



Arts Energize 305 Strategic Plan

A New Vision for Greater Cultural Equity in Miami-Dade County

MIAMI-DADE COUNTY CULTURAL AFFAIRS COUNCIL
MIAMI-DADE COUNTY DEPARTMENT OF CULTURAL AFFAIRS

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I. INTRODUCTION

An important social, economic and tourism driver for Miami-Dade County, the arts and cultural sector celebrates and upholds Miami-Dade County's diversity, heritages, and traditions. The economic impact of the arts in Miami-Dade County is \$2.1 billion and the arts generate 32,000 local jobs. Miami-Dade County supports our diverse and equitable cultural ecosystem in innovative ways so that our residents and visitors can enjoy affordable access to excellent cultural activities.

On December 5, 2023, the New York Times declared: "Miami Has Matured into a Cultural Capital." "Miami has established itself as part of the constellation of cities worldwide known for their arts and culture. Paris, London and New York - also home to major art fairs - had a head start getting into this elite club, with their storied museums and centuries-long commitment to arts. Other cities that started hosting art fairs more recently, including Hong Kong and Seoul, are newer arrivals to the party. But no one has made an entrance quite as striking as Miami's."

At this critical moment, developing a strategic plan is a necessary next step to ensure the ongoing institutional growth of the Miami-Dade County Department of Cultural Affairs (DCA) and the cultural community it serves. The Cultural Affairs Council, reinvigorated by the organization's steady progress during an unprecedented leadership transition, has reaffirmed its commitment to the Department of Cultural Affairs' mission. To build on this momentum and to focus the Department and Council's renewed energies, the Department of Cultural Affairs must now prepare to develop a deliberate and carefully structured strategic plan.

According to the National Endowment for the Arts, "the ability to build memories around a shared experience (e.g., in the arts) is arguably a precondition for community. The collective memory of a place is, after all, one means by which residents relate to each other, and to their common heritage. But it also can be the source for change or renewal, by providing them the basis for negotiating a new destiny."

II. EXECUTIVE SUMMARY

The future of arts and culture in Miami-Dade County

The last 40 years has been focused on building a world-class cultural life from the ground up in one generation, therefore, the logical next step must be centering equity as we continue to build and strengthen our arts community. We must ask "who is not at the table? Who is left out? Which cultural groups, artists and neighborhoods are not being served? And, finally, how do we teach the necessary skills to those artists and organizations and connect them with the resources they need?"

Recognizing that the arts are a fundamental way to unite humanity, establish community and ignite creativity, a primary focus must be to support our diverse cultural ecosystem

in innovative ways so that our residents and visitors can enjoy affordable and equitable access to excellent cultural activities, with particular emphasis on under-resourced, under-privileged and underserved communities.

The Miami-Dade County Department of Cultural Affairs is launching a new strategic plan: Arts Energize 305, A New Vision for Greater Cultural Equity in Miami-Dade County. The Arts Energize 305 plan centers equity at all levels of the work of Department and Miami-Dade's cultural organizations and artists. Continuing to promote diversity, equity, inclusion and access, Arts Energize 305 focuses on the economic and social impact of arts while developing interdepartmental partnerships, encouraging cross-sector collaborations and ensuring the arts are innovatively serving underserved populations and under-resourced neighborhoods, with an emphasis on preserving cultural heritages and traditions. Arts Energize 305 is a blueprint to a more equitable cultural ecosystem to sustain artists and cultural institutions so that our residents and visitors can enjoy affordable access to excellent cultural activities.

III. VISION AND MISSION

Vision: To be a major, international cultural capital while equitably serving our local, diverse community

Mission: The Miami-Dade County Department of Cultural Affairs, and its volunteer advisory board, the Cultural Affairs Council develop cultural excellence, diversity, access and participation throughout Miami-Dade County by strategically creating and promoting equitable opportunities for artists and cultural organizations, and all of our residents and visitors who are their audiences. As core values, the Department of Cultural Affairs embraces diversity; ensures inclusion; promotes equity; creates access; and works to reflect and represent the artists, cultural organizations and audiences we serve. Three central goals serve as guideposts for our work:

- securing more public and private resources to invest in and promote diverse and resilient cultural development;
- developing better cultural facilities in neighborhoods throughout Miami-Dade and improving the visual quality and livability of the County's built environment; and
- making cultural activities more accessible for all of our residents and visitors.

The Department directs the Art in Public Places program and its board, the Art in Public Places Trust, commissioning, curating, maintaining and promoting the County's award-winning public art collection. The Department manages and facilitates the grant investments made by the Tourist Development Council and supports its board to create a more competitive environment for tourism throughout Miami-Dade County. The Department manages, programs and operates the African Heritage Cultural Arts Center, the Dennis C. Moss Cultural Arts Center, the Joseph Caleb Auditorium, and the Miami-Dade County Auditorium, all dedicated to presenting and supporting excellence and diversity in the arts for the entire community. The Department also manages the relationship between the County and nonprofit cultural organizations that operate County-

owned and/or County-supported cultural facilities, including the Adrienne Arsht Center for the Performing Arts of Miami-Dade County, the Phillip and Patricia Frost Museum of Science, Fairchild Tropical Botanic Garden, Hampton House, HistoryMiami, the Jorge M. Pérez Art Museum of Miami-Dade County, Inc. (PAMM), Sandrell Rivers Theatre, Vizcaya Museum and Gardens and the Westchester Cultural Arts Center.

Through staff, board and programmatic resources, the Department of Cultural Affairs and the Cultural Affairs Council:

- promote, coordinate and support Miami-Dade County's more than 1,000 nonprofit cultural organizations and thousands of resident artists, through competitive grants, comprehensive technical assistance and professional development;
- advance, market and disseminate information extensively about the excellence and diversity of artistic offerings available locally, in order to increase accessibility, participation and attendance from residents and visitors; and
- innovate and develop model programming, arts education, and accessibility initiatives, engaging diverse audiences of all backgrounds and abilities in the arts.

IV. BUILDING BLOCKS FOR A NEW PLAN

BUILD EQUITABLE RESOURCES: Support nonprofit cultural organizations and artists through grants programs and help them diversify their revenue streams (Federal funding, State grants, foundations and local private sector contributions from corporations and individuals) Cultivate next generation of arts leaders, board members and audiences. Break down barriers to apply for cultural funding (No Wrong Door).

EXPAND AND ENHANCE CULTURAL SPACES: Develop more facilities, venues and spaces in neighborhoods across Miami-Dade County for artists and cultural institutions to produce, exhibit and present their creative work while strategically engaging the public in culturally significant events and programs that are reflective of the County's diverse and multicultural community.

LEVERAGE ARTS AND COMMUNITY: Connect more intentionally with other County services (e.g., Corrections; Police; Public Housing) and develop partnerships with business and civic leadership (e.g., chambers, consulates, social service organizations). Explore the transformational power of the arts to intersect with all areas of our constituents' lives (e.g., Arts and Social Justice; Arts and Technology, Arts and Medicine; Arts and the Environment/Arts Resilient 305). Advance our work in arts education for children, youth and families; and people with disabilities.

V. ENVIRONMENT

DEMOGRAPHICS

Miami-Dade County has a diverse, multilingual, and multicultural population of 2.9 million. The demographics are primarily Hispanic, White, African American and

Haitian/Caribbean with a percentage of Asian and Native American including Miccosukee and Seminole. According to the US Census Bureau, 52% of residents were born outside the US in Latin America, Caribbean, Europe and Asia, and two-thirds speak a language other than English at home. Primary languages spoken include English, Spanish and French/Haitian Creole.

SHIFTING DEMOGRAPHICS

Miami-Dade County has a 71% Hispanic/Latino/x majority. No stranger to community transformation due to demographic changes, the County has historically experienced waves of immigration that have redefined its demographic profile. Following the Bay of Pigs invasion, the Freedom Flights brought an estimated 150,000 Cubans to the U.S. and by the end of the 70s, the Cuban population had grown to 600,000. The Cuban refugee population in Miami-Dade County established the neighborhood of Little Havana. In the late 80s, a wave of Haitian refugees established Little Haiti in North Miami while historically black neighborhoods including Overtown and Liberty City were established in the late 1800s. Today, Miami-Dade County is comprised of 34 municipalities, including City of Miami and City of Miami Beach and has the enormous resource of a diverse and dynamic population that brings energy, ambition and a dynamic array of cultural expressions to Miami's life.

POPULATION

The population is 48.5% male and 51.5% female; median age is 40.1 years. The median household income is \$52,205 with a poverty rate of 19.3%.

GEOGRAPHY

DCA serves a vast, culturally/geographically diverse area. The County encompasses 2,000 square miles covering urban, suburban, rural, agricultural and natural resources areas. Located in Southeast Florida, the County is bounded by Biscayne Bay and Atlantic Ocean to the east, Everglades National Park to the west, Florida Keys to the south, and Broward County to the north.

VI. INTERNAL ANALYSIS

The Miami-Dade County Department of Cultural Affairs plays a vital role in the artistic and cultural development of Greater Miami and Beaches. The Department is responsible for administering and overseeing the distribution of millions in grants annually to support cultural and artistic initiatives across Miami-Dade County. This funding helps to ensure that the arts are accessible to all members of the community, regardless of their background, where they live, or their socioeconomic status.

One of the key strengths of the Miami-Dade County Department of Cultural Affairs is its commitment to promoting cultural diversity and inclusivity. The Department recognizes the importance of celebrating the County's multitude of diverse cultural traditions and heritages and ensuring that all voices are heard and represented in the arts. This is

reflected in the Department's programming and outreach efforts, which prioritize collaboration with diverse community groups, organizations and artists.

The Miami-Dade County Department of Cultural Affairs remains committed to Greater Miami's reputation as a major international cultural center with a focus on local access and inclusion by:

- strengthening nonprofit cultural organizations and artists;
- increasing participation through arts education and access;
- building, renovating and operating cultural facilities; and
- improving our built environment through the involvement of artists and public art.

As core values, DCA embraces diversity; ensures inclusion; promotes equity; creates access; and works to support and represent Miami-Dade's growing numbers of artists, cultural organizations and audiences.

CULTURAL COMMUNITY

The Department serves Miami-Dade County's more than 1,000 nonprofit cultural organizations and thousands of resident artists. Cultural organizations are continuing to report the effects of inflation on increased costs and difficulty in attracting and retaining employees in a very competitive workforce marketplace.

Earned Revenue is down significantly due to the more limited demand for tickets or admissions. While audience participation is rising, organizations are still struggling with decreased ticket income due to the dampening effects of the pandemic.

Inflation. Costs are continuing to increase as the effects of inflation affect overhead, programming and hiring expenses for cultural organizations and venues

County Support. Stronger County grant support continues to be essential to the survival of the cultural community. Nonprofit cultural organizations leverage the County's investment generating millions annually in local government revenue, state revenue and private sector support.

Staffing. Housing costs, the high cost of living in South Florida and low wages contribute to a widespread challenge in attracting, hiring and retaining qualified candidates for nonprofit arts institutions and cultural groups. The housing crisis also affects local individual artists.

Distribution of County Grants Funding. Based on a district-by-district analysis, areas of Miami-Dade County are under-represented in attaining grants funding as compared to areas with a higher number of cultural organizations with headquarters in those districts.

Survival. In the face of a recovering system of in-person experiences and increased inflation driven expenses, the survival of cultural organizations relies on steady and

growing levels of funding support, difficult to achieve for many funders and arts groups today.

Rising Production Costs. For example, the rental costs at the Adrienne Arsht Center is precluding cultural groups from performing in that venue. This issue is widespread affecting small performing arts groups as well as major cultural institutions, including resident companies, Florida Grand Opera and Miami City Ballet.

Limited Space. Artists and cultural organizations struggle to find affordable cultural venues to develop, rehearse, exhibit and/or perform their creative work.

ARTS AUDIENCES

MORE THAN 20 MILLION PEOPLE ATTEND MIAMI-DADE CULTURAL EVENTS EACH YEAR.

Attendance at cultural events 19,825,334, of which 4.2 million are cultural tourists drawn from outside of Miami-Dade County. Non-resident attendees are spending an average of \$45 more per person, per event than that of resident attendees (\$77 vs. \$32.06), including costs of lodging, meals, and transportation, etc.), directly benefitting local businesses.

VII. KEY STAKEHOLDERS

Key stakeholders include:

- artists;
- cultural organizations;
- creative workers;
- arts educators;
- arts patrons;
- board members;
- donors;
- residents;
- tourists; and
- civic organizations that help develop business, tourism and civic life.

DIVERSE POPULATION

The Department serves a multilingual and diverse population including Hispanic, White, African American, Asian, Native American and Haitian communities that comprise Miami's multi-ethnic cultural landscape.

VIII. ECONOMIC IMPACT

Boost Economic Development: The arts can be a catalyst for economic growth. Artistic events and festivals attract visitors, generating revenue for local businesses and boosting tourism.

Support Small Businesses: Arts organizations are small businesses. There are collaboration opportunities between the arts and small businesses including by providing opportunities for artists and artisans to sell their work. The Arts and Business Council of Miami leads the work to help create partnerships that fuel a thriving local arts scene and boosts the local economy.

Stimulate Innovation: The arts can inspire innovation and creativity. Artistic projects can encourage experimentation and risk-taking, promoting new ways of thinking and problem-solving in our communities including the use of new technologies.

Americans for the Arts Economic Impact Study – Arts & Economic Prosperity

The Department is a partner in the Americans for the Arts & Economic Prosperity (AEP6) study, conducted every five years. This national research study led by the Country's leading nonprofit organization for advancing the arts, Americans for the Arts, based in Washington, D.C., is designed to evaluate the impact that spending by nonprofit cultural organizations and their audiences has on Miami-Dade's local economy. As one of 373 study partners across all 50 U.S. states and the District of Columbia, the Department actively collected detailed economic organizational and event attendance data from nonprofit cultural organizations located throughout Miami-Dade County. In collaboration with Miami-Dade's cultural organizations and cultural facilities, audience surveys were collected from thousands of cultural attendees. The results reported for Miami-Dade County in 2023 documented an annual impact of the nonprofit arts and cultural industry on the local economy of \$2.1 billion, placing Miami-Dade County as #1 in the top ranks of comparable American cities (New York and Los Angeles did not participate). As documented by the study, the combined spending of \$1.2 billion million by nonprofit arts and cultural organizations and an additional \$856 million in event-related spending by their audiences supports 32,000 full-time jobs. This research affirms that by every measure the arts and cultural sector is an important one to the residents of Miami-Dade County. Attendance at Miami-Dade's cultural events continued to grow, representing over 19 million cultural attendees annually.

IMPRESSIVE FINDINGS

The Arts Generates \$2.1 Billion in Economic Impact Annually.

Based on Arts & Economic Prosperity 6, a study completed by the Miami-Dade County Department of Cultural Affairs in partnership with Americans for the Arts, Miami-Dade County ranked 1st, among the participating communities with populations of more than 1 million, for the economic impact of its nonprofit arts and cultural industry. This figure does not include for-profit businesses and individual artists.

The Arts Industry Generates 32,000 Full-Time Jobs.

In Miami-Dade County, 31,515 cultural workers are employed fulltime, generating more than \$1.4 million in household income to local residents. Arts attendees spend an average of \$29.61 per person, per event as a direct result of their attendance at the event. Local businesses that cater to arts and culture audiences reap the rewards of this economic activity. Arts organizations employ more than just artists; they also support jobs throughout the community, paying builders, plumbers, accountants, printers and others spanning many industries.

Investment in the Arts Leverages an Additional \$39 in Revenue.

The economic impact of DCA's grants programs is significant in creating other funding sources for the arts. Each dollar of County grant funding support invested by DCA leverages an additional \$39 for our community's cultural non-profits from other private and public sources.

More than 20 million people attended Miami-Dade cultural events each year.

Attendance at cultural events is 19,825,334, of which 4.2 million are cultural tourists drawn from outside of Miami-Dade County. Non-resident attendees are spending an average of \$45 more per person, per event than that of resident attendees (\$77 vs. \$32.06), including costs of lodging, meals, and transportation, etc.), directly benefitting local businesses.

The Arts Generate More Than \$156.8 Million for Local and State Government.

The nonprofit arts in Miami-Dade generate \$60,648,000 annually in local government revenue. This includes revenue from local taxes (e.g., sales, lodging, real estate, personal property, and other local option taxes) as well as funds from license fees, utility fees, filing fees, and other similar sources. An additional \$96,213,000 is generated annually in revenues to the State government.

Every \$1 of County Arts Funding Leverages \$39 of Other Funds.

Each dollar of County grant funding support invested by the Department of Cultural Affairs leverages an additional \$39 for our community's cultural nonprofits from other private and public sources.

Critical Support for Cultural Businesses and Artists

Miami-Dade County has invested billions of dollars in creating one of the world's newest, most dynamic and diverse cultural communities. The County's support helps ensure the survival of hundreds of cultural organizations and thousands of arts jobs. This financial assistance is helping the arts and cultural sector thrive so that the outstanding events and activities that distinguish our community can be key factors in activating tourism, our economy, and our lives.

IX. SOCIAL IMPACT

The arts have always played an important role in our society. They not only provide a platform for expression and creativity but also serve as a powerful tool for community development, diversity, cultural heritage, cultural traditions, economic and social growth.

Here are 7 ways in which the arts support these elements in Miami-Dade County.

1. **Promote Cultural Heritage:** Through art, cultural heritage is preserved and celebrated. Art forms such as music, dance, and visual art can help keep traditional practices and beliefs alive in a community.
2. **Foster Diversity:** The arts encourage diversity by giving a voice to different cultures and perspectives. Artistic projects that involve collaboration between people from various backgrounds promote understanding and acceptance.
3. **Encourage Social Growth:** Art is a powerful tool for social change. It can be used to raise awareness about social issues and inspire people to take action. Artistic initiatives can create a sense of community and encourage civic engagement.
4. **Unite Communities:** The arts can bring people together, breaking down barriers and promoting social cohesion. Community arts projects can create a sense of belonging and foster a shared identity. Sharing cultural heritage traditions leads to greater understanding, better communication and stronger communities.
5. **Enhance Education:** The arts can be a valuable tool for education. Artistic activities can enhance learning and critical thinking skills, while also promoting creativity and self-expression. More than 300,000 students participate in the arts, including children and youth with disabilities.
6. **Promote Mental Health and Well-Being:** The arts can have a positive impact on mental health and well-being. Artistic activities such as music, dance, and visual arts can reduce stress and anxiety, promote relaxation, and improve mood.
7. **Preserve Cultural Traditions:** The arts can help preserve cultural traditions and practices that might otherwise be lost. Artistic initiatives can help ensure that traditional knowledge and practices are passed down to future generations.

ARTS EDUCATION, OUTREACH AND ACCESS

The Department of Cultural Affairs' arts education, outreach and access programs reflect the high priority of the Department to expand opportunities for children and families, as well as create increased access and opportunities for residents and visitors to participate fully in the arts.

Arts education, outreach and access services and programs currently provided by the Department include:

- grants and technical assistance in support of cultural activities for children, youth and families;
- arts education, outreach and access initiatives that provide excellent, free or discounted cultural experiences for children, youth and other under-resourced groups; and
- advanced training and professional development opportunities for teachers, artists, arts administrators and cultural organizations.

With support from The Children's Trust, the Department reaches more than 300,000 children each year who otherwise might not have access to arts experiences. Programs include scholarships to summer arts and science camps, cultural outreach programs to under-served audiences, activities for kids both with and without disabilities, and the annual All Kids Included Family Festival. The Department is an innovator in bringing the arts to students, families and people with and without disabilities. The Department works with the Miami-Dade County Public School system, cultural organizations, individual artists, and community and statewide organizations to implement curriculum-based arts in education programs.

The Department of Cultural Affairs makes the arts accessible through creative programs such as:

- Culture Shock Miami (www.cultureshockmiami.com) providing \$5 tickets to high school and college students (12,000 tickets annually);
- the bilingual (English/Spanish), large-print Golden Tickets Arts Guide, offering free tickets to senior citizens (25,000 guides printed annually with Haitian Creole translation planned for 2025); and
- Youth Arts in the Parks, providing Saturday arts programs in neighborhood parks enjoyed equally by kids with and without disabilities (more than 200 children and youth each year).

YOUTH ARTS: CREATING THE INNOVATIVE THINKERS AND PROBLEM SOLVERS FOR TOMORROW

- Miami-Dade County invests in youth arts programs for children and families that increase opportunities for children and youth in Miami-Dade County to engage in direct, high quality, live arts experiences as a part of their overall education.
- With support from The Children's Trust, the Department of Cultural Affairs reaches more than 300,000 children each year who otherwise might not have access to arts experiences. Programs include scholarships to summer arts and science camps, cultural outreach programs to under-served neighborhoods, activities for kids both with and without disabilities.
- Independent studies show that kids that have the benefit of arts education are far more likely to stay in school and score much higher on standardized tests. The arts are one of the keys to success in life. These youth arts programs develop critical thinking skills and self-esteem by providing students with quality arts training in all genres.
- We can be proud that Miami-Dade County's families and children outstanding opportunities in the arts second to none in the nation.

Additionally, the Department continues to support local, statewide and national arts education advocacy efforts actively, in order to increase awareness of the significant contribution that the arts make in positively impacting the quality of life and education of youth, families and underserved individuals.

NONPROFIT SOCIAL SERVICE ORGANIZATIONS

The arts can play a critical role in nonprofit social service organizations. By incorporating creative expression in their programs, these organizations can help individuals and communities heal, process trauma, and build resilience. Art therapy, music therapy, and dance therapy are just a few examples of how the arts can be used to promote mental health and well-being. Additionally, nonprofit social service organizations use the arts to raise awareness and bring attention to important social issues. Art exhibits, performances, and other creative events can be powerful tools for advocacy and education. By utilizing the arts in their work, nonprofit social service organizations can make a positive impact on the lives of those they serve. The Department's grants program support arts programs within social service organizations.

Arts can play a crucial role in underserved communities. It has the power to bring people together, inspire creativity, and promote social change. In areas where there may be limited access to resources and opportunities, art programs can provide a platform for self-expression, education and empowerment. It can also serve as a means of therapy for those who have experienced trauma or stress. By investing in arts programs in underserved communities, we can help to foster a sense of community, promote diversity and inclusion, and ultimately help to build stronger and more resilient neighborhoods.

X. GOALS AND OBJECTIVES

GOAL #1: CULTURAL DEVELOPMENT

Advocate for effective cultural policies and for more public and private resources to invest in and strengthen cultural organizations and artists

Grants Programs:

- Artists Access
- Community Grants
- Cultural Advancement
- Cultural Development
- Dance Miami Choreographers
- Developing Arts in Neighborhoods
- Festivals
- Hannibal Cox, Jr. Cultural Grants
- International Cultural Exchange
- Major Cultural Institutions
- Miami Individual Artists Grants
- Playwright Development
- Service Organizations
- South Florida Cultural Consortium Visual and Media Artists
- Summer Arts & Science Camps for Kids
- Targeted Organizations
- Tourist Development Council
- Youth Arts Enrichment
- Youth Arts Miami

Technical Assistance programs:

- All Kids Included Accessibility Trainings
- Black Arts Alliance
- Grants Workshops
- Miami Emerging Arts Leaders
- Miami Arts Marketing Program

OBJECTIVE #1: CULTURAL DEVELOPMENT

Provide 700 grants and technical assistance to cultural organizations and individual artists

20 grants programs, making 700 grants awards in support of hundreds of diverse cultural organizations and artists of all disciplines (Dance, Film, Folk Arts, Literary, Music, Sciences, History, Theater, Visual Arts, and Multidisciplinary).

Applicants range from small, grassroots volunteer-run groups, to mid-size organizations with annual budgets up to \$500,000, to cultural institutions with budgets above \$1

million, individual artists and artists collectives representing Miami's downtown urban core and diverse neighborhoods throughout the County.

ACTIVITIES #1: CULTURAL DEVELOPMENT

The Department promotes the growth of Miami-Dade County's cultural community through 20 competitive grant programs designed to address specific cultural projects, organizations and individual artists' needs.

GOAL #2: CULTURAL FACILITIES AND CAPITAL PROJECTS

Improve, build and operate cultural facilities and commission public art projects to make the arts affordable and accessible to all residents and visitors

A core value of government investment in the arts must be making equitable opportunities available to all to experience outstanding cultural activities. DCA's work in the area of facilities and public art enhances public buildings and improves the overall experience of public spaces.

OBJECTIVE #2: CULTURAL FACILITIES AND CAPITAL PROJECTS

Develop, improve, manage and operate cultural facilities; and improve the visual quality of Miami-Dade's built environment

DCA focuses on the development and sustainability of cultural capital and public art projects:

- Provide grants support to nonprofit cultural organizations to expand, renovate, purchase, construct and/or equip cultural facilities;
- Manage County capital funds allocated to nonprofit cultural organizations and municipalities for the development of new cultural facilities and/or renovation/expansion of existing facilities;
- Manage design and construction of development, improvements and/or maintenance of Department-managed cultural facilities; and
- Implement public art projects.

ACTIVITIES #2: CULTURAL FACILITIES AND CAPITAL PROJECTS

DCA's cultural facilities work includes:

- a capital grants program;
- management of capital funds allocated to nonprofit arts groups and municipalities for new cultural venues and renovation/expansion of existing facilities;
- improvements and operation of 4 DCA-owned and operated neighborhood cultural spaces:

- African Heritage Cultural Arts Center, whose alumni include Robert Battle, former Artistic Director of Alvin Ailey American Dance Theater and Tarell Alvin McCraney, co-creator of the Oscar Award-winning movie Moonlight
- Joseph Caleb Auditorium in Liberty City;
- Dennis C. Moss Cultural Arts Center near a rural/agricultural area in South Dade, and
- Miami-Dade County Auditorium in Little Havana, with resident artist Nilo Cruz, Cuban-American Pulitzer Prize-winning playwright.

DCA directs the Art in Public Places Program which manages an award-winning public art collection of more than 900 works bringing the arts to every corner of Miami-Dade County.

GOAL #3: ACCESS, PARTICIPATION AND ENGAGEMENT

Encourage greater participation by advancing arts education and outreach programs and marketing our cultural community broadly and innovatively, providing equitable access to the arts

Miami-Dade County's investments in the arts are essential for two major reasons.

- We can be proud that our community offers families and children outstanding opportunities in the arts; and
- Miami-Dade County's superb cultural facilities and activities provide affordable, accessible and equitable opportunities for cultural engagement to all while giving our community the competitive edge for attracting commerce and tourism, essential for creating more jobs and economic prosperity.

OBJECTIVE #3: ACCESS, PARTICIPATION AND ENGAGEMENT

Increase participation, develop new audiences, promote cultural tourism, disseminate information, and pioneer inclusion-focused programs reaching audiences of all abilities

Engagement efforts include:

- increasing opportunities for youth to engage in the arts as part of their overall education;
- creating opportunities for residents and visitors to participate in the arts;
- expanding professional development opportunities for cultural groups, arts administrators, artists and educators;
- connecting more people across the broadest possible spectrums (i.e., age, disability, geographic, economic, etc.) to cultural events;
- developing future audiences; and
- designing marketing strategies and publications to promote the arts.

ACTIVITIES #3: ACCESS, PARTICIPATION AND ENGAGEMENT

To ensure equitable access to arts experiences for all of our residents and visitors, DCA has a robust portfolio of engagement programs including:

- Culture Shock Miami - audience development program that provides \$5 tickets for students ages 13-22 to attend performances and visual arts exhibitions, representing the broadest diversity of Miami's artistic offerings.
- Golden Ticket Arts Guide – free ticket program for senior residents, ages 62 and over. Seniors enjoy cultural events included in the Guide free of charge. Printed in large print and available in English and Spanish.
- All Kids Included – Accessible Arts Experiences for Kids – An accessibility initiative promoting inclusive cultural programs so kids of all abilities and their families can participate fully in the arts. Highlights include: an annual All Kids Included Family Arts Festival, a Sensory-Inclusive Toolkit for arts groups and Youth Arts in the Parks for kids with and without disabilities.
- Events Calendar - Published online in collaboration with the Greater Miami Convention and Visitors Bureau.

XI. THRIVE 305 AND NO WRONG DOOR

As noted in Thrive 305, “The County's public spaces, libraries, arts venues, and other community facilities are seen as friendly and welcoming to residents, and the County has an opportunity to realize greater value by using those spaces flexibly to deliver on broader health and human services goals.”

The arts are a key part of this Thrive 305 goal: “Strengthen partnerships with and support nonprofits that provide new opportunities throughout the County for families and children to experience and learn about diverse arts, cultural, and recreational activities.”

Through the innovative No Wrong Door initiative, the County ensures that each person's first point of contact with County government leads to seamless, comprehensive, and compassionate delivery of government services; and to create a network of comprehensive and integrated services that empowers all members of the community.

After taking office in 2020, Miami-Dade County Mayor Daniella Levine Cava realigned the structure of the Mayor's Office moved the Department of Cultural Affairs under her Community Services portfolio, ensuring that the arts are a part of a portfolio of critical services departments such as Housing, Human Services and Libraries. This strategic alignment creates new collaborations throughout County government.

The arts are comprehensively permeating County government, from helping to mobilize public support to address sea level rise and climate change in partnership with the County's Office of Resiliency, to creating after school arts programs in library branches and weekend arts classes for kids with disabilities in parks. The Department of Cultural Affairs is part of the portfolio of the County's Chief Community Services Officer, who

oversees the departments Community Action and Human Services (CAHSD), Public Housing and Community Development (PHCD), Animal Services (ASD), Miami-Dade Public Libraries (MDPLS), Cultural Affairs (CUA), and Juvenile Services (JSD). Working with these County departments is helping to create innovative programs and improvements in County services and to better understand how people are connecting and reaching these services, beginning with the most frequent points of contact.

Mayor Levine Cava has further elevated the role of the arts within County government with the appointment of Miami-Dade County’s inaugural Poet Laureate, Richard Blanco, as well as the establishment of Xavier Cortada as the first County Resident Artist. She also named Nicolle Tallman as the County’s Poet Ambassador which has created greater visibility for this underrepresented art forum and led to several creative collaborations with Miami-Dade Library Public System the private sector, municipalities, and other counties as well.

XII. INTERDEPARTMENTAL COLLABORATIONS

Understanding the power of arts and culture in building healthy communities, the Miami-Dade County Department of Cultural Affairs continually seeks opportunities to collaborate with other County Departments, Offices and Agencies to enhance County services, better serve under-resourced populations, promote the County’s image while leveraging the arts as a creative catalyst for positively engaging our residents and visitors in all aspects of daily life. Interdepartmental partnerships are an important holistic strategy in deploying the arts as a tool to foster community engagement, enhance public spaces, increase equity, promote mental health and wellness, stimulate economic development and celebrate our diverse cultural life.

By collaborating with other County departments and offices, the Department of Cultural Affairs can leverage resources and skills to create innovative and impactful projects that benefit the community as a whole. Here are some examples of existing partnerships, proposed programs, and new ideas for future collaborative projects.

INTERDEPARTMENTAL COLLABORATIONS HIGHLIGHTS

EVENT / INITIATIVE	PARTNER	STATUS
All Kids Included (AKI) Student Visual Art Competition: open to all Miami-Dade students in grades K-12. Student artists are invited to submit original artwork depicting the contest theme and are asked to draw on the selected book for inspiration. Semi-finalists’ artwork are exhibited at one of three Miami-Dade County Public libraries and finalists’ artwork is exhibited during the AKI Family Arts Festival at the Dennis C. Moss Cultural Arts Center.	Miami-Dade County Public Library System	Ongoing

<p>Awards are announced at the Annual All Kids Included Family Arts Festival in the spring.</p>		
<p>All Kids Included (AKI) Literary Events: Activities include American Sign Language Interpretation (ASL) and other AKI-inspired elements and artists infused into library events; professional development trainings for library staff on ADA/access, inclusion strategies and Sensory-Inclusive programs; and book giveaways.</p>	<p>Miami-Dade County Public Library System</p>	<p>Ongoing</p>
<p>Animation Gets Real Miami Summer Camp: for teens with autism and related disabilities. This unique, week-long experience teaches students with autism spectrum disorder ages 13-22 animation, music making and real-life skills, including: animation, writing and editing, storyboarding and iPad music making, editing and sound effects. Through this technology, students are introduced to the world of animation and iPad music, as well as the possibility of continued education and a future career path.</p>	<p>Miami-Dade County Public Library System</p>	<p>Ongoing</p>
<p>Art in Public Places (APP) Program: serves the community through the implementation of art installations dedicated to enriching the public environment and to preserving and enhancing the artistic and civic pride of Miami-Dade County. Miami-Dade Art in Public Places promotes collaboration and creative art projects that improve the visual quality of public spaces. These public art installations transform public spaces from ordinary civic areas to sites that can lift the spirit and connect with the community through an internationally renowned countywide collection of more than 900 significant permanent public art works from local, national, and international contemporary visual artists. APP demonstrates a “value-added” benefit to public art components, using artists and artworks to make buildings better through artist-designed elements that contribute directly to the quality of the building.</p>	<p>Internal Services Department; Miami International Airport; PortMiami; Public Housing & Community Development; Transportation and Public Works; and various others with active public buildings construction projects</p>	<p>Ongoing</p>
<p>Art in Public Places – Adopt an Artwork: The Department of Cultural Affairs created the Adopt-an-Artwork program to maintain a robust inter-county loan program which provides artwork for county</p>	<p>Various County Departments and Commission Offices</p>	<p>Ongoing</p>

<p>facilities and offices, and is tracked on an ongoing basis with accountability to the inventory. A new research study by Brookline Properties in the UK found that for 69% of workers surveyed, having “interesting and visually striking art” at the workplace contributes to their well-being. The study makes the case that employees with art in their office are most effective and inspired in the workplace.</p>		
<p>Arts for Wellness – All Kids Included: for children and families infusing healing and expressive arts. Families are invited to explore their creativity and imagination through a variety of interactive expressive arts and healing modalities, in an inclusive and supportive community setting. Event activities include art, music, movement, guided meditation, light therapy, vocal toning, nature activities, yoga and a community resource fair offering information for families. In 2019, the World Health Organization issued a report that presented evidence on the role of the arts in improving health and well-being. “The report identified the contribution that the arts may have in promoting good health and health equity, preventing illness, and treating acute and chronic conditions across the life-course.”</p>	<p>Community Action and Human Services Department</p>	<p>New initiative: Cultural Affairs Director Marialaura Leslie is in conversations with CASHD Director Sonia Grice</p>
<p>Arts Resilient 305: an initiative to increase awareness about the impact of climate change and the importance of resiliency and environmental sustainability as part of the Countywide Resilient 305 strategy (ArtsResilient305.org). The Department collaborated with the City of Miami Beach to participate in the Aspen Ideas: Climate conference in 2022 and in 2023, organizing artists interventions and temporary public arts projects, and will again be participating in the Aspen Ideas: Climate conference taking place in 2024. In partnership with the Office of Resilience, the Department participated in the 15th Annual Southeast Florida Regional Climate Leadership Summit in November 2023, coordinating artist interventions and Director Marialaura Leslie moderated a Sea Side Chat panel on arts and resiliency.</p>	<p>Regulatory and Economic Resources (RER) Office of Resilience</p>	<p>Ongoing</p>

<p>County Resident Artist: In partnership with the Office of the Mayor, the Department of Cultural Affairs manages the agreement and provides the honorarium for Miami-Dade County's first artist-in-residence.</p>	<p>Office of the Mayor</p>	<p>Since 2022</p>
<p>Golden Ticket Arts Guide: provides our senior residents with free admission to more than 250 cultural offerings throughout Miami-Dade County. The Guide connects older adults with cultural activities in a way that is convenient and accessible. The bilingual Golden Ticket Arts Guide, printed in English and Spanish with large print, invites all of the seniors in Miami-Dade County to enjoy great arts experiences as part of their healthy, engaged and active lives.</p>	<p>Community Action and Human Services; Miami-Dade Public Library System Parks, Recreation and Open Spaces; Transportation and Public Works</p>	<p>Since 2005</p>
<p>Golden Tours / Arts Making Day:</p> <p>Golden Tours is a performing arts series that brings singers, dancers, poets and musicians to senior centers for mini-performances.</p> <p>Golden Arts Making Day brings hands-on arts-making activities to CASHD's older adult and senior centers.</p>	<p>Community Action and Human Services</p>	<p>New initiative Cultural Affairs Director Marialaura Leslie is in conversations with CASHD Director Sonia Grice</p>
<p>International Collaborations and Consular Activities: The Department routinely participates in meetings with the Consular core, business development missions abroad, assisting global organizations seeking international cultural exchange projects, and recently partnered with Innovation & Economic Development to produce an online searchable cultural directory that features an entire section listing contact information for Consulates in Miami-Dade County.</p>	<p>Regulatory and Economic Resources (RER) Office of Innovation & Economic Development</p>	<p>Ongoing</p>
<p>Job Fairs: The Department of Cultural Affairs collaborated with the Human Resources Department to host a successful job fair event at the Westchester Cultural Arts Center in Tropical Park. The use of the County's cultural facilities for these</p>	<p>Human Resources</p>	<p>Started in 2023</p>

talent recruitment activities is welcomed. It is anticipated that Cultural Affairs can continue to provide venues for these HR outreach activities across the County.		
Mental Health through the Arts Program: a pilot program to provide mental health and wellness activities through the arts for Miami-Dade Police Officers is being considered. The program would use the arts as a means of self-expression and healing as a pathway to improving mental health. Potential partners include expressive artists, social service agencies and mental health professionals to design and implement the program.	Miami-Dade Police Department	New initiative: Cultural Affairs Director Marialaura Leslie is in conversations with MDPD Director Stephanie Daniels
One Day Arts Festival: Bringing pop-up one-day cultural arts festivals to housing for low-income residents in the County’s public housing sites.	Public Housing & Community Development;	New initiative Cultural Affairs Director Marialaura Leslie is in conversations with PHCD Director Alex Ballina
Poet Laureate of Miami-Dade County: In partnership with the Office of the Mayor and the Poet Ambassador, the Department of Cultural Affairs manages the agreement and provides the honorarium for Miami-Dade County’s first ever Poet Laureate.	Office of the Mayor	Since 2022
Searchable Public Art Database: The Department’s Art in Public Places team has collaborated with the Communications Department to launch a unique searchable database for the Miami-Dade Art in Place Places Collection. This innovative online tool allows the general public with immediate access to high quality digital images of the artworks with an easy to use navigation system.	Communications Department	
The People’s Piano: The Office of the Mayor received a donated piano and the Department of Cultural Affairs collaborates with the Internal Services Department to coordinate piano players in	Internal Services Department; Office of the Mayor	Ongoing

<p>the lobby of the Stephen P. Clark Center (SPCC). ISD has oversight of the piano and the Department of Cultural Affairs arranges to have the piano tuned on a regular basis. Cultural Affairs manages the sign-up calendar and programs the piano activations in coordination with the Office of the Mayor and with the SPCC Building Managers Office.</p>		
<p>Turnaround Police Academy Graduation Ceremony: This year, the Department of Cultural Affairs partnered with the Miami-Dade Police Department and Juvenile Services Department as the host site for the graduation ceremony at the Dennis C. Moss Cultural Arts Center and it would be great to continue collaborating as the venue for this important initiative. TAP is an 11-week program, which offers youth a structured curriculum designed to instill traditional values and encourage community service, culminating in a graduation ceremony for the youth and their families. Participants are mandated to attend by the courts at the earliest stages of the juvenile justice process as an intervention method rather than incarceration.</p>	<p>Juvenile Services Department; Miami-Dade Police Department</p>	<p>Started in 2023</p>
<p>Way of the Water Miami: Forklift Danceworks Project: Given Mayor Levine Cava’s role as our County’s Water Warrior, it is appropriate that the Department of Cultural Affairs is hoping to launch Way of the Water: A Global Project Exploring Water and the Work of People Who Steward It, an integrated dance/resiliency project that pairs an Austin-based professional dance company, Forklift Danceworks with Miami-Dade County employees as front-line workers and stewards of water. The goals of this partnership include:</p> <ul style="list-style-type: none"> • Elevate the work of Miami-Dade County employees as front-line workers and stewards of water. • Increase public awareness regarding water-related environmental issues impacting Miami-Dade County. • Support messaging of Miami-Dade County in addressing water challenges. 	<p>Office of the Mayor; Regulatory and Economic Resources (RER) Office of Resilience; Transportation and Public Works; Water and Sewer Department</p>	<p>New Initiative: pending Mayoral approval</p>

<ul style="list-style-type: none"> • Translate issues of climate science into relatable stories that inspire actionable change. <p>The team from Forklift Danceworks have come on several site visits to Miami-Dade County, spending a week each time, learning from local climate organizations and scientists as well as meeting several Miami-based artists. The Forklift team has also met with the Miami-Dade County Departments that are all working around water issues in Miami-Dade County.</p>		
<p>Youth Arts in the Park: an inclusive, socially oriented sequential arts instruction program for children and youth with disabilities. The goal is to provide a fun and educational program where kids can learn an art form in an inclusive out-of-school social setting, led by professional artists/art teachers, certified instructors, and disability experts. This nationally-award winning program currently offers classes in visual arts, creative movement & expression, and animation arts. Classes are held on Saturday mornings for 12 weeks each fall and spring, culminating with an end-of-session performance and exhibition. Locations:</p> <ul style="list-style-type: none"> • Animation-Beginner (NORTH) at The Sandrell Rivers Theater: 6103 NW 7 Ave., Miami • Animation-Beginner (SOUTH) at West Kendall Regional Library: 10201 Hammocks Blvd. • Animation - Intermediate/Advance (VIRTUAL): via Zoom • Creative Arts & Movement (CENTRAL) at The Women’s Park: 10251 W Flagler St., Miami • Visual Arts (NORTH) at Oak Grove Park: 690 NE 159 St., Miami, FL 33162 (TBC) • Visual Arts (SOUTH) at Camp Matecumbe: 13841 SW 120 St., Miami, FL 33186. 	<p>Parks, Recreation and Open Spaces Therapeutic, Recreation & Inclusion; Miami-Dade Public Library System</p>	<p>Ongoing</p>
<p>Youth Arts in the Parks Summer Camp: a multidisciplinary Creative Arts Camp offered for 6 weeks in the summer months.</p>	<p>Parks, Recreation and Open Spaces</p>	<p>Ongoing</p>

Other possible future projects include an arts intervention program for inmates in partnership with Miami- Dade Corrections & Rehabilitation Department and other potential initiatives that infuse the arts within the work of the County. Interdepartmental partnerships are a win-win for everyone involved, and the Department of Cultural Affairs is committed to developing and nurturing these relationships to support a vibrant and thriving Miami-Dade County.

XIII. STRATEGIC PARTNERHIPS - EXTERNAL

The Department of Cultural Affairs cultivates strong collaborations with business, civic and community partners in support of the arts.

A few examples include:

- Arts and Business Council of Miami provides vital services to the cultural community in partnership with the Department and the private sector including volunteer programs, leadership training, board development, workshops and networking events. The Department partners with ABC in developing programs including the Miami Arts Marketing Project and ArtBurst Miami, an online media bureau for the arts.
- The Beacon Council, Miami-Dade's official economic development agency, recently published a Business and the Arts Report documenting that more than 75% of local companies support the arts in Miami; 81% believe the arts are major economic engine, contributor to the economy and quality of life, and 74% say corporate arts involvement helps to recruit and retain employees.
- The Diaspora Arts Coalition - serves as an arts support network for independent visual, literary and performing artists and businesses in the African American community.
- FUNDarte - a multidisciplinary nonprofit organization dedicated to producing, presenting, and promoting music, theater, dance, film and visual arts that speak to Miami's diverse cultures with an emphasis on Hispanic arts and culture.
- Greater Miami Chamber of Commerce works with the Department creating awareness and networking opportunities for individuals involved in local Creative Industries for the purpose of strengthening Miami-Dade's creative economy.
- Greater Miami Convention and Visitors Bureau - The GMCVB's cultural tourism campaign centers on our cultural assets to distinguish Miami among competitor destinations. The Department works with the Bureau on joint marketing efforts to maximize the promotion of Miami's dynamic cultural life including the "Events Calendar" (www.miamiandbeaches.com/events).

- Sosyete Koukouy, Inc. / Haitian Artists Network - provides increased opportunities for Haitian-American artists through workshops, literary conferences, subsidized performance and exhibit spaces, and community collaborations.
- The Children's Trust, a dedicated source of revenue established by voter referendum, provides annual support to the Department for arts education programs reaching 300,000 children and families.
- Greater Miami Festivals & Events Association, Inc. The Greater Miami Festivals & Events Association (GMFEA) is comprised of South Florida's major annual festivals with the central purpose of promoting the year-round schedule of special events to residents and visitors. Its members represent a wide-ranging spectrum of community events ranging from major arts, film, literary, and culinary events to parades, street festivals and fairs, youth sporting competitions, and historic, environmental, national and ethnic awareness celebrations. Currently, the Association's membership totals more than 50 festivals and special events groups, public agencies and institutions, and area businesses, with an aggregate annual attendance to their events in excess of 3.5 million participants.

XIV. CROSS-SECTOR COLLABORATION

Cross-sector collaboration in the arts has been on the rise nationally in recent years, with various organizations and institutions in Miami-Dade County coming together from all industries and sectors to promote creativity, diversity, innovation, prosperity and inclusivity through cultural partnerships.

One area where cross-sector collaboration has been particularly effective is in arts education and cultural after-school programs. Many schools in the County have partnered with arts organizations to provide students with opportunities to explore different art forms and develop their creative skills. These programs not only help students discover their passions, but also enhance their academic performance and social skills. Our partner, The Miami Foundation, in partnership with Miami-Dade County Public Schools and the Department of Cultural Affairs, launched Artlook, new online tool and movement to connect, shape, and build our arts education resources in Miami-Dade County, that will no doubt lead to greater connectivity and participation in the arts among children and youth. Studies show that as young people experience the arts, they can better develop personally and socially. Artlook is a huge step forward to ensure equitable access to outstanding arts experiences for our youngest residents.

Another area where cross-sector collaboration has been successful is in arts and community building. Many community-based organizations have partnered with local artists to create public art installations and performances that reflect the community's diverse cultures and stories. These collaborations have helped bring people together,

promote cultural understanding, and foster a sense of pride and connection to the community.

The arts have also been used as a tool for rehabilitation and healing through collaborations with correctional institutions and healthcare organizations. Art therapy programs have been implemented in correctional facilities to help inmates develop self-expression, improve their mental health, and reduce recidivism rates. Similarly, arts programs have been used in healthcare settings to help patients cope with illnesses, reduce stress, and improve their overall well-being.

Examples of cross-sector collaborations include:

- After School Programs
- Arts Education
- Arts & Age Friendly Activities for Older Adults
- Arts & Community Building
- Arts & Correctional Institutions
- Arts & Environment
- Arts & Health / Therapy
- Arts & Military
- Arts & Social Impact / Social Justice
- Arts & Technology
- Asian Arts
- Black Arts
- Caribbean Arts
- Cultural Tourism
- Faith-Based Organizations with non-secular arts activities
- Haitian Arts
- Hispanic/Latino/a/x Arts
- In-School Programs
- LGBTQ+ Arts-focused Programming
- Native American Arts
- Sensory-Inclusive Programming

Cross-sector collaboration in the arts can be a powerful tool for building community, promoting diversity and inclusivity, and improving the quality of life for individuals and groups in Miami-Dade County. By continuing to support and encourage these collaborations, we can create a more vibrant, connected, and equitable society for all.

CROSS-SECTOR PARTNERSHIPS – SELECT PROJECT EXAMPLES

Art Basel Miami Beach - Public Art Tours

Every year, the Department of Cultural Affairs partners with the internationally renowned art industry gathering Art Basel Miami Beach to presenting public tours as part of the official event program. The Miami-Dade Art in Public Places collection is featured with a public art tour provided by Department staff. This year, Art in Public Places Curator Amanda Sanfilippo led a tour of the public artworks at PortMiami Terminal F – Carnival Cruise Line, including a twelve-panel monumental painting by Mette Tommerup; large scale paintings inspired by the experience of standing on a ship and looking at the sky by internationally renowned artist Aaron Curry; cloud-like works by Miami-based artists Robert Chambers; *The Deepest Blue*, 2023, a large-scale made of ceramic tile that reflects the Caribbean basin by Juana Valdez; and the reconfiguration of artwork by celebrated Miami artist Lydia Rubio. Previous tours include: Hank Willis & Nekisha Durett, *I See Myself in You*, 2019. Sandrell Rivers Theater at the Audrey M. Edmonson Transit Village, December 6, 2019; Highlights from the Art in Public Places Collection in Conjunction with HistoryMiami, December 7, 2019; Public art commission reveal: Olaf Breuning, *The Cat*, 2020. Christine E. Lynn Rehabilitation Center, Jackson Memorial Hospital, December 5, 2020.

Arts and Medicine

In 2018, the Department of Cultural Affairs and its award-winning Art in Public Places Program launched the Arts in Medicine: Healing and Wellness Through Artistic Interventions Initiative, commissioning three professional artists to create landmark artworks that inspire healing and promote recovery for Jackson Memorial Hospital System. This partnership resulted in innovated works of public art by three outstanding artists located on site at the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial, providing high-quality visual arts experiences to approximately 2,000 patients and their families each year. The Arts in Medicine: Healing and Wellness Through Artistic Interventions Initiative promotes wellness by creating art works that are:

- inspiring (a wonderful series of eight large-scale pencil drawings by Karl Haendel);
- integrated (a stunning 15,600 square feet three-color terrazzo floor with a pattern resembling molecular, cloud-like neurological structures by Jen Stark); and,
- interactive (a spectacular, functional outdoor sculpture by Olaf Breuning that is used as part of physical therapy programs).

These cultural inventions embedded within the healing environment provide patients, hospital staff, caregivers, and visitors with a supportive, peaceful setting as they move throughout the facility. This initiative won a National Association of Counties (NACo) Achievement Award in 2023.

Aspen Ideas Conference

For two consecutive years, the Department of Cultural Affairs has partnered with The Aspen Institute and the City of Miami Beach to commission temporary public art

installations and performances highlighting issues related to climate change and sea level rise. The commissioned artists presented their work as part of the annual Aspen Ideas: Climate Summit held in Miami Beach. The collaboration will continue in 2024.

Breakfast with the Arts & Hospitality

Through a partnership with the Arts and Business Council of Miami, the Department offers an annual Breakfast with the Arts & Hospitality Industry roundtable discussion, which provides participants the unique opportunity to network with marketing representatives from the best hotels, restaurants, and airlines in South Florida.

Cultural Passport Program Performance Series for Students

The Department of Cultural Affairs presents a series of performances by local, national, and international touring companies as free field-trip experiences for approximately 40,000 public school students each year at the Joseph Caleb Auditorium and/or the Miami-Dade County Auditorium. This series is presented in collaboration with Miami-Dade County Public Schools "Cultural Passport" initiative that has as its goal ensuring that every public-school student has at least one live arts experience during each and every year of their K-12 education. The series features a wide variety of performing arts disciplines and actively incorporates a significant emphasis on cultural heritage preservation.

Food Drives at Miami-Dade County Auditorium

Located in Little Havana, the Miami-Dade County Auditorium is a popular community gathering place for civic engagement. The Auditorium partners with social service organizations, including Feeding South Florida and Farm Share, and the Office of Commissioner Eileen Higgins, as an accessible location for food drives for low-income residents. In addition to food distribution events, the Miami-Dade County Auditorium periodically hosts graduations, recitals, naturalization ceremonies, COVID-19 testing, vaccination drives and emergency training.

Greater Miami Chamber of Commerce

The Director participates as a featured speaker for the Chamber's Leadership Miami and Senior Executive Orientation programs, and advocate for the Chamber's arts agenda at the annual Tallahassee initiative during the State legislative session. Leadership Miami is an annual program sponsored by the Chamber and several of Miami-Dade County's premiere companies, local agencies, and corporations, encouraging professional young and/or newcomer Miamians to become civically active and engaged. Staff also addresses more than one hundred corporate leaders at the Chamber's annual Senior Executive Orientation. For several years, the Department has worked with the Chamber creating awareness and networking opportunities for individuals involved in local Creative Industries for the purpose of strengthening Miami-Dade's creative economy; developing and presenting programs focusing on the nexus between the various component businesses in the creative industries and the business community at-large; developing and maintaining means to communicate regularly with Chamber members and others on the development of Miami-Dade's creative economy; establishing an ongoing dialogue with Miami-Dade County, city officials in Miami and

other municipalities and chambers of commerce in order to ensure the support of local government and the business community for the development of Creative Industries; and partnering with other organizations and stakeholders in South Florida to promote the regional creative economy.

Greater Miami Convention and Visitors Bureau (GMCVB)

The Department continues to work with the Greater Miami Convention and Visitors Bureau on joint marketing efforts including integrated websites (the Bureau's www.miamiandbeaches.com and the Department's www.miamidadearts.org) to maximize the marketing of Miami-Dade's dynamic cultural life as part and parcel of all tourism promotion. The GMCVB maintains on-going focus on and celebrates our community's unique heritage neighborhoods and cultural assets and among the five brand pillars in its tourism promotion campaigns to distinguish Greater Miami among competitor destinations. The Department also participates in advertising campaigns with the GMCVB to increase access to information on cultural offerings for both visitors and residents and is active on the GMCVB's Marketing and Cultural Tourism Committees representing the cultural sector. In addition, the GMCVB's Art of Black in continues to support cultural events at the African Heritage Cultural Arts Center during Art Basel Miami Beach.

XV. LEADERSHIP AND STAFF

UNPRECEDENTED LEADERSHIP TRANSITION

Longtime Director Michael Spring, widely regarded as the architect of Miami's cultural ecosystem, retired in September 2023 after 40 years of distinguished public service and was succeeded by 20-year county veteran employee, Marialaura Leslie, who served as Deputy Director from 2018-2023. Director Leslie is the fourth director to serve the Department and is the first Latina and first woman Director. She is an arts administrator with more than three decades of experience in nonprofit arts management, cultural policy, and local arts agency operations. Prior to being promoted to Director on October 31, 2023, she served as Deputy Director of the Department for six years. Marialaura has held positions of increasing responsibility within the Department, including Chief of Strategic Initiatives, Chief of Information and Outreach, and Cultural Projects Administrator. During her tenure at the Department of Cultural Affairs, she has managed millions of dollars in grants programs, led technical assistance workshops, developed equity initiatives, created professional development opportunities for arts administrators of color, and oversaw the Department's communications strategies promoting cultural opportunities for artists and arts groups as well as their audiences. She has worked with major cultural institutions in Miami, New York and Puerto Rico, including Miami City Ballet, Coconut Grove Playhouse, City Theater, Jerry Herman Ring Theater at the University of Miami, Teatro del Sesenta, Balleteatro de Nana Hudo, Flushing Council on Cultural and the Arts at Flushing Town Hall and El Museo del Barrio on 5th Avenue in Manhattan. She holds a Master of Arts

in Arts Administration from Goucher College and a Bachelor of Arts with double major in Theater Arts Management and Spanish from University of Miami.

A new Deputy Director, former Department employee with African Heritage Cultural Arts Center, Ashlee Thomas, joined in mid-November 2023. Deputy Director Thomas is the first Black woman in the Deputy role. A Miami native, Ashlee Thomas is trained in theater and dance and an alumna of the African Heritage Cultural Arts Center, where she also served as Theater and Marketing Manager, prior to joining the Adrienne Arsht Center as Manager of Education and Community Engagement. Most recently, Ashlee served as President of Miami Urban Contemporary Experience (MUCE). A graduate of New World School of the Arts, Ashlee holds a Bachelor of Science from Florida State University in Business Marketing, a Masters in Public Administration from Florida International University and a Masters in Fine Arts from New York University in Musical Theater Writing.

The effectiveness and success of the Miami-Dade County Department of Cultural Affairs have relied upon the continuity of its leadership team and its steadfast and passionate commitment over the years to a clear vision, mission, a set of central objectives and an extraordinarily dedicated, conscientious and knowledgeable staff, now 100-strong.

One of the core values of the Department is to cultivate leadership at all levels by empowering staff to take ownership of portfolios of responsibility and their associated budgets. This encourages employees to continuously assess the effectiveness of the programs that they manage and to take the initiative to incorporate improvements and innovations in their work.

In accordance with the Department's formal Succession Plan, the key and critical positions for succession planning include appointments to Director and Deputy Director. There is an explicit policy of ensuring that the Director and Deputy Director can be interchangeable in representing the Department in decision-making capacities. In this regard, the Director assumes a mentorship role in developing the knowledge, skills, and judgment of the Deputy Director. The Department also encourages redundancies and cross-training among staff with multiple team members able to respond in each work area to maintain continuity of workflow. As a safeguard against unplanned work flow interruptions, staff members are cross-trained allowing the team to remain resilient as staff changes and transitions arise.

XVI. MARKETING PLAN

The Department engages in two kinds of promotion of the arts, for two target markets:

PROMOTING OPPORTUNITIES TO THE CULTURAL COMMUNITY

The Department of Cultural Affairs promotes industry events, news, resources, technical assistances workshops and opportunities for artists and cultural

groups through our digital newsletter, website and social media. We keep the newsletter opportunity-focused for our artists and cultural organizations.

GENERAL PROMOTION OF CULTURAL EVENTS

To promote all cultural events and activities in the County to general audiences (local and cultural tourism), we have a multi-prong strategy, anchored by the events calendar we publish in partnership with the Greater Miami Convention and Visitors Bureau: <https://www.miamiandbeaches.com/events> and an online media bureau, in partnership with the Arts and Business Council of Miami, that generates articles about the arts and makes all content available to media and news outlets for free (as long as they use our byline "Artburst Miami"): <https://www.artburstmiami.com/>. Our cultural facilities and public-facing programs, like our cultural facilities, Culture Shock Miami (student ticket program), Golden Ticket Arts Guide (older adults), and All Kids Included (people with disabilities), also promote our services to the public at large.

The overall marketing and communications strategy focuses on two targets:

1. arts organizations and artists; and
2. the residents of and visitors to Miami-Dade County.

The Department of Cultural Affairs markets and disseminates information extensively about the excellence of artistic offerings available locally, in order to increase accessibility and attendance. DCA promotes opportunities in technical assistance, professional development and for public and private funding to Miami-Dade County's more than 1,000 nonprofit cultural organizations and thousands of resident artists.

Miami-Dade County is a multilingual community and materials are often available in:

1. English,
2. Spanish; and
3. French/Haitian Creole.

CULTURAL COMMUNITY: ARTS GROUPS AND ARTISTS

Information Services

Information is disseminated through a variety of methods used routinely to notify organizations and artists of available opportunities and important, time-sensitive issues.

- News to Use E-Communications: Email alert system (5,000 email addresses)
- Art in Public Places E-Newsletter (3,000 emails addresses)
- Calls to Artists: www.submittable.com
- Press Releases
- Department: www.miamidadearts.org
- Art in Public Places: www.miamidadepublicart.org
- Culture Shock Miami: www.cultureshockmiami.com
- Facilities
Websites: www.ahcacmiami.org; www.miamidadecountyauditorium.org; www.themosscenter.org
- Cultural Resource Directory: www.discovermiamidadearts.org

The Department conducts ongoing market research with cultural partners to refine programming and promotional initiatives for the Department's cultural facilities and programs.

Miami-Dade County Department of Cultural Affairs offers grants opportunities to artists and cultural organizations in the county. These grants are available to help fund artistic projects and cultural events that promote diversity and inclusivity. To promote these grants to each of the 13 Miami-Dade County Commission districts, we need a comprehensive marketing plan that reaches out to every district and informs them about the opportunities available.

The first step in this marketing plan is to create targeted campaigns for each district, working with each County Commissioner. Direct email and social media platforms are effective mediums to reach out to the arts groups and artist in each district, highlighting the grants opportunities and directing them to visit the Department website, www.miamidadearts.org to learn how they can benefit from these programs. The Department can also create flyers and posters that can be distributed to community centers, libraries, and other cultural locations in each district.

Another important step is to partner with local community organizations, art associations in each district and discipline-based service organizations such as the South Florida Theatre League, Miami Dance Hub, Oolite and Fountainhead. By collaborating with these groups, the Department can tap into their networks and reach a wider audience.

Digital Communications and Social Media #MiamiDadeArts

The Department's social media strategy includes a variety of online platforms including Facebook (facebook.com/MiamiDadeArts), Twitter, Instagram, Snapchat, Vimeo and YouTube.

Primary hashtag: #MiamiDadeArts

Handles include:

@MiamiDadeArts @ArtinPublicPlacesMDC @CultureShockMIA @AHCACMiami
@MiamiDadeCountyAuditorium @SMDCAC

Marketing Workshops for Arts Organizations and Artists

The Miami Arts Marketing Project™ (MAMP) is an annual series of workshops designed to provide high quality training and mentoring for cultural organizations in the areas of marketing, promotions and media development. For more than 20 years, the Department has collaborated with the Arts & Business Council of Miami to produce a series of workshops and conferences designed to address target-market strategies, providing today's most effective marketing techniques, tools, and resources.

Workshops explore arts marketing issues in-depth, including fundraising and how to secure corporate sponsorships, how to maximize social media exposure, and how to fine-tune an organization's pitch. Scholarships to attend the workshops are extended to grantees of the Department's Community Grants Program, Developing Arts in Neighborhoods Grants Program, Hannibal Cox, Jr. Cultural Grants Program and the Youth Arts Miami Grants Program in categories B and C.

Grant Publicity and Credits

All grantees are required to acknowledge Miami-Dade County's grant support in a manner commensurate with all funders at comparable levels, using the County logo and/or credit line in all promotional and marketing materials, including on social media. Grant credit guidelines and requirements are available on our website: <http://miamidadearts.org/publicity-and-credit-requirements>.

GENERAL PUBLIC: RESIDENTS AND TOURISTS

For events produced by DCA, a multi-pronged approach is used: press releases; flyers, post cards and brochures; website; social media; email; print and radio ad spots in the Miami Herald, WLRN and WDNA, other news sources and community media outlets; and cross marketing. DCA works with an PR and advertising firm to address marketing and public relations needs.

For events presented by the cultural community, DCA has developed a number of key marketing and promotional initiatives and partnerships:

Online Media Bureau for the Arts: Artburstmiami.com

www.Artburstmiami.com is a media bureau for the arts, providing high quality coverage of the South Florida arts community to media outlets free of charge. Artburstmiami has strong relationships with flagship media outlets that include: Miami Herald, CNN, WLRN radio and TV, and Miami New Times, as well as an active social media presence.

Overall, the arts scene in Miami-Dade County is thriving, with a diverse range of organizations and initiatives working to bring the arts to all members of the community. Whether interested in theater, visual arts, music, or dance, there's something for everyone in Miami-Dade County.

Award-winning Cultural Tourism Partnership

DCA collaborates with the Greater Miami Convention and Visitors Bureau (GMCVB) on joint marketing efforts to maximize the marketing of Miami-Dade's dynamic cultural life as part of all tourism promotion. The GMCVB's "Miami Shines" tourism promotion campaign centers on our cultural assets and uniqueness to distinguish Miami among competitor destinations. DCA annually co-produces marketing materials, such as the "[Calendar of Events](#)," and participates in advertising campaigns with the GMCVB to

increase access to information on cultural offerings for both visitors and residents. DCA is active on the GMCVB's Marketing and Cultural Tourism Committees.

Miami-Dade County is looking externally to compete with the world's great places of commerce and tourism. And the arts are giving us the competitive edge in attracting and retaining businesses and luring visitors not just to our beaches and golf courses but to the "sophisticated tropics."

XVII. EQUITY, INCLUSION, ACCESS AND ENGAGEMENT STRATEGIES

Diversity/Equity/Access/Inclusion Statement

DCA embraces diversity; foments inclusion; promotes equity; creates access and works to reflect and represent the community we serve. DCA cultivates Greater Miami's thriving, vibrant, international cultural community by upholding the key value of diversity, defined in the broadest possible sense, including gender, race, ethnicity, national origin, disability, age, culture, socio-economic status, geographic background, faith/religion, sexual orientation, profession, and ability.

DCA has been at the forefront of diversity, equity, inclusion and access for 40 years, propelled by the demographic shifts that continue to occur in Miami-Dade County.

Miami's population has historically experienced waves of immigration that have redefined its demographic profile. Miami-Dade County is on the Native American traditional lands of the Tequesta and the Miccosukee. From 1965-1973, following the Bay of Pigs invasion, the "Freedom Flights" brought 150,000 Cubans to the United States and the Cuban population grew to 600,000. The majority of the Cuban refugee population settled in Miami, establishing the neighborhood still known as Little Havana. At the same time, north of Little Havana, a wave of immigration of Haitian refugees settled into Lemon City. By the end of the 1980s, the neighborhood became known as Little Haiti. Today, Miami is comprised of many neighborhoods that are visibly Hispanic, White, African American and Haitian, as well as the Miccosukee Indian Reservation.

DCA's approach to grantmaking has always been one of inclusion, celebrating diversity in all of its forms. DCA's programs and services are centered around the basic principle of "all the arts, for all the people." Equity is a cornerstone of the grants programs, providing equitable access to cultural funding and resources. Some ongoing strategies include: a transparent grants process; a portfolio of grants programs calibrated by size so that groups are competing with like-sized organizations; diverse panelists who represent our multicultural community to ensure that voices of color are heard.

DCA is constantly looking for ways to ensure parity and to listen to the people we serve to learn how we can improve and expand the reach of our programs and services.

Equity Action Steps:

- Embrace diversity as key priority for a vibrant cultural life;
- Educate county officials regarding the need to address diversity;
- Organize grants programs by budget size instead of discipline;
- Invest grant funds at a higher percentage level for small groups which tend to be culturally-specific versus major institutions;
- Survey grantees about racial/ethnic composition of board/staff/audience;
- Survey grantees about accessibility and ADA compliance;
- Offer free grants writing workshops;
- Produce materials in English, Spanish and French/Haitian Creole;
- Provide mini-grants to hire bilingual grants writers for groups for whom English is a second language; and
- allocate financial and human resources to accomplish these tasks.

EQUITY IN DESIGN

Great communities are places that understand and insist upon quality design for public buildings and spaces. An equitable commitment to quality design means that the natural and built environment of Miami-Dade County can be attractive, safe, functional, resilient and inclusive for all. A sense of pride and connection is inculcated by an insistence on well-designed neighborhoods and buildings that define the spirit of a community. This is self-evident when one looks at the libraries, parks, thoroughfares, neighborhoods, theaters, and museums in the world's great cities. It does not necessarily cost more to have quality design as a criterion; it just takes intention and commitment. Therefore, from an equity perspective, low-income neighborhoods also should have access to quality design. Using the best urban designers, architects and artists can achieve quality design for all – and our community has grown to the point where professionals of this caliber can be found right here.

VOLUNTEERS

Continuing to cultivate a solid base of volunteers for the arts is critical to the sustainability of the cultural community. Traditionally, the arts field has engaged a dedicated cadre of hands-on volunteers who serve as board members, ushers, docents, provide office support, offer marketing, PR and development expertise and assist with educational programs and fundraising. These volunteers donate their time and talent to cultural institutions and smaller arts groups. Recognizing the importance of developing the next generation of volunteers and retaining the current volunteer corps, the Department is committed to increasing volunteer participation throughout the community. The Department will work with the Arts and Business Council of Miami, through their Volunteer for the Arts program, to attract, develop and retain a diverse group of community volunteers. Cultural volunteers are provided with several valuable benefits that are tailored to meet several interest areas including proximity to artists, business experience, complimentary cultural activities, the chance to “give back,” and networking with community leaders.

VOLUNTEER GRANTS PANELIST RECRUITMENT

Each year the Cultural Affairs Council appoints community, cultural and business leaders, representing Miami-Dade's diverse community, to serve as volunteer grants panelists for the Department's grants review process. The Department relies on volunteers as the backbone of the public and transparent competitive grants process. A peer review panel of community volunteers is appointed by the Cultural Affairs Council for each grants program with an explicit interest in balancing its composition ethnically, racially, geographically as well as with a sensitivity to gender, age, ability and area of cultural and community expertise. This ensures that the panel is reflective of the diversity of Miami-Dade County. The panel meets at a publicly announced session to competitively evaluate grant applications and make initial funding recommendations to the Cultural Affairs Council. Panelists exercise integrity and fairness and adhere to strict conflict of interest requirements. Panelists assist in the continuous development of Miami-Dade County's cultural community by bringing their expertise to the competitive grants process. In an effort to achieve the best possible panel composition for each grants program, staff has developed a panelist application form that is available on our website.

The Department works to make inclusive cultural services available to children, adults and families with and without disabilities.

Objectives include:

- establishing accessible, diverse cultural programs and facilities;
- increasing participation in the arts by making cultural activities more accessible for our residents, visitors, and artists; and
- developing lifelong learning and professional development opportunities through education, outreach and training partnerships.

DCA's facilities offer accommodations for audiences with disabilities including Sensory Processing Disorders and Autism Spectrum Disorders, such as modifications to sound/lighting, providing noise cancelling headphones, and a special guide that prepares new audiences for a live theater experience. Assistive listening devices are available. Universal access symbols are incorporated into all print and electronic media, and large print and braille programs are available. Supertitle technology, which projects the dialogue above stage performers so the audience can read the captions, is available.

DCA is committed to developing innovative programs and inclusion strategies for people with disabilities and facilitates training for arts groups to adopt best practices for ADA/accessibility compliance issues. Our grants programs encourage grantees to make their work accessible to all people, regardless of disability and help organizations to achieve programmatic and facility accessibility.

When organizations apply for grants, they must certify that they will comply with federal nondiscrimination laws including the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, as amended.

Cultural organizations are encouraged to apply to DCA's Audience Access (AUD) Grant Program, for arts program ADA/access technology and services, such as American Sign Language (ASL) interpreters, captioning, audio description, materials in accessible format, ADA/access training, and other such services to ensure programmatic access for audiences of all abilities.

DCA partners include Arts4All Florida, Florida Access Coalition for the Arts and the All Kids Included - Accessible Arts Experiences for Kids (AKI) Steering Group to facilitate accessible arts programming in the community and provide technical assistance. The All Kids Included – Accessible Arts Experiences for Kids initiative, focuses on increasing the number of quality arts experiences for children with disabilities and their families, and promotes the importance of inclusionary cultural programs in schools and in the community by making resources available to arts organizations. Funding is provided in two categories: demonstration projects to create innovative, fully accessible arts experiences; and programs using the arts as a tool to teach and include children with disabilities in the classroom and community.

One of the most exciting trends in the arts in Miami-Dade County is the growing focus on arts education, community engagement and social impact. Many cultural institutions are working to bring the arts to underserved communities, and to provide opportunities for young people to explore their creativity. Through our partnership with The Children's Trust, the Department of Cultural Affairs supports arts education through two grants programs that fund youth arts activities. For example, organizations like the Miami Music Project and the Miami City Ballet are working to provide music and dance education to children from low-income families.

XVIII. ACTION STRATEGIES AND IMPLEMENTATION

CULTURAL GRANTS WORKSHOP SERIES

The Department has launched a free Cultural Grants Funding Workshop Series to provide training sessions in-person and virtually on Zoom for potential grantees. Workshops are being offered Countywide, as well as District-specific, to help artists and cultural organizations in each district to apply for cultural grants and connect to other resources. The first workshop is on Monday, January 29th at 2 PM on Zoom; registration details are available on www.miamidadearts.org, the Miami-Dade County Department of Cultural Affairs website that provides information about the grants and how to apply for support for cultural projects.

Examples of Miami-Dade based groups that MAY be eligible to apply

- Arts Education Organizations
- Arts Groups
- Arts Institutions
- Arts Service Organizations
- Artists
- Artists Collectives

- Cities
- Colleges
- Cultural Centers
- Cultural Heritage Organizations
- Cultural Institutions
- Cultural Organizations
- Cultural Facilities
- Cultural Venues
- Dance Companies
- Dance Studios
- Festivals
- Film / Media Arts Groups
- Folk Arts / Crafts Groups
- Non-profit Galleries
- Historic Preservation Organizations
- Historic Sites
- History Organizations
- Institutions of Higher Education
- Individual Artists
- Literary Organizations
- Local Government Agencies
- Music Groups
- Municipalities
- Multidisciplinary Arts Organizations
- Museums and Gardens
- Poetry Organizations
- Presenting Organizations
- Theaters
- Universities
- Visual Arts Centers
- Youth Arts Organizations

BREAKING DOWN BARRIERS AND INCREASING ACCESS TO ARTS FUNDING

Online Grants Management Systems

The Department consistently improves its online grants management services for cultural organizations and artists, streamlining and centralizing the entirety of the Department's grantmaking activities (from application to panel review to contracting to reporting to data and trend analyses) into an online, secure, data rich and robust platform in the most user-friendly, intuitive, automated, and reliable manner available in the marketplace. In the coming months, the Department will conduct a full review of the Community Grants Program to determine how to streamline the application process to make it easier to apply for funding. This project-based grants opportunity has four deadlines each year and is responsive on a quarterly basis to nonprofit organizations developing small and large-scale community-based cultural (dance, theater, music, visual arts) programs, as well as projects and events, such as fairs, parades, neighborhood festivals and publications that have a strong artistic component. The panel considers projects with strong community involvement and/or outreach component. The Community Grants Program is particularly sensitive to the needs of indigenous cultural neighborhood activities and projects encouraging the preservation of heritage, traditions and culture, as well as social service organizations and cultural groups developing collaborative intervention projects using the arts. For many organizations, this Program is a introduction to the Department's grants process so it is imperative that the application process be friendly and accessible.

EQUITY STRATEGY

The Department's *Arts Help Mini-Grants Program* was established as a proactive means to demystify the grants process for small and medium-sized Hispanic and Haitian arts organizations by providing direct technical assistance, training and underwriting of bilingual grant writers to assist organizations in completing grant applications for local, state and federal grants programs. Since its inception, the *Arts Help Mini-Grants Program*

has assisted more than 100 Hispanic and Haitian cultural groups with grants writing assistance, provided over 270 mini-grants, and generated substantial Department grant support for applicant organizations. In addition, the Department is actively promoting the availability of *Arts Help* mini-grants to people with disabilities, to encourage and facilitate access to public funding support even more broadly.

LAUNCH CULTURAL RESOURCE DIRECTORY

A new online “phone book” of all arts groups and cultural institutions in Miami-Dade County, designed to facilitate building connections and collaboration among the cultural community as well as to provide the general public with a comprehensive, searchable database of cultural opportunities and destinations in neighborhoods across the County. The Directory includes an inventory of cultural facilities and arts venues. This new edition of the Cultural Resource Directory, published online for the first time, will also serve as a census of Miami-Dade’s artistic, heritage, historical and cultural organizations and spaces, including art-centric businesses. Cultural entities can register now at www.discovermiamidadearts.org.

LISTENING SESSIONS

The Department of Cultural Affairs is convening Arts Energize 305 Roundtable Conversations with the cultural community, gathering input directly from artists and arts practitioners through listening sessions, to determine (in real-time) the priority needs, to test new program ideas and initiatives and to inform the Department’s planning process. The roundtable conversation kicked-off in January with a roundtable discussion with Cultural CEOs and will continue through the spring with monthly sessions.

TECHNICAL ASSISTANCE TO NONPROFIT CULTURAL ORGANIZATIONS AND ARTISTS

The Department of Cultural Affairs provides training opportunities and technical assistance in support of cultural activities including professional development opportunities for artists, arts administrators, teachers, board members and cultural organizations.

ONE-ON-ONE CONSULTATIONS/ HANDS-ON ASSISTANCE

Department staff routinely provides hands-on, administrator-to-administrator training and expertise. This continues to be the Department’s most valuable technical assistance tool for organizations of all levels, as well as for emerging and established individual artists. These consultations are required of each organization in advance of applying to any of the Department’s grants programs for organizations. Additionally, telephone, email, social networking and in-person communication is encouraged through each step of the grants process, as well as throughout the year, as an opportunity to keep program administrators abreast of successes and hardships encountered during the season. As needed, the Department’s senior staff meets with administrative and board leaders of organizations at critical stages of their development for extended, intensive assessments of key issues affecting their growth.

BLACK ARTS ALLIANCE

Led by the African Heritage Cultural Arts Center and inspired by the Black Lives Matter Cultural Initiative, the Black Arts Alliance was created to better support and elevate Miami-Dade's Black arts organizations and Black artists. As part of this racial equity initiative, the Department convened a series of roundtable conversations with Black leaders of Miami-Dade's arts and cultural institutions. The Black Arts Alliance is now being developed to continue this important work.

PROFESSIONAL DEVELOPMENT

Developing a resilient cultural community by providing more opportunities for capacity and professional skill-building for cultural organizations, artists, arts administrators, and arts educators, (e.g., Artists Professional Development in English and Spanish); All Kids Included inclusion strategies and universal design trainings; Regional Teaching Artists Certification, providing credentials to teaching artists to provide classroom instruction and curriculum integration, that are accepted and recognized in schools across 5 counties; National Arts Marketing Project conference participation; Playwright Development Program; Arts Help; Artist Access and Audience Access mini-grants.

ONGOING RESEARCH AND EVALUATION OF INNOVATIVE ACCESSIBILITY INITIATIVES FOR PEOPLE WITH DISABILITIES

Assembling the All Kids Included Think Tank with community, cultural and medical practitioners focused on making recommendations to ensure that the arts are accessible to kids with disabilities.

INTENTIONAL LISTENING

Empirical evidence is as valid as statistical information when considering the composition of the community. (e.g., undocumented immigrants are a crucial component of community, not often counted in census data.) Department staff and grantees are urged to engage the community in dialogue and intentionally listen. By listening to the needs of the community, the arts can better understand how best to attract and engage with their audiences and contribute to the positive development of the broader Miami-Dade County community.

MIAMI EMERGING ARTS LEADERS

In response to the need for community-wide leadership succession planning, the Department created Miami Emerging Arts Leaders in 2004 to identify and cultivate the next generation of diverse, professional arts leaders in Miami-Dade County. The leadership development program provides networking and professional development opportunities to encourage arts administrators to explore and expand their leadership skills. Modeled after the Americans for the Arts Emerging Leaders Network, Miami Emerging Arts Leaders convene periodically virtually and at various local cultural venues for workshops, lectures, networking events, and symposia. The Department is celebrating 20 years of cultivating new and diverse leadership through the Miami Emerging Arts Leaders program by providing young and new arts administrators, especially leaders of color or from underserved areas, with resources and opportunities to build their professional skills, share best practices, network and more effectively serve as leaders for their organizations and the broader arts community, while encouraging resiliency

through planned leadership succession practices. The initiative also increases professional development opportunities for Department staff to ensure continued familiarity with best strategies and practices in arts management in support of our cultural community.

XIX. CONCLUSION

The Department provides grants and technical assistance to cultural organizations and individual artists; develops and improves cultural facilities; creates and advances arts education, public information and outreach programs; advocates for effective cultural policies and for more public and private resources to invest in cultural development; and promotes and markets Miami-Dade County's cultural assets broadly and innovatively.

The arts and cultural sector of our economy is responsible for an approximately \$2.1 billion annual impact, more than 32,000 jobs and is essential for making Miami-Dade County an attractive place to visit, develop a business and raise a family. Miami-Dade County has invested significant resources into building a cultural life that has helped earn our community a reputation for being one of the most diverse, dynamic, and exciting places in the world. More than 20 million people attend cultural events in Miami-Dade County every year.

An important social, economic and tourism driver for Miami-Dade County, the arts and cultural sector celebrates Miami's diverse neighborhoods, heritages and traditions. Attracting 4.2 million cultural tourism visitors every year, Miami's world class events, arts festivals and cultural institutions generate tourism, invigorate the economy, and improve our daily life.

Miami-Dade County is an outstanding case study of the power of the arts to positively change neighborhoods, people and the economy – and most boldly, to create a brand new kind of 21st century center of commerce and culture. A guiding principle of the work of the Miami-Dade County Department of Cultural Affairs is that publicly funded cultural activities must be accessible, affordable, inclusive and reflective of the diverse population of Miami-Dade County.

There are vast areas of the County, far from the urban core, that are underrepresented in terms of arts funding and cultural activities. This plan addresses cultural funding and equity, and looks to increase arts participation overall, in traditionally underserved areas and including the City of Hialeah, the West part of the County, Miami-Dade North, Miami-Dade, and parts of South Miami-Dade. It is understood that this new strategic plan will take several years to implement fully, with the necessary, correlating resource development, and the collaboration of Miami-Dade County's outstanding artists, arts groups and cultural institutions. Over the coming year there are major strategies that will be launched, planning processes will begin to develop and take shape, and most importantly, key points of civic dialogue and important community conversations will be initiated. Driven by innovation, the Arts Energize 305 Strategic Plan is considered a living document and will be updated periodically, with input from staff, the Department's

advisory board members, civic, business and elected leaders, artists, cultural professionals and community.

Over the last three decades, a vast network of cultural venues and institutions have been developed throughout Miami-Dade County that ensures equitable access to arts and cultural activities to all. The focus now must be on identifying those neighborhoods and areas that do not have adequate cultural facilities or broad access to arts activities and develop plans and strategies to achieve greater cultural equity. The Department of Cultural Affairs has developed a list of unfunded capital needs that need to be addressed. The recently announced 305 FUTURE READY bond package offers opportunities to address these urgently needed cultural facilities and capital needs.

Centering cultural expression and diversity in our neighborhoods creates an environment that generates pride of place for residents and promotes an image that generates tourism and business.

The transformative “internal” effect that the arts are having on our neighborhoods’ revitalization is evidenced by the renaissance of South Beach and the advent of vibrant neighborhoods like Little Havana, Wynwood and other wonderful cultural districts. That same formula for success can be applied in areas lacking cultural facilities and arts opportunities. The Department of Cultural Affairs can work with County leaders and external partners in the private sector to formulate ideas and plans to help begin to address inequities and help identify potential resources and funding sources to establish parity, in service of building stronger, healthier communities through the transformative power of the arts.

Miami-Dade County Department of Cultural Affairs' grants, programs and services are made possible with the support of the Cultural Affairs Council, the Miami-Dade County Mayor and Board of County Commissioners.



For more information, culture@miamidade.gov. Thank you.

Para más información, culture@miamidade.gov. Gracias.

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It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act. To request materials in accessible format, sign language interpreters, CART, and/or any accommodation to participate in Miami-Dade County Department of Cultural Affairs sponsored programs or meetings, please contact Francine Andersen 305-375-4634 / culture@miamidade.gov, five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).