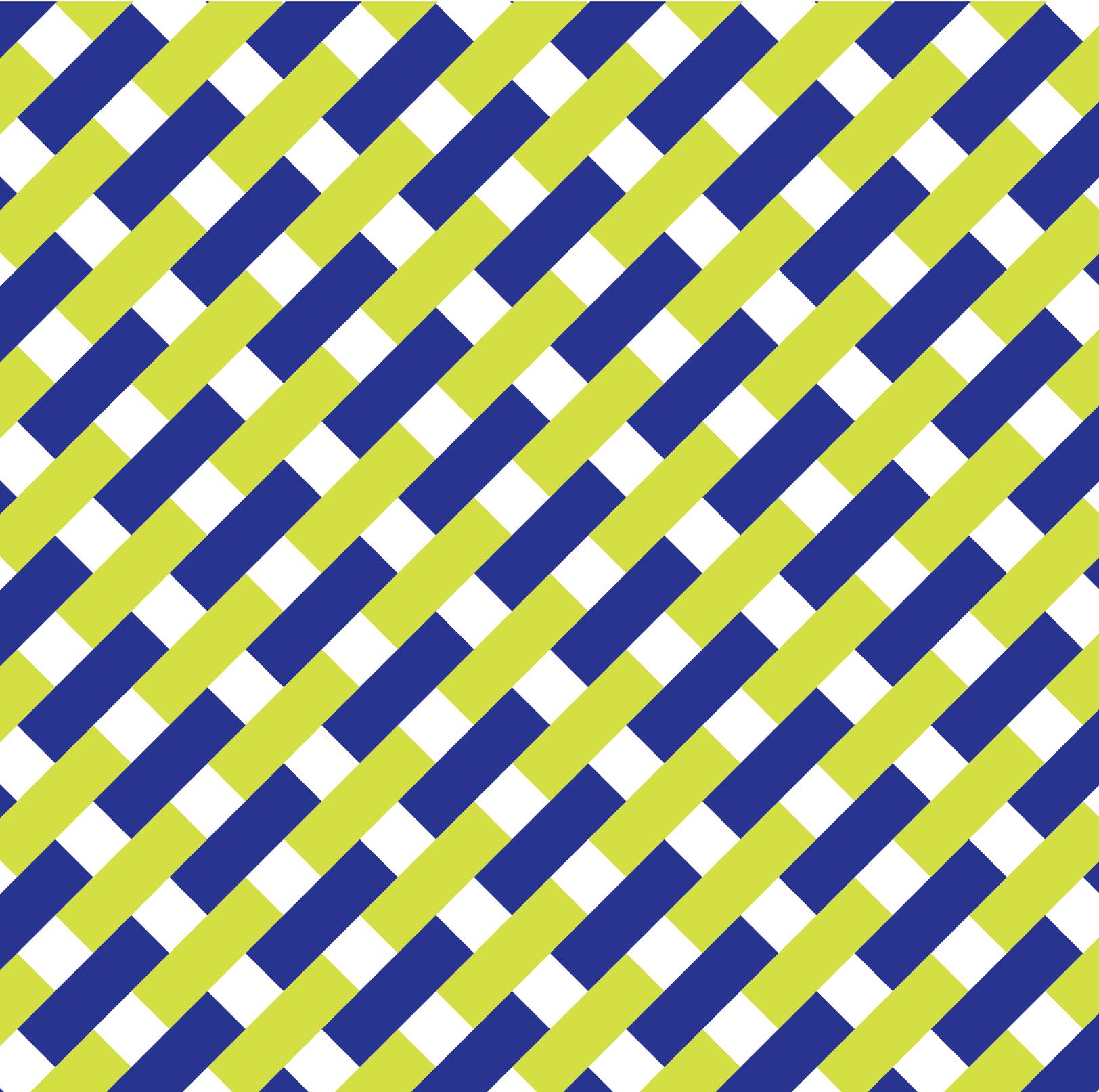


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July 1, 2011

Report: Needs Assessment for Facilities + Cultural Programming

Pompano Beach CRA
Pompano Beach, FL

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1. introduction

Webb Management Services has been contracted by the Pompano Beach CRA to consider the need and opportunity for cultural programming and facilities to be established in Pompano Beach, potentially in conjunction with a county library branch slated for development within a new Civic Campus. This report represents our assessment and recommendations regarding the opportunities to develop both cultural programming and facilities.

To complete our brief, we:

- * Defined and examined the market area for cultural programming and facilities in Pompano Beach, analyzing key demographics and characteristics;
- * Re-examined and summarized national trends in traditional and ethnically-specific cultural participation as they relate to Pompano Beach and the regional market area;
- * Met with leaders of regional arts and cultural organizations, community groups and leadership;
- * Toured existing facilities and spoke with facility operators;
- * Created and evaluated a performing arts and meeting/banquet facility inventory for Pompano Beach and the 10-mile radius surrounding the City; and
- * Reviewed the potential benefits and impacts that additional activities and facilities might provide to the City.

The following chapters detail the findings, conclusions and recommendations resulting from this effort.

2. study context

2.1 CRA Initiatives

The Pompano Beach CRA is an independent taxing district established by the City to focus on redevelopment initiatives including those that encourage economic development and enhance the City's tax base. The CRA includes east and northwest districts. Current efforts focus on downtown development and connectivity, streetscaping, façade and site improvement, job placement, and attracting, relocating, incentivizing and incubating business activity.

Most relevant to this study effort are plans to enhance and revitalize historic Downtown Pompano, including the development of a Civic Campus. That campus is currently proposed to include the existing City Hall, a new Broward County Library and other mixed use development to create a 'town square' atmosphere that provides gathering spaces and enhances the local sense of community. The CRA specifically wishes to understand the feasibility of using space on a second floor of the library to accommodate cultural activity and facilities, as well as the long-term viability of a traditional 300 to 500-seat theater, which would add vibrancy to the campus and further diversify its use.

2.2 The Arts in Pompano Beach and Broward County

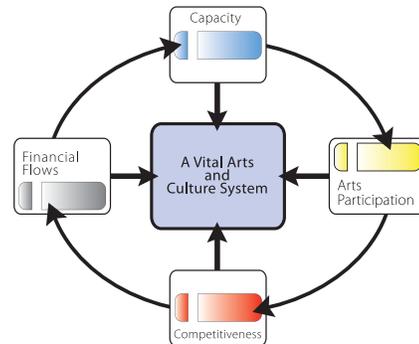
Arts and cultural activity in Pompano Beach has primarily been supported by the City's Parks and Recreation Department. However, as City and CRA efforts have progressed and are focusing on economic development and quality of life, the arts have been identified as a potential growth area and are thought to have potential to contribute to the City's success in its redevelopment efforts.

The City supports a Cultural Arts Committee, which places focus on cultural tourism and related marketing efforts. The Committee is currently developing a partnership with three regional municipalities (Lighthouse Point, Hillsborough Beach and Deerfield Beach) in support of related efforts. In addition, the committee has suggested that an auditorium be developed on the second floor of the new Broward County library.

Pompano Beach's needs and efforts are in line with County plans and goals for arts and cultural development in the coming years. CreativeBROWARD 2020 is a ten-year plan that aims to organize the economic development of the creative sector for the first time. It addresses the development of the creative economy, public art and design and cultural tourism. It also offers a number of key policy and infrastructure recommendations as well as a new signature international festival of creativity and other programming and positioning opportunities. Over the course of the planning process, which was completed in 2010, Division leadership heard need for arts facilities in the northern end of the County.

2.3 The Arts as an Industry

Broward County is not alone in enduring funding and sustainability challenges within the arts and cultural sector. Across the United States, non-profit organizations and cultural facilities are under increasing financial pressure. With limited potential to improve productivity (a symphony takes the same time to rehearse and perform as it did 300 years ago), organizations face a never-ending cost squeeze which forces them to become more reliant on fundraising, more willing to seek operating efficiencies through collaboration, and more focused on education and innovative outreach programs as a means to attract funding and audiences.



In January 2011, Americans for the Arts released The National Arts Index 2010, an update to the first National Arts Index, an annual measure of the health and vitality of the arts in the U.S. The Index is derived from an average of 81 indicators of arts and culture activity measured at a macro-national level. The baseline was set for the year 2003 at a score of 100. This suggests that the highest index since 1998 occurred in both 1999 and 2007 with scores of 103.9. The 2009 score is 97.7, a decline of 3.6 points from the 2008 score of 101.3 and the lowest score on record.

- * The arts respond to the national economic climate, in both positive and negative ways. In a 2010 press release addressing the National Arts Index, Americans for the Arts estimated an arts rebound to begin in 2011 based on past patterns.
- * Arts participation is diversifying, causing a reduction in the numbers of people attending formal arts events, but an increase in personal arts participation and participation via technology and social media.
- * Demand for arts education has increased.
- * The competitive environment for funding, support and audiences is more intense than ever, and the arts are not as well positioned to compete among other environmental and human rights causes as they once were.
- * As the number of artists, nonprofit arts organizations and creative businesses continue to grow, their sustainability is compromised and increasingly difficult. As a result, programs and models that support collaboration and the establishment of alternative arts business models are key.

2.4 Other Factors

We see a number of important forces and trends at work in the environment around Pompano Beach, which are valid as we consider demand and opportunity for new activity and facilities:

- * **Economic:** We are still in the midst of a period of economic decline that continues to affect the arts. Nationwide, there is more sensitivity to ticket prices than there has been, and less demand for touring shows given the high risk for failure and audiences who are even more picky about how they choose to spend limited disposable income. At the same time, museum attendance has been increasing at large institutions, likely a result of decreased leisure travel. These dynamics suggest that the City and CRA should continue to be visionary in planning but cautious with significant implementation, at least for the short-term.
- * **Technology:** Emerging technologies are allowing audiences to see/hear/experience the arts and entertainment with a high level of quality through their home entertainment systems. Other technologies are allowing people to connect with others electronically through social networking sites. These represent huge threats to live experiences, unless groups are able to stress the special nature of seeing it live with other people and offer opportunities for them to talk about that experience with others. Another more positive element of technology is the emergence of the web as a marketing tool. This is critically important as a cost-effective means to build and sustain customer loyalty.
- * **The Environment:** Environmental issues (most significantly climate change) are becoming pervasive. Most significant is the new competition for funding that these issues and movements represent. Also significant is the need for all arts groups and facilities to embrace green building and operating practices. Increased focus on the environment and sustainable living has also inspired the “locavore” movement, essentially the support of local and sustainable food and farming. Related to that is the DIY movement, a return to personal involvement in material aspects of living. This includes increased interest in home artisan activities such as beermaking, pickling and canning, quilting, sewing and more. All of this certainly suggests that arts and cultural programming should respond to these trends—but these movements could inspire more support for localized artists and culture, whether it be via community programming, the purchase of arts and crafts from local artisans or otherwise.
- * **Social:** Finally, there are social issues. There is the challenge of cocooning, when people choose to isolate themselves from others, living in a virtual world (enabled by technology). But we also see that many people still want to exist in a world with others. Recent research on the intrinsic values of the arts focuses on the importance of giving audiences the opportunity to talk about performances with other audience members as a way to process and find meaning in the experience. To us, the roots of cultural experiences relate to storytelling around a fire, and that primal experience remains valid.

3. trends in cultural participation

Demand for cultural presentations and programming is a function of a number of demographic and economic factors, including education levels, disposable income, age, race and population size and density. A number of research studies provide interesting background and context on cultural participation as we consider the potential for Pompano Beach to serve and develop audiences for cultural activity.

3.1 Arts Audiences

Understanding who participates in the arts nationally and comparing that information to a defined market area is critical to confirming the capacity in the market for arts attendance and growth. Studies conducted and issued by the National Endowment for the Arts help to characterize arts attenders. These studies indicate:

- * Educational attainment is by far the best predictor of arts attendance. The propensity to attend arts events among those who have completed college is at least three times greater than for those who have finished only high school; with each advanced level of education there is an increased probability of arts attendance.
- * Income and age also matter, but not nearly as much; those with higher incomes and those who are over 45 are more likely to attend.
- * Race is not a predictor of whether a person is likely to attend the arts, but is a predictor of the genre of art likely to be attended.
- * A large proportion of adults also participate in the arts. One-third of surveyed adults took music lessons or classes at some point in their lives; 18% took some sort of visual arts class. More adults take visual art or music classes than other types of lessons or classes in the cultural arts (including theater and dance.) The two age groups that are most likely to perform or create art are:
 1. Young-adults (aged 18 to 24), many of which were exposed to the arts as children in school, extracurricular activities and maintain that interest for a time entering into the next life stage as couples or parents

2. Adults aged 45 to 64, many of which are empty-nesters or early retirees who have more time, disposable income and interest in getting back to their roots or trying new activities.
- * It is important to note that participation by young adults in the arts and sports, and in such activities as literary reading and listening to classical and jazz, is declining, likely due to the ways in which new technology is changing how young adults spend their leisure time.
 - * Arts participants are active in their communities and are more socially engaged than their peers.

3.2 Ethnically-Specific Participation

A limited amount of relevant research exists on arts participation patterns of culturally diverse populations. However, we have learned about a few of these resources from Alan S. Brown, a leading arts market specialist and Principal of WolfBrown who recently completed a review of research focusing on diverse audiences. Following are some of the more relevant themes coming out of these studies.

- * Different ethnic groups exhibit markedly different preferences and behaviors across the spectrum of arts activities. Specific cultural groups are naturally interested in the art and artists of their own culture(s), while a smaller number (typically those with higher education levels) seek exposure to the art of other cultures.
- * A great deal of meaningful arts participation happens off the cultural radar map (i.e., informal, participatory arts), particularly in low-income areas. These activities occur in churches, homes, parks and other spaces as a metaphorical space of informality lowers barriers to participation. Informal space provides important sites for adult personal expression and creativity and arts practice, and encourages social boundary crossing. This emphasis on at-home participation presents a challenge for facility-based arts programs that need to identify and develop opportunities to facilitate informal arts.
- * The notion of cultural space is very dynamic, and has broad implications for cultural policy. A 2002 intercept survey of adults in Santa Clara County (California) indicated that most of the resulting general sample (mostly Whites) defines their "cultural space" as a large region. In contrast, Spanish-speaking Hispanics and Vietnamese respondents define their cultural space more locally. The sensitivity to "cultural space" implies a need to deliver arts experiences directly to the neighborhoods that are home to diverse populations. There is also a need to carefully strategize in terms of the program design and delivery that takes place in these neighborhoods versus the programs that take place in formal and central public facilities.
- * Trends and primary research also indicate need for more connections between formal arts facilities and programs and the "living arts" that people participate in daily. Some of

these needs could be accomplished through partnerships with commercial program resources (e.g., radio, night clubs, etc.).

Cultural policymakers, anthropologists, researchers and arts marketing professionals are just beginning to explore ethnically-specific cultural participation. But so far, findings and leading researchers seem to think that the overall premise is a form of assimilation. People are naturally attracted to the art of their own culture. As education levels go up, interest in other cultures goes up, regardless of ethnicity.

4. pompano beach audiences

4.1 Market Definition & Characteristics

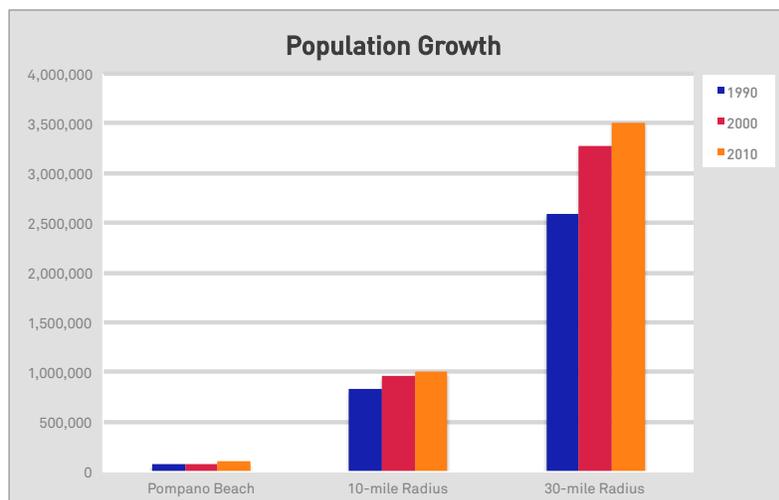
A series of charts, attached to this document as Appendix A, compare key characteristics of the following geographical market segments:

1. The City of Pompano Beach¹
2. The 10-mile Radius surrounding the Northwest CRA
3. The 30-mile Radius surrounding the Northwest CRA
4. The US (when applicable) for context

Data used for this analysis comes from Claritas, a marketing research resources company that provides up-to-date demographic data, future estimates based on Census data, as well as the Broward County School District, and Broward County Department of Urban Planning and Redevelopment, Planning Services Division and the Greater Fort Lauderdale Convention and Visitors Bureau.

This research allows us to characterize the market as:

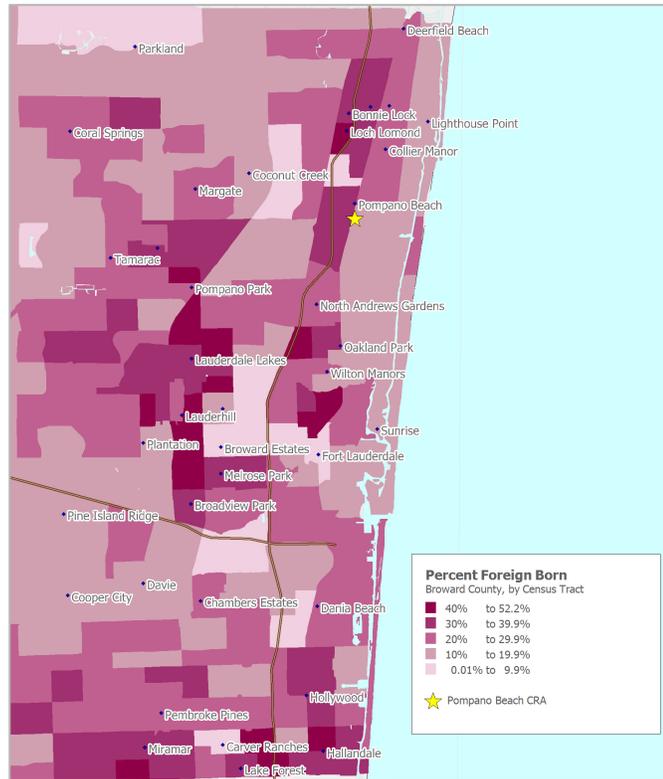
*** Large and geographically diverse:** The 30-mile radius surrounding Pompano Beach includes a large number of cities and towns, with Fort Lauderdale and suburban and urban communities in Broward, Palm



¹ Demographic and socioeconomic data for the City of Pompano Beach was defined in two ways. Historic data (prior to 2004) is from a market defined by the City's 2000 census boundaries. In 2004, the City annexed four parcels, adding to the total population and landmass. Population projections for 2004 to 2015 have been defined using a boundary map supplied by the City of Pompano Beach Economic Development Department. Whenever possible, 2010 Census Data (limited figures are currently available) have been incorporated.

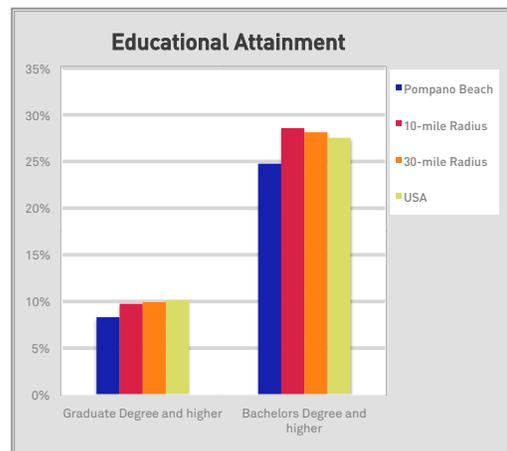
Beach and Miami-Dade Counties. Approximately 1 million people reside within the 10-mile radius surrounding the CRA, and 3.5 million within the 30-mile radius. Pompano Beach, which has a population base of just under 100,000, has experienced slower population growth than the 30-mile radius. In 2004, Pompano Beach annexed four parcels of land thereby increasing the City’s population and land. In fact, population and public school enrollment data suggest that the annexed parcels increased the City’s population by approximately 20%. However, since that time, the population has been growing slowly.

*** Ethnically diverse:** The market is also ethnically diverse, providing a home to diverse populations. Within the 30-mile radius, nearly one-third of the population is Hispanic or Latino, significantly higher than national averages. Within Pompano Beach and the 10-mile radius, approximately one-quarter of the population is Black or African American. Looking forward, local population projections show a rapidly expanding Hispanic or Latino population and an African American population that will also grow, though at a slower rate. The African American population in the 10-mile radius is larger and also expected to grow in the next 5 years.



In addition, the American Community Survey released by US Census Bureau in 2009 estimates that 25% of Pompano Beach’s population is foreign born and is in close proximity to high concentrations of first generation Latin American, Haitian and Brazilian immigrants. *Larger versions of these and other maps are attached to this report as Appendix B.*

*** Mixed levels of educational attainment:** Overall, populations within

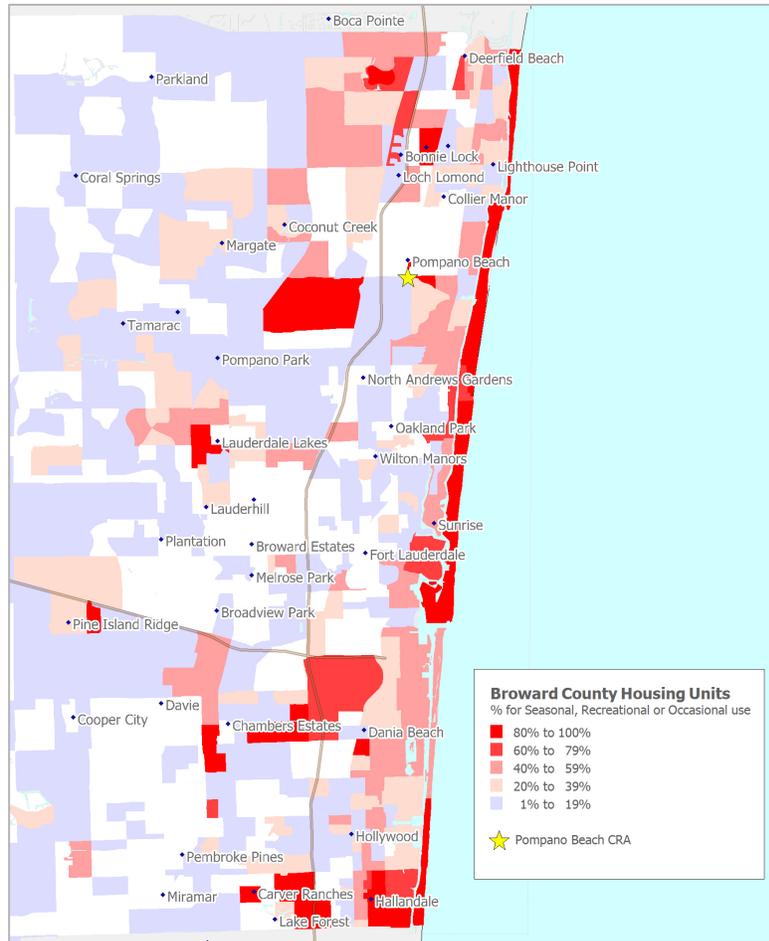


the 10-mile and 30-mile radius are well educated, with rates of bachelors degree and graduate degree attainment that are higher than national averages. Populations within the Pompano Beach have educational attainment levels that are lower than both the region and national averages, indicating a somewhat limited propensity to participate in *traditional* art forms and programs.

- * **Aging:** The market is home to an established and growing presence of retirees as well as empty nesters. Pompano Beach has the highest concentration of older populations compared to the other market segments reviewed for this effort, with 31% of the population being age 55 or older. The local regional proportion of older adults is higher than the nation, which is not surprising given the temperate climate that is known to draw retirees. Projections suggest that the population will continue to age. Anecdotally, we heard concern regarding the City's ability attract more young professionals and reverse a "brain drain" trend whereby young adults leave the City for college and are not compelled to return. Most interviewees understood the need to develop amenities and attractions that respond to a younger demographic.
- * **Primarily comprised of lower and middle class:** Overall, the market has lower household incomes than the national median. Pompano Beach has a median household income lower than national and regional averages, and higher levels of populations earning less than \$49,999. In addition, 38% of the population in all three-market segments is not part of the labor force. This figure is higher than the national average of 34% and likely due to high levels of retirees in the region. While there are local and regional households that earn more than \$100,000, they are primarily located in the 10 and 30-mile radii.
- * **Cozy:** Many interviewees speak of Pompano Beach as a cozy city that is rooted in history. Many residents have lived there for many decades, witnessing peaks and valleys in the City's vibrancy and a transition from a seasonal to year round community.
- * **On the verge:** While declining property values and foreclosure issues are discouraging, the City and CRA are developing plans that have potential to revitalize and reanimate Pompano Beach, drawing new businesses, residents and activity. Downtown Pompano's new neighborhood transit center is designated as an Anchor Hub. And many are hoping that coming improvements and developments will help to solve the City's historical cultural and generational divide.

4.2 Second Homeowners

Data for housing for seasonal, recreational or occasional use from the 1990 and 2000 censuses indicated that seasonal homes were slowly being converted to second homes between 1990 and 2000. In 1990, the US Census Bureau estimated that 24% of the total housing units in the Pompano Beach were vacant seasonal units. The just released 2010 Census reported that 14% of the total housing units were vacant units for seasonal, recreational, or occasional use. Locally this is a downward trend, but a map of the concentration of seasonal housing units suggests that Pompano Beach still sits in close proximity to a high concentration of seasonal homes. The map also reinforces data from the Broward County Department of Urban Planning and Redevelopment, Planning Services Division, which reports that most seasonal units are located in coastal communities east of I-95. Anecdotal evidence suggests that these housing units are slowly converting to second homes.



Although data on the characteristics of second-home owners is limited, national data suggests that the number of second-home owners has grown significantly over the last decade. In 2006, The National Association of Realtors (NAR) conducted a survey of vacation and investment property homeowners. The NAR then published a Profile of Second Home Owners that provides a detailed snapshot of households that own one or more second homes. The findings suggest that second homeowners generally reside in the suburbs and are likely to be older, affluent and married. Vacation-home owners reported a median age of 59 and a median income of \$120,600. Nationally, vacation-home owners spend a median of 39 nights in their home each year, and on average, live within 220-miles of the owner's primary residence.

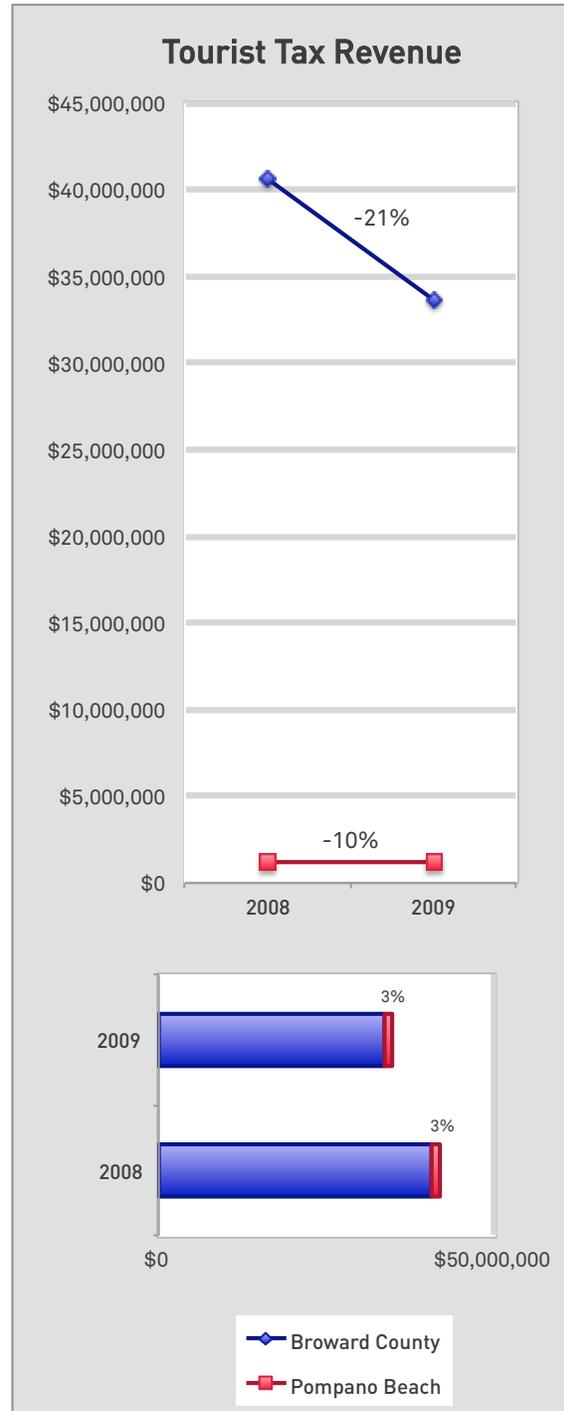
4.3 Tourism

Research and data from the Greater Fort Lauderdale Convention and Visitors Bureau indicates that tourism is driving the region's economy, cultural vitality and business makeup. In 2009, 10.6 million tourists visited Greater Fort Lauderdale, which includes all of Broward County with 31 municipalities. This chart shows the total number of annual foreign and domestic visitors, with a small decline between 2008 and 2009. The peak season for tourism runs from December to April and is shouldered by Thanksgiving and Easter. During these months, hotel occupancy is 80 to 85%. In the next eight to ten years, visitation levels are projected to recover and increase.

The Overnight Domestic Leisure Visitor Profile for Greater Fort Lauderdale indicates that tourists visit as a general vacation (35%) or to visit friends and relatives (34%).² Demographic data indicates that these visitors are, on average, 50 years old, travel as couples, and have high household incomes. The average length of stay is 4.9 nights, and expenditures (per person per day) are \$152.

Domestic travel represents approximately 78.8% of all travel to Broward County, with 30% of domestic visitors coming from within Florida, 9.2% coming from New York, 7.5% coming from New Jersey and 4.3% coming from Maryland. Data does not address origins for international markets.³

Information collected by the Broward County Revenue Collection Division on the Tourist Tax,



² Overnight Domestic Leisure Visitor Profile, Greater Fort Lauderdale Convention and Visitor's Bureau, DK Shifflet & Associates Ltd and Visit Florida 2006.

³ Broward County Monthly Hotel/Motel Trend Survey; D.K. Shifflet & Associates 2008; Tourism Industries

a 5% bed tax collected by each municipality, suggests that overnight visitors are concentrated in a handful of the region's 31 municipalities. Overall, Pompano Beach ranked sixth (out of 31 municipalities and unincorporated areas) in tax receipts collected, generating \$1.1 million in 2009. By comparison, Fort Lauderdale accounted for 50% of tourism tax revenue, and generated \$16.9 million in the same year. The chart to the right illustrates the 10% decrease in Pompano Beach tourism tax revenue that occurred between 2008 and 2009. But, this decrease was less significant than the 21% decrease countywide. Pompano maintained its 3% share of countywide tourism tax receipts in both 2008 and 2009.

Representatives from the CVB noted that Pompano Beach's tourist tax revenue is limited due by its hotel room inventory, as most overnight visitors stay with friends and relatives or in Superior Small Lodging. Notably, Pompano Beach is also home to a number of timeshare properties. Discussions on the subject of new hotel development are in progress, though nothing has been decided. And the City may benefit in the coming years by participating in regional marketing efforts that position the region as eight beaches rather than insular destinations.

4.4 Key Issues

Overall, this research suggests that there is an audience for arts and culture in Pompano Beach that is extremely diverse in terms of educational attainment, income level, race and background and more. Many local arts attendees are likely traveling to Fort Lauderdale or West Palm Beach for cultural experiences. They can be captured and served with local activity and programs—but they are most likely to respond to affordable cultural activity that reflects their own backgrounds. In addition, research and market characteristics suggest that a great deal of cultural activity in Pompano Beach is likely occurring in homes, churches and other familiar and community-oriented spaces (like the City's community centers.) New activity in Pompano Beach has potential to develop and draw this activity into more formalized space.

However, the market analysis suggests that programs should first build presence by serving and attracting local permanent populations and secondarily addressing broader constituencies through broader programs. The secondary group includes non-resident visitors. Populations from diverse backgrounds will be a primary target market segment for new programming as will families, empty-nesters and retirees. Older adults are a notable segment in particular, as the Civic Campus is in close proximity to John Knox Village, a 64-acre campus that houses more than 1,000 senior residents. However, all of the noted segments are important in terms of both permanent and year-round populations.

These segments are most likely to respond to educational participatory programs such as dance, music or media classes, workshops, reading groups and other offerings that provide "hands on," interactive and social experiences. However, many of those living in Pompano Beach can be considered "price sensitive" and will demand affordable programming. Audiences are also likely to respond to programming offered in Spanish.

5. competitive landscape

An examination of the current inventory of facilities and their use, condition and availability is also key to this analysis. To that end, we have compiled and closely examined three sets of facility inventories:

- Performance facilities in Pompano Beach
- Performance facilities within a 10-mile Radius
- Meeting and banquet facilities in Pompano Beach

The inventory, included as Appendix C, considers the physical features and types of activity hosted within each space.

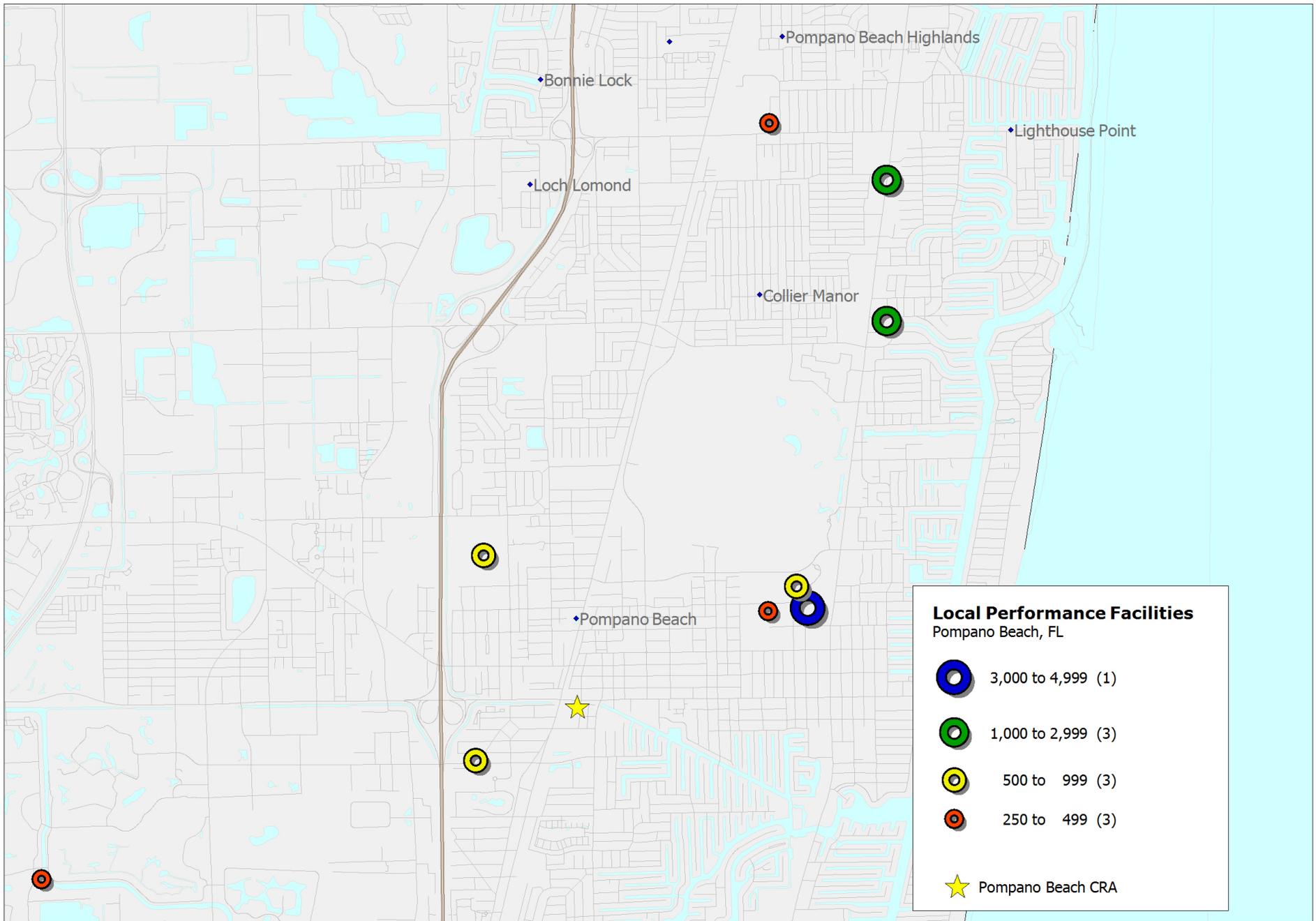
5.1 Pompano Beach Performance Venues

In Pompano Beach, there are 11 venues with capacities that range from 300 to 20,000 that accommodate live performance on a regular basis. This inventory indicates the following:

- * A lack of venues suitable for modern live performance. Particularly, these venues generally lack arts-specific staff and support, customer and performance amenities and theatrical functionality.
- * Locally, Pompano Beach has a number of outdoor venues that accommodate large audiences. Pompano Beach Amphitheater grounds, Pompano Beach Amphitheater and Pompano Beach (Main Public Beach) all accommodate at least 2,000. But each could benefit from improved infrastructure to better support large scale live and community events.
- * Educational or religious institutions operate one-third of facilities. Generally, these facilities lack amenities and staffing, are heavily used and have limited community access because, understandably, their core programming takes precedence over outside users.
- * Facilities in Pompano Beach are most likely to be utilized for festivals and cultural/other events. Few facilities present theater, comedy and dance, and no facilities present film, family events, or touring Broadway.
- * Facilities are widely available for rent, with 91% accommodating private/civic events and 55% accommodating performing arts groups.

- * 7 (64%) have additional program and/or rehearsal space. Notably, few of these spaces are equipped for participatory arts activities, and only the Emma Lou Olson Civic Center has a true rehearsal/dance studio.
- * The City of Pompano Beach, via its Parks & Recreation Department, is the primary provider of arts and cultural activity, offering a variety of classes, public events, and live concerts throughout the year. The City owns and rents a showmobile (portable stage) which is used in public spaces such as streets, parks, the beach and other areas. Parks & Rec also two facilities with flexible bleacher seating, but these are not used for performing arts activities.
- * Anecdotal research also indicates a lack of facilities that can accommodate traveling exhibits or other art or science installations.

The following map shows the locations and capacities of Pompano Beach facilities, indicating that most facilities are located east of Interstate 95 and that one facility is located on the beach. The map does not include the largest venue, the grounds of the Pompano Beach Amphitheater, which are estimated to hold 20,000 people for public events.



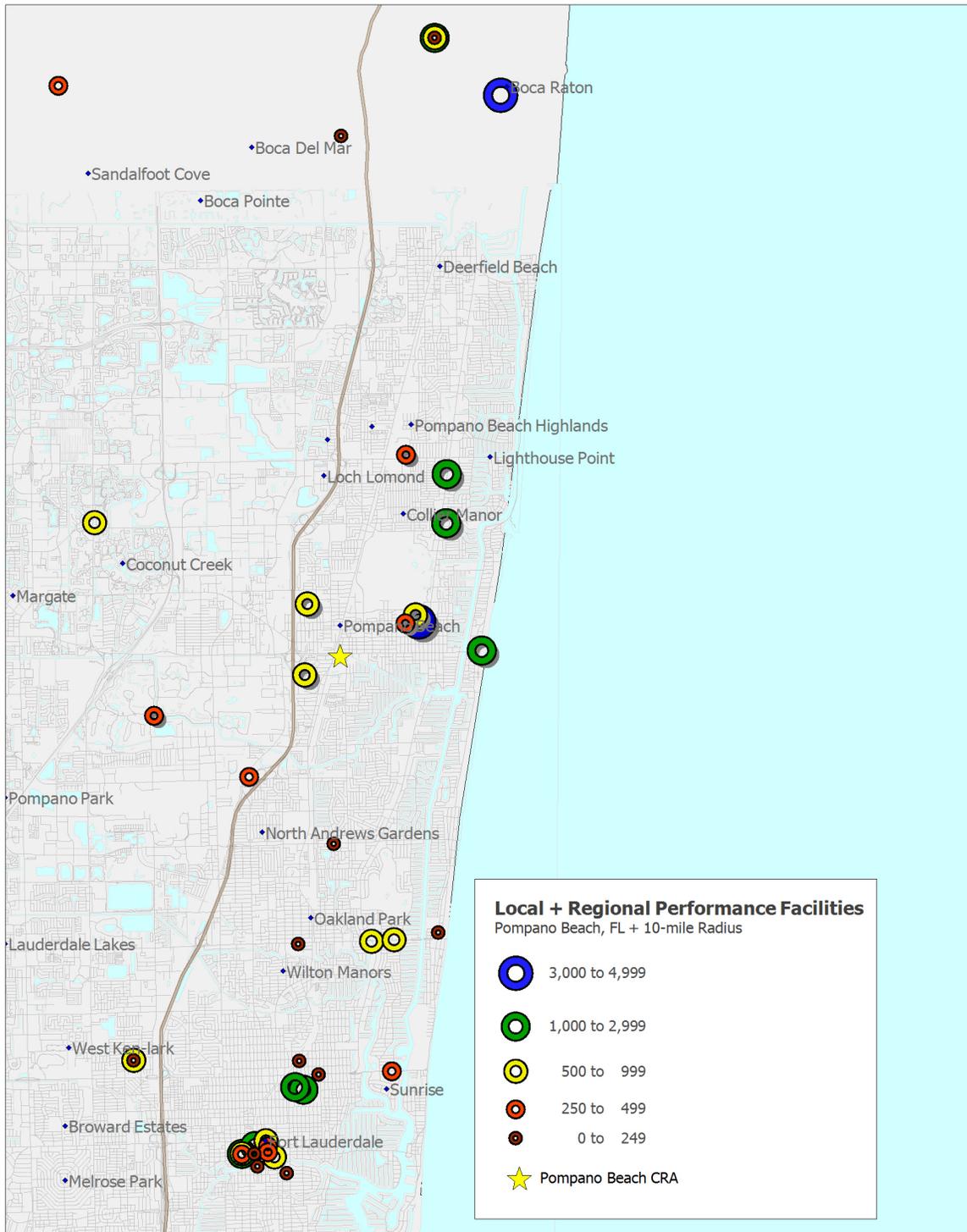
5.2 Regional Inventory

Within a 10-mile radius of Pompano Beach City Hall, there are 40 regional venues with capacities that range from 50 to 4,200 and accommodate live performance on a regular basis. In addition, at least two facilities will come online in the region in the coming years. The Arts Park at Young Circle is expected to bring a new outdoor amphitheater online in 2011, and the City of Lauderhill recently broke ground on a cultural facility that includes 1,200-seat theater and a 10,000 sf library.

This inventory indicates the following:

- * Within the 10-mile radius, there are a number of high quality performance venues. Notably, the Broward Center for the Performing Arts, Count de Hoernle Amphitheater at the Schmidt Family Centre for the Arts, Florida Atlantic University, Coral Springs Center for the Arts and the Parker Playhouse are all within 10-miles of Pompano Beach.
- * 33 (83%) regional facilities have capacities under 1,000 seats, and 19 of those 33 have less than 250 seats.
- * Eight (20%) facilities are utilized for educational or religious purposes, and one-third are utilized for producing performing arts.
- * 23 (58%) present performances, concerts and other cultural events. Nearly half of facilities present music, and a number of facilities also present dance, theatre, family events, popular music and cultural events. Three (8%) facilities present Broadway tours.
- * Regional facilities are more likely to have additional spaces, including rehearsal or program space (53%), other event space (50%), or a gallery (20%).

The following map shows the locations and capacities of facilities within a 10-mile radius of the Pompano Beach CRA offices in City Hall.



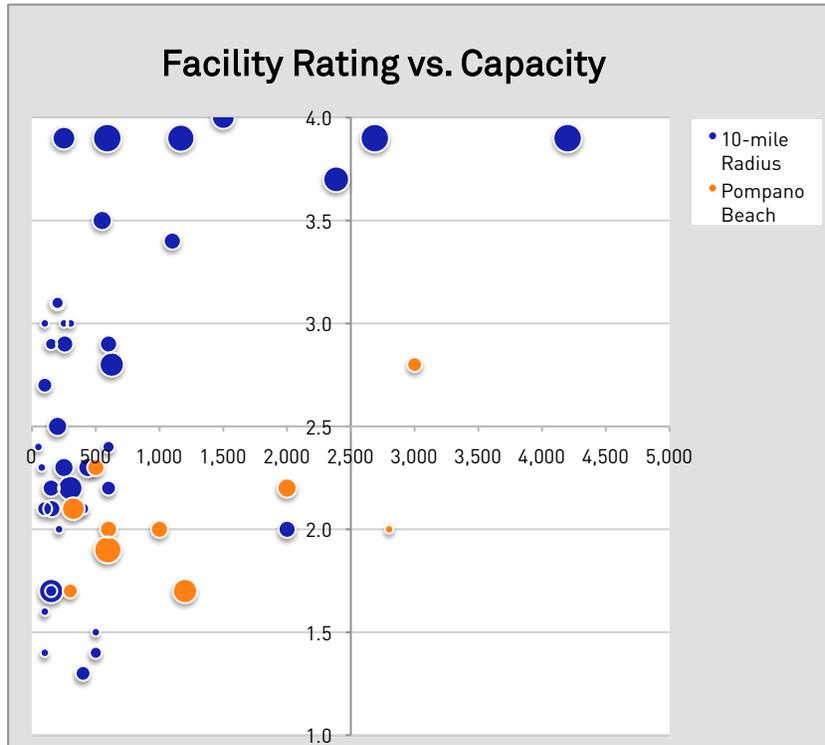
5.3 Facility Rating

The condition and functionality of each performance facility has been rated using 8 variables. These include:

1. Facility condition
2. Staff and support
3. Theatrical functionality
4. Room acoustics
5. Customer amenities
6. Performer amenities
7. Atmosphere and character
8. Suitability for users

Variables are rated on a scale of 1 to 4, higher being best. Building condition and staff and support categories carry the most weight. Some of these facilities have been visited, most regional ratings are self-reported or based on anecdotal information and interview input.

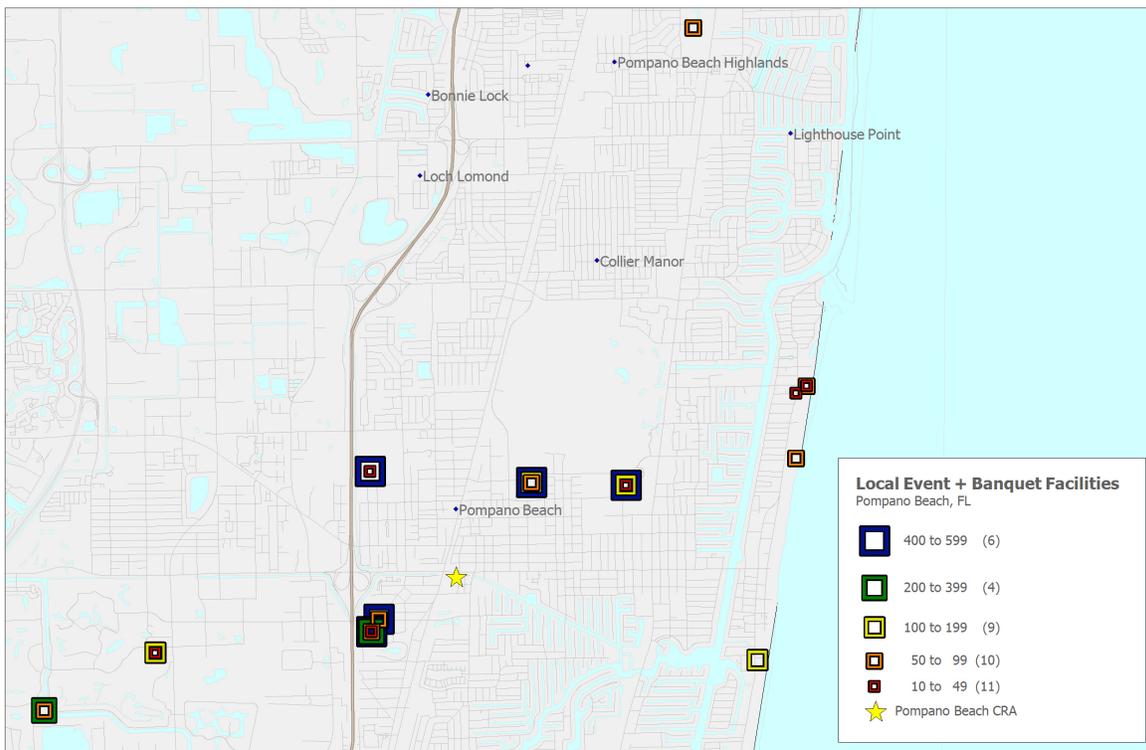
The following graph compares the seating capacity of each venue to the overall rating of each facility. The size of the bubble correlates to the number of activity types accommodated in the given space.



Overall, the region boasts an impressive number of small and mid-size high-quality facilities, most of which are operated by municipalities, nonprofits and educational institutions. The market is highly competitive, particularly for venues with capacities under 300 seats. However, the rating exercise has shown that many of these venues are low in overall quality. Locally, Pompano Beach Amphitheater received the highest rating, a 2.8 given its many limitations. Overall, Pompano Beach facilities averaged a rating of 2.1 out of 4.0.

5.4 Local Meeting and Banquet Facilities

To understand potential for new cultural facilities to accommodate corporate and private events, we also researched facilities in Pompano Beach that are regularly utilized for meetings, conferences, fundraisers, banquets and other special events, gathering information via interviews, web research and phone conversations with a representative from the Greater Fort Lauderdale Convention & Visitors Bureau. Overall, this assessment found 15 facilities with (36 rooms) that regularly host these corporate and private events. A complete inventory is Included in Appendix C. The following map notes the locations of these spaces.



The inventory indicates the following:

- * A significant percentage of meeting and event facilities are located in community centers, club houses, or recreation complexes, spaces that are generally heavily used for community programs as well as rentals such as birthday parties, nonprofit meetings, fundraisers and celebrations.
- * The facilities at Palm Aire Country Club were mentioned as one of the most popular venues for large sit-down dinners, weddings and corporate events. The largest of the Country Club's 5 event and dinner spaces can accommodate 150 people. Deer Creek is Pompano Beach's other large banquet facility, also with space for 150.
- * Facilities range in capacity from 10 to 594. The auditorium at Emma Lou Olson Civic Center is the largest local event facility. Other large-scale venues are community-oriented venues such as the E. Pat Larkins Community Center, the Elks Club, the gym at the Mitchell/Moore Community Center, the Marie Green Forum for Global Missions and the Herb Skolnick Community Center. These venues serve a variety of uses and users and are limited in function and quality for special events. As a result, residents complain that Pompano lacks quality venues for a fundraisers or catered events for 200 or more people. The inventory reinforces this conclusion.
- * Pompano Beach lacks full-service hotels. In markets of its size, hotels often complement the limitations of lower quality and small-scale meeting and banquet spaces.
- * The inventory will grow slightly in the next few years. The new Broward County library will include a meeting room that can accommodate between 50 and 80 people. But it is likely to only be open during business hours.

Conversations with the Greater Fort Lauderdale Convention and Visitors Bureau indicated regional gaps in particular sizes and quality of meeting and banquet spaces. Most regional hotels are viable venues for large scale and large budget events. For example, there are few places that can house 2,500 people at once. The Signature Grand, a banquet venue in Davie, is a locally-owned 100,000 square foot facility that includes 40,000 square feet of public space. It is a quality space that is affordable for local residents as compared to hotels and other higher end venues—and it is extremely active and well utilized.

5.5 Facility Conclusions

All of this research indicates the following:

- * Locally, performance facilities in Pompano Beach received low ratings for quality and functionality, which in turn has limited the ability for facility operators to produce, present and rent to local arts and entertainment organizations. With the exception of the Pompano Beach Amphitheater, few local facilities are properly equipped or fully

functional for theatrical events. And there are limited family, touring dance, theater, film and other programs.

- * The most active local facilities are owned and operated by the City and its Parks and Recreation Department.
- * The regional market is competitive and features a range of high-quality performance facilities. Additionally, the market is home to a number of established presenters, producing theaters and rental facilities. However, the County's Cultural Division indicated need for higher quality arts facilities in the northern end of the county, specifically visual arts spaces that include kilns and accommodate 'wet' media, as per findings from their recent planning process. Broward County Cultural Division leadership also indicate an opportunity for a cultural market space where artists can work and sell to the public. In addition, there are limited dance opportunities and facilities in North Broward County.
- * Meeting and banquet facilities in Pompano Beach are limited in size and quality. And most accommodate meetings, events and recreation programs. There is a local gap in quality affordable space for meetings, sit-down dinners, weddings and private events, (like the Signature Grand in Davie.)
- * There is a lack of space for hands-on arts opportunities. Needs include kilns, wet classrooms and studio and teaching space that can get messy. Some artists and groups complain that while ArtServe is known to be one of the largest facilities that can host hands-on activities, its presence within a library limits the types of activities it can accommodate.

6. user demand + programming opportunities

One of the most compelling factors driving demand for new facilities and programming concerns potential uses and users.

6.1 Anecdotal Input

The study process began with a series of one-on-one interviews with a cross-section of the Pompano Beach community, including community leadership, active citizens, business leaders and cultural leaders.

Following are several key themes and issues that emerged from those interviews concerning the need for cultural facilities and programs in Pompano Beach.

- * Arts groups are limited by the low quality and lack of space. Existing local arts groups like the Pompano Beach Historical Society and Curtain Call are not able to develop and offer the quantity and quality of programming they would like to due to existing spaces.
- * The Pompano Beach Historical Society, which serves more visitors from Lighthouse Point than Pompano Beach, is considering the development of a new permanent home, which should include larger spaces for exhibitions, lectures and more.
- * Some think that the community does not understand the value of arts and culture. As a result, there may be a need for advocacy activities that communicate the existing and potential benefits and impacts that artists, arts and cultural activity can provide.
- * A couple of interviewees advocated for a traditional fixed-seat theater with an orchestra pit, as no local community facilities include that feature.
- * The recent Broward County cultural planning process identified a need for new performing and visual arts facilities in the northern end of the County.
- * Representatives from the local business community spoke of dire need for spaces for culture, meetings and related events.
- * There is a general feeling that existing offerings aren't serving the entire community and are not working to address the generational and ethnic divide that still quietly exists in the City.

6.2 Survey

In order to quantify specific demand for space, we issued a survey to recent grant recipients of the Broward County Cultural Division as well as local program providers. It was first distributed to about 80 artists and cultural organizations, which were also invited to share the link with other artists and arts groups. Following are relevant themes. Complete results can be found in Appendix D.

The survey sample includes twenty responses from multi-disciplinary arts and cultural organizations (20) along with several artists (5) and community and/or service organizations (3). Most of the respondents (82%) are not located in Pompano Beach and have not attended arts and cultural events in Pompano Beach (71%). The majority (82%) has also not rented, borrowed or utilized cultural facilities in Pompano Beach and feels that new arts and cultural facilities are needed (82%.) The respondents who have used Pompano Beach facilities, have utilized City spaces such as the Pat Larkins Community Center and Emma Lou Olson Civic Center.

Artists use a variety of spaces throughout the region. Performing artists and arts organizations feel somewhat limited by technical abilities of spaces, including poor sound systems and lack of fly space. Other areas of dissatisfaction include high rental rates and limited availability, including the Emma Lou Olson Civic Center. Several artists would prefer to use space or do work in Pompano Beach, but can't find proper space.

While the survey revealed some support for formal performance space, and good potential to partner with several established Broward County arts organizations, there is also significant demand for arts education programming. There is also support (8 interested parties) for an incubator program that might provide space and training to emerging arts organizations.

6.3 Facility Demand

The first chart on the following page details demand for performance, meetings and events. Estimates are conservative, accounting for only survey respondents and interviewees who confirmed specific need for space. It is likely that there is additional latent demand, particularly for larger scale and higher quality meeting and event space given the existing inventory and general community opinion.

In addition, there is potential to build on existing presenting programs that bring touring artists and performances to Pompano Beach. We would conservatively estimate that the local market could support 12 or more additional dates for presented events in a well-equipped theater with capacity of 500 or more, if the City or another entity is willing to take on the risk of booking and presenting live events in a larger capacity space. This effort would require an administrator to facilitate the booking and event production or a partnership with an existing presenter or promoter.

User Demand: Performance, Meeting and Event Facilities						
	Performances	Rehearsals	Other	Total	Desired Venue Capacity	Note
Arts Ballet Theatre of Florida	4	4	1	9	800	
S. Florida Perf. Arts/Fort Laud. Gay Men's Chorus	1		1	2	500 to 1000	
Chamber of Commerce			6	6	500 +	Meeting/event
Piano Competition			3	3	500 +	Relocates
Fort Lauderdale Childrens Theatre	8	8	1	17	450	
Morehouse College Alumni Association	1			1	400	Relocates
South Florida Jazz	7			7	400 to 500	
Curtain Call Theatre	18		30	48	300+	Relocates
Pompano Beach Historical Society	3			3	300+	Lectures
Davali Nagar Inc	4	2	2	8	250	
Ballet Brika West African Dance Theater	4	52	4	60	200	Weekly rehearsal
Puppet Network	2	0	2	4	150 to 900	
Women in Jazz South Florida, Inc	4	10	0	14	150 to 300	
Polynesian Culture Association	2	30	1	33	100	
Anastasia Clark, Poet	4	4	8	16	15 to 100	
Arline Peartree/Art Lecture Series	2			2	10 to 60	Not strict rental
South Florida Artists Association			16	16	20	Meetings
TOTAL	64	110	75	249		

The next chart details demand for arts education space, with potential to host some 200 classes and events a year.

User Demand: Arts Education Facilities				
	Teaching	Classes	Other	Note
Susan Clifton	2,000 sf	4		Dance Studio
Neil Persad	2,000 sf	4		Dance Studio
Anastasia Clark	1,000 sf	1		
Fort Lauderdale Childrens Theatre	1,000 sf	32		Partnership
Women in South Florida Jazz	1,000 sf	4		
Artistic Productions, Inc.	3,000 sf	36	12	Wet Classroom
Ballet Brika West African Dance Theater	2,000 sf	110	4	
Arts Ballet Theatre of Florida	2,400 sf	9		Outreach
TOTAL		200	16	

And finally, there is some demand for artist exhibition, studio and retail space. This is also likely a conservative estimate, as we anecdotally heard of more demand for these types of spaces from the Broward County Cultural Division.

User Demand: Visual Arts Facilities			
	Exhibition	Studio	Retail
Susan Clifton	3000 sf	Yes	Yes
Neil Persad	600 sf		
Anastasia Clark	1000 sf		
Ballet Brika West African Dance Theater	2500 sf	Yes	Yes
Artistic Productions		Yes	
Gallery 1310		Yes	

6.4 Partnerships

We are particularly encouraged by the interest and willingness of established arts and cultural entities to partner with the City to develop programming. These potential partners include:

- * *Broward County Library:* The library is an active and engaged partner in the development of the Civic Campus and is interested in partnering with the City to enhance and support activity within adjacent cultural space. While the library’s resources are limited (it will be operating a significantly larger facility at current staffing levels), a creative partnership might be developed to support programming and/or operations of spaces in ways that complement library activity. For example, while the library offers classes in computer use and training (as well as access to computer equipment), it does not offer graphic design, web design, use of cameras and recording equipment and other technology-based instruction.
- * *Curtain Call Theatre:* Centered in Pompano Beach since its establishment, Curtain Call Theatre is thrilled at the idea of improved performance facilities in the City. They believe that new facilities could support program expansion in terms of performances as well as summer camps and other activities, and would be willing to partner with the City to bring a particular level of programming to new facilities.
- * *Artistic Productions/South Florida Artists Association:* Other than Curtain Call Theatre and the City’s Parks and Recreation programs, this is one of the few cultural program providers in Pompano Beach. Artistic Productions has produced a number of multi-disciplinary events at the mall and has begun to generate interest, momentum and support for the arts in North Broward County. Artistic Productions knows of installation artists and performance artists that are interested in coming to Pompano Beach and is willing to partner with the City to develop spaces for artists. However, these spaces would be a better fit for adaptive re-use projects as opposed to new construction.

- * *South Florida Jazz*: This jazz presenting organization would be willing to partner with the City to present live music in Pompano Beach. Administrators see an opportunity in Pompano Beach, since it is largely underserved by regional presenters despite its sizeable population.
- * *Arts & Culture Center of Hollywood*: This organization is willing to establish a partnership with the City to provide programming for children and youth in Pompano Beach.

6.5 Key Issues

This review of potential uses and users for new cultural space and programming opportunities suggest:

- * Overall, there are a variety of needs and opportunities for facilities and programming in Pompano Beach. Demand projections suggest good potential for new facilities to draw new activity, rather than just shifting existing activity within City limits.
- * There is great potential for the City to partner with skilled and successful program providers to develop professional level programming to meet the needs of a variety of population segments, including ethnically-specific populations.
- * Demand and opportunity to develop hands-on programming responds to national trends which indicate increased demand for participatory arts and cultural experiences. There is particular opportunity for higher-tech hands-on programs which might provide local residents with digital photography, video editing and production, graphic design, web design or other arts and media programming. The library cannot meet the demand for these programs.
- * Some community members feel that existing facilities could be better utilized for arts and cultural activity. In particular, there is a belief that Parks and Recreation could better target and serve other age groups and ethnically-specific population segments, and the amphitheater could be better programmed and operated to serve a wider variety of Pompano Beach residents. A renovation and/or upgraded facilities there could accommodate additional demand and complement any new facilities and related programs.

7. community context

7.1 The Future of Pompano Beach

The City of Pompano Beach and the Pompano Beach CRA are at work with local and regional partners on a number of exciting development projects that have potential to significantly change the face of the City and inspire future growth. These efforts include:

- * A focus on downtown development, including the creation of the Civic Campus, to serve as a destination that draws local and regional residents as well as visiting populations. This includes the Downtown Pompano Connectivity Plan that will connect the Civic Campus to the historic Old Pompano commercial district to the north and the MLK/Hammondville Corridor to the west.
- * A Broward County Bus Transit Station, which is currently under development in Pompano Beach and will be completed this year. In addition, other transportation initiatives, including a rail project that may re-center a number of regional downtowns and position Pompano Beach as a central transfer station for the whole system.
- * Plans to attract retailers and restaurants to downtown Pompano in order to animate its core with a mix of activity and attractions and revitalize underutilized buildings.

7.2 Cultural Programming and Facilities in Support of the Future

While this study effort drew differing opinions on whether or not new performing arts facilities are needed, there was clear consensus on the need for additional cultural programming and activity. Even so, there may also be a need to communicate why investment in the arts and culture makes sense for Pompano Beach.

As many communities in South Florida and around the nation have learned, cultural facilities and programming have potential to support both local and regional priorities for economic development, particularly in terms of cultural tourism, workforce development, and supporting quality of life initiatives. This point is valid not just for Fort Lauderdale and West Palm Beach, which include the region's core population bases, but also for smaller communities like Pompano Beach. Recent research suggests that while creative and cultural activities are very prominent in large urban centers, it is not to the exclusion of smaller urban centers. Studies clearly show that geographical distribution of artistic activity is decentralizing from urban centers and increasing in second-tier cities and communities. This suggests that communities like Pompano Beach are increasingly inclined to support active and vibrant arts communities.

- * **Direct Economic Impact:** All economic impacts are split between direct and indirect impacts. Direct impacts (which also include the induced impacts of audiences) are the measure of the economic effect of the initial expenditure within a community. In 2002 and 2007, Americans for the Arts released updates to a 1994 study entitled Arts & Economic Impacts: The Economic Impact of Nonprofit Arts Organizations and Their Audiences. The June 2007 update also broke out impact data from a number of regions, one of which was Broward County. That analysis suggests the direct impacts of audiences on the County, estimating that non-profit arts and culture attendees spend \$25.64 per person (on average) in addition to the cost of admission.

Economic Impact of Nonprofit Arts & Culture Organizatons and their Audiences in Broward County, FL

	Resident Audiences	Non-Resident Audiences	All Audiences
Meals + Refreshments	\$12.44	\$13.38	\$12.68
Souvenirs + Gifts	\$2.44	\$1.61	\$2.23
Ground Transportation	\$2.09	\$3.20	\$2.37
Overnight Lodging (one night)	\$1.91	\$15.44	\$5.30
Other	\$3.06	\$3.08	\$3.06
Total Per Person Spending	\$21.94	\$36.71	\$25.64

Then there are indirect impacts, which occur as people and businesses receive and then re-spend those initial direct expenditures locally. The indirect impact is the effect of this re-spending on sales, jobs, and household earnings. It is often referred to as secondary spending or the dollars “rippling” through a community. When funds are spent outside the market area, they are considered to have “leaked out” of the community and therefore cease to have a local economic impact. Indirect impact is then the sum of the rounds of local spending after the initial expenditures. Following are descriptions of indirect benefits, many of which are in line with current efforts in Pompano Beach community development.

- * **Cultural Tourism:** In 2009, the region welcomed 10.6 million visitors who contributed to its vibrancy and generated important hotel tax revenue. Cultural tourists represent an important segment of this group. Cultural tourists, visitors who rank arts and heritage within their top reasons for traveling, tend to stay longer and spend more money. New programs and facilities, particularly those that act as destinations and provide unique, cross-disciplinary and educational experiences that can support cultural tourism within the region.
- * **Sense of Place and Quality of Life:** Spaces that engage the public, particularly facilities for neighborhood arts, education and outreach programs, have potential to contribute to the character and identity of a community. These types of programs and facilities provide opportunities for socialization, enhance the sense of community and provide hands-on experiences attractive to regional residents—all contributing to the community’s quality of life. The presence of an arts district, creative retail shops, distinct performance venues and a vibrant community of artists who are living, working and

thriving in the region further establish and communicate the region's identity as a unique cultural center that puts great importance on sense of place.

Economist and author Richard Florida, has turned a simple idea into an empire. The simple idea is that people (particularly people with interesting jobs and skills) like to live and work in creative places, and that cities ought to promote culture and creativity as a means to recruit these desirable people and thus drive economic development. Cities all over North America (and not just big ones) are now pursuing economic development goals by promoting the presence of arts and culture and the people that like those things. Of course it's all easier said than done. The trick is to help artists in ways that don't stifle creativity, and then surround the creative core with a concentration of more commercially-oriented industries (advertising, design, media) that benefits from and feeds off of that creativity.

- * **Quality of Workforce and Corporate Recruitment:** Studies suggest that a strong arts and cultural community ranked among the top factors for decision makers when considering relocation for employment opportunities. The development and positioning of unique and diverse cultural opportunities supports a public commitment to maintain and even improve the quality of its workforce. Performing arts facilities are important amenities to offer to corporations considering where to locate their business. The presence of these facilities is often seen as an indicator on a community that has an educated workforce and offers a high quality of life.
- * **Neighborhood and Community Development:** Arts facilities also serve as effective community and neighborhood development tools. Research has shown that community arts programs have enhanced and improved community development. The arts enable individuals and groups to express themselves, and in the process, become more involved in contributing to the development of their neighborhoods. Programs across the country that had particular success in this regard have first focused on local youth.
- * **The Meeting and Event Business:** One particular industry to be directly impacted by new or improved facilities could be the meeting and event business. Arts facilities can help corporate meetings and event business to grow, as well as the wedding and private event business. In fact, we see this in many performing arts facilities around North America— an aggressive push to become a wedding location given the quality of the space for special events and given a strong food service capability.
- * **Teaching Innovation and Creativity:** Finally, we would raise one last economic development benefit, which is that the teaching of the arts is now being recognized as a fundamental need for the North American economy and its workforce, given the automation of many jobs and growing competition from lesser-developed economies. Or, as some commentators are now suggesting: "The MFA is the new MBA." Daniel Pink, in his March 2008 Nancy Hanks Lecture on Arts and Public Policy, said the following:

“The argument for the arts is that the fundamental cognitive abilities, the fundamental abilities, of the workforce today and into the future, the fundamental abilities that our kids are going to be deploying at work are at their core artistic abilities, that arts are neither an avenue to something else, nor are they a nicety, but they are fundamental to how the economy functions. And unless our kids have this broad, robust suite of artistic capabilities, they are going to be in a world of hurt, yes, as human beings, but also as productive members of the economy.”

8. conclusions & recommendations

All of this work leads us to four primary conclusions and a number of recommendations.

8.1 Conclusions

- * There is latent demand for cultural programming in the Pompano Beach area given its diverse population, with varying ages and ethnicities that are likely to respond to a multitude of culturally-specific, hands-on and live performance opportunities. Regionally, there is a large and diverse market of second-homeowners and visitors who have time and expendable income for arts, entertainment and recreation activities.
- * The set of existing local facilities is low in quality and limited in capacity and availability. This could be limiting the presence and development of cultural organizations and programming, which don't have space to create or produce and share or exhibit their work. There are also gaps for film programming, family arts programming, and touring dance, comedy and theatre. And there is significant (though anecdotal) need for larger-scale and higher quality meeting and event space.
- * There is demand for various types of spaces, including performance, exhibition, and artist studio space. In addition, there is good demand for arts education space (in terms of both users and audiences), which has particular potential to complement the new library development. There is a diverse set of artists and cultural organizations that are able and willing to provide cultural programming in Pompano Beach given the right set of facility features, rent conditions and availability.
- * Some existing cultural activity could be strengthened and expanded in new, improved and/or better-equipped facilities, particularly presenting programs and local events and productions such as the piano competition and Curtain Call productions.
- * There is great potential for the City to establish in-depth partnerships with established arts entities to develop the level and diversity of cultural offerings within the City.
- * There is potential for arts and cultural development and activity to contribute to the City's development plans in several different ways, including potential facilities and programs at the Civic Campus as well as within vacant downtown spaces. The development of cultural programming and facilities, and their impacts and effects, has good potential to support local goals and projects around economic development, quality of life and more. They also have the potential to build the regional profile of Pompano Beach, as County

cultural leaders express need for additional cultural facilities and programming throughout the north end of the County.

8.2 Recommendations

All of this suggests that there are a few programming and facility components that have potential to serve local and regional audiences, visitors, artists and arts and cultural groups to varying degrees. These opportunities are not mutually exclusive, but make more sense in certain combinations and at certain times. We will describe each opportunity, propose how it would be best accommodated, discuss its pros and cons and provide some examples of relevant facilities or programs.

8.2.a Community Arts Education and Media Facilities for Lifelong Learning

Description: A few community entities (namely the Parks and Recreation Division) offer hands-on and life-long arts activities at some level. All-ages participatory programming is popular at the recreational level, but is occurring within multi-purpose spaces that are not well-equipped for rehearsal, dance and other arts-related movement. There are limited visual arts spaces, and particular need for those with water access (sufficient for painting and other 'wet' or 'messy' media). And there is a county-wide need for dedicated ceramics space.

New arts facilities can increase depth and breadth of offerings and build the quality of arts education offerings for people of all ages. Potential partners include local artists, the school district, arts organizations and community colleges.

There is particular potential for these spaces to include a media center, offering classes and workshops in areas of digital photography, web design, video, sound and filmmaking, editing, animation, social media, graphic design, computer programming, podcasting and more, also providing artists with access to equipment and software. These facilities may even provide opportunities in health, wellness and culinary arts, though such programs should be at a level and scale that is unique for existing recreation and community-oriented opportunities. Specific spaces should include a large media center, wet and dry classroom space, dance and rehearsal studios and more. The facilities would also benefit from large public spaces and a café or small food operation.

Development Option: These facilities and programs complement the Library's activities and mission and could be well-accommodated in a second floor library space. They would provide opportunities for program collaboration and even operating synergies, as the library will manage a large inventory of computer and technological equipment.

Pros: These facilities and programs respond to national trends in arts participation and audience behavior, which engage new and existing audiences with informal programming, more social experiences, flexible start and end times and hands-on involvement. Programs are affordable and accessible to people of all ages and backgrounds and can inspire collaboration with the library. And these types of spaces are relatively affordable to develop.

Cons: These programs and facilities can serve the local population well, but are less likely to act as a destination for visitors and tourists. The media center may be expensive to outfit and maintain, given rate at which technology develops. The positioning of these facilities on the second floor of the library will require careful marketing and attract a smaller curious or drop-in crowd.

Comparables: Following are a few examples of arts education and media facilities, as well as examples of library and arts center synergies.

Community Media Center Grand Rapids, Michigan

The Community Media Center started as a public access television station, the Grand Rapids Cable Access Center in 1981 and became a role model for the transformation from a traditional public access television station to a multi-disciplinary Community Media Center.

The non-profit center provides training in radio, television, media and information technology as well as access to all the necessary equipment. The center also has a special program to assist non-profits with information technology needs and traditional and new media marketing tools.



With the successful completion of its \$1.2 million capital campaign in 1997, the Community Media Center integrated its services under one roof for the first time in a renovated historic 1920s neighborhood library. In 2005, the Media Center acquired the Wealthy Theatre, a struggling historic theater, with a plan to transform the space into a technically advanced theater for community use. A subsequent \$2.4 million campaign helped pay off the debts associated with the acquisition and raise additional funding to upgrade the Media Center's other programs.

In January 2011 the Community Media Center launched another campaign to celebrate the Wealthy Theatre's Centennial. The campaign will raise funds for 30 separate projects related to further technological upgrades as well as increasing the energy efficiency of the theater.

911 Media Arts Center Seattle, Washington

The 911 Media Arts Center was originally founded as the Focal Point Media Center in 1984 with the goal of creating opportunities in new media art and documentary film. The center is a 501(c)3 organization that provides educational programs, gives independent

media makers access to emerging technology and equipment and presents film screenings and visual art exhibits.

The center's finances were greatly affected by the recent economic recession. In 2009, the operating budget was \$164,000 while the operating budgets in 2007 and 2008 hovered around \$350,000. As part of the necessary budget reductions, the center has sought out new partnerships with other organizations to deliver its programs. The center presently operates with a full-time staff of three people with additional instructors hired to teach classes.



The 911 Media Center has had a nomadic existence and currently operates its educational programs out of Jack Straw Productions, a non-profit multidisciplinary audio arts center. Visual arts exhibits and screenings are presented at various locations throughout Seattle, often through partnerships.

Appalshop Whitesburg, Kentucky

Appalshop is a non-profit multipurpose media arts center located in the heart of the Appalachian coalfields. The center was founded in 1969 as the Community Film Workshop of Appalachia, a project of the US government's War on Poverty intended to teach vocational skills to poor and minority youth.



Since that time, artists working through Appalshop have been exploring the history, culture and social issues of Appalachia through film, video, recorded music and drama, theatre, photography, radio, and print.

The physical space has now grown to encompass a media arts center with audio/radio equipment, a darkroom, a 150-seat theater, an exhibition gallery, screening room and class/meeting space. Appalshop's annual budget is almost \$2 million and the organization operates with a staff of 27.

Current programs include a community radio station, training and technical assistance programs specifically targeting youth, social justice organizers and prison constituents, traditional music events and a traveling theatre company among other projects.

8.2.b Flexible Performance, Meeting and Event Space for 300 to 400

Description: The nature of the demand identified in this assessment suggests potential for a small to mid-sized space that can accommodate a variety of uses and users, from live performance to temporary art installation to meetings, special events and other activities. As a result, this space should easily convert from a high quality performance space with retractable, raked seating of a type and construction that is similar to fixed theater seats, to a flat floor space for special events and cabaret. It should include a warming kitchen (at minimum) to provide food and drink for special events and performances, though a full catering kitchen would be ideal in order for the facility to attract and effectively host larger scale dinners and functions. A courtyard design or inclusion of a small balcony would allow it to be unique and feel more like a true performance space. Finally, it should have excellent technological capabilities for live feed, film projection, media installations and more.

This space could serve local artists and arts groups, accommodate demand for larger scale and higher quality meeting and event space and also attract new cultural programming. Ideally it will be flexible enough to convert to a club-type atmosphere for cabaret theatre and music performances that also provide social experiences (with food and drink.) This atmosphere and capacity should be welcoming for diverse audiences—creating an informal and comfortable environment.

Development Option: This space could be developed in conjunction with arts education spaces or within a different project. But it would benefit from synergy with other cultural activity and spaces.

Pros: If developed with great flexibility and high quality, this space can accommodate a wide variety of uses and users. It serves resident, visitors and second homeowners, is attractive to regional groups and has potential to contribute to economic development goals. There is some flexibility as to the placement of this facility. While it would ideally be accommodated in a stand-alone facility, it could be developed on the second floor of a building (such as the library) as long as it includes significant street presence and a well-designed entrance and lobby that easily draws audiences and visitors up to the space.

Cons: There is a need for the space to be large enough to accommodate catered events for approximately 300 people which could affect its function as an intimate performance space. In addition, this facility does not accommodate the desire and demand for formal performance space with a fly space and orchestra pit and it may not be immediately attractive to traditional music and theatre groups though it will be a reasonable alternative to existing facilities. We would also recommend that the space be developed at a very high quality in order for it to complement the existing inventory of arts, meeting and event space—which could equate to an expensive project.

Comparables: We would envision this space to be somewhat like the following facilities.

Kimberly Clark Theater, Fox Cities Performing Arts Center, Appleton, WI

The Fox Cities Performing Arts Center is a multidisciplinary performing arts center opened in 2002 at a cost of \$45 million (\$54.2 million in 2011 dollars.) The facility features several performance spaces, including the 350-seat Kimberly-Clark Theater, a flexible theater capable of accommodating seating configurations in-the-round, cabaret or traditional theater-style. The space was also designed to accommodate banquet activity (175-person capacity), educational programs (125-person capacity) and reception events (400-person capacity.) A seating ledge wraps the entire room, including 3 rows of permanent seating. A set of retractable risers



accommodates raked seating for performances and lectures, with cushioned chairs set on them. A sprung floor accommodates dance. The space is extremely active, used for presented performances, performing arts and event and wedding rentals.

Moncus Performing Arts Theater, Acadiana Center for the Arts, Lafayette, LA

Opened in 2010, the 46,000 square foot Acadiana Center for the Arts was developed at a cost of \$12 million and includes a theater, art gallery, retail space, meeting facilities and a café. Its theater is high in quality and flexibility, with a capacity of 300 seats and the ability to arrange seating configurations on a flat floor, in-the-round or a traditional theater-style set-up. Retractable seating allows for the configuration to be quickly converted. The theater includes a fly-system, high-definition audio/visual technology, and acoustics that are appropriate for spoken



word and un-amplified or amplified music. It is used for presented events, film, a family performance series, dance, music and presentations brought in by outside promoters. The space also hosts rentals for activities by arts organizations as well as private events.

8.2.c Artist Studio Center + Incubator

Description: Conversations with local and regional artists and the County Cultural Division suggest a need for adequate workspace as well as sufficient retail and exhibition space. There is also support for the idea of an incubator program that might provide artists with space and support on a short-term basis. Artists studio and visual arts facilities could establish a new cultural and creative identity in Pompano Beach, connecting regional working artists, and allowing the public to interact with artists and see their work and craft. These facilities might include space in which local artists can create and sell their work, exhibition space and more. They might be activated via an RFP process that offers affordable space to artists in exchange for providing a certain level of public programming or access to space.

Development Option: An artist studio center and incubator facilities can be easily accommodated in vacant spaces as adaptive re-use projects. Ideally these spaces will have good light and height as well as water access. It could include one large facility or a district of smaller spaces.

Pros: This effort can be undertaken quickly and is relatively affordable for what can become a significant return on investment. It responds to regional need for visual arts facilities and builds on momentum created by Artistic Productions events at the mall. Artistic Productions is also interested and willing to serve as a partner in this effort. If developed in a significant way, it has potential to serve as a regional destination.

Cons: Artists and arts groups may develop a sense of entitlement to free space. In addition, this effort could lead the community to believe that the City is trying to gentrify a particular area. And this will require a critical mass of visual arts space (more than a one or two studios.)

Comparables:

Torpedo Factory Art Center, Alexandria, VA

Housed in an old factory that manufactured torpedoes after World War I and during World War II, the Torpedo Factory Art Center began as a Bicentennial project of the City of Alexandria and was dedicated in July, 1974. Over the past 33 years, it has become one of the best known and most successful art centers in the country. Operated by the City of Alexandria, the Art Center is located in the heart of 'old town' and is the highlight of the city's revitalized Potomac River waterfront. It attracts over 800,000 visitors annually.

In order to facilitate the Center's development, the City advanced a capital improvement fund for the structure. And in 1980, the City and a private development consortium agreed to a \$4 million public/private development of the Torpedo Factory complex which was completed in 1983. Originally housed in two buildings, the Art Center today is a renovated 71,318 square-foot, three-story structure and part of a four-building complex.



The Art Center has over 160 professional artists in 84 artist studios, eight group studios and six cooperative galleries. Artists work in view of the public, so that visitors can drop in on the studios and observe and ask questions about the creative process. Administration of the facility is handled by a full-time Director and a part-time Assistant Director who are City employees.

Art Gallery Incentive Program, Urbana, IL

In 2006, the City of Urbana created the Art Gallery Incentive Program to encourage art gallery owners to locate to downtown Urbana. In the City's 2002 Downtown Strategic Plan, the Center of Urbana Initiative called for programs to support the perception of Main Street as the City Center and true downtown. Out of this came a recommendation to

encourage more galleries in existing and newly developing areas of downtown. The Downtown Strategic plan also created the “Niche Market Initiative”, established to revitalize the downtown’s marketable image by providing attractive businesses with joint marketing, economic incentives and more. Out of both of these ideas came the City’s Art Gallery Incentive Program, which provides eligible gallery owners with financial support.

To receive funding, a gallery owner and the building owner submit an application to the City. Businesses must be located within a specific area, defined by the City as certain Tax Increment Finance Districts. Eligible businesses receive a subsidy of up to 50% of monthly rent to a maximum of \$600. Program participants are also eligible for a start-up grant to offset costs related to relocation, advertising and tenant improvements. The Art Gallery Incentive Program is managed through the City’s department of Community Services Public Arts Fund. Funding for the Public Arts Fund is derived from the City’s General Fund and the TIF (Tax Increment Financing). In fiscal year 2009, rent subsidies to arts galleries totaled \$35,000.

8.2.d 300 to 600-seat Traditional Performance Space

At this time, there is limited rental demand for a traditional fixed-seat small to mid-sized performance space. And on a national level we are seeing and working on more flexible spaces (like the one previously described) in order to accommodate trends in audience behavior and cultural programs. However, given some desire and demand for a more traditional space, and the potential for the cultural community to develop to increase demand for such a space, this type of facility could certainly be viable in the mid to long-term, particularly if it were programmed and positioned in unique ways. However, we would recommend that the City first work to develop ‘arts infrastructure’ that supports the development of the arts community and arts groups before undertaking such a facility development effort. And this facility, if developed, should be established along with other support spaces as in our example below.

Pros: Responds to Countywide need for professional level performance facilities in North Broward County. Provides an opportunity to develop a regionally unique attraction. Can provide a second home for a number of regional organizations. Potential to serve as a regional destination with the right concept and positioning.

Cons: Given the regional competitive situation, its success will rely on savvy programmers and regional partners. The operation of this space may require significant annual funding, particularly in the early years given activity projections and the price sensitivity of potential users. If developed, this space must be developed in ways unique to existing facilities and the previously recommended flexible space.

Comparables: We would suggest that the facility be developed and positioned in a unique way, such as this example, which is a collaboration between a County library system and a children’s theatre company in North Carolina. While a library/theatre company collaboration does not seem likely in Broward County, other potential partners and concepts are likely to emerge as the local arts community and activity strengthens over time.

ImaginOn, Charlotte, North Carolina

The ImaginOn is a facility shared by the Public Library of Charlotte & Mecklenburg County and the Children's Theatre of Charlotte. This \$41 million building features the 250-seat Wachovia Playhouse, the 550-seat McColl Theatre and support spaces including an art studio, dance studio, two multi-purpose studios and two additional rehearsal rooms. The ImaginOn also houses the Spangler Library for Children, the Loft, an area dedicated to library materials for children age 12 to 18 and a technology center with a computer classroom and a multimedia production studio. ImaginOn is owned by the Library and jointly operated by the Library and the Children's Theatre. All facilities are available for community rental, though availability may be limited due to heavy use by the programs of the Library and the Children's Theatre.



Both the Library and the Children's Theatre operate separate programs and classes, but all activities in ImaginOn are united by the theme of helping children and families experience storytelling in unique ways.

The idea of the ImaginOn first came together in 1997 when leadership of the decided to combine their need for expanded space into a shared facility. The idea continued to develop and ground was broken in March 2003. The ImaginOn was the first major facility built in Charlotte that was LEED certified.

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In October 2005, the ImaginOn welcomed 8,000 people to its grand opening and has remained tremendously popular since then. The building is far more heavily used than anticipated with 450,000 visitors a year instead of the predicted 300,000. The theaters are in use an average of 7 hours a day with the activities of the Children's Theatre.

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