

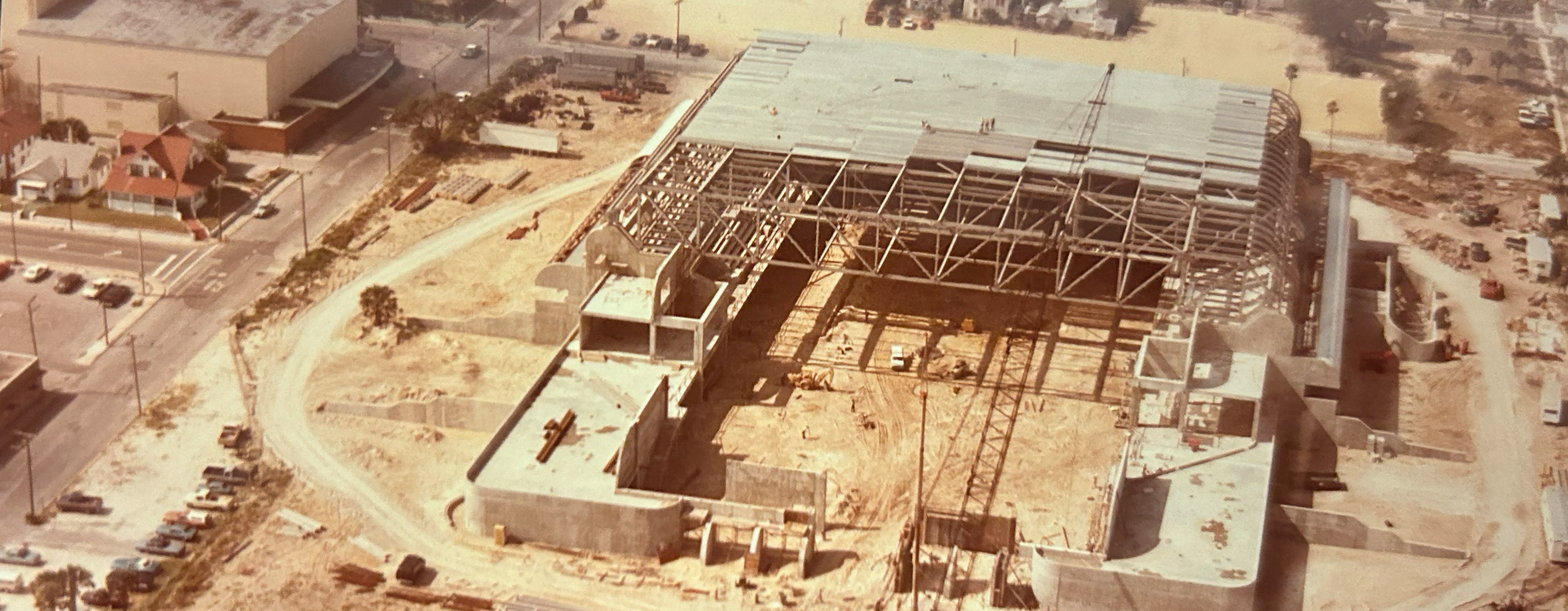


Ocean Center
DAYTONA BEACH

40

years of Going Beyond

2025 Annual Report





Volusia County	6
Letters from our leaders	7
Our story: 40 years of the Ocean Center	10
Culture	16
Clients	18
Community	20
2025 in review	22
The OC crew	26
Looking ahead	28

Volusia County

Government

The Ocean Center is part of something bigger — the vibrant community of Volusia County. Owned and operated by Volusia County Government, the center benefits from the leadership of the Volusia County Council and County Manager George Recktenwald, who work to ensure that this gathering place reflects the values of our region. Together, their guidance helps the Ocean Center welcome visitors from around the world while staying rooted in the spirit of coastal hospitality that defines Volusia County.

Volusia County is home to nearly 600,000 residents and a destination for millions of visitors each year, drawn by its world-famous beaches, thriving communities, and welcoming atmosphere. The Volusia County Council serves as the guiding body for this diverse region, shaping policies and initiatives that strengthen the economy, support tourism, and enrich quality of life. Their leadership extends to the Ocean Center, ensuring it continues to thrive as both a community gathering place and an engine for growth.

County Council and Administration



Jeff Brower
County Chair



Jake Johansson
At-Large Representative



Don Dempsey
District 1 Representative



Matt Reinhart
Vice Chair,
District 2 Representative



Danny Robins
District 3 Representative



Troy Kent
District 4 Representative



David Santiago
District 5 Representative



George Recktenwald
County Manager

A letter from the Volusia County Vice Chair & District 2 Representative Matt Reinhart

For forty incredible years, the Ocean Center has been more than just a venue—it has been a driving force for Volusia County. Over that time, we've hosted an over 3,500 events and generated over an estimated \$2 billion in economic impact, proving that investments in convention centers and arenas aren't just about buildings—they're about building opportunity, growth, and community pride.

What began as an arena has grown into a premier convention and entertainment destination, recognized across Florida for the quality of its events and, above all, the people who make them possible. Every conference, concert, sporting tournament, and community gathering reflects the dedication of our staff and the trust of our clients, creating experiences that fill not only the building but also strengthen the local economy and support countless businesses.

Importantly, the Ocean Center is funded entirely through earned revenues and funds collected from visitors through the Tourist Development Tax—not through the general fund or local taxpayers. Every dollar invested in the Ocean Center is a dollar that drives tourism, supports jobs, and amplifies Volusia County's economic vitality.

This year, we've seen continued momentum, welcoming new partnerships and opportunities that expand what's possible for our community—bringing more visitors, more energy, and more recognition to Volusia County.

Looking ahead, our focus remains steadfast: service, collaboration, and continuous improvement. The Ocean Center shows what can be achieved when people work together—one event, one visitor, and one success at a time.

Matt Reinhart



A letter from the County Manager

George Recktenwald

Culture is what holds an organization together. It's the values, habits, and teamwork that carry us through challenges and help us serve our Volusia County community with pride.

At the Ocean Center, that culture is easy to see. Every department, from operations to sales to facilities, understands that their work represents something bigger than one event or one weekend. It's about creating experiences that show visitors who Volusia County really is.

This past year reminded me again how strong that foundation is. The Ocean Center team delivered exceptional service to 471,000 guests, supported major events, and adapted quickly when new opportunities arose. Their professionalism and collaboration reflect the same commitment I see across our county. A community built on respect, accountability, and teamwork.

Looking ahead, that culture will continue to drive success. As the Ocean Center steps into its next chapter, our focus will remain on people: the employees who make it all happen, the residents who support it, and the visitors who leave with a lasting impression of Volusia County. When we invest in our culture, we invest in our future.

George Recktenwald



A letter from the Ocean Center General Manager

Lynn Flanders

At the Ocean Center, our clients remain at the heart of everything we do. Every meeting, performance, and tournament begins with a shared goal: to create experiences that Go Beyond expectations and reflect the care and professionalism of our team.

Over the past year, we welcomed clients from across the country and throughout our local community, each bringing their own vision to our space. Whether hosting a national convention, a community celebration, or a sold-out show, our approach stays the same—listen first, plan thoughtfully, and deliver with precision.

Our achievements reflect the unwavering commitment to Go Beyond demonstrated by the OC team and strengthened by our partnerships with our clients, our community, and the Oak View Group. This collaboration defines who we are. It's what turns first-time bookings into lasting relationships and keeps the Ocean Center a trusted venue in our industry.

Looking ahead, our commitment to Go Beyond continues into the next decade—through our culture, our client service, and our community engagement. We remain focused on what matters most: delivering exceptional experiences through teamwork, integrity, and genuine hospitality.

To every client who chose the Ocean Center this year, thank you for your trust and partnership. We look forward to continuing to serve you—and to creating even more shared success in the years to come. We know you have a choice, and we thank you for choosing us.

Lynn Flanders





The Ocean Center opened in 1985 as an arena and concert venue designed to serve as a gathering place for the community. In its early years, the facility hosted headline entertainment, regional sports, and civic events, establishing itself as a cornerstone of Volusia County's cultural and entertainment landscape.

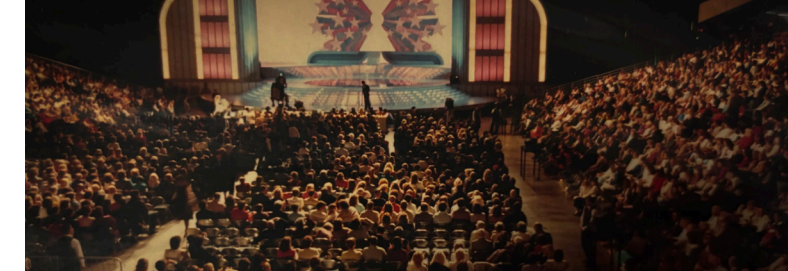
As the needs of the region grew and the local tourism economy expanded, the Ocean Center adapted to meet new demands. A significant expansion in 2009 transformed the facility into a full-scale convention and meeting destination, adding a modern exhibit hall, ballroom, and flexible meeting rooms to complement its performance spaces.

Since that time, the Ocean Center has developed into a leading venue for conventions, competitions, and community events. This growth has not only broadened the types of events hosted but has also deepened the facility's economic impact on the region, attracting visitors and business from across the country.

Today, the Ocean Center continues to evolve with a focus on service excellence, client support, and community engagement, operating as more than a venue, but as a vital destination where meaningful connections and experiences take place.

1985

Volusia County issued the Tourist Development Tax and Civil Center Facilities Revenue Bonds, paving the way for financing the Ocean Center. Construction was completed on October 5, 1985 and the venue quickly made its mark by hosting major acts like John Denver and Amy Grant, as well as nationally broadcast events such as the Miss Teen USA Pageant.



1990s

The Ocean Center hit its stride as a premier venue for community events, concerts, and major sporting events. It became home to professional hockey teams like the Daytona Beach Sun Devils and Breakers, and hosted one of wrestling's most iconic pop-culture moments with Hulk Hogan's rise to WWE fame. At the same time, the arena drew global music icons including Elton John, Bob Dylan, and Britney Spears, cementing its place as both a sports hub and an entertainment destination.





2000s

Following the success of the 1990s, the OC entered a new era of expansion and growth. Volusia County and its residents oversaw an \$82 million expansion completed in 2009, nearly doubling the size of the facility and securing its place as Florida's fifth-largest convention center. Throughout the decade, the venue continued to host big-name performers and welcomed large-scale competitions such as the NDA and NCA cheer and dance championships.



2010s

The 2010s marked a decade of growth and momentum. With the expansion complete, the Ocean Center drew larger conventions, national competitions, and high-energy entertainment to Daytona Beach. From statewide conferences to international sporting events and fan-favorite expos, the venue became a cornerstone for tourism and community gatherings. That strength helped position the OC as one of Florida's most versatile destinations, setting the stage for the next era of innovation and renewal.



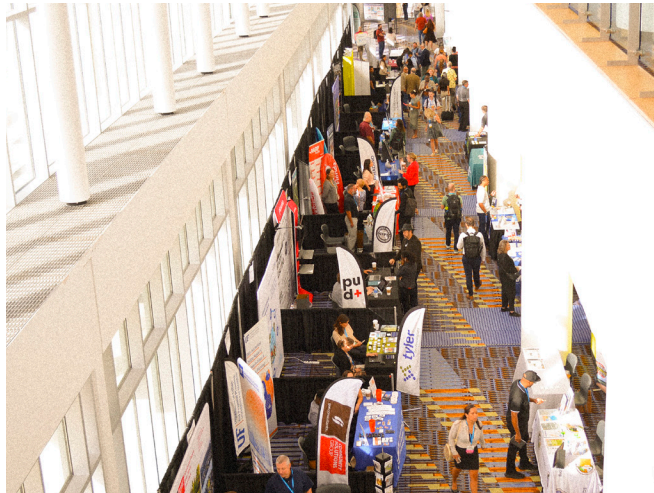
2020s

The 2020s brought a new wave of transformation for the Ocean Center. The decade began with challenges brought on by the pandemic but sparked innovation, resilience, and renewed purpose. The Ocean Center emerged stronger, with a renewed focus on sporting events, community-driven events, and hospitality excellence, redefining what it means to serve our community and event planners.



2025

Now celebrating 40 years of connection, culture, and community, the OC stands at the start of a bold new era. Through a revived live entertainment desire from our community, the OC is expanding its reach into community experiences. With \$40 million in renovations planned over the next 5 years, the Ocean Center continues to evolve, blending its legacy as a civic landmark with its future as a modern, dynamic destination. The next chapter is all about energy, innovation, and our clients, an "Encore Era" where the Ocean Center doesn't just host events, it creates moments that matter for every event we host.



Statement of Purpose

For 40 years, the Ocean Center has been more than a building, it is a place where people connect, celebrate and inspire one another. Our purpose is to create meaningful experiences that enrich our community, welcome the world to Volusia County, and ensure the Ocean Center remains both a cornerstone of our community today and a promise for the future.



Mission

Go beyond the boundary of hospitality with innovative approaches that ensure our clients feel valued, inspire our employees, and strengthen the community we proudly serve.

Vision

Inspired by our Tides of Excellence, the Ocean Center is a future leader, setting the standard for exceptional service, forward-thinking innovation and meaningful community events on Florida's east coast.

Defining our Culture

Over the past five years, the Ocean Center has navigated growth, change, and exciting new opportunities. And through it all, one thing has never wavered—our employees' unstoppable commitment to excellence.

You can see that dedication in every corner of our building. From 40-year legends to brand-new team members bringing fresh energy, everyone at the Ocean Center rallies around a shared purpose: to Go Beyond every expectation, every time. That mindset has fueled a culture that's vibrant, collaborative, and powered by genuine pride in the work we do.

This year, our staff came together to define that spirit in their own words—a statement that captures who we are and who we aspire to be:

At the Ocean Center, we Go Beyond by fostering an ethical, safe, and inclusive culture where everyone belongs, diverse voices are embraced, and positive morale makes for a great place to work.

With determination, creativity, and a contagious sense of fun, the Ocean Center team is reshaping what it means to work here. Together, they're proving that culture isn't something you wait for—it's something you build, elevate, and celebrate every single day.



Built on Partnerships

Everything we do for our clients is rooted in the same pride and purpose that drives our team. Our operations team is guided by three fundamentals that shape every event and interaction: Service, Safety, and Support. These principles inspired a mission that defines how we serve our clients.

At the Ocean Center, we Go Beyond by delivering exceptional service, uncompromising safety, and unwavering support for every client, every event.



Exceptional Service

This year, we established a dedicated Housekeeping department to uphold the highest standards of cleanliness and presentation, and we brought utility services in-house to elevate the client experience—giving us tighter control, quicker response times, and a smoother overall process. From intimate meetings to large conventions, our team approaches every event with one mindset, excellence is the standard at the Ocean Center.

Reliable Safety

Safety is the foundation of our success. The new Event Safety and Security department strengthens our ability to protect guests, clients, and staff while maintaining a seamless experience. This team plans proactively and implements best practices across all events, including new off-site parking plans that improve crowd flow and safe area access for attendees and our community.

Unwavering Support

A world-class venue requires world-class infrastructure. In 2025, the Ocean Center completed major capital improvements, new arena flooring, ballroom airwalls, LED lighting, structural repairs, and parking garage upgrades, all improvements with our clients in mind. Each enhancement strengthens our foundation and ensures a modern, reliable experience for every guest.

Our operations team supported 104 events this year, each one an opportunity to Go Beyond expectations and deliver experiences defined by care, precision, and hospitality. The dedication our team has to our clients goes far beyond logistics. It's reflected in the pride we take in every task completed and the genuine partnerships built along the way. Through Service, Safety, and Support, the Ocean Center continues to set the standard for exceptional hospitality on Florida's east coast.

Community is our purpose

Over the years, the Ocean Center has become more than a venue. It's a place where connection happens. We've opened our doors to friends, families, and visitors from around the world, enriching the lives of our residents through new experiences and creating memories that last a lifetime.

From local celebrations to global conventions, every event we host contributes to something bigger, impacting the lives of our residents and businesses. Each guest who stays in our hotels, dines in our restaurants, and shops in our stores helps strengthen our local economy and supports the people who call Volusia County home. Together, these experiences define who we are and what we stand for as a business, and a community.

At the Ocean Center, we Go Beyond by connecting people through shared experiences, creating opportunities that uplift our region, and inspiring pride in the place we all call home.

With the residents of Volusia County behind us, the Ocean Center continues to serve as a hub of connection, opportunity, and pride, proving that community isn't just something we serve, it's something we build together.

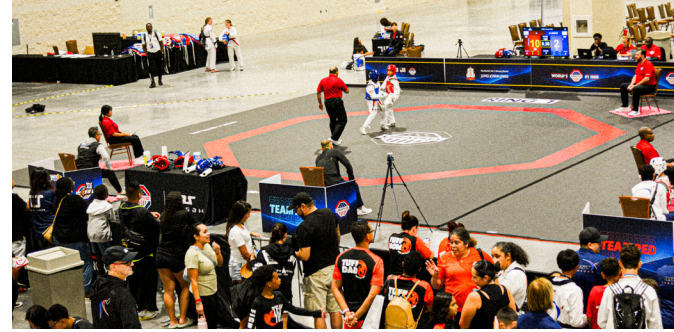


The year in review



2025: A year of opportunity

In 2025, the Ocean Center welcomed more than 471,000 attendees across 104 events, marking another year of growth and progress. New partnerships formed, existing ones strengthened, and ongoing renovations continued to move us forward. Even amid construction, our team and clients adapted, turning challenges into opportunities and proving the Ocean Center's flexibility and resilience. From sporting events in the exhibit hall to community favorites across the venue, 2025 was a year that showcased the momentum behind the Ocean Center.



Entertainment Events

- Singer/Songwriters Festival
- Jeff Dunham
- Arenacross
- Monster Jam
- College Basketball Invitational
- Harlem Globetrotters
- DJ Swifty
- Spirit Fest

Family & Community Events

- Embry-Riddle Aeronautical University Graduation
- Volusia County High School Graduation
- Flagler County High School Graduation
- Margarita Ball
- Fur Ball Gala
- Sweetheart Ball
- ECHO Gallery Opening
- Best of the Best 2025



Trade Shows, Expos & Meetings

- Thrive
- Quilt Show
- Florida Planning Association
- Florida Nutrition Association
- InsideOut Daytona
- Passion Camp
- National Reptile Breeders Expo
- Daytona Beach Boat Show



Sports

- Florida Federation of Colorguard Circuit
- NOA/NDA Championships
- National High School Drill Team Champions
- USA Gymnastics Development National Championships
- Sunshine Slam D1 Basketball
- Legends Classic D1 Basketball
- Florida Volleyball Festival
- 24/7 Dance Competition
- Atlantic Coast Classic Crossfit Competition

Impact by numbers

An understanding of how the Ocean Center is funded.

The Ocean Center earns revenue from leasing space, providing food and beverage, selling tickets, and delivering ancillary services.

Event attendees support the local hospitality industry by staying in hotels, condos, and short-term rentals.

Tourist Development Tax (TDT) is generated from visitors' hotel or short term rental stays.

50% of bed taxes (TDT) collected is allocated to the Ocean Center.

The remaining 50% of the bed tax, known as the Convention Development Tax, funds the county's three tourism authorities which support tourism activities.

Operations, capital improvements, and community programs are funded through Ocean Center earned revenue and hotel/short term rental (str) bed taxes, not property taxes.



\$11.3M
earned revenue



471K
total attendance



77K
event-driven
lodging nights



\$16.9M
tourist development tax



\$126M
spend created in
Volusia County

3,500
events over
40 years

\$2B
estimated
economic impact
since 1985

104
events in 2025

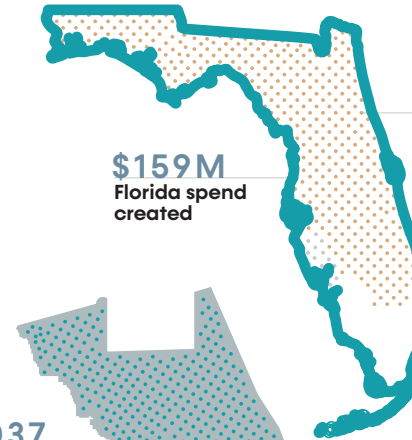
\$13M
invested in capital projects



24%
new clients



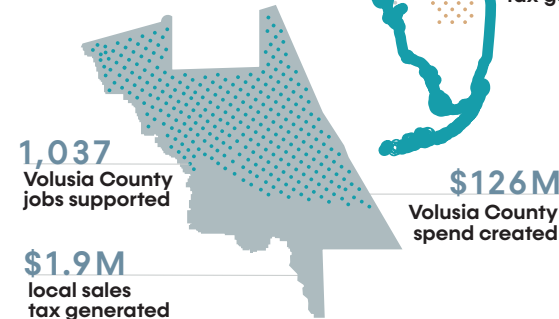
76%
repeat clients



\$159M
Florida spend
created

1,099
Florida jobs
supported

\$7.2M
state sales
tax generated



1,037
Volusia County
jobs supported

\$1.9M
local sales
tax generated

\$126M
Volusia County
spend created

Food & Beverage



Ocean Center

Senior Leadership



Lynn Flanders, CPA
General Manager



Alex Middleton
SHRM-CP
Finance & Admin Director



Tim Buckley
Director of Sales &
Marketing



Kate Stark
Director of Venue
Operations



Matt Dye
General Manager
Oak View Group



show services



operations



sales



finance, admin, & safety



housekeeping



event services

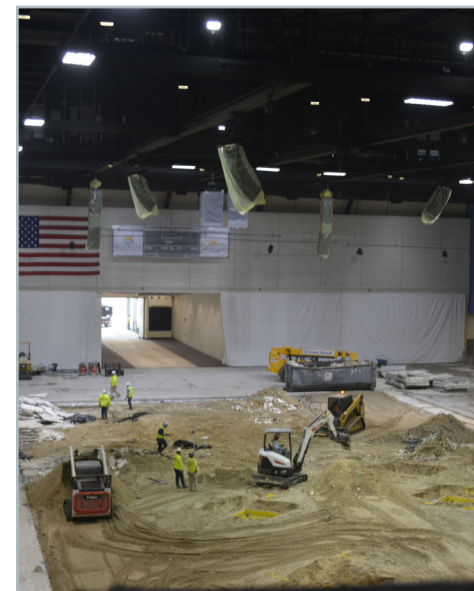
the OC team

The Encore Era: investing in our infrastructure

The Ocean Center's 40th year has been nothing short of a celebration. As we enter our next era, a new chapter we will proudly call our Encore Era, our building continues its modernization journey. With new floors, updated seating, fresh paint, and modern finishes, these enhancements not only elevate the guest experience but also honor the legacy that has defined us for four decades.

The Ocean Center's investment in infrastructure goes beyond the building itself—it also includes our people. The Encore Era promises to strengthen our commitment to our team, our clients, and our community. It's about cultivating an engaging workplace where employees can grow and succeed, providing clients with a modern facility that meets their evolving needs and continues to deliver experiences that entertain, enrich, and inspire the community.

The next chapter of the Ocean Center is one of growth, innovation, and pride. An encore worthy of the years that came before it.





2025 Annual Report