



# City of Daytona Beach Shores

*"Life is Better Here"*

*"A Premier, Friendly Place to Be"*

## **AGENDA CITY COMMISSION WORKSHOP MARCH 4, 2025**

**4:00 PM, Shores Community Center, 3000 Bellemead Drive  
Daytona Beach Shores, FL 32118**

Upon being recognized, a member of the public shall proceed to the podium and give his or her name and address and may, thereafter, speak for a maximum of three minutes on any matter relevant to a specific agenda item. During "Audience Comments," a member of the public may speak on any matter relevant to City business which is not on the agenda, for a maximum of three minutes in accordance with Section 2-1.1(d) and 2-2 of the City Code. In accordance with Section 2-2, during periods set aside for public discussion any person desiring to speak shall secure a form located at the agenda table, complete the form and present it to the City Clerk so the speaker can be recognized by the presiding officer. The use of profanity, obscene language, threats or any violent or abusive conduct by any person shall constitute a violation of this section. It shall be the duty of the Director of Public Safety, upon the order of the presiding officer at any such meeting, to forcibly, if necessary, evict any person violating the provisions of this section from the Commission Chambers. Any such violation shall subject the offender, upon conviction thereof, to a fine and/or imprisonment as prescribed by Section 1-8.

- 1. CALL TO ORDER BY MAYOR**
- 2. ROLL CALL BY CITY CLERK**
- 3. NEW BUSINESS:**
  - A. Strategic Planning Discussion
- 4. ADJOURNMENT:**

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE HE OR SHE MAY NEED TO ENSURE AT HIS OR HER OWN EXPENSE FOR THE TAKING AND PREPARATION OF A VERBATIM RECORD OF ALL TESTIMONY AND EVIDENCE OF THE PROCEEDINGS UPON WHICH THE APPEAL IS TO BE BASED.

NOTE: IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS AN ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF DAYTONA BEACH SHORES, 2990 S. ATLANTIC

AVENUE, DAYTONA BEACH SHORES, FLORIDA 32118, TELEPHONE NUMBER 386-7635364, CSCHWAB@CITYOFDBS.ORG, AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING DATE. IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 711 or 1 8009558771.

UPON REQUEST BY A QUALIFIED INDIVIDUAL WITH A DISABILITY, THIS DOCUMENT WILL BE MADE AVAILABLE IN AN ALTERNATE FORMAT. IF YOU NEED TO REQUEST THIS DOCUMENT IN AN ALTERNATE FORMAT, PLEASE CONTACT THE CITY CLERK WHOSE CONTACT INFORMATION IS PROVIDED ABOVE.



**CITY COMMISSION AGENDA MEMORANDUM  
MARCH 4, 2025 AGENDA**

**TO:** Honorable Mayor and Members of the City Commission

**FROM:**

**PREPARED BY:** Cheri Schwab, City Clerk

**SUBJECT:** Strategic Planning Discussion

**SYNOPSIS:**

The results from the 2019 Strategic Plan Visioning Session are attached to start this year's discussion.

**FISCAL IMPACT STATEMENT:**

**BACKGROUND:**

**LEGAL REVIEW:**

**RECOMMENDATION:**

**SUGGESTED MOTION:**

**ATTACHMENT:** 1. 2019 strategic plan

# City of Daytona Beach Shores

## Strategic Plan



*Prepared by:*



**July 2019**

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## **Background and Purpose of the Strategic Plan**

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In early 2019, the City Council of the City of Daytona Beach Shores undertook a process to update the City's strategic plan. The purpose of the strategic plan is not to address every aspect of City operations. Rather, it is to identify and address key issues that will have a significant impact on the future of the City. The plan also includes the goals the City sets for itself relative to each issue, and the specific and measurable objectives or strategies it will implement to achieve those goals.

Council first developed a vision of the future for the City of Daytona Beach Shores, and identified six issues central to achieving that future. They developed six key goals, one for each issue, together with specific objectives for each goal. Finally, they identified priorities for additional effort and resources among the goals. A more detailed account of the process can be found in Appendix A.

## **The Vision – Daytona Beach Shores in 2029**

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The following vision statement was agreed upon by Council as a reflection of the future they desired for the City of Daytona Beach Shores.

*It's the year 2029. The City of Daytona Beach Shores is a beautiful, well-maintained, vibrant city where life really is better. It has shops and restaurants that serve not just residents, but that draw visitors from surrounding areas. It offers an active environment, offering a wide array of recreational activities and special events. It is widely recognized for the transparency and integrity of its local government, and the civic engagement of its residents.*

## Goals and Objectives

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Council agreed on the following goals and objectives to help the City move toward the future they desired for the City.

**Goal A: A vibrant, walkable City of Daytona Beach Shores with a redeveloped west side, and with destinations for residents and visitors, including shops, sidewalk restaurants and other local businesses.**

Work with the existing committee to:

- Obj. A1** Define the target areas where redevelopment is desired, including one based on parcels currently owned by the City. (Within 3 months)
- Obj. A2** Review and revise zoning and land development regulations to identify and remove obstacles to desired redevelopment, and to enable or promote desired redevelopment. (Within 6 months)
- Obj. A3** Develop guidance for developers that describes desired redevelopment and revised regulatory structure that promotes it. (Within 6 months)
- Obj. A4** Develop a menu of incentives to promote desired redevelopment and businesses. (Within 6-9 months of completing the regulatory review and revisions)
- Obj. A5** Develop a strategy to guide any City direct investment in the targeted areas, including but not limited to property acquisition and use. (Within 12 months)
- Obj. A6** Develop a system that tracks the degree to which new businesses in the target areas have used the new regulatory and incentive structure. (Within 6 Months)
- Obj. A7** Communicate and coordinate with other Volusia jurisdictions and organizations promoting economic development and redevelopment to identify approaches that have worked elsewhere in Volusia County, and cooperate in implementation as appropriate. (On-going)
- Obj. A8** Review and revise land development regulations to increase transparency and opportunities for citizen participation in the development review process. (Within 6 months)

**Goal B: Pedestrian and vehicle safety on State Road A1A**

**Obj. B1** Retain high levels of enforcement of existing speed limits and traffic regulations on SR A1A to minimize the number of traffic accidents. (Within 1 year)

**Obj. B2** Increase awareness among residents of safe and pedestrian and driver behavior.

**Goal C: Transparency in government and effective communication among elected officials and staff of the City of Daytona Beach Shores, and its residents and businesses.**

**Obj. C1** Increase transparency in government by promoting use of the City's newly redesigned website by residents to receive information, by email or text, about City activities and issues, including upcoming Council decisions. (Within 1 month)

**Obj. C2** Use newly redesigned City of Daytona Beach Shores website to promote communication between residents/business and City officials/staff by regularly using its Community Voice feature to solicit input on City issues and decisions. (Within 1 month)

**Obj. C3** Adopt and adhere to a City minimum notice policy for all Council actions. (Within 3 months)

**Obj. C4** Develop a regular opportunity for the Daytona Beach Shores business community to meet informally with City elected and appointed officials. (Within 3 months)

**Obj. C5** Continue to support the City of Daytona Beach Shores Citizen's Academy program. (On-going)

**Goal D: A range of recreational programs that meet the needs of residents, and introduce non-residents to the City.**

**Obj. D1** Develop an informal yearly survey of Daytona Beach Shores residents to supplement other means of identifying or confirming desired recreational opportunities. (Within 1 year)

**Obj. D2** Use website analytics to help track changes in resident demographics that may affect demand for specific recreational opportunities. (Within 6 months)

**Obj. D3** Continue to use reservation systems as needed to ensure Daytona Beach Shores residents have priority for high-demand recreational offerings. (On-going.)

**Obj. D4** Continue support for the currently high levels of service in recreation and events provided by the City of Daytona Beach Shores. (On-going.)

**Obj. D5** Develop a system to track or estimate use of and demand for existing facilities (including the Community Center) and special events.

**Goal E: A positive, cooperative relationship with Volusia County that promotes the early identification and cooperative resolution of issues.**

**Obj. E1** Initiate bi-monthly calls between the senior staff of both jurisdictions to identify, and where needed jointly develop approaches to resolving, upcoming issues of interest to both. (Within 3 months)

**Obj. E2** Initiate discussions with Volusia County staff to explore the possibility of jointly developing an approach to enclave annexations. (Within 6 months)

**Obj. E3** Invite County Chair and manager to quarterly Mayor/Chair/ Manager meetings to promote regular communications and working relationships. (Within 6 months.)

**Goal F: Continued high levels of service for all public safety services.**

**Obj. F1** Continue support for the current approaches and high levels of service provided by the City of Daytona Beach Shores in the area of public safety.

## Priorities

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Council members discussed several criteria for identifying priorities. These included intrinsic importance, urgency, and impact on quality of life. Council members agreed that Public Safety would be the most important from the point of view of intrinsic importance and that all the goals would make important contributions to the quality of life of residents. At the request of the facilitators, Council members next considered which two of the six goal areas should be the highest priorities for additional effort and resources.

At the conclusion of the discussion, all Council members present indicated that when considering which goal areas should be priorities for additional City effort and resources, ***Goal A (A Vibrant and Walkable City of Daytona Beach Shores)*** and ***Goal C (Transparency and Communication in Government)*** ranked highest.

## **Appendix A – Overview of the Strategic Planning Process**

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Council was assisted in the strategic planning process by the Institute of Government at the University of Central Florida. Mari Rains, Director and Rafael Montalvo, facilitator, designed and facilitated the process and worked with council and staff throughout the process. The process included the following principal steps.

A summary of interview themes, and a summary report for the Public Forum and each of the Council Workshops are available separately from the City of Daytona Beach Shores.

### **Initial Interviews**

In February 2019, the facilitators interviewed council members and senior staff to identify, from their perspective, issues and challenges facing the City of Daytona Beach Shores. This information, together with input from the Public Forum was used to develop a starting point for Council discussion.

### **Public Forum**

Over 110 residents of the City participated in the Public Forum held on February 13, 2019. Participants first identified what they valued most about the city, and what they hoped would not change in the future. They then identified their hopes and aspirations for the future of the community, and the issues they believed the city would need to address to bring that future about. The team used this input, together with that gathered during the interviews to prepare starting points for Council discussion at Workshop 1.

### **Council Workshop 1**

Council members met in workshop on March 14, 2019. Over 60 residents of the City attended to observe their discussion. Council members first reviewed the input from the Public Forum. They then described their vision for the future of the City, and identified the issues they believed they needed to address to move toward that future. Council members then provided direction to staff and the planning team regarding their desired goals and objectives for each issues.

### **Staff Work Session 1**

On May 10, 2019, the planning team met with staff to review Council direction from Workshop 1 and develop draft goals and objectives for consideration and further development by Council.

### **Council Workshop 2**

Council members met for a second workshop on May 20, 2019. They reviewed and refined as appropriate each of the draft goals and objectives prepared by the planning team and staff. Council agreed on six goals and twenty-three objectives for inclusion in the strategic plan. Council then discussed and agreed on which goals should be the priorities for

additional effort and resources. At the end of the meeting, Council members reviewed, discussed and refined a draft vision statement for use in the plan.

**Staff Work Session 2**

The planning team met with staff on June 13, 2019 to incorporate Council direction in a revised version of the goals and objectives.

**Presentation of the Plan**

Council members, with support from the planning team presented the plan to residents at the July 9, 2019 City Council meeting.