PUBLIC MEETING #3

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

**Stakeholder Interviews**

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

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

**INTERVIEW INFORMATION**

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

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

**INTERVIEWED STAKEHOLDERS**

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

**Hospitality Group**

Joseph Yelvington, Tim Stockman, Angela Cameron, Don Henderson, George Anderson, Blaine Lansberry, Pamela Rudd and Bob Davis.
Boardwalk Amusement and Beach Retail Group
Dino Paspalakis, Stan Manousos, Angela Koliopoulos, Tim Kostidakis, Paul Politis and Gary Koliopoulos

Main Street Area Business and Property Owners Group
Theresa Doan, Dino Dodani, Gilbert Myara, Nick George, Tom Guest, Michael Forest, Helen Humphreys

Neighborhood/Special Interests Group
Gary Libby, Matt Romanik, Frank Heckman and Wegie Kundig (submitted written comments)

Government Group
Mayor Glenn Ritchey, James Chisholm, Paul McKitrick, Phil Ehlinger and Hardy Smith

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

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

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

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

Address Itinerant Vending on Main Street
Annually granted permits (by the City) allowing itinerant vending (for Bike Week and Biketoberfest) provide a significant source of revenue for Main Street property owners; however the benefits that accrue in those short periods for some landowners do not translate into community benefits during the rest of the year, with many vacant storefronts and vacant sites along Main Street.

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

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

Leverage Underutilized Amenities
Daytona Beach has a lot of underutilized assets and amenities that could be enhanced and coordinated, including activities and destinations in the E-Zone and on the beach, along the Halifax River, along the US 1 corridor, on the I-95 corridor, and up and down the coast. A coordinated calendar of events and a comprehensive “tourist map” and transit connector could bring the city to life for visitors. The E-Zone could be a hub of activity on a larger connected network.

GENERAL COMMENTS (BY CATEGORY)

Strengths:
- Play up success story – the E-Zone now is better off than in years past (prior to convention center and Ocean Walk)
- Affordability, good schools and health care
- 5 colleges/universities
- Ocean Center is largest Convention Center on beach site in the United States
- American home of the London Symphony
- New Journal Center, Peabody – performing arts, theater
- Minor league ball park (Jackie Robinson)
- Beach Rangers program
- Grenada Trolley – but confusion with bus at same stop
- “See and Do” – Flea Market #1 attraction, beach, Halifax River, parks/trails, Marine Science Center, 500 Experience, Light House, Children’s Museum

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

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

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

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

**Events**
- Main St lives off of two events
- Bike Week, Race Week, problem is Spring Break – negative stigma
- 35k bikers in ’71, now 500k (but waning) “old hat”
- OC can modulate convention scheduling around race/bike events
OC has to book events years in advance—concern about quality of “good product”; and no reason to return

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

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

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

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

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

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

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

**COMPREHENSIVE NOTES (BY INTEREST GROUP)**

**Group 1: Hospitality Group**
- Over the years, there have been a lot of starts and stops with regard to planning efforts in this area.
- We need mixed-use shops-entertainment and 365-day-a-year use.
- The Boardwalk property and pier should be developed.
- Parking issues, ISB gateway and Main St. improvements need to be addressed.
- Younger generation needs more than the beach; Convention Center needs surrounding development to be successful.
- Ocean Center tapping into General fund.
- Occupancy rates are just over 50%.
- Need to keep young professionals, develop festivals and special events.
- We have resident support.

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

**Group Identified Area Weaknesses**
- No single source of visitor/event information
- No connectivity among amenities/destinations
- Lack of vision/focus about what the city can be
- Lack of diversity of offerings
- Speedway- As NASCAR has improved other locations, attendance is less frequent and stays are shorter
- Volusia County is considering closing the Main St. or Orange Ave. bridges
- Youth Sports is a huge attraction
- Bike week is important
- Slow season is from September to January
- A re-branding effort must follow-up with action. We stopped Spring Break and said that we are a family destination, but there wasn't any follow-through
- Gateways are important
- Marketing targets for September through January: FL, Midwest and NE
Group 2: Neighborhoods/Special Interests

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

Overall Impression

Don’t know that a beach exists behind Ocean Walk. Sun off beach at 2 PM. Ocean Walk itself too dark, doesn’t allow wind to even pass through. A1A sidewalks too narrow and dark in this area. Oceanside view of Ocean Walk and Boardwalk is attractive. Pier is an asset (once completed). Our beach is as beautiful as any in the state – there are some buildings and businesses that are unattractive. Need to restore dunes. Pavers in streets good. Lack of landscaping. Dirty sidewalks. Homeless population using beach and bath houses. Trash accumulation. Trash dumpsters too visible on A1A. Burned down buildings (slab and chain link fences) and damaged and cheap under code motels horrible. Too many awful t-shirt shops. Too much honky-tonk. Not enough outdoor, beachside dining. Bandshell huge asset.

Area (Beachside) Strengths


Beachside Weaknesses

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

Impediments to Development of the E-Zone

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

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

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

Cardinal Rules

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

Group 3: Main Street Area Business and Property Owners Group

- Why is the concentration on Main St.?
- Would like to know more about AECOM.
- People have nothing to do.
- A lot of plans for the area come from City Hall.
- 55 structures were demolished to build the Ocean Center.
- The street now lives on 2 events, Bike Week and Biketoberfest.
- The Boardwalk used to be a big draw.
- Main St. used to be active and vibrant.
- Humphrey & Sons sells jewelry and rare coins
- Mall hurt Main Street
- MTV Spring Break hurt image
- Bike Week and Biketoberfest have had a positive effect. People spend a lot of money.
- City has been doing a better job with Code enforcement.
- For Speedweek...some people are staying in Tampa buses drop the wife and kids at Disney and the guys go to the race.
- Need to tie Main St. and Beach St. opening.
- Parking enforcement is sometimes overreaching.
- Will fishing be allowed on the Pier? (Consensus from the group is that it should be.)
- There is nothing to do...
- BikeWeek and Biketoberfest are successful because they relax rules and regulations.
- Parking Garage is not convenient to Main St.
- The City has not maintained Main St. like they have Beach Street.
- The Ocean Center, Ocean Walk and Hilton were meant to revitalize a blighted area but they have not succeeded.
- Main St. needs streetscape upgrades.
- Garage bonds forced metered parking

Group 4: Boardwalk Amusement and Beach Retail Group

- Incremental change is more realistic.
- Looking for a true master plan that will be implemented.
- Attractions bring families and families will fill hotels.
- Look at the impact the rides will have during Memorial Day weekend.
- Site 5 is good for Hotel, Peabody side is not.
- Eminent Domain is not an option.
- Family business is best.
- Include partnerships with families and people that own properties; wants to hang hat on business generated from families.
- Itinerant Vending policy is problematic.
- Use 3rd St. promenade (Santa Monica, CA) as a comparable.
- Want to clean up beachfront.
- Would like to see $250-a-night hotels, high end restaurants, better shops
- Bike Week was started by the City 64 years ago to generate revenue.
- The nearest Grocery store is 3 miles away.
• “World’s Most Famous Beach” means different things to different people.
• Coordinate with the re-branding effort led by Manny.
• Red Ribbon Committee - Chamber of Commerce, Jack White.
• Need Corporate Industry.

**Group 5: Government Group (City of Daytona Beach)**
• The E-Zone was designed to create an area of the city that needs redevelopment and take away uncertainty.
• Ocean Center has demand for rooms
• Stakeholders may not have the same issues as the City.
• Area needs to evolve and not just be active a couple of weeks a year. Need to have pre-established codes.
• Pier being renovated; should be an attraction.
• A few property owners control a significant portion of the site.
• Vision needs to be good for the area.
• Need a different name than “E-Zone.”
• The City does not want to do away with Bike Week but modify current handling.
• There are code restrictions on building height and number of rooms.
• One of the busiest days for Disney is the day after the 500 – they’re getting the benefit of visitor stays that are based on our event draw – can we retain that benefit?
• There is no museum for Bike Week.
• Main Street is a brand.
• Daytona Beach has lost the ability to promote.
• NASCAR has shifted to corporate buyers and the event planners are not satisfied with the existing hotel rooms.
• Need to stay in fact finding mode for now. Need to paint an image of what the area could be...
• What should go here and what are the parameters that would make it work.
• Current codes (being updated by Clarion) do not allow outdoor cafes.
• Someone needs to meet with News Journal.

**Group 6: Civic Leaders Group**
• London Symphony Orchestra; comes every other year
• Food & Wine Festival - Food network
• American Music Festival
• Community Cultural Foundation: City money leveraged for activation rather than planning. Planning was done on a volunteer basis.
• American Music Festival will be a month long; laboratory for E-zone.
• The City has a legacy of core constituencies fighting one another.
• The ISB improvements are important.
• The Convention Center and surrounding neighborhoods are BOTH economic engines. The convention center business is up and down but neighborhoods provide stability.
• Businesses must be synergistic.
• The Kravitz Center in West Palm Beach is a good comparable.
• What is our target market? Where are we going?
• “The Great American destination.”
• Daytona Beach is laid-back. There has not been a drive to establish or promote an identity.
• Need a diversity of activity, i.e. 20-30 things to do.
• City does a poor job of programming.
• Ocean Walk is NOT a happening place. Why?
• Place making and Design is important.
• Look at CVB research and numbers:
  » Beach is important: #1
  » Festivals/Events is #3
• Improvements have been made over time.
• The area has enormous potential.
• Daytona Live - proposed mixed-use development around speedway offices.
• Infrastructure is strength. There is a VOTRAN stop at the Ocean Center.
• Should collaborate with ISB corridor efforts.
• The County owns the Orange Avenue and Main Street bridges. They are both in need of repair but the County does not have the money to fix both. The Orange Avenue bridge improvement estimates are $24-$40 million.
• Should coordinate with Halifax Area Advertising Authority.
• A single “calendar of events” would be helpful.
• There is nothing to do.
  > A recent study showed that vacationers spend 8 hours sleeping, 3 hours eating and 5 hours on the beach. What can they do during the other 8 hours?
• E-zone needs to have a sense of place.
• An urban market such as Pikes Place and North Market (Columbus) would be nice.
• Owner occupancy in surrounding neighborhoods is very low.
• Surfside Village is concerned about the E-Zone efforts.
• Halifax Area Advertising Authority (HAAA) has lots of money and should have buy-in with the E-Zone.
• The neighborhoods are “a stone’s throw away” from the ocean yet they are in disrepair...
• A lot of money is being made by a few people (Main Street property owners) on a couple events each year. There should be policies that require businesses be open year round not just during Bike Week.

Group 7: Professional Group (VCARD)
• Area Strengths: Colleges, Hospitals, Infrastructure, terminus of I-4 corridor.
• Main Street is a natural draw.
• We market to different groups year round; compartmentalize: Winter: Canadians, Spring: Bikers and Breakers, Summer: Families
• Ocean Walk has brought in families that would like to frequent Main Street.
• A Bike-themed Main Street? Cannot sell bikes on Main Street. Would Convention attendees be interested? Harley Davidson cafes have been successful.
• “Victims of Publicity” - MTV Spring Break, Bike Week
• Should encourage two-income families, retirees and international visitors and discourage day-trippers.
• Make the E-zone a place where ADD thrives. (Have lots of things to do.)
• There are half the people on Main Street for Bike Week than in previous years. Activities are being dispersed throughout the County and region.
• People are staying on the mainland and NOT the beach.
• There is a lack of parking for events.
• Need family-oriented and sports-themed activities.

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

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

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

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