

DAYTONA BEACH

THE GREAT AMERICAN DESTINATION



MARKETING CONSULTANT TEAM REPORT & MARKETING PROGRAMS

VOLUNTEERS SERVING OUR COMMUNITY BY IMPLEMENTING TRIED AND TESTED
MARKETING STRATEGIES TO USHER IN REDEVELOPMENT AND PROSPERITY
FOR THE FUTURE OF OUR GREATEST ASSET, DAYTONA BEACH

NOVEMBER 17, 2010 - COMMUNITY REDEVELOPMENT AGENCY

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Introduction & History

On November 4th, 2009 the CRA of the City of Daytona Beach requested the assistance of Manuel Bornia to produce a comprehensive marketing program for the redevelopment districts of the city. This recommendation was made by Commissioner Rick Shiver on the basis of Mr. Bornia's successful and award-winning campaigns for the 2009 Daytona Beach International Festival and 2009 Halifax Uncorked which positioned and presented the destination on a level which heretofore had not been achieved by any agency. After consultation with community stakeholders, redevelopment boards and unanimous support of the plan's direction at a subsequent CRA meeting held on January 20th, the Daytona Beach Marketing Consulting Team Initiative Summary & Process Plan was drafted as the final roadmap to the creation of a comprehensive marketing plan by a volunteer team of consultants and stakeholders before the end of 2010. This plan was passed with unanimous support of the city commissioners acting as the Daytona Beach Community Redevelopment Agency on February 17th and subsequently received the unanimous support from the Volusia County Council on March 4th. Since the approval of the Process Plan, the consultant team has met consistently on Tuesday's at 3:30pm at the News-Journal Center for a total of 21 meetings held.

As a part of this process plan, a partnership with the Community Cultural Foundation was proposed for the actual activation of this plan and in the production of an experiential pilot showcase in the summer of 2010. The Community Cultural Foundation sought CRA funding for assistance in the form of marketing dollars that were to be used for two strategic marketing efforts that culminated at the proposed pilot program/event. These internal and external marketing campaigns were used to collect the data, test the hypothesis and strategies that resulted in this report and marketing plan for the city. CRA funds totaling \$150,000 were approved for these purposes. Of the approved funds, \$125,000 was from the Main Street Redevelopment Area and therefore required that the majority of the efforts be placed in this district as required by law when using CRA funds.

The remaining \$25,000 was split evenly from the Main Street, Downtown and Midtown districts to support an internal campaign with the goal of collecting community input and perspective for the creation of brand guidelines for each district. Through the six month *I am Daytona Beach* campaign, residents were invited by their peers through a multi-media campaign that was designed to generate responses to a stakeholder survey at one of three publically held workshops or online via www.ourdaytonabeach.com. This campaign generated high levels of participation at meetings and resulted in the completion of 1,290 surveys confidentially submitted electronically or in person. The data collected via this process is presented in this report and used to provide brand guidelines for each district in the marketing plan.

For the external campaign, the pilot program designed was the American Music Festival which occurred in two parts. The first event held was The American Music Festival kick-off on June 26th, 2010. It generated a four week multi-media campaign that reached across Central Florida and launched the theme of *Daytona Beach, The Great American Destination*. While originally designed as a revenue generating program, the program was modified to be a free event when unforeseen complications in the city code arose for the originally designed venue. The event was executed successfully at the Daytona Beach Bandshell, attracted over 7,500 people, featured national musical acts and brought a tangible economic impact to the local businesses of the Main Street Redevelopment Area. During the planning process, it was decided through the suggestion of the Main Street Redevelopment Board that the second and more substantial event would held over Labor Day Weekend on September 2-5, 2010 when the tourism industry would be more likely to see a tangible impact in the redevelopment area. The American Music Festival was hosted in the Main Street Redevelopment District, activating the newly proposed e-zone for the first time over the Labor Day Weekend. Featuring some of the biggest names in music and ushering in tangible economic impact to the district, it introduced/reintroduced Daytona Beach as a relevant and resurging destination through a six week multi-media campaign that reached audiences across the State of Florida.

The plans, programs, campaigns, data collected and information generated by this process is detailed in the following report and was used in the creation of the included marketing plan.

Case for Support

City marketing and the development of city brands is now more than just theory. But what does city marketing really mean? How has it evolved? What can we do to set new direction for Daytona Beach – ensuring a redevelopment and prosperity. This case for support was included in the original Daytona Beach Marketing Consulting Team Initiative Summary & Process Plan and continues to serve as the basis for this effort.

In practice, there are two major issues that need to be addressed: The first is a long-standing problem for marketing professionals, namely the fact that although the term marketing is widely used, it is seldom correctly understood. The second refers specifically to cities and the need, even if marketing is correctly understood as a term, to adapt it to the peculiarities of this task. **City marketing is more than just promoting a destination.**

Marketing is not convincing consumers to buy something they neither need nor want by lowering their resistance and breaking their will power through the use of publicity and sales teams. That is simply a sales approach. On the contrary, marketing places clients at the center of your competitive strategy, to the point that the target is not an indiscriminate global market, but rather segments with compatible needs, using focused marketing strategies.

City marketing should be urban management philosophy, but often ends up being used for decorative purposes rather than fulfilling its inherent potential. City marketing and city brands are currently an important feature on the agendas of any responsible city council and has been growing in importance over the last few decades. The main reason for this rapid expansion is the improvement in transportation and communication infrastructures. This improvement and development has resulted in greater competition among territories (states, regions, and, of course, cities) in terms of investment, tourists and residents. This growing interterritorial competition has produced a market of cities, which in turn means that cities are now considered in much the same way as a business organization in their competition with other cities in the market. Hence they are using business management tools to design a successful strategy, including the marketing plan, which is the demand-oriented tool for excellence.

More often than not, city council officials are not marketing experts, and they do not view marketing as the embryonic stage of reaching the public sector. On the flip side, consultants and academics generally lack knowledge of idiosyncratic features of the urban world. **Otherwise stated, the state of city marketing today still revolves around local promotional activities, instead of developing a long-term city strategy with marketing considered as the philosophy of urban management.**

Marketing is a long-term strategy that extends beyond the concept of designing and implementing an advertising campaign. Marketing is more than a brand presented to the public. **In this context, marketing defines the city's product, the city as a product and its image in such a way that its recipients will see it as the marketing campaign intended and it will form a bridge between the city's current condition and the city's potential.** City marketing is about redevelopment. A rationally composed and responsibly carried out marketing strategy can redevelop our community as it has been done successfully across the globe.

It can be argued that what is projected as the image of a city is more important than the reality of the city itself in shaping the opinion held by visitors, investors and even its own inhabitants. Marketing techniques have been used successfully across the country to spark the transformation of a city into renewed center of tourism, cultural and economic growth resulting in the redevelopment of entire regions. **This is the premise under which this consultant team worked was to ensure the continued enhancement of our community, providing tangible returns on investment of public and private funding with measureable results.**

In order of priority, the notion of internal marketing is widely recognized as the first critical step in building a city brand, and it is suggested on a national level that successful cultural projects empower residents, in this way becoming an internal marketing force that promotes local development. Internal marketing can also be a determining factor in the way in which the residents of a city perceive their quality of life in that city. When you increase quality of life, you increase the ownership by those inhabiting the city and build an internal marketing infrastructure that cannot be purchased or placed by an advertising agency. **The brand of a city is not a tagline but it is the summary of the beliefs, ideas and impressions that its inhabitants and leaders have for it.**

Strategic planning is also an important step, as the city commission and CRA on one hand, and the private sector on the other, develop co-operations based on the representation of common interests and policies, in order to develop the objectives and the motives for development of this marketing initiative. The most important factor is that the vision for the city, the development of goals and strategies, and the strategic marketing plan must be based on local distinctive characteristics. **The Daytona Beach Vision Plan - 2008 and Beyond - provides an excellent framework for this process, It has been the goal of the Marketing Consulting Team to build upon the concepts and strategic plans set forth in that dynamic document.**

The importance of marketing in planning is even bigger when it comes to tourism planning. Daytona Beach has a healthy and long-standing tourist based industry. It has been our goal to work with the infrastructure, organizations and stakeholders in this local industry as partners – not competitors. We reached out and meet with the Daytona Beach Area CVB in the spirit of cooperation and information sharing several times. The CVB has done a great deal research and as a part of this process, we have studied and used their parts of that data in the creation of this report and plan. **It continues to be our hope that these groups will ultimately adopt and adapt the appropriate marketing and brand programs created for the city by this task force in their promotion of the destination.**

An essential part of tourism planning is the evaluation of the attraction towards the tourist and the decision of measures to empower it. Tourism planning, according to marketing principles, is a complex process that includes marketing research, segmentation of the tourism market, tourism product policy, pricing of the tourism product, communication and sales procedures, the distribution system definition, advertising, informative leaflets, sales promotion of travels and tourism, direct marketing, public relations and marketing process control. Each city can be sold in many different ways to different tourists; **Daytona Beach is no exception. This city has the opportunity to choose the kind of tourists it wishes to attract.**

By developing nodes within our city for residents and tourists, we will empower our role in the region and build individual identities for each redevelopment district. This concept of nodes directly addresses the need to maintain an emphasis on the redevelopment districts, building mini-brands and identities for each of the districts – each with unique cultural, economic and development components that will be used to increase stakeholder pride as well as tourism to these areas. Cities such as New York have very successfully implemented the concept of “boroughs” (i.e. Soho, Midtown, Uptown) all of which have individual identities that complement the overall brand of the city. Through this model it is important to work with stakeholders within those communities, potentially forming sub-committees that will work together to build ancillary campaigns for marketing and redevelopment in those communities. **The emphasis on dollars spent in each community must be directly tied to the investment made into the CRA by that particular district –when CRA funds are used. Additional dollars can be raised privately for those districts that may not be the dominant contributors to the fund.**

The role and contribution of local government in the process of this initiative is very important, especially regarding the design of the city’s marketing strategy and the promotion of the city’s

image on a global scale. The main priority of these tasks is sustainable development. **We must focus especially on the participation between government and the existing enterprises, both for and not-for profit, that is ultimately associated with economic, infrastructural and cultural planning for the future.** Considering the fact that economic development is a 'key factor' for the development of a city and that city marketing principles are based on the partnerships between local authorities and private enterprises, funding for these campaigns should be equally shared by these stakeholders.

As recommended, through this final plan, the city's marketing should be administrated as a networked system of governance, rather than government, in which all sectors (public, private and voluntary) and all geographical levels (city, county, state) are cooperating in order to produce an efficient and effectively managed marketing campaign.

Our Premise

Before this, there had been no comprehensive marketing plan for any one redevelopment district - or the city. Our strategies have relied on the production and advertising of stand alone events that have failed to showcase our redevelopment districts and spark actual redevelopment. Cities across the country have taken ownership of their identity relying on existing infrastructure such as CVB's to promote their message – not create their product.

The information provided in the initial process plan, this report and marketing plan is not based on opinions – it is documented and referenced from best practices being used across the globe in municipal marketing. The city cannot wait until it has completed the redevelopment to begin promoting the fact that we are on the path and the rebranding that has already begun. The process is as important as the product and that process is the catalyst for private investment, rebranding and long-term impact.

There is a difference between Marketing and Advertising. Marketing directly relates to the development of the product, identifying its audience and then advertising it. Marketing will define the city's product(s), the city as a product and define the message by which audiences will be introduced to it. Because our product in its current state is not ideal for marketing, we must develop showcases which will demonstrate the potential of our product as we redevelop it

We all agreed that the status quo was not acceptable. We all agreed that something needed to be done. We all agreed that we believe in this city. We all agreed we have tremendous talent in this community, and there is a willingness to volunteer time and effort for the betterment of our community. **We have now proven that this strategy can work.**

**The brand of a city is not a tagline
but it is the summary of the beliefs, ideas and
impressions that its inhabitants and leaders have for it.**

1.0 Mission & Structure

1.1 Mission

The mission of the Daytona Beach Marketing Consultant Team was to create an ongoing comprehensive marketing, branding and product development plan for the redevelopment districts of the City of Daytona Beach.

To achieve this mission we proposed a marketing program that takes into consideration the three main entities in our community - residents, businesses and tourists - with equal weight and priority. As we addressed the goals and objectives of the process plan, we wanted to ensure that these three critical groups are benefiting from the plans set forth for the future.

To achieve the goals established in this overview and the subsequent comprehensive marketing plan which this process will generate, we have built partnerships and collaborations with local agencies, non-profit organizations, businesses, governments and community stakeholders.

Through the fulfillment of this report and plan, we seek for the city to continue the work we have started and complete the generation a new image for the City of Daytona Beach, its redevelopment districts and product offerings both internally and externally. It is our goal that the data collected from these three stakeholder groups and presented in this report is useful in the implementation of this plan and other programs generated by this plan.

1.2 Structure & Function

1.2.1 Consultant Team Members: The Daytona Beach Marketing Consultant Team was comprised of residents and stakeholders with high-level expertise in the areas of marketing, branding, economic development, consumer awareness, tourism and budgeting. These people were selected based upon their exceptional capacity and willingness to serve as volunteers on this committee and approved by the CRA. The team was expanded to 15 permanent positions. The final roster of team members was as follows:

- Manuel Bornia, Chairman – Arts & Culture Representation
- Bob Williams, Vice-Chairman – Economic Development Rep
- Angela Cameron - Main Street Representation
- Theresa Doan- Main Street Representation
- Edith Shelley - Visioning & Planning Representation
- Kim Isemann & Kenny Kane -Speedway & ISB Representation
- Jack White - Downtown Representation
- Naomi Weiss - Downtown Representation
- Harry Burney - Midtown Representation
- Corwin Lasenby - Midtown Representation
- John McGhee - Midtown Representation
- Hardy Smith - City Staff Representation
- Larry McKinney - Chamber of Commerce
- Carol Kilian - Resident & Marketing Professional
- Tim Stockman – Hotel & Tourism Industry Representation

City of Daytona Beach Staff Liaisons: Reed Berger, Jason Jeffries

The premise in this process was simple. Had the city engaged a consultant group to design these plans collect the data and execute the pilot, the city and our stakeholders would not have had a role in the selection of the consultant staff and would have exhausted far more funding then that provided to this initiative. These individuals gave of their time and talent to ensure that this process was transparent and effective.

1.2.2 Consultant Team Operational Function & Meetings: The Daytona Beach Marketing Consultant Team operated as consultants to the City of Daytona Beach CRA. Regularly scheduled meetings were held by the committee on Tuesdays at 3:30pm at the News-Journal Center. The group met in its entirety, as sub-committees and individuals as deemed necessary to achieve the goals and objectives set forth in this planning process.

In total, 21 meetings were held by the group from March 9 – November 9, 2010. In these meetings the team discussed the implementation of the process plan, planned public workshops, discussed results of public workshops, advised on pilot programs design and programming, assisted in planning and site selection as well as script review for Travel Channel Daytona Beach television program and reviewed/advised on overall plans for the pilot event, The American Music Festival.

As a part of the planning process, the Consultant Team hosted a series of public workshops to engage the general public, spoke to community groups, associations, businesses and other organized entities in the city.

1.2.3 Oversight Committee: This committee provided guidance, recommendations, evaluations and oversight to the operations and programs of the Daytona Beach Marketing Consultant Team. The members of this committee are leaders in the marketing industry and representatives from the city and the county. They have each provided independent input and review of the plans, marketing expenditures and progress of the consulting team efforts. The oversight committee met once per quarter during this planning process in public sessions that were attended by stakeholders, members of the consultant team and the press.

Oversight Committee Members

- Joshua A Wagner, County Councilman
- Rick Shiver, City Commissioner
- Roger Pynn, Marketing Professional
- Mike Panaggio, Marketing Professional
- Jay Regan, Marketing Professional

1.2.4 Oversight Committee Operational Function & Meetings: On a quarterly basis, the Daytona Beach Marketing Consultant Team held publicly noticed and advertised meetings with the Oversight Committee to ensure that the established goals and objectives were being met. At this quarterly meeting, the public and the press were welcomed to participate at specific public comment sections of the meeting.

The Oversight Committee held a total of 2 meetings at Daytona Beach City Hall throughout the six month process. During the first meeting on May 25th, 2010 the committee was introduced to the initial process plan, overall budget allocations for the campaigns as designed and given a comprehensive overview of the goals and plans as proposed. The committee's response was overwhelmingly positive and guidance was given as to the plan's implementation and process.

During the second meeting on August 17, 2010 the committee was updated on the progress made in the plan, the results of the public workshops, the plan for the pilot event, the trade marketing partnerships that had been generated and an overall budget report. The committee was impressed by the progress made, continued in support of the program and provided additional input for the process.

1.2.5 Oversight Committee Review: The following report was compiled by Commissioner Rick Shiver on behalf of the members of the oversight committee. Commissioner Shiver volunteered to represent the CRA and the City of Daytona Beach in this process. It has been approved by the members of the oversight committee in reference to the process, the plan and work completed by the Consultant Team.

Final Report & Committee Review

During the seven month period that this plan was being developed, the oversight committee met on two occasions. During these meeting, we were presented with the progress that was made as the consultant team built its operations and marketing strategies for both the internal and external campaigns as well as the experiential activation pilot program.

As volunteer members of the committee, our tasks were:

- Oversee the process, plans and implementations making sure they were within the boundaries of the Main Street Redevelopment Plan and CRA regulations.
- Providing any guidance that could benefit the marketing and process plan efforts of the team.

The city's redevelopment department was in attendance at these presentations and at no time expressed any concern as to any issues that would be in conflict with the redevelopment plan. It was clear to the Oversight Committee that due caution was taken to make sure the all process, programs and marketing projects were in compliance.

As the marketing efforts began developing, it was clear to the committee that the team was aggressive and extremely creative in their marketing efforts. The partnerships that were created, the balance marketing media utilized, the incredible leveraging of marketing funds and incredible quality of the work brought high praise from the oversight committee.

The oversight committee has determined that the efforts of the team were exceptional in all areas that were presented to the committee for consideration. The small amount of guidance we provided was implemented. We, as a group, were impressed with all efforts put forth. A small team did an incredible job and should be commended by the city for their marketing results.

Rick Shiver,
Daytona Beach City Commission

Joshua A. Wagner,
Volusia County Council

Mike Panaggio,
DME

Roger Pynn,
The Strategic Firm

Jay Reagan,
DME

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1.3 Public Process

The success of the process plan was heavily based on public participation. The public was invited to participate via various methods and through diverse initiatives that were designed to reach the highest number of stakeholders and pilot program participants as possible. Stakeholders were invited to participate via print, online, social media and direct mail campaigns. While results of public participation can be found in Section 7.0 Pilot Program Report, the following is an overview of how the public was engaged in the process and the efforts of this consultant team to ensure that the process was successful in generating the data necessary to produce the marketing program.

1.3.1 Public Workshops: Over the course of three weeks from May 10 – May 24 weekly workshop, each one specific to a redevelopment district. These workshops were called *Re:Focus Groups* and were designed to generate public participation and extract public sentiment of their individual redevelopment district’s potential brand and assets.

- **April 10, 6pm: Downtown Re:Focus** at the News-Journal Center
Attendees: 83
Panelists: Hyatt Brown, Fayn LeVeille, Cindy Ritzi, Jack White
- **May 17, 6pm: Midtown Re:Focus** at New Mt. Zion Baptist Church
Attendees: 92
Panelists: Dr. Jimmy Huger, Dr. Herbert Thompson, Ms. Cherry, John McGee III
- **May 24, 6pm: Main Street Re:Focus** at Peabody Auditorium
Attendees: 71
Panelists: Angela Cameron, Frank Heckman, Reed Berger

engaging the public
was the first step in
this successful
process

The workshops were moderated and facilitated by industry leader and professional facilitator Mr. Bob Kovacevich of the Avatar Company in Orlando. For each session, a panel of district stakeholders was assembled to engage their peers and neighbors in the process and share their perspective of the past, present and future of each district. Mr. Kovacevich followed the following format for each workshop:

- **Welcome & Program Overview:** *Mr. Kovacevich and team Chairman Manuel Borgia welcomed and explained to audience the format and goal of the evening session.*
- **Peer Panelist Perspective:** *At each session three panelists accompanied members of the consultant team. Each member represented a different perspective on the district in reference to the past, present and future of the specific district.*
- **SWOT (Strength, Weakness, Opportunities, Treats) Analysis:** *At each session the audience was engaged in a lively SWOT analysis where together the group explored the individuality of their redevelopment district.*
- **Stakeholder Survey:** *At the conclusion of each session, participants were asked to complete the survey, which was handed out to them, or to go online and complete the questionnaire.*

1.3.2 Internal Campaign Stakeholder Survey: The internal campaign stakeholder survey was designed by the consultant team with the guidance of the St. Louis consultancy The Jump Company, Mr. Kenny Kane Marketing Director of the Daytona International Speedway and oversight committee. Survey participants were guaranteed confidentiality in their responses and surveys.

The 16 question survey was designed to generate data required to recommend brand standards for each redevelopment district as a part of this report and plan.

The results of the survey are included in Section 6.0 as a part of the Pilot Program Report. As a part of the process overview, here are the questions that made up the survey:

- **Q1. Which district do you represent?**
 - A. Midtown, Downtown, Main Street
- **Q2. Which of the following best describes you?**
 - A. Resident, Business Owner, Employee, Student, Other
- **Q3. I am (age)?**
 - A. Under 18, 18-29, 30-49, 50-69, 70 or Older
- **Q4. What are the three most favorable things about your district?**
 - A. Short Form Answer
- **Q5. What are the three most challenging issues facing your district and your solution?**
 - A. Long form answer with space for problem and solution
- **Q6. If your district were a product, what would it be? (i.e. Motorcycle, Computer, Soft Drink, etc)**
 - A. Long form answer
- **Q7. Please indicate to which you agree with each of the statements about your district?**
 - A. Strongly Agree, Somewhat Agree, Agree, Somewhat Disagree, Strongly Disagree (options)

My District:

- Is a friendly and welcoming place
- Is a safe place
- Is a great place to live, work and play
- Is culturally diverse
- Serves the needs and interests of visitors
- Is a great place for business
- Benefits from the events and activities that occur in DB
- Takes part in the events and activities that occur in DB
- Is uncongested and easy to get around
- Has appropriate transportation services and parking
- Does not need renovation
- Is proud of what it has accomplished
- Has great parks and public facilities
- Has a rich historic heritage and presents well to the public
- Contributes greatly to our cultural arts
- Presents itself well to the public
- Knows how to attract the right kind of visitors
- Is on the right track in solving its challenging issues

**Over 1,000
Stakeholder
Surveys
were completed**

- ***Q8. My district is (provide your statement(s) in the space provided about how you view your district and how it interacts with the rest of the city?***
 - A. Long Form Answer
- ***Q9. What is your vision for your district in the future? Rate on a scale of 5 to 1 with 5= very favorable and 1= Very unfavorable***
 - A. Very Favorable, Somewhat Favorable, Favorable, Somewhat Unfavorable, Very Unfavorable (options)
 - My District should be:**
 - An area that invests in promoting its growth in tourism to attract visitors
 - An area which celebrates and values its diversity through programs, events, and activities such as festivals
 - An area that contributes to advance new or existing established major public events
 - An area with strong shopping and leisure facilities which attract residents and visitors
 - An area that invests in and promotes it's natural resources and green spaces
 - An area where people want to live and have exceptional residential experiences
 - An area where people want to work and grow a highly skilled and motivated workforce
 - An area for knowledge-based, creative industries, entrepreneurial activity and business growth'
 - An area of choice for business relocation's and start ups
 - An area where people play with entertainment amenities, cultural amenities, and social infrastructures
- ***Q10. What about Daytona Beach, and in particular your district, are you most proud of?***
 - A. Long Form Answer
- ***Q11. What is best kept secret about Daytona Beach and in particular your district that should be told?***
 - A. Long Form Answer
- ***Q12. What about Daytona Beach, and in particular you district, is different from the other Florida communities?***
 - A. Long Form Answer
- ***Q13. What do tourists most appreciate about Daytona Beach, and in particular your district?***
 - A. Long Form Answer
- ***Q14. What about Daytona Beach, and in particular your district, is most Inspiring?***
 - A. Long Form Answer
- ***Q15. Please use space to share any other information about your experience, impression, or comments about your district***
 - A. Long Form Answer
- ***Q16. Please provide a brief statement about your vision for the future of your district:***
 - A. Long Form Answer

1.3.2 External Campaign Attendee Survey: The external campaign attendee survey was designed by the consultant committee with the guidance of the St. Louis consultancy The Jump Company, Mr. Kenny Kane Marketing Director of the Daytona International Speedway and oversight committee. Survey participants were guaranteed confidentiality in their responses and surveys.

The 12 question survey was designed to generate data required to recommend brand standards for the Main Street Redevelopment District as a part of this report and plan. Only ticket holders for the American Music Festival that registered out-of-area zip codes were included in this survey.

The results of the survey are included in Section 6.0 as a part of the Pilot Program Report. As a part of the process overview, here are the questions that made up the survey:

- **Q1. How would you rate the overall event?**
A. *Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied*
- **Q2. How would you rate the overall event venues?**
A. *Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied*
- **Q3. How many events/concerts did you attend?**
A. *1, 2, 3, 4, 5, 6*
- **Q4. How many nights did you stay in Daytona Beach?**
A. *None, 1, 2, 3+*
- **Q5. How would you rate your overall Daytona Beach Experience?**
A. *Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied*
- **Q6. How would you rate the ease of traveling to and from Daytona Beach?**
A. *Very Easy, Somewhat Easy, Neutral, Somewhat Difficult, Very Difficult*
- **Q7. How long has it been since you were in Daytona Beach?**
A. *First time, Within last month, Within last 6 months, Within last year, Over a year ago*
- **Q8. Would you return to Daytona Beach in the near future?**
A. *Very likely, Somewhat likely, Neutral, Somewhat unlikely, Very unlikely*
- **Q9. Which of the following would most entice you to return to Daytona Beach?**
A. *Concerts & Entertainment, The Beach & Water Sports, Motorsport Racing Events, Motorcycle Events, Eco/Heritage Tours, Arts & Culture, Other, None*
- **Q10. Would you recommend Daytona Beach as a destination to a friend?**
A. *Very likely, Somewhat likely, Neutral, Somewhat unlikely, Very unlikely*
- **Q11. How did you hear about the event?**
A. *Newspaper, Television, Radio, Direct Mail, Magazine, Online, Social Media Site, Artist Fan Club, Other*
- **Q12. Which of the following statements best embodies the Daytona Beach you have experienced?**
A. *The World's Most Famous Beach, The Great American Destination, Way More than a Beach, Other*

2,352
Attendee
Surveys
were
submitted
from people
across
Florida
and 24 states

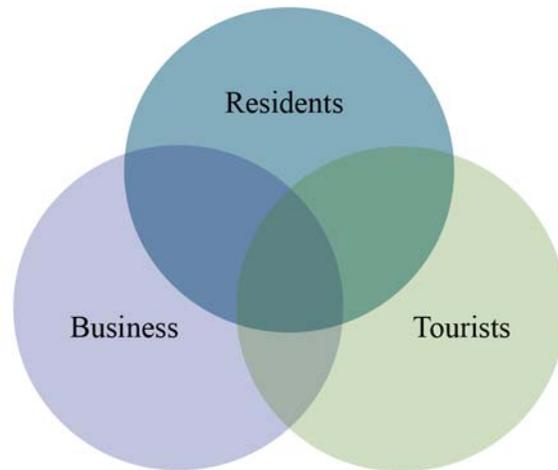
Established Team Goals

The Consulting Team Initiative Summary & Process Plan set forth a collection of goals that if achieved would result in the successful generation of data to produce a comprehensive report and marketing program for the redevelopment districts of the city. Those goals are restated below.

2.0 Team Goals

2.1 The Three Core Segments - The goals of the Daytona Beach Marketing Consultant Team were based on the central belief that in order to achieve a balanced and successful long-term marketing strategy, we must address the three core segments of our community. These three core segments held equal weight and priority and were considered at all times in this process. Those three core segments are: Residents, Businesses and Tourism.

These three core groups represent the stakeholders that stand to benefit from a successfully implemented marketing program. These constituents were all asked for their investment – both financial and intellectual - throughout the process. They will all be required to participate for the final implementation of any comprehensive marketing program that is generated by this report and plan.



2.2 Long-Term Goals- The goals of the Daytona Beach Marketing Consultant Team included but were not limited to the following:

- Design a comprehensive marketing, brand and product development plan for the City of Daytona Beach redevelopment districts.
- Set standards and infrastructure for brand management including promotions, advertising and special events.
- Build new marketing capacities with enhanced websites, collateral pieces and introduce technology that will improve the resident and visitor experience.
- Leverage CRA funds earmarked specifically for marketing to generate trade/donated marketing resources and media partnerships.
- Increase positive internal perception and quality of life initiatives for the residents and business owners of redevelopment areas.
- Encourage actual redevelopment and investment in infrastructure, beautification and enhancement of the redevelopment areas simultaneous to all marketing efforts and programs.

- Change product offerings and experiences in redevelopment districts by producing/partnering in the production of special events that positively impact the economic development of each district.
- Attract more and diverse tourists by providing new experiences/programmatic offerings.
- Attract private investment, develop industry, encourage small business and entrepreneurship with the goal of creating high skill, high wage jobs thereby promoting the overall prosperity of the city.
- Attract new potential residents with the goal of increasing owner occupancy over time.

In Section 6.0 Pilot Program Report we speak to how each of these goals was addressed, to what level of success they were achieved and subsequently how these goals can continue be reached is addressed in the marketing program plan.

3.0 Team Objectives:

- Test concepts for comprehensive marketing plan and branding via two pilot campaigns, internally and externally before end of 2010.
- Produce a showcase event utilizing the recommended standards set forth in this plan that will draw residents and tourists in the summer of 2010.
- Test new marketing capacities by launching new websites and designing collateral materials during the pilot program in the spring of 2010.
- Work with local, state and national media partners to generate a minimum of \$500,000 in donated marketing resources to launch pilot programs.
- Launch an internal pride campaign within the city and its redevelopment areas.
- Work with CRA, Redevelopment Boards and City Staff to encourage immediate public/private investment in infrastructure as well as innovative financial assistance programs for business/home owners in redevelopment district(s) simultaneous to new marketing program development in 2010.
- Highlight potential for new business opportunities by inviting prospective business owners to pilot showcase events within redevelopment districts via FAM (familiarization) tour model.
- Highlight potential real estate opportunities by inviting realtors and prospective homeowners to pilot showcase events within redevelopment districts

In Section 6.0 Pilot Program Report we speak to how each of these objectives was addressed, to what level of success they were achieved and subsequently how these objectives can continue be reached is addressed in the marketing program plan.

4.0 The Process Plan

4.1 Overview

4.1.1 **Overview of the Process Plan:** This document was a comprehensive overview outlining the process which was undertaken to develop this report and marketing program for the redevelopment districts of the City of Daytona Beach. It was an extension of the Executive Summary and Overview presented to the CRA on January 20th, 2010. In this document it was our goal to provide insight and detail into the process that was followed to achieve the creation of a comprehensive marketing program.

The process that was outlined included many of the traditional practices employed in the design of a marketing plan. In addition to those a series of experiential opportunities to test our messages, hypothesis and generate market-driven initiatives that yielded positive results. The practices that were employed included, but were not limited to:

- Conducting a SWOT (Strengths, Weakness, Opportunities and Threats) analysis for each of the redevelopment districts as a destination for residents, businesses and tourists.
- Identifying who the potential resident, tourist and business prospect is for each redevelopment district and determine their income levels, social interests, cultural activities, ideal living environments, psychological mindsets, family situations, age ranges, tastes, etc.
- Identifying the unique assets of each of the redevelopment districts and how those particular features can be used in marketing/activating that area advantageously.
- Identifying what the competition for each of the redevelopment districts is with consideration to corporate, economic or social trends that may affect the future of that particular district.
- Identifying the needs or wants of current constituents in each redevelopment district.
- Providing experiential research opportunities for residents, visitors and businesses to provide feedback to tested programs, products and messages in each of the redevelopment districts.

Throughout this process, the team used three perspectives when employing these practices. We studied them from an internal/residential perspective, external/tourism perspective and economic/business perspective to ensure that the initiatives that are recommended as a part of the marketing program truly generate stakeholder driven programs for tangible redevelopment and improvement to the area.

These practices were implemented in public workshops, through electronic surveys made available online, through focus groups as well as during the experiential programming. Additionally, the consulting team sought out and studied existing data that is current and relevant to the mission, which was produced by other groups or agencies in our community.

Comprehensive
market
research to
build
stakeholder
driven
initiatives

4.1.2 Building Individual Redevelopment District Brands

As a portion of our initiative, this consulting team sought to generate complimentary brands for each of the redevelopment districts. Now that the data collection and analysis is complete, we have established the brand guidelines and individual assets by which a brand can be generated for each district. If the report and marketing program are accepted and implemented by the city, these brands can be designed with the elements generated through this process. Several options have been prepared for testing within each district based on the data collected and public participation.

The collection of brands that will be generated through this process should build on each other, resulting in a new brand for the entire city. By developing nodes within our city for residents and tourists, we will empower our role in the region and build individual identities for each redevelopment district. This concept of nodes directly addresses the need to maintain an emphasis on the redevelopment districts, building mini-brands and identities for each of the districts – each with unique cultural, economic and development components that will be used to increase stakeholder pride as well as tourism to these areas. Cities such as New York have very successfully implemented the concept of “boroughs” (i.e. Soho, Midtown, Uptown) all of which have individual identities that complement the overall brand of the city. Through this model, we will work with stakeholders within the communities, potentially forming sub-committees that will work in collection with the group to build ancillary campaigns for marketing and redevelopment in the communities.

The tourism impact of these nodes will increase due to the multiplication of opportunities for the visitor. Each visitor must leave Daytona Beach with the feeling that there was not enough time to see and do all of the things offered, thereby creating an incentive/desire to return. The team will study and design those engines that will result in repeat visitation. Tourism can be promoted also by flagship projects and special events designed to usher in waves of visitors during historically down destination occupancy.

4.1.3 The Timeline

The following timeline has only varied slightly from the originally slated schedule for the progression of this process. The consulting team worked diligently to stay on this very aggressive time frame to collect data, test product/messaging and produce a comprehensive plan as proposed below.

Phase I: January –February 2010

Initial team confirmation and committee formation, marketing plan overview, initial brand standards recommendation, pilot campaign designs.

Phase II: March – June 2010

Internal and tourist pilot promotion, SWOT analysis, initial public workshops, data research, pilot showcase event planning.

Phase III: June – September 2010

Pilot showcase event production, experiential data collection and compilation. Summer Pilot showcase event scheduled with a kick-off June 26 and will be culminated on September 5th 2010.

Phase IV: September –October 2010

Draft of Comprehensive Marketing Plan produced for committee review.

Phase V: October-November 2010

Comprehensive Report and marketing program presented to CRA

5.0 CRA Promotional Funding Stipulations & Acknowledgements

5.1 Use of CRA funds in promotions

The Marketing Consultant Team still believes that CRA funds can be appropriately and effectively used in the redevelopment process through promotions of targeted special events. These targeted events must showcase the strategic market position and highlight the key assets, resources and political action of the redevelopment area. These funds should never supersede the amount of funding available for actual capital, infrastructure and incentive program funding but a small percentage should remain available as a method of promoting the activation redevelopment districts with activities, programs and by generating awareness. Because these CRA funds are restricted to marketing and promotional initiatives of activities within a specific redevelopment district, the CRA will have to continue to seek partnerships such as the one achieved in this process with organizations that have the capacity to actually produce the programs that will be marketed with these funds.

When reviewing this report and implementing any marketing programs and recommended special event standards, it must be understood that funding from a redevelopment district must be used for the direct benefit of that redevelopment district. While the goals of this plan included the creation of complimentary programs, advertising and a large special event, we would like to stress that at no time were funds from one district used to benefit or activate another.

It is our hope that the CRA and the Redevelopment Office of the City of Daytona Beach will continue to support efforts to promote the activation of redevelopment districts in future projects with CRA funding. As is reflected in Section 6.0 the Pilot Program Report, this initiative was a tremendous success in achieving the goals and objectives set forth in this plan.

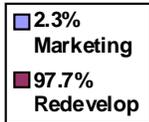
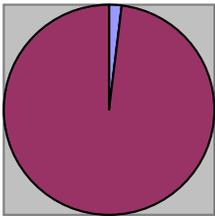
5.1.1 CRA Promotional Budgets 2007-2010

The CRA had established budgets for 2007-2010 each which had earmarked a certain percentage of funds available from the total CRA available funds. This process was not about *if* marketing dollars were going to be spent, but *how* they were invested. The levels at which marketing has been funded by any district did not in any case exceed 4% of the available funds, resulting in a minimum of 96% of funds remaining available for the non-marketing redevelopment process.

It is important to recognize that these funds have historically been expended for local events produced by local agencies and event companies that have not yielded the impact that this project has already achieved, have not documented comprehensive results as have been done in this report, or provided guidance as to the future marketing for any redevelopment district. It was the will of the CRA and city staff to ensure that this initiative set a new direction and standard for the expenditure of CRA funds in promotion. That new direction has resulted in the creation of this report, plan and most importantly event standards and planning process that should be adopted by the city to ensure that CRA fund investments will yield highest possible return for the community.

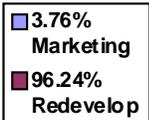
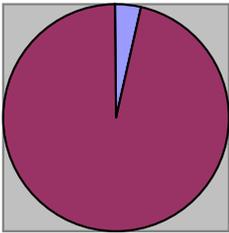
As a historical reference, the actual budgeted dollars for 2007-2010 that has been disbursed to these entities in the past is:

Downtown CRA Funds 2010 – TIF Revenues \$1,522,194 (excludes capital reserve and other)



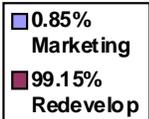
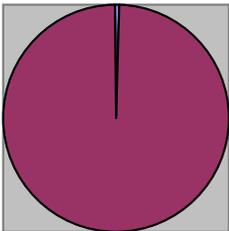
2007-08 = \$20,000 (Event Promotion) \$9,000 (Non-Event Ad)
 2008-09 = \$15,000 (Event Promotion) \$6,500 (Non-Event Ad)
 2009-10 = \$30,000 (Event Promotion) \$5,000 (Non-Event Ad)

Main Street CRA Funds 2010 – TIF Revenues \$6,113,237 (excludes capital reserve and other)



2007-08 = \$120,000 (Event Promotion) \$0 (Non-Event Ad)
 2008-09 = \$150,000 (Event Promotion) \$0 (Non-Event Ad)
 2009-10 = \$200,000 (Event Promotion) \$30,000 (Non-Event Ad)

Midtown CRA Funds 2010 – TIF Revenues \$946,526 (excludes capital reserve and other revenue)



2007-08 = \$8,000 (Event Promotion) \$0 (Non-Event Ad)
 2008-09 = \$8,000 (Event Promotion) \$0 (Non-Event Ad)
 2009-10 = \$8,000 (Event Promotion) \$0 (Non-Event Ad)

This completed process plan, pilot showcase and subsequent marketing program have set the tone, standards and measurable objectives that will now serve as the guide to how these marketing dollars can best be leveraged to generate actual redevelopment and comprehensive marketing of the individual districts. These standards should be immediately adopted by the city and CRA to ensure maximum ROI on all CRA funds invested in promotion.

6.0 Pilot Program Report

6.1 Campaign Overviews

The strategy employed by the Consultant Team was one that has been tried, tested and commonly used by corporations and marketing teams across the world. We sought to design a marketing program based on defining a product, establishing a series of brand standards, producing a prototype(s), seeking public input and yielding market-driven results that are based on experiential research. These methods and best practices have ultimately resulted in successful product launches and strategic marketing programs.

In order to achieve our goals in this process we established the need for two campaign initiatives. As a part of the process of creating this report and marketing program, we launched these two initial campaigns to test the hypothesis set forth in the individual campaign overviews presented as a part of the Consulting Team Initiative Summary & Process Plan.

Both campaigns were tested simultaneously via an experiential program that was produced as a part of the special events partnerships set forth in this plan. The process was guided by the Consultant Team, Oversight Committee and implemented by the Community Cultural Foundation.

6.1.1 Pilot Internal Campaign Overview



In order of priority, the notion of internal marketing was recognized as the first critical step in building a city brand and brands for the redevelopment districts. As was recognized in the process plan, building pride and ownership of our community was a critical goal of this process and the success of any future marketing programs. Our research has demonstrated that on a national level successful these types of projects empower residents, in this way becoming an internal marketing force itself that promotes local redevelopment. Internal marketing was also used as a determining factor in finding out how the residents of a city perceive their quality of life. When we temporarily increased the quality of life via the pilot program, we increased the ownership by those inhabiting the city and build an internal marketing infrastructure that cannot be purchased or placed by an advertising agency.

The brand of a city is not a tagline, but it is the summary of the beliefs, ideas and impressions that its inhabitants and leaders have for it; therefore, it is of critical importance that internally we understand who we are. The internal campaign was entirely based on finding out who the residents of each redevelopment district believed their district to be. This campaign incorporated the three core segments set forth in the process plan. Residents, businesses and tourists' internal interaction and experiences within the city and its redevelopment districts were taken into consideration.

The "*I am Daytona Beach*" campaign was launched in April 2010 and is ongoing. Unlike the pilot external campaign efforts, this campaign does not have a defined end date. This report simply concludes the first phase of this initiative which needs to be continued in order to fulfill the mission of rebranding and redevelopment.

6.1.2 Pilot External Campaign Overview

The notion of external marketing is important and tied into future economic development opportunities, new resident attraction and continued growth of our largest industry: tourism. External marketing is a determining factor in the way in which the rest of the world perceives our city when considering a move for business or residence as well as leisure visiting. Daytona Beach already enjoyed many advantages that made this process and the successful implementation of a new image attainable. Through the marketing for the American Music Festival and critically acclaimed Travel Channel program, “*The Great American Destination*” external campaign was launched on June 5, 2010.

Like the internal campaign, this initiative also incorporated the three core segments set forth in the process plan. Residents, businesses and tourists’ external perceptions and understanding of the city and its redevelopment districts were collected. With an emphasis specifically on the Main Street Redevelopment Area, the campaign was designed to present a renewed image for the district, invite people to rediscover it and showcase its existing assets through experiential activation.

The activation was produced in two segments, the June 26th American Music Festival Kick-Off and the Labor Day Weekend September 2-5 American Music Festival. Both of these activations were complimented by comprehensive marketing campaigns that positioned the destination as one of the focal points of the experiential program. Daytona Beach was as important as the artist or event being presented and the marketing was produced in that manner. These campaigns stretched across the State of Florida generating millions of impressions and yielding a new and heightened level of awareness for the destination.

The campaign was designed to reach diverse audiences both in its execution and by offering diverse programming opportunities, ensuring that audiences of every demographic were engaged in the process. This goal played a central role in the selection of programming for the experiential activation. By attracting the most diverse audience possible from the largest radius possible, we would be able to get the most comprehensive data through the Pilot Program Attendee Survey. Results of this survey can be found in Section 6.9.

In addition to reaching concertgoers and tourists, the campaign reached out to potential business investors, site selectors and economic developers who were invited to the community during the experiential activation to get a first hand look at the development of the redevelopment district and its proposed e-zone. This Familiarization Tour was conducted from September 2-4, 2010 during the experiential activation of the American Music Festival. Not only did the External Campaign present Daytona Beach in a new light, it generated tangible economic impact that was beneficial to the businesses of the Main Street Redevelopment District. The success of the campaign can be found in the results of both the rebranding and reinvigoration of the district, activating it for the first time as is proposed in plans for the e-zone.

6.1.3 Pilot Campaign Budget Overview

The Daytona Beach Marketing Consultant Team prepared the following budget overview for the two proposed pilot campaigns. These budgets included both the portions funded by the CRA as well as projections for trade/in-kind contributions to the pilot program.

Proposed Budget

Internal Campaign	Cash Budget	In-Kind Budget	Total
Advertising	\$10,000	\$50,000	\$60,000
Printing & Design	\$5,000	\$2,500	\$7,500
Professional Services	\$10,000	\$10,000	\$20,000
Sub - Total	\$25,000	\$62,500	\$87,500

External Campaign	Cash Budget	In-Kind Budget	Total
Advertising	\$112,500	\$500,000	\$612,500
Printing & Design	\$10,000	\$25,000	\$35,000
Professional Services	\$2,500	\$10,000	\$12,500
Sub - Total	\$125,000	\$535,000	\$660,000

Total Pilot Marketing Budget	\$150,000	\$597,500	\$747,500
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In this budget there were three line items that are associated with marketing expenses: Advertising, Printing and Professional Services. Advertising expenses include traditional forms of media such as television, radio, print and online. Printing costs were for collateral pieces directly tied to each of the campaigns and Professional Services are those fees associated with website and content design. In this budget we set goals to leverage actual cash totaling \$150,000 to generate a campaign valued at \$747,500 through trade/ in-kind media partnerships.

Actual Budget Overview

Internal Campaign	Cash Budget	In-Kind Budget	Total
Advertising	\$10,000	\$65,000	\$75,000
Printing & Design	\$5,000	\$2,500	\$7,500
Professional Services	\$10,000	\$24,500	\$34,500
Sub - Total	\$25,000	\$92,000	\$117,000

External Campaign	Cash Budget	In-Kind Budget	Total
Advertising	\$115,000	\$882,500	\$997,500
Printing & Design	\$10,000	\$12,500	\$22,500
Professional Services	\$0	\$25,000	\$25,000
Sub - Total	\$125,000	\$920,000	\$1,045,000

Total Pilot Marketing Budget	\$150,000	\$1,012,000	\$1,162,000
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The Internal campaign generated 33% and External Campaign generated 55% additional in-kind/trade support then originally budgeted without expending additional CRA funds. CRA funds were leveraged to generate over a 700% return on their investment.

6.2 Partnerships

Due to the nature of CRA funding, the limited resources and capacities required to produce and execute this marketing process, and to implement the long-term plan, the consulting team has established that partnerships are critical to the success of this program. This section is designed to highlight some of the many cornerstone partners that made substantial contributions to this initiative.

There are many types of partnerships that were explored as we implemented the process plan, experiential activation and created this report and marketing program. Organizations of all types, both for-profit and not-for-profit groups as well as government agencies were engaged in the program. It was our goal to generate the infrastructure by which all of these groups can participate in the redevelopment process as it pertains to marketing.

Because of the limitations on how funds could have been spent, many of these partnerships were for goods, services and programs that enhanced the experiential activation. These partners made investments of time, products and financial resources that made this report, experiential activation and marketing program possible.

A critical component of this process was the investment by corporate and media partners. The Consultant Team worked with the Community Cultural Foundation and developed a model for sponsorship and in-kind contributions generated by leveraging the limited CRA funds to maximize potential program/product produced. Here is an overview of the partnerships that were forged to produce this report and marketing programs.

6.2.1 Agency & Association Partnerships

The Consultant Team worked with local agencies and associations that represent residential, economic and tourism interests in the production and implementation of this plan.

For tourism initiatives, groups such as the Daytona Beach Area Convention & Visitors Bureau and Daytona Beach Regional Chamber Hotel Council were consulted and provided marketing support and historical data. Many of these groups had a great deal of research that had already been conducted and was studied as a part of this process. It is our goal that these groups will ultimately adopt the messages, marketing and brand program created for the city and its redevelopment districts. For residential initiatives neighborhood associations presentations were made to numerous neighborhood associations as well as the Bellaire Community group and numerous other neighborhood associations as well as being the topic of a Daytona Beach Partnership Town Hall Meeting. Additionally, presentations were made to the Halifax Area Civic League and Executive Committee who provided their support of the process and plan.

Cornerstone Partner: The Daytona Beach Regional Chamber

For economic initiatives, The Daytona Regional Chamber of Commerce took a led role in the process as a partner. Through their support and the work of Larry McKinney, Dr. Bob Williams, Naomi Weiss and Lynn Dehlinger the Daytona Beach AMF/E-zone Familiarization Tour was successfully planned and executed. Presentations were also made to the Daytona Beach Regional Chamber Hotel and Restaurant Councils.

6.2.2 Special Event Partnership

Due to the nature of CRA fund-use limitations, the Consultant Team worked with the non-profit 501©3 Community Cultural Foundation to produce the experiential activation components of the process plan. The Community Cultural Foundation worked closely with the Consultant Team and Daytona Beach city staff, following established special event application and permitting processes.

Cornerstone Partner: The City of Daytona Beach

This partnership allowed the city and the Main Street Redevelopment Area to leverage their investment and yield greater results and programming than if the city produced these events independently. Through the process of planning this event, new city codes and policies were enacted by the city administration in regards to venue capacities, sales of alcohol and concessions as well as use of boardwalk area spaces. Since an event of this magnitude had never been produced in the district, these policies were set in place to ensure audience safety maximum economic impact to local businesses. While some of these policies did impact the planning and execution of the events initially, producers quickly adjusted their plans and remained committed to fulfilling the promise of producing the events as described in the approved process plan.

An extremely beneficial protocol that was generated by planning this event and through this partnership were new full city staff meetings that streamlined the process for the event producer by having all department decision makers working simultaneously. This protocol helped to inform both producer and city departments to the requirements of large-scale event production resulting in more effective and successful event execution.

In the production of the experiential activation programs, the partners abided by the event standards set forth in the process plan and used these program as a way of designing new and final recommendations for CRA funded event standards.

This partnership yielded the successful production of both American Music Festival events. At the conclusion of each event, both city officials and producers were complimentary of the process and the product delivered by all involved. Because of this critical partnership, the events were produced without incident, setting the standard for activation of the e-zone and Main Street Redevelopment District.

6.2.3 Corporate Partnerships

Due to the limited use and amount of CRA funds, the Consultant Team worked with local corporate partners to provide a value-based program of sponsorship for the experiential activation occurring within the redevelopment district.

This was achieved by inviting community corporate stakeholders to invest financial resources in the rebranding and marketing initiatives of our community. The goal was to share the burden with the producing partners, CRA contributions and other sources of funding used to underwrite the actual production of the program. These corporations d

tangible return on investments much like a sponsor of a special event does with logo placement, shared messaging and other marketing components that were activated.

Corporate partnerships for this project ranged from cash investments to trade of goods or services and in-kind support for the production of experiential activation programs. Media partnerships played such a major role in the success of this initiative that they have been given their own overview in this report.

Cornerstone Partner: Wal-Mart

Of the many significant corporate partnerships specifically engaged in this process, one of the most important was the partnership with the world's largest retailer, Wal-Mart. Wal-Mart contributed financially to the experiential activation but also played a key role in bringing the messaging and essence of the program to their large audiences. Each store (3 total) in the Greater Daytona Beach area dedicated approximately 1,000 sq. ft. of retail space that was themed with "The Great American Destination" and featured merchandise from the experiential activation pilot program, The American Music Festival. Tens of thousands visited this space where the themes and concepts of this program and process plan were brought to life in a retail environment. As a part of the initiative, tickets for the pilot program were sold in stores, music by festival artists was highlighted on flat-screen TVs and members of the Daytona Beach News-Journal staff introduced shoppers to the activation pilot program happening in the Main Street Redevelopment Area. In addition to a financial contribution to this pilot marketing initiative, Wal-Mart funded the production of AMF branded merchandise for their stores. This merchandise not only generated revenue for this local merchant, but also disseminated the brand locally within the community and outside the area as a keep-sake for tourists coming for the event. For over two weeks, shoppers were engaged directly, introduced to the brand and through this corporate collaboration reintroduced to the Main Street Redevelopment Area. An innovative and monumental partnership, this is one of the many examples of how CRA funds were creatively leveraged to build value, generate awareness and promote redevelopment.

Cornerstone Partners: Main Street Area Hotels

The tourism and hotel industry also played an integral role as a corporate partner in the process. It was the goal of this initiative to activate the Main Street Redevelopment Area specifically and for that purpose; special partnerships were established with the hotel properties in that established region. Through pre-event marketing, special rates, financial contributions to the production of the Travel Channel television show and donation of rooms for the artist use during the festival, The Hilton Daytona Beach Oceanfront Resort, The Plaza Resort & Spa and Wyndham Resort were all cornerstone partners in this process. These three partner properties all experienced tangible benefits of this partnership, resulting in increases occupancy from previous Labor Day Weekends, increased sales of food and beverage and increases exposure in the marketplace through integrated marketing efforts.

Additional corporate partners involved in the process included Florida Hospital Memorial Medical Center, Suntrust Bank, Halifax Health Carrabba's Italian Grill, Pepsi, Command Medical Products, Daytona Beverages, Florida Power & Light, The Marriot Courtyard & Residence Inn and American Signature Furniture along with producing partner Daytona State College.

6.2.4 Media Partnerships

The most critical of the partnership categories, marketing partners played the central role in the success of this process. Due to the limited amount of funding available for marketing purposes within the redevelopment districts, the Consultant Team worked with media companies to leverage cash purchasing capacity with the donation of trade/in-kind advertising.

Much like corporate partners, we reached out to media partners across the state to build an arsenal of trade advertising to complement our ability to purchase. These partnerships allowed us to leverage up to a 500% increase in our purchasing power by negotiating trade advertising. These media partners received tangible return on investments much like a sponsor of a special event did with logo placement, shared messaging and other marketing components that were be activated. Tangible partnerships with many of these companies willing to invest their resources as a part of an overall redevelopment district marketing program, already existed with The Community Cultural Foundation. This capacity to leverage CRA funds through pre-existing partnerships allowed all parties to gain the maximum benefit from the process.

The two originally designed marketing campaigns, internal and external, consisted of three major segments. The Internal Campaign stood alone and the external campaign was divided into these two segments: The Destination Campaign and The American Music Festival Kick-Off and Labor Day projects.

Cornerstone Partners: Internal Campaign

The internal campaign featured many components and partners but was supported by three cornerstone partners that truly brought it to life. These partners invested time and advertising space as well as creative talents to launch the "I am Daytona Beach" campaign.

The Daytona Beach News-Journal: Providing trade/in-kind space for the printed "I am Daytona Beach" advertising campaign which ran constantly from April – September 2010. Over 30 front page banners and quarter page ads were featured in the local and main sections of the daily paper. Providing outstanding presence, the News-Journal took a lead role in promoting this initiative with minimal investment of CRA funds.

Bright House Networks: Has pledged to provide the air time in the Daytona Beach market and across Central Florida to showcase the "I am Daytona Beach" commercials. The pledge made is to match dollar for dollar of exposure of the internal campaign with in-kind advertising across their many networks.

Many other partners participated in the internal campaign including, Zgraph, Independent Printing, Think Downtown Magazine, The City of Daytona Beach as well as community groups that helped spread the message via social media and grassroots efforts.

Cornerstone Partners: Destination Campaign

The destination campaign greatly evolved as the planning and implementation began. Many partners participated in the design, creative concept and production of the efforts. The campaign was centered on reintroducing Daytona Beach as “The Great American Destination” to the largest audience possible. These are some of the cornerstone partners that made this possible.

The Bonnier Corporation: One of the largest magazine publishers and multi-media companies in the country, the Bonnier Corporation was a critical partner in the destination campaign. Through their publication, Florida Travel + Life this destination campaign came to life in ways initially unimagined.

The first project was the production of a new television show, Florida Travel + Life Affordable Luxury. This new 30 minute series premiered on the Travel Channel to a nationwide audience on June 5th, 2010. It was the goal of the Consultant Team to ensure that the first episode feature Daytona Beach, positioned as The Great American Destination. In order to achieve this, the team reached out to local partners to generate funding needed to launch the program. Over \$80,000 in cash was raised by leveraging a segment sponsorship with CRA funds of \$17,000 enabling the consulting team to ensure that Daytona Beach would be the first destination featured. Local private sector corporate sponsors, titled Presenting Partners, provided the majority of the funding. Three days of filming with two camera crews resulted in the successful creation of the program which has now aired on the Travel Channel, Discovery HD Theater and Sun Sports Network a total of over 30 times.

In the pages of Bonnier’s Florida Travel + Life Magazine, advertisements for the television program and events held premium positions and were accompanied by extensive editorial coverage of the destination.

Travel Channel Program Presenting Partners: In order to ensure that Daytona Beach would be the first featured destination and cover production costs of television program, CRA funds were leveraged to generate the over \$80,000 of expenses to produce the program. Presenting partners American Express and Visit Florida were joined by The Hilton Daytona Beach Oceanfront Resort, The Plaza Resort & Spa, The Shores Resort & Spa, Daytona Lagoon, Daytona Parasail and The Community Cultural Foundation to make up the contributing producers for the program.

**Daytona Beach was
the first destination
featured on new
television program**



Cornerstone Partners: AMF Kick-Off & Labor Day Weekend

The promotion of the American Music Festival events was supported by an incredible list of media partners that stretched across the state. The following is a brief overview of the cornerstone partnerships that launched and sustained the multi-media campaign to promote the destination and experiential activation.

The Daytona Beach News-Journal: Providing trade/in-kind space for advertising promoting the American Music Festival, extensive editorial Festival coverage, prominent online presence on their websites and financial investment as a presenting sponsor.

Bright House Networks: Providing extensive trade/in-kind space for advertising promoting the American Music Festival in a five county area on major networks across the market and financial investment as a presenting sponsor.

Black Crow Media: Providing extensive trade/in-kind space for advertising promoting the American Music Festival via all 4 of their radio stations in the market and prominent online presence on their websites.

CBS Radio: Providing extensive trade/in-kind space for advertising promoting the American Music Festival via all of their radio stations in the market, stretching 4 counties on 3 networks, reaching diverse audiences through prominent online presence on their websites.

COX Radio: Providing extensive trade/in-kind space for advertising promoting the American Music Festival via all of their radio stations in the market, stretching 2 counties on 4 networks, reaching diverse audiences through prominent online presence on their websites.

Hometown News: Providing trade/in-kind space for advertising promoting the American Music Festival in every weekly edition throughout their 7 county market, featuring extensive editorial Festival coverage and online presence on their websites.

Lamar Outdoor: Providing trade/in-kind space for advertising promoting the American Music Festival on billboards throughout Central Florida.

While a complete list of participating and contributing media partners is available in the External Campaign detail in Section 6.5, the above listed partners invested substantial resources and energy in the promotion of the destination and experiential activation during the American Music Festival events. These partnerships will be critical in any continued marketing program that is implemented and the Consulting Team recommends the continued development of these very effective relationships. In total the \$125,000 dollars of CRA “marketing” dollars were leveraged and generating over \$1,045,000 dollars of advertising and market positioning awareness for the Main Street Redevelopment Area.

6.3 Internal Campaign Detail

The following report is a detailed look into the Internal Campaign that was conducted by the Marketing Consultant Team from March 2010-September 2010. The report addresses the goals and objectives set forth in the approved Marketing Consulting Team Initiative Summary & Process Plan and provides a detailed analysis of the data generated through that process. \$25,000 in committed CRA funds created an interactive website for the three redevelopment areas which is still active, generated over \$80,000 in advertising value, hosted three professionally facilitated public workshops and resulted in this comprehensive report containing valuable data from over 1,000 redevelopment stakeholder surveys from Daytona Beach Residents.

6.3.1 Objective

The objective of the pilot internal campaign was to engage, educate and empower our local residents and stakeholders in the process of designing a new brand for the redevelopment districts and the city.

This pilot internal campaign featured local residents and stakeholders encouraging their peers to get involved and “celebrate the city” as we gathered the data necessary to design a new identity for the redevelopment districts and the overall community. This internal campaign was tied directly with the proposed external campaign and all culminated at the experiential pilot showcase.

Through the process that was undertaken by the Marketing Consultant Team and the campaign launched, we are confident that this objective was met.

6.3.2 Audience & Target Market(s)

The target audience for this campaign was all stakeholders, business leaders and residents of Daytona Beach and its redevelopment districts. Additionally, this campaign sent an important message to surrounding communities and their residents that we are engaging in this process which was covered extensively by the press. By studying the results of our stakeholder survey and participation by of large numbers of business leaders and residents from across the community, we can confirm that the target audience was reached and engaged in the process.

Results of the Stakeholder Survey show that the demographic make up of the largest population reached by this campaign were the residents of the Main Street Redevelopment Area between the ages of 50-69. Since the emphasis of this campaign was based largely on the Main Street Redevelopment Area, this confirms the success in reaching that audience. Large segments of Downtown and Midtown were also reached with substantial responses from those areas as is presented in Section 6.4.

This process was designed to reach the largest possible audiences of stakeholders in the redevelopment areas. The Marketing Consultant Team is confident that this objective was met and the data generated is representative of the diverse people that make up each redevelopment district and the City of Daytona Beach.

6.3.3 Product Development

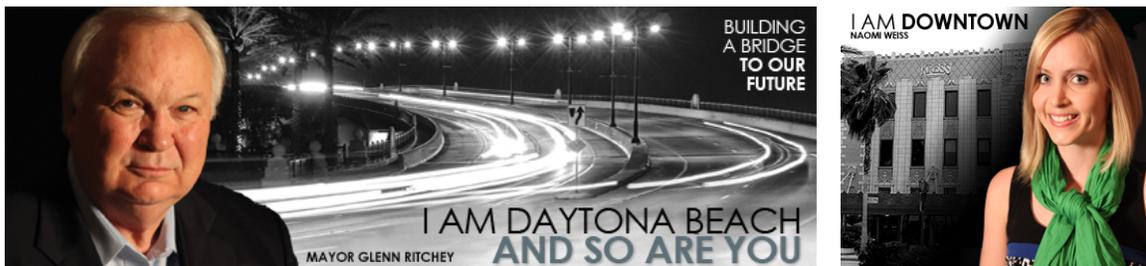
The goal of the internal campaign was to inspire pride in the community and empower residents and stakeholders to celebrate the city. The product that was developed through this campaign was both an intangible sense of pride and awareness as well as the critical stakeholder data that was used in the ultimate design of each redevelopment district brand program.

6.3.4 Campaign Design Concept

The messaging for the pilot internal campaign was designed to inspire ownership of our community and demands a call to action from residents and stakeholders.

“I am Daytona Beach...and so are you” campaign was introduced through a 4-month print campaign featuring people from diverse socio and economic representations of our community. A television and radio campaign was designed to perpetuate the campaign after the report and marketing programs were created. All of the pre-production required to launch this post-planning process campaign have been completed with television and audio production already completed.

This campaign celebrated the diversity of our community’s redevelopment districts and highlighted not only the different types of people but recognizable landmarks in each area. The design of the campaign featured the photographs of residents and business/community leaders influential in each district. The person in the photograph was captured in color while the image of the district was presented in black and white. The vision behind this design concept was to emphasize that the truly bright things in our community are the people that work to make a difference, not just buildings or landmarks. It was meant to be crisp, clean and contemporary allowing the message to be the driving force. This design concept was translated to every aspect of the campaign, from collaterals to the website and was carried through consistently for the entirety of the campaign.



These messages on all campaign designed concluded with the subject addressing the community and asking them to visit the campaign website to provide feedback and become a part of the process.

The messaging, as well as the look and feel of the campaign, was accepted well by those engaged in the process. It is the recommendation of the Marketing Consulting Team that the campaign be extended beyond the initial pilot program. This will be measured as a part of the data collection. Future plans and recommendations for this campaign are presented in Section 8.0 Marketing Programs.

6.3.5 Media Mix & Partnerships

For the pilot internal campaign we sought local media partnerships to spread the message via a diverse collection of outlets across the city. Marketing partnerships were critical to the success of this initiative. The ability to leverage purchased advertising for trade advertising was one of the single most important aspects of our marketing program. It is our goal to generate a 3.5:1 trade ratio, or \$3.50 in free advertising for every \$1 paid in local marketing partnerships. With a cash budget of \$25,000 for 2010, our goal was to reach an approximate total of \$87,500 in trade advertising for this program. We are proud to report that a total of \$92,000 in trade advertising/services was generated for this program. At the request of the partners, the individual trade amounts will not be disclosed as it is considered sensitive information in their negotiations of sponsorships.

Partners that were engaged included:

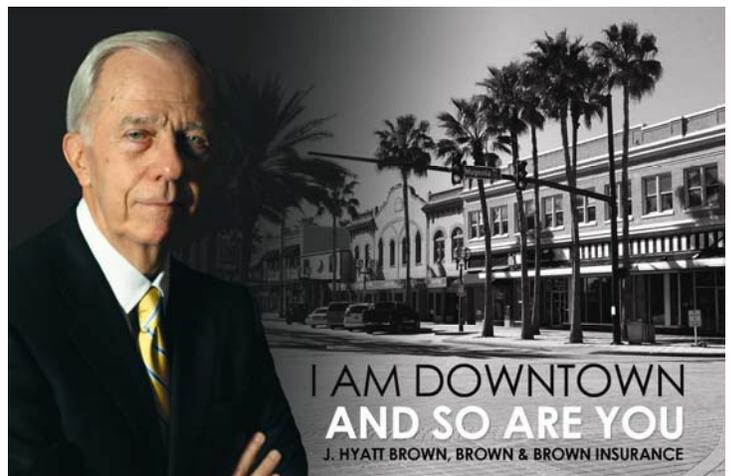
- The Daytona Beach News-Journal: *Print & Online*
- Bright House Networks: *Television*
- Black Crow Media: *Radio & Online*
- Lamar Outdoor Media: *Outdoor Media*
- WDSC: *Television*
- Daytona State College: *Photography*
- Think Downtown Magazine: *Print*
- Zgraph: *Online & Website*

6.3.6 Publications & Collaterals

The Marketing Consultant Team designed, produced and distributed a collection of publication and collateral pieces to support this campaign. Each high-quality designed piece will provide information to people with all levels of knowledge and understanding regarding the redevelopment districts.

The central goal of these pieces was to engage the community in the process and request their input in the design of the campaign for the redevelopment districts. All of these publications led readers to our campaign specific website with the goal of seeking their input in the process and collect stakeholder data to be used in this report and marketing programs.

These collateral pieces and invitations for participation were designed for each redevelopment district and personalized by a prominent member of that community. They were direct mailed to the households and business in these districts by Daytona Beach City marketing staff. In total XX pieces were produced and distributed in the efforts of the Internal Campaign.



6.3.7 Publications E-Communications & Website(s)

To support the “*I am Daytona Beach*” campaign, a new website was designed as the focal point of the entire initiative. This website served as the information portal for the Daytona Beach Marketing Consultant Team.

The domain name - *OurDaytonaBeach.com* – was purchased, the site designed and launched for these purposes by Downtown Daytona Beach firm Zgraph. This website contained information about the marketing campaign as well as tell the story of the city from a residential, economic and tourist destination. This site has a portal for public input in the campaign and had access to the Stakeholder Survey.

To segment for each of the redevelopment districts, three sections were designed for the site. Each of these sections contained information specific to the redevelopment district that it pertained to.

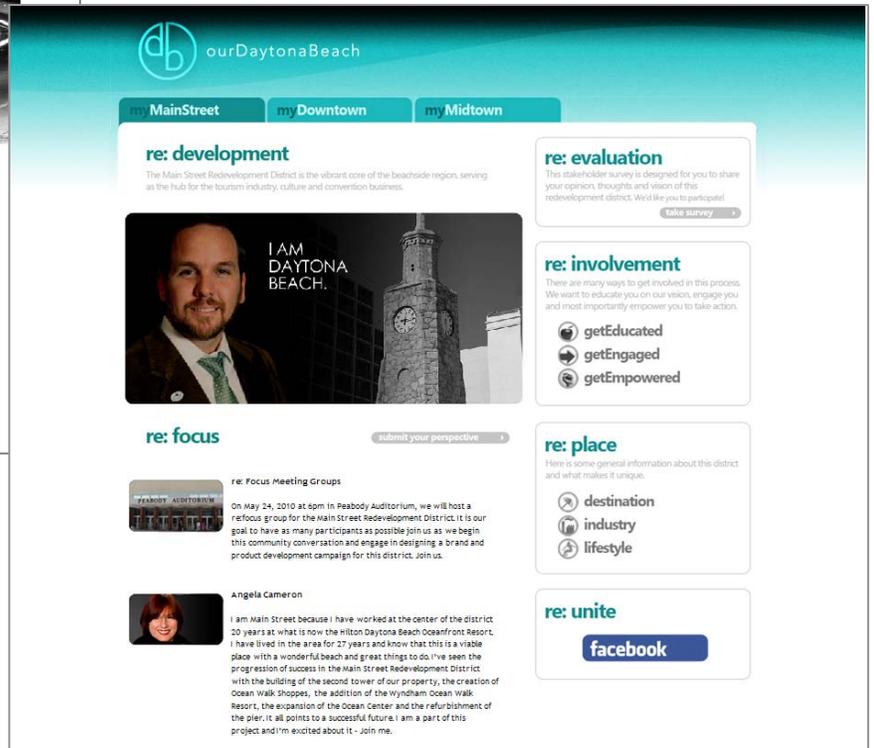
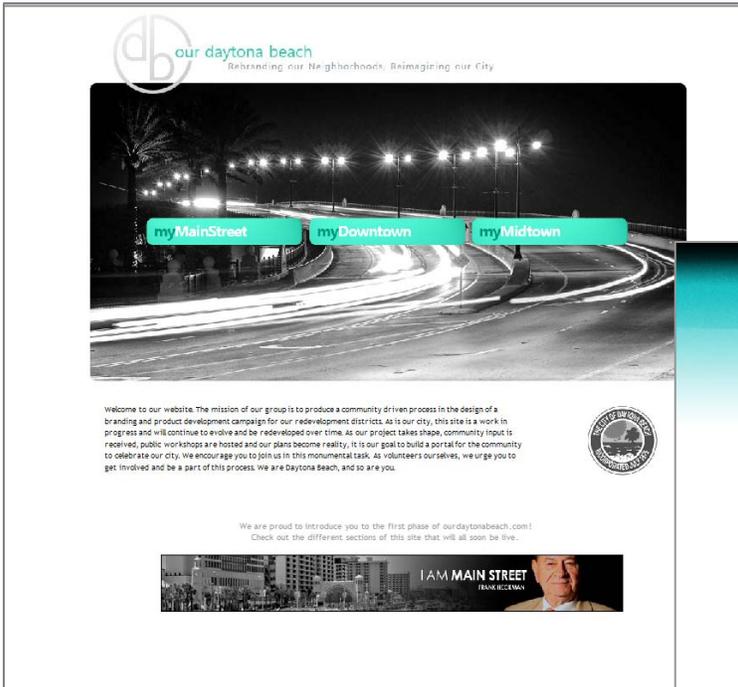
- ***OurDaytonaBeach.com/mydowntown:*** Focused on projects, residents, businesses and tourism initiatives in the Downtown Redevelopment District. Stakeholders of this area were asked to submit their input to the campaign via this portal.
- ***OurDaytonaBeach.com/mymidtown:*** Focused on projects, residents, businesses and tourism initiatives in the Midtown Redevelopment District. Stakeholders of this area were asked to submit their input to the campaign via this portal.
- ***OurDaytonaBeach.com/mymainstreet:*** Focused on projects, residents, businesses and tourism initiatives in the Main Street Redevelopment District. Stakeholders of this area were asked to submit their input to the campaign via this portal.

The site featured several different sections for each district’s page. The sections were as follows:

- ***Re:Development*** – Highlighted the assets of the redevelopment district featuring iconic photographs and messages from community leaders in that district.
- ***Re:Evaluation-*** Was a portal to the Stakeholder Survey that was designed to engage website visitors to submit their input to the process.
- ***Re:Focus*** – Served as a place for information from the Marketing Committee to be presented. This section also featured the personal statements of residents or business leaders from the district and their positive views of the area.
- ***Re:Place*** – Featured information about the destination, the industry and the lifestyle of each redevelopment district.
- ***Re:Involvement*** – Was a tool designed to provide vehicles for people to get educated, get engaged and get involved in the process.
- ***Re: Unite*** – Served as a portal to individual redevelopment district Facebook social media pages and become fans.

The website was a successful tool in promoting and activating the mission of the Marketing Consultant Team. Unique visitors to the site totaled 9,450 and over 1,000 Stakeholder Surveys were conducted through the online portal.

- **OurDaytonaBeach.com**
 - **Unique Visitors:** 9,450
 - **Unique Visitors Average Per Day:** 63
 - **Total Web Site Hits:** 105,178
 - **Top Referring Site:** Direct Request
 - **Stakeholder Surveys Completed:** 1,090
- **OurDaytonaBeach.com/ Main Street**
 - Percentage of Site Visitors: 46%
- **OurDaytonaBeach.com/ Downtown**
 - Percentage of Site Visitors: 43%
- **OurDaytonaBeach.com/ Midtown**
 - Percentage of Site Visitors: 11%



6.3.8 Internal Campaign Actual Cost Breakdown

The following is an actual breakdown of the internal campaign advertising expenses.

	Cash	Trade	Value
Television			
Commercials	\$5,000	\$12,500	\$16,500
Production	\$0	\$5,000	\$5,000
	\$4,000	\$17,500	\$21,500
Radio			
Commercials	\$0	\$3,000	\$3,000
Production	\$0	\$2,500	\$2,500
	\$0	\$5,500	\$5,500
Print			
Advertisements	\$5,000	\$20,000	\$24,000
	\$5,000	\$37,000	\$42,000
Outdoor			
Advertisements	\$1,000	\$5,000	\$6,000
	\$1,000	\$5,000	\$6,000
Printing & Design			
Collateral Materials	\$5,000	\$2,500	\$7,500
	\$5,000	\$2,500	\$7,500
Professional Services			
Website Design and Hosting	\$8,000	\$0	\$8,000
Professional Facilitation	\$2,000	\$24,500	\$26,500
	\$10,000	\$24,500	\$34,500
Total	\$25,000	\$92,000	\$117,000

Due to the fact that this portion of the pilot campaign represented work on behalf of three redevelopment districts, funding for this portion will be equally divided between the three benefiting districts.

Leveraging CRA funds to ensure maximum potential and exposure in the marketplace

6.4 Stakeholder Survey Results

The following is the information collected from the Stakeholder Survey conducted as a part of the Internal Campaign. The survey process began on Monday, May 10th and the last complete survey was processed on Saturday, November 6th. Surveys were taken both online and in print. Those survey completed in print were collected on the night of each meeting by Mr. Bob Kovacevich of the Avatar Company at the conclusion of each public workshop. Online surveys were completed by stakeholders through the services of online survey site, Survey Monkey. All survey participants were guaranteed anonymity in the process and were told their surveys would not be made public to ensure candid completion of the information requested.

6.4.1 Process & Results

The results generated by this survey were used to provide guidance to the marketing programs and plans submitted in this package. The completed survey information was tabulated electronically by imputing all of the survey, both online and paper copies, into the Survey Monkey system.

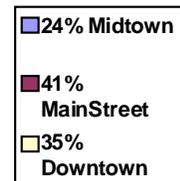
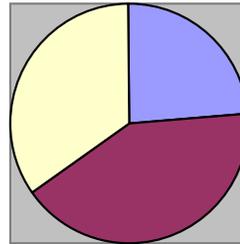
Results:

- 16 questions presented on survey
- 1,090 surveys were started / 556 surveys were completed entirely
- 49% of started surveys were not completed in their entirety - most choosing not to complete non-required long form answers.

The results presented will reflect the answers from both complete and incomplete surveys where it applies.

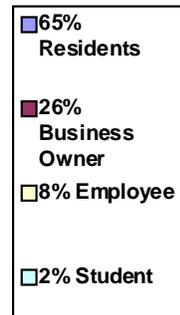
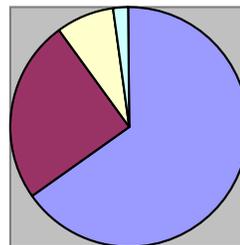
Survey respondents represented the city's districts in the following ways:

261 Midtown
447 Main Street
382 Downtown



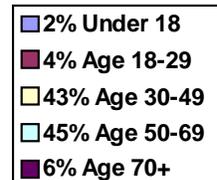
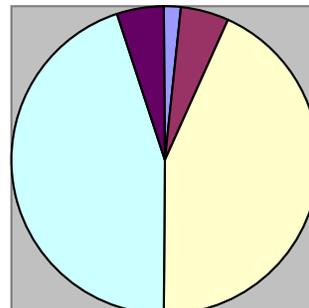
Survey respondents represented themselves as the following:

708 Residents
283 Business Owners
77 Employees in area
22 Students in area



Survey respondents represented themselves as the following:

23 Under 18
44 Age 18-29
468 Age 30-49
490 Age 50-69
65 Age 70+



The survey results have now been segmented into the results reflected by how person completing the survey chose to answer the first question of the survey in regards to what district they represented. The following is the information and data collected as it was recorded for each redevelopment district.

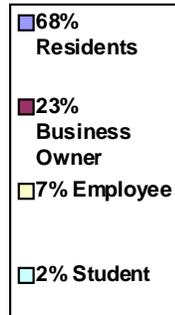
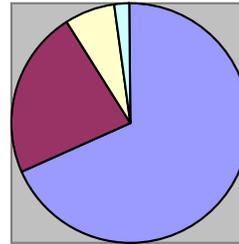
6.4.2 Main Street Results

The results below are for the Main Street Redevelopment District. These answers were provided by those who responded as stakeholders in the Main Street Redevelopment District. A total of 447 surveys were completed on behalf of the Main Street Redevelopment Area Stakeholders.

Who responded:

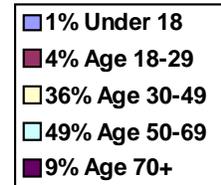
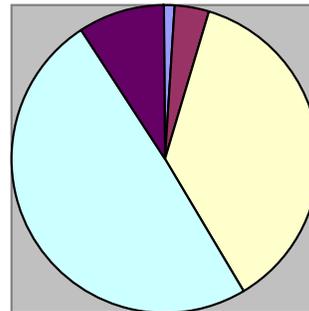
2. Survey respondents represented themselves as the following:

303 - Residents
 102 - Business Owners
 33 - Employees in area
 9- Students in area



3. Survey respondents represented themselves as the following:

4 - Under 18
 18 - Age 18-29
 165 - Age 30-49
 220 - Age 50-69
 40 - Age 70+



4. When asked what three things they liked most about their district, these were the top three answers from respondents:

1. The Beach
2. The Ocean Center
3. Special Events

Many respondents also provided comments on having lower property taxes than neighboring areas, the proposed revitalization of the pier and the Halifax River. Additionally special events at the Peabody Auditorium were prevalent in the responses.

5. When asked what were the top three issues facing their district, these were the top three answers:

1A. Business & Lot Vacancy

2A. Area Deterioration & Lack of Zoning Enforcement

3A. Lack of Diversity in Special Events

An overwhelming number of respondents commented on the number of vacant businesses, buildings, homes and lots. A great number of respondents commented on the transient retail environment on Main Street and its implications in building a year round destination. Respondents discussed the deterioration of the area with an emphasis on The Pier and Boardwalk. Properties in disrepair and the lack of enforced zoning and strict area design standards and a beautification plan that could be implemented in the near future. There were a substantial number of comments made about the special events emphasis on bikers and the lack of diversity in the events offered in the area on a consistent basis. There were a substantial amount of comments about the high quality police presence and in particular positive comments about Chief Chitwood and his team.

When asked for their solutions to these problems, there was also an overwhelming number of responses on these issues.

1B. Overwhelmingly people suggested programs and incentives to bring year-round merchants to the Main Street Area. Comments about diversifying the types of businesses and limiting the numbers of transient temporary merchants allowed was prevalent in the responses. Respondents also focused on attracting businesses that were relevant to convention attendees and providing more entertainment opportunities for them. Many respondents supported city efforts to purchase vacant lots and properties.

2B. Respondents were concerned about area deterioration and many recommended a comprehensive beautification program and plan for the area and Main Street. There were numerous comments about tax credits and incentive programs to owners, encouraging beautification and redevelopment that is part of an overall comprehensive plan. A large percentage of respondents urged for beefed up code enforcement and the enforcement of all zoning laws.

3B. Respondents did not seem to mind biker events, stating that they were good for the local economy, however a high level of respondents commented about the lack of diversity in the events developed for the area. Many proposed additional year-round amusements, the completion of the pier and its activation it with special events and additional entertainment events at the Ocean Center.

6. When asked if their district were a consumer product, what product would it be, here were the top three answers:

1. Motorcycle
2. Beer
3. Sunscreen / Sun Related Product

These three responses reflect over 60% of the respondents who answer this question. There were many adjectives used before these products (i.e. flat beer, old motorcycle) and an overwhelmingly negative self image was presented. There were a large number of respondents who referred to vintage products and the notion of classic or vintage imagery was consistent in responses.

7. When asked to indicate their level of agreement with a statement about their district, here is how they responded:

Strongly Agree, Somewhat Agree, Agree, Somewhat Disagree, Strongly Disagree (options have been combined to Agree/Disagree for summary and results below)

Response Summary:

Stakeholders expressed mixed feelings about if the Main Street Redevelopment District of Daytona Beach is a friendly and welcoming place. While they do not perceive it to be extremely safe, they do think it is a good place to live, work and play that is culturally diverse. It has great parks and public facilities and contributes to the cultural arts scene of the community. They are confident that the district is engaged and benefits from the events that occur in Daytona Beach and that it is uncongested and easy to get around with ample parking and transportation services.

However, they do not believe that it is attracting the right type of visitors or serving the needs of visitors. They agree that the district is not a strong place for business. There are is not a great deal of perceived historic heritage that is presented well to the public and in general the district is not perceived as presenting itself well and is in dire need of renovation.

At this time, stakeholders do not have a firm sense of pride in their district and have mixed feelings about whether or not the district is on the right track to solve it's challenges.

**Respondents
are confident
that the district is
engaged
and benefits
from the events
that occur in
Daytona Beach.**

Question Answers

- *Is a friendly and welcoming place*
47.6% Agree / **52.4% Disagree**
- *Is a safe place*
38.1% Agree / **61.9% Disagree**
- *Is a great place to live, work and play*
71.5% Agree / 28.5% Disagree
- *Is culturally diverse*
80.9% Agree / 19.1% Disagree
- *Serves the needs and interests of visitors*
38.1% Agree / **61.9% Disagree**
- *Is a great place for business*
30% Agree / **70% Disagree**
- *Benefits from the events and activities that occur in DB*
79% Agree / 21% Disagree
- *Takes part in the events and activities that occur in DB*
89.2% Agree / 10.8% Disagree
- *Is uncongested and easy to get around*
76.2% Agree / 23.8% Disagree
- *Has appropriate transportation services and parking*
76.2% Agree / 23.8% Disagree
- *Does not need renovation*
9.5% Agree / **90.5% Disagree**
- *Is proud of what it has accomplished*
47.6% Agree / **52.4% Disagree**
- *Has great parks and public facilities*
76.1% Agree / 23.9% Disagree
- *Has a rich historic heritage and presents well to the public*
42.9% Agree / **57.1% Disagree**
- *Contributes greatly to our cultural arts*
52.4% Agree / 47.6% Disagree
- *Presents itself well to the public*
35% Agrees / **65% Disagree**
- *Knows how to attract the right kind of visitors*
23.8% Agree / **76.2% Disagree**
- *Is on the right track in solving its challenging issues*
47.6% Agree / **52.4% Disagree**

8. When asked to express how they viewed their district and how it interacts with the rest of the city, respondents provided the following answers:

At this time, stakeholders believe that the Main Street Redevelopment district is engaged and interacting with the rest of the city. Many stakeholders noted that more connectivity with other redevelopment districts and nodes could be beneficial to overall district redevelopment.

9. When asked how they would rate suggested concepts for the future of their district, here is how they responded: Very Favorable, Somewhat Favorable, Favorable, Somewhat Unfavorable, Very Unfavorable (survey options)

Response Summary:

Responses to this question were all positive, with reaction from respondents varying but always staying above 60% favorable in every category. This summary reflects an interpretation of the results that predominantly resulted in answers ranging from Favorable – Very Favorable.

When asked about the future of the Main Street Redevelopment District, stakeholders expressed strong and almost unanimous favorable feelings about investment in promoting tourism to attract visitors to new or existing public events and festivals while exploring its natural and green spaces. They are looking forward to future entertainment and cultural amenities as well as activated areas where they can socialize and shop.

While they value exceptional residential experiences, they do not see it as a top priority for their district. They recognize that their future is one where the tourism industry is at the center and while they would like a highly skilled and motivated workforce, they do not place a substantial emphasis on business relocation's and start ups into the area. While they want diversity in their offerings they do not see their district as a center for knowledge-based, creative industries, and entrepreneurial activity.

When asked about the future of the Main Street Redevelopment District, stakeholders expressed strong and almost unanimous favorable feelings about investment in promoting tourism and attracting right kind of tourists

Question Answers

- *An area that invests in promoting in tourism to attract visitors*
95.3% Favorable / 4.7% Unfavorable
- *An area which celebrates and values its diversity through programs, events, and activities such as festivals*
90.4% Favorable / 9.6% Unfavorable
- *An area that contributes to advance new or existing established major public events*
95.2% Favorable / 4.8% Unfavorable
- *An area with strong shopping and leisure facilities which attract residents and visitors*
85% Favorable / 15% Unfavorable
- *An area that invests in and promotes it's natural resources and green spaces*
95.3% Favorable / 4.7% Unfavorable
- *An area where people want to live and have exceptional residential experiences*
81% Favorable / 19% Unfavorable
- *An area where people want to work and grow a highly skilled and motivated workforce*
90% Favorable / 10% Unfavorable
- *An area for knowledge-based, creative industries, entrepreneurial activity and business growth*
61.9% Favorable / 38.1% Unfavorable
- *An area of choice for business relocation's and start ups*
61.9% Favorable / 38.1% Unfavorable
- *An area where people play with entertainment amenities, cultural amenities, and social infrastructures*
85% Favorable / 14.3% Unfavorable

10. When asked what they were most proud of in Main Street Redevelopment District, here were the top three answers:

1. The Beach
2. The Ocean Center
3. The Bandshell

Over 78% of the respondents, who answered this question, stated the beach as their most proud district asset.

11. When asked what the best kept secret of the Main Street Redevelopment District is, here were the top three answers:

1. Potential for Development/Redevelopment
2. Cultural Events
3. Friendly Appeal / Family Friendly Destination

Over 38% of the respondents, who answered this question, stated the potential or a topic of the untapped possibilities in Main Street Redevelopment Area. There were a large number of respondents who listed affordability as a destination secret. There were enough respondents that listed that there are no secrets that it felt noteworthy enough to include in this summary.

12. When asked what is different between Main Street Redevelopment District and other Florida communities, here were the top three answers:

1. The Beach / Driving on the Beach
2. Laid back / Casual atmosphere
3. Underdeveloped

Over 42% of the respondents, who answered this question, stated the beach and beach driving as a major difference between this and other destinations. There were a large number of respondents who listed the casual, laid back atmosphere without the hustle and bustle of many beach destinations. The terms underdeveloped, development potential and growth opportunities were prevalent in the results. Other topics worth considering were less congested roads, proximity from river to ocean and references to negative image of certain special events.

13. When asked what they believe tourists appreciate most about the Main Street Redevelopment District, here were the top three answers:

1. The Beach
2. Affordability
3. The Ocean Center / Peabody

Over 94% of the respondents, who answered this question, stated the beach as the asset they believe tourists appreciate the most about their district.

14. When asked what is most inspiring about the Main Street Redevelopment District, here were the top three answers:

1. The Beach
2. The Ocean Center
3. District Potential

Over 78% of the respondents, who answered this question, stated the beach as the most inspiring asset in their district. While the Ocean Center was mentioned a substantial number of times, respondents stated they were inspired by the potential the district has to grow and be redeveloped.

Questions 15-16

Respondents were asked to share any other information, experience or impression about their district and its future. The long-form comments presented in this section are a further reflection and expansion on the concepts and themes already expressed in the questions referenced above. A collection of statements made in this section has been added as an appendix to this report.

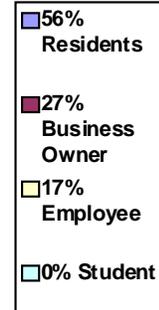
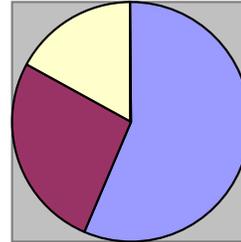
6.4.3 Downtown Results

The results below are for the Downtown District. These answers were provided by those who responded as stakeholders in the Downtown District. A total of 382 surveys were completed on behalf of the Downtown District Redevelopment Area Stakeholders.

Who responded:

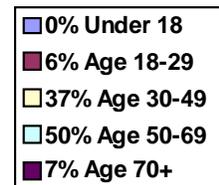
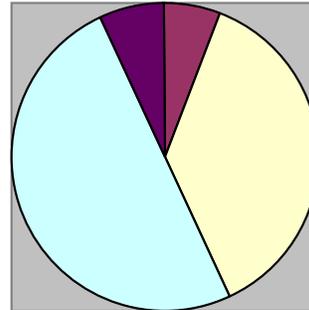
2. Survey respondents represented themselves as the following:

213 - Residents
104 - Business Owners
65 - Employees in area
0- Students in area



3. Survey respondents represented themselves as the following:

0 - Under 18
23 - Age 18-29
141 - Age 30-49
191 - Age 50-69
26 - Age 70+



4. When asked what three things they liked most about their district, these were the top three answers from respondents:

1. Beach Street
2. The Halifax River & Riverfront Park
3. Shopping & Entertainment

63% of respondents said Beach Street was what they liked most about their district. Many respondents referenced the river, proximity to the river and river views along with Riverfront Park ranking high on the list. Shopping, interesting shops and entertainment followed with references to historic architecture, restaurants, the News-Journal Center and marina. Noteworthy was the absence of City Island and Jackie Robinson Ballpark in all responses.

5. When asked what were the top three issues facing their district, these were the top three answers:

1A. Homeless

2A. Business Vacancy & Business Hours of Operation

3A. Competing shopping/dining/entertainment options

An overwhelming number of respondents commented on the number of homeless people who populate the downtown area. Vacant businesses and buildings ranked high among respondents as an issue in the area, accompanied by comments of business hours of operations and consistency in hours of operation. A great number of respondents commented on the competition faced by downtown and other downtowns that are competing for the same audiences. With owner occupancy down, respondents commented on having to attract audiences from other areas or surrounding cities to grow the downtown. Other noteworthy topics that were mentioned consistently were the lack of quality and well organized events in the area to invite people to downtown. The lack of a grocery store or market for residents, perceived lack of parking and lack of quality residential buildings or poorly maintained rental properties.

When asked for their solutions to these problems, there was also an overwhelming number of responses on these issues.

1B. Respondents commented on the Streets Team program and the tangible benefits they have seen from this and the improvement on the homeless population. They suggested program expansions, moving the concentration of social services out of the downtown area and additional policing/security to make potential patrons feel safer.

2B. Overwhelmingly people suggested programs and incentives to bring new business to the Downtown Area. Comments about expanding the types of businesses available and inviting more restaurants and relevant shops to the area. Rent subsidies and grant programs similar to those existing in the city were suggested as well as expanding permits for cafes and other type of entertainment opportunities. Respondents also focused on promoting businesses to tourists however they consistently commented on the lack of business open during weekends and after hours.

3B. Respondents overwhelmingly recognized the competition for customers in the region and asked for enhanced public relations initiatives, strong awareness campaigns and well organized/quality special events that would attract quality audiences to the district.

6. When asked if their district were a consumer product, what product would it be, here were the top three answers:

1. Used/Vintage Car
2. Dining Table / Buffet
3. Motorcycle

These three responses reflect over 60% of the respondents who answer this question. There were many references to vintage or used cars with the notion that they look pretty but do not offer very much. The food references reflected the many restaurant options and references made it clear that respondents identify largely with food options in the district. The responses presented a theme of a district that overpromises in its concept but fails to deliver in execution with a negative tone in their self image. There were a large number of respondents who referred to vintage products and the notion of classic or historic imagery was consistent in responses.

7. When asked to indicate their level of agreement with a statement about their district, here is how they responded:

Strongly Agree, Somewhat Agree, Agree, Somewhat Disagree, Strongly Disagree (options have been combined to Agree/Disagree for summary and results below)

Response Summary:

Stakeholders generally felt that the Downtown Redevelopment District is a friendly and welcoming place. While they do not perceive it to be safe, they do think it is a good place to live, work and play that is culturally diverse. It has good parks and public facilities and contributes a fair amount to the cultural arts scene of the community. They do not believe that the district is engaged or benefits from the events that occur in Daytona Beach and while it is uncongested and easy to get around there is a perceived lack of parking.

They do not believe that it is attracting the right type of visitors but when visitors do stop by downtown they feel that they are serving the needs of those visitors. They almost unanimously agree that the district is a strong place for business. They also almost all agree that the district is strongly in need of renovation but there is a great deal of perceived historic heritage that they feel is presented well to the public. There are mixed feelings about how the district in general is perceived by the public and while a majority believes the district is on the right track to solving its challenges, it is not a large majority.

**They almost
unanimously
agree that the
district is a strong
place for business.**

Question Answers

- *Is a friendly and welcoming place*
66.7% Agree / 33.3% Disagree
- *Is a safe place*
37.5% Agree / **62.5% Disagree**
- *Is a great place to live, work and play*
68.9% Agree / 31.1% Disagree
- *Is culturally diverse*
81.3% Agree / 18.7% Disagree
- *Serves the needs and interests of visitors*
58.9% Agree / 41.1% Disagree
- *Is a great place for business*
82.3% Agree / 17.7% Disagree
- *Benefits from the events and activities that occur in DB*
35.2% Agree / **64.8% Disagree**
- *Takes part in the events and activities that occur in DB*
37.6% Agree / **62.4% Disagree**
- *Is uncongested and easy to get around*
70.5% Agree / 29.5% Disagree
- *Has appropriate transportation services and parking*
41.1% Agree / **58.9% Disagree**
- *Does not need renovation*
11.8% Agree / **88.2% Disagree**
- *Is proud of what it has accomplished*
70.6% Agree / 29.4% Disagree
- *Has great parks and public facilities*
70.5% Agree / 29.5% Disagree
- *Has a rich historic heritage and presents well to the public*
82.3% Agree / 17.7% Disagree
- *Contributes greatly to our cultural arts*
64.7% Agree / 35.3% Disagree
- *Presents itself well to the public*
50.1% Agrees / 49.9% Disagree
- *Knows how to attract the right kind of visitors*
18.7% Agree / **81.3% Disagree**
- *Is on the right track in solving its challenging issues*
58.9% Agree / 41.1% Disagree

8. When asked to express how they viewed their district and how it interacts with the rest of the city, respondents provided the following answers:

At this time, stakeholders believe that the Downtown Redevelopment district is somewhat connected to the city but is not engaged or interacting with other redevelopment districts or areas of the city.

9. When asked how they would rate suggested concepts for the future of their district, here is how they responded: Very Favorable, Somewhat Favorable, Favorable, Somewhat Unfavorable, Very Unfavorable (survey options)

Response Summary:

Responses to this question were all positive, with reaction from respondents varying but always staying above 68% favorable in every category. This summary reflects an interpretation of the results that predominantly resulted in answers ranging from Favorable – Very Favorable.

When asked about the future of the Downtown Redevelopment District, stakeholders expressed interest investment in promoting tourism to attract visitors. They almost unanimously saw a large opportunity to add new or expand existing public events and festivals celebrating its values and diversity while exploring its natural and green spaces. They are looking forward to future entertainment and cultural amenities as well as activated areas where they can socialize and see themselves as a place where they want residents and visitors to shop.

While they highly value exceptional residential experiences, they identify most as a place where people want to work and grow a highly skilled and motivated workforce in knowledge based, creative industries and entrepreneurial activity. They want to be seen as a place a choice for business relocations and start ups and almost unanimously agree on this platform of business and commerce.

Question Answers

- *An area that invests in promoting in tourism to attract visitors*
68.8% Favorable / 31.2% Unfavorable
- *An area which celebrates and values its diversity through programs, events, and activities such as festivals*
94.1% Favorable / 5.9% Unfavorable
- *An area that contributes to advance new or existing established major public events*
88.2% Favorable / 11.8% Unfavorable
- *An area with strong shopping and leisure facilities which attract residents and visitors*
88.2% Favorable / 11.8% Unfavorable
- *An area that invests in and promotes it's natural resources and green spaces*
88.3% Favorable / 11.7% Unfavorable
- *An area where people want to live and have exceptional residential experiences*
81.3% Favorable / 18.7% Unfavorable
- *An area where people want to work and grow a highly skilled and motivated workforce*
94.1% Favorable / 5.9% Unfavorable
- *An area for knowledge-based, creative industries, entrepreneurial activity and business growth*
94.1% Favorable / 5.9% Unfavorable
- *An area of choice for business relocation's and start ups*
82.3% Favorable / 17.7% Unfavorable
- *An area where people play with entertainment amenities, cultural amenities, and social infrastructures*
88.3% Favorable / 11.7% Unfavorable

they identify most
as a place where
people want to work
and grow a highly
skilled and motivated
workforce in
knowledge based,
creative industries
and entrepreneurial
activity

10. When asked what they were most proud of in the Downtown Redevelopment District, here were the top three answers:

1. Natural Beauty & Nature
2. Historic Atmosphere & Architecture
3. Diversity of Downtown

Over 52% of the respondents, who answered this question, stated the natural beauty, nature or Riverfront as their most proud district asset.

11. When asked what the best kept secret of the in the Downtown Redevelopment District is, here were the top three answers:

1. Jackie Robinson Ballpark
2. Area Restaurants
3. Farmer's Market

Over 31% of the respondents, who answered this question, stated the ballpark as one of the best kept secrets of the district. There were a large number of respondents who listed area restaurants and the Farmers Market as area secrets. There were enough respondents that listed the friendly appeal of the area that it was noteworthy.

12. When asked what is different between the Downtown Redevelopment District and other Florida communities, here were the top three answers:

1. Lack of Nightlife / Activity
2. Riverfront & Riverfront Park
3. Small town atmosphere

Over 38% of the respondents, who answered this question, stated the lack of activity and nightlife in the downtown as compared to other downtowns. There were a large number of respondents who listed the River, Riverfront Park and natural beauty of the area as major assets. The terms small town, quaint and laid back were prevalent in responses. Other topics worth considering were historic neighborhoods, collection of restaurants and open green space.

13. When asked what they believe tourists appreciate most about the Downtown Redevelopment District, here were the top three answers:

1. Dining Options
2. Proximity to Area Attractions / Central Location
3. Walkable Areas / Parks

Over 42% of the respondents, who answered this question, stated the restaurants as the asset they believe tourists appreciate the most about their district. Noteworthy is that 18% of respondents commented on the lack of interest by tourists in Downtown for various reasons.

14. When asked what is most inspiring about the Downtown Redevelopment District, here were the top three answers:

1. The River
2. The Architecture / Landmarks
3. This History

Over 48% of the respondents, who answered this question, stated the river as the most inspiring asset in their district. Landmarks such as the ISB Bridge, Post Office and Kress Building were mentioned a substantial number of times. Numerous respondents also stated they were inspired by the history of the area, Halifax Historical Museum and sense of community in downtown.

Questions 15-16

Respondents were asked to share any other information, experience or impression about their district and its future. The long-form comments presented in this section are a further reflection and expansion on the concepts and themes already expressed in the questions referenced above. A collection of statements made in this section has been added as an appendix to this report.

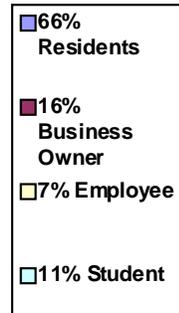
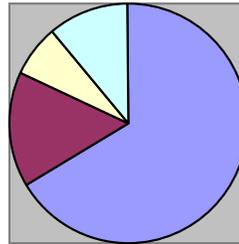
6.4.4 Midtown Results

The results below are for the Midtown District. These answers were provided by those who responded as stakeholders in the Midtown District. A total of 261 surveys were completed on behalf of the Midtown District Redevelopment Area Stakeholders.

Who responded:

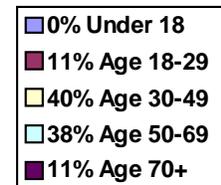
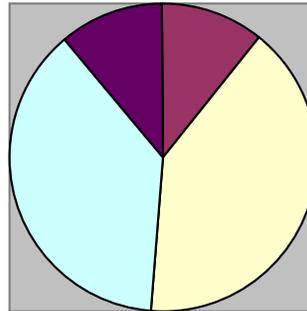
2. Survey respondents represented themselves as the following:

172 - Residents
42 - Business Owners
18 - Employees in area
29 - Students in area



3. Survey respondents represented themselves as the following:

0 - Under 18
29 - Age 18-29
104 - Age 30-49
99 - Age 50-69
29 - Age 70+



4. When asked what three things they liked most about their district, these were the top three answers from respondents:

4. Rich History
5. Heritage & Charm
6. Redevelopment Opportunities

82% of respondents said the rich history of the area was what they liked most about their district. Many respondents referenced the charm of the area and the heritage in the area. There were comments about the nice weather in the area and central location of the district.

5. When asked what were the top three issues facing their district, these were the top three answers:

1A. Drugs & Crime

2A. Poor Infrastructure & Lack of Master Plan

3A. Outside Policy Makers

An overwhelming number of respondents commented on the issue of drugs and crime in the area. An overwhelming majority of the comments were about that issue and the problems related to it. There were numerous comments on the lack or deterioration of existing infrastructure with poor maintenance as well as the lack of an area master plan. Noteworthy was the consistent perception of lack of commitment and support from city government and policy makers from other districts that have influence and decision making ability in the district. Other noteworthy topics that were mentioned consistently were issues of lack of educational opportunities and jobs.

When asked for their solutions to these problems, there was a limited number of responses on these issues.

1B. Few solutions were given for the correction of the drug and crime issues in the district by respondents. Most solutions were based in providing job training and educational opportunities and building more community involvement programs for youth.

2B. Overwhelmingly people sought a master plan for the district and sought solutions in additional city funding for roads and infrastructure.

3B. Respondents sought solutions in providing community programs to groom potential public representatives, some suggested residency requirements for elected officials.

6. When asked if their district were a consumer product, what product would it be, here were the top three answers:

1. Car

2. Weapon

3. Convenience Store

These three responses reflect over 50% of the respondents who answer this question. There were many references to vintage or used cars with the notion that they have historical value and built tough. There were an equal number of references to weapons, guns or other violent products. The convenience store references were accompanied by comments of variety of items available and more specifically the lack of a grocery store in the area within walking distance.

7. When asked to indicate their level of agreement with a statement about their district, here is how they responded:

Strongly Agree, Somewhat Agree, Agree, Somewhat Disagree, Strongly Disagree (options have been combined to Agree/Disagree for summary and results below)

Response Summary:

Stakeholders have mixed feelings about whether or not the Midtown Redevelopment District is a friendly and welcoming place and are equally split over the question. While they generally do not perceive it to be safe, they do think it is a good place to live, work and play that is culturally diverse. It has good parks and public facilities and contributes a fair amount to the cultural arts scene of the community. They do not believe that the district is currently engaged or benefits from the events that occur in Daytona Beach. They feel their district is somewhat congested and not easy to get around with a lack of parking.

They do not believe that it is attracting the right type of visitors or that they are serving the needs of those who visit. They believe the district to be a strong place for business. They also almost all agree that the district is strongly in need of renovation but are torn on the issue of perceived historic heritage and generally do not feel that it is presented well to the public. While there is a strong sense of pride in the district and what it has accomplished, there was unanimous sentiment that the district in general is not presented well to the public. With a majority believing the district is not on the right track to solving its challenges, a sense of optimism remains for the future.

Question Answers

- *Is a friendly and welcoming place*
45% Agree / **55% Disagree**
- *Is a safe place*
33.4% Agree / **66.6% Disagree**
- *Is a great place to live, work and play*
66.7% Agree / 33.3% Disagree
- *Is culturally diverse*
83.3% Agree / 16.7% Disagree
- *Serves the needs and interests of visitors*
33.3% Agree / **66.7% Disagree**
- *Is a great place for business*
66.6% Agree / 33.4% Disagree
- *Benefits from the events and activities that occur in DB*
33.3% Agree / **66.7% Disagree**
- *Takes part in the events and activities that occur in DB*
33.3% Agree / **66.7% Disagree**
- *Is uncongested and easy to get around*
33.3% Agree / **66.7% Disagree**
- *Has appropriate transportation services and parking*
16.7% Agree / **83.3% Disagree**
- *Does not need renovation*
16.7% Agree / **83.3% Disagree**
- *Is proud of what it has accomplished*
66.7% Agree / 33.3% Disagree
- *Has great parks and public facilities*
66.7% Agree / 33.3% Disagree
- *Has a rich historic heritage and presents well to the public*
44% Agree / **56% Disagree**
- *Contributes greatly to our cultural arts*
64.7% Agree / 35.3% Disagree
- *Presents itself well to the public*
0% Agrees / 100% Disagree
- *Knows how to attract the right kind of visitors*
33.3% Agree / **66.7% Disagree**
- *Is on the right track in solving its challenging issues*
33.3% Agree / **66.7% Disagree**

a majority believing
the district is not
on the right track
to solving its
challenges

8. When asked to express how they viewed their district and how it interacts with the rest of the city, respondents provided the following answers:

At this time, stakeholders do not believe that the Midtown Redevelopment district is engaged or interacting with the rest of the city.

9. When asked how they would rate suggested concepts for the future of their district, here is how they responded: Very Favorable, Somewhat Favorable, Favorable, Somewhat Unfavorable, Very Unfavorable (survey options)

Response Summary:

Responses to this question were mostly positive, but reaction from Midtown respondents was the first of any redevelopment district to dip below 50% favorability on any one given concept. This summary reflects an interpretation of the results that predominantly resulted in answers ranging from Very Favorable – Very Unfavorable.

When asked about the future of the Midtown Redevelopment District, stakeholders expressed strong interest investment in promoting tourism to attract visitors. They saw an opportunity to add new or expand existing public events and festivals celebrating its values and diversity while investing in its natural and green spaces. They are unanimously seeking a place where people want to live and have exceptional residential experiences and were the only redevelopment district to express this overwhelming desire for a residential experience. They are looking forward to using entertainment and cultural amenities as well as actively contributing to existing or advance new concepts for cultural events. They were equally split in their desire to have strong shopping and leisure facilities.

While they want to be an area where people want to work and grow a highly skilled and motivated workforce in knowledge based, creative industries and entrepreneurial activity, they are split on whether they want to pursue business relocations or start ups in the area.

They are
unanimously
seeking a place
where people want
to live and
have exceptional
residential
experiences

Question Answers

- *An area that invests in promoting in tourism to attract visitors*
83.3% Favorable / 16.7% Unfavorable
- *An area which celebrates and values its diversity through programs, events, and activities such as festivals*
66.7% Favorable / 33.3% Unfavorable
- *An area that contributes to advance new or existing established major public events*
66.7% Favorable / 33.3% Unfavorable
- *An area with strong shopping and leisure facilities which attract residents and visitors*
50% Favorable / 50% Unfavorable
- *An area that invests in and promotes it's natural resources and green spaces*
88.3% Favorable / 11.7% Unfavorable
- *An area where people want to live and have exceptional residential experiences*
100% Favorable / 0% Unfavorable
- *An area where people want to work and grow a highly skilled and motivated workforce*
61% Favorable / 39% Unfavorable
- *An area for knowledge-based, creative industries, entrepreneurial activity and business growth*
69% Favorable / 31% Unfavorable
- *An area of choice for business relocation's and start ups*
48% Favorable / **52% Unfavorable**
- *An area where people play with entertainment amenities, cultural amenities, and social infrastructures*
72% Favorable / 28% Unfavorable

10. When asked what they were most proud of in the Midtown Redevelopment District, here were the top three answers:

1. History
2. Educational Institution
3. Community Resilience

Over 68% of the respondents, who answered this question, stated their history and heritage as their most proud district asset.

11. When asked what the best kept secret of the in the Midtown Redevelopment District is, here were the top three answers:

1. History
2. Area Restaurants
3. Nothing

Over 60% of the respondents, who answered this question, stated history and more specifically their history beyond that of Mary McLeod Bethune as one of the best kept secrets of the district. There were a large number of respondents who listed area restaurants as area secrets. There were enough respondents that listed that there was no best kept secret of the district that it was noteworthy and ranked third.

12. When asked what is different between the Midtown Redevelopment District and other Florida communities, here were the top three answers:

1. History
2. Bethune Cookman University
3. Nothing

Over 42% of the respondents, who answered this question, stated the rich history as the biggest difference between them and other Florida communities. It is important to state that this was the least responded question in the entire survey with only 14% of respondent completion.

13. When asked what they believe tourists appreciate most about the Downtown Redevelopment District, here were the top three answers:

1. History
2. Food / Area Restaurants
3. Nothing

Over 72% of the respondents, who answered this question, stated history as the asset they believe tourists appreciate the most about their district. Many respondents mentioned the Brickyard Lounge as a staple in tourism dining and it is referenced as the second most mentioned option in the survey. Additionally, a substantial number of respondents chose to state that tourists currently have no interest in the district.

14. When asked what is most inspiring about the Midtown Redevelopment District, here were the top three answers:

1. The Legacy & History
2. The People
3. Bethune Cookman University

Over 62% of the respondents, who answered this question, stated the legacy and history of the area as the most inspiring. A substantial number of respondents mentioned the people and their neighbors as their inspiration with numerous references to Dr. Mary McLeod Bethune and Dr. Martin Luther King. This was the first segment where a large number of people referenced Bethune Cookman University.

Questions 15-16

Respondents were asked to share any other information, experience or impression about their district and its future. The long-form comments presented in this section are a further reflection and expansion on the concepts and themes already expressed in the questions referenced above. A collection of statements made in this section has been added as an appendix to this report.

6.5 External Campaign Detail

6.5.1 Objectives

The objective of the pilot external campaign was to engage and educate new tourists, new residents and prospective businesses to better understand the potential of our destination. When approaching these audiences we took into consideration that we are a destination in process of redevelopment and used that to our advantage.

This pilot external campaign featured a new representation of the destination that encompassed a broader view of our community while remaining true to its roots and culture. We understood that at the core of this program was the desire to attract new and more diverse constituents, businesses and tourists to the Main Street Redevelopment Area. Our goal was to enhance the visitor experience, test messaging for future destination promotion and determine the “destination promise.” This external campaign was also tied directly with the internal campaign, all culminating at the experiential pilot showcase.

The Team is confident that we have met this objective judging by the successes of the external campaign and survey that was conducted. For a four month period “The Great American Destination’ concept saturated the market, was covered editorially and resulted in the successful production of the American Music Festival, economic development familiarization tour and generated actual economic impact to the Main Street Redevelopment Area beyond what was originally perceived to be possible.

6.5.2 Audience & Target Market(s)

A great deal of data about who our audience has been in the past and is already existed. Our team studied this data and the reasons/circumstances which have delivered the audiences of today. Our goal was to design a plan that will attract new and ideal audiences to the destination.

The target test audiences for this campaign were divided into two market segments. Our priority was to engage our loyal destination base, continue to expand the base in new markets and through diversity in programming, continue to grow new and more diverse tourists. During this process, the messaging designed for this campaign became the flagship in promoting the destination and encouraging residents and visitors alike to discover the assets and culture of our community. For the purpose of this pilot, we focused on our Florida audiences with market breakdown is as follows:

- **Florida Primary Market:** A priority on the I-4 corridor and north from Hillsborough through Orange, Seminole, and Brevard Counties all the way up to Duval County with the goal of attracting audiences already familiar with our destination to rediscover it in a new way. This market area was the most critical for the pilot as they were within driving distance for these constituents and accessible to fulfill our goals.



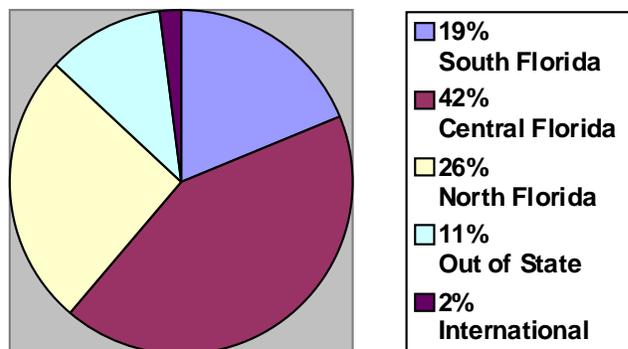
- **Florida Secondary Market:** Introduce the destination in southern Florida counties that are likely to be a match with new proposed programming and messaging. From Indian River County south to Broward and west to Sarasota County.

These two areas have been selected as direct targets; however, there are resources that will be employed that will reach across the entire state and outside into the southeastern region of the country.

The audiences reached met the established objectives with 62% of audiences that responded to the campaign and participated in the experiential pilot activation event having been from outside the area. These numbers were calculated exclusively using ticketing reports and zip code reports for those that took action because of the campaign. The complete results of the audience participation survey can be found in Section 12.10.

As an overview, here is the make up of the actual audiences that were reached, participated in the experiential activation pilot and where they came from. These statistics have been extracted exclusively from ticketing reports and data provided by Ticketmaster. These statistics do not include tickets sold on the week of or day of the events to ensure that the maximum number of people calculated actually intended to participate in the event, not simply discovering it while already on vacation in the region.

The data shows that 65% of audiences were from outside the area with the Orlando Metro market serving as the largest feeder with Jacksonville Metro area following as the second largest. Audiences in the State of Florida have been grouped into three categories, South, Central and North Florida with additional categories for audiences that came from out-of-state and internationally.



24 States represented in with attendees at the event were:
 Virginia, Pennsylvania, New Jersey, Connecticut, New York, California, West Virginia, Maryland, Georgia, Missouri, Texas, Mississippi, New Hampshire, South Carolina, Minnesota, North Carolina, Arizona, Kansas, Louisiana, Tennessee, Alabama, California, and Ohio

Countries & Territories represented with attendees at event were:
 Brazil, Canada and Puerto Rico

6.5.3 Product Redevelopment

We established that marketing defines the city's product and the city as a product. We established that the product of the city and the Main Street Redevelopment Area is in dire need of redevelopment and reimagining. The products being offered within the redevelopment district themselves as products were not in line with the vision of the CRA, the residents and this Consultant Team.

We established that the redevelopment of product can be done simultaneously and more quickly than the actual redevelopment of infrastructure. Our hypothesis was that the way to redevelop product is to usher in new audiences or potential buyers of our product and change the demand. Our plan sought to find ways of changing the demand and redeveloping the product supply in our community. We knew that in the short time we had, we could not change the infrastructure of the district, so we created a temporary pilot environment that showcased what could be done with the district and how it could be transformed into a different product.

The Main Street Redevelopment Area, which has both an internal and external perception as predominantly a biker/beach destination, was promoted as a well rounded place for exceptional experiences. It was presented as a classic American product that retained its vintage charm but offered relevant programmatic opportunities. Main Street was presented as a product that was balanced and could serve everyone from those seeking a family friendly attraction one who sought a nostalgic night on the town. Carefully selected, the artists and programs that activated the district and became part of that product experience reflected every demographic that is a potential customer of the product.

This pilot was extremely successful in transforming the district and activating the e-zone for the first time. It demonstrated that the district can be diversified, redeveloped and activated with entertainment as its central offering. Not only was the pilot program successful in ushering in new experiences within the district, but it projected a new image and concept for the district to diverse audiences across Florida. The product itself, presented in the form of the American Music Festival, was also diverse in its offerings with programming for every demographic made available under one platform. This clearly demonstrated that the infrastructure in the district is not entirely flawed, existing assets can be used to redevelop the product simultaneous to the redevelopment of the infrastructure.

This product redevelopment pilot demonstrated to the team that while redevelopment is the ultimate goal, reimagining, repositioning and reprogramming are more attainable and likely to occur in the near future. We have demonstrated that it can be done successfully and should continue to be a part of the city's vision. As plans continue and are implemented for the e-zone, the city, its constituents and visitors should feel comfortable that this now tested model will work as a redevelopment platform and will yield a product that can be successful.

6.5.4 Campaign Design Concept

The messaging for the pilot external campaign was designed to highlight the Main Street Redevelopment District and the City of Daytona Beach as the quintessential American destination. Part of the overall process we wanted to create an identifying destination promise that accurately represents who we are.

Early in the process, the team identifies Daytona Beach is uniquely positioned as a microcosm of American Society with all of the elements of the perfect place to live, learn, work and play. Our community is a melting pot of essential American ideals and ideas. We are a known brand across the globe for beaches, bikes, and motorsports. While many claim that we had lost the luster of that brand, we believed that was an opportunity to reposition our message using historical references, existing assets and simultaneous redevelopment efforts to rebuild our appeal and position as a leading destination back over time. Whether looking for a place to visit, live or do business – Daytona Beach is “*The Great American Destination*”.

Our messaging embraces our values and reality of today and offers a promise for tomorrow. It takes into consideration programs that exist today; it brings the destination together and weaves a constant theme across the individual brands that will be developed for the districts. It can be argued that what is projected as the image of a city is more important than the reality of the city itself and a well-crafted message can serve as the catalyst between the condition we find ourselves in and the future redevelopment of our city.

This message was tested through the promotion of the pilot experiential event, The American Music Festival which was anchored with this theme as well. It was the essence of the pilot program and was reflected in the promotion, programming and presentation of the event. This messaging was tested beyond the concept of tourism. It was applied to the prospective residential and business investors seeking a destination to live and work in.

The design elements of the campaign were selected from local imagery of the wide shoreline, bright red lifeguard chairs, wide blue skies and a vintage Ford Woodie wagon that was meticulously preserved and discovered parked on Daytona Beach. These elements were presented peering from behind a wood fence to evoke a sense that the viewer is discovering this classically American landscape. The design subtly introduces the concept and pays tribute to our legacy of beach driving, a unique aspect of our destination. The restored Woodie offers the promise of a classic but well preserved destination that is all-American in its spirit.

This design and its elements were consistently used for the entire promotion. The design was creatively brought to life on the screen during the Florida Travel + Life Travel Channel program that was produced and at each of the experiential events in the form of a large-scale photo booth featuring the Woodie and lifeguard chair pairing, inviting audiences to immerse themselves in the design. It was also featured on a successful line of merchandise that was sold at area Wal-Mart retailers and at the experiential event.

6.5.5 Travel Channel Program

One of the most outstanding components of this process plan was not originally part of the program. Through the preexisting relationship that the Community Cultural Foundation had with the Bonnier Corporation, the team was approached with the opportunity of a lifetime. The Bonnier Corporation was teaming up with the Travel Channel through one of their signature publications, Florida Travel + Life Magazine for the launching of a new television series, Florida Travel +Life Affordable Luxury. This 30 min sponsored program would air to national audiences and was designed to feature Florida's best destinations. The team was committed to launching the program with Daytona Beach as the first episode and through creative leveraging of partnerships and limited amounts of CRA funding, managed to achieve this goal.

The program was an \$80,000 undertaking, which was required for production costs. CRA funds were leveraged and destination partners such as The Hilton Daytona Beach Oceanfront Resort, The Plaza Resort & Spa, The Shores Resort & Spa, Daytona Lagoon, Daytona Parasail and the Community Cultural Foundation made up the contributing producers for the program leaving less than 20% of the cost to be covered by Main Street CRA funding.

The program was carefully scripted; sites and shots were meticulously selected and prepped for filming. Three days of shooting with two camera crews a helicopter and a packed production schedule resulted in over 16 hours of gorgeous high-definition footage of Daytona Beach and the surrounding area. This film brought to life the design concept and branding of the campaign, introduce the country to our "Great American Destination" and for the first time showcased Daytona Beach and its affordable luxury. As edited, the show highlights an entire segment on the Main Street Redevelopment area featuring the Ocean Center, Peabody Auditorium, area restaurants, amusements, boardwalk, hotels and of course the beach. Segments follow with highlights from Downtown and Midtown, both of whom contributed to the production of the program. The show then takes audiences in a journey of the best kept secrets and natural beauty of our area. The program aired on June 5th on the Travel Channel and has since aired over 30 times on Discovery HD Theater and Sun Sports Network.

The program also resulted in the development of an app for the iPhone and iPad which features mini-segments about Daytona Beach. App users can learn more about Daytona Beach, enter into a sweepstakes to visit the area, experience our arts & cultural scene, historic Midtown, famous Bike Week, shopping, the speedway and much more.

Truly one of the gems of this program we engaged in, this critically acclaimed television program has generated a large library of high-definition b-roll of the community that has never before existed. Plans are underway for the categorization of the footage and the creation of a library where the city and community efforts can access the footage for the creation of economic development pieces, clips for realtors and many more applications that can be developed to promote Daytona Beach.

6.5.6 Media Mix & Partnerships

For the pilot external campaign we sought media partnerships to spread the message via a diverse collection of outlets across the state for the experiential activation programs. Marketing partnerships were critical to the success of our initiatives. The ability to leverage purchased advertising for trade advertising in external marketing was one of the single most important aspects of our plans. It was our goal to generate a 4.28:1 trade ratio, or \$4.28 in free advertising for every \$1 paid, in external marketing partnerships. With a cash budget of \$125,000 for 2010, our goal was to reach an approximate total of \$535,000 in trade advertising for this program. This goal was greatly exceeded with over \$920,000 in trade advertising generated by over 20 media partners.

Partners that were substantially engaged in this campaign included but were not limited to:

- Travel Channel & Bonier Corp: 30 min destination program
- Bright House Networks: *All Major Networks, 6 counties*
- Florida Travel + Life Mag: *4 month print & online campaign*
- Orlando Sentinel: *4 month print & online campaign*
- CBS Radio: *101.9 FM, 105.9 FM, 105.1 FM*
- Cox Media Group: *98.9FM, 96.5FM, 95.3FM, 92.3FM*
- Clear Channel Radio Orlando: *107.7Fm, 106.7 FM*
- WMFE Radio & Television: *Central Florida PBS*
- UCF Radio: *89.9FM*
- Central Florida Futures: *UCF Newspaper*
- Clear Channel Radio & Outdoor Media: *11 Billboards*
- Lamar Advertising: *6 Billboards*
- The Beach: *92.7FM, 1550 AM*
- Clear Channel Radio Jacksonville: *93.3 FM, 104.5FM*
- Radio Disney Orlando & Jacksonville
- Clear Channel Radio Tampa: *95.7FM, 13.5 FM, 100.7FM*
- Facebook Ads: *4 week Central Florida Campaign*

Online marketing also played a key role in the external campaign. All radio and print partners also had substantial online campaigns with e-blasts to their mailing lists, website presence and promotions/listener contests that generated hundreds of live mentions on a daily basis. One of the most successful strategies that was implemented was the offering of contests to generate excitement and build a destination database from entries.

Social media was one of the most successful elements in the execution of the external campaign with Facebook advertising generating strong sales and leads. Each of the media partners promoted the campaign and pilot programs on their social media sites. This format generated a groundswell of interest and excitement about the destination and the programs.

6.5.7 Direct Mail Components

The team designed and distributed a substantial amount of direct mail throughout the course of the campaign. Two lists, consisting of households with musical interests, avid music listeners and avid concertgoers were compiled stretching the entirety of the I-4 corridor. The first list was of 100,000 households with incomes of \$50,000 - \$99,000 and a list of 50,000 household with incomes of \$100,000 - \$150,000. After purging and analysis, 140,000 Central Florida households were sent a customized piece promoting the events, destination, hotel deals and a special offer.

6.5.8 Publications & Collaterals

The team designed and produced a series of collaterals for the external campaign. The pieces were distributed both before and during the experiential pilot activation. The pieces all featured the destination campaign brand design, information about the destination, hotel offers and special ticket offers for events. The following is the list of highlighted publications/collaterals that were produced and how they were distributed:

- **Travel & Preview Guide: 50,000 pieces distributed**
The festival travel and preview guide was a twelve page full-color glossy piece that featured the destination, hotel offers and a special booking site, www.bokingdaytona.com, as a place to make their hotel reservations. It pointed people to the comprehensive travel center at the event website and offered special ticketing deals. The 48,000 pieces were distributed via direct mail and 2,000 pieces were distributed in rooms at Main Street Redevelopment area hotels in the weeks leading up to the Labor Day Weekend event.
- **Festival Preview Tri-Fold: 100,000 pieces distributed**
The festival preview tri-fold was a three panel, full-color piece that featured the destination, hotel offers and complete event schedule. 92,000 pieces were direct mailed to Central Florida households that were prequalified based on interest and demographic. 8,000 were distributed at area hotels, out-of-area information centers and at special events across Central Florida.
- **Festival Preview - Newspaper: 150,000 pieces distributed**
The festival preview was a twelve page full-color newsprint piece that was inserted into select Friday editions of the News-Journal and Orlando Sentinel. It featured the destination, hotel offers and a special booking site, www.bokingdaytona.com, as a place to make their hotel reservations. It pointed people to the comprehensive travel center at the event website and offered special ticketing deals.
- **Festival Hotel Cards: 5,000 pieces distributed**
Festival hotel cards were designed for hotel partners to distribute to patrons at check-in in the months and weeks leading up to the event. It presented the new destination image and invited them back to the area for the experiential events. It gave hoteliers the opportunity to offer special rates in a section that was left for them to insert their individual special offer information.
- **Festival Rack Cards: 25,000 pieces distributed**
Festival rack cards were distributed at all beach tools in Volusia County and parking tolls at the Ocean Walk garage for a period of 5 weeks. The piece offered information about the experiential pilot event.
- **Festival Guide: 20,000 pieces distributed**
The festival guide was a 42-page full-color glossy piece that was distributed to every ticket holder at the experiential pilot event. The piece featured complete event information with two sections dedicated to the Main Street Redevelopment Area. The Festival Walk Gide featured a “where & what to do guide” for the area. There was also a section that highlighted the proposed e-zone and the vision for the future of the beachside district.

Sample of these and all publications and collaterals designed during this process have been provided as a part of this document’s appendix.

6.5.9 E-Communications & Website

For the pilot external campaign e-communication and website were centered on the experiential activation pilot. The website that served as the hub for these activities, www.amf2010.com, was designed for the promotion of the American Music Festival. This interactive online portal was designed for ease of use and attracting visitors to find out more about the activation events and the destination.

While the website featured the typical sections about the event, allowed patrons to purchase tickets online and provided comprehensive event schedules, the real essence was found in the promotion and positioning of the destination. In a special box titled “Stay & Play” on the home page dashboard, site visitors were greeted by a sunrise or sunset movie on the shores of Daytona Beach. When they clicked on this site, they were shown a three-minute high-definition video promoting the destination and inviting them to visit. The video consistently followed the brand design that had been established and offer a glimpse in the “Great American Destination Experience”. The video clip then transported site visitors to the website’s Travel Center where visitors were given recommendations on what to see and do, where to stay and play and given instruction on how to get here. Visitors were then transported to www.bookingdaytona.com, a service of the Daytona Beach Regional Chamber to book their stay in a Main Street Redevelopment Area hotel.

Through this and media partner websites, contests were held to capture interested party data and email addresses. A destination database of over 6,000 people was generated through these efforts. These lists were combined with existing mailing lists and frequent e-blasts were sent to over 13,000 people promoting the event, destination and hotel offers in the months and weeks leading up to the event.

The website was a successful tool in promoting and activating the mission of the Marketing Consultant Team. Over a quarter million people visited the website with unique visitors to the site averaging 2,741 unique visits per day and over 980 average unique visits per day to the Travel Center were generated.

Important Numbers

- ***Amf2010.com***
 - **Unique Visitors:** 271,359
 - **Unique Visitors Average Per Day:** 2,741
 - **Total Web Site Hits:** 3,020,225
 - **Top Referring Site:** Direct Request, amf2010.com
 - **Click through to Travel Center:** 560 Unique visitors average per day

The event was also represented in social media sites, with a Facebook page that was populated with 1,457 fans and was connected to all festival artist pages that totaled 15,436,358 friends which were all connected to the site and received multiple posts and festival promotions.

6.5.10 Artist Marketing

One of the most dynamic elements of the External Campaign was gaining access to artist data bases for promotion of the experiential activation event and the destination. Through their individual websites, by sending out a minimum of two e-blasts to their fan clubs and via their Facebook pages that in total comprised 15,436,358 people - millions of people were reached by the artists themselves, promoting the destination and their concert as a part of the experiential activation event.

The most effective campaigns were launched by some of the biggest names in music such as The Jonas Brothers and Usher on the radio. Pop mega-star Usher spent three days calling into every major radio station in every major city across the state of Florida promoting the experiential event, Daytona Beach and his concert. He used the “Great American Destination” theme in all of his interviews and invited listeners to come “Experience the music and rediscover the Great American Destination” in this massive live radio promotion.

In terms of the future development of the e-zone, the successful production of the experiential activation event put Daytona Beach back on the map with the world’s largest talent agencies, production companies and artist managers. The venue and production quality that they found when they arrived in our destination was comparable to any metropolitan venue and the hospitality and accommodations received rave reviews from artist and tour crew alike. This process and its success proved that our destination can be a relevant and world-class destination for entertainment.

6.5.11 Advertising Budget Breakdown

The following is an actual breakdown of the external campaign advertising expenses.

	Cash	Trade	Value
Television			
Commercials	\$30,000	\$246,250	\$190,000
Production	\$0	\$29,000	\$10,000
	\$30,000	\$165,000	\$200,000
Radio			
Commercials	\$33,000	\$186,250	\$62,500
Production	\$0	\$7,500	\$7,500
	\$33,000	\$55,000	\$70,000
Print			
Advertisements	\$42,000	\$425,000	\$265,000
	\$44,000	\$225,000	\$265,000
Outdoor			
Advertisements	\$8,000	\$25,000	\$37,500
	\$8,000	\$25,000	\$37,500
Printing & Design			
Collateral Materials	\$10,000	\$12,500	\$35,000
	\$10,000	\$12,500	\$35,000
Professional Services			
Website Design and Hosting	\$0	\$25,000	\$25,000
	\$0	\$25,000	\$25,500
Total	\$125,000	\$920,000	\$1,045,000

6.6 Experiential Research & Prototypes

6.6.1 Overview

Marketing is a long-term strategy that extends beyond the concept of designing and implementing an advertising campaign. Marketing is more than a brand presented to the public. In this context, marketing defines the *city's product*, the *city as a product*. When implemented correctly, it will form a bridge between the city's current condition and the city's potential.

Our team addressed the city as a product in this process plan, its programs and experiential activation. When a company prepares the launch of a product they go through a series of steps that allow them to be prepared to engage audiences with their product. One common best practice employed by these companies is the concept of a prototype. Prototypes are working models of a new product or new version of an existing product that is presented to audiences for input, feedback and data collection as a central part of a comprehensive marketing process and plan design. Building a working prototype is an essential step in the process, and when companies are serious about truly testing a product, they always build them.

Until you have built a working prototype, it is difficult to demonstrate the true merits of your product. The prototype enables you to receive user input and perfect your design. It is virtually impossible to design an accurate and effective plan unless audiences can experience it.

As the name implies, a working prototype actually works. A user can activate it and is as a multi-sensory experience. The working prototype does not need to be in final format and as it applies to the redevelopment process it does not need to wait until it is complete; however, it should be able to perform some real world functions and provide quality experiences. The prototype will help you further improve the design of the redevelopment and marketing plans. Even more important, a working prototype can be used in surveys to confirm the market and seek their input.

These principles were applied throughout this process and applied not just in the marketing but in the now proven concept of the e-zone. As a part of moving this process forward, we need to ensure that other redevelopment districts will be given the opportunity to test by building their prototypes. This concept of building a prototype, activating it and allowing audiences to be a part of it is an example of experiential research worked. Our community has a track record of designing plans, and while it is common practice to seek public input, it is rarely sought outside of planning meetings and does not provide an actual experience of any kind. We talk and discuss potential plans but do not actually activate, test them and make them happen. This program was able to not only present a strong process; we designed, produced and successfully tested our hypothesis yielding real results and answers from the community.

This formula is one that should continue to be employed in both internal and external future efforts.

6.7 2010 Summer Showcase: The Experiential Pilot Activation

6.7.1 Overview

As a method of tying both the internal and external campaigns together, as well as ushering in an opportunity to test our messages, hypothesis and gather data, we proposed the production of a pilot summer showcase during the summer season of 2010. Due to the great amount of infrastructure in the Main Street Redevelopment District, future plans for the development of the e-zone and existing tourism-related infrastructure we proposed the pilot take place in the Main Street Redevelopment District. In consultation with the Main Street Redevelopment Board, it was recommended that efforts be concentrated on Labor Day Weekend as it would benefit area business and hotels during a historically low period of tourism.

This prototype not only allowed us to achieve the goals of the marketing planning process but also injected immediate activity, generated economic impact in the district and stimulated the clean-up efforts of this district. Community groups like the Young Professionals Group were inspired to take to the streets and clean up area corridors.

The vision of the event was to produce an opening event to launch the summer during the last weekend in June and a closing event to end the season on Labor Day Weekend. As programmed, the event was designed to attract some of the biggest names in music to the destination, ensuring that it was both relevant and would attract audiences from outside the area. Artists were selected from diverse genres of music to ensure that the most diverse audience grouping was generated, reflected every demographic we would potentially target in future promotions.

6.7.2 American Music Festival

The American Music Festival is a program that was designed and produced by the Community Cultural Foundation. The event took place in two parts. A kick-off event that was free to the public on June 26th, 2010 which was hosted by Kevin Jonas of the Jonas Brothers and featured pop sensation Honor Society and chart-topping alternative band Lifehouse. Approximately 8,000 people attended the event which also featured talent from across the region at the Daytona Beach Bandshell in the Main Street redevelopment area.

The kick-off event laid the ground work for the Labor Day Weekend extravaganza which was hosted from September 2-5, 2010. The festival for the first time will featured the activation of all Main Street area venues such as the Ocean Center, Band Shell and Peabody Auditorium with additional outdoor stages in the plaza in front of the Ocean Center and at the Coquina Clock Tower.

The event featured a diverse collection of mega-stars such as Usher, The Jonas Brothers, Tony Bennett, Demi Lovato, Huey Lewis & The News, Buddy Guy & Taj Mahal, Blake Shelton, Jerrod Nieman and dozens of other regional and local artists. With both ticketed and over 20 free performances, the event also featured a display from the Rock & Roll Hall of Fame Museum which activated the ECHO Gallery in the Ocean Center as a place for fine art for the first time. The event ushered in over 20,000 people to the area and generated increase in Main Street Redevelopment District hotels, restaurants and retail business.

6.7.3 Summer Showcase at the Bandshell

The Summer Showcase at the Bandshell was activated by The Friends of the Bandshell. While it was not a part of this activation process, it is a valuable series of events that provides activities for residents and visitors to the area. The series could be a tool to continue the development of this and other marketing initiatives in the future.

Pilot Program Attendee Survey & Results

6.7.4 Overview & Process

The pilot program attendee survey was conducted immediately following the conclusion of the experiential activation program, The American Music Festival. Using information collected through the ticketing process, promotions and register to win contests, a database of over 8,000 out-of-area attendees was established for this survey. The results generated by this survey were used to provide guidance to the marketing programs and plans submitted in this package. The completed survey information was tabulated electronically online by the Survey Monkey system.

Results:

- 12 questions presented on survey
- 2,352 surveys were started / 1,992 surveys were completed entirely

The results presented will reflect the answers from both complete and incomplete surveys where it applies.

6.7.5 Results

The results presented will reflect the answers from both complete and incomplete surveys where it applies. Survey respondents were guaranteed anonymity for the purposes of generating candid responses and protecting their private information.

Response Summary:

Responses to this survey were overwhelmingly positive. 95% of patrons who responded were greatly satisfied with the overall activation events with 85% of attendees feeling satisfaction over the venues the events were hosted by. This is both a dynamic indication of the quality of the programs produced and setting the events took place in. With a great deal of attention to detail taken into both of those aspects, the results verify that quality and well organized events are recognized by the public.

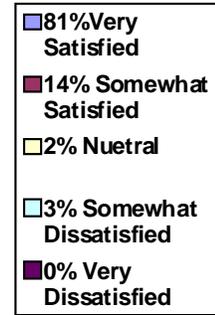
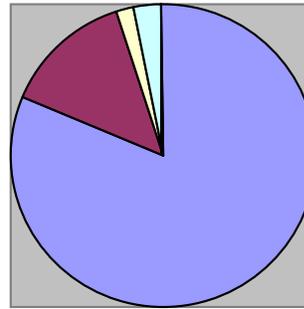
On average, patrons attended one or two concerts with 36% of respondents claiming they stayed one or more nights in the area. Over 69% of participants were overwhelmingly satisfied with the experience they had in Daytona Beach. They found it very easy to get to our destination with 17% of respondents claiming this was their first time in Daytona Beach and up to 73% of respondents who had visited before, stating that it had been a year or longer since their last visit. When asked what would bring them back to Daytona Beach, their number one choice was concerts, which is considered to be skewed due to nature of event, followed almost equally by the beach, motorsports and eco/heritage attractions. 71% also stated that they were likely to recommend Daytona as a destination to their friends.

When asked how they heard about the event, radio led in responses followed by online/social media, from the artist's fan club or website, television and direct mail.

When asked to select from a series of statements that best represented Daytona Beach respondents provided surprising results by selecting "The Worlds Most Famous Beach" and 'The Great American Destination' almost equally with 36% and 35% of their votes. This is remarkable since one brand has existed for decades and the new concept was introduced through this campaign six months ago. Current tagline "Way more than a Beach" garnered 21% of the audience.

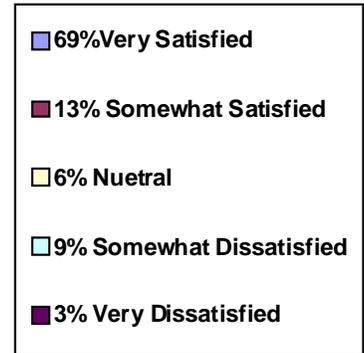
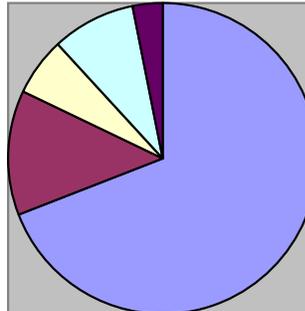
Q1. How would you rate the overall event?

Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied



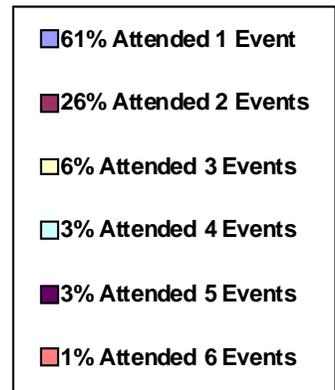
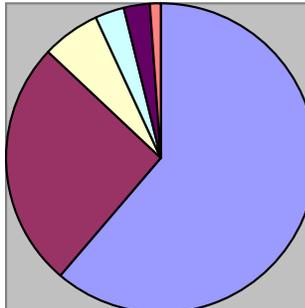
Q2. How would you rate the overall event venues?

Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied



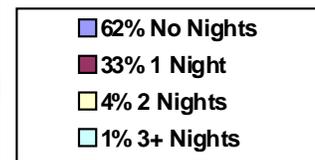
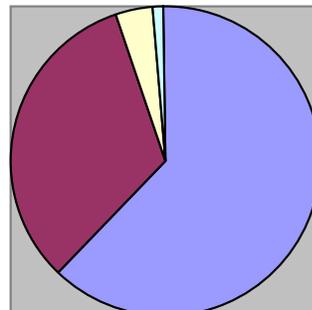
Q3. How many events/concerts did you attend?

1, 2, 3, 4, 5, 6

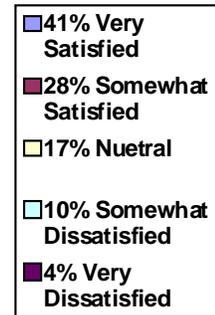
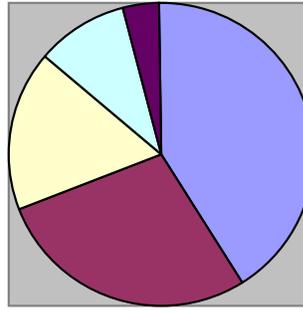


Q4. How many nights did you stay in Daytona Beach?

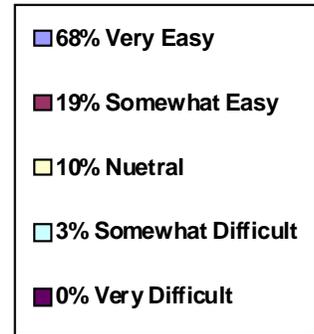
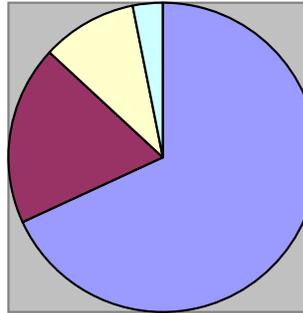
None, 1, 2, 3+



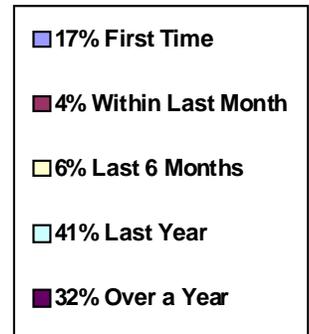
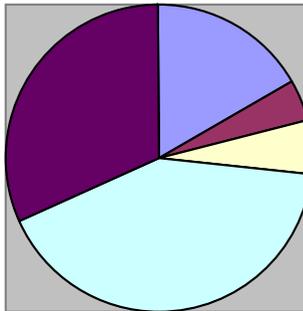
Q5. How would you rate your overall Daytona Beach Experience? *Very Satisfied, Somewhat Satisfied, Neutral, Somewhat Dissatisfied, Very Dissatisfied*



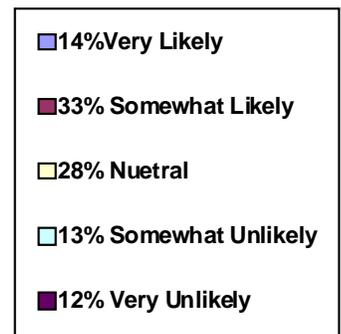
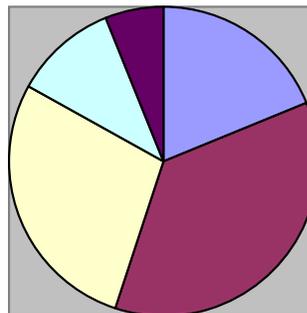
Q6. How would you rate the ease of traveling to and from Daytona Beach? *Very Easy, Somewhat Easy, Neutral, Somewhat Difficult, Very Difficult*



Q7. How long has it been since you were in Daytona Beach? *First time, Within last month, Within last 6 months, Within last year, Over a year ago*

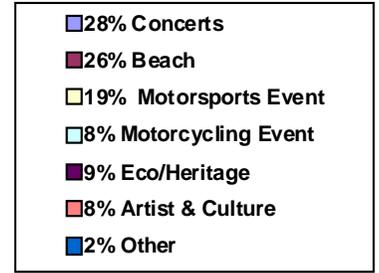
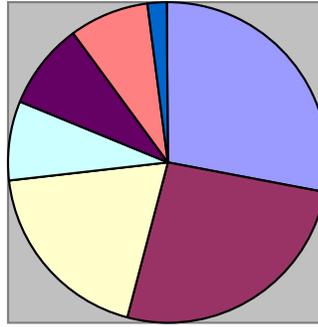


Q8. Would you return to Daytona Beach in the near future? *Very likely, Somewhat likely, Neutral, Somewhat unlikely, Very unlikely*



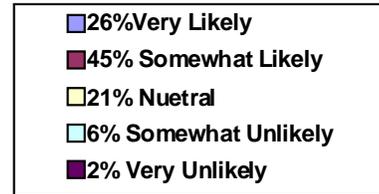
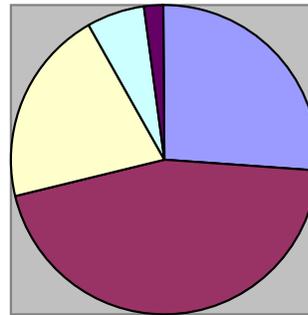
Q9. Which of the following would most entice you to return to Daytona Beach?

Concerts & Entertainment, The Beach & Water Sports, Motorsport Racing Events, Motorcycle Events, Eco/Heritage Tours, Arts & Culture Other



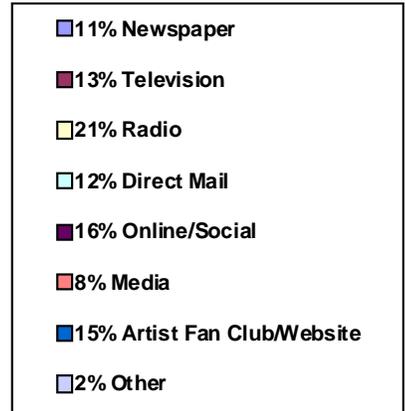
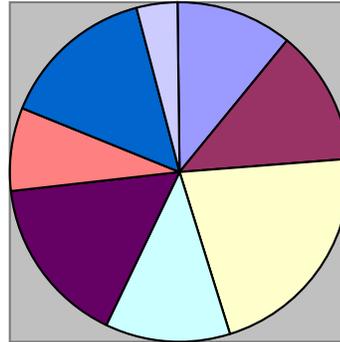
Q10. Would you recommend Daytona Beach as a destination to a friend?

Very likely, Somewhat likely, Neutral, Somewhat Unlikely, Very Unlikely



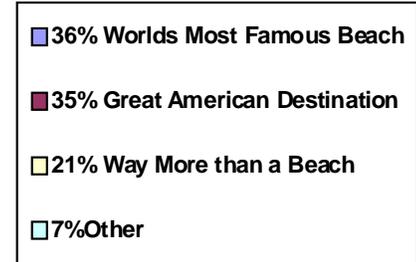
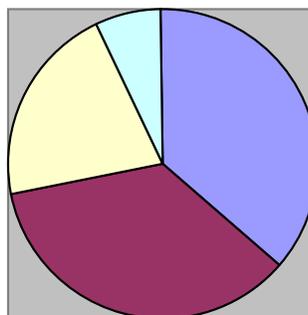
Q11. How did you hear about the event?

Newspaper, Television, Radio, Direct Mail, Magazine, Online/Social Media/Press, Artist Fan Club, Other



Q12. Which of the following statements best embodies the Daytona Beach you have experienced?

The World's Most Famous Beach, The Great American Destination, Way More than a Beach, Other



7.0 Marketing Programs & Implementation

7.1 Overview

The initial process is now complete and the goals and objectives of the process plan have been met. The team is confident that the data collected is substantial enough to build market driven and community focus marketing programs that will benefit the redevelopment areas. We have:

- Designed and tested a comprehensive marketing, brand and product development concepts for the Main Street Redevelopment Area.
- New marketing capacities have been built with enhanced websites, collateral pieces and introduce technology that will improve the resident and visitor experience.
- We have demonstrated how CRA funds earmarked specifically for marketing can be leveraged to generate substantial trade/donated marketing resources and media partnerships.
- Increased positive internal perception and quality of life initiatives for the residents and business owners of redevelopment areas.
- Created a formula to change product offerings and experiences in a redevelopment districts by producing/partnering in the production of special events that positively impact the economic development of each district.
- Attracted more and diverse tourists by providing new experiences/programmatic offerings.
- Attracted economic developers with access to private investment and developing industry while encourage small business and entrepreneurship with the goal of creating high skill, high wage jobs thereby promoting the overall prosperity of the city.
- Worked with CRA, Redevelopment Boards and City Staff to build systems by which the goals and objectives of this plan can be perpetuated.
- Identified the unique assets of each of the redevelopment districts and how those particular features can be used in marketing/activating that area advantageously.
- Identified the needs and wants of current constituents in each redevelopment district.
- Provided experiential research opportunities for residents, visitors and businesses to provide feedback to tested programs, products and messages in each of the redevelopment districts.

The following programs address the brand standards, best practices and techniques that the CRA, its districts and city should employ in the future. These marketing programs are driven by the input given by stakeholders and the experiences of the team in executing this process.

This Consultant Team or the Community Cultural Foundation as a partner do not seek any long-term involvement in the management of CRA funding or marketing implementation outside of that which has been herein described and completed to date. We encourage other groups to engage the city to partner with the redevelopment district, and through this process, continue the work started by this team. Additionally, we encourage private companies and the business community in general to rally around the brand concepts brought forward as a part of this process and integrate them into their marketing messages, reinforcing the brand image.

What we will present in this section is a series of recommendations, programs for each redevelopment district, brand concepts and implementation strategies that are based in the formulas that have been tested and proven in Main Street Redevelopment Area. Due to funding and time needed for development, these programs are designed with flexibility and can be implemented on independent timelines established by the CRA and stakeholders in each district. It was our goal to provide a series of templates for programs that collectively represent a plan, but take into consideration the complexity of the task and the large number of constituents involved in the process.

7.1.1 Recommendations

While this team will continue to offer our services to the city now that this initial process is completed, as a part of this report we wanted to provide the CRA with recommendations that will be critical to duplicating the successful efforts of the process plan and the long-term implementation of these programs.

- The CRA and city need begin building the permanent infrastructure that it will be required to continue pursuing and activating an effective marketing program into the future which may include identifying sources and establishing levels of funding for future marketing efforts.
- Explore the possibility of engaging/assigning city or redevelopment staff with proper background and understanding of marketing, the oversight of this program(s).
- Establish a series of sub-committees in each redevelopment district to continue the work that has been started in each district.
- Adopt the tested and proven brand of “The Great American Destination” as the moniker for the rebranded destination - encouraging other partners such as the Chamber of Commerce, Convention & Visitors Bureau, Team Volusia and other stakeholders to adopt and integrate the brand in to their marketing programs.
- Adopt the Special Event Process and Standards presented in this report and program outline.
- Identify sources of funding for qualified future pilot projects in Midtown and Downtown Redevelopment Districts, empowering them to solidify their branding initiatives via the same formula that was used in Main Street Redevelopment District.
- Continue to move this project and the concept of rebranding forward through engagement with the agencies that promote the destination. The City must remain in control of its brand and it now has new capacities to ensure the message is consistent and reflective of the standards set forth in the process and pilot.

7.2 Special Event Process & Standards

7.2.1 Overview

The success of the pilot showcase demonstrated that activation is at the center of the rebranding process. Rebranding is more complex in execution than branding because audiences have preconceived notions of the product. Therefore in order to effectively rebrand the new identity has to make a strong promise and must demonstrate it beyond the design of a logo or tagline – it must be experienced.

Our community has a strong legacy of special events. From motorsports and bikers to cheerleaders and concerts, we have something for everyone. Our issue is in ensuring quality and driving the right types of audiences to our programs and to our destination. Strong special event standards and a meticulous and consistent process will ensure that events help build the brand and enhance the marketing work the city is engaged in. The implementation of this concept is critical to the short and long-term success of this project.

This does not in anyway suggest that our recommendation favors one type of event over another, but emphasizes that quality should never be compromised, given up or over looked. All aspects of the event should focus on quality from collateral materials, marketing campaigns to programmatic selections and site/venue presentation. People have a choice as to where they spend their money and we must do everything in our capacity to ensure that we capture that audience with the capacity to spend at the highest level – people pay for quality. The most important component of this initiative will be the experiences residents and visitors have when we showcase our communities.

7.2.2 Special Event Process

The success of a special event is determined more by the planning process and the work done in advance than the execution of the actual event. The City of Daytona Beach staff initiated a system of full-staff meetings during the planning of the experiential activation pilot. Those sessions proved to be effective in providing a better understand of the producer and the city's needs as well as making the process more efficient.

One important factor is that the city administration continues to provide consistency in their decisions and policies towards special events. A series of policies on venues, city codes and other event related initiatives should be adopted by the city and applied equally to all producers. Daytona Beach is rich in assets that make it an attractive prospect for quality and professional event producers. These experienced professionals will seek cooperation from city staff and it is critical that they continue to provide the high level of service that was demonstrated during the experiential pilot program.

7.2.3 Special Event Standards

The CRA has been investing marketing and promotional dollars for many years. A year ago, the CRA unanimously decided that they wanted to develop a series of standards that are tied to marketing programs which will provide the guidelines for marketing expenditure funding as it pertains to CRA marketing. These standards set the new direction for the expenditure of these funds and the programming supported by them ensuring that the priorities remain with the ultimate benefit of residents, businesses and tourists in that redevelopment district.

These best practices, or standards, should be implemented by the CRA to ensure that events/programs supported by CRA funding meet the criteria and desired image for the redevelopment district. CRA funding used for marketing purposes should not only be used to support and retain existing businesses, residents and tourists – but also to attract new business, capital investment and jobs.

These standards should also be complimented by the production of a comprehensive event package that should be produced for organizations and agencies interested in partnering with the CRA to produce programming in the future. This resource package should provide the guidelines for a formalized process of application, explanation of standards and reviewed for potential funding for marketing purposes within a CRA redevelopment district.

The team has studied best practices and standards used by other municipalities and we have tested them in the production of our pilot program. We recommend the adoption of the following standards to begin the process of creating an infrastructure for CRA partnerships in marketing and programming.

A complete list of standards will be produced as a part of the final comprehensive marketing plan. Initial standards that are recommended for immediate approval include, but are not limited to:

- Promotions and events requesting CRA funding must address the priorities and objectives set forth in the individual marketing programs for each redevelopment district and the city as is set forth in the marketing program below.
- Promotions and events requesting CRA funding must have their own marketing, budget timelines and measurable goals in place that must be approved by the city.
- 50% of promotion/event funding has to come from an alternate source outside of CRA funds. A trade match can be used but cannot exceed 40% of the cash required to produce the program.
- Promotions and events requesting CRA funding must have pre-established measurable goals and results that are reported pre and post event.
- Promotions and events requesting CRA funding should take place only after they have been reviewed and approved as a part of the Comprehensive Marketing Campaign.
- Appropriate branding for the city and particular redevelopment district should be employed in the promotion of the event.

7.3 Marketing Programs

The marketing programs below have been designed in four categories. First are programs that will benefit the entire city and cross promotionally, all of the redevelopment areas. Second, programs and brand standards designed for the Main Street Redevelopment Area. Third, programs and brand standards designed for Downtown. Fourth, programs and brand standards for Midtown. As a way of providing flexibility and encouraging the continued evolution of these programs, a specific timeline has been omitted from the recommendations, allowing each district to move forward with its own projects at their own pace but within the guidelines and process that has been proved successful in the Main Street Redevelopment District.

7.3.1 Overview & Next Steps

The marketing programs suggested by the team will ensure that the branding process continues to be completed through community driven goals, objectives and self reflection. Program overviews for the Redevelopment Districts are guided by a template consisting of:

- Research Overview
- Situation Analysis
- Branding
- Audiences
- Activation/Promotion
- Objectives
- Strategies
- Recommendations

One of the most critical portions of a marketing plan is establishing a process and doing the market research required to promote an authentic product. That process has been completed and the findings in this report are ample analysis of the situation, our product and what stakeholders desire the product to be.

Each of the marketing programming overviews is tied back to the greater brand that is being established for the city and has to be interconnected to ensure cross-promotion and continued development of all districts. It will be important that each district now embrace or continue to develop the goals they have established by describing the type of district they are today and wish to become.

For this purpose, we recommend the creation of a marketing sub-committee for each redevelopment district consisting of stakeholders that will move this plan forward within each district. These stakeholders should have strong background in marketing and the will to see this process through. Groups should not total over 5-7 people and should follow the recommendations established below for each redevelopment district. This process should give these committees the flexibility required to work but also the public accountability required to ensure that the product has genuine “buy in” from the stakeholders.

This next step should be taken quickly after the adoption of this report and plan as to ensure continued momentum. If sub-committees follow the template set forth and now proven successful, this process will yield long-term marketing success for the redevelopment districts.

7.3.2 Main Street Redevelopment District Program: Next Steps

The following marketing program overview has been designed for the Main Street Redevelopment Area. The following is the template designed by the Consultant Team to reach the goals, objects and long-term marketing program for the district.

- **Research Overview:**

Stakeholders expressed mixed feelings about if the Main Street Redevelopment District of Daytona Beach is a friendly and welcoming place. While they do not perceive it to be extremely safe, they do think it is a good place to live, work and play that is culturally diverse. It has great parks and public facilities and contributes to the cultural arts scene of the community. They are confident that the district is engaged and benefits from the events that occur in Daytona Beach and that it is uncongested and easy to get around with ample parking and transportation services.

However, they do not believe that it is attracting the right type of visitors or serving the needs of visitors. They agree that the district is not a strong place for business. There are is not a great deal of perceived historic heritage that is presented well to the public and in general the district is not perceived as presenting itself well and is in dire need of renovation.

At this time, stakeholders do not have a firm sense of pride in their district and have mixed feelings about whether or not the district in on the right track to solve it's challenges.

When asked about the future of the Main Street Redevelopment District, stakeholders expressed strong and almost unanimous favorable feelings about investment in promoting tourism to attract visitors to new or existing public events and festivals while exploring its natural and green spaces. They are looking forward to future entertainment and cultural amenities as well as activated areas where they can socialize and shop.

While they value exceptional residential experiences, they do not see it as a top priority for their district. They recognize that their future is one where the tourism industry is at the center and while they would like a highly skilled and motivated workforce, they do not place a substantial emphasis on business relocation's and start ups into the area. While they want diversity in their offerings they do not see their district as a center for knowledge-based, creative industries, and entrepreneurial activity.

- **Situation Analysis**

The Main Street Redevelopment Area is on the verge of reinventing itself as a comprehensive entertainment zone. Through the pilot program conducted as a part of this process, we were able to test this hypothesis and prove that it is the correct and viable direction for Main Street. While it is setting a long-term plan for redevelopment, it must take a look at solutions and programs that will be attainable in the near future to continue the rebranding process. The district must remain competitive and relevant in a crowded beach destination market. Activation and experiential opportunities are the most effective and efficient way to do that.

- **Branding**

Known as the “Main Street” area the current branding does not offer a cohesive and comprehensive sense of the reality and diversity of the district. It is heavily influenced by references to motorcycles and bikers which while a part of the brand, is not the entirety of the promise offered by the district or the vision stakeholders have for its future. The district should be looked at as a blank canvas on which all types of different events will take place – it is the event hub of the city.

The brand concept for this district has to appeal to broad audiences. It must be general enough to allow activation programs to attach themselves to it and still provide a diverse collection of experiences. It should reference the geographic location, providing clarity as to where in the city it can be found. (i.e. Main Street is on the Beachside, but Beach Street is in Downtown – a common issue that came up in branding discussions). It should be pliable enough that it can be applied for all sorts of experiences from bikers to the arts.

Design & Brand Elements: The Main Street brand should rely heavily on the beach asset and celebrate its vintage and classically American experience and incorporate with the modern twists of state of the art assets such as the Ocean Center. It is a modern classic. Design elements tested with positive response included use of the beach, a vintage vehicle and the red lifeguard chairs that dot the horizon.

Stakeholders should keep in mind that a brand is not just a tagline and logo, but it is the promise a product makes to the people it is trying to attract and its customers.

- **Audiences**

The Main Street District has the most diverse audiences of any redevelopment district in the city. As the current hub for tourism, its stakeholders made it very clear in their responses that the audiences they wish to reach are leisure visitors and conventioners. They resoundingly voice their concern that currently, the area is not attracting the right type of visitors with its promotions.

To grow audiences, The Main Street District needs to maintain existing audiences while shifting their focus to improving the quality of visitors over time. This will occur as the district continues to produce better quality and more diversified activation programs with consistent promotion.

- **Activation/Promotion Plans**

Once a final brand is established, an activation/promotion plan will play a critical role in fulfilling that brand and bringing it to life. It is recommended that an annual activation and promotion plan be established and coordinated to ensure that all proposed experiential programs fit the overall brand, are well organized and do not compete with each other. Each year these plans should be submitted to the CRA and redevelopment office to ensure the activation plans follow the standards and process set forth in this plan.

- **Objectives**

The following have been identified by stakeholders as key objectives in the marketing/promotion of the Main Street Redevelopment Area.

- Establish an organic brand that represents the district
- Diversify audiences
- Improve internal district self image
- Improve and diversify programmatic offerings

- **Strategies**

- Work with collected data and established design elements to complete the process of designing a brand.
- Diversify and improve programmatic offerings and begin to segment the audiences we wish to attract, building programs that have a track record of attracting those audiences.
- Continue the efforts of the internal campaign and keep stakeholders engaged in the process.
- Continue to seek partners and producers with the capacity to produce expanded programmatic offerings in the district.

- **Recommendations**

Main Street has the benefit of having been able to test a potential identity through activation. The following recommendations are based upon the data collected and the continuation of the marketing program.

- Establishment of Main Street District Marketing/Branding Sub-Committee to oversee the process.
- Continue to work closely with consultants and planners of the e-zone for cohesive brand and activation planning as the district is transformed.
- Identifying sources of funding and establishment of district marketing/promotions budget.
- Establishment of district-wide annual activation plan to provide and a specific plan and schedule for the Main Street Redevelopment District.
- Continue to engage partners that participated in the pilot program to ensure marketing funds can be leveraged to their full potential.
- Continue efforts of “I am Daytona Beach” Campaign and engage residents in elevating pride and self image of the district.

7.3.3 Downtown Redevelopment District: Next Steps

The following marketing program overview has been designed for the Downtown Redevelopment Area. The following is the template designed by the Consultant Team to reach the goals, objects and long-term marketing program for the district.

- **Research Overview**

Stakeholders generally felt that the Downtown Redevelopment District is a friendly and welcoming place. While they do not perceive it to be safe, they do think it is a good place to live, work and play that is culturally diverse. It has good parks and public facilities and contributes a fair amount to the cultural arts scene of the community. They do not believe that the district is engaged or benefits from the events that occur in Daytona Beach and while it is uncongested and easy to get around there is a perceived lack of parking.

They do not believe that it is attracting the right type of visitors but when visitors do stop by downtown they feel that they are serving the needs of those visitors. They almost unanimously agree that the district is a strong place for business. They also almost all agree that the district is strongly in need of renovation but there is a great deal of perceived historic heritage that they feel is presented well to the public. There are mixed feelings about how the district in general is perceived by the public and while a majority believes the district is on the right track to solving its challenges, it is not a large majority.

When asked about the future of the Downtown Redevelopment District, stakeholders expressed interest investment in promoting tourism to attract visitors. They almost unanimously saw a large opportunity to add new or expand existing public events and festivals celebrating its values and diversity while exploring its natural and green spaces. They are looking forward to future entertainment and cultural amenities as well as activated areas where they can socialize and see themselves as a place where they want residents and visitors to shop.

While they highly value exceptional residential experiences, they identify most as a place where people want to work and grow a highly skilled and motivated workforce in knowledge based, creative industries and entrepreneurial activity. They want to be seen as a place a choice for business relocations and start ups and almost unanimously agree on this platform of business and commerce.

- **Situation Analysis**

The Downtown Redevelopment Area is at the center of the destination and is the central business district. While several brands have been tested in the past (i.e. Riverfront Marketplace and Think Downtown) no campaign has gained traction. While it is setting a long-term plan for the redevelopment of its Riverfront Park, it must take a look at solutions and programs that will be attainable in the near future to continue the rebranding process. The district is also expanding in the creative industries and has the potential to become the creative hub of the area. The district must remain competitive and relevant in a region where other downtowns have been successful in promoting and producing experiential programs that have been successful.

- **Branding**

Known as the “Beach Street” area the current branding does not offer a cohesive and comprehensive sense of the reality and diversity of the district. It is heavily influenced by misperceptions of lack of parking, lack of activation and large population of homeless. It has great assets such as the Halifax River, which while a part of the brand, is not the entirety of the promise offered by the district or the vision stakeholders have for its future. The district is home to many creative based businesses and the central venue for area students in the performing arts. It is also the jewelry and dining district for the region with unique independently owned business that each add their distinct flavor to the area.

The brand concept for this district has to appeal to those people the stakeholders have identified they wish to attract - Businesses, entrepreneurs and creative types. It must be general enough to allow these businesses to adopt the brand and support activation programs providing a diverse collection of experiences and bringing the brand to life. It should reference the geographic location, providing clarity as to where in the city it can be found. (i.e. Main Street is on the Beachside, but Beach Street is in Downtown – a common issue that came up in branding discussions).

Design & Brand Elements: The Downtown brand should rely heavily on its desire to be the creative and entrepreneurial hub of the community. It should celebrate its history, but should be a forward thinking message that evokes the concepts of creativity. Downtown is a gathering place, a village of creative experiences and opportunities for discovery. Design elements should be extracted from the area, its architecture and natural beauty and should be tested with stakeholders before implementation.

Stakeholders should keep in mind that a brand is not just a tagline and logo, but it is the promise a product makes to the people it is trying to attract and its customers.

- **Audiences**

The Downtown community has established that their target audience is young professionals and empty nesters. That vision should be expanded to include students and families as the area assets compliment the things those groups are looking for. The area has a diverse collection of nightlife experiences which are popular with area college students and young professionals. As the current hub for business, its stakeholders made it very clear in their responses that the audiences they wish maintain their role as the central business district. Part of the challenge is to gain off business hour interaction with those that work in the district.

To grow audiences, The Downtown District needs to engage existing audiences while shifting their focus reaching out to residents of other city areas and other cities. This will occur as the district continues to produce better quality and more diversified activation programs with consistent promotion.

- **Activation/Promotion Plans**
Once a final brand is established, an activation/promotion plan will play a critical role in fulfilling that brand and bringing it to life. It is recommended that an annual activation and promotion plan be established and coordinated to ensure that all proposed experiential programs fit the overall brand, are well organized and do not compete with each other. Each year these plans should be submitted to the CRA and redevelopment office to ensure the activation plans follow the standards and process set forth in this plan.
- **Objectives**
The following have been identified by stakeholders as key objectives in the marketing/promotion of the Main Street Redevelopment Area.
 - Establish an organic brand that represents the district
 - Grow creative businesses and attract entrepreneurs
 - Diversify audiences
 - Involve stakeholders in process
 - Improve and diversify programmatic offerings
- **Strategies**
 - Work with collected data and established design elements to complete the process of designing a brand.
 - Work with city, chamber and other organizations such as Team Volusia to showcase the assets that exist in Downtown while developing incentives for creative industries.
 - Diversify and improve programmatic offerings and begin to segment the audiences we wish to attract, building programs that have a track record of attracting those audiences.
 - Continue the efforts of the internal campaign and keep stakeholders engaged in the process.
 - Continue to seek partners and producers with the capacity to produce expanded programmatic offerings in the district.
- **Recommendations**
Downtown has not had the benefit of having been able to test a potential identity through activation. The following recommendations are based upon the data collected and the continuation of the marketing program.
 - Establishment of Downtown District Marketing/Branding Sub-Committee or empowering of DBPA committee to oversee the process.
 - Continue to work closely with consultants and planners of the Riverfront master plan for cohesive brand and activation planning as the district is transformed.
 - Identifying sources of funding and establishment of district marketing/promotions budget.
 - Continue to engage partners that participated in the pilot program to ensure marketing funds can be leveraged to their full potential.
 - Continue efforts of “I am Daytona Beach” Campaign and engage residents in elevating pride and self image of the district.

7.3.4 Midtown Redevelopment District: Next Steps

The following marketing program overview has been designed for the Midtown Redevelopment Area. The following is the template designed by the Consultant Team to reach the goals, objects and long-term marketing program for the district.

- **Research Overview**

Stakeholders have mixed feelings about whether or not the Midtown Redevelopment District is a friendly and welcoming place and are equally split over the question. While they generally do not perceive it to be safe, they do think it is a good place to live, work and play that is culturally diverse. It has good parks and public facilities and contributes a fair amount to the cultural arts scene of the community. They do not believe that the district is currently engaged or benefits from the events that occur in Daytona Beach. They feel their district is somewhat congested and not easy to get around with a lack of parking.

They do not believe that it is attracting the right type of visitors or that they are serving the needs of those who visit. They believe the district to be a strong place for business. They also almost all agree that the district is strongly in need of renovation but are torn on the issue of perceived historic heritage and generally do not feel that it is presented well to the public. While there is a strong sense of pride in the district and what it has accomplished, there was unanimous sentiment that the district in general is not presented well to the public. With a majority believing the district is not on the right track to solving its challenges, a sense of optimism remains for the future.

When asked about the future of the Midtown Redevelopment District, stakeholders expressed strong interest investment in promoting tourism to attract visitors. They saw an opportunity to add new or expand existing public events and festivals celebrating its values and diversity while investing in its natural and green spaces. They are unanimously seeking a place where people want to live and have exceptional residential experiences and were the only redevelopment district to express this overwhelming desire for a residential experience. They are looking forward to using entertainment and cultural amenities as well as actively contributing to existing or advance new concepts for cultural events. They were equally split in their desire to have strong shopping and leisure facilities. While they want to be an area where people want to work and grow a highly skilled and motivated workforce in knowledge based, creative industries and entrepreneurial activity, they are split on whether they want to pursue business relocations or start ups in the area.

- **Situation Analysis**

The Midtown Redevelopment Area has an incredible amount of potential and is a resilient community with passionate stakeholders. While no real brands have been tested in the past, there has been identifying statements such as the “Black Heritage District” used as a moniker. While long-term plan for the redevelopment have been started via collaborations with Florida A&M in a strategic master plan for the area, no long-term strategic direction for its future has been officially enacted. The district is culturally diverse and had a large student population, which was the only student population to get involved in the initial team process. It has a central location and serves as the connecting node between the western and eastern segments of the city. It is the first redevelopment district that is passed by tourists on their way through the area and stakeholders have resoundingly asked for the creation of a vehicle that will make those tourists stop in their community. The district must evolve into a competitive and relevant in a region where residents have a higher quality of life and visitors have extraordinary experiences.

- **Branding**

Known as “Midtown”, their current limited branding efforts capitalize on the rich heritage and history of the African American community in the area. While the district is in fact rich in that heritage, it needs to expand upon its brand promise by developing programs and experiences that bring this heritage and history to life for all audiences. It has great historical assets which are being refurbished, it needs to provide consistency in making them available to the public and improvement in the way these assets are presented to the public. The district is home to Bethune Cookman University and a large population of area students who need to be engaged and retained in the area to ensure positive growth, redevelopment and new intellectual capital which can be invested in local businesses.

The brand concept for this district has to first build a sense of pride within Midtown. Of all survey respondents, Midtown respondents offered the most negative self image. While the district does have its challenges, it also has the most potential of all of the studied districts. It’s central location, large pool of bright young people and resilient leaders and stakeholders it can become a gateway to the other two redevelopment districts.

Branding concepts must initially focus on internal perception. With stakeholders emphasizing the importance of quality residential experiences, it should reflect that promise. It must be general enough to allow businesses to grow and attract tourists. The brand needs to be supported by activation programs provide a diverse collection of experiences and bringing the brand to life for its stakeholders. The promise of this brand is not about everyone else, it is about making a promise for Midtown and its constituents.

Design & Brand Elements: The Midtown brand should rely heavily on its desire to be the historical hub of the community. It should celebrate its history, but should be a forward thinking message that evokes the strong values of its residents while providing a promise to the student population. It is important that this brand be a message of forward motion to inspire those students to consider being a part of this dynamic transformation. It should be a message of opportunity with historical undertones. Design elements should be extracted from the area, its architecture and should continue to feature elements such as the compass which have now been made more prominent with their installation on key community intersections.

Stakeholders should keep in mind that a brand is not just a tagline and logo, but it is the promise a product makes to the people it is trying to attract and its customers.

- **Audiences**

The Midtown audience should first and foremost be the Midtown constituents and stakeholders. That vision should be expanded to include the college students in the area, demonstrating the potential of the regions future.

To grow audiences, The Midtown District needs to engage in an internal pride campaign that is backed up by real improvements on the ground. Stakeholders expressed a substantial interest in attracting tourists and should pursue those efforts through quality experiential activation of their historical assets. Both internal and external audience growth can occur if the district continues to produce better quality and more diversified activation programs with consistent promotion.

- **Activation/Promotion Plans**

Once a final brand is established, an activation/promotion plan will play a critical role in fulfilling that brand and brining it to life. It is recommended that an annual activation and promotion plan be established and coordinated to ensure that all proposed experiential programs fit the overall brand, are well organized and do not compete with each other. Each year these plans should be submitted to the CRA and redevelopment office to ensure the activation plans follow the standards and process set forth in this plan.

- **Objectives**

The following have been identified by stakeholders as key objectives in the marketing/promotion of the Main Street Redevelopment Area.

- Raise community pride and internal perception
- Establish an organic brand that represents the district
- Improve residential experiences
- Diversify audiences
- Build upon engagement of student population

- **Strategies**

- Continue intensive pride campaign that can be customized for the Midtown District
- Work with collected data and established design elements to complete the process of designing a brand.
- Work with redevelopment office to continue promoting incentive and residential programs.
- Diversify and improve programmatic offerings and begin to segment the audiences we wish to attract, building programs that have a track record of attracting those audiences.
- Build programs that engage local students in the process of redeveloping and promoting the area to demonstrate potential and showcase areas bright future inspiring students to remain

- **Recommendations**

Midtown has not had the benefit of having been able to test a potential identity through activation and must continue to focus on internal marketing. The following recommendations are abased upon the data collected and the continuation of the marketing program.

- Establishment of Midtown District Marketing/Branding Sub-Committee committee to oversee the process.
- Continue to engage residents and stakeholders as a part of this process to ensure results are driven by the community and the progress is shown to the community as it happens.
- Continue to work closely with Florida A&M University in the development of the area strategic plan.
- Create programs to engage area students in the process of rebranding, marketing and redevelopment to showcase district potential and inspire students to remain in the area and be a part of the process.
- Identifying sources of funding and establishment of district marketing/promotions budget.
- Engage partners that can produce quality activation programs showcasing the area on a consistent basis.
- Engage partners that participated in the pilot program to ensure marketing funds can be leveraged to their full potential.
- Continue and expand efforts of “I am Daytona Beach” Campaign and engage residents in elevating pride and self image of the district.
- Establish consistent access to, presentation and preservation of historical assets.
- Engage in community redevelopment, revitalization programs and beautification activities tied to marketing and promotions, which will demonstrate actual results and deliverables to district stakeholders.

7.3.5 Daytona Beach, The Great American Destination

Beyond the programs that are being proposed for the Redevelopment Districts, there are several marketing/branding initiatives that the city now has the capacity to engage in and should complete as a continuation of this process.

- **Additional Community Programs**

The following programs are recommended by the team and will benefit all area redevelopment districts and the city as a whole.

- Continued operation and expansion of OurDaytonaBeach.com to serve as the portal for the newly established sub-committees, report program process and serve as a consumer site for residents and stakeholders.
- Design and adoption of a new city logo that is reflective of The Great American Destination branding and more user-friendly in marketing than current city logo.
- Creation of a connectivity program between redevelopment districts and other nodes in the city.
- Establishment of electronic b-roll library with segmented footage that can be made available to city approved projects and promotions using the 16 hours of high-definition footage captured during the production of the Travel Channel show.
- Establishment of short films or mini-segments using this footage for specialized projects in economic development, county wide promotions and area businesses who wish to promote the destination as a part of their business.
- Build programs to continue the engagement of media partners who participated in pilot program directly, leveraging CRA funds to maximize marketing potential and assets.
- Design a comprehensive event kit for the city showcasing its policies, process, existing assets and touting successes to attract quality event producers to continue activation process.
- Design a comprehensive activation plan simultaneously to redevelopment plans, ensuring that by the time projects are completed, audiences are ready and engaged to activate these areas.