



352ArtsRoadmap

A Cultural Plan for the
City of Gainesville &
Alachua County, Florida
Spring 2015



35Arts Strategic Priorities, Aims, and Actions

- I. NURTURE AND INCREASE CREATIVE VITALITY
 - Strengthen, enable, and empower artists, all creative individuals and arts, cultural, and heritage, organizations, increasing their reach and relevance;
 - Strengthen collaboration between higher education, innovation industries, and the cultural sector;
 - Leverage the 352 area's creative potential and distinctiveness with more public art and design.
- II. INCREASE CREATIVE OPPORTUNITY EVERYWHERE
 - Increase affordability of and access to cultural offerings;
 - Use the arts to support education and lifelong learning;
 - Use the arts to engage and inspire youth;
 - Use art and culture to bridge and connect communities and residents;
 - Create spaces in communities for cultural and creative activity, programs, performances, artist studios, arts labs, "collision spaces," incubators for arts start-ups, and more.
- III. LEVERAGE CULTURAL ASSETS TO TRANSFORM OUR REPUTATION AS AN EVEN MORE ATTRACTIVE PLACE TO LIVE, WORK, AND VISIT.
 - Help define and solidify our regional brand;
 - Promote and market cultural amenities regionally, nationally, and internationally to boost our image as a cultural destination, thus increasing tourism;
 - Develop a multi-purpose, multidisciplinary arts center that helps make Alachua County a cultural destination.
- IV. INCREASE CULTURAL STEWARDSHIP
 - Position Parks, Recreation and Cultural Affairs and its Foundation in a leadership role as the county-wide cultural convener, facilitator, coordinator, and advocate for culture;
 - Insure that there is adequate personnel to organize, manage, coordinate and implement this plan;
 - Increase private, corporate, and municipal commitment and action to boost community vitality through the arts.

A companion report: Alachua County *352ArtsRoadmap* Cultural Plan Assessment Data, available on the City of Gainesville Parks, Recreation and Cultural Affairs Department website, contains public opinion, organization, and artist information gathered to inform plan direction.

PRIORITY 1. NURTURE AND INCREASE CREATIVE VITALITY

Aim 1.1 Strengthen, enable, and empower artists and all creative individuals, and arts, cultural, and heritage organizations, increasing their reach and relevance.

Actions

- 1.1.1 Build a county-wide cultural sector network.** Include all artists and creative individuals from edgy and emerging to well-known, and all arts, cultural, and heritage organizations:
- Distribute bi-monthly Eblasts (bulletin briefs) to keep the network informed and connected. Share success stories, resources, and opportunities in the same way that the Gainesville Area Chamber of Commerce does for the business sector;
 - Convene quarterly cultural sector network gatherings around the county on current, relevant topics. Set schedules at least six months in advance. Include speakers from the Chamber of Commerce, Innovation Gainesville, the Center for Innovation and Economic Development (CIED) at Santa Fe College, the University of Florida, and other incubators of change to encourage idea exchange between sectors;
 - Convene an annual cultural sector gathering to celebrate accomplishments and share ideas that will continually improve cultural development. Establish annual themes and recruit community partners encouraging cross-sector synergy such as Visit Gainesville, Alachua County Emerging Leaders, and others named in this plan.



- 1.1.2 Expand and promote the 352ArtsRoadmap website.** Explore these additional suggested elements with experienced web designers:
- Calendar of events and offerings;
 - Password-protected scheduling calendar that extends 36 months out to avoid scheduling conflicts and also to find opportunities for building synergy around events;
 - Comprehensive database of all artists and arts, cultural, history, and heritage programmers and venues in the 352

area;

- Funding opportunities;
- Arts education materials: curriculum, programs, school information, and more;
- Arts research;
- Cultural development tools including industry standards and best practices ('how-to' videos; for example, how to hang a show);
- On-line talent bank: a county-wide volunteer pool, for finding student volunteers, interns, and more;
- An Arts Co-op where organizations can rent light and sound systems, tents, etc., at reasonable rates;
- A "Craigslislist" for local arts-friendly businesses, accountants, equipment, supplies, designers, bookkeepers, lawyers, and more;
- Longer term – consider multilingual formats.

1.1.3 Encourage professional development and peer mentoring for organizations and artists from diverse backgrounds (nontraditional and racially and ethnically diverse) and at all stages of development (from emerging and edgy to established).

- To the greatest extent possible, build on existing artist and entrepreneurial training programs to assist more artists. For example:
 - Explore creating an offshoot of UF's Arts in Medicine artist training program to provide professional development for the broader community of artists;
 - Use seasoned organizational leaders such as experts from Innovation Gainesville and artist trainers and mentors at UF and Santa Fe. Include topics such as finance, entrepreneurship, marketing, and web building to working with boards and sponsors; and,
 - Consider licensing artists or providing a credential

enabling them to secure work more quickly and easily.

1.1.4 Connect the cultural sector with other area networks. Expedite outreach and partnerships. Schedule meetups with...

- After-school providers;
- Alachua County Emerging Leaders;
- Associations of public school music, theater, dance, and visual arts teachers;
- CIED at Santa Fe;
- Gainesville Area Chamber of Commerce;
- Innovation Gainesville;
- Open Streets Gainesville;
- United Way Funded Agencies that offer creative programs; and,
- University of Florida internship managers.

1.1.5 Post venue information on the 352ArtsRoadmap website. Update The Parks, Recreation and Cultural Affairs Department registry of venues and spaces for:

- Performance, rehearsals, classes, maker spaces, studios, storage, and community creative activity.
- Include resources in all municipalities: commercial, educational, and municipal spaces; churches; venues in parks; and, in businesses with public and green spaces.



- Attract students matriculating in the arts, business management, marketing & PR, technology, architecture, design, and more.

1.2.2 Facilitate SFC and UF student and faculty involvement in cultural advisory groups. E.g., approach SEA Change a student group integrating science, engineering, and technology with art to become involved with cultural advisory groups.

STUDENTS WHO GET INVOLVED SUCCEED



Santa Fe College

Aim 1.2 Strengthen collaboration between higher education, innovation industries, and the cultural sector.

Actions

1.2.1 Include in the 352Arts website directory Santa Fe College (SFC) and University of Florida (UF) resources:

- Facilitate SFC/UF fellowships, internships, research assistance, and special projects with cultural organizations boosting creativity and innovation;
- Reach out to music fraternities and sororities for involvement in youth mentoring and afterschool programs;

1.2.3 Encourage more participation of student populations in community-based offerings.

1.2.4 Encourage UF and Santa Fe to export performances off campus to communities around the county.

Aim 1.3 Leverage the 352 area's creative potential and distinctiveness with more public art and design.

Actions

1.3.1 Launch the international mural project, 352Walls/The

Gainesville Urban Art Project.

- 1.3.2 Keep Alachua County's directory of public art on the *352Arts* website plus other sites highly trafficked by tourists.

PRIORITY 2. INCREASE CREATIVE OPPORTUNITY EVERYWHERE

Aim 2.1 Increase affordability of and access to cultural offerings.

Actions

- 2.1.1 **Build awareness of and participation in existing arts, cultural, and heritage festivals.**
- 2.1.2 **Provide opportunities where people live.**
- Encourage cultural programmers and festival providers to cooperate with municipalities in providing offerings around the county.
- 2.1.3 **Create extended annual signature events and initiatives to attract tourists.**
- *352Walls/The Gainesville Urban Art Project.*;
 - Fall and spring month-long multi-discipline, multi-dimensional events anchored by arts festivals, and more.
- 2.1.4 **Create innovative membership models that will attract new consumers.**
- Encourage more organizations to adopt "Pay What You Can," "Rush" ticket prices, and other kinds of experiences;
 - Expand discounts from students and seniors to capture the 20-to 40-year-olds, by providing "Discount Days" across the county for every age demographic;
 - Reach out to the Gainesville Area Chamber of Commerce to explore expanding their discount programs for members of the 352 cultural sector.

- 1.3.3 Help facilitate public art programs in every Alachua County community.

- 1.3.4 Keep the public art cell phone tours current. Explore creation of free smartphone apps.

- 2.1.5 **Increase amateur and professional art-making everywhere.** For example:

- Offer more opportunities like Jest Fest, a free City festival with world-renowned comedy and circus stars at the Thomas Center. Spotlight arts groups and social service groups by offering cross-promotion and free vendor space;
- Found an independent film festival;
- Form partnerships with Open Streets, farmers markets, and neighborhood programs that will result in more arts offerings at these events;
- Partner with and support existing creative programming at libraries around the county.

- 2.1.6 **Insure that outreach to new and/or nontraditional audiences are components encouraged as part of every PRCA grant award.**

Aim 2.2 Use the arts to support education and lifelong learning.

Actions

- 2.2.1 **Insure that all public and private schools are aware of and have access to the *352ArtsRoadmap* website which will:**
- Include excellent local arts education examples (e.g., Tobin Wagstaff's Studio Percussion);

- Include listings of in-school and after-school offerings provided by artists and organizations;
- Insure that principals and teachers, as part of their professional development training, are aware of and have access to the *352ArtsRoadmap* website.

2.2.2 Identify where there are strengths and where there are gaps in Prek-12 arts education offerings and determine how local arts and cultural resources could be deployed to assist.

- Start with conversations between cultural leaders, the Superintendent of Schools, and principals. Together develop annual initiatives. For example,
- With the assistance of the Superintendent, include arts information and resources in principals' and teachers' professional development.
 - Principals provide time as part of their teachers' professional development and cultural groups provide relevant content;
 - Partner specific artists and/or cultural groups with designated schools;
 - Provide professional development workshops for teachers at arts facilities (include paid leave for them to attend and substitute teachers to cover their classes while they're gone).

2.2.3 Create an arts-in-education fund to support arts education activities.

- Bus funds to bring students to Alachua County cultural venues;
- Student scholarships;
- Travel subsidies for teachers to visit model programs and attend professional arts education state and national conferences, and learn what others are doing.

2.2.4 Advocate for reinstatement of an arts supervisor in Alachua County Public Schools who can help coordinate cultural planning with the Superintendent and serve as liaison to the Parks, Recreation and Cultural Affairs Department.

Aim 2.3 Use the arts to engage and inspire youth.

Actions

2.3.1 Create a vehicle for local artists and organizations to deliver creative activities in communities—e.g., a mobile art lab/stage.

2.3.2 Integrate arts training with after-school tutoring and mentoring programs ('enrichment programming').

2.3.3 Connect artists to after-school providers using the *352ArtsRoadmap* website.

2.3.4 Build on and better promote existing youth arts festivals.

2.3.5 Meet with providers of existing youth programs and together determine how arts collaborations could embellish their offerings:

- Promote good examples in E-bulletins and on the *352ArtsRoadmap* website;
- See that youth program providers know about the *352ArtsRoadmap* website.

Aim 2.4. Use arts and culture to bridge and connect communities and residents.

Actions

2.4.1 Encourage organizations, businesses, churches, colleges, parks, libraries, health facilities, local government, and more to open their spaces for public cultural offerings: E.g., Matheson Museum’s outdoor movies and lunchtime lawn concerts. Promote all the above on the *352ArtsRoadmap* website and the websites of the above named entities.

2.4.2 Build relationships between artists and organizations with businesses.

- Increase access for business employees (and their families) to creative experiences across the county;
- As part of UF’s employee benefits package, employees can add a membership to a local nonprofit. Encourage businesses to do the same.

2.4.3 Facilitate relationship building, better connecting artists and cultural organizations with Alachua County communities.

- Connect cultural organizations, artists who work in community-based settings, and municipal leaders so that they can explore how performances, workshops, and other creative experiences can take place in their community spaces – especially in those spaces serving youth, families, senior populations, special-needs persons and populations, and other, often overlooked, populations.
- See that local community programmers are aware of and have access to resources on the *352ArtsRoadmap* website. Provide information on how to contact them and what they can do for local communities.
- Highlight great examples of arts activities in communities in 352 E-bulletins encouraging other organizations and artists to do the same.
- Encourage mayors to spread the word about creative opportunities in their communities.

2.4.4 Offer quarterly workshops around the county to increase awareness, access, and use of the *352ArtsRoadmap* website. (For example, these workshops could be offered to United Way-funded agencies, personnel in departments of local government, etc.).

Pioneer Dress is Encouraged - Get in the Bartram Spirit!

William Bartram

Saturday, March 21, 2015 • 10-4

Heritage Day

Exciting Bartram Speakers and Impersonators
Crafts and Games for Kids • Music • Storytelling • Native Plant Sales

GREAT FOOD
Wild Hog, Kosher Hot Dogs,
Veggie Burgers
Slaw, Baked Beans, Desserts
Onsite Cob Oven Baked Bread

**Demonstrations
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Something For Everyone...
Learn about William Bartram!

This is a fundraiser for Little Orange Creek Nature Park
Sponsored by Hawthorne Area Historical Society

Music by Dale Crider - Kanapaha Varmint Family
Talks by Sam Carr, Dick Franz
Michael Adams - WB Impersonator

For More Information Call: 352-494-3790
24115 SE HAWTHORNE RD. (SR20)
HAWTHORNE, FLORIDA

little ORANGE CREEK nature park

Aim 2.5 Create spaces in communities for cultural and creative activity, programs, performances, artist studios, arts labs, “collision spaces,” incubators for arts start-ups, and more.

Actions

2.5.1 Facilitate use of vacant and underutilized commercial and government properties in Alachua County communities and street-front structures for adaptive reuse. Connect creatives with developers and property owners.

- Post “how to” suggestions, tool boxes, and checklists on the *352ArtsRoadmap* website as resources for those involved in building adaptive reuse.

2.5.2 Encourage reuse of historic structures for potential arts spaces where appropriate and as affordable.

- Share successful examples of historic structure reuse on the 352 website. Include examples like Hawthorne, LaCrosse, Melrose, Micanopy, and Gainesville’s historic neighborhoods;
- On the website, offer listings local experts who can assist in identifying and rehabbing historic structures.



Alachua County Courthouse

PRIORITY 3. TRANSFORM OUR REPUTATION AS A CULTURAL DESTINATION

Aim 3.1 Help define and solidify our regional brand.

Actions

3.1.1 With other county promotional leaders, and based on existing research, adopt one brand that is also inclusive of cultural development:

- Consider “Creative by Nature.”
- Coordinate messaging with Visit Gainesville, the Gainesville Area Chamber of Commerce, and ACVCB.
- See that public art labeling and branding is connected to *352ArtsRoadmap*.

Aim 3.2. Promote and market cultural amenities to boost our image as a cultural destination regionally, nationally, and internationally to boost our image as a cultural destination, thus increasing tourism.

Actions

3.2.1 Connect the *352ArtsRoadmap* Cultural Calendar and website to the most-utilized tourism information resources.

- Link to highest trafficked websites in the county to reach residents, students, and visitors; e.g., the Chamber of Commerce website, UF offerings such as the Center for Latino Studies, and SFC offerings;
- Link to Facebook and social media advertising used by residents and visitors;
- Pipe the *352ArtsRoadmap* calendar into hotels’ scrolling plasma TVs;
- Explore providing links to TripAdvisor;
- With local tourism leaders, reach out to the Governor’s

Office of Tourism, Trade, and Economic Development to be sure all available promotional opportunities are utilized.

3.2.2 Create smartphone apps and hashtags to promote:

- Historic and culturally significant places on the *352ArtsRoadmap* website;
- Events and culturally significant places in all tourism media.

3.2.3 Create an annual promotion strategy for the *352ArtsRoadmap*.

- Create an annual advertising campaign and budget.
- Advertise the website *everywhere*: cable, radio, print, bumper stickers, billboards, city signage, window stickers, and public transit, via You Tube, Vine, Twitter, Instagram, and more;
- Encourage cable and radio shows to include arts and cultural features. E.g., explore creation of a weekly “ArtsTalk” segment with the Cultural Affairs Manager as host.

Aim 3.3 Continue exploration of a multi-purpose, multidisciplinary cultural center and amphitheater that will help make Alachua County a cultural destination.

Actions

3.3.1 Insure that data gathered as part of this plan is incorporated into feasibility studies and planning for the multi-purpose cultural center and amphitheater. ¹

PRIORITY 4. INCREASE CULTURAL STEWARDSHIP

¹ Appendix D

Aim 4.1 Position Parks, Recreation and Cultural Affairs and its new Gainesville Arts & Parks Foundation in a leadership role as the county-wide cultural convener, facilitator, coordinator, and advocate for culture.

Actions

4.1.1 Expand the steering committee into the *352Arts & Cultural Council* to help expedite actions in this plan. Coordinate strategy with the Arts & Parks Foundation. Include (but not limit to) representatives from the following:

- Cultural Affairs Board;
- Alachua County League of Cities;
- Alachua County Public Schools;
- Alachua County’s state and federal representatives;
- Art in Public Places Trust;
- Artists;
- Business leaders from each municipality;
- County Library System;
- Cultural organization representatives
- ElderCare of Alachua County;
- Evergreen Cemetery Association of Gainesville, Inc.;
- Faith-based leaders;
- Gainesville Area Chamber of Commerce’s Public Policy Committee;
- Gainesville Arts & Parks Foundation;
- Gainesville Community Redevelopment Agency;
- Leaders of organizations serving populations often overlooked;
- Philanthropists,
- Santa Fe College;
- Thomas Center Associates;
- University of Florida;
- University of Florida, Arts In Medicine;

- Visit Gainesville,
- YMCA.

4.1.2 Insure that there are adequate personnel and resources to effectively organize, manage, and coordinate *352ArtsRoadmap* implementation.

- Keep cultural sector communications current;
- Appoint a visible, accessible person to respond to requests for information and assistance;
- Make sure communications are excellent and kept effective between each municipality and PRCA. Be PRCA’s designated link with the cultural ambassador point person in each community to coordinate plan implementation and insure that things get done.

4.1.3 Annually review and report *352ArtsRoadmap* progress.

Aim 4.2 Develop a county-wide arts and cultural capitalization strategy that results in greater financial support for the cultural sector.

Actions

4.2.1 Recruit a community task force to create and then help guide implementation of long-term solutions that will financially stabilize the cultural sector. Directives might include:

- Supporting the Vision 2020 Referendum and exploring other dedicated sources of funding for cultural organization operating support;
- Working with county government, Alachua County League of Cities, and economic development leaders to leverage funding for the cultural sector’s direct involvement in community, economic, and tourism development strategies; e.g., “Awesome

Grants/Investments,” that accomplish *their* goals using the arts;

- Increasing the percentage draw of the City of Gainesville’s public arts ordinance from 1 to 2 percent and encouraging adoption of similar public art ordinances in each municipality;
- Increasing support to arts, cultural, and historic organizations through crowd-funding sources; e.g., Power2Give administered by Fractured Atlas and VivaHub, a program created in Durham, N.C.;
- Advocating for “live music tips” on credit card slips in area clubs and restaurants and including a window decal for “arts-friendly” businesses;
- Encouraging strategies such as “Round it off.” When making purchases across the county, round it off with the balance going into a cultural fund either county wide or for each municipality;
- Creating a pool of *352ArtsRoadmap* Outreach Funds to drive creative opportunity, enabling Gainesville-based organizations to perform in outlying communities or for under-served audiences.

Aim 4.3 Increase municipal commitment and action to boost community vitality through the arts.

Actions

4.3.1 Encourage individual communities to develop local cultural priorities by 2017.

- Encourage inclusion of arts and cultural development elements in each municipality’s master plan and priorities; e.g., linking cultural priorities to each municipality’s economic and neighborhood development,

beautification, and health and wellness agendas as appropriate.

4.3.2 With local leaders, strengthen arts hubs in Alachua County’s eight outlying communities and Melrose, building on existing resources and efforts in each municipality.

- Use libraries as anchors;
- See that local cultural hubs and their networks are represented in the county-wide cultural network (per Action 4.1.1) so that communication flow and information sharing work well.

4.3.3 Help communities support creative businesses.

- Provide best practices resources and “how to” checklists on the *352ArtsRoadmap* website;
- Provide samples of arts-friendly zoning and ordinance recommendations on the *352ArtsRoadmap* website.

4.3.4 Create codes and offer recommendations to expedite permitting for art-related businesses, such as studio space, galleries, retail space, art supply stores, and bookstores.

4.3.5 Expand municipal codes and develop funding incentives for old building repurposing.

Plan Timeline

This entire plan and timeline will be amended annually as resources are generated and key partnerships established to support implementation.

KEY STEPS FOR CULTURAL DEVELOPMENT REVITALIZATION	2015	2016	2017
1. Cultural Affairs and its Foundation are repositioned and staffed to address plan priorities.			
2. <i>352Arts & Cultural Council</i> created.			
3. <i>352Arts</i> website is designed and expanded.			
4. <i>352Arts</i> Signature events and initiatives to attract tourists are designed and planned in 2015 and launched in 2016.			
5. Cultural network is built: All cultural, creative, historic, and ethnic resources are included in the website directory.			
6. Key partnerships essential to plan implementation are developed. These include: <ul style="list-style-type: none"> - Leaders, movers, and shapers in each municipality - Gainesville Area Chamber of Commerce and the Innovation Hub - Alachua County Public Schools - University of Florida - Santa Fe College 			
7. Services to strengthen and support the cultural sector are shaped and launched.			
8. A regional brand is created together with the Gainesville Area Chamber of Commerce and Alachua County Tourism Development Council.			
9. Municipal cultural hubs are formalized and activated.			
10. Capitalization strategy is determined and launched.			
11. Alachua area-wide cultural destination strategies are determined and launched.			

352ArtsRoadmap Strategic Aims

Increase Creative Vitality

Offer More Creative Opportunities for All Residents Everywhere

Become a Cultural Destination

Influence Economic Vitality, Innovation, and Quality of Life

