

The Emerging Business of Cultural Tourism in Broward County

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Findings from the Cultural Tourism Action Committee

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Preface:

This document represents the findings of the Cultural Tourism Action Committee, a representative group drawn from many community organizations and businesses in the both the cultural and hospitality industries. These ideas form the first steps in creating an effective and balanced business plan for year-round cultural tourism in Broward County.

Tourism figures among Broward County's most important economic generators. As such, it is incumbent upon the County, as the 2nd largest county in the state, to be competitive in its expenditures for cultural tourism with other competing counties in Florida, with a proportionate share of expenditures relative to its population.

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1. EXECUTIVE SUMMARY

Cultural tourism is an emerging business sector in Broward County with significant potential for positive economic impact. While the cultural assets of Broward County have demonstrated admirable success in evolving in a manner consistent with the needs of the market, despite limited access to funding, this success is unsustainable under current conditions. Within the context of community goals and recognizing the changes in the industry and overall economic climate since 1999, when the Broward County 2010 Community Cultural Plan was first accepted, the opportunity to engage in this business sector is clear and imminent.

A strategic framework engaging the elements of infrastructure, such as planning, leadership, communications, finance, programming and product development is presented under a three-point structural theme, outlined as follows: (A) Define (B) Align (C) Refine.

A. DEFINE:

Define the Customer:

Cultural tourism as a market sector is aligned with the direction of both industries (culture and tourism) as a whole. To retain our existing market share, while developing and educating new consumers, we need to develop a greater understanding of who our customers are. We must clearly identify and define the needs of the various market segments, differentiating between the needs of domestic and international visitors, versus inter- and intra-county visitors. Here, further study and expansion of the current metrics must be considered.

Define the Destination:

In order to move forward successfully with a plan for cultural tourism, we need to first identify who we are as a destination. Here, in Broward we have an overwhelming geographic and environmentally-driven advantage which has been successfully promoted into an international brand by the Greater Fort Lauderdale Convention & Visitors Bureau. Sunshine, beaches and navigable waterways are our primary unique selling point.

The addition of reliable cultural/entertainment components on a year-round basis, which are of interest to a wide variety of visitors, further strengthens that position, but is insufficient on its own. In Broward County/Greater Fort Lauderdale, we have learned through economic research such as Strong's economic impact study¹ that our customers, current and future, primarily "come for the sun," but as our cultural tourism efforts grow, it appears more and more they also "stay for the stars." Despite excellent efforts in terms of exit and event polling at the airport by the Convention and Visitors Bureau, there is insufficient evidence that additional local hotel room nights are generated by those activities. Nevertheless, Florida Tax Watch Tourism Research reports that 74.9% of the visitors to Florida participate in cultural activities. It is therefore increasingly important to understand the myriad factors that make Florida an attractive destination in order to retain and enhance those factors.

Define Our Role

To sustain higher earned revenues from tourist travel, the arts, entertainment, and cultural attractions will need in future to produce higher quality product, greater quantity of cultural/entertainment product and continue to enhance the year-round promise of activity through marketing efforts, specifically through out-of-market efforts.

¹ Source: Strong, Dr. William B. Economic Importance of Arts and Cultural Organizations on the Broward Economy. Florida Atlantic University. Boca Raton, Florida. May 2005.

This should include a more sophisticated understanding of the role of the arts with respect to tourism: one that establishes a clear delineation of the difference between funding the arts in general and funding arts initiatives that have specific tourism outcomes and impacts. Further, we need to examine new trends and expanded metrics in the current and future marketplace. Long term community solutions will require a firm foundation of understanding of our local arts, culture, and tourism sectors, together with a plan that leads to focused results.

B. ALIGN:

Current cultural and tourism assets need to be aligned to promote greater understanding of mutual business interests, encourage peer-to-peer dialogue, and facilitate collaboration.

We now have a tourism infrastructure that is working to support premiere hotels and resorts. In turn, we need to build a world-class cultural infrastructure, with support for communication, venues and talent. Funding and other support for high-quality communications, consumer education and marketing is also needed, with parallel support for efficient means of business-to-business and inter and intra-industry dialogue.

Dialogue with consumers of cultural tourism product should be part of an on-going consumer education plan (i.e., marketing, communications, and public awareness) to promote, enhance and support new and existing cultural assets.

Information regarding the desired positioning of the destination, in addition to the data on consumer and market segments, needs to be communicated to the cultural industry to provide them with the opportunity to better align their efforts with the tourism industry.

World-class programming, across diverse entertainment categories, should be used as a tool to retain and cultivate tourism audiences.

Beyond the needs of programming, resources such as human capital and operational infrastructure must be reviewed. At this time, a member of the Tourism Development Council serves as a member of the Broward Cultural Council; however, no member of any major arts institution serves as a reciprocal appointee on this key community board.

Planning and funding are needed for capital improvement including buildings, public design, art-in-public places, transportation and other substantial infrastructure.

C. REFINE:

To sustain higher earned revenues, we must refine our efforts on an on-going basis, beginning with reinvestment in successful cultural tourism assets, with additional investment directed towards new and relevant initiatives to meet the needs of an ever-changing audience. New revenue sources, from both the public and private sector must be explored and considered.

An enhanced means of measuring the outcomes of cultural tourism investment and related incremental room nights, with more diverse and relevant benchmarks, timelines, outcomes, and expectations for overall return on cultural tourism investment would be equally beneficial. In addition, metrics related to consumer perception, visibility in key feeder markets, as well as recognition among national and international cultural industry peers all should factor prominently in any new initiatives.

2. INTRODUCTION

This report presents the recommendations of the “Cultural Tourism Action Committee” jointly established by two County advisory boards: the Cultural Council and the Tourist Development Council in the fall of 2006. This effort is aligned to respond to the stated Goals, Strategy and Purpose of the Broward County Commission, County Goal 7, the Cultural Council, and the Tourist Development Council, as related to the emergent business of cultural tourism.

Broward County is the second largest county in the State of Florida. Tourism is its leading economic engine. For this reason, the active and relevant connection of tourism to cultural industries forms a key component for regional economic growth and sustainability.

The 2005 Economic Impact Study by Dr. William Strong, commissioned by Broward County Cultural Division, shows that 1.5 million tourists came to Broward County in 2004 and visited cultural attractions or attended cultural events. The average cultural tourist spent \$846.88 on their trip. The direct spending of cultural tourists amounted to \$1.2 billion, with indirect spending in the county equal to \$1.0 billion and a total impact in the county of \$2.2 billion. This created 28,258 jobs and earnings (primarily payrolls) of \$0.6 billion².

Further, Position 6.7 of the Broward County 2010 Community Cultural Plan calls for the increase or re-direction of funding as necessary to implement the items addressed in that plan. While funds have been re-directed toward certain initiatives; cultural grants have not significantly grown since FY 1999. The Greater Fort Lauderdale Convention and Visitors Bureau has provided direct support by funding cultural advertising, hospitality education and promotion of selected major exhibitions and events over this period.

The committee’s goals and recommendations are consistent with the US Department of Commerce and the 2005 Position Paper created by the President’s Committee on Arts & Humanities for the US Summit on Cultural and Heritage Tourism, which defines cultural tourism as one of the strongest developing marketplace sectors within the overall tourism industry.

² Source: Strong, Dr. William B. Economic Importance of Arts and Cultural Organizations on the Broward Economy. Florida Atlantic University. Boca Raton, Florida. May 2005.

3. KEY TOURISM INDICATORS – WHY WE NEED TO MOVE FORWARD TODAY

As a result of many successful initiatives, Broward County and Greater Fort Lauderdale have been re-branded in a manner that now attracts a wider and more diverse scope of visitor. Examples of this are seen in the over 1000 events representing the cultural identities of more than 22 nations,³ which take place in the downtown/Riverwalk Arts & Entertainment District alone. Broward County/Greater Fort Lauderdale is now a market leader in such developing tourism sectors such as: Gay & Lesbian travel, African-American family travel, Caribbean and Latin American market travel, medical tourism, and of course, cultural & heritage tourism – all in addition to more established market sectors.⁴ Key international feeder markets still include Canada, England, and Germany, but have expanded to include the Caribbean basin, South America, South Africa, Eastern Europe and Russia, while domestic visitors are as likely to come from across the Everglades (Naples/Tampa) as they are to come from across the country.

The challenge to us as a community now becomes how to meet and exceed the expectations of these new visitors while fueling sustainable economic growth through cultural industries.

Over the last 10 years, the tourism paradigm in Broward County has completely changed due to a number of factors, all of which provide sufficient points of departure for the Cultural Council, Tourist Development Council, Cultural Division, and the Convention & Visitors Bureau, as well as major cultural attractions and leading hotels, to work more closely together

Today we see Fort Lauderdale/Hollywood International Airport (FLL) emerge to be consistently ranked as the fastest growing airport in the United States, while the single most traveled air-route in the world links the major New York gateways directly to FLL. This is in part attributable to growth in low-fare domestic airlines. Further, local growth in international markets is demonstrated in part by flag carriers from Mexico, Canada, Jamaica, Colombia, Bahamas, and the Cayman Islands that provide direct service to Broward County.

Year-round travel figures indicate that the seasonal gap in travel to South Florida is closing, with more visitors coming to Broward County in off-season and shoulder season, which in turn contributes to a sustainable marketplace for the new luxury hotels that are being built while older properties are being renovated – not simply on the beach, but countywide. Another factor to consider is that many of these new hotel properties are fractional ownership and/or “condo-hotels,” suggesting that today’s visitor may become tomorrow’s part-time or even permanent resident. Many of these properties also focus on luxury travel rather than value-oriented visitors that once represented our core market.

In 2005, more than 10 million visitors were welcomed to the destination, marking unprecedented success for the initiatives of the Greater Fort Lauderdale Convention & Visitors Bureau. A record 10,028,500 people visited Greater Fort Lauderdale in 2005 representing a 6.3% increase in visitor arrivals over the previous year, and a collective economic impact of more than \$8.4 billion. Other factors that impact the current state of the industry include the general decrease in international tourism due to national security issues, the devaluation of the US dollar as compared to European currencies as well as and increased local, regional and national competition, and continue to have a significant impact on our tourism revenues.

Still, Broward County hotel occupancy in 2005 climbed to 74.6%, an increase of 1.7% from 2004, while the average daily rate (ADR) rose to \$100.56. This represents an increase of 10.1% and the highest ADR figure in

³ Source: Riverwalk Arts & Entertainment District Consortium CTP report, October 2006.

⁴ Source: VisitFlorida.

the destination's history. This also marked the first time ever that ADR surpassed the \$100 mark annually⁵

4. TOURISM AND CULTURE – A COLLABORATIVE PATH FORWARD

As a strategy, closer operating relationships including joint meetings along with information and resource sharing would greatly serve to bridge the gap between tourism and cultural industries, while creating a firm foundation for this emerging business practice and ultimately advancing the objectives of 2006 County Goal 7: *"Invest resources in cultural systems and cultural infrastructure that best support our region as a global destination, a center of learning, and a marketplace of diverse communities."*

Better communication between the arts and tourism sectors is essential in order to collaborate effectively. Broward County cultural and arts institutions, both large and small, need stability in order to further develop and improve in the areas of tourism and marketing. Conversely, the tourism and hospitality industries require the tools to better understand and engage local arts and culture both as community assets and as opportunities for new and emerging markets. Currently, the Cultural Council does have a number of representatives from tourism industries; however, the Tourism Development Council of Broward County (TDC) does not have any appointed representatives from either the Cultural Council or any major cultural institution. The six-member Riverwalk Arts & Entertainment Consortium is currently the only arts organization to retain a full-time employee, housed and funded by the Performing Arts Center Authority, with professional experience in both the arts and tourism industries.

Public and private sources of funding for cultural tourism development, (including infrastructure, marketing, programming and capital costs), are essential. The Vision Broward⁶ Final Report contains numerous recommendations for funding for the creative industries.

The opportunities for growth in cultural tourism in Broward County are unprecedented due in large part to the foresight of the Broward County 2010 Community Cultural Plan of 1999 and the successful execution of those initiatives. What becomes clear though in any planning process for new development, or even a process that aims to sustain the current level of achievement, is that funding for cultural attractions and cultural activities must come into alignment with increased consumer demand.

With tourism as its most important economic generator, Broward County needs to assume its place as the 2nd largest county in the state with a proportionate share of expenditures relative to its population.

The Greater Fort Lauderdale Convention and Visitors Bureau has significantly increased spending on cultural marketing and advertising in a manner that has benefited the community and increased the awareness of cultural tourism as a market sector. However there has been little or no increase in grants for arts and culture directly connected to tourism since 1999.⁷

Moving forward, we are at a crisis stage. In order to sustain the emergent business of cultural tourism in Broward County, we must not only ensure the stability our cultural institutions, but we must become more competitive in our expenditures toward this area and focus on strategies and funding from both public and private sectors that take the new economic dynamic into account.

⁵ Source: Greater Fort Lauderdale Convention & Visitors Bureau.

⁶ Source: VISION BROWARD Final Report 2004

⁷ Source: Broward Cultural Division: General Grants and Tourist Tax – see attached graphic

Chart A: Cultural Grant Funding in Miami Dade and Broward Counties

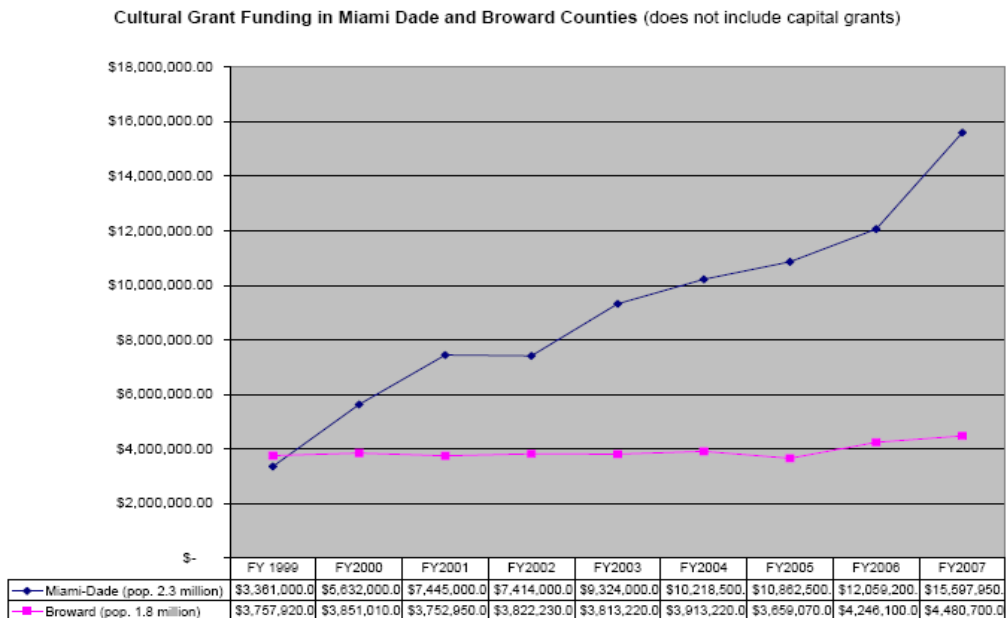


Chart B. Total General Grant Funding.

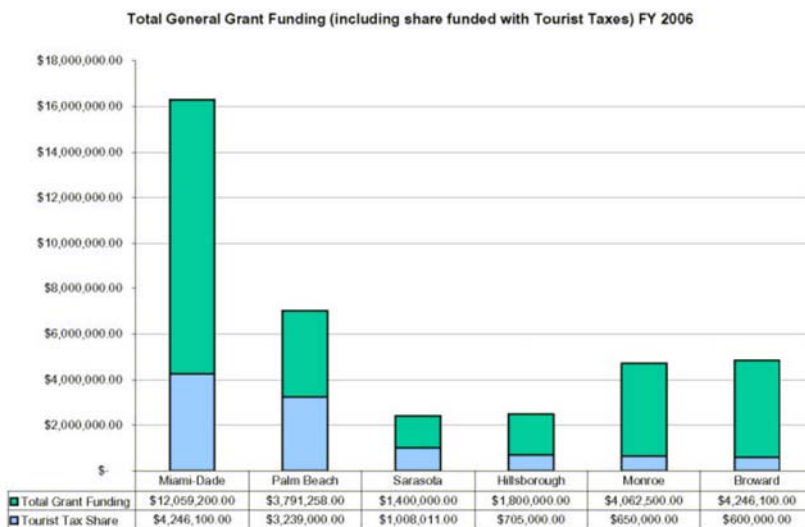


Chart C. Convention and Visitors Bureau Advertising & Marketing Support for Cultural Tourism Initiatives (in excess of cultural grant funding)

a) Advertising Buys/ Media Placement

EXHIBIT	Expenditure
Pisarro exhibition (Museum of Art)	\$400,000.00
TOPKAPI Treasures (Museum of Art)	\$212,000.00
Vatican Treasures (Museum of Art)	\$115,000.00
Diana, A Celebration (Museum of Art)	\$275,000.00
King Tut (Museum of Art)	\$1,750,000.00
Dr. Bobby Jones Gospel Museum & Hall of Fame feasibility study	\$100,000.00

b) Cultural FAMiliarization Trips – All Major Exhibitions

YEAR	Expenditure
2001	\$49,000
2002	\$53,000
2003	\$48,000
2004	\$51,000
2005	\$61,000

c) Hospitality Receptions / Promotions

Held at Museum of Art, Museum of Discovery and Science, Broward Center for the Performing Arts, and the South Florida Museum of Natural History

YEAR	Expenditure
2003	\$11,000
2004	\$23,000
2005	\$33,000

Source: Greater Fort Lauderdale Convention and Visitors Bureau

As a region, Broward County/Greater Fort Lauderdale has achieved public perception as a year-round destination with broad-based tourism appeal. Cultural experiences have grown and are expanding to provide more year-round programming. The Greater Fort Lauderdale Convention and Visitors Bureau has successfully communicated the evolution of the destination from “Spring Break” to “Casual Chic” in an award winning transformation campaign. Yet, within the context of the evolution of the destination as a desirable venue for cultural tourism, certain challenges remain which must be explored in order to proactively take next steps.

5. INFLUENCES – OBSTACLES - OPPORTUNITIES

Influence of weather. While this factor presents our key selling point as one of the world’s most popular “sun” destinations, weather uncertainty and threat of hurricanes pose a significant obstacle, in particular to group travel of any kind in addition to business, leisure and FIT travel and travelers. Greater Fort Lauderdale hotels more frequently see numbers in the 65% to 70% range during its lowest (summer) season.

Talent. Taxes. Insurance. Weather plays a key role in the development of cultural tourism business as it creates obstacles in booking talent, who must choose between Broward County and other destinations with the perception of less risk. Festivals, exhibitions and/or major events become difficult to plan as weather contingencies drive costs beyond the point of reasonable risk-to-benefit ratios. Even the film and television industry suffers in the off-season, with a virtual “moratorium” on filmmakers imposed as insurance costs become too high and tax-based incentives are not competitive with other destinations.

What is a clear shift, however, lies in the volume of the overall audience prospects. Far greater numbers of people travel to Broward County in summer than ever before, and this audience could create high demand for cultural product.

Visitors vs. “Visitors”. Broward County enjoys a unique position in cultural tourism strategic planning as our visitor figures often include large numbers of “part-time” residents. In addition, like most destinations in Florida, approximately 35% of all travelers come here for the purpose of engagement with family and friends who are resident here. Few travelers come here for the primary purpose of a cultural activity – such as a visit to a museum in Washington D.C. or a debut performance in New York. However, audience attendance figures⁸, economic impact studies⁹ and aftermarket zip code analysis¹⁰ demonstrate that visitors do participate in cultural activities, even when it is not the primary purpose of their visit.

Clearly, the definitive delineation of cultural tourism markets, inclusive of domestic and international visitors versus inter- and intra-county visitors, must be taken fully into account.

Cultural Diversity. Broward County as a geographic region shows enormous cultural and social diversity, with a residential and visitor population whose origins demonstrate a vibrant picture of a global village. As the infrastructure, programming, marketing and consumer awareness strategies for efforts in cultural tourism grow, the needs of new market sectors must be considered at all stages of planning.¹¹

⁸ Source: Performing Arts Center Authority, Ticketing Services Division

⁹ Source: Broward Cultural Division, 05/2005 - Economic Importance Of Arts And Cultural Organizations, Strong et. al

¹⁰ Source: Performing Arts Center Authority, Ticketing Services Division and Convention and Visitors Bureau

¹¹ Source: Ebony Magazine and TIA Hispanic Market Report

6. ECONOMIC IMPACT AND GROWTH

The 2005 study by Dr. William B. Strong on the Economic Importance of Arts and Cultural Organizations on the Broward Economy demonstrates the tremendous contribution that arts and culture make to visitor spending in the County. Here the impact of cultural tourism attractions, as seen in the Riverwalk Arts & Entertainment Consortium, demonstrates a clearly representative element of the overall increase in proportion of hotel room sales county-wide¹². Furthermore, it shows how fewer than 20% of the cultural attractions of Broward County now account for over 80% of the revenues and audience figures shown in the 1999 study.

Current data (FY2005-06) compiled by the only 6 major arts organizations administered by the County through the current CTP (Cultural Tourism Program) Grant indicate:

- Over 1.5 million ticketed visitors attended events held by 6 major cultural attractions, including more than 700,000 visitors to the exhibition *Tutankhamun and the Golden Age of the Pharaohs* at the Museum of Art | Fort Lauderdale and more than 626,000 visitors measured by the organizations presenting at the Broward Center for the Performing Arts – a figure almost equal to the 1999 attendance figures for the entire arts output of Broward County.
- Attendance figures consistently show that approximately 42% of all visitors came from outside of Broward County, while fully 27% are shown to have come from outside of the tri-county area.
- As a result of the King Tut exhibition at the Museum of Art | Fort Lauderdale, more than 200,000 room nights are attributable to cultural tourism over a four-month period. Meanwhile, the five other Consortium organizations show an additional 80,000 room nights an annual total of 280,000 room nights.
- More than 150 million distinct media and public relations impressions were generated in 2005-06 by these attractions, in collaboration with the Convention & Visitors Bureau, generating worldwide media attention and awareness.

These economic measures have largely been achieved through private industry support in addition to limited public funding and grants. Broward County bed tax levies, while earned at a rate lower than many comparable communities, show a strong rate of return in revenues. The more people who come to the destination, translates into incremental growth in the local cultural tourism industry.

¹² Source: Riverwalk Arts & Entertainment Consortium CTP Report - October 2006

Chart D. Bed Tax 2007

Florida

Miami-Dade 5%

Palm Beach 5%

Tampa (Hillsborough) 5.5%

Collier 5%

Orlando (Orange) 6%

Jacksonville (Duval) 5%

Broward 5%

Out of Florida

Atlanta 7%

Charlotte 8%

Nashville 5%

New Orleans (sliding scale) per night per room*

San Antonio 9%

** New Orleans collects a per night occupancy tax based on a hotel's capacity rather than a percentage of the room fee. This tax is 50 cents per occupied room per night for hotels with 10-299 rooms, and \$1 per room per night for hotels with 300-999 rooms, and \$2 per night for hotels with 1,000 or more rooms.*

Source: Florida Department of Revenue and TTI

7. MODELS FOR CULTURAL TOURISM

Cultural Tourism is defined in the 2005 US Cultural and Heritage Tourism Position Paper as:

"Travel directed toward experiencing the arts, heritage, and special character of a place. America's rich heritage and culture, rooted in our history, our creativity and our diverse population, provides visitors to our communities with a wide variety of cultural opportunities, including museums, historic sites, dance, music, theater, book and other festivals, historic buildings, arts and crafts fairs, neighborhoods, and landscapes."

Cultural tourism as an economic movement – like all types of tourism, is not solely event driven; rather, it is based on the cumulative impact of geography and climate, as well as influences such as consumer perception, "reliability of experience," safety and security and other such factors. When the overall point of view of these factors is satisfied, the consumer then makes decision to engage in events or activities that meet with their types of interest.

The importance of cultural tourism is recognized in item 4.3 of the Broward County 2010 Community Cultural Plan of 1999.

"Large signature cultural events, such as the Spoleto Festival in Charleston, SC or the Aspen Music Festival in Colorado, make significant contributions to community pride, artistic growth, and economic development. They generally result from either an irresistible artistic vision, or they grow around a nucleus event into a community-wide undertaking."

Here it is important to separate the goal from the suggested means of achieving that goal. Broward County has been successful in creating cultural events that make significant contributions to community pride, artistic growth, and economic development and has done so in a very cost effective manner.

Some destinations achieve success through the means of signature events and festivals. It is, however, important to note that frequently these events occur when there are few other unique cultural reasons for visitors to choose this particular destination. From the time this recommendation was made, the cultural asset base and its relevance to tourism have increased significantly.

Finally, signature events create a visible spike in a tourism economy, but do not generally provide the entire means for sustainable economic development, often interfering with residential community goals, creating traffic issues and generally burdening an area.

Festivals rarely generate funds for a destination, but rather are more likely to consume funding and resources. Studies conducted by the Travel Industry Association of America (TIA) demonstrate that that no single signature event or festival can sustain the entire tourism economy of a destination; rather, it is the cumulative aspect of year-round, high quality events that ensure stability.

8. GOAL REALIZED – A Community Wide Undertaking

Several local arts organizations have been successful in meeting the goals expressed in item 4.3. Examples include the Fort Lauderdale International Film Festival, the Museum of Art | Fort Lauderdale's presentation of the 2006 exhibition *Tutankhamun and the Golden Age of the Pharaohs*, and the Broward Center's attendance numbers world-ranked among the top10. These demonstrate that reliable, brand-name entertainment is an important factor in presenting authentic cultural tourism experiences that are accessible to audiences year-round.

Broward County has clear environmental assets, notably its sunshine, beaches and navigable waterways. But summertime heat, humidity, and the threat of hurricanes present a challenging environment for the implementation of a major off-season festival, pointing the way toward a more holistic approach toward world-class entertainment on a year-round basis with an increased focus on the diversity of both our local culture and a growing consumer base.

Arts attractions of Broward County deliver high-quality programming of international caliber in a year-round, relevant consumer context, while contributing to a cultural "ecosystem" that favors the growth and support of smaller arts attractions and cultural organizations. Arts attractions provide high-profile public relations opportunities, wide-audience delivery and consumer education in a manner that ultimately serves as a nucleus to connect the entire community at large. However, there is a present and growing need to further develop and nurture our local arts and cultural organizations as essential to the expansion of the cultural tourism market.

9. DEFINE – ALIGN – REFINE: A STRUCTURE FOR CULTURAL TOURISM CONTEXT

By examining other models of destinations worldwide, we come to understand that the key to programming cultural events and infrastructure lies greatly in accurately identifying the cultural assets of a destination, aligning those assets with the needs of the cultural visitors, and then refining the assets and expectations accordingly.

A clear delineation of the difference between funding the arts in general and funding arts initiatives that have specific tourism relevance - through content, location, or marketing - is apparent.

Examples of this strategy may be seen in the following destinations' cultural tourism business models:

New York City. In the 1980's all types of tourism including cultural tourism suffered greatly when the overall consumer perception of the destination was that the city was unsafe. Cultural tourism became one of the tools used to change and re-define the city, as Disney began to renovate the Broadway – 42nd Street corridor, but more than this was required. Changes were made to infrastructure systems including transportation improvements, increased police presence, and Port Authority "clean up," among others. With those initiatives in place, the groundbreaking "I LOVE NEW YORK" marketing campaign was launched, with massive financial support. The perception of a safer, cleaner place with much to offer brought tourists of all kinds back to New York City and positioned the city firmly as the nation's leader in cultural tourism response.

Toronto, Canada. Here, grueling winter weather caused overall tourism to suffer. Cultural tourism, supported by hundreds of millions of dollars in marketing, programming and enhancements to infrastructure over a 20-year period, was successfully used as a tool to counteract the issues of climate given the fact that most cultural activities take place indoors. Other positive factors included the favorable currency exchange and the large number of vacant first-class hotels.

Broward County is successfully recognized as one of the world's most popular "sun" destinations. This is a clear and unique market advantage and an opportunity to expand and enhance the Greater Fort Lauderdale - Broward County brand. A successful cultural tourism marketing program developed as: "Come for the Sun – Stay for the Stars," invokes the dual ideas of world-class evening entertainment in addition to the attractive sunshine, beaches and favorable weather. Cultural tourism through increased collaboration among the arts and tourism industries may also potentially contribute to raising Broward County's profile as a viable year-round destination.

At present collaborative partnerships such as those of the Riverwalk Arts & Entertainment Consortium also serve the community goals in a direct way, providing a point of access to both the tourism industry and the cultural attractions of the region. Meanwhile strategies for re-investment in successful assets and new investment in relevant opportunities based on consumer understanding need to be more connected to an on-going consumer education plan (i.e., marketing, communications, and public awareness) in order to promote, enhance and support cultural assets provide a means for enhanced support of 2006 County Goal #7.

10. GOAL REALIZED - World Class Culture and Entertainment with Year-Round Access

In 1999, many entertainment options were both limited in quality and seasonal in nature. Despite funding limitations, consistent increase in consumer demand and increase in overall year-round attendance figures have caused the number of cultural/entertainment events, as well as the quality and caliber of entertainment, to rise significantly over the period since the Broward County 2010 Community Cultural Plan of 1999.

Today, a year-round entertainment economy has been established, with world-class product that can be independently evaluated, as evidenced by the Academy Award Winning Fort Lauderdale International Film Festival; the Florida Grand Opera's position as 12th largest company in the United States; the selection of the Museum of Art | Fort Lauderdale as the site for several major world-class exhibitions, and by the top 10 ranking of the Broward Center for the Performing Arts by leading industry sources such as Pollstar^{®13} and Venues Today.

Major arts and entertainment presenters now understand that blockbuster events, such as *Tutankhamun and the Golden Age of the Pharaohs*, can be successful in this previously unproven market. In addition, since 2003, the Broward Center has consistently outperformed such venues as Sydney Opera House and The Theater at Madison Square Garden. Meanwhile, emerging artists and cultural organizations are benefiting from the interest generated by such larger events.

The diversity of events is reflective of the changing demographics of Broward County. Major cultural events that connect and engage both tourism and local communities include initiatives with countries such as Argentina, Australia, Brazil, China, Egypt, Germany, Haiti, Israel, India, Jamaica, Japan, Peru, Russia, Trinidad, South Africa, and Zimbabwe.

¹³ Source: Pollstar Magazine.

In 2006, the Broward Center for the Performing Arts (BCPA) was named one of the first official Brazilian "Points of Culture" outside of Brazil, in a ceremony headed by Brazil's Minister of Culture, Gilberto Gil. The BCPA was also designated the gateway for the promotion of Brazilian culture through a Brazilian government initiative called "Brazil in America." This event demonstrates how cultural/entertainment activities connecting to tourism can have an equal impact on the resident community population. Furthermore, through events such as this high profile Brazil initiative, we see the direct and positive effect of international programming on off-season tourism. The publicity specifically generated in the domestic Brazilian press is another valuable result with potential tourism benefits, with a media spotlight on Broward County as an international destination.

In another example, the 2006-07 *Cradle of Christianity* exhibition, in much the same manner as the 2004 *Treasures of the Vatican*, has created an ongoing, long- running cultural tourism event, which also generates considerable interest for local populations.

Looking at some of our other local cultural attraction presenters, Symphony of the Americas consistently offers classical music in a manner that is meaningful and relevant to new audiences, with programming that brings forward the musical influences of the Caribbean, and South and Central America, while often employing artists and musicians from Europe for a truly global experience.

The Association of Performing Arts of India also serves to showcase diverse aspects of Broward's cultural kaleidoscope, working closely with other local arts organizations, including the Broward Center, and a range of local businesses and community groups to reach a growing segment of the population connected to South Asia and the Caribbean.

The African American Research Library and Cultural Center is a significant asset for engaging both domestic and international travelers as an attraction that is intrinsically connected to local tradition and heritage while connecting to new tastes, trends and patterns of both domestic and international visitors. The proposed Dr. Bobby Jones Gospel Music Industry Complex has attracted the support of the Convention and Visitors Bureau with a commitment of \$100,000 in funding.

Given these examples, it becomes apparent that a climate exists in Broward County for a significant cultural tourism economy to develop and thrive and that many community goals – as established in our Broward County 2010 Community Cultural Plan of 1999 – have been realized largely through efficient redirection of existing funds. Through the development of the regional cultural tourism marketplace, we also see increased demand from consumers for high-quality venues, brand-name talent and development of unique and indigenous cultural assets. As we see consumer expectations rise, we must consider strategies, which prioritize investment into current infrastructure and successful assets, while fostering an overall environment that promotes growth.

11. ORGANIZATIONAL ASSETS

Given our current status, with limited direct increases in funding, continued success at this rate is not sustainable if our goal is to engage in cultural tourism in a manner that builds community pride, enhances quality of life and still meets the changing needs of the new cultural consumer.

It is helpful to reflect on our current assets and best practices, as we evaluate the action items for a new cultural plan. In the decade since the Broward County 2010 Community Cultural Plan was established, several organizations have emerged to the forefront, building a year-round infrastructure of bricks-and-mortar attractions, a defined Arts & Entertainment District, a number of recurring signature events and a slate of international programs with direct relevance to tourism. While we have significant assets among our existing organizations and practices, there is a demonstrable need for increased communication, collaboration, and resources to improve and maintain stability and to anticipate future growth to keep pace with increased demand.

Broward County 2010 Community Cultural Plan, in creating the Cultural Tourism Program (CTP), recognized the importance of organizational assets to in order to achieve these goals and encourage the creation of resources experienced in the critical areas of both cultural programming and tourism marketing.

In one example of a CTP Grant funded project, we see how membership-based cultural communications and advocacy groups, such as the Riverwalk Arts & Entertainment Consortium, further support County Community Cultural Plan Item 5.5:

Foster the organization of a membership-based Cultural Consortium of artists, art supporters, arts and cultural organizations.

This concept has been successfully expressed through The Riverwalk Arts & Entertainment Consortium, which operates as a destination marketing organization (DMO) and has proven to be a model in the industry.

In decade since the plan was produced, the concept has achieved success in one way through The Riverwalk Arts & Entertainment Consortium, which serves the interests of over 600 presenting arts organizations, while interacting directly with the tourism industry to the degree of over 200,000 annual room nights. Led by the Performing Arts Center Authority, the Consortium partners include: Museum of Art | Fort Lauderdale, Florida Grand Opera, Concert Association of Florida, Stranahan House, and the Fort Lauderdale Historical Society (Old Fort Lauderdale Village & Museum). These efforts are coordinated locally with other attraction based organizations such as Riverwalk Trust, Las Olas Association and Sawgrass Mills.

The Riverwalk Arts & Entertainment Consortium destination marketing organization has been used as a model for effective collaboration in communities such as Tampa, FL and by organizations such as the Waterfront Center at its national conference in Savannah Georgia.

This business model presents a successful, sustainable structure that with additional funding could be enhanced and replicated countywide. The efforts of the Arts & Entertainment Consortium primarily target the tourism industry and business-to-business interests, and therefore do not have high public visibility. However, with additional resources, it could be equally successful as a consumer-oriented campaign, such as we see with NYC & Company and other destination marketing organizations.

Attractions such as the Museum of Art | Fort Lauderdale and the Broward Center for the Performing Arts combine the tourism marketing efforts of the Arts & Entertainment Consortium with institutional and event-driven marketing to create a vibrant communications portfolio for the destination in a manner that is appealing to both residents and visitors alike.

Groups such as the Fort Lauderdale International Film Festival, the Museum of Art | Fort Lauderdale, and Broward Center for the Performing Arts, among others, have also benefited from CTP funding and have presented strong returns on investment to the County and to visitors. The national and international attention generated by these groups is entirely in sync with key tourism feeder markets.

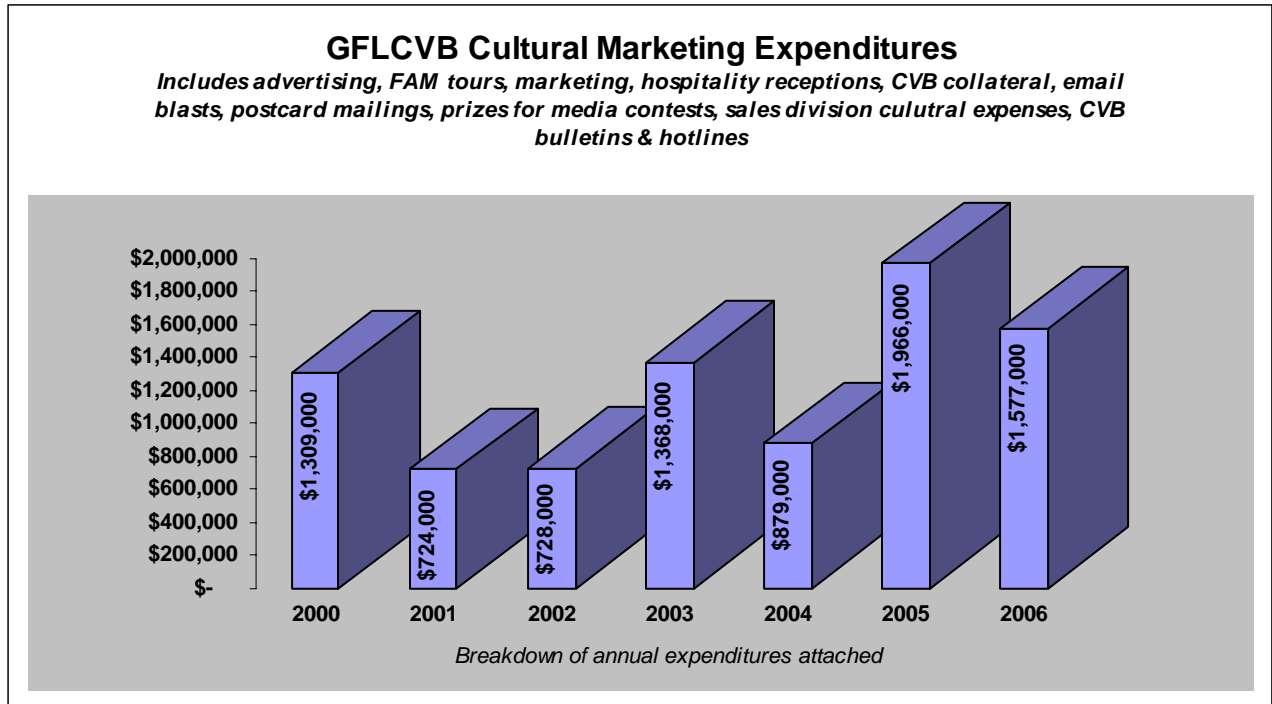
The Hollywood Arts & Culture Center, presents strong programming which reaches both tourists and residents, including "OceanDance" and a diverse offering of high-quality visual and performing arts. The Art and Cultural Center also partners with 360° degrees magazine to promote art, culture and dance.

The internationally renowned Miami City Ballet makes a case for cultural tourism benefit by expanding the artform and its acclaim as a company. While name recognition does not directly promote the Broward County/Greater Fort Lauderdale brand, its annual presentation of Balanchine's version of *The Nutcracker* is a perennial holiday favorite and a world-class arts event, accessible to high-season travelers. Meanwhile organizations such as the Florida Grand Opera, the Concert Association of Florida, the Museum of Discovery and Science and IMAX Theatre further establish the destination as one that is able to support world-class artists and provide well-known, international performers, bringing the world to our doorstep for local audiences and visitors alike.

However, to truly build a sustainable artistic and cultural economy, we must also recognize the value and quality of our local talent and its unique and flourishing diversity. For example both the Mosaic Theatre and the Public Theater of South Florida have showcased local talent and produced cutting edge theater attracting locals as well as visitors. As a community we must facilitate the development and growth of our local arts and culture that is integral to our cultural heritage and recognition as a place worth visiting and experiencing.

In 1999, Broward County was in the vanguard nationally by establishing a dedicated, full-time Cultural Tourism Director position at the CVB at a line item cost of \$120,000 per annum. While this position no longer exists, the group and leisure staff continues to provide the same value with better sales support. The CVB annually commits between \$750,000 and \$2,000,000 of its budget to destination marketing line items featuring cultural tourism. While the CVB has demonstrated a clear commitment to providing support to the cultural tourism sector through numerous partnerships, there is a need to examine the past success and build on it through expansion and refinement of action and purpose.

Chart E. – Greater Fort Lauderdale Convention & Visitors Bureau GFLCVB Cultural Marketing Expenditures



12. CONCLUSIONS

This report presents the factors that are vital to the successful operation of the business of cultural tourism, in a manner that will enhance the artistic and cultural offerings of Broward County for the benefit both visitors and residents, consistent with the County mandate.

It is a summary call to action in order to:

(a) **Define** the emerging business of Cultural Tourism in Broward County (b) **Align** the actions and interests of cultural and tourism industries with overall community goals and (c) **Refine** both cultural and tourism strategies for engaging in that business.

As cultural organizations, we have made great strides in providing the content needed to fulfill our present and future needs: many of these were envisioned in the Broward County 2010 Community Cultural Plan of 1999. However, no single organization or event can fully achieve the objectives that we have agreed upon as a community. A holistic approach is required,

Growth in our tourism industry has prepared our destination for premier properties and "SUN-sational" service and paved the way for a five-star process for connecting communications, venues and talent.

While we can build on our previous success, further public and private funding is essential to maintain the current cultural assets, improve upon existing infrastructure, develop local talent and technology and effectively prepare for future opportunities.

Broward County is clearly poised to enter the emerging global business of cultural tourism. A ten-year plan was created in 1999 and executed with substantial success. Given the pressing changes in the economy as well as the business and cultural environment, we must move forward with confident next steps towards a new path. We face challenges and obstacles, but enjoy a unique portfolio of natural assets and established cultural product and infrastructure to build upon.

A breakdown of suggested strategy is expressed through the areas of: (i) Leadership (ii) Planning (iii) Product Development (iv) Communication (5) Finance

(i) Leadership:

- Continue Cultural Tourism Committee and hold Bi-Annual joint meeting between the TDC and BCC to discuss and act on issues of mutual interest for the benefit of advancing Cultural Heritage Tourism.
- A request should be made to County Commissioners to appoint representatives to the TDC from the Cultural Council and/or major cultural and arts institutions.
- Staff position or contracted service for Cultural & Heritage Tourism.
- Develop and sustain successful DMO initiatives.
- Consider other human capital resources and operational infrastructure to steward developing cultural tourism business interests.

(ii) ***Planning:***

- Create a 5-year plan and strategy for cultural tourism as part of the 2020 Cultural Plan.
- Identify and align the needs of the various stakeholders, differentiating between the needs of domestic and international visitors, versus inter and intra-county visitors.
- Enhance technology for measuring the outcomes of cultural tourism investment
- Establish more sophisticated and interactive benchmarks, timelines and outcomes and expectations for overall return on cultural tourism investment
- Develop metrics such as those related to consumer perception, visibility in key feeder markets in and issues such as recognition among national and international cultural industry peers

(iii) ***Product Development:***

- Develop infrastructure to support premiere cultural programming – consistent with premiere destination presence.
- Create more volume and higher quality destination experiences and cultural/entertainment events on an annual basis, with continued development of shoulder and off-season business.
- Continue world-class programming, across diverse entertainment categories, as a tool to retain and cultivate tourism audiences.
- Restore and maintain existing cultural & heritage attraction sites – consistent with hotel development.
- Develop programming and complimentary new tour itineraries, focused on emerging markets, such as: Native American, African American, Pan-African, Caribbean Diaspora, Hispanic, Gay & Lesbian, Romance, Family Reunions and Luxury travel.
- Consider Regional Circuits – to connect to major activities such as Art Basel.
- Connect regional events into year-round festival environment, to showcase world culture and diversity
- Create way-finding and universal graphics and transportation options.

(iv) ***Communication:***

- Initiate peer-to-peer and industry to industry communications between cultural providers and tourism industries to align new business strategy
- Educate cultural attractions on the successful international brand strategy directed by the Greater Fort Lauderdale Convention & Visitors Bureau.
- Focus cultural/entertainment attractions as a compliment to the defined destination USP's.
- Enhance DMO efforts directly related to tourism
- Create, develop and execute on-going consumer education plan (i.e., marketing, communications, and public awareness) to promote, enhance and support cultural assets
- Support data collection systems to enhance accurate measurement and information sharing

(v) ***Finance:***

- Sustain higher earned revenues from tourist travel while developing new markets
- Re-invest in successful cultural tourism assets, with additional investment directed towards new and relevant initiatives to meet the needs of an ever-changing audience.
- Fund capital improvement including buildings, transportation and other substantial infrastructure.
- Cultivate cultural and tourism initiatives that stimulate bi-lateral or multi-lateral trade
- Seek new revenue sources to fund the development of cultural tourism in Broward County.
- Examine funding from other sources for long term sustainability
- Consider Vision Broward Final Report (2004) recommendations for funding

13. ATTACHMENTS

1. Dr. William Strong. *The Economic Importance of Arts and Cultural Organizations*, Florida Atlantic University, May 2005
2. Broward Cultural Council Cultural Tourism Program Grant Applications FY 2008, Broward County Cultural Division

CHARTS:

- (A.) Cultural Grant Funding in Miami Dade and Broward Counties
- (B.) Total General Grant Funding
- (C.) Convention and Visitors Bureau Cultural Tourism Expenditures
- (D.) Bed Tax
- (E.) Convention & Visitors Bureau Marketing Expenditures

14. REFERENCES

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