

Arts, Culture, and Entertainment Committee

Mayor Donna Deegan Transition

Date: Monday, August 14, 2023 – 1 pm – 4 pm

Location: City Hall, 117 W. Duval St., Jacksonville, FL, 32202., Exam Rooms 1 & 2 Mezzanine Floor

Chair: Hope McMath

In Person: Liz McCoy, Mai Keisling, Katie McCaughan, Alexander Michael, Trey Ford, Yolanda Copeland, Shawana Brooks, Jenny Hager, Kady Yellow, Adam Madrid, Bobbie O'Connor, Nivea Glover, Yanira Cardona, Liz McCoy, Chrys Yates, Matt Shaw, Emily Moody, Mark Walker, Christa Sylla,

Zoom: Kicira Jones, Amy Polmer, MB Blevins, Wesley K., Diane Brunet, Monic Marley, Bee Miller, Brianna, Tim Stephen (member), Phoebe Millus, Monica Marley, Caitlin Doherty.

Visitors: Felice Franklin, Emily Gleeson, Louis Robinson, Miquel Camarge, Quintez Simmons, Alex Alston, Julie Jones, Gene Culvier, Amber Sesnick.

In attendance as subject area experts: Kat Wright, 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 1:07 p.m.
2. Artful Moment by Trey Ford
3. Welcome, and Chair report from Hope McMath.
 - Chair McMath reported that a copy of the summary of her meeting with the Culture Councils Organization Leaders was emailed to the ACE Committee members for their information. Discussion surrounding the five focus areas of the ACE Committee was had. Please refer to Document One to view the full meeting summary.
 - Chair McMath reported that the Convening of Artists, Cultural Workers, and Creative Entrepreneurs event held Thursday, August 10, 2023, from 6 p.m. to 8 p.m. at the Ritz Theater & Museum, 829 N. Davis St., was a success. A total of 120 creatives participated and gave their input. The data collected during the workshop had many reoccurring themes regarding the frustrations, challenges, and barriers around obtaining permits, lack of workspace, lack of community input, poor public transportation and road conditions, lack of art education for all ages and communities, and lack of professional development. Please refer to Document Two to view the full meeting summary.

- Questions from the Floor
 - What happens to the work once the Art Culture and Entertainment Committee no longer meets? The ACE committee feels three months is insufficient to reach and gather recommendations. A city department's arts, culture, and entertainment representative is needed full or part-time. The committee discussed the best way for the city to staff an arts, culture, and entertainment representative through an appointed or civil position.
- 4. Chair McMath reviewed the elements that should be included in each subcommittee's recommendation reports.
 - Summarize critical points of the report, including current conditions, strengths and weaknesses, opportunities, and challenges.
 - Include committee activity highlighting community engagement, themes of community, list of subject matter experts, guest speakers, interviews, and supplemental material.
 - Recommendations should be concise statements of action, timeframe, accountability including evaluation, impact on lives of residents, funding, and transparency.
- 5. The five subcommittees summarized the key points of their recommendation report. To review each subcommittee's draft recommendation report, please refer to Document Three of the minutes. Discussion and recommendations for additions were made to the following subcommittee reports:
 - Talent Retention: Katie McCaughan motioned the Art Culture and Entertainment (ACE) Transitional Committee to adopt the Talent Retention subcommittee's draft proposal of recommendations with the addition of a deeper dive into the higher education incentives around a Master of Fine Art program and the Kids Hope Alliance allocating funding to support arts and cultural field trips and after school art-based programs. The motion was seconded.
 - Art in Public Places – Jenny Hager motioned that ACE Transitional Committee approve the Art in Public Places Subcommittee's strategic plan recommendation draft. The motion was seconded.
 - Culture as Destination: Yanira Cardona motioned that the ACE Transitional Committee approve the Culture as Destination Subcommittees draft recommendations with the addition of discussion about the projects that are already in progress and the addition that the City of Jacksonville holds its own City Pride Festival. The motion was seconded.
 - Do Better With What We Have: Liz McCoy motioned the Art Culture and Entertainment Transitional Committee to approve the Do Better With What We Have subcommittee's draft recommendations with the addition of a sixth recommendation to excavate the stories of Jacksonville's diverse community to include representation for all cultures and support a way to have those stories told. The motion was seconded.

- Art and Wellness: Chrys Yates motioned that the ACE Transitional Committee approve the Art and Wellness subcommittee's recommendations set forth with the addition of getting more specific around recommendation number three, advancing cultural, social, and health mental and health equity. The potential development of an equal access clinic modeled after the University of Florida fresh cycle youth programs. The motion was seconded.

The Arts, Culture, and Entertainment Committee motioned on the added recommendations for each subcommittee. Each recommendation was seconded and unanimously approved by the entire Arts, Culture, and Entertainment Committee.

6. Liz McCoy motioned that the chair makes the necessary roll-up of the recommendations for the draft recommendation report to be shared with the Mayor, the Mayor's administration, and the various Mayor's transition committees. The motion was seconded and unanimously passed by the full subcommittee.
7. Matt Shaw motioned to explore embedding a position of leadership in city government for arts, culture, and entertainment, the specific model for which will be finalized by the committee within the next two weeks. The motion was seconded and unanimously approved by the full ACE Transition Committee.

8. **Public Comments**

- Felice Franklin, Vice President of Nelson Mandela Bay of Sister City's stated that Sister Cities is in partnership with eight Sister Cities worldwide. The program sponsors a variety of business, cultural, educational, and professional exchanges. Sister Cities could help recommend artists visit Jacksonville, providing an active flair and promoting tourism. Artists from Jacksonville can also visit other Sister Cities. Using existing organizations such as Sister Cities, which is under the mayor's office, may also assist Jacksonville artists. For more information, please visit the Jacksonville Sister Cities Association website at <https://www.jsca.org/about-us>
- Gene Culvier stated that community film festivals work to energize the city.
- Caitlin Doherty asked if the recommendation drafts would be made public. The chair said they'd be available on the transition committee website.

9. **Chair's closing remarks and announcements:**

Chair McMath asked that the subcommittees with meetings scheduled for next week keep them so they can continue working on their recommendations if needed.

10. The meeting adjourned at 4:23 p.m.

Document One

CSGP CONVENING – AUGUST 8, 2023

Summary of Comments

ONE: Attracting, Supporting and Retention of Artists

Arts & Culture is part of what makes a city a city. Artists must find opportunities to flourish, or they will relocate.

Arts education should provide the opportunity for youth to enter a strong arts pipeline. Investment in workforce is important, and we should share that responsibility across all areas. It's very important the City provide funding for further opportunities for students and young artists.

As an example, the Providence, RI area has no sales tax on the purchase of art, among other supports. Some cities build rent-free gallery space. Efforts like this encourage artists to relocate.

For certain musicians, bars are a significant source of income. Zoning that fosters those establishments can help, and can impact talent retention.

TWO: Art in Public Spaces. Expansion & Equity

There is significant City land around the TU Center, front and back. DIA park work has halted. Once completed, there is room there for Public Art, there and in the front on Water St.

THREE: Culture as a Destination (incl. internal capture) (incl. large City events)

TDC tends to fund large, established events. Their process creates barriers to entry for small organizations.

Half of the audience at large venues is from out of town. The TDC needs more money to work with.

FOUR: Getting Creative & Intentional with What We Have (incl. City venues, The Ritz, COJ properties that could be re-purposed for community-connecting to the arts.)

A listing of potential City venues is a good start. The work that goes into making them usable for arts purposes, like architectural details, regulation and enforcement... little things can be big barriers. Need to examine City processes.

The expense of historical rehabilitation and bringing a property up to code is a significant barrier to re-purposing properties that may have been warehouse or industrial space. Without re-investment, they have remained vacant and neglected. Deferred maintenance on existing properties puts a strain on tenants, and diminishes both usability and value.

Potential and existing tenant concerns go beyond renovating the space for initial use, to include ongoing concerns about long term maintenance, which is often lacking.

These are cultural gems and community hubs. They are also economic drivers, and it benefits the City to maintain their investment.

Through it all, it is important to support historic preservation. There is a lot of city-owned inventory at risk.

Silos are a problem, when one group doesn't talk to the next. There is a clear need to bridge the gaps, but synergy is lacking.

Improved transportation, particularly for seniors in facilities and students, would increase reach for many organizations.

FIVE: Arts & Wellness

No specific comments.

Subcommittee Process Comments--

We're excited this is happening at this level, grateful for Hope's background, network, experience... Just excited, happy that it's happening.

It's very nice to have Arts at the forefront of this subcommittee, rather than traditional "entertainment" leading the conversation.

A definition of Entertainment is needed. Currently does not include consideration of Sports, Movie and Bars, although Arts and Culture intersect with all of those.

There is interest in a cultural blueprint, a cultural masterplan. Although this does not exist from the City's perspective, connectivity among organizations and providers has been discussed.

What COJ can do/Promotion:

The airport was mentioned multiple times as an opportunity to display more art, and for the COJ to promote the cultural scene to travelers. Local arts organizations have advertised successfully in the airport in the past. Rate increases, and moving in a direction away from partnerships, were identified as challenges to accessing this resource for local groups. There are some opportunities for individual, visual artists in the airport. Visitor center could be a lot more engaging.

Signature events like Jazzfest have the opportunity to promote and engage year-round outside of the event, and lack sustained impact. Events like these can be a platform for expanding reach and inclusion.

Explore how the City can help educate and advocate for our sector, and assist in building relationships with large corporate citizens and foundations. Can the City help us engage them?

New businesses have some responsibility for concurrency in community investment in arts and culture.

Jacksonville is a vibrant City, with strong support for the arts. But people in other cities don't know the history of our theatres, stories about our museums and significant institutions, and the struggles overcome to advance the arts and culture sector. It's an exciting story that makes people want to come visit. No one in the City is tasked with that sort of promotion.

We need to celebrate organizations that are serving local areas/neighborhoods, and not trying to be everything to everybody (citywide footprint). While a vibrant Downtown scene is a worthy goal, we must also provide opportunities away from the urban core.

What COJ can do/Policies & Procedures:

The City of Jacksonville has created many reports and committees themselves, but communication with and engagement of the arts and culture organizations has been neglected.

Careful consideration of the impact of road closures on operating venues, and proactive communication and coordination, is essential and mutually beneficial.

Increasing violence and burden on policing has an impact. Safety and security concerns are challenging audience access and increasing operating costs. Some concerns are tied to location, but certain programming/content may raise further concerns about social unrest.

Need to set standardized rates for off-duty officer support, and for fire/EMT when needed. Bidding for weekend availability introduces uncertainty about cost, hampers budgeting and can create an inequity in fees/billing among similar organizations.

City should consider waiving per-head surcharges and take in to consideration increased costs due to outsourcing, which are passed on to service providers and their customers. Waiving certain fees can encourage events, and may make sense particularly for organizations that already receive City funding.

The Parks process contains obstacles to usage.

Document Two

ARTS, CULTURE AND ENTERTAINMENT TRANSITION COMMITTEE
CREATING A MORE ARTFUL JACKSONVILLE WORKSHOP
RITZ THEATRE & MUSEUM THURSDAY, AUGUST 10, 2023 6-8 P.M.

OPENING REMARKS

Hope McMath welcomed everyone, introduced volunteers for the evening, acknowledged the staff of the Ritz Theatre and Museum, explained the important work to be done tonight, and outlined the evening as sharing, writing, talking and listening. She gave a brief introduction of the Arts, Culture and Entertainment Transition Committee --- a temporary volunteer committee --- which represents a cross-section of 30 people including artists, non-profits, high school/university students, and art educators. The committee, under the direction of Mayor Deegan, created five focus areas with the ultimate goal to feed recommendations to the Mayor's administration to create a more artful Jacksonville:

- Support and retention of artists, cultural workers and creative entrepreneurs;
- Art in public spaces – expansion and equity;
- Culture as destination;
- Do better with what we have; and,
- Elevating arts, culture and entertainment through cross-sector collaborations to promote wellness, diversity, healing and social cohesion.

Dr. Chris Janson added opening remarks as he set the intentions of the *gracious space* that the attendees were gathered, highlighting the spirit the attendees will bring to the conversation, connecting to one another in a deeper way, and opening oneself to new ideas.

Hope invited questions about the process of the Transition Committee:

1. Why is it only temporary?
Transition committees are temporary and it is already clear from our work that all subcommittees are making a recommendation that there needs to be some form of embedding in the arts and culture. When recommendations are made, the committee tries to ensure they will move forward with the administration. There is a desire with Mayor Deegan and her staff that, when priorities are set, this work will not sit on the shelf.
2. How will suggestions be weighed?
With 7 transition committees dealing with a lot, prioritization will be set; some of the things may be short-lived and possibly accomplished mid-term, while others are more aspirational and may require the entire four-year term to set in motion. The recommendations made tonight will be public and holding the administration accountable will be part of our job.
3. If there are spaces available, how does the city make those spaces aware to artists?
One of the things that is happening is taking inventories, tracking spaces and organizations. This is an open process.
4. What is the process for film makers to present suggestions to the committee?
Public comment is needed which becomes part of the record of the process.

WORKSHOP

Hope explained the prompts that would be used for the evening's workshop which were disseminated to the attendees. Fifteen minutes were given for personal reflection to write answers to the prompts; 15 minutes for group sharing process; and after the group sharing process, there was a 'popcorn' style response to capture recommendations to deliver to Mayor Deegan's administration.

(1) BARRIERS OR CHALLENGES TO CREATING A MORE ARTFUL JACKSONVILLE

(SPOKEN AND WRITTEN RESPONSES)

- Transportation
- Gatekeeping by cultural organizations and of people entering the art community
- Gatekeeping, not wanting new ideas to happen in the city because it goes against some people's goals, visions, interests or beliefs
- Lack of art jobs outside of teaching
- Access to information. COJ currently only promotes city run events. I suggest a more interactive website that leads residents and visitors to the right platforms already promoting arts programming, ie. Cre8jax, 904happyhour, stufftodojax
- We are a last minute town. How do we create more demand?
- Marketing, reaching a large, diverse city
- Transportation in vastness of our city
- Lack of living wage
- Size of city
- Lack of a Jacksonville brand
- Trespassing for photographers
- Selective enforcement of loitering laws
- Rules and ordinances are geared toward big business, orgs and corporations
- Adaptive reuse of buildings should be made easier for individuals, small businesses
- Lack of respect, support and knowledge of local arts
- Few if any public THIRD places that don't require monetary investment
- Banning and censorship by governor
- Weather challenging for so many events where the arts are outdoors
- Expectation that we are free labor
- Need more affordable studio spaces
- More space for BIPOC artists to share their art forms
- Affordable studios
- General perception of State of Florida as a conservative driven politically charged state where new ideas are restricted.
- Downtown parking is expensive.
- Need legal protection for artist rights, intellectual property, copyright
- Too many cops and too much \$ for cops.
- Conservative values that have held us back.
- Lack of collaboration at City level.
- Losing talent, especially under Desantis/fascism trickle down to local politics/policies
- confederate monuments
- Expectation of free labor from artists
- Hanging our identity on Jags
- Permitting
- City processes take too long.
- Money not spread evenly.
- Need to take care of unhoused neighbors.
- Silos.
- Conservative leaders/apathetic voters
- Free labor

- Loss and restriction of civil rights for women/LGBTQIA, Black citizens,
- Loss of faith in educational system, especially in current climate
- Cops overpricing places of joy (5 points, art walk, etc.)
- Jax is at mercy of developers. They can be involved by having the city create fees which would fuel art in public places, venues, housing and studios. Our city should create a vibrant arts/culture/entertainment department that city government is proud of and works fervently to it to be know that the arts are not an orphan, but vial to the city and its citizens. This is not something the Cultural council can do. Not enough private money for real arts leadership at city level, so city needs to make it a priority.
- Art in Public Places ordinance needs to boost the %, expand kinds of projects, and extend to beaches.
- Art Walk full of challenges - hard to set up. Would be better to also open more storefronts, library, MOCA to more artists, more safe public spaces. We need to be mindful of extreme heat when asking artists of all kinds to set up outside.
- No central hubs for the arts across the city. It is more challenging fore residents on the north or west side to regularly attend events at the beaches as it would be for someone at the beaches to commute to downtown or riverside.
- Knowing when meetings, events, grants, call to artists are happening
- Lack of accountability with making sure public art projects and festival spaces are available to local talent
- Gatekeeping by Cultural Council, DVI, etc.
- Them and use mentality. There is always a sense of the “big arts orgs” and the rest. The are not mutually exclusive. They coexist and nourish each other. I am concerned that they are seen as operate instead of as being an eco system with different entry points and experience.
- Lack of joined up thinking.
- Acceptance of mediocrity.
- Lack of accountability when there are issues of leadership of arts organizations and museum when it comes to hiring for diversity and accessibility
- Pessimism
- The cultural council
- The jags
- Outside contractors
- Spread out communities
- Too many non-profits and overhead
- Space undocumented or unpreserved
- Few festivals/investments from businesses
- No central place to find information
- Little to no investment in local museums
- No tie ins to health/diversity
- No children’s activities
- Community spaces unrealized
- No advertisement.
- Communication and getting info (resources, opportunities) out equally among those that live in the city.
- World of Nations – doesn’t even scratch the surface of representation of diversity in our city – expense for some to be a vendor.
- Public community space are scarce.
- Include newcomers both from USA and other countries in discussions and planning.
- Newcomers feeling separate from mainstream culture and resources in the city.
- Funding for public art

- Currently cultural leaders look outside of Jax for “good art” instead of valuing the immense talent we have here and treating the artists here with the respect they deserve.
- Under utilized existing city resources / buildings
- Previously closed power structure crushed creativity and intentionally included groups of people.
- Missing financial support for artists who may be struggling for funds.
- Closed mindedness
- No willingness to view things from different angles
- Fear of change
- Control over expression
- Inability to find common ground
- Community that spans a large geographic area.
- Spread out city. Lots of people doing lots of great stuff but it is hard to figure out where everything is
- Communicate opportunities.
- Hateful people and hate groups give area bad name
- A city council that is controlled by florida state government developers.
- Many of those who wish to pursue the arts as a career feel as though it is not possible in Jacksonville. That with a few exceptions, you cannot support yourself or a family while pursuing your creative passions.
- So many of the institutions are so focused on their particular missions that cooperation is not only not an option, but actively avoided.
- Event space is expensive and hard to find. Writers have bills like everyone else, but are often asked to work for free
- Many neighborhoods have limited access to books and/or writing lessons/critique groups/open mics.
- Each other
- Feeling of competition due to lack of opportunities
- Funding
- Lack of major entertainment or production companies
- Available space for artists
- Transportation
- Housing/support for proven artists, budding artists
- Subjectivity
- Poverty mindset – starving
- Politicization of art
- “the lack of money is the roof of all evil”
- Silos – not enough cross collateralization
- Dilapidated building downtown
- Transportation
- Cost of venues
- Parking downtown
- Lack of awareness of upcoming events
- Lack of platforms that can accommodate.
- Professional musicians when it comes to compensations. Making a decent living has been challenging as a professional music performer.
- The lack of use of buildings in downtown Jacksonville
- The lack of activities and organizations which help cultivate artistic talent and hobbies within Jacksonville’s youth community.
- Oversaturation

- Politics
- Government intervention
- High rent for affordable artist spaces
- No central busy pedestrian space in order to concentrate, explore and discover arts and entertainment events, spaces, people.
- Few organizations and spaces that provide exposure, space and opportunities
- Most buildings in pivotal areas are owned or developed into con-creative spaces. No room is given for cultural ideas.
- Representation – guides
- \$\$, committees, funding opportunities, i.e. city funded opportunities
- Keeping funding within the city
- Producing local works to establish a local identity.
- City is sprawling with poor public transit, to tough to get around for people in certain areas.
- Who are the media that cover the arts locally and are all neighborhood featured?
what is process for feedback to continually improve and highlight issues for artists in the city, needs to be regular, predictable, is a process.
- Lack of incentive for filmmakers to fully engage in business.
- Mis-categorization of film in government recognition. Should not be in sports and entertainment.
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- Outside in thinking instead of inside out thinking is our norm
- The pervasive image - nationally and locally - of Jax being a bland, beige, visionless city is fair critique as the arts are concerned.
- Football is too dominate and other NFL cities put a bright light on arts.
- We need a collective voice, dynamic voice and cultural council is not serving this need
- Perception that Jax is redneck and backwards - take down the monuments for one.
- Jax loses its up and coming artists to other towns. We are great with new and emerging artists, but once someone starts to have a notable career we lack the support system to nurture and support them - we leak talent.
- We do not have notable galleries with dedicated art critic that could help elevate the incredible talent in Jax.
- Funding
- More grants for artists, artists in residence, neighborhood based film fests
- Need to expand ordinances to better represent entire city. Cultural Council and Art in Public Places ‘suck pretty hard’.
- Lack of consistent robust art education programs in and out of schools
- Lack of funding for art spaces
- Highways dividing the city
- We need to prioritize local artists with city-funded opportunities
- Purchase Karpeles for community arts programming
- Artists and programs in Jax seem to be ‘underground’ not celebrated or recognized by City.
- Hard to find professional development, learning opportunities.
- Not enough flexible space available
- Lack of communication between sectors of arts community
- Focus in multiple areas. Not enough focus on arts in Northside, we just lost our movie theater. Bring arts into communities, which will make all of Jacksonville better.
- Underfunding of the arts, esp. theatre.
- We become isolated from one another because of the city being so huge.

- Rely on how things have always been
- Processes with city too slow and cumbersome
- COJ website is a dinosaur. It is understaffed, under utilized and out of date. A great city makes it easy not only to put on events, shows, pop ups, but easy to get the word out. Jax has so much going on but often the citizens have no idea.
- No one place to go to know what is going on in the area
- Transportation. If you don't have a car, you don't have art.
- No \$\$ for film making.
- Image of city is beach and golf, but could be seen as a place of art and culture
- Cost of venues prohibitive
- Political agendas at state and local level. And we are too cheap.
- Feeling of welcome
- Need single portal to market arts and culture
- Lack of live work spaces for artists and studios for different types of artists
- Masters programs locally for the arts are needed
- Need museum/memorials/markers of Jacksonville's cultural history
- Funding is weak
- New or dynamic/merged art forms not recognized
- Jax has no identity
- too many vacant buildings in key cultural areas
- Communication, connection between art groups could be better
- Need a clear vision of what our city's art & culture could look like
- Residents and COJ have limited knowledge of what we have, explore and better showcase arts.
- Open minds - Jax is behind. Exclusion - we are a divided city and closing those gaps through the arts would be powerful.
- Not enough space for studios, small orgs, performance venues, etc.
- Education - lack of multiple levels of arts professionals
- Lack of promotion by city, except for city run events
- Closed minds, not hearing people out, stuck in their ways
- Lack of city investment in stimulating the local arts economy. Hire more local artists for residencies, public art projects, and work in corporate buildings
- Availability of funds; no financial tax breaks for film makers
- Permitting
- The new skate park represents this - shows respect for the large skate culture in Jax and show the attention to bringing a community together in a public, artful way.
- Conservative culture
- Hoarding wealth behind gates and private spaces
- Scared of taking risks
- No critique spaces
- Conservative government locally and at state level
- We value product over artistic process
- Funding criteria is limiting
- Debate over DEI in Florida hurts us
- I think of New Orleans vibe, art on streets and not just in institutions
- Asheville's vibe and even Sioux Falls, SD - art on every block.
- Lack of venues and maker spaces
- Capitalism - if it is not profitable it is not seen as having value in our society

- Lack of education, we need city leaders and others to understand that culture is fundamental to a functioning society
- Lack of funding - artists and arts orgs should be subsidized
- Not using empty buildings
- Adverse effects of gentrification with little conversation about the impacts
- Focusing only on downtown when it comes to the arts
- What gets in the way are individual groups and organizations thinking 1st about their own goals/needs and not thinking collaboratively. We win together! Bring organizations together and have community input and ownership of ideas and expectations from all shareholders to not talk the talk, but walk the walk. But at end of day need operational leadership. The buck stops here.
- Respect that time=money. the arts are successful/sustainable when there is a viable business model to support it. Could be grassroots, civic or corporate funded but have to show the data to sustain.
- Clunky and slow permitting process for art in public places
- Provincial thinking around taxes and funding. Residents resist taxing themselves for amenities, but love and celebrate those same amenities in other cities. We are in our own way.
- Not enough artists and creatives involved and inter to decision making and planning process tables
- Funding for creative entrepreneurs, rather than just formal arts institutions
- Lack of professional development for artists
- Inclusion; cliques
- Old ways of thinking, unwilling to try new ideas
- We lack easy access, pedestrian friendly, safe for everyone, welcoming to everyone
- Support for artists in immigrant community
- Communication and collaboration (siloeed organizations, centralized website, list of artists, access to/ lack of information, community calendar)
- Inconsistent use of tech platforms
- Education (very little investment in children's art; valuing arts in culture; resources for home schooling parents)
- Apathy toward the arts
- Bureaucracy
- Artist live/work spaces needed
- More coop groups needed in areas like film, woodworking, welding, etc.
- As an artist of a new art form it has been difficult to get the attention for the unique work we are engaged in at the intersection of art and wellness. Our work is the first of its kind in US, yeet no one seems to be aware of what we are and the potential we have to help Jax shine brighter.
- Very few professional art galleries, professional paying venues for local talent
- Everyone seems to be part of clubs or has to know someone before they are included.
- I do not like Art Walk, during week, weak art presentations
- Desantis
- Marketing events and artists.
- Lack of exposure and awareness - people could be creating great art but a contest, event, exhibit, performance could help them grown and be more well known.
- Lack of knowledge AND access to art as tool for wellness and mental health.
- Limited appreciation of quality
- Assumptions that we think we know what certain neighborhoods want culturally
- Expectation of free labor (artists being paid for design concept, incentivize the awarding of local artists in grant process)
- Lack of identity associated with the creative arts

- Connecting arts programming and spaces with businesses focused on food and beverages, proximity
- Not enough affordable, large-scale event venues (cost of venues, lack of brick-and-mortar spaces for cultural hubs)
- \$\$\$
- Support and recognition of new art forms, innovations, professional art criticism
- Outsourcing our identity; resources flow away from those doing the work in the city
- Lack of sisterhood with other cities where there could be a meaningful exchange of arts and culture

(2) CHARACTERISTICS OF A CITY THAT CENTERS, CELEBRATES, AND NOURISHES ARTS, CULTURE AND CREATIVE ENTERTAINMENT --- WHERE ALL RESIDENTS AND VISITORS BENEFIT AND THE ARTS ECOSYSTEM IS STRONG IN CREATING A MORE ARTFUL JACKSONVILLE

(SPOKEN AND WRITTEN RESPONSES)

- Festival and communities coming together; having a cultural identity starting in neighborhood as gatherings... how we gather is how we live Explore ideas of a city that is unique
- Staple events rather than a lot of random, not-so-successful events. Focus on those that can be cultural markers that people 'can't wait for'.
- Highly collaborative
- Encourage people to participate at macro and micro level (host festivals but make it comfortable for people to set up their own in a park)
- Investment and equitable policies for business development in art fields
- A sense of freedom, safety, community in public spaces where people don't feel watched
- The arts community - orgs, artists, etc. - are seen as community assets and resources to the city to build, grown, reflect and represent the city and our communities.
- Art is seen as a driver for economic development, not as a barrier to it.
- Venues of all sizes
- International fairs
- Learning from past, not trying to recreate it. Provide for all communities, not the most vocal (ie. downtown getting millions to improve business interests while neighborhoods neglected for lack of proponents/volunteer class)
- Paying artists their worth
- Future looking, create communities to bike, walk, invest, entertain
- Walkable, pet friendly, support of young artists, art can be seen, heard, experienced throughout the city
- A city that is beautiful is artful
- Landmarks and not only those that are historically based
- Places to relax, find joy, be happy, share with others, practice empathy
- A city government that understands and works for all people. Public image means a lot. The disturbing racist monument still remains is not ok. Intimidation in public spaces.
- More support from museums and private sector
- Healthy gallery ecosystem
- Healthy performance ecosystem for artists in all art forms at all levels.
- Walkable and interactive spaces and businesses
- Lots of promotion of the arts
- Co-ops for artists in most cities doing it right
- Equal and free access to arts and culture

- Deep exposure to youth in schools
- Multi cultural, acceptance of all races makes for a vibrant community.
- Walkable venues
- Art are centered as jewels in the crown. It is everywhere. Front yards, abandoned lots, parks, museums galleries, large annual outdoor events that attract return visitors. Art isn't just for private elite and should be accessible to everyone. Public schools and art orgs and coalitions bring arts to every community.
- Openness of residents to different ideas and beliefs/acceptance of the other.
- Towns that embrace arts live and breathe it in all aspects, from Shakespeare in the Park to live music to the architecture that surrounds us is a part of the city. Can we stop knocking down beautiful old buildings?
- Such a city would prioritize providing access to all residents especially disadvantaged and minority groups. Artists would be provided with resources to help with professional development.
- You can tell when a city involves artists and art professionals in decision making and planning.
- Atlanta - annual events, competitions, showcases, gathering spaces, fashion museums, strong college and university arts presence
- Serious financial dedication.
- More art to reflect the cultural equity of population. Access to art everywhere.
- Big art installs that aren't just in museums.
- Chicago, walkability between arts and cafes
- Arts are featured on the news and newspapers
- Visual art everywhere on everything.
- Pride in art institutions - lift them up.
- Multi use spaces for performers, visual artists that feed mini festivals around town.
- Areas should be different and that should be honored and celebrated, but with mobility/transportation between them.
- Historic structures used as arts and community spaces - we need to stop tearing them down!
- Food, art, entertainment, commerce, and tourism go hand in hand, creating an experience for those those of us who live here and those who visit.
- Show diversity of cultures, ethnicities
- Schools of art
- I am from New Orleans so I have a good idea of what it looks like when a city supports art to the fullest. I've been here for 23 years and have seen great changes, but we have room to grow.
- Regular networking opportunities
- Concentrated pockets
- Pride in Arts. Pride in our artists and creatives. Pride in showcasing the above.
- Care about big theater productions all the way down to open mics
- Small, niche museums that foster art intersections
- Artists in schools helping/showcasing skills
- Bringing in experts for workshops/instruction
- Artist residences
- Big art budget
- Galleries
- Community spaces/volunteer/access \$
- Grants/direct involvement in government
- Investment in children
- Public spaces

- Cohesion between museums and community spaces
- Huge diverse population
- Business incubators like Wedi Buffalo
- Jax does have variety of cultural / ethnic restaurants and business but need more support
- More cultural festivals celebrating the diversity of our city
- Jax has nice parks and concerts halls but need more public community centers for all to use.
- Mentorship for new businesses
- Festivals and celebrations of arts/culture that are properly promoted and supported by the city.
- Encouragement and support of local arts programs and education.
- Provide and encourage art in neighborhoods of all socioeconomic levels.
- Support services for artists like help with business practices/setup, healthcare, studio rent assistance, professional development.
- Open to change
- Embracing new ideas and expression
- Expressing art openly
- Celebrates creatives for their work
- Supporting and accepting diverse viewpoints.
- Major art festival ; visual, film, music, literary
- Community connections – walkable areas, streets closed to cars where pedestrians come first (austin, Memphis)
- Good public transportation system
- Lots of museums, galleries, public spaces
- Fantastic library system; make facilities more accessible to artists, writers, etc for workshops. Increase hours.
- A place where the accomplishments of artists/creatives is widely celebrated amongst not only the arts community but the local medias the “average” resident.
- A unique voice that does not need to emulate or aspire to be like other cities
- Libraries and bookstores cooperate, rather than compete to bring books and stories to the people.
- Young writers are mentored and encourage and educated by current professional writers about past work and currant work and are encouraged to explore and grow.
- Events are held where talented professionals read or perform and then open mics are held where aspiring and student writers can share their work. Local writer are featured at city events (Poet Laurates)
- Support of different ideas without the limitations of type of art and how it is done
- Good leadership
- Abundance of quality offerings
- Affordable rent for art spaces
- Simplicity
- Transparency
- “We all win” mentality/culture
- Balance
- Nurturing
- Walking areas
- Festival – regularly
- Outdoor cafes
- Help artists
- Celebrate local
- As a result the community is more cohesive

- Feel safe
- Annual event that highlights and celebrate the arts as well as the artist through competition and exhibition. Crease a feeder system that trains the youth to become the professional of the future that can push the culture further and be able to make a living in the own city.
- Gathering places which promote and allow for artistic sensibilities to be shared, cultivated, and expressed (particularly within different parts of town, different communities and for different disciplines of the arts)
- More museums showcasing different (more niche) disciplines.
- Foot traffic
- Districts
- Free wine and cheese
- More selective
- Teenagers
- Private money as an end goal
- Designated low cost art studios
- Designated gallery and arts neighborhoods
- Central pedestrian city
- Few companies that publish and promote art events, spaces and happenings.
- Smaller projects that have a higher turnover (ongoing curated spaces).
- Programs that have budgets for curated public works.
- Spaces that encourage contemporary works
- Highline
- Spaces that house dance, music, drama/theater that run all year round.
- Awards and publicizing art standing artistic accomplishment.
- School programs expose and develop arts in all schools, not just magnets.
- Tax breaks for films in all budget ranges.
- Tax breaks for businesses who engage in sponsorship or investment of films.
- Grants for films that are produced the in the city.
- Actively incentivizing outside film production to bring films to the city
- Accurate and consistently updated database of film industry professionals in the city.
- Art is integrated deeply into communities in ways that are thoughtful, inspiring, and accessible
- City/govt is invested and engaged in the promotion of art - funding, infrastructure, marketing, etc. City sees value of arts and does its part
- Investment at various levels and multiple points of entry for creatives and consumers
- Acknowledgment of history and an awareness of the different ways members of the community experience things
- Recognize creative solutions to city problems
- Free arts classes (in various forms) for those struggling with mental health diagnosis - supports public health. Saw this in London at Core Arts - partnership of artists, healthcare and city to support keeping individuals from psychiatric wards and lowers healthcare costs.
- Artists are embraced and recognized
- There is pride in art, artists, and showcases of their work
- An identity with art at center
- Diversity, respect for differences, empowered youth voices
- Robust, symbiotic relationships between arts and business
- Constant reinvention and exploration
- Mixed use spaces, with art as part of them, in all parts of city

- Food and beverage in close proximity to art venues - walkable
- Variety of arts in one space or at least one area
- Safe parking at venues
- A deeply invested in cultural place for each arts area that spins off other pop ups that can then become longer term spaces - think Art Basel or Kennedy Center in DC
- Interactive and innovative projects/works/ideas
- Many voices involved
- Accessibility
- A consistent celebration of arts & culture - as much as we do for sports - media, recognition, etc.
- A culture of critics that are experts in their field elevating and pushing us forward as creators
- A city that preserves beauty and history
- The arts are mentioned first in describing community identity
- You can see it in the details
- A few flagship areas/hubs where arts & culture are the critical path and the economic engine
- In Jax it looks like Jazz Fest, Art Walk, and River Jams
- Celebrate those from Jax who have great success, here and afar.
- A broader slip of how arts and culture are defined - ex. antiquities, storytelling, softer edges around arts engagement, more experiences at places all along continuum
- Collaboration/shared calendar/goals - break down silos - For example encourage orgs to do shared planning - MOSH does science of music, MOCA art made with music, Cummer artists inspired by music, Ritz local folks making art and music, Historical Society doing history of music - together, exciting!
- Marketing and branding - regional and national focus on arts - storytelling to wider audience. Brings pride to residents, attracts visitors, companies and new residents.
- Creative partnership at all levels-municipal, corporate, small business, neighborhood/civic
- Public art in the heart of a city and surrounding areas
- Inclusive of all ages and races
- You can tell a city that invests in the arts because it is everywhere from museums to parks to alleys. Fave example is Denver.
- visible, open to public art studios
- Recognizing that beauty and vibrancy costs money. And it is worth those personal investments to live in a place you are proud of.
- Thriving art districts
- Honesty and transparency in government and from arts orgs
- Art focused people running arts organizations, visible in community
- Various cultural institutions are raising each other up; establishment should be excited about the arts and culture
- Having walkable centralized areas
- Embrace local artists; believe in and promote local artists; annual event competitions to showcase local artists
- Get rid cliques
- Abundance - of funding, of venues, of arts programming available to all
- National attention to the arts
- Torpedo Factory
- Austin, TX, San Antonio, TX, Miami, FL, Atlanta, GA
- Fusion of arts and food markets, converted spaces in art/youth programs

- Art everywhere all the time. All forms of aesthetics, highly collaborative, taste, smell, feel, see, hear, touch. Art is used to bring people together.
- We can't keep graduates from theatre training programs (college and high school). Most move away from NE Florida in order to be paid to work.
- People who are drawn to the arts and have means will not 'cross the ditch' for community theater, but will fly to NYC to see professional work. Let's give them professional theatre right here.
- Have pride
- Being diverse and inclusive. A city that embrace its past no matter how dark and crating positive change to insure it does not repeat its mistakes. A city that allows itself to be reshaped to welcome new ideas and having a process to lift up all of its citizens and the arts reflect and create that change.
- Art institutes
- Characteristics of an arts forward city - pedestrian walkable areas. An artist union and representative in government. City wide community art competitions. Active, connected community of artists. Recognition of individual property rights. Subsidies - the way business supports the arts. A central hub of art studios. Recognition that the arts are tied to community betterment, literacy, mental health, etc. Artists paid for their work and talent like any other worker.
- Events that showcase not just feature student artistic endeavors at every level of education.
- You see cities touting private/public partnerships that include incentives for the arts (like what we do here for sports teams)
- Targeting the sports
- Look at Denver and Boulder - City Councils support arts and culture in many ways
- Enjoy art on school and college campuses, open these places up to be more 'public'

(3) ONE IDEA TO SHAPE OUR FUTURE IN CREATING A MORE ARTFUL JACKSONVILLE

(SPOKEN AND WRITTEN RESPONSES)

- Enact a Poet Laureate
- Reclaim full legacy of James Weldon Johnson on global level.
- Build city identity with arts in mind
- Prioritize the delight of arts by enshrining as a city department. Funds can be added through developers fees and % for public art in city projects and the amount given to cultural council.
- Open empty walls, spaces to artists
- Better support our cultural organizations to be able to take projects to new levels.
- Safety - Please acknowledge safety issues downtown. It is so very hard to attract people to enjoy art if they don't feel safe.
- A community focused street festival that activates downtown, is community driven, and engages all stakeholders, businesses and orgs.
- A large, industrial Community Art Education Center - Sculpture co-op, media exchange, education access for Digital art, glass, ceramics, welding, etc. Regency Square Mall would be an amazing location.
- Paid internships and apprenticeships for youth, marginalized people, and people returning to arts work force
- Artists Bill of Rights
- Neighborhood art landmarks to create identity
- Public acknowledgement and visibility for artists who have created public works such as a QR Code tour with artist talking about their work.
- Invest in local, women and people of color to enrich our artistic vision of our city beautiful

- Business incubators for economic development at Regency Mall or other large empty building in the city.
- I think there needs to be some union of artists from diverse parts of Jax to foster local art and bring more focus to the city as a whole.
- We need a literary arts center. An organizing body and physical place where all the classes, authors, workshops, publishing opportunity in Jax are organized and offered.
- An arts festival in each neighborhood that culminates in a city wide festival.
- Jax by Jax Literary Arts Festival should have a designated city owned space and designated funding to celebrate the writers of the city and bring them tother with readers at least once a year.
- Finding ways to make art inclusive for all those in the city, even if they are not artists having movements for involvement so it isn't a select few but a mass whole dedicating time and efforts.
- Jacksonville Christmas Spectacular – an annual show in a culturally relevant space (Ritz), employing multiple disciplines of the arts. This year, we intend to have original shows/music/dance, jags drummers and the mayor.
- Community arts Stabilization Trust (San Francisco)
- Mayor should attend events.
- Invest in a building or a couple of buildings and make them artist hubs – free and accessible to all.
- Master classes for professional artists.
- To create a space for Jax youth which promotes the study of fashion design through sewing classes (not just for artistic pursuit, but for functionality and wearability). Facilities can/should utilize old and unused downtown spaces to bring more people to the heart of Jacksonville.
- Representation for the introverted
- One or several big spaces for studios, gallery spaces that create a cultural hub. Close in proximity preferably in an areas that is accessible to passerbys.
- Outline a significant amount of the new stadium budget to public art by local artists.
- Destination Film Festivals – showcase films with opportunities to meet directors/actors/panels.
- Rework Jacksonville incentives for film production to reflect Atlanta, Los Angeles, New York and Louisiana. Art available to people using public transportation. Bus stops, rest areas, sidewalks, and trails. Shade structure throughout the city that are beautiful.
- Invest in our best! LA artists aren't any better. Make sure big awards go to local talent.
- Creation of an arts commission
- Annual funding opportunity in collaboration with local community that would fund an artist's ideas to engage with a neighborhood or community to bring them into the process and produce enriching work together.
- Make Regency an art hub.
- Dedicated department for arts full supported by Mayor's office and City Council. Develops a base of arts resources to benefit artists and residents.
- Always have artists sitting 'at the table'.
- With rise of extreme heat we need to be thinking of more indoor spaces that are accessible from street.
- Acquire landmark building and do something important with it (ie. Karpeles)
- Use city spaces to showcase art and artists, including those who work for the city. Use art as a way for residents to get to know elected officials and civil servants.
- BE BOLD! Instead of giving millions \$ to developers, spend millions on making Jax a Bold and interesting destination. Think The Vessel in NYC, the Gathering Place in Tulsa, etc. Big interactive art that celebrates the river and our art community.
- Enclaves of live, work and show spaces for artists of all disciplines - showcasing, welcoming, engaging community, sharing of big ideas

- More \$\$ to artists
- Art flourishes when the artists' basic needs are met. Income inequality and struggle to survive inhibits artistic expression. We need RENT CONTROL and to be given subsidized spaces to create.
- Bring schools into the community as spaces - evenings, weekends, dance art, plays, etc.
- Leverage the Jags to provide deeper support for the arts
- Art space focused on art as therapy to better mental health
- Center arts and culture in urban planning initiatives - you can tell when a city weaves it into all design decisions
- Art plan for the city that dovetails with City Planning.
- Live/work spaces like Tannery in Santa Cruz and ArtSpace in Tampa
- Develop a simple motto/slogan/mantra for the arts in Jax - a unifying statement to proclaim the arts as a strength and as important. We need to claim this power.
- Merge environmental and arts opportunities
- Fund free access for museums
- A globally known arts fair (Art Basel, Armory, etc.)
- Accessibility should be at center. Make it easy, welcoming, remove physical barriers, create multiple entry points to engagement, where culture is so engrained it is impossible not to engage.
- Our history is our key
- Activate schools more fully for community education in the arts
- Art experiences you can drive a boat up to
- Central incubator for organizational endeavors that can then be deployed at neighborhood level
- Artists can make a living for their work or are able to supplement their art specific income to make a living wage. Jax is no longer affordable.
- Activate waterfront through art, art, art
- Professional theater company - pay artists for their work
- Consistent outdoor music on riverfront
- Reuse of city buildings, vacant spaces for arts and business start ups.
- Lease city owned property to a professional theatre company for \$1 a year and develop a strategic plan for sustaining the work, the artists, and the organization
- Integrating art into events that aren't visual arts focused, ie. mixing live artists into music festivals
- COJ website should have everything - should be a Jax for Dummies
- Art & business center - all creatives, from food trucks to musicians/dancers, artists, etc. Teach business of art and develop business ecosystem.
- Dedicated City department focused on connecting and funding
- Tech on tap
- Integrate artist live/work space into public housing - residency.
- A program like Jax Bridges for the Arts
- Policy generation for the arts and issues related to or benefitted from the arts should involve artists, put us at the table for benefit of all
- Activate community centers with arts programming
- More public art leading to and from airport and other transportation corridors
- Energize downtown with artists working and living their everyday
- Change the name of Jacksonville; *diverclusion* of history of city in order to reposition Jax in the future
- Artists make a living wage; teaching artists to protect their rights to creation
- Artists teaching artists; mentorship programs
- Arts tax for all new big businesses and developments
- City supports delivery of innovation

- Have a call to art for COJ employees and family and display in public spaces (like national arts program)
- My org Streams of Sound has potential to make people take notice of our city. We offer something unique to the world. A new art form, making new music - hardpan. We do an annual trade show bringing people in from around the world to our city - 3 years going on 4. We work in hospital and medical facilities including Wolfson, Baptist, UF. Our sound creates a mood of peace and calm.
- Annual event/festival that celebrates all of Jacksonville's arts, across all neighborhoods
- Sustain collaboration; creative mixer to share networking, communication, digital communication
- Central location for grants; dedicated department for funding
- Artful consideration as a lifestyle for youth; the arts are connected to literacy, health, etc.; fund non-DCPS programs to work with students to teach them art
- Annual event to celebrate COJ employees who are artists
- Another One Spark
- Communicate how art is a basic need in any community and benefits everything overall - health, wellness, etc.)
- Regular festivals that are multi-arts, include indie films, exhibitions, etc. Go Beyond Art Walk.
- Most traveled interstate on East Coast goes right through our downtown. How can we creatively welcome guests to stop for a bit and experience art and culture here?
- Taking dilapidated buildings to use for artists; centrally located downtown; creating community spaces not just for artists but for others who are interested in the arts; good work space
- All the money in the stadium...what about art? Direct link and tie to arts and culture
- Creating an arts education center to incorporate all disciplines; expansion of art (Regency Square Mall)
- Becoming an additional base for national and international art firms
- Create and sustain a globally known art fair/festival
- The need to build a healthy art system from project to donor support to people invested in the arts community; tax breaks for businesses who engage artists
- Keep THIS process going
- Strong partnerships between schools and cultural sector. free entry for students when venue seats are going empty.
- Monthly artist discussions around a theme.
- Have spaces for Art Walk indoors with food and alcohol in proximity.
- Use our arts as a tag line for the city.
- Make improvements to Art Walk - more a makers faire and no longer about looking at and taking in the arts.
- A widespread arts-infused movement for students K-12. Not all kids go to arts schools. Boys & Girls clubs, YMCAs, after school programs should be infused not with arts and crafts, but real art taught by artists.
- Bring back book mobiles!
- My lifelong dream to turn School #4 into a community center hosting everything from quilting classes to film festivals, especially now as an anchor for the artists walk and asset on the Emerald Trail. A space where people don't have to pay to play.
- Expand Mayor's Youth at Work program to include paid opportunities in the arts.
- Increase percentage of Art in Public Places awards for locals from 15% to 50%
- A list of approved eligible artists for all city/cultural council APP jobs. If an artists is not approved, there should be counseling provided for them to improve materials for application.
- Artists should be paid for design concepts for city funded projects.
- Artist spaces where they work and where public can enter, learn, and purchase

- Our history needs to be told and art is the way to do it.
- More weeknight programming in neighborhoods, driven by community (concerts, gallery nights, farmers markets, film screenings)
- Convert School #4
- A big hub for artist studios and more galleries
- An aquarium.
- Arts endowment to support arts and culture.
- Subsidize the arts. Period.
- Attract artists from afar with artist residencies, museum sharing, etc.
- Recognize, support artists as entrepreneurs - deploy resources that help small businesses to artists
- Shared marketing to help visitors and residents alike
- A strong voice needed at government level - art leader in Mayor's cabinet
- Bring a true makers space back to main library and push to neighborhoods (Orlando is just one example)

NEXT STEPS

Hope stated that a lot of good came out of tonight's workshop but some of what was mentioned is not what city government can do; but as a citizen driven community, we can put a lot of these things in motion when we are working in partnership and with different sectors. Tonight's ideas will filter into the Arts, Culture and Entertainment Transition Committee and will be part of the recommendations made to the mayor.

CLOSING REMARKS

Hope stated to the attendees that beyond the good work they do daily, to be aware of how work moves through the hands of city government; hold people accountable, be an advocate for the work, keep an eye on what's going on. The arts are the answer to almost every issue our city is engaged in. She told the group that the committee regularly holds meetings in city hall so as to get more used to being in that space, and for other people in that space to get used to the committee members being there. She encouraged the attendees to show up not only for the arts but for meetings with the city council because if they don't show up, it shows that there is no concern and the council members will say that's [the arts] not important. Hugh thank you to everyone. It is not the end...it's the beginning of something that is ongoing.

Leave your paper on the table and, housekeeping-wise, leave the space better than you found it.

FINAL WORD BY JASON WOOD

Continue to create, use what you have, don't have the scarcity mindset that brings you down Have the attitude that when one wins, we all wins. Looking for this to be a stewardship for Jacksonville and for the future for artists who have not been born yet. I believe with the leadership we have, they will have a brighter future because of the work that is being done now. Thank you for being here.

Detailed responses to the three questions above were written and submitted by all participants, discussed at tables and reported out (in summary form) to the larger group. These minutes reflect both the spoken comments and all written feedback.

Document Three

Arts, Culture and Entertainment Transition Committee

Subcommittee on Talent Retention

Preliminary Report - August 11, 2023

Chair: Katie McCaughan

Co-Chair: Kady Yellow

Members: Toni Smailagic, Love Reigns, Christa Sylla

➤ **Overview** - Statement on Current Status of Talent Retention

Jacksonville, FL faces ongoing challenges of retaining young talent and underrepresented or marginalized groups within the arts and creative industries. Funding for independent artists who are not affiliated with an organization, institution or building has been intentionally underfunded for more than twenty years in Jacksonville, FL. and 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, and barriers to professional entry are significant contributors to talent flight. A large portion of research shows professional services are needed that artists don't have access to, or are unaware of, as well as lack of communication (or miscommunication) between COJ, business owners, funders and artists, and a cultural competency gap between the creative class and city leaders.

Funding for small arts organizations and creative entrepreneurs lags behind what is needed for development and sustainability as this sector of the field sees little non-restricted operating funds or investment in lower budget, emerging arts organizations, businesses and companies. Representations, exhibitions, performances, and celebrations of local, professional(paid) artists and collectives/companies are too few and far between to be meaningful for young artists to see as a career path and future possibility here in Jacksonville– thereby ending the talent pipeline after high school or college. Many creatives stay or move back to be closer to family and then face challenges surrounding professional, sustainable opportunities in their respective creative fields. With the knowledge and understanding that the arts are both an economic and social cohesion 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.

Sample Data Point: Most major cities in the United States have multiple modern dance companies, although the number varies regionally. For example, “[f]or every one million New York residents in 1997, there were 4.5 dance companies, vs. 1.4 dance companies in California” (National Endowment for the Arts Research Division). The same NEA study reports that Florida’s major cities averaged above 1.5 dance companies per million residents in 1999. With Jacksonville’s population approaching/surpassing one million and its status as the 12th largest city in the U.S., sustaining at least one professional dance company is a reasonable expectation in order to be considered a major city buttressed with culture and the arts and offering a robust quality of life for its residents.

“We must shift from a way of life that valorizes consumption, in which we take our identities from the branded characteristics of the goods we purchase, to one that enables us to discover our talents and

*our individuality, finding purpose through our work and other meaningful activities. Our fledgling creative economy needs to give way to a fully creative society, one that is more just, more equitable, more sustainable, and more prosperous—our economic future depends on it.” - Richard Florida, *The Rise of the Creative Class**

➤ **Recommendations**

FRAME/GOAL ONE - FIRST YEAR: 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.

- **Recommendation #1:** Establish a “Talent & Culture Commission” or “Department of Arts and Culture” in the City of Jacksonville to oversee, integrate and support the implementation of consistent actions and initiatives to attract, retain, progress, and engage the creative class.
- **Recommendation #2:** Create a mayoral-appointed, cabinet-level position for arts and culture. Designate the appointee as the Mayor’s representative on or director of the “Talent & Culture Commission” & empower the appointee to develop and implement a Cultural Bill of Rights and processes that ensure all formal memoranda of understanding, strategic plans, long-term governance structures, and financial support and incentives are based on rigorous creative class-based advice and engagement.
- **Recommendation #3:** Allocate funds from the Jax Journey for art and culture programming in neighborhoods for diversion and recidivism strategies

FRAME/GOAL TWO - FIRST TWO YEARS: Integrate 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. Ensuring 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.

- **Recommendation #1:** 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.
- **Recommendation #2:** 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 Rec and Sports and Entertainment.
- **Recommendation #3:** Allocate City funds to implement a pilot Guaranteed Income for Artists program via the Dept. of Economic Development and Budget process.
- **Recommendation #4:** Allocate a significant annual increase of City funds to the Cultural

Council of Greater Jacksonville to:

- Establish Cyclical Independent Artist Grants regranted via the Cultural Council of Greater Jacksonville with integrated Professional Development Training
 - Establish a Creative Capital Professional Development Service within the Cultural Council of Greater Jacksonville where artists and creatives can access free/affordable professional development services
- **Recommendation #5:** Cultural Service Grant Program Ordinance: Pass a public ordinance via the City Council that 1. makes the CSGP reporting process more equitable for CSGP funded organizations relative to their budgets, award amounts and staffing capacities, and 2. allows for the creation of cyclical independent artist grants.

FRAME/GOAL THREE - FIRST TERM: 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.

- **Recommendation #1:** 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
- **Recommendation #2:** Implement Cultural Competency Training for City Officials, City Council and Cabinet through the “Talent and Culture Commission”
- **Recommendation #3:** Officially name and allocate City funding to enhance and protect diverse arts districts and their residents including: a) the naming of a theatre district, CorK, Phoenix Arts and other historical districts and neighborhoods; b) a large-scale, artist and content-creator driven, marketing and signage campaign to enhance and build cultural wayfinding, street level digital billboards, advertising for local arts districts, arts organizations, programs, events and festivals; c) implement an incentive program similar to the one employed by DIA in support of this recommendation

➤ Links to **Reference Materials** (Existing reports, plans, practices. 3-5 guiding documents)

- 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/
- JAX Artist Live/Work Feasibility Study: 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/>
- *Additional links, notes and research in Supplemental Document

➤ List of **Subject Area Experts** [Surveyed](#), Interviewed, or Appeared Before Committee:

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)*
Sabreen 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*
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*
Qunyatta Warren, *Artist*
Marlon Smith, *Artist*

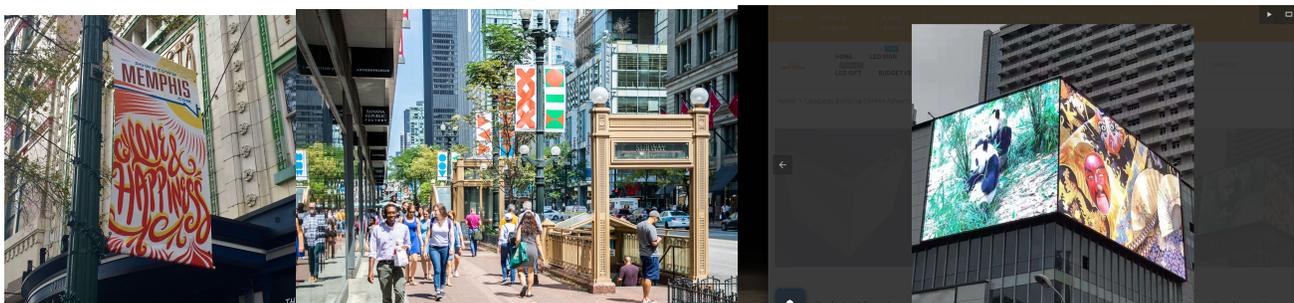
➤ **Metrics**

- 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

➤ **Vision Boards & Links**

- <https://www.instagram.com/cre8jax/>
- <https://vimeo.com/manage/videos/818782501>



Strategic Plan – Public Art

DRAFT

Overview

Public Art: This principle seeks policy recommendations related to Public Art.

Factors to Consider (the WHY)

- Arts, Culture and Entertainment has a major economic impact on the city.
- Arts & Culture makes for a desirable tourist destination
- Arts, Culture and Entertainment has a major impact on community wellness. Engaging with arts and cultural activities can have positive effects on mental health and well-being. They offer a means of self-expression, stress relief, and a way to process emotions. Cultural experiences can also reduce feelings of isolation and loneliness.
-
- Arts and culture are an expression of a community's identity and heritage.
- Arts and cultural events bring people together, fostering a sense of community and social cohesion.
- Arts and culture provide educational opportunities for people of all ages.
- Arts and cultural initiatives can serve as a catalyst for community development projects and encouraging neighborhood revitalization.

Recommendations

Near Term Recommendations

- **Recommendation #1 – VALUE** City needs to take a position that Arts and Culture are an important asset of the city.
 - Fully-integrate arts and culture strategies into all economic development, health, safety, housing, workforce, and community resilience efforts.
 - City of Jacksonville that shares Arts and Culture events in Jacksonville. Direct resources to Existing Resources such as <https://cre8jax.com/>
 - Create designated webpage that shares opportunities/projects for artists.
- **Recommendation #2 – BRANDING** - Create an Arts and Culture identity/brand for Jacksonville. Celebrate Jacksonville's culture, landscape, and history. Work with artists and historic commissions to brand the city.
- **Recommendation #3 – REPRESENTATION** - Create a **Civil Service** position for Arts, Culture and Entertainment. Consider adding a Cultural Strategist Position to the. (for example, involving the symphony in conversations about activating the riverfront and community members for public art projects)
- Create more unified communication between the Cultural Council of Greater Jacksonville and also the community stakeholders.
 - Consider adding this position to COJ Department of Sports and Entertainment? Or should it be housed under its own umbrella – Arts and Culture? <https://www.coj.net/departments/sports-and-entertainment>

- Consider broadening the definition of public art to include but not limited to augmented reality, performance, live performances, projection art, film, immersive installations, literary performances.
- **Recommendation #5 – RIVERFRONT** - 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
 - (g) Maintenance and Conservation Funds. When permitted by the funding source, the Arts Commission may set aside and expend up to ten percent of the total art enrichment allocation for each project for maintenance and conservation of artworks in the Civic Art Collection. If the project has limited public access, or generates funds insufficient to acquire new artwork, or cannot otherwise be used judiciously for that purpose, the Arts Commission may use the entire project Art Enrichment allocation for maintenance and conservation (aggregating or transferring funds as per subsection (f) above). When permitted by the funding source, funds set aside pursuant to this Section shall be invested in an interest-bearing account when the total of such funds set aside exceeds \$10,000.
- **Recommendation #6 – FUNDING** – Increase funding for Arts and Culture.
 - Increase percentage of public art projects that go to local artists.
 - Create professional development opportunities for local artists including grantwriting workshops, marketing, insurance, CAD workshops, working with fabricators.
 -
 - Continuing funding for great initiatives – like the Spark Grants. <https://www.jacksonville.com/story/entertainment/local/2013/08/26/cultural-council-gives-spark-grants-four-local-artists-pursue/15818477007/> and <https://www.jacksonville.com/story/news/2016/02/17/spark-grant-project-aims-unlock-creativity-jacksonvilles-communities/15700202007/>
- **Recommendation #7 – LOGISTICS** - Update Contracts, Insurance Requirements and Best Practices for Paying Artists for Proposals...
 - Address copyright issues within Public Arts Contracts. Allow artists to retain the copyright for their work.
 - Address Insurance Requirements for Public Art Projects. Make scalable requirement. The current requirement is a 2-million-dollar liability insurance policy, which is the same as what a builder is required to have for building a new building.
 - Consider level of public scrutiny is way higher than the scrutiny of the building of building itself. (kat will provide language for this)
 - Accessibility for Food Trucks.
 - City Projects should be developed with the Cultural Council of Greater Jacksonville (from the outset of the project). This allows for more efficient and effective planning of public art projects.
- **Recommendation #8 – EQUITY** - Create public art opportunities in underserved neighborhoods in Jacksonville.

- Work with Citizens Planning Advisory Committee (CPACs) to identify neighborhoods that have been underserved. [https://www.coj.net/departments/housing-and-neighborhoods/neighborhood-initiatives-\(1\)/citizen-planning-advisory-committees-\(cpacs\).aspx](https://www.coj.net/departments/housing-and-neighborhoods/neighborhood-initiatives-(1)/citizen-planning-advisory-committees-(cpacs).aspx)
- Create public art projects that align with the identity of the neighborhood – resident-driven and neighborhood involved. A good example of this is the East Side Legacy Business Council. <https://www.thejaxsonmag.com/article/out-east-sees-new-vibrancy/>
- Work with members of the community to determine need and ideas.
- Obtain Cultural Service Grant Lists and Projects from Cultural Council of Greater Jacksonville.
- Hire from within the community where the projects are being done to implement initiatives and/or bring in CPACs to share ideas and involve residents in the design/development process.
- Create a task force that oversees monuments and memorials. This work should be done with artists and historians.
- Deinstall confederate monuments and replace them with monuments that tell a fuller story. [New Monuments Movement]. Look at the Lemon Project as an example. Look at the “Memory Culture” of Germany. We are the beginning or the end (or the heart) of the new monuments trail. Consider changing the name of Jacksonville. This is a bold marketing move. [Urban Planning and Historic Commissions]
- Integrity of Artists’ Work - 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.
- Create tiered opportunities for a variety of artists ranging from new/emerging to more developed
- Zoning - considering art for private development such as the apartment buildings in San Marco or the Town Center (more urban planning and examination around the idea of zoning/legislation)

Long Term Recommendations

- **Recommendation #1 – ORDINANCE** - Update Ordinance for Public Art.
 - Increase funding for public art to 1.5%.
 - Allow for Operating Budget for Cultural Council of Greater Jacksonville
 - All for Maintenance for Art in Public Places. We need a designated position at CCGJ to oversee the maintenance of the Art in Public Places collection.
 - Include both Private Development + Municipal Projects - can we adopt a Greenville Program?
 - Expansion of Definition of Types of Art
 - Payouts for Cultural Council Admin should be increased to 20%. Currently, the CCJG has not been getting the “up to 10%) that is in the ordinance. The Cultural Council of Greater Jacksonville need to receive payouts for a minimum of 10% (as described in

the ordinance) for Cultural Council Admin should be increased to 20%. Payouts should be up front.

- Create a portal of opportunities for connection from companies in the private sector and artists to connect with those companies. *and also a best practices one pager or something?

Links to Reference Materials (Existing reports, documents, best practices)

Tracking of People Surveyed, Interviewed, Met With

ORG

- Cultural Council of Greater Jacksonville
- Ritz
- The Cummer Museum
- MOCA
- Art Republic
- Hearts for Minds
- UNF
- FSCJ
- Florida Theater
- JCDC – Jacksonville Cultural Development Corporation <http://www.jcdcjax.org/home>
- Public Library

ARTISTS

- Mary Joan Hinson

Vision Boards (optional)

Metrics

- Progress Check on the creation of Arts, Culture and Entertainment liaison.
- Progress Check on updating the City Ordinance.
- Progress Check on

Stakeholders, Experts

Links to Example Strategic Plan

- Cleveland (preferred by COJ)
<https://mayor.clevelandohio.gov/sites/clevelandmayor/files/Mayor%20Justin%20M.%20Bibb%20-%20%202021-22%20Transition%20Report%20.pdf>
- Baltimore
<https://drive.google.com/file/d/12qtqNAZEzcWeeVL9DWQxBQ0txFrWoEme/view>

Other Items for the Committee to Explore

Reference Links for Public Art (from Kat Wright)

Google Drive with Links to Example Documents

- [Innovation District Framework](#)
- [Jacksonville Report](#)
- [NASAA Percent for Art](#)
- [Urban Focus Plan](#)

Jacksonville Development Plans/Hot Spots

The DIA website has loads of information you may find helpful with PDFs to review: [https://dia.coj.net/BID-Plan-\(1\)](https://dia.coj.net/BID-Plan-(1)). It appears that there are some plans as it relates to CRAs....it doesn't look like these extend much past downtown, could be more so with the CRA for Parks,

They also have a number of studies related to some of the "hot spots" in planning--- LaVilla and Riverfront Planning
<https://dia.coj.net/Resources/Summaries-Studies>
but one must contact Ric Anderson to receive those directly: Contact Ric Anderson at andersone@coj.net or 904-255-5393.

Also found this document as it relates to downtown property disposal that you may find helpful per possible activation:

[https://dia.coj.net/Resources/BID-Plan-\(1\)/Property-Disposition-Policy-\(1\).aspx](https://dia.coj.net/Resources/BID-Plan-(1)/Property-Disposition-Policy-(1).aspx)

The DDRB also has a layer of planning that you all will want to consider with their overlay policies. DIA and DDRB most usually have legislation (ordinances) tied to plans or policies, so while ACE subcommittee is looking at the ordinances for public art and CSGs, another huge area of opportunity is looked at related ordinances (signage, events, planning) that may intermingle with Arts and Culture Activation:
<https://dia.coj.net/about/What-is-the-DDRB>

Departments of Innovation Delivery and Performance

-Has its roots in Information Technology.
-In recent years Cities have adopted an innovation service model which changes the way customers are served to create value for customers and revenue for the city

<https://obamaadministration.archives.performance.gov/content/incorporate-innovative-advances-service-delivery.html>

Many Cities are now incorporating IDP divisions...nearby Chattanooga and Atlanta have them. Below is one of the best playbooks from our friends at Bloomberg:

<https://data.bloomberglp.com/dotorg/sites/2/2014/04/IDT-Playbook-full.pdf>

Percent for Arts

I thought I would share this attached document from Americans for the Arts with you and the Art in Public Spaces Committee, in which AFTA examined percent for art policies back in 2004 throughout a number of major metro cities for all to consider areas of refinement regarding the framework, language and introduction of provisions which do not currently exist within JAX's:

- Atlanta, GA
- Charlotte, NC
- King County, Washington (Seattle)
- Los Angeles, CA
- Oklahoma City, OK
- Philadelphia, PA
- Phoenix, AZ
- Portland, OR
- San Jose, CA
- Tampa, FL

Roughly, of the 800-900 local art agencies that have a public art program under their direction, approximately half have a percent for art policy that apply to any municipal capital improvement project where a determined percentage of the total project budget is set aside for public art. So, it's actually a very niche' piece of legislation. Overall there is little variation in the structure of these ordinances. In a number of other cities, an ordinance does not materialize and instead a budget policy goes into effect rather than an ordinance (Chattanooga-the last public art program I lead, had a 2% Art in Capital budget policy).

In most cases the municipal arts council is responsible for the administration of the funds and the artwork (like here in JAX), but a few cities leave the power in the hands of the city government (like in Chattanooga, though thru a budget policy).

Los Angeles and Tampa extend the reach of the percent for art ordinance to include private commercial development in addition to municipal projects, which you may find useful in exploring possible revisions to JAX's ordinance. Our ordinance is silent on this currently and could be tailored to this effect.

Though this document is 20 years old, I would offer that the cities therein are among the most progressive as per Arts & Culture legislation nationally, and I am sure they have revised ordinances for one to reference to see how legislation has evolved over time through amendments. San Francisco and Minneapolis are other great examples I would offer into the mix.

A few resources you may find helpful as you consider the direction DIA will take are attached and/or linked below.

I've attached Chattanooga's (CHA) Innovation District Framework as well as the CHA Innovation District Artistic Plan, which specifically addresses activating the downtown core with different types of public art activations. Concurrently, various stakeholders in CHA and our urban design studio enlisted the [Gehl Studio](#) to study and develop a Public Urban Realm Plan. The firm is known for people centric urban planning, and has been commissioned to conduct similar research and planning efforts in cities nationwide including Tulsa, Lexington, Seattle, NYC Transit, Pittsburgh, San Francisco etc. A booklet describing their public life surveys is [here](#).

Again, each of the recommended strategies are then through pilot initiatives in each city over a set time period. So, for CHA's [public realm plan](#)...Public Art Chattanooga (City's division of public art) then realized an action plan specific to public art activations through pilot initiatives. Some of these initiatives have garnered national attention:

"The Porch": <https://www.asla.org/2021awards/2428.html>

https://issuu.com/chattanoogadesignstudio/docs/final-market_georgia_report-feb2022

"Radiance": <https://www.codaworx.com/projects/radiance/>

<https://publicartchattanooga.com/radiance/>

These types of public art integrations into urban design yield tremendous results. Another example of a collaboration I'm really proud of is partnering with CHA's local American Institute of Architect's Chapter to repurpose alleyways.

We did an initiative called [Passageways 1.0](#) which then led to an international design competition called Passageways 2.0 resulting in the activation "[City Thread](#)".

Other photography is [here](#).

I am pleased to say "City Thread" was honored by Americans for the Arts as a [2019 Top 50 Public Art Piece in the Country](#).

Culture as a Destination Subcommittee Report (Draft)

Members

Trey Ford **Chair**

Yanira Cardona **Co-Chair**

Yolanda Copeland

Adam Madrid

Matthew Shaw

Community Insights

- **The city lacks accessible and available public spaces, which could be utilized by creative entrepreneurs, event organizers and community groups**
- **The current processes for permitting a cultural event on public property**
- **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 World of Nations event is important to the community but needs reimagining**
- **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 but the adjacent and surrounding properties.**
- **The Ritz Theatre and LaVilla Museum is a critical institution and needs a new vision that manages and promotes it as such**

Recommendations

Identify accessible public spaces large enough for large-scale public events in all six major city districts to target for basic infrastructure improvements

With spaces like Riverfront Plaza going offline and many of the publicly available spaces lacking basic infrastructure (power, restrooms, etc), removing barriers would allow cultural entrepreneurs, community groups, festival organizers and individual artists to thrive and contribute to the city's cultural ecosystem.

Audit permitting processes for cultural events held on public property and target ways to streamline

Even for those who are able to secure public property to host their event, significant barriers still exist. We received an overwhelming amount of feedback and anecdotal stories from event organizers, cultural entrepreneurs, members of community organizations and individual artists who voiced frustration over the many challenges of executing an event on public property.

Target and invest in current projects that seek to elevate the city's cultural history/identity

Despite its rich history and important contributions to the culture of the United States and the world, the city of Jacksonville lacks a broadly recognized cultural identity. We've identified shovel-ready projects that speak to the important cultural history of the city in the following areas: civil rights, Black history, filmmaking and music. We recommend the city connect key stakeholders of these projects and find ways to help bring them online and elevate them.

- Filmmaking: Norman Studios
- Music: Jacksonville Music Museum
- Civil Rights: Civil Rights Museum
- Black History/LaVilla: Old Stanton

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

- **World of Nations**

Historically, the World of Nations 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. In addition to including more local artists in the Jazz Fest programming, we recommend increasing the frequency of Jacksonville Jazz Fest event/programming and incorporating smaller quarterly concerts that include nationally recognized and local artists.

- **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.

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 – large and small – 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.

Audit where city funds are being spent on the marketing of its cultural scene and target areas for increased investment

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.

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 within the footprint of their physical property but the adjacent and surrounding properties.

Explore and identify a new management and funding structure 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.

DO BETTER WITH WHAT WE HAVE SUBCOMMITTEE RECOMMENDATIONS

Cities have been able to transform themselves through the Arts - Greenville, Asheville, Durham – and why not Jacksonville. Our recommendation report represents the result of the consultation advice of many experts, organizations, studies, models, and members of the larger Mayoral Arts, Culture and Entertainment Transition Committee. This subcommittee's strategic recommendation plan aims to revitalize Jacksonville's cultural landscape by identifying and reimagining existing city-owned historic and culturally important spaces, assets, dormant programs, and neglected venues. By fostering collaborations with city departments and leaders in city-managed departments, this recommendation plan seeks to reignite assets for the arts as the catalyst. The ultimate goal is to create a vibrant and accessible arts economy and ecosystem that benefits the community, artists, and event organizers alike. To measure success, the plan will focus on data compilation, strategic evaluation, and presenting recommendations to the relevant city leadership for implementation. Additionally, the plan will explore opportunities for grantees, public-private partnerships, and seek to streamline processes for artists and event organizers. Our success will be measured by national recognition as the South's new Culture destination. **But to be the Big Bold City of the South, we have to get LOUD.**

Common themes amongst people we heard from/Factors to consider:

- **Lack of Makers Space**
- **Need an Arts Incubator just like small & tech businesses have**
- **Need programs within the community to teach and cultivate talent**
- **City facilities, particularly the Terry & Ritz Theatres at an average cost of \$6,000, are too costly for non-profits to use**
- **We should amplify the work of existing cultural institutions both inside Jacksonville and to the rest of the country**
- **Cultural relevance should be a priority in LaVilla and other Historically Black Neighborhoods**

RECOMMENATIONS:

- 1. Analyze City-owned spaces to adapt/reuse for Artistic Use**
 - a. Examples from other cities of adaptive reuse of city facilities for the arts include: Murphey School/Burning Coal Theatre , Raleigh NC & Artspace, Raleigh NC (History Attached)**
 - b. Build a catalogue of city-owned spaces with access by the public with a digital map**
 - c. Create a Matching Grant opportunity for local organizations to obtain City spaces, similar Durham's Open Space Matching Grant Opportunity (Link Below in resources)**
 - d. Look for spaces within City inventory that are adjacent or near other arts organizations so clustering can happen.**
 - e. Work with CPACs, community stakeholders and grassroots efforts to empower the artistic decisions and offerings developed by the City and outside investors.**
 - f. Give Arts Investors the same or better investment opportunities as commercial investors and work with the necessary City agencies to streamline the process.**

- g. Readdress the Jacksonville Public Arts Ordinance to increase developers & financial institutions investments, expanding the projects to private development and redefine what “Art” is in a space to include all cultural activities. (Greenville as an example - requires every development to add an artistic component, but not just art or sculpture, it could be a performance or other cultural space)
 - h. City-owned dormant space should be examined, brought up to code by the City, and made available for Arts & Culture use.
 - i. Parks and Community Centers should be examined and improved for Cultural use with investment by the City.
2. Support existing facilities with CIP Funds
- a. Jacksonville’s existing cultural institutions need CIP Funding.
 - b. Jacksonville Performing Arts Center (JPAC) has had zero CIP Funds in at least 20 years, however building needs new boilers, new bathrooms along the Terry Theatre, big upgrade to downstairs catering/wardrobe room to include a bathroom, new roof over stage. ASM’s 5 year Capital Plan for JPAC is included within.
 - c. Ritz Theatre & Museum – particularly the Museum portion
 - d. Florida Theatre’s new lease for the entire building will see much needed offices and performer dressing room upgrades. Funding to build out these spaces are currently contemplated in CIP. The top floor, originally open to the sky, would be a great public space for small concerts and a rooftop bar, but does not currently have any facility amenities such as bathrooms. A long term recommendation would be to build this out, but estimates have been as high as \$300M to make the space useable.
 - e. MOCA –
 - f. MOSH (current building) needs flood mitigation as well as upgrades.
3. Make City owned facilities more accessible to non-profit & Arts organizations
- a. Establish a fund to offset expenses of these facilities.
 - b. Fund could be managed by Cultural Council of Greater Jacksonville, using the example of Durham Arts Council’s Fletcher Fund. (Link to program below)
 - c. Alternatively, the offset of expenses could be in the form of a credit to ASM’s operating subsidy.
 - d. 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.
4. Communications campaign to get Jacksonville’s talent, culture and amenities recognized throughout the country.
- a. 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.

- b. Florida Theatre has done a great job of communicating its success to its industry publications. The City should ensure those “wins” are communicated throughout the country to spur arts tourism.
5. City should take an active and meaningful role to support, activate, acknowledge & connect Jacksonville’s Black Historical Cultural destinations.
- a. Ritz Theatre & Museum is deserving significant investment of money and resources as well as reimagining of its management model. (Model to provide?)
 - b. Empty lot near Ritz Theatre should be live/work for community & artists to emphasize the cultural destination
 - c. Snyder Memorial (EJ) as recommendation. Selma, Lorraine Museum in Memphis should be preserved in perpetuity. The highest and best use should be as a Civil Rights museum.
 - d. Historic Stanton (Non-Profit led group, but support and connectivity needed)
 - e. J.P. Smalls Park/Durkeeville/Bob Hayes Museum
 - f. Brewster’s Hospital (beautiful example of a public private partnership)
 - g. Other Black Historical Cultural Destinations throughout Jacksonville, not just in the Downtown core.

Recommendations & research assembled through the help of the following subject-area experts:

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

Tracking of People Surveyed, Interviewed, Met With (Common Attendees):

Terry Bork
Jane Condon
Maurus DeJournette
Amber Sesnick
Carol Grimes
Kym Wallace

Links to Reference Materials (Existing reports, documents, best practices)

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](#)

Metrics:

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

Mayor's Transition Arts, Culture, and Entertainment Committee – Arts and Wellness Sub-committee meeting.

Prepared by Mai Keisling

Factors to Consider Idea #1: Using the existing models of how Arts can be used to build Wellness in the community and its citizens and entities. The models are based nationally researched and created and adopted in Gainesville and University of Florida partnering with the National Arts Endowment, UK (the WHY)

Idea # 1: Adopting parts of the Goals of models of One Project One Nation (9 Cities in the US) and EpiArts (created at UF with collaboration with UK)

Near Term of Idea #1:

Recommendation #1

Goal 1: **Activate the Collaboration:** Start Convening and Building cross-sector relationships across arts/culture, Government and health leaders with all representation of citizens.

Recommendation #2

Goal 2: **Amplifying and Uplifting Local Narratives:** Use existing uplifting narrative from diverse stories of home, culture, and community for unity and wellness. One Neighborhood One Project that needs serious address, one at a time.

Recommendation #3

Goal 3: **Advancing Cultural, Social and Health Equity:** Aim for equitable and holistic outcomes for wellness. One Outcome. Start with One Neighborhood One Project that needs serious address, one at a time.

Recommendation #4

Goal 4: **Aspiring for Transformative Achievement:** Providing opportunities for artists to use their bold creativity and the power of arts. Identifying One achievable transformative project. Start with One Neighborhood One Project that needs serious address, one at a time.

Recommendation # 5:

- a. 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.
- b. Actually provide funds from city and/or organizations to make at least ONE project from recommendations 2, 3, and 4 in FIRST Year

Long Term of Idea #1

Recommendation #1

Goal 1: Activate the Collaboration: **Build cross-sector relationships across arts/culture, Government and health leaders with all representation of citizens.**

Recommendation #2

Goal 2: Amplifying and Uplifting Local Narratives: **Uplifting diverse stories of home, culture, and community for unity and wellness of all citizens.**

Recommendation #3

Goal 3: Advancing Cultural, Social and Health Equity: Aim for **equitable and holistic outcomes for wellness of all citizens.**

Recommendation #4

Goal 4: Aspiring for Transformative Achievement: Providing **opportunities for artists to use their bold creativity and the power of arts for all citizens.**

Recommendation # 5:

- a. Permanent Ordinance to use city budget to provide annual dollars to expand collaborative partnerships amongst city leaders, organization CEOs, community members to increase One Neighborhood One Project all over the city, One Region at a time.
- b. Permanently provide funds from city and/or organizations to expand more Projects to different Regions of the city from recommendations 2, 3, and 4 in EVERY YEAR

Links to Reference Materials (Existing reports, documents, best practices)

1. the EpiArts Lab housed at the UF College of the Arts, Center for the Arts in Medicine, under Dr. Jill Sonke <https://arts.ufl.edu/academics/center-for-arts-in-medicine/researchandpublications/epiarts-lab/overview/>

2. One Nation One Project

<https://www.onenationoneproject.com/>

Factors to Consider #2: **Arts, Wellness and Law Enforcement** : Rebuilding Trust between the Police and Community by Using the Police Sub-stations as the place where arts activities (art exhibitions, art workshop, poetry reading, theater/musical/choral performances) in the neighborhood. Meanwhile, health and wellness is included on the event days. Police officers can use this event as a day to learn about the community members and vice versa, Building Trust with community and allowing the community to Heal.

Recommendation #2: Establish the regional Police Sub-stations in all important areas as a place where arts can create wellness and heal community members in the least expected places.

Near Term of Idea #2: Arts, Wellness and Law Enforcement

Recommendation #1

Goal 1: **Activate the Collaboration**: Start with One sub-police station by collaborating with artists, writers, poets, musicians and other health experts. One Region One Project Building cross-sector relationships across arts/culture, Government and health leaders with all representations of citizens.

Recommendation #2

Goal 2: **Amplifying and Uplifting Local Narratives**: Use existing uplifting narrative from diverse stories of home, culture, and community for unity and wellness. One Region One Project that needs serious address, one regional/sub-police station at a time.

Recommendation #3

Goal 3: **Advancing Cultural, Social and Health Equity**: One Outcome. Start with One Region One Project that needs serious address, one regional/sub-police station at a time.

Recommendation #4

Goal 4: **Aspiring for Transformative Achievement**: Providing opportunities for artists to use their bold creativity and the power of arts. Identifying One achievable transformative project. Start with One Region One Project that needs serious address, one regional/sub-police station at a time.

Recommendation # 5:

3. Explore city budget to provide start up dollars for convening collaborative partnerships amongst city leaders, organization CEOs, community members to identify One Region/Police sub-station One Project doable and realistic work.
4. Actually provide funds form city and/or organizations to make at least ONE project from recommendations 2, 3, and 4 in FIRST Year

Long Term Recommendations #2

Recommendation #1

Goal 1: **Activate the Collaboration**: **ALL** sub-police stations and Police Station collaborate with artists, writers, poets, musicians and other health experts. All Regions One Project

Build cross-sector relationships across arts/culture, Government and health leaders with all representations of citizens. All police substations and police station are places of TRUST and HEALING

Recommendation #2

Goal 2: **Amplifying and Uplifting Local Narratives**: **ALL** sub-police stations and police station collaborate with artists, writers, poets, musicians and other health experts. All Regions One Project to

Uplift diverse stories of home, culture, and community for unity and wellness of all citizens. All police substations and police station are places of TRUST and HEALING

Recommendation #3

Goal 3: **Advancing Cultural, Social and Health Equity**: **ALL** sub-police stations and police station collaborate with artists, writers, poets, musicians, and other health experts. All Regions One Project to Aim for

equitable and holistic outcomes for wellness of all citizens. All police substations and police station are places of TRUST and HEALING

Recommendation #4

Goal 4: **Aspiring for Transformative Achievement**: **ALL** sub-police stations and police station collaborate with artists, writers, poets, musicians, and other health experts. All Regions One Project to Provide

opportunities for artists to use their bold creativity and the power of arts for all citizens. All police substations and police station are places of TRUST and HEALING

Recommendation # 5:

- a. Permanent Ordinance to use city budget to provide annual dollars to expand collaborative partnerships amongst city leaders, organization CEOs, community members to increase TRUST and Healing at all police station and sub-stations all over the city
- b. Permanently provide funds from city and/or organizations to expand more Projects to different Regions of the city from recommendations 2, 3, and 4 in EVERY YEAR

This whole model of the Arts, Wellness and Law Enforcement can be applied

1. Law Enforcement/Police Station: Day of Healing
2. Cultural facilities: Day of Cultural Heritage
3. Ethnic Culinary: Day of Food Trucks

Mai Keisling will be happy to write up for Day of Cultural Heritage and Day of Food Trucks

Respectfully Submitted.

Mai Dinh Keisling, Ed. D.