

## **Arts, Culture, and Entertainment Committee**

Mayor Donna Deegan Transition

Date: Monday, August 21, 2023 – 2 pm – 4 pm

Location: City Hall, 117 W. Duval St., Jacksonville, FL, 32202. Lynwood Roberts Conference Rm.

Chair: Hope McMath

In Person: Katie McCaughan, Alexander Michael, Shawana Brooks, Jenny Hager, Kady Yellow, Adam Madrid, Bobbie O'Connor, Yanira Cardona, Liz McCoy, Toni Smailagic', Chrys Yates, Matt Shaw, Emily Moody, Taryn Wharwood, Christa Sylla.

Zoom: Kevin McKinney, Tina Johnson, Kimberly Hyatt, Kevin McKinney, Jean McKinney, Tenn Williams.

Visitors: Carol Brock, Emily Gleesan, Don Patterson.

In attendance as subject area experts: Amy Polmer, Diana Donovan

City Staff: Stephen Dare, Joelle Dillard, Office of General Counsel, Michelle Godwin-Ware, Neighborhood Services Office

1. The meeting was called to order at 2:07 p.m.
2. Approval of August 14, 2023, meeting minutes.
3. Artful Moment by Yanira Cardona. Poem "Myself" by Edgar A. Guest.
4. Welcome and updates on the progress of the recommendation report from Hope McMath.
  - Chair McMath announced that the recommendations from each subcommittee were woven together. The report, as it stands now, is a working draft. The content is there and organized; however, at this point in the process, information may still be added, removed, or rearranged in the document. Draft copy of report is attached to minutes as Document One.
  - COJ informed Chair McMath that the report should be in a specific format, which provides room for more information.
  - Chair McMath recommended that the ACE Committee keep the two remaining meetings on the calendar to give room to work on the report together if needed.

## 5. Outstanding Recommendations:

- Discussion was had to clarify the recommendation about the type of position for an Art, Culture, and Entertainment staff member within the city. Should the position be an appointed position, a civil servant position, or a position under the Cultural Council? Also, what would the job expectations be for the person in the position?
- Diana Donovan with the Cultural Council (CC) was asked to weigh in on the best way to vet the position. Diana advised that the CC feels that it needs to be at funding capacity to properly do the job of the Art, Culture, and Entertainment liaison or staff member. The CC can better service the community if there is a direct contact or liaison within the City of Jacksonville with whom the CC can work with.
- Shawana Brooks recommended adding an Arts, Culture, and Entertainment Department to the City of Jacksonville. Discussion on how the ACE Department would be formed was had. Should the ACE department be looped in with the Film and Television Office and the Sports and Entertainment Department or kept separate?
- Alex Michael stated that the recommendation should include that the Film and Television Office has been defunded and needs to be refunded.
- Kady Yellow stated that the long-term goal is for the ACE position to become long-term. It would be beneficial if the position were filled by someone who knows and understands Art's positive economic impact on a city.
- Stephen Dare advised that the mayor has set aside 25 million for the Transition Committees. Perhaps ask that salaries for two or three liaisons be set aside.
- Taryn Wharwood stated that the ACE Committee needs to make a stance and let the city know that an ACE position is necessary for the city's efforts to be successful.
- Chair McMath clarified the verbiage for the ACE office that the ACE Committee was asking for. Bobbie O'Connor motioned to adopt the language provided by Chair McMath to be included in the ACE Transitional Committee recommendation. Yanira Cardona seconded the motion. The ACE Transitional Committee passed the motion.

## 6. Subcommittee Updates:

- Chair McMath reminded subcommittees to provide a list of any resources they are using to form their recommendations. A list of all the subject matter experts that subcommittee members have met with, either in committee meetings, one-on-one interviews, or as panels. Subcommittees may also want to provide any funding resources they came across while working and wish to include to be turned over to the Grants department.
- Talent and Retention did not meet and had no necessary updates or additions for their report.

- Art in Public Places meet on Tuesday, August 22, 2023, to review their draft. Revised draft including recommendations that will include those with hearing loss. The Boards of artist was updated. Updated recommendations have been forwarded to Chair McMath.
- Culture as a Destination met and added the recommendations that the ACE committee approved and additional information about permitting for public spaces regarding implementation.
- Do Better With What We Have is waiting to hear from the subcommittee chair, Liz McCoy, to ensure the most updated report was sent to Chair McMath.
- Arts and Wellness meet on Tuesday to refine and shape the recommendations approved by the committee. The final report was sent to Chair McMath last week.
- Chair McMath reminded ACE Committee members that all updates should be sent to her by Wednesday morning.

#### 7. What is Missing:

- Not ready to share where we are in the process with the sound diplomacy study. I don't have the asset mapping piece forthcoming.
- Chair McMath recommended that the committee add language to the recommendation that the city is aware of and supports the work coming out of the sound diplomacy study.
- A maker space component should also be added to the recommendation. Suggest that the city seeks out public-private partnerships to create a large maker space for artists.

#### 8. Next Steps:

- Chair McMath asked the committee to send what they see is missing or think she may have missed by Thursday. Subcommittees must send their resources and list as soon as possible so they can turn over the report to City staff by Thursday.

#### 9. **Public Comments**

- Don Patterson invited everyone to join the Jax Armory Building project tour. The building is being rehabilitated and will include a food hall, co-workspace, maker space, art shows, and a gallery space.
- Steven Dare announced that Mayor Deegan is committed to supporting the arts. Members interested in having the Mayor at an event can schedule it through her assistant, Erica.

10. The meeting was adjourned at 4 p.m.

# Document One

ACE Transitional Committee  
Draft Recommendations

## **OVERVIEW**

The Arts, Culture, and Entertainment Committee embraced Mayor Deegan's elevation of the conversation around the power of arts and culture to define the greatness of our city. The clarity of her call in taking a position that Arts and Culture have value to the residents of Jacksonville and to those who visit has energized the sector. In addition to a rich tapestry of cultural organizations, historic sites, and large-scale events, this work amplifies that fact that those who create, care for, and steward the arts are an essential element in the vibrancy, viability, and wellness of Jacksonville and the diverse people who call it home or a place to visit. This conversation, this work, rights a historic exclusion and centers the arts as part of what makes our city amazing and a critical part of the solutions we seek. It is in this recognition that the arts stand on their own as something critically important, but also intersect across all aspects of life that we can find our identity, understand our history, find each other, and shape our future.

## **FIVE FOCUS AREAS**

### **Support and retention of artists, cultural workers, and creative entrepreneurs**

With the knowledge and understanding that the arts are both an economic and social driver, greater attention and value should be paid to and placed upon the creators and practitioners of art, culture, and entertainment in the City of Jacksonville. This focus area prioritizes inclusion of artists in city decision making; increased funding and professional development opportunities for cultural workers; affordable live, work, and community engagement spaces; access to robust education opportunities across age spectrum and in a variety of formal and informal settings.

### **Culture as Destination**

Great cities recognize the power of art to deepen the quality of life for residents and attract and inspire visitors. Anchor institutions like museums, theaters, dance companies, and concert venues play a vital role, as do small neighborhood-based businesses, festivals, literary events, and spaces where art is both created and shared with the public. Where there are rich arts experiences - connected with parks, food and drink, and historic spaces - there is walkability, human connection, and a street-level energy that brings pride and meaning to a place. This focus area considers what we already have that can be elevated alongside fresh opportunities.

### **Art in Public Places**

This focus area recognizes an existing strength for Jacksonville after almost two decades of investment in the installation of public art works, while also highlighting areas for expanded relevance, greater efficiency, and a new commitment to equity and accessibility.

### **Do Better With What We Have**

Past plans. Empty buildings. Fallow property. Existing institutions. Untapped wisdom. All of these are portals to opportunities all around us. The city already has assets, partnerships, and people who can marry the needs and dreams of the cultural community and residents more broadly with that which is right under our noses. From artist studios to neighborhood venues to places to gather to organizations in need of small investments for big returns, this is some of the lowest hanging fruit.

### **Art as a Tool for Wellness, Belonging, and Social Cohesion**

It is one of the most ancient ways in which arts and culture have benefited society - as a bridge to health and wellness, a means of connecting us to one another, and a chance for difference to be seen and celebrated. In a city as diverse as Jacksonville, facing both historic and contemporary challenges, the arts are a proven way to address everything from social isolation

and violence to environmental justice and public health. This focus area recommends aligning with an important national model program as a means to build a process of healing and outcomes that can reach every corner of our city.

### **COMMITTEE ACTIVITY**

The ACE Committee was comprised of 28 individuals representing the diversity of the arts sector and the entire community. Leaders of cultural organizations, art educators, working artists, cultural entrepreneurs, event producers, healers, public arts professionals, youth voices, funders, curators, and creatives in disciplines including dance, visual art, film, music, literary arts, theater, digital media, storytelling gave tremendous time, talent, passion, and wisdom to the work of the Committee. We have, with intention, amplified the voices of BIPOC creatives, youth voices, LGBTQIA folks, students, educators, individual artists, and people from every corner of the community. In addition to the more than XXX additionally engaged in the process described below, we were generously supported through the work of Michelle Godwin-Ware and Joelle Dillard from City of Jacksonville.

### **COMMUNITY ENGAGEMENT PROCESS**

#### Subject area experts

232 individuals with wide ranging expertise were engaged in the process through interviews, panel discussions at subcommittees, collective meetings, and public comment. Of very special note has been the involvement of every member of the Cultural Council staff. They have attended every Committee and Subcommittee meeting, provided data and best practices, helped convene other stakeholders, and been nothing but a joy to work alongside.

#### Public comment

More than 200 members of the public attended 30 publicly-noticed Committee and Subcommittee meetings. Each meeting gave time - though never enough - to public comment, which fed the understandings and decisions of the committee.

#### 1:1 conversations

Dozens of one-on-one interviews took place over the past 2 months with City staff, agency leads, cultural leaders, artists, business owners, event planners, and individuals working in intersecting sectors. These meetings were often held with the goal of gathering specific knowledge on issues in front of the Committee or to bring in a perspective otherwise missing.

#### Artist Listening Session

122 artists, cultural workers, organizational leaders, art supporters, and educators attended a two-hour workshop, led by Chair Hope McMath. Held at the Ritz Theatre and Museum, the session provided attendees with an update on Mayor Deegan's priorities and the process of the ACE Committee. The majority of the time was spent with people sharing in writing, in tabletop conversations and in the larger public setting. They were invited to share challenges and barriers that exist as we try to create an arts forward city. They also defined the characteristics of an inclusive, artful community and shared ideas of what success looks like. The results of the session have been transcribed and exist as a supplement to this report.

#### Cultural Organization Leader Listening Session

A meeting, co-hosted by Chair Hope McMath and Diana Donovan of the Cultural Council of Greater Jacksonville, was held to provide information to and gather feedback from leaders of the Cultural Services Grant organizations. Organizations large (Jacksonville Symphony, Florida Theatre, Cummer Museum, MOCA, etc.) and small (Mandarin Museum, Deck the Chairs, Jacksonville Dance Theater) were in attendance.

## COMMUNITY INSIGHTS

- The arts and culture sector is excited, highly motivated, and interested in engaging in Mayor Deegan's administration. There is a palpable hope and trust that these priorities will not be one more shelved study, one more superficial engagement of the creative community.
- Include art leaders in the workings of government.
- Clean up city processes - permitting, zoning, communication
- Identify mechanisms for increased funding, based on best practices in other communities, as part of new development, historic preservation activities, and investment in quality of life initiatives
- A focus on equity is overdue. While lifting up existing plans for arts activation in the urban core, it is essential to push into every neighborhood in meaningful ways. We can address issues of economic inclusion, social belonging, wellness and healthcare engagement, resiliency, etc. by putting arts in action throughout the city
- The arts are a proven tool for social cohesion, providing sustained opportunities to reach across borders of difference (geographic, race, socio-economic)
- Reject mediocrity!
- There are countless ways we can lift up and more deeply invest in what we have. From cultural assets like the Ritz Theatre and museum to vacant buildings to existing plans that have the arts imbedded in them to a highly motivated community of artists, cultural workers, and small business owners we have a wealth of riches to work with.
- We are in a renaissance and nothing gives voice to that renaissance than a robust, inclusive, highly-visible arts and cultural ecosystem.
- Strong, long-lived processes for CSGs and Art in Public Places - need deeper investment. Recognition that individual artists, grassroots cultural organizing, creative businesses, and neglected art forms (dance, film, etc.)
- A much broader definition of public spaces and art in public places -
- Funding for independent artists, small arts organizations, and creative entrepreneurs lags behind what is needed for development and sustainability of the field. As a result we are seeing unprecedented brain drain in the creative class.
- Safety and censorship concerns, lack of enforcement of equal rights ordinances and laws, lack of affordable live/work spaces and venues to engage with community, and barriers to professional entry are significant contributors to talent flight.
- Professional services are needed that artists don't have access to, or are unaware of. No consistent development efforts targeting artists and little inclusion of cultural sector in work of entities like small business incubators, Chamber of Commerce, or even Non-profit center.
- Arts education opportunities and access to cultural programming across the age and experience spectrum is desired and much-needed, in our schools and universities and community-based settings, and in every geographic area of the city.
- No city can truly be great if its residents aren't thriving, including the creative class that are called upon to enrich life for their neighbors and visitors alike. Affordable housing, access to healthcare, and a culture of belonging are critically important for this group of workers who are often living on the margins of economic viability while being significant contributors to the vitality, livability, and sustainability of Jacksonville.
- The city lacks accessible and available public spaces, which could be utilized by creative entrepreneurs, event organizers, coalitions of artists and collaborators, and community groups.

- Despite its rich history and the significant contributions Jacksonville and its residents have made to cultural history of the United States, the city has not taken advantage of opportunities to uplift and promote its cultural identity
- The city's sprawl, and lack of efficient and accessible transportation options creates a significant barrier to accessing its many cultural institutions and venues
- The city's cultural institutions lack visibility
- Our current crop of CSG's and city-owned properties have significant infrastructure and maintenance needs/challenges both within the footprint of their physical property and the adjacent and surrounding properties.
- Need an Arts Incubator just like small & tech businesses have and programs within the community to teach and cultivate talent.
- We should amplify the work of existing cultural institutions both inside Jacksonville and to the rest of the country. There is no better ambassador than arts and culture.

## RECOMMENDATIONS

**Integrate and support art and culture strategies, artists and the creative class into all economic development, health, safety, housing, workforce, and community resilience projects in the City of Jacksonville.** Ensure that funding opportunities reach multidisciplinary, non-commercial artists, not excluding artists or cultural practitioners operating in spaces where activism, community support, and creativity intersect, particularly support for artists facilitating art-centered healing and transformative justice spaces. This intersectionality is one of the great, untapped, strengths of the arts in Jacksonville.

- Make the arts visible in the workings of COJ, including artful moments in meetings, at City-held events, in COJ buildings, and as a consistent part of public discourse. Create a Poet Laureate for City of Jacksonville.
- Ensure a percentage of City contracts are requested by and awarded to the creative class as a part of all public works projects and developments via the Dept. of Economic Development, Parks and Recreation, and Sports and Entertainment.
- Integrate artists, creative entrepreneurs, and culture bearers into boards, commissions, CPACs, city departments, etc.
- Highlight and connect neighborhoods through the arts by investing in arts and culture integration into projects such as the Emerald Trail, development of Riverfront parks in urban core, and creation of cultural hubs in city districts (like those Out East and in Riverside).

**Significantly increase livability and professional assistance support for people who work in arts and culture.** If this goal is achieved, Jacksonville will join the nation's major cities in funding support for arts and culture practitioners, recognizing that support must also include access to affordable housing, transportation, health and wellness, professional development, diversity, equity and inclusion practices, and accessible creative spaces.

- Increase city-funding to the Cultural Council of Greater Jacksonville and leverage private dollars (corporate, Community Foundation) to establish cyclical independent artist grants

and a Creative Capital-style professional development service where artists and creatives can access free/affordable professional development services and opportunities.

- Allocate City funds to implement a pilot Guaranteed Income for Artists program via the Dept. of Economic Development and Budget process.
- Explore expansion of healthcare services with models such as XXX in Gainesville, associated with UF Health, for artists and all citizens.
- Allocate a percentage of all public works and development project budgets to subsidized co-work and live/work spaces for artists, cultural programs and workers throughout the City via the Dept. of Economic Development and Budget process.
- Recognize and the importance of artists as underpaid, undervalued community-based workers who play a role in elevating the City without direct compensation. Create a menu of available benefits available through private and public sector, including housing subsidies, insurance assistance, access to mental health services, and emergency funds. No more exposure “people die of exposure”.
- Leverage City position and interest in new administration to attract national funding in the arts, which often focuses on the intersection with social justice, public health, and animating democracy. Work with marginalized communities, artists, and cultural organizations to lure national foundations to Jacksonville.

**Prioritize arts education in the City of Jacksonville and Duval County Public Schools (DCPS) and create a cultural communications/education/visibility plan for Jacksonville that reflects a shared, comprehensive vision for the current state of and future for Jacksonville’s arts and culture sector and the City’s creative economy.**

- Invest in supporting arts and cultural education beyond the school system by supporting the existing robust network of youth education organizations, cultural organizations, and youth leadership organizations
- Implement Cultural Competency Training for City Officials, City Council and Cabinet
- Dedicate city and matching funds to out-of-school City programs that utilize the arts and experienced artists across all genres. Targeted partnerships should include Public Library System, Kids Hope Alliance, and activation of Community Centers and public parks.
- Implement an Arts, Wellness and Law Enforcement initiative to build trust between the Police and Community by Using the Police Substations as the place where arts activities (art exhibitions, art workshop, poetry reading, theater/musical/choral performances) can occur. Integrate health and wellness resources on the event days. Create a gracious and healing culture, where people come together around story sharing, creativity, and joy.
- Allocate funds from the Jax Journey for art and culture programming in neighborhoods for diversion and recidivism strategies
- Leverage City influence to attract Masters-level program to UNF

### **Embed a position of leadership in city government for arts, culture, and entertainment.**

The Committee continues to explore the most appropriate model for this recommendation with input from committee members, partners, and best practices in comparable and aspirational cities. Three options are under review, including a Cabinet level position, a civil service position, or a job scope expansion of some in leadership, combined with a “Talent & Culture Commission” or “Arts and Culture Commission”. This position considers the needs and expanding role of the Cultural Council, while recognizing their independence as a non-profit partner with a focus on regranting. As this committee is likely the only Transition Committee without a clear structure for stewarding this work forward, this is a time sensitive and important recommendation that came out of all 5 subcommittees and from subject area experts. A suggested model will be determined in less than two weeks.

### **Recognize and Invest in Culture as a Destination - For Residents and Visitors**

Identify accessible public spaces expansive enough for large-scale public events, downtown and in all city districts and target these spaces for basic infrastructure improvements. With spaces like Riverfront Plaza going offline and many of the publicly available spaces lacking basic infrastructure (power, restrooms, etc), this is a critical issue for supporting existing cultural events and attracting new ones. Removing barriers would allow cultural entrepreneurs, community groups, festival organizers and individual artists to thrive and contribute to the city’s cultural ecosystem.

- City should take an active and meaningful role to support, fund, activate, acknowledge & connect Jacksonville’s Black Historical Cultural destinations - those that already exist and shovel-ready projects including, but not limited to:
  - Norman Studios in Arlington featuring history of filmmaking
  - Jacksonville Music Museum in downtown
  - Civil Rights Museum in Snyder Memorial Church, a space that should be preserved in perpetuity for public use and the opinion of the committee is that highest and best use is as Civil Rights Museum, centering its abolitionist history and its role in the Civil Rights Movement of the 1960s, specifically desegregation and the violent backlash of Ax Handle Saturday.
  - Black History and Legacy of LaVilla at Old Stanton School in downtown
  - J.P. Smalls Park/Durkeeville/Bob Hayes Museum
  - Brewster Hospital
  - LaVilla Marker project
  - Jacksonville Community Remembrance Project Historic Markers and Monument
  - Lift Every Voice and Sing Park and James Weldon Johnson Park
  - Other Black Historical Cultural Destinations throughout Jacksonville, not just in the Downtown core, ie. Mandarin Museum and surrounding park, Out East, Gullah Geechee sites in Arlington, Old Mayport, etc.
  
- Join the National Civil Rights Trail, resurrect recommendations from Civil Rights Task Force
  
- Excavate the stories of Jacksonville’s diverse communities to include representation of all racial, ethnic, and cultural groups and support ways to have those stories told. Work with CPACs, Culturally-focused commissions, and groups like Sister Cities to host listening sessions to gather needs and opportunities.

- Strengthen city-run anchor cultural events that elevate the city's cultural history/identity
  - World of Nations

Historically, this event has been an important, impactful driver of cultural tourism. It remains a beloved event but the community is unhappy with its current format and vision. We recommend the city puts out an RFP for World of Nations, asking cultural entrepreneurs to reimagine the festival and reconnect it to the city as it exists today.
  - Jacksonville Jazz Festival

The Jacksonville Jazz Festival has proven itself a successful event. However, many members of the community we spoke to feel that the festival does not do enough to connect with the history or contemporary vibrancy of the city's jazz scene or support such a scene. In addition to including more local artists in the Jazz Fest programming, we recommend increasing the frequency of Jacksonville Jazz Fest programming and incorporate smaller quarterly concerts throughout the city.
  - Film Festivals

Despite not having a COJ-sanctioned/organized film festival, the city has a vibrant network of well-run film festivals, which celebrate a diverse community of artists. This current crop includes Jacksonville Film Festival, LOL Jax film Festival, 48-hr Film Festival, Jacksonville LGBTQ+ Pride Film festival, Jacksonville Dance Film Festival, Afrofuturism Festival. We recommend identifying and elevating current film festival programmers as part of a series of film festivals that each occur annually. We also recommend creating a grant program – either through CCGJ or the city's film office – that helps Jacksonville-based filmmakers pay entry fees to film festivals outside of Jacksonville, in order to further highlight the city's identity as a filmmaking hub.
- Explore a new management and/or funding model for the Ritz Theatre and LaVilla Museum

The city of Jacksonville needs to be the lead partner in this work. The Ritz Theatre and LaVilla Museum is an unquestionably important cultural institution—a vital piece to any efforts to establish and bolster the city's cultural identity. To be clear, The Ritz is currently the most significant artifact and symbol of Jacksonville's most important contribution to the history of America. The current management structure and funding structure do not serve the needs of the community and are not on par with the importance of the institution.
- Create a useful, efficient and accessible transportation model that connects the city's cultural institutions and venues. Because of the city's sprawl, essentially every venue that hosts arts and culture is a destination venue, limiting accessibility to vital venues and events. We recommend identifying cultural hubs and developing a useful, accessible and efficient transportation, i.e. trolleys, buses, et al to move people into and around cultural spaces.

**Invest in organizations, businesses, and partnerships - big and small - that create an ecosystem of engagement in the arts that builds a consistent, energized, dynamic culture of beauty, activity, and social connection that permeates the daily life of the city, punctuated by large-scale events that attract and encourage return visitors. Streamline process that are barriers.**

- Increase funding to Cultural Council for operating grants to arts non-profits and non-arts organizations doing significant cultural programming.
- Lower barriers for smaller organizations in the Cultural Services Grant process by updating the existing ordinance to make the CSGP reporting process more equitable for CSGP funded organizations relative to their budgets, award amounts and staffing capacities, and allow for the creation of cyclical independent artist grants.
- Revamp permitting and zoning processes for cultural events and arts programming in city buildings and spaces. This challenge was utterly pervasive in the discussions and research conducted by all five subcommittees. Adopt best practices being developed by DVI.
- Increase current (or create new) budget for upgrades and maintenance of city-owned cultural spaces and CSG properties. Our current crop of CSG's and city-owned properties have significant infrastructure and maintenance needs/challenges both wit

### **Reimagine and reinvest in marketing and branding through arts and culture**

Marketing of arts, culture and entertainment both inside and outside the city received intense feedback as part of this Transition process. From the airport to the city's CSGs and the digital space (web and social media), community input has revealed opportunities to increase visibility of the city's arts, culture and entertainment offerings. The city needs a modern marketing plan to highlight its distinctive cultural ecosystem. This is a significant gap in our city and although government can't become the marketing engine behind arts and culture, it can partner with entities that have these skills and nimbleness already working within our city. The follow are the high-level recommendations:

- Audit where city funds are being spent on the marketing of its cultural scene and target areas for increased investment
- Create a community engaged process to name, promote, inject wayfinding into, and connect of cultural hubs and districts (ie. Out East, Riverside, LaVilla, etc.
- Use tourism partnerships to create a communications campaign to get Jacksonville's talent, culture and amenities recognized throughout the country.
- The Office of Film and Television has a subsidy for film production in Jacksonville, where filmmakers that spend \$50,000, receive 10% back. This information, and the fact that our film permits are free, should be championed amongst film companies worldwide to spur film production in Jacksonville.

- Provide a platform for synergistic efforts between arts and culture and after-hours businesses in downtown and neighborhoods. Where there is density and walkability - day and night - vitality, community connection, and economic opportunity will be found.
- Create or link to designated webpage that shares opportunities/projects for artists.
- Create an Arts and Culture identity/brand for Jacksonville that celebrate Jacksonville's culture, landscape, and history. Work with artists and historic commissions to brand the city.
- Modernize it all, especially online and airport marketing for arts and culture.

### **Art in Public Spaces - Recognize, Redefine, Invest in - Through an Equity Lens**

- Broaden the definition of public art to include but not limited to augmented reality, live performances, projection art, film, immersive installations, literary performances, etc. More than just an object, but a process of engagement.
- Activate the riverfront through Public Art
- Fund/Implement the "Fun and Functional Plan" that the Jessie created. [https://issuu.com/jessieballdupontfund/docs/072022\\_jax\\_report\\_web\\_single\\_pages](https://issuu.com/jessieballdupontfund/docs/072022_jax_report_web_single_pages)
- Consistently pay for and manage maintenance and conservation of public art collection and future public art spaces. Empower the Cultural Council to budget annually and implement a care program, based on guaranteed 10% allocation for conservation and a minimum of 10% for administering the effort.
- Prioritize Jacksonville-based artists for public arts funding. And create tiered opportunities for a variety of artists ranging from new/emerging to more developed
- Update Contracts, Insurance Requirements, Permitting Processes and Best Practices for Paying Artists for Proposals
- City Projects should be developed with the Cultural Council of Greater Jacksonville and other cultural partners from the outset of the project. This allows for more efficient and effective planning of public art projects. No more after the fact "plop art".
- Implement Equity standards in public art initiatives by creating public art opportunities in underserved neighborhoods, working with CPACs, creating public art projects that align with the identity of the neighborhood – resident-driven and neighborhood involved (ie..East Side Legacy Business Council). In addition, maintaining the Integrity of artists' work is critically important in broadening whose stories are being told (ie. Film Commission has blocked stories about Axe Handle Saturday.) We need to tell all the stories about Jacksonville. We should not censor/block the sharing of truth through art and culture.
- Reimagine the role of monuments and memorials - existing and future.
  - Create a task force of artists, historians, and concerned citizens for oversee of process to update, deinstall, or create new memorials and monuments.
  - Deinstall confederate monuments and replace with opportunities tell a fuller story.
  - Recognize the New Monuments Movement, which goes beyond memorializing of individuals and installing singular works of art. Use it as a model.

- As part of our place in the new monuments trail changing the public square that is the South, rededicate the city. Although the name can't change, who we say it is named for can and the arts and cultural community can lead in this work.
- Work with 904Ward on Jacksonville Community Remembrance Project, the LaVilla Marker Project, the Jacksonville Historical Society and others to connect efforts of lifting up Memory Culture.
- Update Ordinance for Public Art
  - Increase funding for public art to 1.5%.
  - Include both a % of funds for Private Development as well as municipal projects (see Greenville), especially for any new development projects that receive city funding or incentives.
  - Increase capacity of Cultural Council staff or ability to contract out increased work with major civic projects. Take admin allocation to 20% and require city to actually payout the full 10% for maintenance and conservation. In the short term will need dedicated time and funds to manage backlog of conservation and maintenance.
  - Broaden definition of types of art included in ordinance

**Leverage the arts sector to achieve healthy outcomes, deeper civic engagement, and diversity goals by aligning with the goals, research, and resources of One Nation/One Project, a national arts and wellness initiative designed to activate the power of the arts to repair the social fabric of our nation and heal our communities.**

- Activate the collaboration: Start convening and building cross-sector relationships across arts/culture, Government and health leaders with all representation of citizens.
- Amplify and uplift local narratives: Use existing uplifting narrative from diverse stories of home, culture, and community for unity and wellness.
- Advance cultural, social and health equity: Aim for equitable and holistic outcomes for wellness. One Outcome.
- Aspire for transformative achievement: Providing opportunities for artists to use their bold creativity and the power of arts.
- Identify one achievable transformative project. Start with One Neighborhood One Project that needs serious address, one at a time.
- Explore city budget to provide start up dollars for convening collaborative partnerships amongst city leaders, organization CEOs, community members to identify One Neighborhood One Project doable and realistic work.
- Seek sustained funds to continue collaboration and deepen program

**Better utilize existing city assets to support arts and cultural sector, which in turn will preserve important public spaces, enliven downtown and cultural hubs in various neighborhoods, and help retain and elevate talent**

- Analyze City-owned spaces to adapt/reuse for artistic use
  - Build a catalogue of city-owned spaces with access by the public with a digital map
  - Create a Matching Grant opportunity for local organizations to obtain City spaces, similar to Durham's Open Space Matching Grant Opportunity

- Look for spaces within City inventory that are adjacent or near other arts organizations so clustering can happen.
  - Work with CPACs, community stakeholders and grassroots efforts to empower the artistic decisions and offerings developed by the City and outside investors.
  - Give Arts Investors the same or better investment opportunities as commercial investors and work with the necessary City agencies to streamline the process.
  - City-owned dormant space, parks and Community Centers should be examined, brought up to code by the City, and made available for Arts & Culture use.
- Support existing facilities with CIP Funds  
Jacksonville's existing cultural institutions need and deserve CIP Funding. Cultural facilities should be seen as critical infrastructure. Buildings, critical systems, and surrounding property require investments to bring up to standards and allow for expansion of impact on residents and visitors alike. Jacksonville Performing Arts Center (JPAC), Ritz Theatre & Museum, Florida Theatre, Jacksonville Zoo & Gardens, Mandarin Museum, MOCA and the existing MOSH are all part of this effort.
  - Make City owned facilities more accessible to non-profit & Arts organization
    - Establish a fund to offset expenses of these facilities to be managed by Cultural Council of Greater Jacksonville. Alternatively, the offset of expenses could be in the form of a credit to ASM's operating subsidy. For the city to fund organizations, festivals, and cultural programs and then require large fees to use public owned facilities is counter intuitive. Not to mention that these spaces represent existing infrastructure that could be more fully engaged.
    - Quote from Durham Arts Council: If the city values the productions of the nonprofit arts organizations based locally then they need to take some care to make that possible. If they just want generic touring shows that can afford the facilities, then that is what they will end up with. The local nonprofit needs more support but also brings an entirely different product to the stage, engaging local artists and audiences in a way that touring shows cannot.

## **SUBJECT AREA EXPERTS**

Allison Galloway-Gonzales and Lucy Chen, *Any Given Child*  
Al Letson, *Host, First Coast Connect; Podcaster, Reporter, Writer,*  
Erin Kendrick, *Artist/Educator*  
Rebecca Levy, *Artistic Director, Jacksonville Dance Theatre/Professor of Dance FSCJ*  
Cyndy Trimmer, *Commercial Real Estate Attorney*  
Andrew Pantazi, *Journalist - Founder The Tributary*  
Tracye Polson, *Director of Strategic Partnerships (COJ)*  
Sabeen Perwaiz, *President & CEO of Florida Nonprofit Alliance*  
Carol Brock, *The Duval County Tourist Development Council*  
George Saoud, *Owner of The Lark | Art Collector*  
Leigh Fogle, *Founder - Fogle Art Consulting*  
Michael Haskins, *Executive Director - SPAR*  
Patrick Fisher, *CEO of the Greater Pittsburgh Arts Council*  
Diana Donovan, *ED of Cultural Council of Greater Jacksonville*  
Jacksonville Art & Music School, *Arts Organization*  
The Performers Academy, *Arts Organization*  
Ulysses Owens Jr., *Artist*  
Don't Miss a Beat, *Arts Organization*  
Jessica Eurom, *Dancer/Teacher*  
Matilda Phan, *Artist*  
Margete Griffin Geexella, *Artist*  
Tenny Rudolph, *Artist*  
Khalil Osborne, *Artist*  
Mary Joan Henson, *Artist*  
Brianna Kilcullen, *Artist*  
Damon Thoma, *Artists*  
Ron Episcopo, *Artist*  
Darlyn Finch Kuhn, *Artist*  
Erica Susan Saffer, *Artist*  
L.O.V.E. Culture cohort  
Trenton Shakespeare, *Artist*  
QunyattaWarren, *Artist*  
Marlon Smith, *Artist*  
Myesha Jones  
Adam Levine  
Amy Palmer, *Cultural Council of Greater Jacksonville*  
Suzanne Pickett, *Historic Eastside*  
Sam Timothee  
Mike Kenny & Stacy Aubrey of *ASM Global*  
Numa Saisselin, *Florida Theatre*  
Milt Russos, *FSCJ Artist Series*  
Margaret DeMott, *Durham Arts Council*  
Terry Bork  
Jane Condon, *Retired Principal*  
Maurus DeJournette  
Amber Sesnick, *MOCA*  
Carol Grimes, *Lumen Theatre Board*  
Kym Wallace  
Youth Panel x 4 arts students  
Artist Listening Session x 122  
Cultural Organization Leaders x 16

**ADD WELLNESS COMMITTEE**

**Links to Reference Materials (Existing reports, plans, best practices. that guided the work of the ACE Committee)**

Al Letson's [The Jacksonville Artistic Fellowship](#)

The Rise of the Creative Class by Richard Florida [https://creativeclass.com/richard\\_florida/books/rise-of-the-creative-class/](https://creativeclass.com/richard_florida/books/rise-of-the-creative-class/)

JAX Artist Live/Work Feasibility Study: [https://web.mit.edu/awhitlow/Public/JacksonvilleReport\\_6202011opt.pdf](https://web.mit.edu/awhitlow/Public/JacksonvilleReport_6202011opt.pdf)

Guaranteed Income for Artists Research: <https://www.citizensinformation.ie/en/employment/unemployment-and-redundancy/employment-support-schemes/basic-income-arts/>

Murphey School:  
[History of the Murphey School - Burning Coal Theatre Company](#)

Artspace:  
[Our Story – Artspace \(artspacenc.org\)](http://artspacenc.org)

Durham County Open Space Matching Grants Program

<https://www.dconc.gov/county-departments/departments-a-e/engineering-and-environmental-services/durham-county-open-space-matching-grants-program>

Durham Arts Council Fletcher Grant:  
[Fletcher Performing Arts Fund - Durham Arts Council](#)

NEED TO INSERT REMAINING RESOURCES FROM PUBLIC ART, SUZANNE, WELLNESS COMMITTEE

## **METRICS**

- Increased public awareness of and attendance at local arts events, performances and exhibitions
- Increase of private investment, foundation and corporate sponsorship to the wide and diverse arts sector in the City at all budget levels
- Increased collaborations, paid apprenticeships and internships at all levels of art institutions, production companies, film and television productions, talent agencies, and established artists and performing arts companies, and nonprofits
- Activated spaces flooded with intergenerational, multiracial, and interdisciplinary artists and creatives
- Improved sense of safety, acceptance, economic opportunity, respect, appreciation and celebration in and for the creative class.
- Improved sense of civic engagement and pride across all socioeconomic levels, neighborhoods and communities
- A rise in the profile of City from a national and international perspective as a destination for art and culture
- Tangible/visible preservation of historic neighborhoods, artifacts, buildings and investment in creative infrastructure like a restored or new performing arts center; a space dedicated to social justice, the arts & mental and physical health; art studios and creative spaces in all corners of the City, and artists embedded in all city projects
- Foot traffic and engagement: number of visitors, participants, or attendees at public art events and installations.
- Economic impact: track spending by tourists and locals visiting public art sites, including nearby businesses.
- Media coverage: measure the number of media articles, blog posts, and features about the city's art scene.
- Social media metrics: monitor interactions & responses to arts on social media platforms.
- Community Surveys: conduct surveys to gather feedback from residents and visitors about their perceptions and experiences of art and quality of offerings to residents and tourists
- Data of spaces that is accurately compiled, easy to understand, and readily accessible to both the civic and public sector.
- Checklist of reform recommendations that is strategically evaluated for the policy changes to specific government roles previously mentioned.
- Presenting our recommendations to the Infrastructure Transition Committee to solidify and actualize our vision through coordinated tactics.
- Partnerships with consultancy firms that specialize in transitioning municipal governments for arts and culture.
- National Recognition as an Arts & Cultural Destination
- Track progress on creation of roles for diverse artists and cultural leaders across city government, agencies, planning processes, commissions, etc.