

Daytona Beach Florida

Revitalizing the Main Street Redevelopment Area

October 10–15, 2004
An Advisory Services Panel Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has 24,000 members and associates from 80 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented

include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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ULI Catalog Number: ASD082

Cover photo: S2 Advertising/Tony Giese

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Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partic-

ipants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Acknowledgments

Both personally and on behalf of ULI, the panel members would like to express their appreciation to the city of Daytona Beach. The help and support of the local government officials were critical to the panel's work. In particular, the panel thanks Mayor Yvonne Scarlett-Golden for her vision and insight. Peter Aluotto and Suzanne Kuehn in the city's planning division provided much-needed maps and research data.

The cooperation and perspectives of the city commissioners also were greatly appreciated. Sharon Mock, executive director of the Daytona Beach

Area Convention and Visitors Bureau, also was key to providing essential information and reports about Daytona Beach. In addition, the panel's work could not have been done without the support of the Friends of Main Street Steering Committee.

Finally, the panel is grateful to the many public officials, business leaders, representatives of organizations and interest groups, and citizens of Daytona Beach who took the time to be interviewed as part of the panel's research.

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Foreword: The Panel's Assignment and Summary of Recommendations

Daytona Beach has long been affixed in the American imagination as the home of NASCAR (the National Association for Stock Car Auto Racing) and the Daytona 500. Yet there is much more to this relatively small city in Volusia County on Florida's Atlantic coast. Today, Daytona Beach is known among motorcycle enthusiasts as the home of Bike Week and Biketoberfest, annual events that take place in March and October, respectively. The immense popularity of these two events has had a major impact on Daytona Beach's Main Street. The city also hosts many other events. From NASCAR races to the Black College Reunion—a large spring break festival aimed primarily at African Americans—these annual events result in short surges of high activity and heavy commerce, followed by longer periods of low activity. The tourists who come for these events do not stay long; their average visit is about 2.5 days.

Daytona Beach's moderately priced vacation accommodations also have made it a regional destination. According to statistics from the Daytona Beach Area Convention and Visitors Bureau, 32 percent of Daytona Beach's tourists come from within Florida and 20 percent come from nearby southern states.

Daytona Beach is in a state of transition. Increased development pressures and increasing land values are reshaping the region. Their effect on Daytona Beach will be profound. Change, however, is nothing new to Daytona Beach. From the 1930s to the 1940s, the area was a major destination for winter visitors. Billed as "Cool Florida," the region made the most of its trade winds, which kept the temperature moderate and were a major attraction for visitors who wanted to avoid the hotter parts of the state.

With the 1950s came a boom in hotel and motel construction, which helped position the area as a regional destination. However, the widespread



Location map.

adoption of air conditioning, combined with newer facilities elsewhere, lured more visitors farther south, to places like Miami and Fort Lauderdale. With Disney World and Orlando's other attractions just an hour's drive away, Daytona Beach slowly fell into a state of decline.

The late 1970s and early 1980s saw Daytona Beach become the leading city for college students on spring break. The city's spring break celebrations crested in 1989 and 1990. Although it remains a popular spring break destination, other U.S. and Mexican locales have become equally—if not more—appealing to college students.

Throughout these changes, very little has been done to improve the quality and increase the number of vacation lodgings for tourists in Daytona Beach. Although some new development and construction have taken place in the area—including the Ocean Walk Village complex, the Ocean Cen-

Right: Development within the Main Street Redevelopment Area has largely occurred along the boardwalk and near the historic Oceanfront Bandshell. Far right, top: The Main Street Redevelopment Area—extending from the Atlantic Ocean to the Halifax River and bordered by International Speedway Boulevard to the south and Oakridge Boulevard to the north—will undergo many changes in the near future. Far right, bottom: The panel believes a wide range of housing types—from single-family homes to residential and resort towers—can coexist within the redevelopment area.



ter convention and entertainment complex, and the refurbished historic Oceanfront Bandshell—much more work needs to be done.

Years of economic decline and the boom and bust cycles of Bike Week and Biketoberfest have had a disproportionate impact on the area. Tensions have mounted among residents, developers, and city officials as they have tried to chart a course for Daytona Beach's future. The annual events are highly lucrative for Main Street retailers, yet many residents find them to be quite noisy and problematic. And all stakeholders are concerned about the role tourism plays in the local economy, as well as how the city can best provide for tourists without neglecting its year-round residents.

To address these issues, the Main Street Redevelopment Board, under the guidance of the Daytona Beach City Commission and the Main Street Community Redevelopment Agency, is drafting a new community redevelopment plan for the Main Street Redevelopment Area. The panel recognizes the importance of this plan in reshaping Main Street, and refers to it throughout this report.

The Panel's Assignment

The Friends of Main Street invited a ULI Advisory Services panel to explore means of redeveloping the Main Street Redevelopment Area, as proposed by the city and the draft community redevelopment plan. The Main Street Redevelopment Area, as defined in the plan, consists of the area around Main Street that is bounded by Oakridge Boulevard on the north and International Speedway Boulevard on the south, and lies between the Halifax River (the Intracoastal Waterway) and the Atlantic Ocean. It also encompasses most of the beachfront area for which Daytona Beach is named.

Specifically, the panel was asked to provide recommendations on how to balance the needs of residents with the sometimes disruptive yet highly lucrative annual events, while also assessing the desirability of bringing in more year-round tourists, visitors, and residents.

Summary of Recommendations

Everything the panel heard, saw, and read indicates that the city is poised for change. While some incremental change has occurred in the last few years, more significant changes probably will take place in the next five years and beyond. Many people do not welcome change, since the form that change will take often is unknown. The panel believes, however, that an enormous opportunity exists for the city and its residents to benefit from change.

The biggest obstacle to fostering positive changes and moving forward is the lack of cooperation among the area's constituents, who include residents, the business community, governmental entities, and elected boards and commissions. Yet the panel believes that all of these constituents want a successful, thriving Daytona Beach.

Understanding the Market

Much data will be needed to make long-term decisions about the future of the redevelopment area. Although the panel believes the market can bear a mixture of different housing types along with hotels and that it can support year-round commercial business, it is unclear what products will be best suited to the area. And many questions remain about the annual events' impacts on the community, in terms of economics, community relations, and long-term viability.

The panel recommends conducting both retail and residential market studies to determine how to best serve the needs of visitors and residents. Although supporting data are needed, the panel feels that Main Street eventually will be able to support an entertainment-themed tourist destination at one end and a resident-serving commercial destination at the other.

The panel believes that the redevelopment area can support a mix of residential types ranging from single-family homes and townhouses to apartment buildings and condominiums, as well as resort condominiums and hotels. Each of these uses has a function and a role in the redevelopment area's future. Finally, appropriate housing should be available for people with a wide range of income levels. Currently, much of the housing in

the area consists of market-rate rental units. As it is redeveloped, the area must maintain workforce and affordable housing options while also providing market-rate and more expensive dwellings.

Bike Week and Biketoberfest

The city of Daytona Beach is very fortunate to host Bike Week and Biketoberfest. While the exact economic impact of these events is not known, estimates are very high. As Main Street and the rest of the region change, however, so will these events. Market forces already are causing event activities to disperse away from Main Street. The city must better understand the role these events play in the redevelopment area. It must work proactively to continue their benefits and minimize their negative impacts.

Planning, Design, and Parking

Daytona Beach has a rich architectural heritage and a walkable grid of narrow streets. Efforts must be taken to preserve this heritage and bring a wide range of people back to Main Street. Future urban design plans should include means of buffering residents from the activities along Main Street while also creating a rich fabric of pedestrian-friendly storefronts and capitalizing on the area's natural amenities, especially the Atlantic Ocean and the Halifax River. Future waterfront developments must take into account view corridors and street vistas as well as provide public access to the beach.

The history of Daytona Beach, from NASCAR to Harley Davidson and beyond, needs to be incorporated into the design of the proposed Main Street entertainment retail and restaurant district as a recurring theme. This district would provide a location for one or more upscale restaurants, shops, and activities that could cater to both tourists and residents.

As Main Street redevelops, parking will become an important issue. The panel recommends the creation of a management structure—most likely a parking authority—to guide and manage publicly owned parking in the area. The consolidation of parking assets, combined with a clear vision of the future, will be a necessary tool in controlling and managing the area's growth.

The Need for Leadership

As the city stands poised for change, the atmosphere surrounding redevelopment is marked by tension among stakeholders. A lack of knowledge and data surrounds the issues, and the political process is characterized by reactive responses. The community redevelopment plan and a forthcoming visioning process are steps in the right direction. Yet leadership will be needed to guide and direct the goals and visions outlined in such documents. The city must take on this leadership role, because it has the most to gain—as well as the most to lose—from successful (or unsuccessful) redevelopment efforts.

Market Potential

The panel believes that the development potential for the Main Street Redevelopment Area is very strong. Its land values are increasing and it has an excellent location. This potential brings with it development opportunities for all stakeholders as well as for special interests wanting to build a better economic environment within the redevelopment area. With this relatively unlimited potential, however, comes change, and with change comes the obligation and responsibility to manage that redevelopment responsibly.

The area's redevelopment potential will be achieved only to the extent that the various stakeholders can come together and competing interests can find common ground. Daytona Beach can be proud of its place in Florida's coastal development. Its beach is as beautiful and usable as any developed location on the Atlantic coast. It has long been nationally recognized for its association with automobile racing, its institutions of higher learning, the Ladies Professional Golf Association (LPGA), Bike Week, Biketoberfest, and many other popular events.

In the recent past, the area has become run-down, and little or no new investment has been made. Today, the area contains substandard housing and an underutilized Main Street along which real estate is worth more vacant than developed and even the cemetery needs improvement. Recognizing this deterioration, local residents, merchants, and the city commissioners designated the area a community redevelopment area and put in place tax increment financing (TIF) to stimulate investment there. The success of these efforts to

date is visible along the beach, where the Ocean Walk Resort, the Adam's Mark Daytona Beach Resort, and parking facilities have been built with money provided through TIF funds and additional private investment. More than \$1 million is expected to be returned for reinvestment and additional development in the urban renewal area this year, with increasing amounts available in future years. This initial investment can indeed serve as a catalyst for the development of the rest of the redevelopment area.

The panel believes that the area's development potential can be maximized by creating a strategic plan and establishing within the redevelopment area a project administrator and staff to implement that plan. In addition, the panel recommends that the area feature an entertainment or festival market theme that builds on Daytona Beach's existing character and heritage.

To better understand the market forces and pressures that are guiding the redevelopment area into the future, it is important to examine the area's demographics and how they relate to the conflicting residential, commercial, and retail development visions held by

different citizens, entrepreneurs, developers, and city officials.

Demographic Overview

Demographic information can be used to create a profile of the characteristics of the people who will provide the demand and dictate the land use needs for the revitalization and redevelopment of the Main Street Redevelopment Area. Because



With the exception of Bikeweek and Biketoberfest, Main Street is a quiet place with many vacant storefronts.

Daytona Beach's economy is tourist dependent, it also is important to understand the demographics of those who visit the city. Although specific demographic data for the redevelopment area are not available, data from the city of Daytona Beach, census tract 812, and the area within a one-mile radius of Ocean Walk Village can be used to build some assumptions.

Regional Population

With an estimated current population of around 72,000, Daytona Beach's population increased by approximately 8,000 persons between 2000 and 2004. The population of Volusia County is increasing by approximately 25 new residents a day. The median age of Daytona Beach's residents—37—has remained steady for the past four years. This is quite similar to the state as a whole, where the median age is 38.7 years. The median age of residents within the redevelopment area, however, is a slightly higher 44 years.

Housing Needs

The transience of many residents is illustrated by the fact that only a small number of the residential parcels within the redevelopment area are owner occupied. A 2004 study by Colliers Arnold real estate services in Orlando, Florida, indicates that the average household size within a one-mile radius of Ocean Walk is 1.8 people, thus demonstrating the demand for single-person housing.

Employment and Income

According to an October 2004 ESRI Business Information Solutions market profile, the city of Daytona Beach has a workforce of 29,208 persons. Service-related industries account for 25 percent of the city's jobs. Within the redevelopment area, this amount increases to an estimated 50 percent.

The city's 2004 median income is approximately \$28,318, an increase of \$3,000 since 2000. The median income near the redevelopment area is higher; according to Colliers Arnold, the 2004 median annual income within a one-mile radius of the Ocean Walk Resort is approximately \$31,164, representing an increase of about 3 percent annually since 2000.

Crime

Current crime data show significant criminal activity within the redevelopment area. In fact, the city of Daytona Beach has a higher crime rate than the city of Jacksonville, Florida, which has a population eight times larger. Major criminal activity within the redevelopment area includes burglary, robbery, narcotics use, and prostitution, and appears to be concentrated within the area's residential neighborhoods.

Visitors

Daytona Beach is primarily a regional destination. Most visitors come from the states of Florida, Georgia, North Carolina, and South Carolina. A 2004 survey of 600 randomly selected participants from across the state of Florida—with the exception of Daytona Beach—found that Floridians take 3.16 vacations a year. Fifty-five percent of the 600 survey participants chose Daytona Beach as their vacation destination. They reported that their primary reasons for vacationing in Daytona Beach were to visit family, a nearby destination, and a local attraction. While visiting Daytona Beach, 77 percent of the respondents dined out at local restaurants and eateries, 74 percent spent time relaxing on the beach, 62 percent went sightseeing, and 60 percent engaged in other activities. Fourteen percent of the respondents participated in the area's many local festivals.

Although 67 percent of the survey respondents believed that the area provided a good choice of accommodations and 75 percent felt that there was a good choice of restaurants, stakeholders interviewed by the panelists believe that the area needs new restaurants, additional retail shops, and higher-end accommodations. The stakeholders did, however, agree with the survey respondents about the activities available. Seventy-three percent of the respondents stated that there were not enough activities aimed at adults, and 55 percent stated that there were not enough activities for children.

Development Goals and Uses

Demographic information and the illustrated growth of Daytona Beach indicate that a plan for growth and redevelopment must be established. The panel believes that the following uses

should be considered for the Main Street Redevelopment Area.

Residential

The neighborhoods in the redevelopment area contain single-family homes, condominiums, and multifamily rental units. Most of the area's existing residential neighborhoods need some improvement. From November 2003 to April 2004, 166 properties were cited for code violations. Only 48 percent of these properties have rectified the violations. When renovation occurs, values will increase.

Given the high number of properties with code violations, many dwellings will need to be demolished or renovated. This demolition or renovation, however, should not be allowed to force tenants who need below-market-rate housing out of the redevelopment area. High-quality replacement workforce housing must be made available. Over the long term, the replacement of substandard housing will increase the number of permanent residents in the area.

The panel believes that there are both room and demand for many more residential units—encompassing market-rate, workforce, and affordable options—within the redevelopment area. The approximately 5,000 residents in the redevelopment area live in approximately 2,700 households. The panel's best estimate is that members of approximately 1,400 of these households are employed in the service industry, further strengthening the demographic argument that the demand for workforce housing is high. Since service industry jobs pay between \$15,000 and \$20,000 a year, monthly rents of \$375 to \$500 are attainable by this workforce. The number of new workforce housing units will be dictated by the market and by the number of existing units that are displaced through redevelopment. The number of units must not fall below the current level, although the units' locations and sizes will change to meet demand.

Some multifamily housing currently is located on the west side of the redevelopment area. The panel feels that the market could support additional units in this area. Rents for existing units are now \$500 to \$600 per month. Higher rents could be realized as the existing product and the surrounding neighborhood are renovated.

Additional residential goals for the area must be redefined. If dwellings for higher-income and/or year-round residents are desired, locations on either end of Main Street could accommodate these uses. The panel believes the area along the Halifax River currently is underused. A permanent resident base could be established by incorporating low- to mid-rise condominium/townhouse development along the Halifax riverfront with individual or marina dockage options. In addition, the panel feels that the beachfront condominium market is underserved. The successes of Ocean Walk and other projects in adjacent areas have indicated demand for moderate- and high-priced condominium units. The demand for condominiums in the redevelopment area is dependent upon their specific location, access, views, and amenity programs. Prices could range between \$350,000 and \$700,000. If planned carefully, new residential development can coexist with hotels.

Sales prices for existing single-family residential units in the redevelopment area have ranged between \$80,000 and \$200,000. With renovation activity and strict code enforcement, the panel believes that values for this housing stock could increase over time to \$300,000 and higher. In addition, with renovations and improvements to existing stock and the introduction of new product, demand for housing in the area will grow and will be followed by an increased demand for service-oriented retail uses. With the implementation of a strategic plan and appropriate investment in the redevelopment area, an opportunity exists for some new construction and for substantial renovation of existing housing.

The market is ripe for re-envisioning the redevelopment area as an urban village. As will be discussed in the Planning and Design section of this report, creating an urban village by centering the existing residential neighborhoods on a focal point such as a park, fountain, open space, or gathering space could greatly benefit the redevelopment area. The panel further believes that the urban design technique of crime prevention through environmental design (CPTED) should be utilized in all improvements to the redevelopment area. The CPTED approach involves designing an area to enhance the sense of safety by adding "eyes on the

The predominance of motorcycle-oriented shops and taverns along Main Street signifies its role in Bikeweek and Biketoberfest.



street” through the use of windows, front doors, and porches that overlook the street. This approach can aid the redevelopment area by helping to foster a sense of community in its residential neighborhoods.

Hospitality

Overnight visitors drive the economy of Daytona Beach. Prior to 2004’s devastating hurricane season, the area within a ten-mile radius of Daytona Beach contained 119 hotels and motels with more than 50 units each. This accounts for a total of 16,358 hotel rooms. In 2003, the annual average daily rate for hotels in Daytona Beach was \$89, an increase of \$2 from 2002, with the highest prices being achieved in February, March, and July. The 2003 occupancy rate was approximately 56 percent, compared to 54 percent in 2002, with the months of February, March, and July again experiencing the highest rates. In 2003, this accounted for approximately 8 million hotel visitors.

Although it is too early to quantify the impact caused by the hurricanes of 2004, they appear to have destroyed at least half of the existing, aging supply of hotel rooms. It further appears that approximately 50 percent of the stock built prior to the 1980s will not reopen. This situation presents ample opportunities for the development of new, modern condominiums, hotels, and timeshare units.

New hospitality products clearly will provide better alternatives for increased occupancy at higher average daily rates. Today, the average daily rate for new product in the redevelopment area is approximately \$130 per night, with occupancy rates of 60 to 70 percent. Over time, increased convention center activity and the planned enlargement

of the Ocean Center convention hall may generate demand for lodging that caters primarily to convention center visitors.

The panel believes that the market will support the development of additional hotels, timeshare units, and condominiums along the beachfront. With careful planning and the guidance of market studies, a mixture of such uses within the redevelopment area will be possible. Mixing these different visitor lodging options will increase the number of tourists and help support nearby retail uses.

Commercial

There currently are 71 stores along Main Street. The total taxable value of the Main Street Redevelopment Area has more than doubled since 2000. Complicating any assessment of commercial demand is the fact that the Main Street corridor survives on revenues earned in only a few short weeks. Perhaps 80 percent of the corridor’s total annual revenue is generated in large part by Bike Week and Biketoberfest. Main Street’s retail spaces—bars and stores selling leather goods, apparel, and motorcycle parts—focus primarily on the needs and desires of motorcycle-oriented visitors. The year-round shops are joined by approximately 200 temporary merchants from around the country whose presence on Main Street is limited only to Bike Week and Biketoberfest. Although they are commonly referred to as “itinerant vendors,” the panel prefers the less-biased term “festival merchants.”

The high profit margins during Bike Week and Biketoberfest create very little incentive for many of the retailers to maintain a year-round presence on Main Street. The panel believes, however, that as the number of residents and visitors to the area increases, the demand for year-round retail on Main Street also will increase. But the market for Main Street commercial properties will remain undefined until a retail market study is conducted.

An underlying theme throughout the panel’s interview sessions was stakeholders’ perceptions of a lack of restaurants, activities, and service-oriented retail in the redevelopment area. Such commercial uses help to create a sense of community, and stakeholders’ calls for more restaurants may represent a desire for a stronger sense of community.

Creating incentives for redevelopment along Main Street and Atlantic Avenue that encompasses a mix of retail and residential uses can help establish a more defined community. To promote tourism and provide activities for tourists, the city must create a destination with an entertainment-driven development theme that takes into consideration special events and corporate events, and draws on existing attractions such as NASCAR, the LPGA, and Bike Week. Additional events can be developed that will draw and support these different groups.

The city can balance the needs of residents and visitors by focusing year-round entertainment-themed commercial uses at the east end of Main Street and offering more year-round retail for residents at the west end. Once a year-round atmosphere is created, the need for more retail space will present itself, thus removing the incentive to leave parcels along Main Street vacant. The addition of attractions like a satellite NASCAR or Harley Davidson museum, or possibly a surfing hall of fame, could add to this year-round entertainment element. A visitor kiosk in conjunction with one or more such museums also would benefit tourists.

In addition, Daytona Beach needs to embrace its existing entertainment venues. The pier and boardwalk, both underutilized assets, are obvious choices as catalysts for redevelopment. These existing amenities need to be expanded and better utilized. The commercial uses here should appeal to tourists and focus on water-related activities.

Daytona Beach's natural amenities are another underappreciated asset. Main Street's proximity to both the beach and the Halifax River waterfront has the potential to attract tourists and residents alike. New residential, commercial, and mixed-use developments should take advantage of the area's natural beauty by offering tenant and visitor amenities such as views, outdoor seating, balconies, and so forth. The panel believes that mixed-use projects with residential units above ground-floor retail space probably would work best in these settings.

The eventual redevelopment of Main Street, together with increased demand resulting from in-



The panel believes that the Daytona Beach Boardwalk should be part of a larger entertainment district that attracts both tourists and residents.

creased activity and improving visitor demographics, will create significant potential for new development in the redevelopment area. Different types of retail and commercial uses will be needed. The Daytona Beach market will have to adjust to accommodate these visitors with new restaurant, retail, and entertainment choices. Social gatherings around programmed events and casual encounters also can help create a sense of community. Programmed events and a range of retail and dining choices, combined with careful planning and design, can complement the beachfront and help integrate it with Main Street.

Market Conclusions

The panel believes that a market exists within the redevelopment area for mixed-use development that includes retail, hotel, condominium, and time-share uses. Property values on Main Street have tripled in the last five years, and—with the renovation of existing neighborhoods, the introduction of new condominiums, higher average daily hotel rates, and new civic projects such as the expansion of the convention center—these values will continue to rise if the area's image is updated. The proposed new uses also can help lower crime rates in the redevelopment area which, in turn, can lead to further increases in property values.

Development Strategies

Recognizing that the Main Street Redevelopment Area is a microcosm of Daytona Beach, the panel believes that development strategies for this area must embrace a diverse population of both residents and tourists, a thriving business community of both store owners and festival merchants, and contiguous neighborhoods containing apartments, owner-occupied dwellings, and accommodations for visitors.

The Community Redevelopment Plan

Strategies for the area's redevelopment must incorporate the goals and objectives of the draft community redevelopment plan. This plan, which has been put together by the Main Street Redevelopment Area Board under the guidance of the Daytona Beach City Commission and the Main Street Community Redevelopment Agency (CRA), seeks to mesh the divergent interests and needs of all community stakeholders

The strategies proposed for the redevelopment of the Main Street area must be comprehensive. They need to link the outlying neighborhoods to Main Street, create a distinctive convention and entertainment zone, embrace the special events for which Daytona Beach is known both nationally and internationally, and enable business owners to maximize their revenues and profits while fully realizing the potential of their prime locations.

Redevelopment must include the creation of new residential and commercial space as well as the preservation and rehabilitation of existing structures. New development also must present an inherent message to the community and its residents that the development will benefit them by creating jobs as well as opportunities for local businesses—especially minority- and/or women-owned businesses—to provide goods and services, both during construction and when the projects are operational.

Getting Projects Underway

The CRA should take the lead by facilitating a project that will serve as both a catalyst and a model for the desired type of redevelopment. This will require identifying and acquiring specific sites for development and making public improvements. For instance, some sites within the redevelopment area may have become available as a result of the devastation caused by the hurricanes or the financial distress of existing owners. One of these sites may be appropriate for a CRA-led redevelopment project.

Phasing the redevelopment along Main Street will ensure a comprehensive and successful process. Initially, the CRA should identify projects that can be accomplished in a relatively short period of time—about six to 12 months—in order to jump-start development and quickly demonstrate the city's commitment to redevelopment. To encourage developers to participate in the redevelopment of the Main Street area, the CRA must first gain consensus among decision makers. It then must reach out to potential developers and clearly communicate its goals to them, as well as to the general public.

Principles for Redevelopment

The redevelopment of the Main Street area should be based upon several principles that plan for growth while also valuing the region's natural amenities and creating equity among residents and tourists so that everyone can enjoy Daytona Beach's waterfronts, including the Halifax riverfront. Most importantly, tourists and residents both should have easy, unencumbered access to the beach and river via public parks and other open spaces along the waterfront. Future development must not build barriers or encroachments that prevent easy access to the waterfront. Developments like the recent construction of the stair-

well at the Ocean Walk Shoppes, located adjacent to the Ocean Walk Resort—which hinders access to both the beach and the historic Oceanfront Bandshell, and also blocks a view corridor to the ocean—must be avoided.

Daytona Beach’s residents and visitors should be able to enjoy its dramatic sunsets and aquatic vistas. The city’s development strategy should encourage new buildings that take advantage of the beautiful vistas created by spectacular sunsets on the Halifax River. Ironically, the existing low-rise structures on the beach can obstruct views of the ocean just as much as some of the mid-rise buildings and towers. Given the hurricanes’ destruction of many beachfront buildings, view-obstructing low- and mid-rise structures can and should be replaced with higher-capacity towers that create better sight lines and community access. The development of hotels and condominium towers along the beach and river can cater to a growing and diverse buyer’s market. High-end buyers able to afford luxury two-bedroom units priced between \$600,000 and \$700,000 should have the option of prime locations along the beach and river.

Following the Florida State Housing Initiative Partnership, Daytona Beach encourages the development of affordable and workforce housing. Housing for service workers and low-income residents should be built on infill sites assembled throughout the redevelopment area. Funds for the development of new housing stock can be garnered from sources such as the U.S. Department of Housing and Urban Development (HUD) and tax credits.

Bicycle trails running along and between the beach and river would enable visitors to explore the city and provide residents with an alternate means of transportation. Pedestrian-friendly streets with wider sidewalks would make it easier for residents and tourists to travel on foot, and also should be a priority for redevelopment.

Bike Week and Biketoberfest

Bike Week and Biketoberfest are among both the most successful events drawing visitors to Main Street and the most contentious issues for Daytona Beach citizens. Much of the annual revenue



The proximity of the Ocean Walk Shoppes to the historic Oceanfront Bandshell blocks view corridors in addition to hindering access to the ocean.

generated by Main Street retailers is earned during these events. According to the Daytona Beach Chamber of Commerce, 500,000 visitors spend about \$600 million a year at the motorcycle events, a significant share of which is spent on Main Street. Further, many Main Street merchants earn additional income by renting parts of their vacant land and parking lots—for as much as \$100 per square foot—to festival merchants during these events.

While there has been some discussion about curtailing the motorcycle-related events, the panel believes that the market will police itself as other areas compete for festival merchants, thus moving some of them to other geographic areas. Notable among these areas is the U.S. Route 1/Interstate 95 interchange. As activities disperse from Main Street, more retail spaces there will become available for year-round, permanent retail uses.

While the market slowly works to disperse many of the motorcycle-related activities throughout Volusia County, design elements can be put in place to help accommodate both motorcycle enthusiasts and residents. Well-planned designs also can help the redevelopment area to better accommodate the numerous other festivals and events that take place in Daytona Beach.

As described on the Bike Week Web site, “the Loop” is a motorcycle route designed to allow motorcyclists to enjoy what Volusia County has to offer. The panel recommends encouraging the diffusion of Bike Week and Biketoberfest activities along the Loop. In fact, such encouragement might not be necessary, as the market already is diffusing

many activities. As this diffusion occurs, the city should take this opportunity to guide which activities and events remain along Main Street by encouraging the highest-quality events—and their corresponding responsible, upscale participants—to remain. Market segmentation to attract only those Biketoberfest events that are most compatible with the entire redevelopment district can benefit redevelopment by setting a design standard based on the entertainment attributes of high-end and fine design motorcycle, and its attendant lifestyle.

The panel believes that it is important to look beyond the motorcycle events. The Main Street corridor needs to be enhanced to attract a broader range of visitors and to be viable for more than a few short weeks of the year. The area's enhancement will attract more diverse stores and investment into new and remodeled buildings.

Public Improvement Priorities

As mentioned earlier, new development in the redevelopment area must be phased. As a first phase, public improvements should be implemented to signify that the city is taking the initial steps needed to encourage the area's redevelopment. Many of these priorities, as described below, have been sited and scheduled in the draft community redevelopment plan.

- *Create buffers.* Creating buffers between Main Street and the adjacent residential neighborhoods will ameliorate the animosity between business owners and residents. The buffers will limit access to the surrounding neighborhoods and thus control the overflow of crowds and vehicular traffic into residential areas during special events. Ideas for and concepts of how such buffers can be incorporated into the fabric of Main Street are discussed in the Planning and Design section.
- *Add parking.* The first improvement the corridor needs is additional parking in lots behind buildings that can accommodate the overflow of

traffic on Main Street during normal business hours and handle the new activities generated in the redevelopment area. This strategy is discussed in greater detail in the Planning and Design section.

- *Add lighting.* Both merchants and residents have expressed concerns about the need for more lighting, which could serve as an amenity as well as create a better sense of security for residents and tourists.
- *Upgrade signage.* Main Street is Daytona Beach's primary business corridor. Branding its identity with unique signage that reminds residents and tourists of its unique amenities and their proximity to other locations in the redevelopment area will help promote the entire area.
- *Amend Article 17.* This article of the Daytona Beach land use code requires a city commission resolution in order for the city of Daytona Beach to authorize temporary outdoor activities in distressed or blighted areas in connection with a festival or outdoor event. To ensure that permanent businesses in the area can have confidence that outdoor activities will be permitted, the city should eliminate certain provisions in this article or amend the article to permanently permit businesses to conduct such activities during appropriate times.
- *Increase city services.* Community policing in Daytona Beach has been recognized as a successful approach to improving overall security and reducing crime. Expanding or increasing the community policing efforts, as well as increasing the sanitation services along Main Street and elsewhere in the redevelopment area, will produce an immediately visible improvement in the quality of life in the district. The recognition of this improvement, in turn, will further encourage new development in the area.

Planning and Design

The urban fabric within the redevelopment area faces significant design issues. Many of the buildings suffer from serious physical and structural deterioration and are in need of improvement. This widespread deterioration—whether the result of the recent hurricanes or years of neglect—jeopardizes the historic character of the redevelopment area and raises worrisome questions about what will replace the buildings that cannot be rehabilitated.

These issues are exacerbated by the existing incompatibility of land uses found throughout the redevelopment area. A variety of uses and projects are jumbled together with historic sites in a way that creates a sense of disorder. In spite of this disorder, it is clear that the city is engaged in efforts to improve the situation. While diverse uses in the area can create a vital mixed-use district, careful planning will be needed to ensure that inconveniences and undue congestion—particularly between the residential and commercial neighborhoods—are managed in ways that meet the needs of both uses and allow them to grow and thrive. The streetscape improvements along Main Street are a good first step, and help to create a sense of rhythm and a pleasant sense of place for pedestrians. However, these improvements, along with carefully thought out design criteria, need to extend beyond Main Street.

Maintain Daytona Beach's Natural Amenities

The region's natural amenities offer ample inspiration for urban design themes. The creation of new parks, public spaces, and view corridors that provide access to the river, the ocean, and the boardwalk can enable people to more fully appreciate Daytona Beach's natural beauty. To this end, beachfront developments should be oriented on an east/west axis to prevent new construction from creating barriers, both visual and physical, to the ocean.

Preserve and Enhance the Area's Historic Character

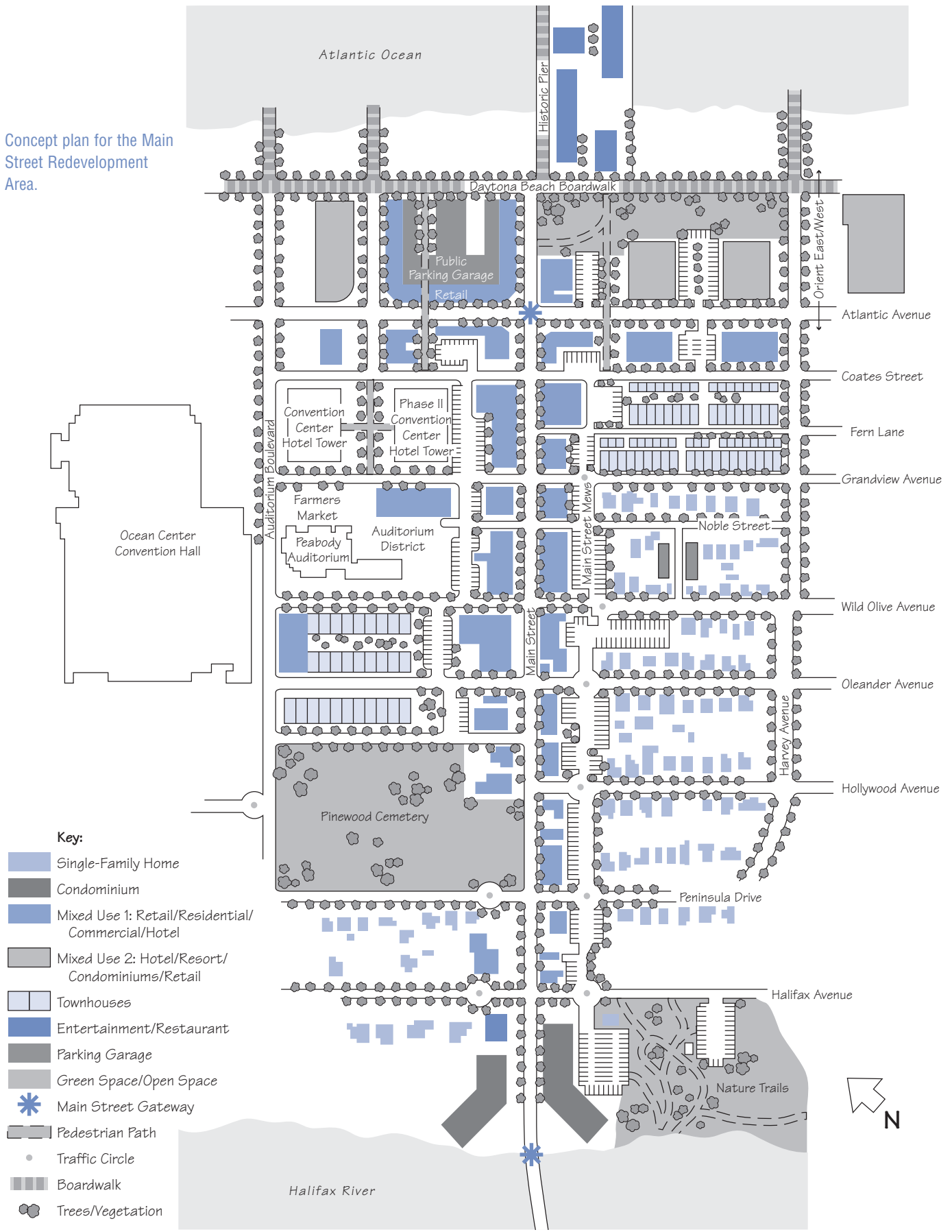
One of the hidden jewels of the redevelopment area is its historic architecture. The mix of styles among the area's bungalows and cottages is similar to that found in Seaside, Florida. Indeed, Seaside's relatively new buildings pay homage to the authentic and historic examples of regional vernacular architecture from beachfront communities throughout Florida. The fine-grained residential fabric and idiosyncratic nature of the houses within the redevelopment area should be preserved and improved.

A number of things can be done to maintain and improve the quality of the historic buildings in the redevelopment area. Matching grants are available from many state and federal agencies. Although time and effort must be spent locating and applying for these grants, the payoff can be enormous in terms of helping people to recognize and restore the area's architectural treasures. Property owners must be made aware of the richness of their buildings and be given design guidance to help them uncover and enhance their buildings' historic character, as well as to prevent renovations and remodeling efforts that could destroy this character.

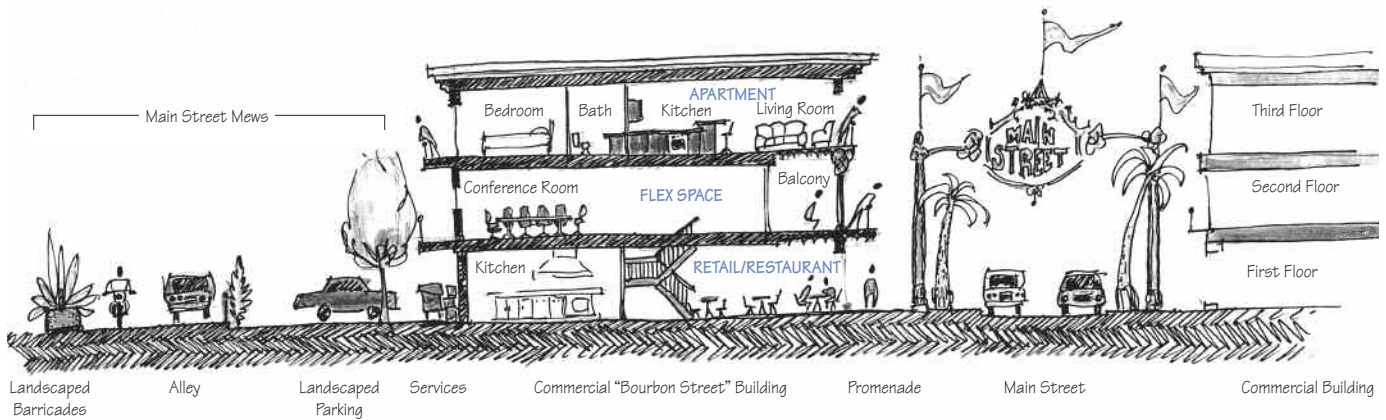


The region's natural amenities, such as the Halifax River, offer inspiration for urban design themes. New development should take advantage of the river by preserving views, creating parks, and providing riverfront access.

Concept plan for the Main Street Redevelopment Area.



- Key:**
- Single-Family Home
 - Condominium
 - Mixed Use 1: Retail/Residential/Commercial/Hotel
 - Mixed Use 2: Hotel/Resort/Condominiums/Retail
 - Townhouses
 - Entertainment/Restaurant
 - Parking Garage
 - Green Space/Open Space
 - Main Street Gateway
 - Pedestrian Path
 - Traffic Circle
 - Boardwalk
 - Trees/Vegetation



Develop the Main Street Mews

The small-scale, high-density, fine-grained placement of blocks, streets, buildings, and houses creates an excellent infrastructure for pedestrians. To preserve this pedestrian-supportive infrastructure, new development should find ways to balance the needs of cars and pedestrians. The Main Street Mews is an illustrative example of how urban design can be used to balance these needs while maintaining Main Street as a lively and festive gathering place.

The idea behind the Main Street Mews is to create a parking area that is separated from the pedestrian realm and acts as a noise buffer between Main Street and the residences on either side of it. The mews could be created by moving the surface parking lots from the front of Main Street to behind the buildings. Service alleys running parallel to Main Street would provide access to these parking lots. Moveable barriers could be put in place during annual festivals such as Bike Week to keep cars and motorcycles from driving down the residential side streets.

With residential uses safely buffered by the mews, Main Street should strive to become a lively retail, festival event, restaurant, and entertainment destination for both tourists and residents. Open-style buildings with upper-level balconies that overlook the street can provide numerous vantage points where customers can view the activities along the street below, as well as cooling breezes for those enjoying a meal or a drink. Such buildings are common in the historic districts of other cities with similar climates, such as Charleston, South Carolina, and New Orleans.

Above Main Street's restaurants and shops, there is room for apartments and condominiums that overlook the street. While many of the redevelop-

ment area's current residents complain that it is noisy, a lively and attractive Main Street will attract people who wish to live "in the middle of it all." These residences would appeal to tourists who come to Main Street specifically for the festivities and would be willing to pay a premium for nearby lodging. Units with balconies that overlook Main Street also will provide more eyes on the street, thus encouraging informal surveillance among residents and thereby reducing crime.

Create an Auditorium District

Like the historical character of the redevelopment area, the Peabody Auditorium is another jewel in the city of Daytona Beach's crown. This auditorium has been and continues to be the venue for many cultural events. To highlight this building and its history, the panel recommends the creation of an auditorium district. The district could provide extra space and land for various outdoor events, such as a festival marketplace for temporary festival merchants. At other times of the year, the district could be an appropriate place for outdoor activities such as a farmers market or crafts fair.

Connect Main Street to the Ocean and the River

Main Street is bordered at either end by spectacular waterfronts. New development should enhance waterfront views and access to the Atlantic Ocean and the Halifax River, not obstruct them. Toward this end, the buildings and parks at both ends of the street should be viewed as bookends that contain the activities along Main Street and create enticing transition zones leading to the waterfront activities along the beach and the river.

Cross-section drawing of Main Street.

The panel suggests using design features such as columns or arches to highlight the intersection of Atlantic Avenue and Main Street as a gateway to Main Street. Such gateways can facilitate place-making efforts by creating a sense of arrival.



Improve the Intersection of Atlantic Avenue and Main Street

The intersection of Atlantic Avenue (A1A) and Main Street marks a point of arrival and transition for the redevelopment area and for Main Street. This busy corner could be improved by more attractive architecture and through design features such as arches or columns that highlight its role as an entryway and the area’s “100 percent corner.”

Design for Workforce and Affordable Housing

As discussed earlier, there is a strong need for workforce and affordable housing within the redevelopment area. Such housing can take many different forms. Townhouses, rowhouses, and apartments provide especially pedestrian-friendly options for housing people at higher densities while conforming to the existing scale of development.

Integrate Well-Designed Parking

As the redevelopment area attracts more residents and visitors, the need for parking will increase. Although methods of managing parking and preparing for higher levels of parking are discussed in the following section, it is important to note here that many architectural and design techniques can be used to accommodate large numbers of parked cars without alienating pedestrians or disrupting the urban fabric. Parking structures can be surrounded by retail shops that hide the parking from view, and townhomes and multifamily units can be built over structured parking.

Utilize Star Power

To jump-start the design process for the redevelopment area, the panel recommends that the city hire a nationally recognized, star architect—a “starchitect”—to assess the area and present his or her ideas about how Daytona Beach can best take advantage of its existing design features. Bringing in this kind of star power also would help the city improve its diminished reputation.

Establish Design Criteria

In addition to all of these “big ideas” for Main Street, the city still needs to establish some smaller ideas in the form of design criteria. While the establishment of design criteria should involve a careful, long-term assessment of the redevelopment area, the panel suggests that the city begin by considering the following:

- *Maintain a solid storefront along Main Street.* A continuous stretch of open and inviting retail space will provide pedestrians with a varied and interesting walk. Breaks in the continuity of storefronts such as vacant lots, surface parking, and buildings with large setbacks can make urban environments feel less safe and less inviting.
- *Provide Main Street entryways.* To help give Main Street a sense of place, entryways in the form of gates or arches should be installed to mark the fact that one has arrived at a destination. These gates should be located at the intersection of Halifax Avenue and Main Street, and at the intersection of Main Street and Atlantic Avenue.
- *Hide exposed utilities.* Telephone poles and electrical wiring can obscure views and detract from scenery. The panel suggests placing these utilities underground or otherwise hiding them.
- *Continue improvements along the river.* The Halifax River can be an exciting recreational and natural amenity, yet it presently is underutilized. The city must consider ways to link the riverfront to the rest of the redevelopment area and increase public access to it, such as parks, piers, and boardwalks.

- *Limit Main Street building heights.* Limiting the building heights along Main Street to three floors or 40 feet will help give the streetscape an “outdoor room” feeling. This height limit is proportional to the width of the street and helps to balance the feeling of enclosure with a feeling of openness. Taller buildings could create a claustrophobic sensation.
- *Do not allow garages to be the primary street facade for single-family homes.* Garages at the front of houses take up space where balconies

and front doors used to be located. The blank facade of a garage takes eyes off the street and can present an element of sterilizing conformity. As an alternative, the panel proposes the development of community garage courts, which would have the dual effect of maintaining car- and garage-free front facades for most of the older buildings while also providing a place for private, informal socialization with neighbors.

A Comprehensive Parking Strategy

The Main Street Redevelopment Area needs a comprehensive parking strategy to support a successful redevelopment program. An understanding of parking resources and the use of parking as an economic development tool is vital to entice and support new development. The development and finance communities must understand how parking is provided, who provides it, where it should be located, and under what conditions additional parking facilities should be developed.

The city, recognizing the importance of this issue, has commissioned a comprehensive, citywide parking study that specifically addresses the redevelopment area's parking needs. The study's preliminary findings indicate that the current parking supply, although fragmented and disjointed, is adequate for current levels of use, but suggest that an expansion program is necessary to support new development. The following summary of the panel's recommendations is consistent with the preliminary recommendations proposed by the recent parking study:

- The city should identify and construct surface parking lots in key locations to support the Ocean Center expansion as well as Peabody Auditorium and Main Street redevelopment needs.
- In the future—as funding becomes available or as redevelopment increases demand—one or more of these surface parking lots should be improved to provide four to five levels of structured parking.
- The current public parking supply should be combined under a single management entity. While the panel recommends the creation of a parking authority, other management models also could work.

- The parking authority's role should be to manage, promote, and support parking needs within the redevelopment area.
- The parking authority would be responsible for monitoring the private and public parking system over time, to proactively ensure a sufficient supply of parking.

Many more recommendations are being developed as part of the city's parking study, which was to have been finalized by year-end 2004.

Many of the beachfront's parking needs should be self contained. Residential condominiums, hotels, and timeshare projects typically provide enough parking to meet the majority of their own needs. This parking supply should remain privately financed and managed, but public/private partnerships to provide parking for these types of projects may be appropriate if this parking serves public needs as well as those of private development.

Parking System Policies

The real challenge facing Daytona Beach is to define how its parking needs can be met, over time, as redevelopment occurs along the Main Street corridor. Parking resources—both public and private—must be maximized so that parking does not continue to be a barrier—either real or perceived—to redevelopment. The parking system currently is highly fragmented in terms of ownership, location, use, and management. More than half of the redevelopment area's on- and off-street parking spaces are controlled by the public sector. This is a critical economic development tool, since the city already is the primary provider of parking and can continue to guide the way parking is provided and managed in the future. Parking supply and parking management are the two main policy areas through which the city can effect the provision of parking.

Parking Supply

The parking supply has two components, on-street parking and off-street parking. The guidelines provided below recognize that the Main Street Redevelopment Area will change dramatically over the near term and the long term. The city should constantly monitor opportunities to implement these guidelines, and should act upon them when appropriate.

On-Street Parking

The majority of the redevelopment area's on-street parking spaces are located in the residential neighborhoods off Main Street. These spaces best meet the short-term parking needs of residents. Longer-term, overnight parking should be accommodated in off-street parking within the residential neighborhoods. The CRA can easily control how this occurs in conjunction with redevelopment activity.

On-street parking in commercial areas should be expanded wherever possible and solar-powered, multispace pay stations should be installed. Charging for on-street parking will accomplish at least three critical objectives. It will:

- Create more rapid turnover in the commercial areas, so that the closest, most sought-after parking is available for patrons and customers of destinations along Main Street;
- Allow parking revenue to be reinvested back into the parking system, to provide more parking, structured parking, better accessibility, and/or amenities such as transit and shuttle loops, wayfinding and other signage, and downtown marketing and promotion efforts; and
- Provide an opportunity to create a parking rate structure that will allow the proposed parking authority to manage parking behavior through incentives and disincentives—such as subsidizing lower rates for less convenient parking and/or providing shuttle service from free parking facilities—and through enforcement (fines).

Off-Street Parking

The large pools of off-street surface and structured parking located west of the beach currently are owned and controlled by the county or the city. As mentioned above, the panel recommends

that these parking assets be combined with the on-street parking, and that the entire parking system be owned and managed by a single entity, referred to here as a parking authority.

The Parking Authority

The organization of all parking assets under one umbrella will enable the proposed parking authority to develop and implement strategies that meet the needs of many users rather than just one specific user. Such strategies include shared parking, mixed-use parking projects, and parking for special events.

As an example, a public parking structure constructed by the parking authority between Main Street and the Ocean Center could serve the Ocean Center and the Peabody Auditorium as well as the Main Street area's day-to-day customer and employee needs. This type of parking project will not be viable until the economic return justifies the risk for the private sector or a public/private venture is created. Working within and organizing public/private ventures is one of the strengths of a parking authority; in this respect, it is quite similar to a CRA. The parking authority is a common model for managing parking that is being used in cities across the United States, including Columbia, South Carolina, and Baton Rouge, Louisiana.

As another example of its potential, the parking authority could help a private development project that does not have sufficient on-site parking to meet its parking needs. The parking authority could do this by allowing the developer to pay a fee in lieu of providing parking. This fee then would be pooled with parking revenue and other payments, and used to build public parking facilities that would meet not only the needs of the project at hand, but also those of other developments.

Such an approach initially may need to be supported by the TIF program until it can become self sustaining. The following description offers an approach that the CRA can implement immediately. This approach would allow the parking system to begin to coalesce sooner rather than later, so that parking concerns can be removed as a barrier to redevelopment as rapidly as possible.

Although the current parking supply is adequate for the Main Street Redevelopment Area's needs, growth in the area will greatly increase the demand for parking. The panel recommends the creation of a parking authority to manage this future demand.



First Steps

The initial strategy outlined below represents the beginning of a framework for creating a parking system:

- Use eminent domain to assemble parcels in the rear lots of each block on Main Street and create pockets of parking to support development there;
- Acquire surface parking lots along Main Street through the use of eminent domain, as necessary, and relocate the off-street parking supply to the rear lots; and
- Redeploy the value of the acquired surface parking lots on Main Street as an incentive to support and control development.

These first steps will begin to put a parking system in place proactively and provide the initial framework for a more extensive system. As development intensity and density increase, the parking authority may expand the surface parking lots to provide structured parking in facilities with between 400 and 650 spaces and/or with a footprint—the building size, edge to edge—of around 120 to 180 feet wide by 240 to 280 feet long. This type of development would create an excellent opportunity to develop buffers between Main Street development and residential neighborhoods. Wrapping parking structures with market-rate residential units or locating residential units above the parking are two ways to create this buffer zone and allow a variety of users to share the same parking supply.

Financing Strategies

There are several ways to finance this parking strategy, including the following:

- Support the initial acquisition of parcels and construction of new surface parking lots with TIF funds;
- Create a parking rate structure for monthly permit parking, visitor parking, and special event parking that can be increased over time as redevelopment activity and demand for parking increase;
- Create one or more parking assessment districts along Main Street to generate revenue to support the cost of implementing the parking strategy;
- Allocate a portion of the revenue from the resale of the existing parking lots along Main Street that were acquired as part of development deals negotiated by the CRA;
- Create a parking fund into which developers may make payments in lieu of providing parking in appropriate areas;
- Install pay stations on Main Street as development activity and intensity increase;
- Manage the on- and off-street parking system with parking authority personnel or by a management contract, and direct revenues from fines to the parking fund rather than the general fund;
- Pursue federal and state financial participation for mixed-use, mixed-income residential/parking facilities; and
- Pursue federal and state financial participation for multimodal parking structures, which could be developed in support of an expansion of the transit line/trolley system or a beachside shuttle serving the beach areas.

At some point in the redevelopment timeline, a history of revenue and costs must be established that will allow the parking authority to perpetuate itself through the sale of parking revenue bonds.

Implementation

The panel was impressed with what has been done to date in Daytona Beach. The street improvements along Main Street help make it more pedestrian friendly and pleasant to walk along. The restoration of the historic Oceanfront Bandshell demonstrates a commitment to the beachfront and provides a focal point for activity. The programmed streetscape improvements to Atlantic Avenue will make it more welcoming. The new bridge on International Speedway Boulevard is a model for what can be done with this type of infrastructure. The goal of this section is to help the city build on these efforts and to show how it can use the plans and strategies discussed earlier to provide a road map for improving Daytona Beach.

Redevelopment Coordination

The city of Daytona Beach faces many significant redevelopment challenges. The city's diverse amenities, neighborhoods, people, and opportunities require a comprehensive and coordinated approach that is focused on achieving positive outcomes. City staff has worked closely with the citizens and community leaders within the redevelopment area to create a comprehensive redevelopment plan for that part of the city.

Currently, the city commission also acts as a community redevelopment agency (CRA) for the entire city. The panel recommends that this function be separated from the commission's duties and assigned to a commission-appointed redevelopment authority. The commission's responsibilities extend to the entire city of Daytona Beach, and successful implementation of the city's redevelopment goals for the Main Street Redevelopment Area—as well as the city's other redevelopment areas—demand the attention of a dedicated redevelopment agency for the entire city. The city commission's responsibilities already are exceedingly daunting, and could prevent it from provid-

ing the management required to effectively implement redevelopment. The city commission should provide policy direction and budgetary approval to the redevelopment authority.

The members of the redevelopment authority should be appointed by the city commission. The commission also should appoint one or two of its members to the redevelopment authority, to serve as nonvoting liaisons, maintain effective communication, and ensure that the city's redevelopment goals are identified and accomplished. The redevelopment authority should be headed by a full-time executive director, who will work through the city manager's office to coordinate and administer all redevelopment efforts within the city of Daytona Beach. The executive director also should serve as the liaison to the various redevelopment boards for the specific redevelopment areas and identify opportunities to combine initiatives and programming within these areas.

The redevelopment authority should be empowered with management functions and administrative tools similar to those of the existing CRAs, including the use of powers of eminent domain; the identification of, application for, and distribution of grants; and the ability to buy, sell, and land bank real property to reach the city's redevelopment goals. This ability to assemble property is a particularly important tool for the authority to use in the implementation of the redevelopment plan, and the city must be willing to allow the redevelopment authority to judiciously exercise the power of eminent domain for the acquisition of properties along both the Main Street and Atlantic Avenue (A1A) corridors.

Tax Increment Financing Program

The city of Daytona Beach currently has five combination tax increment financing districts/redevelopment areas. Each redevelopment area is served

by an advisory redevelopment board, which makes recommendations to the city commission via the planning board for the identification of redevelopment projects and the implementation of redevelopment plans. The city commission maintains responsibility for allocating TIF monies on a project-by-project basis. The city currently is preparing to adopt a community redevelopment plan for the redevelopment area that identifies TIF as the principal source of funding for redevelopment. The panel makes the following recommendations regarding the city's TIF program:

- Administration of the various TIF programs should be assigned to a TIF administrator. This administrator should be a dedicated staff person, possibly the redevelopment authority's executive director or the economic development director.
- In creating the budget estimates for proposed TIF projects, the redevelopment authority also should identify a list of anticipated new revenue generators within the TIF district. While it is difficult to estimate the precise timing of future private projects, the community should be able to reasonably identify parcels that could be developed, what types of new projects will be developed, and estimated tax increment revenues from those projects. This will result in a much more realistic TIF planning process.
- The timeline for the completion of TIF projects should be condensed from 30 years to no more than 20 years; all projects should be completed by 2025. The Main Street TIF district was established in the early 1980s, and it is reasonable to expect that, given current economic conditions, new projects will be completed and TIF revenues generated much more quickly than originally anticipated, allowing the redevelopment timeline to be condensed.
- There should not be a hard cap restricting the amount of TIF funding available for private projects within the district. While the public sector should not be expected to provide 100 percent TIF financing for private projects, flexibility should be permitted for certain high-impact private projects that may require more assistance than proposed in the redevelopment

plan. Such a commitment of TIF funds should not be made on a routine basis, however. Additionally, every effort should be made to augment TIF funds with other financing structures.

Other Financing Tools

A variety of other tools can be used by the city and the proposed redevelopment authority to implement redevelopment plans, not only for the Main Street Redevelopment Area but also for the city's other redevelopment areas.

Create Community Development Corporations

The city should examine opportunities to partner with the various redevelopment communities to create community development corporations (CDCs) to gain wider access to federal redevelopment funding. A CDC is organized as a not-for-profit 501(c)3 corporation and governed by a body of vested community stakeholders. The objectives of a CDC should be to facilitate redevelopment by partnering with for-profit developers, thereby accessing and deploying public capital—primarily from federal grants—into redevelopment projects.

Obtain State and Federal Grants

The city should work with a grant consultant to help its grant coordinator maximize grant opportunities for redevelopment projects. The grant coordinator also should work closely with the offices of state and federal elected officials to identify grant opportunities.

Attract Commercial Lending Institutions

The Community Reinvestment Act of 1977 requires commercial lending institutions to invest, make loans, and provide community service in the communities they serve. Additionally, both Fannie Mae and Freddie Mac sponsor revitalization initiatives that assist local communities and community institutions by providing financial incentives and assistance as well as technical assistance. The city should work to attract support from such commercial lending institutions.

Leverage Federal Public Capital

The city should utilize a tiered approach to leveraging public capital that can act as an incentive to entice private equity and debt into the redevelopment

ment area. Federal sources of capital include the following:

- HUD community development block grants;
- HUD's Section 108 loan guarantee program;
- HUD Economic Development Initiative grants;
- Transportation Equity Act for the 21st Century (TEA-21) funds;
- The National Park Service's Urban Park and Recreation Recovery Program;
- The U.S. Forest Service's Urban and Community Forestry Assistance Program;
- U.S. Department of Commerce Economic Development Administration grants for public works and the development of facilities; and
- The Corporation for Enterprise Development's National Fund for Enterprise Development.

Leverage Private Equity

Public equity resources can be used in aggregate as an inducement to attract the private equity community to invest capital into the city's redevelopment areas. The following additional tools are available to help mitigate some of the financial risks faced by investors:

- The federal New Markets Tax Credit Program;
- Low-income housing tax credits; and
- Federal historic preservation tax incentives.

Create a Small Business Development Center

The city should create a small business development center to support local business entrepreneurs, in cooperation with the chamber of commerce and local colleges.

Establish a Community Housing Development Organization

Community housing development organizations (CHDOs) are private, nonprofit, community-based service organizations whose chief objective is to provide and develop affordable housing for the communities they serve. A CHDO must receive certification from a participating jurisdiction indicating that it meets certain HUD HOME Invest-

ment Partnerships Program requirements. The CHDO should be charged with providing decent, affordable housing to low-income households.

Code Enforcement/Derelict Structure Removal Program

The city, in its proposed Main Street Community Redevelopment Plan, authorizes the CRA to demolish, clear, or move buildings, structures, and other improvements from any real property acquired in the redevelopment area, subject to approval by the city commission. It is imperative that the city's code enforcement program be authorized to establish and enforce a derelict structure removal program to protect the investments made by responsible homeowners and business owners.

Code enforcement within the redevelopment area should be fair, strict, and consistent. The code enforcement program also should be sensitive to protecting the integrity of the city's historic structures. Both the code enforcement and derelict structure removal programs may be eligible for funding through certain community development block grants.

The city also should seek opportunities to expand incentive and/or financial assistance programs through the code enforcement program to help property owners improve their properties, such as facade improvement loans and grants, and real property improvement tax credits for both residential and small commercial properties. As an example, the current Main Street CRA budget appropriates \$45,000 for commercial facade improvement grants and \$35,000 for residential facade improvement grants. The panel feels that these line items are too small to encourage the desired significant improvements. Augmentation of these line items with other sources of state or federal funding will create a revenue pool large enough to substantially increase the effectiveness of these programs.

Retail Potential

Retail development is a key component to the success of the city's redevelopment plan, especially

along the Main Street and A1A corridors. What forms this retail development will take—neighborhood-serving, tourist-oriented, event-driven, restaurants, themed—is an important factor. The panel recommends that a retail market study be commissioned to identify the realistic retail market potential for the city as a whole and for the redevelopment area.

Residential Potential

Residential growth also is a key component of the city's redevelopment strategies. However, there is no consensus within the community as to what types of residential products—single-family, multifamily, condominium, or resort condominium—and what amounts of these products the market will support. A residential market potential study should be commissioned to determine what direction the city should take in expanding its permanent and seasonal residential markets.

Transportation

The efficient movement of people within a tourist/entertainment/retail-oriented area is critical to creating a viable consumer base. In Daytona Beach, several unique challenges complicate the movement of people: the long, linear dispersion of tourists along the A1A corridor; the physical separation of the city's numerous retail and entertainment areas; the significant physical separation of major attractions from each other—the speedway and the LPGA golf courses on the mainland and so forth—and the past reliance on transit systems to “pay their own way.”

The panel endorses the recommendations of the most recent parking and transportation study to create a new public transportation system that connects the speedway district and college district with the Main Street, Beach Street, and A1A corridors. This transit program also should be able to move people along the beachside to expand necessary access to the convention and entertainment districts. Such a system could be financed with a combination of TIF and grant funds so that its success is not reliant on passenger fares.

Technology Amenities

As part of its overall policy of striving to become a place that is known for quality and innovation, the city should partner with local telecommunications providers and beach-area commercial property owners to create a free Wi-Fi (wireless fidelity) district within the redevelopment area as an amenity to residents, tourists, conventioners, and businesspeople. Consideration also should be given to eventually expanding the Wi-Fi district to other areas around the city.

Public Leadership and a Champion for Main Street

The panel sensed a great deal of passion while it was in Daytona Beach—passion by business owners who want to improve the area so that people will want to return to Main Street and the beach, from residents who live on the peninsula and want to have a higher quality of life, and from elected officials, who want to serve all their constituents and make Daytona Beach a place everyone can proudly call home. Passion, however, should not be confused with leadership. Passion drives success, but leadership takes that passion and channels it into change.

The common element in every successful redevelopment effort is a champion who can lead the effort. That champion usually is a public leader. Washington, D.C.'s Pennsylvania Avenue was redeveloped in large part through the efforts of the late New York Senator Daniel Patrick Moynihan. The efforts of Mayor Joseph Riley were instrumental in transforming Charleston, South Carolina, from a derelict, run-down municipality to a world-class city often held up as a model for its pedestrian venues and southern charm. West Palm Beach, Florida's CityPlace now stands on a tract of formerly crime-infested land because Mayor Nancy Graham committed to turning the area around and making the city a regional and national destination.

Public leadership can set—and achieve—these same types of goals in Daytona Beach, along Main Street and the oceanfront. Once someone believes in Main Street and the oceanfront and all that it can be, it will become possible to achieve what the

panel believes can happen there. The city cannot be afraid to set big goals and then set its mind on achieving them. The goals described in this report have been accomplished in other places, and they can be accomplished in Daytona Beach.

The city needs to lead because it has the most to win from success and the most to lose from failure. It is the keeper of the public interest. The city needs to be a leader on special events. It must be proactive, not reactive. Special events should not drive decisions; decisions should drive special events. A recurrent theme noted by panel members is that the city is starting to take a more proactive role, and the panel believes the city should aggressively continue these efforts.

An important part of leadership involves the establishment of trust. During its interview process, the panel heard that there is a lack of trust among the area's stakeholders. This lack of trust needs to be overcome. A strong leader and champion for Main Street will be able to restore trust. It is time to put differences aside and work together for the benefit of all of Daytona Beach, not just individual interests.

Establish a Vision and Cooperate on Its Implementation

The first step in revitalizing Main Street and the oceanfront is establishing a vision. The various stakeholders each have their own desires for the Main Street area. This is natural, but in order for redevelopment to be truly successful, it needs to be based on a common vision. Today, the city is responding reactively to development proposals. A vision—and, ultimately, a strategic plan to implement that vision—will enable the city to be proactive and dictate the type of development and redevelopment that will occur in the area.

The panel heard that the city is proposing a visioning process in the very near future, and the panel strongly supports and encourages this effort. For this process to be successful, everyone needs to be willing to come to the table and cooperate, so that the vision reflects what the citizens of Daytona Beach want. No one will get exactly what they want; during the visioning process, compromises will be made, so that the ultimate

outcome will reflect the needs and desires of all elements of the community. In addition, top-quality developers are much more inclined to come to a community where visioning has taken place and the community knows what it wants. In other words, the panel recommends that the city make the vision drive the development, not vice versa.

One of the outcomes of the visioning process will be cooperation. The panel believes that better efforts for cooperation need to be made on several levels: between residents and business owners, the city and stakeholders, and the city and the county. While the panel may be stating the obvious here, it believes that cooperation and trust are key to implementing the vision.

Communication

The panel got the sense that there has been a lack of constructive communication among various stakeholders and the city. The city needs to take an active role in coordinating this communication and become the conduit for information. Mixed messages are being communicated about a variety of issues, particularly the construction of new condominium products and the city's special events.

Varying views exist on the financial aspects of residential, commercial, and retail development. Some people believe that condominium development will hurt retailers because, unless the beach is nothing but hotels and entertainment venues, the retail space there cannot survive. Others believe that high-rise condominiums will result in a quick infusion of funds into the city coffers, and therefore should be encouraged. The city must educate its citizens and business owners on the pros and cons of different types of development, so that fears can be alleviated and informed opinions made.

There also is a wide range of opinions and views on the city's special events, specifically Bike Week, Black College Reunion, Race Week, and Biketoberfest. While the need for a cost/benefit analysis of these events is described in more detail below, the city clearly needs to do a better job of explaining the impact of these events. The city also must help residents cope with the events. This will mean increasing and improving lines of communication among all stakeholders. The panel

Residential side streets lack buffers to separate houses and apartments from the annual events that take place on Main Street. As a result, many residents complain about noise and other negative consequences of these popular events.



was impressed with the neighborhood groups' newsletters and communication efforts, and believes that these should be coordinated with city communication efforts.

The City and Special Events

The panel heard over and over again that people either love or hate the special events. This is understandable. However, the most important element of these special events is the fact that they occur in the city and affect residents, business owners, and the city government. The panel therefore believes it is time for the city to become much more proactive. The panel recognizes that this already is taking place, but believes that the city can be even more aggressive in managing the events. The city needs to be a part of the process, not just another voice of criticism or praise.

One thing that the panel believes is critical to the city's role in special events and residents' acceptance—or at least tolerance—of them is an understanding of the impact they have on the city. Some people, for example, believe that Bike Week is a drain on the city's resources and costs the city millions of dollars. Others believe that it generates millions of dollars in revenues for the city. The truth probably lies somewhere between these two beliefs but, to the best of the panel's knowledge, no reports, studies, or data exist on the real economic impact of special events. Although the panel received the Colliers Arnold report outlining economic impacts, this did not entirely explain all of the special events' impacts. Once the city has this information, it will be able to make more in-

formed decisions and educate its citizens about its role in these events.

Branding and Image

The panel heard over and over that Daytona Beach's image has suffered in the past few decades. The region is seen as lawless, and its residents' self esteem is low. Residents believe that people in other parts of the country do not think very highly of Daytona Beach and that they do not see it as a vacation destination. It is time to put the past behind and look to the future. A branding campaign can help the city do just that. Such campaigns have worked for numerous communities. Through branding, Las Vegas shifted from a gaming image to a family image and back again, when the family image did not produce the desired revenues. Fort Lauderdale went from being known nationally as "spring break capital" to a family destination. Branson, Missouri—a place once unknown by almost everyone—is now an international entertainment destination.

The visioning process will identify the new "brand" for the city of Daytona Beach. A campaign to market that brand then can be developed. The panel believes that once this brand is established, the city should hire a consultant to help sell the brand and create a marketing campaign. The panel also believes that this brand should both embrace the city's past and present—including car racing and motorcycles—and look to the future, as will be described in the vision.

This branding and image enhancement will aid in marketing the area. Daytona Beach is *not* Orlando or Disney World, and it should not try to be these places. With the appropriate branding, however, it could offer an alternative or complementary destination. By working with Orlando tourism interests, Daytona Beach may be able to market itself as part of the central Florida region. While the panel realizes that the Walt Disney Company has its own beach resort in Brevard County, it also believes that many of the tourists who come to central Florida are looking for an alternative beach destination.

More than Bikes and Cars

The panel knows that Daytona Beach is much more than races and motorcycles. The city has an impressive lineup of programs in addition to Bike Week, Race Week, Black College Reunion, spring break, and Biketoberfest. The panel heard about programs such as the summer jazz festival, Wings and Waves, the symphony, the seaside theater, and concerts and other events at the Oceanfront Bandshell. It also heard, however, that these programs could be better promoted regionally. While people in the community may know about them, it might help the city's image to market them regionally, throughout east-central Florida. Through

branding and promotion, Daytona Beach can become known for much more than bikes and cars.

In addition, more events should be planned to draw residents as well as people from other parts of the region. Hollywood, Florida, for example, has a local musical group playing in its band shell every Monday evening. Residents come down to Hollywood's broadwalk for dinner or dessert and sit and listen to the music. People of all ages can be seen dancing up and down the broadwalk, which has become a weekly gathering spot for year-round and seasonal residents alike.

Conclusion

Daytona Beach is at a major turning point in its history. Change is coming, and how the city's citizens, public officials, business owners, and developers respond will shape its future for many years. The panel recommends that all of the stakeholders seek to understand the coming changes, so that they can work together to guide these changes for the benefit of all.

The panel believes that the Main Street Redevelopment Area is an undervalued market that has the potential to accommodate much higher numbers of tourists and residents. Instead of limiting residential development to one type or another, the city should open the redevelopment area to a diversity of housing types and residents. The area can and should support a wide range of housing options, including resort condominiums, residential condominiums, single-family homes, apartments, and affordable and workforce housing.

Bike Week and Biktoberfest are important parts of Daytona Beach's economy. While these events are very disruptive, they also play an important role in the area. Market forces currently are changing the nature of these events and moving some activities outside of the redevelopment area. Bike Week and Biktoberfest are resources that must be understood and managed so that the city as well as its businesses and residents receive maximum benefits with minimal disruption.

As the numbers of permanent residents and tourists increase, development pressures will be placed on the redevelopment area and the annual events that take place there. The design and shape of new developments in the area should be guided

and planned to accommodate these new pressures. Using parking lots to create a buffer between the sometimes boisterous activities on Main Street and the surrounding residential areas, as illustrated by the panel's proposed Main Street Mews project, is one example of how design can be harnessed to balance the different needs of stakeholders. Design also can be a very important economic development tool. Creating interesting, desirable, and pedestrian-friendly places generates foot traffic, and increased foot traffic can mean more sales for retailers. In addition, design plans for the redevelopment area must take into account the ocean and the river so that new projects do not block or obscure views.

Redevelopment *will* occur within the city of Daytona Beach. The city must decide whether to lead the process or allow it to happen on its own in an indiscriminate manner. Without the city's leadership, the development of Daytona Beach will continue on the same course it has been on for the past 20 to 30 years, but at a much more accelerated rate. The city's leadership therefore will be crucial in guiding the development of the Main Street Redevelopment Area.

Implementing the panel's recommendations will require careful coordination and teamwork among a wide range of stakeholders. To ensure that this happens, the city must provide this coordination and foster an environment of cooperation and communication. The city's active leadership is needed to ensure that the development of the Main Street Redevelopment Area occurs in a manner beneficial to all parties.

About the Panel

Frank J. Sparicio

*Panel Chair
Rumford, Rhode Island*

Sparicio is founding principal of CRES—Corporate Real Estate Strategies, a consulting firm that deals primarily with the repositioning and disposition of assets resulting from consolidations within the corporate sector. He previously served as senior vice president of Fleet Boston, where he was responsible for the bank's corporate real estate assets, including 10 million square feet of commercial space and more than 800 branches, offices, and operations centers. Before joining Fleet Boston, Sparicio was director of corporate real estate for GTE, where he was responsible for all major real estate transactions. Earlier, he served as an officer of Harco, the Hartford Insurance Company's real estate subsidiary.

A member of ULI for more than 30 years, Sparicio has served as vice chair of the Institute's Corporate Real Estate Council.

Morey Bean

Colorado Springs, Colorado

Founding partner of the Colorado Springs-based Colorado Architecture Partnership, Bean is an architect, urban designer, and city planner with experience ranging from the design and execution of public art to new urbanist community design. Some of Bean's notable projects include the visitor center expansion for the Great Sand Dunes National Park, Starsmore Discovery Center, El Pomar Community Health Center, Kimballs Twin Peak Theater, Smokebrush Center for the Arts and Theater, the Business of Arts Center Garage, and the Monument Village Community Plan.

Bean has served as a panelist on a ULI Mayors Forum dealing with public art as a catalyst for

urban redevelopment. He is a member of the American Institute of Architects (AIA) and urban design committee chair for the Colorado South Chapter of the AIA. Named Colorado's Architect of the Year for 1999, Bean also serves on the AIA Colorado Growth Task Force and is an adviser to the mayor and the city of Colorado Springs on urban design matters. He is town architect and development partner for the Lowell Neighborhood, a new urban traditional neighborhood development in downtown Colorado Springs.

Chris Bennish

Denver, Colorado

Bennish is a real estate analyst at Design Workshop, where he assists clients in identifying and implementing solutions that enable their real estate assets to better support their core financial and operating strategies. His contributions to site planning and analysis include a focus on four main areas: feasibility analysis, finance, strategy, and valuation.

Bennish implements market research efforts for all types of real estate—including residential, retail/commercial, office, hotel, and resort services—by gathering demographic information, historical sales, and usage data; analyzing trends; and identifying comparable projects in order to determine which features and amenity elements will make a project successful. He evaluates pricing strategy and product mix, and also generates financial pro formas for the evaluation of alternative land use plans. He conducts market analysis and development pro formas for a wide variety of product types in urban, planned community, and resort environments. Bennish has completed market analysis and economic feasibility studies for projects throughout North America.

Bennish received his MBA and a master's of real estate and construction management from the

University of Denver. Both degree programs allowed him to focus on real estate, finance, and entrepreneurship in order to enhance his skills in strategic development and financial analysis. Before attending graduate school, Bennish was a project manager for a civil construction company. He received his BA from the University of Kansas.

James H. (Jim) Callard

Alexandria, Virginia

Callard currently serves as president and chief operating officer of American Apartment Communities, a private real estate investment trust that owns and manages more than 11,000 apartments located in nine states. He is responsible for operations and acquisition, investment portfolio management, and disposition and merger activities.

American Apartment Communities was formed from the Klingbeil Company, a domestic and international real estate firm recognized as a market innovator in all aspects of real estate development. At Klingbeil, Callard was responsible for the firm's international operations as well as its domestic operations on the East Coast and in the Midwest. He structured acquisitions, coordinated lending relationships, and created private and public capital market investment vehicles. Callard also is the principal of the Executive Club Management Company, which operates three all-suite apartment hotels in Rosslyn, Arlington, and Alexandria, Virginia.

Mary Beth Corrigan

Washington, D.C.

Corrigan is a planner and policy analyst with more than 20 years of experience working with local governments and private clients in helping address and resolve land use and development issues. As vice president of the Advisory Services Program at ULI—the Urban Land Institute, she has coordinated more than 100 Advisory Services panels for communities throughout the United States and abroad. Her role involves meeting with panel sponsors to define issues and questions and prepare for the panel's site visit, identifying ap-

propriate expertise for the panel and recruiting panel participants from ULI's membership, overseeing logistical arrangements for the panel, joining the panel for its site visit, providing technical and logistical support, and overseeing the production of the final report.

Prior to joining ULI, Corrigan was with Tetra Tech, Inc, an environmental consulting firm, where she was responsible for developing non-point source pollution control guidelines and best management practices manuals. She also worked for the South Florida Regional Planning Council as an environmental planner and policy analyst, where she was manager of the environmental sections of the Regional Plan for South Florida, reviewed environmental issues for development of regional impact (DRI) submittals, and managed several projects related to environmental and growth management, including the 1989 Southwest Broward/Northwest Dade Subregional Study, which looked at development alternatives for that part of the region.

Corrigan received a BA from Kutztown State College and an MS in coastal zone management from the Florida Institute of Technology.

Scott Hall

Chesapeake, Virginia

Hall is the senior business development manager for the city of Chesapeake, Virginia, Department of Economic Development. His eight years of work as an economic development professional include research, small business development, business assistance, marketing, and planning experience. Hall also has served as research director for the Virginia Peninsula Economic Development Alliance, a regional public/private economic development marketing organization. While with Chesapeake, a city of 210,000 residents in the Hampton Roads region, Hall has gained experience in international marketing, enterprise zone administration, comprehensive land use planning, and redevelopment planning.

A native of West Virginia, Hall received his bachelor of arts degree in political science from Marshall University and his master of urban studies degree

from Old Dominion University. Before entering the field of economic development, he served as a commissioned officer in the U.S. Navy. He is a member of the Urban Land Institute, the International Economic Development Council, the Southern Economic Development Council, the International Council of Shopping Centers, the Brazilian/American Chamber of Commerce, the Virginia Economic Developers Association, and ACCRA, a nonprofit organization promoting excellence in research for economic and community development.

Christian R. Luz

East Lansing, Michigan

Before becoming president of Lansing Melbourne Group, LLC, Luz was a vice president and director of parking services for the second-largest parking consulting firm in the United States. He has extensive experience in conducting all types of parking feasibility studies and design throughout the country. Luz has conducted hundreds of parking feasibility studies and has been involved in the design of more than 100 parking structures. He has provided technical support for more than \$1 billion in bond documentation for parking structure financing. One of his specialty areas is the development of financial analyses, including pro formas, necessary to support and/or address financing options for parking and transportation infrastructure improvements.

Luz's clients include airports; municipal, institutional, and private sector clients; transit agencies; and metropolitan planning organizations, including dozens of cities, downtown development agencies, colleges, universities, parking authorities, shopping center developers, medical campuses, and special event center owners/operators. His leadership, experience, and continued involvement in professional societies and research keep Luz on top of current state-of-the-art traffic and parking practices.

Luz has a bachelor's degree in civil and environmental engineering from the University of Wisconsin at Madison and a master's degree in civil engineering from the University of Wisconsin at Milwaukee.

Kerri Rogers

New York, New York

Rogers is president and CEO of Harlem Commonwealth Council, Inc. With more than 20 years of experience in real estate and economic development, she has demonstrated her commitment to urban development through the representation of the private, public, and nonprofit sectors. Both for past employers and, most recently, for her own clients—who have been served through her consulting practice, Public Private Partners, Inc.—Rogers has developed and utilized skills that include commercial leasing, financial underwriting, construction coordination, property management, marketing, tax credit development, and project management for retail, commercial, and residential property.

From the beginning of her real estate career as an owner's representative for Larry Silverstein, one of New York's most prominent real estate developers, into the mid 1990s, when she created the asset management department for the New York City Economic Development Corporation, followed by the late 1990s, when she became a developer and equity investor in neighborhood shopping centers on behalf of nonprofit owners and, most recently, as a consultant for the Apollo Theatre Foundation and Pfizer Corporation, Rogers has facilitated transactions for tenants and landlords, lenders and borrowers, corporations and community organizations in urban markets such as New Haven, Dallas, Chicago, and the Bronx as well as New York City. She is one of the founders and past presidents of African American Real Estate Professionals of New York, Inc.

Rogers holds an MBA from Baruch College, a BS from Northwestern University, and a diploma in graduate studies from New York University's Real Estate Institute.

Michael T. Schueler

Lebanon, Ohio

As president and CEO of Henkle Schueler and Associates, Schueler has undertaken many successful projects in southwestern Ohio. These in-

clude the \$50 million development, construction, and management package for 460,000 square feet of fitness and medical office space for Mercy Regional Wellness Centers in Fairfield and Anderson Township; the development of the Beach Waterpark, owned and managed by Henkle Schueler; and the development of several business parks, including the 552-acre Lebanon Commerce Center. Schueler has been an Ohio Realtor since 1975 and a broker since 1977.

Schueler serves on the development committee of his alma mater, on the board of trustees and as a

fundraising leader for the College of Mount St. Joseph, as president of the nonprofit organization Little Miami, Inc., and as chairman of the Warren County Republican Party Central Committee.

Before he founded Henkle Schueler and Associates, Schueler had a 17-year executive career with Amoco Oil. He earned a BS from Northwestern University and an MBA from the University of Chicago.



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