



ASSET REPOSITIONING STRATEGY



BOARD CHAIRMAN KELVIN DANIELS, VICE CHAIR SALLY JASS, MEMBER DR IRMA JAMISON, MEMBER KIM BROWN-CRAWFORD, MEMBER SANDY MURPHY, CEO CHARLES WOODYARD

Introduction:

“Housing Daytona Beach” owns vacant land parcels that are valued at approximately \$3 million. This Asset Repositioning Strategy is meant to guide real estate decisions for those assets over the next several years and transform them from non-performing to well-performing. The strategy addresses certain existing residential community assets as well. These community assets are past their useful life and must be repositioned to better serve low-income families and the Daytona Beach community. Highlights of this strategy are contained in this document.

According to the Board approved Asset Management Policy:

The overall goal of Housing Daytona Beach’s (HDB) asset management policy is to maximize the financial and public purpose return on the investment represented by vacant and improved properties owned in part or wholly owned by HDB. Also, there are some additional supplemental tactics that must be highlighted:

1. Managing the cash flow within properties in the portfolio is a part of the asset management strategy;
2. Asset goals are considered on a portfolio-wide basis as well as individual asset basis;
3. External partnerships are essential;
4. Customers’ needs must be considered;
5. And long-term holds are not an effective strategy with regard to open undeveloped parcels.

To the extent possible, all multi-family communities in the portfolio should fit into the affordable class A category. This is essential in preserving the long-term viability of the portfolio and important because *of the need to integrate low-income families into the mainstream of the local community fabric (public purpose, i.e. de-concentration)*. Currently, no communities fit into this category, with the possible exception of Halifax II.

⇒ REAL ESTATE ASSETS THAT ARE IN PLAY FOR REPOSITIONING

Assets that are impacted by chronic flooding:

- Vacant parcel on Loomis Ave, south of Palmetto Park Community
- Palmetto Park
- Caroline Village

Assets of strategic importance to Midtown’s Redevelopment:

- Pine Haven vacant parcel (George Ingram and Rose)
- Halifax I vacant parcel (Oak and Progress)

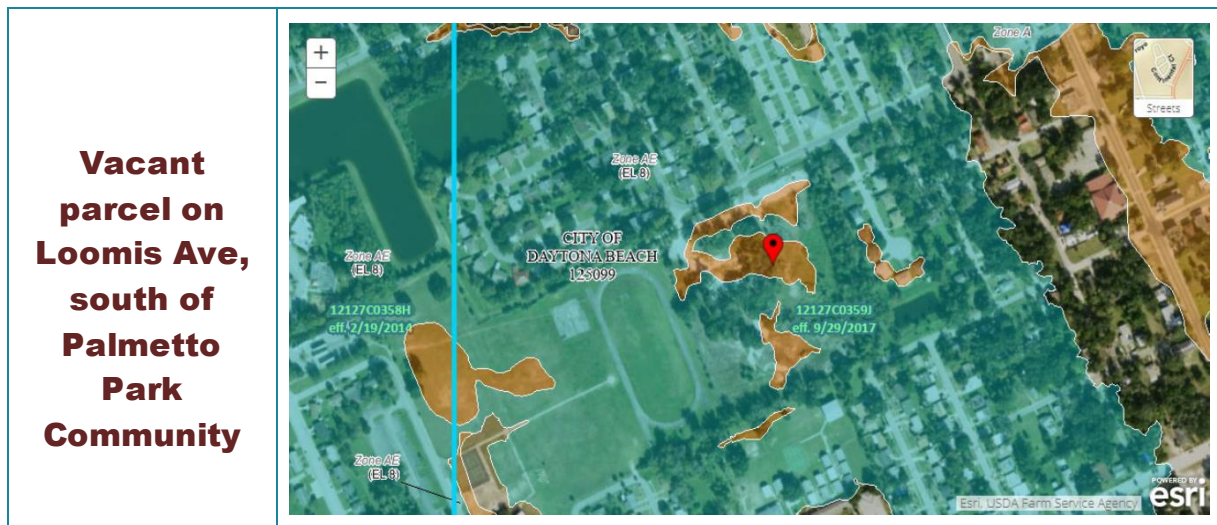
Assets with immediate & substantial market value:

- Brentwood Parcel
- Business Park Parcel
- 211 Ridgewood Ave (Headquarters)

⇒ DEVELOPMENT ISSUES AND RECOMMENDATIONS

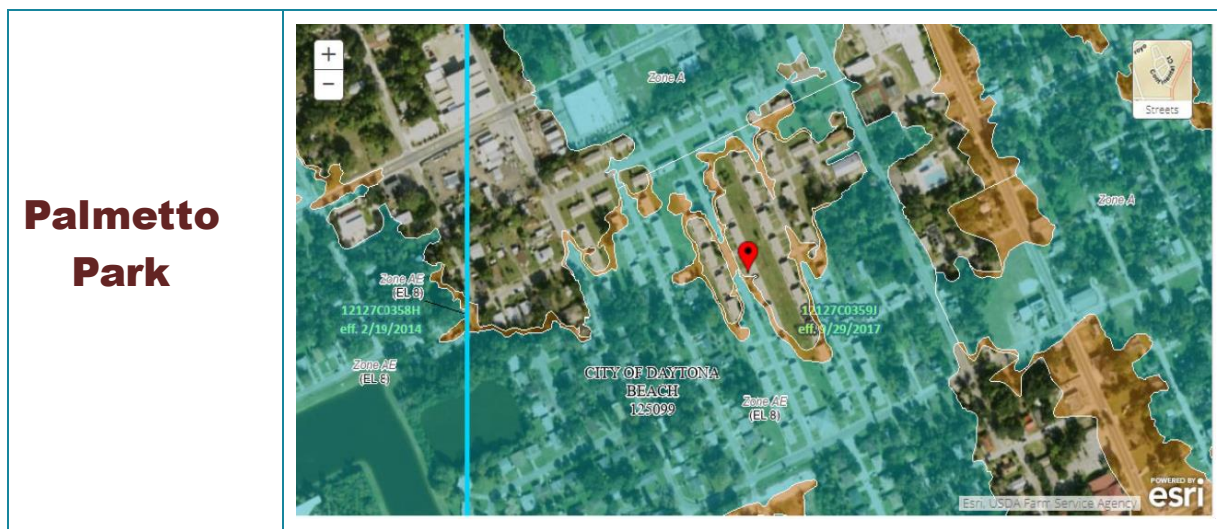
Vacant parcel on Loomis Ave, south of Palmetto Park Community:

- Recommendation is to redevelop the site for affordable homeownership.
- The existence of floodplain is a barrier that must be addressed.
- High minority and poverty concentration could be addressed by increased homeownership in the area.



Palmetto Park:

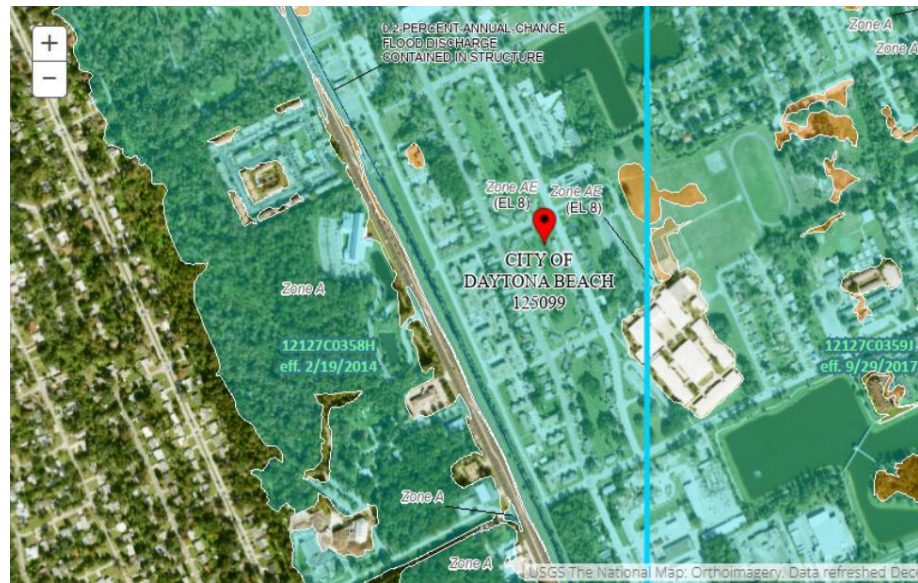
- RAD conversion and/or inclusion in a Choice Neighborhood Planning Grant. The actual site would still contain affordable housing.
- Violent crime has become a larger issue.
- Flooding in the community can be addressed with rehabilitation.



Caroline Village

- Recommended for a Section 18 Demo/Dispo based on obsolescence as a result of repeated flooding. This means the site could be sold in the near future. This recommendation is contingent on finding replacement housing for Caroline residents.
- Staff is working on proof of obsolescence.
- Caroline Village will be included in a Choice Neighborhood Planning Grant application.

Caroline Village



CHRONIC FLOOD AREA



Halifax I vacant parcel (Oak and Progress)

- Multi-family mixed income residential is recommended for this site.
- Not in floodplain
- Site is zoned for single family but could be rezoned to multi-family and serve as a replacement site for Caroline Village
- 60 residential units could be developed. 25-30 could be affordable to Housing Daytona Beach clients. Possible component of a Choice Neighborhood Planning Grant application

Halifax I Vacant Parcel (Oak and Progress)



Pine Haven Vacant Parcel (George Ingram & Rose)

- Explore partnerships for development with BCU, City, non-profits and private sector.
- Resolve the eagle issue ASAP.
- Institutional, commercial and residential uses should all be explored.

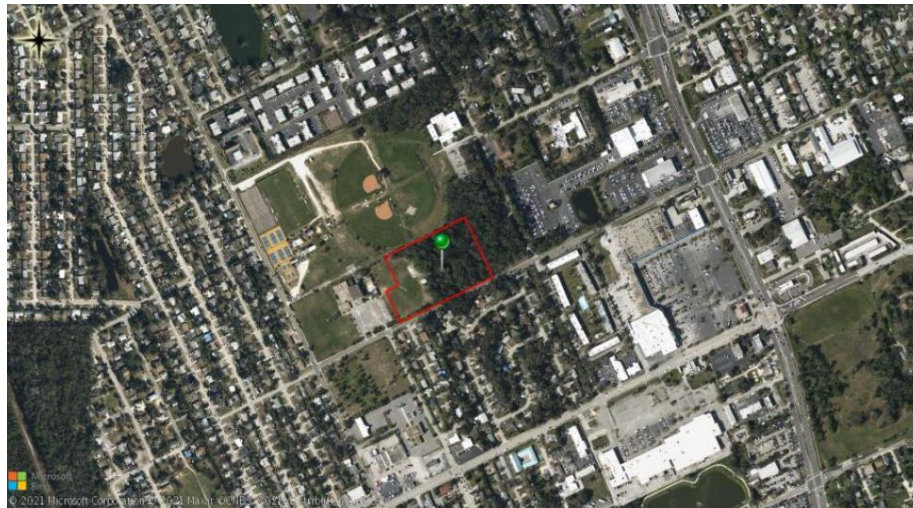
Pine Haven Vacant Parcel (George Ingram & Rose)



Brentwood Site

- Brentwood will be a mixed-income development and will likely be financed using 4% tax credits or conventional financing. Will the City participate in this deal by providing infrastructure, streamlining regulatory processes and/or devoting any other gap financing to ensure the project's success?
- Brentwood not only requires rezoning. It also requires a comprehensive plan amendment – the comprehensive plan designates this site as recreational.
- The Brentwood development can be used to replace some of the units at Caroline Village if that site is repurposed.
- Brentwood will benefit from programming offered by the newly renovated Islamic Center
- Land entitlement efforts are already underway. A site plan has been developed.

BRENTWOOD ARIEL VIEW



BRENTWOOD PRELIMINARY SITE PLAN



Business Park Site – 4.83 Acres (Zoned M-4 Industrial)

- Immediate sale recommended.
- Low minority and poverty concentration
- Not preferred site for replacement headquarters

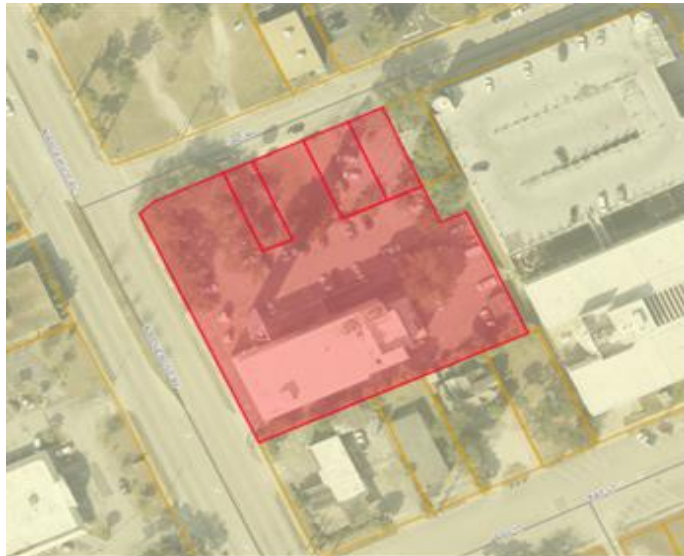
Business Park Site – 4.83 Acres (Zoned M-4 Industrial)



211 Ridgewood Avenue 4.33 Acres – (Zoned DDR-3) - Current Headquarters

- Keep HQ site but invest in bldg improvements
- Not in a floodplain

211 Ridgewood Avenue 4.33 Acres – (Zoned DDR-3) - Current Headquarters





VISION: “Housing Daytona Beach’s” vision is to be the premier housing change agent in Daytona Beach.

MISSION: Our mission is to lead the advancement and sustainability of housing solutions that empower families to self-sufficiency.

HOUSING GOAL: Housing Daytona Beach would like to develop 300-500 units over the next 3-5 years.