

daytonabeach

e-zone

VOLUME 2:
RESEARCH ANALYTICS

VOLUME 2
Research Analytics

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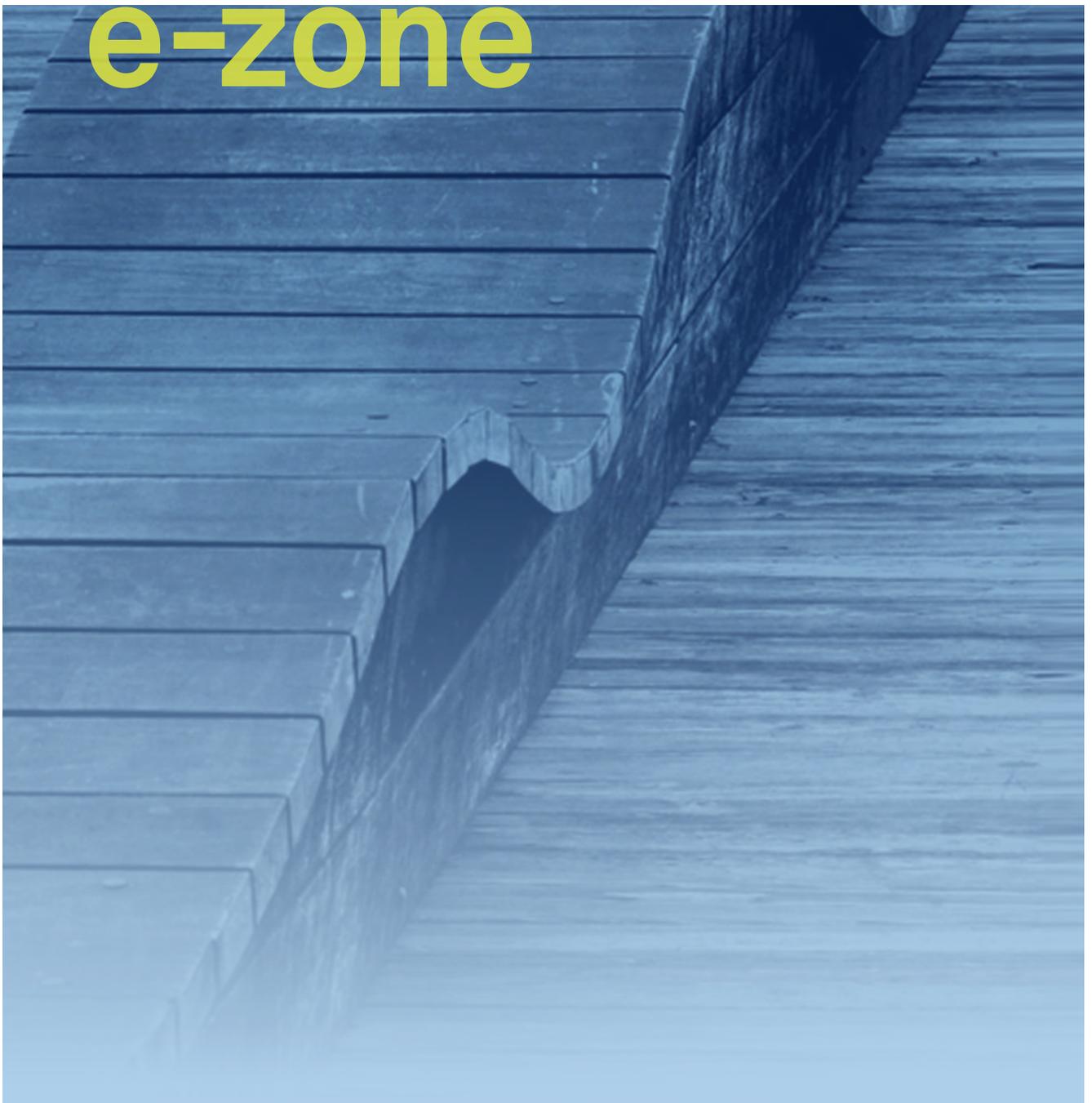


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Introduction

The Daytona Beach E-Zone final report is comprised of two volumes. Volume 1 includes documentation of the final master plan, form based guidelines, and implementation process. Volume 2 provides a project overview and is the repository of detailed research analytics and stakeholder inputs that were fundamental to crafting the plan.

The Project

The E-Zone is a walkable multi-block residential and main street district in Daytona Beach, Florida. The district is the site of several major public investments, including the expansion of the Ocean Center, the closest convention center to a beach in the country; boardwalk and Pier renovation; and the recent acquisition of land for a waterfront park. On its eastern edge lies the Pacific and “The World’s Most Famous Beach.” At its western edge, it abuts the beautiful Halifax River.

In spite of these assets, the area has struggled, with continued redevelopment attempts dating back to the 1980s. The development of the Ocean Center was a major step toward revitalization, but local hospitality, retail, and dining options are insufficient to support meeting planners’ and conference-goers’ expectations of a convention destination – a condition which makes the successful booking of major corporate events challenging. The surrounding area has been plagued by low ownership, crime, and a boom and bust cycle of event-driven activities that seem to inhibit the development of a healthy and complete Main Street and urban fabric.

The Process

The economic downturn, the City’s ambitious desired program, and challenging local conditions combined to make the E-Zone an excellent candidate for AECOM’s real estate driven urban design practice – a method intended to combine the pragmatic financial and regulatory realities of real world development with the inspired potential of urban design to achieve implementable urban transformation. The City of Daytona Beach engaged the AECOM team to envision the strategic redevelopment of the E-Zone in a way that maintains its legacy and authenticity while laying the groundwork for an attractive investment environment that can shepherd in the development of a vibrant festival and event district.

The AECOM team, composed of executives, planners, and economists with real estate development experience and urban designers with experience in the design of festival urban districts, tackled the problem from the point of view of “the money”: what was inhibiting the flow of private capital into the E-Zone? How could a new urban design framework and code revisions increase the attractiveness of the E-Zone as a development opportunity? AECOM further refined the planning process by assembling a panel of real world developers with decades of experience in Florida as expert advisors. The team benefited from their insights and commentary throughout the process of creating the plan.

What Kind of Place Should the E-Zone Be?

Daytona Beach is an event city that draws hundreds of thousands of visitors per year. The E-Zone should be a premier beachside shopping and entertainment district in Daytona Beach, serving the tourist and convention markets and featuring shopping, dining, entertainment, and activities year round.

A dynamic beach-front “town square” should host events Pier-side, with the beach, entertainment and amusements as a backdrop. With indoor and outdoor event venues scattered throughout the district, including the Ocean Center convention center, the area should become a living stage for events and activities.

Main Street should be populated by retail and dining, with a unique “pedestrian alley” linking Main Street visitors to the Ocean Center and the Peabody Theater.

The district should embody its moniker as the “World’s Most Famous Beach,” creating a beach community ambience with the energy of the Daytona Beach brand.

Transformation is Underway

The City has demonstrated its commitment to the transformation of this district through the initiation of this planning effort and the definition of the E-Zone boundary. It continues to make parcel acquisitions in the district to advance the plan, and has actively engaged Clarion to rewrite the Land Development Code to ease the barriers

to development in the E-Zone. The adoption of the overlay district plan is only the first step toward transformation. A process to manage public investment in the district toward the realization of the long term plan should allow the City to continue pushing forward.

Public projects including public realm improvements, transportation, parking, and infrastructure should be identified, prioritized, and funded. The City is also considering direct involvement in the development of a convention hotel.

The long term plan is about (1) enhancing the guest experience through improvements to the physical environment and providing more “things to do” and (2) creating a stage for events and activities that consolidates the interests and operations of the convention center with those of the district as a whole.

Daytona Beach has an established reputation as an Event City, and can leverage substantial brand assets including the beach, NASCAR, and Bike Week. Once it has a sufficient number of available convention grade hotel rooms for booking, the Ocean Center should begin to be competitive as a corporate convention destination. It is the closest convention center to the ocean in the nation and should compete very well when it can promote itself as a destination that meets all convention goers’ expectations.

The transformation of the district will not happen overnight; it will require focus on a series of public investments and private responses, with strong loyalty to placing time and effort only into tasks that forward the long term plan.

Next Steps

The City and the County must work together to advance the plan. The County owned convention center, county owned and operated parking are key elements to fold into a cohesive and coordinated district operational standard. A bridge or a platform for city/county coordination with regard to planning, marketing, and operations must be established.

The Implementation chapter of Volume 1 lays out a process to make redevelopment operational. Guidelines and priorities for implementation, which are pertinent to defining near term projects, can also be found there.

1.0 Project Overview

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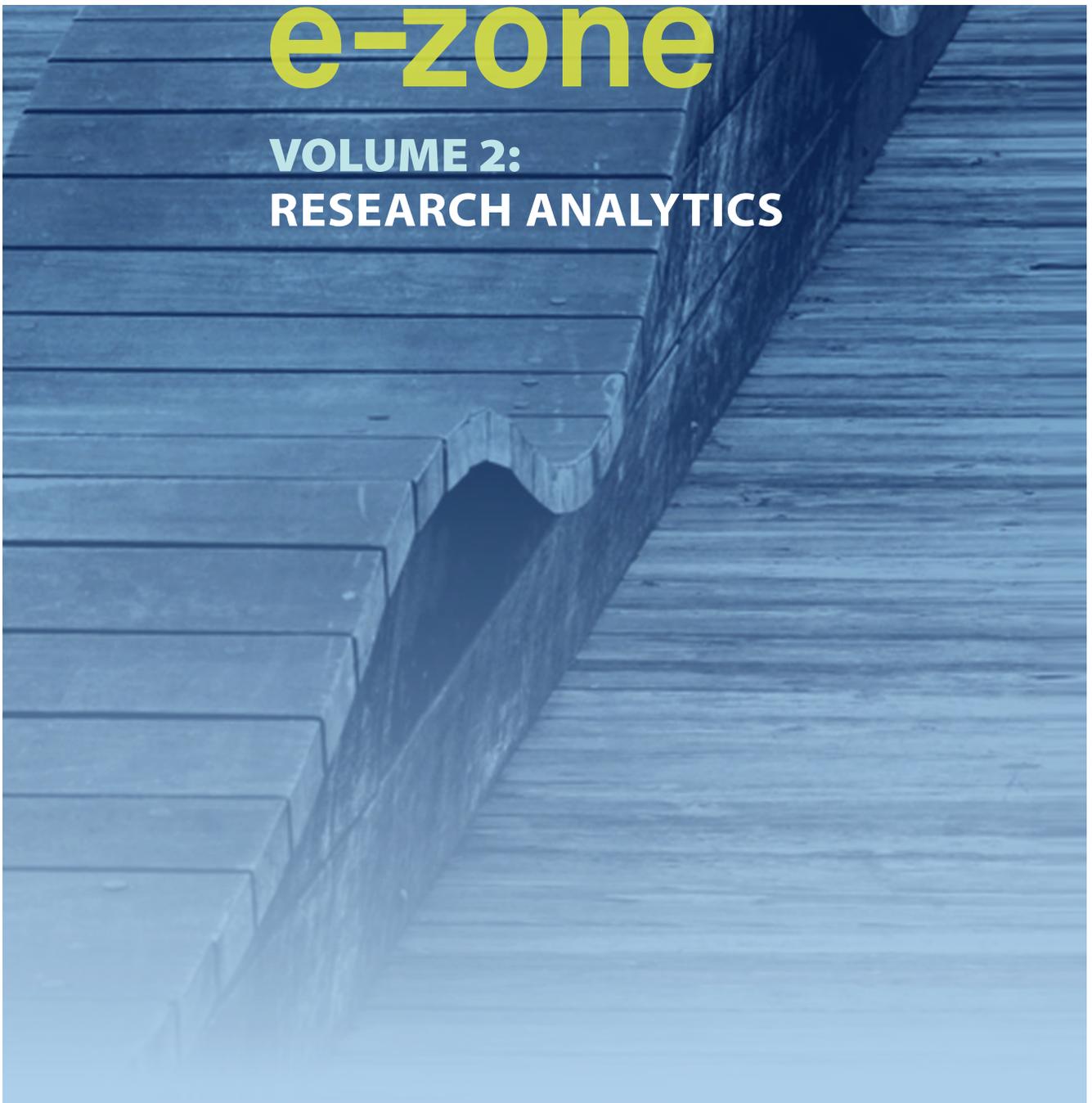




Figure 1.1. The E-Zone Boundary.

The focus of this planning effort is a multi-block oceanfront district at the intersection of Main Street and A1A in Daytona Beach, Florida. With the County's recent expansion of the Ocean Center Convention Center within the district already complete, and City improvements to the Pier and Boardwalk underway, the district has already benefited from some public investment. The intent of the planning process was to establish a strong framework for public commitment and

private sector engagement to develop a beachfront entertainment and retail district called the E-Zone.

About the E-Zone

The City's goal is to quickly revitalize the area around the Ocean Center through the implementation of the Master Plan in a way that assures the area becomes a vibrant and successful hub for retail, hospitality, and entertainment uses that meets the needs, expectations, and potential for the convention and tourism industry while also integrating the needs of local residents and businesses in and around the E-Zone.

The "E-Zone" is located in the heart of convention and tourism area for the City of Daytona Beach, Florida. Daytona Beach is located on the Atlantic coast of Florida, directly

connected by Interstate 95 to Jacksonville (2 hours), St. Augustine (45 minutes), and Kennedy Space Center (1 hour) and only one hour from Orlando on Interstate 4. Built on the twin images of seaside fun and fast cars, Daytona Beach has been renowned as the “World’s Most Famous Beach.” Daytona Beach, a year-round resort area, is well-known for its beaches and as host of the Daytona 500, the opening race of the NASCAR Nextel Cup season.

Fondly remembered as the true icon of the original family beach vacation, Daytona Beach is focused on attracting nostalgic visitors, first-time vacationers and convention meetings. The area is also home to Embry-Riddle Aeronautical University, Bethune-Cookman University, and Daytona State College.

The City and its beaches, lined with hotels, motels, condominiums and houses, attract over 8 million tourists each year. In a wide variety of price ranges, hotel and motel rooms are typically plentiful except during special events.

Special events that draw visitors to Daytona Beach include:

- NASCAR Daytona 500, Rolex 24, and Daytona 200 motorcycle race
- Coke Zero 400 – July 4th weekend
- Daytona Beach International Festival with the London Symphony Orchestra
- Daytona Beach Bike Week
- Biketoberfest

According to 2006 U.S. Census Bureau estimates, the city has a population of 64,421. The Deltona-Daytona Beach-Ormond Beach, Florida Metropolitan Statistical Area is the 100th largest MSA in the United States. In 2000 the population of the MSA was 443,343. In 2008 the population had increased by 12.87% to 500,413. The City of Daytona Beach is also a part of the Orlando-Deltona-Daytona Beach CSA, the 16th largest Combined Statistical Area in the United States with a total population (as of 2007) of 2,693,552.

THE E-ZONE CONCEPT

In March 2008 the City adopted a Vision Plan. In April 2008 the City solicited Proposals from developers interested in developing a convention center hotel mixed used project on 10 to 14 acres of land adjacent to the new expanded Ocean Center, the fifth largest convention center in Florida, and only one block from the World’s Most Famous Beach. In May 2008 the E-Zone concept was unveiled as part of a set of key strategies to improve the City’s economic future. Figure 1.1

shows the boundaries of the E-Zone, located entirely within the Main Street Redevelopment Area.

The initial responses to the mixed use RFP suggested significant interest. However, by September 15, 2008 when proposals were due no responses were submitted. While the collapse of the financial markets and a recent ruling of the State Supreme Court affecting the ability of CRAs to borrow funds contributed to the poor response level, follow-up discussions with potential respondents suggested two key concerns. First, the land development code was outdated and the planned development process created too much uncertainty and risk for investors. Secondly, the City lacked a master plan that clearly defined the vision, market feasibility, strategy, design standards, phasing, role, and financial commitment to redevelop the land and infrastructure around the Ocean Center.

To remedy these concerns the Community Redevelopment Agency took action in December 2008 to formerly support the E-Zone concept and directed staff to seek additional public comment and formulate a plan to create the E-Zone.

In January 2009 the Ocean Center (Volusia County’s convention center) completed a \$57 million expansion to increase exhibit space by 227,491 square feet and meeting room space to about 50,000 square feet. This expansion has created a demand for new conventions and at least 1,200 convention-quality hotel rooms.

In April 2009 the CRA authorized issuance of an RFP seeking a multidisciplinary team of consultants to develop a Master Plan for the E-Zone.

The Community Redevelopment Agency’s Main Street Redevelopment Trust Fund currently has several million dollars budgeted for capital projects and land acquisition. The Agency anticipates providing financial assistance for public improvements and amenities associated with the development of the E-zone.

RECENT PLANNING EFFORTS

The E-Zone is the culmination of several plans and studies that the community has developed over nearly three decades, from the original Main Street Redevelopment Plan and Take Part efforts in the early 1980s that pushed the idea of a convention center, to the more recent Main Street study by the Urban Land Institute completed only a few years ago. The E-Zone is the framework for putting all of these ideas into brick and mortar.

Main Street Community Redevelopment Area Plan

The City of Daytona Beach City Commission established the Main Street Redevelopment Area in 1981. One of the primary goals of the plan states: “Increase employment opportunities and strengthen the tax base by increasing the intensity or new development and encouraging the construction of high quality Civic/Convention center, Convention Headquarters Hotel, and other high quality hotels within the Civic/Convention Center area.”

Since the creation of the Main Street Redevelopment Area, several objectives have been accomplished. The Hilton Hotel (previously Marriott and Adams Mark) and Ocean Center convention facility were the first major developments. The Ocean Walk project has developed more than 175 units of condos and has constructed a retail and entertainment complex along the Oceanside of Atlantic Avenue, generating new tourism activity. The Daytona Lagoon water park has opened providing additional entertainment for tourists. The City has made streetscape improvements to Main Street and Atlantic Avenue.

The following are the general redevelopment objectives:

- Remove structures that are blighting influences;
- Assemble property where conditions prevent proper development;
- Provide incentives for rehabilitation of historic and architecturally significant buildings; and
- Encourage new development of convention center and high quality-hotels.

The Take Part Initiatives

To stimulate civic discussion and public participation in redevelopment of the Main Street area, the community participated in a series of meetings in the 1980’s in an effort to promote the idea of a building a convention facility and hotels.

The ULI Main Street Plan

In 2004, the Urban Land Institute prepared a market analysis for Main Street. The report found that Daytona Beach is primarily a regional destination.

Tourist activities during their stay in Daytona Beach include dining at local restaurants, relaxing on the beach, and sightseeing. Tourists commented in surveys that the area needs more retail shops, restaurants, and higher-end accommodations. In addition, the area needs more activities for adults and children.

The report also provided these tourism market findings:

- Destruction of hotel properties during the 2004 hurricanes leaves an opportunity for development of new hotels, condominiums, and time-share units.
- Potential for convention business with convention center expansion.

Latest figures from the Daytona Beach Area Convention & Visitors Bureau show that:

- Daytona Beach hotel occupancy was 71%. Daytona Beach hotel average daily rate was \$112.
- The hotel occupancy was 79% with an average daily rate of \$125 in the area surrounding the Ocean Center.
- Hotels in the \$95 and higher per night price range have an occupancy rate of 75% versus an occupancy rate of 64% for hotels in the \$66 to \$95 range.

The newly expanded Ocean Center is now the fifth largest convention center in Florida and located one block from the Atlantic Ocean and three blocks from the Halifax River with the new entrance located directly across from the entrance to the Peabody Auditorium, the vacation home for the London Symphony Orchestra.

The challenge today is to assure that at least 1,200 additional convention-quality hotel rooms are provided in close proximity to the Ocean Center together with the entertainment and shopping venues meeting planners require when choosing their next convention or conference.

To put the right uses in the right place in a way that retains and attracts conventions and tourists, to connect the Ocean Center to the beach, hotels, restaurants, shopping and parking, to provide an exciting and dynamic place for public enjoyment, requires a Master Plan.

The E-Zone is located entirely within the Main Street Redevelopment Area. It includes the County Parking Garage and Ocean Walk Shoppes to the north, the Atlantic Ocean to the east, Harvey Street to the south between the Ocean and Grandview Avenue, and then jogs north to about mid-block between Harvey and Main Street west to Peninsula Drive and back north to Earl Street. The Master Plan boundary includes a mix of designated future commercial and public land uses identified in the Comprehensive Plan and does not include future residential uses.

RECENT ACTIVITIES RELEVANT TO THE E-ZONE STUDY AREA

Boardwalk Hotel

Approved in May 2003, the project is located directly south of the Hilton Hotel and could include up to 500 hotel or condo units and 50,000 square feet of restaurant and retail space.

Gateway Hotel

Approved in August 2007, this project includes a 19-story 349-unit hotel with 60,000 sq. ft. of retail and restaurants and a marina with 172 boat slips at the east base of the U.S. 92 ISB bridge on the Halifax River. The project is on hold pending an improved economic climate but continues to actively pursue permitting work to establish the marina site.

Auditorium Boulevard

The City and County moved quickly in 2008 to fund a \$1.3 million streetscape improvement to transform an asphalt curb and gutter street into a pedestrian plaza that connects the new entrance of the Ocean Center to the Peabody Auditorium and provides a new outdoor space in a manner envisioned by the E-Zone concept.

Daytona Beach Pier

The City owns and is currently renovating this historic structure to reopen in the Summer of 2011. The City is seeking proposals to establish a nationally known brand restaurant that will attract more tourists to the area. The Pier is a key part of the concept to establish family entertainment and amusement rides.

Historic District Surveys

The E-Zone study boundary overlaps several blocks of the Surfside National Historic District. The CRA has employed the services of Historic Property Associates to evaluate all contributing historic structures within the E-Zone boundary to determine if the structures have merit as individual historic structures or continue to serve as contributing structures to the District. In addition to this survey, the City's Historic Preservation Board recently nominated both National Historic Districts for local district designation.

Land Development Code Rewrite

The City recently retained Clarion and the IBI Group to overhaul the City's land development code and address other code deficiencies.

Convention Hotel

As the E-Zone Master Plan process moves forward the CRA may request issuance of an RFP for a convention hotel on the Hilton Parking Lot site owned by the City and leased to the Hilton with a provision that the City may provide 350 parking spaces in a mutually agreed location. Assembly of additional land for a first class convention hotel would be encouraged including the Corbin property located at 777 Main Street. The City currently has a lease for parking on the property with a first right of refusal to purchase the property. The project would also be encouraged to integrate public parking, meeting rooms, pedestrian plaza(s), retail shopping, restaurants, and entertainment venues on site. The successful proposal should also include elevated public crosswalks connecting to the convention center and the east side of S. Atlantic Avenue. Proposals should also be encouraged to incorporate adjacent rights of way and properties, and provide street level entrances with interior and exterior design and uses that provide a continuous pedestrian-friendly experience connecting the Ocean Center to Main Street. The successful proposal should also be expected to create an award-winning urban architectural landmark.

Vision for the E-Zone

The City of Daytona Beach has engaged the AECOM team to envision the redevelopment of the E-Zone, its oceanfront Main Street district, in a way that maintains the area's legacy and authenticity as a motorsports, beach and event destination while allowing for a more diverse and varied experience to take place within its boundaries. Of particular significance is ensuring the success of the Ocean Center Convention Center, a recently developed conference facility sited at the heart of the district. Currently this venue is struggling due to a lack of corporate quality hotel rooms in the area and a deficiency in retail, dining, and entertainment offerings to meet the expectations of convention visitors.

The vision for the district is to leverage Dayton Beach's experience and success as an event city by transforming its beachfront district into a major positive contributor to the City's brand. The goal of the plan is to create a district that acts as an urban stage for events and activities, transforming a struggling beachside area with high vacancy into a successful convention destination with corporate grade hospitality offerings and a variety of shopping and dining options.

The E-Zone should be a place where entertainment, hospitality, shopping, and public space should compliment one another and thrive 365 days a year. It should be a place

local residents and visitors can enjoy with their families and feel safe and welcome. It should achieve excellence in architecture and urban design quality with an emphasis on welcoming the visitor and the pedestrian. It should create a unified experience celebrating the World’s Most Famous Beach, the Historic Oceanfront Park, the Boardwalk, the Bandshell, and the Daytona Beach Pier with the Ocean Center, the Peabody Auditorium and other venues for retail, entertainment, and hospitality uses.

A clear and concise set of understandable land use and design standards should provide the foundation for confident investment in the community’s shared vision of the future. As the district’s stigma is lifted and redevelopment moves forward, the E-Zone has the potential to become the economic engine that increases revenues benefitting the entire Main Street Redevelopment Area.

The Planning Process

In spite of Daytona Beach’s many assets, the area has struggled, with continued redevelopment attempts dating back to the 1980s. The development of the Ocean Center was a major step toward revitalization, but local hospitality, retail, and dining options are insufficient to support meeting planners’ and conference-goers’ expectations of a convention destination – a condition which makes the successful booking of major corporate events challenging. The City is currently resolving issues in the surrounding area including low ownership, crime, and a boom and bust cycle of event-driven activities. Such issues inhibit the development of a healthy and complete Main Street by focusing police and code inspection resources in the neighborhoods and offering incentives to encourage home improvements and homeownership.

The economic downturn, the City’s ambitious desired program, and challenging local conditions combined to make the E-Zone an excellent candidate for AECOM’s real estate driven urban design practice – a method intended to combine the pragmatic financial and regulatory realities of real world development with the inspired potential of urban design to achieve implementable urban transformation. The City of Daytona Beach engaged the AECOM team to envision the strategic redevelopment of the E-Zone in a way that maintains its legacy and authenticity while laying the groundwork for an attractive investment environment that can shepherd in the development of a vibrant new festival and event district.

The AECOM team, composed of executives, planners, and economists with real estate development experience and

urban designers with experience in the design of festival urban districts, tackled the problem from the point of view of “the money”: what was inhibiting the flow of private capital into the E-Zone? How could a new urban design framework and code revisions increase the attractiveness of the E-Zone as a development opportunity?

Planning for the E-Zone was undertaken from the point of view of a developer. Rather than focus on full scale market analytics and demographics studies, our economics and real estate team looked at the specifics of the existing real estate inventory in detail, evaluated hotel feasibility and financing options, and established a program.

AECOM further refined the planning process by assembling a panel of Florida developers as expert advisors. This “Developer Advisory Panel” provided input, particularly with regard to planning the convention hotel.

In addition to an ongoing dialogue with the Developer Advisory Panel, the planning process included significant public outreach, including three public meetings; stakeholder interviews involving dozens of participants representing the community, business owners, hospitality interests, city and county government, historic preservation interests, and key property owners within the district.

At public meetings 1 and 2, the public was surveyed and comments were solicited. These were quantified, analyzed, and reported on; they became important inputs to the formation of the final master plan.

Study Area Context

LOCAL CONTEXT

As a city accustomed to the fluctuations of seasonal visitors destined for “The World’s Most Famous Beach” and big off-season events with a regional draw, Daytona Beach is uniquely positioned to attract investment, revitalize its core, and expand its economic base by both: 1) scaling and broadening its beach-oriented entertainment offering; and, 2) claiming greater status as a conference, festival and event destination.

We see substantial place-based “hidden assets” in both the E-Zone and Daytona Beach at large which can be leveraged to achieve the City’s goal to attract “nostalgic visitors, first-time vacationers and convention meetings.” The City has envisioned this location as a convention destination since the Main Street Community Redevelopment Area Plan of 1981, but for many reasons, has faced significant challenges



Figure 1.2. Historic Context.



Figure 1.3. Surrounding neighborhoods are comprised of beach bungalows, reflecting the area's history as a casual beach community.

in realizing that goal. Main Street has declined over many decades, and suffers from substantial vacancy.

Boom and Bust Cycle

The E-Zone has slipped into a boom and bust cycle of peak events and long stretches of dead time. Hotels and seasonal vending rely on Bike Week, Biketoberfest, and Spring Break, while stable year-round businesses and activities have waned.

A Historic Area

The E-Zone embodies the culture of motor sports, beginning with auto racing on the beach; this area was the earliest home to NASCAR racing, founded by Bill France, who owned a gas station and garage on Main Street.

Motor culture has been further ingrained in the district with the 70-plus year history of Bike Week. Main Street has been a national and international destination for motorcycle enthusiasts and is home to some of the most famous biker bars in the country.

The district is surrounded by historic neighborhood fabric (see Figure 1.3) that offers a unique character of place for the district. The proximate resident population offers an attractive potential for synergy in the program and activity mix of the district. The team, along with the City, have set a goal of creating a 365-day-per-year place that serves both residents and visitors with a varied offering of dining, activities, and family-friendly programs within the district.

The proximity of residential streets does pose challenges to intensifying the use and activity within the E-Zone, and the team is tasked with considering how to provide for ease of resident access to district benefits while buffering and protecting residential areas from the impacts of entertainment uses. It should also be key to protect and enhance resident access to the beach.

Stakeholder outreach to resident groups was an important part of the planning process.

The City provided the consultant team with relevant historic district overlays and documents, and guided the development of the plan with regard to preservation of significant and historic structures.

Building a place that people want to live in or visit again and again means building a place that is real and authentic. This is a sensibility of place-making that grows from the genuine roots of a place, including its landmarks, vernacular, quirks, and culture. The Master Plan for the E-Zone seeks to capitalize on those unique elements and draw out the “essential Daytona Beach”. The goal of the plan is to generate a new

and dynamic district that thrives as an active destination but achieves a sense of place and authenticity.

Existing Open Space

The existing open space framework in the district (Figure 1.4) is fragmented and disconnected. The walkability of the district is hindered by long stretches of narrow sidewalks, lack of shade, and lack of comfort. In order to maximize the impact of these existing public spaces and enhance the district with additional connectivity and planned amenities, the team identified those elements that currently exist as open space, evaluated their effectiveness, and created a connected open space network that enhances and expands on existing conditions. Important elements include the beach and boardwalk, the cemetery, and the green space fronting the convention center on A1A.

Significant Structures and Challenges

An assessment was made in partnership with the City and the CRA to determine what structures should remain as elements of the redevelopment plan (see Figure 1.5).

Some elements, such as the Ocean Center, the Peabody Auditorium, the boardwalk, the Pier, and Breakers Park, were clearly elements to remain. Others were identified due to their historic status or cultural significance, including Froggy’s Saloon, 316 Main Street Station, and the historic Bank building.

Structures of average significance were also identified, including a few buildings along Main Street that have historic interest but are not actually protected by historic status.

Potential challenges to redevelopment were identified which could, based on dialogue and negotiation with owners, become either holdout sites, important elements providing a sense of authenticity within the new fabric, or aggregated redevelopment sites. Some of these are businesses, some are homes, and some are simply parcels. Some are more significant than others with regard to their relevance in implementing the plan, and all could potentially be built around should the plan have to move forward without them.

Vacancy and Notable Uses

The E-Zone district suffers from substantial vacancy. Over the years, what was once a vibrant year-round Main Street has become a wall of vacant storefronts and lots that are dependent on a boom and bust cycle of event-driven itinerant vending.



Figure 1.4. Existing Open Space.

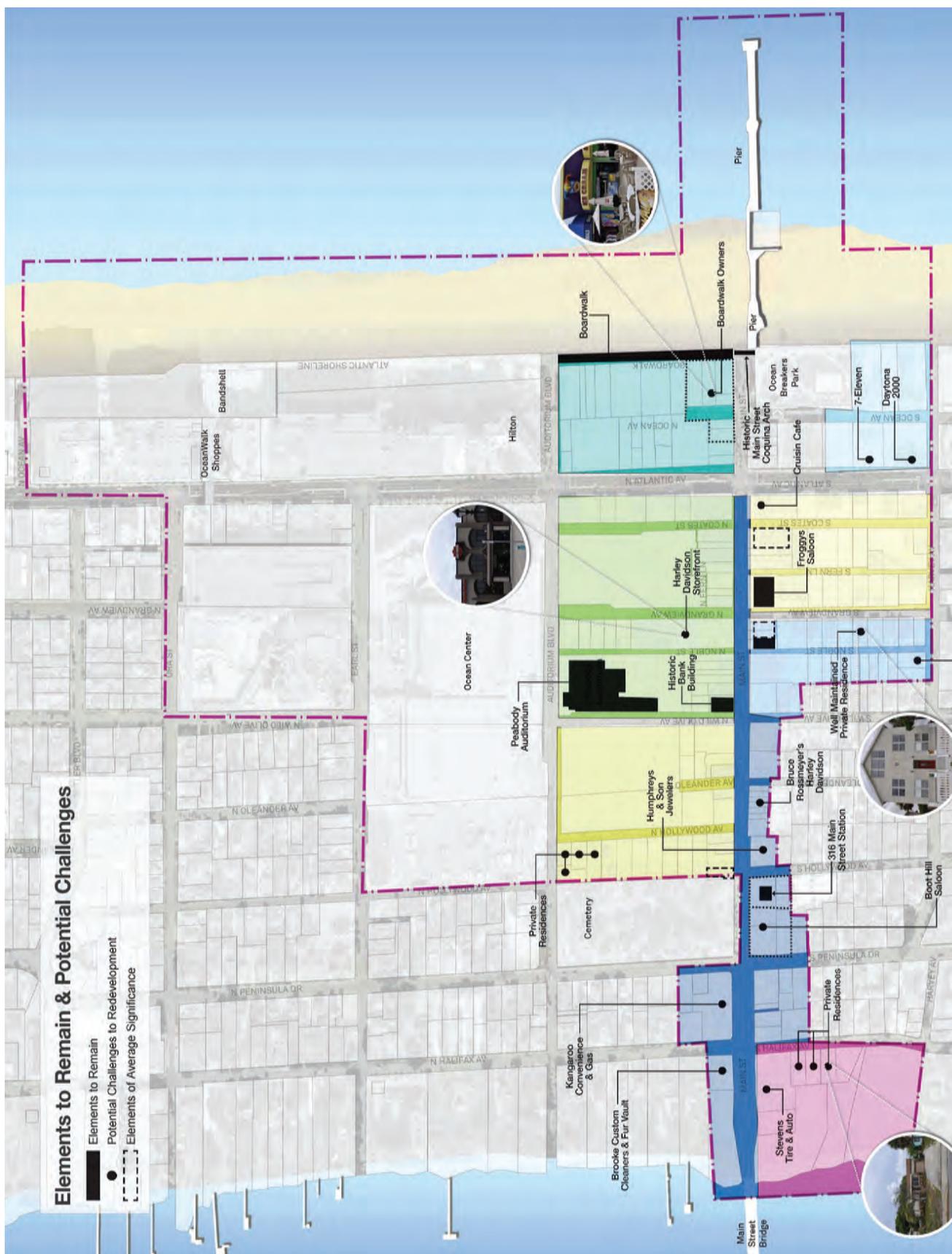


Figure 1.5. Elements to Remain and Potential Challenges.

Vacancy in the district is not reflected fully in city tax data, since many property owners earn substantial revenue on renting those storefronts to vendors during events. Although this works from the point of view of the property owner, it has a devastating effect on the district as Main Street is dragged down by a sense of abandonment for most of the year.

Figure 1.6 depicts the gradations of vacancy and notable uses in the E-Zone, including true vacancy (as reported in city tax data) to effective vacancy (unoccupied structures and lots that are likely host of itinerant vending); notable uses include active year-round businesses and landmarks within the district. Vacancy is depicted in green as these sites are likely candidates for redevelopment activity; notable uses are depicted in orange and red as they are either fixed elements or businesses that should be considered as elements to remain, whether in their current site or in a new structure within the district.

Site by site and parcel by parcel analysis of vacancy is discussed in Chapter 5 of this report, Portfolio of Assets.

Encumbered Land

The following legal and environmental encumbrances were identified within the district. See Figure 1.7 for a map of their locations:

- Corbin Lot Lease - The City is in Year 2 of a 3-year lease to operate and maintain this parking lot, with the condition that it be made available to its owners for their use during BikeWeek and Biketoberfest.
- Peabody Auditorium Parcel - As a condition of the land sale, the Peabody Auditorium parcel must be a public use in perpetuity. If this condition is not abided by, the land reverts back to the prior owner.
- Revenue Capture - the Florida Communities Trust and the ECHO Grant Program provided funding for the construction of Ocean Breakers Park. As a condition of the funding, revenue generated by the abutting parking lot are dedicated to the maintenance of Ocean Breakers Park in perpetuity.
- Submerged Land Lease - The Pier land lease agreement with the State of Florida applies terms of use to the Pier including that it be free of charge for public access in perpetuity.
- City Lot - A long term parking lease with the Hilton Hotel provides an allotment of 350 spaces for the Hilton's use on this parking lot. 50-plus years remain on the lease.

- Oceanfront Park - An agreement was made with the Hilton that the City would not allow anything on this site that would block room views of the ocean from the hotel. There are ground floor rooms here.
- Environmental Constraint - There is an underground tank from an old gas station that has never been removed.

Fragmented Parcel Ownership

The ownership landscape within the E-Zone presents a significant challenge to redevelopment. The pattern of ownership is highly fragmented, and as such will likely require substantial assembly in order to create a parcelization that is appropriate to the envisioned new uses requiring large footprints such as hotels, parking garages, and so on.

An inventory of ownership and assessed values by parcel was undertaken and is documented with maps and tables in this report, Chapter 5, Portfolio of Assets.

The inventory reveals that there a relatively small number of large landholders in the E-Zone who hold much of the land and the value. It will be important to bring these landholders in as partners in the implementation phase.

Assembly of land will by necessity be a substantial part of the City's focus in bringing the plan into reality. As developers come to the table, it will be important to be able to offer them a clean, development-ready site, with entitlements in place. The prospect of engaging in numerous negotiations for land will not be appealing to a developer interested in a predictable and efficient development process.

REGIONAL CONTEXT

Daytona Beach is located on the east coast of Florida approximately an hour's drive from Orlando. The City has benefited from its good proximity to both an airport and a highway, achieving a strong reputation as an event city. The strength of the Daytona Beach brand is unusual for a city of its size, but that strength has not been fully leveraged by the City through a program of coordinated marketing and dedicated investment in improving the guest experience. What is essential Daytona Beach? What is essential Northeast Florida? The clarity of place is not there as it is in nearby regional brands such as the Carolina Lowcountry, South Florida, the Emerald Coast, or the Big Easy. With such a distinct local culture and strong brand potential, that same clarity of place could, with good leadership, effort and regional coordination, be achieved. As the birthplace of NASCAR and home to the Worlds Most Famous Beach, the E-Zone could be an integral part of it.

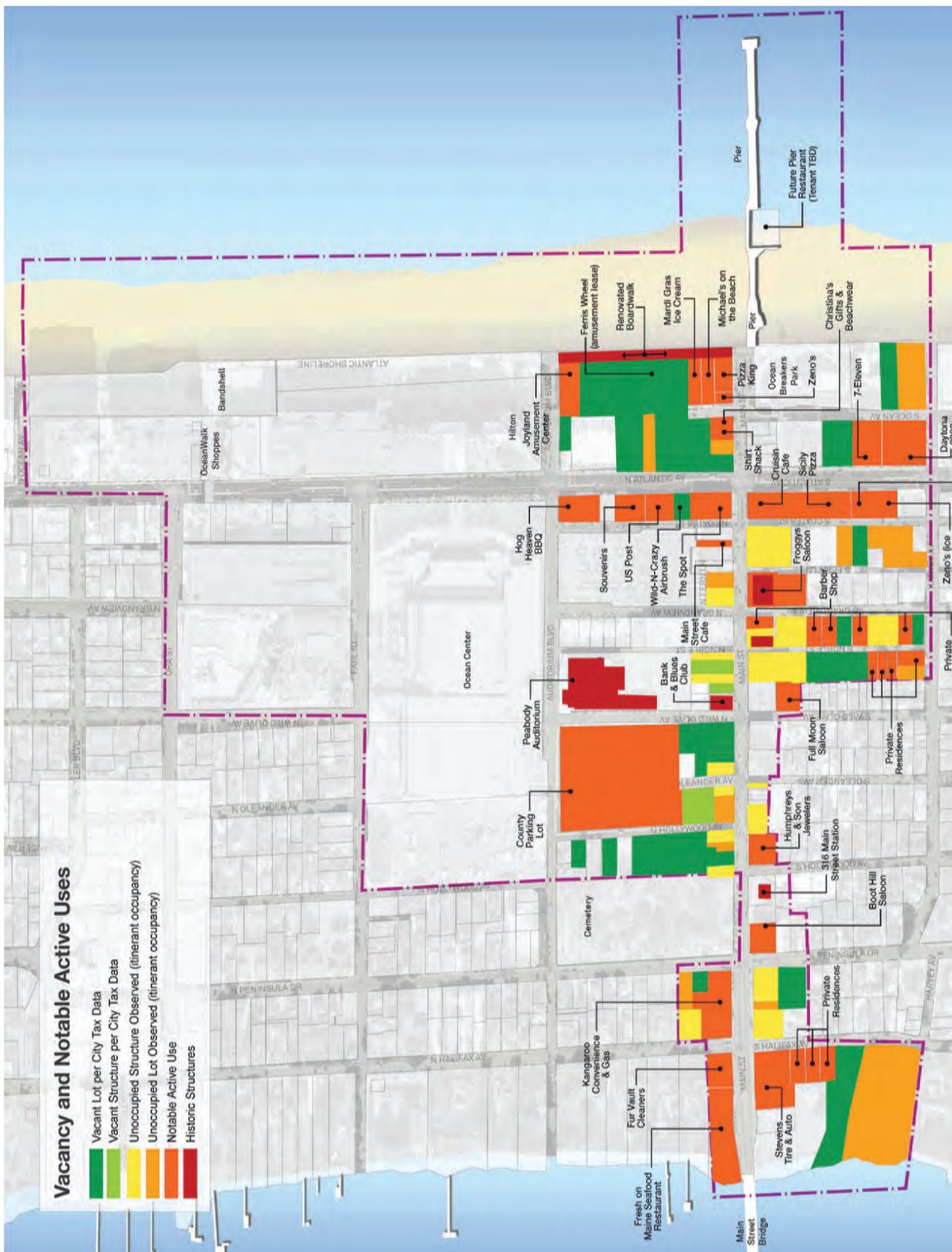


Figure 1.6. Vacancy and Notable Active Uses.

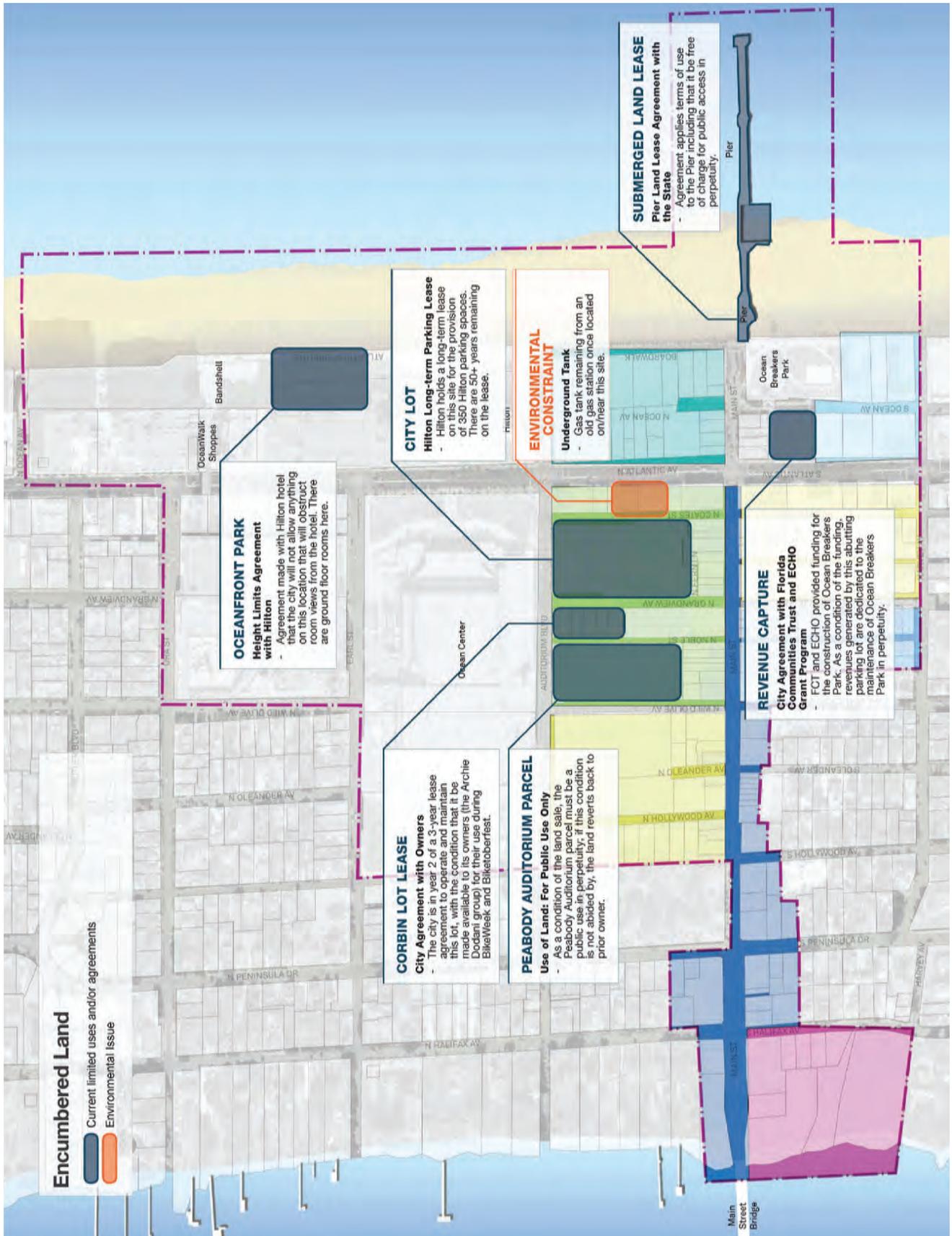


Figure 1.7. Encumbered Land.

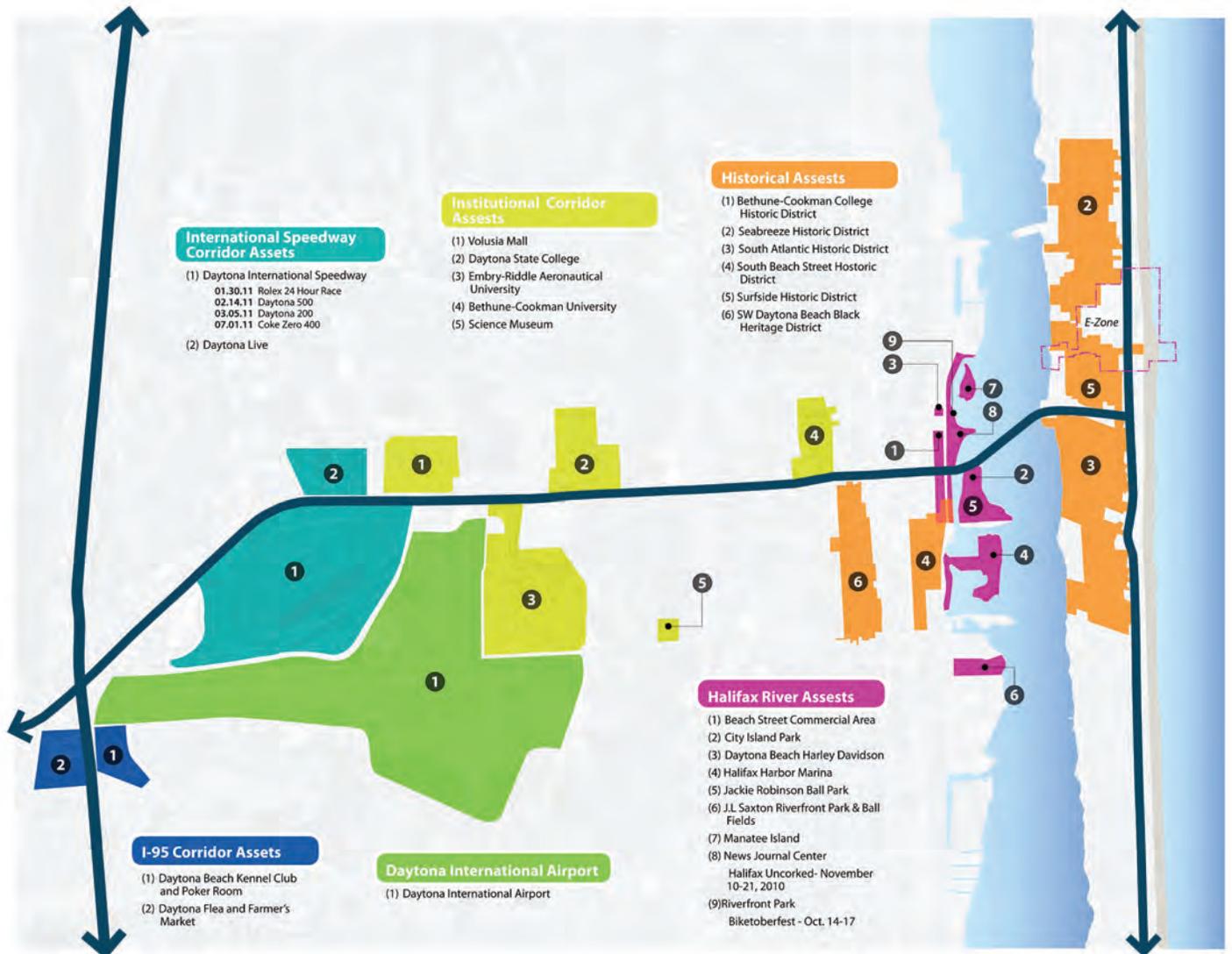


Figure 1.9. Regional Amenities

The E-Zone is located on the beach with good proximity to the airport. It is connected to the airport and the Speedway by International Speedway Boulevard. The ISB corridor is an important structural element in the landscape of Daytona Beach. The highway, airport, Speedway, E-Zone, and beach are all connected by this road.

Figure 1.9 depicts a tourist map of Daytona Beach, with important sites, activities, and events called out. The coordination of, and connectivity between, these key elements would be of enormous marketing value for the district and the City. Envisioning the E-Zone as a hub then becomes a critical next step. If a hotel in the E-Zone can offer an expanded array of activities for its guests, including ease of access (via shuttles or other means), the appeal is undeniable. Meeting planners can then look at the Ocean Center as the venue in the midst of an exciting district that comes with an

expansive array of optional activities connected to it from around the City.

As the City's new "stage for events and activities," and as home to the convention center and the beach, the E-Zone can become an attractive gathering place for visitors from throughout the region. To that end, the consulting team recommends (1) greater calendar and brand coordination with other event venues and destinations throughout the region and (2) greater physical connectivity for visitors among the primary venues (the Speedway, News Journal Center, and so on), including through shuttles, water taxi, and other means if feasible (such as rail).

2.0 Public Meetings & Stakeholder Input

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**

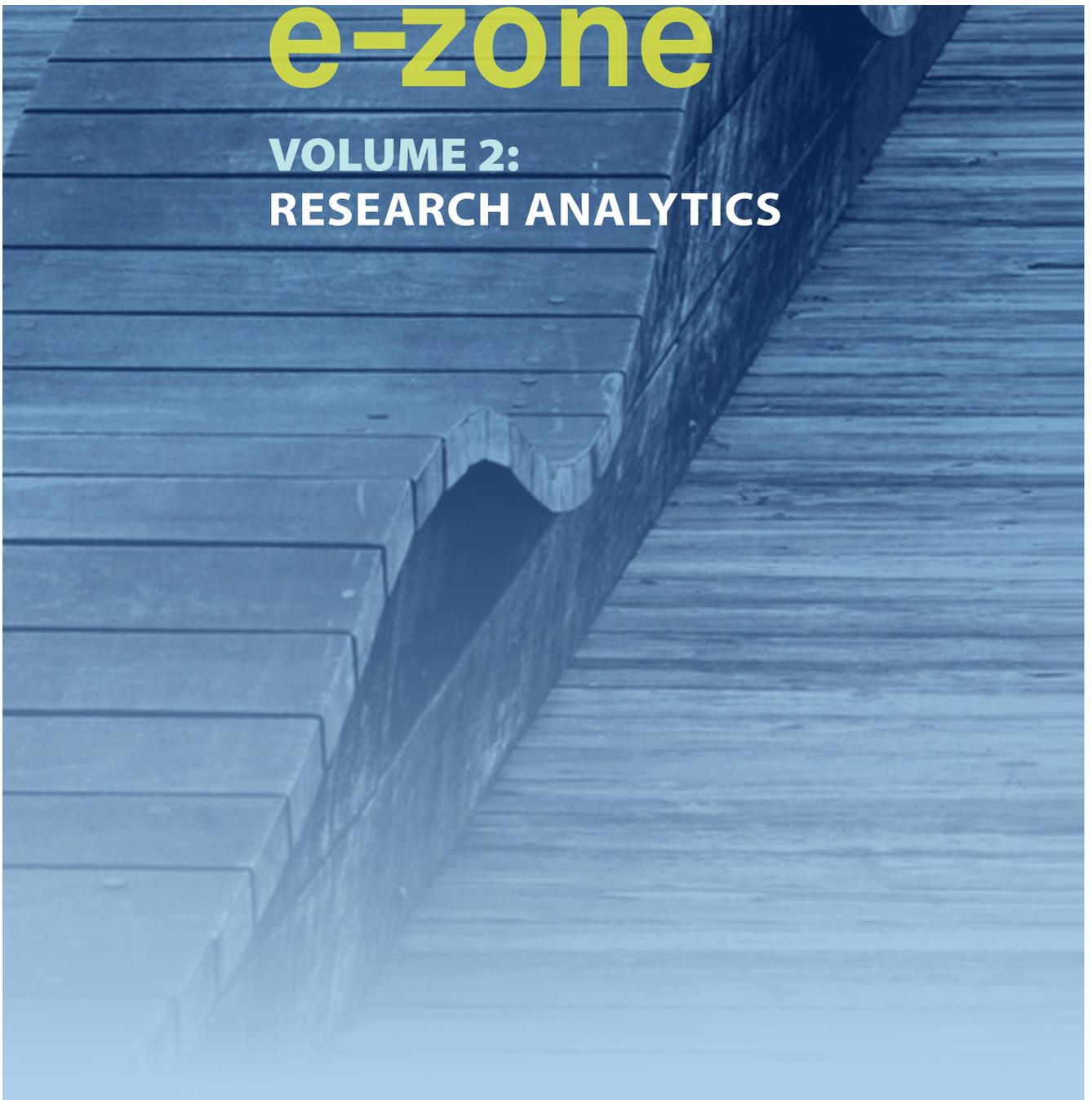




Figure 2.1. Public Meeting Participants.

Three public meetings were held during the planning process: a Public Kickoff Meeting (Public Meeting #1), a Public Participation Meeting (Public Meeting #2), and a Final Plan Presentation Meeting (Public Meeting #3). Input was also gathered from property and business owners, developers, and other key stakeholders.

Public Meetings

Members of the public were invited to participate in three public meetings during the planning process. The first public meeting focused on listening to what citizens and

stakeholders had to say about the district and its future. The second public meeting was a presentation of alternative plans with active engagement of the public for comments and opinions. The third public meeting was the presentation of the final plan.

At public meetings 1 and 2, participants engaged the team in one-on-one conversation at dedicated information stations, and comments were gathered at each station as well as from written surveys.

The following pages outline the public responses that were gathered and tabulated at each meeting. These comments allowed the team to understand and incorporate public concerns and interests throughout the planning process. The greatest interest expressed by the public across the board was to increase and diversify activities in the district, from dining options to festivals.

PUBLIC MEETING #1

A total of 79 participants in the kick-off public meeting were exposed to the strategic approach to planning for the future of the E-Zone. Professionals from the project team presented specifically on crafting a successful plan, responding to the infrastructure and programming needs of the E-Zone, and forming policy to make the plan reality.

Attendees were given the opportunity to share their comments directly at the meeting, and these comments were recorded by staff at four review stations. Additionally, surveys were distributed to participants in order to gather more detailed input on Daytona Beach's current attributes, future aspirations for the area, safety issues, and infrastructure conditions. The results from each of these public contribution methods are summarized here.

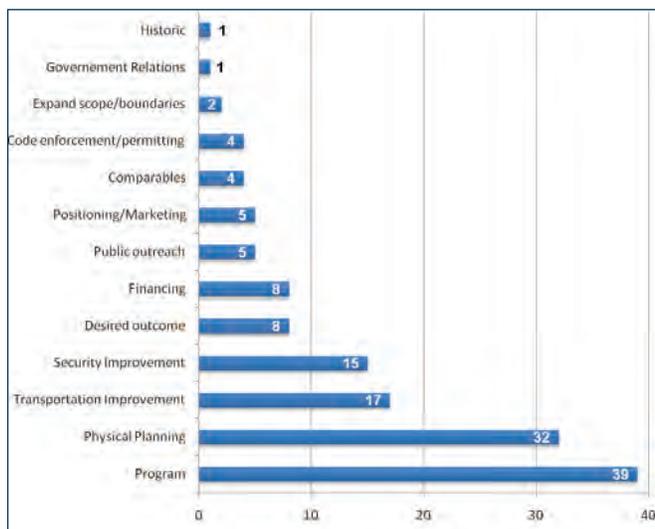
Station Comments

In all, 145 comments were recorded at the four review stations. Figure 2.2 shows that a majority of comments (103) fell into one of four topics: development program, physical planning, transportation improvement, and security improvement.

Program

The largest number of responses focused on the kinds of uses that are desired for the area. Some attendees suggested the repurposing adjacent residential units as boutique commercial uses, particularly between Main Street and ISB. Others expressed a desire for more family-friendly uses, diversified land use, retail and dining, and amenities that have a 365-day-per-year appeal. Some ideas included the incorporation of sporting or gaming into the area, the inclusion of more

Figure 2.2. Distribution of Station Comments by Topic Area



lodging options to support year-round attraction, and the presence of more diversified housing options.

Physical Planning

The comments gathered with respect to physical planning concentrate on creating a clear hierarchy of open space, gateways, the oceanfront, and a revitalized Main Street. Direct comments on achieving accessibility and mobility for the visually and hearing impaired, along with ensuring wheelchair accessibility, were also recorded. Some contributions were recorded with respect to the desire for mid-rise density and a cohesive style within the area.

Transportation Improvement

Transportation and related infrastructure issues accounted for many specific comments. Some focused on roadway changes (one-way street changes or street extensions) and traffic engineering issues (signal timing or priority). Others showed a desire for improved transit or shuttle services. The lack of available parking was discussed, along with suggestions for improving existing parking. A few participants mentioned the need for air transportation service to attract visitors.

Security Improvement

Several comments with respect to security in the area were heard, including concerns about unwanted uses and activities. Suggestions were made for better lighting, security cameras, and a more active presence of enforcement. Property managers also expressed concern over drug activity and its influence on the ability to attract high-quality tenants.

Desired Outcomes

Participants commented on overall desired outcomes for the future of the E-Zone, including enhanced residential property values, increased number of residents in the area, and generally improved conditions.

Financing

A number of comments were collected on financing options for encouraging development in the E-Zone. Overall, participants seemed to have a general open-mindedness and a sense of curiosity about what the ultimate financing solution may be.

Public Outreach

Some attendees commented that they would like to see meeting materials available online, in the newspaper, and other publicly-available means to allow accessibility. Others expressed the desire to conduct workshops with key land owners or to reach out to more residents of the area.

Positioning/Marketing

Several participants observed that Daytona Beach has always been an affordable destination for families, and that the E-Zone could potentially build on the opportunity that this presents. Along with the recognition of tourism, however, some people stressed the need to balance the needs of tourists with the needs of the area residents.

General

Finally, a few additional comments were collected regarding the historic nature of buildings in the area, code enforcement, and examples of comparable desired outcomes.

Participant Survey

Twenty surveys were collected from participants at the public meeting, representing roughly 10% of attendees. Respondents were primarily residents of the area (18 out of 20). Many (14 people) also worked in the area, and eight owned businesses there. Most people said they were interested in understanding what the plan could entail and wanted to get involved, though a fair number (4) indicated that they are potentially interested in investing in the area so came to the public meeting to understand future development scenarios.

Tabulated Results

Participants were asked to respond to a number of multiple-choice questions to help the consultant team gain insight into Daytona Beach’s strengths, weaknesses, and areas for improvement. While some questions asked respondents to rank their choices, the majority of people did not. Responses therefore do not reflect any weighting, but rather take stock of a simple count of people who selected certain answers. Responses to each multiple-choice question are summarized below.

Question #1: What elements of the E-Zone do you feel best demonstrate the qualities of “authentic Daytona Beach?”

The majority of respondents felt that the beach and festivals and events typify the authentic Daytona Beach experience. Bike Week/Biketoberfest and NASCAR in particular stood out to people as representing the authentic Daytona Beach, and sports events such as cheerleading and football conventions were also mentioned. Motorsports culture (Boot Hill Saloon, Harley store, NASCAR themes), the Halifax Riverfront, and architectural features and landmarks also ranked high on respondents’ lists. The boardwalk, band shell, and historic neighborhoods (such as Surfside Village) were named multiple times as important features that lend themselves to the

Figure 2.3. Response Distribution for Question #1

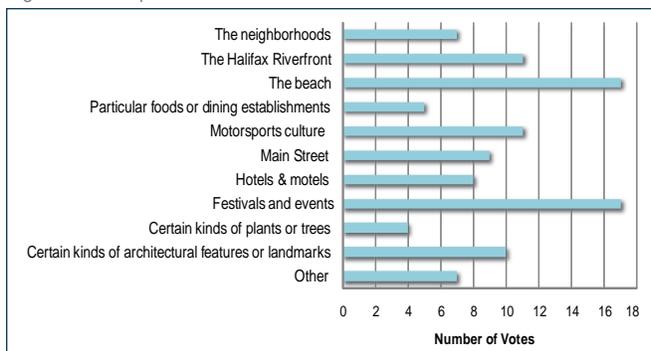
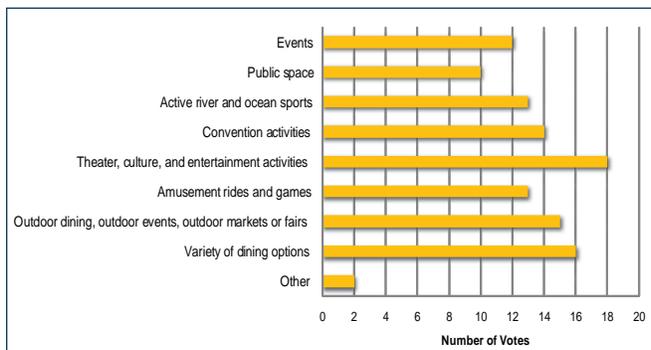


Figure 2.4. Response Distribution for Question #2



identity of Daytona Beach. Food and dining establishments were not found to be “distinctly Daytona Beach.”

Question #2: Rank the kinds of activities you would like to see and enjoy in the future E-Zone.

People were most interested in seeing more theater, culture, and entertainment activities in the future E-Zone. Events on and near the water, such as sailboat races and ferries, activating both the ocean and river, were suggested. Greater dining options and outdoor events (such as markets or fairs) also scored highly. Enjoying public space was chosen as the least popular future activity in the E-Zone, though people emphasized the need to keep the E-Zone pedestrian-friendly.

Questions #3/4: Do you feel uncomfortable walking around the area? If you feel uncomfortable in the area, rank any factors that contribute to why.

12 out of 19 respondents said they felt uncomfortable walking around the area some or all of the time. Safety and lighting were listed as top concerns. It was reported that people (the homeless and panhandlers were listed in particular) in the E-Zone made respondents feel uncomfortable walking around the area as well. Time of day (mainly after dark) also factored into some people feeling uncomfortable.

Figure 2.5. Response Distribution for Question #4

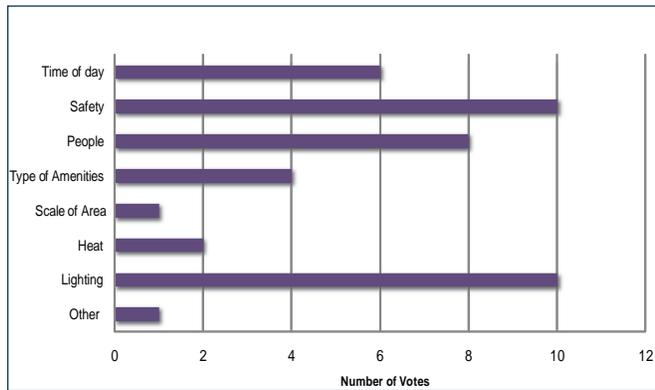
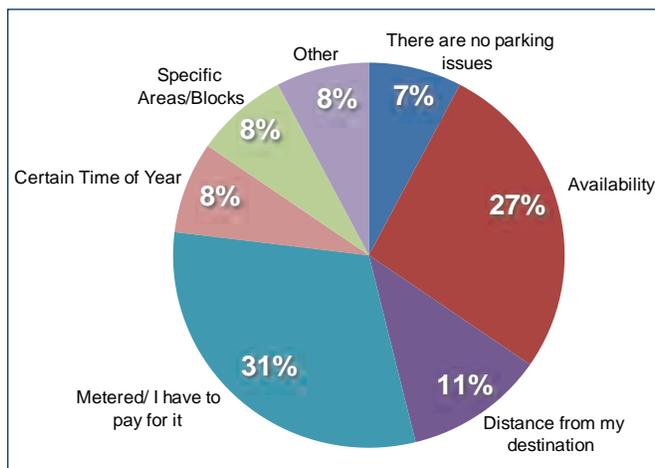


Figure 2.6. Response Distribution for Question #6



Question #5: What kind of user are you when parking in the E-Zone?

Most respondents park in the E-Zone area because they are taking advantage of **recreational opportunities** in the area or are **residents**. Fewer people said they park in the E-Zone because they work there or to visit businesses.

Question #6: Please identify and rank the relevance of specific parking issues in the E-Zone district.

Metered/pay parking and **availability of parking** were selected as top parking issues in the E-Zone. One respondent commented that prohibiting residents from having free street parking discourages the use of small businesses in the area. A few people (3) reported that distance of parking from their destination is a concern. No one chose duration of parking, time of day, and certain days of the week as problematic.

Written Comments

Participants were asked to respond to a number of multiple-choice questions to help the consultant team gain insight into Daytona Beach’s strengths, weaknesses, and areas for improvement. While some questions asked respondents to

rank their choices, the majority of people did not. Responses therefore do not reflect any weighting, but rather take stock of a simple count of people who selected certain answers. Responses to each multiple-choice question are summarized below.

Question #7: What are your biggest concerns today related to traffic, circulation, parking, and walking?

Respondents feel that the E-Zone should be more **pedestrian and bicycle-friendly**. Concerns were cited about the condition of sidewalks, the need for shade, and greater security through lighting. More bicycle lanes are apparently needed. People also reported **concerns about tourist and event traffic**, which clogs roads and sometimes snakes through residential neighborhoods.

Question #8: What are your biggest concerns today related to activities, amenities, and the public realm?

People feel there is a **general lack of activities and amenities** in the E-Zone, for both residents and tourists. Family-oriented entertainment was a popular suggestion, such as music and food festivals and restaurants on the boardwalk. Opinions about tourist activities varied from a casino to outdoor events geared to relaxation (reminiscent of “old Florida”). Regardless, people feel like activities should help support small businesses **365 days a year**; one person noted the need to limit itinerant vending to help local businesses. One respondent stated that the “party ‘til you puke image” needs to change. Several people mentioned the need to focus on attracting **quality shopping, restaurant, and hotel establishments** to the area. Protecting Daytona Beach’s natural heritage by maintaining views of the ocean and river, as well as preserving green space and shade, were noted as ways to enhance amenities and the public realm.

Question #9: What are your biggest concerns today related to the surrounding neighborhoods?

Blight and neglect were most often cited as concerns relating to surrounding neighborhoods, stating that run-down areas detract from the appeal of the E-Zone. Too many houses are dilapidated and too many buildings are standing condemned. Safety concerns stemming from maintaining this housing and building stock were raised. People feel that **neighborhoods need to be stabilized** through such measures as increased owner-occupancy and stepped up code enforcement efforts.

Question #10: What examples of amenities or strategies from great districts in other cities have you visited do you think would make sense in the E-Zone?

Respondents listed many places which could serve as analogues for the E-Zone, including Myrtle Beach, SC, Coconut Grove, FL, and California seaside communities. These

areas all showcase **great food, shopping, recreation, and entertainment** elements. People suggested activating the beachfront like California towns, offering bicycling, roller blading, and other amenities near the ocean. One person said St. Augustine-style boutiques would work well along Main Street. Branson, MO and Atlantic City, NJ were cited as good examples of cities being able to attract large tourist crowds, showcasing large performance theaters and activities such as gambling in luxury hotels. Others felt a softer touch would be nice, focusing on an “old beach town” look and feel. Overall, respondents felt that places that are **resident and tourist-friendly** are good examples from which to learn.

Question #11: What three criteria or measures do you think will best indicate a successful outcome for the redevelopment of the E-Zone?

Economic development – exemplified through the creation of **new jobs, fewer retail vacancies, greater private investment, and increased property values and revenue for the City** – was cited as the top signifier that the E-Zone has become a success. Others said success would be something people could see outright, through new urban infill, clean streets, new hotels, quality attractions, and the presence of fewer homeless people and many more tourists. Increased safety was listed by two respondents as a measure of success.

Question #12: In your opinion, what are the three most important issues the consultant team should be aware of and address as the plan is crafted?

Many respondents recognize the need to facilitate the development process to attract investment to the area. Suggestions were made to fast-track E-Zone development projects, provide tax breaks for development, and make permitting easier. Many also said they are keen to have development which **maintains “old Florida” charm**, and

are wary of “tacky” and theme park-like development. Respondents want new buildings to “blend in” with historic structures. Good design standards were suggested to help guide quality development. According to respondents, another issue to address is the need to focus on the **residential component** of the plan, and how tourism interfaces with neighborhoods. People also emphasized the importance of developing **quality entertainment, increasing safety, making a return on investment, and finally actually delivering recommendations** set forth in the plan.

Summary

In total, 235 written comments were collected from the surveys. These comments were categorized similar to those collected at the four stations during the public meeting. Several comments again addressed issues over the specific development program, physical planning components, and security improvements. Figure 2.7 displays the overall distribution of the written survey comments.

PUBLIC MEETING #2

About 100 participants that attended the second public meeting were presented with the overall revisioning strategy and three specific concepts for the E-Zone with accompanying transportation and implementation strategies. These concepts sought to directly reflect conclusions drawn from previously-gathered public input.

At this meeting, participants were again given the opportunity to comment at four stations corresponding to the revisioning concepts. These stations provided the opportunity to conduct a green-dot/red-dot sticker exercise, where participants were given a fixed number of each color and encouraged to place them on the concept maps to indicate the like or dislike of particular concept components. Comments were also gathered through surveys that solicited input on the overall revisioning strategy and each of the three concepts.

Station Comments

In all, 27 specific comments were recorded at the four review stations. Figure 2.8 shows that most comments referenced specific components of the Ocean Village and Pop-Up Park concepts.

Main Street Pop-Up Park Concept

The location of hotels in this concept garnered the most comments, specifically with respect to the cost of hotel units and the desire for more affordable options. There was disagreement over the amount of open space - some comments suggested more while others wanted less open

Figure 2.7. Summary Distribution of Written Survey Comments

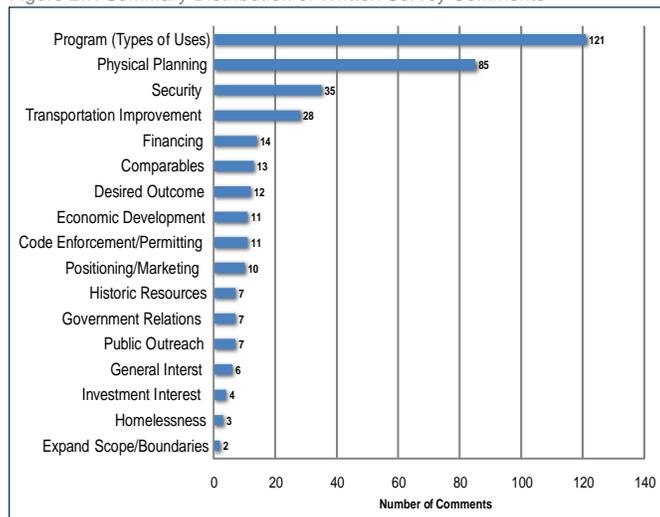
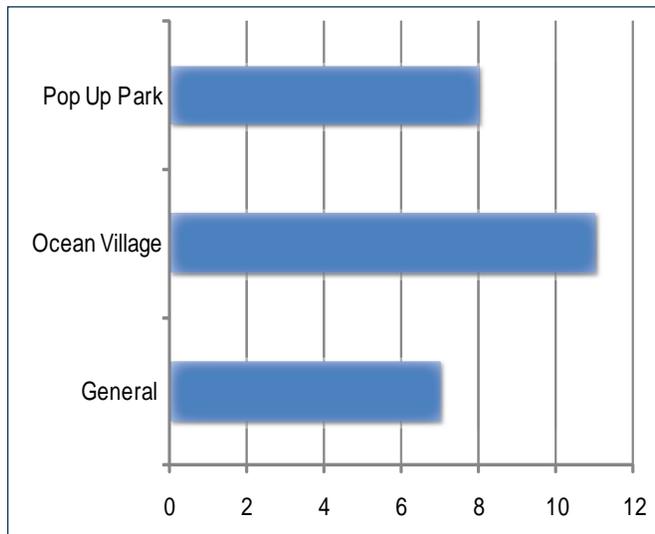


Figure 2.8. Distribution of Station Comments



space. One participant mentioned that this plan still needs to address boardwalk uses, while another suggested that amenities in this plan need to be enhanced to service local residents as well as tourists. Finally, concern arose over the location and amount of parking provided.

Ocean Village Concept

The majority of comments on this concept were focused on the proposed realignment of A1A and the repurposing of Main Street as a pedestrian-only zone. Some respondents disagreed with the realignment of A1A, but were not opposed to the reduction in the number of traffic lanes. Similarly, many opposed the perceived permanent closure of Main Street, but suggested that a canopy could be placed over the street with the intent to make it more pedestrian friendly during the summer. One suggestion for amenities in this plan included positioning them indoors to encourage year-round use.

General

A few attendees provided comments that apply to the overall strategy, including some desires heard during public meeting #1. Among these were the desire to cater to year-round uses for tourists and for residents of the area, to expand the scope to address areas between Main Street and ISB, and to market the area toward visitors from the southeast region.

Green Dot / Red Dot Exercise

In addition to collecting comments at each of the stations, participants were given the opportunity to express their opinion on each concept by placing green or red dots over specific components displayed on a revised E-Zone map. Figures 2.9-2.11 show these maps with the results of this exercise.

Town Square Concept

The riverfront hotel and condominium and central boutique hotel components received unanimous agreement among participants. A few respondents liked the suites-style hotel placed west of A1A, and one person agreed with keeping existing housing along Grandview Avenue. The central town square received mixed reactions, as did the beach-front hotel and the amusement park development on the boardwalk.

Main Street Pop-Up Park Concept

The riverfront hotel was well-liked in this plan, as was the moderate development on the boardwalk and the cultural experience venue. The beach-front retail and commons area received more negative votes, similar to the broadcast center. The convention hotel and mid-rise high-end hotel also received slightly more disagreement. Several participants disliked the multi-use pop-up parks and common areas along Main Street.

Ocean Village Concept

Most votes in this concept were dedicated to the two major transportation improvements, including the realignment of A1A and the Main Street pedestrian Mall. Each of these concepts received a mix of reactions, with A1A receiving slightly more negative votes, and Main Street receiving more positive votes. The riverfront hotel component again received unanimous agreement among participants, as did the restaurant placed on the boardwalk. More respondents liked as opposed to disliked the beach-front retail and reinstatement of the natural landscape. The convention hotel raised a few positive votes, while the central 300-room hotel received one negative vote.

Survey Responses

Surveys were distributed to public meeting attendees, with questions that sought feedback on the overall revisioning strategy and on specific components of each concept plan. In total, 25 surveys were collected representing about 25% of those attending the meeting. Most of the respondents (19) were residents of the area, and many (11) were business owners. A few respondents (5) were representatives of an organization of agency.

Results

Respondents were asked to provide feedback by ranking the appeal of certain events and activities and by expressing their like or dislike for concept components. Overall, respondents were asked to select their top choice for the best revisioning concept; however, some people selected more than one plan, others missed the ranking methods, and a few did not answer

Figure 2.9. Green Dot / Red Dot Results for the Town Square Concept



Figure 2.10. Green Dot / Red Dot Results for the Main Street Pop-Up Park Concept

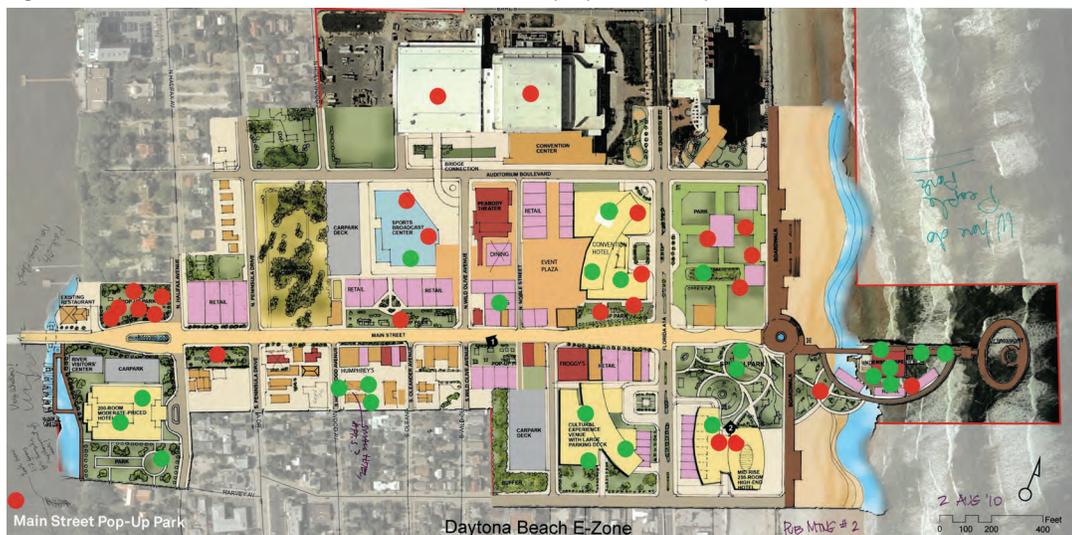


Figure 2.11. Green Dot / Red Dot Results for the Ocean Village Concept



Figure 2.12. Response Distribution for Question #1

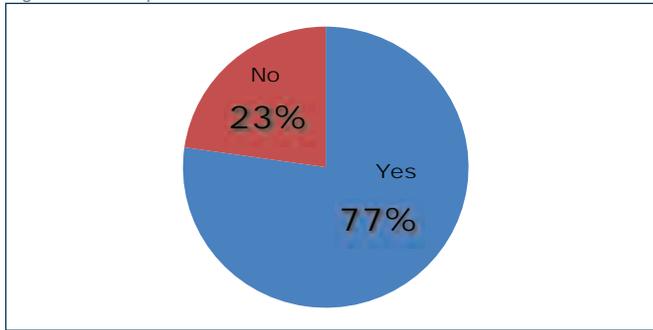


Figure 2.13. Response Distribution for Question #2

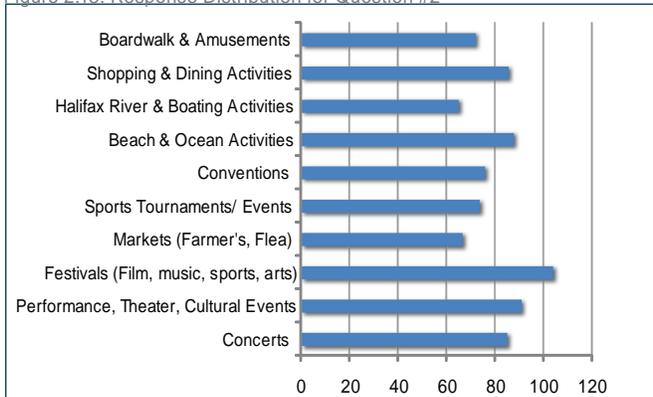
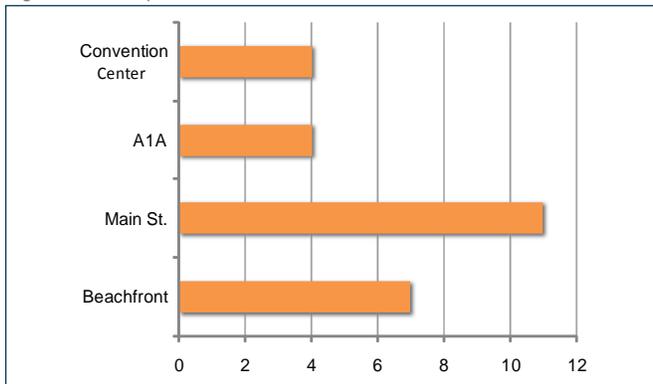


Figure 2.14. Response Distribution for Question #3



all questions. Therefore, some discrepancies in the total count of results because they represent a count of answers provided rather than an overall ranking or complete count.

Question #1: Do you agree that Daytona Beach can and should enhance its reputation as an “event city?”

A majority of respondents indicated that **yes**, Daytona should enhance its “event city” reputation. A few commented that events should be more frequent, reflect a more **diversified consumer base**, and include family-friendly activities.

Question #2: What events & activities appeal to you most?

Responses indicate that **festivals** (music , film, motorsports, arts) are the preferred activity for the E-Zone. The general distribution of responses across all listed choices, however, shows that a **variety of events and activities** are desired.

Question #3: The plans will have initial steps while promoting a long-term plan. Where would you like to see the first moves toward transformation of the district taken?

A majority of respondents expressed that the first moves toward transformation should be focused on Main Street. In addition, several people added comments to qualify their choice by saying that Main Street is the literal and figurative center of the E-Zone and has potential to provide more immediate results. As such, transformation here is necessary and most effective to create waves of change across the area. Those favoring other initial transformation areas expressed that the boardwalk and beachfront need more appealing activities to attract more tourists, and that the investment in the convention center could be utilized more to attract jobs and revenue.

Question #4: Overall, the Town Square plan is the best plan option that was presented.

Of the respondents that answered this question, **62%** indicated that the Town Square plan was the best option presented, which was the most positive support given to any of the concept plans. Many comments stressed the need for **retail that serviced area residents** in addition to tourists to ensure success. Others liked the focus away from the beach to bring visitors back into the E-Zone. The boardwalk enhancements garnered both support and concern over the cost of investment.

Question #5: I like/dislike the following elements of the Town Square plan.

A majority of respondents liked the redevelopment and **reuse of Main Street and the boardwalk and the Town Square** linking Main Street, Peabody, and the Ocean Center. Most dislikes were related to the beachfront convention hotel and the relationship of the redeveloped area to the rest of the neighborhood. Many comments expressed that the smaller parking structures might hinder the success of new development. Other comments reflected those made in question #4.

Figure 2.15. Response Distribution for Question #5

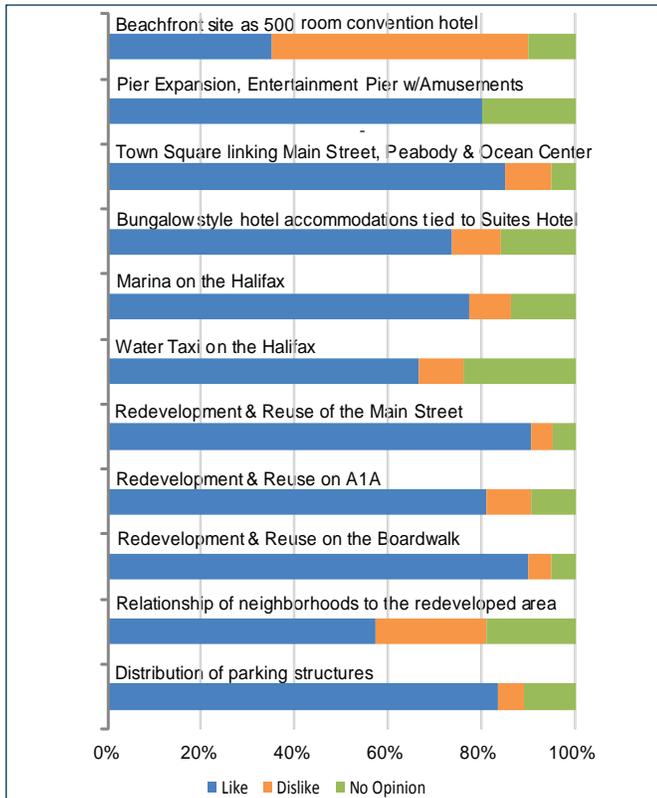
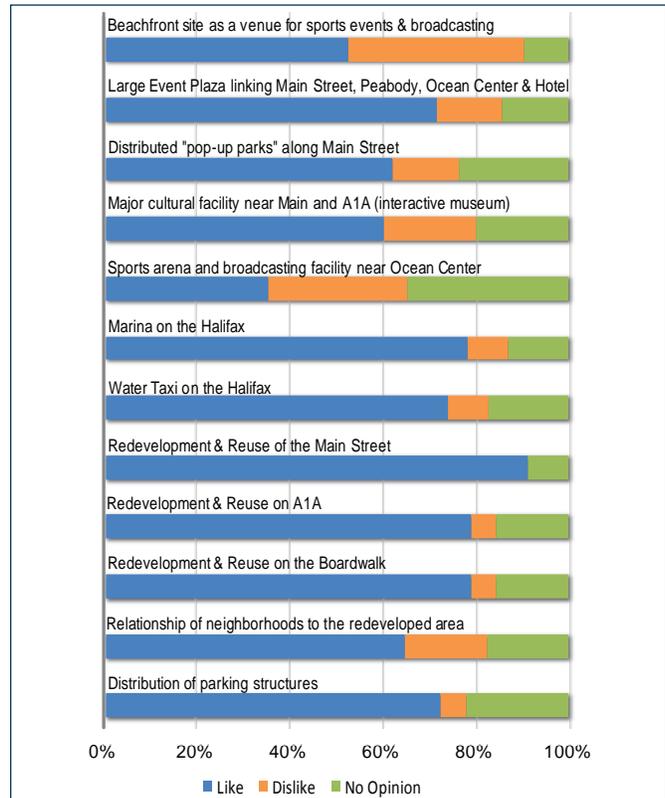


Figure 2.16. Response Distribution for Question #8



Question #6: The most important elements to retain from the Town Square plan going forward to the final master plan are...

Similar to the findings in question #5, most respondents indicated that the **Main Street redevelopment and pier expansion** should be components in the final master plan. This somewhat contradicts the comments from question #4, where some showed concern for the cost of pier enhancements. Respondents also favored the small-town feel that this concept presented along with the scale of buildings and the expanded amenities for residents of the area.

Question #7: Overall, the Main Street Pop-Up Park plan is the best plan option that was presented.

Only 25% of respondents favored this concept plan as the future vision for the E-Zone. Primary concerns in this plan included the amount of parking included and the overall safety of park and commons areas.

Question #8: I like/dislike the following elements of the Main Street Pop-Up Park plan.

Similar to the Town Square concept, many respondents agreed with the **redevelopment and reuse of Main Street** in this plan. Other components gathered a lot of positive votes, but overall, more people dislike portions of this plan as opposed to other plans. Specific pieces that are not widely

accepted include the sports broadcasting center, the use of the beachfront for sporting events, and the cultural facilities.

Question #9: The most important elements to retain from the Main Street Pop-Up Park plan going forward to the final master plan are...

Respondents of this question indicated that the best portion of this plan was the **flexibility** that the pop-up parks and common spaces allow Main Street to have. Others favored the variety of retail and commercial spaces along with the multiple types of activities provided. **Main Street redevelopment and reuse** was again a favored theme in this plan.

Question #10: Overall, the Ocean Village plan is the best plan option that was presented.

A little less than half of the responses to this question (47%) indicated that the Ocean Village concept was the best plan presented. Comments were associated with the transportation improvements presented in this option, while a few concerns arose over parking space.

Question #11: I like/dislike the following elements of the Ocean Village plan.

The common theme of **redevelopment and reuse of Main Street** surfaced again as a favored component in this plan.

Figure 2.17. Response Distribution for Question #11



Respondents also liked the distribution of parking structures in this plan along with the redevelopment and reuse along A1A. Although people expressed dislike for the realignment of A1A and the Main Street pedestrian zone, these options still gathered more support than disagreement. Some indicated directly that they like the transportation improvement components but would like them to be slightly more refined and responsive to existing traffic conditions. Written comments indicate a **desire for mixed uses** throughout the area with particular focus on preventing the overdevelopment of any one particular use. Comments also mentioned more green space focused on the beach and a need for spaces from which residents and tourists alike can benefit.

Question #12: The most important elements to retain from the Ocean Village plan going forward to the final master plan are...

Responses to this question show a general agreement that the **beachfront green space** and the **exposure and views** of the ocean are important elements of this plan. As was the case in all concepts, **repurposing Main Street** remained an important aspect to this plan as well.

PUBLIC MEETING #3

Public meeting #3 was a presentation of the final plan to the public. An open forum was held to gather comments and answer questions prior to the final rendering of the Master Plan.

Stakeholder Interviews

The AECOM team commenced the E-zone planning effort on April 20, 2010. The project began with a three day working session that included stakeholder interviews with various community groups including: Hospitality, Boardwalk Amusement and Beach Retail, Main Street Area Business and Property Owners, Neighborhood/Special Interests, Government, Civic Leaders and Professional (VCARD).

This report is a summary of the information received from these stakeholder groups during these interviews. It is divided into four sections, including Interview Information, Major Themes, General Comments (organized by category of comment), and Comprehensive Notes (organized by interest group).

INTERVIEW INFORMATION

Interviews took place at City Hall in Daytona Beach, Florida. Project team participants included:

Todd Hill, Principal-in-Charge, AECOM; Kjersti Monson, Project Manager, AECOM; George Kramer, Planner, AECOM; Sam Hamilton, Infrastructure Planner, Zev Cohen & Assoc., Inc.; Beth Lemke, Transportation Planner, Zev Cohen & Assoc., Inc.; Paul Momberger, Zev Cohen & Associates, Inc.

INTERVIEWED STAKEHOLDERS

With the guidance of the City and the Community Redevelopment Agency, a list of stakeholders was assembled and participants were invited to contribute their opinions. Participants were organized into general interest groups, and each group met in a round table forum with the consultant team. The consultant team provided a loose set of questions to initiate discussion, but allowed participants to lead the discussion toward areas and issues that they deemed most important. The groups assembled were as follows:

Hospitality Group

Joseph Yelvington, Tim Stockman, Angela Cameron, Don Henderson, George Anderson, Blaine Lansberry, Pamela Rudd and Bob Davis

Boardwalk Amusement and Beach Retail Group

Dino Paspalakis, Stan Manousos, Angela Koliopulos, Tim Kostidakis, Paul Politis and Gary Koliopulos

Main Street Area Business and Property Owners Group

Theresa Doan, Dino Dodani, Gilbert Myara, Nick George, Tom Guest, Michael Forest, Helen Humphreys

Neighborhood/Special Interests Group

Gary Libby, Matt Romanik, Frank Heckman and Wegie Kundig (submitted written comments)

Government Group

Mayor Glenn Ritchey, James Chisholm, Paul McKittrick, Phil Ehlinger and Hardy Smith

Civic Leaders Group

Robert Williams, George Mirabal, Phil Maroney, Cheryl Coxwell, Joshua Wagner, Ian Shinnick and Kelly White

Professional Group (VCARD)

Dana Smith, Chris Challis, Rob Merrell, Dan Webster, Evelyn Fine, Nik Jindal, David Castagnacci, Lori Campbell Baker, Ron Nowviskie and Larry McKinney

MAJOR THEMES TOUCHED ON BY STAKEHOLDERS

Stakeholders across all groups touched on certain themes consistently. These observations were understood by the consultant team to be areas of broad consensus with regard to the planning effort. They included the following five key points.

Improve Surrounding Neighborhoods

The surrounding beach neighborhoods need improvement. Drugs and crime are a problem. There is very low owner occupancy. Safety is a concern. There are some dedicated residents in the neighborhoods who are working to make improvements and increase security. Coordinated efforts are desirable.

Address Itinerant Vending on Main Street

Annually granted permits (by the City) allowing itinerant vending (for Bike Week and Biketoberfest) provide a significant source of revenue for Main Street property

owners; however the benefits that accrue in those short periods for some landowners do not translate into community benefits during the rest of the year, with many vacant storefronts and vacant sites along Main Street.

“Something Else to Do”

The beach remains the greatest resource, but residents and visitors in the E-Zone “need something else to do.” More places to eat, more family friendly activities, more recreational options. The E-Zone needs to be 365-day-a-year destination with a diverse offering of retail, dining, and activities. Main Street should be activated 7 days a week and 12 months a year, with uses serving both tourists and residents.

Diversify Tourist Offerings

Daytona Beach needs to expand its market position beyond NASCAR, Spring Break and Bike Week/Biketoberfest to include offerings for convention attendees and families.

Leverage Underutilized Amenities

Daytona Beach has a lot of underutilized assets and amenities that could be enhanced and coordinated, including activities and destinations in the E-Zone and on the beach, along the Halifax River, along the ISB corridor, on the I-95 corridor, and up and down the coast. A coordinated calendar of events and a comprehensive “tourist map” and transit connector could bring the city to life for visitors. The E-Zone could be a hub of activity on a larger connected network.

GENERAL COMMENTS (BY CATEGORY)

Strengths:

- Play up success story – the E-Zone now is better off than in years past (prior to convention center and Ocean Walk)
- Affordability, good schools and health care
- 5 colleges/universities
- Ocean Center is largest Convention Center on beach site in the United States
- American home of the London Symphony
- New Journal Center, Peabody – performing arts, theater
- Minor league ball park (Jackie Robinson)
- Beach Rangers program

- Grenada Trolley – but confusion with bus at same stop
- “See and Do” – Flea Market #1 attraction, beach, Halifax River, parks/trails, Marine Science Center, 500 Experience, Light House, Children’s Museum

Weakness:

- Nothing to do after the Beach – must give people a reason to stay/come back
- Lack of connectivity – between Daytona offerings and programmatically about activities and offerings
- Beach is cut off from Atlantic Ave, hotel “wall”, limited access points, Atlantic Ave sidewalk is too narrow
- Only one restaurant on the beach
- Lack of code enforcement during Bike Week – signage, parking, etc. ignored
- Itinerant Vendors – during bike week, they lease storefronts; storefronts vacant most of year – dead Main Street not a benefit for community
- Safety, security vital – some parents say their teens aren’t allowed to walk around the area alone in the evening...
- Noise, encroachment issues associated with events
- Most troublemakers in the area are local or are FL day trippers – also, day trippers don’t spend/support shops
- Main Street theme is all about Race and Bike sports, but can’t even buy a bike on Main Street
- Since bars here close at 3am, partying people come here from other towns when their bars close at 2am
- Brain drain – young people leave

Trends

- Race Week attracts 500k visitors per year
- Daytona Beach is losing visitor stays to Orlando and even Tampa (visitors are bused in from distant hotels for big events) due to higher room rates in Daytona Beach and a lack of quality rooms at an affordable prices
- Main St – restaurants have closed 9 of last 10 years; franchises can’t make it
- Bike Week is waning and activities are dispersing to other locations regionally and in Daytona Beach
- In the past, City and County have not been coordinated

General Comments

- Too much uncertainty to build investor confidence

- “Imagine a vision of what can be, think outside of the box”
- Should be forward looking, non-traditional approach
- “Bar” doesn’t mean that it has to be a “Biker Bar”! – need more variety
- Main St is like an “urban Fair Grounds” – event space, but dead most of the time
- No common goals to take on Central FL competition
- Special interest groups look at what serves them, not the community
- Brevard Co beating us on youth sports programs
- People go to where people area – synergy – need a center of community
- Stakeholders don’t all have the same goals – we’re not working in unison
- Change look and level of activity
- Get city and county to work together
- “We’re circling the drain” need to get away from twice a year event revenue generation
- “Get off drug of Bike Week”
- Not get rid of Bike Week, but offer more
- Connectivity is missing to link broader offerings
- Not a “mainstream venue”, not appropriate for conventioner
- Need to feel that “you’ve arrived someplace special”
- “Main Street is not engageable”

Other Offerings/Competition

- Destination Daytona – biker venue off of I-95
- Daytona Live – planned RDE near track on 70 acre site owned by NASCAR (Cordish)
- Central FL attractions – residents here go there for night entertainment; safe, clean, walkable, connected via new Lynx buses...

Events

- Main St lives off of two events
- Bike Week, Race Week, problem is Spring Break – negative stigma
- 35k bikers in ’71, now 500k (but waning) “old hat”
- OC can modulate convention scheduling around race/ bike events

- OC has to book events years in advance – concern about quality of “good product”; and no reason to return

Tourism Market

- 8.5M annual visitors, half stay in private res
- People coming from well outside the area
- 2 months of “on”, the lowest season is August
- Don’t get high level ADR; goal \$200-250/night
- Hotels on mainland have higher ADR
- Ocean Center needs bed tax rev; 50 beds/night
- Need quality hotel room offering – poor selection/quality now
- Need something to replace spring break revenue
- Biggest attraction – Flea Market
- Hard to find out what activities are going on – tourists plan ahead
- What to do after the beach? Missing restaurants and other activities
- Hard to attract national retail tenants – can’t even get them to visit – need to improve the City’s roads/gateways
- Restaurants trying to cater to Biker group but that market is not year round – lots of restaurant failures
- Need to add reasons to stay at both ends of big events
- Bring families! They’re the best customers, kids come back for memories
- 50% of visitors come from Florida; but, best growth could be international

Resident Market

- Historic Seaside and Surfside Village
- DB not “livable”, need reason to buy
- Fear that tourist’s interests trump residents interests
- <30% home ownership in Daytona Beach; even less (single digit percentage) on Beach side – more renters than owners
- No “center”, no sense of place
- Need year round uses
- Closest grocery store 3 miles away, but Publix planned for ISB on beach side
- Only a few major property owners on Main St

Transportation/Parking:

- Easy airport access, 9 airlines
- Bikers don’t park in County garage
- Main St Bridge links to Dunn Ave extension (all the way to track)
- Main St Bridge may close (according to Volusia County)
- Terminus of I-4
- Need high speed rail to Central Florida

Brand

- Current international name recognition – but message seems to be that it is just for Bike and Race fans...
- Brand is currently event-based, not place-based – need to create a brand that is also a place worth spending time in - include place awareness in E-Zone name
- Need to present who we are – raise pride in community
- “We are branded by our actions”
- Need to overcome race and bike weeks
- City is currently working on creating the brand of “The Great American Destination”
- “The World’s Most Famous Beach” is a component of the brand
- Daytona Beach is a “come as you are” city – casual, affordable

Ideas

- Campus like SCAD on beach side
- Target higher paying hospitality jobs
- Incentivize development through vision and programs
- Give investors development code to allow appropriate uses; ex: currently does not allow outdoor dining on Main St. (Clarion doing LDC rewrite)
- Create memories and drive repeat visits
- Provide all visitor needs within walking distance
- Spoleto Fest
- Weekend street fairs/markets
- Interview guests during Memorial Day weekend
- Get help with name from public
- ATV tourney
- Armature sports – northern university training, rowing, v-ball, cheerleaders, triathlon, river, diving, jet skis, sailing, etc.

- Water taxis to link both sides of Halifax River and destinations along it
- Higher light levels, safer/free parking

Analogous Places: “We Aspire to Be Like...”

- Garden District, New Orleans
- Santa Monica Hotel, St Augustine
- Not - Myrtle Beach, Boca Raton or Palm Beach
- Pike Place Market, Seattle
- Columbus, OH - market
- Freemont St, Las Vegas – covered street
- Lincoln Rd , Miami Beach – Convention Center, pedestrian mall
- Santa Monica, CA – pedestrian mall on 3rd St
- Charleston, SC
- Savannah, Georgia
- 2nd home – St Augustine, New Smyrna, Ponce Inlet – people in market don’t even think about Daytona Beach; want amenities – golf, tennis...
- 92nd Street Line, New York

Reference Material

- ULI study 2002-03; buffer neighborhoods to allow for mixed use

COMPREHENSIVE NOTES (BY INTEREST GROUP)

Group 1: Hospitality Group

- Over the years, there have been a lot of starts and stops with regard to planning efforts in this area.
- We need mixed-use shops-entertainment and 365-day-a-year use.
- The Boardwalk property and pier should be developed.
- Parking issues, ISB gateway and Main St. improvements need to be addressed.
- Younger generation needs more than the beach; Convention Center needs surrounding development to be successful.
- Ocean Center tapping into General fund.
- Occupancy rates are just over 50%.

- Need to keep young professionals, develop festivals and special events.
- We have resident support.

Group Identified Area Strengths

- Infrastructure
- Colleges
- Speedway
- Affordability
- LPGA
- Performance Arts
- Daytona Live
- Beaches
- Parks
- Name Recognition
- Location
- US tennis
- Health Acre
- International Airport
- Current places of activity: Speedway, Beaches, Seabreeze, Mall, Flea Market

Group Identified Area Weaknesses

- No single source of visitor/event information
- No connectivity among amenities/destinations
- Lack of vision/focus about what the city can be
- Lack of diversity of offerings
- Speedway- As NASCAR has improved other locations, attendance is less frequent and stays are shorter
- Volusia County is considering closing the Main St. or Orange Ave. bridges
- Youth Sports is a huge attraction
- Bike week is important
- Slow season is from September to January
- A re-branding effort must follow-up with action. We stopped Spring Break and said that we are a family destination, but there wasn’t any follow-through
- Gateways are important
- Marketing targets for September through January: FL, Midwest and NE

Group 2: Neighborhoods/Special Interests

- Frank has run the neighborhood watch for 23 years.
- intended to put a local overlay over the National Historic District. Paul Weaver to do re-inventory Main St. (Surfside overlay) prior to the planning study.
- Thad Crowe (City Planner) has surrounding area historic info.
- There is a lot of misunderstanding about the historic preservation overlay – neighborhood leaders don't see it as an opposing force but something that could enhance redevelopment. It is butting heads with Economic Development and E-Zone.
- Save Our Neighborhoods was created in response to the demolition of King's Cellar (private historic home).
- Oceanfront- has huge potential, needs work, code enforcement.
- Strengths- surrounding neighborhoods, infrastructure
- Weaknesses-narrow sidewalks, 24-hour on-street loading, not safe
- Impediments-money, few owner occupied units
- Tourist/Resident relationship- It's better than before. Residents must be involved in decisions and not always side with tourist interests.
- Need a Grocery store.
- There used to be good restaurants on Main Street.
- Look at ULI Study 2002-2003.
- Explore Adaptive re-use opportunities.
- Locals would patronize Main Street, if improved.
- E-zone would increase property values.
- Balance (between residents and tourists) is important.
- 1971: 35,000 attended Bike Week
- Present: 500,000 attend Bike Week
- (Weegie Kuendig- not in attendance; comments sent via e-mail)

Overall Impression

Don't know that a beach exists behind Ocean Walk. Sun off beach at 2 PM. Ocean Walk itself too dark, doesn't allow wind to even pass through. A1A sidewalks too narrow and dark in this area. Oceanside view of Ocean Walk and Boardwalk is attractive. Pier is an asset (once completed). Our beach is as beautiful as any in the state – there are some buildings

and businesses that are unattractive. Need to restore dunes. Pavers in streets good. Lack of landscaping. Dirty sidewalks. Homeless population using beach and bath houses. Trash accumulation. Trash dumpsters too visible on A1A. Burned down buildings (slab and chain link fences) and damaged and cheap under code motels horrible. Too many awful t-shirt shops. Too much honky-tonk. Not enough outdoor, beachside dining. Bandshell huge asset.

Area (Beachside) Strengths

Beachside historic neighborhoods, historic structures. Beach parks. River. Ocean. Pier. Peabody. Convention Center. Water Park. Bandshell, Boardwalk, parts of Ocean Walk, Street layouts and walkability are there. Livability and convenience for residents. Low rise bridges – pedestrian friendly and connect to downtown and amenities there. Main streets (Main, Seabreeze ISB and Orange Ave) ready-made for village concepts. Residential base in place.

Beachside Weaknesses

Not enough parking. Not enough beach access (view or otherwise). Not enough river use and access. Not enough quality hotels or businesses. 3am bar closings make others think outlandish behavior is the norm. Economy based on “party til you puke” concept now. Lack of respect from businesses including national chains - e.g. ,dumpsters on A1A not fenced in appropriately, allowing trash to spill onto sidewalks, properties not maintained, not landscaped, trashed, they don't privately police event behavior. Very few restaurants on beach with view. Entire commercial streets vacant. Lack of pride. Lack of home ownership. Income disparity. Division between east and west sides of the city. No links between different parts of the city. Lack of appearance standards. In the past, not enough marketing to tourists and residents of all that is DB.

Impediments to Development of the E-Zone

No cohesive, implementable plan. Development ideas stuck in the 1960's concepts. Old developers won't move forward – have made money by not implementing plans. Distrust between residents, government and business. National economy. Local economy. Derelict bars. Closed shops. Overall appearance of Beachside. lack of parking, infrastructure, and design standards. Reputation and perceptions of DB are based on special event behaviors. Consensus always difficult to reach. Businesses depend only on tourists, not residents – little effort made to get residents to patronize local businesses. Residents lacking confidence in the ability to change things, resulting in lack of participation.

Tourist/Resident Relationship

Need more tourists who respect our city and don't treat it like a trash can. Residents need to respect where they live and embrace the richness and diversity of the city. City needs a clean-up campaign, more code enforcement and beautification programs. Need a partnership between residents and tourists.

Development of the E-zone would be a wonderful and much needed boost to our economy (jobs, tax base, etc.) that would also provide amenities for tourists and residents alike. Residents could be proud of the beachside. Family and business tourism could be built up. Would enable DB to market itself in many different ways. DB is very diverse and has so much to offer the world especially in the way of cultural, ecological, and educational opportunities – in addition to beach and car racing. People would begin to see DB in a very different light if this is successful.

Cardinal Rules

Insist on design and appearance standards with strict enforcement. Buffer, protect, and promote residential neighborhoods. Balance activities and amenities between residents and tourists. Must be pedestrian friendly. Make certain the ocean and river, whose uses should be focal points, appeal to the senses. Make certain there is a connection to the rest of the city – especially our downtown and points west.

Group 3: Main Street Area Business and Property Owners Group

- Why is the concentration on Main St.?
- Would like to know more about AECOM.
- People have nothing to do.
- A lot of plans for the area come from City Hall.
- 55 structures were demolished to build the Ocean Center.
- The street now lives on 2 events, Bike Week and Biketoberfest.
- The Boardwalk used to be a big draw.
- Main St. used to be active and vibrant.
- Humphrey & Sons sells jewelry and rare coins
- Mall hurt Main Street
- MTV Spring Break hurt image
- Bike Week and Biketoberfest have had a positive effect. People spend a lot of money.

- City has been doing a better job with Code enforcement.
- For Speedweek...some people are staying in Tampa buses drop the wife and kids at Disney and the guys go to the race.
- Need to tie Main St. and Beach St. opening.
- Parking enforcement is sometimes overreaching.
- Will fishing be allowed on the Pier? (Consensus from the group is that it should be.)
- There is nothing to do...
- BikeWeek and Biketoberfest are successful because they relax rules and regulations.
- Parking Garage is not convenient to Main St.
- The City has not maintained Main St. like they have Beach Street.
- The Ocean Center, Ocean Walk and Hilton were meant to revitalize a blighted area but they have not succeeded.
- Main St. needs streetscape upgrades.
- Garage bonds forced metered parking

Group 4: Boardwalk Amusement and Beach Retail Group

- Incremental change is more realistic.
- Looking for a true master plan that will be implemented.
- Attractions bring families and families will fill hotels.
- Look at the impact the rides will have during Memorial Day weekend.
- Site 5 is good for Hotel, Peabody side is not.
- Eminent Domain is not an option.
- Family business is best.
- Include partnerships with families and people that own properties; wants to hang hat on business generated from families.
- Itinerant Vending policy is problematic.
- Use 3rd St. promenade (Santa Monica, CA) as a comparable.
- Want to clean up beachfront.
- Would like to see \$250-a-night hotels, high end restaurants, better shops
- Bike Week was started by the City 64 years ago to generate revenue.
- The nearest Grocery store is 3 miles away.

- “World’s Most Famous Beach” means different things to different people.
- Coordinate with the re-branding effort led by Manny.
- Red Ribbon Committee- Chamber of Commerce, Jack White.
- Need Corporate Industry.

Group 5: Government Group (City of Daytona Beach)

- The E-Zone was designed to create an area of the city that needs redevelopment and take away uncertainty.
- Ocean Center has demand for rooms
- Stakeholders may not have the same issues as the City.
- Area needs to evolve and not just be active a couple of weeks a year. Need to have pre-established codes.
- Pier being renovated; should be an attraction.
- A few property owners control a significant portion of the site.
- Vision needs to be good for the area.
- Need a different name than “E-Zone.”
- The City does not want to do away with Bike Week but modify current handling.
- There are code restrictions on building height and number of rooms.
- One of the busiest days for Disney is the day after the 500 – they’re getting the benefit of visitor stays that are based on our event draw – can we retain that benefit?
- There is no museum for Bike Week.
- Main Street is a brand.
- Daytona Beach has lost the ability to promote.
- NASCAR has shifted to corporate buyers and the event planners are not satisfied with the existing hotel rooms.
- Need to stay in fact finding mode for now. Need to paint an image of what the area could be...
- What should go here and what are the parameters that would make it work.
- Current codes (being updated by Clarion) do not allow outdoor cafes.
- Someone needs to meet with News Journal.

Group 6: Civic Leaders Group

- London Symphony Orchestra; comes every other year

- Food & Wine Festival- Food network
- American Music Festival
- Community Cultural Foundation: City money leveraged for activation rather than planning. Planning was done on a volunteer basis.
- American Music Festival will be a month long; laboratory for E-zone.
- The City has a legacy of core constituencies fighting one another.
- The ISB improvements are important.
- The Convention Center and surrounding neighborhoods are BOTH economic engines. The convention center business is up and down but neighborhoods provide stability.
- Businesses must be synergistic.
- The Kravitz Center in West Palm Beach is a good comparable.
- What is our target market? Where are we going?
- “The Great American destination.”
- Daytona Beach is laid-back. There has not been a drive to establish or promote an identity.
- Need a diversity of activity, i.e. 20-30 things to do.
- City does a poor job of programming.
- Ocean Walk is NOT a happening place. Why?
- Place making and Design is important.
- Look at CVB research and numbers:
 - » Beach is important: #1
 - » Festivals/Events is #3
- Improvements have been made over time.
- The area has enormous potential.
- Daytona Live- proposed mixed-use development around speedway offices.
- Infrastructure is strength. There is a VOTRAN stop at the Ocean Center.
- Should collaborate with ISB corridor efforts.
- The County owns the Orange Avenue and Main Street bridges. They are both in need of repair but the County does not have the money to fix both. The Orange Avenue bridge improvement estimates are \$24-\$40 million.
- Should coordinate with Halifax Area Advertising Authority.

- A single “calendar of events” would be helpful.
- There is nothing to do.
 - » A recent study showed that vacationers spend 8 hours sleeping, 3 hours eating and 5 hours on the beach. What can they do during the other 8 hours?
- E-zone needs to have a sense of place.
- An urban market such as Pikes Place and North Market (Columbus) would be nice.
- Owner occupancy in surrounding neighborhoods is very low.
- Surfside Village is concerned about the E-Zone efforts.
- Halifax Area Advertising Authority (HAAA) has lots of money and should have buy-in with the E-Zone.
- The neighborhoods are “a stone’s throw away” from the ocean yet they are in disrepair...
- A lot of money is being made by a few people (Main Street property owners) on a couple events each year. There should be policies to that require businesses be open year round not just during Bike Week.

Group 7: Professional Group (VCARD)

- Area Strengths: Colleges, Hospitals, Infrastructure, terminus of I-4 corridor.
- Main Street is a natural draw.
- We market to different groups year round; Compartmentalize: Winter: Canadians, Spring: Bikers and Breakers, Summer: Families
- Ocean Walk has brought in families that would like to frequent Main Street.
- A Bike-themed Main Street? Cannot sell bikes on Main Street. Would Convention attendees be interested? Harley Davidson cafes have been successful.
- “Victims of Publicity”- MTV Spring Break, Bike Week
- Should encourage two-income families, retirees and international visitors and discourage day-trippers.
- Make the E-zone a place where ADD thrives. (Have lots of things to do.)
- There are half the people on Main Street for Bike Week than in previous years. Activities are being dispersed throughout the County and region.
- People are staying on the mainland and NOT the beach.
- There is a lack of parking for events.
- Need family-oriented and sports-themed activities.

- Things are blighted and need to be renovated.
- Security- A teenager was killed at Ocean Walk.
- Need to blend entertainment with neighborhoods.
- Need residential to make a plan work.
- It’s a good time to look at zoning and LDRs.
- The restaurant on the river tries to cater to the “Main St. crowd” and always fails.
- Should play up successes. Things were worse pre-Marriott.
- Need to incentivize private sector to do something.
- Don’t forget day-trippers. Living in Deltona: goes to Daytona Beach for the day but chooses Downtown Orlando for nighttime entertainment.
- The minimum stays (for big events) are no longer a problem.
- Beach is free. A great asset. Need more entertainment.
- Look at Ocean Decks. Great seafood.
- Need a one-stop-shop website.
- What is the history of the Boardwalk?
- Proper Code Enforcement is important.
- Alternative sports should be supported. Watersports, sailboating, Speedweek events during Bike Week.
- Easter Beach runs are great.
- Intercoastal waterway is an asset.

Property & Business Owners Outreach

AECOM and the City hosted a series of meetings with key property owners and business owners within the district. The participation of this group will be critical to the successful implementation of the Master Plan.

Developer Advisory Panel

AECOM assembled a Developer Advisory Panel to provide feedback on the plan as it was under development and to review the final guidelines document to ensure ease of use.

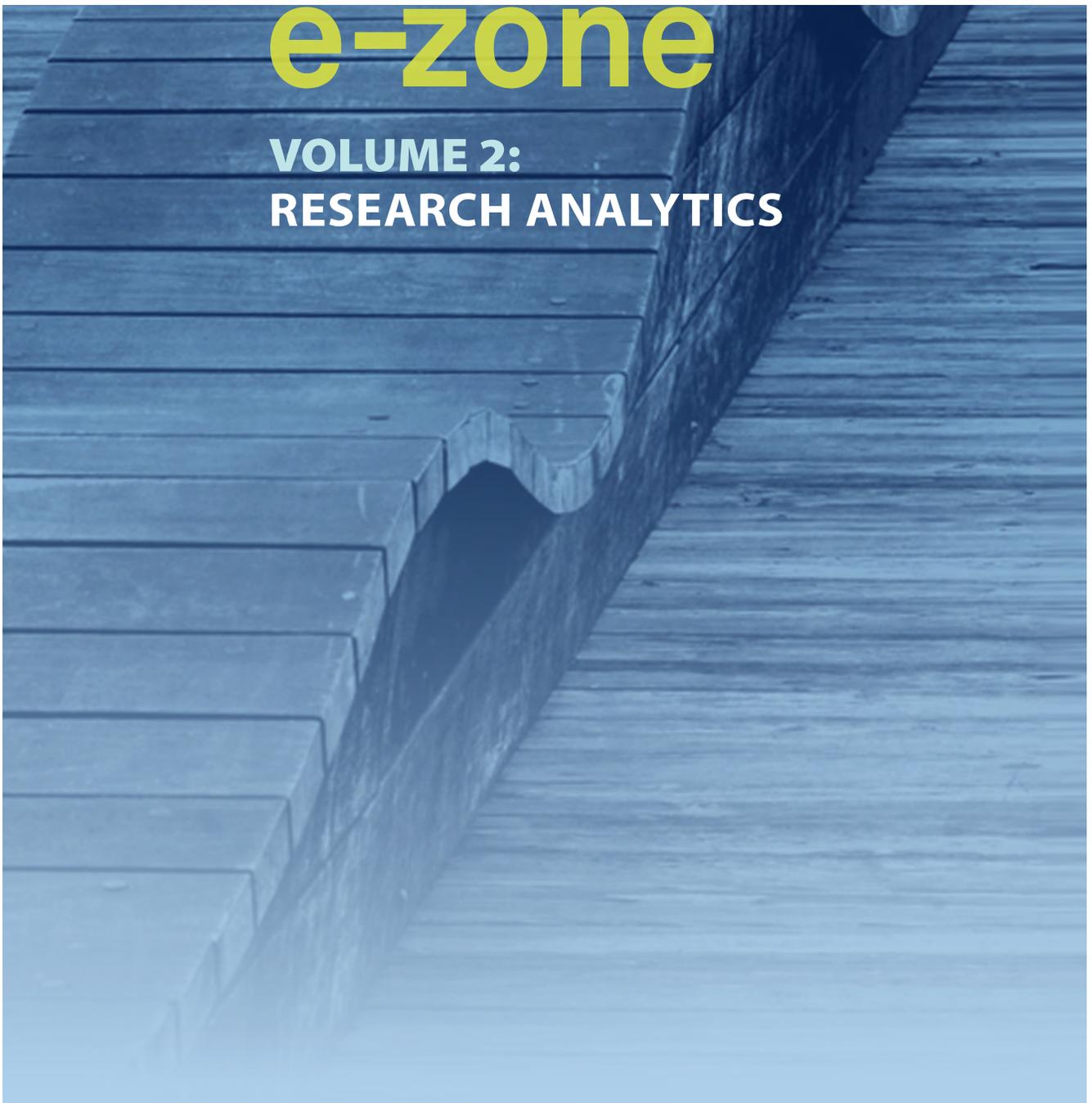
The purpose of the DAP was to ensure that the Master Plan is realistic and implementable. Panelists were selected based on their experience in the kinds of development being proposed in the district and/or their extensive experience in the Florida real estate and development market.

3.0 Overview of Economic Performance

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**





The condition of the overall US economy is poor with high unemployment and continuing weakness in the housing market. Daytona Beach is no exception.

Observations about the Real Estate Market

The condition of the overall US economy is poor with high unemployment and continuing weakness in the housing market. Unemployment at the national level is at 9.5% and some argue that this number does not truly reflect the problems in the labor market. The conditions in Daytona Beach and Volusia County are no better, with unemployment

near 11.7%. The distressed sale of property in foreclosure will likely continue in Daytona Beach for some time and the inventory of residential property currently on the market ranges between a little less than one year to over two years. On a relative basis, the lower end of the market has fared somewhat better than higher priced properties. Conditions within the commercial real estate market in Daytona Beach are also quite poor with little demonstrated demand.

REAL ESTATE IN DAYTONA BEACH

Improvements in 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 limited demand for commercial real estate on a large scale in Daytona Beach. Certain select opportunities for dining and entertainment uses may present themselves in the near term, provided that there are compelling attributes to the real estate. There is some near-term demand for hotel development proximate to

the convention center and beach, as further outlined in Chapter 4, Convention Hotel Feasibility.

Tourism is Critical

Development in the E-Zone is about meeting the needs of a tourist market. To be clear, it is not about the primary residential, office, or industrial markets. While strength in those markets would be beneficial, the focus is on building the strength and diversity of the tourist market. Property values within the area will be driven by the strength of that market, not only the number of visitors but more importantly, the amount that visitors spend locally. Driving real estate values in the E-Zone is dependent upon creating a quality experience for tourists and visitors because there is a direct relationship between the quality of the overall visitor experience and visitor spending. Development within the E-Zone should be built around hospitality uses, retail targeted to the tourist market, dining, and entertainment uses. Additional uses that could strengthen the overall appeal of the E-Zone include amusements and public event spaces.

Recognize that real estate is a cyclical business and conditions will improve. As such, it makes sense for Daytona Beach to take certain actions now to influence those factors over which it has control so that the community is prepared to compete for quality business opportunities when market conditions improve. Development within the E-Zone should be incremental in nature and Daytona Beach should diligently pursue quality opportunities that are consistent with a long term vision when they present themselves.

Demographics and Economic Analysis

Situated on the east coast of Central Florida, approximately 50 miles to the northeast of Orlando, Volusia County is bounded by the St. Johns River to the west and the Atlantic Ocean to the east. With an estimated population of 507,340 people (2009), Volusia County is the 11th largest county in Florida.

Daytona Beach is the largest city within Volusia County, and is the most well-known and popular tourist destination. Around 7 million visitors travel to the Daytona Beach area annually, attracted to the diverse range of natural attractions, golf courses, historic sites, and special events on offer. Figure 3.1. below provides an overview of Volusia County and the cities within its boundaries.



Figure 3.1. Volusia County and cities

CURRENT POPULATION

Table 3.1 shows the historic and current estimated populations of the City of Daytona Beach, Volusia County and Flagler County, which is situated immediately to the north of Volusia County, compared to the state of Florida and the U.S. as a whole.

In 2009, the population of Daytona Beach reached 66,000 persons, representing an average annual rate of growth of 0.3 percent over 1990 figures. This rate of growth was lower than that recorded across both the state of Florida (1.9 percent per annum) and the U.S. (1.1 percent).

In Flagler County, the rate of population growth (6.7 percent per annum) exceeded that recorded in Volusia County (1.7 percent), in percentage terms, although in absolute terms, the population of Volusia County increased by 127,000 persons between 1990 and 2009, compared to an absolute increase of 70,000 persons in Flagler County.

PROJECTED POPULATION

The latest projections from the U.S. Census Bureau indicate that the population of Daytona Beach will reach 67,000 persons in 2014, representing an annual rate of growth of 0.5 percent. This projected rate of growth is slightly lower than that forecast for Florida (0.9 percent per annum) and the U.S. (0.7 percent per annum).

Longer-term projections for Florida indicate that the population of the state will increase at an average annual rate of 2.2 percent during 2010-2030, driven by demand from both retirees and working age residents. This rate of growth is higher than that projected across the U.S. (0.9 percent per annum) and reflects a return to long-term growth trends in Florida, following a population loss in 2008 as a result of broader recessionary conditions, high unemployment and a downturn in the housing market.

MIGRATION

Table 3.4 shows the most recent in-flow and out-flow migration statistics from the Volusia County Department of Economic Development (2006).

In 2006 in-flow migration to Volusia County exceeded out-flow by 15.3 percent (net migration of 3,400 persons), with interstate migration accounting for the greatest proportions of residents relocating both to and from Volusia County. With regard to intrastate migration, the predominant origins and destinations of migrants were the counties immediately surrounding Volusia County, primarily Seminole County, accounting for 15.9 percent of in-flow migration and 9.4 percent of out-flow.

TABLE 3.1 Historical and Current Population (000's) - Daytona Beach

	1990	2000	2009 (estimate)	CAGR*
U.S.	248,577	281,280	305,922	1.1%
Florida	12,938	15,982	18,574	1.9%
Volusia County	371	443	507	1.7%
Flagler County	29	50	99	6.7%
City of Daytona Beach	62	65	66	0.3%

*Compounded Annual Growth Rate (1990-2009)

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

TABLE 3.2 Projected Population ('000s) - Daytona Beach

	2009 (estimate)	2014 (projection)	CAGR*
U.S.	305,922	317,063	0.7%
Florida	18,574	19,381	0.9%
Volusia County	507	525	0.7%
Flagler County	99	125	4.8%
City of Daytona Beach	66	67	0.5%

*Compounded Annual Growth Rate (2009-2014)

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

TABLE 3.3 Population Projections (000's) - Florida and U.S.

	FLORIDA		U.S.	
	Population	CAGR*	Population	CAGR*
2009 (est)	18,574	1.7%	305,922	0.9%
2010	19,252	3.6%	308,936	1.0%
2015	21,204	2.0%	322,366	0.9%
2020	23,407	2.0%	335,805	0.8%
2025	25,912	2.1%	349,439	0.8%
2030	28,686	2.1%	363,584	0.8%
CAGR* (2010-2030)	-	2.2%	-	0.9%

*Compounded Annual Growth Rate
Source: U.S. Census Bureau, Johnson Consulting

TABLE 3.4 Migration - Volusia County (2006)

	People	% of Total Migration
In-Flow Migration (Origin)		
Different States	5,099	19.8%
Seminole County, FL	4,087	15.9%
Orange County, FL	2,442	9.5%
Broward County, FL	784	3.0%
Flagler County, FL	715	2.8%
Other FL Counties	12,597	49.0%
Total In-Flow Migration	25,724	100.0%
Out-Flow Migration (Destination)		
Different States	5,858	26.3%
Seminole County, FL	2,093	9.4%
Flagler County, FL	1,931	8.7%
Orange County, FL	1,423	6.4%
Lake County, FL	661	3.0%
Other FL Counties	10,344	46.4%
Total Out-Flow Migration	22,310	100.0%

Source: Department of Economic Development - Volusia County, Johnson Consulting

AGE DISTRIBUTION

The 2009 age distribution of the City of Daytona Beach differs from that of Florida and the U.S., primarily on the basis of a much higher concentration of young adults aged between 20 and 34 years, accounting for 27.2 percent of the resident population of Daytona Beach, compared to 18.8 percent across Florida and 20.3 percent throughout the U.S.

Daytona Beach comprises a lower proportion of children, aged less than 14 years (14.0 percent) than the state and national averages, and a higher concentration of older persons aged in excess of 65 years, accounting for 18.2 percent of the population of Daytona Beach compared to 17.4 percent throughout Florida and 13.1 percent across the U.S. This reflects the age characteristics of Volusia County.

In 2009 the median age of residents of Daytona Beach (35.4 years) was substantially lower than that recorded across Volusia (42.7 years) and Flagler (42.6 years) counties, as well as Florida (40.4 years) and the U.S. (37.1 years), albeit to a lesser extent. Between 2000 and 2009, the median age in Daytona Beach fell by 4.1 percent, with an even greater reduction recorded in Flagler County (-15.3 percent), reflecting the influx of working age residents attracted to new residential developments.

Going forward, the median age in Daytona Beach is expected to continue to decline. More specifically, the median age in the city in 2014 is projected to be 34.8 years, which is considerably lower than projected figures for Volusia (42.8 years) and Flagler (41.8 years) counties, as well as Florida (41.0 years) and the U.S. as a whole (38.0 years).

TABLE 3.5 Age Groups (years) - Daytona Beach (2009)

	0-4 years	5-14 years	15-19 years	20-34 years	35-54 years	55-64 years	65-74 years	75+ years
U.S.	6.8%	13.2%	7.0%	20.3%	28.3%	11.4%	6.9%	6.2%
Florida	6.1%	12.0%	6.3%	18.8%	27.6%	11.8%	8.5%	8.9%
Volusia County	5.1%	10.7%	6.7%	18.5%	25.7%	12.5%	9.6%	11.2%
Flagler County	7.8%	9.3%	5.2%	19.2%	23.3%	11.6%	11.4%	12.2%
City of Daytona Beach	5.1%	8.9%	8.4%	27.2%	22.2%	10.1%	7.7%	10.4%

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

TABLE 3.6 Median Age (years) - Daytona Beach (1990-2014)

	1990	2000	2009 (estimate)	2014 (projection)	% Change		
					'90-00	'00-09	'09-14
U.S.	32.9	35.3	37.1	38.0	7.3%	5.1%	2.4%
Florida	36.4	38.7	40.4	41.0	6.3%	4.4%	1.5%
Volusia County	39.4	42.5	42.7	42.8	7.9%	0.5%	0.2%
Flagler County	46.3	50.3	42.6	41.8	8.6%	(15.3%)	(1.9%)
City of Daytona Beach	34.6	36.9	35.4	34.8	6.6%	(4.1%)	(1.7%)

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

EDUCATION

Educational attainment levels throughout Daytona Beach are generally consistent with those recorded throughout Florida

and the U.S., with 85.9 percent of the population aged 25+ years being high school graduates or higher, compared to 85.4 percent throughout Florida and 84.9 percent across the U.S.

TABLE 3.7 Educational Attainment of Population Aged 25+ Years - Daytona Beach (2009)

	Less than High School	High School	"Some College, No Degree"	Associates	Bachelors	Graduate/ Professional
U.S.	15.1%	30.0%	19.4%	7.5%	17.6%	10.4%
Florida	14.6%	31.6%	19.2%	8.3%	17.4%	9.0%
Volusia County	11.9%	37.1%	21.7%	8.8%	14.3%	6.1%
Flagler County	9.5%	36.4%	25.9%	8.7%	14.1%	5.5%
City of Daytona Beach	14.1%	34.4%	21.9%	8.5%	15.1%	6.0%

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

EMPLOYMENT

In 2008, the predominant industries of employment in Volusia County were Services (46.7 percent), Retail Trade (13.0 percent) and Government (11.3 percent). Between 2005 and 2008, employment in the Construction and Manufacturing sectors decreased at average annual rates of 4.9 percent and 2.2 percent respectively. During the same period, the most substantial increase in employment was recorded in 'Other' sectors (9.4 percent), primarily driven by an increase in Arts, Entertainment and Recreation employment. A significant increase was also recorded in the Finance, Insurance and Real Estate sector (5.9 percent). Throughout the County, growth in employment slowed between 2005 and 2007, with a loss of jobs recorded in 2008 in line with the broader economic downturn.

Data from the Daytona Beach Area Convention and Visitors Bureau indicates that the tourism industry alone employs around 42,000 local residents (as of 2008-09), with an annual payroll of \$525 million.

TABLE 3.8 Non-Farm Employment - Volusia County (2005-2008)

	2005	2006	2007	2008	CAGR*
Construction	18,663	20,267	18,264	16,045	(4.9%)
<i>% of total</i>	9.0%	9.3%	8.4%	7.5%	-
FIRE**	16,047	17,649	18,345	19,082	5.9%
<i>% of total</i>	7.7%	8.1%	8.4%	8.9%	-
Government	24,024	24,729	25,088	24,164	0.2%
<i>% of total</i>	11.5%	11.4%	11.5%	11.3%	-
Manufacturing	10,719	11,305	11,110	10,026	(2.2%)
<i>% of total</i>	5.1%	5.2%	5.1%	4.7%	-
Other	5,112	5,765	6,485	6,701	9.4%
<i>% of total</i>	2.5%	2.7%	3.0%	3.1%	-
Retail Trade	28,903	28,991	29,184	27,769	(1.3%)
<i>% of total</i>	13.9%	13.3%	13.4%	13.0%	-
Services	95,545	99,310	99,791	99,573	1.4%
<i>% of total</i>	45.9%	45.7%	45.7%	46.7%	-
Transport & Utilities	3,667	3,679	3,851	3,984	2.8%
<i>% of total</i>	1.8%	1.7%	1.8%	1.9%	-
Wholesale Trade	5,638	5,652	6,100	5,957	1.9%
<i>% of total</i>	2.7%	2.6%	2.8%	2.8%	-
TOTAL	208,318	217,347	218,218	213,301	0.8%
% Growth Rate	0	4.3%	0.4%	(2.3%)	-

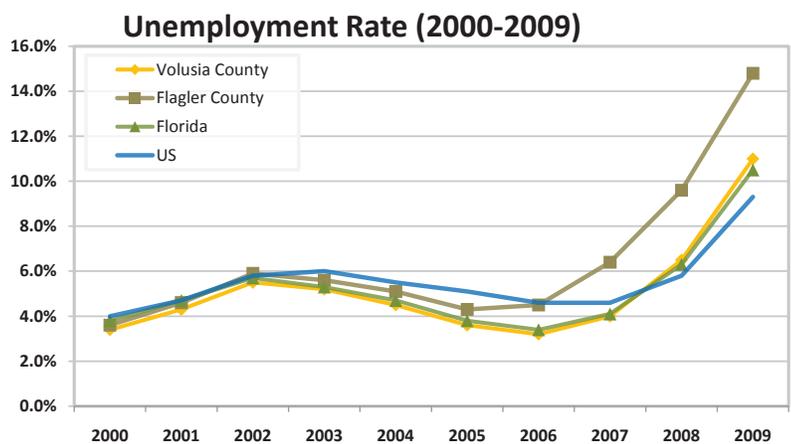
*Compounded Annual Growth Rate (2005-2008)

**Finance, Insurance & Real Estate

Source: Bureau of Economic Analysis, Johnson Consulting

UNEMPLOYMENT

Figure 3.2 shows unemployment rates in Volusia and Flagler counties, Florida and the U.S. Between 2000 and 2007, the unemployment rates in Volusia County and Florida remained consistently below the national average. In 2009 the unemployment rate in Volusia County peaked at 11.0 percent, which was lower than the rate in Flagler County (14.8 percent) but higher than figures recorded for Florida (10.5 percent) and the U.S. (9.3 percent). Nevertheless, the upward trend observed in Volusia County since 2006 mirrors broader trends throughout the regional, national and global economies.



Source: Bureau of Labor Statistics, Johnson Consulting

Figure 3.2. Unemployment Rate (200-2009)

TABLE 3.9 Median Household Income - Daytona Beach (1990-2014)

	1990	2000	2009 (estimate)	2014 (projection)	CAGR*		
					'90-00	'00-09	'09-14
U.S.	\$30,099	\$42,253	\$53,679	\$57,994	3.5%	2.7%	1.6%
Florida	\$27,518	\$38,924	\$49,534	\$53,441	3.5%	2.7%	1.5%
Volusia County	\$24,862	\$35,230	\$44,694	\$48,049	3.5%	2.7%	1.5%
Flagler County	\$28,601	\$40,232	\$50,134	\$53,940	3.5%	2.5%	1.5%
City of Daytona Beach	\$18,573	\$25,770	\$31,908	\$34,425	3.3%	2.4%	1.5%

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

TABLE 3.10 Effective Buying Income (EBI) - Daytona Beach (2009)

	Total EBI (\$Million)	Median Household EBI	% Households by EBI Group		
			\$20,000- \$34,999	\$35,000- \$49,999	\$50,000+
U.S.	\$6,677,199	\$45,138	18.5%	18.8%	44.4%
Florida	\$401,278	\$42,086	20.8%	20.0%	40.2%
Volusia County	\$9,579	\$38,681	23.7%	21.3%	34.7%
Flagler County	\$1,659	\$42,672	22.1%	22.2%	40.2%
City of Daytona Beach	\$1,090	\$40,589	25.5%	18.4%	21.8%

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

INCOME

In 2009, the median household income in Daytona Beach was \$31,908, which was substantially lower than figures recorded for Florida (\$49,534) and the U.S. (\$53,679). During 2000-2009 the median household income in Daytona Beach increased at an average annual rate of 2.4 percent, which was similar to figures recorded across Volusia (2.7 percent) and Flagler (2.5 percent) counties, as well as the state (2.7 percent) and national averages (2.7 percent).

Going forward, it is anticipated that the median household income in Daytona Beach should grow by 1.5 percent per annum, reaching \$34,425 in 2014. This rate of growth is consistent with that forecast throughout Volusia (1.5 percent) and Flagler (1.5 percent) counties, as well as Florida (1.5 percent) and the U.S. (1.6 percent). See Table 3.9.

EFFECTIVE BUYING INCOME

Rather than relying solely on gross income totals, it is useful to compare local income levels based upon effective buying income (EBI), which is defined as income after tax and non-tax payments, or “disposable” income. As shown in the table above, the median EBI of households in Daytona Beach was \$40,589 per annum in 2009. This figure was lower than the state (\$42,086) and U.S. (\$45,138) averages, but higher than that recorded across Volusia County (\$38,681 per annum).

Relatively low disposable incomes in Volusia County, and to a lesser extent in Daytona Beach, can be attributed to the high concentration of retiree households, with both the eastern and southwestern areas of Volusia County being particularly popular retirement locations, as well as established second-home markets. Notwithstanding this, the implications of a lower level of disposable income could potentially result in lower levels of demand for recreation and entertainment facilities, given that these households have less income available to spend on non-essential items than the average household in the U.S.

TABLE 3.11 Major Employers - Volusia County (2009)

Employer	Industry	Employees
Volusia County Schools	Education	8,273
Halifax Health	Health care	4,232
Florida Hospital - All Divisions	Health care	3,717
Volusia County Government	Government	3,519
State of Florida	Government	2,423
Publix	Grocery	2,415
Walmart	Grocery / Retail	2,139
Daytona State College	Education	1,589
U.S. Government	Government	1,434
Embry Riddle Aeronautical University	Education	1,198
Total		30,939

Source: Department of Economic Development - Volusia County, Johnson Consulting

CORPORATE PRESENCE

Business growth, primarily in the manufacturing and technology industries, has been occurring along the Interstate 4 corridor between Orlando and Daytona Beach. Corporate presence in a market can influence the potential success of hospitality-related infrastructure, not only by creating a potential source of demand but also because of the prospective sponsorship opportunities that it offers.

As discussed above, Volusia County's economy is predominantly service-oriented. The above table shows the ten largest public and private employers in the county.

As shown in Table 3.11, major employment nodes in Volusia County comprise educational institutions, government entities and hospitals. The public school system is the largest employer in the County, with around 8,300 staff. Many private companies also provide substantial employment, including Publix and Walmart.

TOURISM MARKET

Daytona Beach is a popular destination for tourists, largely because of its climate, attractions, natural and recreation opportunities, coastline, and other characteristics. The area has become host to a number of large special events, including NASCAR races and spring break, which attract hundreds of thousands of visitors annually.

Data from the Daytona Beach Area Convention and Visitors Bureau, as shown in the Table 3.12, indicates that the area attracted 7.7 million visitors in 2008-09. These visitors contributed a total of \$21.8 billion to local businesses and the economy over the past five years.

TABLE 3.12 Visitors and Expenditure - Daytona Beach

	Visitors (Millions)	Total Expenditure (\$Billions)
2004/05	8.0	4.0
2005/06	8.0	4.2
2006/07	8.0	4.2
2007/08	8.3	4.8
2008/09	7.7	4.6
Total	40.0	21.8

Source: Daytona Beach Convention & Visitors Bureau, Johnson Consulting

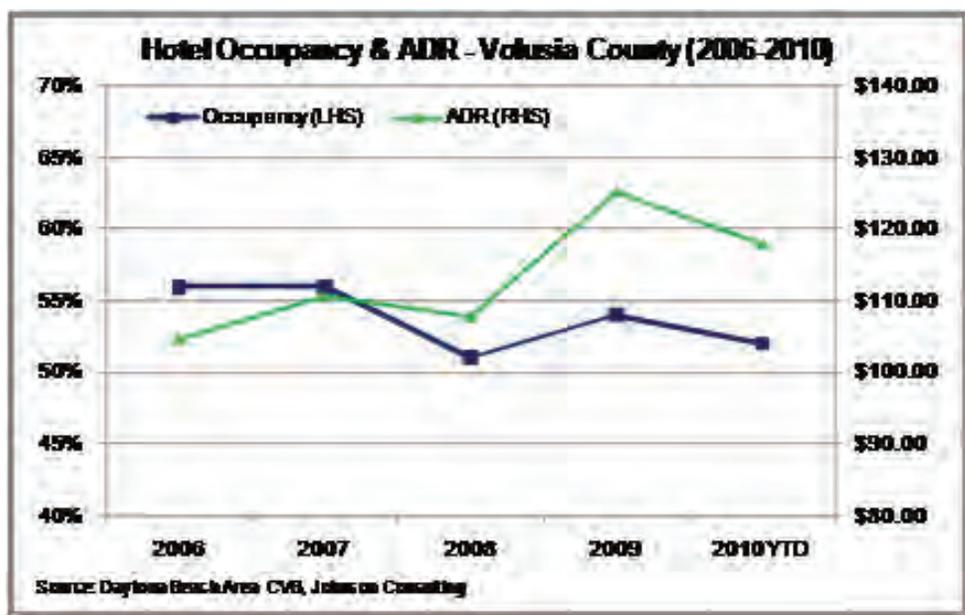


Figure 3.3. Hotel Occupancy & ADR - Volusia County (2006-2010)

TABLE 3.13 Hotel Supply - Volusia County (2009)

City	Hotel Rooms	% of Total Supply
Daytona Beach	6,790	51.3%
Daytona Beach Shores	2,616	19.8%
Ormond Beach	1,685	12.7%
DeLand	601	4.5%
Holly Hill	375	2.8%
New Smyrna Beach	326	2.5%
Orange City	285	2.2%
Port Orange	136	1.0%
Deltona	135	1.0%
Astor	78	0.6%
Debary	77	0.6%
Edgewater	56	0.4%
South Daytona	55	0.4%
Lake Helen	20	0.2%
Deleon Springs	6	0.0%
TOTAL	13,241	100.0%

Source: Volusia County, Johnson Consulting

HOSPITALITY-RELATED INFRASTRUCTURE

Because of significant tourism demand, the area has developed substantial infrastructure to accommodate visitors, including a strong service industry and a large inventory of hotel rooms and other lodging facilities. As shown in Table 3.13, there are currently 13,241 hotel rooms throughout Volusia County (excluding motels and bed and breakfast facilities). The slight majority of these (51.3 percent) are located in Daytona Beach, with other significant concentrations at Daytona Beach Shores (19.8 percent) and Ormond Beach (1.7 percent).

The 13,241 rooms are contained within 241 hotels, of which 13 are classified as “large” (150+ rooms), 53 as “medium” (75-150 rooms) and 175 are “small” hotels (less than 75 rooms). Collectively, the “large” hotels account for more than one-quarter of the total room supply in the County.

Figure 3.3 shows the occupancy rate and Average Daily Rate (ADR) at Volusia County hotels since 2006.

As shown, there has been a general downward trend in occupancy rates since 2006, reflecting trends throughout the travel industry and broader economic conditions. However, while occupancy rates have decreased, daily rates have generally increased, peaking at \$125.26 in 2009. Data for the 2010 year to date shows a slight decline in both the occupancy rate (52 percent) and the ADR (\$117.91). With regard to seasonality, occupancy rates and ADRs typically peak in February and March, and are at their low point in September through December.

TABLE 3.14 Housing Units by Occupancy - Daytona Beach (2009)

	Owner Occupied		Renter Occupied		Vacant		Total
	#	%	#	%	#	%	
U.S.	76,323,329	58.3%	37,510,262	28.6%	17,160,779	13.1%	130,994,370
Florida	5,028,180	55.3%	2,026,739	22.3%	2,033,968	22.4%	9,088,887
Volusia County	149,473	59.1%	44,312	17.5%	59,270	23.4%	253,055
Flagler County	31,008	59.4%	6,574	12.6%	14,632	28.0%	52,214
City of Daytona Beach	13,245	37.1%	13,610	38.1%	8,892	24.9%	35,747

Source: U.S. Census Bureau, DemographicsNow, Johnson Consulting

HOUSING MARKET

The housing market in Daytona Beach is characterized by a mix of owner occupied (37.1 percent) and renter occupied (38.1 percent) properties. This differs from the Volusia and Flagler markets, as well as the state and national housing markets, which are all characterized by owner occupied dwellings, accounting for more than 50 percent of dwellings in each market.

In 2008 the median single family home price in Volusia County was \$165,700, which was lower than that recorded across Florida (\$187,000). Despite declining prices since 2006, in line with broader state and national trends, the median home price in Volusia County increased at a faster rate of 8.6 percent between 2000 and 2008 than the state average (6.0 percent per annum).

Since 2007 the number and value of residential building permits issued in Volusia County has steadily declined. In the first quarter of 2010, 190 residential building permits were issued throughout the County, with a total value of \$43 million. Of these, 25 related to properties within the City of Daytona Beach, with a total value of \$5.9 million.

TABLE 3.15 Median Single Family Home Price - Volusia County

	Volusia County		Florida	
	Median Price	% Change	Median Price	% Change
2000	\$85,500	-	\$117,600	-
2001	\$97,600	14.2%	\$126,600	7.7%
2002	\$111,500	14.2%	\$141,700	11.9%
2003	\$130,500	17.0%	\$155,800	10.0%
2004	\$157,800	20.9%	\$181,900	16.8%
2005	\$205,500	30.2%	\$235,200	29.3%
2006	\$217,700	5.9%	\$247,100	5.1%
2007	\$197,200	(9.4%)	\$234,300	(5.2%)
2008	\$165,700	(16.0%)	\$187,800	(19.8%)
CAGR*	8.6%	-	6.0%	-

*Compounded Annual Growth Rate (2000-2008)

Source: Department of Economic Development - Volusia County, Johnson Consulting

TABLE 3.16 Residential Building Permits - Volusia County

	Permits		Total Value	
	Permits	% Change	Value (\$Millions)	% Change
2007	1,938	-	\$494	-
2008	1,157	(40.3%)	\$287	(41.9%)
2009	694	(40.0%)	\$191	(33.4%)
Q1-2010	190	(72.6%)	\$43	(77.5%)
CAGR*	(40.2%)	-	(37.8%)	-

*Compounded Annual Growth Rate (2007-2009)

Source: Department of Economic Development - Volusia County, Johnson Consulting

ARTS, CULTURE AND ENTERTAINMENT

Volusia County has a rich supply of cultural, entertainment, and leisure activities for both residents and tourists alike. The County is host to numerous top-tier facilities, attractions and events, including:

- Ocean Center (Daytona Beach) – following a recent \$76 million expansion, the Center now comprises 164,000 square feet of exhibit space, a 42,000 square foot arena, 32,000 square feet of meeting space, and a 12,000 square foot banquet hall.
- Museum of Arts and Sciences (Daytona Beach) – the only AAM-accredited arts, science and Florida history museum and planetarium in northeast Florida. The MAS has been designated by the County as its primary museum, and by the State of Florida as a ‘Major Cultural Institution’. Permanent collections include American and international paintings and arts.
- London Symphony Orchestra (Daytona Beach) – the Ocean Center hosts the LSO every second year, in summer. Since first coming to Daytona Beach in 1966, the Orchestra has performed more concerts there than anywhere else in the world outside of London.
- The Casements (Ormond Beach) – the former winter home of John D. Rockefeller, currently listed on the National Register of Historic Places. The Casements serves as a cultural center for Ormond Beach and offers classes, exhibits and events.
- Golf – Volusia County is home to 23 public and semi-private golf courses, including the LPGA International at Daytona Beach, which is also the headquarters of the LPGA. The County is increasingly being recognized as a golf destination and as the influence of the LPGA continues to grow, the market should become an extension of the Duval / Flagler / St John’s County golf market.
- Daytona International Speedway (Daytona Beach) – known as “The World Center of Racing”, the 160,000 seat Speedway hosts a number of elite NASCAR events that draw hundreds of thousands of fans annually.
- Volusia County Fair and Expo Center (DeLand) – a fairgrounds and exhibition center comprising Tommy Lawrence Arena (22,954 square feet), Townsend Livestock Pavilion (10,000 square feet), Townsend Exhibit Area (18,270 square feet) and Talton Exhibit Hall (8,100 square feet). All four venues are used separately or together to host a variety of events, including sporting

events, circuses, concerts, conventions and trade shows, and notably the annual Volusia County Fair.

- African American Museum of the Arts (DeLand) – founded in 1995 and home to permanent and rotating collections of African and Caribbean art.
- Special Events – also important to the fabric of the community, with the County averaging at least one special event per month.

COMMERCIAL AND INDUSTRIAL DEVELOPMENT

Table 3.17 provides an inventory of retail, office and industrial space in Daytona Beach.

SHOPPING CENTERS

Table 3.18 provides details of existing shopping centers in and around Daytona Beach.

TABLE 3.17 Existing Retail, Office and Industrial Space Daytona Beach (2005)

Municipality	Parcels	Inventory SF	% of Market
RETAIL			
Daytona Beach	1,032	12,080,837	59.7%
Ormond Beach	297	3,691,405	18.2%
Port Orange	259	2,699,099	13.3%
Holy Hill	248	1,764,211	8.7%
Subtotal	1,836	20,235,552	100.0%
OFFICE			
Daytona Beach	356	2,162,171	59.6%
Ormond Beach	106	661,647	18.2%
Port Orange	83	469,691	12.9%
Holy Hill	53	333,906	9.2%
Subtotal	598	3,627,415	100.0%
INDUSTRIAL			
Daytona Beach	196	4,164,381	42.2%
Ormond Beach	125	2,386,192	24.2%
Port Orange	177	1,975,629	20.0%
Holy Hill	69	1,350,015	13.7%
Subtotal	567	9,876,217	100.0%
TOTAL	3,001	33,739,184	

Source: ERA, Johnson Consulting

TABLE 3.18 Existing Shopping Center Inventory - Daytona Beach (2005)

Date/Center Name	Type	Gross (SF)	Anchor (SF)	Other (SF)	Vacant SF	Vacancy Rate (%)	Avg Rent (per SF)	Anchors
PRE 1970								
Burgoyne Shopping Center	Community	180,000	100,000	80,000	72,000	40.0%	-	-
Winn-Dixie Plaza	Neighborhood	51,046	28,896	22,150	12,762	25.0%	\$10-\$12	Winn-Dixie
Bellair Plaza	Regional	372,196	85,000	287,196	126,547	34.0%	-	Beall's Dept Store, Bellair Lanes Inc, Publix, Walgreens
Holly Hill Plaza	Community	252,345	101,454	150,891	63,086	25.0%	\$14	Albertson's, Big Lots, Eckerd Drug
Derbyshire Commons	Neighborhood	49,000	26,000	23,000	-	0.0%	-	Save-A-Lot Foods, Winn-Dixie
Masonova Plaza	Community	158,000	129,095	28,905	99,540	63.0%	-	Haynes & Smith Furniture, Rite Aid Pharmacy
Subtotal		1,062,587	470,445	592,142	373,935	31.2%	-	-
% of Market		27.3%						
1970S								
Daytona Plaza	Community	141,253	116,907	24,346	1,413	1.0%	-	Big Kmart
Daytona Mall	Community	184,477	-	-	46,119	25.0%	\$7-\$9	Appliance Direct, Metra Electronics, Pelican, Save-A-Lot Foods
Volusia Mall	Super Regional	1,064,749	815,579	249,170	31,942	3.0%	-	Burdine's, Dillard's Jr, Dillard's, JCPenny, Sears
Belnova Winn-Dixie Plaza	Neighborhood	49,120	-	-	-	0.0%	-	-
Dunlawton Square	Community	202,750	148,000	54,750	-	0.0%	-	Big Kmart, Publix
Subtotal	-	1,642,349	1,080,486	328,266	79,474	5.8%	-	-
% of Market		42.1%						
1980S								
Volusia Plaza	Neighborhood	94,691	63,404	31,287	-	0.0%	-	United Artists Theatre
Volusia Point Shopping Center	Neighborhood	75,386	32,730	42,656	1,508	2.0%	-	Marshalls
Volusia Shoppes	Neighborhood	50,000	-	-	8,500	17.0%	-	-
Volusia Square	Regional	349,543	266,514	83,029	13,982	4.0%	\$14-\$17	AMC theatres, Home Depot, Ross Dress for Less
The Shoppes at Beville Road	Community	100,000	59,500	40,500	2,000	2.0%	-	Blockbuster Video, Publix, Walgreens
Seville Place	Neighborhood	24,500	-	-	-	0.0%	-	-
Shoppes of Holly Hills	Neighborhood	21,000	-	-	-	0.0%	-	-
Daytona Promenade	Community	147,545	89,000	58,545	1,475	1.0%	\$7-\$15	Furniture Plus, Jo-Ann Fabrics, Time Warner, Winn-Dixie
Subtotal	-	862,665	511,148	256,017	27,465	3.3%	-	-
% of Market		22.1%						
1990S								
International Speedway Square	Community	220,908	176,257	44,651	2,209	1.0%	-	Bed Bath & Beyond, Michaels, Old Navy, Staples, Stein Mart
Subtotal	-	220,908	176,257	44,651	2,209	1.0%	-	-
% of Market		5.7%						
2000S								
Ocean Walk Shoppes at The Village	Community	110,000	12,000	98,000	-	0.0%	-	Ocean Walk Movies 10 (RC Cinemas)
Subtotal	-	110,000	12,000	98,000	-	0.0%	-	-
% of Market		2.8%						
OTHER (date unknown)								
Big Tree Plaza	Neighborhood	59,370	-	-	-	0.0%	-	Publix, Theatres
Contemporary Plaza	Neighborhood	17,275	-	-	-	0.0%	-	-
Subtotal	-	76,645	-	-	-	0.0%	-	-
% of Market		2.0%						
TOTAL		3,898,509	2,250,336	1,319,076	483,083	6.9%		

Source: National Research Bureau of Shopping Centers (2005), ERA, Johnson Consulting

TRANSPORTATION

The convenient location of Volusia County in east central Florida means that it is easily accessible via numerous modes of transportation, and as such can draw visitors from a wide catchment area:

- **Road:** Florida's two main interstate highways – Interstate 4 (east-west) and Interstate 95 (north-south) – intersect within the County.
- **Rail:** Florida East Coast Railway and CSX provide freight services, and Amtrak passenger trains make a number of daily stops throughout the County.
- **Air:** Daytona Beach International Airport offers 15 daily departures and 13 daily arrivals, with services provided by Delta Air Lines, U.S. Airways and Airgate Airlines. Three other municipal airports are located throughout the County, in DeLand, Ormond and New Smyrna, although these airports do not offer commercial flights.
- **Sea:** Volusia County is situated within 90 miles of three main ports – Sanford, Canaveral and Jacksonville. The Port of Sanford is located on the Seminole County / Volusia County boundary, and is accessible via rail, intercoastal waterway, and interstate highway. Port Canaveral is a deep-water port located between Jacksonville and West Palm Beach. The Port of Jacksonville is the second largest vehicle-handling, and the 13th largest container port, in the U.S.

Observations about the Market and Demographics

As this section indicates, Volusia County and Daytona Beach are suffering from the impacts of the current national recession. Even though it is difficult to do so with a declining resource base, this is precisely the time the community needs to invest in projects that should help rebuild visitation and provide new job opportunities to residents. Investment in the redevelopment of the area surrounding the Ocean Center qualifies as such an investment as it should provide a long lasting demand generator, attracting visitors to the area. Additionally, having a solid visitor base that is not dependent on the large scale events Daytona Beach is currently known for should diversify the visitor profile and should supplement overall visitation when such events are not occurring and stabilize occupancy trends at area hotels and businesses.

Observations and Conclusions About Economic Performance

Perhaps the single biggest indicator that the land within the E-Zone is not performing anywhere near its economic potential the amount of land that is either vacant or at most, used on an intermittent basis for the itinerant sale of retail goods related to special events.

Given the challenging conditions within the economy, it is very difficult to assign a value to any individual parcel of land within the E-Zone. Certainly assessed values can serve as one indicator of value, but in many instances this may not truly measure the market value of a parcel, especially given the significant amount of vacant land and its limited ability to generate consistent year-round cash flow. Clearly the exercise and challenge in Daytona Beach is about how best to drive demand.

ITINERANT RETAIL SALES

The presence of itinerant retail sales in and of itself is not an impediment to improving economic conditions within the E-Zone but rather it is symptomatic of the fact that there is not sustainable year-round business. Set aside opinions about the nature of the events currently held in Daytona Beach, and it is clear that significant revenue can be generated during the events currently take place within the E-Zone. The problem is that there is not enough business to go around at other times of the year. So the challenge becomes filling in the remaining weeks with other events and activities. Value in commercial real estate comes from its ability to generate cash flow and until a sustainable business model can begin to be implemented, itinerant retail sales will likely remain a necessary part of the business landscape.

TABLE 3.19 Summary of Land Uses within the E-Zone

Use	SF	Vacancy Rate
Cultural	85 K	0%
Specialty Retail & Dining	530 K	50%
Residential	162 K	7%
Parking	446 K	0%
Vacant	419 K	100%
Other	47 K	23%
TOTAL	1,688 K	42

VACANT LOTS

Over 40% of the land within the E-Zone is vacant, although a portion of that does include an itinerant retail sales program. Again, this underscores the economic challenges with the E-Zone, made more challenging by the recessionary conditions within the overall economy. However, these vacant lots also provide an opportunity to move toward a solution by providing land that can be used to support additional events and activities as either event space or space dedicated to hotel uses, a necessary ingredient to expanding and maximizing the usage of the convention center.

TABLE 3.20 Assessed Value per Acre

Site	Size	Assessed Value/Acre
1	7.0 Acres	\$\$\$1.800 M
2	7.0 Acres	\$700 K
3	5.5 Acres	\$1.325 M
4	3.3 Acres	\$1.125 M
5	2.5 Acres	\$1.875 M
6	2.5 Acres	\$1.225 M
7	7.2 Acres	\$1.100 M
8	5.0 Acres	\$1.825 M

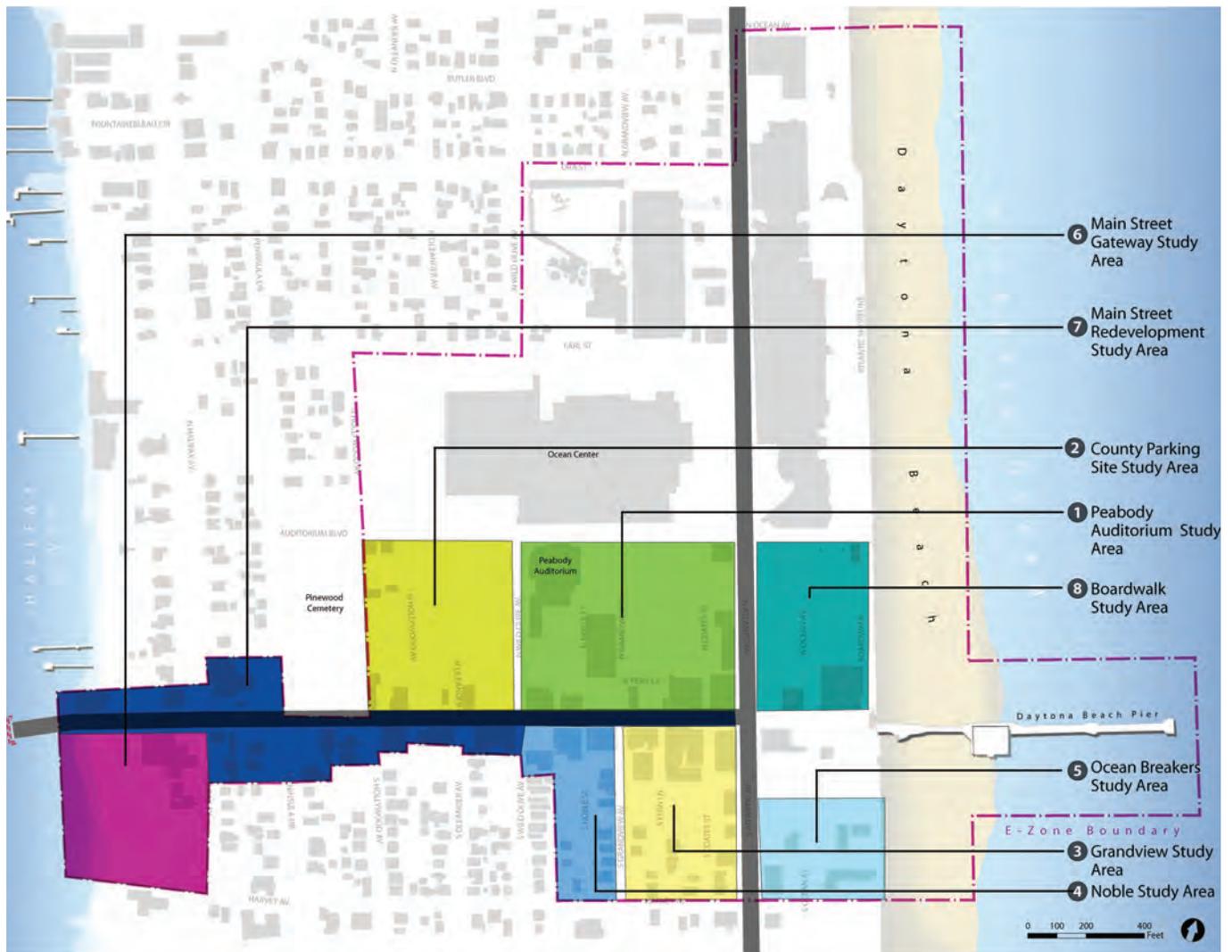


Figure 3.4. E-Zone Project Sites.

FRAGMENTED LAND OWNERSHIP

Land ownership within the E-Zone is the story of fragmented ownership. The challenges that this poses on the municipality to coordinate action is offset somewhat by the fact that the ownership of certain key parcels lies in the hands of a few significant landowners who have expressed an interest in exploring opportunities to implement a development plan. In order for the City of Daytona Beach to have any significant and meaningful impact within the E-Zone, it will need the cooperation of certain key landowners.

DRIVING DEMAND

We have stated that development within the E-Zone is about meeting the needs of the tourist market and doing that will 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. So the key to realizing development within the E-Zone is about driving demand by increasing visitation to the region.

Events and Activities

Daytona Beach today is about the beach, events and activities, and we believe that enhancing that focus represents the best opportunity for the City to grow its tourism base and ultimately revitalize the E-Zone. The 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 7.7 M visitors spend approximately \$4.6B annually in Daytona Beach. Long term success will be accomplished by increasing visitation and spending and giving visitor more reasons to visit Daytona Beach and improving the quality of the guest experience.

Potential development activity that should support this initiative begins with a fairly straightforward set of thoughts. First, the Ocean Center is a critical component to growing visitation in Daytona Beach in general and proximate to the E-Zone 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 Chapter 4, Convention Hotel Feasibility).

Key Moves Toward Implementing a Plan

In order to maximize the value of any development moves that should take place in the E-Zone, it is important that activities between the City, County, and certain key private land owners be coordinated. The market does exist for one convention hotel and 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. The relationship between that hotel and the beach and boardwalk are also critical. Opportunities likewise exist to create a connection between the Daytona Beach Pier and Main Street along with the creation of event space proximate to the Beach. Jointly planning sites one and eight (see Figure 3.4) become an important planning construct and provides an opportunity to maximize the impact of development on the boardwalk and adjacent to the convention center.

4.0 Convention Hotel Feasibility

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**

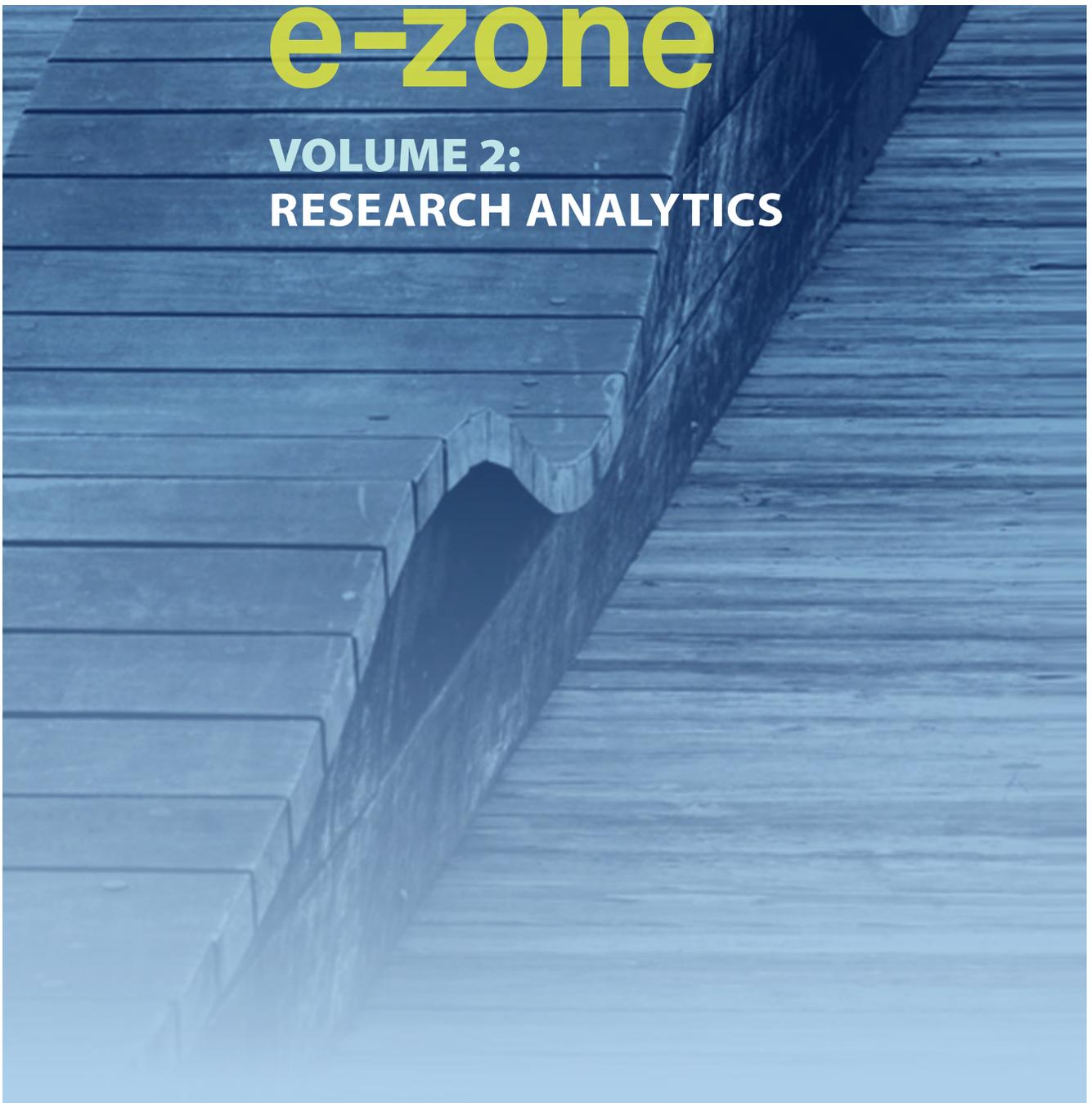




Figure 4.1. The Ocean Center Convention Center anticipates connecting to a convention hotel, with the beginning of a pedestrian skyway already in place.

Convention Hotel Market Feasibility

Development of a competitive convention headquarters hotel supply adjacent the newly expanded Ocean Center is a logical step in positioning Daytona Beach as a more competitive meetings destination.

The extent that the City financially participates in the hotel's development depends on market conditions, the size of the property, its quality and the competitive marketplace. In this section, Johnson Consulting analyzes the existing hotel properties in Daytona Beach and Volusia County as well as the

demand generating facilities, such as the Ocean Center. The Daytona Beach hotel market is evaluated in detail to enable projections of the performance of additions to supply and the market as a whole.

DAYTONA BEACH HOTELS

The hotel market in the Daytona Beach CBSA has maintained a relatively stagnant supply of hotel rooms over the past several years. The Daytona Beach Area Meeting and Convention Planner identifies 31 properties as "meeting hotels", representing a total supply of approximately 5,200 rooms. Twenty-seven of these properties are within a 5-mile radius of the Ocean Center with a total supply of just under 4,800 rooms. Table 4.1 provides a list of these properties, available rooms and meeting space, and proximity to the Ocean Center. With the exception of the 744-room Hilton Daytona Oceanfront, Daytona Beach's hotel supply is dominated by

small to medium scale properties that are limited in their ability to offer the blocks of rooms necessary for the city to attract higher impact conventions and trade shows. The average number of rooms for these 27 properties is just 177, with the vast majority of hotels offering less than 200 rooms.

Figure 4.2 illustrates the above hotels in relation to the Ocean Center.

A relatively small and scattered supply of hotel rooms is exacerbated by the seasonality of Daytona Beach's current demand profile. Figure 4.3 presents the recent monthly occupancy trends along with the average daily rate (ADR) for a citywide sample of Daytona Beach hotels. Trends have remained consistent with occupancy and ADR peaks resulting from such major events as Bike Week in February/March,

the Daytona 500 in February and the Coke Zero 400 in July. However, the actual year-to-year monthly occupancy and ADR figures have trended consistently downward or remained flat since 2008. In February, the month with highest ADR, the rate achieved in 2010 represents a 16 percent decline since 2008.

As demonstrated in Figure 4.3, the peaks and troughs for occupancy rate follow the same basic pattern as those for ADR. While the three major annual events noted above are actually in progress for only a portion of the months of February, March and July, their impact is strong enough to cause a significant spike in both occupancy and ADR during those months. In terms of tapping the corporate and association meetings market, these events make booking a meeting event in Daytona Beach during those times virtually impossible.

	Distance to Ocean Center (miles)	# of Rooms	Total SF of Function Space
1. Hilton Daytona Oceanfront	0.1	744	60,000
2. Wyndham Ocean Walk	0.2	200	6,000
3. Plaza Resort & Spa	0.4	323	32,000
4. Plaza Ocean Club	0.6	206	6,757
5. Fountain Beach Resort	0.6	129	2,000
6. La Quinta Inn & Suites	0.8	78	60
7. Holiday Inn & Suites	0.9	123	3,750
8. Oceanside Inn	1.9	191	2,750
9. Bahama House	2.0	95	1,170
10. Holiday Inn Express	2.1	151	4,000
11. El Caribe Resort & Conference Center	2.4	112	11,081
12. La Playa Resort	2.5	238	3,800
13. Best Western Ayu Tik	2.6	132	1,914
14. Daytona Beach Resort	2.7	322	17,000
15. Hawaiian Inn	2.8	209	1,500
16. Quality Inn Ocean Palms	2.9	110	1,500
17. Sun Viking Lodge	3.0	91	36
18. The Shores Resort & Spa	3.6	212	20,000
19. Hampton Inn Speedway	3.6	122	2,300
20. Courtyard	3.6	122	1,700
21. Residence Inn	3.9	122	60
22. Best Western Castillo Del Sol	4.3	147	58
23. Hilton Garden Inn	4.6	115	1,600
24. Ramada Inn Speedway	4.7	128	1,130
25. Homewood Suites Speedway	4.7	94	96
26. Quality Inn	5.0	64	1,250
27. Sunside Hotel & Conference Center	5.3	193	4,000
Total		4,773	190,306

Table 4.1. Hotel Supply in Proximity to Ocean Center, Daytona Beach, FL. Source: Daytonameetings.com, Johnson Consulting, Google Maps.



Figure 4.2. Area Hotels

Additionally, one of the key reasons for developing a convention center is to cause market diversification that would provide more stability in the overall performance and demand base for the area, for both hotels and other establishments like restaurants and shops. While local businesses have come to rely on the significant market opportunity presented by high impact events such as bike week, it has caused an adverse operating profile in the balance of the year and in some cases, it is more cost effective to shutter operations until the next major event. Meeting planners who select locations for major events evaluate potential destinations on a variety of factors. Two of the primary variables are the available room block committable for their event and the “entertainment” district around the convention center, both of which currently put Daytona Beach at a disadvantage when competing against other destinations.

Hotels Proximate to the Ocean Center

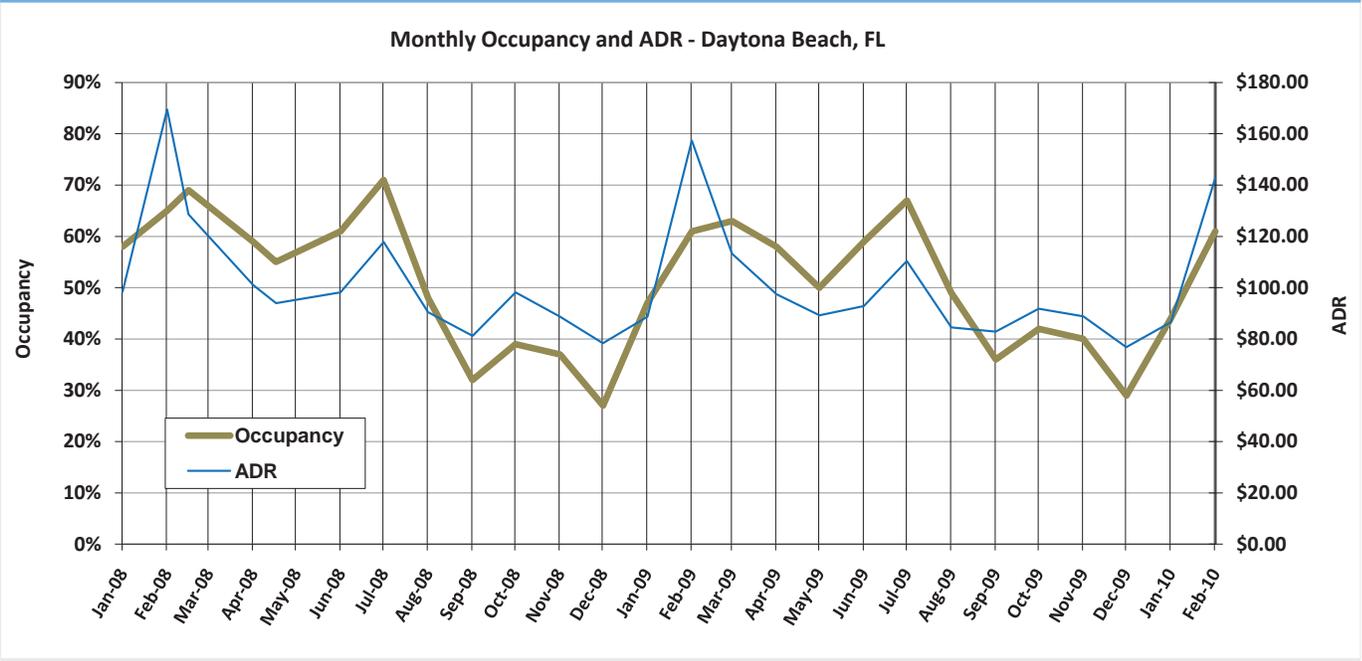
Paramount in importance to the success of the convention center is the availability and quality of lodging supply near a convention facility. Surveys of meeting planners conclude

that the number of quality sleeping rooms that can be committed to an event ranks as “very important” and ranks in the top 5 selection criteria. The meeting planners guide published by the Daytona Beach CVB lists seven hotels within a one-mile radius of the Ocean Center. As shown in Table 4.2, these seven properties total approximately 1,800 rooms.

Figure 4.2 shows the location of the seven properties in relation to the Ocean Center.

Of these seven properties, only the Hilton Daytona Oceanfront has the proximity, number of rooms, quality and level of amenity to be considered a true convention hotel by meeting planners. The Wyndham Ocean Walk and the Plaza Resort and Spa are of acceptable quality to meeting planners but lack enough rooms to support larger events. These three primary properties are often the first occupied, not only during major events, but by leisure travelers throughout the balance of the year, resulting in events interested in Daytona Beach being turned away due to a lack of committable rooms. The other properties are considered to be of lower quality and not well suited for conventions to meeting planners.

Figure 4.3 Peaks and Troughs of Hotel Occupancy Rate in Daytona Beach, FL



Source: Mid-Florida Market Research, Inc., Johnson Consulting

	Distance to Ocean Center	# of Rooms	Total SF of Function Space
1. Hilton Daytona Oceanfront	0.1	744	60,000
2. Wyndham OceanWalk	0.2	200	6,000
3. Plaza Resort & Spa	0.4	323	32,000
4. Plaza Ocean Club	0.6	206	6,757
5. Fountain Beach Resort	0.6	129	2,000
6. La Quinta Inn & Suites	0.8	78	600
7. Holiday Inn & Suites	0.9	123	3,750
Total	0.51	1,803	111,107

Table 4.2. Hotel Supply in Proximity to Ocean Center, Daytona Beach, FL. Source: Daytonameetings.com, Johnson Consulting, Google Maps

These factors present a significant challenge for the Ocean Center in capturing its full demand potential.

OCEAN CENTER OPERATIONAL PROFILE

The Ocean Center is Volusia County’s largest venue for exhibition events. Originally opened in 1985, it has become a popular destination for conventions and trade shows, sporting events, community events, consumer shows, and meetings

and banquets. Its recent expansion, completed in 2009, has more than doubled its size adding a 95,000 square foot exhibit hall to an existing arena and meeting space. Figure 4.5 and Table 4.3 provide a map and program of the Ocean Center.

In the years immediately prior to its expansion, the Ocean Center averaged approximately 95 events each year constituting around 250 facility usage days. During construction, the venue was able to remain in operation and experienced a minimal decline in both events and usage

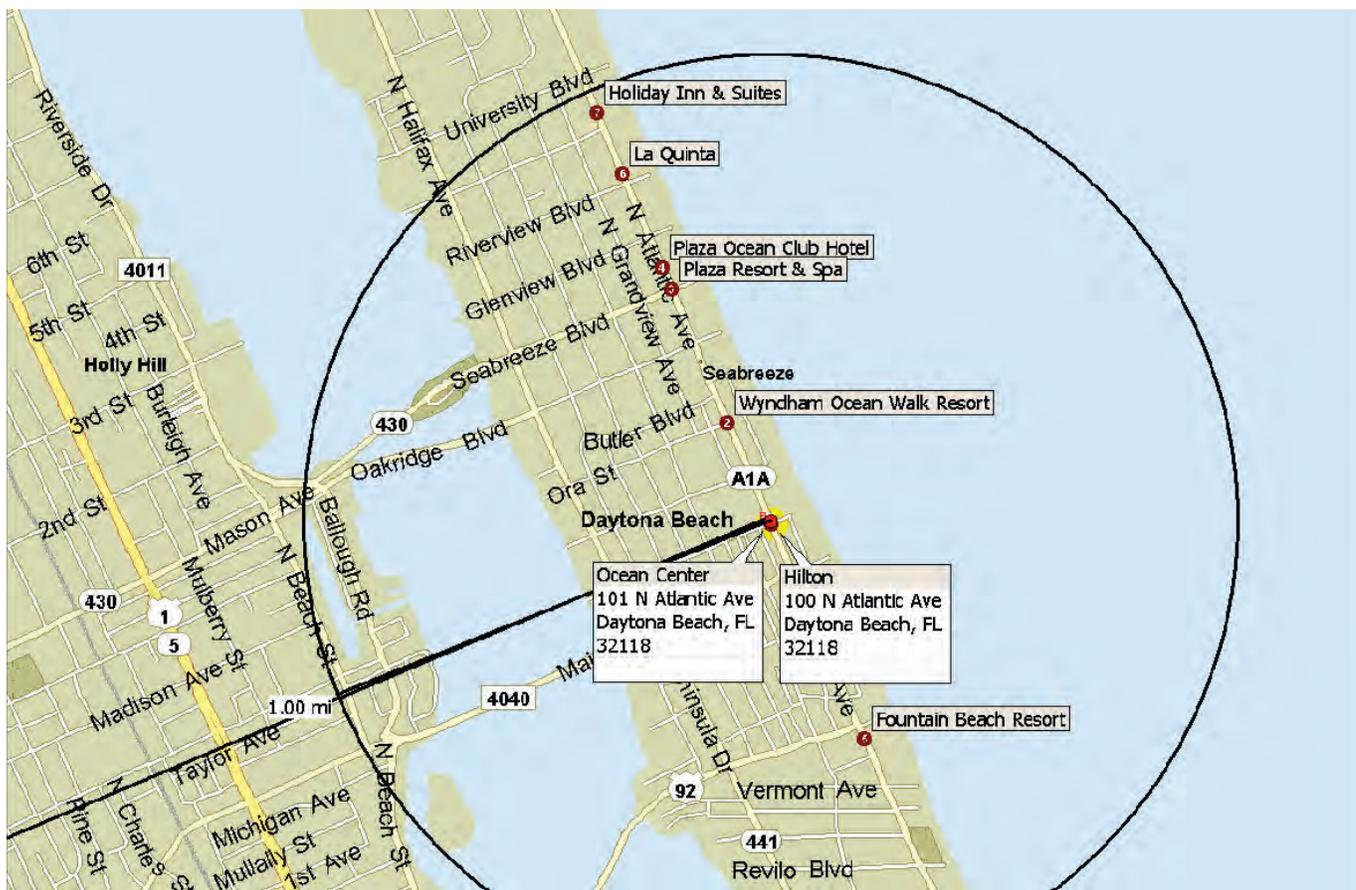


Figure 4.4. Location of the seven properties in relation to the Ocean Center.

days. As demonstrated in Table 4.4, since completion of the expansion, Ocean Center has experienced noted declines in virtually all categories of events. Given the consistent average attendance levels, this decline in event number has attributed to a substantial decline in the facility's total annual attendance as shown in Table 4.5.

Projected figures for 2009-10 do show that both events and attendance are on the rise with a significant improvement in all categories over the 2008-09 results. However, total attendance figures are still over 30 percent below those prior to the expansion. Of note is the fact that the Ocean Center's ability to book high impact events, convention and trade shows, which provide the greatest economic benefit to the area is lagging well behind pre-expansion levels. This is directly attributable to the lack of a large enough committable hotel room block, a declining level of quality hotel rooms, and a poor support environment around the Ocean Center.

A portion of this event decline can also be attributed to the general economic downturn however, in the face of better competitive offerings, the weakness is exacerbated in Daytona

Beach. In a recent survey of professional meeting planners conducted by the Professional Convention Management Association (PCMA), two-thirds of meeting planners have experienced decreases in their budgets for off-site meetings. The resulting declines in meetings booked is presented in Figure 4.6, in which 44 percent of meeting planners expected to decrease the number of meetings booked.

Although a primary cause, budgetary reasons are not the only concerns facing corporations and associations when planning future off-site meetings and events. Negative media coverage pertaining to hosting meeting in resort or upscale destinations has also had an impact. Forty-five percent of corporate meeting planners cited image and publicity reasons as a cause for booking fewer meetings.

Nationwide, it is estimated that the impact of meeting reductions and cancellations in 2009-10 will reach \$2.5 billion in lost revenue (room, food & beverage, facility rental and other revenue). As the general economy begins to stabilize, so does the meetings industry. It is expected that pre-recession levels will be in place by 2015.

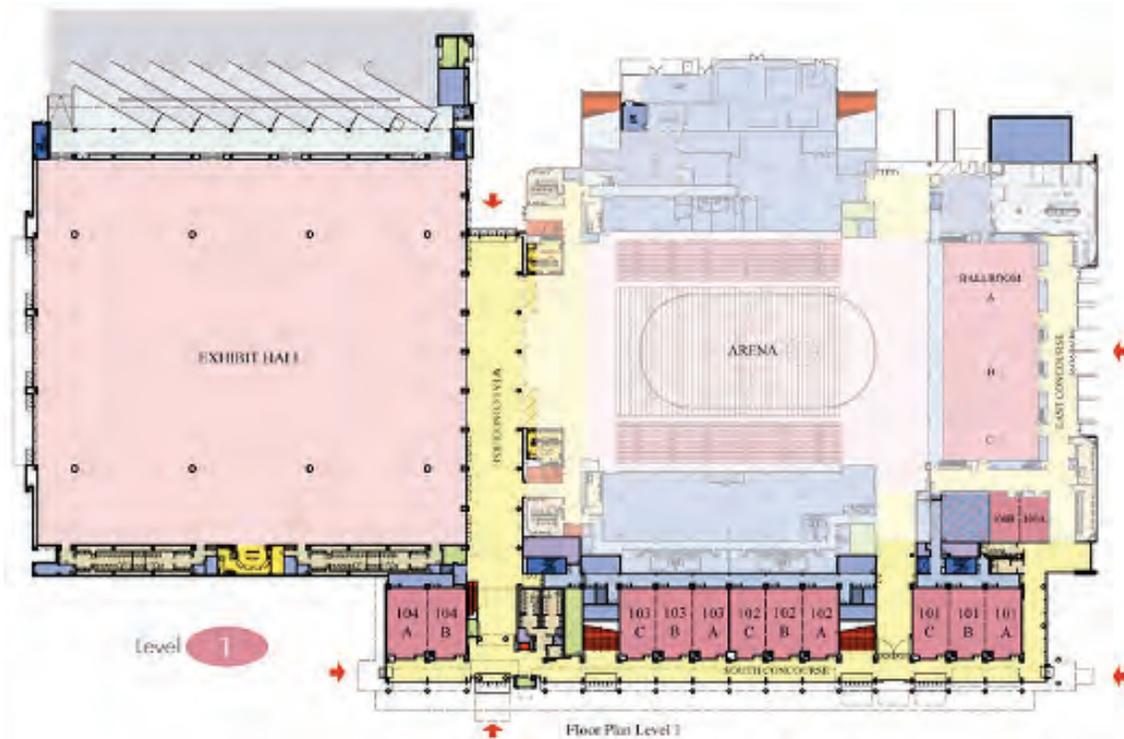


Figure 4.5. Ocean Center Floor Plan.

Ocean Center Summary of Size and Capacity						
	Size (SF)		Capacity (# of Persons)			
	Individual (Smallest)	Combined (Largest)	Theater	Classroom	Banquet	# of Booths
Exhibit Hall	-	94,695	10,545	4,000	7,900	504
Subtotal		94,695				
Arena	-	42,000	4,662	1,750	3,500	240
Subtotal		42,000				
Ballroom	-	11,715	1,332	720	840	60
Section A	4,615	-	540	288	336	na
Section B	2,485	-	252	144	168	na
Section C	4,615	-	540	288	336	na
Subtotal		11,715				
Meeting Rooms						
# of Rooms	34	12				
Smallest	651	-	75	46	54	na
Largest	-	3,920	451	280	325	na
Subtotal		31,769				
Total		180,179				

Table 4.3 Ocean Center Summary of Size and Capacity. Source: Ocean Center.

Ocean Center - Historical Events by Type

Type of Event	2003-04	2004-05	2005-06	2006-07 *	2007-08 *	2008-09	2009-10 projected
Convention/ Trade Shows	28	33	28	31	24	10	18
Concerts	4	2	0	2	0	1	3
Community	16	18	12	13	13	12	14
Family	3	4	4	3	1	2	4
Consumer	11	19	14	11	7	11	6
Meals	18	24	16	13	9	10	8
Competitive Arts	0	0	0	0	0	11	15
Sports	3	11	12	12	12	5	6
Total	82	111	86	85	66	62	74
Total Facility Usage Days	235	28	24	23	22	21	224

*Note: During 2005-06 and 2006-07 fiscal years, facility was under construction.

Table 4.4. Ocean Center Historical Events by Type.

Ocean Center - Historical Average Attendance by Event Type

Type of Event	2003-04	2004-05	2005-06	2006-07 *	2007-08 *	2008-09	2009-10 projected
Convention/ Trade Shows	3,280	2,441	2,478	1,951	2,524	2,645	3,292
Concerts	5,620	3,168	na	4,525	na	3,500	6,000
Community	5,639	4,671	6,679	5,658	6,005	6,637	5,699
Family	3,052	3,586	6,980	5,160	2,247	3,344	3,209
Consumer	22,434	13,476	17,634	16,046	16,445	9,045	10,000
Meals	441	45	42	42	36	33	457
Competitive Arts	na	na	na	na	na	3,780	3,260
Sports	1,553	1,743	1,812	2,084	1,645	2,719	1,788
Total Number of Events	82	111	86	85	66	62	74
Total Annual Attendance	467,421	471,331	462,901	365,681	279,035	274,251	293,141

*Note: During 2005-06 and 2006-07 fiscal years, facility was under construction.

Table 4.5 Ocean Center Historical Average Attendance by Type.

THE IMPLICATIONS FOR NEW HOTELS IN DAYTONA BEACH

In terms of quality, the Daytona Beach market currently operates with two tiers of hotel facilities. The Hilton Daytona Beach Oceanfront, the Wyndham Oceanwalk, and the Plaza Resort & Spa, while really second tier leisure oriented properties de facto serve as the primary room block for the Ocean Center, serving a combination of group, corporate, and higher-end leisure demand. The Hilton itself, is a dual tower property, which actually lends itself to be split into two separate offerings. Its two towers are separated. Further, as the City negotiated its original incentive agreement with the developer of the hotel, there was no requirement to cause the hotel to provide room blocks to the Ocean Center. Hence, the city's largest hotel is not compelled to offer rooms to the Convention Center. The balance of the hotels/motels operate

as third-tier properties and generally do not serve in the County's group market. These lower-tier properties primarily serve transient demand, lower-end leisure demand, and sometimes serve as informal extended-stay properties.

The City and County realize that the platform for attracting new hotels in Daytona Beach is not strong. There is significant opportunity for the City of Daytona Beach to attract new hotel developments to the area surrounding the Ocean Center. New properties are needed not only to support the expanded Ocean Center properly, but also to phase out the current inventory of lower-tier of hotel properties.

Not specifically evident in the demand data for the Ocean Center is Daytona Beach's success in the "Competitive Arts," a subset of the meetings industry. Volusia County does attract an array of conventions, tradeshow and consumer shows. A specialized subset of this demand is Competitive Arts," such as

sporting championships including cheerleading, wrestling and many other national and state events. An estimated 65,000 such participants used Ocean Center in 2009. This category of demand is seen as ideal for the current product and can expand as more hotels and attractions are offered.

ANALYSIS OF COMPARABLE CONVENTION HOTEL MARKETS & FACILITIES

To gauge the potential success of a new dedicated convention hotel in Daytona Beach, Florida, Johnson Consulting interviewed several key groups, and analyzed a variety of comparable facilities and their corresponding markets. The facilities were selected based on their role as a headquarters hotel for a small to medium-sized convention facility. Facility size and attributes, market size, and market seasonality were also considered in developing the list. While there is no exact model that can be applied directly to Daytona Beach, each of the facilities and markets analyzed in this section have characteristics that are relevant to the planning and programming of a convention hotel in Daytona Beach. This facility information should provide the basis of the demand and operating projections presented in Section 5 of this report and help to form an understanding of the right approach for selecting a facility size and funding method.

Examples of Funding Mechanisms in Other Cities

- In Tucson, Arizona, the Rio Nuevo Tax Increment Finance district has supported the development of new museums, a new arena, an expanded convention center, and new convention center hotel. The TIF is funded by incremental gains in sales tax and is anchored by a large Shopping Center. The TIF is projected to generate \$124 million by 2015.
- The City of Nashville, Tennessee has 7 different funding mechanisms in place, including:
 - » 2 cents of the existing 5 cents hotel/motel tax
 - » Additional 1 cent to the hotel/motel tax
 - » \$2 convention center fee per room/per night, county wide on all hotels/motels
 - » Rental car tax at 1 percent
 - » \$2 airport ground transportation departure tax
 - » Tourism Development Zone "TDZ" – 3 square mile TIF district around the new convention center

Do you expect the total number of annual off-site meetings you book/host in 2009/2010 to be increase, stay the same or decrease compared to the number you booked in 2008?

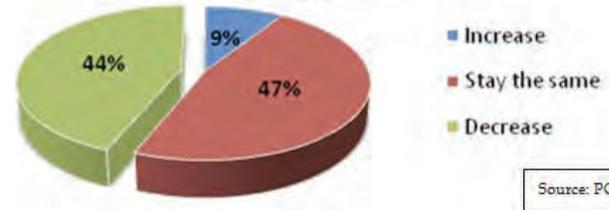


Figure 4.6. Survey of Meeting Planners.

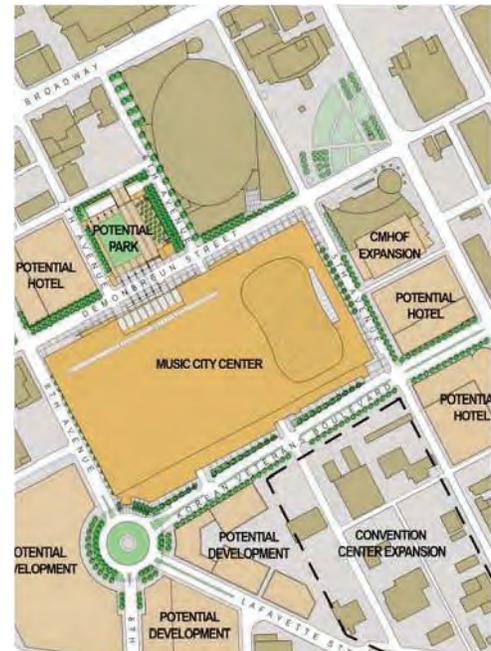


Figure 4.7 Nashville, Tennessee.

- » All sales tax revenue on items associated with the convention center district, such as admission, parking, food, drink, and any other things or services subject to tax. The district is described as the convention center and the planned convention center hotel and any future convention center hotels

Hospitality Market Analysis

In all cases, each comparable venue presented below is positioned as a player in a broader local hospitality market and is used to build and diversify demand for a market as a whole. The facilities, therefore, work in tandem with event venues, other hotel properties, and convention and visitor bureaus to create a meetings and hospitality product that is attractive to meeting planners. Table 4.6 presents an overview comparison of basic demographic and meeting amenities for Daytona Beach as compared to the six selected comparable metro areas.

Comparable Facilities

Information about the programming, funding and financial performance of these similar facilities provides insight into the general parameters within which the proposed convention hotel in Daytona Beach can reasonably expect to operate. As a rule, it typically takes three to seven years for a facility to stabilize its operations. This reflects the time required for a new facility to get into the sales cycle in the convention and meetings industry. It is also attributed to the need of direct market and support organizations such as a CVB to become more sophisticated in their event targeting and sales functions, and the maturity required within the overall market to identify opportunities to create or grow local events.

The following pages provide case-study analyses of seven convention headquarter hotels that share either market or venue characteristics with Daytona Beach. The facilities are:

- Myrtle Beach Sheraton, Myrtle Beach, South Carolina
- Savannah Westin, Savannah, Georgia
- North Charleston Embassy Suites, North Charleston, South Carolina
- Virginia Beach Doubletree, Virginia Beach, Virginia
- West Palm Beach Marriott, West Palm Beach, Florida
- Hilton Baltimore, Baltimore, Maryland

Sheraton Myrtle Beach Convention Center Hotel – Myrtle Beach, South Carolina

The situation in Daytona Beach is far superior to that in Myrtle Beach in that the Ocean Center is directly in the center of the tourism strip in the city. In Myrtle Beach, the convention center and its adjacent hotel are off center from the core of development. The 402-room, Myrtle Beach Sheraton opened in 2003, originally as a Radisson hotel. In 2005, the hotel operation was taken over by Sheraton Hotels who agreed to pay a \$2.4 million annual lease to the City. Development of this convention center hotel was undertaken so that the City of Myrtle Beach could boast a true convention headquarter hotel and reduce its reliance on condominium room blocks for its convention attendees, thus improving its attractiveness

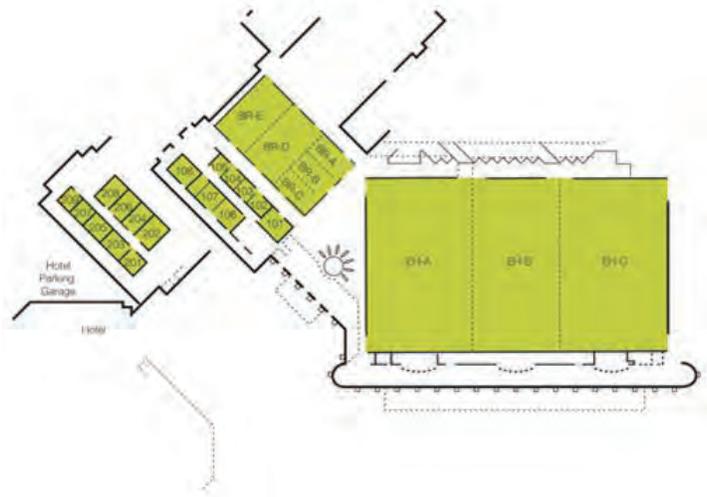


Figure 4.8. Myrtle Beach Sheraton.

Comparable Cities - Meeting/Convention Product

Metro Area	Metro Population	Exhibit Space (SF)	Ballroom and Meeting Space (SF)	Total Function Space (SF)	Size of Dedicated HQ Hotel	# of Hotel Rooms
Baltimore, MD	2,886,982	300,00	121,000	421,000	75	7,461
Myrtle Beach, SC	272,629	100,80	19,000	119,800	40	4,128
Virginia Beach, VA	1,683,451	150,00	60,000	210,000	29	3,413
Savannah, GA	348,479	100,00	45,000	145,000	40	2,402
Daytona Beach, FL	507,337	137,00	43,000	180,000	-	1,803
West Palm Beach, FL	1,838,192	100,00	43,000	143,000	-	1,797
Charleston, SC	683,471	77,000	25,000	102,000	25	1,303
Average	1,145,792	137,829	50,857	188,686	422	3,187

Table 4.6. Comparable Cities - Meeting and Convention Product. Source: Respective Hotels, Johnson Consulting.



Figure 4.9. Comparable Cities - Radius Comparison around Convention Center.

in the national meetings market. The hotel was originally planned and envisioned as a privately-owned property. However, when the original developer lost funding in 2001, the City of Myrtle Beach decided to move ahead with the project as a city-owned hotel. The Sheraton is directly connected to the City-owned Myrtle Beach Convention Center.

The \$65 million public development project was originally financed through two debt tranches. Tranche 1, a \$45 million tax-exempt bond, is supported through hotel revenues. Tranche 2, a \$20 million tax-exempt bond, is also supported by hotel profits but had the added benefit of a credit enhancement backed by a city-wide hotel tax. After a troubled opening, Tranche 1 was eventually refinanced to also incorporate this same tax enhancement.

In recent years, declining revenues have resulted in difficulties meeting debt service and lease payments to the City. Hotel management has been drastically reducing expenses, including staffing, in an effort to increase profits, however, the hotel has not been able to make its full lease payment to the City. In addition, the City has had to use collections from its hospitality fee to cover the debt service. The City of Myrtle Beach has admitted that it would consider selling the hotel property to a private owner. However, all prospective buyers have also requested control of the Myrtle Beach Convention Center, an option that is not acceptable to the City and other local hoteliers.

The Westin Savannah Harbor Golf Resort and Spa – Savannah, Georgia

The 403-room Savannah Westin was privately developed by CSX Corporation in 1999. This \$98 million full service golf resort is situated on 290 acres adjacent to Savannah's International Trade and Convention Center and on the waterfront of the Savannah River. The Westin is connected via a walkway to the City-owned convention venue that was opened concurrently with the Westin hotel. It is the only hotel on Hutchinson Island, the same island upon which the Convention Center sits. The Westin features two ballrooms totaling 14,900 square feet of function space and 6,000 square feet of outdoor meeting space. The separation of the convention center and the Westin from the main core of historic Savannah has proven problematic for the convention center. Its disconnection causes meeting planners to have to shuttle, ferry or drive across the river and bridges to visit downtown.

In May of 2010, future plans for enhancing Hutchinson Island through a public/private partnership were presented. These plans include the development of a new 500-room convention center hotel. Other improvements include the extension of



EMBASSY SUITES CHARLESTON CONVENTION CENTER / COLISEUM
SECOND FLOOR

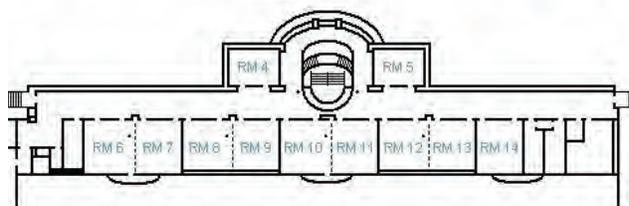


Figure 4.10. Savannah Westin (above) and North Charleston Embassy Suites (below).

the river walk, an intermodal facility to connect visitors to water ferry and ground transportation, and several public attractions including museums and parks.

The plans for a new hotel are in direct response to meeting planners' desire for more hotel rooms closer to the Convention Center. Ideally, meeting planner would like to have 70 percent of hotel rooms next to the venue. The room capacity at the Westin is simply not enough to satisfy this requirement. Planners are hoping that a new 500-room hotel with 40,000 square feet of meeting space will generate new demand for Savannah.

North Charleston Embassy Suites – North Charleston, South Carolina

The 255-room North Charleston Embassy suites was privately developed in 1999 by the John Q. Hammons Company. The hotel is adjacent and connected to the City-owned Charleston Area Convention Center which also opened in 1999. The complex also features the 14,000 North Charleston Coliseum



Figure 4.11. Virginia Beach Doubletree.

Arena and a 2,300-seat Performing Arts Center. The Embassy Suites houses 3,000 square feet of its own meeting space and has a contract to lease and service the Convention Centers 25,000 square foot ballroom and 14 meeting rooms. There are also numerous smaller, limited service hotels near the convention center (and airport). Charleston proper is located approximately 10 miles from this North Charleston location.

Virginia Beach Doubletree – Virginia Beach, Virginia

The 292-room Virginia Beach Doubletree was privately developed and opened in 1983. In 2005, Harmony Investments purchased the property and invested \$3.5 million in improvements, which were completed in 2006. The hotel is located in the resort area of Virginia Beach and is adjacent to the Virginia Beach Convention Center.

Since 2007, several plans have been put forth to increase the number of hotel rooms immediately adjacent to the convention center. Harmony Investment presented a plan to build a 156-room Embassy Suites which would operate alongside the Doubletree. Under the plan, the City of Virginia Beach would pay for the construction of a connecting walkway. This plan was ultimately denied. Several other

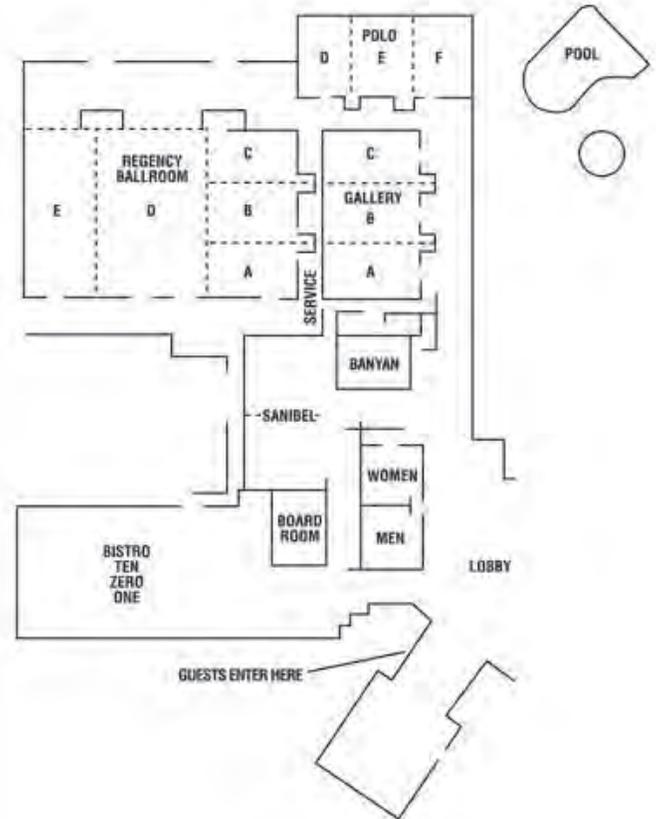


Figure 4.12. West Palm Beach Marriott.

proposals for a convention hotel have been reviewed by the City, two of which are now considered as finalists. Plans presented by private developers Garfield Traub and Armada Hoffler are currently being evaluated. Both plans call for a 700-room hotel to be constructed adjacent the convention center. Developments costs will be around \$110 million.

West Palm Beach Marriott – West Palm Beach, Florida

The 342-room West Palm Beach Marriott is conveniently located near the Palm Beach County Convention Center, the CityPlace development and the performing arts venue; however, it is neither large enough nor close enough to the convention venue to be a true convention hotel. The hotel houses 18,000 square feet of its own meeting space as well as 16 meeting rooms.

In March of 2010, the City of West Palm Beach approved a plan presented by Related Companies to build a 400-room convention hotel directly adjacent to the Palm Beach County Convention Center. The hotel plans are a part of a larger plan to develop a \$600 retail and entertainment complex across from the convention venue. The developer is currently working to obtain financing, and final terms are expected to be completed in 4 to 6 months.

Hilton Baltimore – Baltimore, Maryland

The 757-room Hilton Baltimore was opened in 2008. The property is connected to the Baltimore Convention Center and houses 60,000 square feet of meeting and ballroom space in addition to the facilities at the convention venue. This publicly-funded project was financed through a \$302 million in City revenue bonds. The City created a property tax district surrounding the hotel and convention center. The hotel's performance to date has consistently fallen well below projections, and the City has faced criticism for not trying hard enough to find a private developer. The Baltimore Development Corporation cites that such favorable financing terms would never be achievable for a private developer, and that the City's ownership of the property allows it to share in the profits. In its first year of operation, which coincides with the global economic downturn, the hotel's RevPar was only \$68.46, well short of the \$112.57 that was projected for the property. The average for hotels in Baltimore during this same period was \$82.55 which represents a 8.5 percent decrease from previous years.

Impacts from the economy are not the only issue facing the Hilton Baltimore. A drastic increase in hotel room inventory is also partly to blame for the hotel's difficulties. A total of 1,200 hotels rooms were added to the market during the hotel's ramp-up period, which quickly shifted the market to an oversupply condition. Despite its lagging performance, the Hilton Baltimore has been able to meet its debt service requirements thanks to a series of reserve accounts set in place during financing, along with a \$25 million pledge for the Hilton Corporation.

Baltimore City officials are currently trying to increase the City's hotel tax from 7.5 to 10 percent. When considered the 6 percent sales tax, this change would result in Baltimore's hotels assessing a 16 percent tax, one of the highest tax rates in the nation. City hotels are fighting the increase which is backed by both the Baltimore Convention Center and the Baltimore Area Convention and Visitors Bureau.

Conclusions

Given the major community support and commitment to the Ocean Center, it is appropriate for the facility to have a hotel supply that equals the quality of the convention facility. Further, in absence of "residences" in Daytona, hotel visitors become wealthy short term residents in the market. The hotel supply supporting the Ocean Center is insufficient in both quantity and quality. This has resulted in diminished operating performance of the expanded convention center and hampered overall economic redevelopment efforts for the area surrounding the Ocean Center.

As

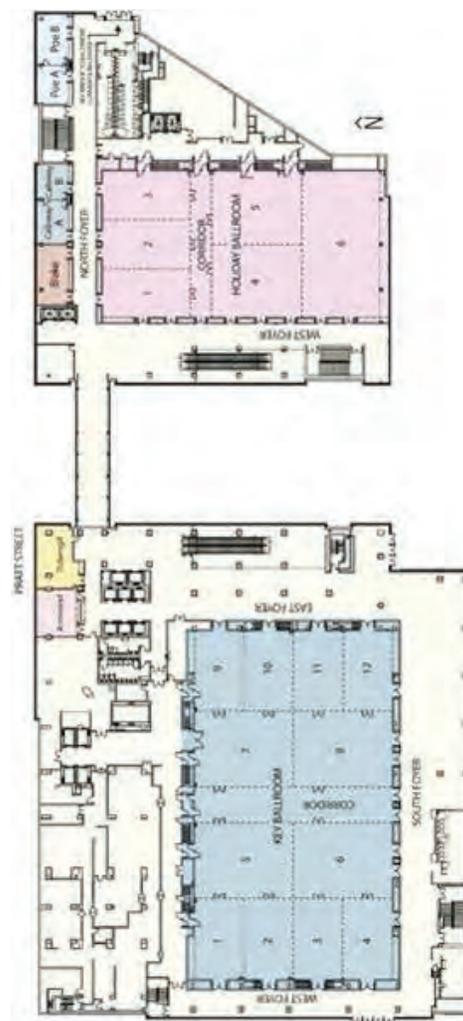


Figure 4.13. Baltimore Hilton.

discussed above, the hotel supply around the Ocean Center is competitive in number, but not in quality. The issues are the unavailability of rooms for the convention market during the peak tourist times as well as the Hilton not being subject to a room block agreement, subservient to Ocean Center's needs.

There is action in the competitive set of convention centers. Savannah, Virginia Beach and Palm Beach are all actively seeking new hotel product. Ft. Lauderdale (not profiled) has also sought a new hotel. It is just part of the economic development effort for cities that have built convention centers. To that end, Daytona Beach has extended itself and now offers among the nicest and largest convention facilities among its peers.

In our view, given the tourism depth of Daytona and Volusia County overall, as well as the quality of the convention center, hotel development should play a major role in the future

Examples of Hotel Financing Structures - At a Glance

- Myrtle Beach Sheraton
 - » 402 rooms
 - » Hotel does not have its own, separate supply of meeting space
 - » 100,000 SF of Exhibit Space
 - » 17,000 SF Ballroom
 - » +/- 15,000 SF of Breakout Space
 - » Year Opened: 2003
 - » Cost/room: \$161,700
 - » Funding: \$65 million in 2 tranches of tax-exempt bonds with credit enhancement from city-wide hotel tax
- Baltimore Hilton
 - » 757 rooms
 - » 25,000 SF Ballroom
 - » 35,000 SF Meeting/function space
 - » Year opened: 2008
 - » Cost/room: \$397,600
 - » Funding: \$302 million in tax-exempts City revenue bonds
 - » Initial year of operation fell short of projections. Able to meet debt and expense obligations through several reserve accounts and \$25 million pledge from Hilton corp.
- Savannah Westin
 - » 403 rooms
 - » Part of 290-acre golf and spa resort
 - » 25,000 SF of function space
 - » Year opened: 2000 (concurrent with opening of convention center)
 - » Cost/room: \$243,200
 - » Funding: \$98 million. Privately financed by CSX Corp.
 - » In April 2010, City issued an RFP for true convention hotel
- North Charleston Embassy Suites
 - » 255 rooms
 - » Attached to 77,000 SF Convention Center
 - » 3,000 SF of meeting space within hotel
 - » Year opened: 1999
 - » Cost/room: n/a
 - » Funding: Private John Q. Hammons Hotels
- St. Charles Embassy Suites
 - » 296 rooms
 - » 6,300 SF of function space
 - » Year opened: 2005
 - » Cost/room: n/a
 - » Funding: Private, John Q Hammons Hotels
- Virginia Beach Doubletree
 - » 292 rooms
 - » 5,000 SF Ballroom
 - » +/- 7,000 SF of meeting and function
 - » Year Opened: 2003, Renovated: 2006
 - » Cost/room: n/a
 - » Funding: 2005 purchase by Harmony Investments, \$16 million floating rate, 5-year loan
 - » City currently reviewing 2 final proposals for new convention center hotel. Both around \$110 million
- West Palm Beach Marriott
 - » 342 rooms
 - » 18,000 SF function space
 - » 16 meeting rooms
 - » March 2010, City approved Related Companies plan for 400-room hotel adjacent to convention center. Part of \$600 million retail/entertainment complex. Financing terms being developed

planning of the city. Increased capture of Central Florida visitation and more demand at Ocean Center are the key. The addition of hotel product to the E-Zone is the most important leg of the redevelopment strategy, product wise. There is not enough potential in residential and retail in the short to medium term to drive change. Only quality hotel demand, and fuller hotels all around can provide a stable enough demand flow to the E-Zone to make enhancements work. This combined with an aggressive marketing campaign and event development program should combine to set the stage for a more robust market in the future.

Most communities do not set targets for hotel development. Administration A comes to a city and cites a need for a hotel, while administration B may have other agenda items for the city. The value in preparing this master plan is to set such goals. In our view, and upon reflection of the dynamics in the community, we see the appropriateness of an additional 1,500 rooms in the broader Ocean Center sub market, targeted over the next 15 to 20 years. The rapidity of these additions relates to the character and quality of the overall plan.

We see the following room additions called for in the plan:

- The first priority is a 450 to 500 room four star headquarters hotel as close to Ocean Center as possible. If a site on the beach is not possible, provision of a “beach club” would augment its attractiveness.
- A 400 to 500-room full service hotel,
- A 250-room all-suites property (Embassy Suites),
- Approximately 250-room condo/ hotel property.

This portfolio of offerings must rely on the Ocean Center as well as leisure demand. Hotel brands and developers should be chosen based on ties to Orlando and demonstrate a willingness to market Daytona as a pre and post Orlando visit. The targets headquarters hotel should be on the beach, offer a very competitive ratio of in-house meeting space and also be subject to covenants that compel it to work in lockstep with the Ocean Center.

Feasibility Analysis for a Hypothetical 500-Room Hotel

This section presents income and expense projections for a hypothetical 500-room Headquarters Hotel in Daytona Beach for a ten-year period, discusses its economics and whether funding support is required.

It’s emphasized that this is a very preliminary analysis. While it is the goal that this hotel be undertaken as one of the first projects, because it can be a game change for the site area, many finalized decisions must occur.

1. What is the exact site?
2. What is the finalized development program?
3. What project elements will be included in the hotel? Will assemblage and parking and off-site infrastructure costs be handled elsewhere?
4. Will the City and County consider ownership of the hotel using tax-exempt bonds, or will a public/private partnership be sought?

To make this project most feasible, the following direction would be ideal:

1. The identified site is chosen.
2. A 500-room hotel with 100 square feet of meeting space is sought.
3. Land assembly, parking and off-site improvements are handled in a budget separate from the hotel project budget.
4. Both the City and County view this as a joint effort and use their combined resources to advance the project.
5. A tax-exempt financing strategy using hotel revenues, dedicated project-based taxes and county backstop be used for finalizing.

If the above are considered, the project has the greatest chance for success.

ESTIMATES OF OCCUPANCY AND RATE POTENTIAL

For a 500-room Headquarters Hotel in Daytona Beach, projections of occupancy and average daily rate are based on: (a) an assessment of historical trends in Daytona Beach lodging market, and (b) the potential of a convention headquarters quality property as shown by the experience of the regionally comparable hotels. Tables 4.7 and 4.8 show the estimates. Occupancy-wise, it can be reasonably expected that the Headquarters Hotel in Daytona Beach should have no difficulty starting off at 55 percent occupancy, which is the midpoint of the two sets. ADR-wise, it can be reasonably expected that the Headquarters Hotel should have no difficulty achieving opening year rate at the midpoint of the two sets as well, and increasing it by 2.8 percent annually through Year 5.

TABLE 4.7 500 Room Headquarters Hotel, Daytona Beach - Financial Projections (\$1000s), Years 1-5

	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
1 # of Rooms	500		500		500		500		500	
2 # of Available Room Nights	182,500		182,500		182,500		182,500		182,500	
3 Occupancy Rate	55.0%		57.5%		60.0%		62.5%		65.0%	
4 # of Occupied Room Nights	100,375		104,938		109,500		114,063		118,625	
5 ADR	\$116.80		\$120.10		\$123.50		\$127.00		\$130.50	
6 RevPAR	\$64.24		\$69.06		\$74.10		\$79.38		\$84.83	
Revenue & Expense Projections	\$000's	%								
Revenues										
7 Rooms	\$11,724	62.5%	\$12,603	62.5%	\$13,523	62.5%	\$14,486	62.5%	\$15,481	62.5%
8 Food and Beverage	5,646	30.1%	6,070	30.1%	6,513	30.1%	6,976	30.1%	7,455	30.1%
9 Telecommunications	131	0.7%	141	0.7%	151	0.7%	162	0.7%	173	0.7%
10 Other Operated Departments	713	3.8%	766	3.8%	822	3.8%	881	3.8%	941	3.8%
11 Rentals and Other Income	544	2.9%	585	2.9%	627	2.9%	672	2.9%	718	2.9%
12 Total Revenues	\$18,758	100.0%	\$20,165	100.0%	\$21,637	100.0%	\$23,178	100.0%	\$24,769	100.0%
Departmental Expenses										
13 Rooms	\$3,247	27.7%	\$3,431	27.2%	\$3,617	26.8%	\$3,806	26.3%	\$3,994	25.8%
14 Food and Beverage	4,184	74.1%	4,431	73.0%	4,683	71.9%	4,939	70.8%	5,196	69.7%
15 Telecommunications	109	82.7%	118	83.7%	128	84.7%	139	85.7%	150	86.7%
16 Other Operated Departments	30	4.2%	31	4.1%	32	4.0%	34	3.8%	35	3.7%
17 Total Departmental Expenses	\$7,570	40.4%	\$8,011	39.7%	\$8,461	39.1%	\$8,918	38.5%	\$9,376	37.9%
18 Departmental Profit	\$11,188	59.6%	\$12,153	60.3%	\$13,176	60.9%	\$14,259	61.5%	\$15,393	62.1%
Undistributed Expenses										
19 Administrative and General	\$1,838	9.8%	\$1,951	9.7%	\$2,066	9.6%	\$2,184	9.4%	\$2,304	9.3%
20 Marketing	1,538	8.2%	1,628	8.1%	1,720	8.0%	1,814	7.8%	1,907	7.7%
21 Property Operation & Maintenance	919	4.9%	963	4.8%	1,006	4.7%	1,049	4.5%	1,090	4.4%
22 Utility Costs	1,163	6.2%	1,200	6.0%	1,233	5.7%	1,263	5.5%	1,288	5.2%
23 Total Undistributed Operating Expenses	\$5,459	29.1%	\$5,742	28.5%	\$6,026	27.9%	\$6,310	27.2%	\$6,589	26.6%
24 Gross Operating Profit	\$5,730	30.5%	\$6,412	31.8%	\$7,150	33.0%	\$7,949	34.3%	\$8,805	35.5%
25 Franchise Fees (Royalty)	\$206	1.1%	\$222	1.1%	\$238	1.1%	\$255	1.1%	\$272	1.1%
26 Base Management Fee	563	3.0%	605	3.0%	649	3.0%	695	3.0%	743	3.0%
Fixed Expenses										
27 Property Taxes	\$589	3.1%	\$571	2.8%	\$545	2.5%	\$512	2.2%	\$471	1.9%
28 Insurance	375	2.0%	393	2.0%	411	1.9%	429	1.9%	446	1.8%
29 Total Fixed Expenses	\$964	5.1%	\$964	4.8%	\$956	4.4%	\$941	4.1%	\$916	3.7%
30 Net Operating Income	\$3,996	21.3%	\$4,621	22.9%	\$5,307	24.5%	\$6,058	26.1%	\$6,873	27.7%
31 FF&E Reserve	\$375	2.0%	\$504	2.5%	\$649	3.0%	\$811	3.5%	\$991	4.0%
32 Net Operating Income After Reserve	\$3,621	19.3%	\$4,117	20.4%	\$4,658	21.5%	\$5,247	22.6%	\$5,882	23.7%

Source: Johnson Consulting

TABLE 4.8 500 Room Headquarters Hotel, Daytona Beach - Financial Projections (\$1000s), Years 6-10

	YEAR 6		YEAR 7		YEAR 8		YEAR 9		YEAR 10	
1 # of Rooms	500		500		500		500		500	
2 # of Available Room Nights	182,500		182,500		182,500		182,500		182,500	
3 Occupancy Rate	65.0%		65.0%		65.0%		65.0%		65.0%	
4 # of Occupied Room Nights	118,625		118,625		118,625		118,625		118,625	
5 ADR	\$134.10		\$137.80		\$141.60		\$145.50		\$149.50	
6 RevPAR	\$87.17		\$89.57		\$92.04		\$94.58		\$97.18	
Revenue & Expense Projections	\$000's	%								
Revenues										
7 Rooms	\$15,908	62.5%	\$16,347	62.5%	\$16,797	62.5%	\$17,260	62.5%	\$17,734	62.5%
8 Food and Beverage	7,661	30.1%	7,872	30.1%	8,090	30.1%	8,312	30.1%	8,541	30.1%
9 Telecommunications	178	0.7%	183	0.7%	188	0.7%	193	0.7%	199	0.7%
10 Other Operated Departments	967	3.8%	994	3.8%	1,021	3.8%	1,049	3.8%	1,078	3.8%
11 Rentals and Other Income	738	2.9%	758	2.9%	779	2.9%	801	2.9%	823	2.9%
12 Total Revenues	\$25,452	100.0%	\$26,154	100.0%	\$26,876	100.0%	\$27,616	100.0%	\$28,375	100.0%
Departmental Expenses										
13 Rooms	\$4,104	25.8%	\$4,217	25.8%	\$4,334	25.8%	\$4,453	25.8%	\$4,575	25.8%
14 Food and Beverage	5,340	69.7%	5,487	69.7%	5,638	69.7%	5,794	69.7%	5,953	69.7%
15 Telecommunications	154	86.7%	159	86.7%	163	86.7%	168	86.7%	172	86.7%
16 Other Operated Departments	36	3.7%	37	3.7%	38	3.7%	39	3.7%	40	3.7%
17 Total Departmental Expenses	\$9,634	37.9%	\$9,900	37.9%	\$10,173	37.9%	\$10,453	37.9%	\$10,741	37.9%
18 Departmental Profit	\$15,818	62.1%	\$16,254	62.1%	\$16,703	62.1%	\$17,163	62.1%	\$17,635	62.1%
Undistributed Expenses										
19 Administrative and General	\$2,367	9.3%	\$2,432	9.3%	\$2,499	9.3%	\$2,568	9.3%	\$2,639	9.3%
20 Marketing	1,960	7.7%	2,014	7.7%	2,069	7.7%	2,126	7.7%	2,185	7.7%
21 Property Operation & Maintenance	1,120	4.4%	1,151	4.4%	1,183	4.4%	1,215	4.4%	1,249	4.4%
22 Utility Costs	1,324	5.2%	1,360	5.2%	1,398	5.2%	1,436	5.2%	1,476	5.2%
23 Total Undistributed Operating Expenses	\$6,770	26.6%	\$6,957	26.6%	\$7,149	26.6%	\$7,346	26.6%	\$7,548	26.6%
24 Gross Operating Profit	\$9,048	35.5%	\$9,297	35.5%	\$9,554	35.5%	\$9,817	35.5%	\$10,087	35.5%
25 Franchise Fees (Royalty)	\$280	1.1%	\$288	1.1%	\$296	1.1%	\$304	1.1%	\$312	1.1%
26 Base Management Fee	764	3.0%	785	3.0%	806	3.0%	828	3.0%	851	3.0%
Fixed Expenses										
27 Property Taxes	\$484	1.9%	\$497	1.9%	\$511	1.9%	\$525	1.9%	\$539	1.9%
28 Insurance	458	1.8%	471	1.8%	484	1.8%	497	1.8%	511	1.8%
29 Total Fixed Expenses	\$942	3.7%	\$968	3.7%	\$994	3.7%	\$1,022	3.7%	\$1,050	3.7%
30 Net Operating Income	\$7,062	27.7%	\$7,257	27.7%	\$7,457	27.7%	\$7,663	27.7%	\$7,873	27.7%
31 FF&E Reserve	\$1,018	4.0%	\$1,046	4.0%	\$1,075	4.0%	\$1,105	4.0%	\$1,135	4.0%
32 Net Operating Income After Reserve	\$6,044	23.7%	\$6,211	23.7%	\$6,382	23.7%	\$6,558	23.7%	\$6,738	23.7%

Source: Johnson Consulting

As shown on the table, the Headquarters Hotel is projected to open with a 55 percent occupancy, a \$116.80 ADR. In Year 5, occupancy is expected to stabilize at 65 percent, ADR at \$130.50.

OPERATING STRUCTURE

In order to determine the hotel operating revenues and expenses for the Hotel, Johnson Consulting relied on our industry experience, comparable hotels, and a HOST report.

A HOST report is a composite of similar hotels across the U.S. Smith Travel Research collects operating data from hotels and makes these composite analyses, called HOST reports, available based on the results of the hotels chosen. Because not all hotels participate and a minimum of four brands must be used, the resulting composite will not be a perfect predictor of performance. However, it allows for helpful comparison.

For the HOST report, Johnson Consulting developed the same list of the regionally comparable properties used in the lodging trend analysis. This list includes 757-room Hilton Baltimore, 292-room Doubletree Virginia Beach, 400-room Sheraton Hotel Myrtle Beach Convention Center, 403-room Westin Savannah Harbor Golf Resort, and 352-room Marriott West Palm Beach. At the bottom-line, Net Operating Income is 22.4 percent of sales.

HOTEL PROJECTIONS

Table 4.7 and Table 4.8 show the income and expense projections for the 500 rooms at the new Headquarters Hotel in Daytona Beach, viewed as a typical hotel operation, utilizing the estimated occupancy and average daily rates as well as operating ratios as discussed in the preceding subsections.

As shown on the table, as a typical hotel operation, gross income is projected to be \$18.8 million in Year 1, increasing to \$24.8 million in Year 5. Net operating income is projected to be \$3.6 million in Year 1, increasing to nearly \$5.9 million in Year 5. Net operating income as a percent of revenue is projected to increase from 19.3 percent in Year 1 to 23.7 percent in Year 5.

GAP FINANCING ANALYSIS

Convention hotels, unlike most commercial real estate development projects, typically are not feasible for private sector developers working through conventional lenders.

For the level of quality envisioned for the Headquarters Hotel in Daytona Beach, development cost is estimated at

\$300,000 per room, which results in a total development cost of \$150 million. Table 4.9 shows the market-based financing assumptions and the resulted net cash flows (after debt service) for the equity investor(s).

Table 4.9 shows that a 500-room hotel is not feasible on its own economics. Based on the stated financing assumptions, net cash flows are projected to stay negative after debt service payments. Without a substantial funding support, this is clearly not an attractive investment.

Yet the hotel projects are necessary to maximize the use of convention centers. With convention centers typically one of the largest non-transport-related public investment projects, the public has an incentive to generate positive economic returns in the form of spending, new tax revenues, increased employment, an improved destination profile. Headquarters hotels for these convention centers, despite their risk, still provide net positive economic returns and employment to communities. They also tend to put immediate upward pressure on the physical quality and service levels of surrounding hotels, which has a longer-term positive impact on average daily rate strength. All of these results, which initially can impose stress on a hotel submarket, eventually (within 2 – 5 years) pay off in a new, significantly higher level of demand, quality, and total revenue. In short, these investments are seen as worth finding ways for the public to fill the financing gap.

Table 4.10 shows the estimated amount of subsidy that would be needed to fill the financing gap to get a 20 percent return on the project, which is typically required by equity investors.

As shown on the table, an estimated subsidy of \$68.5 million is needed to get a 20 percent return on the project.

The caveats set forth previously bear repeating here. This data presents a raw analysis, and assumes developer and finance assumptions present in today's market. The analysis also assumes that the projected 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, if he could, and to obtain market rates of return on equity. A developer may accept lower rates of return on equity, and this can be a negotiating point. For planning purposes, if the City and County assumed this higher threshold, it would be more conservative in its planning approach.

TABLE 4.9 500 Room Headquarters Hotel, Daytona Beach, FL - Calculation of Net Present Value of the Project

Financing Assumptions												
Number of Rooms	500											
Cost Per room	\$300,000											
Total Development Cost (\$000)	\$150,000											
Financing Cost (% of Development Cost)	2%											
Debt (\$000's)	\$91,800	60%										
Percent Equity (\$000's)	\$61,200	40%										
Required Return on Equity	20%											
Debt Service Interest Rate	7.5%											
Amortization Period	25											
Discount Rate	6.0%											
Cost of Sale	3.0%											
Residual Cap Rate	10.5%											
	Construction Period		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Operating Cash Flow			\$3,621	\$4,117	\$4,658	\$5,247	\$5,882	\$6,044	\$6,211	\$6,382	\$6,558	\$6,738
Less Interest Payments			(6,885)	(6,784)	(6,675)	(6,558)	(6,432)	(6,297)	(6,151)	(5,995)	(5,827)	(5,646)
Less Principal Payments			(1,350)	(1,452)	(1,561)	(1,678)	(1,803)	(1,939)	(2,084)	(2,240)	(2,408)	(2,589)
Less Equity Investment	(\$30,600)	(\$30,600)										
Reversionary Value at Year 10												65,940
Less Repayment of Debt												(72,695)
Sales Costs												(1,978)
Net Project Cash Flows ⁽¹⁾	(\$30,600)	(\$30,600)	(\$4,614)	(\$4,119)	(\$3,578)	(\$2,989)	(\$2,353)	(\$2,191)	(\$2,024)	(\$1,853)	(\$1,677)	(\$10,230)

Source: Johnson Consulting

(1) Please refer to discussion related to financing the gap which is estimated at approximately \$68.5 million. If the cost of the hotel can be offset by \$68.5 million, the return on equity is positive and would be much more attractive to potential hotel developers, using a public/private partnership approach.

Such significant funding support has been provided by many communities. Even in very strong hotel markets, such as San Diego, Boston, and San Antonio, the public sector has ultimately played a leading role in bringing such projects to fruition. This is typically after many years of failed efforts by the public sector to offer free-land or minimal incentives via a developer RFP process. The risks are just too great for developers and their lenders.

Naturally, there are several tools that can be used to support private financing of a major headquarters hotel. The following are some of the more recent initiatives by cities to support headquarters hotel development:

- Louisville, Indianapolis, and Ft. Worth – use Tax Increment Financing (TIF) from project-earned taxes, broader TIF support, tax abatements, cash contribution for infrastructure and parking.
- San Diego – establishes land lease, supports infrastructure and parking, and tax abatements.
- Norfolk and Portsmouth – uses a Condominium structure where the City owns the meeting and ballroom space, relegating full control to Hotel.

- Minneapolis – similar to San Diego, with cash support as true equity.

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 the involvement by the Volusia County Council. Similarly we acknowledge that sales tax revenues are not distributed

TABLE 4.10 500 Room Headquarters Hotel, Daytona Beach, FL - Gap Financing Analysis

Financing Assumptions											
Number of Rooms	500										
Cost Per room	\$300,000										
Total Development Cost (\$000)	\$150,000										
Financing Cost (% of Development Cost)	2%										
Debt (\$000's)	\$91,800	60%									
Percent Equity (\$000's)	\$61,200	40%									
Required Return on Equity	20%										
Debt Service Interest Rate	7.5%										
Amortization Period	25										
Discount Rate	6.0%										
Cost of Sale	3.0%										
Residual Cap Rate	10.5%										
	Construction Period	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Net Operating Cash Flow		\$3,621	\$4,117	\$4,658	\$5,247	\$5,882	\$6,044	\$6,211	\$6,382	\$6,558	\$6,738
Less Interest Payments		(6,885)	(6,784)	(6,675)	(6,558)	(6,432)	(6,297)	(6,151)	(5,995)	(5,827)	(5,646)
Less Principal Payments		(1,350)	(1,452)	(1,561)	(1,678)	(1,803)	(1,939)	(2,084)	(2,240)	(2,408)	(2,589)
Less Equity Investment	(\$30,600)	(\$30,600)									
Reversionary Value at Year 10											65,940
Less Repayment of Debt											(72,695)
Sales Costs											(1,978)
Subsidy	\$68,488										
Net Project Cash Flows	\$37,888	(\$30,600)	(\$4,614)	(\$4,119)	(\$3,578)	(\$2,989)	(\$2,353)	(\$2,191)	(\$2,024)	(\$1,853)	(\$1,677)
Estimated IRR (with Subsidy)	20.0%										
Financing Gap to get to 20% return	\$68,488										
Ratio of Gap to Total Cost	45.7%										

Source: Johnson Consulting

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 hotel is owned by a private party or controlled for a sufficiently long enough term such 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 in identifying revenue sources available under Florida law and capable of providing public finance services in order to catalogue, under the facts and circumstances faced by the City and County, what funding sources are available, and which parties need to be involved in addition to the City. 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).

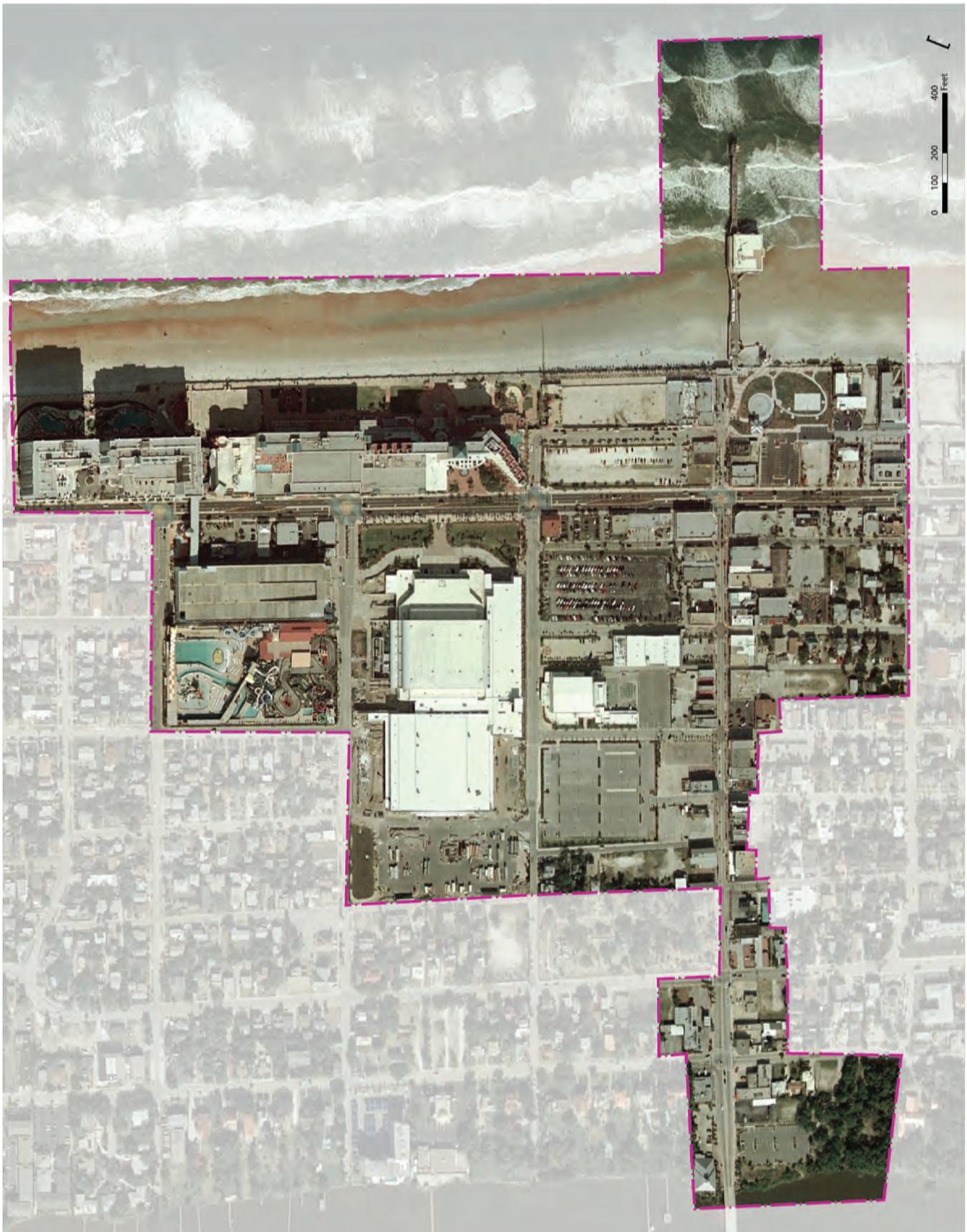


Figure 4.14 E-Zone Study Boundary

E-Zone Tax Revenue Projections

This section provides estimates of incremental tax revenues within E-Zone in Daytona Beach. As a result of the planned redevelopment within E-Zone, there should be increased tax revenues, mainly from sales tax, County hotel room tax, and tax increment (see note regarding sales tax, above). The difference between tax revenues post- and pre-redevelopment reflects direct benefits of executing the plans and may be available to partially fund the redevelopment efforts. Again, please refer to the discussion on the availability of these revenues under Florida laws under the caption “Gap Financing Analysis” above.

EXISTING CONDITION

Figure 4.14 shows the boundary of E-Zone, which essentially is the core tourist area around the Ocean Center, Peabody Auditorium, Boardwalk and Main Street in Daytona Beach. There are approximately 1.7 million square feet of building area within the E-Zone.

TABLE 4.11 Summary of Existing Uses

Use	Building Area (SF)	Vacancy Rate
Culture/ Theater	84,084	0%
Retail and Dining	430,498	27%
Residential	194,272	6%
Parking	446,054	0%
Vacant Lots	418,943	100%
Other*	86,469	13%
	1,660,320	33%

*Includes Hospitality, Municipal, Industrial/ Warehouse, and vacant
Source: [Steve Haemmerle]

Table 4.11 summarizes the existing land uses within the E-Zone, as compiled from tax records maintained by Volusia County, Revenue Division. Vacancy rate throughout the E-Zone averages to 33 percent.

Currently, there are two hotels within the E-Zone: 700-room Hilton Daytona Beach Oceanfront Resort, and 200-room Wyndham Ocean Walk Resort. (Other hotels in Daytona Beach are located outside the E-Zone.) Figure 4.4 shows the location of these two hotels.

BASELINE: SALES TAX AND HOTEL ROOM TAX

Table 4.12 summarizes the rates of sales tax and hotel room tax (or “Transient Rental Tax”). They amount to 6.5 percent and 6 percent, respectively.

Two main sources of sales tax and room tax revenues are transactions in 1) retail and restaurants, and 2) hotels. Table 4.13 shows the estimated baseline sales tax revenues from the existing retail and restaurants within E-Zone, as-is.

As shown on the table, assuming average annual sales of \$100 per square foot, the retail and restaurants in E-Zone

TABLE 4.12 Summary of Applicable Tax Rates

	Rate
Sales Tax	
State Sales Tax	6.0%
County Sales Tax	0.5%
Total	6.5%
Transient Rental Tax	
Convention Development Tax	3.0%
Tourist Development Tax	3.0%
Total	6.0%

Source: Volusia County

TABLE 4.13 Estimated Baseline Tax Revenues from Retail Sales

Retail and Dining SF		430,498
Vacancy Rate		27%
Active Retail SF		315,790
Est. Annual Sales/ SF		\$100
Est. Retail Sales Volume		\$31,579,000
Sales Tax Revenues		
State Sales Tax	6.0%	\$1,894,740
County Sales Tax	0.5%	157,895
Total	6.5%	\$2,052,635

Source: AECOM, Johnson Consulting

as previously shown in Table 4.11 are estimated to have generated a total of \$2.1 million in State and County sales tax revenues today.

Table 4.13 shows the estimated pre-redevelopment sales tax revenues from the existing two hotels within E-Zone.

As shown on the table, using the occupancy, Average Daily Rate (ADR), and operating ratio assumptions as shown, the two hotels are estimated to have generated a total of \$2.2 million in Sales Tax revenues and \$1.3 million in hotel room tax revenues.

Table 4.14 summarizes the baseline tax revenues from retail and hotel activities within E-Zone, combined.

As shown on the table, the existing real estates within E-Zone are estimated to have generated a total of \$5.5 million from Sales Tax and Hotel Room Tax.

TABLE 4.14 Estimated Baseline Tax Revenues from Hotel Room Sales		
Taxing Authority	Mill. Rate	
# of Rooms within E-Zone		
Hilton Daytona Beach Oceanfront Resort	700	
Wyndham Ocean Walk Resort	200	
Total	900	
Available Room Nights	328,500	
Occupancy Rate*	54.9%	
Occupied Room Nights	180,227	
ADR**	\$118.12	
Estimated Room Sales	\$21,287,840	
Room Sales as % of Total Sales***	62.5%	
Estimated Total Sales	\$34,060,544	
Tax Revenues	Rate	
Sales Tax		
State Sales Tax	6.0%	\$2,043,633
County Sales Tax	0.5%	170,303
Total	6.5%	\$2,213,935
Transient Rental Tax		
Convention Development Tax	3.0%	\$638,635
Tourist Development Tax	3.0%	638,635
Total	6.0%	\$1,277,270
*Reflects the midpoint between Daytona Beach market-wide 2009 occupancy at 50 percent and the 2009 occupancy at 59.7 percent of regionally comparable hotels.		
**Reflects the midpoint between Daytona Beach market-wide 2009 ADR at \$100.58 and the 2009 ADR at \$135.65 of regionally comparable hotels.		
***Based on the operating ratio of regionally comparable hotels.		
Source: Volusia County, Johnson Consulting		

BASELINE: PROPERTY TAX

Table 4.15 summarizes the components of property tax that is applicable to properties within the E-Zone.

Table 4.16 shows the estimated total assessed value of properties within the E-Zone, as compiled from tax records maintained by Volusia County, Revenue Division. It amounts to approximately \$54.6 million. Using the 22.98119 millage rate, total property tax within E-Zone is estimated at \$1.25 million.

There are a few observations from Table 4.17 that are relevant to the E-Zone tax projections:

- Assessed value on retail and dining, residential, and parking averages to \$74.15, \$20.01, and \$14.95 per utilized square foot, respectively.

TABLE 4.15 Summary of Applicable Tax Rates	
	Rate
Sales Tax	
State Sales Tax	6.0%
County Sales Tax	0.5%
Total	6.5%
Transient Rental Tax	
Convention Development Tax	3.0%
Tourist Development Tax	3.0%
Total	6.0%
Source: Volusia County	

TABLE 4.16 Summary of Property Tax Rates	
Taxing Authority	Mill. Rate
School	7.80500
County	5.97434
Volusia Forever	0.08187
Volusia Echo	0.20000
Volusia Forever I & S - 2005	0.11813
St. Johns River Water Management	0.41580
Florida Inland Navigation District	0.03450
Halifax Hospital	2.25000
Daytona Beach	5.42476
Daytona Beach I & S - 2004	0.37353
Mosquito Control	0.20966
Ponce Inlet/ Port Authority	0.09360
	22.98119
Source: Volusia County	

TABLE 4.17 Summary of Assessed Value and Baseline Property Tax Revenues

Use	Assessed Value	Utilized Building SF	Assessed Value/ SF
Culture/ Theater	\$2,300,472	-	-
Retail and Dining	23,416,649	315,790	\$74.15
Residential	3,657,070	182,741	20.01
Parking	6,670,016	446,054	14.95
Vacant Lots	16,812,256	-	-
Other	1,747,559*	-	-
Total	\$54,604,022		
	k		
	Property Tax Revenues		
Est. Property Tax	\$1,254,865 ¹		
+ Property Tax from 2 Hotels	761,000 ²		
= Baseline Property Tax	\$2,015,865		

*Includes Hospitality, Municipal, Industrial/ Warehouse properties, but does not seem to include the 700-room Hilton and 200-room Wyndham.

1) Based on 22.98119 mill. rate applied to the \$54.6 million assessed value.

2) Based on \$4.22 per occupied room nights for 900 rooms at a combined occupancy of 62.5%.

Source: Revenue Division of Volusia County

- The assessed value for “Other” at only \$1.7 million does not seem to include the value of the 700-room Hilton Daytona Beach Oceanfront Resort, and 200-room Wyndham Ocean Walk Resort. Consequently, the resulting \$1.25 Based on expense ratio of regionally comparable hotels as provided by Smith Travel Research, such hotels pay property tax at \$918 per available room, or \$4.22 per occupied room night, which translate to between \$761,000 and \$826,000 of property tax, annually.
- After the property tax from the two hotels is added, baseline property tax in E-Zone is estimated at \$2 million.

E-ZONE REDEVELOPMENT PLAN

The E-Zone redevelopment plan centers on the revitalization along Main Street between Halifax River and Atlantic Ocean, subdividing the area

into “River Front,” “Mid Main,” and “Beach Front” sub-areas. The September 27, 2010 Consensus Plan calls for a total of 134,325 net square feet of additional retail along the Main Street, a new 500-room headquarters hotel for the Ocean Center and three additional hotels, 80 residential units, and nearly 4,000 of additional parking spaces. They are envisioned to be developed in seven phases, over a 20-year period. Table 4.18 summarizes the phases and the assumed year of completion.

TABLE 4.18 Estimated Development Volume by Phase*

Phase	Assumed Year of Completion	Retail and Dining (SF)	# of Hotel Rooms	# of Residential Units	# of Parking Spaces
1	2014	8,100	500	0	260
2	2016	45,900	0	0	1,740
3	2018	26,550	500	0	978
4	2020	25,200	280	0	630
5	2023	7,200	0	40	0
6	2026	12,600	0	40	0
7	2029	8,775	220	0	360
		134,325	1,500	80	3,968

*Based on Sept. 27, 2010 Consensus Plan and subsequent clarifications.
Source: AECOM, Johnson Consulting

E-Zone Incremental Tax Revenue Projections

INCREMENTAL TAX REVENUES FROM RETAIL AND DINING ADDITIONS

The additional retail and dining square feet are expected to increase sales tax and property tax revenues. Table 4.19 and Table 4.20 show the projections of incremental sales tax and property tax revenues from retail and dining additions. The projections utilize the following key assumptions:

- The prospect of redevelopment drives up demand and reduces vacancy rates in the existing retail and dining establishments,
- Increased visitation and greater volume of retail activities are reflected in higher sales per square foot,
- The new retail and dining area enjoys a long-term vacancy rate of 10 percent,
- The revitalization increases average sales from \$100 per square foot today to \$200 per square foot upon the opening of the first phase of retail in 2014,
- Assessed property value per utilized square foot increases by 3 percent annually.

As shown on the tables, incremental sales tax revenues from the additional retail and dining square feet are expected to be \$2.35 million in 2014, \$4.2 million in 2019, and \$7.7 million in 2029.

Incremental property tax revenues from additional retail and dining square feet are expected to be \$112,000 in 2014, \$381,000 in 2019, and \$897,000 in 2029.

TABLE 4.19 Projections of Retail Growth and Incremental Retail-Related Tax Revenues

		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
EXISTING RETAIL											
Available SF		430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498
Vacancy Rate		26.6%	24.9%	23.2%	21.5%	23.0%	21.3%	22.8%	21.0%	22.5%	20.8%
Occupied SF		315,790	323,197	330,603	338,010	331,552	338,959	332,501	339,908	333,450	340,857
ADDED RETAIL											
Added SF		0	0	0	0	8,100	0	45,900	0	26,550	0
Cumulative Added SF		0	0	0	0	8,100	8,100	54,000	54,000	80,550	80,550
Vacancy Rate		0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Occupied SF		0	0	0	0	7,290	7,290	48,600	48,600	72,495	72,495
Total Occupied SF		315,790	323,197	330,603	338,010	338,842	346,249	381,101	388,508	405,945	413,352
Combined Annual Sales/ SF		\$100	\$103	\$106	\$109	\$200	\$206	\$212	\$219	\$225	\$232
Est. Sales Volume (\$000's)		\$31,579	\$33,289	\$35,074	\$36,935	\$67,768	\$71,327	\$80,862	\$84,907	\$91,379	\$95,838
SALES TAX REVENUES											
	Rate										
State Sales Tax (\$000's)	6.0%	\$1,895	\$1,997	\$2,104	\$2,216	\$4,066	\$4,280	\$4,852	\$5,094	\$5,483	\$5,750
County Sales Tax (\$000's)	0.5%	158	166	175	185	339	357	404	425	457	479
Total (\$000's)	6.5%	\$2,053	\$2,164	\$2,280	\$2,401	\$4,405	\$4,636	\$5,256	\$5,519	\$5,940	\$6,229
- Baseline Tax Revenues (\$000's)		\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053
= Incremental Tax Revenues (\$000's)		\$0	\$111	\$227	\$348	\$2,352	\$2,584	\$3,203	\$3,466	\$3,887	\$4,177
PROPERTY TAX REVENUES											
Assessed Value per SF		\$74	\$76	\$79	\$81	\$83	\$86	\$89	\$91	\$94	\$97
Total Assessed Value of Retail (\$000's)		\$23,417	\$24,685	\$26,008	\$27,388	\$28,280	\$29,765	\$33,743	\$35,431	\$38,132	\$39,993
Property Tax Revenues (\$000's)		\$538	\$567	\$598	\$629	\$650	\$684	\$775	\$814	\$876	\$919
- Baseline Tax Revenues (\$000's)		\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538
= Incremental Tax Revenues (\$000's)		\$0	\$29	\$60	\$91	\$112	\$146	\$237	\$276	\$338	\$381

Source: Johnson Consulting

TABLE 4.20 Projections of Retail Growth and Incremental Retail-Related Tax Revenues (cont.)

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
EXISTING RETAIL											
Available SF		430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498	430,498
Vacancy Rate		22.3%	20.6%	18.9%	20.4%	18.7%	16.9%	18.4%	16.7%	15.0%	16.5%
Occupied SF		334,399	341,806	349,212	342,755	350,161	357,568	351,110	358,517	365,923	359,466
ADDED RETAIL											
Added SF		25,200	0	0	7,200	0	0	12,600	0	0	8,775
Cumulative Added SF		105,750	105,750	105,750	112,950	112,950	112,950	125,550	125,550	125,550	134,325
Vacancy Rate		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Occupied SF		95,175	95,175	95,175	101,655	101,655	101,655	112,995	112,995	112,995	120,893
Total Occupied SF		429,574	436,981	444,387	444,410	451,816	459,223	464,105	471,512	478,918	480,358
Combined Annual Sales/ SF		\$239	\$246	\$253	\$261	\$269	\$277	\$285	\$294	\$303	\$312
Est. Sales Volume (\$000's)		\$102,587	\$107,486	\$112,587	\$115,971	\$121,441	\$127,134	\$132,341	\$138,486	\$144,881	\$149,677
SALES TAX REVENUES											
	Rate										
State Sales Tax (\$000's)	6.0%	\$6,155	\$6,449	\$6,755	\$6,958	\$7,286	\$7,628	\$7,940	\$8,309	\$8,693	\$8,981
County Sales Tax (\$000's)	0.5%	513	537	563	580	607	636	662	692	724	748
Total (\$000's)	6.5%	\$6,668	\$6,987	\$7,318	\$7,538	\$7,894	\$8,264	\$8,602	\$9,002	\$9,417	\$9,729
- Baseline Tax Revenues (\$000's)		\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053	\$2,053
= Incremental Tax Revenues (\$000's)		\$4,616	\$4,934	\$5,266	\$5,485	\$5,841	\$6,211	\$6,550	\$6,949	\$7,365	\$7,676
PROPERTY TAX REVENUES											
Assessed Value per SF		\$100	\$103	\$106	\$109	\$112	\$116	\$119	\$123	\$126	\$130
Total Assessed Value of Retail (\$000's)		\$42,809	\$44,854	\$46,982	\$48,394	\$50,677	\$53,053	\$55,225	\$57,790	\$60,459	\$62,460
Property Tax Revenues (\$000's)		\$984	\$1,031	\$1,080	\$1,112	\$1,165	\$1,219	\$1,269	\$1,328	\$1,389	\$1,435
- Baseline Tax Revenues (\$000's)		\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538	\$538
= Incremental Tax Revenues (\$000's)		\$446	\$493	\$542	\$574	\$626	\$681	\$731	\$790	\$851	\$897

Source: Johnson Consulting

TABLE 4.21 Projections of Room Growth and Incremental Hotel-Related Tax Revenues

		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
NUMBER OF ROOMS											
Existing		900	0	0	0	0	0	0	0	0	0
Added Rooms		0	0	0	0	500	0	0	0	500	0
Cumulative Available Rooms		900	900	900	900	1,400	1,400	1,400	1,400	1,900	1,900
Available Room Nights		328,500	328,500	328,500	328,500	511,000	511,000	511,000	511,000	693,500	693,500
Occupancy Rate		54.9%	55.2%	55.6%	55.9%	54.9%	55.3%	55.6%	56.0%	55.0%	55.3%
Occupied Room Nights		180,227	181,377	182,526	183,676	280,608	282,397	284,185	285,974	381,172	383,600
ADR		\$118	\$122	\$125	\$129	\$129	\$133	\$137	\$141	\$141	\$145
Est. Room Sales (\$000's)		\$21,288	\$22,066	\$22,872	\$23,707	\$36,218	\$37,542	\$38,913	\$40,333	\$53,760	\$55,725
Room Sales as % of Total Sales		62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%
Estimated Total Sales		\$34,061	\$35,306	\$36,596	\$37,931	\$57,949	\$60,068	\$62,261	\$64,533	\$86,015	\$89,160
SALES TAX REVENUES											
	<i>Rate</i>										
State Sales Tax (\$000's)	6.0%	\$2,044	\$2,118	\$2,196	\$2,276	\$3,477	\$3,604	\$3,736	\$3,872	\$5,161	\$5,350
County Sales Tax (\$000's)	0.5%	170	177	183	190	290	300	311	323	430	446
Total (\$000's)	6.5%	\$2,214	\$2,295	\$2,379	\$2,466	\$3,767	\$3,904	\$4,047	\$4,195	\$5,591	\$5,795
- Baseline Tax Revenues (\$000's)		\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214
= Incremental Tax Revenues (\$000's)		\$0	\$81	\$165	\$252	\$1,553	\$1,690	\$1,833	\$1,981	\$3,377	\$3,581
TRANSIENT RENTAL TAX											
Convention Development Tax	3.0%	\$639	\$662	\$686	\$711	\$1,087	\$1,126	\$1,167	\$1,210	\$1,613	\$1,672
Tourist Development Tax	3.0%	639	662	686	711	1,087	1,126	1,167	1,210	1,613	1,672
Total	6.0%	\$1,277	\$1,324	\$1,372	\$1,422	\$2,173	\$2,253	\$2,335	\$2,420	\$3,226	\$3,344
- Baseline Tax Revenues (\$000's)		\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277
= Incremental Tax Revenues (\$000's)		\$0	\$47	\$95	\$145	\$896	\$975	\$1,058	\$1,143	\$1,948	\$2,066
PROPERTY TAX REVENUES											
Property Tax per Occupied Room Nights		\$4.22	\$4.35	\$4.48	\$4.61	\$4.75	\$4.89	\$5.04	\$5.19	\$5.35	\$5.51
Property Tax Revenues (\$000's)		\$761	\$788	\$817	\$847	\$1,333	\$1,382	\$1,432	\$1,484	\$2,038	\$2,112
- Baseline Tax Revenues (\$000's)		\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761
= Incremental Tax Revenues (\$000's)		\$0	\$28	\$57	\$86	\$572	\$621	\$671	\$724	\$1,277	\$1,352

Source: Johnson Consulting

INCREMENTAL TAX REVENUES FROM HOTEL ROOM ADDITIONS

Larger hotel room inventory in E-Zone is expected to increase sales tax, hotel room tax, and property tax revenues. Table 4.21 and Table 4.22 show the projections of incremental sales tax, hotel room tax, and property tax revenues from additions to hotel room inventory in E-Zone. The projections utilize the following assumptions:

- Combined occupancy rate increases slightly over time, except in the year of a new hotel opening (at which point occupancy rate decreases slightly),
- Combined Average Daily Rate increases by 3 percent annual growth rate, except in the year of a new hotel opening (at which point ADR remains the same),
- The combined ratio of room sales as a percentage of total sales remains the same at 62.5 percent, and

- The assumed property tax per occupied room night increases by 3 percent annually.

As shown in the tables, the increased room inventory is projected to generate \$1.6 million of incremental sales tax revenues in 2014, \$3.6 million in 2019, and \$7.2 million in 2029.

Incremental hotel room tax (or Transient Rental Tax) revenues are estimated to be \$896,000 in 2014, \$2.1 million in 2019, and \$4.15 million in 2029.

Incremental property tax revenues are estimated to be \$572,000 in 2014, \$1.35 million in 2019, and \$2.9 million in 2029.

TABLE 4.22 Projections of Room Growth and Incremental Hotel-Related Tax Revenues (cont.)

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
NUMBER OF ROOMS											
Existing		0	0	0	0	0	0	0	0	0	0
Added Rooms		280	0	0	0	0	0	0	0	0	220
Cumulative Available Rooms		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,400
Available Room Nights		795,700	795,700	795,700	795,700	795,700	795,700	795,700	795,700	795,700	876,000
Occupancy Rate		54.3%	54.7%	55.0%	55.4%	55.7%	56.1%	56.4%	56.8%	57.1%	56.1%
Occupied Room Nights		432,173	434,958	437,743	440,528	443,313	446,098	448,883	451,668	454,453	491,555
ADR		\$145	\$150	\$154	\$159	\$164	\$168	\$173	\$179	\$184	\$184
Est. Room Sales (\$000's)		\$62,781	\$65,081	\$67,463	\$69,929	\$72,482	\$75,126	\$77,863	\$80,696	\$83,629	\$90,457
Room Sales as % of Total Sales		62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%	62.5%
Estimated Total Sales		\$100,450	\$104,130	\$107,941	\$111,886	\$115,972	\$120,201	\$124,580	\$129,114	\$133,807	\$144,731
SALES TAX REVENUES											
	<i>Rate</i>										
State Sales Tax (\$000's)	6.0%	\$6,027	\$6,248	\$6,476	\$6,713	\$6,958	\$7,212	\$7,475	\$7,747	\$8,028	\$8,684
County Sales Tax (\$000's)	0.5%	502	521	540	559	580	601	623	646	669	724
Total (\$000's)	6.5%	\$6,529	\$6,768	\$7,016	\$7,273	\$7,538	\$7,813	\$8,098	\$8,392	\$8,697	\$9,408
- Baseline Tax Revenues (\$000's)		\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214	\$2,214
= Incremental Tax Revenues (\$000's)		\$4,315	\$4,555	\$4,802	\$5,059	\$5,324	\$5,599	\$5,884	\$6,178	\$6,484	\$7,194
TRANSIENT RENTAL TAX											
Convention Development Tax	3.0%	\$1,883	\$1,952	\$2,024	\$2,098	\$2,174	\$2,254	\$2,336	\$2,421	\$2,509	\$2,714
Tourist Development Tax	3.0%	1,883	1,952	2,024	2,098	2,174	2,254	2,336	2,421	2,509	2,714
Total	6.0%	\$3,767	\$3,905	\$4,048	\$4,196	\$4,349	\$4,508	\$4,672	\$4,842	\$5,018	\$5,427
- Baseline Tax Revenues (\$000's)		\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277	\$1,277
= Incremental Tax Revenues (\$000's)		\$2,490	\$2,628	\$2,771	\$2,918	\$3,072	\$3,230	\$3,394	\$3,564	\$3,740	\$4,150
PROPERTY TAX REVENUES											
Property Tax per Occupied Room Nights		\$5.67	\$5.84	\$6.02	\$6.20	\$6.38	\$6.57	\$6.77	\$6.98	\$7.18	\$7.40
Property Tax Revenues (\$000's)		\$2,451	\$2,541	\$2,634	\$2,730	\$2,830	\$2,933	\$3,040	\$3,150	\$3,265	\$3,637
- Baseline Tax Revenues (\$000's)		\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761	\$761
= Incremental Tax Revenues (\$000's)		\$1,690	\$1,780	\$1,873	\$1,969	\$2,069	\$2,172	\$2,279	\$2,390	\$2,504	\$2,877

Source: Johnson Consulting

INCREMENTAL TAX REVENUES FROM ADDITIONAL RESIDENTIAL UNITS

Additional residential units are expected to generate higher property tax revenues. Table 4.23 and Table 4.24 show the calculation, which utilizes the following assumptions:

- The prospect of redevelopment drives up demand and reduces vacancy rates in the existing residential units – i.e., long-term, the existing residential units enjoy 3 percent vacancy rate,

- The new residential units also enjoy a long-term vacancy rate of 3 percent,
- The average size of the new residential units is 1,800 square feet, and
- Assessed property value per occupied residential square foot increases by 3 percent annually.

As shown in the tables, the additional residential units are projected to generate \$96,000 of incremental property tax revenues in 2024, \$181,000 in 2029.

TABLE 4.23 Projections of Residential Growth and Incremental Residential-Related Tax Revenues

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
EXISTING RESIDENTIAL										
Available SF	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272
Vacancy Rate	5.9%	5.6%	5.2%	4.9%	4.5%	4.2%	3.9%	3.5%	3.2%	2.8%
Occupied SF	182,741	183,414	184,088	184,761	185,434	186,107	186,781	187,454	188,127	188,801
ADDED RESIDENTIAL										
Added Units	0	0	0	0	0	0	0	0	0	0
Cumulative Added Units	0	0	0	0	0	0	0	0	0	0
Vacancy Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupied Units	0	0	0	0	0	0	0	0	0	0
Occupied SF*	0	0	0	0	0	0	0	0	0	0
Total Occupied SF	182,741	183,414	184,088	184,761	185,434	186,107	186,781	187,454	188,127	188,801
PROPERTY TAX REVENUES										
Assessed Value per SF	\$20	\$21	\$21	\$22	\$23	\$23	\$24	\$25	\$25	\$26
Total Assessed Value of Residential (\$000's)	\$3,657	\$3,781	\$3,908	\$4,040	\$4,177	\$4,318	\$4,463	\$4,614	\$4,769	\$4,930
Property Tax Revenues (\$000's)	\$84	\$87	\$90	\$93	\$96	\$99	\$103	\$106	\$110	\$113
- Baseline Tax Revenues (\$000's)	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84
= Incremental Tax Revenues (\$000's)	\$0	\$3	\$6	\$9	\$12	\$15	\$19	\$22	\$26	\$29

*Average size is 1,800 SF per unit.
Source: Johnson Consulting

TABLE 4.24 Projections of Residential Growth and Incremental Residential-Related Tax Revenues (cont.)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
EXISTING RESIDENTIAL										
Available SF	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272	194,272
Vacancy Rate	2.5%	2.1%	1.8%	3.3%	2.9%	2.6%	4.1%	3.7%	3.4%	3.0%
Occupied SF	189,474	190,147	190,821	187,906	188,580	189,253	186,339	187,012	187,686	188,359
ADDED RESIDENTIAL										
Added Units	0	0	0	40	0	0	40	0	0	0
Cumulative Added Units	0	0	0	40	40	40	80	80	80	80
Vacancy Rate	0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Occupied Units	0	0	0	39	39	39	78	78	78	78
Occupied SF*	0	0	0	70,200	70,200	70,200	140,400	140,400	140,400	140,400
Total Occupied SF	189,474	190,147	190,821	258,106	258,780	259,453	326,739	327,412	328,086	328,759
PROPERTY TAX REVENUES										
Assessed Value per SF	\$27	\$28	\$29	\$29	\$30	\$31	\$32	\$33	\$34	\$35
Total Assessed Value of Residential (\$000's)	\$5,096	\$5,267	\$5,445	\$7,585	\$7,833	\$8,089	\$10,493	\$10,830	\$11,178	\$11,537
Property Tax Revenues (\$000's)	\$117	\$121	\$125	\$174	\$180	\$186	\$241	\$249	\$257	\$265
- Baseline Tax Revenues (\$000's)	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84	\$84
= Incremental Tax Revenues (\$000's)	\$33	\$37	\$41	\$90	\$96	\$102	\$157	\$165	\$173	\$181

*Average size is 1,800 SF per unit.
Source: Johnson Consulting

INCREMENTAL TAX REVENUES FROM ADDITIONAL PARKING

The additional parking is expected to generate incremental property tax revenues. Table 4.25 and Table 4.26 show the calculation, which utilizes the following assumptions:

- Overall, the existing and new parking spaces enjoy full occupancy,
- Average size of parking is 200 square feet per space, including circulation, and
- Assessed property value per occupied residential square foot increases by 3 percent annually.

As shown in the tables, the additional parking spaces are projected to generate \$39,000 of incremental sales tax revenues in 2024, \$314,000 in 2019, and \$594,000 in 2029.

TABLE 4.25 Projections of Parking Growth and Incremental Parking-Related Tax Revenues

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
EXISTING PARKING										
Available SF	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054
ADDED PARKING										
Added Parking Spaces	0	0	0	0	260	0	1,740	0	978	0
Cumulative Added Parking Spaces	0	0	0	0	260	260	2,000	2,000	2,978	2,978
Cumulative Added SF	0	0	0	0	52,000	52,000	400,000	400,000	595,600	595,600
Total Parking SF*	446,054	446,054	446,054	446,054	498,054	498,054	846,054	846,054	1,041,654	1,041,654
PROPERTY TAX REVENUES										
Assessed Value per SF	\$15	\$15	\$16	\$16	\$17	\$17	\$18	\$18	\$19	\$20
Total Assessed Value of Parking (\$000's)	\$6,670	\$6,870	\$7,076	\$7,289	\$8,382	\$8,634	\$15,106	\$15,560	\$19,732	\$20,323
Property Tax Revenues (\$000's)	\$153	\$158	\$163	\$167	\$193	\$198	\$347	\$358	\$453	\$467
- Baseline Tax Revenues (\$000's)	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153
= Incremental Tax Revenues (\$000's)	\$0	\$5	\$9	\$14	\$39	\$45	\$194	\$204	\$300	\$314

*Average size is 200 SF per parking space, including circulation.
Source: Johnson Consulting

TABLE 4.26 Projections of Parking Growth and Incremental Parking-Related Tax Revenues (cont.)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
EXISTING PARKING										
Available SF	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054	446,054
ADDED PARKING										
Added Parking Spaces	630	0	0	0	0	0	0	0	0	360
Cumulative Added Parking Spaces	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,608	3,968
Cumulative Added SF	721,600	721,600	721,600	721,600	721,600	721,600	721,600	721,600	721,600	793,600
Total Parking SF*	1,167,654	1,167,654	1,167,654	1,167,654	1,167,654	1,167,654	1,167,654	1,167,654	1,167,654	1,239,654
PROPERTY TAX REVENUES										
Assessed Value per SF	\$20	\$21	\$21	\$22	\$23	\$23	\$24	\$25	\$25	\$26
Total Assessed Value of Parking (\$000's)	\$23,465	\$24,169	\$24,894	\$25,641	\$26,410	\$27,203	\$28,019	\$28,859	\$29,725	\$32,505
Property Tax Revenues (\$000's)	\$539	\$555	\$572	\$589	\$607	\$625	\$644	\$663	\$683	\$747
- Baseline Tax Revenues (\$000's)	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153	\$153
= Incremental Tax Revenues (\$000's)	\$386	\$402	\$419	\$436	\$454	\$472	\$491	\$510	\$530	\$594

*Average size is 200 SF per parking space, including circulation.
Source: Johnson Consulting

SUMMARY OF INCREMENTAL REVENUES

Table 4.27 summarizes the incremental tax revenues from the projections shown above.

As shown on the table, over 20 years, the master planned E-Zone redevelopment is projected to generate approximately \$151.15 million of incremental sales tax revenues, \$40.3 million of incremental hotel room tax revenues, and \$42.3 million of incremental property tax revenues.

TABLE 4.27 Summary of Projected Tax Revenues due to Redevelopment (\$000's)

	Sales Tax*		Hotel Room Tax**		Property Tax***	
	Baseline Revenues	Incremental Revenues	Baseline Revenues	Incremental Revenues	Baseline Revenues	Incremental Revenues
2010	\$4,267	\$0	\$1,277	\$0	\$2,016	\$0
2011	4,267	192	1,277	47	2,016	64
2012	4,267	392	1,277	95	2,016	131
2013	4,267	600	1,277	145	2,016	201
2014	4,267	3,905	1,277	896	2,016	735
2015	4,267	4,274	1,277	975	2,016	827
2016	4,267	5,036	1,277	1,058	2,016	1,121
2017	4,267	5,447	1,277	1,143	2,016	1,226
2018	4,267	7,264	1,277	1,948	2,016	1,941
2019	4,267	7,758	1,277	2,066	2,016	2,076
2020	4,267	8,931	1,277	2,490	2,016	2,555
2021	4,267	9,488	1,277	2,628	2,016	2,712
2022	4,267	10,068	1,277	2,771	2,016	2,875
2023	4,267	10,544	1,277	2,918	2,016	3,070
2024	4,267	11,165	1,277	3,072	2,016	3,245
2025	4,267	11,810	1,277	3,230	2,016	3,427
2026	4,267	12,433	1,277	3,394	2,016	3,658
2027	4,267	13,127	1,277	3,564	2,016	3,855
2028	4,267	13,848	1,277	3,740	2,016	4,058
2029	4,267	14,870	1,277	4,150	2,016	4,549
	\$85,331	\$151,154	\$25,545	\$40,331	\$40,317	\$42,326

*From retail, dining, and hotels.

**From hotel room rentals.

***From retail, dining, hotels, residential, and parking.

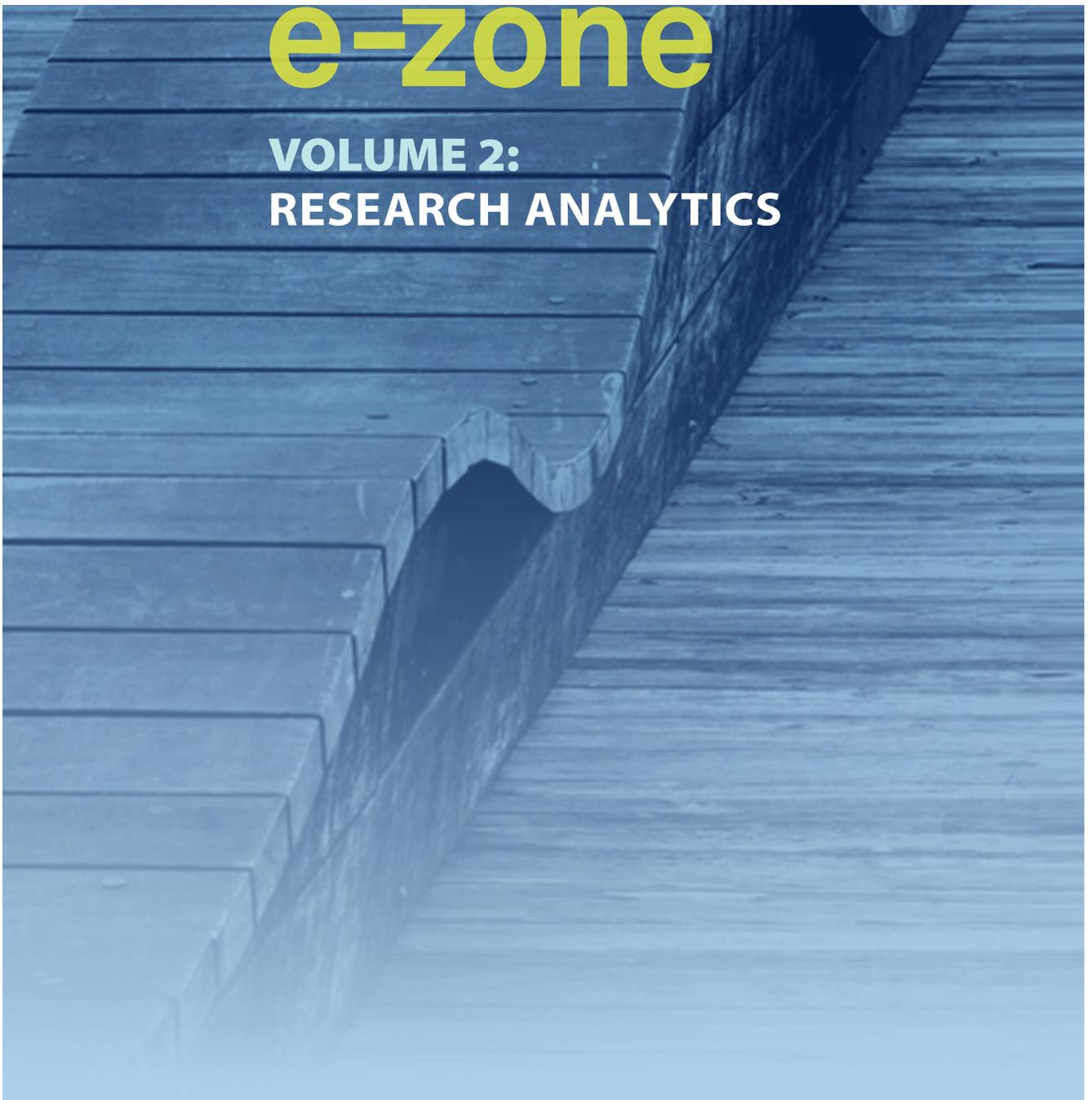
Source: Johnson Consulting

5.0 Portfolio of Assets

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**



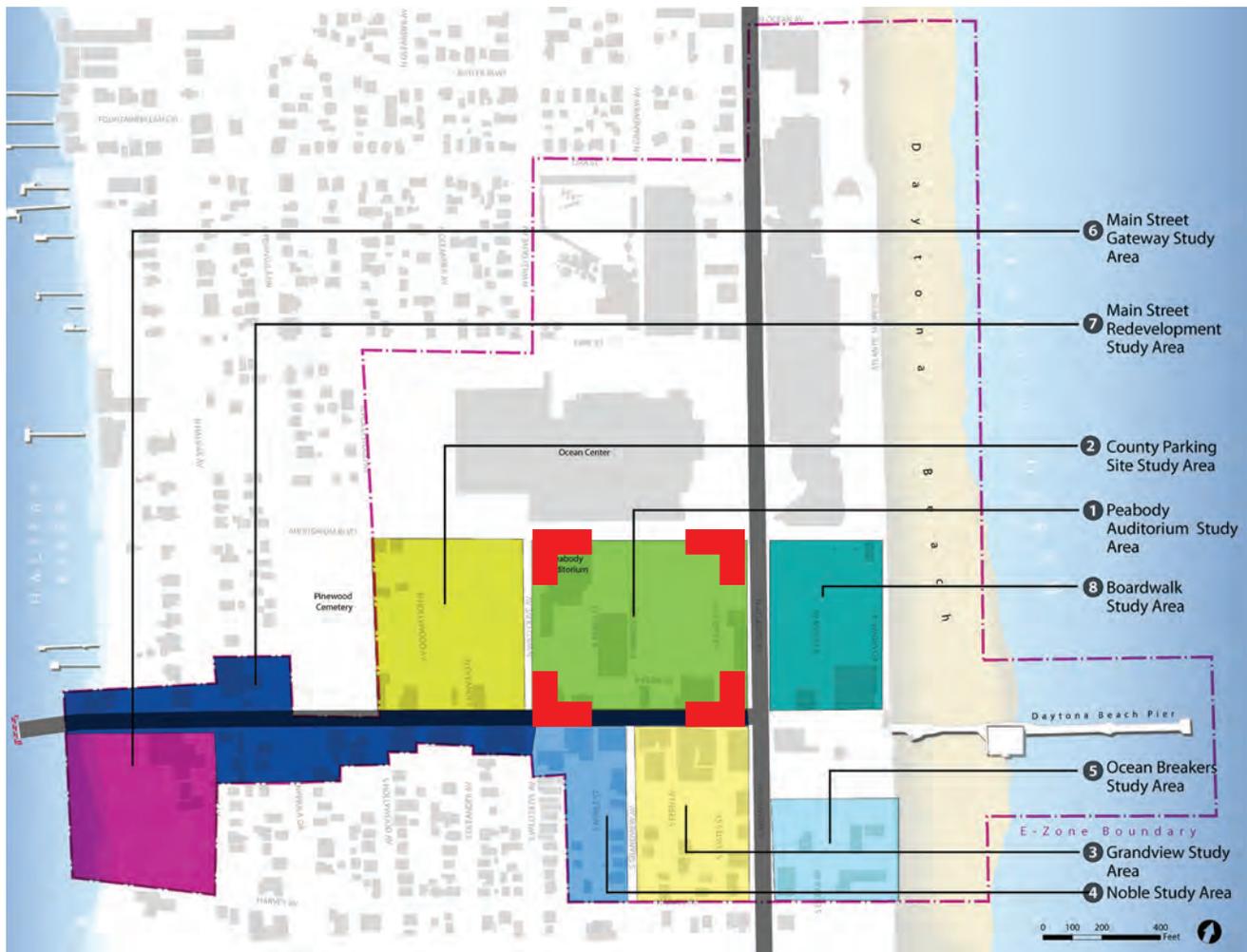


Figure 5.1. The detailed study area is composed of eight sites defined by the City and depicted above. Site 1 is indicated with red corners.

Asset Inventory

The Portfolio of Assets is a detailed accounting, by parcel and City-defined site, of existing uses, ownership, and vacancy in the E-Zone that provides a platform for measuring economic performance in the district.

PURPOSE & METHODOLOGY

The portfolio of assets was created to provide insight into how the district is performing currently; to more explicitly define that existing condition by cataloguing zoning, program, ownership, vacancy, and assessed value; and to begin to build the framework for decision making about acquisition and assembly, first moves, and strategic programming.

The team collected data about each parcel within the study area from various sources, including on the ground visual and photo survey, GIS data, information provided by the City regarding ownership and assessed values, and interviews with owners. Data was organized on a parcel by parcel basis coded by parcel ID, and an Excel spreadsheet was created to log key metrics. This information was sorted and analyzed by use, ownership, vacancy, and assessed value in order to evaluate district performance. It was then organized into a reporting structure by site, using the eight study sites outlined by the City for the consultant team to evaluate. The eight sites are illustrated in Figure 5.1.

District Overview

Comprehensive maps of asset inventory findings on ownership, vacancy, significant structures, and encumbrances can be found in Chapter 1, Project Overview.

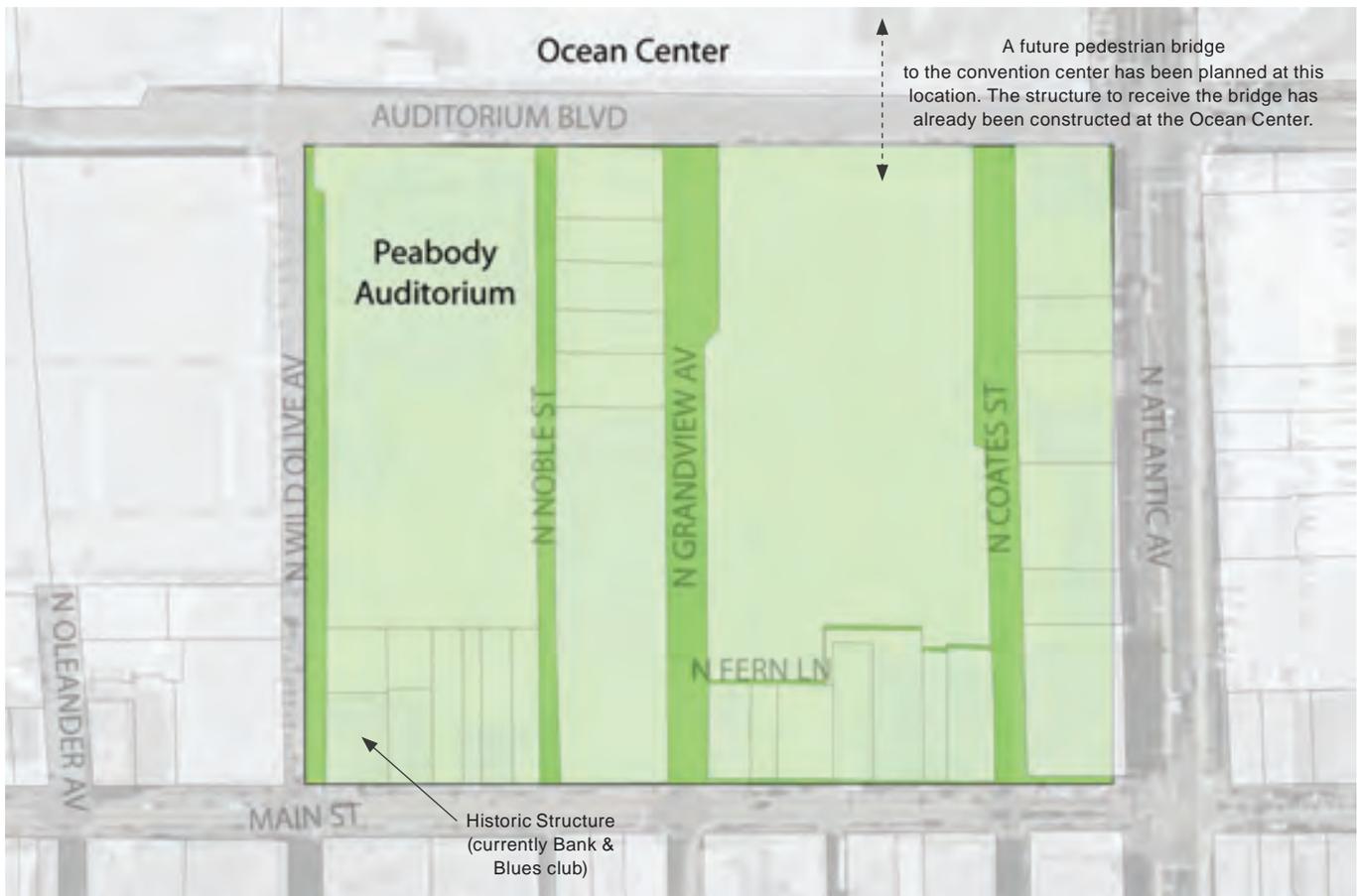


Figure 5.2. Site 1 Key Map.

Site 1: Peabody Auditorium Study Area

Site 1 is a 7 acre site bounded by Auditorium Boulevard on the north side, N. Atlantic Ave./A1A on the east side, Main Street on the south side, and N. Wild Olive Ave. on the west side. In its existing condition, the site has three zoning designations governing it: RDB2/Specialty Retail (Redevelopment), RDB5/Atlantic Avenue Retail (Redevelopment), and RDB8/Entertainment, Parking, Mixed Use (Redevelopment).

The Peabody Auditorium, a community icon and active theater which is to remain as an element of the redeveloped district, anchors the northwest corner of Site 1, and the City owns a large part of the eastern half of the site, where it owns and manages a City parking lot. The parking lot is encumbered by a long term lease agreement with the Hilton; the agreement has 50+ years remaining in its term. The County-owned and -operated Ocean Center convention center lies directly across

Auditorium Blvd. to the north, and a future pedestrian bridge connection has been envisioned that would link development on Site 1 to the convention center. Site one is one of the primary candidate sites under consideration by the City for the development of a convention hotel.

SITE 1 CONDITIONS ANALYSIS

Parcels on Site 1 are owned by a total of ten parties, with the majority of the site held by three major owners: The City of Daytona Beach, LG-TI-CR Inc. (an ownership entity within the Dodani holdings), and Theresa Doan (see Figure 5.3).

Parcels along A1A/Atlantic Ave and Main Street are somewhat more fragmented, and several of these lots are vacant or suffer effective vacancy due to being managed as venues for itinerant vendor occupancy, which activates them for only a matter of weeks annually during large events such as Bike Week and Biketoberfest (see Figure 5.4).

Site 1 has two structures that should remain active and must be considered as a part of the redevelopment plan: the Peabody Auditorium and the historic bank building at 701 Main Street (see Figure 5.6). The Peabody is a civic landmark and active theater. The historic bank building is currently home to Bank & Blues, an active nightclub.

Main Street Frontage

Storefronts on Site 1 along Main Street are geared toward biker culture and souvenirs, and include a Harley Davidson storefront, a smoke shop, a leather store (itinerant), a “biker den” (itinerant), and multiple t-shirt shops (some itinerant).

A1A/Atlantic Avenue Frontage

Storefronts on Site 1 along A1A are geared toward beach souvenir themes, including t-shirt shops, an airbrush shop, and a souvenir shop. Additionally, there is a U.S. Post Office mid-block on the A1A frontage.

Auditorium Boulevard Frontage

Auditorium Boulevard is tenanted by the Peabody Auditorium on the far west side, and Hog Heaven BBQ at the intersection of Auditorium and A1A. The entire center of the block along Auditorium is characterized by surface parking.

Active Businesses

There are three active food and beverage establishments on Site 1, including two on Main Street - the Bank & Blues club (4,600 SF) and the Main Street Cafe (2,640 SF); and one on A1A - Hog Heaven BBQ (12,460 SF) (see Figure 5.4). These three establishments constitute 19,700 SF of active bar/restaurant use that is currently being supported by the market this Site.

Other notable businesses on Site 1 include the Harley Storefront at 777 Main Street (33,600 SF), The Spot t-shirt shop on the corner of A1A and Main (12,144 SF), Wild-N-Crazy Airbrush shop on A1A (4,350 SF), the U.S. Post Office (8,700 SF) on A1A, and a t-shirt and souvenir shop (8,800 SF) on A1A.

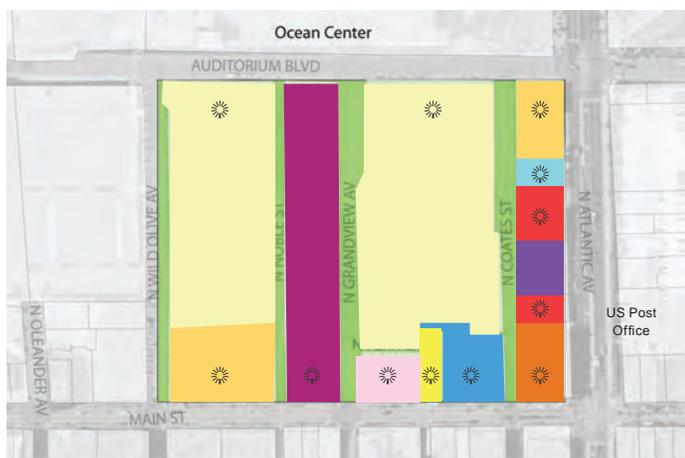


Figure 5.3. Site 1 Parcel Ownership & Assessed Value by Owner

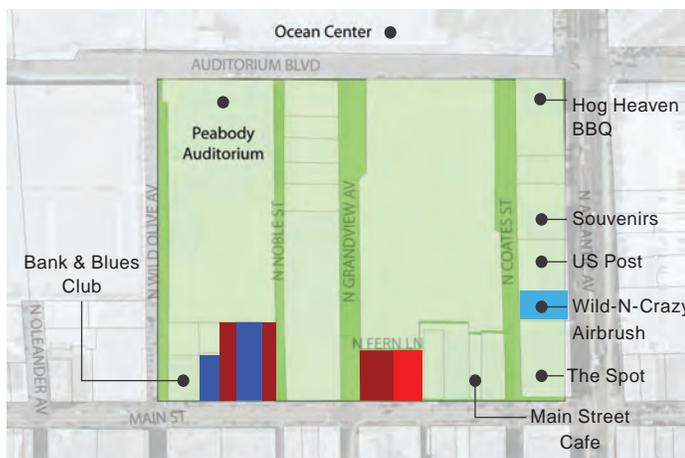


Figure 5.4. Site 1 Vacancy and Notable Active Uses

1. Therese Doan properties in the E-Zone are held by multiple partnerships and ownership entities including: Doan Mary Therese Tr, Doan Mary Theresa Trustee, B&B Club LLC, Coach House Daytona Beach, Courtyard Entertainment LLC, Dirty Harry's Bar LLC, Shops on Main Street LLC, Special Events Property LLC.

Excluding the U.S. Post Office, this comes to approximately 60,000 SF of specialty retail.

SITE 1 OVERVIEW OF ASSET INVENTORY

Site 1 has a total assessed value of approximately \$12.7 million. The largest value on the site is held by the City, with

two sites worth a total of \$2.8 million. The bulk of that value is accounted for by the Peabody Auditorium site valued at \$2.3 million. The City parking lot has an assessed value of approximately \$450,000 (see Table 5.1).

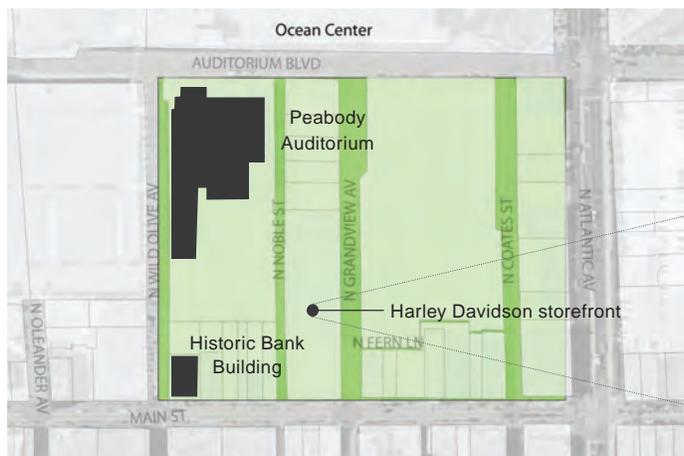
Other major owners by value on Site 1 include Theresa Doan (\$2.41 million over nine parcels, including the Bank & Blues club in the historic structure at 701 Main); S & P Holdings (\$2.2 million on one parcel at the corner of Main and A1A);



- Current limited uses and/or agreements
- Environmental Issue

- 1 Peabody Auditorium Parcel** - Public use only
- 2 Corbin Parking Lot Agreement** - The City should operate and maintain this lot. Can be used during Biker Week and Bikerfest.
- 3 Hilton Parking Lot, Long-term Lease** - Hilton holds a long-term lease on this site containing a total of 350 parking spaces. 50 years remaining on lease.
- 4 Environmental Issue Underground** - Gas tank remaining from an old gas station once located on/near this site.

Figure 5.5. Site 1



- Elements to Remain
- Potential Challenges to Redevelopment



Figure 5.6. Site 1 Elements to Remain & Potential Challenges



Figure 5.7. Historic bank building at 701 Main Street



Figure 5.8. Peabody Auditorium

Table 5.1. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Dodani*	4153301120040	Harley Davidson shop	1,995,007	
	4153301120080	Parking Lot	37,093	
	4153302130050	Parking Lot	33,647	
	4153302130051	Parking Lot	26,244	
	4153302130052	Parking Lot	43,634	
	4153302130070	Parking Lot	26,918	\$2,162,543
Theresa Doan**	4153301120090	Vacant Building (itinerant)	318,702	
	4153301120091	Vacant Building (itinerant)	270,464	
	4153301120093	Vacant Building (itinerant)	122,513	
	4153301120094	Vacant Building (itinerant)	211,613	
	4153301120100	Vacant Building (Dirty Harry's)	420,036	
	4153301120101	Parking Lot	39,268	
	4153301120110	Parking Lot	49,601	
	4153301120111	Historic Building (Bank & Blues)	556,325	
	4153302110010	Hog Heaven BBQ	423,622	\$2,412,144
	4153301070040	City Parking Lot	453,625	
City of Daytona Beach	4153301120120	Peabody Auditorium Site	2,300,472	\$2,754,097
Daytona Thunder LLC	4153301070120	Vacant Lot (itinerant)	302,865	
	4153301070130	Leather shop (itinerant)	213,169	
	4153301070131	Leather shop (itinerant)	374,546	\$890,580
Doliner***	4153301070010	T-Shirts (itinerant)	455,767	
	4153301070020	Smoke Shop	497,730	
	4153301070030	Main Street Café	277,186	\$1,230,683
Michael Forest	4153301070021	Island Trader Co.	254,984	\$254,984
S & P Holdings	4153301060060	T-Shirts; corner lot, Main & A1A	2,195,524	\$2,195,524
Koliopulos	4153302110050	Souvenir Shop	295,440	
	4153301060050	Vacant Lot	161,085	\$456,525
Boardwalk at Daytona LLC	4153302110040	Parking Lot	87,584	\$87,584
USPOA Investments LLC	4153301060040	US Post Office	\$298,988	\$298,988
TOTAL:				\$12,743,652

*Dodani includes multiple ownership entities:

206 Main Street LLC, Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, LG-TR-CI Inc. Etal. George A Nicholas Etal., and Froggys Saloon

**Doan holdings includes multiple ownership entities:

Doan Mary Therese Tr, Doan Mary Theresa Trustee, B&B Club LLC, Coach House Daytona Beach, Courtyard Entertainment LLC, Dirty Harry's Bar LLC, Shops on Main Street LLC, Special Events Property LLC

*** Doliner includes multiple ownership entities:

T&K Investment Co, Haran Boys Corp., and Harris K. Doliner Etal.

LG-TI-CR Inc (\$2.2 million over six parcels comprised of the Harley Davidson shop and surface parking); and Doliner (\$1.2 million over three parcels including the Main Street Cafe).

Effective vacancy related to itinerant vending is primarily concentrated among two owners on Site 1: Theresa Doan and Daytona Thunder LLC. These properties have Main Street frontage but are empty much of the year.

Table 5.2. Building Area, Lot Area, and Vacancy by Use

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Bar/Night Club	4153301120111	4,600	4,600		2						
Cultural-Theater	4153301120120	84,084		84,084	1						
Itinerant Lot	4153301070120	4,278			0	4,278				4,278	
Itinerant	4153301120090		4,500		1		4,500				
Storefront	4153301120091		3,750		1		3,750				
	4153301120093		2,475		1		2,475				
	4153301070130		2,046		1		2,046				
	4153301070131		3,720		1		3,720				
	4153301070010	22,296	5,805		1		5,805				
Municipal	4153301060040	8,700		8,700							
Parking Lot	4153301120080				0		5,000				
	4153302130050				0		5,000				
	4153302130051				0		3,900				
	4153302130052				0		6,500				
	4153302130070				0		4,000				
	4153301120101				0		2,750				
	4153301120110				0		3,480				
	4153301070040				0		94,000				
	4153302110040	128,930			0		4,300				
Restaurant	4153302110010	12460	12,460		1						
	4153301070030	2640	2,640		1						
Specialty Retail	4153301120040		33,600		1						
	4153301070021		3,174		1						
	4153301070020		6,866		1						
	4153302110050			8,800	1						
	4153301060060	64,584	12,144		1						
Vacant Building	4153301120094	4,275	4,275		1		4,275				
	4153301120100	4,400	4,400		1		4,400				
Vacant Lot	4153301060050	4,350			0		4,350				4,350
SUBTOTAL			106,455	101,584		4,278	133,280	30,971	0	4,278	4,350
TOTAL			Bldg SF: 208,039			Lot SF: 137,558		Bldg Vac SF: 30,971		Lot Vac SF: 8,628	

SITE 1 OVERALL

Bldg Vacancy: 15%
 Lot Vacancy: 6%

MAIN STREET

Bldg Vacancy: 29%
 Lot Vacancy: 100%

SITE 1 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 1. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.



Site Number: 1

Parcel ID: 04153301120120

Address: 600 AUDITORIUM BLVD DAYTONA BEACH

Owner: CITY OF DAYTONA BEACH CITY PAR

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: PUBLIC

Description: MUNICIPAL

Building Ground Floor Area: 84,084 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$2,300,472

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301120110

Address: 10 N WILD OLIVE AVE DAYTONA BEACH

Owner: SPECIAL EVENTS PROPERTY LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

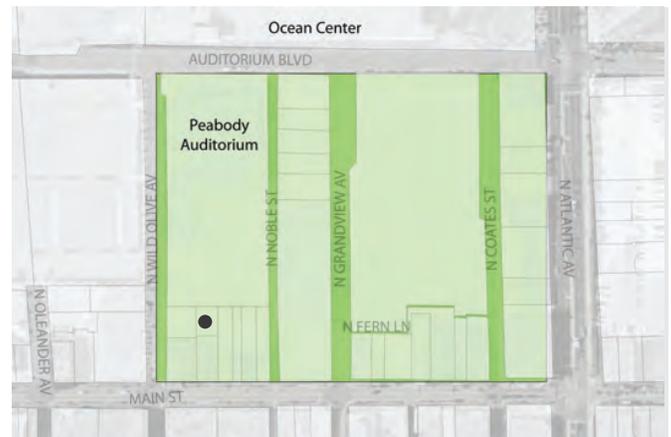
Description: SURFACE PARKING

Building Ground Floor Area: 3,480 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$49,601

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301120111

Address: 701 MAIN ST DAYTONA BEACH

Owner: B & B CLUB LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 4,600 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$556,325

Vacant? (Y/N) NO

Site Number: 1

Parcel ID: 04153301120101

Address: 10 N WILD OLIVE AVE DAYTONA BEACH

Owner: SPECIAL EVENTS PROPERTY LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 2,750 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$39,268

Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153301120100
Address: 705 MAIN ST DAYTONA BEACH
Owner: DIRTY HARRY'S BAR LLC
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: NIGHT CLUB
Building Ground Floor Area: 4,400 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$420,036
Vacant? (Y/N) YES



Site Number: 1
Parcel ID: 04153301120090
Address: MAIN ST DAYTONA BEACH
Owner: SPECIAL EVENTS PROPERTY LLC
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 4,500 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$318,702
Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301120093

Address: 713 MAIN ST DAYTONA BEACH

Owner: SHOPS ON MAIN STREET LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 2,475 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$122,513

Vacant? (Y/N) YES

Site Number: 1

Parcel ID: 04153301120094

Address: MAIN ST DAYTONA BEACH

Owner: COURTYARD ENTERTAINMENT LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 4,275 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$211,613

Vacant? (Y/N) YES



Site Number: 1

Parcel ID: 04153301120091

Address: 719 MAIN ST & 721 DAYTONA BEACH

Owner: SHOPS ON MAIN STREET LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 3,750 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$270,464

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301120040

Address: 777 MAIN ST DAYTONA BEACH

Owner: LG-TR-CI INC & G-GANG INC &

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 33,600 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$1,995,007

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301070131

Address: 801 MAIN ST DAYTONA BEACH

Owner: DAYTONA THUNDER LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 3,720 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$374,546

Vacant? (Y/N) NO

Site Number: 1

Parcel ID: 04153301070130

Address: 803 MAIN ST DAYTONA BEACH

Owner: DAYTONA THUNDER LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 2,046 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$213,169

Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153301070120
Address: 811 MAIN ST DAYTONA BEACH
Owner: DAYTONA THUNDER LLC
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: SURFACE PARKING
Building Ground Floor Area: 4,278 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$302,865
Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153301070021
Address: 813 MAIN ST DAYTONA BEACH
Owner: FOREST MICHAEL J
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 3,174 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$254,984
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 1

Parcel ID: 04153301070020

Address: 815 MAIN ST DAYTONA BEACH

Owner: HARAN BOYS CORP

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 6,866 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$497,730

Vacant? (Y/N) NO

Site Number: 1

Parcel ID: 04153301070030

Address: 819 MAIN ST DAYTONA BEACH

Owner: DOLINER HARRIS K ET AL

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 2,640 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$277,186

Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153301070010
Address: 821 MAIN ST DAYTONA BEACH
Owner: T & K INVESTMENT CO
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 5,805 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$455,767
Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153301060060
Address: 901 MAIN ST DAYTONA BEACH
Owner: S & P HOLDINGS OF DAYTONA LLC
Major Owner? (Y/N) YES
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 12,144 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$2,195,524
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 1

Parcel ID: 04153301060050

Address: 11 N ATLANTIC AVE DAYTONA BEACH

Owner: KOLIOPULOS GARY

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING*

Building Ground Floor Area: 4,350 SF

Building No. of Stories: 1*

Assessed Value (Land + Building): \$161,085

Vacant? (Y/N) YES

Site Number: 1

Parcel ID: 04153301060040

Address: 19 N ATLANTIC AVE DAYTONA BEACH

Owner: USPOA INVESTMENTS LLC

Major Owner? (Y/N) NO

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 8,700 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$298,988

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 1
Parcel ID: 04153302110050
Address: 25 N ATLANTIC AVE DAYTONA BEACH
Owner: KOLIOPULOS JAMES TRUSTEE &
Major Owner? (Y/N) YES
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 8,800 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$295,440
Vacant? (Y/N) NO



Site Number: 1
Parcel ID: 04153302110040
Address: 31 N ATLANTIC AVE DAYTONA BEACH
Owner: BOARDWALK AT DAYTONA LLC
Major Owner? (Y/N) NO
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: SURFACE PARKING
Building Ground Floor Area: 4,300 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$87,584
Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153302110010

Address: 37 N ATLANTIC AVE DAYTONA BEACH

Owner: DOAN MARY THERESA TRUSTEE

Major Owner? (Y/N) YES

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 12,460 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$423,622

Vacant? (Y/N) NO

Site Number: 1

Parcel ID: 04153301070040

Address: 750 AUDITORIUM BLVD

Owner: CITY OF DAYTONA BCH LEASED TO

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: COMMERCIAL

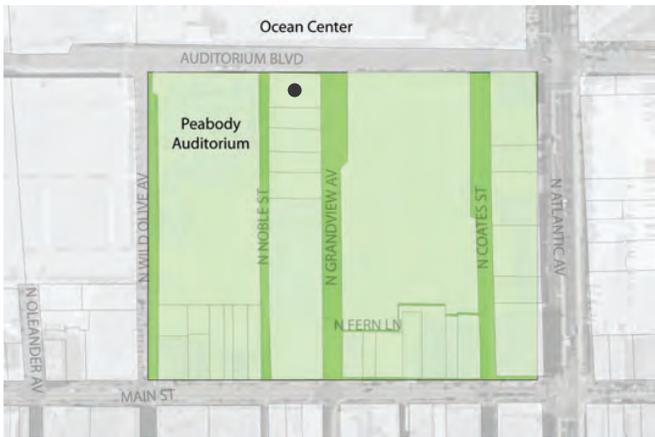
Description: SURFACE PARKING

Building Ground Floor Area: 94,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$453,625

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153302130052

Address: 777 MAIN SQ DAYTONA BEACH

Owner: LG-TR-CI INC ET AL

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 6,500 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$43,634

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153302130051

Address: 777 MAIN ST DAYTONA BEACH

Owner: LG-TR-CI INC ET AL

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 3,900 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$26,244

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153302130050

Address: 777 MAIN ST DAYTONA BEACH

Owner: LG-TR-CI INC ET AL

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$33,647

Vacant? (Y/N) NO

Site Number: 1

Parcel ID: 04153302130070

Address: 777 MAIN ST DAYTONA BEACH

Owner: LG-TR-CI INC ET AL

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 4,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$26,918

Vacant? (Y/N) NO



Site Number: 1

Parcel ID: 04153301120080

Address: 27 N GRANDVIEW AVE DAYTONA BEACH

Owner: LG-TR-CI INC ET AL

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: SURFACE PARKING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$37,093

Vacant? (Y/N) NO

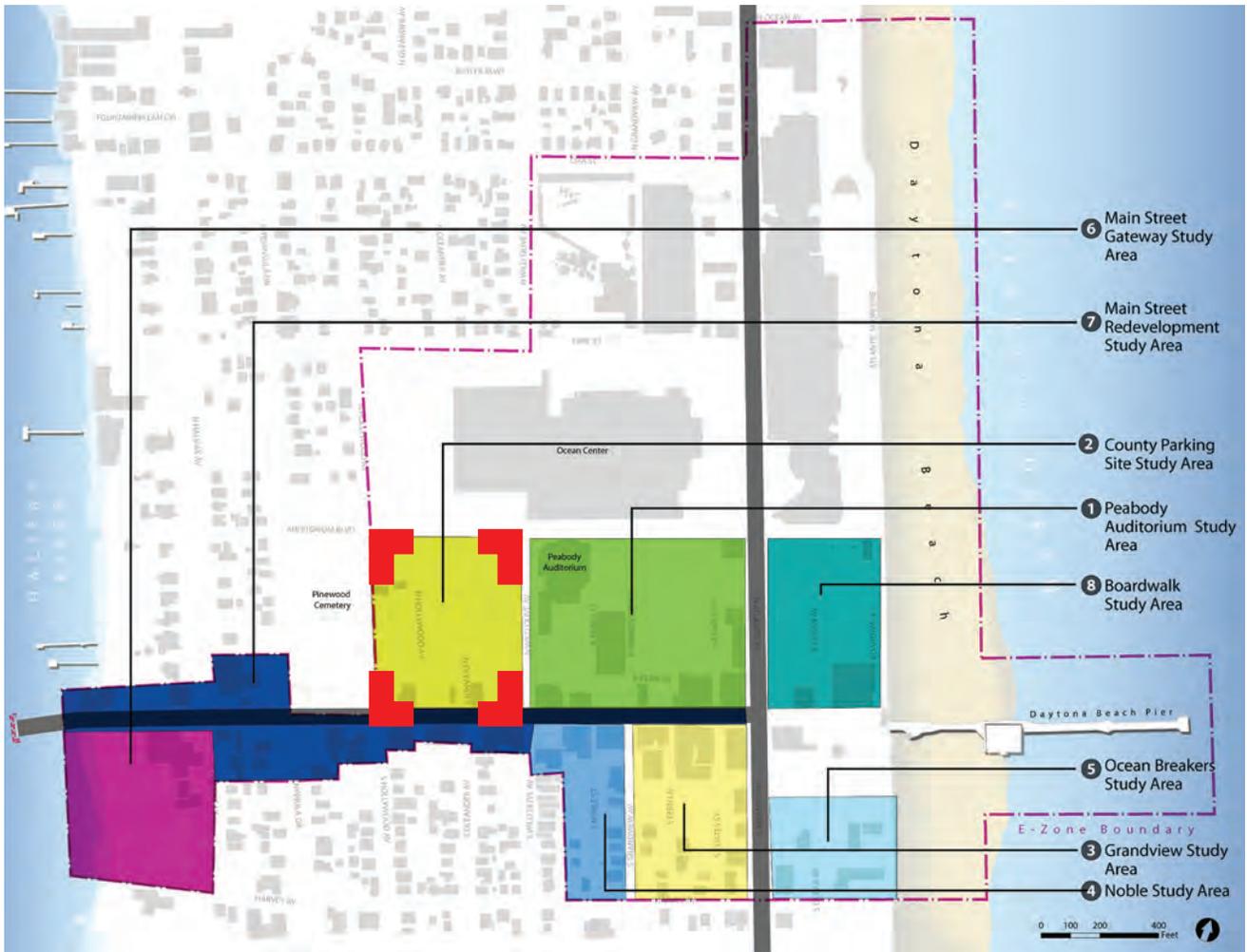


Figure 5.9. Site 2 is indicated with red corners.

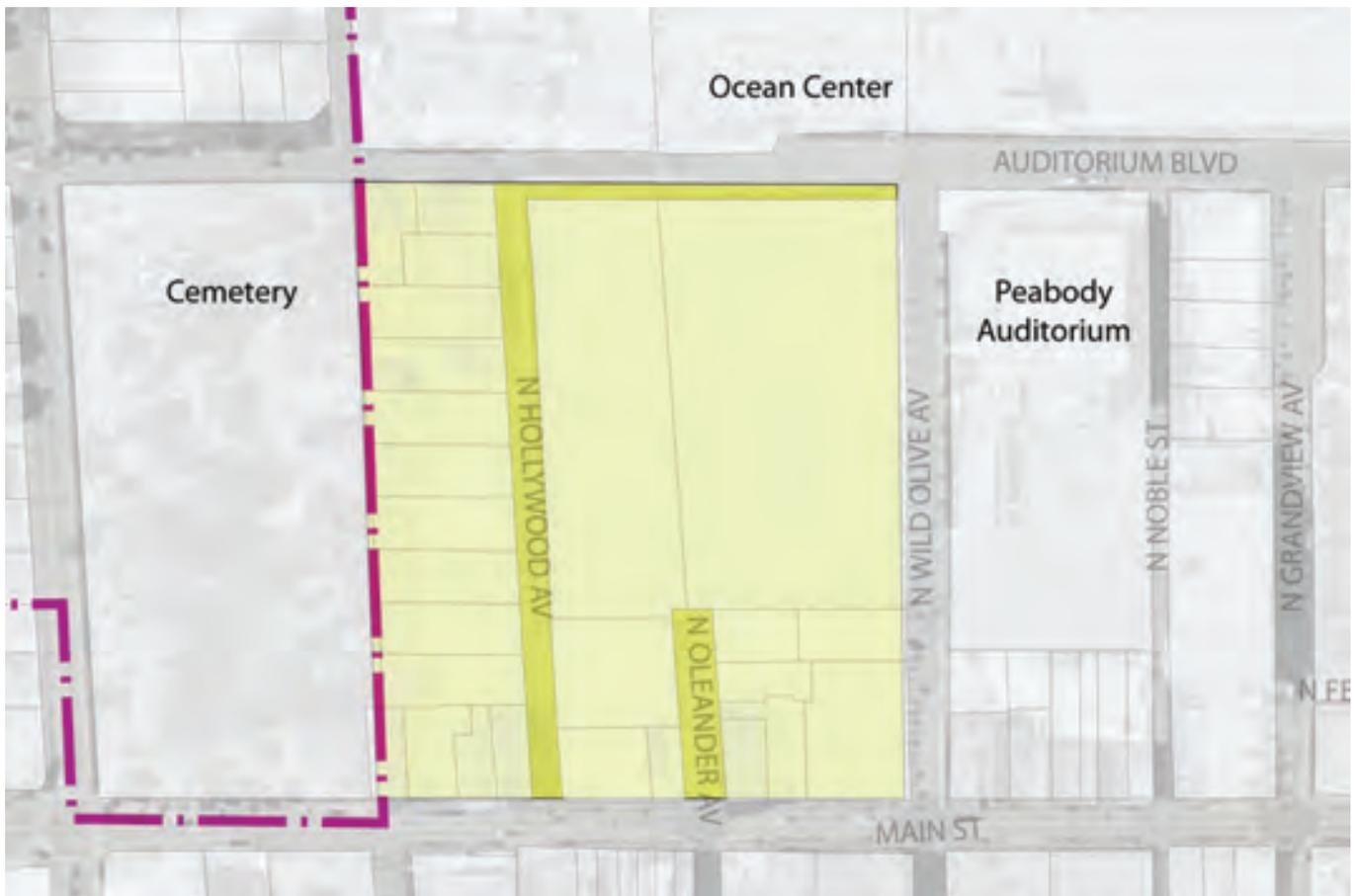


Figure 5.10. Site 2 Key Map

Site 2: County Parking Site Study Area

Site 2 is a 7 acre site bounded by Auditorium Boulevard on the north side, N. Wild Olive Ave. on the east side, Main St. on the south side, and N. Hollywood Ave. on the west side. In its existing condition, the site has two zoning designations governing it: RDB2/Specialty Retail (Redevelopment), and RDB8/Entertainment, Parking, Mixed Use (Redevelopment).

The Peabody Auditorium on Site 1 lies across N. Wild Olive Avenue to the east of Site 2, and the Ocean Center convention center lies across Auditorium Boulevard north of Site 2. These two landmark buildings form the edge to the northeast corner of Site 2, which is currently occupied by a County owned parking lot. The parking lot site is the subject of an unsolicited proposal by Marina Holdings LLC, a development group interested in building a convention hotel on the County lot site.

Directly to the west of Site 2 is the Pinewood Cemetery, a green space in perpetuity.

SITE 2 CONDITIONS ANALYSIS

Parcels on Site 2 are owned by a total of twelve parties, with the majority of the site area held by three major owners: Volusia County (assessed value approximately \$720,000), the Dodani entities (multiple LLCs linked to the same owner group; assessed value approximately \$2 million), and Thomas & Scianblo (assessed value approximately \$820,000) (see Figure 5.11).

More fragmented and smaller parcel ownership occurs in the northwest corner of Site 2, which is populated by residential parcels. The Thomas & Scianblo parcels are also residential scaled parcels, but are mostly vacant lots that are assembled into one ownership block along the western side of the Site.

Main Street

Parcels along Main Street on Site 2 are mostly vacant or suffer effective vacancy due to being managed for itinerant vendor occupancy, which activates them for only a matter of weeks during yearly events such as Bike Week and Biketoberfest (see Figure 5.12). Large vacant lots front much of Main Street on this site, and those buildings that are present on the street (including storefronts and bars) are, for most of the year, empty shells.

Storefronts here are geared toward boom and bust event pattern of Bike Week and Biketoberfest, and include the WiseGuys Watering Hole bar (itinerant), the Main Street Steak

House (itinerant), a t-shirt shop (itinerant), and additional itinerant storefronts and lots.

Lots along the western edge of Site 2 abutting the Pinewood Cemetery are also primarily vacant, with a few houses on parcels clustered on the northwest corner.

There are no active food and drink establishments on Site 2, but the itinerant establishments - the WiseGuys Watering Hole (2,790 SF) and the Main Street Steak House (6,718 SF) constitute 9,508 SF of bar/restaurant that is in occasional use.

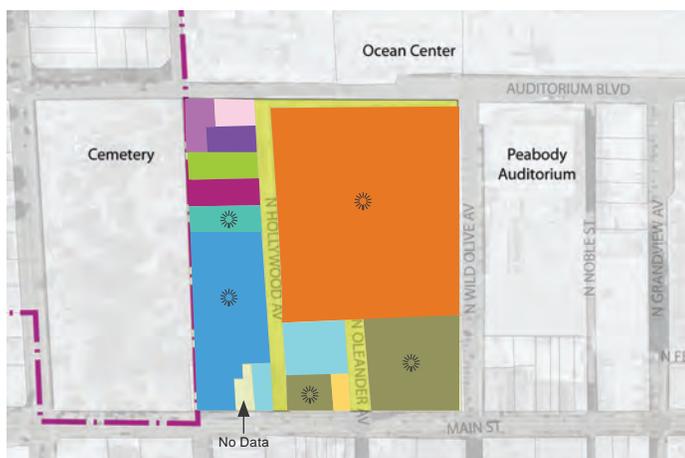


Figure 5.11. Site 2 Parcel Ownership & Assessed Value by Owner

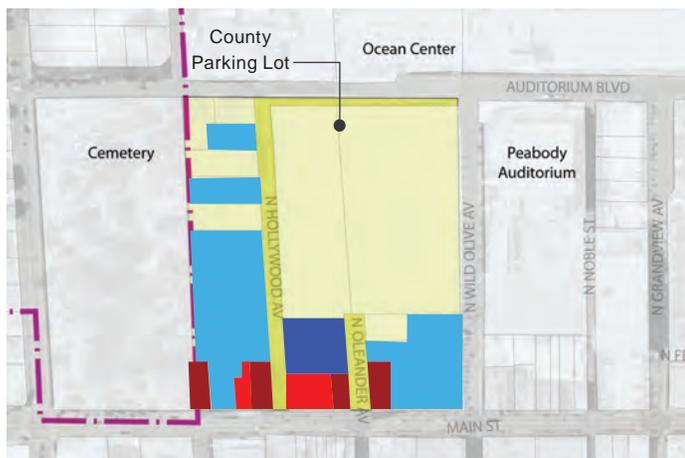


Figure 5.12. Site 2 Vacancy and Notable Active Uses

1. Scianablo Brothers properties are held by Richard Scianablo or Thomas Scianablo.

2. Archie Dodani properties in the E-Zone are held by multiple partnerships and ownership entities including Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, LG-TR-CI Inc. et. Al., 206 Main Street LLC, and holdings in partnership with Nicholas George.

SITE 2 OVERVIEW OF ASSET INVENTORY

Site 2 has a total assessed value of approximately \$5 million (see Table 5.4). The largest value on the site is held by the Dodani ownership entities, with seven sites worth a total of \$2 million. These sites are owned by multiple entities including Main Street Bikers World Inc., G Gang Inc., and Mardi Gras Saloon LLC. The bulk of that value is accounted for by their two parking lots (valued at about \$1 mil) and the Main Street Steak House (valued at just over \$500,000).

Other major owners by value on Site 2 include Thomas Scianblo (seven parcels worth between \$820,000 and \$1 mil; final value cannot be determined due to a lack of assessment data on two of his parcels); Volusia County (two parcels valued at approximately \$720,000), and Zues Holdings (two parcels valued at approximately \$570,000).

Effective vacancy due to itinerant vending is primarily concentrated among three owners on Site 2: the Dodani properties, Thomas & Scianblo, and Zues holdings. These lots have Main Street frontage but are empty much of the year.

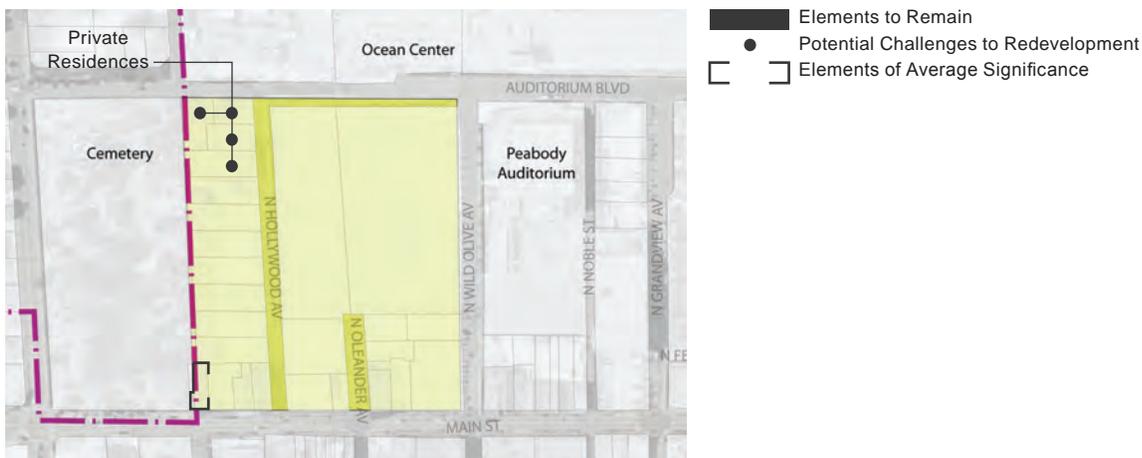


Figure 5.13. Site 1 Elements to Remain & Potential Challenges



Figure 5.14. The Tombstone is considered to be a structure of Average Significance in the Weaver report on historic resources.



Figure 5.15. Residences on the northwest corner.

Table 5.3. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Gem Enterprises Inc.	4153303190040	Duplex	\$88,218	\$88,218
County of Volusia	4153301130010	Parking Lot	\$432,310	
	4153303180010	Parking Lot	\$288,064	\$720,374
Mamane Pinchas & Eva	4153303180061	Vacant Building (Itinerant)	\$262,219	\$262,219
Horak & Lugar Properties Inc.	4153303190020	Residential House	\$72,546	\$72,546
Thomas Scianblo	4153303190060	Vacant Lot	NO DATA	
	4153303190070	Vacant Lot	\$30,000	
	4153303190080	Vacant Lot	\$27,000	
	4153303190090	Vacant Lot	NO DATA	
	4153303190100	Vacant Lot	\$42,307	
	4153303190130	Vacant Lot	\$329,963	
	4153303190131	Storefront (Itinerant)	\$390,301	\$819,571
Dodani*	4153301130100	Vacant Lot	\$11,100	
	4153301130101	Vacant Lot	\$366,987	
	4153301130110	Main St. Steak House (Itinerant)	\$514,033	
	4153301130070	Vacant Building	\$21,250	
	4153301130071	Vacant Lot (Itinerant)	\$75,625	
	4153301130080	Parking Lot	\$595,483	
	4153303180060	Parking Lot	\$416,130	\$2,000,608
Griffin Daryl B. Etal.	4153303190010	Residential House	\$60,050	\$60,050
Main Street Holdings	4153303190120	T-Shirt Shop (Itinerant)	\$306,994	\$306,994
Zues Holdings	4153303180050	Vacant Building	\$63,914	
	4153303190110	Bar (Itinerant)	\$506,652	\$570,566
Michael Tholl	4153303190021	Vacant Lot	\$7,875	\$7,875
Dominick Tesoriere	4153303190030	Residential House	\$47,408	\$47,408
City of Daytona Beach	4153303190050	Vacant Building	\$30,012	\$30,012
TOTAL:				\$4,986,441

*Dodani includes multiple ownership entities:

Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, and LG-TR-CI Inc. Etal.

SITE 2 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 2. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.

Table 5.4. Building Area, Lot Area, and Vacancy by Use

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Parking Lot	4153301130010				0		86,462				
	4153303180010				0		54,000				
	4153301130080				0	12,870					
	4153303180060	161,237			0	7,905					
Residential	4153303190040				2						
	4153303190020				1						
	4153303190010				1						
	4153303190030	45,012			1						
Vacant Building	4153301130070				1				4,250		
	4153303180050				1				12,000		
Itinerant Bldg*	4153303180061	2,790	2,790		1			2,790			
	4153303190131				1			3,255			
	4153301130110	6,718	6,718		1			6,718			
	4153303190120	2,910	2,910		1			2,910			
	4153303190110	2,790	2,790		1			2,790			
Vacant Lot	4153303190060				0		6,000				6,000
	4153303190070				0		6,000				6,000
	4153303190080				0		5,400				5,400
	4153303190090				0		6,000				6,000
	4153303190100				0		6,000				6,000
	4153303190130				0	4,995				4,995	
	4153301130100				0		2,220				2,220
	4153301130101				0	6,335				6,335	
	4153303190021	47,450			0		4,500				4,500
	4153303190050	6,000			0		6,000				6,000
Itinerant Lot*	4153301130071				0	5,500				5,500	
SUBTOTAL			18,463	61,262		37,605	182,582	18,463	16,250	16,830	42,120
TOTAL			Bldg SF: 79,725			Lot SF: 220,187		Bldg Vac SF: 34,713		Lot Vac SF: 58,950	

SITE 2 OVERALL

Bldg Vacancy: 44%

Lot Vacancy: 27%

MAIN STREET

Bldg Vacancy: 100%

Lot Vacancy: 45%

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2
Parcel ID: 04153303190131
Address: 405 MAIN ST DAYTONA BEACH
Owner: SCIANABLO THOMAS S & JOANNE
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 3,255 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$390,301
Vacant? (Y/N) NO



Site Number: 2
Parcel ID: 04153303190130
Address: 407 MAIN ST DAYTONA BEACH
Owner: SCIANABLO THOMAS &
Major Owner? (Y/N) YES
Zoning: TRDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 4,995 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$329,396
Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153303190120

Address: 411 MAIN ST DAYTONA BEACH

Owner: MAIN STREET HOLDINGS

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 2,910 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$306,994

Vacant? (Y/N) NO

Site Number: 2

Parcel ID: 04153303190110

Address: 415 MAIN ST DAYTONA BEACH

Owner: ZUES HOLDINGS LLC

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 2,790 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$506,652

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153303180060

Address: MAIN ST DAYTONA BEACH

Owner: G GANG INC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 7,905 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$416,130

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153303180061

Address: 511 MAIN ST DAYTONA BEACH

Owner: MAMANE PINCHAS & EVA

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 2,790 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$262,219

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153301130110

Address: 601 MAIN ST DAYTONA BEACH

Owner: MARDI GRAS SALOON LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 6,718 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$514,033

Vacant? (Y/N) NO

Site Number: 2

Parcel ID: 04153301130101

Address: 605 MAIN ST DAYTONA BEACH

Owner: MARDI GRAS SALOON LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,335 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$366,987

Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153301130080

Address: 615 MAIN ST DAYTONA BEACH

Owner: MAIN STREET BIKERS WORLD INC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: SURFACE PARKING

Building Ground Floor Area: 12,870 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$595,483

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153301130071

Address: 615 MAIN ST DAYTONA BEACH

Owner: MAIN ST BIKERS WORLD INC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 5,500 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$75,625

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153301130010

Address: 500 AUDITORIUM BLVD DAYTONA BEACH

Owner: COUNTY OF VOLUSIA

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: PUBLIC

Description: SURFACE PARKING

Building Ground Floor Area: 86,462 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$432,310

Vacant? (Y/N) NO

Site Number: 2

Parcel ID: 04153303180010

Address: 500 AUDITORIUM BLVD DAYTONA BEACH

Owner: COUNTY OF VOLUSIA

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: PUBLIC

Description: SURFACE PARKING

Building Ground Floor Area: 54,00 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$288,064

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153303190020

Address: 45 N HOLLYWOOD AVE DAYTONA BEACH

Owner: HORAK & LUGAR PROPERTIES INC

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 3,750 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$72,546

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153303190010

Address: 402 AUDITORIUM BLVD DAYTONA BEACH

Owner: GRIFFIN DARRYL B ET AL

Major Owner? (Y/N) NO

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: RESIDENTIAL

Description: BUILDING

Building Ground Floor Area: 5,250 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$60,050

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153303190021

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: THOLL MICHAEL E

Major Owner? (Y/N) NO

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 4,500 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$7,875

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303190030

Address: 37 N HOLLYWOOD AVE DAYTONA BEACH

Owner: TESORIERE DOMINICK &

Major Owner? (Y/N) NO

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: RESIDENTIAL

Description: BUILDING

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$47,408

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153303190040

Address: 33 N HOLLYWOOD AVE 5 DAYTONA BEACH

Owner: GEM ENTERPRISES INC

Major Owner? (Y/N) NO

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: DUPLEX

Building Ground Floor Area: 30,012 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$88,218

Vacant? (Y/N) NO



Site Number: 2

Parcel ID: 04153303190050

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: CITY OF DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: PUBLIC

Description: MUNICIPAL

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$30,012

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303190060

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: SCIANABLO THOMAS S &

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ NO DATA

Vacant? (Y/N) YES

Site Number: 2

Parcel ID: 04153303190070

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: SCIANABLO THOMAS S &

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$30,000

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303190080

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: SCIANABLO THOMAS S

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 5,400 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$27,000

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303190090

Address: N HOLLYWOOD AVE DAYTONA BEACH

Owner: SCIANABLO THOMAS S

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ NO DATA

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303190100

Address: 11 N HOLLYWOOD AVE DAYTONA BEACH

Owner: SCIANABLO THOMAS S

Major Owner? (Y/N) YES

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$42,307

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 04153303180050

Address: 14 N HOLLYWOOD AVE DAYTONA BEACH 32118

Owner: ZUES HOLDINGS LLC

Major Owner? (Y/N) NO

Zoning: RDB8 - ENTERTAINMENT, PARKING, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT*

Building Ground Floor Area: 12,000 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$63,914

Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 2

Parcel ID: 04153301130070

Address: N OLEANDER AVE DAYTONA BEACH

Owner: MARDI GRAS SALOON LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: LOT*

Building Ground Floor Area: 4,250 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$21,250

Vacant? (Y/N) YES



Site Number: 2

Parcel ID: 4153301130100

Address: N OLEANDER AVE DAYTONA BEACH

Owner: MARDI GRAS SALOON LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 2,200 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ 11,100

Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database

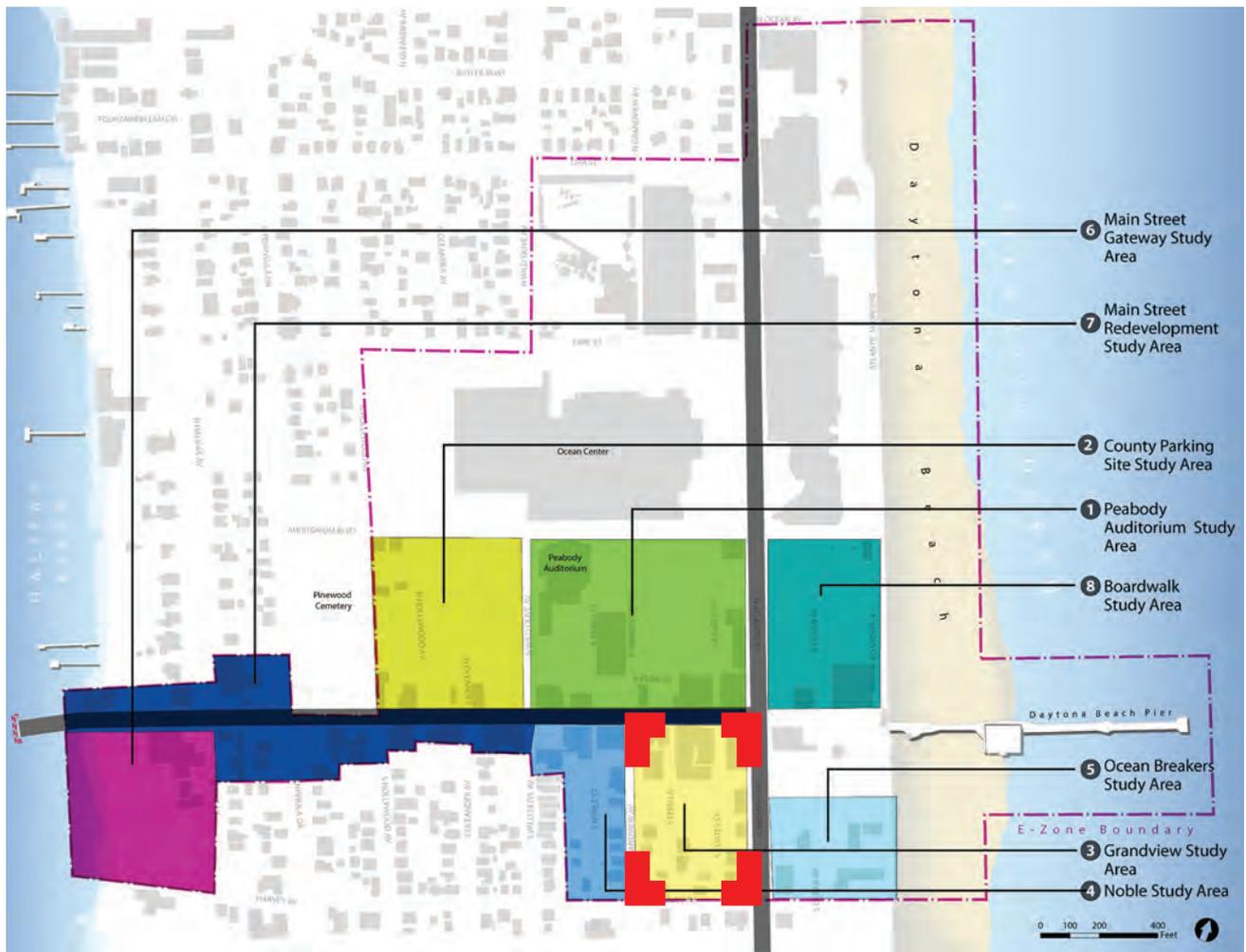


Figure 5.16. Site 3 is indicated with red corners.

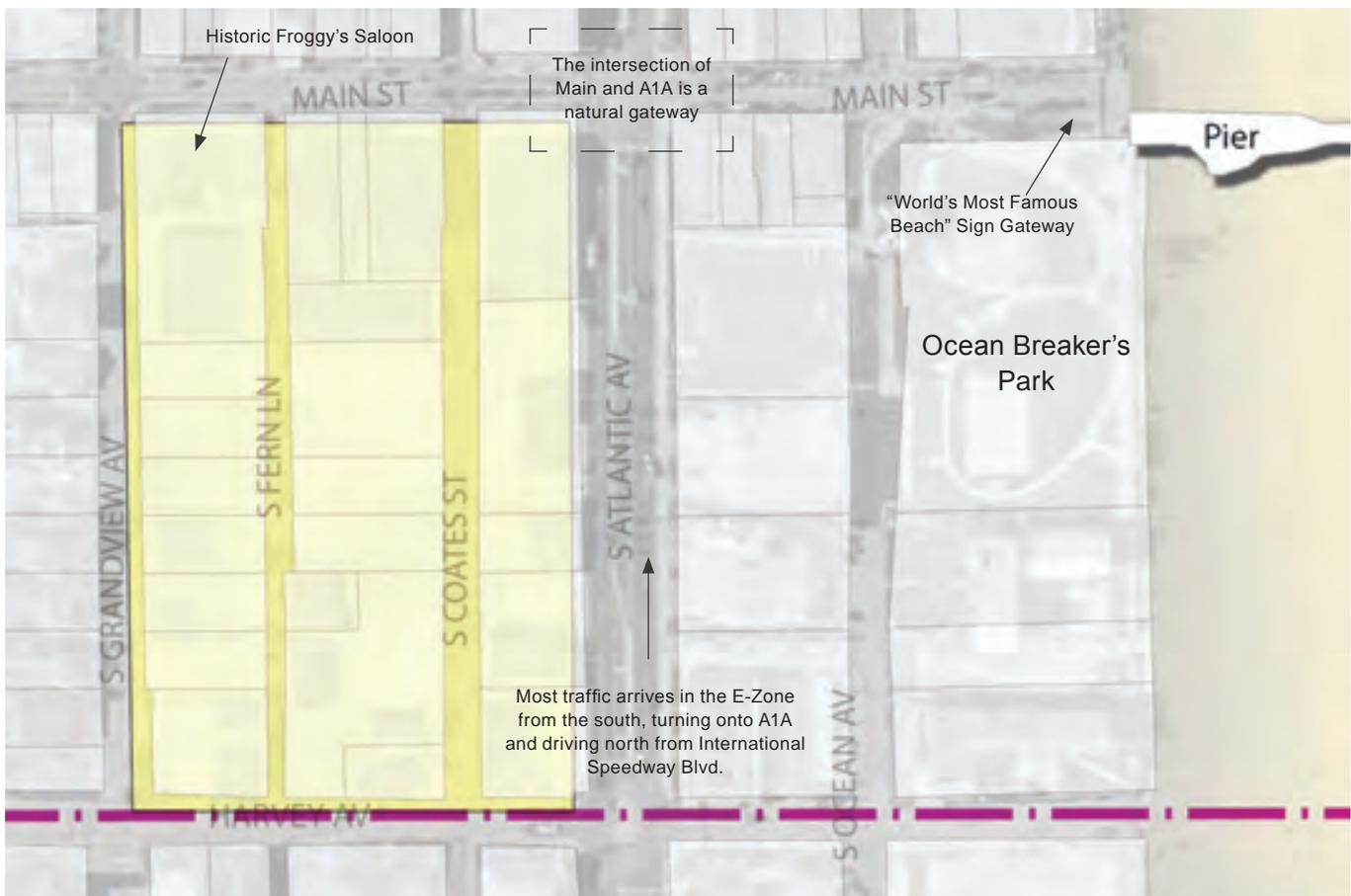


Figure 5.17. Site 3 Key Map

Site 3: Grandview Study Area

Site 3 is an 5.5 acre site bounded by Main Street on the north side, S. Atlantic Ave/A1A on the east side, Harvey Ave. on the south side, and S. Grandview Ave. on the west side. The site lies at the intersection of Main Street and A1A/Atlantic Avenue, which is effectively a gateway to the beach and pier from Main Street as well as a potential gateway to the district, with most traffic arriving on A1A from the south via International Speedway Boulevard. In its existing condition, the site has three zoning designations governing it: RDB2-Specialty Retail (Redevelopment), RDB5-Atlantic Avenue Retail (Redevelopment), and RP-Residential, Professional.

Site 3 is home to Froggy's, a historic saloon at the corner of Main and Grandview which has a strong connection to the area's biker history.

SITE 3 CONDITIONS ANALYSIS

Site 3 is comprised of twenty-three parcels owned by thirteen parties. While it is highly fragmented in its ownership on the southern half of the site, a substantial portion of the northern half of the site is held by a single owner: Archie Dodani. The Dodani holdings, which comprise the largest holding by a single owner in the E-Zone and exceed a value of \$10 million in the district as a whole, include multiple ownership entities with significant partners including Nicholas George. Dodani owns eight parcels on Site 3. The bulk of these parcels is located along A1A/Atlantic Avenue and S Grandview Avenue, with two parcels fronting on Main Street (one of which is Froggy's) (see Figure 5.18). Archie Dodani and his partners own many of the sites that define biker and motor culture in the E-Zone, including the Harley storefront, Froggy's, Cruisin' Cafe, and multiple lots and storefronts that cater to itinerant vendors during Bike Week.

The interior of the site is predominantly comprised of poorly maintained and aged multi-story single-family residential dwellings which have been retrofitted to multi-family units. While not included in the Surfside Historic District, many of the structures reflect the residential architectural vernacular of the adjacent historic district. Several of the parcels surrounding these residences are vacant. Some contain evidence of recent building demolitions, most likely due to aged structures that were no longer safe for occupancy.

Main Street Frontage

The most significant structure on Site 3 along Main Street is historic Froggy’s Saloon, which should remain as an element of the redevelopment plan (see Figure 5.20). As “The Worlds Largest Biker Bar” and “The Worlds Biker Party

Headquarters,” Froggy’s Saloon epitomizes biker culture. It is a landmark establishment that may present an interesting flavor to this piece of Main Street’s redevelopment.

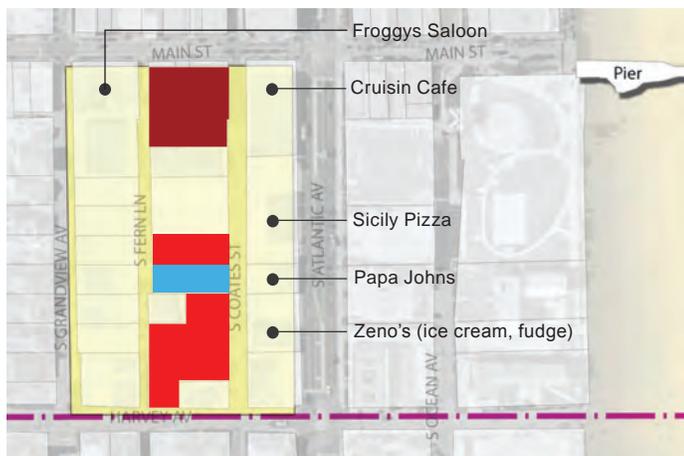
The mid-block on Main Street is occupied by itinerant storefronts which advertise “Hot Leathers” and appear to be managed for itinerant vendor occupancy, which activates them for only a matter of weeks during yearly events such as Bike Week and Biketoberfest (see Figure 5.19). One of these effectively vacant structures is of average historical significance according to the recent Weaver report on historic assets (Figure 5.22, 820-822 Main).

The corner of Main and A1A/Atlantic Avenue is occupied by Cruisin’ Cafe, an active restaurant establishment that serves as a beacon to NASCAR and caters to motorsports culture and Spring Breakers.



- James A Koliopulos & Tr (Assessed Value: \$454,212)
- Gilbert Myara (Assessed Value: \$229,124)
- Kalpna A Sawkar Tr (Assessed Value: \$14,784)
- Daniel Maman (Assessed Value: \$252,340)
- Richard R & Connie Meyer (Assessed Value: \$314,682)
- Archie Dodani¹ (Assessed Value: \$3.7 mill)
- GEA Seaside Investment Inc (Assessed Value: \$144,189)
- Donald W Barnard (Assessed Value: \$32,821)
- Vincent Estates LLC (Assessed Value: \$492,968)
- Micheal Mann (Assessed Value: \$64,988)
- Sur La Mer (Assessed Value: \$249,384)
- Larry Edward Mullins (Assessed Value: \$72,265)
- Daytona Thunder LLC (Assessed Value: \$1.1 mill)
- ☼ Major Owner (possesses 3 or more parcels in E-Zone)

Figure 5.18. Site 3 Parcel Ownership & Assessed Value by Owner



- Vacant Structure per City Tax Data
- Vacant Lot per City Tax Data
- Effectively Vacant Structure Observed (itinerant occupancy)
- Effectively Vacant Lot Observed
- Notable Active Use

Figure 5.19. Site 3 Vacancy and Notable Active Uses

1. Archie Dodani properties in the E-Zone are held by multiple partnerships and ownership entities including Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, LG-TR-CI Inc. et. Al., 206 Main Street LLC, and holdings in partnership with Nicholas George.

A1A/Atlantic Avenue Frontage

Frontage along Atlantic Avenue on Site 3 is characterized by food & beverage establishments serving tourists and beachgoers. Active businesses here include two pizza places, the Cruisin Cafe restaurant, and Zeno’s.

SITE 3 OVERVIEW OF ASSET INVENTORY

Site 3 has a total assessed value of approximately \$7.2 million. The largest value on the site is held by Archie Dodani and partners, with eight parcels assessed at \$3.7 million. The bulk of that value is accounted for by two large parcels: the Froggy’s Saloon parcel at 800 Main Street, valued at \$1.3 million, and the Cruisin’ Cafe parcel at 2 South Atlantic Avenue valued at \$1.5 million. Daytona Thunder LLC has the second

largest value on the site with its two itinerant “Hot Leathers” properties along Main Street valued at a combined \$1.1 million. The rest of the properties range in value from the mid \$36,000s to mid \$400,000s (see Table 5.5).

Site 3 has approximately 33,500 SF of Food & Beverage establishments which appear to be viable. There is 35,963 SF of Specialty Retail on the site, of which 18,513 SF is itinerant (along Main Street). Site 3 also contains 39,911 SF of low quality residential, and substantial lot vacancy (see Table 5.6).

Overall, the Site 3 has a 16% building vacancy and a 52% lot vacancy. Main Street has a 56% building vacancy with 0% lot vacancy. The effective vacancy due to itinerant vending is primarily concentrated among two owners on Site 3: Richard R. & Connie Meyer, and Daytona Thunder LLC, both with itinerant storefronts on Main Street.



Figure 5.20. Site 4 Elements to Remain & Potential Challenges



Figure 5.21. Froggy’s Saloon, a historic structure



Figure 5.22. 820-822 Main Street, a structure of average significance in the Weaver report

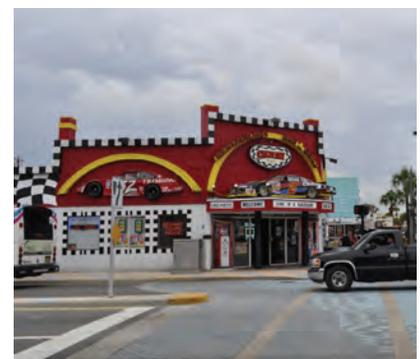


Figure 5.23. Cruisin Cafe, a notable active use

Table 5.5. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
James A Koliopoulos & Trustee	4153301050150	Daytona Tattoo	\$251,260	
	4153301050170	Papa Johns Pizza	\$202,952	\$454,212
Gilbert Myara	4153301080040	Warehouse	\$229,124	\$229,124
Kalpana A Sawkar Tr	4153301080080	Vacant Lot	\$14,784	\$14,784
Daniel Maman	4153301050130	Daytona Pit Stop/ Beach & Event Apparel	\$252,340	\$252,340
Richard R & Connie Meyer	4153301080030	Vacant Structure	\$314,682	\$314,682
Dodani*	4153301050180	Sicily Pizza	\$455,410	
	4153301050210	Cruisin Café/Restaurant, Bar & Grill	\$1,526,472	
	4153301080200	Two-Story Residential	\$102,437	
	4153301080241	Froggys Saloon	\$1,340,154	
	4153301080050	Parking Lot	\$245,299	
	4153301080070	Vacant Lot	\$47,274	
	4153301080180	Parking Lot	\$38,745	
	4153301080190	Parking Lot	\$36,725	\$3,792,516
Jasmin Y Johnson**	4153301080150	Two-Story Residential	\$144,189	\$144,189
Donald W Barnard	4153301080170	One-Story Residential	\$32,821	\$32,821
Vincent Estates LLC	4153301080120	Two-Story Residential	\$176,147	
	4153301080130	Three-Story Residential	\$316,821	\$492,968
Micheal Mann	4153301080090	Two-Story Residential	\$64,988	\$64,988
Sur La Mer LLC	4153301080160	Two-Story Residential	\$249,384	\$249,384
Larry Edward Mullins	4153301080100	Vacant Lot	\$72,265	\$72,265
Daytona Thunder LLC	4153301080010	Vacant Structure (Itinerate)	\$661,123	
	4153301080032	Vacant Structure (Itinerate)	\$510,508	\$1,171,631
TOTAL:				\$7,285,904

*Dodani includes multiple ownership entities:

206 Main Street LLC, Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, and LG-TR-CI Inc. Etal. George A Nicholas Etal., and Froggys Saloon

**Jasmin Y Johnson holdings include GEA Seaside Investments Inc.

SITE 3 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 3. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.

Table 5.6. Building Area, Lot Area, and Vacancy by Use

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Food & Beverage	4153301050170			4,450	1						
	4153301050180			14,800	1						
	4153301050210		12,640		1						
	4153301080241	33,525	1,635		2						
Parking Lot	4153301080050				0		13,662				
	4153301080180				0		5,650				
	4153301080190	24,962			0		5,650				
Specialty Retail	4153301050150			8,900	1						
	4153301050130	17,450		8,550	1						
Itinerate Specialty Retail*	4153301080030		2,354		1		2,354				
	4153301080010		9,295		2		9,295				
	4153301080032	18,513	6,864		2		6,864				
Residential	4153301080200			5,650	2						
	4153301080170			5,650	1						
	4153301080120			4,457	2						
	4153301080130			10,185	3						
	4153301080150			5,786	2						
	4153301080090			2,700	2						
	4153301080160	39,911		5,483	2						
Industrial	4153301080040	7,038		7,038	1						
Vacant Lot	4153301080080	6,900					6,900			6,900	
Vacant Lot*	4153301080070						6,900			6,900	
	4153301080100	23,000					16,100			16,100	
SUBTOTAL			32,788	83,649		0	54,862	18,513	0	0	29,900
TOTAL			Bldg SF: 116,437			Lot SF: 54,862		Bldg Vac SF: 18,513		Lot Vac SF: 29,900	

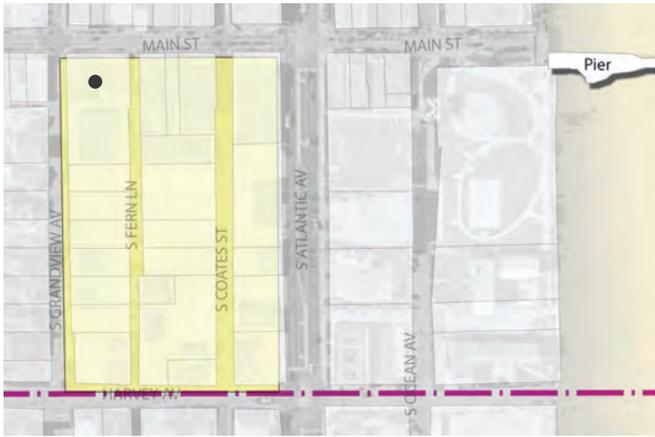
SITE 3 OVERALL

Bldg Vacancy: 16%
 Lot Vacancy: 55%

MAIN STREET

Bldg Vacancy: 56%
 Lot Vacancy: 0%

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3

Parcel ID: 04153301080241

Address: 800 MAIN ST DAYTONA BEACH

Owner: GEORGE NICHOLAS A &

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 1,635 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$1,340,154

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301080032

Address: 814 MAIN ST DAYTONA BEACH

Owner: DAYTONA THUNDER LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

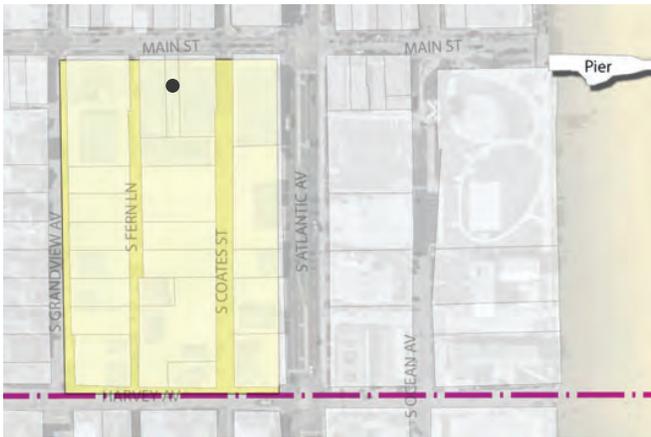
Building Ground Floor Area: 6,864 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$510,508

Vacant? (Y/N) YES*

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3
Parcel ID: 04153301080030
Address: 816 MAIN ST DAYTONA BEACH
Owner: MEYER RICHARD R & CONNIE
Major Owner? (Y/N) NO
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 2,354 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$314,682
Vacant? (Y/N) YES*



Site Number: 3
Parcel ID: 04153301080010
Address: 820 MAIN ST DAYTONA BEACH
Owner: DAYTONA THUNDER LLC
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 9,295 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$661,123
Vacant? (Y/N) YES*

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3

Parcel ID: 04153301050210

Address: 2 S ATLANTIC AVE DAYTONA BEACH

Owner: GEORGE NICHOLAS A ET AL

Major Owner? (Y/N) YES

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

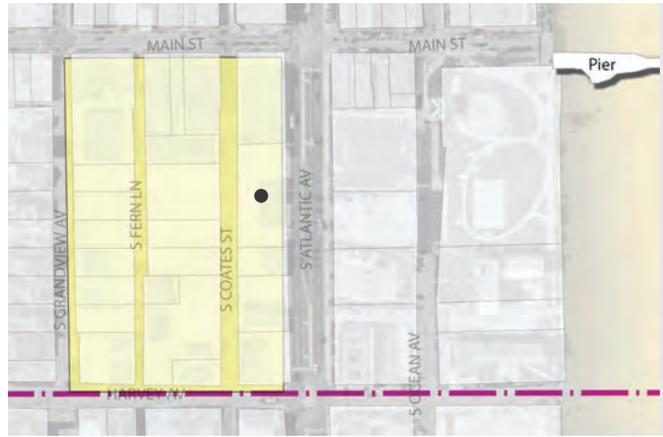
Description: NIGHT CLUB

Building Ground Floor Area: 12,640 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$1,526,472

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301050180

Address: 20 S ATLANTIC AVE DAYTONA BEACH

Owner: GEORGE NICHOLAS A ET AL

Major Owner? (Y/N) YES

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

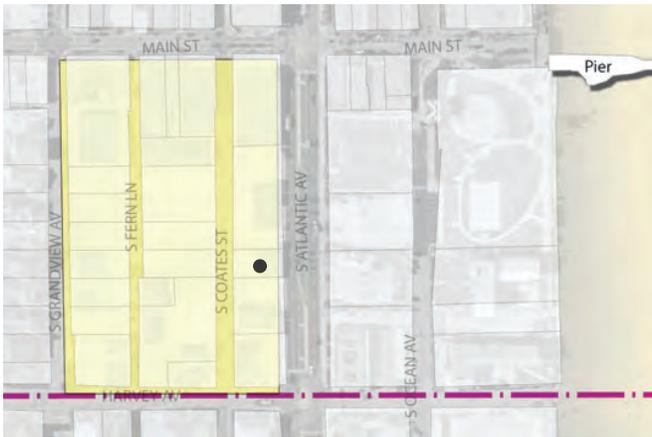
Description: BUILDING

Building Ground Floor Area: 14,800 SF

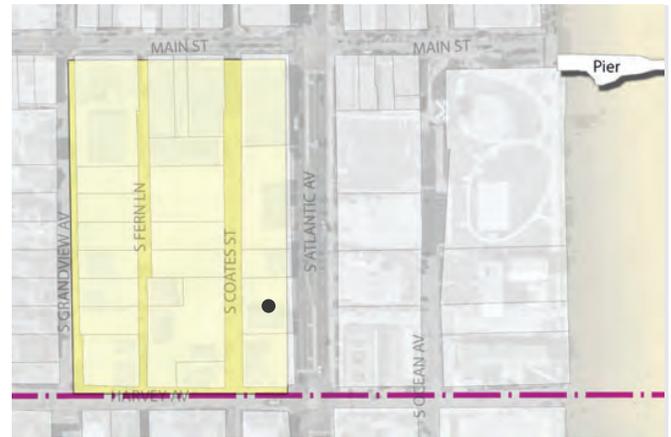
Building No. of Stories: 1

Assessed Value (Land + Building): \$455,410

Vacant? (Y/N) NO



Site Number: 3
Parcel ID: 04153301050170
Address: 30 S ATLANTIC AVE DAYTONA BEACH
Owner: KOLIOPULOS JAMES A TRUSTEE &
Major Owner? (Y/N) YES
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 4,450 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$202,952
Vacant? (Y/N) NO



Site Number: 3
Parcel ID: 04153301050150
Address: 38 S ATLANTIC AVE DAYTONA BEACH
Owner: KOLIOPULOS JAMES A TRUSTEE &
Major Owner? (Y/N) YES
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 8,900 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$251,260
Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301050130

Address: 42 S ATLANTIC AVE DAYTONA BEACH 32118

Owner: MAMAN DANIEL

Major Owner? (Y/N) NO

Zoning: RDB5 - ATLANTIC AVENUE RETAIL
(REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

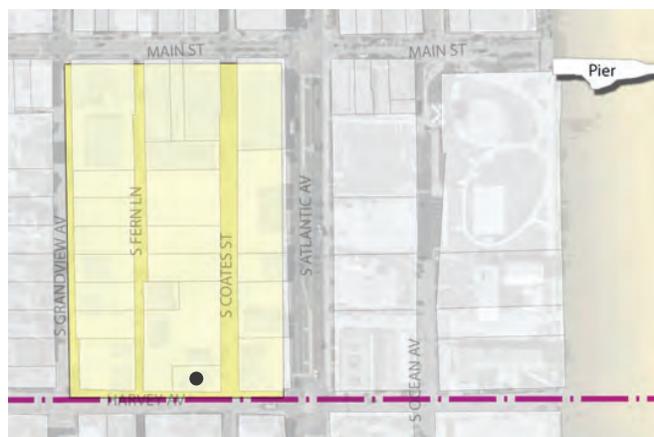
Description: BUILDING

Building Ground Floor Area: 8,550 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$252,340

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301080120

Address: 715 HARVEY AVE DAYTONA BEACH

Owner: VINCENT ESTATES LLC

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

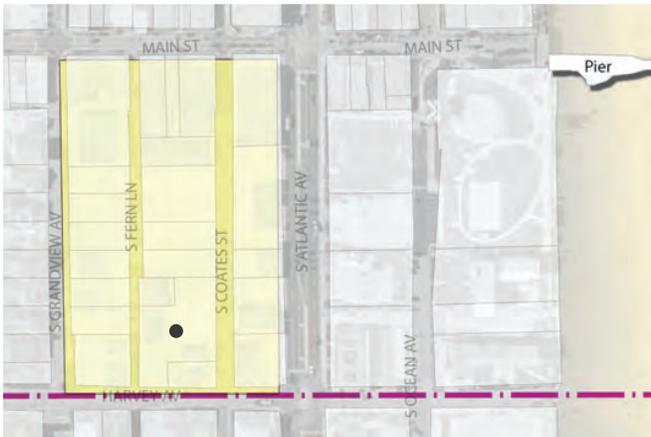
Description: BUILDING

Building Ground Floor Area: 4,457 SF

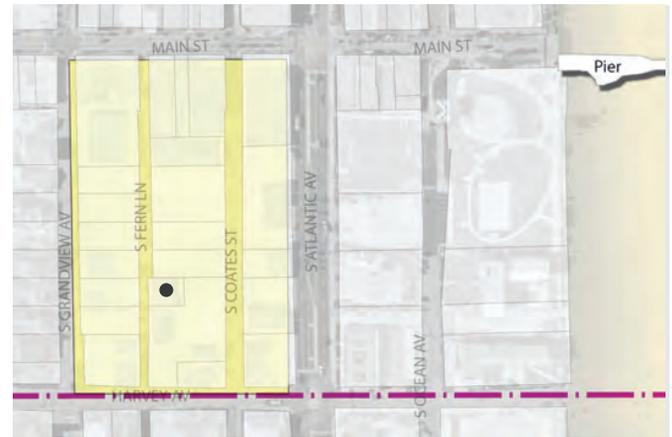
Building No. of Stories: 1

Assessed Value (Land + Building): \$176,147

Vacant? (Y/N) NO

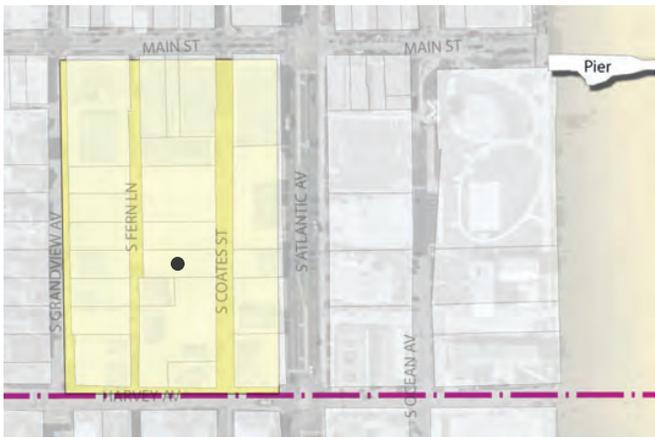


Site Number: 3
Parcel ID: 04153301080100
Address: 44 S COATES ST DAYTONA BEACH
Owner: MULLINS LARRY EDWARD
Major Owner? (Y/N) NO
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: TOURIST - ENTERTAINMENT
Description: LOT*
Building Ground Floor Area: 16,100 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$72,265
Vacant? (Y/N) YES*



Site Number: 3
Parcel ID: 04153301080090
Address: 33 S FERN LN DAYTONA BEACH
Owner: MANN MICHAEL
Major Owner? (Y/N) NO
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 2,700 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$64,988
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3

Parcel ID: 04153301080080

Address: S COATES ST DAYTONA BEACH

Owner: SAWKAR KALPANA A TR

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: COMMERCIAL

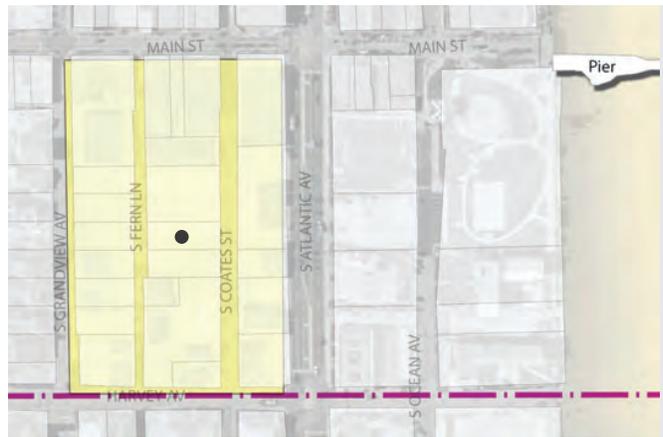
Description: LOT

Building Ground Floor Area: 6,900 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$14,784

Vacant? (Y/N) YES



Site Number: 3

Parcel ID: 04153301080070

Address: 16 S COATES ST DAYTONA BEACH

Owner: SCOTT P GOLDKIN & G-GANG INC &

Major Owner? (Y/N) YES

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: COMMERCIAL

Description: SURFACE PARKING

Building Ground Floor Area: 6,900 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$47,274

Vacant? (Y/N) YES*



Site Number: 3

Parcel ID: 04153301080050

Address: 16 S COATES ST DAYTONA BEACH

Owner: SCOTT P GOLDKIN & G-GANG INC &

Major Owner? (Y/N) YES

Zoning: RDB5 - ATLANTIC AVENUE RETAIL
(REDEVELOPMENT)

Program: COMMERCIAL

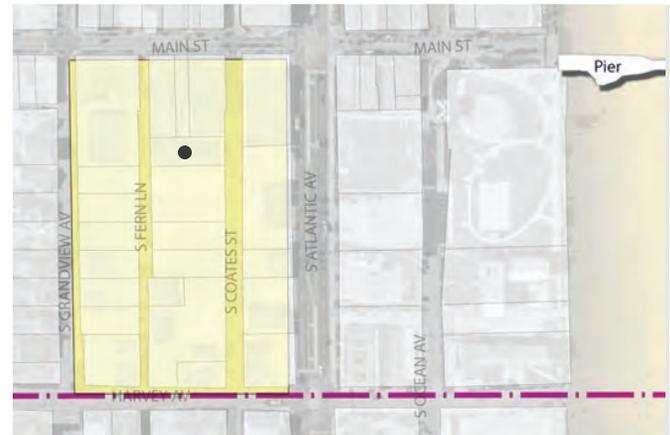
Description: SURFACE PARKING

Building Ground Floor Area: 13,662 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$245,299

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301080040

Address: 14 S COATES ST DAYTONA BEACH

Owner: MYARA GILBERT

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

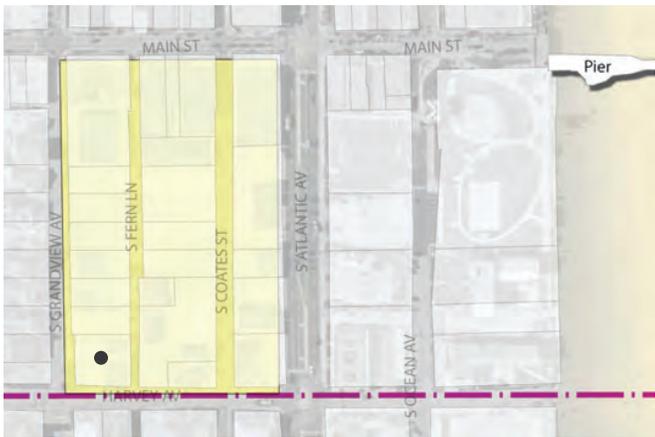
Description: WAREHOUSE

Building Ground Floor Area: 7,038 SF

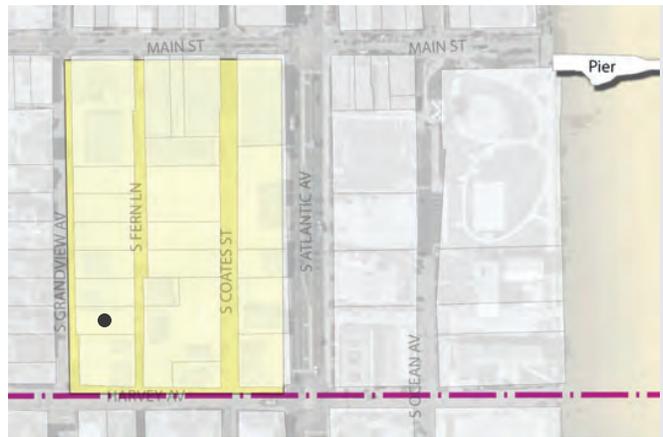
Building No. of Stories: 1

Assessed Value (Land + Building): \$229,124

Vacant? (Y/N) NO

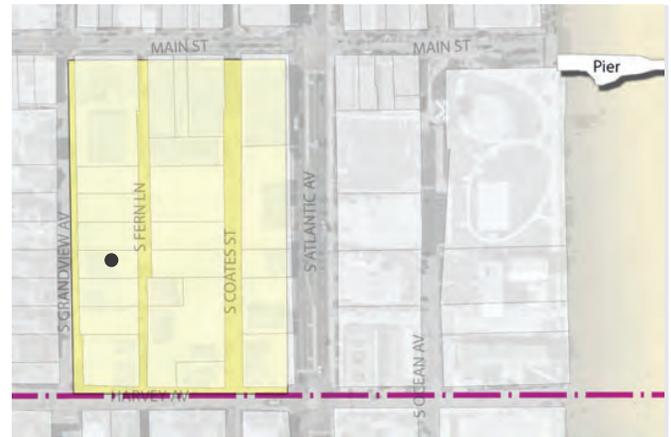
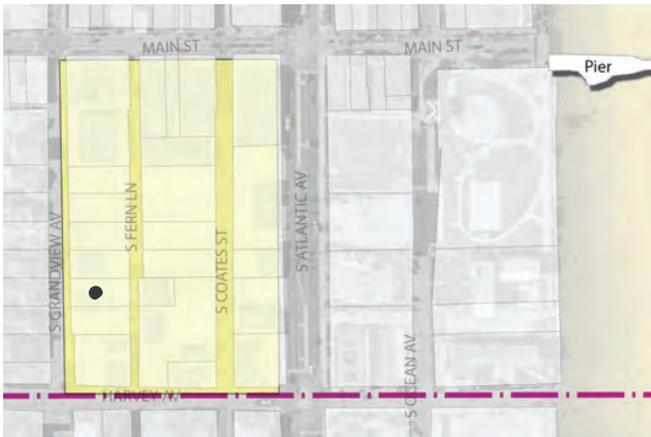


Site Number: 3
Parcel ID: 04153301080130
Address: 707 HARVEY AVE DAYTONA BEACH
Owner: VINCENT ESTATES LLC
Major Owner? (Y/N) NO
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 10,185 SF
Building No. of Stories: 3*
Assessed Value (Land + Building): \$316,821
Vacant? (Y/N) NO



Site Number: 3
Parcel ID: 04153301080150
Address: 37 S GRANDVIEW AVE DAYTONA BEACH
Owner: GEA SEASIDE INVESTMENT INC
Major Owner? (Y/N) YES
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 5,786 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$144,189
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3

Parcel ID: 04153301080160

Address: 33 S GRANDVIEW AVE DAYTONA BEACH

Owner: SUR LA MER LLC

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 5,483 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$249,384

Vacant? (Y/N) NO

Site Number: 3

Parcel ID: 04153301080170

Address: 29 S GRANDVIEW AVE DAYTONA BEACH

Owner: BARNARD DONALD W

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 5,650 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$32,821

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 3

Parcel ID: 04153301080180

Address: 25 S GRANDVIEW AVE DAYTONA BEACH

Owner: GEORGE NICHOLAS A &

Major Owner? (Y/N) YES

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

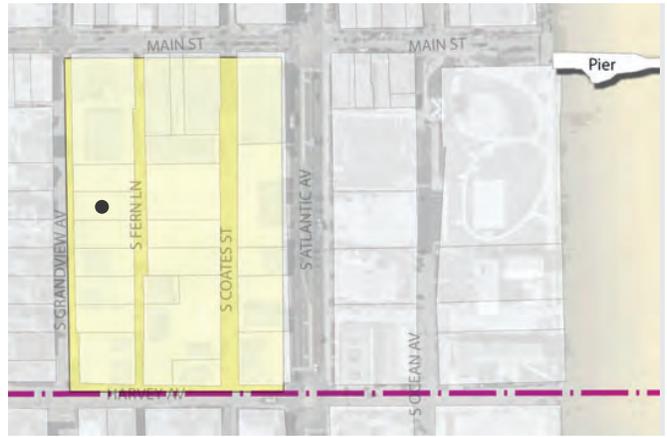
Description: SURFACE PARKING

Building Ground Floor Area: 5,650 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$38,745

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301080190

Address: 25 S GRANDVIEW AVE DAYTONA BEACH

Owner: GEORGE NICHOLAS A

Major Owner? (Y/N) YES

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 5,650 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$36,725

Vacant? (Y/N) NO



Site Number: 3

Parcel ID: 04153301080200

Address: 19 S GRANDVIEW AVE DAYTONA BEACH

Owner: FROGGYS SALOON INC

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 5,650 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$102,437

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database

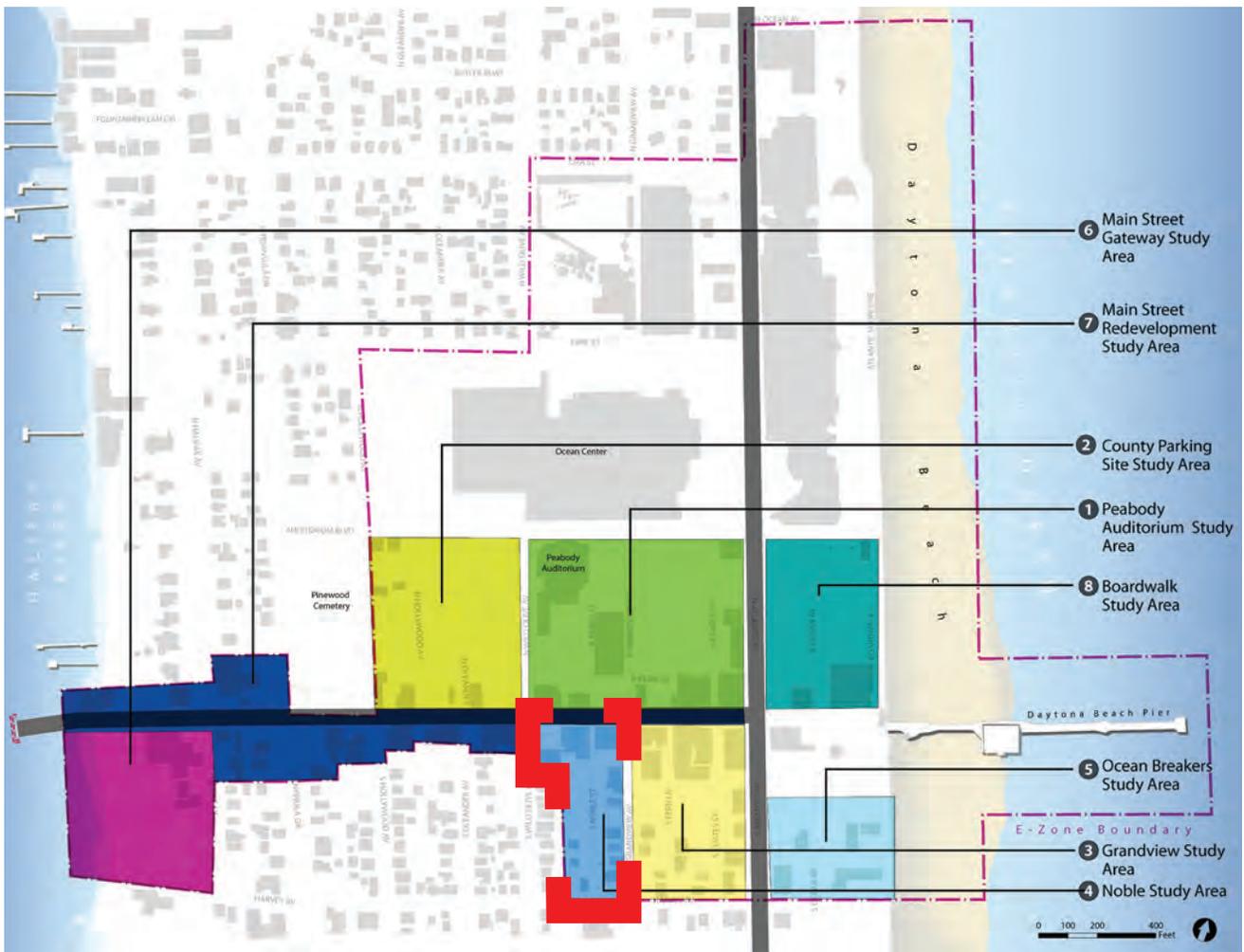


Figure 5.24. Site 4 is indicated with red corners.

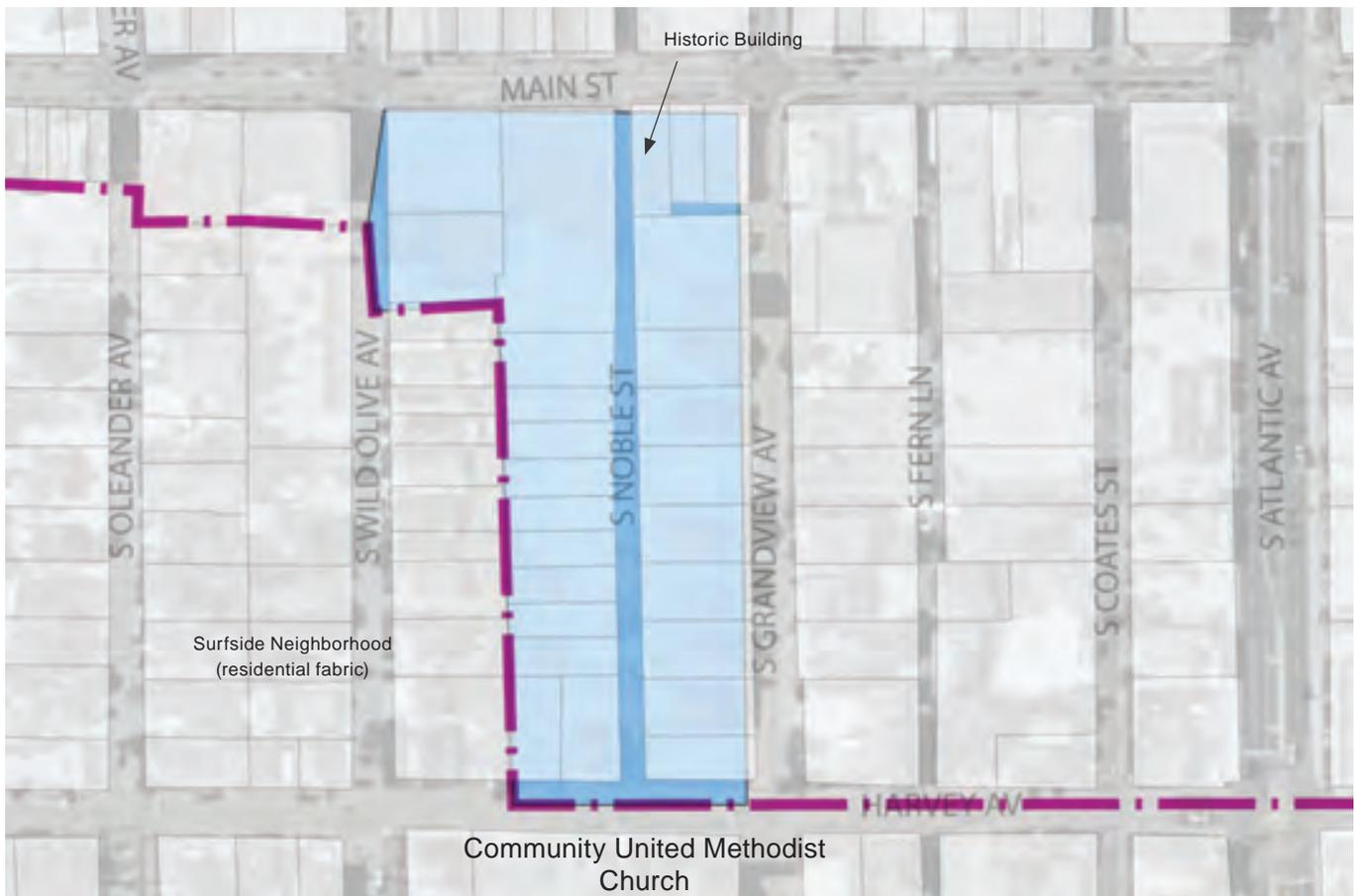


Figure 5.25. Site 4 Key Map.

Site 4: Noble Study Area

Site 4 is an 3.3 acre site bounded by Main Street on the north side, S. Grandview Ave. on the east side, Harvey Ave. on the south side, and S. Wild Olive Ave. on the west side. In its existing condition, the site has two zoning designations that govern it: RDB2/Specialty Retail (Redevelopment) and RDB6/Surfside Village (Redevelopment). The entire site is located within the Surfside Historic District Overlay zone.

Site 4 is home to one historic structure at 736-738 Main Street, defined as such in the Weaver report, which should remain as an element of the redevelopment (see Figure 5.31). Next to this structure is another categorized as being of average significance historically (see Figures 5.28 and 5.32)

Site 4 begins to engage the neighborhood fabric. The type and character of lots makes the transition from the commercial uses of Main Street to the more residential scale and fabric of the neighborhood to the south. Across Harvey Street south of Site 4 is the Community United Methodist Church, a large and significant element of the abutting Surfside neighborhood.

SITE 4 CONDITIONS ANALYSIS

Site 4 is comprised of twenty-five parcels owned by eighteen parties. It is characterized, like most residential blocks, with highly fragmented ownership and may present challenges for assembly. However, nine parcels abutting the Main Street corridor, including a bar, are held by one major land owner: Therese Doan, using the ownership entity *Coach House Daytona Beach* (see Figure 5.26).

Main Street Frontage

At the northwest corner of Site 4, Main Street is home to the Full Moon Saloon, an active bar that is recessed from the street with its surface parking lot fronting Main (see Figure 5.27). There is also a small barber shop fronting Main at South Grandview. The entire mid-block stretch of Main Street between these two active businesses is occupied by itinerant storefronts, creating a condition of effective vacancy throughout most of the year (see Figures 5.27 and 5.29). These vacant storefronts are designed for itinerant vendors, which activates them for only a matter of weeks annually during events such as Bike Week and Biketoberfest.

Characteristics of the Site off of Main Street

The challenge of assembly on Site 4 is demonstrated in Figure 5.26 by the presence of numerous owners of private residential lots on the Site. However not all of these residential lots have a structure on them or are in use (see Figure 5.27). Two of the properties appear to be relatively well maintained and exhibit active use. They are the residences located at 613 Harvey Avenue and 30 S. Grandview Avenue (see Figure 5.28). Other residential structures that occupy the block, while many are dilapidated or vacant, do contain relatively interesting architectural character reflective of the historic Surfside Village vernacular.



Figure 5.26. Site 4 Parcel Ownership & Assessed Value by Owner.

- Therese Doan¹ (Assessed Value: \$2.05 mill)
- Sharon E. Westlund (Assessed Value: \$267,056)
- Two Wheeler Motorcycle Shop (Assessed Value: \$295,580)
- Michael Forest (Assessed Value: \$263,987)
- Jeffrey Carrasco (Assessed Value: \$221,525)
- Loris B. Macgonegal (Assessed Value: \$144,023)
- J.D. Moran (Assessed Value: \$13,110)
- Pamela Honeycutt (Assessed Value: \$72,779)
- Marco A. Cruz (Assessed Value: \$72,492)
- Paul F. Garnett (Assessed Value: \$58,004)
- Gail Merthe Johnson (Assessed Value: \$33,357)
- Michael Ray Williams (Assessed Value: \$31,713)
- Nelson and Brenda S. Frahm (Assessed Value: \$85,542)
- Federal Natl. Mortgage Assoc. (Assessed Value: \$31,058)
- GEA Seaside Investment Inc. (Assessed Value: \$89,412)
- Jasmin Y. Johnson² (Assessed Value: \$11,799)
- Ramona R. Woodfin (Assessed Value: \$86,046)
- William Wycliff Jr. and Woodfin (Assessed Value: \$NO DATA)
- ☼ Major Owner (possesses 3 or more parcels in E-Zone)



Figure 5.27. Site 4 Vacancy and Notable Active Uses.

- Vacant Structure per City Tax Data
- Vacant Lot per City Tax Data
- Effectively Vacant Structure Observed (itinerant occupancy)
- Effectively Vacant Lot Observed (itinerant occupancy)
- Notable Active Use

1. Therese Doan properties in the E-Zone are held by multiple partnerships and ownership entities including: Doan Mary Therese Tr, Doan Mary Theresa Trustee, B&B Club LLC, Coach House Daytona Beach, Courtyard Entertainment LLC, Dirty Harry's Bar LLC, Shops on Main Street LLC, Special Events Property LLC.
 2. Jasmin Y. Johnson holdings include GEA Seaside Investments Inc.

SITE 4 OVERVIEW OF ASSET INVENTORY

Site 4 has a total assessed value of approximately \$3.8 million. The largest value on the site is held by Therese Doan, with nine parcels assessed at \$2 million. The bulk of that value is accounted for by three large parcels: the effectively vacant structure at 734 Main Street (at mid-block) valued at \$1 million; the Full Moon Saloon parking lot located on the corner of Main and South Wild Olive valued at approximately \$450,000; and the Saloon itself at 9 South Wild Olive valued at approximately \$550,000.

Other significant value on Site 4 is held by Two Wheeler Motorcycle Shop, a Denver based entity, who owns an itinerant storefront on Main valued at \$295,000; Sharon Weslund, who owns the historic building at 736-738 Main Street valued at \$267,000; and Michael Forest, who owns

the barber shop storefront valued at \$264,000. All of these parcels front Main Street.

Site 4 has approximately 35,000 SF of Specialty Retail, over 70% of which suffers from effective vacancy due to itinerant use and is located along Main Street. Site 4 also contains around 51,000 SF of residential, 23% of which is vacant. Overall, the site has a 52% building vacancy and an 80% lot vacancy. Main Street has a 90% building vacancy (due to itinerant use) with 0% lot vacancy.

Effective vacancy due to itinerant use of properties is primarily concentrated among three owners on Site 4: Therese Doan, Sharon E. Westlund, and Two Wheeler Motorcycle Shop (see Table 5.8).

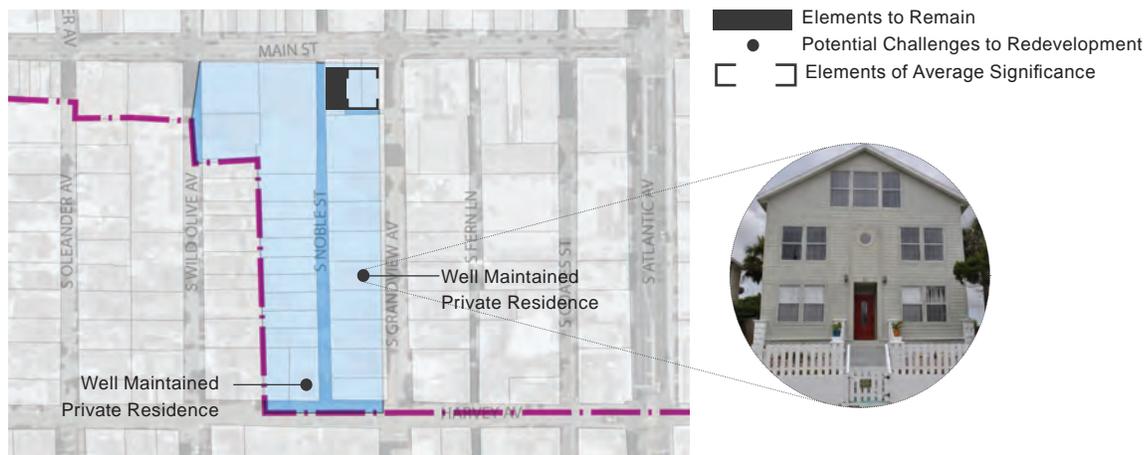


Figure 5.28. Site 4 Elements to Remain & Potential Challenges.



Figure 5.29. Itinerant storefronts along Main Street.



Figure 5.30. Typical character and quality of residences within Site 4.



Figure 5.31. 736-738 Main, defined as a historic structure in the Weaver report, is an element to remain.

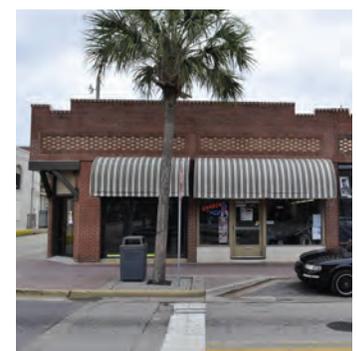


Figure 5.32. 744-746 Main (at Grandview intersection), is a structure of average significance in the Weaver report.

Table 5.7. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Sharon E. Westlund	4153301110010	Commercial/Retail Use (Unidentified)	\$267,056	\$267,056
Two Wheeler Motorcycle Shop	4153301110020	Two Wheeler Motorcycle Shop	\$295,580	\$295,580
Loris B. Macgonegal	4153301110050	Single-Story Residential	\$144,023	\$144,023
J.D. Moran	4153301110070	Vacant Lot	\$13,110	\$13,110
Pamela Honeycutt	4153301110060	Two-Story Residential	\$72,779	\$72,779
Jeffrey Carrasco	4153301110030	Vacant-Three Story Residential (Observed)	\$221,525	\$221,525
Marco A. Cruz	4153301110080	Three-Story Residential	\$72,492	\$72,492
Paul F. Garnett	4153301110090	Vacant Two-Story Residential (Observed)	\$58,004	\$58,004
Gail Merthe Johnson	4153307110060	Single-Story Residential	\$33,357	\$33,357
Michael Ray Williams	4153307110070	Single-Story Residential	\$31,713	\$31,713
Nelson and Brenda S. Frahm	4153301110110	Two-Story Residential	\$85,542	\$85,542
Therese Doan*	4153301110212	Doan Management Inc./Resteraunt Management	\$547,525	
	4153301110250	Parking Lot	\$449,263	
	4153301110210	Daytona Events Souvenirs	\$997,358	
	4153301110201	Vacant Lot (Itinerate?)	\$43,200	
	4153307110010	Vacant Lot (Itinerate?)	NO DATA	
	4153307110020	Vacant Lot (Itinerate?)	\$8,535	
	4153307110030	Vacant Lot (Itinerate?)	NO DATA	
	4153307110050	Vacant Lot (Itinerate?)	\$8,810	
	4153307110040	Vacant Lot (Itinerate?)	NO DATA	\$2,054,691
Federal Natl Mortgage Assoc.	4153307110080	Single-Story Residential	\$31,058	\$31,058
Michael Forest	4153301110011	Barber Shop	\$263,987	\$263,987
Jasmin Y. Johnson**	4153301110100	Vacant Two-Story Residential (Observed)	\$89,412	\$89,412
	4153301110120	Vacant Lot (Observed)	\$11,799	\$11,799
Ramona R. Woodfin	4153301110140	Two-Story Residential	\$86,046	\$86,046
William Wycliff Jr. and Woodfin	4153301110141	Vacant Lot (Observed)	NO DATA	\$0
TOTAL:				\$3,832,174

SITE 4 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 4. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.

Table 5.8. Square Footage (SF) by Use and Vacancy

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Specialty Retail	4153301110011		2,822		1						
	4153301110212	10,606		7,784	2						
Itinerate Specialty Retail*	4153301110020		2,656		1			2,656			
	4153301110010		2,686		1			2,822			
	4153301110210	25,042	19,700		1			19,700			
Parking Lot	4153301110250	9,000			0	9,000					
Residential	4153301110050			5,000	1						
	4153301110060			5,000	2						
	4153301110080			7,300	3						
	4153307110060			5,000	1						
	4153307110070			3,100	1						
	4153301110110			1,728	2						
	4153307110080			7,300	1						
	4153301110140	39,428		5,000	3						
Vacant Residential*	4153301110030				3				1,531		
	4153301110090				2				5,000		
	4153301110100	11,531			2				5,000		
Vacant Lot	4153301110070				0		5,000				5,000
	4153301110201	10,400			0		5,400				5,400
Itinerate Lot*	4153307110010				0		3,100				3,100
	4153307110020				0		3,100				3,100
	4153307110030				0		3,100				3,100
	4153307110050				0		3,200				3,200
	4153307110040	15,700			0		3,200				3,200
Vacant Lot*	4153301110120				0		4,500				4,500
	4153301110141	9,500			0		5,000				5,000
SUBTOTAL			27,864	47,212		9,000	35,600	25,178	11,531	0	35,600
TOTAL			Bldg SF: 75,076			Lot SF: 44,600		Bldg Vac SF: 36,709		Lot Vac SF: 35,600	

SITE 4 OVERALL

Bldg Vacancy: 49%
 Lot Vacancy: 80%

MAIN STREET

Bldg Vacancy: 90%
 Lot Vacancy: 0%

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4

Parcel ID: 04153301110250

Address: MAIN ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 9,000 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$449,263

Vacant? (Y/N) NO



Site Number: 4

Parcel ID: 04153301110210

Address: 734 MAIN ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 19,700 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$997,358

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4

Parcel ID: 04153301110010

Address: 736 MAIN ST DAYTONA BEACH

Owner: WESTLUND SHARON ELIZABETH TTEE

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 2,686 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$267,056

Vacant? (Y/N) NO

Site Number: 4

Parcel ID: 04153301110020

Address: 740 MAIN ST DAYTONA BEACH

Owner: TWO WHEELER MOTORCYCLE SHOP

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 2,656 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$295,580

Vacant? (Y/N) NO



Site Number: 4
Parcel ID: 04153301110011
Address: 744 MAIN ST DAYTONA BEACH
Owner: FOREST MICHAEL J
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 2,822 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$263,987
Vacant? (Y/N) NO



Site Number: 4
Parcel ID: 04153301110030
Address: 14 S GRANDVIEW AVE DAYTONA BEACH
Owner: CARRASCO JEFFREY &
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 1,531 SF
Building No. of Stories: 3*
Assessed Value (Land + Building): \$221,525
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4

Parcel ID: 04153301110050

Address: 16 S GRANDVIEW AVE DAYTONA BEACH

Owner: MACGONEGAL LORIS B

Major Owner? (Y/N) NO

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: RESIDENTIAL

Description: BUILDING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$144,023

Vacant? (Y/N) NO

Site Number: 4

Parcel ID: 04153301110060

Address: 20 S GRANDVIEW AVE DAYTONA BEACH

Owner: HONEYCUTT PAMELA S &

Major Owner? (Y/N) NO

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$72,779

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4
Parcel ID: 04153301110070
Address: S GRANDVIEW AVE DAYTONA BEACH
Owner: MORAN J D &
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: COMMERCIAL
Description: LOT
Building Ground Floor Area: 5,000 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$13,110
Vacant? (Y/N) YES



Site Number: 4
Parcel ID: 04153301110080
Address: 30 S GRANDVIEW AVE DAYTONA BEACH
Owner: CRUZ MARCO A
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: RESIDENTIAL
Description: BUILDING
Building Ground Floor Area: 7,300 SF
Building No. of Stories: 3*
Assessed Value (Land + Building): \$72,492
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4

Parcel ID: 04153301110090

Address: 34 S GRANDVIEW AVE DAYTONA BEACH

Owner: GARNETT PAUL F

Major Owner? (Y/N) NO

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: RESIDENTIAL

Description: BUILDING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$58,004

Vacant? (Y/N) NO

Site Number: 4

Parcel ID: 04153301110100

Address: 38 S GRANDVIEW AVE DAYTONA BEACH

Owner: GEA SEASIDE INVESTMENTS INC

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 5,000 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$89,412

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4
Parcel ID: 04153301110110
Address: 42 S GRANDVIEW AVE DAYTONA BEACH
Owner: FRAHM NELSON S & BRENDA S
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 1,728 SF
Building No. of Stories: 2
Assessed Value (Land + Building): \$85,542
Vacant? (Y/N) NO



Site Number: 4
Parcel ID: 04153301110120
Address: S GRANDVIEW AVE DAYTONA BEACH
Owner: JOHNSON JASMIN Y
Major Owner? (Y/N) YES
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT*
Building Ground Floor Area: 4,500 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$11,799
Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4
Parcel ID: 04153301110140
Address: 613 HARVEY AVE DAYTONA BEACH
Owner: WOODFIN RAMONA R &
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 5,000 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$86,046
Vacant? (Y/N) NO

Site Number: 4
Parcel ID: 04153301110141
Address: 613 HARVEY AVE DAYTONA BEACH
Owner: WOODFIN WILLIAM WYCLIFFE JR &
Major Owner? (Y/N) N/A
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT*
Building Ground Floor Area: 5,000 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$ NO DATA
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 4
Parcel ID: 04153307110080
Address: 38 S NOBLE ST DAYTONA BEACH
Owner: FEDERAL NATL MORTGAGE ASSOC
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: RESIDENTIAL
Description: BUILDING
Building Ground Floor Area: 3,100 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$31,058
Vacant? (Y/N) NO

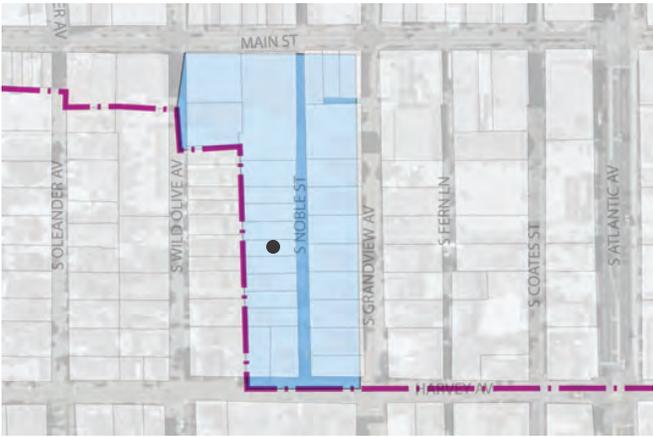


Site Number: 4
Parcel ID: 04153307110070
Address: 36 S NOBLE ST DAYTONA BEACH
Owner: WILLIAMS MICHAEL RAY &
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: RESIDENTIAL
Description: BUILDING
Building Ground Floor Area: 3,100 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$31,713
Vacant? (Y/N) NO



Site Number: 4
Parcel ID: 04153307110060
Address: 34 S NOBLE ST DAYTONA BEACH
Owner: JOHNSON GAIL MERTHE L/E
Major Owner? (Y/N) NO
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: RESIDENTIAL
Description: BUILDING
Building Ground Floor Area: 3,100 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$33,357
Vacant? (Y/N) NO

Site Number: 4
Parcel ID: 04153307110050
Address: S NOBLE ST DAYTONA BEACH
Owner: COACH HOUSE DAYTONA BEACH
Major Owner? (Y/N) YES
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 3,200 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$ 8,810
Vacant? (Y/N) YES



Site Number: 4

Parcel ID: 04153307110040

Address: S NOBLE ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,200 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ NO DATA

Vacant? (Y/N) YES



Site Number: 4

Parcel ID: 04153307110030

Address: S NOBLE ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,100 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ NO DATA

Vacant? (Y/N) YES



Site Number: 4

Parcel ID: 04153307110020

Address: S NOBLE ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,100 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$8,535

Vacant? (Y/N) YES

Site Number: 4

Parcel ID: 04153307110010

Address: S NOBLE ST DAYTONA BEACH

Owner: COACH HOUSE DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,100 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$ NO DATA

Vacant? (Y/N) YES



Site Number: 4
Parcel ID: 04153301110201
Address: S NOBLE ST DAYTONA BEACH
Owner: COACH HOUSE DAYTONA BEACH
Major Owner? (Y/N) YES
Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 5,400 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$43,200
Vacant? (Y/N) YES



Site Number: 4
Parcel ID: 04153301110212
Address: 9 S WILD OLIVE AVE DAYTONA BEACH
Owner: COACH HOUSE DAYTONA BEACH
Major Owner? (Y/N) YES
Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 7,784 SF
Building No. of Stories: 2*
Assessed Value (Land + Building): \$547,525
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database

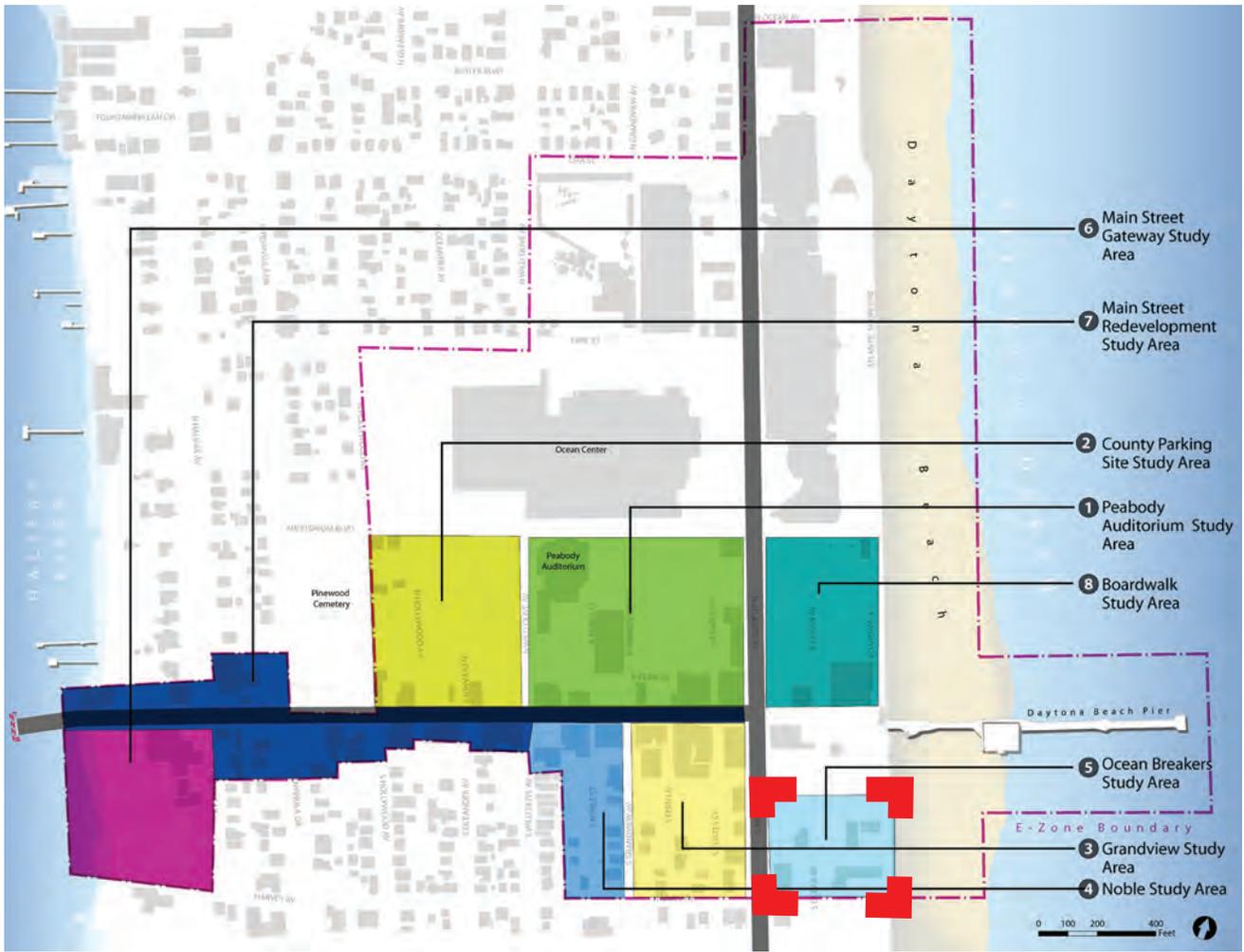


Figure 5.33. Site 5 is indicated with red corners.

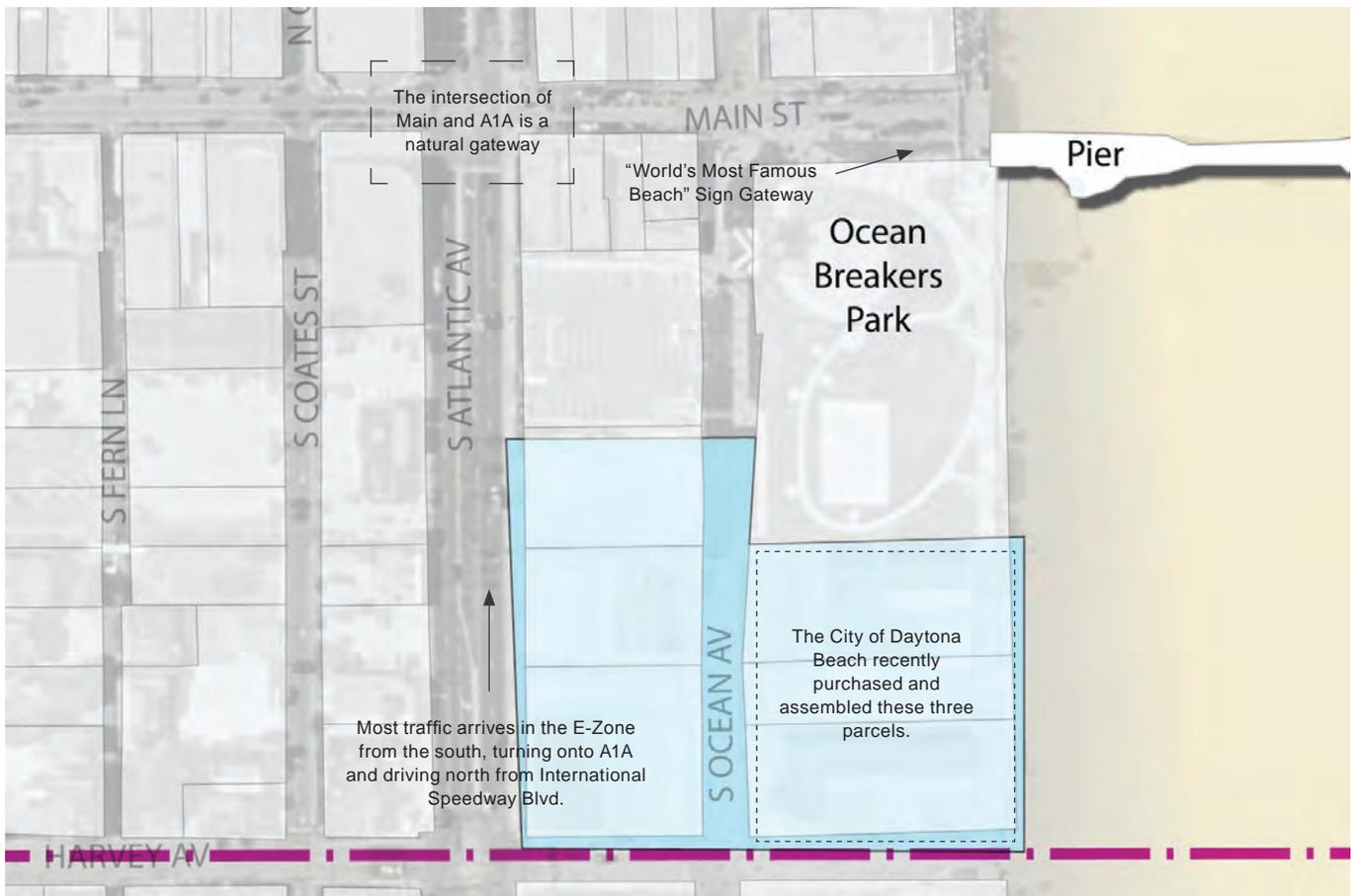


Figure 5.34. Site 5 Key Map.

Site 5: Ocean Breakers Study Area

Site 5 is a 2.5 acre site bounded by Ocean Breakers Park on the north side, the beach on the east side, Harvey Avenue on the south side, and A1A/South Atlantic Avenue on the west side. In its existing condition, the site has two zoning designations that govern it: RDB5-Atlantic Avenue Retail (Redevelopment) and RDB1-Hotel, Mixed Use (Redevelopment).

The City of Daytona Beach has recently purchased and assembled the three beachfront parcels south of Ocean Breakers Park to Harvey Avenue.

The site is located one block south of Main Street and provides direct and convenient access to the beach, the

Pier, and the Boardwalk amenity area. With most traffic to the E-Zone anticipated to arrive from International Speedway Boulevard to the south, Site 5 is well located as a gateway site to the district.

Development within the site caters towards tourism and includes a dated beachfront motel (likely to be removed as it is within the recent land assembly purchase made by the City), a 7-Eleven convenience store on A1A, and a speciality retail NASCAR memorabilia store on A1A.

SITE 5 CONDITIONS ANALYSIS

Site 5 is comprised of six parcels owned by four parties. The three beachfront sites are owned by the City, while the sites fronting on A1A are owned by three separate entities.

Three of the six parcels within Site 5 contain occupied structures. The Daytona 2000 souvenir store, located on the corner of Harvey Avenue and South Atlantic Ave.,

appears to be well maintained. The other two structures, the 7-Eleven convenience store and the Saxony Motel, are dated. The other three parcels within Site 5 are vacant lots.

Site 5 does not contain any historic structures required to remain as a part of the redevelopment plan. However, the 7-Eleven convenience store and the Daytona 2000 souvenir store, both located on A1A/South Atlantic Avenue, appear to have notable active uses and may present challenges to redevelopment (see Figure 5.38).

Site 5 Overview of Asset Inventory

Site 5 has a total assessed value of approximately \$4.6 million. The largest value on the site is held by the City of Daytona Beach who owns the beachfront parcels jointly assessed at \$2.9 million. The rest of the properties are owned by single entities and range in value from the mid \$400,000s to mid \$700,000s (see Figure 5.35 and Table 5.9).

Site 5 has 9,600 SF of Specialty Retail which appears to be viable. The 7-Eleven convenience store, which accounts for 3,681 of the 9,600 SF, is one of the two convenience stores in the study area and appears to be serving the market for area visitors, workers, and residents. The Daytona 2000 NASCAR souvenir store accounts for the other 6,000 SF. Both of these sites are located on S. Atlantic Ave. and enjoy high visibility (see Table 5.10).

The Saxony Motel, which accounts for the 21,000 SF of lodging in the site, appears to be suffering and is likely to be removed by the City. While the motel offers direct access to the beach and convenient access to Ocean Breakers Park, Main Street, the Pier, and the Boardwalk amenity area, the age and quality of the hotel experience as noted by hotel guests present challenges to its marketability. The motel does however provide lodging with great and convenient access to area amenities for visitors with a lower threshold of disposable income. The rest of the square footage in Site 5 is comprised of undeveloped lots, all of which are vacant.

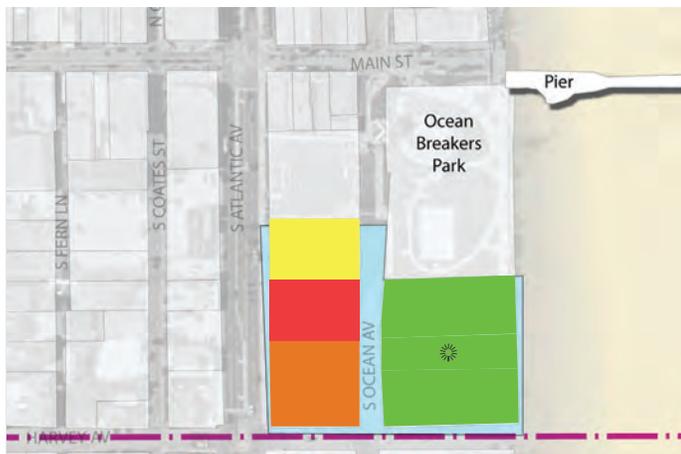


Figure 5.35. Site 5 Parcel Ownership & Assessed Value by Owner.

- City of Daytona Beach (Assessed Value: \$2.9 mil)
- Cruisin 2000 Inc. (Assessed Value: \$765,691)
- Ben & Shoaff Nissim (Assessed Value: \$495,243)
- Shaaray Properties LLC (Assessed Value: \$456,827)
- ☀ Major Owner (possesses 3 or more parcels in E-Zone)

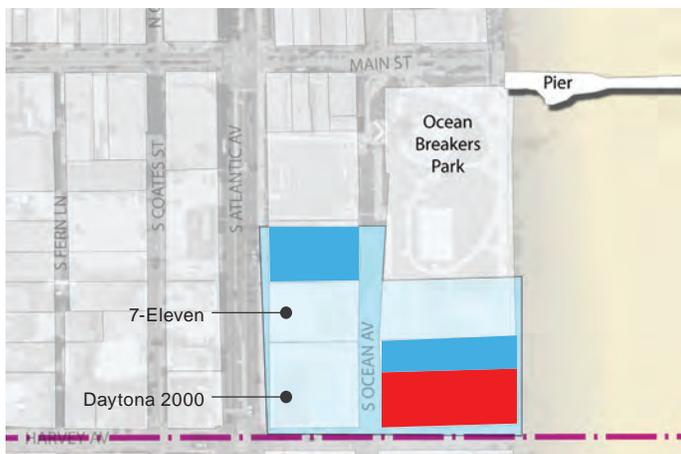
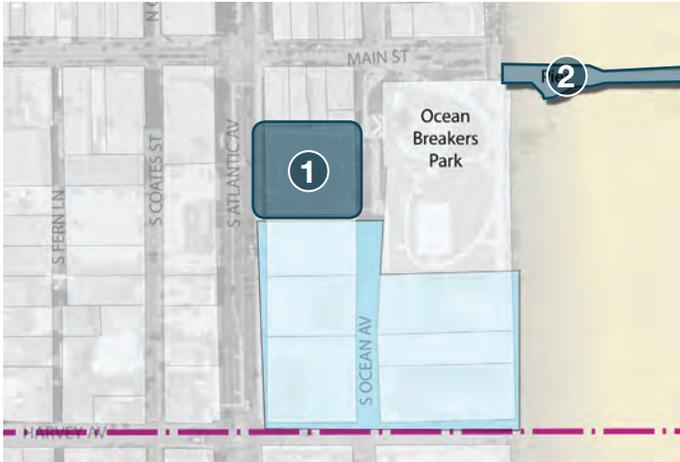


Figure 5.36. Site 5 Vacancy and Notable Active Uses.

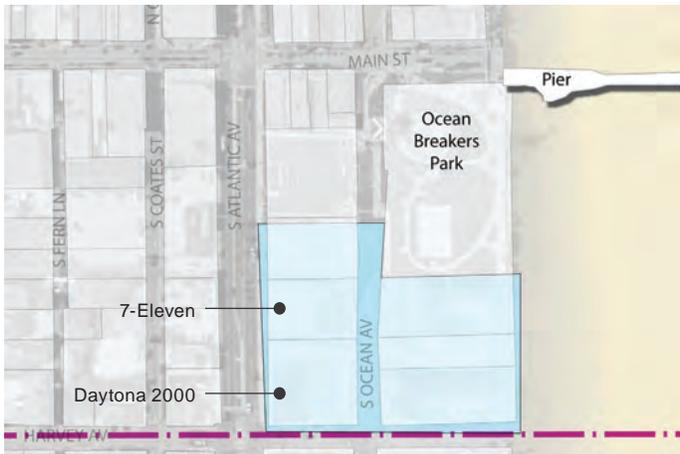
- Vacant Structure per City Tax Data
- Vacant Lot per City Tax Data
- Effectively Vacant Structure Observed (itinerant occupancy)
- Effectively Vacant Lot Observed
- Notable Active Use



Current limited uses and/or agreements

- 1 Parking Lot Agreement with FCT and ECHO** - Both Ocean Breakers Park and the adjacent Parking Lot are controlled by Florida Communities Trust program (FCT) and ECHO Grant program. Revenues generated by this lot are dedicated to the maintenance of Ocean Breakers Park.
- 2 Daytona Beach Pier** - Submerged Land Lease with the State of Florida specifying that public use of the pier must be free of charge.

Figure 5.37. Site 5.



Elements to Remain

- Potential Challenges to Redevelopment
- Elements of Average Significance

Figure 5.38. Site 5 Elements to Remain & Potential Challenges.



Figure 5.39. Typical vacant parcel with beach front access.



Figure 5.40. Daytona 2000 memorabilia store.

Table 5.9. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
City of Daytona Beach	4153301020080	Vacant Lot	578,521	
	4153301020070	Saxony Motel site	1,219,447	
	4153301020090	Vacant Lot	1,097,250	\$2,895,218
Ben & Shoaff Nissim	4153301050060	Vacant Lot	495,243	\$495,243
Cruisin 200 Inc	4153301050100	Daytona 2000/NASCAR Souvenir	765,691	\$765,691
Shaaray Properties LLC	4153301050080	7-Eleven/Convenience Store	456,827	\$456,827
TOTAL:				\$4,612,979

Table 5.10. Square Footage (SF) by Use and Vacancy

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Specialty Retail	4153301050100			9,681	1						
	4153301050080	13,362		3,681	1						
Lodging	4153301020070	19,950		19,950	3						
Vacant Lot	4153301020080				0	10,500					10,500
	4153301050060	34,083			0	23,583					23,583
Vacant Lot*	4153301020090	21,000			0	21,000					21,000
SUBTOTAL			0	33,312		0	55,083	0	0	0	55,083
TOTAL			Bldg SF: 33,312			Lot SF: 55,083		Bldg Vac SF: 0		Lot Vac SF: 55,083	

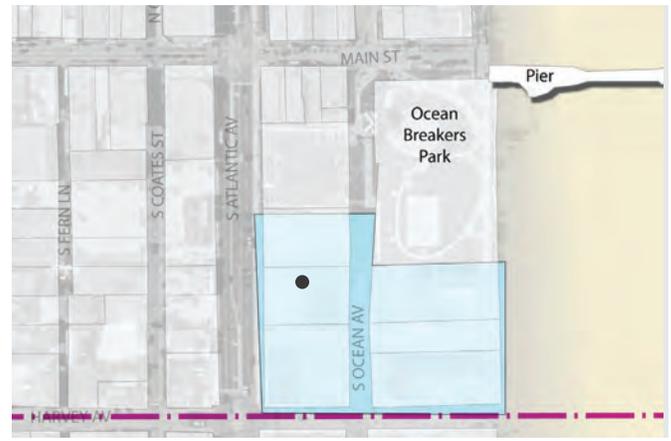
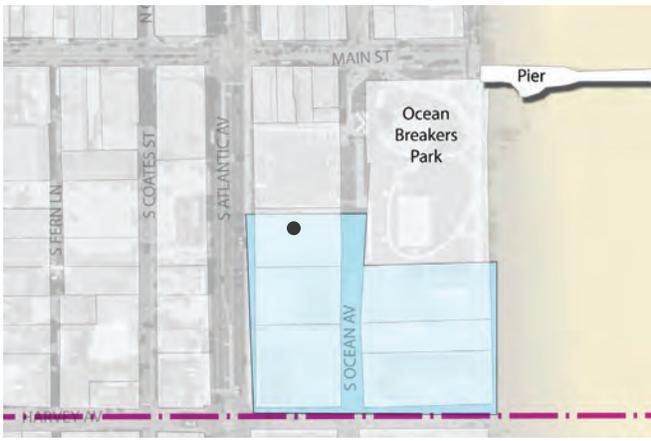
SITE 5 OVERALL

Bldg Vacancy: 0%
 Lot Vacancy: 100%

*Observed condition differs from data as represented in the City Tax Assessor database

SITE 5 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 5. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.



Site Number: 5

Parcel ID: 04153301050060

Address: 23 S ATLANTIC AVE DAYTONA BEACH

Owner: SHOAFF NISSIM BEN &

Major Owner? (Y/N) NO

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: LOT

Building Ground Floor Area: 23,583 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$495,243

Vacant? (Y/N) YES

Site Number: 5

Parcel ID: 04153301050080

Address: 35 S ATLANTIC AVE DAYTONA BEACH

Owner: SHAARAY PROPERTIES LLC

Major Owner? (Y/N) NO

Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

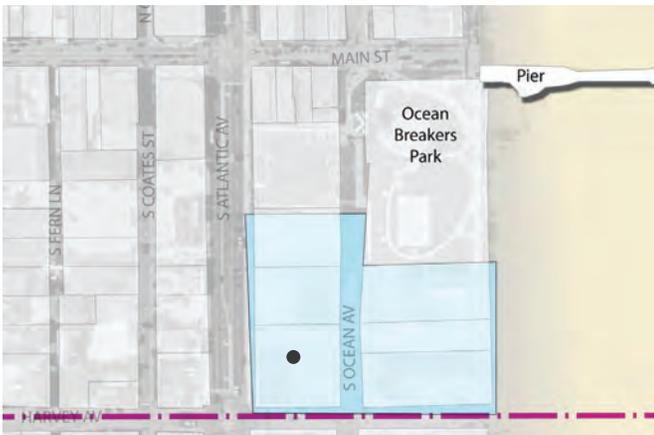
Description: BUILDING

Building Ground Floor Area: 3,681 SF

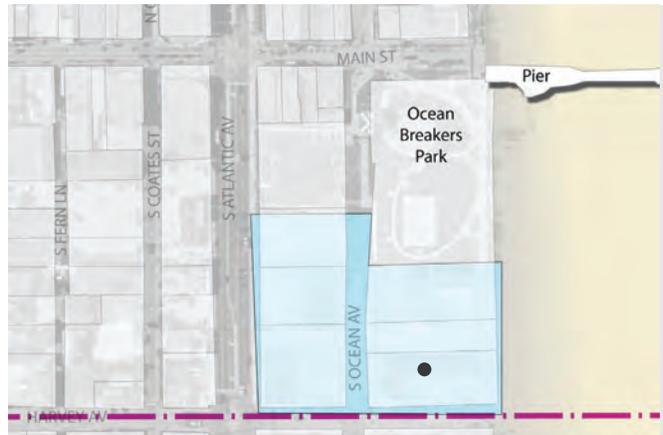
Building No. of Stories: 1

Assessed Value (Land + Building): \$456,827

Vacant? (Y/N) NO

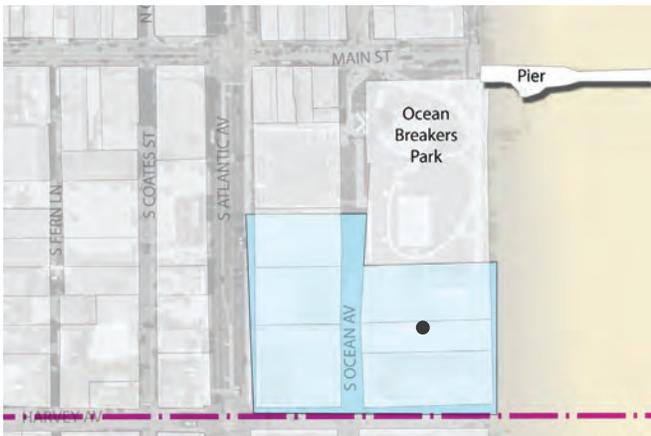


Site Number: 5
Parcel ID: 04153301050100
Address: 43 S ATLANTIC AVE DAYTONA BEACH
Owner: CRUISIN 2000 INC
Major Owner? (Y/N) NO
Zoning: RDB5 - ATLANTIC AVENUE RETAIL (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 6,000 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$765,691
Vacant? (Y/N) NO

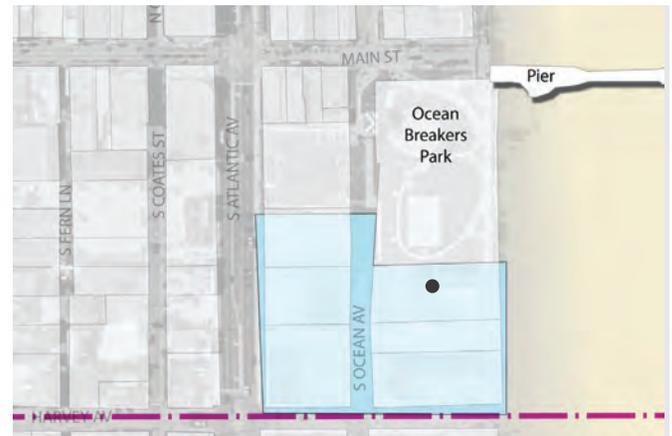


Site Number: 5
Parcel ID: 04153301020090
Address: 35 S OCEAN AVE DAYTONA BEA
Owner: BRAY & GILLESPIE XXV LLC
Major Owner? (Y/N) YES
Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)
Program: COMMERCIAL
Description: LOT*
Building Ground Floor Area: 21,000 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$1,219,447
Vacant? (Y/N) YES*

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 5
Parcel ID: 04153301020080
Address: S OCEAN AVE DAYTONA BEACH
Owner: COLONIAL BANK
Major Owner? (Y/N) NO
Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)
Program: COMMERCIAL
Description: LOT
Building Ground Floor Area: 10,500 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$578,521
Vacant? (Y/N) YES



Site Number: 5
Parcel ID: 04153301020070
Address: 35 S OCEAN AVE DAYTONA BEACH
Owner: BRAY & GILLESPIE LLC LIV
Major Owner? (Y/N) YES
Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 19,950 SF
Building No. of Stories: 3
Assessed Value (Land + Building): \$1,219,447
Vacant? (Y/N) NO

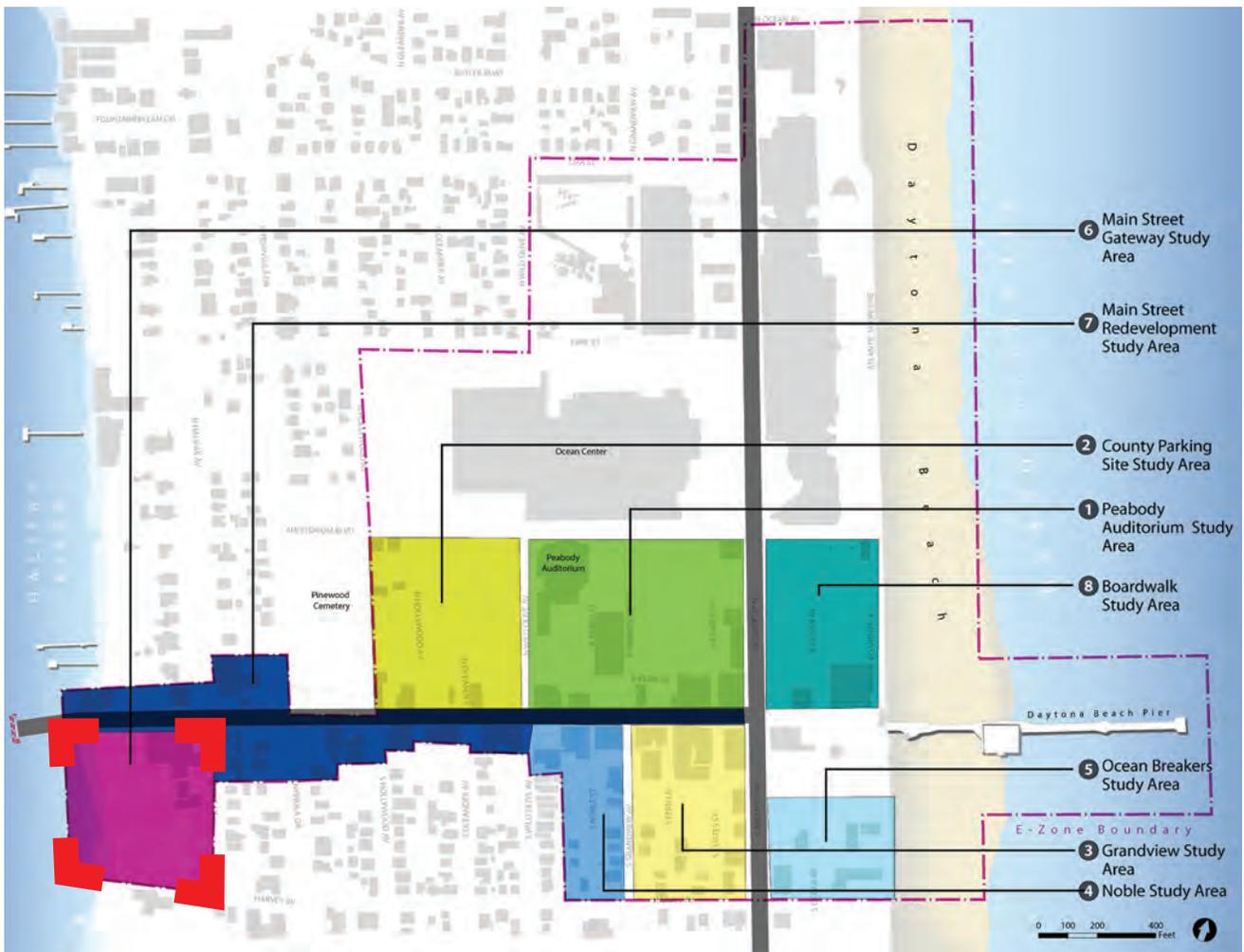


Figure 5.41. Site 6 is indicated with red corners.



Figure 5.42. Site 6 Key Map.

Site 6: Main Street Gateway Study Area

Site 6 is an 2.5 acre site bounded by Main St. on the north side, Halifax Ave. on the east side, a privately owned residential property on the south side, and the Halifax River. on the west side. Although this site is significant as a riverfront site and point of arrival into the district, there is in fact very little traffic arriving into the site along the Main Street Bridge (most traffic arrives traveling north along A1A after turning off of International Speedway Boulevard south of the E-Zone). Still, the site serves as a secondary entrance and gateway, a role that could be expanded and enhanced should plans proceed to create a marina and water taxi on the site.

The City has considered a marina on the site prior to the consultants' involvement, and a marina is included in the unsolicited proposal that was made to the City by the Marina Holdings Group as part of their hotel development proposal

for the site. The City's recent purchase of the southernmost parcel comprising Site 6 has been framed as a purchase that would allow for a public park at this location ensuring public access to the waterfront and potential future marina (see Figure 5.42 and 5.43).

Volusia County has put forward the possibility that the Main Street bridge could eventually be closed; this would of course change the way the site functions both structurally and with regard to use.

In its existing condition, the site has two zoning designations that govern it: RDB3 - Gateway Residential Mixed Use (Redevelopment) and RP - Residential, Professional.

Site 6 Conditions Analysis

Site 6 contains nine properties owned by six parties. The site is predominately characterized by surface parking and vacant land. However, there is a pocket of single story private residences fronting on Halifax Avenue and a tire and

auto business on the northeast corner of the site, fronting Main Street. The business, Steven’s Tire & Auto, has been in operation since 1966.

Four parcels in Site 6 forming a large riverfront assembly of land are owned by Bob Lowry through the ownership entity RBH-Daytona Inc. Lowry has been in communication with hotel developers and has contacted the consultant team to express that he would be interested to divest himself of his properties given the right opportunity. Collectively, Lowry’s four parcels account for over 50% of the land area of the site and abut Main St., the Halifax River, and Halifax Ave. (See Figure 5.43.)

Another large riverfront parcel lies to the south of Lowry’s land and is a recent acquisition by the City of Daytona Beach; it is intended to become a public park with a marina.

Site 6 does not contain any historic or protected structures that must be considered as a part of the redevelopment plan.

However, Steven’s Tire & Auto and the residential properties along S Halifax Ave. are notably active uses and may present challenges to redevelopment (see Figure 5.40).

Site 6 Overview of Asset Inventory

Site 6 has a total assessed value of approximately \$3 million. The largest value on the site is held by Bob Lowry (RBH-Daytona Inc.) whose parcels are jointly assessed at \$1.2 million. The bulk of the value is accounted for by the parcel that is located on the northwest corner of the site and abuts the Halifax River and Main St. That property is valued at approximately \$735,000. Other substantial value on the site is held by the City of Daytona Beach and Paul Stevens Jr. TTEE (the tire & auto site). The City’s riverfront acquisition parcel is assessed at approximately \$886,000 while the tire & auto site fronting Main Street is assessed at around \$620,000.

Site 6 has approximately 95,600 SF of vacant lots, all of which is off Main Street. An additional 56,800 SF is identified



- Bob Lowry¹ (Assessed Value: \$1,287,167)
- City of Daytona Beach (Assessed Value: \$885,940)
- Paul Stevens Jr TTEE (Assessed Value: \$619,418)
- Gerri I & Garrett (Assessed Value: \$129,610)
- Daniel L & Rubin (Assessed Value: \$81,559)
- Jane Aida & Eugene Underdonk (Assessed Value: \$81,559)
- Major Owner (possesses 3 or more parcels in E-Zone)

Figure 5.43. Site 6 Parcel Ownership & Assessed Value by Owner.



- Vacant Structure per City Tax Data
- Vacant Lot per City Tax Data
- Effectively Vacant Structure Observed (itinerant occupancy)
- Effectively Vacant Lot Observed
- Notable Active Use

Figure 5.44. Site 6 Vacancy and Notable Active Uses.

1. Bob Lowry’s properties are held by the ownership entity RBH-Daytona Inc.

as parking; however, only 30,500 SF of that land actually contains parking. The rest is vacant. Active uses within the site include 17,250 SF of Single Family Residential and 8,500 SF of Specialty Retail (Steven’s Tire & Auto). Overall the site contains 0% building vacancy and 63% lot vacancy. Main Street on Site 6 has 0% building vacancy and 0% lot vacancy (see Table 5.12).



Figure 5.45. Site 6 Elements to Remain & Potential Challenges.



Figure 5.46. Stevens Auto & Tire is an established business that has been at this location since 1966.



Figure 5.47. The City acquisition at the south of Site 6 is intended to become a public park offering access to a future public waterfront and marina.

Table 5.11. Assessed Value by Owner

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Daniel L & Rubin	5153308050070	One-Story Residential	\$81,559	\$81,559
Jane Aida & Eugene Underdonk	5153308050060	One-Story Residential	\$81,559	\$81,559
Gerri I & Garrett	5153308050050	One-Story Residential	\$129,610	\$129,610
RBH-Daytona Inc (Bob Lowry)	5153308050010	Parking Lot	\$734,350	
	5153308050020	Parking Lot	\$282,893	
	5153308050080	Vacant Lot	\$55,358	
	9153302030170	Vacant Lot	\$214,566	\$1,287,167
Paul Stevens Jr TTEE	5153308050040	Steven's Tire and Auto	\$619,418	\$619,418
City of Daytona Beach	9153302030190	Vacant Lot	\$885,940	\$885,940
TOTAL:				\$3,085,253

Table 5.12. Square Footage (SF) by Use and Vacancy

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Parking Lot	5153308050010				0	47,275					
	5153308050020	56,800			0	9,525					
Specialty Retail	5153308050040	8,534	8,534		1						
Residential	5153308050070			5,750	1						
	5153308050060			5,750	1						
	5153308050050	17,250		5,750	1						
Vacant Lot	5153308050080					14,375				14,375	
	9153302030170	30,630				16,255				16,255	
Park	9153302030190	65,120		65,120		65,120					
SUBTOTAL			8,534	82,370		56,800	95,750	0	0	0	30,630
TOTAL			Bldg SF: 90,904			Lot SF: 152,550		Bldg Vac SF: 0		Lot Vac SF: 30,630	

SITE 6 OVERALL

Bldg Vacancy: **0%**
 Lot Vacancy: **20%**

MAIN STREET

Bldg Vacancy: **0%**
 Lot Vacancy: **0%**

*Observed condition differs from data as represented in the City Tax Assessor database

SITE 6 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 6. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.



Site Number: 6

Parcel ID: 05153308050010

Address: 116 MAIN ST DAYTONA BEACH

Owner: RBH-DAYTONA INC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 47,275 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$734,350

Vacant? (Y/N) NO

Site Number: 6

Parcel ID: 05153308050020

Address: 116 MAIN ST DAYTONA BEACH

Owner: RBH-DAYTONA INC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 9,525 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$282,893

Vacant? (Y/N) NO



Site Number: 6
Parcel ID: 05153308050040
Address: 140 MAIN ST DAYTONA BEACH
Owner: STEVENS PAUL JR TTEE
Major Owner? (Y/N) YES
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 8,534 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$619,418
Vacant? (Y/N) NO



Site Number: 6
Parcel ID: 05153308050050
Address: 10 S HALIFAX AVE DAYTONA BEACH
Owner: GARRETT GERRI I &
Major Owner? (Y/N) NO
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 5,750 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$129,610
Vacant? (Y/N) NO



Site Number: 6

Parcel ID: 05153308050060

Address: S HALIFAX AVE DAYTONA BEACH

Owner: UNDERDONK EUGENE & AIDA JANE

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 5,750 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$81,559

Vacant? (Y/N) NO



Site Number: 6

Parcel ID: 05153308050070

Address: 18 S HALIFAX AVE DAYTONA BEACH

Owner: RUBIN DANIEL L &

Major Owner? (Y/N) NO

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: DUPLEX

Building Ground Floor Area: 5,750 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$81,559

Vacant? (Y/N) NO



Site Number: 6
Parcel ID: 05153308050080
Address: S HALIFAX AVE DAYTONA BEACH
Owner: RBH-DAYTONA INC
Major Owner? (Y/N) YES
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 14,375 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$55,358
Vacant? (Y/N) YES



Site Number: 6
Parcel ID: 09153302030170
Address: S HALIFAX AVE DAYTONA BEACH
Owner: RBH-DAYTONA INC
Major Owner? (Y/N) YES
Zoning: RP - RESIDENTIAL, PROFESSIONAL
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 16,255 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$214,566
Vacant? (Y/N) YES



Site Number: 6

Parcel ID: 09153302030190

Address: 42 S HALIFAX AVE DAYTONA BEACH

Owner: CITY OF DAYTONA BEACH

Major Owner? (Y/N) YES

Zoning: RP - RESIDENTIAL, PROFESSIONAL

Program: TOURIST - ENTERTAINMENT

Description: RIVER

Building Ground Floor Area: 65,120 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$885,940

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database

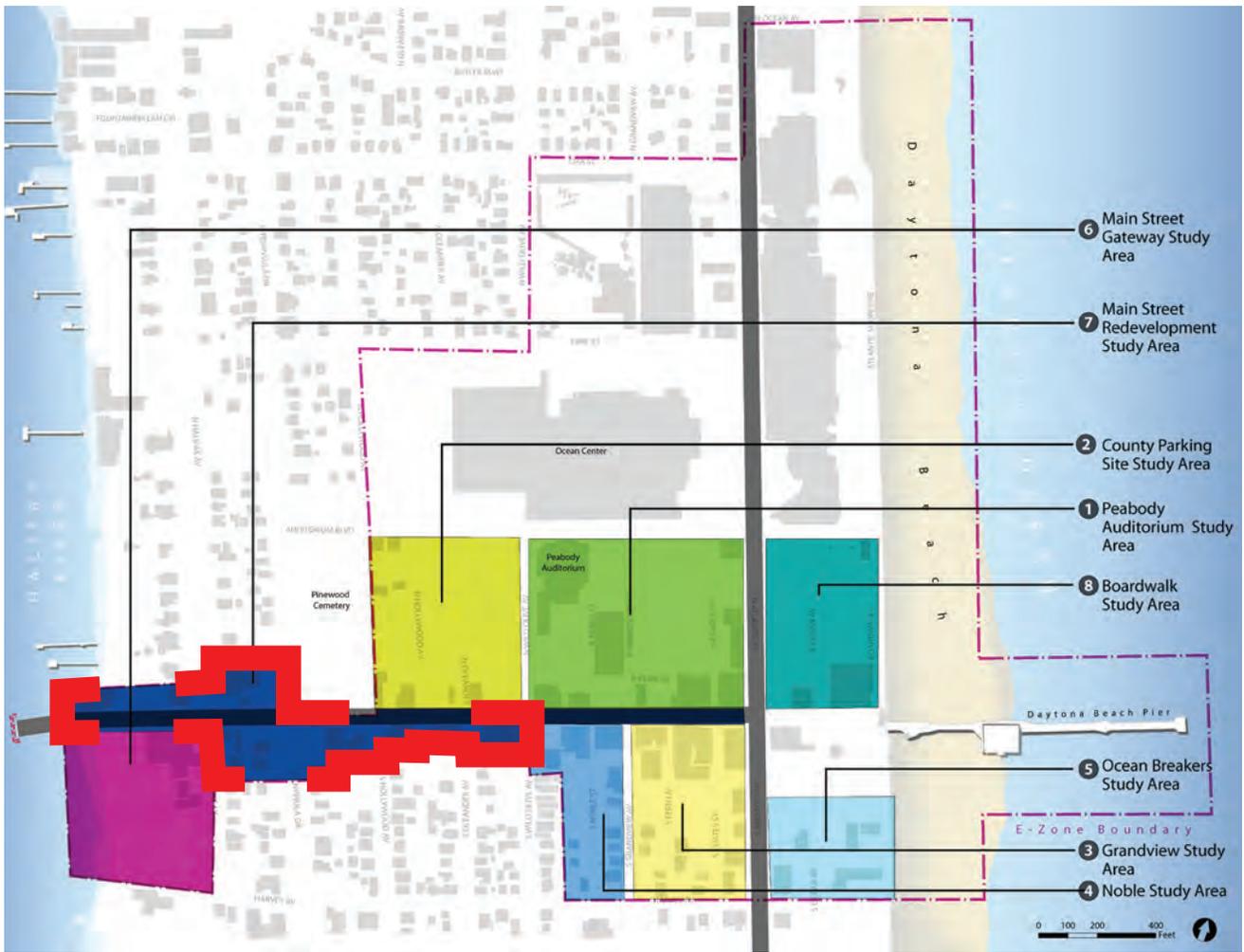


Figure 5.48. Site 7 is indicated with red corners.

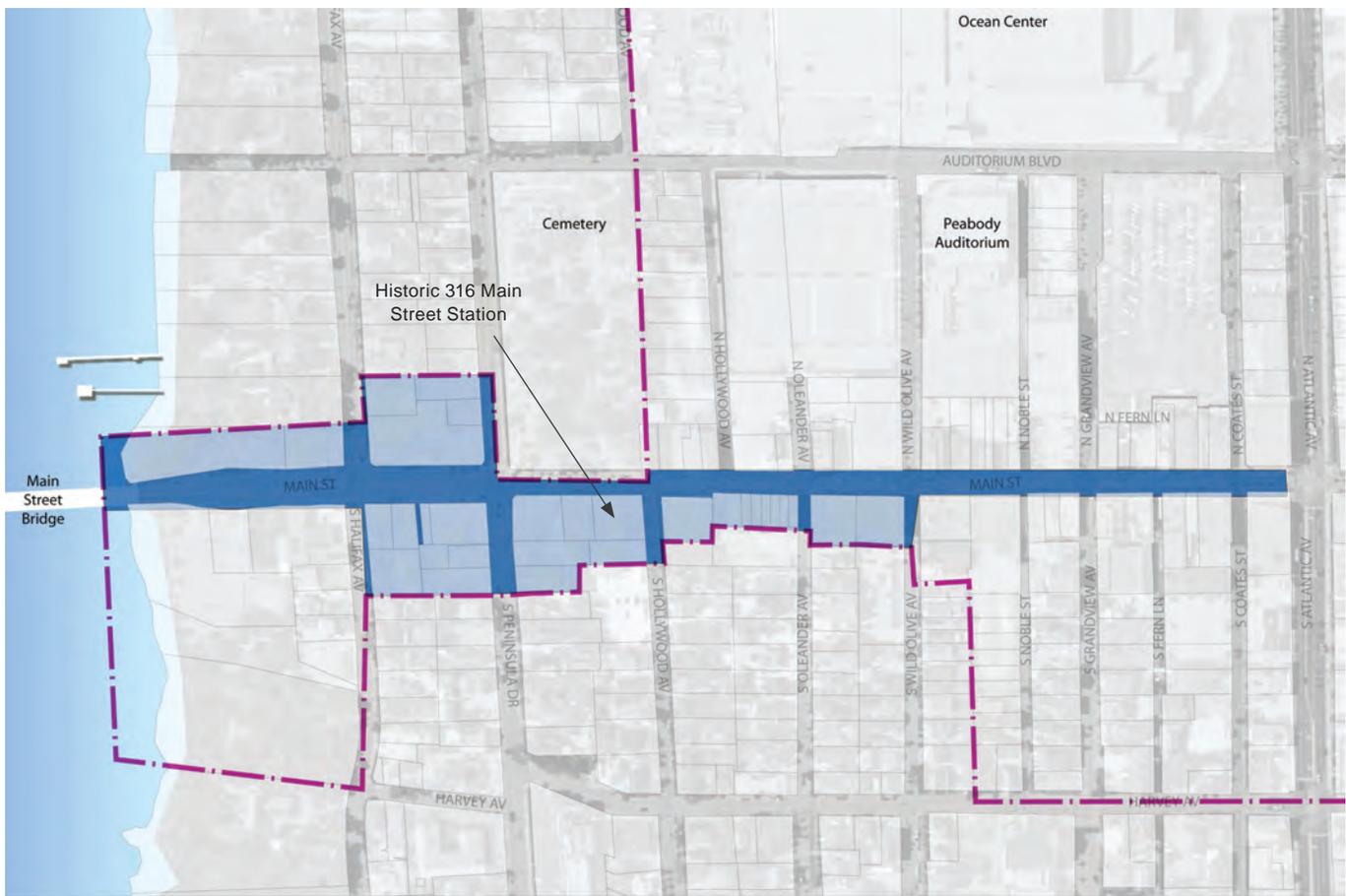


Figure 5.49. Site 7 Key Map.

Site 7: Main Street Redevelopment Study Area

Site 7 is an 7.2 acre site that extends along Main Street. It is bounded by the Halifax River on the west and West Olive Avenue on the east (see Figure 5.49). In its existing condition, the site has three zoning designations that govern it: RDB3-Gateway Residential Mixed Use (Redevelopment), RDB2-Specialty Retail (Redevelopment), RDB6-Surfside Village (Redevelopment).

Site 7 is home to one historic structure, 316 Main Street Station, which was a gas station owned by the cofounder (and first President) of NASCAR, Bill France. The building is now a restaurant, saloon, and icon of NASCAR and Bike Week.

Site 7 Conditions Analysis

Site 7 contains 30 parcels owned by 19 parties. The site has a highly fragmented ownership structure, and most owners here have substantial roots in motor culture and Bike Week. It contains the largest number of discrete owners of any of the sites within the study area, which may present challenges for assembly and redevelopment.

Several of the sites are owned by major land owners within the E-Zone study area including Archie Dodani, Therese Doan, and the Scianablo brothers. All of these owners have a substantial personal financial interest in biker culture and Bike Week on Main Street. Dodani and his partners own Froggy's Saloon ("the largest biker bar in the world"), Cruisin' Cafe, and the Harley Davidson storefront on Main as well as many itinerant storefronts and lots that serve as venues for bike events. Therese Doan and the Scianablo brothers are major landholders who also lease storefronts and lots to itinerant vendors.

Six of the 30 parcels within Site 7 are vacant lots and eight parcels contain vacant structures. Only one of the vacant lots is located on Main Street while the rest are located on the side streets (see Figure 5.51). The vacant lots appear to function as overflow parking areas or possibly event locations that would be leased during Bike Week or Biketoberfest. Seven of the eight vacant structures are located along Main Street and are itinerant storefronts. Unlike other areas along Main Street, many of these itinerant structures are well maintained and collectively exhibit an eclectic architectural character that adds a layer of diversity and interest to the street.

Site 7 is home to a few established businesses (Humphrey’s & Son Jewelers, Brooke Custom Cleaners & Fur Vault, Kangaroo Convenience Store, and the seemingly struggling Fresh on Main Seafood Restaurant) embedded in substantial areas of itinerant storefronts including a storefront owned by Bruce Rossmeyer, the founder and operator of Destination Daytona (a Bike Week destination north of town). The site also boasts two iconic biker bars - the historic 316 Main Street Station Restaurant & Saloon (mentioned previously), and the Boot Hill Saloon.

316 Main Street Station is a historic landmark and must be considered as part of the redevelopment plan. It is likely that

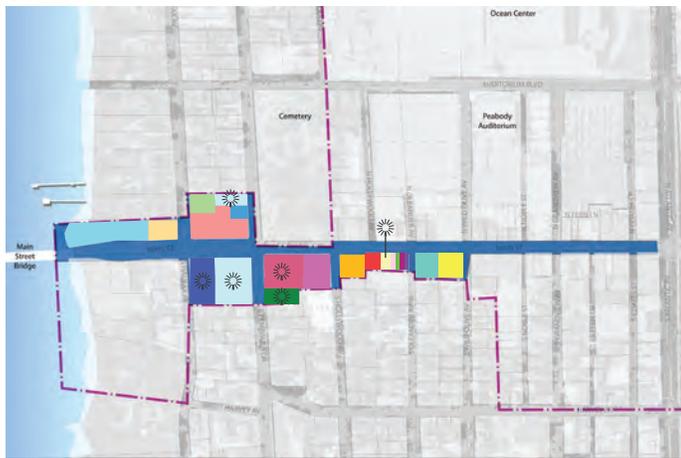


Figure 5.50. Site 7 Parcel Ownership & Assessed Value by Owner.

- Karin S & Gehris Arthur H III (Assessed Value: \$1.1 mill)
- Florida Pacific Leasing Co LLC (Assessed Value: \$901,813)
- Therese Doan¹ (Assessed Value: \$771,341)
- Archie Dodani² (Assessed Value: \$673,611)
- Dennison Jasper I Tr (Assessed Value: \$645,095)
- Helen Humphreys (Assessed Value: \$587,263)
- Par Inc (Assessed Value: \$524,040)
- Beach Photo Service (Assessed Value: \$487,448)
- Scianablo Brothers³ (Assessed Value: \$450,538)
- 504 Main Street (Assessed Value: \$324,693)
- Rossmeyer Daytona (Assessed Value: \$276,983)
- Brooke Custom Cleaners Inc. (Assessed Value: \$275,292)
- David M. Schweibish (Assessed Value: \$239,883)
- George Dyer Jr. (Assessed Value: \$228,235)
- Main Suite LLC (Assessed Value: \$221,548)
- Kimberly K. Rew (Assessed Value: \$103,562)
- Jasmin Y. Johnson⁴ (Assessed Value: \$96,716)
- Beachside Auto Parts Inc (Assessed Value: \$31,956)
- Fairfield DB @ Oceanwalk II (Assessed Value: \$NO DATA)
- Major Owner (possesses 3 or more parcels in E-Zone)

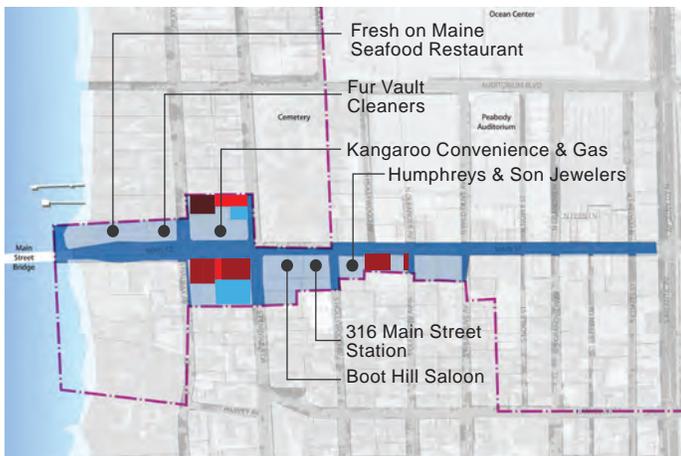


Figure 5.51. Site 7 Vacancy and Notable Active Uses.

- Vacant Structure per City Tax Data
- Vacant Lot per City Tax Data
- Effectively Vacant Structure Observed
- Effectively Vacant Structure Observed (itinerant occupancy)
- Effectively Vacant Lot Observed (itinerant occupancy)
- Notable Active Use

1. Therese Doan properties are held by multiple partnerships and ownership entities including: Doan Mary Therese Tr, Doan Mary Theresa Trustee, B&B Club LLC, Coach House Daytona Beach, Courtyard Entertainment LLC, Dirty Harry’s Bar LLC, Shops on Main Street LLC, Special Events Property LLC.

2. Archie Dodani properties are held by multiple partnerships and ownership entities including Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, LG-TR-CI Inc. et. Al., 206 Main Street LLC, and holdings in partnership with Nicholas George

3. Scianablo Brothers properties are held by Richard Scianablo or Thomas Scianablo.

4. Jasmin Y. Johnson holdings include GEA Seaside Investments Inc.

the Boot Hill Saloon, although not technically historic, should also remain as an iconic element on the street. The Boot Hill Saloon has been described as “the traditional ‘first stop’ when you ride into town; and the ‘meeting place’ in Daytona Beach.” It is a cornerstone of Bike Week and Biketoberfest.

SITE 7 OVERVIEW OF ASSET INVENTORY

Site 7 has a total assessed value of approximately \$7.9 million. The largest value on the site is held by “Karin S. & Gehris Arthur H. III” (as listed in city tax data) who own three parcels jointly assessed at \$1.1 million including the Boot Hill Saloon. The Boot Hill parcel fronts Main Street and is abutting a second Main Street parcel which is home to the Saloon

parking lot (used as an outdoor stage and bar venue during bike week). The assessed value of the parcels on Main are approximately \$425,000 and \$475,000 respectively. The third lot, located off South Peninsula Drive, is also used as a parking lot and is assessed at approximately \$220,000.

Florida Pacific Leasing Co LLC holds the second largest value in Site 7, which includes two parcels jointly assessed at approximately \$900,000. These parcels are home to the 316 Main Street Station Restaurant & Saloon, fronting Main Street and valued at approximately \$510,000. The other parcel is located off South Hollywood Ave and is valued at around \$390,000.

The single property with the largest area and greatest assessed value is owned by Jasper Dennison and is home to

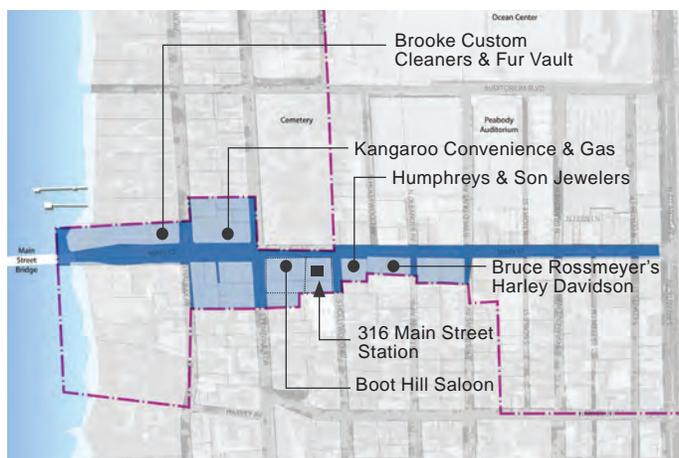


Figure 5.52. Site 7 Elements to Remain & Potential Challenges.

- Elements to Remain
- Potential Challenges to Redevelopment
- Elements of Average Significance



Figure 5.53. The Boot Hill Saloon is not a historic or protected structure, but it is an iconic saloon that is one of the hubs of Bike Week. The saloon uses its abutting parking lot on Main and Peninsula for staged events and vending during annual bike events.



Figure 5.54. The 316 Main Street Station Restaurant & Saloon is a structure of historic significance as defined in the Weaver report. Once a gas station, it was owned by NASCAR's cofounder and first President, speed legend Bill France.

the Kangaroo convenience store and gas station on Main and Peninsula. The property is assessed at approximately \$645,000. This site could prove challenging as a redevelopment site due to the potential for environmental issues associated with its current use. The rest of the properties range in value from the mid \$29,000s to high \$500,000s (see Table 5.13).

Site 7 has approximately 70,000 SF of active commercial space. Of this, approximately 37,000 SF is comprised of Food & Beverage uses including the Kangaroo convenience store and gas station with around 19,000 SF; the Boot Hill Saloon with around 6,000 SF; and the 316 Main Street Station with just under 3,000 SF. The only food and beverage venue which does not appear to be thriving is Fresh on Main Seafood Restaurant on Main at the Halifax River (see Figure 5.55). Square footage and assessed values were not available for this property in city data, but it appears to be approximately 6,500 SF.



Figure 5.55. Fresh on Main Seafood Restaurant has a visible location on the Halifax River waterfront and Main.



Figure 5.57. Brooke Custom Cleaners & Fur Vault are established businesses on Main Street.



Figure 5.56. Itinerant storefronts along Main Street cater to Bike Week and Biketoberfest but are effectively vacant the rest of the year. The most significant of these is 510 Main Street (the tallest building pictured, with a balcony), which is home to "Bruce Rossmeier's Harley Davidson." Rossmeier is the founder and operator of Destination Daytona, a major Bike Week event destination north of town.



Figure 5.58. Vacant lot along Main Street.

33,000 SF of additional active commercial space can be characterized as Specialty Retail. This includes the Harley-Davidson Clothing Outlet with around 1,400 SF; Beach Photography Service with 8,560 SF; Fur Vault Cleaners with 6,780 SF; Up in Smoke Cigar Shop with 1,170 SF; Humphrey's & Son jewelry store with 5,760 SF; and various event clothing stores with a combined 10,670 SF of space.

The site contains around 27,300 SF of effectively vacant itinerant storefronts, most of which are located along Main Street, and around 24,000 SF of vacant lots. Overall, Site 7 contains 44% building vacancy and 58% lot vacancy. Main Street contains 45% building vacancy and 13% lot vacancy (see Table 5.14).

Table 5.13. Assessed Value by Owner.

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Main Suite LLC	4153301170011	T-Shirts/Events Clothing (Itinerate)	\$221,548	\$221,548
Brooke Custom Cleaners Inc	5153308040061	Fur Vault Cleaners	\$275,292	\$275,292
Scianablo*	4153308000050	Vacant Building (Itinerate)	\$222,116	
	4153308000040	Vacant Building (Itinerate)	\$228,422	\$450,538
Rossmeyer Daytona	4153308000061	Harley-Davidson Clothing Outlet	\$276,983	\$276,983
Beachside Auto Parts Inc	5153308090053	Vacant Lot (Itinerate?)	\$31,956	\$31,956
Par Inc	4153301140010	Choppers World/Event Clothing	\$524,040	\$524,040
Florida Pacific Leasing Co LLC	5153308150010	Main Street Station/Bar	\$511,751	
	5153308150022	Main Street Station/Bar	\$390,062	\$901,813
David M Schweibish	4153301170010	Vacant Building (Itinerate)	\$239,883	
Kimberly K Rew	5153308090051	Vacant Building (Observed)	\$103,562	\$103,562
Helen Humphreys	4153301170030	Humphreys & Son/Antique Store	\$587,263	\$587,263
Dodani**	5153308100011	Vacant Building (Itinerate)	\$267,572	
	4153308000010	T-Shirt Paradise (Itinerate)	\$324,693	\$324,693
	5153308100012	Vacant Building (Observed)	\$327,088	
	5153308100020	Multi-family Duplex	\$78,951	\$998,304
Karin S & Gehris Arthur H III***	5153308150011	Boot Hill Saloon	\$424,480	
	5153308150012	Boot Hill Saloon Parking Lot	\$474,558	
	5153308150020	Boot Hill Saloon Parking Lot	\$217,850	\$1,116,888
Beach Photo Service	4153301140031	Beach Photo/ Photography Store	\$487,448	\$487,448
George Dyer Jr	4153308000070	Up in Smoke Cigar Bar	\$228,235	\$228,235
Doan Therese #	5153308090050	Vacant Lot (Itinerate?)	\$52,864	
	5153308100010	Vacant Building (Itinerate?)	\$488,468	
	5153308100013	Vacant Lot (Itinerate?)	\$65,792	
	5153308100021	Vacant Lot (Itinerate?)	\$29,494	
	5153308100022	Vacant Lot (Itinerate?)	\$90,750	
	5153308100023	Vacant Lot (Itinerate?)	\$43,973	\$771,341
Dennison Jasper I Tr	5153308090054	Kangaroo Convenience Store	\$645,095	\$645,095
Jasmin Y Johnson °	5153308150023	Two-Story Residential	\$96,716	\$96,716
Fairfield DB @ Oceanwalk II	4153313000000	Fresh on Maine/Seafood Restaurant (Itinerate)	NO DATA	NO DATA
TOTAL:				\$8,041,715

*Scianablo holdings include the following ownerships:

Thomas & Scianablo, Thomas S Scianablo, Thomas & Joanne Scianablo, and Richard Scianablo

**Dodani includes multiple ownership entities:

206 Main Street LLC, Main Street Bikers World Inc., G Gang Inc., Mardi Gras Saloon LLC, and LG-TR-CI Inc. Etal. George A Nicholas Etal., and Froggys Saloon

***Karin S & Gehris Arthur H III holdings include Karoona Holdings LLC

Doan holdings include the following ownerships:

Doan Marv Therese Tr. Doan Marv Theresa Trustee. B&B Club LLC. Coach House Davtona Beach.

Table 5.14. Square Footage (SF) by Use and Vacancy.

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Food & Beverage	5153308150011		5,580			1					
	5153308090054		18,578			1					
	5153308150010		2,713			1					
	5153308150022			3,200		1					
	4153313000000	36,571	6,500			1					
Parking Lot	5153308150012					0	9,300				
	5153308150020	16,800				0		7,500			
Specialty Retail	5153308040061		6,780			1					
	4153308000061		1,386			2					
	4153301140010		9,500			2					
	4153301170030		5,760			1					
	4153301140031		8,560			2					
	4153308000070	33,156	1,170			2					
Itinerant Specialty Retail*	4153308000010					2		3,510			
	4153308000040					2		1,170			
	4153301170011					2		1,170			
	4153301170010					2		1,368			
	4153308000050	8,388				2		1,170			
Residential	5153308100020			9,000		2					
	5153308150023	15,500		6,500		2					
Vacant Lot**	5153308100013	1,395				0	1,395			1,395	
Itinerant Lot*	5153308090050					0		6,600			6,600
	5153308090053					0		3,700			3,700
	5153308100023					0		3,198			3,198
	5153308100021					0		2,145			2,145
	5153308100022	22,243				0		6,600			6,600
Itinerant Building*	5153308090051					1			7,800		
	5153308100011					1		4,557			
	5153308100012					2		4,650			
	5153308100010	27,888				1		10,881			
SUBTOTAL		66,527	18,700			10,695	29,743	28,476	7,800	1,395	22,243
TOTAL		Bldg SF: 85,227			Lot SF: 40,438		Bldg Vac SF: 36,276		Lot Vac SF: 23,638		

SITE 7 OVERALL

Bldg Vacancy: 43%
 Lot Vacancy: 58%

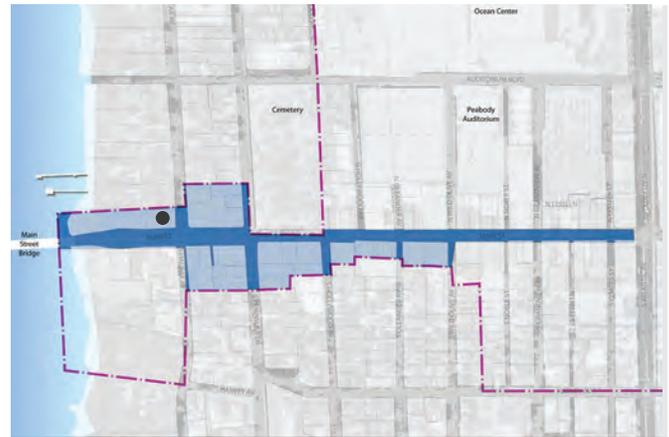
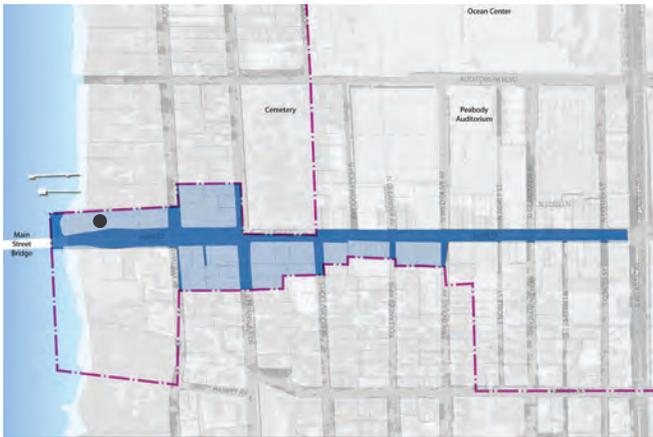
MAIN STREET

Bldg Vacancy: 43%
 Lot Vacancy: 13%

*Observed condition differs from data as represented in the City Tax Assessor database

SITE 7 DETAILED ASSET INVENTORY

The following pages include a detailed inventory on a parcel by parcel basis of all properties that comprise Site 7. The team assembled the data from GIS sources, data provided by the City of Daytona Beach, and on the ground documentation and observation.



Site Number: 7
Parcel ID: 04153313000000
Address: 115 MAIN ST DAYTONA BEACH
Owner: FAIRFIELD DB @ OCEANWALK II
Major Owner? (Y/N) N/A
Zoning: N/A
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: N/A
Building No. of Stories: N/A
Assessed Value (Land + Building): N/A
Vacant? (Y/N) NO

Site Number: 7
Parcel ID: 05153308040061
Address: 116 MAIN ST DAYTONA BEACH
Owner: BROOKE CUSTOM CLEANERS INC
Major Owner? (Y/N) NO
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 6,780 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$275,292
Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 05153308090054

Address: 206 MAIN ST DAYTONA BEACH

Owner: DENNISON JASPER I TR

Major Owner? (Y/N) NO

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 18,578 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$645,095

Vacant? (Y/N) NO

Site Number: 7

Parcel ID: 05153308090051

Address: 201 MAIN ST DAYTONA BEACH

Owner: REW KIMBERLY K

Major Owner? (Y/N) NO

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

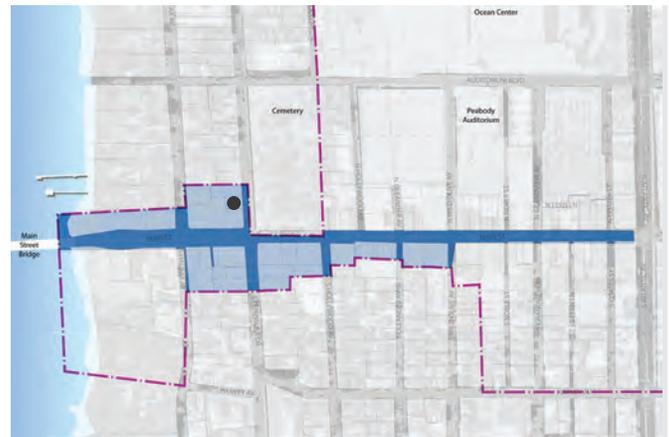
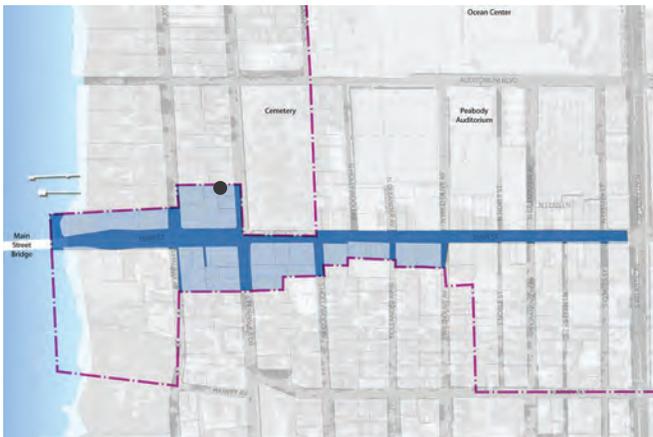
Description: WAREHOUSE

Building Ground Floor Area: 7,800 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$103,562

Vacant? (Y/N) YES*



Site Number: 7

Parcel ID: 05153308090050

Address: N PENINSULA DR DAYTONA BEACH

Owner: DOAN MARY THERESE TR

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT*

Building Ground Floor Area: 6,600 SF

Building No. of Stories: 0*

Assessed Value (Land + Building): \$52,864

Vacant? (Y/N) YES*

Site Number: 7

Parcel ID: 05153308090053

Address: MAIN ST DAYTONA BEACH

Owner: BEACHSIDE AUTO PARTS INC

Major Owner? (Y/N) NO

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

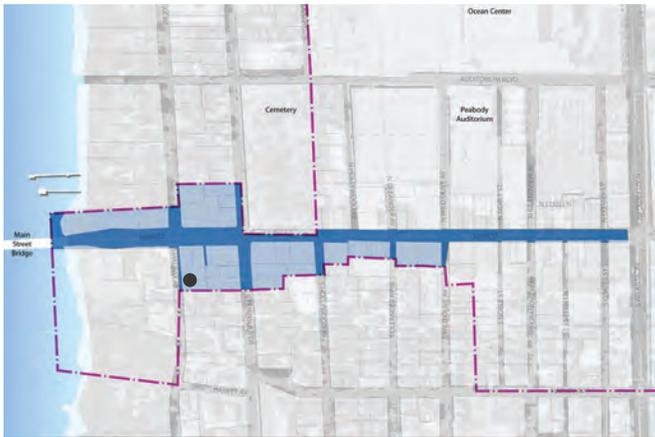
Building Ground Floor Area: 3,700 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$31,956

Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 7

Parcel ID: 05153308100020

Address: S PENINSULA DR DAYTONA BEACH

Owner: 206 MAIN STREET LLC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

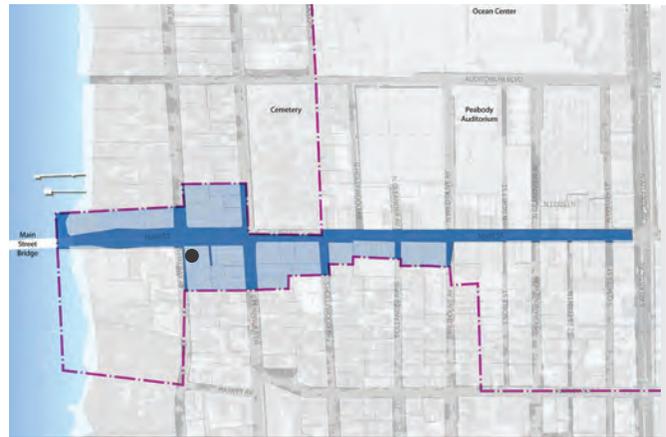
Description: BUILDING

Building Ground Floor Area: 9,000 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$78,951

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 05153308100012

Address: 9 S HALIFAX AVE DAYTONA BEACH

Owner: 206 MAIN STREET LLC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

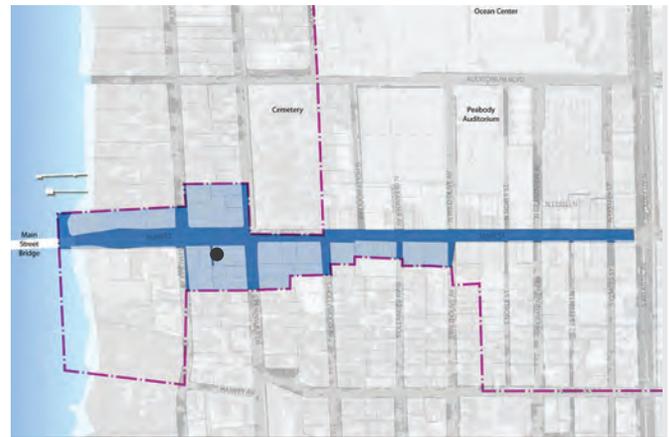
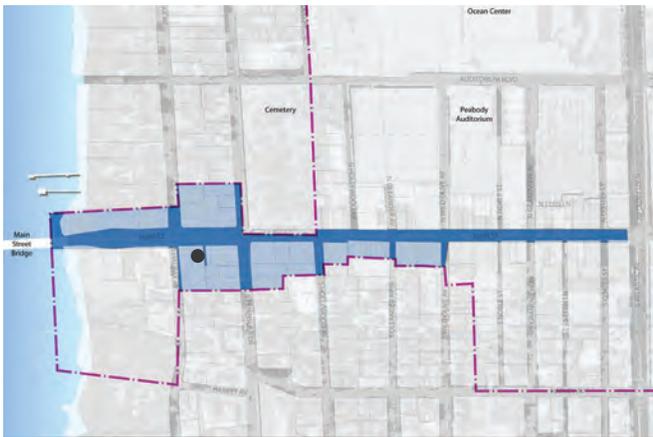
Description: BUILDING

Building Ground Floor Area: 4,650 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$327,088

Vacant? (Y/N) YES*



Site Number: 7

Parcel ID: 05153308100011

Address: MAIN ST DAYTONA BEACH

Owner: 206 MAIN STREET LLC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 4,557 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$267,572

Vacant? (Y/N) YES*

Site Number: 7

Parcel ID: 05153308100013

Address: S PENINSULA DR DAYTONA BEACH

Owner: DOAN MARY THERESE TR

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

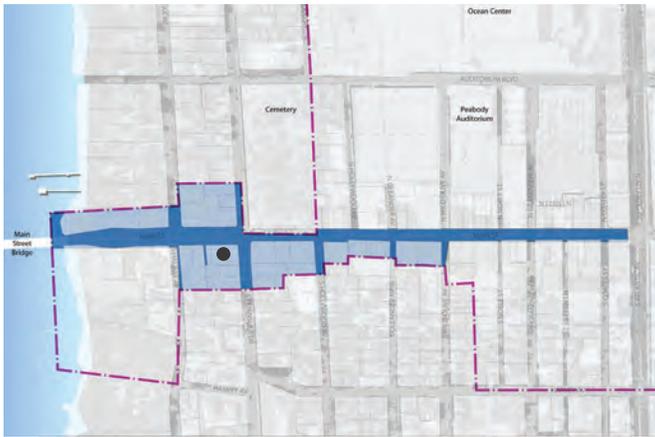
Description: LOT

Building Ground Floor Area: 1,395 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$65,792

Vacant? (Y/N) YES*



Site Number: 7

Parcel ID: 05153308100010

Address: 200 MAIN ST DAYTONA BEACH

Owner: DOAN MARY THERESA TRUSTEE

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

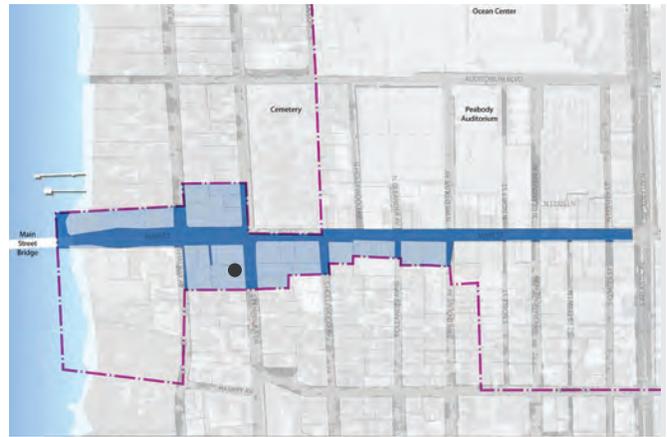
Description: WAREHOUSE

Building Ground Floor Area: 10,881 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$488,468

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 05153308100023

Address: 310 MAIN ST DAYTONA BEACH

Owner: DOAN MARY THERESA TRUSTEE

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

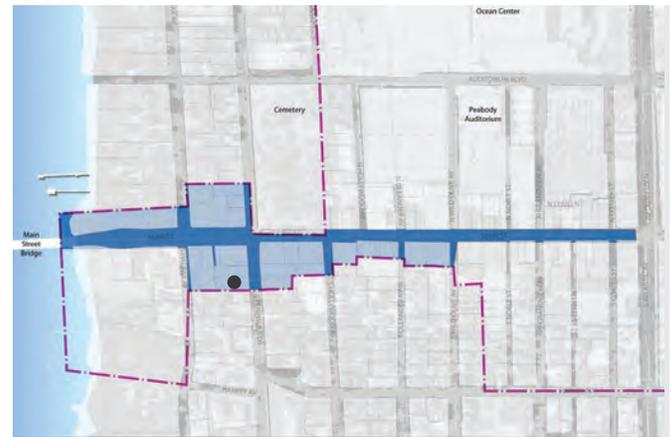
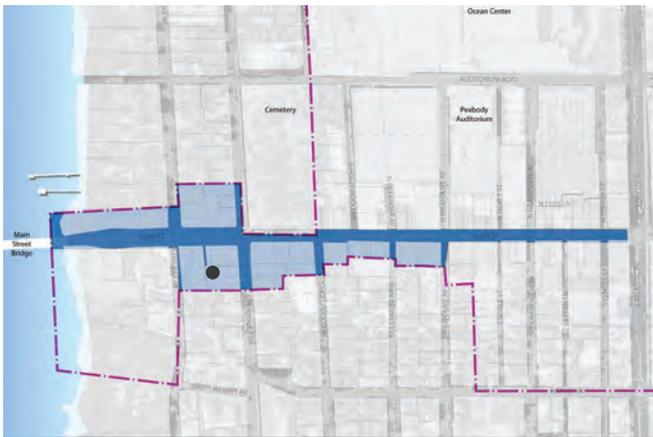
Description: LOT

Building Ground Floor Area: 3,198 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$43,973

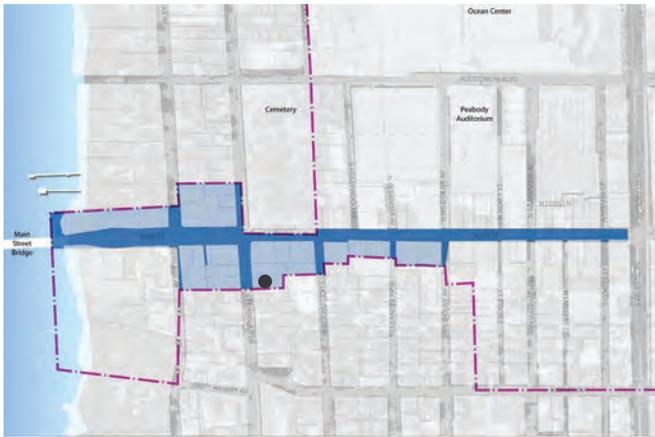
Vacant? (Y/N) YES



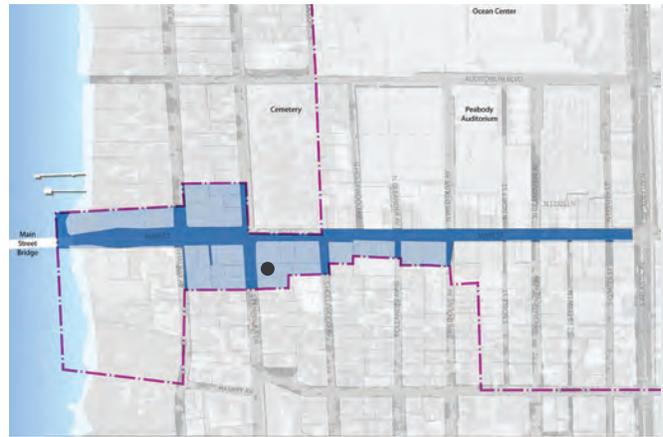
Site Number: 7
Parcel ID: 05153308100021
Address: S PENINSULA DR DAYTONA BEACH
Owner: DOAN MARY THERESA TRUSTEE
Major Owner? (Y/N) YES
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT
Building Ground Floor Area: 2,145 SF
Building No. of Stories: 0
Assessed Value (Land + Building): \$29,494
Vacant? (Y/N) YES

Site Number: 7
Parcel ID: 05153308100022
Address: 316 MAIN ST DAYTONA BEACH
Owner: DOAN MARY THERESE TR
Major Owner? (Y/N) YES
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: LOT*
Building Ground Floor Area: 6,600 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$90,750
Vacant? (Y/N) YES

*Observed condition differs from data as represented in the City Tax Assessor database

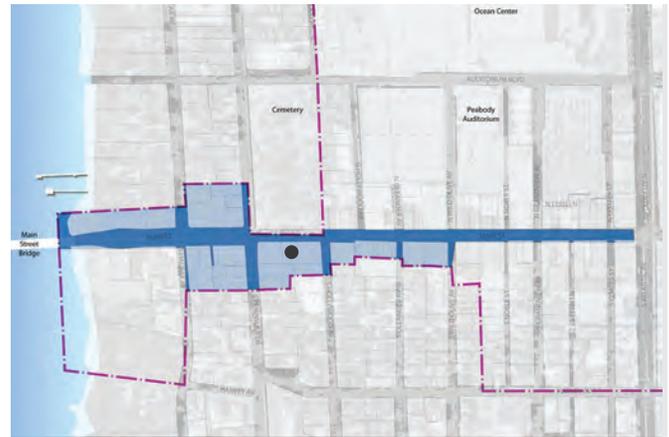
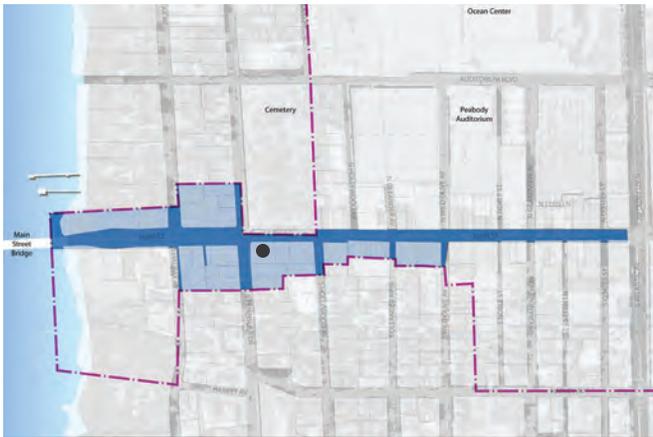


Site Number: 7
Parcel ID: 05153308150023
Address: 101 N ATLANTIC AVE DAYTONA BEACH
Owner: GEA SEASIDE INVESTMENTS INC
Major Owner? (Y/N) YES
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: BUILDING
Building Ground Floor Area: 6,500 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$96,716
Vacant? (Y/N) NO



Site Number: 7
Parcel ID: 05153308150020
Address: 13 S PENINSULA DR DAYTONA BEACH
Owner: GEHRIS ARTHUR H III & KARIN S
Major Owner? (Y/N) YES
Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)
Program: TOURIST - ENTERTAINMENT
Description: SURFACE PARKING*
Building Ground Floor Area: 7,500 SF
Building No. of Stories: 0*
Assessed Value (Land + Building): \$217,850
Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 7

Parcel ID: 05153308150012

Address: S HOLLYWOOD AVE DAYTONA BEACH

Owner: KAROONA HOLDINGS LLC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 9,300 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$474,558

Vacant? (Y/N) NO

Site Number: 7

Parcel ID: 05153308150011

Address: 9 S PENINSULA DR DAYTONA BEACH

Owner: KAROONA HOLDINGS LLC

Major Owner? (Y/N) YES

Zoning: RDB3 - GATEWAY RESIDENTIAL MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

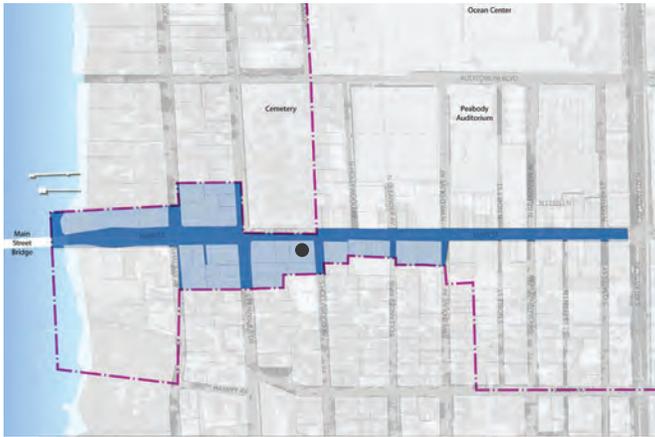
Description: NIGHT CLUB

Building Ground Floor Area: 5,580 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$424,480

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 05153308150010

Address: 300 MAIN ST DAYTONA BEACH

Owner: FLORIDA PACIFIC LEASING CO LLC

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

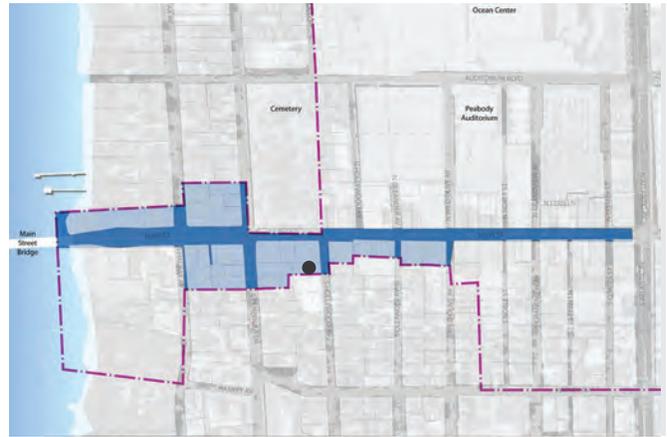
Description: BUILDING

Building Ground Floor Area: 2,713 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$511,751

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 05153308150022

Address: 124 N HOLLYWOOD AVE DAYTONA BEACH

Owner: FLORIDA PACIFIC LEASING CO LLC

Major Owner? (Y/N) YES

Zoning: RDB6 - SURFSIDE VILLAGE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

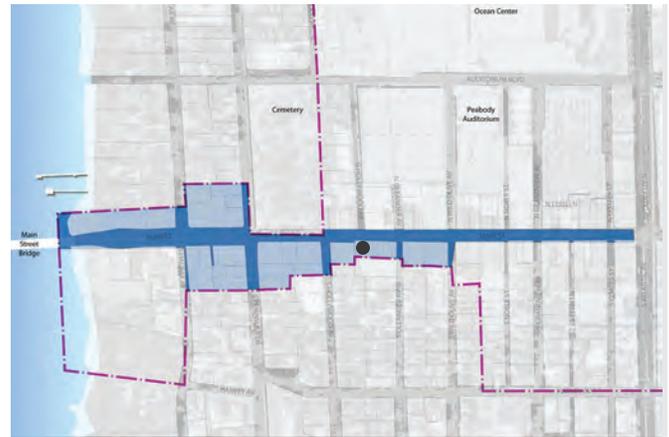
Description: BUILDING

Building Ground Floor Area: 3,200 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$390,062

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 04153301170030

Address: 500 MAIN ST DAYTONA BEACH

Owner: HUMPHREYS MAIN ST HOLDINGS LLC

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 5,760 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$587,263

Vacant? (Y/N) NO

Site Number: 7

Parcel ID: 04153308000010

Address: 504 MAIN ST DAYTONA BEACH

Owner: 504 MAIN ST

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 3,510 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$324,693

Vacant? (Y/N) YES*



Site Number: 7

Parcel ID: 04153308000040

Address: 506 MAIN ST DAYTONA BEACH

Owner: SCIANABLO THOMAS &

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 1,170 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$228,422

Vacant? (Y/N) YES*



Site Number: 7

Parcel ID: 04153308000050

Address: 508 MAIN ST DAYTONA BEACH

Owner: SCIANABLO RICHARD

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 1,170 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$222,116

Vacant? (Y/N) YES*

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 7

Parcel ID: 04153308000061

Address: 510 MAIN ST DAYTONA BEACH

Owner: ROSSMEYER DAYTONA

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 1,386 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$276,983

Vacant? (Y/N) NO

Site Number: 7

Parcel ID: 04153308000070

Address: 512 MAIN ST DAYTONA BEACH

Owner: DYER GEORGE JR

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 1,170 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$228,235

Vacant? (Y/N) NO

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 7

Parcel ID: 04153301170011

Address: 514 MAIN ST DAYTONA BEACH

Owner: MAIN SUITE LLC

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 1,170 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$221,548

Vacant? (Y/N) NO



Site Number: 7

Parcel ID: 04153301170010

Address: 516 MAIN ST DAYTONA BEACH

Owner: SCHWEIBISH DAVID M

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

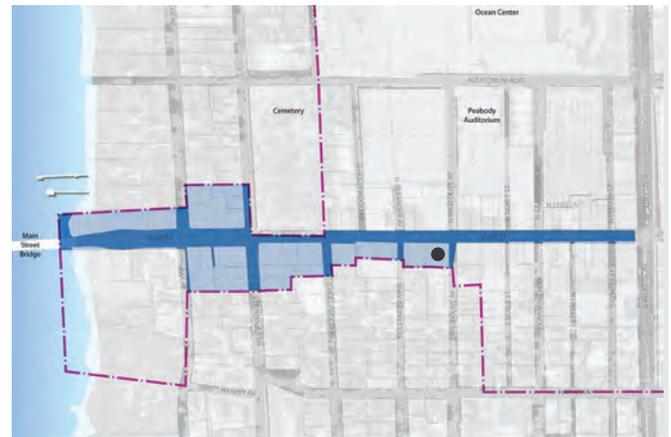
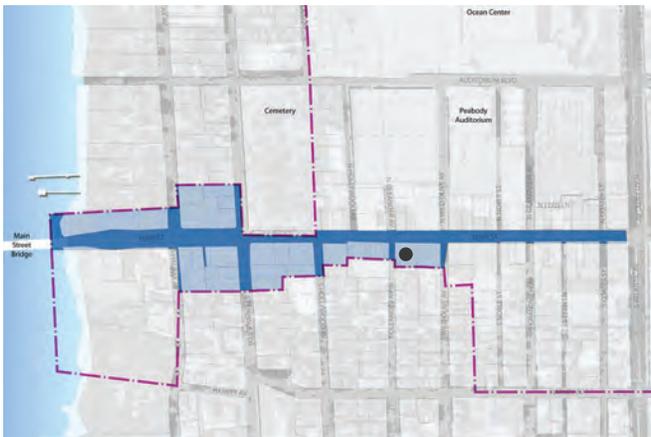
Building Ground Floor Area: 1,368 SF

Building No. of Stories: 2*

Assessed Value (Land + Building): \$239,883

Vacant? (Y/N) YES*

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 7

Parcel ID: 04153301140031

Address: 604 MAIN ST DAYTONA BEACH

Owner: BEACH PHOTO SERVICE

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 8,560 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$487,448

Vacant? (Y/N) NO

Site Number: 7

Parcel ID: 04153301140010

Address: 614 MAIN ST DAYTONA BEACH

Owner: PAR INC

Major Owner? (Y/N) NO

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 9,500 SF

Building No. of Stories: 2

Assessed Value (Land + Building): \$524,040

Vacant? (Y/N) NO

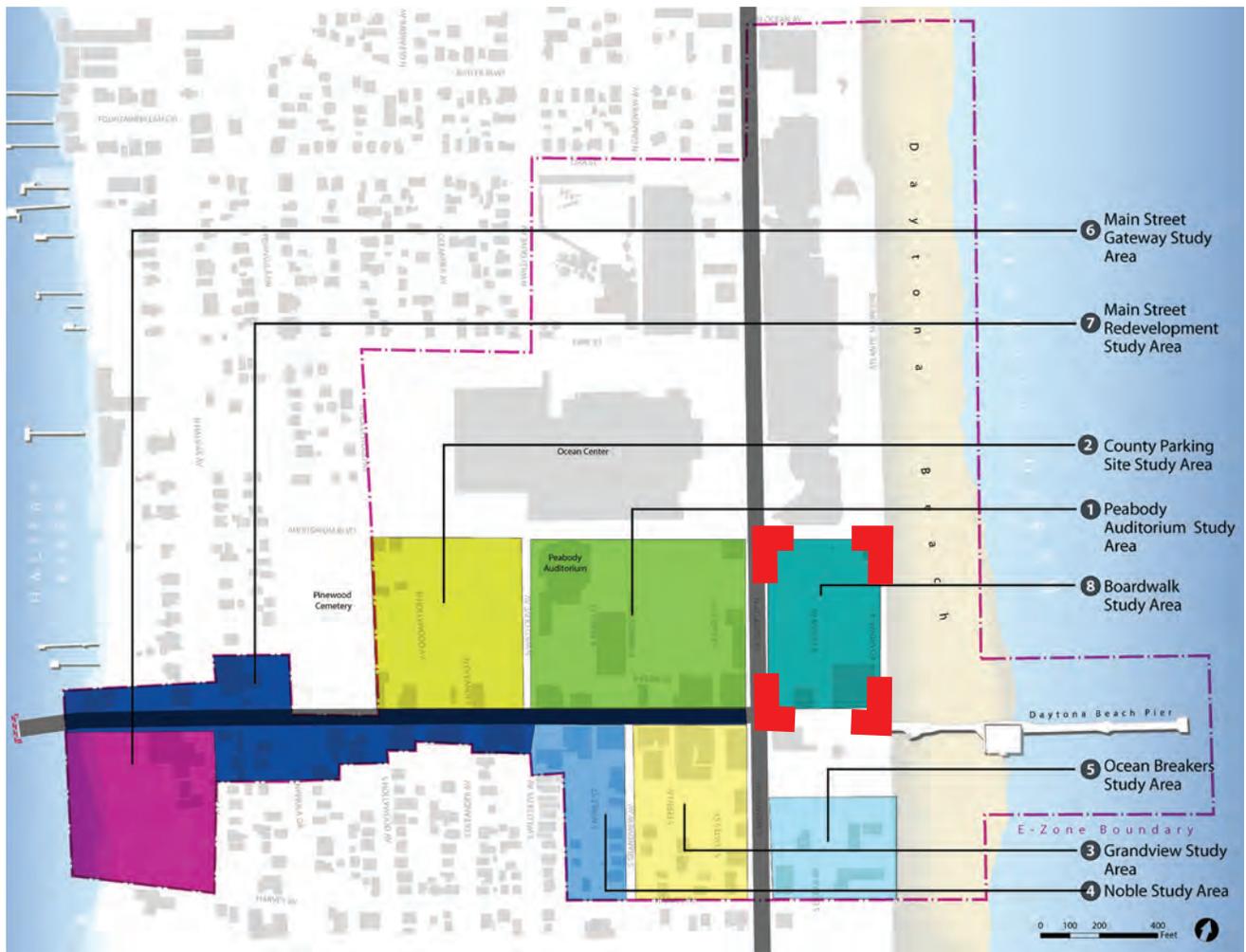


Figure 5.59. Site 8 is indicated with red corners.



Figure 5.60. Site 8 Key Map.

Site 8: Boardwalk Study Area

Site 8 is a five acre site bounded by Auditorium Boulevard on the north side, the boardwalk, beach, and ocean on the east side, Main Street on the south side, and North Atlantic Avenue/A1A on the west side. In its existing condition, the site has three zoning designations governing it: RDB1/Hotel, Mixed Use (Redevelopment); RDB2/Specialty Retail (Redevelopment), and RDB4/Boardwalk Amusement (Redevelopment).

The Boardwalk abutting the site on the west side has just undergone renovation by the City and should remain as an element of the redeveloped district. The City is also undertaking renovation of the Pier southwest of the site, and is currently reviewing potential tenants for a restaurant on the Pier. The major gateway to the beach and pier from Main Street abuts Site 8 on its south side, making it a key anchor site for the district. Enhancing and maintaining connectivity to the beach is viewed as a critical element to achieve maximum value in the district.

The Ocean Center convention center lies to the northwest of Site 8, and a likely site for a convention hotel lies directly across Atlantic Ave. to the west. The relationship between Site 1 and Site 8 should be an important consideration in the redevelopment of both sites and the district.

SITE 8 CONDITIONS ANALYSIS

Parcels on Site 8 are owned by a total of six parties, with the majority of the site held by one major owner: George Anderson as Boardwalk at Daytona LLC (see Figure 5.61).

The majority of parcels held by Boardwalk at Daytona LLC are vacant and awaiting development. Parcels along Main Street and the area of the Boardwalk closest to the pier are held by smaller owners, and tend to be occupied by specialty retail uses such as T-shirt or beachwear shops, amusements, and casual food and beverage establishments. These smaller owners hold a very valuable corner of the site: the gateway to the Pier and beach along Main Street (see Figure 5.61).

Site 8 has one structure that should remain active and must be considered as a part of the redevelopment plan: the

Boardwalk (see Figure 5.64). The Boardwalk is very wide, and is currently underutilized with regard to potential activities. Contributing factors include a lack of programming, a lack of shade, and a lack of any substantial density of uses nearby.

Other significant structures in the vicinity of Site 8 include the historic Pier, which is currently being renovated and will likely be home to a new restaurant; and the historic Main Street Coquina Arch, a gateway from Main Street to the beach and pier.

Storefronts on Site 8 along Main Street are geared toward seasonal beach-goers and include the Shirt Shack (which also offers airbrushing), a gift and beachwear shop, and a pizza restaurant that also offers T-shirts and gifts.

Storefronts on Site 1 along the Boardwalk are geared toward amusements, including arcades and casual food and beverage establishments.

There are four active food and beverage establishments on Site 8. Three are along the Boardwalk - the Ice Cream/Mardi

Gras/Fun shop (7,300 SF); Lisa’s Snack Bar/Joyland Arcade (3,675 SF); and PARCEL ID 04153301010013 (6,000 SF). The establishment with a Main Street address is actually at the corner of Main and the Boardwalk - Pizza King (3,000 SF). These four establishments constitute 28,030 SF of active food and beverage use (with supplemental retail).

SITE 8 OVERVIEW OF ASSET INVENTORY

Site 8 has a total assessed value of approximately \$9.2 million (see Table 5.15). The largest value on the site is held by George Anderson, with 19 sites jointly assessed at \$6.3 million. Of the 19 Anderson properties, 15 are vacant lots, one is a food and beverage/beach amusement establishment on the boardwalk, and three are surface parking lots. The parking lots have a combined assessed value of approximately \$1.2 million, and the boardwalk establishment

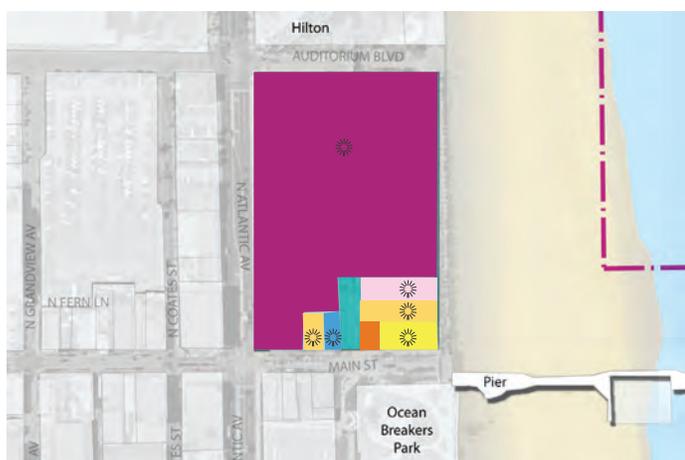


Figure 5.61. Site 8 Parcel Ownership & Assessed Value by Owner.

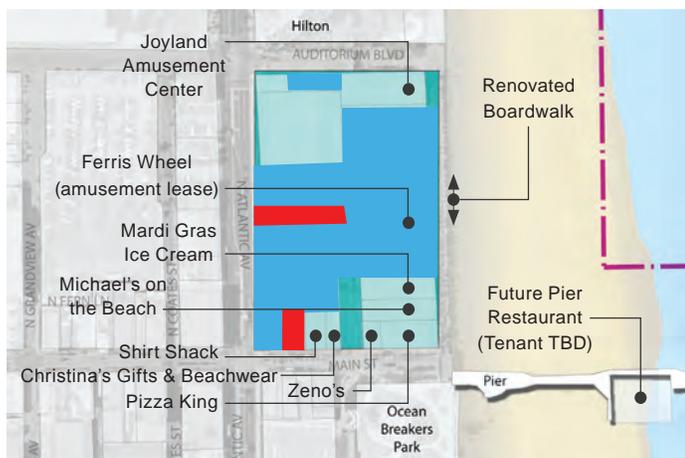


Figure 5.62. Site 8 Vacancy and Notable Active Uses.

1. George Anderson’s properties are held by the ownership entity Boardwalk at Daytona LLC.

is valued at \$628,000; the total assessed value of the vacant lots is approximately \$7.4 million.

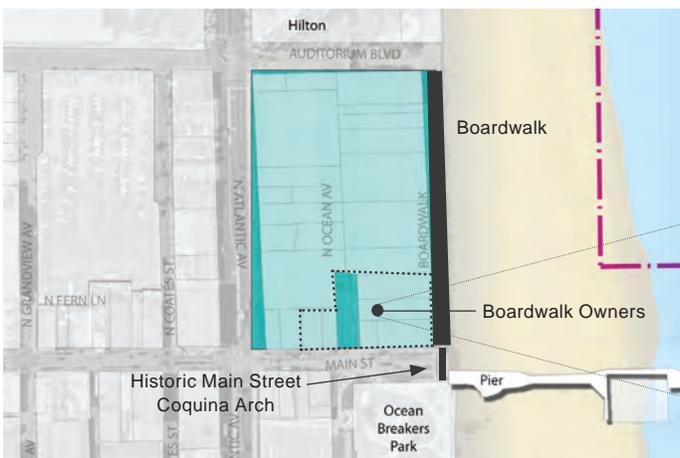
Effective vacancy on Site 8 is concentrated entirely within the Anderson holdings. Site 8 has an overall lot vacancy of 66% (see Table 5.16).



Current limited uses and/or agreements

- 1 Daytona Beach Pier - Submerged Land Lease with the State of Florida specifying that public use of the pier must be free of charge.

Figure 5.63. Site 8.



Elements to Remain
 ● Potential Challenges to Redevelopment
 □ Elements of Average Significance

Figure 5.64. Site 1 Elements to Remain & Potential Challenges.



Figure 5.65. The City recently renovated its boardwalk.

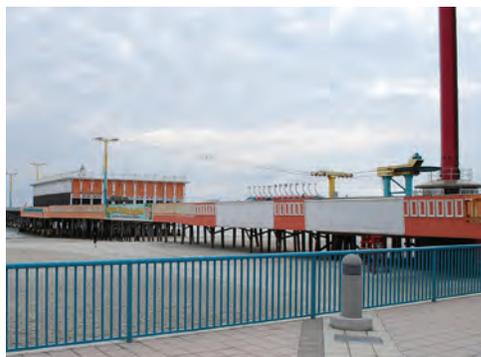


Figure 5.66. The Pier renovation is underway, and should be the home of a future Pier Restaurant (tenant TBD).



Figure 5.67. The historic Main Street Coquina Arch.

Table 5.15. Assessed Value by Owner.

OWNER	PARCEL ID	RELEVANT DESCRIPTION	PARCEL VALUE	TOTAL ASSESSED VALUE
Nickolikis Inc.	4153301010012	Pizza King, Amusements	\$258,940	\$258,940
Stanley Kypreos	4153301060012	Shirt Shack	\$377,848	
	4153301010010	T-Shirt/Beach Shop	\$567,035	\$944,883
alk at Daytona LLC	4153301060020	Parking Lot	\$505,392	
	4153305020010	Vacant Lot (Observed)	\$102,900	
	4153305020011	Parking Lot	\$63,700	
	4153305020020	Parking Lot	\$668,018	
	4153301060013	Vacant Lot (Observed)	\$288,750	
	4153305010010	Snack Bar/Arcade	\$628,388	
	4153305020101	Vacant Lot	\$92,960	
	4153301060014	Vacant Lot	\$221,100	
	4153305010030	Vacant Lot	\$239,164	
	4153305010040	Vacant Lot	\$274,390	
	4153305010050	Vacant Lot	\$456,056	
	4153305010070	Vacant Lot	\$884,000	
	4153305010110	Vacant Lot	\$751,608	
	4153305010150	Vacant Lot	\$442,000	
	4153305020080	Vacant Lot	\$177,660	
	4153305020100	Vacant Lot	\$68,600	
	4153305020110	Vacant Lot	\$182,112	
	4153305020120	Vacant Lot	\$161,280	
	4153305020130	Vacant Lot	\$103,768	\$6,311,846
Margaret Panos	4153305010160	Food & Beverage	\$633,469	\$633,469
norea Paplambros	4153301060011	Souvenirs/Beachwear	\$297,324	\$297,324
Michael Forest	4153301010013	Food & Beverage	\$746,537	\$746,537
TOTAL:				\$9,192,999

Table 5.16. Building Area, Lot Area, and Vacancy by Use.

TYPE OF USE	PARCEL ID	AREA BY USE (SF)	BLDG GROUND FLOOR AREA (SF)			LOT AREA (SF)		BLDG VACANCY (SF)		LOT VACANCY (SF)	
			ON MAIN STREET	OFF MAIN STREET	STORIES	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET	ON MAIN STREET	OFF MAIN STREET
Food & Beverage	4153305010010			11,730	1						
	4153305010160			7,300	1						
	4153301010013			6000	1						
Parking Lot	4153301010012	28,030	3000		1						
	4153301060020				0		22,200				
	4153305020011				0		2,275				
Specialty Retail	4153305020020	48,325			0		23,850				
	4153301060012		3,752		1						
	4153301010010			7,000	1						
Vacant Lot	4153301060011	13,436	2684		1						
	4153305020101				0		3,320				3,320
	4153301060014				0	2,680				2,680	
	4153305010030				0		3,400				3,400
	4153305010040				0		5,100				5,100
	4153305010050				0		8,500				8,500
	4153305010070				0		17,000				17,000
	4153305010110				0		14,454				14,454
	4153305010150				0		8,500				8,500
	4153305020080				0		6,345				6,345
	4153305020100				0		2,450				2,450
	4153305020110				0		6,504				6,504
	4153305020120				0		5,760				5,760
	4153305020130	87,719			0		3,706				3,706
	Vacant Lot*	4153305020010	7,425			0		3,675			
	4153301060013				0	3,750				3,750	
SUBTOTAL			9,436	32,030		6,430	137,039	0	0	6,430	88,714
TOTAL			Bldg SF: 41,466			Lot SF: 143,469		Bldg Vac SF: 0		Lot Vac SF: 95,144	

SITE 1 OVERALL

Bldg Vacancy: 0%
 Lot Vacancy: 66%

MAIN STREET

Bldg Vacancy: 0%
 Lot Vacancy: 100%

*Observed condition differs from data as represented in the City Tax Assessor database



Site Number: 8

Parcel ID: 04153301060014

Address: MAIN ST DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: LOT

Building Ground Floor Area: 2,680 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$221,100

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153301060013

Address: MAIN ST DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 3,750 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$288,750

Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153301060012

Address: 1007 MAIN ST DAYTONA BEACH

Owner: KYPREOS STANLEY T &

Major Owner? (Y/N) YES

Zoning: RDB2 - SPECIALTY RETAIL (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 3,752 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$377,848

Vacant? (Y/N) NO

Site Number: 8

Parcel ID: 04153301060011

Address: 1019 MAIN ST DAYTONA BEACH

Owner: PAPALAMBROS PANOREA TR

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 2,684 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$297,324

Vacant? (Y/N) NO



Site Number: 8
Parcel ID: 04153301010012
Address: 1101 MAIN ST DAYTONA BEACH
Owner: NICKOLIKIS INC
Major Owner? (Y/N) NO
Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 3,000 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$258,940
Vacant? (Y/N) NO



Site Number: 8
Parcel ID: 04153301010013
Address: 1 BOARDWALK & 3 DAYTONA BEACH
Owner: MICHAEL J FOREST TRS
Major Owner? (Y/N) YES
Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)
Program: COMMERCIAL
Description: BUILDING
Building Ground Floor Area: 6,000 SF
Building No. of Stories: 1
Assessed Value (Land + Building): \$746,537
Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153301010010

Address: 7 BOARDWALK DAYTONA BEACH

Owner: KYPREOS STANLEY T &

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: COMMERCIAL

Description: BUILDING

Building Ground Floor Area: 7,000 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$567,035

Vacant? (Y/N) NO

Site Number: 8

Parcel ID: 04153305010160

Address: 11 BOARDWALK DAYTONA BEACH

Owner: PANOS MARGARET L/E

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 7,300 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$633,469

Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153305010150

Address: BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 8,500 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$442,000

Vacant? (Y/N) 0



Site Number: 8

Parcel ID: 04153305010110

Address: BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

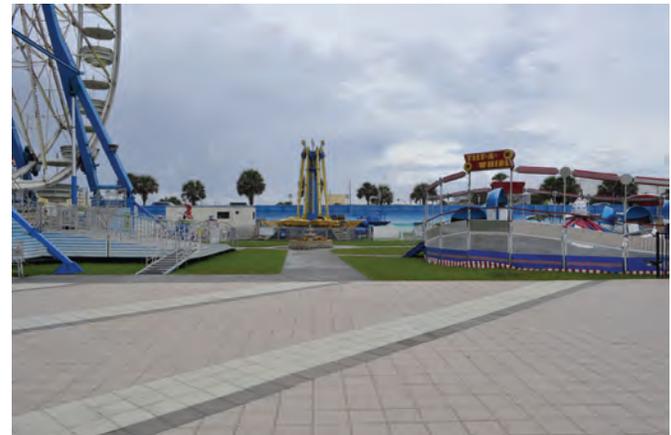
Description: LOT

Building Ground Floor Area: 14,454 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$751,608

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305010070

Address: 25 BOARDWALK DAYTONA BEACH 32118

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 17,000 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$884,000

Vacant? (Y/N) YES

Site Number: 8

Parcel ID: 04153305010050

Address: BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

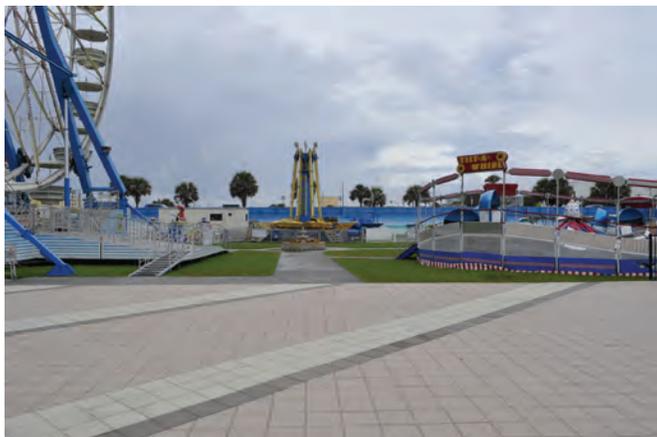
Description: LOT

Building Ground Floor Area: 8,500 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$456,056

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305010040

Address: BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 5,100 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$274,390

Vacant? (Y/N) YES

Site Number: 8

Parcel ID: 04153305010030

Address: BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,400 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$239,164

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305010010

Address: 41 BOARDWALK DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: BUILDING

Building Ground Floor Area: 11,730 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$628,388

Vacant? (Y/N) NO

Site Number: 8

Parcel ID: 04153305020010

Address: N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

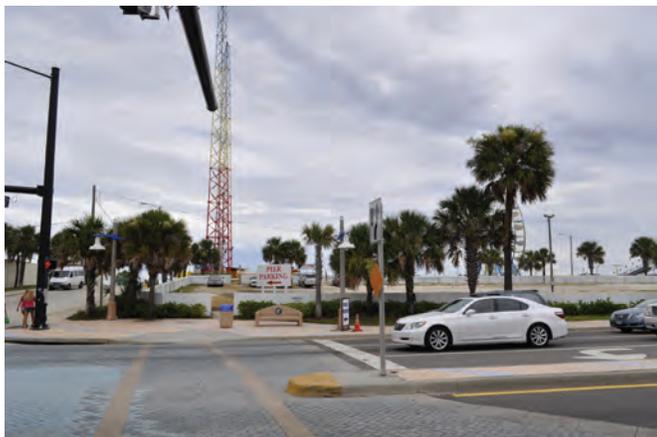
Description: BUILDING

Building Ground Floor Area: 3,675 SF

Building No. of Stories: 1

Assessed Value (Land + Building): \$102,900

Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153305020011

Address: N ATLANTIC AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 2,275 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$63,700

Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153305020020

Address: 41 N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: SURFACE PARKING

Building Ground Floor Area: 23,850 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$668,018

Vacant? (Y/N) NO



Site Number: 8

Parcel ID: 04153305020080

Address: N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,345 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$177,660

Vacant? (Y/N) YES

Site Number: 8

Parcel ID: 04153305020100

Address: N ATLANTIC AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 2,450 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$68,600

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305020101

Address: N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3,320 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$92,960

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305020110

Address: N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 6,504 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$182,112

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153305020130

Address: N ATLANTIC AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 3706 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$103,768

Vacant? (Y/N) YES

Site Number: 8

Parcel ID: 04153305020120

Address: N OCEAN AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB4 - BOARDWALK AMUSEMENT (REDEVELOPMENT)

Program: TOURIST - ENTERTAINMENT

Description: LOT

Building Ground Floor Area: 5,760 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$161,280

Vacant? (Y/N) YES



Site Number: 8

Parcel ID: 04153301060020

Address: N ATLANTIC AVE DAYTONA BEACH

Owner: BOARDWALK AT DAYTONA

Major Owner? (Y/N) YES

Zoning: RDB1 - HOTEL, MIXED USE (REDEVELOPMENT)

Program: COMMERCIAL

Description: SURFACE PARKING

Building Ground Floor Area: 22,200 SF

Building No. of Stories: 0

Assessed Value (Land + Building): \$505,392

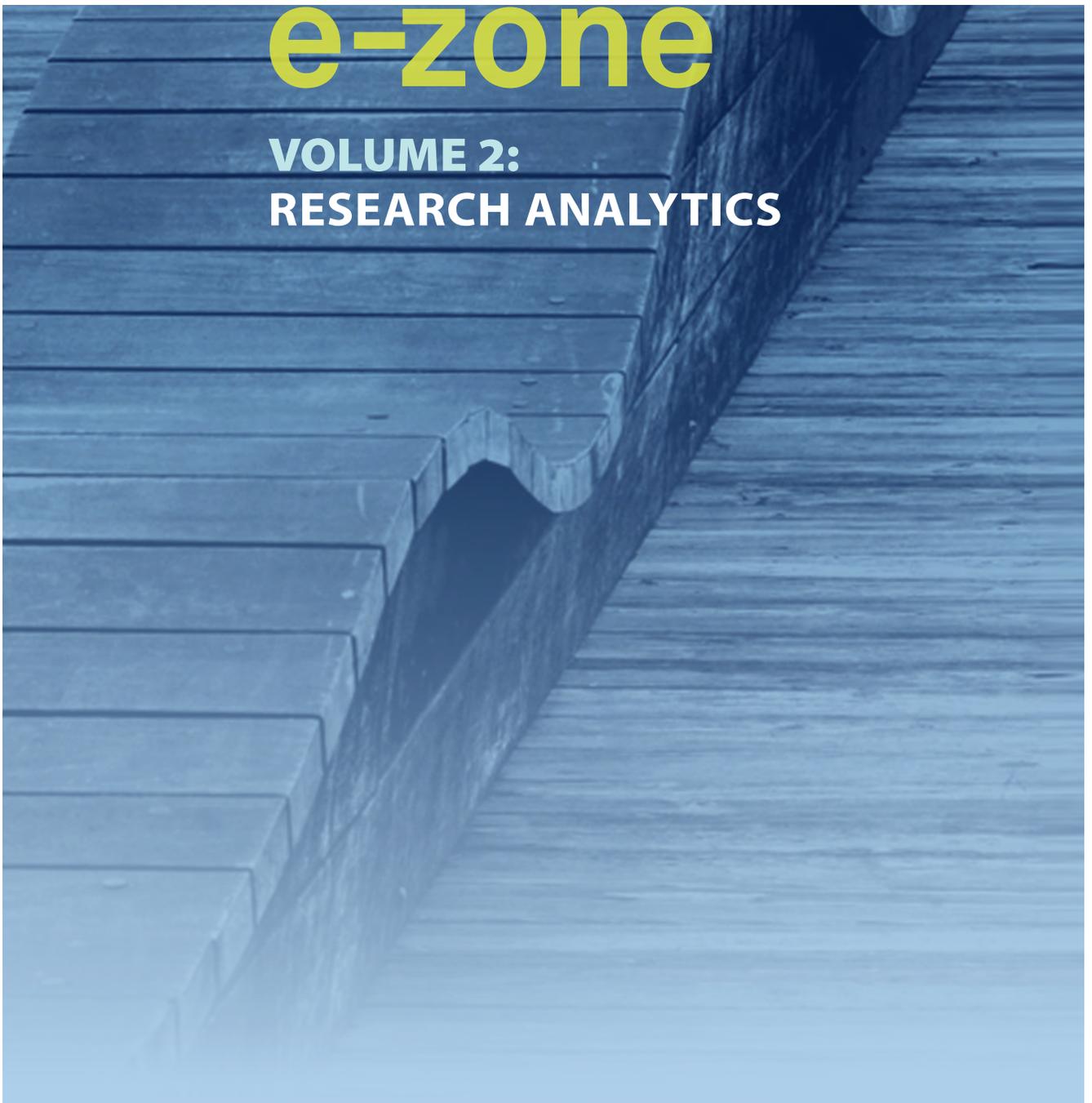
Vacant? (Y/N) NO

6.0 Regulatory Framework

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**



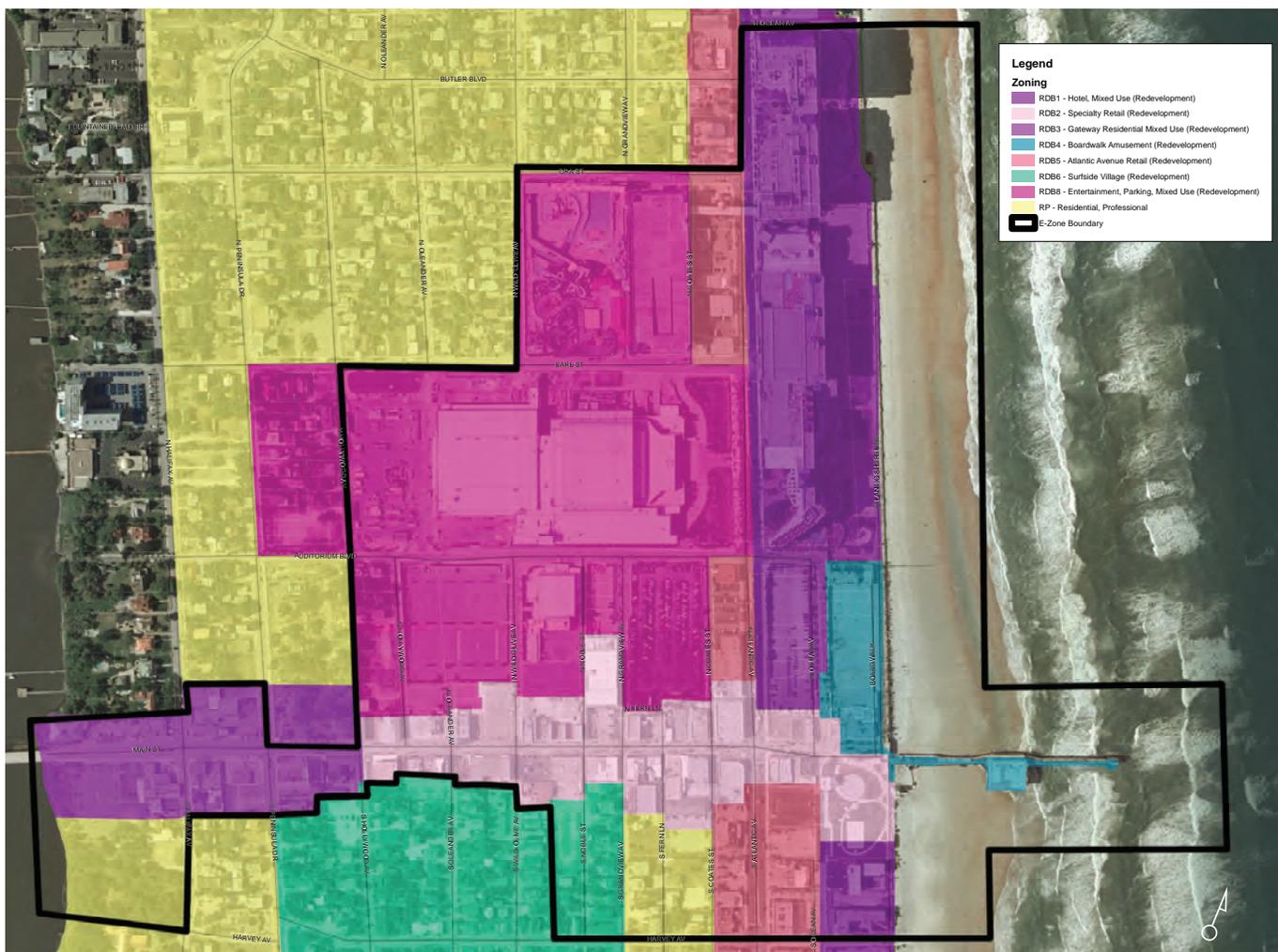


Figure 6.1. Existing Zoning.

Regulatory Existing Conditions

Revision of current zoning and development review procedures in the E-Zone is necessary. Recently, the City's zoning consultant published recommendations for Land Development Code improvements¹ indicating stakeholder concerns about existing inefficiencies in the process, particularly for infill and redevelopment.

Efforts to improve zoning and the entitlements process are already being undertaken by the City's Planning Department. This analysis is meant to further inform these ongoing efforts to help increase operational efficiency, with a focus on facilitating future development in the E-Zone area in particular.

The consultant team reviewed and documented existing zoning and development rights issues through interviews with City planning staff, discussions with Clarion regarding their land development code assessment, and in conversations with local developers who have been active in the E-Zone.

The team also reviewed analogous districts to determine where the E-Zone might borrow strategies for creating a regulatory framework that supports ease of development and the creation of a successful entertainment district.

1. *Diagnosis/Annotated Outline*; Clarion Associates, February 2010

ZONING ASSESSMENT

The City of Daytona Beach is currently updating their Land Development Code (LDC) – the primary regulatory framework which guides land use decisions.

Many regulatory standards and processes in the current LDC (developed over 25 years ago, in 1983) need to be improved to allow Daytona Beach – and more specifically the E-Zone – to fulfill its economic and community development potential.

Clarion, a private consulting firm, has developed preliminary recommendations for improving the LDC. The planning and design work undertaken during the E-Zone master planning process has fed into and complemented this work.

Regulatory Impediments

Regulatory impediments to developing the E-Zone as a first-class entertainment district include:

- The difficulty of understanding the intent of the LDC, which contains confusing language and an illogical structure.
- The complexity of the development review process, overseen by many different entities (the Community Redevelopment Area (CRA), the Planning Board, the Redevelopment Area Board (RAB), and the Historic Preservation Board).
- Mixed uses are not allowed by right. Developments which go through the conditional use process can be time-consuming, uncertain, and expensive.
- Alcoholic beverage provisions are too restrictive. No restaurants serving alcoholic beverages may have live entertainment or a dance floor, and businesses selling alcohol must have fixed seating for at least 50 patrons with no less than three feet between tables. These regulations constrain the type of and size of development allowed.
- Larger restaurants (100+ seats) are not allowed to have outside service. This means no outside seating is allowed along Main Street, and potentially along Atlantic Avenue. When outside seating is allowed (presumably at smaller establishments), no permanent encroachment is permitted on sidewalks.
- Design standards for commercial and multifamily developments are too general. This leads to varying development quality. Objective and measurable design and development standards need to be created to provide more certainty.
- Off-street parking requirements for multi-family and commercial projects are significantly higher than most jurisdictions in redeveloping areas. This adds extra costs, which could hinder projects from coming forward. Shared parking or alternative arrangements should be considered in the E-Zone.
- Landscaping requirements for parking lots are typical for suburban (rather than infill) development. Wide buffer requirements, for example, may need to be reconsidered and customized to fit more urban, infill, or redevelopment contexts.
- Design regulations for entertainment centers may not be appropriate when implementing the vision for the E-Zone. The LDC states that all colors used should be “neutral, subdued, or earth tones” and that no features “commonly associated with sideshows, carnivals, and rides” should be allowed.
- Regulations for outside activities and uses are too restrictive.

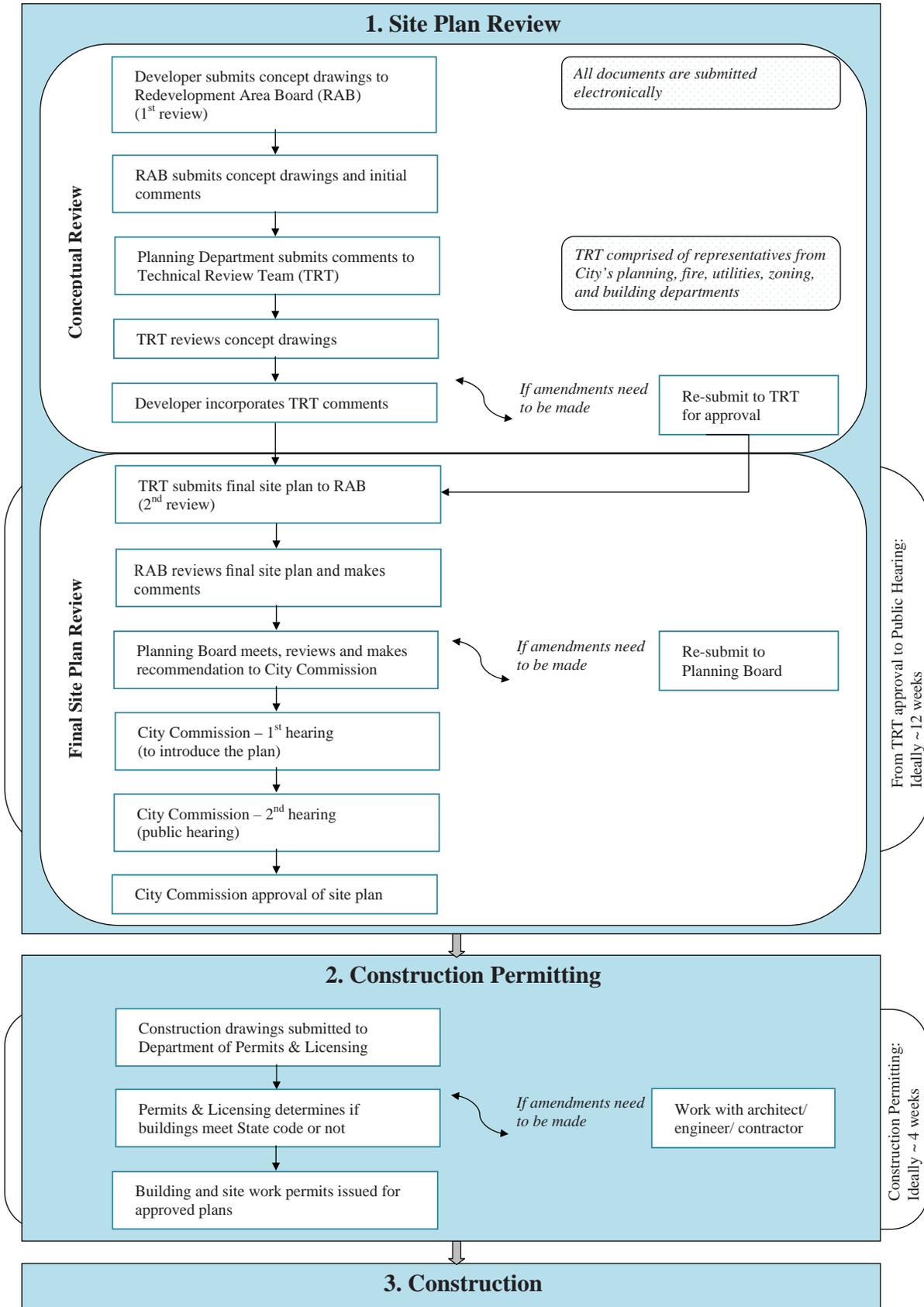
Compatibility with Surrounding Neighborhoods

The E-Zone’s compatibility with surrounding neighborhoods also needs to be addressed. The following regulations which permit high intensity uses may threaten the development of quality residential areas:

- Some noise-generating operations are allowed in residential areas. Expansion of larger restaurants (with 100+ seats) and short-order restaurants are permitted in the single-family district of Surfside Village if they have access to Main Street. These establishments are required to “contribute to the creation of evening activity centers” (Article 12, Section 5.2, 8.), potentially creating conflicts. Adequate buffering should be stipulated.
- Some high intensity uses are allowed in residential areas. Carnivals and circuses as well as fraternity and sorority houses are conditionally allowed in RP (Residential, Professional) zones, comprised of single-family and small multi-family units. Lighting and noise are not addressed.

These uses may be better situated in a transitional zone or in the higher intensity entertainment areas.

Figure 6.2. Current City of Dayton Development Review Process.



ENTITLEMENTS PROCESS

The City's current development review process is comprised of two phases:

1. Site plan review, including conceptual site plan review and final site plan review stages; and
2. Construction permitting.

The site plan review phase is administered by the City's Planning Department, and the construction permitting phase is overseen by the Permits and Licensing Department.

During the site plan review, all plans must be submitted to, commented on, and approved by a number of bodies. For the E-Zone, identified as a Community Redevelopment Area (CRA), these include:

- The Main Street/South Atlantic Redevelopment Area Board (RAB);
- The Technical Review Team, comprised of representatives from the City's planning, fire, utilities, zoning, and building departments;
- The Historic Preservation Board; and
- The City Commission.

The site plan review phase is by far the most time-consuming, lasting a few months if the project is straight-forward, or up to a year or more in more complex cases. On the other hand, the construction permitting process takes (ideally) about four weeks to complete.

Figure 6.2 outlines the generic review process for a development within the E-Zone. While the City's website, presumably the first link for potential developers, offers some insight into the development review process (for example a link to Technical Review Team Procedures can be accessed through the Planning Department's webpage), a holistic explanation of the process cannot be found in a central location. Only through a series of discussions with staff members at both departments and review of the Land Development Code (LDC) (i.e. zoning regulations) can a development review process be mapped out. The diagram is a product of such a review.

As the flow chart illustrates, development plans must pass through multiple stages of review by different decision-making bodies. The Clarion report notes that stakeholders often cite the overlapping review responsibilities of several of these boards as a shortcoming in the current development review process. As these bodies may have different views and priorities, the review process could have a tendency to get bogged down.

The City's recently revised Comprehensive Plan Element calls for a "fast track" development review process for CRAs in particular, where development is most needed. No guidance is provided, however, on how to accomplish the objective. Final site plan review time may be a process which can be tightened. Ideally about 12 weeks to complete, final site plan review is fairly long in Daytona Beach, potentially proving discouraging to potential developers. Ways to make these internal review processes more efficient should be considered.

Clarion's research indicates a number of other shortcomings are apparent, including:

- Overuse of the planned development review process, typically negotiated on a case-by-case basis and therefore lengthy and uncertain;
- A lack of flexibility in administering the LDC, which has made infill and redevelopment projects in more established areas of the city more difficult; and
- A need for earlier citizen involvement and input on development projects to help identify concerns from the outset.

Recommendations for Land Development Code

Planning Department staff have drafted amendments to the LDC to help streamline the development review process. These are currently being considered by the Planning Board. In response to some of Clarion's observations of development process deficiencies, the recommendations focus on:

- Limiting the type and size of projects reviewed by RABs, whereby only:
 - Exterior rehabilitation or exterior changes should be subject to approval by the RAB (where the total project cost exceeds the assessed value of the building)
- Adding a clear administrative review procedure for minor adjustments and development review plans; and
- Establishing an appeal process, where RAB decisions can be appealed to the City Commission.

While these procedural changes should help increase efficiency and clarity in the development review process, additional actions could make the process more easily accessible and less time-consuming. The recommendations below are meant to complement, rather than supplant, the improvements above which are already being considered.

CLEARLY ILLUSTRATE THE PROCESS

Nowhere is the City's development process clearly illustrated. Pulling information from different sources to understand the steps in the process is not only confusing, but time-consuming. Although Article 4 of the LDC describes a general process for development reviews, creating a central "snapshot" document (and/or diagram) to outline the process in a holistic manner should help make it more accessible, transparent, and efficient. City contact information should be clearly noted so that developers can access a point-person to help guide them through the intricacies of the process.

REDUCE FINAL SITE PLAN REVIEW TIME

Clarion's report recommends a seven-step development review process that is more streamlined and comprehensible, including the addition of a pre-hearing neighborhood meeting (page 2-22). In addition to their suggestions, it is recommended that the review process time itself be shortened, as other jurisdictions typically spend only six to eight weeks on final site plan review. Internal review procedures should be examined, therefore, for possible time savings. For example, is it necessary for the City Commission to have two readings of the development proposal, or could one suffice?

CREATE AS-OF-RIGHT USES IN THE LDC

The development process can ultimately be facilitated by as-of-right development, where construction of uses established in the LDC are automatically allowed. Because as-of-right uses promote greater predictability for developers and set out a clear framework for the City to work within, the development process can be less costly and time-consuming to execute. Zoning ordinances which underpin development intentions for the E-Zone are therefore essential.

Plans for the E-Zone will evolve over time, however, necessitating regular review of as-of-right zoning uses. As the market surges or dips, E-Zone plans may have to be adjusted to facilitate appropriate development. It is therefore recommended that a review of E-Zone regulations take place every two years to help ensure that as-of-right uses are both consistent with City and community goals for the district, as well as of the appropriate scale and intensity to reflect market realities. Clearly laying out uses intended for the E-Zone and regular reviews would also limit the need for allocating planned development (PD) designations, which often entail lengthy negotiations and uncertainty as part of the review procedure.

Analogues

The components of a successful arts and entertainment district are its location, management, content and funding.

These criteria were used as the lens through which the following entertainment districts were selected as case studies. The entertainment districts studied each contain desirable elements for the E-Zone - from lively public spaces capable of hosting events to inviting commercial environments which are draws to residents and tourists alike.

CREATION OF SPECIAL DISTRICTS

To inform the regulatory and management framework which should foster the greatest development potential for an entertainment district in the E-Zone area, the selected analogues demonstrate varied approaches to the use of special districts.

Special districts require legislation enabling local jurisdictions, municipalities, counties, or a combination thereof, to acquire state designations for districts within their boundaries and offer tax incentives as provided by law.

Third Street Promenade, Santa Monica, CA

Third Street Promenade is a retail, entertainment and shopping destination that many consider the heart of Downtown Santa Monica; it includes the three blocks between Broadway and Wilshire Boulevard. It was originally a regular street with automobile traffic, but was converted into one of the first pedestrian malls in the country in 1965. The Santa Monica City Council created a city-funded nonprofit 501(c)(3) agency, now the Bayside District Corporation, and charged it with the directive of keeping the area vital, in 1984. The New Third Street Promenade was launched in September 1989 after a two-year planning process and a bond issuance for funding.

Location

- Minutes from the Pacific Ocean, bordering Los Angeles' fashionable Westside and is just south of Malibu; surrounded by the Downtown area
- Comprised of three walk blocks between Wilshire Boulevard at the north end and Broadway and Santa Monica Place mall at the south

Content

- More than 60 stores, along with 25 restaurants, coffeehouses and casual dining establishments — many with al fresco dining — are on the Promenade

- Entertainment
 - Three movie theaters offering first-run films
 - Street performers and artists, who must hold performance licenses (one of the biggest entertainment draws to the Promenade)
 - Nearby several venues for live theater and magic, a doll museum and a variety of bars, clubs and pubs in the Downtown area
- Weekly Farmer’s Market (all year), selling California-grown produce; in operation over 20 years
- 25 retail, food, and artist carts along three blocks; applications required through a retail leasing consulting firm
- Special events, some of which require a City of Santa Monica event permit (e.g. when using sidewalks or streets)
- Marketing enhancements to help downtown compete with new regional competition and develop more promotions and events targeted to Santa Monica residents.
- Special Projects to address a variety of downtown issues, including improving parking availability, reducing traffic congestion and urban design to update streetscape and lighting throughout downtown.
- The PBAD is governed by a new structure within the BDC – the Owner’s Association – comprised of property and business owners within the District. The Owner’s Association board is composed of 13 directors, including six directors selected by downtown property and business owners, six by the Santa Monica City Council, and the City Manager or his/her designee. The PBAD Owner’s Association should determine budgets, assessment adjustments and monitor service delivery.

Management

- The area is managed by the Bayside District Corporation (BDC), a public-private management company that works in partnership with the City of Santa Monica on issues impacting the area.
- BDC is responsible for advising the City on strategic, long-term planning that should keep the area vital in the years ahead.
- On a day- to-day basis, BDC staff work with departments at the City on operational and maintenance issues, as well as with merchants and community members. BDC also handles filming requests, marketing and special events for the District.
- A Property-Based Assessment District (PBAD) began January 2009 for Downtown Santa Monica (covering three zones: the Promenade, Bayside, and Downtown East) to finance services and improvements that should stabilize and improve the downtown. These include:
 - Maintenance Teams that should work in concert with city crews to sweep, scrub and power wash sidewalks, remove litter and graffiti, increase the frequency of trash removal and maintenance of public spaces within downtown.
 - Ambassadors to provide information on downtown activities and establishments, provide a downtown “neighborhood watch” to improve public safety, enhance the visitor experience and work productively to reduce street populations.
 - Homeless Outreach and assistance to reduce the incidence of homelessness in downtown.

Funding

- An initial \$13 million investment by the City of Santa Monica to establish the Promenade attracted additional private investment estimated at more than \$500 million.
- The City created the Third Street Promenade and Downtown District assessment fee. Funded by tenants within the district, the assessments, along with sales tax and other funding, generate approximately \$13 million per year for Promenade management. This includes operation, maintenance and repair of public improvements — cleaning parking structures and pavement, landscaping maintenance, etc.— Santa Monica Police Department services, utilities and marketing programs.
- The PBAD is financed by a levy of assessments upon real property that benefits from improvements. Total district assessment budget for its first year of operation is \$3,593,700.

ESPN Wide World of Sports, Orlando, FL

ESPN Wide World of Sports is a 220-acre sports complex located in the Walt Disney World Resort. It includes nine venues and hosts numerous amateur and professional sporting events throughout the year. The district was formerly Disney Wide World of Sports, but was rebranded to ESPN (a Disney company) in February 2010.

It is a \$100 million facility built on former wetlands, and was opened in 1997. Admission fees are charged to enter (\$13.50 for adults, \$10.00 for children ages 3-9).

Location

- Located inside the Walt Disney World Resort in Orlando, FL

Content

- Baseball stadium and fields:
 - Champion Stadium, a 9,500-seat baseball stadium; hosts spring training for the Atlanta Braves; is the recurring home for the Gulf Coast Braves; has hosted two regular season Major League Baseball series; sponsored by Hanes with their Champion brand.
 - Baseball Quadraplex, consisting of four professional baseball fields and one practice infield, plus batting tunnels, pitching mounds, hitting tunnels, masters pitching machines, and 10 bullpens. Two fields are equipped for night play.
 - Diamondplex, consisting of six fields for softball and youth baseball; this was the first venue completed by the facility.
- Multi-purpose facilities:
 - Arena: Milk House, a 5,000-seat, 70,000 sf multi-purpose arena with stadium-style seating, sponsored by the National Dairy Association. It hosts a college basketball tournament (the Old Spice Classic) annually.
 - Sports Fields: Hess Sports Fields, eight multi-purpose fields which can host a number of different sports (including two that are equipped for night play). The Tampa Bay Buccaneers (football) conducted a training camp at the facility from 2002-2008. Sponsored by the Hess Corporation, an oil company.
- Basketball center/courts: Jostens Center, a 44,800 sf arena featuring six college-size basketball courts, 12 volleyball courts, and two roller hockey rinks; seating capacity is 1,200; sponsored by Jostens, who manufacture class and Super Bowl rings.
- Tennis complex: Centre Court Stadium, a tennis complex seating 1,000 to 8,500 people
- Track and field facilities: Track and Field Complex, a 500-seat competition facility for track and field events, designed to International Association of Athletics Federations' specifications
- ESPN Innovation Lab, a facility dedicated to advancing sports television technology
- Future plans for a 100-lane bowling stadium (160,000 sf), which would be the largest in the country, with

stadium-style seating and a restaurant. It would be used as a venue to host the US Bowling Congress tournaments.

- HD video scoreboards at several venues
- Complex-wide audio system
- HD broadcast production facility
- Restaurant and gift shop (that can be accessed without paying the entry fee)
- Free Wi-Fi internet access available at several locations throughout the complex

Management

- Disney Corporation

Funding

- A variety of sponsors help fund the operation of the complex

Bryant Park, New York, NY

Bryant Park is a 9.6-acre public park, privately managed by the Bryant Park Corporation, located behind the New York Public Library; crowds reach 5,000 on warm, sunny days. It was designated as a Scenic Landmark by the Landmarks Preservation Commission in 1974, but was home to drug dealers, prostitutes, and the homeless through the 1970s and early 1980s.

The Bryant Park Restoration Corporation (BPRC) was established by the Rockefeller Brothers and other prominent New Yorkers in 1980 to manage redevelopment, including the creation of a master plan. A seven-year push combined supplementary park maintenance, temporary kiosks, and public events ranging from historical park tours to concerts, which reduced crime by 92 percent and doubled the number of annual park visitors.

City agencies approved BPRC's plans in 1988 to build new entrances for increased visibility from the street, to enhance the formal French garden design, improve and repair paths and lighting, restore the park's monuments, and renovate its long-closed restrooms. Two restaurant pavilions and four concession kiosks were also approved, which were to generate off-peak activity and added revenue for operations. These facilities opened in stages in the 1990s.

Bryant Park reopened in 1992, with praise from the community as well as the business community, whose assessments helped fund the renewal and now benefit from higher rents and property values. As the NY Times noted, Bryant Park has now "become a brand."

Location

- Bryant Park is situated behind the New York Public Library in midtown Manhattan, between 40th and 42nd Streets & Fifth and Sixth Avenues

Content

- Gardens
- Reading Room
- Carousel
- Games: petanque, chess, backgammon, ping pong
- Restaurants
- Movable chairs, which sociologist William H. Whyte claims give people a sense of empowerment
- Events (proposals submitted to BPC for review)
- The Park is also a Wi-Fi hot spot (i.e. provides free internet access)

Management

- Park is managed by Bryant Park Corporation (BPC), a not-for-profit, private management company and a cooperating business improvement district of neighboring property owners.
- Established by Daniel A. Biederman and Andrew Heiskell, with support from the Rockefeller Brothers Fund.
- A 15-year agreement was signed in 1988, entrusting management and improvements to the BPC.
- The park reopened in 1991 after four years of renovation with a budget six times the level under prior city management. It is the largest effort in the nation to apply private management backed by private funding to a public park, and it has been a success with the public, press, and nearby institutions.
- BPC shares its management team with the 34th Street Partnership. The two companies share a management philosophy.
- Bryant Park Corporation, founded and run by Mr. Biederman for 28 years, is a model for hundreds of other public space renovations and creations all over the world.
- Patrons of Bryant Park are subject to the rules of the New York City Department of Parks and Recreation

Funding

- BPC accepts no public funds and operates the park on revenue from assessments on surrounding property within the BID and revenues generated by public events

- To address fears of the park being lost to the public, BPC insists that all events are free and open to the public, the lone exceptions being the fashion shows that take over the park in the winter and late summer

Myrtle Beach, SC

The primary city in the Grand Strand, a 60+ mile stretch of beaches and beach communities, Myrtle Beach is a coastal resort town. Hotels, motels, resorts, restaurants, attractions, and retail developments exist in abundance to service visitors.

Myrtle Beach's Convention Center opened in 1970. During that decade, the permanent population tripled, while construction of attractions, homes, retail shops, and other amenities steadily increased into the 1980s. Another boom was experienced in the 1990s. The Grand Strand, an entertainment district created to support tourism and conventioning, currently attracts millions of visitors and thousands of new residents each year (growing 36.5% over the past decade).

Location

- On the South Carolina coast, adjacent to the Atlantic Ocean. The main entertainment strip is Ocean Boulevard, which parallels the Atlantic.

Content

- Beaches
- Shopping (one of the largest shopping areas in the Southeast)
- 120 golf courses (earning Myrtle Beach the moniker of "Golf Capital of the World")
- Amusement parks
- Stock car racing at the Myrtle Beach Speedway (a 0.538 mile oval track)
- Baseball field seating 6,500 people
- Aquarium
- Over 1,900 restaurants
- 460 hotels (89,000 units)
- IMAX theater
- Myrtle Beach State Park and fishing
- Freestyle Music Park (formerly the Hard Rock Park), featuring attractions themed after different genres of music, such as the British Invasion
- Myrtle Waves, one of the largest water parks on the eastern seaboard
- Carolina Opry, featuring various musical, comedy, dance, and entertainment shows; seats 2,200 people

- Special events:
 - Myrtle Beach Bike Week, also called Harley Bike Week, a week-long motorcycle rally started in 1940; has attracted as many as 200,000 visitors to the city every May
 - Black Bike Week, founded in 1980 takes place the weekend around Memorial Day Weekend and is the largest African American motorcycle rally in the US and attracts as many as 400,000 visitors
 - Each March, Myrtle Beach hosts Canadian-American Days, where tens of thousands of tourists flock to the area for a week's worth of special events
- International airport

Management

- No special district management

Funding

- City is responsible

Contributing Zoning

- Entertainment District
- Amusement District
- PUD
- Mixed Use

Hollywood Entertainment District (HED), Los Angeles, CA

HED was one of the first Business Improvement Districts in the state, and has been in operation since 1996. It is dedicated to making Hollywood clean and safe for visitors and residents, and has contributed to the revitalization of the entire neighborhood.

Location

- Los Angeles, CA; stretching along 18 linear blocks of Hollywood Boulevard, from La Brea Avenue on the west to the 101 Freeway on the east

Content

- The HED boasts many of the world's most recognizable landmarks, such as:
 - Legendary Walk of Fame
 - The renowned "Hollywood" sign
 - The Capitol Records building
 - Classic theatres

- One-of-a-kind museums and attractions
- Dining, shopping and world-class entertainment
- Total residential units estimated at 4,445 in 2010 (condo and rental).
- Approximately 1,100 hotel rooms in the HED, which represent 45 percent of all rooms in the larger Hollywood area
- A number of new buildings are under construction, and recently a new W Hotel and residential mixed-use complex at the Hollywood Boulevard and Vine Street corridor was completed

Management

- HED's day-to-day operations and grant projects are managed by the Hollywood Property Owners Alliance, a 501(c) non-profit organization that is governed by a board of directors. The board of directors consists of 17 property owners and/or commercial representatives in the HED.
- Special benefit services funded with this assessment district, as outlined in their Management District Plan:
 1. Safety and Security
 2. Maintenance and Streetscape
 3. Special Projects: District-wide Improvements, Marketing and Consulting
 4. District Management, Policy Development and Administration
 5. Contingency/City Fees/Reserve for Non-pay
 6. Alley Services
- The goal of all services are to benefit property owners within the boundaries of this district through increased commerce, business attraction and retention, increased property rental income, and enhanced overall safety and image.

Funding

- The HED is funded by 225 property owners, who assess themselves more than \$3.4 million annually to pay for cleaning, security, streetscape and marketing services.

Beale Street, Memphis, TN

The blues clubs and restaurants that line Beale Street are major tourist attractions in Memphis, and one of the top tourist attractions in Tennessee. Festivals and outdoor concerts periodically bring large crowds to the street and its surrounding areas. The street was transformed from a wasteland of boarded-up storefronts and vacant lots in the 1970s and 80s.

In the late 1970s, the City of Memphis acquired most of the properties along the street and partnered with what is today the Beale Street Development Corporation (BSDC). BSDC formed to lobby for federal funding to rehab a building in the district, and continued to secure state and federal grants. One of the goals of BSDC was to run Beale Street with little or no government assistance, and they did not have the ability to run entertainment facilities.

A real estate development firm, the company now known as Performa, was brought in to oversee the development of the district. Starting with the opening of the first club in 1983, Performa brought new businesses, one by one, into renovated spaces with an emphasis on maintaining an entertainment theme. Performa handled the marketing, leasing, and property management, selecting the tenants and preserving the historical significance of Beale Street as a center of African-American culture and commerce. After some lean early years, a critical mass of excitement and entertainment was reached and the crowds started coming.

Location

- Located in Downtown Memphis, running from the Mississippi River to East Street, about 1.8 miles long, though the three blocks between Second and Fourth Streets contain the greatest density of entertainment venues.

Content

- 100,000 sf of restaurants, clubs and shops
- National tenants such as Hard Rock Cafe, B. B. King's Blues Club, Pat O'Brien's and Coyote Ugly
- Open-air theater in W. C. Handy Park can accommodate 3,000 fans for music performances by well-known acts
- Accessible to the FedEx Forum, home of the Memphis Grizzlies
- Plans for Lee's Landing, a Performa-developed hotel, restaurant and retail complex
- Special events, such as the Beale Street Music Festival (held the first weekend of May), which kicks off a month of citywide festivities called Memphis in May

- Though given an exemption by the state of Tennessee to keep clubs open until 5 a.m., there is now an effort to reduce the hours to a 3 am closing time.
- The section of the street from Main to Fourth Street is a National Historic Landmark
- Beale Street was declared the Home of the Blues by an act of Congress in 1977
- Four million visitors a year

Management

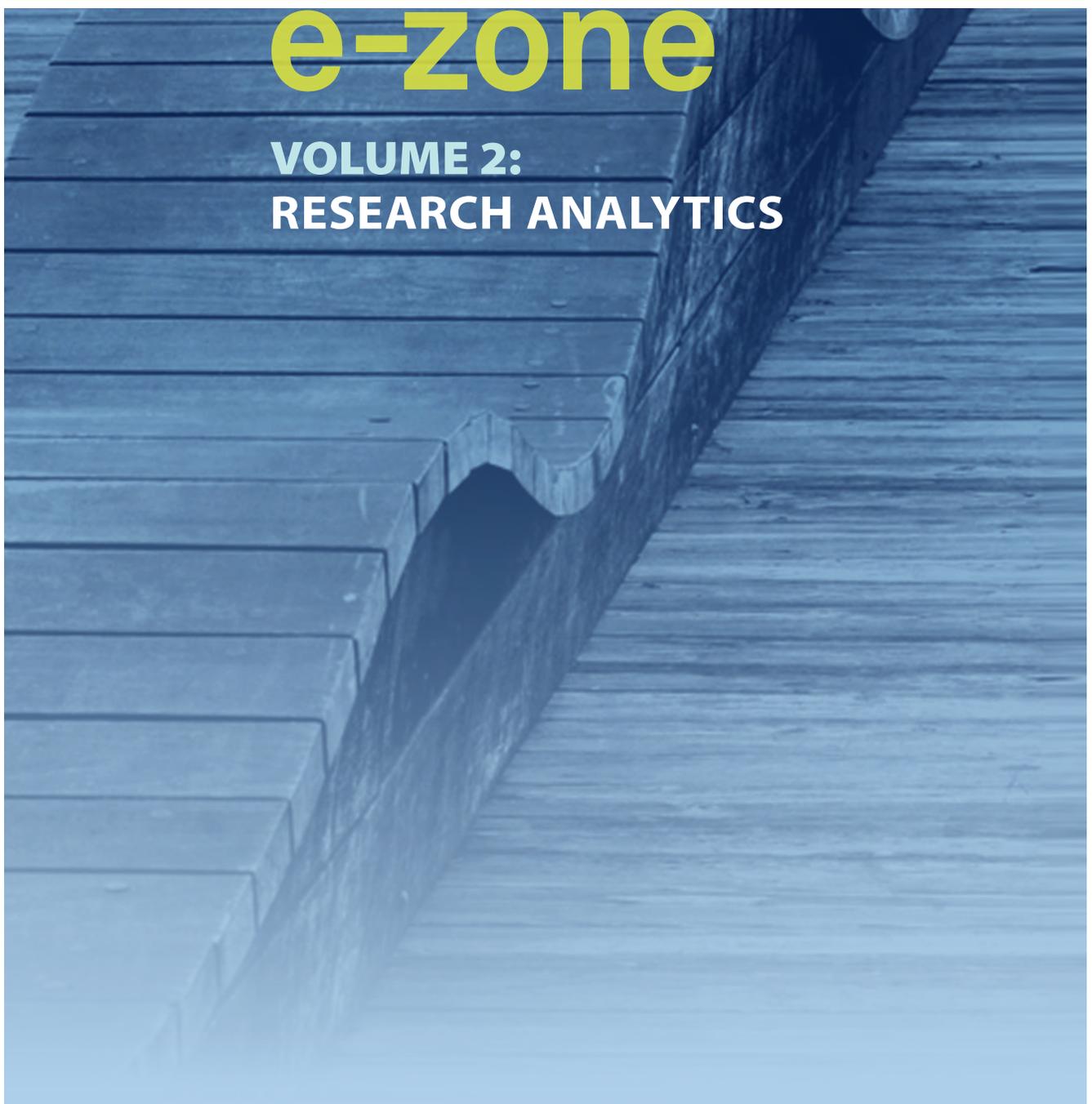
- Beale Street has been managed since 1983 by Performa Entertainment Real Estate, Inc. As of June 7, 2010, however, the City of Memphis will assume control, ending a protracted legal battle in which the former Memphis Mayor (Willie Herenton) had accused Performa's CEO (John Elkington) of withholding millions of dollars from the City. The City and Performa settled out of court under a new Mayor's jurisdiction (AC Wharton), with Performa not owing the City anything.
- In the interim, Performa will continue to get a percentage of the rent from Beale Street's tenants
- The Beale Street Development Corporation (BSDC) subleases the management of Beale Street to Performa. The lease requires Performa to give a share of revenues to BSDC and the City, provided money is available after subtracting Performa's management fees and other expenses. The City has been accused by BSDC of allowing Performa to claim whatever they want in the way of expenses, meaning nothing is left over for taxpayers. (It is reported that sales on Beale Street were over \$32 million in 2006.) Critics say the lease was put together without much public oversight. Performa claims they invested much of their own money to rehabilitate the buildings, as many were too dilapidated to qualify for federal tax credits. The company decided to pay back its investment before paying out to the City or the BSDC. While city officials questioned Elkington's right to withhold the money, they allowed the arrangement to continue.

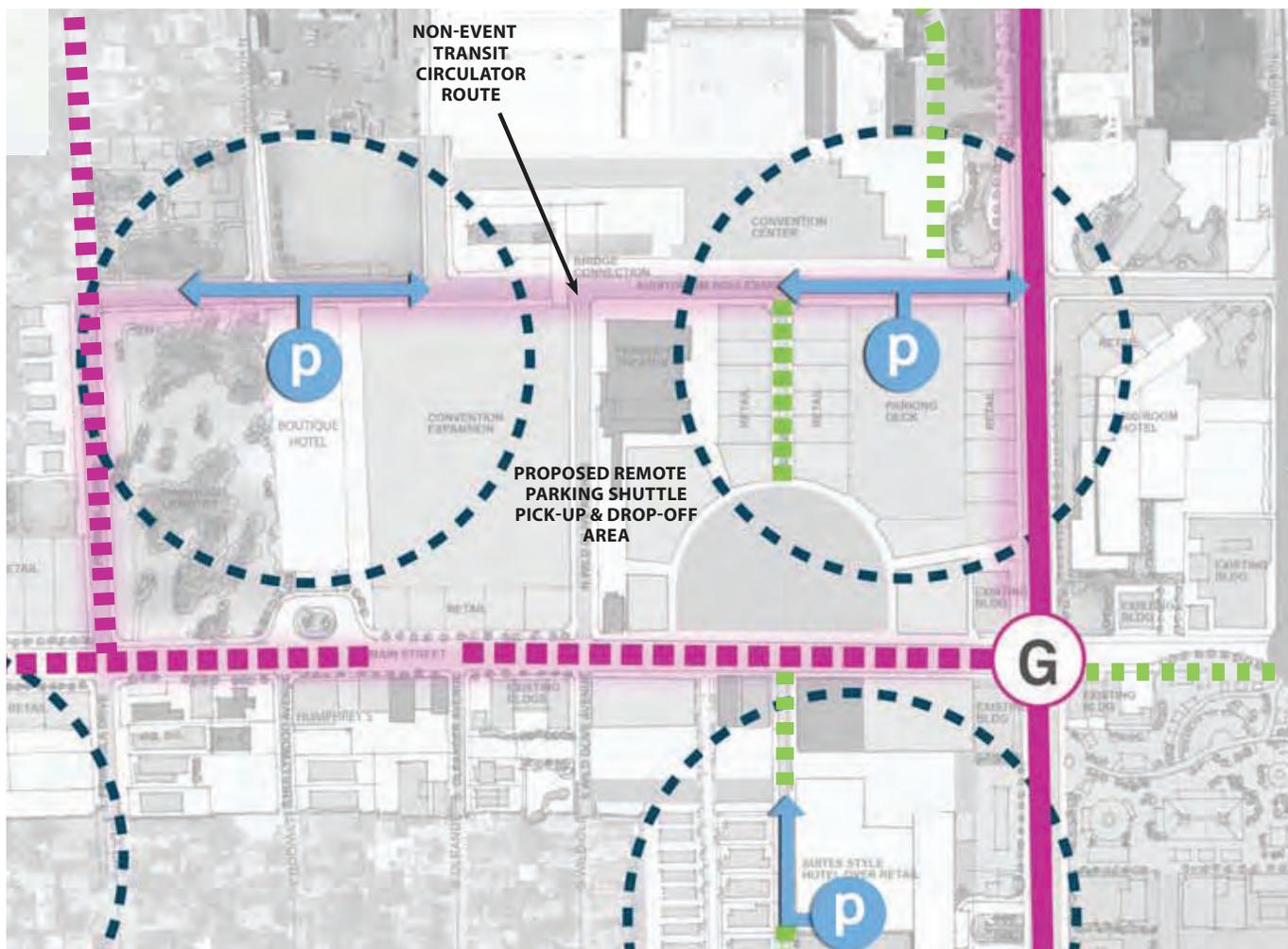
7.0 Transportation & Infrastructure

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**





Transportation & Infrastructure Analysis

Research and analysis was undertaken to identify issues and determine potential impacts and challenges to transportation and infrastructure implementation.

TRANSPORTATION AND INFRASTRUCTURE

The E-Zone is a business, tourist, and residential area located in the City of Daytona Beach's beachside area. The E-Zone is located in the core of the City's tourist area with the primary attractions being the Atlantic Ocean beach and Volusia County's convention center, The Ocean Center. The E-Zone also includes Main Street, which is the primary gathering area for the City's two major motorcycle events, Bike Week and Biketoberfest. The E-Zone has two historical neighborhoods on its north and south side, Surfside Village and Seabreeze.

Although the E-Zone has a good roadway grid network, and central water and sewer service, portions of the existing infrastructure which supports the E-Zone area have been in place for years and are in need of upgrades. Additional infrastructure modifications should occur as the E-Zone Master Plan is developed. The following report discusses the existing conditions, the three alternative Concept Plans which

were reviewed and the implementation of the proposed Master Plan.

EXISTING CONDITIONS

The City of Daytona Beach Public Works Department provided copies of the existing water, wastewater, and stormwater maps to the AECOM design team as part of the Discovery Phase of the E-Zone Study. AECOM's team member, Zev Cohen & Associates, met with the City staff to review and discuss the capacity and conditions of the existing underground infrastructure. Below are details from the meeting:

- The City should be constructing a water main in the near future which would extend from the mainland side under the Halifax River and enter the E-Zone south of Main Street. More specifically, the water main would run along the north side of the City's future Riverfront Park, then extend south along Halifax Avenue and connect to an existing water main on International Speedway Boulevard. The 24" water main would replace the old subaqueous crossing at Earl Street.
- The Utility Department staff indicated that the new water main does not change the capacity or pressures in the E-Zone area due to upstream constraints. The primary purpose of the new main is to replace the +50 year old subaqueous water main crossing at Earl Street.
- The existing water main distribution system in the E-Zone is capable of meeting current demands. The Utility staff said an analysis of the water distribution system would be required if additional demand is placed on the distribution system.
- No new improvements for the sanitary sewer system within the E-Zone are planned at this time. There is a network of sanitary sewer collection mains throughout the E-Zone. These sewer mains flow to the City's Master Lift Station located at Ora and Wild Olive Street. This Master Lift Station is critical since it pumps all of Beachside's wastewater under the Halifax River and to the treatment plant. Although the Master Lift Station currently has excess capacity, it should be evaluated as additional demand is placed on the system.
- In summary, the E-Zone has an adequate network of water and sewer mains within the rights-of-ways to serve the existing demands. However, much of the water and sewer infrastructure in the E-Zone is dated and should be evaluated to determine if it needs to be replaced as area improvements are made. If the E-Zone

development program shows significant increase in water/sewer demand, then the water distribution and sanitary system should be evaluated to determine if there is adequate capacity.

Exhibit #2 illustrates the existing roadways and the location of existing potable water mains, sanitary sewer lines and stormwater infrastructure in the E-Zone study areas. The significant elements of the existing infrastructure include the Beachside Master Lift station, the 24" force main, the newly constructed 24" watermain and the 18" gravity sewer main.

ROADWAYS

The existing roads and right-of-ways within the E-Zone study areas are owned by various governmental entities. SR A1A right-of-way is owned by the Florida Department of Transportation and Main Street is owned by Volusia County. The City should obtain ownership of Main Street between Halifax Street and SR A1A. This would allow the City to control and maintain the spine road in the core of the E-Zone. The other roads within the E-Zone study areas (Wild Olive, Noble, Halifax, Peninsula, Oleander, Grandview, Fern, Hollywood, Coates, Auditorium and Harvey) are owned by the City of Daytona Beach. Although the right-of-ways for SR A1A and Main Street are owned by state and county agencies, the City of Daytona Beach owns the water and sewer utilities within these rights-of-way. Several of the roads around the Ocean Center have recently been upgraded by construction projects including Auditorium Boulevard, Hollywood Boulevard, and SR A1A. The other roads within the E-Zone study area are older and should be upgraded as the E-Zone project is implemented.

WATER AND SEWER

The City currently has water and sewer capacity to support the existing uses in the E-Zone study area. The potable water and the wastewater mains are primarily located within the street's right-of-way. Currently there is adequate water supply and pressure to meet both domestic and fire flow demands under existing conditions. The spacing of fire hydrants appears to meet the current City standards.

There is an existing 10" water main on Main Street from SR A1A to Peninsula Drive. There are generally 6" or 8" water mains extending north and south along the existing side streets. The existing water main system is looped and interconnected through the E-Zone study area enabling the City to maximize the use of its system; however, much of the system is older and in need of replacement. There have been some limited upgrades to the system as part of the

City's streetscape projects in the E-Zone. The City recently constructed a 24" water main under the Halifax River which connects to the existing water main system on Halifax Avenue south of Main Street. This new 24" water main is a significant long term improvement, as it would be able to eventually provide adequate water supply and pressure for future growth once other portions of the water system have been upgraded.

The wastewater collection system consists primarily of 6" and 8" sanitary gravity pipes which flow to the existing 18" gravity trunk line on Wild Olive Avenue. The 18" gravity trunk line is a primary sewer collector for the greater E-Zone area. This 18" gravity trunk line flows from south to north under the Ocean Center Building expansion where the old Wild Olive right-of-way existed. The 18" main flows into the Beachside Master Lift Station at Wild Olive Avenue and Ora Street.

The Beachside Master Lift Station is significant since it receives the City's Beachside wastewater flow and pumps it under the Halifax River to the wastewater plant. The City staff said there is some excess operating capacity in the lift station but an increase in flows would need to be evaluated as additional flow is placed on the system. This lift station pumps wastewater south through a 24" force main along Oleander Avenue. The 24" force main extends through the middle of Volusia County's Ocean Center's southern parking lot and continues south along on Oleander Avenue. It turns east near Silver Beach and extends under the Halifax River to the wastewater treatment plant west of the river.

All irrigation service in the E-Zone study area is currently provided by potable water or private wells. There is no reclaim water available in the E-Zone. However, City staff did indicate that they eventually want to extend reclaim water to the Beachside area.

STORMWATER

There are two primary drainage basins within the E-Zone. These are created by the primary sand dune line ridge running along Ocean Avenue. The area west of Ocean Avenue (West Basin) slopes and drains toward the Halifax River. The area east of Ocean Avenue (East Basin) drains to the Atlantic Ocean (see Exhibit #3).

Within the West Drainage Basin there are existing inlets and storm drainage pipes along the streets within the E-Zone study area. These storm drainage pipes generally flow from SR A1A west to the Halifax River. The primary stormwater trunk lines flow west with lateral pipes from the north/south streets flowing into these trunk lines. The primary river discharge points for the stormwater collection system are

at the west end of Main Street and Auditorium Boulevard. Based on conversations with the City of Daytona's staff, there are no major stormwater flooding problems within the E-Zone study area. However, there are some localized drainage problems due to outdated or failing infrastructure.

Although there are relatively minor flooding problems in the E-Zone study area, most of the area discharges directly to the Halifax River or to the beach without meeting the current stormwater treatment criteria. This is due to the age of most of the developments in the E-Zone area. Most developments were constructed prior to stormwater regulatory criteria. The Ocean Center is an exception to this, as it was constructed to meet the current regulatory requirements using ponds and exfiltration systems. Currently there is no master stormwater facility within the E-Zone study area for existing or future development.

The drainage basin area east of Ocean Avenue within the study area has minimal stormwater flooding from rainstorms with the exception of some temporary flooding problems in the park area east of the Hilton. However, this area has a higher risk of danger of storm surge from catastrophic events such as hurricanes. Most of the stormwater runoff infiltrates into the sand dune depressions or discharges to the beach. The exception to this is the relatively new Breakers Park. Breakers Park was designed and constructed to meet the current stormwater regulations with an underground pipe exfiltration system.

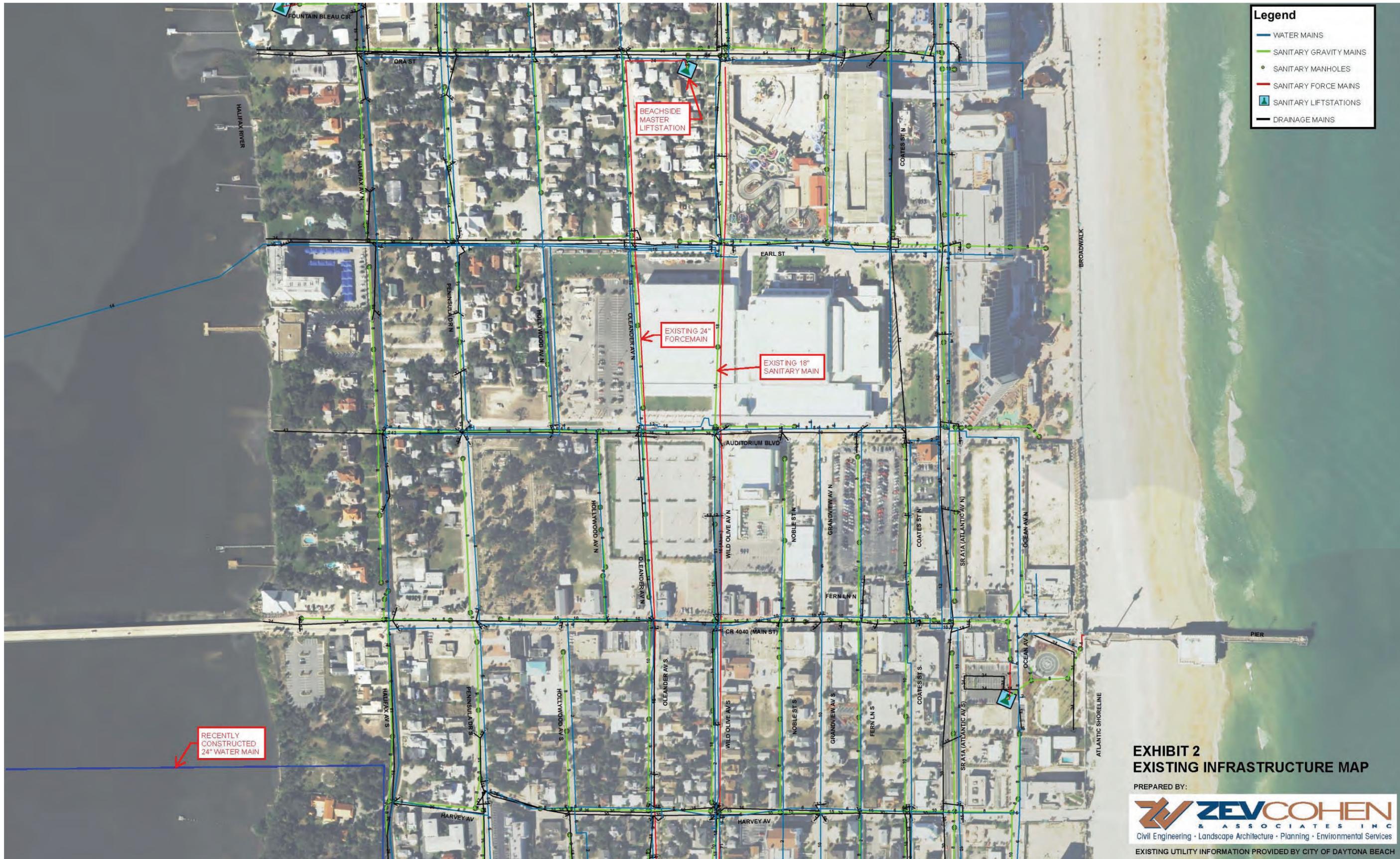
FRANCHISE UTILITIES

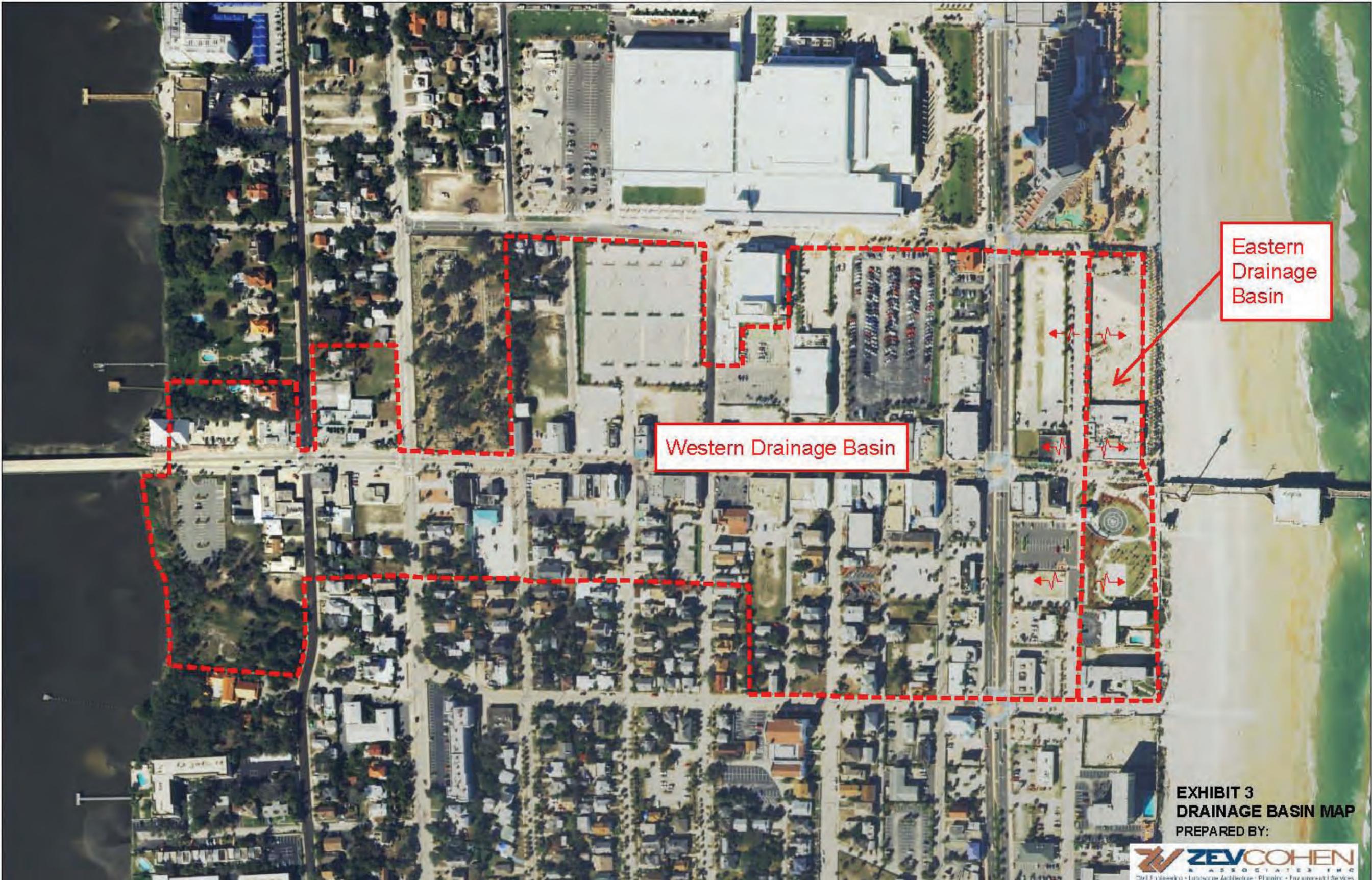
Additional underground and above ground infrastructure within the E-Zone study area includes franchise utilities such as gas service, electrical, telephone and high speed communication lines (telephone and fiber optic).

The natural gas, cable TV and high speed communication lines are underground utilities. Most of the electrical and telephone lines are overhead within the E-Zone with the exception of the area around the Ocean Center. These lines were put underground as part of the Ocean Center Expansion project. These services can meet current demand capacity.

Below is a list of Franchise Utility companies serving the E-Zone area:

Florida Power & Light – Electrical
3000 Spruce Creek Road
Port Orange, FL 32129
Phone: 386-322-3439
Contact: Beverly Hutto





Eastern
Drainage
Basin

Western Drainage Basin

**EXHIBIT 3
DRAINAGE BASIN MAP**
PREPARED BY:



Brighthouse Networks – Cable TV and High Speed Communication
 1475 S. Nova Road
 Daytona Beach, FL 32114
 Phone: 386-760-9941
 Contact: Sean Riden

AT & T – Telephone and High Speed Communication
 900 N. Nova Road
 Daytona Beach, FL 32117
 Phone: 386-254-2936
 Contact: Christopher Griffin

TECO Peoples Gas – Natural Gas
 1722 Ridgewood Avenue
 Holly Hill, FL 32117
 Phone: 386-671-2232
 Contact: George Smith

Planning Framework for Transportation and Infrastructure

Currently the E-Zone consists of a roadway grid pattern between the Atlantic Ocean and the Halifax River. The proposed Master Plan maintains the roadway grid pattern but removes some of the disconnected roadways for more accessible pedestrian movement. Some roads have proposed modifications but remain open to vehicular access.

Below is a list of proposed road closings as part of the implementation of the Master Plan:

- Coates Street between Main Street and Auditorium Boulevard
- Grandview 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 these road closings is to allow construction of new buildings and public space areas. The stormwater and utility services within these rights-of-way should be relocated or removed as required by the new development plan.

Roads which should include significant modifications 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. Currently, a Right-of-Way Use Permit from Volusia County should be required for construction of this improvement. We recommend the City obtain ownership of the Main Street right-of-way between Halifax Street and SR A1A.

The SR A1A modifications include the addition of a roundabout at the intersection of Main Street and SR A1A and additional streetscaping. Attached is a layout for the proposed roundabout (see Exhibit #4). This exhibit includes the two travel lanes with 62 foot inside diameter and a + 15 foot sidewalk/utility corridor making a 140 feet overall diameter. The roundabout would require the acquisition of property at the intersection corner to achieve to proposed configurations (see Exhibit #4). Additional modifications to SR A1A should include a pedestrian “fly-over” at Auditorium Boulevard and possible “at-grade” pedestrian crossings between Auditorium and Harvey. The proposed roundabout within SR A1A right-of-way would require a FDOT roundabout justification study prior to permitting the roundabout construction documents for the improvements.

Roadway improvements to the remaining roads within the E-Zone should be permitted internally with the City since they own the right-of-way for these roads.

TRAFFIC CIRCULATION STRATEGIES

The traffic circulation and parking improvements needed to support the Master Plan development are outlined below. These consist of both implementation strategies (such as changes to procedures, coordination, structure, etc.) and capital projects. A capital projects list is provided for the first phase, as well as the overall Master Plan.

The 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 purpose.



Exhibit 4

Connect to the E-Zone (Regional Access)

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 E-zone 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 E-zone such as mast arm signals, lighting, landscaping, signage, etc. Physical improvements include capacity improvements, turn lanes, transit service enhancements, etc.

The major roadways leading to the E-Zone must allow easy access to the E-Zone. This can be accomplished by ensuring adequate multimodal capacity exists and the routes to the E-Zone are clearly marked and understood.

The key implementation action to make the E-Zone more connected to the Region is to preserve the vehicular connection via Main Street Bridge. This bridge is in need of replacement due to its age. Volusia County has discussed not improving it due to insufficient funding. The 2009 traffic volume on the Main Street Bridge was 6,220 vehicles per day.

Connect 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. The following implementation actions are recommended to better connect the E-Zone:

- Connect - Provide connections **throughout** the E-Zone
 - » Transit – provide stops at ¼ mile minimum
 - » Pedestrian-friendly & highly walkable
 - » Provide pedestrian connections to link destinations
 - » Beach to parking and other destinations
 - » Town Center to Main Street and Parking
 - » Incorporate bike facilities into design (parking, signed paths)

Connect Visually

The E-Zone must be physically connected 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 obvious. Visual connectivity involves presenting the vision of the destination in a consistent manner to the public. It makes the space easy to get to from an intuitive, visual perspective.

Wayfinding

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 creates a hierarchy of information using colors, graphics, words and architecture to direct people to their destinations (in this case, the E-Zone).

Gateways are one of the tools used in wayfinding that help people know when they have arrived at a destination. Gateways exist throughout the area and additional gateways are proposed within and around the E-Zone.

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

- Develop and implement a wayfinding system
- Provide gateways at key locations such as A1A and Main and entrances to the E-Zone

PARKING

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 7.1 (with ADA/permit/reserved spaces broken out separately).

Of the current parking supply:

- There are only 95 on-street spaces

TABLE 7.1 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

TABLE 7.2 Parking Capital Projects

PROJECT	LOCATION	TOTAL SPACES	MAJOR NEAR/ ON-SITE USERS	NEAR/ ON-SITE DEMAND	EXCESS SPACES	EXCESS PERCENT	COMMENTS	SQUARE FEET	COST	PHASE
Garage A	W. of SR A1A, N. of Main	1318	New Conference Hotel	480	140	11%		574,200	\$28,486,062	I
			Existing Hilton	350			Displaced from valet/surface parking			
			Condos	148						
			Pier & Restaurant	200						
Garage B	E. of A1A, S. of Main	260	Pier Restaurant (200); Civic Building	200	60	23%		85,800	\$4,256,538	II
Garage C	W. of A1A, S. of Main	630	Bungalows Hotel	267	363	58%		207,900	\$10,313,919	IV
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	\$16,011,131	III
Garage E	W. of Halifax, S. of Main	360	Condo Hotel	213	147	41%		118,800	\$5,893,668	VII
Total E-Zone		3,446			928	27%			\$64,961,318	

- 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, it seems 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.

The previous study indicated an adequate supply of existing parking based on 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 (which it is not).

- An assessment of demand based on current levels of activity and business occupancy.

Clearly, activity and occupancy levels have been very low in the area for a number of years and thus a reduced amount of demand would be expected. Therefore, the study very likely indicates a lower level of demand (observed utilization) than would exist if all of the buildings and uses were full of patrons, as is expected when the E-Zone is successful.

In contrast, during the public meetings, there was a clear indication by the public that 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 destination,
- Confusion as to which parking spaces/areas are public and/or available.

Projected Demand

The projected overall parking need in the E-Zone (including existing users) is approximately 9,000 on the 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, creating a need for 2,900 additional spaces. Considering that parking should not be at 100% utilization, the additional need is about 3,400 spaces. The parking demand calculations are provided in Appendix A.

Parking Capital Projects

Parking garage costs are estimated at \$50.00 per sf (approximately \$16,500 per parking space). The size of each garage is estimated at 330 square foot per parking space. This allows space for drive aisles and other areas of the garage. The following table provides an estimation of the parking required for each phase, along with an estimation of the number of spaces that would be unallocated (excess). These numbers are not intended to be exact, but provide an order of magnitude estimate for planning purposes.

Parking Strategies

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
 - » Park once – walk to destination

Parking is currently only “managed” from the standpoint of minding the meters and writing tickets for parking violations. Different entities manage the metered parking for the City and the County’s parking garage and current lots. There is no apparent management structure relative to parking utilization, the parking experience from the user’s perspective, or maximizing the use of existing spaces (through shared parking, etc.).

- Manage - Establish a management structure for parking
 - » 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, and
 - » 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

Remote Parking

For special events, potential remote parking locations have been preliminarily identified. They consist primarily of existing, publicly-owned parking lots that could be used by the E-Zone during peak special demand periods, with a shuttle operating between the E-Zone and the lots. Additional study should be conducted to determine the viability of the proposed locations and establish them as remote parking sites.

The water taxi could also be used to shuttle visitors from remote parking to the E-Zone. The water taxi should be implemented with the improvement of the City Park, located on the Halifax, south of Main Street.

WATER AND SEWER

The proposed 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

A summary of estimated water demand and sewer flow for this proposed program, presented in Table 7.3.

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 should need to be evaluated as 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 will, 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 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 as shown on Exhibit #5. 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 would minimize reconstruction efforts of the gravity sewer system. Intercepting the wastewater flow from the existing gravity sewer mains would reduce flow to the existing Master Lift Station. This flow reduction to the existing Master Lift Station would 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 as shown on Exhibit #5.

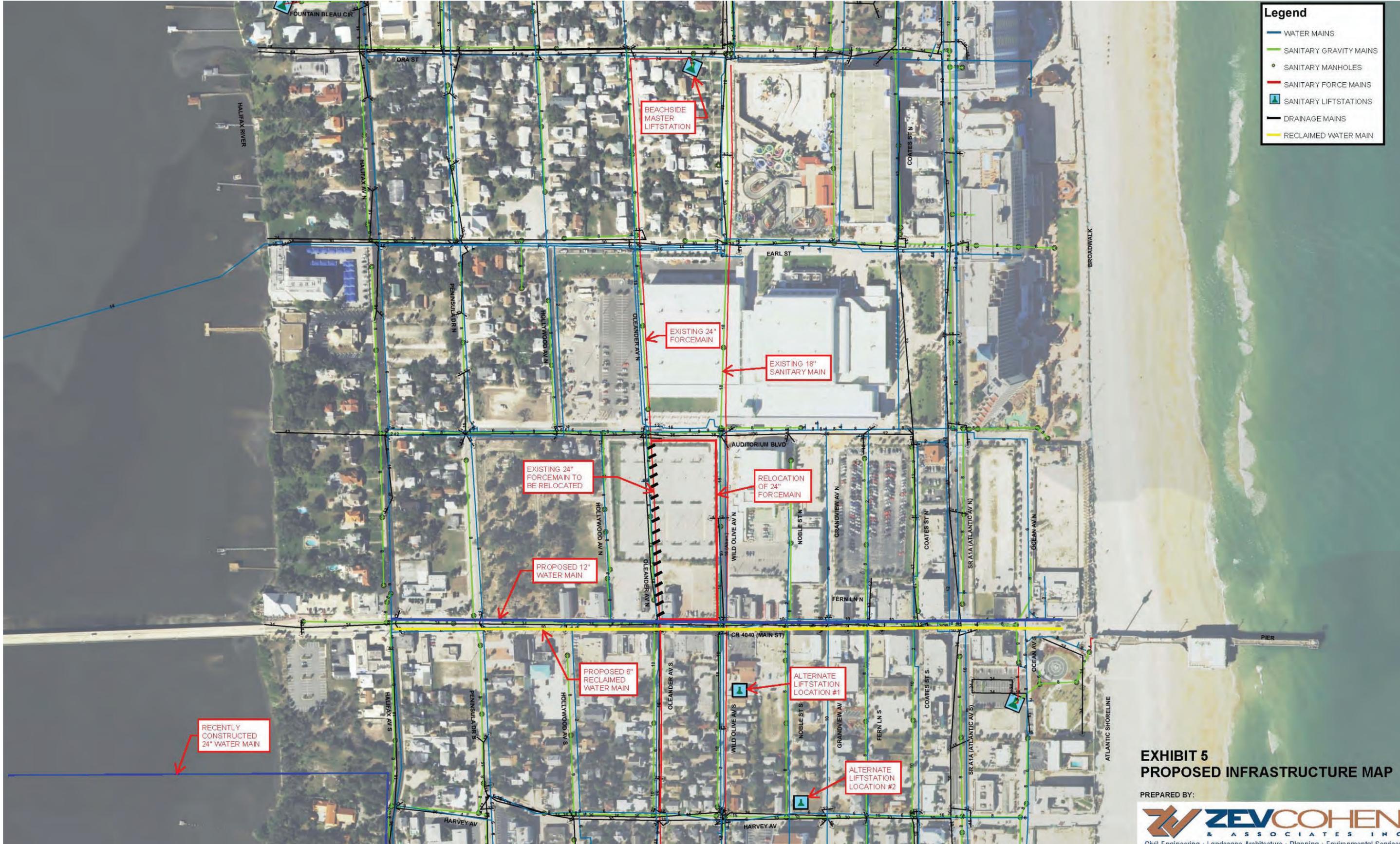
STORMWATER

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, the owner should be responsible for providing stormwater retention facilities to meet the current regulatory criteria. This criterion can be met as explained in ZCA's July 21, 2010 dated memorandum (see Exhibit #6).

TABLE 7.3 Estimated Water Demand and Sewer Flow

E-ZONE DEVELOPMENT PROGRAM	TOTAL AVERAGE DAILY FLOW FOR WATER AND SEWER (GPD)	PEAKING FACTOR	SANITARY SEWER PEAK FLOW (GPD)
Hotels (1,500 rooms)	241,750	3	725,250
Retail (50,000 sf)	5,833	3	17,500
Restaurants (2,800 seats)	122,667	3	368,000
Office (50,000 sf)	7,500	3	22,500
Cultural Attraction (50,000 sf)	7,500	3	22,500
Total Flow	385,250		1,155,750



**EXHIBIT 5
PROPOSED INFRASTRUCTURE MAP**

PREPARED BY:



ZEV COHEN & ASSOCIATES, INC. MEMORANDUM

To: Ms. Kjersti Monson
Mr. Todd Hill

From: Samuel C. Hamilton, Jr., P.E.

Date: July 21, 2010

Re: Daytona Beach E-Zone Stormwater Infrastructure
ZC 09056

The purpose of the memorandum is to provide input to the E-Zone team about the stormwater regulatory requirements and stormwater facility options to meet those requirements during the E-Zone redevelopment process.

Based on our review of stormwater drainage maps provided by the City of Daytona Beach, the E-Zone Study area has a network of stormwater collection pipes. Most of the stormwater pipe network is located within the City streets and discharges into the Halifax River. We contacted the City of Daytona Beach to determine if there were any previous master stormwater studies done or contemplated for this area. Jim Sloane, P.E., said the City of Daytona Beach does not have a Master Stormwater Plan for the beachside area and no pending studies at this time.

The E-Zone design team needs to be aware that any significant redevelopment will require proposed sites to meet both local and state stormwater retention requirements. Fortunately, most of the E-Zone study area consists of sandy soils with a relatively low water table which affords a variety of facility options to meet the stormwater requirements. These options include:

- Dry retention pond or swales – These areas stay dry most of the time except during or shortly after a rainfall event. These areas can typically be used as passive parks, landscape areas or green areas. The E-Zone study area lends itself to the ability to use dry ponds or swales because of the sandy soils and low water table. The existing dry ponds around the Ocean Center are good examples of this type of system.
- Wet retention pond – These areas hold water all of the time and are typically used in areas with high water tables. This area can be aesthetically pleasing with fountains, trees, footpaths, and gathering areas around them. However, they do receive rainfall runoff from roads, buildings and fertilized lawn areas which may impact the aesthetic aspects. The ability to maintain these areas is also an important consideration. The opportunity for this type of system in the E-Zone study exists but would need to be reviewed since most of the E-Zone area has a relatively low water table. Wet retention ponds in the E-Zone area may require liners for ponds with a water recharge source to maintain design water levels due to the sandy soils and relatively low water table. The area adjacent to the Halifax River is more conducive because the soils are less sandy and the water table is higher. A good example of a wet retention pond in a dry area is the pond located at the Daytona State College's Hospitality Building on International Speedway Boulevard.

Ms. Kjersti Monson
Mr. Todd Hill
ZC 08047
July 21, 2010

- Exfiltration/underground stormwater system – These systems typically consist of a combination of perforated pipes or chambers surrounded by gravel which allow stormwater runoff to be stored until it percolates into the surrounding ground. The utilization and effectiveness of an exfiltration underground system is highly dependent on physical parameters of a site. These systems will work well in areas like the E-Zone where there are sandy soils and a low water table. These systems are popular in downtown and redevelopment areas where open space is limited and/or property values are expensive. These systems are typically designed to be located under parking areas, pedestrian corridors and green areas. Occasionally, they are placed under parking garages but this is rare due to the expense and the difficulty to access and maintain. The cost of construction of these systems is a factor when considering their use. These facilities are more costly (typically about three times) than the two traditional stormwater systems mentioned above. These systems are often used in conjunction with traditional stormwater systems but can also be used independently. The Ocean Center expansion utilized a combination of a standard dry pond and an exfiltration system. This was done due to the limited space for a standard pond and the favorable soil conditions of the areas. The Ocean Center exfiltration system is under the pedestrian corridor and green space area on the south side of the building, under the parking lot on the west side of the building and under the parking lot west of the Peabody Auditorium.
- “Green” stormwater systems – These techniques and systems are relatively new. However, with water conservation, protection of environmentally sensitive areas, low impact development and recognition of long-term savings being on the forefront of current design ideas, these systems are beginning to be considered and used more frequently. “Green” design encourages designers to direct runoff from paved parking areas into cisterns, parking island areas, landscape buffer areas and other green space where the water can be stored, help hydrate the vegetation areas, and allow the stormwater to percolate thus keeping the nutrients onsite as opposed to ending up in our rivers, lakes and wetlands. Rainwater runoff holding areas such as cisterns can be used for irrigation and flushing toilets. Other techniques such as the utilization of permeable parking surfaces should also be considered as alternatives. Pervious pavement technology has made big strides in recent years as the demand for low impact, green design has increased. As a result, the cost and effectiveness of these materials have improved. Many local codes now offer investors incentives to use these low impact, green technologies in their design. These systems are often used in conjunction with other stormwater systems like those mentioned above. The “green” systems will often accommodate the day-to-day stormwater storage and treatment requirements but typically need overflow stormwater storage areas for large rainfall events.

The above stormwater systems all have potential possibility to meet the requirements for the E-Zone Redevelopment area. As a “rule of thumb” the area needed for stormwater ponds using traditional dry bottom or wet retention is approximately 15% of the proposed developed area. This will vary some based on actual site conditions but the 15% is a reasonable percentage to use for planning purposes. The area required for exfiltration/underground systems and “green” systems vary based on specific site parameters.

SCH/ck
09056018
cc: M. Dwight DuRant, P.E.
Beth Lemke

EXHIBIT 6

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 would vary based on location, water table depth, and configuration of pond areas.

A small portion of the E-Zone study area which 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 sells 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 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 should typically occur simultaneously with streetscape or new developed projects.

Infrastructure for a Sustainable Community

One of the goals of the E-Zone Master Plan is to create a sustainable community. The proposed infrastructure improvements should have sustainable elements as follows.

ROADWAYS

The roadway design in the proposed Master Plan should include several sustainable elements. These include directing 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.

There should pavers or colored concrete at intersections and crosswalks. These could be designed with lighter colors to reduce the heat reflection from the typical asphalt paving.

The roadways within the E-Zone study area should be designed with the minimal pavement to meet the design 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.

There are several existing roads which should eventually be removed as part of the Master Plan Implementation. Removal of these roads are being done as part of converting the E-zone

area to a walkable community. This reduction in roads and providing conveniently placed parking facilities is part of the sustainable initiative of the Master Plan. Encouraging lower vehicular speeds with traffic calming creates a comfortable, safe environment and promotes walking and biking as a common mode of transportation. The addition of bike facilities at designated locations along with these reduced traffic speeds should promote biking within the E-Zone. Accommodations for electric cars are also recommended as part of the roadway design. These alternative transportation vehicles are conducive to sustainable lifestyles and compatible with walkable communities, and reduce fossil fuel emissions. Currently the City maintains the recent streetscape/hardscape improvements for SR A1A, Auditorium and the Boardwalk. The City should develop a maintenance program as more and more streetscape and hardscape projects are developed. It will be important to maintain the aesthetics of these streets.

TRAFFIC AND PARKING

Creating walkable distances between the uses and providing sidewalks and pathways that connect origins and destinations would reduce vehicle trips.

Since the driver in the E-Zone only has to park once, parking can be reduced. Further, with a connected street network, the parking can be easily shared by multiple retail users. This frees up valuable land resources that can be used for open space, parks, plazas, landscaping, or other sustainable uses.

A reduction in vehicle trips and vehicle miles of travel in the E-Zone would result in less greenhouse gas and other harmful emissions. Valuable fossil fuels would also be conserved.

The following implementation actions are needed for the City better manage existing assets.

- Manage - Establish O & M Program and budget
- Manage and Connect - Wayfinding
- Manage - Establish transportation entitlements for redevelopment

The following implementation actions are recommended:

- Walkable throughout area
- Separate commercial traffic from neighborhoods
- Incorporate roundabouts, re-alignment, one-way streets or other mechanisms, as needed, to calm traffic

STORMWATER

Currently there are minimal stormwater holding facilities located within the E-Zone. The majority of the E-Zone stormwater runoff is directed into the street where it is collected and flows untreated into the Halifax River. A small portion of the E-Zone area (the area east of Ocean Avenue) runoff is directed to the Atlantic Ocean.

The E-Zone Implementation Plan includes a Stormwater Master Plan. This plan would provide stormwater treatment for the E-Zone study area. The holding facilities can provide treatment, flood attenuation, recharge source for the aquifer, passive recreation area and a buffer between the retail and residential neighborhoods. Other sustainable stormwater treatment methods which can be utilized 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.

UTILITIES

Portions of the existing water and sewer system within the E-Zone are dated and are in need of replacement. Upgrades to the water and sewer system are also needed to meet the future demands of the E-Zone Master Plan build-out. In an effort to reduce the demand of the potable water supply system we recommend the use of non-potable water as an irrigation source. These reductions can be done 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 reclaim water from the mainland side to beachside. It is recommended that as roadway and utility improvements are constructed within the E-Zone, reclaim 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 are recommended to insure a sustainable community and protecting the 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 E-Zone Implementation Plan offers the opportunity to replace the overhead utility lines with underground lines and upgrades to the gas main system where needed. Putting the overhead lines underground would minimize disruption to services during strong storm events which are common to coastal communities. This would reduce the demand for manpower, resources and repair dollars after a strong storm event. Having these utilities underground would allow business owners to return to business sooner and reduce losses typically incurred from outages due to vulnerable overhead utility damage after storm events.

Additionally, 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.

Implementation Phasing

INFRASTRUCTURE, TRAFFIC AND PARKING

Phase 1 Improvements

Infrastructure

- City to obtain Main Street right-of-way from Volusia County from Peninsula Drive to SR A1A
- Develop stormwater master plan
- Streetscape improvements to implement the Master Plan as funding becomes available, such as:
 - » 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

- Replace Main Street Bridge with new streets
- Water taxi
- Buffer neighborhoods and traffic calming
- Continue/develop streetscape maintenance program
- Restoration of existing historic “Coquina elements”
 - » The Clocktower and historic beach markers
- Develop and implement signage and wayfinding program

Traffic and Parking

- Convert Noble Street between Auditorium & Main Street to pedestrian corridor (on-going)
- Pedestrian improvements to connect 1st phase destinations

Phase 2 Improvements

Infrastructure

- Main Street 12” waterline
- Lift station south of Main Street
- Reclaim main to beachside between Auditorium and Main Street
- Relocation of 24” force main
- Removal of overhead power lines
- Other streetscape improvements
- Upgrade infrastructure

Traffic and Parking

- Roundabout design at SR A1A/Main Street
- Roundabout design at SR A1A/Auditorium Boulevard
- Parking garages
 - » Construct elevated walkway between County Garage and Ocean Center
 - » Construct elevated walkway between Ocean Center, Garage A and New Conference Hotel

Detailed Summary of Existing Conditions

TRAFFIC CIRCULATION

Traffic circulation in the E-Zone area currently consists of a number of dead-end streets and indirect routes to arrive at a destination. SR A1A (Atlantic Avenue) is a state roadway in the E-Zone and runs north-south, providing a through route to Ponce Inlet to the South and St. Augustine to the north. In addition to SR A1A on the east and Halifax on the west, there are 9 other north-south streets in the E-Zone area:

- S. Peninsula Drive
- Hollywood Avenue
- Oleander Avenue
- Wild Olive Avenue
- Noble Street
- Grandview Avenue
- Fern Lane
- Coates Street
- Ocean Avenue (east of SR A1A)

Of these 11 north-south streets, only 3 (Atlantic Avenue, Peninsula Drive and Halifax Avenue) provide a continuous route through the E-Zone, connecting the bridges to the north and south at Seabreeze/Oakridge and US 92. The remaining north-south roadways are obstructed by physical barriers (structures) and the Pinewood Cemetery.

There are 5 east-west roadways in the E-Zone:

- Ora Street
- Earl Street
- Auditorium Boulevard
- Main Street
- Harvey Avenue

Main Street is an east-west County roadway, connecting LPGA Boulevard (eventually) on the western edge of Daytona Beach to the beach.

Bridges

In the Volusia TPO 2035 Long Range Transportation Plan, the Main Street Bridge replacement is shown as a \$50 million project planned for the years 2025-2030. Further to the south, the Orange Avenue Bridge is planned for replacement

in the cost feasible plan at an estimated cost of \$64.8 million. Preliminary Design & Engineering is underway to replace the aging structure.

Due to the cost of the bridge replacement at Main Street and the on-going maintenance cost, Volusia County has recently discussed closing the Main Street Bridge. This would have a significant impact on access and connectivity in the E-Zone.

Existing Roadway Characteristics

The functional classification of the roadways in the E-Zone area is shown in Figure 7.1, Federal Functional Classification.

Historical traffic volumes were taken from the 2009 Volusia County Average Annual Daily Traffic (AADT) & Historical Counts spreadsheet for the purposes of this analysis.

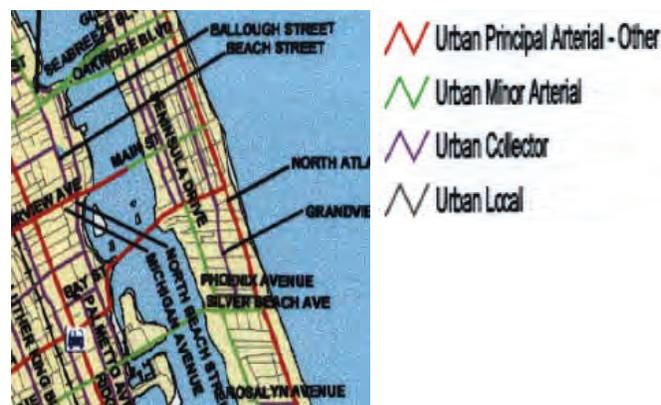


Figure 7.1. Federal Functional Classification

Existing Levels of Service

The level of service of a road is related to its roadway service volume (or capacity). The capacity of a roadway is defined as the maximum number of vehicles that can pass over a given segment during a specified time period while maintaining a given operating condition. Service levels range from “A” to “F”, with level of service (LOS) “A” representing a condition of free flow and LOS “F” representing a congested condition whereby the orderly flow of traffic begins to break down.

Transit Facilities

The transit facilities and services in the E-Zone consist of the beachside intermodal terminal located in the County parking garage, bus service to and from the intermodal terminal and along SR A1A and trolley service consisting of 4 trackless trolleys. The trolley service operates from January to September. Route 1A/B along SR A1A is the busiest transit route with 442,892 annual boardings. General information from VOTRAN, the County’s transit operator follows:

- Overall Ridership up 4% in 2009
- Fare: \$1.25; ½ price for Seniors/Students; Free for Children

- 54% of all public transportation trips are made to commute to work, while 46% are trips to school, shopping, medical appointments, entertainment facilities and for other purposes.
- Nearly 20% of all transit trips are taken by people over the age of 65 or under 18.
- Every \$1 invested in public transportation projects generates from \$4 to \$9 in local economic activity.
- For every mile traveled, public transportation uses about one half of the fuel consumed by automobiles.
- Riding a transit bus is 79 times safer than car travel.

Transit Guidelines have been adopted by VOTRAN which govern the design of transit stops and provide guidelines for transit-oriented development. Development within the E-Zone should follow these guidelines.

In the Volusia TPO 2035 Long-Range Transportation Plan Cost Feasible Projects, added bus service is proposed on the SR A1A corridor, from Port Orange to Ormond Beach.

Pedestrian Facilities

The existing pedestrian facilities in the E-Zone consist of 5' sidewalks along most of the area roadways. Key pedestrian traffic generators/attractors include:

- Parking areas
- Beach
- Boardwalk
- Retail uses
- Ocean Center
- Peabody Auditorium
- Water park
- Hotels
- Surrounding residential

These origins and destination need to be connected with well-designed, comfortable spaces and pedestrian facilities. Currently, there are many “voids” in the walk created by empty spaces (empty lots, empty buildings, empty streets, empty sidewalks). This creates an uncomfortable and potentially unsafe environment for walking.

Bicycle Facilities

Bicycle facilities as identified on the East Volusia County Bicycle Route Map approved by the Volusia County MPO on February 24, 2009 include the World’s Most Famous Beach Trail and the Orange Avenue Bridge to Peninsula Avenue south and SR A1A south.

Blueways Facilities

The E-Zone is surrounded by water. The Halifax River, part of the Intracoastal Waterway, bounds the area on the west and the Atlantic Ocean bounds the area on the east. Waterways allow for the movement of people and goods. However, they are often overlooked as a valid travel choice in the transportation system.

Halifax Harbor Marina, located just across the Halifax River from the E-Zone is one of the area’s existing assets. It is a 550-slip marina owned by the City of Daytona Beach. Halifax Harbor Marina is considered one of America’s finest marina facilities and has been honored as Marina of the Year by Marina Dock Age, a marina business publication. The marina maintains a high occupancy rate and the E-zone provides additional opportunities for boaters to enjoy the area.

Florida Circumnavigational Saltwater Paddling Trail-Segment 23-Tomoka / Pellicer

The Florida Circumnavigational Saltwater Paddling Trail is a 1,600-mile sea kayaking trail. The E-Zone is located in Segment 23 of the 26 numbered segments along the trail. Segment 23 is a 48-mile segment of the trail that runs from Smyrna Dunes Park on the south side of Ponce Inlet to Faver-Dykes State Park. Segment 23 is further divided into 4 sections. The E-Zone is located in Section 2 of Segment 23. An excerpt from the Trail Guide is provided below.

“2. Port Orange Causeway to Tomoka Basin islands 16 miles

While this long stretch through the urban setting of the Daytona Beach area lacks suitable islands or other lands available for camping at the moment, it offers other options such as numerous shaded riverfront parks with docks for picnics and respite and many popular waterfront restaurants with docks. Also, the River Lily Inn B&B (386-253-5002) is easily accessible directly across from Ross Point Park in Holly Hill (just over 7 miles from Port Orange Causeway). Check for paddler discounts. You can access the shops, restaurants and events of Daytona Beach from the downtown Riverfront Park (see map) at the docks at Halifax Harbor Marina shops and Manatee Island paddling docks **near Main Street Bridge** (sunrise/sunset hours).”

REGIONAL ACCESSIBILITY

Roadways

The E-Zone has some of the best accessibility for a beachside community in the State. There are 4 bridges within a 1.7-mile area (Oakridge to Silver Beach) providing **unparalleled**

mainland accessibility and nearly unlimited hurricane evacuation capacity for redevelopment.

Regional vehicular access from the west, north and south is provided from two interstates - I-95 and I-4 – which converge at Daytona Beach. International Speedway Boulevard provides access to Daytona International Airport eastward to Atlantic Avenue. International Speedway Boulevard serves as the initial (regional) gateway to Daytona Beach and to the E-Zone.

North-south access is provided from SR A1A (Atlantic Avenue).

The following roads provide access to the E-Zone for more localized traffic:

- Halifax Avenue (N-S)
- Peninsula (N-S)
- Grandview (N-S)

Bridges

The bridges that provide vehicular access from the mainland are as follows:

- ISB (US 92) – Primary regional access – Principal Arterial (17,400)
- Main Street Bridge – Primary local access – Principal Arterial (6,220)
- Seabreeze/Oakridge Boulevard – Secondary local access – Minor Arterial (20,600)
- Silver Beach/Orange Avenue – Secondary local access – Minor Arterial (10,870)

Historical traffic volumes on the bridges indicate that traffic volumes were at their highest from 2000 to 2003. The lowest volumes in the 10-year period were from 2006 to 2009. The 2009 ADT count is for each bridge is shown above.

Airports

National and international access is provided from the Daytona International Airport, Jacksonville Airport, Orlando International Airport, Melbourne and Sanford-Orlando Airport.

Bus

The E-Zone is a transportation hub. VOTRAN's intermodal facility is located in the E-Zone, providing connections to a variety of destinations for locals and visitors alike. VOTRAN provides regional and international visitors with bus service from the Daytona Beach International Airport to the E-Zone. A bus route runs along SR A1A through the E-Zone.

Trolley

A beach trolley service operates along Atlantic Avenue.

Train

The proposed AMTRAK service would operate just west of Ridgewood Avenue, with a station proposed downtown. Regional bus service is planned to connect to the station, providing long-range accessibility to the E-Zone.

Boat

A water taxi is proposed to link the City's new park site, south of Main Street, to downtown. Potential landing areas include the City's Halifax Harbor Marina, City Island and areas beyond. The City's new park site and adjacent development proposed in the concept plans should provide direct access to the E-Zone from watercraft.

Beach Access

The E-Zone is located within a no-drive zone of the beach, which includes the area from Seabreeze Boulevard on the north to International Speedway Boulevard on the south.

In 1985, Florida lawmakers decided to ban beach driving; however, Volusia County took advantage of a loophole in 1989 which allowed beach driving to continue. Ultimately, the decision to ban the practice will be up to the County Council, which can also come up with a plan to limit beach driving to certain hours and day to protect the safety of beach-goers.

Driving on the beaches of the Daytona Beach and New Smyrna Beach areas is a Volusia County tradition dating back to the early days of the automobile. For years, beachgoers have enjoyed a leisurely drive on the wide, hard-packed sands. The driving areas are designated by signs and wooden posts. Parking is allowed east, or seaward, of the posts.

The beach is open to vehicles from sunrise to sunset Nov. 1 through April 30, and from 8 a.m. - 7 p.m. May 1 through Oct. 31. There is a \$5 per day per vehicle user fee to drive on the beach from Feb. 1 through Nov. 30.

The beach does not provide a viable location for parking, due to the traffic-free zone and closing of the beach to driving in the evening and during high tides north and south of the E-Zone.

The major vehicular access in the E-Zone area is located at International Speedway Boulevard. Within the E-Zone, the Breakers Park provides pedestrian access to the beach.

PARKING

The purpose of this section is to provide an overview of existing parking conditions in and around the E-Zone area in Daytona Beach. The inventory and utilization of spaces relies primarily on a Parking Supply/Demand Analysis conducted in July 2008 for the City of Daytona Beach by Walker Parking Consultants. The supply/demand analysis was conducted on June 5 (peak season) when the Ocean Center (225,000 sq. ft. – prior to expansion) was fully occupied. It covers the area bounded by Ora Street on the north, Harvey Avenue on the south, Peninsula on the west and the Atlantic Ocean on the east.

Existing Parking 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 below (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, it seems 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. Parking in close proximity to the Beach has a high level of demand.

Fees for Parking

Parking fees and metered parking in the area are governed, in part, by City Ordinance No. 99-226. This ordinance was adopted to support the County’s issuance of limited revenue parking facility revenue bonds for the parking garage. The ordinance cannot be amended without the written consent of Community Development Properties – Volusia, Inc. and must remain in effect and be enforced for 30 years (from 1999). The ordinance requires that charges for parking within the County garage, the municipal parking lots and on the street within the parking district be consistent. The Ordinance does not mention specific hours of the day.

The metered parking area is bounded by Oakridge Boulevard, Peninsula Drive, Harvey Street and the Coastal Construction Control Line. Parking fees in the area are as follows:

- Parking Garage – See below. (County owned and operated)
- Surface Lots – Depends on the events; see attached (County owned and operated)
- On-street Metered Parking - \$ 0.25 per 15 minutes (City owned and operated)

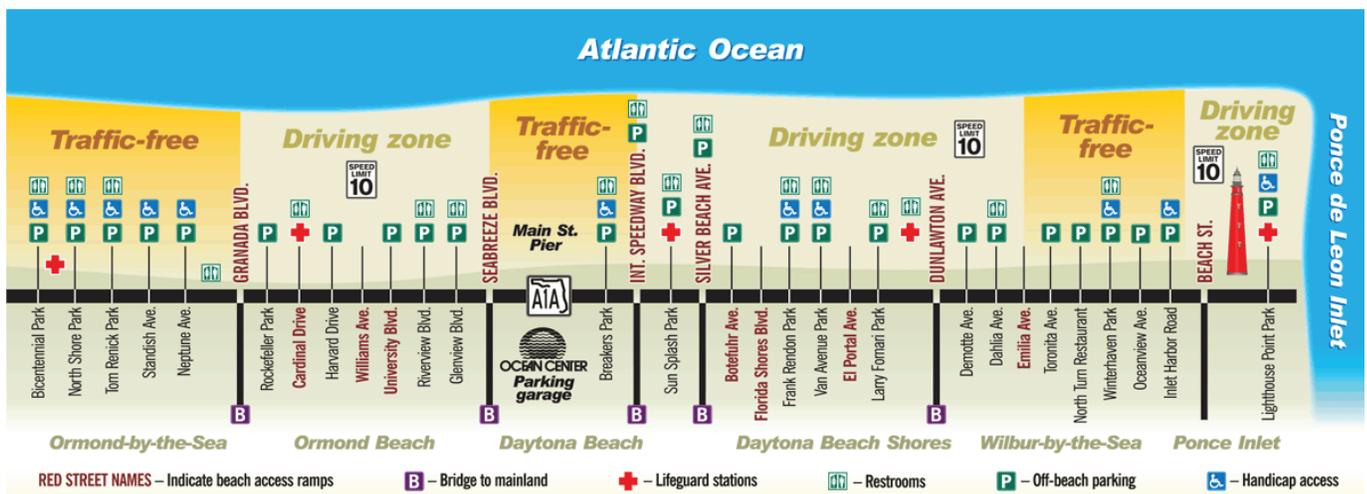


Figure 7.2. Beach Access

Parking Validation is provided by the following establishments:

- Movie theater – First three hours
- Earl Street Diner
- Daytona Lagoon

The City contracts with a private entity to manage the metered parking. Most of the revenue obtained from the parking meters and fines are used to pay the management company for their services. The management company receives a portion of the fines that are collected for parking violations. Public comments indicate that the parking fines are aggressively given for parking violations. The typical violation of staying beyond the metered time results in a \$10.00 fine.

The following rate structure was approved by the County Council on February 1, 2007 for the County garage and County-owned surface lots. The rates are per space.

- Event Parking - pre-paid \$5.00
 - » First Hour \$1.00
 - » Each Additional Half – Hour \$1.00
 - » Maximum Daily Rate \$8.00
 - » 24 – Hour parking (pre-paid by hotels) \$10.00 with in and out privileges
- Ocean Center Exhibitor/Delegate: pre-paid \$5.00 per day
- Monthly Parking – pre-paid (Garage) \$30.00 per month (Monthly parkers may be relocated to a satellite lot during event or special event.)
- Special Event Parking - pre-paid \$10.00 Cars, \$5.00 Bikes
- Special Event 24-Hour parking – pre-paid \$20.00 with in and out privileges
- Special Event - Ocean Center Exhibitors – pre-paid \$10.00 per day
- During Non-peak usage times special parking rates and promotions are considered (Example: Grand openings, Public Relations, Sponsored events in area.)

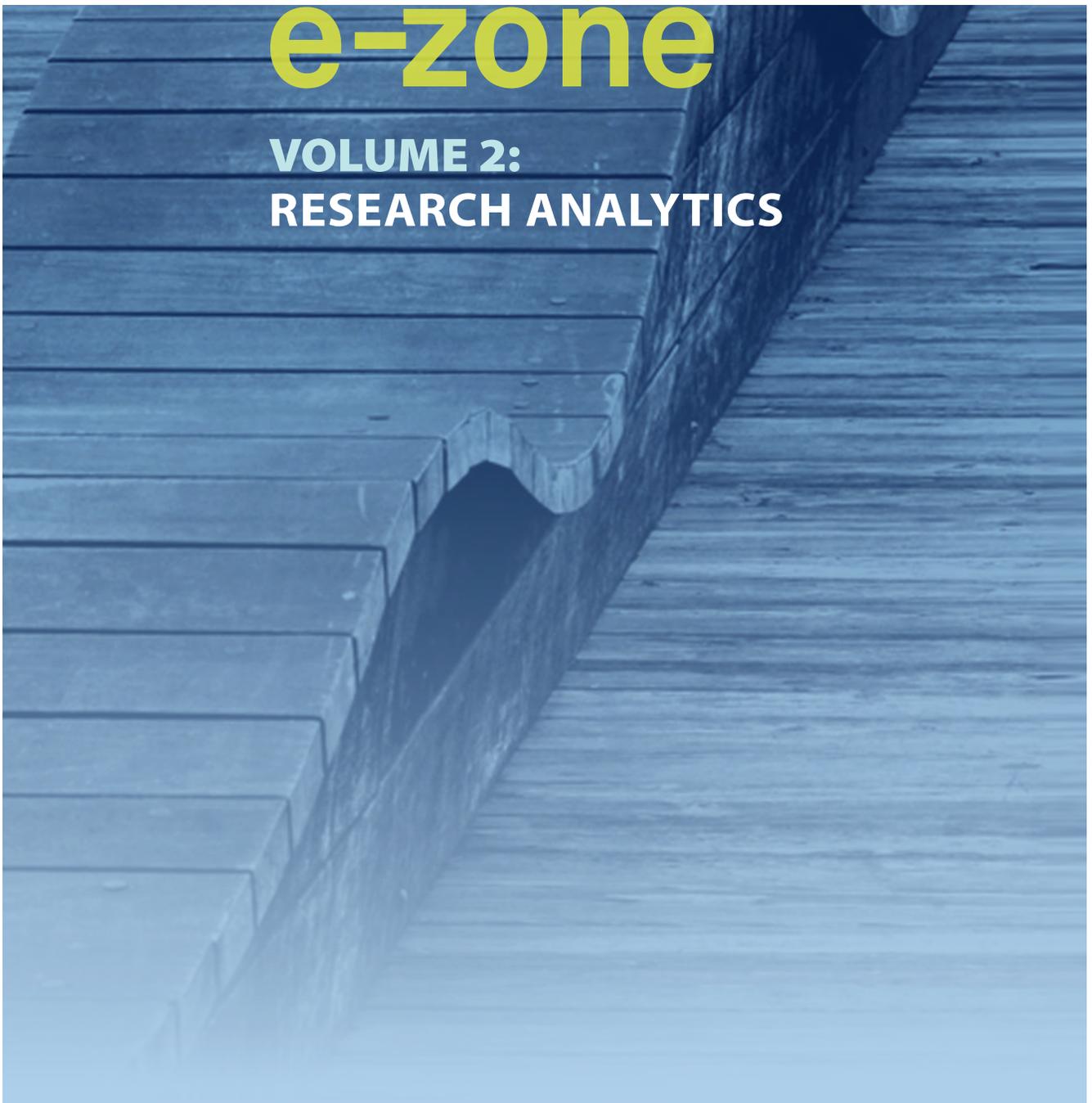
APPENDIX A

Parking Demand Calculations

daytonabeach

e-zone

**VOLUME 2:
RESEARCH ANALYTICS**



Road Name	Limits (From - To)	No. of Lanes	Vol. Co. Adopted LOS	Capacity at Adopted LOS	V/C Ratio	2009 AADT	2009 Operating LOS
US 92	US 1 to Beach St.	4	D	33,200	0.533	17,700	C
US 92 - BRIDGE	Beach St. to SR 441/Peninsula Dr	4	D	33,200	0.524	17,400	C
US 92	SR 441/Peninsula Dr. to SR A1A/Atlantic	4	D	33,200	0.407	13,500	C
SR A1A - Atlantic Ave. North	SR 430/Seabreeze Blvd. to SR430/Oakridge	4	D	36,700	0.488	17,900	B
SR A1A - Atlantic Ave. North	SR 430/Oakridge Blvd. to US 92/SB	4	D	36,700	0.474	17,400	B
SR A1A - Atlantic Ave. South	US 92 to Silver Beach Ave.	4	D	36,700	0.349	12,800	B
SR A1A - Atlantic Ave. South	Silver Beach Ave. to Florida Shores	4	D	36,700	0.311	11,400	B
SR 430 - Mason Ave.	US 1 to Beach St.	4	D	33,200	0.605	20,100	C
SR 430 - Oakridge Blvd. - EB BRIDGE	Beach St. to Peninsula Dr	2	D	19,920	0.482	9,600	B
SR 430 - Oakridge Blvd. - EB	Peninsula Dr to SR A1A/Atlantic	2	D	19,920	0.276	5,500	B
SR 430 - Seabreeze Bridge - WB BRIDGE	Beach St. to Peninsula Dr	2	D	19,920	0.552	11,000	B
SR 430 - Seabreeze Bridge - WB	Peninsula Dr to SR A1A/Atlantic	2	D	19,920	0.316	6,300	B
SR 441 - Peninsula Dr.	US 92/SB to Silver Beach Ave.	2	D	16,500	0.600	9,900	C
SR 441 - Peninsula Dr.	Silver Beach Ave. to Florida Shores	2	D	16,500	0.600	9,900	C
Orange/Silver Beach Ave.	Beach St. to City Island Pkwy.	4	E	16,500	0.370	12,460	B
Orange/Silver Beach Ave. BRIDGE	City Island Pkwy to Peninsula Dr	2	E	15,890	0.684	10,870	C
Orange/Silver Beach Ave.	Peninsula Dr. to SR A1A	2	E	15,890	0.322	5,120	B
Dunn/George Engram/Fairview/Main	Tomoka Farms Rd. to Williamson Blvd.	0	E	15,890	-	-	-
Dunn/George Engram/Fairview/Main	Williamson Blvd. to Bill France Blvd.	2	E	15,890	0.386	6,140	B
Dunn/George Engram/Fairview/Main	Bill France Blvd. to Clyde Morris Blvd.	2	E	15,890	0.782	12,430	C
Dunn/George Engram/Fairview/Main	Clyde Morris Blvd. to Nova Rd.	4	E	35,010	0.326	11,410	B
Dunn/George Engram/Fairview/Main	Nova Rd. to US 1	4	E	35,010	0.337	11,790	B
Dunn/George Engram/Fairview/Main	US 1 to Beach St	2	E	14,580	0.377	5,500	C
Dunn/George Engram/Fairview/Main BRIDGE	Beach St. to Peninsula Dr.	2	E	14,580	0.427	6,220	C
Dunn/George Engram/Fairview/Main	Peninsula Dr. to SR A1A	2	E	12,710	0.422	5,360	B

