

CREATIVE MONTEREY COUNTY

An Action Plan



**Community Foundation for Monterey County
Arts Council for Monterey County**

*"I believe that
creativity will be
the currency of the
21st century."*

*— Gerald Gordon, Ph.D., President & CEO,
Fairfax County Economic Development Authority,
sponsor and host of the first national
Creative Economy Conference, 2007*



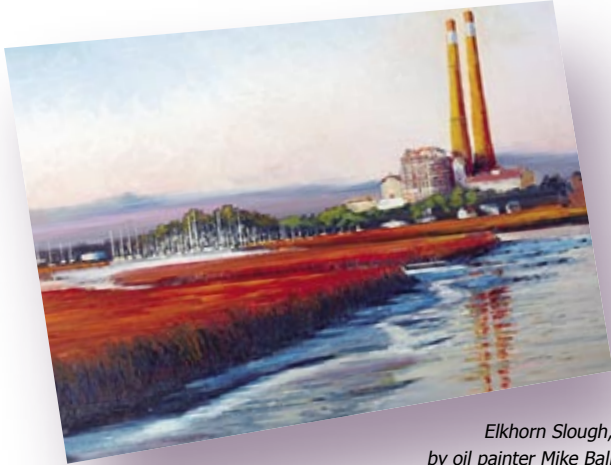
Creative Monterey County:
AN ACTION PLAN

Community Foundation for Monterey County
Arts Council for Monterey County

July 2007

"There is now no doubt that the industrial economy is giving way to the creative economy. Corporations and communities are at another crossroads."

— John M. Eger, Van Deerlin Chair of Communication and Public Policy
San Diego State University © 2007. *San Diego Business Journal*



*Elkhorn Slough,
by oil painter Mike Ball*

*Whale bronze,
by sculptor
Randy Puckett*



Today there is a new recognition of the potential of the arts and creativity to build and sustain a healthy society and a dynamic economy. Culture and the arts are vital elements of vibrant, healthy communities worldwide. More and more research underscores the extent to which arts and culture programs stimulate lifelong learning, provide comprehensive education for all, and nurture civic pride, cross-cultural appreciation and social dialogue. We also know that participating in arts programs helps our young people develop good skills and attitudes, contributing to success in school and beyond.

The dynamics of our local and global economy are changing rapidly as well. Economists in *Business Week* have declared the 21st century the "creative era." The 36th World Economic Forum, with the theme "The Creative Imperative," opened in 2006 with Bill Gates discussing how Microsoft is organizing itself to support the creative economy. Comparative advantage now favors employees, businesses, products and services that are original, high quality, meaningful and exciting. As a result, city, state and regional governments from Maine to Hawaii are aggressively pursuing ways to become the new leaders in the creative economy.

Building on this new wave of interest in arts and culture and growing excitement about the creative enterprises, the Community Foundation for Monterey County and the Arts Council for Monterey County initiated a dialogue and research process. Expert guidance and research capabilities were provided by ArtsMarket, Inc., a national leader in the synergy of arts, culture and economic development. With financial support from The James Irvine Foundation, nearly one hundred artists, arts presenters and leaders in business, education, and government came together to develop "Creative Monterey County: An Action Plan" to build the creative economy over the next five years.

Gray Road –
Red Roof Barn,
by oil painter
Erin Gaffill

"The arts and culture of our region are unparalleled. We just have to come together as never before to celebrate and promote that."

— Sam Farr, Congressman



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& Leadership 10

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COVER PHOTOS

The Western Stage (Chris Graham and the boys in Cannery Row), photo Richard Green
Aztec Dancer, Yaocuahtli Aztec Dance Group (Dancer, Iztacoalt), Carmel Mission
(founded in 1770), Youth Arts Collective, Media Room (Yacsters, Diandre Fuentes
with Co-Founder, Meg Biddle), photos K. Carrillo Corser
Title page Big Sur and background photos by paul@xtremepacific.com

BACK COVER PHOTOS

Monterey County Film Commission, Commercial in Pacific Grove
Monterey Symphony (Max Bragado-Darman, Music Director)
SpectorDance Kurt Burkhardt (guitar) & Kelsey Forbush (dancer), photo William Roden

COVER and GRAPHIC DESIGN by paul@xtremepacific.com

The purpose of this Action Plan is three-fold:

- 1) To guide actions of and collaborations among artists, arts agencies and arts educators regarding research, program development and public awareness;
- 2) To guide public and private investment including an array of short-term and long-term loans, grants and earned revenues; and
- 3) To guide the Arts Council for Monterey County in leading countywide research, planning, advocacy and support.

The goals and strategies outlined in this plan articulate community needs and prioritize the practices that will be the most effective for our region. New ideas and projects began even as this plan was being written. We expect many more will be generated as we continue to explore the possibilities in our next phase – implementation, evaluation and refinement of the following interdependent goals.

ACTION PLAN GOALS

- Develop greater participation in Monterey County's culture and creative activities by residents and visitors
- Build and strengthen the creative industries as a major economic cluster in our region
- Make effective use of arts, culture and creative opportunities to promote vibrant and healthy communities, including education and workforce development
- Develop viable support mechanisms to nurture and promote arts, culture and creativity

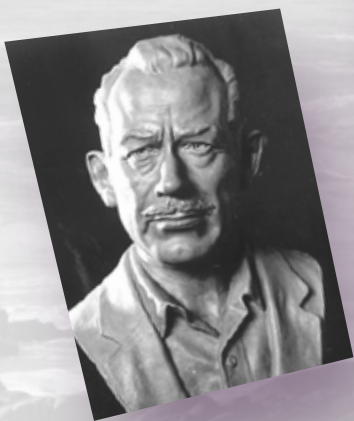
ARTS, CULTURE AND HERITAGE: Promoting the Heart of the Creative Economy

"Growing up in the rich ethnic mix of Salinas Valley has given me a cultural sophistication that may be the bedrock of who I am.

The County of Monterey is not east of Eden. It is Eden."

— Eldon Dedini, cartoonist for the New Yorker magazine

Jazz Festival (Charles Lloyd on Sax),
photo D. Darr



John Steinbeck bronze bust,
by sculptor Jesse Corsaut
Cannery Row



Our cultural heritage is as rich and varied as our famed natural beauty. Local artists defined late 19th and early 20th century California art and helped maintain the viability of the region after the State Capitol moved to Sacramento. The Carmel Bach Festival and Monterey Jazz Festival have been attracting musicians and visitors for over 50 years, enjoy international reputations and are still growing. Nearly 100 nonprofit arts and cultural organizations present dance, music, drama, photography, painting, sculpting, video and film in traditional, classical and contemporary forms. They are joined by literally thousands

of individual artists, writers, and creative workers who call Monterey County home.

As a result of this legacy, Monterey County has excellent and

varied historic sites, major presenting groups located primarily on the Monterey Peninsula, and a number of major institutions in Salinas – including The National Steinbeck Center and The Western Stage. Arts groups in both North County and

South County are fewer and smaller, while a small but growing number of partnerships by artists, performers, nonprofit presenters, foundations, and government agencies present concerts, drama, dance, poetry and opportunities to learn the arts in underserved areas of the county.

Tourism is a sustainable industry that draws upon and promotes existing assets, including culture and heritage. In Monterey County, there is a growing opportunity for arts and culture groups to partner with the hospitality industry. Cultural travelers account for a full 81% of all travelers statewide. According to the California Tourism Industry Association, they stay longer and spend more than other tourists. The number of rooms available locally has increased significantly in recent years and the funding available to promote them, through the new countywide Tourism Improvement District (TID) assessment fee, will increase substantially this year.



Rewriting Myself,
photo-painting by
K. Carrillo Corser



Jellies Performance,
© Monterey Bay Aquarium

*“Arts and culture is the
genesis of the revitalization
of communities.”*

— Tom Murphy,
Mayor of Pittsburg, 2007

GOAL: *Develop greater participation
in Monterey County’s culture.*

RECOMMENDATIONS

Boost marketing and audience development capacity:

Provide training and research that assists the creative industries in understanding and adopting new best practice approaches to build local and visitor audiences. Develop collaborative strategies that support market development of the full sector, including cross promotion and marketing, use of new technologies, and new opportunities for community exposure.

Expand the capacity of cultural marketing in Monterey County to be more fully bilingual/bicultural:

Examine and develop mechanisms to offer bilingual web sites and calendars. Market them in ways that are appropriate to the diverse cultural backgrounds of new audiences.

Build an effective image and brand for Monterey County’s arts and culture within the framework of current efforts

by the Monterey County Convention and Visitors Bureau and the Monterey County Business Council:

Conduct research and test marketing to define an image that sets Monterey County’s arts and culture apart from the competition elsewhere in California and other competitive “arts markets” such as Santa Fe. Shape tourism packages and promotions using Monterey’s cultural resources and arts events. Develop cultural programs to boost visitation during mid-week and tourist off-seasons. Utilize the full range of creative industries in building the brand, image, and offerings; for example, a “hand-made” trail or map of craftspeople throughout the County.

Develop Synergies with Higher Education:

Develop cross-promotion opportunities for local presenters. Incorporate students in local productions, programs and promotions.

Maritime and History Museum,
Cultural Tourism



“Historic Monterey” has made it easy, inviting and fun to explore Monterey’s history. This partnership includes the City of Monterey, Monterey State Historic Park (California State Parks) and the Monterey History and Art Association. Staff and docents work collaboratively to develop and promote events.

Support for the website and other activities has been granted from the Monterey Peninsula Foundation, Monterey County’s Cultural and Heritage Tourism Program, and a prestigious Preserve America grant from the National Trust.

THE CREATIVE ENTERPRISES

Maximizing the Synergy of Culture and Commerce in the 21st Century

“The cultural industries are a contributor to all sectors of the modern economy.”

— *The Creative Clusters, UK*

New thinking rapidly advancing around the globe is moving the arts and culture to center stage in economic development plans. The creative industries—those that rely on intellectual property, individual skills and creative talents—are the world’s fastest growing. Creative industries range from traditional performing arts and museums to the music industry, design of all types, audio and video media production, broadcasting, and digital media development. Technology has made it possible for more idea-generating businesses to operate outside major metropolitan areas.

Monterey’s creative industry sector is far

more robust than previously reported. In a comparison of data from the US Census, Bureau of Labor Statistics, and the Bureau of Economic Analysis Regional Economic Information System, the creative industries account for 9,743 jobs in Monterey County. This represents over 4% of the current employment base: nearly twice as many jobs as in hotels and motels, more than residential, commercial and industrial construction combined, and almost as many as in the health care industry.

The creative sector is already a major economic force, currently driving \$557 million goods and services sold annually in Monterey County.¹ This is greater than the industry output of hotels and motels (\$494 million) taken separately, and greater than the economic output of hospitals (\$296 million).²

The creative economy is composed of three primary segments: the arts nonprofits that range from community groups to major institutions such as the Monterey Symphony; the for-profit enterprises, including independent artists, writers, and producers; and the educators—artists who teach in schools and community agencies that are critical to the creative life of communities.



Monterey Museum of Art
(CFMC Fund for the Arts event),
photo K. Carrillo Corser

¹ This sum does not include the output of book publishing, often included in the creative industries.

² Source for economic data: Micro IMPLAN output, Value Added and Employment data for Monterey County.

GOAL: *Strengthen and build the creative industries.*

RECOMMENDATIONS

Establish the creative industries as one of Monterey County's competitive clusters for economic development:

Work within the County's Competitive Clusters (C2) process to position the creative industries for ongoing planning, working together with the other clusters to diversify and expand Monterey's economy. Monterey County moved to a cluster-based economic development strategy in 2003 to balance countywide economic development, diversify employment opportunities, increase the array of career-path opportunities, and smooth out the impact of seasonality on employment. The Monterey County Business Council leads these efforts through research, networking, and incubating new ideas.

Address land use issues that affect the development and success of creative industries, including zoning that supports business needs and facilitates affordable housing for employees and the self employed:

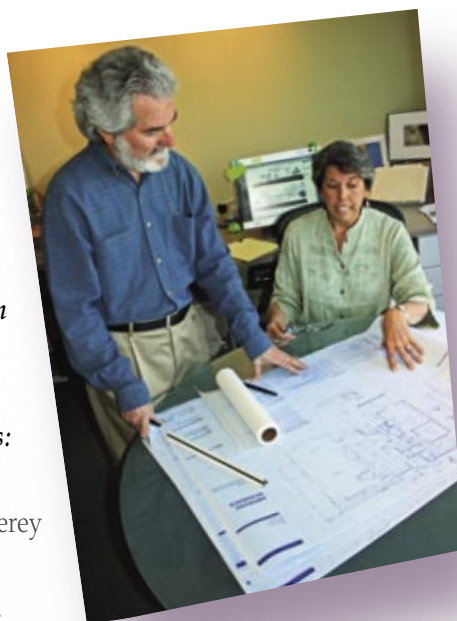
Work with county and municipal planners to identify sites throughout the county for arts live/work affordable space designation similar to Arts Habitat and areas in Sand City. Promote planning of districts or "office parks" for the creative industries that can bring together artists, architects, media designers, fabricators and others.

Bring together the range of existing and emerging creative industries to strengthen interaction between nonprofit, enterprise, and educational sectors:

Expand the role of the Arts Council for Monterey County to serve all the creative industries. Identify ways for all the creative industries to work together and build a shared vision for the industry in the County. Build a comprehensive creative industries database and communication network. Use events such as Open Studios and First Fridays to increase visibility of all aspects of the industry. Build public awareness of local creative industry.

Create mechanisms to strengthen the creative industries, including business training, micro-enterprise loans, incentive programs, and marketing:

Work with existing business development programs in the County to address needs of the creative industries, ranging from basic business training for emerging arts enterprises to the creation of revolving loan and incentive programs to enable creative enterprises to locate and grow in Monterey County.



*Flesher + Foster
Architecture,
Pacific Grove*

SAND CITY WELCOMES ARTISTS TO LIVE/WORK - Sand City has been carving out a niche as an artists' community with its growing number of studios and fabrication sites. Soon, a 20' high contemporary sculpture by Greg Hawthorne will greet visitors and residents in the plaza of the Design Center of the Monterey Peninsula. This courtyard will be designated for public functions and is part of a new four-story, commercial/residential building with first-floor retail showrooms for home and building products, second-floor showrooms and offices for architects, design and building professionals, and apartments and condominiums on the top two floors.

MONTEREY COUNTY DEMOGRAPHIC TRENDS: Meeting Challenges, Creating Opportunities

"The richness of the many cultural traditions represented in our increasingly diverse community needs to be nurtured and supported, so that the quality of life of all county residents is ensured."

– Judy Sulsona, Executive Vice President/COO, Community Foundation for Monterey County



Arts Council
for Monterey County
(Ahndiya Kiburi, "Future"),
photo K. Carrillo Corser

Demographic trends in Monterey County present profound changes, both now and in the future. For the arts and creative industries, these trends represent specific opportunities and challenges.

Population Growth. Between 2000 and 2005, the population in Monterey County grew 2.6% compared to the state's 6.7% growth rate, but that growth was concentrated in the Salinas Valley. Of the County's 424,842 residents, 35% now live in Salinas. Rapidly growing communities are struggling to provide infrastructure, including community/cultural centers. Many people whose demographic characteristics (age, education, socio-economic status, etc.) demonstrate a likelihood of participating in cultural activities are living in areas of the County that are undeserved by arts activities or facilities.

Age. Growth within the local population is skewed to young people. 28.5% of Monterey County's population is under 18. The K-12 school system faces tremendous challenges typical of schools throughout the state—class size is high while after school programs are insufficient to meet demand.

Cultural diversity. Monterey County's Latino population is significantly larger than the state's average (51%, compared to 35%). Most cultural sites and programs

still use only English and programs may not adequately reflect the community's diverse heritage, which also includes significant communities of people of African, Vietnamese, Filipino, Chinese, Korean and Japanese heritage.

Education. Compared to the rest of the state, a lower percentage of Monterey County's population has attained high school and college education. Statewide, 77% of those under age 25 have earned high school diplomas, while in Monterey County only 68% have done so. Only 23% of adults in Monterey have bachelor's degrees, compared to 27% of adults statewide. It is now nationally accepted that the arts are uniquely able to boost learning and achievement,³ but educators throughout the County note that schools often limit how, or if, the arts are taught.

Employment. Professional positions in our region are few. The two key industries in Monterey County, agriculture and tourism, employ thousands of people annually, but wages are lower and the jobs are more seasonal with fewer opportunities for advancement than those in other industries.

Cost of Living. The median price for single-family homes in Monterey County was \$675,000 in 2006, well out of reach for most people, including many professionals.

This, combined with other rising costs, is resulting in some families leaving the area.

³Horowitz, R. and Webb-Dempsey, J. "Promising Signs of Positive Effects, Lessons From the Multi-arts Studies, in Critical Links" in *Learning in the Arts and Student Academic and Social Development*, Washington, DC: Arts Education Partnership (2003).

GOAL: *Make effective use of arts and culture programs to promote vibrant, sustainable communities within Monterey County.*

RECOMMENDATIONS

Encourage communities throughout Monterey County to make effective use of existing sites for ongoing programs in the arts:

Many existing programs provide community residents with opportunities to learn and come together through the arts, but they lack suitable facilities, especially in rapidly growing communities. Encourage municipalities to designate locations for arts programs, and to work with existing providers to make arts and cultural learning available to all residents. Sites could include schools, libraries, churches, community rooms in housing complexes, and community and cultural centers.

Establish new cultural centers in concert with planning processes:

Ensure that the County General Plan and local community plans address cultural centers as required elements within “adequate public facilities and services” and/or within “public amenities.” Where facilities do not exist, cultural centers should be developed with the involvement of a broad range of residents. Centers may include indoor and outdoor performing arts locations, arts learning/participation spaces, galleries and exhibition space, and spaces to incubate emerging arts groups.

Each community’s plan should identify mechanisms to ensure the center’s sustainability through dedicated revenue or public-private partnership funding.

Create a public art master plan, designating priority sites for art installation throughout the County, that supports the County’s Conservation and Open Space goals and the County’s goals for Community Areas. Create an endowment for public programming within the public art program.

Strengthen and support partnerships to provide cultural opportunities for the most underserved youth:

Support and expand existing programs to designated populations, and to meet the needs of rapidly growing communities. Build public awareness of these programs’ accomplishments.

Strengthen the commitment to the arts of schools and educational institutions:

Assess how schools within Monterey County are now teaching the arts as disciplines, and how they utilize the arts as an educational resource. Evaluate best practice programs to strengthen arts education. Evaluate how existing programs that place artists in schools and offer training

Alisal Center for Fine Arts (Afterschool class with Jose Ortiz)



to educators can be expanded and address language barrier issues. Address the schools’ needs for arts education facilities, including auditoria and technology. Disseminate research on the impact of arts education on student achievement.

Expand workforce development for the creative industries:

Disseminate information concerning the full range of jobs within the creative industries. Work with the Overall Economic Development Commission, the Workforce Investment Board, and educators throughout the county to ensure workforce preparation programs for these jobs, including applied learning opportunities.

INFRASTRUCTURE, SUPPORT AND LEADERSHIP: Setting the Stage for the Success of the Creative Sector



Salinas Farm Murals,
by painter John Cerney,
photo Philip Cerney

*"A creative
economy is the
fuel of magnificence."*

— Ralph Waldo Emerson

Until recently, cultural development planning within the United States has existed outside the economic development processes that identify major themes and allow for cooperative planning. Today, there is a growing international trend that includes culture within all planning and economic development efforts, and views culture as one of the pillars of healthy communities and sustainable growth. To bring the benefits of this strategy to fruition, the creative sector requires leadership and support.

Over the past quarter century, local individuals and philanthropic organizations, along with the County and some municipalities, have provided key financial support for the arts and culture. With the growing need generated by population growth and government cutbacks, private giving cannot keep pace. A thriving Arts Council can effectively bring together public and private funding, convene all stakeholders on a regular basis, and provide for funding, training and promotion of artists, arts presenters and creative businesses.

GOAL: *Develop stable, viable support mechanisms for Monterey County's cultural assets and creative industries.*

Achieving the goals set out in this plan requires a vibrant sector with the necessary resources and capacity to undertake new

enterprises and programming as well as expand its clientele/audience.

RECOMMENDATIONS

Identify funding mechanisms for the variety of strategies suggested above:

Appropriate mechanisms include public, private and philanthropic sources, as well as income generated by creative sector activities and partnerships between various funding sources. These new investments will strengthen communities' cultural health and creative industries, resulting in vibrant communities, strong cultural institutions, and economic development. Many sources have already been identified, including:

- General Fund, County and Municipalities
- County Block grants
- Transient Occupancy Tax
- Tourism Investment District
- Redevelopment funds
- Impact fees
- Increased and diversified earned income models
- Individual donors and organized philanthropy
- Loans and financing
- State and Federal funding sources
- Percent for Art*

*"Percent for Art" is a public-private program used successfully in other communities that designates 1% of new construction and public works for creation, installation, and maintenance of public art, including sculpture, fountains, plazas and gathering spaces.

Expand the capacity of the Arts Council for Monterey County to provide planning, facilitation and support for this plan's implementation:

Many organizations will share in implementing this plan, such as the The Monterey County Board of Supervisors and the Overall Economic Development Commission, Monterey County Convention and Visitors Bureau, the Monterey County Business Council, the Community Foundation for Monterey County, school districts, local governments, nonprofit arts organizations and a full array of creative industries. The Arts Council will act as the convener of this effort, as it has to date, and will partner with other organizations to support its implementation. To ensure success, the Arts Council will need appropriate levels of financial and staff support.

Increase awareness among donors about the vital importance of building healthy and vibrant nonprofit cultural organizations:

Work with agencies such as the Community Foundation for Monterey County to increase donor awareness of nonprofit cultural organizations and the needs of changing communities for cultural organizations that respond to their local population and the county as a whole.

Investigate opportunities to involve the business community in support mechanisms:

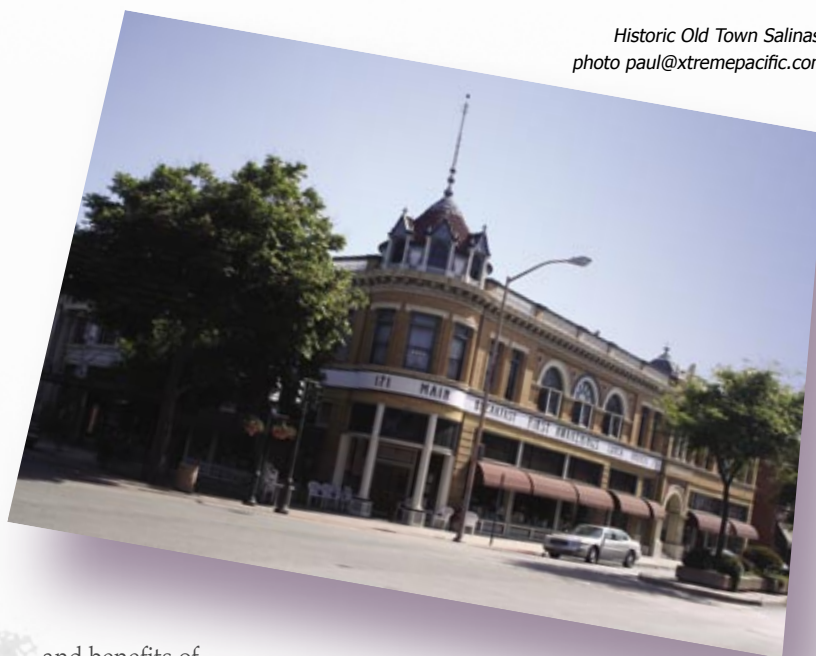
Work with business and nonprofit leaders to evaluate the opportunities

and benefits of business leadership and campaigns with the creative sector. This could include many strategies, such as matching campaigns, sponsorships and shared marketing in addition to donations.

Connect nonprofits, community cultural groups, and creative entrepreneurs to existing resources to build their capacity:

Encourage the sector to make use of available resources for business planning, such as the Small Business Development Center. Explore other possible resources such as foundations and investment institutions. Encourage nonprofit organizations in Monterey County to utilize the classes, technical assistance grants and consultation offered by the Community Foundation for Monterey County and others to develop capacity and long-term sustainability.

Historic Old Town Salinas,
photo paul@xtremepacific.com



Pacific Repertory Theater,
Kevin Black and Emily Jordan in
Taming of the Shrew, photo Stephen Moorer

PLAN IMPLEMENTATION

Art is Here! (Silk paintings by Greenfield Arts & Culture Class, Harvest Parade), photo K. Carrillo Corser



*"Thank you so much
for bringing us all
together. We have so
many good ideas and
so much potential.
This is a very exciting
time for all of us."*

— *Ewalker James, Seaside
Cultural Arts Group*



*Sand City Planners, Kelly Morgan
(City Administrator) and Michael Klein
(Police Chief) discuss Art Festival plans with
Paulette Lynch, Executive Director for the
Arts Council for Monterey County*

The Arts Council for Monterey County and the Community Foundation for Monterey County will continue to involve the many agencies and individuals who have contributed to this plan, and welcome others to the implementation process.

Approaches under consideration include convening periodic Arts, Culture and Creative Economy summits with support from the Monterey County Business Council. Summit outputs would be incorporated into implementation strategies.

In Year One, the Arts Council for Monterey County Board and staff will:

- focus on laying the groundwork to implement the plan,
- build networks within the creative industries in Monterey County,
- expand networks with local governments and higher education,
- assess efforts already under way, and determine priority actions to coalesce support for this plan, and
- support and/or launch pilot projects in marketing, public art, arts education and workforce development, entrepreneurial development, and community cultural facilities.

**PLEASE JOIN US IN BUILDING
MONTEREY COUNTY'S CREATIVE
RESOURCES**

**Contact the Arts Council for
Monterey County**

www.artsformontereycounty.org
(831)622-9060

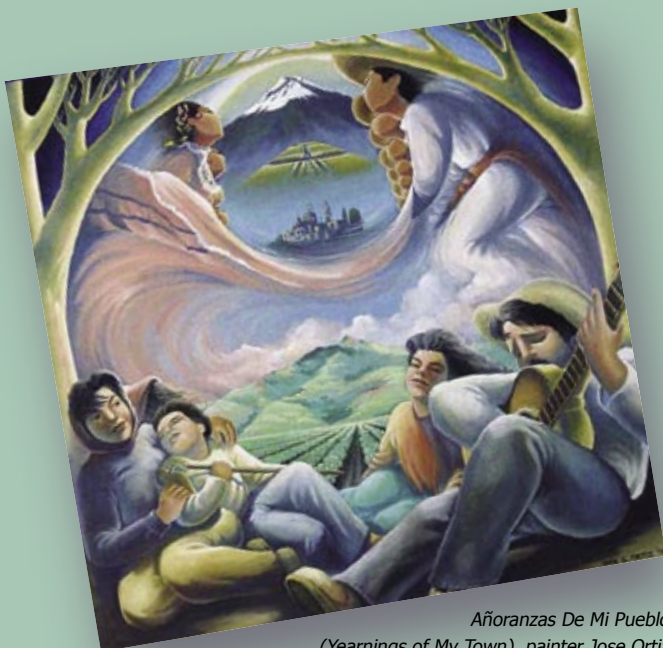
The Community Foundation for Monterey County and the Arts Council for Monterey County wish to express their appreciation for all the people who provided ideas and support during this planning process. Special thanks to the Monterey County Board of Supervisors for their support and encouragement of our efforts. Their financial commitment will provide significant resources and leverage needed for successful plan implementation. We look forward to working together as we put the plan into action.

TASK FORCE

Amanda Holder	National Steinbeck Center
Art Salvagno	Planning Commission, Greenfield
Greg Robinson	Monterey County Film Commission
Candy Myers Owen	Marina Arts Council
Congressman Sam Farr	US Congress
Dave Schaetele	California State Parks
Duncan Lively	KAZU FM
Ellen Martin	First Night Monterey
Ewalker James	Seaside Cultural Arts
Fran Spector Atkins	SpectorDance
Hamish Tyler	Monterey County Office of Education
Jennifer Colby	CSUMB, Women's Caucus for Art
Jill Crawford	Big Sur Arts Initiative
Joseph Werner	Workforce Investment Board
Kaki Rusmore	Community Foundation for Monterey County
Kim Bui-Burton	Monterey Public Library
Kira Carillo Corser	Community Foundation for Monterey County
Larry Fischer	Monterey Sculpture Center
Marcia Perry	Youth Arts Collective
Margaret Mayer	Arts Habitat
Maureen Davidson	Monterey County Weekly
Maureen Mason	Coldwell Banker Del Monte Realty
Michael Duffy	Artists Equity
Michael Houston	Creekside Elementary School
Orlando Castro	Alisal Center for the Fine Arts
Richard Mayer	Arts Habitat
Shannon Marshall	Monterey County Visitors and Conventions
Susan Shaw	Overall Economic Development Commission
Trish Sullivan	Artistas Unidos/Artists United

SPECIAL THANKS

Amy Plaskett	SpectorDance
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Charlotte Hallam	Monterey Peninsula Art Foundation
Dan Beck	Fine Artist, Artistas Unidas/Artists United
Dana Clary	CHISPA
Dr. Amalia Mesa-Bains	Department of Visual and Public Art, CSUMB
Elia Castro	HELP
Elliott Ruchowitz-Roberts	Robinson Jeffers Tor House
Garland Thompson	West Coast Slam
George Niesen	Alisal Center for the Fine Arts
Holly Thompson	Monterey County Dance Foundation
Jack Globenfeldt	Sunset Center
Jan Penney	LULAC
Jan Saxon	Aromas Grange
Jim Atkins	SpectorDance
Jon Light	Western Stage
Jose Ortiz	Alisal Center for the Fine Arts
Joseph Truskot	Monterey County Symphony
Judy Sulsona	Community Foundation for Monterey County
Julie Conrad	Community Foundation for Monterey County
Juliette Ferguson	Lyceum of Monterey County
Kathrina Ognyanovich	NAACP
Kathryn Hart	Community Foundation for Monterey County
Kelly Morgan	City of Sand City
Leah Kassman	Center for Photographic Art
Linda Bjornson	Aromas Hills Artisans
Linda Helvern	Women's Caucus for Art
Lori Wood	National Steinbeck Center
Lou Sanna	Carmel Mission
Maia Carroll	Monterey County
Marcela Diaz	Arts Council for Monterey County
Mary Claypool	Monterey County Business Council
MaryAnn Leffel	Monterey County Business Council
Meg Biddle	Youth Arts Collective
Michelle Anthony	Youth Arts Collective
Mike Wittington	Monterey Museum of Art
Molly Schaetele	Historic Monterey
Nicolasa Alvarez	Caminos Del Arte
Nick Chiulos	Monterey County
Richard Anderson	CSUMB
Robin Venuti	Monterey Museum of Art
Sky Rappaport	Monterey Peninsula College/Ticket Guys
Stephanie Johnson	Department of Visual and Public Art, CSUMB
Stephen Moorer	Pacific Repertory Theater
Sue Ann Hillyer	Community Partnership for Youth
Simon Salinas	Monterey County Supervisor
Susan Britton	Britton Designs
Todd Kruper	Gallery, West End, CSUMB
Vicki Nelson	Compassionate Care Alliance
Yolanda Teneyuque	Sun Street Center



Añoranzas De Mi Pueblo
(Yearnings of My Town), painter Jose Ortiz



The James Irvine Foundation



Community
Foundation
for Monterey
County



ARTS COUNCIL
for MONTEREY COUNTY