

APPENDIX

ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT REPORT



APPENDIX INDEX

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- B. Market Study by Webb Management Services, December 2009**

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- C. Photo Inventory of the Riverwalk**
Photo Credit: Randall Robinson, Mike Maloney
 - 1. Connections to Riverwalk
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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	~12	~15	~18
Ballet	~5	~8	~12	~15
Plays	~10	~15	~20	~25
Musicals	~15	~25	~38	~35
Opera	~5	~8	~10	~12
Classical Music	~10	~15	~25	~30
Jazz	~10	~15	~20	~25

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

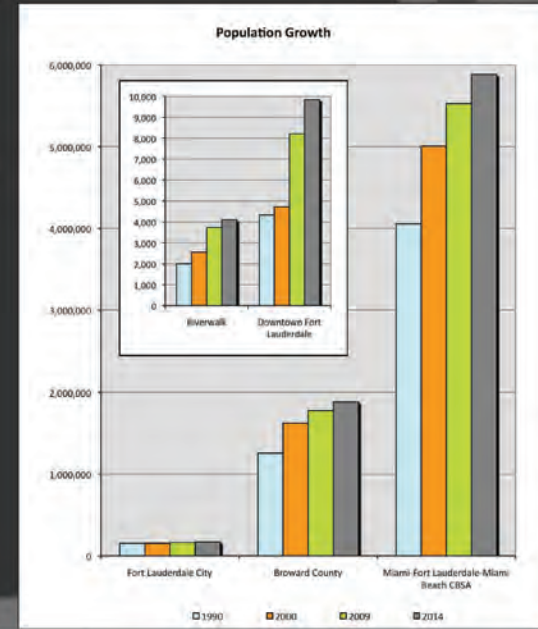
B. WMS MARKET STUDY

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

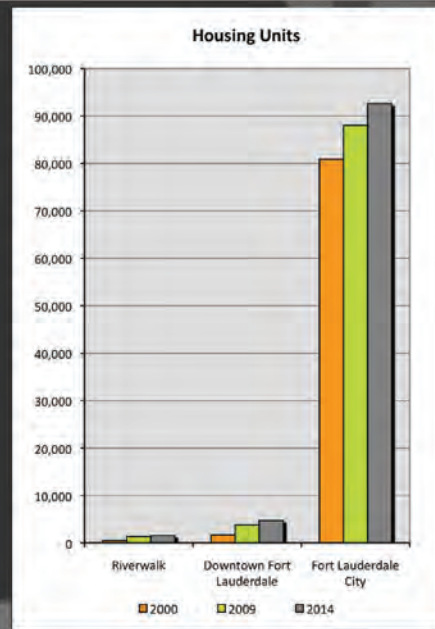


- Significant growth downtown
- Steady growth in City and County

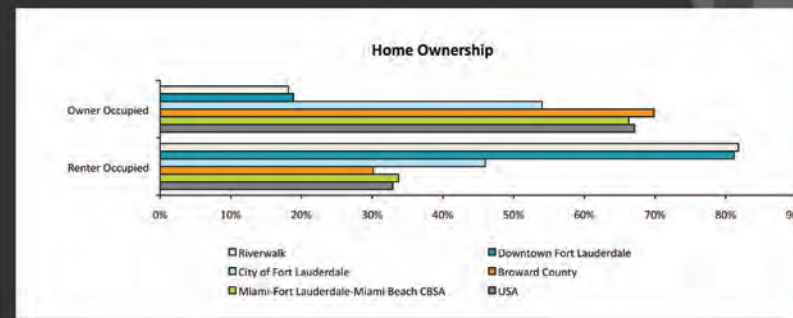


Source: Claritas 2009

- 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

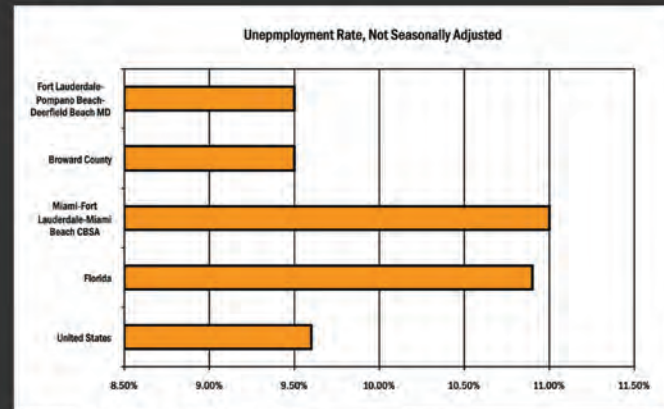
Source: Claritas 2009



B. WMS MARKET STUDY

Industry and Job Growth

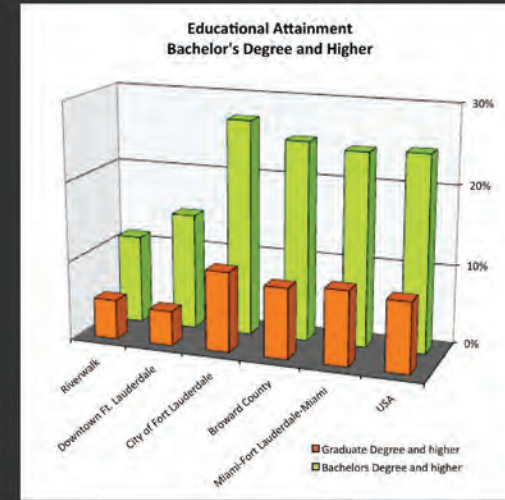
- Region has lower unemployment rate than state averages



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

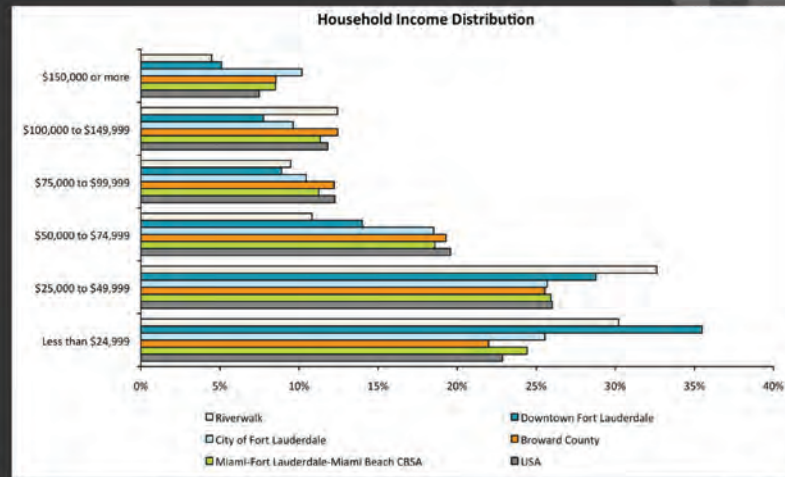


Market Characteristics



Source: Claritas 2009

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

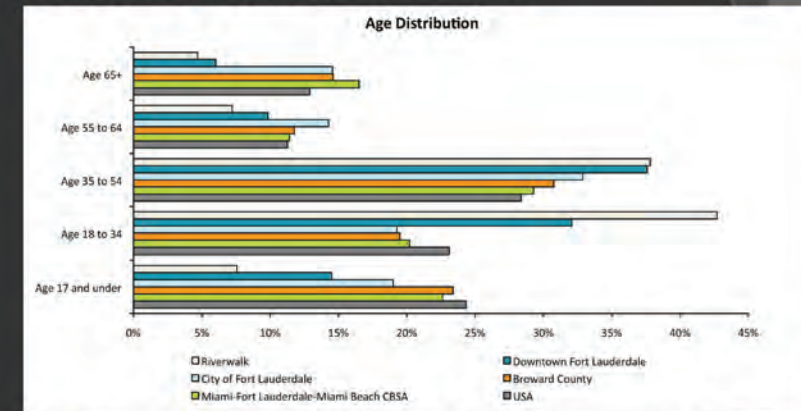


- Income is second best predictor
- Mix of low and high income levels downtown; the City as a whole has higher than avg levels

Source: Claritas 2009



Market Characteristics



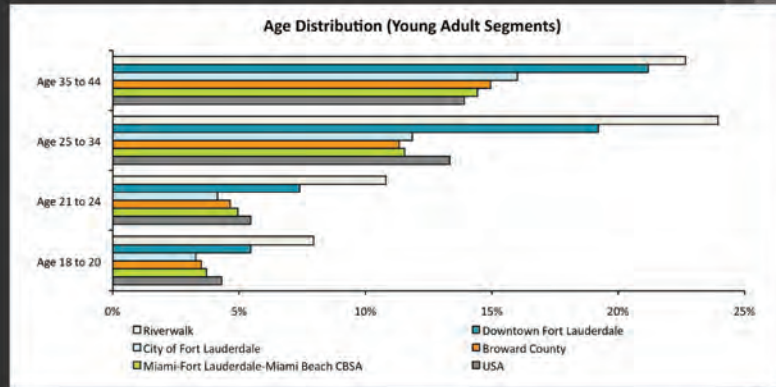
Source: Claritas 2009



- 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

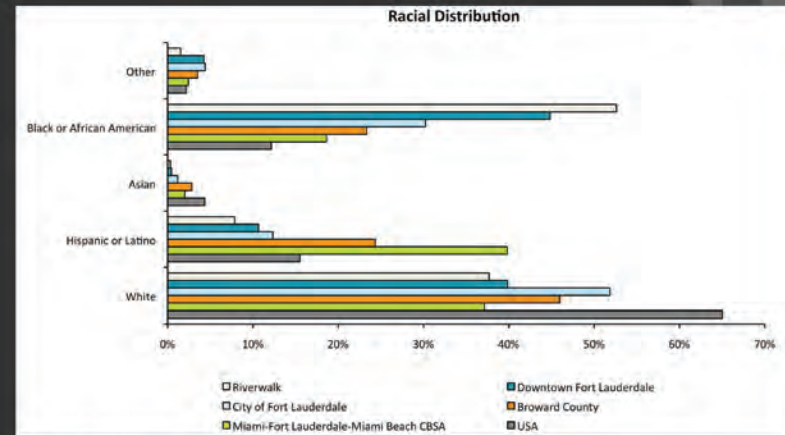


- Significantly higher proportion of young adults residing in downtown core

Source: Claritas 2009

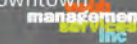


Racial Distribution

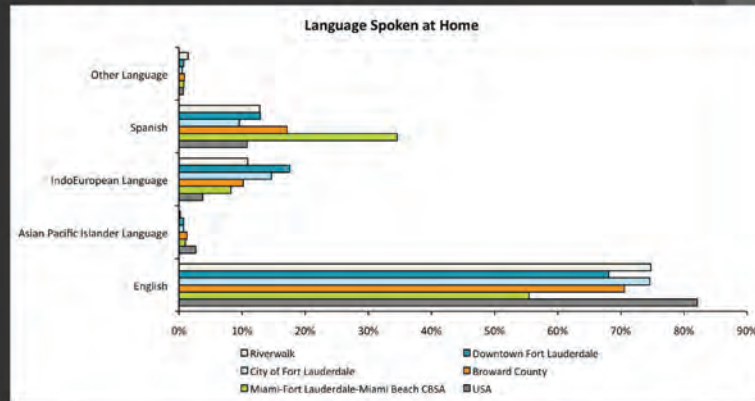


- The County is extremely diverse
- The City has a lower Hispanic/Latino population but more Black or African American residents
- Particular concentration of Black/African American residents downtown

Source: Claritas 2009



Market Characteristics

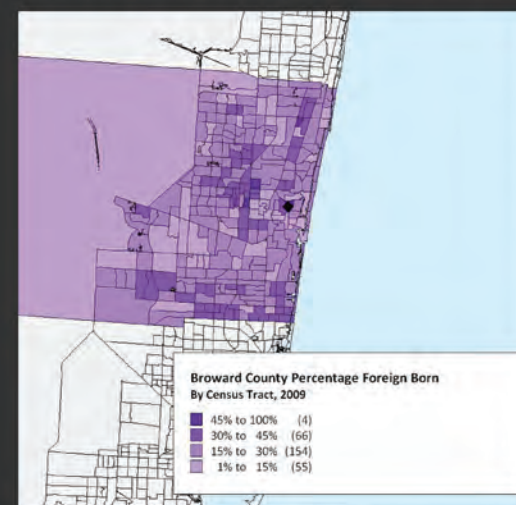


- 50 languages are spoken in the local schools (anecdotal)
- IndoEuropean spike in City and downtown is likely French due to large Haitian population

Source: Claritas 2009



Market Characteristics

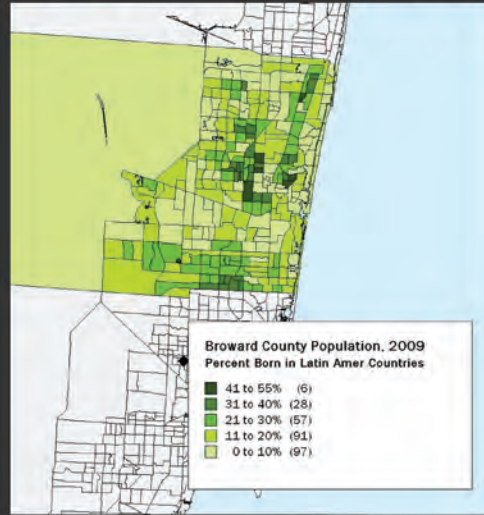


- Approximately 30% of the County population is foreign born



B. WMS MARKET STUDY

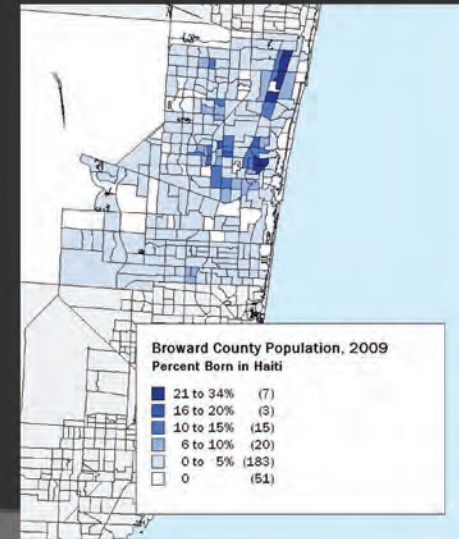
Market Characteristics



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

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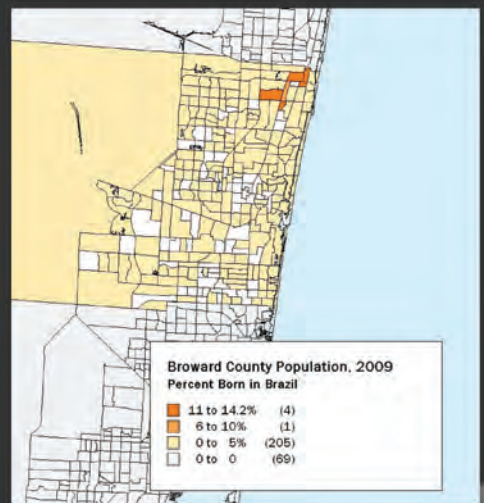
Market Characteristics



- Large Haitian population with some concentration in/near downtown

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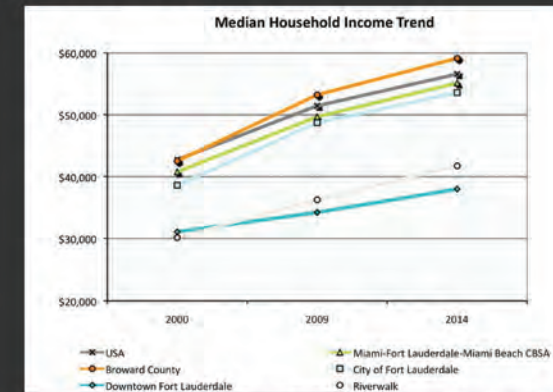
Market Characteristics



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

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Market Trends



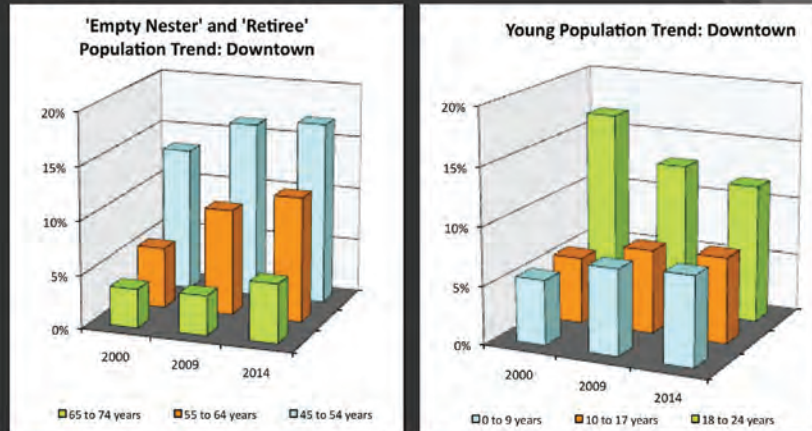
- Broward County has higher than average median income; other market segments do not
- Income levels at Riverwalk growing at faster rate than downtown

Source: Claritas 2009

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B. WMS MARKET STUDY

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

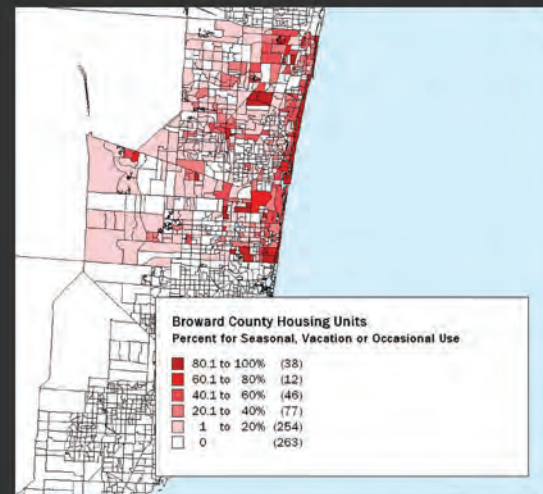


National Second Home Owners

- 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



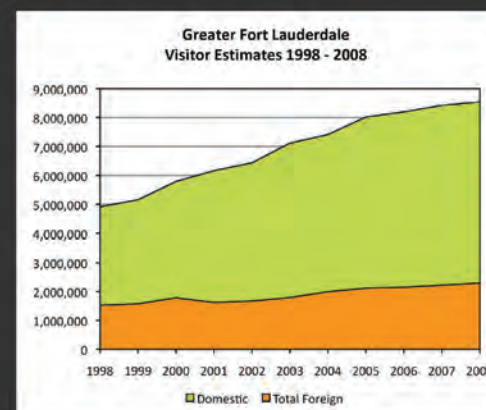
Second Homeowners



- 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



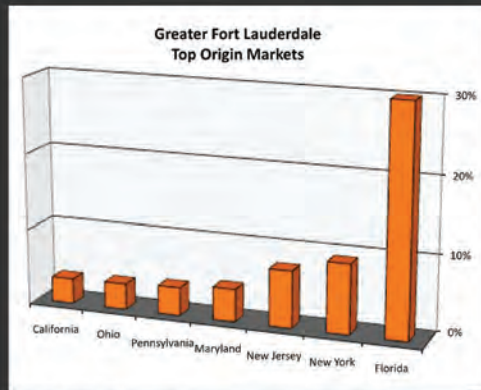
Source: Greater Fort Lauderdale 2009 Visitor Estimates

- 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



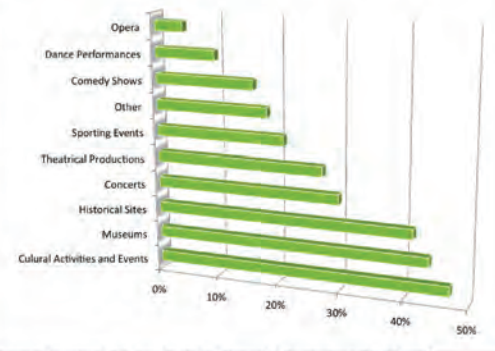
Cultural Tourists

- 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

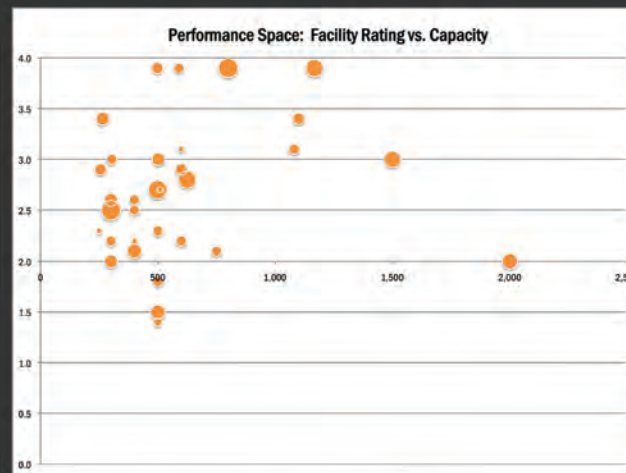
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Performance Facilities

- 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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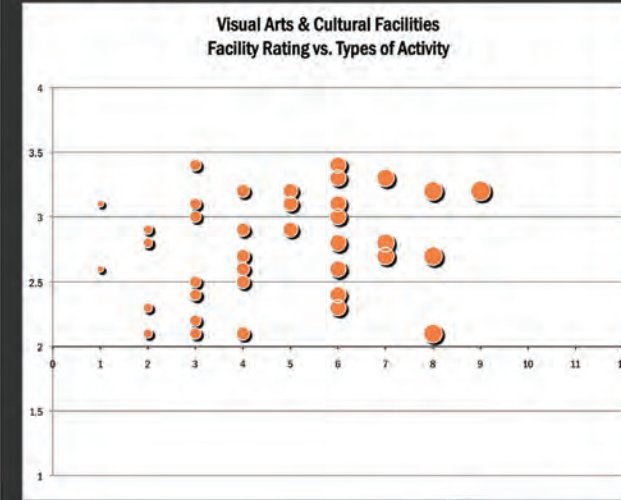
B. WMS MARKET STUDY

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.



B. WMS MARKET STUDY

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

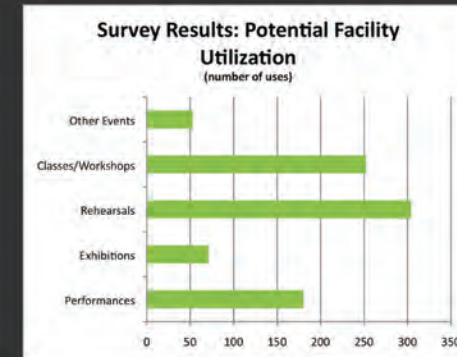
Survey Results

- 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

