



ULI – the Urban Land Institute Advisory Services Panel

Daytona Beach, Florida
October 10-15, 2004

The Issues and Themes

- Leadership
- Planning for growth
- Major events
- Image issues
- Phasing – development implementation
- Marketing coordination



Market Potential

Jim Callard
Chris Bennish

Market Potential Overview

- Redevelopment potential obvious and ongoing
- Need professional development staff
- All stakeholders should compromise
- Harmonize special interest
- CRA and TIF created in the early 1980s
- Beach development is leading the redevelopment
- Create a strategic plan
- Entertainment and festival theme

Demographics

- 25% of parcels - owner occupied
- 55% of those employed work in the service industry
- 3% annual increase in income since 2000
- Crime concentrated in the residential neighborhoods, not beach front

Visitor Data

- 55% of Floridians chose Daytona
- 2004 survey results
- 14% of those visit because of festivals
- Lack of activities for adults and children

Development Goals and Uses

- Residential – Affordable Housing
 - Emphasis on affordable workforce housing
 - Estimated 1,400 employed in the service industry
 - Rents between \$1.00 and \$1.25 per sq. ft.
 - Creation of 100 new units
 - Size of 500-700 sq. ft.

Development Goals and Uses

- Residential - Multifamily
 - Current rents: \$500-600 range
 - Higher rents could be realized

Development Goals and Uses

- Residential - Condominiums
 - Either end of Main Street
 - Oceanwalk illustrates demand for moderately and high-priced condo units
 - Price range: \$350,000 - \$700,000
 - Condominium development can coexist with hotels
 - Development of high end generates approximately \$10,000 annually in TIF
 - Beachfront potential of \$14 million in TIF

Development Goals and Uses

- Residential - Single Family
 - Assemblage of lots imperative
 - Strict code enforcement
 - Sales prices could increase to \$300,000 and up
 - 40 - 50 sites available

Development Goals and Uses

- Hospitality
 - Overnight lodgers and visitors drive the economy of Daytona Beach
 - 119 hotels/motels with over 50 units
 - Too early to quantify hurricane effect
 - Rise of development
 - New product equals better alternatives

Development Goals and Uses

- Commercial
 - Underlining theme was the lack of restaurants, activities and service oriented retail
 - Create a destination with an entertainment theme
 - Museum possibility
 - Infill demand and need
 - Pier
 - Water orientation

Development Goals and Uses

- Availability of space exists
- Upgrade and change goods and services will occur

Market Conclusions

- All uses can co-exist
- Combination of uses
- Values will continue to increase with renovation, expansion and investment in area.



Development Strategies

Kerri Rogers
Michael Schueler

The goal of the Main Street redevelopment area is the creation of environmentally and aesthetically pleasing developments and the preservation and rehabilitation of historical resources, respecting both commercial and residential property rights and interests and seeking to enhance the quality of life for the residents of the area, business owners and visitors alike.

Main Street Redevelopment Area

- Tourists and residents
- Store owners and vendors
- Apartments, private homes, and hotel/condominiums

Considerations of Development Strategy

- Linkages between neighborhood and Main Street corridor
- Creation of a distinctive entertainment and convention zone
- Special events
- HABU
- Jobs, local, and minority and women owned business initiatives

CRA as a Catalyst

- Site
- A successful short term project
- Public improvements
- Long term project
- Phasing

Principles for Development

- Plan for growth
- Capitalizing on natural amenities – beach, river, sunset
- Create equity among visitors and residents – access to waterfront
- Public parks and open space
- No more barriers and encroachments
- Enjoyment of sunset and aquatic vistas
- Bicycle trail
- Boardwalk

New Development

- Luxury condos and hotel
 - \$600,000 - \$700,000
 - 2 bedrooms
 - \$10,000 in tax revenues
- Moderately priced condos
- Existing sales – 53% are \$100,000 to \$199,000
- Affordable housing

Convention/Entertainment

- Special events - Bike Week and Biketoberfest
 - 2 weeks/500,000 visitors/\$600M
 - 200 festival merchants
 - Focus of store owners
 - \$100 per sq. ft.
 - Changing market – U.S. 1 and I-95

Revitalization of Main Street CRA

- Attract a broader range of visitors
- Build on unique reputation

Public Improvements

- Buffer
- Parking
- Lighting
- Signage

Other Priorities

- Article 17
- Increased city services
 - Community policing
 - Sanitation



Planning and Design

Morey Bean
Chris Luz

Significant Design Issues



- Physical, Structural Deterioration

Significant Design Issues



- Deterioration of the National Historic Districts

Significant Design Issues



- Intensity of incompatible land uses

Significant Design Issues



- Lack of cohesive urban design plan

The Big Ideas! A Tour of Main Street 2010



- Share and Share Alike!
Bike Week in Volusia
County



The Big Ideas! A Tour of Main Street 2010



- The Loop! Ride up and down the Coast in Volusia County

The Big Ideas! A Tour of Main Street 2010



- Encourage events along Route 1 and I-95



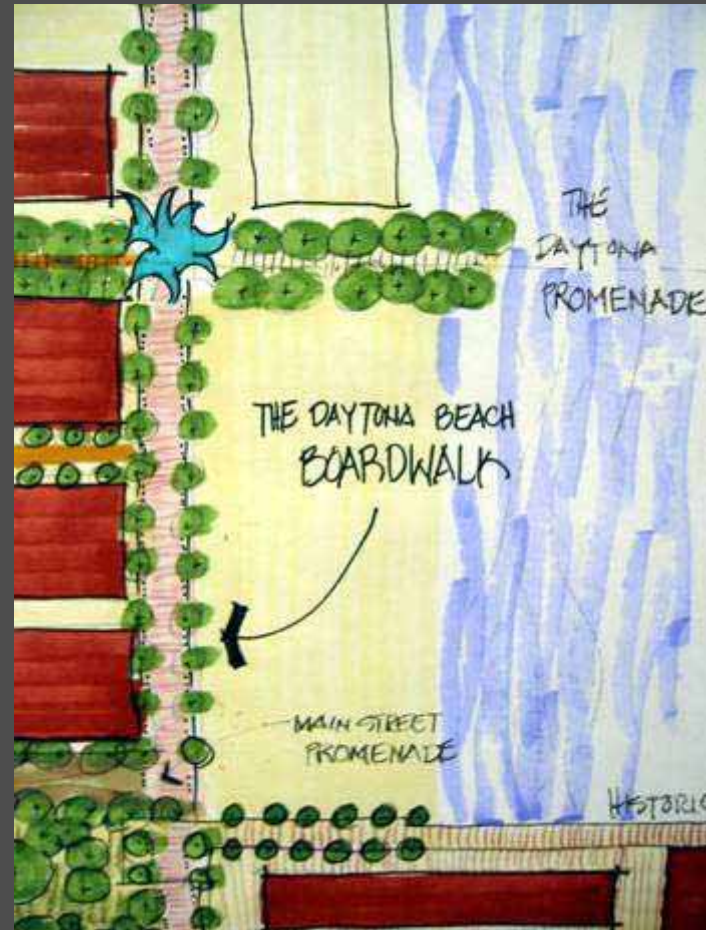
The Big Ideas! A Tour of Main Street 2010

- The Ocean! Access to river and ocean

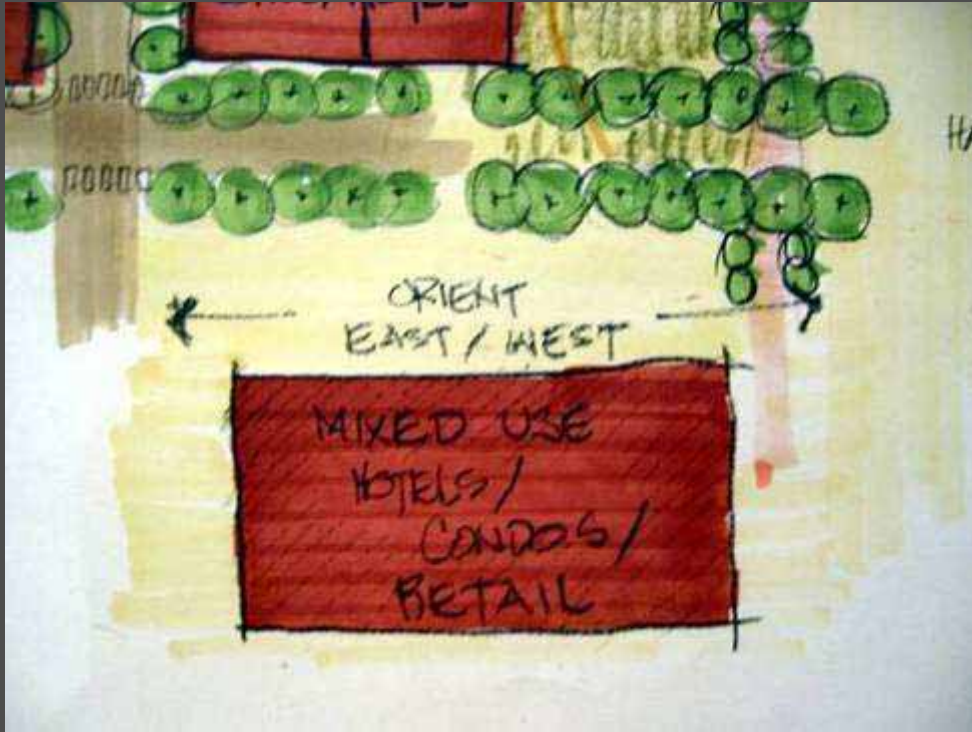


The Big Ideas! A Tour of Main Street 2010

- The Boardwalk! Contiguous significant ocean Boardwalk and Park



The Big Ideas! A Tour of Main Street 2010



- Views! Orient beach front development on the east-west axis

The Big Ideas! A Tour of Main Street 2010



- History for Tomorrow! Improve the integrity of the National Historic Districts

The Big Ideas! A Tour of Main Street 2010



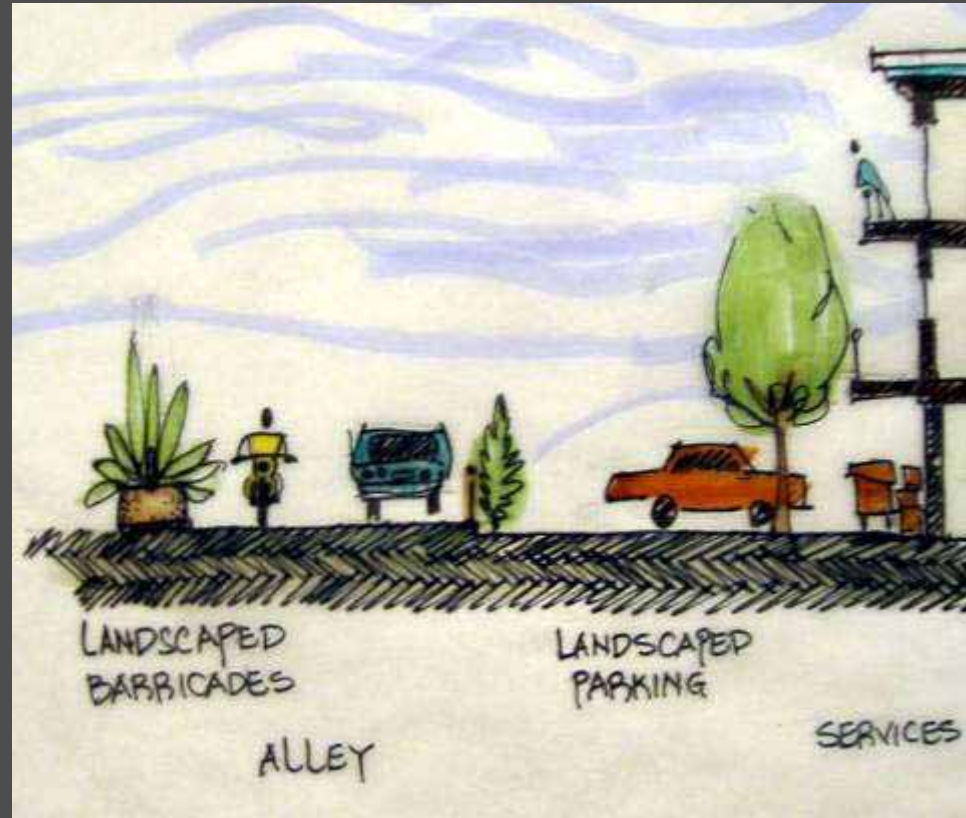
- The Pedestrian is King! The Mews and Promenades

The Big Ideas! A Tour of Main Street 2010



- Buffer the Bikes! The Main Street Mews

The Big Ideas! A Tour of Main Street 2010



- Buffer the Bikes! The Main Street Mews

The Big Ideas! A Tour of Main Street 2010



- Buffer the Bikes! The Main Street Mews

The Big Ideas! A Tour of Main Street 2010



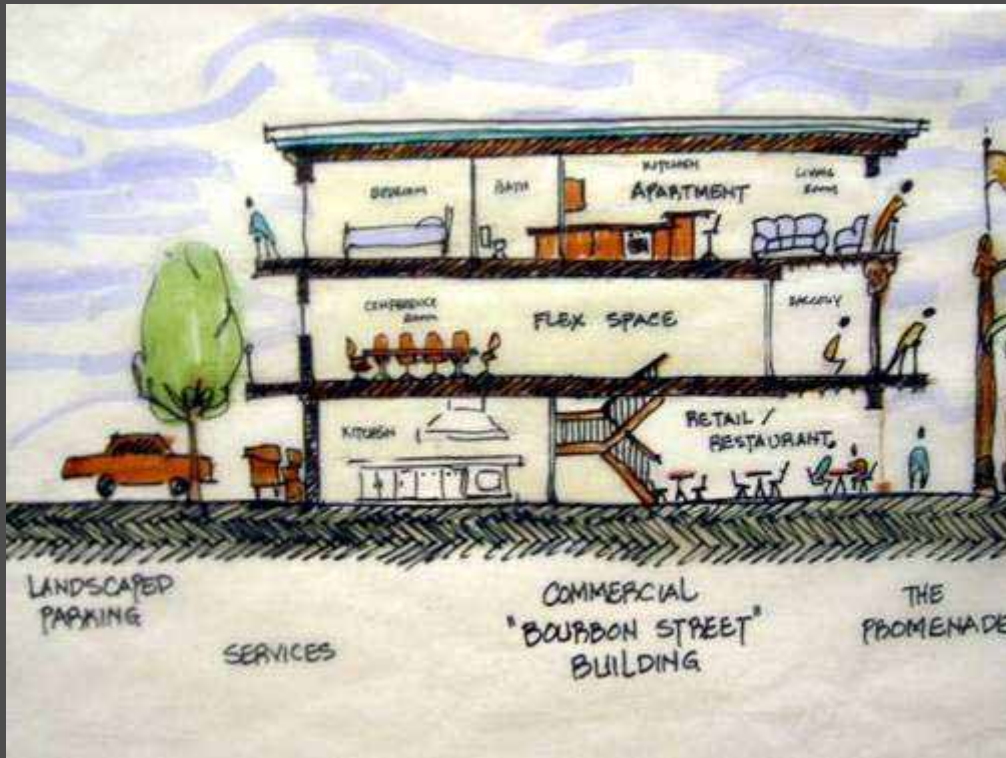
- Main Street! as a lively retail, festival event, restaurant, entertainment focal point

The Big Ideas! A Tour of Main Street 2010

- Sunday: Superglides
- Monday: Choppers
- Tuesday: Japanese
- Wednesday: The Guggenheim Bikes
- Thursday: Classics
- Friday: Racing Bikes
- Saturday: Bikes of the Greatest Generation
- **Segmentation! Market Differentiation in a Mature Market Bringing Quality to Main Street**



The Big Ideas! A Tour of Main Street 2010



- Development of New Orleans open style buildings

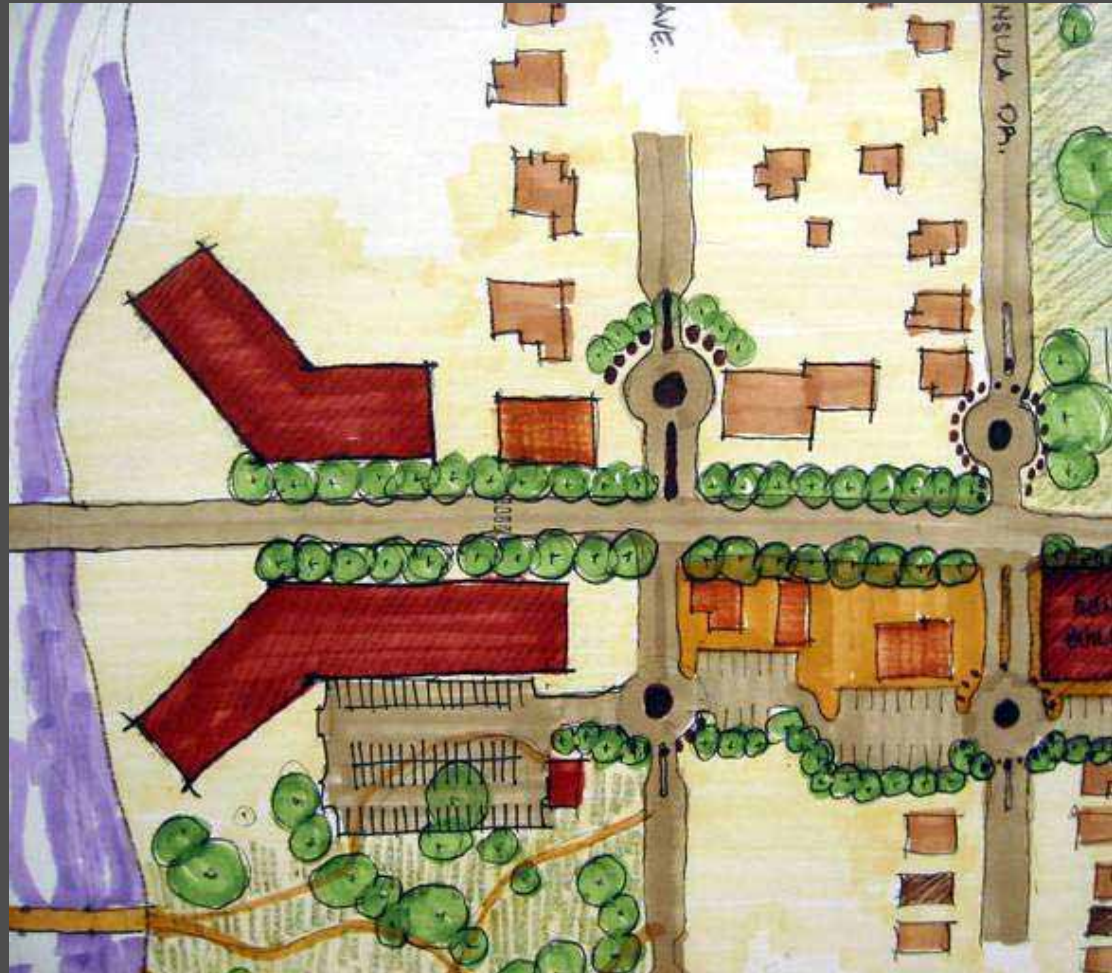
The Big Ideas! A Tour of Main Street 2010



- Peabody Festivals! Auditorium District

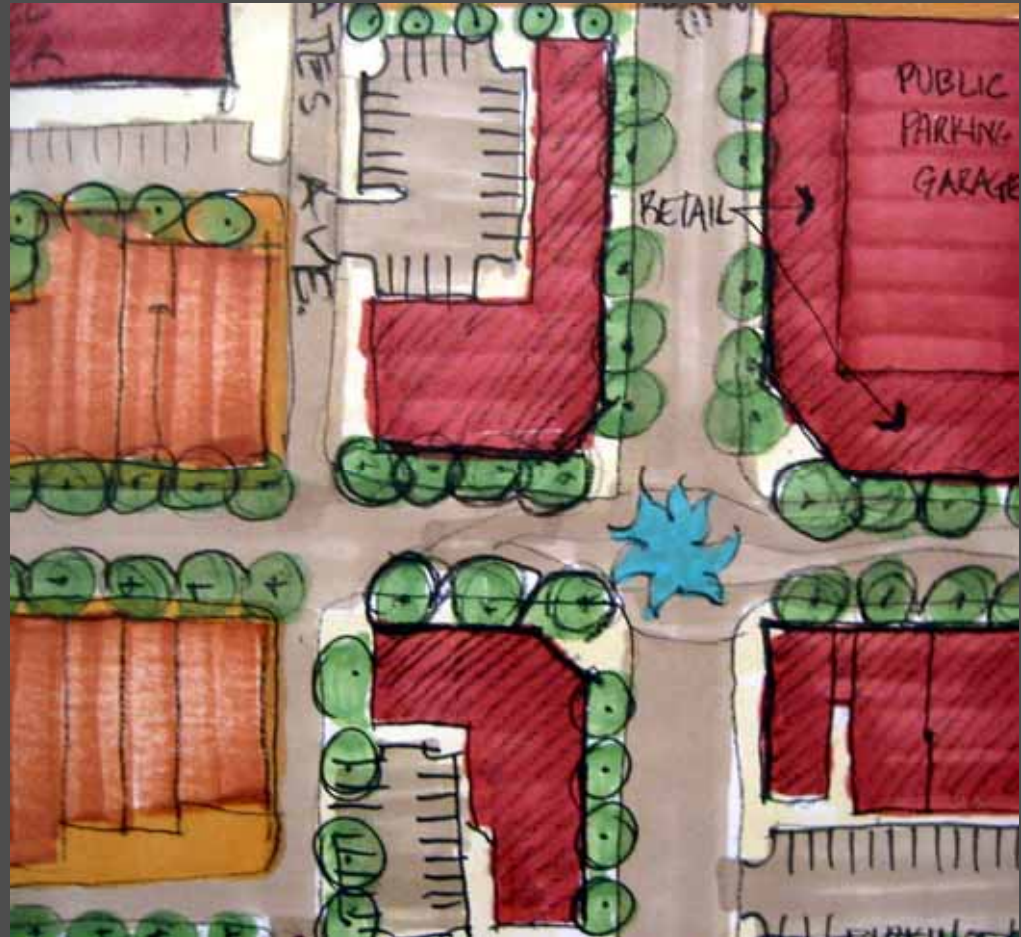
The Big Ideas! A Tour of Main Street 2010

- Bookends!
The Ocean
and the
River

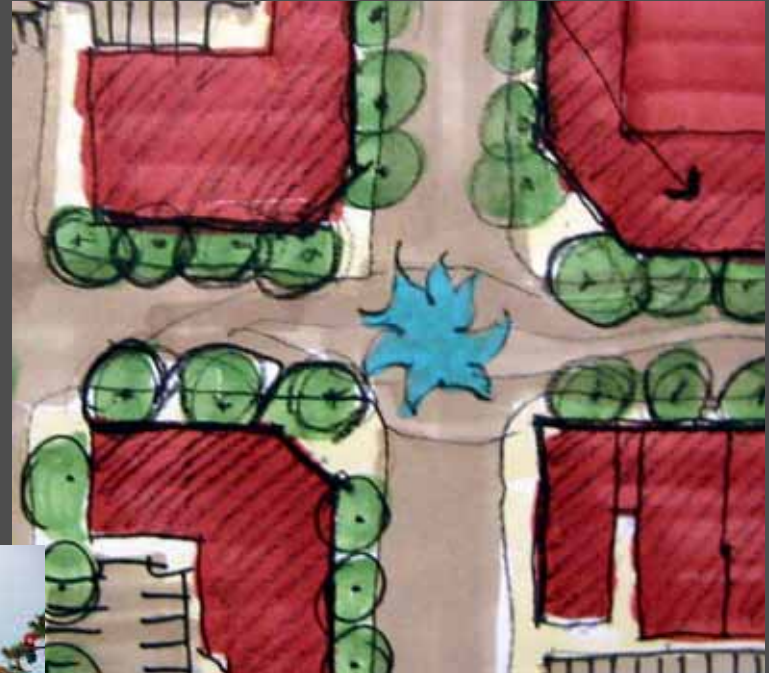


The Big Ideas! A Tour of Main Street 2010

- Bookends! The Ocean and the River

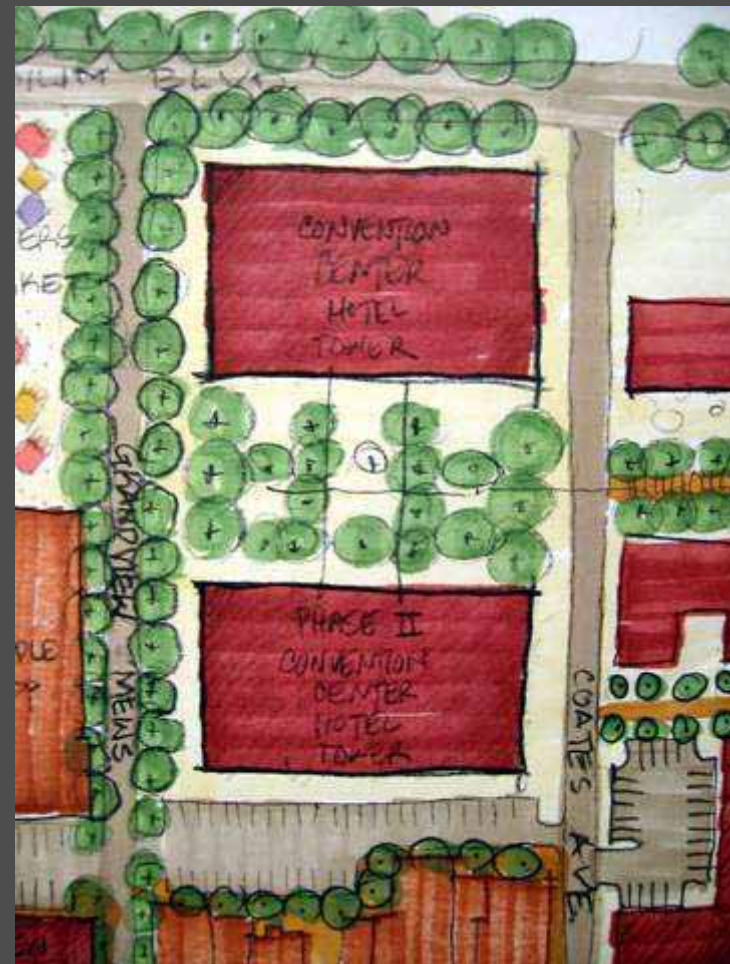


The Big Ideas! A Tour of Main Street 2010



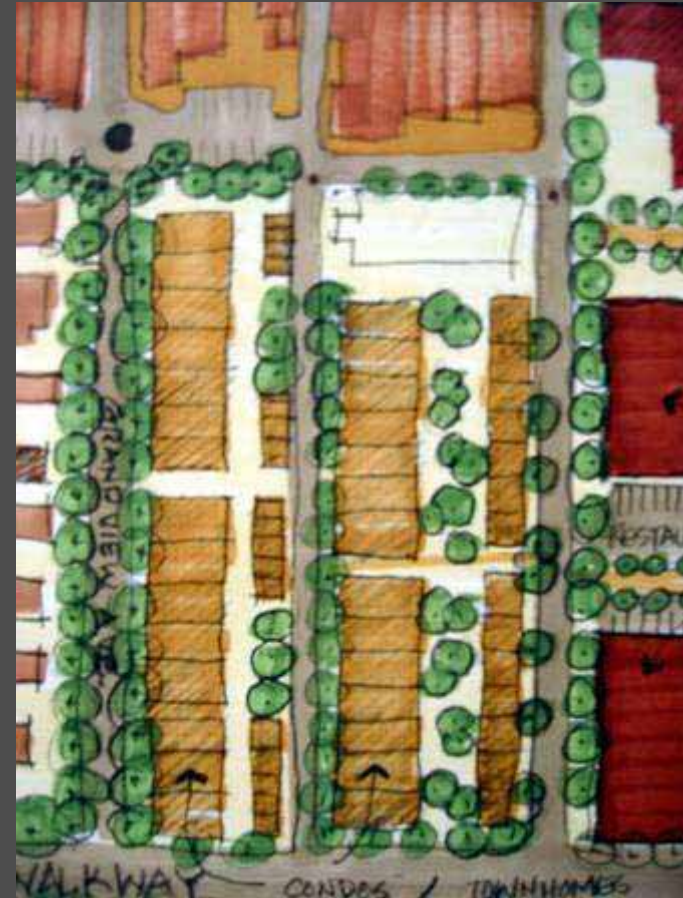
- Improve Busy Corner! at A1A and Main Street

The Big Ideas! A Tour of Main Street 2010



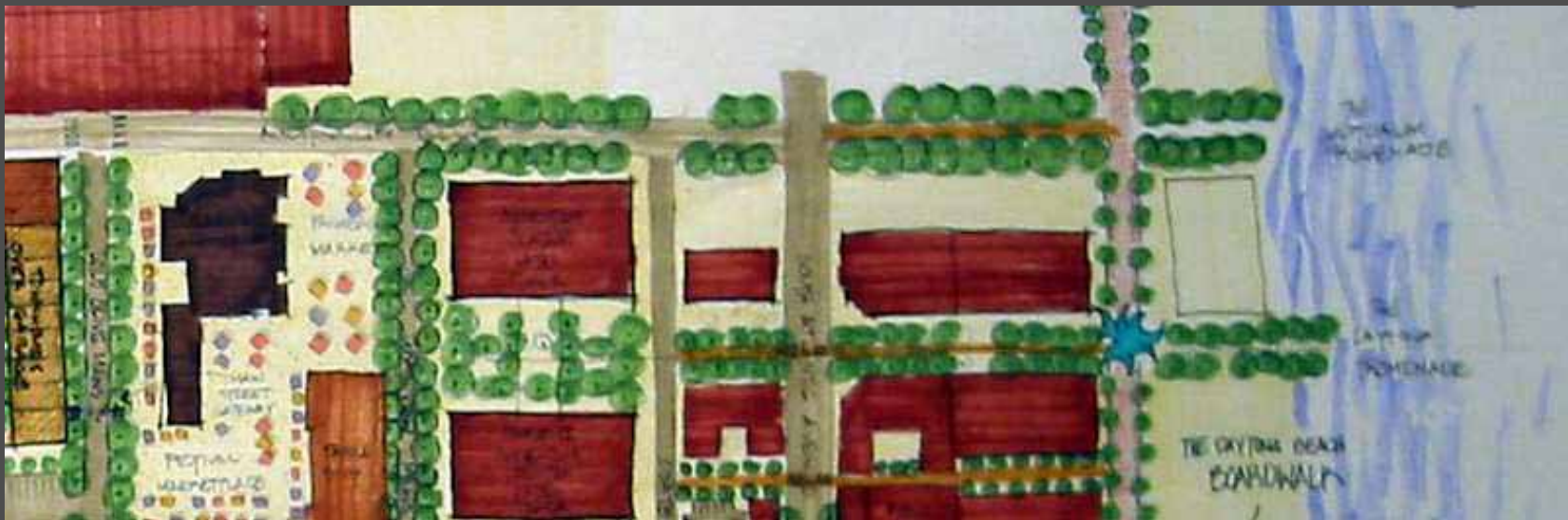
- TIF at Work! A Convention Center Hotel

The Big Ideas! A Tour of Main Street 2010



- House the People! Workforce Townhomes

The Big Ideas! A Tour of Main Street 2010



- Be Walkable! The Promenades

The Big Ideas! A Tour of Main Street 2010

- Park It and Hide It!
Retail “Liners” and
Workforce
Townhomes Above
Structured Parking



The Big Ideas! A Tour of Main Street 2010



- Raise the Bar! Hire nationally recognized “Starchitects”

KEEP OFF
RAILING

Main Street Design Criteria



- Maintain a solid storefront along Main Street

Main Street Design Criteria



- Provide Main Street entryway

Main Street Design Criteria



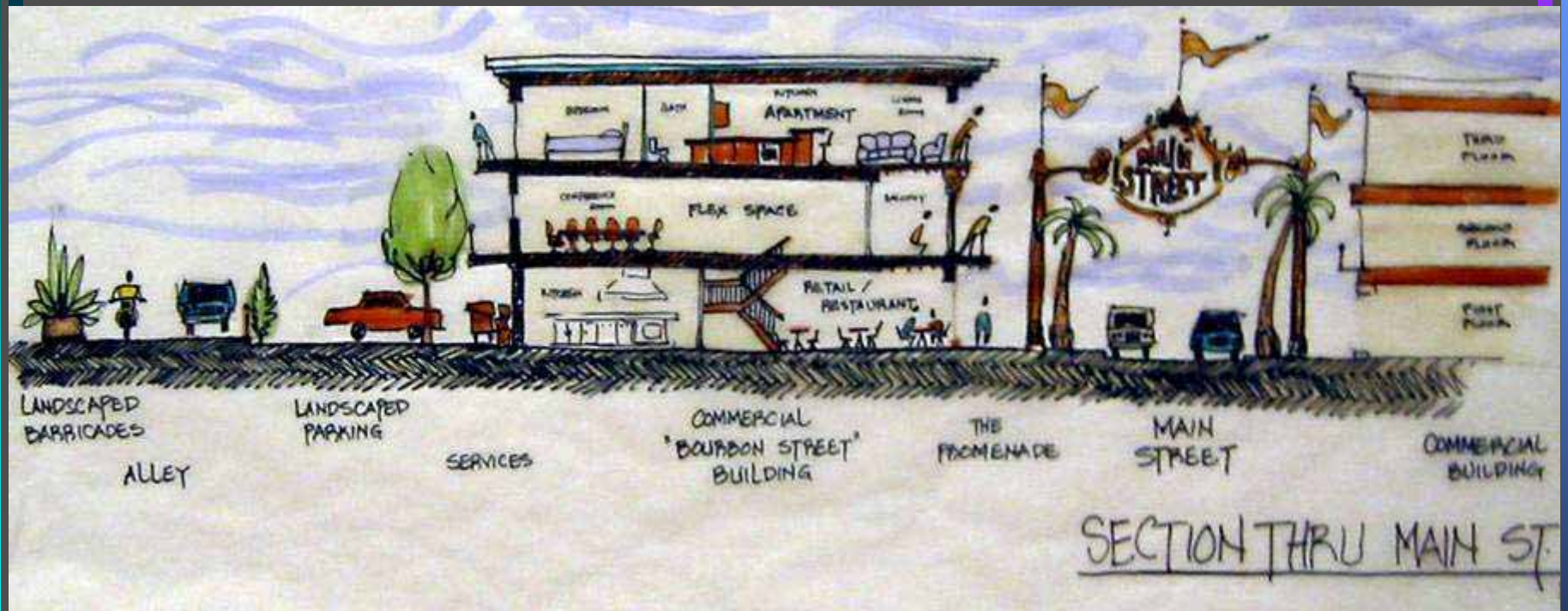
- Underground utilities

Main Street Design Criteria



- Continue improvements to the River

Main Street Design Criteria



- Limit Main Street building heights to 3 floors or 40 feet in height

Main Street Design Criteria



- Grant fee simple land for parking

Historic Neighborhoods Design Criteria



- Appropriate matching grants

Historic Neighborhoods Design Criteria



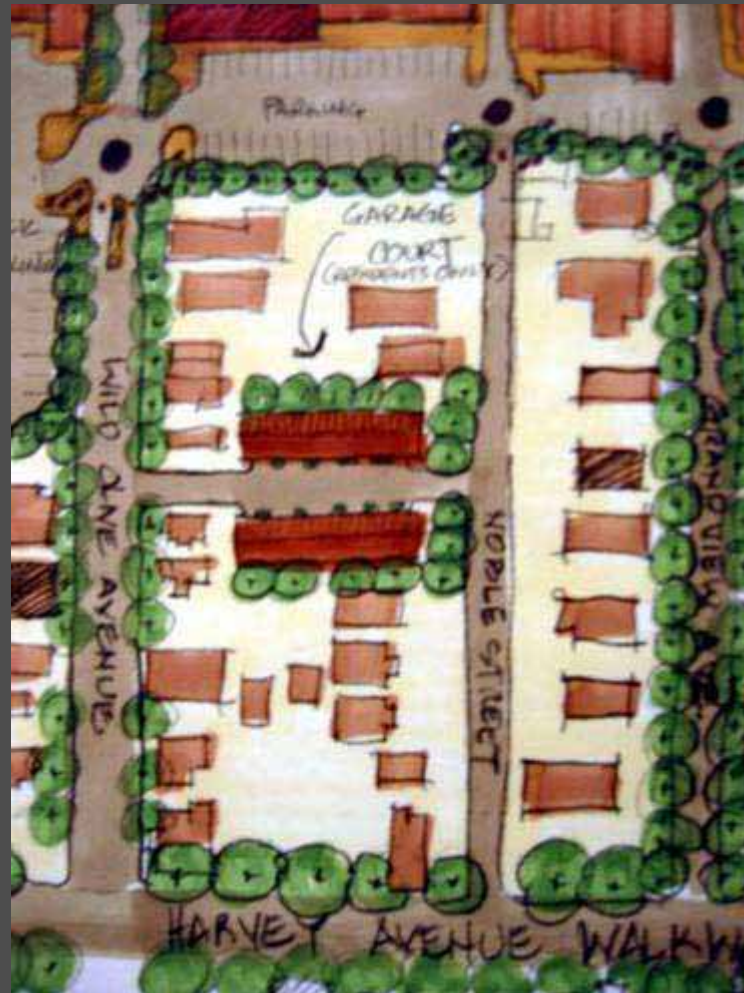
- Provide design guidance to property owners

Historic Neighborhoods Design Criteria



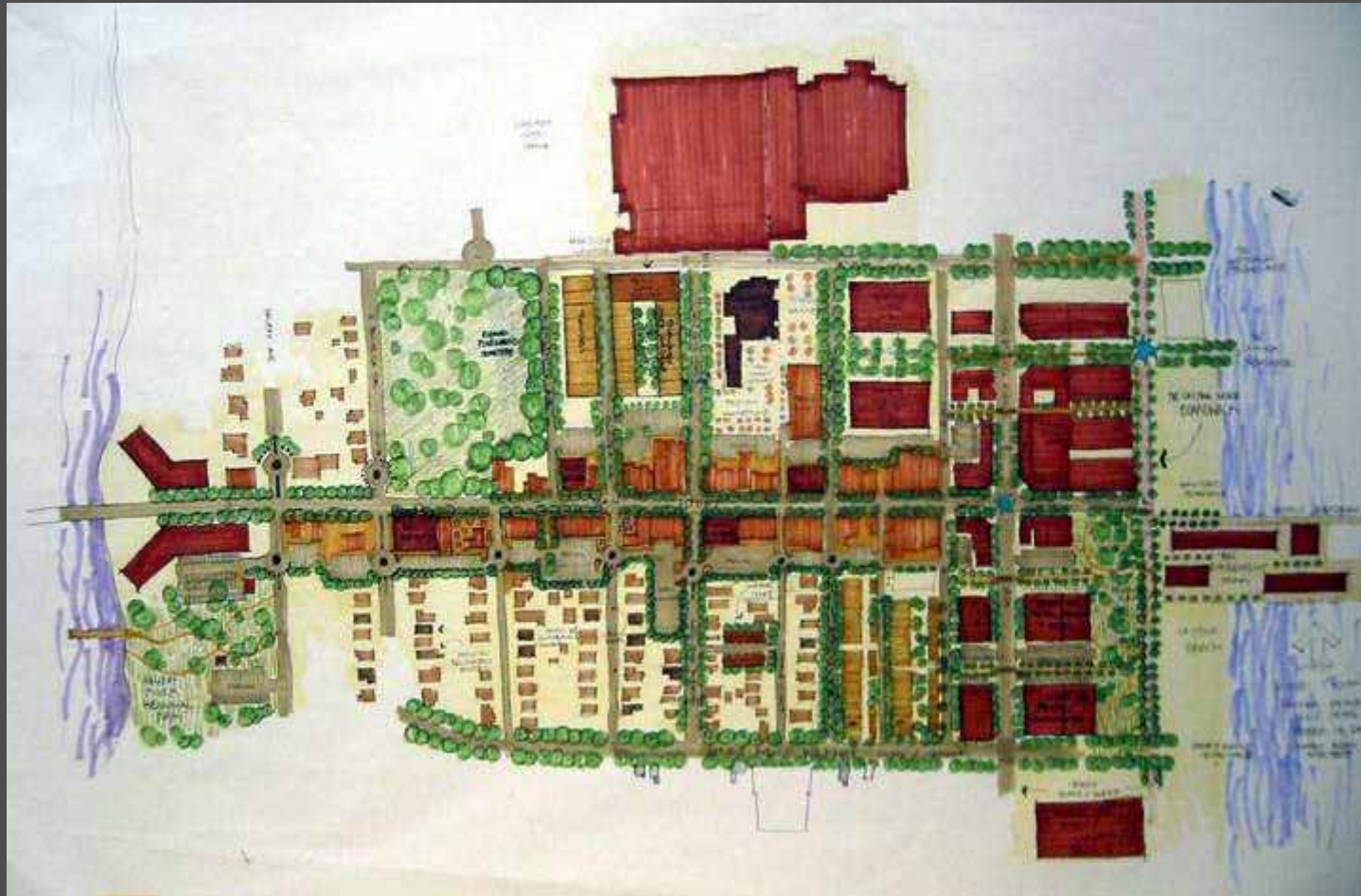
- Do not allow garages to provide primary street facades

Historic Neighborhoods Design Criteria



- Develop community garage courts

The Redevelopment Plan



- Provides a good land use policy framework

The Redevelopment Plan



- Add / Strengthen the Mews, Promenade and Boardwalk Concepts

The Redevelopment Plan



- Include ULI's recommendations

The Redevelopment Plan



- Include ULI's recommendations

Comprehensive Parking Strategy

- Problems with parking
 - Poorly organized and operated
 - No marketing or promotion
 - No one entity in charge
 - Perceived as dysfunctional
 - Loss of credibility
 - Lack of support for opportunities
 - System is broke and needs changes

Comprehensive Parking Strategy

- Oceanfront/entertainment district
 - Residential, shopping, dining & entertainment
 - Ocean Walk and Adams Mark/Hilton
 - Future
- West of A1A
- Residential
- Entertainment district
 - Convention center
 - Peabody Auditorium
 - Retail / Commercial
 - Residential

Comprehensive Parking Strategy

- Recent progress
 - Parking study undertaken
 - Supply adequate
 - Needs expansion to support redevelopment

Comprehensive Parking Strategy

- Potential opportunities/challenges
 - Make worthy public and private investments
 - Improve performance of commercial and retail space
 - Expand residential opportunities
 - Support walkable communities
 - Mixed use facilities

Parking Authority - Immediate Action Items

- Create parking authority
 - Hire a leader
 - Appoint a board
 - Combine County and City parking assets
 - Ensure it has necessary support
 - City Commission
 - CRA
 - County Council
 - 5 months to accomplish

Parking Authority - Immediate Action Items

- Build upon recent parking study recommendations to create momentum
 - Project future parking demand and needs
 - Create capital program
- Lead the effort (with CRA) to create mixed-use parking structure
 - 600-800 spaces
 - Residential above
 - Mixed use at grade

Parking Authority - Immediate Action Items

- Lead the effort (with CRA) to acquire and develop rear-lot surface parking
 - Relocate parking to rear
 - Highest and best use on street front

Parking Authority - Immediate Action Items

- Finance
 - Initial seeding by TIF funding
 - Ultimately financially self-sustaining
 - Charge for parking or create parking assessment

Comprehensive Parking Policy

- Conclusions

- Remove parking as a barrier to redevelopment by creating a strategic parking plan for Main Street Redevelopment Area
- Combine the County and City parking assets under one umbrella, perhaps a nonprofit, public Parking Authority, to manage and promote the system
- Use the Parking Authority's ability to manage and provide parking as an economic development tool to proactively develop a parking system necessary to incentivize and support redevelopment



Implementation

Scott Hall

Mary Beth Corrigan

Daytona Beach to Now

- Some challenges
- Some successes
- Lots of opportunities to excel

Redevelopment Agency Structure

- Complexity of redevelopment process
- Transfer redevelopment agency responsibilities to new authority
 - Power to assemble land
 - Eminent domain
- Hire executive director for redevelopment
 - Coordinate redevelopment activities

Tax Increment Financing (TIF)

- TIF Administrator
- Strengthen TIF budget and planning process
- Condense TIF project timeline
- Resist hard cap

Additional Redevelopment Tools

- Community Development Corporations
- Grants
- Community Reinvestment Act of 1977
- Fannie Mae & Freddie Mac initiatives
- Leveraging of private and public Equity
- Attraction of private capital

Additional Redevelopment Tools

- Federal New Markets Tax Credits
- Low Income Housing Tax Credits
- Federal Historic Preservation Tax Credits
- Small business development center
- Community Housing Development Organization

Standards and Codes

- Using high standards to protect and promote investment
 - Code enforcement
 - Derelict structure removal
 - Façade improvement grants
 - Real property improvement tax credits
 - Leveraging

Maximizing Market Potential

- Retail market study
- Residential market study
- Transportation improvements
- Technology improvements

Public Leadership and a Champion

- Capitalize on the passion
- Identify a leader
- City needs to set goals and lead
- Establish trust

Vision and Cooperation

- Establish a vision
 - Incorporates views of all parties
 - No one gets all they want
 - Leads to a strategic plan
- Cooperate on implementation of the vision

Communication

- Constructive
- City takes the lead building on existing community communication efforts
- Two key issues
 - Pros and cons of various types of development
 - Benefits and impacts of special events

The City and Special Events

- Proactive involvement
- Understand and communicate all the impacts
 - Financial gains and losses
 - Social impacts
 - Mitigate impacts

Branding and Image

- Need to get past the negative image
 - Internal and external
 - Real and perceived
- Create a brand capitalizing on history and strengths
- Sell the brand locally, regionally, nationally, internationally

It's More than Bikes and Cars

- Recognize that the big events are not the only events
- City events
 - Jazz festival
 - Wings and Waves
 - Concerts
 - And much more
- Cultural events
 - Symphony
 - Art

Implementation Conclusions

Redevelopment will occur....

Be part of it!



ULI – the Urban Land Institute Advisory Services Panel

**Daytona Beach, Florida
October 10-15, 2004**