

CULTURAL PLANNING REPORT

Prepared for the Monroe Council of the Arts Corporation

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1. Executive Summary

The Monroe Council of the Arts Corporation (Arts Council) undertook a cultural planning process throughout the Keys in 1998 to lay the groundwork for its five-year strategic plan. This process included four components:

1. **The Arts in Monroe County:** A profile and needs analysis of the arts community in all regions of the Keys.
2. **Local Arts Agency Comparison:** A survey and analysis of local arts agencies in Florida and around the U.S. focusing on cultural tourism, cultural policy

- and funding.
3. A preliminary investigation of the feasibility of meeting the need for cultural facilities in the Middle and Upper Keys.
 4. Strategic issues and recommendations.

The Arts in Monroe County

Monroe County has a strong arts character; it is clearly an arts place and destination. The profile and needs analysis demonstrated that the Keys have substantial arts resources characterized by a large number of individual artists. There is also a community of effective and stable arts and historical organizations that serve a collective audience of more than 400,000 visitors and residents, and there are other indications of a strong market or demand for the arts. Additional cultural resources include the singular Key West historical district, other historic districts and buildings, and a strong cultural and artistic heritage. The arts are found throughout Keys, but are concentrated in the Lower Keys.

The entire arts community shares a broad consensus on its vision, needs, strengths and weaknesses, and the role that the Arts Council should play. The arts community's vision and needs are similar, namely to:

- Make the Keys a recognized arts destination.
- Strengthen ties within the arts community, as well as with other elements of the community.
- Retain and reflect the unique character of each area of the Keys.
- Create new facilities for the arts.
- Gain support and other resources to strengthen the arts.

The strengths of the arts community include the strong presence of and interest in the arts. Weaknesses are the lack of connection among constituents, caused in part by the geography of Keys, and the lack of cooperative action and recognition. The arts community views the Arts Council's role as generally facilitating the arts community's efforts to implement its vision and meet its needs. This includes making special efforts to serve the Middle and Upper Keys, and to avoid competition with constituents.

Distinct attitudinal differences emerged among areas of the Keys. There is a strong imperative to both recognize and serve the specific needs of the Middle and Upper Keys. Key West emphasized the goal of becoming a recognized arts destination. Also, the Arts Council is better known and appreciated in the Lower Keys.

Local Arts Agency Comparisons

Compared to other local arts agencies and their municipalities, the Arts Council's budget size ranks low in relation to county population and municipal budget size. The relatively young age of the Arts Council may explain some of this comparison. Building strong relationships and demonstrating effectiveness are reported by other local arts agencies as key to their success in securing local government support. In the experience of other local arts agencies, building strong relationships with government and in the community has taken time.

Local arts agencies generally depend almost exclusively on local income. While many local arts agencies also reported receiving state government grants or contracts, regional or national funding is unusual. Six of the ten cohort members ranked their commitment from local government as strong. Forms of local government support included a dedicated sales tax, tourist taxes, government grants, appropriations from the general fund, and school board grants.

With its programs such as an arts calendar, grants to individuals for arts education activities, a web site, advocacy, an artists registry, initial cultural tourism programming, and a newsletter, the Arts Council's programs reflect its peer local arts agencies. These programs are among the most common found in the cohorts. Nevertheless there is great variety in terms of mission, programs and specific revenue sources among the cohorts. Our conclusion is that local arts agencies adapt in a practical manner to local circumstances, filling gaps, addressing community needs, and accessing local revenue sources. The Arts Council has begun this process effectively.

Cultural tourism, defined broadly as the use of arts and culture to augment tourism, is a significant national trend and all ten local arts agencies interviewed have some form of programming in this area. Studies of cultural tourism suggest that public spending on such programs is effective. The largest and most effective cultural tourism programs appear to be those supported by tourism taxes and a strong relationship between the local arts agency and the tourism industry. Monroe County has a tourist tax comparable to many communities and the Arts Council has programming that lends itself

well to cultural tourism support.

Cultural policy takes a wide variety of forms, including arts tax legislation, cultural plans, local arts agency mission statements, and formal community statements. Monroe County already has several important expressions of cultural policy. It has legislation authorizing the tourism tax and the Tourist Development Council. The Arts Council, which has adopted a comprehensive mission statement, is the County's designated local arts agency. An additional recommended cultural policy statement is included in "Strategic Issues and Recommendations" on page *.

Cultural Facilities for the Middle and Upper Keys

There is a potential to plan and develop a theater or other cultural facility in the Village of Islamorada through a joint use arrangement. While this possibility faces significant challenges of timing, planning and funding, the Arts Council would bring valuable expertise and relationships to a joint use planning process. There is also a potential for the Arts Council to investigate artists use of the Steam Plant property in Key West through a dialogue involving developer Washington Square Partners, the City of Key West, artists, and other constituents. While the Steam Plant does not directly address the need for cultural facilities in the Middle and Upper Keys, artists from those regions specifically asked the Arts Council to investigate the possibility of artists use of this property.

Strategic Issues and Recommendations

Overall Issues and Recommendations

Recommendation 1: The Arts Council should consciously balance its efforts between its two fundamental capacities of arts service and community development, and choose several strategic focuses for implementation.

Recommendation 2: The Arts Council should develop partnerships with other, non-arts agencies for community development efforts.

The Arts Council has two fundamental capacities: arts service and community development. In its first year of programming, the Arts Council has concentrated primarily on developing services for the arts community. Its future lies in developing both capacities. Future funding opportunities appear to exist more in the area of partnerships with non-arts agencies for community development initiatives in such areas as education, cultural facilities development, cultural tourism, other forms of economic development, housing, community redevelopment, transportation, and quality of life.

Recommendation 3: It should be a priority for the Arts Council to address the needs of the Middle and Upper Keys, and increase constituents awareness of its services.

The Arts Council has a strong mandate to address the needs of the Middle and Upper Keys as distinct from Key West. It appears important to not only serve all areas of the Keys, but to address the perception that the Arts Council "isn't for us."

Funding

Recommendation 4: The Arts Council will need to rely on tax-based revenues and the Board of County Commissioners should remain an appropriate and primary funding source.

Recommendation 5: The Arts Council should increase its program documentation and evaluation efforts to help demonstrate the value of its services.

In Florida and throughout the nation, local arts agencies are funded almost exclusively from local sources, with a heavy reliance on tax-based support. That support is justified by demonstrable community benefit to both the arts community and the community at large. Arts Council funding is now, and will likely continue to be, derived primarily from sources within Monroe County, especially tax-based revenues. This is appropriate and typical, and the Arts Council should be easily able to document the value of its services in return. It appears that in the area of arts services, the Arts Council already provides substantial benefit to the community. On this basis alone, the Board of County Commissioners should remain an appropriate and primary funding source for the Arts Council.

Recommendation 6: The Arts Council also can and should seek to incrementally expand its local private revenues.

Recommendation 7: The Arts Council's most feasible funding strategy is to define how it can assist in meeting local community needs and seek ways to partner with other agencies.

The Arts Council also can and should seek to expand its local private revenues from membership, its annual auction and other fundraising events, individual contributions, and local grants. While the Arts Council is eligible to apply for limited grants from sources outside the County, the most feasible funding strategy is to define how it can assist in meeting local community needs and seek ways to partner with other agencies. Increases in tax-based support for these purposes can best be gained through grants and contracts for services.

Cultural Tourism

Recommendation 8: The Arts Council should initiate a partnership for community development in the area of cultural tourism and undertake a specific planning effort utilizing specialist consultants.

Cultural tourism presents an excellent opportunity for the Arts Council to initiate a partnership for community development. Through this strategy, the Arts Council can simultaneously increase tourism, serve the arts community, and realize new income through partnerships. There are strong indicators of the potential for increasing cultural tourism in Monroe County. There is a substantial existing tourist audience for arts and culture; the arts community favors further efforts in this area; the Tourist Development Council has a highly evolved and effective marketing program; and discussions with cultural tourism experts also suggested the possibility of enhancing tourism in the Keys. This will require a specific planning effort utilizing specialist consultants and a partnership of the Arts Council with the Tourist Development Council, plus other agencies such as respective Chambers of Commerce, the Hotel/Motel Association, and the Key West Innkeepers Association. Costs for planning and implementation should be shared. The Arts Council brings substantial capability to a partnership to promote cultural tourism. The critical idea is to provide arts and culture offerings that meet visitors needs, not just sell what already exists. This can involve changes to existing programs or the creation of new ones that address visitors interests. Partnering for cultural tourism appears to be a win-win possibility.

Cultural Policy

Recommendation 9: The Arts Council should request that the Board of County Commissioners adopt a formal cultural policy statement as part of its Comprehensive Plan.

Monroe County already has significant functional elements of cultural policy in place but lacks a formal expression of County cultural policy. If the Board of County Commissioners adopts a formal cultural policy statement, there will be a clear definition and overall focus for future public action and spending. See the text of the recommended policy statement on page *.

Cultural Facilities

Recommendation 10: To address the needs for cultural facilities in the Middle and Upper Keys, the Arts Council should explore the possibility of a joint use arrangement to plan and develop a theater or other cultural facility in the Village of Islamorada. It should also explore other possibilities for cultural facilities development, such as the Steam Plant or naval properties in Key West.

The Arts Council appears to have a window of opportunity in the Village of Islamorada to explore how it might partner with other agencies to help create a new cultural facility serving portions of the Middle and Upper Keys. There also appear to be possibilities for exploring cultural facilities development in Key West at the Steam Plant and with naval properties in the Redevelopment Area. These possibilities are discussed in the section beginning on page *. Exploring the Islamorada possibility clearly begins to address the needs of the Middle and Upper Keys. Exploring any of these possibilities, and others that might arise in the future, will advance the Arts Council in its role as a partner in community development.

2. Introduction

The Monroe Council of the Arts Corporation (Arts Council) undertook a cultural planning process throughout the Keys in 1998 that included four components:

1. The Arts in Monroe County: A profile and needs analysis of the arts community in all regions of the Keys.
2. Local Arts Agency Comparison: A survey and analysis of local arts agencies in Florida and around the U.S. focusing on cultural tourism, cultural policy and funding.
3. A preliminary investigation of the feasibility of meeting the need for cultural facilities in the Middle and Upper Keys.
4. Strategic issues and recommendations.

This report is organized in four basic chapters, paralleling these components of the study.

This planning process was not intended to create a cultural master plan, rather to investigate specific areas critical to the Arts Councils future. The results of this study will be used by the Arts Council to help formulate a five-year strategic plan.

The consultants would like to thank the many participants in this planning process who gave generously of their time and thoughts. It is our hope and expectation that these participants will be the foundation of future Arts Council strength and support.

3. The Arts in Monroe County

A profile and needs analysis of the arts community throughout the Keys.

Methodology

The goal of this portion of the planning process was to gain a more comprehensive understanding of the arts community throughout the Keys, and its needs and opinions. "Arts community" was construed as inclusively as possible, and consultants involved a wide spectrum of the arts community (see attached list of Planning Participants on page *):

Arts Council board and staff

Arts organizations

Audience members/arts supporters

Community leaders

Elected officials

Individual artists

To gather data, several tools were employed: (1) a written survey; (2) five community meetings held in the Lower, Middle and Upper Keys; and (3) individual interviews. The written survey (see page *) was mailed to the Arts Councils mailing list of more than 1,000, published in several local newspapers, and distributed throughout the Keys. A total of 90 completed survey forms were returned over a period of three months. The five community meetings were held in Key West, Big Pine, Marathon, Islamorada and Key Largo. They were advertised by direct mail, newspaper ads, and word of mouth among Arts Council constituents. A total of 64 people signed attendance sheets at these meetings, discussing five issues, and all responses given at the meetings were notated (see page *).

Individual interviews included the five issues covered in the community meetings, and, for arts organizations, a comprehensive questionnaire (see page *). To assess the arts communitys organizational state of health, the consultants interviewed a broad and representative sample of the nonprofit arts organizations in the County.

Summary

Monroe County has a strong arts character; it is clearly an arts place and destination. The Keys have substantial arts resources characterized by a large number of individual artists. There is also a community of effective and stable arts and historical organizations that serve a collective audience of more than 400,000, and there are other indications of a strong market or demand for the arts. Additional cultural resources include the singular Key West historical district, which contains perhaps the largest number of 19th century wooden homes in the U.S. There are other historic districts and buildings throughout the Keys, including on Pigeon Key and Tavernier. There is in addition a strong cultural and artistic heritage, a noteworthy history of artists and cultural events. The arts are found throughout Keys, but are concentrated in the Lower Keys.

The entire arts community shares a broad consensus on its vision, needs, strengths and weaknesses, and the role that the Arts Council should play. The arts communitys vision and needs are similar, namely to:

- Make the Keys a recognized arts destination.
- Strengthen ties within the arts community, as well as with other elements of the community.
- Retain and reflect the unique character of each

area of the Keys.

- Create new facilities for arts.
- Gain support and other resources to strengthen the arts.

The strengths of the arts community include the strong presence of and interest in the arts. Weaknesses are the lack of connection among constituents, caused in part by the geography of Keys, and the lack of cooperative action and recognition. The arts community views the Arts Councils role as generally facilitating the arts communitys efforts to implement its vision and meet its needs. This includes making special efforts to serve the Middle and Upper Keys, and avoiding competition for funding and duplication of programs with constituents.

Distinct attitudinal differences emerged among areas of the Keys. There is a strong imperative to both recognize and serve the specific needs of the Middle and Upper Keys. Key West emphasized the goal of becoming a recognized arts destination. Also, the Arts Council is better known and appreciated in the Lower Keys.

Findings

Arts Community Profile

Monroe County enjoys a relatively strong and active arts community, with a diversity of well-established cultural resources. Its primary distinguishing features are:

- An unusually large number of individual artists, especially visual artists, but including performing artists and writers. This proliferation of individual Keys artists, as opposed to nonprofit arts organizations, is a defining element of the arts community. Of survey respondents who self-identified as artists, 43% were visual artists, 19% were arts educators, 18% were performing artists, 13% were literary artists, and 7% were media artists. The number of arts educators is noteworthy.
- The survey revealed that artists and arts educators live throughout the Keys, but that the greatest number of respondents who are artists and arts educators are concentrated in Key West and the Lower Keys.
- In addition to individual artists, there are more than 15 nonprofit arts and historical organizations, plus a number of unincorporated arts groups.
- Additional cultural resources include the singular Key West historical district, which contains the largest number of 18th and 19th century homes in the U.S. There are other historic districts and buildings throughout the Keys, including on Pigeon Key and Tavernier. There is in addition a strong cultural and artistic heritage, a noteworthy history of artists and cultural events.
- An integral element of the arts community is its environment: the natural beauty of the Keys, a unique cultural flavor, and a multicultural population.

- The Arts Council is the only service agency for the entire arts community.
- There are indications of a strong market or demand for the arts. There are established audiences for arts organizations and events. There is a substantial amount of existing cultural tourism; 1.25 million visitors attended museums or cultural events in 1995/96, according to the Visitors Profiles report ("Linking the Economy and Environment of Florida Keys/Florida Bay"). The large number of art galleries, at least 24 in Key West and many more in the Middle and Upper Keys, indicates a market for art sales. A large majority of nonprofit arts organizations report individual and/or small business contributions. And the recent elections establishing the Village of Islamorada also included a political mandate for arts support.

Nonprofit arts organizations generally are well established and stable, with an impressive record of community service and volunteerism.

- Organizations serve large audiences: 14 organizations alone (see list, page *) have a collective annual audience of nearly 400,000.
- Almost all have a substantial portion of tourists among their audiences and make special marketing efforts to attract tourists. Organizations surveyed reported that tourists are an average of 38% of their total audience.
- Nearly all organizations have educational programs, including special and/or free programs for children.
- Organizations are relatively long-lived: the average organizations age is 23.
- Organizations are debt-free: none has an accumulated operating deficit or negative net assets.
- Organizations have modest operating budgets: average annual revenues are approximately \$232,000. Excluding historical organizations, arts organizations subsist on an average of only \$154,000.
- Organizations depend heavily on earned income and individual contributions, indicating a high degree of marketing savvy. Organizations are clearly sensitive to the needs of both audiences and donors.
- Organizations receive relatively little financial support from government, corporate or foundation sources. However, some organizations receive in-kind support from local businesses.

- Organizations have relatively few paid staff and a corresponding heavy reliance on volunteers.
- The majority of organizations are in Key West.

Arts Community Vision

Participants in the cultural planning process shared a broad consensus on a vision for the future of the arts community, i.e., "what it can become."

- The Keys can become recognized nationally and internationally as an arts and cultural destination for both artists and tourists.
- Arts in the Keys can develop strong community understanding and support.
- Arts and artists can be viewed as community assets.
- Members of the arts community in the Keys can develop more cooperation and networking among one another and with other elements of the community.
- There can be more cultural facilities supporting arts activities throughout the Keys.
- The individuality of arts in the Middle and Upper Keys can be acknowledged and developed.
- The unique character of the Keys can be preserved and developed in part through the arts.
- The Keys can be a livable place for artists.

Arts Community Strengths

Participants in the cultural planning process agreed on a number of arts community strengths, which were corroborated by the community profile. Strengths identified include:

- The sheer numbers and diversity of artists, art forms and artistic resources.
- A relative abundance of arts activities and audience, more predominately in the Lower Keys.
- Broad public interest in the arts.
- The unique beauty of the natural environment.
- A compelling local history and artistic heritage.
- An attitude of tolerance.
- Untapped artistic resources in the community.

Arts Community Weaknesses

Participants in the cultural planning process described weaknesses or challenges of the arts community. Weaknesses include:

- Lack of connection among constituents: insufficient information (about the arts community and opportunities of all kinds, including funding and spaces to live and work), communication, networking, common goals, and sense of community.
- Geographic challenges of the Keys: in addition to practical problems such as transportation, regional differences among the Keys produce a sense of isolation and friction.

- Competition among artists and arts organizations for funding and other limited resources.
- Some people view the Arts Council as the "Key West Arts Council."
- Lack of sufficient public understanding and media coverage of local arts.
- A minority believes there is a need for artistic improvement.

Arts Community Needs

A clear picture of arts community needs emerged from the planning process. The needs are:

- A stronger community: better leadership, communication, networking, information, common goals and cooperative action.
- Facilities: more exhibition/gallery, performing and studio spaces, especially in the Middle and Upper Keys.
- To educate the community about the value of the arts to improve economic development, tourism, community image, education and quality of life.
- Promotion of the Keys as an arts and cultural destination.
- Work opportunities for artists, including commissions, exhibitions, performances, and other art-related work, to generate both income and more arts activities.
- A focus on the identity and needs of the Middle and Upper Keys.
- Funding and information on funding.
- Arts education programs.
- Survey respondents, a subset of all planning participants, listed the following needs: 60% exhibition opportunities, 55% funding information, 51% funding, 48% networking, 42% work opportunities, 37% studio space, 27% career development, 19% performing opportunities, 18% performing space, and 16% living space.
- Arts organizations specific needs include: more staff, funding, marketing/exposure, artists housing, and facilities.
- A minority believes there is a need to stimulate and educate artists to assure continued artistic growth and achievement.

Arts Councils Role

Opinions on the Arts Councils role in addressing the needs of the arts community varied widely but several broad points of consensus emerged, to:

- Serve as a clearinghouse for information, specifically including a master calendar of events.

- Market, promote and advocate for the arts; enhance the credibility and visibility of the arts.
- Foster a greater sense of community among artists, art organizations and other constituents; be inclusive by additional efforts to serve the Middle and Upper Keys.
- Provide funding and access to funding information.
- Promote recognition of the arts role in economic development; promote cultural tourism both for economic development and to enhance the image of the Keys.
- Avoid competition with constituents for funding and audience; complement, dont compete.
- Promote public art.

Differences Among the Keys

Distinct differences in needs and opinions emerged among regions within the Keys:

- The Middle and Upper Keys want to be understood and served on their own terms. They see themselves as distinct and under-served communities, less well known and networked.
- The Middle and Upper Keys have a greater need for facilities and generally want additional arts activities.
- Key West more strongly emphasized the goal of becoming a recognized arts destination.
- Key West organizations were generally more aware, and approving, of the Arts Council.

4. Local Arts Agency Comparisons

A survey and analysis of comparable local arts agencies in Florida and around the U.S. focusing on cultural tourism, cultural policy and funding.

Methodology

The goal of this portion of the planning process was to compare the Arts Council with other local arts agencies that shared relevant similarities. The consultants analyzed information on each local arts agency's municipal context, funding, operating conditions and strategies, cultural tourism, and cultural policy.

Information was collected from five Florida local arts agencies, including the Arts Council, as well as a second cohort of five other local arts agencies from around the country.

Florida

Broward Cultural Affairs Council

Martin County Council for the Arts

Metro-Dade Cultural Affairs Council

Monroe Council of the Arts

Palm Beach County Cultural Affairs Council

Outside Florida

Aspen-Snowmass Council for the Arts

Arts Council of New Orleans

Humboldt Arts Council (California)

Santa Fe Arts Commission

Taos Arts Association

The cohorts were chosen based on the following criteria: (1) input from interviews with individuals in Monroe County; (2) communities that have a local arts agency; (3) communities with significant cultural tourism; and (4) some communities with small populations (Monroe County had the fourth smallest population among the ten local arts agencies studied).

Interviews with the ten local arts agencies participating were conducted by telephone. Consultants conducting the interviews followed a questionnaire (see page *) devised to collect both basic organizational information as well as information on funding, cultural tourism, cultural policy, and how best to make the case for a local arts agency.

Summary

Compared to other local arts agencies and their municipalities, the Arts Councils budget size is small. Its budget represents the lowest per capita arts spending and lowest spending in relation to municipal budget size, compared to the other agencies studied (see page *). The relatively young age of the Arts Council may explain some of this comparison. Building strong relationships and demonstrating effectiveness are reported by other local arts agencies as key to their success in securing government support. In the experience of other local arts agencies, building strong relationships in government and in the community has taken time.

Local arts agencies generally depend almost exclusively on local income. While many local arts agencies also reported receiving state government grants or contracts, regional or national funding is unusual. Six of the ten cohort members ranked their commitment from local government as strong. Forms of local government support included a dedicated sales tax, tourist taxes, government grants, appropriations from the general fund, and school board grants.

With its programs such as an arts calendar, grants to individuals for arts education activities, a web site, advocacy, an artists registry, initial cultural tourism programming, and a newsletter, the Arts Councils programs reflect its peer local arts agencies. These programs are among the most common found in the cohorts. Nevertheless there is great variety in terms of mission, programs and specific revenue sources among local arts agencies studied. Our conclusion is that local arts agencies adapt in a practical manner to local circumstances, filling gaps, addressing community needs, and accessing local revenue sources. For example, in Santa Fe, a strong community consensus led in 1987 to a 1% increase in the tourist tax and dedication of 1% of redevelopment funds for the arts. Santa Fe's local arts agency gained substantial new revenues and became the primary coordinator of cultural tourism programs and grant making. By contrast, the Martin County Board of Commissioners opposes increased development and tourism. In the absence of local government support, and to meet demonstrated community needs, the local arts agency produces an annual festival and earns a majority of its much smaller budget through the box office. The Arts Council has begun this process of local adaptation effectively.

Cultural tourism is a significant national trend and all ten local arts agencies studied have some form of cultural tourism programming. Studies of cultural tourism suggest that public spending on cultural tourism is effective. The largest and most effective cultural tourism programs appear to be those supported by tourism taxes and a strong relationship between the local arts agency and the tourism industry. Monroe County has a tourist tax comparable to many communities and the Arts Council has programming that lends itself well to cultural tourism support. The Arts Council has also developed an initial relationship with the Tourist Development Council. The Arts Councils potential for augmenting cultural tourism in the Keys is discussed below in "Strategic Issues and Recommendations," beginning on page *.

Cultural policy takes a wide variety of forms, including arts tax legislation, cultural plans, local arts agency mission statements, and formal community statements of cultural policy. Monroe County already has several important expressions of cultural policy. It has legislation authorizing the tourism tax and the Tourist Development Council. The Arts Council is the County's designated local arts agency and has adopted a comprehensive mission statement. An additional recommended cultural policy statement is provided below in "Strategic Issues and Recommendations," beginning on page *, for inclusion in the County's Comprehensive Plan.

Findings

Local Arts Agency Funding and Operations

- With the exception of three agencies, all local arts agencies studied have public funds as the largest source of revenue, suggesting that whether the local is large or small, young or mature, its relationship with local government is one of its most important.
- Compared to other local arts agencies and their municipalities, the Arts Councils budget size ranks lowest in relation to county population and municipal budget (see page *). For example, Monroe Countys per capita spending \$1, while Metro-Dades is \$3 and the highest, in Santa Fe, is \$26. Similarly, the Arts Councils budget in relation to the municipal budget is about 1/3 of Metro-Dades and 1/20 of Santa Fes. Stronger agencies report that they have worked carefully to build personal and professional relationships with local government, the tourist industry and the community at large, and they have demonstrated the effectiveness of their programs.
- Local government supports local arts agencies in the following ways: dedicated sales taxes, tourist taxes, government grants, appropriations from the general fund, and school board grants. Many local arts agencies also reported receiving state government grants or contracts.
- Seven of the interviewees ranked their commitment from local government as implicit or strong. One rated a low commitment and two others rated no commitment.
- Little comprehensive data on regional or national funding for local arts agencies has been collected, but these sources of income appear infrequently, often reflecting special projects or capital campaigns.
- The Arts Council had the second smallest staff among the ten interviewees.
- Seven of the ten local arts agencies studied made grants to organizations and five made grants to individuals.
- Tips for other local arts agencies for maintaining or increasing government support included: "build relationship with government and tourism industries"; "get the community involved;" and "promote your programskeep them visible."
- With regard to mission, the most common response from other local arts agencies was "develop the arts," followed closely by "coordinate among the arts" and "arts calendar." Less frequent responses were "arts education," "cultural planning" and "advocate for the arts." In general, there was a tremendous variety of missions, programs and specific sources of revenue.

- The most common responses to questions about agencies expenditures of funds were: (1) grants or regranting (8 of 10); (2) public relations, advertising and marketing (4 of 10); (3) art in public places (3 of 10); and (4) youth programs (3 of 10).
- Trends in the field of local arts agencies were spread widely over a list of more than 20 possibilities identified by interviewees. The most common responses involved community development programs consisting of partnerships with non-art agencies such as arts education (4 responses) and community-based work/social service programs (3 responses).
- Americans for the Arts, the national service organization for local arts agencies, considers local arts agency involvement in cultural tourism to be significant a national trend.

Cultural Tourism

- Comprehensive regional or national economic impact studies specifically focusing on cultural tourism have not yet been undertaken. However, studies and anecdotal information from localities that have commissioned economic research (San Francisco, Palm Beach, and the California Arts Council) suggest public spending on cultural tourism is effective. Festivals appear to be the most prolific economic generators. The California Arts Council documented \$11 in economic activity for every \$1 spent on festivals. Economic development staff at the City of Santa Clarita, California document a \$7 return on every \$1 invested in local festivals. The Metro-Dade Cultural Affairs Council has documented a \$20 return for every \$1 of county funds invested in all types of arts and culture programs.
- All ten local arts agencies studied have some form of cultural tourism programming.
- Five of ten respondents report tourist taxes that are dedicated to the arts. Local arts agencies that have a share of the tourism taxes enjoy a strong relationship with the business community and the tourism development agency.
- The largest and most effective cultural tourism programs appear to be those supported by tourism taxes.
- The arts portion of the tourist tax is most frequently used for making grants. One respondent noted advertising and promotion, general and administrative, professional services and capital equipment and grants.
- Monroe Countys four percent tourist tax is in keeping with municipalities interviewed. The most common rates were four percent and five percent.
- Arguments for continued or increased funding most

- commonly included, "culture sellsthere is a strong tie between tourism and the arts" (7 responses); "studies show the arts are an economic engine" (7 responses); and "cultural plan calls for arts fundinghonor the commitment" (4 responses). Other arguments include: "the arts encourage longer visitor stays" and "cultural tourists spend more than recreational ones."
- With regard to local arts agency relationships with the tourism industry, the most common responses were: (1) cross-agency or *ex officio* board membership with the tourism development agency and/or chamber of commerce, and (2) personal or business ties with the tourism development agency.
 - Projects with the tourist industry included arts calendars (5 responses); information exchanges and workshops for arts leaders and tourism officials (3 responses); production of cultural tourism and hotel packages (3 responses); and joint or linked web site (3 responses).
 - The State of Floridas authorizing legislation for tourist development councils lists a variety of permissible uses for tourist tax revenues, and a recent Florida case verified a broad interpretation of the statute. Accordingly, Florida respondents interpret this law on the expenditure of arts tax dollars broadly, with some differences: (1) Dade County funds projects that promote tourism or are likely to get press notice or review; (2) Broward County funds projects that promote tourism, including cultural tourism marketing and promotion, and (3) Palm Beach funds projects that support tourism. None of these agencies limits expenditures only to marketing and advertising, unlike Monroe County.

Cultural Policy

- There are approximately 3,600 local arts agencies in the United States. It is a diverse group with regard to mission, revenue source and programming. Cultural policy is no exception. According to the National Arts Policy Clearinghouse, cultural policy takes a wide variety of forms, including arts tax legislation, cultural plans, local arts agency mission statements, and formal community statements. The local arts agencies interviewed reflected this variety.
- Monroe County already has several important expressions of cultural policy. It has legislation authorizing the tourism tax and the Tourist Development Council. Also, the Arts Council, which has adopted a comprehensive mission statement, is the Countys designated local arts agency. Finally, the Arts Councils appropriation from

the Countys general fund represents an expression of cultural policy.

- Local arts agencies tend to fall into two groups by virtue of their legal status: either 501(c)(3) or a part of municipal government. Those within municipal government tend to be governed by municipal department regulations, while those outside of municipal government tend to create cultural policy that links them more closely with a revenue source.

5. Cultural Facilities for the Middle and Upper Keys

A preliminary feasibility study of efforts underway to meet the need for cultural facilities in the Middle and Upper Keys.

Methodology

The goal of this portion of the planning process was to conduct a preliminary investigation of the feasibility of meeting the need for cultural facilities in the Middle and Upper Keys. The focus of the research was to investigate current efforts underway to address facility needs and evaluate the potential for Arts Council involvement. The consultants interviewed community leaders with information and/or influence relative to the inquiry.

Summary

There is a potential to plan and develop a theater or other cultural facility in the Village of Islamorada through a joint use arrangement. While this possibility faces significant challenges of timing, planning and funding, the Arts Council would bring valuable expertise and relationships to a joint use planning process. There is also a potential for the Arts Council to investigate artists use of the Steam Plant property in Key West through a dialogue involving developer Washington Square Partners, the City of Key West, artists, and other constituents. While the Steam Plant does not directly address the need for cultural facilities in the Middle and Upper Keys, artists from those regions specifically asked the Arts Council to investigate the possibility of artists use of this property. While the Ocean Reef community in Key Largo is planning to build a small, private theater, this facility will not be open to the public and was not considered for Arts Council involvement. Also, the Key Players has set a goal of creating its own new facility at some point in the future, but has not yet planned or initiated a capital campaign.

Findings

There are two current efforts underway to address needs for cultural facilities in the Middle and Upper Keys: one in Ocean Reef and one in the Village of Islamorada. The consultants did not directly investigate the Ocean Reef project, since Arts Council staff confirmed that this facility would not be open to the public. The community of Ocean Reef has specific plans underway to construct a small theatre for the private use of its residents. While the addition of all cultural facilities in this area of the Keys is welcome, it is evident that this facility will not address many of the needs of the other communities in that region.

Islamorada

The City Council in the recently incorporated Village of Islamorada currently intends to purchase a parcel of land at Plantation Yacht Harbor to serve several community purposes, potentially including a community center. While plans for specific use of this parcel are not yet formed, several council members, including the Mayor, have publicly supported the concept of a theater and acknowledged the communitys need for a cultural facility. The Village intends to seek community input on use of the Plantation Yacht Harbor parcel, then proceed with planning. In addition, there reportedly are at least two major private donors who have expressed interest in contributing towards the cost of a theater in Islamorada.

Simultaneously with the Villages efforts, the Monroe County School District plans a new high school in Islamorada, in a joint use arrangement with the Florida Keys Community College. The new school will be built on the site of the current Coral Shores High School, which it will replace. Funding is in place and the District intends to proceed with demolition in fall 1998, then design and the start of construction in 1999. It intends to open the new school in 2000 or 2001. The joint use arrangement is for shared use of a portion of the new facility. The high school and college will share space and staff for instruction, guidance and administration.

While there are no plans now for a theater as a part of this facility, there is a potential for creating one in the context of a larger joint use arrangement. The District Superintendent believes that there is an historic opportunity to overcome the

constraints of land use, funding and other difficulties by defining mutual interests and combining resources. The potential partners are:

Monroe County School District

Florida Keys Community College

Village of Islamorada

Monroe Council of the Arts

Private donors

There are a variety of issues and challenges to address through planning:

- **Timing:** the School District and College have progressed relatively far in their planning process while the Village has not yet begun its planning.
- The specific needs of each partner are not yet clear. It would be essential to define the interests and preferences of each partner through joint planning.
- The College does not consider a cultural facility a priority need. The President of the College expressed willingness to participate in planning and would not oppose a joint use plan. However, he believes that the College already fulfills its mission with respect to cultural facilities through the Tennessee Williams Fine Arts Center and will avoid any financial responsibility for an Islamorada facility.
- It was outside the scope of this report to determine cost or funding sources, however, it appears that funding for a cultural facility would potentially be available through each of the five possible partners. Interviewees identified a number of specific potential funding opportunities. Cost is not an insurmountable barrier at the outset and a shared-cost arrangement would make financing more likely.
- A performing arts marketing study would be strongly recommended as a part of a joint use facility plan. It would be inadvisable to construct a theater or other cultural facility without first measuring the strength and characteristics of the community demand. A geodemographic study would provide vital information on the size, type, location, and programming of a cultural facility, plus ticket pricing and other relevant information. It would cost approximately \$15,000 - \$25,000 and take approximately two months to complete.

The Arts Council would bring valuable expertise and relationships to a joint use planning process. It has or can access specific knowledge of theaters and arts programming which are essential to cultural facilities planning. It has a strong mandate from the arts community to engage in this activity and could presumably mobilize broad arts community support and participation. It has experience in cultural planning directly relevant to the task. Finally, the Arts Council is a potential

partner in the use and management of a cultural facility.

Steam Plant

In August 1998, the City Electric System board of directors approved a proposal from Washington Square Partners to redevelop the Steam Plant property in Key West. While this proposal would not directly impact the Middle and Upper Keys, artists from those regions specifically asked the Arts Council to investigate the possibility of artists use of this property. The consultants interviewed city officials to determine the status of the property and the Washington Square Partners proposal. In sum, the proposal has been accepted by City Electric but now faces a variety of approvals from the City of Key West. The proposed redevelopment currently contains a multi-screen cinema but no other artists use. The Steam Plants historical character and location apparently make it desirable for artists use as studio and gallery space.

It is difficult to assess the future of Washington Square Partners proposal. At this time, the most that can be said is that the developer faces an uncertain approval process that might or might not force modifications to, or eliminate, its current proposal. However, there does appear to be a possibility of dialogue with Washington Square Partners directly. If the developer has any interest in involving artists in the future use of the property, the Arts Council could facilitate a planning process involving artists, the City of Key West and other elements of the community. City planning staff indicated a willingness to engage in this process. It should be noted that while the Steam Plant is located within the redevelopment district, tax increment funding from the district is apparently not available for artists use. Rather, city staff reports that funding is limited to low-income housing outside of the redevelopment district.

Even if the Steam Plant property should not prove to be a viable site for artists use, there may be other potentials in the City of Key Wests Redevelopment Area involving naval properties that the Arts Council could investigate.

6. Strategic Issues and Recommendations

Overall Issues and Recommendations

Arts Services and Community Development

Underlying many of the recommendations of this report is the Consultants observation that the Arts Council has two fundamental capacities: arts service and community development.

1. Arts service focuses directly on the arts community: artists and arts organizations.
2. Community development involves partnerships between the arts and other elements of the community to achieve overall community goals, such as education, cultural facilities development, cultural tourism, other forms of economic development, housing, community redevelopment, transportation, and quality of life.

In its first year of programming, the Arts Council has concentrated primarily on developing the first capacity. Its future lies in developing both capacities. Existing funding appears to be both justified by, and spent on, services to the arts community. Future funding opportunities appear to exist more in the area of community development initiatives.

Recommendation 1: The Arts Council should consciously balance its efforts between its two fundamental capacities of arts service and community development, and choose several strategic focuses for implementation.

This report shows that the arts communitys mandate to the Arts Council for action is broader than available resources. The overall issue for the Arts Council is how to achieve the greatest impact given the limits of its resources. The overall recommendation is to consciously balance the organizations efforts between its two fundamental capacities of arts service and community development, and to choose several strategic focuses for implementation. This may necessitate the delay or elimination of some programs, and will certainly require the development of specific new capabilities to undertake new programs, such as cultural tourism. The Arts Council will almost certainly need more staff, funding and other resources to implement many of the recommendations in this report.

Recommendation 2: The Arts Council should develop partnerships with other, non-arts agencies for community development efforts.

Developing more capacity in the area of community development will require the Arts Council to form partnerships with other, non-arts agencies. This recommendation aligns with the finding of the needs analysis that the Arts Council should forge or improve relationships with groups outside the arts community. It will also help the Arts Council avoid duplication

of services and competition for funding with its constituents. Partnering with other agencies for community development purposes will likely create new funding sources not now available to arts organizations.

Serving the Middle and Upper Keys

Recommendation 3: It should be a priority for the Arts Council to address the needs of the Middle and Upper Keys, and increase constituents awareness of its services.

The Arts Council has a strong mandate to address the needs of the Middle and Upper Keys as distinct from Key West. This should be a priority for the Arts Council for several reasons:

- The Arts Councils mission is county-wide.
- The Middle and Upper Keys are under-served areas in terms of arts programs, services and facilities.
- It will help increase membership and other support.
- It will support other initiatives, such as cultural tourism and facilities development.
- It makes a stronger case for funding both to the Board of County Commissioners and, in the future, cities outside Key West.

It appears important to not only serve all areas of the Keys, but to address the perception among the Middle and Upper Keys that the Arts Council "isnt for us." The Arts Council needs to help increase constituents awareness of its services.

Funding

Recommendation 4: The Arts Council will need to rely on tax-based revenues and the Board of County Commissioners should remain an appropriate and primary funding source.

Recommendation 5: The Arts Council should increase its program documentation and evaluation efforts to help demonstrate the value of its services.

In Florida and throughout the nation, local arts agencies are funded almost exclusively from local sources. This report documents that local arts agencies with relevant similarities to the Arts Council and Monroe County depend heavily on local, tax-based support. That support is justified by demonstrable community benefit to both the arts community and the community at large. Arts Council funding is now, and will likely continue to be, derived primarily from sources within Monroe County. Also, given the relative lack of local private arts funding, the Arts Council will need to rely especially on tax-based revenues. This is appropriate and typical, and the Arts Council should easily be able to document the value of its services in return. The Arts Council may want to increase its program documentation and evaluation efforts to provide the necessary data. It appears that in the area of arts services, the Arts Council is already providing substantial benefit to the community. On this basis alone, the Board of County Commissioners should remain an appropriate and primary funding source for the Arts Council.

To implement many of the recommendations in this report, the Arts Council will require additional tax-based revenues. Support for increases in tax-based funding are most likely to be gained through partnerships for community development, both through grants and contracts for services. In addition, the Arts Council may also be able to raise limited amounts of seed funding from individuals and local businesses for such partnerships.

Recommendation 6: The Arts Council also can and should seek to incrementally expand its local private revenues.

Recommendation 7: The Arts Councils most feasible funding strategy is to define how it can assist in meeting local community needs and seek ways to partner with other agencies.

The Arts Council also can and should seek to expand its local private revenues from membership, its annual auction and other fundraising events, individual contributions, and local grants. Incremental gains in each area are important. This is an appropriate area for increased board responsibility and action. Care should be taken to focus on income-generating efforts with the greatest possible financial return. Events and initiatives to raise relatively small amounts from individuals or small businesses can prove to be a net drain on the agency's resources. Greater increases are possible, however, from the strategy of partnerships for community development.

The Arts Council is eligible to apply for limited forms of grants from sources outside the County, such as the National Endowment for the Arts and the Kresge Foundation. It already receives renewable state support from the Florida Division of Cultural Affairs. However, regional and national funding for local arts agencies are highly competitive and generally provide only special project support. The most feasible funding strategy is for the Arts Council to define how it can assist in meeting local community needs and seek ways to partner with other agencies.

Cultural Tourism

Recommendation 8: The Arts Council should initiate a partnership for community development in the area of cultural tourism and undertake a specific planning effort utilizing specialist consultants.

Cultural tourism presents an excellent opportunity for the Arts Council to initiate a partnership for community development. Through this strategy, the Arts Council can simultaneously increase tourism, serve the arts community, and realize new income through partnerships.

There are strong indicators of the potential for increasing cultural tourism in Monroe County. Existing tourism has a strong base in arts and culture. The needs analysis revealed a substantial tourist audience for arts and culture among arts and historical organizations. The 1995/96 Visitors Profiles report ("Linking the Economy and Environment of Florida Keys/Florida Bay") also documented an annual total of 1,025,210 visitors who attended museums, historic sites and cultural events; this represents a high participation rate of 40%. The arts community favors further efforts in this area. The Tourist Development Council has a highly evolved and effective marketing program. Discussions with cultural tourism experts also suggested the possibility of enhancing tourism in the Keys. The trend in cultural tourism is to build on the marketing and promotion of existing arts and culture resources. The critical idea is to provide arts and culture offerings that meet visitors needs, not just sell what already exists. This can involve changes to existing programs or the creation of new ones that address visitors interests. Changes might include a shift in content, timing, price and/or location. With a focus on understanding the needs and preferences of tourists, the Arts Council could help design cultural tourism programs that meet a variety of tourism goals, such as to:

- Increase visitor satisfaction.
- Lengthen visitor stays.
- Increase the number of cultural tourists.
- Increase repeat visitation.
- Attract new categories of visitors.
- Fill unused capacity during shoulder and off-peak periods.
- Increase cultural tourism in specific areas of the Keys.
- Enhance the image of the Keys.

While the potential appears strong, realizing the promise of cultural tourism in the Keys will require a specific planning effort utilizing specialist consultants (estimated cost of \$10,000 - \$40,000). Cultural tourism consultants interviewed for this report suggested that planning include an assessment phase, followed by development of a comprehensive plan. Creating and implementing a cultural tourism plan would require a partnership of the Arts Council with the Tourist Development Council, plus other agencies such as the respective Chambers of Commerce, the Hotel/Motel Association, and the Key West Innkeepers Association. Costs for planning and implementation should be shared. The Tourist Development Council has expressed a preliminary interest in exploring new ways to promote cultural tourism and a partnership with the Arts Council. It appears that a critical issue for the Tourist Development Council is being able to predict and demonstrate an economic benefit from its spending in this area. Thus planning for cultural tourism should include efforts to quantify the likely economic benefits of implementing new programs; the return on investment for the Tourist Development Council and other partners should be defined.

The Arts Council brings substantial capability to a partnership to promote cultural tourism. It is the authorized local arts agency and has a documented mandate from the arts community, as well as some of the community leaders interviewed during this planning process, to undertake this initiative. The Arts Council has the specific knowledge of the arts resources and capacities in the community. It can help envision and create programs that will mediate among the needs of the tourist, the tourist industry, the arts and the community at large. Partnering for cultural tourism appears to be a win-win possibility.

Cultural Policy

Recommendation 9: The Arts Council should request that the Board of County Commissioners adopt a formal cultural policy statement as part of its Comprehensive Plan.

Monroe County already has significant functional elements of cultural policy in place (see Cultural Policy, page *) but lacks a formal expression of a county cultural policy. Were the Board of County Commissioners to adopt a formal cultural policy statement, there would be a clear definition and overall focus for future public action and spending. The intent of the following recommended cultural policy statement is to embody the findings and conclusions of the cultural planning process in a succinct statement. It can be adopted by the Board of County Commissioners as

part of its Comprehensive Plan or as a stand-alone resolution.

It shall be the cultural policy of Monroe County to:

- 1. Support, promote and develop the arts and cultural resources within the County, and*
- 2. Facilitate and support partnerships between the arts community and other elements of the community to assist in achieving goals for overall community development in areas such as education, cultural facilities development, cultural tourism, other forms of economic development, housing, community redevelopment, transportation, and quality of life.*

The Monroe Council of the Arts Corporation is already designated as the local arts agency, and shall function as the lead agency in implementing cultural policy.

Cultural Facilities

Recommendation 10: To address the needs for cultural facilities in the Middle and Upper Keys, the Arts Council should explore the possibility of a joint use arrangement to plan and develop a theater or other cultural facility in the Village of Islamorada. It should also explore other possibilities for cultural facilities development, such as the Steam Plant or naval properties in Key West.

The Arts Council appears to have a window of opportunity in the Village of Islamorada to explore how it might partner with other agencies to help create a new cultural facility serving portions of the Middle and Upper Keys. There also appear to be possibilities for exploring cultural facilities development in Key West at the Steam Plant and with naval properties in the Redevelopment Area. These possibilities are discussed in the section beginning on page *. Exploring the Islamorada possibility clearly begins to address the needs of the Middle and Upper Keys. Exploring any of these possibilities, and others that might arise in the future, will advance the Arts Council in its role as a partner in community development.

7. Attachments

Planning Participants

Interviewees: Elected Officials

Wilhelmina Harvey Mayor, Monroe County (District 1)

Shirley Freeman Monroe County Commissioner (District 3)

Ron Levy Mayor, Village of Islamorada

Jack London Monroe County Commissioner (District 2)

Mary Kay Reich Monroe County Commissioner (District 5)

Carmen Turner City Commissioner, City of Key West (District 6)

Interviewees: Community Leaders

Dale Finigan
Director of
Engineering,
City Electric

William H.
Harrison Local
Redevelopment
Authority
Director for

Naval
Properties, City
of Key West

Michael Ingram
Chair, Tourist
Development
Council

John Jones
Assistant City
Manager, City
of Key West

Michael Lannon
Superintendent,
Monroe County
School Board

Ann McKee
former
President,
Monroe Arts
Council

Hunter S.
Padgett Senior
Vice President,
TIB

James L.
Roberts Monroe
County
Administrator

Henry
Rosenthal
President,
Islamorada
Chamber of
Commerce

Dr. William
Seeker
President,
Florida Keys
Community
College

Dr. Margaret
Smith Deputy
Superintendent,
Monroe County
School Board

Grant Spradlin
former
Executive
Director,
Monroe Arts
Council

Edwin O. Swift,
III Historic
Tours of
America

Ty Symroski
City Planner,
City of Key
West

GINNA THOMAS
DRAKE PRESIDENT
AND CEO, KEY
LARGO CHAMBER
OF COMMERCE

ROBERT L. TRACY
PRESIDENT,
INNKEEPERS
ASSOCIATION

DANNY YAHN
PRESIDENT,
MARATHON
CHAMBER OF
COMMERCE

Interviewees: Arts Council Board Members and Staff

Nance Frank, Chair

Meredith Cline, Vice Chair

Kim Northrup, Secretary

Chris Waite, Treasurer

William E. Anderson

Madeleine Burnside

Diane E. Gauthier

Marvin Gorman

Monica Haskell, Executive Director

Rita Irwin

Marcia Kreitman

Pino Moro

Holly Padgett

Leda Seigal

-

Survey Respondents

(90 total; because the survey did not require respondents to provide their names, this is a partial list.)

Valerie Baldwin

Lamar Ball

Elizabeth Barnes

Nancy Bender

Judy Bradford

William Brockway

Madeleine Burnside

Tanya Carbonell

Sherry Davis

Betsy & Quen Dietz

Diane Doren

R. Bruce Earle
C.J. Erwick
Jean Fode
Miki Garshman
Scott Gilmore
Jean Goff
Geraldine Greene
Bradford Gross
C.J. Groth
Barbara Hettinger
Peter Hill
Corinne Hughes
Delma Iles
Charles Ivester
David Jones
Juanita Kretschmar
Mae Levy
Joe Loeber
Irene Loeber
Bill Loewy
Burt Loudenslager
Ms. MacArthur
Carole MacCartee
Maggie Masteller
John McBride
Bill McCreary
Vanna McDonnough
George Meyers
Gingah Milnes
Susana Mitchell
Gene Mooney
Paula Morrow
Bob Muens
Kim Northrup
Deanna O'Shaughnessy
Michael Perkinson
Marcia & Gibb Peters
Joshua Powell

John Price, Jr.

Marcia Ream

Florence Recher

Susan Reed-Betts

Nora Revelen

John Roberts

Lee Robert Rohe

Robert Schachner

K.A. Schaeffler-Murphy

Molly Grover Shallow

Lukina Sheldon

Carolyn Smith

Ed Stawski

Janis Steven

Naomi Stewart

Jake Thomas

Terry Thommes

Montgomery Triz

Scott Wallace

Robert Weil

William Welch

Michelle Wisniewski

Jill Zima

Community Meetings Attendees

(64 people signed attendance sheets at the meetings.)

Jan Allman

Conni Atkins

Valerie Baldwin

Veetta Baldwin

S. Elizabeth Barnes

Nancy Bender

Kimberly Berger

Carmen Cosme

Jim Cox

Alan Craddick

Robert C. D'Antonio

Jeane & Irving Eyster

Veronica Farina

Commissioner Shirley Freeman

Bernice Goodman

Vicki Grant

Geraldine Greene

Bradford Gross

John Hawver

Barbara Hettinger

Suzanne A. Hutton

Rita Irwin

Laura Gail Jackson

Nancy Jefferson

Robin Kaplan

Carol Betts Keller

Raymond G. Kitchener

Meredith Kline

Marcia Kreitman

Linda Kulisky

Ann Labriola

Ron Levy

Sharon Macut

Mimi McDonald

Vanna McDonough

Joan McGillis

Debra McKinnon

Judith McKnight

Susan Mitchell

Claudio Moran

Claudia Moriarty

George Neugent

Tom Oosterhoudt

Holly Padgett

Robert Padron

Sophie Painchaud

Julie Pingel

Lee Rohe

Lissa Jo Ruggles

Robert W. Schachner

Sharona Setlock

Kerry Shelby
Michelle Sheldone
Reen Stanhouse
Rose Stayduhar
Cliff Sutton
Vince Taporowski
Montgomery Triz
Chris Waite
Debra Walker
Clavon White
John B. White
Fran Young
Jill Zima

Nonprofit Arts Organizations

(15 total)

Founders Society Vicki Grant, General Manager
Historic Florida Keys Foundation Jack London, Executive Director
Impromptu Concerts Lillian Van Hest, Director
Key Players Tom Butler, Treasurer
Key West Art & Historical Society Kevin OBrien, Executive Director
Key West Theatre Festival Joan McGillis, Artistic Director
Marathon Community Theatre Rita Irwin, President
Old Island Days Art Festival Florence Recher, Director
Pigeon Key Foundation David Whitney, President
Purple Isles Art Guild Judy Chesher, President
Rain Barrel Arts Festival Carol Cutshall
Red Barn Theatre Mimi McDonald, Managing Director
South Florida Center for the Arts Brownee Ballard, Executive Director
Tennessee Williams Fine Arts Center Sophie Painchaud, Artistic Director
Waterfront Playhouse Kathy Russ, President

Local Arts Agencies

Florida

Broward Cultural Affairs Council Mary Becht, Executive Director
Martin County Council for the Arts Mary Shaw, Executive Director
Metro-Dade Cultural Affairs Council Deborah J. Margol, Deputy Director
Monroe Council of the Arts Monica Haskell, Executive Director
Palm Beach County Cult. Affairs Council Dr. William E. Ray, Executive Director

Outside Florida

Aspen-Snowmass Council for the Arts Linda Gerdenich, Executive Director

Arts Council of New Orleans Shirley Corey, Executive Director

Humboldt Arts Council Debbie Goodwin, Executive Director

Santa Fe Arts Commission Sabrina Pratt, Executive Director

Taos Arts Association Betsy Carie, Executive Director

Community Meetings Issues and Responses

Five issues were discussed at the five community meetings.

1. What is your vision for the arts communitys futurewhat should it become?
2. What does the arts community need as a whole? In your local area of the Keys?
3. What are the strengths of the arts community?
4. What are its weaknesses?
5. What role can the Arts Council play in meeting the needs of the arts community? Is there anything the Arts Council should not do?

The following is a list of participants responses during discussion of these five issues.

Key Largo Community Meeting

8/11/98

Strengths

Key West community (its artistic and tourist resources)

History

Diversity

Tolerance

"Bank" of artistry

Market for art

Turnover of people

Cross-section of people

Natural environment

Geography

Networking

Proximity to Miami

Ambience

Needs

Performing arts center(s) in Middle and Upper Keys

Multi-use arts center like Torpedo Factory, with studios, classroom, meeting space, gallery

Artist mentors for students

Live/work space

Tax breaks

Workshop space

Promotion

Cost of living relief

Target tourist economy

Vision

Unified

More communication

Arts and environment

Economic viability

Promotion

Tax money for the arts

More performing arts in Middle and Upper Keys

Savvy community (about the arts)

Value of arts in economy and education recognized

Respect from corporate sector, banks, etc.

American Caribbean

Redevelopment in Tavernier, old Tavernier Hotel area becoming artistic district

Arts as political force

Retention of local character

Art on bridges

Weaknesses

Separatism and egos

Fear of competition

Lack of information and lobbying

Apathy

Only one Upper Keys board member on Arts Council board

Arts education/exposure

Lack of exposure

Promo of "outsiders" over local artists

Not enough rewards for funders

Size of community & geography

Priorities

Arts Councils Role

Local cable "crawl" announcing events

Advocate for artists

Community art PACs

PR/media co-op, including press lists

Services for literary artists, including technical assistance with publishing

Funding

Representation

Affordable events

Access to PR

Mailing list

Events closed to outside artists, for locals only

Support for big festivals and smaller events and series

Attend TDCs DAC meetings

Islamorada Community Meeting

6/23/98

Strengths

Tremendous talent/variety in Upper Keys

Not solidified/not terribly politicized; hunger for more to happen, people to work together

Appreciation for the arts

S.F. Center for the Arts -- well received, a model?

People who are interested are really hungry

Dedication to Keys and to work by Keys artists

Creative about using facilities we have

Needs

More emphasis in school system; hire more art teachers

People are not that aware of the arts

Facilities; performing arts center and exhibition space

Residents will drive to and pay to see art

Certain snob appeal for facility/programming

"Smelly" high school auditorium is not appealing -- linked to ideas of quality

Need museum -- small, local, history of area, classes, lectures; emphasis on programs not facility -- seascape festival

Gallery space with climate control; (1) showing work and (2) permanent collection

Need space for history/scholarly work; could be combined with other needs with enough space

Could have one space or several

Long-run, build facility; short run, upgrade existing spaces

Facility needs are local and tourism

Could include entire upper Keys; Marathon -- no; Key Largo -- yes

Centralized calendar; newspapers and newsletters

Free Press has committed to publishing a cultural calendar

Chambers can help

Housing/live-work space is becoming an issue

Health insurance for artists

Annual event to counter Key West Writers Workshop (doesn't have to be writers)

Networking/directory; artists need to know each other, need a method

People dont know what dance is really about

To educate about higher art forms ("you are capable of appreciating it")

Vision

Destination as adjunct to fishing: museum, historical, culture, activity/productions, workshops

Activities integrated into community dynamics

A community center that also has an arts center

Appreciation of dance

People who are conformable/aware of arts start in the schools

Weaknesses

Lack of communication, need for networking, artists dont know each other, for artists themselves and others in community who would like to know artists

Miss being able to talk with people of like interests -- artists work alone

Funding is weak

Want local businesses to use local talent, to know what is here

Insecurity complex -- everyone is from somewhere else and gives somewhere else

Need to capitalize on locale; promote as plus not minus, as in Southwest and Maine

Arts Councils Role

Took advantage of grants to schools -- artist to work with students one-on-one -- need more

More public exhibits

Need more arts education

AC gives guidance on structure/method; e.g., formalizing exhibitions in empty space

Advocate politically for positive climate of Keys; e.g., art in public places, cultural element is comprehensive, county plan

Marathon Community Meeting

8/11/98

Strengths

Marathon arts resources, especially Marathon Community Theater and Concert Association

Art colony lots of artists in Marathon and Keys

Keys character beauty, water, natural surroundings, peoples energy

Tourism arts pulling together with natural surroundings

Pigeon Key

Special events Marathon Renaissance Fair and Pirates in Paradise Festival

Renaissance High School clubs

Marathon is very active, strong volunteerism

Art Port public art in Marathon airport

Residents have many outside arts connections

FKCC provides local art classes throughout Keys

Architecture and historical resources

Diversity of architecture and geology

Tolerance, which in turn inspires creativity

Low level of censorship

Artists are resourceful, use local materials in their work

Strong local media support

Local population is supportive of the arts, "its theirs"

Local businesses hang art shows

Art business connection

Needs

More cultural opportunities for kids

Get schools involved there is visual arts faculty, but no drama

Money for arts education/school programs

Emphasize diverse cultures in Keys Cuban, other Hispanic, urban/rural

Spanish language plays

Place to showcase work, including exhibit space

Studio tours

Brainstorming meetings with artists

Events to bring artists together workshops, sharing among Keys, community art project, activities based art, learning and/or working together

Marathon history trail, like Islamorada

Historic preservation districts (sponsored by County), with tax incentives

Commercial fishing museum

Artists working in the street

Artists colony/affordable housing and visibility for artists

Artistic mile markers

Use current facilities more, e.g. Pigeon Key, Marathon Community Theater

Theaters producing Florida playwrights, southern Florida themes development of indigenous theater (like "Papa" at MCT), like visual arts, fellowships, more leadership of public taste, not just Neil Simon

Have playwrights festival/competition, open up selection process

Have storytelling festival

Transpiration issues lack of public transportation

Art/culture bus tours Key-to-Key

Subsidy to theaters, etc.

Vision

Catalyst arts being catalyst for entire Keys, arts seen as basic function, arts being ahead of everyone

For all Keys

Arts as a rich world of contacts and resources

Embrace diversity create regional plans

Circuit of performing arts throughout Keys

Arts communicating choices about living special character of Keys, arts as way of life

Tanglewood throughout the Keys

Get on national arts community map

Weaknesses

Isolation

Arts council history something to overcome (Arts Council is now like phoenix rising)

Hard to communicate value of arts

Lack of fundraising and marketing capacity

Not well-organized or -connected

Dont know own resources

Competition factions

Competition for TDC funding

People dont always support one another

Arts Councils Role

Regular meetings throughout Keys

Educate artists

Connected to Chamber of Commerce

Get funding for Keys, especially from outside community

General sense that there is a lot of money out there to be focused on arts

Clearinghouse

Block-booking performing arts

Resource directory/connection

Arts pow-wow

Generate funding for arts programs, e.g. public art

Create season brochure Keys-wide

Create promo video

Website highlight local artists daily

Publish grant deadlines & other info

Big Pine Community Meeting

8/10/98

Strengths

Talented people

Desire/demand for arts from visitors and locals

"Captive audience"

Diversity cultural (Cuban, Haitian) and international visitors

Geographic allure

Needs

Perception of cultural void

Image

Unity

Studio/gallery space

High visibility art center

Benefactors

Communication

Development of Keys (outside of Key West)

Transportation

Vision

Community support

TDC embrace

Arts center in each community

TDC promotion of art

Publicity

National status/recognition for childrens art

Weaknesses

Lack of unity

Change (throughout Keys)

Lack of advertising

Individualism

Lack of leadership

Arts Councils Role

"Promo Crawl" on weather channel

Info clearinghouse

Help develop Steam Plant proposal for renovated work space/exhibit/gallery art center in Key West

Play stronger role in communication, sharing events & dreams, reduce fragmentation

Elevate quality of art

Key West Community Meeting

6/22/98

Strengths

Cultural heritage; there is a legacy and wealth that is national in scope

Extremely varied for community of its size

Climate/involvement is supportive (once you get it together)

Good variety for artists/many venues/different feel, energy -- similar to Laguna Beach, Seattle or New Orleans

Sheer number of practicing artists

People (number) in community support the arts

Very affordable to see/buy art

Very forgiving audience/community; like Paris at turn of century; spirit of this place

Great people working with children; important to keep people interested; Stringworks is a new business to teach children

Needs

Funds

Corporate funding (there is competition for few corporate dollars)

No big corporations

Relatively small economic base

Would like to pay artists better and bring quest artists

Need to educate corporate structure

Arts Council should approach them (corporations) for funds (United Fund)

Need to understand changing demographics - more corporate, more competition

Artists are paid poorly; big issues; in other communities they are paid better; Really big issue to help artists grow in their craft -- so much time is spent in other jobs

No time to own our craft -- too busy paying rent

Artists donate huge amounts to community

Policy of Arts Council not to ask artists for work

Better economic base leads to deep trouble for 18 to 30 year old age range

Needs include housing, space subsidy and materials subsidy; artists were Funded to come here in the 30s and 40s, that is why we have so many artists

Need more art programs in schools; need art teachers and administration support

Transportation up and down the Keys -- need rail system

Lack of performing arts venues/Key West is more attractive to visual artists

Vision

To become a national and international venue for artists and arts

Florida Keys Community College to become a center for the arts

Visions for a youth orchestra

New Key West Symphony - hoping this will be a new step toward increasing Interest in the arts

International seminars here; people want to come here; increase profile of Key West; two-way communication with local artists -- need Arts Council to do this; also it relates to tourism -- are there appropriate venues for conferences?

Affordable housing and studios

Master classes and community center with classes

Tons of military space

Business community and all segments of the community supporting the arts

Weaknesses

Living expenses are high

If you are local they think you are going to be cheaper

Lack of space

Poor communication

Diversity: fine artists dont understand theater artists

Strength and weakness: small community; cooperative and competitive

Economics: overhead grows faster than creativity, especially in two Dimensional art world; root of all evil, dont have the support we should

art in public places; voted on in July (2 percent); write elected officials; Arts Council should sent form letter

Need arts advocate/advocacy

State considers us to be a non-rural area and so we dont get extra dollars

Arts Councils Role

TDC mandated for advertising; how do we get a bigger piece of the pie and open up how it is spent? Not sure it the Arts Councils job to do this; would like to see TDC support art and artists, this needs to be hammered at; the TDC has used cultural history to promote Key West, they have exploited rather than acknowledged

Lobbying to change the TDC rules; need operating support

Help TDC understand investment; we support TDC not other way around

Need one voice for arts community

"Habitat for Artists" -- donated space for artists during performances

Dont recognize local resources in marketing, promotion and image

Need artists registry; local artists are devalued

There are dollars out there, Arts Council should be able to do fundraising and advocacy

There is a lot of community wealth; we spend more time raising money than making art

Better educate the public; tell them why it is important not just that it is important

The arts are an environmentally safe industry

Local Arts Agency Comparisons

1. Per Capita Spending

Monroe ties for lowest per capita arts spending, defined as agency budget divided by population.

(Budget/Pop.) (in 1000s)

Agency Per Capita Spending Agency Budget Population

Santa Fe \$26 \$1,300,000 50

Taos \$11 \$341,000 30

Aspen \$11 \$135,000 12

Broward \$10 \$13,300,000 1,400

Palm Beach \$3 \$3,000,000 1,000

Martin \$3 \$321,000 113

Metro-Dade \$3 \$5,000,000 2,000

New Orleans \$2 \$2,000,000 1,000

Humboldt \$1 \$123,000 126

Monroe \$1 \$89,000 81

2. Arts Support in Relation to Municipal Budget

Of the eight local arts agencies that reported complete data, Monroe ranked lowest in arts support in relation to municipal budget. A lower number in the ratio column indicates less arts support.

(Agency/Municipal) (in millions)

Agency Ratio Agency Budget Municipal Budget

Taos 0.020059 \$341,000 \$17

Broward 0.007824 \$13,300,000 \$1,700

Santa Fe 0.007429 \$1,300,000 \$175

Palm Beach 0.001500 \$3,000,000 \$2,000

Martin 0.001279 \$321,000 \$251

Metro-Dade 0.001250 \$5,000,000 \$4,000

Humboldt 0.000783 \$123,000 \$157

Monroe 0.000387 \$89,000 \$230

Aspen -- \$135,000 not reported

New Orleans -- \$2,000,000 not reported

Written Survey

If you have **any** involvement in the arts, this survey is for you. The Monroe Council of the Arts is currently creating a cultural plan to improve arts support throughout the County. Understanding your needs and opinions is essential to this effort, and we would greatly value your participation through this survey and/or at one of our upcoming community meetings (see schedule). This survey will help us profile the arts community, document arts needs, and define a vision for the future of the arts. Thank you for your help!

1. Please tell us about your involvement in the arts. Check **all** descriptions that apply to you, and write in any additional information that will help us understand your work and interests.

Visual artist ____ Medium(a):

Performing artist ____ Art form(s):

Literary artist ____ Form(s):

Folk/ethnic artist ____ Form(s):

Media artist ____ Medium(a):

Arts educator ____ Art form(s):

Historian ____

Gallery owner/manager ____

Arts organization board member ____

Arts organization volunteer ____

Arts manager ____

Attend arts events ____

Any additional information:

2. If you are an individual artist, what do you need to better realize your work? Check **all** needs that apply to you.

Funding ____

Information about funding opportunities ____

Studio space ____

Performing space ____

Living space ____

Exhibition opportunities ____

Performing opportunities ____

Arts-related work opportunities ____

Career development ____

Networking with other artists ____

Other

3. What is your vision for the arts community's future? What should it become?

4. What does the arts community need as a whole?

5. What are the strengths of the arts community?

6. What are its weaknesses?

7. What role can the Arts Council play in meeting the needs of the arts community? Is there anything the Arts Council should not do?

8. What overall observations do you have of the arts community?

9. Any additional comments?

-
Please complete this survey form and return it by June 19, if possible, to the Arts Council. To return this form, simply fold it so that the Arts Council's return address face is outside, attach a stamp and mail. Thank you again for participating in this survey.

ARTS COMMUNITY MEETINGS

You are also invited to attend one of these arts community meetings throughout the Keys to discuss and answer the questions in the survey.

Key West June 22, 1998 7:00 p.m. Key West Library, 700 Fleming St. 292-3595

Islamorada June 23, 1998 7:00 p.m. Islamorada Library, Helen Wadley Branch 664-4645

Big Pine Key August 10, 1998 7:00 p.m. Video Magic Prods./Theatre of Dreams, MM 30 872-4550

Key Largo August 11, 1998 2:00 p.m. Westin Resort, 97000 Overseas Hwy. 852-5553

Marathon August 11, 1998 7:00 p.m. Marathon Community Theatre, 5101 Overseas Hwy. 743-0994

OPTIONAL: If you are not already on the Arts Council's mailing list, you are welcome to give us your name and address:

Name:

Address:

City/State/Zip:

Phone: Fax: Email:

-

Arts Organization Questionnaire

Thank you for participating in the Arts Council's cultural planning process. This questionnaire is designed to help compile a composite profile of the arts community, document your specific needs, and describe your vision for the future of the arts. Consultants David Plettner and Mark Anderson will arrange a confidential telephone interview with you. You do **not** need to complete the questionnaire form or return it. However, you may want to prepare for the interview by collecting some of the data requested in advance. If any of the information is unavailable, or is not relevant to your organization, simply tell David or Mark during the interview. Again, thank you for taking the time to assist us in our efforts to support the arts

community.

Organizational Overview

What is the mission of your organization?

When was it founded?

Please describe your programs and activities.

On average, how many artists participate annually?

On average, how many activities do you produce annually?

What is the average, annual paid attendance?

What is the average, annual total attendance?

What is the average ticket price?

Facility/Venue

Where is your office?

Where do you usually perform or exhibit?

What is the size of the venue(s), e.g. number of seats, sq. ft.?

Do you own, rent or receive donated office and/or performing space?

Staff/Volunteers

How many full-time artistic staff do you have?

How many paid artists?

How many full-time administrative staff?

How many part-time administrative staff?

How many volunteer staff?

How many other volunteers?

Finance

What was the organizations total operating income last year?

Total expenses?

Please provide a breakdown of that income by:

Admissions

Performance fees

Memberships

Contracts for services

Other earned income

Government grants

Corporate/foundation

Individual contributions (including board)

Fundraising event(s) net income

Is your organization currently engaged in capital fundraising? Has it ever done so?

What were the organizations net assets (fund balance) at the end of last year?

Was it a typical year in financial terms?

If not, how/why was it different? Will it change significantly this year?

Marketing

Who is your constituency?

Do you have a membership? How many members are there?

Please describe your audience for performances or exhibitions.

How do you communicate with your audience/members?

Subscription brochure

Other mailers (e.g., newsletters, fliers, letters)

Advertisements (e.g., newspapers, radio)

What role does word of mouth play in your marketing?

What other marketing tools do you use?

What portion of your audience is composed of tourists?

How have you documented or calculated the tourist portion?

Please describe any special marketing efforts for tourists.

Development

Please describe your development (fundraising) efforts.

Grant-writing (government, foundation & corporate)

Individual contributions

Sponsorships

Fundraising events

Who is responsible for grant-writing? Events? Other development efforts?

Governance

How many board members are there?

How often does the board meet?

Please describe the core leadership of the board.

How does the board assist with development?

How successful is the board in development?

Your Organizations Needs

What does your organization need to better fulfill its mission?

Please describe your greatest needs in any of the following areas:

Programs

Facilities/venues

Staff

Finance

Marketing

Development

Governance

Other needs

-

Arts Community Vision and Needs

What is your vision for the arts community's future? What should it become?

What does the arts community need as a whole?

What are the strengths of the arts community?

What are its weaknesses?

What role can the Arts Council play in meeting your specific needs and the needs of the arts community?

Is there anything the Arts Council should not do?

What overall observations do you have of the arts community?

Do you have any additional comments or questions?

-

-

Local Arts Agency Questionnaire

1. Type of Agency, 501(c)(3) or part of municipal government. If latter, how governed?
2. Geographic area and size of population served.
3. Total municipal budget.
4. Total agency revenue.
5. Agency sources of revenue (broken down by category).
6. Total agency grants budget.
7. How agency funds are utilized (broken down by category).
8. Tourism tax rate.
9. Tourism funds per capita.
10. Percent of tourism funds that go to the arts.
11. Percent of tourism funds you would like.
12. The case agency has to build for tourist tax funding, or would make to get tourist funds.
13. Restrictions on any of the funds (e.g., TDC money).
14. How legislative restrictions have been interpreted (FL).
15. How TDC funds have been used (FL).
16. Agency history.
17. Agency relationship with the tourism industry/community (e.g. hotels, tourism council).
18. Current or past joint projects with the tourist industry.
19. Demonstrated results from cultural tourism investment, particularly in off-peak seasons.
20. The nature of the commitment from the local municipality (annual v. longer term); how it got to the current level.
21. The kind of demonstration the agency must make to the municipal government for funding. Is it a "fight?"
22. Tips for other local arts agencies.
23. The organization's mission and current programming

priorities.

24. Current trends in the local arts agency field, locally and nationally.
25. Whether they use peer review (if they make grants).
26. Staff size.
27. Have they adopted a formal cultural policy? Informal? Describe.