2015/16

Margate CRA
Strategic Marketing Plan

MARGATE
CRA

Redevelopment Management Associates

2015/16

Table of Contents

I. Executive Summary 2

II. General Information 3

A. Agency and Contact 3

B. Statement of Purpose 3

C. Agency Description 3

D. CRA Board Members and Staff 3

E. Margate Redevelopment Area 3

III. Situation Analysis 4

A. The Market 4

B. Redevelopment Plan 4

C. City Center Project 4

D. Branding & Marketing 5

E. Survey Results 6

F. Market Profile 22

G. Local Market Overview 28

H. Media Analysis 30

I. Local Retail Competition 32

IV. Market Potential 36

A. Regional Socioeconomic Overview 36

V. Problems/Opportunities/Objectives/Strategies 38

1. Identity/Branding 38

2. Business Attraction/Retention and Communications 39

3. Customer Base, Cross Promotion, Advertising and Events 40

4. Directional and Wayfinding Signs 41

VI. Tactics Detail & Budget 42

VII. Evaluation of Initiatives / Objectives and Results 45

Appendix A – Map Series
Appendix B – ESRI Market Profile
Appendix C – ESRI Retail Marketplace

I. Executive Summary

The Margate Community Redevelopment Agency (MCRA), established in 1996, was created to provide a mechanism to focus efforts on the removal of slum and blight conditions, outdated infrastructure and create new economic opportunities in the City of Margate. A primary focus of the MCRA has been to create a City Center where residents can shop, gather, live and play. To that end, the MCRA has amassed 36 acres for this redevelopment project and is currently engaged in pre-development activities and infrastructure improvements. A developer was selected through a Request for Proposal (RFP) process and the MCRA is currently negotiating a public/private sector project for the City Center area.

The purpose of the MCRA Strategic Marketing Plan is to serve as a guide for development and implementation of advertising, promotion, communications and public relations associated with the City of Margate, redevelopment of the City Center and the retention and attraction of target businesses. Prior to 2014, marketing efforts by the MCRA were disorganized and was not effective in conveying a "singular" message about Margate. Research, included in this plan, illustrates the community pride and underlying themes that residents feel about the City of Margate, but anecdotal information showed that this message was not being conveyed at a regional and statewide level. The new Margate brand and campaign strategy were officially launched October 2014. The adopted brand and tagline, "Together We Make It Great", provide the platform and direction for the specific strategies and tactics outlined herein to continue to convey the Margate messages targeting specific groups. The projects and programs can be annually benchmarked against the Marketing Plan and the goals and objectives of the MCRA.

This Plan provides the strategies, tactics, and recommended budgets to support implementation. This document is intended as a guide and is updated on an annual basis in order to adjust strategies to align with MCRA goals and activities. The primary focus areas for FY 2015/16 are as follows.

- MCRA and City branding, communications strategy and management;
- Business Attraction, Retention and Growth - communications and supportive services;
- Directional and Wayfinding Signs – reinforcing the brand; and
- Customer base, cross promotions, advertising and business supportive events.

II. General Information

A. Agency and Contact

Margate Community Redevelopment Agency
5790 Margate Boulevard
Margate, FL 33063
954-935-5324
www.margatecra.org

B. Statement of Purpose

The purpose of the Agency is to oversee redevelopment within the MCRA district. The Agency achieves this by:

a. Organizing programs related to marketing, public relations and special events to promote the community;
b. Physical and infrastructure improvements to encourage private development;
c. Property acquisition and disposition; and
d. Economic development programs to assist and grow businesses.

C. Agency Description

The Margate Community Redevelopment Agency (MCRA) is an independent government agency created in 1996 by the City of Margate and Broward County under Florida State Statute Ch. 163. The Margate City Commission serves as the CRA Board of Commissioners. The MCRA is charged with the removal of slum and blight resulting in an improved quality of life and economic base for the City and its residents.

D. CRA Board Members and Staff

Frank B. Talerico, *Chair*
Joanne Simone, *Vice Chair*
Lesa Peerman, *Board Member*
Joyce E. Bryan, *Board Member*
Tommy Ruzzano, *Board Member*

Diane Colonna, *Executive Director*
Kim Vazquez, *Project Manager*
Courtney Easley, *CRA Coordinator*

E. Margate Redevelopment Area

The Margate Redevelopment Area is centered on State Road 7 (US 441) from Sample Road to Kimberly Boulevard and includes commercial properties on the east and west sides of the roadway. The MCRA also includes industrial areas to the east of State Road 7, commercial properties along Atlantic Boulevard and the medical campus surrounding Northwest Medical Center. The redevelopment area also includes residential areas including single family and multifamily neighborhoods adjacent to State Road 7.

The City of Margate designated the commercial areas within the redevelopment area as a Transit Oriented Development Corridor to encourage mixed used development within its boundaries and facilitate the development of the Margate City Center, located at the intersection of Margate Boulevard and State Road 7. The Margate City Center site is centrally located within the redevelopment area and is a 36 acre site owned by the MCRA. It is the intent of the MCRA to form partnerships with the private sector to redevelop the site as a mixed use neighborhood with recreational opportunities to serve current and future residents. The immediate marketing focus of this plan is the Margate City Center and secondarily, the City as a whole.

III. Situation Analysis

A. The Market

For the purpose of this plan, the redevelopment area will be referred to as the "MCRA district" and the CRA owned properties at the intersection of Margate Boulevard and State Road 7 will be referred to as "City Center." While there are several commercial and residential areas within the MCRA district, the City Center is a vital part in the redevelopment process as it relates to commercial redevelopment, consumer attraction and business development. The boundaries of the MCRA district and the City Center are included in Appendix A. Data was collected through property and business analysis, ESRI market profile reports and surveys. This plan will utilize data based on the 5, 10 and 15 minute drive times for analysis (See Appendix A for Drive Time Maps)

The following research was collected in 2013, 2014 and 2015 to provide demographic and psychographic information on the existing Margate customer base and to gather information on potential target markets:

1. Margate City Center Survey, February 2013
2. Intercept Survey (Sounds at Sundown), February 2014 and February 2015
3. Market Profile Reports and Maps, ESRI, July 2015
4. MCRA Business Survey, February 2015

B. Redevelopment Plan

In 1997, the MCRA adopted its Redevelopment Plan that established its goals and objectives for the activities to be undertaken by the MCRA. The Plan focused on several capital improvements and identified the City Center project as a primary goal. In addition, the Plan identified several sub districts within the MCRA to focus on as later phases of the redevelopment of the MCRA. The Redevelopment Plan was updated in 2009 and identified several marketing and branding activities to move the redevelopment program forward. The Strategic Marketing Plan, presented herein, establishes specific action steps to achieve the goals and objectives established in the redevelopment plan.

C. City Center Project

The MCRA assembled 36 acres of property in the area of US 441/SR 7, including the former Swap Shop property, the Ace Hardware Plaza and Chevy Chase shopping plaza. The purpose of this land assembly is to create a central "town center" consistent with the 2003 "Citizen's Master Plan". The center is envisioned to be anchored by retail, dining and leisure activities and will also have a residential

component, public open space, a waterfront promenade, community center and an amphitheater for outside entertainment and events. This project will be different than the typical strip shopping center, and will create a walkable, vibrant destination for residents of Margate and visitors from surrounding communities. The MCRA has committed to providing more than $5 million in funding to help pay for the project's public components. The project will add significant dollars to the tax base and will provide job opportunities and additional residential choices for the community.

The MCRA prepared a conceptual master plan for the site and issued a Request for Qualifications in November 2014. Pursuant to an extensive qualifications and review process the MCRA and its board unanimously selected the development firm, New Urban Communities on July 14′ 2015.

New Urban's conceptual plan is comprised of three phases with a timeline of eight years and calls for a $148 million investment. Job creation is expected in excess of 400 permanent jobs.

Finance negotiations and land agreements with the developer will take place over the next several months with a projected ground breaking in late 2017.

D. Branding & Marketing

As previously mentioned, in 2013 the MCRA did not have a clear message or consistent campaign to promote the City and its redevelopment areas. In preparing its plan of action for branding Margate, the MCRA identified and engaged stakeholders in the process and strived to achieve consensus on major elements. In June 2014 the City of Margate adopted a new logo and branding campaign. The theme and tagline, "Together We Make it Great" conjures up images of family and a business friendly environment. Upon the adoption of the new logo and campaign, the MCRA developed marketing materials for promotions, hosted a city-wide launch event and designed and installed light pole banners in the downtown district.

E. Survey Results

City Center Survey, February 2013 – Results

The MCRA conducted an online survey to identify community preferences related to the development of the City Center. A total of 175 people responded to this survey. The following is a tabulation of results.

Q1. What types of stores would you like to see in the Margate City Center?

Clothing/Boutiques	38%
Small Retailers/Mom & Pops	26%
Discount Retail	17%
Personal Services	12%
Organic Food Store	10%
Restaurants	10%
Boutiques	8%
Supermarket/Grocery	8%
Department Store	7%
Movie Theater	7%
Specialty Stores	7%

Q2. What types of restaurants would you like to see in the Margate City Center?

Seafood	16%
American	16%
Italian	16%
Steakhouse	9%
Coffee Shop	9%
Ice Cream Shop	7%
Chinese	7%
Deli	7%
Salads/Sandwiches	7%
Other Ethnic	7%

Q3. What type of businesses do you leave Margate to patronize?

Restaurants	46%
Movies/Entertainment	31%
Organic/Specialty Foods	20%
Retail	17%
All or Most	10%
Discount Department Stores	9%
Clothing	7%
Department Stores	6%

Q4. What types of events do you leave Margate to attend?

Concerts	34%
Arts Festivals	18%
Live Theater	15%
Movies	13%
Outdoor Events	6%
Family Events	4%
Green Market	4%
Sporting Events	4%

Q5. What public amenities would you like to see in the Margate City Center?

Green market	53%
Fountains	39%
Band Shell	32%
Walkways	9%
Benches	6%
Events	5%
Flea Market	5%
Landscaping	5%
Kids Play Areas	5%

Q6. Have you attended events in the Margate City Center?

Yes	89%
No	11%

Q7. What kinds of children's activities would you patronize in the Margate City Center?

Sport & Fitness	16%
Kids Entertainment	14%
Events	12%
Playgrounds	9%
Arts & Crafts	8%
Children's Attractions	6%
Children's Theater	4%
Children's Restaurants	4%
None	4%

Q8. What architectural style(s) do you envision for the Margate City Center?

Modern	31%
Spanish/Mediterranean	24%
Old Florida	23%
Art Deco	11%
Mid Century Modern	6%
European	5%

Q9. Do you use mass transit to get around the City of Margate?

Yes	8%
No	92%

Q10. What type of housing do you currently live in?

Single Family	75%
Condominium	15%
Townhome	4%
Rental Apartment	3%
Mobile Home/RV	3%

Q11. Age of Respondent

Under 18	0%
18-30	2%
31-55	54%
56-70	32%
70+	12%

Q12. Annual Household Income

Under $25,000	8%
$25,001–$40,000	15%
$40,001-$60,000	22%
$60,001-$80,000	16%
$80,001-$99,999	15%
Over $100,000	25%

Q13. Ethnic Background of Respondent

White	84%
Hispanic	9%
Black	6%
Asian	1%

Q14. Do you live or work in Margate?

Live in Margate	77%
Live and Work in Margate	15%
Work in Margate	6%
None	2%

Q15. If you live in Margate, how long have you been a resident?

Under 5 years	16%
5-10 years	18%
11-15 years	15%
16-25 years	24%
26+ years	27%

Intercept Survey (Sounds at Sundown), February 2014 & January – May 2015 - Results

Personal intercept surveys were conducted with attendees at the monthly Sounds at Sundown event. A total of 41 attendees completed the survey, 35% male and 65% female. 54% of the respondents own property in Margate, while only 17% work in Margate. The following data provides a snapshot of how people think and feel about Margate.

Sounds at Sundown Event Rankings 2014	
Visitation Frequency – Margate Events First time visitor Attend event monthly Attend event occasionally	**2014 Results** • 25% • 45% • 30%
Places in Margate visited or plan to visit today (sampling)	Ace Warehouse-Firefighter Park-Publix -City Hall Library- She Store-Chevy Chase-Beauty Land Thrift Addiction-Omeara's-Ace Hardware Denny's-Fern Forest-Goodwill-Penn Dutch La Tavernetta-Barber Shop Pete's-Shoe Land Mug Shots-Blast Fitness-Discount Liquors Bella Roma-La Parrilla-Hong Kong China Premiere Investigation-Home Depot- Southeast Park
Places respondents frequent to shop or visit for entertainment	Mizner-Coral Square Mall-Mc Divots-Publix-Local Bars Coconut Creek Promenade-Target-La Granja- Penn Dutch-City Events-Downtown Fort Lauderdale Blast Fitness-West Palm Beach Kennel Clubs Movie Theatre-Payless-Think Thrift-Boca Raton Atlantic Ave (Delray)-Casino (Seminole/Hardrock) Marshalls-Walmart-Roosters-Winn Dixie -Goodwill Las Olas-Home Depot-Broward Center for the Arts Pompano Park Racetrack-Aldi-Sawgrass Mills 2014 Results
Transportation Mode to the Event Car Walk	 • 85% • 15%

Travel Time to the Event Car: 5 minutes or less 6-10 minutes Over 10 minutes Walking: 5 minutes or less 6-10 minutes Over 10 minutes	 • 54% • 43% • 3% • 66% • 17% • 17%
Description of Margate to someone who had never visited Positive Negative	 • 82% • 18%
Description of Margate's strong points (sampling)	• Food Truck Event / Events in General • Good Hospital (NWMC) • No HOA's • Plenty of Police and Fire staff / Safety • Residential areas are mostly peaceful • City listening to the public's concerns • Variety of stores to suit everyone's needs • Local government is attempting to create a great little city • Family oriented / Friendly people • Explorer program • Christmas time and effort to bring the holiday festivities back • City council • Margate Blvd Circle • Clean, quiet, well kept • Small town feel in a large metro area • Shops & Bars • Convenience / centrally located • Library • Blast Fitness • The fairs and parks • Sociable • Active community • People take pride in their neighborhood and neighbors being "regular folk" who are allowed to have their pick-up truck • It's not Coral Springs • Little bit of everything • Parks and Recreation complex • East River Drive • Safety

Description of Margate's weak points	• Crime / drugs • Lack of Culture • Lack of quality restaurants • Police Department /City Departments • Stores need to be spruced up • Need more dancing places for middle aged people • Lack of any focal point where the City could claim as unique to the area • The signs are not visible • Difficulty finding parking for visitors • Looks like it hasn't changed much in years • Lack of advisory boards (Hispanic and Veteran's) • Winfield area in general • Open land not being used • Lack of lighting at Food truck events • Street lights • Need more places to go – restaurants, clubs, etc. • Empty stores • Neighbors call Margate a "graveyard with lights" • County bus stops • Lots of traffic (especially on Atlantic) • No activities or nice accommodations in the area like a mall or zoo • More sports activities within park and recreation • Canal conditions / water pollution • No decent hotels in the area for visitors, only a motel • Not much new real estate • Lack of sufficient code enforcement on properties that aren't kept well

Margate Rankings:

(10 means excellent and a 1 means poor)

On a ranking of 1 being the poorest and 10 being excellent, 48% of respondents rate Margate either a 9 or 10 rating. The categories that garnered the lowest percentages in the 9 or 10 range were quality of restaurants at 24%, restaurant choices at 21% and entertainment at 23%.

	Poor									Excellent
Ranking:	1	2	3	4	5	6	7	8	9	10
Shopping	0%	3%	5%	3%	15%	15%	10%	23%	15%	13%
Quality of restaurants	5%	3%	5%	0%	8%	16%	16%	24%	16%	8%
Restaurant choices	5%	3%	5%	8%	13%	16%	13%	16%	8%	13%
Entertainment	3%	13%	5%	13%	21%	8%	5%	10%	10%	13%
Atmosphere	3%	0%	8%	0%	15%	8%	15%	15%	15%	15%
Parking	3%	3%	0%	0%	13%	18%	5%	25%	15%	20%
Ease of finding your way around	0%	0%	3%	0%	10%	3%	8%	18%	33%	28%
Safety during the day	0%	0%	0%	3%	15%	5%	5%	8%	38%	26%
Safety during the evening/night	5%	3%	3%	0%	5%	10%	8%	20%	23%	25%
Cleanliness	3%	0%	3%	5%	3%	3%	13%	26%	26%	18%
Store and restaurant signage	3%	0%	10%	5%	8%	15%	15%	15%	18%	13%
Traffic control and access	3%	3%	0%	5%	5%	5%	10%	23%	28%	18%
This Event	3%	0%	0%	3%	3%	5%	8%	18%	20%	43%
Overall	0%	0%	3%	0%	9%	9%	9%	21%	21%	27%

Likelihood to visit this event or places in Margate again:

Very Likely Not At All

	10	9	8	7	6	5	4	3	2	1
2014	56%	17%	7%	7%	0%	7%	0%	0%	0%	0%
2015	88%	0%	7%	0%	0%	5%	0%	0%	0%	0%

Important additions to Margate (multiple answers accepted)

Antique Stores	• 39%
Art Galleries	• 51%
Bars and Clubs	• 37%
Big Box Mass Market Retailer	• 22%
Books and Music	• 37%
Casual Dining	• 66%
Children's Clothes	• 20%
Coffee	• 44%
Drug Store	• 15%
Dry Cleaners	• 15%
Fast Food	• 12%
Electronics Store	• 20%
Fine Dining	• 49%
Fitness / Gym	• 34%
Gifts	• 27%
Home Furnishings	• 32%
Men's Clothing	• 17%
Movies	• 78%
Other boutiques	• 27%
Small grocery	• 32%
Supermarket	• 29%
Toy Store	• 7%
Urban Style Chain	• 27%
Women's Clothing	• 17%
Other - knitting/needlework store, total wine	• 4%

Suggestions made by 51% to 78% of respondents

Suggestions made by 27% - 49%of respondents

General Information

Main source of news or information	
TV	• 54%
Internet	• 46%
Radio	• 29%
Sun Sentinel	• 29%
Miami Herald	• 0
Other Newspaper	• 5%
Magazine	• 7%
Other Print	• 5%
Other	• 2%
How did you hear about the event today?	
Signage	• 44%
Drive by	• 10%
Word of mouth	• 15%
Website	• 7%
Live nearby	• 7%
City of Margate	• 7%
Water bill	• 5%
Sun Sentinel/Print advertising/Newspaper	• 2%
Gourmetfoodtruckexpo.com	• 2%
Social Media	
Residency – Broward County	
Year round resident	• 88%
Seasonal resident	• 5%
Not a resident of Broward County	• 2%
No response	• 5%
Marital Status	
Single	• 24%
Married	• 46%
Living with partner	• 7%
Separated/divorced	• 12%
Widowed	• 2%
No response	• 7%
Children under the age of 18 living at home	
None	• 61%
One	• 20%
Two	• 5%
No response	• 10%

Education Less than High School High School graduate Trade school Some college College graduate Advanced/post degree	• 0 • 12% • 5% • 17% • 54% • 15%
Employment Status Employed full time Employed part time Student Unemployed Retired Homemaker Other Self Employed	• 63% • 10% • 2% • 7% • 15% • 0 • 2% • 2%
Home Owner/Renter – Broward County Own Rent Not a resident of Broward County No Response	• 68% • 27% • 2% • 2%
Race/Ethnicity White Black Mixed racial background Hispanic Other No Response	• 59% • 10% • 7% • 12% • 10% • 2%
Zip Code 33063 33068 33060 33066 33309 33313 33073 49519 33067 92123 33065 No Response	• 66% • 5% • 5% • 5% • 5% • 2% • 2% • 2% • 2% • 2% • 2%

Age Range	
18-24 25-34 35-44 45-49 50-54 55-59 60-64 65-74 75+	• 2% • 10% • 20% • 10% • 17% • 10% • 17% • 15% • 0
Household Income	
Under $35,000 $35,000 - $49,999 $50,000 – $74,999 $75,000 - $99,999 $100,000 - $149,999 $150,000 and over No response	• 22% • 22% • 27% • 17% • 2% • 0 • 10%

Additional data was collected during the 2015 Sounds at Sundown event series to establish what types of additional activities visitors might like to see – particularly to determine if visitors would like more vendors and local business participation. A total of 85 attendees completed

Sounds at Sundown Event Rankings 2015	
Favorite aspect of the event	
Food	• 43%
Music	• 72%
Community/Social	• 31%
Other	• 0%
LEAST favorite aspect of the event	
Food	• 13%
Music	• 5%
Community/Social	• 10%
Other	• 16%
	• Other included: cold, exhaust fumes from 441, price/choice of food, rain and too short
Overall rating of this event	
Excellent	• 75%
Good	• 26%
Fair	• 0%
Poor	• 0%
What other types of businesses would you patronize at this event?	
Local business sponsors	• 54%
Home-based business booths	• 35%
Artist and/or craft vendors	• 58%
Other	• 0%
Visitation Frequency – Margate Events	
First time visitor	• 30%
Attend event monthly	• 39%
Attend event occasionally	• 25%

In summary, intercept survey respondents have a very positive, overall feeling about Margate. The following are common ways respondents described Margate:

- It's a place with a name that equals family, peaceful and always thinking-organizing events for the entire family – love it
- Great neighborhood for families
- Safe, well kept, sociable
- Nice quality city with a community feeling
- Small town where everyone knows your name
- Nice town with close proximity to major roads and shops
- Hometown feel – great place to live and do business
- Nice place to be and live
- Friendly city, nice development
- Lovely little town, nice community
- It's people and the low key attitude are the biggest asset
- Very, very nice place to live
- Best place ever!

The respondents generally rate the Sound at Sundown event as "Excellent", however most would like to see local businesses and artist/craft vendors added to the event.

MCRA Business Survey, February 2015 – Results

The MCRA conducted an online survey to understand the needs of the business community. A total of 14 business owners responded to this survey. The following is a tabulation of results.

Q1. Is your business storefront, online, home-based or other?

Storefront	86%
Online	0%
Home-based	0%
Other	14%

*Other included Warehouse

Q2. Do you plan to expand your business?

Yes	29%
No	71%

Q3. Do you plan to down-size your business?

Yes	0%
No	100%

Q4. Do you have plans to make physical improvements to your business?

Yes	21%
No	79%

Q5. Why did you choose Margate as the location for your business, or what keeps you in Margate?

Proximity/accessibility to customers	38%
Visibility of business	0%
Lower rents	8%
Proximity to my home	8%
Other	46%

*Other included: Owned property for a reasonable price, Margate is a growing City, was born and raised in Margate, & bought existing business and/or franchise

Q6. How have your sales fluctuated over the past year?

Increased	43%
Decreased	43%
Stayed the same	14%

Q7. Do you own property where your business is located?

Yes	29%
No	71%

Q8. Where do most of your employees live?

Within 1 mile radius	8%
Within 3 mile radius	8%
Within 5 mile radius	23%
Outside Margate	54%
Outside Broward County	0%
Other	8%

*Other included: No employees

Q9. Where do you live?

Within 1 mile radius	21%
Within 3 mile radius	7%
Within 5 mile radius	14%
Outside Margate	43%
Outside Broward County	7%
Other	7%

*Other included: Within a 10 mile radius

Q10. Where do most of your customers live?

Within 1 mile radius	7%
Within 3 mile radius	7%
Within 5 mile radius	57%
Outside Margate	50%
Outside Broward County	7%
Other	7%

*Other included: Range from Jensen Beach to Kendall

Q11. What is your PRIMARY means of advertising?

Print advertising	14%
Online advertising	0%
Social media	7%
Radio or TV	0%
Visibility/Location	21%
Word of mouth	43%
Other	14%

*Other included: Physician referrals and 7/11 does not advertise

Q12. Would you be interested in participating in a monthly event to promote your business?

Yes	77%
No	23%

Q13. What types of businesses would you like to see in Margate? (Check all that apply.)

Restaurants	79%
Grocery or specialty stores	57%
Coffee Shops	57%
Service Businesses (salon, dry cleaner, etc.)	36%
Pet Store/Groomer	29%
Retail	43%
Other	21%

*Other included: Manufacturing/distributing, sports related businesses and hotel

Q14. What type of assistance do you feel would be most helpful in promoting your business?

Print advertising	42 %
Special events	17%
Incentives	0%
Beautification/Upgrades to the area	17%
Other	25%

*Other included: Allow dealers in the industrial areas to promote properly with advertising features and traffic control in the highly congested areas

Q15. What improvements would you like to see to revitalize the area? (Check all that apply.)

Attraction of more businesses	83 %
Landscape/Streetscape improvements	33%
Property/Façade improvements	50%
Enhanced Security/policing	16%
Clean-up and maintenance	33%
Improved lighting	33%
Other	33%

*Other included: reiterating attraction of businesses

Q16. Are there any issues that your business faces as a merchant located in Margate? (Check all that apply).

None	8%
Loitering/Vagrants	33%
Bad image/reputation	8%

*Other included: Sinkholes, burglary, poor visibility, signage issues and changing demographics

Lack of parking	17%
Appearance	8%
Transition/slow business	17%
Other	50%

Q17. What continuing education programs would you like the MCRA to offer and/or what types of programs would you attend? (Check all that apply.)

Business-to-business networking	67%
Small business education workshops	33%
Quarterly merchant meetings	50%
Other	17%

*Other included: Community business fairs

Q19. If you would like the MCRA to provide educational workshops, which topics would you like discussed?

There were two responses: social media and collaborative marketing.

In summary, respondents expressed a need for advertising assistance, specifically print advertising. The merchants portrayed an interest in continuing education programs, business-to-business networking and merchant meetings.

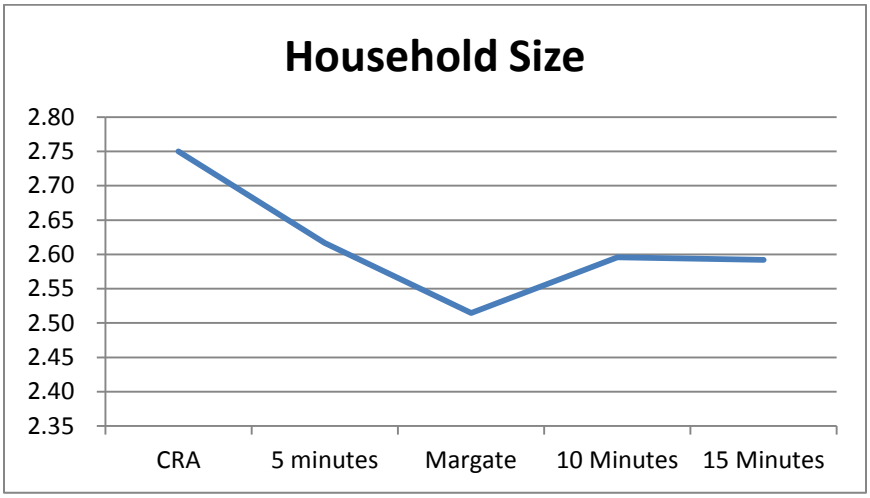
F. Market Profile

The following is a synopsis of pertinent demographic and market data related to the City Center site and the City of Margate gathered from ESRI. More detailed demographic information is provided in Exhibit B

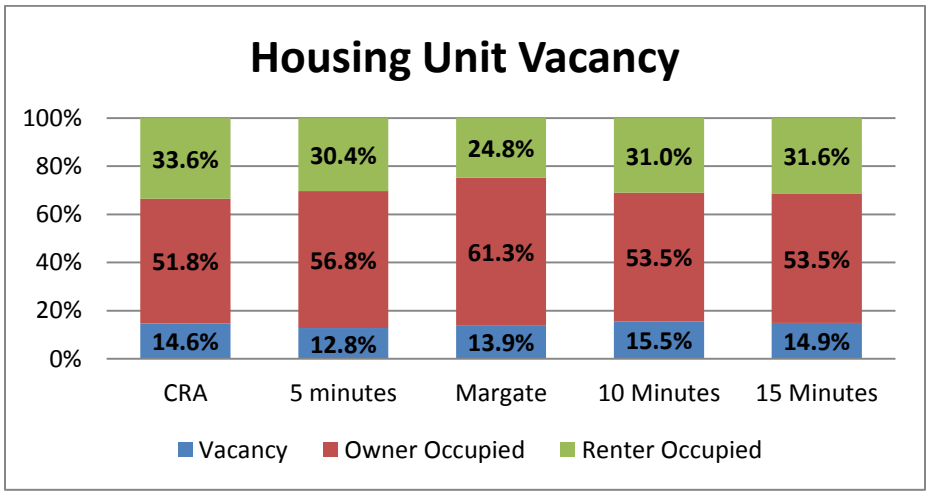
Demographic Characteristics

Population in the MCRA is 10,257 in 3,730 households, with 30,641 residents in 11,709 households within a 5 minute drive of City Hall;

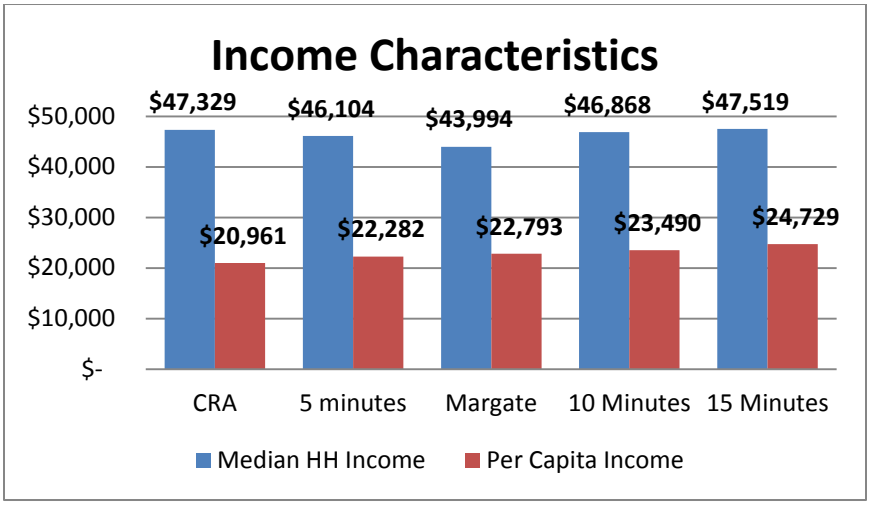
	CRA	5 Minutes	City	10 Minutes	15 Minutes
Population	10,257	30,641	56,266	206,084	529,825
Households	3,730	11,709	22,377	79,399	204,419
Household size	2.75	2.62	2.51	2.60	2.59



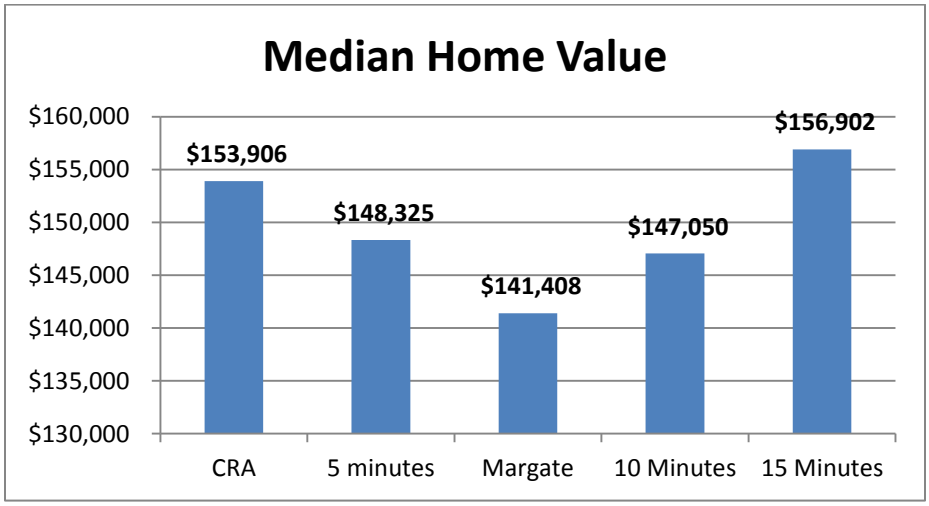
There are 4,367 housing units, with vacancy of 14.6%. Half are owner occupied and the rest have renters. Citywide owner occupancy is higher than in the MCRA, and vacancy is slightly lower;



Median Household income is $47,329, which is consistent with the surrounding population up to 15 minutes away;



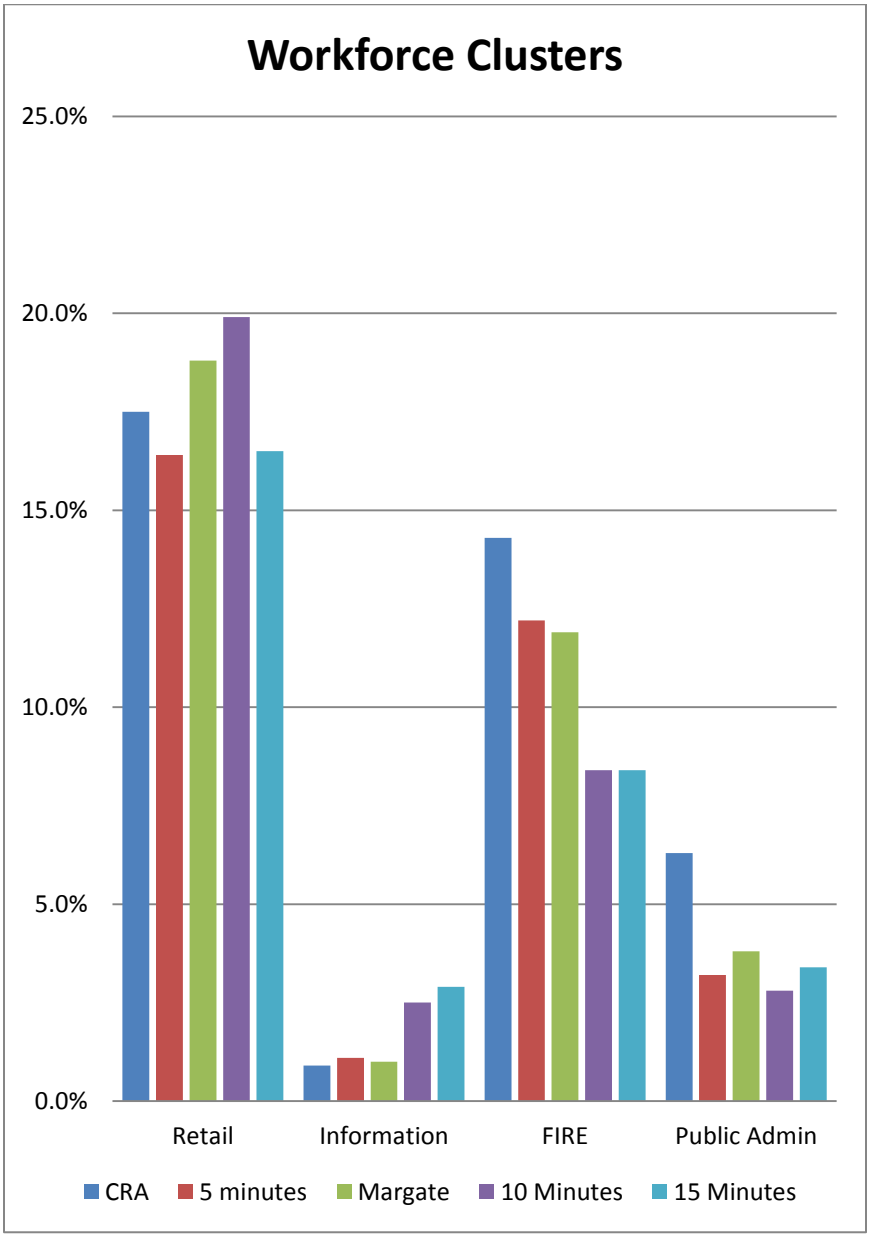
However, home values are higher than some of the surrounding areas, excluding up to 15 minutes away;

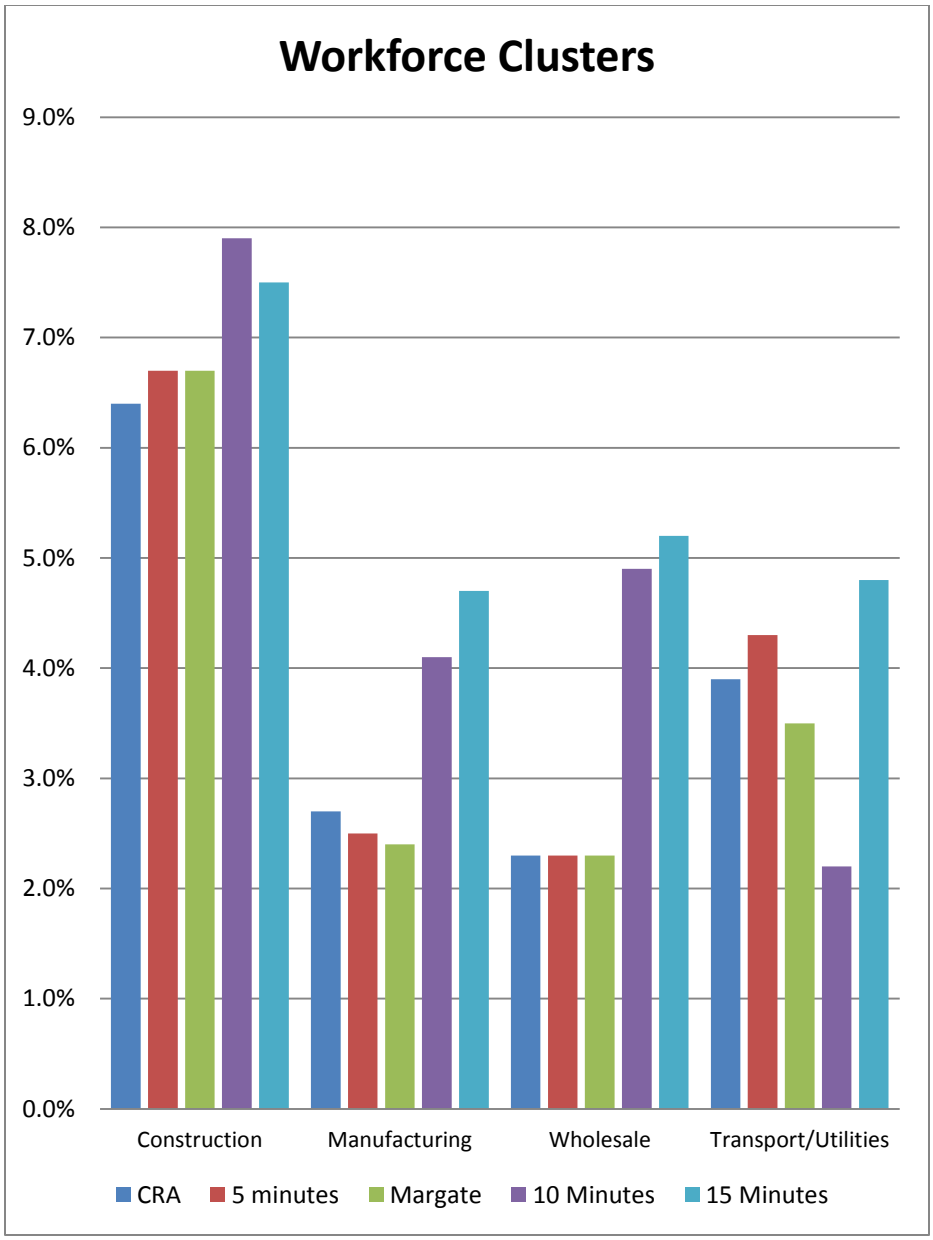


Resident Workforce Characteristics

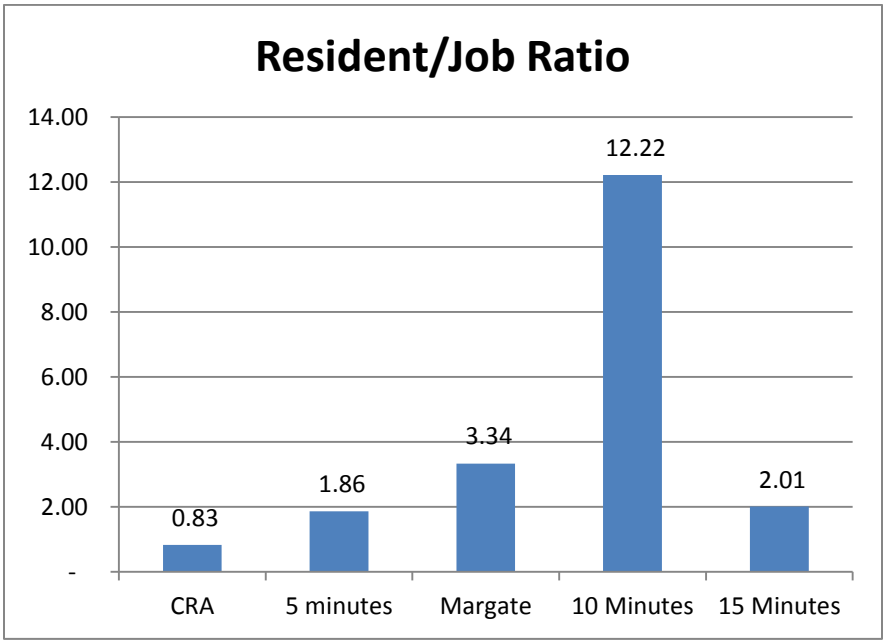
There are 8,267 workers living within the MCRA, compared to 10,056 within 5 minutes and over 11,000 in the City of Margate. The majority of the workers work in Services, followed by Retail, FIRE (Finance, Insurance, Real Estate), and Construction. However, the local FIRE workforce is small compared to the surrounding area.

The MCRA has a higher concentration of residents that work in Construction and in Retail than the surrounding areas. Within a 5 minute drive of City Hall, there is a higher concentration of residents that work in the Retail, Public Administration, Construction, and Transportation/Trade/Utilities industries.




Workforce Clusters
9.0%
8.0%
7.0%
6.0%
5.0%
4.0%
3.0%
2.0%
1.0%
0.0%
Construction
Manufacturing
Wholesale
Transport/Utilities
CRA
5 minutes
Margate
10 Minutes
15 Minutes

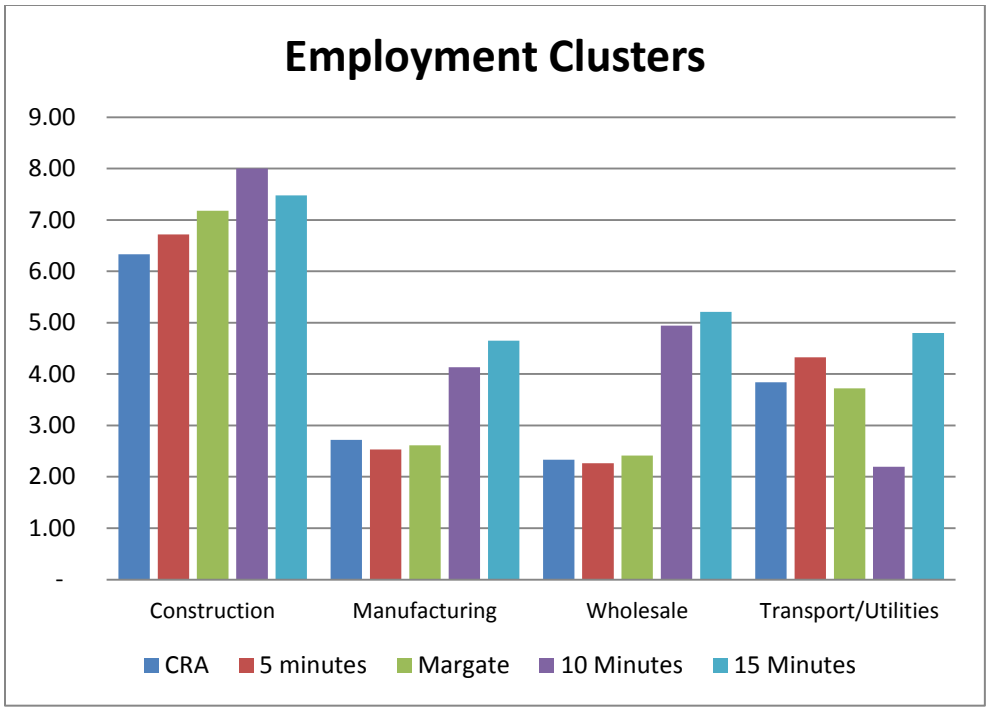
There are 12,398 local jobs within the MCRA district, compared to 15,804 within 5 minutes and 16,453 within the City of Margate. This demonstrates a lower resident to job ratio, mainly due to the fact that the properties within the MCRA boundaries are much more commercial than residential.

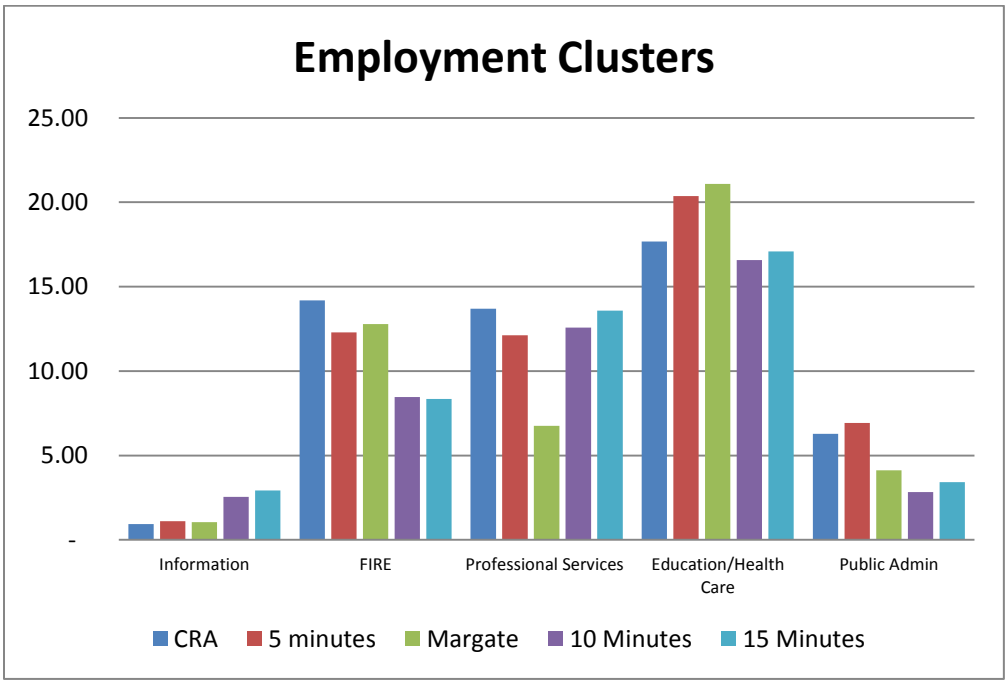


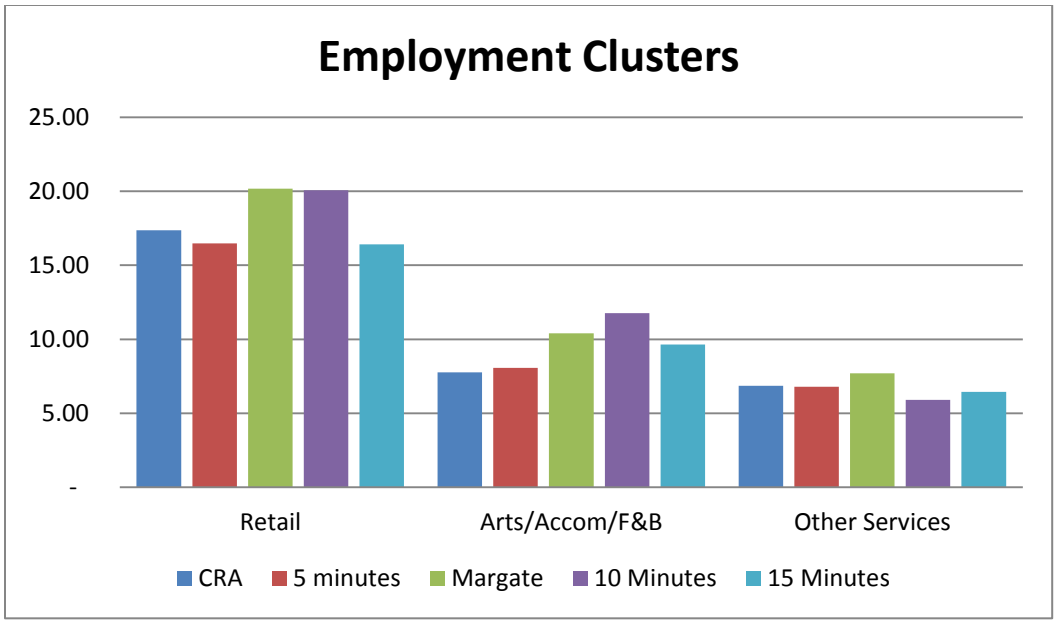
The largest industries in the MCRA district are Education & Health Care, Retail and Other Services and FIRE, consistent with the area within a 5 minute drive of City Hall.

Considering the nature of the boundaries of the MCRA, identification of the strongest employment clusters will be done by a combination of analysis of the MCRA area itself and the industry located within a 5 minute drive time. The strongest industry cluster is Education and Health Care, followed by retail and professional services. These clusters are the strongest within the larger market within 15 minutes of Margate City Hall. The local City of Margate Manufacturing and Wholesale clusters are the strongest in the 10 and 15 minute drives, but are weak compared to the closer study area.

Retail, construction, and education/health care are strong within the City of Margate, but not as high as in the MCRA district. The weakest employment cluster is information, where the concentration of jobs increases the further the study area from City Hall.


Employment Clusters
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
-
Construction
Manufacturing
Wholesale
Transport/Utilities
CRA
5 minutes
Margate
10 Minutes
15 Minutes


Employment Clusters
25.00
20.00
15.00
10.00
5.00
-
Information
FIRE
Professional Services
Education/Health Care
Public Admin
CRA
5 minutes
Margate
10 Minutes
15 Minutes



The ESRI Tapestry Segmentation Area Profile is a report that identifies neighborhood segments in the study area, and describes the socioeconomic quality of life of the immediate neighborhood. The Margate analysis demonstrates very diverse characteristics with a mix of families, seniors and retirees, and professional singles and couples with no children. Families may be more likely to be more affluent than the other households. While there are some professionals, many have modest income, are frugal, and may receive retirement income. Many of these residents prefer to own their own home, but there is a mix of renters as well, and they prefer all housing types including apartments and condominiums, single family homes, and townhomes.

G. Local Market Overview

This data forms the basis for the annual Strategic Marketing Plan to ensure appropriate allocation of marketing dollars. During the course of the fiscal year, the MCRA will continue research through merchant and event surveys.

ESRI MarketPlace Profile reports are referenced and included in Appendix B

1. The Primary Market – Research indicates that the primary market for the MCRA Area is within a 5 to 10 minute drive time.

2. The Secondary Market is derived from the workforce located within close proximity to Margate as well as visitors to specific destinations such as the Northwest Focal Point Senior Center.

3. The Tertiary Market is derived primarily by commuters passing through the City of Margate.

4. Traffic/Streetscape:

   Pedestrian: There is very little pedestrian activity observed, the majority of consumers appear to drive to destinations. However, there was more pedestrian activity observed specifically at

the intersection of State Road 7 and Coconut Creek Parkway, related to the nearby schools and bus stops.

Vehicular: The average traffic volume along State Road 7 at Margate Boulevard through the City Center site is 50,965 trips per day. It should be noted that this number of vehicles per day provides an incredible opportunity to capture customers and improve business attraction and customers to the City Center.

Transit: State Road 7 has some of the highest transit ridership in Broward County. In addition, the City of Margate operates a local transit circulator system.

5. Access: The City of Margate is centrally located in north Broward County and easily accessible from Florida's Turnpike via Sample Road, Coconut Creek Parkway and Atlantic Boulevard. In addition, I-95 access to the City is available via Sample Road, Copans Road and Atlantic Boulevard.

6. City Center Development Site:
   The MCRA owns approximately 36 acres of vacant land at State Road 7 and Margate Boulevard which is slated to be redeveloped as a mixed use City Center to serve as a destination for Margate residents and visitors. This project will be developed through a public-private partnership, and will be a catalyst for redevelopment of the MCRA district.

7. Marketing, Branding and Public Relations:
   The MCRA Plan specified a need for identifying a brand for the City of Margate and the City Center project. It is an area that celebrates a multigenerational and multicultural demographic and a significant workforce and employment base in the health care and holistic health industries. These items formed the basis for the Margate brand as described in Section III.D. above.

   Initiatives and identification elements such as entry and directional signs will reinforce the promotion of the new brand and light poles banners and help to establish a sense of place. As the elements of the brand continue to be incorporated into the area, the consumer will readily recognize they are within a designated business district, and within the City limits of Margate. Secondly, they will have an indication of what to expect from the area and the community "message", and gain a greater comfort level warranting longer and more frequent visits.

H. Media Analysis

Strongest AM radio stations in Margate:

- WWNN (1470 AM; 50 kW; POMPANO BEACH, FL; **Owner:** WWNN LICENSE, LLC)
- WAQI (710 AM; 50 kW; MIAMI, FL; **Owner:** LICENSE CORPORATION #1)
- WRFX (940 AM; 50 kW; MIAMI, FL; **Owner:** CLEAR CHANNEL BROADCASTING LICENSES, INC.)
- WHSR (980 AM; 5 kW; POMPANO BEACH, FL; **Owner:** WWNN LICENSE, LLC)
- WLVJ (1040 AM; 25 kW; BOYNTON BEACH, FL; **Owner:** JAMES CRYSTAL BOYNTON BEACH, INC.)
- WFTL (850 AM; 50 kW; WEST PALM BEACH, FL; **Owner:** JAMES CRYSTAL ENTERPRISES II, L.L.C.)
- WWFE (670 AM; 50 kW; MIAMI, FL; **Owner:** FENIX BROADCASTING CORP.)
- WSBR (740 AM; 3 kW; BOCA RATON, FL; **Owner:** WWNN LICENSE, LLC)
- WEXY (1520 AM; 4 kW; WILTON MANORS, FL; **Owner:** MULTICULTURAL RADIO BROADCASTING)
- WNMA (1210 AM; 49 kW; MIAMI SPRINGS, FL; **Owner:** RADIO UNICA OF MIAMI LICENSE CORP.)
- WSRF (1580 AM; 10 kW; FORT LAUDERDALE, FL; **Owner:** URBAN RADIO OF FLORIDA, LLC)
- WJNA (640 AM; 38 kW; ROYAL PALM BEACH, FL; **Owner:** SOUTH FLORIDA RADIO, INC.)
- WSUA (1260 AM; 50 kW; MIAMI, FL; **Owner:** WSUA BROADCASTING CORPORATION)

Strongest FM radio stations in Margate:

- WEDR (99.1 FM; MIAMI, FL; **Owner:** COX RADIO, INC.)
- WBGG-FM (105.9 FM; FORT LAUDERDALE, FL; **Owner:** CLEAR CHANNEL BROADCASTING LICENSES,)
- WHYI-FM (100.7 FM; FORT LAUDERDALE, FL; **Owner:** CLEAR CHANNEL BROADCASTING LICENSES,)
- WKIS (99.9 FM; BOCA RATON, FL; **Owner:** WKIS LICENSE LIMITED PARTNERSHIP)
- WRMA (106.7 FM; FORT LAUDERDALE, FL; **Owner:** WRMA LICENSING, INC.)
- WAFG (90.3 FM; FORT LAUDERDALE, FL; **Owner:** WESTMINSTER ACADEMY)
- WEAT-FM (104.3 FM; WEST PALM BEACH, FL; **Owner:** INFINITY RADIO OPERATIONS INC.)
- 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.)
- WLRN-FM (91.3 FM; MIAMI, FL; **Owner:** THE SCHOOL BOARD OF MIAMI - DADE COUNTY, FL)
- WXEL (90.7 FM; WEST PALM BEACH, FL; **Owner:** BARRY TELECOMMUNICATIONS, INC.)
- WXDJ (95.7 FM; NORTH MIAMI BEACH, FL; **Owner:** WXDJ LICENSING, INC.)
- WLYF (101.5 FM; MIAMI, FL; **Owner:** JEFFERSON-PILOT COMMUNICATIONS CO. OF FLORIDA)
- WRMF (97.9 FM; PALM BEACH, FL; **Owner:** PBB LICENSES, LLC)

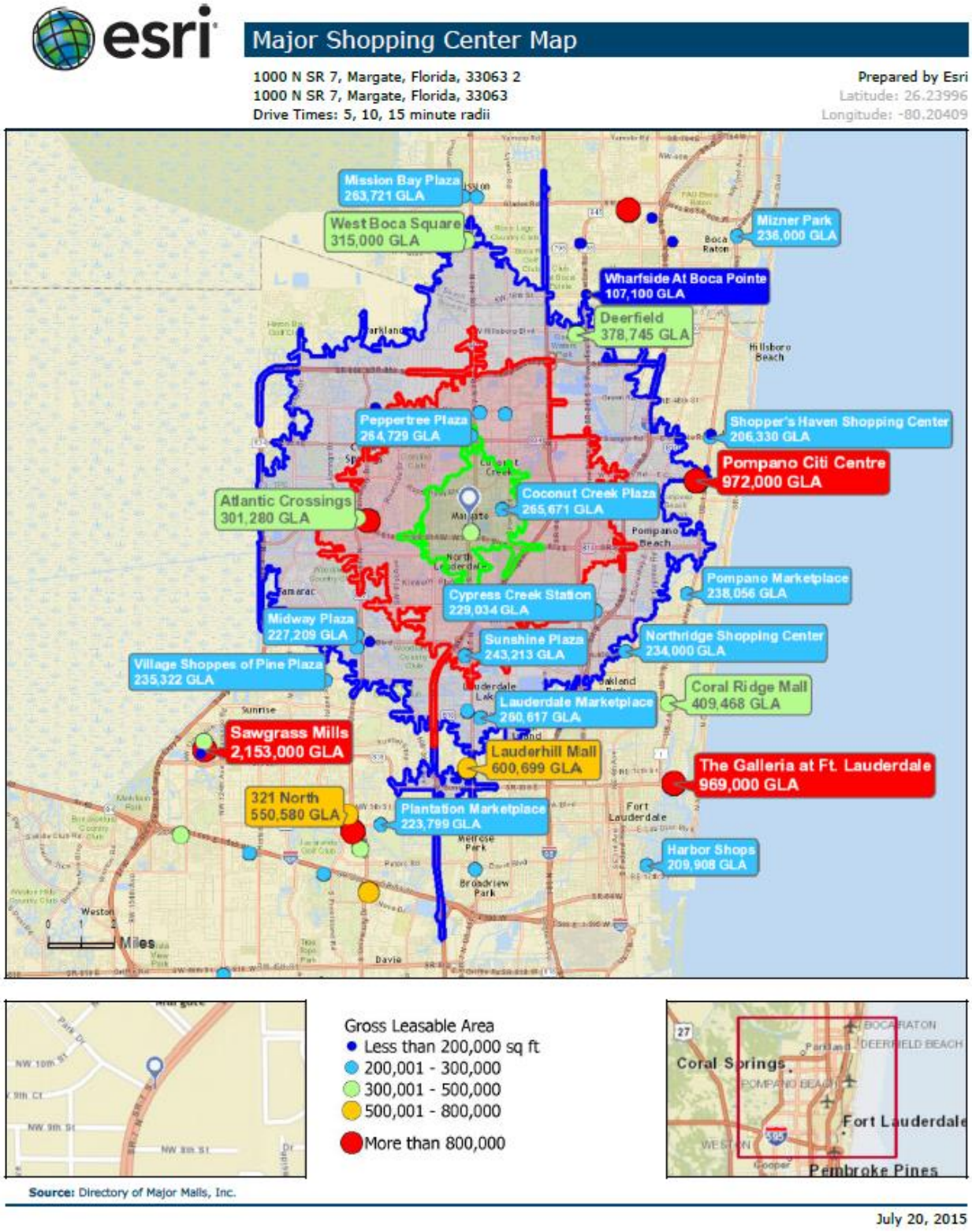
TV broadcast stations around Margate:

- WHDT-LP (**Channel** 44; MIAMI, FL; **Owner:** GUENTER MARKSTEINER)
- WPTV (**Channel** 5; WEST PALM BEACH, FL; **Owner:** SCRIPPS HOWARD BROADCASTING COMPANY)
- WPBT (**Channel** 2; MIAMI, FL; **Owner:** COMMUNITY TV FOUNDATION OF S. FLORIDA, INC.)
- WSVN (**Channel** 7; MIAMI, FL; **Owner:** SUNBEAM TELEVISION CORP.)
- WFLX (**Channel** 29; WEST PALM BEACH, FL; **Owner:** RAYCOM NATIONAL, INC.)
- WXEL-TV (**Channel** 42; WEST PALM BEACH, FL; **Owner:** BARRY TELECOMMUNICATIONS, 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.)
- WAMI-TV (**Channel** 69; HOLLYWOOD, FL; **Owner:** TELEFUTURA MIAMI LLC)
- W24CA (**Channel** 24; MARATHON, FL; **Owner:** KEY COMMUNICATIONS OF TEXAS)
- 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.)
- WDLP-CA (**Channel** 21; POMPANO BEACH, FL; **Owner:** WDLP BROADCASTING COMPANY, LLC)
- WBFS-TV (**Channel** 33; MIAMI, FL; **Owner:** VIACOM STATIONS GROUP OF MIAMI INC.)
- WPXM (**Channel** 35; MIAMI, FL; **Owner:** PAXSON COMMUNICATIONS LICENSE COMPANY, LLC)
- WBZL (**Channel** 39; MIAMI, FL; **Owner:** CHANNEL 39, INC.)
- WLMF-LP (**Channel** 53; MIAMI, FL; **Owner:** PAGING SYSTEMS, INC.)
- 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.)
- WFUN-CA (**Channel** 48; MIAMI, ETC., FL; **Owner:** LOCALONE TEXAS, LTD.)
- WPXP (**Channel** 67; LAKE WORTH, FL; **Owner:** PAXSON WEST PALM BEACH LICENSE, INC.)
- WTVJ (**Channel** 6; MIAMI, FL; **Owner:** NBC STATIONS MANAGEMENT, INC.)

Local Newspapers:

- The Miami Herald (Daily Readership, 534,195 & Sunday 818,780 – Print Circulation, Daily 191,873 & Sunday 263,612)
- Sun Sentinel (Print Circulation, Daily 568,100 & Sunday 844,700)
- New Times (Weekly Print Circulation, 70,000)
- The Margate/Coconut Creek/Coral Springs Forum (Weekly Print Circulation, 20,000)
- The Coconut Creek/Margate City News (Monthly Print Circulation, 42,000)
- Our Town News (Monthly Circulation)

I. Local Retail Competition



Major Shopping Center Locator

1000 N SR 7, Margate, Florida, 33063 2
1000 N SR 7, Margate, Florida, 33063
Drive Times: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 26.23996
Longitude: -80.20409

Source: Directory of Major Malls, Inc.

Total Major Shopping Centers	18
Total GLA	6,149,315
Total Stores	811

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Lakewood Shopping Center NEC 441 & Atlantic Blvd. Margate, FL 33063-5354 Open, 43 Stores Anchors: Walmart Supercenter, Ross Dress For Less, Marshalls, Staples	0.19 SE	1971	396,607
Coconut Creek Plaza NWC Coconut Creek Pkwy. & Lyons Rd. Coconut Creek, FL 33063 Open, 57 Stores Anchors: Publix Supermarket, Zero Gravity Skate Shop, Big Lots	1.00 NE	1983	265,671
Peppertree Plaza SR 7 (Hwy. 441) & Sample Rd. Margate, FL 33073 Open, 57 Stores Anchors: Winn-Dixie, Sam Ash Music, Office Depot	2.46 NE	1993	264,729
Coral Square Atlantic Blvd. & University Dr. Coral Springs, FL 33071 Enclosed, 128 Stores Anchors: Sears, Macy's II, JCPenney, Macy's	2.79 NW	1984	941,339
Atlantic Crossings NWC Atlantic Blvd. & University Dr. Coral Springs, FL 33071 Open, 11 Stores Anchors: Sam's Club, Home Depot, Whole Foods Market, OfficeMax	3.09 NW		301,280
Turtle Crossing SWC US 441 & Wiles Road Coral Springs, FL 33067 Open, 34 Stores Anchors: SuperTarget	3.11 NE	2008	253,927
The Promenade at Coconut Creek Lyons Rd. @ Wiles Rd. Coconut Creek, FL 33063 Open, 51 Stores Anchors: None	3.22 NE	2008	229,231

Data Note: N/A means data was not reported. GLA = Gross Leasable Area.

July 20, 2015

Major Shopping Center Locator

1000 N SR 7, Margate, Florida, 33063 2
1000 N SR 7, Margate, Florida, 33063
Drive Times: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 26.23996
Longitude: -80.20409

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 Open, 29 Stores Anchors: Old Time Pottery, Publix, Marshalls	3.57 SW	1972	243,213
Royal Eagle Plaza SEC University Dr. & Wiles Rd. Coral Springs, FL 33065 Open, 26 Stores Anchors: Vacant, Stein Mart	4.15 NW	1989	191,000
Cypress Creek Station NW 66th St. & N. Andrews Ave. Ft. Lauderdale, FL 33309 Open, 28 Stores Anchors: Regal Cinemas, LA Fitness, Office Depot, Just For Sports	4.15 SE	1998	229,034
Ft. Lauderdale Plaza SEC W. Commercial Blvd. & University Dr. Lauderhill, FL 33319 Open, 27 Stores Anchors: Babies R Us, Staples, Vacant, Party City	4.21 SW	1975	181,576
Midway Plaza N. University Dr. & NW 57th St. Tamarac, FL 33321 Open, 60 Stores Anchors: Publix, Ross Dress For Less, Petco	4.31 SW	1985	227,209
Universal Plaza N. University Dr. & W. Commercial Blvd. Lauderhill, FL 33351 Open, 25 Stores Anchors: SuperTarget	4.55 SW	2002	223,505
Lauderdale Lakes Mall NWC SR-441 & Oakland Park Blvd. Lauderdale Lakes, FL 33319 Open, 10 Stores Anchors: Vacant, Vacant 2, Ross Dress For Less, Office Depot	5.10 SW	1955	274,632

Data Note: N/A means data was not reported. GLA = Gross Leasable Area.

July 20, 2015

Major Shopping Center Locator

1000 N SR 7, Margate, Florida, 33063 2
1000 N SR 7, Margate, Florida, 33063
Drive Times: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 26.23996
Longitude: -80.20409

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Lauderdale Marketplace SR 7, 441 & W. Oakland Park Blvd. Lauderdale Lakes, FL 33311 Open, 75 Stores Anchors: None	5.30 SE	1985	260,617
Deerfield Hillsboro Blvd. & Powerline Rd. Deerfield Beach, FL 33442 N/A, 63 Stores Anchors: None	6.02 NE	1988	378,745
Pompano Citi Centre Federal Hwy. & Copans Rd. Pompano Beach, FL 33062 Open, 60 Stores Anchors: Sears, Macy's, Lowe's, JCPenney	6.34 NE	1970	972,000
West Boca Square Palmetto Park Rd. & State Rd. 7 (US 441) Boca Raton, FL 33428 Open, 27 Stores Anchors: Target, Bealls, Babies R Us, Chuck E. Cheese's	7.84 NW	1991	315,000

Data Note: N/A means data was not reported. GLA = Gross Leasable Area.

July 20, 2015

IV. Market Potential

A. Regional Socioeconomic Overview

Broward County is the second largest county in Florida. The county currently has an estimated population of over 1,800,000. 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 23.5 million passengers in 2013. Port Everglades is one of the world's largest cruise ports. The Port's economic impact overview includes total jobs of 202,000 and generates approximately $26 billion worth of business activity.

The following is a profile of Broward County and Margate (all numbers are approximate and were gathered from the US Census data):

	Broward County	Margate
Population:	1,815,137	56,266
Median Age:	39.0	43.4
Median Income:	$48,844	$41,369
Population by Ethnicity:	Non-Hispanic White 43.5% African American/Black Non-Hispanic 25.7% Hispanic or Latino 25.1% Asian 3.2% Two or more races 1.7%	Non-Hispanic White 43.1% African American/Black Non-Hispanic 26.1% Hispanic or Latino 23.3% Asian 4.6% Two or more races 1.4%

ESRI is a geographic information system (GIS) technology that collects data nationally to leverage geographic insight to address social, economic, business, and environmental concerns at local, regional, national, and global scales. The information used in the analysis of the market demand for Margate is generated through ESRI at the local level. The findings were analyzed and used in the development of this plan.

The Retail MarketPlace Profile, included in Appendix C, examines the demand for commercial activity in the City of Margate and has been reviewed in light of future development plans for the Margate City Center. It identifies the demand for certain uses and makes a projection of opportunities that exist in the area. This market analysis utilizes a five, ten and fifteen minute drive time 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 opportunity 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 spending by residents and the business activity. An opportunity exists in that the spending by the residents is leaking out of the market area. The capture of “leakage” is an opportunity for additional business activity in the market area.

A summary of leakage or the opportunity to capture current spending by residents within the ten to fifteen minute drive time includes the following categories:

- Lawn and garden equipment and supplies
- Beer, wine and liquor stores
- Books, periodicals and music stores (this category is measured against online spending more for detailed and accurate analysis)
- Used merchandise stores
- Full- service restaurants

To reiterate, this report indicates money that is already being spent by residents, but they have to travel more than 15 minutes to make their purchases. This analysis combined with intercept and other survey data, and new residential potential provide the basis of a strategic business attraction strategy and guide the development of marketing programs to support business attraction efforts.

The ESRI Business Summary and the Retail MarketPlace Profile provide a snapshot of business types currently operating in City of Margate and is included in Appendix C as previously referenced.

V. Problems/Opportunities/Objectives/Strategies

Problem/Opportunity	Objective	Strategy
1. Identity/Branding Goal III of the Economic Development Section of the 2009 CRA Plan states "market the Redevelopment Area as a major destination point" and outlines 5 areas that include working with the Chamber of Commerce to market assets, ensuring funding for campaigns and promotional efforts, maximizing marketing opportunities, projecting the area as a safe and exciting place encouraging business and family patronage and finally, promoting the area as a "unique center with activities that include a full range of commercial, office, institutional, community, residential, neighborhood service facilities, arts and entertainment. With a brand and tagline in place and a developer chosen for the City Center Site, it is imperative to continue to manage the brand and enhance a positive community image both locally and regionally in order to spur interest and desirability in the redevelopment area.	Manage the identity and brand for the MCRA district.	a) Ensure the brand is consistently used across all promotional channels and portrays a strong singular message that increases awareness, interest and desirability of Margate. b) Identify and promote the existing assets of Margate, 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) The MCRA currently owns 36 acres and 90,000 square feet of commercial space in what will become the Margate City Center. This property is approximately 80% occupied. Goal II of the Economic Development Section of the CRA Plan specifies that the MCRA will invigorate the business community and revitalize existing commercial properties. Surveys indicate that residents leave Margate most often for restaurants (46%), concerts (34%), and festivals (18%), and only 24% of survey respondents rated the quality of restaurants in Margate as a 9 or 10 based on a 10 point scale (10 being the highest). Seventy-nine percent (79%) of businesses located in the CRA district stated they would like to see more restaurants in Margate.	a) To attract new target uses to the downtown district that will support the development of the City Center project and fulfill the projected demand.	a) Create a marketing and public relations campaign to market the area to unique businesses and developments not found within the current primary market. Update business attraction tools (collaterals and programs) to promote the area and offer business attraction incentives.
B) The total number of businesses within the MCRA is over 1,300. A survey was distributed to all businesses to establish a baseline for evaluation, but returned with a low response rate of only 14 merchants. Some of the businesses currently located in the downtown MCRA owned properties are target uses, frequented by residents on a regular basis	b) To retain and potentially expand target businesses within the area.	b) Create and implement a merchant assistance, entrepreneurial development and/or educational programs to facilitate improvements to the business both visually and operationally. Develop creative cross-promotional programs with participants.

Problem/Opportunity	Objective	Strategy
3. Customer Base, Cross Promotion, Advertising and Events		
A) The MCRA currently hosts a seasonal monthly event, Sounds at Sundown. The event includes music and food trucks and is held in the downtown City Center area on the NW corner of Margate Boulevard and 441. This event is well attended, drawing 54% of attendees from within a 5 minute drive time. Event intercept survey results indicate that 63% of respondents rate this event as a 9 or 10, with 10 being the highest rating, however, only 22% of respondents rate entertainment in Margate as a 9 or 10 and, 31% rate atmosphere as a 9 or 10. The 2012 Community Preference Survey findings indicate that residents mainly leave Margate for concerts (34%), art festivals (18%) and live theater (15%).	a) Increase the customer base for local MCRA businesses	a) Promote the City Center 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) • special coupons/offerings and online promotions via social media or other online promotional tools. Evaluate impact of programs through event, intercept and/or phone surveys.
B) Event intercept survey results during 2015 specify that 54% of patrons would like to see local business sponsors or vendors at the event. The Sounds at Sundown event, which runs for six months of the year. In August through November, the MCRA sponsors an event Margate Under the Moon. Local businesses are encouraged to participate in the Margate Marketplace with exhibitions and promotions.	b) Improve public perception related to entertainment offerings and overall atmosphere at Margate events	b) Produce the Margate Under the Moon series and determine feasibility for continuation in 2016.

Problem/Opportunity	Objective	Strategy
4. Directional and Wayfinding Signs A) Wayfinding signage is a vital element of defining a sense of place. Currently, the City of Margate has entry feature monument style signs, but lacks additional signage designating the downtown/City Center area and other areas of interest, civic and recreational uses throughout the City. Private developers of the City Center site will likely include wayfinding within the development, but it is important that visitors identify the development with the City as a whole and City Center as the "downtown" anchor with a unique sense of place. A Request for Proposal is scheduled to be issued during the first quarter of FY2015/16. Community identity and messaging can further be reinforced throughout the City of Margate with the consistency in signage, entry features and neighborhood and park signage.	a) Create and install wayfinding signs	a) Work with a contracted design firm to develop the conceptual design of wayfinding signs and contract with a sign company to manufacture and install the wayfinding sign package to direct pedestrian and vehicular traffic to their destinations utilizing the brand components.

VI. Tactics Detail & Budget

1.	**Program Title: Identity/Branding**	**Budget: $61,000**
A.	**Strategy:** Manage the identity and brand for the MCRA district: Ensure the brand is consistently used across all promotional channels and branded campaigns continue to portray a strong singular message defining the redevelopment area and encourages awareness, interest and desirability of Margate.	
a.	Attend all image committee meetings to manage the brand and ensure it is being used consistently across all channels.	Mktg. Staff
b.	Develop a database of "lifestyle photographs' for collateral and promotional materials.	$1,000.00
c.	Create two new scrim banners consistent with the brand and image of Margate to be utilized to market the area at conventions and tradeshows.	$1,000.00
d.	Design, print and install additional street-pole banners to compliment the current branded banners utilizing the "lifestyle photographs".	$5,000.00
B.	**Strategy:** Identify and promote the existing assets of Margate, businesses and available properties through multiple advertising outlets (website, social media, online newsletters and print collateral, ICSC, FRA and other conferences).	
a.	Maintain Facebook, Google Places, Meet-Up, Twitter and other appropriate social media accounts and link participating downtown and nearby business websites to the digital media. (Development and management $1,500 per month – paid advertising $300 - $600 per month).	$24,000.00
b.	Create a branded Margate CRA website.	$20,000
	Create a branded CRA promotional video that markets the redevelopment area to residents outside of Margate and creates "buzz" about the upcoming City Center Project (Partner with New Urban).	$10,000
c.	Review Google alerts daily regarding any press received by Margate. Leverage press to support brand awareness. (ongoing).	Mktg. Staff

2.	**Program Title: Business Retention/Attraction and Communications**	**Budget: $25,000.00**
A.	**Strategy:** Create a marketing and public relations campaign to market the area to unique businesses and developments not found within the current primary market. Update business attraction tools (collaterals and programs) to promote the downtown area and offer business attraction incentives.	
a.	Update branded collaterals (print and digital) to market MCRA district and the City Center at ICSC and other developer and business meetings/seminars and conventions, as well as promote the assets of doing business in Margate.	$5,000.00
b.	Identify trade publications, based on the development of the brand that targeted publications for appropriate business types (ie; culinary arts district – Edible Magazine, tourist district – TravelHost, etc…).	$10,000.00
c.	Create marketing incentive programs such as a cooperative advertising campaign or events and promotions assistance program to add a competitive advantage for new businesses to choose a Margate location. (may be combined with B.f. below)	$2,000.00
B.	**Strategy:** Analyze the viability of existing target uses. Create and implement merchant assistance, entrepreneurial development, and/or continuing education programs to facilitate improvements to the business visually and operationally. Develop creative cross promotional programs with participants.	
a.	Continue to gather additional responses to the business survey to analyze the status of business, determine existing customer profile and draw and establish baseline for evaluation.	Mktg. Staff
b.	Coordinate with Chamber to host quarterly merchant and property owner meetings to address issues, share ideas, educate and expand business retention and attraction efforts. Establish schedule by 2nd quarter and promote annual meeting schedule. Send email reminders prior to each meeting and post on all social media sites. Invite guest presenters.	$3,000.00
d.	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. (ie; package business specials and collateral for distribution at CRA events); utilize the Chamber of Commerce as a partner and resource.	Mktg. Staff
e.	Continue the 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 relevant to retail business strategy and marketing trends.	Mktg. Staff
f.	Develop merchant assistance or educational program(s) based on needs identified through survey results (may be combined with A.c. above).	$5,000.00

3.	**Program Title: Customer Base, Advertising & Events**	**Budget: $60,000**
A.	**Strategy:** Promote the district to an existing customer base to encourage repeat visits and to new customers through: • cross promotional opportunities • merchant and customer communications (email/direct mail/advertising) • enhancing and expanding the seasonal special event program through Margate Under the Moon and the continuation of annual events • Special coupons/offerings and online promotions via social media or other online promotional tools. • Evaluate impact of programs through event, intercept and/or phone surveys.	
a.	Build on existing resident database (collect emails and zip codes at every meeting or event through sign-in sheets or register to win campaigns).	Mktg. Staff
b.	Continue monthly e-newsletter promoting events and happenings in downtown Margate and highlighting a business category (i.e. restaurants, services, retail) - tie monthly features to public relations efforts, 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.	(promotional advertising budget included in social media budget)
c.	Review USPS Every Door Direct Mail opportunities and determine best application for 2 direct mail campaigns (approximately 10,000 pieces per mailing).	$5,000
d.	Host the monthly Sounds at Sundown events with Parks and Recreation Dept . Represent the MCRA by manning a booth to collect resident emails, host a register-to-win contest promoting local businesses, conduct surveys, and provide information on the City Center Project as well as other MCRA projects and plans.	$25,000
e.	Host the October/November Margate Under the Moon event. Evaluate the Margate Under the Moon Event Series. If successful, continue for the months of August – November 2016. Increase local business participation through continued communications and surveys if necessary.	$30,000

4.	**Program Title: Directional and Wayfinding Signs**	**Budget: TBD**
A.	**Strategy:** Work with a contracted design firm to develop the conceptual design of wayfinding signs and contract with a sign company to manufacture and install the wayfinding sign package to direct pedestrian and vehicular traffic to their destinations utilizing the brand components.	
a.	Review existing sign locations and current sign code.	City/CRA Staff
b.	Identify current locations that are available and conducive to the installation of signs to support awareness of the brand.	City/CRA Staff
c.	Issue an RFP for wayfinding design and routing master plan services first quarter 2015/2015.	City/CRA Staff
d.	Design and install wayfinding signage.	TBD

VII. Evaluation of Initiatives / Objectives and Results

FY 2014/2015

Objective

1. To create an identity and brand for the Margate Redevelopment Area that is representative of the City of Margate and its potential and that will create and enhance a positive community image among local and regional residents and spur developer interest.

Result

A logo and tagline were adopted after several public input meetings, staff meetings and commission presentations that illustrate community pride and underlying themes of how residents feel about the City of Margate. The branding process was broadcast on Channel 10 News as a major headline. A brand launch event entitled "Celebrate Margate" took place on November 15th, 2014 to unveil the new logo, engage the community and build excitement about the future of Margate. A comprehensive marketing package and campaign that promote the theme and brand of the area was put into place including the installation of new branded pole banners, creating a sense of identity and place. Several branded collateral pieces were created to convey a singular message about Margate. The first-ever Margate CRA Facebook page was created and launched on June 1st, 2015 to further develop and support the brand while garnering interest in the Margate CRA, upcoming redevelopment projects and engaging the community through allocating a space for the exchange of information. Through the creation of a Facebook page, people recognize each other's existence as parts of the "whole" and share a set of common practices and experiences in Margate, because: Together We Make it Great.

Objective

2. Wayfinding Project.

Result

A Request for Proposal is scheduled to be issued during the first quarter of FY2015/16.

Objective

3. To attract new target uses to the downtown district that will support the development of the City Center project and fulfill the projected demand.

Result
Branded collateral pieces were developed to promote Margate's assets, businesses and available properties. Collaterals included an annual report, façade improvement brochure and a customizable pocket folder complete with facts and information about Margate. Collateral pieces were distributed at various conferences including the International Council of Shopping Centers (ICSC) National Conference in May and the Florida ICSC Conference in August to promote Margate to unique businesses and developers not found within the current primary market.

Objective
4. To retain and potentially expand target businesses within the area.

Result
An online survey was created and a direct mail piece was sent directing 1300+ businesses in the MCRA district to participate in the survey. While only 14 businesses responded, staff analyzed the status of the businesses, determined the existing customer profile and established a baseline for evaluation. Of those who responded, forty-three percent (43%) reported that their primary means of advertising is through word of mouth, with only fifteen percent (15%) utilizing print advertising. When asked what assistance would be most useful in promoting their business, forty-two percent (42%) stated that print advertising would be the most helpful. Upon review of these findings, a co-op advertising opportunity was created for MCRA businesses at the low cost of $20 per ad block in the Coral Springs Forum for the months of May - September 2015. Starting with four participating businesses in June, eight chose to participate in July's co-op, doubling in popularity. In a survey given to measure the effectiveness of the ad, one-hundred percent (100%) responded that they would participate in another co-op advertising opportunity. It should be noted, outreach efforts to businesses will continue in FY2015/2016 to gather information based on the survey questions.

Seventy-eight percent (78%) of merchants responded that they would be willing to participate in monthly events to promote their business. Beginning in August 2015 through November, Margate under the Moon will take place on the second Saturday of each month to support local businesses within the MCRA district. An allotted area known as the "Margate Marketplace" is made available to MCRA businesses in which they have the opportunity for a booth to promote their business (pass samples, sell items, display collateral, etc.) all at no cost. This marketing opportunity gives local businesses the chance to gain exposure in front of hundreds of potential buyers.

Fifty percent (50%) of merchants replied that they would be willing to participate in merchant meetings and sixty-seven percent (67%) stated they would enjoy business-to-business networking opportunities. On August 3rd, 2015, the MCRA hosted an educational Executive Business Seminar tailored to small businesses in the MCRA district. The seminar featured prominent speakers from the worlds of public relations, social media, design, marketing and customer service, the seminar was designed to help local businesses soar to the next level. During the seminar, business owners had the opportunity to talk one-on-one with the panelists, learn about the Margate Chamber of Commerce, and discuss banking options with Wells Fargo expert small business coaches and meet with other industry representatives.

In review of the Business Tax Receipts (BTRs) and outreach to local businesses, the first MCRA business email database was developed and is growing. A monthly branded business e-newsletter was created in March 2015 to inform businesses and property owners about upcoming meetings, notices and important information. Resourceful information from ICSC, Smartbrief and other business news outlets that are relevant to retail business strategy and marketing trends are also included. In addition, merchants are encouraged to provide information to promote any specials, happy-hours or deals for the e-newsletter that is sent out to Margate residents (detailed under number five below).

Objective

5. Increase the customer base and event attendance in the Margate City Center/Downtown area and improve public perception related to entertainment offerings and overall atmosphere.

Result

During the monthly Sounds at Sundown events, the MCRA manned a booth to collect resident emails, hosted a register-to-win contest promoting local businesses, conducted surveys, and provided information on the City Center Project and other MCRA projects and plans. A weekly branded e-newsletter was created and is sent to the growing email database averaging at a thirty-five to thirty-seven percent (35-37%) open rate, well over the national average of just eight-teen percent (18%). Local business' coupons and specials are included in the e-newsletters and on the MCRA social media page. The Sounds at Sundown event, which runs for six months of the year, is now supplemented with the event series Margate Under the Moon (referenced above) creating consistency and additional opportunities for people to come to the downtown area and learn more about businesses in Margate and all that Margate has to offer.