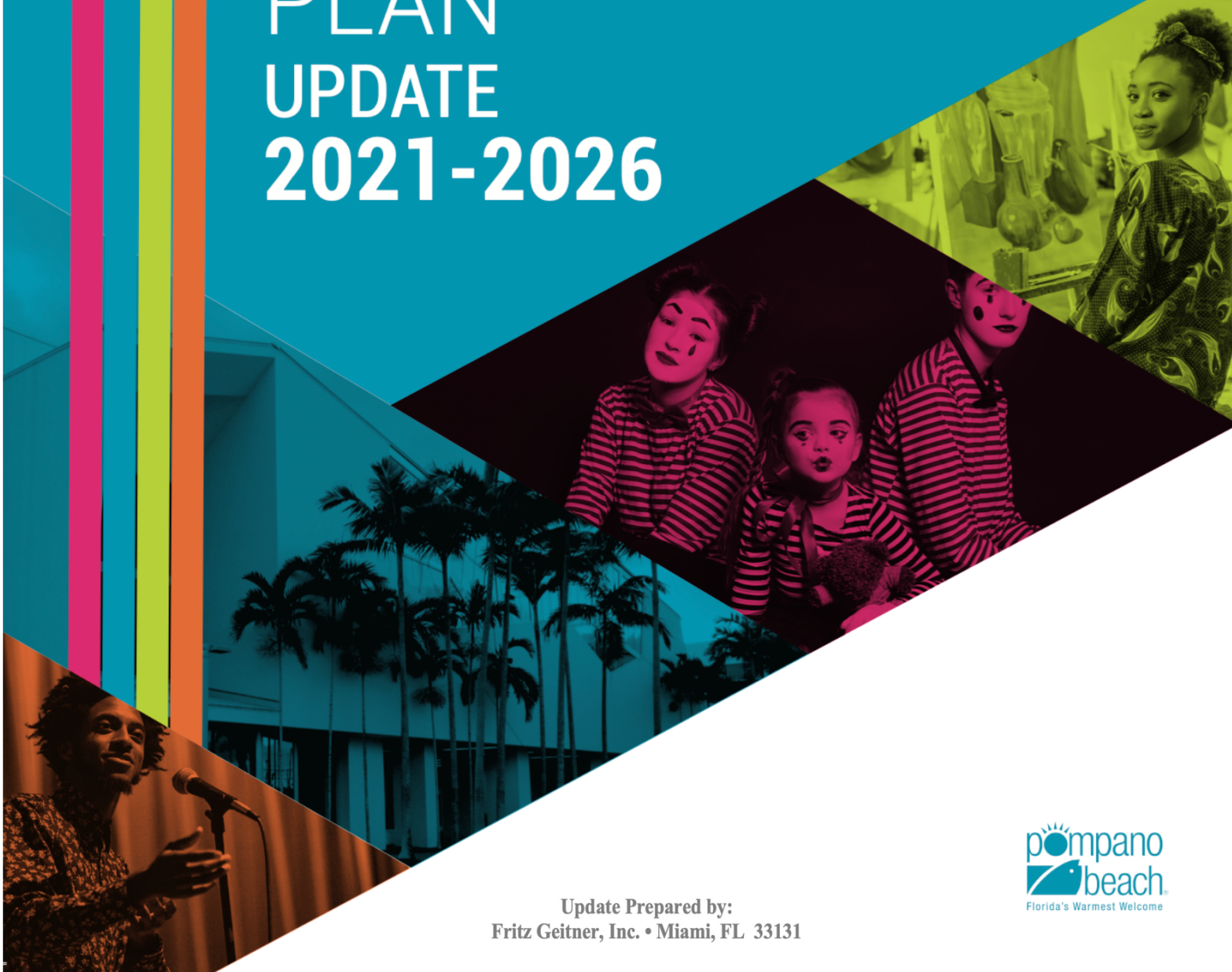


# CULTURAL ARTS MASTER PLAN UPDATE 2021-2026



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## Executive Summary

In 2013, the City of Pompano Beach approved its first Cultural Arts Master Plan, focused on creating new facilities for the arts within today's Downtown Arts & Innovation District. Now, in 2021, four state-of-the-art facilities: the Pompano Beach Cultural Center; Bailey Contemporary Arts Center; Ali Cultural Arts Center; and Blanche Ely House Museum, along with the newly renovated Pompano Beach Amphitheater, stand as a testament to the City's commitment to arts and culture.

The objectives for the Cultural Arts Master Plan Update (2021-2026) are to:

- review progress since the adoption of the 2013 Cultural Arts Master Plan.
- identify and explore opportunities for community-based and fine arts/entertainment cultural activities through 2026.
- integrate the goals and objectives of the City's Public Art Master Plan, adopted in 2016.
- identify priorities, recommendations and potential strategies for the City of Pompano Beach and its Cultural Affairs Department to build upon existing success and present citywide opportunities *to enhance the quality of cultural arts programming and expand the reach to new audiences regionally, nationally and throughout the world.*

The priorities, recommendations, and potential strategies presented in this Master Plan Update should provide a blueprint for cultural arts activities through 2026. Potential strategies include a recommendation for implementation timing:

- Immediate: FY 2021-22
- Mid-term: FY 2022-23; FY 2023-24
- Long-term: FY 2024-25; FY 2025-26

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## Introduction/Background

In 2011, during planning for construction of a new Broward County Library adjacent to Pompano Beach City Hall, the City's Community Redevelopment Agency (CRA) engaged Webb Management (New York) to conduct a formal Cultural Needs Analysis. The analysis concluded that the community of Pompano Beach had not had a long tradition of cultural arts but identified a latent demand for less traditional arts programming.

Reflecting previous Broward County government cultural planning efforts, study findings included:

- a need for new performing and visual arts facilities in the northern end of the County
- demand for artist exhibition, studio, and retail space
- a lack of space for hands-on arts opportunities
- an opportunity for a cultural market space where artists can work and sell to the public
- good demand for arts education space (in terms of both users and audiences), which has particular potential to complement the (then) new Broward County Library development
- recognition that cultural tourists, visitors who rank arts and heritage within their top reasons for traveling, tend to stay longer and spend more money and that new Pompano Beach programs and facilities, could support cultural tourism within the region.
- recommendations for new arts facilities to increase depth and breadth of offerings and build the quality of arts education offerings for people of all ages

In response, the City and CRA focused on developing cultural opportunities in what today is known as the Downtown Arts & Innovation District. Beginning in 2012, the City and CRA invested approximately \$20 million in creating three new cultural arts venues which complemented the existing Pompano Beach Amphitheater venue.

- **Pompano Beach Cultural Center** – *an innovative multi-media center featuring a theater/flexible event space, visual arts galleries, and multi-media digital center*
- **Bailey Contemporary Arts Center** – *a visual arts center featuring large exhibition galleries, loft-style artist studios, and open areas for artistic dialogue in a restored historic hotel space in Old Town*
- **Ali Cultural Arts Center** – *musical performance and visual arts exhibitions in a restored historic boarding house in the City's predominantly African American Northwest Community*

These Pompano Beach Arts (PBArts) venues began to come online in 2014 with the opening of the Bailey Contemporary Arts Center (BaCA), followed in 2015 by Ali Cultural Arts Center (Ali) and in 2017 by the Pompano Beach Cultural Center (PBCC). Also in 2017, the Pompano Beach Crossroads, a mile-long "trail of art," was recognized by the National Endowment for the Arts for multi-disciplinary programming as an "outside the walls" venue.

In 2018, the City created a Cultural Affairs Department to assume management, operations, and programming of these new cultural venues, and in March 2019, the City reopened the Blanche Ely House as a museum. Cultural Affairs Department programming, branded as Pompano Beach Arts (PBArts), creates and curates quality programming, new artistic works, educational outreach programs and community activities to retain and develop new audiences, attract aspiring artists, and promote the City's Pompano Beach Arts program. PBArts goals, objectives, and activities have been based on the City's Cultural Arts Master Plan (2013) which is being formally updated in this document.

Since its formation, the Department has continued to work with area residents, businesses, non-profit and faith-based organizations as well as educational institutions to identify cultural programming opportunities. The Department engages a full and part-time staff to ensure that venues are active and open to the public, presenting quality programming events and activities to meet audience needs. Beyond venues managed by the Cultural Affairs Department, the Pompano Beach Amphitheater, Pompano Beach City Hall and Community Centers, local area schools and spaces in private development offer opportunities for innovative cultural arts programming.

In March 2020, all venues were shuttered due to the onset of the COVID-19 pandemic. Beginning in April 2020, the Department “pivoted” its programming to an ambitious schedule of creating to-date more than 200 digital virtual/online videos, which are available on the Department’s website at [PompanoBeachArts.org](http://PompanoBeachArts.org) and the City’s YouTube channel.

The City reopened its facilities in June 2021, including all of its cultural arts venues, for active programming for in-person audiences while continuing digital virtual/online programming accessible to everyone via the Internet. As future programming is enhanced and reach expanded, a significant opportunity exists to work with the tourism industry to create signature events and increase cultural tourism.



## Vision, Values Statements and Mission

### A Vision for the Cultural Arts

Pompano Beach is a **regional/national/international** Cultural Arts destination in north Broward County, featuring innovative arts programming for the enjoyment and enrichment of residents and visitors to Pompano Beach, Broward County, and the greater South Florida area.



### Values Statements

Value Statement #1: PBArts produces and presents an annual program of cultural activities and events to attain a balance of **community-based** and **fine arts/entertainment** programming.

Value Statement #2: The unique character of programming is enhanced through **digital virtual/online media** support of, and **arts education** opportunities in, PBArts cultural disciplines which engage younger audiences and participants of all ages.

Value Statement #3: Cultural programming is created and presented in **state-of-the-art PBArts facilities** and in public and private spaces throughout the City.



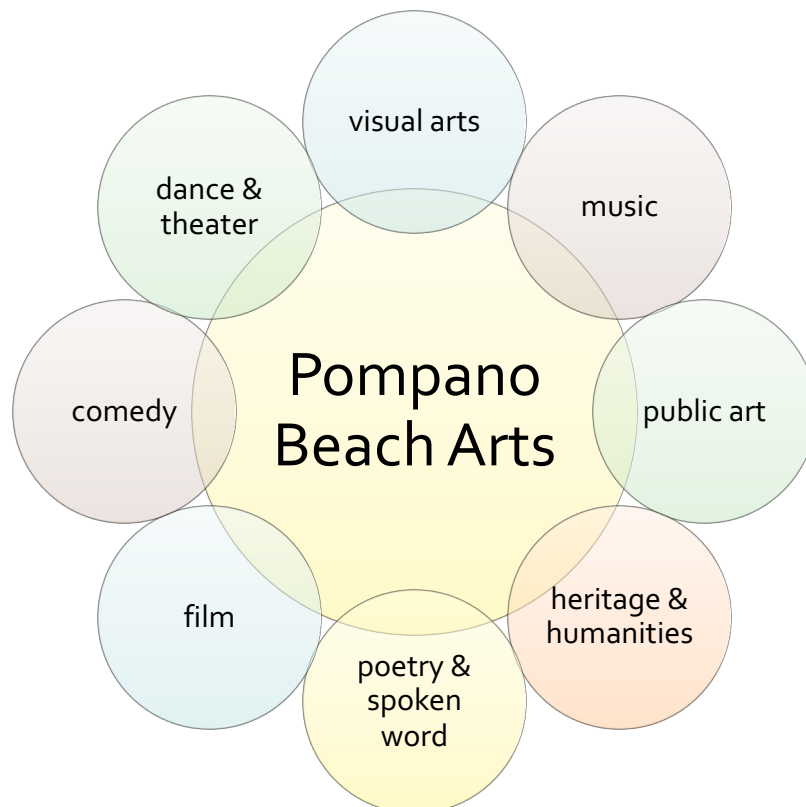
## Mission

The mission of the Pompano Beach Cultural Affairs Department is to provide cultural programming that includes **visual arts, performing arts, public art, heritage & humanities** for the enjoyment and enrichment of residents and visitors to Pompano Beach, Broward County, and the greater South Florida area.

The Department programs and manages the City's premiere cultural arts venues including the Pompano Beach Cultural Center, Ali Cultural Arts Center, Bailey Contemporary Arts Center, and the Blanche Ely House Museum. The Department also oversees the Pompano Beach "Crossroads" multi-disciplinary initiative within the City's Downtown Arts & Innovation District and the citywide Public Art Program.

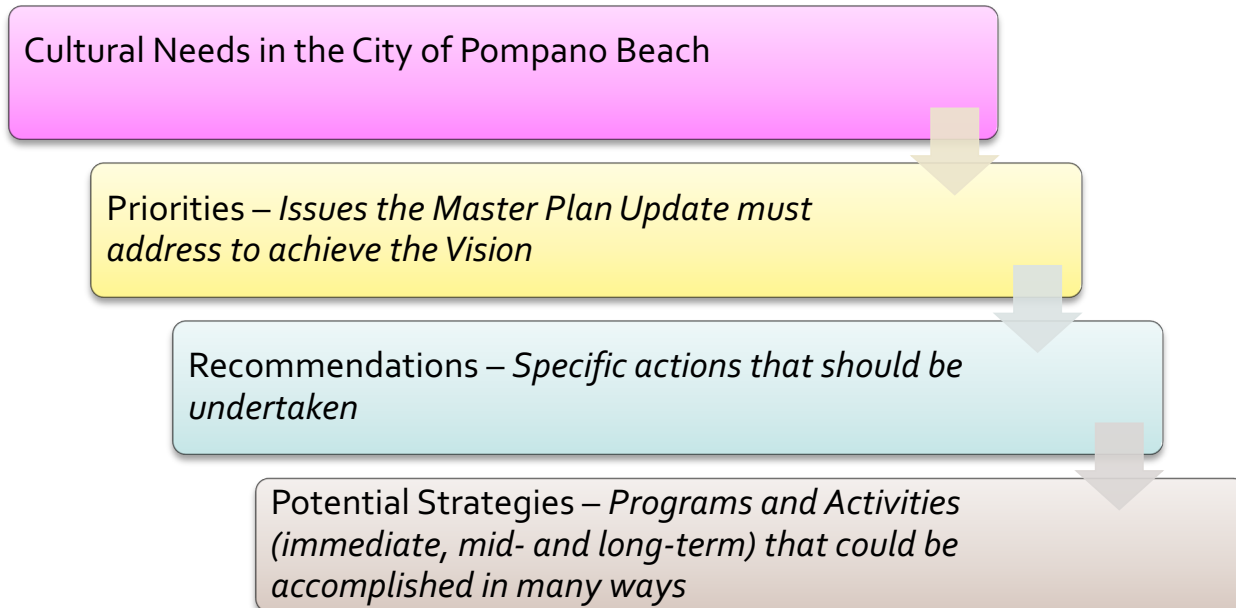
Other arts programming takes place at the Pompano Beach Amphitheater, City Hall and Community Centers, parks, and private sector venues citywide.

## PBArts Cultural Disciplines



## Components of the Master Plan Update

The Cultural Arts Master Plan Update (2021-2026) presents cultural arts opportunities within the following hierarchy in order to further the City’s Vision for the Cultural Arts.




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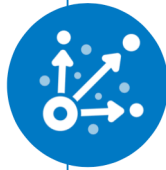
### Identifying Cultural Needs for Pompano Beach

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The following cultural needs have been identified for the City of Pompano Beach:

- “Enhanced Quality and Expanded Reach” of cultural programming:
  - **Community-based programming** to respond to the growing cultural needs of the diverse population in Pompano Beach and South Florida.
  - **Fine arts/entertainment programming** to respond to the growing demand for arts programming in the Pompano Beach area given its potential as a destination for national and international visitors.
- Enhanced partnerships with the Pompano Beach business community/private sector.
- Continued public and community investment in the utilization, maintenance, and future development of state-of-the-art cultural facilities.
- Further collaboration with the Pompano Beach Community Redevelopment Agency (CRA) and Pompano Beach Economic Development Council (PB-EDC), the Greater Pompano Beach Chamber of Commerce, and the City's Tourism Committee to integrate the cultural arts into current and future business/economic development and tourism initiatives.
- Expanded role for local non-profit arts organizations whose missions are supportive of Cultural Affairs Department’s Vision, Mission, and programming.

## Priorities, Recommendations, and Potential Strategies for Pompano Beach Arts



### Priority 1

#### **Priority #1: Produce and Present Innovative Programming in PBArts Cultural Disciplines**

- Recommendation #1.1: Enhance **Community-Based Programming** at all PBArts Venues.
- Recommendation #1.2: Expand the Reach of **Visual Arts** Programming.
- Recommendation #1.3: Expand the Reach of **Music** Programming.
- Recommendation #1.4: Expand the Reach of **Public Art** Programming.
- Recommendation #1.5: Expand the Reach of **Heritage & Humanities** Programming.
- Recommendation #1.6: Expand the Reach of **Poetry & Spoken Word** Programming.
- Recommendation #1.7: Expand the Reach of **Film** Programming.
- Recommendation #1.8: Expand the Reach of **Comedy** Programming.
- Recommendation #1.9: Expand the Reach of **Dance & Theater** Programming.
- Recommendation #1.10: Develop up to Four (4) New Annual **"Signature" Events**.
- Recommendation #1.11: Enhance Digital Virtual/Online Media Components in all PBArts Disciplines.



### Priority 2

#### **Priority #2: Cultivate and Promote Audience Engagement – Residents, Visitors and Businesses**

- Recommendation #2.1: Evolve the Brand: *Something Wonderful is Always Happening!*
- Recommendation #2.2: Promote Pompano Beach Arts as the City's Cultural Brand.
- Recommendation #2.3: Plan and Develop an Effective Cultural Tourism Strategy.
- Recommendation #2.4: Cultivate New Audiences and Cultural Arts Participants.



### Priority 3

#### **Priority #3: Partner with Educational Organizations to Provide Arts Education for All Ages**

- Recommendation #3.1: Expand Arts Education Offerings for Children, Youth, and Adults.
- Recommendation #3.2: Partner with Broward County Public Schools, Institutions of Higher Education, and Other Schools to Explore Arts Education Opportunities.

## Priority 4



### ***Priority #4: Program, Maintain, and Improve State-of-the-Art Cultural Facilities***

- Recommendation #4.1: Operate/Enhance Pompano Beach Cultural Center (PBCC).
- Recommendation #4.2: Operate/Enhance Bailey Contemporary Arts Center (BaCA).
- Recommendation #4.3: Operate/Enhance Ali Cultural Arts Center (Ali).
- Recommendation #4.4: Program/Further Develop Pompano Beach Crossroads Trail.
- Recommendation #4.5: Operate/Enhance Blanche Ely House Museum (BEHM).
- Recommendation #4.6: Explore Cultural Arts at the Pompano Beach Amphitheater (the Amp).
- Recommendation #4.7: Explore Cultural Arts at Other Venues/New Facilities.

## Priority 5



### ***Priority #5: Support Local Artists and Arts Organizations***

- Recommendation #5.1: Strengthen the Local "Arts Network."
- Recommendation #5.2: Strategize for Artist Residency Programs.
- Recommendation #5.3: Explore a Visual Arts "Marketplace."

## Priority 6



### ***Priority #6: Measure Cultural Activity and Analyze the "Arts Impact"***

- Recommendation #6.1: Collect and Process PBArts Programming Data.
- Recommendation #6.2: Benchmark the Impact of Cultural Tourism.
- Recommendation #6.3: Calculate Arts & Economic Prosperity 5 (AEP5).

## Priority 7



### ***Priority #7: Enhance and Expand the Infrastructure for Arts and Culture***

- Recommendation #7.1: Implement Systems to Support Cultural Programming.
- Recommendation #7.2: Increase Public/Private Sector Investment in Arts and Culture.
- Recommendation #7.3: Identify and Hire Staff/Contract Providers for PBArts.
- Recommendation #7.4: Explore Dedicated Funding for the Arts.

## Priority #1: Produce and Present Innovative Programming in PBArts Cultural Disciplines

### Recommendation #1.1: Enhance **Community-Based Programming** at all PBArts Venues.

#### **Potential Strategies:**

##### **1.1.1 – Old Town Untapped (Monthly, October – May)**

*Building upon past success, resume monthly “block party” programming, during the October to May “cultural season” to provide a monthly introduction to PBArts programming at Bailey Contemporary Arts Center and support local businesses in Old Pompano. Old Town Untapped offers a strong base for enhanced and expanded music programming in all genres and at all PBArts venues. (See Recommendation 1.3) (Immediate)*

##### **1.1.2 – Green Market Pompano Beach (Bi-Weekly, November – April)**

*Continue bi-weekly programming – November to April. Strengthen tie-ins to heritage & humanities activities and to the post-pandemic increase in active Saturday cultural programming at the Pompano Beach Cultural Center. (See Recommendation 1.6) (Immediate)*

##### **1.1.3 – ArtLit (Annual, January)**

*Continue to expand the annual event/partnership in January with Broward County Library. Fully use the Pompano Beach Cultural Center ArtsPlaza, the breezeway connecting PBCC and the library, as well as surrounding areas, possibly in conjunction with Green Market Pompano Beach. Increase event marketing to the local/regional community and explore future digital virtual/online opportunities. (Immediate)*

##### **1.1.4 – Gospel Heritage Month (Annual, September)**

*Explore an annual multi-venue event or series of events celebrating “everything gospel.” Opportunities exist for working with existing organizations/promoters to host regional/national choir competitions, attracting visiting event participants and room nights in area hotels. (Immediate).*

##### **1.1.5 – Pompano Beach Celebration of the Arts: Phase 1 (New/Annual)**

*Initiate an annual arts festival with visual arts, public art, and music, creating a traditional arts festival with a unique Pompano Beach flair in the Downtown Arts & Innovation District. (Mid-term)*

##### **1.1.6 – StoryMaker “Huddles” (New/Quarterly)**

*Create a quarterly event with a tie-in to Broward County Library to celebrate Story Telling/Making. Event could feature multi-genre storytelling (e.g., graphic novel, film, scrapbooking) providing a unique opportunity to bring together disparate arts disciplines with training workshops followed by participant presentations. (Mid-term)*



## **Recommendation #1.2: Expand the Reach of Visual Arts Programming.**

### ***Potential Strategies:***

#### ***1.2.1 – Explore NEA Arts Funding for Visual Arts Exhibitions (Annual)***

*Position individual exhibitions and/or Annual Season for funding from the National Endowment of the Arts, Funding for Arts Project grants. (Immediate)*

#### ***1.2.2 – Curate “Exhibitions United” (Annual/Seasonal)***

*Continue to curate themed exhibitions in multiple PBArts venues – to increase the synergy of audience engagement at multiple PBArts venues – at times by drawing evident lines between overlapping galleries in multiple venues and at others by creating more suggestive relations within the thematic focus of each venue. (Immediate)*

#### ***1.2.3 – Integrate Exhibition Scheduling with Public Art Programming (New/Year-round)***

*Identify opportunities to build upon the strengths of two PBArts disciplines by creating tie-ins between visual art exhibitions and public art installations. Activate specific public arts installations through on-site events or digital activations in conjunction with related visual art exhibitions in PBArts venue galleries. (Mid-/Long-term)*

## **Recommendation #1.3: Expand the Reach of Music Programming.**

### ***Potential Strategies:***

#### ***1.3.1 – “Music is Ubiquitous” (Year-round)***

*Focus on the common element of all PBArts community-based cultural activities and events – the Music. Elevate music to a primary programming activity at most PBArts activities and events. (Immediate)*

#### ***1.3.2 – Pompano Beach Jazz Festival (New/Annual)***

*Create an annual citywide, all-venue festival devoted to Jazz. (Immediate)*

#### ***1.3.3 – Indie Music/Other Genre Festival (New/Annual)***

*Create an annual, all-venue, Downtown Pompano festival devoted to a non-jazz genre, such as Indie Music. (Mid-Term)*

## **Recommendation #1.4: Expand the Reach of Public Art Programming.**

In 2012, the City Commission adopted a public art ordinance to “enhance the aesthetic and cultural value of the City by including works of art on public properties within the City” seeking “benefits of public art that are both aesthetic and economic.”

Beginning in 2013, the Pompano Beach Public Art Committee developed the Ten Year Public Art Master Plan (2016-2025) to “produce artworks and a public art program that is inventive, unexpected and surprising and to collaborate with the community through its festivals and cultural facilities,” including the following objectives:

- contribute to the economic, social, and aesthetic success of pedestrian places.
- increase resident and artist participation at cultural facilities.
- partner to enhance Pompano Beach’s reputation as tourist destination.
- sponsor interaction between artists and youth, adults, and small businesses to strengthen bonds of neighbors.
- encourage public art in the private sector.
- respond to special opportunities from the community and to funding sources.
- honor key people, historic events, and ethnic cultures.

In 2015, the City Commission approved the Public Art Master Plan, and implementation is overseen in an advisory capacity by the Public Art Committee. This Cultural Arts Master Plan Update should support and integrate with, but not supplant, the Public Art Master Plan objectives above, identifying opportunities to expand the reach of the program to new audiences, residents, and visitors to Pompano Beach.

### ***Potential Strategies:***

#### ***1.4.1 – Public Art • Citywide Display and Tours (Annual/Seasonal)***

*Initiate annual tour(s) to showcase the collection of public art located throughout the City of Pompano Beach. First year activities could be concentrated on public art projects in the Downtown Arts & Innovation District, but annual and seasonal tours/events should be expanded to public art projects throughout the City. (Immediate)*

#### ***1.4.2 – Integrate Public Art Projects with other PBArts Programming (Year-round)***

*Identify opportunities to activate public art installations in conjunction with existing and new PBArts events and activities recommended in this Plan, including: (Mid-term)*

- *1.1.1 – Old Town Untapped*
- *1.1.2 – Green Market Pompano Beach*
- *1.1.3 – ArtLit*
- *1.1.4 – Gospel Heritage Month*
- *1.1.5 – Pompano Beach Celebration of the Arts: Phase 1 (New/Annual)*



#### **1.4.3 – Explore Digital Activations of Public Art Sites (Year-round)**

*Digital art projects/activations could create new augmented reality “elements” to be integrated with existing and future public art projects throughout the City of Pompano Beach. Artists who have already contributed to the City’s public art “collection” could create new digital art elements themselves or work with local artists to bring these exciting new components to existing works. New projects could be planned with digital activation in mind. (Immediate/Mid-term)*

Digital activations might be introduced by a series of site-specific community activation events, featuring music, performance art and arts education, after which sites will be permanently “augmented” to be experienced throughout the day, onsite and/or online.

#### **1.4.4 – Seek Grant Funding Opportunities for Public Art Annual Plan/Future Projects (Annual)**

*Grant funds are available for public art projects, but funding opportunities should be prioritized for specific projects identified in the Public Art Annual Plan or anticipated by the Public Art Committee in the Public Art Master Plan. (Immediate)*

Grant funding is most successful when undertaken to fund events identified within current planning initiatives (e.g., Master Plan, Annual Plan, City Strategic Plan). A great deal of time can be wasted by “chasing grants” – identifying funding initiatives/sources first and only then creating projects that might meet the objectives of those initiatives. (See # 7.2.2)

#### **1.4.5 – Undertake a new Public Art Master Plan (5- or 10-year) in conjunction with a 10-year Cultural Arts Master Plan (2026-2036)**

*Potential Strategy 2.4.3 of this Master Plan Update recommends that the City of Pompano Beach undertake a formal 10-year future Cultural Needs Analysis in advance of a new Cultural Arts Master Plan (2026-36). This is intended to dovetail with the expiration of the current Public Art Master Plan. Beginning in 2025, both Public Art Master planning and Cultural Arts Master planning efforts should be undertaken in order to maximize synergy between the two master plans. (Long-term)*

The City is also currently updating its Tourism Master Plan. In the future, the three Master Plans and updates could be undertaken and updated according to a coordinated schedule to synergize goals and strategies.

## **Recommendation #1.5: Expand the Reach of Heritage & Humanities Programming.**

### **Potential Strategies:**

#### **1.5.1 – “Heritage & Humanities is Ubiquitous” (Year-round)**

*Explore heritage & humanities programming as a component of recurring community-based cultural activities and events, including but not limited to Old Town Untapped, Green Market Pompano Beach, and ArtLit. Begin to develop quarterly then monthly events based on the themes of the annual events below and include film programming at the Pompano Beach Cultural Center. (Immediate)*

#### **1.5.2 – Black History Month (Annual – February)**

*African Americans played a vital role in the development and growth of the City of Pompano Beach, even before its formal incorporation in 1908. Two women, Blanche General Ely and Florence Major Ali, were leaders in the community and the City has restored both of their historic homes in celebration of the history of the Pompano Beach Northwest Community.*

*PBArts should continue and expand the very successful month-long calendar of Black History events each February, including exhibitions, concerts, and other special events celebrating achievements by African Americans in Pompano Beach and throughout the nation. (Immediate)*

#### **1.5.3 – Hispanic Heritage Month (New/Annual in September/October)**

*An estimated 22.5% of the Pompano Beach population identifies as Hispanic or Latino. Each year, National Hispanic Heritage Month is observed from September 15 to October 15, celebrating the histories, cultures, and contributions of American citizens whose ancestors came from Spain, Mexico, the Caribbean and Central and South America.*

*Events celebrating the culture and heritage of the City’s Hispanic and Latino residents and visitors could be scheduled at the Pompano Beach Cultural Center, the Pompano Beach Amphitheater, or in multiple PBArts venues. (Immediate)*

#### **1.5.4 – Brazilian Festival (New/Annual in February/March)**

*The City of Pompano Beach has a significant Brazilian population, and an annual festival or series of events would allow PBArts programming to serve the cultural needs of this community. (Mid-term)*

*Events celebrating the culture and heritage of Brazil could be scheduled at the Pompano Beach Cultural Center, the Pompano Beach Amphitheater, or in multiple PBArts venues during the annual Carnival season in February/March.*

#### **1.5.5 – Pompano Beach Heritage Festival: Phase 1 (New/Annual)**

*Create a new annual celebration of the history and heritage of Pompano Beach, featuring historic tours, vintage entertainment, culinary traditions, crafts, and a taste of the unique culture and community that make up Pompano Beach. (Mid-term)*

## Recommendation #1.6: Expand the Reach of Poetry & Spoken Word Programming.

### *Potential Strategies:*

#### **1.6.1 – Exit 36 Slam Poetry Festival (Annual/Currently in December)**

*Continue to produce and present an annual poetry & spoken word festival. The current Exit 36 Slam Poetry Festival is a three-day poetry festival that seeks to serve the community through educational, theatrical, and literary performances, including writing workshops, artists talks and a slam poetry competition. (Immediate)*

#### **1.6.2 – National Poetry Month (New/Annual in April)**

*Partner with Broward County Library • Pompano Beach and other organizations to explore American traditions in poetry and attract local/regional participation. (Mid-term)*

In 2021, the Academy of American Poets celebrated the 25th anniversary of National Poetry Month (launched in April 1996). The annual event reminds the public that poets have an integral role to play in our culture and that poetry matters. Over the years, it has become the largest literary celebration in the world, with tens of millions of readers, students, K–12 teachers, librarians, booksellers, literary events curators, publishers, families, and, of course, poets, marking poetry's important place in our lives.

#### **1.6.3 – Annual Southern Fried Poetry Slam (June 2023/24/25)**

*Host an upcoming regional Annual Event in the City of Pompano Beach. **Southern Fried Poetry Slam** is an annual performing arts festival, held throughout the nation, celebrating poetry, spoken word, and community outreach. (Mid-/Long-term)*

Born in 1993 from a sense of family, home cooked meals and good ol' Southern food, Southern Fried Poetry shares the absolute best southern offerings — hospitality, comfort and tradition. The annual festival was held virtually in 2020 and 2021. The 2022 event will take place in Louisville, KY, and host Cities are selected through a competitive proposal process. This event could support cultural tourism initiatives.

#### **1.6.4 – Future Poetry & Spoken Word Programming (Year-round)**

*Explore opportunities to partner with South Florida organizations, such as the Jason Taylor Foundation (Weston) and O, Miami (Miami), for expansion of future PBArts poetry & spoken word activities and events. (Long-term)*

## **Recommendation #1.7: Expand the Reach of Film Programming.**

### **Potential Strategies:**

#### **1.7.1 – Holiday Film Screenings (Seasonal/Year-round)**

*Present screening of “holiday favorites” films at the Pompano Beach Cultural Center to create a new Pompano Beach tradition combining special times of the year with an evening of popcorn and classic (or contemporary) movies. Screenings can be turned into events with costume contests and themed activities before or after the show. Content could be “family friendly” or more “adult friendly” with cocktails and after-the-film dance parties. (Immediate)*

#### **1.7.2 – Regional and Niche Film Festival Venue (Year-round)**

*Position the Pompano Beach Cultural Center as a screening venue for the Fort Lauderdale International Film Festival in November as well as other local/regional film fests, including: (Immediate)*

- *Outshine Film Festival (Fort Lauderdale – October)*
- *Boca Raton Jewish Film Festival (January-May)*
- *Brazilian Film Festival of Miami (September/October)*
- *Urban Film Festival (Miami – September/October)*

#### **1.7.3 – Saturday Morning Film Screenings (Annual/Summer)**

*Present screenings of family films on Saturday mornings at the Pompano Beach Cultural Center during the months that schools are not in session. Screenings could feature 20 minutes of “playtime” before the movie and an “intermission” at the mid-point for potty/snack breaks. (Immediate)*

#### **1.7.4 – 48-hour Film Project (Annual)**

*Annualize a Pompano Beach/North Broward version of this wild and sleepless weekend event. 48 Hour Film Projects are currently held in cities throughout the world. During events, participant teams make a movie – write, shoot, and edit – in just 48 hours. Films produced during a Pompano Beach event for a could then be screened at the Pompano Beach Cultural Center. (Immediate)*

#### **1.7.5 – Future Film Programming (Year-round)**

*Explore opportunities to partner with South Florida Film organizations, such as the Broward County Film Society (Fort Lauderdale) and FilmGate Miami (Miami), for future PBArts Film activities and events at the Pompano Beach Cultural Center as well as special screenings at other PBArts venues. (Mid-/Long-term)*

## **Recommendation #1.8: Expand the Reach of Comedy Programming.**

### ***Potential Strategies:***

#### ***1.8.1 – Pompano Stand Up Live!: Phase 1 (Annual)***

*Make the successful Pompano Stand Up Live! an annual event and increase related programming, such as local stand-up competitions and comedy workshops. (Immediate)*

#### ***1.8.2 – Expand Pompano Stand Up Live! Programming to Quarterly Events (Quarterly)***

*Create quarterly local stand-up performance and comedy workshops at the Pompano Beach Cultural Center and to augment related programming at other PBArts venues. (Mid-term)*

## **Recommendation #1.9: Expand the Reach of Dance & Theater Programming.**

### ***Potential Strategies:***

#### ***1.9.1 – Sabados de Salsa Series (Recurring/Quarterly)***

*Make the successful Sabados de Salsa a recurring event. This Latin Dance Class followed by salsa band performance lets attendees learn first and then practice moves and showcase steps on the floor at the Pompano Beach Cultural Center. Quarterly programming should be explored. (Immediate)*

#### ***1.9.2 – Theater in Pompano Beach (Year-round)***

*Explore opportunities with South Florida Theater League to identify a “market position” for affiliation or residency theater companies, including but not limited to African American theater companies. Most performing arts organizations have been severely impacted by the COVID-19 pandemic and forced to re-think future strategic and programming plans. This could offer an opportunity for Pompano Beach to position future theater programming within the South Florida landscape. (Immediate/Mid-term)*

#### ***1.9.3 – Future Dance Programming (Year-round)***

*Explore opportunities for affiliation or residency dance companies with South Florida dance organizations to expand future PBArts dance programming, activities, and events at the Pompano Beach Cultural Center and other PBArts venues. (Mid-/Long-term)*

## **Recommendation #1.10: Develop up to Four (4) New Annual “Signature” Events.**

To support cultural tourism, lengthen visitor stays, and increase room nights in area hotels, the following signature events have been introduced within the recommendations above. These events should be developed in collaboration with the City's Tourism Committee and the City's tourism industry.

### ***Potential Strategies:***

#### ***1.10.1 – Pompano Beach Celebration of the Arts: Phase 2 (Annual/Signature)***

*Expand/enhance arts festival event (Phase 1) into a citywide signature event, expanding the event to include all PBArts disciplines and attract local, regional, national, and even international attendance. (Long-term)*

#### ***1.10.2 – Multi-Genre Music Festival (Annual/Signature)***

*Create a new citywide signature event festival devoted to Multi-Genre Music to attract local, regional, national, and even international attendance. (Long-term)*

#### ***1.10.3 – Pompano Beach Heritage Festival: Phase 2 (Annual/Signature)***

*Expand and enhance Pompano Beach Heritage Festival (Phase 1) into a citywide signature event to attract local, regional, national, and even international attendance. Expand partnerships with local heritage & humanities organizations to include Broward County and greater South Florida organizations. (Long-term)*

#### ***1.10.4 – Pompano Stand Up Live!: Phase 2 (Annual/Signature)***

*Expand/Enhance Pompano Stand Up Live! event into a citywide signature event, to attract local, regional, national, and even international attendance. (Long-term)*

### ***Signature Events from Around the World:***

#### ***Inspiration: Multi-Disciplinary Arts Festivals***

- *Inspiration #1 – Spoleto Festival/Piccolo Spoleto (Charleston, SC)*
- *Inspiration #2 – Luminaria (San Antonio, TX)*
- *Inspiration #3 – National Black Arts Festival (Atlanta, GA)*
- *Inspiration #4 – Three Rivers Arts Festival (Pittsburgh, PA)*
- *Inspiration #5 – FestivalSouth\* (Hattiesburg, MS)*
- *Inspiration #6 – High Performance Rodeo:  
Calgary's (Canada) International Festival of the Arts*
- *Inspiration #7 – Edinburgh Festival Fringe (Edinburgh, Scotland)*

#### ***Inspiration: Multi-Genre Music Festival***

- *Inspiration #8 – Ground Up Music Festival (Miami, FL)*
- *Inspiration #9 – 30A Songwriter's Festival (Santa Rosa/S. Walton, FL)*
- *Inspiration #10 – Fortress Festival (Music) (Ft. Worth, TX)*



## **Recommendation #1.11: Enhance Digital Virtual/Online Media Components in all PBArts Disciplines.**

### ***Potential Strategies:***

#### ***1.11.1 – Embrace Digital Media Components***

*Incorporate digital components into select PBArts programming. (Immediate)*

- *audio production*
- *video production*
- *digital art installation*
- *virtual reality*
- *augmented reality*
- *future technologies*

#### ***1.11.2 – The Blanche Ely House Museum “Virtual & Online”***

*Create virtual programming at the Blanche Ely House Museum to digitize archives and document current and past exhibitions. Increased research activity should include ongoing recording of oral histories and support in-person programming. (Immediate)*

#### ***1.11.3 – Digital Virtual/Online Programming • Identifying Next Steps***

*Due in great part to forced venue closures during the COVID 19 pandemic, PBArts digital virtual/online programming has been significant in both quantity and quality. While this Master Plan Update envisions that future programming expand its reach to regional, national, and international audiences, digital virtual/online programming is already available to audiences worldwide via the Internet. (Immediate)*

The City reopened its facilities in June 2021, including all of its cultural arts venues, for active programming for in-person audiences. While continuing digital virtual/online programming is an opportunity to create content that is accessible to everyone via the Internet, the Cultural Affairs Department should analyze strengths and weaknesses of digital content created during the pandemic. This would best support identifying ongoing strategies for producing digital content in conjunction with live events in the future.

#### ***1.11.4 – Digital Virtual/Online Programming • Taking it to Next Level***

*Continuously explore new and innovative digital virtual/online programming. As PBArts programming evolves to reach audiences regionally, nationally, and internationally, the opportunities to embrace new digital technology, including technologies that do not yet exist, are endless. (Mid-/Long-term)*



## Priority #2: Cultivate and Promote Audience Engagement - Residents, Visitors and Businesses

### Recommendation #2.1: Evolve the Brand: *Something Wonderful is Always Happening!*

#### *Potential Strategies:*

#### **2.1.1 – Evolve the Brand Promise: *Something Wonderful is “Always” Happening!***

*Evolve the PBArts brand as progress is made during the next five years but consider “ReLaunching” the brand in conjunction with undertaking a future Cultural Needs Analysis/Cultural Arts Master Plan (2026-2036) (See Appendix B and #2.4.3) (Immediate/Mid-/Long-term)*

Cultural Affairs Department programming, branded as Pompano Beach Arts (PBArts), creates and curates quality programming, new artistic works, educational outreach programs and community cultural activities, developing new audiences, attracting aspiring artists and promoting the City of Pompano Beach as a destination for the arts.

A History of the Pompano Beach Arts Brand Promise:

- 2013 – Something Wonderful *is about to Happen!* (CAMP 2013)
- 2017 – Something Wonderful *is Happening!* (PBCC Opening)
- 2021 – Something Wonderful *is Always Happening!* (CAMP Update 2021-2026)

This “promise” can be used as a tagline alone or together with: “in” Pompano Beach or Pompano Beach Arts, etc.; or “at” PBArts venues, etc.

There are many methodologies for building an organization’s brand. The eight steps below provide an outline that can be used by the Cultural Affairs Department to explore how to continue to build upon ten years of investment in cultural arts venue construction, programming, operations, staffing and marketing.

1. Probe Your Brand Mission
2. Determine Your Brand Goals
3. Identify Your Target Audiences
- 4. *Articulate Your Brand Promise***
5. Create a Graphic Identity (Logo, Images)
6. Manage, Leverage, and Protect Your Brand
7. ReAlign (ReGenerate) your brand to keep it current
- 8. *ReLaunch the Pompano Beach Arts Brand (future)***

## **Recommendation #2.2: Promote Pompano Beach Arts as the City’s Cultural Brand.**

### ***Potential Strategies:***

#### ***2.2.1 – PompanoBeachArts.org***

*Continuously update/upgrade PompanoBeachArts.org, the “arts portal” to the City’s innovative cultural programming. During venue closures due to COVID-19, PBArts programming has been primarily digital virtual/online. The PBArts website has been updated regularly and is currently organized as follows: (Immediate)*

- *Performance*
- *Special Events*
- *Recurring Events*
- *Art Exhibitions*
- *Classes and Workshops*
- *Public Art*

As in-person programming returns in FY 2021/22, the website could be additionally organized by PBArts Discipline with attention to curating and archiving ongoing and past recorded digital virtual/online activities and events.

As cultural programming is enhanced and expanded, new technologies should be incorporated. Updates/upgrades will provide evolving systems for PBArts’ online presence.

#### ***2.2.2 – PBArts Marketing • Public Relations***

*Widely promote cultural arts events/activities to publicize the PBArts brand and ensure participation/engagement of residents and visitors to Pompano Beach. (Immediate)*

Publicity for the PBArts programming is currently managed by the City’s Strategic Communications Department and public relations and marketing consultants. Public relations initiatives have been very successful in positioning PBArts and its activities and events in local and regional press.

### 2.2.3 – PBArts Marketing • Media Promotion and Advertising

*Promote PBArts programming through “owned”, “earned”, and “paid” media tactics for digital virtual/online and traditional arts marketing, including Customer Relationship Management (CRM). (See #2.2.5) (Immediate)*

- Owned Media includes the PBArts’ website, Facebook pages/other social media, as well as direct patron communications. Create and distribute regular monthly and/or quarterly collateral materials and utilize onsite promotional opportunities (bulletin boards, onsite television monitors, etc.).
- Earned Media includes publicity gained through public relations and promotional efforts other than advertising. (See #2.2.2)
- Paid Media includes positive publicity gained through paid advertising and participation in other promotional efforts that require expenditure on the part of the City/Department.

### 2.2.4 – PBArts Marketing • HyperLocal Promotion

*Continue to position the City as a diverse and all-inclusive place to “experience the arts” by targeting promotions and advertising to “hyperlocal” audiences. (Immediate)*

In its first years of programming, the PBArts program has primarily been local/regional. Based on a study by the National Center for Arts Research (*At What Cost? How Distance Influences Arts Attendance* – October 2017), initial market planning explored a key finding:

*“Analysis of the data revealed that, in the average community, a more accurate estimate is that patronage likelihood drops off by 80% at around 1 mile from the organization – not 7 miles [as previously assumed].”*

In response to this information, the following zip codes were identified in 2018 for current and future patrons:

- 33060 - Central Pompano
- 33069 - Pompano West
- 33064 - Pompano North
- 33334 - Pompano South (Oakland Park)
- 33062 - Beach
- 33308 - SE Pompano (Lauderdale-by-the-Sea)
- 33305 - Wilton Manors

Patrons can be tracked using readily available data from numbers of people who use Google to search for the addresses of PBArts venues. Pre-COVID 19 analysis of ticket purchase and attendance data validated that the target zip codes were those most inclined to be interested in PBArts programming.

As venues return to programming for in-person audiences, tracking efforts can be updated.

### 2.2.5 – Engaging the PBArts Audience • Customer Relationship Management (CRM)

*Identify, collect, and manage the patron/customer information required to establish an engaged audience relationship. (Immediate)*

Too often, cultural arts organizations end up using a variety of disconnected systems to manage information related to ticket buyers, donors, organization contacts, and other data. Alternatively, Customer Relationship Management (CRM) offers an approach to process transactions and collect information in a way that encourages targeted and one-on-one communications with individual patrons (customers/arts audience). A CRM system can help an arts organization gather and use personal information and participation data to understand, measure, and positively affect patron behavior.

To facilitate day-to-day operations and marketing functions, the Cultural Affairs Department should consider developing a CRM system to integrate Pompano Beach Arts (PBArts) audience engagement information. Although an initial or basic CRM system can be maintained in an Excel spreadsheet, the City is in the process of licensing a Salesforce CRM System, and Cultural Affairs should work with the City's Strategic Communications Department to explore a cultural arts/ticketing module or application to ensure integrated systems as well as opportunities to share patron information with the City's Office of Tourism. (See #7.1.1)

## **Recommendation #2.3: Plan and Develop an Effective Cultural Tourism Strategy.**

### ***Potential Strategies:***

#### 2.3.1 – Annual PBArts Calendar: Destination Pompano Beach

*Partner with the City's Office of Tourism to integrate immediate, mid-, and long-term PBArts innovative programming strategies (Priority #1) into the City's tourism marketing to position Pompano Beach as a significant destination for cultural tourism, supporting lengthened visitor stays and increased room nights in area hotels. (Immediate/Mid-term)*

According to the Florida Department of State, Division of Arts and Culture, "Cultural tourism is big business in Florida. Our state attracts more than 100 million visitors per year, and 65% of those visitors take part in at least one cultural activity. These visitors spend more on their trips and stay longer than other visitors. Creating a plan to attract cultural tourism can do more than affect your bottom line, it can also help define your area as a cultural and artistic destination."

The City of Pompano Beach is already a major tourist destination and the fourth largest contributor to Broward County's tourism market. In 2020, Pompano Beach's Tourist Development Tax collection totaled \$2.8 million (5.37% of County) which represents a 32.3% reduction from the previous year due to the COVID-19 pandemic. In 2019, before the pandemic, Pompano Beach's Tourist Development Tax collection totaled \$4 million (4.6% of County) which represented a 39% increase in Pompano's hotel bed tax collected since 2017, and it is anticipated that growth in tourism will return during 2021.

Recommendation #1.10 of this Master Plan Update recommends developing up to four (4) new annual signature events to support cultural tourism, lengthen visitor stays, and increase room nights in area hotels. Signature events could be developed as a defining centerpiece of the Annual PBArts Calendar from the perspective of visitors. The balance of community-based and fine arts/entertainment programming will provide year-round activities, fulfilling the PBArts brand promise, *Something wonderful is ALWAYS happening!*

As tourism promotional efforts are planned for Fiscal Year 2021/2022 to rebound from the impact of the COVID-19 pandemic, the City of Pompano Beach can develop future strategies to include cultural tourism marketing of visual arts, performing arts, public art, heritage & humanities for the enjoyment and enrichment of visitors to Pompano Beach, Broward County, and the greater South Florida area. An opportunity also exists to partner with the City's Office of Tourism to plan for and budget joint initiatives and share the annual calendar and Customer Relationship Management (CRM) system information.

## **Recommendation #2.4: Cultivate New Audiences and Cultural Arts Participants.**

### ***Potential Strategies:***

#### ***2.4.1 – Community Engagement: Diversity, Equity, and Inclusion***

*Identify diverse community needs, increase community awareness, and ensure diversity, equity, and inclusion in PBArts programming and venues. (Immediate/Mid-/Long-term)*

Pompano Beach does not have a long tradition of cultural arts, but in the past few years the City has begun to transform the lives of its residents through cultural programming. The arts enable individuals and groups to express themselves, and in the process, become more involved in contributing to the development of their neighborhoods and communities. An organized effort for community engagement is critical to maintain a robust and unique cultural environment within the city.

To ensure maximum resident participation, community engagement requires direct outreach to residents of all ages and socioeconomic levels. The Cultural Affairs Department should work closely with other city departmental staff and consultants to organize ongoing community outreach initiatives, including regular meetings with neighborhood, civic, faith-based, non-profit, and other key individuals and community organizations.

#### **2.4.2 – A “Creative” Business Community**

*Work with the business community in Pompano Beach to promote cultural arts and drive economic development. (Mid-term)*

The City of Pompano Beach, its Community Redevelopment Agency (CRA), Pompano Beach Economic Development Council (PB-EDC) and the Greater Pompano Chamber of Commerce work together to implement projects to revitalize and reanimate Pompano Beach, drawing new businesses, residents, visitors, and development activity. Since 2011, these efforts have resulted in the renovation and construction of current PBArts venues and the identification of the City’s Downtown Ars & Innovation District.

In 2018, the City’s Cultural Affairs Department was created to realize the City’s Vision of a Pompano Beach arts destination through community-based and fine arts/entertainment programming. Moving forward, there is an opportunity to work with the business community/private sector to engage a creative business community through efforts to:

- *Create arts partnerships with local businesses*
- *Support City/CRA efforts to retain existing and recruit new businesses*
- *Realize new Creative Industries/Economy*
- *Utilize opportunities for professional development of area artists and professionals*

#### **2.4.3 – Future Cultural Needs Analysis/Cultural Arts Master Plan (2026-2036)**

*Undertake a formal 10-year future Cultural Needs Analysis in advance of a new Cultural Arts Master Plan (2026-2036). (Long-term)*

Ten years ago, there was little cultural arts programming in Pompano Beach. Beginning in 2011, the City of Pompano Beach and its Community Redevelopment Agency (CRA) undertook a comprehensive Cultural Needs Assessment and additional studies to identify strategies for creating new cultural arts facilities and activities. The Pompano Beach community was involved in all aspects of the planning and analysis, including:

- Needs Assessment for Facilities and Cultural Programming (July 2011)
- Preliminary Physical Planning – Cultural Center, Hotel Bailey, Ali Building (March 2012)
- Business Plan – Cultural Center (June 2012)
- Business Plan – Hotel Bailey Visual Arts Center (August 2012)
- Business Plan – Ali Building (September 2012)
- Pompano Beach Amphitheater/Future Combined Governance and Operations (May 2013)
- Cultural Arts Master Plan (December 2013)

Public meetings were held, including regular Cultural Arts Committee meetings, public meeting presentations, focus group review, and formal workshops and presentations to the Pompano Beach City Commission.

In 2013, the City of Pompano Beach approved its first Cultural Arts Master Plan, focused on creating new facilities for the arts within the Downtown Arts & Innovation District. Today, in 2021, four state-of-the-art facilities: the Pompano Beach Cultural Center; Bailey Contemporary Arts Center; Ali Cultural Arts Center; and Blanche Ely House Museum, along with the newly renovated Pompano Beach Amphitheater, stand as a testament to the City's commitment to arts and culture. The City now has a significant opportunity to realize diverse arts programming to benefit residents and visitors, engaging future arts patrons of all ages and socioeconomic levels.

This Master Plan Update outlines that opportunity. An objective of the update is to build upon success and present opportunities to *enhance* arts programming and *expand* reach to new audiences regionally, nationally and throughout the world.

By FY 2024-25, a new effort should be undertaken to identify future needs, opportunities, and strategies as well as to tie in with completion of the 2016-2025 Public Art Master Plan. This effort should include public meetings and involve the City's Cultural Arts Committee, Public Art Committee, Tourism Committee, Economic Development Council, and the Board of the Greater Pompano Beach Chamber of Commerce, culminating in a new Cultural Arts Master Plan (2026-2036).



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## Priority #3: Partner with Educational Organizations to Provide Arts Education for All Ages

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### Recommendation #3.1: Expand Arts Education Offerings for Children, Youth, and Adults.

#### *Potential Strategies:*

#### **3.1.1 – Arts Education • Cultural Affairs Department**

*Explore one (1) or two (2) new opportunities each year to increase arts education programming delivered by the Cultural Affairs Department directly related to the Department's ongoing cultural programming. (Immediate/Mid-/Long-Term)*

The list below does not imply a priority of significance for arts education activities but does reflect, to some extent, success and strength in current programming achievement.

1. *visual arts*
2. *music*
3. *public art*
4. *heritage & humanities*
5. *poetry & spoken word*
6. *film*
7. *comedy*
8. *dance & theater*

#### **3.1.2 – Arts Education • Parks and Recreation Department**

*Explore opportunities to work with the Parks & Recreation Department to deliver arts education activities directly related to ongoing Parks & Recreation programming. (Immediate/Mid-/Long-Term)*

These arts education activities might be delivered primarily by the Parks and Recreation Department (e.g., camps, after-care, senior programming, therapeutic art activities) or in active partnership with the Cultural Arts Department. The list below includes PBArts disciplines that might offer opportunities for partnership.

1. *visual arts*
2. *dance*
3. *music*
4. *poetry & spoken word*
5. *heritage & humanities*

### 3.1.3 – Arts Education • Partnership with Broward County Library

*Enhance and expand joint programming. The co-location of the Broward County Library and Pompano Beach Cultural Center was envisioned, even before construction, to create a synergy of art and literature. This partnership has been fruitful – most notably with the annual ArtLit event in January, now in its third year (2021). (Immediate)*

Opportunities exist for arts education programs, such as book club discussions, author lectures, digital demonstrations, and other literary activities and events. These opportunities could be uniquely enhanced by arts “tie-in” activities at PBCC (all PBArts disciplines) and onsite events, such as the bi-weekly Green Market Pompano Beach and other activities on the ArtsPlaza, breezeway and along the Pompano Beach Crossroads one-mile “trail of art.”

## **Recommendation #3.2: Partner with Broward County Public Schools, Institutions of Higher Education, and Other Schools to Explore Arts Education Opportunities.**

### ***Potential Strategies:***

### 3.2.1 – Arts Partnerships • Broward County Schools

*Formalize “Arts Partnerships” with Broward County Schools. (Immediate/Mid-term)*

Art budgets in public schools are constantly on the cutting block. The Cultural Affairs Department currently works with local schools to create arts education programming. A more formal partnership, organized at the local school/school district level, could include activities and events, such as the following:

- *Teacher/Student Cultural Passport program to encourage access to cultural arts outside school hours*
- *Simplified process for collaborations among Pompano Beach arts organizations and schools*
- *Facilitated connections between the schools and arts resources in the community*
- *Scheduled cultural field trips for students in K-12 grades to engage students in arts and cultural experiences in Pompano Beach*

### 3.2.2 – Arts Partnerships • FIU/Broward College/Other

*Formalize “Arts Partnerships” with FIU/Broward College, and other institutions of higher education. (Immediate/Mid-term)*

The Cultural Affairs Department is currently exploring a partnership with Florida International University (FIU) Department of History, Wolfsonian Public Humanities Lab, and University Special Collections to enhance the conservation and digitizing artifacts, archives, and records at Blanche Ely House Museum. Relationships with institutions of higher education can bring significant artistic and technical expertise to joint projects and can include public workshops to share that expertise with the PBArts artists, audiences, and area residents.

### **3.2.3 – Arts Relationships • Other Schools and Educational Organizations**

*Identify opportunities for relationships with area charter schools, private schools, and home schools, as well as with for profit and non-profit educational organizations.  
(Immediate/Mid-term)*

In addition to Broward County Schools and institutions of higher education, there exist opportunities to work with charter schools, private schools, home schools and other organizations whose missions and activities promote education. Although formal partnerships with these organizations might prove mutually beneficial, less formal relationships could offer significant opportunities for in-venue field trips, after-school events, or creative arts workshops. Current examples of this include home school student visits to the Blanche Ely House Museum and Keeping the Blues Alive Foundation funding for the Music is Your Ali program.

## Priority #4: Program, Maintain, and Improve State-of-the-Art Cultural Facilities

### Recommendation #4.1: Operate/Enhance Pompano Beach Cultural Center (PBCC).

The **Pompano Beach Cultural Center**, adjacent to City Hall, offers cultural opportunities in many artistic disciplines, providing performing arts and visual arts exhibitions. A landscaped breezeway connecting PBCC to a Broward County Library and the ArtsPlaza along Atlantic Blvd. offer sites for public art, special events and creative placemaking activations. The ArtsPlaza also is the eastern trailhead for the Pompano Beach Crossroads project.

PBCC currently has three components:

#### Theater/Flexible Event Space

- 5000 sq. ft. of flexible space
- 336-seat retractable fixed seating
- 100 cabaret-type seating
- 250 reception-style accommodations
- flexible staging
- different configurations such as theater in the round or no stage at all
- sprung floors for dance classes and performances
- digital video fabric curtain

#### Visual Arts Galleries

- 750 sq. ft. of intimate exhibition space
- each exhibition features a fusion of both international and regional artists
- reflective of programming taking place in the performance space

#### Multi-Media Digital Center

- state-of-the-art equipment
- audio and video recording studio
- green screen
- live streaming and performance recording
- webcasting/podcasting

#### **Potential Strategies:**

##### **4.1.1 – Innovative Programming Activities/Events at PBCC**

- primary venue for performing arts events and festivals
- primary venue for PBCC ArtsPlaza and breezeway activities and events
- primary venue for all partnership events with Broward County Library
- anchor venue for visual arts and public art events/festivals

#### **4.1.2 – PBCC Operating/Technical Opportunities**

- *improve sound/lighting equipment, control systems, and technical capabilities*
- *create “light trap” entry curtains to minimize disruption during performance events*
- *explore additional configurations of Theater/Flexible Event space*
- *explore opening PBCC and its galleries on Saturdays to better reach residents and visitors during weekend hours*
- *identify additional storage opportunities*

#### **4.1.3 – Digital Virtual/Online Media Center and Studio**

- *create a space plan, and then design, equip and build-out a full digital virtual/online Media Center and Studio.*

#### **4.1.4 – Other PBCC Capital Investments**

- *digital marquee at the corner of Atlantic Blvd. and Cypress Road*
- *video mapping/projection equipment to transform the iconic PBCC building into a digital canvas with outdoor projection*

### **Recommendation #4.2: Operate/Enhance Bailey Contemporary Arts Center (BaCA).**

The mission of **Baily Contemporary Arts Center** is to cultivate, incubate and nurture a vibrant visual arts community that enriches Pompano Beach and its goal of being a nexus of art, creativity, diversity, and inspiration.

#### **Potential Strategies:**

#### **4.2.1 – Innovative Programming Activities/Events at BaCA**

- *primary venue for visual arts events/festivals*
- *ancillary venue for performing arts events/festivals, focusing on tie-ins to visual arts*
- *increased focus on commercial opportunities and artist sales/other initiatives.*

#### **4.2.2 – BaCA Operating/Technical Opportunities**

- *part-time Gallerist services to enhance ongoing programming opportunities (multi-venue) (See #7.3.1)*
- *flexible/remote staging set-up*
- *identify additional storage opportunities*

#### **4.2.3 – BaCA Capital Investments**

- *configuration/buildout of the BaCA West Gallery (former coffee shop) as an art gallery devoted to art for sale/gallerist office.*

### **Recommendation #4.3: Operate/Enhance Ali Cultural Arts Center (Ali).**

**Ali Cultural Arts Center** provides a platform to enrich the community through performing and visual arts, while intimate receptions engage patrons in creative dialogue. The outdoor Hazel K. Armbrister Plaza features a covered courtyard providing a venue for jazz/other music concerts and community events.

The former boarding house itself is significant, as it represents the history of the African American community in Pompano Beach, boarding famous African American jazz musicians, including Louis Armstrong and Cab Calloway. Once the home and business site of Florence Major Ali and her husband, Frank, the two-story building is historically significant to the Northwest Community, as it was the first black owned building in the City. Built in the 1930's, Ali Cultural Arts Center is a rare surviving example of the early 20th century architecture that once comprised a thriving commercial district along NW 3rd Street/Dr. Martin Luther King, Jr. Blvd.

#### ***Potential Strategies:***

##### ***4.3.1 Innovative Programming Activities/Events at the Ali***

- *primary venue for jazz music events/festivals*
- *anchor venue for other music events/festivals*
- *anchor venue for visual arts events/festivals*
- *anchor venue for heritage & humanities events*
- *anchor venue for movement/dance classes (in “Black Box/Flex Space”)*

##### ***4.3.2 – Ali Operating/Technical Opportunities***

- *full-time Curator to enhance ongoing programming opportunities (share with BEHM) (See #7.3.1)*
- *full upgrade of sound/lighting equipment and control systems*
- *identify additional storage opportunities*
- *augment existing conference room space to function as sound studio and teaching space*

##### ***4.3.3 – Ali Capital Investments***

- *create a space plan, and then design, equip and build-out new “Black Box/Flex Space” in the 2,300 sq. ft building east of the Hazel K. Armbrister Plaza, which could include some or all of the following uses:*
  - *dance/movement classes, rehearsals, other cultural uses*
  - *small theater rehearsals and performance*
  - *temporary gallery space for pop up events*
  - *backstage activities for Hazel K. Armbrister Plaza*
  - *kitchen, cooking, other pop-up demonstration events*
  - *commercial components/uses*
  - *administrative, office, and/or flexible storage space*

#### **Recommendation #4.4: Program/Further Develop Pompano Beach Crossroads Trail.**

Envisioned in 2016, **Pompano Beach Crossroads** is a one-mile “trail of art”, crossing both Atlantic Blvd. and Dixie Hwy. and connecting three PBArts venues in the Downtown Arts & Innovation District. The trail begins in the ArtsPlaza in front of the Pompano Beach Cultural Center, extends north and past Bailey Contemporary Arts Center through historic Old Town and then west along Martin Luther King, Jr. Blvd. and the Ali Cultural Arts Center and on to the Interstate-95 overpass.

“Outside the walls” creative placemaking, performing arts, and public art projects augment PBArts cultural programming inside the three venues.

The Crossroads multi-disciplinary project:

- was conceived through a collaboration of the City, CRA, local artists, and non-profit organizations.
- was a recipient of a prestigious National Endowment of the Arts (NEA) Our Town Grant for Creative Placemaking (2017-2019).
- provides an outdoor venue for public art, performance art, "drop-in" activities, literary events, digital projections, and even "augmented reality."

#### **Potential Strategies:**

##### **4.4.1 – Innovative Programming Activities/Events (Crossroads)**

##### Current Programming along the Crossroads Trail of Art

- *Old Town Untapped*
- *Green Market Pompano Beach and ArtLit at PBCC*
- *Soulful Sundays/other cultural activities and events in the Hazel K. Armbrister Plaza*
- *Painted Pompano – four artworks from Rounds 1 and 2 of the project*
- *(6) Utility Box Wraps*
- *Trail of the Honeybees – featuring 22 mosaic artworks sited along the trail*
- *other Public Art Installations:*
  - *Pompano Beach Cultural Center*
    - *Asphalt Art – the Crossroads Connection (Phase 1)*
    - *Current – Mike Szabo*
    - *We Go Together – Gillie and Marc*
  - *Old Pompano (including Artists Alley)*
    - *Beach Scene on Building with Windows – Timothy Robert Smith*
    - *VisualEYES Mural – Cecilia Lueza*
    - *Old Town Mural – Carlos Inocente Gonzalez*
    - *Daydream – Fabio Onrack*
    - *World Peace Mural – Renda Writer*
  - *Pompano Drum Circle – Bill and Mary Buchen (Broward Transit Center)*
  - *Family Roots – George Gadson (E. Pat Larkins Community Center)*



#### Future Programming along the Crossroads Trail of Art

- *cultural programming at Annie Adderly Gillis Park*
- *Asphalt Art – The Crossroads Connection (Phase 2)*
- *augmented reality projects at all public art sites*
- *pop-up activations at all public art installations/other sites along the trail*
- *new activation sites along the trail*
- *other opportunities for creative placemaking projects along the Pompano Beach Crossroads trail.*

#### **4.4.2 – Crossroads Capital Investments**

- *“Black Box/Flex Space” at the Ali (See #4.3.3)*
- *outdoor “screens” to present a rotation of digital art along the trail*
- *power hookups at selected installation sites along route for future cultural activations*

#### **Recommendation #4.5: Operate/Enhance Blanche Ely House Museum (BEHM).**

**Blanche Ely House Museum** is an historic venue commemorating and celebrating the life of Blanche General Ely and the City's Northwest Community, designed to offer an abbreviated glimpse into the Elys' extensive collection of photographs, letters, and artifacts.

BEHM activities include heritage & history exhibitions, tours to individuals and small groups, lectures, arts education workshops, community engagement activities and events that delve deeper into the museum's unique collection.

#### ***Potential Strategies:***

##### ***4.5.1 – Innovative Programming Activities/Events at Blanche Ely House Museum***

- *primary venue for heritage & humanities projects and events*
- *primary venue for arts education*
- *Blanche Ely High School research and workshops*
- *ancillary events for other cultural programming*

##### ***4.5.2 – Blanche Ely House Museum Operating/Technical Opportunities***

- *full-time Curator to enhance ongoing programming opportunities (share with Ali) (See #7.3.1)*
- *archival infrastructure*
  - *additional exhibit development*
  - *oral histories other documentation activities*
- *more functional use of the BEHM patio area to accommodate more attendees*
- *additional storage*

##### ***4.5.3 – Blanche Ely House Museum – Capital Investments***

- *additional parking lot to the north of BEHM is being planned (property has been acquired)*
- *archival/museum quality storage facilities and equipment*

#### **Recommendation #4.6: Explore Cultural Arts at the Pompano Beach Amphitheater (the Amp).**

Situated in Pompano Beach, just minutes from the beach, the Pompano Beach Amphitheater is a 3,000-seat venue constructed to accommodate major concert performances and music-themed festivals. Adjacent Pompano Community Park can accommodate an additional 7,000 patrons as festival grounds.

The Amp is operated by the City's Parks and Recreation Department. The City recently made a significant capital investment installing a roof/shade structure and other improvements to accommodate activities in inclement weather, and the facility should now offer a more competitive schedule of availability to touring entertainment throughout the year.

##### ***Potential Strategies:***

##### ***4.6.1 – Pompano Beach Amphitheater Cultural Programming***

*Explore community-based and fine arts programming initiatives, accommodating the Amp's fundamental purpose as a venue for outdoor entertainment. (Immediate/Mid-term)*

In addition to the world-class concerts and entertainment presented at the Amp, the Cultural Affairs Department could work with Parks and Recreation Department to produce and present community-based and fine arts programming during off-peak months or on days throughout the year that would accommodate the entertainment schedule.

Cultural activities and events might include:

- *music, such as local bands or other cultural programming scheduled as "rain or shine" during summer months.*
- *community-based programming outside activities targeting more than 500 attendees*
- *performing arts camps/showcases*
- *"Dance Band Nights" (similar to those at the North Beach Bandshell in Miami Beach)*

#### **Recommendation #4.7: Explore Cultural Arts at Other Venues/New Facilities.**

##### ***Potential Strategies:***

##### ***4.7.1 – Annie Adderly Gillis Park (601 Dr Martin Luther King Blvd.)***

*Explore community-based cultural programming at the newly renovated neighborhood park at NW 3<sup>rd</sup> Street (Dr. Martin Luther King, Jr Blvd.) and NW 6<sup>th</sup> Avenue (Blanche Ely Avenue). (Immediate/Mid-term)*

At the intersection of NW 3rd Street and NW 6th Avenue, the heart of a once thriving African American commercial district lies Annie Adderly Gillis Park. The City will soon complete park renovations including decorative concrete, landscaping and trees, irrigation, shade structures, a courtyard, lighting, sidewalks, exercise equipment and street furniture.

Cultural Affairs could work with Parks and Recreation to produce and present community-based programming in the park, which might include:

- *outdoor movie nights*
- *small music/ensembles*
- *community plays*
- *poetry and spoken word recitation events*

#### **4.7.2 – McNab House and Botanical Gardens (in McNab Park, 2250 E Atlantic Blvd.)**

*Explore community-based cultural programming and unique public art opportunities at the historic McNab House, soon to be restored as a restaurant with indoor and outdoor dining adjacent to a new botanical garden. (Immediate/Mid-term)*

The Pompano Beach CRA has recently moved the historic McNab House, one of the oldest houses in the City and home of Pompano Beach pioneer and farmer Robert McNab. It's new location in McNab Park offers an opportunity to restore the house as a restaurant/wine cellar bar in a newly designed public open space. Conceptual Master Planning anticipates the development of a Botanical Garden unique to Pompano Beach.

As this project develops, Cultural Affairs could work with the CRA, the Parks and Recreation Department, and/or a future non-profit Conservancy, to produce and present community-based and fine arts programming in the park, which might include:

- *permanent public art installations*
- *curated temporary exhibitions of “monumental” public artworks/sculpture*
- *ancillary programming at garden markets for floral and ornamental foliage*
- *drawing/painting/photography workshops and classes*
- *poetry and spoken word/storytelling recitation “in the garden” events*

#### **4.7.3 – Fully “Artful” City Hall and Community Centers**

*Identify opportunities for cultural programming at City Hall and all Community Centers, beginning with visual arts, music, and public art. (Immediate/Mid-term)*

Cultural Arts programming should be presented in public spaces, such as City Hall and Community Centers, throughout the City of Pompano Beach. This neighborhood cultural programming currently takes place through Parks and Recreation concerts at Emma Lou Olson Civic Center, Herb Skolnick Community Center, and the E. Pat Larkins Community Center. Expanded programming opportunities could include:

- *public spaces in City Hall featuring exhibitions of the work of local visual artists*
- *spaces within Community Centers for cultural programming specifically oriented to the needs of community-based arts or neighborhood/civic organizations*

#### 4.7.4 – Citywide Cultural Programming

*Identify public and private venues/places for innovative community-based and fine arts/entertainment programming throughout all districts of the City. (Mid-term)*

The first step in the initiative might include music concerts scheduled throughout the City in both public and private settings. This initiative would take programming at City Hall and Community Centers to the next level and offer opportunities for sponsorships or other private funding. Examples might include:

- *chamber music recitals in public shopping areas*
- *curated visual art exhibitions in area restaurants/hotels*
- *curated music festivals in area commercial districts*
- *asphalt art projects in all districts of the City*
- *inflatable sculpture exhibitions in parks or other open spaces*

#### 4.7.5 – Engaged Local Schools/Learning Centers

*Explore taking cultural programming into local schools and learning centers. This initiative differs from Arts Partnerships • Broward County Schools (See 3.2.1) in that the objective would be to bring PBArts programming that is not solely oriented to arts education, to students, teachers, and parents and neighborhood residents. (Mid-term)*

Local schools have spaces already committed to the Cultural Arts, such as auditoriums and visual arts exhibition spaces/labs. This initiative would explore how to utilize those spaces in order to take PBArts programming directly into schools.

#### 4.7.6 – “Art Space” Opportunities in New Private Development

*Explore voluntary and City/CRA-incentivized creation of future venue/spaces for cultural programming, focusing on visual arts, music, public art, and heritage & humanities. (Mid-/Long-term)*

New commercial, residential, and mixed-use development offers significant opportunities to create public or public/private space for the arts. When development incentives are a component of a project, art space committed to open cultural programming on a regular basis can provide a public benefit.

#### 4.7.7 – Acquisition of New Venues

*Explore real estate acquisition opportunities, both existing buildings and vacant land, for creation of future cultural venues. (Mid-/Long-term)*

There exist opportunities throughout the City to purchase historic buildings, underutilized commercial or warehouse space, and even vacant land to accommodate future cultural programming needs.

#### 4.7.8 – Future “Pompano Beach Center for the Multi-Disciplinary Arts”

*Based on the findings of a future Cultural Needs Analysis, explore the feasibility of a new theater or multi-disciplinary arts/culture venue adjacent to the existing Pompano Beach Cultural Center. (Long-term)*

The Cultural/Civic Campus Master Plan (Silva Architects • 2013) envisioned a future larger, traditional theater complex to be built to the east of the ArtsPlaza area in front of the Pompano Beach Cultural Center. However, it seems likely that a future Cultural Arts Needs Analysis (See #2.4.3) might identify a more significant need for a larger, multi-disciplinary venue to be constructed at a point when arts programming exceeds the capacity of the existing Cultural Center.





## Priority #5: Support Local Artists and Arts Organizations

### Recommendation #5.1: Strengthen the Local “Arts Network.”

#### *Potential Strategies:*

#### **5.1.1 –Database/Network of Local Artist and Arts Organizations**

*Create a database of both local artists and arts organizations, initially categorized by PBArts discipline, allowing for multiple categories for both individual artists and organizations. (Immediate)*

The Broward Cultural Division and organizations such as ArtServe (Fort Lauderdale) have resources and information that should be explored to ensure that the Cultural Affairs Department is not “reinventing the wheel.” However, a working, day-to-day database of Pompano Beach area artists and arts organizations, that is readily available to staff, is essential for activities and events planning.

An artists/arts organization database provides essential information, both as a resource for PBArts programming and as the first step for strengthening the local arts network. At first, this database could be maintained in an Excel spreadsheet, but capacity issues and ease of multiple tagging and targeted searching may soon make this challenging. Once a Customer Relationship Management (CRM) system is in place, maintaining this information should easily become part of day-to-day business for the Cultural Affairs Department staff.

A sample of artist network information, by field, might include the below:

Name	Artist or Organization	PBArts Discipline(s)/Other	Address, Phone, Other
Samuel Painter	A	Visual Arts	XXXX
Louise Sculptor	A	Visual Arts, Public Art	XXXX
Emily Keats	A	Poetry, Spoke Word	XXXX
Randy Horn	A	Musician (Saxophone)	XXXX
Historical Society	O	Heritage	XXXX
On Your Toes, Inc	O	Dance	XXXX

Whether in spreadsheet, contact application, e-mail program, or CRM, it is essential that this information is integrated across function and readily available to everyone who needs access to it. Formal processes for levels of access, information updates, and other security measures need to be put in place. Periodic backup of data is critical, preferably through some automated process.



### 5.1.2 – *Monthly/Periodic Artist Workshops*

*Provide information and technical assistance to artists/arts organizations through professional workshops scheduled on a monthly or periodic basis. (Immediate)*

It is generally understood that artists and arts organizations are primarily concerned with the making and creating of artwork and often lack the time, curiosity, and financial capacity to develop professional “art business” skills. In addition to current technical workshops conducted by artists in arts disciplines, there is a significant opportunity for the Cultural Affairs Department to strengthen the local arts network by including workshop topics, such as:

- *grant application skills*
- *arts marketing and sales*
- *audience/patron relationship management*
- *financial management, bookkeeping and accounting*
- *legal, insurance, intellectual property*
- *event planning and management*

Workshops should be led by qualified and experienced artists and/or arts business professionals, and the Cultural Affairs Department should partner with Broward Cultural Division to jointly hold workshops and avoid duplicating efforts. Scheduling workshops on a regular basis, such as second Tuesdays, third Thursdays, etc., could facilitate marketing and promoting workshop opportunities to artists and arts organizations.

### 5.1.3 – *Quarterly Local Artist/Performer Meetups*

*Host quarterly meetups at PBCC targeting local artists, performers and arts organizations focusing on multi-disciplinary social gatherings. (Immediate/Mid-term)*

When artists of different disciplines gather socially, there is an opportunity to establish relationships that not only support creativity but encourage cross-disciplinary artwork. Visual artists might contemplate participation in music or poetry events. A dancer may be inspired to interpret a public artwork to create a multi-disciplinary site activation.

A feature of events might include an inspirational speaker from the more general population, a featured artist, or special topic of conversation, such as an upcoming festival – *but keep it short (no more than half an hour)*. The purpose of these meetings is to build the artist network and its relationship to PBArts.

Meetings with content of more than 30 minutes should be scheduled as workshops (See #5.1.2). However, meet-up event attendees might be surveyed for interest in upcoming and potential workshop topics.

#### 5.1.4 – Annual “Celebrate PBArts” Activities/Events

*Expand the annual cultural calendar to include special events focusing on the work and achievement of Pompano Beach/North Broward artists and arts organizations. (Mid-/Long-term)*

A quarterly approach to the annual calendar might include:

- *Pompano Beach Celebration of the Arts, including street fair components with local artist exhibitors and performing artists. (See #1.1.5 and #1.1.7) (Fall)*
- *Arts and Business Annual Breakfast – Art meets Business at an annual breakfast event coordinated by the Cultural Arts Committee and Greater Pompano Beach Chamber of Commerce. The event might feature an energizing speaker or relevant information regarding upcoming art-business partnership opportunities. (Winter)*
- *Cultural Arts Committee Annual Awards Celebration (Spring)*
- *Annual exhibition at BaCA of resident artists in conjunction with events in galleries at other PBArts venues featuring other local visual artists. (Summer)*

#### 5.1.5 – Artist Membership Opportunities

*Explore “artist discounts” to all or some paid/ticketed events, including performances, artist workshops, etc., as a benefit of an affordable annual membership. (Mid-/Long-term)*

Membership programs could create a sense of Art Network ownership and participation in PBArts programming. Discount admission or membership-only benefits can encourage increased engagement and participation. However, membership programs require staff support, sometimes significant, and should be put in place only when database, ticketing, CRM and/or other systems are in place to manage the program.

#### 5.1.6 – PBArts/Community Cultural Grants

*Explore creating a grant funding program for Pompano Beach/North Broward community-based cultural projects that aspire to artistic achievement, encourage creativity, celebrate diversity, and increase audience engagement. (Long-term)*

As PBArts programming is enhanced and expanded, Community Engagement efforts will likely lead to interest in participation by residents, artists, and local organizations, including local arts organizations in creating innovative community programming to meet the needs of the diverse Pompano Beach population. (See Recommendation 1.1)

Community Cultural Grants could be created to incentivize this creative activity. PBArts/Community Cultural Grants could be relatively small (\$500 to \$2500) and awarded on a quarterly or annual basis to encourage local cultural programming activity and increase usage of PBArts venues.

## Recommendation #5.2: Strategize for Artist Residency Programs.

### *Potential Strategies:*

#### **5.2.1 – Residency Analysis by PBArts Venue and Discipline**

*Identify for each PBArts Venue which PBArts Discipline(s) might benefit from creating artist residency programs to enhance community-based programming. (Immediate/Mid-term)*

The Cultural Affairs Department is committed to showcasing South Florida’s best talent while developing Pompano Beach artists and arts organizations. Residency programs can provide substantive programming quality unique to PBArts events and activities.

Given the importance of establishing very clear terms for residency programs, the Cultural Affairs Department should review past successes and challenges and carefully plan for future programs. If competitive calls to artists are issued, then objectives for the program(s) should be clearly identified as should criteria for ranking and selection.

Residency recommendations for PBCC and BaCA are below, but all PBArts venues should explore whether or not programming could benefit from artist residencies:

##### Ali Cultural Arts Center (Ali)

- *Heritage, music (dance/other disciplines, in “Black Box/Flex Space”)*

##### Pompano Beach Crossroads

- *Multi-disciplinary “plein air” events, heritage, public art activations*

##### Blanche Ely House Museum (BEHM)

- *Heritage, humanities, social justice*

##### Pompano Beach Amphitheater (the Amp)

- *music, such as performance agreements with local bands to produce recurring “rain or shine” events during summer months.*

#### **5.2.2 – Review/Renew BaCA Residency Program**

*Review the process for selection of resident artists. As in-person attendance returns, explore sales and sales potential as a criterion for residency. (Immediate/Mid-term)*

Since 2015, BaCA, has conducted an artist residency program, providing artist studio space to visual artists (currently 11) studio/workspaces with requirements to participate in exhibition openings and other programming activities. The program should be reviewed to identify strengths and opportunities.

Although the BaCA residency program has been a great success, future considerations might include inviting an out-of-market artist with proven commercial success to spend 6 months as a BaCA resident artist as an enhancement to the program. Another option, contracting the services of a part-time Gallerist, could facilitate resident’s art sales and create criteria for selection of future residents, including market potential.

(See #5.3.1 and #7.3.1)

### 5.2.3 – Identify Opportunities for PBCC Artist Residency

*Explore a new PBCC performing arts residency program. (Mid-/Long-term)*

The 2017 opening of the Pompano Beach Cultural Center realized the City’s objective to create a new, state-of-the-art, multi-disciplinary arts center. Initial cultural programming included a residency program (Cultural Alliance) that brought a great deal of energy and activity to the new venue.

The program proved perhaps too ambitious in that availability of the theater at PBCC was in too high a demand, creating challenges for theater company scheduling and making the facility less available for outside booking. A new program should benefit from past experience and encourage “annual event” residencies and likely involve no more than (2) theater companies.

## Recommendation #5.3: Explore a Visual Arts “Marketplace.”

### *Potential Strategies:*

#### 5.3.1 – Hire a Part-time “Gallerist”

*Contract with a part-time “gallerist” to assess the sales potential and encourage sales not only of BaCA residents but artist exhibiting arts for sale in all PBArts venue galleries. (Mid-term)*

What is a gallerist? The Oxford English Dictionary provides the following definition: *a person who owns an art gallery or who exhibits and promotes artists' work in galleries and other venues in order to attract potential buyers.*

This definition might not apply literally to an individual who would promote the work of BaCA resident and other PBArts visual art participants, but if a more commercial level of success is desired for visual arts programming, there is a need for someone whose skills and experience include the ability to successfully market and sell visual art.

Although there is not likely enough activity to warrant a full-time gallerist, this person could additionally provide professional coaching in sales for BaCA resident artists and other visual arts participants. (See #5.2.3 and #7.3.1).

#### 5.3.2 – Commercial Art Initiatives

*Explore new activities and events that could promote art sales (Mid-/Long-term)*

Marketing and Sales Initiatives might include:

- *an annual fundraising event, focused on visual art sales. An example of this would be ArtServe’s (Fort Lauderdale) previously successful “12x12” annual art sales event.*
- *affordable “smaller” works of art for sale at all or most PBArts activities and events*

## Priority #6: Measure Cultural Activity and Analyze the “Arts Impact”

### Recommendation #6.1: Collect and Process PBArts Programming Data.

#### *Potential Strategies:*

#### **6.1.1 – Establish Key Metrics to Identify Baseline and Formalize Data Collection**

*Using FY2021/2022 as a baseline for measurement of PBArts programming performance, establish key performance indicators such as those identified below for activities and events. Formalize data collection and explore new ways to collect data (post-event emails, hand-held tablets, self-input kiosks, etc.). Establish methodology to record collected data. (Immediate/Mid-/Long-term)*

#### Innovative Community-based and Fine Arts/Entertainment Programming

- # of **Community-based Programming** presentations/productions in all PBArts disciplines
- # of **Fine Arts/Entertainment Programming** presentations/productions in all PBArts disciplines and by discipline
  - visual arts
  - music
  - heritage & humanities
  - poetry & spoken word
  - film
  - comedy
  - dance & theater
- # of **Digital Virtual/Online** presentations/productions in all PBArts disciplines
- # of paid artists/performers

#### Inventive and Integrated Public Art

- # of public art projects implemented according to Public Art Annual Plan
- # of projects delivered on schedule
- # of public art related events scheduled/attendees/virtual participation
- # positive press articles and other recognition of projects and the program

### Audience Engagement and Marketing:

- # of participants in community-based and fine arts/entertainment programming, including in digital virtual/online (viewers)
- \$\$ ticket sales from community-based and fine arts/entertainment programming, including digital virtual/online
- results from pre/post-attendance survey responses regarding quality of experience
- # of first-time attendees
- customer loyalty as measured by # of repeat and multiple venue attendance
- # of electronic and web-based marketing initiatives and social media engagement
- response rate to electronic and web-based marketing initiatives and social media engagement
- level of engagement of community and business organizations public perception - media coverage, recognition, consumer response and feedback

#### **6.1.2 – Consolidate Programming Data and Reporting**

*Consolidate “Arts Impact” data into an efficient and useful reporting system for programming and marketing functions. (Immediate)*

Once collected, it will be necessary to analyze the data and create reports. Reports should be developed with an end user in mind. It can be helpful during development to identify who will receive reports and on what schedule. Funding sources require specific periodic reporting of specific information. Collecting, analyzing, and reporting funding source requirements immediately can establish a priority and support systems for expanding measurement activities.

### **Recommendation #6.2: Benchmark the Impact of Cultural Tourism.**

#### ***Potential Strategies:***

#### **6.2.1 – Integrate Greater Fort Lauderdale Convention and Visitors Bureau Data Collection and Analysis**

*Measure the impact of cultural tourism, the Cultural Affairs Department should work with the City’s Office of Tourism to integrate tourism data and provide supportive information regarding attendees to PBArts events and activities. (Immediate)*

The City of Pompano Beach is already a major tourist destination and the fourth largest contributor to Broward County's tourism market. In 2019, Pompano Beach's Tourist Development Tax collection totaled \$4 million (4.6% of County) which represents a 39% increase in Pompano's hotel bed tax collected since 2017.

If zip code data is collected from PBArts audiences at all paid/ticketed events, a baseline for in-market and out-of-market attendance can be established in FY 2021/22 and used to measure future success in attracting out-of-market visitors. Website and social media analytics can also provide visitation measurements.

## Recommendation #6.3: Calculate Arts & Economic Prosperity 5 (AEP5).

### *Potential Strategies:*

#### **6.3.1 – Arts & Economic Prosperity 5 (AEP5) • Americans for the Arts**

*Calculate annually PBArts economic impact, based on Community Population, Total Department of Cultural Affairs budget, and Total Attendance. (Immediate)*

*(<https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-5/use/arts-economic-prosperity-5-calculator>)*

Conducted by Americans for the Arts, and released in June 2017, AEP5 is the most comprehensive economic impact study of the nonprofit arts and culture industry ever conducted. Broward County was one of 341 study regions across the country.

The study provides evidence that the arts and culture sector in Broward County annually generates \$414.2 million in total economic activity:

- *\$148.5 million by nonprofit arts and cultural organizations*
- *an additional \$265.7 million in event-related spending by audiences*
- *supporting 11,078 full-time equivalent jobs, generating \$268.9 million in household income to local residents, and delivering \$40.1 million in local and state government revenue.*

Using the same methodology, the economic impact of **Pompano Beach Arts (PBArts)** programs in FY 2019/2020, 6 months of which included venues closed due to the COVID-19 pandemic, generated \$2.5 million in total economic activity:

- *\$2 million in direct spending*
- *an additional \$.5 million in event-related spending (adjusted)*
- *supporting 96 full-time equivalent jobs, generating \$1.9 million in household income to local residents, and delivering \$235,000 in local and state government revenue.*

Post-pandemic projections anticipate that this annual impact will increase in the next five years, and these calculations do not include the significant economic impact of supported cultural arts activities funded by the City and its Parks and Recreation Department or local area non-profit organizations.



## Priority #7: Enhance and Expand the Infrastructure for Arts and Culture

### Recommendation #7.1: Implement Systems to Support Cultural Programming.

#### *Potential Strategies:*

#### **7.1.1 – Ticketing System Based on CRM/Analysis Capabilities**

*Identify the most user-friendly and efficient system for ticketing (paid and free events) that maximizes the opportunity to manage customer relationships (CRM) and track individual audience member engagement, interests, and feedback. (Immediate)*

Too often, cultural arts organizations end up using a variety of disconnected systems to manage information related to ticket buyers, donors, organization contacts, and other data. Alternatively, Customer Relationship Management (CRM) offers an approach to process transactions and collect information in a way that encourages one-on-one relationships with individual patrons (See # 2.2.5). The City is in the process of licensing a Salesforce CRM System, and Cultural Affairs should explore compatible ticketing platforms to create a user-friendly system that would allow more efficient utilization by Department/City staff to enhance the PBArts relationship with current and future patrons.

Transactions and information input to the system should include patron information and engagement activity, such as paid ticketing, free event attendance, virtual event participation, and patron inquiry, membership, etc. The system should provide a user-friendly experience for both patrons and staff. Systems capabilities must be balanced with the Department's need for accounting and cash control as well as full integration into all financial controls required by the City of Pompano Beach.

#### **7.1.2 – Streamlined Contracting/Negotiation/Permitting**

*Create pre-approved contracting processes and documents with flexible negotiation procedures to maximize ability to contract for innovative programming. (Immediate)*

In order to book and present innovative programming that is presented, not produced “in-house,” by the Cultural Affairs Department, staff requires the ability to flexibly negotiate terms and execute agreements with outside organizations and individuals in a timely manner. Therefore, it is critical to develop a set of processes and documents that result in agreements that can be executed in a timely manner and meet all city budgetary, legal and purchasing requirements, including clear identification of which terms can be negotiated by staff to ensure booking in a competitive environment.

Pre-approved documents might include:

- *Standard Artist/Performer Offer Letter*
- *Standard Artist/Performer Service Agreement*
- *Standard Exhibition Agreement with Indemnification*
- *Standard Venue Rental/License Agreement(s), that include:*
  - *Acceptable Indemnity Language*
  - *Insurance Requirements*
  - *Venue Rules*
- *License Agreement for Large Events/Festivals*
- *Price Lists/Quote Sheets, including:*
  - *Venue Rental Rates*
  - *Equipment Rental Rates*
  - *Labor Rates*
- *Settlement Work Sheets/Forms*
- *Standard Professional/Technical Service Agreement*
- *Standard Instructor Agreement*

## **Recommendation #7.2: Increase Public/Private Sector Investment in Arts and Culture.**

### ***Potential Strategies:***

#### ***7.2.1 – The Cultural Affairs Department Annual Budget***

*Continue to Manage, Operate and Program PBArts venues as a Department of the City of Pompano Beach. (Immediate)*

In 2018, the City created a Cultural Affairs Department to assume management, operations, and programming of these new cultural venues. The mission of the Cultural Affairs Department is to provide cultural programming for the enjoyment and enrichment of residents and visitors to Pompano Beach, Broward County, and the greater South Florida area. The Department engages a full and part-time staff to ensure that venues are active and open to the public, presenting quality programming events and activities to meet audience needs.

The Department's budget has approximated \$2 million/year in recent years. Given the significant investment the City of Pompano Beach and its Community Redevelopment Agency have made in cultural venues, the City should aspire to maintain and appropriately increase the annual allocation for cultural programming.

These funds can be augmented by the grant funding, sponsorship, foundation, and private sector investment described in the following sections.

### 7.2.2 – Cultural Arts Grants Funding

*Continue to Seek Cultural Arts Grants Funding for PBArts Programming and Operations, prioritizing funding for annual programming or specific activities and events identified through planning initiatives. (Immediate)*

The City of Pompano Beach, its Parks and Recreation Department, Community Redevelopment Agency, and new Cultural Affairs Department have a history of successful grant funding for PBArts facilities and programming including:

- Florida Department of State, Division of Cultural Affairs, Cultural Facility Funding – \$1.5 million for the Pompano Beach Cultural Center. (2013-2015)
- Broward County, Tourist Development Tax (TDT-CCGP) – \$462,350 for the Pompano Beach Cultural Center. (2014)
- Florida Department of State, Division of Cultural Affairs, General Program Support – annually (2016-2021). (\$158,197 for cultural arts programming)
- Knight Foundation – “Miss Masters” Audio at the Ali, \$60,000 for music production/audio engineering training for young girls. (PBCRA 2016)
- National Endowment for the Arts, Our Town Grant – Pompano Beach Crossroads, \$100,000 for Creative Placemaking activities in the Downtown Arts & Innovation District. (2017-2019)
- Community Foundation of Broward – Asphalt Art: The Crossroads Connection, \$30,000 for Asphalt Art initiatives. (2020)

Grant funding is most successful when undertaken to fund events identified within current planning initiatives (e.g., Master Plan, Annual Plan, Strategic Plan). A great deal of time can be wasted by “chasing grants” – identifying funding initiatives/sources first and only then creating projects that might meet the objectives of those initiatives.

An annual calendar of grant/funding opportunities should be created in cooperation with the City's Grants Coordinator.

### 7.2.3 – Event/Activity Sponsorships

*Expand on Event/Activity Sponsorships to Support Innovative PBArts Programming (See Priority #1 and Recommendation 2.3.1) (Immediate)*

As the Cultural Affairs Department evolves an exciting new Annual PBArts Calendar to provide year-round cultural programming for the enjoyment and enrichment of residents and visitors to Pompano Beach, there exist exciting new opportunities to attract sponsorships for PBArts events and activities.

In past years, sponsorships of cultural events were often seen as philanthropic or altruistic contributions to the arts. Today, sponsorships are more frequently offered as a tactical component of an organization or company's marketing plan.

This Cultural Arts Master Plan Update has identified Needs, Priorities, Recommendations and Potential Strategies to enhance the quality and expand the reach of PBArts cultural programming. Future innovative programming will lead to greater attendance and increased recognition and reputation of the City's cultural events and activities, making them far more attractive to sponsors seeking to reach the "eyes and ears" of new audiences.

Initiatives of the City's Tourism Marketing to position Pompano Beach as a significant destination for cultural tourism, supporting lengthened visitor stays and increased room nights in area hotels will also significantly further the impact of sponsorships in the future.

#### **7.2.4 – Local Non-Profit Arts Organizations**

*Explore partnerships with local non-profit arts organizations whose missions are supportive of the Cultural Affairs Department's Vision, Mission, and programming. (Immediate/Mid-term)*

Partnerships with local non-profit arts organization could allow the Cultural Affairs Department to qualify for grant, foundation, or corporate funding that requires Internal Revenue Service 501(c)3 status. Non-profit partners could act exclusively as fiscal agent for funding or, alternatively, as active participants in programming or other funded activities. These organizations might also strengthen arts advocacy initiatives and support fundraising initiatives for PBArts programming.

#### **7.2.5 – Private Sector Investment/Fundraising**

*Undertake a formal analysis to consider potential financing and fundraising options to support existing and future PBArts initiatives. (Immediate/Mid-term)*

Industry standard components for financing/fundraising analysis include review of:

- Local area fundraising environment
- Development of a "Summary Case Statement"
- External interviews of potential donor/investors
- Financing options to support fundraising initiatives

## **Recommendation #7.3: Identify and Hire Staff/Contract Providers for PBArts.**

### ***Potential Strategies:***

#### ***7.3.1 – Immediate Staffing Needs (Employee or Contract)***

*Identify Short- and Mid-term staffing needs to ensure the human resources required to deliver quality cultural programming. (Immediate)*

- *full-time Public Art Program Manager (Employee)*
- *full time Curator for Blanche Ely House Museum and Ali Cultural Arts Center (Contract)*
- *part-time Gallerist services (Contract)*
- *Arts Grant services (Contract)*

#### ***7.3.2 – Mid-/Long-term Staffing Needs (Contract)***

*Identify Mid-/Long-term staffing needs to provide the human resources required to enhance and expand PBArts cultural programming. (Mid-/Long-term)*

- *Booking and Programming Support services (Contract)*
- *Special Events Support services (Contract)*

#### ***7.3.3 – Grant and Private Sector Funding for Contract Providers/Services***

*Explore grant and private sector funding for contract providers/services. (Immediate/Mid-term)*

Once Immediate, Mid-, and Long-term staffing needs have been identified, grant funding could be explored for full and/or partial reimbursement of contractor expenses.

Administrative expenses can also be calculated as a percentage of grant awards to offset contractor expenses.

In addition, event sponsorships can offset expenses for contract providers/services. As additional fundraising and private-sector investment in PBArts initiatives capacity is explored, administrative expenses should be included in any projection for enhanced or expanded programming expenses.

## **Recommendation #7.4: Explore Dedicated Funding for the Arts.**

### ***Potential Strategies:***

#### ***7.4.1 – Dedicated Funding for Pompano Beach Arts***

*Explore an allocation to PBArts from all or a portion of a dedicated funding source to supplement general fund/other current funding. (Percent-for-Art Programs)  
(Mid-/Long-term)*

Dedicated sources for arts funding are frequently created as “percent for art” programs for commissioning, creation, or acquisition of public artworks. For example, in 2012, the City Commission adopted a public art ordinance to “enhance the aesthetic and cultural value of the city by including works of art on public properties within the City.” The City Commission sought “benefits of public art that are both aesthetic and economic,” and appropriated to the Art in Public Places Fund (aka Public Art Fund) funds in the amount of “2% of the estimated in place construction cost of the city construction project[s].”

Dedicated funding for production and presentation of general arts programming, such as that created and presented by the Pompano Beach Cultural Affairs Department is less frequent. However, many tourist destinations do provide funding for arts programming through “convention and visitors” organizations, allocating some portion of “tourist development taxes” for programming or grants for cultural events or activities. Naturally, a key metric for this funding is a calculation of the number of “heads in beds”/impact of funded activities on the hospitality industry.

In Broward County, the Tourist Development Tax (TDT) is a local sales tax, governed by Florida Statute 125.0104. The Broward County Tourist Development Tax Rate is 6 percent. Any award and expenditures of tourist development tax funds must comply with express authorized use(s) of such funds pursuant to the statute. Future funding requests should be developed in collaboration with the City’s Tourism Committee.

Broward County currently administers the Capital Challenge Program (TDT-CCGP). The City of Pompano Beach received \$462,350 in grant funds for the Pompano Beach Cultural Center in 2014. Funding is again available after 5 years, so the City could again apply for funding for a new capital project for which evidence of impact on countywide tourism and economic development must be demonstrable.

Broward County grants for general arts programming, however, are funded primarily through appropriations from the County's General Fund. This funding, along with that from the Florida Department of State, Division of Cultural Affairs is part of the PBArts annual grants funding strategy. (See # 7.2.2 above)

In the future, the City of Pompano Beach could explore other dedicated sources of funding for cultural programming, including funding from:

- Ticket Sales Surcharge
- Business Tax Receipts
- Impact/Development Fees
- Special Event/Other Permitting Fees

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## Appendix A: Master Plan Update Potential Strategies (by Implementation Timeline)

Potential Strategy	Innovative Programming	Implementation Timeline
1.1.1	1.1.1.1 Old Town Untapped (Monthly, October – May)	Immediate
1.1.2	1.1.1.2 Green Market Pompano Beach (Bi-Weekly, November – April)	Immediate
1.1.3	1.1.1.3 ArtLit (Annual, January)	Immediate
1.1.4	1.1.1.4 Gospel Heritage Month (Annual, September)	Immediate
1.2.1	1.2.1.1 Explore NEA Arts Funding for Visual Arts Exhibitions (Annual)	Immediate
1.2.2	1.2.2.1 Curate “Exhibitions United” (Annual/Seasonal)	Immediate
1.3.1	1.3.1.1 “Music is Ubiquitous” (Year-round)	Immediate
1.3.2	1.3.2.1 Pompano Beach Jazz Festival (New/Annual)	Immediate
1.4.1	1.4.1.1 Public Art • Citywide Display and Tours (Annual/Seasonal)	Immediate
1.4.4	1.4.4.1 Seek Grant Funding Opportunities for Public Art Annual Plan/Future Projects (Annual)	Immediate
1.5.1	1.5.1.1 “Heritage & Humanities is Ubiquitous” (Year-round)	Immediate
1.5.2	1.5.2.1 Black History Month (Annual – February)	Immediate
1.5.3	1.5.3.1 Hispanic Heritage Month (New/Annual in September/October)	Immediate
1.6.1	1.6.1.1 Exit 36 Slam Poetry Festival (Annual/Currently in December)	Immediate
1.7.1	1.7.1.1 Holiday Film Screenings (Seasonal/Year-round)	Immediate
1.7.2	1.7.2.1 Regional and Niche Film Festival Venue (Year-round)	Immediate
1.7.3	1.7.3.1 Saturday Morning Film Screenings (Annual/Summer)	Immediate
1.7.4	1.7.4.1 48-hour Film Project (Annual)	Immediate
1.8.1	1.8.1.1 Pompano Stand Up Live!: Phase 1 (Annual)	Immediate
1.9.1	1.9.1.1 Sabados de Salsa Series (Recurring/Quarterly)	Immediate
1.11.1	1.11.1.1 Embrace Digital Media Components	Immediate
1.11.3	1.11.3.1 The Blanche Ely House Museum “Virtual & Online”	Immediate
1.4.3	1.4.3.1 Explore Digital Activations of Public Art Sites (Year-round)	Immediate/Mid-term
1.9.2	1.9.2.1 Theater in Pompano Beach (Year-round)	Immediate/Mid-term
1.1.5	1.1.5.1 Pompano Beach Celebration of the Arts: Phase 1 (New/Annual)	Mid-term
1.1.6	1.1.6.1 StoryMaker “Huddles” (New/Quarterly)	Mid-term
1.3.3	1.3.3.1 Indie Music/Other Genre Festival (New/Annual)	Mid-term
1.4.2	1.4.2.1 Integrate Public Art Projects with other PBArts Programming (Year-round)	Mid-term
1.5.4	1.5.4.1 Brazilian Festival (New/Annual in February/March)	Mid-term
1.5.5	1.5.5.1 Pompano Beach Heritage Festival: Phase 1 (New/Annual)	Mid-term
1.6.2	1.6.2.1 National Poetry Month (New/Annual in April)	Mid-term
1.8.2	1.8.2.1 Expand Pompano Stand Up Live! Programming to Quarterly Events (Quarterly)	Mid-term
1.11.3	1.11.3.1 Digital Virtual/Online Programming • Identifying Next Steps	Mid-term
1.2.3	1.2.3.1 Integrate Exhibition Scheduling with Public Art Programming (New/Year-round)	Mid-/Long-Term
1.6.3	1.6.3.1 Annual Southern Fried Poetry Slam (June 2023/24/25)	Mid-/Long-Term
1.7.5	1.7.5.1 Future Film Programming (Year-round)	Mid-/Long-Term
1.9.3	1.9.3.1 Future Dance Programming (Year-round)	Mid-/Long-Term
1.4.5	1.4.5.1 Undertake a new Public Art Master Plan (5- or 10-year) in conjunction with a 10-year Cultural Arts Master Plan (2026-2036)	Long-term
1.6.4	1.6.4.1 Future Poetry & Spoken Word Programming (Year-round)	Long-term
1.11.4	1.11.4.1 Digital Virtual/Online Programming • Taking it to the Next Level	Long-term
1.10.1	1.10.1.1 (1.1.7) Pompano Beach Celebration of the Arts: Phase 2 (Annual/Signature)	Signature
1.10.2	1.10.2.1 (1.3.4) Multi-Genre Music Festival (Annual/Signature)	Signature
1.10.3	1.10.3.1 (1.5.6) Pompano Beach Heritage Festival: Phase 2 (Annual/Signature)	Signature
1.10.4	1.10.4.1 (1.8.3) Pompano Stand Up Live!: Phase 2 (Annual/Signature)	Signature

Potential Strategy	Programming Support	Implementation Timeline
2.2.1	2.2.1 PompanoBeachArts.org	Immediate
2.2.2	2.2.2 PBArts Marketing • Public Relations	Immediate
2.2.3	2.2.3 PBArts Marketing • Media Promotion and Advertising	Immediate
2.2.4	2.2.4 PBArts Marketing • HyperLocal Promotion	Immediate
2.2.5	2.2.5 Engaging the PBArts Audience • Customer Relationship Management (CRM)	Immediate
3.1.3	3.1.3 Arts Education • Partnership with Broward County Library	Immediate
5.1.1	5.1.1 Database/Network of Local Artist and Arts Organizations	Immediate
5.1.2	5.1.2 Monthly/Periodic Artist Workshops	Immediate
6.1.2	6.1.2 Consolidate Programming Data and Reporting	Immediate
6.2.1	6.2.1 Integrate Greater Fort Lauderdale Convention and Visitors Bureau Data Collection and Analysis	Immediate
6.3.1	6.3.1 Arts & Economic Prosperity 5 (AEP5) • Americans for the Arts	Immediate
7.1.1	7.1.1 Ticketing System Based on CRM/Analysis Capabilities)	Immediate
7.1.2	7.1.2 Streamlined Contracting/Negotiation/Permitting	Immediate
7.2.1	7.2.1 The Cultural Affairs Department Annual Budget	Immediate
7.2.2	7.2.2 Cultural Arts Grants Funding	Immediate
7.2.3	7.2.3 Event/Activity Sponsorships	Immediate
7.3.1	7.3.1 Immediate Staffing Needs (Employee or Contract)	Immediate
2.1.1	2.1.1 Evolve the Brand Promise: Something Wonderful is “Always” Happening!	Immediate/Mid-/Long-term
2.4.1	2.4.1 Community Engagement: Diversity, Equity, and Inclusion	Immediate/Mid-/Long-term
3.1.1	3.1.1 Arts Education • Cultural Affairs Department	Immediate/Mid-/Long-term
3.1.2	3.1.2 Arts Education • Parks and Recreation Department	Immediate/Mid-/Long-term
2.3.1	2.3.1 Annual PBArts Calendar: Destination Pompano Beach	Immediate/Mid-term
3.2.1	3.2.1 Arts Partnerships • Broward County Schools	Immediate/Mid-term
3.2.2	3.2.2 Arts Partnerships • FIU/Broward College/Other	Immediate/Mid-term
3.2.3	3.2.3 Arts Relationships • Other Schools and Educational Organizations	Immediate/Mid-term
5.1.3	5.1.3 Quarterly Local Artist/Performer Meet-Ups	Immediate/Mid-term
5.2.1	5.2.1 Residency Analysis by PBArts Venue and Discipline	Immediate/Mid-term
5.2.2	5.2.2 Review/Renew BaCA Residency Program	Immediate/Mid-term
6.1.1	6.1.1 Establish Key Metrics to Identify Baseline and Formalize Data Collection	Immediate/Mid-term
7.2.4	7.2.4 Local Non-Profit Arts Organizations	Immediate/Mid-term
7.2.5	7.2.5 Private Sector Investment/Fundraising	Immediate/Mid-term
7.3.2	7.3.2 Mid-/Long-term Staffing Needs (Contract)	Immediate/Mid-term
7.3.3	7.3.3 Grant and Private Sector Funding for Contract Providers/Services	Immediate/Mid-term
2.4.2	2.4.2 A “Creative” Business Community	Mid-term
5.3.1	5.3.1 Hire a Part-time Gallerist	Mid-term
5.1.4	5.1.4 Annual “Celebrate PBArts” Activities/Events	Mid-/Long-Term
5.1.5	5.1.5 Artist Membership Opportunities	Mid-/Long-Term
5.2.3	5.2.3 Identify Opportunities for PBCC Artist Residency	Mid-/Long-Term
5.3.2	5.3.2 Commercial Art Initiatives	Mid-/Long-Term
7.4.1	7.4.1 Dedicated Funding for Pompano Beach Arts	Mid-/Long-Term
5.1.6	5.1.6 PBArts/Community Cultural Grants	Long-term
2.4.3	2.4.3 Future Cultural Needs Analysis/Cultural Arts Master Plan (2026-2036)	Long-term

Potential Strategy	Venues - Capital	Implementation Timeline
4.1.1	4.1.1 Innovative Programming Activities/Events at PBCC	Immediate/Mid-/Long-term
4.1.2	4.1.2 PBCC Operating/Technical Opportunities	Immediate/Mid-/Long-term
4.1.3	4.1.3 Digital Virtual/Online Media Center and Studio	Immediate/Mid-/Long-term
4.1.4	4.1.4 Other PBCC Capital Investments	Immediate/Mid-/Long-term
4.2.1	4.2.1 Innovative Programming Activities/Events at BaCA	Immediate/Mid-/Long-term
4.2.2	4.2.2 BaCA Operating/Technical Opportunities	Immediate/Mid-/Long-term
4.2.3	4.2.3 BaCA Capital Investments	Immediate/Mid-/Long-term
4.3.1	4.3.1 Innovative Programming Activities/Events at the Ali	Immediate/Mid-/Long-term
4.3.2	4.3.2 Ali Operating/Technical Opportunities	Immediate/Mid-/Long-term
4.3.3	4.3.3 Ali Capital Investments	Immediate/Mid-/Long-term
4.4.1	4.4.1 Innovative Programming Activities/Events (Crossroads)	Immediate/Mid-/Long-term
4.4.2	4.4.2 Crossroads Capital Investments	Immediate/Mid-/Long-term
4.5.1	4.5.1 Innovative Programming Activities/Events at Blanche Ely House Museum (BEHM)	Immediate/Mid-/Long-term
4.5.2	4.5.2 Blanche Ely House Museum Operating/Technical Opportunities	Immediate/Mid-/Long-term
4.5.3	4.5.3 Blanche Ely House Museum – Capital Investments	Immediate/Mid-/Long-term
4.6.1	4.6.1 Pompano Beach Amphitheater Cultural Programming	Immediate/Mid-term
4.7.1	4.7.1 Annie Adderly Gillis Park (601 Dr Martin Luther King Blvd.)	Immediate/Mid-term
4.7.2	4.7.2 McNab House and Botanical Gardens (in McNab Park, 2250 E Atlantic Blvd.)	Immediate/Mid-term
4.7.3	4.7.3 Fully “Artful” City Hall and Community Centers	Immediate/Mid-term
4.7.4	4.7.4 Citywide Cultural Programming	Mid-term
4.7.5	4.7.5 Engaged Local Schools/Learning Centers	Mid-term
4.7.6	4.7.6 “Art Space” Opportunities in New Private Development	Mid-/Long-Term
4.7.7	4.7.7 Acquisition of New Venues	Mid-/Long-Term
4.7.8	4.7.8 Future “Pompano Beach Center for the Multi-Disciplinary Arts”	Long-term

## **Appendix B: Recommendation #2.1: Evolve the Brand:** ***Something Wonderful is *Always* Happening!***

Below is an eight-step outline that can be used by the Cultural Affairs Department to explore how to evolve the “Brand Promise” and continue to build upon ten years of investment in cultural arts venue construction and operations, innovative programming, and arts marketing.

1. Probe Your Brand Mission
2. Determine Your Brand “Goals”
3. Identify Your Target Audiences
4. ***Articulate Your Brand Promise***
5. Create a Graphic Identity (Logo, Images)
6. Manage, Leverage, and Protect Your Brand.
7. ReAlign (ReGenerate) your brand to keep it current.
8. ***ReLaunch the Pompano Beach Arts Brand (future)***

### ***A. Probe Your Brand Mission***

The mission of the Pompano Beach Cultural Affairs Department is to provide cultural programming that includes **visual arts, performing arts, public art, heritage & humanities** for the enjoyment and enrichment of residents and visitors to Pompano Beach, Broward County, and the greater South Florida area.

The department programs and manages the City’s premiere cultural arts venues including the Pompano Beach Cultural Center, Ali Cultural Arts, Bailey Contemporary Arts, and the Blanche Ely House Museum. The department also oversees the Pompano Beach “Crossroads” multi-disciplinary initiative within the Downtown Pompano Arts & Innovation District and the citywide Public Art Program.

### ***B. Determine Your Brand “Goals”***

The priorities identified in this Cultural Arts Master Plan Update are intended to represent Brand Goals.

1. Produce and Present Innovative Programming in PBArts Cultural Disciplines
2. Cultivate and Promote Audience Engagement – Residents, Visitors and Businesses
3. Partner with Educational Organizations to Provide Arts Education for All Ages
4. Program, Maintain, and Improve State-of-the-Art Cultural Facilities
5. Support Local Artists and Arts Organizations
6. Measure Cultural Activity and Analyze the “Arts Impact”
7. Enhance and Expand the Infrastructure for Arts and Culture

### ***C. Identify Your Target Audiences***

There are many potential audiences for the Cultural Affairs Department activities and events. However, if PBArts tries to be “all things to all people,” the program could lose focus and fail to achieve it's the City’s Vision for the Cultural Arts.

The recommendations and potential strategies identified under Priority #2: Cultivate and Promote Audience Engagement – Residents, Visitors and Businesses (pg. 23) can direct the Department’s ongoing efforts to identify target audiences.

### ***D. Articulate Your Brand Promise***

More than just a “tagline”, the Brand Promise must be fulfilled.

A History of the Pompano Beach Arts Brand Promise:

- 2013 – Something Wonderful *is about to* Happen! (CAMP 2013)
- 2017 – Something Wonderful *is* Happening! (PBCC Opening)
- 2021 – Something Wonderful *is Always* Happening! (CAMP Update 2021-2026)

This “Promise” can be used alone or together with: “in” Pompano Beach or Pompano Beach Arts etc.; or “at” PBArts venues, etc.

### ***E. Create a Graphic Identity (Logo, Images)***

Graphic Identity includes the visual aspects that support all branding and marketing efforts. This is more than just a logo or series of logos. Consistent graphic identity for PBArts will involve development of future logo(s), online graphics, collateral materials, signage, and all other communications within the program. Developing a Graphic Identity “Style Guide” may be one of the first opportunities for evolving the existing PBArts brand. A guide might be created by in-house/consultant graphic artists or by initiating a new project to “ReAlign” the PBArts brand.

NOTE: Although developing a new Graphic Identity Style Guide may be immediately desirable to “ReAlign” the existing PBArts brand, this is distinctly different from “ReBranding” or ReLaunching the brand, which should be a longer-term goal. (See Steps H & I below.)

### ***F. Manage, Leverage, and Protect Your Brand.***

This is the “care and feeding” phase of the branding process; it’s the step that leads to a strong, healthy, resilient brand. Good branding management can be summed up in a single word — consistency.

### ***G. ReAlign (ReGenerate) your brand to keep it current.***

Occasionally, an organization can (and should) change how the brand is presented. From time to time, the brand presentation (the face of the brand) should be updated to keep it relevant to the market in which it lives. This might be accomplished through logo redesign, specific marketing campaign positioning, or an entirely new “Graphic Identity” design as described above.

### ***H. ReLaunch the Pompano Beach Arts Brand (future)***

Ten years ago, there was little Cultural Arts programming in Pompano Beach. Due to the significant investment by the City of Pompano Beach, the Pompano Beach CRA, and the Pompano Beach community, the growth in cultural programming has exceeded the expectations identified in the 2013 Cultural Arts Master Plan.

Created in 2018, the City’s Cultural Affairs Department currently programs and operates:

- **Pompano Beach Cultural Center** – *an innovative multi-media center featuring a theater/flexible event space, visual arts galleries, and multi-media digital center*
- **Bailey Contemporary Arts** – *a visual arts center featuring large exhibition galleries, loft-style artist studios, and open areas for artistic dialogue in a restored historic hotel space in Old Town*
- **Ali Cultural Arts Center** – *musical performance and visual arts exhibitions in a restored historic boarding house in the City’s predominantly African American Northwest Community*
- **Pompano Beach “Crossroads”** – *an historic venue commemorating and celebrating the life of Blanche General Ely and the City’s Northwest Community, designed to offer an abbreviated glimpse into the Elys’ extensive collection of photographs, letters, and artifacts*
- **Blanche Ely House Museum** – *an historic venue commemorating and celebrating the life of Blanche General Ely*

This Master Plan Update anticipates a future Cultural Needs Analysis/Cultural Arts Master Plan in five years (See #2.4.3). “ReLaunching” the PBArts Brand at that time offers an opportunity to re-brand the program based on extensive research focused on the strengths, weaknesses, opportunities, and threats to the Cultural Affairs Department’s future programming and initiatives.

## Appendix C: Current/Recent Partnerships & Collaborations

Pompano Beach Arts (PBArts) is committed to showcasing South Florida's best talent while developing Pompano Beach artists and arts organizations.

Current and recent (pre-pandemic) partnerships/collaborations include:

### 1. Visual Arts (BaCA, PBCC, Ali)

- (11) Visual Artist "Studio" residencies at BaCA
- (100) Exhibiting Artists participating in 20 visual exhibitions/year
- Latin American Art Pavilion (LAAP)
- Artist Workshops, including those conducted by the following artists
  - Kimberley Maxwell
  - Andrea Huffman

### 2. Music (All Venues)

- Dr. Ed Calle's Mamblue Big Band
- Florida Grand Opera
- Gold Coast Jazz Society
- Island Syndicate
- Keeping the Blues Alive Foundation
- Master Chorale of South Florida
- Melton Mustafa Jr. Quintet
- Nestor Torres
- Opera Fusion, Inc.
- Save Our Boys, Haitian Heritage and Cultural Arts
- South Florida Jubilee Chorus
- Symphony of the Americas
- Tony Succar

### 3. Dance (PBCC, Ali)

- Ashanti Cultural Arts and Enrichment, Inc.
- Ballet Elite Dance Studio
- Cornerstone Ballet
- Florida Classical Ballet
- Miami City Ballet
- David Luca Band (Sabados de Salsa)

### 4. Theater (PBCC)

- Cornerstone Theater Company
- Curtain Call Playhouse
- Eta Nu Education Foundation (Comedy Night)
- Insight for the Blind/Shari Upbin
- The Shakespeare Troupe
- Universoul Circus



## **5. Poetry & Spoken Word**

- Exit 36 Poetry Slam Poetry Festival Artists
- Louder than a Bomb/Jason Taylor Foundation

## **6. Pompano Beach “Crossroads” Partners**

- South Florida Artists Association
- Pompano Beach Cultural Arts Committee
- Pompano Beach Public Art Committee
- Rock Road Restoration Historical Group
- Pompano Beach Historical Society
- Greater Pompano Beach Chamber of Commerce
- Pompano Beach Economic Development Council
- Broward County Library
- Broward County Cultural Division
- Broward County Historic Preservation Board

## **7. Other Partnerships/Collaborations**

- Art Prevails / Darius Daughtry
- Broward County Public Schools
- Dr. Martin Luther King Jr. Committee of Pompano Beach
- Greater Pompano Beach Sister Cities International, Inc.
- John Knox Village
- Pompano Beach Arts Foundation, Inc.
- Shipwreck Park Foundation, Inc.
- South Florida Institute on Aging