

2012-2022





**A Plan for Cultural and Economic Development
in Montgomery County's Diverse Communities**

2012-2022

EXECUTIVE SUMMARY

Planning Sponsored by

William Penn Foundation
Montgomery County
Montgomery County Development Corporation
Montgomery County Foundation, Inc.
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PECO

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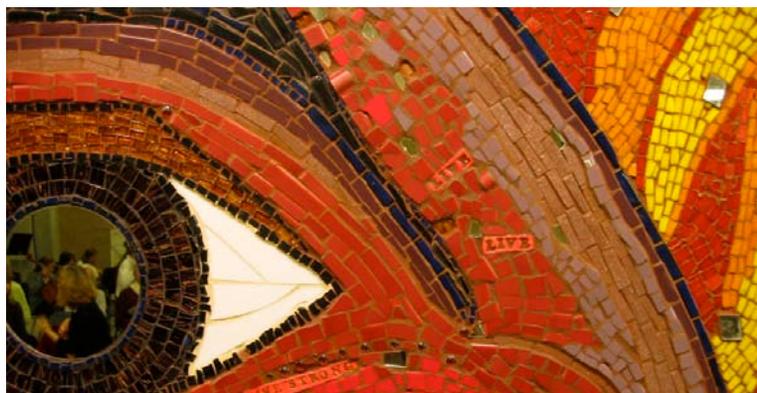
In-kind Support

Abington Art Center
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Montgomery County Community College
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We need a new vision for arts and culture in the county, one that draws on all that we have here.

Virginia Frantz, Montgomery County Foundation, Inc.



Introduction

Creative MontCo is a ten-year master plan to catalyze the cultural and economic development of Montgomery County's diverse communities. It reflects the aspirations of the county's population to better understand and harness the cultural and creative assets in their communities. Their desires include generating growth in sustainable, rewarding jobs; supporting vibrant and liveable communities; and developing a unifying identity—a sense of pride in place—for the County and all of its residents.

Montgomery County is a unique and diverse collection of places—from Upper Perkiomen Valley to Lower Merion—each with its own physical character, history, population and economy. Its borders are filled with abundant cultural resources and creativity, all too often under-recognized, even by local citizens. Creative MontCo uncovers how these creative resources currently contribute to the vibrancy of townships and boroughs throughout all regions of the county. It also presents opportunities, often identified by residents themselves, to celebrate and leverage them.

Residents of Montgomery County are fortunate to live adjacent to Philadelphia, one of the world's great cultural cities. Yet living in the shadow of that extraordinary artistic community poses challenges, as well as opportunities, for cultural development in the county. County residents value culture and history as an essential part of their way of life and highly identify with their local communities. While Montgomery County does not have a well-recognized cultural identity, Creative MontCo offers a way to create a shared pride in what is unique and surprising about the county's diverse places.

HIDDEN GEMS

Montgomery County has high levels of participation in arts and culture and abundant cultural resources. Yet a consistent theme of the community engagement was the limited awareness of the opportunities, organizations and resources available in the county.

A term often applied was that Montgomery County's cultural resources are "hidden gems," frequently under-recognized or under-utilized by people in nearby communities.

Examples of "hidden gems" are found in sidebars throughout this summary.

Background

WHY

Montgomery County, like other Pennsylvania counties, faces certain constraints in its creative sector leadership. First of all, the County does not have a local arts agency to serve as the lead agency for planning. The economic climate and current fiscal trends have combined to restrain growth and investment in arts and culture. Finally, as one participant noted, “there are effective leaders of individual cultural groups but no one who can speak for the cultural community as a whole.”

WHAT

Plans such as Creative MontCo are most often developed by local government arts agencies as a way to advance the community’s cultural development. Through such plans, they develop cultural policy, set priorities for government spending, and engage people and resources outside government around a common agenda. Lacking such an agency, Creative MontCo has been devised as a civic initiative with the overarching goal of determining how to best meet the cultural needs of Montgomery County’s residents and workers through more effective organization of current and potential resources.

Creative MontCo also reflects a trend to integrate cultural and economic development. Recognizing the link between nonprofit and for-profit creative activity and combining them under the “big tent” of the creative sector acknowledges their common interests and often-overlooked role within regional economies.

WHO

Leadership for cultural development in the county has arisen among a group of agencies, cultural organizations, creative businesses and individuals who believe that together, they can overcome these constraints. They are pursuing coordinated, collective action that can improve the cultural infrastructure, and over time, create a platform for greater regional cooperation.

HOW

A small group of leaders from diverse sectors came together in 2009 and organized an Arts Summit to gauge interest in issues related to cultural development. Encouraged by the gathering of over 100 attendees who contributed ideas and energy at the July 2010 summit, a formal planning process began in 2011 with the support of the William Penn Foundation. It included three phases led by a steering committee and the consultant team from The Cultural Planning Group. It was imperative to engage the community broadly, both ethnically and geographically, and this challenge was accomplished through:

- Interviews and discussion groups
- Online community survey
- Community conversations
- Two town hall meetings
- Creative economy stakeholder meetings
- Municipal and school district official meetings and surveys
- Social media and website feedback

All in all, over 1,900 people participated from all of the 62 municipalities in Montgomery County.

HIDDEN GEMS



Knoll

Montgomery County is not only home to companies that produce or distribute creative products, but is also home to a number of globally-known manufacturing companies that depend on design and creativity to thrive in the marketplace. Perhaps best known is Knoll, an international furniture firm recognized for its innovative and modern design.

“Good design is good business,” Florence Knoll once stated in what would be the company’s motto. Founded by Hans Knoll in 1939, the company’s international headquarters and largest manufacturing facility is located in East Greenville. Collected by MOMA and museums around the world, Knoll also has its own museum which is a treasure trove of modern furniture design.

Ironically, because Knoll is a manufacturing enterprise, its economic impact is not captured in a creative sector analysis. However, it exemplifies how creative workers support and drive other industries, contributing to their competitiveness and the region’s economic vitality.





Above: The iconic Bertoia Side Chair by Knoll;
Middle: Plan by Barton Partners, Architects;
Below: Resident artist at the Norristown Arts Building.

What is the Creative Sector?

Creative MontCo defines the “creative sector” to include the organizations, individuals and businesses whose products and services have their origin in artistic, cultural, creative and/or aesthetic content. The county’s creative sector includes a robust collection of:

Nonprofit cultural institutions: such as Bryn Mawr Film Institute, Abington Art Center, Steel River Playhouse, Norristown’s Arts Hill

Commercial businesses that produce and distribute creative products: such as Isabel March Photography, Dada Gallery, Standing Stone Media, Barton Partners Architects

Self-employed individuals: thousands of artists, musicians and designers, each an entrepreneur seeking to produce and successfully market his or her product to consumers.

In addition, there are many creative businesses, organizations and programs that are a vital part of the creative sector but which are not captured in an economic impact study such as:

College and university programs in art, music, and theater: Montgomery County Community College, Arcadia University, Ursinus College

Manufacturing enterprises based on excellent design: Knoll Furniture and K’NEX

Creative Sector Snapshot

Employment

36,937

Earnings

\$1.6 billion

Percent of all Employment

6.2%

Growth in Creative Occupations

9% (since 2001)

Media Segment Employment

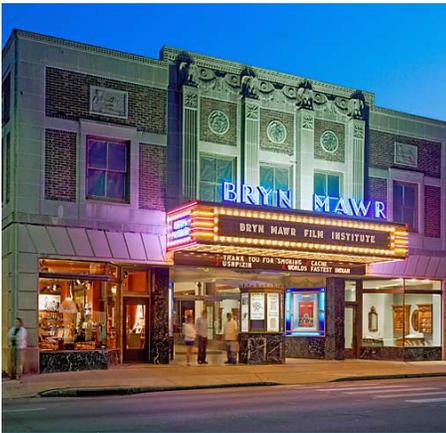
11,600

Media Segment Earnings

\$916 million

- Creative Economy Report,
MontCo’s Creative Edge
2012, Mt. Auburn Associates





Creative Portrait of Montgomery County

There are **six key findings** from the Creative MontCo planning process with recommendations to address their associated challenges and opportunities. The full plan and related reports discuss the findings at length and are available at www.creativemontco.org. Here are the highlights:

1. Montgomery County has surprisingly high levels of cultural and creative activity, which is often under-recognized.

Residents and workers desire greater access to and information about the “hidden gems” in their communities.

Montgomery County is a large and diverse county that is often seen as an affluent suburb of Philadelphia. Less often does one think about Montgomery County as a locus of cultural and creative activity, while in fact, culture is woven throughout the fabric of the county’s post-industrial townships and boroughs, pastoral rural landscapes, modern corporate centers and bustling commercial outlets. Montgomery County is home to:

380 nonprofit organizations that identify themselves as arts and cultural providers.

170 performing and visual arts groups and museums, most of the remaining 210 are history and community arts organizations.

149 properties and districts listed on the National Register, eleven sites are further designated national historical landmarks and one, Valley Forge, is designated a national historic park.

The residents of Montgomery County are clear about the importance of the arts in their lives. In addition, community survey respondents view arts and culture as distinguishing features of their quality of life. Despite high levels of participation and abundant cultural resources, a consistent theme of the community engagement process was the limited awareness of opportunities, organizations and resources available. Planning participants often commented that there is no consistent way to learn about cultural events and opportunities.

FIRST STEPS

- **Develop a Creative MontCo marketing initiative.**
- **Conduct a countywide education and advocacy program about the role and value of the creative sector.**

NEXT

- **Produce a countywide “Hidden Gems” open house.**
- **Facilitate and promote cultural and heritage tourism.**

HIDDEN GEMS



Like many older industrial towns in Montgomery County, Pottstown has worked hard on revitalization—in part through the adaptive reuse of the former Newberry Department Store into the Steel River Playhouse (formerly the Tri-county Performing Arts Center). The facility includes a 250-seat black box theater, rehearsal rooms that transform into an intimate “second stage” and three private lesson studios. (Its new façade is pictured above.)

Other revitalization investments include a pedestrian underpass to better link the Montgomery County Community College West Campus and its new arts-oriented North Hall to downtown. These improvements contributed to the decision for VideoRay, a global high tech company to relocate to downtown Pottstown.

86% of MontCo residents and workers surveyed believe arts and culture are very or significantly important to them and their families.

Montgomery County
Community Online Survey, 2012



2. The creative sector plays an important role in Montgomery County's economy, contributing to its competitiveness and vitality.

HIDDEN GEMS



Creative entrepreneurs, many of whom work at home, offer Montgomery County the potential for future small business growth. One example with an international reputation is All About Jazz, the leading and longest running jazz music website in the world, founded and run by Michael Ricci. Every month over 800,000 unique visitors navigate to the site that has received "best of the web" from the NY Times, LA Times, Wall Street Journal and others for its daily syndications of jazz-oriented content. Ricci's growing enterprise merges two of Montgomery County's creative industries: music and website design.

Above: Artist Nick Decker's reinterpretation of Michelangelo's *David* using K'Nex.

With proper attention and coordinated effort, it can be further leveraged to spur employment growth, provide new economic opportunities for residents, and create more vibrant communities.

Over the past 10 years, economic development researchers, practitioners and policymakers have increasingly recognized and documented the impact that creative enterprises and creative workers can have on a region's economy. These enterprises (both for-profit and nonprofit) and individuals can serve as catalysts for change and growth, contribute to the identity of communities, create new employment opportunities, enhance a competitive advantage, and in turn, impact the overall economic well-being of entire neighborhoods, cities and regions.

Montgomery County has a longstanding creative industry base, a strong and growing creative workforce, and significant creative assets upon which to build. Thoughtfully fostered and leveraged, the county's creative economy could prove to be a key component of a long-term countywide strategy for job growth, community revitalization, and community placemaking.

Highlights illustrating just how important the creative economy is to Montgomery County include:

Creative industries employ more individuals than are employed in the county's hospitals—5,000 more than at its educational institutions, and an equal number to those employed by its food and beverage industry.

The county has a particularly strong media segment, with a significantly higher employment concentration in these industries, as compared to the nation.

Montgomery County's strong base of creative talent has grown rapidly over the past decade. Nearly 19,000 individuals are working in creative occupations in Montgomery County, up 9% between 2002 and 2011.



FIRST STEPS

- **Include the county’s “creative economy” within planning and economic development materials, tying it to economic and community development.**
- **Provide specialized technical assistance for creative small businesses.**
- **Better publicize existing incubator and business support services to creative entrepreneurs.**
- **Organize creative networking events such as “Creative Tuesdays.”**
- **Develop a “Creative Sector Directory.”**
- **Develop an internship/workforce opportunity clearinghouse.**

NEXT

- **Identify “Creative Ambassadors” responsible for regularly showcasing creative industries and their positive direct and indirect effects on communities.**
- **Conduct preliminary feasibility work on the possible development of co-working spaces.**
- **Promote a “Creative Challenge Competition.”**
- **Establish a Creative MontCo media cluster initiative.**
- **Assist in business attraction efforts to strengthen overall media-publishing cluster.**
- **Establish youth-focused creative internship programs.**
- **Explore the viability of a “Creativity + Competitiveness Program.”**

Above: SEI Investments in Oaks, PA integrates innovative design and over 1,300 pieces of contemporary art from the West Collection into its workplace to inspire its employees.

Creative Sector activity in Montgomery County has:

Anchored Downtown Revitalization: Ambler, home to the Ambler Theater, the Act II Playhouse, and numerous well-regarded restaurants, has been a noted success story.

Contributed to Creative Workplaces through Attraction and Retention: SEI, a global financial company has created a bright, original, and creative workspace using over 1,300 pieces from the West Collection—a nationally known art collection—to help the firm stand apart from its competitors for prospective clients and employees. (above left)

Attracted New Businesses: VideoRay, LLC, a leader in underwater remotely operated vehicles, moved from a more rural location in Chester County to Pottstown for, among other reasons, the area’s classic, walkable downtown including the Steel River Playhouse.

Enhanced the Competitiveness of Key Industries: Both Knoll and K’NEX, which call Montgomery County home, utilize design talent to create unique competitive advantages in the marketplace.

Generated New Small Businesses: AllAboutJazz.com, the most visited jazz website in the world, is run out of the home of a Montgomery County entrepreneur.

3.

Culture and creativity are important tools for placemaking that should be expanded across the county.



Above: Norristown Arts Hill
Left page: SEI Investments

Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

-Creative Placemaking, Markusen & Gadwa, 2010, <http://www.nea.gov/pub/CreativePlacemaking-Paper.pdf>

There are many opportunities for, and strong interest in, their use in revitalization, such as developing cultural facilities, small-scale venues and creative live/work spaces.

Montgomery County and many of its local communities believe in the power of “creative placemaking” and there is a track record of such efforts throughout the county. County government has committed considerable effort and funding to support the revitalization of boroughs and townships, and communities such as Ambler, Norristown, Pottstown, Upper Moreland, Lansdale and Souderton have benefited. While not a panacea, arts and culture remains one of the best ways for communities to revitalize their downtowns. As the particular success of Ambler shows, cultural development brings people to downtowns, supports spinoff uses like restaurants and adds vitality to communities.

Creative placemaking often benefits from building on existing or nascent “hot spots” of creative activity, of which there are many in Montgomery County. The challenge is to understand, “What can policymakers do to encourage these clusters without snuffing out the spark that makes them distinctive? The goal of policy and planning should be to nurture grass-roots districts, remove impediments that prevent them from achieving their potential, and provide the resources they need to flourish.”¹ Montgomery County residents often gather around schools, libraries, creative businesses and shopping centers, so creative placemaking strategies should be integrated to include these activities and venues. there are many proposed and potential projects—what’s missing is the specialized technical expertise needed to plan, finance and develop them.

FIRST STEPS

- Facilitate development of cultural facilities.
- Create an inventory of existing spaces.
- Promote development of small venues.
- Promote development of creative live/work space.

NEXT

- Facilitate and provide technical assistance in revitalization.
- Support development of public art/civic aesthetics programs in local communities.
- Provide support for heritage sites’ capital needs.
- Develop a volunteer corps for heritage sites.

¹ Dr. Mark Stern, Social Impact of the Arts Project, University of Pennsylvania



We should partner and complement what exists; find our own identity and niche based on what we have.

Luanne Stauffer, Upper Perkiomen Valley Chamber of Commerce

4. There is a desire for more connectivity and sense of community through locally based cultural experiences and stronger professional networks.

One of the oft-mentioned characteristics of life in American society today is the desire for a greater sense of connection. With fewer communal experiences and more time constraints that are part of modern work and family life, people use arts and cultural activities as a means of positive personal engagement in the community. Most Montgomery County citizens relate primarily to their local community and secondarily as “MontCo” residents. Coupled with the large number of townships and boroughs, this suggests that strategies for cultural and economic development must be emphasized at the local level, while drawing on county, regional and national resources as appropriate. This presents the opportunity for communities to develop and enhance their local character, distinguishing themselves from neighboring municipalities while together creating a vibrant county identity.

The sense of being disconnected is also evident among professionals in the creative sector. Planning participants repeatedly lamented that they have few opportunities to meet and collaborate with their colleagues and sister organizations. One planning participant made the point that facilitating connections among artists and cultural organizations will “set the stage for more collaboration rather than competitiveness.”

FIRST STEPS

- **Facilitate a “Creative Connections” convening program for purposes of community-building, networking and exploring the development of initiatives and collaborations among peers and special interest groups.**
- **Promote a “Stay Local” program, promoting access to opportunities close to homes and workplaces.**

NEXT

- **Promote lifelong learning in the arts and other creative sector fields.**

HIDDEN GEMS



ABINGTON ART CENTER

Located on a historic 27-acre campus in Jenkintown, just north of Philadelphia, Abington Art Center encourages people to experience the visual arts at whatever level they choose. Nearing its 75th year, the organization has been described as a hybrid—producing programs on par with contemporary art museums while fulfilling the role of a community art center. Its Sculpture Park merges art with the natural environment and features new works of sculpture by regional artists as well as outdoor concerts and theater. Four galleries present a mixture of solo and group shows and over one thousand students of all ages and abilities participate in Studio School classes and workshops.

Top left: One of the many images shared by survey participants illustrating what they like best about arts and culture.

5.

Montgomery County faces challenges in resources and infrastructure that inhibit development of the creative sector.

HIDDEN GEMS



John James Audubon Center at Mill Grove

Built in 1762 and listed on the National Register of Historic Places, Mill Grove was the first American home of renowned artist, author and naturalist John James Audubon. Between 1803 and 1806, the fields and woodlands inspired young Audubon's passion for painting and drawing birds. Today the 175-acre estate remains much as it was and serves as an education center for the National Audubon Society. A haven for birds and wildlife, the property boasts stunning views of the Perkiomen Creek and the house contains a museum displaying memorabilia and original Audubon prints and paintings.



Almost half of cultural organizations are in the red, yet attendance has risen 5% during the recession.

Greater Philadelphia Cultural Alliance, *Portfolio*, 2011.

Creation of a coordinating agency is key to increasing and leveraging resources.

Montgomery County has several environmental challenges, including an under-resourced nonprofit arts and cultural community; the lack of a local agency responsible for development of the creative sector; and political decision-making dispersed among many small communities.

Data has shown that across the region, arts and cultural organizations are experiencing increased economic pressures. However, they are serving an enormous and growing public demand for cultural services—four visits per person per year, on average, with half of those visits being free. Despite strong support from foundations and earned income, there is little government and corporate support and the goal of increasing investment in arts and culture must be viewed as one element in the larger effort. Increasing resources or “making a bigger pie” over time will promote sustainability for nonprofit arts and cultural organizations, while making possible new investments in culture and creativity.

Nationally, there are over 4,000 local arts agencies that provide public and private financial support to organizations and individual artists. By comparison, Montgomery County has no countywide cultural agency, organization or authority to coordinate efforts across its landscape of 86 separate political jurisdictions. The Creative MontCo survey showed strong public support for creation of an organization to promote development of the creative sector and for a local government role in supporting arts and culture.

FIRST STEPS

- Start Creative MontCo as an initiative under shared leadership.
- Secure start-up funding for Creative MontCo.
- Develop a Creative Investment Fund.
- Create a membership program.
- Explore an increase in the Hotel Tax Fund.
- Explore charging fees for services.
- Develop an advocacy and visibility program.

NEXT

- Explore development of a workplace giving program.
- Support development of a regional quality of life tax initiative.
- Provide technical assistance in funding.
- Provide technical assistance to townships and boroughs.
- Represent the creative sector in other community planning.



Culture is one of the best opportunities for people of different backgrounds to come together.

Discussion Group of Latino artists

6. As Montgomery County continues to experience significant demographic change, its creative sector needs to respond to a population that is growing, more diverse, and older.

By 2025, projections from census data reveal that the total population of Montgomery County will grow by 6%—adding 100,000 residents. The number of residents over the age of 65 will grow by 20% and the population will become more diverse with over 30% of residents being African-American, Asian and Hispanic. Research has shown that people of color in the Philadelphia region are highly engaged in the arts but question whether arts and cultural organizations are doing enough to welcome them.

Community survey respondents would like to see more arts learning opportunities in their community and arts education in the schools. In a survey of public school districts, administrators requested assistance in improving arts access, funding and advocacy, and providing more student internship opportunities.

FIRST STEPS

- **Celebrate diversity through cultivating community leaders and highlighting diversity in marketing efforts.**

NEXT

- **Support arts education in the schools by better connecting them with resources in local communities and the region.**
- **Celebrate community arts and promote the practice of amateur creative expression.**
- **Develop a senior volunteer program for the creative sector.**



Montgomery County-Norristown Public Library

The arts permeate the fabric of libraries at every turn and libraries play a major role in providing cultural programs to their communities. The Montgomery County/Norristown Public Library, founded in 1794, serves more than 325,000 people in the local community and more than 800,000 countywide each year. Their collection of books, paintings, DVDs, and periodicals features opera, theatre, film, dance and art, encouraging patron participation through imagination and appreciation. The library partners with local arts groups, and authors often visit to discuss their work and share their ways of working. Traveling exhibitions focus on outstanding historical events and encourage patrons to read more about them. Their doors are always open—year-round and for free.



What is next for Creative MontCo?



Structuring Creative MontCo as an initiative during its formative years, rather than creating a new nonprofit organization will allow it to establish itself, refine the focus of its activities, and develop partnerships and collaborations, all of which will inform the choice of a more permanent structure. The Creative MontCo Steering Committee has proposed launching the initiative under the shared leadership of the Montgomery County Community College, Montgomery County Foundation, Montgomery County, and the Greater Philadelphia Cultural Alliance, and basing the initiative at the College's Center for Entrepreneurial Studies (CES) Incubator.

What does success look like for Creative MontCo?

- Montgomery County will be recognized as a collection of vibrant and diverse local communities, and its residents and workers will experience a pride-of-place. Communities will have distinct and engaging downtowns that include creative businesses, arts and cultural venues, and lively public programming.
- Every resident will be able to pursue his or her own creative interests. There will be ready access to information, programs and activities for all ages, and thriving amateur and educational engagement is well-connected to the local community.
- A vibrant creative economy will provide job growth and support the overall economy. The value of creativity and the creative professional in the overall economy will be well-understood.
- The creative sector will enjoy strong leadership, recognition and support. Creative sector leadership is effectively involved in civic decision-making, and the value of culture and creativity will be widely understood and respected.

For the full plan and related reports:

Go to www.creativemontco.org or contact the Montgomery County Planning Commission

To get involved:

Contact a Steering Committee member, find us on Facebook, or sign up at www.creativemontco.org

Left page: Lively Arts Series performance at Montgomery County Community College
Above: Ceramics class at Abington Art Center
Above right: Performers at the Norristown Arts Hill Festival

STARTING POINTS

Programs and Initiatives for the First Three Years

Awareness and Connections

- Develop a Creative MontCo Marketing Initiative.
- Conduct a countywide education campaign about the role and value of the creative sector.
- Facilitate a “Creative Connections” convening program.
- Promote a “Stay Local” program.
- Develop an advocacy and visibility program.
- Celebrate diversity.

Economic Development of the Creative Sector

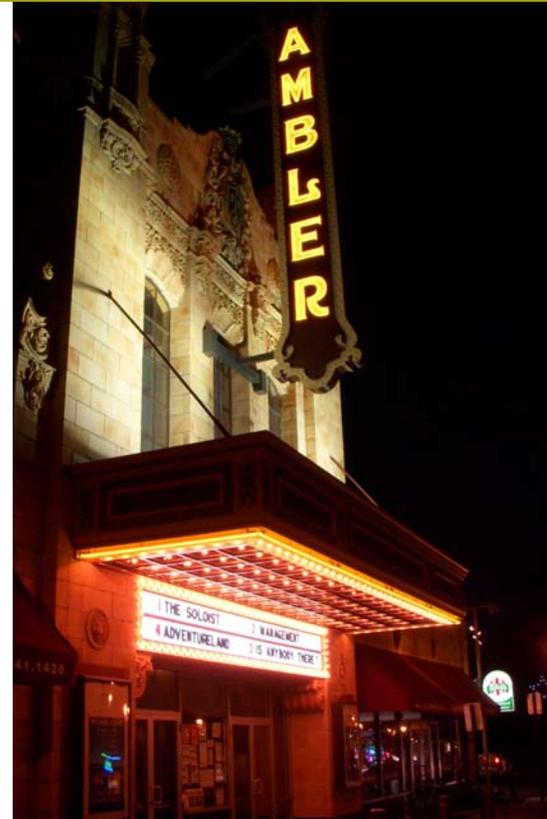
- Include the county’s “creative economy” within Montgomery County’s planning and economic development materials, tying it to economic and community development.
- Identify “Creative Ambassadors” responsible for regularly showcasing creative industries and their positive direct and indirect effects on communities around the county.
- Provide specialized technical assistance for creative small businesses.
- Better publicize existing incubator and business support services to creative entrepreneurs.
- Organize creative networking events such as “Creative Tuesdays.”
- Develop a “Creative Sector Directory.”
- Develop an internship/workforce opportunity clearinghouse.

Creative Placemaking

- Facilitate development of cultural facilities.
- Create an inventory of existing spaces.
- Promote development of small venues.
- Promote development of creative live/work space.

Resource Development

- Start Creative MontCo as an initiative under shared leadership; secure start-up funding
- Develop a Creative Investment Fund.
- Create a membership program.
- Explore an increase in the Hotel Tax Fund.
- Explore charging fees for services.



Two-thirds of Montgomery County residents and workers surveyed believe that local government should fully support or play a major role in supporting arts and cultural development.

*Montgomery County
Community Online Survey, 2012*

Back Cover: Rising Sun, mosaic by Elkins Park artist Carol Stirton-Broad

Steering Committee

Executive Committee

Karen Stout, Chair	President ■ Montgomery County Community College
Laura Burnham	Executive Director ■ Abington Art Center
Nancy DeLucia	Director of Policy and Community Engagement ■ Greater Philadelphia Cultural Alliance
Virginia Frantz	President & CEO ■ Montgomery County Foundation, Inc.
Turea Hutson	Policy & Planning Assistant ■ Montgomery County Commissioners
Brian O’Leary	Section Chief of County Planning ■ Montgomery County Planning Commission

Members

Kathy Arnold-Yerger	Executive Director ■ Montgomery County - Norristown Public Library
Tom Barton, III	Principal ■ Barton Partners, Architects Planners, Inc.
Chris Collier	Director of Special Film Programs ■ Ambler Theater
Bailey Fucanan	Director of Communications ■ Valley Forge Convention and Visitors Bureau
Helen Haynes	Director of Cultural Affairs ■ Montgomery County Community College
Judith Herbst	General Manager ■ Keswick Theatre
Linda Kasper	Client Services Manager ■ Knoll, Inc.
Bill Lessa	Retired Superintendent ■ Hatboro-Horsham School District ■ (Current) Kathy Davis Studios
Ross Mitchell	Executive Director ■ Violette de Mazia Foundation
Lydia Munoz	Pastor ■ United Methodist Church
Steve Nelson	Former Director of Policy and Planning ■ Montgomery County
Rev. Charles W. Quann	Pastor ■ Bethlehem Baptist Church
Erin Reilly	Artistic Director ■ Theatre Horizon
Monica Rodrigo	Community & Family Liaison ■ The Family & Resource Center of Narberth
Rich Rogers	Founder, Owner ■ Academy of Music & Dance
Rhonda Schier	Chief, Interpretation & Education ■ Valley Forge National Historic Park
Lee Stoetzel	Director ■ The West Collection, SEI Investments
Kurt Zwinkl	Executive Director ■ Schuylkill River Heritage Area

Creative Economy Sub-committee

Tom Barton, III	Principal ■ Barton Partners, Architects Planners, Inc.
Jerry Birkelbach	Former Executive Director ■ Montgomery County Economic and Workforce Development
Nicholas Crosson	Research Analyst ■ Greater Philadelphia Cultural Alliance
Ross Grieve	Managing Director ■ Ambler Theater
Nancy DeLucia	Director of Policy and Community Engagement ■ Greater Philadelphia Cultural Alliance
Judith Herbst	General Manager ■ Keswick Theatre - AEG Live
Erika Hornburg-Cooper	Executive Director ■ The Gallery School of Pottstown
Turea Hutson	Policy & Planning Assistant ■ Montgomery County
Joshua Lampe	President ■ StandingStone Media
Brian O’Leary	Section Chief of County Planning ■ Montgomery County Planning Commission
Tom Quinn	Director ■ Montgomery Theater
Luanne Stauffer	President ■ Upper Perkiomen Valley Chamber of Commerce
Christine Vilardo	Executive Director ■ Ardmore Initiative

Consultants

The Cultural Planning Group ■ San Diego, CA
Mt. Auburn Associates, Inc. ■ Somerville, MA
The Tara Group ■ Ft. Lauderdale, FL

