

**PARKS, RECREATION, & BEACHES BOARD MINUTES  
CITY OF FORT LAUDERDALE  
100 NORTH ANDREWS AVENUE  
CITY HALL, 8<sup>TH</sup> FLOOR CONFERENCE ROOM  
WEDNESDAY, AUGUST 25, 2010 – 7:00 P.M.**

**Cumulative Attendance**

<b>Board Members</b>	<b>Attendance</b>	<b>Oct 2009- Sept 2010</b>	
		<b>Present</b>	<b>Absent</b>
Mark Hartman, Chair	P	8	0
Sean Fee, Vice Chair	P	6	2
Curtiss Berry	P	8	0
Betty Shelley	A	6	2
John Verkey	P	6	2
Matthew Weiss	A	6	2
Robert Payne	A	6	2
Larry Mabson	P	6	2
Jeffrey Cannon	A	5	3
Marilyn Markus	A	5	3
Bruce Quailey	A	7	1
Cindy Bucher	P	5	2
Joe Bellavance	A	7	1
R.L. Landers	P	7	1

Currently there are 14 appointed members to the Board, which means 8 would constitute a quorum.

**Staff**

Stacey Daley, Administrative Assistant  
Terry Rynard, Assistant Director, Parks and Recreation Department  
Gerry Roberts, Park Ranger Supervisor  
Carol Ingold, Park Supervisor  
Wayne Jessup, Deputy Director, Planning and Zoning Department  
Jenni Morejon, Principal Planner, Planning and Zoning Department  
Brigitte Chiappetta, Recording Secretary, Prototype, Inc.

**Communications to City Commission**

None at this time.

**Roll Call**

Chair Hartman called the meeting to order at 7:03 p.m. It was noted a quorum was not present.

Chair Hartman explained that there had been two resignations from the Board. Assistant Director Rynard advised this meant there were eight members needed to constitute a quorum.

Roll was called and all stood for the Pledge of Allegiance.

### **Approval of Minutes**

Assistant Director Rynard provided the Recording Secretary with her corrections to the June 23, 2010 minutes, noting that they were "brief language changes."

Ms. Daley pointed out that minutes could not be approved in the absence of a quorum.

#### **1. Department Report – Assistant Director Rynard**

Assistant Director Rynard informed the Board that public budget hearings are scheduled for September 7 and 21 at City Hall at 6 p.m. She recalled that this is a "very tight budget year," and the City Commission has asked the City Manager and Staff to tighten their budgets still further. She encouraged members who have strong feelings about any particular budget items to keep these dates in mind.

She noted that Ed Angelbello and Mark McCormick have both resigned from the Board.

The second annual Dolphin Days are scheduled for September 24 at Huizenga Plaza, and the Irish Golf Classic, which raises funds for the St. Patrick's Day Parade and Festival, will be on September 19.

Chair Hartman returned to the budget, asking if there will be further cuts to the Parks and Recreation Budget. Assistant Director Rynard said the Department has submitted both a list of further potential cuts and the impact that these cuts would have to the City Manager.

Vice Chair Fee asked if the cuts would affect programming. Assistant Director Rynard agreed this could be a result of further cuts; she added that the Department has lost 38 positions in the last two years, with an additional attrition amount of \$700,000 for next year.

Mr. Landers asked how this year's budget proposal compares to last year. Assistant Director Rynard replied this year is down roughly 12.5% overall.

Chair Hartman noted that Staff deserves a great deal of credit for the quality of programming, facilities, and morale.

## **2. Riverwalk District Plan – Assistant Director Rynard, Jenni Morejon**

Assistant Director Rynard introduced Deputy Director Wayne Jessup and Principal Planner Jenni Morejon from the Planning and Zoning Department.

Ms. Morejon recalled that a presentation had been made to the Board in March 2009, before the City Commission approved the contract for the Riverwalk District Plan. She explained it was important to provide an update to ensure the plan addresses some of the Board's goals and visions for the City. The final plan will be presented to the City Commission on October 5, 2010, and will be available as a PDF at that time. She offered to forward copies of the final plan to interested Board members.

The plan addresses what happens in public spaces in the Downtown area, including events, physical improvements, and management aspects. The design principles used in the plan came from the 2008 New River Master Plan, and include the following:

- Envisioning the river as “the center of downtown” rather than dividing the north from the south;
- Encouraging daily life and activity as well as events;
- Providing a variety of experiences;
- Strengthening links to surrounding neighborhoods and other destinations;
- Tying these principles together with landscaping and “exceptional architecture.”

She continued that a market study was developed to determine who is visiting the Riverwalk District and measure the market demand of existing attractions to bring more activity into the District. The team concluded that there are “great spaces” in the Riverwalk area, but they are presently underused, often lacking the necessary infrastructure to support a variety of events. It can also be “difficult or expensive” for smaller groups to come into the District and hold smaller events.

Ms. Morejon cited some of the Department's partners, including the Museum of Art, NOVA Southeastern University, the Art Institute, Florida Atlantic University, the DDA, the Riverwalk Trust, and the Parks and Recreation Department, which help make Riverwalk work as it does today. One goal is to make these partners' activities complementary to one another.

She showed a conceptual drawing of the Riverwalk District, noting that early plans focused primarily on those blocks north and south of the river itself. Plans have now been modified to focus on areas that require enhancement. These have been identified as the Las Olas Connection, which connects the two sides of the river; the River Crossroads, or “the heart and soul of Downtown;” the River

Plaza, where the water creates a large basin and connects with Esplanade Park and the Broward Center; and the River Connections, which include the streets leading to the river from the surrounding neighborhoods.

She noted that the consultants have identified Smoker Park as a potential "family park" for the Downtown area, where holiday and community events could be staged. Until the approved plan at the Icon development site is constructed, this space could be used for outdoor cafés or pedestrian access as well as local events. Another goal is to clear away some of the "understory," such as low-lying trees, from Smoker Park to enhance safety and pathways.

For the River Crossroads area, there are opportunities for uses such as the Riverwalk Trust's Urban Market on the Courthouse's "off days" or weekends, which would activate the south side of the river. The plan also encourages celebrating bridges in the downtown area through lighting exhibitions and other improvements. Ms. Morejon noted that open spaces in this area, such as Huizenga Plaza, do not provide a great deal of shade for everyday activities; the proposal is to make this the "festival park" for the area, featuring events such as Dolphin Days, concerts, or sports event viewings.

She advised that most of the Las Olas Riverfront is not under the City's control; however, ideas for this space include outdoor dances and art classes to activate the space. Cafés or bike rentals could be provided for the space under the bridge.

On the River Plaza, which includes the Historic District, the Performing Arts Center, and Esplanade Park, ideas for events include "weddings or small parties," which already occur in the area. Some ideas include creating "grand spaces," such as a stage where cultural events can be held, in Esplanade Park. Low trees, which prohibit mobility, could be cleared to enhance pedestrian spaces and views, while larger trees remain to create a canopy.

She concluded that the River Connections area, which includes the river itself, provides an opportunity for "barge bands" to perform while traveling up and down the river. Other opportunities include improved view corridors and wayfinding signage, and creating areas for people to sit.

Vice Chair Fee departed the meeting at 7:43 p.m.

Ms. Morejon moved on to discuss managing the area, pointing out that the amenities discussed above would have to be maintained. Consultants have studied other areas in the country to which the Riverwalk District is compared, and have found that management is "completely operated by a governmental entity" or by a private developer. In Fort Lauderdale, however, different partners

have come together to work, such as the Riverwalk Trust, the DDA, and the City's various Departments that deal with public safety and maintenance.

The consultants' recommendation is that management be "a combined effort with the City at the lead." The City would have a Riverwalk Coordinator on staff who would report directly to the City Manager to ensure that City Departments and outside groups are working collectively toward the same goal. Each group's role would be clearly defined by contract, and the goal is that the District should be so successful that it creates a sufficient funding stream to support itself.

She concluded that when the plan is presented to the City Commission, there will have been public meetings with various advisory bodies, such as today's meeting, and with community members. The plan will focus on physical improvements to the District, a menu of events that could take place, and the recommended approach toward its management. They will ask the City Commission to allow completion of a business plan, which will include a budget and an operating pro forma.

Mr. Berry noted that the City should consider the need for restrooms if the space beneath the bridge is used, and suggested that there are creative ways to decorate Lester's Bridge downtown as part of the area's beautification.

Mr. Landers recalled that events had once been held along the river in Smoker Park, but this was no longer done for various reasons, including lack of adequate parking. Ms. Morejon noted that the Planning Department is coordinating with the County on the new courthouse proposal, so there may be an opportunity for a new parking garage in the area.

Mr. Verkey agreed with Mr. Berry that restrooms are an issue, and recalled that there had once been raft races on the river, which could be an attraction.

Chair Hartman noted that improving "day use" of the area seems like one of the greater challenges facing the plan, as well as one of the keys to the plan's success. He also agreed the parking issue can be a problem for the Downtown area, and suggested that promotion of biking could be part of the solution. He concluded that the plan is "fantastic" and stated it was clear the Planning and Zoning Department has been hard at work since its last presentation of the plan in 2009. He felt the plan will draw in tourism dollars as well as enhance the safety and security of the area.

### **3. Centennial Markers – Assistant Director Rynard**

Assistant Director Rynard introduced Wingate Payne, member of the Centennial Celebration Committee, and Carol Ingold, Park Supervisor.

Ms. Payne explained that one initiative of the Centennial Celebration Committee is to educate Fort Lauderdale residents about the City's history. As part of this educational effort, they plan to install markers at historic sites around the City. Two of these will be placed at the first two forts of William Lauderdale; one will be located at the Annie Tommie Seminole Camp; and an application was just sent in to recognize the 50<sup>th</sup> anniversary of the wade-ins of July 4, 1961, which was a major step toward public desegregation of the City. The Committee is planning a commemoration of the wade-in with the help of the Parks and Recreation Department and several Fort Lauderdale churches. The marker will be placed on the Las Olas Plaza on July 4, 2011.

Ms. Payne noted that the state marker program recognizes places of state heritage rather than City history alone. Only three such markers are currently located in Fort Lauderdale. She noted that there is potential for "many histories" related to the City's parks, such as plaques at parks named for individuals which explain who the individuals are. The Committee has selected 10 individuals for recognition in this manner, primarily those for whom the older or larger parks were named. Ms. Payne said she hoped this will be "the beginning of a program" to recognize these citizens, and perhaps the Board could recommend that the City carry the program forward.

Ms. Ingold pointed out that the markers are funded, and the City is taking quotes for the park plaques.

Ms. Payne added that the Committee is encouraging existing events to "Centennialize" in 2011 by referring to their own or the City's history.

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

**5. Board Comments / Communications to the Commission -- Chair Hartman**

Chair Hartman advised that the Florida Recreation and Park Association (FRPA) state conference begins on Monday, August 30, in Orlando. Its website, [www.frpa.org](http://www.frpa.org), offers interactive features for those who are interested but cannot attend.

He encouraged the members to consider participating in the "Each One Teach One" mentoring program, which pairs adult volunteers with students. A required training session is scheduled for September 11. Tutors in computer literacy are also needed.

The Broward Trust for Historic Preservation will hold a painting party on September 25 at 10 a.m. at the Annie Beck House in Middle River Terrace Park. Volunteers are asked to bring their own ladders.

He distributed copies of news articles of interest to the Board members and Staff, as well as copies of free publications.

Assistant Director Rynard explained that in the absence of a quorum, Item 4 would be postponed until next month's meeting. She urged the members to review the information they had been given on this topic in the interim.

Mr. Berry stated the lights had been turned on at Floyd Hall Field for over 90 minutes when they should have been off. He expressed concern about this as a waste of funds during a difficult budget year. Chair Hartman explained this was an operational issue, and individuals could call the Department to inform them when this occurred. Assistant Director Rynard added that the City Commission has tentatively approved the use of automated lights or "on-demand lighting" to cut down on use of lights at some facilities. She noted as well that the Rangers are not always able to turn off lights manually at exact closing hours.

Mr. Mabson asked if the City could consider motion-sensitive lights in areas not used for activities, such as adjacent sidewalks. Assistant Director Rynard said these are used as low-voltage security lights in some locations.

Mr. Verkey said the lightning detectors had worked well at a recent game.

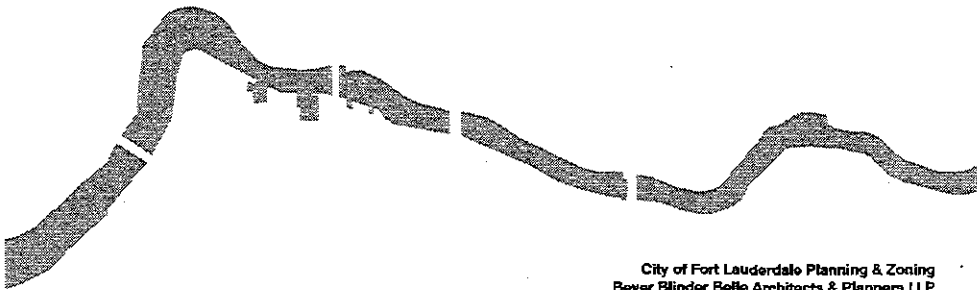
There being no further business to come before the Board at this time, the meeting was adjourned at 8:30 p.m.

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

# ARTS AND ENTERTAINMENT IN THE RIVERWALK DISTRICT

FORT LAUDERDALE, FLORIDA

## RIVER HISTORY

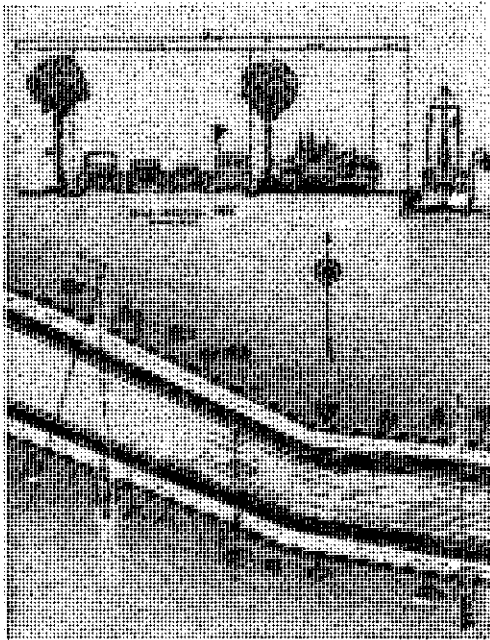


City of Fort Lauderdale Planning & Zoning  
Beyer Blinder Belle Architects & Planners LLP  
Karin Bacon Events  
Raymond Jungles, Inc.  
Rhodeside & Harwell  
Webb Management Services

April 2010



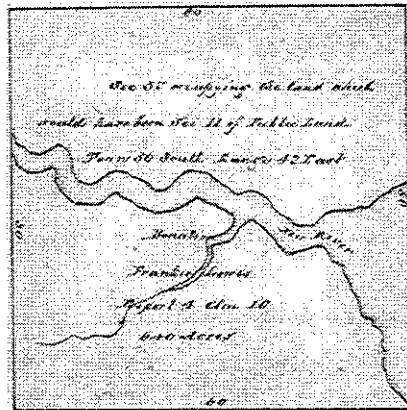
## RIVER HISTORY | "New River"



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

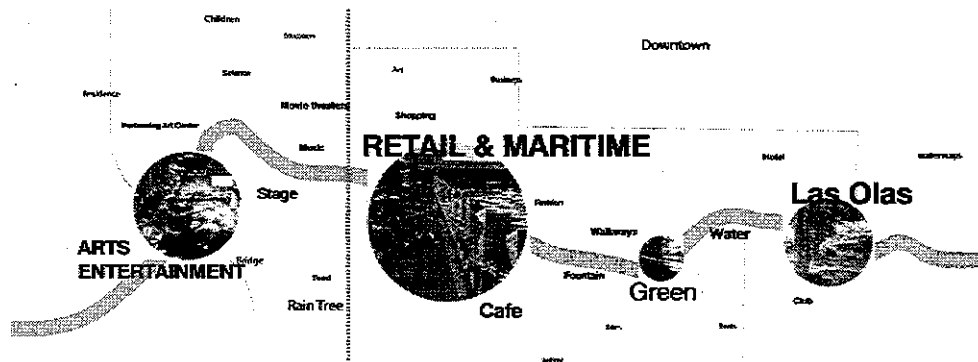
The areas along the edge of the water became public domain, allowing for this invaluable public space



## RIVER HISTORY | New River Master Plan



## RIVER HISTORY | New River Master Design Principles



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

## RIVER HISTORY | Today

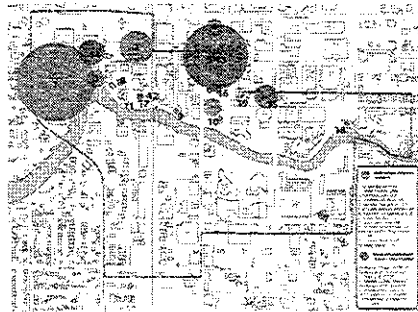


RIVER MARKET STUDY

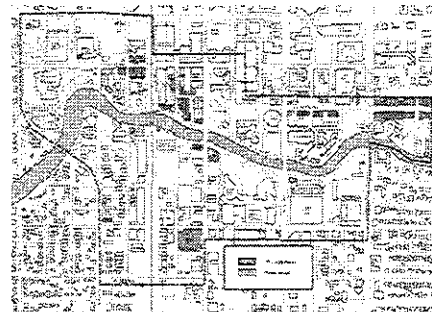
RIVER MARKET STUDY



## RIVER MARKET STUDY | Goals And Actions



Existing Performing and Visual Arts Venues and Capacity



Occupied and Vacant Retail Space

### Goal

Strengthen/expand the Arts and Entertainment District identity through existing public spaces and underutilized 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

## RIVER 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 the Arts

#### 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

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

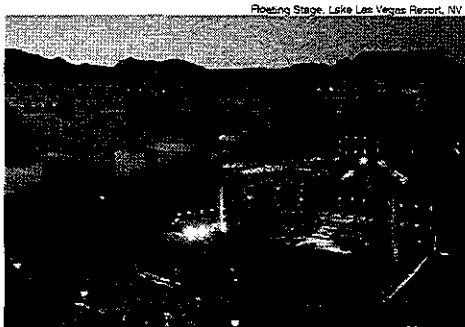
#### DDA

Leverage and program Huizenga Plaza activities

#### MODS

Develop programming on and relevant to the Riverwalk

## RIVER MARKET STUDY | Recommendations



Addison Circle Park, Addison, TX



### Overall Recommendations from 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

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

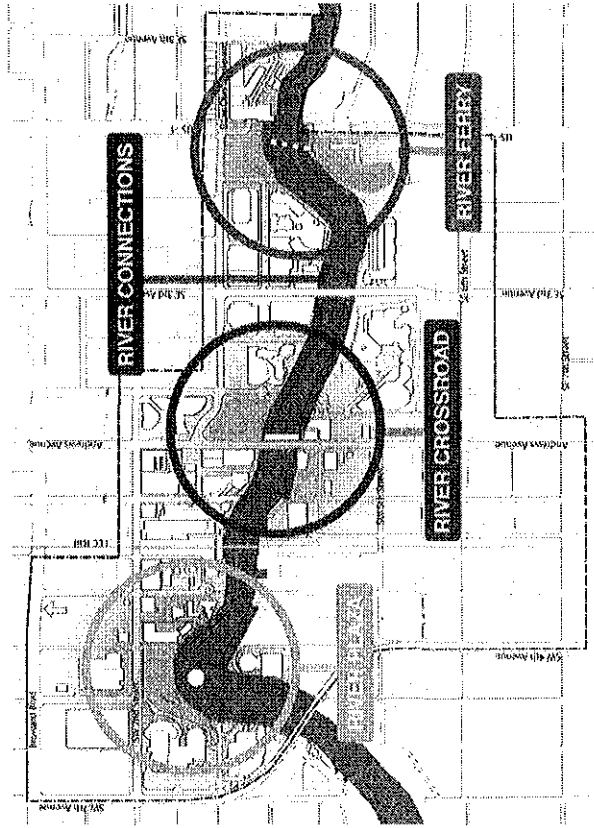
#### Long Term Facilities

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

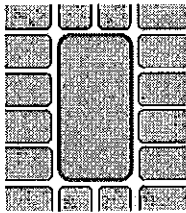
**The combination creates the destination.**

## ACTIVATION STRATEGY

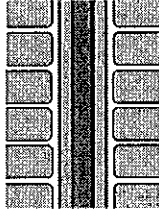
ACTIVATION STRATEGY | Approach



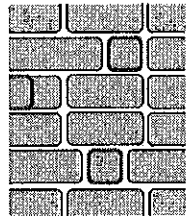
ACTIVATION STRATEGY | Urban Park Typologies



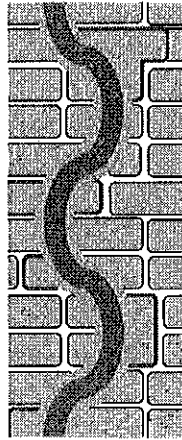
central park  
city/park separation



central river-park  
city/park separation

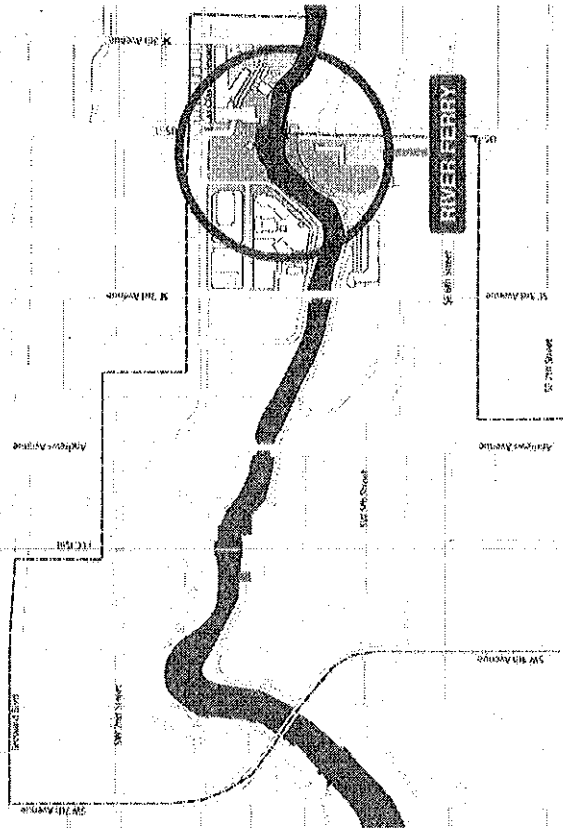


dispersed parks  
isolated/disconnected



'beads on a string' urban waterfront  
variety and inter-connection

**RIVERWALK | RIVER FERRY**



**RIVER FERRY | Smoker Park**

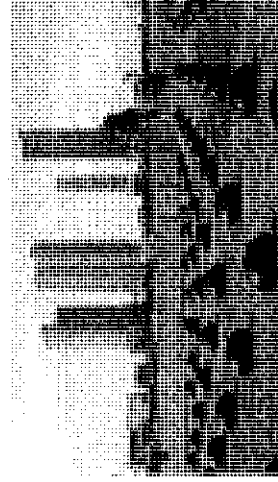


RIVER FERRY | Smoker Park's Spooky Halloween Festival



FAMILY PARK

RIVER FERRY | Art in Smoker Park



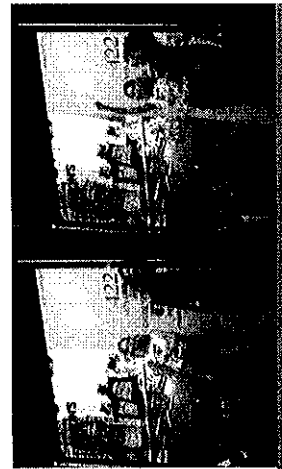
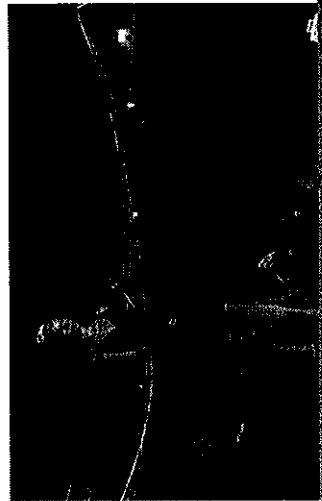
IMAGINATION



RIVER FERRY | Icon Site, Stranahan House, Laura Ward Plaza

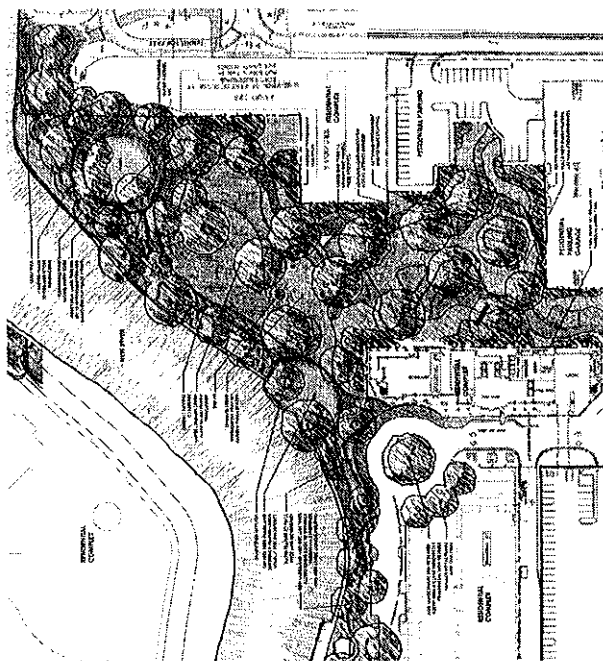


RIVER FERRY | Fashion's Night Out

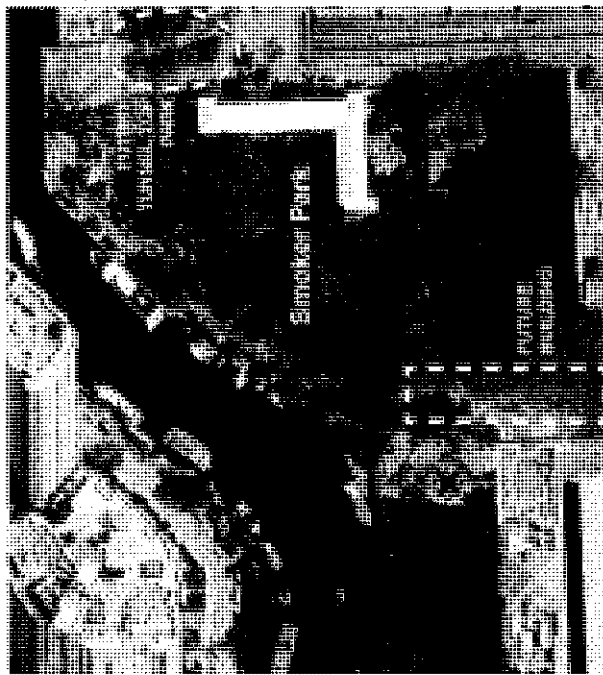


[LINK TO LAS OLAS](#)

RIVER FERRY | Smoker Park



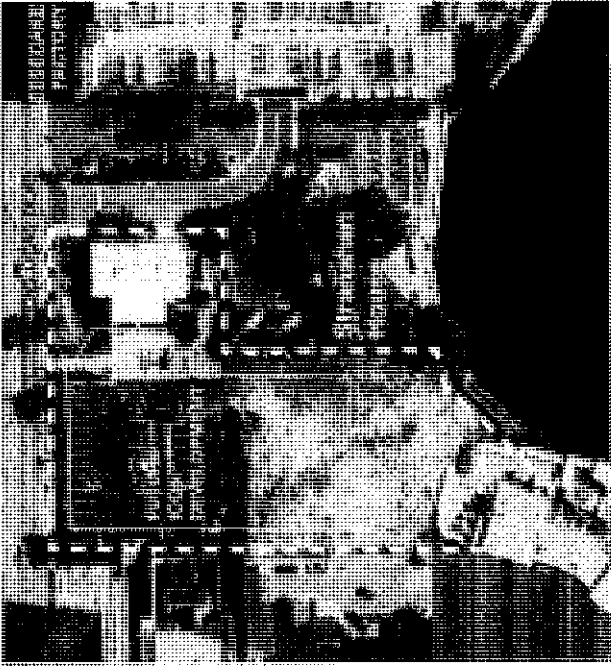
RIVER FERRY | Smoker Park



**RIVER FERRY**



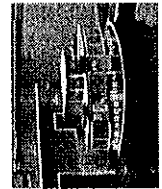
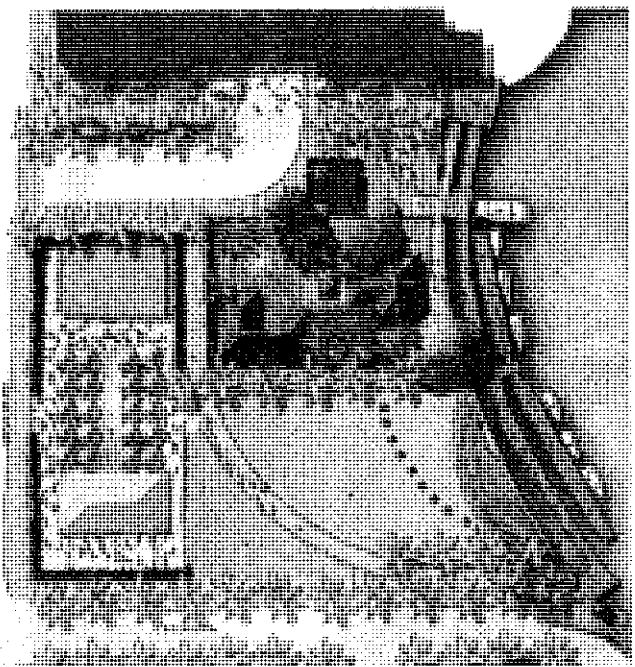
Icon Site, Stranahan House, Laura Ward Plaza



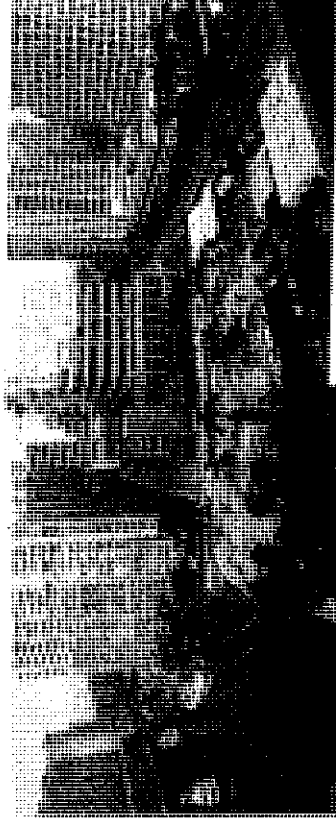
**RIVER FERRY**



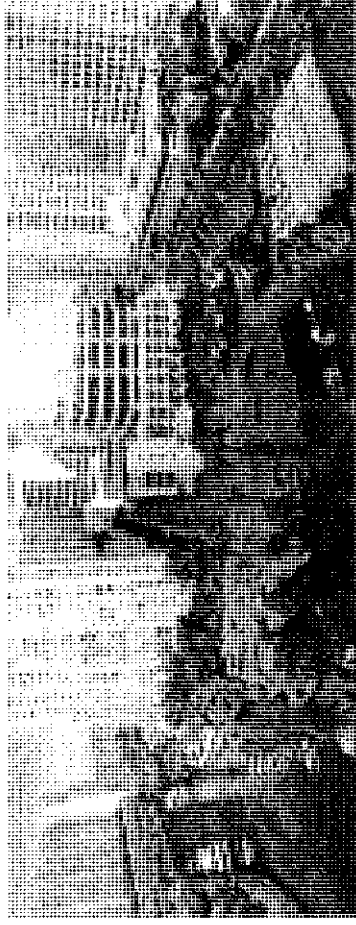
Icon Site, Stranahan House, Laura Ward Plaza



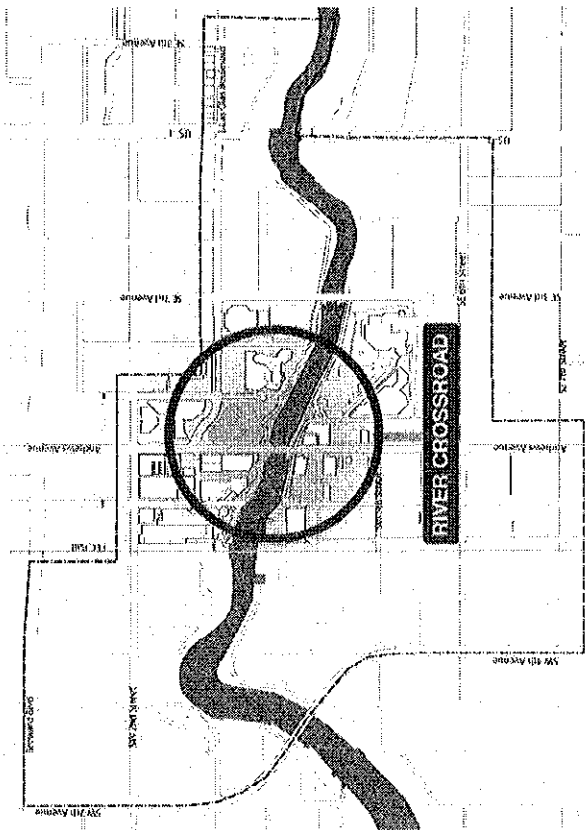
RIVER FERRY | BEFORE



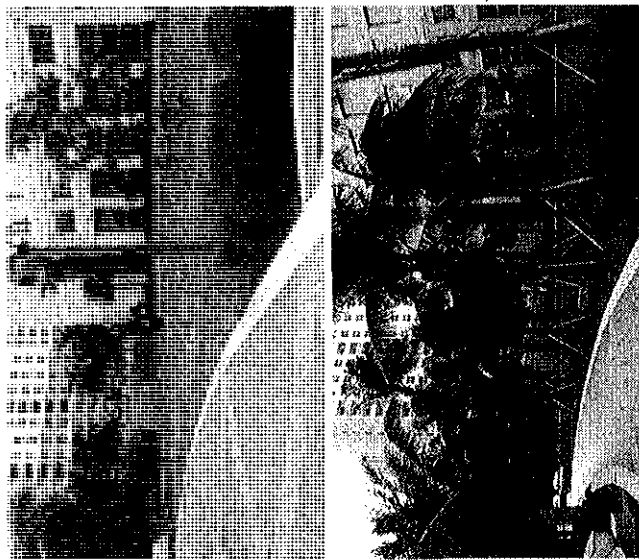
RIVER FERRY | AFTER



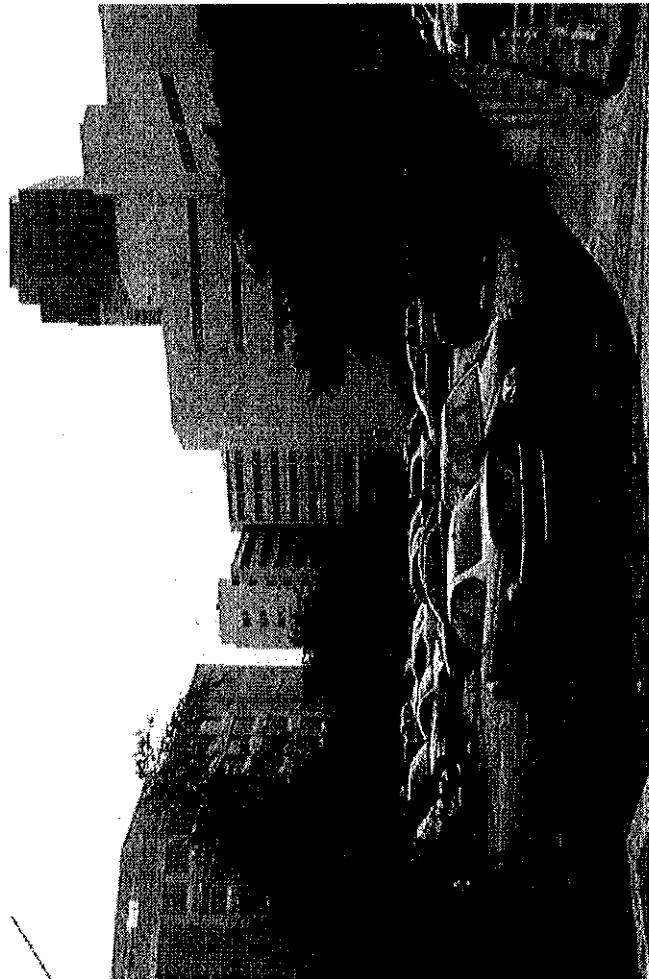
**RIVERWALK | RIVER CROSSROAD**



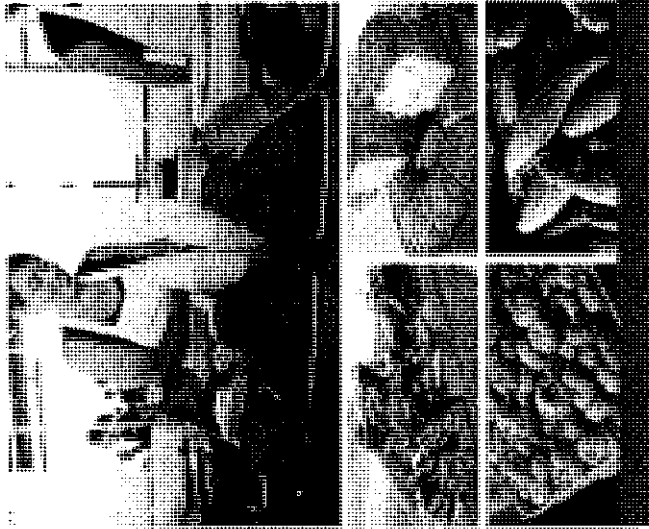
**RIVER CROSSROAD | Tree Harmony Program Success**



**RIVER CROSSROAD** | Court House Square



**RIVER CROSSROAD** | Riverwalk Food Market Court House Square

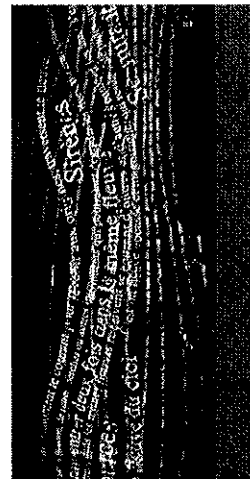
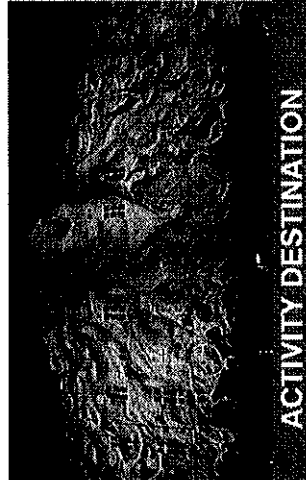
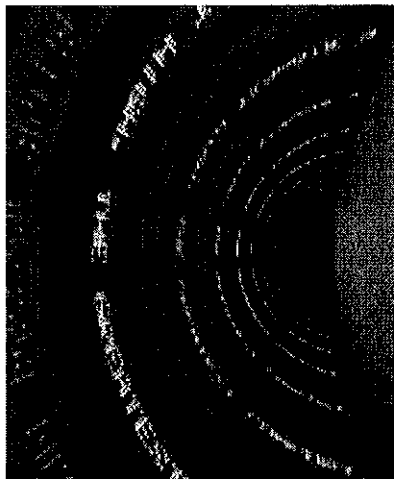
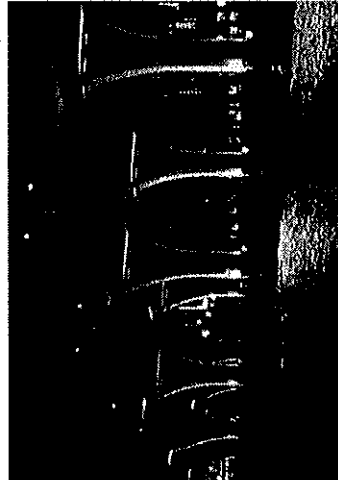


PHOTOGRAPHY BY [unreadable]

**RIVER CROSSROAD** | Andrews Bridge River Crossing



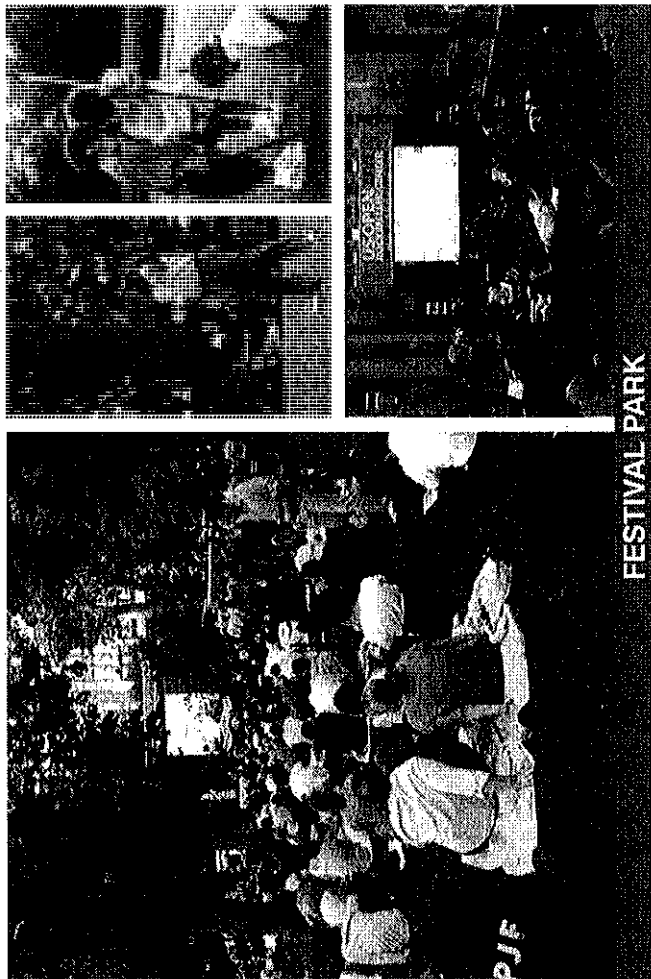
**RIVER CROSSROAD** | Public Lighting Exhibitions



**RIVER CROSSROAD** | Huizenga Plaza

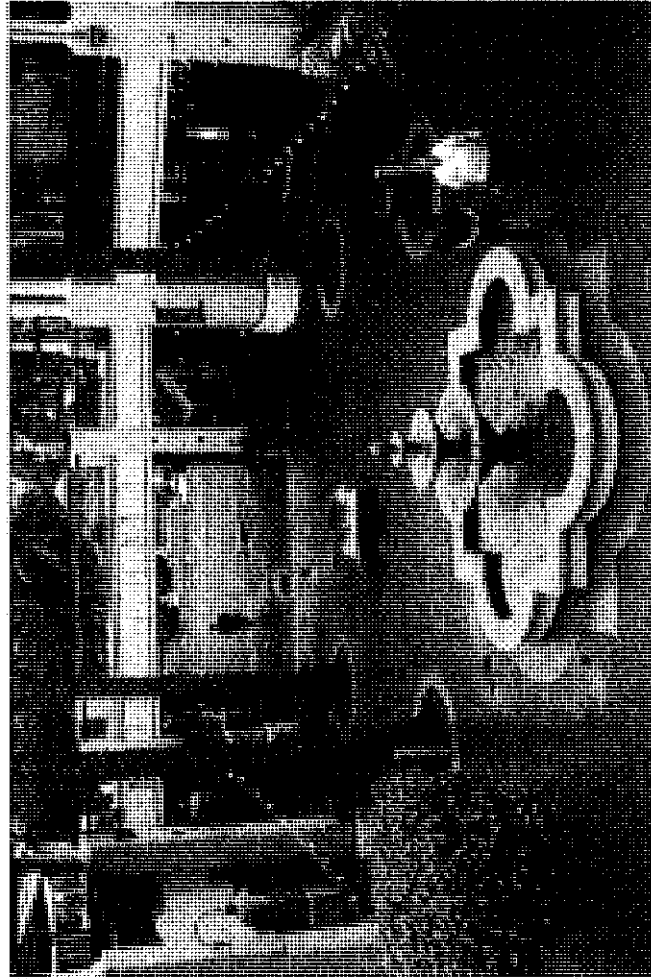


**RIVER CROSSROAD** | Masters Golf Tournament Viewing





**RIVER CROSSROAD** | Las Olas Riverfront

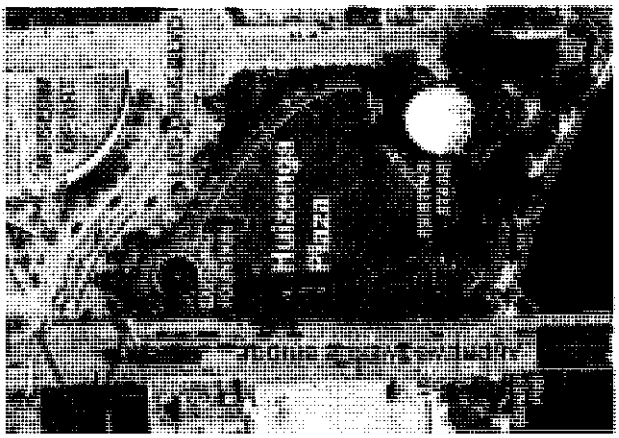


**RIVER CROSSROAD** | Dancing by the River



**ENTERTAINMENT DESTINATION**

**RIVER CROSSROAD** | Huizenga Plaza



**RIVER CROSSROAD** | Artist Studios and Art Classes

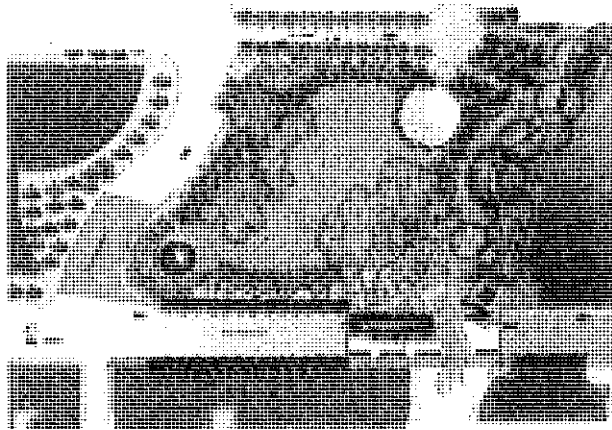


ARTIST DESTINATION

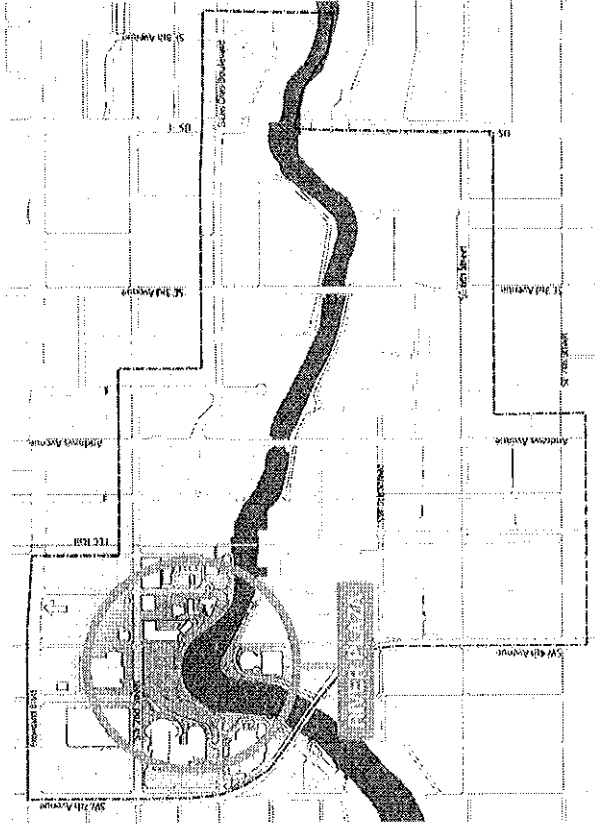
RIVER CROSSROAD | BEFORE



RIVER CROSSROAD | Huizenga Plaza



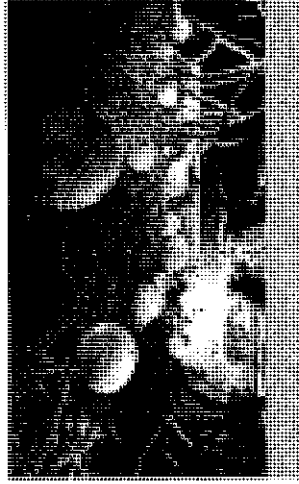
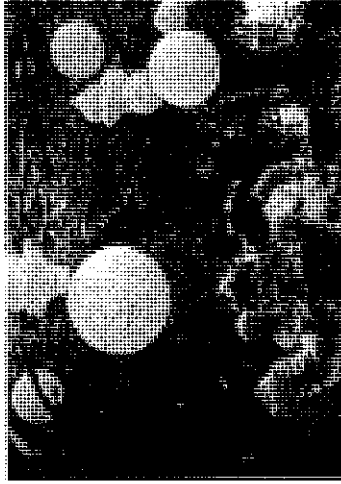
FIVEWALK | RIVER PLAZA



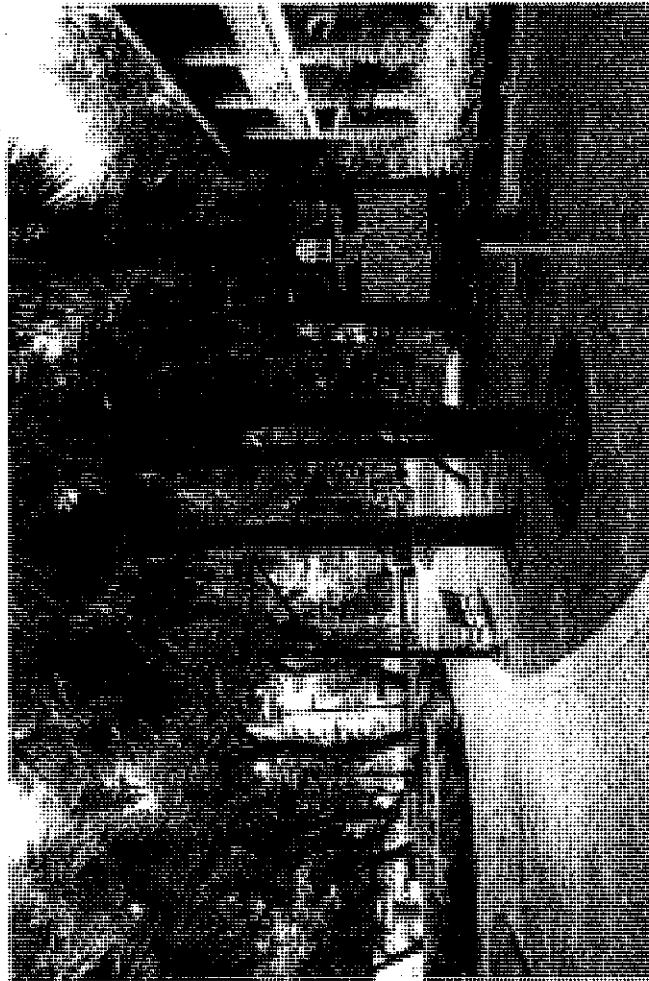
RIVER CROSSROAD | AFTER



RIVER PLAZA | Lantern Festival



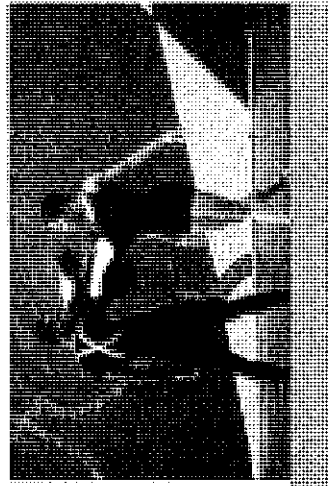
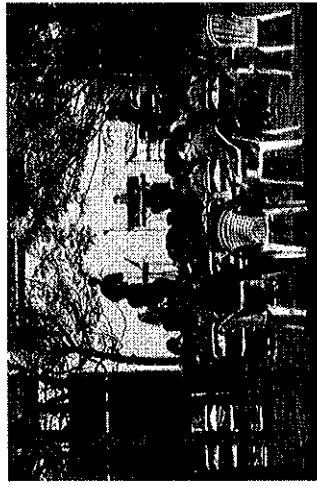
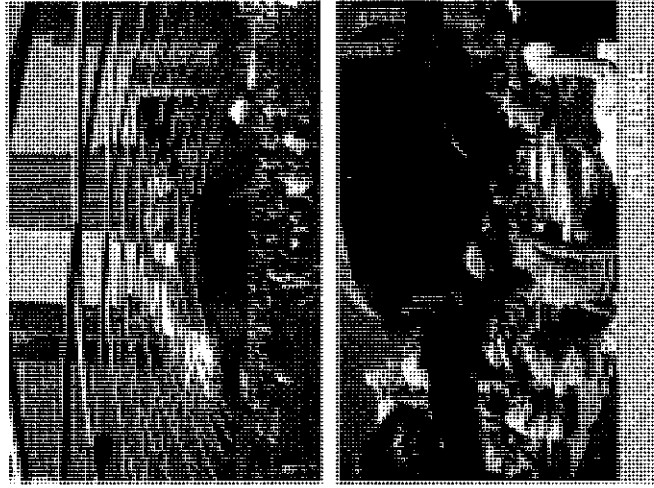
RIVER PLAZA | Himmarshee Park



RIVER PLAZA | Esplanade Park



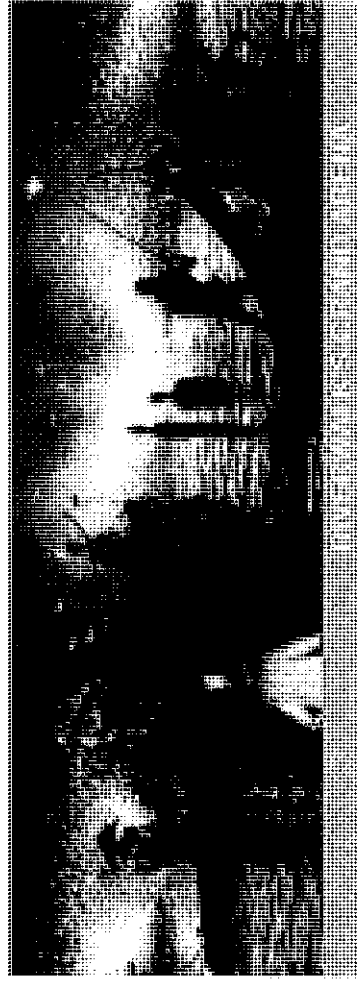
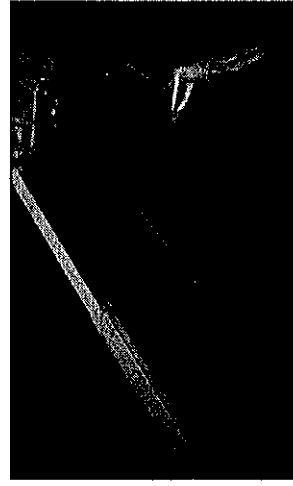
RIVER PLAZA | The Performance Stage



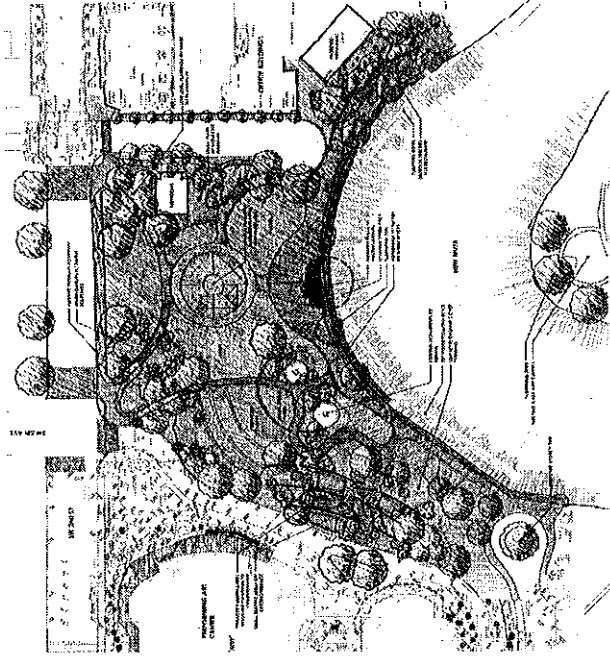
RIVER PLAZA | River Basin Plaza



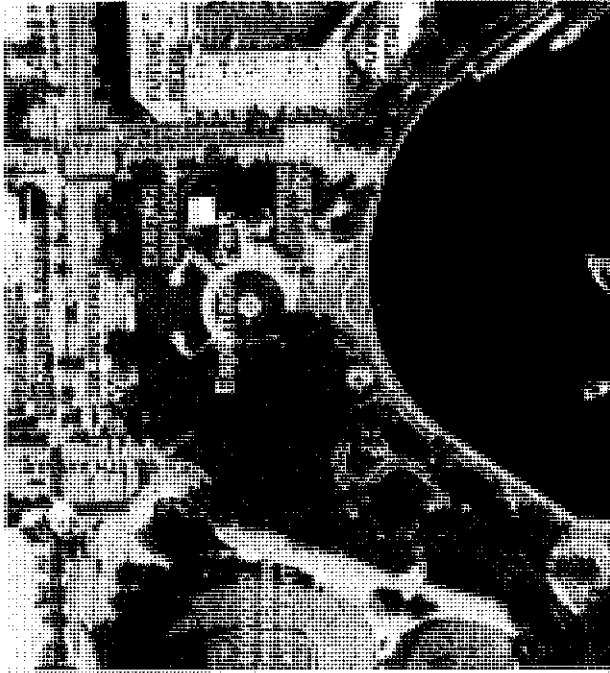
RIVER PLAZA | Riverwalk Circus



RIVER PLAZA | Esplanade Park - Phase One



RIVER PLAZA | Esplanade Park

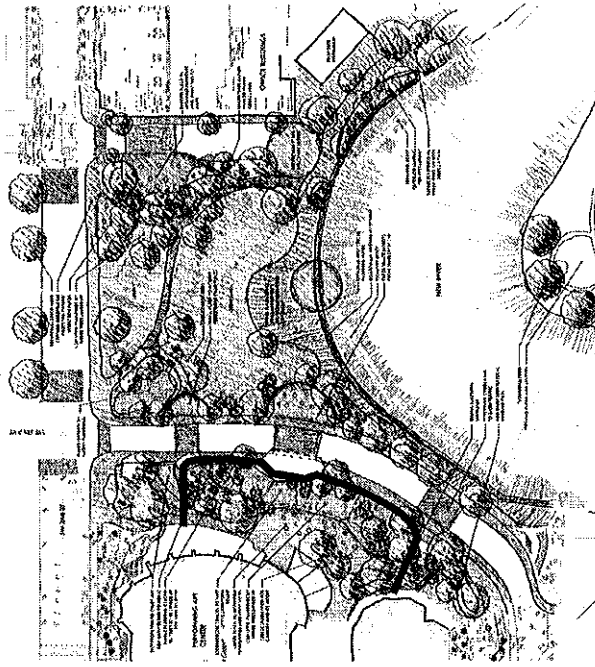




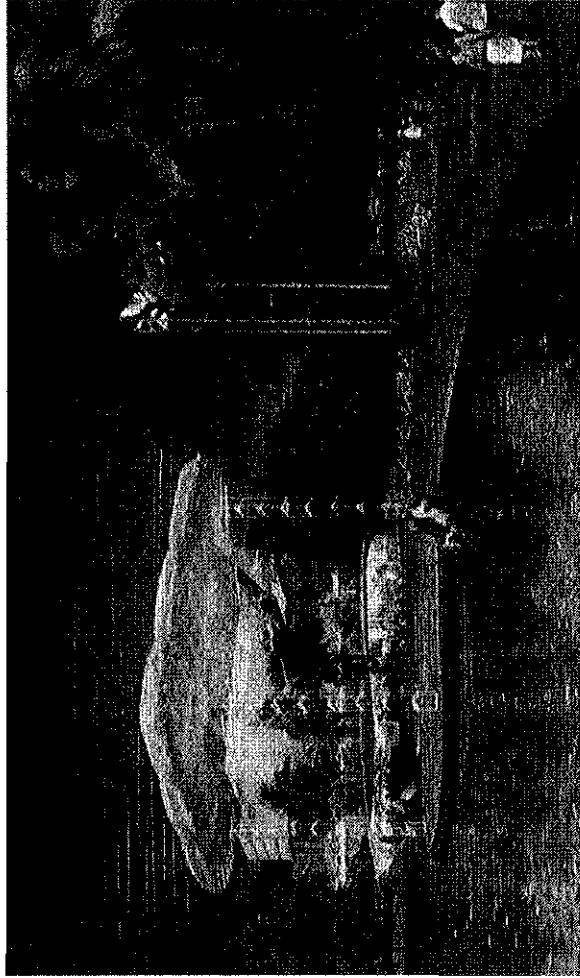
RIVER PLAZA | BEFORE



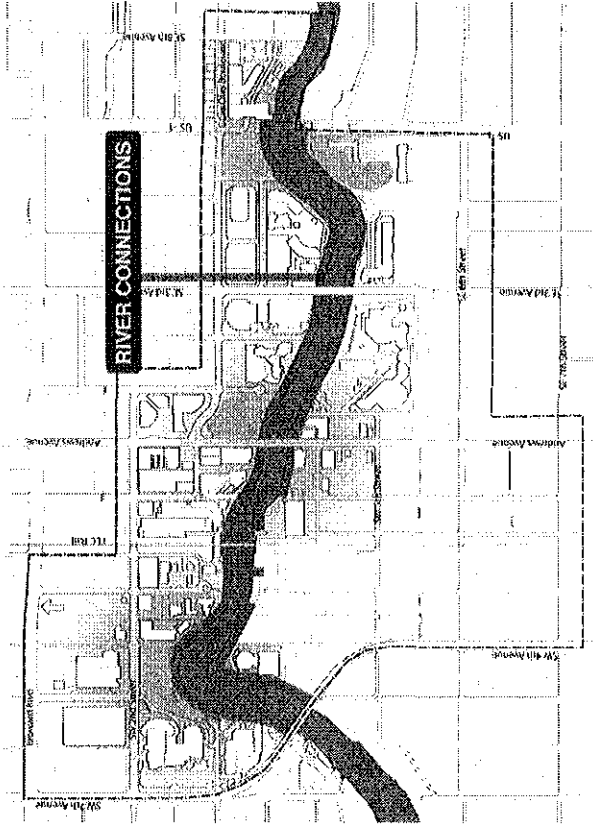
RIVER PLAZA | Espianade Park - Phase Two



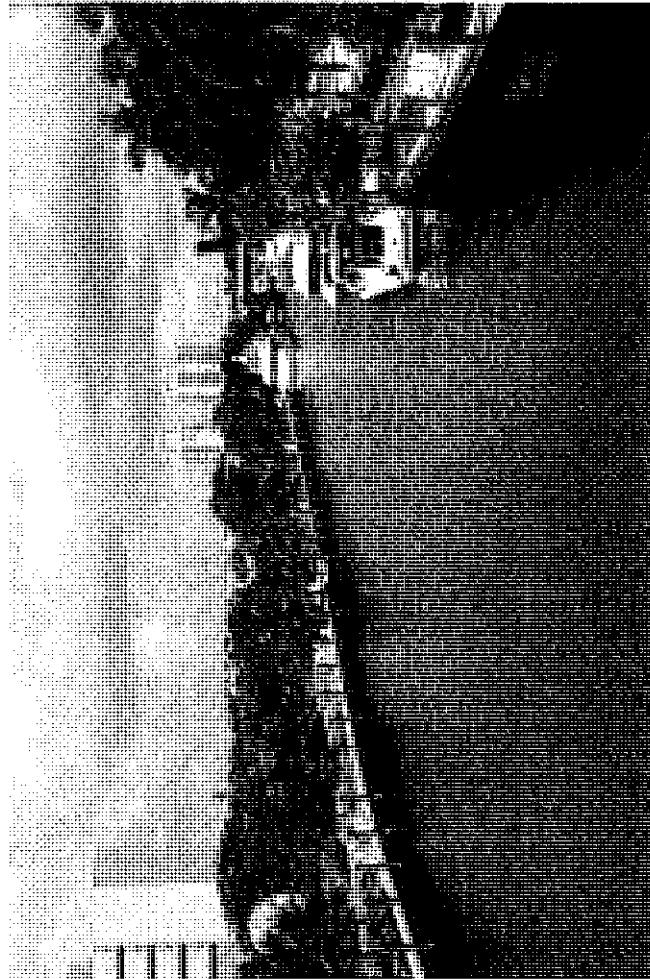
RIVER PLAZA | AFTER



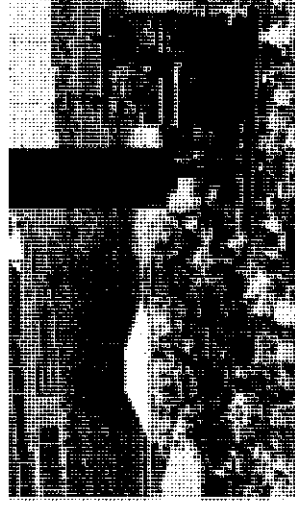
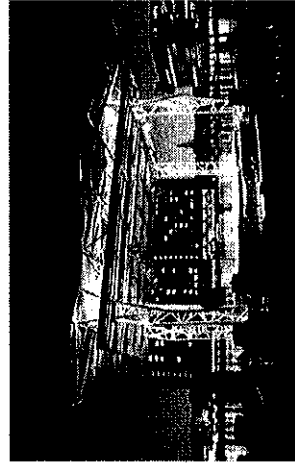
RIVERWALK | RIVER CONNECTIONS



**RIVER CONNECTIONS** | Along the River

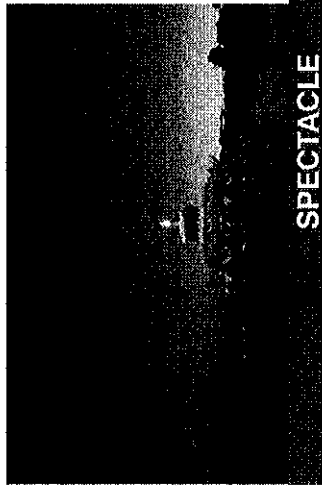


**RIVER CONNECTIONS** | Barge Bands



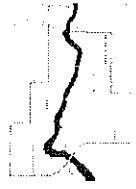
MUSIC ON THE WATER

**RIVER CONNECTIONS** | Riverwalk Festival of Many Cultures

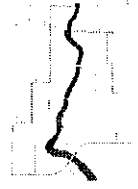
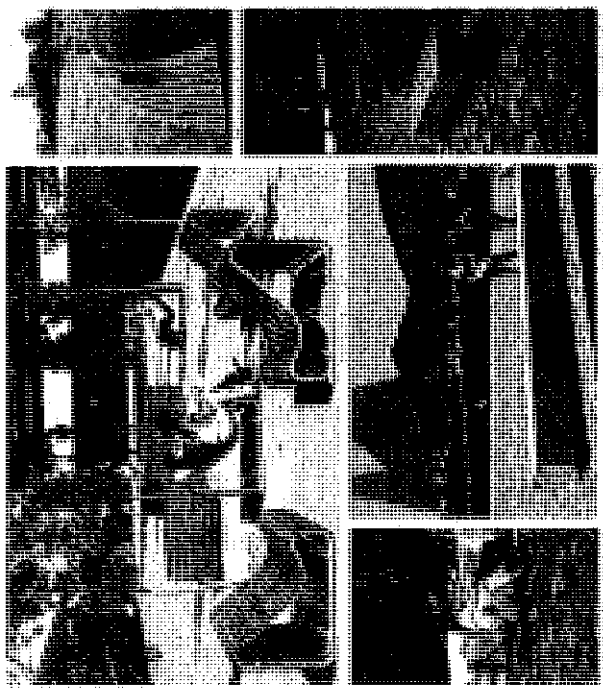


**SPECTACLE**

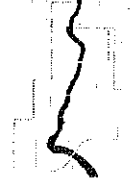
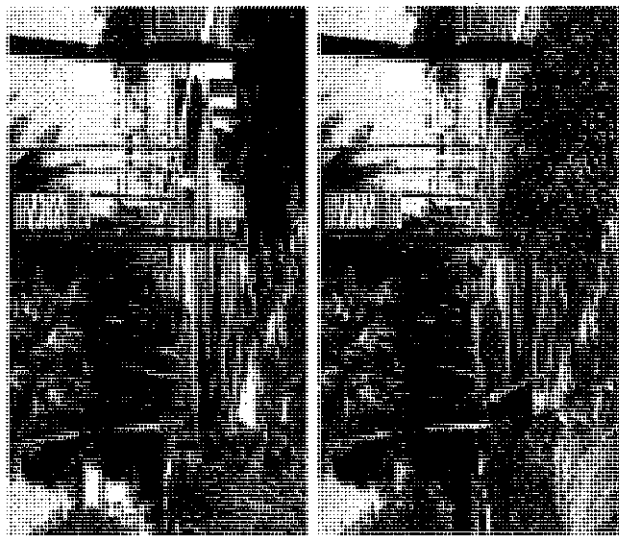
**RIVER CONNECTIONS** | Edit Clutter



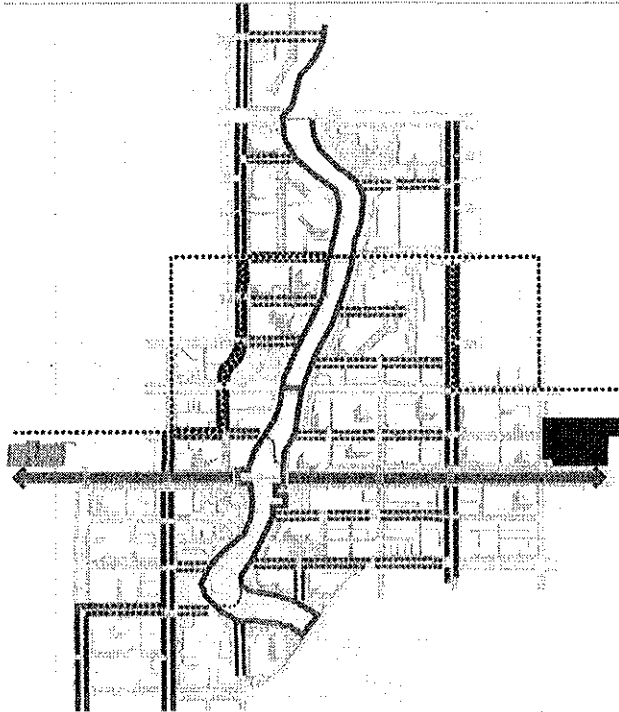
**RIVER CONNECTIONS** | River Furnishings



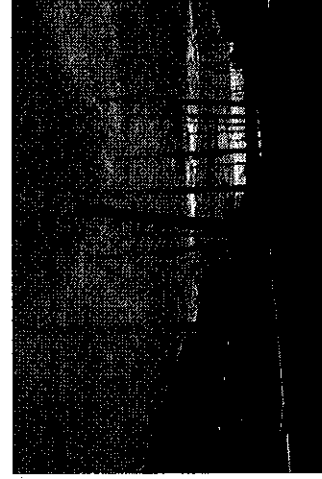
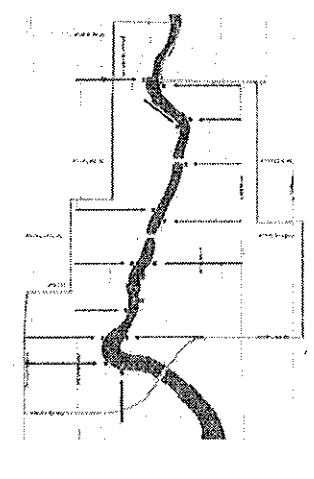
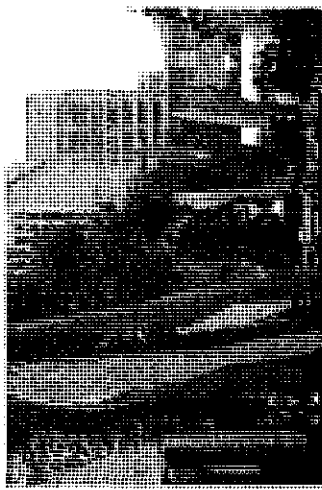
**RIVER CONNECTIONS** | Edit Clutter



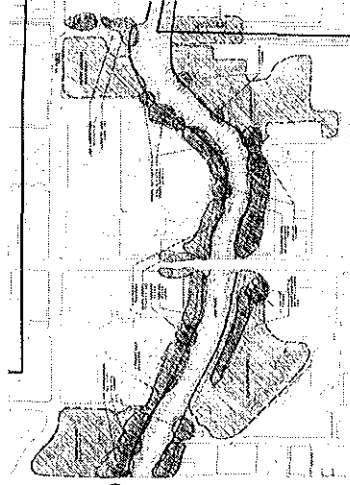
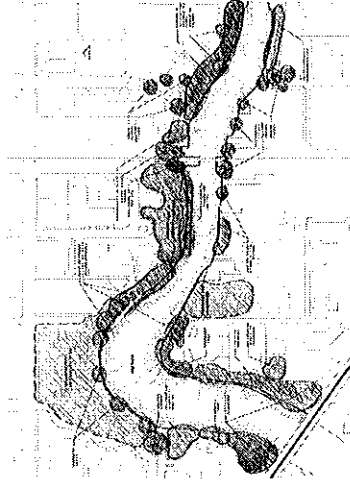
# RIVER CONNECTIONS | Green Connections



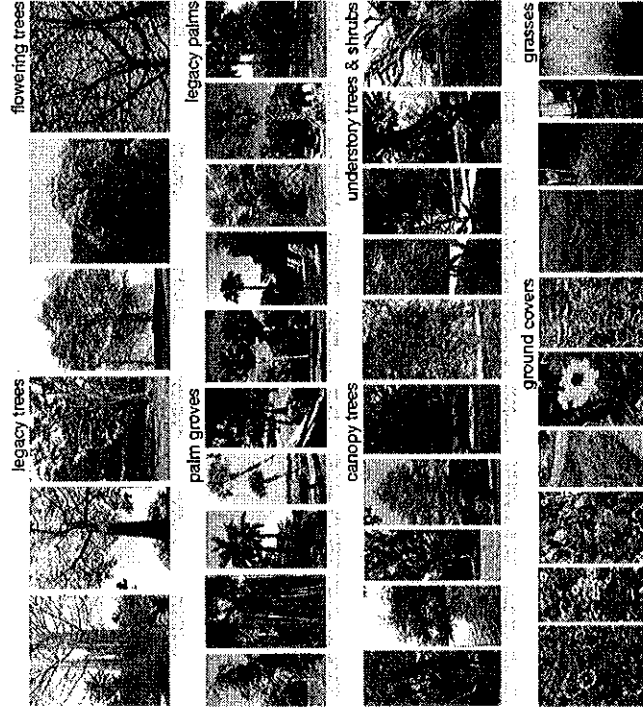
# RIVER CONNECTIONS | View Corridors and Wayfinding



**RIVER CONNECTIONS | Riverwalk Plantings**



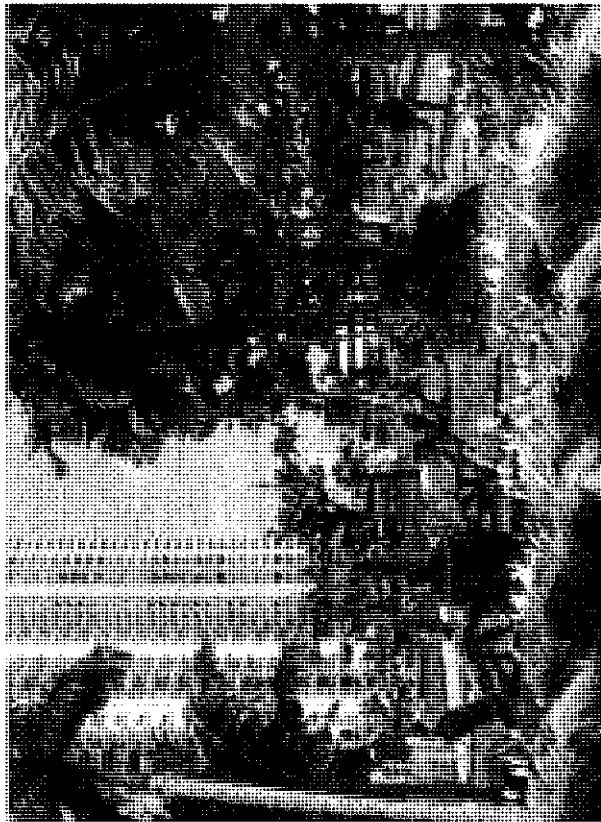
**RIVER CONNECTIONS | River Plantings**



RIVER CONNECTIONS | BEFORE



RIVER CONNECTIONS | AFTER





## MANAGEMENT STRATEGY

### MANAGEMENT STRATEGY | Objectives

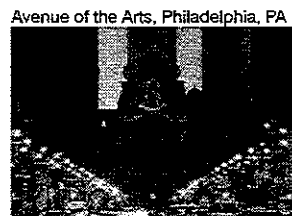
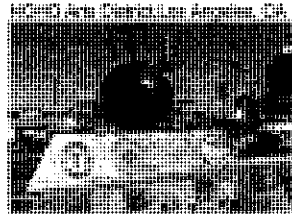
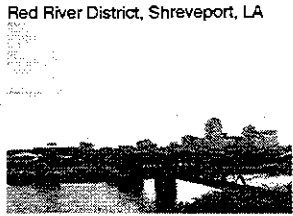
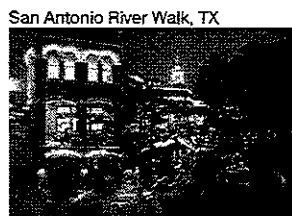
To brand and operate the Riverwalk District as a unique South Florida destination, central to the image of a metropolitan Fort Lauderdale

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

MANAGEMENT STRATEGY | Comparable Places



MANAGEMENT STRATEGY | Comparable Places

### 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

MANAGEMENT STRATEGY | Responsibilities

**Operations**

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

**Real Estate**

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

**Communications**

- Community Relations
- Promoting Local Businesses
- Measuring Success

**Programming Activity**

- Public Space Programs
- Amphitheater Programs
- Temporary Indoor 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

**Finance**

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

MANAGEMENT STRATEGY | Partners



**BROWARD  
CENTER**  
*for the*  
PERFORMING ARTS

riverwalk | **d&e**  
arts & entertainment district  
fort lauderdale

**MANAGEMENT STRATEGY** | Proposed Structure

**Fundamentally, the City should be in charge**

City is largest beneficiary of an active and branded District  
City owns the public spaces and controls departments that provide key services

**City would administer and manage contracts with outside agencies to provide programs and services:**

**Riverwalk Trust:** provide community & educational programming services, horticultural services, private sector fundraising

**Broward Center:** provide cultural programming services, management of physical spaces for cultural events, short-term rental of temporary spaces

**Riverwalk A&E Consortium:** development and execution of marketing programs, branding and promotion of the district

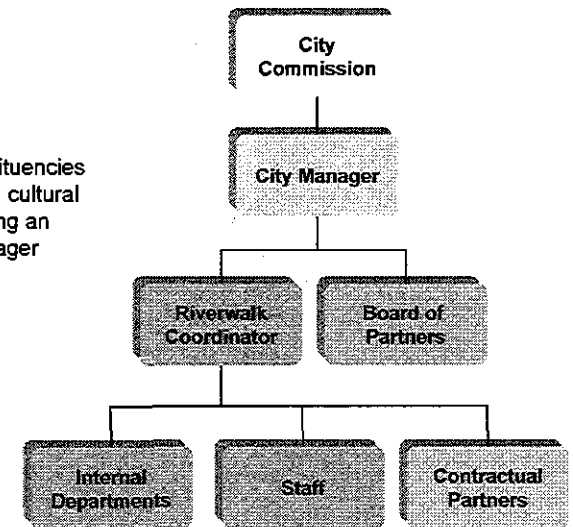
**DDA:** manage and expand funding sources for the District, develop periodic economic impact studies

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

**MANAGEMENT STRATEGY** | Proposed Structure

**Board of Partners**

Representatives of key constituencies such as retailers, developers, cultural partners and educators, having an advisory role to the City Manager



MANAGEMENT STRATEGY | Operating Budget

**Next steps:**

**Positioning Strategy:** inclusion in overall marketing of Fort Lauderdale as international tourist destination

**Community Relations Plan:** gain support for the Public Realm Plan and lay groundwork for future fundraising

**Quantitative Economic Impacts:** determine earnings, employment, and property value increases

**Qualitative Impacts:** new business and real estate investment, spending by patrons at local businesses

**Critical Path Plan:** key milestones & deadlines to execute business plan; evolution from planning to operations

**Funding Plan:** determine funding sources and appropriate split between public/private

Riverwalk District Budget Summary	
<b>EARNED INCOME</b>	
Riverwalk Tours	\$25,000
Festival Receipts	\$400,000
Presented Event Ticket Sales	\$19,420
Education Program Fees	\$70,000
Daily Space Rentals	\$202,500
Calendar Event Income	\$137,690
Valet Parking Income	\$4,500
Vending Fees	\$25,000
Advertising Income	\$50,000
Membership Fees	\$156,250
<b>Total</b>	<b>\$1,090,370</b>
<b>CONTRIBUTED INCOME</b>	
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
<b>Total</b>	<b>\$1,025,000</b>
<b>Total Income</b>	<b>\$2,115,370</b>
<b>OPERATING EXPENSES</b>	
Full-time Staff	\$195,000
Part-time Staff	\$86,250
Contract Staff	\$450,656
Direct Program Costs	\$147,062
Service Providers	\$500,000
Operations	\$295,000
Administration	\$51,500
Marketing	\$290,000
Fundraising	\$90,000
<b>Total Expenses</b>	<b>\$2,105,468</b>
<b>Result of Operations</b>	<b>\$9,901</b>

Next Steps

