

# Department of Cultural Affairs FY2012-2013 Budget Overview

- **Business Plan**

- **Cultural Development – *Cultural Developer***
  - Grants Investments
  - Technical Assistance
  - Art in Public Places / Individual Artists
- **Cultural Facilities Improvement and Management – *Facilities Operator / Developer***
  - South Miami-Dade Cultural Arts Center
  - African Heritage Cultural Arts Center
  - Caleb Auditorium
  - Miami-Dade County Auditorium
  - GOB Projects
  - Neighborhood Facilities
  - Capital Development Grants Program
  - Art in Public Places / Capital Projects
- **Participation: Education, Outreach and Access – *Audience Developer***
  - Youth Arts: Children, Teens and Young Adults
  - Cultural Information Services for Resident Families and Visitors
  - Outreach, Audience and Donor Development Initiatives

- **Highlights and Key Issues**

- Highlights of Business Environment
  - Impact of the Economy on Young Cultural Organizations and the Issues of Financial Survival
  - Investment in New and Improved Cultural Facilities
  - Non-profit Cultural Organizations Depend on 3 Major Revenue Sources:
    - Private Sector Contributions;
    - Earned Income; and
    - Public Sector Investment
  - Private Sector Contributions: Impact of the Economy on Contributions and Costs; First Generation Business Philanthropy and Individual Giving; Challenge of Capital Campaigns
  - Earned Income: Attendance is Up; Spending is Recovering
  - Public Sector Investment:
    - Proposed Flat Federal Funding
    - State Funding – Increased for FY 2011-2012 (from \$950,000 to \$2.5 million); Legislature Approved Increase to \$5 million for FY 2012-2013; Still Down from \$33.7 million in FY 2006-2007
  - Impact on Jobs, Operations and Programming of Cultural Organizations
- Business Plan: Major Objectives
  - **Stabilize and Strengthen Cultural Organizations Financially**
  - **Sustain Current Level of Operations of the South Miami-Dade Cultural Arts Center**
  - **Begin to Rebuild Staff, Programming, Marketing and Outreach for African Heritage Cultural Arts Center, Caleb Auditorium and Miami-Dade County Auditorium; Address Impact of Construction of Courthouse / Parking Garage at the Caleb Center**
  - **Continue to Implement GOB Projects / Accelerate GOB Funding for Key Projects: African Heritage Cultural Arts Center; Caleb Auditorium; Miami-Dade County**

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- Auditorium; Cuban Museum; Miami Hispanic Ballet; 7<sup>th</sup> Avenue Transit Village/Carver Theater; Fairchild Tropical Botanic Garden; History Miami; and The Wolfsonian
  - Continue to Address the Care, Accountability and Security of the Art in Public Places Collection (More Than 600 Art Works Countywide)
  - Expand Education, Outreach and Access Programs, Especially to Youth (Audience Development)
  - Expand New and Innovative Ways to Encourage More Private Sector Fundraising (power2give.org)
- Doing Business in New and Better Ways
  - Year 3 of Culture Grants Online
  - Kennedy Center de Vos Institute *Capacity Building Miami*
  - Culture Talks Feedback Series
  - Secured Conferences for 2012: Arts South Performing Arts Exchange; and Grantsmakers in the Arts
  - Completed the Construction of the South Miami-Dade Cultural Arts Center Under Budget
  - Art in Public Places – Improvements, Innovation and Initiatives: 2011 Progress Report Issued
  - New Online Public Art Collection Platform – Knight Arts Challenge Grant
  - Culture Shock Miami Student Council – Almost 6,000 Tickets Sold in FY 2011-2012
  - Introduction of power2give.org Fundraising Initiative with Knight Foundation Grant (\$125,000)
  - Children’s Trust Funds Being Used to Leverage Additional State and Federal Grants (most recently, a 2-year NEA grant)
- Staffing
  - Reorganization Underway Based on New Operational Responsibilities
  - Completed Phase-in of Operational Staff for South Miami-Dade Cultural Arts Center and Launched First Season of Operations
    - New Operational Area for the Department; Dual Goals: Artistically Excellent Programs and Strong Outreach into the Community
    - Success of Programs and Community Response
    - Continued Long-term Need for Additional Operational Revenue (After Utilizing Most of the Accumulated Revenue in FY 2011-2012)
  - “New” Facilities – African Heritage Cultural Arts Center, Caleb Auditorium and Miami-Dade County Auditorium
    - Assessment of Staffing Needs Underway
- Revenue Updates
  - General Fund revenues for the Department’s grants budget were reduced by 10% for FY 2011-2012 (a reduction of \$835,375); support from the General Fund for FY 2012-2013 is assumed at status quo (\$7.518 million); compounding reduction in General Fund support for cultural grants now totals \$4,091,000, or a net 35% decrease (from \$11.609 million to \$7.518 million) over the last 5 years
  - TDT revenues are recovering
  - The Children’s Trust Grant for FY 2011-2012 was reduced by 10% (currently, \$996,000)
  - John S. and James L. Knight Foundation is helping to develop new initiatives
    - Knight Arts Challenge – Grant for APP Software

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- Direct Support for ArtBurst Miami, power2give.org
    - Support for de Vos Institute and GIA Conference
  - National Endowment for the Arts – FY 2010-2011 Grant for Open Access Theater Program (\$50,000)
- Budget Issues
  - General Fund support is critical to sustain grants investments
  - Need to address the South Miami-Dade Cultural Arts Center's annual subsidy after FY 2011-2012 (currently \$770,000 annually in Convention Development Tax revenues, and a projected requirement of \$2.5 million annually)
  - An assessment is underway to determine the capital, staffing, programming, marketing and educational and outreach needs of the African Heritage Cultural Arts Center, Caleb Auditorium and Miami-Dade County Auditorium
  - Unmet operational and capital needs
- Resource Development
  - Knight Foundation/Knight Arts Challenge
  - South Miami-Dade Cultural Arts Center – Dance Touring Initiative Funded by Arts South /NEA and New England Foundation for the Arts; Corporate Support from TD Bank and Mercedes Benz of Cutler Bay
  - Collaborative "Private" Art in Public Places Work (Opa Locka Community Development Corporation)
  - State / Federal Funding Advocacy
  - The Children's Trust
  - National Organizations (e.g., Americans for the Arts; Grantsmakers in the Arts)
  - Municipal Partnerships (e.g., Art in Public Places)
  - Miami-Dade County Public Schools – Cultural Passport Initiative; Work with Department-operated Performing Arts Facilities
- Department Leadership Initiatives
  - Initiating Work on a Wide Variety of Art in Public Places Issues Including:
    - Accountability for the Collection;
    - Repair and Maintenance of Artworks;
    - Established Standard Procedures for Commissioning Artworks;
    - Building on Successes to Make Better Buildings; and
    - Continuing Educational Workshops for Art in Public Places County Departments' Capital Staff Members
  - Continued "Paperless" Process through Grants Culture Grants Online Electronic Grants Management System
  - Completed Work on Two Major Research Projects: an Updated Economic Impact of the Arts Study; and a first-ever Local Arts Index, assessing the health of the local arts community
  - Actively Working on Cultural GOB Projects:
    - Miami Art Museum/Museum Park;
    - Miami Science Museum/Museum Park
    - Black Archives for the Lyric Theater;
    - Fairchild Tropical Botanic Garden;
    - Carver Theater;
    - Coconut Grove Playhouse; and
    - Cultural Projects Funded Through the GOB Non-Profit Fund

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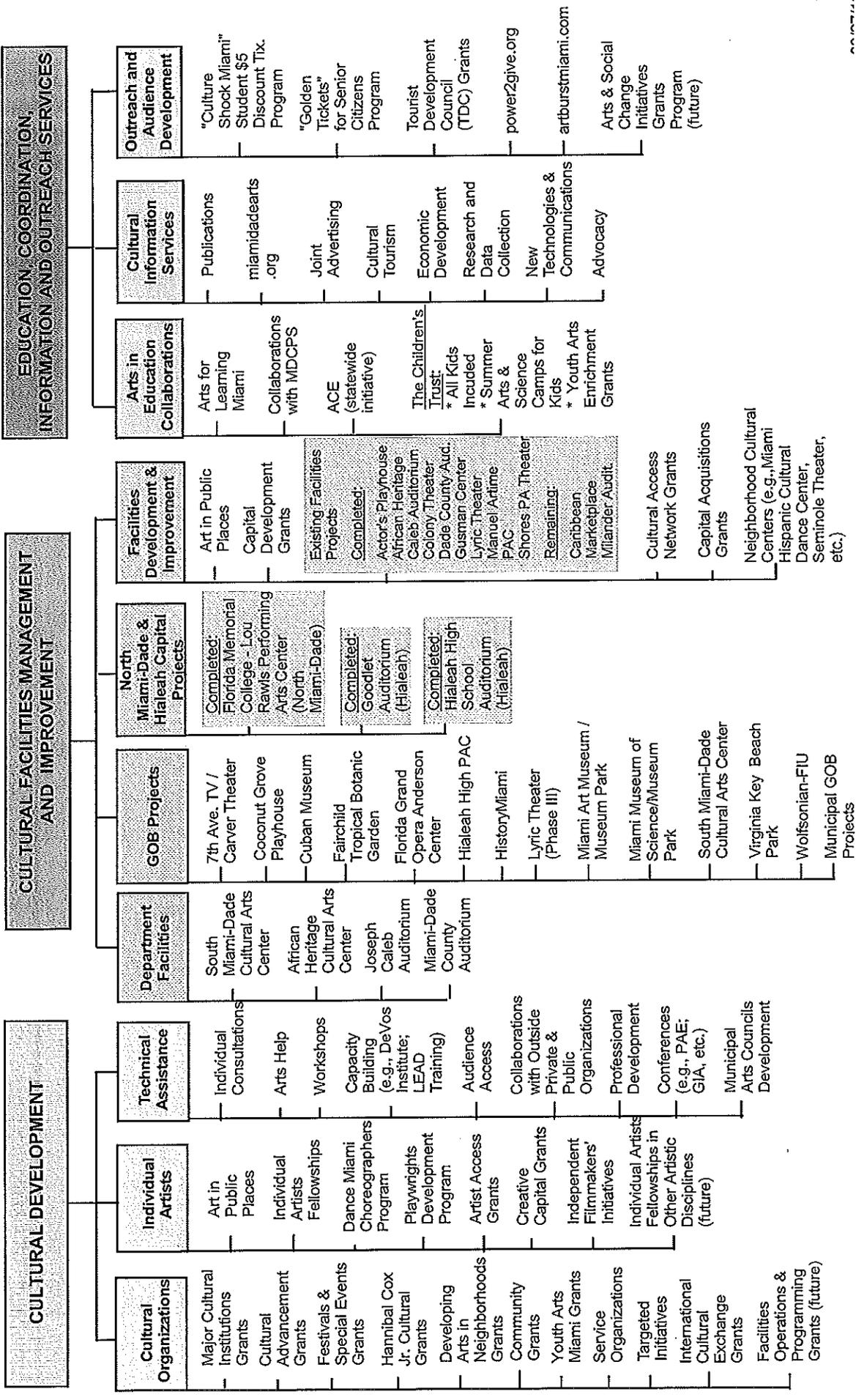
- The Children's Trust Grant was Renewed at 90% of its Prior Year's Level for FY 2011-2012 after Demonstrating that 233,000 Children and Families Had Opportunities to Participate in Department-supported Arts Activities
- Published the Improved 2011 Edition of the *Golden Tickets Arts Guide* Providing Free Tickets for Senior Citizens (combining English and Spanish Language Versions Into One Book)
- Secured \$125,000 from the Knight Foundation to Launch power2give.org
- Received a 2011 NACo Achievement Award for Culture Grants Online
- Received the first ever national Arts Destination Marketing Award, recognizing the innovative collaboration between the Department and the Greater Miami Convention & Visitors Bureau
- Completed five major public art projects in 2011 that focused on making public buildings better through collaborations with visual artists:
  - *Harmonic Convergence* at Miami International Airport's Mover Station Terminal Connector (artist Christopher Janney);
  - floors and signage for the new addition to Jackson South Community Hospital (artist Leonel Matheu);
  - South Miami-Dade Cultural Arts Center (artist Robert Chambers);
  - central plaza for the Verde Gardens Housing Development (artists Carlos Alves and JC Carroll); and
  - *Reflect*, new media project for the main lobby of the Stephen P. Clark Government Center (artist Ivan Toth Depeña)
- Leadership Roles in Local, State and National Service Organizations
  - Greater Miami Convention & Visitors Bureau - Marketing and Tourism Committee; Printed and Online Calendar of Events; Museum Month Marketing Collaboration
  - Member of the Knight Foundation's National Arts Advisory Board
  - Beacon Council - Steering Committee, One Community One Goal
  - Greater Miami Chamber of Commerce - Board of Governors; Creative Industries Committee
  - Florida Cultural Alliance - Chair of the Board of Directors
  - Americans for the Arts - Secretary of the Board of Directors and Founding Board Officer of the Arts Action Fund

# MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS BUSINESS PLAN AT A GLANCE

**MORE FUNDING**

**BETTER FACILITIES**

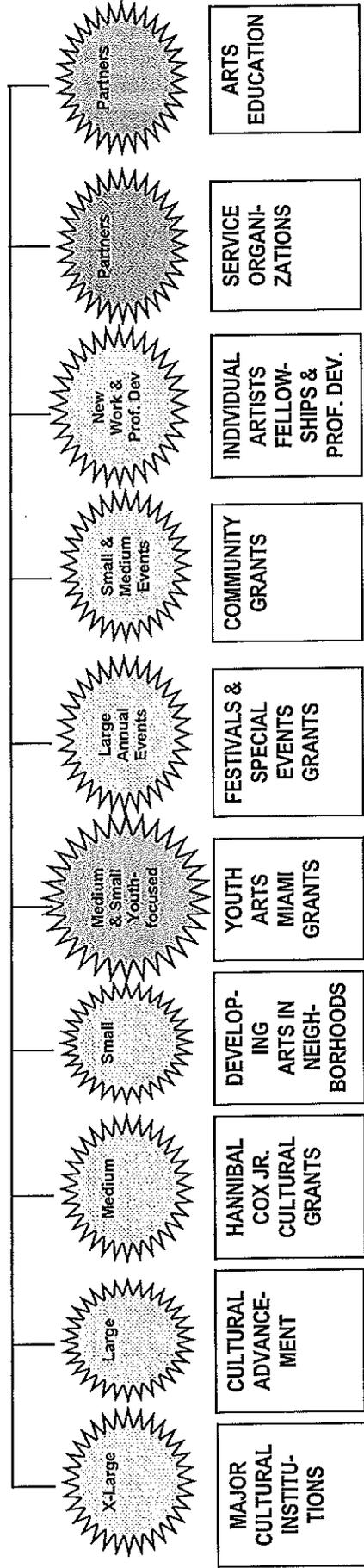
**INCREASED PARTICIPATION**





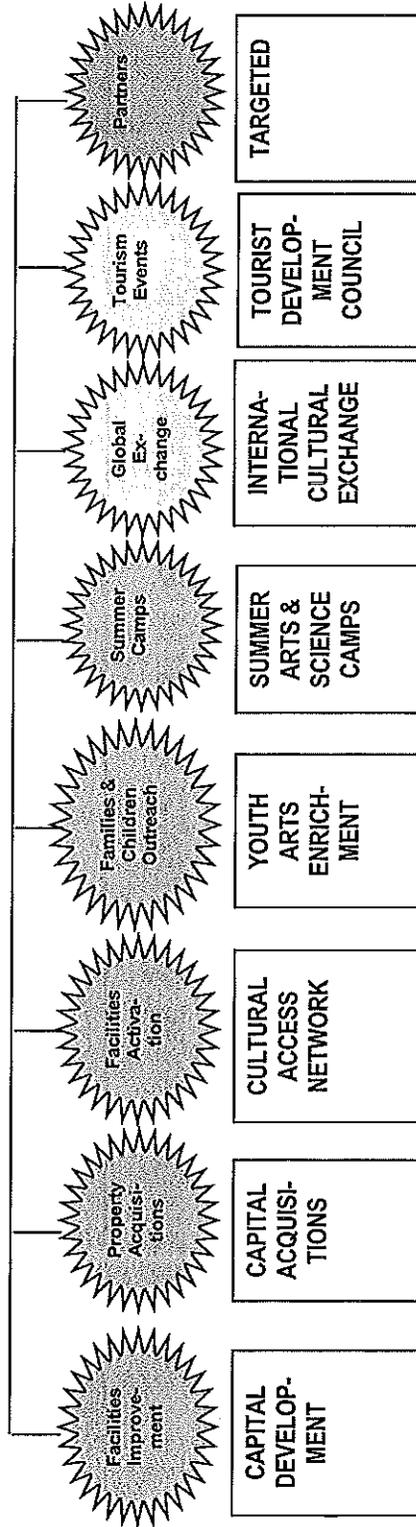
# CULTURAL DEVELOPMENT

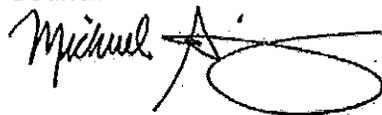
## Department of Cultural Affairs Core Grants Programs (support for general/annual operations)



# CULTURAL DEVELOPMENT

## Department of Cultural Affairs Outreach Grants Programs (support for projects)



Date: March 21, 2012  
To: Members, Cultural Affairs Council  
From: Michael Spring, Director   
Subject: FY2012-2013 Service Organizations and Targeted Initiatives Recommendations

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## **RECOMMENDATION**

It is recommended that the Cultural Affairs Council approve the funding of eleven (11) grants for a total of \$310,000 in support funds from the FY 2012-2013 Service Organizations program and the funding of fourteen (14) grants for a total of \$302,000 in support funds for FY 2012-2013 Targeted Initiatives.

## **BACKGROUND**

As a part of its strategy for cultural development and improved services to its constituent non-profit organizations, the Cultural Affairs Council has been instrumental over the years in establishing or supporting service organizations and targeted initiatives. Complementary to the Council's mission, these service organizations and targeted initiatives extend the work of the Council by delivering programs and assistance to specialized constituencies and/or similarly purposed cultural groups and individuals. Building and sustaining support to coalitions, umbrella groups, service organizations and establishing partnerships have proven to be highly effective and economical methods for advancing entire sectors of the community's cultural development.

The Council has annually developed a list of service organizations and targeted initiatives dedicated to: a) delivering services in support of arts groups and artists; and b) implementing targeted cultural development strategies. These twenty-two (22) grants represent projects encompassing multicultural perspectives and addressing the needs of new and developing artists, communities and audiences.

As the final development of this FY 2012-2013 budget continues to evolve, staff's interaction with and monitoring and assessment of each of these recommended service organizations and targeted initiatives is ongoing. While Council support of many of these groups and objectives has been sustained consistently over many years, it is necessary to continue the thorough and evaluative analysis of the performance evidenced by these organizations and the impact of the programs, services and activities that they provide, to affirm that our investments continue to be justified and effective. Those for which there may be the potential of redirecting their applications to others of the Department's competitive grants programs are noted within this memorandum by the  icon. Staff is committed providing the Council its highest confidence regarding these specific grant allocations, and any alternate recommendations that staff determines to be appropriate will be presented to the Council for its consideration prior to the finalizing of the FY 2012-2013 budget.

## **SERVICE ORGANIZATIONS**

The eleven (11) grant recommendations below, totaling \$310,000, represent proposed Service Organizations grants for FY 2012-2013.

**Arts & Business Council of Miami, Inc. (ABC) - FY2012: \$55,000; FY2013 Preliminary Proposed: \$55,000**

Co-sponsored and supported by the Council since its inception over twenty-seven years ago, the Arts & Business Council of Miami (ABC) provides vital services to the cultural community in partnership with the private sector. Cultural groups receive assistance in areas ranging from fundraising, board development, marketing, bookkeeping, legal issues and incorporation/tax-exempt status. Under ABC's auspices, more than 2,500 business professionals have donated time and services to the cultural community, (valued at over \$9.5 million), assisted more than 500 arts groups as well as hundreds of individual artists through volunteer programs, leadership training, customized board retreats, workshops, management assessments, collaborations, networking events and executive consultancies.

ABC's FY2011-2012 programs include:

- **ArtsBoard Match** - designed to recruit, train and match business people with boards of cultural groups. To date, more than 500 business professionals have attended these programs. The program also assists arts groups by providing board retreats – to date, more than 120 groups and 1,800 board members have participated. In 2012, ABC was awarded a Knight Arts Challenge grant to create an interactive website ([www.artsboardmatch.org](http://www.artsboardmatch.org)) and create a series of board leadership training sessions.
- **Miami Arts Marketing Project™** - a program designed to provide high quality professional training and mentoring to help arts groups develop sophisticated marketing and promotional plans. In 2011-2012, ABC is hosting six (6) workshops and three (3) roundtable discussions. In 2011, over 330 arts groups participated in the MAMP programs.
- **Breakfast with the Arts and Hospitality Industries** – an annual event that provides networking opportunities for arts administrators, hoteliers, and other hospitality industry representatives. In 2012, ABC is featuring keynote speaker Bruce Turkel, Chief Executive Officer of the brand management firm TURKEL. Over 100 hospitality industry professionals and arts executives attended the *Breakfast* meeting in 2011.
- **Success with Less Series: Building Revenue, Cutting Costs** – a series of workshops and individualized board retreats designed to help arts organizations make the most informed decisions about the future of their organizations by using ABC's new *Cost/Benefit Analysis* tool.
- **Arts Connection™** - a direct service volunteer program for business people to participate in the arts. Connection programs include:
  - *Arts Connection* e-newsletter – sent to almost 3,000 volunteers and employees of 35 companies.
  - *BRAVO – Boomer Arts Volunteer Opportunities™* – a volunteer program for retiring “baby boomer” executives looking to be matched with local arts groups. The program includes a website ([www.BravoVolunteers.org](http://www.BravoVolunteers.org)), recruitment activities and training sessions for BRAVO volunteers.
- **pARTnership Movement Miami** - an initiative created by Americans for the Arts; pARTnership Movement – Miami is a series of forums designed to engage the business community and promote the message that partnerships with arts companies can build their competitive edge. In 2012, ABC plans to host a networking forum featuring Chief Executive Officers that support the arts, as well as a Chairman's Roundtable for business professionals that serve as board chairs of local arts organizations.
- **Business Volunteers for the Arts™** - the premiere volunteer program for business executives to share their skills with arts groups. Volunteer consultants, upon completing an intensive non-profit management training program, are matched for custom designed consultancies.
- **Volunteer Lawyers for the Arts** - serves artists throughout Florida with phone-in legal clinics twice each year, publication of legal white papers on issues important to artists, and legal workshops. ABC hosts legal seminars for attorneys on arts, entertainment and creative industry issues in conjunction with the Dade County Bar Association providing attorneys with opportunities for pro bono engagement in the arts and entertainment fields.
- **Creative Industries / Creative Connection Forums and Networking Events** – ABC's networking events, hosted by local chambers and organizations highlight the economic impact of the arts and facilitate a dialogue between the corporate and cultural communities.

- **ABC Websites**

- [www.ArtsBizMiami.org](http://www.ArtsBizMiami.org) - provides important information and materials on arts management, volunteer opportunities, board development, marketing and legal issues. The site also includes a *Board Marketplace* that features opportunities for board involvement with arts groups seeking new board members.
- [www.ArtsManagerMiami.org](http://www.ArtsManagerMiami.org) – provides arts managers, executives and board members with the latest articles, links and resources regarding a wide range of topics relevant to arts management.
- [www.BRAVOvolunteers.org](http://www.BRAVOvolunteers.org) – provides volunteer opportunities and events for retired business professionals and volunteers over 50.

**Arts & Business Council of Miami (ABC), Inc., as fiscal agent for “Arts Help” Mini-Grants Program – FY2012: \$26,000; FY2013 Preliminary Proposed: \$26,000**

The *Arts Help Mini-Grants* program was established more than 10 years ago as a proactive means to demystify the grants process for small and medium-sized Hispanic and Haitian arts organizations by providing direct technical assistance, training and underwriting of bilingual grant writers to assist organizations in completing grant applications for local, state and federal grants programs. Since its inception, the *Arts Help* Mini-Grants program has assisted more than 100 Hispanic and Haitian cultural groups with grants writing assistance, provided more than 250 mini-grants, and generated more than \$830,000 in Department related grant support for applicant organizations.

In order to respond to the growing need for technical assistance beyond grants writing, the *Arts Help* program expanded to provide a broader array of technical assistance services for small and emerging arts organizations. Other services offered by the program include:

- A *Travel/Consultant Assistance Mini-Grants Program* for grantees of the Hannibal Cox, Jr. Cultural Grants Program and Categories A and B of the Youth Arts Miami Grants Program - Mini-grants of up to \$1,000 for grantees of Category A, and \$500 for grantees of Category B of each program are available for use towards skill-building expenditures, including but not limited to conferences/workshops, grant writing services, management or artistic consultants, financial development, computer program systems and website development;
- Scholarships for grantees of the Department's Community Grants, Cultural Advancement, Developing Arts in Neighborhoods, Hannibal Cox, Jr. Cultural Grants, and Youth Arts Miami Grants Programs to attend the Arts and Business Council's *Miami Arts Marketing Project Workshop Series* and similar programs offered through local or national organizations dedicated to developing the management skills of administrators in the nonprofit industry; and
- Funding support for the *Creative Capital Professional Development Workshop*. This innovative program, presented in conjunction with the Creative Capital Foundation in New York City, provides intensive, skill-building, professional consulting and coaching to diverse communities of artists who originate works (composers, playwrights, visual artists, choreographers, etc.).

*Arts Help* also funds projects and/or programs that provide arts managers the tools needed to improve their management capabilities and move their organizations forward. As an example, *Arts Help* resources created the “Board Development Tool Kit,” an end-user driven assessment methodology to gauge current board “profile” and effectiveness, as well as techniques to strengthen board members' participation and to attract dynamic and committed new volunteer board leaders.

**Arts & Business Council of Miami (ABC), Inc., for Services to the Dance Community - FY2012: \$28,500 through Florida Dance Association; FY2013 Preliminary Proposed: \$28,500**

The Florida Dance Association (FDA) has been supported through the Service Organizations program through FY2012 to organize and deliver programs and support in service of the local dance community. Staff has been working with Florida Dance Association over the last two years in an effort to reinvigorate and upgrade the level of services that they have been able to provide. It is now clear, and the Florida

Dance Association agrees that it has neither the staff capacity nor the resources to continue to serve in this roll. The Arts & Business Council of Miami (ABC) has been collaborating with the Department on ArtBurstMiami.com, an online media bureau providing critical discourse and media coverage of dance in Greater Miami. In addition, ABC has been: providing support to established and developing dance companies and Miami-Dade County based individual artists through information and referral services; and offering direct technical support in such areas as planning, promotion and project development, streamlining budgeting and financial controls, and other management systems. ABC has been facilitating the dance community, periodically organizing and hosting community meetings about important issues, and is a resource for dance artists and local dance companies. For these reasons, it is recommended that the Service Organization grant be shifted in FY2012-2013 to ABC Miami in order to continue to provide uninterrupted, centralized services and assistance for the dance community.

**Diaspora Arts Coalition - FY2012: \$28,500; FY2013 Preliminary Proposed: \$28,500**

The Diaspora Arts Coalition (DAC) is a grassroots service organization that serves as an arts support network for independent visual, literary and performing artists and businesses in the African American community. DAC's mission is to "empower the arts community of the African Diaspora and preserve its cultural heritage." Diaspora Arts Coalition's work plan continues to include: increasing the organization's visibility in an effort to expand its volunteer and membership bases; producing major events to showcase member artists and arts organizations (e.g. Kwanzaa Celebration, Africa Reconnect Program, DAC Community Artists Performances at the Dade County Fair & Expo, etc.); publishing a bi-annual electronic newsletter of opportunities and a cultural arts calendar highlighting the events of its members' work for the community; soliciting and fundraising for organizational support; facilitating workshops for member training in program management, program development, grants writing and reporting; and helping to promote the improved network of facilities designed to address the needs of multicultural organizations and their audiences (e.g., Lou Rawls Performing Arts Center at Florida Memorial University, the Caleb Auditorium, Little Haiti Cultural Center, the African Heritage Cultural Arts Center, etc.). DAC provides management to the Artist Resource Center, established in 2002, located at 6600 NW 27<sup>th</sup> Avenue. The Center is designed to offer classroom training opportunities to African American/Caribbean artists and not-for-profit organization boards and memberships. The Center maintains and reserves periodicals, statistical data, documentaries and other materials relevant to the African American/Caribbean arts community.

**Greater Miami Festivals & Events Association, Inc. - FY2012: \$15,000; FY2013 Preliminary Proposed: \$15,000**

The Greater Miami Festivals & Events Association (GMFEA) is comprised of South Florida's major annual festivals with the central purpose of promoting the year-round schedule of special events to residents and visitors. Its members represent a wide-ranging spectrum of community events ranging from major arts, film, literary, culinary and street festivals to parades, fairs, youth sporting competitions, and historic, environmental, national and ethnic awareness celebrations. Currently, the Association's membership totals more than 30 festivals and special events groups, public agencies and institutions, and area businesses, with an aggregate annual attendance to their events in excess of 1.5 million participants. The GMFEA provides joint marketing services to members through its website, as well as opportunities to network, exchange information and resources, and share management and promotional strategies among festival organizers, large and small, through membership affiliation and communication, and membership meetings. The GMFEA coordinates and sponsors professional training and special topics seminars and behind-the-scenes tours; investigates group insurance rates; provides scholarships and/or arranges for member discounts for regional, national and international workshops; maintains and disseminates membership and services directories; leverages resource sharing of event sponsors and vendors; coordinates joint advertising initiatives; and serves as an access point to international festivals and special events organizations. Since 2010, GMFEA has partnered with the Arts and Business Council of Miami to provide full scholarships for all GMFEA members to the Miami Arts Marketing Project workshops series. This opportunity has been tremendously well-received, and is leveraging the resources of both of these

essential service organizations for the direct benefit of the cultural community at-large.

**LegalArt – FY2012: \$23,500; FY2013 Preliminary Proposed: \$23,500**

LegalArt is a service organization dedicated to providing individual artists with affordable legal services, educational workshops and forums, funding support and networking opportunities, and an artist residency program. LegalArts' programs serve to provide artists with tools and resources so that they may better protect their intellectual property/creative output and further their careers. All program and services information can be found on LegalArt's website at [www.legalartmiami.org](http://www.legalartmiami.org).

LegalArt programs include:

- *The Residency* – brings together artists, writers and curators to live under one roof. Residents are provided one-on-one counseling, attorneys, programs on goal-setting, contracts and intellectual property, and a monthly studio visit with collectors.
  - *Local Residency*: an incubator program that provides local artists subsidized workspace, housing, legal counseling, collector studio tours, and professional development opportunities. Artists live and work in the space for one year. Each artist receives a 600-square foot studio, and an additional 800-square feet of shared living space including a kitchen, dining area, living area, washer/dryer and storage.
  - *Visiting Artist Residency* – National/international artists receive a studio and may stay for up to two months. The visiting artists provide collaborative opportunities for local residency artists, contribute to LegalArt programming and interact in the Miami arts community. This program received funding through the John S. and James L. Knight Foundation's Knight Arts Partners program.
  - *Visiting Curatorial / Writer Residency*: Curators and/or writers receive a studio in which they can live and work for up to two months. They participate in LegalArt programming, interact with and provide feedback to local artists, and propose projects on which they will work while in Miami. Examples of previous residents include Sandra Beasley (poet and author), who hosted a residents' dinner to discuss poet/artist collaborations, a *SeminArt* on crafting an artist statement, and a reading in conjunction with LegalArt's *Open Studios* event
- *Legal Link* - an exclusive group of Miami area attorneys who have pledged to assist artists for alternative forms of payment.
  - *LegalResearch*: in-house coordinators and externs provide research for artist members in need of assistance with contracts, art dealer representation, copyright, intellectual property and other matters, and refer large cases to pro-bono attorneys or provide assistance on a barter basis. Coordinators come to LegalArt through the Legal Corps Program at the University of Miami, and receive class credit for University of Miami and Florida International University.
  - *Summer Associates Workshop*: a workshop for summer associates of ten of the largest law firms in South Florida. Workshop participants will have an opportunity to meet and interact with LegalArt artists-in-residence as a way to engage the next generation of lawyers and help them integrate the arts as a part of their professional careers.
- *LegalClinic* - twice yearly one-day legal clinics in partnership with the University of Miami Law School and area law firms, which serve as a quick and efficient resource for individual artists seeking counsel on a range of issues including contract review, copyright, incorporation, litigation, etc.
- *SeminArt* - a customized series of 20 lectures and workshops offered to artists and arts organizations covering a wide range of topics, including tax strategies and financial planning, portfolio creation and management, artist opportunities and grants writing. Approximately 1,000 individual artists are expected to attend the *SeminArt* series, which is funded in part by an Emily Hall Tremain Foundation grant. *SeminArt* partners include the Miami Art Museum, Cisneros Fontanals Art Foundation (CIFO), Locust Projects and Gallery Diet.
  - *SeminArt Backpack* – a series of five (5) workshops created specifically for high school seniors attending local art high schools. The workshops provide instruction in financial management,

contracts, copyright, fellowship programs, grant applications and marketing. The project is presented in partnership with the New World School of the Arts.

- *SeminArt Tech* – a series of quarterly workshops focused on technology or technology education. Workshops have included a clinic to size images correctly for an upcoming grant deadline, Facebook for artists, and building an effective website.
- *SeminArt Opportunity* – a series of quarterly workshops focused on art opportunities for artists in the Miami region. These have included public art Request for Proposals (RFPs), open calls for artists, and a New York Foundation for the Arts (NFYA) workshop to discuss services available to Miami artists.
- *Focus Arts* – a quarterly series of planning focus groups that provide local artists a platform to: discuss issues affecting the arts community; explore and cultivate collaborative projects; create new projects; and respond to the needs of their colleagues in the arts community.
- *Native Seeds* - a competitive grants program for emerging artists that provides funding support and exhibition opportunities to one Miami-Dade County visual artist, awarding a \$3,000 grant.

**Miami Light Project, Inc. for the Filmmakers' Workshops – FY2012: \$23,500; FY2013 Preliminary Proposed: \$23,500**

The Miami Light Project's Filmmakers' Workshops support independent filmmakers and screenwriters living in South Florida who have demonstrated exceptional talent and commitment to the art of independent filmmaking. Since 2000, through the "Filmmakers Workshops," Miami Light Project (MLP) has commissioned 12 short films; two full-length documentaries and conducted 2-3 workshops annually. Workshops and panel discussions explore documentary filmmaking, while a 20-hour professional development course taught by an industry professional focuses on examining the social and technical issues related to making documentary films. Filmmakers develop their screenplays through mentor consultations, live readings of the work, benefit from free use of Miami Light Projects' new facility, Light Box @ Goldman Warehouse and filmmaking equipment, as well as free space for technical rehearsals and performance. In April 2011, MLP hosted a free public screening of "Fat, Sick and Nearly Dead," a film by Joe Cross. MLP also commissioned local filmmaker Randy Valdez to work on a documentary film about The LightBox.

**Performing Arts Network, Inc. (PAN) - FY2012: \$31,500; FY2013 Preliminary Proposed: \$31,500**

PAN, Performing Arts Network is a non-profit coalition with a membership of more than 60 artists and arts organizations, which facilitates, develops and promotes the performing arts, and is committed to increasing access, involvement and relationships between performing artists and the community. PAN offers extensive services to artists and audiences, such as providing space for resident and visiting artists to hold classes, workshops, rehearsals, lecture/demonstrations, and performances through the In Studio performance Series. PAN is open seven days a week and offers more than 50 regularly scheduled classes in all styles of dance, music, and theatre (e.g., Ballet, Modern, Jazz, Hip Hop, Creative Movement, Tap, Flamenco, Salsa, Middle Eastern, African Drumming & Dance, Voice, Chorus, Piano, and Guitar) for children, adults and seniors, beginners through professionals, programs for individuals with special needs, and a performing arts Summer Camp for children. PAN offers scholarships, internships and apprenticeships with member and visiting companies and individual performing artists. Students also have the opportunity to be involved in all aspects of performance and production, marketing, development and administration. In partnership with the World Arts Village and the City of North Miami, PAN has become a part of a larger concept for the entire block, which includes three buildings. PAN is involved in The City of North Miami Business Development Board, which has designated an Arts District that includes PAN, has placed banners throughout the area and is planning targeted development and marketing for the arts. In June 2009, a devastating fire, caused by arson, destroyed a portion of PAN's performing arts center. Since then, and while plans to reconstruct and repair the damages are underway, PAN is occupying its smaller studios solely, and has had to scale back performances, classes and rehearsals accordingly. The reconstruction of the damaged facility is to include improved capabilities, such as a larger studio/black box space with higher ceilings than the original retrofit of the building was able to accommodate. This will

better serve PAN's programming, and make the venue more marketable to outside groups as a rentable space. While reconstruction has been delayed due to a prolonged settlement process with its insurance company, PAN's current schedule anticipates being able to complete the structural/general conditions (roof system, mechanical, electrical, etc.) reconstruction by the end of 2012.



**Sosyete Koukouy, Inc. as fiscal agent for Haitian Artists Network (HAN) - FY2012: \$23,500; FY2013 Preliminary Proposed: \$23,500**

Sosyete Koukouy provides services and coordinates programs through the *Haitian Artist Network (HAN)*. HAN provides increased opportunities for South Florida's growing community of Haitian-American artists through workshops, literary conferences, subsidized performance and exhibit spaces, and community collaborations. Department staff will continue to work closely with Sosyete Koukouy to monitor services made available to Haitian-American artists and on its grant management during FY 2012-2013.

**Sunshine Jazz Organization - FY2012: \$19,500; FY2013 Preliminary Proposed: \$19,500**

Sunshine Jazz is a support service organization whose mission is to foster and enhance jazz music appreciation by promoting the accessibility of jazz music to the general public. It advances these objectives by sponsoring workshops, concerts and lectures for aspiring and established jazz musicians, as well as maintaining extensive audio and video archives related to jazz music. Sunshine Jazz also provides a musicians' referral service, produces concert tours including "*Jazz on Wheels*" and "*Jazz Jams for Youth*," commissions jazz recordings, publishes the monthly newsletter, *The Sunshine Jazz Messenger*, and is the established Florida link for national and international jazz societies and musicians.

**Theatre League of South Florida - FY2012: \$35,500; FY2013 Preliminary Proposed: \$35,500**

The Theatre League of South Florida is a membership organization consisting of 60 member theaters and over 400 individual member theater artists, including actors, technicians, playwrights, designers, directors, and stage managers. The League's member benefits include:

- *SouthFloridaTheatre.com* – an interactive online environment listing current and upcoming shows
- *OnStage Now* – program inserts distributed to all member organizations that highlight current show information of all member theaters
- *Cultural Connection.org* – a same day/half-price ticket sales program in partnership with WLRN-FM
- *Producer's Forum Meetings* – Open networking / roundtable forums to discuss current industry opportunities, issues and solutions
- *Unified Auditions* – held annually, members are able to see a wealth of new talent and receive a book of headshots and resumes
- *Talent Pool* – a book of headshots and information about all the individual members of The Theatre League of South Florida, available either online or in bound form
- *Bi-weekly Email Blasts* – distribute audition listings, job opportunities, advocacy updates and show postings to the entire membership
- *The South Florida Theatre Festival* – every member theater has an opportunity to participate in the South Florida Theatre Festival by showcasing a production or event to celebrate our region's rich and diverse theatre community
- *Theatre League Hotline* – discount ticket information through the members' only telephone hotline, updated weekly.
- *The Theatre Lab* – a series of workshops on theatre, in partnership with the Deering Estate

Council support enables the League to employ a full-time, paid Executive Director who works closely with the President and the Board of Directors to guide the membership with professional expertise.

## **TARGETED INITIATIVES**

The fourteen (14) grant recommendations below, totaling \$302,000, represent proposed Targeted Initiatives projects for FY2012-13.

### **Arts and Business Council of Miami, Inc. as fiscal agent for artburstmiami.com - FY 2012: \$42,000; FY2013 Preliminary Proposed: \$42,000**

Artburst is a media bureau for the arts, providing high quality coverage of the South Florida arts community to media outlets free of charge. Artburst began with a concentrated focus on the dance discipline in South Florida, and recently has begun to cover other artistic disciplines as well. Artburst was launched in 2009, with seed funding from The Knight Foundation and administrative and technical support from the Department and the Arts & Business Council. Since its launch, the Arts & Business Council has served as fiscal agent for the initiative, and as a key member of the steering committee. Since 2011, Artburst has supported by the Department and by its membership, which includes arts organizations and artists as well as patrons of the arts. Targeted funding supports the administrative and online infrastructure required to maintain Artburst, including journalist fees due to the writers and editors, server hosting and maintenance fees for the website, etc.

### **Black Archives History and Research Foundation - FY2012: \$30,000; FY2013 Preliminary Proposed: \$30,000**

The Black Archives History and Research Foundation is dedicated to preserving and encouraging African American culture through music, literature, dance and visual arts. The Black Archives' mission is to collect and preserve the heritage and culture of black people in Miami-Dade County from 1986 to the present, with an emphasis on the 20<sup>th</sup> century urban south, by developing and maintaining manuscript, oral history and photographic collections. With 70% of the construction work and expansion of the Lyric Theater complete, and the activation of the Theater set to occur shortly, the Black Archives is poised to transition from the Cultural Advancement Grants program's Category B (awards of \$41,000) to Category A (grants awards of \$82,000). In anticipation of its demonstrated readiness, and to mitigate The Black Archives/Lyric Theater's qualifying at the higher category from negatively affecting those already being funded at that level, maintaining a Targeted grant of \$30,000 is recommended. Department staff will continue to work closely with and monitor the Black Archives as it progresses through this transition.



### **City of Hialeah Cultural Council - FY2012: \$26,500; FY2013 Preliminary Proposed: \$26,500**

The City of Hialeah produces the city's Hispanic Heritage Festival, Hialeah Cultural Fridays/Viernes Culturales en Hialeah, the Talent around Hialeah talent show for children and the annual Fourth of July Celebration. All events are sponsored by the City's Cultural Affairs Council featuring Hialeah artists and cultural groups and are open to the general public. Staff has met with City of Hialeah officials and staff to discuss efforts to promote performances at the City's first-rate venues. The Hialeah Cultural Affairs Council has significantly increased city-sponsored cultural activities at Goodlet Auditorium and Hialeah High School Auditorium. The Department and the City have developed a masterplan for Milander Auditorium featuring a multi-use studio theater space for community and cultural events, which is currently under construction.

### **Florida Memorial University's Lou Rawls Performing Arts Center – FY2012: deferred; FY2013 Preliminary Proposed: deferred**

Targeted grants for the Local Non-profit Cultural Organizations Assistance Initiative that subsidizes rental fees associated with using of the Hialeah High School Auditorium and the Florida Memorial University Lou Rawls Performing Arts Center were deferred in FY2011-2012, and are recommended for continued deferral in FY2012-2013, as each of these efforts currently has unexpended prior year grant funds available to be

utilized in FY2012-2013 to extend rental subsidies to eligible local organizations. Staff is exploring expanding this group of facilities, subject to the availability of funds. Florida Memorial University's Lou Rawls Performing Arts Center is one of the North Miami-Dade/Hialeah cultural facilities rebuilt using substantial County funding, and overseen by the Department's Facilities Improvement and Management division. (Re-)Opened in September 2004, the Lou Rawls Performing Arts Center is now a state-of-the-art theater, and the finest cultural venue available in the northern region of the County. As part of its continued commitment to serving as a neighborhood cultural center, the University designates 30% of the usage of the facility to Miami-Dade County-based non-profit cultural organizations. To stimulate the Center's rental by a cross-section of local groups, County funding is available as rental incentive subsidies to non-profit cultural organizations that would not otherwise be able to afford the rental charges, or might not otherwise attempt presenting in an "untested" venue (vis-à-vis their traditional audience or geographic bases). The advantages of this strategy are: reducing the cash "risk" to cultural organizations, encouraging groups to try a new venue, and providing excellent artistic programming in an area and to audiences that previously may not have had convenient access to such cultural product. Department staff will continue to work closely with Florida Memorial University to monitor the administration of the rental incentive subsidies in FY2012-2013.

Council member Dwayne Wynn has committed to continue to serve as the Council's liaison for this project.

**Friends of the Miami-Dade Public Library – A Compendium of Collections and Collecting in Miami: The Vasari Project - FY2012: \$15,000; FY2013 Preliminary Proposed: \$15,000**

This project, a first of its kind, is an archival and website initiative undertaken by the Friends of the Miami-Dade Public Library System, in cooperation with the Miami-Dade Department of Cultural Affairs. The project is focused on describing the evolution of Miami-Dade's visual arts scene from its early stages into its current recognition as a major hemispheric center for visual artists and new work. The project will result in the establishment of a living archive of materials collected for the project and beyond, which will serve as the basis for ongoing research, scholarship, exhibitions and website (featuring digitized images of works of art and supporting materials). In FY2011-2012, the Friends of the Miami-Dade Public Library is continuing to implement the project which consists of: researching and adding materials to the archive; coordinating a series of information gathering discussions, the Vasari Chats, to be held and recorded at the Main Library; updating a timeline of visual arts information to cover the period 1940-2002; and moving the collection to a more public space in the Library to allow better access to the inventory. All collected materials are now inventoried, catalogued and made accessible online through the Library's website. Outreach programs continue as the library partners with the Miami Art Museum to present lectures, exhibits and hands-on exploration of artifacts. Future goals of the project include publishing/digitizing and distributing the book to the public, arts journalists, schools, libraries and interested institutions.

**Greater Miami Festivals and Events Association, Inc. as fiscal agent for Cultural Marketing, Promotion and Publications - FY2012: \$50,000; FY2013 Preliminary Proposed: \$50,000**

In order to sustain regular publication of the biannual calendar of events in partnership with the Greater Miami Convention and Visitors Bureau, and to produce other public informational, promotional and cultural tourism materials, a special budget line item is required. These funds are complemented by in-kind services from the Greater Miami Festivals and Events Association (fiscal agent). Many of the Council's cultural tourism brochures, advertising and publications are funded as cooperative ventures with specific federal, county and private sector financial support. In the past, these partnerships have involved American Express, The Miami Herald, Miami-Dade County's departments of Airport, Seaport, Communications, and Historic Preservation, as well as the Greater Miami Convention and Visitors Bureau and the Miami Beach Cultural Arts Council. This ongoing effort has produced acclaimed brochures and unique advertising vehicles such as: the Golden Ticket Arts Guide, promoting free admission offers for senior citizens over the age of 62; the Greater Miami & the Beaches Cultural Guide and biannual "Calendars of Events;" economic impact of the arts industry brochures; redesigns and multi-lingual publication of the Council's grants brochures; the "M-List" and "M-Live" – four 30-minute feature television shows showcasing the museums and performing arts assets of Greater Miami; a special "MiamiArts" insert section in Travel+Leisure magazine; a special edition of Museums Magazine published and distributed in tandem with Art Basel and direct mailed to prime consumers in Miami's principle tourism feeder markets in the Northeast and Mid-

West; the "What Makes You Happy" post-9/11 2-for-1 admission to cultural programs advertising campaign which included newspaper ads, direct mail "scratch-off" promotions to American Express gold and platinum card members, etc.; logo and image creation for the Department's cultural "brand" including the website; "On Stage South Florida: A Guide to Theaters in the Region," the Discount Directory of Cultural Activities; the statewide "Discoveries" brochure; Greater Miami's "Historic Places" and "Historic Neighborhoods" brochures; "The Festivals of Miami" guide; and development of materials to promote purchasing the Florida Arts License Plate. Council staff continues to "broker" partnerships to update and expand its informational publications and cultural tourism promotional materials and opportunities.

**Haitian Cultural Arts Alliance, Inc. (Alyans Atizay Ayisyen, Inc.) - Haitian Cultural Initiatives - FY2012: \$22,500; FY2013 Preliminary Proposed: \$22,500**

The Haitian Cultural Arts Alliance (HCAA) is dedicated to preserving and promoting the Haitian culture through music, literature, dance and visual arts. The organization has become the home of the Caribbean Heritage Collection. The collection contains books, photographs, periodicals, historical maps, manuscripts, artworks, and music exclusively reflective of the history and heritage of the Caribbean. This collection is made available to scholars, museums, student and other researchers from South Florida, the Caribbean and throughout the world. The Haitian Cultural Arts Alliance is especially well positioned to attract new prospects and donations to its collection, and can thereby significantly contribute to, and increase the worth and appreciation of Caribbean art and culture.

In FY2011-2012, HCAA collaborated with CulturesFrance to launch the *Global Caribbean* exhibit. Curated by internationally-renowned Haitian artist, Edouard Duval-Carrié, the contemporary exhibit coincided with Art Basel Miami Beach 2011 and remains at the City of Miami's Little Haiti Cultural Center until March 31, 2012. *Global Caribbean III* opened at the Agnes B. Gallery in Paris in May 2011, and was exhibited at the first *Pavillion d'Haiti* at the Venice Biennale.

In May 2012, HCAA will collaborate with the Haitian Embassy in France, Université Panthéon Sorbonne (France), Florida International University, the Latin American Caribbean Center and the Little Haiti Cultural Center to present *Inter-University and Professional Collaboration: An Account - Vision and Reality*. The two-day event will bring together industry professionals and the community-at-large to round table discussions that will focus on the following themes: education and university cooperations; environment; health; information technology; and culture in the U.S. and French diaspora.

HCAA continues to establish itself as an institutional network for channeling resources, building relationships, facilitating exchanges and strengthening cooperation between the Haitian-American and Afro-Caribbean arts communities and the international world of visual and performing arts.

**Hispanic American Lyric Theatre, Inc. as fiscal agent for Hialeah High School Auditorium rental incentives – FY2012: deferred; FY2013 Preliminary Proposed: deferred**

Targeted grants for the Local Non-profit Cultural Organizations Assistance Initiative that subsidizes rental fees associated with using of the Hialeah High School Auditorium and the Florida Memorial University Lou Rawls Performing Arts Center were deferred in FY 2011-2012, and are recommended for continued deferral in FY 2012-2013, as each of these efforts currently has unexpended prior year grant funds available to be utilized in FY 2012-2013 to extend rental subsidies to eligible local organizations. Staff is exploring expanding this group of facilities, subject to the availability of funds. The Hialeah High School Auditorium is one of the North Miami-Dade/Hialeah cultural facilities rebuilt using substantial County funding, and overseen by the Department's Facilities Improvement and Management division. Re-opened in April 2005, the Hialeah High School Auditorium, a first-class, state-of-the-art theater, is the only such theater in Hialeah, the second-most populous city in Miami-Dade County. To stimulate the Auditorium's rental by a cross-section of local groups, this targeted grant funding is available as rental and marketing incentive subsidies to non-profit cultural organizations that are not otherwise be able to afford the rental charges, or might not otherwise attempt presenting in an "untested" venue (as opposed to a location that

attracts their traditional audience or exists within familiar geographic bases). Non-profit cultural organizations submit a Rental/Marketing Assistance application, which is subsequently reviewed by the Hialeah High School Auditorium Booking Committee. The advantages of this strategy are: reducing the cash "risk" to cultural organizations, encouraging groups to try a new venue, and providing excellent artistic programming in an area and to audiences that previously may not have had convenient access to such cultural product.

**Historical Association of Southern Florida, Inc. fiscal agent for the Cuban Pilots Association, Inc. – FY2012: \$10,000; FY2013 Preliminary Proposed: \$10,000**

In January, 2011, the Board of County Commissioners directed the Mayor or his designee to identify and use non-Aviation funds to display, secure and maintain the Cuban Pilots Association (CUPA) monument consisting of a single B26B Bomber aircraft at Kendall/Tamiami Airport. Department staff has coordinated with the Aviation Department and the Cuban Pilots Association to re-negotiate the monthly lease fees and groundskeeping responsibilities for the property at Kendall/Tamiami Airport. The Department has also established a working partnership between the Historical Association of Southern Florida (aka HistoryMiami) and the Cuban Pilots Association to use targeted grant support to: bring up-to-date and keep current, rental payments to MDAD; maintain the aircraft and premises of the monument; and fund programs to secure additional funding for the monument. HistoryMiami provides monument management and administrative assistance to the Cuban Pilots Association, and is working with them to develop and achieve additional sources of revenue for the long-term maintenance, care and other needs of the monument.

**Homestead Center for the Arts – FY2012: \$16,000; FY2013 Preliminary Proposed: \$16,000**

Council funding is used to support rural South Dade and Homestead-based cultural arts and community organizations. Homestead Center for the Arts' (HCA) focus has been to support rural and ethnic arts groups and populations. Funding in FY 2012 is supporting an array of projects and activities, including programs presented by The Children's Gallery & Arts Center, Florida Pioneer Museum, Homestead Art Club, The Bea Peskoe Lunchtime Lecture Series, and South Dade Expressions. Audiences across the farmlands, neighborhoods and the unincorporated communities of greater South Miami-Dade, all benefit from these richly diverse performances and programs.



**Open Lab – FY2012: N/A; FY 2013 Preliminary Proposed: \$20,000**

*Open Lab* aims to foster community by hosting monthly gatherings where local filmmakers get to know one another, share clips of their work and get feedback from their peers over the course of a year. These open get-togethers will be held at a different space each month, engaging audiences from different parts of our community and introducing them to various cultural organizations and arts venues in and around Miami. Open Lab will also welcome visiting filmmakers who are considering working in Miami, energizing outsiders with local talent and encouraging them to stay. The first pilot year will cultivate friendships and collaboration, and will serve as a foundation to offer more resources and support for the growing film community in the future. Building community will be key, our partnerships will include: Miami Light Project, Miami International Film Festival, Miami-Dade County Department of Cultural Affairs, The Betsy Hotel and other interesting venues and cultural organizations.

Prior to FY2012, programs and services directed at assisting the local independent filmmaking community were supported through grants to the Entertainment Industry Incubator. Based on its activities and a thorough performance review, it was determined that the Entertainment Industry Incubator's actual programs were best addressed by the Department's Community Grants Program. There remains a need to identify and support a service provider that is focused on the local independent film community and to encourage and optimize their work. The Open Lab initiative is emanating directly from among the filmmakers themselves. Therefore, staff is recommending that an initial grant be provided to this effort, in

the hope that, with the Department's assistance and resources, it can develop into a full-fledged service provider for independent film in Miami-Dade County.

**The Rhythm Foundation, Inc. as fiscal agent for programs at Caleb Auditorium and/or African Heritage Cultural Arts Center – FY2012: \$25,000; FY2013 Preliminary Proposed: \$25,000**

The Rhythm Foundation, one of the County's premier presenting organizations, is partnering with the Department to reinvigorate and energize the programmatic opportunities available to the public at both the Caleb Auditorium and the African Heritage Cultural Arts Center. Much as they are doing through the monthly "Big Night in Little Haiti" Series which they curate and present, The Rhythm Foundation is uniquely suited to identify and present artists and cultural groups that can provide high caliber cultural experiences that have particular resonance and significance for the communities that are directly connected with and accessible to these two County venues. The objective of these performances is to attract significant and steady audiences for each venue and to re-establish them as central entertainment, educational and cultural gathering places within their communities.

**Theater League of South Florida, Inc. as fiscal agent for "Playwright Development Program" - Playwrights' Workshop Series – FY2012: \$25,000; FY2013 Preliminary Proposed: \$25,000**

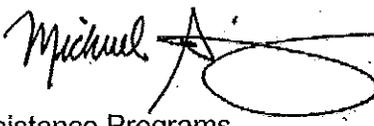
The "Playwright Development Program" provides a framework for cultivating new work from local playwrights. Over a two-year period, six intensive 2-day workshops are presented by nationally renowned playwrights, providing Miami writers consistent, insightful, and expert critical analysis in the development of their new work. At the conclusion of each program cycle, "workshopped" plays are presented in a professionally produced festival of staged readings. To date, master playwrights have included Edward Albee, Nilo Cruz, Tina Howe and A.R. Gurney. Alumni have received productions of their work in: New Haven, New Orleans, Miami, Coral Gables, and New York; as part of the Actors Theatre of Louisville's Humana Festival of New American Plays; and have been admitted to the prestigious playwriting program at the Juilliard School.

**Tigertail Productions, Inc., as fiscal agent for the Artist Access Program - FY2012: \$20,000; FY2013 Preliminary Proposed: \$20,000**

Launched in 1997, the Artist Access Grants Program is designed in an easily accessible format to provide approximately 16-19 mini-grants of up to \$1,000 to practicing, professional and emerging artists residing in Miami-Dade County. The competitive program offers support that enables artists to take advantage of specific and exceptional professional development, skill-building opportunities that will advance their work and careers as working artists. Such opportunities may include, but are not limited to, advanced workshops, conferences, master classes and residencies, or engaging in activities that are specifically capable of advancing or propelling a professional career. Applications are reviewed three times annually by a local peer panel.

Date: March 21, 2012

To: Members, Cultural Affairs Council

From: Michael Spring, Director 

Subject: Overview of Technical Assistance Programs

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The Department continues to strengthen its commitment to advancing the professional skills of cultural organizations and individual artists through the enhancement of existing technical assistance programs and the introduction of new initiatives. Additional programs that serve individual artists are outlined in a separate memorandum. Our technical assistance offerings include:

### PROFESSIONAL / ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

#### THE DEVOS INSTITUTE OF ARTS MANAGEMENT AT THE KENNEDY CENTER - CAPACITY BUILDING: MIAMI

In January 2011, the DeVos Institute of Arts Management at the Kennedy Center launched *Capacity Building: Miami*, a new initiative designed to serve the city's vital arts community, particularly focused on strategies to sustain non-profit arts organizations through the current recession. *Capacity Building: Miami* explores best practices in key areas of institutional and organizational development over a two-year period. The program, underwritten by the John S. and James L. Knight Foundation and presented in partnership with the Miami-Dade County Department of Cultural Affairs, is free of charge to participants. 65 local cultural organizations, selected through a competitive process, are participating. *Capacity Building: Miami* consists of:

- **Seminars** – Six half-day seminars gather senior staff and board members from participating organizations for workshops led by Kennedy Center President Michael M. Kaiser and DeVos Institute faculty. The symposia cover: Artistic Planning; Board Development; Fundraising; Institutional Marketing; Programmatic Marketing; and Strategic Planning.
- **Web-Chats** – Periodic web-chats are led by DeVos Institute faculty and serve an intermediary role – to continue and deepen dialogue on specific subjects introduced at the seminars. The web-chat format recognizes and serves the need for continued, detailed conversation on key areas of arts management concern.
- **Consultative Services** – Consultative services are available via telephone, email, or in-person for each participating organization, at their request.

*Capacity Building: Miami* vastly expands and formalizes the Department's initial "tactical response" initiative launched last year, *CSI: Cultural Survival Initiative (CSI)*, which provides a collection of useful information to serve as a technical assistance guide for arts groups and arts managers to sustain themselves through these difficult economic times. Among the resources coalesced and easily accessed through CSI are: the Profiles of South Florida Funders Directory; Foundation Directory Online Professional Database and the Foundation Grants to Individuals Database.

#### SOUTHEAST FLORIDA REGIONAL PARTNERSHIP / SOUTH FLORIDA REGIONAL PLANNING COUNCIL

In its leadership role of the South Florida Cultural Consortium (SFCC), the Department and its SFCC-member cultural agencies, expanded specifically for this purposes to include Indian River and St. Lucie counties, is actively engaged in the Southeast Florida Regional Partnership's US HUD Sustainable Communities Planning Grant and process. The Southeast Florida Regional Partnership, an alliance of nearly 200 public and private sector agencies and organizations across seven counties representing the diverse populations, interests and geography of the seven-county region, has been awarded \$4.25 million to create a plan that would improve regional housing, land use, economic and workforce development, transportation and livability. As a "kick-off"

to the planning process, the Department coordinated a Roundtable Discussion in January, 2011 at the new New World Symphony Campus featuring HUD Deputy Secretary Ron Sims, NEA Chairman Rocco Landesman and a panel of six business and civic leaders from throughout the region, moderated by Neisen Kasdin. The session was attended by more than 200 people and prompted impassioned statements by HUD Deputy Secretary Ron Sims about the capacity of arts and culture to create vibrant, strong and sustainable communities and the integral role the arts play in establishing long-term success in economic development. Michael Spring serves as a member of the SFRP Executive Steering Committee.

### BOARD DEVELOPMENT TOOLKIT

Developed by the Harvard Business School Alumni Club's Community Partners Program and the Department, the *Board Development Toolkit* has been created as a resource to teach arts organizations new strategies to recruit and sustain greater and more diverse civic participation on the boards of cultural organizations. The *Toolkit* is an "end user" (e.g., executive director, board chairman/executive committee, board nominating committee, etc.) driven assessment methodology to gauge and track current board profile and effectiveness, while providing specific, targeted recruitment and retention techniques and strategies. The *Toolkit* and a companion "user's manual" are being finalized, and are to be made available on the Department's website, [www.miamidadearts.org](http://www.miamidadearts.org). Orientation sessions regarding its use will be facilitated by the Department and the Arts and Business Council upon request.



### POWER2GIVE.ORG

On December 14, 2011, the Department launched [power2give.org](http://power2give.org), an online fundraising web-based platform designed to match individual donors' interests and passions with compelling local arts-based projects, programs and initiatives in an easy and engaging way. Developed and hosted by the Arts & Science Council (of Charlotte/Mecklenberg County, NC), [power2give.org](http://power2give.org) was created with a grant received from the Knight Foundation. The site is an easy-to-use donor platform devoted to arts, science, and history projects, programs and initiatives, and encourages cultural consumers to take the next step in supporting organizations that they like by becoming contributors. The concept evolved in response to the understanding that transparency and personal control are important motivators for private philanthropy. Many individuals are more inclined to contribute to projects when they can see the immediate and specific impact of their gift toward addressing a particular need and achieving a project's purpose, and/or they can direct the way in which their gift is utilized (e.g., "top off match" – the last 5%-10% of a project's need; "seed funds" – the first 10%-20% to launch a project; "discipline based" – dance only; etc.). A "viral" private sector philanthropic tool, [power2give.org](http://power2give.org) maximizes the visibility for small or "scalable" projects, enabling funding needs to be precisely described, to be seen by a broad potential funder base (using the lists provided by the participating cultural organizations as a starting point), and to be supported by motivated investors with an interest in encouraging others of their peers/friends to join them in achieving the goal.

Since the launch of [power2give.org](http://power2give.org):

- Matching funds provided by The Knight Foundation for the program's launch were expended in full on January 14, 2012 – in only four weeks' time;
- Close to **\$220,000** of private sector support has been raised for the Miami-Dade cultural community (including \$100,000 in matching funds provided by The Knight Foundation for the launch of the program);
- **Seventeen (17)** cultural projects have achieved **full funding** on [power2give.org](http://power2give.org) for a total of **\$125,430**;
- **Twenty-six (26)** cultural projects have completed their project's fundraising campaigns, raising over **\$150,000**;
- Over **750 donations** have been processed on [power2give.org](http://power2give.org)

To visit the site, log on to [www.power2give.org](http://www.power2give.org)

## CULTURAL DIRECTORIES

The Department manages and maintains the *Cultural Directory*, an interactive resource guide for arts and culture in Miami-Dade County. The directory is divided into three categories: facilities, organizations and individual artists. This searchable database enables users to catalogue and promote themselves, their organizations or facilities based on criteria such as discipline, venue size and geographic location. This tool can also be used to identify collaborative partners, and to educate and inform audiences as to the wide range of cultural activities available to them in Miami-Dade County. The *Cultural Directory* is updated regularly by its members and is available on the Department's website at [www.miamidadearts.org](http://www.miamidadearts.org).

## MIAMI EMERGING ARTS LEADERS

The Department created Miami Emerging Arts Leaders in 2004 to identify and cultivate the next generation of professional arts leaders in Miami-Dade County. The program provides networking and professional development opportunities to encourage arts administrators to explore and expand their leadership skills. Modeled after the Americans for the Arts Emerging Leaders Initiative, Miami Emerging Arts Leaders convene quarterly at various local cultural venues for workshops, lectures, networking lunches, and the annual Creative Conversation held each October in conjunction with National Arts & Humanities Month.

## VENUE RENTAL/MARKETING ASSISTANCE SUBSIDY PROGRAM

In an effort to stimulate cultural activity in underserved communities, the Department offers a mini-grant program that provides rental and marketing subsidies to qualified, nonprofit cultural organizations for use at a select group of the more technically sophisticated performance facilities located in geographically outlying areas of Miami-Dade County (including the 450-seat Lou Rawls Center for the Performing Arts at Florida Memorial University in Miami Gardens, and the 850-seat Hialeah High School Auditorium). The advantages of this strategy are: reducing the cash "risk" to cultural organizations when "testing out" a new venue and new market segment, and providing excellent artistic programming in an area and to audiences that previously may not have had convenient access to such cultural product. Staff is exploring expanding this group of facilities to include other venues, subject to the availability of funds.

## AUDIENCE DEVELOPMENT PROGRAMS:

- **CULTURE SHOCK MIAMI FOR STUDENTS**

The Department has developed and managed programs and services that have proven to be effective tools in helping arts groups develop audiences that specifically address two underserved demographics: youth and seniors. In partnership with TicketWeb (a service of TicketMaster), our highly successful *Culture Shock Miami* discount ticket program has increased cultural participation among the hard-to-reach, younger audience demographic, students between the ages of 13 – 22. *Culture Shock Miami* program partners benefit from marketing their offerings directly to more than 7,000 young arts enthusiasts per week. This program is an audience development tool that cultivates the future arts patron by teaching the practice of searching for, selecting and purchasing tickets to cultural events.

- **GOLDEN TICKET DISCOUNTS FOR SENIORS**

The *Golden Ticket Discount for Seniors* program, which is enormously popular among seniors, the media and elected officials throughout Miami-Dade County, provides Miami-Dade County citizens ages 62 and over access to an array of free arts offerings. Golden Ticket Program partner organizations are able to promote existing free events and/or market special free programs for seniors directly to this demographic.

- **AUDIENCE ACCESS (AUD) MINI-GRANTS PROGRAM**

The Audience Access (AUD) grants program provides up to \$2,500 in funding to promote and help pay for arts program ADA/access technology, such as American Sign Language (ASL) interpreters, captioning, audio

description, ADA accessible marketing materials, and other such services to ensure programmatic access for audiences of all abilities. Audience Access does not provide assistance in funding capital/facilities improvements, such as construction, renovation or major equipment purchases.

### **ONE-ON-ONE CONSULTATIONS / HANDS-ON ASSISTANCE**

Department staff routinely provides hands-on, administrator-to-administrator training and expertise. This continues to be our Department's most valuable technical assistance tool for organizations of all levels, as well as for emerging and established individual artists. These consultations are required of each organization in advance of applying to any of the Department's grants programs for organizations. Additionally, telephone, email, social networking and in-person communication is encouraged through each step of the grants process, as well as throughout the year, as an opportunity to keep program administrators abreast of successes and hardships encountered during the season. As needed, the Department's senior staff meets with administrative and board leaders of organizations at critical stages of their development for extended, intensive assessments of key issues affecting their growth. Over the years, organizations for which these intensive sessions have been conducted include the Deering Estate at Cutler Bay, Florida Dance Association, Miami Design Preservation League, Murray Dranoff Foundation, Sosyete Koukouy, Inc. and Theater League of South Florida. Department staff continues its ongoing work with the board of the Coconut Grove Playhouse and AMS Planning & Research, a national arts management consultant, to advance recovery plans for restoring flagship regional theater to our community.

### **CUSTOMIZED ASSISTANCE AND STIPENDS FOR CULTURAL ADVANCEMENT PROGRAM GRANTEES AND DESIGNATED EMERGING MAJOR CULTURAL INSTITUTIONS**

The Department's Cultural Advancement program provides significant grants and technical assistance to a selected group of Miami-Dade County's highest quality mid to large size, culturally diverse performing arts, visual, literary and presenting arts organizations that have a history of distinguished artistic programming. Grantees through the Cultural Advancement Grants Program are eligible to access a pool of funds that can be used exclusively to enhance the artistic and/or administrative quality of the organization. Examples of eligible uses of these funds include: conference or workshop attendance; fact-finding/information gathering/research (e.g. viewing performances the organization is interested in contracting); management or artistic consultants; and/or master teachers/artists-in-residence. Similarly, institutional development funds are allocated specifically for the two Designated Emerging Major Cultural Institutions. Each of these groups is being mentored, in direct consultation with Department staff, in seeking and securing expertise that can assist in resolving a particular issue (or issues) that must be addressed in order to advance the organization to its next level of institutional and artistic development. In FY2010-2011, grantees utilized technical assistance stipends to participate in more than 30 institutionally advancing activities in places such as Chicago, Cleveland, New Orleans, New York, Brazil, Jamaica and Spain. Organizations such as Chopin Foundation of the United States, Hispanic Theatre Guild, Jamaica Awareness, New Theatre, and Rhythm Foundation used these stipends to engage professional consultants for organizational capacity building activities such as: board development/restructuring, strategic planning and organizational evaluation; each of these non-profit institutions already has shown considerable growth, stabilization and progress as a result.

### **ARTS HELP MINI-GRANTS PROGRAMS**

- **ARTS HELP GRANT WRITING ASSISTANCE MINI-GRANTS**

The Arts Help Grants Program was established to help arts organizations having an English language barrier in the area of grant writing by providing funding support for the purposes of hiring bilingual grant writers to assist organizations in completing grant applications for local, state and federal grant programs. The objective of the program is to teach these arts organizations how to write and present successful grant applications by providing hands-on, technical assistance for up to a three year period. The Department has expanded the scope of the *Arts Help* mini-grants program to provide assistance to people with disabilities so that they may hire grants writers to access the Department's grants programs more conveniently.

- **TRAVEL/CONSULTANT ASSISTANCE MINI-GRANTS FOR GRANTEEES THROUGH THE HANNIBAL COX, JR. CULTURAL GRANTS PROGRAM AND THE YOUTH ARTS MIAMI GRANTS PROGRAM**

In order to respond to the growing need for technical assistance services beyond grants writing, the *Arts Help* program was expanded to provide a variety of technical assistance services. Currently, the *Travel/Consultant Assistance Mini-Grants Program* extends "Cultural Advancement styled" technical assistance stipends for Hannibal Cox, Jr. Cultural Grants program and Youth Arts Miami Category A and Category B grantees. To date, this "value added" program feature has provided 57 mini-grants have to eligible organizations for use towards skill-building opportunities, including but not limited to conferences/workshops, grant writing services, management or artistic consultants, financial management upgrades, computer program systems and website development. The Department is currently exploring the availability of funds to increase this pool in order to establish parity between the travel/consultant subsidies provided to Cultural Advancement groups, and those currently available to Youth Arts Miami (Categories A and B) and Hannibal Cox, Jr. Cultural grants program grantees.

- **ARTS & BUSINESS COUNCIL OF MIAMI'S MIAMI ARTS MARKETING PROJECT WORKSHOP PARTNERSHIP**

For more than ten years, the Department has collaborated with the Arts & Business Council of Miami to produce a series of workshops designed to address target-market strategies. The 2011-2012 Miami Arts Marketing Project Workshop Series, "*Solving the Marketing Puzzle: Cutting Edge Strategies for Reaching and Keeping Today's Arts Consumers*," consists of six monthly workshops focusing on today's most effective marketing techniques, including "It's Not Puzzling: Putting the Pieces Together to Create Marketing Magic," "The Two Piece Puzzle: Corporate Sponsorship and Marketing," "The Publicity Puzzle: How to Catch a Buzz," "The Missing Piece: Connecting with Young Professionals – Participants, Patrons, Donors," "It's Puzzling: If They Don't Know, They Won't Go," and "Social Media: Each Social Network is a Piece." Scholarships to attend the workshops are extended to grantees of the Department's Community Grants Program, the Cultural Advancement Grants Program, Developing Arts in Neighborhoods Grants Program, Hannibal Cox, Jr. Cultural Grants Program and the Youth Arts Miami Grants Program. This partnership with the Arts and Business Council of Miami also offers an annual Breakfast with the Arts & Hospitality Industry roundtable discussion, which provides participants the unique opportunity to network with marketing representatives from hotels, restaurants and airlines in South Florida.

- **L.E.A.D. (LEADERSHIP EXCHANGE IN ARTS AND DISABILITY) ANNUAL CONFERENCE SCHOLARSHIPS**

The Department offers scholarships of up to \$1,000 per organization toward the cost of conference registration fees, hotel accommodations and airfare for local arts presenters and administrators to attend the annual LEAD conference, presented by the Kennedy Center. Scholarships are processed first-come-first-served, and are paid on a reimbursement basis for grantees through the Major Cultural Institutions, Cultural Advancement, and Youth Arts Miami (Category A) grants programs. The annual LEAD conference is held in a different locale each year: 2010's convening was in San Diego, CA; 2011's conference was in Louisville, Kentucky; and the 2012 conference is in Boston, MA from August 21 – 24.



### **NATIONAL ARTS CONFERENCES**

The Department aggressively pursues opportunities to attract and host major national conferences in Miami, recognizing that easy and affordable access to these significant convenings benefits our local arts organizations and professionals, as well as our destination. The Department has successfully secured and is hosting: the Southern Arts Federation's (SAF) 2012 Performing Arts Exchange conference, based at the Fountainebleau Resort on Miami Beach September 19 – 22, 2012 – the leading professional forum, and primary marketplace and booking showcase for performing arts presenting and touring in the eastern United States; and Grantmakers in the Arts 2012 annual conference, based at the Eden Roc Resort on Miami Beach October 14 – 18, 2012 – THE premiere gathering of the nation's public and private sector arts funders.

## TECHNOLOGICAL SERVICES

### CULTUREGRANTS ONLINE (E-GRANTS SOFTWARE PROGRAM)

The Department secured Western States Arts Federation (WESTAF) to design, build and host the new online grant system. Launched in 2010, the system allows applicants to create proposals via a secure online server, eliminating the need to submit multiple copies of paper applications. The system significantly streamlines the annual application and grant management process for the more than 550+ organizational applicants, 200+ grant panel members, and 20+ Departmental staff members. Currently, the CGO system contains more than 1000 user accounts representing a variety of user roles.

The amount of time required by grantmakers, grant panelists, and grantees has been greatly minimized due to the efficiency of the information-gathering/sharing methods that have been consolidated and organized into this easily accessible platform. The data from each of grant is stored in a centralized system, which provides a valuable information resource tool capable of producing powerful real-time reports such as budget trends, venue usage, attendance figures and impact of County support.

CGO (<http://miamidadearts.culturegrants.org/>) is pioneering a new approach to grants management by streamlining the current paper-practice into an efficient and green electronic system that is now generating interest from other county departments as well as other grantmaking organizations. Annually, Department staff provides a series of frequent workshops to train all prospective grantees on the basics of utilizing the system.

### E-INFORMATION

In an ongoing effort to keep the cultural community informed of upcoming funding deadlines, advocacy efforts, job postings and professional development opportunities, the Department issues a series of frequent email blasts to more than 2,528 cultural organizations, arts administrators, individual artists and arts supporters. These e-communications, including "News To Use," "FYI..." and "Action Alert," serve as an immediate point of contact with our constituents. These e-communications are subsequently uploaded to their corresponding section of the Department's website, including the CUA Facebook page featuring more than 1,414 "friends."

## INFORMATIONAL SERVICES

### CULTURE TALKS 2012: ROUNDTABLE DISCUSSIONS

The Department hosts informal roundtable discussions throughout the year, structured loosely by artistic discipline and facilitated by Michael Spring. These conversations gather together different arts leaders from throughout the County to discuss key issues facing the cultural community. The most recent of these discussions with music organizations and institutions took place on January 30, 2012 at The PlayGround Theatre.



### Americans for the Arts' National Economic Impact Study – Arts & Economic Prosperity IV™

The Department is a partner in *Arts & Economic Prosperity IV™*. The research study, being spearheaded by Americans for the Arts, America's leading nonprofit organization for advancing the arts, is designed to evaluate the impact that spending by nonprofit cultural organizations and their audiences has on Miami-Dade's local economy. As one of 200 study partners across all 50 U.S. states and the District of Columbia, the Department is responsible for facilitating the gathering of detailed economic organizational and event attendance data from nonprofit cultural organizations located throughout Miami-Dade County. In collaboration with Miami-Dade's cultural organizations and cultural facilities, audience surveys have been collected from thousands of cultural attendees during 2011. Customized findings for Miami-Dade County, as well as breakout studies for the cities of Miami and Miami Beach, are designed to demonstrate the impact of spending by nonprofit cultural organizations and their audiences on our local economy. Final reports detailing the studies' findings are expected to be delivered in May 2012.

## **AMERICANS FOR THE ARTS' LOCAL ARTS INDEX**

The Department, along with 99 other local arts agencies, has been selected to participate in the development of the first ever Americans for the Arts' *Local Arts Index*. This 18-month research initiative is a local complement to AFTA's National Arts Index and is funded by the Kresge Foundation. The Local Arts Index is structured to be a highly distilled annual measure of the health and vitality of the arts. It employs a single methodology using information gathered from reputable government and private sector sources and covering multiple industries - nonprofit organizations, for-profit arts businesses, artists, funding and investment, employment, personal participation, and much more. When taken together, these quantitative measures enable arts and community leaders to track their arts sector year-to-year as well as make community to-community comparisons.

## **ARTBURST MIAMI (FORMERLY PERFORMANCE JOURNALISM)**

Artburst Miami ([www.artburstmiami.com](http://www.artburstmiami.com)), an initiative formerly known as Performance Journalism, was created and begun by the Department in 2009 with funding from the Knight Foundation. Artburst Miami provides critical reviews and informed commentary for the artistic discipline of Dance. Its pilot phase was evaluated to have been a great success by local dance companies, the professional writers and editors hired to create discourse and competent criticism, the volunteer advisory editorial board, the media outlets that picked up and carried the articles created, and the Knight Foundation. A series of evaluative, brainstorming meetings with all of the initiative's stakeholders was convened throughout 2011, exploring ongoing and new key issues facing the dance community, analyzing the facets of the effort that proved to be most effective, and formulating next steps. Based on the success of the first year and the demonstrated need for arts coverage, the Department is continuing to invest in the growth and development of Artburst. Artburst Miami has added a membership-based, income generating component and has expanded to a multi-media journalistic platform that now includes radio, video, blogging, micro-blogging, social networking, streaming at Miami International Airport and a full service interactive website. Artburst is currently exploring the expansion into coverage into coverage of additional genres.

## **CONTINUITY OF OPERATIONS PLAN ("DISASTER PREPAREDNESS PLAN")**

The Department's Continuation of Operations Plan is reviewed and updated each year at one of the quarterly staff retreats. This emergency contingency plan outlines procedures for pre-emergency preparedness, emergency operations and recovery activities. Pre-emergency instructions include backing up computer files, securing office equipment and updating the emergency contact list. The Department also sends an e-notice with a preparedness checklist for organizations and an Emergency Preparation for Artists outline for artists. The Department's website is updated as necessary and possible. After an emergency, standard disaster response procedures are followed including sending e-notices to organizations and/or artists with pertinent updates, surveying organizations and artists to assess the damage to the cultural community and contacting other agencies, as necessary, regarding the status of local conditions (e.g., State of Florida Division of Cultural Affairs, National Endowment for the Arts, etc.). If for any reason an uncontrollable disruption of services occurs which is critical to carry out our functions, the Department has established a contingency work place for working off site on a temporary basis.

## **GRANTS PANELISTS RECRUITMENT**

Each year the Cultural Affairs Council appoints community, cultural and business leaders, representing Miami-Dade's diverse community, to serve as volunteer grants panelists for the Department's grants review process. Panelists assist in the continuous development of Miami-Dade County's cultural community by bringing their expertise to the competitive grants process. In an effort to achieve the best possible panel composition for each grants program, staff has developed a panelist application form that is available on our website as well as via email. Since the program's inception in 2007, more than 250 resumes and panelist applications have been received. The Department continues to send each panelist an exit survey along with an acknowledgement letter after each panel evaluation meeting. The feedback gained from panelists informs improvements to the application and panel review process.

## ENERGY MANAGEMENT POLICIES

As part of its commitment to sustainability, the Department has initiated a number of energy management policies in order to move away from using resources in an inefficient and wasteful way and instead move toward a smarter way of doing business. The Department continues to increase its use of telephone conference calls and video calling/conferencing (through Skype) to reduce travel to meetings. Each employee of the Department renews his/her "Green Pledge" annually, and particular strategies for operating in a more environmentally conscious manner are reviewed quarterly. The Department actively participates in the County's Green initiatives, including the Resource Conservation Committee, the Energy Management Initiative, CCX (Chicago Climate Exchange), and the development of the County's "Greenprint." The Art in Public Places program has adopted a policy that artists who are commissioned for projects that incorporate any form of power must accomplish those projects in an energy efficient manner. The Department collaborates with the non-profit cultural community and encourages change towards more sustainable and environmentally responsible practices.

# Memorandum



**Date:** March 21, 2012  
**To:** Members, Cultural Affairs Council  
**From:** Michael Spring, Director  
**Subject:** Services to Individual Artists

A handwritten signature in black ink, appearing to read "Michael Spring", with a large, stylized flourish or scribble extending from the end of the name.

The Department recognizes that the vibrancy of any cultural community relies on creating an environment that is supportive of and inspiring to individual artists as well as cultural organizations. The Department's portfolio of services to artists includes fellowship programs, technical assistance offerings and professional development opportunities.

## VISUAL ARTS

- **South Florida Cultural Consortium Fellowships for Visual and Media Artists** – provides cash awards of up to \$15,000 to resident professional artists living in the South Florida region (five for Miami-Dade artists), an exhibition at one of the region's major museums and a published catalogue of their work. Submissions are adjudicated by a panel of national curators and experts from leading contemporary museums and art film/video labs, giving our regional artistic community important exposure at the national level. The 2012 Fellowship recipients' group show is scheduled for the University Galleries, Florida Atlantic University in Palm Beach County later this year. The Consortium is an alliance of the local arts agencies of Miami-Dade, Broward, Palm Beach, Monroe and Martin Counties. These fellowships are among the largest provided by any local arts agency in the country. The Department is exploring the possibility of aligning the Miami-Dade artists Fellowships under its Art in Public Places division and the Art in Public Places Trust, as well as establishing an art work purchasing component from among the Miami-Dade recipients through the Art in Public Places program.
- **Art in Public Places** – In FY 2007-2008, the Department of Cultural Affairs assumed management of the County's Art in Public Places program. Since its inception in 1973, the Art in Public Places program, under the leadership of the Miami-Dade Art in Public Places Trust, has commissioned works of public art that transform civic spaces, celebrate the diversity of our community and capture the remarkable uniqueness of Miami-Dade County. With more than 600 works of art in the collection, the program has become a major countywide "museum" of art created by our own Miami-Dade based artists and by artists from all over the world. As part of our work to address the responsibilities for the collection, the Department has developed a new, state-of-the-art system to ensure the ongoing evaluation, care, maintenance and public appreciation of this remarkable array of public artworks. In FY 2012-2013, the Department will continue to offer consultations, workshops and mentoring programs to educate visual artists about the application and proposal selection process for the public art program. In addition, the Department is launching a new, re-structured website for the Art in Public Places program, which will include opportunities and resources for artists, policies and procedures for working with Art in Public Places, and highlights of the public art collection. The new website is also being re-designed to interface seamlessly with the new Collections Management software platform currently under construction, both of which are scheduled to launch in March 2012.
- **Filmmakers' Workshop** – addresses a critically underserved segment of the artistic community by providing professional development opportunities for locally based screenwriters and filmmakers. The workshop is presented in collaboration with the Miami Light Project. In 2012, the program continues its focus examining the social and technical issues related to documentary film projects, filmmaking and directing.

## PERFORMING ARTS

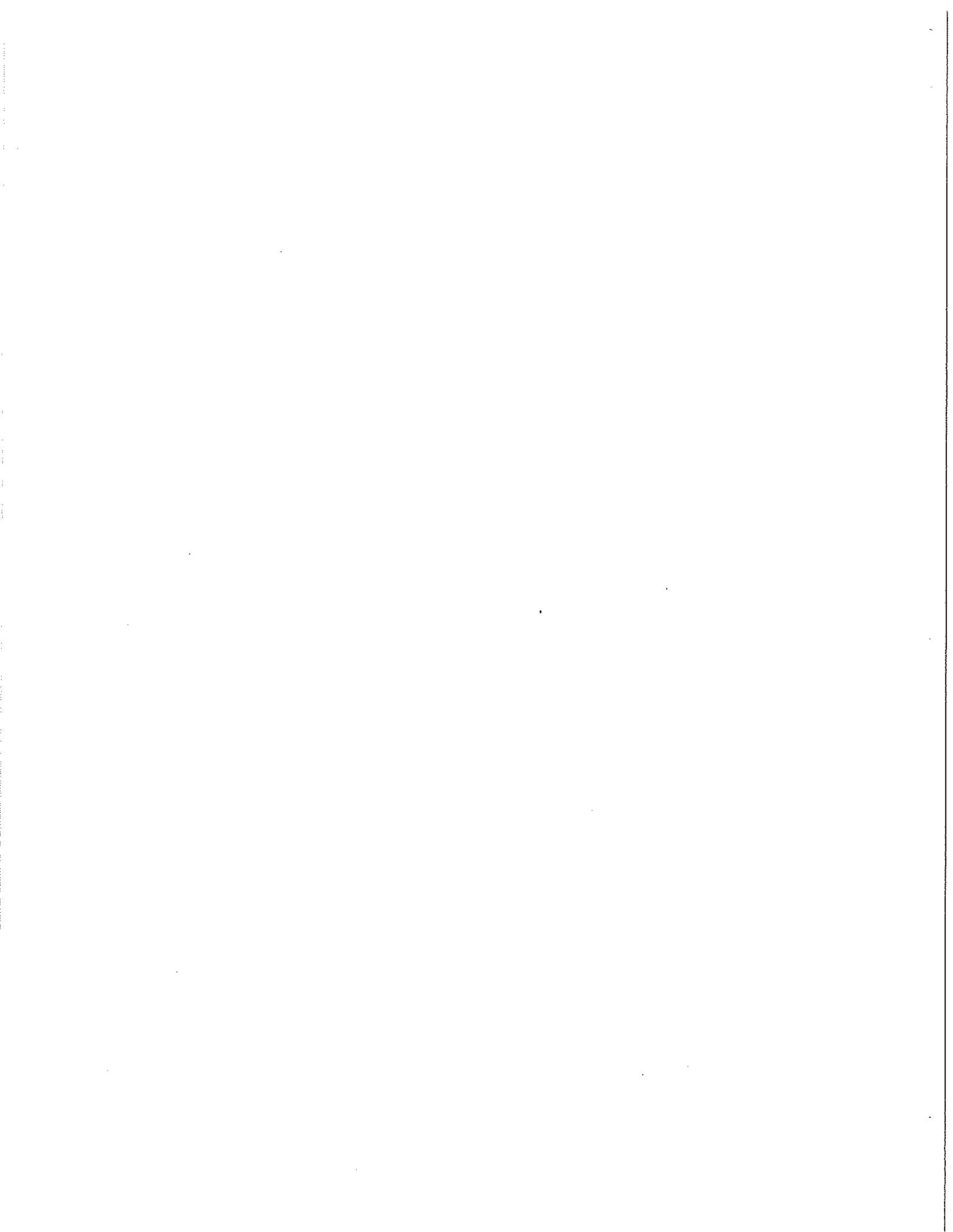
- **Dance Miami Choreographers' Program** – provides \$10,000 cash awards to three (3) Miami-Dade resident choreographers to support the development of new work. As with the visual artist and media fellowships, a panel of national experts in the field selects the recipients. The FY 2011-2012 panel included Nusha Martynuk, Chair of the Dance Department at Oberlin College in Oberlin, OH; Eduardo Vilaro, Artistic Director of Ballet Hispanico in New York, NY; and Helanius Wilkins, Founder and Artistic Director of Edgeworks Dance Theatre in Washington, D.C. These are the largest annual fellowships provided to choreographers by any local arts agency in the country.
- **Playwright Development Program** – supports local playwrights in the creation and development of new work through a series of six, 2-day workshops over a two-year period led by master playwrights such as Edward Albee, Nilo Cruz, Tina Howe and A.R. Gurney. This approach provides Miami writers with consistent, insightful and expert critical analysis in the development of their work. The program is implemented in partnership with the Theatre League of South Florida. Alumni have received productions of their work locally (Actors' Playhouse, New Theatre, Promethean Theatre, and the Adrienne Arsht Center) and nationally (New Orleans, New Haven, New York), have been produced as part of the Actors Theatre of Louisville's Humana Festival of New American Plays, and have been admitted to the prestigious playwriting program at the Juilliard School.

## PROFESSIONAL DEVELOPMENT

- **Artist Access Grants Program** – quarterly program that provides mini-grants of up to \$1,000 to practicing, professional and emerging artists residing in Miami-Dade County in support of specific and exceptional professional development, skill-building opportunities to advance their work and careers as working artists, such as attending advanced workshops, conferences, master classes and seminars, or participating in artist residencies. This program is administered in conjunction with Tigertail Productions, Inc.
- **Creative Capital Professional Development Program** – provides intensive, skill-building, professional consulting and coaching to diverse communities of artists who originate works (composers, playwrights, visual artists, choreographers, etc.). The Creative Capital Foundation of New York leads the 2-day seminar to help individual artists of all disciplines achieve individually established goals for their professional development. In addition, the same program is provided in Spanish for individual artists who speak primarily Spanish and feel more comfortable participating in their native language.
- **Workshops** – The Department conducts workshops throughout the year to facilitate applications to artist-related grants programs. In addition, grant support to other organizations, such as LegalArt and artists co-ops like the Bakehouse Arts Complex and Art Center South Florida results in other, specialized technical assistance programs offered to individual artists.
- **Information Sessions** – The Department hosts information sessions led by leaders of organizations that provide resources such as grants, professional development and professional services to individual artists. Sessions have included presentations to local artists by the New York Foundation for the Arts, Creative Capital Foundation and Volunteer Lawyers for the Arts, New York.
- **One-on-One Consultations / Hands-on Assistance** - Department staff routinely provides hands-on, administrator-to-artist consultations and expertise spanning all of the disciplines. Assistance provided includes: identifying venues for performances or exhibitions; fundraising guidance; strategic planning and goal setting; and other types of professional development sought by professional artists. Consultations are confidential.

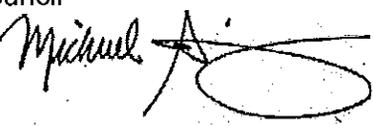
## SERVICES AND PUBLICATIONS

- **Directories** – The Department's web-based Cultural Directory allows users to manage their information/listings individually and to utilize the directory as a marketing tool. Directories listing contact information for artists in different disciplines are provided through partner service organizations (e.g., Diaspora Arts Coalition, Florida Dance Association, Greater Miami Festivals & Events Association, [www.southfloridatheatre.com](http://www.southfloridatheatre.com)) in both web-based and hard copy formats.
- **Information Dissemination** – Information regarding opportunities for artists is disseminated through a variety of methods including: Call for Entry, [www.callforentry.org](http://www.callforentry.org), an online service that announces and receives applications for fellowships and calls to artists; tri-county e-blasts; posting of jobs and opportunities on the Department's website; [www.voicesandvenues.com](http://www.voicesandvenues.com), a website listing information on calls to artists for grants, auditions, conferences, workshops, etc., published by the South Florida Cultural Consortium; annual roundtable discussions on issues and challenges facing individual artists; and via a mailing list of more than 1,200 Miami-Dade artists.



# Memorandum



**Date:** March 21, 2012  
**To:** Members, Cultural Affairs Council  
**From:** Michael Spring, Director   
**Subject:** FY2012-2013 Arts Education, Outreach and Access Initiatives

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The Department's arts education, outreach and access programs continue to reflect the high priority of both the Department and Miami-Dade County to expand opportunities for children and families, as well as create increased access and opportunities for residents and visitors to participate fully in the arts. As such, the goals, objectives and strategies for the Department in this area align directly with the County's Strategic Plan.

Major services and programs currently provided by the Department include:

- grants and technical assistance in support of cultural activities;
- arts education, outreach and access initiatives that provide excellent, free or discounted cultural experiences for youth and other underserved groups; and
- advanced training and professional development opportunities for teachers, artists, arts administrators and cultural organizations.

Additionally, the Department continues to support local, statewide and national arts education advocacy efforts actively, in order to increase awareness of the significant contribution that the arts make in positively impacting the quality of life and education of youth, families and underserved individuals.

The objectives of the FY 2012-2013 arts education, outreach and access initiatives are to:

1. **Invest in and Strengthen Cultural Organizations** that provide youth arts programs for children and families;
2. **Increase Opportunities for Youth** in Miami-Dade County to engage in direct, high quality, live arts experiences as a part of their overall education;
3. **Expand Training Opportunities and Technical Assistance** for arts administrators, cultural organizations, artists and educators;
4. **Expand Outreach and Promotional Opportunities** to connect more people to cultural events and create opportunities for residents and visitors to participate fully in the arts;
5. **Strengthen Our Collaborations with Civic and Community Partners** positioned to help maximize our marketing strategies and develop future audiences; and
6. **Develop Publications and Technical Assistance Materials** to assist cultural organizations and artists, as well as to connect people with cultural opportunities.

Following are the Department's FY2012-2013 arts education, outreach and access initiatives, descriptions and proposed budget allocations:

## **1. Invest in and Strengthen Cultural Organizations**

### **Youth Arts Miami Grants Program**

*FY2012: \$850,000 (DoCA)*

*FY2013 Proposed: \$850,000 (DoCA)*

The Youth Arts Miami Grants program provides general operating support to non-profit youth arts organizations that have a year-round presence in Miami-Dade County and whose primary mission is to create, present or exhibit cultural programs for children and/or with children. Since FY2007, the YAM program has been funded annually in partnership with The Children's Trust (see detailed information in section 2, below). In addition to grant support, YAM tailors and extends significant, specialized professional development and technical assistance to eligible, youth arts-focused cultural organizations. FY2011-12, twenty-six (26) applications were recommended for funding, for a total of \$850,000 with an anticipated impact of reaching more than 95,000 children.

### **Arts for Learning/Miami**

*FY2012: \$285,000*

- \$ 150,000 *General Supporting Services*
- \$ 70,000 *School-based Programs (which includes \$45,000 allocated to All Kids Included)*
- \$ 30,000 *Community Programs*
- \$ 35,000 *Artist Services*

*FY2013: \$285,000*

- \$ 115,000 *General Supporting Services*
- \$ 55,000 *School-based Programs (which includes \$45,000 allocated to All Kids Included)*
- \$ 60,000 *Community Programs*
- \$ 55,000 *Artist Services*

Arts for Learning (A4L) is a nonprofit arts-in-education organization dedicated to improving teaching and learning through the arts and community cultural resources. As one of Miami's leading sources of arts-in-education services, A4L provides quality arts based programs that connect the arts to other core curriculum subjects to support academic achievement and child development. All A4L programs teach life and communication skills, support literacy and problem solving skills, foster self-discovery, and build self-esteem. The Miami-Dade County Department of Cultural Affairs, a founding partner of A4L, continues to serve as a key collaborator, together with Miami-Dade County Public Schools, Young Audiences, Inc., and the Wolf Trap Institute for Early Learning.

A4L's vision is to make the arts an integral part of every child's life and education. A4L's program areas include: Early Childhood, School Programs, Community Programs (after-school and summer programs, community events); and Artists Services (artist recruitment and professional development).

In FY 2012-13, A4L projects the following levels of service and impact in each of its program areas:

- **School-based Initiatives:** Provide programs for Pre-K through 12<sup>th</sup> grade classrooms. Services are tiered at varying levels of immersion for participating teachers and students.

o EARLY CHILDHOOD

# of Classrooms	# of Students	# of Teachers
44	60	66

Through this program, early childhood classrooms serving 3-5 year olds receive visual or performing artist residencies comprised of 16 sessions. Each session emphasizes the role the arts play in developing emergent literacy, cognitive, social/emotional, and physical/motor skills. Residency sessions provide one-on-one coaching to educators and high-quality sequential arts programming for Miami-Dade's youngest learners. In 2013, A4L will serve 360 typical students. Through the "All Kids Included" (AKI) initiative, A4L's Early Childhood program will serve an additional 300 students with disabilities by targeting special needs classrooms.

o SCHOOL PROGRAMS

# of Schools	# of Students	# of Teachers
2	500	140

A4L's GET smart initiative is a multi-year professional development program that supports teachers in creating and implementing arts-integrated learning units that engage students through creative expression and cultural exposure. For this program, educators participate in intensive workshops and receive coaching, artist residencies, resources, in-school performances, and opportunities to share best practices in and out of the classroom. During the 2013 school year, A4L will launch two Arts for Learning schools in partnership with the public schools. These schools will implement the GET smart model school-wide. In addition, A4L will offer arts-integration professional development workshops on teacher planning days to service Miami-Dade County Public School teachers at large.

o COMMUNITY PROGRAMS

# of Sites	# of Students	# of Parents
35	4,000	1,000

*After-School & Summer:* A4L partners with after school centers to provide students with sequential arts instruction and opportunities to learn in and through the arts. A4L hires, trains and manages local professional actors, directors, dancers, choreographers, musicians, poets, and visual artists to work in these after-school programs and summer programs. In addition, Arts for Learning provides intensive visual arts instruction and portfolio development to children in 6<sup>th</sup> – 8<sup>th</sup> grades through the Lewis Arts Studio. In FY 2012-13, A4L will serve approximately 2,500 children and youth.

*Community Events:* A4L offers programming at community events and festivals throughout Miami-Dade County, providing families an opportunity to experience arts activities together in a variety of settings. A4L participates in the annual All Kids Included Family Arts Festival, The Children's Trust Family Expo, and partners with Books & Books in presenting the bi-monthly Wonders of Teaching Book Club. In addition, A4L annually participates in the City

of Miami's Heart of Our Parks Festival. Through these community events, A4L reaches approximately 1,500 children and their families.

o ARTISTS SERVICES

# of Sites	# of Trainings
50	10

*Artist Institutes:* Each year, A4L offers intensive preschool, school and community Artist Institutes. Each institute is three to five days in length and centers around the creation of residencies and core strategies that are particularly relevant to each learning environment. A4L will offer each institute twice per year and serve more than 30 artists.

*Artist Mentoring:* A4L's Mentor Artists provide new teaching artists on-site coaching on specific ways to improve their practice. Mentorships consist of a minimum of one coaching visit per residency.

2. Increase Opportunities for Youth

**The Children's Trust Supported Programs**

FY2012: \$2,297,000 (\$1,301,672 DoCA + \$995,328 Children's Trust)

FY2013 Proposed: \$2,297,000 (\$1,301,672 DoCA + \$995,328 Children's Trust)

Since May 2006, The Children's Trust has provided annual funding support to the Department of Cultural Affairs and has awarded over \$6.9 million in grants to expand cultural arts programs for children and youth in Miami-Dade County. This generous funding has enabled the Department to expand cultural arts programs for children and youth in Miami-Dade County significantly, more than doubling the Department's investment in arts education and outreach programs, enabling us to expand our reach to nearly 200,000 children and families in FY2011-12. By combining resources and efforts this way, The Children's Trust and the Department are able to coordinate and advance our shared goals of strengthening families and seeking ways for all children to achieve their fullest potential.

The funding provided by The Children's Trust specifically focuses on the Department's objective of expanding arts activities for kids by creating a comprehensive array of grants programs for established non-profit organizations that can provide more children with opportunities to participate in arts programs. The Children's Trust grant supports the following three (3) Department programs:

- i. Youth Arts Enrichment Program (YEP) - enriching the lives of children through the arts by making live arts experiences available to more children and families throughout Miami-Dade County. YEP encourages and supports arts instruction, arts intervention, healing/expressive arts, in-school and/or public performances and exhibitions. Priority attention is given to:
  - > projects that address children whose ability to participate in such programs may be limited by geography, economics or disability; and
  - > projects that provide children and youth the opportunity for ongoing/long-term direct participation in the arts.
- ii. Summer Arts and Sciences Camps for Kids (SAS-C) - providing more children with the opportunity to attend established, high quality cultural arts and science summer camp programs at little or no cost. Priority attention is given to:

- projects that address children whose ability to participate in such programs may be limited by geography, economics or disability; and
- projects in which unduplicated children underwritten by SAS-C funding will attend the camp program for four weeks or more.

iii. All Kids Included – Accessible Arts Experiences for Kids Program (AKI) – focusing targeted funding to increase the number of quality arts experiences accessible to children with disabilities and their families, and to promote the benefit and importance of inclusionary arts and cultural programs both in school settings and the community. This is done by making resources available to non-profit organizations, including funding, ideas, information, technical assistance and programs. Project-based funding is currently being provided in two categories: demonstration projects to create high profile, innovative, fully accessible arts experiences; and in-school programs using the arts as learning tools to help teach and include children with disabilities in the classroom.

The following AKI projects are being planned and/or implemented currently:

Project	Summary Description
AKI Arts at Play	Funds will be used to implement "All Kids Included – Arts at Play", a large-scale, interactive public art installation for children of all abilities. "Arts at Play" will incorporate professional artist-designed elements integrated into a universally accessible playground environment, representing each artistic discipline.
AKI Family Arts Festival	Funds will be used to implement the annual "All Kids Included Family Arts Festival." The AKI Family Arts Festival is presented as an innovative, interdisciplinary community arts festival for children and families with or without disabilities, and features interactive exhibits and arts activities, student field trips, arts-infused teacher trainings and community resources for parents. Each component of the festival and exhibition is designed to be accessible, utilizing technology such as Braille, guided tours, audio description, ASL interpretation and Shadow Interpreted Theatre.
AKI Planning Process / Inclusive Arts Integrated Learning Plan	Funds will be used to conduct an annual retreat to review/evaluate the mission/vision/goals, guiding principles and funding framework for the AKI Steering Group, including the development of a road map for arts integrated learning using adaptive/inclusive techniques.
AKI Professional Development Inclusion Workshops	Funds will be used to implement the AKI professional development workshop series for educators, clinicians, teaching artists and cultural program administrators. Trainings are designed to provide a hands-on approach to learning about adaptive techniques for including every learner, together with the knowledge of universal design. Educators gain a sense of excitement and renewed energy, as well as practical skills on how to use the arts to inspire learning in the classroom and clinical settings, and to include students with disabilities in mainstream summer camp programs. The following workshops are scheduled for FY2011-12: <ul style="list-style-type: none"> <li>• January 23, 2012: Educators Workshop on Inclusion Strategies for Children and Youth with Disabilities</li> <li>• March 30, 2012: AKI Festival Artist Workshop for Educators in Inclusive Settings</li> <li>• April 4, 2012: SAS-C Grantee Workshop ~ Inclusion Strategies for Children with Disabilities</li> </ul>

Project	Summary Description
 Audience Access Mini Grants	<p>Funds will be used to provide mini grants to cultural organizations of up to \$2,500 to promote and help pay for arts program ADA/access technology, such as American Sign Language (ASL) interpreters, captioning, audio description, ADA accessible marketing materials, and other such services to ensure programmatic access for audiences of all abilities.</p>
Arts for All – Adaptive Painting & Printmaking	<p>Funds will be used to implement “Arts For All” community-based activities. “Arts for All” wheelchair art tools, created by inventor Dwayne Szot, offer individuals of all abilities an opportunity for creative expression through arts and mobility. The Arts For All art tools are designed so participants with limited movement or lack of fine motor skills can be successful in using what mobility they have to create, paint, draw, print and more. Individuals roll out paint and draw with chalk - all while working on mobility skills and coordination through creative expression.</p> <p>Miami-Dade Parks Disability Services participates annually in the AKI Family Arts Festival and Family Festival of Arts and Games using the Arts for All equipment. In addition, the equipment is used in the Miami-Dade Parks Disability Services afterschool and summer programs and made available for use by community providers through the Miami-Dade Parks Disability Services lending program.</p>
Cultural Internship Training Program	<p>Funds will be used to develop and implement an internship program for 10-12 high school students for a year-long career training program at various cultural institutions. Partners include VSA Florida, Miami-Dade County Public Schools, the Adrienne Arsht Center for the Performing Arts, Fairchild Tropical Botanic Garden, and The PlayGround Theatre.</p>
Early Childhood Program for MDCPS SPED	<p>Funds will be used to implement the Arts for Learning Early Childhood program for children with disabilities in Miami-Dade County Public Schools Special Education classrooms. Cultural Affairs works closely with Arts for Learning/Miami, VSA Florida and Miami-Dade County Public Schools to expand the program specifically targeting special needs early childhood classes. Also, a three-year plan is being implemented to expand the program to all MDCPS PreK classrooms as part of AKI planning process.</p>
Going to the Show Illustrated Guide for New Audiences	<p>Funds are being used to develop “Going to the Show,” an illustrated guide to preparing new audiences for a first-time theater experience. This illustrated pre-show guide is designed to help caregivers prepare individuals with Sensory Processing Disorders and Autism Spectrum Disorders (ASD) for a live theater experience. Depicted in comic book style, the story highlights key events that audiences are likely to encounter at the theater, such as unfamiliar people, waiting in line, a darkened theater, and unexpected or loud sounds. The goal of the guide is to create some predictability to this new experience, in hopes of decreasing apprehension for these individuals. “Going to the Show” will be translated and published in Spanish and Creole.</p>

Project	Summary Description
Holtz Hospital NICU Healing Arts Project	<p>Funds will be used to implement phase II of the "Hero's Journey" healing arts project. Health care professionals and families co-created art works in various media that represent the essence of family-centered care principles with an emphasis on healing and empowerment. The artistic process captured orally and visually the healing and empowerment process. Phase II project enhancements begun in August 2010 included:</p> <ul style="list-style-type: none"> <li>• the addition of an ADA/accessible cell phone guided audio tour capturing the families' oral histories</li> <li>• monthly Family Hope and Healing sessions to NICU families</li> <li>• Creation of a poetry/prose booklet</li> <li>• Live music in the NICU</li> </ul>
LEAD Conference Scholarships	<p>Funds will be used to provide scholarships for cultural administrators to attend the Kennedy Center's annual Leadership Exchange in the Arts and Disability (LEAD) Conference. The conference features dozens of educational seminars on topics such as: physical and communication access; universal design; employment; legal issues related to the ADA and cultural organizations; learning and developmental disorders; marketing strategies; and planning, leadership and advocacy.</p>
Music and Art for Autism in the Schools (MAAS)	<p>Funds will be used to expand and implement an expressive arts/music program geared specifically for children with autism in the public schools, using best practices and applying appropriate techniques in order to have each child express himself/herself through art and music. In 2009-10, funds supported program expansion to 4 school sites for the Jan-May 2010 semester, servicing 10 classrooms grades K - 2nd.</p>
<p>Shadow Interpreted Theatre Program for Children and Families</p> <p>Shadow Interpreted Theatre Program for Children and Families (continued)</p>	<p>Funds are being used to match a \$50,000 two-year grant from the National Endowment for the Arts to support the creation and implementation of the "Open Access Theatre Series" at the new South Miami-Dade Cultural Arts Center. This project represents "phase II" continuation of the Shadow Interpreted Theatre Program for Children and Families begun with a grant from the State of Florida in January 2010.</p> <p>Shadow theatre utilizes specially trained American Sign Language (ASL) interpreters who perform as "shadows" during a live stage production alongside voiced actors. Shadow Actors are integrated into the performance by mirroring the voiced actors on stage, while interpreting the character they are shadowing in ASL. In this way, all audience members can enjoy the full richness of the theater experience rather than having to watch a single interpreter located off stage, and thereby missing much of the action taking place on stage. This cutting-edge arts offering is attracting new audiences throughout South Florida and is serving as an innovative, replicable model for making the arts accessible to all children and families.</p> <p>The Open Access Theatre Series is a comprehensive ADA/accessible theatre arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theatre performances. The project is being developed as a model program in partnership with VSA Florida, The Playground Theatre, New Theatre, and the Asolo Repertory Theatre, to be showcased in the opening season of the new South Miami-Dade Cultural Arts Center.</p>

Project	Summary Description
Theatre Inclusion Program (TIP): An Afternoon at the Theatre for Children with Autism Spectrum Disorders and their Families	<p>Funds will be used to support The Playground Theatre's "Theatre Inclusion Program" (TIP). The Playground Theatre proposes two Saturday matinee performances for children with autism and their families. These performances would be in addition to The Playground's existing TIP accessible performances which are presented on selected Sunday matinees. The show would be offered to families in the community by working with Hope for Autism, Autism Speaks, UMNSU CARD and other organizations serving the Autism community. Accommodations will include earplugs, noise canceling headphones, modifications to sound and light during the performances, and a quiet room. Prior to the performances, materials will be provided to ensure the comfort level of the children, setting the scene and what to expect at a theater performance, as well as distributing corresponding performance study guides so guests will be familiar with the background material of each show.</p>
 Sensory-Friendly Symbol	<p>Funds are being used to develop a Sensory-Friendly disability access symbol to be used to promote "Sensory-Friendly" performances. The Sensory-Friendly disability access symbol is intended to be used in marketing materials similarly to the standard wheelchair access symbol. Using the Sensory-Friendly symbol indicates that the advertised performance/program will provide accessible accommodations for individuals with Sensory Processing Disorders and Autism Spectrum Disorders (ASD), such as modifications to sound and lighting. Other accommodations may include noise canceling headsets, a quiet room, and a special pre-show guide to preparing new audiences for a live theater experience. The Sensory-Friendly disability access symbol features an umbrella to represent all Sensory Processing Disorders as well as inclusiveness, and integrates puzzle pieces to symbolize Autism Spectrum Disorders (ASD)</p>
 Universal Access Interactive Art Exhibits and/or Playgrounds	<p>Funds will be used to develop interactive accessible art exhibits and/or playgrounds for children incorporating universal design, accessible elements and artist-designed public art installations representing all artistic disciplines. Potential project sites include, but are not limited to, Miami-Dade County Public Libraries, Palmetto Bay Park, Tamiami Park and Westwind Lakes Park. In addition, technical assistance and funding will be provided for the development of an Accessibility plan and cost estimate for Miami Children's Museum (boundless playground, museum facility, and/or exhibits).</p>
 Youth Arts in the Parks	<p>Funds are being used to develop an inclusive, socially-oriented arts program for children and youth with disabilities. The goal is to create a fun and educational program where kids can learn an art form in an inclusive out-of-school social setting, led by professional artists and disability experts. This Program was piloted in Fall 2011 (visual arts) and is expanding in Spring 2012 (dance).</p>

**Culture Shock Miami / Student Discount Tickets**  
 (FY2012: \$603,000; FY2013 Proposed: \$750,000)

Culture Shock Miami provides \$5 tickets for high school and college students ages 13-22 to attend cultural activities presented by the community's top performing and visual arts organizations, representing the broadest diversity of Miami's artistic offerings.

Since its inaugural season in 2006-07, Culture Shock Miami has sold more than 32,000 tickets, including more than 3,500 tickets already sold during the first 5 months of the 2011-2012 cultural season. A core group of 90 arts organizations participate regularly in the program, including Actors' Playhouse, Adrienne Arsht Center, Fairchild Tropical Botanic Garden, Florida Grand Opera, Miami City Ballet, New World Symphony, Vizcaya Museum and Gardens, and ZooMiami. Culture Shock Miami has "sold out" tickets to various performances including: Actors' Playhouse's *Joseph and the Amazing Technicolor Dreamcoat*; Florida Grand Opera's *La Rondine* and *Rigoletto*; Miami City Ballet's *The Nutcracker* and *Programs I, II and III*; Miami Symphony Orchestra's *An Evening in Vienna*; South Miami-Dade Cultural Arts Center's productions of *Black Violin*, *Keb Mo*, and *On Earth Together with Music by Stevie Wonder featuring Evidence, A Dance Company*; and The PlayGround Theatre's *Alice's Adventures in Wonderland*. Staff continues to work with cultural organizations to increase and diversify the cultural offerings available through the program.

As part of the launch of the 2011-2012 cultural season and to engage the program's target audience and introduce more students to Vizcaya Museum and Gardens, Department staff collaborated with Vizcaya staff to present "Culture Kick-Off," a free evening of arts and entertainment at Vizcaya Museum and Gardens on October 21, 2011 from 6:30 – 9:30 PM. 150 attendees toured the Gardens, socialized with the peers and enjoyed complimentary refreshments. The event was created for students to experience an evening of multiple performances in an open, non-traditional setting. Artists and organizations who performed on the East Patio of the Villa included: Ground Up & Rising, Mad Max B-Boy Group; Flamenco Puro, and pianist/composer Daniel Crespo.

At the beginning of the 2011-2012 school year, *Culture Shock Miami* was invited to serve as a sponsor of Florida International University's Honors College Convocation Ceremony. The program was selected and introduced as a lead partner to the Honors College's 2011-2012 initiative, *HEARTS* – Honors Education in the Arts. *HEARTS* gives Honors College students the opportunity to be exposed to the arts in their courses, as well as through extra-curricular activities. In addition, *HEARTS* serves as a clearinghouse (and curatorial framework) for students to experience the arts on campus and in the community-at-large by providing them with information about and access to cultural activities and performances. *Culture Shock Miami* staff was on hand to promote the program to students and distribute promotional materials.

In an effort to demystify "appropriate" audience behavior and participation for young or inexperienced live arts goers, *Culture Shock Miami* collaborated with *Ground Up and Rising* to produce a short film on cultural etiquette. *Culture Shocked*, the witty, clever and engaging theater piece, to which *Culture Shock*'s high school aged target market easily relates, was filmed for and distributed in DVD format. This free marketing tool is being used to educate students throughout Miami-Dade County while encouraging them to take advantage of *Culture Shock Miami*'s discounted ticket offers. An excerpted, 5-minute version is posted on Vimeo.com, an online video sharing platform, to increase visibility and marketability, and to facilitate access to the message. The short version can be viewed at [www.vimeo.com/11746670](http://www.vimeo.com/11746670) and on the [www.CultureShockMiami.com](http://www.CultureShockMiami.com) splash page, and the full version is at [www.vimeo.com/11702621](http://www.vimeo.com/11702621). To date, a total of 200 DVDs has been distributed free of charge to middle and high school educators, summer camp programs, cultural partners, and community service organizations county-wide, and the video has been viewed on Vimeo.com 1,243 times. Staff is collaborating with *Ground Up & Rising* to produce additional DVDs to be distributed over the summer and during the 2012-2013

**NEW** school year. Further, with Culture Shock Miami's permission, the Miami-Dade County Public Schools' Division of Social Sciences and Life Skills is using *Culture Shocked* and *The Top 10 Rudest Things You Can Do at a Cultural Event* as educational tools for their students as part of the School System's *Cultural Passport Program*. The two versions are being uploaded to the school system's internal server where students and teachers can have unrestricted access to view these materials in their classrooms, providing a very important access point for *Culture Shock Miami* to this key audience segment.

**NEW** *Culture Shock Miami* staff has been working closely with the South Miami-Dade Cultural Arts Center (SMDCAC) staff to promote the 2011-2012 Season and introduce new young audiences to the Center. In addition to the 15 performances to date made available to *Culture Shock Miami* audiences, SMDCAC collaborated on a special free presentation of *Black Violin*, two classically trained violinists and their DJ, on January 15, 2012. While free, the performance was ticketed through SMDCAC's box office. 400 tickets were made available and "sold" to the *Culture Shock Miami* audience, and promotional materials directed students to the *Culture Shock Miami* website to have their ticket requests processed, enabling *Culture Shock Miami* to capture an accurate ticket count, contact information of new ticket buyers and continue to increase the program's list of e-subscribers.

**NEW** *Culture Shock Miami* and SMDCAC, through the County's Internal Services Department's (ISD) Procurement Division, are jointly issuing an RFQ to select a firm(s) to develop a marketing and public relations plan for each division. The RFQ was released to 1,600 vendors, and the deadline for proposal submission was February 23, 2012. ISD, Department Staff and other County staff members appointed by the Mayor to serve on the Evaluation Committee met on March 8, 2012 for a preliminary evaluation meeting. Following its review of the proposals, the Evaluation/Selection Committee will be able to select up to 4 firms (2 firms per category) to handle the programs' marketing and public relations needs.

Department staff continues to recruit students to serve on the *Culture Shock Miami* Student Advisory Council. The Student Advisory Council, which meets on a monthly basis, is comprised of nine high school and college students representing various educational institutions of Miami-Dade County. Student Advisory Council responsibilities include:

- Assisting in the development of marketing and promotional activities (including blogging, social networking and online reviews of shows);
- Serving as school liaisons – in order to enlist school administrators, teachers, student government and the School Board to help promote *Culture Shock Miami*.
- Planning and coordinating special *Culture Shock Miami* events on a quarterly basis to introduce more students to the program;
- Providing quarterly reports to the Cultural Affairs Council; and
- Assisting in advocating for increased funding for the arts, including arts education and youth-oriented programming on the municipal, county and state levels.

### 3. Expand Training Opportunities and Technical Assistance

**Training for Artists and Educators, Cultural Organizations and Administrators**  
(FY2012: \$4,000; FY2013 Proposed: \$4,000)

The Department provides support for joint projects with the Miami-Dade County Public Schools Division of Life Skills and Special Projects, including their *Artist Workshop Series*, which provides professional development trainings for visual and performing arts teachers to enhance their skills

and knowledge of the creative process. Training for cultural administrators is made available by organizing and/or hosting specialized workshops or conferences, and offering scholarships to attend relevant and high-quality skill-building conferences and seminars (e.g., AES Institute in Arts Management; and the Kennedy Center's Leadership Exchange in Arts and Disability Conference and Training). Beginning in FY2010, the Department created a technical assistance grants program providing grants to cultural organizations for ADA/Program Access technology (see Section 4, below).

#### 4. Expand Outreach Opportunities

##### **Accessibility Issues for Cultural Organizations**

(FY2012: \$20,000; FY2013 *Proposed*: \$20,000 for LEAD Conference Scholarships, ADA Demonstration Projects and Audience Access (AUD) Mini-Grants)

The Department works actively in partnership with VSA Florida and the All Kids Included (AKI) Steering Group on a number of key initiatives, with the objective of creating regional and national models of best practices for increasing participation in the arts by making cultural activities more accessible for our residents and visitors. This includes working closely with VSA Florida's Cultural Access Coordinator to promote and facilitate accessible cultural programming in the community, and provide technical assistance for arts administrators on issues related to accessibility for audiences with disabilities.

The Department's Accessibility Action Plan for FY2012 and FY2013 is outlined as follows:

- o ADA/Accessible Resource Web Page - ADA/Accessibility Survey, resource links and self-assessment tools have been posted to an ADA/Accessible Arts information section of Department of Cultural Affairs' website [www.miamidadearts.org/ada.aspx](http://www.miamidadearts.org/ada.aspx). In addition, the Department's ADA survey has been integrated into the new CultureGrantsOnline (CGO) electronic grants system which allows data to be collected and analyzed annually for all of the Department's grantees.
- o LEAD Conference (Leadership Exchange in Arts and Disability) - The Department worked with VSA Florida to provide 8 scholarships to cultural administrators to attend the annual LEAD conference presented in August 2011 in Louisville, KY. This annual conference features dozens of educational seminars on topics such as Physical and Communication Access; Universal Design; Employment; Legal Issues related to the ADA and Cultural Organizations, Learning and Development Disorders; Marketing Strategies; and Planning, Leadership, and Advocacy. Participants share ideas and find out what has been successful in other arts organizations and cultural institutions, learn about best practices and how to develop sound policies, and participate in discussions with leaders in the field. Other highlights of the annual conference include motivational speakers, resource rooms, and accessible performances.
- o May 3-5, 2012 – 6<sup>th</sup> Annual "All Aboard" All Kids Included Family Arts Festival - An interdisciplinary arts event, promoting the inclusion of all children in the arts (see Section 2, above).
- o Audience Access (AUD) Grant Program – The Audience Access Grant Program is designed to provide funding to promote and help pay for arts program ADA/access technology, such as American Sign Language (ASL) interpreters, captioning, audio description, ADA accessible marketing materials, and other such services to ensure programmatic access for audiences of all abilities.

- o Program Access Demonstration Projects - The Department will explore the creation of high profile accessibility "demonstration projects." For each project, a select number of cultural organizations would serve as "demonstration sites" and incorporate accessible technology such as audio description, CART real-time captioning, large-type and Braille playbills and accessible marketing techniques. The objective of the "demonstration project" is to illustrate easy and tangible ways in which the cultural community can incorporate universal access in their programs. The South Miami-Dade Cultural Arts Center Open Access Theatre Series is the first Department led major demonstration project for audience accessibility (see Section 2, AKI Projects above).

**Golden Ticket Program**

***(FY2012: \$90,000; FY2013 Proposed: \$90,000)***

The Golden Ticket program is an outreach initiative designed to provide senior citizens in our community with free opportunities to attend a variety of cultural events and venues. Golden Ticket annually publishes a large-format, easy-to-read book. In 2010, the Golden Ticket Arts Guide was redesigned and is now a single, bilingual volume, with event listings in English and Spanish bound together. The current Golden Ticket Arts Guide has grown to over 200 pages, and features 43 cultural organizations and hundreds of free cultural events. The Department instituted the "Golden Ticket Arts Partner Portal," automating data collection and allowing database content to be further developed and published on the web as a searchable directory for the Golden Ticket program. In an effort to increase and diversify arts partner participation in the guide, the Department has implemented a new component to the program in 2011 that reimburses organizations for redeemed Golden Tickets. Organizations are compensated \$1 per free event and \$5 per ticketed event for each Golden Ticket they honor. In so doing, Golden Ticket expects to increase participation in the program by cultural groups and increase satisfaction among Golden Ticket patrons by having a greater "inventory" of free admissions available.

Seniors are able to request a copy of the bilingual Golden Ticket Arts Guide by calling a dedicated phone number operated by the County's 311 Answer Center. In addition, copies of the Golden Ticket Arts Guide are being mailed upon request to seniors already in our Golden Ticket patrons database (19,000); and are made available through the Miami-Dade County Public Library System, GIC Service Direct Centers, Miami-Dade Mayor and County Commissioners' offices and a network of Senior Centers. The Golden Ticket Arts Guide is also featured on the Department website and includes a downloadable order form.

**5. Strengthen Our Collaborations with Civic and Community Partners**

These joint initiatives rely on staff work and the commitment of the resources of our partners:

**Greater Miami Convention and Visitors Bureau (GMCVB)**

The Department continues to work with the GMCVB on joint marketing efforts including integrated websites (the Bureau's [www.gmcvb.com](http://www.gmcvb.com) and the Department's [www.miamidadearts.org](http://www.miamidadearts.org)) to maximize the marketing of Miami-Dade's dynamic cultural life as part and parcel of all tourism promotion. The GMCVB's current "Express Yourself" tourism promotion campaign centers on and celebrates our cultural assets and uniqueness to distinguish Greater Miami among competitor destinations. The Department annually co-produces marketing materials with the GMCVB, such as the "Greater Miami and the Beaches Calendar of Events" (distribution of 250,000 printed copies annually, and maintained and linked together as a current, organic information source on both

organizations' websites), and participates in advertising campaigns with the GMCVB to increase access to information on cultural offerings for both visitors and residents. The Department is active on the GMCVB's Marketing and Tourism Committee.

### **Greater Miami Chamber of Commerce**

The Department is a member of the Chamber's Creative Industries Committee. The Committee goals include: creating awareness and networking opportunities for individuals involved in local Creative Industries for the purpose of strengthening Miami-Dade's creative economy; developing and presenting programs focusing on the nexus between the various component businesses in the creative industries and the business community at-large; developing and maintaining means to communicate regularly with Chamber members and others on the development of Miami-Dade's creative economy; establishing an ongoing dialogue with Miami-Dade County, city officials in Miami and other municipalities and chambers of commerce in order to ensure the support of local government and the business community for the development of Creative Industries; and partnering with other organizations and stakeholders in South Florida to promote the regional creative economy. Through the Director, the Department is represented on the Chamber's Board of Governors, participates as a featured speaker for the Chamber's Leadership Miami and Senior Executive Orientation programs, and advocates for the Chamber's arts agenda at the annual Tallahassee initiative during the State legislative session. In 2012, the Department Director again spoke at an all-day focus session on Arts & Culture at the South Miami-Dade Cultural Arts Center, sponsored by the Chamber's Leadership Miami program. Leadership Miami is an annual program sponsored by the Chamber and several of Miami-Dade County's premiere companies, local agencies and corporations, encouraging professional young and/or newcomer Miamians to become civically active and engaged.

### **Municipalities**

Facilities Development – The Department continues to assist and collaborate on other municipal initiatives including cultural facilities planning and development efforts with: the Village of Key Biscayne on a new cultural center; the City of Miami Springs for the black box theater that is incorporated into its new community center; the City of Hialeah on programming and planning issues for the renovated Hialeah High School Auditorium and on the development of a cultural facility at Milander Park; the City of Miami on the Little Haiti Cultural Campus and the Caribbean Marketplace; and the Town of Cutler Bay to maximize the impact of the South Miami-Dade Cultural Arts Center.

## **6. Develop Publications and Technical Assistance Materials**

The following is a sample list of the Department's publications, marketing and technical assistance materials. For information regarding the Department's technical assistance initiatives, please see Section 3 of this memo as well as the accompanying Technical Assistance Initiatives memo included separately in the agenda package.

- ▶ Art in Public Places: Selections from the Collection
- ▶ Business and the Arts Report  
*Published in partnership with The Beacon Council; available online*
- ▶ Culture Talks 2012 Roundtable Discussions Series  
*The Department is hosting a series of discipline-specific roundtable discussions with cultural leaders and organizations to discuss key issues facing the cultural community*

- ▶ Culture Shock Miami Website ([www.cultureshockmiami.com](http://www.cultureshockmiami.com))  
*Published online. \$5 ticket offers to cultural events for high school and college students*
- ▶ Department of Cultural Affairs' Website ([www.miamidadearts.org](http://www.miamidadearts.org))  
*Published online. Provides organizations and artists with up-to-date information regarding funding and other opportunities, workshops, links to valuable resources and program deadlines  
Includes an auto-link to **CultureGrantsOnline**, the Department's completely new, innovatively designed, fully automated, robust grants application and management system.*
- ▶ Department of Cultural Affairs Facebook (and Fan) Page  
([www.facebook.com/home.php#/pages/Miami-FL/Miami-Dade-County-Department-of-Cultural-Affairs/96514547983?ref=ts](http://www.facebook.com/home.php#/pages/Miami-FL/Miami-Dade-County-Department-of-Cultural-Affairs/96514547983?ref=ts))
- ▶ "Going to the Show"  
*Illustrated Guide for New Audiences to prepare individuals with Sensory Processing Disorders and Autism Spectrum Disorders (ASD) for a live theater experience*
- ▶ Golden Ticket Arts Guide for Senior Citizens  
*Published bilingually (English/Spanish); available online*
- ▶ Grants Program and Technical Assistance Workshop Guide for Organizations, and  
Grants Program and Technical Assistance Workshop Guide for Individual Artists  
*Available online and for download-able publication; Organizations guide available in English, Spanish and French/Creole. Outlines resources and services for the Organizations and Individual Artists*
- ▶ Greater Miami and the Beaches Calendar of Events  
*Published biannually in partnership with the Greater Miami Convention & Visitors Bureau; also available online*
- ▶ The Impact of the Arts in Miami-Dade County: Creating a New Global Center  
The Arts - Energizing the Economy, Entertainment and Education (*Economic Impact Study*)  
[COMING SOON: The Miami-Dade County report that is part of Americans for the Arts' Arts & Economic Prosperity IV national study – scheduled to be delivered in 2012; sub-studies for the City of Miami and the City of Miami Beach are also to be provided]
- ▶ Local Arts Index – A Project of Americans for the Arts  
*This 10-month research project is a component and subset of Americans for the Arts' National Arts Index measuring the vitality of the arts in participating cities around the country*
- ▶ "The M List" and "M Live" – four 30-minute feature television shows spotlighting 17 museums/exhibiting institutions and 12 performing arts organizations  
*Winner of a Regional Emmy Award for "M-List; Produced in partnership with the Greater Miami Convention and Visitors Bureau, OnBoard Media and the Beach Channel with support from the Tourist Development Council*
- ▶ Miami-Dade County Cultural Directory  
*Available online*
- ▶ News to Use E-Communications  
*Dynamic email communication alert system, used routinely to notify organizations and artists of available opportunities and important, time-sensitive issues*
- ▶ Voices and Venues for individual artists ([www.voicesandvenues.com](http://www.voicesandvenues.com))  
*Published online in partnership with the South Florida Cultural Consortium*
- ▶ WLRN Cultural Calendar  
*As part of the Arts Beat Radio Program the airs Friday afternoons from 1 PM - 2 PM on WLRN - 91.3 FM*



**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
<b>ARTS EDUCATION GRANTS AND PROGRAM INITIATIVES (ArtsEd)</b>			
ArtsEd	Arts for Learning/Miami, Inc.	General Programs and Operating Support	\$285,000
ArtsEd	Fantasy Theatre Factory, Inc.	Fiscal Agent for Arts Education Initiatives and "All Kids Included" Initiative for Children with Disabilities	\$262,000
		<b>Sub-Total: FY 2011-12 Arts Education and Program Initiatives Grants:</b>	<b>\$547,000</b>
<b>CAPITAL DEVELOPMENT GRANTS PROGRAM (CAP)</b>			
CAP	Area Performance Gallery, Inc.	Lighting and Signage Improvements for the Riviera Theatre in Coral Gables	\$6,588
CAP	Bakehouse Art Complex, Inc.	Facility-wide Energy Efficient Lighting Upgrade	\$18,230
CAP	Bascomb Memorial Broadcasting Foundation, Inc. (WDNA)	WDNA-FM 88.9 Facility Improvements and Upgrades	\$7,130
CAP	City of Miami Department of Public Facilities	Manuel Artime Theater Lighting Improvements and Upgrades	\$13,239
CAP	City of Miami Springs	Black Box Community Theater Lighting Equipment and Improvements	\$8,812
CAP	City of North Miami Beach	Sound/Lighting Equipment and New Orchestra Level Carpeting for the Littman Theater	\$13,236
CAP	Fairchild Tropical Botanic Garden, Inc.	Upgrade to Fairchild's Accessible Transportation Infrastructure	\$6,780
CAP	Florida International University Board of Trustees fbo The Patricia & Phillip Frost Art Museum	Frost Art Museum Permanent Collection Digitization Project	\$5,000
CAP	Friends of the Bass Museum, Inc.	Semi-permanent Tent Structure for Bass Museum's Courtyard Terrace	\$22,676
CAP	Miami Children's Museum, Inc.	ADA Equipment and Lighting Improvements	\$8,523
CAP	Miami City Ballet, Inc.	Capital Improvements to MCB's In-House Lynn and Louis Wolfson II Theatre	\$5,000
CAP	Miami Hispanic Ballet Corp.	Black Box Theater Equipment for the Miami Hispanic Cultural Arts Center	\$10,953
CAP	Miami Light Project, Inc.	Light Box at Goldman Warehouse Build-out and Equipment Purchases	\$25,565
CAP	PAN, Performing Arts Network, A Guild of Performing Artists, Inc.	Rebuild PAN Facility Destroyed by Fire	\$22,792
CAP	Village of Pinecrest (Pinecrest Gardens Banyan Bowl)	Pinecrest Gardens Equipment for the Banyan Bowl Theater	\$9,259
CAP	Vizcaya Museum and Gardens	Equipment Purchases for Programming and Accessibility	\$6,217
		<b>Sub-Total: FY 2011-12 Capital Development Program Grants:</b>	<b>\$190,000</b>
<b>COMMUNITY GRANTS PROGRAM (CG)</b>			
1Q	Access Now, Inc. a/f/a for Power Access, Inc.	Ability Explosion 2011	\$1,000
1Q	ACPAC, Inc.	In Just a Second	\$3,000
1Q	Alyans Atizay Ayisyen, Inc.	Global Caribbean III: Haiti, Kingdom of this World	\$7,000
1Q	Blending Cultures, Inc.	Cabarlesque	\$1,000
1Q	Camposition, Inc.	Intention Intervention	\$8,500
1Q	Caribisle Sports Club, Inc.	Junior Calypso Monarch Competition	\$3,500
1Q	Culture in the City, Inc.	Emerging Artists Series - multidisciplinary graduates' first exhibition	\$6,500
1Q	Culture in the City, Inc. a/f/a for Giants in the City	Giants in the City	\$6,000
1Q	Exponica International, Inc.	2011 Exponica International	\$1,000
1Q	Florida Dance Education Organization, Inc.	2011 FDEO Conference: Dance Education: Legacy and Literacy	\$4,500
1Q	Fundarte, Inc. a/f/a for El Ingenio, Inc.	Se Busca un DJ	\$5,000
1Q	Greater South Dade/South Miami/Kendall Chamber of Commerce d/b/a Chamber South	Chamber South 40th Annual South Miami Arts Festival	\$5,000
1Q	Holocaust Documentation & Education Center, Inc.	Student Awareness Day	\$7,500
1Q	Italian Film Festival, Inc.	2011 Italian Film Festival	\$7,400
1Q	Merrick Festival Incorporated	2011 Caroling Competition	\$4,500
1Q	Miami Beach Arts Trust, Inc.	MiamiArtzine.com Online Arts Publication	\$7,000
1Q	Miami Beach Jewish Community Center, Inc.	15th Annual Miami Beach Community Chanukah Celebration	\$1,000
1Q	Miami Short Film Festival, Inc.	The 10th Edition of the Miami Short Film Festival	\$8,000
1Q	MiMo Biscayne Association, Inc.	MiMo Art in the Park - The Big MiMo Chalk-in	\$5,000
1Q	Neighborhood Housing Foundation, Inc.	Miami Best Cultural Guide	\$1,000
1Q	Richmond Heights Homeowner's Association Inc.	Community Tree Lighting Festival	\$3,000
1Q	South Florida National Parks Trust Inc.	Community Artist Program at Biscayne National Park	\$4,100
1Q	The German School of South Florida, Inc.	20th Annual Oktoberfest	\$4,500
1Q	The Historic Hampton House Community Trust, Inc.	Bridging Classics of the Past with Classics of the Future	\$5,000
2Q	ArtSpring, Inc.	ArtSpring Arts Programs at Homestead Correctional	\$6,272
2Q	Beaux Arts of the Lowe Art Museum at the University of Miami	61st Annual Beaux Arts Festival of Art	\$6,874
2Q	Center for Advancement of Jewish Education, Inc.	15th Annual Miami Jewish Film Festival	\$6,015
2Q	Communities In Schools of Miami, Inc.	The Whole Village Theater and Arts Program (WVT&A)	\$6,015
2Q	Coral Gables Cinemateque, Inc.	Global Screen	\$8,592
2Q	Dr. Martin Luther King, Jr., Parade and Festivities Committee, Inc.	Martin Luther King, Jr. Parade and Festivities	\$8,592
2Q	DuMond Conservancy for Primates and Tropical Forests, Inc.	Amazonian Festival	\$4,296
2Q	Empower U, Inc.	National Black HIV/AIDS Awareness Day 2012: HIV Expressions thru the Art	\$4,296
2Q	Friends of the Miami-Dade Public Library, Inc.	Winter Cultural Arts Program Series	\$8,592
2Q	Fundarte, Inc. a/f/a for Lip Service	Lip Service 2012	\$5,370
2Q	Greater Miami Billfish Tournament, Inc.	Baywalk Arts Festival	\$2,578
2Q	Hispanic-American Lyric Theatre, Inc. a/f/a for Resonance Artists, Inc.	Resonance Artists Concert Series	\$3,437
2Q	Josee Garant Dance, Inc.	Elemental Journey: Air, Land, Water	\$6,444
2Q	Miami Music Project, Inc.	Miami Music Project Performance at Family Fest	\$2,363
2Q	Music in Miami, Inc.	Music in Miami - A Classical Chamber Music concert series	\$4,296
2Q	St. Patrick's Day Committee, Inc.	St. Patrick's Day Festival	\$2,578
2Q	The Big Blue & You Foundation, Inc.	Art By The Sea - Ocean Adventure Series	\$6,444
2Q	The Cultural Council, Inc.	ART and ALL THE JAZZ	\$6,874
2Q	The Miami Foundation, Inc. a/f/a for Overtown Rhythm & Arts Festival, Inc.	Overtown Rhythm & Arts Festival	\$3,437

**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
2Q	The Sunflower Society, Inc.	Arts for Senlor	\$6,444
2Q	Tradisyon Lakou Lakay, Inc.	TLL, Inc. Spring Fest III 2012	\$6,444
2Q	United Haitian American Artists, Inc.	24th Annual Haitian Independence Day Concert	\$4,296
2Q	United Jewish Generations, Inc.	Grand Klezmer Concert	\$4,296
2Q	Village of Pinecrest-Pinecrest Gardens	The Big Gig: Youth Arts Festival Month	\$5,155
3Q	A Greener Miami, Inc.	Music @ the Markets	\$3,713
3Q	Amaranthine, Inc.	Florida Women of Achievement Opportunities and Challenges Educational Series	\$4,177
3Q	Amplifyme, Inc.	Connect With Me	\$4,641
3Q	Art Works For Us, Inc.	Ladies with Soul	\$5,105
3Q	Broward Stage Door Theatre, Inc.	Stage Door 11-12 Season	\$4,641
3Q	Culture and Community Association, Inc.	Musical and Cultural Souvenirs of the World	\$3,713
3Q	Earth Learning, Inc.	EarthFest 2012	\$5,569
3Q	Facundo Rivero Performing Arts, Inc.	The Wedding of the Conga and the Bongo (La Boda de la Tumba y el Bong)	\$3,713
3Q	Fertile Earth Foundation, Inc.	Food for Thought	\$2,783
3Q	Friends of the Japanese Garden, Inc.	Spring Festival 2012	\$6,961
3Q	Haitian American Youth Organization, Inc.	Fete Culturelle Creole - An Artistic Potpourri	\$2,783
3Q	Leave No One Behind, Inc.	Spring & Summer Performing Arts Explosion	\$4,177
3Q	Miami Oratorio Society, Inc.	2011-2012 Oratorio Season	\$5,105
3Q	Miami River Fund, Inc.	16th Annual Miami Riverday	\$4,641
3Q	Miami Wind Symphony, Inc.	America We	\$4,641
3Q	Miami-Dade County Parks Recreation and Open Spaces - Disability Services	In Park Series: Movement, Theatre and Self-Expression Program for Adults with Developmental Disabilities	\$5,198
3Q	Moving Lives Kids Arts Center (MLK Arts Center), Inc.	A Mural Tribute to Miami's Original Baseball Team: The Miami (Ethiopian) Clowns	\$4,641
3Q	NAME PUBLICATIONS, INC.	Adler Guerrier Book Project	\$3,713
3Q	National Art Exhibitions of the Mentally Ill, Inc.	24th Annual National Art Exhibition by the Mentally Ill	\$5,569
3Q	South Florida Composers Alliance, Inc. a/f/a for 801 Projects	The Nightclub	\$4,641
3Q	The Master Chorale of South Florida, Inc.	Royal Flush: Music By, For or About Royalty	\$5,569
3Q	The Rock Family Community Center, Inc.	Snapshots of Our America	\$3,527
3Q	The Sicilian Cultural and Film Festival, Inc.	VII Sicilian Film Festival	\$4,641
3Q	University of Wynwood, Inc.	O, Miami Presents Billy Collins and Mary Oliver	\$6,497
3Q	Urgent, Inc.	She Kept Her Bra On Too! Girls Giving Voice to Their Power and Taking Action	\$4,641
4Q	Community Grants Program - 4th Quarter Recommendations -	PENDING	\$107,000
		<b>Sub-Total: FY 2011-12 Community Grants (year to date):</b>	<b>\$462,000</b>
<b>CULTURAL ADVANCEMENT GRANTS PROGRAM (ADV)</b>			
ADV	ArtSouth, a Not-for-Profit Corporation	Annual Season - General Operating Support	\$41,000
ADV	Bakehouse Art Complex, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Ballet Flamenco La Rosa, Inc.	Annual Season - General Operating Support	\$41,000
ADV	Bascomb Memorial Broadcasting Foundation, Inc. (WDNA-FM 88.9)	Annual Season - General Operating Support	\$82,000
ADV	Black Archives, History and Research Foundation of South Florida, Inc., The	Annual Season - General Operating Support	\$41,000
ADV	Centro Cultural Espanol de Cooperacion Iberoamericana, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Chopin Foundation of the United States, Inc.	Annual Season - General Operating Support	\$41,000
ADV	City of Miami - Gusman Center for the Performing Arts	Annual Season - General Operating Support	\$82,000
ADV	City Theatre, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Coral Gables Congregational Church , Inc.	Annual Season - General Operating Support	\$41,000
ADV	Dave and Mary Alper Jewish Community Center	Annual Season - General Operating Support	\$41,000
ADV	Deering Estate Foundation, Inc., The	Annual Season - General Operating Support	\$41,000
ADV	Fantasy Theatre Factory, Inc.	Fiscal Agent for the Travel/Consultants Technical Assistance Component of the Cultural Advancement program	\$92,000
ADV	GableStage, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Hispanic Theater Guild Corporation	Annual Season - General Operating Support	\$41,000
ADV	Jamaica Awareness, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Miami Contemporary Dance Corp, dba Miami Contemporary Dance Company	Annual Season - General Operating Support	\$41,000
ADV	Miami Light Project, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Miami Momentum Dance Company, Inc.	Annual Season - General Operating Support	\$41,000
ADV	Miami Dade College, Department of Cultural Affairs	Annual Season - "Cultura del Lobo" General Operating Support	\$82,000
ADV	Miami Dade College, Florida Center for the Literary Arts	Annual Season - General Operating Support	\$82,000
ADV	Murray Dranoff Foundation, Inc., The	Annual Season - General Operating Support	\$41,000
ADV	New Theatre, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Rhythm Foundation, Inc., The	Annual Season - General Operating Support	\$82,000
ADV	Seraphic Fire, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Sociedad Pro Arte Gratel, Inc.	Annual Season - General Operating Support	\$41,000
ADV	Sunday Afternoons of Music, Inc.	Annual Season - General Operating Support	\$41,000
ADV	Teatro Avante, Inc.	Annual Season - General Operating Support	\$82,000
ADV	Tigertail Productions, Inc.	Annual Season - General Operating Support	\$41,000
		<b>Sub-Total: FY 2011-12 Cultural Advancement Program Grants:</b>	<b>\$1,814,000</b>
<b>CULTURE SHOCK MIAMI PROGRAM COSTS</b>			
CS	Culture Shock Miami: Discount Student Tickets to the Arts Program	Programmatic Support	\$603,000
		<b>Sub-Total: FY 2011-12 Culture Shock Miami Program Costs:</b>	<b>\$603,000</b>

**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
<b>DANCE MIAMI CHOREOGRAPHERS FELLOWSHIPS (DMF)</b>			
DMF	Letty Bassart	Choreographer Fellowship	\$10,000
DMF	Octavio Campos	Choreographer Fellowship	\$10,000
DMF	Rosie Herrera	Choreographer Fellowship	\$10,000
DMF	Dance Miami Choreographers' Fellowship Program	Programmatic costs	\$5,000
<b>Sub-Total: FY 2011-12 Dance Miami Choreographers Fellowships Program:</b>			<b>\$35,000</b>
<b>DEVELOPING ARTS IN NEIGHBORHOODS GRANTS PROGRAM (DAN)</b>			
DAN	Academia de las Luminarias de las Bellas Artes (A.L.B.A.)	FY2011-2012 Program Activities	\$7,750
DAN	Alhambra Music Inc.	FY2011-2012 Program Activities	\$8,800
DAN	The Miami Foundation, Inc. f/a for Bas Fisher Invitational	FY2011-2012 Program Activities	\$8,800
DAN	Brazz Dance Theater Incorporated	FY2011-2012 Program Activities	\$11,500
DAN	CACEC INC	FY2011-2012 Program Activities	\$5,000
DAN	Civic Chorale of Greater Miami	FY2011-2012 Program Activities	\$11,500
DAN	Community Arts And Culture Inc	FY2011-2012 Program Activities	\$11,500
DAN	Community Performing Arts Association Inc.	FY2011-2012 Program Activities	\$5,000
DAN	Community Theatre of Miami Lakes, Inc. d/b/a Main Street Players	FY2011-2012 Program Activities	\$11,500
DAN	Deco Echo Artists' Delegation d/b/a Center for Folk and Community Art	FY2011-2012 Program Activities	\$11,500
DAN	South Florida Composers Alliance, Inc. f/a for Foundation for Emerging Technologies and Arts, Inc.	FY2011-2012 Program Activities	\$7,750
DAN	Homestead Community Concert Association Inc.	FY2011-2012 Program Activities	\$11,500
DAN	Karen Peterson and Dancers Inc	FY2011-2012 Program Activities	\$11,500
DAN	Kinad Inc.	FY2011-2012 Program Activities	\$8,800
DAN	Mad Cat Theatre Company Inc.	FY2011-2012 Program Activities	\$11,500
DAN	Marti Productions Inc.	FY2011-2012 Program Activities	\$5,000
DAN	Miami Piano Circle	FY2011-2012 Program Activities	\$7,750
DAN	Miami Watercolor Society Inc.	FY2011-2012 Program Activities	\$11,500
DAN	Mz Goose Inc.	FY2011-2012 Program Activities	\$8,800
DAN	Temple Israel of Greater Miami, Inc. f/a for Next@19th Street	FY2011-2012 Program Activities	\$7,750
DAN	North Miami Community Concert Band Inc.	FY2011-2012 Program Activities	\$8,800
DAN	Orchestra Miami Inc.	FY2011-2012 Program Activities	\$11,500
DAN	Red Chemistry Inc.	FY2011-2012 Program Activities	\$8,800
DAN	Siempre Flamenco Inc.	FY2011-2012 Program Activities	\$8,800
DAN	Sociedad Cultural Santa Cecilia Inc.	FY2011-2012 Program Activities	\$5,000
DAN	South Beach Chamber Ensemble Inc.	FY2011-2012 Program Activities	\$8,800
DAN	South Florida Bluegrass Association Inc.	FY2011-2012 Program Activities	\$11,500
DAN	Teatro en Miami Corp.	FY2011-2012 Program Activities	\$8,800
DAN	The Arts at St. Johns Inc.	FY2011-2012 Program Activities	\$7,750
DAN	The Cove/Rincon Corp.	FY2011-2012 Program Activities	\$5,000
DAN	The Miami Classical Guitar Society	FY2011-2012 Program Activities	\$8,800
DAN	The Unconservatory Inc.	FY2011-2012 Program Activities	\$7,750
<b>Sub-Total: FY 2011-12 Developing Arts in Neighborhoods Grants Program Grants:</b>			<b>\$286,000</b>
<b>FESTIVALS AND SPECIAL EVENTS GRANTS PROGRAM (FEST)</b>			
FEST	Bayfront Park Management Trust	Downtown Miami New Year's Eve Celebration	\$30,262
FEST	Coconut Grove Arts and Historical Association, Inc.	Coconut Grove Arts Festival	\$67,631
FEST	Dade Heritage Trust, Inc.	Dade Heritage Days	\$37,807
FEST	Florida Dance Association, Inc.	Florida Dance Festival	\$30,201
FEST	Florida International University Board of Trustees, for the benefit of the School of Hospitality	South Beach Wine & Food Festival	\$71,743
FEST	German American Social Club of Greater Miami, Inc.	Oktoberfest Miami	\$28,133
FEST	Inffinito Art & Cultural Foundation, Inc.	Brazilian Film Festival of Miami	\$37,752
FEST	Junior Orange Bowl Committee, Inc.	Junior Orange Bowl Festival	\$55,667
FEST	Miami Bach Society, Inc., The	Tropical Baroque Music Festival	\$32,339
FEST	Miami-Broward One Carnival Host Committee, Inc.	Miami Carnival	\$42,612
FEST	Miami Dade College, Miami Book Fair International	Miami Book Fair International	\$71,743
FEST	Miami Dade College, Miami International Film Festival	Miami International Film Festival	\$70,950
FEST	Miami Design Preservation League, Inc.	Art Deco Weekend Festival	\$45,626
FEST	Miami Gay and Lesbian Film Festival, Inc.	Miami Gay & Lesbian Film Festival	\$41,934
FEST	Miami Hispanic Ballet Corporation	International Ballet Festival of Miami	\$35,794
FEST	National Foundation for Advancement in the Arts, Inc.	ARTS Week	\$61,026
FEST	Patrons of Exceptional Artists, Inc.	Miami International Piano Festival - Discovery Series	\$36,482
FEST	University of Miami - Frost School of Music	Festival Miami	\$42,298
<b>Sub-Total: FY 2011-12 Festivals and Special Events Program Grants:</b>			<b>\$840,000</b>

**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
<b>HANNIBAL COX JR. CULTURAL GRANTS PROGRAM (HCJ)</b>			
HCJ	Area Performance Gallery, Inc.	FY2011-2012 Program Activities	\$22,361
HCJ	Arts Ballet Theatre of Florida, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Creation Art Center Corporation	FY2011-2012 Program Activities	\$12,917
HCJ	Cuban Classical Ballet of Miami, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Diaspora Vibe Cultural Arts Incubator, Inc.	FY2011-2012 Program Activities	\$18,426
HCJ	Edge Zones, Inc.	FY2011-2012 Program Activities	\$15,860
HCJ	Florida International University Board of Trustees, for the benefit of the School of Music	FY2011-2012 Program Activities	\$30,000
HCJ	Friends of Chamber Music of Miami, Inc.	FY2011-2012 Program Activities	\$19,330
HCJ	Fundarte, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Ground Up and Rising, Inc.	FY2011-2012 Program Activities	\$19,422
HCJ	Haitian Heritage Museum Corp.	FY2011-2012 Program Activities	\$16,193
HCJ	Hispanic-American Lyric Theatre, Inc.	FY2011-2012 Program Activities	\$16,155
HCJ	Locust Projects, Inc.	FY2011-2012 Program Activities	\$21,310
HCJ	Marjory Stoneman Douglas Biscayne Nature Center, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Miami Beach Film Society, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Miami Beach Garden Conservancy, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Miami Dade College - Department of Arts and Philosophy	FY2011-2012 Program Activities	\$12,673
HCJ	Miami Dade College Foundation, Inc. - New World School of the Arts	FY2011-2012 Program Activities	\$30,000
HCJ	Miami Gay Men's Chorus, Inc.	FY2011-2012 Program Activities	\$17,474
HCJ	Miami Lyric Opera, Inc.	FY2011-2012 Program Activities	\$20,104
HCJ	Michael-Ann Russell Jewish Community Center, Inc.	FY2011-2012 Program Activities	\$30,000
HCJ	Mystery Park Arts Company, Inc., dba SoBe Music Institute	FY2011-2012 Program Activities	\$15,662
HCJ	South Florida Composers Alliance, Inc.	FY2011-2012 Program Activities	\$20,001
HCJ	St. Martha's Concert and Cultural Alliance, Inc.	FY2011-2012 Program Activities	\$12,917
HCJ	The Dance Now! Ensemble, Inc.	FY2011-2012 Program Activities	\$19,468
HCJ	The Florida Chamber Orchestra	FY2011-2012 Program Activities	\$11,733
HCJ	University of Miami - School of Communication	FY2011-2012 Program Activities	\$19,737
HCJ	Viernes Culturales / Cultural Fridays, Inc.	FY2011-2012 Program Activities	\$8,257
<b>Sub-Total: FY 2011-12 Hannibal Cox Jr. Cultural Program Grants:</b>			<b>\$590,000</b>
<b>INTERNATIONAL CULTURAL EXCHANGE GRANTS PROGRAM (ICE)</b>			
ICE	Arts Ballet Theatre of Florida, Inc.	2012 International Ballet Concert (IBC)	\$18,387
ICE	Ballet Flamenco La Rosa, Inc.	Hedda Gabler	\$24,516
ICE	Diaspora Vibe Cultural Arts Incubator, Inc.	Living Sculpture II Kingston, Jamaica/Miami	\$18,387
ICE	Edge Zones, Inc.	Art of Uncertainty 5	\$18,387
ICE	Friends of Miami-Dade Public Library, Inc.	The Miami-Dade Public Library's International Art of Storytelling Festival - Taipei, Taiwan	\$24,516
ICE	Karen Peterson and Dancers, Inc.	2012 Miami / Balkan Dance Exchange	\$12,259
ICE	Miami Contemporary Dance Corporation, dba Miami Contemporary Dance Company	International Dance Exchange	\$24,516
ICE	Teatro Avante, Inc.	Spain/USA International Cultural Exchange	\$24,516
ICE	Tigertail Productions, Inc.	2012 International Exchange Project	\$24,516
<b>Sub-Total: FY 2011-12 International Cultural Exchange Program Grants:</b>			<b>\$190,000</b>
<b>MAJOR CULTURAL INSTITUTIONS GRANTS PROGRAM (MCI)</b>			
MCI	Actors' Playhouse Productions, Inc.	Operational Support for Actors' Playhouse	\$189,973
MCI	Florida International University Board of Trustees, for the benefit of the Patricia and Phillip Frost Art Museum	Operational Support for the Patricia and Phillip Frost Art Museum	\$117,925
MCI	Florida International University Board of Trustees, for the benefit of The Wolfsonian	Operational Support for the Wolfsonian-FIU	\$256,296
MCI	Florida Grand Opera, Inc.	Operational Support for the Florida Grand Opera	\$327,270
MCI	Friends of the Bass Museum, Inc.	Operational Support for the Bass Museum of Art	\$169,144
MCI	GableStage, Inc.	Transition to the Coconut Grove Playhouse / Programming Support	\$150,000
MCI	Jewish Museum of Florida, Inc.	Operational Support for the Jewish Museum	\$133,474
MCI	M Ensemble Company	Operational Support for the M Ensemble Company	\$87,000
MCI	Miami City Ballet, Inc.	Operational Support for the Miami City Ballet	\$271,021
MCI	Miami Symphony Orchestra	Operational Support for the Miami Symphony Orchestra	\$87,000
MCI	Museum of Contemporary Art, Inc. (MOCA)	Operational Support for the Museum of Contemporary Art	\$221,189
MCI	New World Symphony, Inc.	Operational Support for the New World Symphony	\$335,027
MCI	Performing Arts Center Trust, Inc., dba Adrienne Arsht Center for the Performing Arts of Miami-Dade County	Operational Support for the Adrienne Arsht Center for the Performing Arts of Miami-Dade County	\$317,321
MCI	South Florida Art Center, Inc., dba ArtCenter/South Florida	Operational Support for ArtCenter/South Florida	\$89,062
MCI	University of Miami, Lowe Art Museum	Operational Support for the Lowe Art Museum at UM	\$173,298
<b>Sub-Total: FY 2011-12 Major Cultural Institutions Program Grants:</b>			<b>\$2,925,000</b>

**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
<b>SERVICE ORGANIZATIONS GRANTS PROGRAM (SERV)</b>			
SERV	Arts & Business Council of Miami, Inc.	Annual Programs	\$55,000
SERV	Arts & Business Council of Miami, Inc.	Fiscal Agent for "Arts Help" Mini-Grants program	\$26,000
SERV	Diaspora Arts Coalition, Inc.	Annual Programs	\$28,500
SERV	Florida Dance Association, Inc.	Annual Programs	\$28,500
SERV	Greater Miami Festivals and Events Association, Inc.	Annual Programs	\$15,000
SERV	LegalArt, Inc.	Annual Programs	\$23,500
SERV	Miami Light Project, Inc.	Fiscal Agent for Filmmaker's Workshop	\$23,500
SERV	Performing Arts Network (PAN)	Annual Programs	\$31,500
SERV	Sosyete Koukouy, Inc.	Fiscal Agent for Haitian Artists Network (HAN)	\$23,500
SERV	Sunshine Jazz Organization, Inc., The	Annual Programs	\$19,500
SERV	Theatre League of South Florida, Inc.	Annual Programs	\$35,500
<b>Sub-Total: FY 2011-12 Service Organizations Program Grants:</b>			<b>\$310,000</b>
<b>SUMMER ARTS &amp; SCIENCE CAMPS FOR KIDS GRANTS PROGRAM (SAS-C)</b>			
SAS-C	Summer Arts & Science Camps for Kids Grants Program	Project grants to Organizations for Summer Arts and Science Camp Programs	\$450,000
<b>Sub-Total: FY 2011-12 Summer Arts &amp; Science Camps for Kids Program Grants:</b>			<b>\$450,000</b>
<b>TARGETED INITIATIVES GRANTS (TARG)</b>			
TARG	Arts & Business Council of Miami, Inc.	Fiscal Agent for "ArtBurstMiami"	\$42,000
TARG	Black Archives, History and Research Foundation of South Florida, Inc., The	Black Archives and Lyric Theater - Cultural Advancement Transition Plan	\$30,000
TARG	City of Hialeah Cultural Affairs Council	City of Hialeah Cultural Affairs Council programs	\$26,500
TARG	Friends of the Miami-Dade Public Library, Inc.	A Compendium of Collections and Collecting in Miami: The Vasari Project	\$15,000
TARG	Greater Miami Festivals and Events Association, Inc.	Fiscal Agent for Cultural Publications	\$50,000
TARG	Haitian Cultural Arts Alliance, Inc.	Haitian Cultural Initiatives	\$22,500
TARG	Historical Association of Southern Florida, Inc.	Fiscal Agent for Cuban Pilots Association - Bay of Pigs Memorial at TMB	\$10,000
TARG	Homestead Center for the Arts	Annual Programs	\$16,000
TARG	Rhythm Foundation, Inc., The	Fiscal Agent for Programs at Caleb Auditorium and/or African Heritage Cultural Arts Center	\$25,000
TARG	Theater League of South Florida, Inc.	Fiscal Agent for Playwright Development Program / Playwrights' Workshop Series	\$25,000
TARG	Tigertail Productions, Inc.	Fiscal Agent for Artist Access Grants Program	\$20,000
<b>Sub-Total: FY 2011-12 Targeted Initiatives Grants:</b>			<b>\$282,000</b>
<b>YOUTH ARTS ENRICHMENT GRANTS PROGRAM (YEP)</b>			
YEP	Youth Arts Enrichment Grants Program	Project Grants to Organizations	\$450,000
<b>Sub-Total: FY 2011-12 Youth Arts Enrichment Program Grants:</b>			<b>\$450,000</b>
<b>YOUTH ARTS MIAMI GRANTS PROGRAM (YAM)</b>			
YAM	African Caribbean American Performing Artists, Inc. (ACAPAI)	2011-2012 Program Activities	\$5,741
YAM	AIMM Higher, Inc.	2011-2012 Program Activities	\$13,527
YAM	All Florida Youth Orchestra, Inc. (d/b/a Florida Youth Orchestra)	2011-2012 Program Activities	\$20,000
YAM	Alliance for Musical Arts Productions, Inc.	2011-2012 Program Activities	\$17,456
YAM	American Children's Orchestras for Peace, Inc.	2011-2012 Program Activities	\$35,000
YAM	Ars Flores Symphony Orchestra, Inc.	2011-2012 Program Activities	\$15,168
YAM	Ballet Etudes, Inc.	2011-2012 Program Activities	\$19,337
YAM	Diva Arts & Entertainment, Inc.	2011-2012 Program Activities	\$16,965
YAM	enFAMILIA, Inc.	2011-2012 Program Activities	\$35,000
YAM	Fantasy Theatre Factory, Inc.	2011-2012 Program Activities	\$70,000
YAM	Florida Film Institute, Inc.	2011-2012 Program Activities	\$20,000
YAM	Greater Miami Youth Symphony of Dade County, Florida, Inc.	2011-2012 Program Activities	\$70,000
YAM	Heroes Unite, Inc.	2011-2012 Program Activities	\$20,000
YAM	Miami Children's Chorus, Inc.	2011-2012 Program Activities	\$70,000
YAM	Miami Stage Company/Miami Children's Theater, Inc.	2011-2012 Program Activities	\$70,000
YAM	Miami Youth Ballet, Inc.	2011-2012 Program Activities	\$14,837
YAM	One Art, Inc.	2011-2012 Program Activities	\$23,251
YAM	The Playground Theatre, Inc.	2011-2012 Program Activities	\$70,000
YAM	Quant Productions, Inc.	2011-2012 Program Activities	\$13,285
YAM	The Roxy Theatre Group, Inc.	2011-2012 Program Activities	\$70,000
YAM	The South Florida Boys Choir, Incorporated	2011-2012 Program Activities	\$24,284
YAM	South Florida Youth Symphony	2011-2012 Program Activities	\$20,000
YAM	The Theatre Institute of DulceArt, Inc.	2011-2012 Program Activities	\$6,149
YAM	The Thomas Armour Youth Ballet, Inc.	2011-2012 Program Activities	\$70,000
YAM	Voices United, Inc.	2011-2012 Program Activities	\$20,000
YAM	Walenstein Musical Organization, Inc.	2011-2012 Program Activities	\$20,000
<b>Sub-Total: FY 2011-12 Youth Arts Miami Program Grants:</b>			<b>\$850,000</b>
<b>Total FY 2011-12 Department of Cultural Affairs / Cultural Affairs Council Grants Recommendations:</b>			<b>\$10,824,000</b>
<b>DIRECT COMMUNITY-BASED CULTURAL FACILITIES ALLOCATIONS</b>			
	Fairchild Tropical Botanic Garden, Inc.	Operational Support for Fairchild Tropical Garden	\$376,000
	Miami Children's Museum, Inc.	Operational Support for Miami Children's Museum	\$635,000
	Zoological Society of Florida, Inc.	Operational Support for Zoo Miami	\$293,000
<b>Sub-Total: FY 2011-12 Direct Community-Based Cultural Facilities Allocations:</b>			<b>\$1,304,000</b>
<b>Grand Total: FY 2011-12 Funding to Cultural Organizations through the Department of Cultural Affairs:</b>			<b>\$12,128,000</b>

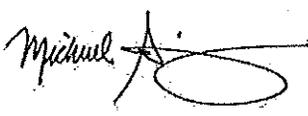
**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
<b>TOURIST DEVELOPMENT COUNCIL GRANTS PROGRAM (TDC)</b>			
Q1	7th Circuit Productions, Inc.	Moksha Art Fair	\$2,000
Q1	Actors' Playhouse Productions, Inc.	2011-2012 Mainstage Season	\$20,000
Q1	Alyans Atizay Ayisyen, Inc.	Global Caribbean III: Haiti Kingdom of This World	\$9,000
Q1	Bayfront Park Management Trust	Downtown Miami's 2011 New Year's Eve Celebration	\$5,250
Q1	Classical South Florida, Inc.	A Grand Night for Singing: Falling for Opera	\$9,000
Q1	Community AIDS Resource, Inc., dba Care Resource	27th Annual White Party Week	\$17,500
Q1	Edge Zones, Inc.	Zones Contemporary Art Fair	\$6,750
Q1	Exponica International, Inc.	21st Annual Exponica International	\$9,000
Q1	Florida International University Board of Trustees for the benefit of Institute for Public Management	Annual Conference of Mayors	\$14,400
Q1	Fundarte, Inc.	Concert for A New Renaissance: Symphonic Dances, Prayers & Meditation	\$10,000
Q1	Greater South Dade/South Miami/Kendall Chamber of Commerce d/b/a Chamber South	40th Annual South Miami Arts Festival	\$5,000
Q1	Italian Film Festival, Inc.	2011 Italian Film Festival	\$7,500
Q1	Lumana Global Corp	Fourth Annual downtown Miami Riverwalk Festival and Boat Parade	\$5,000
Q1	M. Athalie Range Cultural Arts Foundation, Inc.	Celebration of Life Series	\$20,000
Q1	Mela, Inc.	HIT Week Miami	\$7,000
Q1	Miami Beach Chamber of Commerce, Inc.	Tourist Hospitality Center	\$20,000
Q1	Miami Beach Latin Chamber of Commerce, Inc.	Miami Beach Visitor Information Center	\$20,000
Q1	Miami Book Fair International, Inc.	Miami Book Fair International	\$25,000
Q1	Miami Light Project, Inc.	DBR: Symphony for the Dance Floor; Grand Opening of The Light Box at G	\$15,000
Q1	Miami Short Film Festival, Inc.	Miami Short Film Festival 10th Anniversary	\$10,000
Q1	Miami-Dade County Days, Inc.	Miami-Dade County Days in Tallahassee 2012 -	\$15,000
Q1	Museum of Contemporary Art, Inc.	Mark Handforth: Rolling Stop	\$9,000
Q1	Mystery Park Arts Company, Inc dba SoBe Institute of the Arts	American Masterworks String Festival	\$6,750
Q1	New World Festival	Coral Gables Cultural Calendar County-wide Tourism Cultural Activities	\$12,000
Q1	Seraphic Fire, Inc	Seraphic Fire 10th Fall Season	\$10,000
Q1	Teatro en Miami Corp.	TEMFest 2011	\$10,000
Q1	The Dance Now! Ensemble, Inc.	Fall for Dance NOW!	\$5,000
Q1	The Dave and Mary Alper Jewish Community Center, Inc.	2011-2012 1st Quarter Visual Arts and 31st Annual Jewish Book Festival	\$9,000
Q1	Tigertail Productions, Inc.	Tigertail International & Special Events	\$8,750
Q1	Tropical Everglades Visitor Association, Inc.	Visitor Center	\$20,000
Q1	University of Miami, Frost School of Music	Festival Miami 2011	\$9,000
Q2	arteamericas, Inc.	arteamericas	\$15,000
Q2	Center for Advancement of Jewish Education, Inc.	15th Annual Miami Jewish Film Festival	\$5,000
Q2	City of Miami Gardens	Jazz in the Gardens	\$20,000
Q2	Corzo Castella Carballo Thompson Salman, P.A.	Biscayne Green	\$5,000
Q2	Council of International Fashion Designers	Miami Beach International Fashion Week	\$15,000
Q2	Cuban Classical Ballet of Miami, Inc.	Noche Espanola	\$10,000
Q2	Dr. Martin Luther King, Jr., Parade and Festivities Committee, Inc.	DR. MARTIN LUTHER KING, JR PARADE AND FESTIVITIES	\$13,500
Q2	Greater Miami Billfish Tournament, Inc.	Yamaha Contender Miami Billfish Tournament	\$7,000
Q2	Historical Association of Southern Florida, Inc.	Nineteenth Annual Miami International Map Fair	\$9,000
Q2	Homestead Rodeo Association, Inc.	63rd Annual Homestead Championship Rodeo and Frontier Days	\$15,000
Q2	Miami Design Preservation League LLC	Art Deco Weekend	\$22,500
Q2	Miami International Film Festival	Miami International Film Festival 2012	\$20,000
Q2	Miami Tri Events LLC	Rohto Ironman 70.3 Miami	\$8,250
Q2	National Foundation for Advancement in the Arts, Inc.	YoungArts Week 2012	\$15,000
Q2	National Gay and Lesbian Task Force	National Gay and Lesbian Task Force Winter Party Festival	\$8,000
Q2	New Visions of South Dade, Inc.	24th Annual Dr. Martin Luther King, Jr. Parade & Festival	\$15,000
Q2	Rotary Foundation of South Miami, Inc.	South Miami Arts Festival	\$5,000
Q2	South Florida Bluegrass Association, Inc.	34th Annual 3-day Everglades Bluegrass Festival	\$5,000
Q2	The Cultural Council, Inc.	Art and All That Jazz	\$6,750
Q2	The Miami Bach Society, Inc.	Tropical Baroque Music Festival XIII	\$8,000
Q2	The Unconservatory, Inc.	Gala For Two Pianos	\$4,000
Q2	United Haitian American Artists, Inc	24th Annual Haitian Independence Day Concert	\$5,000
Q2	Women's International Film & Arts Festival, Inc.	7th Annual Women's International Film & Arts Festival	\$9,000
Q3	Aqua Foundation for Women, Inc.	Aqua Girl Festival 2012	\$5,000
Q3	City Theatre, Inc.	17th Annual Summer Shorts Festival	\$5,000
Q3	Coconut Grove Arts & Historical Association, Inc.	Coconut Grove Arts Festival	\$15,000
Q3	Coral Gables Cinemateque, Inc.	World Voices	\$6,750
Q3	Creation Art Center Corporation	Po-Po-Po	\$5,000
Q3	Florida Grand Opera, Inc.	"Romeo et Juliette' French Opera Festival"	\$15,000
Q3	Florida International University for the benefit of Institute for Public Management and Community Service	Fun & Fit as a Family	\$12,250
Q3	Friends of the Bass Museum, Inc.	Hot Nights, Cool Jazz!	\$5,250
Q3	Friends of the Miami-Dade Public Library, Inc.	Art of Storytelling	\$7,500
Q3	GableStage, Inc.	GableStage 2011-2012 Season	\$12,000
Q3	Jewish Museum of Florida	Marketing for Exhibits	\$5,000
Q3	Junior Orange Bowl Committee, Inc.	Junior Orange Bowl Int'l Tennis, Golf, Chess, Sports Ability Games & Nat'l	\$7,000
Q3	Miami Gay & Lesbian Film Festival, Inc.	14th Annual Miami Gay and Lesbian Film Festival	\$17,500
Q3	Miami Northwest Express Track Club, Inc.	37th Annual Northwest Track & Field Classic	\$12,000
Q3	Miami River Fund, Inc.	Miami Riverday	\$5,000
Q3	Miami-Dade Sports Commission	WrestleMania XXVIII	\$25,000
Q3	Michael-Ann Russell Jewish Community Center, Inc.	Festival Yachad - Israeli Folk Dance Festival	\$5,600
Q3	Patrons of Exceptional Artists, Inc.	2012 Miami International Piano Festival	\$3,000

**GRANTS TO NON-PROFIT CULTURAL ORGANIZATIONS IN FY 2011-2012 THROUGH THE MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**

PROGRAM	GRANTEE	PROGRAM / PROJECT	FY 2011-12 AWARD
Q3	Red Chemistry, Inc.	2012 European Film Festival in Miami & Short Film Competition	\$5,000
Q3	The Miami Children's Museum, Inc	MiChiMu's Fun-Iympics!	\$14,000
Q3	The Rhythm Foundation, Inc.	Big Night in Little Haiti	\$5,000
Q3	The Sicilian Cultural and Film Festival Inc.	The VII Sicilian Film Festival	\$2,500
Q3	United States Judo, Inc	2012 IJF World Cup, U.S. Open and Training Camp	\$15,000
Q3	V O R Miami, Inc.	Volvo Ocean Race 2011-2012	\$25,000
Q3	Viernes Culturales/Cultural Fridays, Inc.	Viernes Culturales/Cultural Fridays	\$15,000
Q4	Tourist Development Council Grants Program - 4th Quarter Recommendations - PENDING		\$251,750
<b>Sub-Total: FY 2011-12 Tourist Development Council Program Grants (year to date):</b>			<b>\$1,100,000</b>

Date: March 21, 2012

To: Members  
Cultural Affairs Council 

From: Michael Spring

Subject: Art in Public Places Annual Report – 2011

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This annual report was prepared by the Department of Cultural Affairs and provides an overview of the accomplishments continuing to be made with the Art in Public Places (APP) program since it was transferred to the department in FY 2007-2008. Under the department's leadership, the APP program continues to focus on:

- Establishing clear policies and reliable procedures to administer the program;
- Implementing systems to account and care for the prestigious collection of more than 600 art works; and
- Making architectural elements that are integral to public buildings better through the collaboration of artists.

Today, Miami-Dade County continues to be recognized for having one of the most successful public art programs in the world. This memorandum is being provided to highlight the progress that has occurred in fiscal year 2010-11.

#### DISTINCTIONS FOR THE PROGRAM

- **A Major Exhibition of APP Projects at the ArtCenter / South Florida: "Not the Usual Suspects: [New] Art in [New] Public [New] Places"**

Miami-Dade Art in Public Places presented the exhibition "Not the Usual Suspects: [New] Art in [New] Public [New] Places" at the ArtCenter / South Florida located at 800 Lincoln Road, Miami Beach. The exhibition featured forthcoming and recently completed projects commissioned by the Miami-Dade County Art in Public Places Trust. This exhibition brought together a dynamic group of artists who are working in new, more collaborative ways with public art in order to make local government buildings better places to serve the public. Rendered in various media, from interactive video panels and new media technologies to highly integrated plaza and flooring designs, the work presented in this exhibition explored a cross section of innovative public art commissions currently being implemented in Miami-Dade County. The exhibition, which ran from January 8 through February 20, 2011 was featured in the architecture section of the Sunday, February 13, 2011 *Miami Herald*.

- **Downtown Miami Public Art Tour**

In collaboration with the Downtown Development Authority, APP curated a walking tour of public artworks located in downtown Miami. Online and printed maps, a downloaded audio tour and website were created for this initiative, which is being used to promote culture in the downtown area.

(Click [here](#) or go to <http://www.dwntwnartdays.com/art-walks-tours/> to visit the website and download the audio tour.)

### **ESTABLISHING CLEAR POLICIES AND RELIABLE SYSTEMS TO ADMINISTER THE PROGRAM**

The Department of Cultural Affairs continues its program to orient and train fellow County departments and municipalities on the applicability and opportunities of the APP program. In addition to establishing systems and methods that ensure APP requirements are applied and adhered to more uniformly, the department has emphasized the following:

- Public art is a value-added strategy to improve the quality of departments' and municipalities' capital projects;
- Successful collaborations with other departments and municipalities rely on identifying opportunities for artworks early in the design phase of their projects and engaging departments and municipalities in the artist selection process; and
- Art projects are developed collaboratively with representatives from the "client" department or municipality so that they are meaningful and relevant to their particular services and needs.

The following new initiatives have been developed to support this work:

- ***Published a Procedural Guide to Art in Public Places***

This "Procedural Guide to the Art in Public Places Program" was developed by the department to provide County departments with a user-friendly set of guidelines for implementing the art in public places requirements. In addition, the processes and procedures detailed in the guide have been incorporated in the County's Procedures Manual (procedure number 358). The information included in this procedural guide is based on Section 2-11.15 of the County Code ("Works of art in public places"), Administrative Order 3-11 ("Art in Public Places Program Implementation and Fund Transfer Procedure") and a set of County Attorney's Office opinions that have been issued over the years regarding the program's requirements. For FY 2010-11, the Procedures Manual was updated to include sections for municipal compliance and for compliance by private sector development projects done on behalf of local government. In addition, to ensure uniform compliance with the public art requirement, the Procedures Manual now references the establishment of a capital project budget allocation worksheet to calculate the 1.5 percent public art allocation consistently. (Click [here](#) or go to <http://intra.metro-dade.com/procedures/library/358.pdf> for procedure number 358, the APP section of the Procedures Manual)

- ***Ensured Financial Accountability***

The department continues to work closely with the Office of Management and Budget (OMB) and other County departments to account for all funds committed to the APP program. The adopted FY 2011-2012 budget for the APP program is based on detailed accounting of funds contractually committed to ongoing projects, monies dedicated for repair and conservation of artworks, and costs for managing this work. Key project financial and accounting systems have been restructured to reflect exact APP revenues received from other departments and expenditures made by project, and to enable regular, up-to-date project tracking logs to be provided to departments upon request. Specific accounting of each APP allocation is provided to departments at the outset of a project, delineating an accurate and thorough calculation of art commission amount, the APP administrative

cost, and the artwork repair and conservation appropriation (15 percent of the 1.5 percent public art allocation for each artwork is dedicated to a repair and conservation fund).

- ***Implemented A System for Identifying New Projects***

The department and OMB have created a system to ensure that the APP allocation is properly calculated and planned for at the outset of all eligible capital projects and that a resulting budget line item specifying the public art contribution is built into capital budgets. APP staff attends annual OMB capital budget hearings for County departments and is taking an active role to ensure that all eligible capital projects properly adhere to the APP requirements. In addition, an APP line item/check-off has been included in the automated system for authorizing/tracking County capital projects.

- ***Conducted Art in Public Places Training Sessions with County Departments***

The department continues its work to familiarize County departments regarding the proper implementation of the APP program and ensure all departments' adherence to the public art requirements. APP staff is collaborating with departments to demonstrate a "value-added" benefit to public art components, using artists and artworks to make better buildings through artist-designed elements that contribute directly to the quality of the building. The department continues to participate in monthly sessions of the county-wide Construction Manager Training Program. The hour long APP segment of the training is designed to familiarize County departments with the proper implementation of the APP program and ensure all departments' adherence to the public art requirements.

- ***Conducted Art in Public Places Training Sessions for Municipalities***

Department of Cultural Affairs staff is collaborating with municipalities to implement Building Better Communities General Obligation Bond (BBC-GOB) and Safe Neighborhood Parks (SNP) funded municipal art projects that meet the public art eligibility criteria and must comply with the public art requirement. In order to comply with the APP requirement, municipalities have the option of administering their own public art projects or working collaboratively with the County to administer, manage and implement the public art components. APP staff has administered public art projects on behalf of the City of Aventura, City of Miami Gardens and City of Hialeah, and is currently working collaboratively with the City of Medley, City of Biscayne Park, City of Opa Locka, City of North Miami, City of Homestead and the City of Sunny Isles Beach, among others, to identify opportunities for public art and to begin project implementation on their behalf. It is important to note that the department is using these opportunities to remind our municipal partners that the County Code requires municipalities to implement the art in public places requirements for all of their eligible capital projects.

- ***Oriented New Art in Public Places Trust Members***

The department has developed an orientation notebook for volunteer board members of the APP Trust that provides background information on all aspects of the program and outlines the responsibilities and requirements of service on the Trust. Orientation sessions have been held for all new APP Trust members on their responsibilities and requirements, and additional workshops have been held on the APP artists' contracting process. The volunteer Trust members have participated enthusiastically in these sessions and continue to demonstrate an outstanding commitment to the

program. Appointments to the Art in Public Places Trust are being monitored by staff to ensure that vacancies on the Trust are filled without delay; currently, there are no vacancies on the Trust.

- ***Launched an Adopt an Artwork Program***

The Adopt an Artwork Program allows County departments to select available works of art from the APP Artbank Collection. The County has a vast array of buildings without public art, and this program allows those departments an opportunity to select works of art for their facilities. Through this program, APP has placed more than 50 works of art in various County facilities. Most recently, the department was able to place a major outdoor sculpture, entitled *Two Shapes Interlocking* by artist Peter Forakis, at the Golden Glades Branch Library.

### **PRIORITIZING ACCOUNTABILITY AND CARE OF THE COLLECTION**

The County is dedicating 15 percent of the 1.5 percent generated by all new public art allocations to a repair and conservation fund that is being used for specialized tasks required to restore and/or repair works of art in its collection. These funds will be replenished on an ongoing basis with proceeds from new commissions. APP staff is implementing several projects related to the care and preservation of the collection. In addition, the County is committed to ensuring the accountability of the public art collection by using the latest technology for inventory, oversight and public access to the collection.

- ***Coordinated Inventory***

Department of Cultural Affairs staff is continuing to work closely with Internal Services to ensure that APP records are coordinated and identical with Internal Services' inventory accounting of the APP collection.

- ***Procured Inventory Software System***

The department has secured a \$30,000 grant from the John S. and James L. Knight Foundation to help with the purchase of a custom, state-of-the-art collections management software system. Mediatrope, a San Francisco-based, full service web design firm, is nearing completion on work to develop the system, and the first version is scheduled to launch in March 2012. The acquisition of this custom-designed automated system will improve the conservation and stewardship of the collection significantly, including inventory and records-keeping functions. It also will allow greater opportunities for public engagement with and appreciation of the artworks by enabling online access to images, including interpretive descriptions and documentation of each work. Visitors to the Art in Public Places website will be able to create custom-designed public art walking or driving tours, and explore the collection by media, location or works by particular artists.

- ***Continued the Repair and Conservation Program for the Collection***

Work to repair and restore artworks is underway, with restoration of an outdoor sculpture by Isamu Noguchi (*Slide Mantra*), the cleaning of a ceramic mural by artist Purvis Young at Northside Metrorail Station, installation of a protective railing for the George Sugarman sculpture (*Untitled*) at

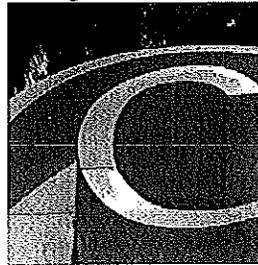
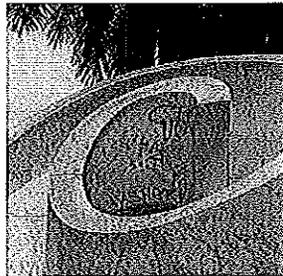
Miami International Airport and restoration of *The Miami Fin Project* by artist John Young all completed.

*Restoration of Purvis Young Mural at Northside Station*

The Purvis Young mural located at Northside Metrorial Station was cleaned by a local artist selected from the maintenance and repair vendor pool. Installed in 1986, the mural is now in excellent condition and the colors are restored to their original brightness.

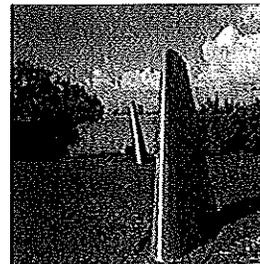
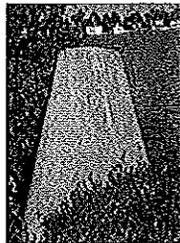
*Restoration of Isamu Noguchi Sculpture (Slide Mantra) at Bayfront Park*

One of the most valuable works in the APP collection, *Slide Mantra* by Isamu Noguchi, which is located at Bayfront Park, was recently vandalized. APP staff worked with Conservation Solutions, a specialized art conservation firm located in Washington, D.C., to repair the work and remove the graffiti.



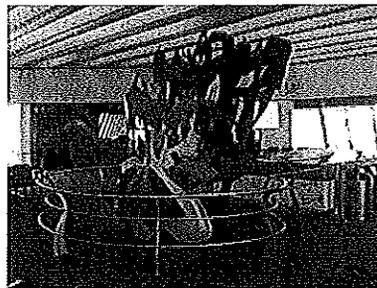
*Restoration of John Young Installation (The Miami Fin Project) at Pelican Harbor Park*

The John Young piece entitled *The Miami Fin Project*, located at Pelican Harbor Park, North Bay Village, has been restored and repainted. The restoration work was completed by a local artist selected from the maintenance and repair vendor pool.



*Protective Railing Installed for George Sugarman Sculpture at Miami International Airport*

The George Sugarman sculpture, *Untitled*, which is located at Miami International Airport in Satellite E, was secured with a protective railing. The railing was custom fabricated and will prevent travelers from bumping into the sculpture with luggage and baggage carts.



### ENHANCING CAPITAL PROJECTS WITH PUBLIC ART

The department is currently coordinating the development and implementation of more than 25 new and existing public art projects. APP staff is working collaboratively with other departments and municipalities to ensure clear, consistent and regular communication and coordination for each stage of the work, including planning, architectural and engineering design and fabrication/installation of each project. Marking one of the first initiatives of its kind in the nation, the Department is working with the Opa-Locka Community Development (OLCDC), a non-profit organization, to implement and manage the public art components of an extensive redevelopment, which includes housing, streetscape and urban planning elements in the Magnolia North area of Opa-Locka. This project is utilizing major federal grants and has resulted in securing a prestigious National Endowment for the Arts "Our Town" Award. The OLCDC requested the involvement of APP based in the outstanding reputation the APP program has for delivering effective, innovative projects that improve public buildings and spaces. The artworks for all of these projects continue to reflect the APP program's high standards of artistic excellence and are designed to add overall quality to the finished capital project.

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#### PUBLIC ART WORKS COMPLETED IN 2010-2011

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##### **Miami International Airport, North Terminal Development**

**Michele Oka Doner**

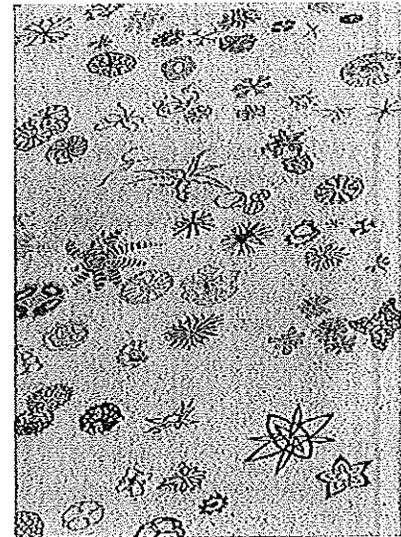
*Tropical Garden, 2010*

*Project Budget: \$3.8 M*

Terrazzo, bronze and mother-of-pearl

*Commissioning Agency: Miami-Dade Aviation*

Envisioned as a continuation of Oka Doner's award-winning and critically acclaimed floor, *A Walk on the Beach*, this new project, *Tropical Garden*, transitions from the existing floor and continues throughout the two-and-a-half mile-long North Terminal Development. A celebration of South Florida's botanical diversity, nearly 9,000 unique cast bronzes detail abstractions of subtropical seedpods, leaves, flowers and plant structures are embedded throughout the terrazzo. Scatterings of mother-of-pearl and larger abalone shell fragments provide depth, texture and shape the visual framework for the floor.



**Miami International Airport, Mover Station Terminal Connector  
Christopher Janney**

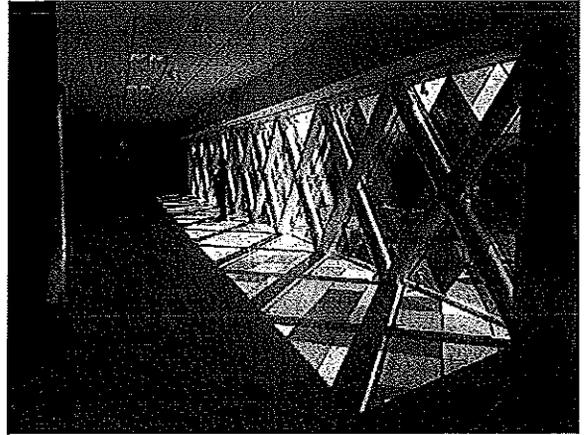
*Harmonic Convergence, 2011*

Project Budget: \$792,750

Sound and Colored Glass Panels

Commissioning Agency: Miami-Dade Aviation

*Harmonic Convergence* incorporates an interactive sound environment with diagonal patterns of colored glass that are integrated into the Mover Station Terminal Connector. As people navigate through the space, their activity influences the melodic layering of natural sound environments created from tropical birds, distant thunder storms, sounds of the Everglades and other environments indigenous to South Florida. As sunlight transitions throughout the space, the colored, diagonal shaped exterior glass casts dramatic, constantly changing shadow patterns across the floor.



**Miami International Airport, North Terminal Development - APM Station B  
Carlos Betancourt**

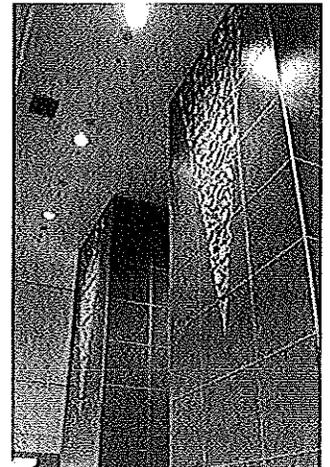
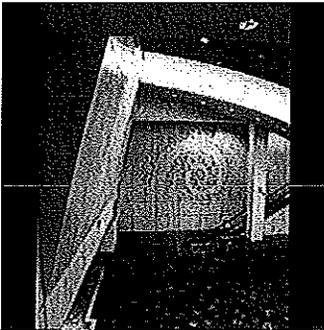
*Realm of Secrets, 2010*

Project Budget: \$818,600

Sculpted stone elements

Commissioning Agency: Miami-Dade Aviation

Influenced by the forces of identity, travel, pop and kitsch culture, as well as the language of ancient and contemporary symbols, Miami artist Carlos Betancourt has visually transformed the walls of Miami International Airport North Terminal APM Station "B" with ornate imagery based on his personal vocabulary. As stated by Betancourt, "this project celebrates the power of symbols and forms and their magical implications, and I hope to enhance the airport space with this concept."



**South Miami-Dade Cultural Arts Center  
Robert Chambers**

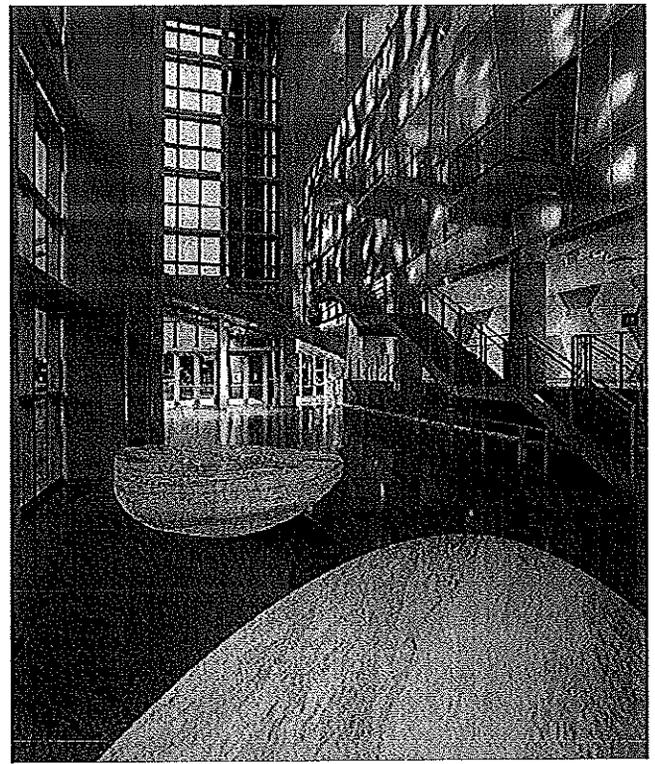
*Light Field and Orbitals I and II, 2011*

*Project Budget: \$381,900*

*Illuminated LED Wall and Marble Sculptures*

*Commissioning Agency: Miami-Dade Department of Cultural Affairs*

Miami-based artist Robert Chambers believes in a holistic approach to art making in which environment, material and subject matter create a unified installation or art piece. The artistic language he employs in his work fuses scientific knowledge, contemporary culture and locality. For the South Miami-Dade Cultural Arts Center, Chambers created an innovative light piece that illuminates the entire, translucent inner lobby wall with changing designs created by computer-programmed LED fixtures. In addition, the lobby features two large-scale marble sculptures also created by Chambers.



**Stephen P. Clark Government Center Lobby  
Ivan Toth Depeña**

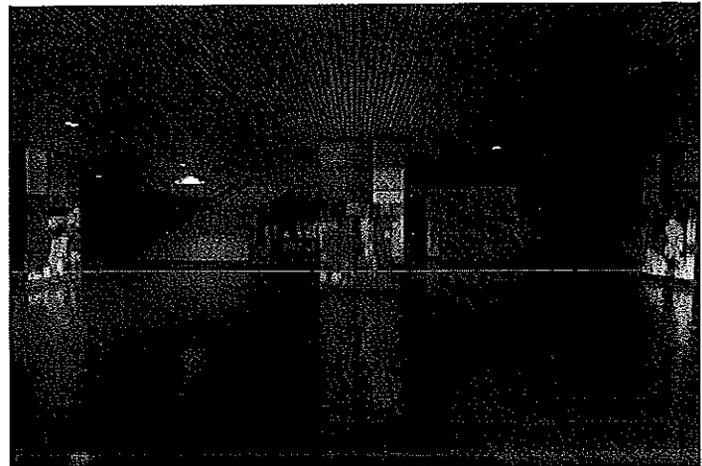
*Reflect, 2011*

*Project Budget: \$175,000*

*Interactive Video Panels*

*Commissioning Agency: General Services Administration*

Miami artist Ivan Toth Depeña combined the disciplines of art, architecture and design to fabricate the interactive, new media project for the main lobby of the Stephen P. Clark Government Center. Depeña's installation energizes the existing environment by activating selected columns throughout the lobby space and engaging the building's users through video panels that detect the motions of passersby and translate their movements into pixilated fields of color.



Funding for this project was generated from the West Lot Parking Garage, which is being overseen by the Internal Services Department. In collaboration with Internal Services Department, APP opted to use funds generated from this parking garage to commission a public artwork in the more visible, Government Center Lobby, one of the key facilities to be served by the garage. The County Code provides the flexibility for APP funds generated by an eligible construction project to be used in another government facility that may provide more public visibility for an artwork.

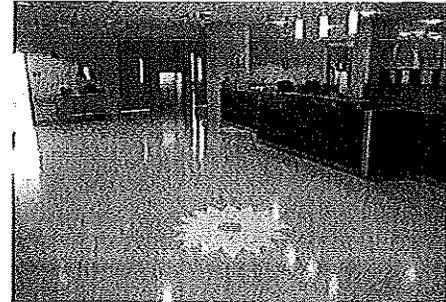
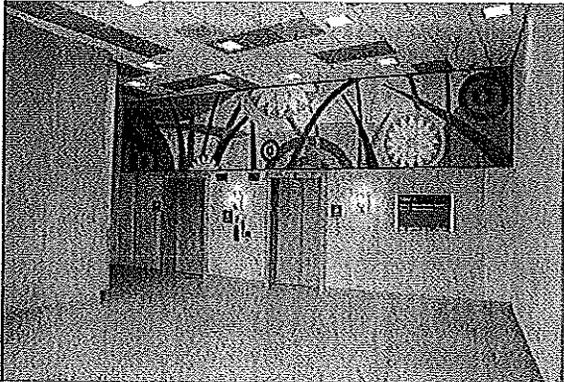
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**Jackson South Community Hospital - Interior Floor Design and Wayfinding System**

**Leonel Matheu**

*Untitled, 2011*

*Total Project Budget: \$200,000*

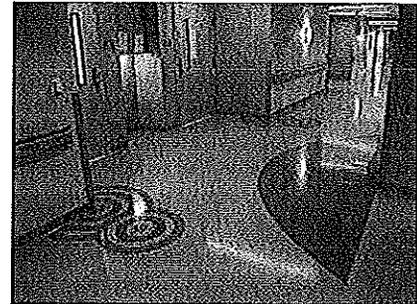


Artist designed VCT flooring, mural, acrylic signage and framed prints

*Commissioning Agency: Jackson Healthcare Systems*

Miami artist Leonel Matheu's wayfinding system and interior floor design for the Jackson

South Community Hospital draws inspiration from the natural elements of the Everglades. The design of the first floor depicts flowing green grasses; the second floor, bubbly forms that suggest water; and the third floor, graphic floral imagery. Matheu also is implementing a unique signage system that corresponds to the design of each floor and a series of 125 framed prints for the public areas and patient rooms.



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**Verde Gardens Central Plaza Design**

**Carlos Alves**

*Untitled, Plaza Design, 2011*

*Project Budget: \$186,000*

*Ceramics, vegetation, stones and concrete*

*Commissioning Agency: Miami-Dade Homeless Trust*



For the Verde Gardens Housing Project, Miami artist Carlos Alves designed a collection of five minj-gardens for the central plaza. Consisting of a of a central garden, butterfly garden, meditation garden and two interpretive gardens, great care was taken to choose proper plants from local farms in the Homestead area. Featuring mosaic tiles and leaf-shaped benches embellished with plant and animal images, these gardens offer areas for relaxation and leisure.

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### **GSA Trades Shop Facility**

**Michelle Weinberg**

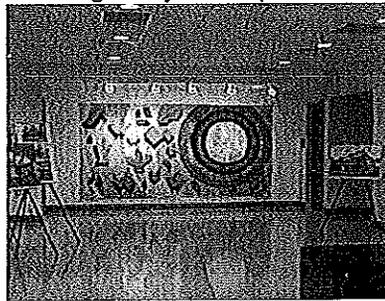
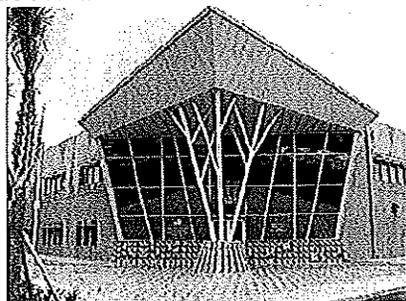
*Shadow Canopy, 2010*

Project Budget: \$128,000

Custom made tile and hand woven rug

*Commissioning Agency: General Services Administration*

The GSA Trades Shop Facility, Miami-Dade County's first LEED Silver Certified facility, is distinguished by Miami artist Michelle Weinberg's "welcome carpet," composed of 12'x12' custom made cement tiles installed throughout the exterior entry plaza. Inspired by decorative arts, typographic design and home décor from the Miami Modern Era, Weinberg's rhythmic pattern installation for the plaza reinterprets



vertical shapes found in nature, specifically the shadows cast by the leaves and branches of trees. As the artist states, "I am dedicated to a low-tech, hand-painted technique which connects me to the manufacture of the work in a personal way."

To complement the custom made tiles, Weinberg created a unique, hand woven rug, which hangs in the interior entranceway of the facility.

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### **Aventura Arts and Culture Center**

**Edouard Duval Carrié**

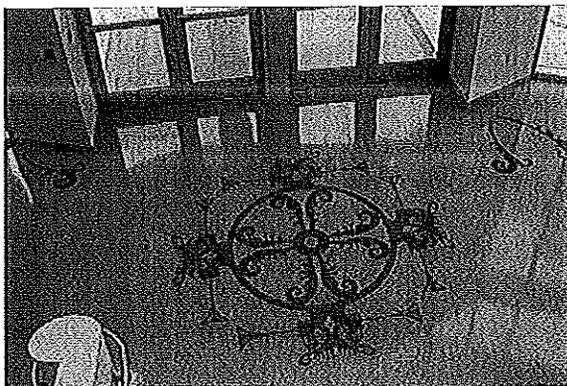
*Aqua Floor, 2010*

Project Budget: \$82,000

Terrazzo

*Commissioning Agency: City of Aventura*

Miami-based artist Edouard Duval Carrié, whose provocative paintings combine African fables, classical mythology and world history, created a terrazzo floor design for the interior lobby of the Aventura Arts and Culture Center. Replicating the sheen and clarity of our tropical waters, the aqua green hued floor is embedded with stylized plant forms influenced by the drawings of botanist Ernst Haeckel and late 19th century photographer Karl Blossfeldt. This project marks the County's first collaboration with a municipality to implement a BBC-GOB-funded municipal project that meets the public art eligibility criteria.



## WORKS IN PROGRESS 2011-2012

### Miami Intermodal Center/Earlington Heights Connector

**Michele Oka Doner**

*Sargassum*

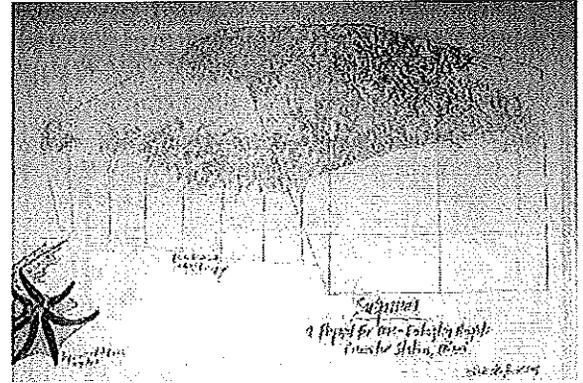
Project Budget: \$722,000

Etched Glass

Estimated Completion: 2012

Commissioning Agency: Miami-Dade Transit

The Miami Intermodal Center (MIC)/Earlington Heights Connector Station will serve as a key station in the Miami-Dade Transit Metrorail system, providing transportation between the Miami International Airport, Downtown Miami and surrounding areas. The ceiling of the main thoroughfare of the station will feature artist Michele Oka Doner's stunning etched glass vestibule. In describing the concept of the work, Oka Doner stated, "The sea itself is a voracious life form, an enclosed universe of masses of leaves and creatures that hide among the multitudes of plant life. Expressing the profundity and fecund nature of this phenomenon that constantly appears at our feet, on our shores and mirrors the compelling motion of the drift is the goal of *Sargassum*."



### Jackson South Community Hospital - Exterior Gardens and Landscape

**Mikyoung Kim**

*The Ripple Project*

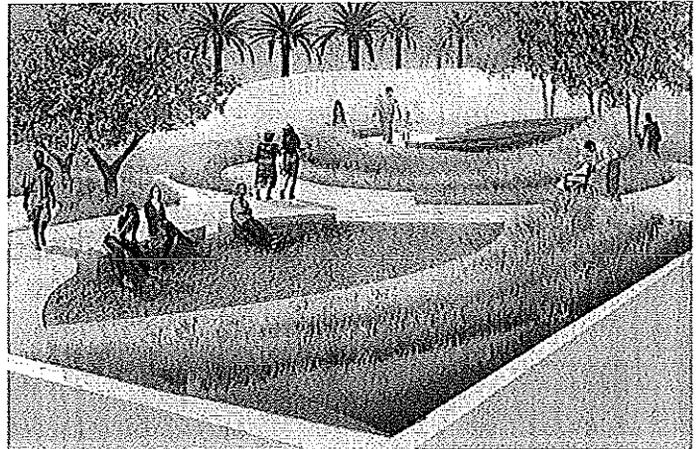
Total Project Budget: \$500,000

Earth, vegetation, wood and stone

Estimated Completion: November 2011

Commissioning Agency: Jackson Healthcare Systems

For the exterior gardens and landscape, environmental designer, visual artist and musician Mikyoung Kim has designed *The Ripple Project*, a series of sculptural gardens that offer respite from the activities of the hospital. The project incorporates an art environment that layers water, earth, native vegetation, stone and reclaimed wood. Appropriating the formation of water ripples in multiple layers and scales, the design of the gardens offers a comprehensive, fluid design throughout the exterior spaces.

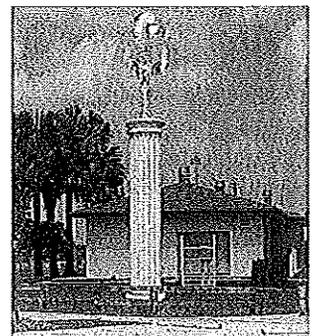


### Kendall Soccer Park

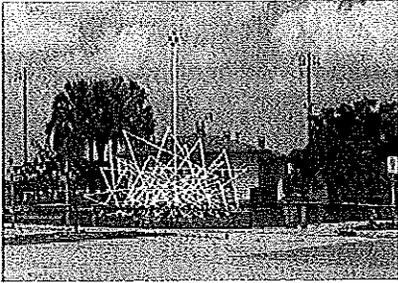
**Leyden Rodriguez-Casanova**

Estimated Project Budget: \$65,000

Estimated Completion: March 2012



*Commissioning Agency: Miami-Dade Park, Recreation and Open Spaces Department*



Miami artist Leyden Rodriguez-Casanova was commissioned in August 2011 to implement a sculptural installation for the open space area near the entrance of the facility. The artwork commissioned for this project will convey the spirit and sportsmanship of soccer and will prominently identify the park within the streetscape. The artist-designed feature will serve as the main focal point of the park and will welcome visitors as they enter the playing fields. APP and parks staff are evaluating two strong proposals submitted by the artist for this project and will make a determination based on feasibility and budget factors.

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### **Miami Marlins Stadium**

*Total Project Budget: \$5.2 M*

*Estimated Completion: January 2012*

*Commissioning Agency: Miami Marlins*

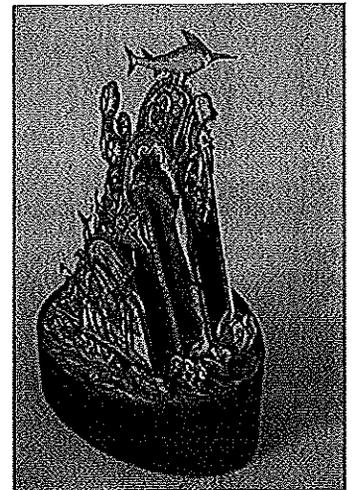
#### **Home Run Feature**

#### **Red Grooms**

*Untitled*

Multi-media installation

The signature home run feature will be implemented by American pop artist Red Grooms. A pioneer of site-specific sculpture and installation art, Grooms "sculpto-pictorama" design for the home run feature depicts an elaborate tableau of bright colors, stylized water and spectacular lasers. Dotted with clouds, pelicans, seagulls and plenty of Florida-inspired kitsch, the design incorporates moving parts that will activate when a home run is scored.



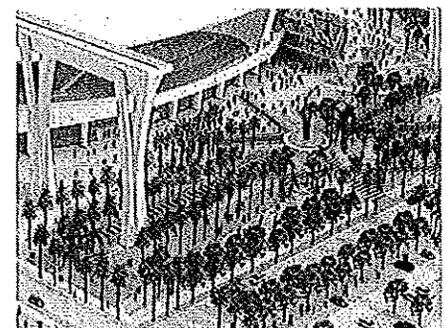
#### **Stadium Entrance Plaza**

#### **Carlos Cruz-Diez**

*Chromatic Induction in a Double Frequency*

Tile Pavers

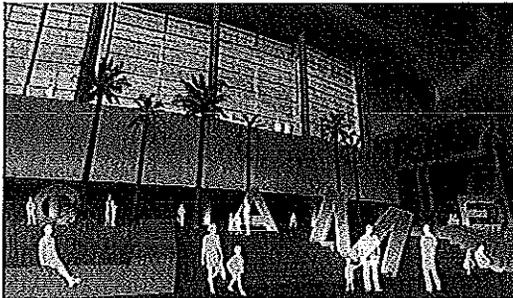
Occupying four acres of land on the western side of the ballpark, the entrance plaza will be one of the largest of any stadium in the history of the United States and will serve as a canvas for Venezuelan artist Carlos Cruz-Diez to transform the vast, urban space into a beautiful, inviting and active entranceway. An integral element of the plaza hardscape, the geometric paving patterns will visually guide stadium visitors from the parking lots to the main entrances of the ballpark.



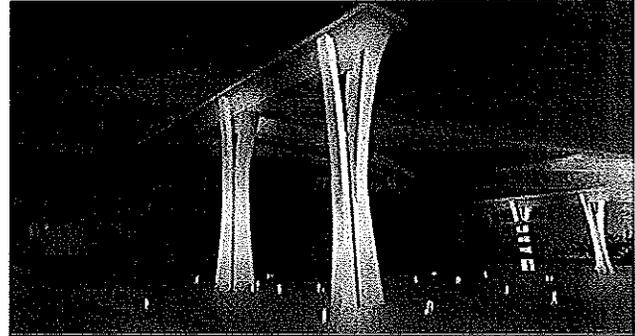
The design of the paving system will be based on color, line and viewer perception, allowing the colors to create a sensation of movement as the relative position of the viewer changes. Entitled *Chromatic Induction in a Double Frequency*, the paving designs are described by Cruz-Diez as "chromatic events in continuous transformation, which alter as pedestrians walk by and as the conditions of sunlight or artificial light vary."

**Plaza Roof Column Lighting and Commemorative Marker**  
**Daniel Arsham/Snarkitecture**  
*Beacons and A Memorial Bowling*  
LED Lighting and Cast Concrete

The Plaza Roof Column Lighting and Commemorative Marker projects will be implemented by Miami native Daniel Arsham/Snarkitecture. For the Plaza Roof Column Lighting (*Beacons*), Arsham has designed an artistic illumination that will gradually drench the columns in light, creating an illusion of the columns appearing and disappearing.



Based on Arsham's vivid memories of the "Miami Orange Bowl" sign, the Commemorative Marker (*A Memorial Bowling*) will replicate the 10-foot orange and white letters on the former football stadium. Arsham will reconstruct the letters to appear as if they tumbled from the side of the stadium and embedded themselves on the east plaza of the new ballpark.



**City of Miami/Miami Marlins Parking Garages**  
**Christian Moeller**

*Untitled*  
Project Budget: \$450,000  
Fencing and Custom Designed Discs  
*Estimated Completion: December 2011*  
*Commissioning Agency: City of Miami*

The four main vehicular entrances of the ballpark's parking garages will be marked by artist Christian Moeller's "bit-map" paintings. Adapting photographs of little league baseball players residing in Little Havana, Moeller will generate images of children peering through a ballpark fence. The large-scale murals are created as "bit-map" paintings through a technique developed by Moeller that involves affixing a matrix of plastic discs on fencing; the works are produced with digitally programmed machinery invented by the artist.



**City of Miami/Miami Marlins Orange Bowl Sculptural Project**

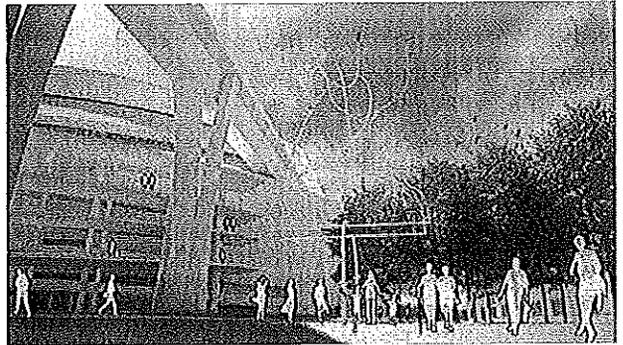
**Daniel Arsham/Snarkitecture**

Project Budget: \$225,000

Steel with Polyurethane Enamel Finish

*Estimated Completion: (On Hold)*

*Commissioning Agency: City of Miami*



Snarkitecture's proposal for the City of Miami Orange Bowl Sculptural Project provides a playful interpretation of the "falling" of goal posts during a victorious celebration. The installation will allow for pedestrian interaction by creating a gate-like structure and will incorporate the bright yellow color of traditional field goal posts, which is immediately recognizable to everyone, even when extracted from their former context and placed on the site of the new Marlins Ballpark.

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**Miami-Dade Children's Courthouse**

*Combined Project Budget: \$1M*

*Estimated Completion: 2013*

*Commissioning Agency: Internal Services Department*



**Exterior Entrance Wall**

**Carlos Alves**

*Untitled*

Ceramic Tiles

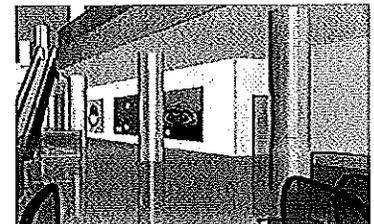
Carlos Alves, a Miami-based artist renowned for his passion for making artworks out of clay, glass metal, salvaged artifacts and recycled objects, will work with local schools and children's organizations to create an exterior mosaic mural that will grace the entrance of the courthouse.

**Second Floor Lobby**

**Jackie Chang**

*Just*

Glass Panels



Inspired by the word *justice*, artist Jackie Chang will create a triptych of three large glass panel murals. The installation will deconstruct the word "just" juxtaposed with the image of water droplets falling into a pool of water. Intended to be highly graphic and "comic book" like, the three panels will be visible to visitors using the escalators from the first to third floors, as well as those entering the second floor courtrooms.

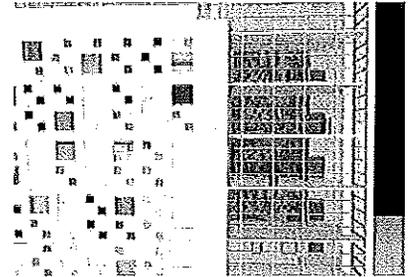
## Public Circulation Corridors

**Roberto Juarez**

*Florida Flag Paintings*

Oil on Board

New York painter Roberto Juarez will create a series of four murals which will be sited in the public circulation corridors of Children's Courthouse. Entitled *Florida Flag Paintings*, the colors and subject matter draw from the South Florida landscape and include birds and plants of the Everglades, flowers, palm trees, Miccosukee textile patterns, sunrises, sunsets, seashells and boats. As the artist states, "the works will be supportive and uplifting to the people who work in the Courthouse and reinforce the sense of respect and authority required for a place where emotional and significant decisions are rendered daily."



## Main Lobby

**Mike Mandel**

*Untitled*

Photographic Tile Mural

Photographer Mike Mandel will integrate a three-story high photographic tile mural to unify the three elevator shaft walls in the main lobbies. To formulate the imagery for this project, Mandel will work with local families and community organizations, resulting in an installation that will reflect a cross section of the cultural diversity present in Miami-Dade County.



## Main Lobby and Public Areas

**Tom Otterness**

*Untitled (Florida Black Bear)*

Bronze

Renowned artist Tom Otterness will use the Florida Black Bear as the subject of his installation for the Children's Courthouse. The Florida Black Bear, a native animal of Florida for at least 1.5 million years, is Florida's largest mammal and sadly, is listed as a threatened species by the State of Florida. For Otterness, this creature serves as a metaphor for what the Children's Courthouse will become for the children of Miami-Dade County. In the same way a bear cub can feel safe and looked after by its mother, the artist believes the children who come into to the courthouse should feel cared for by the court. As stated by Otterness, "The new Children's Courthouse will provide a sanctuary and place of refuge for these children."



A large bronze sculptural installation will be sited at the entrance of the courthouse and will greet visitors as they enter the facility. Comprised of a four-foot tall mother bear, playing the role of the judge, and a series of small bears, who are participating in a trial, the installation reflects the proceedings of the courts. In addition, multiple bear cubs will be found frolicking throughout the public areas of the courthouse.

**Miami-Dade Fire Rescue Headquarters Facility**

*Total Project Budget: \$480,000*

*Estimated Completion: April 2012*

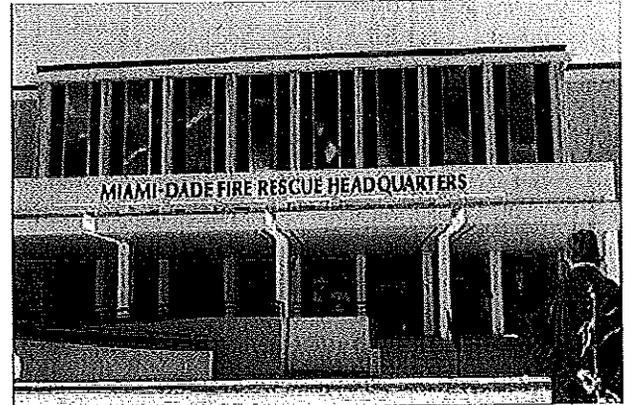
*Commissioning Agency: Miami-Dade County Fire Rescue*

**Redesign of Existing Headquarters Facade  
Po Shu Wang and Louise Berterson (*Living Lenses*)**

*Light Symphony*

Computer activated LED installation

California-based artists Po Shu Wang and Louise Berterson, who form the artist collaborative Living Lenses, will transform the entrance façade of the Miami-Dade Fire Rescue Headquarters with an interactive LED installation. The concept of the work is rooted in the mythological figure Thor, the weather patterns of Florida, the activities of the Fire Headquarters and the light spectrum as it correlates to sound. The artists will create a real time, interactive computer system that will program the LED lights to visually announce the signals sparked by the weather, light and the activities of Miami-Dade Fire Rescue.



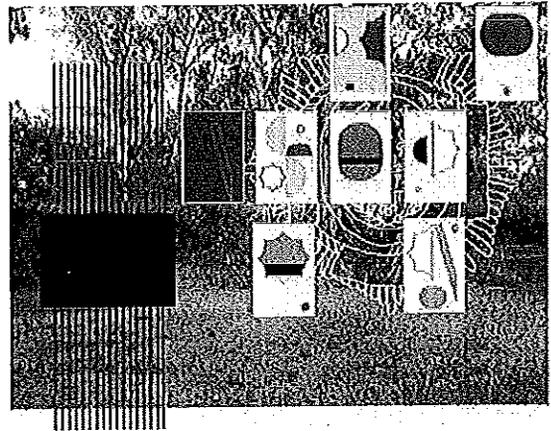
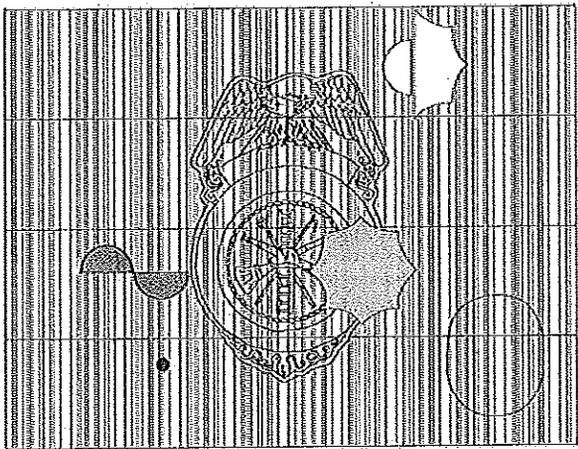
**Exterior Gates, Fencing and Interior Entranceway  
Headquarters Training Facility**

**Adler Guerrier**

*Untitled*

Aluminum, photography, drawing and video

For the exterior gates, fencing components and interior entranceway of the training facility, Haitian-born, Miami artist Adler Guerrier will implement a series of symbolic images associated with Miami-Dade Fire Rescue and the South Florida landscape. Deploying a variety of media including photography, drawing, and video, Guerrier's proposal for the interior entranceway explores the effects of Miami's pine rock land, superimposed with abstracted collages and a video monitor that will display historical images from Miami-Dade Fire Rescue.



**Zoo Miami**  
**Zoo Miami Entrance Plaza**  
**Mikyong Kim**

*The Mist Zone Project*  
*Project Budget: \$500,000*  
*Estimated Completion: Winter 2014*  
*Commissioning Agency: Miami-Dade Park, Recreation and Open Spaces Department*

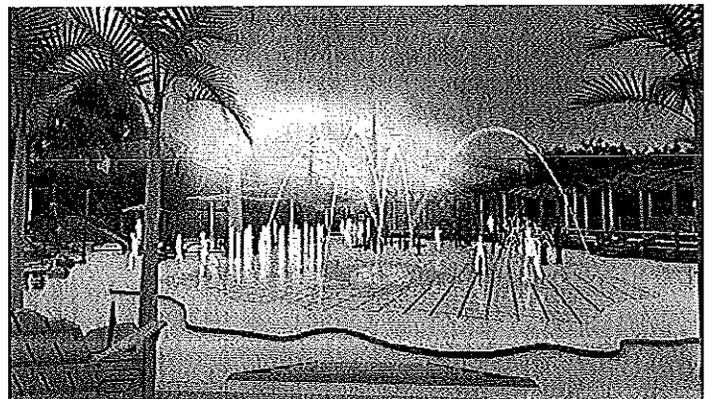
For the Zoo Miami Entrance Plaza, artist Mikyong Kim proposed *The Mist Zone Project*, a public gathering space that weaves together the design team's cloud canopy and tower with a fluid ground mosaic of color and light that is inspired by the braided stream systems of the Everglades landscape. The appearance of moving water in the pavement and colorful steel animal cut-outs animated with a dot matrix pattern will animate the plaza. In the center, mist will create a cloud of coolness through openings in the cut glass pavers. Laser cut paver blocks will create a rich tapestry of shapes in the plaza and integrate the earthen tones of the everglades into the overall mosaic. Glass block elements, embedded within the pavers, will be illuminated from below with LED lights and activate the space during the late afternoon and evening hours.



**Zoo Miami**  
**Florida Exhibit Children's Play Area**  
**Matthew Geller**

*Misting Bald Cypress Trees*  
*Project Budget: \$815,000*  
*Estimated Completion: Winter 2014*  
*Commissioning Agency: Miami-Dade Park, Recreation and Open Spaces Department*

For the Florida Exhibit Children's Play Area, artist Matthew Geller proposed *Misting Bald Cypress Trees*. Three 32-foot-tall perforated stainless steel Bald Cypress trees anchor the Play Area and will bloom mist and create an ever-changing giant cloud of fog that hovers 12 feet above the ground. The mist will provide an aura of mystical otherworldliness punctuated by occasional rainbows created by the sun refracting through the mist. Rendered in fuchsia, burnt orange and dandelion, the colored trees will host rain heads that shower water down and are kid-controlled by valves located on cypress knees adjacent to the trees. In addition, "Leapers" shoot rods of water from the ground into the cloud. Geller's proposal also includes a beach themed area for parents to relax and elevated boardwalks for movement around the play area.



### **City of Hialeah High School Parking Garage**

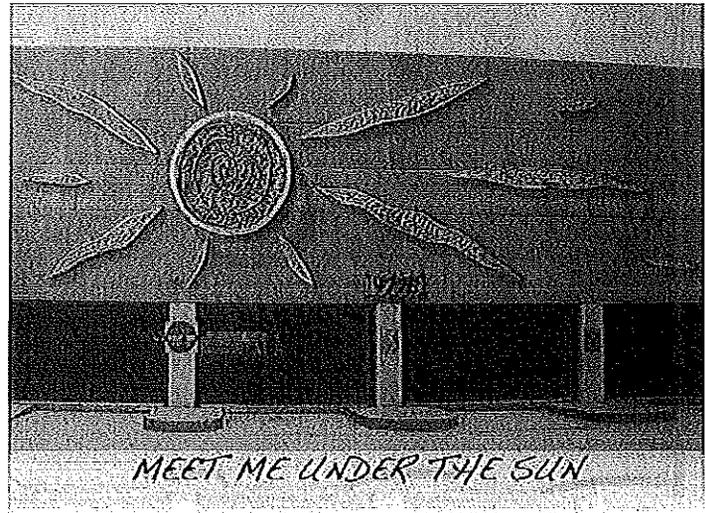
**Carlos Alves and JC Carroll**

Estimated Project Budget: \$50,000

Estimated Completion: April 2012

Commissioning Agency: City of Hialeah

In collaboration with the City of Hialeah, APP has selected artists Carlos Alves and JC Carroll to implement their proposal, entitled *Meet Me at the Sun*. The proposed installation features a "sun ball" composed of glass and mosaic tiles that will be illuminated with LED lighting during evening hours. The artists will work with students at Hialeah High School and encourage them to create clay pieces that will be incorporated in the rays of the sun. The majority of the materials being used for this project are being supplied by Hialeah vendors. This project marks APP's continuing role in collaborating with municipalities in order to implement a BBC-GOB-funded municipal project that meets the public art eligibility criteria.



### **Opa-Locka Community Development Corporation (OLCDC)**

Estimated Project Budget: \$610,000

Estimated Completion: 2013

Commissioning Agency: OLCDC

In 2010, OLCDC received \$20 million in highly competitive federal funding from the Neighborhood Stabilization Program (NSP) for the purpose of acquiring and renovating foreclosed and vacant properties. The OLCDC's goal is to focus a significant portion of the funds on the Magnolia North area, a part of the city that was for many years a center of crime and vagrancy. In recent years, this area has suffered severely from foreclosure, vacancy, and blight, yet these factors combined with NSP funding also present a unique and exciting opportunity for creative redevelopment. Although public art is not a requirement for this project, the OLCDC requested that the County's APP program work collaboratively on this project, in recognition of the program's successful track record in improving capital projects. This innovative collaboration marks the first time that the APP program will work with a community development corporation.

In June 2011, OLCDC announced that it will receive an Our Town grant from the National Endowment for the Arts (NEA). The \$250,000 grant, one of only 51 awarded nationwide, will go toward strengthening the arts in the Opa-Locka community. As part of the application, OLCDC emphasized their collaboration with the Art in Public Places program of the Miami-Dade County Department of Cultural Affairs to select an artist team that will work with existing architects, landscape architects and project developers to implement this public art component of the redevelopment of the Magnolia North neighborhood. A group of artists, architects, urban designers, and various other community members will collaborate on the design of six gateways, which will serve as emblems of the project's goal: that public art works not serve as stand-alone fixtures in space, but as integral elements of the public realm. The OLCDC plans to designate pavement, planters, lighting, seating, landscaping, and building features all as potential "canvasses" for the community. A national Call to Artists was issued by Art in Public Places and over 200 applications were received.

**Date:** March 21, 2012

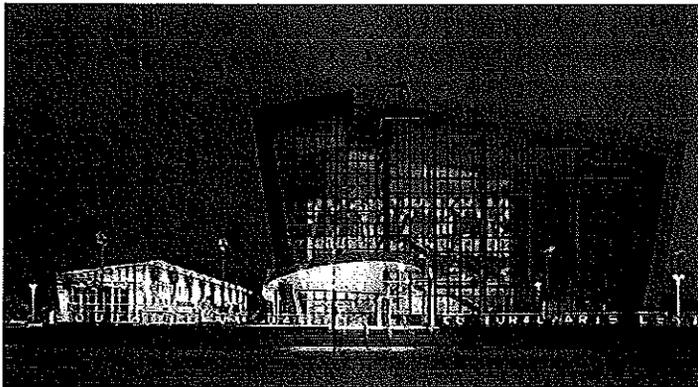
**To:** Members, Cultural Affairs Council

**From:** Michael Spring, Director

**Subject:** Cultural Facilities Overview

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Development of capital projects to serve our growing cultural organizations and their audiences comprises one of the central areas of our Department's business plan. The following overview of our cultural facilities work provides an update regarding the completion of the construction of the South Miami-Dade Cultural Arts Center, the department's annual capital grants programs, the implementation of \$450M in cultural projects within the Building Better Communities General Obligation Bond Program, and a recap of the over \$80 million resulting in improved neighborhood cultural facilities.



***South Miami-Dade Cultural Arts Center***  
***(\$51 million Total Capital Project Budget;***  
***\$38 million Construction Contract)***

The South Miami-Dade Cultural Arts Center (SMDCAC) is located on S.W. 211 Street in Cutler Bay and has been developed to serve as a multidisciplinary arts center to showcase the performing arts. The design team included an architectural and engineering team led by Arquitectonica International, Inc, theater consultant Fisher Dachs Associates, Inc., acoustical and sound and communications consultant Artec Consultants, Inc., and arts management consultant AMS Planning & Research Corp.

The Center's 961 seat state-of-the-art Theater Building includes a fly tower, orchestra pit, front of house spaces (box office, lobby, restrooms, concessions, etc.), back of house support spaces (dressing rooms, storage and work areas, administrative offices, etc.) and a multi-purpose rehearsal space. The separate Activities Building of the Center houses an informal performance space, and smaller multi-purpose spaces for lectures, classes, or community gatherings. The Center's two buildings are joined by an outdoor promenade leading to a gently sloping lawn for outdoor concerts and festivals along the Black Creek Canal.

Through the Miami-Dade County's Art in Public Places Program, the Center features major public art works created by Miami artist Robert Chambers. An innovative light piece illuminates the entire, translucent inner lobby wall with changing designs created by computer-programmed LED fixtures. In addition, the lobby is enlivened with two marble sculptures also created by Robert Chambers.

A contract with The Tower Group, Inc. for the construction of the SMDCAC was approved in July 2005 and the Department of Cultural Affairs issued the Notice to Proceed to the Contractor on December 29, 2005. The Department and the architectural and engineering team closely monitored the construction of the Center, leading to the rejection of the main building envelope systems that were not installed in

accordance with the Contract Documents. After The Tower Group was purchased by Obrascon Huarte Lain, S.A. (OHL) in 2007, a Spain-based international construction firm, the Contractor's team worked cooperatively with the Department to ensure that all deficiencies were remedied and in some instances, instead of repairs, the Contractor chose to replace entire building systems at their cost.

The Contractor and the Department reached an agreement to close out the construction project within the terms of the contract and within the approved budget. The Department has issued, and the Contractor has accepted, a final Work Order that provides an equitable and comprehensive resolution of all project-related issues including, but not limited to: all Proposed Change Orders (PCOs), disputed costs, delay damages, requests for contract time extensions, and any and all project-related claims between Miami-Dade County and the Contractor, inclusive of any potential future claim litigation. Construction was completed under the approved budget, with the Department retaining over \$600,000, which the Department intends to use to address some of the Center's current unmet needs, such as supplemental audio equipment to enhance the in-house technical capacity of the theater, exterior directional signage, concession kiosks, improvements to the acoustical fabric panels in the sound and light locks, and/or a marquee sign to help promote the Center's events.

The final Work Order established the completion of the construction contract within the approved budget and set forth an amicable conclusion to the project with an agreement that no further causes of action are necessary or allowable against Miami-Dade County and/or the project consultants. At the request of the Office of the Inspector General, the Department has drafted an item requesting that the Board of County Commissioners retroactively approve the close-out of the construction item, including several contract time extensions granted to the Contractor during the course of the construction.

Working together, the Contractor and the Department produced an outstanding cultural center that fulfilled and exceeded cultural and community expectations. The SMDCAC was completed to the high standards of quality in architecture, aesthetics, theatrical functionality and acoustics that were established for the project. The Department has begun to operate the facility, and on October 1, 2011, the SMDCAC officially opened with two days of sold-out community-centered activities. Events included free outdoor performances by talented community groups, an innovative ribbon "unveiling" ceremony orchestrated by artist Robert Chambers that involved local children, and a main-stage original show featuring top-level performing and visual artists from the Miami-Dade area.

As it embarks on its inaugural season, the SMDCAC is committed to its goals of presenting artistically-excellent work and developing strong community outreach components in everything that it does.

For a complete list of upcoming events, please visit the SMDCAC website, [www.smdcac.org](http://www.smdcac.org).

**Capital Development Grants Program**  
*(FY 2012: \$190,000; FY 2013 Proposed: \$190,000)*

The Capital Development (CAP) Grants Program provides support to non-profit cultural organizations to expand, renovate, construct and/or equip cultural arts facilities located within Miami-Dade County. These capital projects assist the non-profit cultural community in providing increased public service, greater access, enhanced exhibition or performing space and in developing cultural facilities that can be operated more effectively and efficiently. Priority is given to facilities proposing ADA-regulated improvements. Strategic investments in cultural facilities have proven their catalytic ability for revitalizing neighborhoods. Such investments in capital improvements are essential in ensuring that cultural facilities keep pace with growing organizational and audience demands. In FY 2011-2012, sixteen (16) applications were recommended for funding, for a total of \$190,000.

**Capital Acquisitions Grants Program**  
*(FY 2007: \$1,500,000 in total allocations - \$500,000 awards to each of 3 cultural organizations;  
FY 2008-FY2011: suspended; FY 2012 Proposed: expected to remain temporarily suspended)*

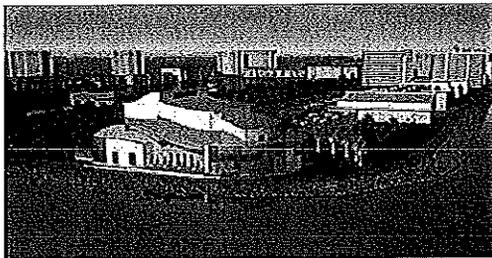
The Capital Acquisitions (ACQ) Grants Program is designed to provide funding assistance to non-profit cultural organizations for the acquisition of land and/or buildings located in Miami-Dade County that will be used for public cultural programming purposes. The goal of supporting these capital acquisitions projects is to assist established, mid-sized nonprofit cultural organizations with securing permanent facilities for exhibitions, performances and related activities. Ownership of cultural facilities can be an essential factor in providing reliable programming and in developing a stable base for organizational, artistic and financial development. In the interest of ensuring that cultural organizations have the resources to plan adequately for their long-term capital needs, the ACQ Grants Program may also consider requests for planning and feasibility studies related to the acquisition of cultural facilities.

*In FY 2006-2007, the program's inaugural review cycle, the Capital Acquisitions Grants Program Panel and the Cultural Affairs Council recommended funding 3 applications for a total of \$1,500,000, which combined the initial \$500,000 appropriated by the County Commission for this program in FY2006, and \$1,000,000 appropriated in FY 2007. Two of the three organizations funded in FY 2006-07, each with grant allocations of \$500,000, successfully secured new permanent homes for their organizations. Bascomb Memorial Broadcasting Foundation, Inc. (WDNA 88.9 FM Community Public Radio) closed on its new facility on September 29, 2007. WDNA's new facility is a 5,457 sq. ft., free-standing building which contains an on-air studio, two production studios, a music library, offices for current and future staff, volunteer and intern spaces, and space for live performances and recording studios. The property has been renovated to meet the organization's needs and, as of June 2008, WDNA has been broadcasting live from 2921 Coral Way. Miami Hispanic Ballet closed on its property on November 23, 2009. The Ballet's property is a complex of historic landmarks (formerly the Miami River Inn) at 111 S.W. Fifth Avenue, located in the heart of Little Havana. The comprehensive re-purposing and re-design masterplan provides performance, rehearsal/studio, classroom, exhibition and office spaces for the multi-disciplinary Hispanic Cultural Center, the Miami Hispanic Ballet, the Cuban Classical Ballet, and the Miami International Ballet Festival. Miami Hispanic Ballet also secured a grant of \$500,000 from the County's GOB Non-Profit Fund to accomplish the property purchase. Teatro Avante, Inc. was awarded the remaining \$500,000 grant in FY 2006-07 but was not able to use the grant prior to its expiration date. Those funds reverted back to the Department and were deployed as part of the Department's grants support to organizations in FY 2009-2010. Department staff and Teatro Avante continue to work closely together to find a permanent new home that can accommodate its future needs.*

## ***General Obligation Bond***

In November 2004, Miami-Dade county voters approved cultural projects totaling over \$450 million of the \$2.9 billion Building Better Communities General Obligation Bond (GOB) Program. These projects include acquisition, expansion, renovation, and/or new construction, and range in value from \$5 million for the Florida Grand Opera's Anderson Center to \$165 million for a new, world-class Miami Science Museum. A recap of each project and its status is below. In addition to the following projects, the Department is also managing grants to cultural organizations from the GOB Program's Non-Profit Fund.

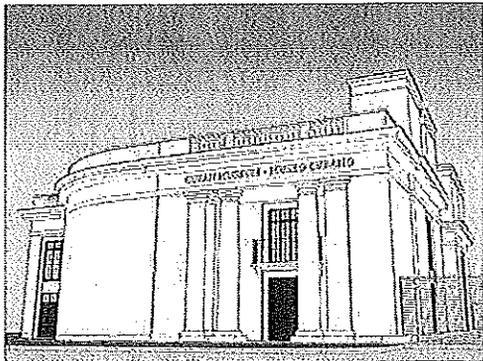
### **Aventura Performing Arts Center - \$4.7 million**



**Project Summary:** The \$4.7 million GOB allocation to the City of Aventura was instrumental in completing a performing arts facility that houses approximately 300 seats and provides a variety of performing arts and cultural programming for all age groups.

**Status:** The project was completed in mid-2010 and the City of Aventura has engaged the Broward Center for the Performing Arts to manage and program the facility. The project incorporates an Art in Public Places component in the lobby terrazzo flooring which features inlays designed by famed local artist Edouard Duval-Carrie.

### **Cuban Museum - \$10 million**



**Project Summary:** GOB funds are designated for site acquisition, design, and construction of an approximately 15,000 square foot exhibition and office space for the Cuban Museum Inc., an organization dedicated to showcasing Cuban cultural heritage through music, dance, literature, history, theater, and the plastic arts.

**Status:** A bid opening for the construction phase of the project occurred on September 27, 2010. TGSV Enterprises, Inc., a local construction firm, submitted the lowest bid for approximately \$2.9 million, with the next lowest bid being less than \$20,000 apart. The Museum is proposing an aggressive 10-month construction schedule. Commencement of construction is subject to the availability of GOB funding and the development of a viable business, programming and operating plan.

In early November 2010, Ofelia Tabares-Fernandez resigned as President of the Cuban Museum. Rafael Robayna subsequently became the new President and has expressed his intention to expand the board, raise \$1 million for the 1st year of operations and establish a \$10 million endowment. Fundraising is planned to be spearheaded by a local foundation specializing in fundraising efforts.

GOB funding for the Cuban Museum was not included in the FY 2011-2012 projects list and consequently, the Museum was unable to award the construction contract. Delays in starting construction may result in possibly higher construction bids and in re-design costs for updating the construction documents to the latest code requirements.

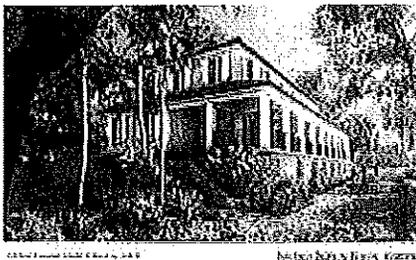
### Coconut Grove Playhouse - \$15 million



**Project Summary:** GOB funds will help in the transformation of this local icon, built in 1926, into a 21st century theatrical venue. The plan to return great regional theater to Coconut Grove must address the structural deterioration of the building, and provide a venue capable of serving as the home for GableStage, the planned successor theater company for the Playhouse.

**Status:** In response to the BCC's resolution (R-627-10) requesting a recommended course of action for the reconstruction, management and operation of the Coconut Grove Playhouse, the Department has worked closely with the Playhouse board to develop a plan to return great regional theater to Coconut Grove. On February 7, 2012, the BCC approved resolution R-158-12, authorizing staff to proceed with the first stage of the plan - resolving all liens and encumbrances affecting the title of the Coconut Grove Playhouse and to bring to the BCC agreements necessary to do so. After the conveyance of the property to Miami-Dade County, the plan calls for the development of a new 300-seat theater, and the establishment of GableStage as the manager and operator of the new Playhouse. The construction project would address the historic preservation issues, provide parking for the theater and surrounding businesses and educational neighbors, and leave a planned footprint for an additional larger theater that could be built at a later date along with other complementary and appropriately-scaled development to help support the non-profit theater operations. In addition to the \$15 million of GOB funds, the Playhouse capital project also has \$5 million of Convention Development Tax (CDT) bond funds available to be used to launch work on the project.

### Fairchild Tropical Botanic Garden - \$15 million



**Project Summary:** GOB funds will complement other funding to develop a new Science Village, a new Garden House/Education/Administration building (previously called the Education, Library and Archives building) and a new Welcome Center (previously called the Gallery Building), as well as renovations to the garden's infrastructure and existing facilities.

**Status:** Construction of the Science Village is underway and approximately 75% complete. This complex has several buildings (including a café, butterfly shade-house, laboratory and education building for scientists); and the full complement of buildings at the new Science Village is expected to be open to the public by the end of December 2012. The Gardens also have recently completed several infrastructure improvements including ADA upgrades to the Visitors Center and refurbishment of their signature Gatehouse to restore it to its original splendor, including power washing, painting, replacing outdated systems and upgrading to impact resistant windows.

The next capital project slated to break ground is the new Welcome Center located adjacent to the Visitors' Center. Plans are already submitted for permitting and the contractor has been selected through a competitive process, with a contract currently being finalized. The site already has been fenced off and the relocation of trees and plants started in this area in preparation for the start of construction as soon as permits are in hand.

The final capital project is the renovation of the existing Garden House and addition of an Education Building. This project is in the final design stages and will soon go out to bid. In addition to planning and design work on the new buildings, Fairchild has made significant improvements to the infrastructure of the Garden, including the Garden House Auditorium building, lighting, telephone and electrical system upgrades, and a comprehensive re-design and build-out of the irrigation system.

### **Florida Grand Opera Theater - \$5 million**

**Project Summary:** Located on 14th Street, between Biscayne Boulevard and NE 2nd Avenue, immediately north of the Arsht Center, the Anderson Opera Center is projected to provide three rehearsal halls, coaching and practice rooms, administrative and technical offices, costume and wig shops, storage, a music library, and housing for members of the Young Artist Studio and season artists. It will also include a 485-seat theater for use by the Florida Grand Opera (FGO) and other community arts groups, along with a parking garage.

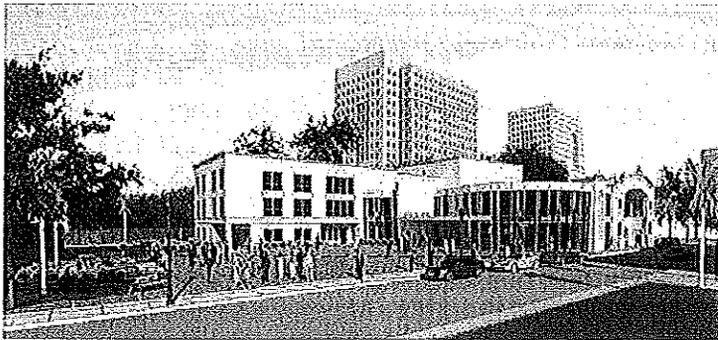
**Status:** The land for the Anderson Opera Center has been secured by the FGO with private funds. With the purchase of an interim headquarters building in Doral, the FGO has focused its energy on the growth of the company at the Arsht Center. The FGO is also exploring joint use development options on the property adjacent to the Arsht Center to develop its permanent headquarter facility.

### **Hialeah High School/Milander Complex - \$10 million**

**Project Summary:** GOB funds are being used for the design and construction of structures to provide critically needed parking and related improvements to serve patrons and users of both the Hialeah High School Performing Arts Center and the Milander Park complex. Street improvements will create a pedestrian-friendly link between the two community and cultural destinations. Miami-Dade County's second largest municipality, the City of Hialeah, will be responsible for implementing the project.

**Status:** GOB funds are making much needed parking in the area available to patrons of both the Hialeah High School Auditorium and the Milander complex, which are located within blocks of each other. The City of Hialeah has completed the construction of the parking structure and related improvements at the Hialeah High School site. This parking facility is located in close proximity to the Hialeah High School Auditorium and is serving both students and community patrons. The Hialeah High School Auditorium has undergone extensive renovations as a result of a School Board and County partnership (CDT-backed County funding contributed over \$3.4 million as part of the Department's Existing and Neighborhood Cultural Facilities program). The City also has begun construction at the Milander complex, including the parking facility and street improvements to connect the two sites. Of the \$10 million GOB allocation, \$7.5 million is currently under contract, with approximately \$5.5 million reimbursed to date.

### **Lyric Theatre - \$10 million**

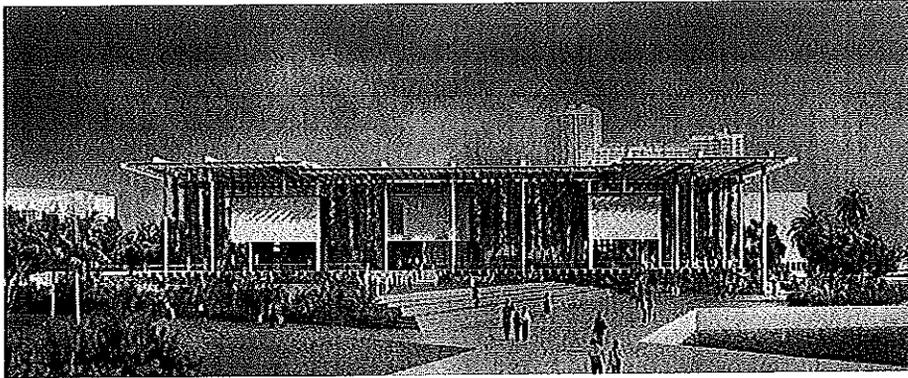


**Project Summary:** GOB funds will complete the renovation and expansion of the historic theater. Phase III includes the expansion of the stage house, adding adequate wing space and back of house support spaces, a welcome center, gallery, and administrative offices.

**Status:** During 2009, the Department worked closely with the Black Archives History and Research Foundation of Southern FL, Inc., owner and operator of the Lyric Theater, and the County Attorney's Office, the City of Miami, and the City's Community Redevelopment Agency (CRA) to obtain the necessary approvals for the conveyance of the County-owned land immediately to the east of the Lyric necessary for the theater's expansion of the stage house and the creation of a load-in area. Construction of phase III began shortly after the land issues had been resolved in early 2010, and currently stands at approximately 70% completion. Of the \$10 million GOB allocation, \$6.5 million is under contract and \$6.2 million has been reimbursed to the grantee. In January 2011, the State Attorney's Office notified the Department of an ongoing investigation being conducted related to the capital project. Based on this notification of preliminary findings of alleged misuse of public funds, staff acted immediately and ceased all payments to The Black Archives. The Black Archives has cooperated fully with the ongoing investigation and with our request for a full accounting of their actions to address this serious and urgent matter. As a result of the investigation and among other remedies, the Black Archives has terminated the contracts with the project's architect, contractor, and the project manager.

A grant agreement for the remainder of the allocation (\$3.5 million) has been executed. An advancement of \$875,000 on this grant agreement has been used by the Black Archives to pay the sub-contractors which had worked on the project in order to satisfy most of the liens placed on the property. The roofing system that had been partially installed on the new building was found to not be in compliance with code requirements and has been replaced with a compliant roofing system. This work is critical in safeguarding the work from the elements and the investment already made on this project. The re-plat of the property also needs to be completed as a prerequisite to obtaining a Certificate of Occupancy. The Southeast Overtown/Park West Community Redevelopment Agency is managing and funding the re-plat process and has retained an engineering firm to complete it. The Black Archives is continuing to formulate a plan of action to finalize the construction of the Project. The Department will continue to work with The Black Archives and other county departments to successfully complete the project while protecting the public investment.

### Miami Art Museum - \$100 million



**Project Summary:** GOB funds will be used for the design and construction of a new 120,000 square foot (phase 1), environmentally-friendly facility for presenting exhibitions, expanding the organization's art collection, and offering educational programs. The Miami Art Museum (MAM) will be part of the Museum Park project in downtown Miami (Bicentennial Park) and is to include a sculpture garden.

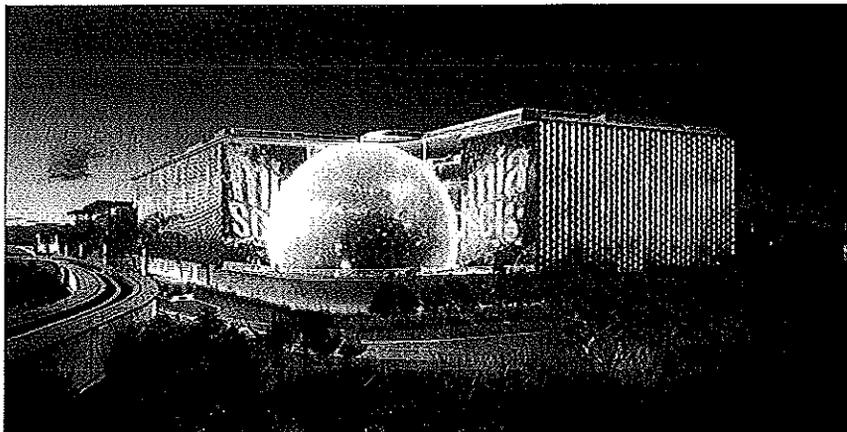
**Status:** The total project budget is \$220 million with \$131 million in site, building design and construction, approximately \$70 million for an operating endowment and \$19 million for transitional expenses. The \$100 million of GOB funding will be used for the design and construction of the Museum. MAM secured a \$35 million private donation of funding and art work from Jorge M. Pérez and already has reached \$67 million in private contributions for its capital campaign.

The design architect for the project is Herzog & de Meuron, who is working with Handel Architects as the executive architects. The project team includes Paratus Group as the project manager, Stuart-Lynn Company as the cost estimator, and John Moriarty & Associates of Florida as the construction manager (CM) for pre-construction and construction services.

An initial grant agreement totaling \$235,000 was issued in 2008 for GOB-eligible project planning costs. A second grant agreement for \$8.4 million covering design and project administration costs also has been spent. A third grant for \$4 million was executed in late January 2010 to sustain work on the completion of the planning and design phase of the new building and to maintain this project's tight timetable. A fourth grant agreement totaling \$6.892 million was issued to complete the 100% construction documents and begin construction. This enabled MAM to complete the construction documents and partially cover some early construction costs for the foundations/parking garage construction package. A fifth grant totaling \$29,412,000 was issued in June 2011 to continue the construction of the project. A sixth grant was executed March 1, 2012 to continue the construction of the project as well. To date \$73,939,000 million of the \$100 million of GOB funding allocation has been encumbered.

Construction work for the new Miami Art Museum project continues with the placing of reinforcing steel and concrete on the main stair and second level slabs, back-shoring and scaffolding for the second level galleries, wall reinforcement for the second level walls, and the hurricane testing of the exterior glazing system. The project is 40% complete. The project continues to be on budget and on schedule to open by late 2013.

### **Miami Science Museum - \$165 million**



**Project Summary:** The new Miami Science Museum (MSM) will be a 250,000 square foot green building on an approximately 4-acre site that will house a Planetarium, an Aquarium, interactive exhibitions and a Learning Center, accompanied by external areas to include a living core (Aquarium and Wildlife Center) and a Science Playground. The building itself will be an exhibit of science and technology and MSM will seek LEED certification.

**Status:** The total project budget is \$272 million with \$178 million in site, building design and construction costs, approximately \$69 million in exhibition costs (design and fit out), and \$25 million in Owner's costs, which includes fixtures, furniture, and equipment.

The design architect for the project is Grimshaw Architects and they are working with Rodriguez and Quiroga Architects as the executive architects. The project management team is Oppenheim Lewis. The Construction Manager (CM) is Suffolk Construction Company, Inc.

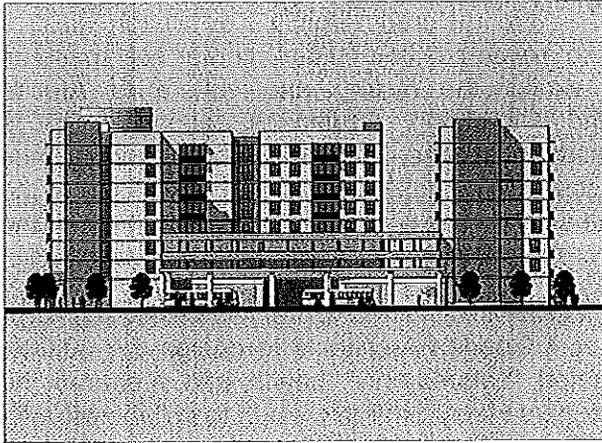
An initial grant agreement totaling \$3.3 million was issued in 2008 for GOB-eligible expenses including concept design, project management, cost estimating, and administrative costs. A second grant agreement in the amount of \$9.35 million was executed in December 2009 to cover the costs of schematic design, models, project management and project administration. A third grant agreement in the amount of \$8.1 million was issued in March of 2011 to complete the design development documents and begin construction for the foundations' scope of work. A fourth grant agreement in the amount of \$30 million was issued in February of 2012 to complete the construction documents on the museum building and begin the construction of the foundations, parking level and museum drive.

Groundbreaking for the new Miami Science Museum occurred on February 24, 2012. The museum has completed the first set of Construction Documents (CDs) for the foundations and pile package and secured the necessary building permits to begin construction. The second set of CDs is in process and expected to be complete by the end of this spring (this is for the parking below the building) and the final set of CD's will be complete by the end of September 2012 and that will finish all CDs for the new Museum. The project schedule is to complete the Museum building in late 2014, with the building opening to the public in early 2015.

The new Museum is a leading example of how a successful partnership between the private and public sectors can lead to the creation of a world-class facility that will serve our community for decades to come. The County has supported the new Museum with \$165 million of GOB funding. The Miami Science Museum secured a \$35 million private donation from Patricia and Phillip Frost and already has reached \$70 million of its \$100 million capital campaign.

The two museums (MSM and MAM) meet on a monthly basis with the City of Miami to coordinate their projects within the City's Museum Park and the Department attends these meetings to stay informed.

**NW 7<sup>th</sup> Avenue Transit Village Theater/Cultural Center  
(previously Carver Theatre) - \$5 million**



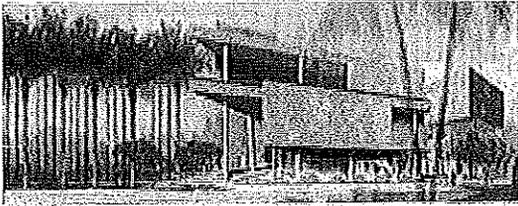
**Project Summary:** GOB funds have been re-programmed for the development of a theater/cultural center as part of a mixed-use development on the NW 7th Avenue corridor.

**Status:** The proposed funding earmarked for the Carver Theater project has been reallocated to the Transit Village, a transit hub at the intersection of NW 7th Avenue and 62nd Street, a public-private partnership development across the street from the Carver Theater site. The Carver Theater is privately owned and acquisition of the property and the required capital work to reopen the theater are estimated to be in excess of the GOB funding allocation. The existing Carver Theater facility is closed and based on a site visit by the Department of Cultural Affairs, is in need of extensive rehabilitation to convert it into a viable cultural facility.

The Transit Village project is anticipated to create seamless access for commuters to and from the Liberty City area and connectivity between Miami-Dade and Broward Counties while serving several municipalities. The planned development includes affordable housing, retail/commercial space, and a multi-level parking garage component. A multi-purpose theater with an arts center component has been incorporated into the village plan. A significant modification of the Carver Theater project was approved by the Board of County Commissioners (BCC) on October 4, 2011 via resolution R-755-11. It authorized the transfer of funds from the Carver Theater project, which was deleted, to the Transit Village project.

Approval of the award of the Transit Village development project to the Carlisle Development Group, LLC was approved by the BCC on March 1, 2011 via resolution R-138-11. Carlisle estimates that the Transit Village project will cost approximately \$45 million. The County's Internal Services Department's Real Estate Development Division will monitor the housing component, and the Department of Cultural Affairs will monitor the theater component to assure theater requirements are met.

### **Virginia Key Beach - \$15.5 million**



**Project Summary:** GOB funds will be used for the planning, design and construction of a cultural museum and nature center located in the restored Virginia Key Beach Park, a protected natural resource. The cultural center and museum complex will exhibit the history and culture of African Americans and Caribbean Americans, and will house traditional museum spaces, meeting rooms, dining and

banquet facilities, café, gift shop, nature center, and offices. The complex will present the history of the park and South Florida during the civil rights era, and the significance of the natural environment of the barrier island on which the park is located.

**Status:** In 2007, the Virginia Key Beach Park Trust (VKBPT) selected Coral Gables-based BEA International and Charleston, South Carolina-based Huff + Gooden Architects to design the 30,000-square-foot museum that will honor the once-segregated "colored-only" beach and preserve the beach's natural habitat. The Trust also hired exhibit designers Haley Sharpe Design to collaborate with the architects and museum staff on the planning work for the facility. After the firm of BEA International filed for bankruptcy, the VKBPT engaged the firm of Judson and Partners, which had been ranked second in the architectural selection process. Unfortunately, Mr. Clyde Judson, principal of Judson and Partners, passed away soon after starting work on the project.

The Department had issued a grant agreement for a \$5 million Convention Development Tax grant awarded by the Board of County Commissioners in 2000 for the design and construction of the Museum. Funds from this grant will be used for the design and construction of the project prior to the expenditure of GOB funds. No reimbursements from this grant have been processed and the project is currently on hold since the City of Miami has not funded the Virginia Key Beach Park Trust for the past two years.

Despite the drastic staff and program reductions, dedicated VKBPT board members are making efforts to continue with the design of outdoor interpretative signage. The firm of Haley Sharpe Design (HSD) has been engaged to complete exhibition copy and descriptive text for all Social History and Natural History interpretive signage components for the Trust's approval. HSD has produced production-ready artwork and has provided fabrication intent drawings for engineering and fabrication. HSD is completing the bidding process for contractor selection. Once a contractor is selected, HSD will provide more information regarding final costs, anticipated programming, and timelines for fabrication and installation.

### **Wolfsonian – FIU - \$10 million**

**Project Summary:** GOB funds will be used for renovation and redevelopment of the organization's exhibit, archival, and support spaces for the Miami Beach-based museum, which showcases American and European decorative and fine arts produced between late nineteenth to mid-twentieth centuries.

**Status:** In February 2007, the Board of County Commissioners approved resolution R-119-07 modifying the GOB project scope to include improvements to all three of the Miami Beach buildings that comprise The Wolfsonian's campus: the headquarter facility at 1001 Washington Avenue; the Annex at 1538 Lenox Avenue; and the Community Cultural and Humanities Center (formerly, the Miami Beach Women's Club) at 2401 Pinetree Drive. Since then, a fire severely damaged the Women's Club. The Wolfsonian has expressed its intention to begin preliminary planning for its GOB project without the Women's Club. When this planning work is ready to commence, The Wolfsonian will submit a modified GOB project scope for the County's review. The museum's overall goal continues to be the expansion of its cultural and educational offerings by strategically reorganizing and consolidating the program functions that occur at the two Wolfsonian facilities, located less than one mile from one another. A strategic plan to integrate The Wolfsonian's existing facilities more effectively is the first phase of the capital project and will seek to expand significantly the amount of space currently available for public access and research, educational and cultural programming.

## Cultural Projects - Allocation and Status

Existing and Neighborhood Facilities  
(Funded by Convention Development Tax (CDT) Bonds)

Project Name/Description	Total Project Cost (\$)	Total Allocation (\$)	Actual and projected expenditures to 9/30/12	Status/Remarks	12-13 (\$)	13-14 (\$)	14-15 (\$)
Caribbean Marketplace	1,074,614	354,614	354,614	The City is soliciting bids for the renovation of the Marketplace to include the complete interior rehabilitation of the existing building to create a climate-controlled, open retail area that will be equipped with movable vendors' kiosks.	0	0	0
Coconut Grove Playhouse	20,000,000	5,000,000	0	Planning/acquisition phase. See detailed status in Cultural Facilities Overview memo.	5,000,000	0	0
Civil Rights Museum (VKBPT)	20,500,000	5,000,000	0	Planning/design phase. See detailed status in Cultural Facilities Overview memo.	5,000,000	0	0
Milander Auditorium	6,646,000	300,000	300,000	The City of Hialeah has begun the construction of the new Milander Auditorium with completion scheduled for the end of 2012.	0	0	0
<b>TOTALS:</b>	<b>49,220,614</b>	<b>10,654,614</b>	<b>654,614</b>				

*Building Better Communities General Obligation Bond (GOB) Program*

African Heritage Cultural Arts Center	1,000,000	1,000,000	250,000	Planning Phase	750,000	0	0
Aventura Performing Arts Center	6,314,000	4,714,000	4,714,000	Construction Complete	0	0	0
Caleb Auditorium	2,000,000	2,000,000	650,000	Planning Phase	1,150,000	0	0
Coconut Grove Playhouse	15,000,000	15,000,000	0	Planning/Acquisition	4,000,000	8,000,000	3,000,000
Cuban Museum	10,000,000	10,000,000	4,045,308	Construction Documents 100% complete; Construction bids received	5,454,692	500,000	0
Fairchild Tropical Botanic Garden	23,020,000	15,000,000	6,000,000	Under Construction	9,000,000	0	0
Florida Grand Opera Theatre	5,000,000	5,000,000	0	Planning Phase	0	0	5,000,000
Hialeah - Reconstruct Milander Auditorium	6,646,000	6,346,000	6,346,000	Under Construction	0	0	0
Hialeah High School Parking Garage & Infrastructure Improvements	10,000,000	10,000,000	10,000,000	Garage @ Milander under construction, HHS garage completed	0	0	0
History Miami Library	10,000,000	10,000,000	1,000,000	Planning Phase	9,000,000	0	0
Lyric Theatre	10,000,000	10,000,000	10,000,000	Under Construction	0	0	0
Miami Art Museum (MAM) Facility	131,000,000	100,000,000	73,939,000	Under Construction	26,061,000	0	0
Miami-Dade County Auditorium	4,000,000	4,000,000	500,000	Planning Phase	3,500,000	0	0
Miami Museum of Science & Planetarium Facility	262,000,000	165,000,000	20,760,000	Groundbreaking has taken place	30,000,000	65,000,000	49,250,000
NW 7 <sup>th</sup> Avenue Transit Village Theater/Cultural Center (previously Carver Theatre)	5,000,000	5,000,000	2,000,000	Planning/Design Phase	3,000,000	0	0
South Miami-Dade Cultural Arts Center	61,000,000	10,000,000	10,000,000	Construction Complete	0	0	0
Virginia Key Beach Park	20,500,000	15,500,000	0	Planning/Design Phase	7,000,000	7,000,000	1,600,000
Wolfsonian - FIU	10,000,000	10,000,000	0	Planning Phase	1,000,000	2,000,000	7,000,000
<b>TOTALS:</b>	<b>882,480,000</b>	<b>398,560,000</b>	<b>150,394,308</b>		<b>99,915,692</b>	<b>82,500,000</b>	<b>65,750,000</b>

*GOB Not-For-Profit Community Organization Capital Fund (\$30 million Fund)  
(Only cultural projects being managed by the Department of Cultural Affairs are included)*

Bakehouse Art Complex, Inc.	\$475,600	\$475,600		Construction - 90% complete			
Gold Coast Railroad Museum	\$489,132	\$489,132		Construction/Purchase - 95% complete			
Jewish Museum of Florida	\$880,000	\$880,000		Completed			
Miami Children's Museum	\$2,438,400	\$2,438,400		Completed			
Miami Hispanic Ballet Theater	\$500,000	\$500,000		Property Purchase Completed			
Seminole Cultural Art Theatre	\$500,000	\$500,000		Completed			
WQIA - 63.9FM Community Public Radio	\$352,384	\$352,384		Completed			
<b>TOTALS:</b>		<b>5,635,516</b>	<b>5,635,516</b>		<b>0</b>	<b>0</b>	<b>0</b>

Planning/Design/Preconstruction

Under Construction

Complete

Summary of FY 2011-2012 Approved Budget and FY 2012-2013 Preliminary Proposed Budget

	FY 2011-12 Adopted Budget	FY 2012-2013 Preliminary Proposed
Total TDT Revenues ( <i>Actual collections in FY 2010-11 = \$ 3,698,393</i> )	3,516,000	3,700,000
TDT revenues transferred to Fund 72 (for SFCC programs)	(95,000)	(95,000)
<b>Remaining Balance: TDT Revenues for Administration &amp; Grants</b>	<b>3,421,000</b>	<b>3,605,000</b>

<b>GRAND TOTALS (All Projects except APP, TDG and Additional Facilities)</b>		
Grand Total Revenues:	18,222,590	20,964,043
Grand Total Expenditures:	18,222,590	20,964,043
Net Balance:	0	0

	FY 2011-12 Budget	FY 2012-2013 Preliminary
<b>ADMINISTRATION (Project 127001)</b>		
<b>Revenues</b>		
TDT	2,468,000	2,500,000
Misc. rev.		
Carryover (Administration)	415,000	250,000
Carryover (Culture Shock for personnel)		
Reimbursement to South Miami Development CAC Admin. Reimb.		
GOB Interest Earnings - Fee for Capital Project Management services		
<b>Total revenues</b>	<b>2,883,000</b>	<b>2,750,000</b>
<b>Expenditures</b>		
Salary*	1,926,347	1,717,000
Fringe	584,811	494,600
Operating	838,842	856,400
Capital	25,000	50,000
Transfer to General Fund / Emergency Contingency Reserve	8,000	8,000
Reimbursement (exp. x'fer out to APP)	(500,000)	(500,000)
Reimbursement (exp. x'fer out to State grant)		
Operating Contingency		124,000
<b>Total expenditures</b>	<b>2,883,000</b>	<b>2,750,000</b>
<b>Balance</b>	<b>0</b>	<b>0</b>

\* Salary & Overall Expense Forecasts for Miami-Dade County Auditorium, African Heritage Cultural Arts Center & Caleb Auditorium are still being analyzed, and not captured in figures above

Summary of FY 2011-2012 Approved Budget and FY 2012-2013 Preliminary Proposed Budget

GRANTS AND PROGRAMS (Projects 127002, 127003, 127004)	FY 2011-12 Adopted Budget	FY 2012-2013 Preliminary Proposed
<b>Revenues</b>		
General Fund for Competitive Grants Programs	7,518,000	7,518,000
CDT Line Item: Non-Profit Museums Operating in County-owned Facilities	669,000	669,000
CDT Line Item: Miami Children's Museum	635,000	635,000
CDT	1,000,000	1,000,000
Knights		-
Children's Trust	996,000	996,000
Arts License	35,000	35,000
TDT/Grants	358,000	355,000
TDT/Culture Shock	595,000	750,000
Misc. Revenue/Grants		-
Misc. Revenue + Interest/Culture Shock	8,115	-
Projected FY 2012 Carryover Allocated to Grants	314,000	2,012,829
Carryover/License	-	-
Projected FY 2012 Carryover Allocated to Culture Shock	-	-
<b>Total revenues</b>	<b>12,128,115</b>	<b>13,970,829</b>
<b>Expenditures</b>		
<b>Culture Shock</b>		
Salary/Culture Shock	178,000	172,000
Fringe/Culture Shock**	55,000	43,000
Programmatic Only/Culture Shock	370,115	535,000
<b>Operating (Grants / Arts License)</b>		
Art. Ed /Artistic Lic. (AKI Carried separately below in CT funded)	451,000	451,000
Capital Acquisitions (ACQ)	<i>suspended</i>	<i>suspended</i>
Capital Development (CAP)	190,000	190,000
Community Grants (CG)	462,000	442,000
Cultural Access Network (CAN)	<i>suspended</i>	<i>suspended</i>
Cultural Advancement (ADV)	1,814,000	1,814,000
Dance Miami Choreographer (DMC)	35,000	35,000
Developing Arts in Neighborhoods (DAN)	286,000	286,000
Festivals and Special Events Grants (FEST)	840,000	840,000
Hannibal Cox, Jr. Grants (HCJ)	590,000	590,000
International Cultural Exchange (ICE)	190,000	190,000
Majors (MCI)	2,925,000	2,925,000
<b>Non-Profit Museums Operating in County-owned Facilities</b>		
Fairchild	376,000	376,000
ZooMiami	293,000	293,000
<b>BCC-Directed CBO Allocation to Miami Children's Museum</b>		
<b>Prior MCI Grants - Reduced by 10% in FY2012 and shifted to CDT</b>		
HistoryMiami	\$178,352	\$178,352
Miami Art Museum	\$345,887	\$345,887
Miami Science Museum	\$414,079	\$414,079
Vizcaya Museum and Gardens	\$264,775	\$264,775
Service Org.s (SERV)	310,000	310,000
Targeted (TARG)	282,000	302,000
Youth Arts Miami (YAM)	850,000	850,000
<b>Operating Grants (Children's Trust funded)</b>		
All Kids Included (AKI)	96,000	96,000
Summer Arts and Science Camps (SAS-C)	450,000	450,000
Youth Arts Enrichment (YEP)	450,000	450,000
<b>Additional Grants Support to Cultural Non-Profit Organizations</b>		<b>1,695,829</b>
<b>Total expenditures</b>	<b>12,128,115</b>	<b>13,970,829</b>
<b>Balance</b>	<b>0</b>	<b>0</b>

Summary of FY 2011-2012 Approved Budget and FY 2012-2013 Preliminary Proposed Budget

	FY 2011-12 Adopted Budget	FY 2012-2013 Preliminary Proposed
<b>SOUTH MIAMI-DADE CULTURAL ARTS CENTER (Project 127005)</b>		
Revenues		
CDT	770,000	2,500,000
Interest		
Carryover	2,177,000	894,000
Earned Revenue		650,000
<i>CDT - Restoration of SMDCAC Reserves used for grants in FY 2010</i>	-	<b>\$ 2,196,212</b>
<i>CDT - Restoration of SMDCAC Capital Funds Used for AHCAC In FY 2003</i>		<b>\$ 700,000</b>
<u>Total Revenues</u>	<u>2,947,000</u>	<u>4,044,000</u>
Expenditures		
Salary	478,340	566,500
Fringe	168,963	140,000
Operating	1,900,000	3,337,500
Non-Operating Reserve	399,697	
<u>Total Expenditures</u>	<u>2,947,000</u>	<u>4,044,000</u>
<b>Balance</b>	<b>0</b>	<b>0</b>
<hr/>		
<b>STATE GRANT AND SOUTH FLORIDA CULTURAL CONSORTIUM (Grant CU20xx and Project 725001)</b>		
Revenues		
Federal (NEA) Grants	25,000	0
TDT	95,000	95,000
Carryover	58,475	18,214
South Florida Cultural Consortium - Member \$\$ Matches	86,000	86,000
Interest		
<u>Total revenues</u>	<u>264,475</u>	<u>199,214</u>
Expenditures		
Open Access Theatre Series Expenditures	25,000	0
South Florida Cultural Consortium projects	239,475	199,214
<u>Total expenditures</u>	<u>264,475</u>	<u>199,214</u>
<b>Balance</b>	<b>0</b>	<b>0</b>
<hr/>		
<b>ART IN PUBLIC PLACES (Projects 128101 and 128103)</b>		
Revenues		
Intrafund x'fer from Carryover for Administration (from Fund Balance)	1,185,000	1,185,000
Payments from Aviation	537,000	750,000
Carryover in Projects Fund	3,921,000	1,509,840
Interfund x'fers & Allocations / Projects	3,200,000	2,555,160
<u>Total Revenues</u>	<u>8,843,000</u>	<u>6,000,000</u>
Expenditures		
Salary	286,106	302,000
Fringe	90,667	76,000
Other Administrative Operating	808,227	807,003
Art Projects and Commissions	3,737,000	3,100,000
Maintenance and Conservation	627,000	730,000
Non-Operating Reserve	3,294,000	984,997
<u>Total Expenditures</u>	<u>8,843,000</u>	<u>6,000,000</u>
<b>Balance</b>	<b>0</b>	<b>0</b>

Summary of FY 2011-2012 Approved Budget and FY 2012-2013 Preliminary Proposed Budget

<b>Tourist Development Council Grants (Fund 150/151)</b>	<u>FY 2011-12 Adopted Budget</u>	<u>FY 2012-2013 Preliminary Proposed</u>
Revenues		
2% TDT Revenues	1,000,000	1,025,000
TDT Surtax Revenues	100,000	100,000
<u>Total Revenues</u>	<u>1,100,000</u>	<u>1,125,000</u>
Expenditures		
TDC Grants	1,100,000	1,125,000
<u>Total Expenditures</u>	<u>1,100,000</u>	<u>1,125,000</u>
<i>Balance</i>	<i>0</i>	<i>0</i>
<hr/>		
<b>UNFUNDED GRANTS PROGRAMS</b>	<u>FY 2011-12 Adopted Budget</u>	<u>FY 2012-2013 Preliminary Proposed</u>
Facilities Operating and Programming Grants	Unfunded	Unfunded

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**MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS**  
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**1. ADMINISTRATION (FY2012: \$2,883,000; FY2013 PRELIMINARY PROPOSED: \$2,750,000)**

Overall administrative expenditures for Departmental projects and programs are projected at \$2,750,000. (Please note that in the format as presented, administrative costs specifically associated with the Culture Shock Miami program and the South Miami-Dade Cultural Arts Center are carried as program costs in their respective budget summary lines and detailed separately, and the Art in Public Places Program is carried as a separate budget entirely, and not reflected in this summary budget; the African Heritage Cultural Arts Center, the Joseph Caleb Auditorium, the Miami-Dade County Auditorium,.) Overall Department administrative expenditures include \$2,477,000 in salary and fringes for 22 full-time employees, constituting 81% of the total budget. In addition, there are four full-time positions associated with the Art in Public Places Program. (As separate administrative budgets, Culture Shock Miami is projected at \$750,000, including salaries and fringe of \$214,000 for its two full-time employees; and the South Miami-Dade Cultural Arts Center is projected at \$4,044,000, including salaries and fringe of \$706,500 for its eight full-time employees, and one-time FF&E expenses that were shifted from the Capital to the Operating budget during construction). Administration, inclusive of staff salaries and fringe for all Department programs and activities (including the Art in Public Places Program, but without yet including the transferred cultural facilities), is **14.98%** of the Department's total annual budget.

Total administrative expenditures are offset in part by:

- a) fees for services paid to the Department by the Tourist Development Council; and
- b) a reimbursement from/transfer to the Art in Public Places program for overall administration.

Administrative expenditures cover Departmental overhead costs (including space rental for our Government Center offices; supplies, equipment and maintenance; printing; postage; internal service charges such as computer and telecommunications service and County-required systems hookups, upgrades and maintenance through ITD; as well as Finance Department charges for bookkeeping, legal and auditing services, etc.), planning activities, the annual State of the Arts address and public forums, marketing initiatives, and technical assistance programs.

**2. CULTURE SHOCK MIAMI (FY2012: \$603,000; FY2013 PRELIMINARY PROPOSED: \$750,000 = \$214,000 staff + \$536,000 program costs and continued marketing campaign implementation)**

The Department's *Culture Shock Miami* program was initiated in FY2004 with a \$150,000 grant from the John S. and James L. Knight Foundation. Culture Shock Miami provides \$5 tickets for high school and college students ages 13-22 to attend the community's top performing and visual arts organizations, representing the broadest diversity of Miami's artistic offerings. A second Knight Foundation grant funded *Shock Waves: Arts Market Research of Young Audiences*, which included extensive target market surveying and focus groups (accomplished over an 18-month period), creation of a substantial, strategic and multi-faceted media and marketing campaign, and development of a student-engaged Culture Shock Miami Student Council. Funding for the continued media placement and promotional campaign elements is included in the FY 2012-13 budget. A detailed description of the program's current status is contained in the separate memo in this agenda package addressing FY 2012-2013 Proposed Arts Education and Outreach Programs.

**3. ARTS EDUCATION AND OUTREACH PROGRAMS (FY2012: \$547,000; FY2013 PRELIMINARY PROPOSED: \$547,000 = \$451,000 for Arts Education Initiatives + \$96,000 in Children's Trust funds dedicated to All Kids Included (AKI))**

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The Department's growing Arts Education and Outreach efforts center around: increasing opportunities for youth in Miami-Dade County to engage in direct, high quality arts experiences as part of their overall education; creating opportunities for residents and visitors to participate fully in the arts; expanding professional development opportunities for cultural organizations, arts administrators, artists and educators; initiating new outreach opportunities to connect more people across the broadest possible spectrums (i.e., age, geographic, economic, etc.) to cultural events; strengthening our collaborations with civic partners and community organizations positioned to help maximize our marketing strategies and develop future audiences; and developing publications and communications vehicles to connect people with cultural opportunities. Included among these efforts are: the annual *All Kids Included – Accessible Arts Experiences for Kids Initiatives*; ADA/Accessibility initiatives; and funding support for *Arts for Learning's* school-based, community based and artists services programs. A detailed description of the Arts Education and Outreach Initiatives developed by Department staff and recommended for support in FY 2012-2013 is included in a separate memo contained in this agenda package.

**4. CAPITAL ACQUISITIONS GRANTS PROGRAM (FY2007: \$1,500,000 which included \$500,000 unexpended revenues carried-over from FY2006; FY2008, FY2009, FY2010, FY2011 and FY2012: temporarily suspended; FY2013 PRELIMINARY PROPOSED: to continue as temporarily suspended)**

The Capital Acquisitions (ACQ) Grants Program is designed to provide funding assistance to non-profit cultural organizations for the acquisition of land and/or buildings located in Miami-Dade County that will be used for public cultural programming purposes. The goal of supporting these capital acquisitions projects is to assist established, mid-sized nonprofit cultural organizations with securing permanent facilities for exhibitions, performances and related activities. Ownership of cultural facilities can be an essential factor in providing reliable programming and in developing a stable base for organizational, artistic and financial development. In the interest of ensuring that cultural organizations have the resources to plan adequately for their long-term capital needs, the ACQ Grants Program may also consider requests for planning and feasibility studies related to the acquisition of cultural facilities.

In FY2006-2007, the program's inaugural review cycle, the Capital Acquisitions Grants Program Panel and the Cultural Affairs Council recommended funding 3 applications for a total of \$1,500,000, which combined the initial \$500,000 appropriated by the County Commission for this program in FY2006, and \$1,000,000 appropriated in FY2007. Two of the three (3) organizations funded in FY2006-07, each with grant allocations of \$500,000, successfully secured new permanent homes for their organizations. Bascomb Memorial Broadcasting Foundation, Inc. (WDNA 88.9 FM Community Public Radio) closed on its new facility on September 29, 2007. WDNA's new facility is a 5,457 sq. ft., free-standing building which contains an on-air studio, two production studios, a music library, offices for current and future staff, volunteer and intern spaces, and space for live performances and recording studios. The property has been renovated to meet the organization's needs and, as of June 2008, WDNA has been broadcasting live from 2921 Coral Way. Miami Hispanic Ballet closed on its property on November 23, 2009. The Ballet's property is a complex of historic landmarks (formerly the Miami River Inn) at 111 S.W. Fifth Avenue, located in the heart of Little Havana. The comprehensive re-purposing and re-design masterplan provides performance, rehearsal/studio, classroom, exhibition and office spaces for the multi-disciplinary Hispanic Cultural Center, the Miami Hispanic Ballet, the Cuban Classical Ballet, and the Miami International Ballet Festival. Miami Hispanic Ballet also secured a grant of \$500,000 from the County's GOB Non-Profit Fund to accomplish the property purchase. Teatro Avante, Inc. was awarded the remaining \$500,000 grant in FY 2006-07 but was not able to use the grant prior to its expiration date. Those funds reverted back to the Department and were deployed as part of the Department's grants

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support to organizations in FY 2009-2010. Department staff and Teatro Avante continue to work closely together to find a permanent new home that can accommodate its future needs.

**5. CAPITAL DEVELOPMENT (CAP) GRANTS PROGRAM (FY2012: \$190,000; FY2013 PRELIMINARY PROPOSED: \$190,000)**

The Capital Development Grants program provides support to non-profit cultural organizations to expand, renovate, construct and/or equip cultural arts facilities located within Miami-Dade County. These capital projects assist the non-profit cultural community in providing increased public service, greater access, enhanced exhibition or performing space and in developing cultural facilities that can be operated more effectively and efficiently. Priority is given to facilities proposing ADA-regulated improvements. Strategic investments in cultural facilities have proven their catalytic ability for revitalizing neighborhoods and sparking gentrification. Such investments in capital improvements are essential to ensuring that cultural facilities keep pace with growing organizational and audience demands. In FY2011-2012, sixteen (16) applications were recommended for funding, for a total of \$190,000.

**6. COMMUNITY GRANTS (CG) PROGRAM (FY2012: \$462,000; FY2013 PRELIMINARY PROPOSED: \$442,000)**

This program is responsive on a quarterly basis to non-profit organizations developing small and large-scale community-based cultural programs (e.g., visual and performing arts, including theater, concerts, opera, dance, professional recitals and art exhibitions), projects and events, such as fairs, parades, neighborhood festivals, conferences and publications. Eligible projects must demonstrate a strong community involvement and/or outreach component. The Community Grants program is particularly concerned with the needs of indigenous cultural neighborhood activities, projects encouraging the preservation of heritage, traditions and culture, and social service organizations and cultural groups developing collaborative intervention projects. In FY2011-2012, based on actual applications funded to date and anticipated traffic for the fourth quarter, approximately 100 applications are expected to be recommended for funding, for a total of \$462,000.

**7. CULTURAL ACCESS NETWORK (CAN) GRANTS PROGRAM (FY2008, FY2009, FY2010, FY2011 and FY2012: temporarily suspended; FY2013 PRELIMINARY PROPOSED: to continue as temporarily suspended)**

The Cultural Access Network Grants program is designed to provide direct funding to cultural organizations engaged in creating and presenting quality arts programs that are reflective of Miami-Dade County's multi-ethnic populations. The program specifically stimulates increased access to quality cultural programming in target, underserved communities where there has been little tradition of attending arts events, by providing funds to present cultural programs in one or more of twenty-two (22) neighborhood-based cultural facilities. CAN also serves to introduce a new clientele of arts organizations to this network of neighborhood venues that would not ordinarily present programming in these facilities. Before its suspension in FY2008, the annual allocation for CAN was \$100,000.

**8. CULTURAL ADVANCEMENT (ADV) GRANTS PROGRAM (FY2012: \$1,814,000; FY2013 PRELIMINARY PROPOSED: \$1,814,000)**

Through the Cultural Advancement grants program, the Department provides significant grants and technical assistance to a selected group of Miami-Dade County's highest quality mid to large size,

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culturally diverse performing arts, visual, literary and presenting arts organizations. Funding and technical assistance is tiered across two categories (Category A: annual operating budget over \$500,000, and at least two paid administrators; and Category B: annual operating budget between \$200,000 and \$500,000, and at least one paid administrator). The program's funding is directed toward organizations engaged in the year-round creation or presentation of art in its various forms, within or across artistic fields and disciplines, and that possess the potential to achieve regional, national or international visibility as evidenced by current programs and management structure.

The Cultural Advancement Grants program operates on a three-year review cycle. A comprehensive application and review process was conducted in FY2010-2011 and included a pre-application qualification/invitation to apply, comprehensive application submission, and a panel evaluation. A more streamlined application form and review process is employed for the subsequent cycle years (FY2011-2012 and FY2012-2013). Grants awarded in the FY2010-2011 cycle of the program define grant award levels for the remainder of the cycle. Award level designation is subject to annual adjustment based on organizational budget information, and is contingent upon the availability of funding and upon satisfactory review and recommendation of the interim application forms by the Department of Cultural Affairs and the Cultural Affairs Council. Grantees must have satisfactorily met all program criteria, as well as the prior year's reporting requirements, to be eligible for renewed funding. In FY2011-2012, twenty-nine (29) applications were recommended for funding through the Cultural Advancement Grants Program for a total of \$1,814,000, including approved travel and technical assistance support for each grantee (\$84,000 total) plus \$8,000 to continue the directed technical assistance support for the two designated Emerging Major Cultural Institutions.

**9. DANCE MIAMI CHOREOGRAPHERS (DMC) PROGRAM (FY2012: \$35,000; FY2013 PRELIMINARY PROPOSED: \$35,000)**

Nurturing the existing dance infrastructure is essential for retaining and developing local talent in our burgeoning dance community, which continues to be at a crucial stage in its development. The "Dance Miami Choreographers program extends the demonstrated success of our South Florida Cultural Consortium's Individual Visual and Media Artists Fellowships program. Dance Miami encourages local choreographers to develop new works by offering three awards of \$10,000 each, the largest such awards provided annually by any local arts agency in the country. It creates an environment in which the creative output of our local choreographers can be recognized and rewarded, and provides encouragement that artistically fulfilling and successful careers in their discipline are possible here. The FY2011-12 national panel of dance experts included Nusha Martynuk, Chair of the Dance Department at Oberlin College in Oberlin, OH; Eduardo Vilaro, Artistic Director of Ballet Hispanico in New York, NY; and Helanius Wilkins, Founder and Artistic Director of Edgeworks Dance Theatre in Washington, D.C.

**10. DEVELOPING ARTS IN NEIGHBORHOODS (DAN) GRANTS PROGRAM (FY2012: \$286,000; FY2013 PRELIMINARY PROPOSED: \$286,000)**

This program provides funding and technical assistance to small and emerging grassroots and neighborhood-based arts groups (annual budgets under \$100,000) that create, present or produce year-round cultural activities and arts programs in Miami-Dade County at the grassroots level, including underserved neighborhoods, communities or special populations. This program strongly encourages applications from groups whose activities possess the potential to build audiences and sustained community or neighborhood support for the arts; encourage people to include arts in their everyday lives; are deeply rooted in the cultural life of a neighborhood or community; preserve and embrace the indigenous heritage, traditions, customs, beliefs and/or rituals of a particular culture or ethnic group; and

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enhance community development and/or revitalization efforts. In FY2011-2012, thirty-two (32) applications were recommended for funding, for a total of \$286,000.

**11. FESTIVALS AND SPECIAL EVENTS (FEST) GRANTS PROGRAM (FY2012: \$840,000; FY2013 PRELIMINARY PROPOSED: \$840,000)**

This program is designed to support major, annual festivals and special events with particular track records in Miami-Dade County, and taking place between October 1, 2012 and September 30, 2013. The program provides significant funding to organizations that have an established reputation for excellence, are capable of attracting visitors on a regional, national or international level, and have a significant and positive impact on the perception of Miami-Dade County as a dynamic cultural community. Festivals and special events organizations apply to the program in either of two categories: **CULTURAL ORGANIZATIONS**, whose missions predominantly emphasize a close examination of artistic disciplines and whose programming concentrates primarily on indoor activities; and **COMMUNITY ORGANIZATIONS**, whose missions predominantly emphasize the presentation and celebration of heritages, artistic and entertainment activities, and whose programming concentrates on primarily outdoor activities. Within each of these two categories, the program further considers applicants in three divisions: Division A – events that have an international impact; Division B – events with a national impact; and Division C – events that have a regional impact. The Festivals and Special Events grants program operates on a three-year review cycle. A comprehensive application and review process was conducted in FY2011-2012; for the subsequent two fiscal years, a more streamlined interim application and evaluation process is employed. In FY2011-2012, eighteen (18) applications were recommended for funding, for a total of \$840,000.

**12. HANNIBAL COX, JR. CULTURAL (HCJ) GRANTS PROGRAM (FY2012: 590,000; FY2013 PRELIMINARY PROPOSED: \$590,000)**

This program provides funding support to mid-sized (annual operating budgets of \$100,000 or more) developing semi-professional and professional arts, scientific and historical organizations with a year round presence in Miami-Dade County, presenting, performing or exhibiting a complete season of cultural activities. The Hannibal Cox, Jr. Cultural Grants program is designed to assist groups in reaching their long range survival goals by encouraging proposals that focus on organizational development and institution-building, and promote cross cultural interaction by assisting cultural groups that have a proven commitment to reaching underserved communities or audiences. Funding and technical assistance is tiered across two categories (Category A: two-year average annual cash revenue budget over \$200,000 with a request cap of up to \$40,000; and Category B: annual revenue budget, including in-kind, between \$100,000 - \$200,000, with a request cap of up to \$25,000). In FY2011-2012, twenty-eight (28) applications were recommended for funding, for a total of \$590,000.

**13. INTERNATIONAL CULTURAL EXCHANGE (ICE) GRANTS PROGRAM (FY2012: \$190,000; FY2013 PRELIMINARY PROPOSED: \$190,000)**

The International Cultural Exchange Grants program offers grants to Miami-Dade County-based cultural organizations to support meaningful, reciprocal artistic exchange, partnerships or collaborations with artists, arts professionals and/or organizations abroad. The program is designed to elevate Miami-Dade County's image internationally, and to support the efforts and improve the work of Miami-Dade's artists and cultural organizations within their overall programming goals by expanding opportunities for

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collaborations and artistic dialogue with arts professionals around the world. In FY2011-2012, nine (9) applications were recommended for funding, for a total of \$190,000.

**14. MAJOR CULTURAL INSTITUTIONS (MCI) GRANTS PROGRAM (FY2012: \$2,925,000 competitively awarded + \$1,304,000 in directed allocations = \$4,229,000 total; FY2013 PRELIMINARY PROPOSED: \$2,925,000 competitively awarded + \$1,304,000 in directed allocations = \$4,229,000 total)**

The Major Cultural Institutions Grants Program is designed to address the need for stable and substantial funding on a multi-year basis to fully professional institutions with year-round programs and average annual operating revenues of at least \$3 million (performing arts institutions) and \$1.5 million (museums and visual arts institutions) over the past three fiscal years. The objective of this program is to support exemplary programs provided annually to the community by its largest cultural assets. The long-term strategy is to increase the funding allocation of this program as additional revenues are secured, in order to attain funding levels for major community cultural assets commensurate with the depth and breadth of year-round programming and services that they are expected to offer. The Major Cultural Institutions Grants Program operates on a four-year review cycle. A comprehensive application and review process was conducted for FY2010-2011; a more streamlined interim application form and evaluation for designated Major Cultural Institutions for the next three subsequent cycles (FY2011-2012; FY2012-2013; and FY2013-2014) is employed. Designation as a Major Cultural Institution during any previous cycle does not necessarily determine that an institution will continue to be so designated and eligible for funding through this program in subsequent years. In FY2011-2012, the Major Cultural Institutions Grants Program Panel and Cultural Affairs Council recommended funding 15 organizations for a total of \$2,925,000, including a grant of \$150,000 to facilitate the transition of Gablestage, Inc. into the Coconut Grove Playhouse as its theater presenter and operator and for programming support.

As part of the County's Adopted FY 2011-2012 Budget, three (3) of the FY 2010-2011 designated Major Cultural Institutions grant recipients, The Miami Children's Museum, Vizcaya Museum and Gardens, and the Zoological Society of Florida Inc. for ZooMiami, received directed allocations through the Department, but independent of the Major Cultural Institutions competitive process. \$1,304,000 in Convention Development Tax revenues to support these direct allocations was included in the County's Adopted FY 2011-2012 Budget as part of the Department's grants budget for this specific purpose. Grants for each of these three institutions, therefore, while based in part upon their prior year's Major Cultural Institutions funding award levels, are not part of the competitive program in the current year, nor were they within the purview of the Council to review and recommend. Further, four (4) of the FY 2010-2011 designated Major Cultural Institutions grant recipients, the Historical Association of Southern Florida, Inc. for HistoryMiami, Miami Art Museum of Dade County Association, Inc., the Museum of Science, Inc., dba Miami Science Museum, and Vizcaya Museum and Gardens, received County funding outside of the Department's competitive review process and grants budget as direct allocations through Convention Development Tax revenues. Grants for each of these four institutions, therefore, while based in part upon their prior year's Major Cultural Institutions program funding award levels, are not currently carried in the Department's MCI program, nor within the purview of the Council to review and recommend. For working purposes, the Preliminary FY2013 Budget assumes these same directives regarding these seven institutions.

**15. SERVICE ORGANIZATIONS (SERV) SUPPORT PROGRAM (FY2012: \$310,000; FY2013 PRELIMINARY PROPOSED: \$310,000)**

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This program is designed to provide general program support to local, non-profit incorporated service organizations, coalitions and/or umbrella groups to aid in developing and implementing specialized assistance programs that benefit the local cultural constituency. The core mission of a cultural Service Organization must be to engage in activities that help their constituents or members improve their methods of operation, promotion, coordination, and/or planning and implementation. The intent of this program is to invest funding support in organizations that can deliver essential services more efficiently to improve non-profit cultural organizations as extensions of the Department's role in building and strengthening the cultural infrastructure. Professional staff recommends prospective, eligible organizations for consideration through this program to the full Council board for review and evaluation. A detailed list of the Service Organizations recommended for support is included in a separate memo contained in this agenda package.

**16. TARGETED (TARG) INITIATIVES (FY2012: \$282,000; FY2013 PRELIMINARY PROPOSED: \$302,000)**

Targeted Initiatives help to extend the work of the Council by forging deliberate partnerships to deliver programs and assistance to specialized constituencies. In this way, the Council is able to establish and accelerate significant work in new and/or underserved areas, and advance entire sectors of the community's cultural development.

Please refer to the attached memo outlining the proposed Council Targeted Initiatives for FY 2012-2013.

**17. YOUTH ARTS MIAMI (YAM) GRANTS PROGRAM (FY2012: \$850,000; FY2013 PRELIMINARY PROPOSED: \$850,000)**

The Youth Arts Miami Grants program provides general operating support to non-profit youth arts organizations that have a year-round presence in Miami-Dade County and whose primary mission is to create, present or exhibit cultural programs for children and/or with children. The Youth Arts Miami Grants program provides an opportunity to reinforce the Department's Arts Education goals and objectives, as well as to provide specialized professional development and technical assistance to eligible, youth arts-focused cultural organizations. Funding and technical assistance is tiered across three categories (Category A: annual operating revenues over \$500,000, and at least one full-time paid administrator; Category B: annual operating revenues between \$200,000 and \$500,000, and at least one paid administrator; and Category C: annual operating revenues under \$200,000). In FY2011-12, twenty-six (26) applications were recommended for funding, for a total of \$850,000 with an anticipated impact of reaching more than 95,000 children.

**CHILDREN'S TRUST FUNDED GRANTS PROGRAMS:**

**18. ALL KIDS INCLUDED (AKI) – ACCESSIBLE ARTS EXPERIENCES FOR KIDS INITIATIVES (FY2012: \$95,328; FY2013 PRELIMINARY PROPOSED: \$95,328)**

Please refer to the description carried under item #2 in this memo, and the detailed description of the Arts Education and Outreach Initiatives developed by Department staff and recommended for support in FY 2012-2013 which is included in a separate memo contained in this agenda package.

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**19. SUMMER ARTS & SCIENCE CAMPS FOR KIDS (SAS-C) GRANTS PROGRAM (FY2012: \$450,000; FY2013 PRELIMINARY PROPOSED: \$450,000)**

The Summer Arts & Science Camps for Kids (SAS-C) Grants Program was created as a joint initiative of the Department and The Children's Trust. The objective of the SAS-C Program is to fund non-profit organizations specifically to provide underserved children in Miami-Dade County with opportunities to attend high quality cultural arts and science summer camp programs at little or no cost. Funding through the SAS-C Grants program is intended to augment existing programs, enabling established cultural arts and science summer camps to serve more children and/or upgrade the quality of their artistic program components. In FY 2011-2012, twenty-seven (27) applications were recommended for funding, for a total of \$450,000, with an anticipated impact of serving nearly 1,500 children.

**20. YOUTH ARTS ENRICHMENT PROGRAM (YEP) GRANTS (FY2012: \$450,000; FY2013 PRELIMINARY PROPOSED: \$450,000)**

The Youth Arts Enrichment Program (YEP) was created as a joint initiative of the Department and The Children's Trust. The objective of the YEP Grants Program is to enrich the lives of children through the arts by making the arts available to more children and families throughout Miami-Dade County. The program particularly supports activities through which children can have positive, live arts experiences, including: arts instruction, arts intervention, healing/expressive arts, in-school and/or public performances/exhibitions. In FY 2011-2012, thirty-eight (38) applications were recommended for funding, for a total of \$450,000, with an anticipated impact of reaching nearly 90,000 children.

**21. SOUTH MIAMI-DADE CULTURAL ARTS CENTER OPERATIONS / ADMINISTRATION (FY2012: \$2,947,000 = \$647,000 for staff + \$2,300,000 for operations and programming; FY2013 PRELIMINARY PROPOSED: \$4,044,000 = \$707,000 staff + \$3,337,000 for operations and programming)**

FY2011-12's administrative budget reflects all eight full-time positions comprising the management team for the new South Miami-Dade Cultural Arts Center as filled. It is important to reiterate that a dedicated fund to support the Center was established beginning in FY2004. In FY2010, \$2.2 million from these accumulated reserves were redirected as a consequence of a budget directive, to fund a \$250,000 grant to the Miami Sports Commission, and to renew 100% of the FY2009 Major Cultural Institutions grant awards to Fairchild Tropical Botanic Garden, Historical Museum of Southern Florida, Miami Art Museum, Miami Science Museum, Vizcaya, and the Zoological Society. Replenishing the \$2.2 million to the operating reserve is critical to be able to operate the facility beyond its inaugural season in 2012.

Please refer to the attached memo outlining the proposed Council Targeted Initiatives for FY 2012-2013.

**22. SOUTH FLORIDA CULTURAL CONSORTIUM (SFCC) INDIVIDUAL VISUAL AND MEDIA ARTISTS FELLOWSHIPS PROGRAM (FY2012: \$183,000; FY2013 PRELIMINARY PROPOSED: \$183,000)**

More than 300 2- and 3-dimensional visual artists, filmmakers, videographers and computer animation filmmakers from the 5-county area submitted online applications to this program for the FY2011-2012 cycle and at least ten (10) Fellowships will be awarded (5 to Miami-Dade artists; 3 to Broward artists; 1 to a Palm Beach artist; and 1 to a Martin/Monroe County artist). The judges are given the latitude to award individual \$15,000 fellowships or to split awards into two \$7,500 fellowships, within each County's

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allotment. An exhibition of the Fellowship winners' works is to be installed at the University Galleries at Florida Atlantic University in Palm Beach County during fall 2012. A series of artists' workshops on the application process was conducted in Miami-Dade, Broward, Palm Beach/Martin and Monroe Counties during August and September 2011.

**23. SOUTH FLORIDA CULTURAL CONSORTIUM (FY2012: \$72,500; FY2013 PRELIMINARY PROPOSED: \$16,214)**

The South Florida Cultural Consortium (SFCC), a coalition of the arts councils of Martin, Palm Beach, Broward, Miami-Dade and Monroe Counties, engages in collaborative projects with regional impact. These have included: 1) five-county professional development and management training seminars; 2) a four-county Arts in Education workshop series; 3) campaigns to increase public awareness of the cultural resources of South Florida in regional, national and international tourism markets; and 4) a re-granting program to enable South Florida cultural groups to present arts education programs across county lines. Since FY2011, the SFCC has been actively engaged as a significant partner in the (7-county) South Florida Regional Partnership's Sustainable Communities Planning effort, crafting the cultural component that contributed, in part, to securing a planning grant from the US Department of Housing and Urban Development. The SFCC-member counties collectively commit matching funds toward regional collaborative projects, in addition to their cash commitments toward the regional Visual and Media Artists Fellowships program noted above. These matching dollars have fluctuated in recent years as a result of the economic recession, and are yet to be obligated for FY2013. As a matter of policy, the Consortium has prioritized sustaining the Visual and Media Artists Fellowships program at its historic levels, and coordinating on other projects through other resources, as opportunities present.

**24. OPEN ACCESS THEATRE SERIES (FY2012: \$25,000; FY2013 PRELIMINARY PROPOSED: N/A)**

The Department was awarded a grant of \$50,000 over two years (FY2011 and FY2012) from the National Endowment for the Arts to support the creation and implementation of the Open Access Theatre Series, a comprehensive ADA/Accessible theater arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theater performances. This project has been developed as a model program in partnership with VSA Florida, The PlayGround Theatre, New Theatre and the Asolo Repertory Theatre, and has been showcased in the opening season of the South Miami-Dade Cultural Arts Center. The NEA grant and grant period ends in FY2012.

**25. ART IN PUBLIC PLACES PROGRAM / ADMINISTRATION (FY2012: \$1,185,000; FY2013 PRELIMINARY PROPOSED: \$1,185,000 = \$369,500 staff + \$815,500 program administration)**

Beginning in FY2007-08, the Miami-Dade Art in Public Places program was transferred to the Department of Cultural Affairs to manage and operate. Art in Public Places was established in 1973 with the passage of an ordinance allocating 1.5% of the construction costs of new County buildings for the purchase or commissioning of artworks. The program is governed by a semi-autonomous, County Commission-appointed board, the Art in Public Places Trust. A national leader in the field and one of the first programs in the nation to commission fully integrated, site-specific works of public art, Miami-Dade Art in Public Places' collection of more than 600 public art works transforms civic spaces, celebrates the diversity of our community and captures the remarkable uniqueness of Miami-Dade County. FY2011-12's administrative budget reflects four staff positions and anticipates full implementation of a collection management software system that will enable important programmatic and system upgrades to improve art collection care and accountability, operational excellence and financial tracking procedures. FY2012-

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13's administrative budget maintains the existing four staff positions, and status quo projected administrative expenditures.

**26. TOURIST DEVELOPMENT COUNCIL (TDC) GRANTS PROGRAM (FY2012: \$1,100,000; FY2013 PRELIMINARY PROPOSED: \$1,125,000)**

This program is responsive on a quarterly basis and allocates its annual funding to support programs and projects that promote Miami-Dade County tourism by sponsoring tourist-oriented sports, cultural and special events such as visual and performing arts including theater, concerts, recitals, opera, dance, art exhibitions and festivals. The TDC, committed to providing continued support to foster outstanding existing programs, attract and stimulate new projects and encourage partnerships, serves as a catalyst for significant events that promote Miami-Dade County as a world-class destination. Eligible projects must demonstrate the impact of the event in expanding the visibility of Miami-Dade County as an attractive visitor destination, including the amount of anticipated media coverage, the effectiveness of the proposed marketing strategy, and the financial viability of the event's presenter(s). In addition to the grant funds allocated by the TDC (\$1,100,000 in FY2012), the Department of Cultural Affairs receives a partial reimbursement for the management/administrative services it provides. The TDC is a nine-member volunteer advisory board established by Florida State Statute, chaired by County Commissioner Dennis Moss and per the Statute is comprised of elected officials from the City of Miami and the City of Miami Beach, and representatives of the local tourism industry. An incumbent member of the TDC has recently been appointed to public office as a member of the Town of North Bay Village Council. The president of the Greater Miami Convention and Visitors Bureau sits ex-officio on the TDC.

**27. FACILITIES OPERATING AND PROGRAMMING GRANTS (Unfunded Program; Preliminary Proposed Program Goal = \$5,000,000)**

The community is investing significantly in new cultural facilities development and existing facilities improvements. In order to provide the best possible conditions for the success of cultural facilities, funding support for operations is needed. This program would establish matching grant assistance for operations, programming, marketing, etc. This is a particularly pressing concern, considering the network of cultural facilities throughout the County that are being "brought on line" as part of the "Existing Facilities" plan that the Department is managing, the construction of the new South Miami-Dade Cultural Arts Center, the development of vastly expanded facilities in North Miami-Dade and Hialeah, artists co-op facilities in Homestead, North Miami, Miami Beach and West Miami-Dade, the Adrienne Arsht Center for the Performing Arts, the advent of a host of new cultural facilities as part of the Building Better Communities bond referendum, etc. These new venues must be opened, or re-opened, and enabled to operate with a solid capacity to: feature excellent programming; market and promote activities and performances extensively and consistently; maintain affordable rental rates for non-profit users; and encourage reasonable ticket prices that can make cultural events financially accessible to the broadest possible audiences. Achieving these objectives requires providing operating and programming support to cultural facilities.