



# **DUNEDIN CULTURAL PLAN**

## **2006**

Cultural planning has been made possible by a grant from the Pinellas County Arts Council matched by funding from the Dunedin City Commission.

Prepared by Dr. Craig Dreeszen, Dreeszen and Associates

# Recommendations for the Dunedin Cultural Plan

February 3, 2006

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# **Recommendations for The Dunedin Cultural plan**

## **Purpose**

The City of Dunedin commissioned Dr. Craig Dreeszen of Dreeszen & Associates to facilitate cultural planning for the City. Planning built upon the Arts & Culture Advisory Committee's Cultural Plan-to-Plan. The City asked for a cultural plan that recommends goals, objectives, and strategies for implementation so the City's arts, culture, and heritage development may benefit its citizens and visitors.

## **City of Dunedin Vision**

“Dunedin will continue to be a livable coastal community with a unique sense of place within the Tampa metro area. We shall maximize our future by fostering innovative redevelopment, increasing citizen satisfaction, preserving and enhancing our natural environment, while maintaining our small town ambiance.<sup>1</sup>”

## **Methods of Public Participation in Cultural Planning**

The Arts and Culture Advisory Committee spent two years working with citizens and civic leaders to lay the groundwork for cultural planning. Nearly 150 Dunedin citizens attended January 2006 interviews, focus groups, and a public meeting during the consultant's visit to Dunedin. The cultural planning commenced with a review of planning done to date and a scan of relevant research and plans done for other sectors. Dr. Dreeszen worked with the Arts & Culture Advisory Committee and City staff to identify key constituents and stakeholders who should be involved in the planning.

Dreeszen visited Dunedin in January (January 24-26) to conduct interviews, focus groups, convene a public meeting, and facilitate a planning retreat (January 27) with members of the Arts & Culture Advisory Committee. Dreeszen's recommendations include key findings, recommended goals, and an outline of objectives that would implement the cultural plan. The plan is based on a review of previous plans and research, goals and objectives presented in the Cultural Plan-to-Plan, information gained in interviews and focus groups, consensus reached in the January planning retreat, and the consultant's observations. (See Next Steps, page 3).

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<sup>1</sup> Vision Statement for the City developed in late 2004 through visioning workshops with elected officials and city staff, October 6, 2005, Final Dunedin Community Visioning Report from Robert C. Ironsmith to the City Commission.

## **Acknowledgements**

Cultural planning has been made possible by a grant from the Pinellas County Arts Council matched by funding from the City Commission.

**John Doglione**, Mayor

**Julie Scales**, Vice Mayor/Commissioner

**Deborah Kynes**, Commissioner

**Robert Hackworth**, Commissioner

**Dave Eggers**, Commissioner

**Maureen Freany**, Interim City Manager

**Harry Gross**, Director of Leisure Services

**Peg Cummings**, Recreation Director, liaison Arts and Cultural Advisory Committee

**Kevin Campbell**, Director of Community Services

Dunedin Arts and Culture Advisory Committee

**Barbara Hubbard**, Chair

**Gemmy Brown**, Vice Chair

**Aimee Trachtenberg**, Secretary

**Gregory Brady**

**Sue Cimerman**

**Syd Entel**

**Vincent Luisi**

**George Ann Bissett**

**Kathy Wallace**

**Carol Sackman**, Alternate

**Allen Edelman**, Liaison

**Jim Schwegman**, Liaison

## **Recommended Goals of the Dunedin Cultural Plan**

**Goal 1 Preserve sense of community** Sustain Dunedin's sense of a beautiful, welcoming, small town even as it grows.

**Goal 2 Stimulate Creative Economic Development** Encourage creative businesses and artists and employ the cultural sector in Dunedin's economic development and tourism strategies.

**Goal 3 Coordinate Public Events** Host a manageable number of special events that are consistent with the City's vision.

**Goal 4 Build Capacity of Cultural Organizations and Artists** Help cultural organizations and individual artists develop their management, marketing, and financial capacity to provide public benefits.

**Goal 5 Provide Lifelong Learning** Assure that schools, City agencies, nonprofit cultural organizations provide lifelong learning in and through the arts

## Next Steps

- The City Manager circulates this report to relevant department directors and the Arts and Culture Advisory Committee for feedback.
- Dreeszen revises recommendations if necessary, based on Commission feedback.
- Harry Gross cites report in March Commission workshop about special events.
- Dreeszen presents Cultural Plan (PowerPoint) to City Commission.
- City implements accepted recommendations.

## Recommended Cultural Plan Goals and Objectives

**Goal 1. *Preserve sense of community* Sustain Dunedin's sense of a beautiful, welcoming, small town even as it grows.**

### Findings

**Small town ambiance** A rare combination of good fortune, visionary leadership, effective planning, and economic forces have preserved a genuinely unique treasure of a community. Many cities attempt to invent a sense of place from the wreckage of unlimited and uninspired development. Dunedin enjoys an authentic identity as an historic coastal community with a small town ambiance. Downtown is compact and eclectic. Wise choices have preserved the community's special qualities. Critical decisions and investments preserved Honeymoon and Caledesi Islands as state parks, diverted highway 580, avoided sprawling annexations, created municipal parks, maintained public access to waterfronts, and preserved historic properties.

**Look of the City** The City is improving the look of streets and created a linear park along Edgewater Drive. Neighborhoods organize enhancement projects. A downtown façade program is improving buildings.

**Stewardship** Dunedin's citizens and elected officials have inherited the stewardship of this special community on behalf of its future generations. Mrs. Hale has a vision, "I hope our legacy will be to pass on to the next generation a sense of responsibility for this community."

**Growth inevitable** Dunedin is not immune from larger economic forces and will grow. It may grow fast. It may also grow wisely, retaining its unique sense of place as a welcoming community that honors its heritage and its environment.

**Critical choices** This is a critical juncture in the City's history. Dunedin may both grow and preserve its enviable charm and sense of community. Commissioner Eggers observed, "We can't stand still but we have to be careful." City leaders and private developers care about the next quarter *and* the next generation. However, as cities up and down the Gulf coast demonstrate, the future could unfold differently. Concrete canyons could replace scenic views, eclectic businesses, stately homes, and historic bungalows. One Dunedin property owner said, "Some decisions by the Commission are limiting

redevelopment. As a property owner I object, but as a citizen I understand. It will be a better city in the long run.”

**Public art** The need for more art in public places was raised in virtually every interview and meeting. This is the only area in which the City needs more cultural programming. A city of Dunedin’s stature should have more visible works of art in public settings. The Pinellas County Arts Council has worked with the Pinellas Trail, is working on a project for the causeway, and will help if the City wishes to develop a public art ordinance. Private developers who participated in this planning would support public art requirements for private development if the program were professionally managed with a clear and predictable process.

**City’s visual appeal** Preserving Dunedin’s visual appeal and small town ambience have become critical issues for Dunedin citizens. Implementing this cultural plan will materially assist the City realize its vision “...to continue to be a livable coastal community with a unique sense of place...” Unlike most cities, much of *Dunedin is now what it hopes to be*. The risk is that this unique sense of place will be lost. Aesthetic judgment, good design, historic preservation, public art, wise public investments, and continued citizen participation can preserve Dunedin’s attractive, small town feel even as it becomes a larger city.

### **Specific Objectives for Goal 1, Sense of Community**

1. Celebrate and preserve Dunedin’s history and heritage through preservation of historic buildings, historic collections, interpretative programs, and events.
  - The City should continue to help fund the Historical Society’s operations.
2. Develop sensibly to preserve Dunedin’s architectural heritage, natural areas, open space, walkable streets, and scenic vistas.
  - Work with developers to integrate good design consistent with Dunedin’s historic aesthetics, open space, public art, and other community priorities into their projects.
  - Persuade developers to work within a palette of preferred architectural styles consistent with Dunedin’s heritage and Florida styles.
  - Employ a cultural economic development professional to represent the City’s critical interests to preserve Dunedin’s visual appeal (see goal 2, objective 2).
  - The City should examine codes and ordinances that limit homeowners’ capacity to restore historic homes and help homeowners navigate the permitting process. Encourage historic home preservation to discourage inappropriate redevelopment.
  - Link City parks to the Pinellas Trail.
3. Maintain and improve the aesthetics of the built environment.
  - Continue to control signs and billboards.

- Encourage visible exemplars of civic-minded development, peer pressure, and incentives to influence architecture and good design of private building and public works.
  - Use artists early in planning processes.
4. Employ good design in signs, architecture, public art and landscaping to define community entrances and help way-finding into the city and neighborhoods.
    - Continue neighborhood improvement grants programs enhanced with technical assistance to facilitate good design.
    - Employ artists to help design iconic city entrances.
  5. Adopt a public art ordinance to incorporate public art into public and private building and infrastructure development.
    - Encourage public art that is integrated into the architecture.
    - Establish 1.5% of construction or redevelopment cost for public art, reserving a portion for the administration of the program (part of salary of proposed Cultural Economic Development Coordinator).
    - Use accepted good public art management processes to assure high quality art and citizen participation.
    - Adopt a policy through which the City may accept or decline gifts of public art (Pinellas County Arts Council has a model policy).
  6. Sustain Dunedin’s culture of civic engagement and volunteerism.
  7. Maintain Dunedin’s welcoming culture of inclusion, as a community that celebrates diversity.

***Goal 2. Stimulate Creative Economic Development Encourage creative businesses and artists and employ the cultural sector in Dunedin’s economic development and tourism strategies.***

**Findings**

**Creative economy** Dunedin’s creative businesses including artists, innkeepers, restaurant owners, and retailers have pioneered Dunedin’s downtown redevelopment. The foresight of city leaders to redirect highway 580 from downtown and develop a Central Redevelopment Area has preserved an historic city center that is rare in Florida. The combination of good planning and a concentration of creative businesses has attracted more businesses and residents who share Dunedin’s aesthetic values. The City’s economic development is closely related to its need to preserve its sense of place. Mayor Doglione said, “I believe culture is so important as it gives you a sense of place. Dunedin wants to remain our small hometown but not let the world go by.”

**Professional athletics** The Toronto Blue Jays have encouraged tourism, diversity, and cultural development. Poet laureate of Toronto will come by their invitation. The stadium is used for community festivities.

**Cultural tourism** Many communities have recognized creative businesses and cultural programs as an important economic sector. Tampa, St. Petersburg, and Clearwater mayors have described their communities as cities of the arts. The Convention and Visitors' Bureau has demonstrated that after the beaches, cultural attractions are the biggest draw for greater Tampa Bay tourists.

**Mix of experiences** Dunedin does not seek to attract tourists or retain residents with blockbuster performances or exhibitions. Dunedin's primary cultural attractions are its history and heritage, historic downtown, cuisine, overall visual appeal, special events, and the Fine Arts Center. The overall marketing strategy is a mix of quality experiences: beaches and water, professional athletics, special events, shopping and dining, and visual arts. The City should intentionally cultivate its creative sector.

### **Specific Objectives for Goal 2, Cultural Economic Development**

1. Encourage Dunedin's creative businesses and artists.
  - Consider creative enterprise zones with zoning favorable to affordable artist live/work spaces or allow simple variances for such use.
  - Assist creative business owners to obtain permits necessary to redevelop and/or operate businesses.
  - Encourage redevelopment of spaces that could incubate artists and other creative businesses.
  - Direct small, creative businesses to existing programs of management assistance, financing, and marketing help.
  
2. Create a senior staff position of Cultural Economic Development Coordinator reporting to the Director of Community Services and responsible to represent the City's interests to champion preservation of Dunedin's visual appeal and small town ambience.
  - The Cultural Economic Development Coordinator should be charged to oversee implementation of this cultural plan; assist economic development; plan and manage the proposed public art program (Goal 1, objective 5); represent the City's visual integrity in planning and negotiations with businesses, developers, and homeowners; assist creative businesses (Goal 2, objective 1); represent the creative sector in efforts to attract and keep young professionals, creative entrepreneurs, and other businesses; help promote cultural programs and events; advise City staff and Commissioners on cultural events and aesthetic issues; serve as City liaison to cultural organizations, boards, and committees; and seek grant funding for cultural development initiatives.
  - Establish performance measures and evaluate the impact of the new position. Allow adequate time for policies and interventions to take effect, then renew the position only if it achieves intended results.

- While the consultant strongly recommends the City establish a senior position within the Community Services Department, there are three other alternatives:
  - 1) Create the position within Leisure Services,
  - 2) Retain a qualified consultant, or
  - 3) Subcontract with a nonprofit cultural organization such as the Dunedin Fine Arts Center.
    - Avoid coupling this position with special events coordinator, which is more of an administrative function and full-time job.
    - Avoid relying on grant funding to sustain this position or ask the new coordinator to become the City's grants writer. Grants can support short-term initiatives (like setting up the public art program or documenting a history project).
  
- 3. Dedicate sustainable funding for the new Cultural Economic Development Coordinator from revenues directly related to development and activities stimulated by increased visual appeal and maintained small town ambiance. Potential sources include:
  - CRA Tax Increment Financing,
  - User fees from municipal services (increase boat slip and golf fees to market rate with increases dedicated to cultural development), and
  - A portion of public art revenues.
  - Establish the position at a level that will attract a highly qualified candidate with the potential to shape public policy.<sup>2</sup>
  - Cultural economic programs and initiatives can be supported by a combination of general funds and grants.
  
- 4. Integrate Dunedin's arts, culture, and heritage into economic development strategies including development, tourism, and business recruitment and retention.
  - The Creative Industries 2005: The County Report<sup>3</sup> cites Pinellas County as the 43<sup>rd</sup> ranked American County for numbers of arts businesses (2,001) and 31<sup>st</sup> in number of arts business employees (13,446).
  - Stress Dunedin's cultural attractions as part of business recruitment to the former Nielsen facilities.

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<sup>2</sup> Comparable median salaries for Florida recreation directors were \$60,000 in fiscal year 2001-02. See "Budget and Salary Study of Florida Municipal and County Parks and Recreation Departments, Fiscal Year 2001-2002," by Dr. Cheryl S. Beeler, Associate Professor, Recreation and Leisure Services Administration Program, Florida State University.

<sup>3</sup> Americans for the Arts, Creative Industries 2005: The County Report. Data source Dun & Bradstreet, January 2005.

**Goal 3. Coordinate Public Events** Host a manageable number of special events that are consistent with the City's vision.

**Findings**

**Special events help define the City** Dunedin's culture is defined in large part by its highland games, arts festivals, parades, green markets and other public events. These special events create attractions that gather community members and visitors downtown, in parks, and other public places. They provide intergenerational, intercultural community building and entertainment. Events honor Dunedin's cultural heritages, reinforce its sense of community, and celebrate its diversity. Events are organized by nonprofit cultural organizations, downtown businesses, city staff and volunteers, and outside vendors.

**Fewer, better events** The success of special events has created problems of excessive demands on the city staff capacity. Some events conflict with each other or contribute to downtown congestion. Commercial arts festivals present artists of variable quality and are sometimes confused with the annual Arts Fest or Fine Arts Center events. Fewer events done well best serves Dunedin citizens. The City should encourage events that further the community's interests and limit those that do not.

**Specific Objectives for Goal 3, Special Events**

1. Coordinate special events so that these advance City and citizen priorities and minimize negative impact.
  - The Arts and Culture Advisory committee will recommend criteria by which City staff may approve or deny requests for special events.
  - Prefer smaller, lower density events; locally-organized or sponsored events; and events that enhance Dunedin's reputation for quality and tradition.
  - Deny City permits to special events that do not control quality of exhibitors or that compete unnecessarily with local artists and nonprofit organizations such as the Fine Arts Center and the Junior Leagues Arts Fest.
2. Create an events coordinator position as recommended by the Director of Leisure Services (See Harry Gross's assessment of the City's Special Events for details).

**Goal 4. Build Capacity of Cultural Organizations and Artists** Help cultural organizations and individual artists develop their management, marketing, and financial capacity to provide public benefits.

**Findings**

**City supports arts and culture** Dunedin citizens are fortunate to have many strong and effective cultural organizations, both public agencies and nonprofits. The City has invested significantly in municipal facilities and staff that provide cultural programs. City

funds help support the operations of the Dunedin Fine Arts Center and the Historical Society. The new community center is responding to extensive citizen input to accommodate community theater, music, meeting spaces, and classrooms. City staff provide support to community groups that offer visual and performing arts instruction, exhibitions, and performances.

**Good cultural opportunities** The City, Pinellas County Schools and volunteers coordinate to manage an award-winning program of Highland bands that engage children and adults that help define the community's heritage. The professionally-staffed Dunedin Fine Arts Center serves citizens of Dunedin and neighboring communities with visual arts instruction and exhibitions. Volunteer-managed music, community theater programs, and religious communities give youth and adults opportunities to be creative and their neighbors great performances. Dunedin's residents travel to world-class performances in nearby Ruth Eckerd Hall and to professional performances and exhibitions at the Tarpon Springs Cultural Center, Leepa Rapner Museum, and Gulf Coast Museum. Except for art in public places, there is no shortage of opportunities to actively participate in or attend cultural programs.

**Information and assistance wanted** Existing opportunities could be better coordinated and promoted. Channel 15 and the City's web site have helped. Citizens asked for a central source of information about cultural programs and events. Nonprofit organizations in Dunedin as elsewhere struggle with funding, marketing, and management. Capacity building information, training, and assistance can build their capacity.

**Spirit of cooperation** As the City Spirit Award and other state and national recognitions have demonstrated, Dunedin citizens are closely engaged in collaborative civic work. The City is advised by 150 citizens serving on 38 citizen boards and committees. After the City hired a volunteer coordinator, volunteerism increased to 600 to 700 volunteers who annually provide 48,000 hours of volunteer service to the city. Public service and collaboration are Dunedin traditions. Businesses work together. Volunteers work with each other and city staff. The City cooperates with County government.

**Inclusion valued** Dunedin is a welcoming community. The City has been proactively inclusive. Most citizens seem to welcome diversity of age, gender, race, heritage, class, physical ability, religion, and sexual orientation. When intolerance is promoted elsewhere, Dunedin citizens can be proud of a community culture that welcomes all.

**Artists important and vulnerable** Individual artists are important to Dunedin's culture. Rising prices are making it increasingly difficult for artists to find affordable housing or studio spaces. Zoning for creative enterprises, incubator spaces, and public/private artist-equity live/work spaces may help protect artists from further displacement. Training, management assistance, and information may increase their viability as creative businesses.

## Specific Objectives for Goal 4, Cultural Capacity

1. The City should continue to provide operating funding and in-kind support to public institutions:
  - Continue to invest in the Library, Community Center, Recreation Centers, Parks and nonprofit partners: the Dunedin Fine Arts Center and Historical Society.
  - These public investments are returned many times over in quality public service, economic benefits, volunteer effort, and private-sector funding.
2. Continue to make municipal buildings accessible to community cultural organizations for their programs and operations.
3. Plan for long-term capital improvements to cultural facilities.
  - The soon-to-be vacated elementary school should be considered as a location to expand the Fine Arts Center.
  - The Fine Arts Center, downtown merchants and developers, and the City should be alert for an opportunity to locate a small, downtown branch of the Fine Arts Center (this would be critical if DFAC were contracted to provide cultural economic development services for the City).
  - Recent library renovations and the new branch library will serve the citizens for many years, but a larger library will be required in time.
  - A nature center in Hammock Park has been deferred, but should be in the capital improvement plan for future development.
4. The City should continue to provide staff advice and assistance to volunteer community cultural groups.
  - The City should continue to be advised by its citizen advisory boards and committees.
5. Provide information and training so that volunteer, community cultural organizations increase their capacity to promote, manage, and fund their programs.
  - The City's new Cultural Economic Development coordinator should help volunteer cultural groups learn to better promote, manage, and fundraise.
6. Promote increased awareness and accessibility consistent with the Americans with Disabilities Act.
7. Coordinate communication with a community cultural calendar with events, programs, and contact information.

**Goal 5. Provide Lifelong Learning Assure that schools, City agencies, nonprofit cultural organizations provide lifelong learning in and through the arts.**

**Findings**

**Many learning opportunities** Dunedin adults, children, and youth have many opportunities to learn in and through arts and culture. The City has invested in an excellent library, a new community center, and many fine leisure service facilities and programs that provide teaching for children and adults. Many of them accommodate learning in arts, culture, and heritage. The Highland Bands are award-winning programs through which children and adults learn and perform Highland music and delight residents and visitors.

**Many providers of instruction** The Dunedin Fine Arts Center offers an extensive program of instruction in the visual arts for the serious amateur and aspiring professional artist. They draw upon and employ dozens of highly-qualified artists as instructors. The City's Leisure Services department offers many recreational arts classes. The DFAC and City programs complement each other. The Library and Historic Society offer workshops and short-term educational programs. Individuals and small businesses offer private instruction in dance and music. Citizens seek affordable access to educational programs.

**Support for arts education** Public education is overseen by the County school system. Pinellas County has been fortunate to retain curriculum coordinators and arts specialists when other districts have cut back. Other communities have demonstrated that citizens must be vigilant to advocate for arts education when budget cuts are threatened. Music instruction in strings is lacking in the public schools and there is no community orchestra.

**Need for coordination** While many institutions are providing arts education, there is little coordination that would enhance the learning. Schools and community cultural groups have no system to communicate plans or coordinate partnership programs.

**Goal 5, Lifelong Learning Objectives**

1. Advocate that Dunedin children and youth have access to a quality education including a sequential program of visual and performing arts instruction taught by qualified professionals in Pinellas County and private schools.
2. Encourage schools and public and nonprofit cultural organizations to collaborate so that student learning is enriched by local artists, historians, arts instructors, and visiting artists that enhance educational goals.
  - Encourage collaborative planning so events planned by one organization might be enhanced by another – the Library could feature books about an art form exhibited at the Fine Arts Center.
  - Continue Dunedin's tradition of intergenerational events and programs.

3. Provide lifelong learning opportunities for adults in the visual and performing arts, literacy and literature, and history.

## Appendix

### *Participants in interviews, focus groups, and public meeting*

Lil Barcaski	Richard Gehring	Jorie Peterson
Elizabeth Barnes	Susan Gehring	Terry Powell
Ron Barnette	Deborah Gnibus	Angelo Rad
Trudee Barraza	Marsha Goins	Robert Resch, III
Andrea Bartelloni	Harry Gross	Donald Riordan
Lois Bell	Jim Guerin	Barbara Riordan
Catherine Bergman	Robert Hackworth	Patricia Ross
George Ann Bissett	William Hale	Carol Sackman
Gregory Brady	Bill Harber	Eileen Sammon
Barbara Brears	Joan Harris	Sandy Sanders
Cliff Brears	Ray Hawkinson	Julie Scales
Elizabeth Brincklow	Rich Hemme	Jim Schwegman
Bernice Bristow	Janet Henderson	Jan Sebald
Sue Brooks	Jeanne Hiller	Jason Seeley
Bob Burdewick	Barbara Hubbard	Ken Sellers
Tom Burke	Marion Humann	Anne Shepherd
Kevin Campbell	Doug Hutchens	J. Harrison Smith
Ken Carson	Bob Ironsmith	Steve Spathelf
J. Dennis Cassels	Barb Jamieson	Ellen Stevenson
Bill Coleman	Sandy Keith	Marge Stravinskaskas
Patti Coleman	Ellie Keithly	Dee Stultz
Rod Collman	Carole Ketterhagen	Paul Summa
Peg Cummings	Carl Krave	Gregg Svendgard
Jerry Dabkowski	Deborah Kynes	Elaine Swinehart
Paul Dennis	Christoph Leibrecht	Patricia Talsness
John Doglione	Markus Leibrecht	Betty Taylor
Nancy Duggan	Vinnie Luisi	Jean Throne
Allen Edelman	Mike MacKenzie	Jim Throne
Rodger Eden	Matt Maloy	Aimee Trachtenberg
Dave Eggers	Jacques Marion	Phil Trezza
Syd Entel	Jack Martin	Terry Trudell
Jill Fasnacht	Clare McGrane	Robert Tuttle
Steve Fasnacht	Janice Metz	Julie Ward Bujalski
Ronald Ferree	Liz Meyer	Lynn Wargo
Barbara Fidler	Bud Meyer	Blake White
Aaron Fodiman	Rose Napp	Ruth Wilkes
Maureen Freaney	Ted Napp	David Wolters
Ward Friszolowski	Cyndy Nelson	Margaret Word Burnside
Frank Gallagher	Bill Newton	Dan Zantop
Janis Gallo	Cathy Norris	Plus some public meeting
Gail Gamble	George Palya	attendees who did not
Denis Gaston	Kaya Parwanicka	sign in

## ***Work plan for the Dunedin Cultural Assessment***

<b>Step One: Organize for cultural planning October - November 2005</b>	
Oct 2005	The Arts & Culture Advisory Committee secures funds for planning.
Nov	Refine work plan and contract with consultant.
Nov	Plan coordinator gathers background data: other plans, relevant research reports, and demographic data. Look for cultural implications and potential for cultural plan to intersect with other civic plans. Dreeszen reviews research data.
	The Arts & Culture Advisory Committee identifies and invites key constituents and stakeholders for interviews and focus groups. Dreeszen recommends potential interviewees and advises.
<b>Step Two: Develop the Cultural Plan January – June 2006</b>	
Jan 24-26 2006	Dreeszen meets with City staff, the plan coordinator, community leaders, Arts & Culture Advisory committee leaders, and other key constituents in interviews, focus groups, and an open public meeting. Dreeszen and Arts & Culture Advisory committee members meet with 4-5 groups and interview up to 6 individuals in a three-day period in January.
Jan 27	Convene the Arts & Culture Advisory committee in a planning retreat at the conclusion of January interviews.
Feb	Dreeszen writes the Cultural Plan with help from Barbara Grazul Hubbard. Circulate draft plan City staff, City Commission, Arts & Culture Advisory committee. Dreeszen revises the plan based on feedback.
May 16	The Arts & Culture Advisory committee meets to consider and recommend the Cultural Plan for approval by City Commission. Discuss options for next steps and possible implementation strategies.
June	The chair of the Arts & Culture Advisory Committee presents the cultural plan to the City. Optionally, Dreeszen may return to Dunedin to present the plan at additional cost.

## ***News Release: The City Launches the Dunedin Cultural Plan***

The City of Dunedin will seek the advice of citizens to complete a Comprehensive Community Cultural Plan. The plan will develop an overall vision, goals, and objectives for the visual arts, music, performing arts and cultural events in the City. City Commissioners and its Arts & Culture Advisory Committee have asked Dr. Craig Dreeszen, a national cultural planning authority, to meet with community leaders and representatives of education, arts, history, business, and civic organizations and to gather information and advice. The City is now identifying people who care about the cultural development of the City to join focus groups when Dreeszen arrives for January 24-27 planning meetings. The Committee will host an open public meeting January 25.

Dr. Dreeszen said that “Cultural planning is a public processes in which representatives of a community undertake a comprehensive community assessment and planning process that focuses on arts and cultural resources, needs, and opportunities.” Dreeszen has helped the Pinellas County Arts Council create a cultural plan for the County and Clearwater develop a plan for that city. In Clearwater, cultural planning resulted in a new office of Cultural Affairs and public art ordinance. Cultural planning inspired the County to invest in more cultural tourism marketing and increased funding for cultural development. A Pinellas County Arts Council grant is helping to support the Dunedin cultural plan.

The Dunedin City Commission created the Arts & Culture Advisory Committee and charged it to develop a cultural plan. The Committee, chaired by Barbara Grazul Hubbard, has worked for two years to identify cultural needs, opportunities, and draft goals. The January planning meetings will build on this work and will recommend a cultural plan for adoption by the City Commission.

Barbara Grazul Hubbard stressed the importance of participation in the planning. “This cultural plan will represent the interests of the citizens of Dunedin and build on our arts and cultural strengths.” She urged anyone interested in participating to contact her at [phone], email at [rtbrain@verizon.net](mailto:rtbrain@verizon.net), or contact Peg Cummings at the Recreation Department, phone 298-3260 or email [MCummings@dunedinfl.net](mailto:MCummings@dunedinfl.net).

## ***Invitation memo for focus group or interview***

Date

[name and address]

Dear [name],

We invite your advice as we conduct a cultural plan for the City of Dunedin. You and other community leaders will be of great help as we identify community needs. We are convening a focus group of [name cluster] on [date] from [start and end times] at [place]. [or I am confirming our interview at date, time, place]. I hope you can attend.

After we gather information from interviews and focus groups our assessment will identify our arts, cultural, and heritage resources and strengths, define problems and missing elements, and suggest opportunities for the future. This assessment is a great opportunity to mobilize energy and resources to improve the quality of life in Dunedin.

We define arts and culture broadly to include the visual and performing arts, craft, literature, historic preservation, festivals, and look of the community. We are interested in creativity on the concert stage and gallery and on neighbor's front porches and schools.

Here are some of the questions we'll be considering.

- What represents the best of Dunedin's culture?
- What about Dunedin arts, culture, and heritage needs improvement?
- Thinking about the future, for what opportunities should we prepare to act?

Please confirm that you can attend.

Thank you.

Sincerely,

Barbara Grazul-Hubbard and Margaret Cummings

## ***Dunedin Cultural Plan Focus Group and Interview Agenda***

Focus Groups 60-90 minutes  
Interviews 20 – 30 minutes

- Welcome and why we're asking about Dunedin's arts and culture
- Overview of our assessment and planning process
- Introductions
- Discussion
  1. What represents the best of Dunedin's arts, culture, and heritage?
  2. What about Dunedin's culture needs improvement?
  3. Questions of specific interest to this group (from attached list)
  4. Thinking about the future, for what opportunities should we prepare to act?
- We will use your advice to develop the Dunedin Cultural Plan and to guide public policy and private initiatives
- Thank you

**Supplemental focus group and interview questions** (select appropriate questions for each group)

**Questions for Arts, Cultural, and Heritage organizations**

**Audiences:** How would you characterize audiences for arts, cultural, or heritage programs now?

Are they growing, stable, declining in numbers?

Are audiences aging or are you attracting younger people?

How diverse is your audience?

How would you like audiences to change?

What prevents you from reaching the audiences you hope for?

**Capacity:** How would you describe your organization's current capacity?

In terms of funding

Staffing and/or volunteer leadership

Facilities

**Questions about Economic development, cultural tourism and community livability**

In what ways do artists, arts events, historic and cultural attractions, festivals, etc. contribute now to Dunedin's economic development?

Is there evidence that tourists are attracted to Dunedin or encouraged to stay longer because of cultural attractions?

How can the Dunedin Cultural Plan support the community development goals of other plans and initiatives

**Questions for Artists**

What is it like to live and work in Dunedin as an artist?

What might be done to make the community more encouraging for artists?

Are there opportunities for new and emerging artists to learn and get public response to their work?

What kinds of information, training, or services would benefit Dunedin artists?

### **Questions for educators and arts education advocates**

How would you characterize the extent and quality of arts education in the schools?

Are the arts used to enhance the teaching of other disciplines?

Are the arts taught by specialists? In what grades?

What are the gaps in arts education?

What should be done to assure that Dunedin children get a good arts education?

What opportunities are there for adults to learn creative skills or arts and heritage appreciation? What is missing?

### **Questions about Arts service, coordination, and facilities**

What information, training, or other services do nonprofit cultural organizations need that is not now being provided?

Are there unnecessary programming or scheduling conflicts that might be avoided with better communication and planning?

Are there other benefits that might derive from better communication and cooperation among Dunedin arts and cultural organizations?

What cultural facility needs are not met by existing or planned buildings and sites?

### **Funding questions**

What do Dunedin major business donors believe that cultural organizations need to make the case for sustained or increased contributions?

What are potential new and sustainable public sources for arts and cultural funding?

How much local political support is there for public investment in cultural development?

What alliances can be built or strengthened between arts and economic development that would strengthen investments in cultural development?

How can Dunedin cultural organizations be helped to be more effective in funds development?