

City of Tallahassee/Leon County  
Cultural Plan Review Committee

# Capital Area Cultural Plan







*"Painting by Karl Zerbe from  
LeMoyne Center for the Visual  
Arts Permanent Collection"*

Zerbe



CITY OF TALLAHASSEE/LEON COUNTY  
Cultural Plan Review Committee  
CAPITAL AREA CULTURAL PLAN

JANUARY 2014

*“During its year of work, The Cultural Plan Review Committee reached out to our community to hear and learn how the original cultural plan worked for them and what changes could be made to make a new plan be successful. This new cultural plan reflects the current state of culture, heritage and arts in the capital area and asks our elected officials in both City and County for strong commitments to support arts and heritage efforts in our community”.*

*Kelly Dozier, Chair  
Cultural Plan Review Committee*



This plan was unanimously approved by a December 16, 2013  
vote of the Cultural Plan Review Committee.



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# SouthSide **ARTS** Complex



## THE ROLE AND BENEFITS OF ARTS AND CULTURE IN OUR COMMUNITY

The importance that Committee Members place on the arts industry and its significance to Tallahassee is demonstrated in the countless volunteer hours that have been invested in this process as well as the time, talent and treasure each member has personally provided to organizations of their choice.

Each and every member of the Cultural Plan Review Committee would like to offer their voice to the chorus of support for the importance of arts, culture and heritage which results in our community's sense of place and contributes greatly to economic development. The intrinsic value may not be easy to quantify but the impact our arts community offers is clearly proportional to quality of life experiences. It takes resources and planning to document metrics that link events, attractions, educational outreach, ties to business and family relocations but it only takes a glance at a community calendar to know that **this** community values the arts.

To place appropriate emphasis on the measurable value of arts to any community, we offer the December 5, 2013 findings of the U.S. Bureau of Economic Analysis and National Endowment for the Arts as stated in a press release on the Impact of Arts include:

- 3.2% or \$504 billion of current gross domestic product is attributable to the arts
- U.S. Travel and Tourism is an additional 2.8%
- The positive value of arts and culture has been understood on a human level for a millennia
- The impact can be measured
- Arts commodities include advertising and education

- During the recession the arts suffered more than the overall economy
- In 2011 the production of arts and cultural goods employed more than two (2) million workers and generated more than \$289.5 billion of employee compensation

Major community initiatives that included Richard Florida's Creative Class concepts that resulted in the Knight Creative Class Initiative (KCCI) and the recent IMAGINE TALLAHASSEE effort, individually and collectively confirmed the importance of achieving greatness as a community and the role that arts, culture and quality of life experiences play in fulfilling that role. These efforts addressed the concepts of community "brain drain," building on existing resources and creating new collaborations. Sustainable Tallahassee and the Tallahassee Film Festival were two outcomes of KCCI efforts. The initiatives resulted in building a sense of place with "Get Gaines Going" and Cascades Park as two examples. It is very clear that people of all ages believe that art, culture and heritage are critical to developing the character of our community and achieving "Greatness".

**If our community adopts and implements a revised cultural plan that includes annual accountability and modifications, we can ensure that we will maintain our respected leadership position in K-college education, keep and attract new residents, create jobs, increase quality of life experiences and build tourism. Increased tourism will result in increased bed tax funds, a principal element of current and future cultural funding.**







## SUPPORT OF ARTS AND CULTURE IN OUR COMMUNITY

During a time when almost every municipality in the state of Florida reduced or eliminated funding for arts and culture, the elected leaders of Leon County and the City of Tallahassee demonstrated their commitment to the value of culture, arts and heritage experiences with unwavering and unanimous support. That support is symbolic that culture is part of the very fiber of our community, creating character and offering value for every district of our city and county.

The Cultural Plan Review Committee would like to commend and thank the Leon County Board of County Commissioners as well as the Mayor and City of Tallahassee Commission for their collective leadership to establish the Cultural Plan Review Committee a group of diverse and interested citizens dedicated to providing direction for arts, culture and heritage planning for the benefit of our residents and visitors.

The Cultural Plan Review Committee (CPRC) understands the importance of their recommendations representing the interests of the entire community. Efforts to ensure that the diverse population segments were heard were essential to the process, knowing it would result in strength and vitality for our cultural region.

Cultural Plan Review Committee members' life experiences span seven decades and included important representation from generations defined as "baby boomers," "Generation X," "Generation Y," and "Millennials." Professional experiences and backgrounds included artists, a young professional, corporate officers, small business owners, educators, tourism professionals, representatives of higher education, community volunteers, non-profit executives, a former legislator, media and

marketing professionals, banking and finance, as well as representation from The Council on Culture and Arts. Ethnic representation was also diverse and was additionally complimented by the concerted effort to meet with community stakeholders representing many ethnic groups each serving important demographic sectors.

The report contains some new ideas and a different perspective on some significant elements of the former plan, which was adopted in 2003. The differences are not critical of the original work. In fact, the accomplishments of the first plan are commendable and many elements of that plan continue to serve our community well today. However, there have been many changes in our community over the span of a decade. Some have had great impact on local cultural organizations including the ability to fundraise, meet financial objectives or continue as a sustainable entity.

The findings of the Cultural Plan Review Committee are the result of careful consideration for the impact of the recent financial recession and demographic shifts in populations. Examples include efforts to keep a highly educated workforce in our community (recent college graduates) and our ability to attract an affluent and educated retiree population (Choose Tallahassee) The Committee's recommendations were greatly influenced by the input of leading community organizations that include, but are not limited to: The Tourist Development Council, The Greater Tallahassee Chamber of Commerce, The Capital Chamber of Commerce, Big Bend Minority Chamber of Commerce, Leon County Economic Development Council, The Leon County Public Schools, Florida State University, Florida A&M University, Tallahassee Community

College, as well as the many arts, cultural and heritage organizations that serve our region.

These important community stakeholders and many others participated in the process by serving as members of the Committee, responding to written surveys, through interviews, e-mails, and by attending meetings. There were more than 100 meetings that were publically noticed, providing opportunity for input from any interested party.





## CULTURAL PLAN REVIEW COMMITTEE APPOINTEES:

Marc Bauer	Kelly Simmons Dozier	Jan Sheffield
Althemese Barnes	Christopher Heacox	Bailey Vochastzer
Chucha Barber	Terrence Hinson	Bart Wells
Betsy Couch	Rebecca Lutz	Mayda Williams
Berneice Cox	Anne Mackenzie	Michelle Wilson
Russell Daws	Marion McGee	Rosanne Wood
Karen Wendland Dix	Audra Pittman	
Kevin Doar	Jill Sandler	

## CITY OF TALLAHASSEE STAFF ASSISTING THE COMMITTEE:

Michael Parker, Director, Economic & Community Development

Wanda Milton Whitehead, MPA, CPM, Assistant Director, Economic & Community Development

Hetal H. Desai, Assistant City Attorney

Wendy Gray, Public Workshop Facilitator

Mack Rush, Coordinator of Special Projects, Economic & Community Development (Retired)

Deborah L. Craig, Administrative Specialist I, Economic & Community Development

Michele McGee, Administrative Specialist I, Economic & Community Development Department

Jacqueline Riggins, Administrative Specialist II, Economic & Community Development Department

Carol Shirkey, Administrative Specialist III, Economic & Community Development Department

Frank Dietrich, Urban Design Mapping & Graphics Specialist, Tallahassee-Leon County Planning Department





## APPROACH AND PROCESS OF THE REVIEW AND RECOMMENDATIONS

Seeking to engage citizens in the planning process and bring an independent perspective to the examination of the existing cultural plan, current programs, and future initiatives, as well as the role of COCA in providing arts and cultural leadership, the Leon County Commission and the Tallahassee City Commission created the 18-member Cultural Plan Review Committee in October 2012. The Committee held its first meeting on Dec. 10, 2012.

The Cultural Plan Review Committee was charged with the responsibility to review the original plan, assess the status of the plan and its implementation, determine what portion of the plan might need to be updated or omitted based on changes that had occurred since its creation and to provide recommendations for modifications to the plan objectives.

Specific areas members were asked to address included:

- How to raise additional funds for arts, culture and heritage communities
- What are the immediate facility needs for arts and cultural organizations in the community and provide specific recommendations to meet those needs recognizing the fiscal limitation of public funding
- How to elevate awareness of arts, cultural and heritage organizations in the community to local and regional audiences
- How can the arts, cultural and heritage communities work more closely with the educational institutions and public and private sectors

Members of the Committee unanimously selected Kelly Dozier to be the Chair and

Audra Pittman to be Vice-chair at the first committee meeting. Each members' areas of interest and expertise were also discussed. It became obvious that to achieve the objectives, members of the Committee would need to work on specific and unique segments of the plan. The original Plan's six (6) objectives became the basis for the sub-committees.

At the second meeting, Chairs for the subcommittees were appointed by the Committee Chair and Vice-Chair and members of each subcommittee were appointed to sub-committees based on their interests and experience. It was agreed that any member could attend any subcommittee meeting and that all members would have the opportunity to discuss and contribute to the recommendations of any subcommittee findings.

The sub-committees began with their respective and detailed review of each of the original Plan's six objectives that correlated to that committee. This process spanned more than six months with each committee laboring to provide both review and recommendations.

Due to the overlap of interests and to consolidate resources ultimately, four of the sub-committees were combined into two. It was impossible to separate recommendations for Marketing and Economic Development as it was to separate recommendations for Facilities and Finance. The interrelationships between



the objectives and the recommendations resulted in four final sub-committees.

Having met and deliberated for over a year, the Committee is excited to submit this update to the current cultural plan. We have engaged our community over the course of this past year. We have held numerous meetings throughout Leon County and Tallahassee, listened to hours of public testimony, exchanged ideas, discussed options, explored a sampling of current offerings, met with the COCA Board and distilled it into a set of recommendations covering four key areas—Education, Economic Development and Marketing, Facilities and Funding, and Plan Implementation/COCA.

This plan is intended to be a living plan, one that is flexible and responsive to trends and aspirations within Tallahassee and Leon County. It reflects a vision and a deep-seated commitment by our leaders and residents to accelerate the growth of creative opportunity throughout the region. It recognizes the contributions the arts, culture and heritage make to economic development and education of our community.

This plan includes numerous recommendations. While these are an important first step, implementation is the most important next step. We recognize that success will require continued leadership from the Leon County Commission and the Tallahassee City Commission. COCA has a critical role in implementation. As detailed in the recommendation (Plan Implementation/COCA) they are essential to that process working in cooperation and collaboration with other community stakeholders. Not all aspects of implementation have been allocated to a particular individual or organization as funding priorities and funding availability will determine how best implementation strategies can be realized. It is clear, and the Committee would like to emphasize, that it will take all

stakeholders to implement and execute the plan including strong advocacy resources.

The Committee respectfully requests that you accept this plan, and that through your local arts agency—COCA—and its strategic planning process and current programming, the proposals that are within your control are integrated into our existing cultural plan, programs and offerings as resources permit.

Setting priorities among many competing proposals within the plan will be a critical component and require a strategic roadmap. The Committee has not prioritized the recommendations in any particular order and has not assigned a cost to these initiatives. It is our intention that COCA, as your local arts agency, working on your behalf, at your direction will have the opportunity to lead the prioritization of the recommendations in tandem with the further development of their strategic plan. The Cultural Plan Advisory Committee and COCA will co-host a workshop to take the important next step of establishing those priorities. The workshop and future meetings will consider implementation requirements, explore associated financial resources and needs, and work towards incorporating recommendations that are within the control of the county and city into a strategic plan developed and approved by the COCA Board. This can be implemented in phases as resources allow, beginning with the fiscal year 2014/2015.

Finally, the Committee recommends that you also appoint a Citizens' Cultural Plan Advisory Committee to meet bi-annually with the COCA Board to review community progress towards the implementation of the programs and initiatives in this plan, exchange ideas and identify additional strategies for expanding arts, cultural and heritage opportunities.



The Committee is unanimous in its belief that we have a vibrant art, cultural and heritage community that must be maintained and strengthened. The successful future of our community is directly proportional to quality of life experiences that attract and keep residents and grow successful businesses. Art means business and the business of protecting and growing our arts community must remain a critical priority for all stakeholders especially the men and women who are elected and charged with the trust placed in them for this important purpose. The Committee would like to express gratitude for the support provided to-date, including the opportunity to share a collective voice about the rewards of our current and future art, culture and heritage offerings.





## THE CULTURAL PLAN REVIEW COMMITTEE CONTRIBUTING MEMBERS

**Kelly Simmons Dozier**, Committee Chair  
Funding & Facilities and Plan Implementation  
Subcommittee Member  
City Commission Appointee  
Senior Vice President/Chief Community  
Officer, Mad Dog Construction

**Dr. Audra Pittman**, Committee Vice-Chair  
Education Subcommittee Member  
City Commission Appointee  
Artist/Professor, Savannah College of Arts & Design

**Chucha Barber**, Facilities Subcommittee Chair  
County Commission Appointee  
Principal, Chucha Barber Productions

**Betsy Couch**, Education Subcommittee Chair  
Knight Creative Community Initiative Appointee  
Adjunct Professor, Florida State University

**Berneice Cox**, Economic Development and Marketing  
Subcommittee Chair  
County Commission Appointee  
President and CEO, The Bacall Group

**Christopher Heacox**, Plan Implementation  
Subcommittee Chair  
County Commission Appointee  
Executive Director, Seven Days of Opening Nights, FSU

**Jan Sheffield**, Funding Subcommittee Chair  
Economic Development Commission Appointee  
Chief of Staff, First Commerce Credit Union

**Marc Bauer**, Marketing Subcommittee Chair  
(12/12 – 6/13)  
Tallahassee Tourist Development Council Appointee  
Former Managing Partner, Hunter+Harp Hospitality

**Karen Wendland Dix**, Facilities Subcommittee Chair  
(12/12-6/13)  
City Commission Appointee  
Marketing and PR Consultant/Arts Volunteer

**Althemese Barnes**, Funding and Facilities  
Subcommittee Member  
Heritage Organization Representative  
Executive Director, John G. Riley House and Museum

**Russell Daws**, Funding and Facilities  
Subcommittee Member  
County Commission Appointee  
Executive Director, Tallahassee Museum

**Kevin Doar**, Funding and Facilities  
Subcommittee Member  
City Commission Appointee to replace Karen  
Wendland Dix President, Theatre Tallahassee Board  
of Directors  
Auditor, Florida Department of Transportation

**Rebecca Lutz**, Economic Development and Marketing  
Subcommittee Member  
City Commission Appointee  
Multimedia News Editor, Tallahassee  
Democrat/Tallahassee.com

**Anne Mackenzie**, Economic Development and  
Marketing Subcommittee Member  
COCA Appointee  
Member, Florida House of Representatives (retired)

**Jill Sandler**, Education Subcommittee Member  
Tallahassee Active Lifelong Learning/Leadership  
Tallahassee Appointee  
Member, City of Tallahassee Senior  
Citizen Advisory Board

**Bart Wells**, Economic Development and Marketing  
Subcommittee Member  
Leadership Tallahassee Appointee  
Executive Vice President, Sperry and Associates

**Mayda Williams**, Plan Implementation Subcommittee  
(12/12-8/13)  
Greater Tallahassee Chamber of Commerce Appointee  
Founder, Target Copy, Community Volunteer

**Rosanne Wood**, Economic Development and  
Marketing Subcommittee Member  
COCA Appointee (7/13-9/13 Filling in for  
Anne Mackenzie)  
Founding Principal, SAIL High School



## THE GOALS OF OUR CULTURAL PLAN

### **ECONOMIC DEVELOPMENT & MARKETING**

Position and market the arts, culture and heritage as a strategic partner of Tallahassee/Leon County economic development efforts. This shall be achieved through public and private funding for arts, arts organizations and cultural assets.

### **EDUCATION**

Capitalize on the area's art, cultural and heritage attributes in order to strengthen art, culture and heritage opportunities in schools and the community. This effort recognizes the importance of expanding current education-related initiatives and implementing new opportunities.

### **FUNDING & FACILITIES**

Provide sustainable public and private funding to preserve and improve arts, cultural and heritage organizations and experiences. This effort acknowledges the importance of growing new and emerging projects and facilities, but will give priority to existing organizations.

### **PLAN IMPLEMENTATION**

The Council on Culture and Arts for Tallahassee/Leon County (COCA) will realize its mission as the local arts agency representing culture, arts, and heritage for ALL in Tallahassee and Leon County through grant-making, advocacy, marketing, and education.

*“When Winston Churchill was asked to cut arts funding in favour of the war effort, he simply replied, “then what are we fighting for?”*







## ECONOMIC DEVELOPMENT AND MARKETING

### GOAL

**Position and market the arts, culture and heritage as a strategic partner of Tallahassee/Leon County economic development efforts. This shall be achieved through public and private funding for arts, arts organizations and cultural assets.**

### FINDINGS

Investing in arts, culture and heritage in Tallahassee/Leon County is yielding substantial economic benefits. The arts community is an industry that supports jobs, local businesses, tourism, and generates government revenue. Spending by arts and culture organizations and their audiences totaled \$74.6 million in Tallahassee/Leon County during 2008. (2009 Arts and Economic Prosperity in Tallahassee Report – Americans for the Arts).

Arts, culture and heritage enhances the quality of life and serves as an integral part of regional economic development. Every segment of our community deserves the benefit of great art, culture, and heritage experiences, which also make our area an exciting place to live, learn, work and visit. Businesses planning to relocate consider arts, culture and heritage when assessing quality of life for their employees. Arts, culture and heritage also develop a community identity and provide the community with a sense of collective pride, which will attract a dynamic workforce and businesses.

Opportunities exist for a collaborative relationship between COCA, Leon County Tourist Development (Visit Tallahassee), Greater Tallahassee Chamber of Commerce, Big Bend Minority Chamber of Commerce and the Economic Development Council, and other groups.

COCA has partnered with United Partners for Human Services and The North Florida Community Foundation to provide a series of workshops on best business practices for non-profits. To assist its members, COCA publicizes Leadership Tallahassee's Building Better Boards program.

Merchant account services were established as a way to assist individual artists and small businesses make additional sales using this COCA resource.

Arts, culture and heritage should be valued as vital contributors to Tallahassee/Leon County's character, quality of life and economy. Individual artists, as well as arts, culture and heritage organizations, represent potential for small business development that contributes to the overall economic vitality of Tallahassee and the surrounding communities.

*“As part of our overall evaluation of where to site our new Operations Center, quality of life for our employees was clearly a factor. As home to one of the country's largest universities, Tallahassee offers a rich cultural and arts community that we greatly value.”*

*Kaye Scholer Chief of Operations Jeff Hunter, who spearheaded the search*



## RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

### **1. Create a unified marketing and advertising campaign for promoting Tallahassee and the Capital Area as a cultural hub.**

- Establish a steering committee including representatives from COCA, Greater Tallahassee Chamber of Commerce, Big Bend Minority Chamber of Commerce, Leon County Tourist Development(Visit Tallahassee), Leon County, City of Tallahassee, Florida State University, Florida A&M University and Tallahassee Community College to work together on this effort. The collective assets of each of these institutions create a synergy which will allow our community to speak with a strong and common voice.
- Each organization will appoint one representative to the steering committee. Each organization will contribute toward the funds required for the advertising campaign. This marketing campaign will be used by the organizations represented on the steering committee to provide a cohesive message.

### **2. Support a Trolley system and transportation linkages to further connect the districts with cultural components, which have been and are being developed throughout Tallahassee. Examples include: Midtown, Frenchtown, Downtown, Cascades Park, Southside, College Town, Gaines Street, The Market District and others.**

- Providing accessible public transportation options will facilitate and encourage participation and attendance in our cultural districts.
- Encourage City and CRA to continue funding the trolley system/transportation linkages.

### **3. City of Tallahassee and Leon County should continue to identify and support districts with cultural components by providing appropriate wayfinding, parking opportunities and transportation links for ease of accessibility to arts, culture and heritage entities.**

- Funding should continue to be provided by the City and the CRA.

### **4. In order to improve the business skills of arts and culture executives, COCA will continue to provide training workshops to assist artists and arts/cultural organizations in ways to implement effective business practices**

- To facilitate this effort, COCA should partner with business organizations such as the Economic Development Council's Entrepreneurial Excellence Program and the Jim Moran Institute and others that become available.

### **5. COCA should continue to collaborate with Leon County Tourist Development(Visit Tallahassee) to promote local heritage and cultural destinations. COCA and Visit Tallahassee should continue their efforts to combine their events calendar and create a mobile user-friendly website as well as an app for smart phone users to easily access the information. Information should be presented in a professional and attractive format.**

- Create a centralized location for calendar of events.
- COCA, Visit Tallahassee, City and County funds should be used to support this project.



**6. Leon County Tourist Development(Visit Tallahassee) should continue to market Tallahassee as a “location site” for the film industry, as an economic driver, in cooperation with the FSU Film School, The Film Society, Florida A&M Journalism/Film Program, TCC Film Program, the Tallahassee Film Festival and other film oriented organizations.**

- Visit Tallahassee should create a list of location sites for Tallahassee and Leon County. As funding resources become available, Visit Tallahassee should work with the City of Tallahassee, Leon County and the State to position Tallahassee as a location site.

**7. Every three years, COCA should use real data collected through an economic impact report to provide current information on the economic impact of arts and culture in our community. (Refer to #9 of the Operations/Implementation)**

- City and Leon County should provide funds for this report.

**8. Increase the concept of community arts liaisons including the expansion of the existing arts liaisons program of the Economic Development Council to include leaders of the arts community in an effort to be proactive and look for economic development opportunities that may present themselves as a result of cultural and heritage events in our community.**

- Identify decision makers and influencers that are participating in our many cultural and arts events and facilitate the proactive development of relationships between them and local economic development leaders.
- Establish a business oriented liaison between COCA, the Chambers of Commerce and the Economic Development Council to serve on the appropriate committee.

**9. Working with the City of Tallahassee Police Department and others involved in Festival permitting and planning, COCA should create a guide and checklist for event or festival planning and hold workshops to assist those interested in creating new events or sustaining existing events in our community.**

- To assist event and festival planners in organizing and sustaining events through understanding best practices, permits needed, and where to find resources, etc.
- The guide and checklist will be posted on COCA's website. Workshops would be held based on interest or requests.

**10. COCA should develop an annual marketing and communications plan that includes an analysis and determination of its brand, strategic messages, target audiences, the best media channels to reach those audiences and quantifiable goals to determine the efficacy of its marketing strategies.**

- COCA's marketing efforts would be organized under the umbrella of a strategic marketing plan that communicates its brand and mission to the public, to key community stakeholders and to culture, heritage and arts organizations. The efficacy of this plan would be evaluated annually by monitoring key indicators, such as, but not limited to, online page views, social media engagement, media placement, e-mail opens, responses to direct mail, event attendance, etc.

**11. COCA to work alongside Leon County Tourist Development (Visit Tallahassee) and other organizations to help identify and promote destination defining events which help define the brand and spotlight arts, culture and heritage.**

- Maintain open lines of communication and collaboration between COCA

and Visit Tallahassee to ensure that the region's destination defining events are being advertised and promoted in the best way possible.

- COCA staff and Visit Tallahassee staff would meet at least quarterly to discuss upcoming events and to strategize ways to promote and market them within Tallahassee and outside the region.

**12. COCA will work with Leon County Tourist Development (Visit Tallahassee) and local businesses, arts organizations and hoteliers to package arts, culture and heritage resources wherever possible and practical to expand the geographic footprint and reach of our local offerings beyond our community.**

- COCA will continue to work with Visit Tallahassee and local businesses, arts organizations and hoteliers to disseminate information regarding our many art and cultural offerings using tools such as in-house hotel TV channel, destination maps, and cultural events magazine and other marketing efforts whenever possible.

*“As Chairman of the Oklahoma Chamber of Commerce, I visited almost every city and town in the state. There is a visible difference in places with an active cultural community. I see people looking for places to park, stores staying open late, and restaurants packed with customers. The business day is extended and the cash registers are ringing.”*

*Ken Fergeson  
Chairman and CEO, NBanC*

*Past President, American  
Bankers Association*











## EDUCATION

### GOAL:

**Capitalize on the area's art, cultural and heritage attributes in order to strengthen art, culture and heritage opportunities in schools and the community.**

### FINDINGS:

- One can learn in and about arts, culture and heritage during school programs as well as through their exposure in the community and at home.
- Research has proven that children with access to art, culture and heritage programs tend to score better on standardized tests, have increased graduation rates and many more positive benefits.
  - ✓ A report by the Arts Education Partnership (2002) revealed that schoolchildren exposed to drama, music and dance are often more proficient at reading, writing and math.
  - ✓ "The empirical classroom experience of arts integration subjectively suggests that carefully structured arts-based pedagogy can improve students' learning and academic experiences, resulting in demonstrably positive outcomes that include deeper engagement in subject matter and better retention of content; greater emotional involvement in the learning process and deeper social awareness; and the ability to apply principles across disciplines." – From "Neuroeducation: Learning, Arts and the Brain," by Johns Hopkins researchers findings.
- Arts education is important because: "1) the arts transform the learning environment; 2) the arts reach students who are not

otherwise being reached; 3) the arts reach students in ways they are not otherwise being reached; 4) the arts connect students to themselves and each other; and 5) the arts provide new challenges for those students already considered successful." – Champions for Change

- Cultural, heritage and artistic experiences are key in the community.
- Tallahassee is host to a variety of art, culture and heritage organizations where education is central to their mission – from the Challenger Learning Center, Riley House Museum and Tallahassee Museum to Mission San Luis and the Tallahassee Senior Center for the Arts.
- Tallahassee is rich in cultural opportunities, but the community as a whole is not aware of all the offerings.
- Currently, there is not an over-arching network of arts and heritage education providers that spans from home-schools, private schools, LCS and the Universities.
- Funding for arts and heritage education programs has decreased at the state level.
- In the past, several local cultural organizations historically had benefit of funding from LCS. This had come in the

*"As a lifetime educator, I have witnessed time and time again what a difference it makes when a student is part of an arts program. For some, it may be the only thing that motivates them to do well in school. Ensuring that every student has that opportunity is a priority for us."*  
Superintendent Jackie Pons

*Art, culture and heritage education can happen anywhere and everywhere at any age and setting.*

form of a designated line item funding for services or, in some instances, funds to pay for a Leon County School District employee to work at the institution. The reason there were variables is, for example, when a teacher was assigned to the Challenger Learning Center, they were still in the state employee retirement system.

If a teacher were assigned to The Brogan Museum, that institution could not offer those benefits so the value was paid to the institution for staff, in lieu of assigning a permanent employee of the district. These positions are no longer in place.

- During one of the worst recessions in recent history, Leon County Schools have undergone tremendous budget cuts, more than \$100 million. However, LCS works to maintain arts and cultural programs in K-12.
- All LCS schools offer at least one fine or performing arts class, as varied as African drumming and a blue grass band.
- 70% LCS children participate in cultural and art programs.
- There are more than 100 visual art, music, drama and dance educators in Leon County public elementary and secondary schools.
- Local schools are left to provide support for their arts and heritage curriculum with auxiliary funding (private donor donations, business donations, fundraisers, discretionary district funds, etc.).
- Often times the success of a school's art, culture and heritage programs depends on the strength of the principal and/or teachers and their ability to fundraise to create the creative learning environments that are envisioned.

- It is important that for school-age children cultural, heritage and artistic experiences are also offered outside of educational organizations. Tallahassee is fortunate to have top-notch community arts, cultural, heritage organizations that offer educational opportunities to enrich and complement the education offered in our area schools, home schools and Universities.
- COCA has created a variety of successful education-related programs, which should be continued such as: COCA for the Classroom, COCA for children and COCA's Arts in Education Newsletter.
- LCS have a variety of great partnerships with arts, culture and heritage organization in town such as COCA; FAMU; FSU – Master Craftsmen studio, Museum of Fine Arts, foreign languages departments; TCC; Lemoyne; Killearn Kiwanis Club; Goodwood Museum; the Holocaust Education Research Council; the Buffalo Soldiers Troupe, area Churches; Lee's Place; Junior League of Tallahassee; Mission San Luis; Riley House Museum; Tallahassee Museum; the Florida Supreme Court; the Florida Capitol; Leon County Public Library; and more.



## RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

**1. To create a collective place that serves as a conduit between teachers, schools and the business community so schools and teachers can share needs and businesses can directly respond to help with these needs.**

**Objective:** To promote the Foundation for Leon County School's find it & fund it, leon! program, [www.finditfunditflorida.com/leon](http://www.finditfunditflorida.com/leon). Individuals, organizations and businesses are encouraged to invest in the creativity of a teacher to bring amazing learning experiences to their students. To get started, simply click on a grant listed and view the details and fund online. Using this easy-to-use module, teachers can request funds for projects from parents and businesses within the community to help fulfill their individual classroom needs. It's a virtual wish list that allows donors to instantly fulfill a classroom need with just a few key strokes.

This program offers a variety of community opportunities as it can be used by business, nonprofit organizations, and schools within a community to post opportunities such as student internships, volunteer opportunities, scholarships, and teacher externships. In addition, businesses can post offers of equipment, materials, and guest speakers for our public schools. Our teachers can also make requests from the community. It's a one-stop-shop clearinghouse of opportunities for our local students and teachers.

**Strategy: 1)** Foundation for Leon County Schools to work with COCA and LCS to promote the website and program to arts, heritage and cultural education providers. Also to provide a learning opportunity and training seminar annually for area teachers so they are all aware of the program and understand how to apply.

**Strategy 2)** Foundation for Leon County Schools to coordinate with the Greater Tallahassee Chamber of Commerce to provide information about "find it, fund it, leon!"

- The successes of "find it & fund it, leon!" program depends on community awareness.

**2. Arts, heritage and education organizations should be encouraged to share their expertise with public, private and with home schools.**

**Objective:** This can be measured and encouraged by asking organizations to share their intent on COCA grant requests and/or other methods. COCA should encourage organizations to provide experiences for the community and/or children, from performances to executive internships.

**3. Increase commitment to Leon County's youth and strengthen art and business relationships by creating an Arts at Work program, which is a comprehensive youth program that promotes the arts.**

- This is modeled after the successful Fulton County, Ga. program, which has received numerous accolades. This program would target students, ages 14-18, and provides arts education and job training.
- Throughout Arts at Work, students are exposed to various aspects of the arts industry-- from learning how to properly write an artist's bio and learning simple accountability such as being on time all the way to viewing an art gallery and putting on an art show. The program dedicates the focus of its activities to studying and producing art and throughout the 8-week program where the students become

“artists” with weekly training from a local artist. Leon County could successfully follow the model started in Fulton County, Georgia, which has received national accolades. Participants have to apply to participate in the program in a process similar to Youth Leadership Tallahassee.

- LCS supports the idea of an Arts at Work program.

**Strategy:** Work together with partners such as the Foundation for Leon County Schools, Leon County Schools and Northwood Arts Project to investigate this program more and provide

*“In fact, all people today, youth and adult, spend the majority of their lives learning outside the walls of formal classrooms.” -- Institute of Museum and Library Services*

recommendations to the COCA board of directors for implementation by January 2015, assuming available funding, with the

first program launching no later than fall 2015.

#### **4. Local festivals should showcase student accomplishments in the arts by featuring a COCA/LCS booth that showcases work from K-12.**

**Objective:** To have participation at minimum at Springtime Tallahassee and Winter Festival celebrations as well as LeMoyne Chain of Parks Art Festival. Create opportunities to highlight the arts in schools (public, private and home schools) and support business in the City of Tallahassee.

**Strategy:** The advisory board of COCA, The Education Director, and current LCS individual responsible for supervising arts educators could partner with Governor’s Square Mall and merchants to begin an annual art show. Partnering with merchants and driving business to the mall could also bring added visibility to the arts by having each school provide a display board that features art from participating schools.

#### **5. An arts, culture and heritage curricula coordinator position at Leon County Schools should be created to serve as the businesses conduit between the schools, businesses and arts, heritage and cultural organizations.**

A designated arts, culture and heritage representative with experience in education would significantly expand arts, culture and heritage opportunities, continuing education and resources for teachers and their schools.

**Objective:** To create the arts, culture and heritage curricula coordinator position before the 2015-2016 school year.

**Strategy:** The position could assume a variety of responsibilities. Primarily, they could identify teacher development needs and provide resource in the arts, culture and heritage and work with area cultural organizations as a liaison to all schools and much more. They could also work with LCS administration and COCA to expand signature programs and create new signature programs such as a community Arts Extravaganza that showcases LCS talent from K-12 annually. On a smaller basis the position could coordinate a Performing Arts Nights at each LCS. This position would also serve as the “go to” for the local arts, culture and heritage organizations, among other duties.

- This is a new position which will require additional funding as well as additional funding for potential event expense, which may be offset by corporate sponsorships.

#### **6. A Coalition for Arts, Culture and Heritage Professionals should be established providing networking, collaborative, and cooperative opportunities to community arts, culture, and heritage executives.**

- This will allow a variety of individuals and organizations to come together to share ideas, discuss upcoming activities and network.



- Education contacts from the area schools should also be invited to attend and network.
- It is important that more structured networking events are coordinated and implemented monthly throughout the year.
- For more information, see page 44 of the COCA Implementation Subcommittee section.

**7. A Youth & Education Network should be formulated as mentioned in the COCA Implementation Subcommittee section on page 45. This group will bring greater awareness of and advocate for the importance of arts, culture and heritage education in the community.**

**8. Promote more “Art in Public Spaces,” and where there currently is art, provide educational opportunities such as signage at the site of public artworks or guided/self-guided tours.**

- Expand the current art in public spaces in the community.
- Specifically with LCS, build upon LCS art in community spaces programs. For example, the successful SAIL High School program where students created art in public spaces throughout campus that identify the subject taught in each building.
- In addition to the strategies mentioned on page 45 this should be expanded to include non-traditional art in public places opportunities that are complimented with educational signage.
- Provide artistic elements and educational-related signage in everyday spaces such as bus shelters, intersections and more.

- Create a standardized style of small educational sign, which has basic information such as title, artist, date and QR code to get more information.

**Example 1):** In 2013, with the bus shelters, Tallahassee expanded creative art in unique public spaces with the City of Tallahassee’s bus shelter at the SE corner of Gaines St. and Railroad Ave. intersection. There is not currently signage explaining the artistic aluminum enclosure or how it is made, but that could be further developed.

**Strategy:** To incorporate art into Tallahassee’s bus shelters and provide educational signage explaining the artistic element, creation, the artist, etc.

**Example 2):** With intersections there is an opportunity to encourage the community to do more creative art projects such as the Fall 2013 Market District’s Paint the Pavement project, which was organized by the Market District Merchant’s Association in partnership with the City of Tallahassee. There is no current signage explaining the project or how this artistic medium was created.

**Strategy:** To further expand Tallahassee’s Sense of Place initiative by working to secure unique artistic elements in creative places and educate the public about the art. This could be installed or virtual signage that engages the community and explains the artistic medium and more.

**Strategy:** Create a coalition between COCA, Florida State University Department of Art Education, FAMU Department of Visual Arts, Humanities and Theatre, and LCS arts educators to develop appropriate signage for art in public places. This coalition could be managed by the Education Director and or chaired by an active member of the COCA board.

**Strategy:** Provide additional grant support through COCA to encourage the Florida State University Department of Art Education, 7 Days of Opening Nights, and other artists and art organizations willing to collaborate on to art murals in public places and provide educational signage and information related to public art.

**Strategy:** Expand COCA's Outdoor Public Art Directory and Map to include an easy to use web application for additional access to information about each piece of artwork.

**9. Formulate creative partnerships with organizations that are able to provide volunteers to assist in school arts/heritage classes and activities on a regular and consistent basis.**

**Objective:** To establish a cadre of volunteers who can expand arts and heritage opportunities for students in and out of the school setting. Volunteers with experience in the arts, heritage or education can be recruited from service organizations, colleges, COCA's online listings, Tallahassee Senior Center, etc. This would be staffed by staff person or a volunteer(s).

Examples of activities could include:

- Work with arts and heritage organizations to expand their outreach efforts. For example, the FSU Museum of Fine Arts has initiated outreach projects with schools where interns, arts students, teachers and other volunteers created information packets and lesson plans on specific exhibitions which are shared with schools to promote field trips or bring aspects of the exhibits into the schools. Materials can also be sent home with students for family participation. Not all cultural organizations have the staff to devote to such efforts.
- Work with cultural and heritage organizations and the schools to develop lesson plans which integrate

the arts/heritage into core curriculum such as history or English lessons.

- Volunteer artists such as musicians, poets, actors, story tellers can put on performances in classrooms and assemblies. These can be integrated into core curriculum such as history or English lessons.
- Such activities can be shared with more than just schools. Exposure to arts/heritage activities should be available in recreational centers, Boys and Girls Clubs, after school programs as well as families.
- Peer groups of students with special artistic skills or heritage interests can be organized and trained to share their skills and interests with fellow students.

**10. Promote lifelong learning for arts, culture and heritage by providing a variety of professional development workshops and continuing education opportunities for the community to attend at affordable prices.**

**Objective:** To continue the success of past workshops; promote future workshops and offer a minimum of 4 workshops annually.

**Strategy:** The COCA Arts advisory group could help drive awareness of these opportunities. Support from Florida State University College of Visual Arts, Theatre, and Dance and FAMU's Department of Visual Arts, Humanities and Theatre, Osher Life Long Learning Center and volunteer members could drive the interest and success of future workshops. Social Media campaigns and information would also generate interest. Sponsors from local businesses like Ulrecht Art Supply, Michael's, Jo-Ann Fabrics, and Hobby Lobby could be reached for support and presentations that would help waive the cost of supplies. Current COCA facilities or LCS spaces could host these learning opportunities.









I began as an artist in high school. I had very modest grounds from self-portraits and portraits. I discovered sculpture as my medium of choice. In college I studied visual communication (Graphic Design) where I was introduced to computers that put things on paper. Right from the very start, I began using the computer as a tool, like the paintbrush, to create art. The three pieces in this show are the result of years of self-teaching and experimentation.

All the elements in these drawings were learned using various programs such as CorelDraw, Painter and Photoshop. The combinations chosen were from my American Indian background.

Frank Dierker  
Sullivan County Planning

Frank Dierker, Sullivan County Planning  
St. George, Oregon



## FUNDING AND FACILITIES

### GOAL:

**Provide sustainable public and private funding to preserve and improve arts, cultural and heritage organizations and experiences. This effort acknowledges the importance of growing new and emerging projects and facilities but will give priority to existing organizations.**

### FINDINGS:

Leon County and the City of Tallahassee should be commended for their steadfast support of local arts, cultural and heritage organizations during economic conditions that have sometimes been referred to as the greatest recession since “The Great Depression.” Unlike many communities throughout the region, the state, and the nation, funding for these organizations remained a priority for our community, with on-going support of elected Commissioners, the Mayor of Tallahassee, the current and former County Administrators, as well as the City Manager.

While the City of Tallahassee had a stable revenue base from which to identify general funds, Leon County Commissioners identified funds to replace declining general operating revenues. Cultural funding from the County was maintained through a creative solution, the use of Bed Tax funding.

Arts, cultural and heritage organizations, special events, festivals and educational conferences have diversified funding needs. Currently, the City and the County provide program and **operational support through the COCA re-granting program.** Under current COCA guidelines, a festival must host activities at multiple times during a single year to be eligible for funding. If that criteria is not met, **festival, special event and educational**

**conference organizers may apply for limited funding from the Tourists Development Council, the Community Redevelopment Agency, or the Downtown Improvement Authority.**

**There are limited resources for capital improvements.** The Committee found that this funding need is an important priority.

Likewise, there is currently **no designated funding source for innovative new ideas or projects.** The TDC sometimes provides grant support for these emerging initiatives, but TDC funds are restricted to tourism impact, which is difficult to demonstrate as a start-up event.

Imagine Tallahassee is considering a **“Quantum Leaps” grant program** as a possible concept for future funding of this type. “Quantum Leaps” are defined as highly significant advances or breakthroughs.

**State statutes strictly govern the use of Bed Tax dollars.** These statutes limit funding support to organizations and events that promote tourism. This is an important point, as there are many

*“In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. 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.”*

*Ann Markusen, Markusen Economic Research Services  
Anne Gadwa Nicodemus, Metris Arts Consulting  
From Creative Placemaking*



“quality of life” experiences that drive economic development and ensure a strong community. Some significant events and organizations are not eligible to apply for the Bed Tax funds. The current pool from general funds available through the COCA grant process is not sufficient to provide the funding needed for non-tourist, more locally centered cultural offerings.

The City’s portion of arts, heritage and culture funding from its general fund is available for more flexible funding strategies. These are valued by our community, including many cultural organizations, cultural activities and events. **Some organizations provide significant quality of life experiences, but cannot easily demonstrate their impact on tourism.**

Many of these organizations and events have been cited as examples of rationale to live here, move here, relocate a business, or start a business in our community. Thus, there is a need for continued support of these, as well as new and emerging events and organizations that serve our residents, all having the potential to increase quality of life,

tourism, and revenue for our city and county.

Of equal importance is the value of State cultural organizations in our community. The experiences they offer truly make a dynamic cultural environment for our residents and visitors. Increased support of these facilities and events would further the bridge building between “town and gown” and ensure we remain a community of rich and diversified cultural offerings. The Committee does not recommend modification to the current COCA regranting program for this purpose, as it would significantly deplete the ability of municipal funding to support existing non-state entities. The Committee feels strongly that there are inadequate available dollars for both state and non-state cultural organizations that should be addressed with careful planning and new strategies.

Recent national studies indicate the fastest growing division of tourism is historic facilities and tours. **Increased collaboration between local arts, cultural and heritage organizations and municipal governments and state**



**agencies, has the potential to significantly grow tourism and bed tax revenues** for the collective benefit of all community stakeholders.

There are specific **funding sources for festivals, special events, and conferences.**

These important activities create a “sense of place” and contribute significantly to the identity of our community, while providing promotional value to attract tourists and promote economic development.

There is clearly a need in our community for improved or additional performance spaces. Performance organizations that require seating for more than 1,200, as well as large rehearsal spaces, have the most difficult needs to be met. The community must go forward with an effort to create one or more new performance venues with a realistic plan, including the affordability for local groups to utilize the space.

In recent years, significant funds were set aside, and other efforts made, regarding the support for two specific cultural facilities (The Performing Arts Center and ArtsExchange).

While these specific initiatives sought out and received significant financial support from local government, existing facilities failed to generate support resulting in a lack of balance between the efforts to create new facilities and the preservation and improvement of existing facilities. During the economic downturn of the past five years, existing organizations found it difficult to fund ongoing facility needs, let alone make improvements or add to their facilities. This has left an urgent need to identify capital improvement funds for existing facilities, while also providing funds for new facilities.





## RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

**1. Leon County and the City of Tallahassee should continue to provide financial support for arts, heritage, cultural programs, festivals special events and educational conferences that add to the quality of life and help make Tallahassee a desirable destination.**

**2. In addition to local government funding, COCA should continue to seek additional public and private funding to support its programs and grants, while not competing with other local arts, cultural and heritage organizations.**

- These sources of funding may include NEA funds, private endowments and collaborative grants for which only a Local Arts Agency can qualify.

**3. Recognizing that there are several local government-funded grant programs, as well as varied conditions and criteria regarding eligibility for funding, the committee recommends that there be increased collaborations between all parties including, but not limited to, more effective sharing of information between funding agencies and improved dissemination of information about funding opportunities with all potential applicants. (See PAGE 39 Chart Local Government Funding).**

- Create a designated web site with all grant opportunities and deadlines, including a link to (and from) every grantor's webpage. Each grantor should be required to provide this information and monitor its accuracy. The site will be created, managed and hosted by COCA.

**4. The committee recommends funding be made available for current and future festivals, which will be subject to annual assessment and evaluation determined by the grantor.**

- Consolidation of existing festival funding as reasonable and appropriate. (It is understood that CRA and DIA have geographical considerations that could limit consolidation)
- Comprehensive information and funding sources should be available on a designated site that will be created, managed and hosted by COCA.

**5. Establish a new matching grant program for capital improvements for arts, cultural and heritage organizations. (See Addendum A1 for Grant Guidelines)**

- Follow the guidelines within the attached addendum
- A dedicated source of funding should be identified for this purpose, such as the use of Bed Tax dollars formerly set aside for the Performing Arts Center

**6. The on-going need for performance venues must be addressed.**

- Create collaborations and partnerships between performing arts organizations, universities, community colleges public schools and private venues
- Identify underused sites that are affordable and can be repurposed



**7. If we can strengthen our existing cultural organizations and events, demonstrating a record of success, it will be their constituents who will ultimately be the strongest supporters of a future Performing Arts Center.**

- Strategies for going forward with a future Performing Arts Center in our community should include a realistic business plan, workshops with community stakeholders, and efforts to unite the arts community,, and creating an affordable, well equipped, appropriately large, performing arts venue available for the community.
- The need for performance venues is a critical priority for performance arts organizations in our community. The community must go forward with the effort to create one or more new performance venues, but there must be a realistic plan, including the affordability for local groups to utilize the space.

**8. There have been some wonderful and unique installations in our community. There should be a cohesive vision for art in public spaces, such as the gateways to our community or roundabouts creating our “sense of place.”**

- The community should establish a diversified committee to create a strategic plan for art in public places including desirable objectives for gateways, large and small.
- Partnerships with private and public funding sources should be established.

**9. Recognizing that the arts, culture and heritage are a central part of what makes up our community; and recognizing that organizations which provide vital experiences in arts, culture and heritage, like other non-profits, have traditionally faced a myriad of challenges in establishing**

**and maintaining financial sustainability and therefore must rely on governmental support; it is a desirable vision to someday see this segment of our community become financially strong and more self-sustaining.**

- COCA and the Community Foundation of North Florida should collaborate to create educational programming for arts, culture and heritage organizations to learn about establishing and growing endowments for long-term financial sustainability.
- All arts, culture and heritage organizations should strive for the goal of achieving institutional financial sustainability.

**10. Create a funding source that provides competitive grants to art, and cultural and heritage organizations, as well as state and local government in our community, for projects and programs that would allow those organizations to achieve a desired “quantum leap” (highly significant advance or breakthrough) in their offerings or level of self-**



**sustainability. This game changing opportunity grant is essential to the economic development and quality of life of the community. (See Addendum A2 for More Information)**

**The Committee recommends a level of funding that would provide \$5,000,000 over the 20-year life of the sales tax extension, or \$250,000 per year, and be administered through an existing granting infrastructure, such as the one in place at the Council on Culture and Arts (COCA).**

- Examples of the types of programs or projects that may be supported through this grant are:
  1. Installation of Art in Public Places, such as at gateways and roundabouts
  2. Projects that promote a sense of place or identity in the community (Signature Festivals, Public Exhibitions, etc.)
  3. Projects that propel an organization to a new level of service to the community
  4. Projects that propel an organization to a new level of sustainability
  5. Projects/Programs that attract Regional or National media attention to the Tallahassee area as a visitor destination
  6. Future KCCI initiatives
- The Leon County Sales Tax Committee has tentatively set aside up to 15% of the future proposed sales tax extension (currently the Blueprint 2000 tax) for economic development and is awaiting the recommendations by IMAGINE Tallahassee to make the final decisions regarding the allocation of funds towards economic development projects and initiatives.

- The Cultural Plan Review Committee has submitted this grant proposal to IMAGINE Tallahassee for inclusion in their recommendations to the Leon County Sales Tax Committee, as it meets several of the Goals and Strategies that have been identified through the IMAGINE Tallahassee visioning process.
- Some of the Goals and Strategies that are met by this grant funding proposal are:

### **Goals:**

1. Increased visitor and tourist spending.
2. Media recognition as a cultural destination for in-state and out of state travelers.
3. Increase financial sustainability within our arts and cultural institutions.
4. Recognition of Greater Tallahassee as a metropolitan area “on the rise.”
5. Increased employment in “creative industries.”
6. Improved perception of Tallahassee as a place to live among young professionals.

### **Strategies:**

1. Ensure a level of “coolness” within downtown and surrounding urban areas.
2. Promote art in public places.
3. Foster the development of creative young professionals as catalysts for economic growth.
4. Foster financial sustainability in our arts and culture organizations.

## CURRENT LOCAL PUBLIC FUNDING AVAILABLE TO ARTS AND CULTURAL ORGANIZATIONS (12/2013)

### COMMUNITY IDENTIFIED FUNDING NEEDS

**Local Arts Agency (Council on Culture and Arts – COCA)**  
(Grant Administration, 2 Public Art Galleries, Education, Operations)

**Non-Profit Arts and Cultural Organizations**  
Operations and Programming

**Festivals, Special Events and Conferences**

**Capital Improvements**

Proposed Capital Needs  
Matching Grant from Bed Tax\*

**New Initiatives**

Proposed Quantum Leaps  
Fund from Sales Tax Extension

**Endowment Funds**

Community Foundation of North  
Florida promotes and matches

### PRIVATE FUNDING FOR ARTS AND CULTURAL ORGANIZATIONS INCLUDE:

- Donations
- Corporate Sponsorships
- Memberships
- Earned Income (programs, ticket/art sales)
- Fundraiser Events
- Private Grants
- In-kind Donations
- Bequeaths

### TAX REVENUE FUNDING SOURCES

**City of Tallahassee**  
(General Funds \$192,036)

**Leon County**  
(General Funds \$150,000)

(Total for COCA \$342,036)

**COCA Re-Granting Program**

(City of Tallahassee General Fund \$403,338/Leon County  
Bed Tax\* \$504,500; Total Granting \$907,838)

**Tourist Development Council**

(Bed Tax\*; \$60,000 Total annually, open to  
non-arts events)

**Community Redevelopment Agencies**

(Special Assessment/Property Tax;  
Total \$70,000/awards range between \$2,500-\$10,000)

**Signature Events: Leon County/TDC**

(Bed Tax\*; Total \$125,000; event must demonstrate  
1500 bed nights or more; open to non-arts events)

**City of Tallahassee**

(General Fund; In-kind services for sanctioned events)

**\*Bed Tax dollars are limited by State of Florida Statute:**

"if tax revenues are expended for an activity, service, venue, or event, the activity, service, venue, or event must have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity, service, venue, or event to tourists;"

This chart is prepared by the Leon County/City of Tallahassee  
Cultural Plan Review Committee





*Painting by Lance deHaven Smith*



## PLAN IMPLEMENTATION

### GOAL

**The Council on Culture and Arts for Tallahassee/Leon County (COCA) will realize its mission as the local arts agency representing culture, arts, and heritage for ALL in Tallahassee and Leon County through grant-making, advocacy, marketing, and education.**

### FINDINGS:

The original Cultural Plan (2003) set forth goals, objectives, and strategies that were delegated to COCA to implement, manage, and evaluate. Some of the goals, objectives, and strategies included:

- The construction of the Arts Exchange and a community Performing Arts Center.
- An Arts Trolley serving the First Friday Gallery Hop.
- A Community Arts, Culture and Heritage Map of Tallahassee.
- Capital Culture Magazine published by COCA.

The Cultural Plan was overseen by an Audit Committee, which was appointed by the City and County Commissioners to guide the implementation of the plan for the first three years. They provided reports to the joint commissions in six and twelve month intervals. **The Audit Committee adjourned at the beginning of 2007.**

At the end of the Audit Committee's governance of the plan, the nation and community experienced one of the worst recessions in recent history. The economic downturn and other circumstances effected the implementation of the plan moving forward **as several goals, objectives, and strategies were tied to financial resources that were either reduced significantly or ceased to exist.**

Even with the financial impact of the recession, it is noted that **COCA was able to provide many**

**valuable resources to the community.** These resources include, but are not limited to:

- One of the only local arts agencies in Florida to maintain level grant funding to local culture, arts, and heritage organizations in the City of Tallahassee and Leon County.
- Professional development and assistance to the cultural community (i.e. "Marketing Mondays", merchant service accounts for local artists, technical assistance workshops).
- Marketing and promotional services to the arts, culture, and heritage community (i.e. "More Than You Thought This Week" and "COCA Opportunities" email blasts, [www.MoreThanYouThought.com](http://www.MoreThanYouThought.com) calendar, and "COCA Buzz" in TLH Magazine (Sunday, Tallahassee Democrat)).
- Administer the "Art in Public Places" program, which includes curating art exhibitions at City Hall and the Tallahassee Regional Airport.
- Support for arts, culture, and heritage educators and learners through the monthly "Arts in Education Newsletter", the annual "COCA for the Classroom" resource guide, and the "COCA for Kids" directory.

The Cultural Plan Review Committee determined from assessment of the original plan and best practices of other community cultural plans (see Austin, Texas; Asheville, North Carolina; et. al.), that **an annual review of**

**the new plan will provide the arts, culture, and heritage community and stakeholders a “living plan”** and allow for changes in the plan when they are deemed necessary.

The Cultural Plan Implementation Subcommittee met with the Board of Directors and Staff of COCA, representatives from the Tourist Development Council/Visit Tallahassee, the Greater Tallahassee Chamber of Commerce, the Economic Development Council, Leadership Tallahassee, and City and County Commissioners, as well as community stakeholders in culture, arts, and heritage and one message was overarching in all conversations – **COCA, as our community’s designated local arts agency, should take the lead as the umbrella agency for culture, arts, and heritage in the City of Tallahassee and Leon County.**

Community leaders agree that COCA should operate as the local arts agency for all in the City of Tallahassee and Leon County. That being said, it is noted that the **statements below, gleaned in the review process, represent some of the concerns about COCA in the past. These concerns of the past should not reflect on perception of COCA moving forward.** Our local arts agency should be:

- Advocate for arts, culture, and heritage organizations in our community and avoid competition with arts, culture, and heritage organizations and individuals.
- Agency whose mission is driven by an organizational strategic plan and in step with the Cultural Plan of the City of Tallahassee and Leon County avoiding projects not at the core of their mission and Cultural Plan.
- Agency, which fosters operational and collaborative relationships with various organizations, individuals, and governmental agencies.

During the review of the original Cultural Plan, the **Executive Director of COCA tendered her resignation** to embark on a new phase of her professional life. With a new cultural plan and in seeking a new director, **COCA’s Board of Directors has a unique opportunity to engage a new leader that can guide the organization forward and elevate culture, arts, and heritage in our community by:**

- The adoption of the new Cultural Plan for the City of Tallahassee and Leon County.
- Collaborative, cooperative, and networking engagement opportunities with civic, cultural, and educational organizations and individuals in the community.





## RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

### **1. COCA will continue to re-grant annually contracted funds from the City of Tallahassee and Leon County through a competitive grant process for culture, arts, and heritage organizations supporting the superlative work these organizations provide the entire community.**

- Recognizing the limitations in place by Statute, the City of Tallahassee and Leon County should attempt to ease requirements in the COCA Grant Program providing a collective pool of grant dollars to assist local culture, arts, and heritage organizations with general operations grant funding.
- COCA should continue to annually evaluate grant-funding requirements for culture, arts, and heritage organizations that contribute to the advancement of culture, arts, and heritage in Tallahassee and Leon County, which meet the needs of the entire community.

### **2. Create grant programs for individual artists through creative funding streams to support individuals in our community who contribute to culture, arts, and heritage.**

- COCA will work with local, regional, and national foundations and re-granting organizations to secure grant funding for individuals advancing culture, arts, and heritage programs in the City of Tallahassee and Leon County.

### **For Example:**

- Governmental and Regional (National Endowment for the Arts, National Endowment for the Humanities, South Arts, Division of Cultural Affairs, Florida Humanities Council, et. al.)
- National foundations (Doris Duke Foundation, Knight Foundation, Wallace Foundation, Ford Foundation, Andrew W. Mellon Foundation, et. al.)
- Other funding opportunities that only COCA can apply as the local arts agency for the City of Tallahassee and Leon County.

### **3. COCA shall continue to seek out collaborative granting opportunities to partner with organizations and individual artists in the community for grant dollars and public/private funding for which they alone can apply to bring in more funds into our community to help elevate culture, arts, and heritage.**

- This may be a National Endowment for the Arts “Our Town” grant that promotes Creative Placemaking. Creative Placemaking is defined by the NEA as, “leveraging the arts to create a distinct sense of place through increased creative activities, produce vibrant local economies that together capitalize on existing assets, and/or make communities more livable through enhanced quality of life.”
- Examples of collaborative grants COCA has applied for (2000-2015), include but are

not limited to, the National Endowment for the Arts, ArtPlace America: Innovation Grants, Visit Florida, John S. and James L. Knight Foundation, Gannett Foundation, and Division of Cultural Affairs, State of Florida.

**4. Acting as the local arts agency for all citizens in the City of Tallahassee and Leon County, COCA will advocate for and champion all culture, arts, and heritage organizations and individuals.**

- The executive director of COCA will seek partnerships and collaborations through networking, professional opportunities, and board and committee seats (appointed, ad hoc, ex officio, etc.) with the Tourist Development Council/Visit Tallahassee, the Greater Tallahassee Chamber of Commerce, the Economic Development Council, Leadership Tallahassee, Network of Young Professionals, Big Bend Minority Chamber of Commerce, and other civic organizations.

**5. A Coalition for Arts, Culture, and Heritage Professionals should be established providing networking, collaborative, and cooperative opportunities to community arts, culture, and heritage executives.**

- This group will consist of community leaders (i.e., executive directors of arts, culture, and heritage organizations) and businesses in the City of Tallahassee and Leon County with the membership setting goals and objectives through a shared vision.
- This network will be administered through COCA and facilitated by their executive director to seek improved communication between leaders in the arts, culture, and heritage community providing a platform for synergy, collaboration, cooperation, communication, and advocacy.

- This network can provide a forum for professionals from organizations to:
- Encourage and enable program providers to seek opportunities for collaboration and cooperation,
- To build a support network for professionals working in the arts; and
- To create comprehensive systems of presenting the arts to our community.

**6. As the local arts agency, COCA will create an ongoing conversation in the community regarding the value of public and private financial support for arts, culture, and heritage.**

- COCA will use the quantitative and qualitative data provided by local arts, culture, and heritage organizations participating in the COCA Grant Programs and information from other arts, culture, and heritage businesses and state partners to create a “One Sheet” to educate local governments, businesses, and individuals about the intrinsic and extrinsic value of arts, culture, and heritage in the City of Tallahassee and Leon County.
- This “One Sheet” report is different than the Annual Reports issued to the City of Tallahassee and Leon County per COCA’s contracts with said agencies in that it:
  - Includes information by local arts, culture, and heritage businesses and state partners, not participating in the COCA Grant Program, but have a cultural and economic impact in the City of Tallahassee and Leon County.
  - Is more of a “one-sheet” document that can provide information to individuals, organizations, and

businesses on the impact arts, culture, and heritage has in our community.

**(See example in Addendum A3)**

- Uses more quantitative data provided by organizations and local artists to exhibit the economic, educational, and community impact of arts, culture, and heritage in the City of Tallahassee and Leon County.
- Would use the results of the “Economic Impact Study,” which COCA would conduct every five years **(See Goal #8)**.
- As referenced above, COCA provides an Annual Report to the commissions of the City of Tallahassee and Leon County reporting back the progress of their previous year’s contract. It is recommended that COCA’s reporting to the commissions of the City of Tallahassee and Leon County be streamlined to one report that provides the information needed and necessary to satisfy both contracts; in one document.

**7. A Youth & Education Network should be established to provide networking, collaborative, and cooperative opportunities to community arts, culture, and heritage educators and administrators.**

- This group will consist of arts, culture, and heritage educators and administrators seeking to elevate educational opportunities, share resources, and advocate for arts, culture, and heritage education in the community. This may include:
  - o PK – 12 educators and administrators in private, public, and home school education.
  - o Public, private, and non-profit arts, culture, and heritage organizations including but not limited to museums, after-school programs, community arts programs, private arts instruction (music, art, dance, theatre, etc.), and other arts, culture, and heritage educational opportunities available in the City of Tallahassee and Leon County.
  - o Florida State University, Florida A&M University, and Tallahassee Community College departments, programs, and colleges supporting arts, culture, and heritage education in the community.
- The network may also be responsible for recognizing “arts educators of the year” in the community and should be facilitated by COCA’s Education Director.

**For Example:**

- The Brevard Cultural Alliance acknowledges excellence in arts education to build an understanding of the importance of the arts, culture, and heritage in the schools.
- [www.artsbrevard.org/programs-and-grants/for-educators/excellence-in-visual-arts.html](http://www.artsbrevard.org/programs-and-grants/for-educators/excellence-in-visual-arts.html)

**8. The Board of Directors and Staff of COCA will align their strategic vision and long-term organizational plan with the Cultural Plan and collaborate with the Cultural Plan Advisory Committee and community stakeholders to evaluate the implementation and progress of the Goals, Recommendations, and Strategies in the Cultural Plan to best serve all communities in the City of Tallahassee and Leon County.**

**9. In aligning their strategic vision and long-term organizational plan with the Cultural Plan, COCA will provide the community**



**with an “Economic Impact Study” every three years that demonstrates the role arts, culture, and heritage organizations and individuals play in the local economy.**

- These studies can be produced in partnership with the Americans for the Arts as was the Arts and Economic Prosperity study that COCA conducted in 2008, which was published in 2009.
- At the time of this report, the cost of the study through the Americans for the Arts is \$8,500.
- o More information is available at:  
[www.americansforthearts.org/information\\_services/research/services/economic\\_impact/iv/custom.asp](http://www.americansforthearts.org/information_services/research/services/economic_impact/iv/custom.asp)

**10. With the adoption of the new Cultural Plan a Cultural Plan Advisory Committee will be created by the City and County Commissions to:**

- Collaborate with plan implementation stakeholders and community on organizational and community needs assessments addressed in the Cultural Plan.
- Provide advisement to plan implementation stakeholders and community with possible amendments, improvements, or changes to the Cultural Plan for the betterment of arts, culture, and heritage in our community.
- Report the annual progress of the Cultural Plan to the commissions of the City of Tallahassee and Leon County.

The Cultural Plan Advisory Committee (CPAC) is charged with reporting progress and assisting stakeholders with implementation of the Cultural Plan for the City of Tallahassee and Leon County. The committee is not established to provide oversight, supervision,

or management of any individual, organization, or stakeholder named in the Cultural Plan.

This advisory committee will consist of individuals in our community who have a vested interest in arts, culture, and heritage and represent diverse communities including but not limited to visual arts, music, dance, theatre, heritage, education, film, and creative writing.

- o The Cultural Plan Advisory Committee will be made up of 13 members, who are arts, culture, and heritage stakeholders in the community:
  - o Community leaders initially drawn from Subcommittee chairs of CPRC and/or Arts, Culture, and Heritage Community Stakeholders (4 total)
  - o Community leaders/administrators in arts, culture, and heritage (2 total)
  - o COCA board member and executive director (2 total)
  - o Leon County School teacher and/or administrator (1 total)
  - o Greater Tallahassee Chamber of Commerce/EDC (1 total)
  - o Visit Tallahassee/Tourist Development Council (1 total)
  - o Colleges and Universities (TCC, FSU, FAMU) (2 total)
- The committee and key stakeholders will meet every six months to discuss successes and challenges of the plan implementation, suggest possible changes and amendments to the plan, and determine any unmet needs. Annually, the committee will present a Cultural Plan Progress Report which will include success findings, suggested modifications, and needs assessments to the commissions of the City of Tallahassee and Leon County and other key stakeholders.

- o The CPAC will meet with the COCA Board in a timely manner to assist in recommendations for funding to the Leon County and City of Tallahassee Commissions prior to their annual budget workshops.
- o The committee will operate in the calendar year.

After two years under the new Cultural Plan, the Cultural Plan Advisory Committee will sunset as an independent committee and become an ad hoc committee of the COCA Board.

**11. Upon acceptance of the new Cultural Plan, in anticipation of budget preparation and budget workshops at the City of Tallahassee and Leon County, and with the hiring of the new executive director of COCA and other key arts, culture, and heritage staff discussed in the Cultural Plan; funders, policy makers, organizations, individuals and governmental groups, which contribute to the implementation of the Cultural Plan shall conduct a workshop, co-led by COCA Executive Director and Chair of Cultural Plan Advisory Committee, to collectively understand and discuss the implementation of the Cultural Plan and begin the process of collaboration in implementation.**

- Participation in this workshop should include members of:
  - o Cultural Plan Advisory Committee
  - o Council on Culture and Arts
  - o Tourist Development Council
  - o Greater Tallahassee Chamber of Commerce
  - o City of Tallahassee Government
  - o Leon County Government
  - o Leon County Schools
  - o Florida State University

- o Tallahassee Community College
- o Florida A&M University
- o Economic Development Council
- o Community Redevelopment Authority
- o Others who may be in a position to move the plan forward

- The goals of this workshop would include:

- o Establishing funding needs for the implementation of the Cultural Plan, which may need to be considered during the budgeting process of the City of Tallahassee and Leon County.
- o Establish opportunities for collaboration.
- o Understand and begin the creation partnerships needed to implement the Cultural Plan.

**12. It is recognized by the CPRC that the implementation of some of the recommendations included in the Capital Area Cultural Plan may require additional staffing and funding for COCA. The COCA Board as the governing entity of COCA, with support from the Cultural Plan Advisory Committee, will determine and recommend any additional positions and funding which it deems necessary to effectively implement the plan.**







## ADDENDUM

## Addendum A-1

### PROPOSED CAPITAL NEEDS MATCHING GRANT FOR ARTS AND CULTURAL FACILITIES

**Purpose of the Program** – To offer support and funding for renovation, new construction, or acquisition of cultural facilities located in Leon County or the City of Tallahassee.

A Cultural Facility is a building that shall be used primarily for the programming, production, presentation, exhibition, or any combination of the above functions of any of the arts and cultural disciplines including, but perhaps not limited to: music, dance, theater, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, visual arts, programs of museums, historical sites, and heritage experiences.

The intent of this grant program is capital improvement that, for the purpose of this application, is defined as an addition or renovation of a permanent structural improvement or the restoration of some aspect of a property that will either enhance the property's overall value or increases its useful life.

**Basic Eligibility:** All applicants must meet the following basic legal and program eligibility requirements at the time of the application.

All applicant organizations must:

- 1) Be physically located in the City of Tallahassee or Leon County, Florida.
- 2) Be a non-profit, tax exempt Florida corporation according to these definitions:

Incorporated as an active nonprofit Florida corporation, pursuant to Chapter 617, Florida Statutes;

Designated as a tax-exempt organization as defined in Section 501(c)(3) or 501(c)(4), of the Internal Revenue Code of 1954; and

Allowed to receive contributions pursuant to the provisions of s. 170 of the Internal Revenue Code of 1954.

- It is understood that the source of grant funds may result in additional requirements that affect eligibility for applicants.

#### Grant Requirements:

- A. Own or have an executed lease for the undisturbed use of the land or buildings or both. In cases where either the land or buildings or both are leased by the applicant, the owners must also meet the criteria in number 1 above. **Exception:** Unless land or buildings or both are owned by the City of Tallahassee and/or Leon County and leased to an eligible applicant.
- B. Retain ownership of all improvements made under the grant. **Exception:** Unless land or buildings or both are owned by the City of Tallahassee and/or Leon County and leased to an eligible applicant.

- C. An organization operating budget showing total revenue and support for the last completed fiscal years.
- D. A digital file reduction of current architectural plans.
- E. Support letters indicating project impact and worthiness (5 letters or fewer.)

#### **Grant Restrictions:**

The Cultural Facilities program grant does not fund feasibility studies, architectural drawings or operational support.

Any applicant requesting and receiving grant funds from this program for the purpose of construction, rehabilitation, remodeling, or preservation of a historic property, must do so in conformance with the Secretary of the Interior's Standards for Historic Preservation. Please see these standards and additional information at [www.nps.gov/history/hps/tps/tax/rhb/](http://www.nps.gov/history/hps/tps/tax/rhb/).

Although applicants may apply for more than one project, applicants can only have one "open" cultural facilities grant at a time.

#### **Submissions and Review Calendar – to be determined**

**Request Amount:** The maximum grant amount that may be requested is \$500,000. There is no minimum amount. Only a single application for any applicant may be submitted in the same year.

**Match Requirements:** Organizations must demonstrate SECURED funds equal to the amount requested (\$1 to \$1 match). The funds must be placed in a designated account for the sole purpose of the project and there will be

accountability requirements before, during and after the release of grant funds. Alternative or additional match requirements may be required depending on the funding source.

#### **Single Phase and Multi-Phase Projects:**

Single Phase Projects are defined as those which will be completed within 21 months after grant funds are available.

Multi- Phase Projects are defined as those for which funding will be requested for different phases of the **same** project over a period not to exceed 3 years. Multi-phase projects **must** have activities in each year for which funding is requested. Requested total amount may not exceed \$500,000, but grant funds may be allocated to the applicant in varied amounts, subject to project needs and availability of matching funds.

All required matching funds must be secured prior to grant approval.

Applicant must define phases of the project and submit a separate request for each project phase over the 3-year period. Phases must be numbered in keeping with the order of the project and application submissions.

For multi-phase projects, applicants should describe all construction or renovation work to be done (i.e., all additional phases), beyond the construction or renovation described in the original proposal. Applicants should describe a clear understanding of the entire project. Applications that are not identified as "multi-phase" will be determined to be single phase, which could result in forfeiture of funding if project is not completed on time.



**Changes in Project Scope or Venue:**

Anything that substantially reduces the scope or character of the funded project is not allowed. Organizations wishing to change the scope or venue of their project must submit a new application, in accordance with application guidelines and calendar, for a subsequent application cycle.

**Project Extensions:** Grant period extensions for single-phase and multiphase projects may be requested by the organization. An extension of the completion date must be requested at least 30 days prior to the end of the grant period.

Extensions may not exceed 120 days for any single-phase project or 120 days for any phase of a multiphase project unless the Grantee can clearly demonstrate extenuating circumstances. An extenuating circumstance is one that is beyond the control of the Grantee, and one that prevents timely completion of the project, such as a natural disaster, death or serious illness of the individual responsible for the completion of the project, litigation related to the project, or failure of the contractor or architect to provide the services for which they were hired. An extenuating circumstance does not include failure to read or understand the administrative requirements of a grant, or failure to raise sufficient matching funds.

Multiphase projects remain subject to the original overall time limitation (i.e. 3 consecutive years), regardless of the number of approved grant extensions. A Grant Amendment Request (GAR) form (see Grant Forms) should be used when requesting an extension.

**Non-Allowable Costs:** Grant funds may not be spent on the following:

- A. General Operating Expenses (GOE).  
Administrative costs for running the organization (including but not limited

to salaries, travel, personnel, office supplies, mortgage or rent, operating overhead or indirect costs, etc.).

- B. Costs associated with representation, proposal, or grant application preparation.
- C. Costs incurred or obligated before project timeline approved in the grant process.
- D. Costs for lobbying or attempting to influence federal, state or local legislation, the judicial branch, or any state agency.
- E. Costs for planning, including those for preliminary and schematic drawings, and design development documents necessary to carry out the project.
- F. Costs for bad debts, contingencies, fines and penalties, interest, and other financial costs.
- G. Costs for travel, private entertainment, food, beverages, plaques, awards, or scholarships.
- H. Projects restricted to private or exclusive participation, including restriction of access to programs on the basis of sex, race, creed, national origin, disability, age, or marital status.
- I. Re-granting, contributions, and donations.
- J. Reimbursement of costs that are paid prior to the execution of the Grant Award Agreement.

### Review Criteria and Scoring:

Each eligible application will be evaluated on competitive criteria.

Criteria	Application section(s)	Worth
Scope of Work	Scope of Work: Project Narrative and Phases	up to 25 points
	<ul style="list-style-type: none"> <li>• Describe the project for which you are requesting support.</li> <li>• Describe how the board has been engaged in using an inclusive, thorough planning process to make informed decisions about the project.</li> <li>• Describe the ability to operate and maintain equipment/facility after the project is complete.</li> <li>• Provide a detailed construction schedule for the project.</li> <li>• Describe how the project corresponds to the organization's long-term facilities plan.</li> <li>• Have permits been secured, if applicable?</li> </ul>	
Project Budget and Matching Funds	Proposal Budget Detail: Expenses Proposal Budget Detail: Income	up to 25 points
	Matching Funds Statement <ul style="list-style-type: none"> <li>• Describe the administrative and financial capabilities to implement the project, including budget.</li> <li>• Demonstrate financial need for a grant.</li> <li>• Provide three years organizational and financial data.</li> <li>• Have matching funds committed to the project or demonstrate an ability to raise funds to complete the project.</li> <li>• Have capital reserves in place or demonstrate an ability to successfully fund depreciation.</li> <li>• Include a project budget that identifies all sources of funding (committee, pending and/or projected).</li> <li>• Include a project budget where the costs are prioritized and informed by construction drawing phase engineers/estimates or professional third party bids.</li> <li>• Have identified and/or hired the project's leadership and key contracted personnel, as needed, and demonstrate they have the appropriate skills and capacity to implement the project.</li> <li>• Demonstrate that there is a current capital campaign for this project and how additional funds to complete the project will be obtained.</li> </ul>	

Need for Project	Need for Project and Operating Forecast Detail	up to 25 points
	<ul style="list-style-type: none"> <li>• There must be a demonstrated need for the project that is integral to the mission and overall strategic organizational plan.</li> <li>• Demonstrate that the project is appropriately sized relative to the capacity and needs of the organization.</li> <li>• For projects that either expand programming or square footage, or both, provide evidence of market demand for said expansion.</li> <li>• For maintenance and/or repair projects, demonstrate that it is in the context of an overall capital needs assessment and replacement schedule.</li> <li>• Describe the project's use of energy efficient products and/or technologies.</li> <li>• Describe the project's impact on accessibility, quality of life, job creation, economic growth, cultural tourism or other issues deemed relevant.</li> <li>• Describe how the project will sustain and/or enhance the future operating stability/capability of the facility.</li> <li>• Describe the broad-based community support the project has and the number of constituents affected.</li> <li>• Demonstrate cooperation between local community groups, professional companies, organizations and local government authorities to ensure the most efficient use of available resources, as well as high level of community support for the project.</li> </ul>	
Project Impact	Project Impact	up to 25 points
	<ul style="list-style-type: none"> <li>• Demonstrate expected increase in visitor draw to the facility being improved.</li> <li>• How will the project be evaluated? What goals or outcomes are you expecting?</li> <li>• Detail how this project will affect the audience and communities served by your organization.</li> <li>• Demonstrate ability of project to have a positive impact on cultural awareness on a local, regional or statewide basis.</li> <li>• Thoroughly analyze the impact the capital project will have on the organization's future finances if expanding square footage or programming.</li> </ul>	

Possible Bonus Points for Length of operational service:

10 to 15 years – 2

15 to 20 years – 3

More than 20 years - 5

The total possible number of points is 105. The Application Review Committee's evaluation will be based on the information contained in the application and required attachments. The Committee members' individual ratings will be averaged to determine a final score for each application.

Applications receiving a score of 75 or higher will be considered for funding.



## Addendum A-2

### RECOMMENDATION PRESENTED TO IMAGINE TALLAHASSEE ON 10/14/13 FROM THE FUNDING AND FACILITIES SUBCOMMITTEE OF THE CULTURAL PLAN REVIEW COMMITTEE

**Growing our destination product for travel and tourism while supporting a creative culture and urban lifestyle**

#### **Goals:**

1. Increased visitor and tourist spending.
2. Media recognition as a cultural destination for in-state and out of state travelers.
3. Increase financial sustainability within our arts and cultural institutions.
4. Recognition of Greater Tallahassee as a metropolitan area “on the rise”.
5. Increased employment in “creative industries.”
6. Improved perception of Tallahassee as a place to live among young professionals.

#### **Strategies:**

1. Ensure a level of “coolness” within downtown and surrounding urban areas.
2. Promote art in public places.
3. Foster the development of creative young professionals as catalysts for economic growth.
4. Foster financial sustainability in our arts and culture organizations.

**Create a funding source that provides competitive grants to arts and cultural organizations, as well as state and local government, for projects or programs that allow the organization to achieve**

**a “quantum leap” (highly significant advance or breakthrough) in their offerings or level of self-sustainability.**

#### **Examples of projects or programs that could be eligible:**

1. Art in Public Places
2. Projects that promote a sense of place or identity in the community
3. Projects that propel an organization to a new level of service to the community
4. Projects that propel an organization to a new level of sustainability (investment now, save money over time)
5. Projects/Programs that attract Regional or National media attention to the Tallahassee area as a visitor destination
6. KCCI initiatives

**Executive Summary:** Economic Development efforts for our region rely on competitive assets. A highly educated workforce, thriving high-tech presence, and a community committed to visual arts, performing arts, science, and historical experiences are all essential factors. To maintain the ability to grow and attract new business, our community must offer outstanding quality-of-life experiences that include cultural facilities, programs, and events.

Culture is essential economic development unto itself. According to the most recent regional analysis (Americans for the Arts Economic Prosperity Report, 2009), combined with its complimentary thriving tourism market, culture is an industry that supports

2,720 FTE employees in our community with a unique economic impact of \$74,567,307. It is simply good business to support and grow the benefits of culture and historic resources.

## HOW CULTURE ADDRESSES THE SALES TAX THEMES

**Sense of Community-** Art and historic experiences offer an immeasurable mechanism for growing its creative class. When artists, performers, historians and other related professionals are valued, offered competitive salaries, have opportunities for employment and are encouraged to be both artists as well as successful entrepreneurs, business prospers. To earn a reputation and “sense of community” where extraordinary art abounds, there must be thriving, attractive facilities, events, experiences and spaces, both indoors and in the natural environments that foster the creation of art and celebrate its presence.

**Connectivity** – There is a physical connection between spaces when sidewalks, bikes, and trails link neighborhoods and sections of our community. Art offers the opportunity to make emotional connections. Some cities have used “Cows on Parade,” “Flamingos on Parade”, or other iconic community symbols to unite what the community values with original art.

This results in making unique connections between streets, shopping districts and an overall sense of unity. Some municipalities have used street pavers to create artistic messages. Landscaping can also be artistic renderings.

There should be careful consideration to what types of art might define our community and make these types of connections. But, the purpose of this proposal is to promote consideration for the importance of incorporating art into the Connectivity plan.

**Economic Vitality** – All firms contemplating relocation or expansion consider the many

resources a community offers. Families require good schools, activities, and quality of life experiences, as well as diversified employment opportunities for spouses. Graduating students from institutions of higher education consider salary and opportunities for advancement, as well as the “livability” of the community. Seniors look for life-long learning and volunteer opportunities to remain engaged and active members of society. It is not unreasonable to think a family’s need to relocate for one member’s professional advancement may bring multiple generations of its members.

When there are rich cultural experiences, a vibrant night life and activities that are valued by people of all demographic groups, the chances to build on the economy flourish. In every culture throughout history, one of the most important aspects of the economy has been the value placed on artistic achievement and offerings. Today in Tallahassee, as well as the world, that remains true. The importance of culture should not be underestimated regarding the economic vitality of our community.

**Parks/Ecotourism** –The “other Florida” is the one we call home. The mighty Apalachicola, Wacissa, and Aucilla rivers tie to lakes, streams and ponds, while offering a plethora of ecotourism experiences. We are home to one of the greatest natural history museums in the state, national and state parks, and we are a city with nationally acclaimed parks and related programs. Cultural experiences abound in these locations and must be supported.

There are opportunities to expand our offerings. Heritage trails, the site of the “First Christmas”, and an expansion of collaboration between destinations, state and municipal agencies, the Leon County Tourist Development Council and other stakeholders will flourish, if cultural organizations can be strengthened to increase programs offered in our parks and the number and quality of eco-tourism experiences.

**Gateways** – Art in Public Spaces is the most obvious example of how culture can positively impact gateways to our community. While there have been some wonderful and unique installations, there is no cohesive vision for art in public spaces to enhance our gateways. Imagine art at interstate exit and entrance ramps that make a statement about our “sense of place.” Art can also be installed in roundabouts to create community gateways.

It would be ideal if the community would establish a diversified committee to create a strategic plan for art in public places, including desirable objectives for gateways, large and small.



## ADDENDUM A-3

### A strong Return on Investment

Twenty-two organizations were funded through the City's Cultural Service Grants last year for a total of 2.85 million dollars, approximately one-third of one percent of the City's budget (00.3).

#### The Arts and Culture Industry:

- » Supports 756 jobs
- » Spends 29 million in the local economy
- » Provided 364,907 free and reduced price tickets
- » Achieved an overall economic impact of 58 million

#### Arts and Culture Fuel the Economy by:

- » Strengthening Education
- » Promoting Economic Development
- » Energizing Downtown
- » Advancing Tourism

All YOURS for \$3.27

A Great Return  
on Investment.

Let decision makers know that you  
value investments in arts and culture.

City Council: 630-1377 | cityofjacksonville.net  
Mayor Alvin Brown | 630-1776 | mayoralbrown@cityofjacksonville.net



Jacksonville  
**INVESTS**  
**\$3.27**  
PER PERSON  
in the ARTS



### CULTURAL ORGANIZATIONS FUNDED BY THE CITY OF JACKSONVILLE

#### A sample of what these groups offer to citizens:

##### CLIMBER MUSEUM OF ART AND GARDENS

- » Serves 2,300 kids with disabilities at a Very Special Arts Festival

##### FLORIDA THEATRE

- » Generates more than 1,800 hotel room nights through visiting artists and patrons

##### JACKSONVILLE SYMPHONY ORCHESTRA

- » Brings more than 179,000 people downtown during the concert season

##### MUSEUM OF CONTEMPORARY ART

- » Offers free admission to families every Sunday

##### MUSEUM OF SCIENCE AND HISTORY

- » Houses the largest single-lens digital dome planetarium in the United States

##### WJXT PUBLIC BROADCASTING

- » Provides Audio Reading Service to 21,000 visually impaired people in Duval County

##### BEACHES AREA HISTORICAL SOCIETY

- » Hosts more than 100 students annually to learn about the history of the First Coast

##### BEACHES FINE ARTS SERIES

- » Presents eight concerts featuring internationally acclaimed artists free to the public

##### CATHEDRAL ARTS PROJECT

- » Serves as the leading provider of free, standards based art instruction to 1,800 disadvantaged children

##### JACKSONVILLE CHILDREN'S CHORUS

- » Provides a unique program of musical instruction to boys experiencing vocal expansion through JC's Young Men's Choir

##### PLAYERS BY THE SEA

- » Provides drama instruction to children of military personnel stationed at Naval Station Mayport.

##### RIVERSIDE FINE ARTS ASSOCIATION

- » Provides free musical programming to 22,000 students from 50 elementary schools on the First Coast

##### THEATRE JACKSONVILLE

- » Nurtures First Coast Writers through the Playwright's Exchange Program and the 12-hour Playwriting Competition

##### THEATREWORKS

- » Makes professional children's theatre accessible to 50,000 students and their families

##### ATLANTIC BEACH EXPERIMENTAL THEATRE

- » Brings senior citizens together with students to share stories resulting in community performances

##### CITY KIDS ART FACTORY

- » Provides fine, high level art instruction to underserved students in the urban core

##### FRIDAY MUSICALES

- » Provides scholarship assistance to young musicians, many of whom have performed and taught around the world

##### JACKSONVILLE HISTORICAL SOCIETY

- » Creates award-winning documentaries on local history in partnership with public and commercial broadcasting stations

##### MANDARIN MUSEUM AND HISTORICAL SOCIETY

- » Combines historical and environmental themes in an annual River Celebration Day

##### RITZ CHAMBER MUSIC SOCIETY

- » Brings positive media attention to Jacksonville as our nation's only all African-American chamber music ensemble

##### STAGE AURORA

- » Promotes literacy by securing one of the area's only grants from the National Endowment for the Arts for its Big Read program

*Arts and Culture: A Great Return on Investment!*

## ADDENDUM A-4

### **SOME OF THE INDIVIDUALS INTERVIEWED, ORGANIZATIONS THAT PRESENTED AND DOCUMENTS STUDIED BY THE COMMITTEE**

#### **Economic Development and Marketing**

Anne Mackenzie, Board Member, Past Chair COCA Board

Amanda Thompson, COCA

Christopher Heacox, Executive Director, Seven Days of Opening Nights

Erica Thaler, Education and Marketing, COCA

Jane Barron, Red Hills Horse Trials

Jay Revell, Downtown Improvement Authority

Kay Stephenson, Board Chair, COCA Board

Kelly Dozier, Chair, LeMoyne Chain of Parks Art Festival

Lee Daniel, Tourist Development Council/Visit Tallahassee

Marvin Mayer, Red Hills Horse Trials

Michael Parker, Director, City of Tallahassee Economic Development

Ni’Cole McRae, Owner, Ni’Coles Performing Arts Center

Peggy Brady, Executive Director, COCA

Quincie Hamby, Local Artist

Raoul Clarke, President of Springtime Tallahassee

Roxanne Manning, City of Tallahassee

Sean Pittman, Big Bend Minority Chamber of Commerce

Sue Dick, Greater Tallahassee Chamber of Commerce

#### **Also spoke with or obtained information from:**

Athens, Georgia Cultural Plan

Austin, Texas Cultural Master Plan

Asheville, North Carolina Cultural Plan

Boulder, Colorado Cultural Plan

Charlotte, North Carolina Cultural Plan

Chattanooga, Tennessee Cultural Plan

Denver, Colorado Cultural Plan

Houston, Texas Cultural Plan

Madison, Wisconsin Cultural Plan

Portland, Oregon Cultural Plan

## **Education**

Althemese Barnes, Executive Director, Riley House Museum

Amanda Thompson, COCA

Amanda Whitaker, Gilchrist Elementary

Barbara Willis, Assistant Superintendent, Leon County Schools

Christopher Heacox, Seven Days of Opening Nights

Donna Callaway, Former Principal, Raa Middle School

Gil Ziffer, City Commissioner

Jackie Pons, Superintendent, Leon County Schools

Janet Pichard, Tallahassee Ballet

Judy Arthur, Teacher, Leon High School

Judy Crews, Retired Leon County Art Teacher and Guidance Counselor

Leslie Puckett, Tallahassee Senior Center Art Coordinator

Lori Danello Roberts, Northwood Arts Project

Michi Meko, Fulton County Arts Council

Nancy Miller, City Commissioner

Ni'cole McCrae, Nicole's Performing Arts Center

Rosanne Wood, former SAIL Principal, COCA Board Member

Russell Daws, Executive Director, Tallahassee Museum

Sheila Costigan, Executive Director, Foundation for Leon County Schools

Viki D. Thompson Wylder, PhD, Curator of Education, FSU Museum of Fine Arts

### **Also spoke with or obtained information from:**

Savannah College of Business

Brevard Council of the Arts

Arts Foundation of Martin County

Fulton County, Art-At-Work program

Cultural Arts Alliance Walton County

Palm Beach County Cultural Council

United Arts of Central Florida

St. Johns Cultural Council

Miami/Dade Department of Cultural Affairs



## **Funding and Facilities**

Allys Paladino Craig, Director, FSU Fine Arts Museum

Althamese Barnes, Executive Director of Riley House Museum

Beth Lewis, Executive Director of Goodwood Museum

Bob Inzer, President, Board of Directors -The Florida Center for Performing Arts and Education

Chris Heacox, Executive Director of 7 Days of Opening Nights

Danny Langston, Board President, Challenger Learning Center

Susan Borland, Education Manager – Challenger Learning Center

Jevelle Robinson, Executive Director – African Caribbean Dance Theater, Inc.

David Watson, Treasurer, Tallahassee Symphony Orchestra

Terry Galloway – Director and Founder Mickee Faust Club

Donna Nudd –Member Board of Directors – Mickee Faust Club

Felicia Leborgne Nowels – President, Board of Directors –  
The Mary Brogan Museum of Art and Science

Marcus Rhodes – Executive Director, Southside Arts Complex

Gil Ziffer, Commissioner, City of Tallahassee

Janet Pichard, Executive Director, Tallahassee Ballet

Lee Daniel, Executive Director, Leon County Tourist Development Council

Kerri Post, Deputy Director, Florida Department of State

Larry Fuchs, Board President, LeMoyne Center for the Visual Arts

Mandy Sauer, Executive Director, Tallahassee Symphony Orchestra

David Watson, Treasurer, Board of Directors – Tallahassee Symphony Orchestra  
World Ballet

Valerie Arsenault, Music Director – The Tallahassee Bach Parley

Peggy Brady, COCA Executive Director

Russell Daws, Executive Director, Tallahassee Museum of History and Natural Science

Teresa Davis, Executive Director, Tallahassee Little Theatre now Theatre Tallahassee

**The Facilities Committee contacted all 2012 COCA grant recipients requesting their input regarding current and future facilities needs.**

Reviewed materials, studied data, attended meetings of:

Historical budget data from City of Tallahassee and Leon County

Reports and information provided by COCA

Sales Tax Committee meeting/presentation by proponents of proposed Performing Arts Center

Imagine Tallahassee Steering Committee Meetings

Form 990 tax returns for COCA grant recipients

Various cultural plans from other cities

Capital Improvement and other Grants provided to arts and culture efforts from various states

**Plan Implementation**

Anne McKenzie, COCA Board

Barbara Boone, Greater Tallahassee Chamber of Commerce

Gil Ziffer, City Commissioner

Johanna Money, COCA Board

John Lawrence, COCA Board

Kay Stephenson, COCA Board Chair

Kristin Dozier, County Commissioner

Lee Daniel, Tourist Development Council/Visit Tallahassee

Dr. Matthew Shaftel, Florida State University

Mike Pate, KCCI and original plan committee member

Miriam Burns, Former Director of Tallahassee Symphony Orchestra

Peggy Brady, Executive Director of COCA

Ramon Alexander, COCA Board

Rosanne Wood, COCA Board

Russell Daws, Executive Director of Tallahassee Museum

Scott Maddox, Tallahassee City Commissioner

Sue Dick, Greater Tallahassee Chamber

Stephen Hogge, COCA Board

**Presentations Made to the Whole Committee:**

Gil Ziffer, Tallahassee City Commission

Jackie Pons, Superintendent and Barbara Wills, Assistant Superintendent, Leon County Schools

Kay Stevenson, Chair COCA Board

Lee Daniels, Executive Director, Visit Tallahassee

Peggy Brady, Executive Director of COCA

Robert Bendus, Florida Department of State







City of Tallahassee/Leon County  
Cultural Plan Review Committee

# Capital Area Cultural Plan