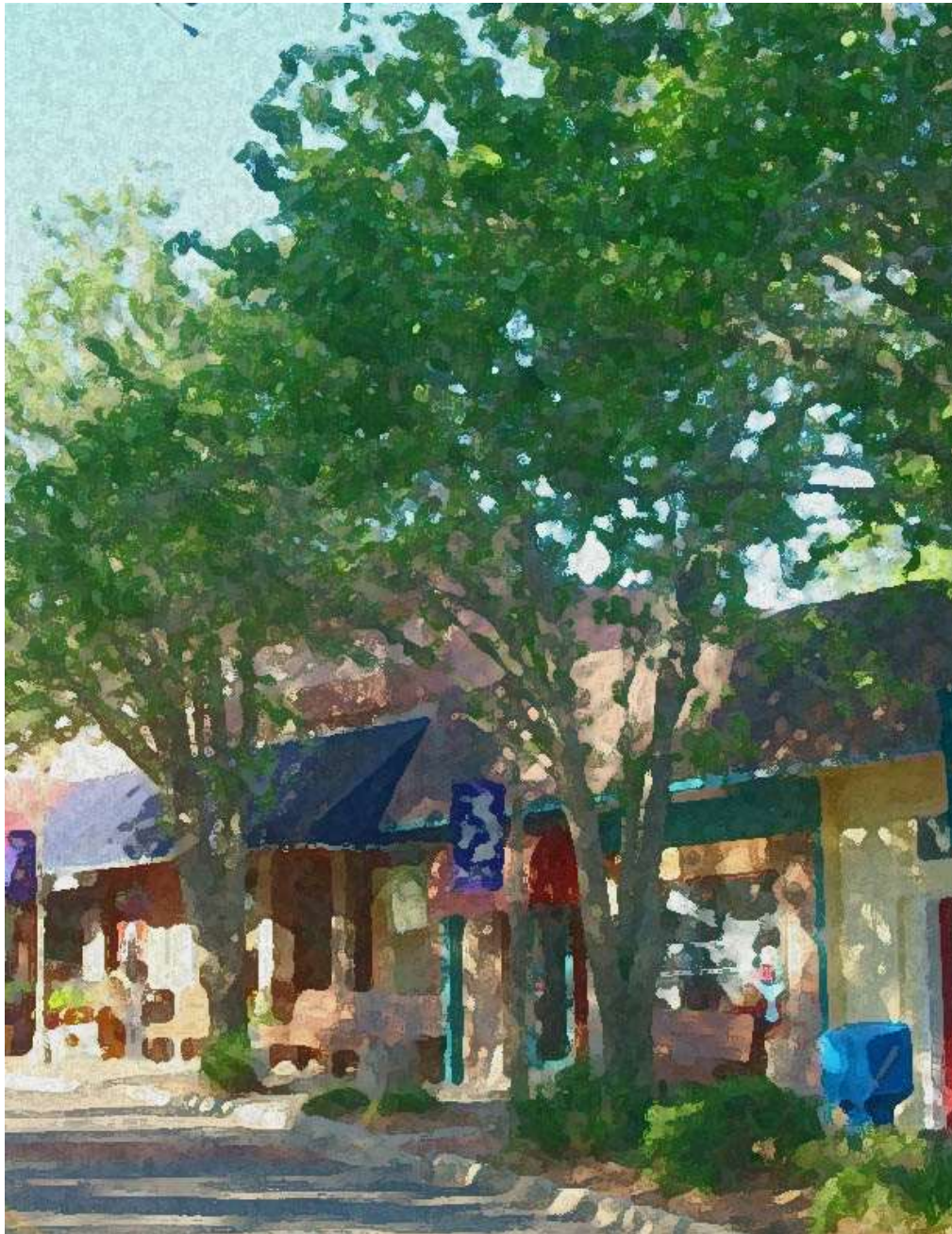


# Alachua Community Redevelopment Agency Market Study & Economic Development Implementation Plan 7/16/2016



REINVENTING YOUR CITY

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REINVENTING YOUR CITY

# Executive Summary

This Market Study/Economic Analysis of the CRA Main Street and Downtown of Alachua includes analysis of the potential for future new businesses, opportunities and activities to draw visitors, branding, and recommendations for implementation of our findings. It includes a collection of demographic and lifestyle data, retail spending and sales, and consumer trends organized by their respective influence on one of the five key drivers of economic development. Stakeholder input collected through online surveys and one-on-one meetings supplements the research. Mapping, imagery and GIS analysis are also included.

Economic development is building wealth in a community, encouraging economic growth and improving quality of life. This is accomplished by implementation of actions that influence the five key drivers of economic development: Land, Labor, Markets, Capital and Regulation, and each community's ability to influence these drivers is different.

This study provides recommended strategies and initiatives as requested by the City to revitalize Main Street and the Community Redevelopment Area, enhance the character of downtown, provide for business retention and expansion and market the uniqueness of downtown Alachua. The goal of the revitalization of Main Street and Downtown is to bring a new dimension of the quality of life offered by the area, which has a direct influence on new jobs and businesses throughout the entire City.

***The specific initiatives recommended for the Downtown District include the following:***

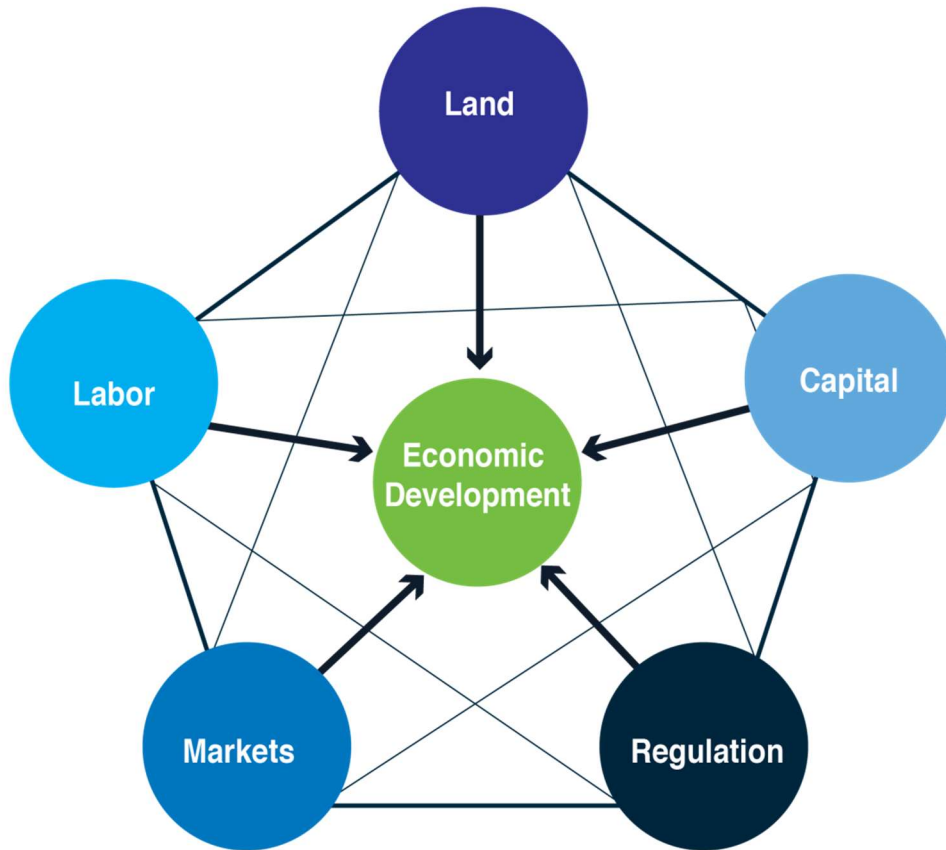
- 1. Implement a retail attraction branding, marketing and messaging program.***
- 2. Create a staff position that is responsible for the Downtown District.***
- 3. Target specific uses for downtown, including coffee shops, antique stores, breweries, recreational and sporting goods purveyors.***
- 4. Host regular events in the Downtown District through vision partnerships with the business community.***
- 5. Implement a Facade Improvement Grant Program.***
- 6. Target a business hotel for the area.***
- 7. Target additional residential development in the surrounding area.***
- 8. Implement an incentive based program to encourage development of targeted uses.***
- 9. Improve and create interstate, wayfinding and directional signage.***
- 10. Create trails and bike trails and connect to Sun Trail.***

Our commitment is to manage the expectations, establish credibility, and deliver a respectfully realistic plan. It must be recognized that the downtown area is an amenity for the entire community. To achieve the City's desire for a lively downtown, activities and new businesses will require a different approach than previously taken by the City.

As shown in our analysis, the opportunity exists and will continue to grow, and the City should move forward aggressively to promote Downtown Alachua, target the appropriate sectors and plan for future residential growth in the immediate area. We continue to be excited about the future of Downtown Alachua.

# Analysis

The market analysis will provide a realistic assessment of the area's economic development potential and an overview of the constraints and opportunities influencing the five drivers of economic development:



RMA's review of demographic and lifestyle data, along with real estate information, housing conditions, labor market, business types, spending potential and other economic data points will enable the team to develop potential build-out scenarios that the market can support, including demand analysis for residential and commercial development that will inform the recommendations the team will make regarding zoning, comprehensive plan, and CRA plan changes.



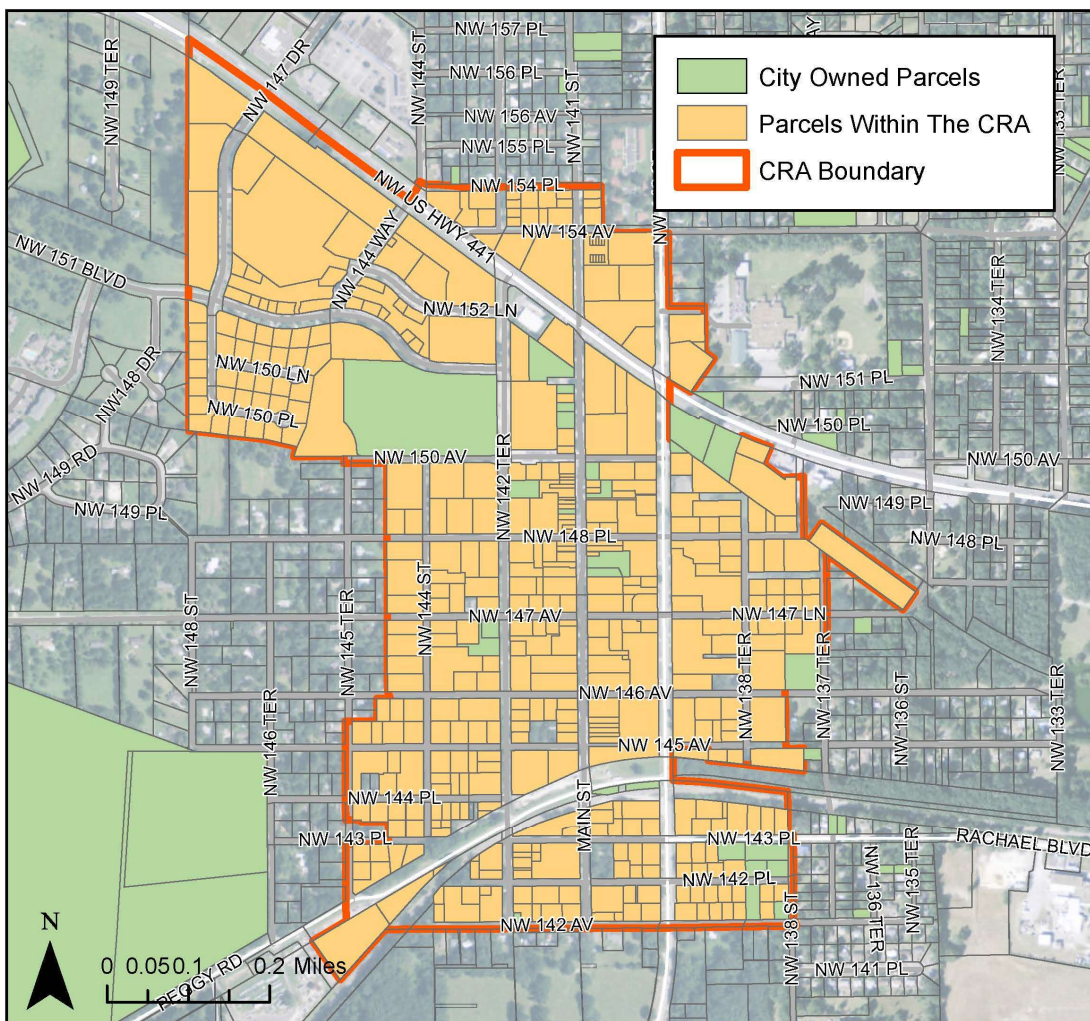
# Study Area

## City of Alachua Community Redevelopment Area

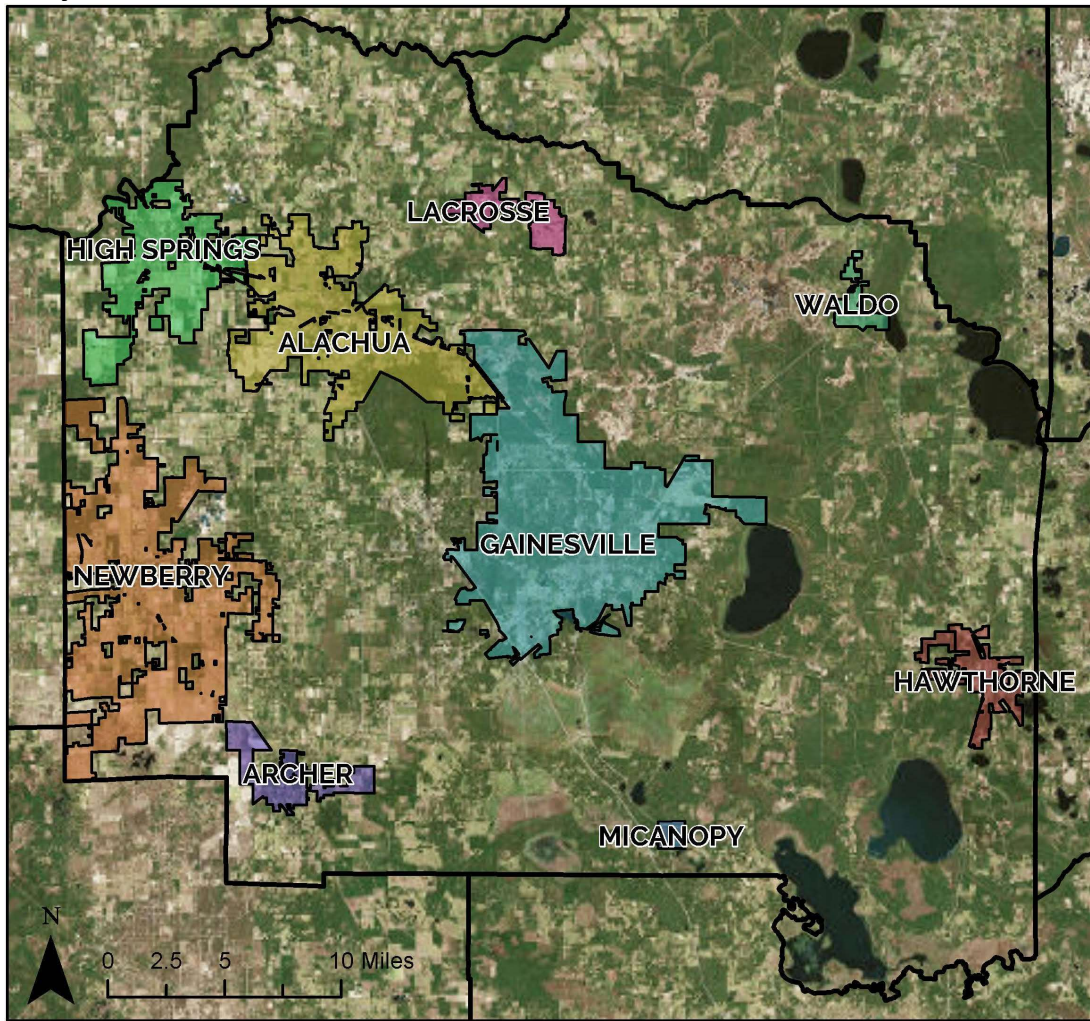
The Alachua Community Redevelopment District, encompassing 256 acres, is located within the City of Alachua in Alachua County, Florida. The Redevelopment District is defined by US 441 jogging to NW 154 Avenue to the North, NW 143<sup>rd</sup> Avenue to the South, 138<sup>th</sup> Street to the East and Nw147th Drive jogging down to NW 144 Street to the West, generally.

The redevelopment district contains the Main Street corridor and extends out to adjacent neighborhoods. The boundaries were established to focus redevelopment efforts on the area encompassing the downtown commercial core and surrounding areas of residential, recreation and office uses. Alachua is served by several major transportation arteries including Interstate 75 and US 441. Along the northern end of the redevelopment district, US 441 connects Alachua to Gainesville and High Springs. The CSX rail line runs through the southern portion of the redevelopment area, including spurs to local industrial parks. The Gainesville Regional Airport also serves the City.

## Downtown Alachua



# Alachua County





## Market Areas

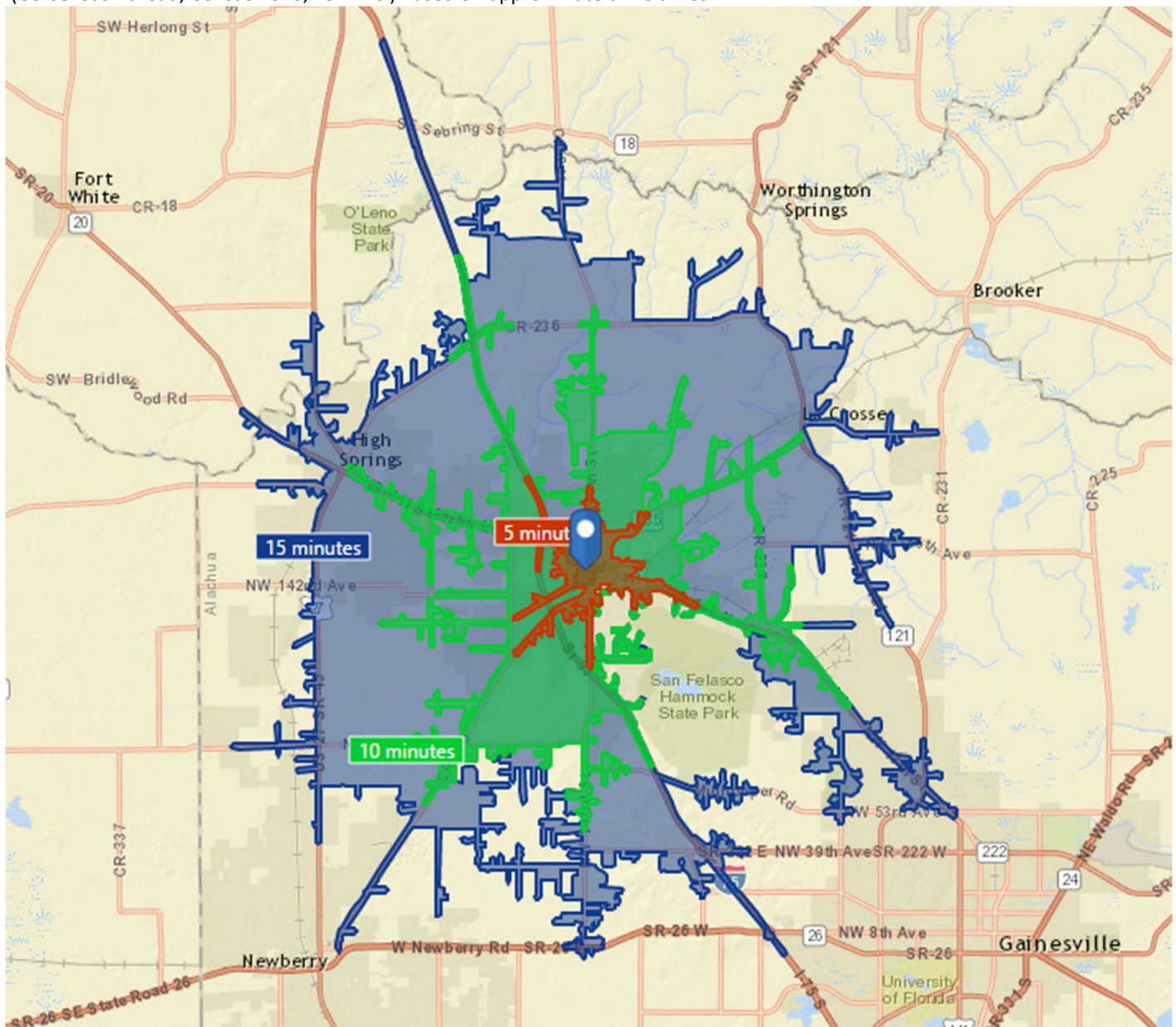
There are various potential market areas for goods and services associated with the Alachua Community Redevelopment Agency which are evaluated. These include:

- The residents of Alachua County
- The residents of the City of Alachua;
- The residents living in the CRA and within a ten-minute drive of the CRA
- The residents living in the surrounding communities of Newberry, High Springs, Fort White, and Worthington Springs; Local employees that work in, but do not live in Alachua; and the Alachua County visitor market.

### Downtown CRA Boundaries

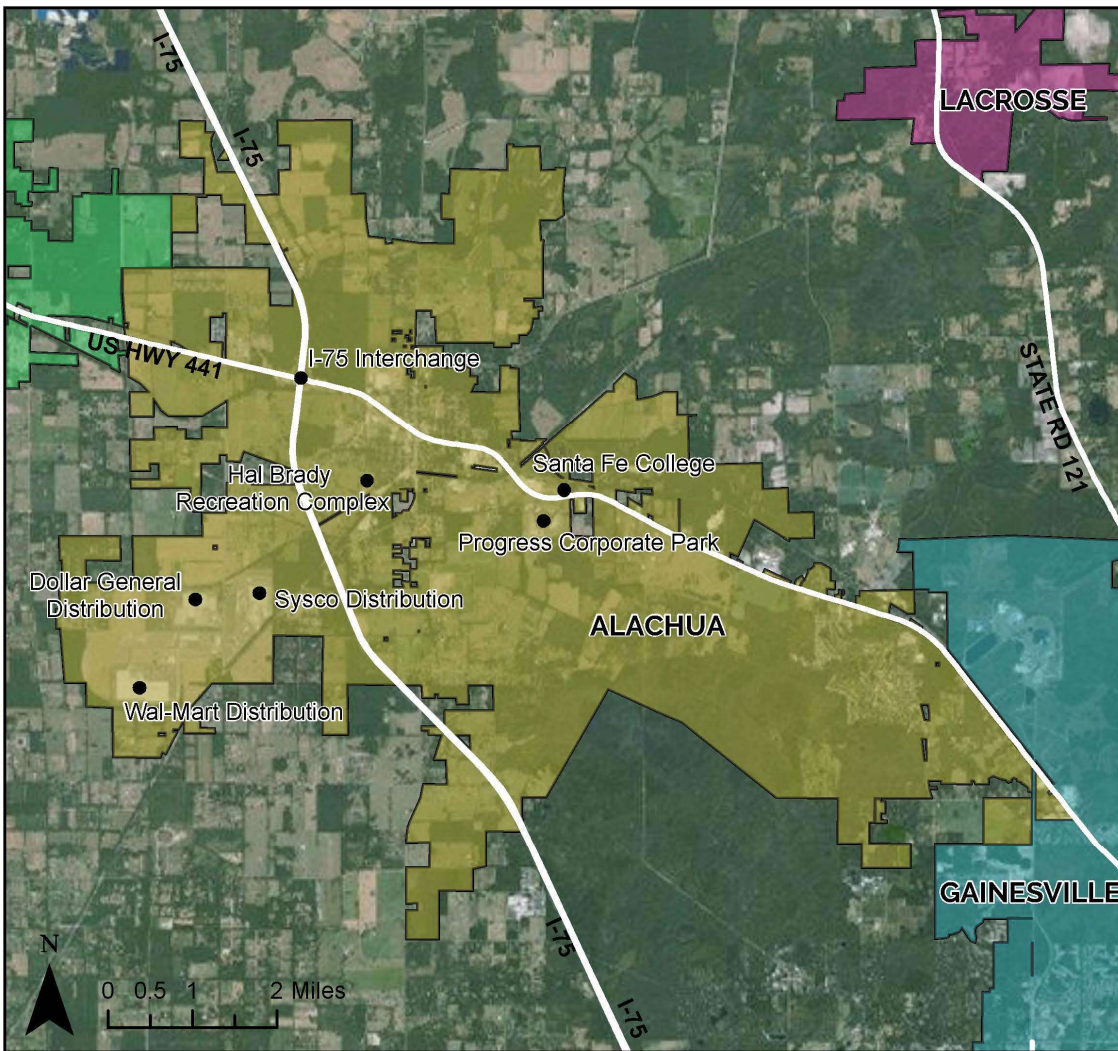
### 5-10- 15-minute drive times from the CRA

(US Census Bureau, Census 2010, ESRI Inc.) Based on approximate drive times.



# Market Area

This custom trade area delineates the area that can reasonably be serviced by businesses located in Alachua.





## Market Opportunity

This Market Assessment identifies opportunities for economic growth, redevelopment, investment, entrepreneurship and revitalization based on market reality, market demand, and market potential. The Market Assessment will support the recommendations that will be identified in the Action Plan with strategies that match market opportunities to real estate reality, community character and vision, and the regulatory environment. The market assessment will also help answer five key questions on which the Action Plan will be based:

- 1) What should be preserved that will support new investment in Downtown Alachua?
- 2) What can be enhanced to encourage economic development and investment in Downtown Alachua?
- 3) What can be exposed and promoted to attract more development in Downtown Alachua?
- 4) What can be invested in that will improve the downtown area's competitiveness?
- 5) What can be capitalized on to establish the downtown area as a good location for investment?



## Public Input

On February 25, 2015, the Alachua CRA held a Public Meeting to discuss ideas to encourage new businesses to locate in the Downtown CRA. Some of the ideas presented included:

- Review the change of use process, procedures and costs, especially in relation to historic buildings
- Review the utility deposit fees
- Review onsite parking requirements
- Consider incentives including tax and rent abatements for new businesses

Also discussed were ideas to support existing businesses which included:

- Advertising- (I-75 Billboards)
- Additional and Improved Main Street Signage
- Market Study
- Connect 241 to Main Street with signage
- Website - Business Directory, Parking Diagram
- Exit Interviews
- Traffic Study
- Marketing and Branding Program

As a result of the community's continued commitment to improve the Downtown and Main Street Areas, RMA was hired in early 2016 to conduct an assessment of the downtown/Community Redevelopment Area's current economic market and climate.

On January 25, 26, and 27 of 2016, RMA conducted several meetings with City Staff, and community stakeholders. On January 25, 2016 three Project, business attraction and economic development in general, and a discussion of development priorities. More than thirty people representatives from RMA attended the City Council meeting and were introduced to the Council members. The City of Alachua held a public input workshop on January 26, 2016 which included a formal presentation by RMA on the approach to the Alachua Downtown were in attendance at the workshop. RMA also met with the elected officials and the City Manager in one-on-one meetings on March 14, 2016. Another source of research included discussions that RMA conducted with representatives from the Convention and Visitors Bureau and the firm currently performing an analysis of tourism for the Greater Gainesville Area.

Some of the key themes identified during the workshop, our meetings with Council, and our individual meetings with stakeholders included:

- The downtown area and Main Street are unique and authentic.
- There is a need to attract retail, entertainment, and activities. Most residents of Alachua must leave the city for many commercial activities and shopping.
- The two festivals held annually draw thousands of attendees and are enjoyed by the community, however provide limited direct benefit to the downtown businesses.
- The importance of Progress Park and Commerce Park cannot be overstated.
- Downtown Alachua is a hidden gem that is ripe for revitalization.
- The historic designation of the downtown is important and could be expanded.
- Arts and culture are important to revitalization and to the vibrancy of the community.
- Sports and outdoor activities are big components of the lifestyle of the Alachua community.

Key issues that were identified during RMA’s meetings and interviews with stakeholders included:

- Events currently must rely on volunteers.
- There is a need for a professional coordinator for these events and others.
- Alachua has significant opportunities that can help brand the area for commercial investment.
- Recreation and the nearby parks and event destinations are key drivers for the area, although not utilized fully.
- The downtown has several vacancies, and the lifespan of businesses that locate downtown is sporadic. There is no true hub of activity for the downtown.

Public and stakeholder input pointed to the need for a clearly defined identity and brand for Downtown Alachua. While “The Good Life Community” describes the city’s sense of small town charm and friendly atmosphere, a clearly defined targeted message with a strong comprehensive campaign was a common thread in our public input sessions and surveys. Business survey respondents indicated that the area is in transition and there exists a lack of cohesiveness. What will it take to catapult the downtown area into a thriving hub of social activity?

### Development

Development that is respectful of the natural cultural and historical assets is important. There was concern expressed that there is not enough attention being paid to ensure that cultural and historic assets are identified and catalogued prior to development. The historic Meyer and Ivy Homes are both in downtown Alachua, and provide opportunities for special events venues, and lodging opportunities. Both properties reflect the historic charm of downtown Alachua and stakeholders agree are tremendous assets for the community.



### Infrastructure

Parking is a significant issue for the downtown area and was often the most discussed topic among business owners. Business owners of properties that do not front Main Street were concerned that there was no connectivity between the entire downtown district and those efforts were focused primarily on the Main Street corridor. Street lighting, landscapes and streetscapes were mentioned as improvements needed on connecting streets to Main Street and the downtown.



## Quality of Life Challenges

The movement of the population to more rural and suburban areas has changed the landscape of downtown areas across America, and especially in cities such as Alachua. Some discussion was held about encouraging more residential development in the surrounding downtown area to encourage activity in the area.

While the two festivals that are held Downtown are very successful from an attendance standpoint, the need for more regular events to happen was a common theme from all of the attendees, our interviews and our surveys. These festivals are enjoyed by the community; however, business owners commented that they do very little to support the downtown businesses.

The restaurants in the downtown area have good steady business. These businesses have survived by continuing to understand the needs of their customer and catering to the individuals and families that enjoy their service. The restaurants that have closed have had operating issues, or business models that did not anticipate the time it takes to build a clientele in a community of 10,000 people. They also were not as knowledgeable professionally to take advantage of the opportunities that exist with the corporate catering, delivery and afterhours events that typically are common in an area such as Alachua.

Another common theme in our research that emerged regularly was the need for marketing and branding of Alachua. It was refreshing to learn that there are very few negative impressions of Alachua; in fact, it seems that the community as a whole embraces the Good Life.

## **Summary**

In summary, the most significant issues raised by the community are parking, the image of the community, the downtown vacancies, and the need to promote the City in broader media outlets and throughout the state and southeast.

# Analysis

## Current Investment Driver Conditions and Market Potential

This market analysis evaluates six areas: the five drivers of investment and economic development (Land, Labor, Capital, Markets and Regulation), and also provides estimates of Market Demand and Market Potential.

### Investment Driver: Land

In the Downtown District, there is a mix of retail, office and restaurant uses. These historic buildings require significant improvements to ready them for use in today's commercial market. This additional expense and the time required for permits tends to drive rents lower than similar sized properties on US 441, and increases the time required for potential new businesses to open. These are both detriments to investment in the downtown area. There are no incentives to encourage redevelopment, which is costly and time consuming, with little upside for the developer or property owner.

### Residential Real Estate

Within the City of Alachua the main residential subdivisions include: Turkey Creek, StagHorn, and Brookpoint. There are a variety of housing options from luxury estates to modest income homes. Subdivisions within the nearby area include Heritage Oaks and Oak Ridge Crossing with median listing prices of \$279,900 and \$289,900 respectively.

There are approximately 186 dwelling units located within the Redevelopment Area. In the Alachua market area which includes Gainesville there are 316 apartments for rent.

### Market Conditions: Alachua Residential

#### Housing Availability

	Housing Units for Sale	Housing Units for Rent
City of Alachua	229	11

#### Housing Pricing

	Alachua	Gainesville
Median Home Price	\$159,900	\$134,400
Median Rental Price	\$1,350	\$1,295

Rental prices have increased steadily month-over-month for the past year.

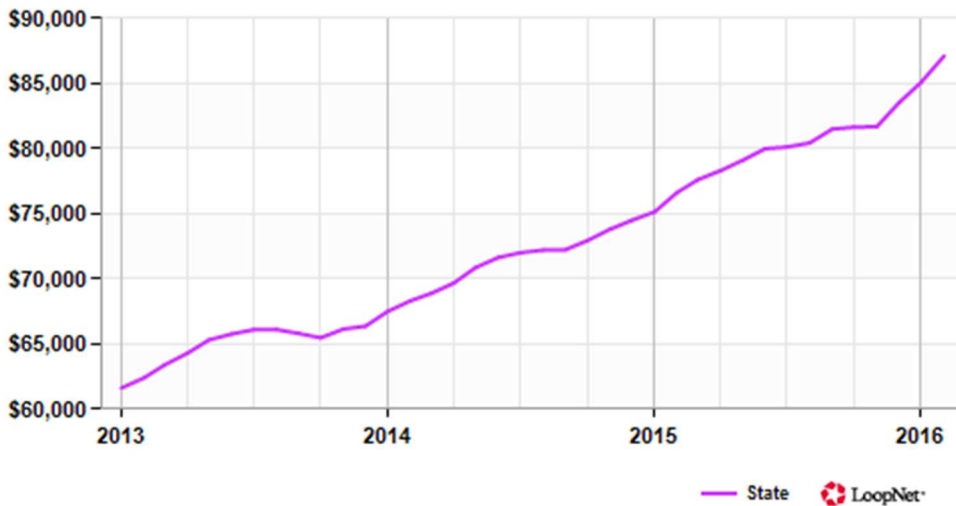
(Realtor.com. and Trulia April 2016)

# Commercial Real Estate Market Characteristics

There are approximately 179 commercial parcels within the City of Alachua, according to the Property Appraiser. The historic downtown is represented by the central business district classification. According to the business tax receipts, there are 530 businesses located in Alachua.

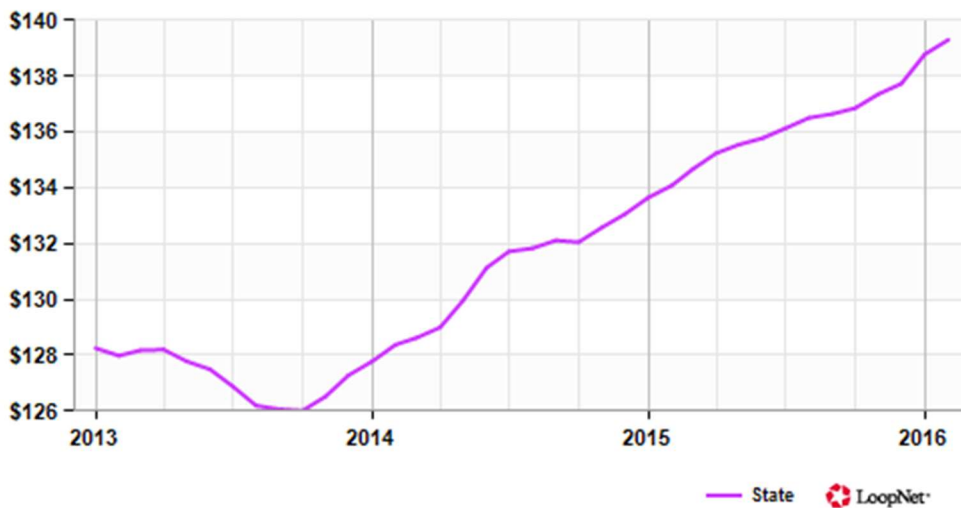
## Multifamily Property Asking Price Index - Sale Trends

Asking Prices Multifamily for Sale Alachua, FL (\$/Unit)



## Office Property Asking Price Index - Sale Trends

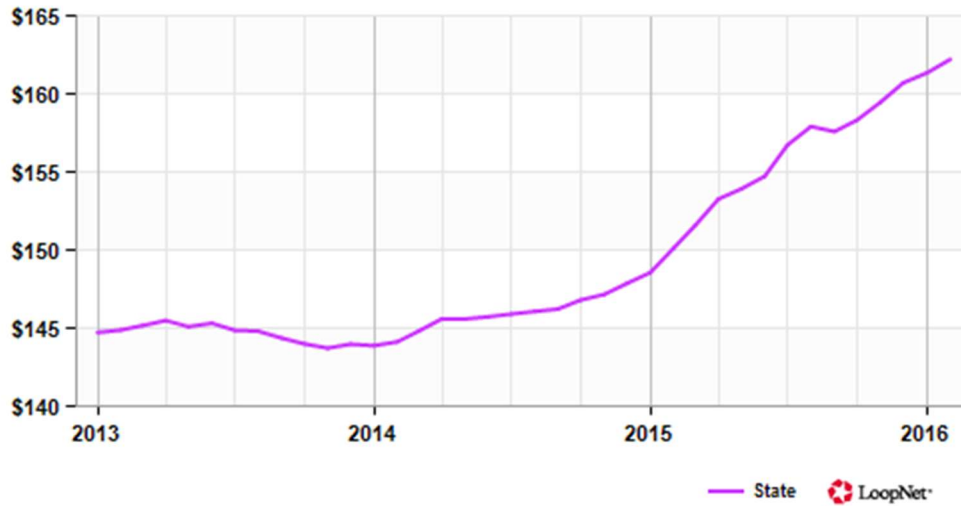
Asking Prices Office for Sale Alachua, FL (\$/SF)





## Retail Property Asking Price Index - Sale Trends

Asking Prices Retail for Sale Alachua, FL (\$/SF)



### For Lease Within the CRA

14906 Main Street	2200 SF	\$9.50 psf	\$1735.00 month	Vacant since November 2015,
14841 Main Street	4347 SF	\$11.00 psf	\$4000.00 month	Restaurant, Bar Former Bubba Que
14910 Main Street	1800 SF	\$12.00 psf	\$1800.00 month	Newly renovated

### For Sale Within the CRA

14822 Main Street	6093 SF	\$329,000	Valerie's Loft
14603 Main Street	5345 SF	Off market	The Ivy House, B&B, Restaurant
14713 Main Street	5896 SF	\$600,000	Historic Meyer Home
14956 Main Street	2864 SF	\$349,000	Jake's Bistro

### City Owned Main Street and Downtown Parcels

15120 Main Street	1.01 Acres		Vacant
Main Street	.23	Parcel 03594-001-000	Vacant
Main Street	.23	Parcel 03594-001-000	Vacant
Main Street	1.28	Parcel 03597-000-000	Vacant

## **Investment Driver: Labor**

Alachua County's largest employment industries are government, health services and private education, professional and business services, and transportation, utilities, and trade; the highest paying jobs in Alachua County are in information services, education, biotechnology, health services and government.

Alachua County unemployment rate is 4.1% as of January 2016 and it has access to a significant workforce population. The average commute time in Alachua is less than twenty minutes. The total growth in gross regional product for the Gainesville Region outpaced the U.S. growth by more than 10% over the past 15 years.

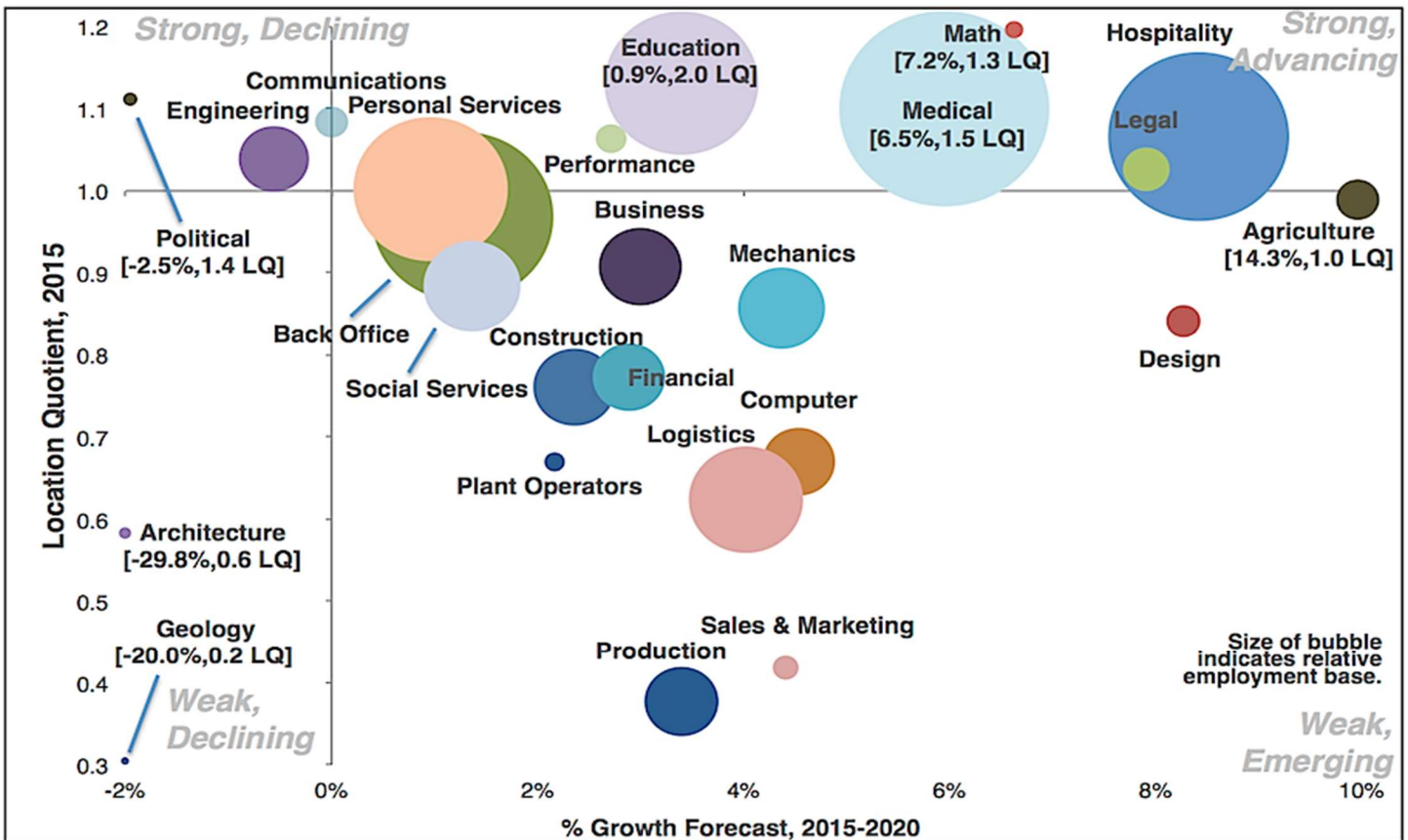
Progress Corporate Park and the University of Florida Biotechnology Incubator are hubs for biotech industry and growth in Alachua County and the nearby communities. Progress Park is anchored by the University of Florida's Sid Martin Biotechnology Incubator, RTI Surgical, Intermed and Nanotherapeutics, Banyan Biomarkers and Axogen. Recently Governor Rick Scott visited Alachua to celebrate Nanotherapeutics \$250 million expansion.

Alachua Commerce Center is the home to three major distribution centers and has room for additional growth. The ownership is a major land developer, with the expertise and financial capability to assist new development.

These two major activity centers are important sources of opportunity for Downtown Alachua. As both areas experience significant growth and expansion, the residential market will need to expand to accommodate new employees and their families, as well as service providers for these businesses.

Nearby Santa Fe College and University of Florida provide labor resources, however without a well-defined quality of life opportunity, and new residential product, graduates may opt for other opportunities outside of the area. Santa Fe College was awarded the 2015 Ashen Prize for Community College excellence. Santa Fe High School is an A School with 1200 students, 250 of whom are local. They provide 3 magnet programs for Biotech, AG Science and Vet Techs. The advanced middle school students are bused to the high school to participate in the magnet program and the upper level math and foreign language programs.

## Occupation Clusters: Gainesville / Alachua County



Source: Headlight Data calculations; data from EMSI

In 2015, a corporate site selection company for Fortune 500 companies identified Alachua as one of the top 40 top small cities to lure advanced manufacturing companies.

Progress Commerce Park, home to the third largest bioscience companies in Florida, is less than 5 minutes from downtown Alachua. Nanotherapeutics was recently in the news highlighted by their \$250-million-dollar manufacturing facility and the creation of 150 new jobs. Another recent announcement is the merger of Florida Biologix and Brammer Biopharmaceuticals into a new company called Brammer Bio, creating 30 new jobs at this company.

The three major distribution centers located in Alachua, WalMart, Sysco, and Dollar General are among the top ten tax payers in the county.

Our survey of the business community indicated a need for a business class hotel in Alachua, as well as conference facilities.

## Overall Conditions

### Unemployment Rate – 2014

Alachua	Alachua County	State of Florida
7.8% as of January 2014	7.6% as of January 2014	6.6% as of January 2014
6.2% as of December 2014	6.0% as of December 2014	5.4% as of December 2014
7.3% Average for 2014	6.9% Average for 2014	6.3% Average for 2014



**Workforce**

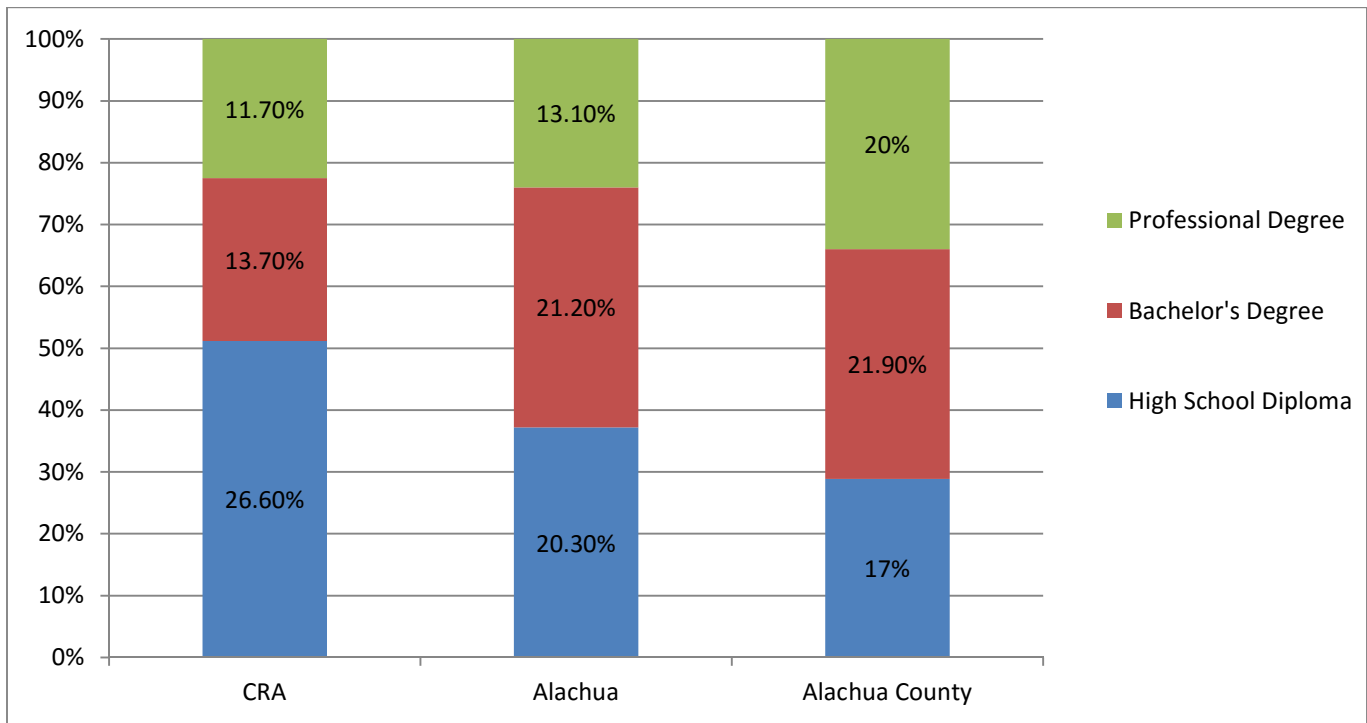
<b>LOCAL WORKFORCE</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	564	69	1,600	644	6,114
Manufacturing	957	50	1,546	986	3,906
Wholesale	1,357	52	1,742	1,129	5,265
Retail	1,187	163	2,506	1,121	17,833
Transport/Utilities	45	15	729	79	2,378
Information	82	16	178	79	3,736
FIRE	200	45	444	230	8,322
Services	742	73	1,120	747	12,058
Public Admin	319	73	1,084	389	12,568
<b>Total</b>	<b>5,460</b>	<b>557</b>	<b>11,092</b>	<b>5,436</b>	<b>72,859</b>

<b>LOCAL JOBS</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	566	69	1,600	641	995
Manufacturing	957	50	1,548	985	3,832
Wholesale	1,359	52	1,742	1,127	5,235
Retail	1,189	163	2,509	1,122	17,811
Transport/Utilities	44	15	731	77	2,335
Information	78	16	186	78	3,790
FIRE	179	35	490	133	8,411
Professional Services	737	73	1,136	750	12,091
Education/Health Care	744	117	3,479	866	72,483
Arts/Accom/F&B	543	233	1,603	739	15,703
Other Services	229	62	823	345	7,126
Public Admin	320	73	1,083	391	12,554
<b>Total</b>	<b>6,945</b>	<b>958</b>	<b>16,930</b>	<b>7,254</b>	<b>162,366</b>

## Education

2015 Population 25+ by Educational Attainment

	CRA	Alachua	Alachua County
High School Diploma	26.6%	20.3%	17%
Bachelor's degree	13.7%	21.2%	21.9%
Master's degree	11.7%	13.1%	20%



## Employment and Wages

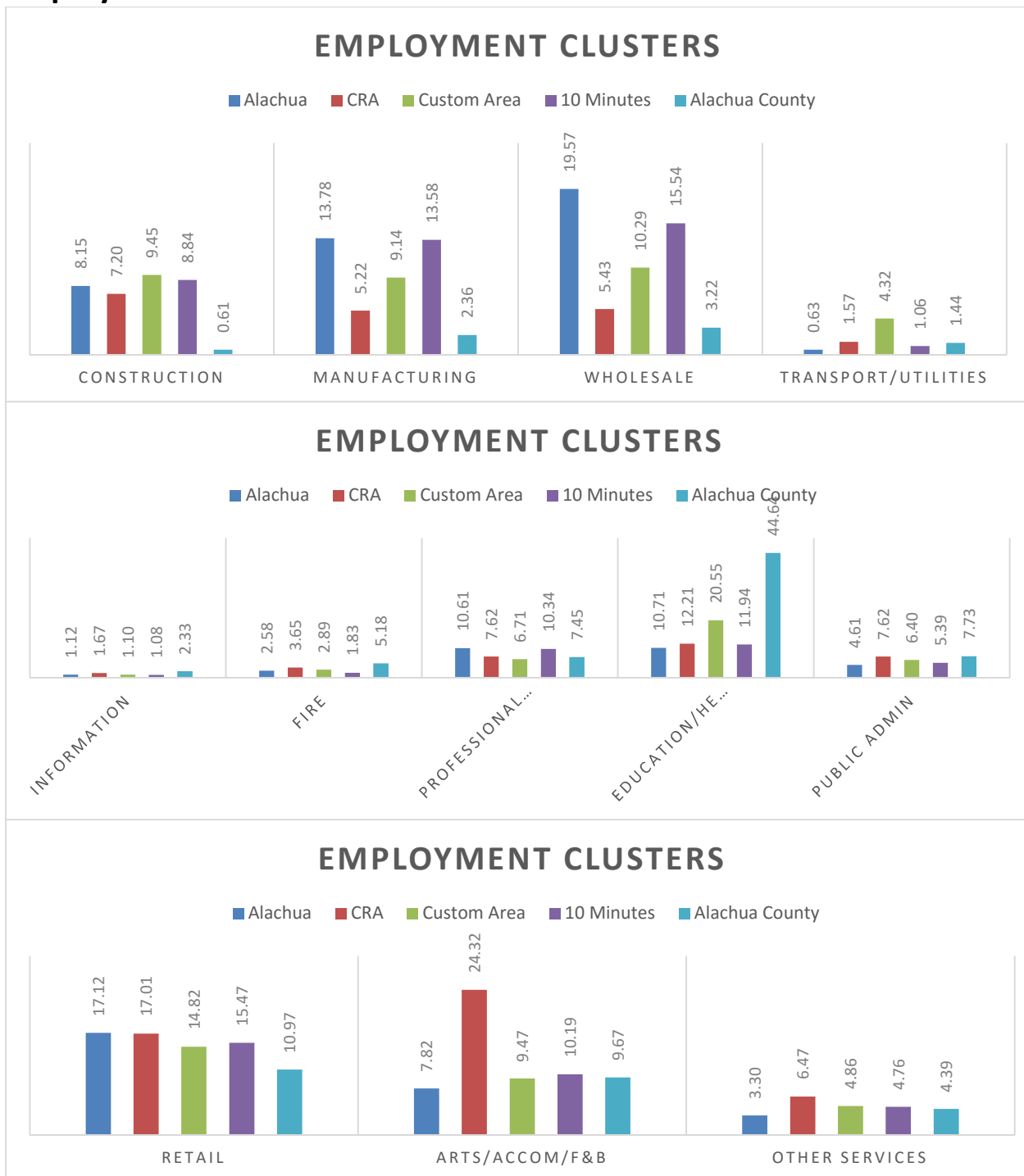
### Alachua County

Industry	Total Wages	Employment	Average Quarterly Wage
Durable Goods Manufacturing	\$45,237,360	3,574	\$12,743
Manufacturing	\$52,825,493	4,273	\$12,296
Professional and Technical Services	\$75,076,835	5,429	\$13,853
Wholesale Trade	\$39,125,053	2,464	\$15,849
Public Administration	\$61,010,950	4,556	\$13,401

Transportation and Warehousing	\$32,260,787	2,844	\$11,439
Finance and Insurance	\$51,220,930	3,821	\$51,220,930
Professional and Business Services	\$121,356,735	12,221	\$10,114
Information	\$21,222,127	1,689	\$12,582
Financial Activities	\$70,030,773	6,116	\$11,323
Health Care and Social Assistance	\$333,050,593	26,503	\$12,613
Education and Health Services	\$635,908,489	51,177	\$12,705
Construction	\$45,047,621	4,562	\$9,821
Administrative and Waste Services	\$34,953,951	6,052	\$5,980
Trade, Transportation, and Utilities	\$158,538,809	12,221	\$10,114
Educational Services	\$302,857,896	24,674	\$12,808
Other Services	\$23,464,830	3,282	\$7,271
Retail Trade	\$78,825,040	13,499	\$5,917
Leisure and Hospitality	\$62,419,453	14,587	\$4,446
Accommodation and Food Services	\$48,397,420	12,738	\$3,932

(Florida Department of Economic Opportunity)

# Employment Clusters



(US Census Bureau, Census 2010, ESRI Inc.)



## Major News and Noteworthy Accomplishments

Nanotherapeutics has invested \$250 million dollars with plans to increase their workforce to 250 employees. This 180,000 sf manufacturing facility is a state of the art biopharmaceutical company. Average wages are over \$90K.

Florida Biologix has recently merged with Brammer Biopharmaceuticals into a new company called Brammer Bio. This Alachua company has 120 employees and plans to add another 30 this year. The company has 45,000 square feet of space in three buildings in Progress Park.

Alachua was named one of the top cities in the United States by a site selection firm.

SmartMoney.com ranks Gainesville # 1 place to retire during an economic downturn

Forbes ranks the Gainesville areas in the top 25 "Best places to do business and have a career"

National Geographic Adventure magazine ranks the Gainesville area among the top 10 "Best places to live and play"

AARP ranks the Gainesville area in the top 20 "Best Places to Reinvent Your Life"

Gainesville is ranked #1 in the newest Sperling's "Cities Ranked & Rated: 400 Metropolitan Areas Evaluated in the U.S. and Canada".

# Labor and Transportation

## Job Market

### Jobs

CRA	958
Alachua	6,945
Alachua County	162,366

### CRA - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	69	6.1%
Manufacturing	50	4.4%
Wholesale	52	4.6%
Retail	163	14.4%
Transport/Utilities	15	1.3%
Information	16	1.4%
FIRE	45	4.0%
Services	73	6.5%
Public Admin	73	6.5%
Construction	69	6.1%

### Alachua - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	564	7.6%
Manufacturing	957	12.9%
Wholesale	1,357	18.3%
Retail	1,187	16.0%
Transport/Utilities	45	0.6%
Information	82	1.1%
FIRE	200	2.7%
Services	742	10.0%
Public Admin	319	4.3%
Construction	564	7.6%

### Alachua County - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	6,114	3.6%
Manufacturing	3,906	2.3%
Wholesale	5,265	3.1%
Retail	17,833	10.5%
Transport/Utilities	2,378	1.4%
Information	3,736	2.2%
FIRE	8,322	4.9%
Services	12,058	7.1%
Public Admin	12,568	7.4%
Construction	6,114	3.6%

(US Census Bureau, Census 2010, ESRI Inc.)

## Employment Industry Diversity

### Investment Driver: Capital

While most downtown businesses reported a decline in revenues during the Great Recession and for the next couple of years, they all indicated that the market had rebounded and that sales were back at pre-recession numbers. The entrance of national retailers like Lowe's to the market have resulted in the local vendors becoming specialized in their products and enjoying a higher profit from the sale of goods, while not necessarily maintaining the actual sales numbers prior to competition in the marketplace.

Nearby employment exists within 5 minutes of the Downtown District. Progress Park, a 204 Acre Medical Research Biotech Park, currently has 30 companies. This high-tech business park is comprised of 30 buildings and approximately 1200 employees with average wages of \$89,000.00. Progress Park is home to internationally recognized biotechnology firms specializing in world-leading research and discovery.

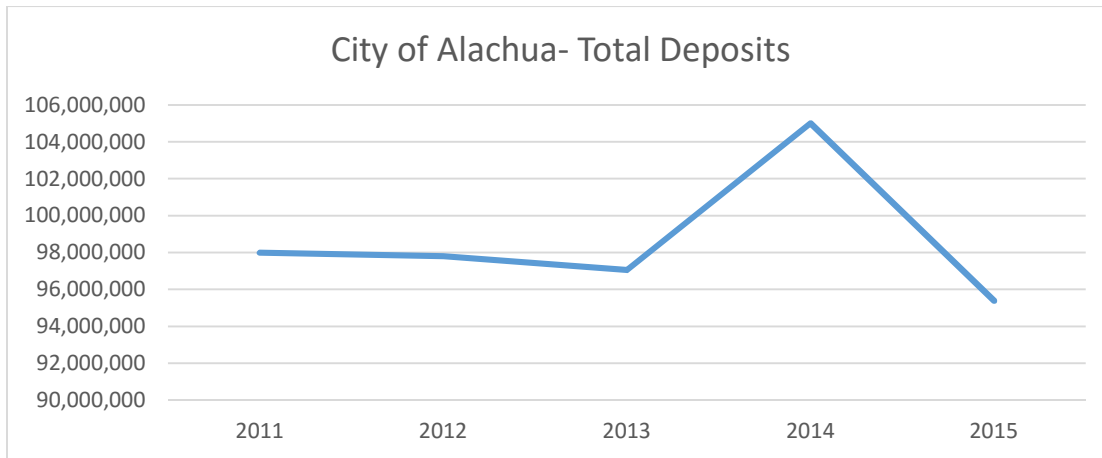
Alachua Commerce Center is an 1800 Acre Industrial Park, with three of the county's top ten taxpayers in Alachua County including Sysco Foods, WalMart and Dollar General. The developer is interested and financially capable of providing build to suit opportunities for additional companies and distribution centers.

Sandvik, a 42 acre mining drill rig manufacturing plant is based in Alachua. It is part of a global industrial business concern offering mining products and services. Another world class company that calls Alachua home is Marlow Hunter, the world renowned ship-building giant.



## Banking

City of Alachua- Summary of Deposits					
Institution	2011	2012	2013	2014	2015
Capital City Bank	47,413,000	52,327,000	51,308,000	11,563,000	55,906,000
Gateway Bank of Central Florida	13,428,000		11,549,000	55,679,000	18,906,000
Heritage Bank of the South		12,187,000			20,575,000
Alarion Bank	20,407,000	21,192,000	22,266,000	23,942,000	
PNC Bank, National Association		12,099,000	11,930,000	13,827,000	
RBC Bank (USA)	16,749,000				
<b>Total</b>	<b>97,997,000</b>	<b>97,805,000</b>	<b>97,053,000</b>	<b>105,011,000</b>	<b>95,387,000</b>





## Businesses

There are 530 businesses in the City of Alachua at the time of this study.

Data for all businesses in area	CRA	5 minutes	15 minutes
Total Businesses:	128	253	1,143
Total Employees:	1130	2,517	2,517

(US Census Bureau, Census 2010, ESRI Inc.)

## City CRA Funds

Alachua Project Legacy Park (105.68 acres) adjacent to Rec Center

March, 2016 City approved SP for proposed construction of 39,555 SF Multipurpose Center, driveway, parking and storm water management facilities. Project area is 29.71 acres. Access to subject property will be provided by a connection to CR 2054.

## Investment Driver: Markets

The median household income in Alachua is slightly higher than the different market areas studied, and housing values reflect a trend with higher values in the area, compared to the larger Gainesville market. This is due in part to the quality, age, and type of housing that exists in Alachua, as well as the school system.

There is a population market of 11,887 people living within 10 minutes of downtown Alachua and more than 251,724 living within Alachua County. Our custom trade area indicates a population of 57,173.

	1 mile	3 miles	5 miles
Total Population	3,614	7,272	11,717
Households	1,403	2,820	4,590
Median Income	\$ 50,460	\$ 53,051	\$ 56,554

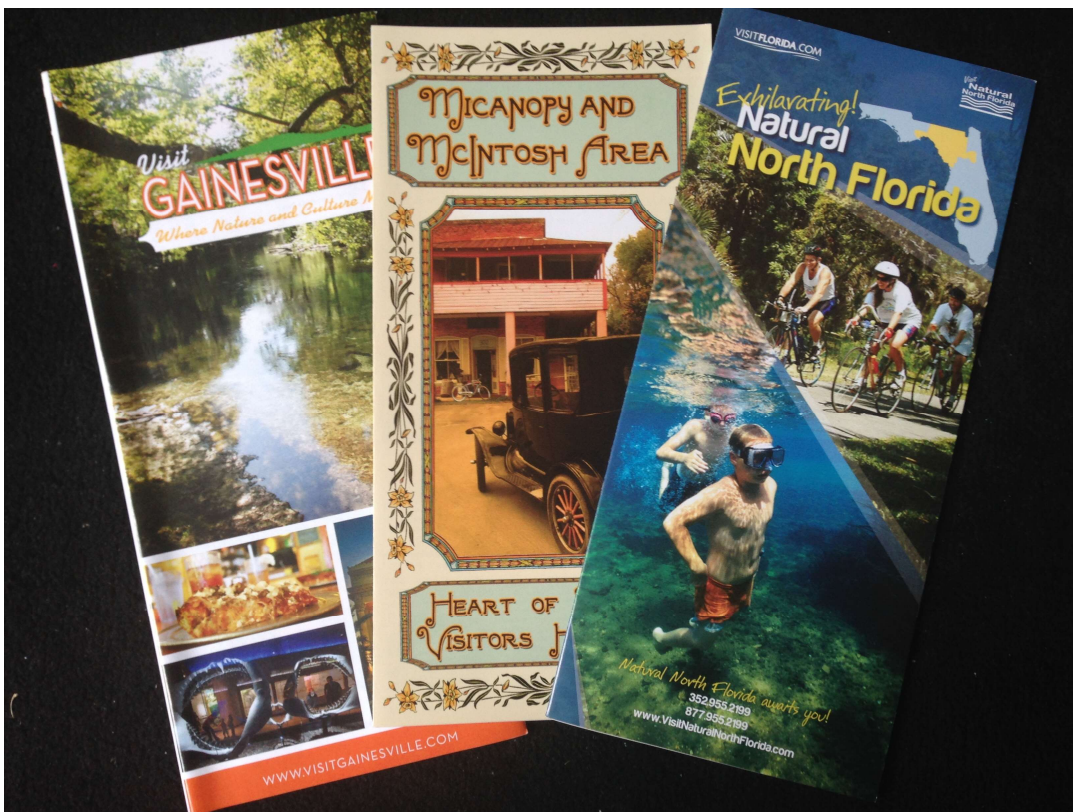
Median age in this area is 41.6, compared to U.S. median age of 37.3

## Key Observations

Markets – TripAdvisor

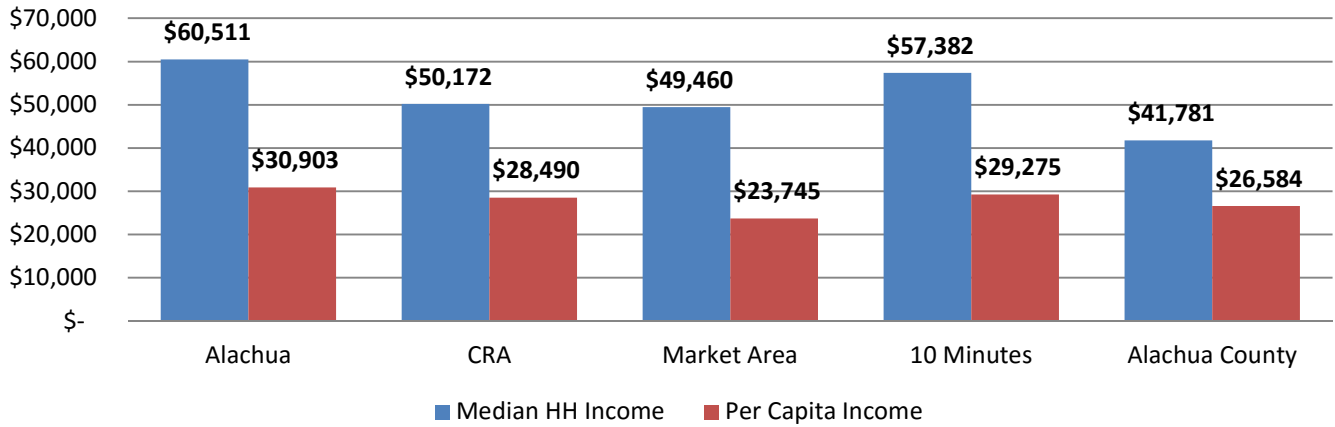
– Alachua 5 Things to Do

1. Retirement Home for Horses at Mill Creek Farm
2. San Felasco Hammock State Park
3. Scuba Monkey Dive Center (this is a retail establishment)
4. Mill Creek Preserve West (closed)
5. Plantation Oaks (golf course community)

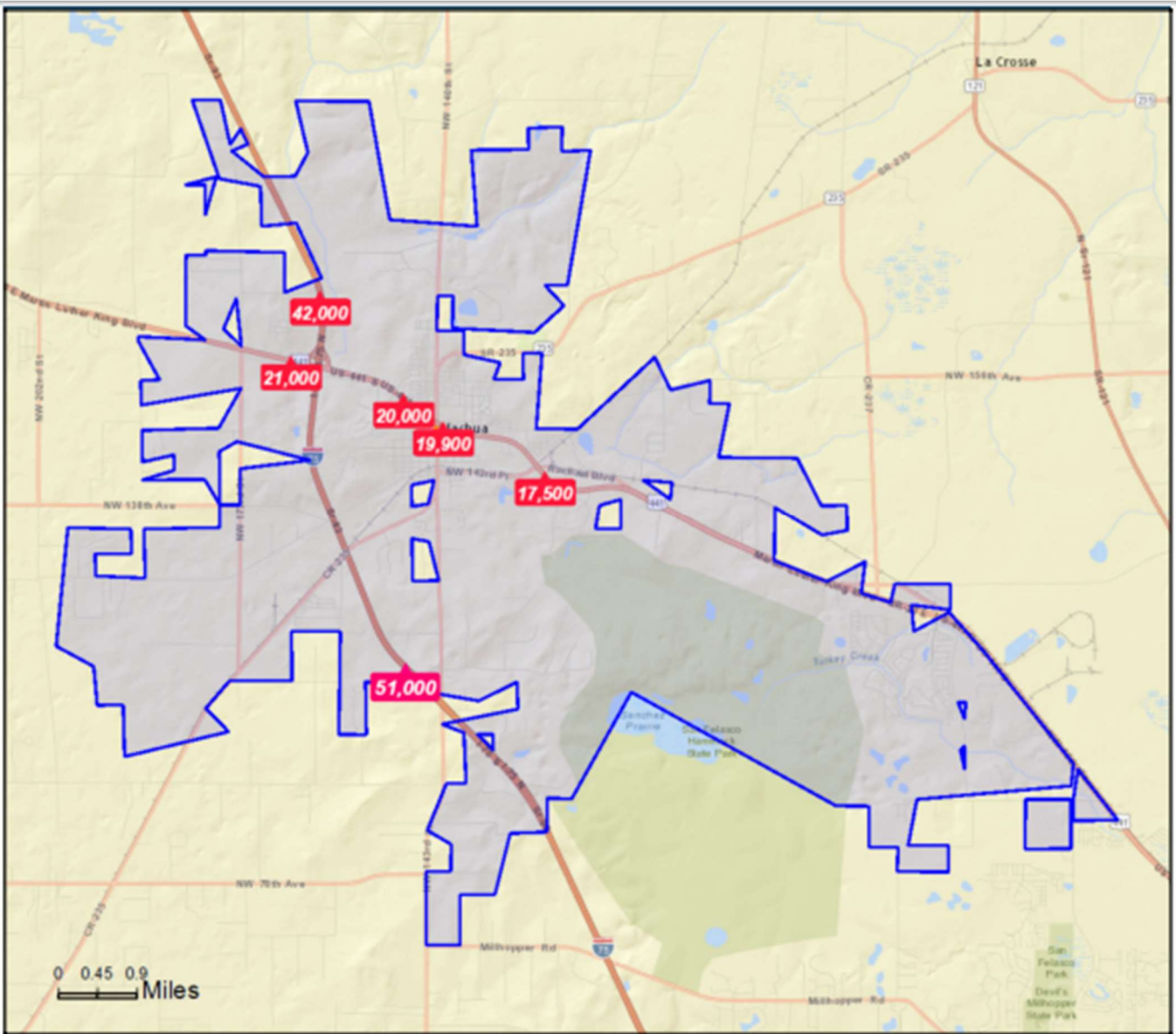


# CRA Local Market Area

## Income Characteristics



# Alachua Traffic Count Map

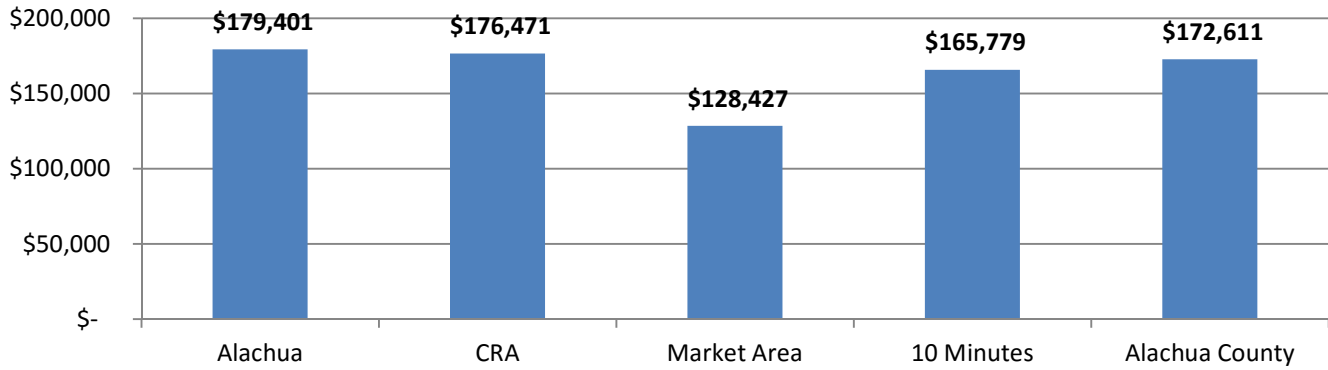


- Average Daily Traffic Volume**
- ▲ Up to 6,000 vehicles per day
  - ▲ 6,001 - 15,000
  - ▲ 15,001 - 30,000
  - ▲ 30,001 - 50,000
  - ▲ 50,001 - 100,000
  - ▲ More than 100,000 per day





## Median Home Value



## Population

### Population Summary

TOTAL POPULATION	Alachua	CRA	Market	10 Minutes	Alachua
Population	9,732	573	57,173	11,887	251,724

City of Alachua		
Total Population		9732
Workers 16 Years and over		4233
Total Jobs		6945
Worked in Place of Residence	16.90%	715
Worked Outside Place of Residence	83.10%	3518
Daytime Population		<b>12444</b>

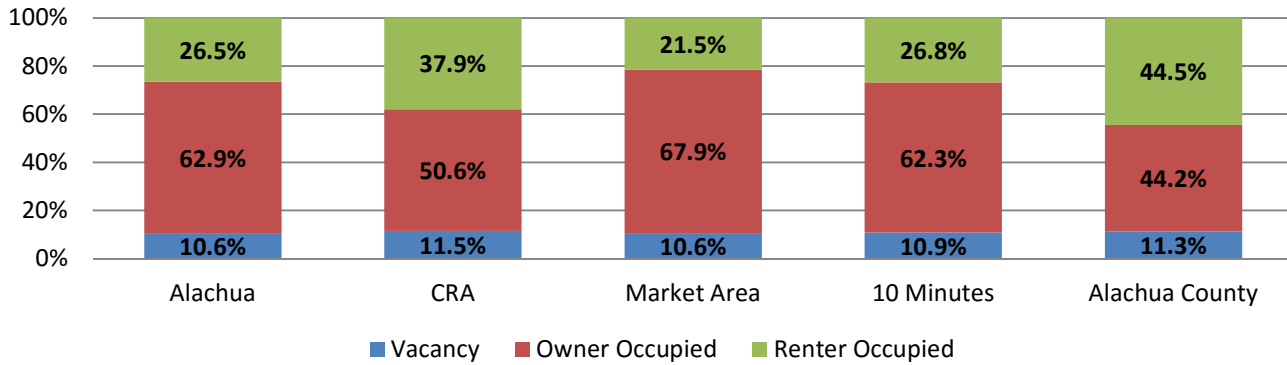
## Population Age

2015 Population by Age	
5-9	5.8%
10-14	6.4%
15 - 24	6.7%
25 - 34	11.0%
35 - 44	11.5%
45 - 54	12.2%
55 - 64	13.6%
65 - 74	15.0%
75 - 84	11.5%
85 +	4.7%

# Households

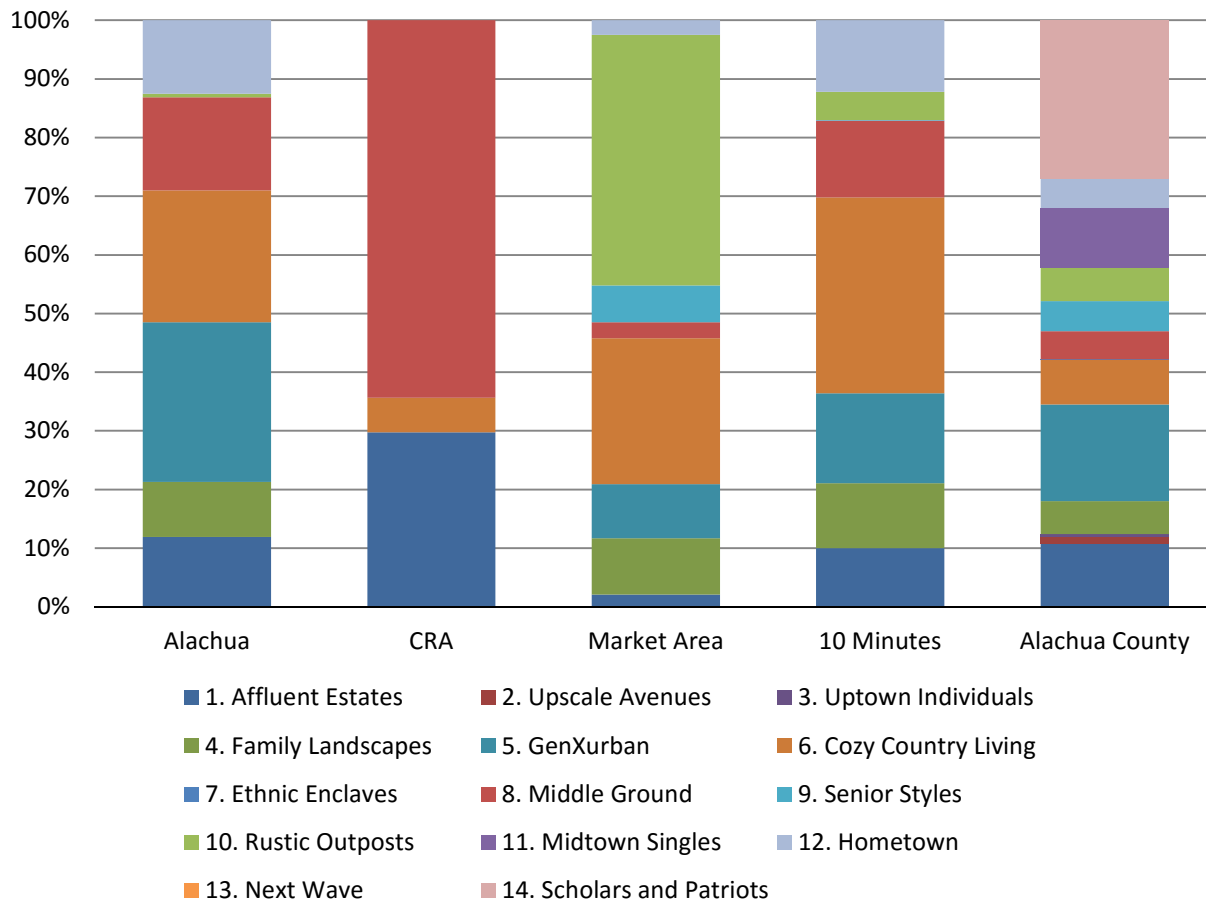
HOUSING UNITS	Alachua	CRA	Market Area	10 Minutes	Alachua County
Housing Units	4,371	253	23,925	5,363	115,977

## Housing Unit Vacancy



# Market Tapestry

## Tapestry Summary Groups



### Lifestyles

For more than 30 years, companies, agencies, and organizations have used segmentation to divide and group their consumer markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage, and incorporates a wide range of data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles, and behaviors seek others with the same tastes— “like seeks like.” These behaviors can be measured, predicted, and targeted. Esri’s Tapestry Segmentation system combines the “who” of lifestyle demography with the “where” of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods with addresses—distinct behavioral market segments.

Esri’s Tapestry Segmentation provides a robust, powerful portrait of the 65 US consumer markets. To provide a broader view of these 65 segments, Esri combined them into 12 Life Mode Summary Groups based on lifestyle and life stage composition. For instance, Group L1, *Affluent Estates*, consists of the five most affluent segments, whereas Group L9, *Senior Styles*, includes the six segments with a high presence of seniors.

Middle Ground (64.3%) and Affluent Estates (29.7%) are the dominant tapestry groups in the CRA

## Segments

### **Alachua CRA**

#### 1. Old and Newcomers (8F) - 66.1%

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support environmental causes and Starbucks. Age is not always obvious from their choices.

- Unemployment is lower at 7.8%, with an average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 30% of households are currently receiving Social Security. 28% have a college degree, 33% have some college education, 10% are still enrolled in college.
- Consumers are price aware and coupon clippers, but open to impulse buys.
- They are attentive to environmental concerns.
- They are more comfortable with the latest technology than buying a car.

#### 2. Savvy Suburbanites (1D) 27.2%

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

- Education: 48.1% college graduates; 76.1% with some college education.
- Low unemployment at 5.8%; higher labor force participation rate at 68.5% with proportionately more 2-worker households at 65.4%.
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.

#### 3. The Great Outdoors (6C) 6.7%

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

- Nearly 60% have attended college or hold a degree.
- Unemployment is lower at 8%, but so is labor force participation at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- They prefer domestic travel to trips abroad.

## Retail Market

This study also evaluates the retail market in the City of Alachua. Retail businesses serve a significant economic development function with a wide variety of offerings in the marketplace. In a decision making process determined by market forces, Alachua can play an important role in attracting retail establishments by providing the site selectors key demographic and site data to assist their decision making process. Alachua's location and access to major transportation corridors provides a strategic advantage over competing peer communities.

Alachua's San Felasco Hammock Preserve State Park is a 7,350-acre park with hiking, kayaks, and mountain biking. Retail projections may not accurately portray the potential for outdoor enthusiasts' expenditures in this particular market.

In our community survey, more than 50% of survey respondents drive more than 15 minutes for books, music and other hobbies, and more than 60% drive more than 15 minutes for apparel, jewelry and shoes. More restaurants, cafés and coffee shops and more retail store variety were the common theme among business and resident survey responses.

In addition, the business community survey reported that there is a need for hotel rooms and conference facilities in the immediate area.



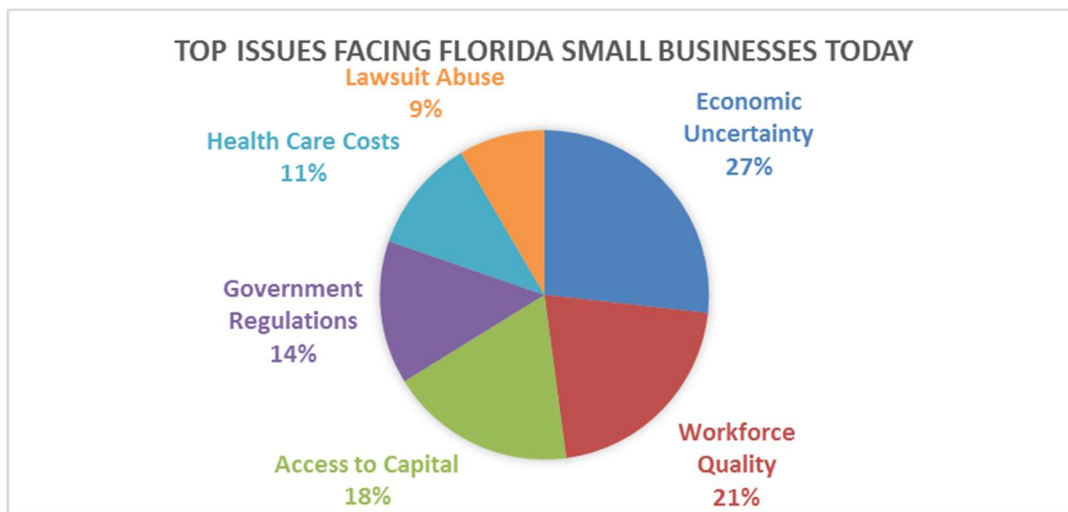
## Investment Driver: Regulation

Business Friendly does not only mean smiling, courteous or friendly. Cities must provide a professional response with an expedited solution. City staff has a reputation of being very courteous and helpful; however, the county does not share that reputation. The City regulations governing the interior and/or exterior remodeling for buildings are considered restrictive for businesses considering a downtown location.

Infill development in the CRA can help raise the tax base and surrounding property values. However, private developers cannot generate adequate returns on investment to justify the investment risk if the barriers for entry include prohibitive regulations requiring additional time and money. Typically, lenders view redevelopment projects as being very risky and are reluctant to fund them.

Building officials are interpreting code in a very strict sense, and reports indicate that there is little flexibility within the department in terms of expediting permits. The regulatory staff will need to continue to work to encourage growth and facilitate development of an expanded Downtown and fight any perception of non-responsiveness. Difficult, expensive and lengthy processes to permit new and existing businesses are shown to be a significant obstacle in plans for expansion. Slow response by government cost businesses money and will influence expansion plans. A review of regulations regarding multi-family development in the Community Redevelopment Area designed to encourage residential occupancy is needed to create the nucleus required for the downtown to survive and thrive.

The Florida Chamber of Commerce reports that while 54 percent of small businesses expect to hire during the next six months, they are worried about the future of the economy. While there is optimism in the business community, there are concerns that workforce quality, access to capital, government regulations and health care costs will continue to be areas that businesses cannot control. Listed as the top obstacles for business growth are uncertainty about what government will do next, too much regulation and requirements of the federal health care bill. (source OBJ 04816)





## Market Demand and Market Potential

*“Not everything that can be counted, counts; and not everything that counts, can be counted.”  
-Albert Einstein*

Market Demand (and associated development capacity) is identified through the analysis of existing conditions, and evaluates growth based on normal economic conditions, many of which the City and CRA have little direct influence over. Market demand evaluates the current need for additional office space, the amount of additional retail and commercial space that the market could support, and the additional residential units that will be necessary to accommodate population growth.

Market Potential is the estimation of development capacity that MAY become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution. Market potential analysis evaluates migration trends and mobility rates; i.e. how many households move into an area, and how many move within a market area, and the additional commercial goods and services that those additional units may patronize.

Supply and demand analysis is not sufficient in an urban setting, or in an area that seeks more urban development. At the county level, new units must respond to demand and projected increases in households. At the local level however, especially at full stabilization, there is no increase in population if no units are to be built. Supply can create its own demand, but “they will come” only works if units are matched to the households that make up the potential market.

Retail and restaurant market potential will be driven by branding of the Downtown area and revitalization of the downtown, as well as realization of residential market potential. Residential development can drive the need for new commercial space, especially to serve locally generated employment and entrepreneurship.

The bottom line however, is that market demand analysis looks at the past, while market potential looks to the future. For the downtown area, RMA believes that it is not the quantity of market demand that is important; rather, it is the quality of market potential. The difference between economic development and redevelopment is that economic development serves and capitalizes on the market while redevelopment changes the market or creates a new one. Redevelopment is about realizing market potential, and the downtown corridor of Alachua has significant potential and opportunity for market change!

# Market Analysis Summary

## Residential

An analysis of projected population and housing unit growth rates for the area are not optimistic for significant growth in the Downtown area under current market conditions. Significant growth may also be limited by current zoning regulations as well.

Residential subdivision development projects have expired including Baywood (A 35+/- acre residential project with RSF-6 zoning, listed at \$700,000) behind Lowe's, Sonoma, a 286 single family townhome project, Creekside Estate, 184 single family lots, Heather Glen, a 215 lot subdivision purchased by the City for expansion of the Recreation Center, and several others.

There are several residential subdivisions currently under review including Heritage Oakes Phase II, 43 single-family residential lots, Benton Hills, 210 single family residential lots, Tara Village, 20 single family dwelling units, and Cellon Creek Preserve, owned by the University of Florida, with a potential for 580 dwelling units and 329,000 square feet of commercial space.

## Retail

Estimates of current, supportable retail are more than gap analysis, but also take into account real estate conditions, traffic patterns, lifestyle choices, and competition. Retail development not only strives to address unmet demand, but to also identify clusters which can be built on and to identify opportunities to attract additional market share.

	CRA	5-Minute	15-Minute	City of Alachua	Alachua County
Projected Retail Sq. Ft.	31,618	92,621	70,490	533,852	1,336,865
Projected Restaurant Sq. Ft.	2,440	9,930	491	45,527	34,346
Total Commercial Sq. Ft.	34,058	102,551	70,982	579,379	1,371,210

Downtown Vacancies: Most spaces have been vacant for more than a year. Asking rents are between \$8.25 and \$12.50 per square foot for store front locations on Main Street.

Current Businesses: Categories include: Bridal shop, catering, flooring, signs, hair salons, consignment, quilts, specialty market, ice cream shop, gift shop, guns, accessories and clothing, cycle shop, construction office.

## Hotel

In Alachua County, there are 54 hotel properties, with 4748 rooms according to the Alachua County CVB.

The occupancy rate of these properties year to date as of March 2016 is 71% with average daily rates at \$95.99. Our research suggests that one of the initiatives to consider is the recruitment of a business class hotel of approximately 100+ rooms.

## Market Potential

As previously mentioned, Market Potential is the estimation of development capacity that MAY become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution. Market potential analysis evaluates migration trends and mobility rates; i.e. how many households move into an area, and how many move within a market area, and the additional commercial goods and services that those additional units may patronize.

Market Potential is an estimate of overall market potential, which the Downtown CRA can tap into. It is not an estimate of Market Potential that can be fully accommodated in the CRA.

In summary, the market potential that the downtown area could tap into is:

31,618	square feet of retail
2,440	square feet of new restaurants
100 Rooms	branded business class hotel
100	multi-family residential units

***The potential for a branded business class hotel is a very realistic opportunity.***

## Retail

Retail and restaurant market potential will be driven by branding of the Downtown area and realization of residential market potential. Based on current spending trends, the residential market potential (new rooftops) identified by this analysis could result in approximately:

SUPPORTABLE SQUARE FEET	Alachua	CRA	Market Area	10 Minutes	Alachua County
Auto Parts, Accessories & Tire Stores	448	-	23,902	-	110,256
Furniture Stores	6,006	-	23,584	5,378	42,640
Home Furnishings Stores	4,046	-	19,325	3,423	54,802
Electronics & Appliance Stores	1,509	642	25,131	1,320	-
Bldg Material & Supplies Dealers	-	5,905	13,283	-	42,691
Lawn & Garden Equip & Supply Stores	-	101	-	-	2,415
Grocery Stores	-	4,699	-	-	-

Specialty Food Stores	2,554	-	13,851	3,034	53,509
Beer, Wine & Liquor Stores	(2,851)	(150)	4,708	3,326	-
Health & Personal Care Stores	-	7,714	3,998	-	-
Clothing Stores	24,769	1,453	118,658	29,770	-
Shoe Stores	4,585	244	21,703	5,404	-
Jewelry, Luggage & Leather Goods Stores	6,342	332	15,974	2,940	40,445
Sporting Goods/Hobby/Musical Instr Stores	6,357	-	26,313	3,470	-
Book, Periodical & Music Stores	3,877	211	13,565	4,518	-
Department Stores Excluding Leased Depts.	-	3,882	48,862	-	-
Other General Merchandise Stores	17,916	1,441	83,203	19,478	144,049
Florists	763	38	2,301	565	-
Office Supplies, Stationery & Gift Stores	-	-	7,132	-	5,212
Used Merchandise Stores	254	-	-	-	3,295
Other Miscellaneous Store Retailers	5,919	-	-	3,019	22,079
Full-Service Restaurants	-	-	16,938	-	-
Limited-Service Eating Places	-	-	18,575	341	-
Special Food Services	240	-	2,243	343	-
Drinking Places - Alcoholic Beverages	762	-	5,626	1,246	11,019
<b>Total Supportable Retail Square Feet</b>	<b>187,064</b>	<b>57,965</b>	<b>1,238,597</b>	<b>199,372</b>	<b>2,218,330</b>
<b>Total Supportable Restaurant Square Feet</b>	<b>1,003</b>	<b>-</b>	<b>43,382</b>	<b>1,930</b>	<b>11,019</b>
<b>Total Supportable Square Feet</b>	<b>188,067</b>	<b>57,965</b>	<b>1,281,979</b>	<b>201,302</b>	<b>2,229,349</b>

**Residential development can drive the need for new office and commercial space, especially to serve locally generated employment and entrepreneurship.** New office and commercial space in the downtown district that taps into the residential market potential could ultimately be supported. Our market survey and communications with financial institutions and professional services providers indicated a desire to be located in the downtown district, **however the costs to renovate historic buildings were considered prohibitive.**

## Hotel and Tourism

There is significant potential for hotel development; however, the hotel density, and the number of units that could be supported will depend greatly on project concept and developer execution, with close linkage to the brand development of the Downtown area. Our survey results for businesses located in Progress Park and Alachua Commerce Center indicated an unmet demand for hotel room nights and conference facilities. ***One of the initiatives recommended is the targeted recruitment of a business class hotel.***

Tourism is promoted for the area by Visit Gainesville, which refers to the area including Alachua. Other vehicles for promoting Downtown Alachua include Visit Florida, and the various media publications throughout the area.

## Market Potential Summary

RMA's commitment is to manage the expectations, and deliver a respectfully realistic plan. It must be recognized that the downtown area is an amenity for the community. Activities and new businesses may need to be subsidized to achieve the City's desire for a lively downtown, and that the downtown area will need to provide regular activities for the citizens of Alachua, so that they can become more involved in the City and enjoy the "good life" that Alachua has to offer.

Retail recruitment is an art and a science. And while the data shows us that the market will support certain uses, it is our recommendation that certain retail and restaurant clusters be targeted for the downtown area. The following uses are areas that will be recommended to be targeted in the City's efforts to revitalize the downtown.

1. Specialty markets including fresh vegetables and fruits, beer and wine offerings.
2. Specialty sporting goods, including cycling, hiking and diving, horseback riding goods.
3. Coffee and sweets shop, including desserts and bakery items with outdoor patio seating.
4. Genuine antique stores, with an emphasis on exclusion of thrift stores.
5. Brewery to include tastings.
6. Bed and breakfast with special event hosting.

A unique market place that offers space for rent to various purveyors of these goods, similar to a business incubator may be necessary to provide the first 12-15 months of operating for these types of businesses. The City owned property in the downtown area between Main Street and 140<sup>th</sup> Street is a building that could be used to jumpstart these businesses and provide additional parking for the downtown area. If this is not a viable solution, then Theater Park is an option that will provide the needed "special place" for the downtown. By creating a gathering place for the community, the area will start to become more attractive for investment, so that additional residential opportunities may become available. As the downtown becomes more of a gathering place for the community, opportunities to invest in the downtown will become much more attractive for the development market.

Downtown Alachua needs a center piece of civic space that connects the outlying areas including the businesses and recreation amenities. With the market place, it would be easy to create a pedestrian promenade to connect the downtown and promote the entire CRA area.

By capitalizing on the daytime population in close proximity with significant incomes, the downtown can promote those goods and services that are in demand, as well as those that are a result of the area's amenities. Rembert Farms offers an opportunity for the community to benefit from the special events hosted there. High Springs can also be a springboard for support businesses that cater to the explorer and diver.



The following can be significant influences on the development of the downtown area.

Less than 3 miles: Progress Park, Biotech Incubator, Retirement Horse Home, Rembert Farms, San Felasco

Less than 8 miles: High Springs, Mill Creek Preserve

Less than 15 miles: University of Florida



The area's unique outdoor and sportsman's appeal is further verified by the announcement that Bass Pro is coming to the area, south of Alachua on Interstate 75. This retail mecca for sportsmen, not only is one of the most successful retailers in the country, but their conservation efforts include partnering with and supporting the efforts of communities to conserve and manage the nation's natural resources. The company's key conservation initiatives include fish and wildlife habitat improvements, conservation and outdoor skills education, improving water quality and quality of our lakes and springs, and conservation advocacy. A new store investment is in excess of \$50 million, and supports the strategy of investing in the outdoor attraction of this entire area.

***Dedicated bike routes from downtown to areas of commerce and education would open up opportunities for new residential development, and encourage young professionals to take a look at Downtown Alachua.***

# Assessment

## SWOT Observations

Vacancies continue to be an issue in the downtown and there is no true anchor to draw new businesses to this area. Downtown asking rents range from \$8.25 psf to \$12.50 psf as compared to comparable size spaces on Hwy 441 that rent for \$18.00 psf.

There are approximately 24 storefronts, totaling approximately 145,502 square feet, on Main Street in the downtown. There is a vacancy rate of approximately 8% at the time of this study.

A parking study was prepared in September of 2009 for the downtown area and included recommendations that are currently being implemented. A new 89 car parking lot project is currently proposed which will be located in the rear of buildings on the east side of Main Street, connected to both NW 150<sup>th</sup> Avenue and NW 148<sup>th</sup> Place. ***This is the first step in solving the issue of parking that many businesses have concerns regarding, and have pointed to as problematic.***

The Legacy Park Project which is comprised of 105.68 acres is adjacent to the Hal Brady Recreation Center. In March, 2016, the City approved the site plan for the proposed construction of a 39,555 SF Multipurpose Center, with driveway, parking and storm water management facilities. The project area is 29.71 acres. Access to the subject property will be provided by a connection to CR 2054. And while this is outside the CRA, ***this amenity may serve as an anchor/attraction for the downtown.*** Alachua has an outstanding reputation for their ballfields and events at the Recreation Center. However, ***Alachua is missing the overnight stays and restaurant business of tournaments due to its lack of a hotel with interior corridors and restaurants that cater to youth and families.***

A corporate site selection company for Fortune 500 companies has identified Alachua as one of the 40 top small cities to lure advanced manufacturing companies. Alachua was chosen because of its low cost of doing business and proximity to interstates, a CSX rail line and the Port of Jacksonville. The cost of doing business for a hypothetical 225,000 square foot plant employing 325 workers is estimated at \$21.9 million. One of the site requirements that most companies have is the close proximity of a business class hotel, which is not available in Alachua. There are several older hotels in the City that are well kept, but lack the amenities required for business travelers today.

Alachua's inland location makes it more attractive than other parts of Florida for companies concerned about natural disasters, making it ripe for certain types of companies such as data centers, research facilities and drone manufacturers. The nearby presence of the University of Florida, Santa Fe College and existing companies means the workforce can also support medical technologies, aerospace and avionics companies.

The proximity to downtown from Progress Park is very close, less than two miles. However, most employees of Progress Park head toward Gainesville at the end of the work day, and do not drive the two miles to downtown Main Street. ***Downtown Alachua must attract the young professionals permeating the area.*** Development of underutilized land in the City of Alachua will help bring life back to the historic downtown. By bringing new homes, jobs, services and amenities to the surrounding downtown, revitalization is inevitable. And by encouraging more compact, mixed-use development property values and tax revenues will rise proportionately.

By encouraging residential development, the close proximity of downtown Alachua is a natural advantage for those prospective employees, and provides an additional benefit to the businesses in Progress Park in their workforce recruitment.

## Opportunities

The final part of the market analysis is an assessment of economic development opportunities with five questions, used to link the public input and the market analysis to financial feasibility, regulatory reality, and brand connection for a realistic, implementable economic development strategy and action plan.

What should be preserved that will support new investment in Alachua?

- Unique character
- Authenticity
- Historical buildings and venues

What can be enhanced to encourage economic development and investment in Alachua?

- Relationship with major businesses in the City to encourage and support more growth and expansion.
- Recreation Complexes
- Entrance to the City

What can be exposed and promoted to attract more development in Alachua?

- Historic District
- Health and wellness opportunity
- Proximity to San Felasco State Park, High Springs, Rembert Farms, Santa Fe River Ranch
- Outdoor activities: Cycling, hiking, horseback riding, canoeing, kayaks, camping
- Local Events throughout the area

What can be invested in that will improve the downtown area's competitiveness?

- CRA event planner/coordinator
- Marketing and Branding Initiative to promote Alachua
- Directional and Wayfinding Signage
- City owned former warehouse downtown that could be converted to an open market, arts and crafts venue, etc.
- Street lighting, additional streetscape and landscape improvements
- Façade improvement program

What can be capitalized on to establish the downtown area as a good location for investment?

- Proximity to educational institutions and cultural outreach
- Business partnerships with major employers throughout the City

## Strategies/Initiatives

### Targeted Hotel and Residential Development

Greenfield development dominated the real estate market for several decades. While suburban locations and lifestyles are still attractive to many people and are part of a complete spectrum of housing choices, demand for housing, employment, and retail in city centers and historic downtowns is on the rise. Real estate surveys indicate a growing interest for more diverse housing options in vibrant, walkable neighborhoods where residents do not need to drive everywhere.

***This is one of the critical strategies that will provide Downtown Alachua with that sense of vibrancy and renewal that is needed to create change.*** Multi-family residential has been demonstrated in our market analysis to be lacking in Alachua. By focusing on a goal of 100 new residential units in the downtown area, the City can lift the area, provide additional tax revenue, and infuse the downtown with a much needed population boost.

Market research confirms that downtown areas are a magnet for both millennials and baby boomers. Transportation for the workforce of today has changed. Bicycle friendly cities and towns will have a tremendous advantage as places of choice for the new millennials. This is the workforce of the companies at Progress Park, Commerce Park and the University. A 2011 survey from Builder Magazine indicated that more than half of people who had recently bought a home wanted to live closer to where they worked and closer to downtown, and would accept a smaller yard in exchange for more parks and public amenities.

A review of the downtown zoning indicates that the CBD extends across Peggy Road, and includes properties abutting Hwy 441. The Historic Overlay District includes all lots in an area bounded by NW 145<sup>th</sup> Avenue, NW 145<sup>th</sup> Terrace, NW 148<sup>th</sup> Place, and 138<sup>th</sup> Terrace. The HOD states that no demolition, new construction, addition or alteration of exterior architectural features shall occur without the issuance of a certificate of appropriateness. The parking requirements for residential developments in the downtown area are 1.5 spaces for live/work units, and 1.5 spaces for 1 or 2 bedroom units, and 2 spaces per 3-bedroom unit, with a 50% reduction for the CBD. Below is an example of a national hotel recently built in New Smyrna Beach that was the result of targeted incentives, and, as you can see, reflects the quaint charm of a beach town. Incentives that encourage development can also dictate certain architectural designs that are typical of the area.



***To facilitate the development of residential units and a business class hotel in the area surrounding downtown, the City may want to consider providing expedited review process, and dedicated staff to move the process forward positively.*** By proactively providing for developers to move through the permitting process in an expedited manner, this City positions itself to go to the top of the list when communities are being considered for new residential development. There appear to be possible development sites in the south area of the Downtown Redevelopment District, with nearby amenities including the library, elementary schools and the recreation complex.

***Enticing developers may also require the City to help fill near-term financing gaps, assemble parcels, clean up a contaminated site, improve nearby amenities such as parks and streetscapes, or otherwise make development in the downtown area more attractive.***

## Signage

Wayfinding signage is a vital element of defining a sense of place. Currently, the City of Alachua has an entry feature sign at the corner of Main Street and Hwy 441, but lacks additional signage directing visitors to the historic downtown. There are street pole banners through the neighborhood and along Main Street. However, there are no pedestrian wayfinding signs or district walking maps to help a visitor know what to expect from block to block. There is a residential break along Main Street that could be perceived as the end of the downtown because there is no directional signage. Community identity and messaging can further be reinforced throughout the City of Alachua with consistency in signage, entry features and pedestrian wayfinding. Encouraging people to stop could be done with signs on US 441 and Interstate 75 directing people to “historic downtown.” Adding the word “historic” establishes downtown as an appealing destination.

Specific tactics include:

- ***Create and install wayfinding signs***
- ***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.***
- ***Invest in historic designation signs on the Interstate and US 441 to direct visitors to the downtown.***
- ***Invest in billboard signage on the Interstate advertising Downtown Alachua.***

Another signage improvement to be considered is the directional signage to the recreation areas. As major events are staged at Legacy Park and the Hal Brady Recreation Complex, it is incumbent on the City to direct traffic along a route that will benefit the businesses in the area. A comprehensive wayfinding system and consistent signage is of the utmost importance for the downtown district.

## Streetscapes

Several streetscape improvements have been completed since the creation of the Downtown Redevelopment District. Pedestrian scale lighting provides a safe experience for visitors to the downtown area, and could be considered for expansion throughout the redevelopment area to provide connectivity to the areas that do not front on Main Street. This place making for the entire district will benefit the entire downtown by expanding the borders of the visitor and community’s experience at various downtown events.

***Expand the lighting and streetscaping throughout the entire downtown CRA to create a welcoming, walkable, safe environment.***

## Parks, Recreation, & Trails

Downtown Theater Park is an historic gem. The historical theater has been converted into a pocket park that currently is the stage for wedding pictures, and a welcome place to stop and relax while strolling through downtown.

***Promote Theater Park as a gathering spot for the community, through events and marketing.***

Hal Brady Recreation Park is the center of activities for baseball and softball for the entire area. Many tournaments are held regularly at this venue, including the Babe Ruth Series. Participants are youth who come to these multiple day tournaments with their families. Due to the guidelines regarding hotel accommodations, there are no hotels in Alachua that are approved for these tournaments. Additionally, the entrance to the park is from Peggy Road, and is directly across from a recycling yard. The entrance to the park is not well marked, and does not have a welcome feature for visitors.

***Promote the Recreation areas through a targeted marketing campaign.***

In March 2016 the City approved the site plan for the proposed Multipurpose Center at Legacy Park. This multipurpose center is comprised of 29+/- acres and is part of the 105-acre Legacy Park Project. Access to the park will be provided by a connection to CR 2054.

The Legacy Park Project will be an amenity that may serve as an anchor/attraction for the downtown. Alachua has an outstanding reputation for their ballfields and events at the Recreation Center. This quality of life addition will provide recreation facilities that are a positive part of quality of life.



***Plan and implement dedicated bike trails*** from downtown to Progress Park, Alachua Commerce Center, Santa Fe College and the University of Florida. Nature trails and paved bicycle trails are growing in popularity worldwide. The Florida Greenways & Trails Foundation has created a vision master plan for connecting local trails into a series of long-distance regional trails. The “Close the Gaps” initiative promotes this vision and the economic potential of these connected trails.

The economic impact of the West Orange Trail in Winter Garden included a total of 61 new jobs, and \$5M in additional sales for the 31 downtown businesses. This is based on trail usage alone, and is directly attributed to trail users. One trail visitor stated, “The real economic impact comes from people who visit on their bikes, see what Winter Garden has to offer in terms of restaurants and stores, and then they come back.” (Florida GTW Trail Report May 2011). In Titusville, one of the pillars of their economic development plan is the Coast to Coast Connector trail that is nearing completion.

Currently the Old Florida Regional Connector, 93.7 miles of trails, has 44.6 miles planned in Alachua County, with 21.6 miles existing, 12.5 miles programmed and funded with 10.5 miles in GAP status. This trail is known as the Nature Coast State Trail.

***Transportation for the workforce of today has changed. Bicycle friendly cities and towns will have a tremendous advantage as places of choice for the new millennials. Plan and implement dedicated bike routes from downtown to Progress Park, Alachua Commerce Center, Santa Fe College and the University of Florida would open up opportunities for new residential development and positively impact the Downtown businesses in Alachua.***



## Downtown Area Façade Improvement Program

Through a Façade Improvement Grant Program, the Downtown Redevelopment Trust Board (DRTB) may help businesses improve the attractiveness of properties, and thereby work to achieve the agency's goal to rehabilitate, conserve, and redevelop areas. In anticipation of additional parking areas, it is recommended that the City and Trust Board consider a façade improvement program that also includes the rear façade of buildings.



## **Suggested structure and language of the Façade Improvement Grant:**

All improvements must be in compliance with any and all applicable codes, design standards, and all other restrictions of the City of Alachua. Every project must be approved by the Downtown Redevelopment Trust Board and is subject to fund availability.

The Façade Improvement Grant Program is a matching grant program. Funds are available to qualifying commercial property owners within the Downtown Development District. Grants are to be used for existing exterior rehabilitation and restoration only, not new construction. Only one grant per property is permitted as determined by the DTRB Director.

### **Eligibility**

Applicants must complete all required application forms and submit the completed application package to the DTRB Director in order to be considered for assistance.

Applications will be considered only if they meet all of the following eligibility criteria:

- The project must be located within the boundaries of the DTRB Community Redevelopment Area and must facilitate the redevelopment activities as identified in the adopted DTRB Community Redevelopment Plan.
- Project must be completed within 180 days of award, unless a written extension is requested of and granted by the DTRB Board.
- New and existing businesses must have the appropriate and active local business tax receipt(s) and be in compliance with City codes at completion of the project.

Property must be current in water/sewer/garbage, and tax bills, and without City liens, open permits or outstanding bills at time of application, approval, and completion, and as a condition of grant disbursement for Final Payment by the DTRB.

- All design, materials, and colors, as well as plant material shall be subject to City Code requirements, guidelines and rules in effect at the time of application.
- Project must be approved by Community Development, DTRB Board and Building Division. Project may be subject to Planning and Zoning Board and City Commission approval. Recipient is responsible for acquiring all required permits and approvals necessary for the project.
- Labor expenses are eligible only when performed by a licensed contractor in good standing in Alachua County and who is selected through a competitive bidding process obtaining at least three (3) bids. All quotes/bills/invoices must reflect the contractor's license number. Applicants are encouraged to use, and preference will be given, in utilizing local contractors.
- Grants shall not exceed Twenty- Five Thousand Dollars (\$25,000) or one-half of the total cost of an approved project, whichever is less, and shall require DTRB Board approval. Total project costs shall mean labor and materials only and shall not include soft costs such as permit fees, impact fees and architectural and engineering fees.
- Applicants shall not have any present City code violations or open building permits unless it is determined that the proposed scope of work includes the resolution of the code violation(s) in a manner deemed acceptable and appropriate in the sole discretion of the DTRB staff.
- Properties that have been previously assisted by the City in the last 5 years are not eligible.
- Properties that have previously received a Façade Improvement Grant are not eligible; only one grant per property is permitted as determined by the DTRB Director.

# Marketing Strategies

## Identity/Branding

Our team visited the Welcome Center at the Florida Georgia Line on Interstate 95 looking for information on Downtown Alachua and the area. The only information provided is shown below, with no mention at all of Alachua. This is one of the most “fixable” problems and should result in a marked increase in visitors to Alachua, by insuring that your town is being marketed throughout the state and especially with the Visit Florida program.



Survey results and public and stakeholder input all point to the need for a clearly defined identity and brand for Downtown Alachua. While “The Good Life Community” describes the city’s sense of small town charm and friendly atmosphere, a clearly defined targeted message with and a strong comprehensive campaign is necessary to catapult the downtown area into a thriving hub of social activity. Developing and managing a brand that enhances a positive community image both locally and regionally can spur interest and desirability in the downtown area and thus attract new businesses and customers. Business survey respondents indicated that the area is in transition and there exists a lack of cohesiveness.

Specific tactics include:

- **Develop the identity/ brand and campaign message for the Downtown Alachua Redevelopment Area.**
- **Identify a team of downtown advocates, led by a CRA marketing professional and place branding consultant to develop a downtown brand that will be used consistently across all promotional channels and that will ensure that all branded campaigns portray a strong singular message defining the downtown redevelopment message and encouraging awareness, interest and desirability to increase attraction to the city.**
- **Use regional and national promotional organizations and cross promote. Visit Florida, Southern Living, Garden and Guns and AAA are a few of the media resources**
- **Piggyback with neighboring communities to capitalize on the areas attraction including crafts, music, art, cycling, markets and storytelling.**

## Business Retention / Attraction and Communications



The City of Alachua properties in the downtown, including the building formerly used by Public Works, is in the central core of the downtown. Surveys indicate that residents leave Alachua most often for nightlife and entertainment (over 70% responded they drive more than 15 minutes for these activities). More than 50% of survey respondents drive more than 15 minutes for books, music and other hobbies, and more than 60% drive more than 15 minutes' apparel, jewelry and shoes. More restaurants, cafés and coffee shops and more retail store variety were the common theme among business and resident survey responses.

Create a marketing and public relations campaign to market the area to unique businesses and development found within the current primary market. Create business attraction tools (collaterals and programs) to promote the downtown area and develop business attraction incentives. Attract new target businesses to Downtown Alachua that will add value to the existing business mix.

A focused integration of a diverse array of recreational and social opportunities is the goal.

**Customer Base, Cross Promotion, Advertising and Events** Increase the customer base for local businesses, and improve public perception related to entertainment offerings and overall atmosphere at Alachua events.

- *Promote the downtown to the existing customer base to encourage repeat visits and to new customers through: cross promotional opportunities, merchant and customer communications (email, direct mail, and 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.*
- *Analyze the two current festivals and determine feasibility for continuation, and or expansion.*

The Alachua Business League hosts 2 events annually drawing approximately 10,000 visitors. These events are held on Sundays when most of the downtown businesses are closed. Some businesses report that they stay open during these events, while others lack interest and do not open. Business and resident survey respondents consistently mention that events held on a more consistent basis would help the downtown area and draw resident and visitor attention. Additionally, survey results indicated that more advertising, communications and clearly defined parking options would improve downtown visitation.

## Events

The vision for Downtown is a lively, vibrant place that serves the community as a gathering place, and promotes the City's goals for the District. Regular events will need to be created to make the community aware of the downtown, and managed so that they are a magnet for the entire surrounding population. Crafts, arts, music, dance, quilting, scrapbooking, canning, gardening, yoga, biking, running, walking... The list goes on of synergetic activities that are the heartbeat of the community. The fire of the community will burn brighter if these events are encouraged in the Downtown.

Events may start out as Business after Hours events, with additional weekend events added that are centered on certain specific target groups. The events may be varied and have themes, with branding and marketing as part of the overall program.

Partnerships may be considered to establish with each of the companies located at Progress Park and at Alachua Commerce Park so that each company can sponsor an activity once a year. That immediately starts an event calendar with +/- 30 events annually. It also builds the necessary relationship that the City needs to cultivate with the businesses in Progress Park, so that the Downtown area can be focused on as an extension of the biotech industry's draw for new, qualified employees.

Partnerships between Rembert Farms, The Wedding Cycle, and D.W. Ashton Catery may also be considered so that the complementary businesses can promote and refer each other to the public. This same connection can be extended to the cycle shops, scuba shops, and horseback riding venues and suppliers.

Mill Creek Preserve and San Felasco offer thousands of acres of natural preserves, events can be coordinated to use those natural resources in planning events for families and outdoor enthusiasts.

The City may also consider a partnership with a local bank to offer subsidized downtown property improvement programs.





## Arts and Culture

Arts and culture are at the core of a strong community, and can be incorporated into an Events Program Strategy.

A thriving community must offer stimulating attractions and events that challenge its citizens to participate and contribute to their success. The music and arts that surround universities offer a unique opportunity for downtown Alachua. Harnessing the energy that surrounds these activities is vital to a downtown area. In many towns, there are a limited number of available venues for meetings and social gatherings. Scout groups, crafters, musicians, receptions and workshops need places to meet. Young parents, retirees, single adults need “third places” to hang out and meet others with similar interests. A destination and an activity hub instead of simply a place to take out-of-town guests will provide Downtown Alachua with a sense of place.

When museums, arts and culture are seen as a part of the community residents take more pride of ownership and responsibility for their success. Event sponsorships are one way businesses and organizations demonstrate community spirit. By providing a venue for music groups, art exhibits, storytelling festivals, and small theater productions, the downtown area may benefit tremendously. Theater Park is a natural location for story telling events, chamber music, and the gathering point for art walks, etc. The downtown Woman’s Club theatrical productions should also be supported as another venue for arts and culture.

**STRATEGIC MARKETING PLAN**



## A. Identity Branding

Objective	Strategy	Tactics	Annual Budget
<p>1) To establish an identifiable, distinguishable brand and consistent campaign message for the Downtown Alachua Redevelopment Area.</p> <p>2) To improve awareness of Downtown Alachua.</p>	<p>Identify a team of downtown advocates, led by a CRA marketing professional and place branding consultant to develop a downtown brand that will be used consistently across all promotional channels and that will ensure that all branded campaigns portray a strong singular message defining the downtown redevelopment message and encouraging awareness, interest and desirability to increase attraction to the city.</p>	<ul style="list-style-type: none"> <li>i. Hire a CRA marketing and events professional and review options to contract with a place branding consultant.</li> <li>ii. Create an image committee comprised of city employees (ie; PIO, Parks &amp; Recreation Event coordinator, urban planner) and community stakeholders (ie; Chamber of Commerce representative, local magazine representative, downtown business and/or property owner) to assist in the development and management of the brand, to ensure that it will be used consistently and correctly across all channels and to be downtown brand ambassadors. (Brand includes logo, tagline and campaign message and concept.)</li> <li>iii. Hire a photographer or host a photography contest to develop a database of “lifestyle photographs” for collateral and promotional materials</li> <li>iv. Design, print and install branded lifestyle street-pole banners (utilizing the “lifestyle photographs”)</li> <li>v. Create scrim banners consistent with the brand and image of Alachua to be utilized to market the area at conventions, tradeshow, meetings and the city hall lobby.</li> <li>vi. Create and maintain a Downtown Alachua CRA Facebook, Google Places, Meet-Up, Twitter and other appropriate social media accounts and link participating downtown and nearby business websites to the digital media. Host a “What’s Up Alachua” Facebook TV show weekly. (Development and management \$1,500 per month – paid advertising \$300 - \$600 per month)</li> <li>vii. Create a branded Downtown Alachua website</li> <li>viii. Create CRA promotional videos that market the redevelopment area to residents of Alachua and beyond that creates “buzz” about emerging downtown and business opportunities.</li> <li>ix. Review Google alerts daily regarding any press received by Alachua. Leverage press to support brand awareness.</li> </ul>	<p>\$50-70K</p> <p>\$15-40K</p> <p>\$500 - \$1,000</p> <p>\$5000-\$10,000</p> <p>\$500</p> <p>FBTV –Staff \$24,000.00 (management and paid advertising)</p> <p>\$5-20K In-house 0 to \$10K</p> <p>Staff</p>

**7 out of 10**  
Active

7 out of 10 internet users are active on at least 1 social networking site.

**4,918,833**  
Social Reach

Pompano Beach CRA's Facebook page has almost 5 million people who have seen details about Pompano Beach since the campaign began.

**256,330**  
Reach

Social Media engagement & reach for a two-day Dania Beach CRA event.



## B. BUSINESS RETENTION / ATTRACTION AND COMMUNICATIONS

Objective	Strategy	Tactics	Annual Budget
<p>1) Attract new target businesses to Downtown Alachua that will add value to the existing business mix</p> <p>2) Retain target businesses in Downtown Alachua.</p>	<p>Create marketing, public relations and communications campaigns to 1) market the area to unique businesses not found within the current primary market and 2) connect and support current businesses.</p>	<ul style="list-style-type: none"> <li>i. Create branded collateral (print and digital) to market the Downtown assets and other available sites.</li> <li>ii. Attend an ICSC Orlando conference and other developer and business meetings/seminars and conventions, to promote the opportunities in Alachua and promote its unique character and identity.</li> <li>iii. Host a Banker/Broker/Developer/Stakeholder event to showcase available properties and sites.</li> <li>iv. Create marketing incentive programs such as a cooperative advertising campaign or an Events and Promotions Assistance Program to enhance a competitive advantage for new and existing businesses and leverage marketing dollars and promotional efforts.</li> <li>v. Maintain a database of all current Downtown property owners and business owners.</li> <li>vi. Develop a monthly e-newsletter promoting opportunities to be involved in CRA programs, links to the resources for small businesses, the latest trends in small business marketing strategies, etc....</li> </ul>	<p>\$1 - \$5K</p> <p>\$2 - \$5K</p> <p>\$1 - \$2K</p> <p>\$2 - \$5K</p> <p>Staff</p> <p>Staff</p>



**Are you a Business or Property Owner in Margate? FREE!!**

**PLEASE JOIN US FOR MARGATE MERCHANT MONDAYS!**

The Margate Community Redevelopment Agency (MCRA) believes it is very important to be connected with our businesses, managers, and employees working within our district. Beginning in December 2015, the MCRA will host quarterly merchant meetings with an informative mix of information and discussion of MCRA news.

Topics will include: updates from local law enforcement, marketing strategies, City Center Project, events and more! These meetings give YOU the opportunity to give feedback creating a synergy and a long-lasting partnership between the MCRA and the surrounding business community.

**WHEN:**  
6:00PM - 7:00PM

**SAVE THE DATES:**  
DEC 7, 2015    JUN 6, 2016  
MAR 7, 2016    SEPT 12, 2016

**WHERE:**  
MARGATE COMMUNITY CENTER  
6199 NW 10TH ST | MARGATE, FL 33063

**REFRESHMENTS WILL BE SERVED**

**MARGATE CRA** | RSVP to Sarah at [sarah@rma.us.com](mailto:sarah@rma.us.com) or 772.708.0230  
5790 Margate Blvd | Margate, FL 33063 | 954.935.5323  
[www.margatefl.com/cra](http://www.margatefl.com/cra) | [facebook/Margate-CRA](https://www.facebook.com/Margate-CRA)

# Advertising Opportunity for Your Business!

It's Baccckkkkk!!!!!!  
Local Margate businesses will have the opportunity to reach thousands of potential customers through our cooperative advertising campaign. Here's how it works:

Monthly the MCRA will purchase ad space in The Forum (serving Coral Springs, Margate, Coconut Creek and Parkland). The ad size will range from half to full page.

Businesses must submit payment at least 2 weeks in advance of ad run date. Checks must be made payable to the MCRA and mailed or delivered to the MCRA office located at Margate City Hall at 5790 Margate Blvd., Margate, FL 33063.

**Requirement**

- Business must submit payment at least 2 weeks in advance of ad run date. Checks must be made payable to the MCRA and mailed or delivered to the MCRA office located at Margate City Hall at 5790 Margate Blvd., Margate, FL 33063.
- Ad placement will be based on first come, first served. Reservation of ad space does not guarantee ad placement if payment has not been received 2 weeks prior.
- The MCRA anticipates that this will be a popular program and it will make every effort to accommodate as many businesses as possible. The MCRA reserves the right to limit the number of times any one business can be advertised to ensure that all interested businesses can participate.

**DANIA BEACH**  
OPPORTUNITY INNOVATION GROWTH

Through comprehensive business attraction and retention strategies, public/private development partnerships, and a tax incentive in the environment, Dania Beach is an ideal location to live, work and play. We invite you to explore the exciting possibilities in Dania Beach, and we look forward to helping you realize your potential.

**CALL US TODAY**  
FLEXIBLE ZONING | PERSONALIZED ATTENTION | EXPEDITED PERMITTING

[www.dania-beach.org](http://www.dania-beach.org)  
DANIA BEACH CRA 954.934.6801

**Doing Business in Dania Beach...**

The high level of interest in the property is a testament to the potential that developers see in Dania Beach.

**Profile**

Washburn, Clarke, Hall, Johnson, Moore, Sorensen, et al. are pleased to announce the development of a new 22-story office building in Dania Beach.

Dania Beach is pleased to be the...  
Dania Beach is pleased to be the...  
Dania Beach is pleased to be the...

### C. CUSTOMER BASE, ADVERTISING AND EVENTS

Objective	Strategy	Tactics	Annual Budget
<p>1) Increase the customer base for Downtown Alachua businesses</p> <p>2) Improve public perception related to entertainment/social offerings and overall atmosphere in Downtown Alachua</p>	<p>Promote the Downtown merchants and annual events to the existing customer base to encourage repeat visits and customer discovery via new cross promotional opportunities, merchant and customer communications, special coupons/offerings and online promotions and develop new entertainment/events/social gatherings.</p>	<p>i. Identify existing resident database and build on this with any email databases merchants can/will share. Collect emails and zip codes at every meeting or event through sign-in sheets or register to win campaigns.</p> <p>ii. Develop a weekly e-newsletter promoting events, specials and happenings in Downton Alachua. Select a business of the week to be featured and highlight business categories.</p> <p>iii. Create a monthly video for use on social sites, highlighting the business of the week.</p> <p>iv. See Identity/Branding A iv and v above. Connect the weekly features to public relations efforts, Facebook, Twitter, YouTube and any local fee 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 weekly.</p> <p>v. Review USPS Every Door Direct Mail opportunities and determine best application for 2 direct mail campaigns.</p> <p>vi. Create a monthly Downtown Alachua discovery tour event, activating the theatre pocket park as the central gathering spot/information space. Consider wine and/or craft beer tastings in each business. A Discovery Tour Guide brochure can be used that is linked to a register to win prizes. Place sidewalk musicians through the downtown to draw people to walk the entire area and invite juried arts/crafts business vendors to set in front of vacant storefronts.</p>	<p>Staff</p> <p>Staff</p> <p>Staff</p> <p>Staff</p> <p>\$5K</p> <p>\$25-\$50K</p>





# YOUR WEEKEND STARTS HERE



TONIGHT!!

May 13th

Music under the Stars featuring TK Blu and The Uncool Band, a pop and soul band. Come join us for a casual, relaxing night of music and fun at the Great Lawn (intersection of Pompano Beach and Atlantic Boulevard). The concert begins at 7pm. For more information, please call 954-786-4111.

TIME: 7PM

LOCATION:

Pompano Beach Great Lawn |  
East Atlantic Blvd @ the Beach

## Special Events



**Number of Vendors: 35**  
**Number of Weekly Attendees: 750-1200**

**Fiscal Impact:** When Uncorked was launched in 2011, Harbor Village Shoppes was still a severely blighted shopping plaza with an occupancy rate of approximately 40%. The CRA invested \$4million in renovations to the streetscape, arcade, parking lot and façade programs, and in 2013 when we re-launched the event it took off! Residents and tourists gathered for viewing art and sampling a variety of wines located inside the stores. About 6 months after the redevelopment and re-launch of the event, one store reported an 84% increase in sales year over year from previously. By the time we sunset the event in July 2015, 99% of the available retail space had been leased including 5 new restaurants and 3 retail/service shops.



**Number of Vendors: 30-60 Weekly**  
**Number of Weekly Attendees: 250-1000 weekly (depending on season and special events)**

**Fiscal Impact:** The Pompano Beach Green Market is currently in its 13th season, making it the longest continuously running Green Market in Broward County. We have supported and incubated many entrepreneurs on their path to business ownership including Northcutt's Category 12 hot sauce (featured as a Whole Foods regional product), Finley's Bahamian Restaurant - currently seeking full time restaurant space, Blooming Bean company who is in the works of opening a full time mobile coffee shop at BaCA, and many others who have gone on to open retail locations or partner with local businesses to carry their products!



**Number of Vendors: 17-20 Monthly**  
**Number of Weekly Attendees: 1500 and growing**

**Fiscal Impact:** Old Town Untapped is the first Craft Beer & Arts festival to come to Pompano Beach and is receiving RAVE reviews. When we launched the event in February, the word on the street was how amazing the event was and we immediately knew that it needed more! We doubled the event size to a 2 block radius, installed lighting on the trees and built a "biergarten" in anticipation of future development of the space, added a live art battle, additional food trucks and expanded our marketing efforts. The result of the expansion was an increase in event attendance from 250 people to over 1,500 at the most recent event. We anticipate having over 2500 people by the end of summer 2016. Since the event is also an activator for the space, we launched the Untap Your Potential campaign and installed signage in all the vacant spaces. This has already resulted in an increase in interest in the spaces and at least one space has been leased, with another two potentials on the horizon.



## D. DIRECTIONAL AND WAYFINDING SIGNS & MAPS

Objective	Strategy	Tactics	Annual Budget
1) Install wayfinding signs 2) Create a Downtown walkers guide	Work with a contracted design firm to develop, manufacture and install Downtown wayfinding signs to direct pedestrian and vehicular traffic to Downtown destinations utilizing the new brand components and create a walkers guide as part of a comprehensive wayfinding project. .	i. Review existing sign locations and current sign code with City Departments ii. Issue an RFP/Q for wayfinding design development, manufacturing and installation services (consider digital pedestrian wayfinding kiosks for parking lots or other central locations such as the theatre park). iii. Manage the process to design and install wayfinding signage that supports the downtown brand, enhances pedestrian connection to businesses and directs vehicular traffic into the Downtown iv. Design and print an annual walkers guide map of Downtown Alachua businesses (available spaces can be listed to use this map as a business attraction tool, as well a consumer attraction/guide map). (Website updates can be made regularly for showcasing new businesses during the year, but printed walkers' guides continue to drive traffic and support consumers staying longer and visiting more locations in a downtown district).	TBD \$2.5-\$5K

## Downtown Map & Guide

### DISCOVERY GUIDE



**CONNECTIONS**  
The Downtown Office is located at 100 North Main Street, Suite 100, in the heart of downtown Oakland. We are a central hub for business, community, and culture.

**PUBLIC PARKING**  
Public parking is available at several locations throughout downtown Oakland, including the Oakland Park Garage and the Oakland Public Garage.

**DIRECTIONS**  
Downtown Oakland is easily accessible from all major highways and streets in the area.

### OPPORTUNITIES

**COMMERCIAL**  
Opportunities for commercial development in downtown Oakland.

**RESIDENTIAL**  
Opportunities for residential development in downtown Oakland.

**CULTURAL**  
Opportunities for cultural development in downtown Oakland.

### OPPORTUNITIES

**COMMERCIAL**  
Opportunities for commercial development in downtown Oakland.

**RESIDENTIAL**  
Opportunities for residential development in downtown Oakland.

**CULTURAL**  
Opportunities for cultural development in downtown Oakland.

### BUSINESS DIRECTORY

**RESTAURANTS/BARS**

Business Name	Address	Phone
123 Main St	123 Main St	(510) 555-1234
456 Oak St	456 Oak St	(510) 555-5678

**RETAIL**

Business Name	Address	Phone
789 Main St	789 Main St	(510) 555-9012
101 Oak St	101 Oak St	(510) 555-3456

**SERVICES**

Business Name	Address	Phone
202 Main St	202 Main St	(510) 555-7890
303 Oak St	303 Oak St	(510) 555-1357

### DOWNTOWN MAP



Map showing the layout of downtown Oakland, including major streets like Main Street, Oak Street, and Broadway Street. Various business locations are marked with colored icons.

### OPPORTUNITIES

**DEVELOPMENT SITES**

Site Name	Address	Phone
123 Main St	123 Main St	(510) 555-1234
456 Oak St	456 Oak St	(510) 555-5678

**CULINARY SITES**


Site Name	Address	Phone
789 Main St	789 Main St	(510) 555-9012
101 Oak St	101 Oak St	(510) 555-3456

**BUSINESS DIR**

**OFFICE & OT**

### Art & Wine

Art & Wine Festival



Join us on these sites

### NORTHWOOD Village


Map showing the layout of Northwood Village, including streets and building footprints.

### NORTHWOOD Village

Map showing the layout of Northwood Village, including streets and building footprints.


### Creative

Creative spaces and studios




### Eclectic

Eclectic shops and businesses



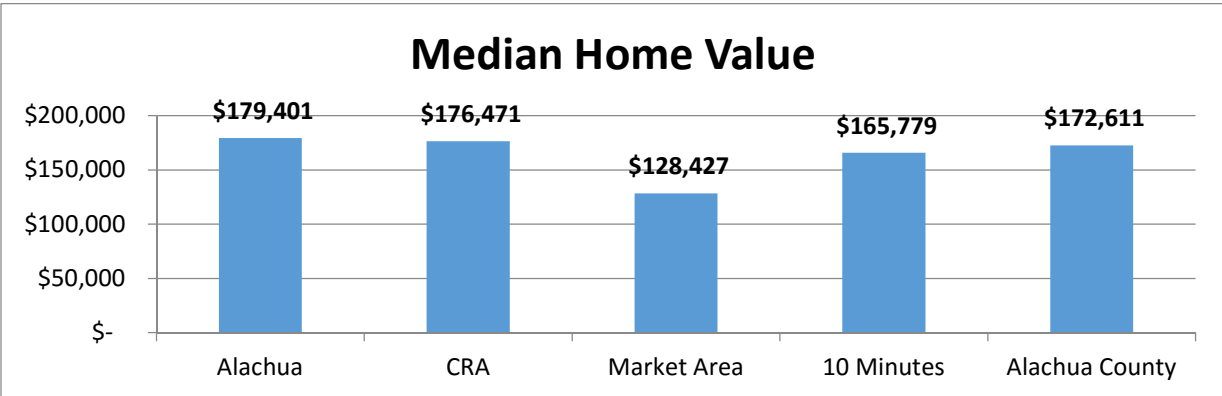
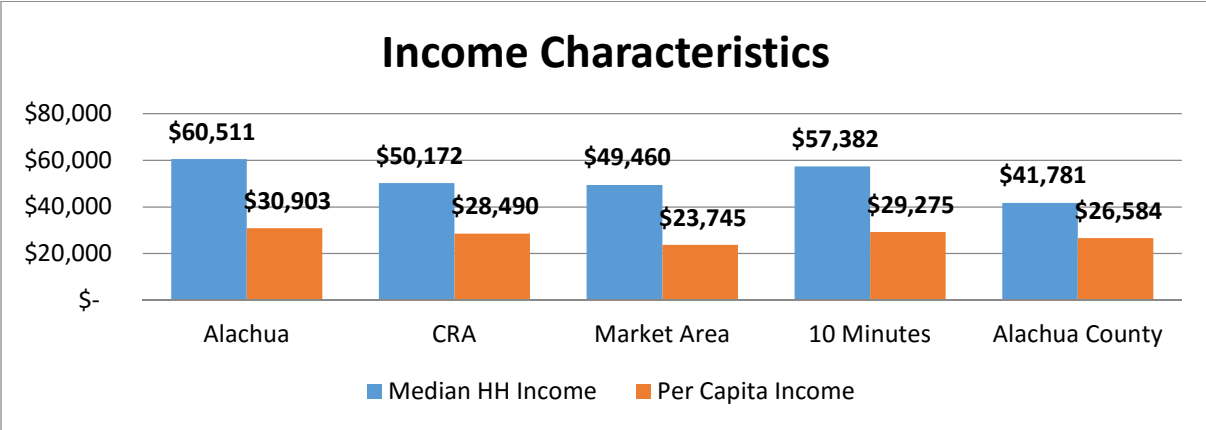
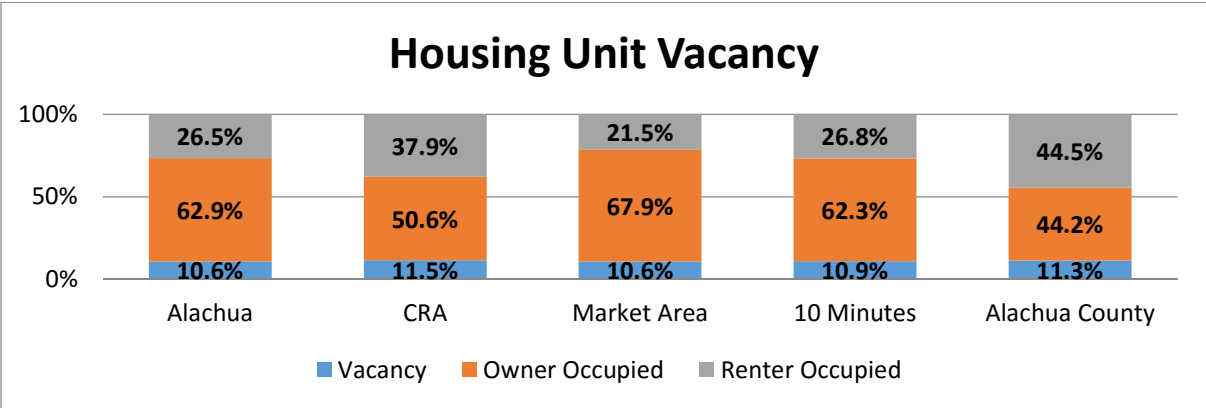
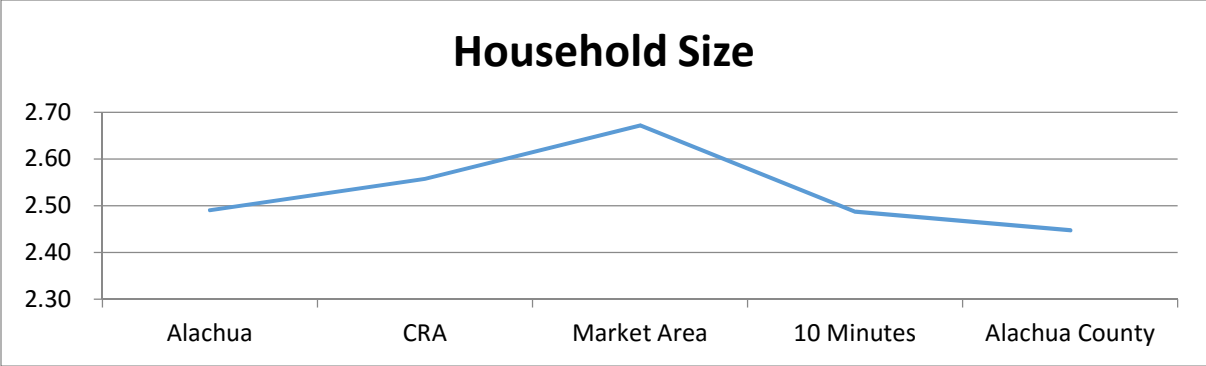
### Southern Living

Southern Living magazine advertisement



## DATA SUPPLEMENTS

<b>TOTAL POPULATION</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Population	9,732	573	57,173	11,887	251,724
<b>TOTAL HOUSEHOLDS</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Households	3,907	224	21,398	4,779	102,850
<b>HOUSEHOLD SIZE</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Household Size	2.49	2.56	2.67	2.49	2.45
<b>HOUSING UNITS</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Housing Units	4,371	253	23,925	5,363	115,977
<b>HOUSING OCCUPANCY</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Vacancy	10.6%	11.5%	10.6%	10.9%	11.3%
Owner Occupied	62.9%	50.6%	67.9%	62.3%	44.2%
Renter Occupied	26.5%	37.9%	21.5%	26.8%	44.5%
<b>INCOME</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Median HH Income	\$ 60,511	\$ 50,172	\$ 49,460	\$ 57,382	\$ 41,781
Per Capita Income	\$ 30,903	\$ 28,490	\$ 23,745	\$ 29,275	\$ 26,584
Total Income	\$ 300,747,996	\$ 16,324,770	\$ 1,357,572,885	\$ 347,991,925	\$ 6,691,830,816
<b>HOME VALUES</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Median Home Value	\$ 179,401	\$ 176,471	\$ 128,427	\$ 165,779	\$ 172,611



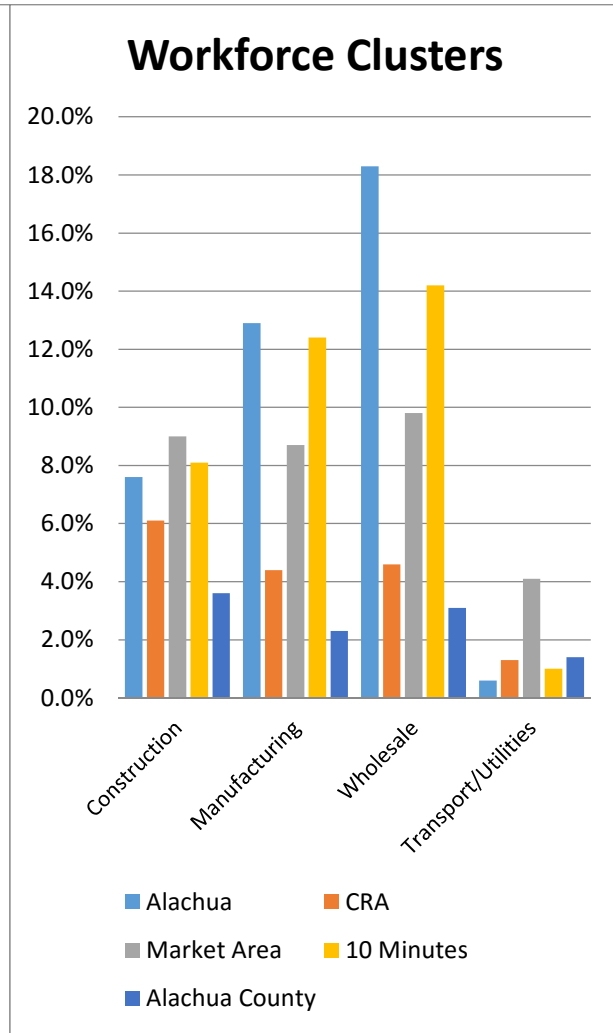
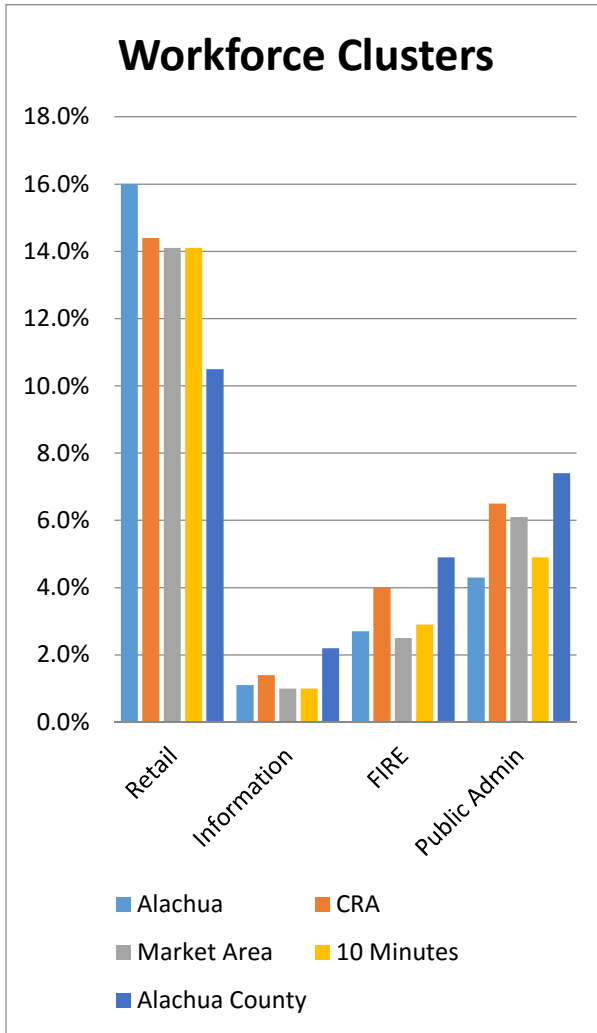
<b>LOCAL WORKFORCE %</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	7.6%	6.1%	9.0%	8.1%	3.6%
Manufacturing	12.9%	4.4%	8.7%	12.4%	2.3%
Wholesale	18.3%	4.6%	9.8%	14.2%	3.1%
Retail	16.0%	14.4%	14.1%	14.1%	10.5%
Transport/Utilities	0.6%	1.3%	4.1%	1.0%	1.4%
Information	1.1%	1.4%	1.0%	1.0%	2.2%
FIRE	2.7%	4.0%	2.5%	2.9%	4.9%
Services	10.0%	6.5%	6.3%	9.4%	7.1%
Public Admin	4.3%	6.5%	6.1%	4.9%	7.4%
<b>LOCAL WORKFORCE</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	564	69	1,600	644	6,114
Manufacturing	957	50	1,546	986	3,906
Wholesale	1,357	52	1,742	1,129	5,265
Retail	1,187	163	2,506	1,121	17,833
Transport/Utilities	45	15	729	79	2,378
Information	82	16	178	79	3,736
FIRE	200	45	444	230	8,322
Services	742	73	1,120	747	12,058
Public Admin	319	73	1,084	389	12,568
<b>Total</b>	<b>5,460</b>	<b>557</b>	<b>11,092</b>	<b>5,436</b>	<b>72,859</b>
<b>10 Minutes WORKFORCE STRENGTH</b>		<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction		1.50	-140%	-50%	400%
Manufacturing		850%	420%	50%	1060%
Wholesale		1370%	850%	410%	1520%
Retail		160%	190%	190%	550%
Transport/Utilities		-70%	-350%	-40%	-80%

Information		-30%	10%	10%	-110%
FIRE		-130%	20%	-20%	-220%
Services		350%	370%	60%	290%
Public Admin		-220%	-180%	-60%	-310%
<b>LOCAL JOBS</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	566	69	1,600	641	995
Manufacturing	957	50	1,548	985	3,832
Wholesale	1,359	52	1,742	1,127	5,235
Retail	1,189	163	2,509	1,122	17,811
Transport/Utilities	44	15	731	77	2,335
Information	78	16	186	78	3,790
FIRE	179	35	490	133	8,411
Professional Services	737	73	1,136	750	12,091
Education/Health Care	744	117	3,479	866	72,483
Arts/Accom/F&B	543	233	1,603	739	15,703
Other Services	229	62	823	345	7,126
Public Admin	320	73	1,083	391	12,554
<b>Total</b>	<b>6,945</b>	<b>958</b>	<b>16,930</b>	<b>7,254</b>	<b>162,366</b>
	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Resident/Job Ratio	1.40	0.60	3.38	0.70	1.55
<b>EMPLOYMENT LQ</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	8.15	7.20	9.45	8.84	0.61
Manufacturing	13.78	5.22	9.14	13.58	2.36

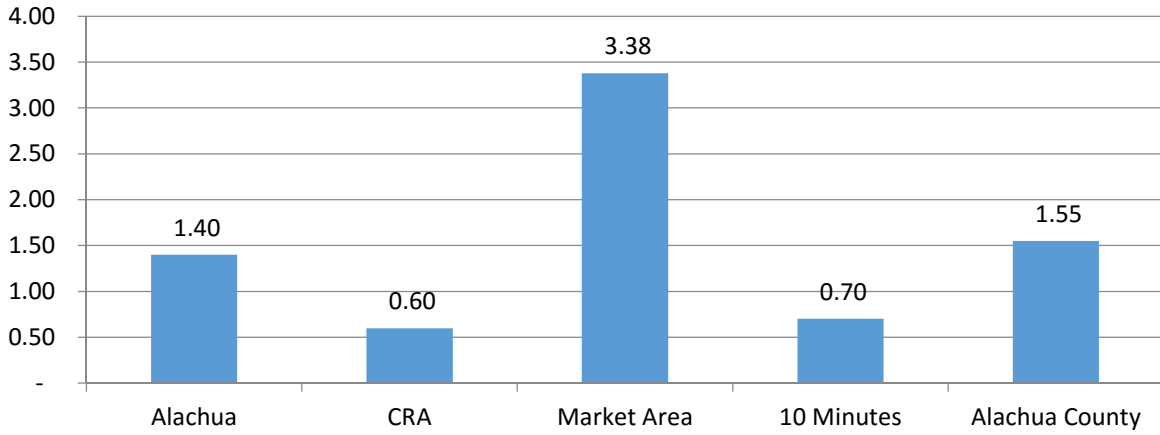


Wholesale	19.57	5.43	10.29	15.54	3.22
Retail	17.12	17.01	14.82	15.47	10.97
Transport/Utilities	0.63	1.57	4.32	1.06	1.44
Information	1.12	1.67	1.10	1.08	2.33
FIRE	2.58	3.65	2.89	1.83	5.18
Professional Services	10.61	7.62	6.71	10.34	7.45
Education/Health Care	10.71	12.21	20.55	11.94	44.64
Arts/Accom/F&B	7.82	24.32	9.47	10.19	9.67
Other Services	3.30	6.47	4.86	4.76	4.39
Public Admin	4.61	7.62	6.40	5.39	7.73
<b>Alachua EMPLOYMENT CLUSTERS</b>		<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction		95%	-130%	-69%	754%
Manufacturing		856%	464%	20%	1142%
Wholesale		1414%	928%	403%	1634%
Retail		11%	230%	165%	615%
Transport/Utilities		-93%	-368%	-43%	-80%
Information		-55%	2%	5%	-121%
FIRE		-108%	-32%	74%	-260%
Professional Services		299%	390%	27%	317%
Education/Health Care		-150%	-984%	-123%	-3393%
Arts/Accom/F&B		-1650%	-165%	-237%	-185%
Other Services		-317%	-156%	-146%	-109%
Public Admin		-301%	-179%	-78%	-312%
<b>CRA EMPLOYMENT CLUSTERS</b>	<b>Alachua</b>		<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Construction	-95%		-225%	-163%	659%
Manufacturing	-856%		-392%	-836%	286%
Wholesale	-1414%		-486%	-1011%	220%
Retail	-11%		219%	155%	604%
Transport/Utilities	93%		-275%	50%	13%
Information	55%		57%	59%	-66%

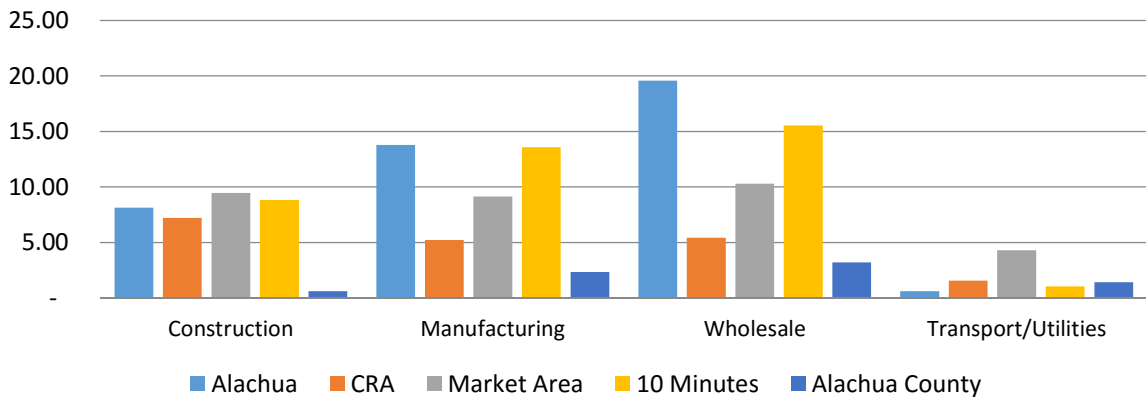
FIRE	108%		76%	182%	-153%
Professional Services	-299%		91%	-272%	17%
Education/Health Care	150%		-834%	27%	-3243%
Arts/Accom/F&B	1650%		1485%	1413%	1465%
Other Services	317%		161%	172%	208%
Public Admin	301%		122%	223%	-11%



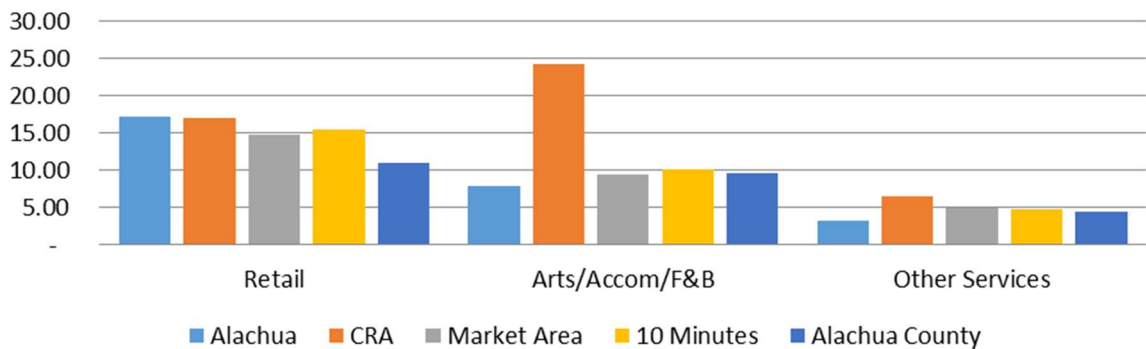
### Resident/Job Ratio

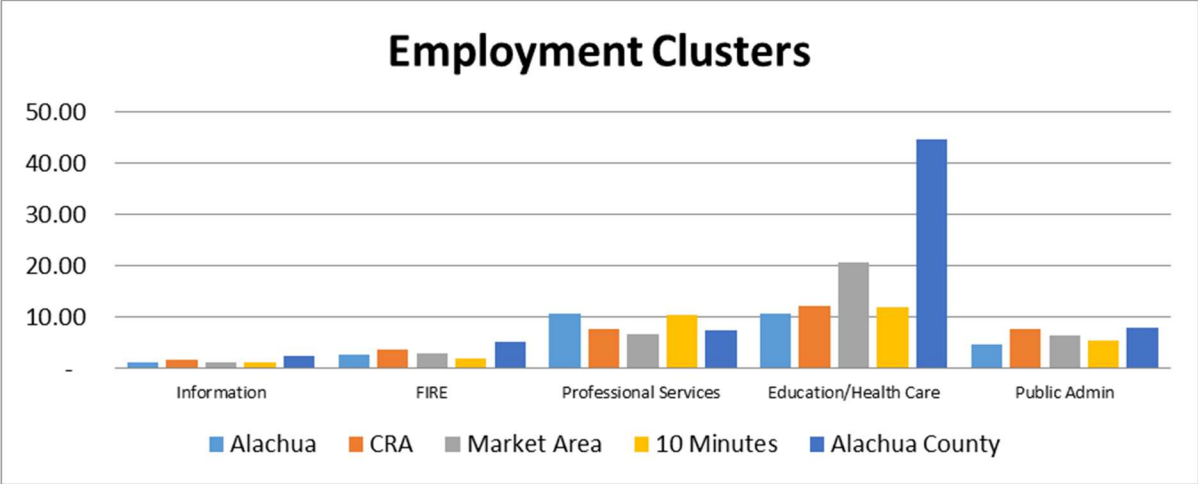


### Employment Clusters



### Employment Clusters





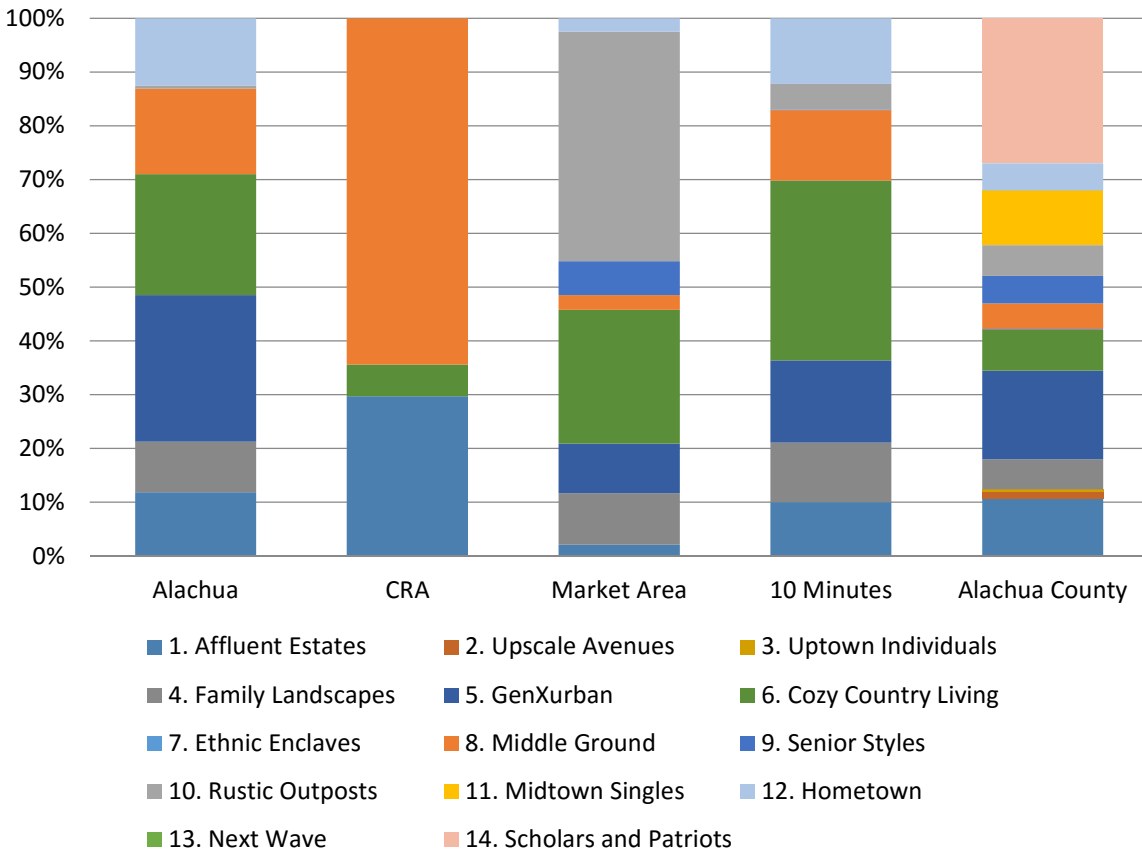
**Tapestry Segmentation**

	Alachua	CRA	Market Area	10 Minutes	Alachua County
<b>1. Affluent Estates</b>	<b>11.9%</b>	<b>29.7%</b>	<b>2.1%</b>	<b>10.0%</b>	<b>10.7%</b>
Top Tier (1A)	0.0%	0.0%	0.0%	0.0%	0.6%
Professional Pride (1B)	0.0%	0.0%	0.0%	0.0%	0.0%
Boomburbs (1C)	0.0%	0.0%	0.0%	0.0%	0.0%
Savvy Suburbanites (1D)	11.9%	29.7%	2.1%	10.0%	4.3%
Exurbanites (1E)	0.0%	0.0%	0.0%	0.0%	5.8%
<b>2. Upscale Avenues</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>
Urban Chic (2A)	0.0%	0.0%	0.0%	0.0%	1.3%
Pleasantville (2B)	0.0%	0.0%	0.0%	0.0%	0.0%
Pacific Heights (2C)	0.0%	0.0%	0.0%	0.0%	0.0%
Enterprising Professionals (2D)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>3. Uptown Individuals</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>
Laptops and Lattes (3A)	0.0%	0.0%	0.0%	0.0%	0.0%
Metro Renters (3B)	0.0%	0.0%	0.0%	0.0%	0.4%
Trendsetters (3C)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>4. Family Landscapes</b>	<b>9.4%</b>	<b>0.0%</b>	<b>9.6%</b>	<b>11.1%</b>	<b>5.6%</b>
Soccer Moms (4A)	0.0%	0.0%	0.0%	0.0%	3.0%
Home Improvement (4B)	6.0%	0.0%	1.3%	6.1%	0.7%
Middleburg (4C)	3.4%	0.0%	8.3%	5.0%	1.9%
<b>5. GenXurban</b>	<b>27.2%</b>	<b>0.0%</b>	<b>9.2%</b>	<b>15.3%</b>	<b>16.5%</b>
Comfortable Empty Nesters (5A)	27.2%	0.0%	0.3%	13.9%	1.3%

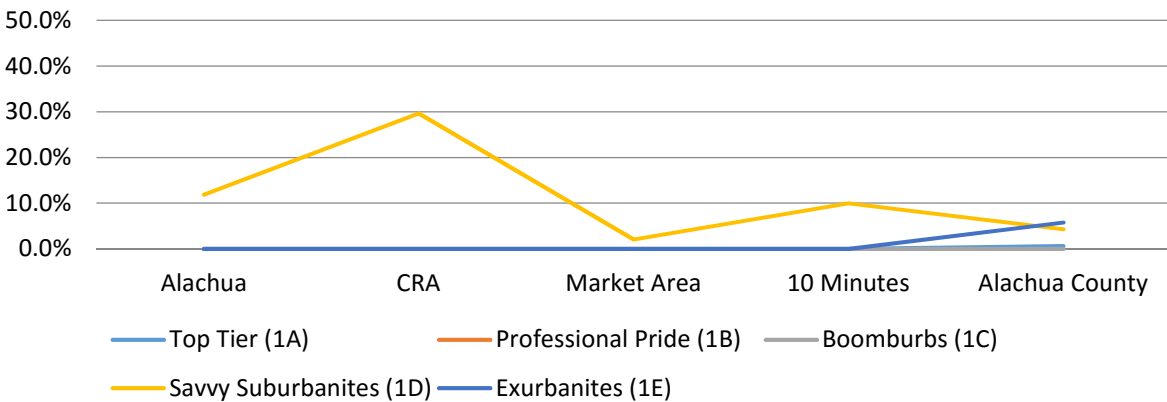
In Style (5B)	0.0%	0.0%	9.0%	1.4%	11.9%
Parks and Rec (5C)	0.0%	0.0%	0.0%	0.0%	0.0%
Rustbelt Traditions (5D)	0.0%	0.0%	0.0%	0.0%	2.6%
Midlife Constants (5E)	0.0%	0.0%	0.0%	0.0%	0.6%
<b>6. Cozy Country Living</b>	<b>22.5%</b>	<b>5.9%</b>	<b>24.9%</b>	<b>33.4%</b>	<b>7.6%</b>
Green Acres (6A)	0.0%	0.0%	5.5%	1.7%	1.3%
Salt of the Earth (6B)	0.0%	0.0%	3.0%	3.2%	0.7%
The Great Outdoors (6C)	22.5%	5.9%	16.3%	28.6%	5.2%
Prairie Living (6D)	0.0%	0.0%	0.0%	0.0%	0.0%
Rural Resort Dwellers (6E)	0.0%	0.0%	0.0%	0.0%	0.0%
Heartland Communities (6F)	0.0%	0.0%	0.0%	0.0%	0.5%
<b>7. Ethnic Enclaves</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>
Up and Coming Families (7A)	0.0%	0.0%	0.0%	0.0%	0.1%
Urban Villages (7B)	0.0%	0.0%	0.0%	0.0%	0.0%
American Dreamers (7C)	0.0%	0.0%	0.0%	0.0%	0.0%
Barrios Urbanos (7D)	0.0%	0.0%	0.0%	0.0%	0.0%
Valley Growers (7E)	0.0%	0.0%	0.0%	0.0%	0.0%
Southwestern Families (7F)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>8. Middle Ground</b>	<b>15.9%</b>	<b>64.3%</b>	<b>2.7%</b>	<b>13.1%</b>	<b>4.8%</b>
City Lights (8A)	0.0%	0.0%	0.0%	0.0%	0.0%
Emerald City (8B)	0.0%	0.0%	0.0%	0.0%	1.0%
Bright Young Professionals (8C)	0.0%	0.0%	0.0%	0.0%	1.8%
Downtown Melting Pot (8D)	0.0%	0.0%	0.0%	0.0%	0.0%
Front Porches (8E)	0.0%	0.0%	0.0%	0.0%	0.7%
Old and Newcomers (8F)	15.9%	64.3%	2.7%	13.1%	1.3%
Hardscrabble Road (8G)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>9. Senior Styles</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.3%</b>	<b>0.1%</b>	<b>5.1%</b>
Silver & Gold (9A)	0.0%	0.0%	0.0%	0.0%	0.0%
Golden Years (9B)	0.0%	0.0%	0.0%	0.0%	1.4%
The Elders (9C)	0.0%	0.0%	0.0%	0.1%	0.2%
Senior Escapes (9D)	0.0%	0.0%	6.3%	0.0%	1.3%
Retirement Communities (9E)	0.0%	0.0%	0.0%	0.0%	2.2%
Social Security Set (9F)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>10. Rustic Outposts</b>	<b>0.6%</b>	<b>0.0%</b>	<b>42.7%</b>	<b>4.8%</b>	<b>5.7%</b>
Southern Satellites (10A)	0.6%	0.0%	25.1%	4.8%	3.5%
Rooted Rural (10B)	0.0%	0.0%	6.7%	0.0%	0.6%

Diners & Miners (10C)	0.0%	0.0%	0.0%	0.0%	0.0%
Down the Road (10D)	0.0%	0.0%	2.9%	0.0%	0.6%
Rural Bypasses (10E)	0.0%	0.0%	7.9%	0.0%	0.9%
<b>11. Midtown Singles</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.2%</b>
City Strivers (11A)	0.0%	0.0%	0.0%	0.0%	0.0%
Young and Restless (11B)	0.0%	0.0%	0.0%	0.0%	4.4%
Metro Fusion (11C)	0.0%	0.0%	0.0%	0.0%	1.4%
Set to Impress (11D)	0.0%	0.0%	0.0%	0.0%	1.7%
City Commons (11E)	0.0%	0.0%	0.0%	0.0%	2.6%
<b>12. Hometown</b>	<b>12.5%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>12.2%</b>	<b>5.0%</b>
Family Foundations (12A)	12.5%	0.0%	2.5%	12.2%	2.8%
Traditional Living (12B)	0.0%	0.0%	0.0%	0.0%	0.6%
Small Town Simplicity (12C)	0.0%	0.0%	0.0%	0.0%	0.0%
Modest Income Homes (12D)	0.0%	0.0%	0.0%	0.0%	1.5%
<b>13. Next Wave</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
International Marketplace (13A)	0.0%	0.0%	0.0%	0.0%	0.0%
Las Casas (13B)	0.0%	0.0%	0.0%	0.0%	0.0%
NeWest Residents (13C)	0.0%	0.0%	0.0%	0.0%	0.0%
Fresh Ambitions (13D)	0.0%	0.0%	0.0%	0.0%	0.0%
High Rise Renters (13E)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>14. Scholars and Patriots</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>27.0%</b>
Military Proximity (14A)	0.0%	0.0%	0.0%	0.0%	0.0%
College Towns (14B)	0.0%	0.0%	0.0%	0.0%	8.5%
Dorms to Diplomas (14C)	0.0%	0.0%	0.0%	0.0%	18.5%

## Tapestry Summary Groups

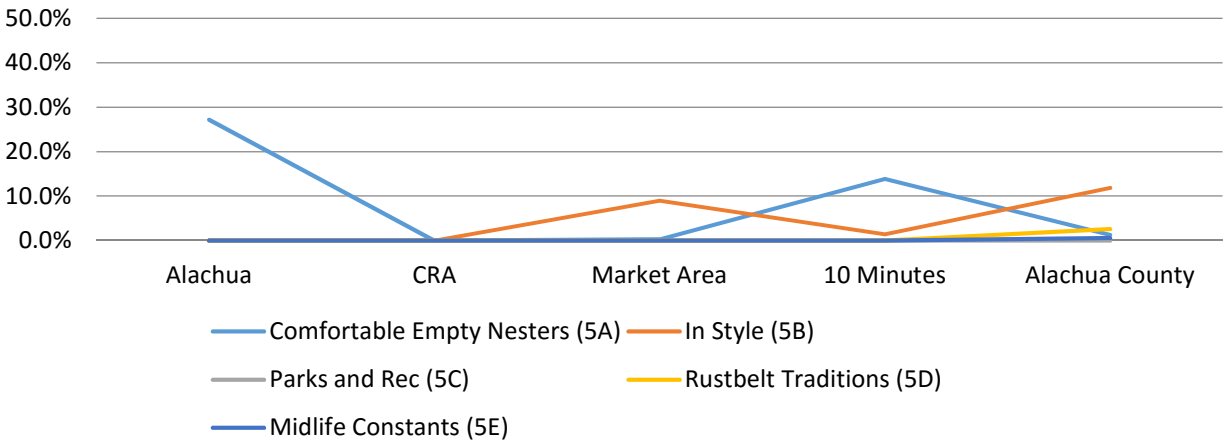


## Affluent Estates

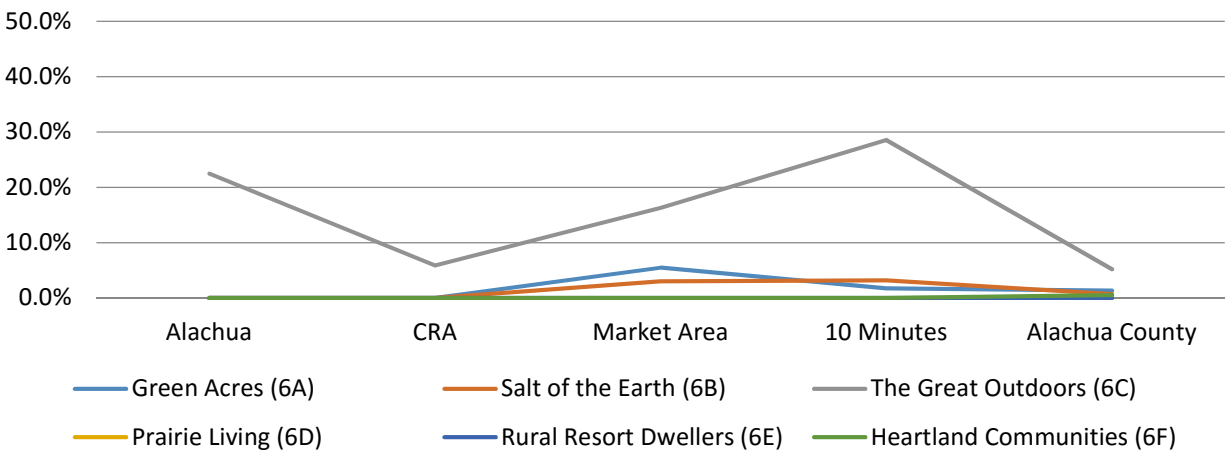




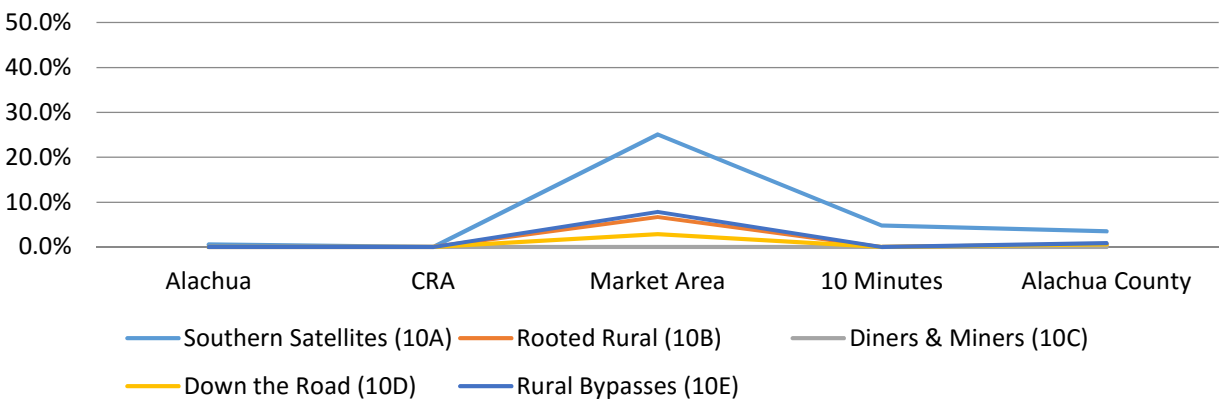
## GenXurban



## Cozy Country Living



## Rustic Outposts



<b>SUPPORTABLE SQUARE FEET</b>	<b>Alachua</b>	<b>CRA</b>	<b>Market Area</b>	<b>10 Minutes</b>	<b>Alachua County</b>
Automobile Dealers	68,928	8,165	505,309	54,668	483,603
Other Motor Vehicle Dealers	-	17,443	112,922	18,438	278,787
Auto Parts, Accessories & Tire Stores	448	-	23,902	-	110,256
Furniture Stores	6,006	-	23,584	5,378	42,640
Home Furnishings Stores	4,046	-	19,325	3,423	54,802
Electronics & Appliance Stores	1,509	642	25,131	1,320	-
Bldg Material & Supplies Dealers	-	5,905	13,283	-	42,691
Lawn & Garden Equip & Supply Stores	-	101	-	-	2,415
Grocery Stores	-	4,699	-	-	-
Specialty Food Stores	2,554	-	13,851	3,034	53,509
Beer, Wine & Liquor Stores	2,851	150	4,708	3,326	-
Health & Personal Care Stores	-	7,714	3,998	-	-
Gasoline Stations	19,888	5,543	111,964	31,823	837,105
Clothing Stores	24,769	1,453	118,658	29,770	-
Shoe Stores	4,585	244	21,703	5,404	-
Jewelry, Luggage & Leather Goods Stores	6,342	332	15,974	2,940	40,445
Sporting Goods/Hobby/Musical Instr Stores	6,357	-	26,313	3,470	-
Book, Periodical & Music Stores	3,877	211	13,565	4,518	-
Department Stores Excluding Leased Depts.	-	3,882	48,862	-	-
Other General Merchandise Stores	17,916	1,441	83,203	19,478	144,049
Florists	763	38	2,301	565	-
Office Supplies, Stationery & Gift Stores	-	-	7,132	-	5,212

Used Merchandise Stores	254	-	-	-	3,295
Other Miscellaneous Store Retailers	5,919	-	-	3,019	22,079
Full-Service Restaurants	-	-	16,938	-	-
Limited-Service Eating Places	-	-	18,575	341	-
Special Food Services	240	-	2,243	343	-
Drinking Places - Alcoholic Beverages	762	-	5,626	1,246	11,019

Total Supportable Retail Square Feet	187,064	57,965	1,238,597	199,372	2,218,330
Total Supportable Restaurant Square Feet	1,003	-	43,382	1,930	11,019
<b>Total Supportable Square Feet</b>	<b>188,067</b>	<b>57,965</b>	<b>1,281,979</b>	<b>201,302</b>	<b>2,229,349</b>

SUPPORTABLE RETAIL SQUARE FEET										
				Low	High	Average	Core	Expansions	City Low	City High
Auto Parts, Accessories & Tire Stores				23,902	110,256	67,079	-	-	23,902	110,256
Furniture Stores				23,584	5,378	14,481	14,481	(9,103)	-	-
Home Furnishings Stores				-	3,423	-	-	-	-	3,423
Electronics & Appliance Stores				-	1,320	-	-	-	-	1,320
Bldg Material & Supplies Dealers				5,905	5,905	5,905	-	5,905	-	-
Lawn & Garden Equip & Supply Stores				-	-	-	-	-	-	-
Grocery Stores				-	-	-	-	-	-	-

Specialty Food Stores				13,851	13,851	13,851	13,851	13,851	-	-
Beer, Wine & Liquor Stores				4,708	3,326	4,017	4,708	-	-	(1,382)
Health & Personal Care Stores				-	-	-	-	-	-	-
Gasoline Stations				19,888	19,888	19,888	-	19,888	-	-
Clothing Stores				118,658	-	59,329	59,329	-	-	(59,329)
Shoe Stores				21,703	5,404	-	-	-	-	-
Jewelry, Luggage & Leather Goods Stores				15,974	15,974	15,974	15,974	-	-	-
Sporting Goods/Hobby/Musical Instr Stores				26,313	-	13,156	-	-	-	-
Book, Periodical & Music Stores				4,518	4,518	4,518	4,518	-	-	-
Department Stores Excluding Leased Depts.				-	-	-	-	-	-	-
Other General Merchandise Stores				17,916	1,441	9,678	9,678	-	-	(8,238)
Florists				2,301	-	1,151	1,151	(1,151)	-	-
Office Supplies, Stationery & Gift Stores				-	-	-	-	-	-	-
Used Merchandise Stores				-	3,295	1,648	-	1,648	-	1,648
Other Miscellaneous Store Retailers				-	22,079	-	-	-	-	22,079
Full-Service Restaurants				-	-	-	-	-	-	-
Limited-Service Eating Places				18,575	-	-	-	-	18,575	-

Special Food Services				2,243	343	1,293	2,243	-	-	(1,900)
Drinking Places - Alcoholic Beverages				5,626	11,019	8,322	8,322	2,697	-	-
<b>Retail Space</b>				<b>258,944</b>	<b>183,832</b>	<b>230,675</b>	<b>123,691</b>	<b>31,038</b>	<b>5,326</b>	<b>42,954</b>
<b>Restaurant Space</b>				<b>26,444</b>	<b>11,363</b>	<b>9,616</b>	<b>10,565</b>	<b>2,697</b>	<b>18,575</b>	<b>(1,900)</b>
<b>Total Space</b>				<b>285,387</b>	<b>195,195</b>	<b>240,291</b>	<b>134,256</b>	<b>33,735</b>	<b>23,902</b>	<b>41,054</b>

