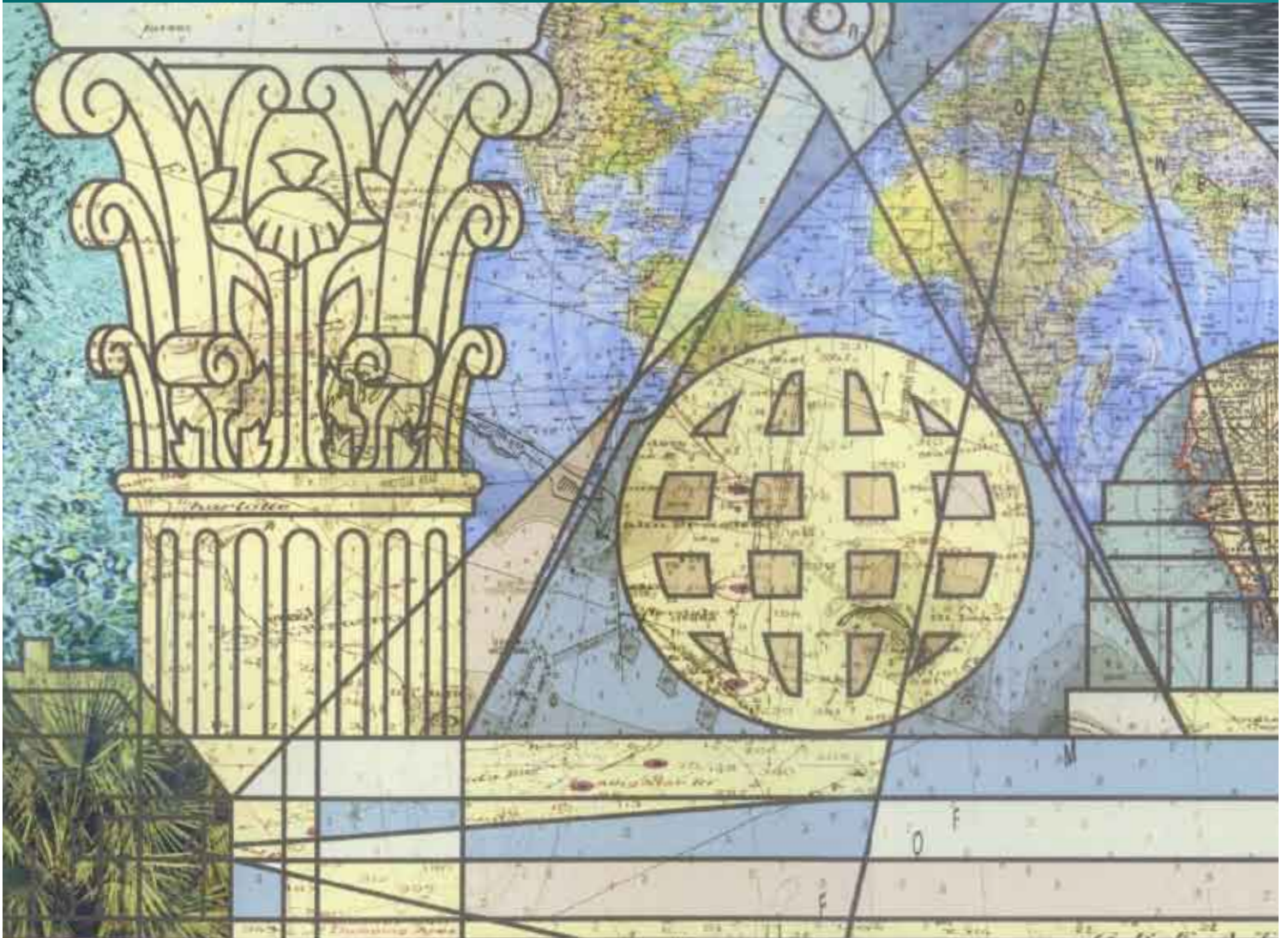


The Pinellas County Community Cultural Plan



Robert Calvo, *Parnassus I* (detail)
Clearwater Courthouse, Pinellas County Public Art Collection

Pinellas County Arts Council
2005

A Vision of a Vibrant Future for Pinellas County

The Pinellas County Arts Council enlisted more than 1,000 individuals from July, 2004 through May, 2005 to evaluate the County's cultural assets, offer insights and make suggestions regarding the future of the arts, culture and heritage in Pinellas County. The development of a Cultural Plan could move Pinellas County into a highly competitive position among Florida's counties that already invest significantly in culture as part of their economic development strategy.

Overseeing the entire process was an Advisory Committee of 28 community leaders, led by David Fischer and Sallie Parks, and 57 civic, business, cultural and education leaders spread among five Task Force groups. Additional participants included 204 individuals in interviews and focus groups as well as 430 citizens who responded to an electronic survey and 284 households who replied to a random sample mail and telephone survey.

The Plan's recommendations were developed from the shared wisdom of these citizens, and the data, analysis and results were gathered through the efforts of the Plan's consultant, Dr. Craig Dreeszen. The resulting *Pinellas County Community Cultural Plan* will serve as a roadmap to enhance the County's economic development and quality of life for residents, visitors and future generations.

A Profile of Pinellas County

A diverse, urban landscape made up of 24 municipalities, Pinellas County has a population of 938,000 residents which includes over 148,000 school children, and more than 4.5 million tourist visitors a year.

The County boasts an abundance of working, resident artists and over 250 cultural organizations, ranging from large institutions like the Museum of Fine Arts (St. Petersburg) and Ruth Eckerd Hall (Clearwater) to mid-size cultural organizations such as the Dunedin Fine Art Center (Dunedin) and the Palladium (St. Petersburg) to emerging groups like the Dundu Dole Urban African Ballet. Our cultural organizations exist within a variety of unique communities from the burgeoning arts communities in Tarpon Springs and Clearwater in north county, both of which are considering the establishment of arts districts; to St. Petersburg in south county, which experienced a cultural renaissance in the last decade; and through an interconnecting string of cultural jewels such as Gulfport, Largo, Safety Harbor and Dunedin.

The Pinellas County Arts Council

is the officially designated local arts agency for Pinellas County government. With the County's cultural institutions, it's constituents and the broader community in mind, the Arts Council's mission is:

To serve as an advocate for the arts, by promoting the development and appreciation of the arts in Pinellas County through programs and services for the arts industry, government and the community-at-large.

Some of the programs of the Arts Council include:

- **Artsline**, a 24-hr. cultural events phone hotline
- St. Petersburg-Clearwater Area **Cultural Map**
- **ArtsInfo** quarterly newsletter targeted to artists
- **Advocacy** for the arts and arts education with decision-makers at all levels
- Promotion of **Cultural Tourism**
- Cultural Development **Grants Program** and Mini Grants Program for Organizations
- **Arts Teacher Grants** and **Teacher Professional Development Workshops**
- **Arts Education and Outreach Programs**
- **Artist Resource Fund** Grants Program
- **Education Consortium** for educators from the cultural organizations
- **ArtMobile**, a traveling 400-ft. gallery on wheels serving every elementary school in the county
- **Cultural Directory**
- **Festival Directory**, statewide guide to more than 375 outdoor Florida festivals
- **Public Art & Design Program**
- **Friends of the Arts** Awards
- www.pinellasarts.org a website with information for artists, arts organizations and the public
- **Arts for a Complete Education (ACE)** Coalition
- **Resource Library** for artists, arts organizations and the public
- **Economic Impact Study** for Tampa Bay

PINELLAS COUNTY ARTS COUNCIL

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*The Pinellas County Community Cultural Plan
was approved on May 26th, 2005 by the
Pinellas County Arts Council Board of Directors.*

The **Cultural Affairs Dept.** is supported by the Pinellas Board of County Commissioners, Florida Department of State/Division of Cultural Affairs, the Florida Arts Council, the School Board of Pinellas County, the National Endowment for the Arts, and the Cultural Council.

Our Vision

**From a year of planning, a vision
emerged of a vibrant future for Pinellas County**

Where:

- Citizens and visitors alike have an abundance of opportunities to experience rich, diverse cultural events at museums, festivals, performances and galleries, indoors and out.
- Visitors, worldwide, identify Pinellas County as a cultural destination.
- Artists – visual, performing and literary – are valued for their contributions and are essential to our quality of life.
- Informed public policy and investments in arts and culture encourage creative businesses to locate and stay in Pinellas County.
- The diversity of our communities is celebrated, appreciated and recognized through the preservation of their distinctive ethnic cultures.
- Public art, and the design of public spaces of any kind, in every part of the County, provide aesthetically pleasing experiences.
- Young people and adults have multiple opportunities to learn about, to appreciate and to participate in the arts.
- All children have equal access to an education rich in the visual arts, music, theatre and dance.
- Municipal and County governments integrate arts and culture into economic development initiatives and master planning.
- Cultural programs and facilities are accessible to all residents and visitors.
- Our historic buildings, sites and landscapes are cherished and preserved.
- County government and municipal governments, along with the private sector, embrace and invest in sustaining and strengthening our cultural resources through arts, cultural and heritage organizations.

***Cultural Plan Advisory Committee
May 25, 2005***

EXECUTIVE SUMMARY

The Community Cultural Plan identifies needs and opportunities, defines goals, and recommends funding and actions that will strengthen the County's arts, culture, and heritage to enhance economic development and the quality of life for residents and visitors.

The Plan was coordinated with the County's Recreation, Open Space and Culture System Master Plan and administered by the Pinellas County Arts Council. Nearly 1,000 citizens participated in interviews, focus groups, a constituent survey, and random-sample polling. Fifty-eight civic, business, cultural, and education leaders served on an Advisory Committee and five task forces.

GOALS

1

Develop arts, heritage and cultural resources to enhance Pinellas County's economy and aesthetic environment.

2

Market Pinellas County as a cultural destination to increase participation by residents and visitors.

3

Value and assist artists and creative workers as fundamental to a vibrant community.

4

Ensure lifelong education opportunities to expand knowledge and experience in and through the arts.

5

Achieve increased public and private funding to strengthen Pinellas County's cultural sector.

Some Key Recommendations

- Request Board of County Commissioners **approval of the Pinellas County Community Cultural Plan** as part of the Pinellas County's Recreation, Open Space and Culture System Master Plan for integration into the County's Comprehensive Plan (Objectives 1.4 and 1.5).
 - Since it has been demonstrated that "Arts and Culture add \$521.3 million to the Tampa Bay Economy^a", **create a new Cultural and Economic Coalition** and establish open, county-wide communication and networking to stimulate cultural and economic development (1.1).
 - The Pinellas County Arts Council (PCAC) will lead the implementation of this cultural plan with the active assistance of community leaders, cultural institutions, and other agencies (5.1). **Create new personnel capacity** to coordinate marketing (2.11) and cultural economic development (1.3).
 - **Increase the county's general appropriation** to the PCAC by \$1,500,000 over five years so it can effectively implement this cultural plan to provide increased grants and services (5.2).
 - Request the Board of County Commissioners **increase the Tourist Development Tax by one cent with 50% of the increase dedicated to grants funding and services through the Pinellas County Arts Council** to strengthen cultural organizations and events in order to become more visible and accessible to visitors (5.3).
 - Create a **new Cultural Tourism Grant Program** to invest \$2 million for cultural tourism development and expand the existing PCAC grant program to invest \$1.4 million by 2010 to strengthen cultural programs and events.
-

KEY ASSESSMENT FINDINGS

Pinellas County citizens and leaders value arts, culture, and heritage

This appreciation is demonstrated by overwhelming voter approval of a referendum that restored funding for arts education and by elected officials who publicly acknowledge the importance of culture to the County's and cities' quality of life and economic development. A random-sample survey of citizens found that over half participate in the making of art. Over 90% of those who have an opinion approve of County investment in arts, culture, and heritage programs. Over 90% of households polled strongly agree, or agree that the arts should be a basic part of children's education.

Culture a significant economic force

A new Tampa Bay economic impact study has *documented \$521.3 million in economic impact from cultural institutions*. The Cultural Plan can capitalize on the power of the nonprofit and for-profit creative sector to attract creative workers, stimulate economic development, and enhance the quality of life. *CreativeTampaBay* is organized to stimulate creative cities that attract a creative workforce. St. Petersburg leaders acknowledge the critical role that arts and culture have played in the City's renaissance. Business leaders report that the arts help recruit and retain employees. Cultural economic development is a great opportunity for countywide and regional cooperation.

^a

PricewaterhouseCoopers in 2005 Tampa Bay Business Committee for the Arts study, "Cultural Institutions as Economic Engines."

Cultural tourism

Convention and Visitors' Bureau research reports that after the beaches, cultural attractions are the second largest draw for visitors to the region. Pinellas County is fortunate to have so many cultural resources. The Dali reports that tourists are their primary audience and other visual arts institutions report significant tourist attendance. There is great potential to better integrate county cultural attractions into cultural tourism. Branding and message need refinement to capture distinctions within the County. More market research is needed.

Cultural organizations important and vulnerable

Pinellas County is fortunate to have many fine cultural programs and institutions that contribute significantly to the region's quality of life and economic prosperity. The County is home to two major performing arts centers and two major visual arts centers, plus large and small art and historical museums, numerous private galleries, community arts centers, and many visual and performing producing organizations. Colleges and universities support cultural institutions and outreach programs. Cultural institutions survived the recent recessions, but most are fragile, struggling financially, and under-staffed.

Arts education is good, but could be better

Pinellas County voters and school administrators value arts education. The County schools have retained arts specialists in visual arts and music for most elementary and high schools. Arts teachers are highly valued. Given the pressures on schools, it is significant that Pinellas students have access to as much arts instruction as they do. Strings programs in schools were cut 15 years ago and are available in just a few schools (three elementary, five middle, and four high schools). Middle school curricular structures make it difficult to accommodate arts education. Communications and coordination between the schools and cultural organizations are quite good. Every cultural organization has a strong commitment to arts education. Pressures challenge arts education such as high-stakes testing, limited field trips, reduced budgets, and voter-mandated small classes. Significantly fewer students are reached by cultural organizations than just two years ago. Arts education is less accessible in some parts of the County.

Many artists, much interest, and need for opportunities

Many visual and performing artists live and work in Pinellas County. There are significant clusters in active networks in St. Petersburg, Dunedin, Gulfport, and other communities. Artists are the ultimate basis of the creative economy. Visual artists report much interest in their work but few sales within the county. Escalating housing prices and the dearth of studios represent a significant threat to artists. Clearwater and St. Petersburg are considering cultural district overlays and adaptive reuse plans to encourage artist live/work spaces. Strict building codes have prevented artists from developing studios in St. Petersburg and Clearwater. Health insurance cost is a crisis for artists and for cultural organizations. Artists need information and professional development training in business, marketing, and how to compete for public art commissions. Artists of color wish to be better recognized.

More investment needed

Pinellas County funding has been sustained but has not increased to keep up with rising costs. State funding has dropped significantly. Arts and cultural funding in Pinellas County is inadequate to sustain the nonprofit cultural sector. Our sample of cultural executives report that public funding from all sources has dropped from about 6% to 3% of operating budgets over the past two years. Corporate funding has dropped with bank mergers. Individual contributions and earned revenues have grown but not as fast as expenses. Other comparable Florida counties invest bed tax revenues to support cultural development.

Cultural Plan Advisory Committee

Sallie Parks, Co-chair, former County Commissioner and Arts Advocate (Dunedin)
David Fischer, Co-chair, Executive Director, Community Foundation of Tampa Bay (St. Petersburg)
Dr. Susan Betzer, Private Practice and Board of Directors, The Florida Orchestra (St. Petersburg)
Laura Berkowitz, Sr. Research Manager, Pinellas County Economic Development (Clearwater)
Russ Bond, General Manager, Renaissance Vinoy Resort & Golf Club (St. Petersburg)
Evelyn Craft, Executive Director, The Arts Center (St. Petersburg)
Tony Collins, Vice President, Tucker/Hall, Inc. (Tampa)
Lisa Everett, Arts Advocate and Art Collector, (St. Petersburg)
Greg H. Fisher, P.A., Attorney at Law, Pinellas County Public Art & Design Committee (St. Petersburg)
Robert Freedman, President & CEO, PACT, Inc. (Clearwater)
Jane Gallucci, Pinellas County School Board (Largo)
Kathy Gustafson-Hilton, Museum Concept Designer, Hands On!, Inc. (St. Petersburg)
Ed Hoffman, Jr., AIA, Architect, Pinellas Co. Public Art & Design Committee (Tarpon Springs)
Bill Isaly, Development Director, PACE Center for Girls/Pinellas (Palm Harbor)
Bob Devin Jones, Writer, Theatre Worker and Co-Artistic Director, The Studio @620 (St. Petersburg)
Carole Ketterhagen, Executive Director, St. Petersburg/Clearwater Area Convention & Visitors Bureau (Clearwater)
Richard Kriseman, City Council Member, City of St. Petersburg (St. Petersburg)
Nancy Loehr, Community Relations Manager, Progress Energy (Clearwater)
Ron Mason, Arts Advocate and Pinellas Co. Public Art & Design Committee (Seminole)
Carlen Petersen, City Council Member, City of Clearwater (Clearwater)
Cary Putrino, Regional President, Northern Trust Bank (St. Petersburg)
Julie Scales, Executive Director, Pinellas County Community Foundation; Vice Mayor, City of Dunedin (Dunedin)
Don Shea, President & CEO, St. Petersburg Downtown Partnership (St. Petersburg)
Brian Smith, Director, Pinellas County Planning Department (Clearwater)
James S. Watrous, City President, AmSouth Bank (Clearwater)
Debbie White, City Commissioner, City of Safety Harbor (Safety Harbor)
Dr. Karen A. White, Regional Chancellor, University of South Florida (St. Petersburg)
Lynn Whitelaw, Director, Leepa-Rattner Museum of Art (Tarpon Springs)

PCAC Staff

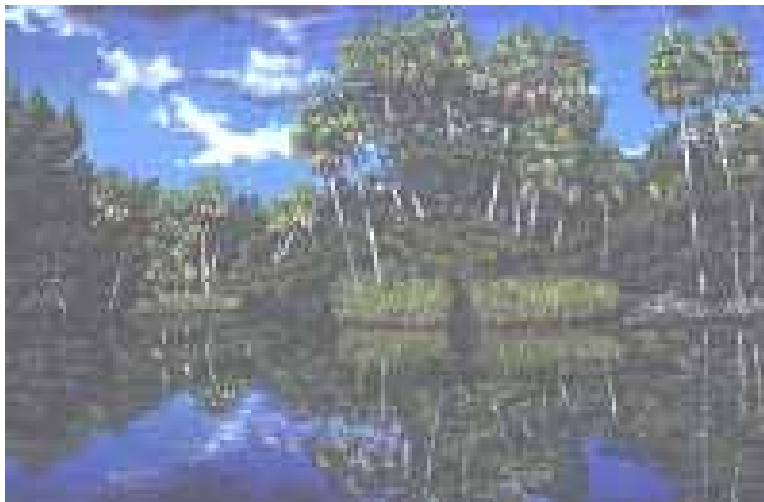
Judith Powers-Jones, Ray Smenner, Kay Campbell, Michele Tuegel

Planning Consultant

Dr. Craig Dreeszen, Dreeszen & Associates

The Pinellas County Community Cultural Plan was approved on May 25th, 2005 by the Cultural Plan Advisory Committee.

Summary



Goals & Objectives

John Briggs, *River Near Coast*, oil painting
33 x 48", Pinellas County Public Art Collection

Goal 1: Culture and Economic Development

Develop arts, heritage, and cultural resources to enhance Pinellas County's economy and aesthetic environment.

Assessment Findings

Recent research has defined the creative economy as a significant economic sector. The Cultural Plan can capitalize on the power of the nonprofit and for-profit creative sector to attract creative workers, stimulate economic development, and enhance the quality of life. For example, *CreativeTampaBay* is organized to stimulate creative cities that attract a creative workforce.

St. Petersburg's leaders acknowledge the critical role that arts and culture have played in the City's renaissance. Business leaders report that the arts help recruit and retain employees. Many municipal and County public officials and business leaders are aware of the importance of the creative sector. Allies in this work include the Pinellas County Department of Economic



Development, Tampa Bay area mayors, the Pinellas County Arts Council, three municipal offices of cultural affairs, St. Petersburg's Downtown Partnership, the Tampa Bay Regional Planning Council, the Tampa Bay Business Committee for the Arts, and *CreativeTampaBay*.

Cultural economic development is a great opportunity for Countywide and regional cooperation. A new economic impact study will help document the importance of the sector.

Museum of Fine Arts, St. Petersburg

The Cultural Plan will strengthen the cultural sector's capacity to contribute to economic development and address some weaknesses. Affordable live/work space is a major issue for artists as rising property prices will force artists out of the region. There is a related conflict between creative economic development and code enforcement that is making it difficult for artists to establish legal studios.

Public art helps define communities and relates directly to public and private development. Public art is therefore an economic development issue.

"The arts are so important to attract people to Pinellas County. It used to be that you picked a company and moved where they wanted you to go. Now people do research and pick a community and then look for work. We must create an arts and cultural environment that attracts a workforce and business."

Mike Meidel, County Economic Development

Recommendations: Objectives

- 1.1 **Communications and Regional Coordination:** Create a new Cultural and Economic Coalition and establish open, countywide communication and networking to stimulate cultural and economic development.
- 1.2 **Advocacy:** Strengthen advocacy, promote networking, and foster entrepreneurship among cultural and economic development sectors.
- 1.3 **Staffing:** Create a staff position dedicated to advocacy, networking and communication to promote cultural economic development. *(See appendix for budget projections.)*
- 1.4 **County Comprehensive Plan:** Seek the Board of County Commissioners' endorsement of the Pinellas County Community Cultural Plan and include appropriate components in the County's Comprehensive Plan.
- 1.5 **Recreation, Open Space and Culture System Master Plan:** Seek the Board of County Commissioners' endorsement of the Pinellas County Community Cultural Plan as part of and in concert with Pinellas County's Recreation, Open Space and Culture System Master Plan.
- 1.6 **Economic Impact Study:** Develop a Pinellas County Economic Impact Study with specific, quantifiable data. *(See appendix for budget projections.)*
- 1.7 **Environmental Aesthetics:** Encourage good design and aesthetic experiences throughout the county for all residents and visitors to Pinellas County.
- 1.8 **Visual Identity:** Create an authentic, integrated visual identity for Pinellas County.
- 1.9 **Artist Live/Work Space and Affordable Housing:** Attract and retain artists and creative workers by identifying and developing creative solutions to artist studios, artist live/work spaces, working with building officials and building codes, and affordable housing alternatives. *(For cost of planning and research, see appendix for budget projections.)*
- 1.10 **Small Business Development and Entrepreneurship:** Teach artists the principles of entrepreneurship including the development of marketing and business plans.
- 1.11 **Public Art:** Develop a county public art and design master plan as outlined in the Recreation, Open Space and Culture System Master Plan to place more permanent and temporary art in public places, indoors and out, including the County parks.
- 1.12 **Historic Preservation:** Identify, preserve, and protect the County's historical and archaeological resources.

Goal 2: Marketing/Cultural Tourism

**Market Pinellas County as a cultural destination
to increase participation by residents and visitors.**

Assessment Findings

Pinellas County is fortunate to have so many cultural resources. Marketing can increase participation from residents and visitors. The cultural plan will address cultural tourism and regional marketing.

CVB research reports that after the beaches, cultural attractions are the second largest draw for visitors to the region. The Dali's primary audience are visitors and other visual arts institutions report significant tourist attendance. Performing arts organizations attract fewer visitors. There is great potential to better integrate Pinellas' cultural attractions in cultural tourism. Branding and message need refinement to capture distinctions within the County. More market research is needed. The recent joint promotion of four major shows centered on the Museum of Fine Arts' Chihuly exhibition demonstrate the power of collaborative marketing to draw international and regional visitors. Some cultural attractions need work to be more visible and accessible to visitors.

There are fewer resources and no coordinating agency to market cooperatively within the County and Tampa Bay region. Many expressed the need for more collaborative marketing and funds for marketing for special events as well as ongoing programs. A coordinated cultural calendar is needed. More collaborative marketing is directed outside the County with the help of the CVB. The assessment also considered the need for improved signage, wider distribution of cultural maps, and improved media coverage. Central ticketing and art passes were suggested. Transportation problems between the north and south of the County were frequently reported barriers to participation in cultural programs.

Two issues, festivals and public art, relate to marketing and directly parallel the County's Recreation, Open Space and Culture System Master Plan. The County is well known for its outdoor festivals. There are many fine city and County parks that host festivals. The plan will consider the placing of public art in County parks. County parks and other public spaces host festivals. Public art defines cities and contributes to the County's cultural attractions.

***"When we identify ourselves ... it is our culture
that defines us. It is culture that brands us as unique.
Our mix of big and small cultural organizations
and artists is attractive.
Message: a complete vacation experience."***

St. Petersburg official

Recommendations: Objectives

Marketing

- 2.1 **Market Research:** Conduct market research to help cultural organizations understand and meet audience needs. *(See appendix for budget projections.)*
- 2.2 **Collaborations:** Encourage collaborative marketing and cross-promote initiatives at all levels.
- 2.3 **Cultural Organizations:** Provide cultural organizations with information, coordination, and training to more effectively market their programs and increase audiences.
- 2.4 **Countywide Identity and Plan:** Develop a unified marketing plan that recognizes the rich cultural diversities of our individual communities.
- 2.5 **Cultural Tourism:** Assist the Convention and Visitors Bureau (CVB) in branding Pinellas County as a cultural destination.
- 2.6 **TDC Cultural Representation:** Request that an arts representative from the cultural sector serve on the Tourist Development Council.
- 2.7 **Visitor Readiness:** Increase Pinellas County Arts Council and CVB assistance to cultural attractions in order for them to become more visible and accessible to visitors.

Information Vehicles

- 2.8 **Cultural Information:** Develop coordinated information systems.

Defining Cultural Events

- 2.9 **Existing Events:** Redefine and market existing cultural events and venues into identifiable cultural destinations. Combine existing events and create new ones to establish larger events.
- 2.10 **Cluster Events and Locations:** Identify “Cultural Corridors” or “Cultural Clusters” among our County’s cities, towns, and neighborhoods which recognize Pinellas County’s unique cultural, ethnic, and historic identities.

New Staffing Model

- 2.11 **PCAC Staffing:** Establish a new marketing director position within the Pinellas County Arts Council. *(See appendix for budget projections.)*

Goal 3: Artists and Creative Workers

Value and assist artists and creative workers as fundamental to a vibrant community.

Assessment Findings

Many visual and performing artists live and work in Pinellas County. There are significant clusters in active networks in St. Petersburg, Dunedin, Gulfport, and other communities. Artists are the ultimate basis of the creative economy.

Visual artists report much interest in their work but few sales within the county. Theatre artists report few local opportunities for professional development and employment. Artists want help marketing their work.

Escalating housing prices and the dearth of studios represent a significant threat to artists. Clearwater and St. Petersburg are considering cultural district overlays and adaptive reuse plans to encourage artist live/work spaces. Strict building codes have prevented artists from developing studios in St. Petersburg and Clearwater. Health insurance cost is a crisis for artists and for cultural organizations.

Artists seek affirmation and respect as professionals. They value networking with other artists and the many cultural organizations that provide them with sales, employment, and services. Artists need information and professional development training in business, marketing, and how to compete for public art commissions. Artists of color wish to be better recognized.

*An arts community starts with artists.
That's lost sight of.
Economic development discussions have pushed artists out of the picture."*

Artist Focus Group

*"CreativeTampaBay did a study of the 25-34 yr.-old
'young and restless' age group and found the area
lacked this cohort. We don't attract and keep
that demographic."*

Clearwater Arts Foundation

Recommendations: Objectives

Artists and Creative Workers as Part of the County's Economy

- 3.1 **Value Artists:** Assist government and community leaders in establishing policies and programs that recognize the contributions of artists and creative workers.
- 3.2 **Employ Artists:** Encourage increased employment of artists.
- 3.3 **Recognize Artists of Color:** Identify and nurture artists of color and the organizations that support them.

Career Development

- 3.4 **Artist Networks:** Encourage artist networks and local artist service organizations.
- 3.5 **Communications:** Expand all forms of communications to benefit artists.
- 3.6 **Performing artist needs:** Encourage local cultural institutions to support and nurture the careers of performing artists.
- 3.7 **Health Insurance:** The Arts Council should direct artists to resource and information on health insurance and health care issues.
- 3.8 **Professional Development Services:** Offer career-enhancing workshops and seminars for artists from all disciplines.
- 3.9 **Public Art: Encourage local artists to participate in the public art process.**
(See more information in *Recreation, Open Space and Culture System Master Plan*.)

Goal 4: Arts Education

Ensure lifelong education opportunities to expand knowledge and experience in and through the arts.

Assessment Findings

Pinellas County voters and school administrators value arts education. The County schools have retained arts specialists in visual arts and music for most elementary and high schools. Arts teachers are valued highly. Given the pressures on schools, it is significant that Pinellas students have access to as much arts instruction as they do. Theater is good in only some schools and dance is limited to magnet schools and private instruction. Most strings programs in schools were cut 15 years ago. Middle school curricular structures make it difficult to accommodate arts education.

Communications and coordination between the schools and cultural organizations are quite good. Every cultural organization has a strong commitment to arts education and outreach. The major institutions all employ arts education professionals. Cultural organizations align their educational programs and materials with the Sunshine State Standards and FCAT preparation.

Arts programs in partnership with cultural institutions are sustained, but significantly challenged by school pressures from high-stakes testing, “No Child Left Behind” legislation, strictly limited field trips, reduced budgets (cultural partners now being asked to pay for auditorium rent and for substitute teachers), and a busing schedule that limits field trip access to short trips. Significantly fewer students are reached by cultural organizations than just two years ago. Site based management means that cultural organizations must develop partnership relationships with dozens of independent and changing school teams. After-school and summer programs are less accessible to working class and poor children.

The County enjoys access to professional artists to provide school residencies. Artists value these. Artists wish to always be paid for residencies. Artists need instruction in helping integrate the arts into curricula and working with teachers to measure student learning.

“I’m doing my best to have art be a part of my children’s lives. Education is critical to the make up of a people. The earlier we integrate the arts into the lives of children, the better.”

*Ronnie Duncan
County Commissioner*

Recommendations: Objectives

Advocacy and Public Awareness

- 4.1 **Advocacy:** Develop a coordinated advocacy effort in support of arts education.
- 4.2 **Public Awareness:** Develop and maintain promotional campaigns to enhance public awareness of the importance of arts education.

Strengthening Arts Education

- 4.3 **Maintain Arts Education:** Maintain the arts as part of Pinellas County Schools' core curriculum, with adequate funding, taught by specialists, and sequential curriculum in dedicated classrooms, at all grade levels.
- 4.4 **Student Learning Assessment:** Provide training for arts specialists in assessing student performance in the arts. *(Cost to Pinellas County Schools).*
- 4.5 **Arts-integrated Learning:** Integrate the arts into school curricula to enhance student learning in all academic disciplines.

Equity for Students

- 4.6 **Equitable Access:** Assure equitable access to arts education in less affluent schools and for disadvantaged children. *(Cost to Pinellas County Schools).*
- 4.7 **Restore Strings and Band:** Restore the strings and elementary instrumental music programs in all Pinellas County Schools. *(Cost to Pinellas County Schools).*

Cultural Literacy and Workforce Development

- 4.8 **Promote Cultural Literacy:** Build an appreciation and an understanding of the arts throughout the community.
- 4.9 **Workforce Development:** Promote arts education and other creative skill-building courses that will help to develop a creative workforce for Pinellas County businesses.

- continued -

Communication and Collaborations

- 4.10 **Pinellas School Liaison:** Request that Pinellas County Schools increase their capacity to link and coordinate with cultural organizations countywide. *(See appendix for costs to be shared by PCAC and Pinellas County Schools).*
- 4.11 **Expanded Classrooms:** Assist and strengthen cultural organizations in their ability to collaborate with schools to reach more students with field trips, touring exhibits, and other enrichment programs.

Middle School Curricular Structure

- 4.12 **Middle School Arts Curriculum:** Restructure the middle school curriculum to increase student access to quality arts education.

Lifelong Learning Opportunities

- 4.13 **Assess Learning Needs:** Conduct a needs assessment of lifelong learning programs and develop related strategies to meet changing needs.
- 4.14 **Promote Lifelong Learning:** Promote participation in community-based arts education programs for lifelong learning.

Higher Education and Professional Development of Teachers

- 4.15 **Degree Program:** Advocate establishing an arts education degree program in one of the colleges or universities serving Pinellas County.
- 4.16 **Quality Teaching:** Commit to a standard of quality in our Pinellas County arts teachers to ensure improved student achievement.

Healthcare and Aging

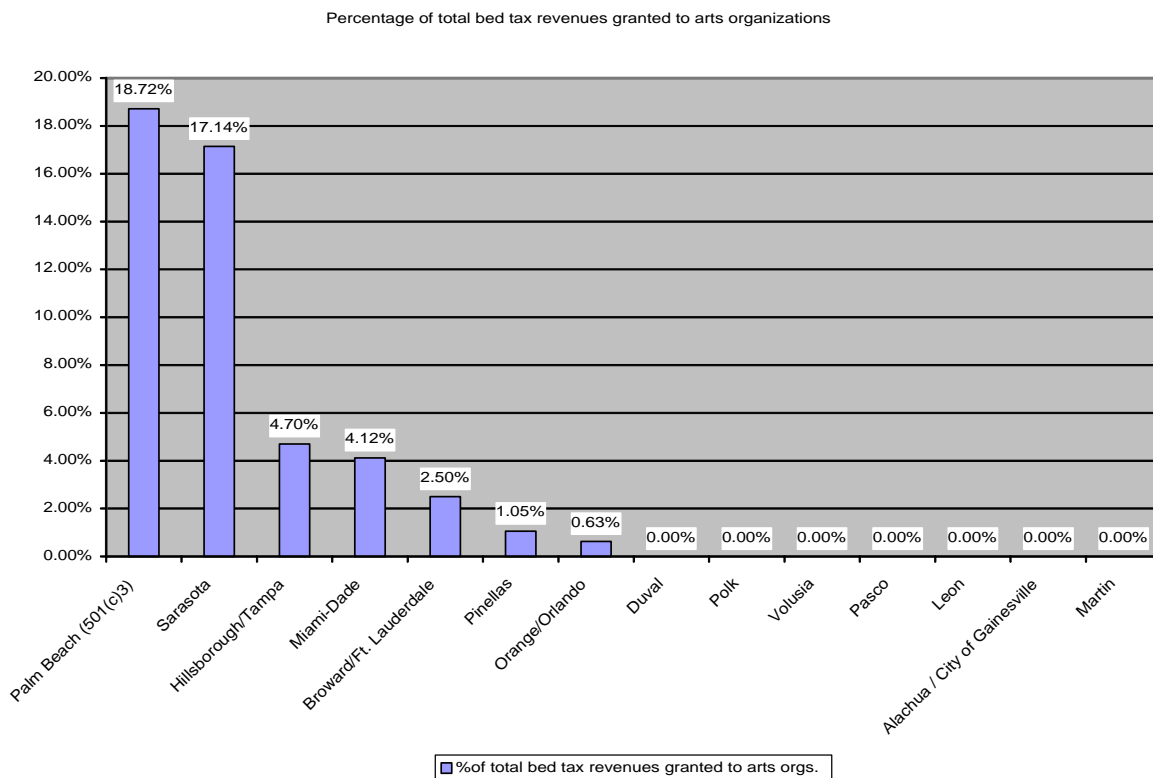
- 4.17 **The Arts, Aging and Healthcare:** Explore the research and current models in Arts and Aging and Arts and Healthcare programs for future replication of pilot programs in our community.

Goal 5: Funding and Support to the Cultural Sector

Achieve increased public and private funding to strengthen Pinellas County's cultural sector.

Assessment Findings

Research demonstrates that many other Florida counties invest significantly in arts and culture through their tourist development tax. Many counties re-grant not only for marketing, but also for operational and programming funds. Palm Beach County invests more than \$2 million in cultural development from its tourist development tax.



Source: 2005 survey of local arts agencies by Pinellas County Arts Council. Data is for 2004.

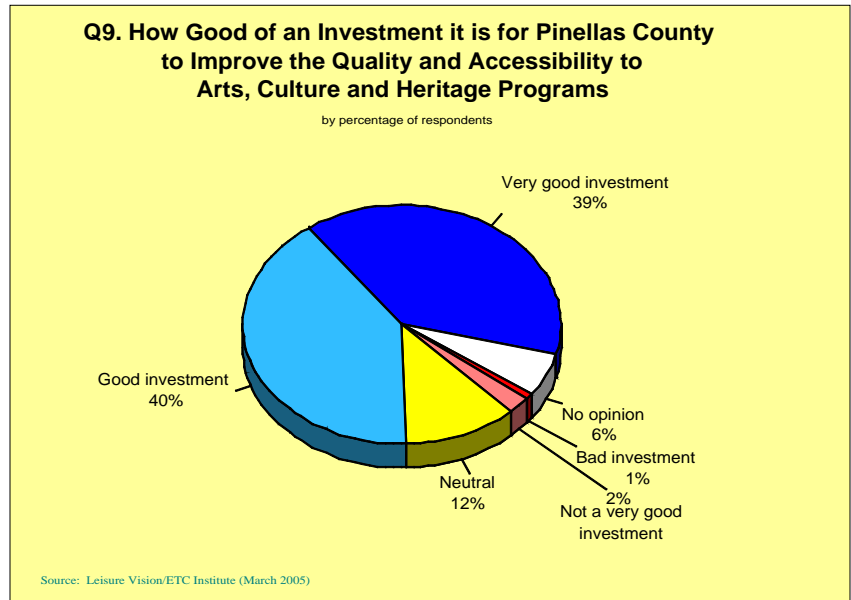
In a representative-sample telephone and mail poll of Pinellas County Citizens conducted as part of this plan, seventy-nine percent (79%) of respondent households indicated that it is either a very good (39%) or good (40%) investment for Pinellas County to improve the quality and accessibility to arts, culture, and heritage programs.

***“We’ve invested in recreation. Let’s do so for arts and culture.
I want to make sure our valuable arts and cultural resources
are protected for posterity.”***

County Commissioner

The tourist development tax is currently 4%. Approx. 2% is retained for marketing and promotion. CVB research has found that “Arts & Culture is the #2 reason tourists visit Pinellas County.”

Pinellas County is fortunate to have many fine cultural programs and institutions that contribute significantly to the region’s quality of life and economic prosperity. Yet the County’s vital cultural sector is under-funded and increasingly vulnerable.



The County is home to two major performing arts centers and two major visual arts centers, plus large and small art and historical museums, numerous private galleries, community arts centers, and many visual and performing producing organizations. Colleges and universities locally support cultural institutions and outreach programs. Cultural institutions survived the recent recessions, but most are fragile, struggling financially, and under-staffed. Staffs are not well paid and many have no health or retirement benefits. At least two major institutions are currently facing financial crisis.

Pinellas County funding has been sustained (from the County through the Pinellas County Arts Council and from the City of St. Petersburg), but has not increased to keep up with rising costs. State funding has dropped significantly. Arts and cultural funding in Pinellas County is inadequate to sustain the nonprofit cultural sector. Our sample of cultural executives report that public funding from all sources has dropped from about 6% to 3% of operating budgets over the past two years.

Corporate funding has dropped with bank mergers. Individual contributions and earned revenues have grown but not as fast as expenses. In the absence of large foundations and corporate contributors, more public funding, earned revenue, and private philanthropy are needed to sustain the cultural sector. Organized workplace giving has potential.

Sustained advocacy is required to build public support for funding and to back up enlightened public officials who vote for cultural investments. New dedicated sources of funds must be found. Other comparable Florida counties invest bed tax revenues to support cultural development. Non-arts funding partners should be cultivated in agencies such as: tourism, community and economic development, youth development and juvenile justice agencies, health and human services, aging, environmental protection, agriculture, and transportation.

The cultural sector requires non-financial support as well. Cultural organization leaders seek information and training, networking, technology assistance, leadership development and help finding insurance and retirement benefits for their staff.

Recommendations: Objectives

- 5.1 **Leadership to Implement Plan:** The Pinellas County Arts Council will lead the implementation of this cultural plan with the active assistance of community leaders, cultural institutions, and other agencies.
- 5.2 **Pinellas County Appropriations:** Increase the County's general appropriation to the Pinellas County Arts Council so it can effectively administer this cultural plan to provide increased grants and services. Increase the County appropriations from the 2005 appropriation of \$912,000 to \$1,462,000 by 2007 and \$2,463,000 by 2010.
- 5.3 **Tourist Development Tax Revenues:** Request the Board of County Commissioners to increase the Tourist Development Tax by one cent, with 50% of the increase dedicated to grants funding and services through the Pinellas County Arts Council, to strengthen cultural organizations and events to become more visible and accessible to visitors.
- 5.4 **Municipal Funds for Re-Granting:** Encourage Pinellas municipalities to increase funding to cultural organizations, public art, and artists. (*Cost to municipalities*)
- 5.5 **Maximize Earned Revenues:** Provide professional development and information to assist cultural organizations and artists to increase their earned revenues.
- 5.6 **Cultivate Private Philanthropy:** Work collaboratively with community foundations and cultural organizations to promote private sector giving in support of cultural programs.
- 5.7 **Workplace Giving:** Encourage additional corporations and businesses to establish employee workplace giving programs.
- 5.8 **Other Grants:** Maximize state, private foundation, and federal grant funding.
- 5.9 **New Funding Partners:** Cultivate funding from non-arts partners: economic and community development, tourism, historic preservation, education, transportation, corrections, environment, health, aging, and social services agencies.
- 5.10 **Advocacy:** The Pinellas County Arts Council and members of the Cultural Plan Advisory Committee will lead an advocacy effort to gain support of the cultural plan's key initiatives to the community.

Cultural Planning Updates for **Three Municipalities**

This Cultural Plan has been developed in cooperation with City governments, Pinellas County government, and the nonprofit cultural sector. Three cities have done their own planning to enhance cultural development. St. Petersburg conducted a cultural plan in 1995, Clearwater finished its cultural plan in 2002, and Tarpon Springs has done a downtown district plan that features arts and heritage and is considering a comprehensive cultural plan.

The planning consultant met with leaders of each of these three cities to assess progress to implement their cultural plans and identify current concerns and opportunities for cultural development. The following three reports were prepared for the cultural affairs managers of each participating city.

St. Petersburg **Cultural Plan Update**

Craig Dreeszen, Ph.D., met with St Petersburg community leaders in January 2005 to assess progress implementing the St. Petersburg cultural plan. The City's accomplishments are impressive. Since the St. Petersburg plan was approved in 1999, much has been accomplished.

As St. Petersburg is home to so many cultural organizations and artists, much of what we learned in the County assessment will be applicable to the City. (See *County Cultural Assessment Report*). I summarize some opportunities here that are most directly applicable to St. Petersburg. The St. Petersburg 1999 cultural plan remains a useful guide to policy. All goals remain valid. Many key recommendations have been achieved.

Goal 1 The first goal, to weave the arts into the fabric of St. Petersburg, remains a priority, and has seen considerable progress. The key recommendations to create a cultural affairs office and manage grants and public art programs have all been achieved.

Goal 2 The second goal, to develop and maintain strong and stable arts organizations, is also continued priority. Larger economic forces have made this harder to achieve. Much needs to be done particularly in the area of financial resources, before this goal is realized. We observed in the current assessment the particular need to help small and mid-sized cultural organizations. (See my recommendations below). The key recommendation of identifying a new source of funding outside the City's Operating Budget will require creative approaches and recognition of the importance of supporting the growth of the cultural organizations and artists that are important to the City's quality of life and reputation. New money could be used strategically to encourage the cultural community to address other priorities of the plan such as increasing access for everyone and lifelong learning.

Goal 3 The City has achieved impressive results to enhance community building through the arts. Business and political leaders uniformly credit the arts for stimulating St. Petersburg's impressive economic renaissance. High quality cultural programs, a lively arts sector, increased awareness of the value of arts and culture, intentional planning, and enlightened community leadership made this possible. A challenge now will be to match good intentions with funding and policies to capitalize on the arts and to prevent development pressures from diminishing the City's attractiveness and accessibility to artists. Arts, culture, and heritage, which make enormous contributions to the City's quality of life and prosperity, are ironically themselves undercapitalized and vulnerable.

Goal 4 Marketing and public awareness efforts have done much to advance the goal to enhance the image of the arts community and provide information to broad audiences. Collaborative marketing has yielded impressive results. The successful implementation of various promotional programs indicates the readiness to devise a somewhat longer range Collaborative Marketing Plan with the participation of the

arts organizations. Promotion continues to remain a need. The need is also apparent especially to build the capacity of cultural attractions themselves to market effectively within the City and County.

Goal 5 The City works most directly to foster the creation and presentation of artistically excellent work through its grants program. Continuing challenges here are to encourage arts producing organizations and individual artists; most of whom struggle with increasing costs.

Goal 6 The plan's goal to foster lifelong learning in the arts is shared with the County's cultural plan and this goal has been combined with goal three in the amended plan. Since the schools are organized at the County level, the Pinellas County Arts Council and the Arts Education Consortium have provided the appropriate leadership in this area. Fostering closer relationships with colleges, universities and cultural institutions based in St. Petersburg offer an opportunity for the City to play an appropriate and key role as convener and coordinator.

Goal 7 Enhancing partnerships with the public and private sectors have been a very important role for the Cultural Affairs office. See my recommendations below to enhance capacity of Cultural Affairs.

Consultant's Recommendations

- Conduct a comprehensive analysis of the Public Art program with an emphasis on potential growth areas, private partnerships and its potential impact on future city development.
- Develop programs that build the capacity of small, mid-sized, and community based cultural organizations. These could be dedicated grants combined with leadership training provided by colleges, the chamber of commerce and arts management training.
- Continue to integrate the arts explicitly into downtown and neighborhood land use, planning and development, and into the City's economic development planning.
- Increase the capacity of the Cultural Affairs office to influence cultural development with a larger grants budget and program funds. As demonstrated with collaborative marketing of the *Chihuly* and *Monet* exhibitions, City funds can leverage significant new dollars and target them efficiently. There is potential to affect improvements also through planning
- and development. The Cultural Affairs office needs discretionary program funds to invest in City initiatives and to leverage grants and partnerships. The marketing budget is a good start.
- Help develop affordable live/work opportunities for artists through cultural overlay districts, redevelopment of artist-owned live/work sites, and help artists access low-income housing programs.
- Work with the planning office to help artists navigate building codes. Identify a person within the planning office who is prepared to assist artists as is now done for historic preservation projects. The City's need to assure safe buildings must be aligned with the City's equally compelling need to encourage artist businesses. Artists are undercapitalized and especially vulnerable to legal delays, costs, and ambiguous and contradictory instructions from inspectors.
- Brand the city as an arts destination. Work with the CVB to create messages that are consistent with the County's and identify St. Petersburg distinctly.
- Build the capacity of cultural organizations (nonprofit and creative businesses like galleries and studios) to market their programs and to enhance earned revenue. Continue to provide City funding and leadership for collaborative marketing.
- Participate in advocacy to restore state arts funding and to dedicate new County funds to cultural development.

Progress on the Clearwater Cultural Plan

*Report from a meeting with Craig Dreeszen, Ph.D.,
the City of Clearwater Cultural Affairs Division
and the Clearwater Arts Foundation July 20, 2004*

The Clearwater Cultural Plan was approved in October 2002. Fourteen months later, much has been accomplished, most notably the creation of a municipal Cultural Affairs office, new coordination between the City's cultural and economic development efforts, and research to develop a Public Art ordinance.

Goal 1 "Stimulate local cultural development to benefit Clearwater's citizens and visitors."

- The plan's highest priorities have been to create a private/public partnership with the Clearwater Arts Foundation (CAF); and for the City to create a Cultural Affairs Division, which was established in October, 2003. A cultural affairs manager has been appointed.
- CAF has successfully built its capacity with the recruitment of strong board members who have taken on an advocacy role. CAF board members serve on other City boards and committees to represent the arts in other sectors including the Chamber of Commerce and sister cities. Board members have branched out in planning and in subsequent City operations. CAF remains in need of funding and staff.

Goal 2 "Create a Public Art and Design Program to enhance the look of the City through works of art and design that create a sense of place and increase the quality of life for residents and visitors."

- While expecting quick results, the group discovered that "quick" means a couple of years. They feel they've taken a bold step by addressing an ordinance for private development. More people are apprehensive about this. Business people and the legal department are cautious. A part of the process, a formal needs assessment for public art was commissioned to establish the standard Clearwater needs for public design. This needs assessment is similar in nature to standards set by Parks and Recreation for open space and recreational community needs.

Goal 3 "Enhance and cultivate opportunities for the community to participate in the visual, literary, and performing arts."

- Marketing and public relations are raising awareness of arts and cultural programs, but to date there has not been an assessment to demonstrate results.
- Mount Carmel, a community development corporation, runs a city park facility as a grassroots community arts program. This group was given a five-year agreement from the City.

Goal 4 “Promote Clearwater as an artist-friendly city.”

- City festivals, like the new “Out of the Blue” show, create opportunities for artists.
- The City has done research on art districts and zoning in other cities that allows for development of an artist-friendly district. The City is looking for cooperative opportunities with private development to encourage live/work spaces for artists.
- The City is considering an overlay district in downtown Clearwater (around Cleveland Street) that accommodates artists. The City will be interested to see and support activity occurring downtown.
- A new gallery opened in Clearwater that serves 16 artists.
- Artist studios are a continuing unmet need.
- What is harder to quantify is the general awareness of the visual and performing arts. We see the arts appearing in plans and priority lists more than we have in the past, suggesting there is a higher level of awareness.

Goal 5 “Promote opportunities for all community members to engage in lifelong learning in and through the visual, literary, and performing arts.”

- The CAF arts education committee is exercising leadership. It has organized a performing arts showcase that featured students at Ruth Eckerd Hall and exhibits at the Library. The committee is working with schools and community groups, and communication has been greatly enhanced.
- Next priority: address cultural diversity.

Goal 6 “Recognize and achieve the cultural industry’s potential to contribute significantly to the economic well being of Clearwater.”

- The arts are becoming much more visible in Clearwater. Arts leaders are now routinely invited to economic development meetings.
- Major bridge construction has slowed the timetable of many projects, including: city streetscape development and a multi-day arts festival (can’t close off streets).
- Some areas of the city are distressed. The City hopes these areas will be redefined with codes encouraging artists to buy and develop distressed properties.

The City’s planning and economic development offices met with their counterparts and cultural affairs offices in two other cities as part of the new Pinellas Cultural Planning process.

Options for **Tarpon Springs** Cultural Planning

*Craig Dreeszen, Ph.D., met with Tarpon Springs
community leaders on January 26, 2005.*

I was impressed with the distinctive character of the City and the City leaders' obvious appreciation that arts, culture, and heritage are important to Tarpon Springs' quality of life and prosperity. I have attached my notes from our meetings.

I was particularly impressed that the City has done so much to redevelop historic buildings into cultural facilities. In this, Tarpon Springs is a leader.

I was asked to recommend how the City might organize for, and benefit from, cultural planning. Clearwater and St. Petersburg have developed cultural plans. Results of such plans have been the creation of cultural affairs offices, public art programs, arts grant programs, collaborative marketing of cultural programs, and much closer integration of culture into city economic and community development. St. Petersburg credits its lively arts and cultural sector with the city's economic renaissance.

I have defined cultural planning as a structured, community-wide fact-finding and consensus-building process; to identify cultural resources, community needs, and opportunities; and to plan actions and secure resources to respond.

Ordinarily cultural planning is authorized by elected officials, builds on existing plans (e.g. the Downtown Development Action Plan), coordinates with the planning office, and is administered by the cultural office. Usually a steering or advisory committee oversees the planning. The City would aim to recruit leading citizens representing business, education, economic development, tourism, philanthropy, arts, culture, and heritage.

Cultural planning typically takes 9-12 months and results in a comprehensive plan. Some communities do a simpler cultural assessment that concludes with an assessment of cultural resources, opportunities, and needs, but without an action plan. Costs vary from a few thousand to over fifty thousand dollars. Funding may be available from the National Endowment for the Arts, the Florida Arts Council, and the Pinellas County Arts Council. Most cultural plans are financed by the same sources that will be called upon to support implementation: local government, business, and County and State governments.

In Tarpon Springs a cultural plan would build upon the excellent redevelopment planning already done. The cultural plan would consider policy, funding, communications, programming, marketing, and artist services that would complement existing land use plans.

*The Arts Council Board of Directors
and Community Cultural Plan Advisory Committee
thank the following for their participation*

Task Force Members

(AC) = Also serves on Advisory Committee

Culture & Economic Development

Laura Berkowitz, Co-chair (AC), Sr. Research Manager, Pinellas County Economic Development
Margo Walbolt, Co-chair, Clearwater Parks & Recreation Department
Bob Bray, City of Pinellas Park
Melinda Chavez, Director, Tampa Bay Business Committee for the Arts
Tony Collins (AC), Vice President, Tucker/Hall, Inc., Tampa
Jeff Freeman, Pinellas County Economic Development
Kathy Gustafson-Hilton (AC), Museum Concept Designer, Hands-On! Inc.
Kathy Monahan, Division of Cultural & Civic Services, City of Tarpon Springs
Yvonne Marrullier, Development Director, The Dali Museum
Carlen Petersen (AC), City Council member, City of Clearwater
Brian Smith (AC), Director, Pinellas County Planning Department
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Arts Education

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Lisa Everett (AC), Arts advocate
Sue Froemming, Art Supervisor, Pinellas County Schools
Barbara Hubbard, Art educator, visual art
Bill Isaly (AC), Development Director, PACE Center for Girls/Pinellas
Don Jones, Art educator, theatre
Murray Mintz, Director, Florida Association for Theatre Education
Jeanne Reynolds, Music/Theatre Supervisor, Pinellas County Schools
Jan Rouse, Associate Superintendent for Curriculum & Instruction, Pinellas County Schools
Jennifer Ruechel, PTA Representative to ACE Pinellas / St. Petersburg College
Peter Tush, Curator of Education, The Dali Museum
Joyce Wehner, Director of Education, Ruth Eckerd Hall
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Funding & Support to the Cultural Sector

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Julie Scales, Co-chair (AC), Executive Director, Pinellas County Community Foundation;
Vice Mayor, City of Dunedin
Mary Wyatt Allen, Arts advocate
Marion Ballard, Arts advocate
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Artists & Creative Workers

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The Studio @620

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Kevin Brady, Visual artist

Laura Militzer Bryant, Visual artist

Amanda Cooper, Director of Exhibitions, The Arts Center

Beth Daniels, Attorney at Law and Arts advocate

Julia Flood, Performing artist; Artistic Director, Eckerd Theatre Company

Lisa Inserra, Business owner; Arts advocate

Mary Klein, Visual artist

Roby MacDougall, Visual artist

Babs Reingold, Visual artist

Julie Rowe, Performing artist; Director of Education, American Stage

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Will Davis, Pinellas County Environment Management Department

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Lenne=Nicklaus Ball, Sirata Beach Resort

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Jessica White, Tampa Bay Regional Planning Council

Ann Wykell, Cultural Affairs Manager, City of St. Petersburg Cultural Affairs

*The Arts Council Board of Directors
and Community Cultural Plan Advisory Committee
thank the following for their participation*

Interview and Focus Group Participants

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Susan Alexander, Patel Conservatory
Grace Ann Alfiero, Executive Director, Creative Clay
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Charlie Attardo, City of Tarpon Springs
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Joan Epstein, PCAC Board
Dr. Perry & Lisa Everett, Arts Advocates
Greg H. Fisher, P.A.
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Pat Fosnaught, Curator of Education, Gulf Coast Museum of Art
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Ed Halleran, Nurses Choice, Inc.
Cedar Hames
Ken Hamilton, Palm Pavilion
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Peter Tush, Curator of Education, Salvador Dali Museum

Susan Shapiro, Gallery Owner, Shapiro-s at BayWalk
Celeste Simon, Visual Artist
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J. Harrison Smith, Owner, J. Harrison Gallery
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Asia Williams, Parent, Youth Arts Corps
Judy Yates, Director, Pinellas County Cooperative Extension Service
Phyllis Young, Parent, Youth Arts Corps
21 teens at Youth Arts Corps

Titles listed reflect affiliation of participant at time of interview.

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