Downtown Marketing Plan FY 2012/2013

Prepared by RMA

Marketing Plan for Downtown Oakland Park
FY 2012/2013
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I. Executive Summary

I. Executive Summary

The Oakland Park Community Redevelopment Agency (OPCRA) is an independent government agency that was fully established in 2002 by the City of Oakland Park and Broward County, under Chapter 163 of the Florida Statutes. In December 2005 the OPCRA Redevelopment Plan was adopted and is an implementation document that serves as the guide for development and redevelopment within the City of Oakland Park. Redevelopment Management Associates (RMA) created the Oakland Park 5 Year Strategic Finance Action Plan which was adopted in November 2011. This plan outlines the five year financing of the adopted implementation strategies included in the Plan. It solidifies the redevelopment approach for many years and is expected to result in increased private sector investment. The Oakland Park Downtown Mixed Use District – Local Activity Center is the heart of the City of Oakland Park and its redevelopment is crucial to the overall success of other focus areas within the CRA.

This marketing plan focuses on the downtown area within the OPCRA redevelopment areas. According to research findings analyzed by the CRA in this area and following the goals of the Redevelopment / Financing / Implementation Plans, the marketing strategies outlined in this Plan first address identity and branding, business development and growth including physical improvements to property, followed by promotion, advertising and special events.

The process of branding the downtown as a culinary arts district is underway and will be finalized through strategies outlined in the plan including input from stakeholders, the development of collateral materials and advertising opportunities and business attraction and retention efforts. The new brand will capitalize on the existing assets in Oakland Park related to the culinary arts which include existing restaurants and caterers, kitchen supply companies, Broward County's only shared commercial kitchen, custom kitchen cabinet manufacturers and restaurant and kitchen supply companies to name a few. The development of this brand will provide a cohesive approach to marketing Oakland Park.

The Downtown area has the potential to become a unique, vibrant and exciting destination for local residents and visitors. Within a 10 minute drive time of Downtown Oakland Park there are over 247,000 residents and over 200,000 employees working in the area. Greater Ft. Lauderdale, which includes the Hollywood/Ft. International Airport and Port Everglades, serves approximately 25 million passengers annually representing an incredible opportunity to provide a destination experience for visitors.

In order to make Downtown Oakland Park vibrant and exciting, additional new businesses must be attracted to the area and visitors must feel safe and welcome. With the development of the brand, visitors will know what to expect and will seek the themed destination experience. The physical environment is being addressed through streetscape and façade improvement programs which will further enhance the visitors' experience. Marketing strategies will focus on activities to attract target businesses to the district, promoting incentive programs, local advertising and special events.

Parking is one of the most important services that must be promoted for successful redevelopment. Several parking sites are now under review and over 80 new spaces have recently been added to the downtown area. All collateral material will identify public parking areas and appropriate signage will direct vehicular traffic to available parking, thus again, creating a wayfinding system and sense of security for the consumer.

In summary, this plan will serve as the basis for all marketing activities through the fiscal year 2012-2013 and provide a clear picture of the direction Oakland Park will take into the next fiscal year.

II. General Information

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A. Organization Name:

Oakland Park Community Redevelopment Agency (OPCRA)

B. Statement of Purpose:

1. The purpose of the agency is to be responsible for economic and physical redevelopment within the CRA boundaries.

2. The agency will achieve this by:

   a. Organizing programs related to economic development, marketing, public relations, security, physical improvements, special events, parking and any other programs which further redevelopment.
   b. Taking other actions which may be necessary or useful to achieve its purpose, such as property assembly and offering financial incentives.

C. Organization Description:

The OPCRA is an independent government agency that was fully established in 2002 by the City of Oakland Park and Broward County, under Chapter 163 of the Florida Statutes. The OPCRA is charged with the responsibility of eliminating conditions of blight that exist within the City and helping to improve the quality of life by revitalizing the City's physical, economic and social resources.

The CRA's activities are designed to solve the underlying problems of slum and blighted conditions throughout the urban core and its neighborhoods by sound planning and sustainable development, redevelopment and economic development in order to create a lively, vibrant, safe and walkable atmosphere for both residents and visitors. (See Exhibit A for Oakland Park CRA boundaries)

D. Address:

5399 North Dixie Highway, Suite 3
Oakland Park, FL 33334

E. CRA Board:

Mayor Anne E. Sallee
Vice Mayor John Adornato
Commissioner Shari L. McCartney
Commissioner Jed Shank
Commissioner Suzanne Boisvenue

F. Agency Staff:

Raymond Lubomski, Director of Community and Economic Development

G. Oakland Park Redevelopment Areas

The redevelopment of Oakland Park Local Activities Center (LAC) is the marketing focus of this plan. As part of the redevelopment process, both the City's and County's comprehensive plans were amended to designate a Local Activity Center in the Community Redevelopment Area along Dixie Highway. The City designated this area as the Downtown Mixed Use District (DMUD) and established specific land development regulations and design guidelines for this area in 2004. At 148 Acres, the DMUD is approximately 15% of the CRA District. The LAC (DMUD) boundaries are at Oakland Park Blvd. to the South and NE 43rd Street to the North and continue along both Dixie Highway and NE 12th Ave. (See Exhibit B for the DMUD/LAC boundaries)

H. Merchandise Mix:

Within the Oakland Park Downtown Mixed Use District (LAC) the types of businesses that comprise the current mix varies significantly. There are approximately 253 businesses or institutions in operation at the time of this writing within the LAC. The merchandise mix for the LAC includes 8 linear blocks from Oakland Park Blvd. to 38th St. on Dixie Hwy. and NE 12th Ave. The merchandise mix for the LAC consists of mainly one story stores or office buildings (46%). 18% of the LAC is warehouse space, which includes Oakland Station at NE 12th Ave and 38th St. Culinary related businesses currently make up a very small percentage of the merchandising mix within the LAC.

III. Situation Analysis

III. Situation Analysis

A. The Market

For the purposes of this plan, the redevelopment area will be referred to as the Oakland Park Downtown Mixed Use District (DMUD) or simply Downtown. While there are additional commercial and residential areas within the CRA boundaries, this area is of vital importance in the redevelopment process as it relates to commercial redevelopment, consumer attraction and business development. The boundaries of the "downtown" are at Oakland Park Blvd. to the South and NE 43rd Street to the North and continue along both Dixie Highway and NE 12th Ave. Data was collected through public and stakeholder meetings, property and business analysis and analysis of ESRI Market Profile reports. This plan will utilize a one, three, five, and over five mile radius and a five and ten minute drive time radius for analysis. (See Exhibits C.a. and b. for 1-3-5 mile radius map and 5-10-15 minute drive-time map.)

As more research is conducted and redevelopment efforts continue, specific market trends will continue to emerge.

The following research was collected in 2012 to provide demographic and psychographic information on the existing Oakland Park customer base and to gather information on potential target markets:

1. Analysis of OPMS Merchant surveys from 2010/2011.
2. Oakland Park 2010 Business Survey prepared by National Research Center.
3. Public input meeting held in October 2011 at the Jaco Pastorious Community Center and a variety of stakeholder meetings with OPMS, city officials and downtown business and property owners.
4. Market Profile reports (and included in this plan) prepared by Esri, U.S. Bureau of the Census
5. Zip code/demographic analysis through CityData (and included in this plan).

*** Market Analysis**

In 2005, the CRA adopted a comprehensive Redevelopment Plan that established goals and objectives. This plan focuses on refining those goals associated with marketing and brand development and establishes action steps to achieve the specific objectives established in this plan.

*** Merchant Survey**

Merchant surveys are currently being conducted and were mailed to approximately 250 businesses within the Oakland Park Local Activity Center (OPLAC) which includes the core downtown area. Follow-up phone calls will be placed randomly to encourage participation. This data will serve as a baseline for future analysis and evaluation. OPMS conducted merchant surveys in 2009 with 22 businesses located in the downtown core area. The most significant findings as they pertain to this plan are as follows:

- 46% of survey respondents were retail businesses
  27% service businesses
  18% offices
  9% food and beverage (restaurants)
- 50% of businesses surveyed have been operating in Oakland Park more than 10 years
- 37% occupy under 1500 square feet
  19% occupy between 1500 and 3000 square feet
  44% occupy over 3000 square feet
- 42% of businesses spend no money on advertising
  22% spend less than $1,000 annually
  21% spend less than $5,000 annually
  15% spend between $5,000 and $20,000 annually
- 71% reported local residents (within 50 miles) as their primary market
  71% reported seasonal residents as their secondary market
- 58% reported they are never open after 6:00 p.m.
  20% reported that they open to coincide with events
- 22% reported reasonable rental rates and proximity to their home as a strength of downtown
  21% reported that there are no strengths of downtown
  16% reported that "potential" is the strength of downtown
- 29% reported lack of business/vacancies as downtown's weakness
  19% reported security, safety, vagrancy and prostitutes as downtown's weakness
- Suggestions for improvements included business attraction, special events and a published calendar of events.

The Oakland Park 2010Business Survey results included the following information pertinent to this plan. In summary the report notes, "Business representatives were asked whether there were too many, too few or the right amount of businesses in Oakland Park. Many indicated that they did not know, but of those with an opinion, most would *like to see more* movie theaters (56%) and family entertainment venues (57%). A majority were *happy* with the number of hotels (71%), restaurants (62%), retail stores (59%), and festivals and events (58%). Many would prefer *fewer* adult entertainment venues (39%). "

The following table will be completed upon tabulation of survey findings and will be incorporated into this plan.

Business Information

1	What type of business do you operate? __Office __Retail __Wholesale/Mftg./Technology __Service __Restaurant __Rental __Entertainment	2012 2013 2014
2	How many years have you been in business? __0-3 __4-7 __8-11 __12 or more	2012 2013 2014
3	How long have you been located in Oakland Park? __0-3 __4-7 __8-11 __12 or more	2012 2013 2014
4	What is the square footage of your location? __under 1000 __1000-3000 __3000-5000 __over 5000 Do you have plans to expand (or down-size) your business? __Yes __No __No Response	2012 2013 2014 2012 2013 2014
5	Do you have plans to make physical improvements to your business? __Yes __No	2012 2013 2014

Business information, continued		
6	How have your sales fluctuated over the past year? __ Increased __ Decreased __ No change	2012 2013 2014
7	Do you own the property where your business is located? __ Yes __ No	2012 2013 2014

Employees		
8	Number of employees __1-3 __4-6 __7-9 __10-12 __13 or more	2012 2013 2014
9	What is the average salary of employees? __ under $20,000 __ $21,000 – 40,000 __ $41,000 – 60,000 __ over $60,000	2012 2013 2014

Customer Base		
10	Where do most of your customers live? (multiple answers accepted) __ 1 mile radius __ 3 mile radius __ 5 mile radius __ outside Oakland Park __ outside Broward County __ other (includes international)	2012 2013 2014
11	What is your primary means of advertising? (multiple answers accepted) __ Print advertising __ Online advertising __ Radio or TV __ Visibility/ location __ Word of Mouth __ Other	2012 2013 2014

Oakland Park Image

12	What types of businesses would you or do you believe your customers would like to see locate along major corridors and in the downtown area (on 12th Avenue and Dixie Highway between Oakland Park Boulevard and Jaco Pastorious Park)? Please particularly note businesses related to the culinary arts industry. (check all that apply) __ Restaurants __ Grocery or Specialty Stores __ Kitchen supplies __ Service businesses __ Hotel __ Retail __ Other	2012 2013 2014
13	If there were a culinary school in the downtown area, would you take a cooking class? Do you think your customers would be interested in taking a cooking class? __ Yes, I would be interested in cooking classes. __ No, I am not interested. __ Yes, I believe my customers may be interested in cooking classes. __ No, I do not believe my customers would be interested in cooking classes.	2012 2013 2014
14	**(Culinary related businesses)** - If there was a downtown central marketplace (similar to a small Pikes Place Market in Seattle), would you be interested in leasing space for a satellite location for your business? __ Yes, I am interested in learning more and I may be interested in space. __ Yes, I am interested in learning more but I am NOT interested in space. __ No, I am not interested.	2012 2013 2014
15	What are the issues that your business faces as a merchant? (multiple answers accepted) __ None __ Loitering/Vagrants __ Crime, __ Lack of parking __ Appearance and image of area __ Other	2012 2013 2014

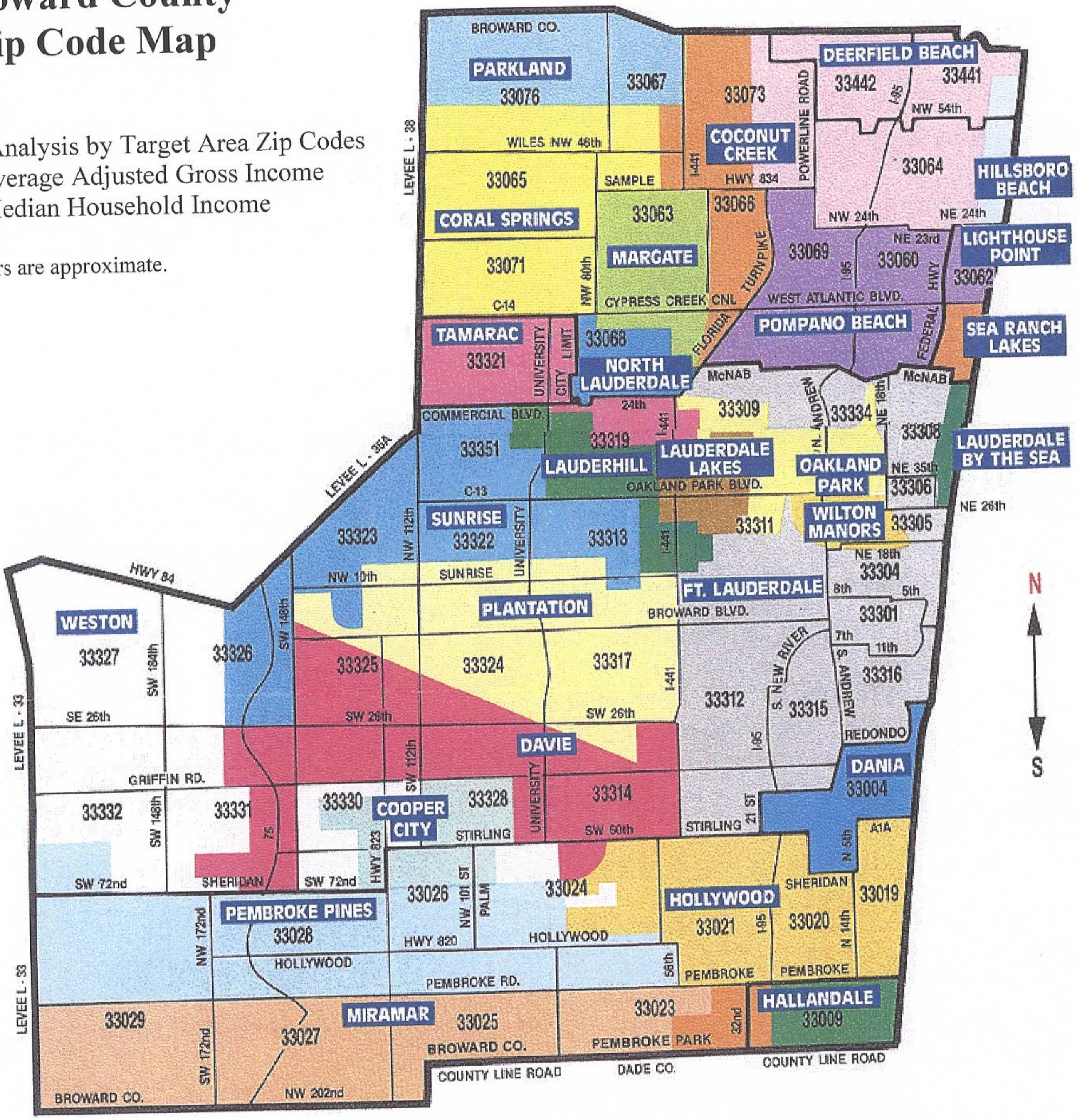
How can the Oakland Park Community Redevelopment Agency help?

16	What improvements would you like to see to revitalize the downtown area specifically? (Downtown includes 12th Avenue and Dixie Highway from Oakland Park Boulevard to Jaco Pastorious Park) __ Attract more businesses __ Landscape/streetscape improvements __ Property/façade improvements __ Enhanced security/policing __ Clean-up and maintenance __ Improved lighting __ Other	2012 2013 2014
17	From a marketing and communications perspective, what kind of activities would benefit you and your business? (check all that apply) __ Business to business networking __ Business/resident discount program __ Better communications with the City/CRA __ Small business education workshops __ Joint marketing and advertising (co-op) __ Special events __ Other	2012 2013 2014
18	Are you a member of Main Street? __ Yes __ No	2012 2013 2014

Broward County Zip Code Map

Income Analysis by Target Area Zip Codes
AGI – Average Adjusted Gross Income
MHI – Median Household Income

All numbers are approximate.



Oakland Park

33334	Population	41,363
	MHI	$42,530

Wilton Manors

33305	Population	12,868
	MHI	$47,076

Lauderdale by the Sea

33308	Population	2,744
	MHI	$52,406

Ft. Lauderdale

33312	Population	51,688
	AGI	$40,349
	Salary	35,729
	MHI	47,004
33315	Population	14,004
	AGI	$45,515
	Salary	40,825
	MHI	53,083
33316	Population	11,577
	AGI	$149,360
	Salary	78,436
	MHI	64,002
33301	Population	13,018
	AGI	$145,778
	Salary	87,299
	MHI	66,239
33304	Population	20,276
	AGI	$61,528
	Salary	43,363
	MHI	41,598

Source: www.city-data.com

- **ESRI Market Profile, U.S. Bureau of the Census, 2010 Census of Population and Housing**
- **5 – 10 – 15 Minute Drive Time from Oakland Park (Centroid City Hall Downtown)**

	5 minute radius	**10 minute radius**	**15 minute radius**
2010 Total Population	56,169	247,567	580,017
2010 Average Household Size	2.29	2.31	2.39
2010 Average Household Income	$58,852	$58,763	$57,626
2010 Median Household Income	$48,428	$45,099	$45,049
2010 Consumer Spending (Rounded):			
Education: Total	$25,370,774	$108,099,284	$237,497,329
Average Spent	$1,055.29	$1,040.47	$1,000.84
Spending Potential Index	87	85	82
Entertainment/Recreation: Total	$65,631,697	$283,176,573	$636,268,333
Average Spent	$2,729.93	$2,725.60	$2,681.31
Spending Index Potential	85	85	83
Food Away From Home: Total	$67,864,481	$290,728,283	$644,706,308
Average Spent	$2,822.81	$2,798.29	$2,716.87
Spending Index Potential	88	87	84
Food at Home: Total	$93,826,646	$405,340,469	$903,604,490
Average Spent	$3,902.70	$3,901.44	$3,807.89
Spending Index Potential	80	80	79
HH Furnishings & Equipment: Total	$36,408,669	$156,131,811	$350,233,527
Average Spent	$1,514.41	$1,502.78	$1,475.92
Spending Index Potential	74	73	72
Retail Goods: Total	$479,952,279	$2,072,592,077	$4,657,929,315
Average Spent	$19,963.50	$19,948.88	$19,629.05
Spending Index Potential	80	80	79

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Population Summary			
2000 Total Population	56,191	239,452	564,735
2000 Group Quarters	1,193	7,601	12,782
2010 Total Population	56,169	247,567	580,017
2015 Total Population	54,857	244,125	570,542
2010-2015 Annual Rate	-0.47%	-0.28%	-0.33%
Household Summary			
2000 Households	24,488	102,032	235,576
2000 Average Household Size	2.25	2.27	2.34
2010 Households	24,041	103,895	237,298
2010 Average Household Size	2.29	2.31	2.39
2015 Households	23,382	102,060	232,417
2015 Average Household Size	2.29	2.32	2.40
2010-2015 Annual Rate	-0.55%	-0.36%	-0.42%
2000 Families	12,183	52,739	132,034
2000 Average Family Size	3.02	3.07	3.06
2010 Families	11,423	51,374	127,756
2010 Average Family Size	3.17	3.20	3.20
2015 Families	10,860	49,396	122,725
2015 Average Family Size	3.22	3.25	3.25
2010-2015 Annual Rate	-1.01%	-0.78%	-0.80%
Housing Unit Summary			
2000 Housing Units	26,217	115,764	270,797
Owner Occupied Housing Units	50.5%	48.3%	53.5%
Renter Occupied Housing Units	42.8%	39.6%	33.3%
Vacant Housing Units	6.7%	12.1%	13.2%
2010 Housing Units	26,797	124,492	288,943
Owner Occupied Housing Units	48.1%	45.3%	49.7%
Renter Occupied Housing Units	41.6%	38.1%	32.4%
Vacant Housing Units	10.3%	16.5%	17.9%
2015 Housing Units	26,782	126,615	293,555
Owner Occupied Housing Units	46.7%	43.7%	47.7%
Renter Occupied Housing Units	40.6%	36.9%	31.5%
Vacant Housing Units	12.7%	19.4%	20.8%
Median Household Income			
2000	$36,667	$35,350	$35,339
2010	$48,428	$45,099	$45,049
2015	$54,731	$53,278	$53,150
Median Home Value			
2000	$114,177	$101,927	$88,538
2010	$149,207	$133,676	$115,549
2015	$170,298	$151,410	$132,776
Per Capita Income			
2000	$21,354	$21,998	$21,090
2010	$25,549	$25,159	$23,993
2015	$28,473	$28,280	$26,922
Median Age			
2000	37.8	37.9	38.1
2010	40.4	40.6	40.9
2015	39.7	40.5	41.2

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

March 17, 2012

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2000 Households by Income			
Household Income Base	24,541	102,111	235,707
<$15,000	18.0%	20.1%	19.3%
$15,000 - $24,999	15.0%	15.0%	15.4%
$25,000 - $34,999	14.4%	14.3%	14.8%
$35,000 - $49,999	19.0%	16.6%	16.9%
$50,000 - $74,999	17.0%	16.7%	17.2%
$75,000 - $99,999	7.4%	7.2%	7.3%
$100,000 - $149,999	5.8%	5.8%	5.4%
$150,000 - $199,999	1.7%	1.9%	1.6%
$200,000+	1.7%	2.4%	2.1%
Average Household Income	$48,402	$50,328	$49,316
2010 Households by Income			
Household Income Base	24,041	103,895	237,298
<$15,000	11.9%	15.4%	14.8%
$15,000 - $24,999	11.9%	12.2%	12.3%
$25,000 - $34,999	12.2%	12.4%	12.8%
$35,000 - $49,999	15.6%	14.2%	14.5%
$50,000 - $74,999	22.8%	20.6%	21.0%
$75,000 - $99,999	14.4%	13.4%	13.9%
$100,000 - $149,999	7.4%	7.0%	6.8%
$150,000 - $199,999	1.8%	2.0%	1.7%
$200,000+	2.0%	2.7%	2.3%
Average Household Income	$58,852	$58,763	$57,626
2015 Households by Income			
Household Income Base	23,380	102,059	232,418
<$15,000	10.1%	13.3%	12.8%
$15,000 - $24,999	9.6%	10.1%	10.2%
$25,000 - $34,999	9.9%	10.1%	10.4%
$35,000 - $49,999	12.9%	11.7%	12.0%
$50,000 - $74,999	25.7%	23.4%	23.7%
$75,000 - $99,999	15.9%	14.9%	15.4%
$100,000 - $149,999	11.9%	11.5%	11.1%
$150,000 - $199,999	1.7%	1.9%	1.7%
$200,000+	2.3%	3.0%	2.6%
Average Household Income	$65,824	$66,275	$64,910
2000 Owner Occupied Housing Units by Value			
Total	13,219	56,142	145,280
<$50,000	7.4%	10.5%	16.7%
$50,000 - $99,999	35.2%	38.7%	43.5%
$100,000 - $149,999	24.0%	19.2%	19.0%
$150,000 - $199,999	16.4%	12.0%	8.5%
$200,000 - $299,999	9.9%	10.3%	6.2%
$300,000 - $499,999	5.2%	5.9%	3.5%
$500,000 - $999,999	1.3%	2.5%	1.8%
$1,000,000 +	0.4%	0.9%	0.7%
Average Home Value	$147,677	$153,988	$127,112
2000 Specified Renter Occupied Housing Units by Contract Rent			
Total	11,287	45,871	90,204
With Cash Rent	98.2%	97.4%	97.1%
No Cash Rent	1.8%	2.6%	2.9%
Median Rent	$583	$580	$603
Average Rent	$597	$604	$625

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony. Specified Renter Occupied Housing Units exclude houses on 10+ acres. Average Rent excludes units paying no cash.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

esri

Market Profile

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2000 Population by Age			
Total	56,189	239,454	564,734
0 - 4	6.0%	6.0%	6.1%
5 - 9	5.8%	6.2%	6.3%
10 - 14	5.3%	5.9%	6.1%
15 - 24	10.8%	11.5%	11.6%
25 - 34	16.2%	15.1%	14.6%
35 - 44	20.5%	17.9%	16.6%
45 - 54	14.8%	13.9%	12.9%
55 - 64	8.1%	9.0%	8.8%
65 - 74	6.2%	7.1%	7.5%
75 - 84	4.3%	5.0%	6.4%
85 +	1.9%	2.4%	3.0%
18 +	79.8%	78.3%	77.8%
2010 Population by Age			
Total	56,169	247,567	580,018
0 - 4	6.0%	6.1%	6.2%
5 - 9	5.3%	5.7%	5.9%
10 - 14	4.8%	5.3%	5.5%
15 - 24	12.7%	12.8%	12.5%
25 - 34	14.0%	13.1%	12.6%
35 - 44	14.4%	13.3%	12.9%
45 - 54	17.4%	15.6%	14.7%
55 - 64	12.3%	12.3%	12.0%
65 - 74	6.4%	7.6%	8.0%
75 - 84	4.3%	5.2%	6.0%
85 +	2.4%	3.1%	3.8%
18 +	80.9%	79.5%	78.9%
2015 Population by Age			
Total	54,854	244,123	570,540
0 - 4	6.0%	6.1%	6.1%
5 - 9	5.3%	5.7%	5.9%
10 - 14	4.7%	5.4%	5.7%
15 - 24	11.9%	12.1%	11.9%
25 - 34	16.3%	14.5%	13.5%
35 - 44	12.0%	11.5%	11.4%
45 - 54	15.0%	13.7%	13.2%
55 - 64	13.6%	13.3%	12.9%
65 - 74	8.5%	9.5%	9.9%
75 - 84	4.2%	5.1%	5.8%
85 +	2.4%	3.1%	3.7%
18 +	81.2%	79.8%	79.2%
2000 Population by Sex			
Males	53.4%	51.3%	49.5%
Females	46.6%	48.7%	50.5%
2010 Population by Sex			
Males	53.0%	50.8%	49.3%
Females	47.0%	49.2%	50.7%
2015 Population by Sex			
Males	52.8%	50.7%	49.2%
Females	47.2%	49.3%	50.8%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2000 Population by Race/Ethnicity			
Total	56,191	239,453	564,735
White Alone	74.4%	57.9%	57.4%
Black Alone	14.8%	34.1%	34.4%
American Indian Alone	0.3%	0.2%	0.2%
Asian or Pacific Islander Alone	1.8%	1.1%	1.4%
Some Other Race Alone	3.9%	2.2%	2.6%
Two or More Races	4.9%	4.3%	4.0%
Hispanic Origin	16.4%	10.1%	11.3%
Diversity Index	58.2	63.0	64.2
2010 Population by Race/Ethnicity			
Total	56,167	247,566	580,017
White Alone	66.2%	50.9%	50.2%
Black Alone	19.1%	38.8%	39.2%
American Indian Alone	0.4%	0.4%	0.4%
Asian or Pacific Islander Alone	2.4%	1.5%	1.8%
Some Other Race Alone	5.7%	3.2%	3.6%
Two or More Races	6.2%	5.1%	4.9%
Hispanic Origin	24.7%	15.3%	16.7%
Diversity Index	70.2	69.6	70.7
2015 Population by Race/Ethnicity			
Total	54,856	244,124	570,542
White Alone	64.2%	49.2%	48.5%
Black Alone	19.7%	39.7%	40.1%
American Indian Alone	0.5%	0.5%	0.4%
Asian or Pacific Islander Alone	2.6%	1.7%	1.9%
Some Other Race Alone	6.4%	3.7%	4.1%
Two or More Races	6.6%	5.4%	5.1%
Hispanic Origin	28.3%	17.6%	19.2%
Diversity Index	73.2	71.6	72.7
2000 Population 3+ by School Enrollment			
Total	54,272	230,968	544,376
Enrolled in Nursery/Preschool	1.4%	1.7%	1.7%
Enrolled in Kindergarten	1.5%	1.5%	1.5%
Enrolled in Grade 1-8	9.3%	10.2%	10.6%
Enrolled in Grade 9-12	5.0%	5.7%	5.7%
Enrolled in College	4.0%	3.9%	4.1%
Enrolled in Grad/Prof School	1.2%	1.0%	0.9%
Not Enrolled in School	77.6%	76.1%	75.5%
2010 Population 25+ by Educational Attainment			
Total	40,041	173,699	405,667
Less Than 9th Grade	6.3%	7.5%	7.0%
9th to 12th Grade, No Diploma	9.4%	11.1%	11.1%
High School Graduate	29.4%	29.0%	31.7%
Some College, No Degree	19.2%	18.0%	18.5%
Associate Degree	8.7%	7.6%	7.8%
Bachelor's Degree	18.2%	17.6%	15.7%
Graduate/Professional Degree	8.8%	9.1%	8.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

esri

Market Profile

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Population 15+ by Marital Status			
Total	47,156	205,446	478,128
Never Married	40.2%	40.5%	36.4%
Married	38.9%	38.4%	42.0%
Widowed	5.5%	6.8%	8.0%
Divorced	15.4%	14.2%	13.6%
2000 Population 16+ by Employment Status			
Total	46,218	193,558	453,390
In Labor Force	68.0%	62.5%	60.6%
Civilian Employed	64.1%	58.2%	56.5%
Civilian Unemployed	3.8%	4.3%	4.1%
In Armed Forces	0.0%	0.0%	0.0%
Not In Labor Force	32.0%	37.5%	39.4%
2010 Civilian Population 16+ in Labor Force			
Civilian Employed	88.4%	86.9%	87.0%
Civilian Unemployed	11.6%	13.1%	13.0%
2015 Civilian Population 16+ in Labor Force			
Civilian Employed	90.8%	89.7%	89.7%
Civilian Unemployed	9.2%	10.3%	10.3%
2000 Females 16+ by Employment Status and Age of Children			
Total	21,393	94,023	231,005
Own Children < 6 Only	7.3%	6.4%	6.5%
Employed/in Armed Forces	4.8%	3.8%	3.9%
Unemployed	0.2%	0.3%	0.4%
Not in Labor Force	2.4%	2.3%	2.1%
Own Children <6 and 6-17 Only	4.7%	4.9%	5.3%
Employed/in Armed Forces	2.8%	2.8%	3.2%
Unemployed	0.1%	0.3%	0.3%
Not in Labor Force	1.8%	1.7%	1.8%
Own Children 6-17 Only	14.1%	13.1%	13.4%
Employed/in Armed Forces	10.0%	9.2%	9.6%
Unemployed	0.3%	0.5%	0.5%
Not in Labor Force	3.8%	3.4%	3.3%
No Own Children < 18	73.9%	75.6%	74.8%
Employed/in Armed Forces	38.8%	36.9%	34.3%
Unemployed	3.2%	2.9%	2.7%
Not in Labor Force	31.9%	35.9%	37.8%
2010 Employed Population 16+ by Industry			
Total	30,141	117,944	267,003
Agriculture/Mining	0.3%	0.4%	0.4%
Construction	10.6%	8.8%	9.3%
Manufacturing	5.0%	4.4%	4.5%
Wholesale Trade	3.6%	3.4%	3.2%
Retail Trade	13.3%	12.2%	13.1%
Transportation/Utilities	4.5%	5.0%	4.7%
Information	2.5%	2.5%	2.5%
Finance/Insurance/Real Estate	8.0%	8.8%	8.7%
Services	49.1%	51.1%	50.1%
Public Administration	3.2%	3.4%	3.6%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

downtown oakland park
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Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2010 Employed Population 16+ by Occupation			
Total	30,145	117,946	267,004
White Collar	54.9%	56.3%	55.8%
Management/Business/Financial	12.9%	12.9%	11.9%
Professional	15.8%	17.7%	17.0%
Sales	13.5%	13.7%	13.6%
Administrative Support	12.7%	12.0%	13.2%
Services	23.9%	24.1%	23.7%
Blue Collar	21.2%	19.6%	20.5%
Farming/Forestry/Fishing	0.2%	0.3%	0.3%
Construction/Extraction	7.9%	6.7%	7.2%
Installation/Maintenance/Repair	4.1%	3.8%	4.3%
Production	4.0%	3.5%	3.6%
Transportation/Material Moving	5.0%	5.2%	5.1%
2000 Workers 16+ by Means of Transportation to Work			
Total	28,956	109,785	249,570
Drove Alone - Car, Truck, or Van	76.0%	74.9%	75.8%
Carpooled - Car, Truck, or Van	12.6%	12.8%	13.8%
Public Transportation	4.8%	4.9%	4.1%
Walked	2.0%	2.3%	1.8%
Other Means	1.9%	2.2%	2.0%
Worked at Home	2.7%	2.9%	2.5%
2000 Workers 16+ by Travel Time to Work			
Total	28,957	109,786	249,567
Did not Work at Home	97.3%	97.1%	97.5%
Less than 5 minutes	3.1%	2.6%	2.1%
5 to 9 minutes	12.1%	10.1%	8.3%
10 to 19 minutes	33.8%	31.8%	30.5%
20 to 24 minutes	14.3%	15.6%	16.5%
25 to 34 minutes	19.4%	21.0%	23.0%
35 to 44 minutes	4.0%	4.3%	4.9%
45 to 59 minutes	5.3%	5.6%	6.2%
60 to 89 minutes	3.7%	4.0%	3.9%
90 or more minutes	1.7%	2.1%	2.2%
Worked at Home	2.7%	2.9%	2.5%
Average Travel Time to Work (in min)	22.8	24.2	25.1
2000 Households by Vehicles Available			
Total	24,506	102,072	235,587
None	8.7%	12.0%	11.7%
1	51.1%	50.3%	49.3%
2	31.9%	29.9%	30.7%
3	6.8%	6.1%	6.4%
4	1.2%	1.3%	1.5%
5+	0.4%	0.4%	0.4%
Average Number of Vehicles Available	1.4	1.4	1.4

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
2000 Households by Type			
Total	24,487	102,032	235,577
Family Households	49.8%	51.7%	56.0%
Married-couple Family	33.3%	32.8%	36.8%
With Related Children	15.5%	13.6%	14.9%
Other Family (No Spouse)	16.5%	18.9%	19.2%
With Related Children	9.9%	12.2%	12.5%
Nonfamily Households	50.3%	48.3%	44.0%
Householder Living Alone	36.2%	37.1%	34.5%
Householder Not Living Alone	14.0%	11.2%	9.5%
Households with Related Children	25.4%	25.8%	27.4%
Households with Persons 65+	20.2%	24.8%	29.3%
2000 Households by Size			
Total	24,488	102,032	235,576
1 Person Household	36.2%	37.1%	34.5%
2 Person Household	32.9%	32.2%	33.0%
3 Person Household	13.7%	12.8%	13.5%
4 Person Household	9.7%	9.1%	9.7%
5 Person Household	4.5%	4.8%	5.2%
6 Person Household	1.8%	2.2%	2.3%
7 + Person Household	1.2%	1.8%	1.8%
2000 Households by Year Householder Moved In			
Total	24,506	102,073	235,587
Moved in 1999 to March 2000	26.6%	25.6%	23.5%
Moved in 1995 to 1998	33.5%	31.6%	30.8%
Moved in 1990 to 1994	14.8%	14.7%	15.6%
Moved in 1980 to 1989	12.4%	14.0%	15.6%
Moved in 1970 to 1979	7.9%	8.3%	9.5%
Moved in 1969 or Earlier	4.8%	5.8%	5.0%
Median Year Householder Moved In	1996	1996	1995
2000 Housing Units by Units in Structure			
Total	26,223	115,821	270,784
1, Detached	43.7%	37.4%	36.2%
1, Attached	3.8%	3.4%	5.0%
2	6.8%	5.8%	4.2%
3 or 4	7.9%	8.8%	6.6%
5 to 9	7.9%	7.3%	6.1%
10 to 19	7.8%	8.1%	7.2%
20 +	21.3%	27.3%	31.4%
Mobile Home	0.9%	1.8%	3.1%
Other	0.1%	0.1%	0.3%
2000 Housing Units by Year Structure Built			
Total	26,225	115,820	270,782
1999 to March 2000	0.2%	0.6%	0.6%
1995 to 1998	0.7%	1.7%	2.0%
1990 to 1994	1.3%	2.4%	3.2%
1980 to 1989	7.1%	10.2%	14.8%
1970 to 1979	24.4%	26.6%	33.0%
1969 or Earlier	66.3%	58.6%	46.3%
Median Year Structure Built	1965	1967	1971

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.13115

		0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Top 3 Tapestry Segments				
	1.	Inner City Tenants	Old and Newcomers	Retirement Communities
	2.	Old and Newcomers	Inner City Tenants	Old and Newcomers
	3.	Metropolitans	Retirement Communities	Inner City Tenants
2010 Consumer Spending				
Apparel & Services: Total $		$35,598,264	$152,055,712	$335,324,117
Average Spent		$1,480.70	$1,463.55	$1,413.09
Spending Potential Index		62	61	59
Computers & Accessories: Total $		$4,709,869	$19,705,221	$43,533,649
Average Spent		$195.91	$189.66	$183.46
Spending Potential Index		89	86	83
Education: Total $		$25,370,774	$108,099,284	$237,497,329
Average Spent		$1,055.29	$1,040.47	$1,000.84
Spending Potential Index		87	85	82
Entertainment/Recreation: Total $		$65,631,697	$283,176,573	$636,268,333
Average Spent		$2,729.93	$2,725.60	$2,681.31
Spending Potential Index		85	85	83
Food at Home: Total $		$93,826,646	$405,340,469	$903,604,490
Average Spent		$3,902.70	$3,901.44	$3,807.89
Spending Potential Index		87	87	85
Food Away from Home: Total $		$67,864,481	$290,728,283	$644,706,308
Average Spent		$2,822.81	$2,798.29	$2,716.87
Spending Potential Index		88	87	84
Health Care: Total $		$71,521,960	$323,284,797	$747,753,609
Average Spent		$2,974.94	$3,111.64	$3,151.12
Spending Potential Index		80	84	85
HH Furnishings & Equipment: Total $		$36,408,669	$156,131,811	$350,233,527
Average Spent		$1,514.41	$1,502.78	$1,475.92
Spending Potential Index		74	73	72
Investments: Total $		$32,290,584	$141,111,112	$324,991,852
Average Spent		$1,343.12	$1,358.21	$1,369.55
Spending Potential Index		77	78	79
Retail Goods: Total $		$479,952,279	$2,072,592,077	$4,657,929,315
Average Spent		$19,963.50	$19,948.88	$19,629.05
Spending Potential Index		80	80	79
Shelter: Total $		$336,258,799	$1,434,922,870	$3,189,600,596
Average Spent		$13,986.60	$13,811.26	$13,441.34
Spending Potential Index		89	87	85
TV/Video/Audio:Total $		$25,714,817	$111,472,860	$248,355,689
Average Spent		$1,069.60	$1,072.94	$1,046.60
Spending Potential Index		86	86	84
Travel: Total $		$37,746,098	$162,368,218	$366,871,634
Average Spent		$1,570.04	$1,562.81	$1,546.04
Spending Potential Index		83	83	82
Vehicle Maintenance & Repairs: Total $		$19,341,150	$83,422,687	$187,333,149
Average Spent		$804.49	$802.95	$789.44
Spending Potential Index		85	85	84

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.
Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

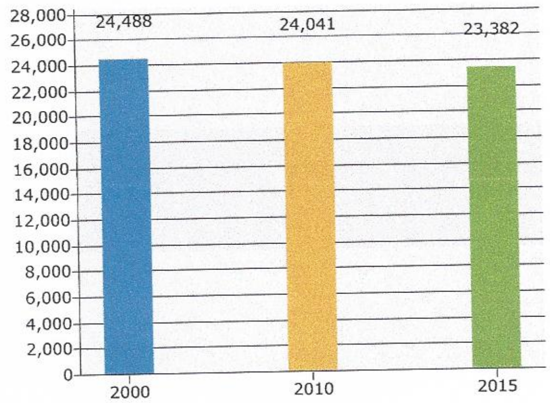
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

Graphic Profile

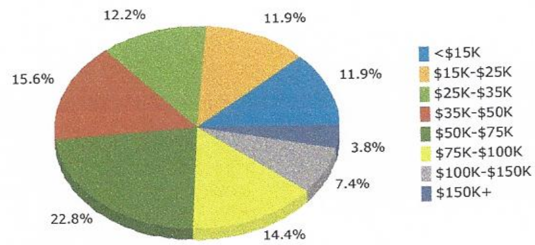
downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5 minutes

Latitude: 26.17275
Longitude: -80.13115

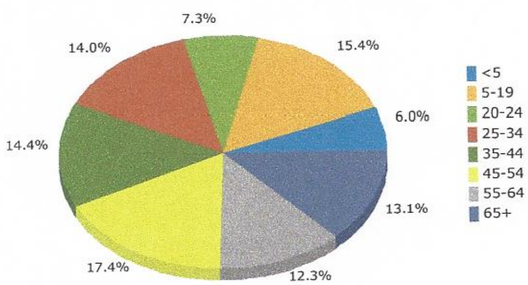
Housholds



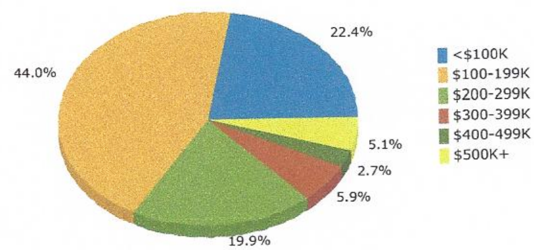
2010 Households by Income



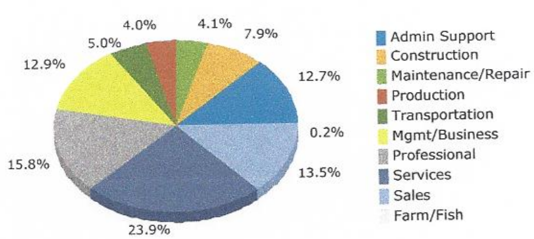
2010 Population by Age



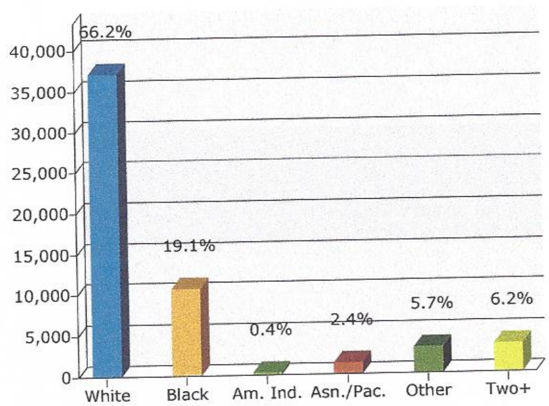
2010 Owner Occupied HUs by Value



2010 Employed 16+ by Occupation



2010 Population by Race



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

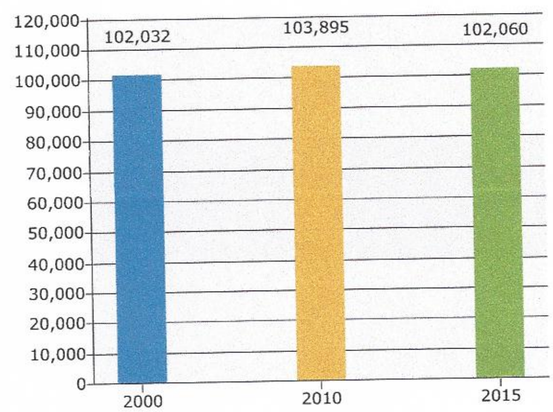
March 17, 2012

Graphic Profile

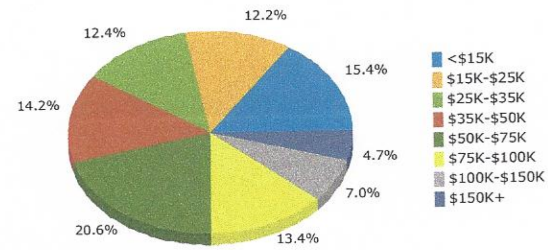
downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 10 minutes

Latitude: 26.17275
Longitude: -80.13115

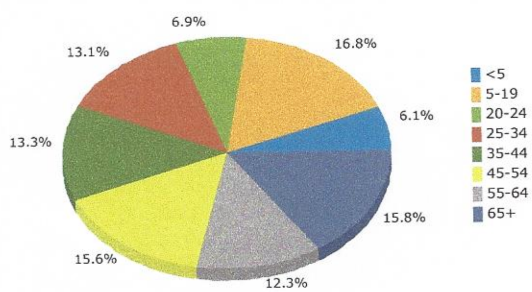
Housholds



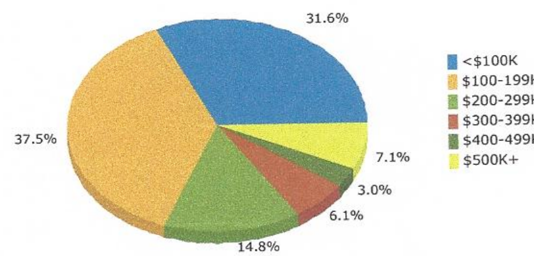
2010 Households by Income



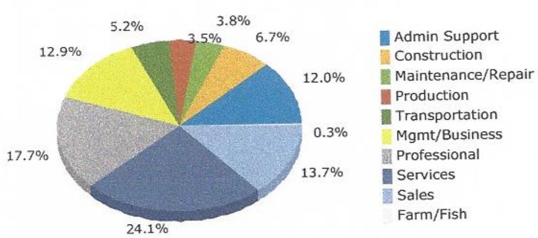
2010 Population by Age



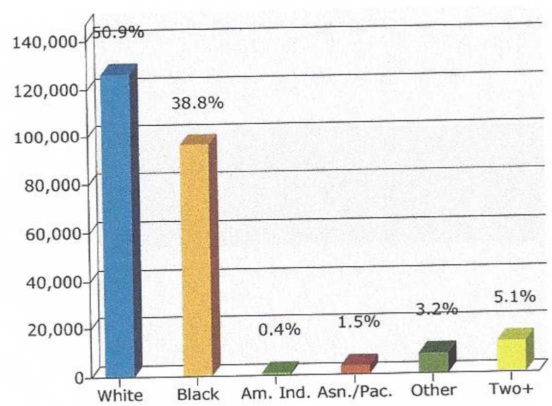
2010 Owner Occupied HUs by Value



2010 Employed 16+ by Occupation



2010 Population by Race



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

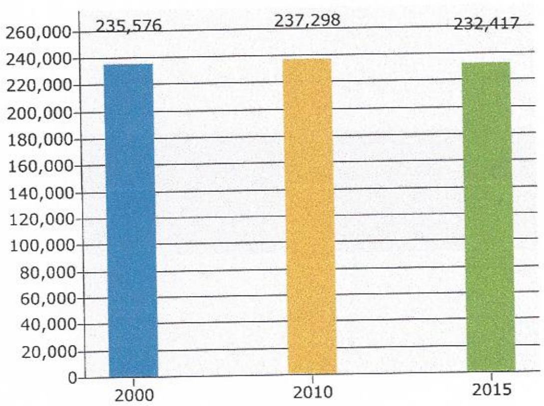
March 17, 2012

Graphic Profile

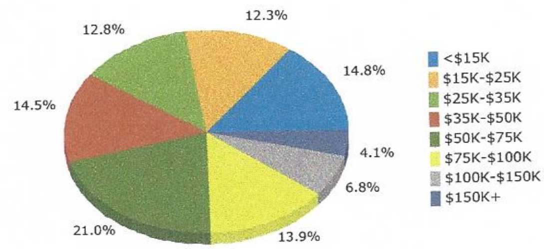
downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 15 minutes

Latitude: 26.17275
Longitude: -80.13115

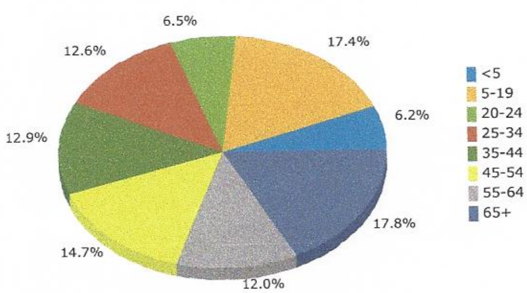
Housholds



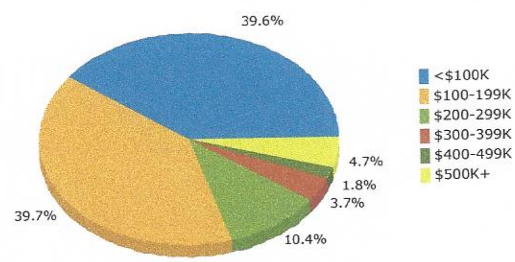
2010 Households by Income



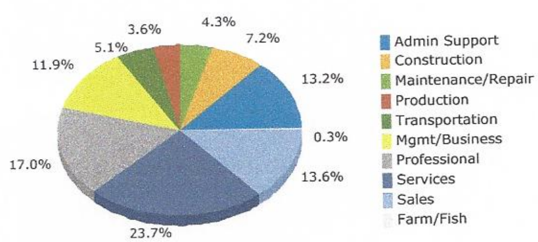
2010 Population by Age



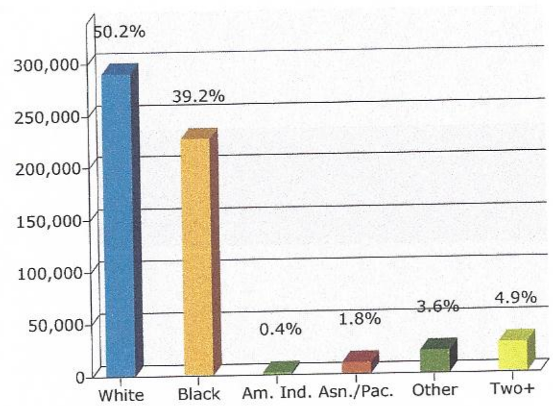
2010 Owner Occupied HUs by Value



2010 Employed 16+ by Occupation



2010 Population by Race



Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

March 17, 2012

1. The Local Market/Data Overview

This data forms the basis for the annual strategic marketing plan to ensure appropriate allocation of marketing dollars. During the course of the next fiscal year, the CRA will continue research through merchant and event surveys.

Esri MarketPlace Profile reports are included in Section IV. Market Potential and review leakage and opportunity gaps.

a. The Primary Market

Research indicates that the primary market for the Downtown Oakland Park is from within a 5 mile or 10 minute radius. 80% of retail nationally is from within approximately a 10 minute drive time.

b. The Secondary Market

The secondary market is derived from the workforce located within close proximity to Oakland Park and those living in Greater Fort Lauderdale and targeted communities within Broward County such as Weston.

c. The Tertiary Market

Tourists and commuters comprise the tertiary market. More information is provided on Broward County tourism statistics in Section III.2.

d. Traffic/Streetscape:

Pedestrian: There was very little pedestrian traffic observed during site visits and walking tours of the downtown. The majority of consumers appear to drive to their destination, park as close as possible, shop in one store or dine in one restaurant and leave.

Vehicular: The average traffic volume on Dixie Highway in the downtown area is approximately **31,000** vehicles per day. Additional traffic studies will be needed as redevelopment continues. FDOT will be resurfacing Dixie Highway and additional streetscape designs and landscape plans should be considered to address the speed of vehicular traffic and circulation in line with the goal of creating a more pedestrian friendly environment.
*It should be noted that this number of vehicles per day provides an incredible opportunity to capture customers and improve visitation to the downtown.

e. Access

Downtown Oakland Park is accessible from I-95 via Oakland Park Boulevard or Commercial Boulevard. The NE 12th Avenue Corridor is the heart of the downtown, however it is recommended that Dixie Highway become a mirror image of NE 12th Avenue to create a more pedestrian friendly corridor. There is currently no signage designating that the consumer has "arrived" to the downtown except light pole banners.

f. The Central Market

The newly planned Central Market, which includes the development of an approximately 30,000 square foot open-air European style market, will serve as the catalyst for the development of the downtown brand. Market research and possible sites are underway at the time of this writing. This project will serve as a major focal point for the new downtown.

g. Marketing, Branding and Public Relations

The recently adopted 5 Year Strategic Finance Action Plan specifies the development of the Downtown brand as a culinary arts district. This brand idea needs further development with the creation of a logo/image, tagline and collateral to support the brand. In preparing its plan of action for branding downtown Oakland Park, the CRA will identify and engage the stakeholders in the process and strive to achieve consensus on major elements. The subsequent marketing collateral will incorporate the new branding and theme.

As the elements of a new brand are developed, the downtown area will exhibit a distinctive theme. These initiatives and identification elements (entry signs, light pole banners, and reiteration of the brand) create a sense of place. As the elements of the district brand are incorporated into the area with collaterals, banners, entry feature signs and wayfinding signs, the consumer will more readily recognize they are within a designated business district. Secondly, they will have an indication of what to expect from the area and finally they will gain a greater comfort level to warrant visiting and staying long enough to stroll from one location to the next. The private sector will always maintain control over the uses and types of stores in Oakland Park, however, direction can be provided in the form of implementing the chosen theme that is supported with marketing and public relations efforts.

Media Analysis:

Newspapers:

- The Miami Herald
  Daily Readership 534,195 & Sunday 818,780
  Print Circulation daily 191,873 & Sunday 263,612
- Sun Sentinel
  Daily Print Circulation 568,100 & Sunday 844,700
- Florida's Treasure Coast & Palm Beaches
  Daily Circulation 234,000
- New Times
  Published weekly - Circulation: 70,000
- The Pelican (Pompano)
  Published weekly – Circulation: 12,000
- Oakland Park Gazette
  Published Monthly – Circulation 15,000

Strongest FM radio stations in Oakland Park:

- WEDR (99.1 FM; Miami, FL; **Owner:** Cox Radio, Inc.)
- WAFG (90.3 FM; Fort Lauderdale, FL; **Owner:** Westminster Academy)
- WBGG-FM (105.9 FM; Fort Lauderdale, FL; **Owner:** Clear Channel Broadcasting Licenses, Inc.)
- WHYI-FM (100.7 FM; Fort Lauderdale, FL; **Owner:** Clear Channel Broadcasting Licenses, Inc.)
- WKIS (99.9 FM; Boca Raton, FL; **Owner:** WKIS License Limited Partnership)
- WRMA (106.7 FM; Fort Lauderdale, FL; **Owner:** WRMA Licensing, Inc.)
- WLRN-FM (91.3 FM; Miami, FL; **Owner:** The School Board Of Miami - Dade County, FL)
- WFLC (97.3 FM; Miami, FL; **Owner:** Cox Radio, Inc.)
- WPYM (93.1 FM; Miami, FL; **Owner:** Cox Radio-Miami, LLC)
- WHQT (105.1 FM; Coral Gables, FL; **Owner:** Cox Radio, Inc.)
- WLVE (93.9 FM; Miami Beach, FL; **Owner:** Clear Channel Broadcasting Licenses, Inc.)
- WMIB (103.5 FM; Fort Lauderdale, FL; **Owner:** Clear Channel Broadcasting Licenses, Inc.)
- WMXJ (102.7 FM; Pompano Beach, FL; **Owner:** Jefferson-Pilot Communications Co. Of Florida)
- WPOW (96.5 FM; Miami, FL; **Owner:** WPOW License Limited Partnership)
- WZTA (94.9 FM; Miami Beach, FL; **Owner:** Clear Channel Broadcasting Licenses, Inc.)
- WLYF (101.5 FM; Miami, FL; **Owner:** Jefferson-Pilot Communications Co. Of Florida)
- WXDJ (95.7 FM; North Miami Beach, FL; **Owner:** WXDJ Licensing, Inc.)
- WEAT-FM (104.3 FM; West Palm Beach, FL; **Owner:** Infinity Radio Operations Inc.)
- WRMF (97.9 FM; Palm Beach, FL; **Owner:** PBB Licenses, LLC)
- WXEL (90.7 FM; West Palm Beach, FL; **Owner:** Barry Telecommunications, Inc.)

TV Broadcast Stations Around Oakland Park:

- WHDT-LP (**Channel** 44; Miami, FL; **Owner:** Guenter Marksteiner)
- WPBT (**Channel** 2; Miami, FL; **Owner:** Community TV Foundation of S. Florida, Inc.)
- W58BU (**Channel** 58; Hallandale, FL; **Owner:** NBC Stations Management, Inc.)
- WPPB-TV (**CHANNEL** 63; BOCA RATON, FL; **OWNER:** THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA)
- WHFT-TV (**Channel** 45; Miami, FL; **Owner:** Trinity Broadcasting Of Florida, Inc.)
- WDLP-CA (**Channel** 21; Pompano Beach, FL; **Owner:** WDLP Broadcasting Company, LLC)
- WSVN (**Channel** 7; Miami, FL; **Owner:** Sunbeam Television Corp.)
- W24CA (**Channel** 24; Marathon, FL; **Owner:** Key Communications Of Texas)
- WAMI-TV (**Channel** 69; Hollywood, FL; **Owner:** Telefutura Miami LLC)
- WSCV (**Channel** 51; Fort Lauderdale, FL; **Owner:** Telemundo of Florida License Corp.)
- WLRN-TV (**Channel** 17; Miami, FL; **Owner:** The School Board Of Miami - Dade County, FL)
- WPLG (**Channel** 10; Miami, FL; **Owner:** Post-Newsweek Stations, Florida, Inc.)
- WLTV (**Channel** 23; Miami, FL; **Owner:** WLTV License Partnership, G.P.)
- WBFS-TV (**Channel** 33; Miami, FL; **Owner:** Viacom Stations Group of Miami Inc.)
- WPXM (**Channel** 35; Miami, FL; **Owner:** Paxson Communications License Company, LLC)
- WLMF-LP (**Channel** 53; Miami, FL; **Owner:** Paging Systems, Inc.)
- WBZL (**Channel** 39; Miami, FL; **Owner:** Channel 39, Inc.)
- WPTV (**Channel** 5; West Palm Beach, FL; **Owner:** Scripps Howard Broadcasting Company)
- WFLX (**Channel** 29; West Palm Beach, FL; **Owner:** Raycom National, Inc.)
- WXEL-TV (**Channel** 42; West Palm Beach, FL; **Owner:** Barry Telecommunications, Inc.)
- WFUN-CA (**Channel** 48; Miami, Etc., FL; **Owner:** Localone Texas, Ltd.)
- WPEC (**Channel** 12; West Palm Beach, FL; **Owner:** Freedom Broadcasting Of Florida, INC)
- WFGC (**Channel** 61; Palm Beach, FL; **Owner:** Christian Television of Palm Beach County, Inc.)
- WTVJ (**Channel** 6; Miami, FL; **Owner:** NBC Stations Management, Inc.)
- WPXP (**Channel** 67; Lake Worth, FL; **Owner:** Paxson West Palm Beach License, Inc.)

h. Parking:

As redevelopment continues, parking issues will inevitably arise. Additional parking areas/opportunities are currently being analyzed. In an effort to promote the use of the new parking areas, collateral materials should clearly identify available parking options.

2. The Tourist Market:

The tourist industry is an important part of Broward County's economy and cannot be overlooked or minimized as a target market for Oakland Park. The general tourist season for south Florida runs from mid-December through mid-April.

The Ft. Lauderdale/Hollywood International Airport is located just 12 miles south of Oakland Park and Port Everglades is located within 9 miles. The Broward County Convention Center is approximately 8 miles from downtown.

The following data was copied from the Greater Ft. Lauderdale, sunny.org website:

2009 Year-End Statistics

Greater Fort Lauderdale describes all of Broward County, totaling 1,220 square miles (766,016 acres) and 31 municipalities, including Coral Springs, Dania Beach, Davie, Deerfield Beach, Fort Lauderdale, Hallandale Beach, Hollywood, Lauderdale-By-The-Sea, Plantation, Pompano Beach, Sunrise, Tamarac, Weston, West Park and Wilton Manors.

- **10.6 million** — Total 2009 Visitors (includes international and domestic)
- **2.27 million** — INTERNATIONAL VISITORS
  Canadian: 767,371
  Latin American: 509,277
  European: 362,844
  Scandinavian: 225,478
  United Kingdom: 180,792
  Other Foreign visitors: 230,119
- **$8.47 billion** — Total 2009 Visitor Expenditures
- **$40.6 million** — 2009 TOURISM GENERATED TAX REVENUES
  Derived From 5% Bed Tax Collected By Area Hotels
- **65%** — Average Hotel Occupancy
- **$107.05** — Average Daily Room Rate
- **34,000** — Hotel/Motel Rental Units In 565 Hotels
- **22,681,903** — Total Air Passenger Arrivals/Departures At
  Fort Lauderdale/Hollywood International Airport

- **658** Daily Airline Arrivals/Departures
- **24** Scheduled Airlines

- **600,000 sq. ft.** Convention Center Meeting/Exhibit Space
- **49** Cruise Ships Sailing From Port Everglades
- **3.2 million** Cruise Ship Embarkations / Debarkations
- **23** Miles Of Beach
- **1.8 million** Broward County Population
- **4,122** Restaurants
- **132** Nightclubs
- **63** Golf Courses
- **580** Tennis Courts
- **12** Major Malls
- **6** Casinos
- **4** Pari-mutuels
- **16** Museums

3. Area Shopping and Entertainment Venues:

The information outlined below is a listing of areas where people can shop, dine and congregate in and around the Oakland Park primary market area. Oakland Park is unlike any of these areas and, according to the Redevelopment Plan, is planned to remain unlike any of these areas, catering to a different segment of the market. It is important to create and maintain an individual identity for an area to draw new consumers. Looking at these venues will assist in developing Downtown Oakland Park into unique experiences unlike what is currently available and patronized by the local market and tourists.

a. Specialty Shopping and Entertainment Areas:

Name:	Las Olas Boulevard, Ft. Lauderdale
Major Tenants:	The Cheesecake Factory, Big City Tavern. Events include frequent art festivals, weekly gourmet farmers' market (Sundays).
Access:	East of I-95, west of US1.
Convenience:	Some off-street parking.
Merchandise:	Moderate to high end specialty stores, gourmet grocers, restaurants.

Name:	Downtown Hollywood
Major Tenants:	Specialty shopping/dining district. Art food and film festivals offered on a regular basis to draw patrons to the district.
Access:	East of I-95 on Hollywood Blvd.
Convenience:	On-street and commercial parking.
Merchandise:	Numerous art galleries, specialty retail shops and restaurants.

b. Area Malls:

See Esri Major Shopping Center Locator report with all shopping centers within a 15 minute drive time.

Major Shopping Center Locator

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 15 minutes

Latitude: 26.17275
Longitude: -80.13115

Source: Directory of Major Malls, Inc.

Total Major Shopping Centers	31
Total GLA	11,880,651
Total Stores	1,610

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Coral Ridge Mall US 1 & Oakland Park Blvd. Fort Lauderdale, FL 33306 Enclosed, 48 Stores Anchors: Target, Publix, AMC 10 Theatres, T.J.Maxx	0.97 E	1962	409,468
Northridge Shopping Center NWC East Commercial Blvd. & Dixie Hwy. Oakland Park, FL 33334 N/A, 40 Stores Anchors: Publix, Ross Dress For Less, Bally Total Fitness, Petco	1.20 N	1971	234,000
Cypress Creek Station NW 66th St. & N. Andrews Ave. Ft. Lauderdale, FL 33309 N/A, 26 Stores Anchors: Regal Cinemas, Vacant, Office Depot	2.54 N	1998	229,034
The Galleria at Ft. Lauderdale E.Sunrise Blvd. @ Middle River Dr. Fort Lauderdale, FL 33304 Enclosed, 104 Stores Anchors: Macy's, Dillard's, Neiman Marcus, Vacant 2	2.67 S	1980	964,423
Pompano Marketplace W. Federal Hwy. & N. McNab Road Pompano Beach, FL 33062 N/A, 29 Stores Anchors: Walmart, SteinMart, Bealls Outlet, Staples	3.11 NE		238,056
Lauderdale Marketplace SR 7, 441 & W. Oakland Park Blvd. Lauderdale Lakes, FL 33311 N/A, 75 Stores Anchors: None	4.25 W	1985	260,617
Lauderdale Lakes Mall NWC SR-441 & Oakland Park Blvd. Lauderdale Lakes, FL 33319 N/A, 10 Stores Anchors: Vacant, Vacant 2, Office Depot, Ross Dress For Less	4.59 W	1955	255,000
Harbor Shops 17th St. Causeway & Cordova Rd. Ft. Lauderdale, FL 33316 N/A, 56 Stores Anchors: Publix	4.71 S	2004	209,908

Data Note: n/a means data was not reported. GLA = Gross Leasable Area.

Source: Directory of Major Malls, Inc.

Major Shopping Center Locator

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 15 minutes

Latitude: 26.17275
Longitude: -80.13115

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Sunshine Plaza W Commercial Blvd. & US Hwy. 441 Tamarac, FL 33319 N/A, 28 Stores Anchors: Old Time Pottery, Publix, Vacant	4.75 W	1972	237,026
Lauderhill Mall 12th St. & US 441 Lauderhill, FL 33313 Enclosed, 85 Stores Anchors: Winn-Dixie	4.99 W	1966	600,000
Pompano Citi Centre Federal Hwy. & Copans Rd. Pompano Beach, FL 33062 N/A, 60 Stores Anchors: Sears, Macy's, Lowe's, JCPenney	6.10 N	1970	972,000
Coconut Creek Plaza NWC Coconut Creek Pkwy. & Lyons Rd. Coconut Creek, FL 33063 N/A, 57 Stores Anchors: Publix Supermarket, Vacant, Big Lots	6.22 NW	1983	265,621
Lakewood Shopping Center NEC 441 & Atlantic Blvd. Margate, FL 33063-5354 N/A, 44 Stores Anchors: Walmart Supercenter, Ross Dress For Less, Marshalls, Staples	6.29 NW	1971	396,607
Cypress Lakes Town Center Hwy. 441 & Blvd. of Champion North Lauderdale, FL 33068 N/A, 20 Stores Anchors: Home Depot, Chancellor Academy, Publix	6.49 SW	1986	250,209
Shopper's Haven Shopping Center Sample Rd. E. & Federal Hwy. (US 1) Pompano Beach, FL 33064 N/A, 27 Stores Anchors: Winn-Dixie, Bed Bath & Beyond, A.C. Moore, Bealls Outlet	7.35 N	1959	206,330
Venetian Isle Shopping Center NEC 36th St./Sample Rd. & North Federal Hwy. Lighthouse Point, FL 33064 N/A, 41 Stores Anchors: Publix, T.J.Maxx, Staples	7.43 N	1969	183,867

Data Note: n/a means data was not reported. GLA = Gross Leasable Area.

Source: Directory of Major Malls, Inc.

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 15 minutes

Latitude: 26.17275
Longitude: -80.13115

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Universal Plaza N. University Dr. & W. Commercial Blvd. Lauderhill, FL 33351 N/A, 26 Stores Anchors: SuperTarget	7.69 W	2002	223,505
Midway Plaza N. University Dr. & NW 57th St. Tamarac, FL 33321 N/A, 57 Stores Anchors: Publix, Ross Dress For Less, Petco	7.72 W	1985	227,209
Plantation Marketplace NWC NW 70th St. & Broward Blvd. Plantation, FL 33317 N/A, 39 Stores Anchors: Winn-Dixie, Vacant, Big Lots, Just Fit	7.81 W	1980	230,330
Peppertree Plaza SR 7 (Hwy. 441) & Sample Rd. Margate, FL 33073 N/A, 56 Stores Anchors: Winn-Dixie, Office Depot, Sam Ash Music	8.37 NW	1993	264,729
The Promenade at Coconut Creek Lyons Rd. @ Wiles Rd. Coconut Creek, FL 33063 N/A, 51 Stores Anchors: None	8.45 N	2008	229,231
Village Shoppes of Pine Plaza SWC N. Pine Island Rd. & NW 44th St. Sunrise, FL 33351 N/A, 50 Stores Anchors: Vacant, Family Dollar, Winn-Dixie, Sunrise Cinemas	8.47 W	1987	235,322
321 North University Dr. & Broward Blvd. Plantation, FL 33324 Enclosed, 100 Stores Anchors: Muvico Theaters	8.52 W	2012	550,580
Westfield Broward Broward Blvd. & University Dr. Plantation, FL 33388 Enclosed, 126 Stores Anchors: Sears, Macy's, JCPenney, Dillard's	8.59 W	1978	995,384

Data Note: n/a means data was not reported. GLA = Gross Leasable Area.

Source: Directory of Major Malls, Inc.

Major Shopping Center Locator

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 15 minutes

Latitude: 26.17275
Longitude: -80.13115

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
The Fountains S. University Dr. & SW 6th St. Plantation, FL 33324 N/A, 58 Stores Anchors: Kohl's, Marshalls/HomeGoods, Dick's Sporting Goods, Vacant	8.68 W	1987	477,343
Coral Square Atlantic Blvd. & University Dr. Coral Springs, FL 33071 Enclosed, 128 Stores Anchors: Sears, Macy's II, JCPenney, Macy's	8.70 NW	1984	941,339
Turtle Crossing SWC US 441 & Wiles Road Coral Springs, FL 33067 N/A, 34 Stores Anchors: SuperTarget	8.80 NW	2008	246,326
Atlantic Crossings NWC Atlantic Blvd. & University Dr. Coral Springs, FL 33071 N/A, 10 Stores Anchors: Sam's Club, Home Depot, Whole Foods Market, OfficeMax	9.00 W		301,280
Tower Shops University Dr. & I-595 Davie, FL 33324 N/A, 56 Stores Anchors: Costco, Home Depot, Ross Dress For Less, Old Navy	9.08 SW	1990	600,000
Pine Island SWC I-595 & Pine Island Rd. Davie, FL 33324 N/A, 47 Stores Anchors: Vacant, Publix, Staples	9.83 W	1984	254,907
Royal Eagle Plaza SEC University Dr. & Wiles Rd. Coral Springs, FL 33065 N/A, 22 Stores Anchors: Kmart, Stein Mart	10.59 NW	1989	191,000

Data Note: n/a means data was not reported. GLA = Gross Leasable Area.

Source: Directory of Major Malls, Inc.

IV. Market Potential

IV. Market Potential

A. Regional Socioeconomic Overview

Broward County is the second largest county in Florida. The county currently has an estimated population of 1,749,000. Broward County is an internet and telecommunications hub which is ranked fourth (4th) in the United States in the number of high technology companies, which approximated 6,500 businesses according to a recent Integra Realty Resources report. The Fort Lauderdale/Hollywood International Airport ranks twenty-first (21st) in the number of passenger travel and served over 23.3 million passengers in 2011. Port Everglades is one of the world's largest cruise ports. The Port's economic impact overview includes total jobs over 143,000, has 3.2 million annual embarkations and debarkations and generates approximately 14 billion worth of business activity.

The following is a profile of Broward County and Oakland Park (all numbers are approximate and were gathered from the US Census data and city-data.com):

	Broward County	Oakland Park
Population:	1,749,000	41,363

(Note: Within a 10 minute drive of downtown Oakland Park there are approximately 250,000 residents)

Median Age:	37.8	35.8
Median Income:	$51,623	$42,530
Population by Ethnicity:	Non-Hispanic White 48% African American/Black Non-Hispanic 23.8% Hispanic or Latino 23.1% Asian 3.0% Two or more races 1.5%	Non-Hispanic White 50.2% African American/Black Non-Hispanic 22% Hispanic or Latino 23.1% Asian 1.9% Two or more races 1.7%

Esri is a geographic information system (GIS) technology that leverages geographic insight to address social, economic, business, and environmental concerns at local, regional, national, and global scales. This information is used in the analysis of the market demand for downtown Oakland Park. The findings were analyzed and used in the development of this plan.

The Retail MarketPlace Profile, included in the following pages, examines the demand for commercial activity in Oakland Park. It identifies the demand for certain uses and makes a projection of opportunities that exist in the area. This market analysis utilizes a five and ten minute drive time radius to identify market service areas. Eighty percent of business in America is generated from within a 10-minute drive or walk time. Focused marketing efforts within this 10-minute radius, subsequently draws upon the highest potential of prospects and customers.

Population and household spending are utilized to analyze the amount of commercial space that can be supported. The report utilizes the terms "surplus and leakage" and defines "retail gap or opportunity gap". From the Esri report:

> Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents leakage of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

In other words, the gap analysis is an analytical tool that compares spending by the residents in an area, with the business activity conducted by the establishments, within the same geographic area. The gap is the difference in calculated spending by residents and the actual business activity. An opportunity may exist in either a positive (leakage) or negative (surplus) situation. In a leakage situation, the opportunity is presented to capture dollars that are currently being spent by consumers *outside* the trade area. Local buyers are traveling outside of the area for specific goods, creating a "leakage" factor. In a surplus situation, the opportunity may exist to capitalize on the concept of *clustering similar businesses*, thus capturing additional sales dollars from consumers already being drawn to an area for a specific industry segment. Buyers come from outside the primary trade area to do business creating a "surplus" factor.

The Esri Business Summary follows the Retail MarketPlace Profile and provides a snapshot of business types operating in Oakland Park.

Retail MarketPlace Profile

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5 minutes

Latitude: 26.17278
Longitude: -80.13116

Summary Demographics	
2010 Population	56,062
2010 Households	23,988
2010 Median Disposable Income	$38,735
2010 Per Capita Income	$25,548

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$527,324,199	$1,059,941,017	$-532,616,818	-33.6	1,072
Total Retail Trade (NAICS 44-45)	$448,396,028	$921,918,768	$-473,522,740	-34.6	825
Total Food & Drink (NAICS 722)	$78,928,171	$138,022,249	$-59,094,078	-27.2	247

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	$105,406,945	$156,369,306	$-50,962,361	-19.5	105
Automobile Dealers (NAICS 4411)	$90,126,098	$100,524,623	$-10,398,525	-5.5	31
Other Motor Vehicle Dealers (NAICS 4412)	$9,489,596	$41,985,304	$-32,495,708	-63.1	39
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$5,791,251	$13,859,379	$-8,068,128	-41.1	35
Furniture & Home Furnishings Stores (NAICS 442)	$16,539,857	$70,376,912	$-53,837,055	-61.9	80
Furniture Stores (NAICS 4421)	$11,045,478	$45,370,174	$-34,324,696	-60.8	36
Home Furnishings Stores (NAICS 4422)	$5,494,379	$25,006,738	$-19,512,359	-64.0	44
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$15,483,887	$31,553,715	$-16,069,828	-34.2	49
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$17,264,732	$51,699,257	$-34,434,525	-49.9	80
Building Material and Supplies Dealers (NAICS 4441)	$16,272,480	$50,686,041	$-34,413,561	-51.4	74
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$992,252	$1,013,216	$-20,964	-1.0	6
Food & Beverage Stores (NAICS 445)	$86,948,092	$165,423,876	$-78,475,784	-31.1	78
Grocery Stores (NAICS 4451)	$81,034,619	$155,575,032	$-74,540,413	-31.5	49
Specialty Food Stores (NAICS 4452)	$2,972,297	$1,786,200	$1,186,097	24.9	12
Beer, Wine, and Liquor Stores (NAICS 4453)	$2,941,176	$8,062,644	$-5,121,468	-46.5	17
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$16,204,282	$50,350,762	$-34,146,480	-51.3	66
Gasoline Stations (NAICS 447/4471)	$75,531,447	$92,565,270	$-17,033,823	-10.1	23
Clothing and Clothing Accessories Stores (NAICS 448)	$22,190,369	$56,545,885	$-34,355,516	-43.6	118
Clothing Stores (NAICS 4481)	$17,966,594	$47,715,139	$-29,748,545	-45.3	95
Shoe Stores (NAICS 4482)	$2,635,703	$4,614,738	$-1,979,035	-27.3	11
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$1,588,072	$4,216,008	$-2,627,936	-45.3	12
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$5,312,347	$8,171,158	$-2,858,811	-21.2	35
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$2,091,763	$5,023,518	$-2,931,755	-41.2	27
Book, Periodical, and Music Stores (NAICS 4512)	$3,220,584	$3,147,640	$72,944	1.1	8

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

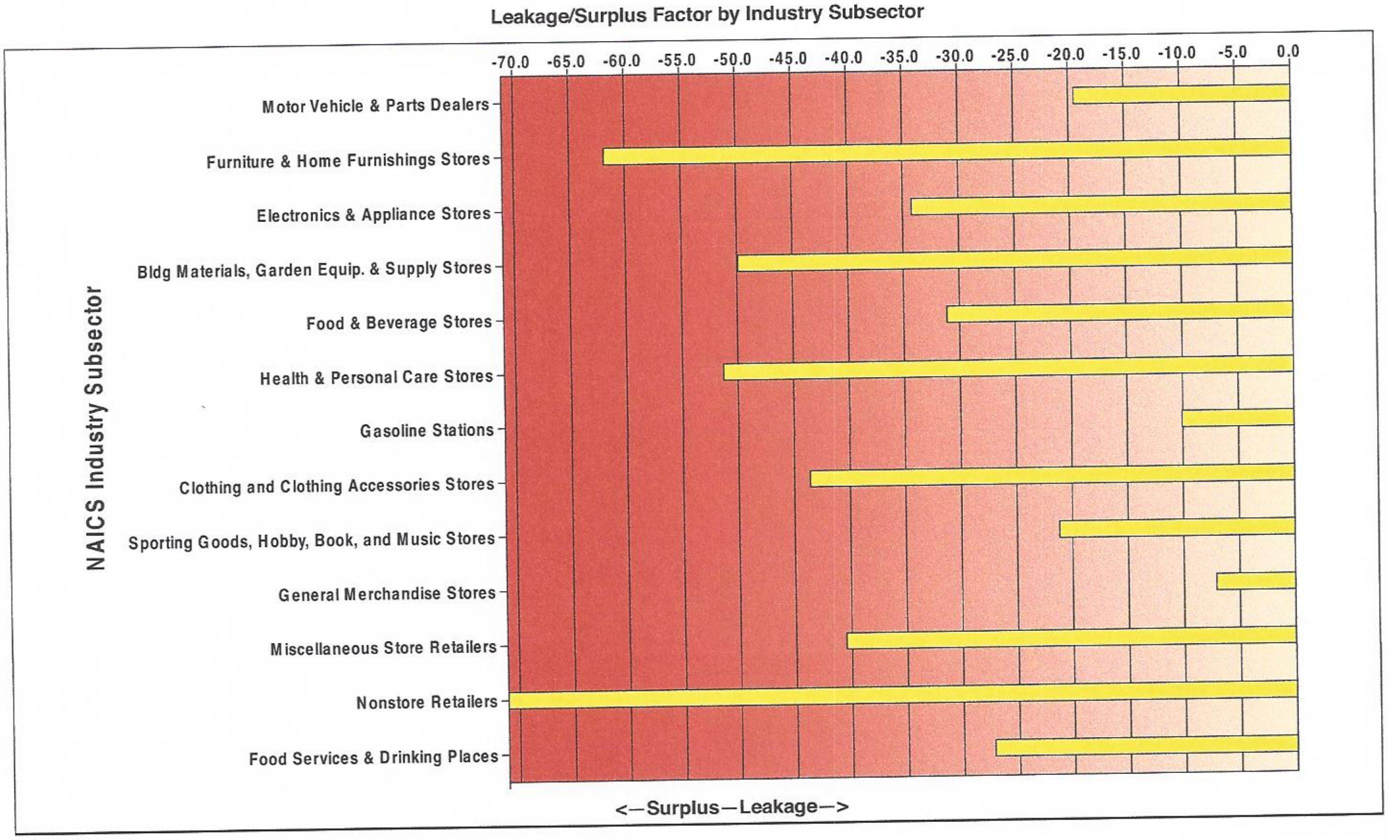
Retail MarketPlace Profile

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5 minutes

Latitude: 26.17278
Longitude: -80.13116

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$52,543,323	$60,594,093	$-8,050,770	-7.1	29
Department Stores Excluding Leased Depts.(NAICS 4521)	$19,462,359	$31,207,868	$-11,745,509	-23.2	17
Other General Merchandise Stores (NAICS 4529)	$33,080,964	$29,386,225	$3,694,739	5.9	12
Miscellaneous Store Retailers (NAICS 453)	$7,874,706	$18,580,576	$-10,705,870	-40.5	145
Florists (NAICS 4531)	$654,334	$2,539,873	$-1,885,539	-59.0	21
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$2,991,340	$7,532,171	$-4,540,831	-43.1	25
Used Merchandise Stores (NAICS 4533)	$280,838	$1,545,309	$-1,264,471	-69.2	43
Other Miscellaneous Store Retailers (NAICS 4539)	$3,948,194	$6,963,223	$-3,015,029	-27.6	56
Nonstore Retailers (NAICS 454)	$27,096,041	$159,687,958	$-132,591,917	-71.0	17
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$20,572,026	$144,093,080	$-123,521,054	-75.0	5
Vending Machine Operators (NAICS 4542)	$2,008,858	$5,806,131	$-3,797,273	-48.6	6
Direct Selling Establishments (NAICS 4543)	$4,515,157	$9,788,747	$-5,273,590	-36.9	6
Food Services & Drinking Places (NAICS 722)	$78,928,171	$138,022,249	$-59,094,078	-27.2	247
Full-Service Restaurants (NAICS 7221)	$39,467,244	$82,009,423	$-42,542,179	-35.0	147
Limited-Service Eating Places (NAICS 7222)	$30,657,773	$25,029,133	$5,628,640	10.1	49
Special Food Services (NAICS 7223)	$6,230,069	$10,037,404	$-3,807,335	-23.4	12
Drinking Places - Alcoholic Beverages (NAICS 7224)	$2,573,085	$20,946,289	$-18,373,204	-78.1	39

Leakage/Surplus Factor by Industry Subsector

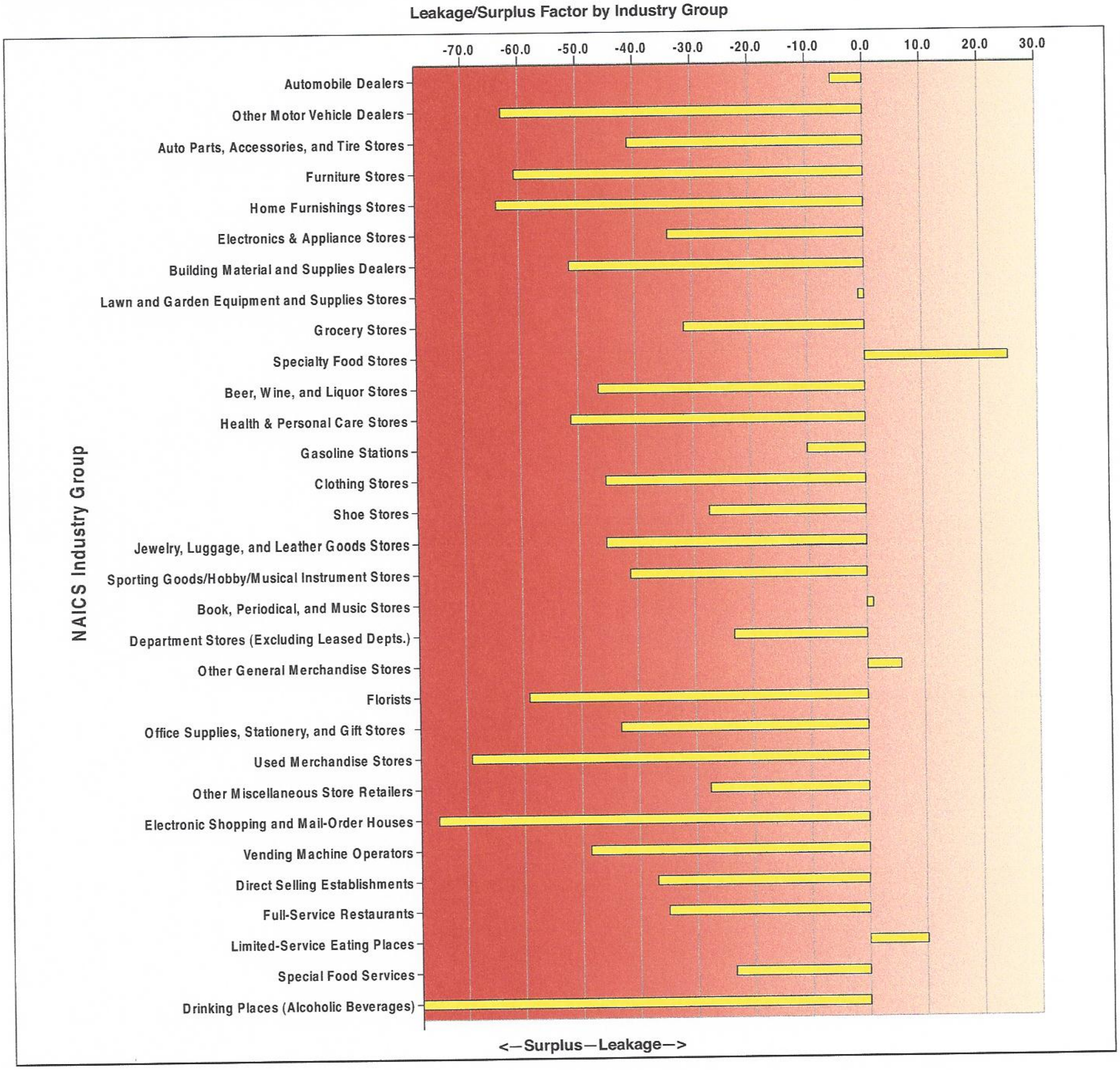


Sources: Esri and Infogroup

Retail MarketPlace Profile

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5 minutes

Latitude: 26.17278
Longitude: -80.13116



Sources: Esri and Infogroup

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 10 minutes

Latitude: 26.17278
Longitude: -80.13116

Summary Demographics	
2010 Population	247,567
2010 Households	103,895
2010 Median Disposable Income	$36,761
2010 Per Capita Income	$25,159

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	$2,275,941,969	$5,098,141,627	$-2,822,199,658	-38.3	3,595
Total Retail Trade (NAICS 44-45)	$1,936,974,359	$4,596,864,792	$-2,659,890,433	-40.7	2,757
Total Food & Drink (NAICS 722)	$338,967,610	$501,276,835	$-162,309,225	-19.3	838

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	$451,838,811	$2,153,631,716	$-1,701,792,905	-65.3	503
Automobile Dealers (NAICS 4411)	$385,968,257	$1,712,226,110	$-1,326,257,853	-63.2	176
Other Motor Vehicle Dealers (NAICS 4412)	$40,778,008	$368,334,118	$-327,556,110	-80.1	203
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	$25,092,546	$73,071,488	$-47,978,942	-48.9	124
Furniture & Home Furnishings Stores (NAICS 442)	$71,288,446	$213,773,911	$-142,485,465	-50.0	201
Furniture Stores (NAICS 4421)	$47,464,326	$135,654,116	$-88,189,790	-48.2	92
Home Furnishings Stores (NAICS 4422)	$23,824,120	$78,119,795	$-54,295,675	-53.3	109
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$66,405,959	$141,495,691	$-75,089,732	-36.1	161
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$75,308,352	$125,882,860	$-50,574,508	-25.1	251
Building Material and Supplies Dealers (NAICS 4441)	$70,918,043	$119,818,442	$-48,900,399	-25.6	217
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$4,390,309	$6,064,418	$-1,674,109	-16.0	34
Food & Beverage Stores (NAICS 445)	$376,580,713	$486,961,641	$-110,380,928	-12.8	307
Grocery Stores (NAICS 4451)	$351,149,413	$428,347,361	$-77,197,948	-9.9	184
Specialty Food Stores (NAICS 4452)	$12,857,557	$20,959,434	$-8,101,877	-24.0	77
Beer, Wine, and Liquor Stores (NAICS 4453)	$12,573,743	$37,654,846	$-25,081,103	-49.9	46
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$72,179,642	$185,380,538	$-113,200,896	-44.0	189
Gasoline Stations (NAICS 447/4471)	$326,219,759	$366,118,074	$-39,898,315	-5.8	82
Clothing and Clothing Accessories Stores (NAICS 448)	$94,936,435	$188,861,351	$-93,924,916	-33.1	385
Clothing Stores (NAICS 4481)	$76,913,373	$154,529,398	$-77,616,025	-33.5	282
Shoe Stores (NAICS 4482)	$11,208,145	$13,325,819	$-2,117,674	-8.6	40
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$6,814,917	$21,006,134	$-14,191,217	-51.0	63
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$22,452,086	$41,338,435	$-18,886,349	-29.6	138
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$8,909,368	$20,527,051	$-11,617,683	-39.5	104
Book, Periodical, and Music Stores (NAICS 4512)	$13,542,718	$20,811,384	$-7,268,666	-21.2	34

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

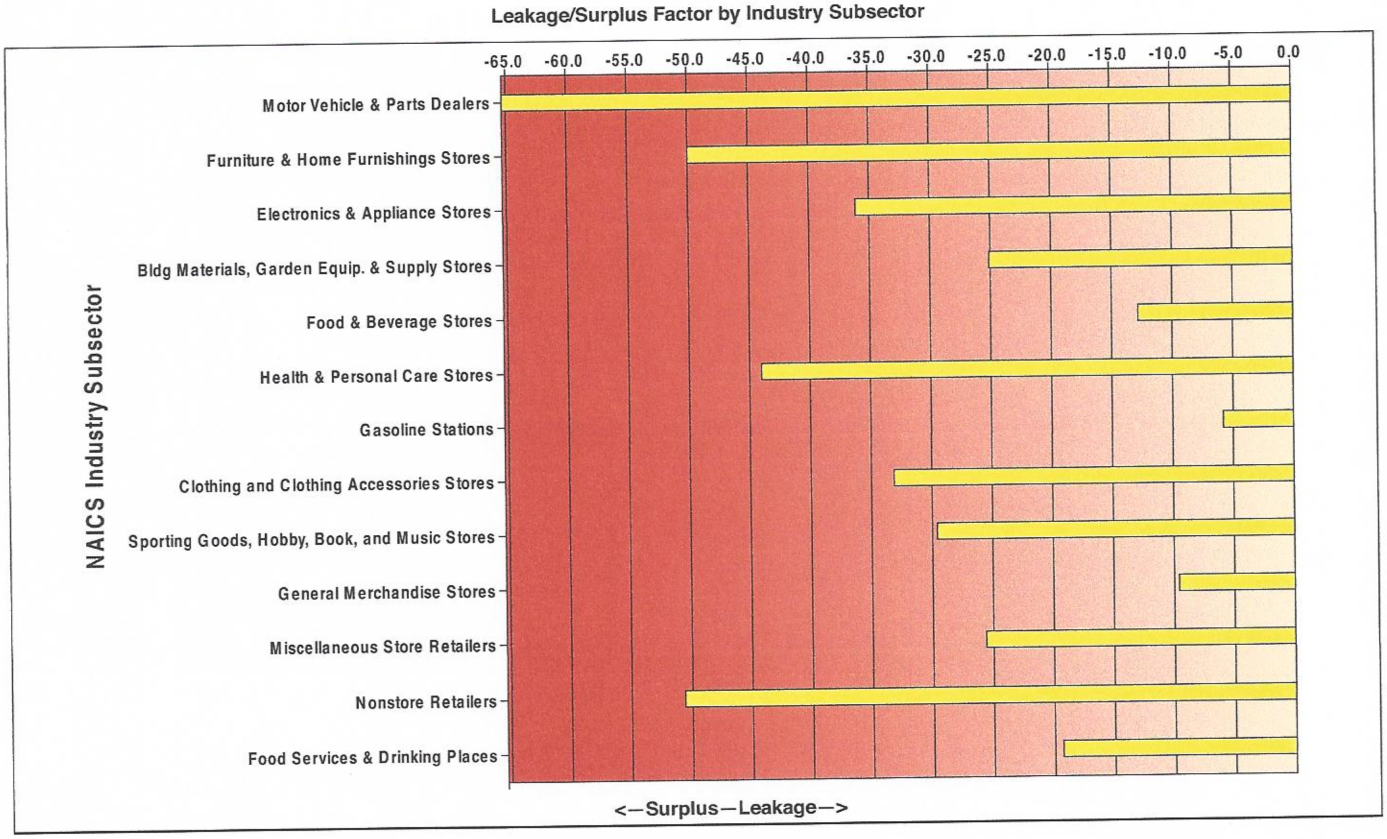
Sources: Esri and Infogroup

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 10 minutes

Latitude: 26.17278
Longitude: -80.13116

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	$227,269,397	$275,330,542	$-48,061,145	-9.6	99
Department Stores Excluding Leased Depts.(NAICS 4521)	$83,828,535	$137,312,606	$-53,484,071	-24.2	41
Other General Merchandise Stores (NAICS 4529)	$143,440,862	$138,017,936	$5,422,926	1.9	58
Miscellaneous Store Retailers (NAICS 453)	$34,267,422	$57,851,397	$-23,583,975	-25.6	387
Florists (NAICS 4531)	$2,899,098	$5,537,954	$-2,638,856	-31.3	46
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$13,002,192	$22,039,796	$-9,037,604	-25.8	84
Used Merchandise Stores (NAICS 4533)	$1,198,316	$5,791,382	$-4,593,066	-65.7	82
Other Miscellaneous Store Retailers (NAICS 4539)	$17,167,816	$24,482,265	$-7,314,449	-17.6	175
Nonstore Retailers (NAICS 454)	$118,227,337	$360,238,636	$-242,011,299	-50.6	54
Electronic Shopping and Mail-Order Houses (NAICS 4541)	$89,421,701	$310,701,748	$-221,280,047	-55.3	10
Vending Machine Operators (NAICS 4542)	$8,674,681	$11,138,622	$-2,463,941	-12.4	16
Direct Selling Establishments (NAICS 4543)	$20,130,955	$38,398,266	$-18,267,311	-31.2	28
Food Services & Drinking Places (NAICS 722)	$338,967,610	$501,276,835	$-162,309,225	-19.3	838
Full-Service Restaurants (NAICS 7221)	$169,545,570	$278,162,958	$-108,617,388	-24.3	490
Limited-Service Eating Places (NAICS 7222)	$131,737,079	$150,953,310	$-19,216,231	-6.8	215
Special Food Services (NAICS 7223)	$26,756,749	$34,377,972	$-7,621,223	-12.5	46
Drinking Places - Alcoholic Beverages (NAICS 7224)	$10,928,212	$37,782,595	$-26,854,383	-55.1	87

Leakage/Surplus Factor by Industry Subsector



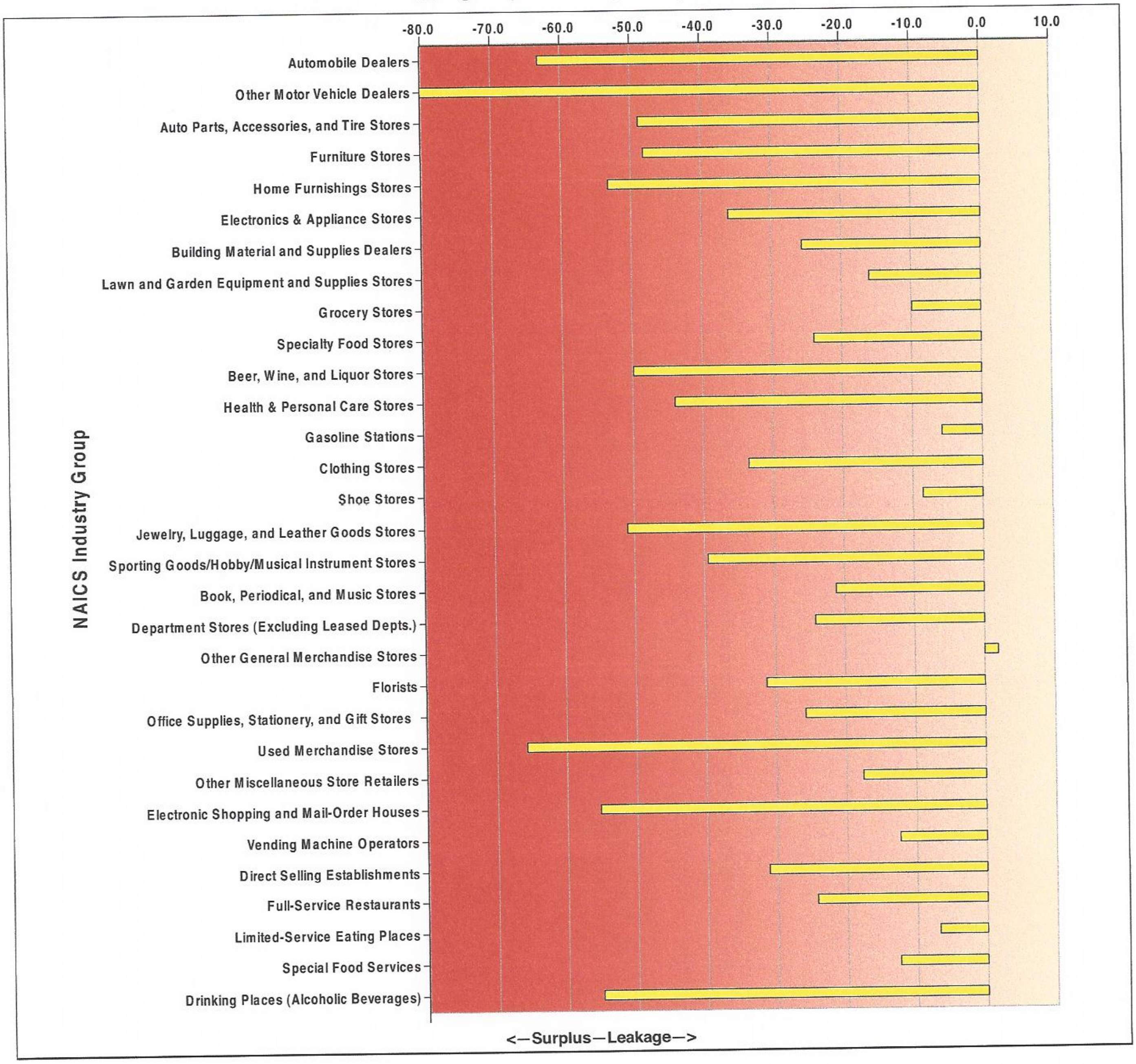
Sources: Esri and Infogroup

Retail MarketPlace Profile

OP - Downtown Drive Times 3-...
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 10 minutes

Latitude: 26.17278
Longitude: -80.13116

Leakage/Surplus Factor by Industry Group



Sources: Esri and Infogroup

Business Summary

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drive Time: 5, 10, 15 minutes

Latitude: 26.17275
Longitude: -80.1313

Data for all businesses in area	0 - 5 minutes	0 - 10 minutes	0 - 15 minutes
Total Businesses:	5,214	20,162	37,241
Total Employees:	37,964	202,342	367,512
Total Residential Population:	56,169	247,567	580,017
Employee/Residential Population Ratio:	0.68	0.82	0.63

	Businesses		Employees		Businesses		Employees		Businesses		Employees	
by SIC Codes	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture & Mining	90	1.7%	357	0.9%	303	1.5%	1,346	0.7%	594	1.6%	2,945	0.8%
Construction	419	8.0%	2,714	7.2%	1,424	7.1%	10,404	5.1%	2,946	7.9%	22,003	6.0%
Manufacturing	220	4.2%	1,797	4.7%	723	3.6%	11,861	5.9%	1,474	4.0%	26,359	7.2%
Transportation	141	2.7%	1,223	3.2%	608	3.0%	5,558	2.7%	1,356	3.6%	15,688	4.3%
Communication	31	0.6%	92	0.2%	194	1.0%	1,498	0.7%	356	1.0%	2,679	0.7%
Utility	5	0.1%	355	0.9%	28	0.1%	601	0.3%	86	0.2%	1,293	0.4%
Wholesale Trade	258	4.9%	1,393	3.7%	1,072	5.3%	8,931	4.4%	2,271	6.1%	22,365	6.1%
Retail Trade Summary	1,194	22.9%	8,305	21.9%	3,957	19.6%	36,057	17.8%	7,630	20.5%	70,882	19.3%
Home Improvement	87	1.7%	516	1.4%	276	1.4%	2,215	1.1%	551	1.5%	4,837	1.3%
General Merchandise Stores	32	0.6%	493	1.3%	103	0.5%	2,287	1.1%	212	0.6%	3,678	1.0%
Food Stores	103	2.0%	1,207	3.2%	380	1.9%	3,624	1.8%	704	1.9%	6,905	1.9%
Auto Dealers, Gas Stations, Auto Aftermarket	128	2.5%	563	1.5%	612	3.0%	7,447	3.7%	1,361	3.7%	16,312	4.4%
Apparel & Accessory Stores	109	2.1%	467	1.2%	328	1.6%	1,473	0.7%	569	1.5%	2,441	0.7%
Furniture & Home Furnishings	169	3.2%	739	1.9%	454	2.3%	2,972	1.5%	932	2.5%	7,301	2.0%
Eating & Drinking Places	254	4.9%	3,164	8.3%	875	4.3%	11,319	5.6%	1,553	4.2%	19,818	5.4%
Miscellaneous Retail	311	6.0%	1,156	3.0%	929	4.6%	4,721	2.3%	1,749	4.7%	9,591	2.6%
Finance, Insurance, Real Estate Summary	596	11.4%	4,408	11.6%	2,470	12.3%	23,635	11.7%	4,142	11.1%	32,304	8.8%
Banks, Savings & Lending Institutions	114	2.2%	1,258	3.3%	502	2.5%	8,124	4.0%	821	2.2%	10,274	2.8%
Securities Brokers	52	1.0%	302	0.8%	269	1.3%	2,589	1.3%	405	1.1%	3,096	0.8%
Insurance Carriers & Agents	118	2.3%	579	1.5%	472	2.3%	4,209	2.1%	793	2.1%	5,870	1.6%
Real Estate, Holding, Other Investment Offices	313	6.0%	2,270	6.0%	1,226	6.1%	8,714	4.3%	2,123	5.7%	13,064	3.6%
Services Summary	2,050	39.3%	16,358	43.1%	8,163	40.5%	79,136	39.1%	14,340	38.5%	140,278	38.2%
Hotels & Lodging	26	0.5%	319	0.8%	185	0.9%	3,127	1.5%	344	0.9%	8,421	2.3%
Automotive Services	187	3.6%	568	1.5%	664	3.3%	1,978	1.0%	1,223	3.3%	5,497	1.5%
Motion Pictures & Amusements	105	2.0%	578	1.5%	409	2.0%	3,223	1.6%	775	2.1%	6,975	1.9%
Health Services	325	6.2%	6,910	18.2%	874	4.3%	16,188	8.0%	1,563	4.2%	30,376	8.3%
Legal Services	143	2.7%	613	1.6%	958	4.8%	7,451	3.7%	1,269	3.4%	8,859	2.4%
Education Institutions & Libraries	53	1.0%	1,354	3.6%	262	1.3%	10,284	5.1%	477	1.3%	17,287	4.7%
Other Services	1,211	23.2%	6,017	15.9%	4,810	23.9%	36,885	18.2%	8,688	23.3%	62,862	17.1%
Government	51	1.0%	923	2.4%	490	2.4%	22,442	11.1%	675	1.8%	28,359	7.7%
Other	160	3.1%	36	0.1%	731	3.6%	874	0.4%	1,372	3.7%	2,355	0.6%
Totals	5,214	100%	37,964	100%	20,162	100%	202,342	100%	37,241	100%	367,512	100%

Source: Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved. Esri forecasts for 2010.

March 17, 2012

B. Oakland Park Development Status

The Redevelopment Plan identifies downtown Oakland Park as a future culinary arts district and this marketing plan outlines implementation strategies to develop this brand. It should be noted that the most significant opportunity gap illustrated within a 5 minute drive time of downtown Oakland Park is specialty food stores, limited service eating establishments and other general merchandise. Additionally, there are currently no licensed hotels within the DMUD/LAC and only four hotel/motels within the City of Oakland Park (see hotel list below within the City of Oakland Park from city-data.com) and approximately 108 licensed restaurant establishments in Oakland Park, 17% being fast food chains. Several parcels have been identified for additional parking, a future hotel site and culinary school and future central market. These uses support the culinary arts district brand, fill the gap where leakage exists in the primary market and provide specialty items or services to draw the secondary and tertiary markets.

Oakland Park has the potential to contribute significantly to the regional commercial real estate market. Currently, over 247,000 people live within a 10 minute drive of downtown Oakland Park, representing approximately 104,000 households with an average household income of over $50,000. There are approximately 253 licensed business located within the LAC and over 202,000 employees working within a 10 minute drive time of downtown. The following depicts the type of business operations within the LAC and notes the percentage of each type. Additional analysis of available retail space, including building conditions will be addressed in the strategy and tactics sections of this plan):

Single family	1.58%
Multi-family – 10 units or more	5.53%
Multi-family – less than 10 units	11.07%
Stores, 1-story	23.32%
Mixed use – store and office or store and residential or residential combination	0.79%
Office buildings, non-professional services buildings, one-story	22.53%
Office buildings, non-professional services buildings, multi-story	1.98%
Professional services building	4.74%
Drive-in restaurants	0.79%
Service stations	0.79%
Auto sales, repair and storage, auto-service shops, body and fender shops, commercial garages, farm and machinery sales and services, auto rental, marine equipment, mobile home sales, motorcycles, construction vehicle sales	2.37%
Parking lots (commercial or patron), mobile home parks	0.40%
Light manufacturing, small equipment manufacturing plants, small machine shops, instrument manufacturing, printing plants	2.77%
Warehousing, distribution terminals, trucking terminals, van & storage warehousing	18.18%
Churches	0.79%
Clubs, lodges, union halls	0.79%
Municipal other than parks, recreational areas, colleges, hospitals	1.58%

Hotel/Motel list from City of Oakland Park licensed business list:
Days Inn - Fort Lauderdale, 3355 N Federal Hwy, Oakland Park, FL 33306
Roman Motel, 240 W Oakland Park Blvd, Oakland Park, FL 33308
Johnnie's Inn RM, 341 Ne 34TH CT, Oakland Park, FL 33334
Days Inn 7158, 1595 W Oakland Park Blvd, Oakland Park, FL 33307

V. Problems/Opportunities/ Objectives/Strategies

Problem/Opportunity	Objective	Strategy
1. Identity/Branding		
a. The Oakland Park Downtown District does not have a brand, identity or recognizable sense of place. While progress has been made in the downtown core with streetscape improvements and some façade improvements, additional efforts are necessary to create a recognizable identity and sense of place. Goal 2 of the 2005 Redevelopment Plan states, "Build a positive community image and identity". During the RMA/Community Meeting on September 13, 2011, RMA presented the concept of developing a culinary arts district. This concept was well received. In addition, multiple district stakeholder meetings have been held with positive responses to pursuing a culinary arts district themed brand.	a. Create an identity and brand for the Downtown District of Oakland Park that will create and enhance a positive community image, focusing on the Culinary Arts District theme.	a. Review funding options and develop a timeline and task schedule to contract with an advertising agency to create an identifiable brand for Oakland Park Culinary Arts District that carries through on signs, banners, all collateral materials and advertising.
b. The Oakland Park Main Street organization has created marketing materials to promote the district for business attraction purposes. They also maintain a website with available property information.	b. Promote the new brand and increase overall awareness about existing assets and opportunities.	b. Update the current collaterals and develop a comprehensive marketing package and campaign that compliments the Culinary Arts District theme and brand of the area. Identify and promote the existing assets of Oakland Park businesses and available properties through multiple advertising outlets (website, social media, online newsletters and print collateral, ICSC, FRA and other conferences).

Problem/Opportunity	Objective	Strategy
2. Business Attraction/Retention and Communications		
a. There are currently only a few retail/restaurant businesses operating in the downtown core. One business (restaurant) draws customers from the tri-county area. The targeted mix for existing first floor available space is identified through allowed uses and includes office, retail, restaurant, cultural and services. The Main Street Organization is currently promoting the downtown, maintaining communications with property and business owners and updating information on their website about available properties. The results of the 2010 Business Survey indicate that Oakland Park does not have enough family entertainment venues (57%), movie theatres (56%), retail shops (40%) and restaurants (36%). The Esri MarketPlace Profile indicates that within a 5 minute drive time from downtown there is a leakage factor of 24.9 (representing approximately $1.2 million being spent by residents outside a 5 min. drive-time) for specialty food stores and 10.1 (representing $5.6 million being spent by residents outside the 5 min. drive time) for limited service eating establishments. While a small surplus factor is represented in these categories within a 10 minute drive time (-24 and -12.5 respectively), these figures indicate that consumers form outside the trade area are buying at establishments within the area, thus also representing an opportunity to capture additional revenue within related business categories (clustering).	a. To attract new target uses to the downtown district that will support the Culinary Arts District theme.	a. Create a marketing and public relations campaign to market the area to unique businesses not found within the current primary market, that share a similar customer profile to existing businesses. Create business attraction tools (collaterals and programs) to promote the downtown area and offer business attraction incentives.
b. Some of the businesses currently located in the downtown are target uses, but lack an identifiable presence because of the lack of signage and cross promotional opportunities.	b. To retain target businesses within the areas.	b. Analyze the viability of existing target uses. Create and implement merchant assistance programs to facilitate improvements to the business visually and operationally. Develop creative cross promotional programs (see 3.b.)

Problem/Opportunity	Objective	Strategy
3. Cross Promotion / Directional and Wayfinding Signs		
a. Wayfinding signage has been a topic of much discussion with the Main Street Organization. Directional and wayfinding signs do not exist in the downtown core of Oakland Park. Visitors must be destination oriented to arrive at a desired location. (2013/14 Project)	a. Create and install entry feature (particularly on the triangular site across from Jaco Pastorious Park) and wayfinding signs based on the development of the Oakland Park Downtown Culinary Arts District brand.	a. Upon completion of the brand, including the design of wayfinding signs, contract with a sign company to manufacture and install the way-finding sign package to direct pedestrian and vehicular traffic to their destinations utilizing the branding components. Analyze and update the findings of the Main Street Organization meetings that recommend locations of the signs.
b. As previously noted, there is one iconic destination business (restaurant) located in the Oakland Park downtown area of NE 12th Avenue. This business has a multi-county customer draw that may be unaware of other offerings currently in the area or opportunities and incentives available to open a business. Additionally, business owners and other local consumers may be unaware of other existing businesses and opportunities.	b. Cross-promote existing businesses to each other and to the consumer.	b. Develop a cross -promotional program to educate business owners about other area businesses that may share the same customer profile and incentivize patrons of iconic, destination businesses to discover other shops. (see also 2.b.)
c. Currently, there is no comprehensive inventory of existing business assets, meeting spaces and/or event venues.	c. Create a comprehensive database and increase awareness of available venues for meetings and events.	c. Prepare a comprehensive inventory of business assets identifying space available for meeting and events (including detailed specifications regarding size, location, contact, etc.) Market and promote available assets to professional groups, charitable organizations, etc…) through printed collateral and all social media and websites.

Problem/Opportunity	Objective	Strategy
4. Merchandising/Operations/Business Support a. The 2005 Redevelopment Plan recommends in Goal 8 to "Encourage local and regional economic growth by leveraging capital sources for funding" and lists as an objective, "provide incentives and encourage entrepreneurship for small business and support, expand and improve existing businesses".	a. To provide continuing educational opportunities and merchant assistance to facilitate business growth and development. (Long term objective - 2013/14)	a. (i). Create a continuing educational program for existing and new businesses through the development of a quarterly educational program utilizing industry experts in business development strategies (topics may include social media marketing, merchandising, finance and operations, etc…) (ii). Upon identification of possible recipients and specific business needs analysis, create a Merchant Assistance Program Incentive (see #2.b.(i) Business Retention). Identify merchandising and commercial interior design consultants to implement the merchant assistance incentive program for businesses eligible and approved under the program.

Problem/Opportunity	Objective	Strategy
5. Customer Base/Advertising/Events		
a. In the 2010 Business Survey, respondents mentioned "lack of customers" as a moderate to major problem 55% of the time. The Main Street Organization currently hosts events including the annual Oktoberfest. While Esri market reports do not specifically mention events, it is important to note that residents within a 10 minute drive time spend an average of $2,700 on recreation & entertainment and $2,800 on food away from home annually. The potential spending index of 85 is the amount spent relative to a national average of 100. Since the potential spending index is below the national average, this plan assumes that consistent, free events would be an attractive addition to downtown. Review of other successful redevelopment areas (e.g. Delray Beach & Northwood Village in West Palm Beach) it is apparent that consistent events draw new consumers and new businesses to the redevelopment area.	a. Increase the overall customer base in the Oakland Park downtown district.	a. (i.) Promote the downtown district to the existing customer base to encourage repeat visits and to new customers through: - cross promotional opportunities -merchant and customer communications (email/direct mail/advertising) - a monthly special event program (ie: Wynwood Arts District 2nd Saturdays events) and the continuation of annual events -special coupons/offerings and online promotions via social media, Groupon, LivingSocial or other online promotional tools. Evaluate impact of programs through event, intercept and/or phone surveys. (ii). Develop an event and promotions assistance incentive program to partner with iconic, destination businesses to create exciting, awareness building events and/or other promotions to enhance monthly and annual events and increase targeted advertising opportunities.

VI. Tactics Detail & Budget

Tactics Detail

1.	**Program Title: Identity/Branding**	**Budget Estimates: $35,500**
a.	Strategy: **Review funding options and develop a timeline and task schedule to contract with an advertising agency to create an identifiable brand for Oakland Park Culinary Arts District that carries through on signs, banners, all collateral materials and advertising.**	
i.	• Determine funding options to contract an advertising agency or other source for graphic design/brand development. Contract with agency.	$10,000
ii.	• Host public input meetings (at least 2) and meetings with merchants and property owners (at least 2) for brand input.	$500
iii.	• Present brand to CRA for approval.	0
iv.	• Develop a comprehensive branding campaign with the local agency to promote Downtown Oakland Park Culinary Arts District (including signs ($5,000), street pole banners ($10,000), area map/brochure ($5,000)/website ($5,000 see b.iii.) and updates and/or maintenance and paid advertising/ social media campaigns ($5,000).	$20,000
v.	• Launch the campaign for the 2012/2013 season.	0
b.	Strategy: **Update the current OPMS collaterals and develop a comprehensive marketing package and campaign that compliments the Culinary Arts District theme and brand of the area. Identify and promote the existing assets of Oakland Park businesses and available properties through multiple advertising outlets (website, social media, online newsletters and print collateral, ICSC, FRA and other conferences).**	
i.	• Establish a comprehensive list of all businesses operating in the LAC including contact information, type of business and hours of operation. Include information on all available properties located in the LAC. Utilize the current OPMS database and expand/update as necessary.	0
ii.	• Update OPMS collaterals/marketing package and website with Culinary Arts District information and updated business information and targeted business attraction data. All message points to be complimentary and consistent in the development of the Culinary Arts District brand and campaign.	OPMS
iii.	• Create OP Culinary Arts District blog, Facebook, Google Places, Meet-Up, Twitter and other appropriate social media accounts for Oakland Park Culinary Arts District and link all business websites to the blog and/or upgraded website. (note: city's current website could host culinary arts district website pages)	$5,000
iv.	• Set up Google alerts with all appropriate key words for notification regarding any press received by Oakland Park businesses. Post press on all social media sites on a continuous basis.	0

Tactics Detail

2.	**Program Title: Business Attraction/Retention and Communications**	**Budget: $0**
a.	Strategy: **Create a marketing and public relations campaign to market the area to unique businesses not found within the current primary market, that share a similar customer profile to existing businesses. Create business attraction tools (collaterals and programs) to promote the downtown area and offer business attraction incentives.** **Note: In preparation for business attraction: Review existing zoning code. Change code as necessary to allow businesses that fall within the culinary arts categories. Work with City staff to further define business categories.*	
i.	• Utilize and expand the existing efforts of the Main Street Organization to maintain and improve the communications with existing business and property owners.	0
ii.	• Host bi-monthly merchant and property owner meetings to address issues, share ideas, cross promote opportunities and expand business attraction efforts. Establish schedule by 6/12 and promote annual meeting schedule. Send email reminders prior to each meeting and post on all social media sites.	0
iii.	• Create a monthly branded business e-newsletter to inform all area business and property owners about upcoming meetings, notices and important information. Include information from SmartBrief, ICSC and other businesses news outlets that is relevant to retail business strategy and marketing trends.	0
iv.	• Upon identification of issues relevant to business attraction and retention through merchant meetings, create marketing incentive programs (such as a cooperative advertising campaign or events and promotions assistance program, see also 5.a. (ii).) to facilitate business growth and/or add a competitive advantage for new businesses to choose downtown Oakland Park locations.	0
v.	• Create collateral (print and online) to promote the assets of doing business in downtown Oakland Park See 1.a.iv. And 1.b.ii.	0
b.	Strategy: **Analyze the viability of existing target uses. Create and implement a merchant assistance and cross promotional programs to facilitate improvements to the business visually and operationally and cross promote assets.**	
i.	• Conduct a survey with all downtown businesses to analyze status of business, determine existing customer profile and draw and establish baseline for evaluation. (Currently in progress)	0
ii.	• Analyze survey results and create a Merchant Assistance Program to improve visual presentation of merchandise, space and marketing materials to be more competitive in the marketplace.	Incentives budget
iii.	• Develop a program for existing businesses to cross-promote each other – through special events, special customer incentive programs or other creative strategies developed through survey analysis and merchant meetings. (see 3.b and 5.a.)	0

Tactics Detail

3.	**Program Title: Cross Promotion / Directional and Wayfinding Signs**	**Budget: $2,500**
a.	**Strategy: Upon completion of the brand, including the design of wayfinding signs, contract with a sign company to manufacture and install the way-finding sign package to direct pedestrian and vehicular traffic to their destinations utilizing the branding components. Analyze and update the findings of the Main Street Organization meetings that recommend locations of the signs.**	TBD 2013 budget
i.	• Review existing sign location plans with OPMS and update. Review sign code with Planning & Zoning.	0
ii.	• Coordinate sign installation project with OPMS, city, business and property owners as necessary (i.e. blade bracket installation).	TBD 2013 budget
b.	**Strategy: Develop a cross -promotional program to educate business owners about other area businesses that may share the same customer profile and incentivize patrons of iconic, destination businesses to discover other shops. (see also 2.b.)**	
i.	• Utilize Merchant Meetings to connect business owners, facilitate networking time and establish collaborative and actionable cross-promotional ideas.	0
ii.	• Create a cross –promotional program (such as a coupon booklet or register to win program) to be distributed to customers visiting iconic/destination businesses. Finalize details of program with participating merchants to customize and tailor the program to their specific needs. Launch program for 2013/14 season.	$2,500
iii.	• See 1.a.iv. for cross-promotional/wayfinding map.	0
c.	**Strategy: Prepare a comprehensive inventory of business assets identifying space available for meetings and events (including detailed specifications regarding size, location, contact, etc.) Market and promote available assets to professional groups, charitable organizations, etc...) through printed collateral and all social media and websites.**	
	• Identify and contact all Oakland Park privately owned facilities (i.e. restaurants, banquet halls, non-profit/service organizations to determine space available for meetings or events.	0
	• Create a database of available private and public (city owned) facilities. Include promotional information in all marketing collateral, printed and online.	0
	• Develop a database of Broward County professional/charitable organizations. Contact organizations via email, phone or mailing to promote meeting and event opportunities.	0

Tactics Detail

4.	**Program Title: Merchandising, Operations and Business Support**	**Budget: $6,500**
a.	**a. Strategy: Create a continuing educational program for existing and new businesses through the development of a quarterly educational program utilizing industry experts in business development strategies (topics may include social media marketing, merchandising, finance and operations, etc…).**	
i.	• From merchant survey analysis and through merchant communications, establish top priority topics for business development seminars.	0
ii.	• Develop annual program and invitation card with dates, times, locations and topics.	$4000
iii.	• Prior to each program, contact business owners via email and /or phone calls.	0
b.	**Strategy: Upon identification of possible recipients and specific business needs analysis, create a Merchant Assistance Program Incentive (see #2.b. (i) Business Retention). Identify merchandising and commercial interior design consultants to implement the merchant assistance incentive program for businesses eligible and approved under the program.**	
i.	• Identify specific business needs through one-on-one meetings and merchant meetings.	0
ii.	• Customize incentive program based on need.	0
iii.	• Promote program to eligible participants and facilitate application process.	0
iv.	• Work with designer to ensure the goals of the program are met.	0
v.	• Upon completion of projects, plan and produce grand re-opening events with grantee. (total number to be determined based on incentives budget). Marketing budget based on 5 projects at $500 per grand re-opening.	$2,500

Tactics Detail

5.	**Program Title: Customer Base, Advertising & Events**	**Budget: $74,000**
a.	a. Strategy: **Promote the downtown district to the existing customer base to encourage repeat visits and to new customers through: cross promotional opportunities, merchant and customer communications (email/direct mail/advertising), a monthly special event program (i.e.: Wynwood Arts District 2nd Saturdays events) and the continuation of annual events, special coupons/offerings and online promotions via social media, Groupon, Living Social or other online promotional tools. Evaluate impact of programs through event, intercept and/or phone surveys.** **Note: Work with City to develop and distribute appropriate stories related to events and marketing.*	
i.	• Build on existing resident database (collect emails and zip codes at every meeting or event through sign-in sheets or register to win campaigns).	0
ii.	• Create a monthly e-feature highlighting a business category (i.e. restaurants, services, retail) and tie on-line monthly feature to public relations efforts, e-newsletters, blog, Facebook, twitter and any local free advertising outlet. Create incentives for consumers to visit shops, engage on social media sites, check-in at locations, etc. Coordinate incentives with business category participants monthly.	0
iii.	• Review USPS Every Door Direct Mail opportunities and determine best application for 2 direct mail campaigns (approximately 10,000 pieces per mailing) or door hanger program per OPMS.	$4,000
iv.	• Establish a monthly special event program with City Parks & Recreation and other potential sponsors that focuses on the Culinary Arts brand (i.e. monthly chef's challenge).	$60,000
v.	• OPMS continuation of the Annual Oktoberfest, Meet Me on Main and quarterly Saturday Gourmet on Wheels events.	OPMS budget
vi.	• Conduct short intercept surveys during events to evaluate impact and reach.	0
a.(ii)	Strategy: **Develop an event and promotions assistance incentive program to partner with iconic, destination businesses to create exciting, awareness building events and/or other promotions to enhance monthly and annual events and increase targeted advertising opportunities.**	
i.	• Customize an event and promotions assistance program for downtown businesses based on information gathered through merchant communications.	$10,000
ii.	• Promote program and facilitate special events and/or co-op advertising or public relations efforts by connecting organizations or advertising/pr opportunities with participating businesses.	0

Budget Overview

1.	Identity/Branding	$35,500
2.	Business Attraction/Retention & Communications	see incentives budget
3.	Cross Promotion/Directional & Wayfinding	$2,500 plus wayfinding sign budget TBD
4.	Merchandising/Operations/Business Support	$6,500
5.	Customer Base/Advertising/Events	$74,000
	TOTAL	$118,500

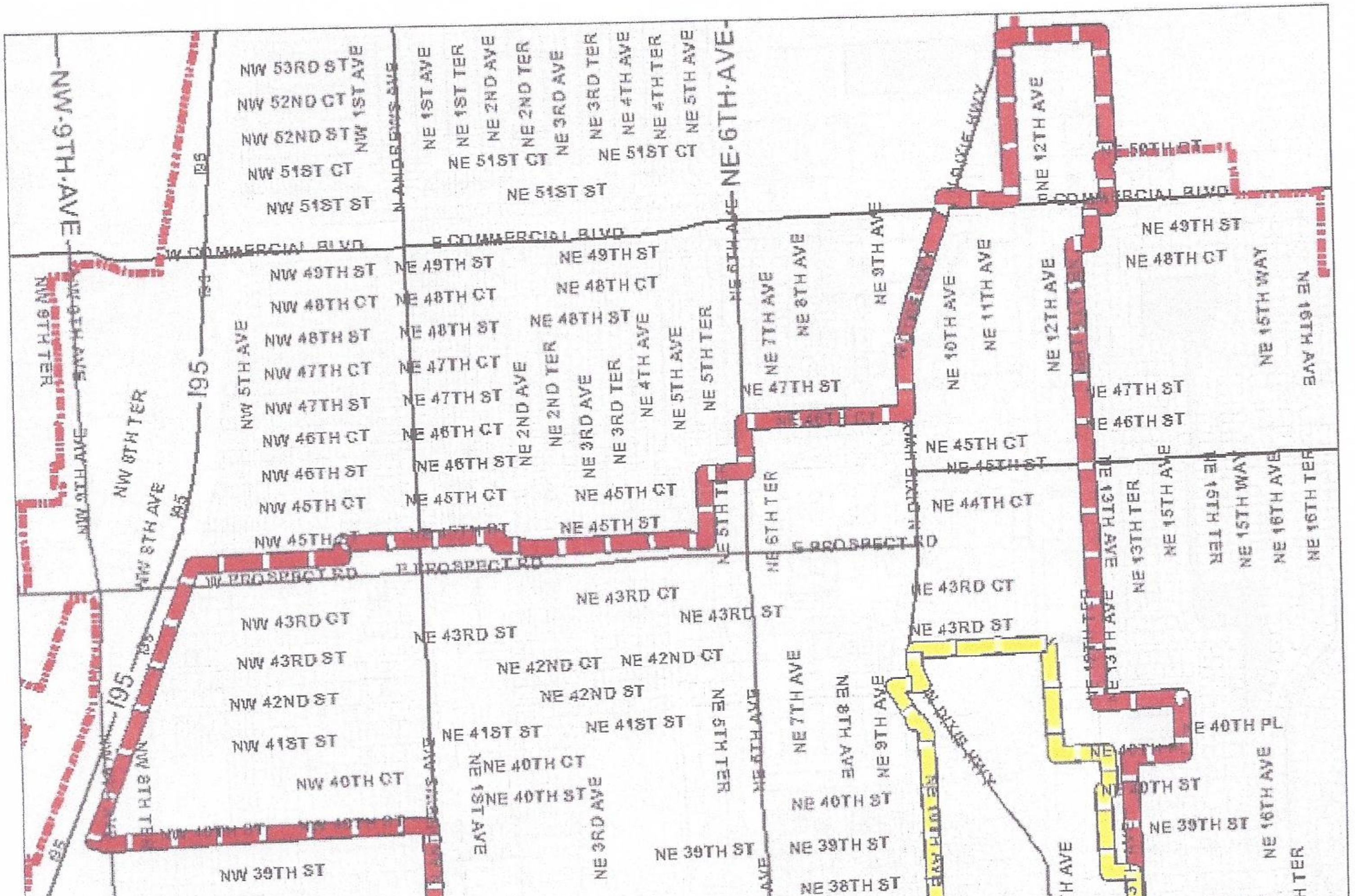


Exhibit "A & B"

CRA and LAC Map

Legend

LAC_Bnd

CRA_Poly

City of OAKLAND PARK FLORIDA

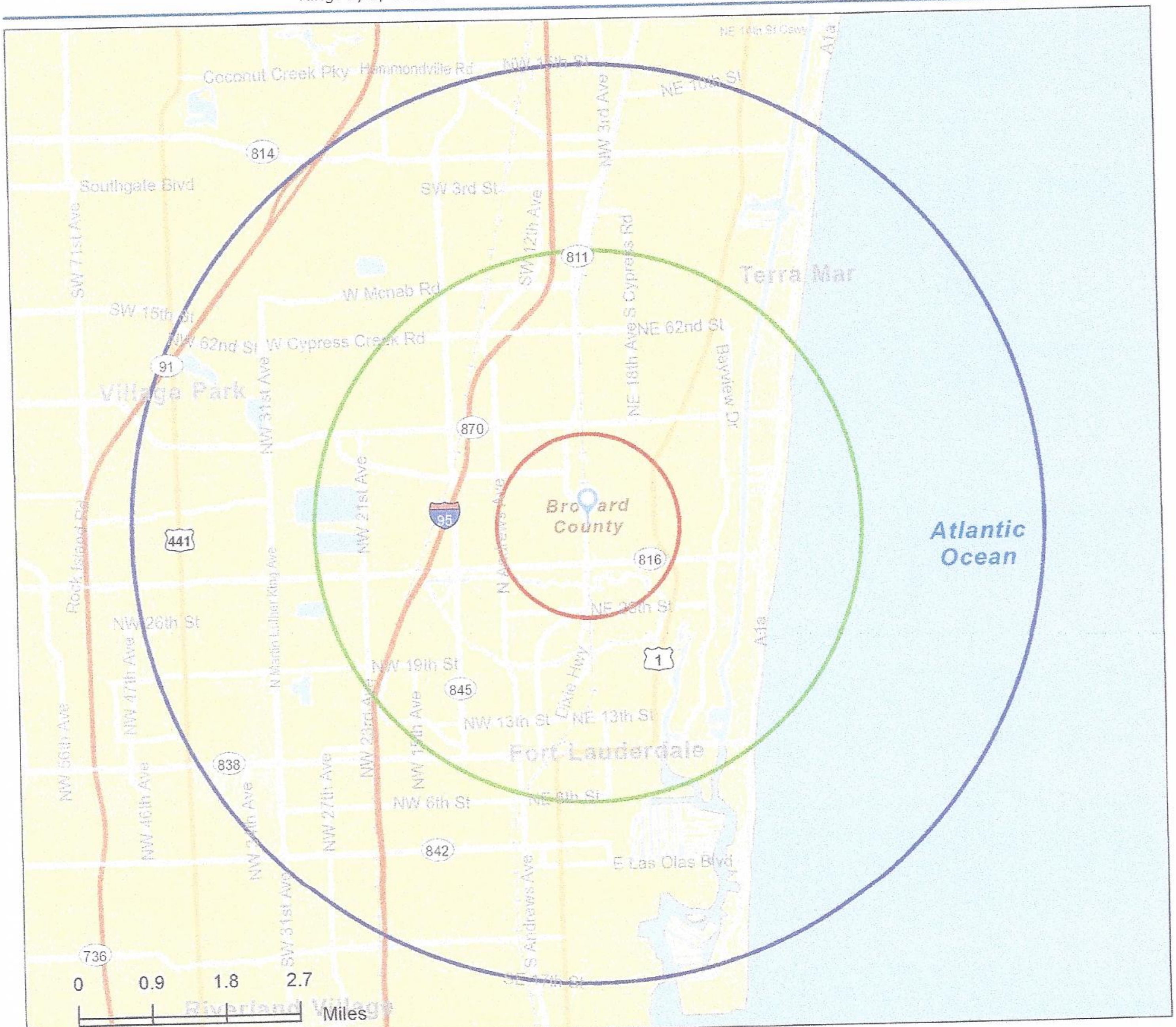
ENGAGED • INSPIRED • UNITED

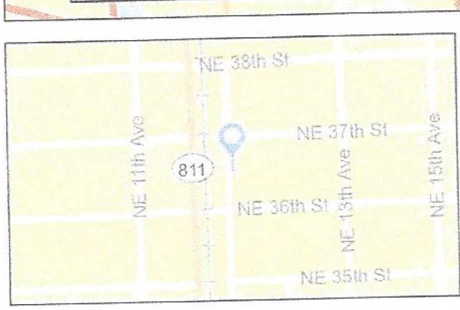
A CITY ON THE MOVE

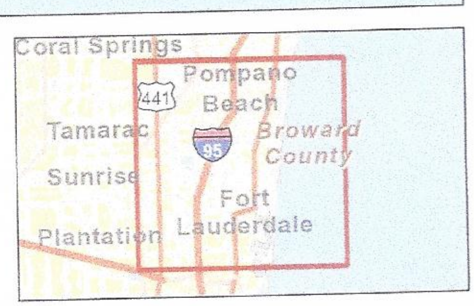
Exhibit C a.

Site Map

Downtown Oakland Park
3650 NE 12th Ave, Oakland Park, FL, 33334
Ring: 1, 3, 5 Miles







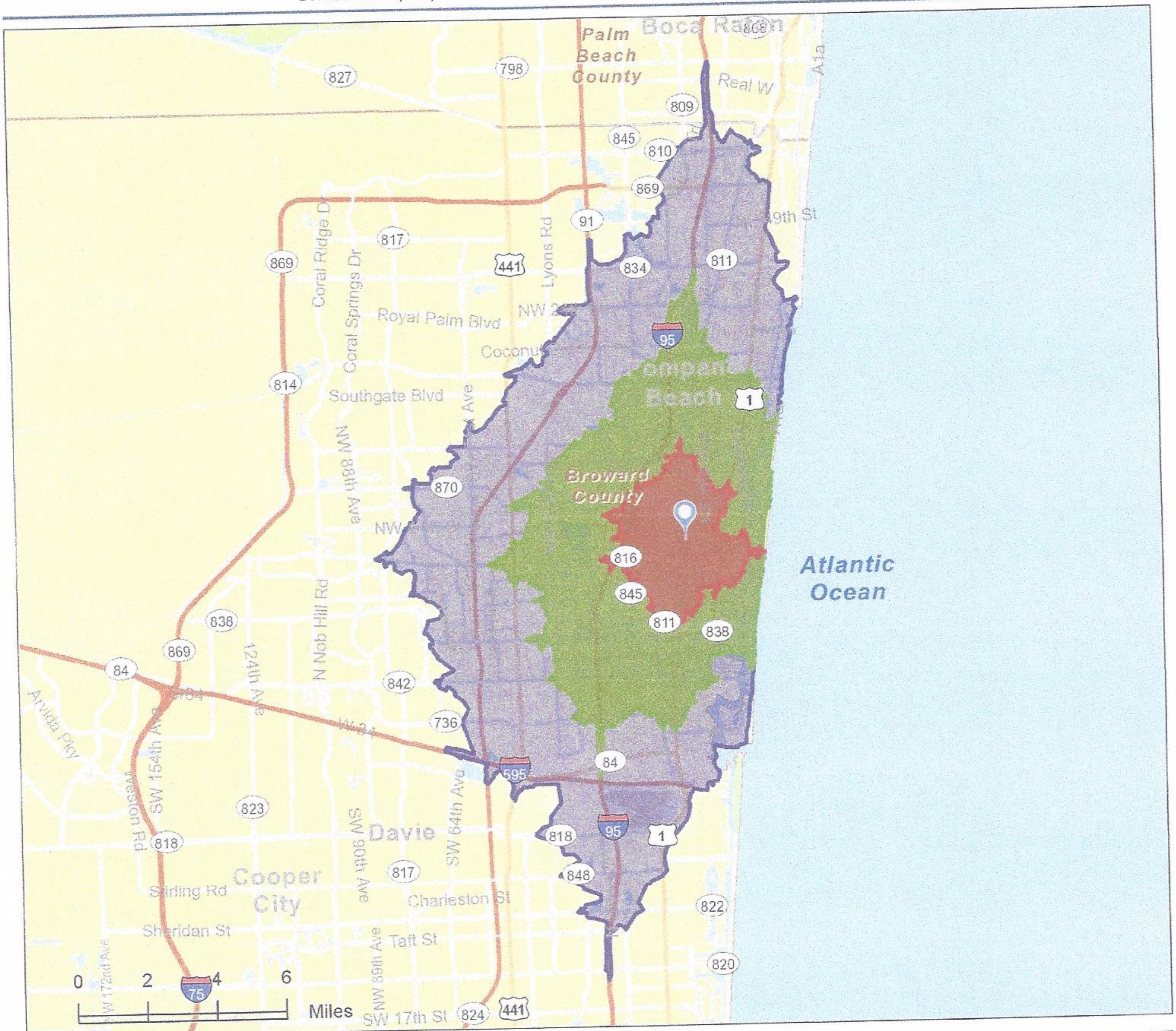
August 01, 2011

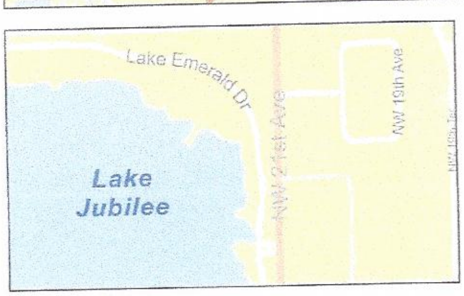
Made with Esri Community Analyst

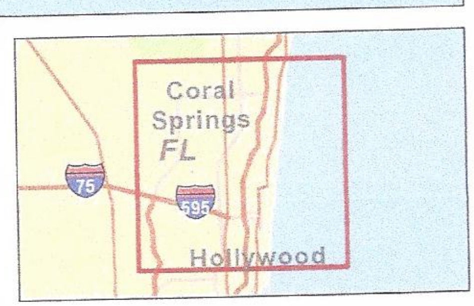
Exhibit C b.

Site Map

downtown oakland park
3650 NE 12th Ave, Oakland Park, FL, 33334
Drivetime: 5, 10, 15 Minutes







March 17, 2012