

Memorandum



Date: April 4, 2011

Agenda Item No. 1(F)1

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "Burgess", written over the printed name of the sender.

Subject: Sunset Review of County Boards for 2011 – Cultural Affairs Council

In accordance with the provisions of Section 2-11.40 of the Code of Miami-Dade County, I am transmitting the 2011 Sunset Review of County Boards Report for the Cultural Affairs Council. The Board approved the attached report at its meeting of November 17, 2010 and has recommended the continuation of its board.

A handwritten signature in black ink, appearing to read "Alex Muñoz", written over a horizontal line.

Alex Muñoz
Assistant County Manager

cmo05811

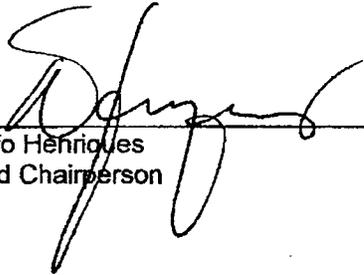
Date: November 17, 2010
To: George M. Burgess
County Manager
From: Adolfo Henriques
Chairperson, Cultural Affairs Council
Subject: Sunset Review of County Boards 2011 - Cultural Affairs Council

Pursuant to Section 2-11.40 of the Code of Miami-Dade County, I am submitting the 2011 Sunset Review of County Boards Report for the Cultural Affairs Council for transmittal to the Board of County Commissioners (BCC). The Board approved the attached report at its meeting of November 17, 2010.

It is recommended that the BCC approve the continuation of the Cultural Affairs Council.

BACKGROUND

The Miami-Dade County Cultural Affairs Council (initially named the Metropolitan Dade County Council of Arts and Sciences) was created in 1976. Miami-Dade County's Cultural Affairs Council and its Department of Cultural Affairs develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and residents and visitors who are their audiences. Three central goals serve as guideposts for our work: 1) securing more public and private resources to invest in and promote cultural development; 2) developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment; and 3) making cultural activities more accessible for our residents and visitors. Through staff, board and programmatic resources, the Department and the Council promote, coordinate and support Miami-Dade County's more than 1,100 not-for-profit cultural organizations as well as thousands of resident artists through grants, technical assistance, public information and interactive community planning.



Adolfo Henriques
Board Chairperson

**SUNSET REVIEW QUESTIONNAIRE
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I. **GENERAL INFORMATION**

1. Name of Board reporting:
Cultural Affairs Council

2. Indicate number of board members, terms of office, and number of vacancies:
Number of Board Members: 15
Terms of Office: Thirteen (13) Council members are appointed by individual County Commissioners to terms that end concurrently with the last day of the term of the County Commissioner who appointed the Council member. Two (2) Council members are appointed by the Board of County Commissioners to at-large terms of four years each
Number of Vacancies: One

3. Identify number of meetings and members' attendance (Attach records reflecting activity from Jan. 1, 2009 through December 31, 2010):
Number of Meetings: 18
Number of Meetings with a Quorum: 17
Attendance Records: See Attachment

4. What is the source of your funding?
The following revenues sources support Council developed and implemented programs and projects: Tourist Development Tax revenues; General Fund revenues; Convention Development Tax revenues and Bond Series revenues; federal, state and private foundation grants; The Children's Trust; contracted services fees; and regional Local Arts Agencies

5. Date of Board Creation: April 20, 1976

6. Attach a copy of the ordinance creating the Board (Please include all subsequent amendments).
See Attachment

7. Include the Board's Mission Statement or state its purpose:
The Miami-Dade County Department of Cultural Affairs, the Cultural Affairs Council, and the Art in Public Places Trust develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating, improving and promoting opportunities for artists and cultural organizations, and residents and visitors who are their audiences. Three central goals serve as guideposts for our work: 1) securing more public and private resources to invest in and promote cultural development; 2) developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality of the County's built environment; and 3) making cultural activities more accessible for our residents and visitors.

8. Attach the Board's standard operating procedures, if any. N/A

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9. Attach a copy of the Board's By-Laws, if any.

N/A

10. Attach a copy of the Board minutes approving the Sunset Review Questionnaire, **including a vote of the membership.**

See attached Minutes of the November 17, 2010 meeting (as approved at the Council's January 19, 2011 meeting)

II. EVALUATION CRITERIA

1. Is the Board serving the purpose for which it was created? (Please provide detailed information) Yes (please reference the content of this report for details)

2. Is the Board serving current community needs? (Please provide detailed information) Yes (please reference the content of this report for details)

3. What are the Board's major accomplishments?
a. Last 24 months:

STRENGTHENING CULTURAL ORGANIZATIONS AND ARTISTS

- ***More than 750,000 Children and Families Provided New Opportunities to Participate in the Arts.***

Through nearly \$6,000,000 in funding secured since FY 2007 from The Children's Trust, more than 753,000 children and their families have had the opportunity to take part in live arts activities as a result of newly created and expanded Department programs. Initiatives include a scholarship program for summer arts and science camp for kids who otherwise would not have the opportunity to participate, and the annual "All Kids Included – Family Arts Festival," a specially designed, inclusive event enabling children (and loved ones) of all abilities to engage in arts activities together. The Department also secured State funding to present the first shadow interpreted theater performances for children and families ever presented in Florida. Shadow interpreted theatre seamlessly integrates American Sign Language interpreters on stage synchronously with live actors, resulting in a completely unique and innovative art form. Through a federal grant awarded from the National Endowment Arts, the Department is creating the Open Access Theatre Series, a comprehensive ADA/Accessible theater arts program featuring audio description, touch tours, CART captioning and Shadow Interpreted Theater performances, to be showcased in the opening season of the South Miami-Dade Cultural Arts Center.

- ***Art in Public Places is Making County Buildings Better.***

Beginning in FY 2008, the County's Art in Public Places Program became the responsibility of and a division within the Department of Cultural Affairs. With more than 600 works of art in its collection, the program is a major county-wide "museum" of art created by Miami-Dade based artists and by artists from all over the world. A brochure celebrating the collection provides residents

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and visitors the opportunity to conduct self-guided tours of highlights of the collection. In addition, a user-friendly Guide to Art in Public Places handbook has been created, distributed, included in the County's Procedures Manual and posted on the Department's website, and Department-led workshops are conducted routinely, working with all County and municipal capital departments to improve coordination of public art works in public building projects. A grant secured from The Knight Foundation is supporting the creation of a customized, state-of-the-art collection management system to ensure the ongoing evaluation, care, maintenance and public appreciation of this remarkable array of public artworks. Currently, more than 23 integrated art projects are actively under construction in building projects throughout the County. In November, 2010 the County's artwork, *Foreverglades*, by local artist Barbara Neijna, which is installed throughout the expanse of Concourse J at Miami international Airport, received the first-ever international *Art and Works Award* presented at the World Architecture Festival for "the best work of art commissioned for a specific site."

- ***Secured a Major American Recovery and Reinvestment Act (ARRA) Grant to Help Restore Arts Jobs.***

One of only 16 local departments of cultural affairs in America to receive a \$250,000 grant (the largest arts awards in the nation) from National Endowment for the Arts (NEA) ARRA arts funds, the Department of Cultural Affairs re-granted the entirety of these funds competitively to help restore 22 jobs lost in local non-profit cultural organizations through the specially created Employment for the Arts in a Struggling Economy (EASE) Grant Program.

- ***Economic Impact of the Arts on Miami-Dade County.***

The Department of Cultural Affairs' economic impact of the arts study for Miami-Dade County, documenting a \$922 million annual impact of the arts on the local economy contributed by a cultural workforce of more than 22,000 people, and attended each year by more than 12 million people, won a 2009 NACo Achievement Award. The County's sustained investments in the cultural community yield proven and significant annual returns - each dollar of County support for the arts is leveraging \$27 in additional funding from other private and public sources.

- ***Funding for Existing Programs and the Cultural Survival Initiative (CSI Miami-Dade) Help Arts Groups Endure.***

Though diminished in recent years, the Department receives annual allocations enabling it to sustain County investment in the community's cultural activities. These funds are used in their entirety to strengthen the Department's existing grants programs that leverage matching dollars and to help strengthen the Department's arts education and outreach programs designed to increase citizens' access to and participation in cultural activities. The Department's grants programs have evolved from one program in 1978, funding approximately 30 groups, to 17 area-specific programs in 2010, directly supporting more than 400 non-profit cultural organizations. Grants support, merit-based fellowships and strategic technical assistance programs provide the tools and environment for the County's more than 5,000 individual artists to remain and create in Miami-Dade. The Department developed and introduced CSI Miami-Dade, a "tool kit" comprised of comprehensive

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technical assistance workshops, enhanced online resources and opportunities for cost-saving collaboration as a comprehensive strategy to help arts organizations survive the economic downturn.

CREATING MORE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN THE ARTS

- ***Culture Shock Miami Continues to Reach More Students.***
The Department's *Culture Shock Miami* (www.cultureshockmiami.com), offers students ages 13-22 \$5 tickets to hundreds of cultural activities each year. This program is made possible through a generous partnership with Ticketmaster and grants from the John S. and James L. Knight Foundation. Ticket sales have grown steadily at a rate of more than 20% year on year, and to date, the program has sold 23,430 tickets overall. The Department developed a Culture Shock Miami iPhone/iTouch application available through iTunes Store. Successful Culture Shock Miami special events were presented by the Department at the Apple store on Lincoln Road (for the launch of the App), and at Vizcaya, the Arsht Center, the Museum of Contemporary Art and Zoo Miami. The Culture Shock Miami Student Council, comprised of middle and high school students representing the geographic expanse of the County, meets monthly with County program administrators to assist in overall marketing plan design and promotional event coordination within their respective schools.
- ***"Golden Ticket Arts Guide," a Program Offering Free Tickets to Senior Citizens, is Expanded.***
The Department recently redesigned its Golden Tickets Arts Guide completely, combining English and Spanish language versions into one booklet. Providing free tickets for senior citizens ages 62 and older, Golden Tickets collects offers from cultural groups through an online ticket offer intake form, publishes the Guide annually and coordinates with Miami-Dade County's 311 Call Center to fulfill requests for the guide.
- ***ArtBurstMiami is Extended.***
Based on the success of the pilot phase, the Knight Foundation more than doubled its grant for ArtBurstMiami (www.ArtBurstMiami.com), the first online news bureau for the arts in the nation, funding a complete year of the project. ArtBurst continues to focus on creating more English and Spanish language media coverage for dance activities in our community.
- ***"Shadow Theater" Performances Presented for the First Time Ever in the State of Florida:*** In partnership with The PlayGround Theater and VSA Arts of Florida, with funding from The Children's Trust and the State of Florida Division of Cultural Affairs, the Department presented a Shadow Interpreted Theatre for Children & Families production of *The Love of Three Oranges*. Shadow Interpreted Theatre is a totally unique art form, which utilizes specially trained American Sign Language (ASL) interpreters to perform as "shadows" on stage alongside voiced company actors. By marrying sign language with choreographed, staged and blocked movement, Shadow Theatre allows the sign language to become a seamless part of the theatre experience. In this way, audience members who are deaf can simultaneously

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see and "hear" the complete theatre performance in the same way as hearing audiences. For FY 2010-11, the Department has been awarded a \$50,000 grant 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 will be developed as a model program in partnership with VSA Arts of Florida, The PlayGround Theatre, New Theatre and /or the Asolo Repertory Theatre, to be showcased in the opening season of the South Miami-Dade Cultural Arts Center.

ESTABLISHING A NETWORK OF OUTSTANDING CULTURAL AND PUBLIC FACILITIES

- ***Construction of the South Miami-Dade Cultural Arts Center is on Budget and on the Way to Completion.***

The South Miami-Dade Cultural Arts Center is on budget and scheduled to be substantially completed by the end of 2010, with the first full season being planned for the fall of 2011. The Center is a 966-seat theater that the Department of Cultural Affairs is developing on SW 211 Street in Cutler Bay area, across from the Southland Mall. The Department of Cultural Affairs has hired the facility's General Manager who already has secured a prestigious programming grant from the Southern Arts Federation, the only such grant to be awarded in Florida; "soft opening" performances are being scheduled for the spring of 2011. The cutting edge design by the world-renowned, Miami-Dade based architectural firm Arquitectonica already is establishing this first major cultural facility as a landmark in the south part of the County.

- ***Milestones are Achieved on Building Better Communities Cultural Facilities Projects.***

The next generation of community cultural facilities, as approved in the Building Better Communities bond program, continues to make significant progress under the Department's management and stewardship. With an anticipated completion in 2013, the Museum Park project has taken its next important steps with the Miami Art Museum and the Miami Science Museum announcing the schematic designs being completed by their internationally acclaimed architects for these major new facilities on the bay in downtown Miami's Bicentennial Park. Completed GOB grant projects include a new cultural center in the City of Aventura and the acquisition of facilities for Miami Hispanic Ballet and for WDNA. Work is underway on GOB projects for the Lyric Theater, Cuban Museum, Fairchild Tropical Botanic Garden, municipal cultural projects, and GOB Non-Profit Fund projects for the Seminole Theater, Bakehouse Arts Complex and Goldcoast Railroad Museum.

WORKING THROUGH THE ARTS FOR A GREENER MIAMI-DADE COUNTY

- ***County Arts Grants are Paperless as of 2010.***

In 2010, the Department launched CultureGrantsOnline, a customized, Department-designed electronic grants management system, converting the submission of the more than 600 annual "paper" applications and thousands

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of "paper" reports to all electronic filings. All documentation, including panel evaluation, organizational, programmatic, financial and geographic data is able to be parsed for in-depth trend and cross-tabulation analyses, impact assessment, etc.

- ***New Art and Science Museums Go for the Green***

Both the new Miami Art Museum and the new Miami Science Museum are being designed to achieve silver certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED).

b. Since established: Please see attached

4. Is there any other board, either public or private, which would better serve the function of this board?

No

5. Should the ordinance creating the Board be amended to better enable the Board to serve the purpose for which it was created? (If "Yes", attach proposed changes)

No

6. Should the Board's membership requirements be modified?

No

7. What is the operating cost of the Board, both direct and indirect? (Report on FY 2009 and FY 2010)

The CAC board serves in a fully voluntary capacity; there is no specific county budget for the board itself. County staff serves the County Mayor, County Manager and the County Commission in developing and implementing County cultural policy. To the extent any costs can be directly attributed to the Cultural Affairs Council itself, these would be less than \$5,000 per year (including staff time dedicated to confirming monthly meetings, preparation of monthly agenda packages, the annual Planning and Budget Retreat held offsite, etc.). The County is the direct beneficiary of the invaluable, incalculable contributions made by Council members in the form of their time, expertise and voluntary efforts made in support of advancing the County's cultural development, investments and policies.

8. Describe the Board's performance measures developed to determine its own effectiveness in achieving its stated goals.

Please see attached "Miami-Dade County Department of Cultural Affairs Business Plan At A Glance". It provides the primary goals and strategies developed and implemented by the Department and the Cultural Affairs Council to advance their joint roles as the County's cultural developers. The Cultural Affairs Council guides and reviews the policies that shape and constitute the Department's Business Plan.

MIAMI-DADE CULTURAL AFFAIRS COUNCIL ATTENDANCE REPORT 2009

| | Jan. 2009 | Feb. 2009 (Planning Retreat) | Mar. 2009 | Apr. 2009 (State of the Arts Instead) | May 2009 | June 2009 | July 2009 | Aug. 2009 | Sept. 2009 | Oct. 2009 | Nov. 2009 | Dec. 2009 |
|-----------------------|-----------|---------------------------------|-----------|--|----------|-----------|------------|-----------|------------|-----------|-----------|------------|
| Alejandro J. Aguirre | P | P | P | | P | E | NO MEETING | P | P | P | P | |
| Steven Alexander | E | E | E | | E | P | | P | P | P | P | |
| Xavier Cortada | P | P | E | | E | P | | P | P | P | P | |
| Luis Diaz | P | P | E | | E | P | | P | P | A | P | |
| Evelyn Langlieb Greer | P | P | P | | P | P | | P | P | E | P | |
| Adolfo Henriques | E | P | P | | P | P | | P | P | E | P | |
| Alexandria Holloway | P | P | P | | E | E | | | | | | NO MEETING |
| Robert J. Jensen | P | E | P | | E | E | | E | P | P | P | |
| Louis-Albert Jolivet | P | P | E | | E | P | | E | P | E | A | |
| Jorge Luis Lopez | | P | P | | E | P | | P | P | P | E | |
| Jorge Pérez | E | P | E | | P | E | | E | P | P | E | |
| Janá Sigars-Malina | P | P | E | | E | P | | E | E | P | E | |
| Rosa Sugrañes | E | E | P | | P | E | | P | E | E | P | |
| Monty Trainer | P | P | P | | E | P | | E | P | P | P | |
| Dwayne A. Wynn | P | P | A | | P | A | | E | P | P | A | |

Key: P = Present
E = Excused
A = Absent

MIAMI-DADE CULTURAL AFFAIRS COUNCIL ATTENDANCE REPORT 2010

| | Jan. 2010 | Feb. 2010 (Planning Retreat) | Mar. 2010 | Apr. 2010 (State of the Arts instead) | May 2010 | June 2010 | July 2010 | Aug. 2010 | Sept. 2010 | Oct. 2010 | Nov. 2010 | Dec. 2010 |
|-----------------------|-----------|---------------------------------|-----------|--|----------|-----------|-----------|------------|------------|-----------|-----------|------------|
| Alejandro J. Aguirre | A | E | E | | P | A | P | NO MEETING | E | P | A | NO MEETING |
| Steven Alexander | A | A | E | | E | E | P | NO MEETING | P | E | P | |
| Xavier Cortada | P | P | E | | P | E | P | NO MEETING | P | P | E | |
| Luis Diaz | P | P | E | | P | P | E | NO MEETING | E | P | E | |
| Evelyn Langlieb Greer | P | P | P | | E | P | E | NO MEETING | P | A | A | |
| Adolfo Henriques | P | P | P | | P | P | P | NO MEETING | E | P | P | |
| Robert J. Jensen | P | P | P | | P | E | E | NO MEETING | E | P | P | |
| Louis-Albert Jolivet | E | P | P | | P | E | P | NO MEETING | P | E | P | |
| Jorge Luis Lopez | P | P | E | | P | P | P | NO MEETING | P | P | P | |
| Jorge Pérez | E | E | P | | E | E | E | NO MEETING | P | P | E | |
| Janá Sigars-Malina | P | P | P | | P | P | E | NO MEETING | P | E | P | |
| Rosa Sugañes | P | P | P | | P | P | P | NO MEETING | P | P | P | |
| Monty Trainer | P | P | P | | P | P | E | NO MEETING | P | P | P | |
| Dwayne A. Wynn | P | P | A | | P | P | P | NO MEETING | P | P | P | |

Key: P = Present
E = Excused
A = Absent

ORDINANCE NO. 76-34

ORDINANCE ESTABLISHING METROPOLITAN
DADE COUNTY COUNCIL OF ARTS AND
SCIENCES; PROVIDING DEFINITIONS;
ESTABLISHING QUALIFICATIONS FOR
MEMBERSHIP; PROVIDING FOR THE ELECTION
OF OFFICERS; PROVIDING FOR AN EXECUTIVE
DIRECTOR; SETTING FORTH POWERS;
PROVIDING FOR MEETINGS, COMMITTEES
AND RULES; PROVIDING FOR FUNDING BY
DADE COUNTY; PROVIDING A FINDING OF
PUBLIC PURPOSE; PROVIDING SEVERABILITY;
PROVIDING INCLUSION IN THE CODE; AND
PROVIDING AN EFFECTIVE DATE

WHEREAS, the Board of County Commissioners finds that it is in the public interest to increase the appreciation of the arts and sciences among Dade County's citizens; and

WHEREAS, the Commission finds that it is in the public interest to provide proper facilities for all types of cultural expression in locations that are accessible; and

WHEREAS, the Commission finds that it is in the public interest to create and maintain an atmosphere in which every arts and science group in Dade County has an opportunity to achieve financial solvency; and

WHEREAS, the Commission finds that it is in the public interest to create and maintain an atmosphere conducive to the fullest expression of all forms of the arts to provide artistic satisfaction to the performer and to enrich the lives and fill the leisure time of all Dade County's citizens,

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF DADE COUNTY, FLORIDA:

Section 1. Metropolitan Dade County Council of Arts and Sciences.-- There is hereby created and established the Metropolitan Dade County Council of Arts and Sciences, hereinafter referred to as the council, a part of the government of Dade County, Florida, for the purpose of developing, coordinating and promoting the performing and visual arts and the sciences, in

Dade County, contracting for artistic services, performances, and exhibits, and developing physical facilities for the use of the arts and sciences, all for the enjoyment, education, cultural enrichment, and benefit of the citizens of Dade County. In furtherance of said purpose, the council shall attempt to accomplish the following objectives:

- (1) Stimulate greater governmental and public awareness and appreciation of the importance of the arts and sciences to the people of Dade County.
- (2) Encourage and implement greater and more efficient use of governmental and private resources for the development and support of the arts, and sciences.
- (3) Encourage and implement opportunities for County residents to participate in artistic and scientific activities.
- (4) Promote the development of Dade County artists, scientists and institutions and community organizations sponsoring arts and science activities, and audiences.
- (5) Survey and assess the needs of the arts and sciences, and of the people of this County relating thereto and make such information promptly and regularly available to all interested agencies and persons upon request.
- (6) Support and implement the preservation and growth of the County's artistic and scientific resources.
- (7) Foster the development of a receptive climate for the arts and sciences to culturally enrich and benefit the citizens of Dade County in their daily lives, to make Dade County visits and vacations all the more appealing to the world and to attract to Dade County residency additional outstanding creators in the field of arts and sciences through appropriate programs of publicity, education, coordination and sponsor activities such as the presentation of lectures and exhibitions and central compilation and dissemination of information on the progress of the arts and sciences in Dade County.

(8) Encourage and coordinate the artistic and scientific activities of other governmental agencies, including those concerned with the public educational system.

(9) Provide Dade County cultural organizations with information and assistance.

The purposes and objectives provided by this section are hereby deemed to be public purposes.

Section 2. Definition of "the arts and sciences".--
The boundaries of the arts and sciences are constantly changing, but for purposes of this ordinance shall include, without limitation, all phases of the visual and performing arts and shall also include the exhibition of all forms of history and science, when such activities are conducted by nonprofit organizations.

Section 3. Membership and organization.--

(1) Each council member will be charged with the responsibility of serving the best interests of the arts and sciences in the County within the purposes of this act, and no council member shall view his or her council role to be that of representing any particular geographic area of the County, interest group, arts or science institution, community organization, or audience.

(2) (a) The council shall consist of 15 members. No person shall be qualified to sit as a member of the Cultural Arts Council if he or she is a salaried manager, administrator or director of any cultural organization in Dade County. Vacancies on the council shall be filled by the County Commission. In filling any vacancy, the County Commission shall select the replacement council member from a list of three candidates to be submitted by the remaining members of the council. In the event that none of the three candidates suggested meets Commission approval, the council shall submit another and entirely different list for Commission consideration. This process shall continue until a suitable replacement has been found to fill the existing or anticipated vacancy.

(b) The council shall endeavor to make the public aware of any vacancy which occurs, or which is expected, by complying with the notice and publication requirements established in subsection (6) of this section. The council shall then receive open nominations from citizens of Dade County before submitting any list of candidates to the County Commission.

(3) The term of office for each member shall be 5 years; however, of the members first appointed, three shall serve for 1 year, three for 2 years, three for 3 years, three for 4 years and three for 5 years. All members of the council shall be qualified electors residing in the County.

(4) No council member who serves a full term shall be reappointed to the Council during the two-year period following expiration of his or her term.

(5) No council member may receive compensation for his or her services, but the council may approve reimbursement for expenses necessarily incurred in the performance of a member's duties.

(6) For purposes of this section, notice and publication requirements shall be deemed to have been met by advertisement three consecutive days in a newspaper of County-wide circulation at least fourteen days prior to the taking of the intended action.

Section 4. Council officers.-- The council shall elect annually one of its members to be its chairperson, and another as vice chairperson.

Section 5. Executive director.-- The County Manager, with the advice and consent of the council, and subject to approval by the County Commission, shall appoint an Executive Director who shall be a full-time employee and shall receive a salary fixed by the County Commission. The Executive Director shall carry out the policies and programs established by the

council, shall employ, subject to council approval, such full-time and part-time staff and consultants as appropriate to carry out those policies and programs and shall be in charge of the day-to-day operations of those policies and programs.

Section 6. Powers of the council.-- The council shall have all legal powers necessary and appropriate to effectuate its objectives and the purposes as set forth in this ordinance, subject to the approval of the County Commission, including, but not limited to, the power:

- (1) To have a seal and to alter the same at pleasure.
- (2) To provide financial support, including grants, matching grants, loans and guarantees, when other sources of financial support are unavailable or impractical, to Florida artists, arts institutions, local arts interests, and community organizations sponsoring arts activities pursuant to such regulations as the council may adopt and publish.
- (3) To adopt rules for the regulation of its affairs and the conduct of its business.
- (4) To acquire by grant, purchase, gift or devise all property, real or personal, or any estate or interest therein necessary, desirable or convenient for the purpose of this ordinance, and to lease or rent all or any part thereof and to exercise all of its powers and authority with respect thereto.
- (5) To lease or contract for the operation of any part of any of the cultural facilities of the council, subject to reasonable public notice, bids and hearing.
- (6) To fix and collect rates, rentals, fees and charges for the use of any and all of the cultural facilities of the council.
- (7) To contract for the operation of concessions on or in any of the cultural facilities of the council, subject to reasonable public notice, bids and hearing.

(8) To advertise within or without the state any of the activities, events or facilities of the council.

(9) To make and enter into all contracts and agreements necessary or incidental to the purposes and the performance of the duties imposed and the execution of the powers granted under this act, and to employ such director, consulting services, engineers, superintendents, managers, construction and financial experts and attorneys, and such employees and agents as may, in the judgment of the council, be deemed necessary, and to fix their compensation.

(10) To cooperate and contract with the government of the United States or the State of Florida, or any agency or instrumentality thereof, or with any municipality, district, private corporation, co-partnership, association, or individual providing for or relating to cultural activities, events or facilities.

(11) To organize advisory committees.

(12) To recommend for consideration the names of at least three qualified persons for each vacancy that occurs on the council.

(13) To give such priority to the accomplishment of the purposes, objectives, and duties of the council as it shall determine to be in the best interests of the arts and sciences and the people of Dade County.

(14) To request and obtain such assistance, services, and information from other governmental agencies or entities as will enable the council to properly carry out its objectives under this ordinance.

(15) To do all acts or things necessary or convenient to carry out the powers expressly granted in this ordinance.

(16) To seek and accept appropriations or funds from any federal, state, county, city, or municipal governmental entity, or any individual, partnership, jointventure, or corporation.

(17) To create associate memberships.

Section 7. Council meetings; public hearings;

committees and advisors; reports; rules.--

(1) (a) All meetings shall be open to the public.

Council meetings shall be held at least quarterly pursuant to notice and at such times and places as the council shall determine. One-half of the council membership, plus one, shall comprise a quorum for the transaction of business at council meetings.

(b) Continued and unexcused absence from council meetings shall constitute cause for a member's removal from the council, and replacement as provided for in subsection (2) of section 3. Such action shall be taken only with approval of 2/3 of the remaining council members.

(2) The council shall hold at least one public hearing annually, pursuant to public notice specifying the date and place of hearing and the subjects to be considered, specifically for the purpose of making the council's work known and investigating and assessing the needs and development of the arts and sciences in the County.

(3) The council may establish such working committees of council members as it deems appropriate to carry out its purposes, objectives, duties and powers.

(4) The council may convene such advisory panels and may consult with such advisors and experts as it deems necessary and appropriate for carrying out its objectives, duties and powers, and it shall initially establish and consult a professional advisory committee.

(5) The council shall formulate and publish rules and regulations setting forth the criteria pursuant to which its financial aid is given, and such other rules regarding its activities as it deems appropriate.

(6) The council shall annually file with the Board of County Commissioners a report summarizing its activities conducted during the preceding year and setting forth such recommendations, including recommendations with respect to present or proposed

legislation, concerning State encouragement and support of the arts, as it considers appropriate. The council's annual report, and such other reports as it deems appropriate, shall be made available to the public.

Section 8. Initial council; funding.--

(1) The initial 15 council members shall be selected as follows:

a) The Planning Advisory Board shall submit all public nominations received by it as of March 31, 1976, to both the Mayor's Advisory Committee on the Arts and the Cultural Executive Council/Junior League.

b) Both the Mayor's Advisory Committee on the Arts and the Cultural Executive Council/Junior League shall consider said public nominations, together with any additional nominations that either group may have, and each group will submit 45 nominations to the Planning Advisory Board.

c) The Planning Advisory Board will select 45 nominations from the total of 90 received and submit these 45 nominations to the Board of County Commissioners.

d) From the 45 names submitted by the Dade County Planning Advisory Board the initial 15 council members shall be appointed by the Board of County Commissioners.

(2) Funding by Dade County -- Requests of the council for funding by Dade County shall be initiated through the County Manager in accordance with established procedures.

Section 9. Public purpose.-- This ordinance being for a public purpose and for the welfare of the citizens of Dade County, Florida, shall be liberally construed to effect the purposes hereof.

Section 10. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

2/24/mag:

Amended
Agenda Item No. 2 (g)
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Section 11. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Metropolitan Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section", "article", or other appropriate word.

Section 12. This ordinance shall become effective ten (10) days after the date of its enactment.

PASSED AND ADOPTED: April 20, 1976.

Approved by County Attorney as
to form and legal sufficiency. W. L. Y.

**MINUTES OF THE
MIAMI-DADE COUNTY CULTURAL AFFAIRS COUNCIL
November 17, 2010**

A meeting of the Miami-Dade County Cultural Affairs Council was held at the 6th Floor Conference Room, Stephen P. Clark Government Center, 111 N.W. 1st Street, Miami, Florida.

MEMBERS PRESENT

Adolfo Henriques, Chairman
Steven Alexander
Robert Jensen
Louis Albert-Jolivert
Jorge Luis Lopez
Janá Sigars-Malina
Rosa Sugrañes
Monty Trainer
Dwayne Wynn

MEMBERS NOT PRESENT

Alejandro Aguirre
Xavier Cortada
Luis Diaz
Evelyn Greer
Jorge Pérez

STAFF

Michael Spring, Director
Kelly Allocco
Francine Andersen
Matthew Address
Christina Beauvoir
Nikenna Benjamin
Sue Camp
John Copeland
Roselin Duberceau-Baptiste
Liliana Hernandez
Gerry Landreth
Deborah Margol
Gilda Mooney
Alex Peraza
Dana Pezoldt
Brandi Reddick
Militssa Torres

OTHERS PRESENT

Cristina Blanco-Kulisic, History Miami
Robert McCammon, History Miami
Jack Wolfe, IMPACT Miami Public Relations

Chairman Adolfo Henriques called the meeting to order at 12:20 p.m. He introduced and welcomed Robert McCammon, Executive Director of History Miami (formerly known as the Historical Museum of Southern Florida). Mr. McCammon provided the Council with an overview of the museum's mission, programs and outreach services, as well as an update regarding the museum's plans to move into the space currently occupied by the Miami Art Museum once they move their operations to *Museum Park*.

Dwayne Wynn joined the meeting at 12:28 p.m.

Mr. McCammon continued by directing the Council's attention to a Power Point presentation that detailed the project's conceptual designs. The new design calls for a major expansion of the museum's permanent collection as well as a substantial refurbishment of the outdoor plaza area. The redesigned plaza would allow the museum to offer a broader range of outdoor programs which may include film, music, live performances and televised events. Mr. McCammon emphasized that the museum's board and staff are committed to providing Miami-Dade County residents and visitors with an institution whose mission and programs they will come to consider uniquely their own. He added that the board has expressed its firm commitment to select local architects on the project, and estimates a construction period of about five (5) years at a cost of approximately \$50 million. Mr. McCammon thanked the Council for its continued support of the museum and its programs, and invited Council members to visit the collection and participate in upcoming special events.

ITEMS FOR APPROVAL

Requests for Excused Absences for November 17, 2010

Requests for excused absences submitted by Xavier Cortada, Luis Díaz and Jorge Pérez were approved unanimously (motion by Steven Alexander, seconded by Robert Jensen).

Approval of the October 20, 2010 Minutes

The minutes of the October 20, 2010 Council meeting were approved unanimously (motion by Mr. Alexander, seconded by Rosa Sagrañes).

FY 2010-2011 Summer Arts and Science Camps (SAS-C) Grants Program Panel

The proposed slate of panelists for the FY 2010-2011 Summer Arts and Science Camps (SAS-C) Grants Program was approved unanimously (motion by Mr. Jensen, seconded by Ms. Sagrañes).

FY 2010-2011 Community Grants (CG) Program Recommendations – Second Quarter

Dana Pezoldt reported that the Community Grants Program Panel, chaired by Council member Janá Sigars-Malina, convened on November 4, 2010 to review 25 applications requesting \$197,190. The Panel recommended funding all 25 applications for a total of \$130,000.

Individual grant recommendations that involved Councilor conflicts of interest were removed from the package of recommendations and voted on individually. Council members declared conflicts of interest and abstained from voting on the following:

Mr. Jensen – DuMond Conservancy for Primates and Tropical Forests, Inc. (\$2,624)

The Panel's recommendation to fund the remaining 24 organizations was approved unanimously (motion by Mr. Alexander, seconded by Dwayne Wynn).

| | |
|---|------------------|
| Art Studio, Inc. | \$4,391 |
| Beaux Arts of the Lowe Art Museum at the University of Miami | \$5,269 |
| Center for Advancement of Jewish Education, Inc. | \$6,586 |
| Communities in Schools of Miami, Inc. | \$5,708 |
| Dr. Martin Luther King, Jr., Parade and Festivities Committee, Inc. | \$7,025 |
| Empower U, Inc. | \$4,391 |
| Friends of the Miami-Dade Public Library | \$8,781 |
| Greater Miami Billfish Tournament, Inc. | \$4,391 |
| Miami Oratorio Society, Inc. | \$5,708 |
| MiMo Biscayne Association, Inc. | \$7,025 |
| New Visions for South Dade, Inc. | \$5,269 |
| PEN Club Cuban Writers in Exile, Inc. | \$1,756 |
| Richmond Heights Homeowner's Association Inc. | \$3,513 |
| Rotary Foundation of South Miami, Inc. | \$4,391 |
| Shakespeare in the Park Miami, Inc. | \$8,780 |
| St. Patrick's Day Committee, Inc. | \$3,073 |
| Team Action f/a for Spase Cadets Foundation | \$3,952 |
| The Big Blue & You Foundation | \$6,586 |
| The Sunflower Society Inc. | \$5,708 |
| Tradisyon Lakou Lakay, Inc. | \$4,426 |
| United Haitian American Artists, Inc. | \$4,391 |
| United Jewish Generations, Inc. | \$4,391 |
| Village of Pinecrest - Pinecrest Gardens | \$6,586 |
| World Literacy Crusade of Florida, Inc. | \$5,269 |
| TOTAL | \$127,376 |

The panel's recommendations to fund the remaining organization for a total of \$2,624, for which there was the above-noted Councilor conflict of interest and abstention, was voted on individually and passed unanimously as follows:

Sunset Review of the Cultural Affairs Council

Deborah Margol reported that as a part of the regular review of all County advisory boards, the Cultural Affairs Council is required to take formal action on the Sunset Review Report and to recommend whether the Council should be continued. The Council unanimously approved the Sunset Review Report and the recommendation for its continued operation as a County advisory board and requested that this action be included as part of its submission through the biannual Sunset Review of County Boards Report to the Miami-Dade County Board of County Commissioners (motion by Mr. Alexander, seconded by Mr. Wynn).

REPORTS AND DISCUSSION ITEMS

Miami Emerging Arts Leaders (MEAL) *Creative Conversation* – November 9, 2010

Liliana Hernandez reported that the Miami Emerging Arts Leaders convened *the 2010 Creative Conversation* on November 9, 2010 at the Art Deco Welcome Center on Miami Beach. The meeting was attended by approximately 50 of Miami-Dade's emerging leaders in the arts community and was very well received. Annually, Americans for the Arts partners with emerging arts leaders chapters from across the county to host *Creative Conversations* in recognition of National Arts and Humanities Month. Miami's *Creative Conversation* focused on developing advocacy skills and featured County Commissioner Katy Sorenson and County Manager George Burgess, among others.

Culture Shock Miami – Discount Tickets for Youth Program

Gerry Landreth reported that in late September 2010, Department staff was informed by Ticketmaster of its inability to continue its pro-bono ticketing service to the program. Department staff has now secured deeply discounted ticketing services of Ticketmaster's sister company, TicketWeb. As part of the agreement, TicketWeb has agreed to waive the initial set-up fee and provide its services at a minimal charge of \$1 per order and \$0.14 per credit card charge. A full transition to the TicketWeb system is expected to be completed by December 1, 2010. In addition, Department staff continues to work with the County's Department of Procurement Management to assist in securing the services of a public relations firm that would assist Department staff in the coordination of special events and marketing initiatives. The program's "cultural etiquette" DVD, *Culture Shocked*, is readily available and being distributed throughout the community. The video has been garnering positive feedback from viewers, and Department staff is currently exploring the development of a follow-up program that features the characters in *Culture Shocked* in a program called *Culture Shock 2.0*. Mr. Landreth concluded his presentation by reporting that Department staff continues to recruit new members to the program's Student Advisory Council through the Miami-Dade Public School's Division of Life Skills.

South Miami-Dade Cultural Arts Center

Alex Peraza reported that the project's general contractor, the Tower Group (TTG), is completing most work activities and continuing to perform testing of life safety systems and scheduling various inspections with several agencies in preparation of obtaining a Temporary Certificate of Occupancy by the end of December 2010. Work at the Theater Building and Activities Building is focused on revisions and work requested by inspecting agencies; other site work (including the parking lots) has been substantially completed. Michael Spring noted that Department staff is working with the Miami-Dade County Public Works Department to create a crosswalk that would allow the Center's patrons who park their car directly across the street at the Southland Mall to safely cross Southwest 211th Street.

TTG's October 2010 schedule update continues to forecast a December 2010 date for achieving a Temporary Certificate of Occupancy, which is the same as that projected in the eleven prior months' schedule updates. To date, approximately \$31.9 million has been paid from the overall \$38 million construction contract amount, which includes deduct charge orders issued to date for materials and equipment purchased through the Direct Purchase Program. The Department has issued approximately \$2.9 million in Work Orders from the \$3.7 million owner-controlled contingency account. With regard to the Center's operations, Mr. Peraza continued by reporting that the process of phased-in hiring of senior management personnel continues, with the goal of hiring an Operations Manager, Production Manager, Marketing Manager and Office Manager as quickly as possible. A second round of hiring is expected to occur by the start of the new year. Additionally, the Center's partnership with the Asolo Theater in Sarasota has been recognized with a \$20,000 grant by the National Endowment for the Arts to support the Asolo's performances at the Center during the 2011-2012 season. Requests for Proposals (RFP) have been issued for office, dressing rooms and backstage furnishings, security systems and theatrical lighting fixtures. An RFP is near completion for a café/concessions operator for the Center's café and theater. Mr. Peraza concluded his presentation by reporting that Eric Fliss, the Center's General Manager, and Mr. Spring will present an update on the Center at a

roundtable discussion hosted by Commissioner Dennis Moss at the South Miami-Dade Government Center. Mr. Spring added that the project is well on track for "soft opening activities to begin in April 2011 and to open for its first full season of performances on October 1, 2011.

Art in Public Places (APP) Update

Brandi Reddick reported that the Art in Public Places (APP) Trust adopted the Professional Advisory Committee's (PAC) recommendation to commission Miami artist Aramis O'Reilly for the NFL Youth Education Town Center in Liberty City. Mr. O'Reilly will create an art work in the center's exterior covered entrance way using samples of AstroTurf he will collect from various NFL football fields from around the country. In addition, Leonel Matheu has just completed a work commissioned by APP for the Jackson South Community Hospital. Mr. Matheu created a series of images inspired by the blades of grass found in Everglades National Park that are utilized in the hospital's emergency room floors. The images were so well received by hospital administration that they are now using the image as part of their logo design and branding efforts. Finally, a PAC meeting will take place on November 18, 2010 to review five (5) local artists' site specific work for the Betty T. Ferguson Recreational Complex Aquatic Facility located in the City of Miami Gardens.

Director's Reports

1) The County Manager's Office has released a "fact sheet" regarding the community-wide impact of the County's FY 2010-2011 budget. The sheet can be found on the County's website at http://www.miamidade.gov/results/library/facts_mdc_budget.pdf. Councilors were encouraged to refer to the fact sheet for accurate information and forward it to anyone interested in learning more about the FY 2010-2011 County budget.

2) The Coconut Grove Playhouse Board of Directors continues to move forward with their plan to convey the property to Miami-Dade County, thereby enabling the County to oversee the construction of a new 300-seat theatre with a footprint for a larger theatre incorporated in the design for future development, and work with GableStage as a successor company. Earlier in the week, Mr. Spring, County Manager George Burgess, City of Miami Commissioner Marc Sarnoff and City of Miami Manager Carlos Migoya met with representatives of Sony Latin America to listen to a concept offered by Sony for their possible involvement with the Playhouse project. At the conclusion of the meeting, Sony Latin America was asked to provide within 90 – 120 days a program detailing their space needs, a capital cost estimate for the program and evidence of outside financing to demonstrate the plan's feasibility. At this meeting, Commissioner Sarnoff and the City Manager committed to intervening with the City's Code Enforcement Unit to cease issuing building code violations on the Playhouse. Finally, a recent article published in Miami Today quoted Mike Eidson, incoming chairman of the Performing Arts Center Trust, as stating that the Adrienne Arsht Center for the Performing Arts may have an interest in the operations and management of a theater on the Playhouse site. Mr. Spring clarified that since the publication of the article, he has spoken directly with Mr. Eidson, John Richard, President and CEO of the Center, and Ricky Arriola, former Chairman of the Performing Arts Center Trust, all of whom reiterated the fact that the Center's board and staff does not have an interest in the Playhouse project and apologized for any confusion that this may have caused.

3) The Gusman Center for the Performing Arts remains open and operational. However, theatre staff it is projecting that Gusman Center will run out of funds sometime within the fiscal year unless a solution to "bridge" the gap caused by the City of Miami's reduced level of funding support is identified. Efforts by local businessman Herman Echevarria to form a nonprofit trust to oversee and fundraise for the Gusman Center continues, but there is no clear indication as to how much money has been raised to date. It is anticipated that the theatre's current management team would remain in place and not be affected by any change in oversight of the property.

4) The DeVos Institute of the John F. Kennedy Center for the Performing Arts has officially launched *Capacity Building: Miami*. Cultural organizations selected for *Capacity Building: Miami* will undergo a series of six half-day seminars scheduled over an 18 month period. The programs are tailored specifically to provide senior staff and board members with advanced level workshops offering best practices in areas such as fundraising, marketing, artistic planning, strategic planning, and board development. The workshops will be led by Kennedy Center President Michael M. Kaiser and Kennedy Center senior staff. Mr. Kaiser is scheduled to visit Miami on January 14, 2011 to facilitate the first session in the series. The Department is serving as the local partner for this initiative which is made possible by funding support from the John S. and James L. Knight Foundation.

5) *Performance Journalism*, now renamed *ArtBurst*, is officially underway. This initiative, funded by the John S. and James L. Knight Foundation, provides professional critical reviews, feature articles and dance performance previews for download free of charge. The program has enjoyed wide success, with articles from the site appearing in local publications including The Miami New Times. Recently, the *Tropical Life* section staff at The Miami Herald has committed to include articles featured in *ArtBurst* in upcoming features. Over the coming year, the Department, the Knight Foundation and the writers/editors of *ArtBurst* will continue to explore ways to develop an increasingly independent and sustainable business model.

Councilor Reports

Janá Sigars-Malina reported that the 70th annual *Ramble Garden Festival* at Fairchild Tropical Botanic Garden was a huge success, and invited the Council to attend the Garden's annual holiday music concert on December 5, 2010. In addition, Ms. Sigars-Malina encouraged the Council to attend The Playground Theatre's presentation of *Alice in Wonderland*.

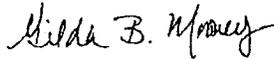
Monty Trainer reported that the Coconut Grove Gallery Walks continue to be a great success, with hundreds of people coming to Coconut Grove to enjoy its art work, restaurants and shops. He added that a special exhibit will be presented in conjunction with Art Basel – Miami Beach.

Jorge Luis Lopez reported that newly elected County Commissioners Lynda Bell and Jean Monestime were installed at a swearing-in ceremony which took place on November 16, 2010. He announced that the Commissioner Joe Martinez has been appointed as Commission Chairman, and Commissioner Audrey Edmonson as Vice-Chair.

Louis Albert-Joliver announced that he has been elected to serve as the Chairman of The Miami Foundation (formerly known as The Dade Community Foundation). The Council congratulated Mr. Joliver on his appointment.

With no further business to discuss, the meeting was adjourned at 1:35 p.m.

Respectfully submitted,



Gilda B. Mooney

Miami-Dade County Cultural Affairs Council / Department of Cultural Affairs

Major Accomplishments (last update: December 2010)

The Miami-Dade County Cultural Affairs Council (founded as the Council of Arts and Sciences) was established by the Miami-Dade County Board of County Commissioners in 1976. The significant areas of the Council's accomplishments over the years, which have lent to the emergence of Miami-Dade County as a cosmopolitan, international center, include:

STRENGTHENING CULTURAL ORGANIZATIONS AND ARTISTS

- **Securing a Major American Recovery and Reinvestment Act (ARRA) Grant to Help Restore Arts Jobs:** The department was one of only 16 local departments of cultural affairs in America to receive \$250,000, the largest arts ARRA award. appropriated from National Endowment for the Arts (NEA) ARRA arts funds, the. The Department of Cultural Affairs re-granted the entirety of these funds competitively to help restore 22 arts jobs lost in local non-profit cultural organizations through the newly created Employment for the Arts in a Struggling Economy (EASE) Grant Program.
- **Helping to Stabilize Hundreds of Arts Groups through the Cultural Survival Initiative (CSI Miami-Dade):** The department initiated its CSI Miami-Dade comprised of technical assistance workshops, enhanced online resources and opportunities for cost-saving collaboration as a comprehensive "tool kit" to help non-profit arts organizations survive the economic downturn.
- **Being Distinguished with NACo Awards: Received 2 in 2010 - for Culture Shock Miami iPhone/iTouch App and Performance Journalism, and Received 1 in 2009 for the County Economic Impact of the Arts Report:** The Department received two 2010 NACo Achievement Awards for its Culture Shock Miami iPhone/iTouch App and for Performance Journalism, its initiative establishing an online media bureau to promote greater coverage of dance performances in Miami-Dade County. Based on the success of the pilot phase, the Knight Foundation more than doubled its grant for Performance Journalism, the first online news bureau for the arts in the nation, to fund a complete year of the project for FY 2010-2011. Being rebranded "ArtBurst," this initiative will continue to focus on creating more English and Spanish language media coverage for dance activities in our community (www.artburstmiami.com). The Department of Cultural Affairs' economic impact of the arts study for Miami-Dade County, documenting a \$922 million annual impact of the arts on the local economy contributed by a cultural workforce of more than 22,000 people, won a 2009 NACo Achievement Award. County investments in the cultural community were sustained for FY2009 and each dollar of County support for the arts is leveraging \$27 in additional funding from other private and public sources.

CREATING MORE OPPORTUNITIES FOR PEOPLE TO PARTICIPATE IN THE ARTS

- **Providing New Opportunities to More than 225,000 Children and Families to Participate in Arts Programs:** The Department of Cultural Affairs secured a renewal of its annual grant from The Children's Trust at \$1.106 million. Through the department's Children's Trust-funded programs, more than 225,000 children and

families benefitted from arts activities in FY 2009-2010. Of particular note is the department's *All Kids Included (AKI)* initiative creating accessible arts experiences for thousands of children with and without disabilities. In 2010, *AKI* included the department's sponsorship of the first shadow interpreted theater performances for children and families ever presented in the Southeastern United States. Shadow interpreted theatre seamlessly integrates American Sign Language interpreters on stage synchronously with live actors, resulting in a completely unique and innovative art form.

- ***Increasing Student Participation in "Culture Shock Miami," a \$5 Student Ticket Initiative Year upon Year:*** *Culture Shock Miami* offers thousands of \$5 tickets for high school and college students, ages 13-22, (www.cultureshockmiami.com) to experience cultural activities in an easy and affordable way. In 2010, ticket sales increased by 19¼%, totaling 6,954 tickets, and cultural events on the website continued to sell out. The department developed a Culture Shock iPhone/iTouch application available free through iTunes Store, and presented successful Culture Shock special events at the Apple store on Lincoln Road (for the launch of the App), and at Vizcaya, the Arsht Center and Zoo Miami. To date, the program has sold nearly 25,000 tickets to high school and college students.
- ***Reaching More Than 20,000 Senior Citizens Annually with "Golden Ticket Arts Guide" Free Ticket Offers:*** The Department published and distributed a completely redesigned 2010 Golden Ticket Arts Guide, combining English and Spanish language versions into one booklet. In 2010, 20,000 guides were provided free-of-charge to senior citizens, 62 and older, featuring hundreds of free cultural events. The free guide can be ordered directly by calling a dedicated phone number operated by the Miami-Dade County 311 Answer Center, 786-331-5375. This year, free ticket offers from cultural groups were collected through an online ticket offer intake form, eliminating paper submissions.
- ***Presenting the First Performances Ever in the State of Florida of "Shadow Theater":*** In partnership with The PlayGround Theater and VSA Arts of Florida, with funding from The Children's Trust and the State of Florida Division of Cultural Affairs, the Department presented a Shadow Interpreted Theatre for Children & Families production of *The Love of Three Oranges*. Shadow Interpreted Theatre is a totally unique art form, which utilizes specially trained American Sign Language (ASL) interpreters to perform as "shadows" on stage alongside voiced company actors. By marrying sign language with choreographed, staged and blocked movement, Shadow Theatre allows the sign language to become a seamless part of the theatre experience. In this way, audience members who are deaf can simultaneously see and "hear" the complete theatre performance in the same way as hearing audiences. For FY 2010-11, the Department has been awarded a \$50,000 grant 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 will be developed as a model program in partnership with VSA Arts of Florida, The PlayGround Theatre, New Theatre and /or the Asolo Repertory Theatre, to be showcased in the opening season of the South Miami-Dade Cultural Arts Center.

ESTABLISHING A NETWORK OF OUTSTANDING CULTURAL FACILITIES

- **Completing Construction of the South Miami-Dade Cultural Arts:** The South Miami-Dade Cultural Arts Center, located on SW 211 Street in Cutler Bay across from the Southland Mall, received its Temporary Certificate of Occupancy (TCO). Completed on budget, the Center has scheduled its initial “soft opening” performances for April 2011, with the first full season being planned for the fall of 2011. The Center’s 966-seat theater, two studio theaters, classrooms and concert lawn is being operated by the Department of Cultural Affairs and already has secured a prestigious programming grant from the SouthArts, the only such grant to be awarded in Florida by this regional service organization based in Atlanta. The cutting edge design by the world-renowned, Miami-Dade based architectural firm Arquitectonica already is establishing this first major cultural facility as a landmark in the south part of the County.
- **Using Art in Public Places to Make County Buildings Better:** The department has completed its restructuring of the County’s prestigious Art in Public Places (APP) program by focusing on three central objectives: 1) ensuring the accountability and care of the more than 600 outstanding art works in the public art collection; 2) establishing written public art policies and procedures that apply uniformly to all County and municipal capital projects; and 3) commissioning new public art works with the objective of integrating public art to make local government buildings better. Currently, more than 23 integrated art projects are actively under construction in building projects throughout the County. In 2010, projects for which major new public art commissions successfully were issued included the Marlins Ballpark, the expansion of Jackson Memorial Hospital South, the Miami Dade Homeless Trust-Verde Gardens Project, the Stephen P. Clark Government Center Lobby and Miami-Dade Fire Rescue Headquarters and Training Facility. In March of 2010 with the support of a grant that the department secured from the John S. and James L. Knight Foundation, Mediatrope was selected to help develop a new software system that will be launched in 2011 to manage and promote the APP collection. During the 2010 Americans for the Arts annual conference, Miami-Dade’s APP program was recognized as commissioning some of the most innovative and exciting examples of American public art over the past fifty years. The *Peacock Curtain* by artist Robert Zakanitch and *Water Scores* by artist Anna Valentina Murch, located at the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, were selected out of thousands of entries as two of the fifty most exemplary public art projects completed over the past fifty years in the United States. In November 2010 the County’s art work, *Foreverglades*, by local artist Barbara Neijna, which is installed throughout the expanse of Concourse J at Miami international Airport, received the first-ever international *Art and Works Award* presented at the World Architecture Festival for “the best work of art commissioned for a specific site.”
- **Achieving Milestones on Building Better Communities Cultural Facilities Projects:** In 2010, the next generation of community cultural facilities, as approved in the Building Better Communities bond program, made significant progress under the department’s management. With an anticipated completion in 2013, the Museum Park project took its next important steps with the Miami Art Museum (MAM) launching its construction with a groundbreaking ceremony on November 30, 2010 and the Miami Science Museum (MSM) scheduled to complete design development drawings by the spring of 2011. Internationally acclaimed architects Herzog & de Meuron (for MAM) and Grimshaw (for MSM) are designing exciting new buildings for these major new facilities on the bay in downtown Miami’s Bicentennial Park.

Completed GOB grant projects include a new cultural center in the City of Aventura and the acquisition of facilities for Miami Hispanic Ballet and for WDNA. Work is underway on GOB projects for the Lyric Theater, Cuban Museum, Fairchild Tropical Botanic Garden, municipal cultural projects, and GOB Non-Profit Fund projects for the Seminole Theater, Bakehouse Art Complex and Goldcoast Railroad Museum.

WORKING THROUGH THE ARTS FOR A GREENER MIAMI-DADE COUNTY

- ***Making County Arts Grants Paperless in 2010:*** The department launched an electronic grants management system in 2010 that converted the submission of the more than 500 annual “paper” applications to all electronic filings.
- ***Going for the Green with the New Art and Science Museums:*** Both the new Miami Art Museum and the new Miami Science Museum are being designed to achieve silver certification from the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED).
- ***Emphasizing Energy Efficiency in Public Art:*** In 2010, the policy for selecting artists for public art commissions was updated to include a criterion emphasizing that artists’ proposals should contribute to the overall capital projects’ LEED goals, including the objective that any form of power used in an art work should be energy efficient (LED lighting, etc).
- ***Making Art in Public Places Part of the Department of Cultural Affairs:*** As of FY2007-08, the Department of Cultural Affairs has absorbed the County’s Art in Public Places Program. With more than 700 works of art in its collection, the program has become a major county-wide “museum” of art created by our own Miami-Dade based artists and by artists from all over the world. A new brochure has been published to provide residents and visitors the opportunity to conduct self-guided tours of highlights of the collection. In addition, a user-friendly Guide to Art in Public Places handbook has been created and distributed, and Department-led workshops conducted, working with all County departments to improve coordination of public art works in public building projects.
- ***Training for Artists and Educators, Cultural Organizations and Administrators in Accessibility:*** Since 2006-07, the Department has been presenting an annual, day-long workshop for cultural organizations, addressing ADA/accessibility issues related to cultural programming and facilities, policy, marketing, exhibitions, audience and legal issues, in partnership with VSA arts and featuring national experts in each area. In addition, the Department has been activating its Accessibility Action Plan, including: presenting the annual All Kids Included Family Arts Festival; developing its ADA/Accessible Resource web page; conducting an online survey of current ADA practices as part of its granting processes; providing scholarships to cultural practitioners to attend the annual Kennedy Center LEAD conferences, extending Access mini-grants to promote and help pay for arts program access technology, such as ASL interpreters, captioning, audio description marketing materials, etc.; and creating Program Access Demonstration projects (e.g., Early GETsmART for special education classrooms – see below for program description, the Healing Arts Project at the Holtz Hospital NICU, Music and Art for Autism in Schools, and a Theatre Inclusion Project in collaboration with The Playground Theater professional children’s company).
- ***Reaching More Toddlers and Pre-School Children with Innovative Arts Curriculum - “Early GETsmART” and “Start with the Arts:”***

In 2005-06, the Department of Cultural Affairs launched *Start with the Arts*, a bilingual, arts-based learning approach for to literacy and school readiness for preschool age children, in partnership with Arts for Learning/Miami and with the support of The Children's Trust. Early GETsmART uses the Start with the Arts resource book created by VSA arts to provide professional development workshops for early childhood educators and parents to teach them how to connect the arts with early learning. To date, more than 2,500 early childcare providers and teaching artists have received training in this Pre-K arts curriculum. More than 3,000 students, two to five years old, in over 160 classrooms have had the benefit of teachers and artists collaborating on this innovative pre-school learning program. Additional funding to expand *Start with the Arts* has been secured from The Children's Trust, the Dade Community Foundation and Head Start.

- ***Establishing a Network of Outstanding Cultural Facilities:*** The Department is completing the development of **19 neighborhood cultural facilities**, as part of its comprehensive plan to develop a countywide network of neighborhood theaters. Designed to complement the new downtown performing arts center, examples of the most recent include:
 - A completely reconstructed **Hialeah High School Auditorium**, designed to serve both students and community groups, was completed in April 2005 (\$3.468 million in County funding support); and
 - The construction of the new ancillary facility for the historic **Lyric Theater** in Overtown was completed in 2005 (\$4,340,800 in County funding support).
- ***Receiving a 2005 local Emmy Award for The "M-List"*** - The "M-List," two 30-minute feature television shows created and produced by the Department of Cultural Affairs, in partnership with the Greater Miami Convention and Visitors Bureau, the Tourist Development Council and OnBoard Media/Beach TV, received the local 2005 Emmy Award as the best Information Oriented Program. The shows feature a total of 17 cultural institutions throughout Miami-Dade County (*African Heritage Cultural Arts Center, ArtCenter/South Florida, Bass Museum of Art, Fairchild Tropical Garden, Frost Museum of Art at FIU & the Margulies Sculpture Park, Gold Coast Railroad Museum, Historical Museum of Southern Florida, Holocaust Memorial, Jewish Museum of Florida, Lowe Art Museum at UM, Miami Art Museum, Miami Children's Museum, Miami Museum of Science and Space Transit Planetarium, Museum of Contemporary Art, Vizcaya Museum and Gardens, Wolfsonian-FIU*), each the subject of its own 3-5 minute segment. The programs are being aired in rotation several times daily as part of Beach TV's regular schedule on its cable channel and multiple times each day in hotel guest rooms as part of the programming "loop" provided exclusively by Beach TV.
- ***Achieving 2-to-1 Voter Approval for More than \$450 Million in Cultural Facilities Building and Improvement Projects through the Building Better Communities General Obligation Bond Program:*** On November 2, 2004, voters approved the Building Better Communities bond program that included more than \$450 million for 19 cultural facilities projects throughout the County. The Department led the effort to develop a strategic assessment of cultural infrastructure needs and to educate the public about these projects through the County's informational campaign.
- ***Publishing a Calendar of Events Commemorating Haiti's Independence:*** The Department collaborated with the Greater Miami Convention & Visitors Bureau to

publish and distribute more than 25,000 copies of the **Miami Haiti Bicentennial Calendar of Events**, a comprehensive guide to the array of activities occurring in Miami-Dade in 2004 to commemorate the anniversary of 200 years of Haitian independence. An accompanying web site, www.miamihaitibicentennial2004.com, was launched for ongoing events listing updates.

- **Obtaining \$1,500,000 in State Grants for the South Miami-Dade Cultural Center:** The new South Miami-Dade Cultural Center, a 1000-seat theater in Cutler Ridge adjacent to the South Miami-Dade Government Center being designed by ARQ/Arquitectonica, is preparing to issue a construction contract and break ground. The Department of Cultural Affairs received \$500,000 in State cultural facilities funding in FY2002, and was twice since recommended for additional \$500,000 grants by the Florida Arts Council in November 2002 and November 2004, respectively.
- **Securing a Major Grant from the Knight Foundation for "Readiness" and Stabilization Work for the new Performing Arts Center and its Resident Companies:** In 2001, the Department of Cultural Affairs secured a \$1.5 million grant from the John S. and James L. Knight Foundation to help prepare for the opening of the Performing Arts Center. A portion of these funds are being used to conduct the first-ever, community-wide market research on community interest in the performing arts to determine how best to attract citizens and visitors of all backgrounds and means to the new Center. In addition, this support will help develop strategies to ensure that the Center's resident companies are financially stable and that the Center operates at its optimum financial and programmatic levels.
- **Planning and Advancing Protective Work for the Miami Circle:** The Planning Group appointed by Florida's Secretary of State continued meeting in 2002 to develop a long-range management plan for the Miami Circle property, the site of the most important archaeological "find" on the east coast of the United States. The Department of Cultural Affairs took the lead in assembling a pro bono design team of architects, landscapers and builders and, working with the State's Division of Historical Resources, is designing a pedestrian walkway and a protective covering to provide public access to the site and protect the Miami Circle from the elements.
- **Growing Cultural Districts:** With grant and staff support from the Department of Cultural Affairs, new cultural districts grew dramatically in Little Havana (highlighted by the monthly "*Viernes Culturales*" events on Calle Ocho), in Homestead (with the establishment of Art South, a colony of individual artists with studios in the old Baptist Church complex in downtown Homestead), and in Bird Road (in a artist-populated warehouse area south of Bird Road and east of the Palmetto Expressway). These pioneering arts districts are attracting new visitors and businesses to under-served areas of Miami-Dade, serving as effective catalysts for the economic and social revitalization of their surrounding neighborhoods.
- **Developing and Deploying an Action Plan for Community and Cultural Recovery:** In the aftermath of the September 11th terrorists' attacks on America, the Department quickly began a comprehensive initiative to help re-energize the community. This included: collaboration with the Greater Miami Convention & Visitors Bureau on creating a 2-for-1 cultural tickets component of the "What Makes You Happy" marketing campaign; discount advertising opportunities for cultural organizations in major print media (2-for-1 ads); and a "VIP Tickets to the Arts" campaign in partnership with the Bureau, the Greater Miami Chamber of Commerce

and the Beacon Council to encourage business leaders to purchase "the best seats in the house" to cultural events as holiday gifts.

- ***Establishing a Department of Cultural Affairs:*** Effective October 1, 1999, the agency was reconfigured into a three-division Department of Cultural Affairs. This strategically improved structure enables the Council to maximize programming and capital investments, enhance its comprehensive planning, coordinate decision-making and efficiently utilize limited resources. The three divisions correspond to the Department's key programmatic and service areas: Cultural Grants and Services; Cultural Facilities Improvement and Management; and Education and Outreach. The Council has initiated a major reorganization and expansion of its grants programs.
- ***Raising Federal Funds for New Initiatives:*** In 1999, the Cultural Affairs Council was awarded the largest grant of any local arts agency from the National Endowment for the Arts' (NEA) Education and Access program to help establish its innovative Cultural Access Network program, initiating cross-cultural programs in 11 of the network of neighborhood cultural facilities being improved by the Council. In the last 14 years, the Council has secured more than \$1.5 million in federal funds from a series of NEA grants to address the most pressing needs as identified through the Council's public planning process: grassroots arts development, regional cultural collaborations, neighborhood facilities improvements, individual artists fellowships and exhibitions, organizational advancement for mid-sized performing arts groups, creative development support for new works and cultivation of new audiences for the arts.
- ***Integrating Cultural Needs Firmly into the Broader Civic Agenda:*** In January 1998, at the first-ever Mayor's Economic Summit, attended by national, state and local business and civic leaders, culture was included as one of the 10 industries fundamental to community economic development. Miami-Dade County Mayor Alex Penelas assigned the Council to develop and lead the Summit component on culture. The Culture Workshop's recommendations were embraced as part of the Summit's resulting unified platform, which now constitutes the action plan for the County's economic development.
- ***Advancing the Campaign for New Revenues:*** The Council coordinated two professionally-led focus groups and conducted bilingual public polling in March 1998 to assess community attitudes on a new dedicated revenue source for the arts. The polling results from these representative groups of voters documented strong community support for culture, e.g.,: a high level of satisfaction exists in the community with the quality of arts and cultural activities in Miami-Dade County (better than two-thirds of voters rated the quality of the arts locally as either excellent or good); and 68% of the voters indicated they had attended at least one arts/cultural event in 1998. These results were consistent across ethnic, age, gender and educational lines.
- ***Completing a Nationwide Revenue Study to Establish New Dedicated Revenues:*** In 1997, the Council initiated a comprehensive national revenue survey, conducted by a major, international accounting firm. The survey identified 20 potential sources of revenue capable of generating at least \$7 million in new, dedicated revenues needed to expand existing and create new cultural grants programs.
- ***Initiating Innovative, Tourism-Related Program Growth:*** In 1997, the Council was a catalyst for the creation of the Greater Miami Convention and Visitors Bureau's executive level position of Cultural Tourism Director, developing the job

description and serving on the candidate selection panel. Additionally, the 1995 reorganization of Miami-Dade County government resulted in new responsibilities for the Council: managing the State-mandated Tourist Development Council (TDC) and its then \$800,000+ annual grants program (marking the first time in Florida that a local arts agency has been entrusted with the administrative responsibilities for a TDC); and administering the Visitor Industry Voluntary Educational Service Training Trust (VESTT) program, a partnership between local governments and the hospitality industry, for quality service and behavioral training specifically designed for local visitor industry personnel.

- ***Taking the First Steps to Establish New Dedicated Revenues:*** In 1996, the Council secured \$2.75 million in new dedicated convention development tax funds to sustain its Capital Grants Program for the next seven years and earmarked an additional \$1 million per year from this tax source (a total of \$32 million from 2003 until 2035) for the support of other cultural programs.
- ***Leading Hurricane Andrew Cultural Recovery Efforts:*** In the devastating aftermath of Hurricane Andrew, the Council secured \$8 million in 1992-93 from the State Hurricane Andrew Recovery and Rebuilding Trust Fund, the Knight and MacArthur Foundations, the National Endowment for the Arts and a nation-wide contributions campaign. The Council implemented a comprehensive technical assistance and funding program for the physical and financial recovery of Miami-Dade's cultural organizations and individual artists.
- ***Building Cultural Coalitions and Service Organizations:*** To help address broad needs surfaced through its action planning process, the Council has served as a catalyst in creating and supporting numerous service organizations and coalitions of arts groups, including the: Children's Cultural Coalition, Diaspora Arts Coalition, Greater Miami Festivals and Events Association, Dade Cultural Alliance, Theater League of South Florida, Alliance for Media Arts, Haitian Artists Network/Sosyete Koukouy, South Florida Cultural Consortium, Filmmakers' Workshop and Arts Help en Español /Arts Help an Kreyol.
- ***Sustaining an Interactive Cultural Planning Process:*** The Council conducts a model, dynamic, annual community planning process, distinguished by the television broadcast and print distribution of the Chair's annual State of the Arts Address; the publishing of annual planning brochures with updated goals and objectives; and the coordination of televised, board-led community meetings for public input on Council policies and programs.
- ***Serving as a Catalyst for Performing Arts Facilities:*** Over two decades, the Council led the planning and implementation of cultural facilities projects, including the County's largest public-private sector partnership - a new, Cesar Pelli-designed performing arts center complex (a 2,200 seat concert hall, a 2,480 seat ballet/opera house, a 250 seat studio theater and a public plaza) and securing \$255 million in dedicated funds for its construction); establishing a \$21 million operating endowment; investing \$8 million simultaneously to improve a complementary network of 10 existing performance venues; and committing \$70 million for new and/or improved state-of-the-art facilities in critically under-served areas of the county.
- ***Improving the Cultural Facilities Infrastructure:*** The Council coordinated the investment of \$125 million in public funds from 1986-2000 for new and improved neighborhood cultural facilities (beginning with the Philip Johnson-designed downtown Cultural Center's museums/library complex in 1986 and continuing with

the Department's Capital Development Grants Program for improving more than 40 neighborhood facilities since 1988).

- ***Developing New Cultural Groups and Increasing the Economic Impact of the Arts:*** Grant and technical assistance programs established by the Council have helped to develop the number of Miami-Dade's non-profit cultural groups from 110 in 1983 to more than 1,100 in 2005, representing a wide diversity of cultural expressions, heritages and traditions. Cultural Affairs Council studies documented the expanding economic impact of the arts, growing from \$41 million in 1981, to \$156 million in 1989, to \$329 million in 1995, to more than \$538 million in 2000.
- ***Securing Miami-Dade County's First Dedicated Cultural Funding Source:*** The Council led a successful referendum drive in 1978 to pass a tourist development tax as a dedicated revenue source for culture; since then, more than \$40 million of these public funds have been invested by the Council in cultural development.

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

