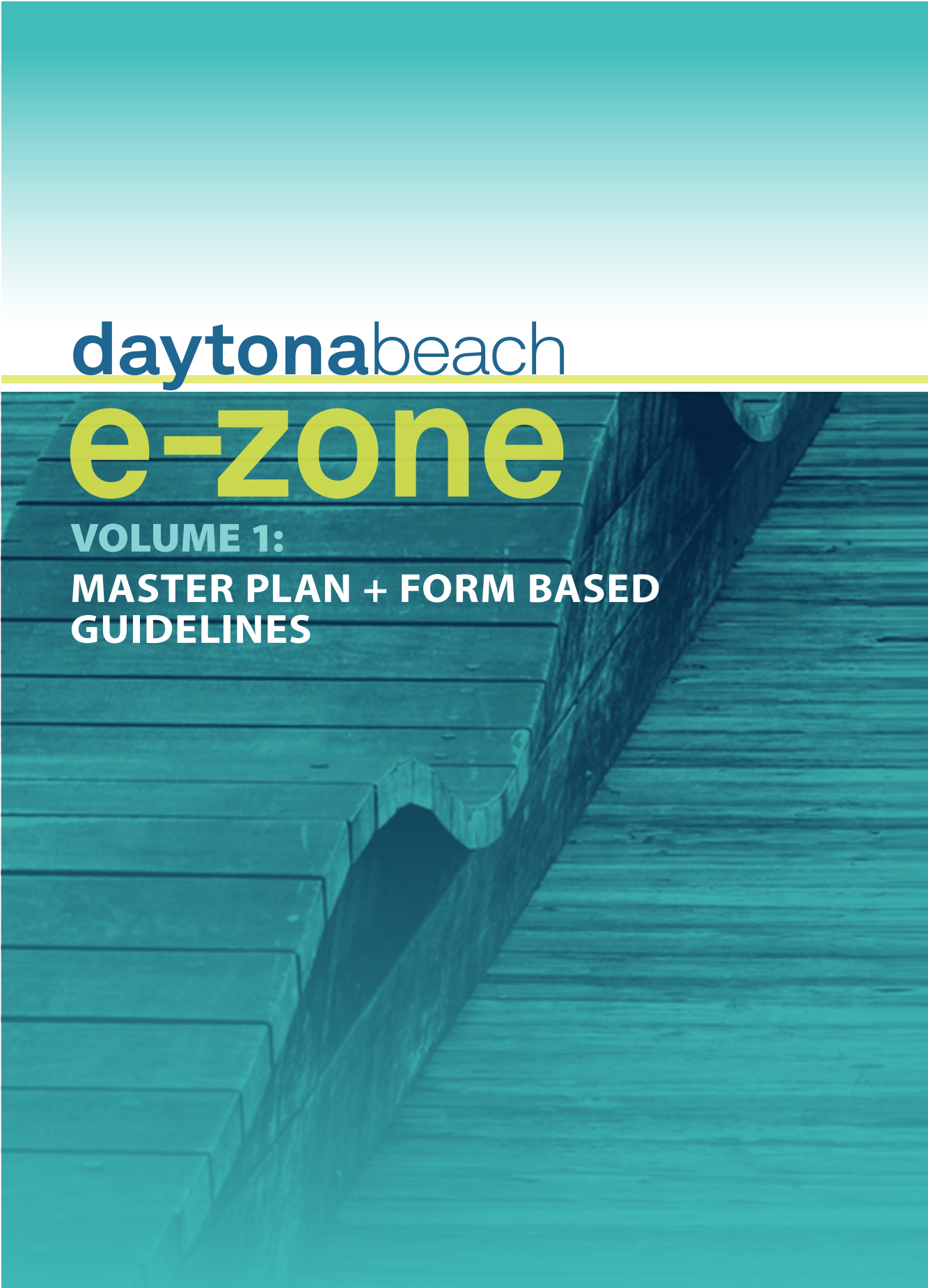




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VOLUME 1:

**MASTER PLAN + FORM BASED
GUIDELINES**

VOLUME 1

Master Plan & Form Based Guidelines

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Table of Contents

Executive Summary	7
1.0 The Master Plan	13
The Daytona Beach E-Zone Master Plan	14
Master Plan Cornerstone Principles	15
Program and Land Use	19
Overall District Character	22
Master Plan Elements	22
Big Moves	22
District Management and Operations Checklist	25
District Quality and Performance Checklist	25
Summary	30
2.0 Form Based Guidelines	33
Upholding the Master Plan	34
Character Areas	38
Main Street	38
Pier / A1A	38
Building Form	42
The Public Realm	66
Circulation, Access, and Infrastructure Framework	88
Atlantic Avenue	97
Main Street	97
Noble Street	97
Summary	105
3.0 Implementation	107
Implementation Strategy	108
Economic Framework	111
Financing Strategy	112
Summary	121
Appendix A - Checklists	123
Appendix B - Parking Ratios	137

Executive Summary

The E-Zone Master Plan enhances and renews the image of Daytona Beach within the global market place, concentrates achievable near-term improvements within a core area, and establishes the E-Zone as an environment that is friendly to private investment and development.

As a city that hosts hundreds of thousands of visitors from the region and across the world, including annual community-wide cultural and sporting events and activities, Daytona Beach is known as a popular beach and motorsports destination. The Daytona Beach brand is recognized internationally - an achievement that is very rare for a city of its size.

As home to the “World’s Most Famous Beach,” the oceanfront district and Main Street area are rich with city history and culture. With its historic neighborhood fabric of Florida bungalows just steps away from the sea, the district has many of the key ingredients of a great destination spot, including an authentic and walkable “beach town” feel, affordability, and broad recognition. With a very low probability of hurricane activity compared to other communities along the Atlantic and Gulf coasts, Daytona Beach also boasts consistently pleasant weather - adding to its appeal as a year-round destination. With the addition of beachfront shopping, organized events and activities, lodging and entertainment offerings, Daytona Beach E-Zone is primed to become a “must-see” place and “must-do” experience, representative of all that’s great about the city and Volusia County. The energy of the Daytona Beach brand has the capacity to reignite Main Street and the broader oceanfront district to become a place where there is always something going on.

In addition to its location on a great Florida beach perfect for sun, swim and sports activities, the district features shopping, food and beverage outlets, and festive events and activities year-round that serve the neighborhoods and community. Everything a business traveler or tourist would need or want should be accessible within a five minute walk from the Ocean Center and a variety of hotel offerings.

The Master Plan focuses on the establishment of a dynamic, engaging, comfortable and safe public realm on Main Street, A1A and the oceanfront Boardwalk. Anchoring both ends of Main Street should be fun family attractions: the Oceanfront amusement pier to the east, and the Halifax River Marina to the west. The Master Plan establishes a shady and comfortable walkable connection between the two anchors where people can stroll along a widened sidewalk or gather and dine at outdoor cafes. Retail shops and restaurants, with some lodging above, will line both sides of Main Street to infill and complete the street frontage and establish event venues and engaging activities all along the way.

The half-mile stretch of Main Street that connects the Halifax River to the Atlantic Ocean should be populated by quality retail, dining, cultural and entertainment venues with a unique “pedestrian alley” near the halfway point linking visitors to the Ocean Center and the Peabody Theater through a series of outdoor entertainment plazas. A dynamic central park space near the pier, “Beach Town Square,” will host neighborhood-scale events pier-side, with the beach, entertainment, sporting events, and amusements as regular attractions. A Beach Club with a pool, lockers, and a food and

TABLE ES.1 Proposed E-Zone Master Plan Elements

	Additional Proposed
Hotel Rooms	1,500
Retail and Restaurant	150,000 sf
Office	50,000 sf
Cultural Attraction	50,000 sf
Parking Spaces (Public)	1,400

beverage offering that overlooks the ocean should be available through hotel registration or membership. With indoor and outdoor event venues for music, festivals, sports, and markets scattered throughout the district, and with business events, conventions and trade shows at the Ocean Center, the area should serve as a living stage for community-scaled events and activities throughout the year. Temporary parking to accommodate added visitor demand during festivals and events is also in the plan.

The Daytona Beach E-Zone will ultimately offer a variety of lodging options, from a headquarters convention hotel to meet the demand of the expanded Ocean Center, to resort suites and casual bungalows, to an affordable business hotel and riverfront lodge. The Master Plan also includes residential opportunities for loft and rental apartment units above retail shops at intervals along Main Street, offering a unique place to be part of the action.

Historically significant structures have been identified and will be preserved and enhanced. Care has been taken to provide appropriate buffers between the active

In order to bring this vision to life, the Community Redevelopment Agency (CRA) of the City of Daytona Beach has established the Master Plan, Form Based Guidelines, and implementation strategy presented in this volume.

areas of Main Street and the surrounding neighborhoods through appropriate building scale, urban design and landscaping.

Beyond helping to create a great place to live, the Daytona Beach E-Zone Master Plan is designed and programmed to serve the tourist and convention markets. At full build-out, the E-Zone is envisioned to offer more than 150,000 SF of quality retail, dining and entertainment destinations and venues; five hotels including a headquarters convention hotel associated



Figure ES1. Daytona Beach E-Zone Master Plan visualization.

with the Ocean Center Convention Center, improved traffic calming with a roundabout at the Main Street-A1A intersection, five parking garages close to where people want to be, an amusement pier, a man-made reef, a river marina, a multi-use trail underpass at the Main Street Bridge, plentiful event-ready open space, and cultural and civic venues.

In order to bring this vision to life, the Community Redevelopment Agency (CRA) of the City of Daytona Beach has established the E-Zone Master Plan, Form Based Guidelines, and implementation strategy presented in this volume. All have been informed and grounded by consulting experts on finance, market economics and redevelopment planning. The process, the Master Plan, and the guidelines were vetted by members of a real estate developer advisory panel in order to assess the elements of the plan, strategize on crucial phasing issues to overcome to generate momentum, and establish the steps necessary to attract private investment and development. The panelists are senior executives in the development profession with more than 100 years of combined real-world experience developing the kinds of projects that the E-Zone should be composed of, including retail, hotel, and entertainment, beachfront, and pier development.

The plan embodies the physical form and implementation strategies of a transparent process which included multiple stakeholder and four large public meetings. At these sessions, conceptual ideas were presented, which formed the basis for three alternatives and led ultimately to a consensus plan and the final Master Plan. Through this well-documented and active public process, the Final E-Zone Master Plan reflects the comments and desires of the community. The plan also highlights the necessity of a partnership approach across both jurisdictional and sector lines to ensure adequate funding, long-term advocacy, and a simple, predictable approvals process that will build momentum for plan implementation. This document provides a roadmap for the City and County as key partners, along with land owners, investors and developers to follow during project implementation. It is expressly designed to incentivize adherence to the plan through a clear, transparent approvals process. A series of checklists are enclosed which define how proposed development and public realm improvement projects should be vetted and assessed by the City Planning staff for their compliance with the Master Plan, and if so - approved.

The E-Zone district is subdivided into seven Areas which define related improvement projects. The Areas are not phases, yet initial focus should be on the Area near the intersection of Main Street and A1A and the pier. Form Based Guidelines are included for each of the seven Areas and provide detailed information about land use, building type, architectural parameters, parking and circulation and well as style and character.

Implementation of the E-Zone Master Plan will likely be a marathon, not a sprint. Momentum has to be jump-started to ignite regeneration of Daytona Beach. An image change is critical to create demand and spur investment activity in the E-Zone. A critical mass is needed to start injecting energy into the market. With limited financial tools available, the City and the County must establish a strong partnership to regenerate the E-Zone and the broader oceanfront district.

A critical mass is needed to start injecting energy into the market. With limited financial tools available, the City and the County must establish a strong partnership to regenerate the E-Zone and the broader oceanfront district.

The Master Plan identifies core “foundation projects” needed to advance the process:

1. A coordinated marketing program focusing on county-wide destinations and events – we’re stronger together
2. An engaging, walkable, comfortable and safe Main Street and A1A district, with strong links to the beach
3. Provision of parking that is near desired Main Street destinations, accompanied by an equitable revenue generation program, including shared and remote parking
4. A hotel transaction to move a Convention Hotel forward to complement the demand created by the Ocean Center expansion

By channeling existing resources to the start-up initiatives required to launch the foundation projects, and as private sector investment starts to occur, small

increases in property taxes should grow revenue – but public leadership and investment must be the catalyst.

Even without major infrastructure investment, immediate steps can be taken to start improving Daytona Beach's reputation, such as increased policing and code enforcement - moves that will help enhance the area's appearance and make it more hospitable. In the first five years, it is expected that the following initiatives should be underway or completed:

- An aggressive brand and identity campaign to position the E-Zone as a must-see place
- Focused redevelopment of an entertainment core and Beach Town Square with restaurants and shops
- Establishment of a highly organized and coordinated events programming system, including cultural, seasonal, and sporting events at a neighborhood scale
- Formation of a District Authority to manage events with representation by the City and County; this organization should also coordinate marketing, code enforcement, an Ambassador program, and parking management on a day-to-day basis
- Construction of streetscape/pedestrian improvements on:
 - » SR A1A (includes utility upgrades)
 - » Grandview north of Main Street (includes removal of overhead power lines and utility upgrades)
 - » Wild Olive
 - » Noble between Main Street and Auditorium
- Stronger police enforcement and enforcement of codes that are in place
- Restoration of existing historic "coquina elements"
 - » The Clocktower and historic beach markers
- Develop and implement signage and wayfinding program
- Continue/develop streetscape maintenance program
- Buffer neighborhoods and traffic calming
- City to obtain Main Street right-of-way from Volusia County from Peninsula Drive to SR A1A
- Develop and implement interim parking management plan
- Develop stormwater master plan

- Establish water taxi
- Replace Main Street Bridge

The creation of an ongoing funded District Authority to assist with plan implementation should be realized in the near term.

The City is currently making expenditures in the area to entice private investment. Projects that have recently been completed or are on-going include:

- New water main extension from the mainland to beachside
- Parcel acquisition for assembly of priority, near-term development sites and public realm components
- Noble streetscape improvements between Main Street and Auditorium
- Pier improvements
- Boardwalk/Bandshell improvements

Funding options to accomplish these foundation projects include:

- Use of existing resource base
- Sustainable grant funding
- Public-Private partnerships
- ECHO, SWIM, FIND and other grant funding
- Use of tax exempt bonds, or tax exempt financing
- Tap into a county-wide room tax
- Creation of a special assessment district in the retail and hotel corridor
- A non-traditional regional center for E-B5 financing
- Stormwater master plan user fee
- Rent public spaces for activities
- Special events parking fees

The goal is that by 2016, five years after adopting the Master Plan, critical capital projects should be underway or completed, including “Beach Town Square” and a core retail, dining, and entertainment area; streetscape and infrastructure improvements; distributed parking near destinations; infill development along Main Street and A1A. Additionally, the creation of an ongoing funded District Authority to assist with plan implementation should be realized in the near-term, ultimately positioning the E-Zone to attract a new convention hotel to further the area’s transformation.

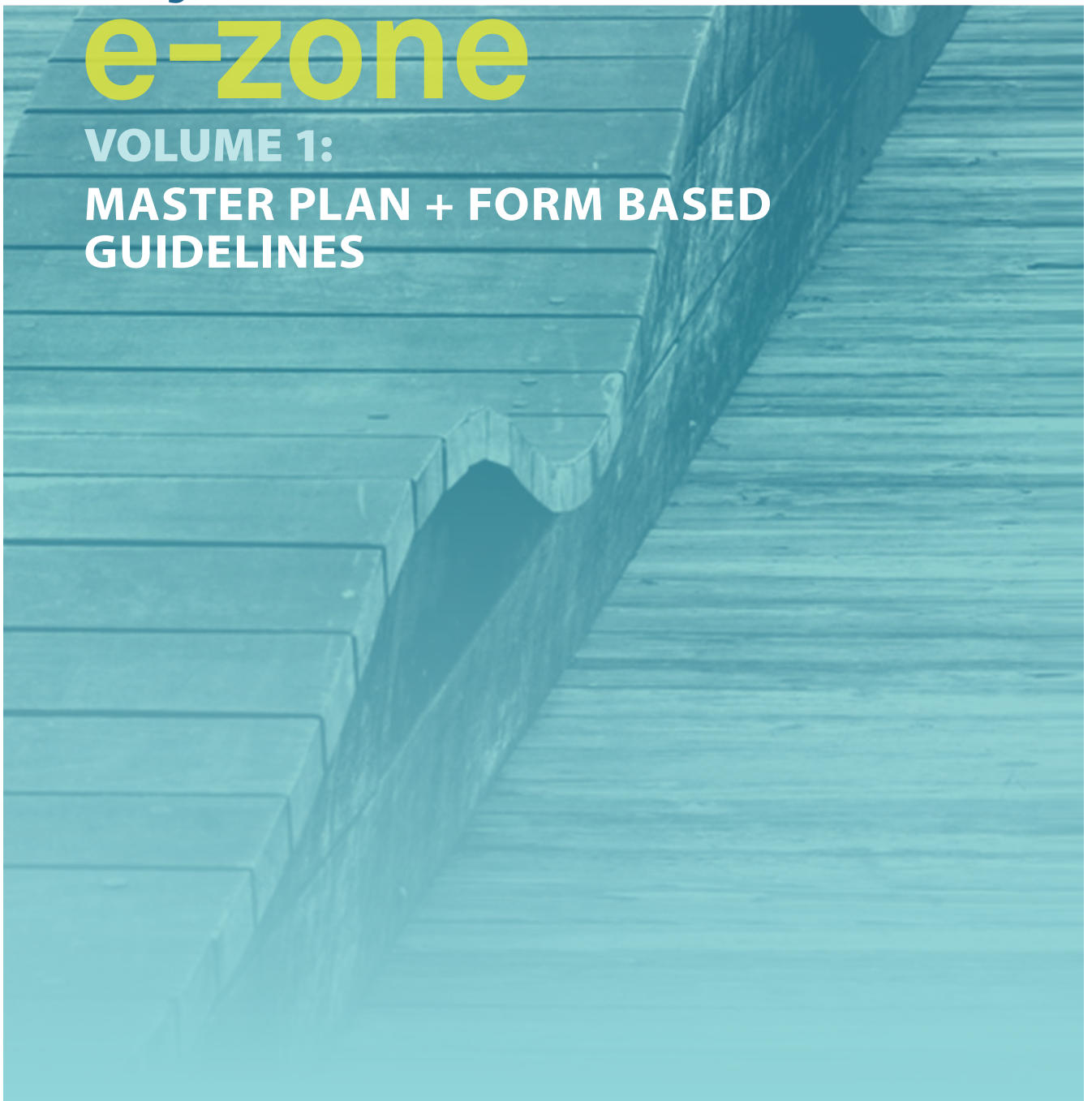
1.0 The Master Plan

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“Developing and revitalizing this area has been a priority for the city and county for two decades. The status quo is not an option anymore. We need to do things differently if we want different results.”

~ Mayor Glenn Ritchey

The Daytona Beach E-Zone Master Plan

The Master Plan for the Daytona Beach E-Zone (see Figure 1.1, as well as foldout on page 23) envisions a walkable retail and entertainment district, active throughout the year and featuring an authentic beach community feel with that special motor culture twist that is so unique to Daytona Beach (see Figure 1.2). The plan sets up a framework for the City to create a beachfront stage for events and activities that should leverage Daytona Beach’s existing reputation as an event city. The new district should build on existing assets (Figures 1.3, 1.4) and provide a dynamic context for the Ocean Center Convention Center, allowing it to compete more effectively in the marketplace of meeting planners and to attract corporate events that should increase visitation, tourism, and consumption in the area.

Bringing these characteristics to life will require a strong commitment of time, energy, money, and creativity on the part of the stewards of the plan. In the implementation chapter, next steps are laid out for making the Master Plan a reality.

CONCEPT STATEMENT

Daytona Beach is widely recognized as the World’s Most Famous Beach and a major event city. The Daytona Beach E-Zone is conceived as a venue for year-round events, activities, entertainment and hospitality offerings which should elevate the City’s stature as a quality destination and enhance livability of the surrounding neighborhoods.

The Daytona Beach E-Zone should be home to conventions, concerts, festivals, sports events, street markets, trade shows, civic gatherings, and other events. It should be anchored by the Daytona Beach Amusement Pier on the beach to the east, and the Halifax River Marina on the inland waterway to the west. These two landmarks should be connected by Main Street, a dynamic area featuring ten blocks of retail stores, entertainment, dining, performing arts, conventioning, hospitality, and neighborhood-scale outdoor event spaces. This myriad of activities should be situated along a comfortable and safe pedestrian-friendly street with covered sidewalks, landscaping, fountains and misters, and shady outdoor plazas. Parking should be distributed throughout the district and be convenient, bringing motorists close to their desired destination so they could park and walk. Historically significant and noteworthy existing landmarks should be protected in the redevelopment plan, and be important features that bring a sense of authenticity and rootedness to the guest experience.

The Ocean Center, the fifth largest convention center in Florida, is located one block north of Main Street and one block from the Atlantic Ocean. The plan creates a strong connection between Main Street and the Ocean Center with a “festival marketplace” - a pedestrian street that transforms the inner block between the two into an expansive shaded plaza with shopping and dining. Meeting planners and conference-goers can select from a variety of hospitality offerings that extend along the length of the Main Street from the Beach to the Halifax River, including headquarters convention hotel, business suites hotels, and boutique suites with associated bungalows. In the long term, there should

additionally be a riverfront condo hotel. Visitors should find the goods and services that they need/want within a five-minute walk of their hotel: a fresh market, drug store, travel service, authentic Daytona Beach gift shops, a breakfast diner, coffee shop, fine dining, live entertainment, a business supply and copy store, surf shop, bike rental, and more. Many of these offerings should simultaneously meet the needs of year-round residents, establishing a key mutual market benefit.

The plan features both indoor and outdoor event spaces to accommodate a range of festival and event scales, seasons and functions, allowing for the coordination of event activity throughout the year. The center of the Daytona Beach E-Zone oceanfront entertainment district is the area around the intersection of Main Street and A1A, where the beach is brought to the gateway of Main Street with the development of Beach Town Square - an engaging oceanfront public park with gardens, amusements, and community event space for public gathering. Beach Town Square links the beach, boardwalk and Pier to Main Street, where portals in the natural slope of the land allow direct vistas to the ocean, becoming the new face and brand for Daytona Beach.

The unique sense of place and character of the E-Zone is reinforced throughout the district by engaging and provocative urban design form in both the public realm and private development. Two primary architecture styles are evident; the A1A District and the Main Street District – each with its own unique style and character. The A1A style creates a magnetic place for people, a place of high design quality which exudes that electric feeling of a memorable destination. The Main Street style is more traditional and establishes a transition to the quaint historic vernacular of the beachside neighborhoods surrounding the district.



Figure 1.1. Daytona Beach E-Zone Master Plan visualization.



Figure 1.2. The plan builds on the platform of quintessential Daytona Beach.

Master Plan Cornerstone Principles

The Master Plan Cornerstone Principles were developed to guide the planning process with input from stakeholder groups, public officials including the Mayor and City Manager, the CRA, public meeting attendees, and advisor developers.

The purpose of the cornerstones is to provide guidance and direction to planning and development in the E-Zone district. The list of cornerstones serves to summarize key goals for district redevelopment and to identify the primary characteristics and traits that should be fulfilled in the implementation of the Master Plan.

The Cornerstone Principles should be revisited on a project by project basis as planning proceeds in the district to ensure that the intent of the Master Plan is upheld.

PROVIDE A UNIQUE OFFERING

- Feature the Beach and augment it with a comfortable walkable, sustainable inland environment – tell the whole story from beach to river
- Establish a conduit to discover all of Daytona Beach's destinations, events, cultural and recreational offerings; including the Halifax River waterfront
- Expand markets and capitalize on its brand as The World's Most Famous Beach
- Attract Central Florida residents to come here for dining and entertainment
- Provide activities that augment events to create year-round economic activity
- Manage and coordinate events and activities with other city programs

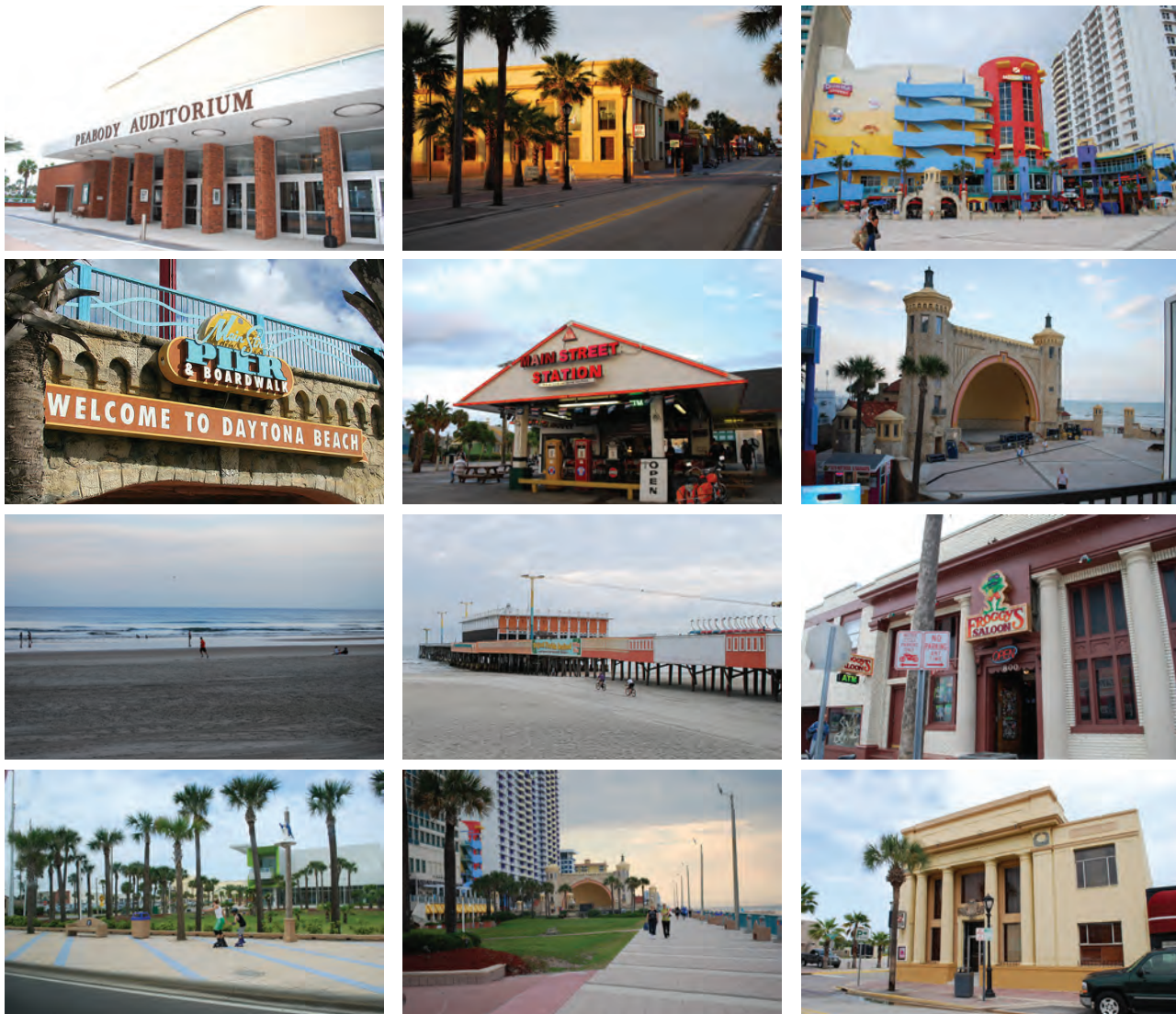


Figure 1.3. Existing landmarks and amenities are important anchors within the new framework, providing a sense of authenticity and history.

ENHANCE INVESTOR CONFIDENCE IN DAYTONA BEACH

- Reduce uncertainty through ongoing proactive programs and improvements
- Leverage viable development opportunities and communicate through a clear vision
- Provide a clear roadmap to entitlement to uphold the community vision
- Address zoning, land use, character and urban form
- Provide reasons for return visits to Daytona Beach
- Present a dynamic place to convention visitors that is so attractive, it is a must see - one that people will want to share with family and friends
- Foster discovery of lesser known places for follow up visits – like the Halifax River corridor and other Daytona lifestyle offerings
- Offer and communicate what there is to do after the beach



Figure 1.4. The Daytona Beach Bandshell, the boardwalk, the Daytona Beach Pier, Peabody Auditorium, and several buildings along Main Street are significant structures that should provide the district with a sense of place. The Master Plan recommends highlighting these anchors with signage and information.

PROVIDE ASSURANCES OF OPERATIONAL STANDARDS

- Enforce local ordinances in the public realm to maintain a safe, quality environment
- Deploy visible security “ambassadors” on the street and beach
- Amend local regulations to promote vital pedestrian activity along retail corridors to allow outdoor dining
- Address and manage itinerant vendor issue to ensure benefit for entire Daytona Beach economy
- Work with businesses to provide ongoing consistency and quality in; hotel room, dining, retail and entertainment offerings
- Provide convenient and affordable transit and parking options close to destinations

PROMOTE LIVABLE AND STABLE NEIGHBORHOODS

- Preserve and enhance significant historic structures
- Address the lack of quality housing and resident ownership
- Promote community pride through neighborhood action and enhanced amenities
- Establish strong pedestrian links to beach at many points along coast
- Buffer neighborhoods from active event areas through design and program operations

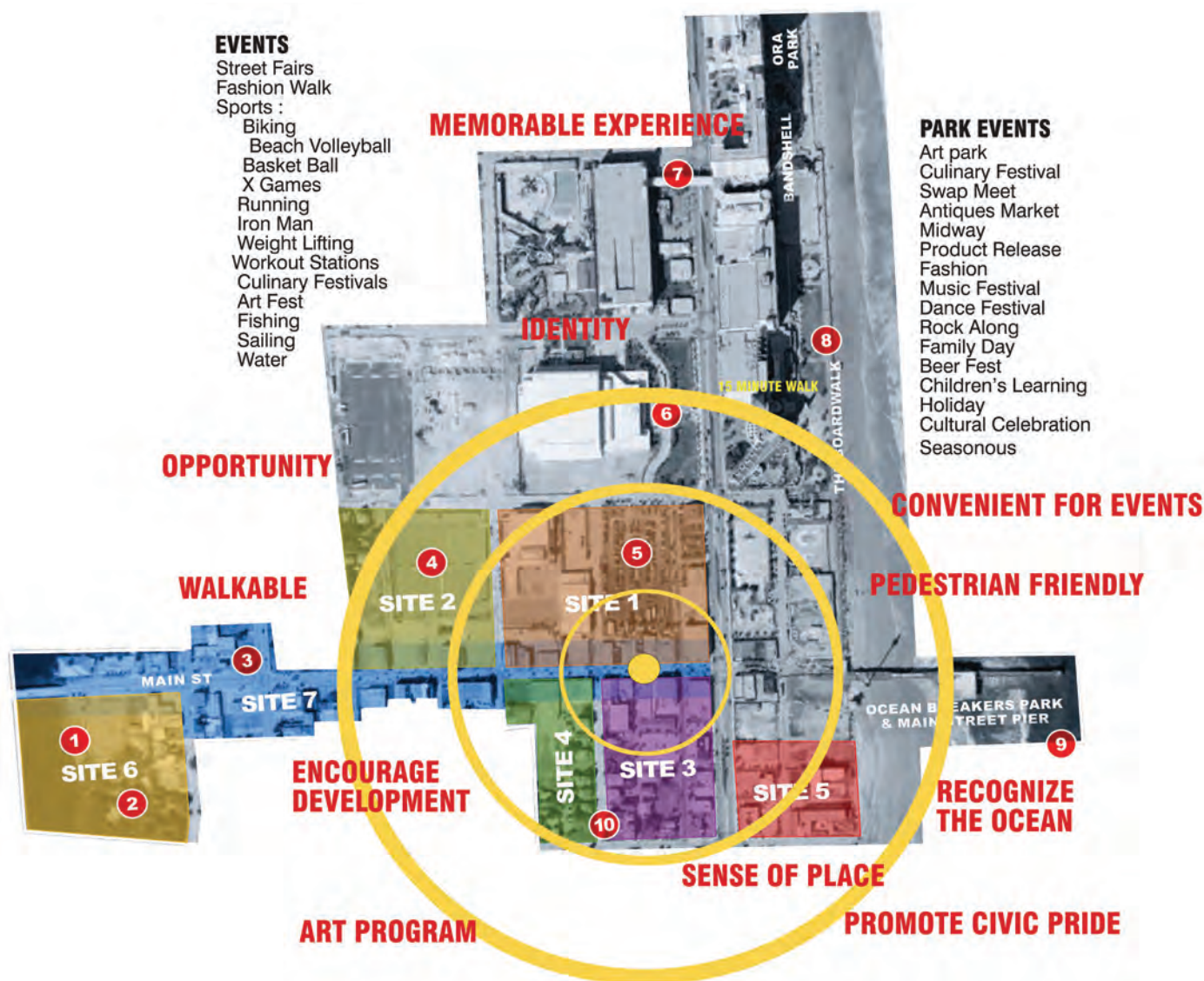
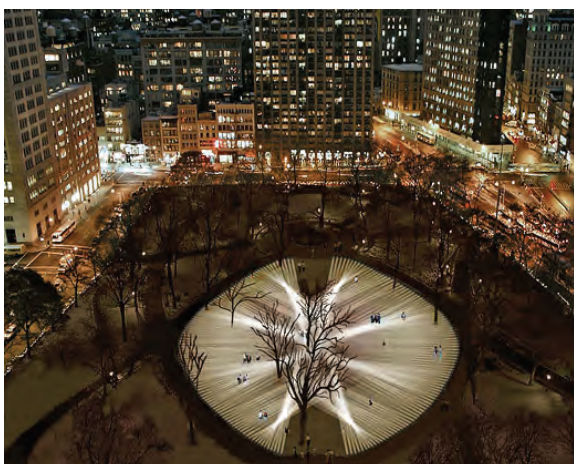


Figure 1.5. The E-Zone should be a pedestrian-friendly stage for events and activities that enliven the district and enhance civic pride such as swap meets, culinary festivals, art events, and neighborhood markets.



Program and Land Use

The final program and land use depicted in the Master Plan (Figure 1.6) sets the direction for plan implementation. It demonstrates an intent and provides a set of expectations for what's possible in guiding redevelopment, but as years pass and the economy shifts, and as varied development opportunities present themselves, the district must adapt and embrace new and evolving market realities. All future development should be in keeping with the long term plan, but specific types and quantities may evolve. As time passes, program and land use should not diverge from the plan intent, but instead respond to the market in their specific interpretation on a case by case basis. The City must determine and formalize what is and what is not in keeping with plan intent. The following program describes each development type depicted in the overlay district plan and makes recommendations for that type's basic characteristics and quantities.

The E-Zone is conceived as a mixed use entertainment district. Land uses in the district include: Retail, Hotel/Lodging, Civic/Cultural, and Upper Story Residential.

The development program is composed of the following types:

- Hotels
- Residential (Seasonal)
- Retail, Dining & Entertainment
- Cultural Attraction
- Amusements
- Public Venue Space
- Upper Floor Office/Residential Space

HOTELS

The development program calls for the addition of a minimum of 1,500 hotel rooms over the next 15 to 20 years to be located in reasonable proximity to the convention center. Room counts are approximate.

- Convention Hotel - 500 room four-star convention headquarters hotel with meeting space and either direct access to the beach or a beach club exclusive to the hotel. The hotel should have a close working relationship with the Ocean Center Convention Facility.
- Business Hotels
- A suites hotel of approximately 250 rooms targeted to the association and tourist markets and another branded three and one half star hotel of approximately 250 rooms such as a Hilton Garden Inn or Marriott Courtyard.
- Other Hotels - Three other hotels totaling approximately 500 rooms.

Land Uses in District



Figure 1.6. Land Use Plan.

RESIDENTIAL (SEASONAL)

Upgrade or renovate proximate housing stock over time to use as seasonal rental product. Provide centralized management with access to pools or a beach club. Product could also be condos or rental apartment units over retail along Main Street. Current demand is limited so this is a long term initiative.

RETAIL, DINING, AND ENTERTAINMENT

The near-term retail and restaurant program is between 150,000 SF and 175,000 SF. Commercial space dedicated to the sale of food and beverage will likely account for as much as 70% of the total allocation of retail and restaurant space. The restaurants should fall into a number of categories and the larger restaurants should be brands that register

at a national level with a track record of success in tourist markets. The Daytona Beach Pier is a perfect location for a national brand restaurant chain. Smaller restaurants could include restaurants with local and regional appeal and recognition. The plan should accommodate organic growth of both retail and restaurants that can respond to improvements in the marketplace on a parcel by parcel basis. Convenience retail should serve both convention and resident needs and is expected to evolve over time to meet market demand.

Because of the fractured ownership of the land along Main Street and the underlying demographics of the Daytona Beach marketplace, the retail within the E-Zone will likely develop in an organic fashion with limited initial interest from large national tenants. Because the E-Zone will be targeted toward a tourist market, merchandise should center on souvenirs, arts, collectibles, and crafts unique to the Daytona Beach marketplace. Because the market will likely develop

incrementally over time, the program details outlined below are approximate and intended to give color to the nature of development that might occur and to help guide and manage thinking about the E-Zone. On a long term basis, the plan for the E-Zone could accommodate as much as approximately 300,000 SF total of retail, dining, and entertainment space.

- **Destination Restaurants (35,000 SF)** - The restaurant on the pier should become one of the destination restaurants and serve as an anchor for beachfront development activity. A national brand restaurant could become such a destination on the pier. The initial development program could include an additional three (3) destination restaurants with an identity separate from any hotel development.
- **Sit-Down Restaurants (20,000 SF)** - These restaurants may range in size between 3,000 SF and 5,000 SF or larger and in many instances may be “local” establishments that should help to make the place uniquely Daytona Beach. Price points should vary. The initial development program may include four (4) locations at about 5,000 SF each.
- **Quick Service Restaurants (20,000 SF)** - These restaurants would be low to moderately-priced and may or may not include seating. These food outlets should not typically be major branded fast food outlets in order to reinforce the uniqueness of the E-Zone. The initial development program could include ten (10) locations at about 2,000 SF each.
- **Seasonal Vendors** - Provide seasonal food vendors in public spaces as a way to increase peak season capacity with a focus and concentration in major public spaces near the beach or boardwalk.
- **Entertainment (25,000 SF)** - Music clubs and bars will likely play an important role in the development of an ongoing retail program. A few such establishments should be iconic in nature and generate traffic in their own right.
- **In-Line Retail (50,000 SF)** - In-line retail should be strongly encouraged to be year-round. The initial development of retail should begin near the beach and typically occupy the ground floor of most buildings. As the E-Zone grows over time, the retail should expand west along Main Street.
- **Seasonal Vendors** - Peak season retail demand can be met by kiosks that have a more permanent character and would be concentrated near the beach.

CULTURAL ATTRACTION

To the extent feasible, a cultural attraction would be a welcome addition within the E-Zone. The likelihood of establishing such a use is greatly dependent upon the existence of such a facility currently in the marketplace. Growing an already existing cultural attraction is difficult in its own right; creating one is exceptionally challenging. This use could occupy approximately 50,000 SF, although initially it may be much smaller.

AMUSEMENTS

Additional amusement offerings should provide a unique experience for visitors - traditional and somewhat nostalgic, yet also new and interesting. Such a form of entertainment on and around the Boardwalk should serve as a center of activity. The attractions could initially be located on the land or on an expanded pier. The scope and scale of amusements would be similar to that found at many neighborhood festivals but the setting would be high quality and permanent. Amusement games would also be appropriate. This activity area is not in and of itself intended to be a destination but should add to the overall character of the Boardwalk and beachfront activity area, creating a collection of dining, retail and attractions as a draw. It is expected that the amusements could account for between one to two hours of visitor time. The number of rides is likely greater than five (5) and probably less than (10) and would include amusements targeted at a teen and young adult audience. While there may be some rides for younger children, that audience would not be the primary target. The City should work with the business community to develop a specific amusement offering.

PUBLIC VENUE SPACE

The public spaces should be multi-purpose in nature and provide space for seasonal events that take place in Daytona Beach. Very large events may end up using streets that are closed for a particular period of time but the other spaces should be sized to accommodate a variety of events and have a significant portion devoted to hardscape. Adequate space for outdoor events as an expanded set of venues for public shows is an important part of the overall retail strategy.

OFFICE/RESIDENTIAL SPACE

There is limited near term demand for office/residential uses within the E-Zone. These uses would likely develop organically over time above retail space that is built along Main Street. It is anticipated that the development plan can accommodate approximately 80 condo/apartment units that could be built over time.

Overall District Character

While the program describes important goals for individual uses and quantities planned for the E-Zone, it should be the common elements that bind the plan together and bring it to life as a branded district filled with great experiences. These include an enhanced public realm and an active calendar of events.

A dynamic public realm should be designed to bring event venues, restaurants, hotels, and entertainment together as a series of connected destinations within a larger public space experience. It will be key to create an environment of pedestrian comfort and respite. Lush vegetation, the omnipresence of beach town culture, shade and misters, outdoor dining, and elements of interest such as fountains or art should all contribute to this experience.

An actively managed event calendar should offer varied activities year round. Subsequently, a reputation for the district as a great destination - a beach entertainment district that is also a stage for events and activities - should emerge. Events should be varied in both scale and type; they may range in scale from a neighborhood market to a music festival, water sport event, or major convention.

Master Plan Elements

Please see keyed Master Plan:

1. Extensive Artificial Reef and Turtle Lighting along the beachfront, compliant with State and Federal requirements
2. Aqua Cultural + Entertainment Experience – a one of a kind submersed aqua experience, cultural and food and beverage attraction at the end of the pier
3. Pier expansion with amusements and games
4. Convention Hotel 450-500 room four-star convention headquarters hotel with meeting space with direct access to the beach
5. Beach Town Square - Public Venue gathering and Event Space. Designed to allow a variety of programmed events and activities
6. Visitors Center
7. Beach Club for members and hotel guests
8. A1A Retail Dining and Entertainment
9. Bungalows (short term rental), with small pool and pavilion and concierge services through the Suites Hotel
10. Suites style hotel - 250 rooms with rooftop pool deck over parking garage
11. Hotel / Lodging - 200-250 rooms with rooftop pool deck over parking garage

12. Elevated pedestrian bridge connecting hotel to convention center
13. Ocean Center Convention Center
14. Peabody Auditorium
15. Public Venue and Entertainment Space - multi-purpose space for seasonal events, designed to allow for unobstructed visual surveillance and accommodate a variety of programmed activities
16. East Main Street retail, dining, entertainment and upper condo/apartment housing and office
17. Business Hotel with rooftop pool deck over parking garage and pedestrian bridge connection to the Ocean Center
18. Motorsports Interactive Cultural Venue and Museum
19. Mid-Main Retail, Dining, Entertainment some with upper condo/apartment housing and office and buffer to neighborhoods behind
20. Seabreeze Neighborhood
21. Surfside Village Neighborhood
22. West Main Street Retail, Dining, Entertainment some with upper condo/apartment housing and office and buffer to neighborhood behind
23. Visitor Center, Water Taxi Station, Riverfront Trail and underpass (under Main Street Bridge)
24. Riverfront Condo Hotel
25. Riverfront Park and Trail
26. Halifax Marina and Ship Store

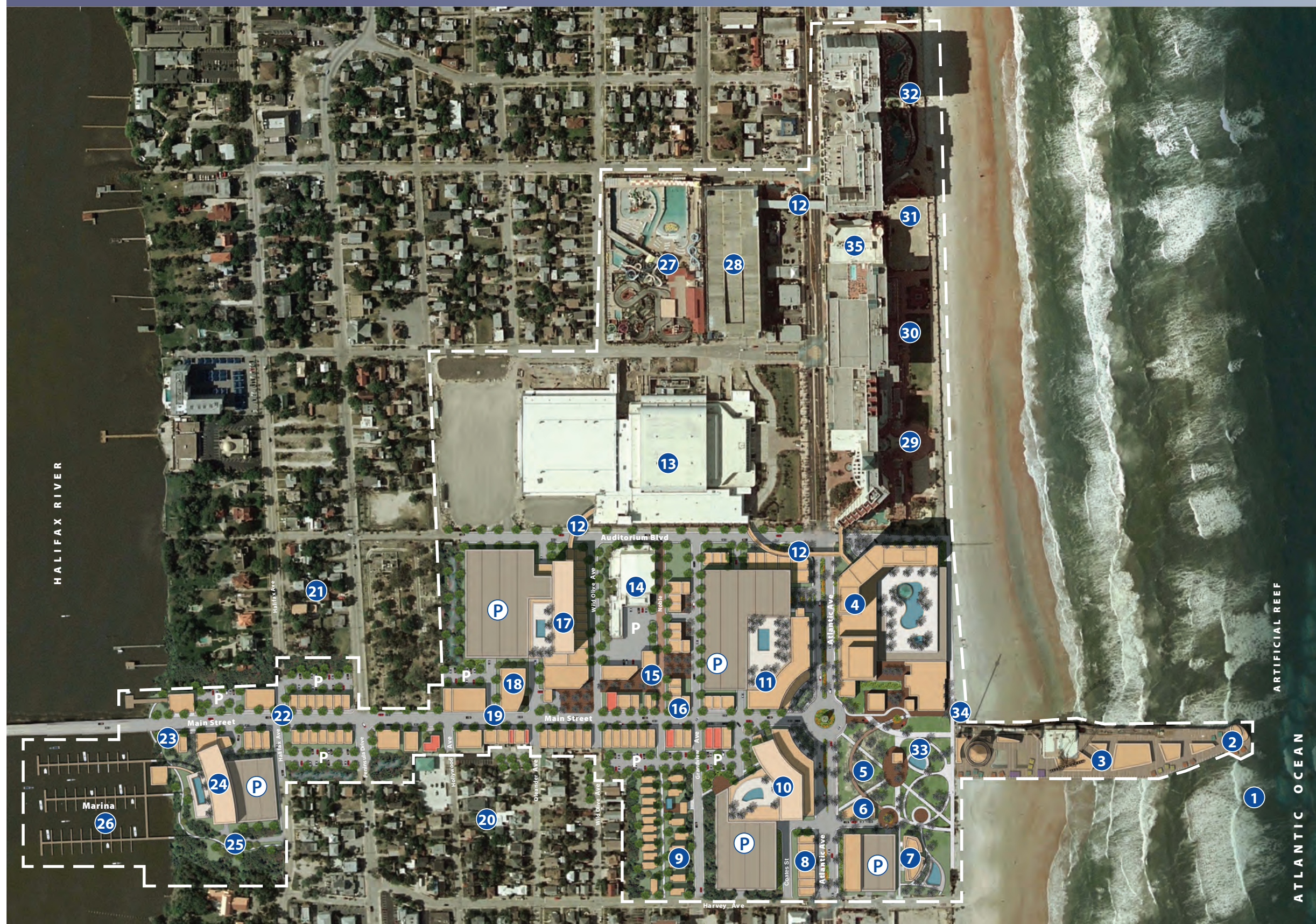
Big Moves

Big moves – Momentum-building improvements already in place Daytona Beach:

- Walking beach – closure of traffic north and south of the E-Zone
- Expansion of the Ocean Center
- Renovation of the Daytona Beach Pier and Restaurant
- Redevelopment of the Boardwalk
- Streetscape and public realm improvements
- Property acquisition program
- Identification of Historically Significant buildings
- Noble Street pedestrian streetscape program
- Land Development Code amendment in process
- Grant funding for riverfront park

Other key assets include the Peabody Auditorium, Main Street's established reputation as an event destination,

MASTER PLAN



Key

- P Parking Structure
- P Parking Lot
- 1 Artificial Reef
- 2 Aqua Cultural Experience
- 3 Pier Expansion + Amusements
- 4 Convention Hotel
- 5 Beach Town Square
- 6 Visitors Center
- 7 Beach Club
- 8 A1A Retail
- 9 Bungalows
- 10 Suites Style Hotel
- 11 Hotel / Lodging
- 12 Pedestrian Bridge
- 13 Ocean Center
- 14 Peabody Auditorium
- 15 Outdoor Entertainment Space
- 16 East Main Street Retail
- 17 Business Hotel
- 18 Motorsports Cultural Museum
- 19 Mid-Main Retail
- 20 Seabreeze Neighborhood
- 21 Surfside Village Neighborhood
- 22 West Main Street Retail
- 23 Visitor Center+ Water Taxi
- 24 Riverfront Condo Hotel
- 25 Riverfront Park + Trail
- 26 Halifax Marina + Ship Store
- 27 Daytona Lagoon
- 28 Intermodal Station and Parking
- 29 Coquina Clocktower
- 30 Oceanfront Park
- 31 Historic Bandshell
- 32 Ora Park
- 33 Breaker's Oceanfront Park
- 34 Main Street Arch
- 35 Ocean Walk Shops

the Halifax River although currently underutilized, the adjacent neighborhoods with “beach town” bungalow fabric, streetscape improvements and the development of Ocean Walk Shops.

Big moves – included in the Master Plan:

- 1,500 hotel rooms in five hotels throughout the E-Zone
- 150,000 sf of retail, dining and entertainment offerings
- Beach Town Square – outdoor programmable space
- Pier expansion with amusements and games
- Approximately 3,500 parking spaces located in parking garages, surface lots and on street
- Increased visibility and pedestrian access to the Beach
- Upper level residential condos/rental apartments over Main Street
- Traffic calming roundabout at Main Street & A1A
- Halifax River Marina at Main Street and Water Taxi
- Riverfront Trail and underpass under Main Street Bridge

District Management and Operations Checklist

In order to achieve the desired outcome, the City must establish strong operational standards within the E-Zone. The following checklist can be used as a tool to vet options for moving forward.

- **OPERATIONS** – Manage and operate the E-Zone district, including its major elements (the Pier, Main Street, Beach Town Square, and the Ocean Center) as a single entity, coordinating and promoting all of the periodic, seasonal, and annual activities and events throughout the year as district events and activities. Manage open spaces as event venues to maintain active use; program revenue generating activities in these spaces to contribute to district cash flow for projects and operations.
- **SAFETY AND SECURITY** – Ensure continuous enforcement of ordinances upholding the safety and security of private property and the public realm. Promote visual surveillance and Crime Prevention Through Environmental Design (CPTED), to establish visible and programmed open spaces with sufficient lighting. Increase security programs in the area.
- **COORDINATION** – A coordinated calendar of events and a comprehensive “tourist map” and transit connector should bring the city to life for visitors. Coordinate the district

calendar with events and activities across Daytona Beach, including major motorsports events (Daytona 500), golf events, baseball events, News Journal Center events, and other city and county events. Strengthen the programmatic connections across Daytona, Volusia County and Central Florida to attract visitors to Daytona Beach through coordinated offerings that avoid competition between venues to maximize the benefit to all. Leverage pooled funds from multiple county-wide sources to expand the impact of advertising campaigns.

- **PARKING** – The City and County must work together to develop an equitable strategy addressing all parking facilities in the E-Zone to make parking available and affordable to residents and visitors alike. Underutilization of existing capacity should be eliminated.

District Quality and Performance Checklist

As the plan moves into the implementation stages, the following standards of quality and performance should guide the City in its governance of development and planning within the E-Zone. As each new capital project, development proposal, or event proposal arises, this list of quality and performance standards should be revisited to determine if and where projects can be improved in the interest of the long term plan.

- **PLAN CONSISTENCY** – All projects within the E-Zone boundary should enhance the image and reputation of the district and contribute toward the realization of the long term plan.
- **QUALITY EXPERIENCE** – Provide a quality experience for visitors by providing an enhanced public realm and a year-round calendar of activities and cultural offerings. Promote Daytona Beach as an exciting year round destination; then surpass visitor expectations so they return with friends and family.
- **DISCOVERY** – Promote the opportunity and the means (through signage, connected public space, shuttles or other transportation options, and marketing) to discover the array of offerings throughout the community, including those within and outside of the E-Zone. Within the E-Zone: the Halifax River, theater, culture and entertainment activities, a variety of indoor and outdoor food and beverage options, convention activities, events and festivals, active ocean and river sports, amusement rides and games. Outside of the E-Zone: Speedway events, Daytona Live, News Journal events, the flea market, and so on.

Public Realm Framework

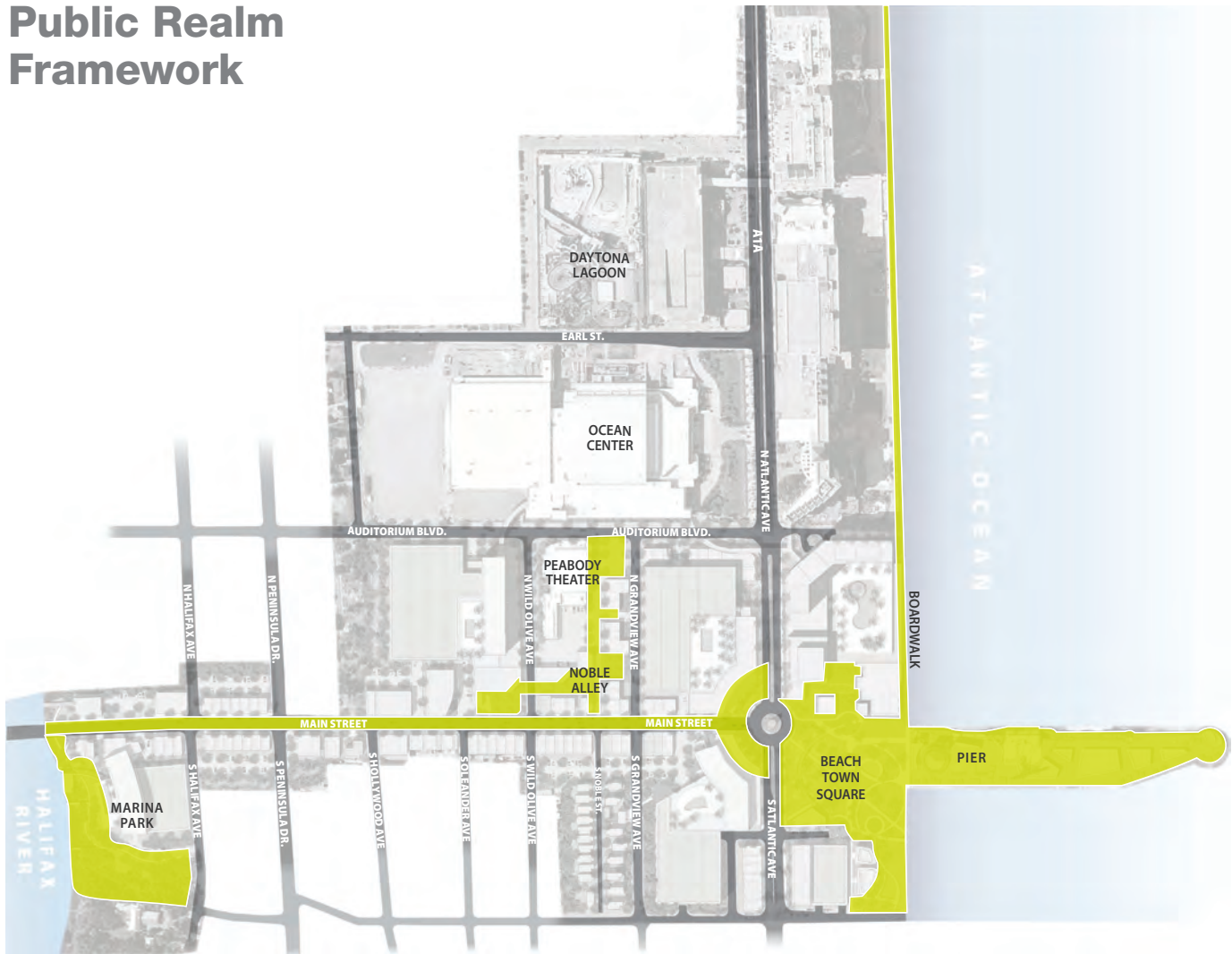
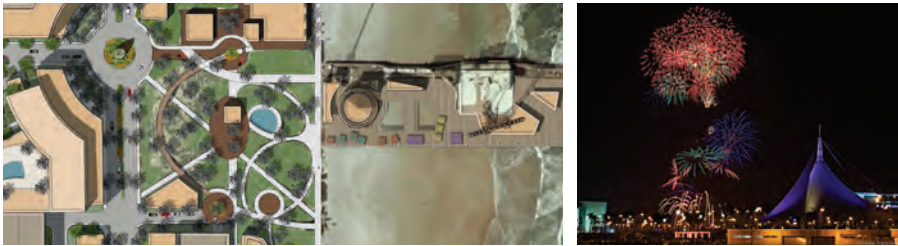


Figure 1.7. Public Realm Framework.



BEACH TOWN SQUARE: A MAJOR CIVIC GATHERING SPACE



NOBLE PROMENADE: OUTDOOR DINING, SMALL FAIRS, AND OUTDOOR STAGE EVENTS

Event Framework

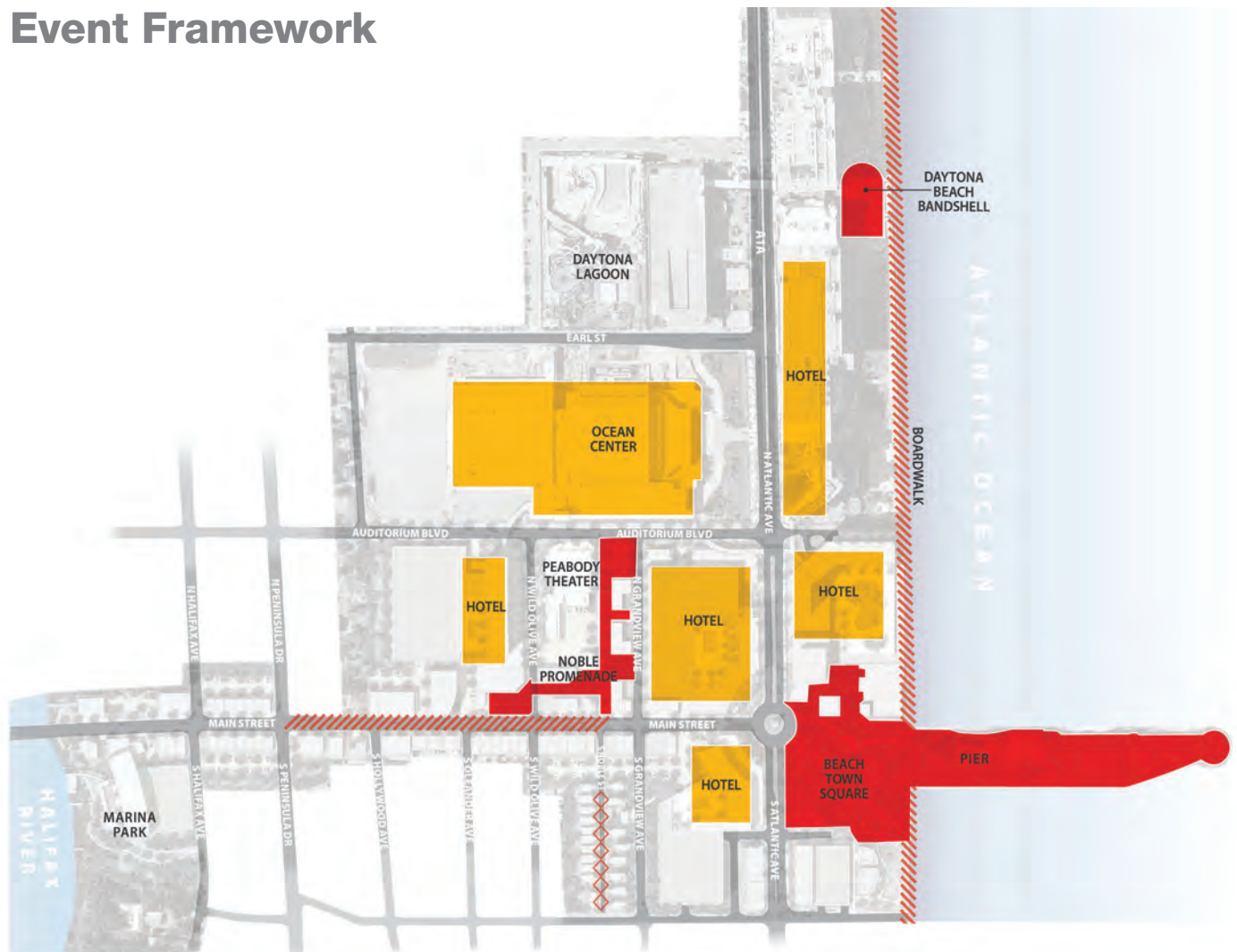


Figure 1.8. Event Framework.



MAIN STREET: NEIGHBORHOOD MARKETS, STREET FAIRS



- **ENVIRONMENTAL SUSTAINABILITY** – Help visitors and residents discover splendors of the natural environments from the beach to the river. Ensure sustainability through environmentally-friendly measures such as sharing and aggregating parking in parking garages to minimize impervious parking, stormwater management master planning, indigenous species plant palette, minimal open water display, full shield cut off lighting, water harvesting from rooftops and parking surfaces, locally sourced materials and reuse of existing structures.
- **NEIGHBORHOOD BUFFERING** - Where uses may conflict, a buffer should be provided between E-Zone activity areas and surrounding neighborhoods to minimize the impacts of noise, light pollution and traffic. Buffer solutions may utilize landscape, urban design, site structures (fences and walls) and vehicular circulation.
- **URBAN DESIGN** – Establish a strong sense of place through architectural form and public realm design. Consider architectural massing to be consistent with surrounding building scale and type. Frame visual corridors through the use of building massing. Step back upper floors to avoid establishing a canyon effect along the street. Transition the scale of new buildings to blend in where they are adjacent to smaller scale buildings in abutting neighborhoods. Encourage pedestrian movement along Main Street from the World’s Most Famous Beach to the Halifax River with a continuous architectural street wall featuring shade, lighting and visual interest.
- **DISTRIBUTED PROGRAMS & VENUES**
 - Provide cultural and event experiences that shape perception of the district all along the length of Main from water to water; feature existing landmarks and historically significant structures – tell the story of Daytona Beach as the “Birthplace of Speed” and the “true Florida beach destination” through the promotion and experience of actual places.
 - Provide hotels along the length of Main Street with their frontage addressing the street, bringing cache to their location: the Daytona Beach E-Zone!
 - Distribute parking throughout the district to be close and convenient to E-Zone destinations. Parking should primarily be located in parking garages throughout the E-Zone and should be obscured from view by liner-buildings and buffering. Garages should be designed to provide shared parking within a single structure to and distributed to minimize walking distances from parking to destination.
- **WALKABILITY + ACCESSIBILITY** – Increase connectivity within the district, and to greater Daytona Beach. Open up and celebrate access to the waterfront at both ends of Main Street. Provide strong, visible, and continuous pedestrian connections to the beach. Connect the adjacent neighborhoods to the E-Zone to facilitate ease of movement for pedestrians and bicycles. Provide a shuttle by land and water taxi to nearby attractions including the International Speedway, Daytona Live, Riverfront Park, Jackie Robinson Ball Park, the News Journal Center, the Halifax Marina and other destinations.
- **CONNECTIVITY** – Establish strong links between residential neighborhoods and the Beach at multiple points through the E-Zone as well as connections across the Halifax via shuttles, trams and even water taxi.
- **EXTENDED STAYS** – Attract visitors from US and beyond with the beach and hook them with the surprising array of destinations and must see places surrounding the E-Zone. Provide reasons for people to return, whether they come to the beach for the day, a convention, to visit family and friends or just passing through. Create other activities that visitors “must see” to add hours and days to the length of their visit.
- **DESIGN FOR CONVENTION BUSINESS** - Enhance movement between convention center and hotels via climate conditioned mezzanine level pedestrian bridges to facilitate easy access in inclement or hot weather. Provide goods and services close to the Ocean Center along Main Street and connecting side streets.
- **EMBRACE AND ACCOMMODATE** – As the home to some of the largest events in America, Daytona Beach should embrace and accommodate these events to support the activities before, during and after, yet manage them such that they do not render the City and neighborhoods unlivable for year-round citizens’ use.



Figure 1.9. Open spaces in the E-Zone should be managed both as passive recreation amenities and as event venues; revenue generating activities in these spaces may contribute to district cash flow for projects and operations.

Summary

- The Daytona Beach E-Zone is conceived as a venue for year-round events, activities, entertainment and hospitality offerings which should elevate the City's stature as a quality destination and enhance livability of the surrounding neighborhoods.
- Master Plan Cornerstone Principles were developed with stakeholder and community input as goals to help provide guidance and direction to planning and development in the E-Zone district. These Cornerstone Principles are:
 - » Provide a Unique Offering
 - » Enhance Investor Confidence in Daytona Beach
 - » Provide Assurances of Operational Standards
 - » Promote Livable and Stable Neighborhoods
- The E-Zone is conceived as a mixed use entertainment district. Land uses in the district include:
 - » Hotels - Addition of approximately 1,500 hotel rooms over the next 15 to 20 years, including a convention hotel, business hotels, and a suites hotel.
 - » Residential (Seasonal) - Over the long-term, upgrade or renovate proximate housing stock to use as seasonal rental product, or condos/rental apartments above retail on Main Street.
 - » Retail, Dining & Entertainment - A near-term retail and restaurant program of between 150,000 SF and 175,000 SF. On a long term basis, the plan for the E-Zone could accommodate as much as approximately 300,000 SF total of retail, dining, and entertainment space. Because of the fractured ownership of the land along Main Street and the underlying demographics of the Daytona Beach marketplace, the retail within the E-Zone will likely develop in an organic fashion with limited initial interest from large national tenants. Because the E-Zone will be targeted toward a tourist market, merchandise should center on souvenirs, arts, collectibles, and crafts unique to the Daytona Beach marketplace.
 - » Cultural Attraction - Growing an already existing cultural attraction is difficult in its own right, creating one is exceptionally challenging. However, this use could occupy approximately 50,000 SF, although initially it may be much smaller.
 - » Amusements - Provide a traditional and somewhat nostalgic form of entertainment for visitors to the Boardwalk that serves as a center of activity. The attractions could initially be located on the land or on an expanded pier. The scope and scale of amusements would be similar to that found at many neighborhood festivals but the setting would be high quality and permanent.
- » Public Venue Space - The public spaces should be multi-purpose in nature and provide space for seasonal events that take place in Daytona Beach.
- » Office/Residential Space - Over time, it is anticipated that the development plan can accommodate approximately 80 live/work units, likely above retail space built along Main Street.
- While the program describes important goals for individual uses and quantities planned for the E-Zone, it should be the common elements that bind the plan together and bring it to life as a branded district filled with great experiences. These include an enhanced public realm and an active calendar of events.
- Several momentum-building improvements are already in place in Daytona Beach, such as closure of beach traffic north and south of the E-Zone, expansion of the Ocean Center, renovation of the Daytona Beach Pier and Restaurant, and redevelopment of the Boardwalk, streetscape improvements, and the amendment of the Land Development Code.
- Two checklists are provided at the end of the chapter to help manage change over time: one for District Management and one for Operations and District Quality and Performance. These cover operational standards (i.e. operations, safety and security, coordination, and parking) and quality standards (i.e. plan consistency, quality experience, promoting an experience of discovery, and environmental sustainability).

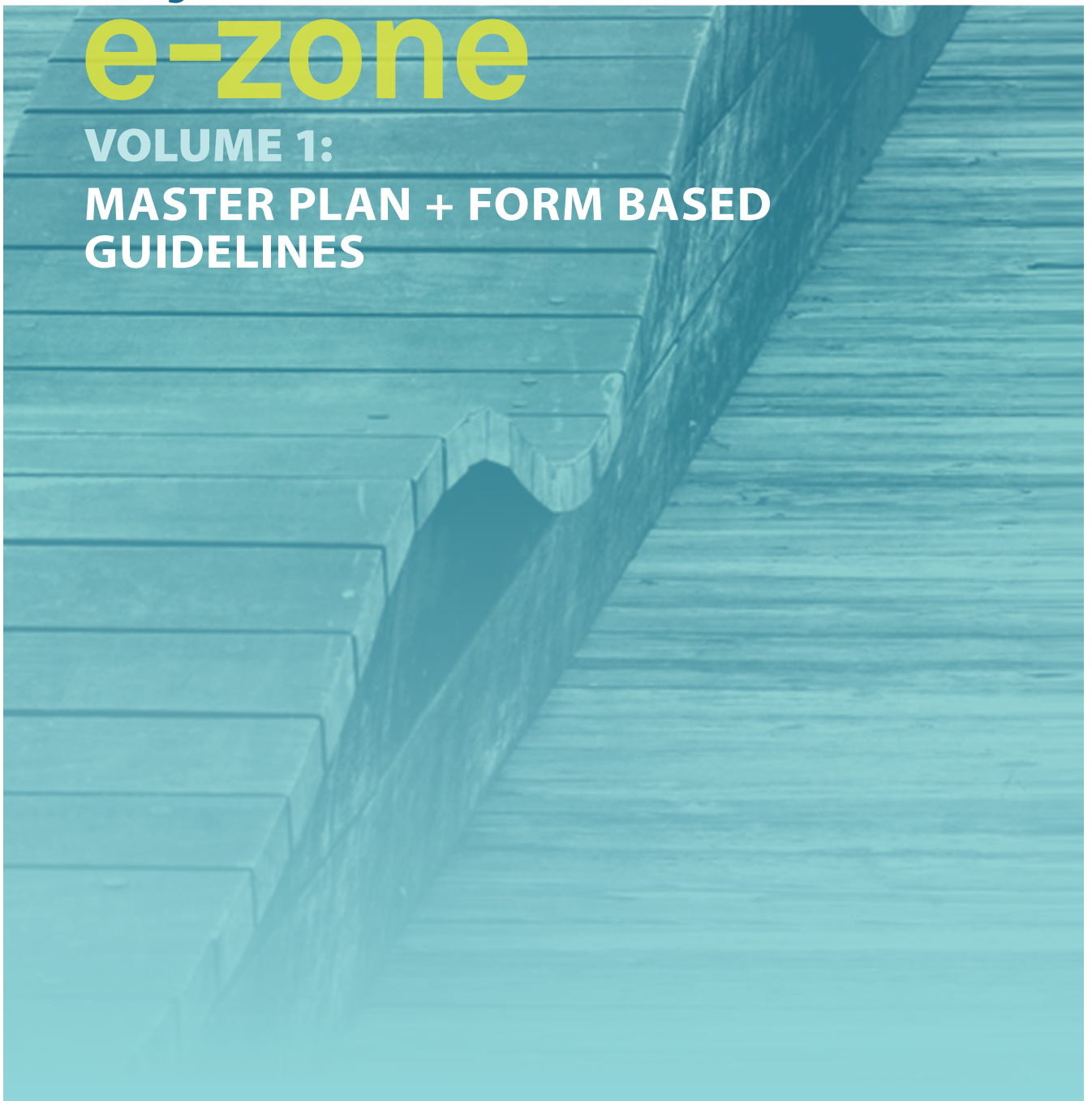
2.0 Form Based Guidelines

daytonabeach

e-zone

VOLUME 1:

**MASTER PLAN + FORM BASED
GUIDELINES**



Daytona Beach E-Zone

Master Plan

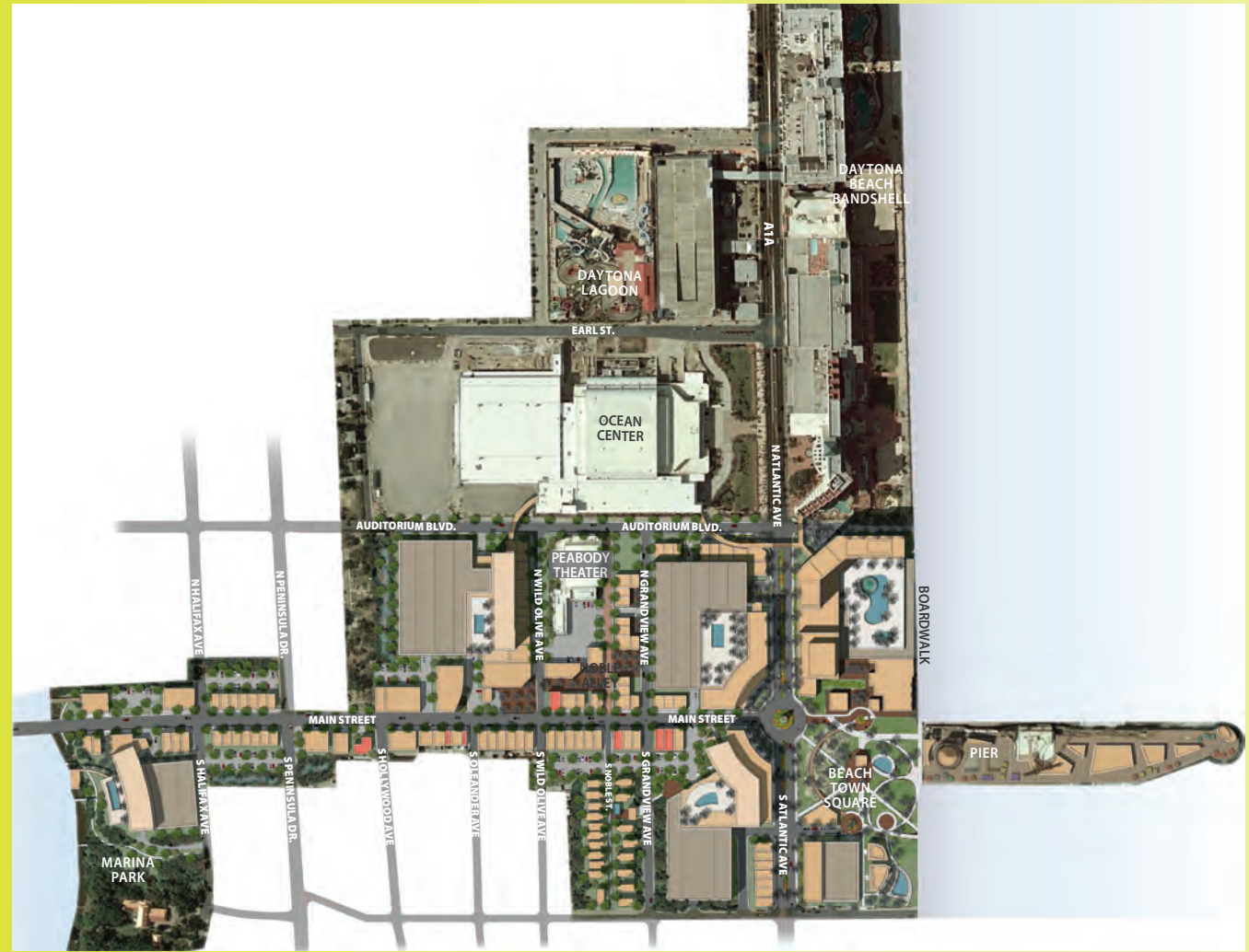


Figure 2.1. The Daytona Beach E-Zone Master Plan.

Eventual adoption of four separately prepared regulating plans should ensure implementation of the Daytona Beach E-Zone vision through the application of development standards. The regulating plans provide a framework for project planning, review and development within the district.

Upholding the Master Plan

The Form Based Guidelines are a series of regulating plans that govern development in the E-Zone district. Applicants for development rights should be eligible for an expedited review and approvals process if their proposal meets the requirements outlined in regulating plans and applicable checklists.

REVIEW AND APPROVALS

An expedited review and approval should be granted to project proposals that are consistent with the Master Plan,

including consistency with (1) applicable elements of the District Quality and Performance Checklist in Chapter 2 of this volume, (2) applicable regulating plans as described in this chapter, and (3) applicable checklists within those regulating plan guidelines as outlined in this chapter.

Proposals that are not in compliance with Master Plan intent and regulating plan guidelines should be reviewed following the standard process.

REGULATING PLANS

The intent of the Master Plan should be upheld through the application of development standards described in four regulating plans (to be eventually adopted): District Character; Building Form; The Public Realm; and Circulation, Access and Infrastructure. Each regulating plan informs development form in the district.

1. District Character

District Character describes the general sensibility and intent for the aesthetic and experiential qualities of two Character Areas. Development proposals, public spaces, and uses within the district should be consistent with the Character Area they reside within.

2. Building Form

Building Form determines the best building envelope for the context of the area, how to address the street, and the variety of buildings which integrate within the surrounding context.

The character and style of buildings and their combined impact as a skyline or gateway opportunity is a critical component for achieving the spirit of the Master Plan.

The provision of regulations for building form and architectural style are a fundamental principle of form-based code.

Development proposals should be evaluated using the Building Form tables and Plan Area diagrams in this section. Architectural Guidelines and building typologies provide a range of requirements from building frontage, setbacks and basic architectural styles.

3. The Public Realm

The Public Realm describes major components of common spaces and defines requirements for abutting development.

Parks and public space should balance the existing context of the area and the new development character. These spaces can range from neighborhood-scale event-ready outdoor venues to shaded outdoor seating space to interactive fountains or a quiet place for reflection.

Regulating District Form



Circulation



Public Realm



Building Form



Figure 2.2. Regulating the Built Environment.

Public space within the E-Zone should provide all of the benefits of typical parks and plazas, with an additional overlay of event-readiness. As a “stage for events and activities,” the E-Zone should host outdoor community events year round, from street fairs to concerts and festivals; the public realm of the district must provide venues for these activities and must have sufficient access to power and lighting to host them.

Multiple opportunities for both planned and unplanned interactions are a key element for public spaces in the E-Zone.

Projects involving designing within or abutting the public realm should be evaluated by reviewing the Master Plan and the Public Realm regulating plan.

4. Circulation, Access and Infrastructure

Circulation, Access and Infrastructure defines parking regulations, streetscape guidelines, infrastructure, and connectivity.

It is important to understand the context of the area by examining the “bone” structure of the community and using this framework for future development prior to creating any new standards. Street Types provide a range of elements to be regulated that best suit the context in which the street exists. The Daytona Beach E-Zone Master Plan builds on the streetscape initiatives to existing streets that have been developed. Public frontages are areas that are commonly referred to as a sidewalk and are an integral aspect of form-based code. These frontages are where the public realm interfaces with the private realm. Recognizing that there are three zones within a Public Frontage, including a front façade zone, pedestrian walkway zone, and a furniture zone (dimensions may vary) is key to regulating a more walkable community.

1 District Character

Regulating Plan

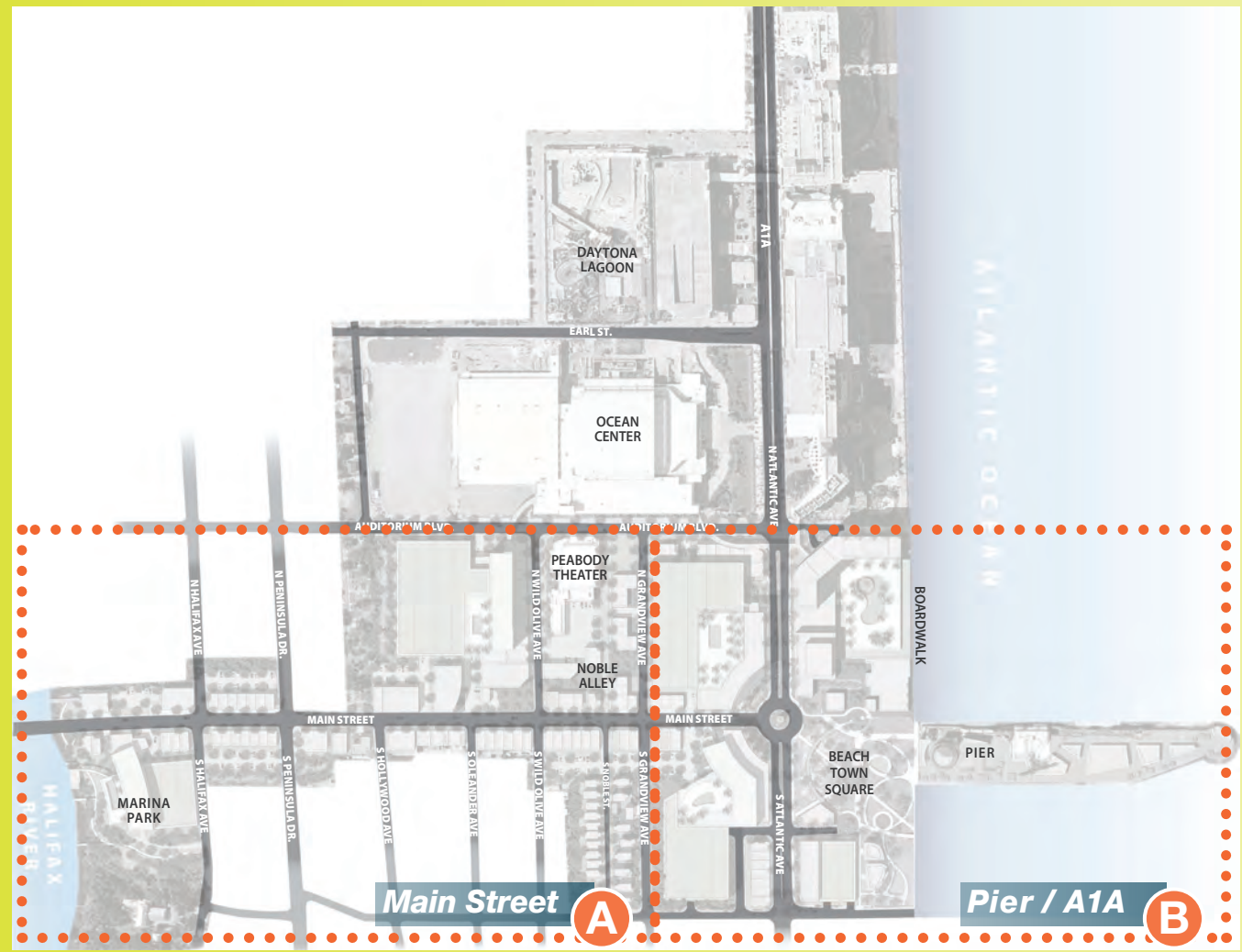


Figure 2.3. Daytona Beach E-Zone Character Areas.

Character Areas

Two Character Areas govern the style and character of the E-Zone: District A, the Main Street District and District B, the Pier/A1A District.

OVERALL ARCHITECTURAL VERNACULAR IN THE E-ZONE: “DAYTONA BEACH STYLE”

“Daytona Beach style” is defined by a resort style vernacular supported by an architectural vocabulary that expresses materials with soft landscapes and punctuated hardscapes. This style flows throughout the E-Zone, with some variation

between the Pier/A1A District and the Main Street District. Both districts should feature Daytona Beach style, but each should also have its own unique character.

Culturally Relevant Architecture

This style can be applied in both Character Districts. It is reserved for special projects and identity-making buildings or uses. Cultural buildings, kiosks, beach clubs, entertainment follies and the like should require a more personal vernacular conducive to its use and importance in the community. This type is applied to those projects that are intended to establish a unique and memorable identity; for instance, “object buildings” that are intended to stand apart from the other buildings along Main Street or A1A.

DISTRICT A: THE MAIN STREET DISTRICT

The Main Street District has a walkable pedestrian character with a classic beach “Main Street” sensibility. The character and feeling of the district is shaped by a local flavor with uniquely place-based restaurants, dining, and familiar elements of quintessential Daytona Beach.

Main Street District style is more traditional and establishes a transition to the quaint historic vernacular of the Seabreeze and Surfside Village neighborhoods surrounding the E-Zone.

Creating a Pedestrian-Friendly Street

Buildings fronting on Main Street and adjoining side streets must provide a pedestrian-friendly face to the public realm which may include architectural details such as buildings with interesting facades, awnings or other shade elements, transparent storefronts, green walls, appropriate signage, outdoor dining areas, and good accessibility.

Where parking structures abut the public realm, a liner of retail uses must be included as a buffer on the ground level, and aesthetic screening treatment of the parking should occur on levels above. Parking must be screened from non-service related adjacent uses in all cases.

Scale, Height & Massing: Shaping the Pedestrian Experience

The Main Street District features a pedestrian quality; the designs of the ground floor building facades are to be welcoming to passersby. Controlling building mass, scale, and style on Main Street will help create and maintain proportions common to the best walkable downtown streets. The corresponding sidewalk in front of the buildings is to be wide enough for pedestrian movement, street furnishings (bench, lights, bike rack, news paper stand, trash receptacle) and in certain areas outdoor dining.

Step-Backs

Above the ground level storefronts in the Main Street District there must be a step-back of approximately 8 feet. This creates the opportunity to provide an upper level terrace and brings down the scale along Main Street while adding another program component that assists in enlivening Main Street.

The Form-based Guidelines govern the vernacular and the height of the step back.

Above the ground level, tall structures such as hotels and parking garages must utilize step-backs and architectural details to address the streetscape and public realm at a pedestrian scale.

Upper Level Mixed Uses

The Form-based Guidelines define where upper level residential (condo/apartment work/live units) are allowed in the district above the ground floor. The work/live spaces would be controlled from one to three levels.

DISTRICT B: THE PIER/A1A DISTRICT

The Pier/A1A District style creates a magnetic place for people, a place of high design quality which exudes that electric feeling of a memorable destination. This district, including the Ocean Walk and development along A1A, captures the essence of Daytona Beach’s unique lifestyle and quality; an “American-eclectic” avant-garde and patriotic style must be evident in the architecture, signs, and graphics. Icons of motorsports culture such as the open road and racetrack, and the spirit of the beach including the boardwalk, pier, and amusements, offer appropriate inspiration for district design.

A1A’s primary role is to move residents and guests north and south along the oceanfront. This heightens the road’s importance as an element of motor culture, but even with this focus it must gracefully accommodate and celebrate the ebb and flow of pedestrians and community events as it intersects the E-Zone.

Scale, Height & Massing: Creating a Destination and Shaping an Iconic Skyline

The creation of an interesting Daytona Beach skyline should provide the opportunity to shape the district brand. The stretch of A1A that passes through the Pier/A1A District of the E-Zone should become part of an iconic visual statement in Daytona Beach that can be seen from miles away, creating a sense of anticipation that something special is happening here.

1 District Character



Figure 2.4. The Master Plan Character Areas incorporate and build upon existing character elements in the district.

The Master Plan's vision of (1) creating Beach Town Square, an ocean park and central public event space, between the Pier and A1A; (2) adding a roundabout that slows traffic near Main Street and the Pier and makes the area more pedestrian friendly; and (3) having unencumbered beach access between hotels are all strategies for making a place that is both motor- and people-friendly. These plan elements are major stylistic and icon-making opportunities and should drive the creation of a sense of place. That sense of place should be enhanced and built upon by architecture, amusements and people gathering and moving through the district.

Pier/A1A District architecture is to be flamboyant and expressive of Daytona Beach motor and beach culture, and must contribute to the overall goals of creating several levels of brand and experience: the distant icon, the approach, the gateway, and the sidewalk experience.

The Master Plan sites two hotel towers at the mouth of Main Street. These are intended to be an implied gateway element through which one passes when traversing between Main Street and the beach amusements area.

Step-Backs

Retail buildings in Pier/A1A district serve to step the scale of tall buildings down to an appropriate civic pedestrian scale, offering a lively experience on the sidewalk. Above the ground level, tall structures such as hotels and parking garages must utilize step-backs and architectural details to address the streetscape and public realm at a pedestrian scale.

Additional Architectural Details

The district should exude the feeling of a resort; trellises are to be more sinuous and flowing, facades may be adorned with living walls supporting the native flora and fauna of northeast Florida. The front doors to the hotels are to command attention and create a sense of happening, vibrancy, tranquillity and calm.

Building-mounted or Other Signs

Signage should be generally consistent with the style described in the Main Street District; however there may be the addition of a more expressive, larger scale and sculptural signage types in the Pier District, in keeping with its role as a resort style event and amusement destination.

2

Building Form

Regulating Plan by Area



Figure 2.5. Building Form Regulating Plan by Area.

Building Form

The Building Form Regulating Plan affects entitlements, land uses, and development conditions for properties within the area. Details of the Plan are described below.

EXCLUSIONS

The overlay zoning district should be applied to the area where such development is desired. Property owner/developers should automatically have the option of developing pursuant to the overlay regulations or the underlying zoning. Certain provisions of the overlay may be designated as mandatory for all development.

USES

The underlying uses permitted in the perspective zoning districts should remain intact. Provisions for upper story residential should be permitted by right within the Master Plan area. Outdoor establishments should also be permitted within the Master Plan.

The following describe uses by type that should be allowed in the district as outlined in the Form Based Code. These uses do not replace existing zoning but are additive to it. Entitlements for these uses should be adopted and activated for each Plan Area when that Plan Area is adopted by ordinance.

- Retail, Type 1 - Ground floor retail or food and beverage use. A second floor use associated with ground floor business should be allowed.

- Retail, Type 2 – Boardwalk retail use. An upper floor related retail use should be allowed.
- Retail, Type 3 – Waterfront retail/food and beverage uses. A second floor use associated with ground floor business should be allowed.
- Retail / Parking Garage - Ground floor retail use with allowable associated second floor retail use; contiguous to an adjacent parking garage which is directly behind it.
- Mixed Use– Ground floor retail use with either (1) retail or (2) lodging or condo/rental apartment residential above.
- Convention Hotel –Mixed-use multi-story lodging use; may include retail, hotel, conference, meeting and pre-function space, multiple dining venues, podium roof top resort style pool and other support uses. The ground floor uses along A1A should meet Retail Type 1 guidelines. Ground floor uses along the Boardwalk should meet Retail Type 2 guidelines.
- Hotel/Lodging – Mixed use building which may include ground floor retail uses and upper floor lodging uses.
- Bungalows – Detached flex-lodging units oriented toward the pedestrian only (and service access) Noble Street. Bungalows are associated with the Boutique Hotel where hotel services and parking are provided.
- Cultural, Type 1 – A unique visitor center providing visitor information and interactive exhibits. Other uses should include restrooms, administrative offices, storage and may have a meeting room.
- Cultural, Type 2 – A unique style cultural museum use; an interactive and engaging cultural attraction with multi-floor exhibits. Other uses are restrooms, administrative offices, storage and a meeting room.
- Recreation, Type 1 - A unique recreation building type with orientation to the beach. It must have restrooms, café, and indoor and outdoor gathering areas.
- Public Realm Space – A park-like area which encourages public use. Public realm spaces over 2,500 SF must be designed to accommodate smaller-scale events and activities, including electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and possibly a temporary stage.

Additional Uses By Right

In addition to these uses by type, the following uses should be allowed by conditional use approval on the premises of any building or lot that abuts or lies within the defined boundaries of Major Components of the Public Realm (see Figure 2.28 for a definition of the boundaries of major components):

- Outdoor dining
- Outdoor concerts & neighborhood-scale events
- Street performance
- Outdoor markets

AREA

1

Area 1 accommodates retail, upper story residential uses, hotel/condominium and park space.

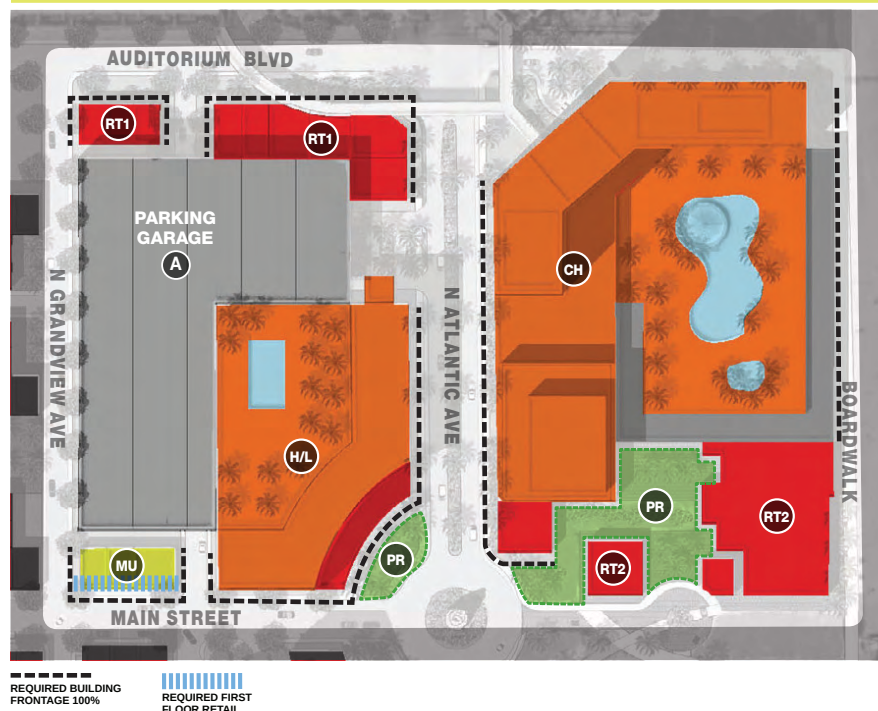
BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1	8	15	1	2
RT2 - Retail, Type 2	8	15	1	2
MU - Mixed Use	8	15	3	4
CH - Convention Hotel				
> Podium	8	15	1	4
> Tower	30	-	MAX allowable	
H/L - Hotel / Lodging				
> Podium	8	15	2	3
> Tower	30	-	7	9
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	-		

PARKING PROVISIONS

Location:	As shown to the right
Amount:	1 Parking Garage
See Parking Guidelines for more information	

BUILDING ENVELOPE



FORM AND USE - The building types below, identify specific architectural standards

**Retail, Type 1**

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

**Retail, Type 2**

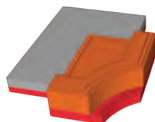
Boardwalk retail use with a ground floor transparent façade. Buildings must be built to the Boardwalk for direct pedestrian access. Buildings may be up to two stories with an upper floor related retail use. Back of house services areas should be inclusive, screened and aesthetically consistent.

**Mixed Use (Lodging/Retail)**

Ground floor retail use with ground floor retail and lodging or residential above. The building is generally built to the ROW line. Ground level arcade to be recessed behind ROW line.

**Convention Hotel**

Mixed-use multi-story lodging use; may include retail, hotel, conference, meeting and pre-function space, multiple dining venues, podium roof top resort style pool and other support uses. The building has exposed facades on all sides (back of house programs should be inclusive, screened and aesthetically consistent). Parking should be provided within the building mass, at its core. The primary tower form should be massed on the north half of the site up to the allowable height. Building massing on the southern half may not exceed four stories. The ground floor uses along A1A should meet Retail Type 1 guidelines. Ground floor uses along the Boardwalk must be built to the Boardwalk edge and should meet Retail Type 2 guidelines.

**Hotel / Lodging**

Mixed use building which may include ground floor retail uses and upper floor lodging uses. It is generally built to the ROW line. The building backs up to a parking garage which may also have a terrace with swimming pool elevated above the parking garage. The parking garage must provide shared parking to serve more than the building users (see parking standards). Ground level arcade to be recessed behind ROW line.

**Public Realm**

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage.

Figure 2.6. Building Form Regulating Plan: Area 1.

AREA

2

Area 2 permits civic uses, amusement park amenities, retail and parking garages.

BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
R/P - Retail / Parking	8	15	2	4
RT3 - Retail, Type 3	0	5	1	3
Rec - Recreation			1	3
CT1 - Cultural, Type 1	0	5	2	4
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	xx		

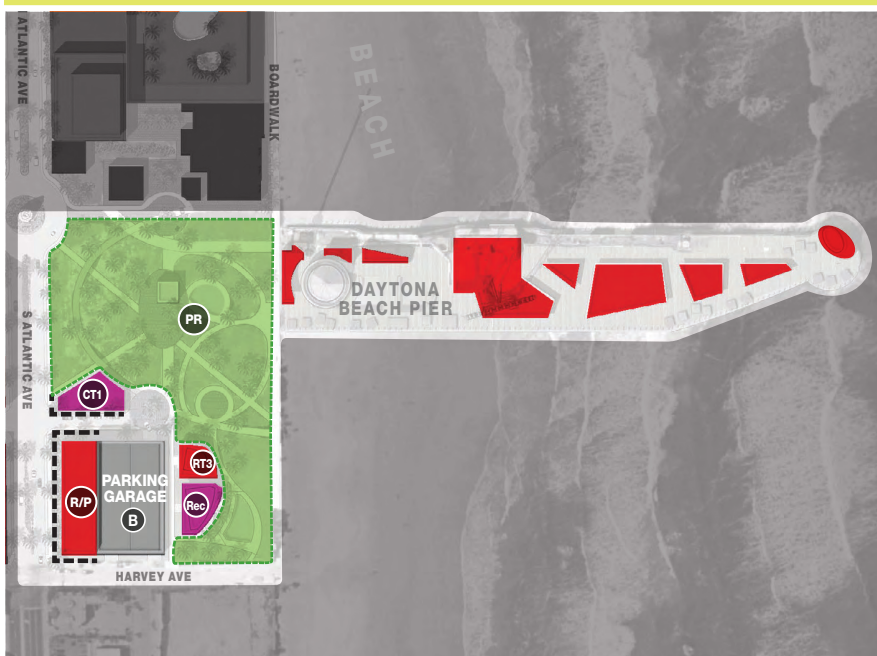
PARKING PROVISIONS

Location: As shown to the right

Amount: Parking Garage

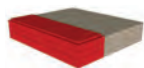
See Parking Guidelines for more information

BUILDING ENVELOPE



REQUIRED BUILDING
FRONTAGE 100%

FORM AND USE - The building types below, identify specific architectural standards

**Retail/Parking**

Ground floor retail use with allowable associated second floor retail use. The building is generally built to the ROW line. This type of building is contiguous to an adjacent parking garage which is directly behind it; the parking garage may be a freestanding structure with minimal separation between. The retail building massing is intended to obscure the volume of the parking garage. The parking garage must provide shared parking to serve more than the building users (see Parking Standards).

**Retail, Type 3**

Waterfront retail/food and beverage uses. These are unique building types that may have varying setback and open space all around the building (service areas must be inclusive, screened and aesthetically consistent). It may be up to two stories with a second floor use associated with ground floor business and may have a rooftop terrace. The buildings should have a strong orientation toward the waterfront for pedestrian access.

**Recreation**

The Beach Club is a unique recreation building type with orientation to the beach (services areas must be inclusive, screened and aesthetically consistent). It must have resort/lap pool and deck, restrooms, café, and indoor and outdoor gathering areas. It may be up to two stories high and may have an outdoor upper deck terrace. It must provide ornamental fencing around an outdoor swimming pool and deck uses adjacent to the beach.

**Cultural, Type 1**

A unique visitor center building type with orientation toward public realm space. It must be two to three stories with a transparent façade at the ground level. A large open lobby should provide visitor information and interactive exhibits. Other uses should include restrooms, administrative offices, storage and may have a meeting room. There should be access points on the front and back of the building. Service areas must be screened and aesthetically consistent.

**Public Realm**

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage.

Figure 2.7. Building Form Regulating Plan: Area 2.

AREA

3

Area 3 may accommodate civic uses, mixed use upper story residential, hotel and retail.

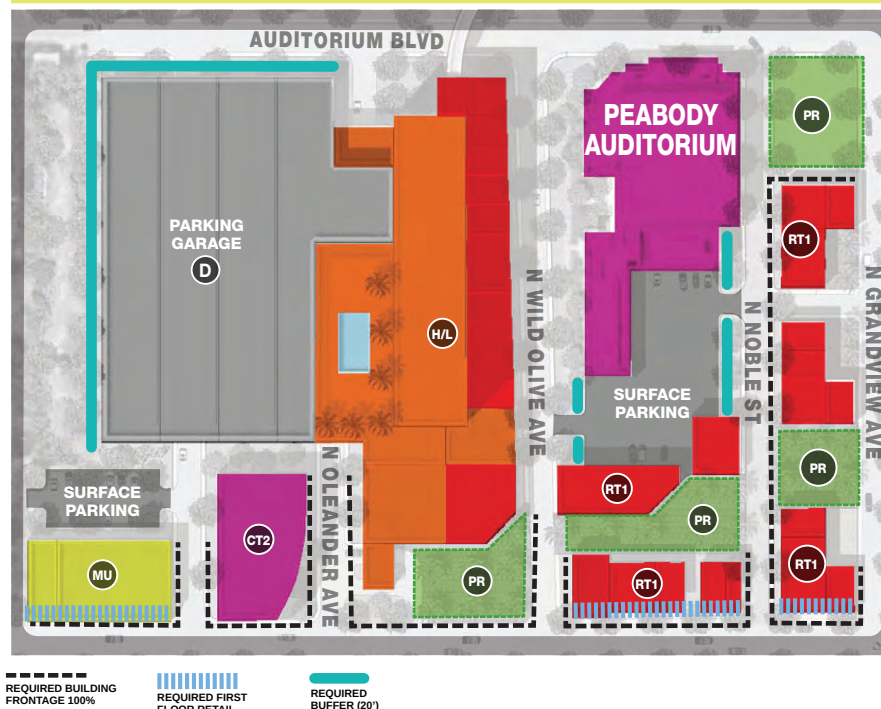
BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1	0	5	1	2
MU - Mixed Use	0	5	3	4
H/L - Hotel / Lodging				
> Podium	0	5	2	4
> Tower	20	-	MAX allowable	
CT2 - Cultural, Type 2	0	5	3	5
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	-		

PARKING PROVISIONS

Location:	As shown to the right
Amount:	1 Parking Garage, 2 Surface Lots
See Parking Guidelines for more information	

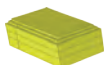
BUILDING ENVELOPE



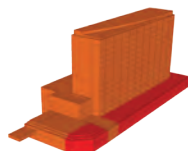
FORM AND USE - The building types below, identify specific architectural standards

**Retail, Type 1**

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

**Mixed Use**

Ground floor retail use with ground floor retail and lodging or residential above. The building is generally built to the ROW line. Ground level arcade to be recessed behind ROW line.

**Hotel / Lodging**

Mixed use building which may include ground floor retail uses and upper floor lodging uses. It is generally built to the ROW line. The building backs up to a parking garage which may also have a terrace with swimming pool elevated above the parking garage. The parking garage must provide shared parking to serve more than the building users (see parking standards). Ground level arcade to be recessed behind ROW line.

**Cultural, Type 2**

Is a unique style cultural museum building type with orientation toward Main Street. The main function is an interactive and engaging cultural attraction with multi-floor exhibits, other uses are restrooms, administrative offices, storage and a meeting room. There should be access points on the front and back of the building, so services areas should be screened and aesthetically consistent.

**Public Realm**

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage

Figure 2.8. Building Form Regulating Plan: Area 3.

AREA

4

Area 4 area may accommodate a mix of building types, both vertical and horizontal. Mixed-use building types, bungalows for hotel lodging, hotel, parking garage, and Retail use is permitted to occur within this Area.

BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1				
RT1 (Main)	0	5	1	2
RT1 (A1A)	8	15	1	2
MU - Mixed Use	0	5	3	4
H/L - Hotel / Lodging				
> Podium	0	5	2	3
> Tower	20	-	MAX allowable	
Bg - Bungalows	0	15	1	2
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	-		

PARKING PROVISIONS

Location: As shown to the right

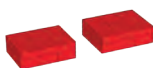
Amount: 1 Parking Garage, 3 Surface Lots

See Parking Guidelines for more information

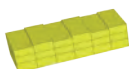
BUILDING ENVELOPE



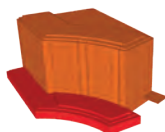
FORM AND USE - The building types below, identify specific architectural standards

**Retail, Type 1**

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

**Mixed Use**

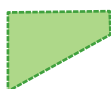
Ground floor retail use with ground floor retail and lodging or residential above. The building is generally built to the ROW line. Ground level arcade to be recessed behind ROW line.

**Hotel / Lodging**

Mixed use building which may include ground floor retail uses and upper floor lodging uses. It is generally built to the ROW line. The building backs up to a parking garage which may also have a terrace with swimming pool elevated above the parking garage. The parking garage must provide shared parking to serve more than the building users (see parking standards). Ground level arcade to be recessed behind ROW line.

**Bungalows**

Are detached units oriented toward the pedestrian only (and service access) Noble Street. Units may be up to two floors with flex-lodging space with lock out rooms. Bungalows are associated with the Boutique Hotel where hotel services and parking are provided. There is a small pavilion and pool near the entry. The area is encircled by an ornamental security fence.

**Public Realm**

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage

Figure 2.9. Building Form Regulating Plan: Area 4.

AREA

5

Block 5 provides building parameters that require an integrated mix of uses of retail, office, and residential.

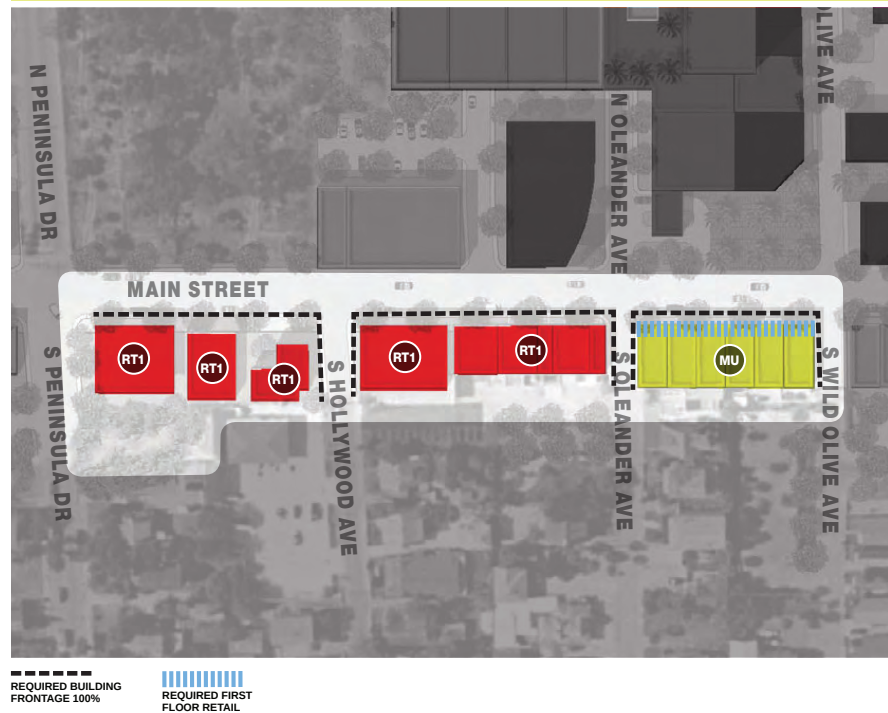
BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1	0	5	1	2
MU - Mixed Use	0	5	3	4
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	-		

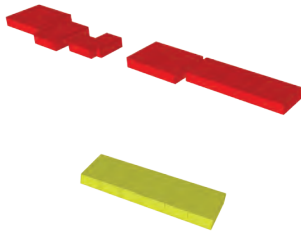
PARKING PROVISIONS

Location:	Behind Building
Amount:	Surface Lots
See Parking Guidelines for more information	

BUILDING ENVELOPE



FORM AND USE - The building types below, identify specific architectural standards



Retail, Type 1

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

Mixed Use

Ground floor retail use with ground floor retail and lodging or residential above. The building is generally built to the ROW line. Ground level arcade to be recessed behind ROW line.

Figure 2.10. Building Form Regulating Plan: Area 5.

AREA

6

Block 6 may accommodate a mix of building types, both vertical and horizontal. Residential single use is permitted to occur within this block.

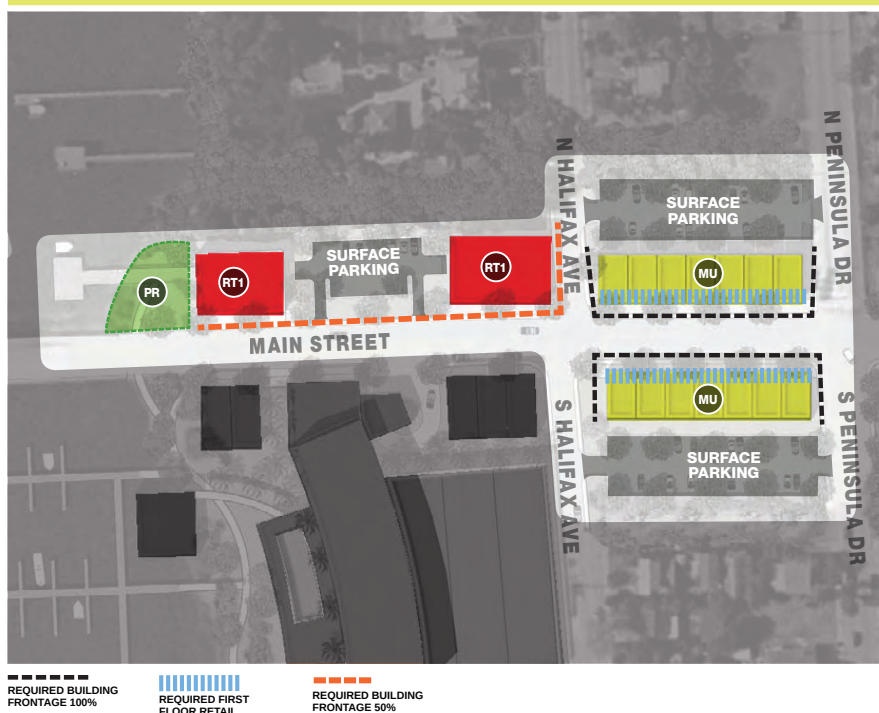
BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1	0	5	1	2
MU - Mixed Use	0	5	3	4
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	-		

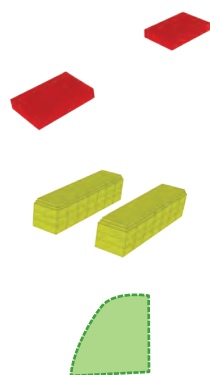
PARKING PROVISIONS

Location:	As shown to the right
Amount:	3 Surface Lots,
See Parking Guidelines for more information	

BUILDING ENVELOPE



FORM AND USE - The building types below, identify specific architectural standards



Retail, Type 1

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

Mixed Use

Ground floor retail use with ground floor retail and lodging or residential above. The building is generally built to the ROW line. Ground level arcade to be recessed behind ROW line.

Public Realm

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage

Figure 2.11. Building Form Regulating Plan: Area 6.

AREA

7

Area 7 provides building parameters that require an integrated mix of uses of retail, office, and residential.

BUILDING FORM TABLE

BUILDING:	SETBACK		STORIES	
	MIN.	MAX	MIN.	MAX
Street Setback (ft.)				
RT1 - Retail, Type 1	0	5	1	2
RT3 - Retail, Type 3	-	-	1	3
H/L - Hotel / Lodging				
> Podium	0	5	1	3
> Tower	20	-	5	7
CT1 - Cultural, Type 1	-	-	1	2
Side Setback (ft.)	0	10		
Rear Setback (ft.)	20	--		

PARKING PROVISIONS

Location: As shown to the right

Amount: 1 Parking Garage

See Parking Guidelines for more information

BUILDING ENVELOPE



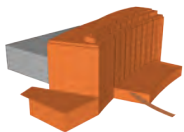
FORM AND USE - The building types below, identify specific architectural standards

**Retail, Type 1**

Ground floor retail or food and beverage use. The building is generally built to the ROW line with a transparent façade. There should be access points on the front and back of the building, so services areas must be screened and aesthetically consistent. It may be up to two stories with a second floor use associated with ground floor business.

**Retail, Type 3**

Waterfront retail/food and beverage uses. These are unique building types that may have varying setback and open space all around the building (service areas must be inclusive, screened and aesthetically consistent). It may be up to two stories with a second floor use associated with ground floor business and may have a rooftop terrace. The buildings should have a strong orientation toward the waterfront for pedestrian access.

**Hotel / Lodging**

Mixed use building which may include ground floor retail uses and upper floor lodging uses. Ground floor retail should be built to the ROW line. The building may back up to a parking garage, it may also have a terrace with swimming pool elevated above the podium. The parking garage may provide shared parking to serve more than the building users (see parking standards). Ground level arcade to be recessed behind ROW line.

**Cultural, Type 1**

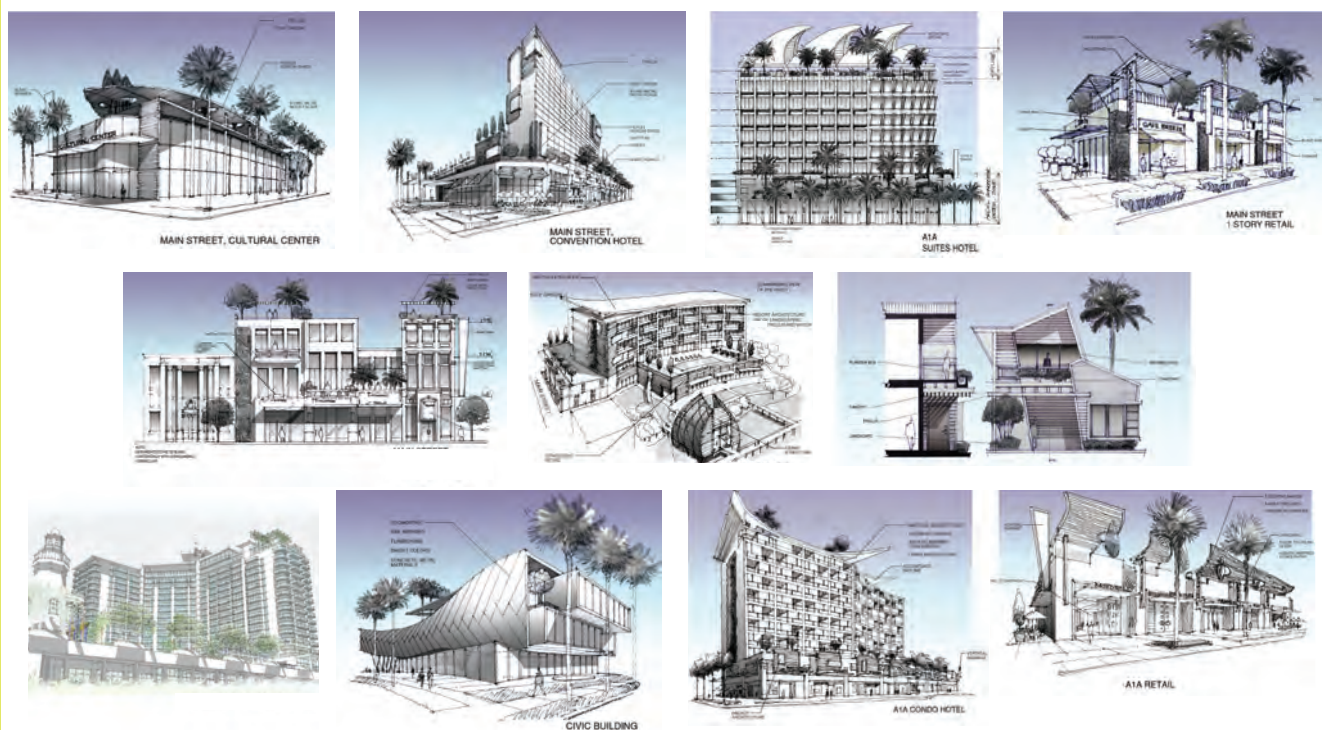
A unique visitor center and water taxi depot building type with orientation toward public realm space. It may be two stories with a transparent façade. A large open lobby should provide visitor information and interactive exhibits. Other uses should include restrooms, administrative offices, storage and may have a meeting room. There should be access points on the front and back of the building. Service areas must be screened and aesthetically consistent.

**Public Realm**

A park-like area which encourages public use and is a combination of hardscape paving, landscaping and trees, lighting, site furniture (benches, tables, chairs, umbrellas) and signage, ornamental fencing around food and beverage spaces, and may have a sustainable water feature. Public realm spaces over 2,500 SF must be designed to accommodate community events and activities; with electrical convenience outlets for sound and lighting systems, storage in adjacent buildings, and may include a temporary stage

Figure 2.12. Building Form Regulating Plan: Area 7.

Architectural Guidelines



Each building type included in the E-Zone Form Based Guidelines has unique attributes, which are listed with the drawings on the following pages. The following standards apply to all of the building types unless otherwise noted:

HEIGHT

Height guidelines vary; see Building Form Tables for each Area for specific information.

SET-BACK

The body of the building is set at the ROW line of the street unless otherwise noted on the Master Plan.

TRANSPARENCY

Ground floor level should have 80% minimum façade of non-mirror transparent glass windows and doors, with full expanse between a minimum of 18 inches above the ground to 12 ft. ht, with some portions extending to the ground and up to 14 ft. ht (see Building Form Tables for each Area for specifics). Upper floors should have 60% minimum window and door transparency. For upper floors, awning and sun screens are permissible to cover ¼ of the door/window opening dimension.

OVERHANG

Balconies may extend out from the building face (into the ROW) up to 6 ft.); canopies and awnings may extend up to 10 ft. 60-80% of the ground floor façade should be covered with balcony, canopy or awning to shade the sidewalk adjacent to ground floor face.

EXTERIOR MATERIAL

Given the salt spray conditions, the primary sustainable materials for the building structure may include: non-painted CMU block, CIP concrete with form liner, smooth painted or shell dash coquina stucco, metal (aluminum, stainless steel, corrugated metal), cement fiber simulated (wood) siding, brick, glass (type), metal lattice (for plants), metal brackets and supports, anodized aluminum or painted aluminum trellis (replace wood).

COLOR PALETTE

The building color is selected from a muted palette of grey, white, grey-blue, beige, grey-green, and dusty terracotta, colors which recede creating a simple base on which other accent colors stand out. Accents can include color in signs, vegetation, awnings, and furniture. Accents may also include crisp white or brushed metal trim, railings, sun screen shutters, brackets and supports. Lighting should be metallic and/or painted white fixtures. Other color variations may be approved on an individual case basis.

SIGNAGE

Building mounted signs may be attached to the façade, in various locations so as to coordinate with the composition of design elements and not block windows or lighting. They may be mounted as vertical blade signs on building corners (extending up to 5 ft. away from the building). Signs may be mounted on the roof as horizontal elements.

LIGHTING

Full shield cut off hoods on lighting utilizing compact florescent or LED lighting fixtures directing light downward and avoiding glare to areas not directly adjacent to the building should be used. Lighting should be composed to create a glow on the unglazed portions of the façade, on highlight signs and on vegetation.

VEGETATION

Flowering and foliage vines, shrubs and small trees are part of the architectural vocabulary and may be utilized on the building to add richness to the overall appeal of Main Street and to soften and ground the building. Metal trellis elements may be attached to the façade of the building at corners, sides and portions of the front to allow climbing vines to grow to create a living wall and spread on the vertical plane. Small trees and palms may be planted in planters (fixed and movable) on terraces and balconies; flowering and foliage shrubs, vines and trailing plants may be planted in boxes and troughs mounted to the building or railing. All trees and plantings must have sufficient drainage (to avoid façade staining) and automatic drip irrigation systems. Selections must be made from the enclosed approved plant species palette.

PARKING GARAGES

The Master Plan shows locations for parking structures which in some cases have vegetative buffer screens separating the parking structure from the streetscape. All structures are to be visually screened either by buffer or vertical trellis with vines extending the top level of the structure. The floor to floor height separation is generally 10'. The entry for both pedestrians and vehicles should be clearly marked with an aesthetically appealing side and overhead framing element. (Pedestrians should have a dedicated walk linking to the parking areas.) Some parking structures should be integral to the adjacent building, with terraces and pool decks on the top floor of the structure. Structures should adhere to the same materials palettes as the buildings. For conditions where parking structures face the street, the ground floor should be designed to provide interest (similar to retail frontage) for pedestrians passing by and should incorporate a shade awning or canopy.

SUSTAINABILITY

The Master Plan approaches building design from a whole systems, integrated perspective. Proposing Developers should engage in an open and well documented planning, design, and construction process where project opportunities and constraints are examined, and issues of environmental impacts and compliance, cost, future flexibility, and efficiency are considered. In order to fulfill sustainability goals, the project team should evaluate the project's broader environmental impacts and long-term economic feasibility. Sustainable strategies that are best suited to contribute towards achieving LEED project goals should be selected. We encourage that buildings meet LEED Silver standards for design and construction at a minimum. Important considerations for building sustainability:

Energy

The design should maximize "free" energy and daylight harvesting by planning, orienting, and designing buildings with respect for the site and the local climate. Architectural design is supported by building engineering design and analysis for energy performance, daylight harvesting and electric light balance. Software tools such as SSIM can model use to demonstrate the energy, environmental and cost benefits of our proposed energy performance strategies.

Water

Reducing the use of potable water inside and outside buildings is a key consideration in many regions because of water shortages as well as the energy cost associated with both treating and transporting water, sometimes many hundreds of miles from source to user. Water use should be tailored to match input and output requirements as closely as possible. Strategies include low flow appliances, reuse of greywater and rainwater within buildings or for irrigation. Internal solutions are integrated where possible with stormwater strategies such as green roofs, living walls, cisterns, rain gardens and bioretention basins.

People

Both sunlight and daylight are important factors affecting indoor environmental quality for building occupants. Good day lighting has been shown to have a positive effect on building occupant productivity and well-being, and is a source of “free” illumination. However, the direction and intensity of sunlight into an interior space must be controlled to prevent glare and unwanted solar gain. Improved indoor environmental and air quality has been shown to improve building occupant productivity and health. Providing appropriate ventilation and selecting green materials should have a positive impact in achieving comfortable, safe and healthy indoor environments.

Elements

The selection of building materials using performance criteria overlaid with current green performance requirements is integral to sustainability. These requirements, intended to reduce global and local environmental and human impacts, include an understanding of a material’s life cycle assessment (the inputs and outputs from cradle to cradle, including mining, fabrication, transportation, installation, recycling), its material content, waste reduction, chemical emissions, and long term performance. Multiple third-party green material certifications are currently available to guide in material selection.

Green Roofs and Living Walls

Used in the right context, green roofs and living walls can have multiple sustainability benefits - providing increased thermal insulation for a building, reducing the urban heat island effect, providing amenity for wildlife and/or people, decreasing stormwater runoff as well as enhancing the public realm. Developers should assess whether a green roof is the right solution for a particular building and chose the appropriate plant palette and substrate material.

Main Street - Retail, Type 1


RT1

Main Street – Retail Type 1 is located at various points along Main Street and allows for a ground floor retail/office use with potential for one upper floor associated use.

Character

The style is active and livable beach town for retail along Main Street. The massing and style are primarily single floor building with roof landscape and trellis elements to enhance the verticality. The design should feature the ground floor shops, retail, restaurants and galleries. The building façade of the front elevation is divided into bays with a connected transom linking the windows and entry doors. Bays are contiguous, although set flush to the building face or slightly recessed (up to 3 ft.). There are a variety of allowable

elements which add to the interest and definition of the façade, including vertical trellis lattice and louvers. Fenestration, lighting, signage and vegetation add to the composition of the building character.

Height

Building mass for single floor buildings is typically is up to 24'; second floor retail uses buildings may be up to 38 ft., with roof top elements (trellis) extending above. Floor to floor: from ground floor to second floor = 18 ft.



Figure 2.13. Architectural Guidelines, Main Street Retail Type 1.

Main Street - Mixed Use



MU

The Main Street Mixed Use architecture type is a mix of ground floor retail/office uses with upper floor residential uses.

Character

The character is livable beach town in its style and massing. The feeling is that while the ground floor is active with shops, retail, restaurants and galleries it is also designed to accommodate upper floor residential. So it is also comfortable and appealing to residential uses. The building massing of the front elevation is divided into bays with three vertical window and door openings per bay. Bays are contiguous, although set flush to the building

face or slightly recessed (up to 3 ft.). There are a variety of allowable elements which add to the interest and definition of the façade, including occupiable spaces on balconies and rooftop terraces. Fenestration, lighting, signage and vegetation add to the composition of the building character.

Height

Building mass may be up to 48 ft., with roof top elements (trellis) extending up to 56 ft. Floor to floor: from ground floor to second floor = 18 ft. Upper floor; from 2nd to 3rd = 16 ft.

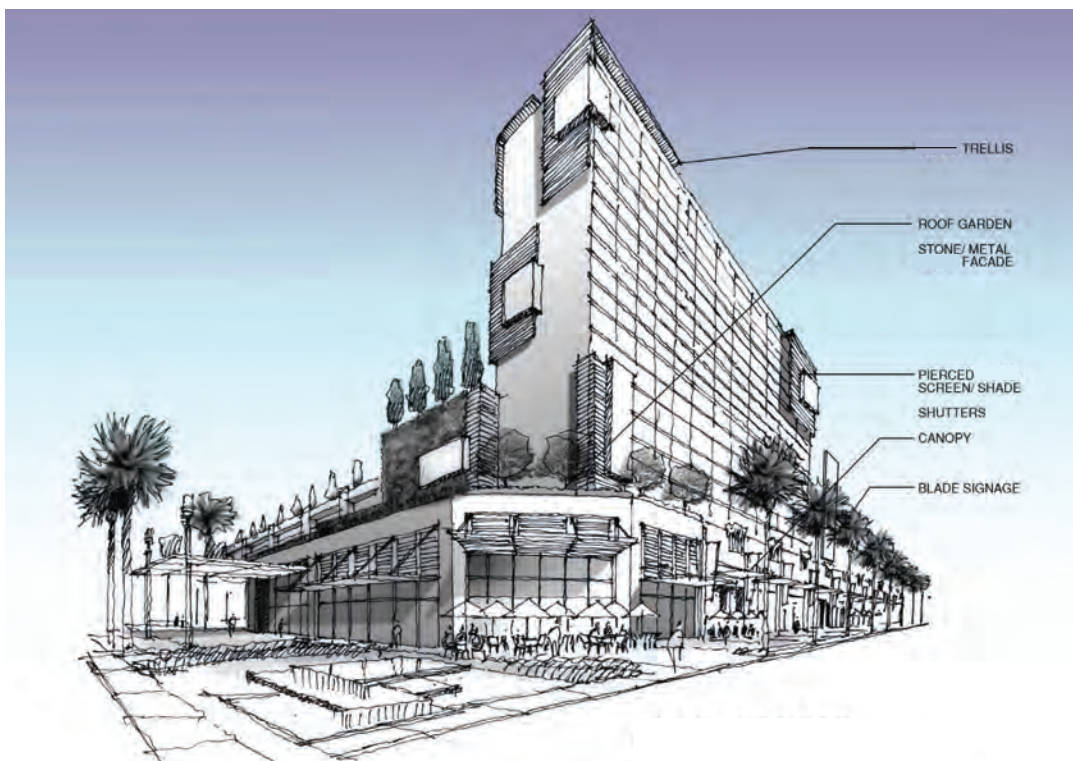
Transparency

Ground floor level should have 80% minimum façade of non-mirror transparent glass windows and doors, with full expanse between 18 inches to 12 ft. ht; some portions extending to the ground and up to 14 ft. ht. Upper floors should have 60% minimum window and door transparency. For upper floors, awning and sun screens are permissible to cover $\frac{1}{4}$ of the door/window opening dimension.



Figure 2.14. Architectural Guidelines, Main Street Mixed Use.

Main Street - Hotel Lodging



H/L

The Main Street Hotel Lodging architecture type is a business hotel with ground floor retail along Main Street and North Wild Olive Street; the hotel is supported by an integral parking garage. The hotel serves the Ocean Center as an affordable business hotel with a connected, climate controlled walkway bridge linking the hotel and convention center.

Character

The building address is oriented to Main Street with the blade portion of the hotel aligned along, and setback from N. Wild Olive Street. It is a contemporary design with strong ground plane public space and pedestrian oriented activity on the ground floor. The design utilizes pierced wood (simulated) screen shade and overhead structures on the roof as well as landscape and vines trained to vertical trellis. The façade on N. Wild Olive Street is to be highly active and attractive to pedestrians with awnings, louvers, canopies for shade covering.



Figure 2.15. Architectural Guidelines, Main Street Hotel Lodging.

Parking is accessed primarily off of North Oleander Ave; garage also serves retail and the adjacent Cultural Use. The plan includes a rooftop pool deck above the parking structure.

Height

The building mass may be up to seven floors, with roof top elements (trellis) extending above. Floor to floor heights: from ground floor to second floor = 18 ft. Upper floor; from 2nd to 3rd = 16 ft. Upper floors to be 12' floor to floor.

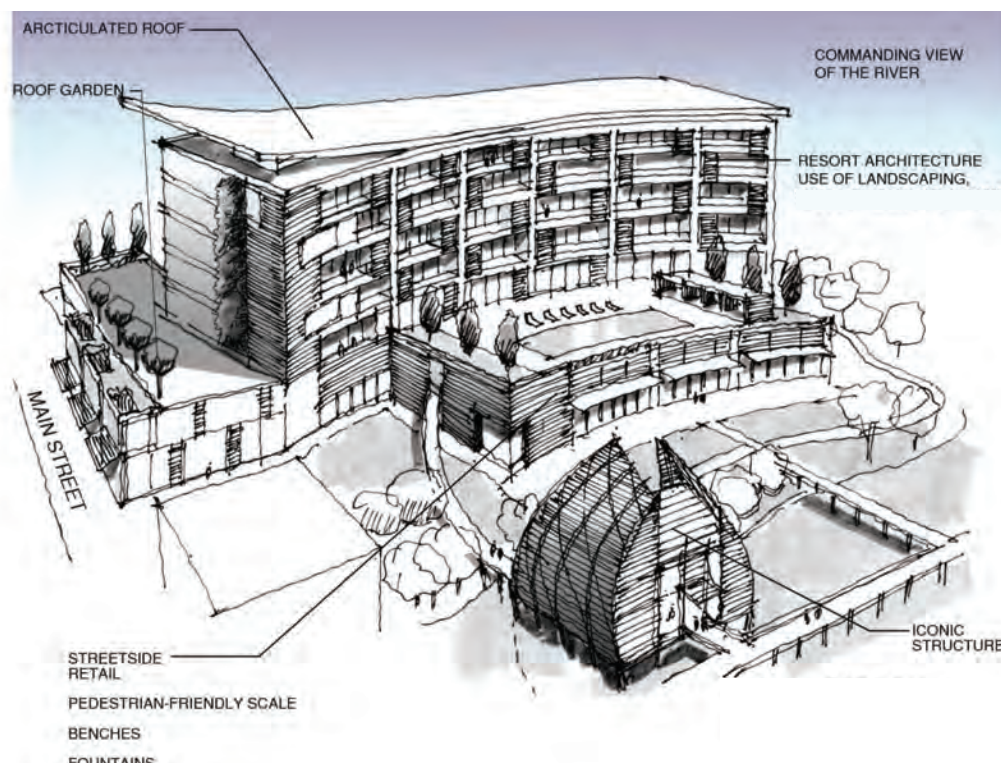
Set-back

The ground floor retail portion of the building is set at the ROW line, the body of the lodging and other elements of the building are set back per the plan.

Overhang

Awnings and canopies may extend out from the building face (into the ROW) up to 10 ft. 60-80% of the ground floor façade should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.

Main Street - Hotel Lodging



H/L

The Main Street - Hotel Lodging architecture type is a river front hotel with ground floor retail on Main Street; the hotel is supported by an integral parking garage. The hotel overlooks a Halifax marina with wet slips to accommodate monthly rentals as well as daily slips. Included is a waterfront ships store, water taxi dock and restaurant overlooking the marina. The site also has a public park on the south side and public trail which extends along the riverfront linking the park to Main Street Bridge underpass.

Character

The building is oriented toward the river yet has its address along Main Street. The form of the building is concave surrounding a rooftop pool overlooking the river. The style is casual and is a welcoming landmark near the Main Street Bridge. It utilizes resort architecture which is relaxed and incorporates curves and wood (simulated) in the design and landscaping. The building has a pedestrian-scale ground-level retail presence along Main Street. The ships store and restaurant is an iconic nautically inspired building.



Figure 2.16. Architectural Guidelines, Main Street Hotel Lodging.

Height

The building mass may be up to seven floors, with roof top elements (trellis) extending above. Floor to floor heights: from ground floor to second floor = 18 ft. Upper floor; from 2nd to 3rd = 16 ft. Upper floors to be 12' floor to floor.

Set-back

The ground floor retail portion of the building is set at the ROW line, the body of the lodging and other elements of the building are set back per the plan.

Overhang

Awnings and canopies may extend out from the building face (into the ROW) up to 10 ft. 60-80% of the ground floor façade should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.

Main Street - Cultural, Type 2



CT2

The Main Street Cultural, Type 2 is a unique building type that allows cultural and leisure attraction uses. An example of the potential use is a technological show case featuring the rich and colorful history of the Daytona Beach, including interactive and engaging displays that attract all age groups and make it possible for them to virtually experience the early days of the settlement, the heyday of early NASCAR racing on the beach, and the story of how the Biker events came to be.

Character

The architectural style is unique and exciting – an iconic building which attracts attention in its form and unique design. It does not have the same character as retail and lodging buildings, and should stand out from the surrounding Main Street buildings as an important place to visit. The southeast corner of the building is intended to be the primary entry with a strong presence on Main Street. An open public space with interactive fountain is shared with the adjacent hotel and allows for direct views from east and west.



Figure 2.17. Architectural Guidelines, Main Street Cultural Type 2.

The use of the building may require a dark interior yet the exterior appearance should be glazed and not appear as a blank wall.

Height

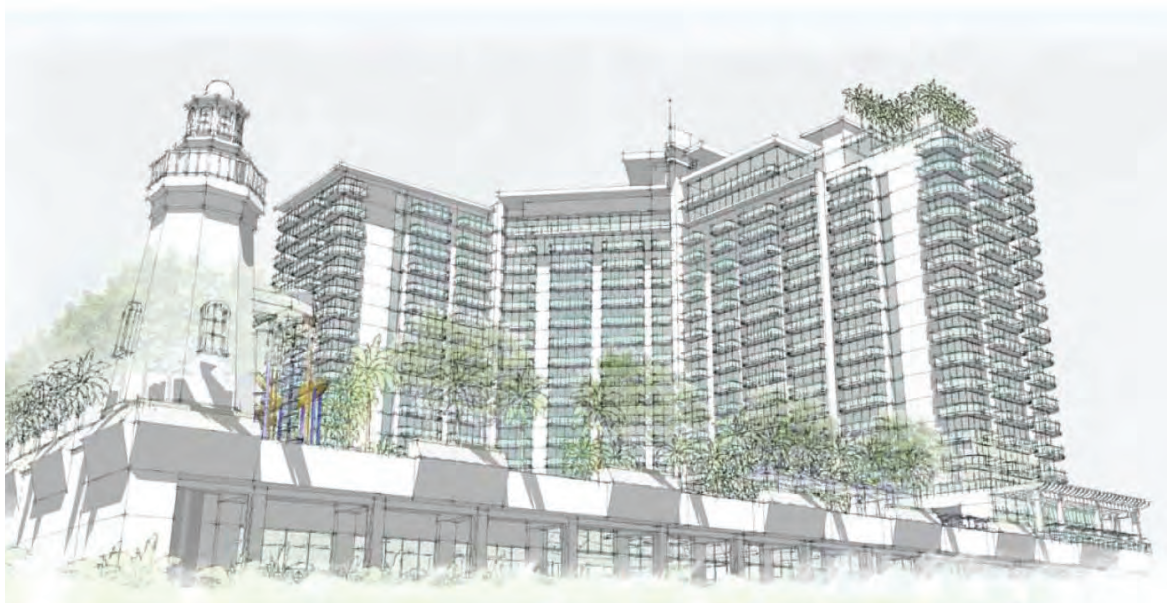
The building mass may be up to four floors, with roof top elements (trellis) extending above. Floor to floor heights: from ground floor to second floor = 18 ft. Upper floor; from 2nd to 3rd = 16 ft. Upper floors to be 12' floor to floor. It may have an expansive high multi-floor ceiling height in the lobby

Set-back – the leading edge of the ground floor portion of the building is set at the ROW line, the body of the lodging and other elements of the building are set back per the plan.

Overhang

Canopies may extend out from the building face (into the ROW) up to 12 ft., 80% of the ground floor façade should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.

Pier/A1A - Convention Hotel



Source: Morris Architects, 2009

CH

The A1A Convention Hotel architecture type should be a headquarters convention and business hotel with guest rooms, food and beverage offerings, event ballroom and meeting spaces, and other hotel function programs. It should be an iconic architectural statement located on a prominent site, playing an important role in the Master Plan as a strong anchor at the oceanfront. It should be a mixed use facility which serves hotel guests, convention attendees, the general public and other businesses. The long axis of the lodging tower is oriented east/west to allow commanding views of the ocean and beachfront from both sides. The tower is positioned toward the north end of the site near Auditorium Blvd., which should allow clear views of the ocean from buildings located on the west side of A1A; from above the third or fourth floor. The building podium should extend from A1A east to the Boardwalk and to the south where it should integrate with a pedestrian-friendly green park space at the interface with existing Main Street uses. It should be visible from all sides, so the service areas and the parking structure should be internal and screened. It may include a pool deck above the parking structure or podium with landscaped terrace. The hotel should serve the Ocean Center and should be connected by a climate controlled walkway bridge linking the convention hotel, convention center and the Hilton Hotel at a height sufficient to allow traffic movement below.

Character

The hotel tower should have a clearly defined base, middle and top. Its architecture should be dynamic with flowing forms along the roof line. It should have a light and luminous building façade and include landscape elements on the surface and face of the building. The ground floor should be welcoming to pedestrians and include retail

and other hospitality uses to complement other offerings along A1A and the Boardwalk. Canopies and awnings should provide a shade covered walk along the face of the building. The ground plane should have a lush resort landscape quality.

Height

Please refer to the Building Form Table for each specific Area for tower height. Roof top elements (e.g. trellis) may be included. Floor to floor heights: from ground floor to second floor = 18 ft. From 2nd to 3rd floors = 16 ft. Upper floors should be 12 ft. floor to floor. The podium may have spaces with high ceiling heights as required, up to four stories.

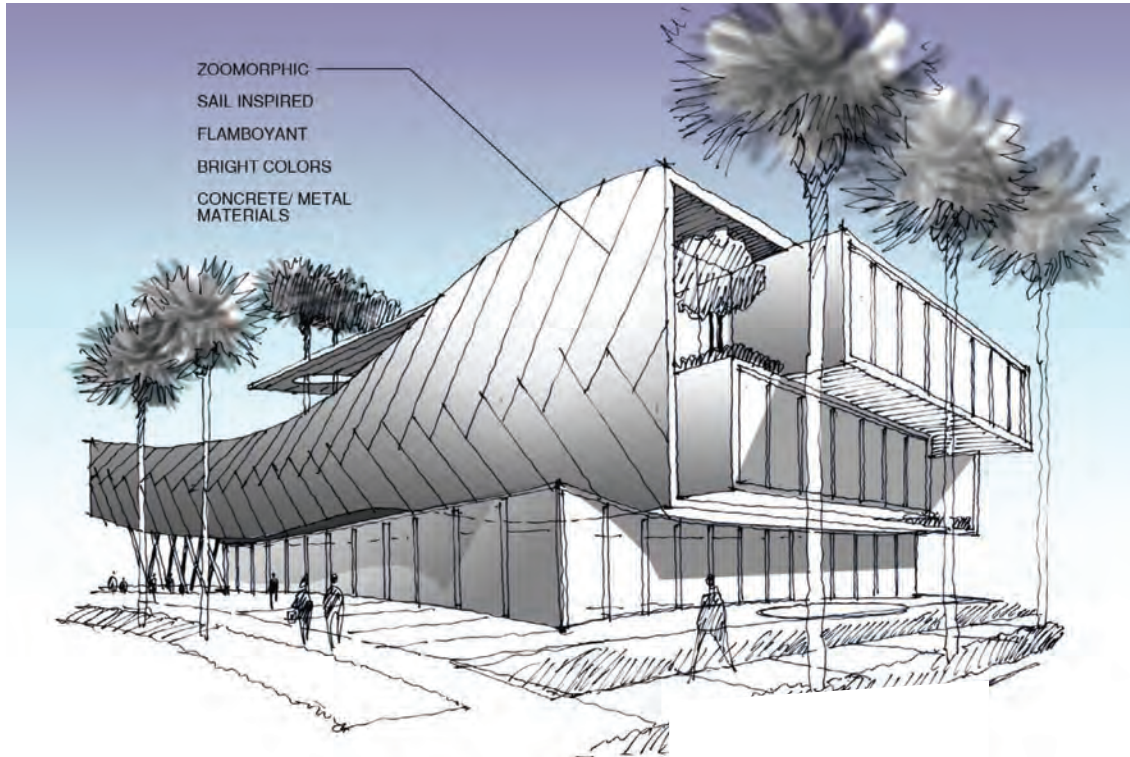
Overhang

Awnings and canopies may extend out from the building face (into the sidewalk area of the ROW) up to 10 ft. 80% of the ground floor façade along A1A and the Boardwalk should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.



Figure 2.18. Architectural Guidelines, Pier A1A Convention Hotel.

Pier/A1A - Cultural, Type 1



CT1

The Pier/A1A Cultural, Type 1 should be a unique building type that accommodates cultural and visitor Form and orientation uses. It is intended to be a place for visitors to come and learn more about what the E-Zone has to offer and to get information about events and activities in the area. It should also house the administrative offices of the E-Zone business operations and management staff. It should look out over Beach Town Square and Breaker's Oceanfront Park.

Character

The architectural style should be unique and exciting – an iconic building which attracts attention in its form and design. The style should be organic and brightly colored, inspired by a windblown sail. It should be constructed from concrete and metal materials.



Figure 2.19. Architectural Guidelines, Pier A1A Cultural Type 1.

Height

Please refer to the Building Form Table for building heights for each specific Area. Roof top elements (e.g. trellis) may extend above. Floor to floor heights: from ground floor to second floor = 18 ft. From 2nd to 3rd floors = 16 ft. Upper floors to be 12 ft. floor to floor. This building type may have an expansive multi-floor ceiling height in the main atrium space.

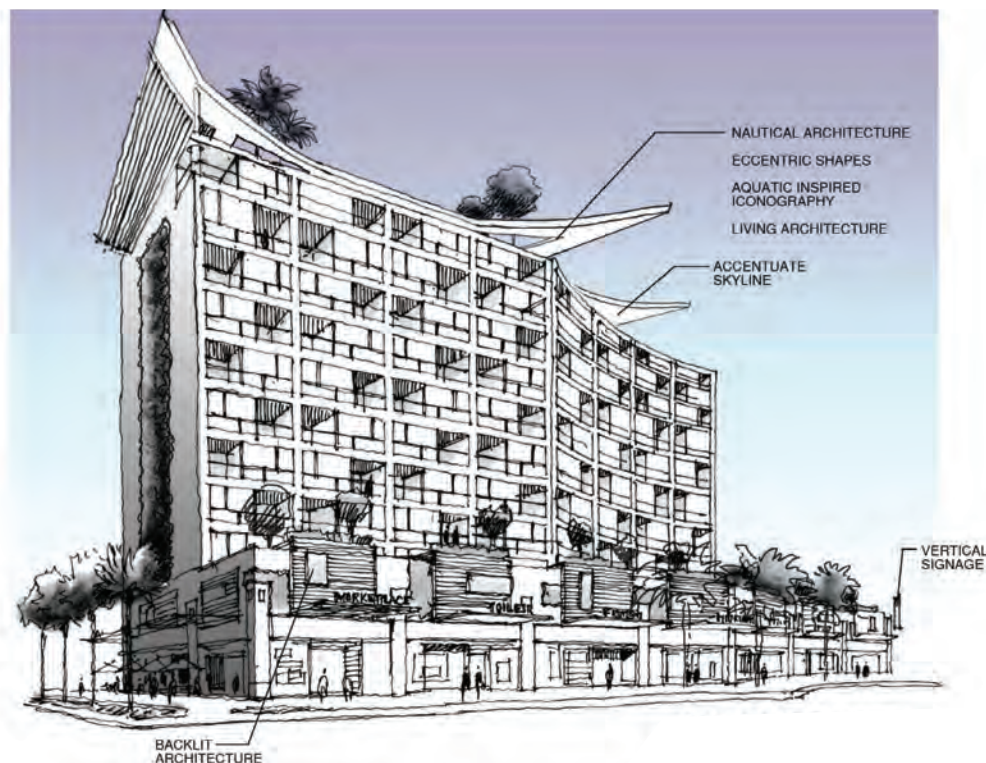
Set-back

The ground floor portion of the building should be set back per the Building Form Table for each specific Area. The body elements of the building should be set back per the plan.

Overhang

Canopies may extend out from the building face (into the sidewalk portion of the ROW) up to 10 ft. 80% of the ground floor façade should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.

Pier/A1A - Hotel Lodging



H/L

The A1A Hotel Lodging architecture type is a hybrid business and leisure hotel type with potential uses including condo/rental apartment residential or lodging, office, food and beverage offerings, and retail uses on the ground floor. The ground plane is should have a strong presence and include a broad sidewalk promenade allowing outdoor dining and ample outdoor seating areas. The primary frontage of the building should be on A1A, yet the building should hold the corner at the intersection of A1A and Main Street. In this position, the building should stand as one side of an architectural gateway statement at the opening of Main Street. It should include a tower element oriented north/south along the long axis to allow views of the ocean on the east side, with city and pool views on the west side. A parking structure should be integral with the project and include a rooftop pool deck on its top level. The parking structure should have ground floor retail lining its base.

Character

The building design engages the roundabout at the intersection of Main Street and A1A, concentric with the roundabout's curve. The building should step back from the street at the upper levels, creating a broad continuous landscape terrace with views to the ocean and street life below. The tower's base should include backlit architectural elements; the mid-tower portion should be undulating

to create shadow play on the balconies; and the top portion of the tower should have an accentuated nautical form. The building should include a living wall and landscape elements on the terrace surfaces and the face of the building. Canopies and awnings should provide a shade covered walk along the face of the building. The ground plane should have a lush urban resort landscape feel.

Height

Please refer to the Building Form Table for each specific Area for tower height. Roof top elements (e.g. trellis) extending above may be included. Floor to floor heights: from ground floor to second floor = 18 ft. From 2nd to 3rd floors = 16 ft. Upper floors to be 12 ft. floor to floor. The podium may have spaces with high ceiling heights as required, up to 54 ft. overall.

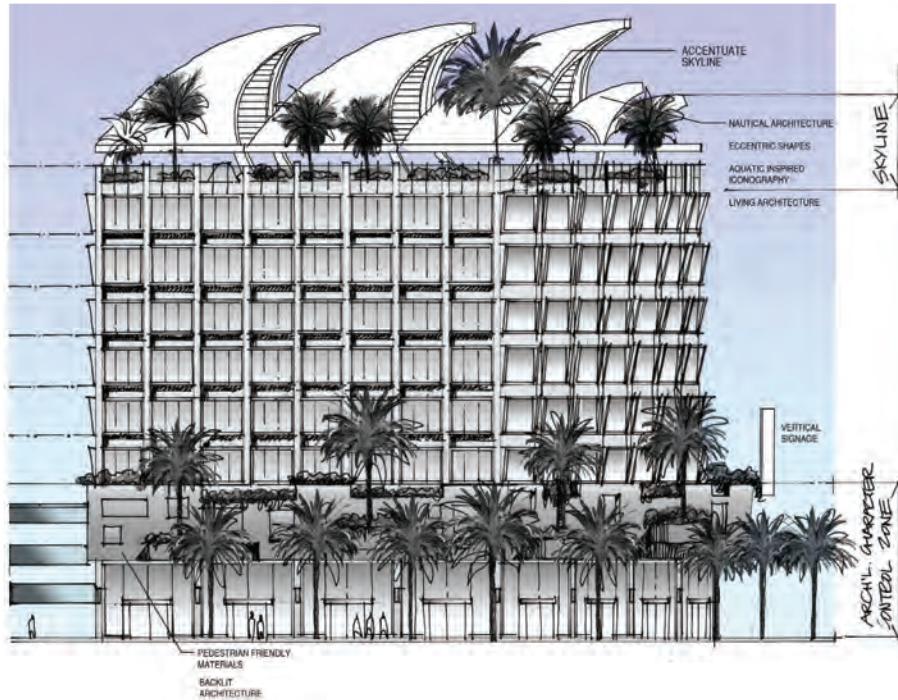
Overhang

Awnings and canopies may extend out from the building face (into the sidewalk area of the ROW) up to 10 ft. 80% of the ground floor façade along A1A and the Boardwalk should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.



Figure 2.20. Architectural Guidelines, Pier A1A Hotel Lodging.

Pier/A1A - Suites Hotel



H/L

The A1A Hotel Lodging architecture should be in the style of a leisure resort hotel, including lodging, food and beverage offerings, and retail uses on the ground floor. It should also serve as the center for concierge services to the Bungalows which should be located just to the west of the Suites Hotel and connected by a pedestrian walkway. The hotel and bungalows should share amenities and services, as well as the parking structure, to be positioned just behind the tower on the west side. A swimming pool and deck should be located on top of the parking structure. The ground plane along A1A and Main Street should have a strong presence and include a broad sidewalk promenade allowing outdoor dining and ample outdoor seating areas. It should include a hotel tower oriented north/south along the long axis of A1A to allow views of the ocean on the east side, with city and pool views on the west side. The primary frontage of the building should be on Main Street, yet the building should hold the corner at the intersection of A1A and Main Street. The form of the tower establishes the south side of an architectural gateway statement at the opening of Main Street.

Character

The Hotel Lodging building style should be engaging, celebrating the proximity to the World's Most Famous Beach with nautically inspired sail forms and a landscaped roof top to accentuate the skyline.

The building form is designed to be concentric around the curve of the roundabout at the intersection of Main Street and A1A. The building steps back from the street at the upper levels, creating a landscaped terrace for the hotel rooms with views to the ocean and street life below. The tower should have a strong base with backlit architectural elements, a well defined mid-tower portion to create

shadow play on the balconies, and a top with a distinct nautical form. The building should include landscape elements on the terrace surfaces and the face of the building. Canopies and awnings should provide a shade covered walk along the face of the building. The ground plane should have a lush urban resort landscape feel.

Height

Please refer to the Building Form Table for each specific Area for tower height. Roof top elements (e.g. trellis) can extend above. Floor to floor heights: from ground floor to second floor = 18 ft. From 2nd to 3rd floors = 16 ft. Upper floors to be 12 ft. floor to floor.

Set-back

The ground floor retail portion of the building should be set back per the Building Form Table for each specific Area. The tower should be set back from the ground floor per the plan.

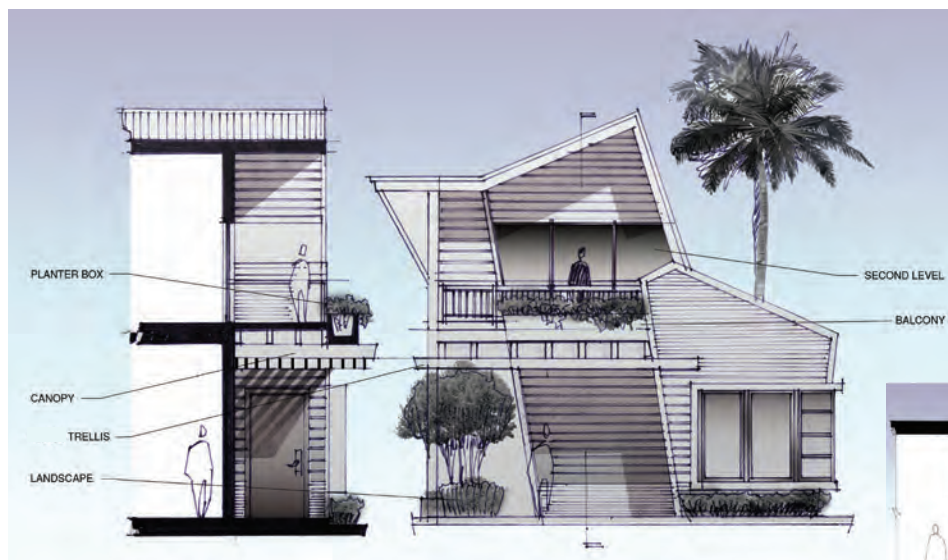
Overhang

Awnings and canopies may extend out from the building face (into the sidewalk area of the ROW) up to 10 ft. 80% of the ground floor façade along A1A and the Boardwalk should be covered with canopy or awning to shade the sidewalk adjacent to ground floor face.

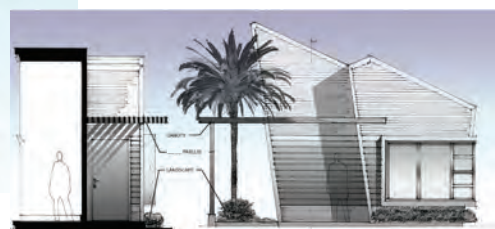


Figure 2.21. Architectural Guidelines, Pier A1A Suites Hotel.

Pier/A1A - Bungalows



Two-story Example



One-story Example

BG

The Bungalows should be a unique lodging alternative lining both sides of a special pedestrian section of South Noble Street. They should be an enclave of single and double story detached lodging units associated with the Suites Hotel. The Bungalows should be designed to accommodate a variety of group sizes and the two story units should have lock-out rooms so two separate parties may occupy them simultaneously. The main support and guest services should be provided within the hotel, which is connected by a pedestrian walkway. Parking for the Bungalows should be in the shared parking structure with the hotel to be located close to the Bungalows. Bungalow guests may also be allowed to use the hotel amenities, including the roof top pool and deck; they should also have a small exclusive pool within the gated and secure Bungalow row.

Character

The avant-garde architectural style of the Bungalows should be a departure from the traditional historic beach house yet inspired by the freedom of expression of Daytona Beach. The style of the units should be angular and fun with wood (simulated) siding and horizontal banding. Historic elements should be updated in this

modern application, such as corner wrap around windows. The Bungalow neighborhood should be a lush urban resort landscape garden unified by the pedestrian street.

Height

The Bungalows should be one or two stories. Floor to floor heights: from ground floor to second floor = 10 ft.

Set-back

The Bungalows should front onto South Nobel Street, the pedestrian-only internal street. The set back should be as per the Building Form Table for each specific Area.

Overhang

Each unit should have a canopy overhang to provide a shaded area at the front door, establishing a small welcoming outdoor patio.



Figure 2.22. Architectural Guidelines, Pier A1A Bungalow.

Pier/A1A - Retail, Type 1


RT1

The Pier/A1A - Retail Type 1 should be located along various points along A1A. This type allows for ground floor retail and food and beverage uses with potential for one upper floor for an associated use.

Character

The style should be expressive and accommodate active retail along A1A. The massing and style should be primarily single floor building with eccentric roof shapes extending upward from the building to heighten the visual impact. The design features should



Figure 2.23. Architectural Guidelines, Pier A1A Retail Type 1.

accommodate ground floor shops, retail, restaurants and galleries. The building façade of the front elevation should be divided into bays with a connected transom linking the windows and entry doors. Bays should be contiguous, set flush to the building face or slightly recessed (up to 5 ft.). A variety of elements should be allowed which add to the interest and definition of the façade, including vertical trellis lattices and louvers. Fenestration, lighting, signage and vegetation can add to the composition of the building character.

Height

Please refer to the Building Form Table for building heights for each specific Area. Roof top elements (e.g. trellis) may extend above. Floor to floor: from ground floor to second floor = 18 ft.

3

The Public Realm

Public Realm Framework



Figure 2.24. The Public Realm Regulating Plan.

The Public Realm

The public realm is defined as (1) all primary pedestrian pathways within the Daytona Beach E-Zone district, (2) all existing public space amenities within the district including the Boardwalk, Pier, beach, and cemetery, and (3) all major components of the open space framework as depicted in the diagram above, including Main Street, Beach Town Square, Noble Promenade, and Marina Park.

The public realm should feature a consistent palette of elements characteristic of the E-Zone. The style and character of place-making elements within the public realm should include paving, plants, lighting, furnishings, and signage.

Development abutting major components of the public realm must comply with guidelines set out in this section on the abutting edge. The public realm framework also sets out requirements for buffers to mitigate the impacts of adjacent incompatible uses.

MAJOR COMPONENTS OF THE PUBLIC REALM

The primary circulation and open space network within the larger district public realm is defined by four major components, as depicted in the diagram above. These include Main Street, Beach Town Square (including the boardwalk and

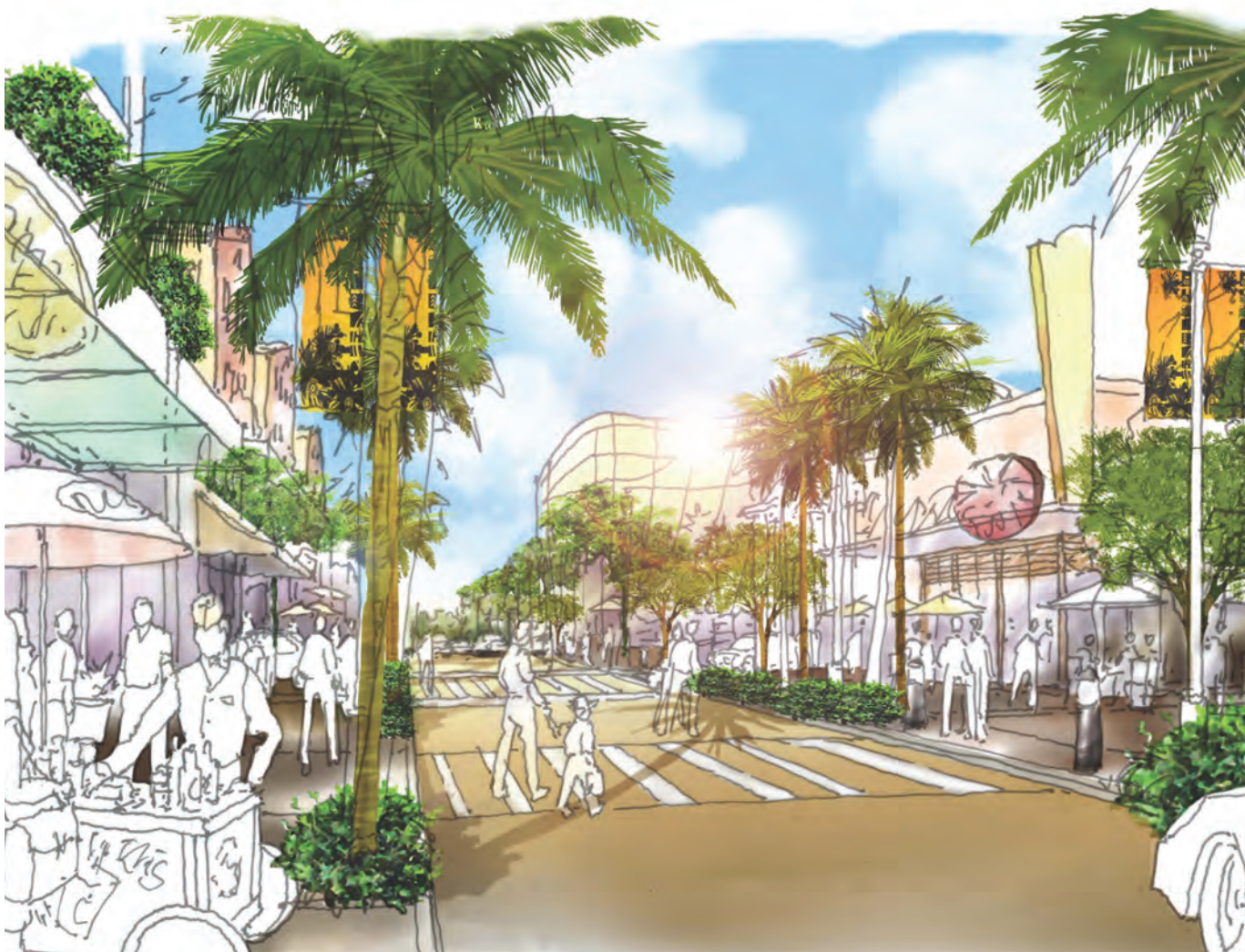


Figure 2.25. Main Street is a walkable shopping, dining and entertainment street.

Pier), Noble Promenade, and Marina Park. Visitor activity and circulation should be primarily within this framework.

The boundaries of major components of the public realm are significant because they govern:

- The allowance of “Additional Uses by Right” as defined on page 43.
- Abutting development as described in the checklist “Checklist for Development Abutting Major Components of the Public Realm” in this section.

Main Street

Main Street is a walkable shopping, dining and entertainment street that serves as the backbone of the E-Zone, connecting the beach and Daytona Beach Amusement Pier on the eastern edge of the district to the Halifax River on the western edge (Figure 2.25).

The street is considered a venue for neighborhood-scale events and should occasionally be closed to vehicles from A1A to Peninsula for special festivals and events. It is “The Address” for hotels, retailers, and restaurants in the E-Zone, and frontages along it should demonstrate the significance of this corridor in the district.

Main Street is the primary spine connecting all destinations within the district, so it should be punctuated frequently with elements of pedestrian comfort including plentiful space for strolling and gathering, varied opportunities for seating, shade, refreshments, conveniences including publicly accessible restrooms, and special features such as misters, art or fountains.

Where parking structures abut the public realm, a liner of retail must be included as a buffer on the ground level, and aesthetic veiling of the parking should occur on levels above. Parking must be screened from non-service related adjacent uses in all cases.

Elements of “authentic Daytona Beach” dot Main Street, including Froggy’s, Main Street Station, and the historic Bank & Blues building. These landmark structures provide an enhanced sense of place and offer a greater depth of experience. They should be celebrated with signage and information for visitors.

Pedestrians should flow easily between the Ocean Center and Main Street through Noble Promenade, Grandview, and N. Wild Olive Avenue; this connection should be made easily discernible for pedestrians walking on Main Street through the use of signage and urban design strategies.

Beach Town Square

Beach Town Square is a visually rich and energetic public park destination that serves as the anchor public space and activity venue for the E-Zone.

As home to the Pier and beach amusements, and as the gateway to Main Street, the boardwalk, and the beach, Beach Town Square should become the natural hub of community events and activity in the district. It is here that crowds would gather to see fireworks displays over the Pier.

The Pier should be home to midway games, a Ferris Wheel, and family entertainment. The Plan also envisions that at the end of the Pier, visitors would find an Aquatic Experience - a

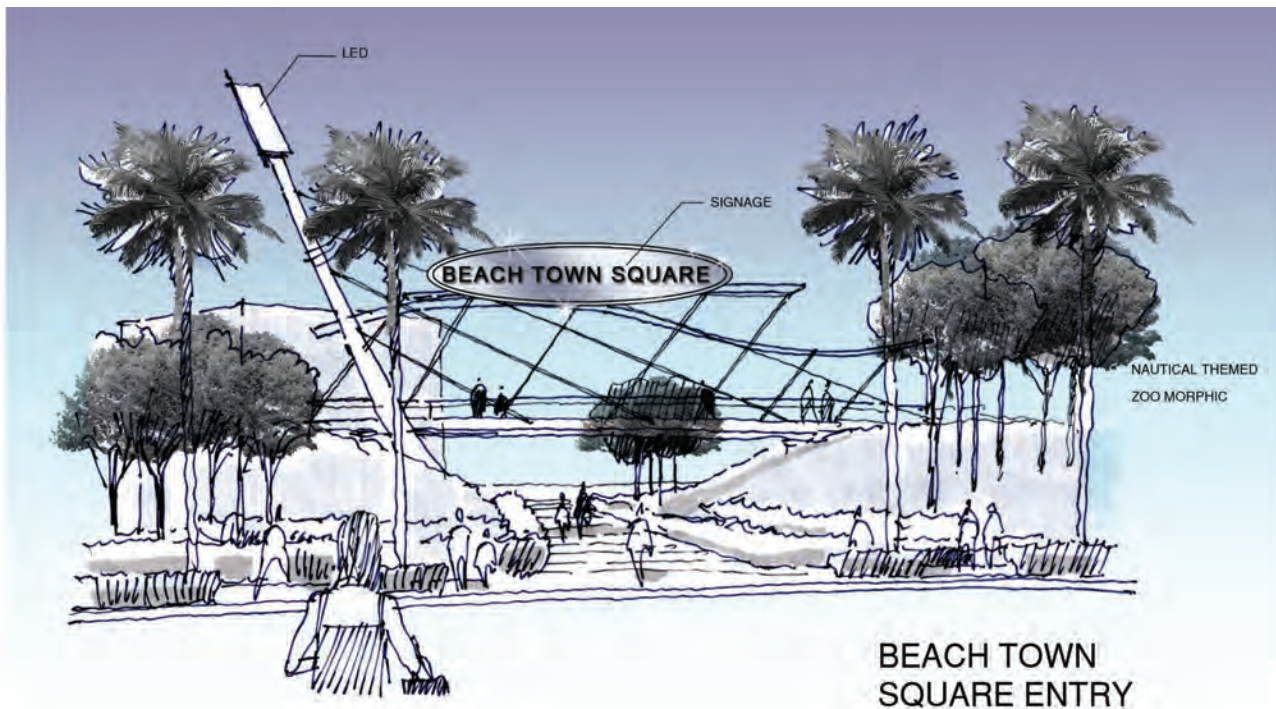


Figure 2.26. Beach Town Square should feature an iconic entry for pedestrians. It is a visually rich and energetic public park that serves as the anchor public space and activity venue for the E-Zone.

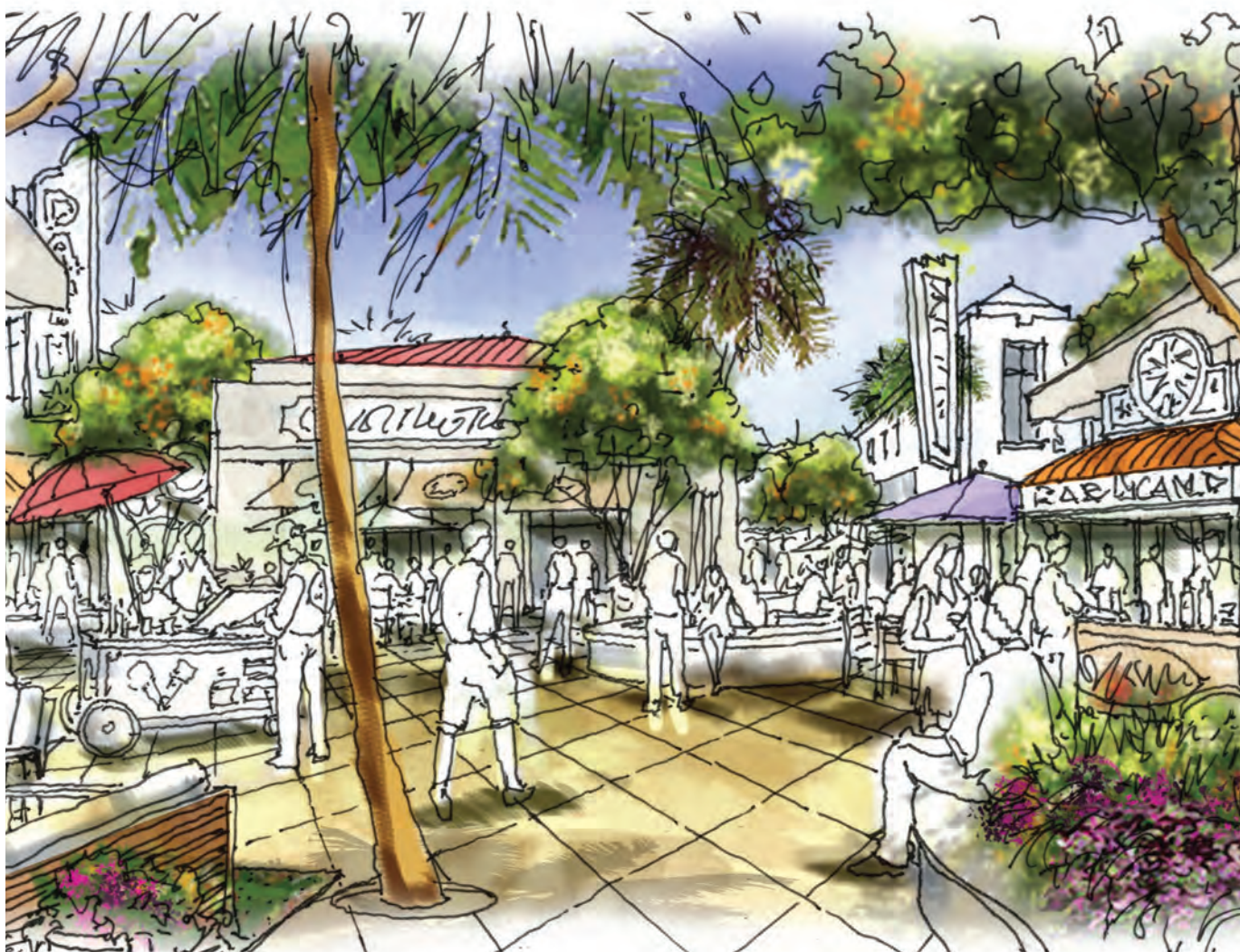


Figure 2.27. Noble Promenade is composed of a series of sequential small plazas that thread through the block connecting the Ocean Center to Main Street..

specialty restaurant where diners eat “under the sea.” A submerged aquarium structure wrapping the dining room should provide foreground views of fish with views through to the ocean beyond.

As the major public space element at the intersection of Main Street and A1A, Beach Town Square should also serve as an icon of the district. Just as the architecture at this gateway location must form a “sign” on the skyline that announces a significant destination, so must Beach Town Square - the primary open space in the E-Zone - be designed to tell visitors, “You’ve Arrived!” It is here that the signature postcard image

of the district should be created and should welcome guests to the E-Zone.

Noble Promenade

Noble Promenade is comprised of a series of sequential small plazas that thread through the block connecting the Ocean Center Convention Center to Main Street. “Tenants” of the plaza in addition to the convention center include the Peabody Auditorium, a hotel, food and beverage establishments, convenience retail, and a cultural attraction that should be defined as the Plan moves forward.

Major Proposed Components of the Public Realm

- 1 Main Street
- 2 Beach Town Square
- 3 Noble Promenade
- 4 Marina Park

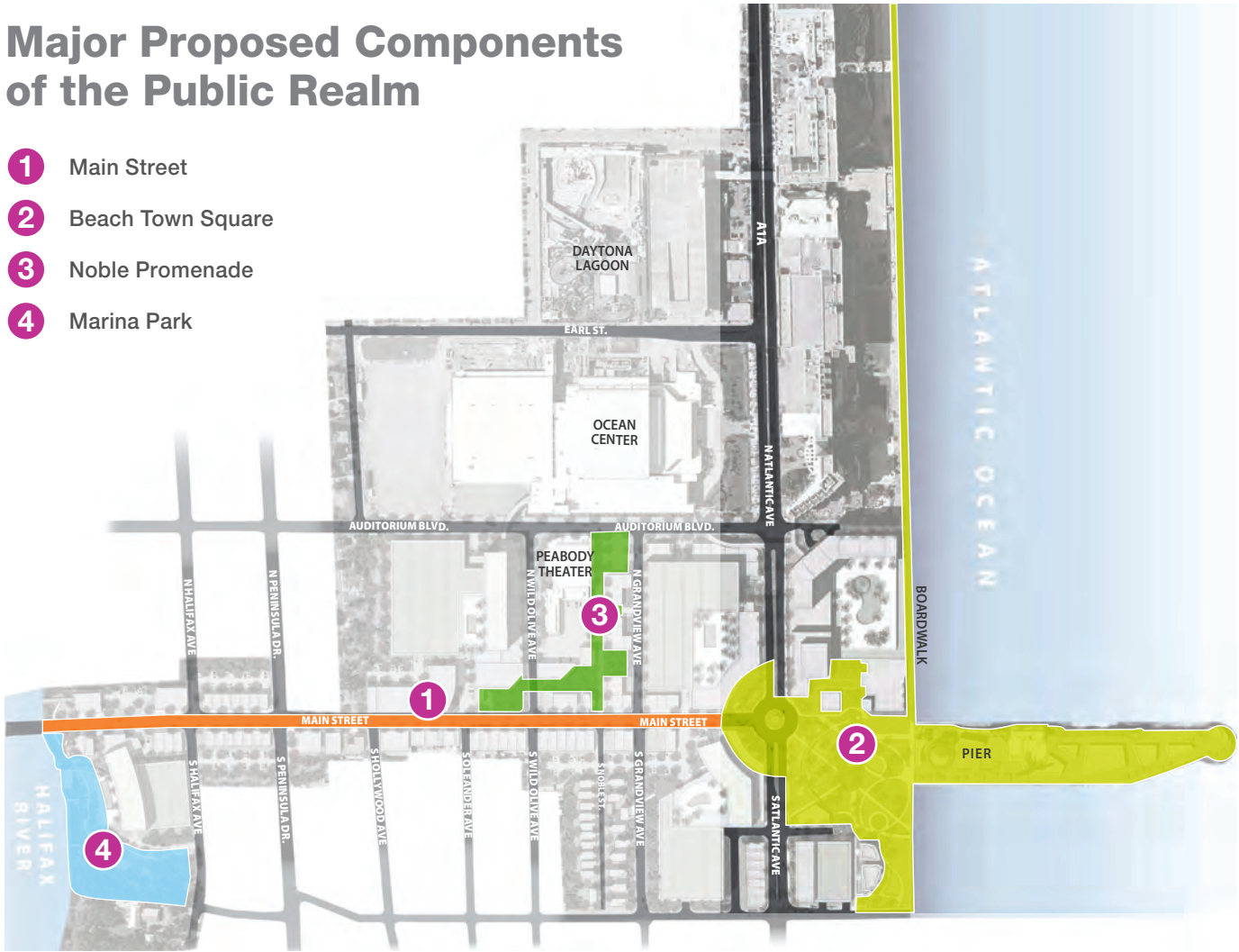


Figure 2.28. Major Components of the Public Realm.

2



3



4





Figure 2.29. Marina Park is a jewel of open space opening the Halifax River up to public enjoyment. It is the “front Lawn” of the E-Zone.

The Noble Promenade garden plazas form a boutique shopping and dining corridor with an intimate environment of outdoor dining, shopping, and elements of interest such as public art and water features.

This area should also serve as a neighborhood-scale event venue for small festivals, fairs, outdoor staging events, and other gatherings. It should be event-ready, with the ability to support sound and lights, tents, and other event needs.

The spirit of the Promenade is that of a classic festival marketplace, similar to the environments of Xintiandi (Shanghai), Third Street Promenade (Santa Monica), or Quincy Market (Boston).

Marina Park

Marina Park is a jewel of open space opening the Halifax River up to public enjoyment. As the “front lawn” of the E-Zone, Marina Park should offer a garden-like view to cars crossing the Main Street Bridge and arriving in the district. Though Marina Park should be a long-term undertaking, when developed, it should simultaneously provide a new park amenity to the neighborhoods surrounding.

A riverwalk and marina on the Halifax should create the potential for Marina Park to become an active boat landing for water taxis connecting the E-Zone district to attractions and events all along the inland waterway.

CHECKLIST FOR DEVELOPMENT ABUTTING MAJOR COMPONENTS OF THE PUBLIC REALM

Development occurring adjacent to major components of the public realm must address public open spaces with proper regard. The following checklist must be achieved in order for development to be approved:

- ☐ The project design contributes to realizing the intent of the major public realm components as described in this section through its design and proposed use.
- ☐ Potential negative impacts of the project have been defined and are mitigated.
- ☐ The project complies with all guidelines laid out in this section.
- ☐ In all cases, the side of a building or development abutting the public realm must be designed as a “front door” condition, with appeal, access, and transparency to the public realm. Developments may feature more than one “front door” condition (e.g. boardwalk buildings which primarily front on the boardwalk and ocean).
- ☐ Services, blank facades, and unsightly uses should not be placed within sight of or abut the public realm. Where such a condition is unavoidable, such as in existing fabric or on certain buildings within Noble Promenade where all sides of the building face the public realm, services and other unsightly uses must be mitigated with screening and other aesthetic strategies such that the quality of space in the public realm is maintained and enhanced, and not negatively impacted.

GUIDELINES FOR BUFFERS TO MITIGATE IMPACTS OF INCOMPATIBLE USES

Where incompatible uses are next to one another, a buffer solution should be required. Figure 2.30 depicts areas that should require a buffer. Buffers may be created using landscape materials and/or a wall.

Where a landscape buffer is to be implemented, developers may refer to the recommended plant list on pages 82 and 83 of this document and to “Typical Characteristics of a Buffer” on page 80. Plant selection is important as landscape buffers must serve to effectively shield the offending view using a mix of foliage that should provide buffering at the appropriate height and density.

Where a wall buffer is to be implemented, developers may refer to Figure 2.31 which depicts design guidelines for a buffer wall. The guidelines dictate that buffering walls should be eight feet tall, with six feet of opaque wall mass topped by two feet of semi-opaque ornamental treatment such as wrought iron, cut metal, or simulated wooden slats.

GUIDELINES FOR PLACE-MAKING ELEMENTS AND WAYFINDING

A “sense of place” can be created in the E-Zone by using visual cues that serve to reinforce a person’s identification of their unique surroundings. Moreover, continuity and cohesiveness of those visual cues throughout the district should strengthen the E-Zone’s identity with reliable signs.

In this way, place-making elements can help unify the “look” of the district and establish a strong, clear, and consistent image or brand. To accomplish this aim, it is important that certain characteristics such as materials, colors, and forms used in the public realm are similar so as to present a holistic image for the entire E-Zone district.

Wayfinding, in essence, helps people “find their way”. Wayfinding uses a variety of tools (kiosks, maps, pedestrian and vehicular signage, symbols, websites and icons) which create a hierarchy of information using colors, graphics, words and architecture to direct people to their destinations.

The recommended implementation actions to make the E-Zone more visually connected include:

- Develop and implement a wayfinding system
- Provide a gateway experience at key locations

Gateways

Gateways are one of the tools used in wayfinding that help people know when they have arrived at a destination. Gateways may be vehicular and/or pedestrian. Key locations in the district should serve as gateways (see Figure 2.32).

Major vehicular gateways should be sited at the following intersections: Main Street and A1A, Main Street and Peninsula, Main Street and Halifax, and Main Street at the Halifax River. Vehicular gateways may include signature architecture, signage identifying the district, and other special design elements. Additional gateways may be defined at the City’s discretion.

Buffer Solution Required

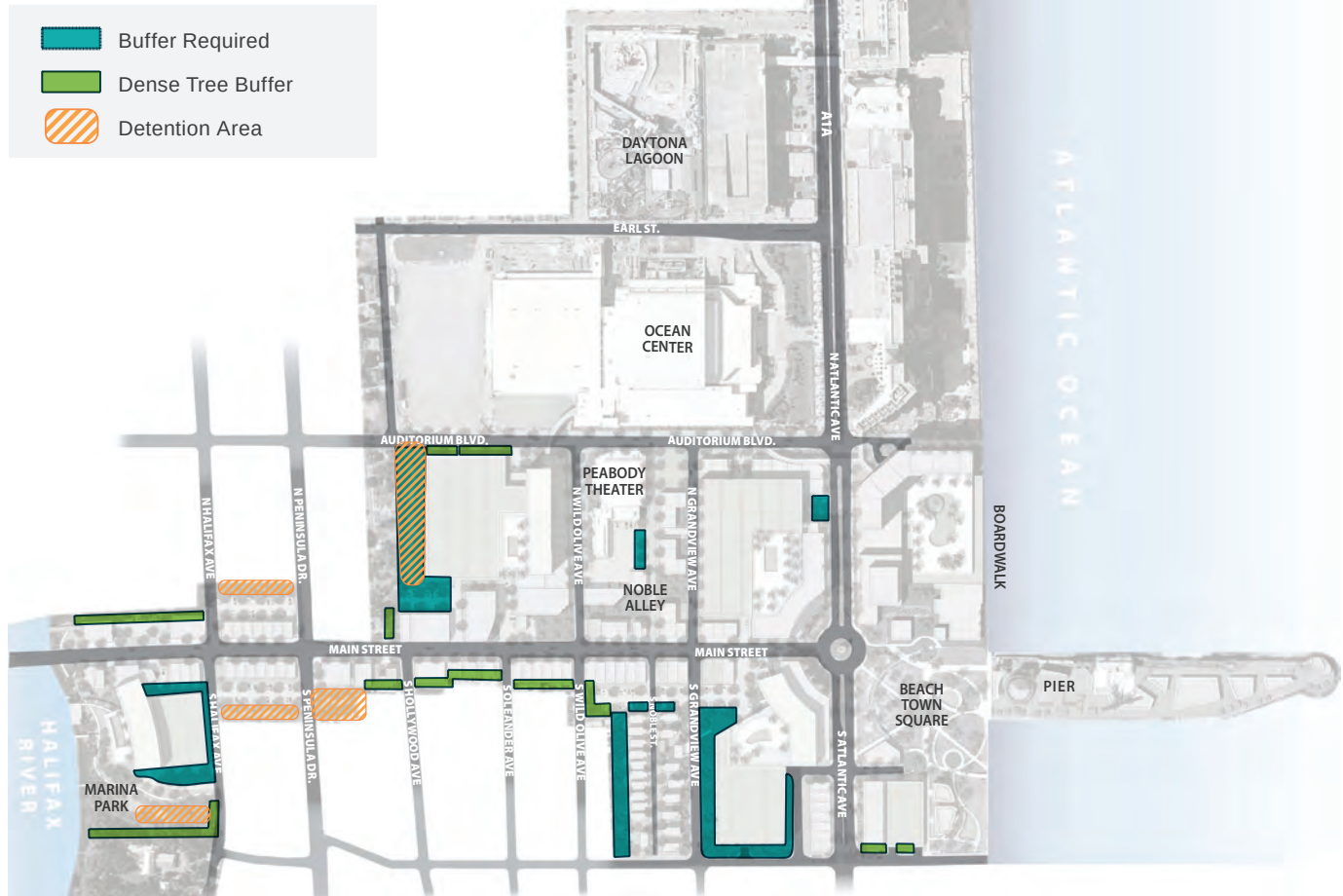


Figure 2.30. Plan of Required Buffers and Detention Areas.

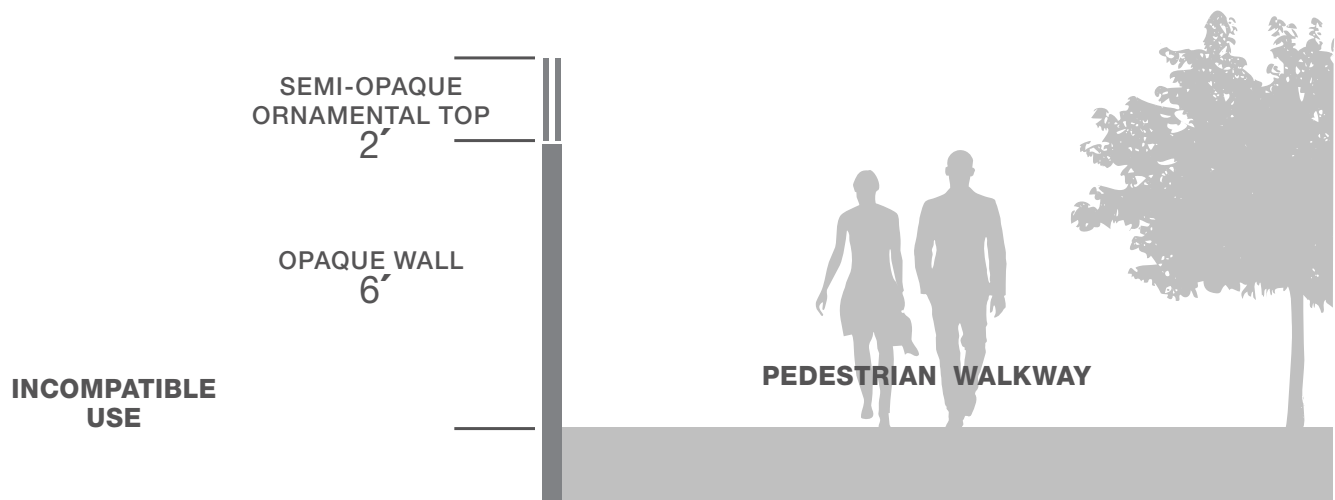


Figure 2.31. Requirements of a Buffering Wall.

Vehicular and Pedestrian Gateways



Figure 2.32. Vehicular and Pedestrian Gateways.

Major pedestrian gateways should be sited at key entries or intersections where primary pedestrian circulation engages entries to or intersects with major components of the public realm. This includes key moments along Main Street, as well as important pedestrian entries to Beach Town Square, Noble Promenade, and Marina Park. Pedestrian gateways may include special elements such as kiosks, public art, or gateway structures; a custom planting and paving palette may be established and applied to these gateway areas in order to further differentiate them from the typical condition.

Signage and Wayfinding

Signs are used to communicate information visually. Signage is used for wayfinding by creating a hierarchy of information using colors, words and architecture to direct people to their desired destinations. The basic concept is to direct people to geographic areas (such as downtown or beachside). Once people are within the area, signage should direct people to destinations (such as Ocean Center, the Beach, parking garages, etc.).

Tools used for wayfinding include roadway signage and architectural elements such as gateways and banners and pedestrian signage. As well as helping to direct vehicular and pedestrian traffic along key routes, the overall image of the E-Zone can be reinforced through using consistent thematic design for a wayfinding system. Two distinct approaches to signage used for wayfinding are described below, following a discussion of basic signage system design characteristics.

Sign System Characteristics

There are several basic design characteristics that, by conveying necessary information clearly and attractively, are an integral part of any successful signage system. They are as follows:

- **Simplicity:** Effective signage provides only needed information, avoids redundancy, and eliminates over-signing and the resultant clutter and visual confusion. Sign messages must be clear, simple, and easy for motorists to process quickly.
- **Continuity:** It is essential that the system be applied uniformly and consistently throughout the entire installation. The importance of consistent implementation extends from the larger issues of sign type and size to the details of color continuity and matching type styles.
- **Visibility:** Sign location is very important to the success of the system. Signs must be located at significant decision points and oriented to provide clear sight lines for the intended user. To ensure long-term maximum visibility, it is important to coordinate locations with respect to landscaping, utilities, adjacent signage, and various other street design elements.
- **Legibility:** Sign type style, line spacing, color, and size all combine to create the crucial design characteristics of legibility. This aspect of sign design must accommodate

motorists, pedestrians, and bicyclists and consider the speeds at which each type of user should be traveling when viewing the signs.

Types of Signs

Two primary types of signage are proposed for the E-Zone: attractive but more utilitarian street signs and more unique, sculptural wayfinding structures. In the near-term, it is recommended that a streetscape manual be developed to help determine precise styles and designs to inform a wayfinding and internal signage program for the E-Zone.

Street Signs

Street signage is intended to identify locations, greet visitors, and provide information important to the history and culture of Daytona Beach. While this signage is also used for wayfinding, it should be more straightforward in appearance than the whimsical wayfinding structures proposed. Signs should be compatible in scale and character with nearby architecture and also blend with the natural surroundings.

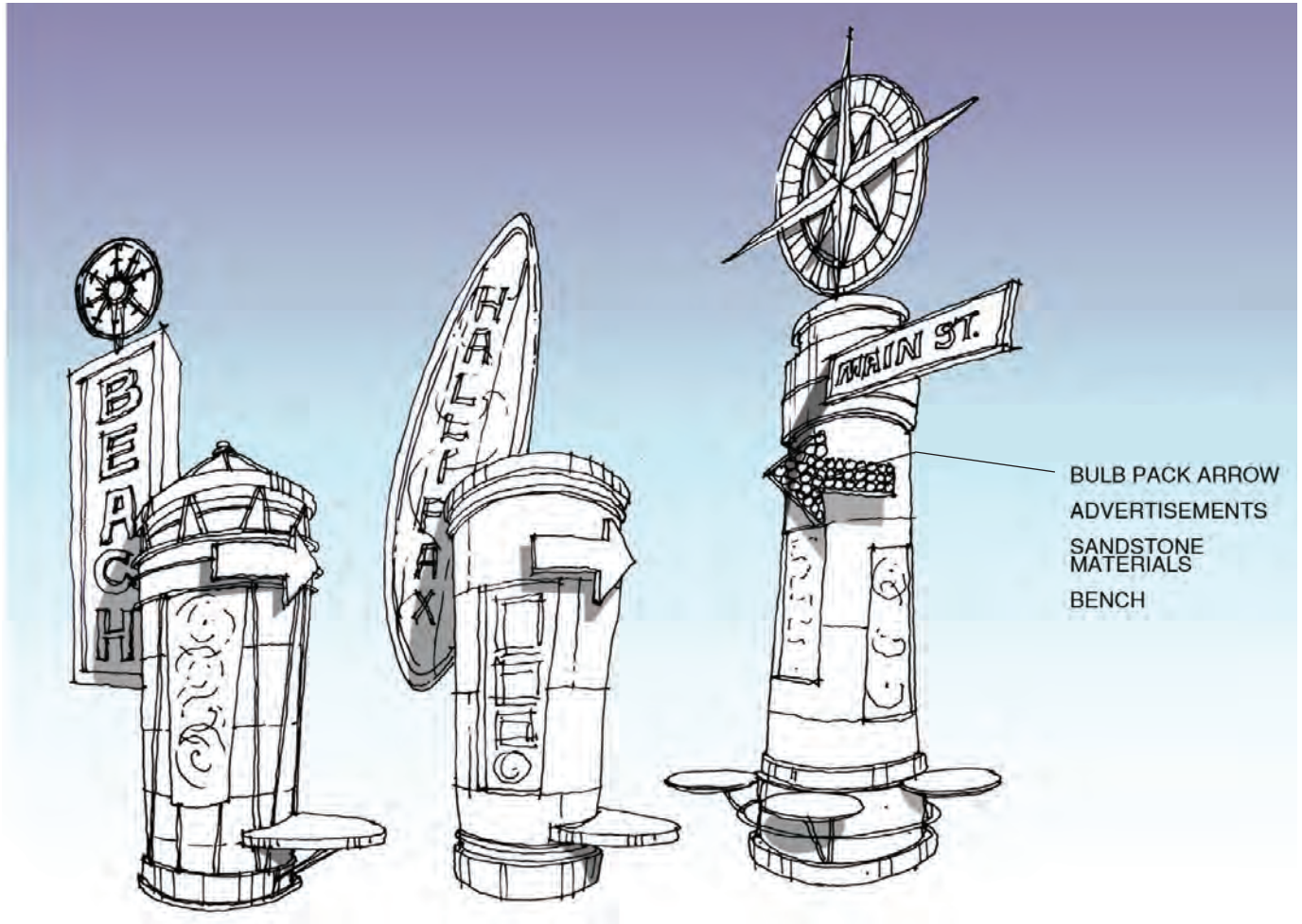


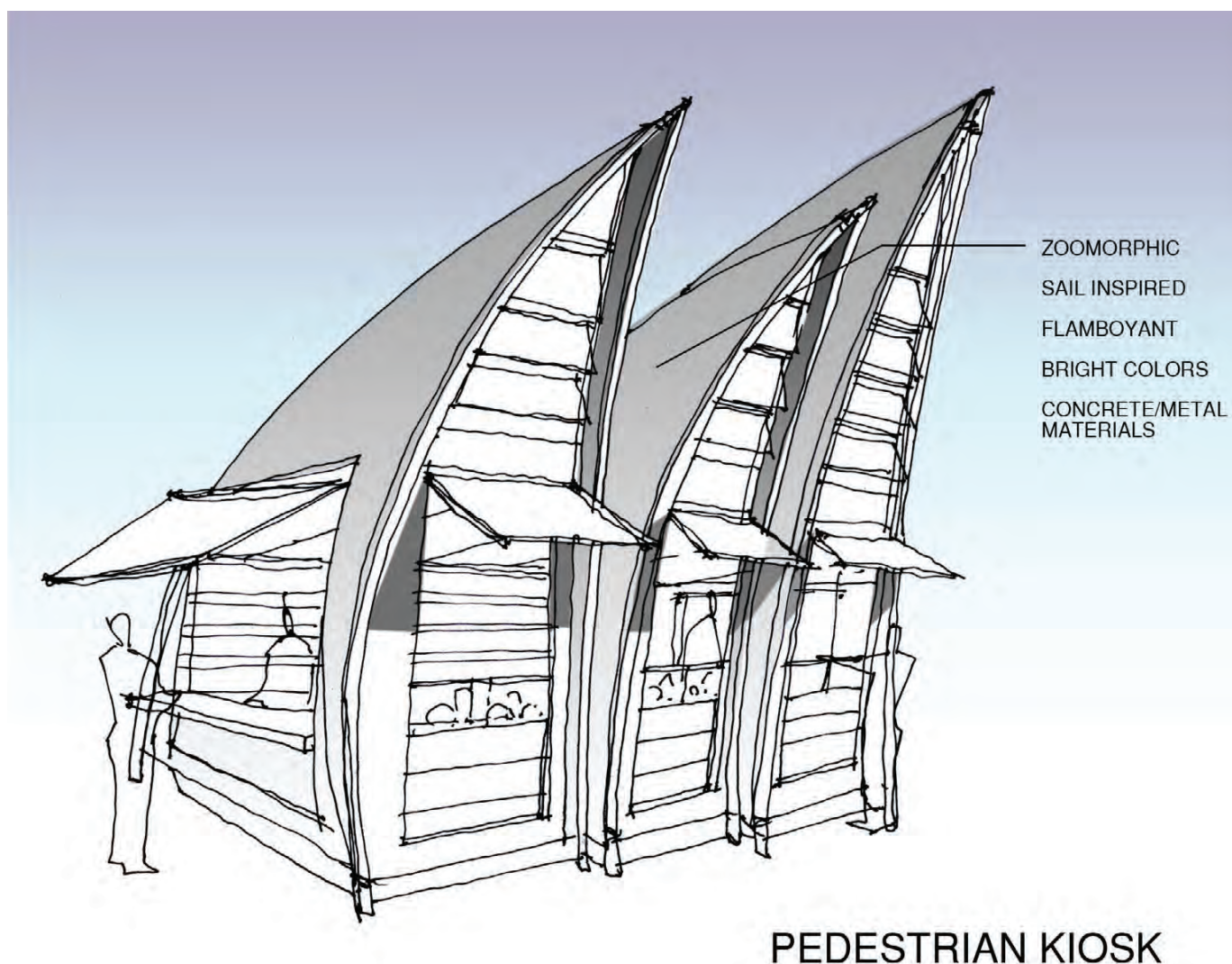
Figure 2.33 Iconic Wayfinding Examples.

Iconic “Statement” Signs

Wayfinding consists of a number of different tools and mechanisms, including the more “statement” signage elements shown in Figure 2.33. These design features not only help motorists and pedestrians find their ways, but because of their iconic nature, they help build an image and sense of place for the E-Zone. These pieces should essentially be art installations with a purpose. Elements to potentially be included on these structures are directional arrows lit up in neon, overstated symbols, and other artistic flourishes. The structures could also double as stands for advertisements and provide seating for passersby. It is recommended that sandstone material to be used to help unify the collection.



Figure 2.34. Sign Type C contributes to wayfinding and provides a sense of place.



PEDESTRIAN KIOSK

Figure 2.35. Example of a Pedestrian Kiosk.

Kiosks

It is recommended that a series of kiosks be built at key moments within the E-Zone district to offer pedestrian amenities, such as concessions, small retail outlets, or visitor information. These structures provide an opportunity to reinforce a sense of place that is uniquely Daytona Beach. To accomplish this, kiosks should be designed and built to reflect the beach culture of the E-Zone, mimicking waves, surfboards, sails, seashells, and other appropriate formal inspirations.

As represented in Figure 2.35, kiosk architecture should be whimsical and eye-catching, helping create a sense of place that is uniquely Daytona Beach. Bright colors should be used to draw attention to the structures. Any additional ancillary structures (such as transit shelters and restrooms) to be constructed should reinforce a consistent beach-themed look. Kiosk materials should be concrete and metal. When possible, development should also reflect some of the flamboyant architectural elements that should characterize the kiosks.

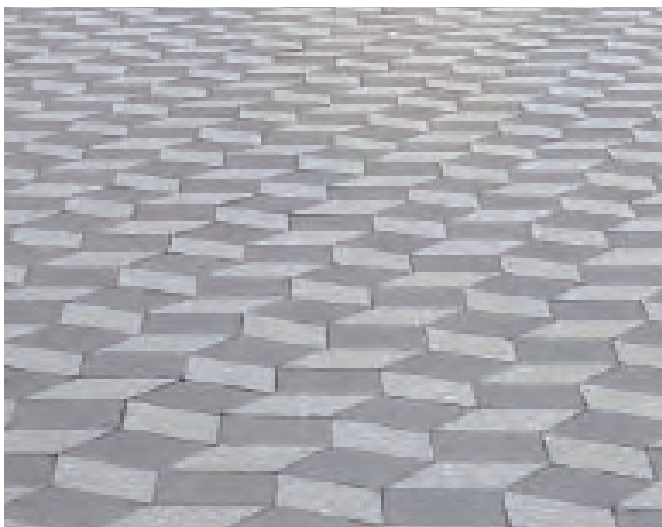


Figure 2.36. Asphalt Pavers.

HARDSCAPE

Hardscaping should consist of durable materials and maintain consistency with the overall aesthetic of the surrounding architecture. The use of locally available materials is encouraged. As an example, the simple technique of adding shell or local stone to the concrete aggregate enhances the aesthetic, creating a unique sense of place.

Tree Grates

Tree grates should be used when installing trees in large paved areas, such as pedestrian plazas, walks, and ceremonial entrance courts. Tree grates and planting pits should be a minimum of 5'x 5'.

Pavers

The use of pavers with the E-Zone study area can be used in a variety of ways which highlight certain zones and corridors that should be used more frequently than others. Accenting additional areas such as entrances, exits, pedestrian crosswalks, courtyards, and primary vehicular intersections should give the user a visual reference that informs them that the area has an enhanced use and function.

The selection of the paver color combination, structural specifications, and size must be suitable for conditions in this region and able to withstand (and potentially help to mitigate) the harsh environment of saltwater and sun in this area.

LANDSCAPE

Landscape plantings can provide a simple and cost-effective enhancement to the general appearance of the district. The visual image conveyed by the E-Zone is defined not just by architectural character and site organization, but also by landscape design. The presence of plant material on the city's streets and other public spaces greatly enhances the visual character and environmental quality of the area.

Plantings add an element of human scale to open spaces and can be used functionally to screen undesirable views, provide shade, buffer winds, reinforce the hierarchy of the circulation system, or provide a visual transition between dissimilar uses.

Overall Objectives for Landscape

The overall objectives of the use of plant material are:

- Preserve and enhance existing trees and detailed planting features such as shrubs and groundcover.
- Improve the overall visual quality of the district by using native plant material.
- Blend the built environment with the natural environment.
- Provide human scale and comfort to pedestrian environments.
- Reinforce the hierarchy of the circulation system.
- Screen unsightly views or elements.
- Buffer incompatible land uses.
- Minimize maintenance through the use of native plant materials that require less upkeep to thrive.

Typical Characteristics of a Buffer

Buffer plantings can be used to screen unsightly views or buffer incompatible uses. On the facing page are three plan illustrations of the following types of buffer plantings: typical buffer, wet buffer, and formal buffer. Typical buffer plantings may be informal and encourage use of all-native plant materials. Wet buffer areas may screen while also being used to store and treat stormwater. Plants selected for wet buffers must be tolerant of pollutants and occasional standing water. Formal buffers can incorporate pedestrian-scale hedges at their boundaries, yet also provide enough height, density, and depth of plant material to effectively screen incompatible uses from one another.

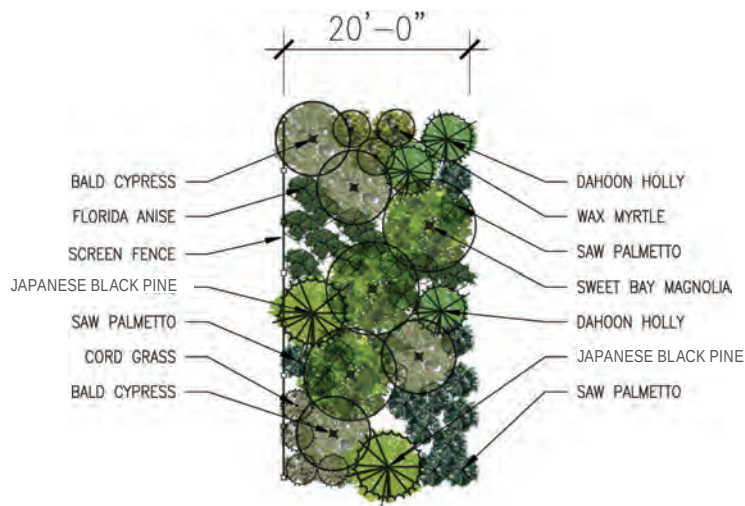


Figure 2.37. Typical Wet Buffer.

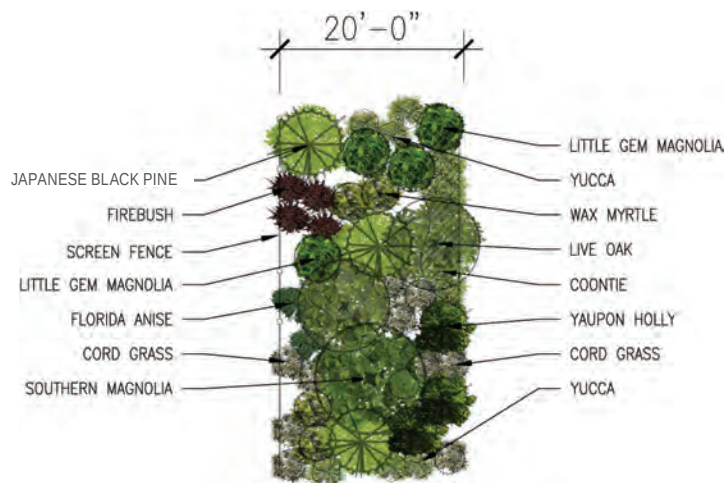


Figure 2.38. Typical Informal Buffer.

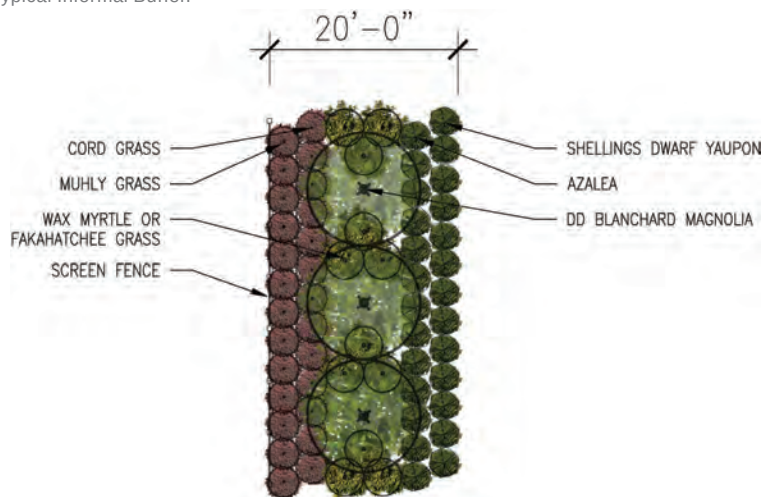
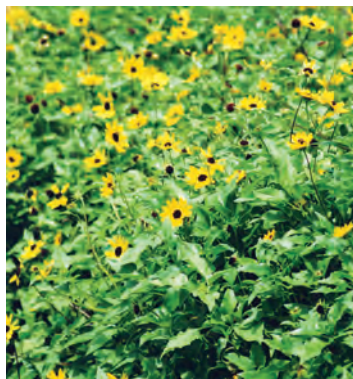


Figure 2.39. Typical Formal Buffer.





Beach Sunflower, *Helianthus debilis*



Slash Pine, *Pinus elliottii*



Saw Palmetto, *Seroenoa repens*



Sabal Palm, *Sabal palmetto*

Figure 2.40. Plant List Illustrations.

DAYTONA BEACH E-ZONE - PLANT LIST

BEACHFRONT

TREES & PALMS

BOTANICAL NAME
Ilex vomitoria
Juniperus silicicola
Persea borbonia
Persea palustris
Pinus thunbergiana
Sabal palmetto
Taxodium ascendens
Taxodium distichum

COMMON NAME
 Yaupon Holly
 Southern Red Cedar
 Red Bay
 Swamp Bay
 Japanese Black Pine
 Cabbage Palm
 Pond Cypress
 Bald Cypress

SHRUBS

BOTANICAL NAME
Agave americana
Coccoloba uvifera
Elaeagnus pungens
Ilex vomitoria 'Nana'
Ilex vomitoria 'Schellings Dwarf'
Iva imbricata
Juniperus parsonii 'Squamata'
Lycium carolinianum
Nerium oleander 'Salmon Dwarf'
Opuntia spp
Pittosporum tobira
Pittosporum tobira 'Variegata'
Serenoa repens
Serenoa repens 'Cinera'
Zamia floridana
Yucca aloifolia

COMMON NAME
 Century Plant
 Seagrape
 Silverthorn
 Dwarf Yaupon Holly
 Schellings Dwarf Holly
 Beach Elder
 Parsons Juniper
 Christmas Berry
 Pink Dwarf Oleander
 Prickly Pear Cactus
 Green Pittosporum
 Variegated Pittosporum
 Saw Palmetto
 Silver Saw Palmetto
 Coontie
 Spanish Bayonet

GROUNDCOVERS

BOTANICAL NAME
Bacopa monnieri
Catharanthus roseus
Distichlis spicata
Hypericum reductum
Lantana montevidensis
Licania michauxii
Juniperus conferta 'Blue Pacific'
Panicum amarum
Panicum hemitomon
Sesuvium portulacastrum
Setcreasea pallida
Spartina alterniflora
Spartina bakeri
Uniola paniculata
Wedelia trilobata

COMMON NAME
 Smooth Waterhyssop
 Madagascar Periwinkle
 Saltgrass
 St. John's Wort
 Trailing Lantana
 Gopher Apple
 Shore Juniper
 Bitter Panic Grass
 Maidencane
 Sea Purslane
 Purple Queen
 Smooth Cordgrass
 Cord Grass
 Sea Oats
 Wedelia

FLOWERS

BOTANICAL NAME
Borrchia frutescens
Flaveria linearis
Gaillardia pulchella
Helianthus debilis
Solidago sempervirens
Trichostema dichotomum
Zephyranthes atamascao
Zephyranthes simpsonii

COMMON NAME
 Sea Oxeye Daisy
 Yellowtop
 Blanket Flower
 Beach Sunflower
 Seaside Goldenrod
 Blue Curly
 Atamasco-lily
 Rain-lily

TURFGRASSES

BOTANICAL NAME
Cynodon dactylon
Paspalum vaginatum
Stenotaphrum secundatum 'Floritam'
Zoysia japonica

COMMON NAME
 Bermuda Grass
 Seashore Paspalum
 Floritam St. Augustine Grass
 Zoysia Grass

VINES

BOTANICAL NAME
Ipomoea pes-carprae
Ipomoea stolonifera
Trachelospermum jasminoides

COMMON NAME
 Railroad Vine
 Beach Morning Glory
 Confederate Jasmine

Strive for 80% native plant material.

DAYTONA BEACH E-ZONE - PLANT LIST

STREET TREES

BOTANICAL NAME	COMMON NAME	SPECIFICATIONS	SPACING
<i>Acer rubrum</i> 'Flame'	Flame Red Maple	30 gal.; 10'-11' x 4'-5'; 2 1/2"-3" cal.	As shown on plan
<i>Magnolia grandiflora</i> 'D.D. Blanchard'	Southern Magnolia	100 gal.; 12'-13' x 7'-8'; 3 1/2" cal.	As shown on plan
<i>Magnolia grandiflora</i> 'Main Street'	Main Street Magnolia	30 gal.; 8'-10' ht.; full	As shown on plan
<i>Quercus virginiana</i> 'QVTIA'	Highrise Live Oak	65 gal.; 12'-13' x 6'-7'; 3" cal.	As shown on plan
<i>Quercus virginiana</i> 'SDLN'	Cathedral Live Oak	65 gal.; 12'-13' x 6'-7'; 3" cal.	As shown on plan
<i>Sabal palmetto</i>	Cabbage Palm	10', 14', 18' smooth C.T., mix hts.	As shown on plan
<i>Taxodium distichum</i> 'Autumn Gold'	Autumn Gold Bald Cypress	30 gal.; 10'-11' x 4'-5'; 2 1/2"-3" cal.	As shown on plan
<i>Washingtonia robusta</i>	Washington Palm	10', 14', 18' C.T. or BTd, mix hts.	As shown on plan

BUFFER LANDSCAPE

TREES & LARGE SHRUBS

BOTANICAL NAME	COMMON NAME	SPECIFICATIONS	SPACING
<i>Ilex cassine</i>	Dahoon Holly	30 gal.; 8'-10' ht. min.; full	As shown on plan
<i>Ilex vomitoria</i>	Yaupon Holly	15 gal.; 6'-8' ht. min.; full	As shown on plan
<i>Magnolia grandiflora</i>	Southern Magnolia	45 gal.; 10'-12' ht. min.; full	As shown on plan
<i>Magnolia grandiflora</i> 'D.D. Blanchard'	DD Blanchard Southern Magnolia	100 gal.; 12'-13' x 7'-8'; 3 1/2" cal.	As shown on plan
<i>Magnolia grandiflora</i> 'Little Gem'	Little Gem Magnolia	7 gal.; 5'x4'; full	As shown on plan
<i>Magnolia virginiana</i>	Sweet Bay Magnolia	30 gal.; 8'-10' ht. min.; full	As shown on plan
<i>Myrica cerifera</i>	Wax Myrtle	7 gal.; 5'x4'; full	48" O.C.
<i>Pinus elliotii</i>	Slash Pine	30 gal.; 11'-12' x 4'-5'; 2 1/2" cal.	As shown on plan
<i>Quercus virginiana</i>	Live Oak	30 gal.; 11'-12' x 5'-6'; 2" cal.	As shown on plan
<i>Taxodium distichum</i>	Bald Cypress	30 gal.; 10'-11' x 4'-5'; 2 1/2"-3" cal.	As shown on plan

UNDERSTORY SHRUBS

BOTANICAL NAME	COMMON NAME	SPECIFICATIONS	SPACING
<i>Hamelia patens</i>	Firebush	7 gal.; 5'x4'; full	48" O.C.
<i>Ilex vomitoria</i> 'Schellings Dwarf'	Schellings Dwarf Holly	3 gal.; 14"x16"	36" O.C.
<i>Illicium floridanum</i>	Florida Anise	3 gal.; 24" ht.; full	36" O.C.
<i>Muhlenbergia capilaris</i>	Muhly Grass	3 gal.; 18" ht.; full	24" O.C.
<i>Rhododendron</i> 'Formosa'	Lavender Azalea	7 gal.; 18"-22" x 30"; full	48" O.C.
<i>Rhododendron</i> 'G.L. Taber'	Orchid Pink Azalea	7 gal.; 18"-22" x 30"; full	48" O.C.
<i>Rhododendron</i> 'Fashion'	Orange Red Azalea	3 gal.; 16"x16"; full	36" O.C.
<i>Spartina bakeri</i>	Cord Grass	3 gal.; 36" ht.; full	36" O.C.
<i>Serenoa repens</i>	Saw Palmetto	7 gal.; 20"-22" O.A.	48" O.C.
<i>Serenoa repens</i> 'Cinera'	Silver Saw Palmetto	7 gal.; 20"-22" O.A.	48" O.C.
<i>Tripsacum dactyloides</i>	Fakahatchee Grass	3 gal.; 24" ht.	60" O.C.
<i>Viburnum obovatum</i> 'Withlacoochee'	Walter's Viburnum	3 gal.; 17"-24"; full	48" O.C.
<i>Yucca filamentosa</i> 'Bright Edge'	Bright Edge Yucca	3 gal.; 12"-18" x 12"-15"; full	24" O.C.
<i>Zamia floridana</i>	Coontie	3 gal.; 15"-18" x 15"-18"; full	36" O.C.

Strive for 80% native plant material.



Dahoon Holly, *Ilex cassine*



Cord Grass, *Spartina bakeri*



Muhly Grass, *Muhlenbergia capilaris*

Figure 2.41. Plant List Illustrations.



Figure 2.42. Pedestrian Friendly Light Fixtures.

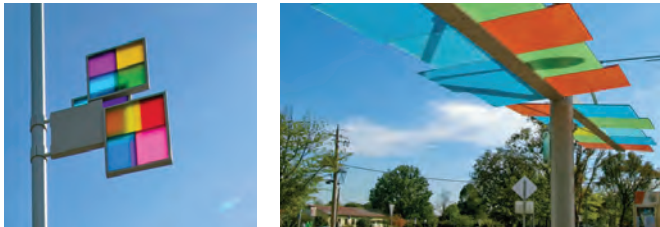


Figure 2.43. Place-Making Elements.

Recommended Tree and Shrub Species

Landscaping should incorporate trees, shrubs, and other plants that are appropriate to the climate and character of Daytona Beach. Native and culturally accepted southern coastal plants that require minimum irrigation use are encouraged. Plant species selected should be tolerant of salt spray, which the entire study area is subject to. Development should maintain consistency with the palette of locally compatible plant materials identified below. This palette is organized into three general categories of landscape uses, including: beachfront landscape, street trees, and buffer plantings. Invasive species as listed by the USDA are not allowed. Below is the suggested palette of locally compatible plant materials for the E-Zone.

Along Main Street, native Cabbage Palm is the recommended street tree, and Washington Palms are recommended along Atlantic Avenue. Other street trees listed are suggested for use on secondary streets within the study area, to reinforce hierarchy and add interest, shade, and comfort for pedestrians.

LIGHTING

Selection of lighting equipment and lighting system design should carefully seek to balance aesthetics and performance. Consideration should be given for energy efficient systems, which can provide cost savings and help achieve broader sustainability goals.

The lighting used should be consistent with the overall aesthetic of the surrounding architecture and maintain consistency throughout the E-Zone. Where appropriate, development should draw from the palette of lighting fixtures established for the district. Lighting should be appropriately scaled for a pedestrian environment. An example of the recommended lighting system is shown in Figure 2.42.



Figure 2.44. A "Main Street" Bench should be plentiful in that Character Area.



Figure 2.45. An "Atlantic Avenue" Bench should be selected.



Figure 2.46. Variations on the bench style should provide situational diversity within a consistent furniture palette.

FURNITURE

Site furnishings include outdoor amenities such as benches, trash cans, and bicycle racks. These outdoor furnishings should be located in coordinated clusters to avoid the haphazard proliferation of furniture elements around the installation. All furnishings should be accessible to, and usable by, persons with disabilities, in accordance with the requirements of the Americans with Disabilities Act Accessibility Guidelines (ADAAG) and the Uniform Federal Accessibility Standards (UFAS), with the more stringent standards applying in the event of conflicts.

Seating

Benches should be located in areas of high pedestrian use. These areas include pedestrian nodes along primary walkways, major building entryways, courtyards, and bus stops.

Proper clearance should be provided around benches. It is advisable that a minimum of five feet be allowed between front of bench and any stationary obstacle. Appropriate planting treatment for visual definition and seasonal shade should also be provided.

Benches with backs are appropriate for high traffic areas, as well as the informal gathering, resting, eating and waiting uses characteristic of a beach community. Benches should be made of simulated wood or other material that does not reflect sunlight or absorb much radiant heat to ensure comfort in the hot and sunny Daytona Beach weather. Figures 2.45 - 2.47 are examples of benches that would be appropriate considering both area aesthetics and climatic conditions.



Figure 2.47. Modern, sculptural Bike Racks should be generously provided and distributed throughout the district.



Figure 2.48 Trash Receptacle



Figure 2.49. Planters should provide form, interest, and shade to streetscapes and pedestrian areas.

Bicycle Racks

Bicycle racks should be provided in all parking garages and at key destination locations. They should be located on concrete surfaces where they would not impede pedestrian and vehicular movement or block building entrances. Bicycle racks should be located to provide safety, security and convenience for all bicycle riders. Bicycle racks should be separated from motor vehicle traffic and parking lots by either a minimum of three feet or a curb or other physical barrier. Typically, bicycle parking should be provided for five percent or more of the building occupants. If the bicycle rack is to be used at night it should be sufficiently illuminated.

A ribbon type tubular aluminum bike rack with a dark finish is recommended for bicycle rack design (such as Figure 2.47).

Trash Cans

Trash containers should be highly visible and accessible for effective litter control. Containers should be located

conveniently along walkways, near major pedestrian intersections, building entrances, and seating and eating areas. Trash receptacles should be of a design that is compatible with other site furnishings. Figure 2.48 illustrates a recommended trash receptacle design.

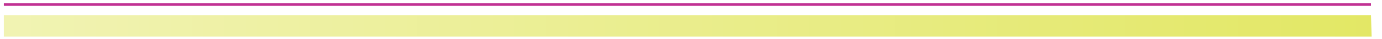
Planters

Movable pre-cast concrete planters are encouraged outside building entrances to provide seasonal color and interest. Planters should be located so that they do not excessively impede pedestrian movement.

Planters should be freestanding so that they can be moved, but heavy enough so that they are not targets for theft. Their construction should match the surrounding design emphasis of adjacent buildings and site furniture. Planters can be used in a single size or grouped in various sizes to produce an aesthetically pleasing display. See Figure 2.49 for a recommended planter style.

HARDSCAPE AND LANDSCAPE DESIGN CHECKLIST

- ☐ Hardscape material palette is suitable for local conditions, and may contribute to mitigating the effects of heat gain.
- ☐ Hardscape and landscape palette utilizes local materials and plants, and local sources.
- ☐ Landscape design contributes to the overall objectives for landscape, described on page 80 in this section.
- ☐ Proposed lighting fixtures are appropriately designed and scaled for a pedestrian-friendly district.
- ☐ Furnishings are distributed in coordinated clusters.
- ☐ Furnishings are handicapped accessible.
- ☐ There are sufficient bicycle racks.
- ☐ There are sufficient and attractive trash receptacles.
- ☐ Planters are provided, enhancing the visual environment.



4 Circulation, Access, and Infrastructure

Regulating Plan



Figure 2.50. Circulation, Access and Infrastructure Regulating Plan.

Circulation, Access, and Infrastructure Framework

The overarching goals for circulation, access, and infrastructure in the E-Zone are to (1) create walkable, pedestrian-friendly streets, (2) establish connectivity within the district itself, and between the district and other regional amenities, (3) to promote sustainability through integrated landscape and stormwater planning and other means, and (4) to provide sufficient parking for projected demand, distributed throughout the district and managed within the construct of a shared parking system.

BIKES AND PEDESTRIANS

The E-Zone is designed to be friendly to bikes and pedestrians, allowing bikes to be ridden on the streets. Pedestrians have dedicated sidewalks and crossings which are generously wide along Main Street and A1A/Atlantic Avenue.

PARKING PROVISION AND MANAGEMENT

Successful development of the Master Plan hinges on (1) coordinated management of existing and future parking capacity, (2) the creation of multiple parking garages to support new development, and (3) the implementation of a shared parking management system.

Planned Parking Garages

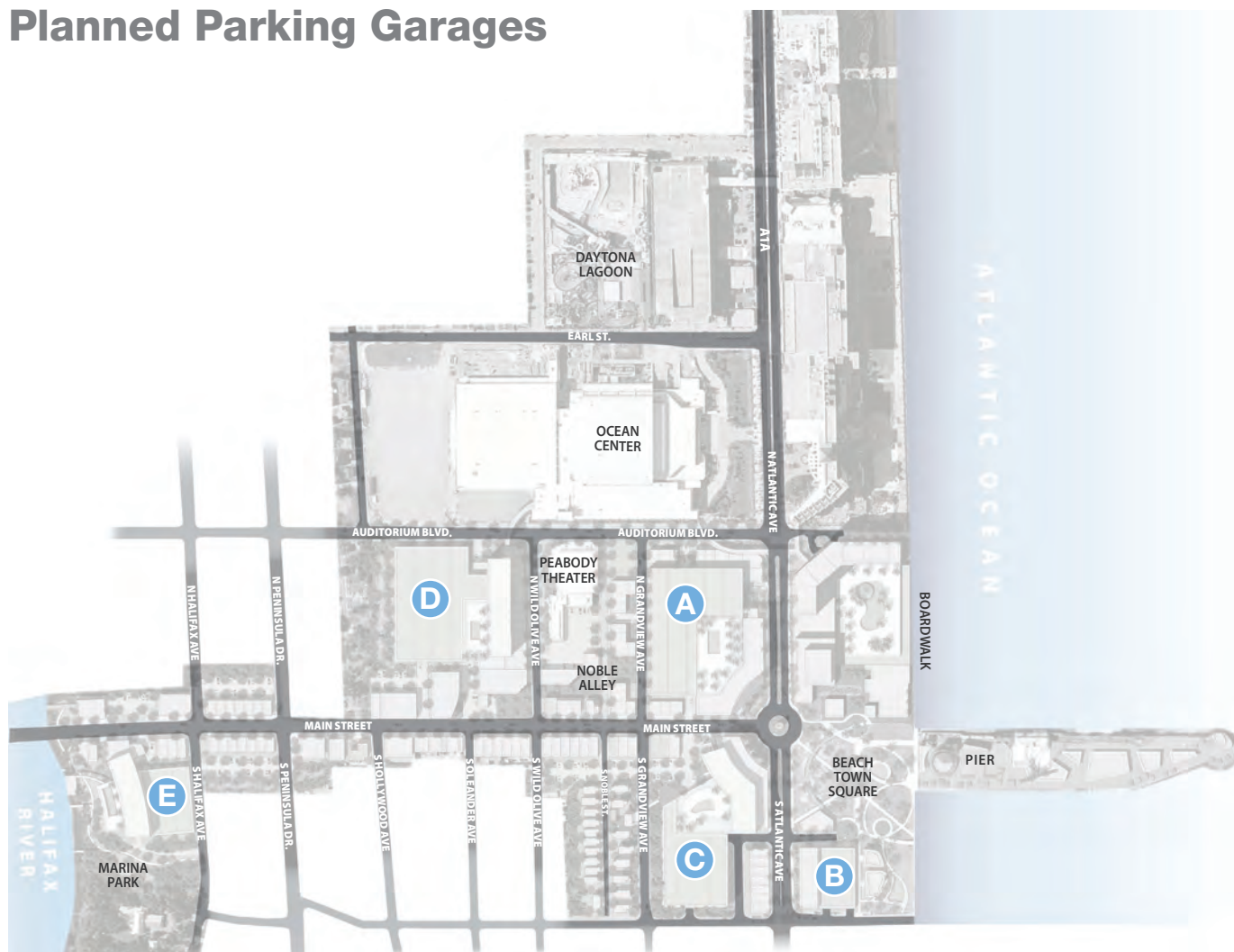


Figure 2.51. District Parking Garage Plan.

TABLE 2.1 Planned Parking Garages

PROJECT	LOCATION	TOTAL SPACES	MAJOR NEAR/ON-SITE USERS	NEAR/ON-SITE DEMAND	EXCESS SPACES	EXCESS PERCENT	COMMENTS	SQUARE FEET
Garage A	W. of SR A1A, N. of Main	1318	New Conference Hotel	480	140	11%	Displaced from valet/surface parking	574,200
			Existing Hilton	350				
			Condos	148				
			Pier & Restaurant	200				
Garage B	E. of A1A, S. of Main	260	Pier Restaurant (200); Civic Building	200	60	23%		85,800
Garage C	W. of A1A, S. of Main	630	Bungalows Hotel	267	363	58%		207,900
Garage D	W. of Peabody, N. of Main	878	New Business Hotel (480); Existing Ocean Center (330)	810	68	8%	Includes 330 displaced from surface parking	322,740
Garage E	W. of Halifax, S. of Main	360	Condo Hotel	213	147	41%		118,800
Total E-Zone		3,446			928	27%		

In the short-term, the County and City should work to improve coordination to better manage existing public parking supply in the E-Zone. Areas for discussion include better utilization of County parking lots and evaluation of parking fees for all public parking. A district parking management program is envisioned in the long-term to coordinate district-wide parking capacity. This entity should manage the utilization of parking capacity, review proposals for parking facilities to ensure that design guidelines are followed and a positive experience for users is achieved, review and approve Applications for Parking Need (see next section, Parking Requirements for New Development), and coordinate shared parking and remote parking operations.

The E-Zone parking plan does not base its recommended parking space capacity on city code; rather, the required parking demand is calculated from typical parking demand based on field data collection at multiple sites over the years. This data translates into parking ratios per planned land use. Future demand estimates also reflect the benefit of shared parking which reduces overall need by about 25% to 30%.

Existing Capacity

Existing capacity in the district exceeds demand. Large parking resources managed by the County and City currently have substantial vacancy at certain times of the day and year. With coordinated management, this existing parking capacity could be more efficiently utilized to serve the needs of the district as it develops.

Planned Parking Garages

As the parking demand increases with new development, parking garages should be constructed to absorb parking demand at high densities rather than allowing individual parcels to provide parking in numerous surface lots. This rule is an essential component of creating a desirable character and sense of place. It should remove the possibility of unattractive parking lots spoiling the visual space of the district and ensure efficient district parking management.

There are five planned parking garages (Figure 2.51, Table 2.1) which are distributed throughout the E-Zone. Distribution of parking density is very important, as it ensures that parking should be available conveniently close to all tenants and activities within the district. As such, distributed parking enhances overall walkability within the district. Visitors should be able to park once and then easily walk to their desired destination(s) within the district.

In addition to the provision of parking, these garages should serve as key contributors to the district's overall management and maintenance, including its events and activities operations. Garages should be required to provide storage for staging, tents, seating and equipment serving events. They must also provide space for district maintenance and operations equipment and services including security.

Shared Parking Management

The coordination of all parking capacity in the district within a shared parking management system should allow a daytime use such as an office to share the same parking space with a nighttime use such as a club. Both tenants can "make their numbers" with regard to required spaces by use, while the actual number of provided spaces is cut in half. It is estimated that a shared parking strategy for the given program supplemented by a remote parking strategy to handle overflow demand during special events should reduce the overall number of required spaces in the district by 30%.

Remote Parking

For special events, remote parking should absorb overflow demand. Remote parking capacity should be composed of city and county owned lots outside of the E-Zone that would typically be available during the time of the event. These lots would be served by a shuttle operating between the E-Zone and the remote parking location. The water taxi proposed at Marina Park could also be used to shuttle visitors from remote parking to the E-Zone. The City should define remote parking sites. They should be mapped and information made available to the public as part of the district's implementation.

PARKING REQUIREMENTS FOR NEW DEVELOPMENT

Each parking garage in the Master Plan is sized based on the program and uses planned around it. Developers and tenants in the E-Zone should be provided the appropriate number of spaces for their use within the nearest garage.

When a development proposal is reviewed, an Application for Parking Need should be made by the developer. The required number of spaces for the development should be determined using the parking ratio by use (see Appendix B).

A one-time parking provision fee could be assessed at a rate based on the cost of a required parking space. This fee should

be paid into a fund whose sole purpose is to finance the construction of the planned parking garages.

In the period of time preceding construction of the first garage, parking demand should be met through the coordinated management of existing excess capacity on city and county owned lots within the district.

It is suggested that an interim parking management plan be developed to address parking in the district prior to the construction of the first garage. This plan will need to be updated periodically due to changes in the timing and location of development.

Parking Design and Management Checklist

- ☐ Parking garage projects must participate in a shared parking management approach in order to be approved and permitted.
- ☐ Existing parking capacity must comply with shared parking goals and management within 3 years
- ☐ Parking structures and surface parking must be distributed throughout the district, not overwhelmingly agglomerated in one place. The intent of this rule is to ensure that wherever they are headed, visitors should be able to park and easily walk to their desired destination within the E-Zone.
- ☐ Parking garage must be served by a remote parking system to serve overflow or special event parking demand.
- ☐ Parking structures and lots must utilize liner retail, buffering landscapes, and aesthetic screening in order to minimize negative impacts to abutting uses and the public realm.
- ☐ Parking structures and lot designs under consideration must be evaluated from the point of view of the guest experience. The trip from vehicle to likely destinations should be pleasant, safe, and quick. Signage should be clear and attractive, and consistent with district character. Vehicles should be easy to find, with parking levels and areas clearly differentiated. Pedestrian routes should be intuitive, with visual and design cues guiding visitors to parking levels, exits and destinations.
- ☐ Parking structures and lots must include provisions for bike parking.
- ☐ Parking structures and lots must support district goals by providing storage for (1) event venues including stages and event equipment, (2) maintenance equipment, and

(3) other elements of district-wide operations that may be determined on a case by case basis.

INFRASTRUCTURE FOR A SUSTAINABLE COMMUNITY

The Daytona Beach E-Zone Master Plan seeks to create a sustainable community. The proposed infrastructure improvements have sustainable elements as noted below.

Stormwater

A stormwater master plan should be created to provide stormwater treatment for the E-Zone study area. As a coordinated district-wide stormwater solution, the stormwater master plan would eliminate the uncertainty in planning, permitting and constructing stormwater facilities by individual owners and developers. The landscaped holding areas should be aesthetically pleasing green spaces designed to provide treatment, flood attenuation, and recharge for the aquifer as well as providing passive recreation space and a buffer between the retail and residential neighborhoods.

Other sustainable stormwater treatment methods which should be encouraged in the E-Zone include the use of cisterns, rain gardens, and bio-swales. The E-Zone area generally consists of well drained soils which are conducive to these sustainable stormwater management techniques.

Until such time as the stormwater master plan is adopted and a coordinated district-wide stormwater system is in place, individual owners should be responsible for providing stormwater retention facilities to meet the current regulatory criteria as sites are developed or redeveloped.

Utilities

Portions of the existing water and sewer system should be replaced over time. Upgrades to the water and sewer system should be designed to meet future demands of build-out. In an effort to reduce the demand of the potable water supply system, the use of non-potable water as an irrigation source should be encouraged. These reductions can be achieved by the installation of reclaimed water mains, harvesting stormwater runoff, and utilizing native species in planting areas to reduce irrigation demands. The City recently constructed a 24" water main under the Halifax River to supply potable water to the beachside. The previous water main supply was a 14' line which was left in place but is not being

used for potable water supply. The 14" main could possibly be used to provide reclaimed water from the mainland side to beachside. It is recommended that as roadway and utility improvements are constructed within the E-Zone, reclaimed dry lines be constructed to eventually provide irrigation water to the E-Zone area.

The E-Zone area has a central wastewater collection system available to development. The wastewater is collected and pumped under the river to the wastewater plant for treatment. Maintenance and upgrades to the existing wastewater system should keep pace with development to ensure a sustainable community and healthy groundwater, river, ocean and potable water sources.

Franchise Utilities

Franchise utility companies in the E-Zone area provide natural gas, electrical power, telephone, cable TV and high speed communication lines. Most of the E-Zone area power and telephone utilities are on overhead lines. The exceptions to this are the natural gas mains and high speed communication lines which are under the sidewalks and roads in most cases.

The Master Plan recommends replacement of the overhead utility lines with underground lines in key pedestrian corridors and upgrades to the gas main system where needed.

Putting overhead lines underground should minimize disruption to services during strong storm events which are common to coastal communities. This should reduce the demand for manpower, resources and repair dollars after a strong storm event. Having these utilities underground should allow business owners to return to business sooner and reduce losses typically incurred from outages due to vulnerable overhead utility damage after storm events.

The aesthetic benefits of removing the overhead utility lines create a more attractive atmosphere for residents, tourists and retail customers. This helps to create a more stable business environment and allows the area to be more sustainable.

The availability of natural gas to the E-Zone area is a benefit to residences and businesses alike. The alternative clean burning fuel source would contribute to the sustainability of the E-Zone.

Infrastructure Projects Evaluation Checklist

As the E-Zone builds out, infrastructure improvements will be necessary for both capacity and aesthetic ends. Projects should contribute to and be consistent with infrastructure planning.

Private Development Checklist

- ☐ Conform to form-based code.
- ☐ Meet master stormwater plan criteria (when developed).

Public Infrastructure Projects Checklist

- ☐ Place overhead utilities underground.
- ☐ Utilize materials that are sustainable and maintainable in the beachside environs.
- ☐ Upgrade existing infrastructure (if needed).
- ☐ Meet master stormwater plan criteria (when developed).

ROADWAYS

Currently the E-Zone consists of a roadway grid pattern between the Atlantic Ocean and the Halifax River that has been modified primarily due to development over the years. The Master Plan maintains the modified roadway grid pattern but removes some of the smaller roadways to facilitate more accessible and comfortable pedestrian movement. Some roads should transition to pedestrian corridors while others should remain open to vehicular access. Street grid modifications are depicted in Figure 2.52.

The Master Plan anticipates the following road closings as part of the district implementation:

- Coates Street between Main Street and Auditorium Boulevard
- Ocean Avenue between Main Street and Auditorium Boulevard
- Hollywood Avenue between Main Street and Auditorium Boulevard
- Fern Lane between Harvey Avenue and Main Street
- Coates Street between Harvey Avenue and Main Street
- Ocean Avenue between Harvey Avenue and Main Street

The purpose of closing these roads is to reclaim land to facilitate the construction of new buildings or public spaces. The following streets are planned to be closed for new

Street Grid Modifications

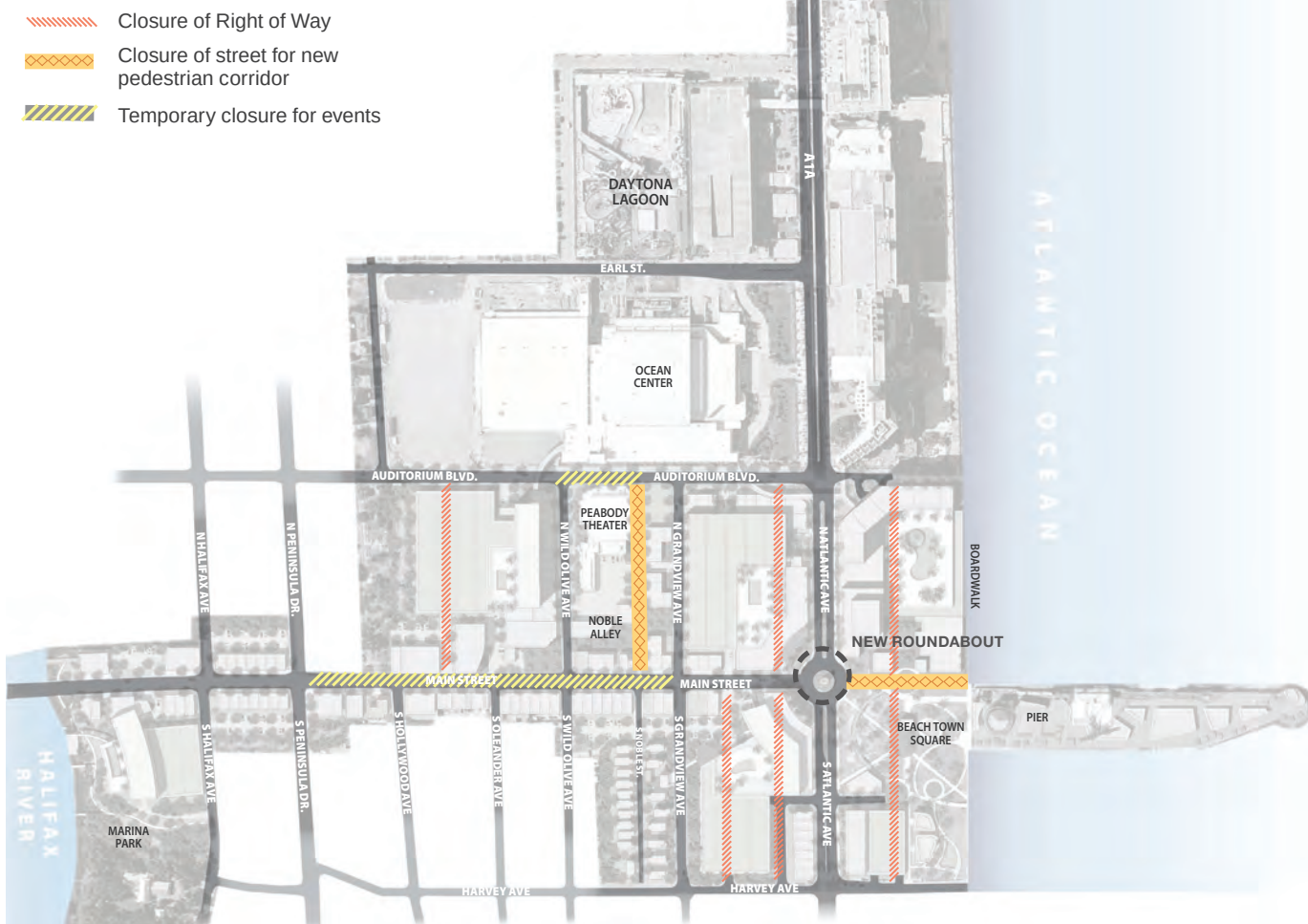


Figure 2.52. Street Grid Modifications.

pedestrian corridors. Temporary closures are anticipated on Main Street and currently occur on Auditorium Boulevard to allow for high levels of pedestrian movement:

- Main Street east of A1A
- Noble Street between Main Street and Auditorium Boulevard

Roads which should undergo significant modification are listed below:

- Main Street between the Halifax River and the Atlantic Ocean
- SR A1A between Harvey Avenue and Auditorium Boulevard

The Main Street modifications should consist of streetscape and infrastructure improvements. The road should maintain two-way traffic as it is presently designed.

The SR A1A modifications include the addition of a roundabout at the intersection of Main Street and SR A1A and additional streetscaping. The plan depicts two travel lanes with 62 foot inside diameter and a + 15 foot sidewalk/utility corridor making a 140 feet overall diameter. Additional modifications to SR A1A should include a pedestrian skyway at Auditorium Boulevard and possible at-grade crossings between Auditorium and Harvey.

Public Frontages

Are areas that are commonly referred to as a sidewalk and are an integral aspect of form-based code. Public frontages are where the public realm interfaces with the private realm.



Roadway Work Evaluation Checklist

Roadway projects (closings, improvements, or construction) in the implementation of the Master Plan must address the following:

- ☐ When streetscaping is taking place, stormwater and utility infrastructure should simultaneously be upgraded.
- ☐ Above ground utilities in the district should be buried when roadway work is taking place.
- ☐ When roadways are closed, stormwater and utility infrastructure within these rights-of-way should be relocated or removed.
- ☐ Where pedestrian skyways or “fly-overs” are proposed, they should be designed and built in conjunction with streetscaping and roadway design.
- ☐ Direct roadway stormwater runoff to landscape and green areas. This should provide irrigation water, percolation for recharging the aquifer, and stormwater treatment. These systems should be designed with an overflow drainage system as an outfall for large stormwater events.
- ☐ Consistent, thoughtful design of paving and urban elements at intersections and crosswalks. For instance, pavement could be designed with lighter colors to reduce the heat reflection from the typical asphalt paving.
- ☐ Design roadways with the minimal amount of pavement required to meet performance criteria. Minimizing the pavement areas has two sustainable benefits. It reduces overall impervious area and creates traffic calming which encourages walking and biking in the E-Zone. Encouraging lower vehicular speeds with traffic calming creates a comfortable, safe environment and promotes walking and biking as a common mode of transportation.
- ☐ Add bike facilities at designated locations to promote biking within the E-Zone.
- ☐ Accommodations for electric cars are recommended as part of the roadway design. These alternative transportation vehicles are conducive with walkable communities and reduce fossil fuel emissions.

There are several existing roads which should eventually be removed as part of the Master Plan Implementation. Removal of these roads is being done as part of converting the E-Zone area to a walkable community. This reduction in roads and the provision of conveniently placed parking facilities is part of the sustainable initiative of the Master Plan.

CREATING WALKABLE STREETS

Public Frontage Zones

One purpose of the street network is to provide for the safe and efficient flow of vehicles to buildings. Streets and their adjoining pedestrian zones also frame the much-used public spaces that make a community attractive, comfortable, and vibrant. New development should focus on enhancing the streetscape: the area that contains sidewalks, street furniture, landscaping, and trees.

Public frontages are areas that are commonly referred to as a sidewalk and are an integral aspect of form-based code. Public frontages are where the public realm interfaces with the private realm.

Recognizing that there are three zones within a public frontage is a key to regulating a more walkable community. These three zones must be provided wherever the guidelines depict “public frontage.” They include the front façade zone, the pedestrian walkway zone, and the furniture zone.

The front facade zone may include seating, signage, and other elements associated with the storefront. The pedestrian walkway must be clear of impediments and be sufficiently generous for projected flow. The furniture zone may include signage, seating elements, lighting, planting areas, trees and tree grates, and bike racks.

The three zones should ideally be differentiated from one another in their design, for instance with paving transitions.

The dimensions of each zone may vary based on the size and character of the street; however minimums should apply. The furniture zone should typically not be less than 5 feet wide. The facade zone should typically not be less than 1.5 feet wide.

Public frontages requiring a “three zone” treatment are depicted in Figure 2.53. Dimensional requirements of the zones are depicted in Figure 2.54.

Streetscaping

Creating pedestrian-friendly streets requires not only the right mix of tenants and offerings, but the right kind of physical environment. Widely-known examples of walkable streets are Lincoln Road in Miami, Park Avenue in Winter Park, and Clematis Street in West Palm Beach. These guidelines set out requirements for public frontages, defined in this section,

Streetscape: Street Types



Figure 2.55. Street Types.

and streetscaping for streets of Type A (primary arterial), Type B (retail corridor), and Type C (pedestrian promenade). Recommendations for streetscaping on typical streets outside of these categories are also offered.

It is recommended that utilities be placed underground or upgraded.

Street Type A - A1A

Street Type A is defined as a “pedestrianized” arterial boulevard. It is the largest street type in the guidelines; its impact must be mitigated in order for a balance to be

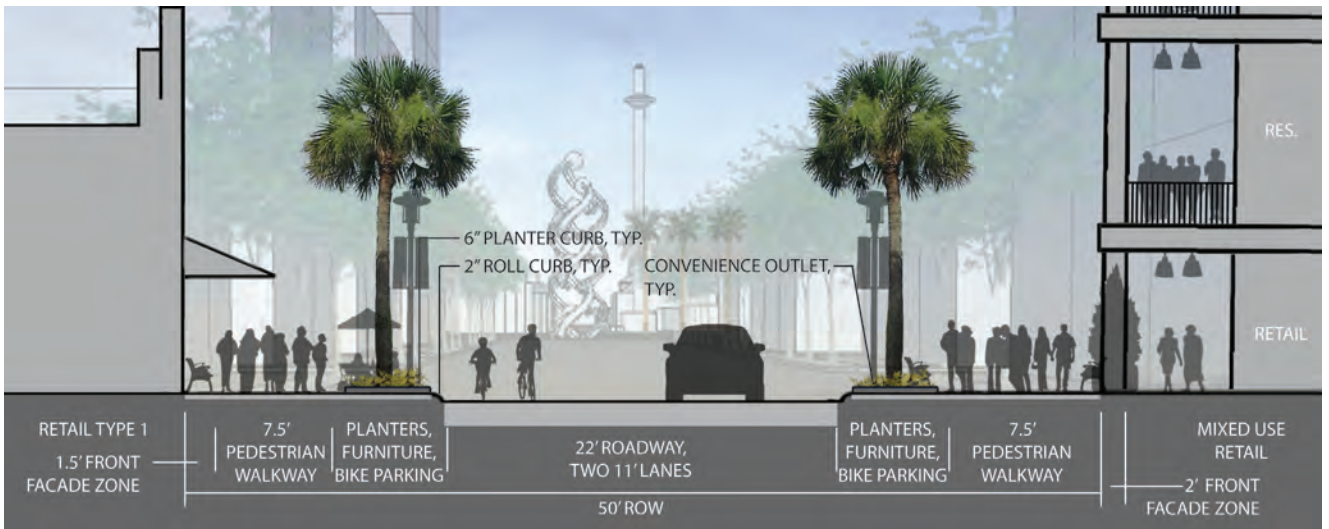
achieved between vehicular traffic and pedestrian activity along the roadway. Its design must:

- Address pedestrian safety and traffic buffering:
 - » Plant additional street trees along the length of this street type to help increase safety and improve the overall attractiveness of the environment to encourage walking.
 - » Require eight-foot sidewalks on both sides of the street.
 - » Provide a generously planted median to offer a safe haven to pedestrians crossing the street and to achieve a “boulevard” effect.

Atlantic Avenue



Main Street



Noble Street

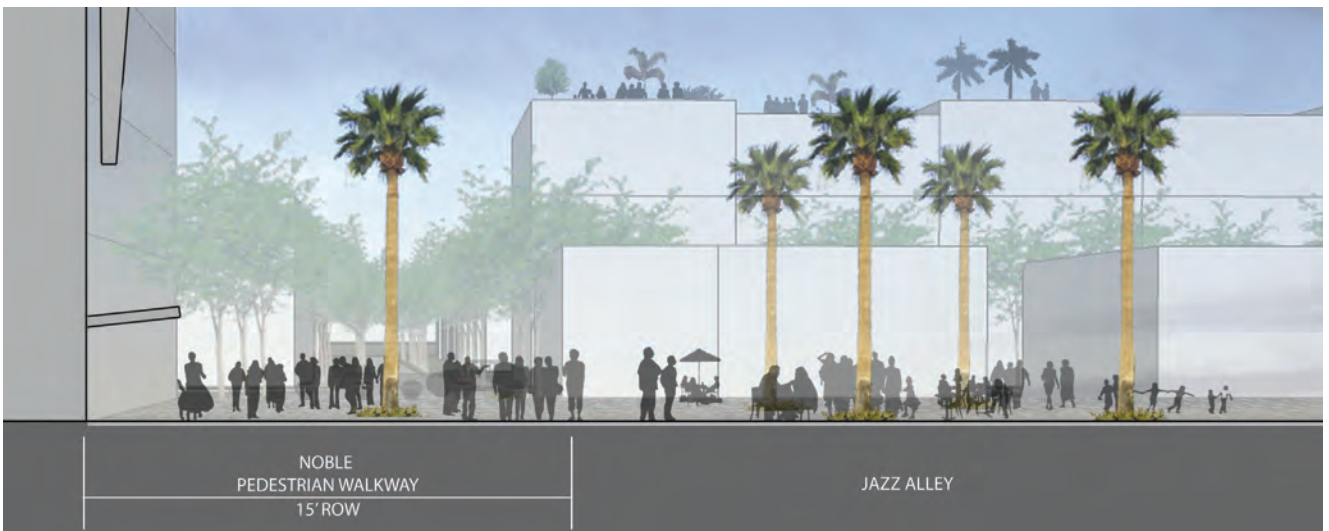


Figure 2.56. Typical Sections: Atlantic Avenue, Main Street, and Noble Street (at Noble Promenade).



Figure 2.57. Gateway treatment of the roundabout at Main and Atlantic.

- Create a constant rhythm of development and activity at a pedestrian scale along the corridor:
 - » Buildings should be set back a minimum of eight feet.
 - » Provide private space where businesses can place outdoor seating or other attractions abutting the walkway.

Atlantic Avenue

Atlantic Avenue between Harvey Avenue and Auditorium Boulevard is designated as Street Type A. It should achieve the general requirements of Street Type A set forth above. Modifications to Atlantic should include the addition of a roundabout at the intersection of Main Street and SR A1A and additional streetscaping.

The roundabout at Main Street on SR A1A should be composed of two travel lanes with 62 foot inside diameter and a + 15 foot sidewalk/utility corridor making an overall diameter of 140 feet. Additional modifications to SR A1A should include a pedestrian skyway at Auditorium Boulevard and possible at-grade crossings between Auditorium and Harvey.

Outside of the segment between Harvey and Auditorium, Atlantic Avenue should maintain its basic structure, consisting of four travel lanes (each approximately 10 feet wide) and a planted median/turn lane (measuring 14 feet wide). The recommended typical section for Atlantic Avenue is depicted in Figure 2.56.



Figure 2.58. Outdoor dining should be plentiful in the district.



Figure 2.59. District branding through signage and wayfinding.

Street Type B - Main Street

Street Type B is defined as a pedestrian-friendly retail and dining corridor. This type of street must achieve a pleasant, walkable sensibility with plentiful opportunities for seating and comfort. Its design must:

- Achieve a pedestrian-friendly quality:
 - » Provide public frontage on the street including the design of facade, walkway, and furniture zones.
 - » Provide plentiful greenery and landscaping offering shade and aesthetic enhancement throughout the corridor.
 - » Provide plentiful seating and rest opportunities.
 - » Provide aesthetic enhancements throughout the street corridor such as art or water features.
 - » Provide district branding details such as banners, awnings, and signage.

Main Street

Main Street between the Halifax River and A1A is Street Type B. It must achieve the general requirements listed above for Street Type B, and it must additionally achieve the following specific recommendations.

Main Street should be a community event venue. A part of the street should sometimes be closed to vehicular traffic for festivals or fairs. In this Main Street event zone, which is defined as the area of Main Street between Grandview Avenue and Peninsula:

- There must be sufficient access to power for staging neighborhood events including concerts, festivals, and fairs.
- The design of the street should distinguish itself from the rest of Main Street and all other streets; it may be unique in its paving, lighting, planting or detailing in order to reflect its special role and effectively serve as a venue plaza when Main Street is closed for events.

- Twenty-two parallel parking spaces are to be removed from Main Street in order to widen sidewalks and provide space for outdoor dining and pedestrian comfort.

The existing tree canopy along Main Street should be preserved and include a generous sidewalk on both sides of the street to maximize pedestrian circulation. Additional greenery and landscaping should be added, both in the furniture zone and the facade zone.

Figure 2.56 shows a proposed cross-section for Main Street. Two lanes for cars, space for motorcycle parking, and sidewalks on both sides of the street are recommended. Amenities in this example include signage (potentially for wayfinding or historic interpretation purposes), gathering spaces, aesthetic planting, and street furniture (e.g. benches), all provided along with a generous pedestrian way.



Figure 2.60. Courtyard plazas with fountains, seating, and venues for small outdoor events.

Street Type C - Noble, Main Street East of A1A

Street Type C is defined as a pedestrian street. Its design must:

- Act as a connector to link significant destinations in the district together physically and visually:
 - » Offer plentiful signage and wayfinding to direct visitors to major destinations in the district.
- Provide a comfortable space for walking and gathering:
 - » Intermingle areas of hardscape paving with soft green areas and water, and provide shade with canopies or trees.
 - » Provide plentiful seating, including movable seating and fixed benches.
 - » Ensure generous provision of outdoor dining opportunities within the corridor

Noble Street

Noble Street is Street Type C. It must fulfill all of the requirements of Street Type C as well as the following specific requirements.

Noble Street should become part of a sequence of pedestrian plazas and courtyards with a festival marketplace sensibility that connects Main Street to the Ocean Center, Peabody Auditorium, and the convention hotel. It should serve as a venue for neighborhood markets, small outdoor music events, and street performances. Figure 2.56 shows a proposed cross-section for Noble Street.

The City is currently moving forward with the development of Noble Street between Auditorium Boulevard and Main Street. Noble Street is Street Type C. This initial phase of improvements includes hardscaping, lighting, and landscaping. Future improvements will include furnishings and other aesthetic enhancements.

Street Type D - Auditorium, Peninsula, Halifax

Street Type D is defined as an important street for wayfinding. This type of street is a likely point of arrival into the district. It may not require comprehensive streetscaping including plants and paving, but at a minimum it must provide district wayfinding and reflect district character through signage and furnishings.

Elements of Connectivity



Figure 2.61. Elements of Connectivity.

Auditorium Boulevard

As the “address” of the Ocean Center, Peabody Auditorium, and future hotels and parking garages, and as the point of arrival for visitors accessing parking or emerging from events at those venues, Auditorium Boulevard should play an important role in establishing ease of connectivity in the district. Clear signage and information should be apparent on the street to guide event-goers to Main Street, the beach, and other destinations in the district.

Street Type E - Grandview, Wild Olive

Street Type E is defined as a narrow existing street with sidewalks and street tree plantings. This type of street serves

as an important pedestrian linkage between Main Street and the Ocean Center.

Street Type F

Street Type F is defined as rights-of-way designated for closure in order to facilitate the construction of new buildings or public spaces. As each of these streets is closed, infrastructure in the right-of-way should be removed or relocated. Streets designated as Street Type F include:

- Coates Street between Main Street and Auditorium Boulevard
- Ocean Avenue between Main Street and Auditorium Boulevard

- Hollywood Avenue between Main Street and Auditorium Boulevard
- Fern Lane between Harvey Avenue and Main Street
- Coates Street between Harvey Avenue and Main Street
- Ocean Avenue between Harvey Avenue and Main Street

Neighborhood Streets

Neighborhood streets that link residential areas to the E-Zone should be evaluated on an as-needed basis to address and resolve traffic circulation and other issues related to district densification and increases in activity.

Walkable Streets Design Checklist

Creating walkable streets is essential to the development of a successful shopping and entertainment district. As streetscaping projects move forward, the following checklist should guide the evaluation of design proposals:

- ☐ Streetscape design is consistent with the applicable Street Type and Public Frontage guidelines as outlined in the Circulation, Access and Infrastructure section of the Form Based Guidelines.
- ☐ Streetscape design preserves key views to maintain visual connectivity of major elements.
- ☐ Design provides sufficient lighting for safety and security at night, while keeping light fixtures at a pedestrian scale.
- ☐ An evaluation has been made of the need for traffic calming measures.
- ☐ Design provides for ornamental streetscape elements to “dress” the street wherever possible, including custom manholes, hanging plants or banners, and district-specific furnishings including trash cans, bike racks, and seating elements.
- ☐ Design seeks opportunities to provide special features such as public art, fountains, misters, and event-ready public spaces.
- ☐ Streetscape design provides opportunities for outdoor dining.

ESTABLISHING CONNECTIVITY

The E-Zone must be physically interconnected locally and regionally via roads, water, and paths. Likewise, the E-Zone should be visually connected in a manner that makes getting to and through the E-Zone easy and intuitive. Visual

connectivity involves presenting district character, brand, and wayfinding in a consistent manner to the public at all stages of their arrival and experience.

Connectivity Throughout the E-Zone

The intent of the E-Zone is to be pedestrian friendly which places a priority on pedestrian scale and walkability, reducing the traditional emphasis on the automobile. This should be accomplished by designing the area to support parking once and making all other trips on foot. Once people arrive at the E-Zone, they should be out of their cars and walking around. The following implementation actions are recommended to better connect the district:

- Provide transit with stops at ¼ mile minimum
- Create walkable streets and a clear public realm framework
- Provide pedestrian linkages connecting destinations to parking and each other
- Incorporate bike facilities into design (parking, signed paths)

Wayfinding

Signage and wayfinding must be implemented in order to establish district character and guide visitor experience. An important aspect of wayfinding is to provide clear direction to existing public parking and proposed parking structures in the future.

Regional Connectivity

One of the key qualities of successful places is accessibility. As a choice destination locally, regionally, nationally and internationally, the E-Zone must be highly connected to its surroundings, both visually and physically. While the district is currently highly accessible, these connections should be strengthened and improved, making all that the destination has to offer more obvious. Visual improvements include wayfinding and corridor guidelines that provide standards for the appearance of the roadways leading to the district such as mast arm signals, lighting, landscaping, signage, etc. Physical improvements include capacity improvements, turn lanes, transit service enhancements, etc.

An economic benefit of good connectivity is shown in the illustration. When the area is well connected the market



area (based on drive time) is expanded. The major roadways leading to the E-Zone must allow easy access to the district. This can be accomplished by ensuring adequate multi-modal capacity exists and the routes to the E-Zone are clearly marked and understood.

The recommended implementation actions to make the E-Zone more connected to the region include:

- Preserve the connection to the mainland of the Main Street Bridge
- Introduce a water taxi on the Halifax
- Provide an easily accessible (and possibly free) shuttle service serving the district

Water Taxi

A water taxi should be implemented with the improvement of the City Park, located on the Halifax, south of Main Street. This future service should serve to connect the E-Zone to other destinations along the Halifax. The water taxi dock should be a special design element, representative of the district brand, with clear signage and information for visitors.

Shuttle Bus

A shuttle bus should be provided to connect the E-Zone to transit, remote parking, and to other regional destinations. The shuttle bus should provide convenient, frequent, and cheap or free service linking the E-Zone to surrounding events and activities. The shuttle stop(s) must be recognizable as an important element of the urban realm, with clear signage and information defining the scope of its services.

Rail

Rail is not anticipated in the current plan, but decisions should not be made that would inhibit or preclude its future consideration.

Connectivity Checklist

Evaluate the degree to which private or public projects contribute to establishing connectivity in the district. The significance of pedestrian routes and other elements of connectivity should be evaluated using the Master Plan as a guide while reviewing the following checklist items.

- ☐ The design includes provision for bike circulation and/or bike racks
- ☐ The proposal contributes to connectivity regionally by contributing to district transit goals in the design through the provision of a transit stop, a shuttle, transit information, or other means.
- ☐ The design contributes to wayfinding through the implementation of gateways, landmarks, and signage.
- ☐ The proposed design contributes to connectivity in the district by providing or enhancing a pedestrian route.
- ☐ Project enhances the ease of walkability in the district through its design and program

Summary

- The intent of the Master Plan should be upheld through the application of development standards described in four regulating plans: District Character; Building Form; The Public Realm; and Circulation, Access and Infrastructure. Each regulating plan informs development form in the district.
- District Character describes the general sensibility and intent for the aesthetic and experiential qualities of two Character Areas. Development proposals, public spaces, and uses within the district should be consistent with the Character Area they reside within.
- Building Form determines the best building envelope for the context of the area, how to address the street, and the variety of buildings which integrate within the surrounding context.
- The Public Realm describes major components of common spaces, including parks and public space and defines requirements for abutting development.
- Circulation, Access and Infrastructure defines parking regulations, streetscape guidelines, infrastructure, and connectivity.
- “Daytona Beach style” is defined by a resort style vernacular supported by an architectural vocabulary that expresses materials with soft landscapes and punctuated hardscapes. This style flows throughout the E-Zone, with some variation between the Pier/A1A District and the Main Street District. Both districts should feature Daytona Beach style, but each should also have its own unique character.
- The public realm should feature a consistent palette of elements that should be characteristic of the E-Zone. The style and character of place-making elements within the public realm should include paving, plants, lighting, furnishings, and signage.
- A “sense of place” can be created in the E-Zone by using visual cues that serve to reinforce a person’s identification of their unique surroundings.
- The overarching goals for circulation, access, and infrastructure in the E-Zone are to (1) create walkable, pedestrian-friendly streets, (2) establish connectivity within the district itself, and between the district and other regional amenities, (3) to promote sustainability through integrated landscape and stormwater planning and other means, and (4) to provide sufficient parking for projected demand, distributed throughout the district and managed within the construct of a shared parking system.

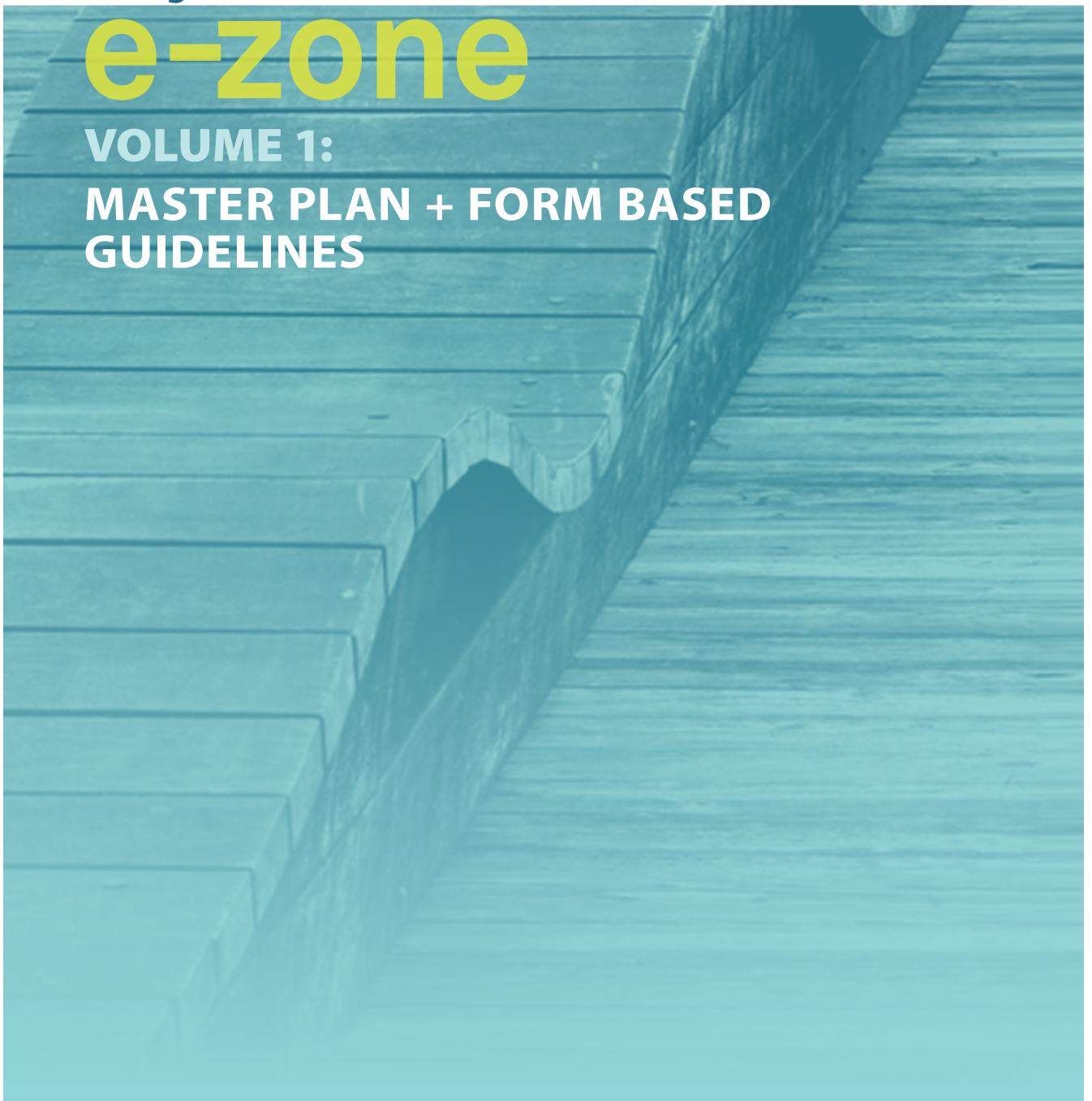
3.0 Implementation

daytonabeach

e-zone

VOLUME 1:

**MASTER PLAN + FORM BASED
GUIDELINES**



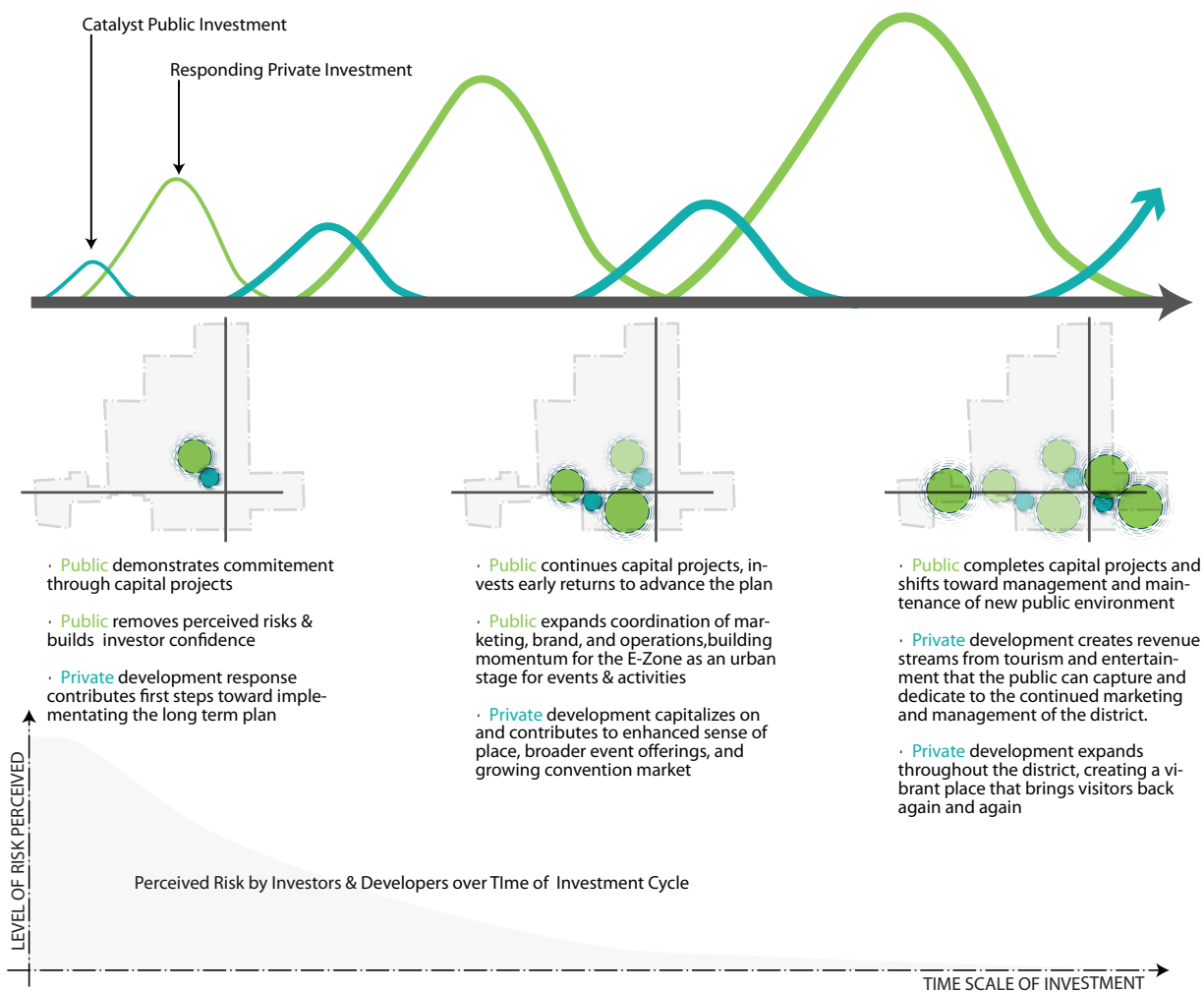


Figure 3.1. A series of focused and strategic public investments can catalyze private responses and reduce perceived risk among investors and developers.

Achieving a successful outcome is about positioning Daytona Beach for new market offerings by (1) turning the corner on image by expanding event offerings and enhancing the sense of place; (2) ensuring implementation by leading with public investment, taking small but strategic steps, and focusing on the big picture goal: the integrity of the long term plan; and 3) empowering a District Authority over the E-Zone to deal with investors and private developers in the implementation of the Master Plan.

Implementation Strategy

In order to bring the plan to fruition, a number of near term strategies, funds, and projects must be defined and pursued. This section is a guide to begin that process, and once underway, to structure ongoing project management and decision-making.

Though the steps below are listed in general sequence, it should be noted that all actions are critical to plan success and that various phases, particularly parcel acquisition and adoption of formal guidelines, should overlap due to the incremental nature of their implementation.

STEP 1: ADOPT THE E-ZONE MASTER PLAN

Time Frame: Immediate.

Adopting the Master Plan is something that can happen immediately, and is the culmination of the current work

effort. Adopting the plan cements the vision and allows the City to begin the work of changing perceptions of the district and organizing a roadmap for implementation.

However, adopting the overlay district is only the beginning of bringing the plan vision to fruition in bricks and mortar.

The Master Plan puts forward broad ideas that require specific actions to achieve. However, these actions may prove challenging since large proposed project sites (for instance, the convention hotel) consist of numerous smaller parcels owned by separate individuals. This is not surprising or unexpected, but it does mean that simple adoption of the plan can only be considered the first step toward implementation. In order to move the plan forward, these parcels must be assembled.

CHECKLIST

- ☐ Adoption of Overlay District Master Plan

STEP 2: INITIATE PARCEL ACQUISITION STRATEGY

Time frame: incremental over time.

Aggregating parcels into project sites as envisioned in the plan should be the fundamental component of implementation. Parcels can be aggregated by Plan Area. When a Plan Area achieves a parcel form suitable to the overlay district plan vision - that is, when necessary land acquisition/assembly is complete or necessary partnerships (e.g. owner coalitions or other means of aggregating parcels) are in place - that Plan Area is ready to be activated.

CHECKLIST

- ☐ Parcel acquisition for assembly of priority near term development sites and public realm components

STEP 3: FORM E-ZONE DISTRICT AUTHORITY

Time frame: 1-2 years to create the entity.

In this step, the city and stakeholders should form a District Authority to act as a strategic partner in support of key implementation activities, such as dealing with private investors and developers who are interested in implementing the E-Zone Master Plan; marketing; community relations; and operations and management of the E-Zone. The proposed entity—the E-Zone District Authority—would likely be a formal structure with legally established powers to assemble property, negotiate with owners and developers, and review and approve designs. The District Authority would complement the traditional government functions

of law enforcement, service delivery and infrastructure development by serving as a liaison among city officials, area businesses, residents and visitors. The plan envisions the District Authority as a highly visible public presence, staffed by an Executive Director and three to four support personnel, as well as volunteer Ambassadors that circulate throughout the E-Zone area. As readily identifiable representatives of the district, these ambassadors would be accessible to answer visitor questions and would act as “eyes on the street” to promote safety and call attention to issues of non-compliance with plan provisions, poor aesthetics, or other threats to the district image. Authority staff would also spearhead area branding, event coordination, and community outreach.

Responsibilities of the Entity

The responsibilities of the E-Zone District Authority should be as follows:

- Establish a mission for the entity that focuses both on plan implementation tasks and daily operations, including:
 - » Developing messages and strategies to improve regional perceptions of the district
 - » Marketing district businesses through cooperative programs and promotions
 - » Maintaining media partnerships to share stories about the district with the larger region
 - » Hosting events to bring people to the district or providing financial and marketing support for existing events
 - » Coordinating among individual events currently hosted by major tenants, such as the Ocean Center convention center in the district and maintaining an overall calendar of activities and a comprehensive listing of available services and amenities
 - » Facilitating visitor interactions
 - » Promoting safety, visibility, and aesthetics throughout the district
 - » Assisting in recruiting private sector stakeholders and property owners to help champion plan implementation
 - » Advocating for local, regional, or state initiatives to develop the district and implement the plan
- Define an operating plan, including:
 - » **Advisory Group.** Identify and establish an advisory group consisting of city, county, regional, private sector and non-profit representatives that can guide District Authority activities, define responsibilities, and direct funding.

- » **Revenue Stream.** Identify and establish a revenue stream to fund daily operations and plan support activities. Funding sources could include:

- Chamber of Commerce
- Volusia County
- Hotel/Motel Association
- Convention & Visitors Bureau
- Community Redevelopment Agency
- Bed Tax
- Beach Club Revenue
- Event Fees

CHECKLIST

- ☐ Creation of District Authority
- ☐ Define Advisory Group
- ☐ Mission Definition and Responsibilities - Oversee marketing, event coordination, community relations, Ambassador program
- ☐ Establish daily operations budget

STEP 4: DEVELOP OPERATIONAL DISTRICT MANAGEMENT PLANS

Time frame: 1-2 years.

To supplement the Master Plan, the City should develop other management plans to guide development and management of specific elements of the district, including parking, stormwater, and security.

CHECKLIST

- ☐ Parking Management Plan - Guide the development of new parking supply, manage the remote parking system, and manage the parking capital projects fund that should be the depository for parking impact fees
- ☐ Stormwater Management Plan - Guide the creation of the stormwater management plan and oversee its implementation.
- ☐ Safety and Security Entity - Guide the development of a safety and security plan in collaboration with the E-Zone District Authority and make it operational.

STEP 5: ESTABLISH NEAR-TERM CASH FLOW NEED

Time frame: 1-2 years.

These funds should support other ongoing plan implementation activities, including capital projects.

CHECKLIST

- ☐ Public financing mechanism
- ☐ Parking impact fees (via Application for Parking Need)

STEP 6: PURSUE NEAR-TERM PROJECTS WITH CAPITAL NEEDS

Time frame: incremental over time.

These projects represent catalytic improvements to the district intended to spark private sector investment and enhance a sense of place and function in the E-Zone.

CHECKLIST

- ☐ Development of “Beach Town Square”
- ☐ Construction of streetscape/pedestrian improvements on:
 - » SR A1A (includes utility upgrades)
 - » Grandview north of Main Street (includes removal of overhead power lines and utility upgrades)
 - » Wild Olive
 - » Noble between Main Street and Auditorium
- ☐ Improvement of wayfinding signage program with emphasis on directions to parking; develop a streetscape manual to help determine precise sign styles and designs
- ☐ Restoration of existing historic “coquina elements”:
 - » The Clocktower and historic beach markers
- ☐ Pier improvements

STEP 7: ADOPT THE FORM-BASED GUIDELINES

Time frame: incremental over time.

Activating a Plan Area should occur as a zoning change by ordinance, wherein the mandatory Form Based Guidelines for that Plan Area are adopted and become enforceable. The Plan Area should be ready for redevelopment.

These ordinances should be adopted incrementally, with near term Plan Areas being the focus of first moves.

Economic Framework

Improvements to the economy in general, and the real estate market in particular in Daytona Beach, will likely trail those in the overall US economy. As such, there is currently limited demand for commercial real estate on a large scale in Daytona Beach. For this reason, successful development within the Daytona Beach E-Zone should be about meeting the needs of the tourist market. Doing that should require the implementation of a plan whose land uses meet those needs. Such uses include hotels, retail, dining, entertainment, and event space. Economic conditions within the E-Zone are currently not favorable for the development of retail, dining, and entertainment uses. This fact is punctuated by the significant amount of vacant commercial space within the E-Zone. Therefore, the key to realizing development within the district is driving demand by increasing visitation to the region and concentrating improvement on a well-defined core area.

EVENTS AND ACTIVITIES

Daytona Beach today is about (1) the beach, and (2) events and activities. Enhancing that focus represents the best opportunity for the City to grow its tourism base and ultimately revitalize the E-Zone. For this reason, events and activities (include sporting events) are at the forefront of the redevelopment plan, and should remain a focus for the City as it makes development decisions in the E-Zone.

Events should focus on the shoulder seasons as well as focusing on activities and reasons to get those currently visiting the region to visit the E-Zone. Accomplishing this is best done on a coordinated basis with the convention center. Currently 7.7M visitors spend approximately \$4.6B annually in Daytona Beach. Long term success should be accomplished by increasing visitation and spending. The goal is to give visitors more reasons to come to Daytona Beach and to improve the quality of the guest experience.

The Ocean Center is a critical component to growing visitation in Daytona Beach in general and proximate to Main Street in particular. The recently-expanded convention center is currently an underutilized asset, but this is in part a function of the inability of the center to sell large blocks of dedicated hotel space to convention and meeting planners. Setting aside the challenges in the current economy, there is evidence that demand exists for a convention hotel in this market (see Vol. 2, chapter 4, Convention Hotel Feasibility).

COORDINATED PLANNING

In order to maximize the value of any development moves that take place in the E-Zone, it is important that activities between the City and certain key private land owners be coordinated.

The plan reflects the goal of developing a convention hotel; in order to maximize the value of that hotel as a catalyst for additional events in the convention center, the operation of the two facilities should be carefully coordinated. Also, the relationship between (1) the convention hotel and the beach and boardwalk and (2) the public realm and the beach and boardwalk are both critical. As proposals emerge for the convention hotel, public and private interests must be balanced to achieve an outcome that benefits both.

The plan promotes a strong connection between the Daytona Beach Pier and Main Street along with the creation of public neighborhood activity and event space (Beach Town Square) proximate to the Beach. Jointly planning development sites that create, contribute to, and potentially impact this public realm experience becomes an important governing construct as the plan is implemented, and provides an opportunity to maximize the impact of development on the boardwalk and adjacent to the convention center. Sporting events may also be held at the Ocean Center, Beach Town Square, and throughout the E-Zone.

THE GUEST EXPERIENCE

Long term development within the Daytona Beach E-Zone should be driven by tourism within the Daytona Beach marketplace both by growth in the number of visitors to the region and by visitor spending within the region. Much of what happens in the district should be about making improvements to the guest experience. People come to Daytona Beach today because of the beach, events, and the lower prices. On a long term basis, improvement to the area should allow the focus to remain on the beach and events, albeit at higher prices. Having established the underlying driver for development within the E-Zone, any initiatives that

promote growth in the number of visitors, growth in visitor spending, and improve the perception of Daytona Beach are worthy of consideration. This includes building on the successes of sports-oriented events that Daytona Beach is famous for. Focusing energy on improving the utilization of the convention center and expanding the number and improving the quality of regional events should help to improve the foundations for private sector development.

IMPROVING THE REGULATORY ENVIRONMENT

Because of continued sluggishness in the national and regional economies, it is prudent for the City of Daytona Beach to spend time now creating a regulatory environment that is conducive to private sector development and friendly to private investment. Initiatives that can minimize the political risk and remove uncertainty from a development project increase its likelihood of happening, including the creation of the District Authority. Actions taken in this regard can build upon the momentum created by the adoption of the Master Plan for the E-Zone. It is equally important for the City of Daytona Beach to demonstrate consistency of purpose with respect to the E-Zone. Energy has been spent putting a plan in place, so it is important that the next steps be taken. In-action in this regard has the possibility of being viewed as a lack of commitment, effectively increasing the amount of political risk faced by private sector developers and making it more challenging to attract private sector development interest.

THE BEACHFRONT AND THE CONVENTION HOTEL

The market that is closest to being ready is that for the convention hotel as demand is created by the expanded Ocean Center. The presence of such a hotel, provided that it has a strong relationship to the convention center, can further help grow the visitor base in Daytona Beach. Opportunities for the public sector to facilitate the private sector development of the hotel should be considered, and in fact, some level of public support will likely be necessary, particularly as it relates to development of the public spaces within the E-Zone.

ORGANIC DEVELOPMENT OVER TIME

While it may make sense for the City to assert a more active role in facilitating the development of a convention hotel, its primary focus should be the public realm and public

assets to reposition and enhance the image and reputation of Daytona Beach. Because of the fragmented ownership throughout the E-Zone and because of the current weakness in the economy, further development within the district will likely be slow and occur over an extended period of time. This again reinforces the necessity for institutionalizing the plan and its mechanisms for implementation. Additionally, the need for clear and consistent public leadership should be demonstrated by concentrating improvements in a visible core location at Main Street and A1A.

This chapter lays out a number of specific steps to implement and move the plan forward. Development will not immediately occur upon completion of the plan, but implementing each of the recommended steps and diligently moving forward and championing the goals of the plan should bring it closer to reality.

PROGRAM

A detailed narrative explanation and definitions of the proposed E-Zone program can be found in Chapter 2, The Master Plan. Table 3.1 summarizes programmatic targets.

Financing Strategy

Financing projects in an environment such as Daytona Beach is a hard puzzle to solve. The demand potential is low until the physical environment turns and the perceived image of Daytona Beach improves. A critical mass is needed to start to coalesce energy in the market.

Tools typically used in Florida are real estate Tax Increment Finance Districts, based on real estate value increases. However, that is not a current option here, since the lift needed to improve the real estate environment is so great that a predictable and consistent management presence is needed. This drives the need to establish the District Authority in the near term.

The immediate future for public finance is also clouded by the poor state of the economy as well as what we see as an impending City, County, State and Federal credit crunch due to overspending on unfunded entitlements. Nevertheless, progress must be made. At least, Daytona Beach is in Florida and still benefits from robust growth. The trick is making the setting attractive, desirable, and safe enough to attract its fair share, or more of its demand.

The City has limited finance tools to use. The County has broader resources, and a broader geographic range to derive revenue from. In its simplest form, both the County and City need to set this project as a top priority, as the physical being

TABLE 3.1 Proposed MSDB Real Estate Program

Use Type	Quantity (SF)	# Rooms	Detail
HOTEL			
<i>Convention Hotel</i>		500	<i>One 4 star hotel</i>
<i>Business Hotel</i>		500	<i>Two 250 room hotels, one is 3-1/2 star</i>
<i>Other Hotel</i>		500	<i>Three hotels totaling 500 rooms</i>
		1,500	TOTAL
SEASONAL RESIDENTIAL	As the market allows		Condos/ apartments over retail on Main; some renovation of existing
RETAIL, DINING & ENTERTAINMENT			
<i>Destination Restaurants</i>	35,000		<i>Pier restaurant plus 3 more</i>
<i>Sit-down Restaurants</i>	20,000		<i>"Local" places; 4 locations, 5,000 SF each</i>
<i>Quick Service Restaurants</i>	20,000		<i>10 locations, 2,000 SF each</i>
<i>Seasonal Vendors</i>	As needed in peak season		<i>In major public spaces</i>
<i>Entertainment</i>	25,000		Clubs, bars
<i>In-Line Retail</i>	50,000		<i>Ground floor; near beach and along Main Street</i>
	150,000-170,000		TOTAL
CULTURAL ATTRACTION	50,000		
AMUSEMENTS	TBD		<i>5-10 rides, supporting uses around Pier</i>
PUBLIC VENUE	TBD		Event-ready public space
OFFICE/ RESIDENTIAL	TBD		<i>80 condos/ apartments, offered as market allows</i>

of the E-Zone communicates what the image of Daytona and the County are like as a destination and business location. Does leadership wish to stay the same course or is there a desire to create a more attractive setting that could be used by millions of visitors a year, and by convention attendees, or does it wish to communicate that the area is stagnant and might not improve? With a mindset shift, and policies to support that shift, progress can be made - a vital message to send to the private development community.

The key to success in this environment requires:

- Accepting the long term vision set forth in the E-Zone Master Plan, and having it serve as the framework plan for all projects moving forward
- A willingness to choose initiatives and investments in this area, over other options, and channel existing resources to the start up initiative needed to launch an image change
- Accepting the fact that this is a long term plan that must be systematically executed and not spread across the whole E-Zone
- Executing demonstration projects, large and small, year by year, in a concentrated way, so enthusiasm for the plan does not wane

Assembling land so the government has the power to facilitate certain projects is a first step. This was systematically employed for both the first and second phases of the Ocean Center, and in a way, the Ocean Center strategy embodies the approach needed for the balance of the E-Zone. The only difference, was this project also had the benefit of a dedicated, county-wide room tax.

For this project, a couple of demonstration projects near A1A and Main Street need to set the stage, funded out of the existing resource base. Once certain projects are executed, the "foundation projects" should set the stage for the next level of development. Priority projects are:

- **Think big, act small.** Concentrate money and effort at the Pier to establish one or two quality destination restaurants with an engaging, comfortable public realm at Beach Town Square. Create one photo-worthy place quickly so people can imagine "I could live here."
- **Event programming.** Attention must be paid to programming and marketing the E-Zone. It is suggested that the City establish a 2% override to all room sales east of the Halifax River. This fund should be dedicated to attracting convention events as well as competitive arts

and security in the district. This and other funds should also be used to attract businesses and residential to the Zone.

- **Street, sidewalk and landscape improvements.** The CRA is designed to address these costs, but what is needed is much greater than the resource base available. Ways to increase this resource base include getting traditional state and federal revenue sharing, encouraging the County to provide special financial support to this zone from its various programs, such as park resource dollars from sales tax, etc. This is the County's beachfront as well. There are also grant, gift and other types of funding resources to be sought.
- **A hotel transaction.** Such a project would affect a large site at the east edge of the E-Zone. This project can be executed in one of two ways: public-private partnership or use of tax exempt bonds. The cost of capital for a public-private partnership (equity cost at 20%, mezzanine financing in excess of 10%) on top of an estimated 45% public incentive would be required to make this project possible. The best approach would be use of tax exempt financing. Depending on what is loaded into the cost (hotel and its parking or a more ambitious project including land assemblage, extra parking, road improvements), the hotel can get close to paying its bonds under a municipal finance approach, due to the low cost of capital. What the City and County would need to fund is coverage, reserves and provide public guarantees. It is suggested that incremental room tax earned by this hotel be lock boxed to support this transaction. Over time, these dollars would be returned to the City and County as the hotel's bonds are paid.
- **Master stormwater plan provisions, detailed study and land acquisitions.** This would help provide predictability to the private investment community.

As private sector investment starts to occur and property taxes rise slightly, the creation of a special assessment district in the retail and hotel corridor should be considered.

One non-traditional source of funds could be creating a regional center for EB-5 financing. This takes study in its own right. The EB-5 visa is a method of obtaining a green card for foreign nationals investing money into the U.S. To obtain this visa, individuals must invest at least \$1 million and create at least 10 jobs. The investment is lower in regions with high unemployment rates. In our judgment, creating a regional center and offering this tool would have merit in the E-Zone.



Figure 3.2. Tucson, Arizona.

The above strategies exact all the resource bases currently enabled in Florida. Once these tools are employed systematically and if the tax resources earned in the E-Zone are not diverted to other areas of the City or County, momentum should build for the E-Zone.

FINANCING ALTERNATIVES FOR A CONVENTION HOTEL

Several potential sources of financing are possible. As a next step, the City of Daytona Beach needs to review financing options and determine a path forward in order to undertake near-term projects, including Beach Town Square improvements, event programming, and a convention hotel.

Financing Mechanisms

- **Pay-As-You-Go Financing:** Projects that are relatively small or that are financed in municipalities with rapidly growing tax bases are sometimes paid for directly out of appropriated funds. The majority of facilities, however, are financed with long-term debt so that the payment of capital costs corresponds to the period over which the facility is used and its economic benefits are realized.
- **General Obligation Bond Financing:** Long-term bonding using the general obligation of the city, county, and/or state, either directly as part of a capital outlay program or as guaranteed debt of an authority, would provide strong credit and relatively low borrowing costs for the project. General obligation bonding is typically reserved for projects perceived to benefit the population as a whole, such as educational, environmental, transportation, or correctional facilities, and is not often used directly for convention center hotel financing.

- **Revenue Bond Financing:** Various taxes, fees, or other dedicated revenues could secure revenue bonds for the new convention center hotel. Most of the recent convention center hotel projects throughout the U.S. have used this financing structure, which can be tailored to fit the specific requirements of the involved state and local governments.

Taxing Mechanisms

- **Hotel Occupancy Tax:** Hotel taxes have the major advantage of primarily taxing out-of-town visitors rather than local residents. Convention centers in Orlando, Los Angeles, New Orleans, Atlanta, Charlotte, Houston, Indianapolis, Miami, Philadelphia, St. Louis, and San Francisco have their debt service paid totally or in part by dedicated hotel tax revenues.
- **Sales Taxes:** Sales taxes provide strong credit structures because they are relatively predictable and tend to track inflation and economic growth. A general sales tax increase or expansion of the base could provide a strong incremental revenue stream. However, these taxes are often difficult to implement because they primarily tax local residents and require referendum and/or state legislative approval. Sales taxes can generate huge amounts of revenue, but also burden the local economy. In some cases, municipalities have used a general sales tax increase over a fixed period of time to finance major capital projects such as a convention center hotel. This quick-pay method enables municipalities to generate the necessary revenue over a short period of time, but a general sales tax is a blunt taxing instrument that doesn't provide a direct match between burden and beneficiary. An important option may be the example of a special 1 percent sales tax for infrastructure use at a new mall in Port Orange. If applicable in retail and hotel establishments east of the Halifax River, enough tax could be earned to generate momentum in the E-Zone.
- **Meals Taxes:** Meals taxes have been used in several cities, particularly in the Midwest, to support the costs of convention and sporting facilities. Like hotel taxes, they are directed toward beneficiaries of the project and to some extent, non-residents. A subset of an overall sales tax, meals taxes can also generate substantial revenue.
- **Development Fees / Land Lease Income:** Fees for the right to develop projects near the convention center or elsewhere in the downtown area could conceivably be used to assist in funding the facility. These so-called linkage fees have been imposed in other cities where available land adjacent to a convention center is at a

premium. Development fees or land lease income from hotels, parking decks, retail stores, and other uses that can benefit from being adjacent to a convention center are sometimes used to help fund project costs. Such fees are unlikely to produce significant revenues in the current economy and they are typically not a creditworthy source for debt financing because of their speculative nature.

- **Tax Increment Financing:** Tax increment financing ("TIF") is based on the incremental property or sales tax value of the ancillary economic development projects that are triggered by a major new development. The tax base of a defined area (the TIF District) surrounding the project is frozen and any increases in the future tax base are used to repay TIF bonds. This mechanism is utilized in some Florida cities and may be an important option to pursue.
- **Others Sources:** Other sources of partial funding include car rental taxes, taxi airport access fees, and parking taxes.

Some of the tools described above may be available under the laws of Florida. We understand that Florida law does provide for traditional property tax increment financing which the City has previously taken advantage of to finance certain public improvements related to other convention hotels adjacent to the Ocean Center. As well, in certain unlimited circumstances non-traditional property tax increment programs may also be available. Non-property tax increment programs also may be an option for identifiable revenue streams that can be measured. Increases in these revenue streams directly related to the construction of the proposed hotel and associated increases in retail and commercial activity would likely be available to be redirected to the hotel project. It needs to be acknowledged that revenues generated from sources such as the levy of the convention development tax and the tourist development tax are limited by state law and county ordinance and any use or redirection would require involvement by the Volusia County Council - another reason that the City and County must partner to regenerate the E-Zone. Similarly we acknowledge that sales tax revenues are not distributed to local governments based on the area of collection so increased sales tax revenues created by the hotel may not be redirected to the project without agreements with the other recipients in the County.

With the cooperation of private landowners within the E-Zone, new revenue sources may also be available. If the land upon which the proposed convention hotel sits is owned by a private party or controlled for a sufficiently long enough term, such a landowner could impose a user fee similar to that being imposed in commercial developments around

the state such as in the City of Port Orange at the Pavilion. The user fees in such an instance might also be an available dedicated funding source pledged to the repayment of the gap financing.

To finalize any funding plan, the City needs to address policy issues stated in previous pages, and needs to consult with legal professionals knowledgeable about Florida law who can assist the city in identifying available financing tools and necessary partnerships. It is clear that the City, acting alone, has very limited resources to provide the gap financing of approximately \$68.5 million (using the assumptions found in this report).

Key Points of Hotel Financing

- Hotels need 68% occupancy to break even. However, convention hotel properties cost \$275,000 to \$300,000 per room because of the amount of meeting space needed to support their operations. Even with that occupancy, break-even is very hard or impossible.
- Equivalent subsidy required is 20% to 35% of facility costs.
- Typical developers require 15% to 25% return on their equity contribution, which is generally 50% of the development cost. In actuality, a developer interested in a hotel in Daytona Beach would accept a lower return on equity, perhaps as low as 10% (for analytical purposes, we have assumed the higher range). Often they source some of the equity using mezzanine financing, which costs 15%. Meanwhile, government interest rates cost 4% to 6% - much cheaper. The balance of the deal is financed by a commercial bank with a 7 % to 8% interest rate.

This data presents a raw analysis, and assumes developer and finance assumptions present in today's market. The analysis also assumes that the project is being pursued as a public-private partnership, rather than City ownership using tax-exempt bonds. We have not yet reflected cost saving strategies used in other markets, such as funding parking, site assemblage, meeting and ballroom costs or infrastructure costs to other budgets. This data sets the stage for this next level of analysis. Restated, this is what the economic picture would look like to a developer if he were to build a 500 room hotel, have today's required debt to equity ratio to attract financing, and to obtain market rates of return on equity. (For a complete financial analysis, please see Volume 2 of this report.)

GUIDELINES AND GOALS FOR PARKING IMPLEMENTATION

The Master Plan implementation parking strategies fall into 3 categories:

- **Connect** to and throughout the E-Zone
- **Manage** assets for maximum efficiency and effectiveness. Make investments that bring about catalytic change to the area.
- **Design** the plan to convey the purpose

The parking strategies implemented with the Master Plan are as follows:

- Connect
 - » Distribute parking throughout area with convenient access to desired destinations
 - » Park once – walk to destination
- Manage - Establish a management structure to oversee parking utilization, the parking experience from the user's perspective, remote parking to address overflow needs, and shared parking. Parking must be coordinated as a pooled district-wide resource.
 - » Policy - one entity manages all public parking
 - » Enforcement - reduce ticketing of cars
 - » Establish parking payment system that is more convenient than existing meters
- Manage - Evaluate fees charged for parking
 - » Explore eliminating fees during certain hours
 - » Explore certain uses (retail) opting out of fee or a system of validation of certain uses
- Manage - Serve special occasional demand with remote parking
 - » Identify and secure remote parking for overflow/ special events
- Manage - parking as an asset/incentive
 - » Modify parking requirements to require Master Plan improvements in lieu of parking (enhanced pedestrian connections, plazas)
 - » Maximize revenue generation
 - » Capitalize on revenue from special event parking
 - » Make the most efficient use of infrastructure
 - » Program surface lots as multi-use lots when demand is low
 - » Provide transit incentives with redevelopment that reduces parking needs

- Design
 - » Share parking spaces among users to maximize cost-effectiveness and utilization
 - » Incorporate walkable design components into Land Development Code
 - » Incorporate parking into design – wrap structures with retail, activity, landscaping
 - » Buffer residential uses

TABLE 3.2 Existing Parking Supply

Type of Parking	Actual Supply	Optimum Utilization Factor	Effective Supply
On-street	112	95%	95
Public Off-street/ Structured	2,573	90%	2,478
Private	577	100%	577
ADA, Permit, Reserved	145	100%	145
Total	3,587		3,295

Existing Supply

The parking inventory available to the general public is 2,985 spaces and the private inventory is 602 spaces. Of the public spaces, 159 are on-street, 1,465 are in the garage and 1,361 are in surface lots. The inventory is summarized in Table 3.2 (with ADA/permit/reserved spaces broken out separately).

Of the current parking supply:

- There are only 95 on-street spaces
- There are only 43 permit/reserved spaces
- 75% of the effective supply is public, compared to 17% that is private (Other 8% is permit, ADA, reserved)

Existing Demand

A peak parking demand of 971 parked vehicles was observed in the study area on June 5, 2008. Overall, this indicates a 27% parking occupancy rate. Based on the review of the Walker Parking Study, there is an overall adequate supply of parking spaces in the area currently.

Only one block had a parking utilization of 100% - Ocean Avenue, east of SR A1A and north of Main Street. The block south of Main Street on Ocean Avenue had an occupancy factor of 49% and surrounding blocks as low as 28%, indicating there is parking available in close proximity. As expected, parking in close proximity to the beach is in high demand.

Projected Demand

The projected overall parking need at buildout (including existing users) is approximately 9,000 on weekends. Using a **shared parking approach** results in a demand for approximately 6,200 spaces, **a reduction of about 30%**. The current effective supply is about 3,300. Considering that parking should not be at 100% utilization, additional need has been quantified (see Table 3.3).

TABLE 3.3 Parking Garage Capital Projects

Project	Location	Total Spaces	Square Feet	Cost
Garage A	W. of SR A1A, N. of Main	1318	574,200	\$28,486,062
Garage B	E. of A1A, S. of Main	260	85,800	\$4,256,538
Garage C	W. of A1A, S. of Main	630	207,900	\$10,313,919
Garage D	W. of Peabody, N. of Main	878	322,740	\$16,011,131
Garage E	W. of Halifax, S. of Main	360	118,800	\$5,893,668
Total E-Zone		3,446		\$64,961,318

It is estimated that projected demand should be met by constructing 3,446 spaces and providing remote parking with a shuttle service for special events.

There is currently an adequate supply of parking for existing demand. This is based on:

- An overall assessment of total supply compared to total demand;
- An assumption that all of the supply was fully available and accessible; and
- An assessment of demand based on current levels of activity and business occupancy.

Activity and occupancy levels have been very low in the area for a number of years and thus demand is lower than it would be if all of the buildings and uses were full of patrons, as is anticipated when the district revitalizes. Existing surplus supply was not evident during the public meetings, where

there was a clear indication by the public that the availability of parking is a major issue. This is likely due to:

- Lack of availability of surface lots during certain times
- Lack of free parking
- Lack of parking in proximity to destinations
- Confusion as to which parking spaces/areas are public and/or available.

Projections are based on the 85th percentile (typical peak demand but excluding special events) and assumes shared parking for the expanded Ocean Center, Peabody Auditorium and additional development listed above.

Parking Costs/Capital Projects

Parking garage costs are estimated at \$50.00 per square foot (around \$16,500 per parking space). Garage sizes are estimated at 330 square feet per parking space. This allows space for drive aisles and other areas of the garage. Table 3.3 provides an estimation of the cost to build each garage. These numbers are not intended to be exact, but provide an order of magnitude estimate for planning purposes.

GUIDELINES AND GOALS FOR UTILITIES AND INFRASTRUCTURE IMPLEMENTATION

Water and Sewer

The Master Plan build-out program includes the following:

- 1,500 Hotel Rooms
- 150,000 SF Retail and Restaurant
- 50,000 SF Office
- 50,000 SF Cultural Attraction

The existing water distribution system and sanitary sewer lines in the E-Zone area should be upgraded to meet these future demands. Individual line sizes need to be evaluated as the Master Plan is implemented to determine if sufficient capacity is available. There are water and sewer lines which need to be replaced due to their age and the condition of the pipes. It is recommended that these be replaced as road improvements are made unless there is a known problem. Fire protection capacity is currently available. The proposed hotel facilities would, in all likelihood, require fire booster pumps to provide adequate fire protection.

Specific upgrades to the water and sewer lines include replacing the 10" water line in the Main Street right-of-way

with a 12" water main. Some of the gravity sewer mains may need to be increased in size to accommodate future demands. This should be determined based on the Final Site Plan and feedback from the City. The City also envisions making reclaim water available to the Beachside community in the future. The infrastructure design for the Daytona Beach E-Zone Master Plan should include "dry line" reclaim water lines as construction proceeds. The older 10" water main along Main Street could possibly be relined and utilized as a reclaim water main.

The sewer flows associated with eventual build out of the E-Zone would require the existing Master Lift Station to be expanded or upgraded. Another option is to construct a future lift station somewhere near Wild Olive and South of Main Street. Based on discussions with the City's Utility Department's staff, planning for a second lift station is the preferred option. The proposed locations for a future lift station were selected because it is more convenient to intercept wastewater flow and this should minimize reconstruction efforts of the gravity sewer system. Intercepting the wastewater flow from the existing gravity sewer mains should reduce flow to the existing Master Lift Station. This flow reduction to the existing Master Lift Station should create the additional wastewater capacity for the proposed E-Zone improvements. This is advantageous because it reduces the need for significant reconstruction and rerouting of the existing gravity sewer system.

The existing 24" sanitary force main between Auditorium Boulevard and Main Street should be relocated as redevelopment occurs on the Volusia County parking lot. The recommended route for relocation of this 24" forcemain is along Wild Olive Avenue.

Stormwater

As the proposed development program moves forward, the stormwater holding facilities should be provided. Most of the existing stormwater pipe system is adequate from a size standpoint. Some of the lines may need to be replaced due to the decreased integrity of the pipe. This could be evaluated on a case by case basis as construction on existing streets occurs.

As sites are developed or redeveloped, property owners should be responsible for providing stormwater retention facilities to meet the current regulatory criteria.

An alternative to providing individual stormwater facilities on a site by site basis is to provide a master stormwater plan for the E-Zone study area. This is a more efficient and coordinated approach to meeting the regulatory

stormwater requirements. The master stormwater plan is developed for a designated area with a proposed level of development intensity. The facilities for the Master Plan can be planned, permitted and constructed for the future E-Zone developed program. These systems can be very effective in redevelopment areas where there is minimal area in existing development sites to place stormwater holding facilities. The master stormwater plan can be a big incentive for potential investors because it eliminates the uncertainty in planning, permitting and constructing stormwater facilities. The development of a master stormwater plan begins with a detailed study of the area to determine land acquisition needs and pond locations. Permitting documents should be developed and submitted to the City of Daytona and the St. Johns River Water Management District for approval. Upon permit approval, construction plans should be prepared so the facility can be constructed.

The master stormwater plan can be done with a coordination of “green” design elements and on-site holding facilities within the E-Zone which would reduce the area needed for the central stormwater facility. The ideal location for a master stormwater holding facility is on the west side of the E-Zone study area in the vicinity of the Halifax River. This location is desirable because the ultimate discharge point for the west basin is the Halifax River. Additionally, this is the low end of the Western Drainage Basin where the runoff naturally flows. Based on preliminary calculations it is estimated approximately three acres of area would be needed for the stormwater holding area. This will vary based on location, water table depth, and configuration of pond areas.

A small portion of the E-Zone study area flows east to the Atlantic Ocean (area between Ocean Avenue and the Atlantic Ocean). Since this area flows to a different water body, the Atlantic Ocean, the East Drainage Basin would not be part of the proposed stormwater master plan. Due to the high infiltration rates of the sandy soils in the East Basin, developments should provide their own underground stormwater treatment to the system in Breakers Park.

The owner/operator of the Master Stormwater Facility can sell drainage mitigation credits to developers or make it available with no charge as incentive to investors in the area. Funds obtained from the sale of stormwater mitigation credits can be used to repay land acquisition and stormwater pond construction cost. Funds generated from the stormwater mitigation bank sales can also be used to improve the older drainage systems within the E-Zone area. These master stormwater plans can be a very effective tool in managing stormwater and creating incentives to potential development of the E-Zone.

It is recommended that a study of the stormwater master plan be conducted to determine the detailed information about land acquisition needs, pond location, construction costs and permit strategy of this plan.

Franchise Utilities

Franchise utilities such as natural gas, electrical, telephone, cable TV and high speed communication lines are available within the E-Zone. Some of these utilities should also be upgraded as the Master Plan is implemented. These upgrades include replacement of old gas main lines and removal of the overhead utility lines to underground. These upgrades typically occur simultaneously with streetscape or new developed projects.

Near Term Utilities and Infrastructure Projects

Infrastructure improvements for immediate action include:

- Stormwater master plan
- SR A1A Streetscape improvements (includes utility upgrades)
- Grandview Streetscape improvements north of Main Street (includes removal of overhead power lines streetscape and utility upgrades)

Utilities and Infrastructure Next Steps

- Main Street 12” waterline
- Lift station south of Main Street
- Main Street reclaim main
- Relocation of 24” force main
- Removal of overhead power lines
- Utility upgrades

GUIDELINES AND GOALS FOR TRAFFIC CIRCULATION IMPLEMENTATION

The traffic circulation improvements needed to support the Master Plan development consist of both implementation strategies (such as changes to procedures, coordination, structure, etc.) and capital projects.

Master Plan implementation strategies fall into 3 basic categories:

- **Connect** to and throughout the E-Zone
- **Manage** assets for maximum efficiency and effectiveness. Make investments that bring about catalytic change to the area.
- **Design** the plan to convey the purpose

Connectivity Throughout the E-Zone

The intent of the E-Zone is to be pedestrian friendly which places a priority on pedestrian scale and walkability, reducing the traditional emphasis on the automobile. This should be accomplished by designing the area to support the philosophy of parking once and making all other trips on foot. Once people arrive at the E-Zone, they should be out of their cars and walking around.

Near Term Traffic Circulation Projects

- SR A1A Streetscape improvements
- Grandview Streetscape improvements north of Main Street
- Connect
 - » Convert Noble Street between Auditorium & Main Street to linear park / pedestrian corridor
 - » Other pedestrian improvements to connect first phase destinations, as shown
- Manage
 - » Establish operations and management program and budget for traffic and circulation planning – evaluate lighting, appearance, and other elements of the circulation framework
 - » Establish transportation entitlements for redevelopment

- Design
 - » Roundabout design and permitting at SR A1A/Main Street
 - » An elevated walkway between County Garage and Ocean Center
 - » An elevated walkway between Ocean Center, Garage A and New Conference Hotel

Traffic Circulation Next Steps

- Main Street Streetscape
- District wayfinding and signage to link destinations to points of arrival and to each other
- Other streetscape, sidewalk and pedestrian corridor improvements
- Incorporate round about, re-alignment, one-way streets or other mechanisms, as needed, to calm traffic
- Plan to separate commercial traffic from neighborhoods
- Water Taxi Landing at Halifax Riverwalk and Marina
- Establish shuttle bus
 - » Provide stops at 1/4 mile minimum distance between them
 - » Stops are designed urban elements with clear signage and information

LOOKING AHEAD

Implementation of the E-Zone Master Plan will likely occur over an extended period of time. For this reason, it is critical that the stewards of plan implementation make it a priority to protect the long term vision of the plan. This means ensuring that all public investment and near term development contributes substantially to the success of the long term plan.

Similarly, it should be important to establish a sense of partnership with the development community, and provide a simple and predictable process toward approval. Checklists have been provided to make the criteria for decision-making and approval transparent. A developer whose proposal is consistent with the Master Plan and all applicable checklists should be eligible for an expedited approval process.

Summary

- In order to bring the plan to fruition, a number of near term strategies, funds, and projects must be defined and pursued. This section serves as a guide to begin that process, and once underway, to structure ongoing project management and decision-making.
- Though the steps below are listed in general sequence, it should be noted that all actions are critical to plan success and that various phases, particularly parcel acquisition and adoption of formal guidelines, should overlap due to the incremental nature of their implementation.
- STEP 1: ADOPT THE E-ZONE MASTER PLAN
- STEP 2: INITIATE PARCEL ACQUISITION STRATEGY
- STEP 3: FORM E-ZONE DISTRICT AUTHORITY
- STEP 4: DEVELOP OPERATIONAL DISTRICT MANAGEMENT PLANS
- STEP 5: ESTABLISH NEAR-TERM CASH FLOW NEED
- STEP 6: PURSUE NEAR-TERM PROJECTS WITH CAPITAL NEEDS
- STEP 7: ADOPT THE FORM-BASED GUIDELINES

Appendix A

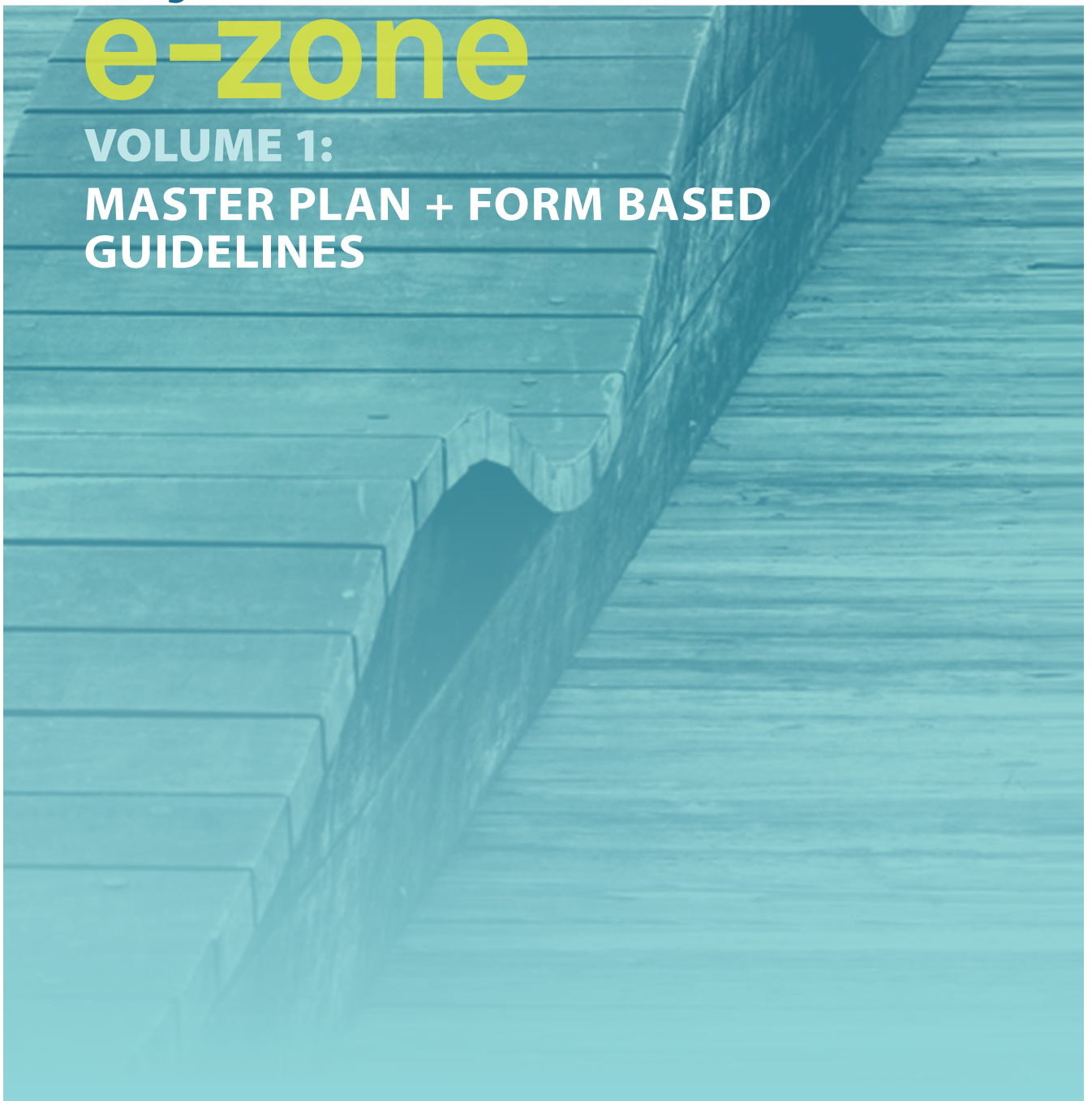
Checklists

daytonabeach

e-zone

VOLUME 1:

**MASTER PLAN + FORM BASED
GUIDELINES**



1 Management & Operations Checklist

In order to achieve the desired outcome, the City must establish strong operational standards within the E-Zone. The following checklist could be a useful tool to vet options for moving forward.

- ☐ **OPERATIONS** – Manage and operate the E-Zone district, including its major elements (the Pier, Main Street, Beach Town Square, and the Ocean Center) as a single entity, coordinating and promoting all of the periodic, seasonal, and annual activities and events throughout the year as district events and activities. Manage open spaces as event venues to maintain active use; program revenue generating activities in these spaces to contribute to district cash flow for projects and operations.
- ☐ **Safety and Security** – Ensure continuous enforcement of ordinances upholding the safety and security of private property and the public realm. Promote visual surveillance and Crime Prevention Through Environmental Design (CPTED), to establish visible and programmed open spaces with sufficient lighting. Increase security programs in the area.
- ☐ **Coordination** – A coordinated calendar of events and a comprehensive “tourist map” and transit connector should bring the city to life for visitors. Coordinate the district calendar with events and activities across Daytona Beach, including major motorsports events (Daytona 500), golf events, baseball events, News Journal Center events, and other city and county events. Strengthen the programmatic connections across Daytona, Volusia County and Central Florida to attract visitors to Daytona Beach through coordinated offerings that avoid competition between venues to maximize the benefit to all. Leverage pooled funds from multiple county-wide sources to expand the impact of advertising campaigns.
- ☐ **Parking** – The City and County must work together to develop an equitable strategy addressing all parking facilities in the E-Zone to make parking available and affordable to residents and visitors alike. Underutilization of existing capacity should be eliminated.

2 District Quality & Performance Checklist

As the plan moves into the implementation stages, the following standards of quality and performance should guide the City in its governance of development and planning within the E-Zone. As each new capital project, development proposal, or event proposal arises, this list of quality and performance standards should be revisited to determine if and where projects can be improved in the interest of the long term plan.

- ☐ **Plan Consistency** – All projects within the E-Zone boundary should enhance the image and reputation of the district and contribute toward the realization of the long term plan.
- ☐ **Quality Experience** – Provide a quality experience for visitors by providing an enhanced public realm and a year-round calendar of activities and cultural offerings. Promote Daytona Beach as an exciting year round destination; then surpass visitor expectations so they return with friends and family.
- ☐ **Discovery** – Promote the opportunity and the means (through signage, connected public space, shuttles or other transportation options, and marketing) to discover the array of offerings throughout the community, including those within and outside of the E-Zone. Within the E-Zone: the Halifax River, theater, culture and entertainment activities, a variety of indoor and outdoor food and beverage options, convention activities, events and festivals, active ocean and river sports, amusement rides and games. Outside of the E-Zone: Speedway events, Daytona Live, News Journal events, the flea market, and so on.
- ☐ **Environmental Sustainability** – Protect, enhance and regenerate sensitive environmental areas. And to help visitors and residents discover splendors of the natural environments from the beach to the river. Including use of parking garages with shared uses of parking and to minimize impervious surface, stormwater management master planning, indigenous species plant palette, minimal open water display, full shield cut off lighting, water harvesting from rooftops and parking surfaces, locally sourced materials and reuse of existing structures.
- ☐ **Neighborhood Buffering** - Where uses may conflict, a buffer should be provided between the E-Zone activity areas and surrounding neighborhoods to minimize the impacts of noise, light pollution and traffic. Buffer solutions may utilize landscape, urban design, site structures (fences and walls) and vehicular circulation.
- ☐ **Urban Design** – Establish a strong sense of place through architectural form and public realm design. Consider architectural massing to be consistent with surrounding building scale and type. Frame visual corridors through the use of building massing. Step back upper floors to avoid establishing a canyon effect along the street. Transition the scale of new buildings to blend in where they are adjacent to smaller scale buildings in abutting neighborhoods. Encourage pedestrian movement along Main Street from the World's Most Famous Beach to the Halifax River with a continuous architectural street wall featuring shade, lighting and visual interest.
- ☐ **Distributed Programs & Venues**
 - ☐ Provide cultural and event experiences that shape perception of the district all along the length of Main from water to water; feature existing landmarks and historically significant structures – tell the story of Daytona Beach as the “Birthplace of Speed” and the “true Florida beach destination” through the promotion and experience of actual places.
 - ☐ Provide hotels along the length of Main Street with their frontage addressing the street, bringing cache to their location: the Daytona Beach E-Zone!
 - ☐ Distribute parking throughout the district to be close and convenient to E-Zone destinations. Parking should primarily be located in parking garages throughout the E-Zone and should be obscured from view by liner-buildings and buffering. Garages should be designed to provide shared parking within a single structure to and distributed to minimize walking distances from parking to destination.
- ☐ **Walkability + Accessibly** – Increase connectivity within the district, and to greater Daytona Beach. Open up and celebrate access to the waterfront at both ends of Main Street. Provide strong, visible, and continuous pedestrian

2 District Quality & Performance Checklist

connections to the beach. Connect the adjacent neighborhoods to the E-Zone to facilitate ease of movement for pedestrians and bicycles. Provide a shuttle by land and water taxi to nearby attractions including the International Speedway, Daytona Live, Riverfront Park, Jackie Robinson Ball Park, the News Journal Center, the Halifax Marina and other destinations.

- ☐ Connectivity – Establish strong links between residential neighborhoods and the Beach at multiple points through the E-Zone as well as connections across the Halifax via shuttles, trams and even water taxi.
- ☐ Extended Stays – Attract visitors from US and beyond with the beach and hook them with the surprising array of destinations and must see places surrounding the E-Zone. Provide reasons for people to return, whether they come to the beach for the day, a convention, to visit family and friends or just passing through. Create other activities that visitors “must see” to add hours and days to the length of their visit.
- ☐ Design for Convention Business - Enhance movement between convention center and hotels via climate conditioned mezzanine level pedestrian bridges to facilitate easy access in inclement or hot weather. Provide goods and services close to the Ocean Center along Main Street and connecting side streets.
- ☐ Embrace and accommodate – As the home to some of the largest events in America, Daytona Beach should embrace and accommodate these events to support the activities before, during and after, yet manage them such that they do not render the City and neighborhoods unlivable for year-round residents.

3 Development Abutting Major Components of Public Realm

Development occurring adjacent to major components of the public realm must address public open spaces with proper regard. The following checklist must be achieved in order for development to be approved:

- ☐ The project design contributes to realizing the intent of the major public realm components as described in this section through its design and proposed use.
- ☐ Potential negative impacts of the project have been defined and are mitigated.
- ☐ The project complies with all guidelines laid out in this section.
- ☐ In all cases, the side of a building or development abutting the public realm must be designed as a “front door” condition, with appeal, access, and transparency to the public realm. Developments may feature more than one “front door” condition (e.g. boardwalk buildings which primarily front on the boardwalk and ocean).
- ☐ Services, blank facades, and unsightly uses should not be placed within sight of or abut the public realm. Where such a condition is unavoidable, such as in existing fabric or on certain buildings within Noble Promenade where all sides of the building face the public realm, services and other unsightly uses must be mitigated with screening and other aesthetic strategies such that the quality of space in the public realm is maintained and enhanced, and not negatively impacted.

4 Parking Design & Management Checklist

The parking garages are a critical component of achieving the goals of the Master Plan. They should provide the platform for shared parking, coordinated parking management, and should support district event venues with maintenance and storage resources.

- ☐ Parking garage projects must participate in a shared parking management approach in order to be approved and permitted.
- ☐ Existing parking capacity must comply with shared parking goals and management within [5 years?]
- ☐ Parking structures and surface parking must be distributed throughout the district, not overwhelmingly agglomerated in one place. The intent of this rule is to ensure that wherever they are headed, visitors should be able to park and easily walk to their desired destination within the E-Zone.
- ☐ Parking garage must be served by a remote parking system to serve overflow or special event parking demand.
- ☐ Parking structures and lots must utilize liner retail, buffering landscapes, and aesthetic screening in order to minimize negative impacts to abutting uses and the public realm.
- ☐ Parking structures and lot designs under consideration must be evaluated from the point of view of the guest experience. The trip from vehicle to likely destinations should be pleasant, safe, and quick. Signage should be clear and attractive, and consistent with district character. Vehicles should be easy to find, with parking levels and areas clearly differentiated. Pedestrian routes should be intuitive, with visual and design cues guiding visitors to parking levels, exits and destinations.
- ☐ Parking structures and lots must include provisions for bike parking.
- ☐ Parking structures and lots must support district goals by providing storage for (1) event venues including stages and event equipment, (2) maintenance equipment, and (3) other elements of district-wide operations that may be determined on a case by case basis.

5 Infrastructure Projects Evaluation Checklist

As the E-Zone builds out, infrastructure improvements will likely be necessary for both capacity and aesthetic ends. Projects should contribute to and/or be consistent with infrastructure planning.

Private Development Checklist

- ☐ Conform to form-based code.
- ☐ Meet master stormwater plan criteria (when developed).

Public Infrastructure Projects Checklist

- ☐ Place overhead utilities underground.
- ☐ Utilize materials that are sustainable and maintainable in the beachside environs.
- ☐ Upgrade existing infrastructure (if needed).
- ☐ Meet master stormwater plan criteria (when developed).

6 Roadway Work Evaluation Checklist

Roadway projects (closings, improvements, or construction) in the implementation of the Master Plan must address the following:

- ☐ When streetscape is taking place, stormwater and utility infrastructure should simultaneously be upgraded.
- ☐ On Street Types A, B, and C, and wherever feasible outside of that, above ground utilities in the district should be buried when roadway work is taking place.
- ☐ When roadways are closed, stormwater and utility infrastructure within these rights of way should be relocated or removed.
- ☐ Where pedestrian skyways or “fly-overs” are proposed, they should be designed and built in conjunction with streetscape and roadway design.
- ☐ Direct roadway stormwater runoff to landscape and green areas. This should provide irrigation water, percolation for recharging the aquifer, and stormwater treatment. These systems should be designed with an overflow drainage system as an outfall for large stormwater events.
- ☐ Consistent thoughtful design of paving and urban elements at intersections and crosswalks. For instance, pavement could be designed with lighter colors to reduce the heat reflection from the typical asphalt paving.
- ☐ Design roadways with the minimal amount of pavement required to meet performance criteria. Minimizing the pavement areas has two sustainable benefits. It reduces overall impervious area and creates traffic calming which encourages walking and biking in the E-Zone. Encouraging lower vehicular speeds with traffic calming creates a comfortable, safe environment and promotes walking and biking as a common mode of transportation.
- ☐ Add bike corridors and bike racks at designated locations to promote biking within the E-Zone.
- ☐ Accommodations for electric cars are recommended as part of the roadway design. These alternative transportation vehicles are conducive with walkable communities and reduce fossil fuel emissions.

7

Walkable Streets Design Checklist

Creating walkable streets is essential to the development of a successful shopping and entertainment district. As streetscape projects move forward, the following checklist should guide the evaluation of design proposals:

- ☐ Streetscape design is consistent with the applicable Street Type and Public Frontage guidelines as outlined in the Circulation, Access and Infrastructure section of the Form Based Guidelines.
- ☐ Streetscape design preserves key views to maintain visual connectivity of major elements.
- ☐ Design provides sufficient lighting for safety and security at night, while keeping light fixtures at a pedestrian scale.
- ☐ An evaluation has been made of the need for traffic calming measures.
- ☐ Design provides for ornamental streetscape elements to “dress” the street wherever possible, including custom manholes, hanging plants or banners, and district-specific furnishings including trash cans, bike racks, and seating elements.
- ☐ Design seeks opportunities to provide special features such as public art, fountains, misters, and event-ready public spaces.
- ☐ Streetscape design provides opportunities for outdoor dining.

8

Connectivity Evaluation Checklist

Evaluate the degree to which private or public projects contribute to establishing connectivity in the district. The significance of pedestrian routes and other elements of connectivity should be evaluated using the Master Plan as a guide while reviewing the following checklist items.

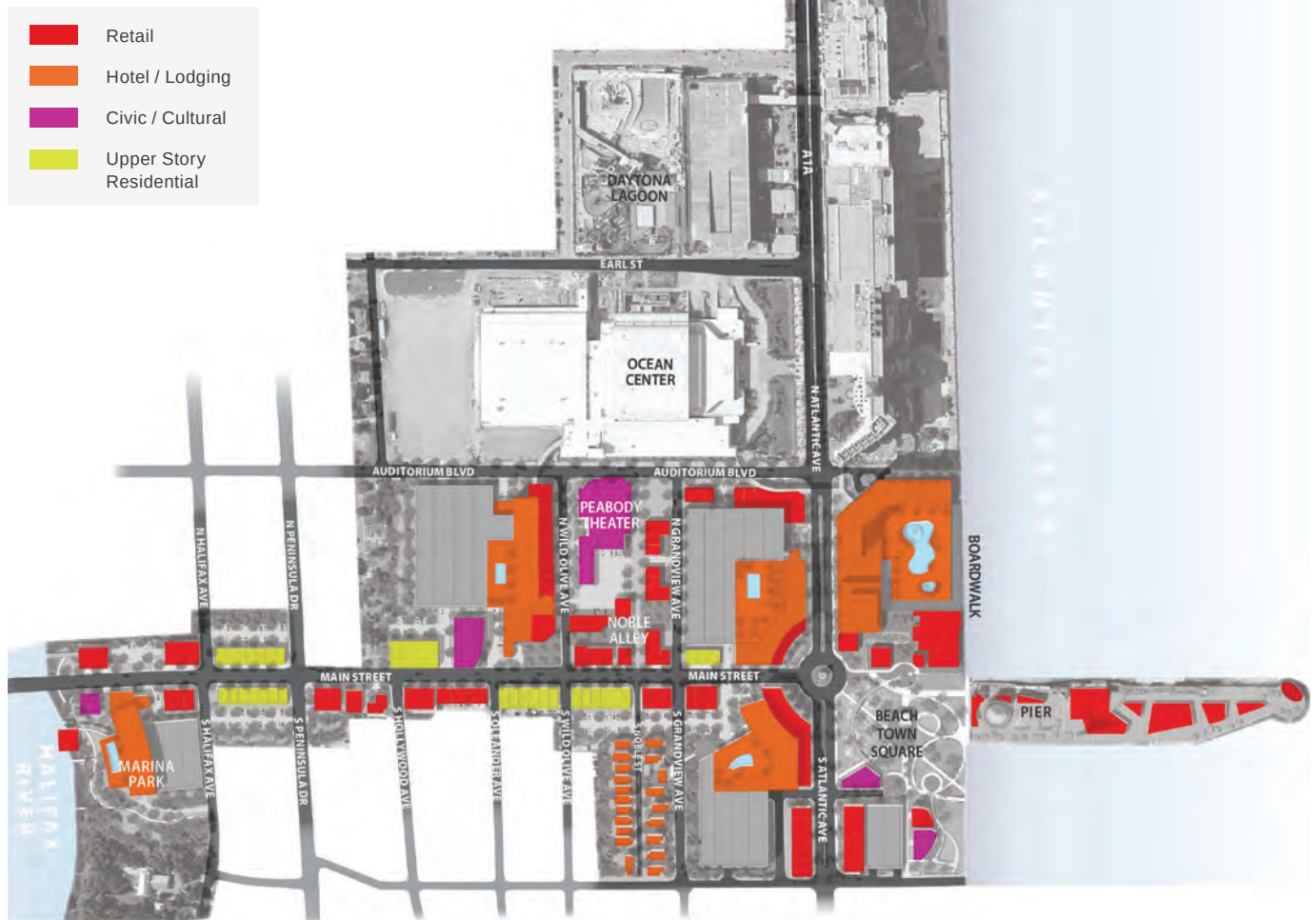
- ☐ The proposed design contributes to connectivity in the district by providing or enhancing a pedestrian route.
- ☐ Project enhances the ease of walkability in the district through its design and program
- ☐ The design includes provision for bike circulation and/or bike racks
- ☐ The proposal contributes to connectivity regionally by contributing to district transit goals in the design through the provision of a transit stop, a shuttle, transit information, or other means.
- ☐ The design contributes to wayfinding through the implementation of gateways, landmarks, and signage.

9 Consistency Checklist

In order to be eligible for expedited review and approval, development proposals in the E-Zone must be deemed consistent with the Master Plan and Form Based Guidelines.

- ☐ Proposal is consistent with the Master Plan land use plan as depicted below.
- ☐ Proposal is consistent with Master Plan intent.
- ☐ Proposal is consistent with the Building Form Regulatory Plan, relevant Area Plans, and Architectural Guidelines.
- ☐ Proposal is consistent with the relevant District Character.
- ☐ Proposal is consistent with the Public Realm Regulatory Plan and guidelines.
- ☐ Proposal is consistent with the Circulation, Access & Infrastructure Regulatory Plan and guidelines.

Land Uses in District



10 Hardscape and Landscape Design Checklist

Public streetscape projects, public space projects, and private development projects should all incorporate elements of hardscape and landscape in their design. This checklist should serve as a guide to evaluate design proposals.

- ☐ Hardscape material palette is suitable for local conditions, and may contribute to mitigating the effects of heat gain.
- ☐ Hardscape and landscape palette utilizes local materials and plants, and local sources.
- ☐ Landscape design contributes to the overall objectives for landscape, described on page 80.
- ☐ Proposed lighting fixtures are appropriately designed and scaled for a pedestrian friendly district.
- ☐ Furnishings are distributed in coordinated clusters.
- ☐ Furnishings are handicapped accessible.
- ☐ There are sufficient bicycle racks.
- ☐ There are sufficient and attractive trash receptacles.
- ☐ Planters are provided, enhancing the visual environment.

Appendix B

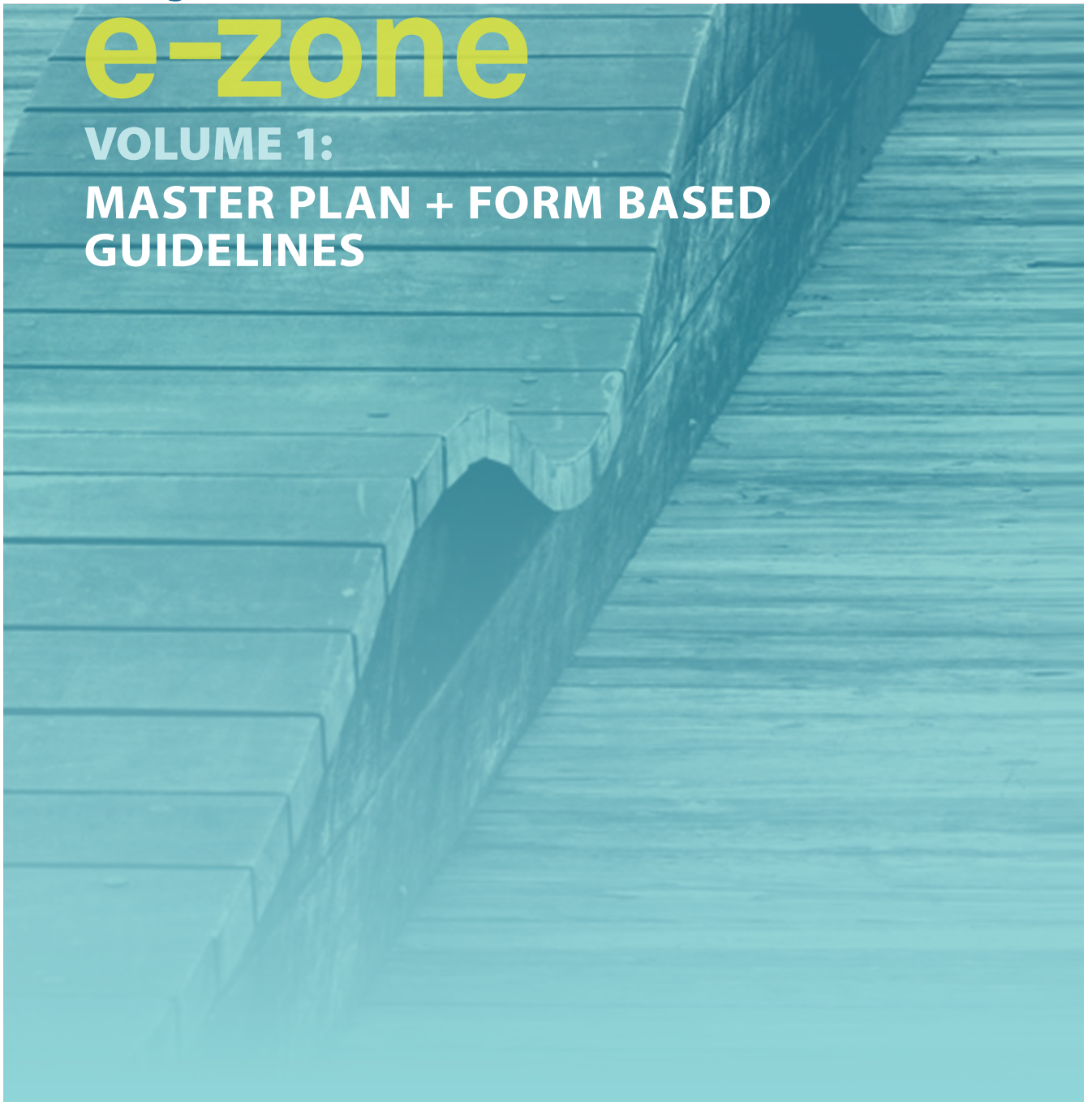
Parking Ratios

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Parking Ratios for Use in Application for Parking Need

SHARED PARKING DEMAND SUMMARY

PEAK MONTH: FEBRUARY -- PEAK PERIOD: 2 PM, WEEKEND																	
Land Use	Project Data Quantity	Weekday					Weekend					Weekday			Weekend		
		Base Rate	Mode Adj	Non- Captive Ratio	Project Rate	Unit	Base Rate	Mode Adj	Non- Captive Ratio	Project Rate	Unit	Peak Hr 1 PM	Peak Mo Adj February	Estimated Parking Demand	Peak Hr 2 PM	Peak Mo Adj February	Estimated Parking Demand
Fine/Casual Dining Restaurant Employee	35,000sf GLA	15.25	1.00	1.00	15.25	/ksf GLA	17.00	1.00	1.00	17.00	/ksf GLA	0.75	0.86	344	0.45	0.86	230
Family Restaurant Employee	20,000sf GLA	9.00	1.00	1.00	9.00	/ksf GLA	12.75	1.00	1.00	12.75	/ksf GLA	0.90	0.95	82	0.75	0.95	75
Fast Food Restaurant Employee	20,000sf GLA	12.75	1.00	1.00	1.50	/ksf GLA	2.25	1.00	1.00	2.25	/ksf GLA	1.00	0.95	43	0.90	0.95	43
Fast Food Restaurant Employee	20,000sf GLA	12.75	1.00	1.00	12.75	/ksf GLA	12.00	1.00	1.00	12.00	/ksf GLA	1.00	0.86	219	0.90	0.86	186
Nightclub Employee	25,000sf GLA	2.25	1.00	1.00	2.25	/ksf GLA	2.00	1.00	1.00	2.00	/ksf GLA	1.00	0.95	43	0.95	0.95	36
Performing Arts Theater Employee	2,500seats	15.25	1.00	1.00	15.25	/ksf GLA	17.50	1.00	1.00	17.50	/ksf GLA	0.00	0.86	0	0.00	0.86	0
Convention Center Employee	500,000sf GLA	1.25	1.00	1.00	1.25	/ksf GLA	1.00	1.00	1.00	1.00	/ksf GLA	0.10	0.90	3	0.10	0.90	3
Hotel-Business	900rooms	0.30	1.00	1.00	0.30	/seat	0.33	1.00	1.00	0.33	/seat	0.01	0.90	7	0.67	0.90	497
Hotel-Leisure Employee	600rooms	0.07	1.00	1.00	0.07	/seat	0.07	1.00	1.00	0.07	/seat	0.30	1.00	53	1.00	1.00	175
Residential, Rental, Shared Spaces Reserved	units	5.50	1.00	1.00	5.50	/ksf GLA	5.50	1.00	1.00	5.50	/ksf GLA	1.00	1.00	2,750	1.00	1.00	2,750
Guest	units	0.50	1.00	1.00	0.50	/ksf GLA	0.50	1.00	1.00	0.50	/ksf GLA	1.00	1.00	250	1.00	1.00	250
Residential, Owned, Shared Spaces Reserved	136units	1.00	1.00	1.00	1.00	/rooms	0.90	1.00	1.00	0.90	/rooms	0.55	0.85	421	0.60	0.85	413
Guest	units	0.90	1.00	1.00	0.90	/rooms	1.00	1.00	1.00	1.00	/rooms	0.65	1.00	351	0.70	1.00	420
Residential, Rental, Shared Spaces Reserved	units	0.25	1.00	1.00	0.25	/rooms	0.18	1.00	1.00	0.18	/rooms	1.00	1.00	381	1.00	1.00	270
Guest	units	1.50	1.00	1.00	1.50	/unit	1.50	1.00	1.00	1.50	/unit	0.70	1.00	0	0.70	1.00	0
Residential, Owned, Shared Spaces Reserved	136units	0	1.00	1.00	0	/unit	0	1.00	1.00	0	/unit	1.00	1.00	0	1.00	1.00	0
Guest	units	0	1.00	1.00	0	/unit	0	1.00	1.00	0	/unit	0.20	1.00	0	0.20	1.00	0
Residential, Owned, Shared Spaces Reserved	136units	1.70	1.00	1.00	1.70	/unit	1.70	1.00	1.00	1.70	/unit	0.70	1.00	162	0.70	1.00	162
Guest	units	0.00	1.00	1.00	0.00	/unit	0.00	1.00	1.00	0.00	/unit	1.00	1.00	0	1.00	1.00	0
Office 25 to 100 ksf Employee	50,000sf GLA	0.15	1.00	1.00	0.15	/unit	0.15	1.00	1.00	0.00	/unit	0.20	1.00	4	0.20	1.00	4
Office 25 to 100 ksf Employee	50,000sf GLA	0.28	1.00	1.00	0.28	/ksf GLA	0.03	1.00	1.00	0.03	/ksf GLA	0.45	1.00	6	0.60	1.00	1
Employee	50,000sf GLA	3.38	1.00	1.00	3.38	/ksf GLA	0.34	1.00	1.00	0.34	/ksf GLA	0.90	1.00	152	0.60	1.00	10
ULI base data have been modified from default values.																	
												Customer Employee Reserved Total			Customer Employee Reserved Total		
												4241 1155 5396			4241 1155 5396		
												0 0 0			0 0 0		
												1 10 1			1 10 1		
												4643 1024 5667			4643 1024 5667		

Shared Parking Reduction 33% 30%