

**APPROVED
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING MINUTES
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8TH FLOOR CONFERENCE ROOM
WEDNESDAY, MAY 11, 2011 – 3:45-5:15 P.M.**

| Board Members | Attendance | Present | Absent |
|---------------------------------|-------------------|----------------|---------------|
| Dev Motwani, Chair | P | 3 | 2 |
| Sheryl Dickey, Vice Chair | P | 5 | 0 |
| Miya Burt-Stewart (arr. 3:55) | P | 5 | 0 |
| Al Calloway | P | 5 | 0 |
| Christopher Denison (dep. 4:50) | P | 5 | 0 |
| Cary Goldberg | P | 3 | 1 |
| Jason Hughes | P | 5 | 0 |
| George Mihaiu | A | 3 | 2 |
| Cort Neimark | P | 4 | 1 |
| Ralph Riehl | P | 3 | 2 |
| Adam Sanders | A | 2 | 3 |

At this time, there are 11 appointed members to the Board, which means 6 would constitute a quorum.

Staff

Stephen Scott, Economic Development Director
Don Morris, Beach CRA Director
Patricia Smith, Economic Development Secretary III
Barbara Hartmann, Recording Secretary, Prototype, Inc.

Communications to City Commission

Motion made by Mr. Hughes, seconded by Mr. Riehl, that the City explore funding tourism-related marketing options in addition to what the Convention and Visitors Bureau provides, and consider other cities’ initiatives and funding sources to determine best practices for marketing our city. In a voice vote, the motion passed unanimously.

I. Call to Order & Introductions

Chair Motwani called the meeting to order at 3:51 p.m. Roll was called and it was noted a quorum was present. The members, Staff, and guests introduced themselves.

II. Approval of April 13, 2011 Minutes

Motion made by Mr. Denison, seconded by Mr. Goldberg, to approve the minutes of the April 13, 2011 meeting. In a voice vote, the **motion** passed unanimously.

III. Tourism Marketing Discussion

Chair Motwani explained that this Item would explain how marketing dollars are spent in the tourism industry. The bed tax paid by all hotels in the County goes toward funding the Convention and Visitors' Bureau (CVB), which markets the entire County. Some cities also use their own funds to market themselves. He advised that this Item would show the Board what is being done in other municipalities in order to determine whether there are additional steps Fort Lauderdale should be taking to promote itself and its businesses. He had asked Beach CRA Director Don Morris to look into what the city of Hollywood has done, as they use their Beach CRA to fund their own marketing campaign. In addition, Kathy Koch of Ambit Advertising has worked for a number of other municipalities, including Hallandale Beach, Oakland Park, and others.

Ms. Burt-Stewart arrived at 3:56 p.m.

Mr. Morris said he had reached out to Hollywood's CRA to determine their approach to tourism and what they spend on its funding. He referred the members to a handout, advising that the budget before the Board members is that of the Hollywood CRA, including a page that outlines how they use tourism dollars. He noted, however, that he and his Staff had made multiple attempts to get in touch with Hollywood by phone and email, but had experienced some reluctance by their CRA to go into further detail than providing their budget. The Beach CRA and downtown Hollywood spend roughly \$1.15 million annually on tourism.

He noted there are key differences between the cities. For example, Fort Lauderdale has not only a Beach CRA but a Northwest CRA, and the two separate areas do not combine their funds: money raised in each specific area is spent there. Mr. Morris advised that the Beach CRA budget is geared primarily toward public improvements, although they now does some event funding as well. They have not done tourism funding in the past, as there has been no direction of this nature from the Beach Redevelopment Board (BRB), the CRA Board, or the City Commission.

Mr. Morris explained that the Beach CRA in Fort Lauderdale also works with the Greater Fort Lauderdale Chamber of Commerce, and he sits on the Chamber's Beach Board. They fund the portion of the Sun Trolley that runs through the CRA, among other efforts. He reiterated that it is relatively new for the CRA to

help fund the Sun Trolley, or any other projects not related to capital improvements.

Vice Chair Dickey recalled that there were dollars left over in the Beach CRA budget, and asked if today's presentation suggested that more CRA funds would be dedicated toward tourism. Mr. Morris said the CRA takes its direction from the City Commission, and has received no such direction from the Commission at this time; instead, the Commission made it clear that they wanted to see specific public improvements, and Staff responded with a proposal for the funding of these projects. He recalled the Beach CRA proposed that roughly 8% of its annual CIP go toward special events. This totals approximately \$370,000 per year.

Chair Motwani noted that some of the Beach CRA's capital included expected future revenues. He asked if they had allocated 100% of these funds. Mr. Morris explained that the BRB had recommended the Beach CRA provide \$25 million toward the redevelopment of the Aquatics Center in addition to the public improvements already outlined in the Central Beach Master Plan. The Beach CRA's plan calls for the spending of most of their money. The Beach CRA "sunsets" in 2019.

Chair Motwani asked if there is additional funding in Hollywood or other municipalities that comes from any place other than a CRA. Mr. Morris said he had not looked into non-CRA funding. Mr. Riehl commented that Hollywood, for example, funded some tourism-oriented programs, such as marketing and transportation services, directly through their city government.

Kathy Koch advised that Ambit Advertising is currently the agency through which the Hollywood CRA funds tourism efforts. They act as a similar agency for other cities as well. She said there are no other cities in Broward County through which Ambit currently receives CRA funding for tourism, although previous campaigns in Boynton Beach and Delray Beach were funded through CRA dollars.

She characterized the work Ambit has done in Broward County as "pure marketing," which can mean anything from branding and logo creation to marketing specific venues, such as a performing arts center. Ms. Koch is a former chair of the Broward Alliance and currently sits on the board of the Broward Workshop, and has extensive experience in economic development and tourism outreach.

She provided a PowerPoint presentation for the Board, explaining that the City's efforts dovetail with the work of the CVB throughout the County. The recession is believed to be coming to an end, with national unemployment decreasing, which means people returning to work have slightly more disposable income to spend on vacations. In 2010, Broward County welcomed 10.84 million visitors, and

leisure travel was up by 7%. Pre- and post-cruise travel was up 6%, and the entire region exceeded the national average for hotel occupancy. Airport travel, traffic, and overall domestic and international travel increased as well, and airlines saw increases in 2010, with new planes and new flights coming to the local airport. They anticipate a 7-8% increase. Of the cruise passengers coming through the port, 42% spent a night or nights in local hotels either before or after their cruises.

Ms. Koch continued that the 47-65 age group represents the most valuable target for Fort Lauderdale in terms of both travelers and dollars spent. The next target group is between the ages of 30-46 and represents the second most valuable target.

In addition to these groups, Ms. Koch continued that there are various niche markets interested in south Florida, including "destination wedding" parties, eco-tourists, artists, fishermen, and gay/lesbian travelers. Visitors arrive by car or by air, or could come from other Florida cities for "daycations."

She explained that when a marketing campaign is put together, some of the considerations include "the landscape," which can mean print, television, radio, direct mail, and internet advertising, including social media. Ambit then places the City's message in the media where potential visitors might look for vacation information, as well as places where they might be looking for other information but happen to see an ad. She recommended that Fort Lauderdale be visible on sites such as Google, where individuals might look for "Florida vacation," as well as publications including potential vacation sites.

She referred the Board to the "Visit Florida" logo, advising that this is the State's marketing organization for tourism and the official source for travel planning. This venture makes mass purchases so Florida cities can be featured in national publications such as the *New York Times* or *Wall Street Journal*. This puts two or more cities and/or hotels together in the same publication.

Ms. Koch showed an example of an email promotion, which goes to individuals who have opted into receiving these emails. advertisements can also be featured in *Visit Florida* magazine, which is also available on the internet. These ads can be accessed via Kindle or smartphone as well as the internet.

She noted there are many television campaigns marketing Florida tourism, including campaigns that reach the major "feeder markets" of New York, Atlanta, Philadelphia, and Washington. 24% of all visitors to Florida come from these four markets. As a marketing partner, a city gets a ten-second television commercial that would dovetail with the 20-second commercial from Visit Florida. She concluded that Visit Florida is an important partner for the City, much like the CVB, as it offers so many opportunities to reach the target market.

Ms. Koch continued that the best media strategy is a mix of these resources, as it ensures that an audience is reached nationally as well as locally. She advised that when reaching out to tourists, it can be helpful to take a new look at the City's website, as it may be very informational but less attractive than other tourism sites. Ambit also uses targeted online sites that reach Florida audiences. National television is the most assertive and memorable way to get the message out.

Locally, she continued that most television advertising reaches not only Broward County but Miami-Dade and West Palm Beach. This helps promote local activity on the weekends for "daycation" visitors.

The most popular way to currently research and book a vacation is online, Ms. Koch said. This allows geotargeting of certain groups, so messages can be delivered to a specific metro area. Sites of this nature include TripAdvisor.com, priceline.com, and kayak.com, among others. There are also sites that target cruise visitors and individuals who use travel agents.

She reviewed print advertising as well, noting that many publications, such as *Florida Insider* and *Palm Beach Post Weekend Getaway*, encourage the in-state market to visit Fort Lauderdale. The CVB also distributes more than one million *Playbooks* annually, including both paper and online versions. She cited other publications that are commonly carried by local hotels as well.

The last piece of the puzzle is economic development, and Ms. Koch advised that the city of Hollywood feels while they do a good job of bringing in tourists, there must be things to do in their downtown area. This means tourism and economic development should be "one big piece." There is a focus on ensuring that restaurants and shops are full, which enhances a visitor's experience and makes them want to return to the city. Ms. Koch noted that the International Council of Shopping Centers holds an annual conference in Orlando, and city representatives can attend and find out if any retailers are interested in coming to the city.

Ms. Koch concluded that attracting visitors to the City is a challenge that requires commitment and dollars; however, the money can be well-spent and tailored to focus on a particular target. Ad campaigns have brought both visitors and economic development to cities.

Mr. Denison commented that he is a longtime resident of Fort Lauderdale, and recalled that in the 1950s the City was known as "the Venice of America," which indicated a focus on water. He noted that roughly half of the PowerPoint slides also featured water, but pointed out that none of the target markets listed were boaters, although the marine industry is the second-largest generator of economic development in the City, following the tourism industry. He advised that

visitors come to the City to experience the ambience of being around the water, and suggested this could be featured in an advertising campaign.

Ms. Koch agreed, and recalled that research sponsored by the Broward Alliance had shown a major motivating factor for individuals moving to Fort Lauderdale was “all about the water,” such as the ability to dock boats at their homes. Mr. Denison said there is a resurgence in interest in boating in the area, and cited the Fort Lauderdale Boat Show as another event that could be showcased.

Mr. Hughes noted that 92% of Americans listen to the radio once a week, and radio reaches a wider audience than television. Ms. Koch said Ambit uses more television than radio advertising; while radio is an excellent medium, she explained that some ads need to be visual. Ambit uses radio primarily for promotion of local events.

Mr. Hughes asked if the City of Fort Lauderdale has a marketing budget. Mr. Scott confirmed that there is not a budget item specific to marketing. He explained that “the significant minority” of other cities, such as Hollywood, have marketing budgets through the CRA. Vice Chair Dickey asked to know the nature of the City’s relationship with the CVB or the Greater Fort Lauderdale Chamber of Commerce with respect to marketing. Mr. Scott said the CVB is responsible for marketing for all of Broward County. He noted that roughly 50% of all tax dollars coming into the County come from Fort Lauderdale.

Vice Chair Dickey asked if the City had ever discussed how to get the full value of its tax dollars from the CVB. Mr. Scott advised that the City works regularly with the CVB, which he said does “an excellent job.” He pointed out that they are responsible for bringing major events, such as the recent Super Bowl, to the City; these events have brought many millions of dollars into Fort Lauderdale. The City has not challenged the CVB, however, with regard to how much money they spend directly to promote Fort Lauderdale versus other cities in Broward County.

Vice Chair Dickey explained that she was asking if the CVB is accountable for providing information on what they have done for Fort Lauderdale; she said she had believed the City had requested that the CVB share this information. Mr. Scott said he was not aware of any such request.

Chair Motwani said the money coming from Fort Lauderdale hotels goes to the County as a County tax; the County therefore decides how it will be spent. He noted that among the 31 cities in Broward County that are marketed by the CVB, he felt Fort Lauderdale already gets “a fair share of their attention.”

Mr. Hughes returned to the issue of whether or not the City has its own money for marketing for tourism. Mr. Morris said the only way he felt tourism marketing was done through the CRA was when an event budget includes a marketing

component; however, the CRA does not do any marketing for the City as a whole. Chair Motwani stated that the City has not used general funds for this purpose. Mr. Hughes said for the purpose of developing further economic growth, perhaps the City should hire someone for this purpose, or provide the Economic Development Department with sufficient funds to do so. Mr. Scott clarified that the Department's marketing budget is \$5000.

Ms. Burt-Stewart said while she did not feel the City received its fair share of marketing, the Broward Alliance uses the City of Fort Lauderdale as a point of recognition, as more people are aware of the City than of Broward County as a whole. She said many of its campaigns are to the benefit of Fort Lauderdale, and pointed out that the City does not make monetary contributions to the Broward Alliance's campaigns.

Ms. Koch said it is recognized that Broward County is not a destination: the destination is, most often, Fort Lauderdale. While the CVB may be marketing the area as Greater Fort Lauderdale, the City's name is used for purposes of recognition. She advised that in discussing naming issues with the Broward Alliance, it was recognized that if more business and tourism can be brought to the City and County, the name is not of particular importance.

Mr. Riehl agreed that the City is "getting a great deal" from the CVB being known as the Greater Fort Lauderdale Convention Visitors' Bureau: while it is funded by 31 cities, it bears the name of one. He said he was not comfortable suggesting that the CVB is not doing enough for the City, citing the CVB's work in bringing more cruise passengers through the port.

Mr. Riehl asked Mr. Scott for a brief update on the program of bringing cruise ship passengers to the City. Mr. Scott said the program is up and running every weekend; while they are struggling a bit and more promotion is needed, he felt it is doing well overall. He noted that there may eventually be more of a focus on Downtown Fort Lauderdale rather than the Harbor Shops as the primary hub.

Mr. Riehl continued if there is marketing done for the City, it should be done for the riverfront. He noted that many of the shops in the Riverwalk area are closed, and advised that most of the cruise passengers prefer to spend time shopping in the City, as they are experiencing a beach as part of their cruise. He emphasized the need to market and develop the Downtown area, and suggested that they could ask the CVB for more assistance in this area.

Mr. Scott explained there is a need to accept the difficult realities of the current economic situation. While it is admirable that other cities can budget for marketing, there are no additional funds for a marketing budget for the City at this time. With regard to the CVB, he added that he is often the individual who regularly interacts with this group, and stated that it could be counterproductive to

take a confrontational stand over how Fort Lauderdale dollars are spent. He suggested that it might be possible to ask for specific changes.

Mr. Riehl said the CVB does a great many studies on their own, and can often inform the City where they think opportunities are lacking, such as hotels, restaurants, transportation, and specific areas. He felt this is a good partnership between the County and the City, and pointed out that “they’re experts and we’re amateurs” in this area.

Chair Motwani said there is no question that the CVB is primarily funded by bed tax dollars generated in Fort Lauderdale; he felt the CVB respects this, and advised that he has seen the effects of the work that they do. He noted that he has also seen the work done by the Hollywood CRA, which also has a very effective strategy. While the Beach CRA is not using funds for marketing at present, he felt this could be something to explore in the future to supplement the work the CVB is doing on the City’s behalf. He emphasized that this is not intended to reflect negatively on the CVB, but to potentially enhance efforts in marketing Fort Lauderdale.

Vice Chair Dickey clarified that her intent was for the Board to point out the areas of possible concentration they would like the CVB to focus on as they promote the Greater Fort Lauderdale area.

Mr. Denison left the meeting at 4:50 p.m.

Mr. Scott said one way to reach out to the CVB would be to ask one of its representatives to speak to the Board. Chair Motwani agreed that this would be a very good future Agenda Item. Mr. Riehl stated again that it is very important to maintain a positive relationship with the CVB because of the benefits it brings to the City.

Chair Motwani asked if the Board wished to communicate any of these wishes to the City Commission. Mr. Hughes suggested that they could ask the Commission to explore the use of City dollars toward marketing.

Vice Chair Dickey added that the City’s CRAs, as previously noted, are for specific areas. She proposed asking the City Commission to consider targeting CRA dollars for marketing in those areas. Chair Motwani reiterated that the request would be to explore what other cities are doing in order to be competitive in the tourism market.

Motion made by Mr. Hughes, seconded by Mr. Riehl, to the City Commission, that the City of Fort Lauderdale explore other options to market the City and consider other cities’ initiatives and seek funding sources [for marketing]. In a voice vote, the **motion** passed unanimously.

The Board agreed that the **motion** would be sent as a communication to the City Commission.

Ms. Koch recommended that the Board look into best practices from other cities to help determine how they might proceed. She noted that Miami-Dade, for example, had a \$5 million budget with matching county dollars; however, one positive aspect of the Broward Alliance reaching out to the private sector for funding was that the use of the dollars was not controlled by the County. There had ultimately been several local businesses that contributed toward specific economic development initiatives, such as bringing corporate headquarters to the City.

Mr. Riehl asked if the State legislature had de-funded the Visit Florida program. Chair Motwani advised that “a number of groups” were merged with the program, which resulted in changes to its inner hierarchy; however, their funding remained. Ms. Koch added that the Governor is supportive of tourism.

Mr. Scott agreed that looking into other communities’ best practices was a good idea, although he pointed out that “the situation is a little different” in Hollywood and possibly in other cities as well.

The Board thanked Ms. Koch for her presentation.

The following Item was taken out of order on the Agenda.

V. Director’s Report

Mr. Scott stated that the Broward Alliance had just brought a new corporate headquarters, Private Jet Charter, to the area. They are a very prestigious business, operating out of London, Dubai, and now Fort Lauderdale. They selected Las Olas rather than the Executive Airport as the location for their headquarters. There will be approximately ten highly-paid employees, not including pilots. He advised that there is great potential for growth in bringing this headquarters to the City.

IV. Expedited Permitting Resolution

Mr. Scott referred the members to a handout containing the Resolution, stating that it is the result of an initiative between the Broward Alliance and WorkForce One to have all 31 cities in Broward County implement an expedited permitting process for job creation. Thus far, two cities have participated before Fort Lauderdale. He explained that when a company can definitively show they will create a minimum of 10 jobs, which is in keeping with the City’s Economic Development Ordinance, the City will in turn “do anything possible” to ensure firm timelines and short waits for permitting, plan reviews, and other related

procedures. This was discussed at the last City Commission Conference Agenda meeting, and the Commission strongly endorsed the initiative and requested that it be brought back to their next meeting as well. Work has proceeded with various Departments, including Building, Engineering, and Planning and Zoning, to ensure that the Ordinance is clearly stated and will work. Mr. Scott expressed confidence that it will pass the City Commission's vote.

Motion made by Mr. Riehl, seconded by Vice Chair Dickey, to support the Resolution on expedited permitting as presented.

Ms. Koch said this was a very valuable Resolution, as many businesses have forgone work in the City due to the slow speed of the permitting process.

In a voice vote, the **motion** passed unanimously.

Mr. Riehl requested an update on the business concierge program. Mr. Scott said 116 applications are being reviewed, and a committee is meeting to winnow these down to 10 candidates for interviews. The estimated hire date of June is still on track.

VI. Old / New Business

- **Communications to City Commission**

It was noted that the Board had stated their communication earlier in the meeting.

There being no further business to come before the Board at this time, the meeting was adjourned at 5:09 p.m.

[Minutes prepared by K. McGuire, Prototype, Inc.]

Ambit Advertising & Marketing Presentation



Attracting Tourists to Fort Lauderdale

National Trends for Positive Impact on Fort Lauderdale

- National unemployment rate down
- Hotel occupancies exceeded national average
- Airport traffic up 8.9%
- Port Everglades travel is up / multi-day cruises increased 17 percent
- 83% US families will travel



Target Markets

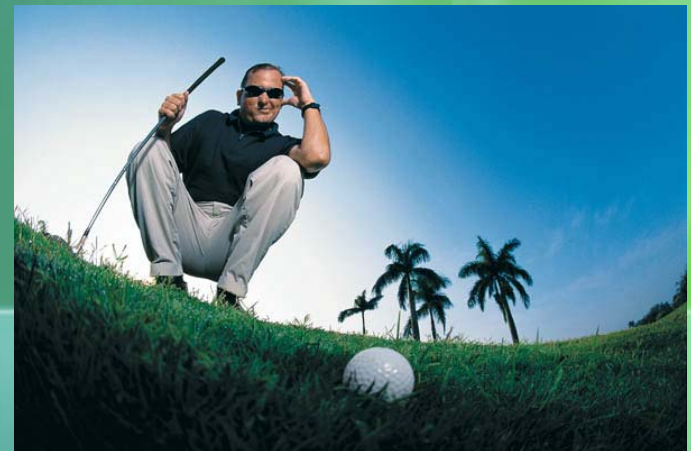
What ages and demographic?

- Baby Boomers ages 47 – 65 (largest volume of travelers)
- Generation X ages 30 – 46
- Non-U.S. residents



Niche Markets

- Romantic Destination Weddings?
- Sports/Outdoor Nature?
- Cultural/Arts Enthusiasts?
- Fishermen?
- Golfers?
- GLBT?



Geographic Markets

Create preference for Fort Lauderdale's downtown and beaches by targeting individuals

- Planning a summer vacation in Florida arriving by air
- Florida drive market: Includes Broward, Palm Beach, Naples, Tampa/St. Petersburg, Orlando, Fort Myers, Sarasota planning an in-town / “staycation” / “daycation”
- Vacationers extending cruise vacation
- Local Fort Lauderdale / tri-county residents

Media Options

- Print
 - Magazine
 - Newspaper
- Broadcast
- Direct Mail
- Internet



- Florida's official source for travel planning
- Promote tourism year round
- Provide cost-effective cooperative advertising campaigns to partners

VISIT FLORIDA Email Program

- To consumers who requested travel planning information
- Select message, target and when to send it
- Target audience by location or demographic
- \$4995.



VISIT FLORIDA Print

- To consumers who requested travel planning information
- 300,000 circ.
- Digital, VisitFlorida.com and Kindle
- Free Reader Response
- QR codes
- \$2,670 (1/12th p)



VISIT FLORIDA TV campaign

- Top four feeder markets
- :10 spot with VisitFlorida :20 spot
- Early Morning, Early News, Late News on ABC, FOX, cable
- Adults 25-54
- \$7,500



Media Strategy

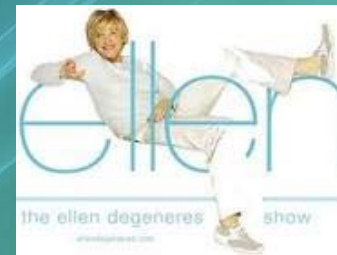
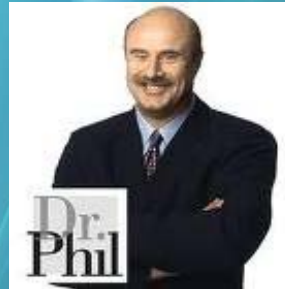
- Use media proven to be effective at reaching specific target audiences
- Run television to reach national travelers as well as local and Florida drive audiences
- Place print ads in specialized travel publications, newspapers and magazines distributed in local hotel rooms with emphasis on placements that generate leads and provide ongoing information to visitors
- Use targeted online sites to reach local and Florida drive audiences.

National Television





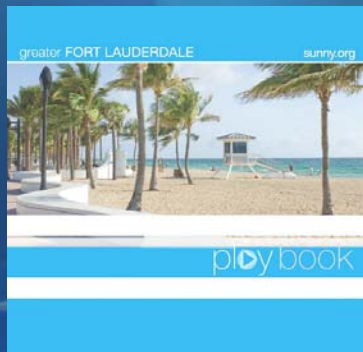
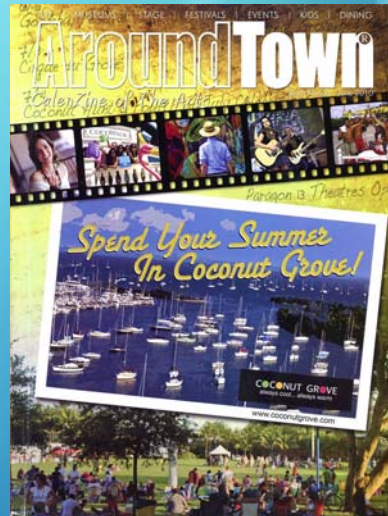
Local Broadcast



Online



Print Media



Economic Development

Focus on attracting retail businesses

- ICSC (International Council of Shopping Centers)

Shopping Center World
Annual Retail Convention

- ULI (Urban Land Institute)

Urban Land Magazine



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