

EDAB Recommendation
To City Council
City of Venice Marketing Plan
August 2014

EDAB Marketing Recommendations

- On July 16th, EDAB Board approved the following marketing plan recommendations for presentation to the City Council.

Presentation Topics

- Goals & Background
- Tourist Development Tax analysis
- Short Term Rental Unit Structure Analysis
- Marketing Recommendations

Marketing Plan Goals

- Consistent with City of Venice's Strategic Plan and Goal #5
 - Encourage and Support a Growing, Diverse Economy
- Recommendations meant to provide direction and guidelines, not specific marketing programs
 - Specifics and associated costs best created by the staff responsible for marketing

2011 Visit FL Visitor Study Results

- **Top reasons for visiting: 51% go to beach, 42% visit family**
- **53% stay in non-paid accommodations; highest % in all regions**
- 91% came for leisure purposes
- Attracts older visitors; largest % of visitors age 55 or older
- Average length of stay is 5.1 nights – highest average in all regions
- Highest average household income of \$100k or higher
- 8% of all visitors to FL come to SW region
- Average spend is \$117 per day
- 62% visit Dec through May. Slight growing trend towards more visitors in ‘off season’

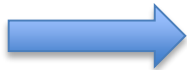
Tourist Development Tax

- Due to lack of any market specific tourism information for Venice, we can use the Tourist Development Tax as a proxy for tourist activity
 - No information on visitors specific to Venice
 - No retail sales dollars by month for Venice market
 - Sarasota County Tax Collector provided Tourist Development Tax by analysis
 - Sarasota County Tax Collector provided # of units available for short term rental for County and Venice, by type

Sarasota County TDT

- The tale of 2 Cities.....and of 2 rental unit types
- Sarasota City and Siesta Key generate 62.6% of 2013 TDT Dollars, and over the past 4 years has grown over 65% while Venice has grown 10%
- Total Dollars and growth rates

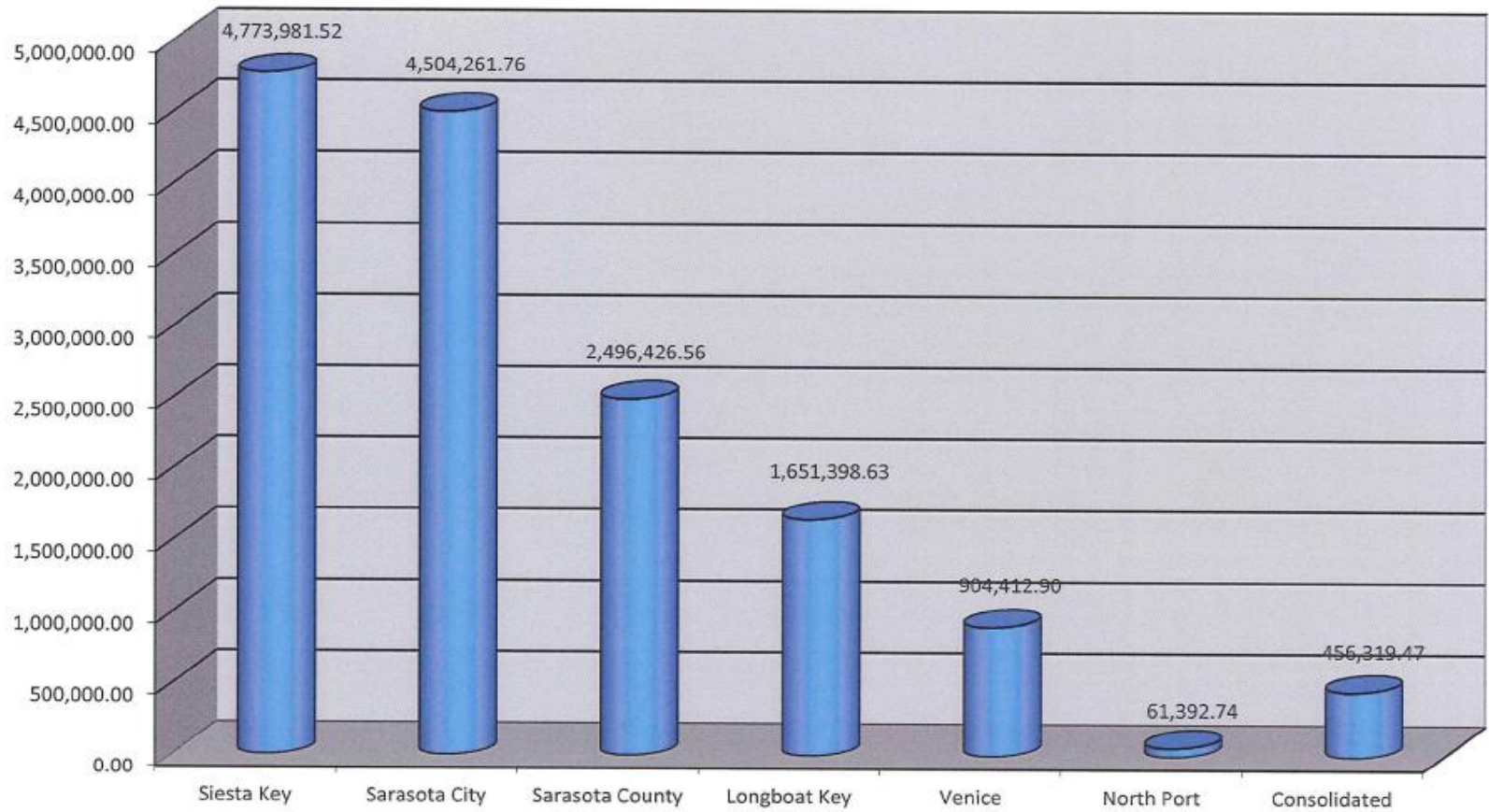
Area	2009	2013	% Change
Sarasota Cty	\$9.5 Mil	\$14.8 Mil	63.9%
Siesta Key	\$2.9 Mil	\$4.8 Mil	66.6%
Sarasota City	\$2.8 Mil	\$4.5 Mil	65.3%
Venice	\$0.8 Mil	\$0.9 Mil	10.3%



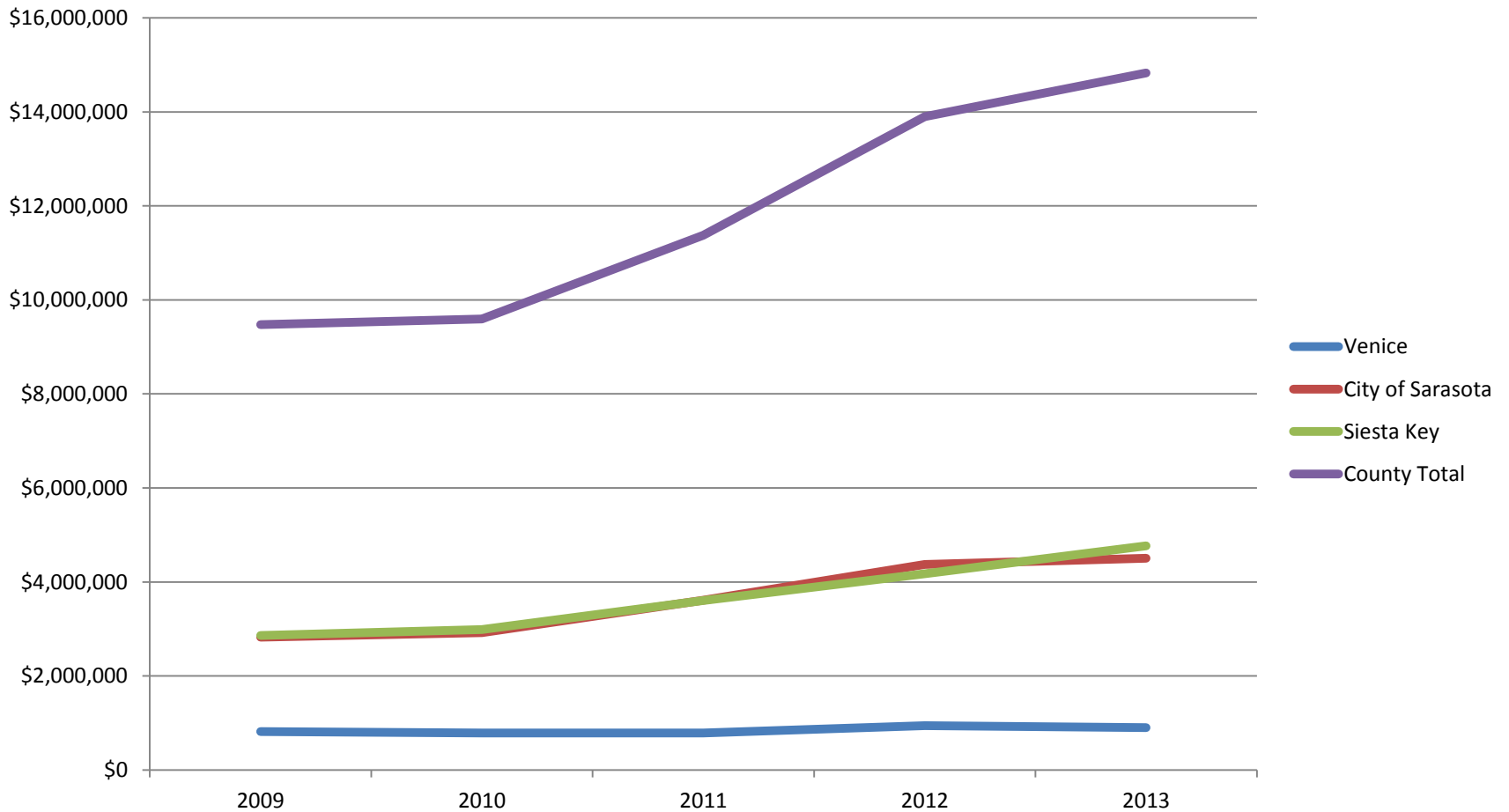
Sarasota County TDT

- Condos and Hotels generate 90% of TDT Dollars
 - Condos at 45.6% of TDT Dollars
 - Hotels at 44.3% of TDT Dollars
 - Prior to 2009, hotels generated the most amount of the TDT Dollars
- Units have remained fairly constant over the past several years
 - Condos represent 45% of total units
 - Hotels represent 34% of total units
 - 2013 was the first increase in total units, driven by first increase in hotel rooms since 2009

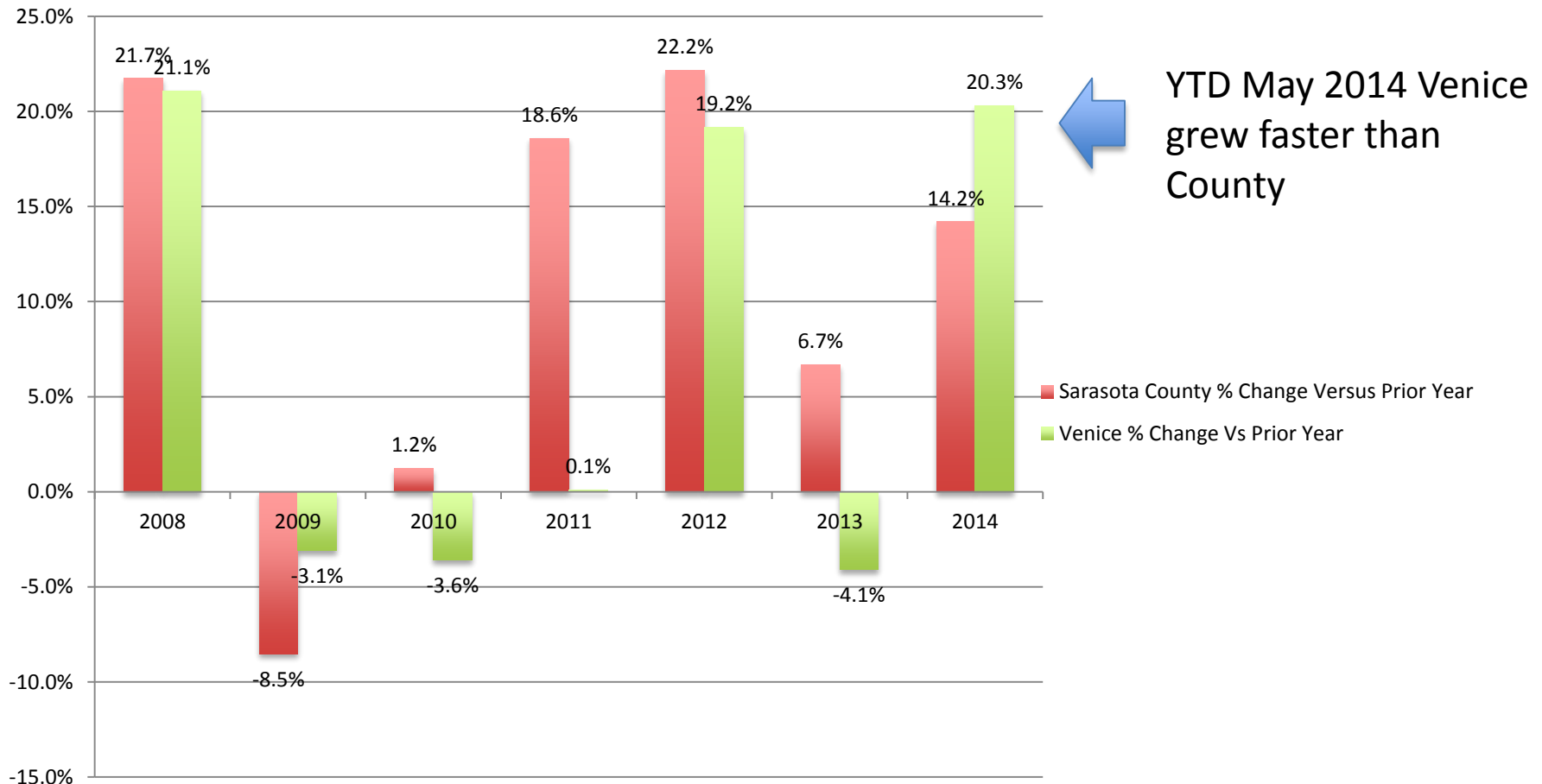
SARASOTA COUNTY TOURIST DEVELOPMENT TAX Collections by Location FY13



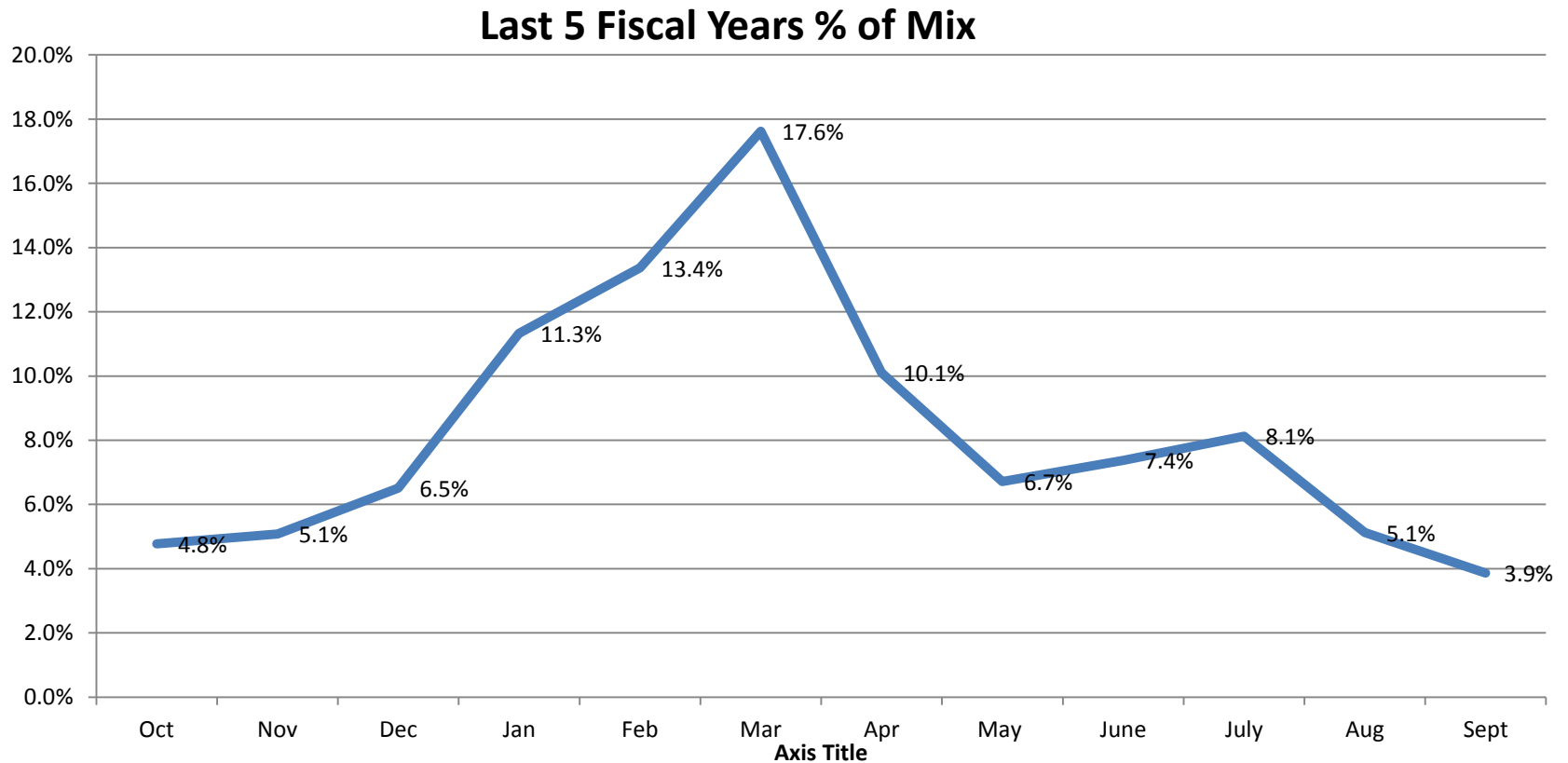
Tourist Development Tax Total Dollars 2009-2013



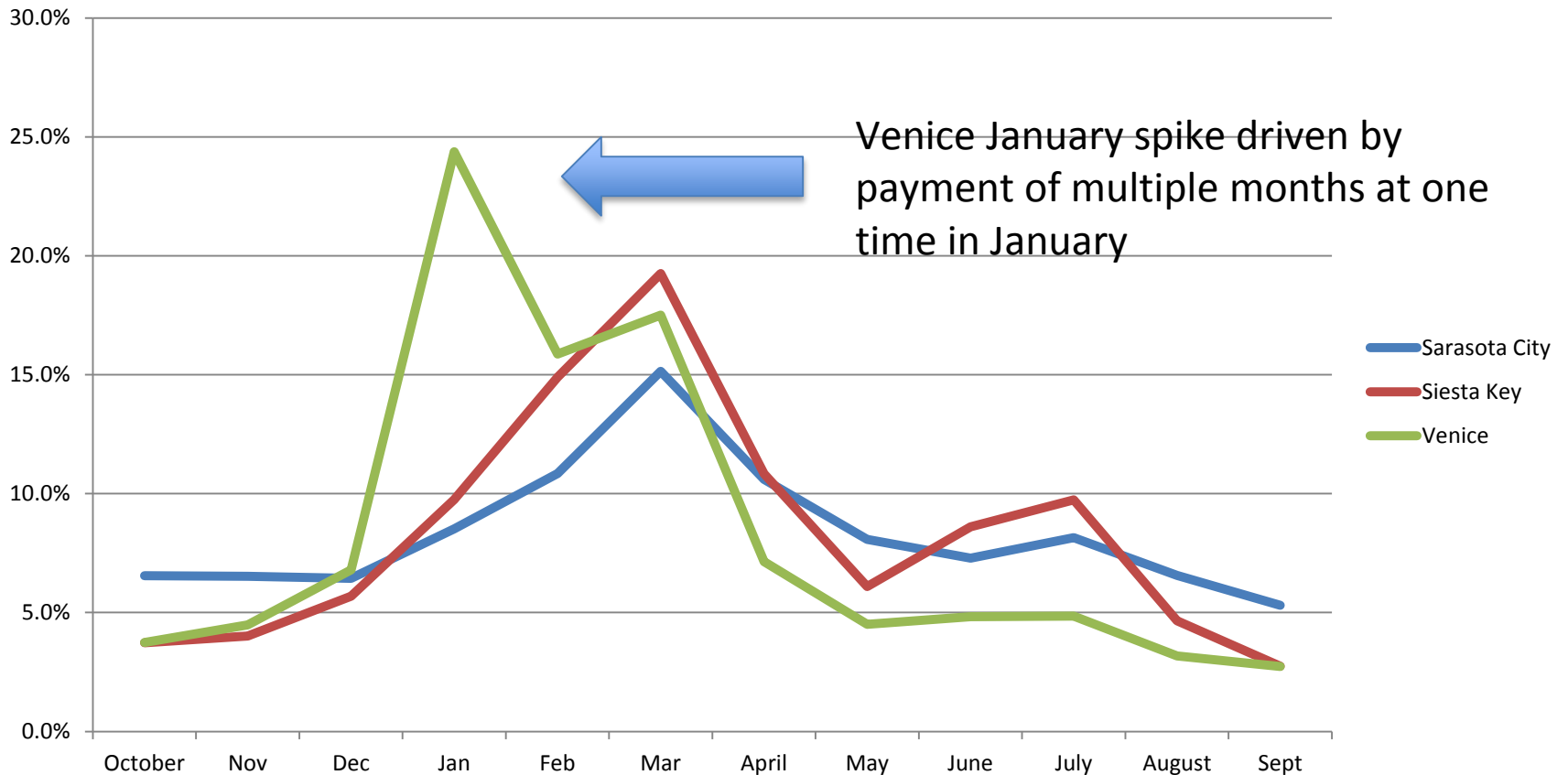
Venice versus Sarasota County TDT % Change versus Prior Year



TDT Seasonality Sarasota County



Tourist Development Tax Seasonality-Last 5 year average



Venice is much more seasonal than Sarasota and Siesta Key
How Much more Seasonal?

TDT Seasonality

% of Revenue by Quarter

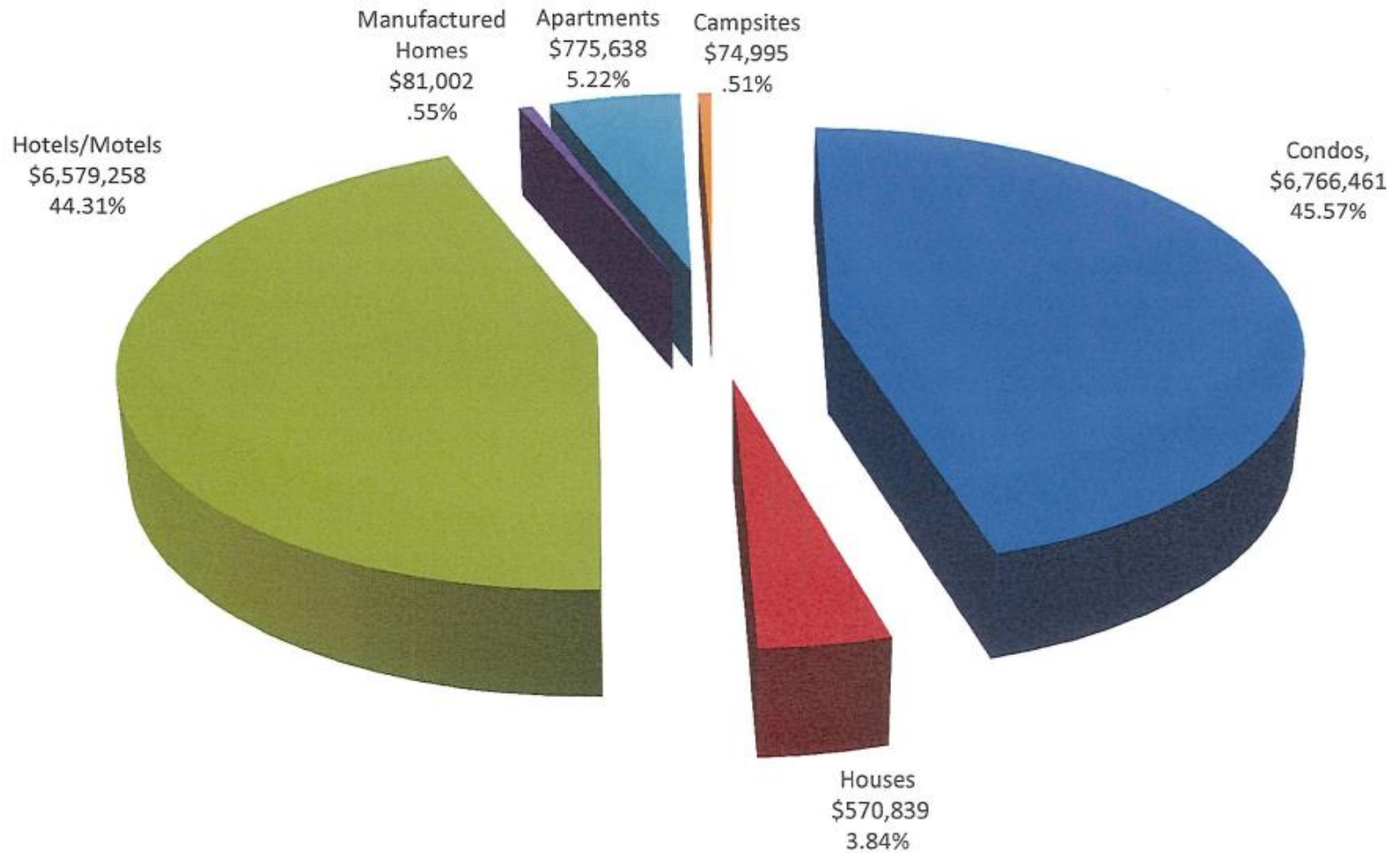
	Sarasota City	Siesta Key	Venice	County
Jan-Mar	34.5	43.9	57.8	42.3
April-June	26.0	25.5	16.5	24.2
July-Sept	20.0	17.1	10.8	17.1
Oct-Dec	19.5	13.4	15.0	16.4

Seasonality Index----High versus Low Quarters

Seasonality	Sarasota City	Siesta Key	Venice	County
High versus Low	177	327	537	258

The Higher the number, the greater the gap between High and Low Seasons: 100 index is no seasonality as it is even all quarters

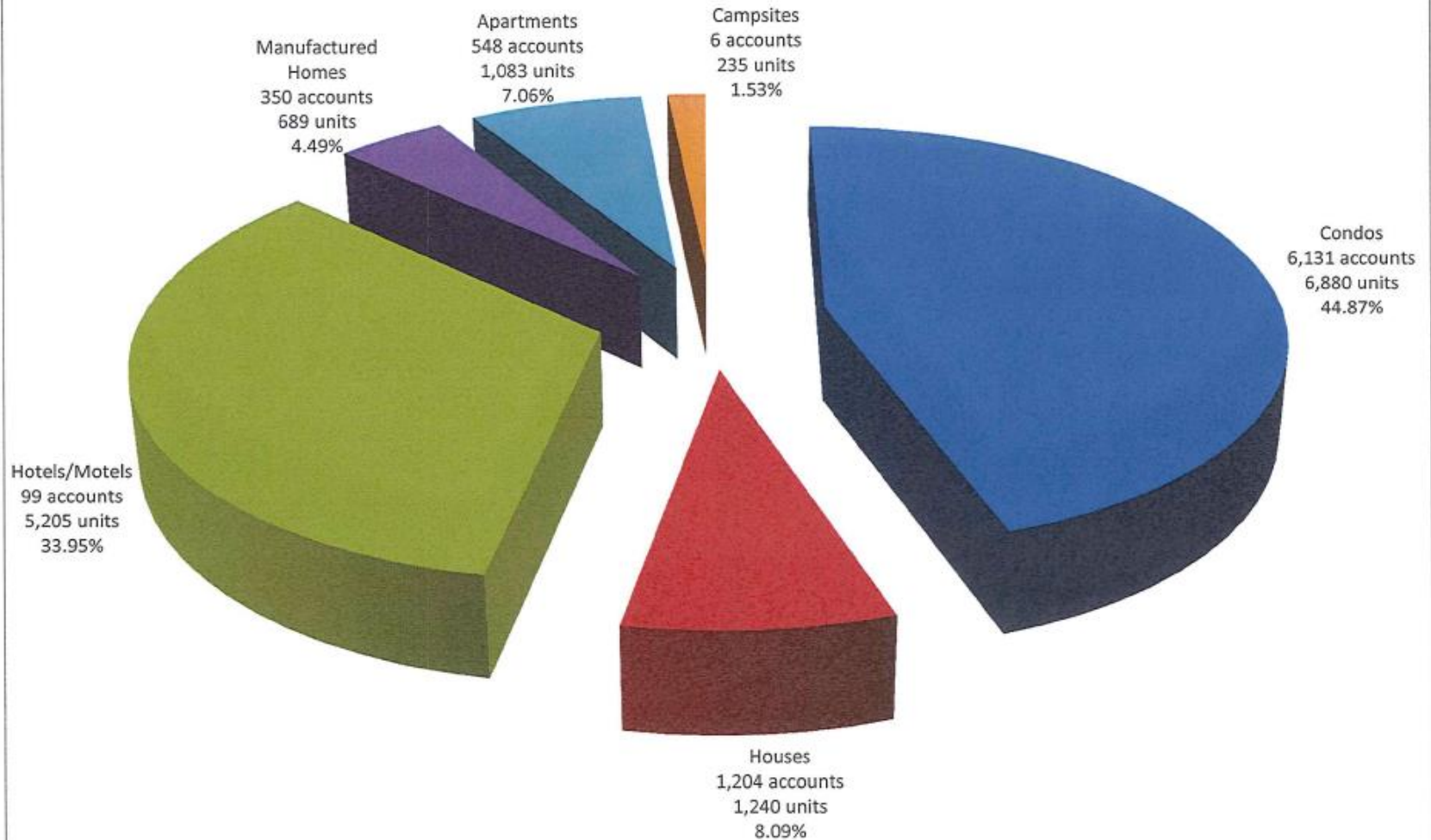
SARASOTA COUNTY TOURIST DEVELOPMENT TAX Amount Collected by Type FY13 Thru 12/31/13



SARASOTA COUNTY TOURIST DEVELOPMENT TAX


Number of Accounts and Rental Units by Type - 12/31/13

Total Number of Accounts: 8,338 • Total Number of Rental Units: 15,332



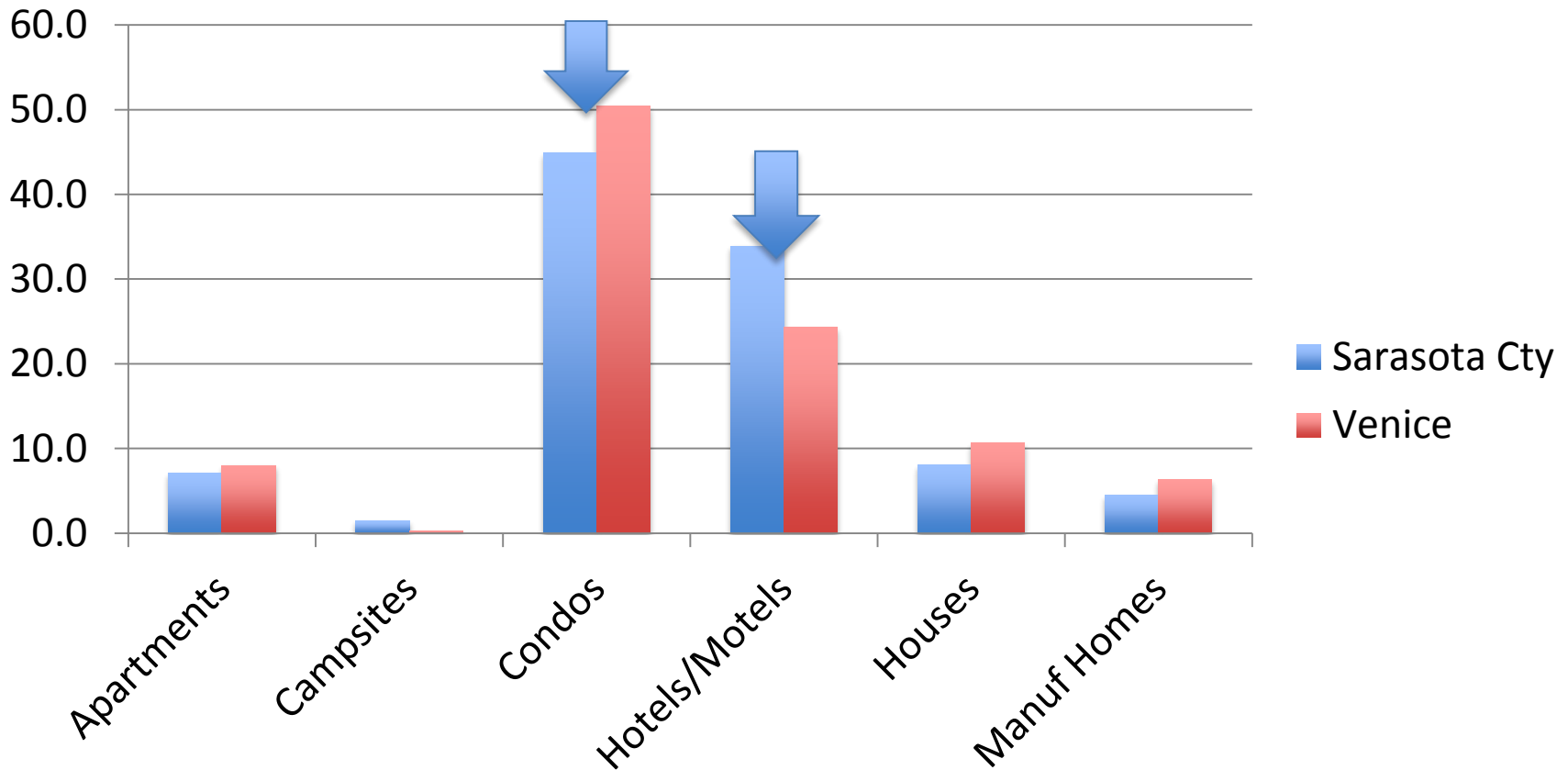
Lodging

- According to the 2013 Sarasota County Tax Collector report, Venice has the following units available for short term rentals, as compared to Sarasota County



Type of Lodging	Venice Units	% Mix	Sarasota County Units	% Mix
Hotels	382	24.3	5,205	33.9
Condos	790	50.4	6,880	44.9
Apartments	125	8.0	1,083	7.1
Mobile Homes	99	6.3	689	4.5
Houses	168	10.7	1,240	8.1
Campsite	5	.3	235	1.5
Total	1,569	100	15,332	100

% Mix of Units for Short term Rental



High % in Condos/Homes minimum stay requirements of a month forces visitors to stay a month or look elsewhere. OK in winter, a challenge in summer.

Lodging

- Venice has a potential lodging issue and a structural restraint on length of stays
 - City has 9 hotels representing 382 rooms; 24% of rental capacity
 - Other hotels serve Venice in Unincorporated County
 - For summer visitors, most stays are less than a week, which favors hotels over condos/homes
 - Most condos and homes require a month long stay
 - #1 Activity is the Beach
 - Venice has two Beachfront Hotels to serve the #1 Activity
 - Most Sarasota County visitors go to Lido Beach and Siesta Beach hotels during summer

Marketing Plan Insights

- Without places to stay and areas to park, developing a Marketing Plan designed to bring in more visitors and tourists during January-April will have constraints for success and could be counter productive
- We can still develop a Marketing Plan recognizing lodging and parking constraints by focusing on the “off season” as Venice is the most seasonal city compared to other cities in Sarasota County.
- Focusing on the Summer will reduce the “trough” or “cliff” from the Winter Season.
- Challenge is balancing bringing in Visitors with maintaining the quality of life and small town feel residents want based upon “Think tank” findings

Venice Marketing

- Who is responsible for marketing Venice?
 - City of Venice
 - Venice Area Chamber of Commerce
 - Venice MainStreet
 - Visit Sarasota County
 - Visit Florida
 - Affiliated organizations
- Everyone will have a point of view and perspective
 - Leads to multiple branding identities
 - Who will take the lead?

Marketing Plan Overview

- Imagery developed around Heritage and Lifestyle
- Leverage *Visit Sarasota County* resources
 - Community Representation on *Visit Sarasota County Board* of Directors
 - Broad reach-based marketing initiatives
- Solicit and Create Events for Off-Season
 - Improve City Communication vehicles for awareness about Events

Marketing Recommendations

- Create “**Imagery**” anchored in the History and Heritage of Venice while promoting Venice’s **Lifestyle** to attract Visitors and Residents to Downtown and the Beaches
 - Vacationer/Day Trippers
 - Seasonal Residents
 - Year Round Residents
- “Imagery” can be shared with City affiliated organizations for unified talking points describing Venice.

Create “Imagery” of Venice’s Heritage

Northern Italian Renaissance Architecture

Quaint Shops, Outdoor Restaurants

Wide Boulevards, Tree Lined Streets

Walkable, Bike Friendly City

Walk from Downtown to Beach

Lifestyle Marketing

SPORTS

Baseball

Softball

Soccer

Biking

Fishing

Golf

Tennis

ARTS/CULTURE

Venice Theatre

Art Center

Museum

Library

BEACHES/WATER

Sailing

Kayaking

Paddleboards

Swimming

EVENTS

Art Shows

Music

Competitions

Leverage *Visit Sarasota County*

- Leverage *Visit Sarasota County* resources and staff to help develop and execute Venice specific plans and programs.
 - Community or City representation on *Visit Sarasota County* Board of Directors
 - Leverage *Visit Sarasota County* plans, personnel, funding, and expertise for website programs and event development
 - City staff can work with *Visit Sarasota County* and provide Venice specific direction and content for their use.

Create Events for Off-Season

- Focus on Lifestyle, especially Events, to draw Visitors and Residents to Venice
 - June-September is Priority to bring in more visitors
- People come to a resort community because of things they want to do; activities that fit their Lifestyle
 - Beaches and Visit Family
 - Sports Marketing
 - Music and Art Events
- Collaborate with *Visit Sarasota County* and Venice Nonprofits for Event ideas

Events Target Audience

- Recommended Target Audience for Visitors would be Adults 35-55, with Household Income of \$75K+
- Target Age group starting to think about retirement choices
- High Season Visitors come from Canada, the Midwest, and the Northeast.
- Shoulder and Off Season Target would be Day Trippers and International market
 - Sarasota, Tampa, Orlando, Ft. Myers, Naples, and Miami
 - Germany, UK, France, Italy
 - Central and South America increasing FL visits, especially Brazil

Events Planning & Management

- Establish Event Management Accountability within City Manager structure
 - Responsible for Acquiring and Managing Events
 - Responsible for building strong relationships with Event Holders
 - Manage Events for a positive Visitor and Community experience
 - Organize the Events by working with Event Holders, City Staff, City Services, and County Staff for a successful event
- Evaluate Current Events, especially held during Season
 - Do the Events align with City's vision?
 - Do Events have the relevant Demographics and Reach?
 - Does the Community have a favorable impression of the Event?
 - Are the Event Holders interested in giving back to the Community or just in Event Revenue?
- Solicit or Create Off-Season Events based on Target Demographics and Potential Reach (regional, State, USA, Global)
 - Work with *Visit Sarasota County* and non-profits for potential events

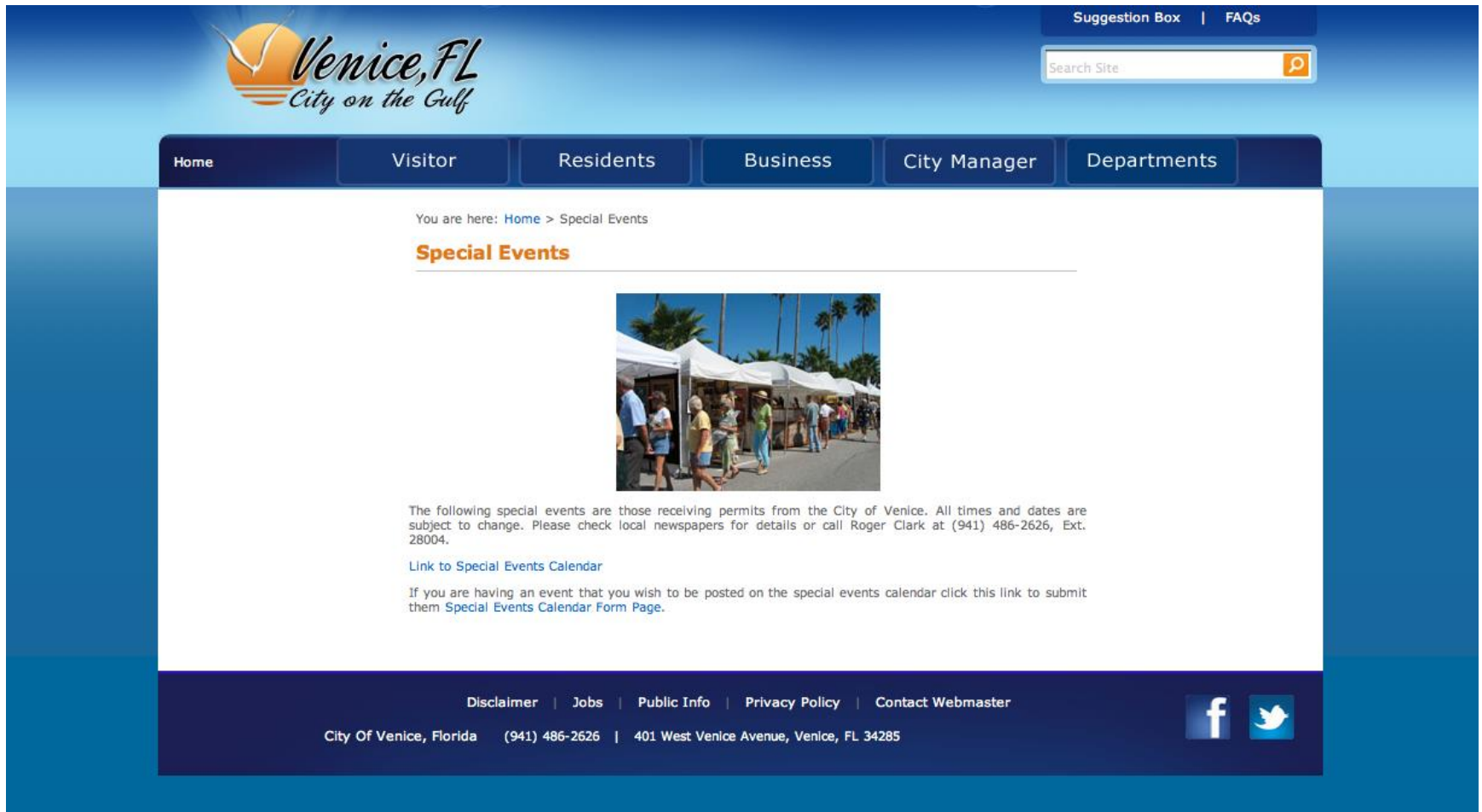
Improve City Communication Vehicles

- City website to be more “user friendly” for Events
 - Improve Event visibility and organization by type of Event
 - Create easy to view, filterable calendar that would be available for all affiliated organizations to help promote Events
- Facebook page communicating Lifestyle events with audience of Residents and Visitors

Recommended *Event Calendar* Creative Plan

- Create an Easy to Use *Event Calendar* for Visitors and Residents
 - Color coded events by type, for example,
 - Municipal meetings
 - Sporting Events
 - Art events
 - Music events
 - Drop down filters
 - Downloadable calendar
 - Link Event to other websites without having to leave Calendar
- Calendar creation options
 - Google Calendar
 - Joomla
- Examples from Delray Beach

Current City Website-Events



City Event Calendar-March



City of Venice

March 2014 - (29)

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
23 • Venice Italian Feast and Carnival • Exultate! Chorale "Voices of Illumination" Concert	24	25 • Bill Anderson's Happy Time Band	26 • Tony Onerato and the Gentlemen of Jazz	27	28 • Friday Night Live, free concert sponsored by Venice Mainstreet	1 • Annual Downtown Art Classic • Pie in the Sky Open House • 2nd Annual The Mane Event
2 • Annual Downtown Art Fest	3	4 • Bill Anderson's Happy Time Band	5 • Tony Onerato and the Gentlemen of Jazz	6	7 • Venice Area Garden Club Home Tour	8 • Quilting by the Gulf XV • Venice Area Garden Club Home Tour • St. Pete's Day Pet Fair • Sixth Annual Toast to Venice • Venice Symphony 40th Anniversary Gala • Barbary Coast Dixieland Band
9 Daylight Saving Time Begins • Quilting by the Gulf XV: A Festival of Quilts • Joy of Jazz	10	11 • Bill Anderson's Happy Time Band	12 • Tony Onerato and the Gentlemen of Jazz	13	14 • Downtown Sidewalk Sale • Friday Night Live, free concert sponsored by Venice Mainstreet	15 • Venice MainStreet Sidewalk Sale
16 • Corvettes in Venice--A Vette-Together	17 St. Patrick's Day	18 • Bill Anderson's Happy Time Band	19 • Tony Onerato and the Gentlemen of Jazz	20	21 • The Best Show That Never Happened - Buddy Holly, Elvis, and Roy Orbison Tributes	22 • The Best Show That Never Happened - Buddy Holly, Elvis, Roy Orbison Tribute
23	24	25 • Bill Anderson's Happy Time Band	26	27	28 • Friday Night Live, free concert sponsored by Venice Mainstreet	29 • Celebrity Waiter Dinner - Surf's Up for Mental Health • Your Musical Passport - Tenor Maurice LoMonaco
30	31	1 April Fool's Day • Bill Anderson's Happy Time Band	2	3	4	5 • Garage Sale, 200 Base Ave., to benefit Venice Circus Arts Foundation • Venice Book Fair and Writers Festival • Disco Dance Party - Hunks of Funk
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

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City of Venice Calendar-August



City of Venice

August 2014 - (2)

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6	7	8 • Friday Night Live Free Concert	9
10	11	12	13	14	15	16
17	18	19	20	21	22 • Friday Night Live Free Concert	23
24	25	26	27	28	29	30
31	1 Labor Day	2	3	4	5	6 • Miami Avenue Craft Fair
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

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City Event Calendar-November



City of Venice

November 2014 - (24) ▾

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31 Halloween • Halloween Parade for Kids	1 • Venice Farmers Market • Howlin' Halloween Pet Parade • Venice MainStreet Art Fest
2 Daylight Saving Time Ends • Venice MainStreet Art Fest	3	4	5	6	7	8 • Venice Farmers Market • Rev 3 Triathlon Pre-race Events
9 • REV 3 Triathlon	10 • Sarasota Chalk Festival in Venice	11 Veterans Day • Sarasota Chalk Festival in Venice	12 • Sarasota Chalk Festival in Venice	13 • Sarasota Chalk Festival in Venice	14 • Chalk Festival • Sarasota Chalk Festival in Venice • Friday Night Live Free Concert	15 • Venice Farmers Market • Sarasota Chalk Festival in Venice
16 • Sarasota Chalk Festival in Venice • Chalk Festival	17 • Sarasota Chalk Festival in Venice • Chalk Festival	18	19	20	21	22 • Venice Farmers Market
23	24	25	26	27 Thanksgiving	28 • Friday Night Live Free Concert	29 • Venice Farmers Market • Holiday Parade
30	1	2	3	4 • Venice MainStreet Christmas Walk	5	6 • Venice Farmers Market • Venice Boat Parade
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

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Delray Beach

City website-mydelraybeach.com

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Other Community Events:

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- [Downtown Merchant Promotions](#)

Upcoming Events

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June 2014

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Downtown Development Authority Meeting 12:00pm Education Board Meeting 5:30pm	3 City Commission Special Meeting 5:00pm City Commission Regular Meeting 6:00pm	4 Kids and Cops Meeting 6:00pm Historic Preservation Board Meeting 6:00pm	5 City Commission Special Meeting 9:00am Sister Cities of Delray Beach Meeting 4:45pm	6 Movie Night at the Park 7:30pm	7
8	9	10 Code Enforcement Board Meeting 3:45pm City Commission Workshop Meeting 6:00pm	11 Site Plan Review and Appearance Board Meeting 6:00pm	12 Delray Beach Community Redevelopment Agency Regular Meeting 5:30pm City Commission Special Meeting 6:00pm	13 Dad and Daughter Date Night 6:30pm	14
15	16 Planning and Zoning Board Meeting 6:00pm	17 Civil Citation Hearing 2:00pm City Commission Regular Meeting 6:00pm	18 Police:Firefighters Retirement System Meeting 1:00pm Historic Preservation Board Meeting 6:00pm	19 Delray Beach Housing Authority Meeting 8:45am Delray Beach Marketing Committee 9:00am	20	21

How to Measure Success?

- City staff provide quarterly updates of plan, results and future changes to City Council
- Tourist Development Tax growth rate of Venice compared to other areas in County (monthly)
- Total Gross Receipts for Venice area from FL DOR (annual)
 - Total Gross Receipts, Food & Beverage Stores, Restaurants, Drinking Places, Hotels/Motels
- Events
 - Annual assessment as part of Marketing Plan update
 - “Right Events” being retained, Community impressions, City Services workload

Benefits

- A Healthy Business Community means a healthy and vibrant City
- Reduce “trough” between Season and Off Season
- More visitors to spend money with local businesses
- Events enhance a Lifestyle desired by Residents and Visitors
- Visitors have the potential to become eventual residents
- Consistent marketing message to build an image over time
- Can be part of the Foundation for future growth initiatives
- Challenge is balancing visitor traffic with Venice’s small town feel and charm

Summary of Marketing Plan

1. Create Imagery based on Venice's Heritage and desired interests of Resident's and Visitor's Lifestyle, and share with affiliated organizations.
2. Leverage *Visit Sarasota County* resources to augment City's marketing resources, plans, and execution
 1. Leverage VSC personnel, funding, knowledge, and connections
 2. City Staff to work with VSC in developing plans and content
 3. VSC contribution will be in broad based "reach" initiatives with Website and Internet programs
 4. Transition Event management & connections from VSC to City staff
 5. Establish Community or City representation on VSC Board of Directors
3. Develop Summer Events to help improve local business and reduce seasonality "trough"
 1. Lifestyle Events; Beach, Sports, Arts, Music, Eating, Shopping
 2. Establish Event Planning & Management accountability within City Manager Structure
 3. Work with Venice Nonprofits and VSC for Event Ideas and implementation
4. Improve City Communication Vehicles for Events
 1. City Website to be more "user friendly" for Events
 2. Improve City Calendar and share with affiliated organizations
 3. City Facebook page communicating Lifestyle Events