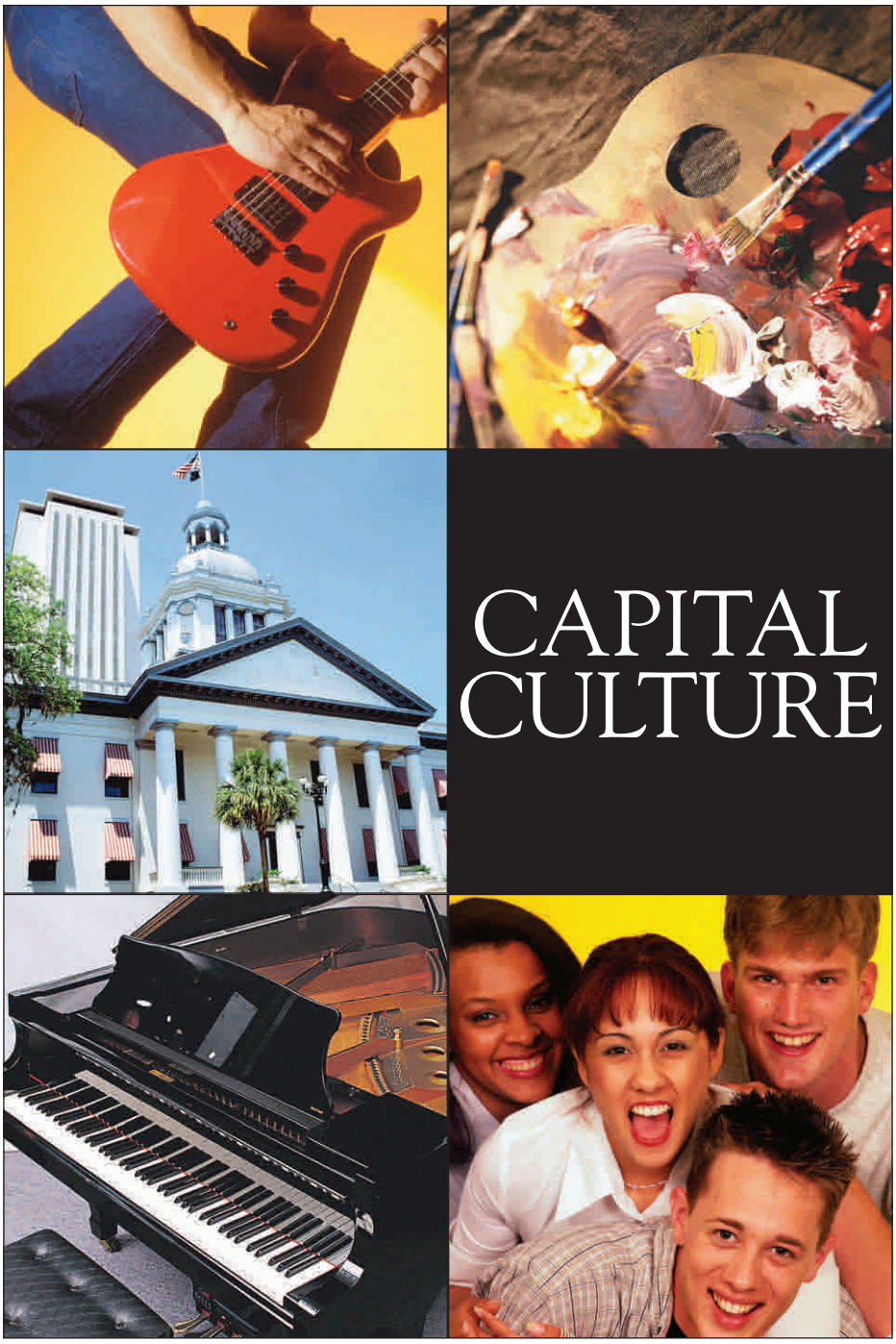


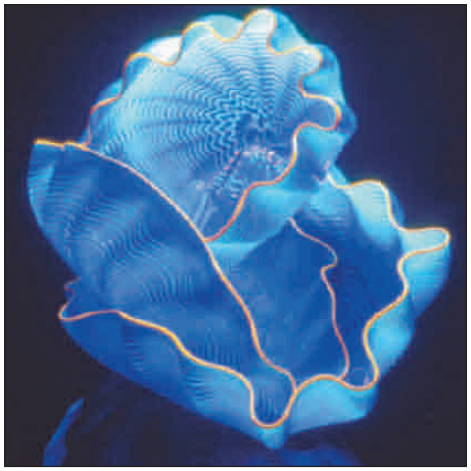
CAPITAL CULTURE

A Cultural Plan for the Future of the City of Tallahassee and the Capital Area

JUNE 2003

CAPITAL CULTURE

A Cultural Plan for the Future of the City of Tallahassee and the Capital Area



"The Cultural Plan Advisory Committee reached out to our community and listened to the dreams and goals of hundreds of citizens for building a vibrant cultural community. I can with assurance say that this plan reflects both audiences and artists, and presents a strong message to our elected and business leaders that supporting arts and heritage efforts in the Tallahassee area strengthens our quality of life."

— Marjorie Turnbull, Co-Chair
Cultural Plan Advisory Committee

This plan was unanimously approved by a June 3, 2003 vote of the Cultural Plan Advisory Committee.

CAPITAL CULTURE

TO THE CITY COMMISSIONERS OF TALLAHASSEE…

We believe the City of Tallahassee is poised to expand its diverse and splendid array of cultural opportunities for residents and visitors. This cultural plan provides goals and strategies that demand persistence and courage to achieve.

COLLECTIVELY, WE RECOGNIZE:

- The significant role that cultural endeavors play in our economic development efforts and within our existing economy,
- The wisdom of expanding our local arts agency to assist in the growth of our arts and heritage community,
- The critical need to re-establish the importance of art in the education of our children and the disparity of opportunity that exists in our own backyard,
- The desire of our community for performing arts facilities and other structures to increase entertainment, involvement, and educational opportunities for our citizens,
- The opportunity to coordinate our marketing efforts to build audiences and enhance Tallahassee's reputation as a cultural destination and a great place to live.

We encourage and challenge our elected leaders to act boldly today by endorsing the recommendations within this plan and, day by day, nurture efforts to implement it.

Respectfully,

CULTURAL PLAN ADVISORY COMMITTEE MEMBERS:

Althemese Barnes
Flecia Braswell
Mike Bristol
Rick Carroll
Kate Collier
Sue Dick
Tim Edmond
Janet Hinkle
Terence Hinson
Elise Judelle
Beth Langford
Mike Pate
Sharon Press
Michael Sheridan
Paula Smith
Kay Stephenson
John Thomas
Marjorie Turnbull
Karen Wendland
Gil Ziffer

CAPITAL CULTURE

ACKNOWLEDGEMENTS

The Cultural Plan Advisory Committee gratefully acknowledges the following for their support and technical assistance:

Craig Dreeszen, Ph.D., *Dreeszen and Associates*
Gay Drennon, Ph.D., *Visiting Research Associate, Florida State University*
Min Cho, *Associate Director, Florida Learn and Serve*
Anita Favors, *City Manager, City of Tallahassee*
Michael Parker, *Director, Economic Development Department, City of Tallahassee*
Peggy Brady, *Executive Director,* Randi Goldstein, *Associate Director,* Clint Rilex, *Program Assistant, Cultural Resources Commission*
Caryn Bradshaw and LaToya Davis, *Graduate Interns, Florida State University*
Andrea Bird, *Assistant to the Director of Public Services, Leon County*

and also,

The City of Tallahassee *for authorizing and funding this plan,*
The Leon County Commission *for its interest and support,*
Datamaxx Corporation *for the donation of videoconferencing, and,*
the many Tallahassee and Leon County citizens who shared their hopes and dreams for our community.

CAPITAL CULTURE

TABLE OF CONTENTS

Looking Back, These Days, Tomorrow 2
Goals of the Cultural Plan 6
Purpose and Planning Methods 7
Cultural Plan Advisory Committee 9
Cultural Plan Task Force Members 10
Findings from Interviews, Focus Groups, and Survey 12
Opportunities for Improvement 14

CULTURAL PLAN

GOAL 1: Employ arts, culture and heritage to strengthen capital area economic development, to increase tourism, and to improve quality of life.
Findings and Recommendations 16

GOAL 2: Build a comprehensive network of arts and heritage education opportunities in the community and schools.
Findings and Recommendations 22

GOAL 3: Achieve sustainable public and private funding to support cultural programs and to further the goals of this cultural plan.
Findings and Recommendations 26

GOAL 4: Develop new and preserve and improve existing cultural facilities to attract and stimulate interest in Florida's capital city.
Findings and Recommendations 30

GOAL 5: Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.
Findings and Recommendations 34

GOAL 6: Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.
Findings and Recommendations 36

CAPITAL CULTURE

LOOKING BACK . . .

Tallahassee has had a long love affair with arts and heritage. At the turn of the century, plays and vaudeville shows appeared at the Munro Opera House. The city celebrated the opening of the Capital City Theater in 1912, which provided the community the chance to see a "picture show". In the 1920s, community bands gave summer concerts in downtown parks. Staged concerts were held at Florida A&M College during its Sunday evening music hour.

- In 1949, the Tallahassee Little Theatre was presenting plays in an abandoned theater at Dale Mabry Field.
- In 1957, the Junior Museum began providing children with out of classroom, hands-on experiences relating to the natural and cultural history of their world.
- In 1963, LeMoyne Art Foundation began its devoted effort to nurture local artists and promote awareness and appreciation of fine art.
- In 1972, Anhinga Press published its first works of poetry.
- In 1975, the nationally recognized Young Actors Theatre was founded.
- In 1978, restoration began on the only historic downtown African American home which would later house the John G. Riley House Museum.

This educated and increasingly sophisticated community demanded more. In the coming years, the state's capital could boast the presence of the Tallahassee Civic Ballet and Tallahassee Symphony Orchestra to complement the increasing cultural opportunities offered by our institutions of higher learning: Florida State University, Florida A&M University and Tallahassee Community College.

CAPITAL CULTURE

THESE DAYS . .

Through the years, our community has grown rich in its diversity of cultural opportunities. Today, *A Pocket Guide to Capital Culture* lists over eighty cultural organizations and destinations. Each year, creative citizens are launching new ideas and seeking community support for their efforts. Our Junior Museum has a new name, the Tallahassee Museum of History and Natural Science, and a $1.6 million spending plan. New artistic and historical endeavors include the African Caribbean Dance Theatre, Goodwood Museum and Gardens, the Mary Brogan Museum of Art and Science, and the Tallahassee Film Society.

With the understanding that for every dollar invested in cultural programs, $16 is returned into our local economy, the City of Tallahassee has continued its commitment to provide foundational support for arts and heritage organizations. City and County leaders wisely understand that the collective support of the community through public dollar grants is a critical component in the success of non-profit cultural endeavors.

In fiscal year 2003, our local arts agency administered grants programs for the city and county, distributing $481,787 to local arts and heritage organizations. The city grants program distributed $334,787 to 19 organizations. The Leon County grant program distributed $147,000 to 18 organizations. The Mary Brogan Museum of Art and Science received line item funding from the city totaling $250,000 and $150,000 from Leon County. The Tallahassee Museum of History and Natural Science received a $50,000 line item appropriation from Leon County. The Caribbean Carnival received a $5,000 line item appropriation.

CAPITAL CULTURE

AND THEN THERE'S TOMORROW

OUR VISION: *With the implementation of our Cultural Plan, we hope to make Tallahassee, Florida's Capital City, a regional center for cultural, arts, and heritage programs.*

- Tallahassee will be recognized as a highly desirable site for individuals, families, businesses, and artists due to its outstanding cultural offerings, educational opportunities, and workforce.
- Tallahassee will have a flourishing cultural community where artists are valued and community efforts are offered to help them succeed.
- Elected officials and business leaders will elevate awareness and support of the arts to a place of prominence.
- The Cultural Resources Commission (CRC) will be renamed to better facilitate understanding of its mission. Standing committees in the area of Economic Development, Education, Marketing, Facilities, and Ways and Means will be created to provide leadership to further the goals of the Cultural Plan.
- A performing arts venue will be developed to serve community performing arts organizations, popular entertainment and traveling Broadway shows.

- A visible and easily accessed cultural center will be developed to:
  - ✓ assist in meeting the office space, rehearsal and performance needs of our local cultural organizations and artists.
  - ✓ serve as an arts incubator
  - ✓ provide administrative space for the CRC
- Tallahassee will have a healthy tourism industry with visitors seeking the abundance of performing and visual arts offerings.
- Tallahassee's creative businesses in the nonprofit and commercial sectors will grow into a substantial sector of the regional economy.
- Tallahassee will develop audiences so local arts and heritage organizations see an increase in attendance to their events.
- Arts education will reclaim its importance alongside reading and writing within our educational system, inspiring young people to include the arts as part of their lives.
- There will be a comprehensive network of arts and heritage programs in the community and in the schools.
- The City of Tallahassee and Leon County will help construct, enhance, and preserve cultural facilities important to our heritage and cultural programming.
- Cultural districts will be developed to serve as centers of artistic activity.
- The City will enhance public parks to support outdoor events.
- Adequate funding from generous public and private sources will help finance this community cultural vision.
- Public funds will be distributed to further the goals of this cultural plan.

" Proud as we are of the engine of our economy or of our military might, we know, too, that the more enduring legacy of our wealth as a people is in the canvases of our painters, the songs of our composers, and the words of our poets "

— John Brademas, President Emeritus
New York University

CAPITAL CULTURE

GOALS OF THE CULTURAL PLAN

1. Employ arts, culture, and heritage to strengthen capital area economic development, increase tourism, and improve quality of life.

2. Build a comprehensive network of arts and heritage education opportunities in the community and schools.

3. Achieve sustainable public and private funding to support cultural programs and to further the goals of this cultural plan.

4. Develop new and preserve and improve existing cultural facilities to attract and stimulate interest in Florida's Capital City.

5. Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.

6. Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.

PURPOSE AND PLANNING METHODS

The planning process is intended to identify community needs, define goals and recommend funding and actions that will strengthen the city's arts, culture and heritage to enhance our region's quality of life and economic development.

THE CHARGE:

The Tallahassee Cultural Plan was a citizen initiative embraced by the City Commissioners to achieve the following outcomes:

- Identify Tallahassee's cultural resources.
- Produce a comprehensive cultural plan with anticipated costs to implement.
- Recommend a comprehensive City cultural funding policy.

The Cultural Plan determined goals, objectives and strategies intended to:

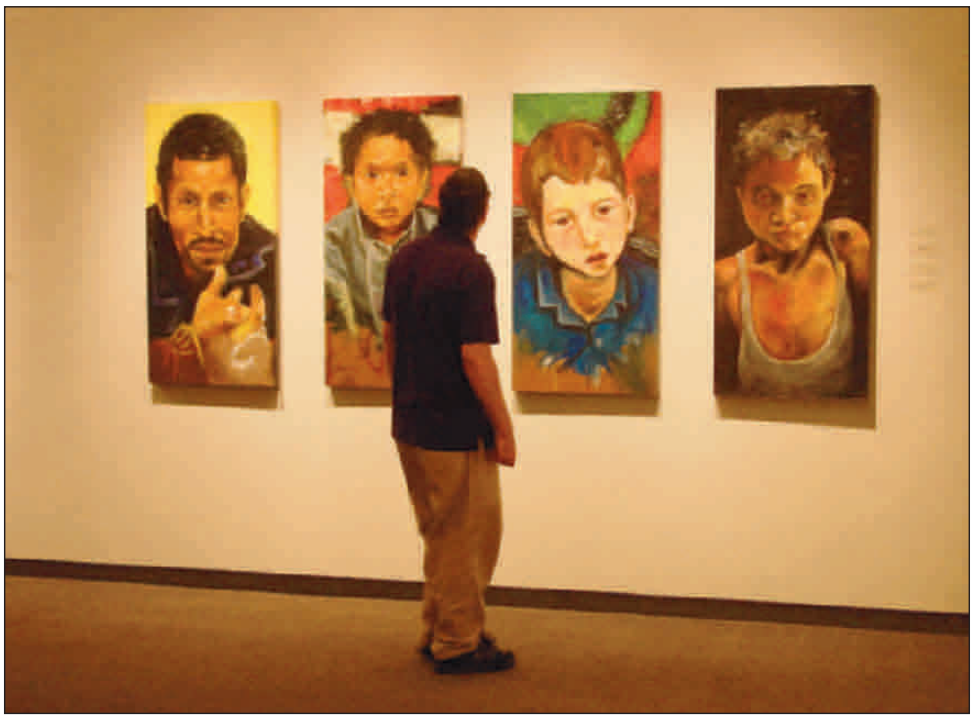
- Increase private-sector arts, cultural, and heritage funding.
- Market cultural offerings more effectively.
- Raise the visibility of arts, culture, and heritage.
- Encourage accessibility and diverse cultural programs and organizations.
- More closely integrate culture into the region's economic development efforts.
- Increase opportunities for all Tallahassee citizens to enjoy and participate in arts, culture, and heritage.

PUBLIC PARTICIPATION: The Cultural Plan was developed by the citizens of Tallahassee during a seven-month, highly participative process concluding in June 2003. Sixty-five community leaders actively participated in the Advisory Committee and five Task Forces. An extensive community assessment polled the opinions of over 1,000 citizens and community leaders.

The planning consultants and interns conducted 13 focus groups and 27 individual interviews from November 21, 2002 through January 18, 2003. In all they talked with 128 people representing civic and political leaders, business, higher and K-12 education, cultural organizations, artists and writers, neighborhoods, communities of color, and social service agencies.

A survey was posted on the City of Tallahassee's web site (www.talgov.com) from January 5 through 21, 2003. Invitations to participate in the survey were published in the *Tallahassee Democrat* January 5 and through numerous email distribution lists including those of the Chamber of Commerce, City of Tallahassee, The Cultural Resources Commission, cultural institutions, Leadership Tallahassee alumni and many more. Over 864 citizens responded to a community cultural assessment survey, a large response for an online survey of this type.

LEADERSHIP: Mayor Scott Maddox appointed a twenty-person Advisory Committee to oversee the planning. The Advisory Committee was led by Co-Chairs Janet Hinkle and Marjorie Turnbull. Task forces were chaired by Kate Collier, Elise Judelle, Paula Smith, Kay Stephenson, Karen Wendland and Gil Ziffer. Dr. Craig Dreeszen, Director of Dreeszen & Associates, provided planning assistance. Dr. Gay Drennon and Min Cho managed the planning process locally. Peggy Brady, and the staff of the Cultural Resources Commission along with student interns, Caryn Bradshaw and LaToya Davis, provided information, research, and administrative support to the planning task forces. The planning process was administered by Michael Parker, Director of the Economic Development Department.



"This cultural plan is the result of a genuinely participatory process that engaged sixty-five community leaders in planning and heard the advice of over a thousand capital area citizens."

— Dr. Craig Dreeszen, consulting planner

CAPITAL CULTURE

CULTURAL PLAN ADVISORY COMMITTEE

Ms. Althemese Barnes, *Executive Director, John G. Riley Foundation*
Committee: Audience Development and Marketing
Ms. Flecia Braswell, *Vice President, Marketing, Capital City Bank*
Committee: Private and Public Funding
Mr. Mike Bristol, *President & CEO, Tallahassee Area Convention and Visitors Bureau*
Committees: Economic Development, Tourism and Quality of Life; Audience Development and Marketing
Mr. Rick Carroll, *Carroll, Cutright, and Richardson, CPAs*
Committee: Private and Public Funding
Ms. Kate Collier, *President, Bank of America*
Co-Chair: Private and Public Funding
Ms. Sue Dick, *President, Greater Tallahassee Chamber of Commerce and Economic Development Council*, Committee: Public Cultural Facilities
Mr. Tim Edmond, *President, Capital Region, Arvida, a St. Joe Company*
Committee: Public Cultural Facilities
Ms. Janet Hinkle, *Community Volunteer*
Advisory Committee *Co-Chair*
Mr. Terence Hinson, *President, Hinson Realty*
Committee: Economic Development, Tourism, and Quality of Life
Ms. Elise Judelle, *Bryant, Miller, and Olive, P.A.*
Co-Chair: Private and Public Funding
Ms. Beth Langford, *Community Volunteer*
Committee: Public Cultural Facilities
Mr. Mike Pate, *President and Publisher, Tallahassee Democrat*
Committee: Arts and Heritage Education and Youth
Ms. Sharon Press, *Director, Dispute Resolution Center, Florida Supreme Court*
Committee: Private and Public Funding
Mr. Michael Sheridan, *Chairman, Fringe Benefits Managements Company*
Committee: Economic Development, Tourism, and Quality of Life
Ms. Paula Smith, *Community Volunteer*
Chair: Public Cultural Facilities
Ms. Kay Stephenson, *President & CEO, Datamaxx Group*
Chair: Economic Development, Tourism, and Quality of Life.
Mr. John Thomas, *Director of Governmental Relations, Florida League of Cities, Inc.*
Committee: Arts and Heritage Education and Youth
Ms. Marjorie Turnbull, Executive *Director, Tallahassee Community College Foundation*,
Advisory Committee *Co-Chair*
Ms. Karen Wendland, *Executive Director, Capital Medical Society*
Chair: Audience Development and Marketing
Mr. Gil Ziffer, *Ziffer Marketing & Communications Consultants*
Chair: Arts and Heritage Education and Youth

CULTURAL PLAN TASK FORCE MEMBERS

CULTURAL ADVISORY COMMITTEE CO-CHAIRS

Janet Hinkle, *Community Volunteer*
Marjorie Turnbull, *Executive Director, Tallahassee Community College Foundation*

ECONOMIC DEVELOPMENT, TOURISM, QUALITY OF LIFE TASK FORCE

Kay Stephenson, *Chair, President & CEO, Datamaxx Applied Technologies, Inc.*
Carmen Braswell, *Director, Seven Days of Opening Nights, Florida State University*
Mike Bristol, *President/CEO, Tallahassee Area Convention and Visitors Bureau*
Stephen Fox, *Local Artist and Volunteer*
Terence Hinson, *President, Hinson Realty*
Marilyn Larson, *Executive Director, Tallahassee Downtown Improvement Authority*
Donna McHugh, *Executive Director, Community Relations/Events, Florida State University*
Michael Sheridan, *Chairman, Fringe Benefits Management Company*
Susan Stratton, *Economic Development & Tallahassee Downtown Improvement Authority*
Del Suggs, *Performing Artist, Saltwater Music*

ARTS AND HERITAGE EDUCATION AND YOUTH TASK FORCE

Gil Ziffer, *Chair, President, Ziffer Marketing & Communication Consultants*
Julie Baroody, *Art Instructor, Humanities Faculty, Tallahassee Community College*
David Chapman, *Assistant Director, Tallahassee Parks and Recreation*
Scott Dailey, *Executive Director, Florida Institute of Government at FSU*
Ken Falana, *Professor, Visual Arts, Florida A&M University*
Kent Hamilton, *Administrator, Instructional Development/Student Assessment, Leon County Schools, Program Monitoring and Evaluation*
Anne Harris, *Assistant Superintendent, Leon County Schools*
Anita James, *Marketing Coordinator, Comcast Cable*
Sally McRorie, *Dean, School of Visual Arts and Dance, Florida State University*
Mike Pate, *President & Publisher, The Tallahassee Democrat*
Debo Powers, *Director, The School of Arts & Sciences*
Lori Danello Roberts, *President, Family Forum Magazine*
John Thomas, *Director, Florida League of Cities, Inc.*

PRIVATE AND PUBLIC FUNDING TASK FORCE

Kate Collier, *Co-Chair, Senior Vice President, Bank of America*
Elise Judelle, *Co-Chair, Bryant, Miller and Olive, P.A.*
Margo Bindhardt, *Chairman, Executive Committee, Seven Days of Opening Nights; Chairman, Florida Arts Council, Florida Department of State, Division of Cultural Affairs*
Flecia Braswell, *Vice President, Marketing, Capital City Bank*
Rick Carroll, *Carroll, Cutright, and Richardson, CPAs*
Grady Enlow, *Director, Institutional Advancement, Holy Comforter Episcopal School*

PRIVATE AND PUBLIC FUNDING TASK FORCE *continued*

JuDee Pettijohn, *Director, Florida Department of State, Division of Cultural Affairs*
Evelyn Ploumis-Devick, *Assistant Vice-President, Student Affairs and Visiting Assistant Professor, Arts Administration, Florida State University*
Sharon Press, *Director, Florida Dispute Resolution Center, Florida Supreme Court*
Mark Ravenscraft, *Managing Director, The Ravenscraft Group*
Jevelle Robinson, *Executive Director, African Caribbean Dance Theatre*
Hilmar Skagfield, *Consul General of Iceland and Chairman, Skandia Window Coverings*
Paula Smith, *Community Volunteer*

PUBLIC CULTURAL FACILITIES TASK FORCE
Paula Smith, *Chair, Community Volunteer*
Kathy Archibald, *Community Volunteer*
Rick Barnett, *Barnett Fronczak Architects*
Carmen Cummings, *District Representative, Congressman Allen Boyd*
Sue Dick, *President, Greater Tallahassee Chamber of Commerce*
Tim Edmond, *President, Capital Region, Arvida, a St. Joe Company*
Wendy Grey, *Wendy Grey Land Use Planning*
Wade Hopping, *Hopping, Green & Sams, P.A.*
Ivan Johnson, *Johnson Peterson Architects*
Beth Langford, *Community Volunteer*
Longineu Parsons, *Assistant Professor of Music, Florida A&M University*
Rodner Wright, *Dean of the School of Architecture, Florida A&M University*

AUDIENCE DEVELOPMENT AND MARKETING TASK FORCE
Karen Wendland, *Chair, Executive Director, Capital Medical Society*
Judy Bailey, *General Manager, Clear Channel Communications*
Althemese Barnes, *Executive Director, John G. Riley Foundation*
Bill Behenna, *Public Information Manager, City of Tallahassee*
John Bower, *President, Stage Promotions, Inc.*
Mike Bristol, *President & CEO, Tallahassee Convention and Visitors Bureau*
Sasha Erickson, *Tri-Eagle Sales*
Claire Evans, *Marketing Director, Comcast*
April Herrle, *President, Herrle Communications*
Luanne Lenberg, *Marketing Director, Governor's Square Mall*
Barbara Psimas, *Artist and Member of Railroad Square Artists*
Tom Tomasi, *Marketing Director, Tallahassee Democrat*
Harold Uzzell, *President, Uzzell Advertising*

STAFF
Michael Parker, *Director, Economic Development Department, City of Tallahassee*
Dr. Craig Dreeszen, *Planning Consultant, Dreeszen & Associates*
Dr. Gay Drennon, *Local Plan Coordinator, Visiting Research Associate, Florida State University*
Min Cho, *Assistant Local Plan Coordinator*
LaToya Davis, *Research Assistant, Graduate Intern, Florida State University*
Caryn Bradshaw, *Research Assistant, Graduate Intern, Florida State University*

CAPITAL CULTURE

FINDINGS FROM INTERVIEWS, FOCUS GROUPS, AND SURVEY

CULTURAL RESOURCES: Assessment participants easily identified Tallahassee's cultural strengths.

- MANY CULTURAL OPPORTUNITIES: Most interviewees characterized the region as one of rich and diverse cultural opportunities. The number and quality of programs are remarkable given the region's population and economy.

- UNIVERSITY IMPACT: The Universities are a major source of cultural programs. Faculty and students contribute to community cultural life as performers, private instructors, volunteers and audiences. FSU was cited most often. Programs like FSU's Seven Days of Opening Nights and FAMU's Black Archives Research Center and Museum work to transcend the town and gown divide.

- MUSEUM PRESENCE: Tallahassee is home to many good museums offering art, science, and historical exhibits and educational programs. The Tallahassee Museum of Natural History and Science, the FSU Museum of Fine Arts, LeMoyne Art Foundation and the Mary Brogan Museum of Art and Science were most frequently mentioned.

- ABUNDANT NONPROFITS: There are a large number of active nonprofit arts, cultural and heritage organizations. The CRC maintains a list of 70 active organizations.

- CREATIVE ARTISTS: There are nearly 500 individual artists of all disciplines on the CRC lists. Their creative talents are the source of much of the region's cultural opportunities.

- NUMEROUS FESTIVALS: Festivals provide frequent opportunities for people from throughout the region to gather and celebrate in Tallahassee.

- HISTORY AND HERITAGE: The region's history, heritage and natural environments are preserved and interpreted by over a dozen historic sites and museums. These also have active educational programs.

FINDINGS FROM INTERVIEWS, FOCUS GROUPS, AND SURVEY

- VISUAL ARTS: There are ample opportunities to experience the visual arts. University and community art museums, commercial galleries, craft markets, outdoor fairs, and art exhibitions provide an unusually comprehensive mix of visual arts venues.

- GOOD MIX: Most artistic disciplines are represented. Audiences can experience music in classical, popular, jazz, blues, and folk idioms. Theater is available in university, community, and touring professional productions. Opera and ballet are offered. The community supports both a community and professional symphony.

- AMATEUR PARTICIPATION: There are good opportunities for amateur participation in the visual and performing arts.

- LOCAL GOVERNMENT: Elected city and county officials are aware of the region's cultural resources and of their role in affecting quality of life and economic prosperity.

- PUBLIC FUNDING: A system of cultural funding is in place and is appreciated. The CRC distributes City and County funds through a competitive grants process.

- INFORMATION AND SERVICES: The basis of a comprehensive information and service system is established. The CRC maintains a database and directory of cultural resources and maintains a web-based calendar of events.

- COOPERATION: There is promising communication and cooperation among cultural organizations and between the cultural community and tourism, economic development and downtown improvement organizations. The Attractions Alliance within the Tallahassee Area Convention and Visitors Bureau (CVB) is an encouraging sign of productive cooperation.

"Tallahassee residents support arts and cultural activities in large numbers, though many feel there are insufficient activities available in their community. The differences in perceptions among certain segments of the Tallahassee public evident in 1999, persist in 2002. African-Americans and younger residents are more likely than others to say that not enough arts and cultural activities is a problem in their community."

— Princeton Survey Research Associates
An Update of Public Opinion on Local Issues in Tallahassee, May 2002
John S. and James L. Knight Foundation Community Indicators Project

---

OPPORTUNITIES FOR IMPROVEMENT

- FUNDING: Cultural funding is inadequate to support the kinds of programs citizens identified in the survey. Many cultural organizations are struggling with funding and depend upon a disproportionate percentage of earned revenue and special events fundraising.
  - ✓ Private-sector cultural funding (individuals, corporations and small business) is not adequately tapped. The small corporate sector limits funding from that source. Individuals have been generous to sports, religious organizations, and social services, but philanthropy has not yet been well cultivated for cultural programs.
  - ✓ The City needs a comprehensive funding policy to fairly redistribute city funds consistent with priorities to be determined in this cultural plan. The County also uses the CRC re-granting system and could benefit from any improvements.
  - ✓ There is need for other sustainable public sources of funding.
  - ✓ Smaller organizations without professional development staff are at a disadvantage in the competition for private funds and grants. Some nonprofit leaders asked for fundraising training and others called for access to a grants writer.

- PERFORMING ARTS CENTER: Virtually every focus group and interviewee identified the need for a new performing arts center. The Civic Center's acoustics are reported to be inadequate for performances. Ruby Diamond is largely programmed by FSU and has limited parking.
  - ✓ FSU plans for a new performance hall need to be considered in relation to the community's needs.
  - ✓ Rehearsal space is also a problem for some performing arts groups.
  - ✓ City parks and other outdoor public spaces are important venues for performances, festivals, and exhibitions. Policies, services and costs should be examined as part of the planning.

- ECONOMIC DEVELOPMENT: Cultural attractions could be more closely integrated with regional economic development and recruitment of businesses and tourists.
  - ✓ Cultural development is interdependent with regional economic diversification.
  - ✓ The City could benefit from a cultural district.
  - ✓ Local artists and other creative entrepreneurs could be further encouraged.
  - ✓ Cultural tourism should be better exploited.
  - ✓ New residents of SouthWood and other new developments are potential new audiences, patrons and nonprofit leaders.

- AUDIENCE DEVELOPMENT AND MARKETING: While much effort has been expended to market cultural programs, more needs to be done to market to residents and visitors and to develop audiences. In spite of the rich offerings of cultural programs, people complain they don't know what there is to do.

- ARTS EDUCATION: Cultural leaders are very concerned about the quality and extent of arts, cultural and heritage education opportunities in public schools. Children are not getting the comprehensive education they need.
  - ✓ Schools in low-income areas have little access to arts education.
  - ✓ There is no arts coordinator in the Leon County school system.
  - ✓ There could be more coordinated arts/cultural education advocacy from citizens.
  - ✓ There are opportunities for more partnerships between the region's cultural organizations and the schools that could enhance schools' curricula.
  - ✓ Reduced school budgets have limited transportation for field trips.
  - ✓ Cultural opportunities for youth are limited outside of school.

- ACCESS AND EQUITY: Barriers to accessibility to cultural programs prevent many people from fully participating. Barriers include cost of admission, limited public transportation, and inadequate accommodations for people with disabilities. Class and racial prejudice and mistrust across cultures sustain separations. The region's rich ethnic diversity offers great potential for more celebration and learning across cultures.

- UNIVERSITY AND COMMUNITY COOPERATION: This cultural plan and the renewed leadership at each of the three institutions of higher learning suggest the opportunity for increased communication and cooperation between the institutions and the community. Much has been done already, and this planning has stimulated more communication. Cooperative planning of cultural facilities has high potential benefit.

- INFORMATION AND SERVICES: The cultural plan will identify opportunities to provide information, training, technical assistance and other services to nonprofit organizations and artists. The CRC and others will have the opportunity to respond.

- VOLUNTEER LEADERSHIP: Staff from many cultural organizations described the increasing challenge to recruit skilled volunteers with time and energy to serve on boards of directors.

- PUBLIC ART: Several interviews and focus groups recommended that public art be a larger part of the City's public spaces.

> *"Art has a great deal to do with the quality of life we lead, not just as men and women, but as a society. Art has a great deal to do with freedom; history has taught us that when the arts decline and die, freedom declines and dies. Business requires an environment of freedom to thrive and prosper, just as art and individuals require that same environment."*
>
> — David S. Tappan, Jr.
> *Chairman and CEO, Fluor Corporation*

CAPITAL CULTURE

GOAL 1:

Employ arts, culture, and heritage to strengthen capital area economic development, increase tourism, and improve quality of life.

THE ECONOMIC DEVELOPMENT, TOURISM, AND QUALITY OF LIFE TASK FORCE

Kay Stephenson, *Chair, President & CEO, Datamaxx Applied Technologies, Inc.*

Carmen Braswell, *Director, Seven Days of Opening Nights, Florida State University*

Mike Bristol, *President/CEO, Tallahassee Area Convention and Visitors Bureau*

Stephen Fox, *Local Artist and Volunteer*

Terence Hinson, *President, Hinson Realty*

Marilyn Larson, *Executive Director, Tallahassee Downtown Improvement Authority*

Donna McHugh, *Executive Director, Community Relations/Events, Florida State University*

Michael Sheridan, *Chairman, Fringe Benefits Management Company*

Susan Stratton, *Economic Development & Tallahassee Downtown Improvement Authority*

Del Suggs, *Performing artist, Saltwater Music*

FINDINGS:

- It is estimated that for every $1 invested in the arts community, $16 in direct revenue is generated for the local economy.
- Cultural facilities and opportunities are frequently listed as an important factor when a company is considering relocating. Company executives make decisions on whether or not they themselves want to live in Tallahassee.
- A perceived lack of cultural offerings inhibits economic development efforts. Tallahassee is not seen as a destination for tourism.
- Cultural tourists stay an extra day and spend 50% more than other tourists.
- Cities where artists are valued and efforts are made to help them succeed are successful at retaining and recruiting artists.

> *"A thriving cultural and arts community will be a 'key driver' to economic development and job creation for the Tallahassee/Capital region. Our research was conclusive that a creative environment is a primary engine for economic growth."*
>
> — Kay Stephenson
> *President and CEO Datamaxx Applied Technologies, Inc*
> *Chair, Economic Development, Tourism, and Quality of Life Task Force*

GOAL 1: FINDINGS *continued*

- Nationally, more money is spent on tickets to performing events than tickets to motion pictures or sports.
- Investments in the arts yield significant returns in the long run: for example, Pittsburgh's cultural district converted less than $300,000 in sale tax subsidies into $24 million in amusement and sales tax revenues.
- The positioning of Tallahassee as a cultural destination for visitors will require both the development of expanded cultural offerings and extensive marketing of those offerings both locally and regionally. The efforts of the CVB are in the vanguard on this issue, by their promotion of local cultural events to travel agencies and tour groups.
- Film festivals demonstrate a cultural appreciation for the work of filmmakers by the communities that host them, and they have a prestige value above and beyond their production cost.

> *"In the ten years I lived in Greenville, S.C., I saw the downtown resurrected with new life because of the varied performing arts that became its focus. I suppose it's not just a matter of creating events, but creating an atmosphere that is conducive to the arts, an atmosphere that draws people together and allows for participating in and conversation about the arts."*
>
> — Cultural Plan Online
> Survey Respondent, 2003

RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

1.1 Strengthen the cultural sector's capacity to recruit business and diversify our region's economy.

1.1.1 Organize a standing Economic Development Committee within the CRC to further the economic development recommendations of the cultural plan. The committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan economic development, tourism and quality of life task force and others in the community including business leaders and those knowledgeable of economic development and tourism efforts, to serve and assist the CRC in prioritizing and pursuing economic development objectives.

1.1.2 The City Commission should support the CRC with reasonable funding.

- All of the action items proposed by the task force and those that will be contained within the final plan, require a full-time, knowledgeable staff (and oversight board) to accomplish and monitor.
- The Task Force recommends that the entire Advisory Committee first define the specific tasks to be assigned to the CRC and then develop a revised budget.

1.1.3 The City and Leon County should adopt relevant policies and provide for capital improvements to incorporate key elements of the cultural plan in the Tallahassee/Leon County Comprehensive Plan. The Comprehensive Plan can reference the full cultural plan.

1.1.4 Position the Tallahassee/Capital Area as a cultural hub through development of expanded cultural offerings and an effective marketing and advertising campaign.

- A logo, slogan and marketing campaign promoting the capital region as a hub for cultural programs should be developed.

- The CRC, Tourist Development Council (TDC), CVB, Chamber and Universities will work together so that the cultural organizations can determine the most effective way to achieve our vision "of a regional center or hub for cultural arts and heritage programs."
- For purposes of this plan, our region includes Leon, Franklin, Wakulla, Gadsden, Jefferson, and Liberty counties, as well as southern Georgia.

1.1.5 The Mayor should arrange for a meeting of business leaders with the Secretary of State and Director of the Division of Cultural Affairs to learn what, if any, resources or attention could be channeled to the capital city because of its unique position.

1.1.6 The City should develop consistent and expanded directional signage to direct visitors to cultural centers throughout the City.

1.1.7 The City and Leon County should poll arts/cultural organizations as well as the CRC to learn if local ordinances or policies have unnecessarily inhibited any of their activities.

1.1.8. The Mayor should appoint a cultural ambassador to participate in business recruitment efforts. The Cultural Ambassador should be a member of the broad based Economic Development Council (EDC) to serve as a liaison between the cultural community and the business community.

- The "Cultural Ambassador" should participate in meetings with the various site selection consultants who come to our city from time to time.
- The Cultural Ambassador should work very closely with staff of the CRC and Tallahassee Area Chamber of Commerce.

1.1.9 The City should use existing resources such as the trolley system to provide unique "welcome to our cultural and arts community" experiences utilizing on-board communication ambassadors to tell a story to our local citizens and visitors.
In regard to the trolley system:

- The TDC, CRC, and CVB should work with Taltran to develop an updated budget to further the goals of the cultural plan.
- The TDC should develop advertisements that would pass the current city policies, which restrict the advertising on trolleys and buses. This advertising could be used to raise revenues.
- The trolley concept could be used to link the campuses of FSU, FAMU and perimeter hotels to downtown in order to increase participation in and linkages between campus cultural activities and businesses downtown (hotels and restaurants, for example). The hours of the trolley could be extended to include evening and nighttime hours.
- A Cultural Route should be established. This service could be advertised on numerous community websites such as the Chamber, EDC, and CVB as well as many others including websites of local developers as part of the packaging and promoting of the Tallahassee/Capital area region.

1.2 Help cultural attractions reinforce Tallahassee's appeal to visitors.

1.2.1 Provide incentives and guaranteed services of the city to facilitate the development of cultural districts (see Goal 4)

1.2.2 The CVB and the CRC should collaborate to increase the marketing of cultural events to visitors, tour groups and tour operators.

- This marketing should be done on a regional level with promotion in regional and local media.
- Marketing can also be done on a local level with material in hospitality businesses promoting local cultural offerings.

- The private development of closed-circuit or even cable television with a channel dedicated to promotion of local cultural, arts and heritage offerings in hotel rooms or city-wide (as is done in Panama City and other areas with an established tourism economy) should be encouraged.
- The city could develop an information "scroll" on WCOT that would provide up to date information regarding cultural activities in the region. In order to alert people to the existence of the CRC website and the proposed TV scroll, we suggest a weekly purchase of a banner advertisement in the *Tallahassee Democrat* that would say something to the effect –"For a comprehensive listing of all cultural and arts activities scheduled for the following week, we suggest you refer to either www. netcrc.org or WCOT as well as the Limelight section of this paper."
- The CVB should expand their current promoting of individual events (e.g., the Winter Festival) and engage in broader marketing of Tallahassee's year-round cultural offerings.

1.3 Local creative businesses should be encouraged to become a strong economic sector.

1.3.1 Encourage existing programs that provide opportunities for creative businesses. Seek opportunities to promote programs such as:

- The Downtown Marketplace (formerly the "Farmers' Market"), sponsored by the local Downtown Improvement Authority and Downtown Merchants' Association, which encourages a local arts economy through its Saturday morning event.
- The "First Friday Gallery Hop," where patrons and customers are encouraged to visit multiple galleries on the first Friday evening of each month.

> *" Cultural activities attract tourists and spur the creation of ancillary facilities such as restaurants, hotels, and the services needed to support them. "*
>
> "The Role of the Arts in Economic Development"
> National Governors Association, 2001

1.3.2 The Board of the CRC should dialogue with local government and community groups to further understanding of the economic potential of the arts industry.

1.3.3 The City's Economic Development Department should dialogue with local financial institutions or SBA about the potential for returns on financing arts businesses. Financing an art gallery, record label, or publishing house is different from financing a restaurant or more common retail establishment. Understanding their particular needs and possibilities will offer greater financial opportunities for local arts businesses. The Department should also investigate the possibility of federal programs that may be available to finance arts businesses.

1.3.4 The City should encourage and support new local arts and music festivals. Established events such as the Tallahassee Museum's Market Days, The Winter Festival, Springtime Tallahassee, the Caribbean Carnival, the Southern Shakespeare Festival, LeMoyne's Arts in the Park and Tallahassee: Seven Days of Opening Nights demonstrate the potential for more and better local arts and music festivals, thereby stimulating growth in the arts sector.

1.3.5 The CRC should continue to be a resource to events planners to direct them to the appropriate offices (permitting, security, street closings, etc) to support their events.

1.3.6 The city should enhance its public art program. Exhibit space in public buildings should be made available to allow more local artists to present their work. The CRC should be a resource to for artists' names and contact information to enable the private sector to more easily do the same.

1.3.7 Local musical works should be utilized on WCOT. Instead of using "canned" music purchased on compact disc from another state, WCOT could purchase music from local artists and use it exclusively.

1.3.8 The Convention and Visitors Bureau should consider recommending local artists to conference and convention groups seeking entertainment for their meetings, in the same way it might recommend local caterers or audio/visual suppliers.

1.3.9 The City should encourage the Chamber of Commerce to create an "Arts Industry Committee" to learn about the business of art.

- The arts industry should be considered as a target business in the same way the "technology sector" is targeted.
- The Tallahassee Chamber of Commerce could have a recurring spot in their annual retreat for understanding the "Arts as a Business" for our community and region and how the arts can act as a catalyst for economic development.

1.3.10 The City should develop cultural districts as outlined in Goal 4.

1.3.11 Create an "Arts Business Incubator" component within the cultural center described in Goal 4 to assist new businesses in becoming successful. Such a facility might contain gallery space, studio space, office space, and cooperative administrative assistance.

1.3.12 The CRC should investigate the possibility of economic development funds for short-term, low interest loans to art businesses. Coupled with tradition financing, these funds may encourage the establishment of additional galleries and other arts-related businesses.

1.3.13 The City should be supportive of the development of a local film festival in conjunction with the Tallahassee Film Society.

1.3.14 Local government could offer unused space in warehouses or other publicly owned buildings for studio space. With a reduced or subsidized rent, vacant buildings could become thriving studios for visual artists and rehearsal spaces for local performers. Discuss space possibilities with the Leon County School Board.

1.3.15 Investigate the creation of a "Commercial Music" program. Such a program should cover areas such as artist management and development, recording and engineering, marketing, booking, business operations, etc.

1.3.16 The CVB and film related organizations should advance the development of a local film industry.

1.3.17 Establish an "Arts Industry Liaison" within the city's Economic Development Department.

- This office could promote local art and artists to a regional and national market.
- It could also promote the quality and caliber of area art and artists to a broader market, and assist in positioning Tallahassee as a regional or even national cultural center. It could also assist in economic development by locating potential commercial gallery, retail, studio, and office space for arts businesses.

1.3.18 Local presses and publishing houses should be encouraged and supported.

1.3.19 Local CD and DVD duplication and manufacturing businesses should be supported or recruited to facilitate the growth of Tallahassee's recording industry, software development companies, and electronic data firms.

1.4 Advance artists of all disciplines in the community, region, and nation.

1.4.1 Promote public art exhibits and venues and encourage local offices/businesses and non-profit organizations to display local artists' work and promote programs consistent with the cultural plan.

1.4.2 The CRC should encourage increased purchase of and exhibition of local art by local government and businesses. There should be local art hanging in the lobbies and offices of local businesses, governmental offices, and local sculpture in the parks. Encouragement and support of local artists should be emphasized.

> *"What's good for the arts is good for the economy. The mayors of cities with strong economies tell us that the arts have helped their communities thrive. Support for our nation's cultural organizations is sound public policy."*
>
> — Rep. Louise M. Slaughter
> U.S. House of Representatives
> Chair, Congressional Arts Caucus

1.4.3 The CRC marketing committee and the CVB should work for a broader recognition of our outstanding artists in the local media. Feature stories on visual, performing and literary artists would engender and reinforce an appreciation of our artists and their contribution to our city.

1.4.4 The city should recognize the value of performing artists through adequate compensation for appearing in government-sponsored events and thereby set a new standard for privately-sponsored events.

1.4.5 The City's Economic Development Department could reach out to major art buyers to encourage purchase of works by local artists. These buyers should include out-of-town gallery owners and commercial buyers (such as high-end hotels and restaurants).

1.4.6 The Economic Development Department should explore the establishment of a short-term low-interest loan program from economic development funds for artists to utilize as "bridge loans" to complete works in progress.

1.4.7 The city should establish a Tallahassee Artists "Hall Of Fame" to recognize the contributions of local artists. Inductees could include those whose art has impacted the world and those whose art has had an enduring local impact in the areas of teaching and life long service to the arts.

CAPITAL CULTURE

GOAL 2:
Build a comprehensive network of arts and heritage education opportunities in the community and schools

ARTS AND HERITAGE EDUCATION AND YOUTH TASK FORCE

Gil Ziffer, *Chair, President Ziffer Marketing and Communication Consultants*

Julie Baroody, *Art Instructor, Humanities Faculty, Tallahassee Community College*

David Chapman, *Assistant Director, Tallahassee Parks and Recreation*

Scott Dailey, *Executive Director, Florida Institute of Government at FSU*

Ken Falana, *Professor, Visual Arts, Florida A&M University*

Kent Hamilton, *Administrator, Instructional Development/Student Assessment, Leon County Schools, Program Monitoring and Evaluation*

Anne Harris, *Assistant Superintendent, Leon County Schools*

Anita James, *Marketing Coordinator, Comcast Cable*

Sally McRorie, *Dean, School of Visual Arts and Dance, Florida State University*

Mike Pate, *President & Publisher, The Tallahassee Democrat*

Debo Powers, *Director, The School of Arts & Sciences*

Lori Danello Roberts, *President, Family Forum Magazine*

John Thomas, *Director, Florida League of Cities, Inc.*

FINDINGS:

- The arts teach children to be more tolerant and open, allow children to express themselves creatively, promote individuality, bolster self-confidence, and improve overall academic performance. The arts can also help troubled youth by providing an alternative to delinquent behavior and truancy while providing an improved attitude towards school.
- Exposure to and nurturing of the arts help students develop a positive work ethic and pride in a job well done.
- The arts have a measurable impact on youth at risk in deterring delinquent behavior and truancy problems, while increasing overall academic performance among those youth engaged in after school and summer arts programs targeted toward delinquency prevention. Study after study reveals a powerful relationship between study in the arts

> *"Think what it would say about Tallahassee if fine arts opportunities for young people were visible at every turn and a part of their daily existence. Our young people are being starved of an arts education and this trend must be reversed."*
>
> — Gil Ziffer, Chair,
> Arts and Heritage Education and Youth Task Force

and other academic, attitudinal, and behavioral achievements. Many specific studies can be referenced at: http://www.artsusa.org/public_awareness/pac_article.asp?id=613.

- In Florida, statewide art assessments are not required; therefore, it is up to each district to assess student performance in the arts.
- As outlined in the State of Florida's Sunshine State Standards, the arts are included (along with language arts, mathematics, science, social studies, health and physical education, foreign language, reading, writing, history, government, geography, economics, and computer literacy) as a part of a "sound education" and "key subject areas" for which to base student performance standards.
- Funding for arts education is at considerable risk as of this writing with drastic cuts proposed in state arts funding.
- Our local schools are forced to provide support for their arts curriculum with auxiliary funding (i.e.: discretionary district funds, proceeds from fundraisers, private and business contributions). This is partially the result of the cutbacks in state funding. Local property taxes, which support our schools, are limited due to the geographic make-up of Tallahassee. West and southside schools have considerably less supplemental funding, primarily due to a lack of volunteer involvement, poor support for fundraisers, and the use of discretionary funds to support programs that appear to directly affect FCAT scores.
- The Tallahassee community, as a whole, is not aware of, or chooses not to appreciate, the direct correlation between an arts education and standardized test scores.
- Tallahassee is rich in cultural opportunities (through the universities and local private arts organizations) that, with support, can serve as a bridge to match local artists, musicians, performers, etc., with specific needs of our schools.
- Presently, there is no comprehensive, cohesive network of arts and heritage educational programs in and around Tallahassee. With such a network, the community could have much broader knowledge of local arts and heritage programs already available to them; partnerships that could be nurtured with such a network can more readily allow agencies and programs the ability to offer teachers, home-school facilitators, parents, and providers of after-school programs opportunities to share their talents and resources.
- Other communities which value themselves as culturally rich, provide considerable support to arts education. The successful ones do not replace educational

> *"As tools for learning, the arts and humanities have a positive impact on our children's cognitive development, their confidence, and their motivation."*
>
> — President George Bush,
> Letter for National Arts and Humanities Month, 2002

programs with community funding and resources; they enhance them with the community funding and resources.

- Those who strive to provide our community with culturally rich opportunities and programs have to work much too hard and rely much too heavily on volunteer efforts to provide this invaluable service to our children.
- If the community does not step up to more successfully support arts education, we will be raising an entire generation of individuals who do not appreciate the arts nor personally and collectively benefit from the arts.

> *"Over 90% of America's top CEOs and corporate presidents had music lessons in their youth. Over 90% of the criminals on death row did not"*
>
> — Patrick Kavanaugh,
> Author *Raising Musical Kids*, 1995

RECOMMENDATIONS: OBJECTIVES & STRATEGIES

2.1 The CRC should take the overall lead in coordinating community action to implement arts and heritage education objectives

2.1.1 A standing Youth and Education Advisory Committee within the CRC should be organized to further the recommendations of the cultural plan. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the Cultural Plan Arts and Heritage Education and Youth task force and others in the community including those with expertise in arts and heritage education and outreach services to serve and assist the CRC in prioritizing and pursuing education objectives.

2.1.2 The CRC should coordinate its efforts with all segments of the community including the following:

- Leon County Schools
- Florida State University
- Florida A&M University
- Tallahassee Community College
- City of Tallahassee Parks and Recreation
- Leon County Parks and Recreation

2.2 The CRC should bring greater awareness of the importance of arts education to the community as a whole and the many students who are denied access to arts education.

2.2.1 Market within the community to parents, encouraging them to search for extra-curricular arts education and involvement for their children.

2.2.2 Encourage businesses to help support arts in our schools both financially and through volunteer efforts.

2.2.3 The CRC education committee should encourage the City of Tallahassee and Leon County elected officials and business leaders to make arts education a priority.

2.3 The CRC should take the overall lead in coordinating community action to implement an arts and heritage education mentoring program within the schools.

2.4 The CRC should advocate for arts, culture, and heritage education funding.

2.5 Schools should identify their arts education priorities so that cultural organizations can address those needs in their funding requests to the CRC. The CRC's grant funding criteria will reward applicants who demonstrate attention to those needs.

2.6 The CRC should employ an arts and heritage education coordinator who can help bridge the schools' needs and community cultural opportunities, including assisting their grant writing efforts, locating funding sources, etc.

> *"Students who studied the arts more than four years scored 59 points higher on verbal and 44 points higher on the math portions than students with no coursework or experience in the arts."*
>
> — The College Board,
> Profile of SAT and Achievement Test Takers, 1995

2.7 The CRC Youth and Education committee should advocate for the state to revise its Bright Futures scholarship requirements to accept more arts classes as fulfillment of eligibility to receive funding.

2.8 Every child should have access to arts and heritage education programs in schools that exceed national and state standards.

2.9.1 Every Leon County school should make arts a part of the required curriculum and employ certified visual and certified performing arts educators.

2.9 Local festivals should continue to highlight student accomplishments in the arts.

CAPITAL CULTURE

GOAL 3:

Achieve sustainable public and private funding to support cultural programs to further the goals of this cultural plan.

THE PRIVATE AND PUBLIC FUNDING TASK FORCE

Kate Collier, *Co-Chair, Senior Vice President, Bank of America*

Elise Judelle, *Co-Chair, Bryant, Miller and Olive, P.A.*

Margo Bindhardt, *Chairman, Executive Committee, Seven Days of Opening Nights; Chairman, Florida Arts Council, Florida Department of State, Division of Cultural Affairs*

Flecia Braswell, *Vice President, Marketing, Capital City Bank*

Rick Carroll, *Carroll, Cutright and Richardson, CPAs*

Grady Enlow, *Director, Institutional Advancement, Holy Comforter Episcopal School*

JuDee Pettijohn, *Director, Florida Department of State, Division of Cultural Affairs*

Evelyn Ploumis-Devick, *Assistant Vice-President, Student Affairs and Visiting Assistant Professor, Arts Administration, Florida State University*

Sharon Press, *Director, Florida Dispute Resolution Center, Florida Supreme Court*

Mark Ravenscraft, *Managing Director, The Ravenscraft Group*

Jevelle Robinson, *Executive Director, African Caribbean Dance Theatre*

Hilmar Skagfield, *Consul General of Iceland and Chairman, Skandia Window Coverings*

Paula Smith, *Community Volunteer*

FINDINGS:

- Survey and focus groups reveal strong support for enhancements to the cultural life of our community.
- The Cultural Resources Commission (CRC) created by state law, county resolution and a 1985 Interlocal Agreement between the city and county, manages a competitive grants program to distribute public dollar grants and hold recipients accountable for their use. Since the CRC's founding, city dollars have gradually grown in response to the increasing demands of a community that appreciates the contribution that access to arts and heritage endeavors have on our community's quality of life.
- There is a need to build a culture of philanthropy within our community.
- For fiscal year 2003, City spending for cultural programs (line item, grants and CRC) totaled $696,568.
- For populations between 100,000 and 500,000, the average support received from federal, state, and local grants is around 30% of an average cultural organization's budget. Cultural organizations that participate in the city and county grant programs average 18 % of their budget from state and local grants. Local government funding (city, county, CHSP, TDC, and school board funding combined) comprised 10 of the 18%.
- Few local organizations receive federal grants and state government funding overall was cut 75% in FY2004.

- Earned income and sponsorship dollars coming into cultural organizations participating in our city grants program averages 58% of its budget while the national average is somewhere in the area of 48%. These figures point to strong efforts by our local organizations to attract private support. It also reveals that organizations must spend a significant part of their time on fund raising efforts.
- A competitive grants program is a more secure and stable source of public funding dollars. Line item funding puts arts organizations in the hands of a majority of a political entity. As political priorities change, line item funding could abruptly change putting a cultural entity at considerable risk. A competitive grants program rewards organizations that are effective at private sector fundraising and establishing widespread private support for their endeavor.

"The arts give a generation the ability to define its own time. It seems to me on a very grassroots level, the future survival of the arts in this country may have something to do with the artists, playwrights, and dancers opening their worlds to the next generation. There is nothing more inspiring for students than to meet an artist who has managed to make a life of creation. And, frankly, there's nothing more inspirational for an artist than being in touch with the future."

— Wendy Wasserstein, playwright
1999 Nancy Hanks Lecture on Arts and Public Policy American Council for the Arts

---

RECOMMENDATIONS: OBJECTIVES & STRATEGIES

3.1 A growth in funding for arts and heritage programs will strengthen efforts to grow our economy, increase education opportunities, facilitate access, and improve our quality of life.

3.1.1 A standing Ways and Means Advisory Committee within the CRC should be organized to develop, evaluate, and assist in the implementation of private and public funding initiatives. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan funding task force and others in the community including individuals with expertise in government finance, business, planning, endowments, and demonstrated leadership to serve and assist the CRC in pursuing funding objectives.

3.1.2 The Ways and Means Committee will review all potential sources of public and private support for arts and heritage and develop a plan to match these sources with specific proposals outlined in the cultural plan. Potential sources include community contribution tax incentive programs, a workplace giving program, arts and heritage endowments created within the Community Foundation of North Florida, and such non traditional and innovative sources as a voluntary "Round Up for the Arts" [see Appendix, Section 14].

3.1.3 The Ways and Means Committee will work with the City and County to assure that existing sources of public funding are preserved and create new sources of dedicated funds for local cultural organizations and for the local arts agency.

3.1.4 The Ways and Means Committee will help the City and Leon County look for new, sustainable sources of dedicated public funds from sources that directly benefit from a healthy cultural community to supplement the annually appropriated budgets from general funds.

3.2 The CRC will work in cooperation with the Community Foundation of North Florida and cultural organizations to enhance their efforts to build community awareness and promote private-sector giving to cultural and heritage programs. The Foundation's campaign will significantly increase contributions, sponsorships, and bequests from individuals, businesses, and corporations for cultural development (see marketing goal).

3.2.1 The CRC will develop media partnerships to promote the importance of philanthropic gifts to arts and heritage organizations (see marketing report).

3.2.2 The CRC will continue to refrain from competing with organizations in the direct solicitation of funds.

3.3 The City and County should continue to provide funding for the CRC to administer a technical assistance program for individual artists, arts and cultural organization staff, board members, and volunteers to enable them to be more competitive for funding.

Technical assistance program should:

- Look for opportunities to match business volunteers with cultural organizations.
- Help identify potential board members for area cultural organizations who could increase organizational capacity to raise private contributions.
- Offer fundraising and board development training to cultural organizations.

"Earned income and sponsorship dollars coming into cultural organizations participating in our city grants program averages 58% of its budget while the national average is somewhere in the area of 48%. These figures point to strong efforts by our local organizations to attract private support. It also reveals that organizations must spend a significant part of their time on fund raising efforts."

— Kate Collier, Co-Chair
Funding Task Force

- Build the cultural community's capacity to collaborate beyond traditional sources of arts and heritage funding to include social service, education, criminal justice, community affairs, and other funding sources.
- Help identify sources of private sector contributions including civic organizations, the business sector, foundations and federal grants.

3.4 The City of Tallahassee should increase cultural funding with the goal of meeting or exceeding national averages of comparable communities and meeting the demonstrated need identified in the Cultural Plan. The City's annual appropriations should be linked to:

a. Annual CRC proposals with budget requests to the City that specify funding priorities, demonstrated needs, level of grants requests, and results from the previous years activities;

AND/OR

b. A quantifiable indicator developed by the City in consultation with the Ways and Means Committee of the CRC. Examples of methods used in other communities include a specific dollar amount per capita of population served by CRC, a specified percentage of the City budget, or a designated percentage of an identified City revenue source.

3.5 The CRC Board will enforce grant guidelines that:

- Further the goals of the Tallahassee Cultural Plan.
- Continue to require applicants to specify outcomes they hope to achieve with their public funds and then account for results in final reports.
- Continue to consider an applicant's fulfillment of previous CRC grant contracts when considering their subsequent grant requests.
- Require an application review and curing process for applicants during the month prior to the grant application deadline. If the application is deficient, the applicant will be notified in writing and may revise their application. At the end of this period, if the errors are not corrected by the final deadline, the application will not be forwarded to the grant panel.
- Continue to require grants panels appointed by the CRC board be representative of the community and provide balance, objectivity, and reflect the community's priorities.
- Use overall reported results to help justify the CRC request for next year's City and County funding.

3.6 Line item appropriations must be avoided.

Therefore, it is recommended that existing line item funding be transferred to the granting program beginning in FY 2004.

> *"Creative private and public funding of the goals in this Plan will be the most profitable long-term investment our community will ever make."*
>
> — Elise Judelle, Co-Chair
> Funding Task Force

3.6.1 To ease the transition for the largest line item funding recipient, the Mary Brogan Museum, any reductions in line item funding should be phased in over a period of three years as follows:

- The Brogan will submit a grant application for FY 2004 for $250,000, will receive a guaranteed award by the CRC, and will follow all normal granting reporting procedures.
- For FY 2005, the Brogan will submit a grant application for funding at 90% of FY 2004 ($225,000 guaranteed), and in FY 2006 for 50% of FY 2004 ($125,000 guaranteed).
- The Brogan will not seek additional funds from the grant program until FY 2006, at which time it would be eligible to apply for grant money through the competitive grant process in the amount of the difference between the $125,000 and the maximum available in the applicable grant category. At the end of the three-year transition period, all applications will be competitive.

3.6.2 The City and County should continue to appropriate funds for re-granting through the CRC at a minimum of the total FY 2004 appropriation including line items. Savings from phased-out, guaranteed awards should be allocated to the CRC's major institution grant category.

3.6.3 All city designated funding for arts and heritage programs will flow through the CRC grant process. However, organizations may receive funds from other city programs with different performance standards such as public facilities, historic preservation and community block grants.

3.7 The CRC Board should continue to award recommended grants only after City and County budgets are passed.

3.7.1 The Advisory Committee endorses the CRC's granting system which ranks and awards grants based upon the total grant points accumulated. Should funds be inadequate to meet the recommended amount of the grants, any reductions in dollars budgeted will only affect organizations that fail to reach the total point threshold. Iteration of grant dollars was specifically rejected.

CAPITAL CULTURE

GOAL 4:

Develop new and improve existing cultural facilities to attract and stimulate interest in Florida's capital city.

PUBLIC CULTURAL FACILITIES TASK FORCE

Paula Smith, *Chair, Community Volunteer*

Kathy Archibald, *Community Volunteer*

Rick Barnett, *Barnett Fronczak Architects*

Carmen Cummings, *District Representative, Congressman Allen Boyd*

Sue Dick, *President, Greater Tallahassee Chamber of Commerce and Economic Development Council*

Tim Edmond, *President, Capital Region, Arvida, a St. Joe Company*

Wendy Grey, *Wendy Grey Land Use Planning*

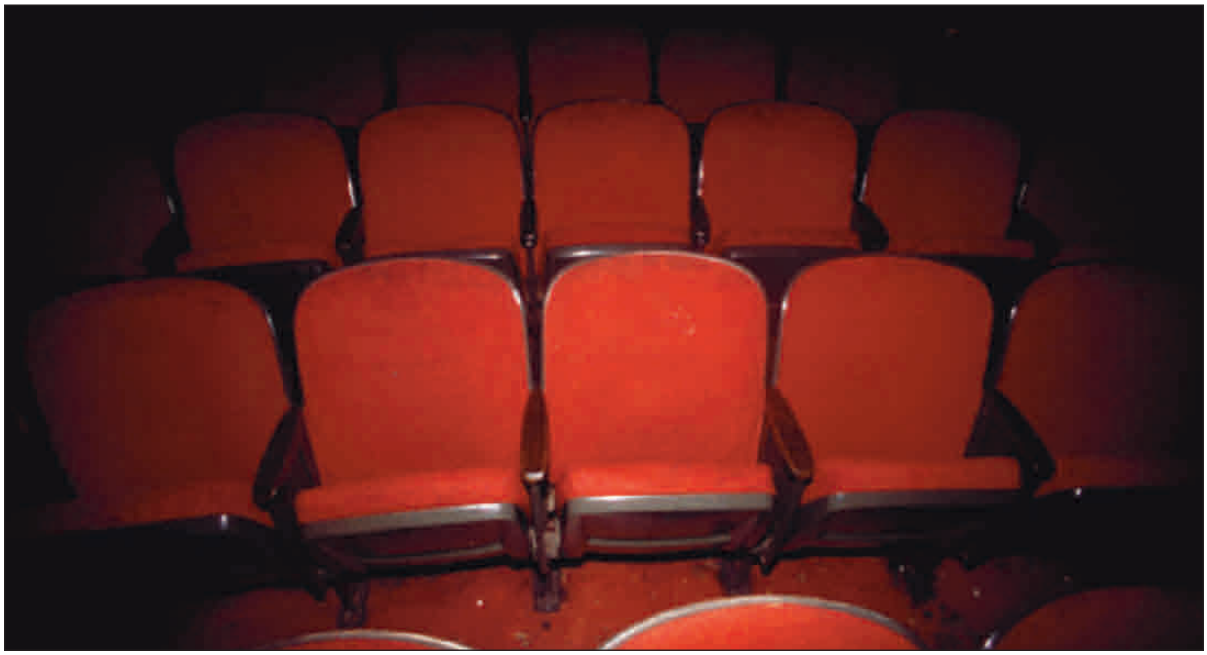
Wade Hopping, *Attorney Hopping, Green & Sams, P.A.*

Ivan Johnson, *Johnson Peterson Architects*

Beth Langford, *Community Volunteer*

Longineu Parsons, *Assistant Professor of Music, FAMU*

Rodner Wright, *Dean of the School of Architecture, FAMU*



FINDINGS:

- Over 85% of survey respondents indicated the need for a performing arts facility for theater, music, and other cultural activities.
- Numerous cultural organizations have outgrown their existing spaces. Many have a critical need for support space.
- A comprehensive facilities inventory reveals a community heavily dependent on higher education facilities for rehearsal and performance needs.
- The governments and citizens of Tallahassee/Leon County must collaborate with state government, Florida State University, Florida A&M University, and Tallahassee Community College to address public facility needs.
- More than 90 cities in the United States have created cultural districts to help establish a cultural identity and to revitalize urban areas. Cultural facilities in these districts serve as anchors to attract participation.

"There has always been opportunity in Tallahassee, but this time is unique. We must have the discipline to create cultural opportunities and facilities if we expect to be a truly great city."

— Paula Smith, Community Volunteer
Chair, Public Cultural Facilities Task Force

RECOMMENDATIONS: OBJECTIVES & STRATEGIES

4.1 The City of Tallahassee and Leon County should preserve and improve existing cultural facilities and encourage development of new cultural facilities through grants, funding, marketing, promotions and in-kind services. (e.g., assistance from engineering, permitting, parks and recreation, and public works) .

4.1.1 A standing Facilities Advisory Committee will be organized within the CRC to further the facilities recommendations of the cultural plan. The Committee wil be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan Facilities Advisory Task Force and others in the community, including individuals with arts management, construction, architectural and land use planning expertise, to serve and assist the CRC in pursuing all facilities objectives.

4.2 The City should establish and begin marketing two areas as Cultural Districts: Gaines Street/Downtown and Midtown. (See map and description in Appendix Section N)

4.2.1 Promotions of new cultural districts should also acknowledge cultural attractions on the City's perimeters.

4.3 The City should develop a plan to establish a multi-purpose cultural support center, preferably in one of the Cultural Districts.

4.3.1 Within 90 days of the City Commission's acceptance of the cultural plan, the Mayor and the County Commission Chair will appoint a committee to develop a plan for the cultural support space that is achievable in the near term. The city should contract with the CRC to provide staff support.

4.3.2 This Center would offer shared central office services, including administrative support and equipment (computers, copiers, fax, etc.) with separate office spaces for local organizations. If possible,

the Center should make available rehearsal space and storage space for costumes, props and sets and space for construction of sets and costumes. Rehearsal, storage, and shop space could be located in another area if one site will not accommodate all functions.
4.3.3 This Center could be a public/private partnership, include arts related businesses, and facilitate the incubation of new arts organizations and arts related businesses.

4.4 The City will develop a plan for the construction of a performing arts venue.

> *"An actor's needs are simple: he wishes only to have the audience and himself prepared for the play without distractions. The theater architect is a key player in the event. When he designs a great stage, and the creative talents of playwright, director, designers, and actors connect to the space, there is magic in the theater."*
>
> — Jane Alexander, Actor
> Past Chair, National Endowment for the Arts
> Eppes Professor of Theater, Florida State University

4.4.1 Within 90 days of the City Commission's acceptance of the cultural plan, the Mayor and the County Commission Chair will appoint a committee to develop a plan for the building of a performing arts venue.

4.4.2 This plan should include a site recommendation and a size, operating, funding, and management plan, as well as design recommendations and a timeline for construction phases. The committee should include professionals in the field of theater design, management and production, as well as architects, patrons of the arts, and business leaders and seek input from local organizations who would be frequent users of the facility.

4.4.3 The professional services of a consultant should be budgeted for and engaged.

4.4.4 The city should contract with the CRC to provide staff support services.

4.5 The City, working with the facilities committee of the CRC, should move forward with its plans for:

- The Challenger stage at Kleman Plaza including appropriate infrastructure necessary to support outdoor events. This should be completed by January 2005.
- The rehabilitation of Doug Burnette Park, with infrastructure necessary to support outdoor events. This should be completed by January 2005.
- Cascades Park, including the restoration of existing buildings and designation of green-space for outdoor events. This date is to be decided.

4.6 The City should encourage and support other groups to provide outdoor amphitheater/cultural space such as those currently being discussed at Cascades Park, Goodwood Museum and Gardens, Maclay Gardens, The Tallahassee Museum, and private developments such as SouthWood.

4.7 The City and Leon County should encourage collaboration between The Department of State, FAMU, FSU, and TCC to secure funding to

develop a "Monster Library" on Gaines Street.

4.7.1 This library should house research and literary collections for use by all.

4.7.2 The CRC Facilities Committee should assist this effort.

4.8 The City should work with Leon County to encourage the development of exhibition space for visual arts.

> *" Cultural facilities and events enhance property values, tax resources, and overall profitability for communities. In doing so, the arts become a direct contributor to urban and rural revitalization. "*
>
> — "The Role of the Arts in Economic Development" National Governors Association Report, 2001

4.9.1 An art collection of major significance for Florida should be included in design plans for the "Monster Library" or in other cultural facilities. The performing arts venue should include plans for important art exhibition space.

4.9 The City should work with the State of Florida, FSU and Leon County to preserve the R.A. Gray building as a site for the display of exhibits related to the history of Florida, World War II, and the State Archives.

4.10 Kleman Plaza cultural institutions should continue programmatic collaborations that make Kleman Plaza an attraction.

4.11.1 Kleman Plaza could include water features and interactive science/art sculptures along its pedestrian paths to reinforce the educational connection between the Mary Brogan Museum and the Challenger Center.

CAPITAL CULTURE

GOAL 5:

Market arts and heritage to develop audiences and build the image of Tallahassee as a cultural destination.

AUDIENCE DEVELOPMENT AND MARKETING TASK FORCE

Karen Wendland, *Chair, Executive Director, Capital Medical Society*

Judy Bailey, *General Manager, Clear Channel Communications*

Althemese Barnes, *Executive Director, John C. Riley Foundation*

Bill Behenna, *Public Information Manager, City of Tallahassee*

John Bower, *President, Stage Promotions, Inc.*

Mike Bristol, *President & CEO, Tallahassee Convention and Visitors Bureau*

Sasha Erickson, *Tri-Eagle Sales*

Claire Evans, *Marketing Director, Comcast*

April Herrle, *President, Herrle Communications*

Luanne Lenberg, *Marketing Director, Governor's Square Mall*

Barbara Psimas, *Artist and Member of Railroad Square Artists*

Tom Tomasi, *Marketing Director, Tallahassee Democrat*

Harold Uzzell, *President, Uzzell Advertising*

" Working on the city's cultural plan has convinced me - Tallahassee is unbelievably rich in arts and culture. Now, let's spread the good word!"

— Karen Wendland
Executive Director, Capital Medical Society
Chair, Audience Development and Marketing Task Force

FINDINGS:

- Marketing efforts are inadequate within the current CRC because of limited funding.
- Audience development is a critical need of our local cultural organizations who have limited marketing dollars.
- Access and parking deficiencies present barriers to participation.
- More interaction and collaboration is needed between our TDC and our local arts agency.
- Market research is an effective tool to help cultural organizations determine the desires of our community.
- City leaders have demonstrated their active support for arts, heritage, and cultural development. Implementation of this plan requires that the cultural life in Tallahassee continue to be a priority in their policy, marketing and funding decisions.
- Tallahassee/Leon County has a high percentage of the population requiring economic assistance, as well as physical and programmatic accommodations related to aging and disabilities.
- Strategies to diversify and develop new audiences include: programming to new audience interests, sending artists and cultural programs into communities, and emphasizing the social aspects of arts and culture.
- Strategies to broaden participation among existing audiences include: removing barriers of inconvenience, access, signs, transportation, parking, childcare, etc.; determining what channels of information they use; and formulating a message to best reach them.
- Strategies to deepen the participation of existing audiences include making participation more rewarding through feeling a close association with the cultural presenter, providing special events, seminars, pre- and post-performance discussions; and enhancing the social benefits of participation.

GOAL 5: FINDINGS *continued*

RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

5.1 Organize a standing Audience Development and Marketing Advisory Committee within the CRC to further the marketing recommendations of the cultural plan. The Committee will be chaired by a member of the CRC board and include CRC board members. The Chair will invite members of the cultural plan audience development task force and others in the community including individuals with media, marketing, public relations, cultural diversity and accessibility expertise to serve and assist the CRC in prioritizing and pursuing marketing objectives.

5.2 The CRC should broaden its marketing function to work closely with the cultural attractions and the CVB to oversee implementation of marketing objectives including:

- Creating a "brand" for the message that "Tallahassee is loaded with Culture". The "brand" needs to include a logo and a tag line. The brand needs to be fun, lively, engaging, i.e. Culture Shock! Or Want a Culture Shock? ...Get out and see Tallahassee! (see Appendix Section R)

- Increasing the visibility of a CRC clearinghouse to serve as the information hub for information/tickets and schedules for arts activities. Ensure that all marketing represents diversity in Tallahassee.

- Seeking funds to develop and widely distribute marketing materials.

- Exploring new and expanded partnerships between the CRC, CVB, and the TDC.

- Developing plans to minimize barriers that prevent people from participation in cultural programs.

- Convening discussions with the presidents of our three institutions of higher learning. One issue should be the lack of easy access to campuses for cultural/arts functions. For example, the lack of parking for events and accessibility issues for individuals with disabilities are concerns.

- Continuing to encourage applicants for city and county funding to meet and exceed compliance to the Americans with Disabilities Act (ADA) and related Florida Statutes by asking for descriptions to demonstrate their efforts.

- Offering visibility and participation building workshops and consulting services to help arts and heritage organizations understand how to diversify, broaden, or deepen audience participation.

5.3 The City, TDC, CVB, the universities, private businesses, and the Chamber of Commerce should be encouraged to integrate cultural market research questions into their ongoing surveys of citizens, visitors, and businesses. Market research could be utilized to better understand and learn the region's cultural desires.

Marketing Timeline

- Fall 2003 - Begin planning and production of brand development and collateral materials for comprehensive marketing plan.

One-time "project based" funding.

- Fall 2004 - Debut the comprehensive marketing plan.

Additional operations funding.

- 2005 - Spring or Fall. Create an annual event to gain greater awareness of culture in Tallahassee and seek funding for annual operations (See Appendix Section R).

CAPITAL CULTURE

GOAL 6:

Transform the Cultural Resources Commission and expand its responsibilities to oversee implementation of the cultural plan.

ADVISORY COMMITTEE CO-CHAIRS WITH TASK FORCE CHAIRS

Janet Hinkle, *Co Chair*

Marjorie Turnbull, *Co Chair*

Kate Collier

Elise Judelle

Kay Stephenson

Paula Smith

Karen Wendland

Gil Ziffer

FINDINGS:

- There is broad-based, unified private and public will to enhance the Capital Area cultural community.
- The cultural planning has raised the visibility of the CRC which had previously not been widely visible to a broad sector of the community.
- The CRC re-grants City and County funding critical to the Capital Area cultural development. Operational support from government is a critical component to the success of all cultural organizations.
- City and County Commissioners, as well as the broader community, are not readily knowledgeable about who serves on the CRC Board.
- The trend in arts councils nationwide is toward service and away from program implementation.
- FSU, FAMU, and TCC significantly impact the quality of our community's cultural life and their perspective should be considered in CRC policy issues.
- The CRC currently receives a significant portion of its operational dollars through contracts with the City and County to administer a grants program and an arts in public spaces program. These contracts drive the CRC's operational priorities.
- A need for additional services from the CRC has been identified in the community.
- Surveys, focus groups, and individual interviews concurred that certain services common to all or most cultural organizations could be provided more cost effectively and professionally by a central organization such as the CRC than by each individually.

GOAL 6 FINDINGS: *continued*

- State statutes grant authority to the County to create a fine arts council for purposes that include: stimulating governmental and public awareness and appreciation of the importance of the arts; encouraging and facilitating participation in artistic activities; encouraging and facilitating greater and more efficient use of governmental and private resources for the development and support of the arts; promoting the development of artists, arts institutions and community organizations; sponsoring arts activities and audiences; developing a center or complex of physical facilities for the use of the arts; contracting for artistic services, performances and exhibits; providing financial and technical assistance to artists, arts institutions, and audiences.
- The CRC was created by County Commission resolution under Section 265.32, Florida Statutes and through an Interlocal Agreement between the City and County, which designated the CRC as the arts council for both the City and the County. The CRC is also established as a 501(c)(3) corporation for federal tax purposes.
- Implementation of the cultural plan will require proactive community leaders dedicated to committing time and creative energy to effect change and to make arts and heritage in our community purposeful, rewarding, and meaningful.

> *"I believe there is real hope in our community that the cultural plan will be a living, breathing document that will guide our day-to-day efforts. It provides goals and strategies that demand persistence and courage to achieve."*
>
> — Janet Hinkle, Co-Chair
> Cultural Plan Advisory Committee

6.1 The City should establish the Cultural Plan Audit Committee to monitor plan implementation strategies and provide staff support.

6.1.1 The Cultural Planning Advisory Committee should, prior to adoption of the plan, nominate individuals for the Audit Committee from among the Advisory Committee and Task Forces membership and should seek civic leaders, higher education representatives, racial and cultural diversity, arts, heritage and cultural leaders, business, government, K-12 education, philanthropists and cultural workers.

6.1.2 The Audit Committee should be appointed by the City and County Commissioners within 90 days of the plan's adoption to represent the Capital Area community's interest to oversee the first three years implementation of the cultural plan. The audit committee will gather and monitor benchmark data including, but not limited to, attendance at various cultural and arts programs in order to provide information as to the progress we are achieving as a community in growing and cultivating the arts.

6.1.3 The Audit Committee should meet at six-and twelve-month intervals for three years after the plan is approved to monitor progress and recommend adjustments to the plan and its implementation as required. Meeting schedule: January 2004, June 2004, January 2005, June 2005, January 2006, June 2006.

6.1.4 The Audit Committee should convene again in January 2007 to evaluate progress and determine if the cultural plan should be updated with a new community assessment and plan.

"You never know about art. It has a way of coming back around. It connects us; it provides the ligaments and the ties that bind, holding the species together along the trajectory of its evolution. In that sense, among many, it can be said to perform a public function, in the purest sense of the word."

— Winton Blount, former Postmaster General
Past President, U.S. Chamber of Commerce
Benefactor, Alabama Shakespeare Festival and Montgomery Museum of Fine Arts

6.2 The name of the Cultural Resources Commission should be changed to better reflect the broader mission defined by the Cultural Plan.

6.3 The newly named CRC should continue as an arts council created under state law and the City/County Interlocal Agreement, with 501(c)(3) status.

6.4 The CRC shall have a Board of Directors composed of 15 voting Board of Directors members appointed by the City and County Commission from nominees submitted by the CRC Board in accordance with state law and the Interlocal Agreement as modified from time to time.

6.4.1 The process for identifying and nominating new Directors shall be provided for in the City/County Interlocal Agreement in accordance with state law. In appointing new Directors, each Commission should strive to draw from the broad community leadership engaged in the cultural plan.

6.4.2 As required by state law, directors will be recruited and appointed to serve the best interests of the arts and heritage in the community and will not view their role as representing any particular geographic area, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the Board.

6.4.3 When nominating and appointing directors, the CRC and the City and County Commissions shall consider community, business and volunteer leaders, demonstrated commitment to the arts and heritage, financial, management or marketing expertise, and practicing artists.

6.4.5 A member of the City Commission and a member of the County Commission shall be designated by their respective bodies to serve as ex officio Directors of the CRC as provided by state law.

6.4.6 The responsibilities of the Board shall include an annual report to the City and County Commissions on Cultural Plan implementation and other activities of the CRC, policy development, strategic planning, annual budget development and approval, fiscal oversight, program oversight and evaluation, election of the Chair, appointment of members of grant review teams, identification and recommendation to the City and County Commissions of nominees for new directors, providing for an audit, legal compliance, actively engaging in public awareness and advocacy, representing CRC before elected bodies, and hiring, firing, and evaluating the Director.

6.4.7 The presidents from FSU, FAMU, TCC, and the Superintendent of Leon County Schools will be asked to appoint a liaison to the CRC.

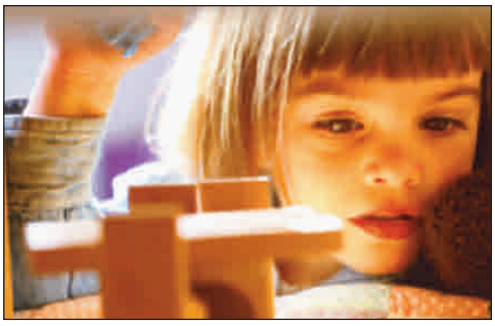
6.4.8 The Board of Directors shall have new standing committees including Ways and Means, Youth and Education, Facilities, Audience Development and Marketing, and Economic Development. Each Director will serve on at least one committee and each committee will be chaired by a Director. Committee membership may include representatives from the community with expertise in the area of the committee's responsibility.

6.4.9 For FY2004, funding for additional human resources and materials should be added to the CRC budget allocation.

6.5 The CRC should examine its mission, goals and objectives in light of the community's call for expanded leadership and service and the Board of Directors shall undertake its own strategic planning to respond.

6.5.1 The cultural plan calls for the CRC to coordinate implementation of the cultural plan and to lead in advocacy and service by fulfilling the following responsibilities:

1. Funding and funds development
   - Advocating for increased local government funding to meet the growing cultural needs and desires of the community
   - Cultivating private sector arts/culture/heritage donors in support of cultural organizations
   - Managing grant programs for the city and county commissions
   - Providing fundraising and grant writing assistance (public, private, local and state)
   - Seeking supplemental state and national funding
   - Providing assistance in the development of collaborative proposals for joint funding strategies
   - Providing informational support for resource development (endowments, planned giving)



2. Economic development
   - Representing the cultural sector in economic development efforts with the Chambers, EDC, and CVB
   - Documenting economic impact of the cultural sector
   - Representing the cultural sector in cultural tourism efforts

3. Marketing and Audience Development
   - Organizing public awareness campaigns and/or collaborative marketing and audience development programs
   - Promoting cooperation and collaboration among cultural organizations
   - Maintaining a calendar and aid in scheduling and coordination of flow of information
   - Providing audience development and marketing support to promote events
   - Publishing print and web guides to cultural organizations in the area

4. Community leadership
   - Taking the lead in implementing or overseeing implementation of priority recommendations of the cultural plan
   - Promoting diversity in cultural programs, leadership and audiences

5. Capacity building assistance to cultural organizations and artists
   - Encouraging the development and use of existing and new cultural facilities
   - Providing support in board recruitment and development
   - Promoting the development and marketing of individual artists
   - Providing support in working with volunteers
   - Managing the City's Art in Public Places Program

6. Arts Education
   - Encouraging a sustained commitment to arts and heritage education in all the schools
   - Coordinating a community arts and heritage education network of programs
   - Developing an arts mentoring program within the schools

6.6 Present the plan to the City and County Commissions and School Board.

6.6.1 The Cultural Planning Advisory Committee Co-Chairs will present the Committee approved cultural plan to the City Commission July 2, 2003.

6.6.2 The Co-Chairs will seek adoption of the plan by the County Commission.

6.6.3 The City and County Commissions should adopt the Cultural Plan and develop an Interlocal Agreement that reflects the goals and objectives of the plan and provides for the appointment of members to the CRC. The City and County Commissioners should identify the objectives of the plan, which should be included in the Comprehensive Plan.

6.6.4 The Co-Chairs and representatives of the Arts Education Task Force will present the cultural plan to the Superintendent and the School Board for their consideration in planning the implementation of those plan objectives affecting the school system.

6.7 Secure additional funding to implement the cultural plan.

6.7.1 New funds and existing funds will be budgeted by the CRC Board in accordance with the goals and objectives of this plan including the costs of the new positions and some costs of new services. Increased administrative funds should not reduce the grants budget.

6.7.2 The City should increase the CRC budget by $150,000 in FY04. The City should consider requests for larger appropriations in subsequent years based on CRC proposals for actions and reports of results that further this plan.

6.7.3 The CRC should request a comparable increase from Leon County for CRC funding without reduction of the grants budget.

6.7.4 The CRC should seek grants from the Florida Department of State, Division of Cultural Affairs, Florida Arts Division, the National Endowment for the Arts, and the NEA Challenge America program funds to implement key provisions of the cultural plan.

6.7.5 The CRC Ways and Means Committee should work with the Tourist Development Council and the County Commission to evaluate the use of the tourist development tax to support cultural attractions that increase tourism and hospitality industry revenues.

6.7.6 The CRC should research private foundations and seek funds to implement key provisions of the plan.

> *" Culture in Tallahassee means to me the wealth of arts and artists contributing to this community's high quality of life. For our size, we have an unusually high concentration here of world class visual artists, dancers, poets, writers, musicians, filmmakers, and actors. Audiences have superabundant opportunities to satisfy their cravings. "*
>
> — Cultural Plan Online Survey Respondent, 2003

6.8 Each organization should develop plans to fulfill its role in the cultural plan.

6.8.1 The CRC Board of Directors should meet with the boards of nonprofit cultural organizations to help them appreciate the implications of the cultural plan.

6.8.2 Cultural organizations should undertake their own strategic plans to examine how their missions, goals, and plans align with the priorities of the cultural plan. It is likely many will want to revise their plans to take advantage of the momentum of the cultural plan to integrate arts, culture and heritage more closely with the region's large economic and quality of life concerns.

6.8.3 Cultural organizations should formulate their new proposals for CRC grants to further priorities of the cultural plan. Grants criteria will be closely linked to the plan.

6.8.4 Cultural organization staff and volunteers must continue to develop skills necessary to project outcomes that will be fulfilled with the help of CRC funding and to measure and report results in their final reports. Continued funding for the organizations and the CRC will be evaluated taking into consideration demonstrated results.

" Isn't it funny that princes and kings
and clowns that caper in sawdust rings
and common folk like you and me
are builders of eternity?
And each is given a bag of tools
A shapeless mass and book of rules
And each must make 'ere life is flown
A stumbling block or a stepping stone. "

— Rudyard Kipling

CAPITAL CULTURE

For further information or additional copies, contact:

City of Tallahassee Economic Development Department
City Hall • Tallahassee, Florida 32301 • 850-891-8886

The document was prepared by the Cultural Plan Advisory Committee, Designed by Al Cuneo, and published with funding from the City of Tallahassee.