.

4. Evaluate all older city streets for curbing and marking needs and develop a timetable to initiate improvements.

5. Identify sidewalk and bicycle lane deficiencies for each neighborhood and area within the city and develop a projected cost and timetable to upgrade facilities. Focus on both leisure and travel.

6. Initiate measures (traffic control, signal timing, lighting for safety, camera equipment at controlled intersections, etc.) to protect pedestrian safety along heavily traveled roadways and intersections.

7. Provide pedestrian friendly travel with an emphasis on citizens with reduced mobility and speed. This will include revised signal timing, pedestrian refuge islands within the median of multi-lane intersections and ordinances to curb automotive collisions with pedestrians (limits to right-on-red turns, etc.) as required in the ADA.

8. Support ADA compliance regarding pedestrian access to the beach.

9. Enhance new development and redevelopment through public improvements done and paid for in partnership with private developers working in cooperation with citizen groups and the city to incorporate street-scape improvements such as pavers, landscaping, water features and visually concealed parking.

10. Landscape and illuminate all major connectors and ensure they possess repaired curbs, sidewalks and ramps.

Mass Transportation

11. Research ways to obtain more public and private funding with a goal to increase ridership on existing and future mass transit systems.

12. Aid the inter-connectivity and inter-modal (different modes of transportation) nature of mass transportation.

13. Design new communities with a mass transit system in mind.

14. Take a leadership role in mass transportation that improves efficiency and better integrates both commercial and residential transport such as airports, trains etc.

15. In cooperation with mass transportation service provider(s), educate the general public on the use of mass transportation systems and the development of routes that serve the entire community.

16. Encourage increased use of existing mass transportation services. By increasing ridership, extended frequency, bus route coverage, and more stops can be provided in a cost effective manner.

17. Include local mass transportation service provider(s) within the city's planning process to coordinate future growth with projected ridership and routes.

18. Encourage a systematic upgrade of mass transportation service provider(s) to include clean, quiet and comfortable buses, strategically located bus stops and benches, increased efficiency in boarding and improved information provided to the general public.

19. Take the lead in multi-modal transportation (pedestrian, cycling, water travel and mass transit) for the City and surrounding communities.

20. Through public/private partnerships develop a people-mover system to connect the beach, parking, beachside commercial areas, the Bandshell, downtown, the Speedway, the airport, and the west side of the city.

21. Support efforts to obtain a station for an I-4 passenger rail system.

22. Work with Florida East Coast Railroad and Amtrak to improve the heavy rail access to the city and the Enterprise Zone Industrial Park.

23. Study feasible alternatives for providing long range solutions for adequate loading, unloading and delivery functions for businesses, hotels and motels in the city. Encourage construction of service lanes.

Utilities and Storm Water

24. Coordinate long range plans including cost estimates for street improvements so that opportunities to bury telecommunications, fiber optic, cable and electric power utility lines can be accomplished throughout the city at least cost to the citizens by being done in conjunction with other infrastructure improvements (sewer line upgrades, water distribution system upgrades, etc.)

25. Install cost-saving wireless water meters.

26. Research and implement improvements to storm water drainage which reduce flooding in older areas of the city. Consider roads and parking lots.

27. Provide low cost/no cost wireless internet to neighborhood centers and public gathering places like libraries, parks and education centers through grant programs.

28. Refurbish the declining infrastructure to include the older areas and in areas of the city under-engineered for development. Consider the oldest to be fixed first.

29. Project future infrastructure needs based upon anticipated population growth of the city with an emphasis on infrastructure improvements that are designed to withstand the strain of special events and natural disasters (underground utilities, evacuation routes, etc.).

30. Address the current potable water supply (quality and quantity) and stormwater retention requirements and plan for the projected needs of the growing community. This analysis should include working closely with State, County and City water districts on water conservation policies, water treatment facilities, re-use water irrigation, updating city data regarding stormwater retention, identification of areas prone to stormwater overflow during storm events, preventive maintenance and the possibility of a regional alternative water supply.

31. Identify areas of concern within the utility system (streets, pipes, stormwater, etc.) and provide a cost estimate and time estimate to address these concerns.

32. Provide for the location of new utilities and the relocation of existing utilities in a manner that reduces the impact a storm event will have on the utility system, likely through the use of underground utility lines.

33. Ensure that telecommunication towers and other technological developments are designed in the best public interest for allocation, location and appearance.

34. Explore a citywide utility for the provision of telecommunications services.

35. Protect and improve the quality of existing surface water bodies, environmentally sensitive areas, flow-ways and groundwater resources through the implementation and enforcement of an illicit discharge ordinance, by raising public awareness and by identifying pollution sources and implementing solutions.

2008 INFRASTRUCTURE STRATEGIES

29. Project future infrastructure needs based upon anticipated population growth of the city, with an emphasis on infrastructure improvements that are designed to withstand the strain of special events and natural disasters (underground utilities, evacuation routes, etc.).

31. Identify areas of concern within the utility system (streets, pipes, stormwater, etc.) and provide a cost estimate and time estimate to address these concerns.

Possible Vision Partners

Wireless Internet companies
Local government
Local institutions of higher learning
Non profit service organizations serving the disabled
Local cable television, broadcast television and radio
Local print news organizations
Land development organizations/developers
Private corporations
Business service and business advocacy organizations
Private industry/manufacturing organizations
Health Care organizations
Financial Service organizations

Environment

ENVIRONMENT VISION

Daytona Beach is a livable city with an ocean front, a river, scenic views, natural habitats and green spaces that are diligently protected and continually maintained or enhanced. Moreover, we preserve and revitalize the unique attributes of our neighborhoods and our archeological and historical landmarks through the use of sound codes and enforcement methods that work to encourage economic development and improve the standards of appearance and aesthetics of the entire city.

STRATEGIES

Natural Environment

1. Educate the public to actively promote and participate in environmentally friendly programs including school participation.

2. Conduct yearly symposiums including citizen participation to bring together all of the various agencies that have an interest or impact on the local environment.

3. Develop a plan to phase out the use of problematic pesticides and herbicides to improve storm water run off, recycled water, aquifers, and other similar designation.

4. Eliminate stormwater runoff and effluent discharge into the Halifax River. Make available reclaimed water for yards, parks, recreation and city-owned properties.

5. Increase the use of native plantings and eliminate invasive exotics in the community as a requirement for all government, new and redeveloped properties in order to reduce the need of extra water and chemical treatment.

6. Restore and protect the mangroves along the Halifax riverfront to help naturally improve the water quality.

7. Consider implementing new measures that encourage recycling throughout the city such as:
   - Strategically place recycling bins in high traffic areas of the city;
   - Develop a recycle bank program to reward users of the program with incentives to use at local businesses thereby motivating citizen participation;
   - Charge fees for recyclables with opportunities for after-use refunds;
   - Utilize recyclable fee money for environmental protection/improvement or to self fund natural environment programs.

8. Enhance our city's stature as "Tree City" by developing measures to save and plant native trees in new and existing commercial and residential developments.

9. Research the installation of rainwater tanks and other recycling devices in residences to reduce the amount of rain water leaving properties thus decreasing the flow through storm water systems. Consider tax incentives to encourage the use of such devices.

10. Explore innovations in water resource management to ensure adequate water and sewer facilities to accommodate future development.

11. Encourage the City of Daytona Beach to join the U.S. Green Building Council to learn the benefits of "green building".

12. Explore the inclusion of LEED (Leadership in Energy and Environmental Design) standards into the policies of the city.

13. Employ measures in all city-owned property that reduce erosion and conserve the natural topsoil.

14. Encourage the city to evaluate its planning and policy development processes to ensure inclusion of consideration of protection and restoration of the natural environment.

Living Environment

Architectural Standards and Historic Preservation

15. Adopt the use of the Florida existing building code. This code contains the requirements intended to encourage the use and reuse of existing buildings. The scope includes repair, alteration, addition, and change of occupancy for existing buildings and historic buildings, while achieving appropriate levels of safety without requiring full compliance with new construction requirements of building code.

16. Provide tax incentives for renewal and improvement of residential, owner-occupied historic housing and identify partners and types of historical assistance available.

17. Build an awareness of historical, cultural and archeological assets of Daytona Beach and make preservation a priority throughout the city.

18. Adopt and implement a best practices historic preservation ordinance including certified local government status and local protection of National Historic Registry Districts and Buildings.

19. Promote investment in historic buildings by establishing partnering relationships with banks, taxing entities and other resources.

20. Give local recognition and protection to National Historic Districts.

21. Update and enforce the Tree Ordinance to protect trees of historical significance.

22. Ensure that new buildings in historic districts reflect neighborhood standards related to height, mass and set backs.

23. Create architectural design standards where they don't presently exist for districts and neighborhoods in a way that reinforces the unique character of the neighborhoods.
    – Conduct neighborhood/district meetings with interested parties to aid in the establishment of land use rules and plans and architectural design standards. (Reference Downtown Business Partner Charrette)
    – Create Architectural standards for each district in the city.

24. Encourage adaptive reuse and historically sensitive redevelopment of under utilized sites and buildings.

25. Encourage universal design in the development and/or renovation of public and private buildings.

26. Establish and maintain a leadership and partnering role for the City of Daytona Beach in the support for and promotion of cultural and historic activities for all citizens of the community.

Planning and Land Use

27. Encourage the City to require developers to prepare a citizen participation plan, notify impacted property owners and neighborhood groups and conduct developer workshops with citizens to identify all issues of concern prior to any public hearing regarding their plans for development.*

28. Encourage the City to deter last minute changes to Comprehensive Plan amendments in the seven days prior to the advertised public hearing unless all affected parties agree otherwise.*

29. Encourage the City to support a citizen's right to be free from unwarranted legal retaliation in order to promote more active involvement by shielding private citizens and organizations from a developer initiated SLAPP suit.*

30. Maintain and enforce height limits as found in the adopted Comprehensive Plan and CRA Plans.

31. Encourage the continual review and consideration of neighborhood plans when amending the Comprehensive Plan and CRA Plans including, but not limited to, height limits.

32. Maintain and adhere to density levels as provided in the city's adopted Comprehensive Plan.

33. Ensure that permits for new development are supported by St. Johns Water Management District Consumptive Use Permit (CUP) limits.

34. Continuously review Oceanfront Standards and rewrite as necessary to ensure compliance with Coastal High Hazard Lines, other Florida DCA regulations, and Emergency Evacuation Procedures of the State of Florida.

35. Establish criteria for Planned Districts rezonings to require well defined and tangible public benefits (i.e., city parks, affordable housing and construction of improved infrastructure, etc.). All related meetings should be conducted in a public forum.

36. Encourage the use of best practices in the revitalization of all designated redevelopment areas and other historic neighborhoods.

37. Encourage the use of all available city, county, state and federal grants, programs and resources to revitalize all designated redevelopment areas and other historic neighborhoods.

38. Ensure that setbacks, proportion of scale and mass, green space and conservation of natural assets are a part of each neighborhood plan for redevelopment and building to provide for neighborhood consistency.

   * These strategies regarding public participation were developed by the Vision Steering Committee to be included in this section.

Code Enforcement

39. Enforce Code Ordinances proactively to reflect the intent of the Vision Plan to enhance, clean-up and beautify our city. Problematic and chronic violations shall be dealt with swiftly and consistently. Every neighborhood, commercial, business or retail development, oceanfront, gateway, major thoroughfare and public space shall be considered a primary focus.

40. Ensure that codes reflect the Vision.

41. Enforce code ordinances and increase penalties for landlords and property owners who continually violate livability standards and codes.

2008 ENVIRONMENT STRATEGIES

7. **Consider implementing new measures that encourage recycling throughout the city such as:**
   – **Strategically place recycling bins in high traffic areas of the city;**
   – **Develop a recycle bank program to reward users of the program with incentives to use at local businesses thereby motivating citizen participation;**
   – **Charge fees for recyclables with opportunities for after-use refunds;**
   – **Utilize recyclable fee money for environmental protection/improvement or to self fund natural environment programs.**

11. **Encourage the City of Daytona Beach to join the U.S. Green Building Council to learn the benefits of "green building".**

15. **Adopt the use of the Florida existing building code. This code contains the requirements intended to encourage the use and reuse of existing buildings. The scope includes repair, alteration, addition, and change of occupancy for existing buildings and historic buildings, while achieving appropriate levels of safety without requiring full compliance with new construction requirements of building code.**

18. **Adopt and implement a best practices historic preservation ordinance including certified local government status and local protection of National Historic Registry Districts and Buildings.**

Possible Vision Partners:

County, State and Federal Governments
National, state and local organizations supporting "Green" building practices
Schools, Universities and Medical Centers
Major Employers and Local Businesses and Residents
County, State and Federal Boards
Neighborhood and Community Groups
Financial Institutions

Vision Steering Committee

Vision Steering Committee members were appointed by the City Commission and were charged with overseeing the Daytona Beach Visioning process. Members came from each zone of the city as well as from each of the appointed Boards. The Visioning Steering Committee developed the structure for the visioning process, selected the members of the Stakeholder Committee and developed the Vision Plan with input from the citizens. After Vision Plan approval by the City Commission this Committee will continue to exist to oversee the Visioning Implementation process.

Name	City Board Affiliation or Appointment
Virginia Brown	Main Street/South Atlantic
Harold Cardwell	Historic Preservation
Gerald Chester	Commissioner Appointment
Ross Hall	Mayoral Appointment
Carol Kilian	Economic Development
Doug Kosarek	Commissioner Appointment
Dave LaMotte	Commissioner Appointment
Carl W. Lentz III	Commissioner Appointment
Larry Moore	Commissioner Appointment
Johnnie Ponder	Midtown
Tracey Remark Co-Chair	Code Enforcement
Edith Shelley Chair	Planning Board
Alvin Smith	Downtown/Ballough
Larry Stephens	Commissioner Appointment
Bishop Derek Triplett	Mayoral Appointment
John Wagner	Beautification/Tree
Anne Yordon	Affordable Housing

Stakeholder Group

The Stakeholder group was comprised of residents, persons with a place of employment, business owners or full time students in Daytona Beach who were invited by the Vision Steering Committee to input to this Vision Plan in order to insure a broad cross sectional representation of interests of the community.

Ken Ali
Gwen Azama-Edwards
Ben Babazadeh-Khorassani
Lawrence Baggett
Geoff Ballard
Jim Bannerman
Elizabeth Barnes
Francene Barnes
Sean Belgrade
Michael Benedict
Doug Berdeaux
Cordelia Black
Norma P. Bland
Greg Blose
Lois Bollenback
Jack Bond
Rev. Rico L. Brown
Robert Lee Brown Sr.
Kim Brown-Crawford
Tara Bryan
Buddy Budiansky
Shirley Bullard
Camille D. Burge
Nancy Burgess-Hall
Chris Calabucci
Jim Cameron
Carol Cann
Susan Caplan
Brian Case
Mike Ciocchetti
Suzy Coleman
Stephen Cooke
Courtney Cuddy
Ed Dalton
James Daniels
Chris Daun
Bob Davis
BSW Davis
Vincent DeCapite
Jerry Doty
Pat Drago
Rob Dubian
Sam Dunn
Amy Dvorak
Vernon Echols
Lauren Ellis
Albert Esposito
Joe Eubank II
Jeff Feasel
Willie Flynt
Brian P. Fredley
Candy Gilman
Greg Gimbert

Rev. Dr. Victor E. Gooden
Fran Gordon
Paul Gullikson
Anita P. Hall
Doug Hall
Ned Harper
Neil Harrington
Dan Harshaw
Frank Heckman
Harry Henderson
Vicki Henderson
Lena P. Horne
Helen Humphreys
Joni Hunt
Marcus Jadotte
Loretta Jennings
Marjorie Johnson
Rufus Johnson
T.A.D. Jones IV
Betty Kane
Dick Kane
Don Kane
Kay Kincaid
Steve Koenig
Weegie Kuendig
Dr. Remie Lacasmona
Rev. Corwin D. Lassenby, Sr.
Shirley Lee
Leonard Lempel
Jan LeSage
Gary Libby
Vicki Liso
Ginny Long
Hart Long
Pierre Louis
Chloe Manchester
Bob Manthey
Kit Martin
Jack F. "CY" McClaren
Tom McClelland
Larry McDermott
John McGhee II
Lee Walker
William H. McMunn
Jim Merrill
Janet Miller
Kathy Milthorpe
Ms. Freddie Moore
Bruce Morton
Mark Mullin
Benjamin I. Murphy
John J. Nicholson
Megan O'Neill

Jim O'Shaughnessy
Sharlee Peabody
Lutz Perschmann
Reba Peters
Mike Philbrick
Paul Politis
Betty Powers
Rick Prioletti
Karen Ricks
Dale Roane
Lindsay Roberts
Emma Rogers
Sam Rogers
Lynn Saro
Chris Scali
Margie Schlageter
Tom Schlageter
Theressa Session
Robert Sheffield
Sallie Sheldon Culver
Stephan Shields
Cynthia Slater
Don Smart
Elayne Smart
Arlene Smith
Bunnye Smith
Pastor Evans Smith
Willa Smith
Alex Spanos
Jeannie Spini
Sherry Sterns
Larry Stevens
Tim Stockman
Launa Taylor
Rodney Tollison
Martin V. Tooley
Ruth Trager
Warren Trager
Leonard Tynes
Gary Vance
Kurt von der Osten
Laura Bond Walker
Lee Walker
Naomi Weiss
Laurence Wesley
Jack White
Sally White
John Williams
Darlene Yordon
Andrew Young
Paul Zimmerman

Action Teams

Six Action Teams were formed to do the research and organize the input from the community and expert resources and provide their reports to the Vision Steering Committees.

1. Quality of Life Action Team – This team provided input on quality of life issues for Daytona Beach. Team members gathered information to identify the types of strategies that can be undertaken to achieve an improved quality of life for Daytona Beach citizens. Quality of Life issues included such things as healthcare, neighborhood preservation, sense of community, arts and culture, recreation, entertainment, historic preservation, special services, public safety, family youth and senior services, and parks.

Action Team Members included:

Gwen Azama-Edwards*
Nancy Burgess-Hall*
Harry Henderson* (Leader)
Vicki Henderson*
Dan Harshaw*
Loretta Jennings*

Ellen O'Shaughnessy
Reba Peter
Johnnie Ponder**
Tom Schwartz
Dave Smith
Mary Smith

2. Education Action Team – This action Team provided information that was used to develop the vision plan for education and learning in the City of Daytona Beach. Team members considered the broadest range of education needs for our citizens including pre-school, elementary, secondary, post-secondary and lifelong learning.

Action Team Members included:

Liz Barnes*
Susan Cardillo
James Emerich
Joni Hunt*
Karen Jans
Weegie Kuendig* (Leader)

Len Lempel*
Launa Taylor*
John J. Nicholson*
Rick Prioletti*
Bunnye Smith*
John Ukawuilulu

3. Government Action Team – This team focused on long term vision ideas and strategies for enhancing the role and effectiveness of government entities operating in the City of Daytona Beach.

Action Team Members included:

Ken Ali*
Francene Barnes
Greg Gimbert*
Mario Henderson
Neil Harrington*

Bob Manthey*
Tom McGurn
Brian Rothwell (Leader)
Rose Ann Tornatore

4. Economic Development Action Team – This team researched and helped develop vision plan ideas and strategies that could help Daytona Beach become a more prosperous community by advancing economically over the next 20 – 25 years.

Action Team Members included:

Ken Ali*
Michael Benedict*
Kim Brown-Crawford* (Leader)
Jim Cameron*
Ed Dalton*
Rick Fitzgerald
Mario Henderson
Jim Herring

Marjorie Johnson*
Don Kane
Reverend Lasenby*
Dr. Rick Lentz**
Pierre Louis*
Bill McMunn*
Rick Prioletti*
Lindsay Roberts

Howard Sanford
George Smith
Rose Ann Tornatore
Ruth Trager*
Warren Trager*
Naomi Weiss*
D. Robert L. Williams

5. Infrastructure Action Team – This team developed long term vision ideas and strategies for the interconnected physical elements that provide the framework for supporting the entire structure of Daytona Beach. These include: water, sewage, storm water management, electricity, telecommunications, streets and thoroughfares, traffic lights, pedestrian crosswalks, curb cuts, parking, public mass transportation and parks.

Action Team Members included:

Jason Aufdenberg
Robert L. Brown*
Chris Daun*
Doug Hall*
Derrick Henry (Leader)
Carol Kilian**

Thomas McGurn
Mary Ellen Ottman
Betty J. Powers*
Sallie Roberts
Sallie Sheltdon-Culver*
Kelly White

6. Environment Action Team – This team developed environment vision ideas and information and identified the types of strategies that could be used to achieve that vision. Group members focused on planning and land use, environmental quality, aesthetics and architectural design, historical preservation, affordable and workforce housing, and code enforcement.

Action Team Members included:

Ellen Anderson, Affordable Housing
Jay Bond*, Affordable Housing
Buddy Budiansky*, Land Use
Susan Coleman*, Land Use
Greg Gimbert* Land Use
Neil Harrington*, Land Use
Pierre Louis*, Crime
Thom McGurn
Bill McMunn* Land Use
Rick Prioletti*, Land Use
Tracey Remark**, Land Use
Stephen Ricks

Karen Ricks*, Architectural Standards
Marsha Sanford, Environmental Resources
George W. Smith, Land use
Tim Stockman, Land Use,
Rose Ann Tornatore, Affordable Housing
Ruth Trager*, Land Use
Warren Trager*, Land Use
Jack White*, Land Use
Sally White*, Architectural Standards
John Wickert, Land Use
Luke Wilberding, Land Use
Paul Zimmerman*, (Leader)

PHASE 2

Vision Plan Implementation is not the culmination of the visioning process; rather it is part of the continual cycle of public input, analysis, community development, implementation actions, evaluation and updating. Implementation is both incremental and cumulative and success requires participation from both public and private entities. All segments of the community need to work together to protect the unique qualities and character of Daytona Beach in a proactive manner to achieve the desired vision for the future.

1. The Vision Steering Committee will continue to be a cross-sectional community based group that will provide leadership to the Implementation of the plan as well as communication on progress. This group will ensure accountability during the Implementation of the Vision Plan. (Starting May 1, 2008)

2. Private and public sector organizations will be asked to endorse the plan and sign up as Vision Plan Partners.

3. The Steering Committee will name the strategies to be implemented each year and will develop measures of success for those strategies.

4. Vision Plan Partners will be asked to adopt strategies from the Vision Plan that are consistent with the mission and scope of their organization. They will develop measurable/observable actions that they could take themselves or in collaboration with other Vision Plan Partners for the strategies they adopt. The Vision Steering Committee will approve all Strategy Actions as a formal part of the Daytona Beach Vision Implementation Plan. (Starting April 1, 2008)

5. The Vision Steering Committee will communicate progress on an ongoing basis with a minimum of an annual Vision Pan update. Ongoing communication can occur through *www.daytonabeachvision.com*, through the City of Daytona Beach website, through Channel 199 and through regular City Commission updates. The annual update should include progress on the measures for each of the strategies.

6. The City of Daytona Beach and Vision Partners will provide or fund staff to provide administrative support to the Vision Steering Committee during this process.

7. There will be an annual update to the strategies and measures that will be done by the Vision Committee. The process described above will be ongoing.

8. Vision Partner Responsibilities:
   - Form Strategic Alliances
   - Adopt Strategies
   - Create Strategy Benchmarks for measurement of progress
   - Develop Action Steps with realistic deadlines
   - Provides resources to implement Action Steps
   - Generates progress reports
   - Include affiliation with Daytona Beach Vision in print advertising
   - Create web-site links
   - Review, revise and refocus Action Steps

Reference Source Materials

The following materials were utilized as resource documents by the many groups that participated in the development of this Vision Plan. These documents are on file at City Hall for Public Access.

Neighborhood Plans

2006 Seabreeze-University Neighborhood City Vision

2007 Ocean Dunes Neighborhood/City Vision

2006 Bostwick Park Neighborhood Vision

Bellaire Community Group Vision

2002 Updated Redevelopment Plan - Downtown/Ballough Road

Kingston Community Group Vision

Uptown Daytona and Historic District Vision

Miscellaneous Plans and Reports

1998 Westside Redevelopment Plan

2003 Wade-Trim Revitalization Strategies for Speedway and Mary McLeod Bethune Blvd.

1999 Seabreeze Special Area Plan

2001 South A1A Redevelopment Plan

1994 Take Part II/Entertainment Development Plan - Main Street

2000 Amended City CRA Plan - Main Street

2004 Urban Land Institute Main Street Plan

2005 Main Street Redevelopment Plan Draft

Nottingham Downtown/Ballough Road Redevelopment Plan

Halifax Chamber of Commerce - City Vision

Summary of May 5, 2008 Community Visioning Meeting – Top 10

Hope Fellowship Community Meeting Report Summary

ERAU Community Meeting Report Summary

Final Report and Recommendations – Right Sizing Task Force (3/12/2003 – 1/14/2004)

Daytona Beach Comprehensive Plan