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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM Agenda Item No. 11(A)(9)

TO: Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners

DATE: June 3, 2010

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Resolution accepting the report and recommendations of the Performing and Visual Arts Task Force in Miami-Dade County and acknowledging the dedication and commitment of the Task Force's volunteer members

Resolution No. R-633-10

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Rebeca Sosa.

R. A. Cuevas, Jr.
County Attorney

RAC/cp

RESO 2078

MEMORANDUM

(Revised)

TO: Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners

DATE: June 3, 2010

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Agenda Item No. 11(A)(9)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous_____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(9)
6-3-10

RESOLUTION NO. **R-633-10**

RESOLUTION ACCEPTING THE REPORT AND RECOMMENDATIONS OF THE PERFORMING AND VISUAL ARTS TASK FORCE IN MIAMI-DADE COUNTY AND ACKNOWLEDGING THE DEDICATION AND COMMITMENT OF THE TASK FORCE'S VOLUNTEER MEMBERS

WHEREAS, on June 2, 2009 this Board approved Resolution No. R-750-09, creating a Task Force on the Performing and Visual Arts in Miami-Dade County ("the Task Force"); and

WHEREAS, eighteen citizens generously contributed their time, energy and ideas as volunteer members of the Task Force which was chaired by Adolfo Henriques, Chair of the Miami-Dade Cultural Affairs Council; and

WHEREAS, the Task Force was charged with holding a series of public meetings to collect input on four key areas affecting the future of Miami-Dade County's exciting and diverse cultural life; and

WHEREAS, at these public meetings and through an online survey, more than one hundred citizens participated, providing ideas and suggestions regarding the Task Force's four central areas: 1) Factors Affecting the Sustainability of Cultural Organizations; 2) Trends Regarding Public and Private Funders of the Arts; 3) Consolidation and Collaboration Strategies; and 4) Availability and Usage of Cultural Facilities; and

WHEREAS, with the support of staff from the Office of the County Manager and the Department of Cultural Affairs, the Task Force deliberated carefully and submitted a report containing an action plan with short-term and mid- to long-term recommendations to best support a vibrant cultural life for the residents and visitors to Miami-Dade County; and

WHEREAS, the Board desires to accept the accompanying Report and Recommendations of the Task Force on the Performing and Visual Arts in Miami-Dade County, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Board accepts the Report and Recommendations of the Task Force on the Performing and Visual Arts in Miami-Dade County.

The Prime Sponsor of the foregoing resolution is Commissioner Rebeca Sosa. It was offered by Commissioner **Jose "Pepe" Diaz**, who moved its adoption. The motion was seconded by Commissioner **Audrey M. Edmonson** and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman **aye**
Jose "Pepe" Diaz, Vice-Chairman **aye**

Bruno A. Barreiro	**aye**	Audrey M. Edmonson	**aye**
Carlos A. Gimenez	**aye**	Sally A. Heyman	**aye**
Barbara J. Jordan	**aye**	Joe A. Martinez	**absent**
Dorrin D. Rolle	**aye**	Natacha Seijas	**aye**
Katy Sorenson	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of June, 2010. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **DIANE COLLINS**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. DBM

Deborah Bovarnick Mastin

MIAMI-DADE COUNTY

TASK FORCE

ON THE

PERFORMING

AND

VISUAL ARTS

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Miami-Dade County Task Force on the Performing and Visual Arts
Report and Recommendations
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Miami-Dade County Task Force on the Performing and Visual Arts
Report and Recommendations

Introduction

The Task Force on the Performing and Visual Arts unanimously recommends as its top priority:

> **The identification of a dedicated revenue source to maintain and increase Miami-Dade County funding for the arts and culture.**

We realize that this is not only a crucial but also a challenging priority and we have the confidence that the Miami-Dade Cultural Affairs Council is well-equipped to follow-up and work with the Board of County Commissioners and the Mayor on the research and timing necessary to develop realistic options.

The report that follows calls for the implementation of more than two dozen specific recommendations to help the arts continue to thrive in Miami-Dade County. We are convinced that the future of our community and the kind of place that we want to have for this and future generations depends on our energy, passion and courageous commitment to act upon these critical recommendations.

More than a quarter of a century ago, Miami-Dade County embarked upon building a cultural infrastructure and established an ambitious set of objectives that had one primary goal:

> **To create one of the newest, most diverse and most dynamic cultural centers in the world.**

With the leadership of Miami-Dade County and the partnership of the private sector, we have accomplished this goal, but our accomplishment is fragile in these challenging times. Who could have predicted that the number of non-profit cultural groups in our community would increase during this period from 100 to more than 1,000; that the impact of the arts on our local economy is more than $1 billion annually; that entire neighborhoods – from Miami Beach to the Omni and from Wynwood to Cutler Bay - are being revitalized by artists, theaters, museums and festivals; that more than 2 million cultural experiences each year are enriching children's lives; and that Miami-Dade County is now recognized internationally for artistic greatness? Today, we can point with pride to Miami playwright Nilo Cruz's Pulitzer Prize, accolades for Miami City Ballet's triumphant tours, worldwide attention around Art Basel Miami Beach and more than $1 billion in County funding being invested to build some of the world's greatest new theaters, museums and arts centers – and the list goes on with prestigious distinctions, remarkable diversity and outstanding cultural achievements.

We know that this Board appreciates that Miami-Dade's cultural renaissance has had real-world implications. Revitalized neighborhoods translate into expanded tax bases; a reputation as a cultural center is a magnet for businesses and tourists. The cultural community's commitment to education has also enhanced the region's reputation among those who consider relocating their businesses to South Florida.

> **We could lose what it has taken a generation to accomplish.**

We are at another pivotal decision-making moment in our young life as an evolving, major metropolitan center. It is time again for all of us to decide what goals to set for the next twenty-five years. We do not have a moment to lose. The effects of the recession are jeopardizing all that we have worked so hard to build – a cultural community that is achieving unparalleled excellence and is helping to support our region in important ways. To reach our full potential, it will take serious, sustained and substantial investment in the arts and culture. Our goal for the next quarter of a century must be nothing less than:

> **To increase and sustain a meaningful level of County support to our artists and non-profit cultural organizations in order to establish Miami-Dade County as one of the great cultural capitals of the world.**

On behalf of the community leaders who served on the Task Force, I call upon you to be bold, visionary and relentless in your dedication to achieving this goal. You have our commitment that we will work tirelessly as your community emissaries to ensure that dollars and support for the arts and culture are invested wisely, effectively and with absolute accountability. You have our pledge that we will be your dedicated partners in the noble endeavor of providing our families and children with a cultural legacy that we can be proud of for generations to come.

Adolfo Henriques, Chair
and the Members of the Miami-Dade County Task Force on the Performing and Visual Arts

Alejandro Aguirre
Diario Las Americas

Mario Artecona
Miami Business Forum

Rachel Blechman
Holland and Knight

Laura Bruney
Arts and Business Council

Xavier Cortada
Artist

Alan Fein
Stearns, Weaver, et al

Adolfo Henriques
Flagler Development

Robert Jensen
Civic Activist

Louis-Albert Jolivert
BNY Mellon Wealth Management

Lorenzo Lebrija
Seraphic Fire, Inc.

Frank Nero
The Beacon Council

Eloise Rodriguez
Bristol Public Relations

Stephen Siegel
Ruden McClosky

Deborah Spiegelman
Miami Children's Museum

Rosa Sugrañes
Iberia Tiles Corporation

Dolores Sukhdeo
WPBT Channel 2

William Talbert
Greater Miami Convention and Visitor Bureau

Dwayne Wynn
Worldwide Axcess, Inc.

Chairman's Acknowledgments

On behalf of the members of the Task Force on the Performing and Visual Arts, I want to thank the Miami-Dade County Board of County Commissioners and Mayor for constituting this group of dedicated volunteers to examine the factors affecting our outstanding cultural community in these very difficult economic times. I want to extend special appreciation to County Commissioner Rebeca Sosa for her initiative in helping to form the Task Force.

The Task Force was charged with a very clear objective:

> To formulate recommendations to maximize the effective use of available resources to support a vibrant cultural life for the residents and visitors to Miami-Dade County by reviewing four key issues:
>
> 1. factors affecting the sustainability of cultural organizations;
> 2. trends regarding public and private funders of the arts;
> 3. consolidation and collaboration strategies; and
> 4. availability and usage of facilities for the arts.

In furtherance of this objective, the Task Force convened four well-attended public meetings, heard testimony at these forums from dozens of cultural and civic leaders, and collected written feedback through an online survey. The Task Force's Report and Recommendations is based directly on this input and on the collective experience that its members contributed to this work.

The job of the Task Force also was well-served by the direct participation of Assistant County Manager Alex Muñoz and the professional and expert staff support provided by the Miami-Dade Department of Cultural Affairs. They made sure that a broad cross-section of the cultural community, ranging from grassroots arts groups to major cultural institutions, participated in the public process. In addition, the Task Force had the advantage of the additional insights and expertise as well as initiatives already underway by the Cultural Affairs Council and the Department to help develop strategies that not only address the survival of the cultural community but also are dedicated to strengthening cultural organizations and artists. It is reassuring to know that the work of the Task Force, the Cultural Affairs Council and the Department of Cultural Affairs has triangulated the key issues facing our cultural community and together are aligned to support solutions that can make the most efficient and effective use of ever-limited resources. It also is reassuring to know that there is a team of professionals in place at the Department of Cultural Affairs to implement these recommendations and to make sure that this important work continues and ultimately, is successful. In recognition of their role and expertise, the Task Force specifically recommended that the Miami-Dade County Cultural Affairs Council and the Department of Cultural Affairs assume the responsibility for implementing these recommendations.

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The success of the Task Force's recommendations also is reliant on the sustained energy and commitment of key, long-time cultural partners like the John S. and James L. Knight Foundation, The Children's Trust, Ticketmaster, Arts and Business Council of Miami, LegalArt, Arts for Learning Miami, the Greater Miami Convention & Visitors Bureau, the Beacon Council and the Greater Miami Chamber of Commerce, among others. Many more partners – such as our municipalities and State legislative delegation – must continue to be recruited regularly to play a larger role in sustaining our diverse and energetic cultural life.

The formation of a Task Force on the Performing and Visual Arts occurred at a propitious moment for our community. The Task Force's work has provided a timely opportunity to receive testimony on the importance of public funding for the arts, to widen the circle of community leadership that is aware of the key issues facing cultural organizations and artists today, and to affirm the wisdom of investing support and resources in the ongoing goal of the Mayor and Board of County Commissioners – to sustain the work necessary to make Miami-Dade County one of the world's great new cultural centers.

On behalf of the Task Force on the Performing and Visual Arts, we respectfully submit this Report and Recommendations with the assuredness that we have completed our task with care and creativity. We are confident that our ideas and initiatives will contribute to making Miami-Dade County a place for the arts to continue to flourish, and for our cultural organizations and artists to serve our residents and visitors now and in the future.

Adolfo Henriques, Chair
Miami-Dade County Task Force on the Performing and Visual Arts

TASK FORCE ON THE PERFOROMING AND VISUAL ARTS
Recommendations

Sustainability of Cultural Organizations

Short-term

1. **Jobs.** Implement the EASE (Employment for the Arts in A Struggling Economy) grants program to help restore lost jobs in the cultural community.
2. **Technical Assistance.** Expand the resources available to non-profit cultural organizations with an emphasis on building their skills and capacity to do private sector fundraising. Launch a "Cultural Survival Initiative (CSI)" promoting access to important resources and technical assistance available to help non-profit cultural groups and artists.
3. **Board Development.** Introduce the new "Board Development Toolkit" to help cultural organizations attract and retain new board members.
4. **Awareness of Arts Opportunities.** Expand media coverage and develop innovative approaches to reach more people with opportunities to participate in the arts. Promote the local National Arts Marketing Project workshops as opportunities to learn about the latest, most effective arts marketing techniques and trends; secure funding to expand "Performance Journalism," an innovative, online media bureau to increase arts coverage (see www.performancejournalism.com).

Mid- to Long-Term

1. **New Audiences.** Expand Culture Shock Miami to introduce more high school and college students to the arts (see www.cultureshockmiami.com).
2. **Arts Education.** Work with Miami-Dade County Public Schools to help establish the "Cultural Passport" program, providing all students, K-12, with curriculum-integrated exposure to arts disciplines.
3. **Colleges and Universities.** Work with area colleges and universities to connect their expertise to strengthening cultural organizations (e.g., the University of Miami's Center for Nonprofit Management).

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Public and Private Funders of the Arts

Priority

1. **Dedicated Revenue Source(s).** Identify a dedicated revenue source to maintain and increase Miami-Dade County funding for the arts and culture.

Short-term

2. **Local Government Funding.** Identify revenue sources to maintain and increase Miami-Dade County funding and encourage more municipalities to invest in the arts; continue to support a balanced and diversified cultural investment policy.
3. **State Funding.** Support increased State funding in 2010 legislative packages.

Mid- to Long-term

1. **Funding for Children's Programming.** Continue and expand partnerships with The Children's Trust to offer more arts programs for families and children.
2. **Individual Giving.** Promote the benefits of volunteering and giving to the arts to "up and coming" community leaders and provide technical help to improve cultural organizations' fundraising skills (e.g., through a cultural session as a part of the Greater Miami Chamber of Commerce's Leadership Miami program; through the Arsht Center's new workshop series on fundraising and marketing; etc.).
3. **Private Sector.** Communicate the availability of free and affordable resource guides and directories to non-profit cultural organizations to help identify corporations and foundations that contribute to the arts; work with chambers of commerce and the Beacon Council on initiatives to expand business participation in the arts (especially, small businesses).
4. **Federal Funding.** Advocate for increased federal funding and encourage more Miami-Dade cultural organizations to apply to the National Endowment for the Arts
5. **Advocacy.** Continue to use local and state economic impact of the arts studies and other tools to emphasize the enormous return on investing in the arts; promote more participation in local, state and national arts advocacy organizations (e.g., joining the Florida Cultural Alliance, Americans for the Arts Action Fund, Arts Action Alliance, etc.).

Consolidation and Collaboration Strategies

Short-term

1. **Communication.** Launch an improved online Cultural Directory to facilitate more interaction among cultural organizations.
2. **Networking.** Promote and/or convene meetings, conference calls and webinars to encourage more sharing of ideas, efficiency initiatives, best practices, resources and joint programming/marketing initiatives among cultural organizations and artists.
3. **Cultural Mentoring.** Work with the Adrienne Arsht Center (and others) on a program to match major arts institutions with smaller cultural groups (e.g., offering technical help with IT, ticketing, etc.; senior staff serving as board members, etc.).

Mid- to Long-term

1. **CultureClassifieds.** With the support of the Knight Foundation, launch the new CultureClassifieds.com site to serve as an online cultural marketplace.
2. **Shared Lists.** Convert the South Florida Arts Database, a repository for the combined mailing lists of arts organizations, into e-mails and expand the use of this resource (including encouragement of the trend of cultural organizations' selectively promoting each others' work to their members, subscribers, etc. through e-blasts).
3. **Shared Space.** Continue to help cultural organizations explore opportunities for collaborations on shared spaces for administration and programming (e.g., the new performing arts co-op in Wynwood).
4. **Cultural Tourism.** Continue to work with the Greater Miami Convention & Visitors Bureau on joint marketing projects and to host regional and national conferences in Miami-Dade County in order for local arts groups to take advantage of the sessions and expertise (e.g., bid on hosting the Southern Arts Federation's Performing Arts Exchange).
5. **Marketing and Public Relations.** Identify and collaborate with other community resources to increase awareness of arts opportunities (e.g., the Arts and Business Council and community businesses specializing in marketing and public relations).

Availability and Usage of Cultural Facilities

Short-term

1. **Promotion of Existing Spaces.** Launch and promote an improved online Cultural Facilities Directory, enabling cultural organizations and others to search for spaces by a variety of parameters (e.g., programming versus rehearsal, geographic location, size of venue, etc.)
2. **Affordability.** Convene "open houses" at neighborhood cultural facilities that have rental and marketing subsidy programs and/or are very affordable to promote their use by artists and cultural organizations (e.g., Miami Children's Museum, Hialeah High School Auditorium, the Lou Rawls Center for the Arts at Florida Memorial University, the Caleb Auditorium, etc.).

Mid- to Long-term

1. **Partnerships.** Explore opportunities for partnerships between cultural organizations and artists and available spaces for their use (e.g., residency opportunities with Miami-Dade County Public Schools, area colleges and universities, etc.).
2. **Operations**. Advocate for sufficient operational support for existing and new cultural facilities to ensure their affordability for artists, cultural organizations and audiences and to maximize the public benefit of the significant capital funding investments being made in cultural facilities development; (e.g., the City of Miami for the Little Haiti Cultural Center, Gusman Center for the Performing Arts, and the Miami Children's Museum; the City of Miami Beach for the Byron-Carlyle Theater; etc.).
3. **More Mid-sized Facilities**. Complete work on new neighborhood cultural facilities that can help address the needs for facilities in under-served neighborhoods and that fill a gap in the community's inventory of arts facilities by virtue of their size and type (e.g., the Lyric Theater in Overtown, the South Miami-Dade Cultural Arts Center in Cutler Bay, the feasibility study underway for a North Miami-Dade Cultural Center, etc.).

MINUTES OF THE
MIAMI-DADE COUNTY TASK FORCE ON THE PERFORMING AND VISUAL ARTS
Wednesday, August 26, 2009

A meeting of the Miami-Dade County Task Force on the Performing and Visual Arts was held at the Planetarium, Miami Science Museum, 3280 South Miami Avenue, Miami, Florida.

MEMBERS PRESENT
Alejandro J. Aguirre
Mario Artecona
Rachel Blechman
Laura Bruney
Xavier Cortada
Alan Fein
Adolfo Henriques
Louis-Albert Jolivert
Lorenzo Lebrija
Frank Nero
Eloise E. Rodriguez
Stephen H. Siegel
Deborah Spiegelman
Rosa Sugrañes
Dolores Sukhdeo
William D. Talbert, III

MEMBERS NOT PRESENT
Robert J. Jensen
Dwayne A. Wynn

STAFF
Michael Spring, Director
Deborah Margol, Deputy Director
Sue Camp
John Copeland
Roly Marante
Militssa Torres

OTHERS PRESENT - *provided public testimony
Joseph Adler, GableStage*
Rolando Aedo, Greater Miami Convention & Visitors Bureau
Timothy A. Barber, Black Archives
Letty Bassart, Arts for Learning*
Hannah Baumgarten, Dance Now! Miami
Alan Bernstein
Lauren Bourgoyne, Miami Downtown Development Authority
Suzy Breitner, Dave & Mary Alper JCC
Lisa Bury, Florida Grand Opera
Daniel Chang, Miami Herald
Bonnie Clearwater, Museum of Contemporary Art
Tina Cornely, Miami Art Museum
Luis Correa, Vizcaya Museum & Gardens
Silvia Cubina, Bass Museum
Carol Damian, Frost Museum of Art
Leatrice Damus, Florida Grand Opera

Vivian Donnell Rodriguez, Miami Dade College Cultural Affairs
Vivian Doyle, Miami Light Project
Brian A. Dursan, Lowe Art Museum
Shannon Faison, Florida Grand Opera
Emma Galler, The Galler Group
Susan Galler, The Galler Group
Brendan Glynn, Florida Grand Opera
Andrew Goldberg, Arsht Center
Aaron Gordon, Schwartz Media Strategies
Hannah Hausman, Miami Childrens Museum*
Jim Herron, Florida Grand Opera
Bob Heuer, Florida Grand Opera*
Viena Howe, Miami City Ballet
Delma Iles, Momentum Dance Company
Alina Interian, Florida Center for the Literary Arts*
Darling Jarguin, City of Miami
Samuel Joseph, Florida Association of Museums
Ernst Julmeus, Sosyete KouKouy
Julian Kreeger, Friends of Chamber Music*
Margaret Lake, Gusman Center for the Performing Arts
Cathy Leff, Wolfsonian FIU
Rebekah Lengel, Miami Light Project
Delia Lopez, Miami Book Fair International
Juan Martin, National Art Exhibitions
Robert McCammon, Historical Museum of South Florida
Victor Mendelson, Florida Grand Opera
Justin Moss, Florida Grand Opera
Kathleen Murphy, Miami Symphony Orchestra
Barbara Muze, Patrons of Exceptional Artists
George Neary, Greater Miami Convention & Visitors Bureau
Frank Nero, Beacon Council
Stephanie Norman, City Theatre*
Sofia Ochoa, Miami Symphony Orchestra
Maggie Pelleya, WDNA-FM 88.9
Libby Perez, Miami-Dade County Public Schools
Alberto Perez-Barrios, Florida Grand Opera
Mark Pidal, Junior Orange Bowl
Eveline Pierre, Haitian Heritage Museum
Marlene Quaroni, Miami Today
John Richard, Arsht Center*
Valerie Riles, Arsht Center
Patsy Rodriquez, All Kids Included*
Raj Sarangapani, Miami Science Museum
Scott Shiller, Arsht Center
Fern Smith
Ron Stayton, Zoological Society of Florida

Barbara Stein, Actors' Playhouse
Eileen Suarez, New Theatre
Ray Sullivan, Miami Contemporary Dance Company
Lynn M. Summers
Bryan Tersal, Lowe Art Museum*
Victor Vincent, ATFM Services
Bill Werther, University of Miami
Julie Williamson, St. Martha Concerts
Wendy Wolf, Vizcaya Museum & Gardens
Sheila Womble, Arts for Learning*

Welcome and Introductions
Adolfo Henriques called the meeting to order at 4:41pm. Mr. Henriques welcomed the attendees and thanked them for their participation on the Task Force and then outlined the mission, purpose and direction of the Task Force.

The objective of the Task Force is to formulate recommendations to maximize the effective use of available resources to support a vibrant cultural life for the residents and visitors of Miami-Dade County. Specific key issues to be addressed by the Task Force include:

a. Factors affecting the sustainability of cultural organizations
b. Trends regarding public and private funders of the arts
c. Consolidation and collaboration strategies
d. Availability and usage of facilities for the arts
e. Other important issues

Michael Spring reviewed the materials transmitted in advance of the meeting to the Task Force:

- Department of Cultural Affairs Business Plan at a Glance
- Department of Cultural Affairs Grants Programs
- List of Major/Large Cultural Organizations
- Status of State Arts Support
- Status of Municipal Support for the Arts
- Listing of Cultural Facilities
- Written Testimony Submitted to Date for the Task Force

Chairman Henriques opened the session for public comment regarding the issues of the Task Force. The following list represents key issues and ideas expressed during the course of public testimony:

Sustainability

- The County has invested tremendous resources in the local arts industry over the last several decades and these investments need continued preservation and support.

- The value, impact and accessibility of the arts in Miami remain an important part of the international visibility and perception of Miami-Dade County as a leader and champion of the arts industry.
- Nonprofit cultural organizations have a wide variety of resources available through numerous local, regional and national service organizations (for example, Arts & Business Council of Miami, Florida Cultural Alliance, Americans for the Arts). These service organizations provide a wealth workshops, consultant services, technical assistance and training designed to support and sustain healthy institutions. These resources are heavily utilized by the community and have helped to provide the stable foundation by which many of our organizations have been formed and assisted with organizational and artistic issues.
- Miami's long-term sustainability is at a fragile crossroads due to several contributing factors: 1) Miami is a young community that is continuing an evolution of its cultural identity; 2) lack of major endowments amongst organizations affects financial stability; 3) boards tend to be young and made up of 1st generation leaders who are just developing traditions of giving, fundraising and legacy contributions.
- The cultural workforce in Miami needs to maintain a critical mass of skilled workers so that there is a sufficient workforce of qualified artists, technicians, and administrators available to manage and program cultural organizations. Job preservation, restoration and recruitment are key elements to continuing to development the cultural community.

Funding

- While private contributions to the arts have been declining, attendance to cultural events remains strong.
- Cultural organizations are creative about working with businesses to identify contributed services and merchandise. The area of small business involvement in supporting the arts is a promising area for development.
- New public and private revenue sources should be explored to help stabilize and increase support to the arts.
- It is important for cultural groups to develop new and more effective ways to make the case to the community about the importance of supporting the arts.

Consolidation and Collaboration

- Nonprofit cultural organizations have already lean operational budgets. Currently, budget reductions are being implemented strategically to accomplish and sustain mission-related activities with an emphasis on preserving artistic excellence. If deeper cost cutting measures become necessary in the future, they may affect core activities like the quality and quantity of performances, exhibitions and the education and outreach offerings to the community.
- The cultural industry continues to seek ways to naturally collaborate while remaining true to artistic and programmatic missions. Many larger

organizations are evaluating ways to leverage excess capacity to assist smaller institutions. Specific ideas include: shared box office / marketing / technology / administrative resources; seasoned artistic leaders serving on younger arts organization boards of directors; joint fundraising activities; shared office and performance spaces; joint activities / performances; and partnerships to deliver arts education and outreach programs.

- It is important to acknowledge that collaborations are at best a small part of the solution to address the economic challenges of cultural organizations. It also is important to distinguish between meaningful collaboration and the calls for consolidation and mergers which may be impractical given the individuality of artistic missions and programming.

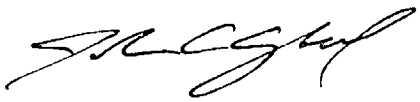
Facilities

- Financial stability through endowments, annual fundraising campaigns and membership drives is imperative to supporting operations and programs to sustain and fill the infrastructure of facilities developed throughout Miami-Dade County. Without meaningful performances, exhibitions and activities, the return on the significant public and private sector capital investments in theatres, venues and museums will be diminished.

Inspired by the comments and feedback from the community testimony, the Task Force charged Chairman Henriques with conveying a resolution to the County Commission on the importance of sustaining County support to the arts community.

With no further business to discuss, the meeting was adjourned at 6:43pm.

Respectfully submitted,



John C. Copeland

MINUTES OF THE
MIAMI-DADE COUNTY TASK FORCE ON THE PERFORMING AND VISUAL ARTS
Wednesday, October 14, 2009

A meeting of the Miami-Dade County Task Force on the Performing and Visual Arts was held at the Auditorium, Miami Science Museum, 3280 South Miami Avenue, Miami, Florida.

MEMBERS PRESENT
Alejandro J. Aguirre
Mario Artecona
Rachel Blechman
Laura Bruney
Xavier Cortada
Adolfo Henriques
Lorenzo Lebrija
Stephen H. Siegel
Deborah Spiegelman
Rosa Sugrañes
Dolores Sukhdeo
William D. Talbert, III
Dwayne A. Wynn

MEMBERS NOT PRESENT
Alan Fein
Robert J. Jensen
Louis-Albert Jolivert
Frank Nero
Eloise E. Rodriguez

STAFF
Michael Spring, Director
Gilda Batlle
John Copeland
Eric Fliss
Anita Gibboney
Roly Marante
Militssa Torres

OTHERS PRESENT - *provided public testimony
Tina Cornely, Miami Art Museum
Bill Doolin, Florida Dance Festival*
Zachery Fagenson, Miami Today
Ginny Gutierrez, Greater Miami Convention & Visitors Bureau
Marjorie Hahn, South Florida Youth Symphony*
Byron Krulewitch, Sunday Afternoons of Music
Doreen Marx, Sunday Afternoons of Music*
George Mattox, Hispanic-American*
Carlene Sawyer, Murray Dranoff Piano*
Augusto Soledade, Brazz Dance Theater*
Maxine Usdan, Greater Miami Convention & Visitors Bureau
Jenna Ward, Miami Children's Chorus*

Welcome and Introductions
Adolfo Henriques called the meeting to order at 4:37pm. Mr. Henriques welcomed the attendees and thanked them for their participation on the Task Force and then requested Michael Spring to provide an update on the current state of the County FY2009-2010 Cultural Budget.

Update on County FY2009-2010 Cultural Budget
Michael Spring announced that the Miami-Dade County Board of County Commissioners voted to restore the cultural grants budget to approximately 85% of the previous years' funding level. The Mayor and Commission continue to be supportive of the Department's work by publically acknowledging and endorsing the integrity of grant allocation and panel review process.

The City of Miami Beach has approved $630,000 in cultural funding for the current fiscal year representing a continuation of support equal to the previous year's allocation. The City of Coral Gables has reduced support for cultural grants by approximately $36,000 to a FY2009-2010 level of $130,000.

Review of Materials Transmitted to Task Force
Michael Spring reviewed the materials transmitted in advance of the meeting to the Task Force:

- Minutes of August 26, 2009 Task Force meeting
- Beacon Council: "Business and the Arts Report"
- "The Impact of the Arts in Miami-Dade County: Creating a New Global Center"
- List of Medium-sized and Small, Grassroots Cultural Organizations
- Updated Listing of Cultural Facilities
- Written Testimony Submitted to Date for the Task Force

Objective of the Tack Force
Chairman Henriques outlined the objective and purpose of the Task Force.

The objective of the Task Force is to formulate recommendations to maximize the effective use of available resources to support a vibrant cultural life for the residents and visitors of Miami-Dade County. Specific key issues to be addressed by the Task Force include:

a. Factors affecting the sustainability of cultural organizations
b. Trends regarding public and private funders of the arts
c. Consolidation and collaboration strategies
d. Availability and usage of facilities for the arts
e. Other important issues

Input by Medium-sized and Small, Grassroots Cultural Organizations
Chairman Henriques opened the session for public comment from the medium-sized small, grassroots cultural organizations regarding the issues of the Task

Force. The following list represents key issues and ideas expressed during the course of public testimony:

Sustainability

- With the pressures of the current economy, cultural organizations are beginning to explore new and innovative ways of doing business. This exploration is occurring though strategic planning.
- Organizations are re-evaluating board structure, audience diversity and collaborations in planning for future development.
- While larger cultural institutions have traditionally implemented strategic planning processes, many smaller, grassroots organizations are now choosing to invest time and energy in this tactic.
- Financial, time and staff resources are a barrier for many organizations wishing to pursue strategic planning.

Funding

- Smaller institutions do not have the luxury of staff and funds to access resources for identifying major grants. These resources (like the Foundation Center) can be very expensive, but provide tremendous amounts of valuable knowledge that can be used to research major contributors to the arts.
- Many organizations are highly dependent on the support of the local School Board to provide resources for educational programming. As this revenue source has declined over the years, it has greatly impacted the functions of many cultural groups. Organizations have had to absorb many of the expenses related to educational programming such as transportation of students to venues.
- The lack of public transportation is generally an obstacle for residents and visitors to attend cultural activities and venues.
- Many funders are becoming more selective, particular and aware of how their contributions are being used. Administrative costs and rehearsal expenses are becoming more difficult to find underwriting as resources become scarce.
- Cultural organizations have a wide variety of income sources outside of donations and grants. Many smaller companies rely on major arts presenters contracting with them to perform at the presenter venue.

Collaboration

- Medium-sized and small cultural organizations continue to collaborate in a variety of ways. For many of these institutions, programmatic collaborations are the primary source of joint initiatives. Marketing costs, venue expenses and audience development efforts are frequently shared.
- Administrative collaborations (sharing of office space, staff, administrative resources) tend to be short-term ventures. Cultural organizations face challenges of conflicting missions, personalities and funding sources that create difficulties in successful partnerships of this nature.

- Thoughtful and comprehensive planning needs to occur to ensure that collaborative efforts are beneficial to all involved parties. This type of planning rarely occurs to the degree needed for success.
- Collaborative marketing efforts are a vital part of cultural organizations' promotional mix. The sharing of mailing lists (both print and electronic) occurs with great frequency and benefit among smaller institutions.
- Through conferences and trade shows like the Performing Arts Exchange, presenters may research, negotiate and contract with smaller companies. Hosting conferences of this type in South Florida can provide much needed exposure and potential earned income for local small to medium sized organizations.
- The Department of Cultural Affairs and the Arts and Business Council can continue to be instrumental in facilitating collaborations by conducting roundtable discussions, workshops and providing a resource center for groups interested in pursuing collaborations.

Facilities

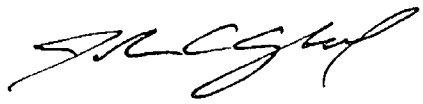
- Medium-sized, small and grass roots organizations rarely have the luxury of full control of their rehearsal, performance and administrative spaces. These organizations are renters, borrowers and scavengers of space unlike the large and major institutions which tend to own or obtain long-term leases on facilities.
- While the community has benefited greatly from the variety of capital improvements undertaken in Miami-Dade County in recent years, there continues to be unmet needs. Municipal facilities typically do not receive the maintenance and care needed to keep the operations functioning at peek levels. This can greatly impact an organization's ability to obtain adequate performance and rehearsal opportunities.
- Expense and access to cultural space for performance and rehearsal is a challenge for many organizations. Escalating and wavering fee structures and labor costs along with lack of availability create barriers to an organization's ability to create and present art.
- The balance of performing in the right-sized venue, at the right-priced ticket with the right-priced technical costs is an important and precarious formula to smaller cultural organizations that depends greatly on the earned income of the ticket sale.
- Greater awareness should be developed for the availability of facilities in venues like the Miami Children's Museum and area parks and facilities directories should differentiate between available performance and rehearsal spaces.

Next Steps

Staff will distill and summarize the trends, ideas and suggestions made to the Task Force and convey this information along with a draft outline of the Task Force's report in advance of the next meeting.

With no further business to discuss, the meeting was adjourned at 6:16pm.

Respectfully submitted,



John C. Copeland

TASK FORCE ON THE PERFORMING AND VISUAL ARTS
Online Survey Highlights
34 Responses

Factors Affecting the Sustainability of Cultural Organizations

- Funding
  - Outside forces, most prominently the economy
  - Sustained, reliable annual public sector funding support
  - Dedicated and diversified public and private (e.g., endowments, reserves, individual philanthropy, etc.)
- Awareness and Arts Education
  - More media coverage
  - Audience development, especially with young adults
  - More culture in schools and in after-school programs and more emphasis on arts education programs
  - Family arts events are in demand
- Organizational Development
  - Increased organizational capacity-building (e.g., stronger boards of directors; more technical help for non-profits)
  - Strategic and business planning
  - Grassroots arts efforts must continue to be supported
  - Innovative, edgy and quality programming that is uniquely "Miami"

Trends Regarding Public and Private Funders of the Arts

- Public Sector
  - County funding is the most important and must be maintained
  - Municipal and state funding must increase
  - Federal funding is increasing, though still small
- Private Sector
  - Private sector contributions (individuals and corporations) are declining due to the economy
  - Volunteerism is increasing
- Earned Revenue
  - Ticket sales generally remain strong
- Efficiency
  - Non-profits are cutting costs and/or reducing season's offerings wherever possible

Consolidation and Collaboration Strategies

- Promotion
  - Shared marketing initiatives
  - Collaborative cultural tourism initiatives
  - Raise public awareness regarding the benefits of supporting the arts through Chambers of Commerce
- Communication
  - More networking among cultural groups
  - Continued leadership from the Department of Cultural Affairs on consolidation initiatives
- Audience Development
  - Pooled databases of audiences/members/subscribers from cultural organizations
  - Expand audiences by working together on initiatives to make the arts more accessible to people with disabilities

- Technical Assistance
  - Work with universities to develop more training for cultural professionals
- Facilities
  - Share facilities and functions in cases where one organization alone cannot sustain a space (e.g., museums for climate-controlled storage and for art conservation services)
  - Utilize alternative spaces for the arts (e.g., County Parks facilities)
- Consolidation
  - Consolidation of organizations is not an effective strategy as it does not recognize the unique mission and services of organizations

Availability and Usage of Cultural Facilities

- Cost
  - Affordable facilities are very important; performing arts facilities need their rental/usage fees subsidized to lower or eliminate costs
- Awareness
  - More media coverage is needed for events in neighborhood facilities
- Availability
  - Need for medium-sized theaters (i.e., 1,000 seats or less)
  - More spaces are needed for rehearsal and classes
  - The availability of existing facilities should be promoted better
- New Facilities
  - New cultural facilities must have sound operational plans that have revenues sufficient to support them
  - More facilities are needed in under-served neighborhoods
  - Major cultural facilities (e.g., the Arsht Center, Museum Park, etc.) are tourist attractions and their programming needs to be supported to offer great activities

Approved _____ Mayor
Veto ___ _____
Override ____ _____

Agenda Item No. 11(A)(23)
6-2-09

RESOLUTION NO. _____ _____ _____

RESOLUTION CREATING TASK FORCE ON THE PERFORMING AND VISUAL ARTS IN MIAMI-DADE COUNTY; PROVIDING PURPOSE, MEMBERSHIP, PROCEDURES, POWERS AND DUTIES, STAFF, MEETINGS

WHEREAS, art, in all its many forms, is an essential attribute of a quality community; and

WHEREAS, Miami-Dade County possesses a vibrant cultural life, including various venues for showcasing performance and visual artists, but future economic conditions that may be available to support these assets are uncertain; and

WHEREAS, this Board finds that it is in the best interests of residents and visitors to Miami-Dade County to create a task force to accomplish the objectives set out herein,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1 *Task force created.* The Miami-Dade County Performing and Visual Arts Task Force is hereby created.

Section 2 *Purpose.* The Task Force shall have the following purposes:

1. To hold a series of public meetings with all not-for-profit performing and visual arts programs in Miami-Dade County; at least one meeting should be held to focus on each of these groups of organizations: (i) Major Cultural Institutions – museums with annual operating budgets of $1 million or more and performing arts groups with annual operating

budgets of $2 million or more; (ii) Large Cultural Organizations - cultural groups with annual operating budges between $500,000 and $1 million; (iii) Medium-sized Cultural Organizations – cultural groups with annual operating budgets between $100,000 and $500,000; (iv) Small and grassroots Cultural Organizations – cultural groups with annual operating budgets under $100,000; and (v) Major Annual Festivals and Special Events – annual cultural and community festivals and special events with budgets of more than $150,000;

2. To address (i) the sustainability of these programs; (ii) possible consolidation of organizations; (iii) fiscal viability of funding organizations; (iv) whether the County is overbuilding facilities to accommodate performing and visual arts organizations in Miami-Dade County; and (v) occupancy rates of existing facilities that are utilized by performing and visual arts organizations in Miami-Dade County; and

3. To evaluate options, and within 150 days of the effective date of this Resolution, to recommend a plan of action to this Board to maximize the effective use of available resources in order to best support a vibrant cultural life for the residents and visitors to Miami-Dade County.

Section 3 *Membership.*

(a) *Members.* The Task Force shall be comprised of the following members:

(1) Adolfo Henriques, Miami-Dade County Cultural Affairs Council;

(2) Rosa Sugrañes, Miami-Dade County Cultural Affairs Council;

(3) Alberto Ibargüen, Knight Foundation President and CEO;

(4) Alejandro J. Aguirre, Miami-Dade County Cultural Affairs Council;

(5) Eloise E. Rodriguez, Arts & Business Council, Chair;

(6) Stephen H. Siegel, Esq., Greater Miami Chamber of Commerce;

(7) Xavier Cortada, Florida Arts Council;

(8) William D. Talbert, III, Greater Miami Convention & Visitors Bureau CEO;

(9) Frank Nero, Beacon Council CEO;

(10) Louis-Albert Jolivert, Miami-Dade County Cultural Affairs Council;

(11) Dwayne A. Wynn, Miami-Dade County Cultural Affairs Council;

(12) Robert J. Jensen, Miami-Dade County Cultural Affairs Council;

(13) Rachel Blechman, Funding Arts Network;

(14) Dolores Sukhdeo, WPBT Chief Operating Officer;

(15) Lorenzo Lebrija, Seraphic Fire President and CEO;

(16) Deborah Spiegelman, Miami Children's Museum Executive Director and CEO;

(17) Laura Bruney, Arts and Business Council of Miami, Executive Director;

(18) Alan Fein; and

(19) Mario Artecona, Miami Business Forum, Executive Director

Each member shall comply with the requirements of Section 2-11.38 of the Code of Miami-Dade County ("Code") and shall serve without compensation. Each member shall be appointed by the Board of County Commissioners.

(b) *Term.* The members of the Task Force shall each serve one term which shall end with the delivery of the Task Force's report to the Board, and in any event not to exceed one year.

(c) *Vacancies.* Vacancies in the membership of the Task Force shall be filled in the same manner by which the original Task Force members were appointed and shall be filled within 45 days.

(d) *Quorum and meetings.* A quorum of the Task Force shall consist of 10 members. All meetings shall comply with the requirements of the Florida Government in the Sunshine Law.

Section 4 *Duties and Report.* The Task force shall have the duty to study the state of the arts in Miami-Dade County as described above and to make recommendations to the Board of County Commissioners in that regard. The Task Force shall provide a report to the Board of County Commissioners within 150 days of the effective date of this Resolution.

Section 5 *Staff.* The County Manager shall provide the Task Force with adequate staff and support services to enable it to carry out its purposes and duties. The Board suggests that it may be helpful to this effort to assign Assistant County Manager Alex Muñoz to provide staff support to this Task Force, with the assistance of Michael Spring, Director of the Cultural Affairs Department or Jeff Peel, Director of the Office of Film and Entertainment.

The Prime Sponsor of the foregoing resolution is Commissioner Rebeca Sosa. It was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman
Jose "Pepe" Diaz, Vice-Chairman

Bruno A. Barreiro	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Barbara J. Jordan	Joe A. Martinez
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of June, 2009. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. DBM

Deborah Bovarnick Mastin

Factors Affecting the Sustainability of Cultural Organizations	
Large Cultural Organizations and Major Cultural Institutions	• Funding – The County has invested tremendous resources in the local arts industry over the last several decades and these investments need continued preservation and support. • Awareness and Arts Education – The value, impact and accessibility of the arts in Miami remain an important part of the international visibility and perception of Miami-Dade County as a leader and champion of the arts industry. • Organizational Development – Nonprofit cultural organizations have a wide variety of resources available through numerous local, regional and national service organizations (for example, Arts & Business Council of Miami, Florida Cultural Alliance, Americans for the Arts). These service organizations provide a wealth workshops, consultant services, technical assistance and training designed to support and sustain healthy institutions. These resources are heavily utilized by the community and have helped to provide the stable foundation by which many of our organizations have been formed and assisted with organizational and artistic issues. • Other Factors – Miami's long-term sustainability is at a fragile crossroads due to several contributing factors: 1) Miami is a young community that is continuing an evolution of its cultural identity; 2) lack of major endowments amongst organizations affects financial stability; 3) boards tend to be young and made up of 1st generation leaders who are just developing traditions of giving, fundraising and legacy contributions. – The cultural workforce in Miami needs to maintain a critical mass of skilled workers so that there is a sufficient workforce of qualified artists, technicians, and administrators available to manage and program cultural organizations. Job preservation, restoration and recruitment are key elements to continuing to development the cultural community.
Medium-sized and Small, Grassroots Cultural Organizations	• Organizational Development – With the pressures of the current economy, cultural organizations are beginning to explore new and innovative ways of doing business. This exploration is occurring though strategic planning. – Organizations are re-evaluating board structure, audience diversity and collaborations in planning for future development. – While larger cultural institutions have traditionally implemented strategic planning processes, many smaller, grassroots organizations are now choosing to invest time and energy in this tactic. – Financial, time and staff resources are a barrier for many organizations wishing to pursue strategic planning.
Survey	• Funding – Outside forces, most prominently the economy – Sustained, reliable annual public sector funding support – Dedicated and diversified public and private (e.g., endowments, reserves, individual philanthropy, etc.) • Awareness and Arts Education – More media coverage – Audience development, especially with young adults – More culture in schools and in after-school programs and more emphasis on arts education programs – Family arts events are in demand • Organizational Development – Increased organizational capacity-building (e.g., stronger boards of directors; more technical help for non-profits) – Strategic and business planning – Grassroots arts efforts must continue to be supported

	– Innovative, edgy and quality programming that is uniquely "Miami"

Trends Regarding Public and Private Funders of the Arts	
Large Cultural Organizations and Major Cultural Institutions	• Public Sector, Private Sector and Earned Revenue – While private contributions to the arts have been declining, attendance to cultural events remains strong. – New public and private revenue sources should be explored to help stabilize and increase support to the arts. • In-kind Contributions – Cultural organizations are creative about working with businesses to identify contributed services and merchandise. The area of small business involvement in supporting the arts is a promising area for development. • Importance of Funding the Arts – It is important for cultural groups to develop new and more effective ways to make the case to the community about the importance of supporting the arts.
Medium-sized and Small, Grassroots Cultural Organizations	• Public Sector – Many organizations are highly dependent on the support of the local School Board to provide resources for educational programming. As this revenue source has declined over the years, it has greatly impacted the functions of many cultural groups. Organizations have had to absorb many of the expenses related to educational programming such as transportation of students to venues. – The lack of public transportation is generally an obstacle for residents and visitors to attend cultural activities and venues. • Private Sector – Smaller institutions do not have the luxury of staff and funds to access resources for identifying major grants. These resources (like the Foundation Center) can be very expensive, but provide tremendous amounts of valuable knowledge that can be used to research major contributors to the arts. – Many funders are becoming more selective, particular and aware of how their contributions are being used. Administrative costs and rehearsal expenses are becoming more difficult to find underwriting as resources become scarce. • Earned Income (Contracted) – Cultural organizations have a wide variety of income sources outside of donations and grants. Many smaller companies rely on major arts presenters contracting with them to perform at the presenter venue.
Survey	• Public Sector – County funding is the most important and must be maintained – Municipal and state funding must increase – Federal funding is increasing, though still small • Private Sector – Private sector contributions (individuals and corporations) are declining due to the economy – Volunteerism is increasing • Earned Revenue – Ticket sales generally remain strong • Efficiency – Non-profits are cutting costs and/or reducing season's offerings wherever possible

Consolidation and Collaboration Strategies	
Large Cultural Organizations and Major Cultural Institutions	• Collaboration Ideas – The cultural industry continues to seek ways to naturally collaborate while remaining true to artistic and programmatic missions. Many larger organizations are evaluating ways to leverage excess capacity to assist smaller institutions. Specific ideas include: shared box office / marketing / technology / administrative resources; seasoned artistic leaders serving on younger arts organization boards of directors; joint fundraising activities; shared office and performance spaces; joint activities / performances; and partnerships to deliver arts education and outreach programs. • Consolidation – It is important to acknowledge that collaborations are at best a small part of the solution to address the economic challenges of cultural organizations. It also is important to distinguish between meaningful collaboration and the calls for consolidation and mergers which may be impractical given the individuality of artistic missions and programming. – Nonprofit cultural organizations have already lean operational budgets. Currently, budget reductions are being implemented strategically to accomplish and sustain mission-related activities with an emphasis on preserving artistic excellence. If deeper cost cutting measures become necessary in the future, they may affect core activities like the quality and quantity of performances, exhibitions and the education and outreach offerings to the community.
Medium-sized and Small, Grassroots Cultural Organizations	• Collaboration Ideas and Issues – Medium-sized and small cultural organizations continue to collaborate in a variety of ways. For many of these institutions, programmatic collaborations are the primary source of joint initiatives. Marketing costs, venue expenses and audience development efforts are frequently shared. – Administrative collaborations (sharing of office space, staff, administrative resources) tend to be short-term ventures. Cultural organizations face challenges of conflicting missions, personalities and funding sources that create difficulties in successful partnerships of this nature. – Thoughtful and comprehensive planning needs to occur to ensure that collaborative efforts are beneficial to all involved parties. This type of planning rarely occurs to the degree needed for success. • Promotion – Collaborative marketing efforts are a vital part of cultural organizations' promotional mix. The sharing of mailing lists (both print and electronic) occurs with great frequency and benefit among smaller institutions. • Technical Assistance – Through conferences and trade shows like the Performing Arts Exchange, presenters may research, negotiate and contract with smaller companies. Hosting conferences of this type in South Florida can provide much needed exposure and potential earned income for local small to medium sized organizations. – The Department of Cultural Affairs and the Arts and Business Council can continue to be instrumental in facilitating collaborations by conducting roundtable discussions, workshops and providing a resource center for groups interested in pursuing collaborations.
Survey	• Promotion – Shared marketing initiatives – Collaborative cultural tourism initiatives – Raise public awareness regarding the benefits of supporting the arts through Chambers of Commerce • Communication – More networking among cultural groups

	– Continued leadership from the Department of Cultural Affairs on consolidation initiatives • Audience Development – Pooled databases of audiences/members/subscribers from cultural organizations – Expand audiences by working together on initiatives to make the arts more accessible to people with disabilities • Technical Assistance – Work with universities to develop more training for cultural professionals • Facilities – Share facilities and functions in cases where one organization alone cannot sustain a space (e.g., museums for climate-controlled storage and for art conservation services) – Utilize alternative spaces for the arts (e.g., County Parks facilities) • Consolidation – Consolidation of organizations is not an effective strategy as it does not recognize the unique mission and services of organizations

Availability and Usage of Cultural Facilities	
Large Cultural Organizations and Major Cultural Institutions	• Operations – Financial stability through endowments, annual fundraising campaigns and membership drives is imperative to supporting operations and programs to sustain and fill the infrastructure of facilities developed throughout Miami-Dade County. Without meaningful performances, exhibitions and activities, the return on the significant public and private sector capital investments in theatres, venues and museums will be diminished.
Medium-sized and Small, Grassroots Cultural Organizations	• Operations – While the community has benefited greatly from the variety of capital improvements undertaken in Miami-Dade County in recent years, there continues to be unmet needs. Municipal facilities typically do not receive the maintenance and care needed to keep the operations functioning at peek levels. This can greatly impact an organization's ability to obtain adequate performance and rehearsal opportunities. • Cost – Expense and access to cultural space for performance and rehearsal is a challenge for many organizations. Escalating and wavering fee structures and labor costs along with lack of availability create barriers to an organization's ability to create and present art. – The balance of performing in the right-sized venue, at the right-priced ticket with the right-priced technical costs is an important and precarious formula to smaller cultural organizations that depends greatly on the earned income of the ticket sale. • Availability • Medium-sized, small and grass roots organizations rarely have the luxury of full control of their rehearsal, performance and administrative spaces. These organizations are renters, borrowers and scavengers of space unlike the large and major institutions which tend to own or obtain long-term leases on facilities. • Greater awareness should be developed for the availability of facilities in venues like the Miami Children's Museum and area parks and facilities directories should differentiate between available performance and rehearsal spaces.

Survey	• Cost – Affordable facilities are very important; performing arts facilities need their rental/usage fees subsidized to lower or eliminate costs • Awareness – More media coverage is needed for events in neighborhood facilities • Availability – Need for medium-sized theaters (i.e., 1,000 seats or less) – More spaces are needed for rehearsal and classes – The availability of existing facilities should be promoted better • New Facilities – New cultural facilities must have sound operational plans that have revenues sufficient to support them – More facilities are needed in under-served neighborhoods – Major cultural facilities (e.g., the Arsht Center, Museum Park, etc.) are tourist attractions and their programming needs to be supported to offer great activities

RESPONSE # 1

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
State, County, and Municipal funding. But County is the most important.

2) Please describe any significant trends regarding other public and private funders of the arts.
All sources of fubnding except ticket sales have been vastly reduced or eliminated. Private contributions are down parallel to the national economic downturn. Starte funds have been decimated, and municipal funds are reduced as well. The fact that ticket sales are steady demonstrates how important arts and cultural experiences are to the public. But ticket sales are not sufficient to sustain the budgets of our arts and cultural groups.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
1) Restore county cultural funding to its 1998-09 levels.
2) Create a task force that explores cresative ways for arts and cultural groups to work together to reduce costs such as block booking of facilities, shared marketing initiatives, increased involvement from the tourisam industry.
3) Create a dedicated source of revenue for arts and culture.
4) Encourage county owned performing arts facilities to give deep discounts to local cultural groups for rentals. Also, require groups that receive significany county funding to allow local groups to use their facilities at reasonable rastes (such as the Miami City Ballet).
5)Utilize existing structites such as the Chamber of Commerce to educate corporations about the value of and return from contributing to arts and cultural not-for-profits.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Miami-Dade County has many good cultural facilities, however, few are truly functional due to poor location, excessive rental and technical fees, parking and public transportation issues, and media coverage of events outside of the major venues.

5) Are there any other important issues the Task Force should consider?
The current situation has brought the arts and cultural community together as never before. This opportunity should be utilized to keep cultural groups working together to solve common problems that continue to arise after the currenmt crisis has passed such as: media coverage, more linkages to the tourism industry, affordable health insurance for artists, neighborhood facilities.

Name: Delma Iles
Organization: Momentum Dance Company

RESPONSE #2

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Financial support from public and private sources
Media coverage

2) Please describe any significant trends regarding other public and private funders of the arts.
The public as the private and corporate funders are cutting funds at the same time - whereas there are no other resources available

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
The leadership of the M-D County Dep. of Cultural Affairs in directing our consolidated actions in difficult times as well as the Department's (Michael Spring's) creative and tireless effort to keep the arts in our area on high level -- is absolutely the first factor.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
For the classical music midium size organizations the AA Performing Arts Center is too big and too expensive. Other venues - Gusman Center raised its prices to the level that became impossible to the Chopin Foundation to host its National Chopin Piano Competion there in 2010 (asking rent price for the 8-day event was between $52K and $39K - whereas in 2005 it was $15!). The M-D County Auditorium offered reasonable price below $20K -- which we accepted. There is no other medium size concert hall available (up to 1000 seats)in M-D area.

5) Are there any other important issues the Task Force should consider?
It would hel enormously ifthe publicly owned venues, such as M-D County Auditorium, could be rented at minimal rates for special events such as the National Chopin Piano Competition, which will be free to the public through he finals. Or to establish a kind of grant for this purpose.

Name: Viga Gewert
Organization: Chopin Foundation

RESPONSE #3

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Capacity building for non-profits is important, as is reflected by the City of Miami's Miami NICE program. I believe all our county's non-profits need advice on how to build a strong, working board of directors. We also need more funding, as always, but I think that funders need to pay attention to some of the smaller, community-based arts/culture organizations that engage residents in art-making. We invest too much in spectacle. I think we have fantastic, hardworking people working at Miami-Dade Cultural Affairs and they should have a voice in decisions, too. They know so much @ what's going on with our arts/culture organizations!

2) Please describe any significant trends regarding other public and private funders of the arts.
Miami-Dade needs to stop being so darned provincial. I wish we would look outside our borders to the trends on a national scale. We spend too much $ investing in the fluff (e.g., fancy-looking buildings or public art that don't do anything to enhance public space -- sorry, that's my opinion) and not enough to support the creation of art by residents. Other funders around the country are investing in arts and civic engagement/social change projects, arts that truly enhances public space (with participation of residents), and what is called participatory arts (see the Urban Institute for more info on this). We need to step up our awareness of national trends related to the arts. I applaud M-D Cultural Affairs for investing in innovative projects, but I do not see this investment coming from other local sources, governmental or private.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

I think we are missing out on opportunities for what I call triangulation between arts/culture orgs, business and public space. For instance, an arts/culture program in a local park could benefit nearby, local small businesses (e.g., people participate in an activity, then go to the business for lunch or dinner). The park, the business, the organization and the residents benefit. If we had more of a place-based perspective on arts/cultural activities, we could truly build our local economy and create a ripple effect of win-wins.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
We do not have enough mid-sized venues. For instance, the Manuel Artime Theater in Little Havana is a great venue, but now it's booked up way too fast. I think other venues are UNDER-utilized, like the Tower Theater. I also think we need to make better use of parks, plazas and other outdoor public spaces for arts activities and performances. We need to improve our festivals, too. I love Viernes Culturales because it benefits the business district and is popular among tourists and locals alike. It has MANY economic benefits and also creates a meeting space/gathering space for residents; it also celebrates our LOCAL artists. We need MORE opportunities for gatherings. Residents need more places to connect. But other festivals (Calle Ocho in particular) have become disgusting and over-commercialized. Miami-Dade still does not get cultural tourism. And still other festivals take place indoors when they could be benefiting a business district. Also, we need investment in or incentives for businesses (and social entrepreneurs) that offer their space for arts/activities and performances. If we had more coffeehouse/performance spaces, for instance, we would have more gathering places. Create gathering spaces and you create connections/collaboration between residents. Build social and creative capital, and you build a better city/county. This is documents by statistics and facts.

5) Are there any other important issues the Task Force should consider?
INNOVATION. CREATIVITY. We need to think outside the BOX!! We need to invest in what is UNIQUE about South Florida -- not just galleries and visual arts, but our extraordinary cultural diversity, our fusions, our eco-artists, our amazing projects working with youth, our EDUCATORS (for both youth and adults). We need to reward collaboration and innovation. We need to make sure that organizations have a real board of directors vs. just a board on paper. That's my two cents!

Name: Corinna Moebius
Organization: Bordercross Consulting

RESPONSE #4

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Providing enough financial support to sustain cultural organizations through this recession. While everyone needs to tighten the belt; starving the organism will lead to permenant impairment of the community cultural developments that have been achieved over the past decade.

2) Please describe any significant trends regarding other public and private funders of the arts.
The economy has hampered the fund raising capability of ALL not for profit organizations. This is likely to continue through 2010.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
I think some forums that allow like groups to come together to share survival strategies can be a benefit to the community. Joint efforts by like minded groups can collaborate to support the community.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
The Arsht Center has impoved the diversity of its programming and has done a good job at reaching out to the community; the Ailey summer camp stands out as a very successful community outreach program. More of this should be done throughout the community. Local theaters in Coral Gables, specifically Actors' Playhouse and the Biltmore also contribute substantially to cultural diversity in the area. The Science Museum is also in this category. The cultural development needs to be expanded further south in the county. How about community theater outreach programs in South Miami through Homestead? Supporting more grass root community arts programs could help sustain cultural development during this difficult time.

5) Are there any other important issues the Task Force should consider?
Bare bones funding issues should take into consideration the life of the organization. Where possible, consultations with organizations to help them work through this period can make a difference to the viability or our cultural community.

Name: Joseph Mara
Organization: Fairholme Capital Management

RESPONSE #5

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
High cost of activities.
Low budgets on grants available.

2) Please describe any significant trends regarding other public and private funders of the arts.
(?)

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Theatre
Festivals
Supporting ethnic organization
A different budget for each item.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
To start moving the audience,to stablish A YEAR of free tickets FOR EVERYBODY.
Facilities must decrease their rent level.

5) Are there any other important issues the Task Force should consider?
Moving authorities, and grant donnors to participate in this effort

Name: Vicente Raúl García Huerta
Organization: Grupo Teatral El Duende

RESPONSE #6

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
I believe that the most important factor affecting the sustainability of the cultural life in Miami-Dade County is the lack of basic public information on how the arts sustain our local economy. The majority of the public do not believe that a healthy artistic life is esential to the well being of our community. I don't believe that the public is truly aware of the economic impact of the Arts in South Florida.

2) Please describe any significant trends regarding other public and private funders of the arts.
The Bad news: The doors of our funders have been closed. The Good News: I have been swamped with professional volunteers who are out of work who wish to keep their resumes active and wish to volunteer with our organization. I have more volunteers across the board this year than I have in the past six years, combined.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Shakespeare Miami is preparing for the City and County budgets to be cut to the bone. Despite this, we have consulted with our board and have chosen to move forward with our annual Shakespeare in the Park event. We will rely more heavily on volunteer staff, actors and crew. We have secured less expensive back-up locations and designed less expensive sets and technical requirements with an eye toward further budget cuts.

I met with my board and company members and asked if they though that we should fold the company or try to survive the next few years. Everyone felt our mission of providing free performances to a public already battered by this difficult economy, was more important than ever. We have committed to our community for the long run.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Sighhhhh. Shakespeare in the Park belongs in Bayfront park. Because of the high cost of using public facilities, County theatre spaces are simply out of reach. The county spends a lot of funding on facilities for touring productions and the rest of us make do.

Bayfront park should be made available for free - one week per month to any qualified cultural group that wants to use it for free performances. This is not such an outrageous statement. The public needs free access to their public facilities once in a while.

5) Are there any other important issues the Task Force should consider?

Name: Colleen Stovall
Organization: Shakespeare Miami

RESPONSE #7

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
THE IMPORTANT FACTORS ARE CHILDREN, THEY HAVE NO VOICE IN THESE MEETINGS AND THE ARTS ARE A GREAT AVENUE FOR THE CHILDREN TO EXPRESS THEIR FEELINGS AND TO KEEP THEM OFF THE STREETS.

2) Please describe any significant trends regarding other public and private funders of the arts.
THE FREE FAMILY FESTIVALS ARE A GREAT AND IMPORTANT PART OF OUR COMMUNITY. FAMILY EVENTS KEEPS THE FAMILIES TOGETHER AND THERE IS GREAT DEMAND FOR THESE EVENTS.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
WHAT I FIND EFFECTIVE ARE THE GREAT SPONSORS THAT HAVE MADE MANY EVENTS HAPPEN AT AN AFFORDABLE PRICE.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
I THINK THE CULTURAL FACILITIES SHOULD WORK HAND AND HAND WITH US SMALL EVENT AGENCIES TO PUT TOGETHER SHOWS THAT WILL BRING BOTH VOLUME TO THE FACILITY AND INCOME FOR THE SMALL BUSINESS AGENCY, PRICES ARE WAY TOO HIGH AT THE MOMENT.

5) Are there any other important issues the Task Force should consider?
YES...THERE ARE MANY MICRO/SMALL BUSINESS ENTERPRISES LIKE MYSELF, PATI VARGAS ENTERTAINMENT THAT SOLELY DEPEND ON ARTS AND CULTURE. A PHONE CALL ANSWERED AND OPPORTUNITY FOR US SMALL COMPANIES WOULD BE WELCOMED.

Name: PATI VARGAS
305.223.2245
Organization: PATI VARGAS ENTERTAINMENT

RESPONSE #8

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
1. Audience Development. In order to sustain cultural organizations you need to cultivate and groom new audiences. First this starts with culture in the schools. Arts education at an early age instills a passion and appreciation that lasts a lifetime. Second, accessibility to the arts for all levels of the community is key and especially in the current economy, ticket prices need to be more affordable. Third, the community needs to be aware of the arts. When reduced organization budgets prohibit large scale advertising, it is the responsibility of the media and community organizations (i.e., chamber of commerce) to get the word out to the public and especially to newcomers in the community.
2. Corporate Support. It is easy for corporations to put their name and money behind high visibility sporting events, but community leaders also need to encourage locally based corporations to support arts groups. Arts groups need to make sure that there is a tangible "good will" return and visibility for corporate investments.

2) Please describe any significant trends regarding other public and private funders of the arts.
For our organization, we have noticed that major private donations have decreased by approximately 25%. People are obviously way more conservative with their money and the arts are typically considered expendable.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Our 2009 season concluded at approximately the same levels as 2008 in terms of budget and attendance. However, 2010 will pose a huge challenge and some of the ideas I would suggest that our organization consider are:
1. Continuing to use pooled databases (i.e. South Florida Arts Database). We did a few e-mail exchanges with the New World for example where we sent out an e-mail to our database recommending one of their concerts and they did the same for one of ours.
2. Collective advertising programs. For example several classical music presenters that have performances in February could go in on a full page ad in the Herald vs. 3 or 4 tiny ads that might get lost.
3. We are considering cutting our series from 4 days to 3.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
I know there are some great facilities in the County and our organization has used a few, but I am not informed enough to comment in detail about their usage. My guess it is that they are underutilized. IDEA: what if some of the major venues (Arsht Center, M-D Auditorium, Gusman) created a lottery and offered one or two nights pro bono to a local arts group that met certain criteria . . .

5) Are there any other important issues the Task Force should consider?
I think the Task Force is a great idea. This survey is good too. The more dialogue generated between community leaders, arts groups and the public the better. When resources are limited, we all need to get creative and work collaboratively to insure survival. The reality is that some arts groups may not survive through this recession. There are a number of forces at work here and if there is a decrease in interest/support for the arts from the general public, community leaders, corporations and government because they of necessity are more focused on health care, real estate, retail, banking, etc., then we will have to wait for another ground swell of support when the economy improves. Hopefully people will realize that their quality of life is compromised because of a lack of culture.

Name: Barbara Muze
Please don't hesitate to contact me if I can of any assistance to the Task Force
Organization: Patrons of Exceptional Artists/The Miami International Piano Festival

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RESPONSE #9

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Funding, exposure, and accesibility

2) Please describe any significant trends regarding other public and private funders of the arts.
funding for the arts has been on a recent decline due to the global/US economic slow-down. However, some larger private donors are still contributing due to their robust financial portfolio

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Consolidation and collaboration is difficult in Miami because of the current state of the Arts. We currently have a few major entities that represent the cultural community that, due to their large size, are dependent on large public and private donors to operate. Since there is a very limited pool of large institutional money out in the market place, these entities end up competing for similar funding sources. This competition, in the past, has limited collaboration and would also make consolidation an nightmare when all the different financial arms must be tied together and shared.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Very, very few! For a county of our size and stature we only have the a few major theatrical and musical venues, and for the visual arts we only have a few major museums. Smaller theaters and smaller galleries are few in Miami and the ability for the entire population to access them is very limited due to social and economic barriers.

5) Are there any other important issues the Task Force should consider?
Not cutting budget of Arts program and if so make it a gradual

Name: Michael L.

Organization: (independent)

RESPONSE #10

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Proposed County Budget cuts impact the sustainability of cultural organizations more than anything else.

2) Please describe any significant trends regarding other public and private funders of the arts.
State and corporate funds for the arts have decreased significantly over that last couple of years. Federal funds decreased significantly about a decade ago. individual donations and ticket sales are down due to recession as well.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
The cultural community has already incorporated many consolidation and collaboration strategies. These cuts would seriously impact the economic health and quality of life in this community.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.

5) Are there any other important issues the Task Force should consider?
creation of a united way type public private fundraising solution for the arts in Miami Dade.

Name: Jane Gilbert
Organization: High Impact, Integrated Solutions

RESPONSE #11

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Dedicated funding sources that allow for long term planning and development of programming, marketing plans and growth. Constant begging for funds weakens organizations and fatigues the public, especially donors.

2) Please describe any significant trends regarding other public and private funders of the arts.
There needs to be greater cooperation among smaller arts organizations so that resources and information can be shared. Competition for private and municipal funding and audiences is continual problem.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
MAM: Should be our biggest art resource but is underused due to location. MOCA: Innovative, but small. Performing arts center: Very good, but needs more cutting edge programming. New World Symphony: has the potential to be internationally recognized.

5) Are there any other important issues the Task Force should consider?
Bold, innovative programming a must. Encourage creative risk taking among organizations. Promote uniqueness of Miami arts programming as keystone for cultural tourism. Mix high and low culture together. We should be as edgy as

our hippest clubs and restaurants and not fear backlashes from the population at large. They are used to our somewhat chaotic culture.

Name: Lisa Austin
Organization: Lisa Austin & Associates (fine art advisory firm)

RESPONSE #12

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?

2) Please describe any significant trends regarding other public and private funders of the arts.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.

5) Are there any other important issues the Task Force should consider?
I think the Task Force should consider the importance of cultural activities for M-D adults and children. M-D County somehow found the $ for a baseball stadium at a time when there was no money. Where are their priorities?????????? I understand all too well that national prominence is very imp. to officials but I would hope they care something about their constituencies that support them.

Name:
Organization:

RESPONSE #13

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?

2) Please describe any significant trends regarding other public and private funders of the arts.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
This comment is specifically related to the proposed reduction in staff and programs at the African Heritage Cultural Arts Center. It will be a sad, tragic event to see this vital artery of artistic development reduced to little more than a rental facility. The many students that are now being served will dwindle as their parents find that they will not be able to afford the services provided by the prospective vendors. Please reconsider this agenda item for the sake of the children, the major stakeholders at risk.

5) Are there any other important issues the Task Force should consider?
I had the opportunity and pleasure to sit in a review panel meeting for the Miami Dade Cultural Affairs Community Grants Program and was pleasantly surprised to hear about all of the organizations (including my own) that had

submitted the RFA for that quarter. This was my first time applying for the grant and did not know what to expect. We were invited in to listen and observe, although comment was not possible. However, comment was not needed as I soon discovered that these panel members were our allies fighting on our behalf to spread what was already a drastic decrease in the funding to the various worthy community groups that had submitted applications.

This meeting had a lasting effect on me, especially because of the kind remarks I heard about the play that I was producing on behalf of my deceased brother, the playwright. Most memorable, however, was the professionalism and collegiality of these individuals as they sought to fairly distribute funding to the various groups that represented many ethnicities and entertainment genres. As an educator, we can learn a lot from them about "number crunching."

Most importantly, my heart is saddened by the possibility of losing the chance to attend performances that are funded by these performing and visual arts dollars and cents (sense). There is a generation at stake of being influenced by only those who have the monies to write, produce, and perform the various types of creative arts, practically eliminating the grassroots efforts. This is not the type of world I would want my grandchildren to grow up in.

Name: Althea Duren
Organization: L.A.B. Productions, Inc.

RESPONSE #14

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
-on-going commitment from a parent organization (i.e. city, county, state or private university, foundation)to a percent of operating costs.
-adequate operating endowment.

2) Please describe any significant trends regarding other public and private funders of the arts.
-funding is being sharply reduced at all levels and this trend, if it does not continue, will probably never be reversed to the extent of restoring funding to the 2006-2007 level.
-private donations whether through membership, annual fund drives and foundation giving has been severly curtailed by the current economy.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
If by consolidation you mean merging organizations, this strategy, given the current economic environment, would need to be undertaken with great care. Collaboration could work for dance, music, and visual arts if the costs for organizing the program can be fairly distributed among the collaborators.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
The current cultural facilities in Miami-Dade County seem to be fully utilized. This is true of the visual arts organizations.

5) Are there any other important issues the Task Force should consider?
Miami-Dade County has come a long way in developing its cultural infrastructure over the past thirty years, which is certainly laudable. This development was, however, often taken without fully appreciating the on-going operating costs for the facilities as they came on line. Goals for operating endowments were set but many were not made and little was done to reduce expenses in the building of the facilities. The Task Force needs to set a standard that firmly states that any new County initiated cultural facilities must have an endowment equal to at least 50% of its projected

opening operating expenses. Most importantly, endowment fundraising goals should not be empty promises, but established up front. The danger of not setting standards is the ultimate ire of the general public who are too often asked to pick up the tab at the end. City, State, or privately funded organizations need to adhere to the same standard.

Name:
Organization:

RESPONSE #15

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Cultural organizations throughout Miami-Dade County are desperately in need of greater funding for a wider variety of art activities. Art and cultural activities are important educational tools that are often neglected in educational programs across the country.

2) Please describe any significant trends regarding other public and private funders of the arts.
Due to the economic state of the country, both public and private funders have less money to offer the agencies they wish to support. Because we are focused on children, particularly those in disadvantaged communities, funders have expressed great desire to support our organization but have been unable to do so this year due to a lack of funds.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Cultural organizations must partner to provide seamless services while taking care not to duplicate services to the same population. We currently work strictly with low-income populations in order to bridge the cultural divide between the "haves" and the "have-nots."

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
It would appear that there are a wide variety of cultural facilities available throughout Miami-Dade County. Symphonies, musicals, and other forms of art from across the globe are available on any given day throughout the county. Many programs, such as Culture Shock Miami, are aimed at children and adolescents. This exposure to a variety of cultural and artistic forms is an important influence on their identity development, empathy, and future goals. However, children and youth residing in lower income communities may be missing out on these opportunities. Bringing cultural programs into schools and offering after school cultural and art programs are also wonderful methods of exposing youth to opportunities available in the community. Programs such as Playing the Game of Life® offer school-aged children a glimpse into beautiful and inspiring cultural art forms from around the world that they may learn more about at the various museums, art and culture centers throughout Miami. Unfortunately, many participants in Playing the Game of Life® are unable to access the programs offered by larger organizations. The larger organizations also have not reached out to partner with the smaller agencies and sadly, do not share their beautiful facilities without cost.

5) Are there any other important issues the Task Force should consider?
Expanding research regarding all cultural organizations currently in existence, both large and small, would greatly improve knowledge of the availability, accessibility and benefits of art and culture programs. Many smaller organizations are attempting to make great strides in bringing art and culture to disadvantaged communities, but by encouraging larger organizations to support the smaller ones, the Task Force would be greatly assisting in this process.

Name:
Organization: Stand Up For Those Who Can't, Inc.

RESPONSE #16

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
The sustainability of cultural organizations is affected by a lack of support of the arts. Funding and public support of the arts allows us to sustain the rich past and bright futures of our heritage. These funds must be used resourcefully and responsibly. Organizations must demonstrate proven artistic, educational and cultural value. The sustainability of the cultural organizations is to continue to protect our cultural richness and diversity.

2) Please describe any significant trends regarding other public and private funders of the arts.
The trends regarding other public and private funders are to explore ways to apply for grants. The goal is to induce decision makers in the public and private sectors to make efforts by making cultural arts available to all on an equitable basis by absorbing part or all the costs necessary to manage an organization.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Many years ago the company coordinated an event called Caribbean Dance Celebration which allowed various groups in Miami-Dade County to participate. It allowed us to consolidate and collaborate with all cultures in the caribbean and the diaspora. Working to develop joint projects such as the Community Experience Tours, where tourists visited several areas on the same day. The participating communities organized events to showcase their culture.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
The facilities are available but costly. By the time you purchase insurance, sound, lighting, and the staff to operate the equipment, the bulk of the money is gone. Theaters such as the Caleb Center, Dade County Auditorium, The Gusman Theater are not used as often as they used to.

5) Are there any other important issues the Task Force should consider?
One of the best things about Miami-Dade County was the ability to compare it to big cities such as New York and Chicago as related to the arts. Tourism plays a vital role as it helps to promote awareness and respect for other cultures. It is inconceivable that assistance and support for the arts is being jeopardized by lack of funding. Please explore all possible means to allow Miami to move forward artistically.

Name:
Organization:

RESPONSE #17

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Funding for cultural arts programs and government support.

2) Please describe any significant trends regarding other public and private funders of the arts.
Both private and public funders of the arts have either eliminated funding or cut down on funding in the arts.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Consolidation with sports and tourism industries couldd prove to be effective. More collaboration with the business communities locally is another strategy.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
There are not enough cultural facilities in Miami Dade County especially in the underserved communities of Liberty City and Overtown. The few that are available is out of range as far as usuage by non profit agencies due to cost for the use of these facilities. People need cultural activities to live a fulfilled and balanced life. There are not enough cultural faciilities in Miami Dade County especially for a county that is so culturally diverse. Cultural development contributes to the health of the local economy and alot more emphasis should be placed in cultural activities for the Miami Dade communities.

5) Are there any other important issues the Task Force should consider?
The Task Force should consider that taking part in cultural activities individuals can have benefits for health, personal and social development and quality of life. At the same time there are environmental benefits associated with cultural provisions in the form of parks, gardens, green spaces etc. Cultural activities can play an important role in helping to provide solutions to some of the challenges Miami Dade County is facing, whtether it be helping to bolster the local economy, regenerate some of our run down areas, tackle issues related to youth, as well as develop a healthier community or promote community responsiblity and pride of place. Cultural activities do not need to cease but increase especially youth related programs.

Name: Ingrid Stuart
Organization: Virginia Key Beach Park Trust

RESPONSE #18

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Audience development should be a priority. Get more people on public transportation and into museums, teens, old people, families, etc. Museum education programs should be given a top priority. As important as curatorial.

2) Please describe any significant trends regarding other public and private funders of the arts.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Packed with folks on openings and special events. Not utilized enough as daily resources. Forge more connections with university and high school students.

5) Are there any other important issues the Task Force should consider?
downtown Miami would be much more vibrant, attract more visitors, if student housing were created for MDC students. Cafes. cinema, bookstore, etc. will all follow. The vacant condos are probably readily available for use...

Name:

Organization:

RESPONSE #19

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
ALL OF THE CUT THE CUTS THAT ARE ALWAYS PUT IN PLACE WHENEVER THERE IS A SHORTFALL IN BUDGETS.

2) Please describe any significant trends regarding other public and private funders of the arts.
THIS CITY LIVES ON TURISM YET THERE IS NOT REALLY MUCH TO OFFER. SINCE WE HAD ART BASEL, ALL TOURIST COME TO MIAMI EXPECTING THIS "GREAT ART FACILITIES" BUT THAT IS NOT WHAT FIND. WE, AND YOU, THE GOVERNMENT HAS TO BE PROACTIVE AND REALLY CREATE GREAT MUSEUMS, AND OTHER ART FACILITIES. WHEN IT RAINS, EVERY ONE SCRAMBLES TO FIND OUT SOMETHING TO DO, AND IT IS NOT THERE. THAT'S WHEN WE LOSE THE CHANCE TO IMPRESS BUT WE DO DISSAPPOINT.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
MUSEUM PARK IS GOING TO BE A FANTASTIC PROJECT, AND I BELIEVE IS GOING TO INCREASE THE INTEREST OF MANY PEOPLE AROUND THE WORLD. MUSEUM PARK IS GOING TO DO FOR MIAMI, WHAT THE BILBAO MUSEUM FOR THE CITY OF BILBAO. MUSEUMS, MUSIC, DANCE, SCIENCE, ARE THE HEART OF A VIBRANT COMMUNITY. IF GOVERNMENT IS NOT AWARE OF THAT WE ARE DOMMED.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
THE CHILDREN'S MUSEUN, PAC, MIAMI ART MUSEUM, PARROTT JUNGLE, SEAQUARIM, AND MANY OTHER (GOVERNMENT ASSISTED FACILITIES) NEED FUNDING TO KEEP AFLOAT AND BE ABLE TO PRESENT PROGRAMMING THAT IS GREAT AND BEAUTIFUL, BUT I KNOW, EVEN WHEN WE "WERE IN THE MONEY", THIS FUNDING WAS VERY LIMITED. I WANT TO STRES THE FACT THAT YOU CANNOT GO TO THE BEACH EVERYDAY WHEN YOU ARE ON VACATION, YOU AS AS TURIST ARE ALWAYS LOOKING FOR MORE THINGS TO DO AND IF YOU ARE EUROPEAN, THEY ARE ALWAYS LOOKING FOR ARTISTIC VENUES.

5) Are there any other important issues the Task Force should consider?
YES. IF THERE IS A SHORTFALL IN THE BUDGET, IT IS THE ARTS AND EDUCATION THAT TAKE THE HIT. I MUCH RATHER SEE MY TAXES INCREASE THAT HAVE FURTHER CUTS, LAY-OFFS (WHICH MAKE MATTERS WORSE FOR OUR ECONOMY AND THE PEOPLE THAT WILL LOSE THEY JOBS. IN THE CONDOMINIUM THAT I LIVE IN, EVERY YEAR OUR MAINTENANCE GOES UP 5%. IS IT BAD, YES, BUT NOTHING IS FREE AND EVERYTHING KEEPS GOING UP AND WE HAVE TO PAY FOR IT. INCREASE PROPERTY TAXES AS $.50 TO RIDE THE METROMOVER. IT IS NOT MUCH MONEY BUT IT WILL HELP. IF YOU ARE ALWAYS CUTTING BUDGETS FOR THE ARTS AND EDUCATIONS, THERE IS REALLY NOTHING LEFT. WHEN TOURIST COME LOOKING FOR A GREAT MUSEUM AND GREAT ART, THAT IS NOT WHAT THEY FIND AND THEY ARE GREATLY DISSAPOINTED, IF WE LOSE TURISTS, THEY WE ARE REALLY GOING TO BE IN GREAT TROBLE. DO WHAT YOU HAVE TO DO TO GET OUT OF THE MESS THAT WE ARE IN, INCREASE THE TAXES AS YOU THINK THEY SHOULD INCREASE BECAUSE I RATHER PAY TAXES THAN SEE MY CITY GOING DOWN THE DRAIN. "IT IS HARD TO MAKE DECISIONS,BUT THAT'S WHY YOU ARE THERE FOR. DO NOT LET THE "NO' tAXES PEOLE CREATE MORE PROBLEMS THAN THE ONES WE ARE ALREADY IN.

Name: MARIA CRISTINA VELEZ
Organization:

RESPONSE #20

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Lack of diversity in funding source esoecially overeliance on grants and special events, ability to hire development staff either full or part time. Need to improve board governance.

2) Please describe any significant trends regarding other public and private funders of the arts.
There are more dollars to be gained from individual philanthropy but arts organizations tend to rely too heavily on events and corporate sponsorship.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Easy collaborations are around: space, shared backroom operations, purchasing power. Harder collaborations around programming, artistic vision, sharing of staff.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.

5) Are there any other important issues the Task Force should consider?

Name: Susan Galler 305 857 0657, Consultant to Non Profits, expertise in board governance, strategic planning, developing a culture of philanthropy, coaching Exec Directors to improve their performance
Organization: The Galler Group
1581 Brickell Ave, #1705
Miami, FL 33129

RESPONSE #21

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
1. Cultural organizations require a dedicated, sustainable, and reliable level of public support, particularly on a local level.
2. Cultural organizations require ongoing private-sector support—public organizations must be able to assure private donors that their contributions will not lead to like reductions in public support.
3. Cultural organizations need to establish reserves to provide a cushion in lean years; this is particularly difficult for County organizations as reserves may be recaptured for other uses or lead to a reduction in public support based on the perception that funds are not necessary.
4. Cultural organizations are reliant on and support tourist traffic to Miami-Dade County, which is dependent upon the economy and perceptions of our community as a fun and safe place to visit.
5. Cultural organizations are reliant on and support stability of the local community, which is again dependent upon the economy and perceptions of our community as a great place to live with ample services and amenities.
6. Cultural organizations seem compelled to defend their importance, which is more commonly questioned than that of social service organizations, despite much research on the economic and educational impact of cultural organizations.
7. There are so many cultural organizations in our community, small and large, established and emerging; can they all be sustained?

2) Please describe any significant trends regarding other public and private funders of the arts.
1. County funding for museums has declined in the three years due to budget cuts—Vizcaya's by approximately 50%.
2. State funding for cultural organizations has declined precipitously in recent years, creating an enormous funding gap.
3. Federal funding for the arts is very lean; stimulus funding of $50 million pales in comparison to that for other services. We received the highest possible NEA grant of $50,000, which is a wonderful honor but does not go far in relieving budget gaps.
4. Earned revenues from corporate facility rentals have declined precipitously as a result of the economic downturn.
5. Donations from private funders have declined as a result of the economy.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
1. GMCVB provides excellent marketing opportunities for the cultural community.
2. The airport and seaport are important venues to advertise the County's cultural resources, and ideally dedicated space (that does not compete with paid advertising) could be provided for this purpose in an ongoing fashion.
3. Partnerships with local universities can help to ensure that appropriate training is available to create a competitive pool of cultural professionals.
4. There is dire need to enhance local art conservation expertise; as no museum is capable of developing a full-service conservation department, there would be benefit in shared training and employment through a conservation center supported by the larger cultural community.
5. Climate-controlled storage space is expensive and the museums would likely benefit from a shared facility at least in the short-term.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.

5) Are there any other important issues the Task Force should consider?
Consider a dedicated source of income, comparable to the Tourist Development Tax, to properly fund well established, well-run cultural institutions, such as local museums and/or performing arts facilities. Ensure this allows for inflationary and operational growth over time.

Name: Joel M. Hoffman
Organization: Vizcaya Museum and Gardens

RESPONSE #22

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
There is no dedicated source of funding for the Arts in MDC. Other areas have solved this with a "United Fund of the Arts" which can be regulated so that arts organizations don't feel they are losing any individual supporters by joining forces.

2) Please describe any significant trends regarding other public and private funders of the arts.
Everyone is tightening their belts and the effects will be felt for a couple of years. Now is the time for a discussion of a United Fund of the Arts as stated in #1 above.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

Sharing of resources has always been important to the sustainability of our arts organizations. This is why we have the Theatre League Of South Florida, the Festivals Committee, and other non-profit service organizations assisting with ideas and help to its members. While most arts groups are not interested in sharing performing spaces, the MD Parks Department might have a solution with some of their community centers and alternative spaces becoming available at reasonable rates of rental. Costumes, props, settings all can be shared and marketing ideas need to be brought forward. If the Miami Herald is unwilling to do an ABC of Arts programs on a regular basis (which I have been trying to get for too many (12) years at least. On line calendars and ezines of the arts are working well.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
While the Arsht Center remains too expensive for most renters, the Miami Dade County Auditorium is certainly a viable space at reasonable rates. Likewise, the Caleb Center Theatre, the Artime Theatre, and other of the spaces renovated with funds from Cultural Affairs Existing Facilities grants. Also, please note above in item #3 the remarks about MD Parks spaces.

5) Are there any other important issues the Task Force should consider?
Taking some of the $12million for Arsht Center and spreading it around to the other facilities that need assistance.

Name: Barry Steinman, Manager
Division of Arts & Culture
(founder of Theatre League of South Florida)
Organization: Miami Dade County Parks Department

RESPONSE #23

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Reliable annual funding -- In order for major organizations to produce world-class productions, we need to know funding levels for 3 to 5 years in advance.

2) Please describe any significant trends regarding other public and private funders of the arts.
Corporate support is declining, and increasingly comes from marketing budgets, requiring us to help the donor achieve financial goals. The public's shift from season tickets to single tickets requires increased marketing costs for each production, and using new facilities has involved increased costs.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Sharing back office services: FGO & Arsht Center IT collaboration, Tessitura database consortium, Joint Gala with Arsht Center and resident companies.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
As a resident company, the Arsht Center is available for all of our productions - the Ziff Ballet Opera House is heavily used.

5) Are there any other important issues the Task Force should consider?
Great art must be subsidized - Europe provides from 70 - 90% of the budgets for arts organizations. In the USA, few organizations receive over 7 or 8% of their budgets from governmental sources.

Name: Justin Moss
Managing Director for Public Relations & Community Affairs
Organization: Florida Grand Opera

RESPONSE #24

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Funding is the biggest hurdle
Strong, active boards necessary to keep up fight

2) Please describe any significant trends regarding other public and private funders of the arts.
Private and corperate funding is down with the economy
Causes more strain on county funding
Art instruction is being cut in schools
Efforts such as 'All Kids Included' and VSA arts are helping disabled kids thru the arts with great results

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Many organizations are not able to make the cut of many grant programs. We need small startups to address many neighborhood issues served by the arts. Perhaps some of the stronger organizations could adopt a smaller neighborhood projects. Incorperation of disabled in marketing and events should be better addressed. VSA arts FI as well as All Kids Included can help

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Would like to see smaller local venues available
The Banyon Bowl at Pinecrest Gardens (the old Parrot Jungle)would be a good site
There are many organizations that have expressed an interest in using the location if it is developed

5) Are there any other important issues the Task Force should consider?
Advancing accessability to all increases the support given to organizations

Name: Patsy Rodriguez - I would love to help in any way
Organization: All Kids Included
VSA arts FI

RESPONSE #25

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Cultural organizations contribute to the overall quality of life of our Miami-Dade County residents and visitors alike. Our local cultural organizations provide employment for 22,895 local residents and generate $648.7 million in annual household income. Overall, the arts generate $922 million in local economic impact a year. Without the support of our local governments our non profits will be negatively impacted and some may have to close their doors.

2) Please describe any significant trends regarding other public and private funders of the arts.

Funding from all sources is down because of the economy, which means any sources that can be made available must be made available. A noteworthy trend by the public during times of economical recession is high attendance to cultural facilities.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
The consolidation of organizations is not a good idea. Every cultural organization has its own identity and mission and provides a unique service to the community. The types of consolidation efforts that could provide value are of another nature. For instance, the creation of a resource sharing collaborative non profit committee could be created. Case in point, the non profit group Hands on Miami could assist with intern needs of other organizations. Another non profit may have training CDs that could be shared by other non profits. A list of our cultural groups' needs would have to be created and circulated so that synergies can be identified.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
There can never be enough cultural facilities in any city that would like to think of itself as world-class. The usage level of our cultural facilities is difficult to answer without conducting a thorough market trend analysis.

5) Are there any other important issues the Task Force should consider?
Without cultural organizations, Miami will fall back to an image that it has fought hard to overcome. Cultural organizations are integral to the view of Miami-Dade County as a world-class cultural destination.

Name: Tina Cornely
Organization: Miami Art Museum

RESPONSE #26

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Shrinking financial resources and overlapping. There are a lot of arts organizations that are doing similar work in the same neighborhoods. There are all competiting to obtain dollars from the same small pool of local corporate and private donors.

2) Please describe any significant trends regarding other public and private funders of the arts.
Public funds are shrinking -- private funds are harder to obtain.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
We've all gotten into the habit of marketing only to our own constituents - but many of us share the same pool of constituents. Collaborating on marketing and promotion between the right groups could be a win-win strategy for everyone. Partnerships like CEM allow arts organizations to get tother on a regular basis and share information.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
The availability of facilities is strong and their presence in communities is great.

5) Are there any other important issues the Task Force should consider?
The establishment of a Cultural Trust (based on the Children Trust) the fundinf TBD but once funded could provide a dedicated source and general marketing for all institutions.

Name:
Organization:

RESPONSE #27

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Shrinking disposable income for arts patrons and rising costs of performance venues are squeezing arts organizations.

2) Please describe any significant trends regarding other public and private funders of the arts.
Private funding of the arts is becoming extremely competitive - public funding has always been extremely hard to come by, but now both are very hard.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Many venues are available, most are very expensive and most are not used to their complete capacity due to this expense.

5) Are there any other important issues the Task Force should consider?

Name: Sofia Ochoa
Organization: Miami Symphony Orchestra

RESPONSE #28

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Cultural organizations contribute to the overall quality of life of Miami-Dade County, and provide jobs and income.

2) Please describe any significant trends regarding other public and private funders of the arts.
Funding from all sources is down because of the economy, which means any sources that can be made available must be made available.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Consolidation is not a good idea. Every cultural organization has its own identity and mission and provides a unique service to the community.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
There can never be enough cultural facilities in any city that would like to think of itself as world-class.

5) Are there any other important issues the Task Force should consider?

Without cultural organizations, Miami will fall back to an image that it has fought hard to overcome. Cultural organizations are integral to the view of Miami as a world-class cultural destination.

Name: Terry Riley
Organization: Miami Art Museum

RESPONSE #29

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
-Dwindling foundation, corporation and government support

2) Please describe any significant trends regarding other public and private funders of the arts.
-Diminishing portfolios, resulting in smaller or fewer donations
-A fear of giving due to economy or personal portfolios

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
-Seabourn event headed by Arsht Center to benefit resident companies
-Collaboration with The Cleveland Orchestra in Jan. 2009 (music/dance)

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
-Fair availability for community organizations (currently in partnership with Arsht Center)

5) Are there any other important issues the Task Force should consider?
-Arts as an economic engine
-Arts as an important source of jobs
-Arts employees as contributors to local economy (e.g. spending)

Name: Mark Cole, General Manager
Organization: Miami City Ballet

RESPONSE #30

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
• Now more than ever, arts organizations must find innovative ways to demonstrate their community impact. This can be achieved through
1) programming that meets audiences' demands and reflects the County's rich diversity; this year alone the Arsht Center has presented every genre from hip hop and world music to Broadway, classical music and dance. The Center once again extended its programming to include a summer season dispelling the myth that culture is dead in Miami from June to September. The international hit Fuerza Bruta attracted Miami's younger demographic and closed its nine-week run with over 30,000 tickets sold.
2) community outreach and educational programs; our community-based free programming such as Free Gospel Sundays and Family Fest, both underwritten by the private sector, has been a huge success. This summer the Center hosted its first summer camp AileyCamp Miami whose participants were 83 at-risk middle school students. Over 1,200 friends and family attended the culminating performance in the Knight Concert Hall. In addition, we are

expanding our relationship with Miami-Dade Public Schools and next year every fifth grader will have an opportunity to attend a performance entitled Rock Odyssey.
3) community and economic development; As Downtown Miami continues its emergence as a thriving urban center, the Arsht Center is playing an important role in driving new public and private investment in the neighborhood. Just recently the Center finalized a license agreement with Bacardi USA that will pave the way for the Bombay Sapphire Lounge, the Center's newest amenity for patrons and the surrounding neighborhood. In addition, later this year Barton G will open a signature restaurant at the Center.
4) community engagement; The Arsht Center is taking a more active role in the community-at-large. For example, to encourage community input and feedback, the Arsht Center recently established a faith-based advisory council that meets periodically. In addition, the Center is preparing to announce a new leadership initiative that will encourage senior staff and mid-management to apply their skill sets through community volunteerism and board involvement.
5) strategic planning for the future; Arts leaders must be effective strategists if our organizations are to fulfill their missions and cope with changing circumstances. How to respond to uncertain environments, demographic changes and unpredictable resources are challenges we all face. To that end, the Arsht Center's management team has begun to develop a plan for the Center's future by creating a five-year strategic plan. Currently the plan is approximately 50% complete.
6) effective volunteer leadership; The Center's Board of Directors has taken an aggressive role in recruiting new board members who will actively engage in the Center's fundraising.

2) Please describe any significant trends regarding other public and private funders of the arts.

• Public and private entities – corporate partners, in particular – are placing greater emphasis on the ability of arts orgs to operate in line with sound business practices. Put simply, potential funders and donors are looking to align with "winners" at a time when philanthropy and community spending are coming under greater scrutiny.
• In response to this trend, arts orgs should seek to uncover operational efficiencies, while at the same time prioritizing fiscal responsibility.
• For example, the Arsht Center continues to implement cost-saving measures while also having balanced its budget and paid off its last remaining bank debt – seven years ahead of schedule.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.

• As the County's chief performing arts venue, we have developed partnerships with several local presenting groups that are vital to our community's performing arts landscape, including our resident companies (New World Symphony, Florida Grand Opera, Miami City Ballet), International Hispanic Theater Festival, City Theater (Summer Shorts), and the Miami Light Project. These partnerships entitle the groups to favorable scheduling status and significant reductions on fair market rental charges.
• In addition to these cost benefits, we are constantly looking for opportunities to collaborate with our performing arts colleagues. For example, the Center has finalized an agreement with Florida Grand Opera (FGO) to provide technology infrastructure support. The Center's IT personnel will provide FGO with computer support, training and ongoing system maintenance. Through this agreement, both organizations will benefit financially be incurring lower costs when purchasing hardware, software and communication services.
• This November, we will partner with our three resident companies, Florida Grand Opera, Miami City Ballet and New World Symphony to host a single fundraising event, "Arts Odyssey: A Collaboration". Proceeds from this 'first-of-its-kind' event will be divided evenly among the Arsht Center and its resident companies. As a result of this collaboration, the four organizations will be able to streamline promotional and marketing costs and will effectively galvanize their shared base of philanthropic support. This initiative is certain to draw positive national attention to the Miami community.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.

Due to the County's insightful "Existing and Neighborhood Facilities Plan" Miami-Dade County has some of the finest cultural facilities in the country. The usage of the Arsht Center has steadily increased since its 2007 opening. In 2007 the Center hosted 419 events and is projected to host 500 in 2010. As a result of aggressively pursuing co-presenting opportunities the Arsht Center Presents shows have increased from 173 in 2007 to a projected 291 in 2010. Patron attendance has increased most significantly of all figures; 372,000 patrons attended in 2007 while 500,000 are projected in 2010. February 2009 saw the Center welcome its one-millionth patron. In response to the challenging economic climate and to help make performances more accessible and affordable for the community the average ticket price for next season's Arsht Center Presents shows is $42.00.

5) Are there any other important issues the Task Force should consider?
Understanding that all arts organizations are struggling to run more efficient organizations, fundraising and marketing are two areas that present significant challenges. Striving to become a convener in Miami-Dade's arts community, next season the Arsht Center will offer a four-part workshop series that relates to fundraising and marketing best practices in the arts industry; a comprehensive review of customer relationship management and lifetime value programs that gain brand loyalty from audiences will be the focus.
Name: Valerie Riles
Vice President of Board and Government Relations
Organization: Adrienne Arsht Center for the Performing Arts

RESPONSE #31

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
institutional sustainability emphasize the importance of understanding the context in which an institution operates. The sustainability of a given institution is very likely to be influenced by forces external to the organization. Institutional (capacity development) programs are part of an open system, which means that system-wide factors can exert influence on the organization and vice-versa.
* Inputs: (resources): the raw materials, money, people, information, and knowledge that an organization obtains from its environment and that can contribute to the creation of its outputs.
* Outputs: products, services, programs, and ideas that are the outcomes of organizational action. Organizations transfer their major outputs , and use others internally.
* Technology: methods and processes (mental, physical, mechanical) for transforming resources into outputs.
* Environment: comprised of the task environment (external organizations and conditions that affect an organization's main operations and technologies; such as clients, competitors, markets) and their general environment (institutions and conditions that have long range impact on the organization and its tasks, for instance the economy, the political system, the state of scientific knowledge, or the national culture within which the system operates.
* Purposes: strategies, goals, objectives, plans of the organization's dominant decision-makers.
* Behavior and processes: prevailing patterns of behavior, relationships between groups and individuals.
* Culture: Shared norms, beliefs, and values of organizational life.
* Structure: enduring relationships among individuals, groups, and larger units.

2) Please describe any significant trends regarding other public and private funders of the arts.
Stability.
economic, political and socio-cultural dimensions
Flexibility
Economic, political and socio-cultural features of the environment permit and/or support system change
Artificiality
Environment displays high levels of distortion along economic, political, and socio-cultural dimensions

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Developed a more complex social network theory that "accommodates multiple, interdependent stakeholder demands and predicts how organizations respond to

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
Some programs have affected the availability and affordability of service

5) Are there any other important issues the Task Force should consider?
Need the people who will be responsible for implementing any recommendations that the task force might make, Often, this includes senior managers who have conflicting political agendas regarding the task force and its goals. collecting and synthesizing new information about a changing situation within your organization's environment assessing how to improve sales forecasting
• analyzing how to cut costs
• solving recurring operational problem
• A market entry analysis.
• cultivating your constituents
• building relationships between members
• establishing a group identity.
1) Set achievable goals - Carefully specify objectives by meeting with the group's constituents to build consensus around specific, realistic goals regarding both content and timing.
2) Get the right skills and resources - Negotiate appropriate staffing and other organizational resources for achieving the stated objectives.
3) Meet one-on-one with your new group members before you start – Actively manage expectations, gain buy-in and allow members and constituents to voice any questions or concerns in private.
4) Foster a group identity and provide momentum and pace – Help members connect with the group and find and maintain a rhythm for completing their work.
5) Manage constituents' expectations – Consult with key constituents throughout the task force's life. Update them on what's happening, what you're learning, and when you expect to be finished. Remember no surprises!
6) Produce a tangible deliverable – Prepare a document that summarizes your work for your group and your constituents.

Name: Luis Rivera
Organization: Ex Assistant Chief of Staff Governor of Puerto Rico
Ex Chief Legislative Affairs Advisor
State Deputy Director Intergovernmental Relations
GOVERNMENT MANAGEMENT ACCOUNTABILITY AND PERFORMANCE
Ex-Chief Economic Development
Ex-Public Advo

RESPONSE #32

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Funding, audience development, availability of appropriate venues (it seems most performance venues are very small - about 100 seats - or are 1,000 seats or more. We need something in the 300 seat range!

2) Please describe any significant trends regarding other public and private funders of the arts.

They're not giving as much money as they used to.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Sending out eblasts for each other is helpful, but you have to be selective so you don't burn out your own list. A collaboration that needs to happen is that someone needs to provide a cooperative Foundation Center Account so that smaller non-profits can get access to the funding information. It's far too expensive for most small orgs to get on their own.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
As in number 1., a dearth of venues that seat between 100 and 1000. I am always looking for a 300 seat house. Some venues really need renovating, like the North Beach Bandshell. It would get a lot more use if it were in better shape.

5) Are there any other important issues the Task Force should consider?
Promotion and advertising of performances, events, etc.

Name: Jenna Ward
Organization: Miami Children's Chorus (ED)

RESPONSE #33

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Ongoing budgetary support for rehearsal/class facilities, Administrative positions, and program monies for student scholarships

2) Please describe any significant trends regarding other public and private funders of the arts.
The trend seems to be that the arts come last in the scope of community activities and sponsorships

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Utilizing Major concert halls while effectively collaborating the program material with one or two other compatable presenting organizations for solication of funding for concerts and presentations to the public

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
There seems to be space available, however the costs of the fine Union Concert Halls makes some of the facilites out of reach for the smaller sized non-profit arts groups without financial grants, sponsorships and collaborations

5) Are there any other important issues the Task Force should consider?

Name: Marjorie Hahn, Executive & Musical Director
Organization: South Florida Youth Symphony

RESPONSE #34

1) What are the important factors affecting the sustainability of cultural organizations in Miami-Dade County?
Cultural organizations in Miami-Dade County need training so that they can run their NGOs as a business; too many cultural organizations start well, but disintegrate due to a lack of a firm "business plan" that contains clear-cut goals, objectives and strategies.

2) Please describe any significant trends regarding other public and private funders of the arts.
We all hope the economic recession will soon dissipate.

3) Provide a summary of consolidation and collaboration strategies for the cultural community that you find effective.
Reduce turf-guarding among cultural organizations by the creation of a new Cultural Consortium of cultural organizations that can network together and leverage resources.

4) Comment on the availability of cultural facilities in Miami-Dade County and your views about their level of usage? Please be specific.
There are interesting venues that are mainly accessible to the public. However, there is not enough marketing for the venues. Also, some of the venues -- such as the Tower Theatre -- are too specific for a particular ethnic group. The facilities should be for ALL residents and visitors, not just a select few.

5) Are there any other important issues the Task Force should consider?
Develop a Strategic Plan to bring Arts INTO and FOR the community.

Name: Islara Souto, President

Organization: Ydeas, Inc.
Miami, FL and Geneva, Switzerland

Major Cultural Institutions and Large Cultural Organizations

Organization Name	FY2008-09 Grant Award	Completed Fiscal Year - Total Revenues
Major Cultural Institutions		
Actors' Playhouse Productions	224,083	2,995,263
Adrienne Arsht Center for the Performing Arts of Miami-Dade County	400,000	24,450,631
ArtCenter/South Florida	110,000	1,173,215
Arts for Learning/Miami, Inc.	314,000	1,651,837
Bakehouse Art Complex	50,000	1,137,361
Bass Museum	191,891	2,671,739
Coconut Grove Arts Festival (Coconut Grove Arts and Historical Association)	77,330	1,577,700
Dave and Mary Alper Jewish Community Center	50,000	6,754,132
enFAMILIA, Inc.	36,772	1,010,358
Fairchild Tropical Botanic Garden, Inc	417,595	8,375,624
Florida Grand Opera	433,998	15,436,981
Gusman Center for the Performing Arts (Miami Parking Authority)	100,000	1,134,569
Historical Association of Southern Florida, Inc.	178,352	3,263,592
Jewish Museum of Florida	150,000	1,796,028
Lowe Art Museum, University of Miami	177,345	2,680,971
Miami Art Museum	345,887	7,295,981
Miami Book Fair International, Miami Dade College	100,000	1,758,158
Miami Children's Museum	281,951	4,937,626
Miami City Ballet	249,947	4,035,016
Miami International Film Festival, Miami Dade College	75,119	2,250,000
Miami Science Museum	414,079	10,650,593
Museum of Contemporary Art	266,924	3,968,210
New World Symphony	435,814	8,934,266
Patricia and Phillip Frost Art Museum, Florida International University	150,000	1,970,871
PlayGround Theatre, Inc., The	75,000	2,103,192
Roxy Theatre Group, Inc., The	40,000	1,675,598
South Beach Wine & Food Festival, Florida International University	86,402	6,815,000
Vizcaya Museum and Gardens	264,775	5,494,244
WDNA-FM 88.9 (Bascomb Memorial Broadcasting Foundation)	100,000	1,066,664
Wolfsonian, Florida International University	281,835	4,511,827
youngArts Week, National Foundation for Advancement in the Arts	80,498	6,001,036
Zoological Society of Florida (MetroZoo)	325,524	4,978,334
Large Cultural Organizations		
American Children's Orchestras for Peace, Inc.	29,544	577,572
Black Archives, History and Research Foundation of South Florida	50,000	530,412
Brazilian Film Festival of Miami (Infinito Art & Cultural Foundation)	41,579	796,637
Celebration of Miami Carnival (Miami Carnival)	55,614	506,221
Cultural Affairs Department, Miami Dade College	100,000	692,093
Gablestage	100,000	941,880
Greater Miami Youth Symphony of Dade County, Florida, Inc.	75,000	624,359
Jamaica Awareness	100,000	545,980
Junior Orange Bowl Festival	55,622	514,580
Miami Light Project	100,000	489,332
Miami Stage Company/Miami Children's Theater, Inc.	75,000	736,600
Miami Symphony Orchestra	100,000	526,987
Miami/Bahamas Goombay Festival in Coconut Grove	34,036	643,336
New Theatre	100,000	462,654
One Art, Inc.	40,000	661,608
Rhythm Foundation	50,000	667,184
Seraphic Fire	30,000	525,536
Teatro Avante, Inc.	100,000	579,486
Thomas Armour Youth Ballet, Inc., The	75,000	937,640

Medium-sized and Small and Grassroots Cultural Organizations

Organization Name	FY2008-09 Grant Award	Completed Fiscal Year - Total Revenues
Medium-sized Cultural Organizations		
All Florida Youth Orchestra, Inc (d/b/a Florida Youth Orchestra)	25,000	160,300
Alliance for Musical Arts Productions, Inc.	20,005	154,960
Ars Flores Symphony Orchestra, Inc.	20,631	104,600
Art Deco Weekend (Miami Design Preservation League)	52,586	533,736
Arts Ballet Theatre of Florida	30,000	327,019
ArtSouth	50,000	316,953
Ballet Etudes of South Florida, Inc.	30,000	175,000
Ballet Flamenco La Rosa	50,000	298,617
Center for Emerging Art	5,589	61,759
Centro Cultural Espanol de Cooperacion Iberoamericana	30,000	567,186
Chopin Foundation of the United States	50,000	396,236
City Theatre	100,000	454,437
Coral Gables Congregational Church	50,000	246,841
Cosford Theatre, University of Miami School of Communications	10,915	126,000
Creation Ballet II Company	30,000	181,726
Dade Heritage Days (Dade Heritage Trust)	52,586	618,544
Dance Now! Ensemble	20,563	104,607
Department of Arts and Philosophy, Miami Dade College	18,474	57,494
Diva Arts & Entertainment, Inc.	20,357	146,000
Edge Zones	10,122	107,070
Exponica International, The Fair of the Americas	28,455	412,435
Fantasy Theatre Factory	75,000	300,000
Festival Miami, University of Miami - Frost School of Music	55,325	398,000
Florida Chamber Orchestra	8,679	127,347
Florida Dance Festival/WinterFest (Florida Dance Association)	36,172	358,152
Florida Film Institute, Inc.	25,000	161,878
Florida International University Music Festival	52,075	428,316
Friends of Chamber Music of Miami	13,731	135,449
Fundarte	21,906	187,429
Gold Coast Theater Company	14,674	140,855
Haitian Roots Music Festival "RASIN" (Center for Haitian Studies)	32,501	351,500
Heroes Unite Inc.	25,000	206,756
Hispanic Theater Guild Corporation	50,000	201,268
Hispanic-American Lyric Theatre	25,000	205,489
International Ballet Festival of Miami (Miami Hispanic Ballet Corporation)	46,071	300,000
Jubilate	50,000	107,675
Karen Peterson and Dancers	20,538	120,237
Latin Quarter Cultural Center of Miami	11,663	393,850
Locust Projects	15,288	262,610
Louis Wolfson II Media History Center	50,000	299,650
Marjory Stoneman Douglas Biscayne Nature Center	30,000	303,327
Miami Beach Film Society	19,617	262,610
Miami Beach Garden Conservancy	30,000	385,676
Miami Children's Chorus, Inc.	75,000	338,830
Miami Contemporary Dance Company	50,000	396,389
Miami Gay and Lesbian Film Festival	54,650	510,717

Medium-sized and Small and Grassroots Cultural Organizations

Organization Name	FY2008-09 Grant Award	Completed Fiscal Year - Total Revenues
Medium-sized Cultural Organizations (continued)		
Miami International Piano Festival (Patrons of Exceptional Artists)	41,517	271,937
Miami Lyric Opera	21,046	116,192
Miami Momentum Dance Company	50,000	215,705
Murray Dranoff Foundation	50,000	342,773
New World School of the Arts, Miami Dade College	19,584	160,000
New Year's Eve Celebration (Bayfront Park Management Trust)	44,690	266,281
Oktoberfest Miami (German American Social Club of Greater Miami)	22,777	212,836
Seraphic Fire	30,000	215,345
SoBe Music Institute (Mystery Park Arts Company)	30,000	274,500
Sociedad Pro Arte Grateli	50,000	360,819
Sosyete Koukouy	30,000	244,575
South Florida Composers Alliance	30,000	121,255
South Florida Youth Symphony, Inc.	30,000	200,000
Sunday Afternoons of Music	50,000	277,505
Tigertail Productions	50,000	381,069
Tropical Baroque Music Festival (Miami Bach Society)	51,495	170,584
Viernes Culturales / Cultural Fridays	30,000	86,376
Walenstein Musical Organization, Inc.	15,979	219,719
Small and Grassroots Cultural Organizations		
Academia de las Luminares de las Bellas Artes	11,000	69,928
African Caribbean American Performing Artists, Inc. (ACAPAI)	16,984	44,609
Alhambra Orchestra	11,000	49,131
Arts at St. Johns	15,000	69,642
Artz-N-The-Hood, Inc.	18,110	53,887
Brazz Dance Theater	15,000	53,229
CACEC (Center for Artistic and Cultural Events in the Community, Inc.)	6,125	21,565
Camposition	6,125	28,030
Center for Folk and Community Art (CFCA)	15,000	37,814
Civic Chorale of Greater Miami	11,000	44,985
Community Arts and Culture	11,000	18,605
Community Performing Arts Association	6,125	22,074
Cove/Rincón	6,125	14,412
Diaspora Vibe Cultural Arts Incubator	15,000	177,564
Florene Litthcut Inner City Children's Touring Dance Company, Inc.	30,000	82,500
Ground Up and Rising	11,000	88,000
Haitian Heritage Museum	11,000	96,885
Harambee Inc.	12,156	30,588
Homestead Community Concert Association	15,000	56,155
Miami Classical Guitar Society	11,000	26,200
Miami Gay Men's Chorus	11,000	123,951
Miami Watercolor Society	6,125	50,606
Mz. Goose	6,125	21,200
North Miami Community Concert Band	6,125	17,800
Orchestra Miami	11,000	147,187
Red Chemistry	6,125	34,646
South Beach Chamber Ensemble	15,000	33,205
South Florida Bluegrass Association	11,000	56,598
Teatro en Miami Corporation	15,000	38,440
The Unconservatory	11,000	63,700
Theatre Institute of South Florida, Inc., The	19,462	93,300

UPDATE ON MUNICIPAL ARTS SUPPORT

The two municipalities that have made the largest and most consistent annual investments in grants to non-profit organizations are the City of Miami Beach and the City of Coral Gables.

Please click on the underlined titles for web links to the grants programs.

City of Miami Beach

- Miami Beach Cultural Arts Council

	FY2008-2009 (Adopted)	FY2009-2010 (Proposed)
Grants Program Total	$630,000	$630,000

- Miami Beach Visitor & Convention Authority

	FY2008-2009 (Adopted)	FY2009-2010 (Proposed)
Grants Program Total	$1,185,550	$1,260,600

City of Coral Gables

- City of Coral Gables

	FY2008-2009 (Adopted)	FY2009-2010 (Proposed)
Grants Program Total	$166,250	$150,000

UPDATE ON STATE ARTS SUPPORT

- The FY2009-2010 State arts budget was reduced by 60% (or $3.8 million) from the FY2008-2009 level or a 93% reduction from FY2006-2007.

Fiscal Year	Total: State Cultural Grants	Reduction from Previous Year
2006-2007	$34.4 million	-
2007-2008	$14.2 million	59% reduction
2008-2009	$ 6.3 million	56% reduction
2009-2010	$ 2.5 million	60% reduction

It is important to note that at a key point in this year's budget deliberations, both the House and Senate had "zeroed out" arts funding. Due to the leadership of Representative David Rivera and the advocacy of the Florida Cultural Alliance and Miami-Dade Cultural Affairs Council, funding was included at the $2.5 million level.

- None of the Cultural Facilities or Cultural Endowment grants recommended through the Department of State review process in FY2009-010 was funded. After review by the Florida Division of Cultural Affairs, the FY2009-2010 lists of these grants will be "rolled over" for reconsideration by the Florida legislature in 2010. Currently, seven (7) Miami-Dade County based cultural organizations are on the Cultural Facilities list awaiting their recommended funding allocations for a total of $2,998,200. In addition, four (4) Miami-Dade based cultural organizations are on the Cultural Endowment list awaiting their recommended funding allocations for a total of $960,000.

- 94 cultural organizations in Miami-Dade received state arts grants in FY2008-2009 and together compete successfully for 15% to 25% of the entire State arts budget annually.

- All State grants applications and recommendations for FY2009-2010 were declared void by the Florida Department of State Division of Cultural Affairs. New applications for project-based grants were submitted by a June 18, 2009 deadline and there was a request cap of $25,000. Sixty-five applications were submitted by Miami-Dade-based organizations (this is approximately a 30% reduction in grant requests compared to FY2008-2009).

Cultural Facilities Inventory

Theater / Performing Arts			
Name of Cultural Facility or Organization		**Principal Use**	**Audience Capacity**
Actors' Playhouse - The Miracle Theatre	Coral Gables	Organization	600 / 300 / 100
Adrienne Arsht Center for the Performing Arts of Miami-Dade County	Miami	Organization/Others	2400 / 2200 / 200
African Heritage Cultural Arts Center	Miami	Organization/Others	200
American Airlines Arena	Miami	Organization/Others	20,000
Arts at St. Johns	Miami Beach	Organization/Others	300
ArtSouth, A Not-for-Profit Corporation (Sanctuary)	Homestead	Organization/Others	250
Bayfront Park Amphitheater	Miami	Organization/Others	10,000
Bill Cosford Cinema at the University of Miami	Coral Gables	Organization	240
Broad Center for the Performing Arts at Barry University	Miami Shores	Organization/Others	1,000
Byron Carlyle Theater	Miami Beach	Rental	302
Colony Theater	Miami Beach	Rental	440
Coral Gables Congregational Church	Coral Gables	Organization	400
Dave & Mary Alper JCC - Robert Russell Theater	Miami	Organization	370-460
Fillmore Miami Beach at the Jackie Gleason Theater	Miami Beach	Organization/Others	2460
Florida Memorial University - Lou Rawls Performing Arts Center	Miami Gardens	Organization/Others	390
Gablestage	Coral Gables	Organization/Others	150
Goodlet Park Theater	Hialeah	Organization	236
Gusman Center for the Performing Arts	Miami	Rental	1711
Hadley Park Senior and Cultural Center - Black Box Theater	Miami	Organization/Others	239
Hialeah High School Auditorium	Hialeah	Rental	836
James L. Knight Center	Miami	Rental	4646 / 414 / 117
Jerry Herman Ring Theater at UM	Coral Gables	Organization	250-450
Joseph Caleb Auditorium	Miami	Organization/Others	991
Karen Peterson and Dancers	Pinecrest	Organization/Others	150
Lyric Theater (Black Archives)	Miami	Organization/Others	390
Manuel Artime Theater	Miami	Rental	839
Maurice Gusman Concert Hall at the University of Miami	Coral Gables	Organization/Others	600
Miami City Ballet	Miami Beach	Organization	200
Miami Light Project - The Light Box	Miami	Organization/Others	50
Miami-Dade County Auditorium	Miami	Rental	2429
New Theatre	Coral Gables	Organization	104
New World Symphony - Lincoln Theater	Miami Beach	Organization/Others	700
North Miami Beach Julius Littman Performing Arts Theater	North Miami Beach	Organization/Others	931
PlayGround Theatre	Miami Shores	Organization	330/100
South Dade Senior High Auditorium	Homestead	Organization/Others	954
Teatro 8 (Hispanic Theater Guild)	Miami	Organization	110
Tower Theater	Miami	Organization	500
WDNA 88.9FM (Bascomb Memorial Broadcasting Foundation)	Miami	Organization/Others	N/A
Wertheim Performing Arts Center at FIU (Univ. Park Campus)	Miami	Organization	600
Museums / Visual Arts / Arts Centers			
Name of Cultural Facility or Organization		**Principal Use**	
ArtCenter/South Florida	Miami Beach	Organization/Others	
ArtSouth, A Not-for-Profit Corporation	Homestead	Organization	
Bakehouse Art Complex	Miami	Organization	
Bass Museum of Art	Miami Beach	Organization	
Fairchild Tropical Botanic Garden - Garden House Auditorium	Coral Gables	Organization	
Freedom Tower (Miami Dade College)	Miami	Organization	
Frost Art Museum at FIU	Miami	Organization	
Gold Coast Railroad Museum	Miami	Organization	
Historical Museum	Miami	Organization	
Jewish Museum of Florida	Miami Beach	Organization	
Lowe Art Museum	Coral Gables	Organization	
Marjory Stoneman Douglas Biscayne Nature Center	Key Biscayne	Organization	
Metrozoo	Miami	Organization	
Miami Art Museum	Miami	Organization	
Miami Beach Botanical Garden	Miami Beach	Organization	
Miami Children's Museum	Miami	Organization	
Miami Science Museum	Miami	Organization	
Museum of Contemporary Art (MOCA)	North Miami	Organization	
Vizcaya Museum & Gardens	Miami	Organization	
Wolfsonian-FIU	Miami Beach	Organization	

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

MORE FUNDING | **BETTER FACILITIES** | **INCREASED PARTICIPATION**

CULTURAL DEVELOPMENT

Cultural Organizations
- Major Cultural Institutions Grants
- Cultural Advancement Grants
- Festivals & Special Events Grants
- Hannibal Cox Jr. Cultural Grants
- Developing Arts in Neighborhoods Grants
- Community Grants
- Youth Arts Miami Grants
- Service Organizations
- Targeted Initiatives
- International Cultural Exchange Grants
- Facilities Operations & Programming Grants (future)

Individual Artists
- Individual Artists Fellowships
- Art in Public Places
- The Art Gallery
- Playwrights Development Program
- Dance Miami Choreographers Fellowships
- Artist Access Grants
- Creative Capital Grants
- Professional Actors' Workshops
- Independent Filmmakers' Workshops
- Individual Artists Fellowships in Other Artistic Disciplines (future)

Technical Assistance
- Individual Consultations
- Arts Help
- Workshops
- Collaborations with Outside Private & Public Organizations
- Professional Development
- Municipal Arts Councils Development

CULTURAL FACILITIES IMPROVEMENT AND MANAGEMENT

South Miami-Dade Cultural Arts Center
- Design (completed)
- Construction
- Operations

GOB Projects
- Carver Theater
- Coconut Grove Playhouse
- Cuban Museum
- Fairchild Tropical Botanic Garden
- Florida Grand Opera Anderson Center
- Hialeah High PAC
- Lyric Theater (Phase III)
- Miami Art Museum / Museum Park
- Miami Museum of Science/Historical Museum / Museum Park
- South Miami-Dade Cultural Arts Center
- Virginia Key Beach Park
- Vizcaya
- Wolfsonian-FIU
- Municipal GOB Projects

North Miami-Dade & Hialeah Capital Projects
- Completed: Florida Memorial College - Lou Rawls Performing Arts Center (North Miami-Dade)
- Completed: Goodlet Auditorium (Hialeah)
- Completed: Hialeah High School Auditorium (Hialeah)

Facilities Development & Improvement
- Art in Public Places
- Capital Development Grants
- Cultural Access Network Grants
- Capital Acquisitions Grants

Existing Facilities Projects

Completed:
- Actor's Playhouse
- African Heritage Colony Theater
- Gusman Center
- Lyric Theater (I & II)
- Manuel Artime PAC
- Shores PA Theater

Remaining:
- Caleb Auditorium
- Dade County Aud.
- Milander Auditorium
- New Major Facilities (e.g., Museum Park, etc.)
- Neighborhood Cultural Centers (e.g., Little Haiti Cultural Campus, East Little Havana, North Beach, Homestead, etc.)

EDUCATION, COORDINATION, INFORMATION AND OUTREACH SERVICES

Arts in Education Collaborations
- Arts for Learning Miami
- stArt with the Arts
- Collaborations with MDCPS
- ACE (statewide initiative)
- The Children's Trust:
  - * All Kids Incuded
  - * Summer Arts & Science Camps for Kids
  - * Youth Arts Enrichment Grants

Cultural Information Services
- Publications
- www.miamidadearts.org
- Joint Advertising
- Cultural Tourism
- Economic Development
- Research and Data Collection
- New Technologies & Communications
- Advocacy

Outreach and Audience Development
- "Culture Shock Miami" Student $5 Discount Tix. Program
- "Golden Tickets" for Senior Citizens Program
- Tourist Development Council (TDC) Grants
- Arts & Social Change Initiatives Grants Program (future)

08/24/09

■ SPECIAL COMMUNITY REPORT:

WHERE BUSINESS CONNECTS WITH THE CULTURAL ARTS

BUSINESS AND THE ARTS IN MIAMI-DADE COUNTY

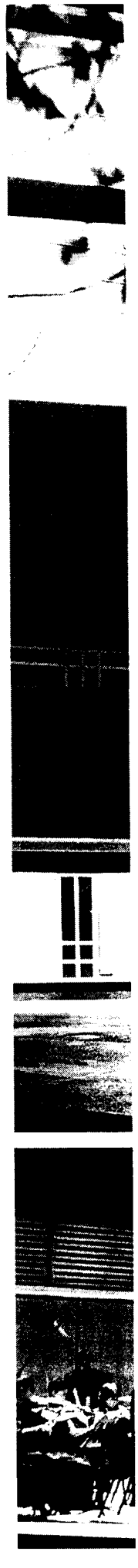


The Beacon Council
in Partnership with the
Miami-Dade County Department of Cultural Affairs

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"MIAMI IS THE NEW NEW YORK."

NEW YORK TIMES
2006 FALL TRAVEL MAGAZINE



At times it has seemed as if the intersection of Miami-Dade County's business and cultural arts communities has been a crossing of two dirt roads. However, this report illustrates that there exists a crossing of two expanding highways. The Beacon Council determined that a need existed to measure, encourage, and promote the business community's role in the cultural arts. Through its Business and The Arts Initiative, The Beacon Council is taking the lead to address this issue.

Beginning as a trading post a little over 100 years ago, Miami-Dade has emerged as the "Business Center of the Americas." Once known solely for its tourism industry, Miami-Dade began to evolve into clean, light manufacturing. It has since expanded into a global hub of international commerce. Over 85,000 companies are located in Miami-Dade County, employing over 1.1 million people.

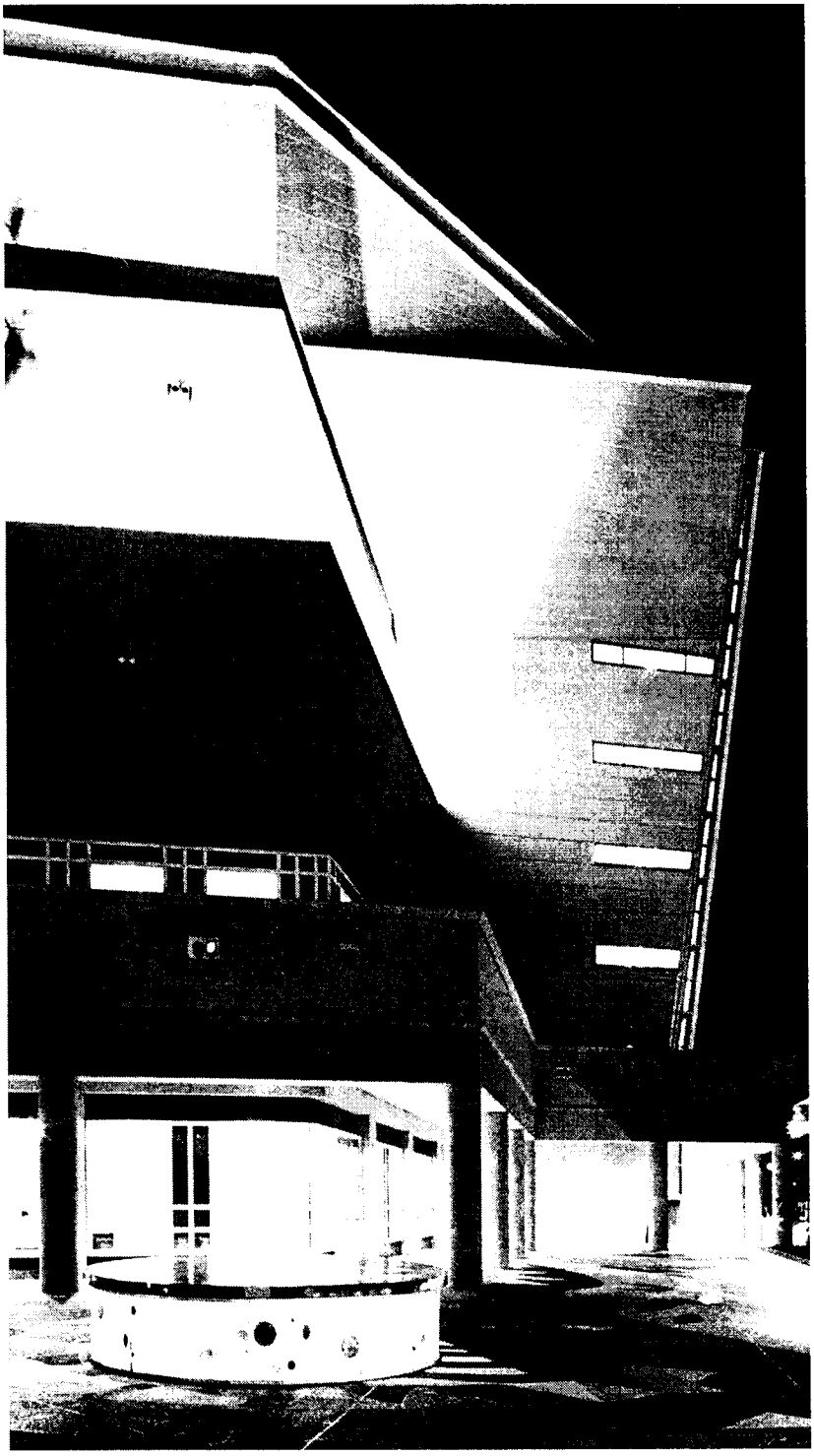
Miami-Dade's population is approximately 2.5 million. As Miami-Dade's industry base has diversified, so too has its population. Over 50% of the population was born outside the United States. Over 60% are Hispanic. Virtually every country in the world is represented within our population.

Miami-Dade's maturing Cultural Arts institutions have diversified as well. There are 1,100 arts organizations flourishing in our community. They are positioned to play an important role in the growth and vitality of our community throughout the 21st century. Americans for the Arts, the nation's leading non-profit organization promoting the arts throughout the United States, completed a national study on the economic impact of the arts and cultural communities in cities and counties around the country, including Miami-Dade County. Their study did not address the questions of how and why corporations support the arts and cultural institutions.

The Americans for the Arts' "Arts and Economic Prosperity" study on Miami-Dade County showed that the economic impact of the arts community is over $992 million. This number is based on the direct spending by the cultural institutions and on event-related spending by attendees. The report notes that in addition to the direct spending, other businesses surrounding arts venues and events benefited from the activities of the cultural institutions and their attendees. Their study focused only on the non-profit arts and cultural industry, excluding activities in the for-profit film and entertainment sector. The spending by the arts entities includes anything needed for operating the organization, similar to for-profit companies, such as salaries, supplies and services.

Highlights from the Americans for the Arts, "Art and Economic Prosperity" study of Miami-Dade County:

- Nearly 23,000 people are employed by these cultural institutions.
- Over 19,000 volunteers contribute almost 650,000 volunteer hours annually to Miami-Dade County cultural institutions.
- Arts events in Miami-Dade County recorded a combined total of over 12.7 million attendees.



Miami-Dade County's diverse cultural landscape includes great theater, world-class music and dance performances, educational programs for kids, international art exhibitions, outstanding museums, major festivals and the magnificent Adrienne Arsht Center for the Performing Arts.

The Beacon Council, Miami-Dade County's official economic development organization, has partnered with the Miami-Dade County Department of Cultural Affairs to create the Business and The Arts Initiative focused on our community. The goals of the initiative are to:

1) Better understand how and why local corporations (small or large) support arts organizations;

2) Develop a more integrated business and arts sector;

3) Promote the arts and cultural assets of Miami-Dade County as a major aspect of the quality of life when attracting companies to Miami; and

4) Grow this sector by strengthening the cultural and arts entities.



BUSINESS AND THE ARTS:

2008 MIAMI-DADE COUNTY SURVEY RESULTS

The Business and The Arts survey was designed to solicit information from the business community about their involvement in the arts sector. This survey may be the first of its kind to analyze the business aspects of involvement by companies and not just their participation as an audience or their contributions as civic duty.

Traditionally companies would sponsor and be involved in cultural organizations or events as part of good corporate citizenship. In other well-established cultural centers, organizations have benefited from long-term relationships with major corporations. Miami-Dade County is a young community and its cultural arts sector even younger. Combined with the lack of major corporate headquarters, there is a need to look at other approaches in having the business community build relationships with the arts community.

The "Business and The Arts" survey addressed issues regarding the need for a thriving cultural arts industry, why and how companies are contributing, how their staffs are taking part in, and how decisions are being made about participating in the cultural arts sector. The survey was sent to over 1,800 people and 132 responded; resulting in a 7.3 percent response rate. The survey consisted of 12 closed questions and one open-ended question. One question asked about company involvement in corporate giving. The second and third questions asked about diversity in company size and markets served, indicating that the respondents represented a cross-section of the business community. The remainder of the survey focused on company involvement in the arts community.



Question 1:

Does your organization have a philanthropic corporate giving program that supports...?
(Please check all that apply)

Corporate Giving Program	Percentage Responses (more than one response possible)
Arts and Culture	53.0%
Education	53.0%
Civic Engagement	36.4%
Health and Human Services	34.1%
Environment	16.7%
Other	16.7%

Arts and Culture and Education were the top two areas which the respondents support in their corporate giving. This was followed by Civic Engagement and Health and Human Services.

Question 2 :

How many employees does your company have in Miami-Dade County?

Employment Size	Percentage Responses
251 employees and up	36.4%
11-25 employees	18.2%
1-10 employees	14.4%
101-250 employees	12.9%
51-100 employees	10.6%
26-50 employees	7.6%

Over a third of the respondents have 251 or more employees, followed by companies that have between 11 and 25 employees and 1-10 employees.

Question 3 :

Which market(s) does your company serve? (Please check all that apply)

Market	Percentage Responses (more than one response possible)
South Florida	56.1%
Latin America and the Caribbean	33.3%
World-wide	31.1%
United States	29.5%
Other	12.9%

Over half of the respondents indicated that South Florida is the market; about a third has Latin America and the Caribbean as their market. Other studies, including the 2008 WorldCity/Beacon Council South Florida Global Economic Impact Study, have shown that many companies use Miami-Dade County as a platform to business in all of the Americas.

Question 4:

How important is having vibrant cultural activities to your business and employees?

Importance	Percentage of Responses
Very important	45.4%
Important	30.8%
Somewhat important	16.9%
Not important	6.9%

Over 75 percent indicated that it is very important or important to have a strong cultural community in Miami-Dade County. Less than seven percent of the respondents felt it was not important.





Question 5:

How does your company support the arts? (Please check all that apply)

How companies support the arts	Percentage Responses (more than one response possible)
Financial contributions	58.9%
Employee participation on non-profit boards of directors	50.8%
Patrons: tickets/memberships	50.0%
Time and talent (volunteers)	38.6%
In-kind contributions (products or pro bono services)	32.6%
Other	11.4%
Company does not currently support the arts	9.9%

Less than 10 percent of the respondents indicated that they do not support the arts. Of the 90 percent of respondents who do support the arts, almost 60 percent supports the cultural arts through financial contributions. Companies also provide strong support through patrons of the arts (buying tickets or membership of arts organization) and employee participation on boards of directors.

Question 6:

If your corporate philanthropy includes financial contributions to the arts, is the expense considered to be...? (Please check all that apply)

Arts contribution is considered to be	Percentage Responses (more than one response possible)
Sponsorship	40.2%
Charitable	40.2%
Advertising/marketing	25.8%
Visibility	20.5%
Promotional	19.7%
Partnership	17.4%
Entertainment	16.7%
N/A	16.2%

Companies considered their contributions mainly as a sponsorship or a charitable donation. It was less seen as a marketing tool (advertising or promotional) and this response fits well into the traditional manner in which companies are engaged with the arts community. Partnership was cited in only about 17 percent from the respondents.





Question 7 :

Who is involved in allocating resources to non-profit arts activities? (Please check all that apply)

Staff level involvement in decision making on allocating resources	Percentage Responses (more than one response possible)
Senior management	78.8%
N/A	10.6%
Middle management	6.8%
General staff	4.5%

Over two-thirds of the respondents indicated that senior management is primarily responsible for the decision making of resource allocation. Other staff levels are minimally involved in the decision making process.

Question 8:

Does your organization have a philanthropic corporate giving program that supports...?
(Please check all that apply)

Corporate Giving Program	Percentage Responses (more than one response possible)
Community relations	62.9%
Marketing strategy	41.6%
Business development	41.6%
Charitable giving program	38.6%
Promotional strategy	27.3%
Professional development for staff	11.4%
Tax benefits	4.5%
Opportunity to reduce tax liabilities and to increase financial incentives	3.8%

Over 60 percent saw it as part of their community relations efforts. More than 40 percent viewed it as a marketing strategy of the company. The respondents did not see it as a vehicle for professional development of their staff, nor was it seen as a method to receive any tax benefits when financially supporting the arts community.

Question 9 :

How is an organization chosen for support? (Please check all that apply)

How are organizations chosen to be supported	Percentage Responses (more than one response possible)
Owner/president/CEO	49.2%
Company's executive committee	34.1%
Request from the community	27.3%
Marketing executive	21.2%
Community relations executive	18.9%
Clients' suggestions	18.9%
Application process	9.1%
Employee survey	4.5%

The responses to this question reflect the responses in Question 7. In both cases, senior management is responsible for choosing the organization to support. Marketing and community relations executives are less involved in the decision making process. Clients' suggestions and requests from the community also play a role when choosing an organization to support.

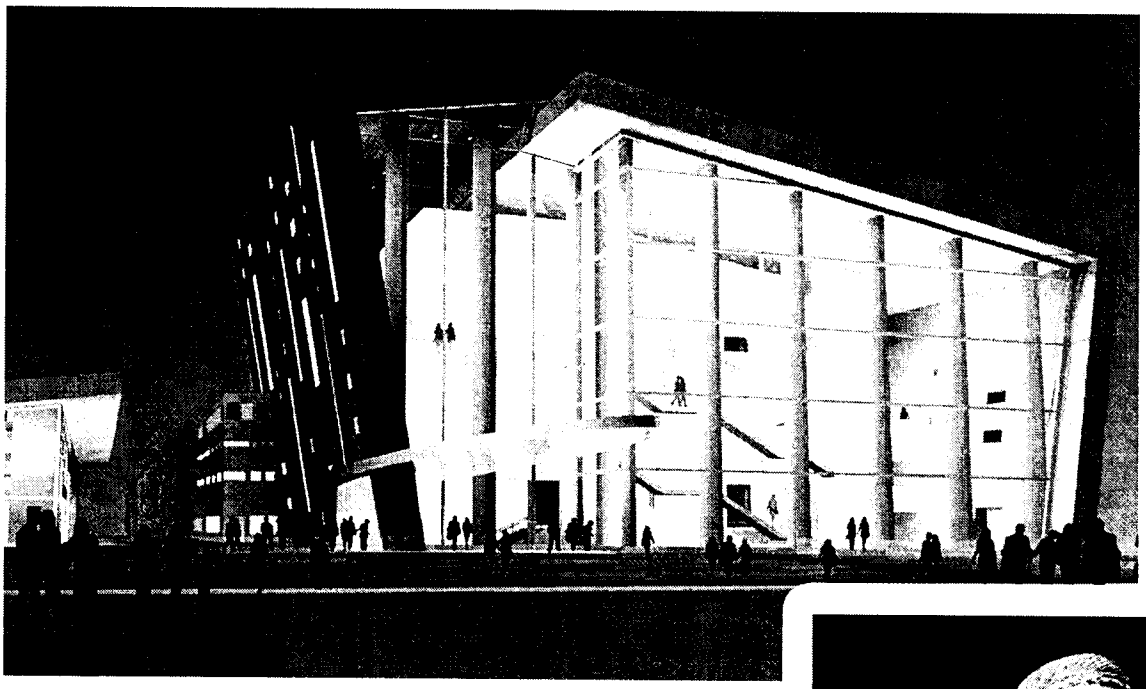
Question 10 :

Who makes the decision to support community organizations? (Please check all that apply)

Decision maker to support community organizations	Percentage Responses (more than one response possible)
Owner/president/CEO	52.3%
Company's executive committee	43.9%
Marketing executive	18.9%
Community relations executive	15.2%

As with question 9, senior management is largely responsible for the final decision making on supporting a community organization.

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Question 11 :

Employees participate in the arts: (Please check all that apply)

Reasons why employees participate in the arts	Percentage Responses (more than one response possible)
As volunteers	43.9%
On personal time, independently of the company	41.7%
As part of their job	25.8%
As a reward or perk	18.2%
N/A	12.9%

Only a quarter of the respondents indicated that employees were involved as part of their job. Employees volunteer and/or participate on personal time, independent of the company's involvement in the arts community. Less than 20 percent of the respondents allow their employees to participate as a reward or perk.

Question 12 :

Where is the final decision to support non-profit arts/cultural organizations made?

Location where final decision is made	Percentage Responses
Locally (Miami-Dade County)	**79.3%**
Corporate Headquarters outside South Florida	**9.9%**
Regionally (South Florida)	**8.3%**
Other	**2.5%**

Over 79 percent of the respondents indicated that the decision to support a cultural arts group is made within Miami-Dade County, with over 8 percent of the decisions made regionally (within South Florida). Less than 10 percent of the decisions are made outside South Florida when the corporate headquarters are not located in the South Florida area.

WHAT DID WE LEARN...

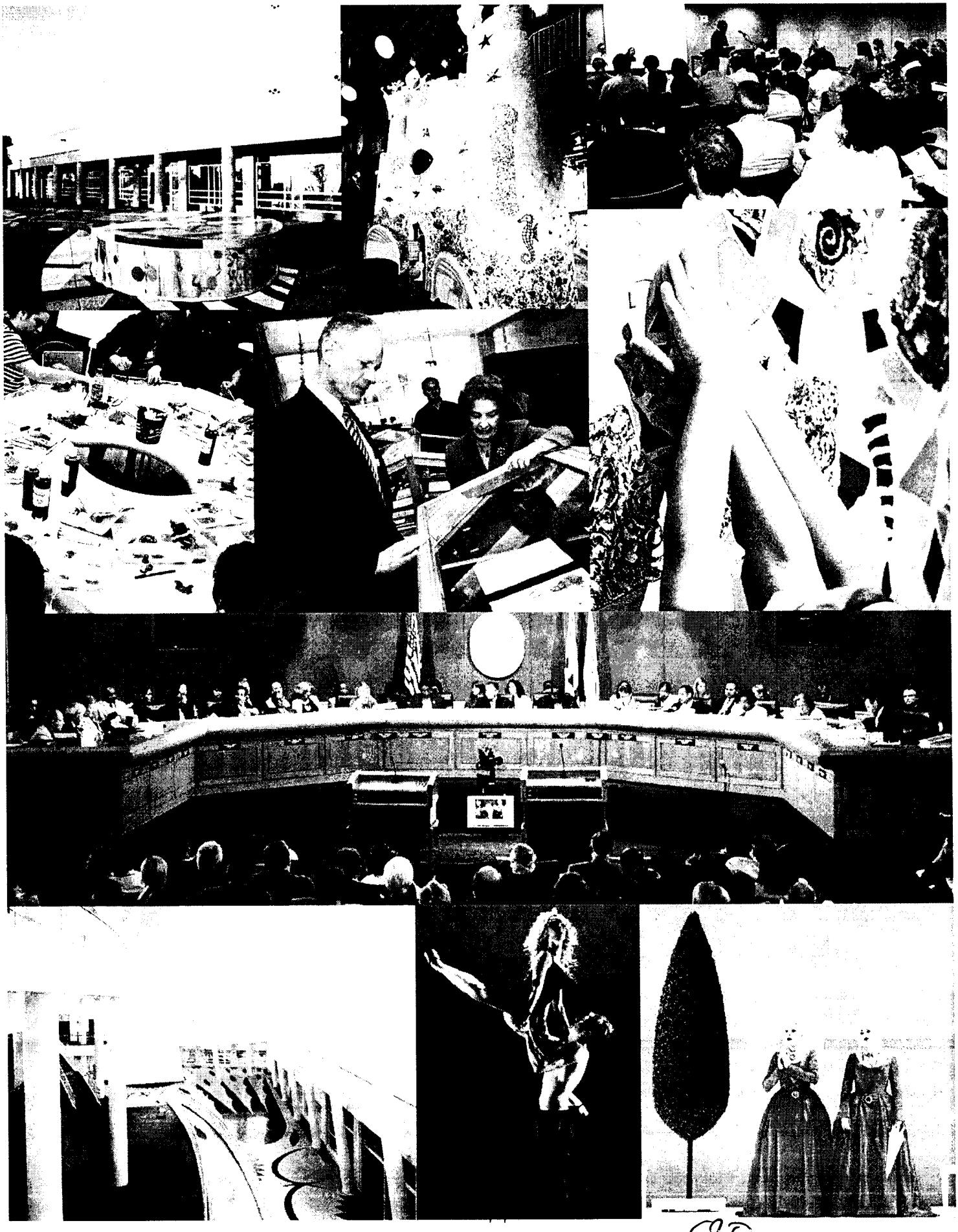
- There is recognition by companies throughout Miami-Dade County – regardless of size – of the value of the cultural arts in our community.
- Senior management makes the decisions regarding support for the arts.
- Decisions are often strategic and focused upon community relations, marketing, and promotion.
- Contributions are derived from among three sources within a company: Charitable Giving, Marketing/Advertising, and Sponsorship.
- Many employees volunteer their talent and time for arts organizations; however, not as part of a strategic corporate plan and not particularly aligned with the same organizations to which their company contributes.
- Overwhelmingly, decisions to support arts organizations are made by senior management at the local level.

...AND WHERE DO WE GO FROM HERE?

One of the issues businesses have in working with the cultural arts is how to define the "value proposition". What is it that a business receives for its investment? How does one determine the return-on-investment? What should a business expect in the bargain?

Answers to these questions will help businesses incorporate the cultural arts as part of their strategic growth plans. As the survey illustrates, business leaders are not fully engaging their employees or the full extent of their business resources to maximize their investment in this commodity.

The Beacon Council and the Miami-Dade County Department of Cultural Affairs will continue to seek answers to these questions as we work to foster a more integrated working relationship between "Business and The Arts". Together we will research and refine the data outlined in this survey to develop future marketing and promotional opportunities – specifically when marketing Miami-Dade County throughout the world.



The Beacon Council in partnership with the Miami-Dade County Department of Cultural Affairs

Pete Pizarro
Chair
The Beacon Council

Jorge Perez
Chair
Cultural Affairs Council

Frank R. Nero
President and CEO
The Beacon Council

Michael Spring
Director
Miami-Dade County
Department of Cultural Affairs

In Grateful Appreciation For Their Support For Economic Development And The Arts

Honorable Carlos Alvarez
Mayor, Miami-Dade County

Miami-Dade Board of County Commissioners

Honorable Bruno Barreiro, Chair
District 5

Honorable Barbara J. Jordan, Vice Chair
District 1

Honorable Dorrin D. Rolle
District 2

Honorable Audrey Edmonson
District 3

Honorable Sally A. Heyman
District 4

Honorable Rebeca Sosa
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Honorable Carlos A. Gimenez
District 7

Honorable Katy Sorenson
District 8

Honorable Dennis C. Moss
District 9

Honorable Javier D. Souto
District 10

Honorable Joe A. Martinez
District 11

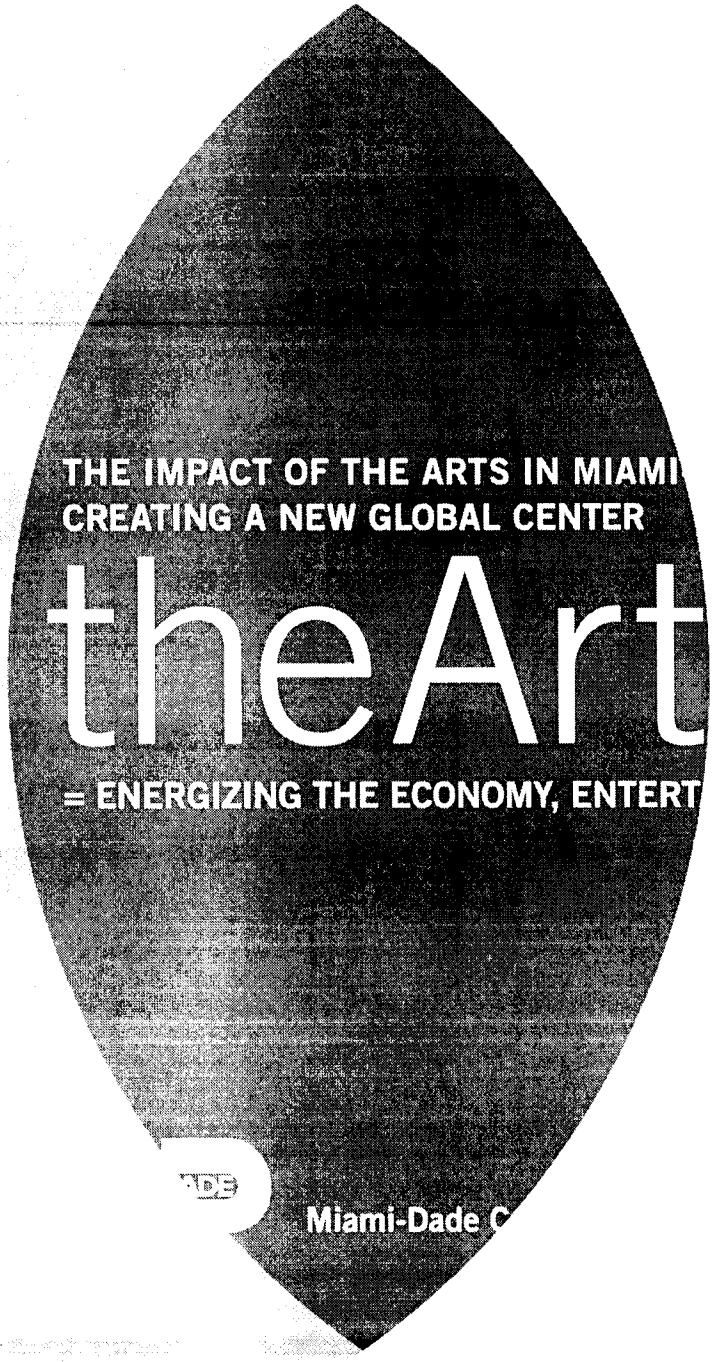
Honorable José "Pepe" Diaz
District 12

Honorable Natacha Seijas
District 13

George Burgess
Miami-Dade County Manager

The Beacon Council
Miami-Dade County's Official
Economic Development Partnership

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THE IMPACT OF THE ARTS IN MIAMI
CREATING A NEW GLOBAL CENTER
theArt
= ENERGIZING THE ECONOMY, ENTERT
Miami-Dade C

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CREATING A NEW GLOBAL CENTER



MAKING MIAMI-DADE A CAPITOL OF CREATIVITY

The arts are a powerful industry in Miami-Dade County with more than 1,000 non-profit cultural organizations. Recently completed studies, *Arts and Economic Prosperity*, conducted by the Miami-Dade County Department of Cultural Affairs in partnership with Americans for the Arts, the nation's leading arts service organization based in Washington, D.C., the cities of Miami and Miami Beach, and *Business and the Arts*, conducted by The Beacon Council, Miami-Dade's economic development agency, demonstrate that

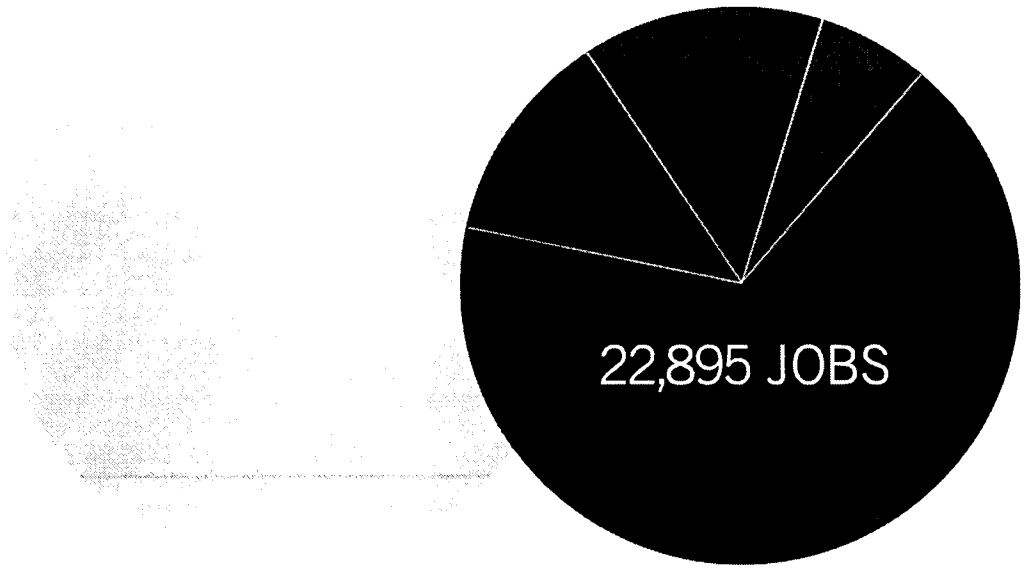
THE ARTS IN MIAMI-DADE COUNTY:

* [illegible]
* [illegible]
* [illegible]
* provide accessible educational programming for hundreds of thousands of children and families.

The arts serve as an energetic engine of economic activity and provide a large inventory of high quality cultural experiences for Miami-Dade residents and visitors. The arts industry is making Miami-Dade County a capitol of creativity and giving our community the competitive edge for attracting business and tourism in the global marketplace.

Visit miamidadearts.org for more information about the exciting array of arts events and opportunities.

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Energizing the economy

INVESTING IN THE ARTS IS ENERGIZING OUR ECONOMY

THE ARTS GENERATE NEARLY $1 BILLION IN LOCAL ECONOMIC IMPACT.

The economic impact of Miami-Dade County's arts and cultural industry is $922 million every year (source: *Arts and Economic Prosperity* study).

BUSINESSES VALUE CULTURAL ACTIVITY FOR THEIR SUCCESS.

More than 75% of local businesses consider having vibrant cultural activities as important or very important to their businesses (source: *Business and the Arts* report).

EVERY $1 OF COUNTY ARTS FUNDING LEVERAGES $27 OF OTHER FUNDS.

Each County grant dollar invested in our community's cultural non-profits yields $27 in additional funding from other private and public sources (source: *Arts and Economic Prosperity* study).

CULTURAL GROUPS PRODUCE $5 IN TAX REVENUE FOR EVERY $1 THE COUNTY INVESTS.

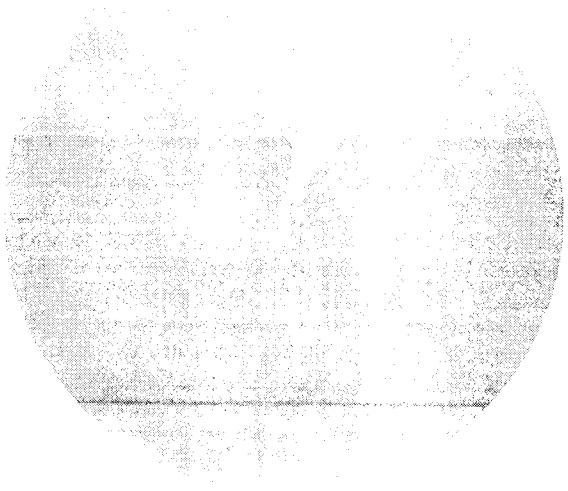
Cultural organizations in Miami-Dade generate $103 million annually in local and state government tax revenue (source: *Arts and Economic Prosperity* study).

THE ARTS EMPLOY MORE THAN 22,000 CULTURAL WORKERS.

Miami-Dade-based, nonprofit cultural organizations employ 22,895 full-time cultural workers and generate $648.7 million in household income to local residents (source: *Arts and Economic Prosperity* study).

ARTS AUDIENCES SPEND MORE THAN A HALF A BILLION DOLLARS.

Each year, non-profit arts organizations spend $420.1 million and their audiences spend an additional $501.9 million, pumping vital revenue into local restaurants, hotels, retail stores, parking garages, and other businesses (source: *Arts and Economic Prosperity* study).



Energizing entertainment

THOUSANDS OF VIBRANT CULTURAL ACTIVITIES + NEW ARTS FACILITIES = INTERNATIONAL ACCLAIM

MIAMI-DADE IS BEING CELEBRATED WORLDWIDE BECAUSE OF ITS CULTURAL LIFE.

The New York Times says "With its hot young artists and a crush of new galleries to showcase them, Miami has matured from a fleeting, skin-deep showcase into an unlikely cultural oasis." The arts provide the most consistent and widespread good news about Miami-Dade County and the cultural scene here distinguishes Greater Miami as a sophisticated international center for tourism and business.

CORPORATE LEADERS RECOGNIZE THE VALUE OF THE ARTS FOR A COMPETITIVE EDGE.

Senior executives, who determine their businesses' community involvement 78% of the time, decide to support for the arts, signaling the importance of the arts as a strategic investment in building a more competitive business environment (source: *Business and the Arts* report).

THE COUNTY IS INVESTING $1 BILLION IN ARTS FACILITIES.

Miami-Dade County is investing more than $1 billion in building and improving county-wide neighborhood cultural facilities, including $452 million approved by voters in Building Better Communities (GOB) capital funding. (source: Miami-Dade County 2007–2008 Business Plan, Adopted Budget and Five-Year Financial Outlook).

CULTURAL PIONEERS CREATE DISTINCTIVE NEIGHBORHOODS.

Enterprising artists and cultural groups were catalysts for and at the forefront of revitalizing and redeveloping neighborhoods including Lincoln Road and South Beach. Now they are helping to lead the resurgence of areas such as Wynwood, Little Havana, Overtown, Homestead, Hialeah and North Miami.

19,000 PEOPLE DONATE TIME AND SKILLS AS CULTURAL VOLUNTEERS.

More than 19,000 arts volunteers donate more than 648,000 hours to Miami-Dade's cultural organizations, with an estimated value of $11.3 million annually (source: *Arts and Economic Prosperity* study).

BUSINESSES ENCOURAGE EMPLOYEE PARTICIPATION ON NON-PROFIT CULTURAL BOARDS.

Nearly 80% of respondents support the arts through employee participation on boards or as volunteers with cultural organizations in Miami-Dade. Business volunteers help create a more sustainable cultural life and their leadership contributes to Miami-Dade County's image as a sophisticated place for attracting businesses, a skilled workforce nd tourists (source: *Business and the Arts* report).



Energizing education

ARTS PROGRAMS FOR EVERYONE = A BETTER [illegible] AND MORE OPPORTUNITIES [illegible]

MORE THAN 12 MILLION PEOPLE ATTEND CULTURAL EVENTS EACH YEAR.

12,700,184 people attend cultural events each year, including more than 3.2 million cultural tourists drawn to Miami-Dade County (source: *Arts and Economic Prosperity* study).

CULTURAL ORGANIZATIONS SERVE MORE THAN 2 MILLION CHILDREN.

More than 2 million children benefit each year from cultural programs funded by the Department of Cultural Affairs. National studies document that students who have regular interaction with the arts are higher achievers, perform better in school and continue their education longer (source: *Arts and Economic Prosperity* study).

THE ARTS ARE MAKING KIDS' LIVES BETTER.

More than 200,000 children had transformative arts experiences this year through new opportunities provided by the Department of Cultural Affairs, with support from The Children's Trust. Participation in the arts builds essential skills needed to succeed in the workplace and in life (source: Miami-Dade County Department of Cultural Affairs).

CULTURE SHOCK MIAMI REACHES THOUSANDS OF STUDENTS.

Through **cultureshockmiami.com**, the Department's program, high school and college students, ages 13–22, can experience a wide variety of world-class cultural events for only $5 a ticket.

THOUSANDS OF SENIOR CITIZENS ENJOY FREE ACCESS TO CULTURAL EVENTS.

The Department's Golden Ticket Arts Guide program provides senior citizens access to free arts activities each year, including theater performances, music concerts and museum exhibits.

We offer special thanks to the hundreds of participating arts and cultural organizations that completed the *Arts and Economic Prosperity* study organizational surveys and assisted in conducting audience surveys at their events. All participating organizations are acknowledged in the full report.

For more information about the Americans for the Arts' *Arts and Economic Prosperity* study or The Beacon Council's *Business and the Arts* report, contact the Miami-Dade County Department of Cultural Affairs at 305-375-4634 or visit miamidadearts.org to download a copy of either full report. For more information about the national economic impact study, *Arts and Economic Prosperity III*, visit americansforthearts.org/economicimpact.

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Carlos Alvarez
Mayor

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Chairman

Barbara J. Jordan
Vice-Chairwoman

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Senator Javier D. Souto
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Joe A. Martinez
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Available in large print upon request.

Para asistencia en español, llame a nuestra oficina, 305-375-4634. Gracias.

Pou plis enformasyon sil vou ple rele biwo nou nan numewo, 305-375-4634. Mèsi.

Pour informations supplementaires, contactez notre bureau au numero, 305-375-4634. Merci.

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Arts&Economic Prosperity

The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in the State of Florida (FY 2008)

	Arts and Culture Organizations	+	Arts and Culture Audiences	=	Total Expenditures
Direct Economic Activity					
Total Industry Expenditures	$1,433,182,107		$1,702,211,743		$3,135,393,850

Spending by Arts and Culture Organizations and Their Audiences Supports Jobs and Generates Government Revenue

Total Economic Impact of Expenditures (Direct & Indirect Combined)	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	49,701		38,625		88,326
Household Income Paid to Residents	$1,136,692,000		$920,617,000		$2,057,309,000
Revenue Generated to Local Government	$72,849,000		$123,929,000		$196,778,000
Revenue Generated to State Government	$74,068,000		$175,672,000		$249,740,000

Event-Related Spending by Arts and Culture Audiences Totaled $1.7 Billion (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident* Attendees	+	Non-Resident* Attendees	=	All Attendees
Total Attendance to Arts and Culture Events	48,807,381		9,021,269		57,828,650
Percentage of Total Attendance	84.4%		15.6%		100%
Average Event-Related Spending Per Person	$24.25		$57.49		$29.42
Total Event-Related Expenditures	$1,183,578,988		$518,632,755		$1,702,211,743

Nonprofit Arts and Culture Event Attendees Spend an Average of $29.42 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident* Attendees	Non-Resident* Attendees	All Attendees
Meals and Refreshments	$12.48	$18.34	$13.39
Souvenirs and Gifts	$3.74	$6.54	$4.17
Ground Transportation	$2.29	$6.11	$2.88
Overnight Lodging (one night only)	$2.61	$22.21	$5.66
Other/Miscellaneous	$3.13	$4.29	$3.32
Average Event-Related Spending Per Person	$24.25	$57.49	$29.42

* Residents are attendees who live within the State of Florida; non-residents live outside the State.

Source: *Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in the State of Florida.* For more information about this study or about other cultural initiatives in the State of Florida, visit the Florida Division of Cultural Affairs' web site at www.florida-arts.org.