



# introduction

This Hillsborough County Cultural Plan caps nine-months of community assessment and planning. Nearly 1,500 Hillsborough County citizens participated through neighborhood forums, interviews, and a county-wide survey to identify community assets and needs. The Cultural Plan defines long-range goals and recommends actions and funding to develop culture throughout the County.

The Cultural Plan defines culture broadly to include the visual, performing and literary arts; lifelong arts education; history and heritage; neighborhood traditions and festivals; interpretive science museums; and artists and other creative businesses. The plan will strengthen cultural assets to benefit citizens and visitors.

A 37-member Steering Committee of Hillsborough County citizens, co-chaired by Jan Platt and Albert Alfonso, along with Arts Council chair Leslie Osterweil, has overseen the Cultural Plan, serving as the plan's governing board for the duration of planning. The plan's goals, objectives, and action steps are developed from recommendations by 88 Hillsborough community leaders who worked in seven task forces.

The Steering Committee voted September 20, 2006 and the Arts Council voted October 19, 2006 to recommend the plan to the Hillsborough County Board of County Commissioners, the City Councils of Tampa, Temple Terrace, and Plant City; and the School District of Hillsborough County for their consideration and approval. The plan has been coordinated by the Arts Council of Hillsborough County with generous funding from the Board of County Commissioners and City of Tampa. Planning was facilitated by Dr. Craig Dreeszen.





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Programs and projects of the Arts Council of Hillsborough County are made possible by the Hillsborough County Board of County Commissioners, the State of Florida, Department of State, Division of Cultural Affairs and the Florida Arts Council.



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# goals of the Hillsborough Community Cultural Plan

- Goal 1** Cultural Economic Development  
Strengthen and expand Hillsborough County's economy through cultural development.
- Goal 2** Neighborhoods and Outreach  
Ensure equitable access to cultural opportunities throughout all the neighborhoods of Hillsborough County.
- Goal 3** Marketing and Cultural Tourism  
Market the region's cultural assets to increase participation by residents and visitors.
- Goal 4** Arts Education  
Provide life-long opportunities for arts, heritage, and science education for all county residents.
- Goal 5** Artists and Creative Businesses  
Create an environment in Hillsborough County in which creative professionals may live and work successfully.
- Goal 6** Cultural Support  
Invest to increase the capacity of Hillsborough's cultural sector.





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## summary goals and objectives

Throughout this Cultural Plan, the most pressing need is that the cities and the County make transportation, and access to transportation, a priority to address access to cultural opportunities.

Arts and culture, including history and science, are critical components of a well-balanced community. From preserving our past to shaping our future, a strong cultural industry enhances the quality of life of residents and visitors. As Hillsborough County boldly enters the 21st century, new economic development initiatives and unprecedented growth set the stage for challenges and opportunities. Hillsborough County is a destination for the “baby boomer” generation and must prepare for the influx of new residents, many of whom are relocating from urban areas where arts and culture have been an integral part of their lives.

Our citizens take great pride in our diverse heritage and our communities and we appreciate opportunities to celebrate and better understand our diversity through arts and culture. This plan builds on our cultural assets and addresses issues that will make Hillsborough County a better place to live and a magnet to creative industries, creative workers, and cultural tourists. The plan will help children succeed in school and help both children and adults, including people with disabilities, express themselves creatively. This cultural plan positions the cultural sector as a significant partner in the future of the county.





# goal 1 cultural economic development

Strengthen and expand Hillsborough County's economy through cultural development.

*“Integrate creative community assets including arts, culture, historic preservation, museums, libraries, human services, film and entertainment as elements in economic diversification efforts.... Priority: States are increasingly turning to arts and cultural exchanges to help establish, accelerate and reinforce trade relationships. For maximum impact, Florida's international strategy should also leverage international tourism, trade, investment, education and cultural exchange in high impact initiatives.”*

Enterprise Florida's Strategic Plan for Economic Development, 2004

## Cultural Economic Development Assessment Research Findings

### Cultural Economic Development Assets and Strengths

PriceWaterhouseCoopers' research has documented the Hillsborough County cultural industry's annual impact on the local economy at \$323 million. Dun and Bradstreet data indicate that Hillsborough County is ranked 4th in the USA in growth of creative workers and 6th in the USA in rate growth of creative businesses. Recognizing culture's impact on the economy and quality of life, the county, city

governments, and chambers of commerce have all made cultural and creative economic development an explicit part of economic planning.

Hillsborough enjoys an authentic history and heritage, as Florida's historic gateway to Latin America. Development continues to bring more residents and audiences for cultural programming and expectations for cultural amenities. The region benefits from a concentration of established cultural institutions, and there is also an organized cultural community with a high level of awareness and strong infrastructure of funding and services.

### Challenges and Opportunities

Rapid development throughout the county will create cultural and economic development opportunities, increased demand for programming, and increased tax revenues. Public investments must match expressions of support for creative economic development. This plan and public policy values arts, culture, and heritage both for their economic and their intrinsic benefits. With encouragement, cultural exports have potential for greater impact. Citizens and governments must protect our history and heritage that are at risk from rising land values, developmental pressure, and the homogenization of society.





## Cultural Economic Development Objectives

- 1) Ensure that the cultural sector is a core component of economic and community development. Priority

*“World-class scientists demand the best in cultural, educational and recreational offerings when they’re deciding where to do their research. That’s a major reason Scripps Florida is in Palm Beach County. The region’s arts in particular—music, theatre, dance, the fine arts—are a great recruiting tool for Scripps.”*

Richard A. Lerner,  
President of The Scripps Research Institute

- 2) Hillsborough County and cities of Tampa, Plant City, and Temple Terrace should amend their comprehensive plans and economic development plans to include priority objectives from this cultural plan. Priority
  - a) The Arts Council will propose policy language for inclusion in the county’s upcoming plan amendment cycle that addresses issues such as land use decision-making and coordination with the Cultural Plan objectives.
  - b) Propose a policy that adopts this plan by reference.
- 3) Enlist developers and Community Redevelopment Areas (CRA) as partners to invest in and encourage cultural developments that add value to their communities and their projects. Priority
  - a) Work with CRA districts and with developers who are offering space in new buildings to host nonprofit arts organizations.
  - b) Encourage the City of Tampa to hire a coordinator to manage nonprofits and art spaces related to all the CRAs.
  - c) Encourage commercial and residential developers to design pedestrian-friendly environments that encourage walkability.
  - d) Look at the Winthrop development in Brandon as a good example of private initiative.

*“If you look at strong arts and culture cities, people live downtown or you park your car and go. We don’t have that. People drive here and then drive back out. The key is to develop a critical mass to attract people to park and walk.”*

Chase Stockton, Florida Aquarium Board Chair

- 4) Maintain, support, and expand the public art programs throughout Hillsborough County. (There are public art programs in the City of Tampa, Hillsborough County, University of South Florida and Tampa International Airport) Priority
  - a) Encourage public art programs to invest in local, regional, or Florida artists, especially when making outright purchases for public art collections.
  - b) Encourage developers to include public art in their projects.
  - c) Expand private development public art beyond downtown Tampa. Expand first to Channel District.
- 5) Implement a “Smart Growth Policy” as recommended by the Enterprise Florida Strategic Plan. Hillsborough County and the cities should implement a comprehensive smart growth policy for sustainable economic development, diversification and quality of life.
  - a) Update and modify Florida’s growth management system to encourage the best use of integrated planning for land, environmental protection, infrastructure, water supply, water quality, historical preservation, libraries, cultural arts and other quality of life factors.
  - b) Educate Floridians on the integral link between historic preservation, cultural arts, land use and the environment, tourism and economic development.
  - c) Florida’s current growth management system hinders smart growth. Shift from growth management mindset to a smart growth mindset that integrates a process that is broader to include the nurturing of creative communities with attention to historic preservation, libraries, cultural arts and other key quality of life issues.



*“Studies document that vibrant historical and cultural arts communities are key to tourism as well as business. They positively impact Florida’s tourism industry by creating jobs and help to revitalize downtown areas and rural communities. Recommended Action: Quality of life issues such as environmental protection, infrastructure, historic preservation, libraries, and cultural arts should be integrated into a smart growth policy for economic diversification.”*

Enterprise Florida Strategic Plan

Economic Development Departments of the county and the municipalities to coordinate implementation of this economic development goal and advocate on behalf of the sector.

*“The arts help us recruit business. They are always interested in culture. Cost and workforce are the top two criteria, but more and more as businesses consider cities with similar workforces and costs, decisions come down to quality of life. Arts and culture is a top factor that businesses ask about when making relocation decisions.”*

Kim Scheeler, President and CEO,  
Greater Tampa Chamber of Commerce

- 6) The cities and county government should offer incentives to developers to incorporate cultural space and public art to their projects.
- 7) The Arts Council of Hillsborough County, Tampa’s Arts and Cultural Affairs Department, and Creative Tampa Bay should collaborate with other cultural economy stakeholders including the Chambers of Commerce, the Tampa Bay Business Committee for the Arts, and the
- 8) Consider an artistic iconic gateway to establish a collaborative visual image for all of Hillsborough County.
- 9) Help connect creative businesses with providers of assistance and financing.
  - a) Encourage creative businesses to take advantage of the Hillsborough County Economic Development Office small business programs:
    - i) Small business information center helps start and develop small businesses;
    - ii) Website hillsboroughcounty.org lists a business start up check list;
    - iii) Help for small businesses to get county contracts
    - iv) Classes and workshops
    - v) USF/HUD small business development center
  - b) Encourage the Tampa Film Commission to actively seek film producers and support the many film and digital technical crews who work in the county.
- 10) Work with the Greater Tampa Chamber of Commerce to ensure that the cultural industry is a partner in economic trade missions with other countries.
- 11) Ensure that historic preservation is part of the economic and community development agenda.



## goal 2 neighborhoods and outreach

Ensure equitable access to cultural opportunities throughout all the neighborhoods of Hillsborough County.

### **Neighborhoods and Outreach Assessment Findings**

#### **Neighborhoods and Outreach Assets and Strengths**

Hillsborough County neighborhoods have authentic history and heritage with significant contributions from African American and Latin American culture and a strong network of neighborhood associations. Active arts councils, arts organizations, and volunteers are distributed throughout the county. An extensive library system provides ready access to reading and visual and performing arts. Schools are well distributed and many have publicly accessible cultural facilities. Recreation facilities and programs provide cultural instruction and facilities and community colleges offer cultural programs and adult education. Many communities have retained public open spaces that are used for festivals and community gatherings.

#### **Challenges and Opportunities**

While it is very challenging to retain a sense of

community with rapid growth, cultural programs and facilities can help create community in new and older residential developments. Many, but not all, citizens are served by community centers. While mixed-use facilities in libraries, recreation centers, and schools create sustainable cultural facilities accessible throughout the county, more centers should be available to serve the citizens. More public art is needed. Traffic, distances, and lack of public transportation create barriers to participation in cultural programs.

#### **Neighborhood and Outreach Objectives**

- 1) The Arts Council should expand its cultural development grant program to encourage neighborhoods to produce community arts programs and events. High priority
  - a) The Arts Council of Hillsborough County and cities will provide technical assistance to help community groups to produce quality events.
  - b) Invite proposals from local event producers.
  - c) The Arts Council of Hillsborough County should establish a full-time position of Community Arts Coordinator to facilitate the achievement of this goal.





- 2) Encourage all presenters to be alert for opportunities to serve the diverse population of Hillsborough County and encourage local arts agencies and cultural centers to establish a multi-cultural event(s) for community outreach and cultural education. Priority

*“African Americans are not accustomed to visiting downtown cultural institutions. A history of exclusion makes opening doors insufficient. We need a unity weekend, like Philadelphia. We need to celebrate our diversity.”*

Bob Samuels, retired businessman

- 3) The Arts Council and cultural organizations should work with Offices of Neighborhood Relations in cities and county to help neighborhoods define and take advantage of their cultural assets with programming and events of interest to their residents.

- 4) All cultural programs and events must be fully accessible to people with disabilities and encourage people with disabilities to create and present their work and to participate in the creative life of their communities.

- 5) The Arts Council of Hillsborough County will provide technical assistance to enable branch libraries to renew their art exhibition programs. The library needs three things from the Arts Council:

- a) help with a policy of standards and guidelines to guide and then defend art selection.
- b) help organizing selection committees.
- c) help to educate library staffs who don't have experience with programming art exhibits.

*“As people are turning more to electronic media, some people only come to libraries for programs, exhibitions, meeting, and classes. Cultural programs are key to libraries.”*

Joe Stines, Executive Director,  
Hillsborough County Library System

- 6) Develop neighborhood cultural/history tours (walking or driving) to attract cultural tourists and to involve residents in their community.

- 7) The Arts Council should create an arts bus that would travel throughout the county with exhibitions/demonstrations/performances.

- 8) Encourage community organizers to list events on the Arts Council's online calendar to inform residents about events.

- 9) All Parks and Recreation Departments should enhance programming of cultural activities for residents of all ages throughout Hillsborough County. Parks and Recreation Departments currently have some full-time and summer art positions, but classes are overcrowded and many have waiting lists.

- a) Develop a program “What Hillsborough County Means to Me,” utilizing photography and other art forms to capture the best of what residents love about their neighborhoods.

- b) Work with existing community cultural centers, i.e. Carrollwood and Brandon, to assist them in developing strong neighborhood programs.

- c) Establish a county-wide arts festival each summer to serve youth in both cities and county recreation programs.

- 10) Create a master plan and schedule to integrate cultural uses into design and building of new residential neighborhoods, community centers, recreation facilities, libraries and schools to serve community and neighborhood needs (until every region of the county is served by a mixed-use community cultural center).

- a) The Arts Council should inventory existing facilities including schools, social clubs, religious





institutions, etc. and help match presenters with facilities.

- b) Advocate that all planned community facilities have space for cultural uses for community meetings, arts instruction, rehearsals, exhibitions, and performances.
- c) Hillsborough Community College is seeking community support for a facility opening in January 2008 across from Lennard High School in Ruskin and is planning a full arts program including visual arts, music, dance, and drama, available to the community.
- d) Encourage the City of Temple Terrace to develop its planned community center to be built within two or three years that will accommodate plays, recitals, films, art shows and lectures.
- e) Feature Winthrop development in Brandon as a good example of private development that integrates cultural facilities and opportunities.
- f) Encourage county and municipal planners to provide central open spaces for community festivals.

*“Develop regional recreational centers and integrate the arts. The model is the University Community Center. This brought together state, county and private funding. We need regional recreation/cultural centers in Brandon, Carrollwood, Town and Country, Suitcase City, and more. Let each cultural center reflect its target audience. 300 seat theatres not 3,000. We need an association of cultural centers. Integrate community center, recreation, cultural center and schools so we have public campuses. There are five prodigy sites. Could be base anchor tenants for outreach/cultural centers.”*

Senator Victor Crist

*“We can expect the population to triple in the next few years. There are no facilities for teaching and exhibiting on a scale that will be needed. HCC will provide some possibility for performing arts, possible options for the visual arts. The newcomers will be younger people with families and they will be the audience for education. We need a regional arts center.”*

South County resident

- 11) The Arts Council of Hillsborough County should encourage creation of neighborhood arts advocates in regions of the county. There are supporting organizations now in South County, Brandon, Plant City, and Temple Terrace and artist support groups in New Tampa and Seminole Heights.



# goal 3 marketing and cultural tourism

Market the region’s cultural attractions to increase participation by residents and visitors.

## Marketing and Cultural Tourism Assessment Findings

### Marketing and Cultural Tourism Assets and Strengths

Hillsborough County is central to west Florida’s fast growing regional market for cultural programs and events and is central to Tampa Bay’s regional destination for cultural tourism. Many national festivals and special events attract local and regional audiences and have the potential to be major international attractions. Hillsborough County has authentic cultural diversity and there is a concentration of respected cultural institutions in Tampa. Funding from the Hillsborough County Tourist Development Council, Tampa Bay Convention and Visitors Bureau, Hillsborough County, and City of Tampa helps to market the county’s cultural attractions to visitors.

### Challenges and Opportunities

The county-wide survey found timely, accessible information to be a significant barrier to cultural

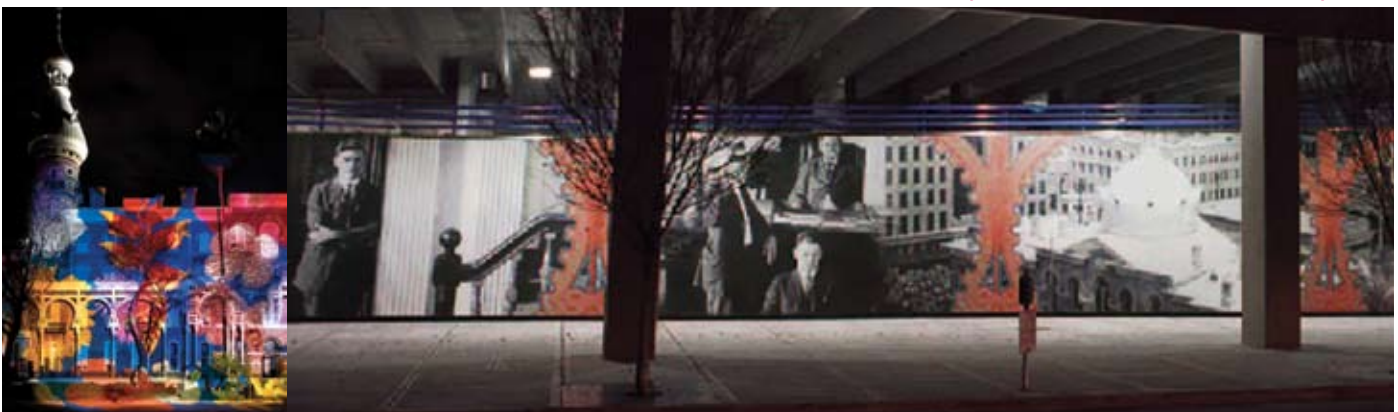
participation for residents. A huge influx of new residents with cultural expectations, children and unfamiliarity with local cultural institutions and programs will create opportunities and challenges. Public policy and investments should assure opportunities throughout the county, investing both in central cultural institutions and access to cultural participation throughout the county. There should be a defined cultural identity and market position. Transportation limits cultural participation for some citizens. Audiences are aging and cultural programs need to include more families and young people. Cultural institutions should make all people feel welcome, so that audiences are more representative of the county’s diversity. There is inadequate funding for marketing and audience development.

## Marketing and Cultural Tourism Objectives

- 1) Create a master plan which will address marketing and promotion of the cultural industry of Hillsborough County. High priority

*“The Tourist Development Council long ago recognized the ways arts and culture are assets to tourism. Culture attracts visitors and encourages longer stays.”*

Gene Gray, director, Hillsborough County Department of Economic Development





- 2) Increase the marketing/cultural tourism capacity of the Arts Council by employing or contracting with a marketing professional to coordinate marketing of Hillsborough County cultural programs and events within the region (currently a significant gap) and outside the county in cooperation with the Tampa Bay Convention and Visitors Bureau and Visit Florida. High priority
  - a) Secure Visit Florida funding.
  - b) Form a sub-committee of the Arts Council made up of marketing professionals in the community for assistance in marketing efforts.
  - c) Market Hillsborough County as a regional arts and cultural designation.
  - d) Provide technical assistance and collaborative marketing help to small and mid-sized cultural organizations that lack marketing staff.
- 3) Increase cultural funding from the Tourist Development Council to the Arts Council to at least \$40,000 annually so that there is better balance among marketing investments for sports, outdoor recreation, and cultural attractions. Priority
- 4) Increase funding for the Cultural Cooperative Program from the Tourist Development Council to at least \$100,000. This is a collaborative of the Hillsborough County Tourist Development Council, the Tampa Bay Convention and Visitors Bureau, the Arts Council of Hillsborough County and many cultural organizations to promote Tampa and Hillsborough County to the cultural/historic tourist through regional publications. Priority
- 5) Increase the visibility of cultural programs in Hillsborough County by more effective use of multimedia communications systems (print promotions, new media, web sites, publicity, and advertising).
  - a) Work with the local press to get more dedicated cultural coverage and a special rate structure for advertising
  - b) Distribute event publications more effectively.
  - c) Establish a quarterly cultural publication that would be distributed to residents and visitors.
  - d) Encourage the Tampa Tribune and St. Petersburg Times to create full-page inserts which promote cultural events.
  - e) Create an e-mail newsletter which will establish 2-way communication between cultural groups and residents.
  - f) Ensure that all cultural organizations have access to the Arts Council web-site for inclusion in the Cultural Events Calendar.
  - g) Secure marketing and advertising in niche publications aimed at special-interest audiences that reach the demographics desired (including public television and radio) and non-English language news media.
  - h) Create marketing and advertising via advancing technologies such as cell phone text messaging, video podcasting, audio podcasting, blogging, and alternative Web spaces.
- 6) Build on successful programs, encouraging cultural organizations to create combined packages of cultural, recreation, and dining/lodging and to promote clusters of major events



to create “Great Weekend” attractions (such as Lights on Tampa, Raymond James Gasparilla Arts Festival, and Plant City’s Strawberry Festival, the Ruskin Tomato and Seafood Festivals, Manatee Festival in Apollo Beach) that encourage visitors to stay longer.

- 7) Request that a representative from the cultural industry serve on the Tourist Development Council.
- 8) Encourage cultural institutions to continually strive to engage their audiences and appeal to the diverse population of the county with good programming and marketing.
- 9) Promote Hillsborough cultural attractions to the ever-increasing cruise ship visitor.
- 10) Encourage film makers and writers to “romance our community” through literature and films that highlight the county’s positive aspects .
- 11) Investigate interactive and technological kiosks in the airport, malls, convention center and other places to promote cultural events. The library

system has placed an “e-library” at every park and recreation center throughout the county. The Arts Council should have a presence in these libraries.

- 12) Investigate a centralized on-line ticketing service, i.e. TampaTix.com.
- 13) Establish a promotional program with Lakeland and Polk County to develop a cultural corridor.





## goal 4 arts education



Provide life-long opportunities for arts, heritage, and science education for all county residents.

### **Arts Education Assessment Findings**

#### **Arts Education Assets and Strengths**

Hillsborough County School Board and district are committed

to arts education. Understanding that arts education is critical to student learning and future citizenship, the School Board has retained performing arts teachers and programs even during budget cuts. Higher education institutions educate teachers and provide teacher in-service training. Cultural organizations' education programs enrich student learning in Hillsborough County with field trips and in-school programming. Strong partnerships between county schools and libraries provide access to arts and humanities programs throughout the

county. Hillsborough Public Schools has been recognized as one of the top 100 music education programs by the American Music Conference. Hillsborough Public Schools have excellent, long-established arts magnet schools and employ 556 visual and performing arts teachers throughout the county.

#### **Challenges and Opportunities**

Recruiting, training, and retaining qualified arts teachers (especially in low socio-economic schools) present challenges. There are several high poverty schools and 52% of Hillsborough County students are eligible for free or reduced lunches. The issue of fast growth presents an additional challenge in maintaining qualified teachers. The school system has built 60 new schools in the past five years and student population growth averages 6,000 new students each year.

Children and adults do not have equitable access to arts education throughout the county. All schools do not have equal opportunities to participate in cultural enrichment (in-school programs and field trips) due to class schedules, budgets, school priorities, and distance from cultural facilities. Arts





classrooms have been lost due to growth and class size amendment. Students have limited hours of arts instruction. In most schools, students get 30 minutes of music instruction twice a week and 45 minutes of visual art once a week. As is true nationally, pressures from high-stakes testing shift time, money and attention to reading, math and science and away from arts and cultural studies. The Arts Council of Hillsborough County’s arts education budget has remained relatively steady while the numbers of schools and students has grown significantly.

**Arts Education Objectives**

*“Every child is an artist. The problem is how to remain an artist once he grows up.”*

Pablo Picasso

- 1) Encourage and support the School Board of Hillsborough County to increase funding for arts education programs to keep pace with the increasing number of schools and students. As each new school is opened, additional funding should assure programs in other schools are not jeopardized. High Priority

*Art is not an adjunct. It is part of our core curriculum.*

Mary Ellen Elia, Superintendent, Hillsborough County Schools

- 2) Encourage the Hillsborough County Public Schools to employ a visual arts teacher in every

Hillsborough County elementary and middle school by 2009. Priority

- 3) Maintain the arts as part of Hillsborough County Public Schools’ core curriculum, with adequate funding, taught by specialists, and sequential curricula in dedicated classrooms, at all grade levels. Ongoing priority
- 4) Assure equitable access to arts education in all schools. Priority
  - a) Identify schools under-served by arts enrichment programs and take advantage of community volunteers, i.e. volunteers from Sun City Center in south county offer assistance to schools in their area.
  - b) Assure every school has a sufficient number of adequately equipped and dedicated arts classrooms.
  - c) Raise more funds for scholarships and transportation so students in out-lying areas can access programs offered by cultural organizations.
  - d) Help Hillsborough public schools secure funds to offer art, music and drama in our schools in the summer, as a year round resource for our communities.

*“Good research supports the benefits of arts education to educate the whole child.”*

Doretha Edgecomb, Hillsborough County School Board Member



5) Create a new Hillsborough Arts Education Consortium of arts and cultural organizations that have educational programs to better serve students with collaborative programming, advocacy, and coordination. Priority

6) Enhance quality arts education and other creative skill-building courses for children, working adults and seniors in neighborhood centers, libraries, parks and recreation facilities and others.

*“Arts education is not about creating artists—that may indeed happen. But so few of us become artists. Arts education, for the majority, is about being better at what we do: career, family, life—because it allows us to consider the potential and possibly make it reality. Education in the arts creates whole people who in turn make communities whole.”*

Deborah Talbot, Creative Tampa Bay

7) Integrate the arts into school curricula to enhance student learning in other academic areas.

8) Encourage all cultural organizations (history, science, and art) to develop educational programs

aligned with state standards and school goals for students of all ages, including school residencies, field trips, after-school experiences, etc.

9) Create a marketing campaign to inform the community about the values and importance of the arts in education and enrichment of all individuals in the county.

10) Create a Business Committee for Arts Education to help raise money for advocacy and programming in the schools through groups like the Hillsborough Education Foundation and the Unsinkable Molly Brown Foundation to make arts funding a priority.

11) Restore the arts education degree in the College of Education at the University of South Florida.

12) Advocate expanded curricula in higher education to include awareness and participation in the arts, especially in departments of education, architecture, engineering and medicine.





## goal 5 artists and creative workers

Create an environment in Hillsborough County in which creative professionals may live and work successfully.

### Artists and Creative Workers Assessment Findings

#### Artists and Creative Workers Assets and Strengths

Many talented artists and creative workers are located throughout the county. The number of creative businesses is growing faster than most other counties, and creative businesses (film, art, design, writing/publishing, etc.) are exporting creative products. The county is home to artists from diverse cultures and many national origins. Alliances of local artists maintain artist networks. The Arts Council of Hillsborough County provides grants for individual artists even though some funding agencies have abolished that practice. The Arts Council's Art in Education program employs local and regional artists, and university and college exhibitions and independent galleries showcase local artists.

### Challenges and Opportunities

Public policy and investments must recognize artists as the foundation of the cultural sector and the creative economy, especially since artists are economically vulnerable. Affordable housing is a serious problem with increasing prices and there is limited affordable studio and rehearsal space. Visual artists, who are not well established, have limited exhibition opportunities. Health insurance is not affordable for many self-employed artists. Funding (grants, venture capital, and business loans) is less accessible for artist businesses. Artists and creative workers need business development instruction and assistance.

### Artist and Creative Worker Objectives

*"I saw the angel in the marble and carved until I set him free."*

Michelangelo

- 1) Continue the exploration of an affordable health care/insurance program for artists and creative workers with the University of South Florida Clinics and other health care providers. High priority





2) Seek opportunities for affordable live/work spaces for artists and creative workers. Priority

- a) Encourage the city and county to offer concessions to developers for including studio/exhibition space to artists in their new projects
- b) The county and cities planning departments should consider new ordinances to establish cultural overlay zones
- c) Examine buildings slated for redevelopment for their potential to include artists' studios and/or living quarters.
- d) Municipal and county planning offices should provide help to artists and creative workers seeking to develop studios, galleries, or performance spaces to navigate the permitting process. Extend the same care with people seeking to restore or redevelop historic properties.

3) Help creative individuals and enterprises access business services and financing.

- a) Establish on-going consistent professional training for artists in legal matters, financial, good business practices, and personal management
- b) Develop a micro lending program as being discussed by the Patel Foundation

- c) Investigate the Small Business Administration, ACCION, and the Florida Communities Loan Program to establish references for artists trying to start a business
- d) Secure business assistance from young professionals
- e) Develop a scrip system to facilitate in-kind business services to artists
- f) Encourage the Greater Tampa Bay Chamber of Commerce to help creative businesses through promotion, inclusion, and professional references.

4) Encourage and assist artist organizations to develop avenues for networking, support, continuing education, collaborative marketing, arts advocacy, exhibitions, studio tours, and other events.

- a) Convene representatives of artist organizations and encourage them to share best practices with each other: members' listserves and blogs, walking tours, professional development training, advocacy, marketing, etc.
- b) Continue to host artist town hall meetings to form more artist alliances.
- c) Create a Bulletin Board through which artists can exchange ideas, needs, suggestions, opportunities and jobs, and other pertinent matters.
- d) Establish links on arts council web sites to artist organizations and resources.
- e) Encourage artists to join their chambers of commerce and to serve on public boards and commissions so that artists are better integrated into the business community and civic improvements.

5) The Arts Council of Hillsborough County should continue to employ county artists for art in education programs, and should seek increased funding to employ more artists to keep pace with the growing number of opportunities for arts education.



- 6) Establish a Creative Yellow Pages that will feature artists of all disciplines who do original work to help educate business and governments about what artists exist in Hillsborough County and how they can work together.
- 7) The Arts Council of Hillsborough County should plan an Artist in Residence programs with local businesses.
  - a) The Arts Council would support 1/3 of the cost and the business 2/3 of the cost. This would be 6 – 9 month residency with artist working on site and offering classes, demonstrations and services to the business and its employees.
  - b) Expand the concept to include developers, shopping malls, nursing homes, hospitals, correctional institutions, etc.
- 8) Encourage museums, galleries, and arts centers to employ Hillsborough County artists as teachers; providing exhibition, sales, and performance space, and promoting experimental creative work.
- 9) Seek more opportunities to showcase the work of Hillsborough County artists.
  - a) Encourage every presenter to be proactive so artists are representative of the county's diversity.
  - b) Encourage the library system to carry works of literary artists, to exhibit visual artists, and to host performing artists.
  - c) Work with the library system to develop art classes that would be taught by local artists.





# goal 6 cultural support

Invest to increase the capacity of Hillsborough’s cultural sector.

### Cultural Support Assessment Findings

#### Cultural Support Assets and Strengths

There are many very good cultural organizations with the largest institutions concentrated in Tampa and many smaller, mostly volunteer, cultural organizations throughout the county. There is a good cultural service infrastructure in place (arts councils, public art program, County and City grant funding, and professional staffing for county and Tampa arts and cultural offices). Good programming, marketing and audience demand has created a strong market for cultural programs. The Hillsborough Board of County Commissioners and City of Tampa have made significant investments to cultural development operating funding through grants, line-item budget funding, capital investments for facilities, and in-kind services. There is a growing recognition that culture is important to the economic sector. Private philanthropy and business sponsorships have been generous, especially for major institutions, and have the potential to give even more.

### Challenges and Opportunities

Smaller cultural organizations need capacity development (funding, training, on-site assistance, information, and networking). Some smaller cultural organizations have limited access to adequate cultural facilities. More city and county coordination is needed (as being done with this cultural plan) including a comprehensive public policy for sustained cultural funding.

There is competition for limited funding among cultural organizations and with other public needs. There are very few mid-sized cultural organizations in the county, suggesting there is a funding ceiling to growth of small organizations. Private philanthropy and public funding is concentrated in the major institutions. Equitable access to cultural programming requires public/private investment. There is significant wealth within the county that could be better utilized, especially for the smaller cultural organizations, and organized workplace giving has a growing interest and potential. The Arts Council of Hillsborough County grant budget has not grown to keep pace with increasing demands. There should be new, sustainable sources of public





funding so that cultural programs can respond to needs identified in this plan and all citizens have access to cultural opportunities.

**Cultural Support Objectives**

*“I support the need for arts and culture for a well- rounded community to attract business and serve our community.”*

*Jim Norman, Hillsborough County Commissioner*

*“No thriving urban city can operate without an investment in arts and culture.”*

*Pam Iorio, Mayor, City of Tampa*

- 1) Dedicate a sustainable source of funding indexed to match investments with county growth, to be re-invested through Arts Council of Hillsborough County grants, programs and services for cultural development. Invest increased funds through grants and services to implement the priorities of this cultural plan throughout Hillsborough County<sup>2</sup>. The Board of County Commissioners, the library, and the cities should consider the options proposed by the Funding: Public and Private Task Force<sup>3</sup>. High priority
- 2) Encourage small, mid-sized, and neighborhood cultural organizations. The Arts Council of Hillsborough County, in cooperation with the cities, should create a funding program for neighborhood and other community-based

organizations with promising proposals that would further goals of this cultural plan. High priority

- 3) City governments in the county should designate a portion of CRA, tax increment financing, to cultural development.
- 4) Investigate how county Community Development Block Grants may be used for targeted cultural economic development, such as artist housing and working spaces, and neighborhood cultural development.
- 5) The county, cities, and state should continue to invest in community facilities, libraries, schools, and recreation centers, especially those that accommodate mixed uses including arts, heritage, and interpretive sciences.
- 6) Encourage state legislators to restore funds to the Florida Division of Cultural Affairs and the Division of Historic Preservation.
- 7) Work with the Tourist Development Council to increase funding, maximize cultural organization access to marketing funds, and sustain collaborative marketing.
- 8) Integrate disaster preparedness and relief for artists and cultural organizations into cities’ and the county’s emergency management planning to help restore the cultural infrastructure.

<sup>2</sup> See appendix 1 for a four-projected budget of expenses linked to objectives within this cultural plan.

<sup>3</sup> Sustainable funding options:

1) Dedicate the BOCC share of sales tax revenues from entertainment industries for cultural development investments Calendar Year 2005

	Kind Code	State Collections	Hillsborough County Share	BOCC Share
Music Stores, Radios, Television	32	\$35,805,067	\$3,155,859	\$2,280,423
Admissions	59	\$33,247,943	\$2,930,474	\$2,117,560
Rental on Tangible Property (videos/dvd)	61	\$36,178,284	\$3,188,754	\$2,304,194

2) Dedicate Hillsborough County share of these sales tax revenues.

3) Examine license fees to determine if some might be dedicated to cultural development (as done in Arizona with corporate license renewals).



- 9) Cultivate private philanthropy to help the citizens of Hillsborough County more generously support cultural development.
  - a) Funding must be balanced: private and public. The strongest and most stable arts organizations are those with close relationships with funders.
  - b) Consider public challenge grants to leverage private dollars.
  - c) The Arts Council and Community Foundation should provide technical assistance to help smaller cultural organizations build their funding capacity.
- 10) Help the Tampa Bay Community Foundation establish private-sector cultural trust endowments, pooled from unrestricted individual and business gifts and bequests, to create a cultural development fund available for competitive proposals.
- 11) The Tampa Downtown Partnership, Committee of 100, chambers of commerce, and Creative Tampa Bay should establish a program of workplace giving for cultural development.
- 12) The Arts Council of Hillsborough County and cities should establish comprehensive policies for public funding that would help implement the cultural development recommended in this Cultural Plan.
- 13) Work to ensure accessibility to all audiences regardless of physical ability, location, or economic status.
- 14) Establish links to and from cultural organizations to enable them to better communicate with each other.
- 15) The Arts Council of Hillsborough County should help provide cultural organizations with access to capacity building information and assistance.
  - a) MAP, Management Assistance Program, does nonprofit board development work.
  - b) All our arts and service nonprofits need more capacity, strategic plans, business plans, and more accurate grants reporting.
- 16) Establish and monitor benchmarks of nonprofit performance, both regional and national, so cultural organization leaders can assess their performance and compare with their industry norms.
- 17) Build nonprofit organizations' capacity to evaluate their programs and operations.
- 18) Establish a comprehensive communications approach to public relations, marketing, crisis management, etc.



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# **cultural** planning methods and leadership

## **Planning methods**

The plan was governed and approved by a 37-member Hillsborough Community Cultural Plan Steering Committee. Planning was facilitated by Dr. Craig Dreeszen and overseen by Arts Council of Hillsborough County Director Art Keeble with assistance from local plan coordinator Toni Beddingfield. Fifty eight community leaders from all regions and sectors of Hillsborough County met in seven task forces to develop recommendations for the Cultural Plan.

## **Public participation**

The Cultural Plan was developed with the help of over 1,500 citizens of Hillsborough County.

## **Survey research**

1,129 citizens of Hillsborough County replied to a cultural assessment survey posted on the Arts Council's web site and widely promoted by email to a wide variety of lists (Arts Council, neighborhood councils, cities, Chambers of Commerce, and more. Survey invitations were also mailed, hand delivered at festivals, and promoted with postcards, news releases, radio and television announcements throughout the county. About half of survey respondents lived in Tampa and half elsewhere in the county or region. Respondent demographics: two thirds female, most 30 to 50 years old, primarily White, mostly well educated, most were middle income or above, and 97% are registered voters. Nearly all survey respondents described themselves as audience members or interested citizens. We also heard from artists, educators and parents, and cultural organization board and staff members. This was primarily a culturally-interested sample. Interviews and focus groups sampled opinions from diversified interests and neighborhood forums sampled opinions from diversified the geographic sample.



### **Interviews and focus groups**

The planning consultant interviewed elected officials and senior staff of the county and three cities (Tampa, Temple Terrace, and Plant City), business and civic leaders, cultural executives and chairs, educators, parents, and artists.

### **Neighborhood forums**

The planning consultant and steering committee members convened neighborhood forums in Sun City Center, Brandon, Northwest County, Plant City, South Tampa, Tampa, and Lutz.

### **Steering Committee**

A broadly representative Cultural Planning Steering Committee of 37 members met four times to organize the planning, consider assessment findings, review the draft plan, and approve the cultural plan.

### **Task Forces**

Seven citizen Task Forces of 88 Hillsborough County citizens each met from three to four times in the Spring and early Summer of 2006 to consider issues raised by the assessment and make recommendations to the steering committee for the cultural plan.



## Acknowledgements

This Community Cultural Plan was made possible by the Hillsborough County Board of County Commissioners and the City of Tampa.

### Cultural Plan Steering Committee

Albert Alfonso, Alfonso Architects, Co-Chair

Jan Platt, former County Commissioner, Co-Chair

Leslie Osterweil, Chair, Arts Council of Hillsborough County

David Audet, Hillsborough Community College and Festival of the Moving Image

Jerry Bickel, Bits ‘N Pieces Puppet Theatre

Christine Burdick, Tampa Downtown Partnership

Jim Carver, Hillsborough County Parks, Recreation, and Conservation

Kathy Castor, Hillsborough County Commissioner

Melinda Chavez, Tampa Bay Business Committee for the Arts

Ray Chiamonte, Tampa Hillsborough County Planning Commission

Joe Chillura, Architect, former County Commissioner

Ed Crawford, Hillsborough Area Regional Transit Authority

Doretha Edgecomb, School Board of Hillsborough County

Diane Egner, WUSF-FM Radio

Paula Fraher, Community Foundation of Tampa Bay

Cynthia Gandee, Henry B. Plant Museum

Henry Gonzalez, The Bank of Tampa

Diane Jacob, Tampa Bay Convention and Visitors Bureau

Ron Jones, University of South Florida College of Visual and Performing Arts

Tom Keating, Ybor City Chamber of Commerce

Bruce Marsh, Artist, Ruskin, Florida

Glenn McKenzie, Delotto and Sons

Frank North, Ferman Automotive

Barbara Pennington, University of Tampa Development Office

Lew Resseque, South Shore Arts Council

Ann McKeel Ross, Vice-Chair, Pilot Bank

Franci Rudolph, Community Volunteer

Linda Saul-Sena, Tampa City Council

Joe Stines, Hillsborough County Public Library Cooperative

Thom Stork, Florida Aquarium and Visit Florida

Deb Talbot, Creative Tampa Bay

Doug Wall, New Tampa Players

Paul Wilborn, City of Tampa Arts and Cultural Affairs

Greg Yadley, Shumaker Loop & Kendrick



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## **Task Forces**

This plan could not have been possible without the dedication, commitment and hard work of the following Task Forces, who concentrated on specific issues and made recommendations for the future of Hillsborough County and Tampa.

### **Culture and Economic Development Task Force**

Christine Burdick, Tampa Downtown Partnership, Chair  
Jim Carver, Hillsborough County Parks, Recreation and Conservation  
Melinda Chavez, Tampa Bay Business Committee for the Arts  
Ray Chiaramonte, The Planning Commission  
Ron Cristaldi, de la Parte & Gilbert  
Tony Collins, Tucker Hall  
Henry Gonzalez, Bank of Tampa  
Marilyn Hett, Hillsborough County Economic Development  
Mark Huey, City of Tampa Economic Development  
Deb Talbot, Creative Tampa Bay  
Peter Zinober, Zinober & McCrea

### **Marketing & Cultural Tourism Task Force**

Diane Jacob, Tampa Bay Visitors and Convention Bureau, Chair  
Melinda Chavez, Tampa Bay Business Committee for the Arts  
Joyce Cotton, WEDU Television  
Colette Glover-Hannah, Glover-Hannah Community Relations  
Taylor Ikin, Artist  
Tom Keating, Ybor City Chamber of Commerce  
Michael Kilgore, Tampa Bay Performing Arts Center  
Kathie Michael, Tampa International Gay and Lesbian Film Festival  
Leslie Osterweil, Arts Council of Hillsborough County  
Thom Stork, Florida Aquarium  
Paul Wilborn, City of Tampa Arts and Cultural Affairs  
Greg Yadley, Shumaker Loop & Kendrick

### **Support to the Cultural Sector Task Force**

Franci Rudolph, Community Volunteer, Chair  
Bridget Bean, Gorilla Theatre  
Jerry Bickel, Bits 'N Pieces Puppet Theatre



Maria Carrillo, TICH  
Becky Clayton, The Children’s Museum  
Sharon Everidge, Plant City Children’s Theatre  
Cynthia Gandee, Henry B. Plant Museum  
Judy Lisi, Tampa Bay Performing Arts Center  
Joanne Milani, Tampa Gallery of Photographic Arts  
Joey Omila, Philippine Performing Arts Company  
Wit Ostrenko, MOSI  
Craig Pugh, Lowry Park Zoo  
Lew Resseguie, South Shore Arts Council  
C. J. Roberts, Tampa Bay History Center  
Ken Rollins, Tampa Museum of Art  
Ann McKeel Ross, Vice-Chair, Pilot Bank  
Leonard Stone, The Florida Orchestra  
Doug Wall, New Tampa Players

**Funding: Public & Private Task Force**

Frank North, Ferman Automotive, Chair  
Kathy Castor, Hillsborough County Board of County Commissioners  
Melinda Chavez, Tampa Bay Business Committee for the Arts  
Joe Chillura, Architect and former County Commissioner  
David Fischer, Community Foundation of Tampa Bay  
Paula Fraher, Community Foundation of Tampa Bay  
Sandy Rief, Duckwall Foundation  
Joe Stines, Hillsborough County Library Cooperative  
Greg Yadley, Shumaker Loop & Kendrick

**Arts Education Task Force**

Glenn McKenzie, Delotto and Sons, Chair  
Phyllis Alexandroff, Hillsborough County Schools  
Bill Campbell, Robinson Elementary  
Al Dahma, Lopez Elementary



Doretha Edgecomb, School Board of Hillsborough County  
Hillary Goepper, Plant High School  
Margaret Griffin, Hillsborough County Schools  
Katherine Hampton, Artist and Parent  
Dawn Johnson, Tampa Museum of Art  
Ron Jones, University of South Florida College of Visual and Performing Arts  
Alicia Keim, Unsinkable Molly Brown Foundation  
Wendy Leigh, Tampa Bay Performing Arts Center  
Lynn Norton, Arts Council of Hillsborough County  
Ton Ziegelhofer, Blake High School

**Artists & Creative Workers Task Force**

Bruce Marsh, Artist, Chair  
Maggie DiPietra, Tampa Bay Performing Arts Center  
Ann Drewry, Artist  
Pat Fenda, Strictly Entertainment  
Cynthia Hennessy, Moving Current Dance Collective  
Rhonda Nelson, Artist  
Sharon Rose, Artist  
Martha Sherman, Sherman and Associates Architects  
Joanne Steinhardt, Artist  
Bob Terri, Pyramid Galleries  
Jay Trezevant, United States District Attorney

**Neighborhood Arts & Outreach Task Force**

Barbara Pennington, University of Tampa Development, Chair  
David Audet, Festival of the Moving Image  
Ed Crawford, Hillsborough Area Regional Transit Authority  
Bobbie Davis, Children’s Board of Hillsborough County  
Diane Egner, WUSF-FM  
Dee Hood, Artist  
Myron Jackson, Tampa Community Affairs office



Tom Jones, Carrollwood Cultural Center  
Lois Kessler, Hillsborough County Parks, Recreation and Conservation  
Jody Wren, City of Tampa Recreation  
Tony Morejon, Hillsborough County Hispanic Affairs  
Linda Saul-Sena, Tampa City Council  
Kimi Springsteen, Hillsborough County Asian Affairs

**Staff:**

Dr. Craig Dreeszen, Planning Consultant  
Art Keeble, Executive Director  
Toni Beddingfield, Plan Coordinator  
Dorothy Adams, Executive Assistant

**Public Forums:**

General Forum, Tampa Preparatory School  
South County Public Forum, SouthShore Regional Service Center, Ruskin  
Brandon Forum, Winthrop Theatre  
North County Forum, Jimmie Keel Library  
Northwest County Forum, Alonzo High School



## Participants in Interviews, Public Meetings, and Forums

This list does not include the names of 1,129 residents who completed an on-line survey.

Alan Thomas	Music
Alfred Ruiz	Florida House of Representatives
Alison Baumann	International Academy of Design & Technology
Amos Miers	Free Thought
Amy Rumball	Artist/Photography
Ann McKeel Ross	Vice-Chair, Pilot Bank
Anna Brennen	Stageworks, Inc
Anne Arthur	Steel Plus Enterprises, Inc
Anne Drewry	Brandon League of Fine Arts
Anne Madden	Southshore Arts Council
Barbara Brtva	Performing Arts Club
Barbara Graham	Portrait Artist
Barbara Pennington	University of Tampa
Barton Lee	University of South Florida
Becky Clayton	The Children's Museum
Bernadette Meellec	Artist/Retired
Beth Collins	Artist
Beth Howard	Gallery Owner
Betty Bishop	Retired
Beverly McLain	Community Foundation of Tampa Bay
Bill Leasy	Retired
Billie Smith	St. Petersburg Times\ Brandon
Björn Andren	Andren & Knapp
Bob Garrod	Performing Arts Club
Bob Samuels	Florida Prostate Cancer Association
Bob Terri	Pyramid, Inc
Bobbi Davis	Children's Board of Hillsborough County
Brian Taylor	Artist
Bruce Marsh	Artist
Bunny Pearce	St. Andrews Pipe and Drums of Tampa Bay
Campbell McLean	Gray-Robinson
Candace Knapp	BRAVA
Carla Floyd	Publisher
Caroll Vick	Arts Council Staff
Carolyn Kossar	Hillsborough Community College/ Ybor Art Gallery
Casey Shear	Downtown Property Owner
Charles Palmer	Retired Engineer
Charlie Britton	M&I Bank
Chase Stockon	Florida Aquarium, Board Chairman
Chelsea Goodwin	Artist
Christine Burdick	Tampa Downtown Partnership



Christy Hedinger	Yes! Of America United, Inc.
Chuck Johnson	Artist
Chuck Wirick	Artist
Cindy Hedinger	Yes! Of America United, Inc.
Cindy Hennessy	Moving Current Dance Company
Cornelia Corbett	Tampa Museum of Art, Board Chairman
Craig Pugh	Lowery Park Zoo
Cynthia Wortman	Artist
D. Morgan	Artist
Damaris Soto	Tampa Bay Performing Arts Center
Dave Thompson	Have Whatsoever
David Audet	Hillsborough Community College/Ybor Campus
David Fischer	Community Foundation of Tampa Bay
Deanne Roberts	Roberts Communications
Deb Talbot	Creative Tampa Bay
Debba Weinfurter	Art and Business owner
Dee Sleziak	Artist
Denise Moore	Artist
Diane Egner	WUSF Public Broadcasting
Dianne Jacob	Tampa Bay Convention & Visitors Bureau
Donald Clark	Vanguard Leasing Services
Doretha W Edgecomb	Hillsborough County School Board Member
Doug Wall	New Tampa Players
Eileen Goldberg	Artist
Earl Haugabook	Brandon Chamber of Commerce
Ed Crawford	Hillsborough Area Regional Transit Authority
Elizabeth Strom	University of South Florida
Ellen Vontillius	Artist/Jewelry
Emery Alford	Hillsborough Community College, Ybor Campus
Eric Larson	Aide/Commissioner Mark Sharpe
Eric Vontillius	Artist
Erika Schneider	Gallery Owner
Ersula Odom	SULA TOO
Evelyn Lunsford	Community Foundation of Tampa Bay
Frank J. "Sandy" Rief III	Attorney, Duckwall Foundation
G. Rexroad	Artist
Gabrielle Ayala	Volunteer
Gary Burge	Artist
Gene Gray	Hillsborough County, Director Economic Development Dept.
George Pennington	Retired
Ginger Goepper	Plant High School



Glenn McKenzie	J.O Desoto and Sons
Grace Pasado	The Board Children's Museum, Board Chairman
Hank Sheraw	Bright House Network
Helen Soloman	Art Instructor and Real Estate Agent
Henry Gonzalez, III	The Bank of Tampa
Hig Rodriquez Dillinger	Hispanic Chamber of Commerce
J. Lavette	Art Supporter
J. Steinhardt	University of Tampa
Jaime Carrejo	Artist
James Carver	Hillsborough County Parks and Recreation
James Conners	Artist
Jane Arnett	Tampa Bay Performing Arts Center
Jane Palmer	Artist
Jay Trezevant	Attorney-at-Law
Jean Brown	Performing Arts Club
Jeff Whipple	Artist
Jennifer Barnekow	New Tampa Players
Jerry Bickel	Bits 'N Pieces Puppet Theatre
Jim DeMauro	Tampa Gallery of Photographic Art
Jim Norman	Hillsborough County Board of County Commissioners, Chairman
Jim Porter	Ruden McClosky
Jim Strenski	The Florida Orchestra, Board Chairman
Jim Valentine	City of Tampa, Planning & Design
Joanne Milani	Tampa Gallery Photographic Arts
Jocelyn Carpenter	Wellswood Civic Association
Joe Affronti, Sr	Mayor of Temple Terrace
Joe D'Acunto	Promoter/DJ
Joe Elena Weachter	Hispanic Chamber of Commerce
Joe Stines	Executive Director Hillsborough County Library Services
John Bell	Tampa Theatre
John Bill	St. Petersburg Times
John Dicks	Mayor of Plant City
John Dingfelder	Tampa City Council
John Henne	Artists Advisory Committee
John Langley	Artist
John Miley	Carrollwood Village Home Owners Association
John Sullivan	Winthrop Events Complex
Jolie R Gonzalez	Hispanic Chamber of Commerce
Jorge Laureano	Daynomar Productions, Inc
Jose Valiente	Greater Tampa Chamber of Commerce
Joyce Cotton	WEDU-TV



Judy Jetson	University of South Florida Collaborative
Judy Lisi	Tampa Bay Performing Arts Center
Juli Milas	Gasparilla Festival of the Arts
Julia Pascone	Artist
Karen McKitchen	Artist
Kate Hamilton	Unemployed
Kathy Castor	Hillsborough County Board of County Commissioners
Kathy Steele	Artist
Kay Sullivan	Winthrop Event Complex
Ken Anthony	Black Heritage Festival
Ken Rollins	Tampa Museum of Art
Kim Hall Perez	Kim Hall's School of Dance
Kim McCormick	Teasdale Worldwide
Kim Scheeler	Greater Tampa Bay Chamber of Commerce/President-CEO
Kimberly Cummings	Artist
Kimberly Finn	Tampa Bay History Center
Krista Burch	Teasdale Worldwide
Kym O'Donnell	Artist
Lee Hoffman	City of Tampa, Riverwalk Development Manager
Len O'Marrah	Artist
Lena Young Green	Tampa Heights Association
Leonard Stone	Florida Orchestra
Lesli Menendez	Clerk
Leslie Osterweil	Arts Council of Hillsborough County
Lew Resseguie	South Shore Arts Council
Linda Saul Sena	Tampa City Council
Lisa Rodriguez	Center Place
Lois Kessler	Hillsborough County Parks, Recreation, and Conservation
Lonnie Homenuk	Outdoor Arts Foundation
Louise Thompson	Tampa Bay Community Network
Malcolm Teasdale	Teasdale Worldwide
Manny Leto	Ybor City Museum Society
Margaret Miller	University of South Florida Contemporary Art Museum
Maria Carrillo	TICH
Marian S. Winters	VSA Arts of Florida
Marilyn Farber	VSA Arts of Florida
Marilyn P. Hett	Hillsborough County Economic Development
Marion Scheller	Artist
Marion Smith	Plant City Chamber of Commerce
Marlene Boggs	Tampa Tribune
Martha DeMauro	Hispanic Chamber of Commerce
Martha Sherman	Sherman & Associates Architecture & Planning



Martin Silbiger	Tampa Bay Performing Arts, Board Chairman
Mary Ellen Elia	Superintendent Hillsborough County Schools
Mary Jo Melone	Writer
Marsha Passmore	Plant City Arts Council
Melanie Lachs	Florida Aquarium
Melinda Chavez	Tampa Bay Business Committee for the Arts
Michael Adejumo	City of Tampa Strategic Planning
Michael Karr	Assistant to the Mayor of Plant City
Michael Halfonts	Architect
Michael Parker	Artist
Michelle Anderson	Polk Arts Alliance
Michelle Ogilvie	Planning Commission
Michelle Van Loan	City of Tampa
Mike Blenda	Music Promotions
Minnette Webster	Brandon League of Fine Arts
Mrs. Bock	Brandon Ballet
Nichole Delisle Beroset	Art Supporter
Pam Iorio	Mayor, City of Tampa
Pat Bean	Hillsborough County Administrator
Pat Benjamin	Arts Advocate
Pat Herzberg	Art Teacher
Pat Kemp	Aide/Commissioner Kathy Castor
Paul Britt	Artist
Paul J. Johnson	Hillsborough County Assistant County Attorney
Paul Wilborn	City of Tampa, Arts & Cultural Affairs
Rachael Hilfiger	International Academy of Design & Technology
Rachel Burgin	Aide/Commissioner Brian Blair
Rachel Maxwell	Blake High Student
Ray Chiaramonte	Planning Commission
Renee Williams	Williams Consulting Group
Rob Rowen	Nuance Gallery
Robin Kennedy	Tampa Preparatory School
Robin Nigh	City of Tampa Public Art
Roger Bock	Brandon Ballet
Ron Jones, PhD	University of South Florida
Ronald A. Christaldi	De la Parte & Gilbert, PA
Ronda Storms	Commissioner, Hillsborough County
Rose Keyser-Nellett	Artist
Rose Ostrander	Retired
Rosemary Orlando	Artist
Rosemary Goudreau	The Tampa Tribune
Rosemary Smith	Brandon Chamber of Commerce



Roxanne Tobaison	Brandon League of Fine Arts
Sandy Council	Southshore Arts Council
Santiago Corrada	City of Tampa Neighborhood Services
Santiago Echeverry	Media
Sarah Howard	Artist
Sarah Sullivan	Blake High Student
Scott Banghart	Artist
Scott Henry	Public Relations
Sharon Everidge	Plant City Arts Council
Sharon Rose	Mermaid's Slipper Gallery
Shirlee Courtney	Senior Stars
Sophia Nakis	Artist
Stevan Northcutt	Judge Second Court of Appeal
Steve Gluckman	Artist
Steve Stancil	Teacher
Susan Banghart	Artist
Susan DePatie	Tampa Preparatory School
Susan Sanders	Center Place
Susie Nelson-Crowley	Art Supporter
Suzanne Prach	John Crawford Fine Arts Library
Suzy Lucey	Ruskin Seafood Festival
Tammy Bracewell	Brandon Chamber of Commerce President
Taylor Ikin	Artist
Terry Klaaren	Artist
Thom Stork	Florida Aquarium
Thomas Scott	Commissioner, Hillsborough County
Tim Baker	Artist
Timothy W Schroyer	Artist
Tom Jones	Friends of Carrollwood Cultural Center
Tom Keating	Ybor Chamber of Commerce
Trevor Bailey	Friends of Carrollwood Cultural Center
Victor Crist	Senator, State of Florida
Wade West	University of South Florida/ School of Music
Wally Wilson	University of South Florida/School of Art & Art History
Walt Majenski	Artist
Wendy Babcox	Artist
William Schaaf	Art Supporter
Wit Ostrenko	MOSI

# financial reports



## Summary of Revenues and Expenses to Implement the Cultural Plan

Arts Council of Hillsborough County  
Budget Projections 2006-2010

	2006	2007	2008	2009	2010
<b>REVENUE (Current)</b>					
Existing County Appropriation	1,470,410	1,585,417	1,585,417	1,585,417	1,585,417
Other State, County, Municipal grants and contracts	316,475	311,270	311,270	311,270	311,270
Other revenue	137,407	136,500	136,500	136,500	136,500
<b>Subtotal existing revenue</b>	<b>1,924,292</b>	<b>2,033,187</b>	<b>2,033,187</b>	<b>2,033,187</b>	<b>2,033,187</b>
<b>REVENUE (New)</b>					
County general revenue appropriation			1,112,613	1,300,713	1,661,213
Tourist Development Tax					
<b>Total Revenue</b>			<b>3,145,800</b>	<b>3,333,900</b>	<b>3,694,400</b>
increase over prior year				188,100	360,500
<b>EXPENSES</b>					
Existing programs and services	1,106,292	1,083,187	1,135,800	1,181,100	1,228,400
Existing re-granting programs**	818,000	950,000	950,000	950,000	950,000
<b>Subtotal existing costs</b>	<b>1,924,292</b>	<b>2,033,187</b>	<b>2,085,800</b>	<b>2,131,100</b>	<b>2,178,400</b>
Expansion of existing re-granting programs from new appropriations**			550,000	650,000	1,000,000
New Programs called for by cultural plan					
New Community Arts Coordinator (staff)			70,000	72,800	76,000
New marketing campaign (part from Tourist Tax)			200,000	200,000	200,000
New neighborhood grants**			100,000	100,000	100,000
Arts in Education			100,000	100,000	100,000
Technology improvement				40,000	
New Tourist Tax for Marketing and Promotion			40,000	40,000	40,000
<b>Total New Costs</b>			<b>1,060,000</b>	<b>1,202,800</b>	<b>1,516,000</b>
<b>Total Costs</b>			<b>3,145,800</b>	<b>3,333,900</b>	<b>3,694,400</b>
<b>**Total Re-Granting</b>	<b>818,000</b>	<b>950,000</b>	<b>1,600,000</b>	<b>1,700,000</b>	<b>2,050,000</b>



## Comparison of Florida County Funding for Cultural Development

(General Revenue and Tourist)

Fiscal Year 2006

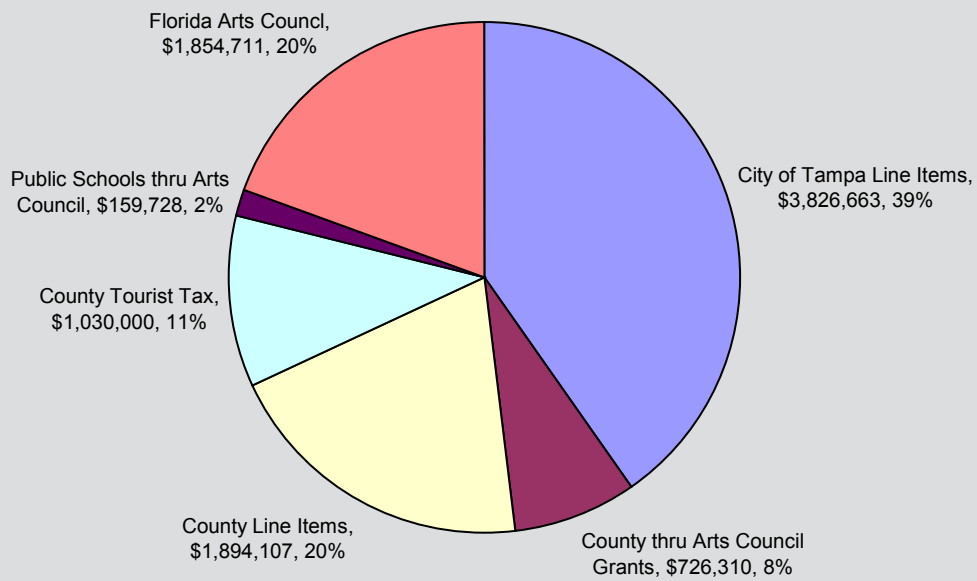
Does not include debt payments, capital projects, endowment contributions or in-kind services.

Fiscal Year 2006	Population	Total Tourist Tax to All Cultural Organizations	Total Line Item to Arts Council from County	Total Line Item to Arts Council from any City government	Total Line Item NOT through Arts Council from County	Total from all sources	Total per capita
<b>Broward</b>	1,766,526	\$600,000	\$6,500,000		\$1,000,000	\$8,100,000	4.58
<b>Duval</b>	851,067	-0-	Unified Government	\$3,750,000	\$10,000	\$3,760,000	4.42
<b>Miami-Dade</b>	2,414,176	\$7,851,000	\$4,876,000		\$8,000,000	\$20,727,000	8.59
<b>Orange</b>	1,037,221	\$3,000,000	\$1,223,937	\$567,000	\$2,000,000	\$6,790,837	6.55
<b>Palm Beach</b>	1,267,690	\$3,937,000	\$800,000	-0-	\$1,816,153	\$6,553,153	5.16
<b>Pinellas</b>	953,236	\$395,000	\$1,212,400	\$20,437	\$366,000	\$1,993,837	2.09
<b>Sarasota</b>	361,143	\$1,006,940	\$187,332	-0-	-0-	\$1,194,272	3.31
<b>Hillsborough</b>	<b>1,123,342</b>	<b>\$1,030,000</b>	<b>\$1,470,417</b>	<b>\$25,000</b>	<b>\$1,150,000</b>	<b>\$3,675,417</b>	<b>3.27</b>



## Hillsborough County Public Funding Sources Fiscal Year 2006

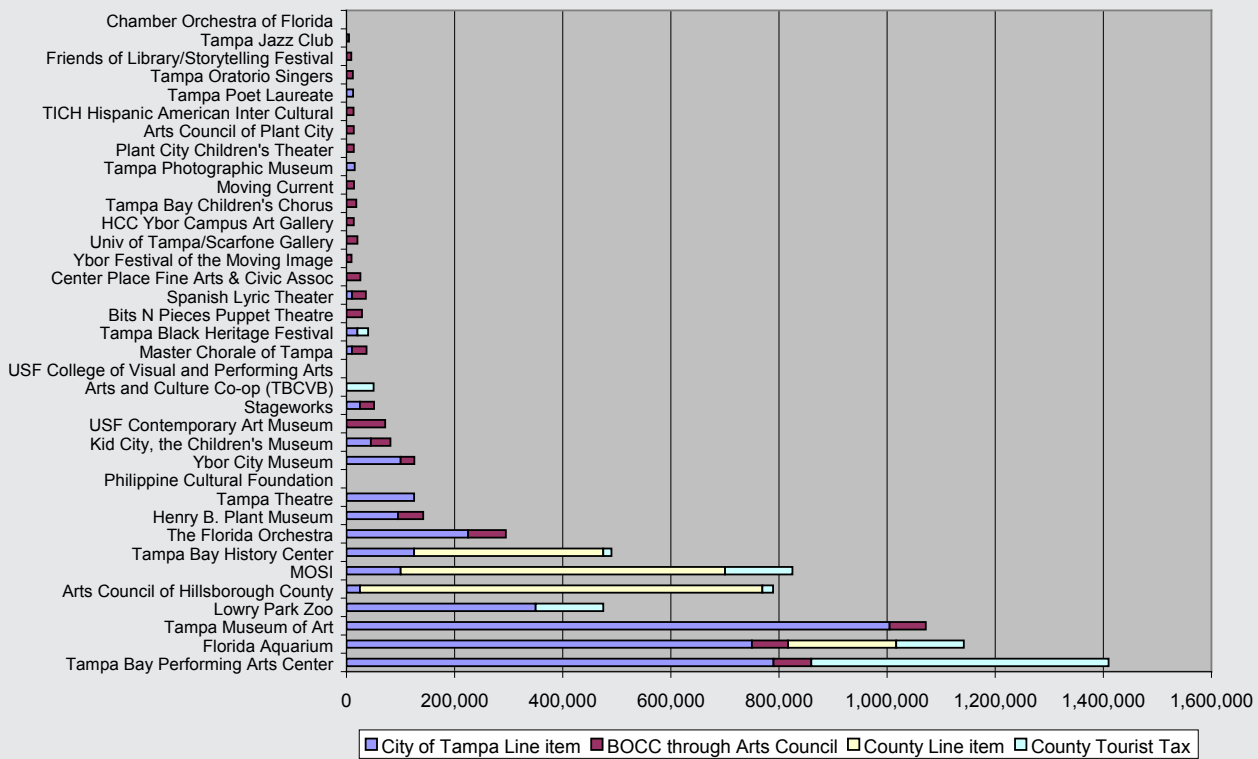
Fiscal Year 2006 Hillsborough County Public Cultural Funding by Source  
Annual Operating and Program Funds only, Excluding Libraries, Schools, and Capital Projects





## Annual Program/Operating Funding within Hillsborough County

Total 2004 Annual Program/Operating Funding from within Hillsborough County Excluding Capital Projects, Libraries and Schools





# appendix

## Organizational Chart for Community Cultural Plan

Revised Feb 28, 2006





## Work Plan and Timetable

### Phase One Cultural Assessment, Step One: Organize for cultural planning

Nov. 2005	The Arts Council secures funds for the assessment and planning and obtains the county and cities' authorization to proceed.
Nov. 2005	The Arts Council and Dr. Dreeszen refine this work plan and agree on a contract. The Arts Council appoints the Steering Committee.
Dec. 2005	Dreeszen provides cultural assessment questions, focus group agendas, fact sheets, steering committee responsibilities statement, and other planning tools.
Dec. – Jan. 2006	Plan coordinator gathers background data: other plans, research results, and demographic data. Look for cultural implications and potential for cultural plan to intersect with other civic plans. Plan coordinator collects email lists for the survey. Dreeszen reviews research data.
Dec. 2005	<b>Convene cultural Plan Steering committee leaders</b> to prepare for the cultural plan.
Jan. 19 2006	<b>Convene first cultural Plan Steering committee meeting</b> to monitor early assessment findings, discuss issues that should be resolved in cultural planning, and adjust the planning process if necessary. Dreeszen meets with county and Arts Council staff, Plan Coordinator, community leaders, Cultural Plan Steering Committee leaders, and elected officials to start assessment. Dreeszen conducts and reports the first round of 20 interviews and focus groups.

### Phase One Assessment, Step Two: Conduct community cultural assessment

Jan. 2006	Design and conduct an electronic survey for targeted constituents using email lists obtained by the Arts Council.
Feb. 22-25 2006	Convene second round of focus groups and public meetings. Interview selected key informants. Dreeszen facilitates and reports another 20 focus group discussions and interviews. Arts Council staff and Steering Committee members host neighborhood forums throughout county.
Mar. 21-24	Convene third round of meetings including open public forum March 21.
Mar.	Write survey report and summary assessment report. Circulate report to Cultural Plan Steering Committee.
Mar. 23	<b>Convene second Cultural Plan Steering Committee meeting</b> to consider, amend if required, and approve assessment report. The meeting concludes with an initial organizing meeting for each Task Force to determine their scope of work and meeting schedule (see next step).
Mar.	Convene Task Forces for each of five critical issues identified in the cultural assessment. Task Forces chaired by Steering Committee members and are charged to develop recommendations to be integrated into the cultural plan.



## Work Plan and Timetable

### Phase Two Cultural Planning, Step Three: Develop and write cultural plan

Mar. - May	Task forces meet 5-6 times over 3 months to collect more information as needed and recommend goals and action steps to resolve planning issues identified in assessment. Task Force recommendations due by June 5.  Plan coordinator monitors planning progress. Dreeszen assists as needed.
June	Dreeszen reviews task force recommendations and writes first-draft plan by June 15. Plan Coordinator circulates draft plan to Steering committee.
July 19	<b>Convene third Steering committee meeting</b> to consider draft plan. Hold public hearing. (This could be done in May).
July	Dreeszen revises plan (two or three drafts or as required).
July	Circulate plan for public comment. Test for support of draft plan and funding recommendations with key policy and opinion leaders and with elected county and cities officials.

### Phase Two Cultural Planning, Step Four: Approve and publish plan

Sept. 20	<b>Convene fourth and final Steering committee meeting</b> to approve the cultural plan they will recommend to the County Commission. Discuss implementation strategies.
Dec. 06 or Jan. 07	The chairs of the Steering Committee present the cultural plan to the County Commission for their consideration and approval. Dreeszen attends to answer questions. The county initiates an amendment process to the Master Plan to integrate the cultural plan. The Steering Committee adjourns.
Nov.	The Arts Council oversees design, printing, and distribution of the Cultural Plan. Dreeszen reviews and advises.

### Step Five: Implement the Hillsborough Community Cultural Plan

Dec. 2006	The Arts Council presents the plan to other public agencies and community organizations with a stake in the plan. Widely distribute the plan. Issue press release. Present the plan to agencies and individuals important in implementation. The Arts Council and other cultural organizations to integrate the plan's recommendations in their organizational planning.  Continue to raise funds for plan implementation.
June 2007	Reconvene the Steering Committee to monitor progress of plan implementation at six, twelve, and twenty-four month anniversaries of plan approval.



## Survey: Summary and Survey Questions

The Arts Council invited broad participation in a needs assessment survey. 1,129 citizens of Hillsborough County replied to an online cultural assessment survey posted on the Arts Council's web site and widely promoted by email to a wide variety of lists (Arts Council, neighborhood councils, cities, Chambers of Commerce, and more). Survey invitations were also mailed, hand delivered at festivals, and promoted with postcards, news releases, radio and television announcements throughout the county.

- 1129 surveys were received
- About half live in Tampa and half elsewhere in County or region.
- Respondent demographics:
  - two thirds female
  - most 30 to 50 years old
  - primarily White
  - mostly well educated
  - most were middle income or above
  - 97% are registered voters
  - Nearly all survey respondents described themselves as audience members or interested citizens. We also heard from artists, educators and parents, and cultural organization board and staff members.

General opinions from all survey respondents:

- Virtually all respondents agree the arts improve the academic performance of children, help develop children's creative skills and should be a basic part of children's education.
- Virtually all agree arts, culture, and heritage programs improve the quality of life in Hillsborough County.
- Nearly all agree Tampa's major cultural organizations benefit people throughout Hillsborough County and are important for the quality of life and economy of County.
- Nearly all agree arts, culture, and heritage help attract and keep corporations and small businesses, attract creative people, and encourage tourism important to the County's economy.



- 91% agree arts, culture, and heritage are a source of jobs for Hillsborough citizens.
- Virtually all agree that Hillsborough County and City of Tampa investment in cultural programs is a very good or good use of public funds.
- Three-quarters rated cultural programs good or excellent. Just under a quarter had a fair or poor assessment of the County's arts and cultural quality.
- Over a quarter of respondents actively participated in an art form. Most often practicing a visual art, media art, craft, many teach or take arts classes or write.
- Just over a third is satisfied that Hillsborough students get an adequate arts education. Two-thirds are unsatisfied.
- Tampa is the cultural destination for most County residents (over three times more often than elsewhere). Some go to Pinellas Co, another Hillsborough community, or Sarasota.
- Cost is the biggest perceived barrier to cultural participation. Lack of information and time are the next most significant barriers.
- Personal recommendations are the most useful source of information about cultural events, followed by daily newspapers, emails from organizers, direct mail, weekly newspapers, and cultural organizations' web sites.

### **Reports from artists**

- The largest market for artists is local, but over half market outside the County.
- Over two-thirds of artists work at other jobs.
- Over half are not satisfied with the stability of their arts businesses.
- Market demand is more often stable or growing for artists.
- Affordable housing or studio space is a serious problem.
- 19% of artists have no health insurance.
- Artists report they usually have access to training they need.
- Most artists are satisfied with their networks of support.
- Three quarters of artists confident in the future of their arts careers.
- Artists most need sales, other income, and help marketing.



- Other very important needs are grants, networking, housing/studio space, exhibition space; insurance, information, and validation are all important needs. Every need suggested in the survey question was important for some artists.

### **Reports from representatives of nonprofit organizations**

- 70% of nonprofit organizations are stronger than 3 years ago.
- Funding for operations and programming is the most important need.
- Public information and advocacy and marketing/audience development also very important.
- Over half of nonprofits are very confident their organizations will sustain and improve programs and services.
- 88% of nonprofits reported no accumulated deficit.
- For the 12% with deficits, most often that deficit did not change or grew slightly worse last year

### **Opinions of educators, parents, and students**

- Nearly half of respondents did not believe that good arts education was equally accessible to students throughout the County.
- Most schools with which respondents were familiar had participated in arts programs presented by cultural organizations. The most common of these were field trips to performances or performances brought into the school. Many also sent field trips to museums or presented artists in residence within their school.



## Hillsborough County Cultural Assessment

Abbreviated Paper Survey, Feb 1, 2006

We hope you will answer a few questions to help the Arts Council of Hillsborough County create a cultural plan for our community. Your opinions are very important to us. Thank you!

What best describes your interest in arts, culture and heritage? Please check all that apply.

- Interested citizen
- Board or staff member of arts, culture, or heritage organization
- Chief executive, director, or financial manager of arts, culture, or heritage organization
- Artist (professional or dedicated amateur)
- Educator, student, parent of student, or teaching artist
- Other

Where is your primary residence?  City of Tampa,  Plant City,  Temple Terrace,  
 Unincorporated area of Hillsborough County,  Other Florida location,  Outside Florida

What is your Florida residence zip code? \_\_\_\_\_

Which of the following arts, culture, and heritage programs have you attended at least once in the last 12 months? [check all that apply]

- Jazz music (like Tampa Bay Jazz Association)
- Folk or world music (like Philippine Performing Arts or Pooka Traditional Irish Music)
- Classical music (like Florida Orchestra)
- Other music
- Professional theater (like touring shows at the Tampa Bay Performing Arts Center)
- Community theater (like Carrollwood Players or Stageworks)
- Dance (like Moving Current or Kuumba Dancers and Drummers)
- Independent or art film
- Art museums/galleries (like USF Contemporary Art Museum or Tampa Museum of Art)
- Fairs and festivals (like Gasparilla Festival of the Arts or the Strawberry Festival)
- Parks, monuments, historic buildings, historic sites (like Plant Museum)
- Read novels, plays, poetry, or short stories
- Library or bookstores
- Purchased original art or craft
- Science Museums (like MOSI or Florida Aquarium)
- Children's Museums (like Kid City)



How would you rate the quality of the Hillsborough County arts, culture, and heritage programs with which you are most familiar?  excellent,  good,  fair,  poor

Do you agree with the following statements?

1. Arts, culture, and heritage programs (such as listed above) improve the quality of life in Hillsborough County.  strongly agree,  agree,  disagree,  strongly disagree
2. The arts improve the academic performance of children.  strongly agree,  agree,  disagree,  strongly disagree
3. The arts help develop children's creative skills.  strongly agree,  agree,  disagree,  strongly disagree
4. Arts, culture, and heritage help attract and keep creative people who are important to the County's economy.  strongly agree,  agree,  disagree,  strongly disagree
5. Arts, culture, and heritage are important to the County's tourism.  strongly agree,  agree,  disagree,  strongly disagree
6. Arts, culture, and heritage help attract and keep corporations and small businesses.  strongly agree,  agree,  disagree,  strongly disagree
7. Arts, culture, and heritage are a source of jobs for Hillsborough citizens.  strongly agree,  agree,  disagree,  strongly disagree
8. Major cultural organizations in Tampa (Tampa Performing Arts Center, Florida Aquarium, MOSI, Tampa Art Museum, etc.) are important for the quality of life and economy of Hillsborough County.  strongly agree,  agree,  disagree,  strongly disagree
9. Tampa's major cultural organizations benefit people throughout Hillsborough County.  strongly agree,  agree,  disagree,  strongly disagree



Hillsborough County government invests funds to improve quality and accessibility to arts, culture and heritage programs for residents and visitors. Do you think this is a good use of County funds?  
 very good investment  good investment  not a very good investment  bad investment  no opinion

The City of Tampa invests funds to improve arts and culture? Is this a good use of City funds?  
 very good investment  good investment  not a very good investment  bad investment  no opinion

Do you agree that art, music, theater, or dance should be a basic part of children’s education like reading, math, science, and social studies?  strongly agree,  agree,  disagree,  strongly disagree

How satisfied are you that Hillsborough K-12 students get an education that includes adequate instruction in the visual and performing arts?  very satisfied,  satisfied,  unsatisfied,  very unsatisfied  do not know

Where do you most often go for arts and cultural programs?

Tampa  very often,  often,  not very often,  rarely or never

Pinellas County  very often,  often,  not very often,  rarely or never

Sarasota  very often,  often,  not very often,  rarely or never

Other communities in Florida  very often,  often,  not very often,  rarely or never

Outside Florida  very often,  often,  not very often,  rarely or never

About how old are you?

Under 20

20-29

30-39

40-49

50-59

60-69

70-79

80- and over



What is the last grade or level of school you completed?

- No formal schooling
- 8th grade
- Some high school
- High school graduate
- Some college
- College graduate
- Postgraduate

Which of the following categories best describes your approximate 2005 household income?

- \$7,500 or less
- \$7,501 to 15,000
- \$15,001 to 25,000
- \$25,001 to 35,000
- \$35,001 to 50,000
- \$50,001 to 75,000
- \$75,001 to 100,000
- Over \$100,000

What is your ethnicity?

- White (non-Hispanic)
- Black/African-American
- Hispanic
- Oriental, Asian, or Pacific Islander
- American Indian, Native American
- Other \_\_\_\_\_



## Summary of Planning Issues from Assessment

Revised June 13, 2006

### Arts Education Task Force

#### Assets/Strengths

- Hillsborough County School Board, administration, and most principals are committed to arts education.
- Visual and performing arts teachers have been retained even during budget cuts and arts education has not been singled out for cuts as in many other school districts.
- Higher education institutions educate teachers, do teacher in-service training, and research.
- Cultural organizations' education programs enrich student learning with field trips and in-school programming.
- Strong partnerships between County schools and libraries (4 of 5 most recent new libraries have common facilities with public schools.)
- For four years, Hillsborough Public Schools has been recognized as one of the top 100 music education programs by the American Music Conference.
- Professional development for art and music teachers has been funded by highly competitive grants from the federal Department of Education.
- Hillsborough Public Schools have excellent, long-established arts magnet schools, 2 elementary, 2 middle school, and one high school.

Hillsborough County Public Schools employs a total of 386 elementary arts teachers:

- 203 elementary music teachers
- 36 elementary strings teachers (itinerant)
- 147 elementary visual arts teachers
- Hillsborough Public Schools employs 85 visual art teachers in secondary schools: 38 in middle schools and 47 in high schools.
- Patel Conservatory provides performing arts training for prospective arts professionals, as well as community members seeking a better understanding of the arts.

#### Challenges/Opportunities that the Task Force should address in its recommendations

- Recruiting, training, and retaining qualified arts teachers (especially in poorer schools) are problems. There are several high poverty schools and 52% of Hillsborough County students are eligible for free or reduced lunches.
- Fast growth makes all these issues more challenging. The school system has built 60 new schools in past five years. The student population grows from 5,500 to 6,500 new students each year.
- Children and adults do not have equitable access to arts education throughout County.
- All schools do not have equal access to cultural enrichment (in-school programs and field trips) due to class schedules, budgets, school priorities, and distance from cultural facilities.
- Access to out-of-school instruction for some children and adults is limited by ability to pay and distance. Adults wish for more opportunities for arts instruction.
- Arts classrooms have been lost due to growth and class size amendment. Art and music teachers working without dedicated classrooms cannot provide quality instruction.



- Students have limited hours of arts instruction. In most schools students get 30 minutes of music instruction twice a week and 45 minutes of visual art once a week.
- Pressures from high-stakes testing shift time, money and attention to reading, math and science and away from arts and cultural studies. This is a national problem.
- Schools should plan for arts teaching, performing, and exhibition spaces into new school construction. These facilities are sometimes eliminated when budgets are tight.
- The Arts Council’s arts education budget has remained relatively steady while the numbers of schools and students has grown significantly.

## Artists and Creative Workers Task Force

### Assets/Strengths

- Many talented artists and creative workers throughout County. The number of creative businesses is growing faster than most other counties.
- Creative businesses (film, art, design, writing/publishing) are exporting creative products.
- The county is home to artists from diverse cultures and many national origins.
- Artists’ alliances, guilds, and associations maintain artist networks.
- Arts Council provides grants for artists (not eliminated as elsewhere).
- Arts Council Artists in Schools program employs hundreds of artists
- University and college exhibitions and independent galleries present local artists.

### Challenges/Opportunities the Task Force should address in its recommendations

- Recognize artists as the foundation of cultural sector and creative economy.
- Artists are economically vulnerable.
- Affordable housing is a serious problem with increasing prices.
- Limited affordable studio and rehearsal space (cost, zoning, and code restrictions).
- Visual artists who are not well established have limited exhibition opportunities.
- Health insurance is not affordable for many self-employed artists.
- Funding (grants, venture capital, and business loans) is less accessible to artist businesses.
- Artists and creative workers need business development instruction and assistance.

## Marketing and Cultural Tourism

### Assets/Strengths

- Hillsborough County is central to west Florida’s regional market for cultural programs and events and central to Tampa Bay’s regional destination for cultural tourism
- Hillsborough County itself a large market for cultural programs and growing fast.
- Many good festivals and special events attract local and regional audiences.
- Arté Latin festival has potential to be a major international attraction.
- Hillsborough County has authentic cultural diversity, not fabricated for tourists.
- There is a concentration of respected, cultural institutions in Tampa.



- Collaborative marketing has tapped TDC, CVB, County, and City resources to communicate a shared message.
- Quality of most cultural programs is very good.

**Challenges/Opportunities the Task Force should address in its recommendations**

- Timely, accessible information was seen in the survey as a major barrier to cultural participation.
- Need for genuine inclusion so all people feel welcome, to increase access and reduce barriers to participation.
- Huge influx of new residents with cultural expectations, children and unfamiliarity with local cultural institutions and programs create opportunities and challenges.
- The cultural plan and public policy should consider how to balance central city resources and investments with opportunities throughout the County (seek a both/and approach).
- Define cultural identity, market position (for County and communities).
- Continue and increase collaborative marketing to visitors and residents.
- Explore more regional collaborations in programming, ticketing, and marketing.
- Transportation limits cultural participation for some citizens.
- Audiences are aging and cultural programs need to include more families and young people.

**Public and Private Funding**

**Assets/Strengths**

- The City of Tampa and Hillsborough BOCC have made commitments and significant investments to cultural development operating funding through grants, line-item budget funding, and capital investments for facilities.
- There is a growing recognition that culture is important economic sector.
- Private philanthropy and business sponsorships have been generous, especially for a few major institutions, and have potential to be even more so.

**Challenges/Opportunities the Task Force should address in its recommendations**

- More City and County coordination is needed (as being done with this cultural plan).
- Need a comprehensive public policy for sustained cultural funding.
- There is competition for limited funding among cultural organizations and with other public needs.
- There are very few mid-sized cultural organizations in the County, suggesting there is a funding ceiling to growth of small organizations.
- Private philanthropy and public funding is concentrated in a few major institutions.
- Equitable access to cultural programming requires public/private investment.
- There is significant wealth within County that could be better tapped, especially for the smaller cultural organizations. Help smaller organizations and private donors connect.



- Population growth generates new programming demands and additional tax revenues.
- The City disperses funding through line-item budget funding rather than a competitive grant system. Should this system be examined?
- The County disperses funds both through competitive grants through the Arts Council and also through line item funding. Should this be examined?
- TDC funding is invested primarily in marketing but also goes directly to some cultural organizations.
- Arts Council of Hillsborough Co. grant budget has not grown to keep up with demands
- There is no organized workplace giving for cultural organizations. This has good potential.
- Tap new building developments for investments in public art, cultural facilities, and programs.
- Encourage donors to create non-designated grants funds with the community foundation.
- There should be new, sustainable source of public funding (like a dedicated portion of a sales tax or designating entertainment taxes or a system like the library tax district financing).
- Help nonprofits maximize earned revenue.

## Arts and Cultural Organizations

### Assets/Strengths

- There are many very good cultural organizations with a few large institutions in Tampa and many smaller cultural organizations throughout the County.
- There is a good cultural service infrastructure in place (arts councils, public art program, County and City grant funding, professional staffing for

- City and County arts and cultural offices).
- There is a concentration of downtown Tampa cultural venues.
- Marketing and audience demand has created a market for cultural programs.

### Challenges/Opportunities the Task Force should address in its recommendations

- Smaller cultural organizations need capacity development (funding, training, on-site assistance, information, and networking).
- Some smaller cultural organizations have limited access to adequate cultural facilities.
- There is the perception at least of cultural competition. The plan should address enhanced communication and cooperation among cultural organizations.
- Encourage cultural organizations to implement recommendations from the cultural plan.

## Cultural Economic Development

### Assets/Strengths

- Cultural economic impact documented by research (though some skeptical)
- Cultural economic development explicitly part of Tampa and County strategies
- Chambers of Commerce recognize importance of arts and culture for business development
- Higher education systems
- Authentic history and heritage
- Downtown development brings residents, retail, and audiences by creating an environment conducive to future cultural development



- Downtown development offers space for cultural organizations
- There is a growing trend of creative businesses in Hillsborough County
- There is an organized arts community with a high level of awareness and strong infrastructure

**Challenges/Opportunities the Task Force should address in its recommendations**

- Imminent growth of residential development in downtown Tampa has potential to create a critical mass of residents and amenities downtown. The lack of this has handicapped cultural economic development.
- Capitalize on the concentration of cultural venues in downtown Tampa.
- Rapid development throughout County will create cultural and economic development opportunities.
- Need public investment to match commitment in principle. There is much inspiring talk about cultural economic development.
- Public policy must value arts, culture, and heritage for both economic and intrinsic benefits.
- Increase cultural exports.
- Protect history and heritage faced with rapid development.

**Neighborhoods and Outreach**

**Assets/Strengths**

- Neighborhoods have authentic history and heritage.
- There is a strong network of neighborhood associations.

- Active arts councils, arts organizations, and volunteers are distributed throughout the County.
- Extensive library systems provide access to reading and visual and performing arts throughout the County.
- Schools are community centers in many parts of the County.
- Recreation facilities and programs provide cultural instruction and facilities.
- Community colleges offer cultural programs and adult education.
- Many communities have retained public open spaces used for festivals and community gatherings.
- People desire a sense of community.
- Youth participate in arts and culture.

**Challenges/Opportunities the Task Force should address in its recommendations**

- It is very challenging to retain sense of community with rapid growth.
- Real and perceived cultural elitism limits participation and support for arts and culture.
- Use culture to help create community in new residential developments.
- Create and sustain community cultural facilities (tension between investments in centralized cultural facilities and dispersed facilities – need a sustainable balance).
- Neighborhoods face barriers: roads, walls and fences, and distance from other communities.
- More public art is needed (not just downtown Tampa).
- Traffic, distances, and lack of public transportation create barriers to participation.



## Images and Credits

Cover	Days End Artist: Taylor Ikin	Page 15	Blocks, 1999 Artist: Richard Santiago Hillsborough County Public Art Program
Cover & Page 1	Green Buddha Artist: Susan Gott		Visual Welcome, 1995 Artist: Yaakov Agam City of Tampa Public Art Program
Cover & Page 3	Moving Current Dance Collective, Tampa	Page 16	Seniors at MOSI; Camp Boy at MOSI; No Bone Zone at Florida Aquarium
Cover & Page 6	Folk Art Artist: Ruby Williams	Page 17	2006 Gasparilla Festival of the Arts Poster Artist: Tracy Reid
	Boats on Hillsborough River, 1923 Artist: Burgert Brothers Tampa-Hillsborough County Public Libraries	Page 18	Towers of Flowers, 2001 Artist: Kenny Scharf
Page 4	Vase Artist: Duncan McClellan		Windows on Port Tampa, 2002 Artist: Bud Lee City of Tampa Public Art Program
	The Master Chorale, 2006	Page 19	Lutz Locomotive, 2006 Artist: Charlie Partin Hillsborough County Public Art Program
Page 5	Port Tampa City Benches, 1999 Artist: Susan Gott Hillsborough County Public Art Program	Page 20	Florida Avenue Mural Artist: Carl Cowden City of Tampa Public Art Program
Page 8	Great Ball of Pliers, 2003 Artist: John Rodgers City of Tampa Public Art Program		Litigation, 1999 Artist: Candace Knapp Hillsborough County Public Art Program
Page 9	Alphawalk, 1996 Artist: Claire Jeanine Satin Hillsborough County Public Art Program		Visions for Tomorrow, 1996 Artist: Bruce Marsh in collaboration with student and community artists Hillsborough County Public Art Program
	Great Blue Heron Vista, 2002 Artist: John Costin Hillsborough County Public Art Program		Wave, 1989 Artist: Mary Ann Unger City of Tampa Public Art Program
Page 11	Forem Moving Dancers	Page 21	Ode to the Tampa Laborer, 2002 Artists: Jim Hirschfield and Sonya Ishii City of Tampa Public Art Program
Page 12	Luminographic Concert, Lights on Tampa 2006 Artist: Jorge Orta City of Tampa Public Art Program		Historic Central Avenue, 2003 Artist: Anthony Moore City of Tampa Public Art Program
	Parking at the Courthouse Artist: Mike Mandel City of Tampa Public Art Program	Page 23	Firefighter, 2003 Artist: Harrison Covington Hillsborough County Public Art Program
Page 13	Gaspar the Florida Pirate Bits & Pieces Puppet Theater		
Page 14	Tampa Theatre Artist: Suzanne Camp Crosby, Photographer Laureate 2004 City of Tampa Public Art Program	Credits	Cover Design by Glen Peltz, Designer at Large Text Design by Jane English
	Sulphur Springs Pool Complex, 2000 Artist: Bruce Marsh City of Tampa Public Art Program		