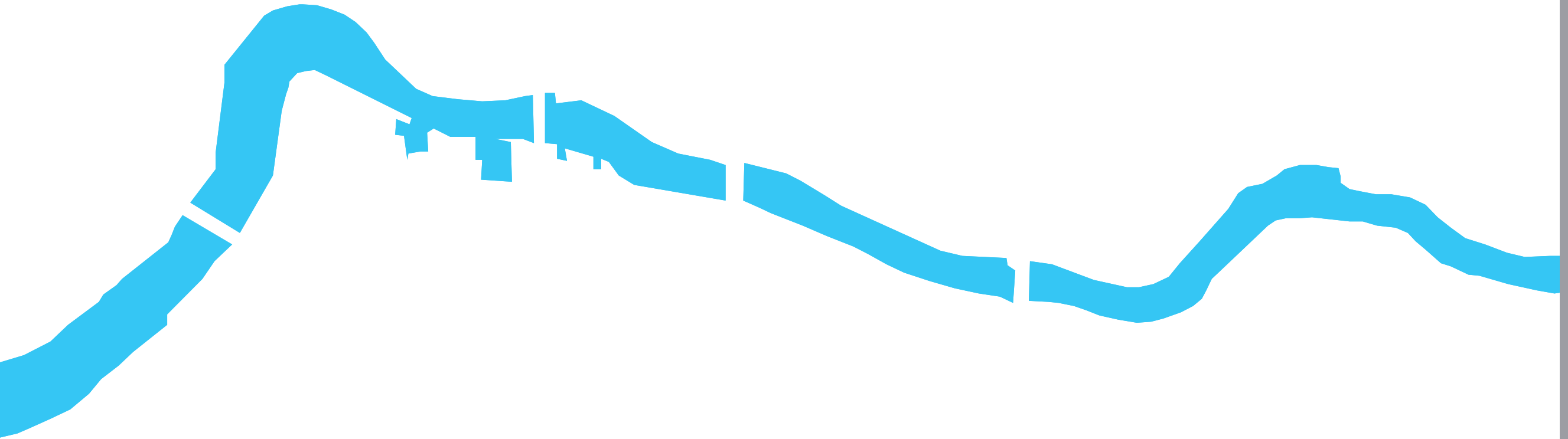


FORT LAUDERDALE ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT

CITY OF FORT LAUDERDALE, FLORIDA



DRAFT

SEPTEMBER 27, 2010

FORT LAUDERDALE
ARTS AND ENTERTAINMENT
IN THE RIVERWALK DISTRICT



ACKNOWLEDGEMENTS

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Wayne Jessup, AICP	Planning & Zoning Department Deputy Director
Jenni Morejon	Principal Planner/Project Manager
Anthony Greg Fajardo	Planner III
Randall C. Robinson Jr.	Planner II
Thomas Lodge	Planner II
Mike Maloney	Zoning & Landscape Inspector

Master Plan Team

Beyer Blinder Belle Architects & Planners LLP

Neil Kittredge
Kevin Storm
Cristina Bejarano

Karin Bacon Events

Karin Bacon
Brooksie Hughes

Raymond Jungles, Inc.

Raymond Jungles
Corey Seltenright

Rhodeside & Harwell

Elliot Rhodeside
Ed Hamm

Webb Management Services

Duncan Webb
Carrie Blake

Other Organizations

The Art Institute of Fort Lauderdale
Arts Ballet Theatre
Bonnett House Museum and Gardens
Broward Alliance
Broward Center for the Performing Arts
Broward County Cultural Division
Broward Workshop, Urban Core Committee
Cinema Paradiso
City of Fort Lauderdale Marine Advisory Board
City of Fort Lauderdale Parks & Recreation Advisory Board
City of Fort Lauderdale Economic Development Advisory Board
Curtain Call Playhouse
Downtown Development Authority of Fort Lauderdale
Downtown Fort Lauderdale Civic Association
FAB! Funding Arts Broward
Florida Atlantic University
Fort Lauderdale Children's Theater
Fort Lauderdale Historical Society, Inc.
Fort Lauderdale Parks & Recreation Department
Girls' Club
Greater Fort Lauderdale Chamber of Commerce, Downtown Council
Greater Fort Lauderdale Convention and Visitors Bureau
Greater Fort Lauderdale Sister Cities Inc.
Himmarshee Village Association
Museum of Art | NOVA
Hooper Realty & Hooper Construction
Museum of Discovery & Science
Nova Southeastern University
The Related Group
Riverwalk Arts & Entertainment Consortium
Riverwalk Trust
Riverwalk Trust Sustainability Task Force
Sixth Star Entertainment
Stiles Property Management Group
Stranahan House
Symphony of the Americas
Tarpon River Civic Association
War Memorial Auditorium
Women in Jazz



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CHAPTER 1
ACTIVATION STRATEGY:
EXECUTIVE SUMMARY

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



INTRODUCTION | Bringing Life and Activity to the Riverwalk

BACKGROUND

The Riverwalk District Arts & Entertainment (A&E) / Public Realm Plan was initiated as an effort to improve and enhance the Riverwalk and the blocks north and south of the New River by accomplishing the following objectives:

- Strengthen and expand the identity and presence of arts, cultural and entertainment uses within the Riverwalk District;
- Create lively, safe, attractive and comfortable public spaces, that draw people and activity to the River; and
- Introduce a management strategy for operating, marketing, programming, evaluating, improving, and ensuring the sustainability of the Riverwalk District.

As recent planning for Downtown Fort Lauderdale has highlighted, the city and specifically the areas surrounding the New River are poised to achieve a whole that is greater than the sum of its parts. All of the ingredients are in place: a publicly accessible waterfront; outstanding arts and entertainment destinations; successful retail corridors; a critical mass of Downtown population from recent housing and commercial developments and future development potential. However, while individually successful, these assets are not yet interconnected in a way that allows the Downtown as a whole to match the vibrancy of other successful urban centers. Some of the challenges are the result of design – roads designed to favor traffic, inhospitable pedestrian conditions, parks that feel isolated and sometimes unsafe, and gaps in the urban fabric. Others stem from land use patterns – such as government buildings on the waterfront, or the unsuccessful multilevel Riverfront retail complex. The Broward Center for Performing Arts was unfortunately designed to get visitors in and out of the facility and parking decks with as little contact with the city as possible, resulting in a significant loss of potential spending Downtown. With the lack of active land uses and connections to surrounding buildings on the Riverwalk, the park system, while very successful for large events, remains somewhat isolated and has yet to become a focus for the daily life of residents – Fort Lauderdale’s “Central Park.”

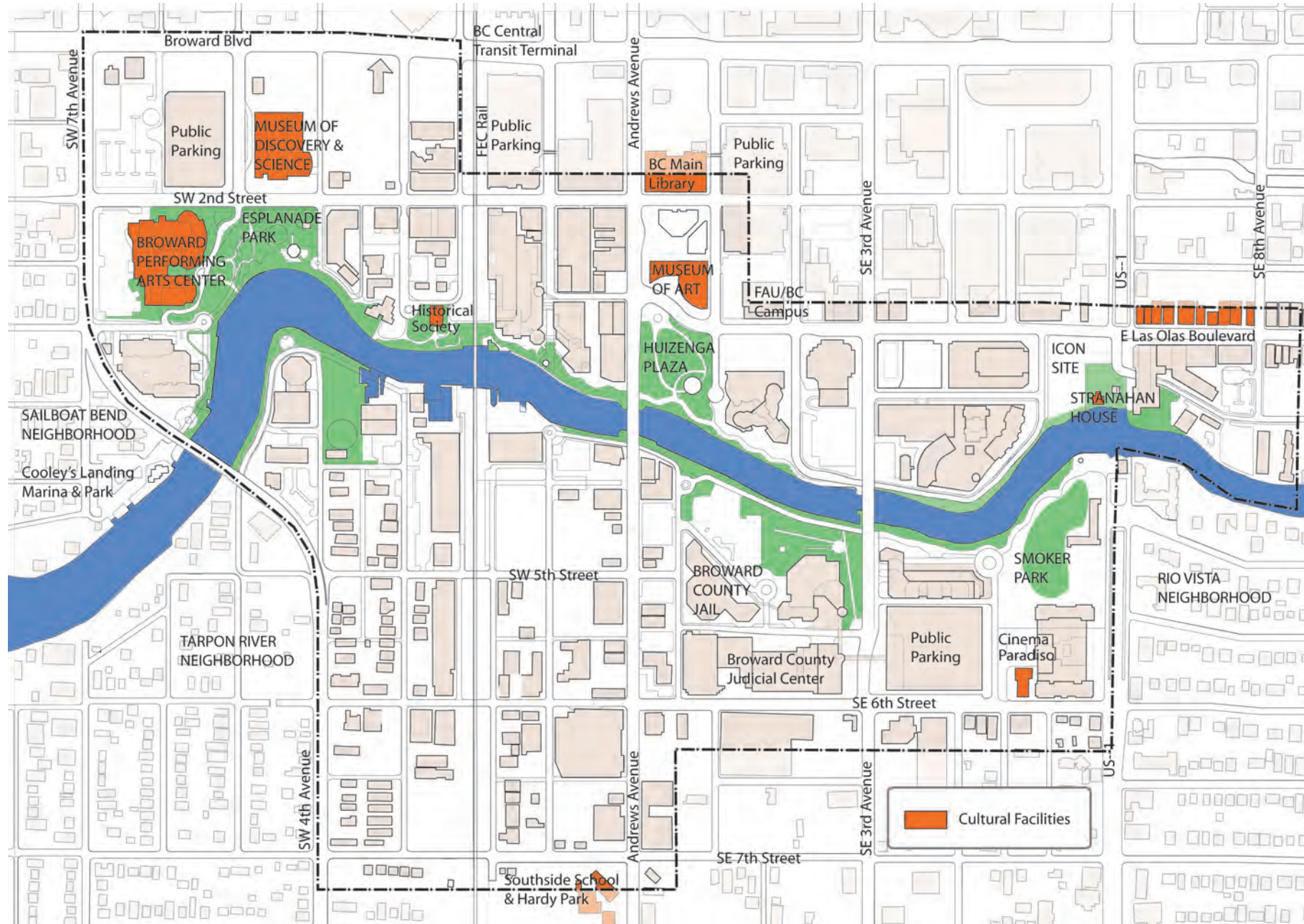
Despite these challenges, a great momentum exists to transform Fort Lauderdale’s recent individual success stories into a holistic vision for the entire central Downtown area. The City has adopted the 2008 New River Master Plan – a strategic long-term vision and framework for the future development of the north and south banks of the river – emphasizing the connection between active land uses, and the people they generate, with the Riverwalk and surrounding public realm generate. A restaurant, retail and entertainment market study has shown that enormous potential for consumer and tourism spending exists but is unmet or being lost to suburban areas. Key

stakeholders such as the Riverwalk Trust, the Broward Center for Performing Arts, and the Downtown Development Authority are actively imagining and implementing projects and initiatives to improve the district. A broad public consensus exists to make Downtown a more urban, livable, walkable, safe, diverse and active public environment and a significant regional destination.

The City has correctly observed that the next step in this process requires two key components: a compelling vision for an expanded Arts & Entertainment role in the Riverwalk district, and a public realm master plan for the Riverwalk park network that focuses on the activation of its public spaces and its linkage to the surrounding streets and neighborhoods. These two goals are complimentary and interdependent: a dispersed arts district, spanning from the Broward Center to the Museum of Art, will generate foot traffic to support dining, retail and services, as well as draw more people to the Riverwalk. Conversely, the arts as a driver of Downtown identity and development will be more likely to succeed because of the sense of place conveyed by the necklace of parks and plazas along the riverfront.

Our challenge is to utilize this plan to achieve multiple goals for Fort Lauderdale in the context of the economic downturn. First, it must position the Downtown to maximize its opportunities once the real estate market returns. Given the scale of development in the past ten years, a reduced number of sites remain available for future growth, and important choices must be made regarding density, land use and urban form for these sites. Second, given the economy, the plan must focus on actionable short-term, low-cost projects and initiatives that will continue to transform the Riverwalk District and broader Downtown areas even as large-scale development slows. This must not be a “plan on a shelf.”

STUDY AREA



EXISTING

STUDY BOUNDARIES

The study area is generally bounded by Broward Boulevard, SW 2nd Street and Las Olas Boulevard to the north; SE 8th Avenue and Federal Highway to the east; SE 6th and 7th Streets to the south; and SW 7th and 4th Avenues to the west.

The boundaries are consistent with the study area for the 2008 New River Master Plan, which created a framework for developing “character areas” in the Riverwalk District, and guiding physical improvements (mostly relating to private development), ultimately setting the stage for a more action-based strategy for the public realm.

10 PRINCIPLES:

- 1 Riverwalk District as Fort Lauderdale's 'Living Room'
- 2 A place for discovery, learning, and the arts
- 3 A year-round destination
- 4 Nature in the city
- 5 Re-connect the south side of the river

RIVERWALK DISTRICT | Vision

Originally conceived in the Downtown New River Master Plan, the vision is for a Riverwalk District as the urban center of Broward County, providing a unique South Florida destination and a cosmopolitan experience for all to enjoy...



RIVERWALK DISTRICT | Vision

The Vision is for a Riverwalk District where performances spill out of venues into waterfront parks; where walking to a gallery, a show, and dinner in one evening is a seamless, comfortable event...



The vision is for a Riverwalk District where the variety of venues, public art, and events creates the destination, attracting a diverse group of residents and tourists of all ages...



The vision is for a Riverwalk District where a large-scale new development might incorporate a black-box theater or art-cinema along with complementary retail uses; where strategically placed arts and entertainment venues relate to the network of open spaces, streets, and surrounding neighborhoods...



1 ACTIVATION STRATEGY: EXECUTIVE SUMMARY

10 PRINCIPLES:

- 6 Coordinated management
- 7 Make it happen now!
- 8 Enhance economic value
Downtown
- 9 Plant the seeds for a
sustainable future
- 10 Celebrate the water

MANAGEMENT OVERVIEW

(see Chapter 4 for more detail)

Objectives:

To brand and operate the Riverwalk District as a unique South Florida destination, central to the image of a metropolitan Fort Lauderdale

To assure permanent activation by attracting the critical mass necessary to generate a more dynamic environment for economic development

To define and coordinate the activities and responsibilities required to develop and sustain the District

To create a vehicle for efficient and integrated stakeholder involvement

Partners:

City of Fort Lauderdale
Riverwalk Trust
Downtown Development Authority
Broward Center for Performing Arts
Riverwalk A&E District Consortium

Responsibilities:

Operations
Real Estate
Communications
Programming Activity
Marketing Activity
Finance

RIVERWALK DISTRICT | Coordinated Events & Great Destinations



Stranahan House, Laura Ward Plaza & Icon Site:
The Link to Las Olas

This complex of spaces links the Riverwalk to the vibrant retail and restaurant stretch of Las Olas that includes the Riverside Hotel. Laura Ward, Stranahan and the Icon Site in combination are a critical entry point to activities along both sides of the Riverwalk. Docking facilities at Laura Ward Plaza are essential for providing river crossing at this important gateway. Recommended uses and events include: Ferry Crossing, Fashion's Night Out, Lent Art, a Venue for Special Event Venue, Bike Rentals, Rest & Refreshments



Smoker Park:
The Family Park

Like a traditional neighborhood park, Smoker becomes a dog run, a children's play area, an adult meditation area, picnic tables and attractive night time lighting. But Smoker Park is not just for the neighborhood. It hosts some unique celebrations and takes part in River wide events, anchoring the East End of the Riverwalk. Recommended uses and events include: Ferry Crossing, Holiday Festivals such as Smoker's Spooky Halloween Festival, Art in Smoker Park, Neighborhood Night Out, and Refreshments



Court House:
The Market Square

The Court House Parking Lot on the south side of the Andrews Avenue Bridge becomes known as the location for a variety of markets in all seasons of the year. As the Andrews Bridge River Crossing area becomes developed, visitors to the market can combine the shopping experience with riverside dining and entertainment. Recommended uses and events include: Riverwalk Food Market, Antique and Holiday Markets



Andrews Avenue Bridge:
The Activity Destination

Both sides of the River become active destinations with the addition of restaurants, cafes, and riverside events, making this section of the Riverwalk one of the most vibrant and active destinations for visitors from downtown and the region. The bridges that punctuate the Riverwalk are transformed into beacons of light, illuminating the entire area, drawing visitors to the riverbank from one side of the river to the other. Recommended uses and events include: Public Lighting Exhibitions, Waterfront and Semi-Enclosed Cafes, Mardi Gras Celebrations



Huizenga Plaza:
The Festival Park

The largest open space along the Riverwalk has the most varied program of activities. The park is redesigned to accommodate a multiplicity of festivals, performances, sports related events, and recreational activities. Recommended uses and events include: Tournament Viewing, Multi-stage Festivals, Popular Music Concerts, Movie Nights, Art Events with MoA|Nova, Field Day, Skating Rink



Las Olas Riverfront:
The Arts & Entertainment Destination

Programming reinforces the image of Riverfront as a retail entertainment district by revitalizing it with outdoor events, pop-up retail, and artist studios. Filling the existing unused spaces with life at all hours of the day and evening draws visitors from the surrounding streets toward the water. Recommended uses and events include: Dancing by the River, Outdoor Ballroom, Art Classes and Art Studios, Participatory Multi-media Events produced by Local Arts Organizations

RIVERWALK DISTRICT | Coordinated Events & Great Destinations



The Himmarshee Park:
Historic & Romantic

The charm of old Fort Lauderdale and the gardenlike setting of Himmarshee have made it a popular setting for weddings and special events. The general public would enjoy events that take advantage of its historic and romantic character, bridging the high-activity areas to the east and west. Recommended uses and events include: Lantern Festival, Walking Tours, Rest & Restaurants



River Basin:
Riverwalk's Grand Arena

The Plaza overlooking the River Basin is an excellent location for viewing regattas, and performances in the expansive circle of open water. Looking up from the River Basin to the terraces of the Broward Center for the Performing Arts, the viewing area expands into a grand arena with the water itself as the River's main stage. Recommended uses and events include: Aerial Fireworks, Water Circus, Costumed Water Pageants, Ecology Tours, Fishing Classes, Kayaking



River-wide Events & Installations

Jazz Brunch has proven that animating several of the public spaces along Riverwalk simultaneously has the advantage of moving people along its length and attracting a critical mass. Although we recommend activities that reinforce the identity of each destination, we also recognize the value of staging major events that make an impact on the Riverwalk as a whole. Recommended uses and events include: Riverwalk Festival of Many Cultures, Light Up Lauderdale, Jazz Brunch, Riverstory – Audio/ Visual Self-Guided Tour



Esplanade Park:
The Cultural Performance Stage

Located close to both the Broward Center for the Performing Arts and the Museum of Science and Discovery, Esplanade Park is in the perfect position to host a rich program of cultural offerings relating to the content of both organizations. Amenities such as restaurants, restrooms, and transportation are a crucial aspect of re-envisioning the park and making it a destination. Recommended events: Cultural Performances such as opera, modern dance, theater, comedy, classical and contemporary music, spoken word and performance art, and children's festivals coordinated with MODS



The New River:
Riverwalk's Main Street

The New River itself connects the rich variety of destinations along it. Unlike some of the waterways in Fort Lauderdale, the New River belongs to the public sphere and should be seen as such. It will be seen increasingly as the Riverwalk's Main Street when it becomes more accessible to the general public through opportunities for river crossing, recreational boating, and special events. Recommended uses and events include: Barge Bands Floating along the River, Pleasure Boat Pageants, Dragon Boat Race, River Science Barge, Milk Carton Derby

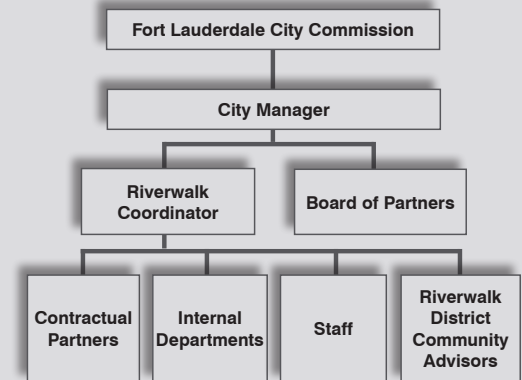


View Corridors

Drivers and pedestrians who do not know the location of the Riverwalk can easily miss it, so it is important to install beacons at the ends of the view corridors, whether they be in the form of lights, banners, or sculptures. These markers also serve to remind residents of this wonderful amenity or signal that an event is in progress. Recommended uses and events include: Public Art, Wayfinding Signage, Banners, Consistent Landscaping Treatment for Streets Leading to the River

MANAGEMENT STRUCTURE

(see Chapter 4 for more detail)



Fundamentally, the City should be in charge.

City would administer and manage contracts with outside agencies and partners to provide programs and services.

A Riverwalk Coordinator would report to the City Manager and facilitate and manage the delivery of City services to the Riverwalk.

In addition to the contractual relationships, there would be open and inclusive RFP's for food service, parking management, event ticketing, etc.

The Action Agenda begins to outline the potential next steps.

CHAPTER 2

CONTEXT

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT

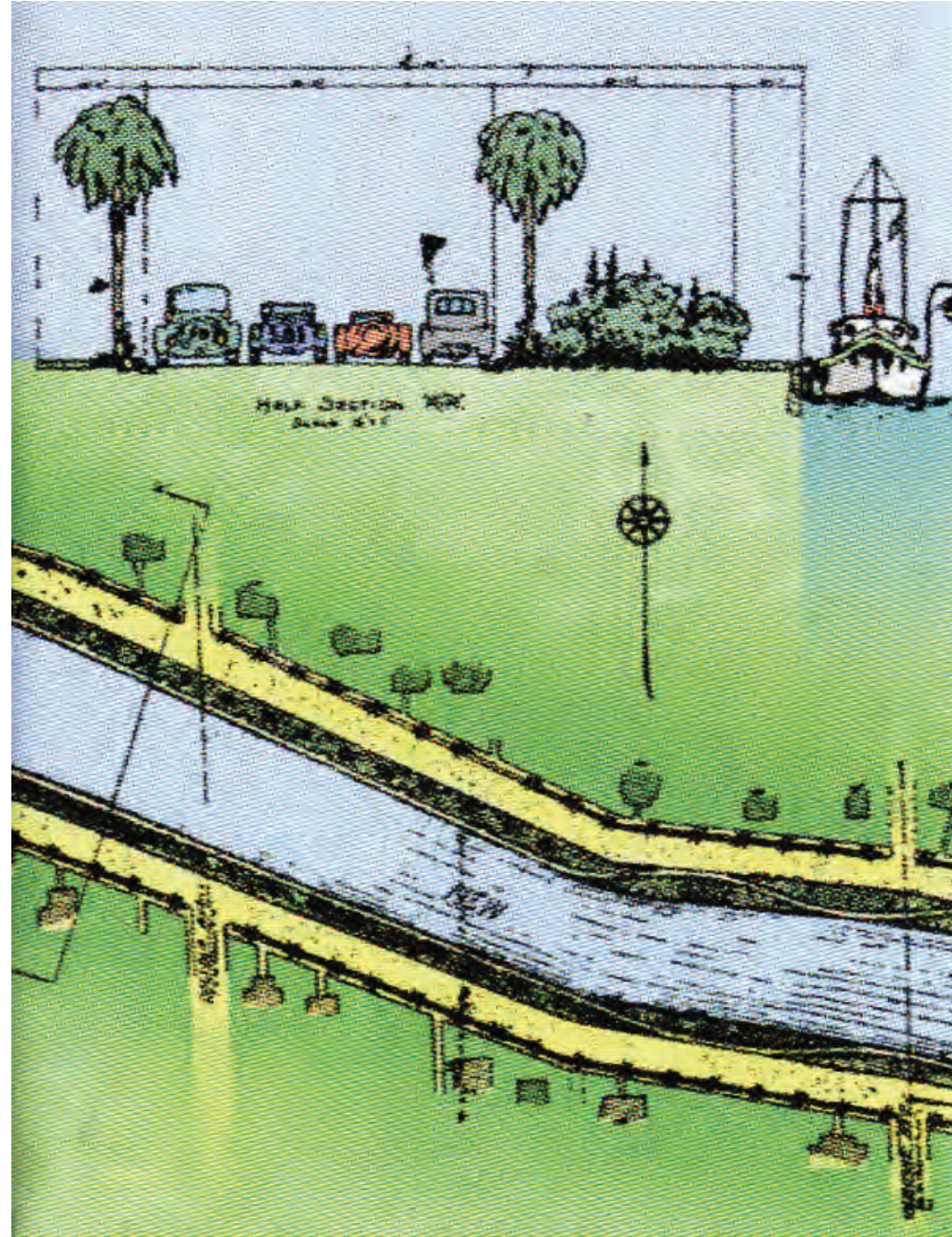


RIVER HISTORY

FORT LAUDERDALE'S NEW RIVER

Fort Lauderdale has a rich and layered history, and this report does not attempt to summarize the details. However, it is important to recognize the central role that the New River has played in the life of the city. From the geographical advantages it offered the earliest Native American inhabitants and the settlers who followed, to the visionary transformation of the river's edges to a grand public space begun in the 20th century, the New River has become a critical part of Fort Lauderdale's image, for both its maritime industry, and, more recently, tourism.

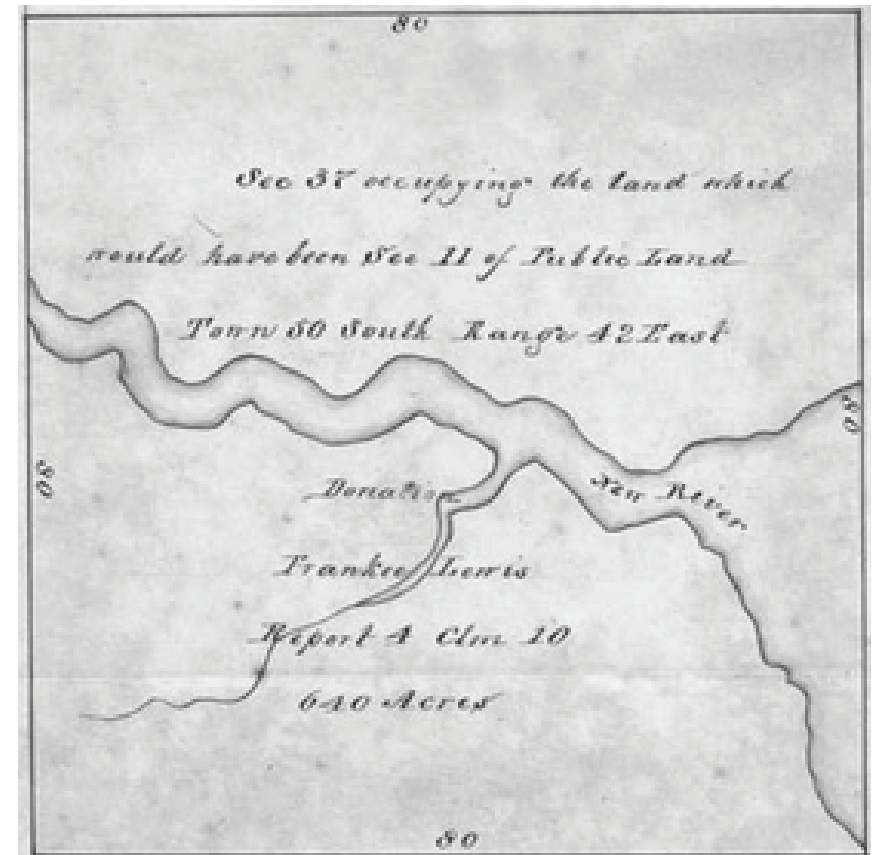
While many of the pieces are already in place, the New River and the spaces along it have yet to reach their full potential as the city's 'Central Park'. With the effort of a large number of enthusiastic partners and stakeholders throughout Fort Lauderdale, the City - through this current initiative- hopes to kick off a new era for the New River, an era in which the Riverwalk District comes to life as a coherent, well-managed destination, a great place for visitors, workers, and local residents that exceeds the sum of its individual parts.



Continuous changes to its entry point to the Atlantic Ocean caused early explorers to note the mouth of a “new river” on maps with each new charting.

Settlement started along its banks and at a certain point, the river stubbornly held onto its form in the face of surrounding urbanization.

The areas along the edge of the water became public domain, allowing for this invaluable public space.



NEW RIVER MASTER PLAN DESIGN PRINCIPLES



NEW RIVER MASTER PLAN (2008)

The New River Master Plan, adopted in 2008, built upon the previous 2003 Consolidated Downtown Master Plan. The New River Master Plan provided a compelling vision for the area that included: a mixed-use Downtown integrating maritime, mixed-income housing, commercial, and cultural uses; a linked network of pedestrian friendly public spaces and parks; and connections to surrounding neighborhoods. Above all, there was a return to the idea of the river as the center of Fort Lauderdale.

Along with a framework describing thematic 'character areas' for the Riverwalk District, many of the specific design recommendations focused on the relationships between buildings and public space, with the intention of guiding the next wave of private development downtown. These guidelines have set the stage for the current effort to activate the public spaces of the Riverwalk more through programming, activities, and management, with less emphasis on purely physical design.

1. Envision the river as a center
2. Encourage daily life and activity
3. Allow for a variety of experiences
4. Strengthen links to surrounding neighborhoods and destinations
5. Improve the visual experience with exceptional architecture, landscape, streetscape design

BUILDING ON THE MOMENTUM

The activation strategies developed in this report, while offering ideas that reflect best practices around the country, are also attempts to build upon the extraordinary efforts of multiple organizations currently working on a variety of initiatives throughout the Riverwalk District.

The programs and events shown at right are just a few of the many established, new, or planned events that have begun to activate the Riverwalk. Some events, such as Sunday Jazz Brunch, have become very successful, attracting large crowds, while other events struggle for increased visibility. Clearly, the citizens of Fort Lauderdale and its active civic organizations have embraced the Riverwalk as an exceptional public space with great potential. However, a multi-pronged, often uncoordinated approach to the overall management of the Riverwalk itself, and of the broader Riverwalk District, results in a place that is not living up to its full potential as a spectacular destination for both regional visitors and local residents.

In order to take a comprehensive view of the Riverwalk District - its activities, public spaces, and physical infrastructure - we must first understand the existing demographics and existing market (both local and visitor-based) for the types of activities that are currently accommodated in the District and those that could be accommodated in the future.

OVERHEARD AROUND THE RIVERWALK



GOALS AND ACTIONS OF THE MARKET STUDY

Goals

Strengthen/expand the Arts and Entertainment District identity through existing public spaces and under-utilized facilities, and short-term, achievable actions and programming.

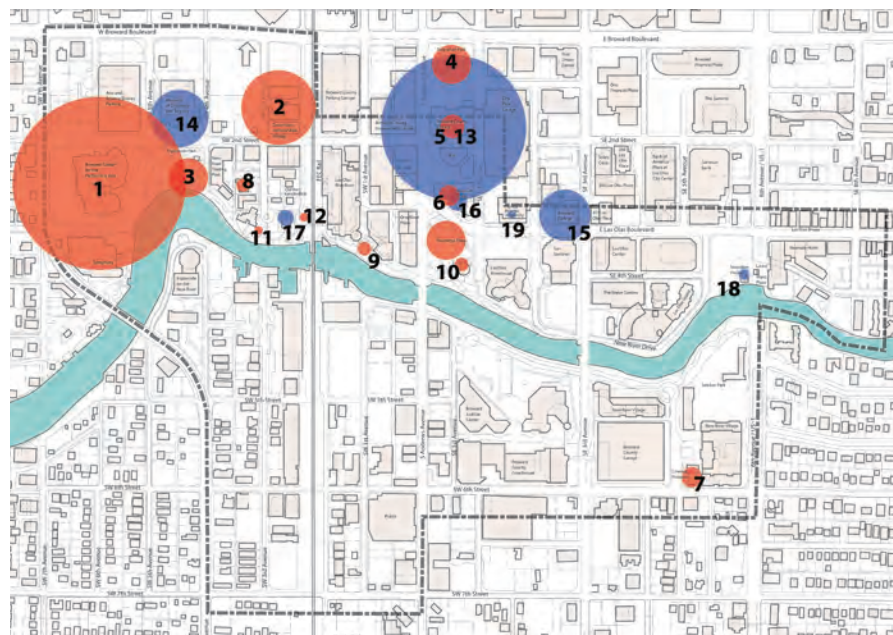
Actions

1. Analyze audience and participant demand
2. Interview key stakeholders
3. Survey of 100+ cultural entities & artists
4. Provide facility inventory and gap analysis
5. Review precedents

MARKET STUDY

As part of Activation Strategy effort, a Market Study was undertaken to better understand and prove the current availability of arts and entertainment-related programming, venues, and providers.

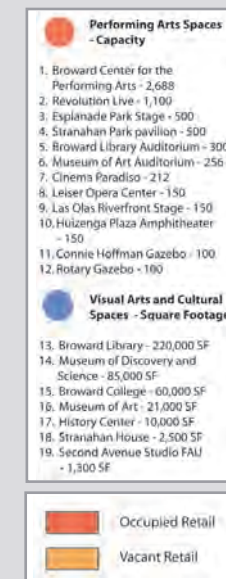
For the complete results of the Market Study, see the Appendix.



Existing Performing and Visual Arts Venues and Capacity



Occupied and Vacant Retail Space

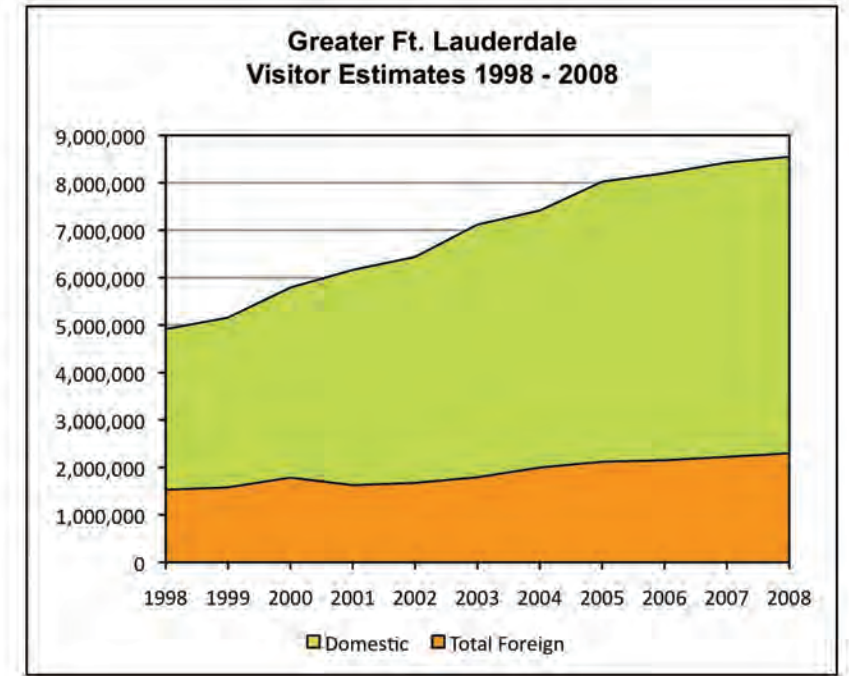
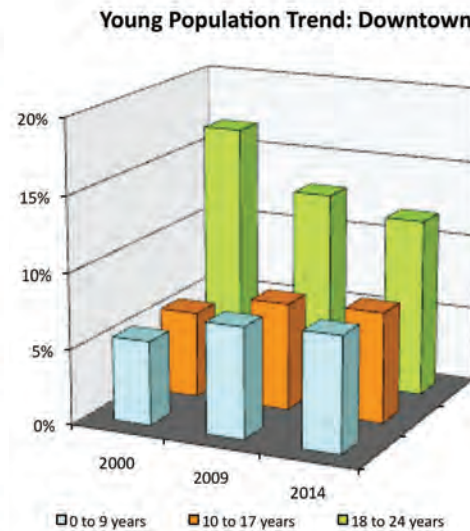
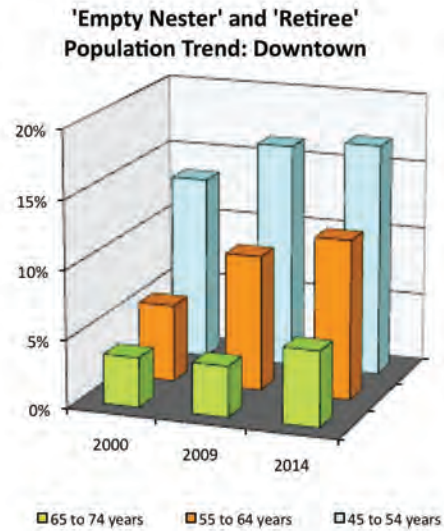


MARKET ANALYSIS

Who will use the Riverwalk?

The 'face' of downtown is changing with more young adults (over the age of 24), more children and more empty nesters and retirees

Source: Claritas 2009



Source: Greater Fort Lauderdale 2009 Visitor Estimates

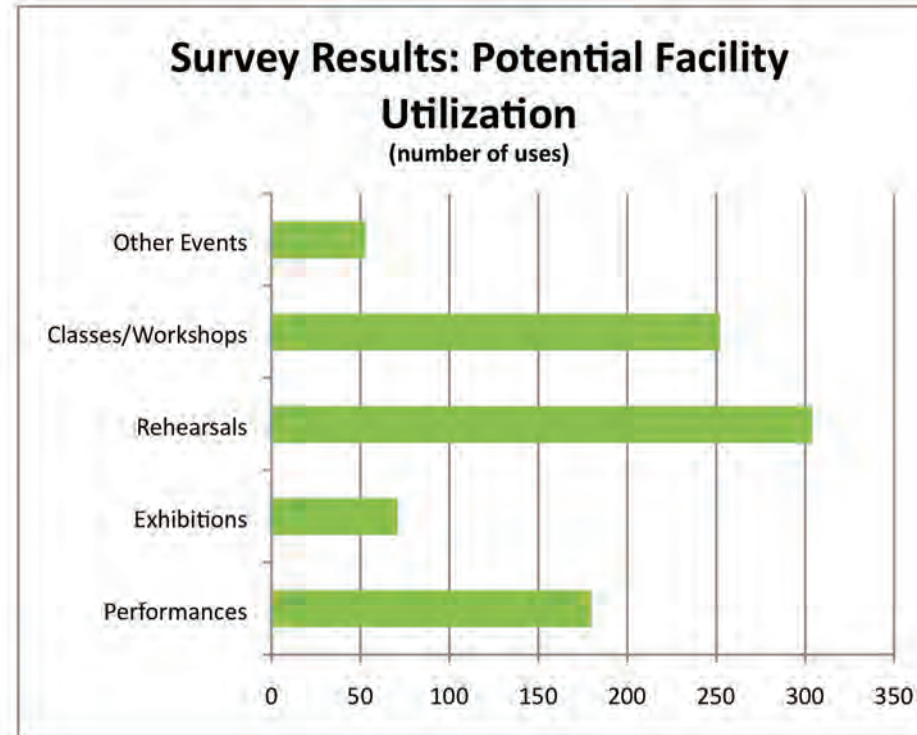
Visitor Estimates

- Tourism drives local economy
- 10.8 million visitors in 2008
- 21% are international visitors
- Cruise ship embarkations and debarkations (now at 3.1 million) are rising
- Significant proportion of visitors are visiting friends and relatives

MARKET SURVEY RESULTS

Understanding the Survey

- Survey issued to 100+ cultural entities, artists and more than 100 visits, 45 completes
- Participants include artists, arts groups, service/granting orgs, creative businesses, interested individuals
- Questions focused on support for more programming, partnerships and facility needs
- 98% of respondents support further development of arts and entertainment activity at the Riverwalk
- 56% are interested in delivering programs, 40% might be interested
- 12 out of 45 groups could deliver programming in the short term
- Large majority currently maintain or are interested in developing partnerships



Facility Demand

- Both indoor and outdoor performance facilities (28 groups/artists)
- Flexible teaching/rehearsal space (30 groups/artists)
- Exhibition space (17 groups/artists)

MARKET STUDY CONCLUSIONS

Conclusions from Market Study

The right players are at the table, but need to be **managed and connected**

The market can support additional arts and entertainment, with particular **potential to serve:**

- Diverse populations throughout the County
- Families
- Downtown residents
- Cultural tourists and visiting friends and relatives (VFRs)
- Cruise ship passengers

Existing facilities are **expensive and difficult** to access for small groups, start-up groups and independent artists

Downtown **outdoor facilities are limited** in their ability to support live performance

Notable demand for **small-scale** performance, exhibition and program space at the Riverwalk

Permit policies are limiting activity in downtown Fort Lauderdale and on the Riverwalk

Key Potential Partners in Riverwalk Programming

Art Institute

Student exhibits and presentations, student-run eateries

FAU

Student exhibits

MoA|Nova

New performing arts program, building presence in downtown Fort Lauderdale and working to bring students to Museum

Cinema Paradiso

Outdoor film presenting

Broward Center for Performing Arts

Connecting patrons to the Riverwalk; Live performance presenting and programming

Local artists

Galleries, studios and retail

Riverwalk Trust

Building on existing resources, events and programming

DDA

Leverage and program Huizenga Plaza activities

MODS

Develop programming on and relevant to the Riverwalk

MARKET STUDY RECOMMENDATIONS

Floating Stage, Lake Las Vegas Resort, NV



Addison Circle Park, Addison, TX



Overall Recommendations from the Market Study:

Programs

- Support low-cost/informal arts and entertainment
- Reflect Fort Lauderdale's diversity
- Use arts education as a unifying theme

Short Term Facilities (Public and Private)

- Four to six "program spaces"
- Temporary artist studio spaces
- Outdoor Film Venue
- Exhibition Space
- Administrative and storage spaces

Long Term Facilities (Public and Private)

- Flexible Plaza
- Outdoor Performance Venue
- Flexible Performance Venues
- Visual Arts Center

The combination creates the destination.

AN EARLY SUCCESS: Riverwalk Trust's Blanket Event Permit

In its mission to continue to activate the area, the Riverwalk Trust proposed an annual "blanket permit" seeking permission from the City Commission to host a year's worth of events at designated locations along the Riverwalk. While event organizers will still be required to coordinate with the City on an event-by-event basis for items like public safety, parking, and street closures, this approval marks the first step in streamlining the event permitting process.

One of the first successful regularly occurring events to be realized as part of the blanket permit is the Riverwalk Trust's Urban Market. The market takes place in Himmarshee Park every Saturday from 8am to 1pm, offering more than 40 vendors of produce, jams, spices, sauces, pastry, breads, cheeses and lots of other great food items.

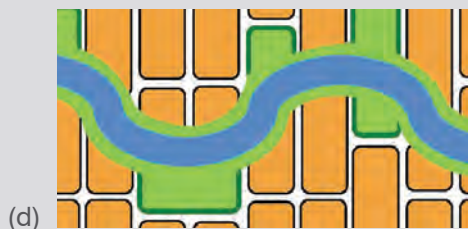
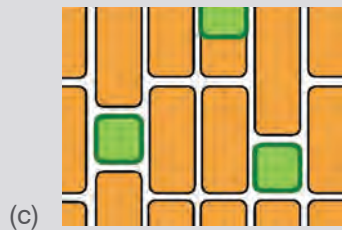
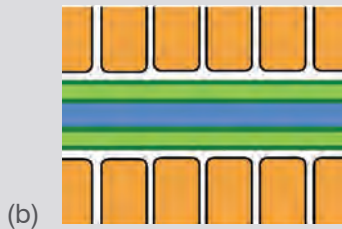
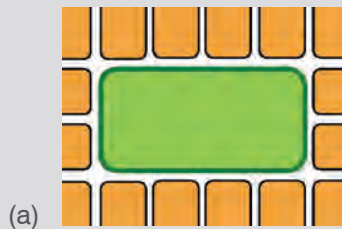
CHAPTER 3 ACTIVATION STRATEGY

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



URBAN PARK TYPOLOGIES

- a) central park: city/park separation
- b) central river-park: city/park separation
- c) dispersed parks: isolated/disconnected
- d) 'beads on a string' urban waterfront: variety and interconnection



APPROACH

GOALS

1. To activate Fort Lauderdale's downtown Riverwalk at all times of the day and seasons of the year.
2. To stimulate the economic revitalization of the Riverwalk cultural district.
3. To provide a friendly setting where people can share their talents, express their ideas, and enjoy being together.
4. To attract new visitors.
5. To establish a dynamic new image for the Riverwalk.

GENERAL APPROACH

Fort Lauderdale's New River and its public spaces offer exceptional opportunities for a unique and vibrant public realm. Unlike the more typical urban park configurations (upper three diagrams at left), Fort Lauderdale's condition offers a variety of public spaces and characteristics throughout Downtown, all connected and unified by the New River. Its meandering configuration offers changing views and vistas, and provides a visually compelling counterpoint to the gridded blocks surrounding it.

Given the variety and types of spaces that this 'beads-on-a-string' model of urban space provides, there is an opportunity to emphasize the distinct characters of places along the river. Instead of overlaying a "unifying approach" to materials or identity, the Riverwalk District can offer more choices to more people by reinforcing distinct activation centers that are consistent with the Character Area visions of the previous New River Master Plan.

One advantage offered by this approach is the ability to focus short-term energy and implementation efforts around the few key areas along the river that currently have the most momentum and synergy among current and proposed initiatives. These areas of focus, four in total, are referred to as Activation Centers and are illustrated on the facing page. These four Activation Centers form the framework for organizing the wide range of programming concepts and physical improvement recommendations described in this chapter.

APPROACH TO PROGRAMMING AND EVENTS

The 'menu' of potential events and activities shown on the following pages have been developed with an approach that will lead to Riverwalk activation that is:

PARTICIPATORY

Engaging and active; attracting programming partners, sponsors, and volunteers from the non-profit and for-profit sectors.

VARIED

Large and small; permanent and temporary; daily and seasonal; sports, recreation and culture; annual and one time; gated and free.

INCLUSIVE

Open to all; appealing to diverse audiences.

SUSTAINABLE

Designed to be economically viable with the capability grow in the future.

THEMATIC

Programming concepts reinforcing the unique identity of each destination along the Riverwalk.

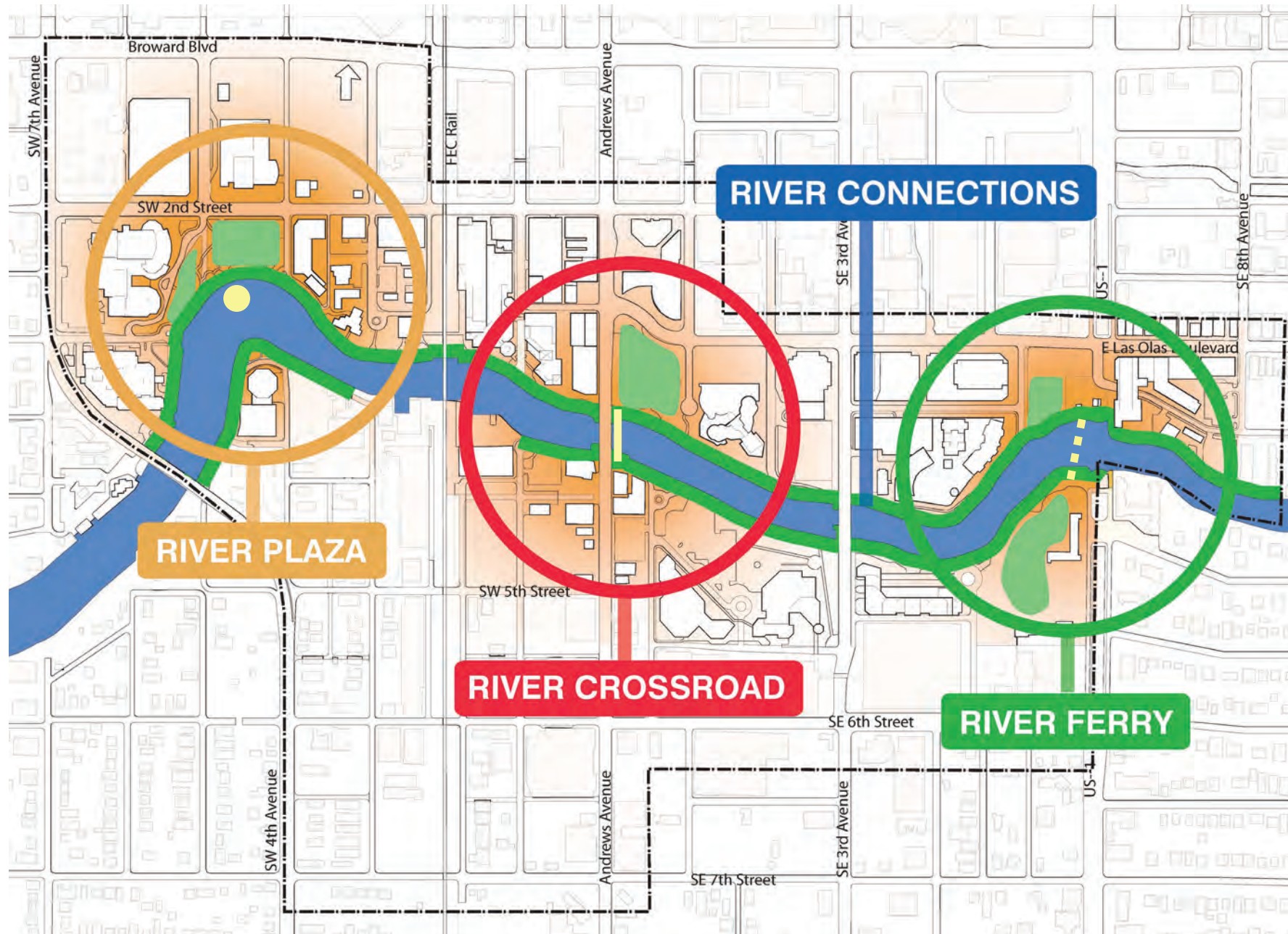
PROMOTIONAL

River-wide events, activities and installations building a positive image for the Riverwalk as a whole; an interactive Website communicating that image to the general public.

HIGH QUALITY

All elements are well-produced whether by professionals or volunteers.

ACTIVATION CENTERS



PROPOSED

ACTIVATION CENTERS AND MAJOR DESTINATIONS

RIVER FERRY: The East Anchor

- Smoker Park
- Stranahan House
- Future Icon Development Site
- Laura Ward Plaza
- Las Olas

RIVER CROSSROAD: Heart of the Riverwalk District

- Court House
- Andrews Bridge Crossing
- Huizenga Plaza
- Las Olas Riverfront Development
- Museum of Art
- Florida Atlantic University
- Broward College

RIVER PLAZA: The West Anchor

- Himmarshee Park
- Esplanade Park
- Broward Performing Arts Center
- The New River Basin
- Museum of Discovery and Science

RIVER CONNECTIONS: Riverwalk's 'Main Street'

- The New River

RIVER FERRY | THE EAST ANCHOR

ACTIVATION CENTER INTENT

The “River Ferry” Activation Center will anchor the eastern end of the Riverwalk District by providing a meaningful connection between the north and south sides of the river. At the location of the historic Stranahan ferry, a new public ferry connection will shuttle people back and forth on a regular, frequent schedule and fill in a critical missing link in the creation of a Riverwalk “loop” that allows people to easily enjoy the parks and open spaces along both sides of the river. Rio Vista residents will be a quick 5-minute walk from Las Olas Boulevard; Smoker Park becomes an easy lunchtime destination for Downtown workers north of the river; and the ferry ride itself will become an event that links the city’s maritime traditions with the evolving desire for more mobility options and pedestrian friendly experiences.

The north landing - Stranahan Landing - envisions a place that combines Laura Ward Plaza, the Stranahan House, and the site of the future “Icon” building development into a coherent inter-related series of open spaces and event venues. For the site of the future “Icon” development, temporary physical improvements are proposed (to last until construction of the proposed building and open spaces) that allow for event venues and for another critical link: the pedestrian link connecting the Riverwalk to the Las Olas Boulevard retail.

The south landing - at Smoker Park - envisions enhancements to the existing natural beauty of Smoker Park that make it into an even more attractive destination. The future hotel building site can be opened up to accommodate temporary event uses; minor landscape improvements, such as clearing out sightline-blocking low shrubbery and adding park lighting, can add to the beauty and safety of the area.



SMOKER PARK | THE FAMILY PARK



SMOKER PARK: THE FAMILY PARK

Like a neighborhood park, Smoker provides a dog run, a children's play area, an adult meditation area, picnic tables and attractive night time lighting. But Smoker Park is not just for the neighborhood. It hosts some unique celebrations and takes part in River wide events, anchoring the East End of the Riverwalk.

SMOKER PARK | Spooky Halloween Festival

SMOKER'S SPOOKY HALLOWEEN FESTIVAL

Type of Event: Holiday

Hours: Kids party 10:00 -4:00 PM;
Adult party 7:00 -10:00 PM

Concept

Smoker Park is a gathering place with unique characteristics such as the amazing tree at the east end and the open space with shade, which make it the perfect setting for the Halloween Event. A single theme is chosen and décor and activities are developed to support that theme. This is an all day event and has the potential to grow into a larger festival connecting to other parts of the Riverwalk.

Theme: Mermaids, Pirates, and River Creatures- Oh MY!

Elements

- Light projections of haunted faces in the trees.
- Strobe lights hung throughout the space in the trees that are going off at all different times.
- Large pumpkin displays with Pirate and Dragon faces.
- Oversized skeleton sculptures scattered throughout wearing pirate and mermaid accessories.
- Picnic tables with cobwebs and bench seating that looks like planks.
- Dry ice and fake fire effects to fill the atmosphere.
- Tombstones with funny pirate names

and stories of how they died.

- Performance stage designed to be a haunted boat with black torn sails and boat accents. River and sea creatures are used as props along the performance area.
- A haunted boat arrives carrying all the performers who jump off the boat making a loud ruckus and run through Smoker Park being scary and gathering up the kids to join them at the haunted boat performance stage.

Activities - Kids

- Costume making workshop in the morning: Pirates; sea creatures; dragons; mermaids.
- Kids costume parade (with musical instruments perhaps) in the afternoon. Parade goes along the Riverwalk to the River Crossing.
- Performance stage: Story telling; Original shows such as Captain Hook Pirate Show, Pumpkin Puppet Show, Ghost stories of the Sea; The Haunted Mermaid.
- Craft workshop- mask decorating, pumpkin carving, ghost making.
- Musical hats (like musical chairs but you pass the hat or mask).
- Skull bowling.
- Spooky Parrot (a live looking parrot that has a video camera inside.) An operator off-site, speaks to the kids and makes spooky sounds as well as funny comments for adults as they pass by.



Bronx Zoo Halloween Festival



Artist Tony Oursler in Madison Square Park



Bronx Zoo Halloween Festival of Bats



Pup Parade

Activities- Adults

- Skulls bowling - Day
- Fortune Tellers - Night
- "Pirates Gold" – Blackjack tables - Night
- Performance Stage: A live band is dressed like pirates.
- Add beverage service – special pirates brew and themed glassware.

Vendors

- Food vendors provide scary treats and easy to eat foods for the kids and hearty pirate foods for the adult party.
- Themed scary drinks (add dry ice) for kids and adults.

SMOKER PARK | Art in the Park

ART IN SMOKER PARK

The unusual vegetation of Smoker Park is imaginatively enhanced by art works lent by galleries, museums, artists, and collectors, with a special emphasis on pieces that employ lighting effects and projection.

Madison Square Park in New York literally pulses to the rhythms of its visitors' hearts. Viewers are invited to take hold of heart rate monitor and watch as the Park's lights match their own heartbeat.



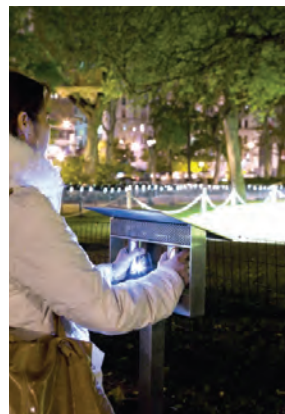
Artist Roxy Paine in Madison Square Park



Artist Anish Kapoor in Rockefeller Center



Artist Ai Weiwei at Art Basel in Miami Beach



Artist Rafael Lozano Hemmer in Madison Square Park



Artist Rafael Lozano Hemmer in Madison Square Park

SMOKER PARK | Other Events

RIVER-WIDE FESTIVALS

Once the river crossing capabilities have been established, Smoker Park participates fully in events such as Jazz Brunch.



Jazz Brunch

NEIGHBORHOOD NIGHT OUT

A long table is set up for a communal meal with many courses prepared by local residents. Local musicians play. Games for kids and adults are refereed by local teens.



MetroTech, Brooklyn

PICNICS UNDER THE TREES

Picnic tables and moveable seating encourage local families, workers from nearby businesses, and Court House employees to lunch al fresco enjoying the canopy of trees.



Company Picnic



Bronx Zoo, Egg Hunt



Palio di Siena, Italy



Union Square

STRANAHAN LANDING | The Link to Las Olas



STRANAHAN LANDING: THE LINK TO LAS OLAS

(The Future “Icon” Development Site, Stranahan House & Laura Ward Plaza)

This complex of spaces links the Riverwalk to the vibrant retail and restaurant stretch of Las Olas that includes the Riverside Hotel. Laura Ward and the “Icon” Site in combination are a critical entry point to activities along both sides of the Riverwalk. Docking facilities at Laura Ward Plaza are essential for providing river crossing at this important gateway.

We recommend events and installations throughout the “Icon” Site and Laura Ward Plaza that will relate to the fashion boutiques and art galleries along Las Olas.

STRANAHAN LANDING | Fashion's Night Out

FASHION'S NIGHT OUT

Type of Event: Retail

Hours: Thursday: 7:00 PM – 11:00 PM

Store shopping hours 8:00 – 10:00

Concept

Fashion Night Out is a celebration of fashion and shopping. The event begins with a designer fashion show in the Icon Site, then moves to the shopping events on Las Olas Boulevard, and circles back to Laura Ward Plaza for the fashion lounge complete with seating and informal modeling using clothes from the local stores. The DJ continues to play while images of vintage fashion shows, world fashions, or fashion inspired movies play as a backdrop. The VIP's are also treated to a special reception where tickets for meet and greets may be purchased.

Elements

- Main stage and seating area for fashion show.
- Food & beverage vendors in Laura Ward Plaza.
- Special T-shirts are designed by a local designer & sold to raise money for a selected charity or to provide funding for the event.
- Bright colored banners designed by local fashion designers are placed outside each participating store.

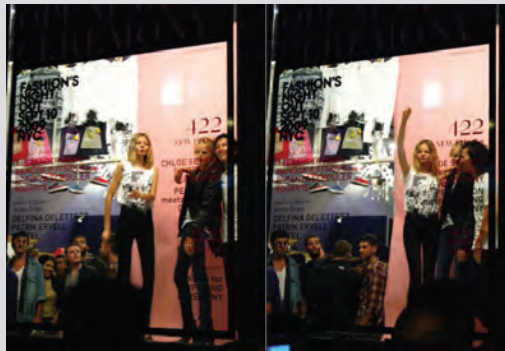
- Special "Hollywood" lighting such as Klieg lights are placed at the fashion show entrance.
- Red carpets are used as welcoming markers at the entrance of each participating store.
- Step & Repeat for everyone located at the entrance to the fashion lounge or fashion show. Know what it is like to be on the red carpet!

Activities

- Fashion Show representing the stores on Las Olas.
- Free beverages and sweets are served in stores.
- Each participating vendor will provide a special activity such as guest Designer; guest celebrity model, DJ, fashion stylist, personal photographer (pose for your own fashion shot).
- VIP reception area for visiting designers held at either the Icon site or Riverside Hotel.



New York



Outdoor Fashion Run



Belgium



New York

STRANAHAN LANDING | Art and Special Events

LENT ART

The “LentSpace” in New York City is a temporary park donated by a real estate developer that hosts art works lent by galleries, museums, artists, and collectors. The temporary lawn of the Icon site would be an ideal location for these kinds of installations.



The Lent Space



Battery Park

SPECIAL EVENT VENUE

The Icon site has temporary facilities that could be used as a production area for events such as fashion shows, and also as a rental venue for small special events.



Biz Bash



Biz Bash

STRANAHAN LANDING | Other Activities

BIKE RENTALS

A rental and repair shop or a potential bike share station at the Laura Ward Plaza or the Icon site would be convenient for visitors who would like to explore the Riverwalk by bike.



Hudson River Park Bike Rental



Velo Libre

REST AND REFRESHMENT

Cafes with minimal infrastructure serving light refreshments and drinks are set up along the river's edge providing a rest stop for visitors embarking on a trip along the Riverwalk or completing one.



79th Street Boat Basin



Wagner Park

LAURA WARD PLAZA & SMOKER PARK

Ferry Connection

CONNECTING STRANAHAN TO SMOKER

A frequent low-cost, or free, ferry service between Smoker Park and Stranahan Landing (Laura Ward Plaza, Stranahan House, and future “Icon” building development site) can create one of the much-needed north-south Downtown connections, opening up the less-used south side of the Riverwalk, and creating the potential for a Riverwalk circulation loop. Previously disconnected neighborhoods and areas of the city would suddenly be re-connected, mobility options Downtown would be increased, and a practical transportation element would serve simultaneously as a river-based event unique to Fort Lauderdale.



Ferry Stop Queensland, Australia



Ferry Boats Vancouver

PHYSICAL IMPROVEMENT | Smoker Park

CHALLENGES & OPPORTUNITIES

- Park areas feel disconnected due to wide swaths of paving and dense eye-level landscaping that blocks views.
- Southern portion of park is removed from any public rights-of-way or active pedestrian paths, creating safety perception issues; there is an opportunity for connections to the south and east to alleviate the “dead-end” nature of the park.
- Future hotel site is currently fenced in, creating an unattractive western edge; this area could be opened up to accommodate temporary uses.
- Non-native species, such as mango trees, compete with the larger shade trees, blocking views, limiting use of the open spaces, and creating seasonal maintenance issues.
- There is a lack of continuity and coordinated open space strategy between Smoker Park and the future “tunnel top park” to the east and the stretch of Riverwalk in front of New River Village to the west. There is an opportunity to create a s
- A lack of shade trees, and abundance of paved surfaces in the stretch of Riverwalk fronting New River Village (to the west of Smoker park) adversely affects pedestrian comfort.
- The view corridor looking north to the river from SE 5th Avenue is interrupted by eye-level fountains lining the roundabout that block views to the river and disrupt pedestrian movements along the Riverwalk in the east-west direction.



EXISTING

PHYSICAL IMPROVEMENT | Smoker Park

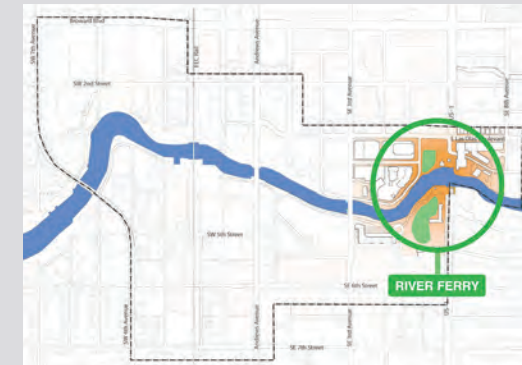
3 Physical Improvement RIVER FERRY ACTIVATION STRATEGY



SMOKER PARK IMPROVEMENTS

1. Replace parallel parking spaces with shade trees
2. Redesign existing fountain to open views to river
3. Existing Riverwalk
4. Future Hotel - temporary site is sodded and open for potential movie screenings
5. Path to connect to street
6. Upright signature oak trees and remove low hanging mango trees
7. Absorb parking spaces into adjacent parking deck and expand park to sidewalk
8. Crushed gravel paths
9. Ferry Terminal

PROPOSED



PHYSICAL IMPROVEMENT | Stranahan Landing

CHALLENGES & OPPORTUNITIES

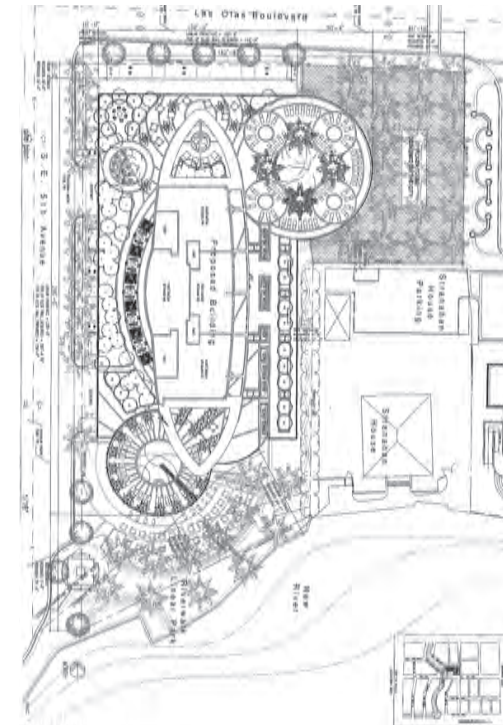
- Two of Fort Lauderdale’s most successful public spaces – Las Olas Boulevard retail and the Riverwalk – are disconnected.
- The site of the approved “Icon” development, just west of the Stranahan House, will likely remain vacant for a number of years before construction begins.
- Currently, there is no public waterfront access in front of the Stranahan House.
- Laura Ward Plaza is divided by the over-scaled SE 4th Street, the open spaces around the Stranahan House are privately controlled, and the vacant “Icon” development site, together create a patchwork of disconnected open spaces at one of the most crucial links in the Riverwalk District. There is an opportunity to open up the “Icon” site for temporary uses, consider a solution for public waterfront access in front of the Stranahan House, and make minimal landscaping improvements to help unify the character of these various spaces.
- Because of the current “dead-end” nature of Laura Ward Plaza, activation of the space with the help of kiosks and/or ground floor retail is difficult; a ferry connection to the south side of the river, and a pedestrian connection connecting west to the Riverwalk would provide a critical mass of people passing through and using the space.



EXISTING



PROPOSED TEMPORARY USE CONCEPT



PROPOSED LONG-TERM "ICON" DEVELOPMENT SITE APPROVED BUILDING AND PLAZA

STRANAHAN LANDING IMPROVEMENTS

1. Green space*
2. Pop-Up Cafe/Retail*
3. Seating*
4. Future "Icon Development" - Temporary Use lot open for events and parking*
5. Pedestrian Path to connect to Riverwalk*
6. Stranahan House - with open gates
7. Laura Ward Plaza dock
8. Extended Riverwalk to connect to Stranahan
9. Street vendors
10. Utility boxes screened with landscape
11. Ferry Terminal

* Indicates temporary use on "Icon" Development Site, to be replaced eventually by approved development



RIVER FERRY | BEFORE



EXISTING

RIVER FERRY | AFTER



PROPOSED TEMPORARY USE CONCEPT

RIVER CROSSROAD | HEART OF THE DISTRICT

ACTIVATION CENTER INTENT

The “River Crossroad” area is literally the “crossroads” of Downtown Fort Lauderdale, where: Andrews Avenue (Fort Lauderdale original main street) crosses both the Los Olas/2nd Street corridor and the New River; clustered around these crossings is a series of prominent institutions and open spaces; it is one of the few places where retail and outdoor dining actively engage the river’s edge; and geographically, the area is located at the midpoint of the Riverwalk, and in the heart of Downtown.

The vision for this area is to build upon the intensity and mix of uses and leverage the movement of people through this central location to create an active destination with activity 24 hours a day, 7 days a week. The Andrews Avenue bridge is the bridge that is easiest and most convenient to cross (compared to others Downtown), and should be greatly improved for increased safety, accessibility and ease of use. The destinations on either side of the bridge should be activated with programs and events to better utilize the open spaces and extraordinary riverfront locations. For example, a portion of the Courthouse parking lot may be utilized for a green-market, drawing people who would not typically visit this south-of-the-river location. In addition, physical improvements to places like Huizenga Plaza can help the space work better for the types of events that are typically held there, such as festival events that are less performance-based and more free-flowing in configuration. Other opportunities exist to capture overlooked, underutilized spaces, such as those under the shade of the Andrews Avenue Bridge structure, and transform them from “holes” in pedestrian continuity into active retail/kiosk locations that bring added life and an improved perception of safety.



PROPOSED

COURTHOUSE SQUARE | THE MARKET SQUARE



COURTHOUSE SQUARE: THE MARKET SQUARE

The Court House Square (parking lot) at the South side of the Andrews Avenue Bridge becomes known as the location for a variety of markets in all seasons of the year. As the Andrews Bridge River Crossing area becomes developed, visitors to the market can combine the shopping experience with riverside dining and entertainment.



COURTHOUSE SQUARE | Food Market

RIVERWALK FOOD MARKET

Type of Event: The Riverwalk Trust Urban Market currently happens every Saturday
 Hours: 8 AM – 1 PM

Concept

This extraordinary food market presents the best in the makings of great home-cooked meals, including produce, dairy, meat, fish, bread, and preserved foods. Residents and visitors can stock up on the wonderful products. Workers at the Court House and local businesses and visitors can purchase excellent picnic lunches to eat by the River.

Elements

- Farm Fresh Produce and Wild-Gathered Foods such as mushrooms
- Fish and shell fish
- Dairy and artisanal cheeses
- Wine and cider
- Meats
- Prepared foods such as ketchup, pickles, and jams
- Baked goods

Activities

Every month there is a different focus with activities associated with a theme such as demonstrations and talks.



For example:

- The butchering tradition
- Pickles from around the world
- Bread baking
- Fish and the environment
- Christmas cookies



New Amsterdam Market



New Amsterdam Market



New Amsterdam Market

New Amsterdam Market

COURTHOUSE SQUARE

Other Outdoor Markets

ANTIQUUE MARKETS

High quality second-hand furniture, jewelry, and clothing as well as a selection of contemporary crafts are for sale at the Antique Market on a monthly or weekly basis.



77th Street Market



Chelsea Antique Market

HOLIDAY MARKETS

The Market Square is transformed for the holiday season by colorful tents decorated with festive lighting. Gifts and holiday foods of all sorts are sold during the day and evening. Live street musicians perform on a regular basis.



Union Square Holiday Market



Bryant Park Holiday Market



Courthouse Parking Area Before



Proposed Courthouse Market After

ANDREWS AVENUE BRIDGE | THE ACTIVITY DESTINATION

ANDREWS BRIDGE RIVER CROSSING: ACTIVITY DESTINATION

Restaurants, cafes, and river events activate both sides of the River and both sides of the bridge, making this section of the Riverwalk one of the densest destinations for visitors from downtown and the region.



ANDREWS BRIDGE RIVER CROSSING

Lighting

RIVERWALK BRIDGES

The bridges that punctuate the Riverwalk are transformed into beacons of light, illuminating the entire area, drawing visitors to the riverbank from one side of the river to the other.

This light is in the form of LED installations, projections and fluorescents that glow when 'written on' by light wands. The risers on the bridge's stairs are fitted with sensors that light up when visitors' feet touch them.

Lighting designs change on a regular basis with design competitions or commissions that draw from both local and internationally recognized artists.

The dark underside of the bridges is an inviting opportunity for light projections that can occur during the day and night. The rich glow illuminates the water and makes the covered walkways safer and more appealing.

PUBLIC LIGHTING PRECEDENTS

Lighting of public structures both in a festival setting and also on a permanent basis is becoming increasingly popular around the world, especially given current advances in lighting technology.



Ben Franklin Bridge Miami



Berlin



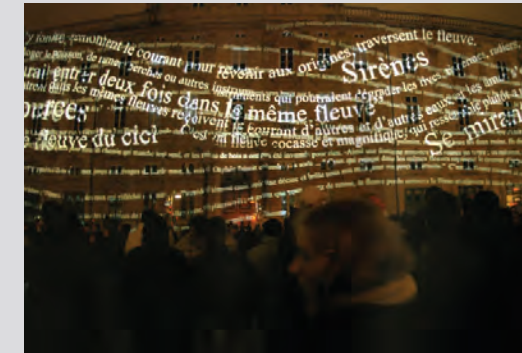
Ben Franklin Bridge Philadelphia



Columbus Circle



Jenny Holzer



Lyon, France



Lyon, France

ANDREWS BRIDGE RIVER CROSSING | Other Events

SHUTTLE BOATS

Another potential location for small, uniquely designed boats shuttle passengers from Riverfront to the Downtowner on a regular basis.



Vancouver Water Taxis



Vancouver Water Taxis

SEMI-ENCLOSED CAFE

A fast food restaurant similar in concept to the highly successful Shake Shack in Madison Square Park, NYC, is installed under the North section of the Andrews Bridge.



Shake Shack in Madison Park



79th Street Boat Basin

ANDREWS BRIDGE RIVER CROSSING

Other Events

MARDI GRAS PARTY

Both sides of the Riverwalk are enlivened with music, food, dining and dancing for the annual Mardi Gras celebration.



Mardi Gras Parade



Mardi Gras Parade

WATERFRONT CAFES

Cafes with minimal infrastructure are set up along both sides of the river to create a critical mass of activity and refreshment choices for people crossing the river in both directions.



Hudson River Park



Wagner Park



Andrews Bridge Before



Proposed Andrews Bridge After
(from New River Master Plan 2008)

HUIZENGA PLAZA | THE FESTIVAL PARK

HUIZENGA PLAZA: FESTIVAL PARK

The largest open space along the Riverwalk has the most varied program of activities. The park is redesigned to accommodate a multiplicity of festivals, performances, sports related events, and recreational activities.

DDA PARK

The DDA is contemplating improvements to Huizenga Plaza, primarily to correct the grade of the lawn so that it declines as it approaches the existing stage, allowing the park to be better utilized for major performances.



HUIZENGA PLAZA

Masters Golf Tournament Viewing

TOURNAMENT VIEWING: MASTERS GOLF TOURNAMENT

Type of Event: Sporting

Hours: Multiple days and
broadcast hours

Concept

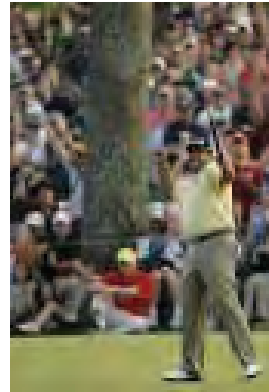
If you cannot be there in person then the best place to watch the Masters Golf tournament is Huizenga Park. Watch the live broadcast, free of charge, on a video board screen complete with stadium seating and interactive golf programs. Guest will also enjoy tasty meals from booths set up in the park by the local restaurants. An additional activity to tie in is a family movie night on one of the off nights.

Elements

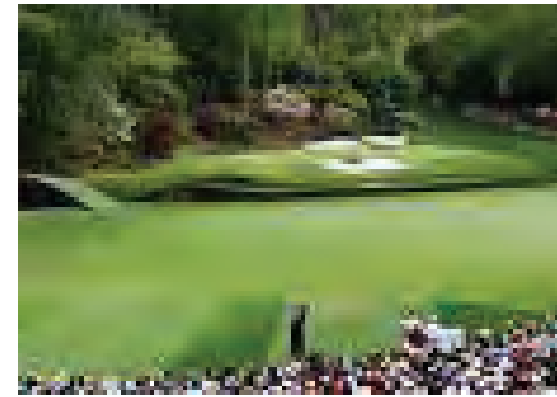
- Video board screen
- Seating and grandstands
- Food and Beverage vendors
- Golf Vendors
- 19th Hole Café with bar and food. Café tables, additional plasma TV's, Wii golf. Plasmas show the broadcast as well as playing past great moments in Master's history.

Activities

- Putting green
- Golf lessons for kids
- Pros show off trick shots



Lessons



Masters Golf Tournament



US Open Tennis,
Madison Square Park



US Open Tennis,
Rockefeller Center

- Golf Raffle (fundraising- could be set of clubs, tickets to next years Masters, pro lessons, etc).
- Information kiosks to find partners, lessons, and other golf networking opportunities.
- Wii golf competition

HUIZENGA PLAZA

Other Events

FESTIVALS

Multi-stage gatherings such as a Barbeque and Blues Festival and a Cajun Seafood Festival are staged using the whole park.



Pickle Festival

MONDAY MOVIE NIGHTS

Outdoor projections of popular films occur on a weekly basis for one month during the year. Picnicking is encouraged.



Rose Wharf, Boston

ART EVENTS

The Museum of Art in coordination with FAU and Broward College promotes its exhibitions and educational projects by staging outdoor events and installations in Huizenga Plaza such as "The Big Draw," a participatory art event, book signings, architectural installations, artist talks and demonstrations.



The Big Draw



Memphis Barbeque Cooking Contest



Battery Park



PS 1

HUIZENGA PLAZA

Other Events

CONCERTS

A regular series of popular music concerts is presented on the existing stage, which has been altered to make a more efficient backstage facility.



Bryant Park

FIELD DAY

Traditional field day games such as kick ball, obstacle courses, three legged races, ping pong, and frisbee create energy and fun as well as newer games such as Twister.



Battery Park

SKATING RINK

A temporary rink is installed for in-line and rollerskating to music.



Central Park Weekend Rink



River to River Festival



Field Day



Children's Roller Rink

RIVERFRONT: ARTS AND ENTERTAINMENT

Programming reinforces the image of Riverfront as a retail entertainment district by revitalizing it with outdoor events, pop up retail, and artist studios. Filling the existing unused spaces with life at all hours of the day and evening draws visitors from the surrounding streets toward the water.



DANCING BY THE RIVER

Type of Event: Outdoor Ballroom

Hours: 6:00 PM – 9:00 PM
Thursday, Friday, Saturday
for one month

Concept

Everyone is invited to enjoy social dancing to the sound of live bands playing popular dance music from around the world. A temporary outdoor “ballroom” is installed at the Riverfront plaza for the period of one month complete with a dance floor and moving lights. From Thursday to Sunday the floor swings with different dances every night. Participation is encouraged, but watching is also welcomed. An outdoor café is set up near the dance floor serving drinks and light food.

“Dancing by the River” is publicized throughout the neighborhoods of Fort Lauderdale in order to reach diverse multi-cultural attendees. Experience in New York City and other urban centers has shown this type of event to be highly successful. “Midsummer Night Swing,” which began in Lincoln Center as a free event, now charges a fee of \$15 per person to get on the dance floor and offers discounted six-night and season tickets as well. Couples are free to dance without buying a ticket, not on the floor, but on the plaza around it.



Midsummer Night Swing



Midsummer Night Swing

Some older people bring chairs, having fun being part of the dance evening in a way that is comfortable for them.

Elements

- Salsa
- Disco
- Tango
- Big Band Swing
- Funk
- Rockabilly
- Mambo

Activities

- For dancers of all levels, every evening kicks off with a dance lesson from 6:00 to 7:00, when the live bands begin and free dancing continues until 9:00 PM.
- There is a special Kids Day when, from 3:30 to 5:00 kids have dance lessons for a \$5 ticket and kids under five are free.



Midsummer Night Swing



Las Olas Riverfront Before



Proposed Las Olas Riverfront After

LAS OLAS RIVERFRONT | Other Events

HAPPENINGS

Participatory multi-media events are produced by local arts organizations in the dramatic but currently unused spaces of Riverfront. They include creative mixtures of music, performance art, dance, theater, and visual arts installations



Swoon Installation

ART CLASSES

Museum of Art students, both young and adult, take classes on a daily basis in temporary studio spaces set up at Riverfront. Classes are also moved out of doors on occasion, so that students can paint and draw the Riverwalk.



Hudson River Park

ART STUDIOS

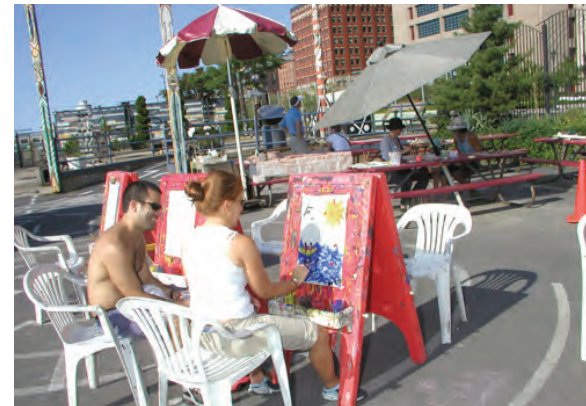
Fort Lauderdale artists are provided with workspace at discounted rents. Since artists work at all hours of the day and night they help to activate the space and make it feel more secure. Open studio events are held on a monthly basis, allowing visitors to view and perhaps purchase the work while enjoying the sociability and a glass of wine.



Brooklyn Navy Yard



Strange Fruit Performance



Hudson River Park



Torpedo Factory, Alexandria

PHYSICAL IMPROVEMENTS

Huizenga Plaza



EXISTING



PROPOSED

CHALLENGES & OPPORTUNITIES

- The strong stage-viewing axial design creates a formal space that disrupts natural pedestrian patterns and views to the river from Las Olas Boulevard.
- The western edge of the park is unattractive and unsafe with a backdrop of chain-link fencing and parking under the bridge
- The Museum of Art feels disconnected

HUIZENGA PLAZA IMPROVEMENTS

1. Expanded crosswalk to Museum of Art
2. Outdoor Cafe seating
3. Informal paths and more shade trees to encourage pedestrian activity and a variety of festival uses
4. Cafe under the bridge with indoor and outdoor seating, restrooms.
5. Playground
6. Existing Pavilion
7. Shaded Riverwalk



RIVER CROSSROAD | BEFORE



RIVER CROSSROAD | AFTER



ACTIVATION CENTER INTENT

The “River Plaza” area offers a unique opportunity to build upon the variety of open spaces created by the winding river and its unique relationships to the surrounding blocks. Where “River Ferry” is about connecting two distinct places, and “River Crossroad” is about overlapping connections and the intensity created from passing through various “centers”, “River Plaza” is ultimately about the enclosure of a defined outdoor space. It becomes an outdoor room facing the dramatic river basin - a park as an urban theater with the river and city as the backdrop. Active edges along the three urban edges create new places and experiences that connect major institutions (Broward Center for Performing Arts and Museum of Discovery and Science) directly with the park, adding improved safety and more opportunities for programs and events to fill the open spaces both day and night.

“River Plaza” can become the true heart of an expanded arts and cultural district, housing a diverse array of cultural events, possibly adding to the spectacle of waterfront performance through the use of a floating stage. In the end, it should be commonplace for visitors to attend a performance at BCPA after meeting for a pre-concert event in Esplanade Park, and followed by a leisurely stroll to dinner or post-show event in the Himmarshee area, or even as far as Las Olas Boulevard - all without depending on private automobile transport.

RIVER PLAZA | THE WEST ANCHOR



PROPOSED

RIVER PLAZA | HIMMARSHEE PARK

3 RIVER PLAZA ACTIVATION STRATEGY



HIMMARSHEE PARK: HISTORIC AND ROMANTIC

The charm of old Fort Lauderdale and the garden-like setting of Himmarshee have made it a popular setting for weddings and special events. The general public would enjoy events that take advantage of its historic and romantic character.



HIMMARSHEE PARK | Other Events

LANTERN FESTIVAL

Type of event: Fundraiser Gala Dinner

Hours: 7:00 – 11:00

Concept

Beautiful white lanterns representing the lantern festivals in many parts of the world such as China, Haiti, Taiwan, Korea, and Singapore are displayed in the trees and on the grounds throughout the Himmarshee area and river's edge. The event begins with a cocktail reception at the River Basin Plaza where guests make floating lanterns. Each person adds a special wish inside their lantern and then floats it out into the river. At the edge of the River Basin Plaza are planters with white paper star lanterns at the end of decorated dowls. Each guest takes a star lantern and processions along the path towards the Himmarshee area where they will plant the stars along the river's edge. Taiko drummers play as the guests make their way to the dinner area. Along the path are stilt walkers dressed in colorful oversized lantern costumes.

The guests enter the dinner area they are greeted by large lantern characters in the forms of sea and river life such as a Manatee, Dolphin, Star Fish, or other marine life. These lantern characters are placed throughout the space. There is a performance stage with live



Lantern Dinner Party



Chinese Lantern Festival

music and traditional Asian performances that will perform throughout the night. At the end of the dinner, along with dessert, Mooncakes are served with a message of goodwill in each one.

This event may also become the opening night gala to the Asian Moon Festival that we are proposing for the entire Riverwalk.

Elements

- Colorful lanterns hanging from the trees and placed on the ground
- Long picnic style tables for seating dressed in multiple colors with colorful lanterns on each table.
- Performance stage dressing in soft paper designs

- Catering service

Activities

- Lantern Making
- Stilt Walkers
- Taiko Drummers
- Procession
- Dancing

HIMMARSHEE PARK | Other Events

RESTAURANT

As the Riverwalk becomes more active, reopening the Riverhouse as a new restaurant will add an important destination to Himmarshee Park and the Riverwalk as a whole. Successful restaurants in parks throughout the country contribute substantially to the cost of maintaining and programming the park.



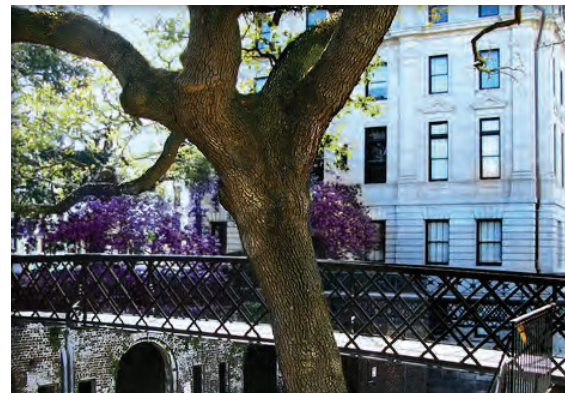
Bryant Park Grill



New Leaf Restaurant

WALKING TOURS

The existing walking tours are publicized as part of the overall promotion of the Riverwalk. Information about Himmarshee's history is included in the proposed "Riverstory" installation.



Savannah Historic District



San Antonio Historic Boat
Tour

ESPLANADE PARK: THE CULTURAL PARK

Located close to both the Broward Center for the Performing Arts and the Museum of Discovery and Science, Esplanade Park is in the perfect position to host a rich program of offerings relating to the cultural content of both organizations and other City cultural groups. Amenities for visitors to the Broward Center and the Museum of Science such as restaurants, rest rooms, and accessible transportation are a crucial aspect of re-envisioning the Esplanade Park and making it a destination.



ESPLANADE PARK | Cultural Performance Stage



ESPLANADE PARK

Cultural Performances

THE PERFORMANCE STAGE

Type of Event: Cultural performances

Hours: Varies depending on the type of performance.
Could be 8:00 PM evening shows or 3 PM matinees or post theater 10 PM events.

Concept

Esplanade Park becomes known as the hub of the City's cultural life. Musicians, dancers, theater performers and artists of the spoken word from the region identify Esplanade Park as a place they will find a receptive audience.

Dramatic views of the River provide a compelling backdrop for both daytime and evening performances. Infrastructure that allows for staging to be configured in various ways depending on the size and type of performance makes it a flexible performance space attractive to professional producers. The Performance Stage is creatively programmed and shows there are technically expert, so that it becomes known for high quality, artistic, and imaginative productions.

Elements

- Modern Dance
- Opera
- Classical Music
- Contemporary Music



Millennium Park



MetroTech, Brooklyn



Central Park



Avenue of the Arts, Philadelphia

- Theater
- Comedy
- Spoken Word
- Performance Art
- Musical Comedy

ESPLANADE PARK

Children's Festivals

CHILDREN'S FESTIVALS

Esplanade Park is used by the thousands of children that visit the Museum of Discovery and Science on a regular basis, so it would be a natural place for events of all sorts that give kids the opportunity to learn about the arts and sciences by participating in them.



Wild Weekend, Bronx Zoo



Wings, Bronx Zoo



Hudson River Pageant



Costume Workshop, Hudson River Pageant

RIVER BASIN PLAZA | Riverwalk's Grand Arena



RIVER BASIN PLAZA: RIVERWALK'S GRAND ARENA

The Plaza overlooking the River Basin is an excellent location for viewing regattas, and performances in the expansive circle of open water. Looking up from the River Basin to the terraces of the Broward Center for the Performing Arts, the viewing area expands into a grand arena with the water itself as the river's main stage.



RIVER BASIN PLAZA

Water Circus

RIVERWALK WATER CIRCUS

Type of Event: Spectacle

Hours: 7 PM – 9 PM annually

Concept

The River Basin becomes the watery stage for a show of “circus” acts that are orchestrated into an exciting production. The spectacle is visible from both sides of the river, from the River Basin Plaza and from the terraces of the Broward Center.

Elements

- Giant kites pulled by motorboats.
- Aerialists on construction boom cranes
- Acrobatics on floating rafts
- Floating pyrotechnics
- Music on moving boats
- A jet ski ballet
- Aerial fireworks pulled by speed boats
- Costumed kayaks



Water Performance



Fireworks



Aerial Fireworks



Outdoor Trapeze

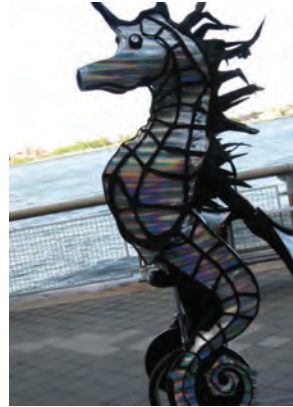


Hudson River Pageant

RIVER BASIN PLAZA | Other Events

PERFORMANCES ON THE RIVER

Artists who have created performance events for other bodies of water are invited to adapt their work for the Riverwalk or design original pieces. These artists include Swoon, whose work is currently in the Museum of Art. She has taken a fleet of decorated boats along the waterways of New York state & Venice, Italy. Alice Farley's costumed theatrical work takes place along the water's edge and also in decorated kayaks. Felicia Young has designed participatory costumed pageants along the Hudson River.



Alice Farley



Alice Farley



Swoon



Alice Farley

RIVERWALK ECOLOGY TOURS

The Museum of Discovery and Science creates and leads tours for children and adults that begin at the River Basin Plaza, where participants can actually touch the water, and continue along the Riverwalk. The tours explore the ecology of the New River's water, plants, fish, and animals.



Kids in Nature



Ecology Class

RIVER BASIN PLAZA | Other Events

FISHING CLASSES

Rods, reels and bait is provided for people who would like to learn about fishing while enjoying the Riverwalk's breezes and boats going by.



Hudson River Park



Battery Park

KAYAKING ON THE RIVER

Classes and supervised events.



Hudson River Park



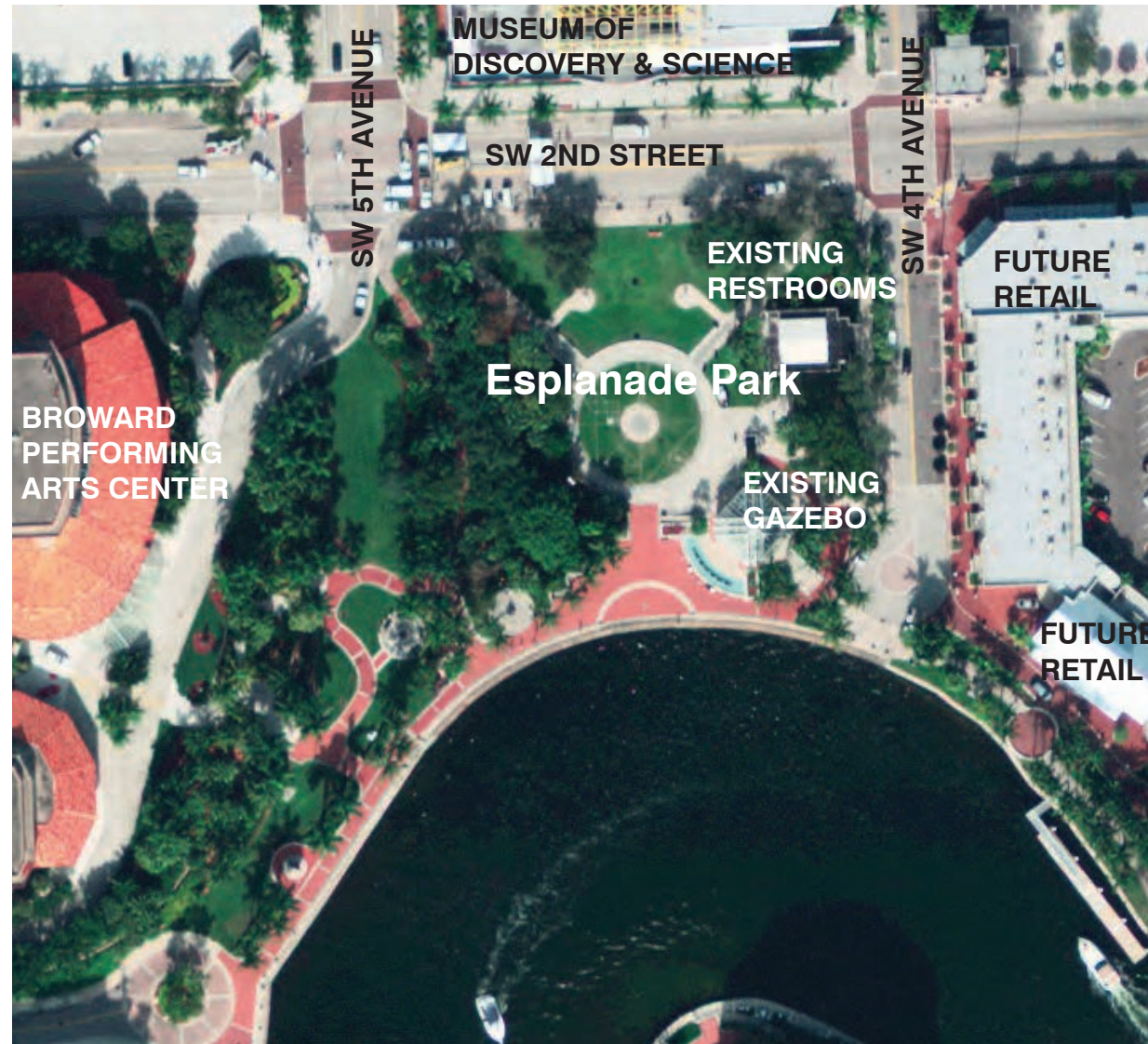
Boat Day, Westchester, New York

PHYSICAL IMPROVEMENT | Esplanade Park

COORDINATION WITH BCPA

As part of its planned enhancements, the Broward Center for the Performing Arts is contemplating the activation of the hillside area to the east of the Center as a way of not only to enhance its mission, but also to better connect the Center and the Esplanade Park area. Plans include the development of an Event Pavilion to the south of the main staircase ascending from the Riverwalk up to the Center. This space would be a two-story venue with support and concession areas on the lower level topped by an upper level with glass walls and terraces on three sides providing an extraordinary space for arts workshops, receptions, social events, and other gatherings.

To the north of the Pavilion, the plan contemplates the development of stepped terraces with casual café-type seating at multiple levels. These spaces would be serviced from the Pavilion concession space, and would provide prime viewing areas for events which could be presented in Esplanade Park and on the Riverwalk, or a performance barge moored along the New River. This space, coupled with the connection to a newly redesigned Esplanade Park, would create one of the most beautiful arts performance spaces in South Florida.



EXISTING

CHALLENGES & OPPORTUNITIES

- Esplanade Park does not take full advantage of its close proximity to major institutions.
- The overall park design blocks views from SW 2nd Street to the water through dense landscaped areas and eye-level plantings, as well as structures (restrooms and gazebo).
- The overall park design creates a sense of isolation for those within the park, blocking sightlines to adjacent live-work lofts to the east, and blocking views of BCPA to the west with a densely landscaped hillside. Real and perceived safety issues have been the result in recent years.
- Given its proximity to a renowned performing arts institution, the park design does not easily accommodate a range of performance configurations; opportunities exist for greater flexibility and integration of flexible stage types (including the possibility of a floating stage).



PHYSICAL IMPROVEMENT | Esplanade Park - Short Term



PROPOSED: SHORT TERM

ESPLANADE PARK - SHORT TERM IMPROVEMENTS

1. Existing Restrooms Building. Shade trees to remain, add outdoor seating.
2. Existing Sundial remains as hardscape. Visual obstructions removed.
3. Gazebo removed to open views. Shade trees remain.
4. Simple continuous paving at Riverwalk Basin to host performances.
5. Reconfigured Tree Hammock with dispersed midrange vegetation to open views and increase public safety.
6. Terraced Lawn
7. Public Seating
8. Day Docks (already approved)
9. Flowering Trees as a Riverwalk Landscape Design element.





PROPOSED: LONG TERM

ESPLANADE PARK - LONG TERM IMPROVEMENTS

1. Separate Restroom Building Removed to open views to the park. New restrooms incorporated in BCPA expansion (see #7). Perimeter shade trees to remain, movable seating.
2. Sundial removal to open park area
3. Expanded Performance Stage in form of movable floating stage
4. Existing shade trees enhanced by water feature to encourage pedestrian connection between Esplanade and the Museum of Discovery and Science
5. Grand stair to access Broward Center for the Performing Arts and new Terrace Level
6. Broward Center for the Performing Arts Expansion and upper level Terrace. Green roof and outdoor seating.
7. Broward Center for the Performing Arts new main entrance and drop off area with frontage on the park and separate area for public restrooms



RIVER PLAZA | BEFORE



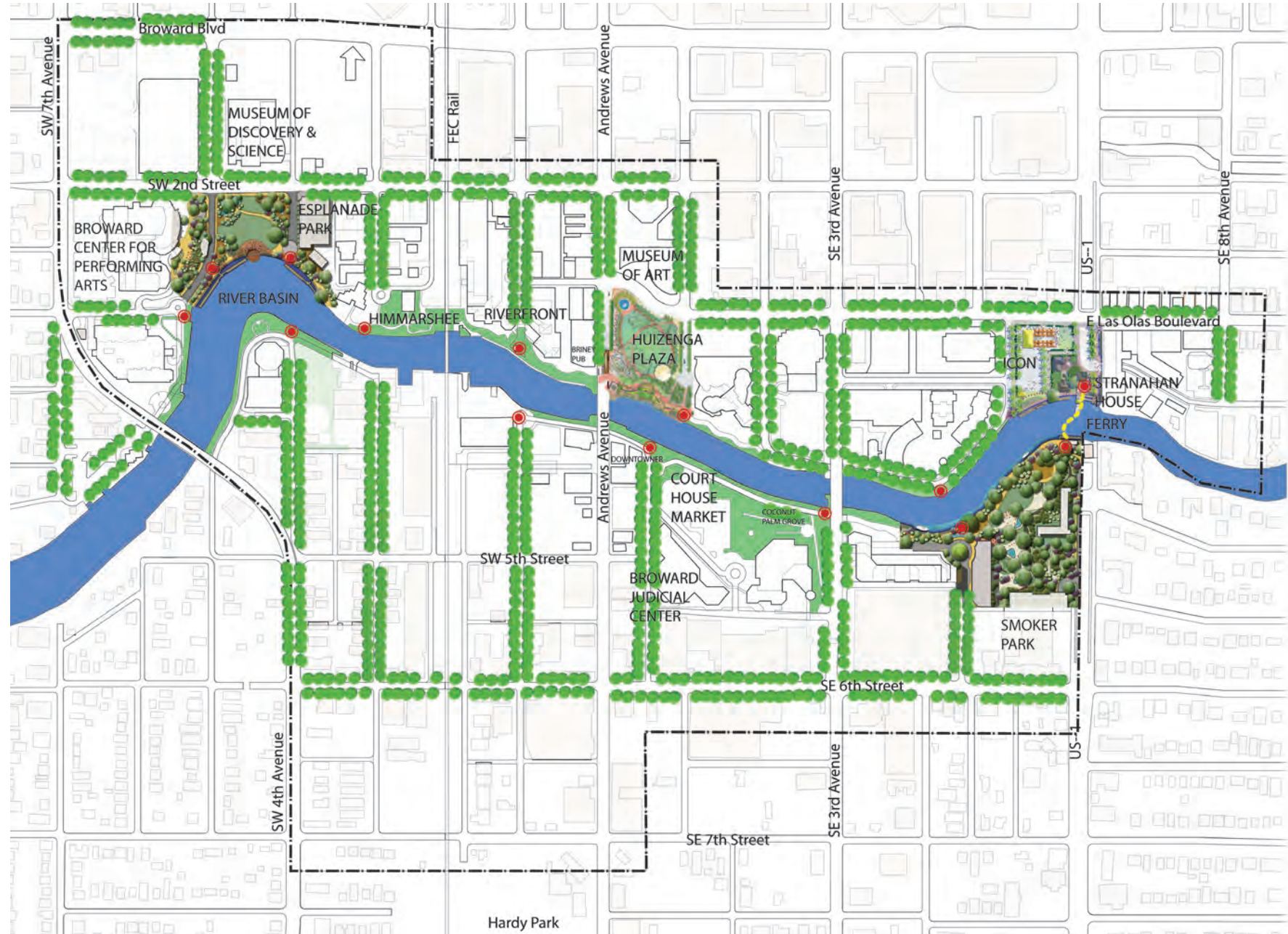
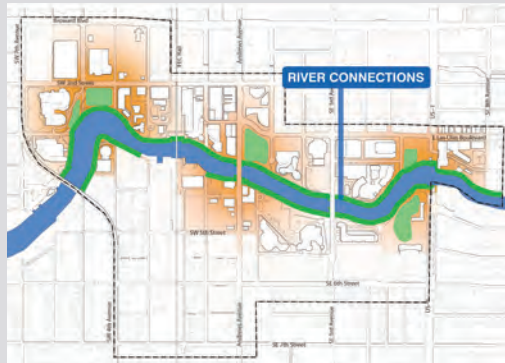
RIVER PLAZA | AFTER



RIVER CONNECTIONS | RIVERWALK'S 'MAIN STREET'

ACTIVATION CENTER INTENT

The fourth "Activation Center", is less a traditional center of activity than a linear element serving as the "string" that ties together the different "beads" that constitute the Riverwalk District's open spaces. In any vision for the Riverwalk District, the primacy of the river must not be forgotten, since the magnetic pull of people to water underlies all of our efforts. Water-based events, along with reminders of the New River's ecology and the importance of maritime industry to Fort Lauderdale, can all contribute to a heightened awareness of the river and offer unique ways to experience Downtown from the water.



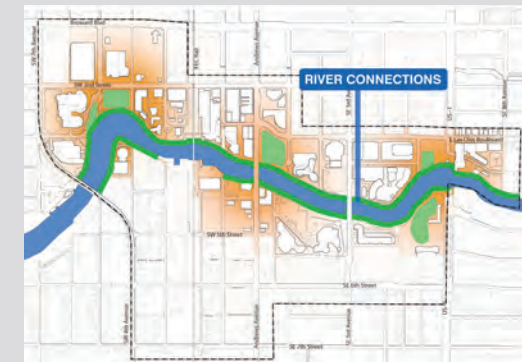
PROPOSED

THE NEW RIVER | RIVERWALK'S 'MAIN STREET'



THE NEW RIVER: RIVERWALK'S MAIN STREET

The New River itself connects the rich variety of destinations along it. Unlike some of the other waterways in Fort Lauderdale, the New River belongs to the public sphere and should be seen as such. It will be seen increasingly as the Riverwalk's Main Street when it becomes more accessible to the general public through opportunities for river crossing, recreational boating, and special events.



THE NEW RIVER | Barge Bands

BARGE BANDS

Type of Event: Music

Hours: Sunday: 11:00 – 4:00 PM

Concept

Three band barges start at Laura Ward Plaza or Smoker Park and finish at River Basin Plaza. The bands barges then turn and make their way back on the other side of the river. The first band plays for 40 minutes and then moves onto the next stop. Then the next band begins and follows up the river stopping at the same location as the previous band. Viewers may move along with their favorite band or sit in one place and wait for the next band to come by. Boat owners of smaller boats are encouraged to participate by anchoring or docking near the barges to listen.

The music concept is inspired by one culture or region but the styles of each barge should be different.

Theme

Some ideas are: Southern Rock; Parrothead's Day (Buffett); Latino; New Orleans; Cuban; Reggae; Caribbean; R&B; Pop; Bluegrass.

New Orleans Music: Blues; Zydeco; Jazz



Copenhagen Floating Stage



River Stage

Elements

- Three barges with staging and sound floating along the river. Barges are a simple design with emphasis on the quality of sound system.
- Local restaurants and cafés provide special menu items reflective of the New Orleans culture.
- Additional food and beverage vendors are added to the areas of the Riverwalk without restaurant or café seating.
- Colorful banners with artwork representing the New Orleans culture are placed at the docking locations along the Riverwalk.



Victoria Symphony Splash

Activities

- Dancing at the docking points on temporary dance floors.

RIVERWALK FESTIVAL OF MANY CULTURES

Type of Event: Multi-stage festival
Hours: 12 noon to 10 PM annually

Concept

Fort Lauderdale is home to people from Asia, the Caribbean, Europe, the Middle East, and other parts of the world. The Festival of Many Cultures turns all of Riverwalk into an international cultural feast highlighting the wonderful diversity of Fort Lauderdale's population.

The festival's grand finale celebrates the tradition of lantern making, practiced in Asia, South America, Europe, and North America, with a spectacle of floating lanterns.

Elements

- Traditional and Popular Music and Drumming.
- Traditional and Contemporary Dance.
- Typical Foods for Sale
- Demonstrations of Native Crafts
- National Arts
- Traditional Games

Activities

- Cooking Lessons
- Craft Workshops
- Lantern Making Workshops
- Lantern Parade
- Floating Lanterns



Korean Dancers



Avenue of the Arts



Avenue of the Arts



Bangkok Lantern Festival

THE NEW RIVER | Other Events

MILK CARTON DERBY

Participants compete in navigating handcrafted boats that float on milk cartons. This event is sponsored by a milk company.



Seattle Seafair

PADDLE BOATS

Paddleboats are available for rental at the two river crossings.



Echo Park, Los Angeles

PLEASURE BOAT MUSEUM

People pay to visit contemporary and vintage yachts and motorboats to directly experience the lifestyles they represent.



Yacht



Seattle Seafair



Echo Park, Los Angeles



Vintage Motorboat

THE NEW RIVER | Other Events

DRAGON BOAT RACE

An organized international sport that promotes teamwork and strategy with no prior experience required. Forty-foot long boats compete on the river with a race course that can be as short as 250m or as long as 1000m. Teams made of corporations, local organizations and youth groups with the proceeds going to the Riverwalk and its associated organizations.



Cambridge, MA



Peterborough, UK

RIVER SCIENCE BARGE

Floating museum about the ecology, plant and animal life of the river, coordinated with the Museum of Discovery and Science.



NYC Science Barge



NYC Science Barge

THE NEW RIVER | Other Events

JAZZ BRUNCH

Jazz Brunch held every first Sunday of the month with stages in Esplanade Park, Peck Courtyard at the Broward Center for the Performing Arts, Las Olas Riverfront stage, & Himmarshee, is a successful example of an event that is practically river-wide and could be expanded once accessible river crossings are achieved.



Jazz Brunch



Jazz Brunch

LIGHT UP LAUDERDALE

Downtown and the Riverwalk District is decorated for this holiday celebration that begins the end of November and extends into the first week of January. The highlight of the celebration is the lighted boat parade that begins beyond the Riverwalk, but assembles along it.



Punta Gorda, FL



Savannah, GA



San Antonio Riverwalk



San Antonio Riverwalk

THE NEW RIVER | Other Events

RIVERSTORY

Riverwalk visitors journey back in time visually and sonically to experience Riverwalk's rich and varied history. Visual and sound artists interpret historical Fort Lauderdale photos, newspaper articles and residents' stories. These 'narratives' are the content for 'telescopes' that line the river, permitting a look into Fort Lauderdale's past. Accompanying the telescopes are downloadable audio pieces. This audio walk is a collection of voices of locals from the past and present telling their stories about the Riverwalk as well as commissioned writers reading fictional stories about the area. Through listening devices strategically placed along the Riverwalk, visitors enter into and become active participants of the Riverstory.

The 'telescopes' are designed by artists in a classic nautical motif or as a sculptural interpretation. Content changes on a regular basis so as to maintain interest.

Stories about the river's ecology educate and entertain. They connect visitors to the abundant local flora and fauna that live in and around the river: the manatee, the iguanas, and the abundant palm varieties.

A simple system of sensors underwater is employed to make the invisible, visible.



Audio Walk

When a school of fish swims by or when the tides rise and fall a visual or auditory response indicates these events to visitors. There is an endless possibility of artists' interpretations in light and sounds that can enable us to connect with the unseen life around us.



Manatees



Early Ecology



Bathing Beauties

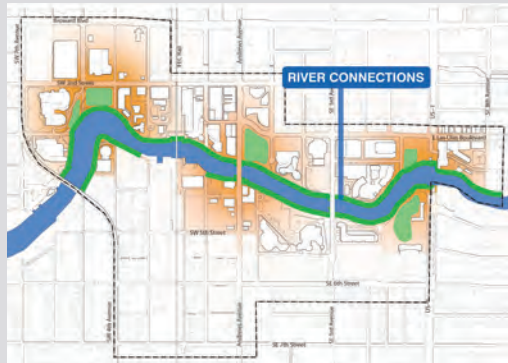
PHYSICAL IMPROVEMENT | Edit Clutter



Before



After



EDIT CLUTTER

While “improvements” in the public realm or often synonymous with new banners, benches, pavers and other accessories, the Riverwalk in its current condition could benefit from an editing, or removal, process. Visual clutter along the Riverwalk has grown over the years, layering effort upon past effort of well-intentioned, but often uncoordinated, upgrades and improvements. Some have been successful; others are unattractive. The end result appears unplanned in some cases, and can be visually distracting from the ‘main event’, which is the natural beauty of the river as it meanders through Downtown.

Editing needs to occur in two distinct areas: physical site furnishings and structures (such as bollards, benches, trash receptacles, signage, low walls, miscellaneous decoration, etc.); and plant materials (such as trees, shrubbery, ground cover, etc.). The grid of images shows just a small number of the variety of elements currently cluttering the open space. A comprehensive documentation of these elements is contained in a supplementary Appendix (under separate cover). The before and after renderings illustrate a strategy of replacing portions of the cluttered ground plane with a relatively simple palette of low grasses and ground cover that can create a more subdued background unity along the length of the Riverwalk.



Tecnoparque, Azcapotzalco, Mexico City



Chapultepec Park, Mexico City



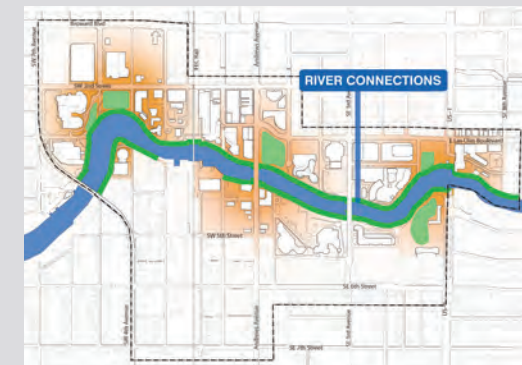
Linear concrete bench



RIVER FURNISHINGS

Editing visual clutter would be an effective, inexpensive short-term action, but it is not enough. Eventually the City must work with talented landscape architects to develop a specific approach and palette of materials appropriate to Fort Lauderdale's Riverwalk that sets a new standard of excellence in design and quality. Examples that strike a balance between utilitarian comfort and contemporary design, with a relationship to the natural materials of their contexts, are shown at left.

As a short-term action, in addition to removing unnecessary extraneous objects, this plan proposes the placement of dozens, or potentially hundreds, of colorful, moveable chairs along the length of the Riverwalk. These chairs would be an inexpensive way to provide a unifying element that is both functional, encouraging people to use the public spaces, and iconic, punctuating the length of the Riverwalk with bursts of color. The historic photo shows Adirondack chairs lining the New River in "old" Fort Lauderdale.



PHYSICAL IMPROVEMENT | View Corridors and Wayfinding

PUBLIC ART

Pieces marking the view corridors by internationally known artists would be an attraction in themselves, as has been shown by art parks all over the country. Excellent public art would lend quality, richness, and texture as well as draw people down to the river to enhance the total experience of the Riverwalk.

BANNERS

Bright banners fluttering in the wind are an inexpensive immediate solution to marking Riverwalk's view corridors.



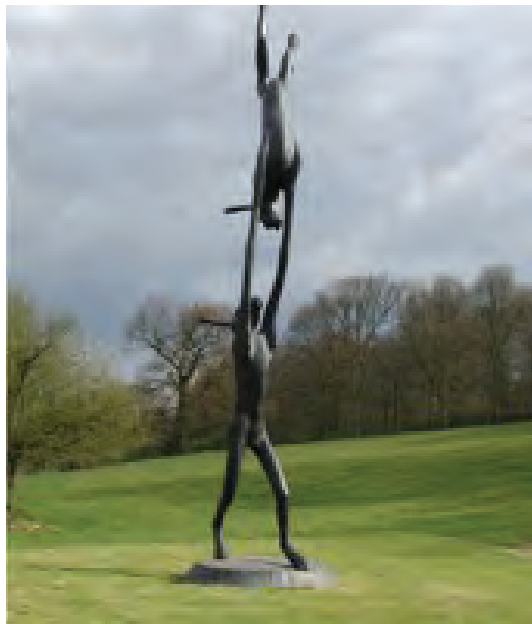
Dublin Docklands



Philadelphia



Crystal City



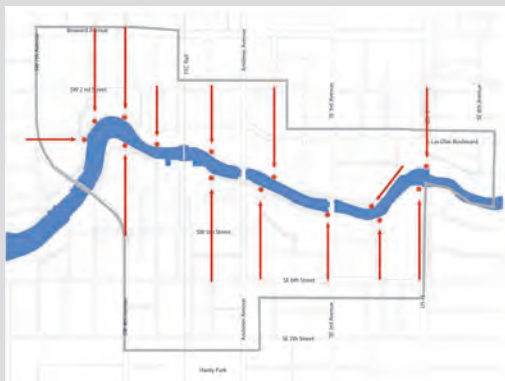
Barry Flanagan



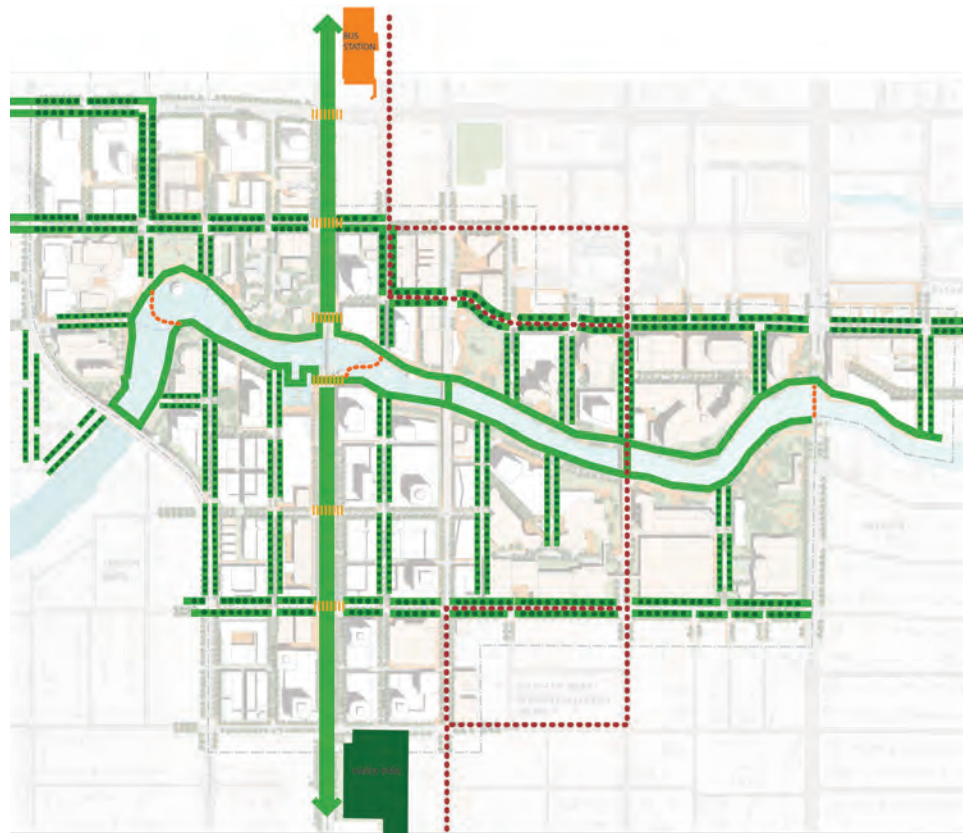
New York



Crystal City



View Corridors



PROPOSED

-  Special Landscape Treatment
-  Riverwalk
-  FEC Green Way
-  The Wave's route
-  Potential River Crossing / Water Taxi
-  Railway Crossing

CONNECTING DESTINATIONS

Improved streets and pedestrian connections can incorporate the Riverwalk District into the larger fabric of Downtown Fort Lauderdale, creating a synergy and awareness between institutions and destinations in and around the New River. Visibility and accessibility of the New River and the Riverwalk should be expanded to nearby street intersections with special landscape and streetscape designs that maintain open vistas and view corridors and provide coordinated wayfinding signage.

In order to create the interconnected network of “green streets” shown at left, streetscape designs specific to each street within the District should be developed. Given the varying nature of rights-of-way, property ownership, and City-County jurisdiction there is not a one-size-fits-all approach to the special Riverwalk District streetscape designs. However, they should attempt to achieve the following goals:

- Reduce lane widths and maximize sidewalk dimensions on streets leading to the river (see illustration, bottom right); sidewalks should accommodate a consistent, unique street-tree and landscape concept on these streets.
- In addition to improvements on streets leading to the river, develop specific streetscape designs for Las Olas Blvd. / 2nd Street responding to character and presence of nearby institutions/ destinations. Develop unique streetscape design for SE/SW 6th Street that emphasizes retail ‘main street’ function for Tarpon River neighborhood
- Utilize special landscape features different from other Downtown streets
- Develop a design theme(s)/ material palette(s) that create a strong identity for the entire Riverwalk District



Pavement does not need to be this wide.



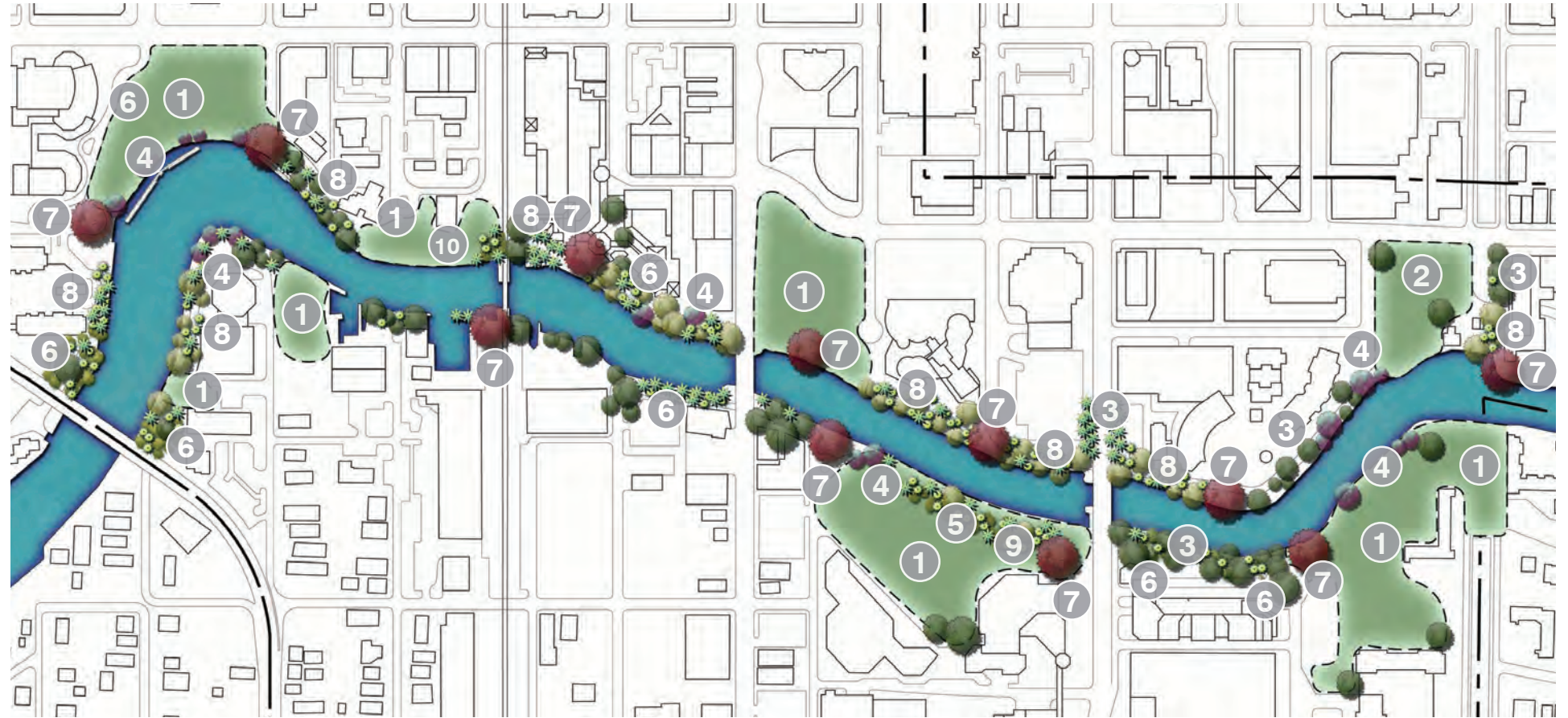
An example of streetscape improvements.



PHYSICAL IMPROVEMENT | Riverwalk Plantings

RIVERWALK PLANTINGS IMPROVEMENTS

1. Park Opportunities
2. Future 'Icon Development' Site
3. Shade Trees
4. Flowering Trees
5. Coco Palm Area - A Tree Harmony Program Early Success!
6. Native Plantings
7. Legacy Tree Placements
8. Oak Trees with CoCo Palm highlights
9. Bamboo replaced by native planting buffer
10. Historic Park as "Botanic Garden" with boulders for public seating



PROPOSED

* See Appendix for Raymond Jungles Riverwalk Field Notes

DESIGN LANGUAGE

Continuity is critical. The user experience should be consistent and seamless. Just as any great world class avenue has shady, activated, pedestrian circulation and public space opportunities on both sides, in a balanced manner, so should the New River Corridor, Riverwalk.

The Riverwalk should be "of the place," a regional solution. Our often unpleasantly hot, periodically, with frequency, deluged climate cries for SHADE, SHADE, SHADE, and refuge from sudden cloud

bursts.

Our climate's sub-tropical nature means that there will be 6 months of precipitation, and 6 months of dryer weather, often with little or no rain. With the idea of sustainability, and eliminating unnecessary costs, emphasis should be on indigenous, tried and true plant species from South Florida, or other naturalized, noninvasive, and sympathetic plants from other sub-tropical regions.

The landscape should be relaxed, informal, with great care to avoid

visual impediments where one cannot clearly see one's surroundings. User friendly.

There should be a calm sense of timelessness, simplicity, and escape from the perils of the city. Care should be taken to edit all existing elements that are unnecessary or visual detractors. Care should be taken to avoid the addition of new elements that do not provide critical functions, and complicate the visual harmony.

Furnishings should be consistent, have visual strength and perseverance. No trends here. Pavement should be minimal, but sufficient to accommodate all programmed and spontaneous public activities.

SUSTAINABILITY

The Riverwalk has set goals to be a sustainable entity within 10 years time. The use of indigenous plants will diminish the necessity of constant irrigation, fertilization, and pruning.

A simple palette of drought resistant low ground covers and pro-cumbent shrubs, will replace lawn in any area where it does not perform a specific function. Habitat for the local fauna will be established and augmented through the introduction of indigenous planting throughout the garden. This will have the added benefit of increasing the public's interaction with the fragrances, sights, and sounds of nature.

Areas where lawn remains will be irrigated separately, using the principles of weaning the lawn from excessive irrigation. Automatic sensors will override the irrigation system when rainfall is plentiful. Storm water will be diverted to shallow retention areas where plants with lighter water regiments can thrive.

FOCUSED PRECEDENTS

There are few examples of the extensive use of native plants on the civic scale. Some local areas that come to mind are:

- Old Cutler Road in the vicinity of Matheson Hammock Park and Fairchild Tropical Garden.
- Brickell Avenue in the vicinity of the residential towers just north of the Rickenbacker Causeway.
- Bayshore Drive in Coconut Grove.
- Gatehouse Road in Ocean Reef Club, designed by RJJ, and implemented post Hurricane Andrew.
- South Point Park by Hargreaves, recently finished in Miami Beach adjacent to Government Cut.
- Lincoln Road Mall by RJJ and Herzog & de Meuron between Lennox Avenue and Alton Road.

PHYSICAL IMPROVEMENT | Riverwalk Plantings



**AN EARLY SUCCESS:
THE TREE HARMONY PROGRAM**

Tree Harmony is a community program of the Riverwalk Trust in partnership with the City of Fort Lauderdale, dedicated to finding new homes for existing trees. It is essentially a tree matchmaking service, lining up receptor sites for healthy, donated trees.

legacy trees



Adansonia digitata
Baobab Tree



Ceiba pentandra
Kapok Tree



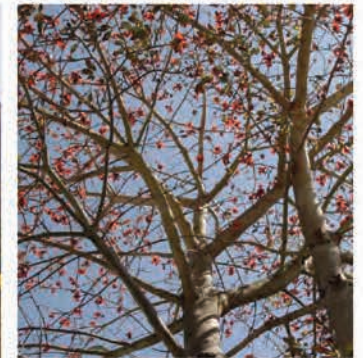
Albizia caribaea
Guanacaste Blanco



Chorisia speciosa
Floss Silk Tree



Tabebuia Argentea
Yellow Tabebuia



Bombax Ceiba
Cotton Tree

flowering trees

palm groves



Veitchia winii
Veitchia Palm



Phykosperma elegans
Salitaire Palm



Roystonea elata
Florida Royal Palm



Sabal Palmetto
Sabal Palm



Cocos nucifera
Coconut Palms



Copernicia baileyana
Bailey Palm



Sabal domingensis
Dominican Sabal Palm



Borassus aethiopicum
Borassus Palm



Corypha umbraculifera
Talipot Palm



Corypha umbraculifera
Talipot Palm

legacy palms

canopy trees



Bursera simaruba
Gumbo Limbo



Lysitoma latifolia
Wild Tamarind



Ficus aurea
Strangler Fig



Taxodium distichum
Bald Cypress



Quercus Virginiana
Live Oak



Chrysophyllum oliviforme
Satin Leaf



Bysonima lucida
Locust Berry



Guaiacum officinale
Lignum Vitae

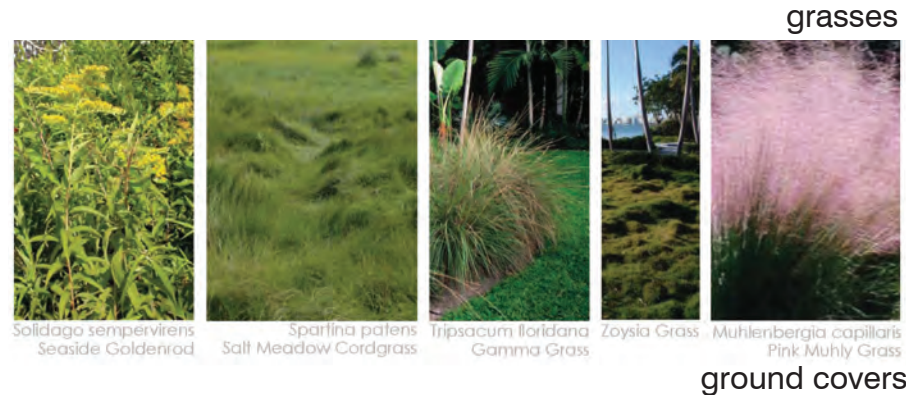


Coccoloba diversifolia
Pigeon Plum



Myrcianthes fragrans
Simpson's Stopper

understory trees & shrubs



grasses



ground covers

PLANT PALETTE

Public Gardens of a large scale offer unique opportunities to create Grand Scale impact. Roberto Burle Marx was a master in regards to this. Large scale “Legacy” trees can be introduced so that future generations can marvel at the thoughtfulness of our generation. Kapok trees, native to the Caribbean, South, and Central America are an example. Mature specimens in Key West and Coconut Grove are great examples. They are also very hurricane resistant.

Baobob Trees, such as the one on US1 south of the airport on the west side of the highway, the one at the Bass Museum of Art on Miami Beach and the Hollywood Circle, are another great species. Flowering trees are also a visual delight, and add emphasis to our subtle change of season.

Palm trees thrive and there are many that couldn’t grow anywhere else in the continental United States. “Legacy” palms such as the

Talipot, Palmyra, American Oil Palm, and Bailey Palms would be wonderful accents (one already exists). Coconut Palms, already in abundance, should be augmented to create shady, staggered height groves. Graceful Sabal Palms (our State Tree) with graceful curves, planted in a creative, naturally appealing manner add movement and a sense of having “always been there.”

The stately native Royal Palm, naturally found along rivers and wetlands, will repeat throughout the garden, accompanied by groupings of a variety of Feather Palms, thus protecting the public from the possibility of injury from heavy falling fronds.

Canopy Trees will be added at any possible location as shade is of the essence! Live Oak Trees will be predominant, along with other indigenous species, Mastic, Wild Tamarind, Gumbo Limbo, Paradise Tree, etc.

Understory Trees to create a second level, and provide habitat and interest will include lignum vitae, pigeon plum, black ironwood, satin leaf, Simpson stopper, red stopper, Locust berry, Jamaican Caper, cinnamon bark, and many others. Many of these trees have pleasant fragrances when they bloom. More dense planting of indigenous plants in a more naturalistic arrangement, some call a Hammock, will be utilized in areas where the screening of utilities, or unpleasant off site views occur.

The ground plane will consist of low level, low maintenance, drought resistant ground covers and shrubs that require little to no fertilization or pruning. They will be utilized in large swaths, dependent upon their cultural characteristics, e.g. love of sun, shade, wet, dry.

Hardy low Indigenous shrubs, e.g. horizontal cocoplum, golden creeper, and coontie will predominate. Low Indigenous grasses e.g. pink muhly grass, gamma grass, and cordgrass will be mixed with indigenous seasonal wild flowers to attract butterflies and enliven sunny glens. Zoysia grass and wild peanut grass will provide an alternative to traditional lawn.

ONGOING COORDINATION: THE TREE HARMONY PROGRAM

In September 2009, the Fort Lauderdale Yankee Clipper Hotel donated 14 large Coconut Palm trees to the Tree Harmony program. After coordinating with Raymond Jungles Inc. to determine the most suitable location for the trees, the palms were successfully transplanted to a site along the southern bank of the New River, providing much needed shade to an open stretch of the Riverwalk just north of the County Courthouse.

This notable success of the Tree Harmony program showcased not only the collaborative effort amongst the various partners, but helped realize many of the landscape principles identified in this planning effort:

- Nature in the City: The palms were planted in a natural “grove” setting, representing the natural landscape of the south Florida environment.
- Plant the seeds for a sustainable future: Coconut Palms, being native to the region, thrive in the South Florida climate and are a perfect match to the tropical feel of the Riverwalk.
- Pedestrian comfort is critical. By locating the palms in an area that previously lacked shade, the walk along the southern Riverwalk is now much more enjoyable.

In August 2010, the City identified a dozen or so large Royal Palm trees and three healthy Coconut Palms on a City owned property that was planned to be razed. Working once again in a collaborative effort, Raymond Jungles Inc. assessed the trees and proceeded to flag the proposed locations along the Riverwalk. The palms are proposed to be located along the entrance to the Performing Arts Center, and on the southern bank of the New River in front of the Esplanade Condominiums, helping to frame the south side of the Riverwalk.

RIVER CONNECTIONS | BEFORE



RIVER CONNECTIONS | AFTER



A DAY IN THE LIFE ON THE RIVERWALK: WEEKDAY

A DAY IN THE LIFE OF THE RIVERWALK

The illustrated calendars on the following three pages attempt to show the diversity of activities that could be available throughout the Riverwalk District on any given weekday, weekend day, or weekend festival day. They are not meant to prescribe the actual combination and location of events; rather, a sampling of current and proposed events have been laid out in a hypothetical arrangement to emphasize the importance of variety in programming, location, and time of day and week.

The ultimate goal is for the Riverwalk District to offer layers of activities and experiences dispersed throughout the area including: opportunities to enjoy everyday living; small-scale events; specialized, larger-scale, less frequent events; and signature events that may happen once or a few times a year.

It is clear that managing a weekly, monthly and yearly calendar in which the various events are coordinated and complementary is a highly complex undertaking. A management strategy is the critical link in bringing to life the recommendations of this plan, and is discussed in the next chapter.

FORT LAUDERDALE RIVERWALK DISTRICT: A DAY IN THE LIFE OF A TYPICAL WEEKDAY

WHERE/TIME	6-7 AM	8-9 AM	10-11 AM	12-1 PM	2-3 PM	4-5 PM	6-7 PM	8-9 PM	10-11 PM and on
ICON SITE & LAURA WARD PLAZA The Link to Las Olas		Sip coffee and read the paper at outdoor café seating		Lunch after shopping on Los Olas			Las Olas Shops fashion show and dinner	Dog walkers	
SMOKER PARK The Family Park	Joggers and dog walkers in park and along the path			Big picnic lunch for local workers		Kids play at the playground		Dog walkers	
COURT HOUSE The Market Square	Joggers and dog walkers in park and along the path			Shop at the green market					
ANDREWS BRIDGE RIVER CROSSING The Activity Destination		Joggers and dog walkers along path		Lunch at an outdoor cafe	Afternoon strollers and bikers		See a happy hour band at RW restaurant	Dinner in a restaurant	After-movie or after-dinner dessert in outdoor cafe
HUIZENGA PLAZA The Festival Park	Joggers and dog walkers in park and along the path	Joggers and dog walkers in park and along the path			Afternoon strollers and bikers	Kids play at playground		View movie at movie night in the park	
LAS OLAS RIVERFRONT The Arts & Entertainment Destination			Residents and tourist shop	Mom's lunch at Riverfront restaurants	Residents and tourist shop	Pre-Cruise reception for ship passengers	Evening art classes at Riverfront	See a movie at theater	Dancing in a club
HIMMARSHEE The Historic & Romantic Park	Joggers and dog walkers in park and along the path	Joggers and dog walkers walk along the path		Take a historic walking tour	Afternoon strollers and bikers		Residents enjoy lounging on Adirondack chairs		
ESPLANADE PARK The Cultural Stage	Joggers and dog walkers in park and along the path		Kids attend exhibit in museum	Kids lunch party after museum		Kids attend after school art program	Free yoga in the park		
RIVER BASIN PLAZA Riverwalk's Grand Arena		Morning fitness group meets			Afternoon strollers and bikers		Weekly outdoor cultural performance		
THE NEW RIVER Riverwalk's Main Street		Locals rent kayaks and paddle boats		Take the Water Taxi tour		Take a Riverboat Cruise			

A DAY IN THE LIFE ON THE RIVERWALK: WEEKEND

FORT LAUDERDALE RIVERWALK DISTRICT: A DAY IN THE LIFE OF A TYPICAL WEEKEND									
WHERE/TIME	6-7 AM	8-9 AM	10-11 AM	12-1 PM	2-3 PM	4-5 PM	6-7 PM	8-9 PM	10-11 PM and on
ICON SITE & LAURA WARD PLAZA The Link to Las Olas		Sip coffee and read the paper at outdoor café seating			Kids enjoy craft making workshop			Private dinner party	
SMOKER PARK The Family Park		Joggers and dog walkers in park and along the path		Explore the Art Park installations		Kids play at the playground		Dog Walkers	
COURT HOUSE The Market Square				Shop at the green market			Shop at the antique market		
ANDREWS BRIDGE RIVER CROSSING The Activity Destination		Joggers and dog walkers along path		Lunch at an outdoor cafe	Afternoon strollers and bikers		Have dinner and listen to a barge band play		Bars and restaurants are full
HUIZENGA PLAZA The Festival Park		Joggers and dog walkers in park and along the path	Free yoga in the park Sip coffee in the cafe		Afternoon strollers and bikers	Croquet tournament on lawn with oversized croquet set		Listen to reggae band play	
LAS OLAS RIVERFRONT The Arts & Entertainment Destination			Residents and tourist shop		Lunch at Riverfront restaurants	Wine tasting at local wine store		Dinner and dancing	Clubbing
HIMMARSHEE The Historic & Romantic Park		Joggers and dog walkers walk along the path		Brunch at the restaurant overlooking the river	Afternoon strollers and bikers		Evening wedding		
ESPLANADE PARK The Cultural Stage			Families attend a kids event	Lunch at Art Museum		Dance performance on the outdoor stage		Dessert at the Performing Arts Center restaurant	
RIVER BASIN PLAZA Riverwalk's Grand Arena		Coffee & pastry gathering as kayakers launch for the River excursion			Afternoon strollers and bikers		Pre-performance cocktail reception	See a show at Performing Arts Center	Dessert at Performing Arts Center restaurant
THE NEW RIVER Riverwalk's Main Street		Take the New River Kayak excursion		Take the Water Taxi tour			Barge Band docks at Andrews Bridge		

A DAY IN THE LIFE ON THE RIVERWALK: FESTIVAL WEEKEND

FORT LAUDERDALE RIVERWALK DISTRICT: A DAY IN THE LIFE OF A FESTIVAL WEEKEND									
WHERE/TIME	6-7 AM	8-9 AM	10-11 AM	12-1 PM	2-3 PM	4-5 PM	6-7 PM	8-9 PM	10-11 PM and on
ICON SITE & LAURA WARD PLAZA The Link to Las Olas		Sip coffee and read the paper at outdoor café seating		Festival vendor market opens	Lunch at restaurants and then shop festival vendor market	See show on Festival performance stage Festival procession		Festival performance stage continues	
SMOKER PARK The Family Park		Joggers and dog walkers along path			Kids festival activities and games	Kids play at the playground Festival procession begins here	Watch environmental festival performance		
COURT HOUSE The Market Square									
ANDREWS BRIDGE RIVER CROSSING The Activity Destination		Joggers and dog walkers along path		Lunch at an outdoor cafe	Afternoon strollers and bikers	Festival procession passes through	Have drinks and listen to festival activities from restaurants	Dinner in a restaurant	Listen to festival finale on the main stage from restaurants
HUIZENGA PLAZA The Festival Park		Joggers and Dog walkers in park and along the path		See opening festival main stage performance	Festival main stage programming continues all day	Festival procession passes through	Festival main attraction		See festival finale at main stage- Dance party for all
LAS OLAS RIVERFRONT The Arts & Entertainment Destination				Lunch at a Riverfront restaurant	Festival attendees shop	Festival procession passes through	Dinner in restaurants		Featured DJ's in clubs associated with festival theme
HIMMARSHEE The Historic & Romantic Park		Joggers and Dog walkers walk along the path				Festival procession down the Riverwalk	Festival attendees enjoy lounging on Adirondack chairs	Dinner in Himmarshee restaurant	
ESPLANADE PARK The Cultural Stage					Families attend festival performance	Festival procession terminates for finale performance	See festival performance		Festival finale on performance stage
RIVER BASIN PLAZA Riverwalk's Grand Arena					Kids water craft making workshop		Boats pull up to listen to festival performances		
THE NEW RIVER Riverwalk's Main Street		Locals rent kayaks and paddle boats		Take the Water Taxi tour		Take a Riverboat Cruise		Boats dock at Andrew's Bridge to participate in festival finale	

CHAPTER 4 MANAGEMENT STRATEGY

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



APPROACH

In order to address the most critical question - How can we make this happen? - the Activation Strategy includes information and recommendations in this chapter that form the basis of a preliminary business plan and management strategy. These recommendations are the first step and are intended to raise critical questions and possibilities that will ultimately need further refinement and adjustment in subsequent efforts to be led by the City.

To complete this work, we have solicited input from key project partners, including the Broward Center, MODS, the DDA and various property owners to assess their needs for a Riverwalk Public Realm/A&E District management organization and to determine what roles the organization should play. We have also spoken with representatives of existing programming and operating organizations (such as the Riverwalk Trust) and their key partners to assess the potential role of these organizations in the management of the Riverwalk Public Realm/A&E District. And we have conducted research on comparable projects to determine how they are programmed, operated and sustained in order to guide initial choices for the Riverwalk project.

1. COMPARABLE PROJECTS

We begin by looking at a series of comparable districts and how they are operated. There are significant physical differences among these examples and the vision for the Riverwalk Public Realm Plan. But, the range of examples, which includes other river walks, arts districts and related entities, is helpful to understand what is required to animate, operate and sustain the Fort Lauderdale Riverwalk.

Newport on the Levee , Newport, KY

Programming & Activities Newport on the Levee hosts a number of festivals each year, including Newport Italianfest, an Annual Spring Family Carnival, the Newport Motorcycle Rally, Newport Oktoberfest, Reggae on the River, Glier's Goettafest, and Riverfest, which attracted 250,000 attendees in 2008. In addition, bands perform throughout the weekends between April and October.

Utilization Newport on the Levee is a 15-acre development in an area once occupied by warehouses, used car lots and liquor stores. District anchor tenants include a 20-screen AMC Theater, GameWorks, Shadowbox Cabaret, Barnes & Noble, and the Newport Aquarium and restaurants. The East Row Historic District, Kentucky's second largest historic district includes 1,070 residential properties all listed on the National Register of Historic Places. Newport on the Levee is also home to a number of other entertainment facilities and businesses, including the Funny Bone Comedy Club, Gallerie Zaum, Monmouth Theatre, the Pendelton Artists Gallery, and Stained Glass Theatre.

Development Scenario The City's 1989 Comprehensive Plan provided guidelines for the future development of the community, and the City's former Economic Development Director worked with developers to acquire financing. Concurrently, developers secured financing for the \$40 million aquarium, when opened in May 1999; While negotiations continued on the entertainment complex, the City moved quickly to acquire the properties and financed the properties, resulting in debts totaling \$10 million.

In January 1999 Steiner and Associates, a partner in the Aquarium development project, announced a joint venture with Excel Legacy Corp. of San Diego. In July 1998 the City sold Steiner a 10-acre property for \$14.8 million and renegotiated the development agreement, which called for the City to retain ownership of the land and lease to the developers. Bonds totaling \$55.8 million (\$11.1 million were taxable and \$44.7 million were tax exempt) were issued to finance the construction of the garage and the plaza.

Operating Scenario Newport on the Levee is owned and operated by a private management company that leases spaces to commercial tenants. The City owns and operates a parking garage on-site. Public transit is provided through TANK (Transit Authority of Northern Kentucky). Tax revenue is a vital component of the project. During land acquisition and construction, tax revenues were lower. In 2002, the first full year of operation, tax revenue grew to \$1.6 million. The Supplemental Reserve Fund had to be used and be replenished every year. Newport on the Levee has annual operating expenses totaling: \$2,896,000, and generates \$4,663,400 in revenue.

Key personnel include a General Manager, Director of Operations, Facilities Manager, Security Director, Event Coordinator/Marketing Assistant, and Marketing/Events Assistant Coordinator, "Guest Assistance Personnel" act as security and monitor activity in common areas.

Partnerships The management company builds strong partnerships with each commercial business that occupies its space. Give Back Cincinnati is a nonprofit organization focused on enhancing Cincinnati's communities through activities of volunteerism while fostering the development of young leadership through participation. Each year Give Back Cincinnati organizes 7 to 10 large-scale one-day volunteer and civic engagement activities, and several social events. A Facebook page allows Newport on the Levee to engage in social networking and buzz marketing. They post regularly about Happy Hours, Taste of the Levee, and more.

RiverWalk, Milwaukee, WI

Programming & Activities The Third Ward is home to Summerfest and many cultural festivals that provide destination entertainment throughout the summer season. Festa Italiana, held in July, is one of the most popular festivals held at the Summerfest grounds and at the Italian Community Center, which is located one block from the grounds. Other events include Riversplash, a three-day celebration of music and entertainment, and the River Challenge, a three-mile regatta on the water.

Description & Utilization The Milwaukee RiverWalk spans nearly 3 miles along the Milwaukee River through the heart of the City's Downtown. The Milwaukee RiverWalk is divided into three distinct sections: the Beerline RiverWalk to the north, the Downtown RiverWalk in the center, and the Third Ward RiverWalk to the south. The Historic Third Ward has become a hub for artistic activity and exhibition within Milwaukee and is currently home to 10 galleries, the Milwaukee Institute of Art and Design (MIAD), the new Off-Broadway Theatre, and the Broadway Theatre Center that houses the world-renowned Skylight Opera Theatre and Milwaukee Chamber Theatre. The Third Ward also includes the Henry W. Maier Festival Park, the location of Summerfest.

Development Scenario The City of Milwaukee launched the RiverWalk Initiative in 1988 to connect the Milwaukee River with a current of business and leisure activities and a focus on the river. In the last decade, the Riverwalk has become a hub of restaurants, clubs and nightlife; with an influx of new residents moving into condominiums.

Financed through a partnership between the Greater Milwaukee Committee and the City of Milwaukee, the first segment of RiverWalk was constructed in 1985. In the late 1990's the City began a focused effort to bring the Beerline "B" neighborhood back to use, beginning with a Redevelopment Plan that created a vision of mixed use, predominately residential development. Next, the City created a TIF District to fund the environmental cleanup of the area, removing rail lines and contaminated soil and adding streets, utilities, bridges, stairs, and public parks.

By the time the RiverWalk Initiative was formalized in 1993, additional segments had been constructed, linking the Riverside Theater, the Pabst Theater, the Milwaukee Repertory Theater, the Grand Avenue Shopping Center, the Performing Arts Center, and the Old World Third Street nightlife area. In 1994, property owners and the City formed a Business Improvement District (BID) for the purpose of constructing and maintaining the downtown RiverWalk and to share the costs of RiverWalk construction and other RiverWalk capital. In 2004, the Third Ward boardwalk opened to the public, and was developed at a cost of \$11 million. Today the Third Ward is home to over 400 businesses and hundreds of loft apartments, and is Milwaukee's showcase mixed-use district. Since 2001, \$87 million in new condominium and mixed-use projects have been constructed and more than 1,000 linear feet of RiverWalk have been completed; plans are in place for the remaining segments.

Operating Scenario The RiverWalk is a partnership between riverfront property owners and the City. In exchange for permanent public access along the river, the City provides financial assistance for upkeep and improvements. The Milwaukee Riverwalk District and the BID program the Riverwalk. The staff in City Development works on funding and regulation, and development agreements for the area. The staff member in the Department of Public Works handles all structural elements, planning, and assists with design. A Tax Incremental Financing (TIF) District helps to pay for the upfront costs of construction within the BID, reimbursing 22% of the RiverWalk costs to the City via annual assessments over 20 years. Property owners with a RiverWalk constructed on their river frontage are solely responsible for maintaining property to acceptable standards.

The Riverwalk has two designated staff members: one in City Development, and one in the City's Department of Public Works.

Partnerships The most substantial partnership is one between the City, BID 15 (representing the downtown) and BID 2 (representing the Third Ward). The City also works with the Condo Association and Beerwalk B, as they are owners in the area. A partnership with State supports the Riverwalk as well, as the water is considered under public trust.

1. COMPARABLE PROJECTS

San Antonio River Walk, San Antonio, TX

Programming & Activities The River Walk's programs and events include the Pachanga del Rio, a festival which offers culinary samplings from local restaurants, the Fall Arts & Crafts Show showcasing unique hand made merchandise, and the Corona Coffins on Parade, a Halloween spectacle. The San Antonio Street Dance & Drum Company is an organization of contemporary, multicultural percussion and dance groups. Programs and events are all listed in Rio, the River Walk magazine.

Background & Utilization The 6.1-mile River Walk is considered the 'crown jewel' of San Antonio, with over two miles of walkways and many outdoor restaurants and shops. The Walk is home to local museums, art galleries, riverboat cruises, and more. River taxis and dining boats are available for hire. The City of San Antonio Department of Downtown Operations drains the River each year in January. Members of the River Walk receive certain benefits including voting privileges, discounts on advertising in the Rio Magazine, participation in the Operators' Committee, and listing on the River Walk website.

Development Scenario The River Walk was first developed in the 1950's, beginning with redirection of its waters. In 1962, the Department of Parks and Recreation completed a major landscape program with over 17,000 assorted trees, shrubs, vines and ground cover. In 1964 the Paseo del Rio Association was formed, with the Chamber of Commerce funding a staff position and a PR person writing weekly Rio Ramblings for the Express-News. In 1970, voters approved a bond issue for River Walk beautification and floodgate revamping, and development of the River Walk continued with restaurants, hotels, and festivals. In 1973, a feasibility study led to the "River Corridor Plan" to provide long term framework for development along the river. Through the 1980's and 1990's, maintenance and improvements on the riverbank complimented the building of additional hotels, restaurants, and the planning of events and festivals. This year, the City of San Antonio entered phase one of a Capital Improvements Plan for improvements completely essential to maintaining the aging yet beloved attraction. Recent developments also include new Museum Reach Urban Segment extension, adding an additional 1.5 miles of new River Walk access and linear park.

Operating Scenario The River Walk is considered a city park and is maintained and operated by the City of San Antonio Downtown and River Walk Operations. The Paseo del Rio Association was founded as a non-profit organization in 1968 to promote and support the San Antonio River Walk. The Association helps:

1. By producing special events and providing information that attracts visitors and local residents
2. By advocating the preservation of the River Walk's character and the enhancement
3. By working with public and private entities to establish sound planning and operational policies
4. By providing a forum for businesses, residents, and civic and governmental entities to resolve issues.

A Board of Directors, with a 12-person Executive Committee, governs the Association. Key personnel include an Events Director, Administration Director, Project Director, and a Sales & Marketing Director. The Association also involves volunteers, who support the activities on the River Walk by contributing volunteer hours to the planning and production of special events throughout the year.

The City's Downtown Operations include personnel, contractual services and self-insurance.

Revenues are derived from taxi sales commissions (\$4,957,600), patio space leases (\$400,000), storm water fund (\$1,274,700), the capital improvement fund (\$400,000) and licenses & permits (\$30,000). Ticketed admission to the Tower of the Americas, Spanish Governor's Palace and Rio Cruises bring in \$2 million. In FY09, \$3.2 million was allocated toward the capital improvement project.

Partnerships Voting membership in the Association is available at levels ranging from \$200 to \$1,000 per year. Members of the Association elect the Board of Directors.

Red River District, Shreveport, LA

Programming & Activities The Red River District hosts dances, Halloween parties, seasonal live music, ice cream socials and festivals, including Mudburg Madness, Holiday in Dixie and the Red River Revel. In the Purchase Plaza, a cultural celebration honors the history of the Louisiana Purchase with an outstanding public art collection under the Texas Street Bridge. Barnwell Garden & Art Center and American Legion Hall offer special exhibitions.

Background & Utilization The Red River District, located in downtown Shreveport under the Texas Street Bridge, features 60,000 square feet of retail and event space. City-owned properties/facilities include: Festival Plaza, Independence Stadium, Riverview Parkway, Riverview Hall, Municipal Auditorium, Fairgrounds Field, cemeteries and the Government Plaza. The Shreveport Chamber "Walk of Stars" pays tribute to some of the World's most renowned celebrities from Northwest Louisiana. Riverboat casinos are secured to the docks for on-board gambling, reminiscent of the early days when Louisiana Authorities considered gambling illegal and the only way to do so was in a floating casino. On the opposite side of the Red River, the Louisiana Boardwalk in Bossier City joins a vibrant casino district along the riverfront for nearly a half-mile dynamic blend of shopping, marina, restaurants, nightclubs, movie theaters, and other entertainment.

Development Scenario Beale Street's Performa Entertainment Real Estate developed the \$27 million entertainment district in 2002. New construction commercial properties were designed and refurbished with the esthetic of late 19th century buildings. Plans were for the District included events, dining, dancing, live music on the weekends, and the development of new gaming facilities.

In 2009, the Downtown Development Authority (DDA) approved \$3.4 million in spending, including a low-fare trolley to cater to lunch and dinnertime crowds and planned improvements to the Red River District. The Downtown Area Shuttle will form partnerships with hotels, casinos and the Louisiana Boardwalk to move locals and tourists throughout downtown and across the Red River to the boardwalk. City Hall also wishes for DDA to takeover many of the empty commercial buildings under the Texas Street bridge.

Operating Scenario Eldorado Casino and Resort operates the Red River District. The City plans to take back management, but the contract has not yet ended. The change in management will require City Council and Eldorado approval, and if the project is approved, the cost to rent the 35,000 square feet nearly disappear, with tenants paying for utilities, taxes and insurance. Once the contract ends, the district will be under management of Shreveport Public Assembly & Recreation (SPAR). City leadership has also suggested that revamping the district, which may necessitate a new name.

The Riverfront Fund revenue sources include casinos (\$13.5 million), interest (\$180,000), land rent (\$1 million) and a fund balance (\$665,000). Funds are used for general operations (\$8.1 million), civic appropriations (\$1 million), convention center operations (\$1.8 million), debt payments (\$1.6 million), a reserve (\$800,000) and more.

Current staff is part of the Eldorado Hotel management team, in areas of special events, PR, community development, and more. Future operators Shreveport Public Assembly & Recreation (SPAR) have a staff of seven in areas of events, maintenance, planning and administration.

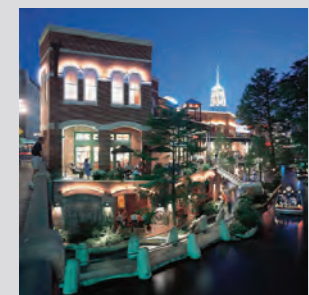
Partnerships The Arts Council supports installations and programs in the District. The SRAC Public Art program is centered on community collaborations and strong community education. Examples of Public Art projects administered by SRAC include the Texas Street Bridge Lighting, a \$650,000 project by nationally respected laser pioneer and lighting artist, Rockne Krebs. The laser, neon, fiber optic and search light installation premiered with a public celebration, which attracted 45,000 people to the bridge.



RiverWalk, Milwaukee, WI



Newport on the Levee, Newport, KY



San Antonio River Walk, San Antonio, TX



Red River District, Shreveport, LA

1. COMPARABLE PROJECTS



Avenue of the Arts, Inc. (AIA), Philadelphia, PA



NOHO Arts District, North Hollywood, Los Angeles, CA

Avenue of the Arts, Inc. (AAI), Philadelphia, PA

Programming & Activities One of AAI's primary focuses is on making the Avenue a pedestrian friendly walkway. AAI publishes a transportation guide, "Getting to the Show On Time", for visitors. It also conducts research assessments of traffic patterns and flow. In 2006, AAI assessed the need, advocated for, and secured funding for the installation of new traffic lights and cross walks at key intersections.

Creating a secure quadrant for pedestrian traffic is essential to the vibrancy of the Avenue. The high density of theatres and performance venues ensures a significant volume of nighttime traffic. Therefore, it is imperative that concert and showgoers feel safe within the confines of the Avenue. AAI advocated, coordinated with the City, and secured funding to install lighting for pedestrian safety throughout the entire neighborhood. In addition to addressing nighttime safety and comfort, the lighting is also uniformly designed and marked with wrought iron "A's" to strengthen the identity of the neighborhood.

A major responsibility for AAI is design and maintenance of streetscapes. In 2006, AAI collaborated with the Department of the Streets for a beautification project in the northern section of the district to unify the appearance of all of Broad Street. Defining characteristics are decorative sidewalks, vintage lampposts, landscaping, and signature "A" lighting.

Background & Utilization AAI is located in downtown Philadelphia, and is comprised of two sections. South Broad Street, the center of the Avenue, is one mile long (21-blocks) with one block to the east and west. Added in 2001, a three-mile stretch of North Broad Street and is now AAI's redevelopment initiative. 37 cultural organizations are located on the Avenue. There is no specific membership policy although the idea of one has been discussed.

Development Scenario Founded in 1993, the AAI initially focused on administration and fundraising for the City's key arts facilities including the Freedom Theatre, Kimmel Center, and Clef Club. In 2001, a strategic plan expanded on the vision for the arts district, focusing on the area north of the initial South Broad Street site. In addition to a focus on the arts, the organization actively lobbies for commercial and residential property development in the area. To protect and nurture the arts sector, AAI works closely with the City's Commerce Department and the Philadelphia Planning Commission. Today, it performs the dual role of economic catalyst for the northern corridor while maintaining the rich programming on the developed southern section.

Operating Scenario The Avenue of the Arts has three full-time administrative staff: an Executive Director, an Office Manager, and a Membership and Development Associate. AAI is a nonprofit 501(c)3 organization. The organization has an annual operating budget of \$347,000, with an 86% annual funding requirement. A 33 member voluntary Board that consists of community members, legal and real estate professionals, and civic and educational representatives is responsible for governing the organization.

Partnerships Avenue of the Arts maintains a positive working relationship and enjoys close ties with the arts community. Membership dues are a less than 10 percent of AAI's annual income and are considered a tax-deductible contribution. Membership is optional and open to individuals and businesses in the community. Membership starts at the \$50 level. Corporate sponsorships are also available. Membership is open to individuals and businesses within the Avenue and outside of the area. The membership program is positioned as "The Avenue Society" and is aimed at patrons and supporters of the arts. The program is tax deductible and voluntary.

NOHO Arts District, North Hollywood, Los Angeles, CA

Programming & Activities The NOHO Arts District is a Community Revitalization Area with a business improvement district. Given that the function of these organizations is to revitalize North Hollywood, programs focus on creating a safe, clean and attractive neighborhood for businesses, residents and visitors. The CRA runs a Theatre Marquee renovation program, which provides funding for historic theatres to refinish facades. It also works to update streetscape elements in the District including landscaping medians, widening major streets, replacement of lamps, sidewalks, curbs, gutters, paving and the planting of street trees. Where possible, the CRA commissions area artists to design fixtures. NOHO BID provides graffiti removal for public and private properties. The "Clean Team" also maintains services such as landscaping, trash removal, power washing sidewalks, weed control, and the removal of posters and stickers. In the past, CRA also offered a "free paint" program where property owners who wanted to improve the exterior look of their property at no charge could do so. The CRA also funds the annual NOHO Arts Festival, a showcase of local artists and organizations in public places.

Using a third party security company, the NOHO BID provides bike patrol "Safety Ambassadors" from 11AM to 12AM, seven days a week. The Ambassadors are individuals who act as the "eyes and ears" of the police but are not enforcement officers. They are trained in verbal and physical methods as well as customer service and are dressed in brightly colored clothing. The Safety Ambassadors Program has led to a 60% decrease in crimes in the area, most of which are vandalism, public drinking, panhandling, and trespassing.

Background & Utilization The NOHO Arts district is located in a 20 block-radius in east Los Angeles. There are 22 theatres and venues in the area; resident organizations are offered special retention assistance such as low interest loans, conditional grants, and matching funds.

Development Scenario Community Revitalization Areas (CRAs) receive additional city funding, special attention, and rezoning. Conceived in 1989 as a project of the North Hollywood Community Revitalization Area (CRA), an artist friendly zoning policy was the beginning of rejuvenation. Initial goals included area revitalization, increased public transportation, and prevention of structural deterioration. In 2005, a grass roots movement culminated with the creation of the North Hollywood Business Improvement District (NOHO BID). 168 businesses in the district petitioned the City and voted for the formation of the BID, an independent entity, to oversee security and maintenance. For the CRA, an increase in commercial and residential development in the neighborhood has required a transition of mission. In 2000, the Metropolitan Transit Authority (MTA) created a major transportation hub in the district with a train extension and bus hub. Recent projects have focused on keeping the neighborhood vibrant through arts and cultural organization retention programs providing relocation within the district for arts nonprofits that are misplaced by commercial developments.

Operating Scenario There are 40 staff members (NOHO BID), including security and a clean team. The BID is a three-year renewable agreement with the city as voted upon by a majority of the organizations in the district. The CRA derives its budget from the "Percent for Art" policy, a CRA rule that requires developers who receive support from the CRA to donate 1% of their construction costs back to the District. The annual operating budget for the NOHO CRA is \$1.89 million and has a 100% funding requirement. The annual budget for the NOHO BID is \$689,000, and has a 100% funding requirement. The NOHO CRA does not have a board or committee; staff members work informally with neighborhood groups and the NOHO BID has a 10 member voluntary board. The NOHO BID board is made up of six active members from a cross section of the community including representation from the arts sector and four government representatives.

Partnerships The 320 District property owners within the NOHO BID (60% cultural) are responsible for paying a mandatory tax to support its operations. There is no voluntary membership and no preferential treatment for arts groups. Within the NOHO BID property owners pay a value-based tax collected with city property tax; assessment is based on location, year, and size. Annual tax ranges from \$0.25 to \$0.45 per square foot.

1. COMPARABLE PROJECTS

125th Street BID, New York, NY

Programming	<p>The role of the 125th Street BID is to provide businesses, residents, cultural organizations and visitors with a safe, clean and enjoyable environment. As a result, the 125th Street BID's programs focus on security, street landscaping, and marketing the neighborhood as attractive to tourists and visitors.</p> <p>Cleaning services are provided to storefronts and residences as well as sidewalk areas. Services are provided 7 days a week with the goal of reducing sanitary violations for local businesses and creating a positive environment for residents and visitors. The BID has also purchased and utilizes a "cleaning machine" to efficiently clean sidewalks. During the holiday season, the BID provides decorative lighting for the streetscape. Trashcans are clearly marked and labeled with a 125th Street BID sign. The BID routinely conducts surveys on the quality of life of the district and solicits suggestions and comments on its website. Public Safety Officers keep in contact with City Agencies regarding unsafe conditions in the district such as broken traffic lights, flooding, and abnormal traffic conditions. Created in 2007, the "Safety Ambassador" program employees a unit of public safety officers who patrol on foot, with radios, in uniform. These friendly individuals perform the dual role of protector and customer service representative. They are available to provide directions, assistance, and historical information about cultural venues, but also alert the police to any hazardous situations. The BID also offers joint marketing initiatives such as creating a visitors guide, distributing 125th Street BID matching shopping bags for merchants and their customers, coordinating advertising campaigns, holding workshops, and initiating district wide promotions and discounts.</p>
Utilization	<p>The BID encompasses a five-block commercial area in Harlem, Manhattan. The 125th Street BID is also home to a thriving shopping community and receives heavy city traffic. Given that business members directly determine the BID's initiatives, its programs are constantly evolving but the vision for creating a vibrant Harlem and 125th Street remains the same. The BID is home to 90 arts organizations of every discipline including the Apollo Theatre, the Cotton Club, Lenox Lounge, National Black Theatre, Showman's Café, Sylvia's, the Studio Museum, and the Hip Hop Cultural Center. The BID recently commissioned a study, "Creating a Cultural Destination". The arts community maintains its own nonprofit service organization, the Harlem Arts Alliance (HAA). HAA is primarily responsible for creating an open forum for organizations in the area as well as marketing and promotions.</p>
Development Scenario	<p>Established in 1993, the 125th Street BID was created to improve the quality of life, contribute to economic development, and allow residents and businesses to benefit. Given its rich history, the 125th Street BID has a special focus on enriching and preserving arts and culture within the community.</p>
Operating Scenario	<p>The BID's annual operating budget is \$618,000, with 100% annual funding requirement. Funding for the BID is provided by property owners, who pay an additional charge with their property tax as assessed by the City of New York. Funds are transferred to the 125th Street BID, the nonprofit entity overseeing the project. Arts organizations with nonprofit status are exempt from the tax.</p> <p>The 125th Street BID is a nonprofit 501(c) 3 corporation as created by members of the community under New York State Law. The budget and services provided are determined by the properties and businesses located in the district. The 125th Street District Management Association (DMA) consists of a volunteer board who determines projects on behalf of the community. Primary funding is obtained from a property tax levy; however, property owning arts organizations and nonprofits are exempt from property tax. A 29-member voluntary board governs the nonprofit organization. There are four categories of directors: Property Owners, Commercial Tenants, Residential, Government Officials, and Community Board Members. Five elected Officers oversee the Board.</p>
Partnerships	<p>Approximately 100 businesses and property owners in the community are responsible for paying the tax. As necessary, the BID also seeks grants and private funding. The BID maintains a membership registration that is free for the community. Membership registration is encouraged for commercial and residential tenants, community representatives, and businesses. Constituent membership is free.</p>

Third Street Promenade & Downtown Santa Monica, Santa Monica, CA

Programming	<p>Cultural programming at the Third Street Promenade & Downtown Santa Monica includes a twice-weekly farmers market and special public and private events. The Third Street Promenade is prominently known as having one of the most dynamic street performer programs in the country. The neighborhood hosts approximately 8 formal events per month, including an Arts Festival, Sri Kanka Day Expo and corporate events. The Bayside District Corporation (BDC) employees a Venue Manager to liaise with the Police Department, performers, renters and the City. Additionally, the BDC coordinates still photo shoots and commercial film photo shoots. BDC also provides festive "Winterlit" decorations and produces ICE at Santa Monica, a winter skating rink that attracts over 70,000 visitors each year.</p> <p>Funded by an assessment district, BDC services include maintenance, an ambassadors program, a neighborhood watch, homeless outreach, branding and marketing. The BDC publishes a monthly newsletter, and recently installed illuminated business directories throughout the district. Special projects, including research and studies on branding, parking, transportation and strategic planning are also included in the BDC's mission. The ambassadors program employees 24 FTE "good will ambassadors" to provide directions, monitor for maintenance and repairs issues, security, information and customer service to visitors. Ambassadors are uniformed and are deployed on foot, bicycle and Segway.</p>
Utilization	<p>The Third Street Promenade is an award winning pedestrian only neighborhood located in Santa Monica, just steps from the beach and Pacific ocean. Entertainment, retail and dining are the primary businesses in the area. The neighborhood is home to theaters, cinemas, 60 stores and 25 restaurants. Many programs, performers, restaurants and retailers operate outdoors, and in-door events are held at the Santa Monica Library Auditorium, the Santa Monica Playhouse, Magicopolis, First Presbyterian Church of Santa Monica, Mi's Westside Comedy Theater, and at bars, restaurants and retail operations.</p>
Development Scenario	<p>The Third Street Promenade was created as one of the nation's first pedestrian malls in 1965. In 1984, the City of Santa Monica's City Council established the Third Street Development Corporation to manage the Promenade. Third Street Development Corporation was later renamed the Baydistrict Development Corporation, which is the public-private management entity responsible for managing the district today. Following a \$13 million bond referendum (1986), a revitalized Third Street Promenade opened in 1989. Using property assessments, the district generates funding to offset the costs of police department services, utilities, marketing programs, operations, maintenance, landscaping and repairs. In fiscal 2008/2009, BDC established a new assessment district that secured additional funding from property owners for the next 20 years. The size of the district was expanded to include additional city blocks in 2009.</p>
Operating Scenario	<p>Third Street Promenade is a section of Downtown Santa Monica, which is managed by the Bayside District Corporation (BDC). A 13-member Board of Directors and a staff of 7 manage BDC. BDC operates under a balanced \$5 million budget, which is funded primarily by property-based assessment districts, film revenue, ice rink admissions and special events revenue.</p>
Partnerships	<p>BDC works closely with a number of organizations, including the farmers market, the Santa Monica Convention & Visitors Bureau, the Chamber of Commerce and the Shop America Alliance (for its Buy Local campaign). BDC liaises with the City to make repairs and select and manage vendors for landscaping, vector control and fountain maintenance. Additionally, BDC works with the City to issue street performer permits to musicians, buskers, dancers and other artists.</p>



125th Street BID, New York, NY



Third Street Promenade & Downtown Santa Monica, Santa Monica, CA

LESSONS LEARNED

- Use of a BID (Business Improvement District) guarantees an annual revenue stream and has an immediate impact on constituents
- Addressing the safety of visitors and residents assures repeat visitors, lower crime, and a healthier neighborhood
- Partnerships and involvement of local businesses, cultural anchors and commercial property owners is key
- Outdoor programming, particularly cultural festivals and arts events can attract visitors to the region, create a sense of a vibrant neighborhood, and enforce the brand of the district as a cultural destination
- A lasting, memorable branding campaign can be generated through the creative design and installation of banners, furniture, and other streetscape elements

1. COMPARABLE PROJECTS

Conclusions

The arts districts and river walks examined above are diverse in composition; entities can be self sufficient, benefit from partnerships between two or more organizations, and function efficiently as a project or program within a larger, presenting organization or agency. Each entity values cultural activity occurring within their district, and supports arts groups and artists through programs, services and presenting events. Additionally, a number of these districts effectively address community issues, promotion, and governance on behalf of their relative constituents. Following are a number of factors that our research indicates are critical to the facilitation of a successful district.

- The use of a business improvement district (BID) guarantees an annual revenue stream and has an immediate impact on constituents. Funds are used for improving infrastructure, safer, cleaner streets, and fostering a welcoming environment for visitors, tourists, and members of the community. The most important emphasis of a BID is its benefit to the entire community and surrounding area. It is of note that many of the districts we examined remain actively involved in the determination of how to spend the funds, either through a management or an advisory role. With this authority, a district can assure that funds are spent properly and in a manner consistent with the consensus of its stakeholders.
- Addressing the safety of visitors and residents assures repeat visitors, lower crime, and a healthier neighborhood. This includes concern for pedestrian safety in addition to crime prevention. A number of the districts we examined enlisted a private security contractor or partnered with another neighborhood organization to provide patrol during the evening and periods of high-activity, six to seven days a week. Well-lit walkways, sidewalks, and pedestrian pathways were a commonly-used but secondary preventative measure.

- In all districts, partnerships and involvement of local businesses, cultural anchors and commercial property owners is key. Comparable districts engage constituents through voluntary membership programs, board of directors' appointments, and advocacy for cultural organizations, joint marketing initiatives, façade improvement programs and more.
- Several of the districts examined procured and maintained a parking lot or garage in the vicinity. This alleviates the shortage or parking in the area, positions the service as an extra benefit for arts patrons, and is a means for generating earned income.
- Outdoor programming, particularly cultural festivals and arts events can attract visitors to the region, create a sense of a vibrant neighborhood, and enforce the brand of the district as a cultural destination. Destination cultural events are frequently produced in partnership with other organizations with an established following, and can provide local businesses with an influx of new visitors and customers.
- A lasting, memorable branding campaign can be generated through the creative design and installation of banners, furniture, and other streetscape elements. Functionality adds to the landscape while reminding visitors and residents of a district's significance. Although some organizations have the resources to administer and fund such a project, it is also appropriate to coordinate with a City Department or Agency to align scheduled infrastructure improvements with the needs and atmosphere of a district.

2. RESPONSIBILITIES

Bringing the Riverwalk Public Realm to Life

Let's now identify how the District comes to life in terms of the programs it supports and all that it takes to operate and sustain.

2.1 Programming Activity

The first element of the District is its programming and how that is managed. There are a series of components to this:

- **Public space programs:** First of all, there is the development and execution of informal programs in the park and other public spaces within the District. This might include tours, street performers, buskers, painting/drawing classes and demonstrations, speakers' corners. Here, someone must book the artists or programs, schedule them into particular places and times, promote the event or program, ensure that the program is delivered, clean up after and settle any fees and charges.
- **Amphitheater programs:** We have imagined a series of programs and events in amphitheaters, some of which would be gated (i.e. a ticket is required to enter). For these programs, artists must be booked and promoted, the event must be managed, cleaned up after and settled.
- **Temporary indoor space programs:** We have also suggested the animation of existing under-used facilities, perhaps for exhibitions, performances or special events. Again, this requires skills in the areas of booking, marketing, event management, clean-up and financial settlements.
- **New indoor space programs:** Our first round of work led to recommendations on the development of new small (200 and 400 seat) performance spaces. These facilities will require a more intense level of management, which includes their programming by the operator, and rent to outside groups. The intention is that these new facilities are developed as a part of a mixed-use development, as and when such projects are moving forward again.

- **Festival programming:** As indicated within the Public Ream Plan, the Riverwalk and all of its facilities provide a tremendous opportunity to develop and promote festivals, whether they are based in program types (e.g. a folkloric dance festival), the calendar (e.g. Cinco de Mayo), specific cultures (e.g. Brazilian Cultural Festival) or events (e.g. New River Canoe Racing). The scale is much greater, but it still boils down to having strong skills and resources in the areas of booking, marketing, event management, clean-up and finance, including sponsorships, fee negotiations and settlements.

- **Food and beverage services:** While technically an operating function, we see the delivery and management of food and beverage services as being fundamental to the animation of the Riverwalk, with the opportunity to support programs described above and also to be a program – a means of cultural expression for all of the diverse ethnic communities in and around Ft. Lauderdale.

- **Maritime programs:** Finally, there are maritime programs such as River tours and canoe races to be promoted and coordinated with private operators.

2.2 Marketing Activity

The second set of skills and resources required to run the District relate to marketing, as follows:

- **District branding:** A person or group must soon work on the development and then maintenance of a brand identity for the District. This is likely to require to employment of outside specialists, but there must still be a “client” for that exercise and the resources to maintain brand identity over time.
- **Web site and materials:** The brand of the District must be clearly identified and advanced with a strong web site and supporting materials that promote programs, facilities and activities to regional residents and visitors.

SUMMARY OF RESPONSIBILITIES

Programming Activity

- Public Space Programs
- Amphitheater Programs
- Temporary indoor space programs
- New Indoor Space Programs
- Festival Programming
- Food and Beverage Services
- Maritime Programs

Marketing Activity

- District Branding
- Web Site Materials
- Event Calendar
- Local and Regional Promotion
- Tourist Promotion
- Cruise Line Marketing
- Event Ticketing
- Manage Customer Database

Communications

- Community Relations
- Promoting Local Businesses
- Measuring Success

Operations

- Public Safety
- Horticulture
- Public Space Cleaning & Upkeep
- Building Cleaning & Maintenance
- Parking Operations
- Traffic Management
- Volunteer Management
- Maritime Operations
- Equipment Maintenance

Finance

- Funding Source
- Member Fees and Dues
- Banking and Accounting

Real Estate

- Temporary Space Management
- Space Rental Agreements
- New Space Development

2. RESPONSIBILITIES

- **Event calendar:** It will be critically important to develop and maintain a calendar for all programs and events occurring in the District, and for programs and events occurring in neighboring buildings such as the Broward Center and Museum of Discovery and Science. This will require calendar software, the time and energy to maintain it through regular communications with programmers and partners, and the ability to keep the calendar available to all interested parties, both online and offline.
- **Local and regional promotion:** Events and programs in the District should be promoted to local and regional audiences with a combination of online and offline advertising, direct and email marketing and other promotional activities. This is a fairly intense and specialized skill-set that requires creative staff, business skills and relationships with the key outlets in the region.
- **Tourist promotion:** Similarly, events and programs should be marketed to visitors. The skills are the same, but the message is slightly different and it requires a different set of relationships, starting with the CVB.
- **Cruise line marketing:** This is a sub-set of the promotion of the District to visitors, but we see this group as being unique and requiring a much-more focused marketing effort, starting with building relationships with the cruise lines, developing and packaging programs that might be of interests to cruise ship passengers and then working closely with those partners to constantly evaluate and evolve those programs depending on the needs and interests or particular groups.
- **Event Ticketing:** Event ticketing is critical for a range of events in outdoor, temporary indoor and additional new facilities in order to manage access to drive revenues. The world of event ticketing is changing rapidly, with sophisticated systems and services now available to facilities, producers and presenters. The process of selecting a ticketing system is complicated, the expense is significant, and there are extensive training and maintenance

requirements.

- **Manage customer database:** Finally, we would stress the importance of collecting information on those who attend and participate in District programs as the basis for more focused and effective marketing programs, from email blasts to direct mail promotions.

2.3 Communications

Related but distinct from the marketing effort is the need to build and maintain an effective communications program, including the following elements:

- **Community relations:** The district must undertake an ongoing program to stay in touch with the community around the district, advising of coming events and programs, staying in touch with community issues and responding to criticisms and other comments about the operation of the District.
- **Promoting local businesses:** A related challenge will be to stay in touch with businesses in and around the District, providing promotional support to those enterprises relative to district programs and related activities.
- **Measuring success:** Finally, we would stress the importance or measuring and communicating the success of the District over time to key constituencies, including the City, civic and business leaders. This should include periodic measurements of economic impacts.

2.4 Operations

Now we consider the nuts and bolts of basic operating functions to maintain the District:

- **Public safety:** Success in the district depends on a strong focus on public safety. In our minds, this means a high level of police (or special event security staff) presence to support larger

2. RESPONSIBILITIES

events and programs, but also to build a strong perception of the District as a safe place for people at all times of day and night.

- **Cleaning and upkeep:** Parks, sidewalks and other public areas must be maintained. This will be most intense during and after larger events, but again it is critically important to build a reputation for the District as being clean and well-maintained, all the time.
- **Horticulture:** Vegetation, trees and gardens are to be a significant part of the attraction and experience of the District. Support is needed to design, plan, plant, prune, water and move pieces, as well as promote the larger elements of the landscape design as an integral part of the District.
- **Building cleaning and maintenance:** Existing, temporary and new facilities must be clean and maintained over time, most importantly in relation to programs and events.
- **Parking operations:** It is very important that there be good parking that is safe, close and affordable for large events and just for non-event based visitations. Parking operators must anticipate and staff operations for peak requirements, consider discounts and packages built around programs and also consider a valet parking option for certain events.
- **Traffic management:** Larger events will require traffic control to move cars and people in and out of the area, working closely with City police.
- **Volunteer management:** There is an opportunity to build a significant volunteer base to support operations of the District, with individuals providing additional event staff, leading tours of the District and acting as guides and ambassadors for the community. We believe strongly that volunteers must be well-trained, closely-monitored and properly evaluated. As with other BID's, we would advocate for uniforms for both on-site staff and volunteers to

enhance its image as a safe and professionally-managed area.

- **Maritime operations:** There is the planned operation of ferries, plus the building and maintenance of docks along the River.
- **Equipment maintenance:** Finally, specialized equipment for performances (sound and lighting) and more basic equipment such as displays, tables, chairs and more, must be maintained and stored in close proximity.

2.5 Finance

There is a set of roles and responsibilities relative to the financial management of the District, including:

- **Funding source:** The key financial question is who or what organization is able to give or get the funds necessary to sustain the District and its programs. As we will discuss later, we would advocate for multiple funding sources from both the public and private sectors, reflecting the benefits of the District to regional audiences and artists, local businesses, and taxpayers. So the skill-set likely includes to ability to design and execute ongoing funding campaigns.
- **Member fees and dues:** This is really a sub-set of the Funding task above, but we would want to stress the importance of having someone able to organize and maintain a membership program for businesses and individuals that provides significant ongoing funding for the operation of the District.
- **Banking and accounting:** There will be the need to maintain bank accounts and also manage the income and outflow of funding through a set of accounts to sustain the District.

2. RESPONSIBILITIES

2.6 Real Estate

Finally, there is a set of duties related to the development and management of the real estate in the District

- Temporary space management: We have recommended that existing under-used spaces be inhabited and programmed as arts spaces. This will then require a person or group that is able to match up spaces with needs, negotiate deals and manage the use of the space for that use.
- Space rental arrangements: For all indoor and outdoor programmable spaces, a person or group must take responsibility of soliciting bookings, negotiating deals, collecting rent and managing the relationship.
- New space development: Finally, we as we have recommended the development of new cultural facilities, an individual or group must take on the job of leading the planning, design, construction and then operation of new spaces. In the operating phase, key skill-sets include the programming of spaces with a combination of rentals, programs, presented and produced events, their physical maintenance, financial operations and then ongoing fundraising to sustain operations.

3. BUILDING AN OPERATING ORGANIZATION

The descriptions in the above chapter make it clear that the organization or organizations needed to run the project must be skilled and experienced in many areas. The good news is that there are already a series of groups in place that could take on some of these tasks. They include:

The **City of Fort Lauderdale** itself is involved in many of the functions and roles described above, from the maintenance of parks and delivery of programs through Parks and Recreation and assurance of public safety of the police to the promotion of Fort Lauderdale by Economic Development and management of property development by the Planning Department. The challenge for the City relative to the District is that it is a large and complicated bureaucracy not easily navigated by those seeking to program the District or further develop its resources.

The **Riverwalk Trust** is a 501c3 nonprofit corporation with a mission to build and nurture the Riverwalk and downtown Fort Lauderdale as a vibrant community connected by the New River. They are engaged in advocacy, communications, programming the Riverwalk and fundraising to support these activities. They publish a successful magazine that promotes the District and its events to local and regional residents. With a new Executive Director on board, the Trust is pursuing design guidelines, funding for capital improvements and regular programming, all designed to make a place that people from and visiting the region want to be.

The **Broward Center for the Performing Arts** is a successful performing arts venue that has played a significant role in cultural, economic and community development in Fort Lauderdale and Broward County. They are skilled and sophisticated programmers and managers of facilities, and also marketers of cultural programming. They raise money and run various customer service programs, as well as ticketing systems and food and beverage services. And most importantly, their base of operations is essentially an anchor at one end of the Riverwalk District.

Downtown Development Authority is a taxing district set up by the City of Fort Lauderdale that collects money from commercial property owners within a defined geographic area that includes all of the Riverwalk Public Realm District and then spends those funds on programs, marketing and public space improvements. They are governed by a 7-member board appointed by City Council.

The **Museum of Discovery and Science**, another major cultural organization within the District, is a successful exhibitor, programmer, facility manager and event producer, able and interested in providing additional services in the area.

Finally, we have the **Riverwalk A&E Consortium**, which is a marketing organization established as a consortium of five organizations receiving Tourism Development Tax from Broward County. The conception of the group was based on the idea that greater value might be received by pooling these funds, matching them with an additional annual investment and spending those funds in a strategic fashion to promote the District to regional residents and tourists. The Broward Center also pays for a staff person to run the program on behalf of the consortium and provides office space and administrative support. Programs include monthly e-blasts, in-room magazines, out-of-market advertising and a web site.

What is apparent from these brief descriptions is that each of these groups has some particular skills that might be brought to bear on the operation of the District, but that no group has all of the skills and experience necessary to do it all. Here is a chart that attempts to show what might be done to run the District by each of the partners we've identified. Our approach has been to note tasks that are currently performed by these groups or could be performed given relevant skills and experience there already.

In some cases, there is more than one organization able to provide the necessary skills and services. But we are encouraged by the fact that there is at least one organization or department able to

3. BUILDING AN OPERATING ORGANIZATION

take on the tasks needed to program, operate the sustain the District. But we should be clear that the level of service required to program and maintain the District will be higher than other public or private facilities. It is to be an intensively programmed area that shows off the best of the community to the world. It must be absolutely safe, absolutely clean, and absolutely unique.



Responsibility	Role	City Parks	Eco. Develop	City Parking	City Police	Riverwalk Trust	Broward Center	MODS	DDA	Riverwalk A&E
Programming	Public space programs	◆				◆	◆	◆		
	Amphitheater programs					◆	◆			
	Temporary indoor space programs	◆				◆	◆	◆		
	New space programs	◆					◆	◆		
	Festival production	◆				◆	◆	◆		
	Maritime programs	◆								
	Food & beverage						◆	◆		
Marketing	District branding									◆
	Web site/materials	◆				◆	◆	◆		◆
	Event calendar					◆				◆
	Local and regional promotion					◆	◆	◆		◆
	Tourist promotion									◆
	Cruise line promotion									◆
	Event ticketing						◆	◆		
Operations	Manage customer database						◆	◆		◆
	Public safety				◆					
	Park cleaning	◆								
	Horticulture	◆				◆				
	Building cleaning	◆								
	Building maintenance	◆								
	Parking operations			◆						
Communications	Traffic management				◆					
	Volunteer management					◆	◆	◆		
	Maritime operations	◆								
	Equipment maintenance						◆	◆		
	Measuring success						◆	◆	◆	
	Promote local businesses		◆						◆	◆
	Community relations		◆			◆			◆	
Finance	Funding source					◆			◆	
	Member dues collection					◆			◆	
	Banking & Accounting					◆	◆	◆	◆	◆
Real Estate	Temporary space management						◆	◆		
	Space rental arrangements						◆			
	New space									
	development						◆			

4. RECOMMENDED ROLES AND RESPONSIBILITIES

Given the above, we would make the following recommendations:

1. Fundamentally, the City should be in charge. They own the public spaces and control departments that provide important services to the District. And they are the largest beneficiaries of an active and branded District. Therefore, we would recommend the creation of a new position, “Riverwalk Coordinator,” reporting to the City Manager that facilitates and manages the delivery of City services to the Riverwalk and then manages a series of outside contractual relationships with other organizations and their delivery of programs and services. The skills and experience of the Riverwalk Coordinator are critical. The job requires significant talent and past success in areas such as programming, marketing, fundraising, operations and all of the effort of negotiating and delivering services working with internal City departments and outside contractors.

2. The City should establish a “Board of Partners” representing key partners who provide contractual services to help carry out the services/programs for the district and advise the City Manager and Commission.

3. The City should undertake a series of outside contractual relationships with other organizations for the delivery of programs and services. Potential contractual relationships could include:

- The Riverwalk Trust should be contracted by the City to provide programming services (focusing on community and educational programs), horticultural services and private sector fundraising that supports what they do and funds a higher level of City services to the District.

- The Broward Center for the Performing Arts should be contracted to provide cultural programming, the marketing of specific events and the management of physical spaces, particularly those closest to the Broward Center. They might also be contracted to manage the short-term rental of temporary spaces.

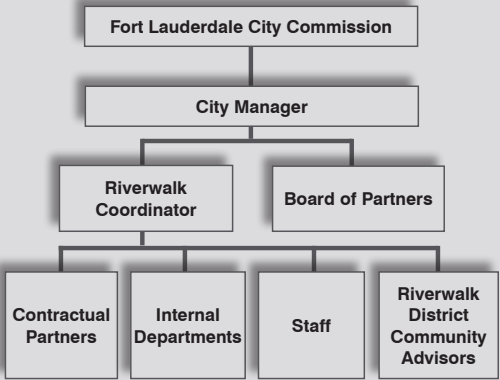
- The Museum of Discovery and Science could also be contracted to run events, lead educational programs and potentially manage temporary spaces for exhibits and other events close to their mission.

- The Riverwalk A&E District should be expanded to lead the development and execution of marketing programs to bring regional residents and tourists to the District on the basis of programs and amenities. This should include the development and maintenance of a more comprehensive Website and ongoing marketing services, with a more aggressive push towards cruise line passengers coming through Fort Lauderdale.

- The DDA should be charged with managing and expanding funding sources for the District, starting with membership dues and fees to businesses located in and around the District, essentially operating a BID within the downtown area. They should also play a key role in running periodic economic impact studies in order to measure and monitor the impacts of the District relative to City and partner goals. As regards the formation of a BID, one option would be to expand the Himmarshee BID now under consideration to include the entire Riverwalk District.

4. The City should issue Requests for Service Proposals from local and regional service providers in such areas as food service and ticketing. These services could be provided by some of the groups described above, but it might be advantageous to open up options to other service providers. That same approach might also be appropriate for the management of temporary spaces. Fundamentally, the approach should be that inside departments and outside groups compete for the opportunity to provide services to the District with an open and inclusive RFP process.

5. The City should establish a “Riverwalk District Advisory Group” made up of district stakeholders such as retailers, developers, cultural partners, educators, residents, etc., who advise the Riverwalk Coordinator.



Here is an organizational chart that describes these relationships, showing the option of an internal staff. The Board of Partners is made up of representatives of key constituencies such as retailers, developers, cultural partners and educators, those groups having an advisory role to the City Manager. The Riverwalk Coordinator then is focused on the management of contractual relationships with external partners (e.g. the Riverwalk Trust and MODS), the ongoing support of the Riverwalk by internal departments (e.g. Parks and Rec.), the management of a small and dedicated staff, and finally a second advisory group made up of representatives of cultural organizations in and around the District who might have a role in its programming.

5. PRO-FORMA OPERATING BUDGET

We have developed and attached a preliminary pro-forma operating budget for the fully developed District. The budget is contained in three spreadsheets; one to describe activity in the District, the second to estimate activity and financial performance for our two new recommended performance spaces for its operator and then a third spreadsheet to quantify resulting revenues and expenses for the District. The pro-forma should be considered a “live” model, one that can be adjusted based on changing circumstances and assumptions. It is fundamentally a tool to help prepare for the operation of the District.

The first spreadsheet suggests that the Riverwalk comes to life with a variety of programs, including informal performances and events in the area, larger events (like festivals) that take up the entire District, and then programs in outdoor facilities, temporary facilities and new indoor facilities. We also show the combination of events produced by the District (such as education programs), presented events (such as touring performers in the parks), short-term rentals (for example a local arts organization renting a temporary exhibit space for the day) and long term rentals (most likely the way an operator is put in place for new cultural facilities.) We have projected a conservative level of activity in all of these programmable spaces in order to keep financial expectations reasonable, but at the same time we would stress the point that bringing a high and consistent level of activity to the Riverwalk District should be the first priority of those leading the project.

The second spreadsheet details activities, revenues and expenses associated with the development and operation of two new performance spaces in the District. We have approached these differently than the other programmable spaces in the District because of the cost and complexity of their operation. Our approach is to show the entire budget for the organization charged as operator of the spaces and then determine how that is managed financially as a part of the District. Essentially, we see the two spaces as having a break-even budget with the operator being paid a \$150,000 management fee and an additional \$200,000 operating subsidy.

For the overall District budget (a summary of which is shown to the right), we first estimate earned revenues coming directly from the activity spreadsheet. Then we add some additional income from a valet parking service and memberships fees, the funding that comes from commercial and cultural organizations inside and near the District. The scaling of fees is a critical issue. We would propose mandatory fees for cultural and commercial organizations inside the boundary of the District, then optional fees for cultural and commercial groups outside the boundary. There is also some fee income from vendors and advertisers active in the District.

Raising contributed income each year to sustain the expanding operations of the District will be a significant challenge. We start with special event proceeds, presuming one fundraiser a year. Then we suggest the re-directing of some Tourism tax proceeds to support District marketing. The third funding source is direct fundraising to support educational programs, then additional government funding. We have added a small amount from regional foundations recognizing the value of the District. Then there is the provision of funds and/or services from government, a reasonable option given the value and impact of the District on the City and County. Finally there is additional fundraising, money raised most likely from individuals wishing to directly support the District.

Given the approach of contracting to City Departments and other outside groups to animate and operate the District, staffing requirements are minimal. But an Executive Director and an Administrative Assistant are critically important to mobilize City resources in support of the District and manage relationships with all of these outside groups.

There are direct program costs and fees to service providers in such areas as marketing and fundraising. Finally there are direct operating costs to cover the administration, marketing efforts and fundraising costs to bring the District to life. The marketing budget is substantial, recognizing the importance of attracting regional residents and visitors to the District and its programs.

5. PRO-FORMA OPERATING BUDGET

Riverwalk District Budget Summary	
EARNED INCOME	
Riverwalk Tours	\$25,000
Festival Receipts	\$400,000
Presented Event Ticket Sales	\$19,430
Education Program Fees	\$70,000
Daily Space Rentals	\$202,500
Catered Event Income	\$137,690
Valet Parking Income	\$4,500
Vending Fees	\$25,000
Advertising Income	\$50,000
Membership Fees	\$156,250
Total	\$1,090,370
CONTRIBUTED INCOME	
Special event proceeds	\$150,000
Tourism tax proceeds	\$300,000
Educational program Grants	\$75,000
Other government grants	\$75,000
Foundation income	\$75,000
Government funding/services	\$300,000
Other fundraising	\$50,000
Total	\$1,025,000
Total Income	\$2,115,370
OPERATING EXPENSES	
Full-time Staff	\$195,000
Part-time Staff	\$86,250
Contract Staff	\$450,656
Direct Program Costs	\$147,063
Service Providers	\$500,000
<i>Operations</i>	\$295,000
<i>Administration</i>	\$51,500
<i>Marketing</i>	\$290,000
<i>Fundraising</i>	\$90,000
Total Expenses	\$2,105,469
Result of Operations	\$9,901

Overall, the district is able to cover half of its operating budget through earned income, including the significant membership fees of commercial and nonprofit organizations in the area.

This budget summary is expanded in the pages that follow.

5. PRO-FORMA OPERATING BUDGET

Activity Summary	(Base Year)	Non-Site Specific	All-District Events	Temporary Space #1	Temporary Space #2	Outdoor Performance Space #1	Outdoor Performance Space #2	New indoor Space #1	New indoor Space #2	Totals	Category
Capacities			5,000	200	100	600	400	200	400		
Buskers											
	# of Hours Contracted	1800									
	Hourly Rate Paid	\$20									
	Labor Costs	\$36,000								\$36,000	Labor Costs
	Other Direct Costs	\$9,000								\$9,000	Other Direct Costs
	Total Direct Costs	\$45,000									
Riverwalk Tours											
	# of Annual Events	100									
	Average Attendance	25									
	Average Ticket Price	\$10									
	Total Gross Revenue	\$25,000								\$25,000	Total Gross Revenue
	Labor Costs	\$5,000								\$5,000	Labor Costs
	Other Direct Costs	\$2,500								\$2,500	Other Direct Costs
	Total Direct Costs	\$7,500									
	Net Revenue	\$17,500									
Festivals											
	# of Annual Events		2								
	Average Attendance		20,000								
	Average Ticket Price		\$10								
	Total Gross Revenue		\$400,000							\$400,000	Total Gross Revenue
	Artist Fees		\$150,000							\$150,000	Artist Fees
	Labor Costs		\$100,000							\$100,000	Labor Costs
	Other Direct Costs		\$75,000							\$75,000	Other Direct Costs
	Total Direct Costs		\$325,000								
	Net Revenue		\$75,000								
Presented Events											
	# of Annual Events			3	3	6	10	15	20		
	Average Attendance			134	67	402	268	134	268		
	Average Ticket Price			\$20	\$20	\$0	\$10	\$20	\$20		
	Total Gross Revenue			\$8,040	\$4,020	\$0	\$26,800	\$40,200	\$107,200		
	Share to Partner			50%	50%	50%	50%	100%	100%		
	Riverwalk Revenue Share			\$4,020	\$2,010	\$0	\$13,400	\$0	\$0	\$19,430	Riverwalk Revenue Share
	Artist Fees					\$5,000				\$5,000	Artist Fees
	Labor Costs			\$2,000	\$1,500	\$2,500	\$7,500			\$13,500	Labor Costs
	Other Direct Costs			\$1,000	\$500	\$500	\$2,500			\$4,500	Other Direct Costs
	Total Direct Costs			\$3,000	\$2,000	\$8,000	\$10,000				
	Net Revenue			\$1,020	\$10	-\$8,000	\$3,400				
Education Programs											
	Annual Program Hours	200		400			600	200	400		
	Average Students/Hour	10		20			30	30	30		
	Average Fee	\$5.00		\$5.00			\$5.00	\$5.00	\$5.00		
	Total Gross Revenue	\$10,000		\$40,000			\$90,000	\$30,000	\$60,000		
	Share to Partner	50%		50%			50%	0%	0%		
	Riverwalk Revenue Share	\$5,000		\$20,000			\$45,000	\$0	\$0	\$70,000	Riverwalk Revenue Share
	Labor Costs	\$2,500		\$10,000			\$30,000			\$42,500	Labor Costs
	Other Direct Costs	\$625		\$2,500			\$7,500			\$10,625	Other Direct Costs
	Total Direct Costs	\$3,125		\$12,500			\$37,500				
	Net Revenue	\$1,875		\$7,500			\$7,500				
Daily Space Rentals											
	Annual Days of Rent			150	150	100	75	150	150		
	Average Rental Rate			\$600	\$300	\$1,800	\$1,200	\$600	\$1,200		
	Rental Income			\$90,000	\$45,000	\$180,000	\$90,000	\$90,000	\$180,000		
	Share to Partner			50%	50%	50%	50%	100%	100%		
	Riverwalk Revenue Share			\$45,000	\$22,500	\$90,000	\$45,000	\$0	\$0	\$202,500	Riverwalk Rental Income
Catered Events											
	Annual Number of Events			10	10		2	10	10		
	Average Rental Rate			\$800	\$400		\$1,600	\$800	\$1,600		
	Base Rental Fee			\$8,000	\$4,000		\$3,200	\$8,000	\$16,000		
	# Attendees			134	67		268	134	268		
	F&B Gross/Attendee			\$15	\$15		\$15	\$15	\$15		
	F&B Income			\$20,100	\$10,050		\$8,040	\$20,100	\$40,200		
	Total Event Income			\$28,100	\$14,050		\$11,240	\$28,100	\$56,200	\$137,690	Total Event Income
	Labor Costs			\$9,273	\$4,637		\$3,709	\$9,273	\$18,546	\$45,438	Labor Costs
	Other Direct Costs			\$9,273	\$4,637		\$3,709	\$9,273	\$18,546	\$45,438	Other Direct Costs
	Total Direct Costs			\$18,546	\$9,273		\$7,418	\$18,546	\$37,092		
	Net Revenue			\$9,554	\$4,777		\$3,822	\$9,554	\$19,108		

5. PRO-FORMA OPERATING BUDGET

New Indoor Theater Pro-forma	New indoor Space #1	New indoor Space #2	Totals
Capacities	200	400	
Presented Events			
# of Annual Events	15	20	
Average Attendance	134	268	
Average Ticket Price	\$20	\$20	
Total Gross Revenue	\$40,200	\$107,200	
Share to Operator	100%	100%	
Operator Gross Revenue	\$40,200	\$107,200	
Artist Fees	\$30,000	\$60,000	
Marketing Costs	\$10,000	\$20,000	
Other Direct Costs	\$1,000	\$5,000	
Total Direct Costs	\$41,000	\$85,000	
Net Revenue	-\$800	\$22,200	\$21,400
Education Programs			
Annual Program Hours	200	400	
Average Students/Hour	30	30	
Average Fee	\$4.00	\$4.00	
Total Gross Revenue	\$24,000	\$48,000	
Share to Operator	100%	100%	
Operator Gross Revenue	\$24,000	\$48,000	
Labor Costs	\$15,000	\$30,000	
Other Direct Costs	\$7,500	\$15,000	
Total Direct Costs	\$22,500	\$45,000	
Net Revenue	\$1,500	\$3,000	\$4,500
Daily Space Rentals			
Rental Performances	100	100	
Average Attendance	134	268	
Annual Days of Rent	150	125	
Average Rental Rate	\$300	\$600	
Rental Income	\$45,000	\$75,000	
Additional User Fees	\$45,000	\$75,000	
Operator Gross Revenue	\$90,000	\$150,000	\$240,000
Catered Events			
Annual Number of Events	10	10	
Average Rental Rate	\$800	\$1,600	
Base Rental Fee	\$8,000	\$16,000	
# Attendees	134	268	
F&B Gross/Attendee	\$35	\$35	
F&B Income	\$46,900	\$93,800	
Total Event Income	\$54,900	\$109,800	
Labor Costs	\$18,117	\$36,234	
Other Direct Costs	\$18,117	\$36,234	
Total Direct Costs	\$36,234	\$72,468	
Net Revenue	\$18,666	\$37,332	\$55,998
Concessions Income			
Presenting Attendance	2,010	5,360	
Rental Attendance	13,400	26,800	
Total Attendance	15,410	32,160	
Net F&B Income/Capita	\$1.00	\$1.00	
Net F&B Income	\$15,410	\$32,160	\$47,570
Ticketing Fees			
Total Ticket Buyers	15,410	32,160	

New Indoor Theater Pro-forma	New indoor Space #1	New indoor Space #2	Totals
Service Fees/Ticket Sold	\$3.00	\$3.00	
Service Fees	\$46,230	\$96,480	\$142,710
Facility Mgmt Fee/Ticket	\$1.50	\$1.50	
Facility Management Fees	\$23,115	\$48,240	\$71,355
Facility Management Fee			\$150,000
Operating Subsidy			\$200,000
Total New Revenue to Facility Manager			\$933,533
Direct Costs			
Full-time Staff			
Facility Manager		\$60,000	
Technical Director		\$50,000	
Asst. TD/Electrician		\$45,000	
Admin Assistant		\$35,000	
Sub-total		\$190,000	
Benefits at 30%		\$57,000	\$247,000
Shared Staff			
Technical staff		\$30,000	
Ticketing Staff		\$20,000	
House Staff		\$10,000	
Cleaning Staff		\$10,000	
IT Staff		\$10,000	
Sub-total		\$80,000	
Benefits at 15%		\$12,000	\$92,000
Administration			\$50,000
Ticketing Operations			
Cost/Ticket Sold		\$0.7	
Total Tickets Sold		47,570	\$30,921
Ticket Costs			
Marketing Support			\$50,000
Occupancy Costs			
Core Occupancy Costs/sf		\$6.00	
Total GSF		75,000	
Core Occupancy Costs			\$450,000
Total Operating Costs			\$919,921
Result of Operations			\$13,613

5. PRO-FORMA OPERATING BUDGET

Riverwalk Operating Organization Pro-forma Operating Budget		
INCOME		
Earned Income		
Riverwalk Tours	25,000	
Festival Receipts	400,000	
Presented Event Ticket Sales	19,430	
Education Program Fees	70,000	
Daily Space Rentals	202,500	
Catered Event Income	137,690	
Valet Parking Income	4,500	
Vending Fees	25,000	
Advertising Income	50,000	
Membership Fees	156,250	
Total		1,090,370
Contributed Income		
Special event proceeds	150,000	
Tourism tax proceeds	300,000	
Educational program Grants	75,000	
Other government grants	75,000	
Foundation income	75,000	
Government funding/services	300,000	
Other fundraising	50,000	
Total		1,025,000
Total Income		2,115,370
OPERATING EXPENSES		
Full-time Staff		
Executive Director	110,000	
Administrative Assistant	40,000	
<i>Sub-total</i>	150,000	
<i>Benefits</i>	45,000	
Total		195,000
Part-time Staff		
Event Services Manager	40,000	
Grantwriter	35,000	
<i>Sub-total</i>	75,000	
<i>Benefits</i>	11,250	
Total		86,250
Contract Staff		
Buskers	36,000	
Riverwalk Tour Staff	15,000	
Festival Artist Fees	150,000	
Festival Staff	100,000	
Presented Event Artist Fees	5,000	
Presented Event Labor Costs	13,500	
Education Program Staff	42,500	
Catered Event Staff	45,438	
Valet Parking Staff	2,250	
<i>Sub-total</i>	409,688	
<i>Benefits</i>	40,969	
Total		450,656
Direct Program Costs		
Buskers	9,000	
Riverwalk Touring	2,500	
Festivals	75,000	
Presented Events	4,500	
Education Programs	10,625	
Catered Events	45,438	
		147,063
Service Providers		
Marketing Services	50,000	
Programming Services	50,000	
Security Services	50,000	
New Theaters Management Fee	150,000	
New Theaters Operating Subsidy	200,000	

Riverwalk Operating Organization Pro-forma Operating Budget		
		500,000
Operations		
Public Space Cleaning and Maintenance	100,000	
Facility Cleaning and Maintenance	100,000	
Equipment Maintenance	25,000	
Security operations	15,000	
Communications software and systems	25,000	
Horticulture	25,000	
Miscellaneous	5,000	
Total		295,000
Administration		
Office Rent	15,000	
Other services	5,000	
Supplies	5,000	
Telecommunications	2,500	
Postage and Shipping	1,500	
Insurance	5,000	
Travel, Hotel and Transportation	5,000	
Entertainment	5,000	
Conferences and Meetings	5,000	
Miscellaneous	2,500	
Total		51,500
Marketing		
Online marketing programs	75,000	
Database operations	15,000	
Web maintenance	15,000	
Direct mail	50,000	
Printing and photography	25,000	
Public relations	25,000	
Advertising	75,000	
Miscellaneous	10,000	
Total		290,000
Fundraising		
Special Events	75,000	
Membership and Annual Fund	10,000	
Sponsorship expenses	5,000	
Total		90,000
Total Expenses		2,105,469
Result of Operations		9,901
RATIOS AND FORMULAS		
% of Budget Covered by Earned Income		52%
Valet Parking Revenue		
Annual Number of Users	300.00	
Average Price of Valet Surcharge	\$15	
Average Membership Fees		
In-District cultural	\$2,500	
In-District commercial	\$5,000	
Neighboring cultural	\$1,250	
Neighboring commercial	\$2,500	
Number of Members		
In-District cultural	10	
In-District commercial	20	
Neighboring cultural	5	
Neighboring commercial	10	
Benefit Levels		
Full-time	30%	
Part-time	15%	
Contract	10%	

6. NEXT STEPS

This work, in combination with the physical plans already presented, completes the picture as to the feasibility and sustainability of the Riverwalk District. Now the challenge is to build support for the plan within the City and to key outside partners. Once the City and partners are moving in the same direction (which is the key next step), we would suggest that additional work be undertaken, as follows:

- **Positioning strategy:** Working with the Trust and other project partners, and based on the experience of other districts, develop a positioning strategy for the Riverwalk Public Realm/A&E District that will provide the basis for its inclusion in the overall marketing of Fort Lauderdale as an international tourist destination.
- **Community relations plan and implementation:** There is much work to be done to gain support for the further development of the Riverwalk Public Realm from those living in or close to the area. They are not taxed as part of the DDA and are generally represented by condo associations more likely to see the downside of a busier area as opposed to all of the benefits. We would thus encourage a pro-active and methodical effort to reach out to these groups to build support for the plan and lay the groundwork for future fundraising.
- **Direct and quantitative economic impacts:** Forecast the economic impact of recommended programs and facilities, including the impacts of construction, operation and ancillary spending associated with attendance at facilities and district events. Use the RIMS II input-output model to estimate the direct and indirect impacts of the project on the market area, including outputs, increased earnings and employment.
- **Spin-off and qualitative impacts:** Using information on comparable projects, the economic impacts estimated above and attendance figures, analyze the impact of the project on the City of Fort Lauderdale in terms of spurring new business and real estate investment. Direct spin-offs will focus on potential spending by arts patrons at downtown businesses. Indirect spin-off will come from the bolstering of the image and profile of the downtown as a whole. Analyze synergies between recommended facilities and programs and other plans and projects proposed for downtown. Document the positive impacts of an animated Riverwalk Public Realm/A&E District on community character and quality of life.
- **Critical path plan:** Create a critical path plan that identifies key milestones and deadlines towards the execution of the business plan. Also show how the governance and operating organization(s) develop and evolve over time as the needs of the Riverwalk Public Realm/A&E District shift from planning and design to fundraising and operations.
- **Funding plan:** Finally, we would advocate for additional work on the development of a funding plan for program and operate the District, with additional input from the City, the DDA and key beneficiaries of the District on the sources of funding and the appropriate split between public and private sector support over time. The real challenge here is to use existing organizations like the DDA to develop and manage a distinct funding source for the District that will be supported by those who will be asked to pay for (and benefit from) the animated Riverwalk Public Realm.

CHAPTER 5 ACTION PLAN

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



ACTION AGENDA

IMPLEMENTATION PRIORITIES

To implement the recommendations in this report, there must be a clear agenda for moving forward. The following pages map out an action agenda that summarizes the programming, physical, and management recommendations into a tool for estimating timing, lead responsibility, and potential costs and funding sources. Back-up for some of the estimated costs are provided on the pages following the Action Agenda. This Action Agenda chart should be re-visited on a yearly basis to assess the effectiveness of various parties in moving forward with assigned responsibilities.

Notes:

- Costs and time frames are estimates
- Events are conceptual and details and timing will be finalized by RWD Event Partner(s)
- RWD Management Implementation steps are largely dependent upon results of Management Implementation Plan
- Tasks to be undertaken by City Staff require possible reprioritization of current committed workload

RIVERWALK DISTRICT PLAN | Action Agenda

To implement the recommendations in the Riverwalk District Plan, there must be a clear agenda for moving forward. This document attempts to summarize these recommendations into a tool for estimating timing, lead responsibility, and potential costs and funding sources.

The Action Agenda is comprised of two sections: the Management Strategy and the Activation Framework. Within each section, there are specific actions identified as either requiring further coordination, promoting greater activation, or involving physical or capital improvements. These categories are represented by the graphic icons shown to the right for easy reference.

In order to be a reliable and useful tool for all Rivewalk District stakeholders, this chart should be updated and re-visited on a consistent basis to assess the effectiveness of various parties in moving forward with responsibilities.

 **COORDINATE**

 **ACTIVATE**

 **IMPROVE**

ACTION	Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES
	FY11	FY12	FY13	FY14	FY15			

MANAGEMENT STRATEGY

INTENT: Build an operating / management organization for the Riverwalk District (Riverwalk District), with consensus and support from all key partners, to brand, activate, and operate the District in a defined and coordinated effort, ensuring a successful local and international destination to promote economic development.

1 Propose Riverwalk District Management Strategy

1.1	Within Riverwalk District Plan, provide a recommendation for the management structure of the Riverwalk District (Riverwalk District) focusing on the following: - Identify comparable places and precedents in managing similar areas - Identify necessary responsibilities in operating and sustaining a successful Riverwalk District - Identify Riverwalk District stakeholders key to development of a management entity - Recommend strategy for management and preferred organizational structure - Develop preliminary pro-forma operating budget for the fully developed District - Identify next steps for implementing management structure	[x]							Planning & Zoning		See Chapter 4 of the Riverwalk District Plan p. 102-106 p. 107-110 p. 111-112 p. 113 p. 114-118 p. 119
1.2	Organize Riverwalk District working group to build consensus and support from all key players on recommended management strategy - Review and approve Action Agenda - Discuss proposed roles and responsibilities for Riverwalk District Partners - Determine short-term actions - Draft request to City Commission for implementation of next steps	[x]							Planning & Zoning		Working Group meetings: 2010: Sep28, Oct28, Dec10 2011: Jan6, Feb8, Mar8
1.3	Present to City Commission for approval and direction in moving forward		[x]						Planning & Zoning		Spring 2011
1.4	Establish interim or temporary dedicated City staff position to carry out implementation agenda		[x]						TBD	\$ 100,000.00	Spring 2011

2 Initiate City Policy / Ordinance Revisions

2.1	Streamline event permitting to facilitate greater activation. Analyze costs imposed by City for public safety, parking, business tax receipts, and other operations to determine whether those costs should be subsidized by the City to promote greater activation within the Riverwalk District.		[x]						Economic Development Parks & Rec Riverwalk Trust	Staff time commitment and/or consultant services	
2.2	Allow vendor and busker services to activate the Riverwalk, parks, and right-of-ways.		[x]						Parks & Rec Riverwalk Trust		
2.3	Set policy and guidelines for interim / temporary site uses		[x]						Planning & Zoning DDA		

ACTION	Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES
	FY11	FY12	FY13	FY14	FY15	FY16	Beyond	

3 Finalize Riverwalk District Management Strategy

⦿	3.1 Continue Riverwalk District Working Group meetings to develop consensus on management approach, carrying out the following: <ul style="list-style-type: none"> - Identify composition of stakeholders who should participate in the working group - Establish fully developed roles and responsibilities for Riverwalk District stakeholders - Develop scope of services and identify funding source for branding & marketing plan - Outline manual to operate the Riverwalk District on a daily and annual basis - Develop a funding plan for programming and operations in the Riverwalk District 		[x]							Staff time commitment and/or consultant services	Bi-Weekly / Monthly mtgs
⦿	3.2 Review and consider management strategy as recommended in Riverwalk District Plan to determine whether organizational structure is suitable for implementation <ul style="list-style-type: none"> - Create and hire Riverwalk District Coordinator position reporting to City Manager - Establish Riverwalk District Board of Partners - appointees from key stakeholders to develop and set policy for Riverwalk District - Establish Riverwalk District Advisory Group - members from residential, commercial and cultural organizations who advise Board of Partners 		[x]	[x]					Riverwalk District working group	TBD	
⦿	3.3 Determine whether or not to commission a consultant or team of consultants to carry out one or more of the following: <ul style="list-style-type: none"> - Develop a positioning strategy to market Riverwalk District as an international tourist destination - Develop community relations plan to build local support, laying groundwork for fundraising - Forecast the direct and quantitative economic impacts of proposed programs and facilities - Forecast spin-off and qualitative impacts, such as CFL image, character and quality of life - Create critical path plan identifying key milestones and deadlines towards execution of plan 		[x]	[x]					Riverwalk District working group	TBD	
⦿	3.4 Determine whether or not the City should contract with specific organizations to carry out one or more of the following responsibilities: <ul style="list-style-type: none"> - Horticultural services, ie. seasonal plantings, special vegetation, landscape projects - Community, educational, and cultural programming - Physical space inventory of all private spaces and uses within Riverwalk District. - Physical space management for exhibits and events, short-term rental of temporary spaces - Comprehensive marketing program to emphasize the importance of the Riverwalk District - Private sector fundraising campaigns - Manage and expand funding sources for the Riverwalk District, operating similarly to a BID - Periodic economic impact studies of the Riverwalk District 			[x]					Riverwalk District working group	TBD	
⦿	3.5 Determine whether or not the City should issue Requests for Proposals from local and regional provided for one or more of the following services: <ul style="list-style-type: none"> - Mobile vendors - Street buskers/performers - Ferry service - Ambassador service - Food service - Event ticketing 			[x]					Riverwalk District working group	TBD	






ACTION	Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES
	FY11	FY12	FY13	FY14	FY15	FY16	Beyond	

ACTIVATION FRAMEWORK - Programming & Physical Improvements

INTENT: Establish a dynamic new image for the Riverwalk District, activated at all times of the day and seasons of the year, attracting new visitors and providing a friendly setting where people can share their talents, express their ideas, and enjoy being together, thereby stimulating the economic revitalization of the Riverwalk District.





















4 RIVER FERRY: The East Anchor














Smoker Park, Stranahan House, Future Icon Development Site, Laura Ward Plaza, Las Olas Boulevard

	4.1 Icon Site: continue discussion with owners of Icon site to develop temporary use and physical improvements on the property		[x]	[x]					Planning & Zoning	\$ 1,502,645	Estimated cost for temporary site improvements
	4.2 Icon Site / Laura Ward Plaza: initiate "Fashion's Night Out"				[x]				Riverwalk District Event Partner (tbd)		
	4.3 Ferry Docking: ensure that planned docking facilities at the Stranahan House incorporate the ferry docking location and public access areas shown in the Riverwalk District Plan		[x]						Marine Facilities	\$ 44,444	Estimated cost for 2 custom-designed canopies, digital signage, and seating
	4.4 Ferry Service:										
	a. solicit operating plan proposals from potential ferry providers for Smoker Park-Laura Ward ferry connection		[x]						Marine Facilities	TBD	
	b. ferry demonstration project (possibly run by Water Taxi)			[x]	[x]				Marine Facilities		
	4.5 Smoker Park Lighting: coordinate planned Smoker Park lighting capital projects with intent of Riverwalk District Plan		[x]						Parks & Rec Engineering	TBD	
	4.6 Stranahan Waterfront: continue discussions with Stranahan House to implement some form of public access along the water, connecting Laura Ward Plaza with the Icon Site and the continuation of the Riverwalk		[x]						Planning & Zoning	TBD	
	4.7 New River Hotel Site: continue discussion with owners of New River Village hotel site to develop temporary use and physical improvements on the property		[x]	[x]					Planning & Zoning	TBD	
	4.8 Smoker Park Improvements:										
	a. commission Landscape Firm to design park improvements coordinated with the plans for the proposed adjacent hotel and Riverwalk District Plan				[x]				Engineering	\$ 274,888	
	b. determine overall costs of park improvements and include in City CIP					[x]			Engineering		
	c. initiate capital improvement project						[x]	[x]	[x]	Engineering	
	4.9 Smoker Park: initiate "Neighborhood Night Out" and "Community Picnics Under the Trees"				[x]				Riverwalk District Event Partner (tbd)		
	4.10 Smoker Park: initiate "Smoker's Spooky Halloween Festival" and other family-related, holiday-themed events				[x]				Riverwalk District Event Partner (tbd)		

ACTION	Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES
FY11 FY12 FY13 FY14 FY15 FY16 Beyond								
5 RIVER CROSSROAD: Heart of the Riverwalk District			<i>Court House, Andrews Bridge Crossing, Huizenga Plaza, Las Olas Riverfront, MoA/FL, FAU, BC</i>					
5.1 Court House Parking Lot: activate Riverwalk South by temporarily locating an existing event (possibly Urban Market, Jazz Brunch or similar) to South New River Drive for one or more months		[x]	[x]			Riverwalk District Coordinator		See also Item 6.7
5.2 Court House Parking Lot: initiate "Antiques and Holiday Market"				[x]		Riverwalk District Event Partner (tbd)		
5.3 Huizenga Plaza: initiate "Multi-stage Festivals", BBQ & Blues, Cajun Seafood, Taste of Riverwalk District				[x]		Riverwalk District Event Partner (tbd)		
5.4 Huizenga Plaza: initiate "Outdoor Viewing" events, US Open, Masters, March Madness, Superbowl...					[x]	Riverwalk District Event Partner (tbd)		
5.5 Las Olas Riverfront: continue discussions with Museum of Art to locate start-up art classes and short term studios in the plaza or vacant storefront of Riverfront				[x]		Economic Development		
5.6 Las Olas Riverfront: initiate "Outdoor Ballroom" by adding free outdoor dance lessons to the Riverfront				[x]		Riverwalk District Event Partner (tbd)		
5.7 Courthouse Market Utility Upgrade: Provide power and water access points (2) to support outdoor markets in the courthouse parking lot				[x]		Engineering	\$ 36,237	See also item 6.1.
5.8 Andrews Ave Bridge Infill: initiate discussions with entity that oversees current parking under the Andrews Avenue Bridge, to study the possibility of an under-the-bridge infill use (temporary or permanent) - even considering gourmet food trucks for quick start project		[x]	[x]			Riverwalk District Coordinator	\$ 903,982	Cost is to provide 9,300 SF of enclosed space for indoor café and outdoor seating
5.9 Andrews Ave Bridge Improvements: initiate discussions with entity that oversees Andrews Avenue Bridge operations/structure, to study the possibility of improvements to pedestrian access at stairs and ramps		[x]	[x]			Planning & Zoning	\$ 60,918	
5.10 Huizenga Plaza Improvements:								
a. coordinate with DDA to commission Landscape Firm to design park improvements coordinated with the Riverwalk District Plan					[x]	Engineering	\$ 401,791	
b. determine overall costs of park improvements an include in City CIP					[x]	Engineering		
c. initiate capital improvement project					[x]	[x]	[x]	Engineering

6 RIVER PLAZA: The West Anchor			<i>Himmarshee, Historic District, Esplanade Park, Broward Center for the Performing Arts, MODS, New River Basin</i>					
6.1 Himmarshee Park: initiate "Lantern Festival" events			[x]			Riverwalk District Event Partner (tbd)		
6.2 Esplanade Park: initiate "Children's Festival"				[x]		Riverwalk District Event Partner (tbd)		
6.3 River Basin Plaza: initiate "Water Circus", and performances on the River					[x]	Riverwalk District Event Partner (tbd)		
6.4 River Basin Plaza: initiate kayaking and paddle board "meet up" groups	[x]	[x]	[x]			Riverwalk Trust		RiverWalk on Water Paddle Board event 12/4!!!
6.5 Esplanade Park / River Basin Plaza: initiate "Riverwalk Ecology Tours"				[x]	[x]	Riverwalk District Event Partner (tbd)		

ACTION		Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES	
		FY11	FY12	FY13	FY14	FY15	FY16	Beyond		
6.6 Esplanade Park Improvements:										
	a. re-apply for grant(s) for re-design and construction of the park		[x]						Planning & Zoning Broward Center	Staff time
	b. commission Landscape Firm to design park improvements coordinated with ongoing BCPA plans; and that proposes a short-term and long-term re-design of the park			[x]					Engineering	\$ 137,487 Cost for short term project
	c. determine overall costs of park improvements an include in City CIP				[x]				Engineering	\$ 224,870 Cost for long term project
	d. initiate capital improvement project					[x]	[x]	[x]	Engineering	\$ 619,530 Floating Stage, 5,500 SF
7 RIVER CONNECTIONS: Riverwalk's Main Street										
<i>The New River, Streets within the District</i>										
	7.1 The New River: initiate "Barge Band" events			[x]					Riverwalk District Event Partner (tbd)	
	7.2 The New River: initiate "Boat Show Pageant" coordinated with annual Boat Show				[x]				Riverwalk District Event Partner (tbd)	
	7.3 The New River: initiate "Dragon Boat Race", "Milk Carton Derby", and "Remote Control Races"				[x]				Riverwalk District Event Partner (tbd)	
	7.4 The New River: initiate temporary "River Science Barge" coordinated with MODS					[x]			Riverwalk District Event Partner (tbd)	
	7.5 The New River: initiate temporary floating "Pleasure Boat Museum"							[x]	Riverwalk District Event Partner (tbd)	
	7.6 Grant Opportunities: Seek FIND (Florida Inland Navigation District) grants for ferry vessel purchase			[x]					Marine Facilities	
	7.7 Initiate parking management plan: incorporate information developed in the Central Beach Parking Study, use all public garages on weekends / off-hours; develop sharing agreements with private garages; coordinate all valet operations, adjust parking fees for special events, etc.			[x]					Parking & Fleet DDA	
	7.8 Transit: coordinate Wave transit stops with public realm vision to maximize opportunity to bring critical mass of visitors to the right locations		[x]						Planning & Zoning	
	7.9 Bike Share: coordinate B-Cycle stations with public realm vision to maximize opportunity to bring critical mass of visitors to the right locations	[x]	[x]						Planning & Zoning	
	7.10 Storage: locate potential storage areas (multiple) along the Riverwalk for each organization to provide space vendor carts, office support space (100-300sf), and miscellaneous event-related equipment.				[x]				Riverwalk District Event Partner (tbd)	TBD
	7.11 Dock Leases: re-assess dock lease agreements to clarify large-boat docking locations, signage, and coordination with the "New River Master Plan" and "Arts & Entertainment in the Riverwalk District Plan".		[x]						Marine Facilities	
	7.12 Dock Facilities: ensure that ongoing and planned capital improvements for docking facilities and infrastructure are coordinated with the "New River Master Plan" and "Arts & Entertainment in the Riverwalk District Plan".		[x]						Marine Facilities	
	7.13 Wayfinding: develop strategy for Riverwalk District gateway signage, coordinated with the Broward Center's request for electronic message center signs		[x]						Planning & Zoning	
	7.14 Wayfinding: coordinate ongoing RWT and Downtown Civic Association wayfinding efforts (including \$115,000 currently available) with larger Riverwalk Wayfinding Plan		[x]	[x]					Planning & Zoning	
	7.15 Wayfinding: initiate interim wayfinding banners (movable lightweight, vertical icons in prominent view corridor locations) to mark and study the best locations for future permanent signage pylons		[x]	[x]					Planning & Zoning	\$ 9,762
	7.16 Wayfinding: initiate a comprehensive Downtown / Riverwalk District Wayfinding Plan that addresses gateway, vehicular, and pedestrian signage			[x]	[x]				Riverwalk District Coordinator	\$ 55,000

ACTION		Done!	Now!	Short Term	Mid Term	Long Term	LEAD ROLE	EST. COSTS	NOTES	
		FY11	FY12	FY13	FY14	FY15	FY16	Beyond		
7.17 Riverwalk District Streetscape Improvements:										
	a. develop comprehensive streetscape funding mechanism whereby private developers contribute toward escrow account			[x]			Engineering			
	b. prioritize streetscape improvements for streets within Riverwalk District, coordinated with development trends and planned transit infrastructure, using "New River Master Plan" street cross sections.			[x]			Planning & Zoning DDA			
	c. commission Landscape/Engineering Firm to design fully developed street improvements				[x]		Engineering DDA	TBD		
	d. determine overall costs of park improvements an include in City CIP					[x]	Engineering	TBD		
	e. initiate capital improvement projects						[x] [x]	Engineering		
8 OVERALL LANDSCAPING / PARK AMENITIES										
8.1 Riverwalk District Physical Design Implementation Team:										
	a. develop team of City staff and community professionals and stakeholders (ie. RWT Master Plan & Projects Committee/GClub) to coordinate all ongoing and future physical improvement projects in the Riverwalk District (from community requested speed humps, to NCIP/BCIP grants, to major park plans)		[x]	[x]			Riverwalk District Coordinator		Staff time	
	b. commission Landscape Firm on a continuing services contract to work as advisors to group to ensure conformance with "New River Master Plan" and "Riverwalk District Plan"			[x]			Riverwalk District Coordinator	\$ 75,000	annually	
	8.2 Landscape Editing: using Jungles "Riverwalk Conceptual Plant Drawings" document (December 14, 2009) begin to implement small-scale plant editing projects coordinated with regular Riverwalk landscape maintenance activity.		[x]	[x]	[x]	[x]	[x]	[x]	Parks & Rec \$ 253,351	
	8.3 Moveable Chairs: issue request for proposals for approximately 160 heavy duty movable Adirondack-style or similar chairs for public seating improvements and to create a sense of unity in the area. Chairs will be located in each of the main parks and along the Riverwalk in grassy areas.		[x]	[x]					Parks & Rec \$ 73,840	
	8.4 Bridge Improvements: initiate discussions with entity that oversees bridge operations/structure, to provide electrical capacity for artist/light installations at each of the four major bridges (SW 4th Ave, Andrews Ave, SE 3rd Ave, and the train drawbridge) and to paint and provide cosmetic repairs to three vehicular bridges			[x]					Riverwalk District Coordinator \$ 720,478	
	8.5 Public Art: coordinate with the BC Cultural Division to organize public art commissions in all Riverwalk District capital improvement projects, conforming to the spirit of the "New River Master Plan" and "Arts & Entertainment in the Riverwalk District Plan".		[x]	[x]					Riverwalk District Coordinator BC Cultural Division ArtServe TBD	
	8.6 Tree Harmony: RWT to continue ongoing coordination with PZ (and future Riverwalk District Coordinator): notifying PZ of tree availability, working with PZ to find suitable locations for available trees that conform to the spirit of the "New River Master Plan" and "Riverwalk District Plan".	[x]	[x]	[x]	[x]	[x]	[x]	[x]	Planning & Zoning Riverwalk District Coordinator TBD	Staff time
	8.7 Monument Plan: initiate a "Monuments & Memorials Plan" for the Riverwalk District, to determine which locations are appropriate in the long term and provide design criteria for those areas, so there is a plan in place when new requests come in.				[x]	[x]			Riverwalk District Coordinator TBD	Staff time

Estimated total cost of physical improvements: \$ 5,494,223

PRELIMINARY COST ESTIMATES

APPROACH

The Activation Strategy described in this report places a great deal of focus on programming, events, and a management strategy to guide them. It is not practical, at this stage, to assign costs to these aspects of the plan. However, in order to create places that can accommodate the suggested events and activities, we have highlighted a number of physical improvements and further design studies that could be undertaken in the near term.

The list of costs on the following pages is by no means comprehensive; it consists of a small sampling of items from the Action Agenda (on the previous pages) and is a starting point for the City as it considers the costs and benefits of investing in smaller-scale improvements with immediate impact, that can, in the long-term, contribute to and fit into a grander vision for the Riverwalk District as a whole.

Costs are highly conceptual in nature and are meant to provide a general range for potential budgeting. They are presented more as a “menu” of choices and not as a list of items that add up to a total implementation cost; it is not essential to implement every item for this Activation Strategy to be a success. Given the current economic situation and budgeting challenges, there will surely be the need for prioritization.

See Appendix D for Cost Report and Summary



1. Bridge Improvements: Lighting and Painting \$ 720,478

- Provide electrical capacity for artist/light installations at each of the four major bridges (SW 4th Ave, Andrews Ave, SE 3rd Ave, and the train drawbridge)
- Paint and cosmetic repairs to three main bridges (SW 4th Ave, Andrews Ave, SE 3rd Ave) to accommodate light installation



2. Andrews Bridge Infill \$ 903,982

- Provide approximately 9,300 SF of enclosed space under the north side of the Andrews Bridge to support an indoor cafe seating area and kitchen facility. - Included in square footage: public restrooms, storage
- Outdoor seating on new paving (approximately 2,200 SF) to face the adjacent park, Huizenga Plaza.



3. Ferry Pavilion \$ 44,444

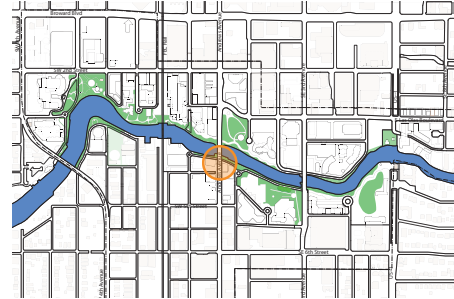
- Provide two (2) custom-designed canopies to identify the ferry docking locations at the Stranahan House and Smoker Park.
- Provide digital signage and bench seating.



4. Interim Wayfinding Banners \$ 9,762

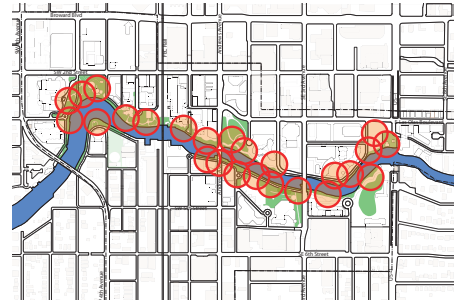
- Provide approximately 14 movable lightweight, vertical banners in prominent view corridor locations. These interim icons will mark and study the best locations for future permanent signage pylons.

PRELIMINARY COST ESTIMATES



5. South Andrews Bridge Renovation \$ 60,918

- Redesign of access ramps and stairs on both sides of the river to incorporate a transparent railing, either glass or steel wire.



6. Moveable Chairs \$ 73,840

- Approximately 160 heavy duty movable adirondack-style or similar chairs for public seating improvements and to create a sense of unity in the area. Chairs will be located in each of the main parks and along the riverwalk in grassy areas.



7. Courthouse Market Utility Upgrade \$ 36,237

- Provide power and water access points (2) to support outdoor markets in the courthouse parking lot.



8. River Basin \$ 619,530

- Floating stage, approximately 5,500 SF

PRELIMINARY COST ESTIMATES



- 9. Smoker Park** **\$ 274,888**
- Removal of approximately 15 cluttering mango trees
 - 15,000 SF additional crushed stone for paths
 - Tree uplighting infrastructure for approximately 15 major trees
 - Remove parallel parking asphalt along river near western condo and add 10 shade trees, 900 SF sod.
 - 20,000 SF gravel paving on future hotel site and power supply for temporary events and movie screenings
 - Provide power upgrades/ connections in park near hotel site to allow for future hotel-related events to occur (tented weddings, etc)



- 10. Huizenga Plaza** **\$ 401,791**
- About 24 additional shade trees and 5,000 SF of pavers for additional paths
 - Custom, sculptural playground 6,000 SF.
 - Provide power upgrades/ connections throughout park to better accommodate events and festivals that occupy the entire plaza (and not just the stage area)



- 11. Short-term Esplanade Park** **\$ 137,487**
- Gazebo removal
 - Tree hammock editing to open view, leaving tall shade trees and low
 - Reconfigure sundial with plaza hardscape, potentially also with water jets as water feature
 - Provide power upgrades throughout park to better accommodate multiple types of events with various staging configurations



- 12. Long-term Esplanade Park** **\$ 224,870**
- Restroom building removal
 - New public restrooms integrated into BCPA expansion to be designed
 - Access road/ 5th ave extension
 - 'Great lawn' surrounded by tall shade trees, perimeter seating

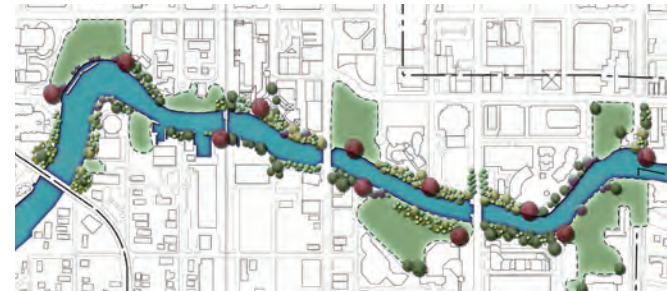
PRELIMINARY COST ESTIMATES



13. Icon Site \$ 1,502,645

Re-design existing icon site for temporary uses:

- Demolish existing asphalt parking lot
- Relocate existing trailer/sales center to off-site location
- 25,000 SF gravel for multipurpose space (unmarked parking/festivals)
- 2,500 SF pop up kiosk cafe with outdoor seating/tables/umbrellas along the river
- 1,500 SF walkway pavers along river in SW corner of park
- 3,000 SF pavers for pedestrian path, 15 palms for shading
- 9,500 SF sodded green space on the NE corner near Las Olas
- 3,500 pop up retail/cafe with seating and tables along Las Olas Blvd on the NW corner near New River Drive
- Perimeter shrub and tree planting

















14. Overall Landscape Enhancement / Editing \$ 253,351

- Ongoing landscape improvements guided by Riverwalk Plantings diagram and narrative in this publication
- Removal of excess furnishings along the Riverwalk (30-40%). Mostly removing low walls, unnecessary signage, ballards, etc.
- Removal of low/dense plantings. Mostly removing eye-level hedges, etc.

15. Riverwalk Lighting Master Plan \$ TBD

16. Riverwalk District Signage / Wayfinding Master Plan \$ TBD

COST ESTIMATE REPORT SUMMARY

	Program Element	Direct Cost	Escalation 3% /Annum	Design Contingency 15%	Estimate Cost of Construction at Award (ECCA)	Design 7%	Surveys 3%	Construction Management 5%	Contract Administration 2%	Construction Contingency 18%	Total Element Cost
1	 Bridge Improvement: Lighting and Painting	\$457,218	\$6,858	\$69,611	<u>\$533,688</u>	\$37,358	\$16,011	\$26,684	\$10,674	\$96,064	<u>\$720,478</u>
2	 Andrews Bridge Infill	\$573,670	\$8,605	\$87,341	<u>\$669,616</u>	\$46,873	\$20,088	\$33,481	\$13,392	\$120,531	<u>\$903,982</u>
3	 Ferry Pavilion	\$28,204	\$423	\$4,294	<u>\$32,921</u>	\$2,304	\$988	\$1,646	\$658	\$5,926	<u>\$44,444</u>
4	 Interim Wayfinder Banners	\$6,017	\$271	\$943	<u>\$7,231</u>	\$506	\$217	\$362	\$145	\$1,302	<u>\$9,762</u>
5	 South Andrew Bridge Renovation	\$38,659	\$580	\$5,886	<u>\$45,125</u>	\$3,159	\$1,354	\$2,256	\$902	\$8,122	<u>\$60,918</u>
6	 Movable Chairs	\$45,514	\$2,048	\$7,134	<u>\$54,696</u>	\$3,829	\$1,641	\$2,735	\$1,094	\$9,845	<u>\$73,840</u>
7	 Courthouse Market Utility Upgrade	\$22,996	\$345	\$3,501	<u>\$26,842</u>	\$1,879	\$805	\$1,342	\$537	\$4,832	<u>\$36,237</u>
8	 River Basin	\$347,003	\$52,050	\$59,858	<u>\$458,911</u>	\$32,124	\$13,767	\$22,946	\$9,178	\$82,604	<u>\$619,530</u>
9	 Smoker Park	\$174,445	\$2,617	\$26,559	<u>\$203,621</u>	\$14,253	\$6,109	\$10,181	\$4,072	\$36,652	<u>\$274,888</u>
10	 Huizenga Plaza	\$231,074	\$27,729	\$38,820	<u>\$297,623</u>	\$20,834	\$8,929	\$14,881	\$5,952	\$53,572	<u>\$401,791</u>
11	 Esplanade Park - Short Term	\$81,246	\$7,312	\$13,284	<u>\$101,842</u>	\$7,129	\$3,055	\$5,092	\$2,037	\$18,332	<u>\$137,487</u>
12	 Esplanade Park - Long Term	\$132,884	\$11,960	\$21,727	<u>\$166,570</u>	\$11,660	\$4,997	\$8,329	\$3,331	\$29,983	<u>\$224,870</u>
13	 Icon Site	\$926,208	\$41,679	\$145,183	<u>\$1,113,070</u>	\$77,915	\$33,392	\$55,654	\$22,261	\$200,353	<u>\$1,502,645</u>
14	 Overall Landscape Enhancement/Editing	\$153,952	\$9,237	\$24,478	<u>\$187,667</u>	\$13,137	\$5,630	\$9,383	\$3,753	\$33,780	<u>\$253,351</u>

APPENDIX

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



APPENDIX INDEX

Documents found in this chapter:

APPENDIX VOLUME I

- A. Project Stakeholder Meetings / Timeline**
- B. Market Study by Webb Management Services, December 2009**

Documents found in the separate Appendix Volume:

APPENDIX VOLUME II

- C. Photo Inventory of the Riverwalk**
Photo Credit: Randall Robinson, Mike Maloney
 - 1. Connections to Riverwalk
 - 2. Paving Patterns
 - 3. Landscape Details
 - 4. Street Furniture
 - 5. Structures
 - 6. Plaques & Memorials
 - 7. Opportunities for Shade
 - 8. Signage & Banners
 - 9. Underpasses
 - 10. Public Art
 - 11. Marine Facilities
 - 12. Miscellaneous
- D. Jungles Riverwalk Field Notes / Landscape Concepts**
- E. Project Background Data and Research Material**

A. PROJECT STAKEHOLDER MEETINGS / TIMELINE

A. Project Stakeholder Meetings / Timeline

RIVERWALK DISTRICT PLAN Stakeholder Meetings				
Meeting Date	Agency/Organization	First Name	Last Name	Plan Reps
PRE-CONTRACT				
11-Mar-09	Presentation of Scope of Services - CoFL Economic Development Advisory Board			PZ Staff
25-Mar-09	Presentation of Scope of Services - CoFL Parks & Recreation Advisory Board			PZ Staff
2-Apr-09	Presentation of Scope of Services - CoFL Marine Advisory Board			PZ Staff
7-Apr-09	City Commission Approval of Consultant Services Contract			Team
13-May-09	Presentation of Scope of Services - Chamber of Commerce's Downtown Council Board of Governors			PZ Staff
21-May-09	Presentation of Scope of Services - Broward Workshop, Urban Core Committee			PZ Staff
PROJECT KICK-OFF				
8-Jun-09	Initial meeting to receive direction - CoFL City Manager	George	Gretsas	PZ Staff
13-Jul-09	Initial meeting to receive direction - CoFL Commissioner	Romney	Rogers	BBB
13-Jul-09	Initial meeting to receive direction - CoFL Mayor	Jack	Seiler	BBB
13-Jul-09	Initial meeting to receive direction - CoFL Vice Mayor	Bruce	Roberts	BBB
14-Jul-09	Pre Kick-Off Meeting: DDA, Riverwalk Trust, Broward Center for the Performing Arts, MoA FL			BBB
24-Aug-09	CoFL Staff Technical Advisory Group - Meeting No. 1			Jenni
2-Sep-09	Kick-Off Presentation - Broward Center for the Performing Arts	Kelley	Shanley	Team
2-Sep-09	Kick-Off Presentation - Downtown Development Authority	Chadwick	Blue	Team
2-Sep-09	Kick-Off Presentation - Riverwalk Trust - Board of Directors	Patsy	Mennuti	Team
3-Sep-09	Kick-Off Presentation - Broward County Cultural Division	Mary Becht	James Shermer, J	Team
3-Sep-09	Kick-Off Presentation - Himmarshee Village Association	Tim Petrillo	Alan Hooper	Team
3-Sep-09	Kick-Off Presentation - Museum of Art NOVA	Pete	Witschen	Team
3-Sep-09	Kick-Off Presentation - Museum of Discovery & Science	Kim	Cavendish	Team
3-Sep-09	Kick-Off Presentation - Riverwalk Trust Sustainability Task Force	Alena	Alberani	Team
3-Sep-09	Kick-Off Presentation - Stiles Property Management Group	Megan	Purdue	Team
3-Sep-09	Kick-Off Presentation - The Related Group	Barbara	Salk	Team
4-Sep-09	Summary presentation from Kick-Off meetings - CoFL City Manager	George	Gretsas	Team
RIVER MARKET STUDY / ACTIVATION PLAN				
14-Sep-09	Market Study interviews by WMS - Greater Fort Lauderdale Sister Cities Inc.	Nuccia	McCormick	WMS
14-Sep-09	Market Study interviews by WMS - Symphony of the Americas	Patricia	Zeiler	WMS
14-Sep-09	Market Study interviews by WMS - Fort Lauderdale Children's Theater			WMS
15-Sep-09	Market Study interviews by WMS - FBI Funding Arts Broward	Sara	Rupert	WMS
15-Sep-09	Market Study interviews by WMS - Girl's Club - Market Study interviews by WMS	Sara	Rupert	WMS
15-Sep-09	Market Study interviews by WMS - Riverwalk a&e District / Consortium	Carmen	Ackerman	WMS
15-Sep-09	Market Study interviews by WMS - Riverwalk Trust	Scott	Strawbridge	WMS
8-Oct-09	Market Study interviews by WMS - The Art Institute of Fort Lauderdale	Charles Nage	Arlene Wites	WMS
8-Oct-09	Market Study interviews by WMS - Broward Workshop, Urban Core	Kareen	Butros	WMS
8-Oct-09	Market Study interviews by WMS - Bonnett House Museum and Gardens	Karen	Beard	WMS
8-Oct-09	Market Study interviews by WMS - CoFL Parks & Recreation Department (Director)	Phil	Thornburg	WMS
8-Oct-09	Market Study interviews by WMS - Florida Atlantic University	Phyllis	Bebko	WMS
8-Oct-09	Market Study interviews by WMS - War Memorial Auditorium	Robert	Stried	WMS
8-Oct-09	Market Study interviews by WMS - Broward County Economic Development Department	Sheila	Pitts-Howard	WMS
8-Oct-09	Market Study interviews by WMS - CoFL Parks & Recreation Department (Events)	Sue Molnar	Sephanie Brady	WMS
9-Oct-09	Market Study interviews by WMS - Curtain Call Playhouse	Chris	Voffelt	WMS
9-Oct-09	Market Study interviews by WMS - Broward Alliance	Elizabeth	Wentworth	WMS
9-Oct-09	Market Study interviews by WMS - Fort Lauderdale Historical Society, Inc.	Wil Trower	Ellen Ferrelli, Me	WMS
9-Oct-09	Market Study interviews by WMS - Cinema Paradiso	Hal	Axler	WMS
9-Oct-09	Market Study interviews by WMS - Nova Southeastern University	Jennifer Ram	Jessica Wood	WMS
9-Oct-09	Market Study interviews by WMS - Chamber of Commerce, Downtown Council	Paul	Kissingner	WMS
9-Oct-09	Market Study interviews by WMS - Arts Ballet Theatre	Ruby	Issaev	WMS
9-Oct-09	Market Study interviews by WMS - Greater Fort Lauderdale Convention and Visitors Bureau	Jessica	Taylor	WMS
9-Oct-09	Market Study interviews by WMS - Women in Jazz	Joan	Cartwright	WMS
13-Oct-09	Market Study survey by WMS - submitted via email to 200+ organizations			Team
22-Oct-09	Team Charrette - Develop draft plan concepts (physical improvements & events)			WMS
23-Oct-09	Team Charrette - Presentation to CoFL Assistant City Manager Ted Lawson	Ted	Lawson	Team
23-Oct-09	Programming interview by KBE - RWT Sustainability Task Force			Team
23-Oct-09	Programming interview by KBE - Sixth Star Entertainment	Doug	Jones	KBE
23-Oct-09	Programming interview by KBE - Fort Lauderdale Parks & Recreation Department (Events)	Sue Molnar	Sephanie Brady	KBE
11-Dec-09	Presentation of draft plan concepts - CoFL City Manager	George	Gretsas	PZ Staff
14-Dec-09	Presentation of draft plan concepts - Downtown Development Authority	Chris	Wren	Team
14-Dec-09	Presentation of draft plan concepts - Riverwalk Trust, Executive Board	Renee	Quinn	Team
14-Dec-09	Presentation of draft plan concepts - Downtown Fort Lauderdale Civic Association	Ron	Centamore	Team
15-Dec-09	Presentation of draft plan concepts - Broward Center for the Performing Arts	Kelley	Shanley	Team

RIVERWALK DISTRICT PLAN Stakeholder Meetings				
Meeting Date	Agency/Organization	First Name	Last Name	Plan Reps
PUBLIC MEETING / DRAFT MANAGEMENT STRATEGY				
20-Feb-10	Management Strategy interviews by WMS - Broward Center for the Performing Arts	Kelley	Shanley	WMS
20-Feb-10	Management Strategy interviews by WMS - Riverwalk Trust	Cindi	Hutchinson	WMS
20-Feb-10	Management Strategy interviews by WMS - Downtown Development Authority	Chris	Wren	WMS
20-Feb-10	Management Strategy interviews by WMS - Riverwalk A&E Consortium	Carmen	Ackerman	WMS
20-Feb-10	Management Strategy interviews by WMS - Stiles Development Corporation	Denny	O'Shea	WMS
20-Feb-10	Management Strategy interviews by WMS - FtLd Parks & Recreation Department	Sul	Molnar	WMS
20-Feb-10	Management Strategy interviews by WMS - FtLd Parks & Recreation Department	Phil	Thornburg	WMS
20-Feb-10	Management Strategy interviews by WMS - FtLd Economic Development Department	Stephen	Scott	WMS
20-Feb-10	Management Strategy interviews by WMS - Broward County Cultural Division	Mary	Becht	WMS
20-Feb-10	Management Strategy interviews by WMS - Museum of Art Fort Lauderdale, NSU	Pete	Witschen	WMS
20-Feb-10	Management Strategy interviews by WMS - Museum of Discovery & Science	Kim	Cavendish	WMS
23-Mar-10	CoFL Staff Technical Advisory Group - Meeting No. 2			PZ Staff
15-Mar-10	NEA Grant - Deadline for Esplanade Park Design work			Jenni
1-Apr-10	Presentation of draft plan concepts - Stranahan House	Leo	Hansen	PZ Staff
5-Apr-10	Presentation of Public Meeting materials - CoFL City Manager	George	Gretsas	PZ Staff
13-Apr-10	PUBLIC MEETING - Presentation of draft plan concepts			Team
14-Apr-10	Presentation of Draft Management Strategy - Riverwalk Trust	Cindi	Hutchinson	Jenni
15-Apr-10	Presentation of Draft Management Strategy - CoFL Commissioner DuBose			PZ Staff
19-Apr-10	Presentation of Draft Management Strategy - CoFL Commissioner Rogers			PZ Staff
19-Apr-10	Presentation of Draft Management Strategy - CoFL Commissioner Roberts			PZ Staff
21-Apr-10	Presentation of Draft Management Strategy - CoFL Commissioner Rodstrom			PZ Staff
23-Apr-10	Presentation of Draft Management Strategy - Downtown Development Authority	Chris	Wren	PZ Staff
11-May-10	Presentation of Draft Management Strategy - Broward Center for the Performing Arts	Kelley	Shanley	PZ Staff
11-May-10	Presentation of Draft Management Strategy - Riverwalk A&E Consortium	Carmen	Ackerman	PZ Staff
DRAFT PLAN PRESENTATIONS				
13-May-10	Presentation of Draft Plan - Downtown Development Authority Board of Directors	Chris	Wren	PZ Staff
7-Jul-10	Presentation of Draft Plan - Riverwalk Trust Board of Directors	Cindi	Hutchinson	PZ Staff
5-Aug-10	Presentation of Draft Plan - The Related Group	Barbara	Salk	PZ Staff
25-Aug-10	Presentation of Draft Plan - Riverwalk Trust Executive Committee	Cindi	Hutchinson	Jenni
25-Aug-10	Presentation of Draft Plan - CoFL Parks & Recreation Advisory Board			Jenni
8-Sep-10	Presentation of Draft Plan - Chamber of Commerce's Downtown Council Board of Governors	Carolyn	Michaels	Jenni
8-Sep-10	Presentation of Draft Plan - CoFL Economic Development Advisory Board			Jenni
9-Sep-10	Presentation of Draft Plan - Broward Center for the Performing Arts	Kelley	Shanley	PZ Staff
16-Sep-10	Presentation of Draft Plan - Broward Workshop's Urban Core Committee	Kareen	Butros	Jenni
5-Jan-11	Presentation of Draft Plan - Riverwalk Trust Executive Committee	Cindi	Hutchinson	PZ Staff
9-Dec-10	Presentation of Draft Plan - Broward County Cultural Council	Mary	Becht	Jenni
13-Jan-11	Presentation of Draft Plan - Downtown Development Authority	Chris	Wren	PZ Staff
22-Feb-11	Presentation of Draft Plan - Downtown Civic Association	Ron	Centamore	PZ Staff
WORKING GROUP MEETINGS / COMMISSION PRESENTATION				
28-Sep-10	Working Group Meeting 1 - City, DDA, RWT, BCPA			PZ Staff
28-Oct-10	Working Group Meeting 2 - City, DDA, RWT, BCPA			PZ Staff
10-Dec-10	Working Group Meeting 3 - City, DDA, RWT, BCPA			PZ Staff
6-Jan-11	CoFL Staff Technical Advisory Group - Meeting No. 3			PZ Staff
8-Feb-11	Working Group Meeting 4 - City, DDA, RWT, BCPA			PZ Staff
8-Mar-11	Working Group Meeting 5 - City, DDA, RWT, BCPA			PZ Staff
15-Mar-11	PRESENTATION TO CITY COMMISSION			Team
IMPLEMENTATION				
12-Apr-11	Working Group Meeting			
10-May-11	Working Group Meeting			
14-Jun-11	Working Group Meeting			
12-Jul-11	Working Group Meeting			
9-Aug-11	Working Group Meeting			
13-Sep-11	Working Group Meeting			
11-Oct-11	Working Group Meeting			
8-Nov-11	Working Group Meeting			
13-Dec-11	Working Group Meeting			
January 2012	Implementation Update to City Commission			

B. WMS MARKET STUDY



Our Process

- ⦿ How to strengthen/expand arts and entertainment district and identity through existing public space, underutilized facilities and short-term, achievable actions and programming?
 - Audience and participant demand analysis
 - Interview key stakeholders
 - Facility inventory and gap analysis
 - Review of precedents

Trends in Cultural Participation

- ⦿ NEA Survey of Public Participation in the Arts
 - Educational attainment is by far the best predictor
 - Income and age also matter but not nearly as much
 - Race is not a predictor of whether or not someone will attend, but of the genre to be attended

Genre	HS Grad	Some College	College Grad	Grad School
Other Dance	~10%	~10%	~10%	~10%
Ballet	~10%	~10%	~10%	~10%
Plays	~10%	~10%	~10%	~10%
Musicals	~10%	~10%	~35%	~35%
Opera	~35%	~10%	~10%	~10%
Classical Music	~10%	~10%	~10%	~10%
Jazz	~10%	~10%	~10%	~10%

Trends in Cultural Participation

- ⦿ Participation by culturally-diverse populations
 - Research indicates:
 - Culturally-diverse populations define their cultural space more locally (as compared to Whites who define it as a large region)
 - Culturally-diverse populations tend to participate in informal arts in churches, homes parks and other spaces, as barriers to participation are lower there
 - Participatory (“hands on”) arts play an integral role in the acculturation of immigrants

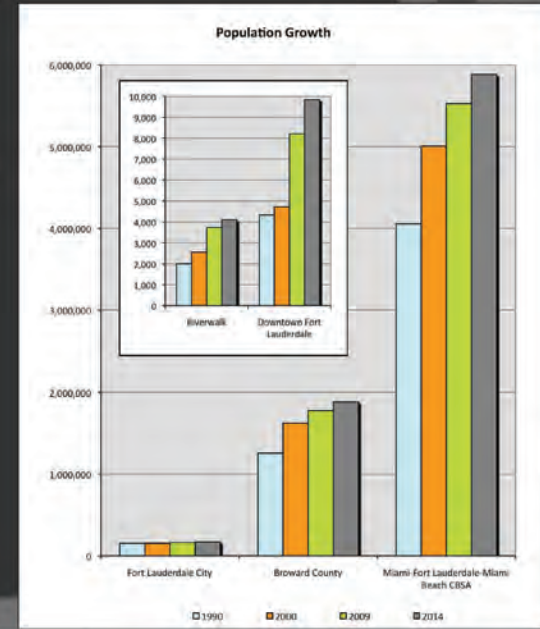
B. WMS MARKET STUDY

Market Definition

- Market examined in terms of 5 geographical segments:
 - Riverwalk Arts & Entertainment District
 - Downtown Fort Lauderdale
 - City of Fort Lauderdale
 - Broward County
 - Miami-Fort Lauderdale-Miami Beach CBSA
- And in terms of 3 population types:
 - Permanent residents
 - Part-time residents (second homeowners)
 - Visitors

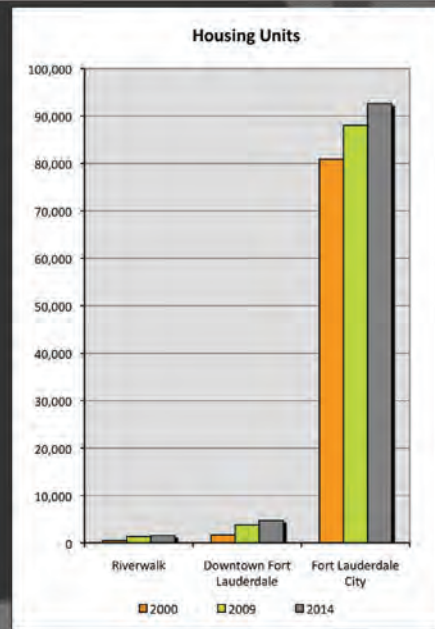


- Significant growth downtown
- Steady growth in City and County

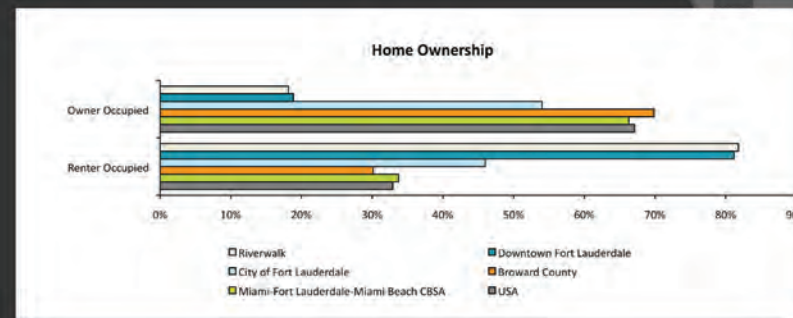


Source: Claritas 2009

- Downtown units increasing
- More significant growth outside of downtown



Source: Claritas 2009



- Majority of downtown units are renter-occupied
- City as a whole also has comparatively high level of renter-occupied units

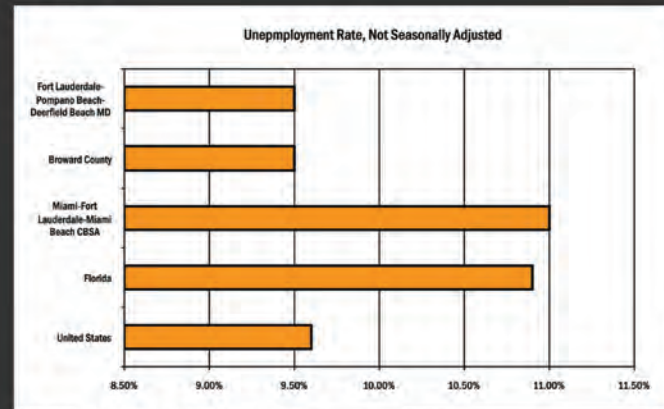
Source: Claritas 2009



B. WMS MARKET STUDY

Industry and Job Growth

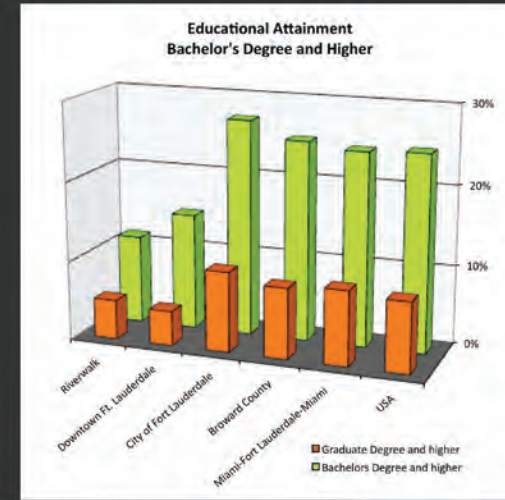
- Region has lower unemployment rate than state averages



Source: Florida Research and Economic Development Database
Labor Market Statistics, Local Area Unemployment Statistics Program

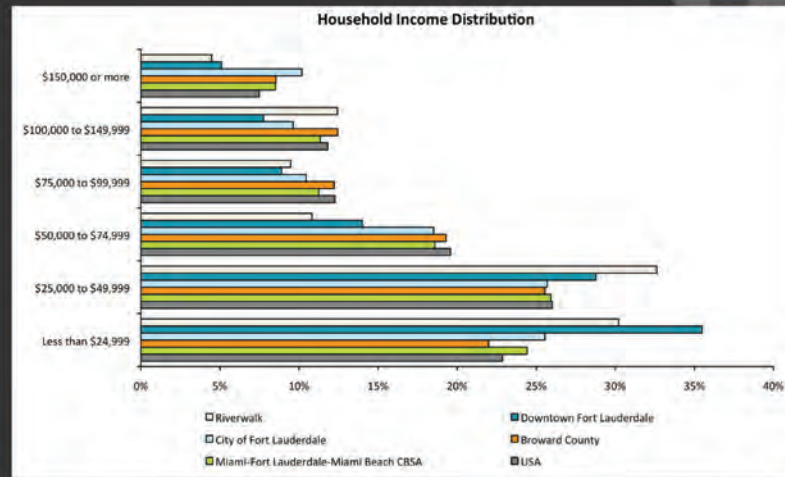


Market Characteristics



Source: Claritas 2009

- Educational attainment is the best predictor of traditional arts participation
- The City and County populations have good propensity to participate

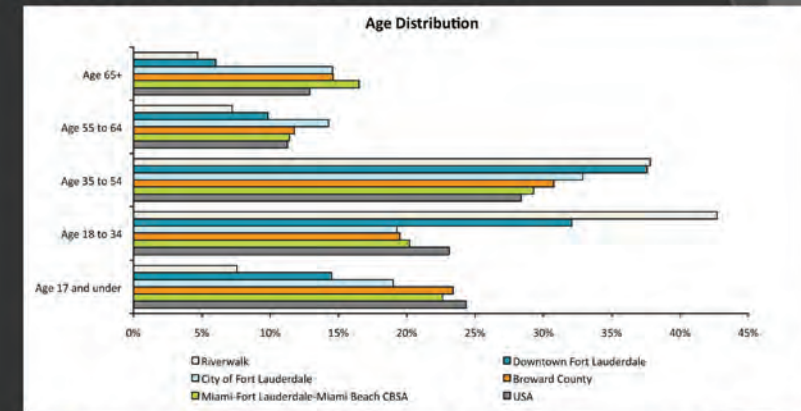


- Income is second best predictor
- Mix of low and high income levels downtown; the City as a whole has higher than avg levels

Source: Claritas 2009



Market Characteristics



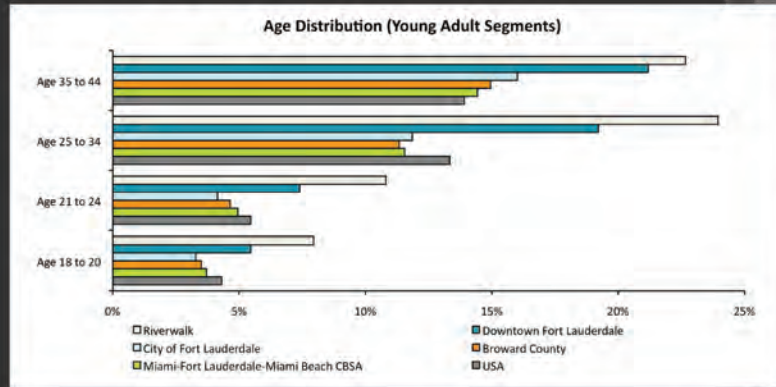
Source: Claritas 2009



- Significant proportions of young adults living downtown and at the Riverwalk
- City has higher proportion of empty-nesters/retirees
- More families in the County

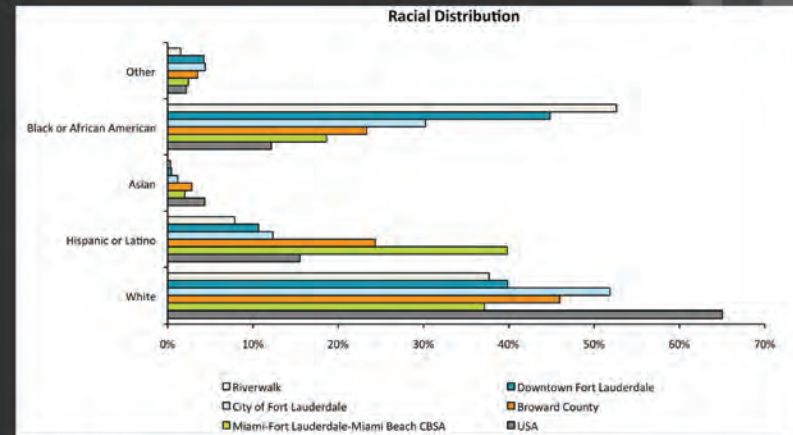
B. WMS MARKET STUDY

Market Characteristics



- Significantly higher proportion of young adults residing in downtown core

Source: Claritas 2009

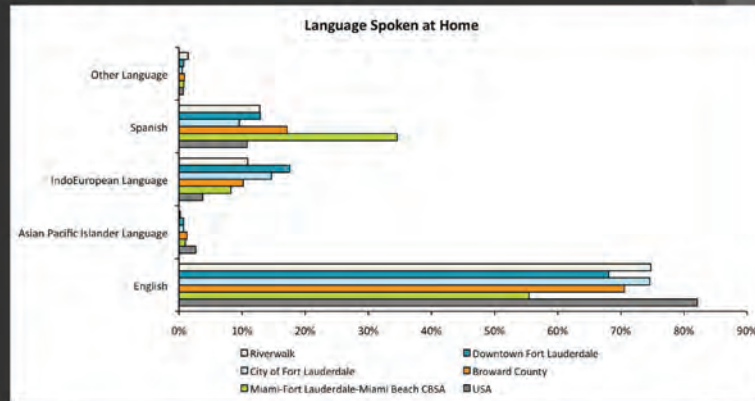


- The County is extremely diverse
- The City has a lower Hispanic/Latino population but more Black or African American residents
- Particular concentration of Black/African American residents downtown

Source: Claritas 2009



Market Characteristics

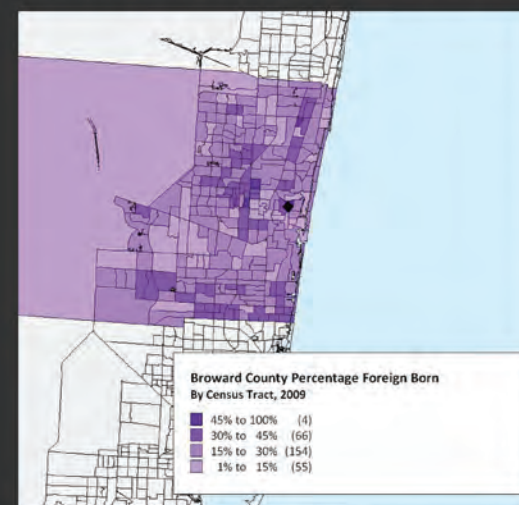


- 50 languages are spoken in the local schools (anecdotal)
- IndoEuropean spike in City and downtown is likely French due to large Haitian population

Source: Claritas 2009



Market Characteristics

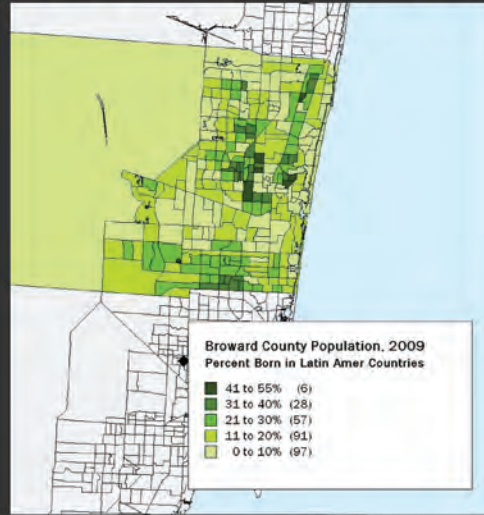


- Approximately 30% of the County population is foreign born



B. WMS MARKET STUDY

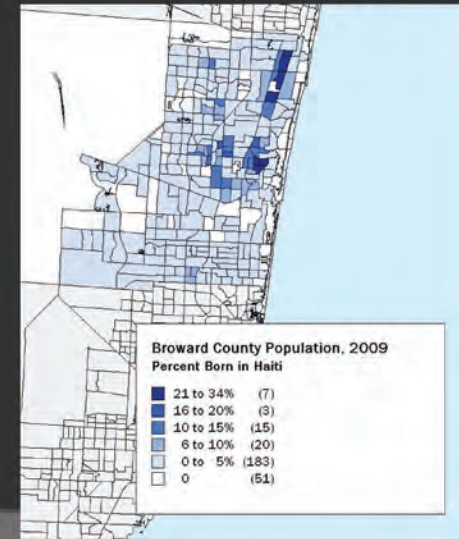
Market Characteristics



- Most foreign born residents come from Latin American countries
- A large number of countries are represented

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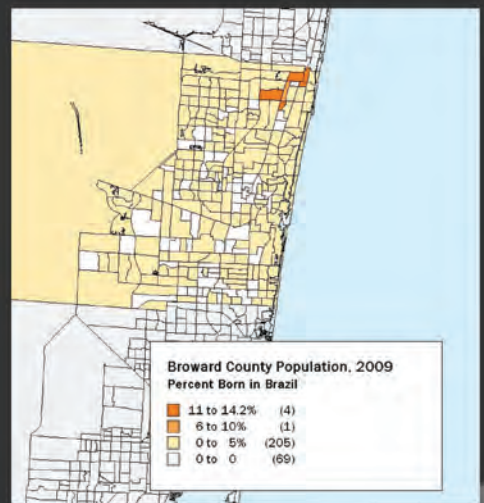
Market Characteristics



- Large Haitian population with some concentration in/near downtown

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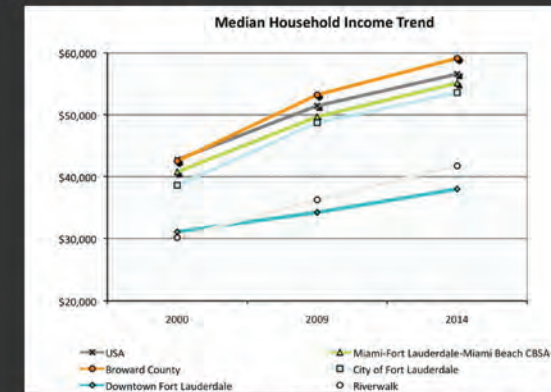
Market Characteristics



- Brazilian community centralized in NE edge of County
- Also, large Colombian, Mexican, Dominican and Peruvian populations

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Market Trends



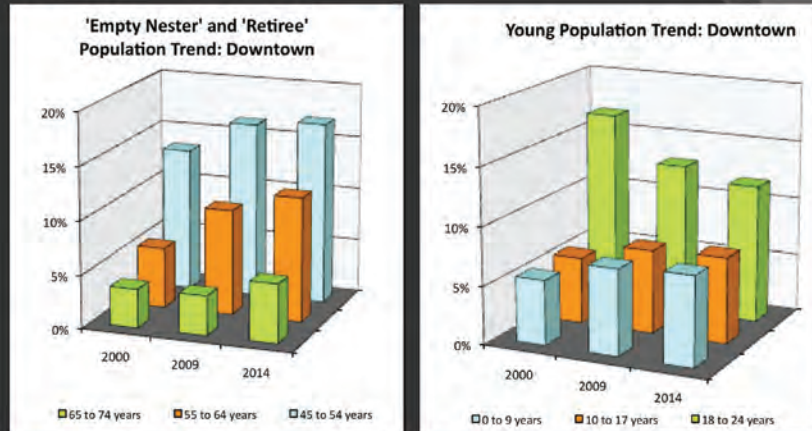
- Broward County has higher than average median income; other market segments do not
- Income levels at Riverwalk growing at faster rate than downtown

Source: Claritas 2009

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Market Trends



- The 'face' of downtown is changing with more young adults (over the age of 24), more children and more empty nesters and retirees

Source: Claritas 2009

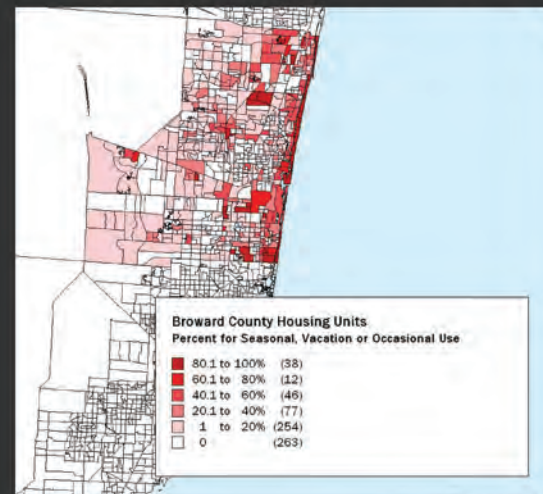


National Second Home Owners

- Recent increase in second homeownership driven by:
 - Baby boomers
 - Newer tax laws
 - Until now, real estate was a better investment than other financial assets
- A 2006 National Assoc. of Realtors survey describes characteristics of second-homeowners:
 - 55 to 60 years old, more than 75% are married
 - Median income of \$121K for vacation homeowners
 - Nearly half have primary residences in the suburbs approximately 220 miles away
 - Motivated by investment or recreation
 - Spend a median of 39 nights per year in their second home
- These characteristics suggest good propensity and capacity to participate in arts and entertainment



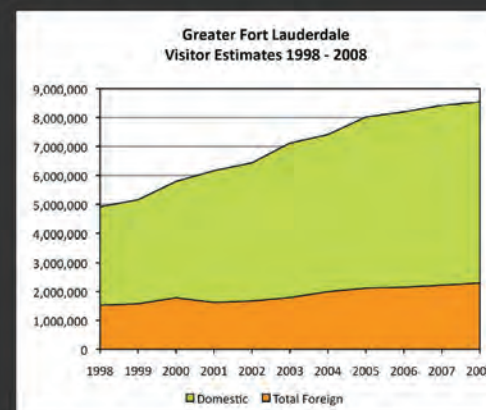
Second Homeowners



- Claritas data suggests that 20 to 25% of county housing units are not homesteaded (occupied by permanent residents)
- Broward County data indicates that 40% are not homesteaded



Visitors



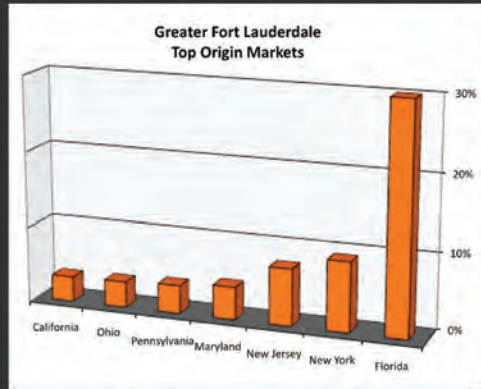
Source: Greater Fort Lauderdale 2009 Visitor Estimates

- Tourism drives local economy
- 10.8 million visitors in 2008
- 21% are international visitors
- Cruise ship embarkations and debarkations (now at 3.1 million) are rising
- Significant proportion of visitors are visiting friends and relatives



B. WMS MARKET STUDY

Visitors



Source: Greater Fort Lauderdale 2009 Visitor Profile

- Leisure Visitors
 - Average age: 50
 - Average household income: \$85,000
 - Average expenditure per person per day: \$152
 - Average party size: 2.7
 - Average length of stay: 4.9 nights



Cultural Tourists

- Special interest travelers who rank the arts, heritage and/or other cultural activities as one of their top five reasons for traveling
- NEA estimates that nearly half of annual U.S. travelers are cultural tourists
- Cultural tourists:
 - Spend more money than the average U.S. traveler
 - Are more likely to stay at a hotel, motel or bed and breakfast
 - Travel for longer periods of time
 - Are more likely to have a graduate degree



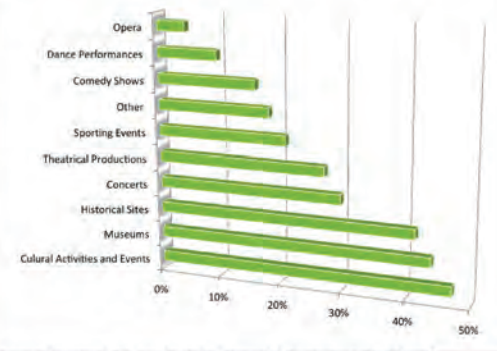
Cultural Tourists

- Greater Fort Lauderdale Arts and Entertainment Cultural Tourism Attractions Project (2009)
 - Test effectiveness of marketing in the Arts & Entertainment District
 - Understand the Riverwalk's cultural consumer
 - Guide strategic marketing decisions
- Survey distributed to CVB & Riverwalk databases
 - 1,135 completed surveys returned
 - 57% earn more than \$75,000 per year
 - 56% indicated that it is *very important* to have a variety of entertainment options available



Cultural Tourists

While you were visiting Greater Fort Lauderdale did you attend any of the following entertainment options?



Source: Greater Fort Lauderdale Arts and Entertainment Cultural Tourism Attractions Project Survey Results

- 47% attended cultural activities & events
- 44% visited museums
- 30% attended concerts



B. WMS MARKET STUDY

Cultural Tourists

- Riverwalk has great potential to draw and serve the tourist segment without becoming “the strip”
- It should serve the segment without being dominated by the segment
- Key West is one example of a place that manages influxes of cruise ship passengers but has retained character

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Market Conclusions

- The market can support additional arts and entertainment, with particular potential to serve:
 - Diverse populations throughout the County
 - Families
 - Downtown residents
 - Snowbird second-homeowners
- Demand for participatory “hands on” programs to serve the large immigrant population, empty-nester/retirees
- Visiting population represents a captive and interested audience
 - Many are international
 - Stay for an average of 5 days
 - Cruise ship passengers are significant
 - Cultural tourists primarily attend events, and then other programming
- Potential for “inter-cultural” programming that brings people of different ethnicities together

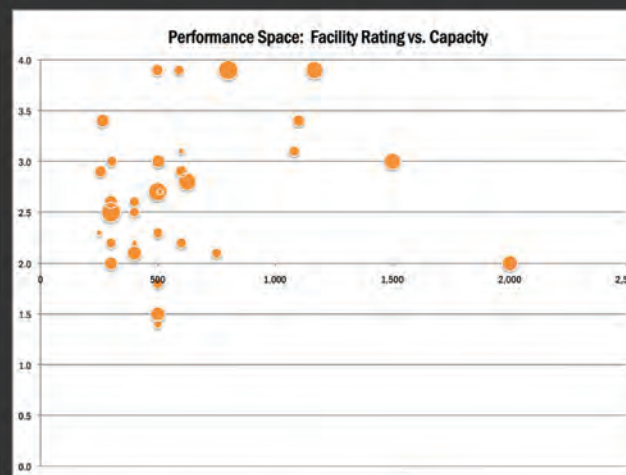
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Performance Facilities

- 43 Broward County facilities are currently used for live performance on a regular basis
 - Overall, a variety of venues with a range of capacities
 - 16% of facilities have a café or restaurant onsite
 - 24 facilities are in the range of 100 to 500 seats; Of these, 16 are available for rental
 - Some of the highest-quality facilities also offer the greatest variety of programming and activity
 - 88% of facilities have parking available onsite
 - 40% offer other events space, and 21% have an attached or adjacent art gallery
 - 50% of performance related facilities present music
 - Given the size of the market, few facilities offer educational programming

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Facility Matrix



- Bubble size indicates types of use/disciplines supported
- The Broward Center and its affiliates provide large, high quality venues
- Few small venues (under 300 seats)

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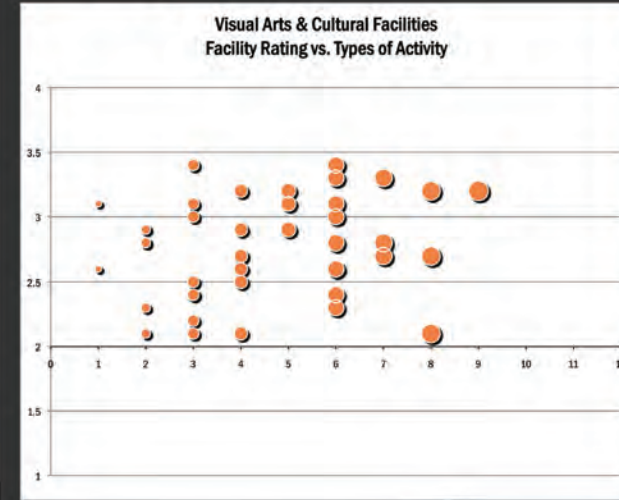
B. WMS MARKET STUDY

Visual Arts & Cultural Facilities

- 43 local facilities are currently used for visual arts and cultural programming and exhibition on a regular basis
 - Figure does not include traditional galleries
 - A large, high quality set of 33 galleries are concentrated within a small area
 - 40% of facilities offer outside rentals
 - Facilities appear to be underutilized for educational programming—just over half of facilities offer visual arts related arts education programs, and only 14% offer programs related to dance
 - 12% are affiliated with a school or university
 - Nearly all contain exhibition space; those that do not have other cultural offerings



Facility Matrix



- Bubble size indicates types of activity
- Concentration of average to good facilities
- Few extremely high quality visual arts and cultural spaces



Facility Conclusions

- High-quality, mid-size facilities are not affordable for many groups
- Need for smaller, more available and more affordable facilities
- Broward Center is the workhorse, supporting a significant level of activity, arts rentals and community outreach
- Some community centers and auditoriums lack amenities for performers and /or audiences
- The number of outdoor performance spaces is limited, particularly given the year-round temperate climate
- Relatively few arts education and 'hands-on' activities for people of all backgrounds
- Anecdotal: Existing facilities could be improved to better serve organizations



Comparable Riverfronts

- San Antonio River Walk: San Antonio, Texas
 - Over 6 miles long, with 490,000 sf of maintained landscape. Home to local museums, art galleries, riverboat cruises, and more.
 - 1960s: formation of nonprofit Paseo del Rio Association. 1970s bond issue supported beautification and development, and 1973 River Corridor Plan guided long-term development.
 - Recent developments include Capital Improvements Plan, and new Museum Reach extension.
 - Association produces special events, provides information to the public, works as liaison to establish sound planning and operations policies. Operating Committee meets monthly to discuss maintenance, operation and management.
 - Maintained and operated by the City Downtown and River Walk Operations as a City park.
 - Staff includes directors of events, administration, projects, sales & marketing, and volunteers.
 - Operating budget: Approximately \$7 million. Revenues from: taxis, leases & permits, capital improvement fund.
 - Annual events include: Culinary festival Pachanga del Rio, Fall Arts & Crafts Show, Corona Coffins on Parade Halloween spectacle.
 - River taxis and dining boats are available for independent hire.
 - Rio Magazine has 35,000 monthly distribution; website provides centralized listings.



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Comparable Riverfronts

Malecón 2000 Riverfront: Guayaquil, Ecuador

- Approximately 1.5 miles long, with mall, museum, restaurants, galleries, lagoons, Parque Historical, Mercado Artesanal (developed by Chamber of Artisans of the Guayas and City Hall).
- \$80 million urban renewal project, one of largest in Guayaquil. In 1997, Foundation hired Oxford-Brookes. Commercial center opened first, then museums and later an IMAX theater.
- Considered a global model of urban regeneration by highlighting native plants and historical architecture and generating local earnings with performance and crafts.
- Nonprofit Malecon 2000 Foundation (professionals and City authorities) operates as promoter, developer and administrator. Core staff includes managers and depts of projects, finances, operations, commercial activity.
- \$8 million operating budget
- Two annual events celebrate the culture of Ecuador. On weekends, the park comes alive with costumed performers, musicians, and vendors.
- For security, the area is closed and gated from midnight to 7am—a source of controversy.
- Success is accredited to high-quality design generating feelings of identity and belonging; a well-organized and efficient project execution; strong commitment of the (two successive) mayors to remove all legal and economic obstacles; and good communication and interaction between the municipality, the technical team and the users.



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Comparable Riverfronts

Riverwalk: Milwaukee, WI

- Approximately 3 miles long, through the heart of downtown. Three sections include: Beerline Riverwalk, Downtown Riverwalk, and Third Ward Riverwalk.
- Third Ward is home to 10 galleries, the Milwaukee Institute of Art and Design (MIAD), new Off-Broadway Theatre, and a three-theater complex.
- City of Milwaukee launched the Riverwalk Initiative in 1988 to connect the Milwaukee River with business and leisure activities.
- Financed through a partnership between owners: Greater Milwaukee Committee and the City.
- Two designated staff members: one in City Development, and one in City's Public Works.
- City shares costs at 70% of cost, property owners 30%, through Business Improvement District (BID). Tax Incremental Financing District helps to pay for upfront construction costs as well.
- Events include Summerfest, ethnic festivals, Festa Italiana at Italian Community Center, Riversplash celebration of music & entertainment, River Challenge (three-mile regatta). BID and Milwaukee Riverwalk District program the Riverwalk.
- Since 2001, \$87 million in new condominium and mixed-use projects and more than 1,000 linear feet of the Riverwalk have been developed, with plans in place for the remaining segments.



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Comparable Riverfronts

Red River District: Shreveport, LA

- Approximately 120,000 sf of retail, entertainment and event space.
- The \$27 million district was developed by Beale Street's Performa Entertainment Real Estate in 2002, designed resemble historic refurbishment of late 19th century buildings.
- Operating budget approximately \$14 million.
- Current staff is part of the Eldorado Casino and Resort management team, but soon operators will be Shreveport Public Assembly & Recreation (SPAR) with staff in areas of events, maintenance, planning and administration. The Arts Council supports programming.
- Events include dances, Halloween parties, seasonal live music, and ice cream socials. Downtown Shreveport Unlimited has produced Mudbug Madness for 25 years. The Red River Revel, the largest festival of the year, is a combination art show, music festival, and food fair. Holiday in Dixie has sports, parades, cotillion and military balls, and an air show at Barksdale Air Force Base. Louisiana Purchase celebrates public art under the Texas Street Bridge.
- Facilities include Barnwell Garden & Art Center, American Legion Hall, plazas, fairgrounds, city-owned auditoriums, stadiums and halls, floating casinos, and the Chamber's "Walk of Stars."
- Downtown Development Authority approved \$3.4 million in spending for 2009, including low-fare trolley and improvements, and City takeover of empty commercial space for low-cost rentals.



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Themes from Comparables

- Consistent activity is key
- Draw upon strengths of arts communities
- Program to ethnically-specific communities
- Events capitalize on presence of river
- Mix of restaurant, retail, public events spaces, etc.
- City support and partnerships are critical
- Transportation programs also help in some cases
- Fort Lauderdale Riverwalk has the right pieces, but lack of consistent and diverse activity to draw a critical mass

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B. WMS MARKET STUDY

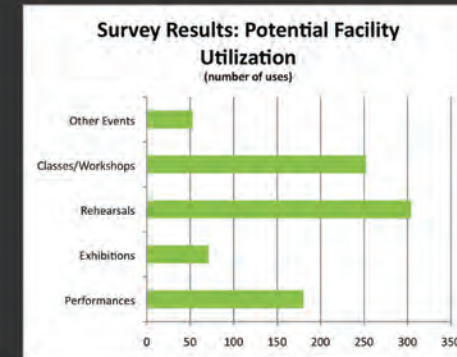
Survey Results

- Survey issued to 100+ cultural entities, artists and more than 100 visits, 45 completes
- Participants include artists, arts groups, service/granting orgs, creative businesses, interested individuals
- Questions focused on support for more programming, partnerships and facility needs
- 98% of respondents support further development of arts and entertainment activity at the Riverwalk
- 56% are interested in delivering programs, 40% might be interested
- 12 could deliver programming in the short term
- Large majority currently maintain or are interested in developing partnerships



Survey Results

- Facility demand
 - Both indoor and outdoor performance facilities (28 groups/artists)
 - Flexible teaching/rehearsal space (30 groups/artists)
 - Exhibition space (17 groups/artists)



Survey Results

- Facility needs and ideas
 - Arts education complex
 - Public artists studios like Lincoln Mall in Miami or Torpedo Factory in Virginia
 - Cooperative performance space, administrative storage and shop space
 - Gallery co-op for local artists
 - Small venues (200 to 400 seats)
 - Festival space
 - Rehearsal space
 - Recording studios, television and radio studios
 - Space to exhibit and sell visual art (permanent and temporary)
- Program ideas
 - More events—music, block parties, ethnic events
 - Global festival of public art
 - Joint dance performances and festivals
 - Free programming: annual free opera, symphony concerts
 - Ongoing entertainment for families, adults, older adults—all segments

2,000 to 5,000 square feet



Potential Partnerships

- Art Institute: Student exhibits and presentations, student-run eateries
- FAU: Student exhibits
- Nova: New performing arts program, building presence in downtown Fort Lauderdale and working to bring students to Museum
- Cinema Paradiso: Outdoor film presenting
- Broward Center: Connecting patrons to the Riverwalk; Live performance presenting and programming
- Local artists: Galleries, studios and retail
- Riverwalk Trust: Building on existing resources, events and programming
- DDA: Leverage and program Huizenga Plaza
- MODS: Develop programming on and relevant to the Riverwalk



B. WMS MARKET STUDY

Riverwalk Issues

- ◉ Policies: No street performers, no live music after 8.00p, no street vendors (retail), parking meter requirements, security (no ability to supplement with private services)
- ◉ Lack of infrastructure limits ability to implement ideas and opportunities
- ◉ Interviewees suggest the plan should address:
 - How to be distinct from other districts and destinations
 - Authenticity—what is Fort Lauderdale? What is Broward County?
 - Branding
 - Accessibility: Parking and traveling from side to side
 - Signage: Can't see next destination
 - Safety: Varying opinions on issues with transient population



Conclusions

- ◉ The right players are at the table, but need to be managed and connected
- ◉ The market can support additional arts and entertainment, with particular potential to serve
 - Diverse populations throughout the County
 - Families
 - Downtown residents
 - Cultural tourists and visiting friends and relatives (VFRs)
- ◉ Existing facilities are expensive and difficult to access for smaller, start-up groups and independent artists
- ◉ Downtown outdoor facilities are limited in their ability to support live performance
- ◉ Notable demand for small-scale performance, exhibition and program space at the Riverwalk
- ◉ Permit policies are limiting activity in downtown Fort Lauderdale and on the Riverwalk



Program Recommendations

- ◉ Focus on programming and facilities that support free/low-cost and informal arts and entertainment
 - Target to non-traditional attenders and cultural tourists
- ◉ Focus on programming that reflects Fort Lauderdale's diversity
 - Representative of community
 - Safe way to bring populations together
 - Limited risk
 - Promotes the idea of cultural exchange in a safe place
- ◉ Use arts education as a unifying theme
 - Create spaces/joint programming focused on learning and making art
 - Many potential partners are focused on education and/or outreach
 - Population makeup suggests demand for hands-on programs
 - Youth and adult
 - Concept is attractive to politicians and funders



Program Recommendations

- ◉ Develop a combination of events and attractions – the combination creates the destination
 - Unique playgrounds for children and adults, public art, performing arts, visual arts, special events, festivals and more
 - Focus on ways to use existing facilities as well as public areas
 - Outfit existing spaces to provide low-cost performance, rehearsal, program and exhibition space to artists and arts groups
- ◉ Ensure that programming is offered on a consistent basis



B. WMS MARKET STUDY

Short-Term Facility Recommendations

- Four to six “program spaces”
 - Flexible spaces capable of accommodating “hands-on” programming (including classes, rehearsals and workshops) and exhibition
 - Basic electric and water, restrooms and flooring
 - Ideally two will have flooring suitable for dance
 - Sizes should range between 1,500 sq ft and 4,000 sq ft (if possible)
- Temporary artist studio space
 - Private working studios 100 sq ft and larger depending on discipline
 - Ideally, individual spaces can be locked when not in use
 - Water access
 - Basic electric and water, restrooms
 - Good light, ideally natural light
 - Exhibition and/or retail areas
 - Begin with 10 and grow if interest continues



Short-Term Facility Recommendations

- Outdoor Film Venue
 - Equip a park or open space to support film presenting
 - Install a screen
 - Rent, borrow, barter or buy projection and sound equipment
- Exhibition Space
 - Enclosed space with movable partitions
 - Durable flooring
 - Lighting that can be focused on exhibit pieces
- Administrative and storage space
 - Affordable office space
 - For arts groups and creative businesses
 - Could be shared space to support incubator program



Long-Term Facility Recommendations

- Flexible Plaza
 - Park setting ideal for everyday use that can transform into civic gathering space for events and festivals
 - Could also serve as designated vendor area
 - Primarily for festivals, special events, farmers market, art fair, and community events
 - Should also be suitable for informal music, spoken word, etc.
 - Infrastructure for load-in and load-out, multiple electric sources, access to potable water



Addison Circle Park, Addison, TX



Long-Term Facility Recommendations

- Outdoor Performance Venue
 - 2,000 to 3,000 person capacity
 - Suitable for live music and dance, including touring artists
 - Covered stage with loading dock, adequate electric, lighting and sound capabilities
 - Minimize environmental impact
 - Backstage accommodations (dressing areas, green room)
 - Ideally allows for ticketed events



Nautica Pavilion, Cuyahoga River, Cleveland, OH

Floating Stage, Lake Las Vegas Resort, NV



B. WMS MARKET STUDY

Long-Term Facility Recommendations

- Flexible Performance Venues
 - One with 100 to 200 person and one with 300 to 500 person capacity
 - Studio theater with flexible seating and sprung floor
 - Good technological capabilities for film, theater and dance
 - High quality and attractive to accommodate special events and meetings
 - Backstage accommodations (dressing areas, green room)



Studio Theatre, Tempe Center for the Arts, Tempe,



Promenade Hall, Overture Center, Madison, WI



Long-Term Facility Recommendations

- Visual Arts Center
 - Space for large concentration of artists to create and sell their work
 - Program space for artists to teach classes
 - Multi-purpose room for lectures and meetings
 - Exhibition space
 - Food service for visitors and artists



Torpedo Factory, Alexandria, VA



Final Thoughts

- Critical issues
 - Food and drink are key
 - Recruit and develop programming partners
 - Infrastructure required to bring all of this to fruition
 - Creating a 24/7 experience somewhere between busker activity and 8pm curtain (always open, always safe, always something to see)
 - Drawing all segments of the community, including visitors and cruise ship passengers
- Be intelligently opportunistic
 - Motivate property owners to maintain uses
 - Be ready when the developer and deal comes along

