

**Leon County
Board of County Commissioners**

Notes for Workshop

**Board of County Commissioners
Leon County, Florida**

**WORKSHOP TO CONSIDER THE CULTURAL PLAN
REVIEW COMMITTEE'S FINAL REPORT AND
RECOMMENDATIONS**

February 11, 2014



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Leon County Board of County Commissioners

Cover Sheet for Workshop

February 11, 2014

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Workshop on Consideration of the Cultural Plan Review Committee's Final Report and Recommendations

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Ken Morris, Director Economic Development & Business Partnerships Lee Daniel, Director of Tourism Development

Fiscal Impact:

The County has generally maintained level funding for the cultural arts during the economic recession. Today, the County provides \$654,500 annually to Council on Cultural Arts (COCA) with \$504,500 derived from bed tax revenues, which are earmarked for re-granting to cultural organizations. The remaining \$150,000 is used to support COCA's administrative costs. The County and City combined accounted for 93.25% of COCA's administrative and re-granting funds in FY 2013.

Based on the Board's preliminary direction at its workshop on October 29, 2013 to dedicate a full one-cent of bed taxes to culture in FY 2015, the County's investment in the cultural arts would increase by \$400,000 annually. In total, the County's projected budget for cultural arts in FY 2015 will surpass \$1 million.

Staff Recommendation:

Board direction.

Report and Discussion

Background:

This workshop is being presented to the Board to review and consider the recommendations given in the Final Report of the Cultural Plan Review Committee (Attachment #1). In 2003, the "Cultural Plan for the Future of the City of Tallahassee and the Capital Area" was developed by an advisory group appointed by the City of Tallahassee, as well as participation by several community leaders. Since 2003, Leon County has partnered with the Council on Culture & Arts (COCA) to implement the Cultural Plan and administer the cultural grant program. During this period, the County has provided COCA with \$6.86 million in funding, of which \$5.14 million has been re-granted to the community.

On September 18, 2012, the Board directed the County Administrator to work with the City Manager to finalize a proposal to update the Cultural Plan. The following month, the Board approved the process to update the Plan with an 18-member Cultural Plan Review Committee (Committee) appointed by the County and City Commissions. Staff was provided by the City as the County provided staffing for the Sales Tax and Imagine Tallahassee Committees. The Committee was tasked with reviewing the original Cultural Plan, assessing the status of plan implementation, determining what portions of the plan need to be updated or omitted based on changes that have occurred, and providing recommendations to the County and City Commissions on modifications to the plan objectives.

On June 18th and 19th, 2013, Ms. Kelly Dozier, Committee Chairperson, presented the Interim Report to the County and City Commissions respectively (Attachment #2). The Interim Report found that there was a need to look at both the short term and long-term objectives of our cultural community. The Committee made several recommendations, including the reinstatement of a Cultural Plan Implementation Committee. During the presentation to the Board, Commissioners expressed concerns about the cultural arts community's financial dependence on local government and the need for additional support from the private sector. The Board also allocated up to \$5,000, in collaboration with the City, to secure a professional facilitator to assist the Committee.

This workshop on the Cultural Plan is one of four intertwined matters competing for limited resources. Staff presented an agenda item to the Board on January 21, 2014 detailing the overlapping nature associated with the Cultural Plan Update, the Leon County Sales Tax Committee recommendations, the FSU Civic Center District Master Plan and related convention center, and the Community Redevelopment Agency's (CRA) role in determining the future use of the one-cent bed tax dedicated to the performing arts center. The item, as approved by the Board, provided a sequence for the Board to address these matters to ensure the Board has the best information upon which to make decisions given some of the overlapping financial and policy implications. Based on the Board's actions on all of these issues, staff will bring back an agenda item reconciling each of the Board's directives for final approval prior to scheduling joint meetings with the Intergovernmental Agency and/or CRA.

Analysis:

The Committee held its first meeting on December 10, 2012 and unanimously approved the Cultural Plan a year later on December 16, 2013. The Final Report was provided to the County on January 31, 2014. More than 100 meetings were publically noticed, providing opportunity for input from interested parties. Specific areas the Committee was asked to address include:

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

Upon reviewing the original Plan, the Committee initially branched out into six subcommittees. Due to the overlap of issues, the six subcommittees were reduced to four and the Final Report reflects the findings and recommendations in the following four program areas:

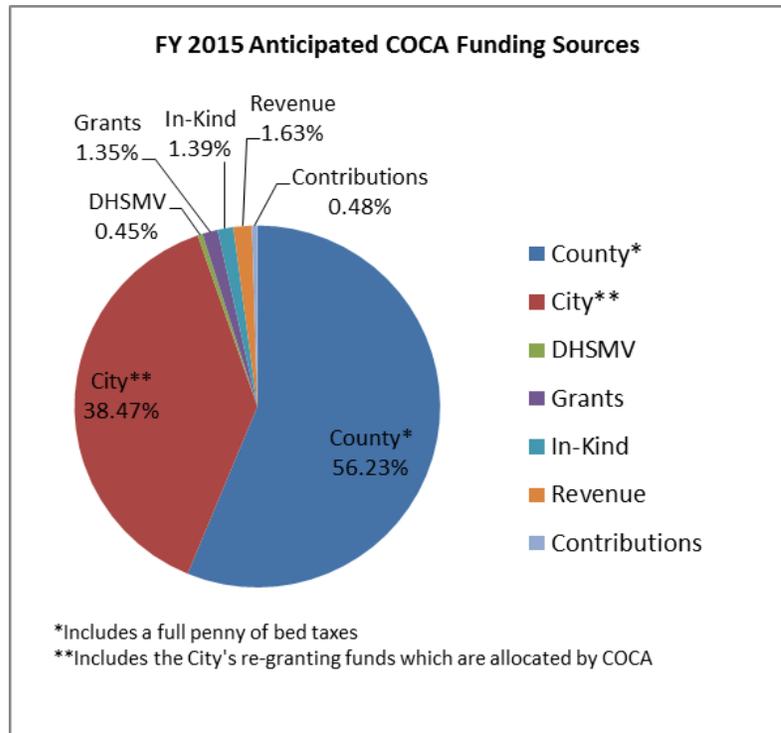
1. Economic Development & Marketing
2. Education
3. Funding and Facilities
4. Plan Implementation/COCA

The Committee did not prioritize the recommendations in any particular order nor assign a cost to the recommended initiatives. Instead, the Committee is seeking the Board's approval of the Final Report in order to proceed with hosting a community workshop in partnership with COCA. Following the community workshop, the Committee anticipates that COCA will utilize the updated Plan in developing an implementation plan and FY 2015 budget request. The Committee also recommends establishing a Citizens' Cultural Plan Advisory Committee to meet bi-annually with the COCA Board to review community progress towards the implementation of the programs and initiatives contained in the revised Plan.

Changes to the economy over the past decade have had a significant impact on local cultural organizations' ability to fundraise, meet financial objectives, and remain functionally sustainable. The Final Report cites national data on the impact of the arts and the disproportionate cuts endured during the recession compared to the overall economy. However, the County and City are recognized for their commitment to the value of culture, arts, and heritage over this time period. Further, it credits the support of the County and City for COCA's recognition as one of the only local arts agencies in Florida to maintain level grant funding to local culture, arts, and heritage organizations.

According to the Audit of COCA Salary Funding and Expenditures, historical funding for COCA has declined by \$259,036 (21.5%) between FY 2008 and FY 2012 (Attachment #3). During that same time period, the County reduced its funding to COCA by \$3,850 (0.6%). Today, the County provides \$654,500 annually to COCA with \$504,500 derived from bed tax revenues, which are earmarked for re-granting to cultural organizations. The remaining \$150,000 is used to support COCA's administrative costs. According to information provided by COCA and the City of Tallahassee, the County and City accounted for 93.25% of COCA's funding in FY 2013. This includes the City funds set aside for re-granting through COCA but are maintained on the City's financial books.

The proportion of COCA's funding provided by local governments may increase in FY 2015. At the Board's October 29, 2013 workshop to consider future uses for the one-cent bed tax dedicated to the performing arts center, the Board provided preliminary direction to increase its financial support of the arts



from bed tax funds by seeking to utilize a full-cent for arts and culture (Attachment #4). This would increase the County's investment in culture by nearly \$400,000 annually, as staff projects each penny of the bed tax to generate approximately \$900,000 in FY 2015. However, this increase cannot be effectuated until the Board meets with the City Commission and CRA on the reallocation of bed taxes currently dedicated to the performing arts center (Attachments #5 & #6). When combined with the \$150,000 for administrative costs, the County's projected budget for cultural arts in FY 2015 will surpass \$1 million. The pie chart above anticipates the County and City providing 94.7% of COCA's administrative and re-granting funds by FY 2015.

The Committee recommendations, by program area, are provided in the subsequent portions of this analysis along with staff findings and recommendations. Please refer to the Final Report for the full narrative and detail associated with the Committee's program areas and recommendations.

Economic Development & Marketing:

1. Create a unified marketing and advertising campaign for promoting Tallahassee and the Capital Area as a cultural hub (Also refer to Economic Development & Marketing Recommendations #10 and #11).
 - o Establish a steering committee from various organizations with each contributing the funds for an advertising campaign.
2. Support a Trolley system and transportation linkages to further connect the districts with cultural components, which have been and are being developed throughout Tallahassee. Examples include Midtown, Frenchtown, Downtown, Cascades Park, Southside, College Town, Gaines Street, The Market District, and others.
3. City of Tallahassee and Leon County should continue to identify and support districts with cultural components by providing appropriate way finding, parking opportunities and transportation links for ease of accessibility to arts, culture and heritage entities.
4. In order to improve the business skills of arts and culture executives, COCA will continue to provide training workshops to assist artists and arts/cultural organizations in ways to implement effective business practices
5. COCA should continue to collaborate with Leon County Tourist Development (Visit Tallahassee) to promote local heritage and cultural destinations. COCA and Visit Tallahassee should continue their efforts to combine their events calendar and create a mobile user-friendly website as well as an app for smart phone users to easily access the information. Information should be presented in a professional and attractive format.
6. Leon County Tourist Development (Visit Tallahassee) should continue to market Tallahassee as a "location site" for the film industry, as an economic driver, in cooperation with the FSU Film School, The Film Society, Florida A&M Journalism/Film Program, TCC Film Program, the Tallahassee Film Festival and other film-oriented organizations.
7. Every three years, COCA should use real data collected through an economic impact report to provide current information on the economic impact of arts and culture in our community. (Refer to Plan Implementation recommendation #9)
 - o To be paid by the County and City.
8. Increase the concept of community arts liaisons including the expansion of the existing arts liaisons program of the Economic Development Council to include leaders of the arts community in an effort to be proactive and look for economic development opportunities that may present themselves as a result of cultural and heritage events in our community.
9. Working with the City of Tallahassee Police Department and others involved in Festival permitting and planning, COCA should create a guide and checklist for event or festival planning and hold workshops to assist those interested in creating new events or sustaining existing events in our community.

10. COCA should develop an annual marketing and communications plan that includes an analysis and determination of its brand, strategic messages, target audiences, the best media channels to reach those audiences and quantifiable goals to determine the efficacy of its marketing strategies.
11. COCA to work alongside Leon County Tourist Development (Visit Tallahassee) and other organizations to help identify and promote destination-defining events, which help define the brand and spotlight arts, culture and heritage.
12. COCA will work with Leon County Tourist Development (Visit Tallahassee) and local businesses, arts organizations and hoteliers to package arts, culture, and heritage resources wherever possible and practical to expand the geographic footprint and reach of our local offerings beyond our community.

Staff Findings:

The first recommendation in this section seeks to establish a steering committee from multiple organizations throughout the community to advance a marketing effort funded by participating organizations. A unified marketing and advertising campaign should be led by a team of industry professionals rather than an ad hoc steering committee and it is unlikely that a sizeable marketing fund could be collected under this model on a consistent basis in order to be effective.

Coordination with the Leon County Division of Tourism Development is referenced in five of the 12 recommendations. The Division of Tourism Development also carries out two additional recommendations (#9 and #10) in its current day-to-day operations to grow the destination market and promote the area. Given these findings and recommendations, the growing needs of the cultural community, and the County's anticipated \$900,000 investment of tourism funds (\$1 million in total County funds), the Board may wish to explore some operational efficiencies and alternatives to support the cultural arts by providing these services in-house through the Division of Tourism Development. The Division is fully staffed, experienced in the distribution and oversight of grants programs, and actively markets local culture, arts, and heritage events in partnership with a professional marketing and public relations firm.

Staff Recommendation:

Should the Board wish to explore the operational efficiencies of implementing the Cultural Plan under the Division of Tourism Development, staff would prepare an agenda item for Board's consideration on the implementation and execution of the Cultural Plan, including the granting process, under this County Division and in partnership with the City.

Education:

1. To create a collective place that serves as a conduit between teachers, schools and the business community so schools and teachers can share needs and businesses can directly respond to help with these needs.
2. Arts, heritage and education organizations should be encouraged to share their expertise with public, private and with home schools.
3. Increase commitment to Leon County's youth and strengthen art and business relationships by creating an Arts at Work program, which is a comprehensive youth program that promotes the arts.
4. Local festivals should showcase student accomplishments in the arts by featuring a COCA/LCS booth that showcases work from K-12.
5. An arts, culture, and heritage curricula coordinator position at Leon County Schools should be created to serve as the business conduit between the schools, businesses and arts, heritage and cultural organizations.
6. A Coalition for Arts, Culture and Heritage Professionals should be established providing networking, collaborative, and cooperative opportunities to community arts, culture, and heritage executives.
7. A Youth & Education Network should be formulated (Refer to Plan Implementation recommendation #7). This group will bring greater awareness of and advocate for the importance of arts, culture and heritage education in the community.
8. Promote more "Art in Public Space," and where there currently is art, provide educational opportunities such as signage at the site of public artworks or guided/self-guided tours.
9. Formulate creative partnerships with organizations that are able to provide volunteers to assist in school arts/heritage classes and activities on a regular and consistent basis.
10. Promote lifelong learning for arts, culture, and heritage by providing a variety of professional development workshops and continuing education opportunities for the community to attend at affordable prices.

Staff Findings and Recommendations:

There are no additional staff findings or recommendations for this section.

Funding and Facilities:

1. Leon County and the City of Tallahassee should continue to provide financial support for arts, heritage, cultural programs, festivals special events, and educational conferences that add to the quality of life and help make Tallahassee a desirable destination.
2. In addition to local government funding, COCA should continue to seek additional public and private funding to support its programs and grants, while not competing with other local arts, cultural and heritage organizations.
3. Recognizing that there are several local government-funded grant programs, as well as varied conditions and criteria regarding eligibility for funding, the committee recommends that there be increased collaborations between all parties including, but not limited to, more effective sharing of information between funding agencies and improved dissemination of information about funding opportunities with all potential applicants (An illustration of local government funding can be found on page 39 of the Final Report).
4. The committee recommends funding be made available for current and future festivals, which will be subject to annual assessment and evaluation determined by the grantor.
5. Establish a new matching grant program for capital improvements for arts, cultural and heritage organizations (See Addendum A1 in the Final Report for grant guidelines).
 - o A dedicated source of funding should be identified for this purpose, such as the use of bed tax dollars currently set aside for the performing arts center.
6. The on-going need for performance venues must be addressed.
7. If we can strengthen our existing cultural organizations and events, demonstrating a record of success, it will be their constituents who will ultimately be the strongest supporters of a future performing arts center.
8. There have been some wonderful and unique installations in our community. There should be a cohesive vision for art in public spaces, such as the gateways to our community or roundabouts creating our "sense of place."
9. Recognizing that the arts, culture and heritage are a central part of what makes up our community; and recognizing that organizations which provide vital experiences in arts, culture and heritage, like other non-profits, have traditionally faced a myriad of challenges in establishing and maintaining financial sustainability and therefore must rely on governmental support; it is a desirable vision to someday see this segment of our community become financially strong and more self-sustaining.
10. Create a funding source that provides competitive grants to art, and cultural and heritage organizations, as well as state and local government in our community, for projects and programs that would allow those organizations to achieve a desired "quantum leap" (highly significant advance or breakthrough) in their offerings or level of self-sustainability. This game changing opportunity grant is essential to the economic development and quality of life of the community (See Addendum A2 in the Final Report for more information).
 - o The Committee recommends a level of funding that would provide \$5,000,000 over the 20-year life of the sales tax extension, or \$250,000 per year, and be administered through an existing granting infrastructure, such as the one in place at COCA.

Staff Findings:

The County, City, CRA, and Tallahassee Downtown (the Downtown Improvement Authority) each provide funding and resources to support the growing cultural community and festivals/activities. More specifically, the County provides \$654,500 annually to the COCA with \$504,500 earmarked for re-granting to cultural organizations.

Recommendation #4 seeks the continued availability of funds for festivals and events that would be subject to annual evaluation by the grantor. The Board recently approved the creation of the Tourism Signature Event Grant Program and allocated \$125,000 annually for large events and festivals. While the program is not specifically restricted to cultural events, staff anticipates that these funds will be utilized for arts and cultural activities.

Another recent Board action that is not contemplated in the Final Report is its workshop on October 29, 2013 to consider future uses for the one-cent bed tax dedicated to the performing arts center. The Board's support for a capital grants program was based on the needs identified in the Committee's Interim Report. During the workshop, the Board provided preliminary direction to increase its financial support of the arts from bed tax funds by seeking to utilize a full-cent for arts and culture to include:

- The current funding levels for the COCA re-granting process (\$504,500).
- The creation of a capital grants program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
- Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation as recommended by the Tourist Development Council in conjunction with the Cultural Review Planning Committee's Final Report.

The Board's preliminary direction to utilize a portion of the bed taxes currently dedicated to the performing arts center for culture in FY 2015 would increase the County's investment by nearly \$400,000 annually, as staff projects each penny of the bed tax to generate approximately \$900,000 in FY 2015. However, this increase cannot be effectuated until the Board meets with the City Commission and CRA on the reallocation of bed taxes currently dedicated to the performing arts center.

Recommendation #5, which seeks to establish a matching grant program for capital improvements for the arts, cultural, and heritage organizations with the bed tax dollars currently set aside for the performing arts center, is contemplated in the Board's direction from the October 29th workshop. Should the City concur with the Board, the Tourist Development Council will work with the cultural community to bring back recommendations to the Board on the allocation of a full-cent to include the re-granting funds for COCA, a capital grants program, and other cultural investment opportunities.

In a separate workshop on February 11, 2014, the Board will have the opportunity to consider the recommendations of the Sales Tax Committee as they relate to the proposed "Quantum Leap" program described in recommendation #10.

Staff Recommendation:

There are no staff recommendations for this section.

Plan Implementation:

1. COCA will continue to re-grant annually contracted funds from the City of Tallahassee and Leon County through a competitive grant process for culture, arts, and heritage organizations supporting the superlative work these organizations provide the entire community.
 - o Recognizing the limitations in place by Statute, the City of Tallahassee and Leon County should attempt to ease requirements in the COCA Grant Program providing a collective pool of grant dollars to assist local culture, arts, and heritage organizations with general operations grant funding.
2. Create grant programs for individual artists through creative funding streams to support individuals in our community who contribute to culture, arts, and heritage.
3. COCA shall continue to seek out collaborative granting opportunities to partner with organizations and individual artists in the community for grant dollars and public/private funding for which they alone can apply to bring in more funds into our community to help elevate culture, arts, and heritage.
4. Acting as the local arts agency for all citizens in the City of Tallahassee and Leon County, COCA will advocate for and champion all culture, arts, and heritage organizations and individuals.
5. A Coalition for Arts, Culture, and Heritage Professionals should be established providing networking, collaborative, and cooperative opportunities to community arts, culture, and heritage executives.
6. As the local arts agency, COCA will create an ongoing conversation in the community regarding the value of public and private financial support for arts, culture, and heritage.
7. A Youth & Education Network should be established to provide networking, collaborative, and cooperative opportunities to community arts, culture, and heritage educators and administrators.
8. The Board of Directors and staff of COCA will align their strategic vision and long-term organizational plan with the Cultural Plan and collaborate with the Cultural Plan Advisory Committee and community stakeholders to evaluate the implementation and progress of the Goals, Recommendations, and Strategies in the Cultural Plan to best serve all communities in the City of Tallahassee and Leon County.
9. In aligning their strategic vision and long-term organizational plan with the Cultural Plan, COCA will provide the community with an "Economic Impact Study" every three years that demonstrates the role arts, culture, and heritage organizations and individuals play in the local economy.
 - o To be paid by the County and City.
10. With the adoption of the new Cultural Plan a Cultural Plan Advisory Committee will be created by the City and County Commissions to:
 - o Collaborate with plan implementation stakeholders and community on organizational and community needs assessments addressed in the Cultural Plan.
 - o Provide advisement to plan implementation stakeholders and community with possible amendments, improvements, or changes to the Cultural Plan for the betterment of arts, culture, and heritage in our community.
 - o Report the annual progress of the Cultural Plan to the County and City Commissions.

11. Report the annual progress of the Cultural Plan to the commissions of the City of Tallahassee and Leon County.
12. Upon acceptance of the new Cultural Plan, in anticipation of budget preparation and budget workshops at the City of Tallahassee and Leon County, and with the hiring of the new executive director of COCA and other key arts, culture, and heritage staff discussed in the Cultural Plan; funders, policy makers, organizations, individuals and governmental groups, which contribute to the implementation of the Cultural Plan shall conduct a workshop, co-led by COCA Executive Director and Chair of Cultural Plan Advisory Committee, to collectively understand and discuss the implementation of the Cultural Plan and begin the process of collaboration in implementation. A goal of this workshop would include:
 - o Establishing funding needs for the implementation of the Cultural Plan, which may need to be considered during the budgeting process of the County and City.
13. It is recognized by the CPRC that the implementation of some of the recommendations included in the Capital Area Cultural Plan may require additional staffing and funding for COCA. The COCA Board as the governing entity of COCA, with support from the Cultural Plan Advisory Committee, will determine and recommend any additional positions and funding which it deems necessary to effectively implement the plan.

Staff Findings:

This section of the Final Report presents a conundrum in its first recommendation whereby cultural events are linked to enhancing tourism but bed tax funds are considered too restrictive because they require a grantee to demonstrate their tourism impact. The use of tourism funds are prescribed in Florida Statutes so the Board has limited latitude to 'ease requirements' for the COCA re-granting program.

Recommendation #10 seeks to establish a Citizens' Cultural Plan Advisory Committee to meet bi-annually with the COCA Board to review community progress towards the implementation of the programs and initiatives contained in the revised Plan. Under this recommendation, the Advisory Committee would report the progress of the Cultural Plan to the County and City Commissions on an annual basis and would presumably be staffed by the County and/or City. Further, the recommendation explicitly states that the Advisory Committee would not "provide oversight, supervision, or management of any individual, organization, or stakeholder named in the Cultural Plan." The addition of an Advisory Committee, staffed by the County and/or City, to oversee COCA's implementation of the Cultural Plan while not having any formal relationship or authority over COCA may be problematic. As the recognized local arts agency with a volunteer board and various partner organizations, the Board may wish to encourage COCA to establish and staff its own subcommittee to review its progress relative to the Cultural Plan.

Recommendations #11 and #12 present the process by which the Committee recommends developing more specific funding requests for the FY 2015 budget cycle. The Committee is seeking the Board's approval of the Final Report in order to proceed with hosting a community workshop in partnership with COCA. Following the community workshop, the Committee anticipates that COCA will utilize the updated Plan in developing its FY 2015 budget requests for implementation.

Staff Recommendation:

Should the Board wish to proceed with implementing the Cultural Plan as generally outlined in the Final Report, staff recommends providing COCA with the guidance to develop its County budget request assuming \$150,000 for administrative costs and \$900,000 in County bed tax funding to include:

- The current funding levels for the re-granting process (\$504,500).
- The creation of a capital grants program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
- Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation.

This recommendation is based on the Board's preliminary direction at the October 29th workshop to set aside a penny of bed tax revenue for arts and culture along with the unresolved matters to be jointly addressed with the City. Staff also recommends that COCA work in consultation with the Tourist Development Council in developing its budget request for FY 2015.

The Committee's recommendation to establish a Citizens' Cultural Plan Advisory Committee to meet bi-annually with the COCA Board to review community progress towards the implementation of the programs and initiatives and report the progress of the Cultural Plan to the County and City Commissions on an annual basis would not "provide oversight, supervision, or management of any individual, organization, or stakeholder named in the Cultural Plan." The addition of an Advisory Committee, staffed by the County and/or City, to oversee COCA's implementation of the Cultural Plan while not having any formal relationship or authority over COCA may be problematic. As the recognized local arts agency with a volunteer board and various partner organizations, staff recommends encouraging COCA to establish and staff its own subcommittee to review its progress relative to the Cultural Plan rather than the County and City creating a separate Advisory Committee to oversee the implementation of the Plan.

Summary

The Committee's Final Report recognizes the County and City for their commitment to the value of culture, arts, and heritage during the recession as many local governments disproportionately cut funding for the arts over this time period. The Committee did not prioritize its recommendations in any particular order nor assign a cost to the recommended initiatives. Instead, the Committee is seeking the Board's approval of the Final Report in order to proceed with hosting a community workshop in partnership with COCA. Following the community workshop, the Committee anticipates that COCA will utilize the updated Plan in developing its FY 2015 budget requests for implementation.

This workshop on the Cultural Plan is one of four intertwined matters competing for limited resources along with the Leon County Sales Tax Committee recommendations, the FSU Civic Center District Master Plan and related convention center, and the CRA's role in determining the future use of the one-cent bed tax dedicated to the performing arts center. The Board approved a sequence to address these matters at its meeting on January 21, 2014 to ensure that it has the best information upon which to make decisions given some of the overlapping financial and policy implications.

Today, the County provides \$654,500 annually to COCA with \$504,500 derived from bed tax revenues, which are earmarked for re-granting to cultural organizations. The remaining \$150,000 is used to support COCA's administrative costs. According to information provided by COCA and the City of Tallahassee, the County and City accounted for 93.25% of COCA's administrative and re-granting funds in FY 2013. This includes the City funds set aside for re-granting through COCA but are maintained on the City's financial books.

The Committee anticipates that additional funds will be sought by COCA to implement the Cultural Plan but does not address any operational or organization efficiencies, nor is there a determination that the County and City funds have demonstrated a return on investment. Based on the Board's preliminary direction at the October 29, 2013 workshop to increase its investment in the cultural arts, the County's projected budget for COCA in FY 2015 will surpass \$1 million. Service delivery enhancement and efficiencies may be available through the Leon County Division of Tourism Development as it is referenced numerous times and already carries out many of the functions described in the Final Report. Given these findings and the growing needs of the cultural community, the Board may wish to explore the potential operational alternatives and efficiencies that could be achieved by providing support to the cultural arts through the Division of Tourism Development. The Division is fully staffed, experienced in the distribution and oversight of grants programs, and actively markets local culture, arts, and heritage events in partnership with a professional marketing and public relations firm.

Should the Board wish to explore implementing the Cultural Plan under the Division of Tourism Development, staff recommends the Board accept the Committee's Final Report and to direct staff to bring back an agenda item for Board consideration on the implementation and execution of the Cultural Plan, including the granting process, under the Division of Tourism Development and in partnership with the City.

Should the Board wish to proceed, as generally outlined in the Final Report, staff recommends the Board accept the Committee's Final Report with two caveats as follows:

The Committee recommends establishing a Citizens' Cultural Plan Advisory Committee to meet bi-annually with the COCA Board to review community progress towards the implementation of the programs and initiatives contained in the revised Plan. Under this recommendation, the Advisory Committee would report the progress of the Cultural Plan to the County and City Commissions on an annual basis and would presumably be staffed by the County and/or City. Further, the recommendation explicitly states that the Advisory Committee would not "provide oversight, supervision, or management of any individual, organization, or stakeholder named in the Cultural Plan." The addition of an Advisory Committee, staffed by the County and/or City, to oversee COCA's implementation of the Cultural Plan while not having any formal relationship or authority over COCA may be problematic. Should the Board wish to proceed as generally outlined in the Final Report, staff recommends encouraging COCA, as the recognized local arts agency, to establish and staff its own subcommittee to review its progress relative to the Cultural Plan.

Based on the Board's preliminary direction at the October 29th workshop and the unresolved matters to be jointly addressed with the City, staff recommends providing COCA with the guidance to develop its budget request at this time, in consultation with the Tourist Development Council, assuming \$150,000 for administrative costs and \$900,000 in County bed tax funds to include:

- The current funding levels for the re-granting process (\$504,500).
- The creation of a capital grants program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
- Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation as recommended by the Tourist Development Council in conjunction with the Cultural Review Planning Committee's Final Report.

Consistent with normal practices, staff will prepare a ratification item summarizing the Board's action and direction at this workshop. Concurrently, a ratification item will also be presented on the Board's actions with regard to the workshop on the Sales Tax Committee's recommendations and a revised sequence of actions and policy positions taken by the Board. Once the Board has reaffirmed its actions, staff will proceed with scheduling joint meetings with the Intergovernmental Agency and/or CRA to carry out the Board's direction.

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Options:

1. If the Board wishes to explore the operational efficiencies of implementing the Cultural Plan under the Division of Tourism Development, staff recommends the Board:
 - a. Accept the Cultural Plan Review Committee's Final Report.
 - b. Direct staff to bring back an agenda item for Board consideration on the implementation and execution of the Cultural Plan, including the granting process, under the Division of Tourism Development and in partnership with the City.
2. If the Board wishes to proceed, as generally outlined in the Final Report, staff recommends the Board:
 - a. Accept the Cultural Plan Review Committee's Final Report.
 - b. Encourage COCA to establish and staff its own subcommittee to review its progress relative to the Cultural Plan.
 - c. Direct COCA to develop its FY 2015 budget request to the County assuming \$150,000 for administrative costs and \$900,000 in County bed tax funds, in consultation with the Tourist Development Council, to include:
 - i. The current funding levels for the re-granting process (\$504,500).
 - ii. The creation of a capital grants program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
 - iii. Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation.
3. Do not accept the Cultural Plan Review Committee's Final Report.
4. Board direction.

Recommendation:

Board direction.

Attachments:

1. Final Report of the Cultural Plan Review Committee.
2. Interim Report of the Cultural Plan Review Committee.
3. Funding Sources of COCA, 2012-03 Audit of COCA Salary Funding and Expenditures.
4. October 29, 2013 Workshop on the Future Uses for the One-Cent Tourist Development Tax Currently Dedicated to a Performing Arts Center - w/o attachments.
5. Interlocal Agreement with the City of Tallahassee and CRA, June 23, 2004.
6. First Amendment to the Interlocal Agreement with the City and CRA, October 4, 2007.

VSL/AR/KM

City of Tallahassee/Leon County
Cultural Plan Review Committee

Capital Area Cultural Plan





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

Zerbe

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

JANUARY 2014

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

*Kelly Dozier, Chair
Cultural Plan Review Committee*



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

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SouthSide ARTS Complex



THE ROLE AND BENEFITS OF ARTS AND CULTURE IN OUR COMMUNITY

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

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

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

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

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

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

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



SUPPORT OF ARTS AND CULTURE IN OUR COMMUNITY

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

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

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

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

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

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

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

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

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



CULTURAL PLAN REVIEW COMMITTEE APPOINTEES:

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

CITY OF TALLAHASSEE STAFF ASSISTING THE COMMITTEE:

Michael Parker, Director, Economic & Community Development

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

Hetal H. Desai, Assistant City Attorney

Wendy Gray, Public Workshop Facilitator

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

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

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

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

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

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



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APPROACH AND PROCESS OF THE REVIEW AND RECOMMENDATIONS

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

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

Specific areas members were asked to address included:

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

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

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

At the second meeting, Chairs for the subcommittees were appointed by the Committee Chair and Vice-Chair and members of each subcommittee

were appointed to sub-committees based on their interests and experience. It was agreed that any member could attend any subcommittee meeting and that all members would have the opportunity to discuss and contribute to the recommendations of any subcommittee findings.

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

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



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

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

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

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

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

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

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

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

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





THE CULTURAL PLAN REVIEW COMMITTEE CONTRIBUTING MEMBERS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE GOALS OF OUR CULTURAL PLAN

ECONOMIC DEVELOPMENT & MARKETING

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

EDUCATION

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

FUNDING & FACILITIES

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

PLAN IMPLEMENTATION

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

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



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ECONOMIC DEVELOPMENT AND MARKETING

GOAL

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

FINDINGS

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

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

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

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

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

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

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

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

RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Maintain open lines of communication and collaboration between COCA

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

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

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

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

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

*Ken Fergeson
Chairman and CEO, NBanC*

*Past President, American
Bankers Association*







EDUCATION

GOAL:

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

FINDINGS:

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

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

- Cultural, heritage and artistic experiences are key in the community.
- Tallahassee is host to a variety of art, culture and heritage organizations where education is central to their mission – from the Challenger Learning Center, Riley House Museum and Tallahassee Museum to Mission San Luis and the Tallahassee Senior Center for the Arts.

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

- Tallahassee is rich in cultural opportunities, but the community as a whole is not aware of all the offerings.
- Currently, there is not an over-arching network of arts and heritage education providers that spans from home-schools, private schools, LCS and the Universities.
- Funding for arts and heritage education programs has decreased at the state level.
- In the past, several local cultural organizations historically had benefit of funding from LCS. This had come in the

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

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

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

- During one of the worst recessions in recent history, Leon County Schools have undergone tremendous budget cuts, more than \$100 million. However, LCS works to maintain arts and cultural programs in K-12.
- All LCS schools offer at least one fine or performing arts class, as varied as African drumming and a blue grass band.
- 70% LCS children participate in cultural and art programs.
- There are more than 100 visual art, music, drama and dance educators in Leon County public elementary and secondary schools.
- Local schools are left to provide support for their arts and heritage curriculum with auxiliary funding (private donor donations, business donations, fundraisers, discretionary district funds, etc.).
- Often times the success of a school's art, culture and heritage programs depends on the strength of the principal and/or teachers and their ability to fundraise to create the creative learning environments that are envisioned.
- It is important that for school-age children cultural, heritage and artistic experiences are also offered outside of educational organizations. Tallahassee is fortunate to have top-notch community arts, cultural, heritage organizations that offer educational opportunities to enrich and complement the education offered in our area schools, home schools and Universities.
- COCA has created a variety of successful education-related programs, which should be continued such as: COCA for the Classroom, COCA for children and COCA's Arts in Education Newsletter.
- LCS have a variety of great partnerships with arts, culture and heritage organization in town such as COCA; FAMU; FSU – Master Craftsmen studio, Museum of Fine Arts, foreign languages departments; TCC; Lemoyne; Killlearn Kiwanis Club; Goodwood Museum; the Holocaust Education Research Council; the Buffalo Soldiers Troupe, area Churches; Lee's Place; Junior League of Tallahassee; Mission San Luis; Riley House Museum; Tallahassee Museum; the Florida Supreme Court; the Florida Capitol; Leon County Public Library; and more.

RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

first program launching no later than fall 2015.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Examples of activities could include:

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

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

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

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

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

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





The figure on the left is a stylized, abstract representation of a person's face, rendered in a dark, almost black color. The figure is positioned vertically, with its head at the top and its body extending downwards. The background is a light, neutral color, which makes the dark figure stand out prominently. The overall composition is minimalist and focuses on the silhouette and form of the figure.

Abstract Artwork
The figure on the left is a stylized, abstract representation of a person's face, rendered in a dark, almost black color. The figure is positioned vertically, with its head at the top and its body extending downwards. The background is a light, neutral color, which makes the dark figure stand out prominently. The overall composition is minimalist and focuses on the silhouette and form of the figure.





FUNDING AND FACILITIES

GOAL:

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

FINDINGS:

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

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

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

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

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

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

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

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

“In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.”

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

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

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

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

tourism, and revenue for our city and county.

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

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



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

There are specific **funding sources for festivals, special events, and conferences.** These important activities create a “sense of place” and contribute significantly to the identity of our community, while providing promotional value to attract tourists and promote economic development.

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

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

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



RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

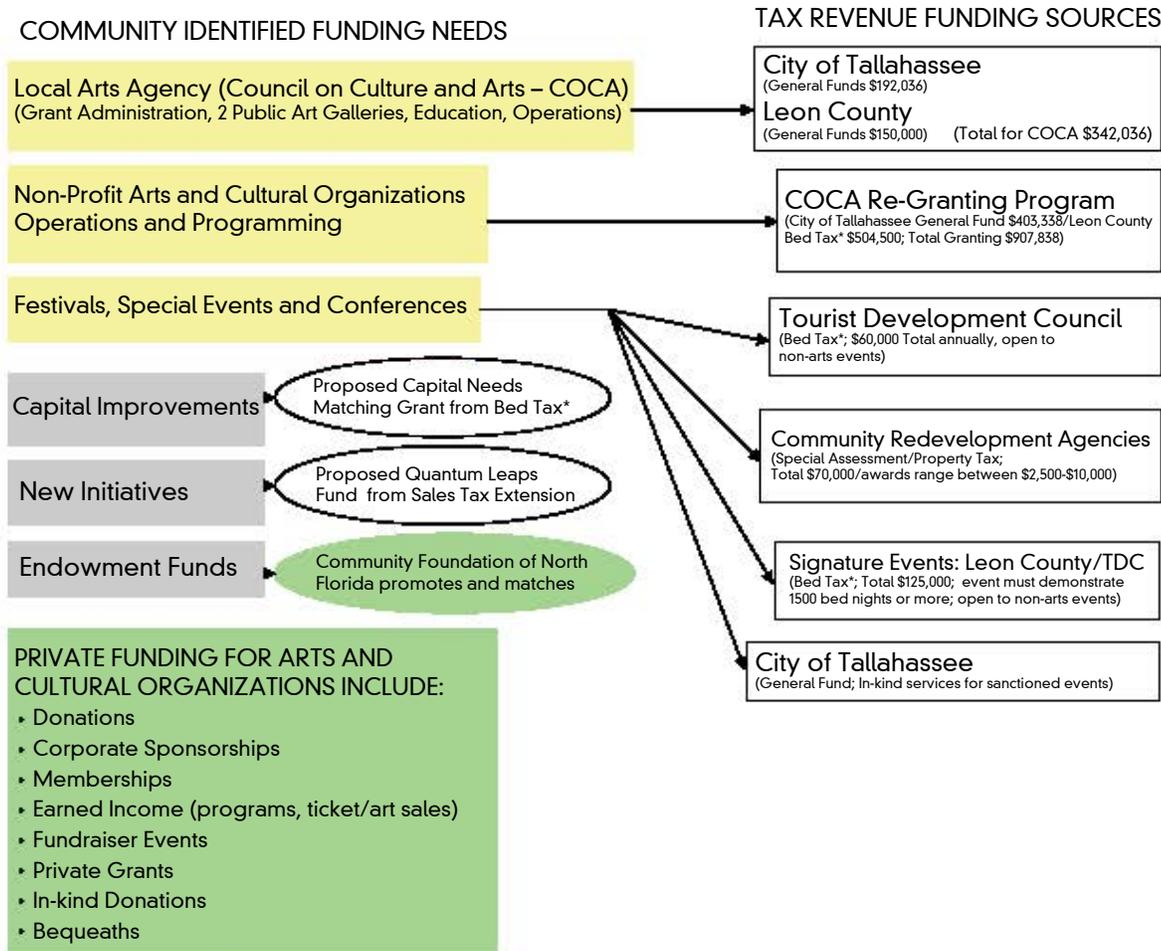
Goals:

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

Strategies:

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

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



***Bed Tax dollars are limited by State of Florida Statute:**
 "if tax revenues are expended for an activity, service, venue, or event, the activity, service, venue, or event must have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity, service, venue, or event to tourists;"

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



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Painting by Lance deHaven Smith

PLAN IMPLEMENTATION

GOAL

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

FINDINGS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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



RECOMMENDATIONS: OBJECTIVES AND STRATEGIES

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

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

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

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

For Example:

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

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

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

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

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

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

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

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

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

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

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

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

(See example in Addendum A3)

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

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

- This group will consist of arts, culture, and heritage educators and administrators seeking to elevate educational opportunities, share resources, and advocate for arts, culture, and heritage education in the community. This may include:
 - o PK – 12 educators and administrators in private, public, and home school education.

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

For Example:

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

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

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

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

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

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

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

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

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

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

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

- o The CPAC will meet with the COCA Board in a timely manner to assist in recommendations for funding to the Leon County and City of Tallahassee Commissions prior to their annual budget workshops.
 - o The committee will operate in the calendar year.
 - o Tallahassee Community College
 - o Florida A&M University
 - o Economic Development Council
 - o Community Redevelopment Authority
 - o Others who may be in a position to move the plan forward
- The goals of this workshop would include:

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

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

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

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

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



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ADDENDUM

Addendum A-1

PROPOSED CAPITAL NEEDS MATCHING GRANT FOR ARTS AND CULTURAL FACILITIES

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

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

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

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

All applicant organizations must:

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

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

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

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

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

Grant Requirements:

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

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

Grant Restrictions:

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

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

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

Submissions and Review Calendar – to be determined

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

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

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

Single Phase and Multi-Phase Projects:

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

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

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

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

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

Changes in Project Scope or Venue:

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

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

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

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

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

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

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

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

Review Criteria and Scoring:

Each eligible application will be evaluated on competitive criteria.

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

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

Possible Bonus Points for Length of operational service:

- 10 to 15 years – 2
- 15 to 20 years – 3
- More than 20 years - 5

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

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

Addendum A-2

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

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

Goals:

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

Strategies:

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

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

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

Examples of projects or programs that could be eligible:

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

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

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

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

HOW CULTURE ADDRESSES THE SALES TAX THEMES

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

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

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

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

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

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

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

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

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

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

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

ADDENDUM A-3

A strong Return on Investment

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

The Arts and Culture Industry:

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

Arts and Culture Fuel the Economy by:

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

All YOURS for \$3.27

A Great Return on Investment.

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

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



Cultural Council

PO BOX 491, JACKSONVILLE, FL 32202-0491

Jacksonville
INVESTS
\$3.27
PER PERSON
in the ARTS



CULTURAL ORGANIZATIONS FUNDED BY THE CITY OF JACKSONVILLE

A sample of what these groups offer to citizens:

CUNNER MUSEUM OF ART AND GARDENS

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

FLORIDA THEATRE

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

JACKSONVILLE SYMPHONY ORCHESTRA

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

MUSEUM OF CONTEMPORARY ART

- » Offers free admission to families every Sunday

MUSEUM OF SCIENCE AND HISTORY

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

WJXT PUBLIC BROADCASTING

- » Provides audio reading service to 21,000 visually impaired people in Duval County

BEACHES AREA HISTORICAL SOCIETY

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

BEACHES FINE ARTS SERIES

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

CATHEDRAL ARTS PROJECT

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

JACKSONVILLE CHILDREN'S CHORUS

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

PLAYERS BY THE SEA

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

RIVERSIDE FINE ARTS ASSOCIATION

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

THEATRE JACKSONVILLE

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

THEATREWORKS

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

ATLANTIC BEACH EXPERIMENTAL THEATRE

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

CITY KIDS ART FACTORY

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

FRIDAY MUSICALS

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

JACKSONVILLE HISTORICAL SOCIETY

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

MANDARIN MUSEUM AND HISTORICAL SOCIETY

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

RITZ CHAMBER MUSIC SOCIETY

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

STAGE AURORA

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

Arts and Culture: A Great Return on Investment!

ADDENDUM A-4

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

Economic Development and Marketing

Anne Mackenzie, Board Member, Past Chair COCA Board

Amanda Thompson, COCA

Christopher Heacox, Executive Director, Seven Days of Opening Nights

Erica Thaler, Education and Marketing, COCA

Jane Barron, Red Hills Horse Trials

Jay Revell, Downtown Improvement Authority

Kay Stephenson, Board Chair, COCA Board

Kelly Dozier, Chair, LeMoyne Chain of Parks Art Festival

Lee Daniel, Tourist Development Council/Visit Tallahassee

Marvin Mayer, Red Hills Horse Trials

Michael Parker, Director, City of Tallahassee Economic Development

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

Peggy Brady, Executive Director, COCA

Quincie Hamby, Local Artist

Raoul Clarke, President of Springtime Tallahassee

Roxanne Manning, City of Tallahassee

Sean Pittman, Big Bend Minority Chamber of Commerce

Sue Dick, Greater Tallahassee Chamber of Commerce

Also spoke with or obtained information from:

Athens, Georgia Cultural Plan

Austin, Texas Cultural Master Plan

Asheville, North Carolina Cultural Plan

Boulder, Colorado Cultural Plan

Charlotte, North Carolina Cultural Plan

Chattanooga, Tennessee Cultural Plan

Denver, Colorado Cultural Plan

Houston, Texas Cultural Plan

Madison, Wisconsin Cultural Plan

Portland, Oregon Cultural Plan

Education

Althemese Barnes, Executive Director, Riley House Museum

Amanda Thompson, COCA

Amanda Whitaker, Gilchrist Elementary

Barbara Willis, Assistant Superintendent, Leon County Schools

Christopher Heacox, Seven Days of Opening Nights

Donna Callaway, Former Principal, Raa Middle School

Gil Ziffer, City Commissioner

Jackie Pons, Superintendent, Leon County Schools

Janet Pichard, Tallahassee Ballet

Judy Arthur, Teacher, Leon High School

Judy Crews, Retired Leon County Art Teacher and Guidance Counselor

Leslie Puckett, Tallahassee Senior Center Art Coordinator

Lori Danello Roberts, Northwood Arts Project

Michi Meko, Fulton County Arts Council

Nancy Miller, City Commissioner

Ni'cole McCrae, Nicole's Performing Arts Center

Rosanne Wood, former SAIL Principal, COCA Board Member

Russell Daws, Executive Director, Tallahassee Museum

Sheila Costigan, Executive Director, Foundation for Leon County Schools

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

Also spoke with or obtained information from:

Savannah College of Business

Brevard Council of the Arts

Arts Foundation of Martin County

Fulton County, Art-At-Work program

Cultural Arts Alliance Walton County

Palm Beach County Cultural Council

United Arts of Central Florida

St. Johns Cultural Council

Miami/Dade Department of Cultural Affairs

Funding and Facilities

Allys Paladino Craig, Director, FSU Fine Arts Museum

Althamese Barnes, Executive Director of Riley House Museum

Beth Lewis, Executive Director of Goodwood Museum

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

Chris Heacox, Executive Director of 7 Days of Opening Nights

Danny Langston, Board President, Challenger Learning Center

Susan Borland, Education Manager – Challenger Learning Center

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

David Watson, Treasurer, Tallahassee Symphony Orchestra

Terry Galloway – Director and Founder Mickee Faust Club

Donna Nudd –Member Board of Directors – Mickee Faust Club

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

Marcus Rhodes – Executive Director, Southside Arts Complex

Gil Ziffer, Commissioner, City of Tallahassee

Janet Pichard, Executive Director, Tallahassee Ballet

Lee Daniel, Executive Director, Leon County Tourist Development Council

Kerri Post, Deputy Director, Florida Department of State

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

Mandy Sauer, Executive Director, Tallahassee Symphony Orchestra

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

Valerie Arsenault, Music Director – The Tallahassee Bach Parley

Peggy Brady, COCA Executive Director

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

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

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

Reviewed materials, studied data, attended meetings of:

Historical budget data from City of Tallahassee and Leon County

Reports and information provided by COCA

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

Imagine Tallahassee Steering Committee Meetings

Form 990 tax returns for COCA grant recipients

Various cultural plans from other cities

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

Plan Implementation

Anne McKenzie, COCA Board

Barbara Boone, Greater Tallahassee Chamber of Commerce

Gil Ziffer, City Commissioner

Johanna Money, COCA Board

John Lawrence, COCA Board

Kay Stephenson, COCA Board Chair

Kristin Dozier, County Commissioner

Lee Daniel, Tourist Development Council/Visit Tallahassee

Dr. Matthew Shaftel, Florida State University

Mike Pate, KCCI and original plan committee member

Miriam Burns, Former Director of Tallahassee Symphony Orchestra

Peggy Brady, Executive Director of COCA

Ramon Alexander, COCA Board

Rosanne Wood, COCA Board

Russell Daws, Executive Director of Tallahassee Museum

Scott Maddox, Tallahassee City Commissioner

Sue Dick, Greater Tallahassee Chamber

Stephen Hogge, COCA Board

Presentations Made to the Whole Committee:

Gil Ziffer, Tallahassee City Commission

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

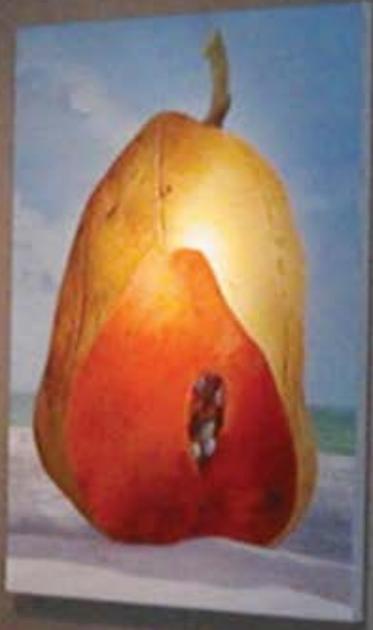
Kay Stevenson, Chair COCA Board

Lee Daniels, Executive Director, Visit Tallahassee

Peggy Brady, Executive Director of COCA

Robert Bendus, Florida Department of State





City of Tallahassee/Leon County
Cultural Plan Review Committee

Capital Area Cultural Plan

Executive Summary of the Cultural Plan Review Committee Interim Report – June 2013

After a thorough review of the 2003 Cultural Plan, interviewing many stakeholders of the arts, culture and heritage community and assessing the current state of same in our community, the Committee recommends updating the current objectives and strategies for the *Council on Culture and Arts* (COCA). Much has changed since the 2003 plan was written. There has been a formerly unanticipated economic downturn which has caused government and private funding to be dramatically reduced. This has led to many organizations having to reduce their staff and find more creative ways to continue to work on their mission with fewer resources. In addition, some of the goals of the original plan have proven to be unsupported by the community and no longer need to be pursued and other goals which have not had much focus are more important now, in light of the new economic reality.

The committee also recognizes that there are several groups working independently to provide new programs and support to the local arts and cultural community. We strongly suggest that some of these initiatives be combined in an effort to strengthen resources and eliminate duplication of efforts, thus providing stronger support for a united goal – funding and promoting the cultural community.

ECONOMIC DEVELOPMENT

In an effort to maximize opportunities for Economic Development generated by the arts, culture and heritage community we recommend the following:

1. Work to improve marketing and advertising campaign for promoting Tallahassee/Capital Area as a cultural hub
2. Review the Trolley system/transportation system linkages to further connect the cultural districts which have been and are being developed throughout Tallahassee
3. COCA partner with the Greater Tallahassee Chamber of Commerce Entrepreneur Program and the Jim Moran Institute to assist locally owned arts, culture and heritage businesses get established and grow
4. Work to collaborate with Secretary of State/Visit Florida in efforts to improve Tallahassee/Leon County authentic historical assets such as The Grove, Mission San Luis and the DeSoto Encampment site and other heritage and cultural state run destinations in our community
5. Work to collaborate with Visit Tallahassee on other local heritage and cultural destinations
6. Request Visit Tallahassee/COCA combine their events calendar and create a mobile user-friendly website as well as an app for smart phone users to easily access the information. Information should be presented in a professional and attractive format
7. Visit Tallahassee should market Tallahassee as a “location site” for the film industry in cooperation with the FSU Film School, The Film Society, Florida A&M Journalism/Film Program, TCC Film Program, the Tallahassee Film Festival and

- other film orientated organizations
8. COCA should work to collaborate with Visit Tallahassee to promote local heritage and cultural destinations
 9. COCA should provide annual economic impact reports for arts, culture and heritage in our community.
 10. Increase the concept of community arts liaisons including the expansion of the existing art liaisons program of the Economic Development Council to include leaders of the arts community in an effort to be proactive and look for economic development opportunities that may present themselves as a result of cultural and heritage events in our community.
 11. Recommend improving the “Artful Questions” and feature artist section of the Tallahassee Democrat to provide more in depth stories about arts organizations, artists, musicians, COCA board members, etc.
 12. COCA should create a guide or checklist for event or festival planning and hold workshops to assist those interested in creating new events or sustaining existing events in our community

EDUCATION

The Committee has found that COCA has implemented select arts and heritage educational programs and works to further awareness of arts and heritage education opportunities in the community. There is continued opportunity for growth in this area, and new projects must be considered for implementation. Based on significant research and conversations with community members, the Committee feels that awareness of arts and heritage educational programs could be significantly furthered in Tallahassee by implementing the following within the 2013-2014 fiscal year:

- 1) COCA formulate a Youth & Education Advisory Committee that provides new ideas and recommendations to Leon County, City of Tallahassee and COCA with an Education Director as full-time dedicated COCA staff member to implement ideas and recommendations.
- 2) Create a collective registry or location, such as a Facebook page or List serve that serves as a conduit between teachers, schools and the business community in order for schools/teachers to share needs and businesses to directly respond to assist with these needs, managed by COCA’s Education Director.
- 3) Coordinate regularly scheduled networking events for art education representatives and/or executive directors from cultural/arts/heritage organizations (Cultural Coalition) to come together to share ideas, discuss upcoming activities and network. This initiative should begin immediately and can function as a venue for cooperation and coordination of the arts, culture and heritage community.
- 4) Formulate creative business partnerships with organizations which are able to provide volunteers to assist in schools art/heritage classes and activities on a regular and consistent basis.
- 5) Take the lead and work directly with the Superintendent of Schools along with private school principals to implement an arts and heritage education mentoring program within the schools.
- 6) The COCA Education Director should specifically be focused on education initiatives.
- 7) Strengthen art and business relationships by creating a pilot “Art at Work” program, which has been tried in other communities and has proven to be a successful, comprehensive

youth program that promotes the arts. Should this program prove successful in our community it should be continued.

FUNDING

Local government should continue to provide support to those arts, heritage and cultural programs that help to make Tallahassee and Leon County a destination, and provide year-round educational programming and economic development opportunities. However, local government should not be the only funding for these programs.

Accordingly, the committee also makes the following recommendations:

- 1) COCA has a unique ability to apply for funding specifically dedicated for community arts councils and should be required to seek such public and private funding without directly competing with the local organizations it serves.
 - a. Hire or appoint a dedicated development officer to obtain grants at the federal, state, and private/corporate level to not only support the activities of COCA, but to increase the funds available for the entire arts and culture community
 - b. Design and initiate a targeted marketing campaign, illustrating to the community the value of private support to the community – educate the public.
 - c. Develop a short and long range strategic plan to address current and future funding needs, establish goals, and determine strategies to achieve said goals.
- 2) Continuation of the grants program:
 - a. Grants should reward those entities showing key performance skills, demonstrating excellence in programming, administration, and leadership.
 - b. Applicants should be able to offer quantifiable value, i.e. attendance numbers, education to community, etc. and be able to exhibit an “intrinsic value received by the community” to COCA as a part of the application.
- 3) It is highly recommended that a new community survey be taken to determine the level of community support for cultural funding. The survey needs to include demographic information, as well as a definition of “cultural life of our community”, and would be a good indicator of public support.

FACILITIES

There has been a range of outcomes with respect to the goals that were identified for cultural facilities and districts in the 2003 Cultural Plan. While there were significant funds set aside and other efforts made regarding two specific cultural facilities, a balance was lacking between the efforts to create new facilities and the preservation and improvement of existing facilities. In terms of success, Gaines Street and Midtown have both made great strides in becoming vibrant cultural districts, and Cascades Park prepares to be an exciting recreational, cultural and performance venue. Local government has encouraged

additional outdoor amphitheater / cultural space with support for events at The Tallahassee Museum, Maclay Gardens, Southwood and Goodwood Museum and Gardens and Kleman Plaza, among others. Local government has also developed visual arts exhibition space, which COCA has managed at City Hall, Leon County Courthouse and Tallahassee Regional Airport.

The committee recommends that local government continue to support and identify exciting recreational, cultural and performance venues. There may be value in having local arts organizations more involved in the curating and implementation of local art exhibits in public spaces. This might provide COCA with freed resources to promote other strengthening of local arts organizations.

It was determined that there are currently no local government sources of funding for local arts, culture and heritage capital improvements, private support for capital improvements are also limited. There should be some dedicated capital needs fund for local arts organizations. This fund could possibly be drawn from the proposed economic development fund of the proposed sales tax extension. Capital needs are defined as building improvements, new buildings, and equipment that is attached to a building.

Some projects were reviewed but local government did not pursue for a variety of valid reasons: the "Challenger Stage" at Kleman Plaza, a "Monster Library" on Gaines Street and participation with the Department of State regarding a State Archives project and a relationship with the RA Gray History Museum. It was determined that the State Archives and the RA Gray History Museum was the state's purview.

Two facilities received significant attention during the past 10 years – the proposed Arts Exchange and the proposed Performing Arts Center. The original concept for the Arts Exchange, which COCA created, is not being pursued at this time, but there is potential to meet community needs by utilizing elements of this project in new proposals that are currently under consideration. One such possibility is the vacant space at the Northwood Centre which is currently being considered by several organizations as the answer to their needs.

The Committee found support for a Performing Arts Center especially among, but not limited to, local arts organizations which are performance based. The proposed Performing Arts Center is working to obtain a recommendation from the Leon County Sales Tax Committee for partial funding. On-going efforts should be made to determine community support and answer questions about sustainability of the Center.

Local government should continue to assist, when possible, cultural organizations that have demonstrated current needs for new exhibit space or additional rehearsal and performance space.

There has been significant research by COCA and other entities to determine availability and appropriateness of use among properties that might serve the needs of existing cultural organizations. This research should be considered as part of the on-going evaluation process.

MARKETING

The Marketing element of the 2003 Cultural plan contemplated recommendations that could not foresee the dynamic nature of market conditions to come. During the ten year period there was a significant reduction in available funding, sweeping changes in the economy, the demise of the CVB and subsequent restructuring, personnel changes in many leadership roles and rapid advancements in the ways in which marketing messages are delivered and received.

The following recommendations are summary recommendations with the actual detail recommendations to be included in an annual marketing plan which will be developed by COCA staff and reviewed and approved by the COCA board and if in existence, a Cultural Plan Implementation Committee. Such will be complete with strategies, measurables, deliverables and desired outcomes.

The recommendations are as follows:

1. Determine cultural, art and heritage strengths, weaknesses opportunities and threats via market survey to assist in development of a COCA targeted marketing plan
2. Define the brand. What is or are the collective defining elements of arts, culture and heritage in Leon County which if packaged together can define the brand
3. Cultivate and engage younger generations of arts, culture and heritage enthusiasts within the Leon County K-12 as well as higher education with the assistance of COCA, the City/County/Visit Tallahassee, the Network of Young Professionals and ACCESS Tallahassee or other similar groups.
4. COCA to develop annual Marketing Plan which will be subject to the review and comment of the Cultural Plan Implementation Committee and approval of by COCA Board during the annual budget process which clearly outlines and defines traditional and social media, advertising, marketing and public relations initiatives for the coming year
5. Enhance current internship program with the colleges and universities to provide additional low or no cost resources to COCA and COCA members
6. COCA to work alongside Visit Tallahassee and other organizations to help identify and develop destination defining events which help define the brand and spotlight Arts, Culture and Heritage
7. City and County to continue to identify and support districts with cultural components along with consistent and appropriate Wayfinding, parking opportunities and transportation links for ease of accessibility to Arts, Culture and Heritage entities
8. COCA will work with Visit Tallahassee and local business, arts organizations and hoteliers to package arts, culture and heritage resources wherever possible and practical to expand the geographic footprint and reach of the offerings

OPERATIONS

In light of funding decreases at the city and county levels, COCA should reevaluate its operations to better serve the community. COCA should look at the needs of the community and address them in the most efficient way possible. This includes streamlining operations at all

levels of the organization.

- Priorities:
1. Create a coalition of culture, arts and heritage organizations and individuals
 2. Grant making to community arts organizations, educators, and artists
 3. Promote art in public places
 4. Advocacy for the arts and arts education in the community
 5. Marketing the arts in the community and beyond (cultural tourism)

COCA should take a larger role in the economic development of the arts in our community.

Priorities:

1. Conduct annual economic development surveys (through a partnership with one of the colleges and/or universities).
2. Use the annual economic data to reinforce the importance of the arts, heritage and culture in our community with our civic leaders and taxpayers.
3. Present annual economic data to our local governments to advocate for increased funding for our local arts, heritage and culture organizations.
4. Without competing with community arts organizations, seek additional funding for COCA through state, federal, corporate and foundation grants.

To be most effective in supporting the arts and culture community, COCA should continue to recruit seasoned and successful arts, heritage and culture professionals, along with tourism, destination enhancement, economic development, promotion and leveraging expertise. Administrators and staff should know how to package and utilize our resources in order to effectively and holistically market the Tallahassee/Leon County arts community. When properly packaged and marketed, the value of arts, heritage and culture to the community will have greater potential to attract other funding to supplement that already provided by the city and county.

The COCA Director should be actively involved in community leadership organizations, i.e. Tallahassee Chamber, Economic Development Council, Visit Florida, Imagine Tallahassee, TDC, and KCCI to promote arts and culture.

COCA's board should look at how it can work in the confines of the state statute to provide an orderly rotation of board members. The statute offers COCA the ability to keep a board member for two four year terms or eight years. This long term served by some board members may not provide the organization and staff with the ability to rotate through new board members, which would assist the organization in strategic planning, keeping current in the community, and with governance issues. COCA should define the selection process, duties and responsibilities of Board members to ensure a wide spectrum of expertise. Board members should be required to maintain an active role in furthering the goals of the program, including establishing fundraising goals. The City of Tallahassee and Leon County should be more involved in the vetting/approval process of potential board members brought to them by COCA for appointment, within the purview of the state statutes governing COCA.

COCA should reinstate active standing committees to provide ideas, governance, and assistance to staff in the day-to-day operations of the organization. These committees should be made up of committee members who are passionate about the subject matter and are willing to work to

promote the mission. Committee members may be drawn from the community at large expanding the reach and the expertise available to draw from within COCA.

- Priorities:
1. Executive Committee
 2. Governance Committee (board governance, nominating)
 3. Programming and Education Committee
 4. Audit and Finance Committee
 5. Development Committee (grant program, philanthropy)
 6. Marketing and Cultural Tourism Committee

The COCA Board should continue to periodically evaluate the affordability of their office space.

While it is recommended that cultural organizations provide feedback to COCA regarding the annual grant program, to provide transparency to the public and avoid the perception of a conflict of interest, staff and board members of cultural organizations should be non-participants on any committee where actions taken can directly affect said cultural organizations financially.

In reviewing other community arts councils, the Committee found that salary structures and job descriptions at COCA are not in line with other communities and should be re-evaluated to better reflect the economy in Tallahassee and indicative of the job description/workload of the positions.

CONCLUSION

There is a need to look at both the short term and long term objectives of our cultural community. Committee members recognize that the timing of these findings is driven by the current local government budget cycle. The Committee believes that the evaluation and resulting recommendation process has only begun and should continue with active participation. There have been many changes since the current plan was adopted, demonstrating the need for review and updates of any new plan, on a more frequent basis. To that end, the Committee recommends the reinstatement of a Cultural Plan Implementation Committee through the current Cultural Plan Review Committee. This committee should consist of the Committee Chair, Subcommittee Chairs and any other Committee members who wish to continue to work on the cultural plan.

Leon County Clerk of the Circuit Court and Comptroller
Division of Internal AuditingAudit of COCA Salary Funding and Expenditures
October 1, 2007 through September 30, 2012
Audit Number 2012-03

Funding Sources of COCA								Chart 2
	County	City	DHSMV	Grants	In-kind	Rev. ³	Contr. ⁴	Total
FY2008	658,350	236,636	9,093	213,219	42,548	43,475	4,305	1,207,626
FY2009	654,500	240,045	9,420	40,123	48,520	32,969	7,260	1,032,837
FY2010	654,500	200,036	7,950	234,865	42,905	17,523	252,860	1,410,639
FY2011	654,500	196,536	8,211	31,589	44,640	29,449	-	964,925
FY2012	654,500	192,036	9,143	36,838	26,395	29,678	-	948,590
Totals	3,276,350	1,065,289	43,817	556,634	205,008	153,094	264,425	5,564,617

The County Funding Agreements specified funding received from the Tourist Development Fund and the General Fund and indicated that funds were to be spent only on expenditures enumerated in the *Non-Departmental Funding Request Application*. We found that the City agreements specified funds were to be used to administer the Cultural Plan, Grant Programs, and Arts Exchange project but does not designate a specific amount for salary dollars. The Knight Foundation grant was specifically used for costs associated with the Arts Exchange project. COCA submitted their Compliance Affidavit to receive funds from the Department of Highway Safety and Motor Vehicles (DHSMV) from cultural arts license plate revenues designating the funds to be spent on the Education Director's salary for fiscal years 2009-2012.

The County's agreement process with COCA begins in April of each year when COCA completes the *Non-Departmental Funding Request Application* as its annual request to receive funding to assist with a portion of its operating costs. A separate application is submitted each year to request funding for the grants that are passed through to assist the local arts community.

The application is submitted based on two quarters of actual expenditures and estimates for the last two quarters. The County reviews the request and in late September of that year, the County may accept the projects and proposed budget or may impose its own amount which it will agree to pay for programs. The final agreement entered into in October does not designate which programs are of priority or which expenditures are to be reduced, in the event a reduction is needed; it simply attaches the *Non-Departmental Funding Request Application* as part of the agreement as executed. At the end of the agreement year, COCA submits its audited financial statements to OMB as its final report and the County pays any amounts of the agreement still outstanding.

³ Revenue generated by COCA includes interest income, membership fees, advertising revenue, and other revenue.

⁴ Contributions made by private donors.

Leon County Board of County Commissioners

Cover Sheet for Workshop

October 29, 2013

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Consideration of Future Uses for the One-Cent of Tourist Development Tax
Currently Dedicated to a Downtown Performing Arts Center(s)

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Ken Morris, Economic Development & Business Partnerships Lee Daniel, Division of Tourism Development

Fiscal Impact:

This item has no current fiscal impact; however, one-cent of the Tourist Development Tax (budgeted at approximately \$863,300 during FY 14) is dedicated to a performing arts center in the downtown district of the Community Redevelopment Agency. That account has a current unencumbered balance of approximately \$3.86 million for a project that is unlikely to come to fruition. Staff proposes a series of recommendations on the utilization and allocation of Tourist Development Taxes to take place in FY 15 to enhance economic development through tourism.

Staff Recommendation:

- Option #1: Authorize the County Administrator, to take steps necessary to return the \$3.86 million unencumbered balance set aside for the downtown performing arts center back into the Tourist Development Tax Trust Fund including:
- a. Issue a notification letter to the City of the Tallahassee, the Community Redevelopment Agency, and the Tourist Development Council summarizing the Board's direction and request the City and Community Redevelopment Agency to formally acknowledge and concur with this action as it relates to the Interlocal Agreement.
 - b. Request that the Board's actions taken at this workshop be placed on the January 23, 2014 Community Redevelopment Agency agenda for discussion to include the \$508,425 reimbursement to the County for the demolition and clearing of the Johns Building site.
 - c. Schedule a Public Hearing to modify the Tourist Development Plan in accordance with the Board's direction.
- Option #2: Authorize the County Administrator to explore leveraging the unencumbered Tourist Development Tax funds to ensure the desired amount of meeting space is sought through Florida State University's Request for Proposals process for a conference hotel that will enhance visitation and economic development.
- Option #3: Authorize the County Administrator to extend an invitation to Florida State University President Barron for the Board's Annual Retreat scheduled for December 9, 2013 to provide additional information on the revitalization plans for the Civic Center and the development of an adjacent Florida State University - branded conference hotel.
- Option #4: Direct the Leon County Tourist Development Council to bring back recommendations to the Board on the utilization of a full cent dedicated to arts and culture in conjunction with the Cultural Review Planning Committee's final report to include:
- a. The current funding levels for the Council on Cultural Arts.
 - b. The creation of a capital grant program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
 - c. Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation.

Report and Discussion

Background:

The Board has conducted a fall workshop over the past several years to discuss the current and future allocation of Tourist Development Tax (TDT) revenues. This workshop item was prepared based on the Board's direction during the July 8, 2013 FY 2014 Budget Workshop to discuss the future use of the one-cent TDT currently dedicated to the performing arts center (Attachment #1). This direction was based on Leon County Sales Tax Committee's June 13th decision to not fund the Florida Center for Performing Arts and Education's (FCPAE) project and the ongoing cultural needs identified by Cultural Plan Review Committee's interim report on June 18th. The 12-2 vote by the Sales Tax Committee, in essence, eliminates the project from receiving funding through the sales tax extension, which is a fundamental component of the business and construction plan developed by FCPAE.

Leon County currently collects all five cents allowable under section 125.0104, Florida Statutes. Four of the five cents are used to fund the Tourist Development Plan (Attachment #2), including \$504,500 for the Council on Cultural Arts (COCA) and one cent is set aside, by interlocal agreement with the City and Community Redevelopment Agency (CRA), in an account dedicated for a performing arts center(s) in the downtown district of the CRA. This Workshop provides the Board with a forum to discuss and provide direction on:

1. The repurposing of the TDT funds, both the unencumbered \$3.86 million and the ongoing revenues, currently set aside for the performing arts center.
2. The reimbursement of \$508,425 of TDT funds used for the demolition of the Johns Building as the proposed site of the performing arts center.

Tourist Development Tax Historical Context

Leon County has levied a TDT since 1988 to support tourism activities and to attract visitors to the destination. The Leon County Tourist Development Council (TDC), established by the Board in 1986 pursuant to section 125.0104, Florida Statutes, provides guidance to the Board for the development and adoption of the County's Tourist Development Plan. The initial levy of the TDT in 1988 was 2% on overnight stays. On November 23, 1993, the Board adopted Ordinance 93-19 to increase the Tourist Development Tax from 2% to 3% to further support the Tourist Development Plan.

In June 2004, the Board approved an interlocal agreement with the City and the CRA to address the overall structure, financing, and project approval process for the Downtown Community Development District (Attachment #3). The Agreement provided that the County would impose an additional one-cent TDT, increasing the TDT from 3% to 4%, and segregate the proceeds exclusively for the costs associated with the construction and operation of a performing arts center(s) to be located in the Downtown District Community Redevelopment Area. On October 12, 2004, the Board adopted Ordinance 04-35 authorizing the imposition of the additional 1% of the TDT for the construction and operation of a performing arts center(s) in the downtown district. The interlocal agreement was amended on October 4, 2007 to address the composition of the CRA Board to include four members of the County Commission, expand the Downtown CRA boundaries and other funding issues (Attachment #4). Additionally, the Agreement was amended to include that "any portion of the TDT not needed for the payment of debt service, construction and/or operational costs for the performing arts center(s) shall be returned to the Leon County Tourist Development Trust Fund, for use for the purposes thereof."

The Board adopted Ordinance 09-06 on March 3, 2009 to authorize the imposition of the fifth-cent of the TDT which is the maximum levy that Leon County may impose under Florida Statutes. Proceeds from this fifth-cent are utilized to fund the tourist development plan and to support funding for the Council on Culture & Arts (COCA). Since FY 2009, COCA has received \$504,500 from the TDT to support its re-granting program to Leon County cultural attractions and organizations. The Board has also provided an additional \$150,000 from the general fund each year to support COCA’s administrative expenses.

For FY 2014, estimated TDT collections total \$4,450,000, or \$890,000 per penny. As in previous years, two percent of collections go to the Leon County Tax Collector and one percent is directed to the Leon County Clerk of Court to assist with the audit function. Net collections (97%) would total \$4,316,500, or \$863,300 per penny. One cent continues to be budgeted for a performing arts center(s). Table #1 demonstrates the breakdown using net figures.

Table #1: FY 2014 TDT Allocations

TDT Funding Recipient	Allocation by Ordinance (Cent)	Current Funding Level (\$)	% of Total Annual Revenue
Downtown Performing Arts Center <i>(per Interlocal Agreement)</i>	1	\$863,300	20%
Tourism Development Division -Marketing & Public Relations -COCA Re-granting*	4	\$3,453,000	80%
Total	5	\$4,316,300	100%

*COCA received \$504,500 of TDT in FY 2014 as part of the County budget process. The \$504,500 for COCA is re-granted to various cultural institutions and organizations in Leon County. Additionally, the County provides COCA \$150,000 in general revenue support for administrative purposes. The TDT funds are not dedicated by Ordinance under the Tourism Development Plan, but are allocated as part of the annual budget development process; whereas the FCPAE funding is dedicated in the Tourism Plan.

Performing Arts Center Agreements and Financial Support

As previously mentioned, the Board adopted Ordinance 04-35 on October 12, 2004, authorizing the imposition of the fourth-cent of the TDT for the construction and operation of a performing arts center(s). Since that time, the Board has been relentless in its support of a downtown performing arts center for nearly ten years. The commitment of 1% of the TDT and approval of the associated expenditures for a site analysis and market assessment, marketing and promotional materials, demolition of the site, and the funding of annual operating expenses demonstrate the Board’s efforts to bring the vision for this venue to fruition. Table #2 illustrates all of the Board approved expenditures from the designated Performing Arts Center Tourist Development fund since the imposition of the 4th cent, including the FCPAE operational expenses.

Table #2: Total TDT Expenditures on FCPAE

Fiscal Year	Operational Exp.	Demolition Exp.
2005	\$120,796	
2006	\$66,091	
2007	-	
2008		\$508,425
2009	\$562,496	
2010	-	
2011	\$215,000	
2012	\$149,700	
Total	\$1,114,083	\$508,425

During FY 2005 and 2006, approximately \$186,887 was utilized to complete a site analysis and needs/facility assessment for a performing arts center. On March 5, 2007, the City of Tallahassee and the FCPAE entered into an Option Agreement for the Sale and Purchase of the proposed site (formerly the Johns Building) for a performing arts center. The Option Agreement stipulated that FCPAE would meet certain fundraising milestones to demonstrate their capacity to fund the construction of the proposed performing arts center, including raising \$20 million for the project with incremental performance measures requiring 25% (\$5 million) of the amount raised by July 1, 2010 and 50% (\$10 million) raised by July 1, 2012. The plan called for a two-venue facility at a cost of \$113.7 million (in 2005 dollars), providing a 2,200-seat concert hall and a multi-purpose theatre with 650 seats.

On January 28, 2008, the CRA conceptually approved a request by FCPAE for \$562,500 from the designated Performing Arts Center Tourist Development funds to hire professional staff to provide public information, marketing and fundraising services necessary to develop the proposed performing arts center. The funding was requested to support FCPAE operating expenses for an 18-month period, March 1, 2008 through September 30, 2009. The Board formally approved this request on October 14, 2008. FCPAE also sought and received subsequent financial support for annual operational expenses from the designated Performing Arts Center Tourist Development funds as previously illustrated in Table #2.

Subsequently, in July 2008, the County entered into an agreement with the City and the CRA to utilize a portion of the existing TDT proceeds collected for the performing arts center to demolish and clear the Johns Building site (Attachment #5). The total cost of the demolition and clearing of the building was \$508,425. Should the City terminate its Option Agreement with FCPAE for the Johns site, enter into an Option Agreement for the Johns site with another entity for the purpose of constructing anything other than a performing arts center, or if the performing arts center is not constructed on the Johns site, then the City would have to reimburse the County's TDT Trust Fund through the CRA for the demolition and clearing expenses.

On August 6, 2010, FCPAE notified the City that they did not meet the \$5 million fundraising threshold and requested an amendment to extend the term of the agreement for the Johns site by two years. On August 25, 2010, the City Commission approved an amendment to the Option Agreement for Sale and Purchase, which included the following:

- Extended the term of the agreement to July 1, 2014;
- Provided that by July 1, 2012, FCPAE must provide documentation demonstrating that it has raised cash, binding commitments, or equivalents totaling at least \$5 million;
- Provided that by July 1, 2014, the FCPAE provide documentation demonstrating that it has raised in cash, binding commitments, or equivalents totaling at least \$10 million; and
- Provided language that if FCPAE fails to meet any of these performance deadlines, the City, at its sole discretion, may terminate the Option Agreement.

FCPAE gave a presentation to the Board on October 11, 2011 and distributed a letter regarding the status of the performing arts center (Attachment #6). Due to challenging economic conditions, FCPAE had scaled back the scope of the performing arts center and its operations which included the resignation of the FCPAE Director. The following month at the November 15, 2011 Workshop on the Allocation of Tourist Development Taxes, the Board reaffirmed its commitment to a performing arts center until such time as the Leon County Sales Tax Committee made its determination on funding projects (Attachment #7). In addition, the Board allocated funding from the designated Performing Arts Center Tourist Development tax account to the Cascades Amphitheater's stage covering, temporary fencing, permanent sound system, permanent seating near the stage, audience lighting and color kinetic kit for the stage canopy for an amount of up to \$1.2 million. An additional \$576,604 was subsequently approved for further enhancements to the Cascades Amphitheater to include electrical upgrades and permanent restrooms bringing the total transfer of funds to \$1,776,604.

In a September 6, 2012 letter to the City, FCPAE sought another extension on the Option Agreement with the City on the Johns Building site as it did not reach the \$5 million performance milestone (Attachment #8). Further, FCPAE acknowledged in the letter that the viability of the performing arts center depends on its inclusion as part of the sales tax extension and requested that the terms of the Option Agreement for the former Johns Building site be modified and linked to the current discussions regarding the extension of the local option sales tax. The letter requested the current option agreement remain in place until the final determination has been made on the projects which would be recommended for the extension of the sales tax. Based on the City Commission's direction at its October 24, 2012 meeting, an amendment was brought back and approved by the City Commission on November 7, 2012 that extended the expiration date of the Option Agreement with the following terms (Attachment #9):

- An extension to September 30, 2013; or
- The date when the Leon County Commission adopts the project list for the sales tax extension proposal, whichever date is earlier; and provided that,
- The City may consider other purchase offers for the for Johns Building property during the term of the agreement. However, FCPAE would be given the right of first refusal to purchase the property before the City would enter into a sales agreement with another party.

Based on the terms of the latest extension approved by the City, FCPAE's Option Agreement for the Johns Building site expired on September 30, 2013. The City may provide FCPAE notice of termination, at its sole discretion, at any time. On October 15, 2013, the President of the FCPAE sent a letter to the County Administrator (Attachment #10) requesting continued support for the FCPAE including the permanent dedication of the one-cent TDT for a future performing arts center. The letter also expressed support for using a portion of the accumulated funds to construct other performing arts projects.

Sales Tax Committee

Since the first open house of the Leon County Sales Tax Committee on April 26, 2012, FCPAE has been very active in advocating support for a performing arts center. FCPAE presented to the Sales Tax Committee on three separate occasions and a project description was developed for the Committee's consideration based on the latest revision to the scope of the facility (Attachment #11). FCPAE requested \$30 million from the proceeds of the sales tax to go toward the anticipated \$50 million construction cost of a 1,700 seat center. \$10 million is still being sought from private donations, corporate sponsorships, and grants and the FCPAE anticipates another \$10 million in public funds from a combination of CRA funds and/or TDT that has accumulated for the proposed performing arts center. The latest document listing FCPAE contributions was received on October 12, 2012. It showed cash contributions of \$248,177, in-kind contributions of \$156,863 and conditional contributions of \$1,138,250 totaling \$1,543,290.

On April 26, 2013, the Committee began prioritizing project proposals and openly discussed their hesitation to support the performing arts center given the lack of broad community support, long-term financial viability, and potential to negatively impact the sales tax extension referendum. At that time, the Committee voted to place it in the Tier 2 category. On June 13, 2013, Committee members again noted their concerns that the public might vote against the sales tax if the performing arts center was one of the projects to be funded by the sales tax proceeds, citing straw polls and conversations throughout the community. At that time, the Committee voted 12-2 to place it in the Tier 3 category (Not Recommended for Funding).

The total anticipated sales tax revenue over 20 years for 'traditional infrastructure projects' is \$491 million (net the up to \$113.4 million [up to 15%] currently set aside for Imagine Tallahassee and the \$151.2 million [20%] set aside to the County and City for project maintenance). The anticipated costs for all of the projects currently designated as Tier 1 and Tier 2 are just over \$719 million which means the Sales Tax Committee must continue to refine its recommendations by approximately \$228 million to fully fund the first two tiers of projects. The Imagine Tallahassee Steering Committee has acknowledged the value of cultural activities for economic development, discussing the possibility of creating a jazz/blues music festival and highlighting cultural and historical venues. To date, there has not been much consideration of a capital improvement project for cultural arts to the order of the \$30 million being sought by FCPAE which would be over 25% of the funds currently set aside for the economic development portion of the sales tax extension. Given the Sales Tax Committee's overwhelming 12-2 vote to not fund the FCPAE proposal citing fears that it could threaten the passage of the sales tax extension, and FCPAE's reliance on sales tax funds for the construction of the performing arts center, it is unlikely to be part of the final recommendations to the Board.

The analysis section of this workshop item provides several opportunities for the repurposing of the unencumbered \$3.86 million in TDT funds, along with future ongoing revenue generated from this bed tax, and the processes for each.

Analysis:

As reflected in the background, the fate of the FCPAE's performing arts center appears imminent given the lack of private fundraising, the inability to garner support from the Sales Tax Committee, and the City's readiness to put the former Johns Building site on the market. Should the Board concur, the City and CRA should be notified of the County's desire to return the current \$3.86 million unencumbered balance to the TDT Trust Fund pursuant to the interlocal agreement. Further, the County should also seek a reimbursement of \$508,425 for the demolition of the Johns Building site since the latest Option Agreement between the City and FCPAE expired on September 30, 2013.

As part of the process to ensure all parties concur with the performing arts center project no longer being pursued as part of the interlocal agreement, the County should request the City and the CRA to formally acknowledge and concur. The interlocal agreement contemplates the possibility of the performing arts center not being constructed and, under said circumstances, returning the accrued funds back to the TDT Trust Fund without the dissolution or renegotiation of the interlocal agreement. It is the position of staff, and the County Attorney's Office, that formal acknowledge by all three parties would suffice in order to return the accrued funds back into the TDT Trust Fund. At that time, the TDT funds be under the sole auspices of the County and could be appropriated in any matter consistent with state law and County policy.

To have an unencumbered balance of TDT funds of this significance is an exceedingly rare, if not unheard of, opportunity for a County government in general, but especially in this economic era. Dozens of organizations with endless needs have formally and informally begun reaching out to Commissioners and staff to calculate the potential use(s) of these funds. Given the initial intent of these funds to build such a prominent venue and the significance of the unencumbered balance relative to our market, an emphasis should be placed on utilizing these funds to enhance economic development through tourism with a project of equal or greater prominence and impact.

Maximizing Tourism Funds

To achieve the goal of maximizing the \$3.86 million, these tourism funds would have to be leveraged with another project and/or partner(s) to be fully realized. One such project still in its infancy is a convention/conference center hotel which is currently being sought by FSU with plans to collocate the College of Business' School of Hospitality. FSU has been exploring this idea since the County and City transferred the ownership and operations of the Donald L. Tucker Civic Center to the University in 2012. Shortly thereafter, President Barron published a prospectus in September 2013 entitled; "A Comprehensive Plan for Job Creation and Student Career Success," which is a seven-point comprehensive plan that articulates, among other things, FSU's increased engagement in local economic development issues (Attachment #12).

In particular, FSU has focused on three local economic development issues:

1. Greater participation in the Economic Development Council, the Greater Tallahassee Chamber of Commerce, Imagine Tallahassee, and the Town & Gown Initiative.
2. Exploring public/private partnership opportunities for business incubators to shepherd startup businesses and technology conceived by students and faculty.
3. Revitalizing the Civic Center and adjacent areas to include an FSU-branded conference hotel with retail and restaurants. The revitalized Civic Center and conference hotel would emphasize connectivity to the Augustus B. Turnbull Center to attract visitors for conferences and complete the pedestrian-friendly "Madison Mile" from the College Town district.

Since taking over the Civic Center, FSU has spent approximately \$2 million on repairs and cosmetic enhancements and hired a consulting firm which provided recommendations for major facility upgrades ranging from \$25 - \$100 million. Over the summer, County staff participated in a visioning session hosted by FSU on the revitalization of the Civic Center and a discussion on the types of activities that could flourish in the area. Since that time, another consultant has been hired to prepare an economic feasibility report and a conceptual master plan for the Civic Center and adjacent properties will soon follow, with participation by both the County and City.

Over the past several months, FSU has sought visitation data through the County's Division of Tourism Development to gauge the local market for the addition of an FSU-branded conference hotel. The Civic Center and O'Connell properties, across the street from the Civic Center with frontage on Gaines and Madison Streets, have been identified as potential development sites for the hotel. After the conceptual master plan is completed, FSU plans to issue an RFP to gauge the market interest for the hotel under a public/private partnership that includes the collocation of the School of Hospitality which is currently located in the University Center. This matter is of particular interest to the County, City, and CRA as it provides an opportunity to enhance the available meeting and convention space in the downtown area, a long-standing and acknowledged concern of each organization.

Today, the downtown area is severely limited in the size of the conference groups that can be accommodated due to the lack of contiguous meeting space for exhibits, meal functions, and/or breakout sessions. Leon County Tourism Development currently has to limit its meetings and conference sales focus to groups of 200 delegates and fewer under one roof.

In recent years, two studies have been conducted confirming the need for additional downtown event space and the associated market potential for attracting additional visitors. At the direction of the TDC, Bonn Marketing, Inc. conducted a survey in June 2010 of 86 executive directors of Tallahassee-based statewide associations to determine their preferences for holding meetings in Tallahassee (Attachment #13). The survey found that Leon County would benefit greatly by having a venue with enough meeting and convention space to accommodate the hundreds of statewide associations based in Tallahassee and to host the conferences of out-of-state organizations to help support local hotels, restaurants, and attractions. For example:

- On average, 450 sleeping rooms were used each night during annual association conferences. That is about 1/3 of the current capacity for downtown Tallahassee and would enable the entire downtown hotel market to benefit from a series major conferences and conventions.

On average, over \$50,000 was spent on food and beverages for annual association conferences.

- 49 association executives indicated that they would consider Tallahassee as a site for their annual conference if there was a convention center hotel that could accommodate their needs.
- 14 association executives would consider Tallahassee for their annual conference every year.
- 31 association executives wanted to hold an annual conference in Tallahassee but could not do so because of their requirements for a full service hotel.
- On average, 450 sleeping rooms were used each night during annual association conferences which is about 1/3 of the current capacity for downtown Tallahassee.
 - The largest room at the Turnbull Center is 5,083 sq. ft. and accommodates 240 attendees for a banquet style meal.
- On average, events required 15,000 sq. ft. of ballroom space plus an average of 5,425 sq. ft. in breakout space.
 - For perspective on the available space in the downtown vicinity, the Four Points by Sheraton offers 7,096 sq. ft. of total meeting across several rooms. The Horizon Ballroom at Hotel Duval is 2,700 sq. ft.

This survey was specific to Tallahassee-based associations and did not take into account other government, corporate, national association or SMERF (social, military, educational, religious and fraternal) market opportunities.

The second study was the Conference Center and Hotel Market and Feasibility Analysis conducted by HVS Convention, Sport & Entertainment Facilities Consulting (HVS) in October 2011 (Attachment #14). The HVS analysis indicated that market conditions support a 300 room conference center hotel, with a 15,000 sq. ft. ballroom and 12,000 sq. ft. of flexible meeting space. In addition to the hotel, the analysis also showed support for a convention center with a 100,000 sq. ft. multipurpose hall and 15,000 sq. ft. of flexible meeting space but it required significant public support for construction and operation needs. County staff maintains that market needs can be addressed with a multipurpose hall well under 100,000 sq. ft. and still attract large conferences that could serve up to 1,000 delegates and dramatically grow economic development through tourism.

The County Administrator met recently with the President of Florida State University on this issue to determine the level of interest in, and feasibility of, exploring this concept further. There was great interest expressed by President Barron given the mutual interests of the development and the early stage of the conceptual planning of the project. As such, should the Board choose to return the \$3.86 million set aside for the performing arts center back into the TDT Trust Fund, there may be an opportunity to leverage these funds and future TDT revenues with the proposed FSU-branded hotel adjacent to the Civic Center in order to garner the desired level of meeting space capable of hosting larger conferences and conventions. If so, staff recommends that the Board authorize the County Administrator to explore this concept with FSU to ensure the desired amount of meeting space is sought through FSU's RFP process, identify the appropriate level of financial support, and other associated terms to be brought back for Board consideration. The County's financial support of conference space with TDT funds must ensure that the facility has the capacity to host events large enough to support nearby existing hotels.

Further, staff recommends extending an invitation to President Barron and his staff for the Board's Annual Retreat scheduled for December 9, 2013 to provide the Board with additional information on FSU's plans to revitalize the Civic Center and develop an adjacent hotel.

Staff strongly believes this represents a rare opportunity for the County to play a significant role with an important community partner(s) to achieve long-sought and long-lasting economic, tourism and revitalization goals with this project. The addition of a large venue to host major conferences and conventions at this site would contribute to the redevelopment of downtown and Gaines Street, increase passenger traffic at the airport, and enhance the regeneration of the TDT to support other investments such as the visitor marketing program and cultural organizations.

Cultural Plan Review and Needs

While the Board has not received the final report from the Cultural Plan Review Committee, staff anticipates a request for County financial support of the revised cultural plan. In order to more formally develop an ongoing partnership with the cultural community, staff is proposing consideration by the Board and the TDC of funding the cultural plan by dedicating a full one-cent of TDT beginning in FY 2015. This proposal has three goals:

1. To provide a mechanism for support of the new cultural plan through the TDT.
2. To build a true partnership with the cultural community that allows for growth in the amount of funding support.
3. To build a stronger partnership with the cultural community that benefits economic development through cultural tourism for Leon County.

The concept is to take the current one-cent dedicated for a performing arts center and utilize this penny to support the revised cultural plan which would include the current financial support provided to COCA. By dedicating one-cent (20%) for arts and culture, Leon County would be dedicating the greatest percentage of its TDT to fund the arts than any other county in Florida. The next four highest Florida counties include: Alachua (17%), St. Johns (15%), Palm Beach (13%), and Sarasota (10%). Based on FY 2014 budget projections, one-cent of TDT generates approximately \$863,300 that would go to support the cultural plan. This would represent an increase of \$358,800 (71%) over the current FY 2014 funding of \$504,500 that goes to COCA for re-granting. The COCA grant program could remain whole and the additional \$358,800 could be invested in other cultural arts needs based on input from the Board, the Cultural Plan Review Committee, and the TDC under the statutory guidelines set forth in section 125.0104, Florida Statutes. An illustration of these recommendations can be found under the *Conclusions and Recommendations* section in Table #3.

One of the ongoing needs of the cultural community that has been articulated through years of interaction with the Board, COCA, TDC, and County staff, has been the need for grant funding to support capital improvements. This may include the expansion of a facility, a roof repair, or other physical needs. Today, TDT funds that are re-granted through COCA are specifically designed to support program needs. The Cultural Review Committee acknowledged this concern in its interim report to the Board on June 18, 2013. On September 3, 2013, Kelly Dozier, on behalf of the Cultural Plan Review Committee, contacted the County Attorney via email to request a legal opinion regarding capital funding for cultural and arts organizations (Attachment #15).

Subsequently, the County Attorney issued an opinion on the types of organizations and facilities that would be eligible under section 125.0104, Florida Statutes (Attachment #16). On October 9, 2013, the County Administrator received a memorandum from the Cultural Plan Review Committee regarding a proposal to establish a program called Matching Grant for Capital Needs of Arts and Cultural Facilities (Attachment #17).

Later that afternoon on October 9th, the City Commission received an update on using portions of the Northwood Center as a potential location for a black box performance center. A volunteer committee was formed in June 2013 and charged with assessing the possibility of converting the Northwood Center into a black box theater. Gilchrist Ross Crowe Architects was commissioned by the City to lead the inspection of Northwood Mall's physical structure and its possible use as a performing arts center. The concept is to reinvent an existing facility into a venue that can cultivate the process, presentation, and the collaborative experiences of arts and technology. Initial plans call for a 55,000 square-foot flexible black box theater designed for 250 seats. The citizens committee intends to have a final written proposal prepared by the end of this calendar year.

The level of financial support from public funds is not yet clear however; this proposal would not fall under the terms and obligations of the interlocal agreement between the County, City, and CRA to support the construction and operation of a performing arts center(s). The interlocal agreement specifically requires that the performing arts center(s) be constructed within the downtown district of the CRA. Further, the spirit of the interlocal agreement was to build a facility on a scale that would generate visitation. The black box performance center is being described as small multipurpose community venue with a variety of features. While the Board is under no obligation to fund proposed black box theater under the current interlocal agreement, a competitive opportunity for capital funding would be available should the Board adopt the staff recommendation to dedicate a full one-cent of the TDT to cultural arts and utilize a portion of those funds for capital improvement needs.

The County does have a track record in supporting capital improvements with TDT funds, but lacks a structured program and dedicated revenue stream to support such requests. Instead, previous improvement projects have been funded on a case-by-case basis such as the Riley House Museum, the Goodwood Carriage House Conference Center, the relocation and rebuilding of the Red Hills Horse Trials course, and the County-owned Apalachee Regional Park. Should the Board reallocate the one-cent currently dedicated for the performing arts center to cultural and art needs, staff would recommend engaging the TDC to bring back recommendations in conjunction with the Cultural Review Planning Committee's final report to include:

1. The current funding levels for COCA.
2. The creation of a capital grant program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
3. Additional arts and culture investment opportunities available with TDT funds to enhance visitation.

Conclusion and Recommendations

To ensure that all parties concur with the performing arts center project no longer being pursued as part of the interlocal agreement, the County should request the City and the CRA to formally acknowledge and concur. The interlocal agreement contemplates the possibility of the performing arts center not being constructed and, under said circumstances, returning the accrued funds back to the TDT Trust Fund without the dissolution or renegotiation of the interlocal agreement. It is the position of staff, and the County Attorney's Office, that formal acknowledgment by all three parties would suffice in order to return the accrued funds back into the TDT Trust Fund. At that time, the TDT funds be under the sole auspices of the County and could be appropriated in any matter consistent with state law and County policy.

To maximize the existing balance of TDT revenue previously set aside for a performing arts center, staff recommends the County work closely with FSU to explore leveraging the unencumbered TDT funds to ensure that the desired amount of meeting space is sought through FSU's RFP process for a conference hotel that will enhance visitation and economic development. To further explore the partnership opportunities, staff recommends the County Administrator extend an invitation, on behalf of the Board, to President Barron for the Board's Annual Retreat scheduled for December 9, 2013 to provide additional information on the revitalization plans for the Civic Center and the development of an adjacent FSU-branded conference hotel.

With regard to the recurring one penny of TDT, it is recommended that an additional \$358,800 be allocated toward cultural funding (i.e. COCA granting, cultural capital grant program) to elevate the County's financial support of cultural organizations. This additional \$358,800 would represent a 71% increase in TDT funding for cultural arts from the current FY 14 County budget and 20% of the overall TDT revenues, more than any other county in the State of Florida. To address the proposed cultural capital grant program, it is recommended that the TDC bring back recommendations to the Board on the utilization of a full cent dedicated to arts and culture in conjunction with the Cultural Review Planning Committee's final report. Table #1 is provided again to compare with Table #3, which illustrates the proposed FY 15 TDT allocations as recommended herein by staff. For illustrative and consistency purposes, the TDT revenue per penny is assumed to be the same as FY 14.

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Table #1: FY 2014 TDT Allocations (from page #4)

TDT Funding Recipient	Allocation by Ordinance (Cent)	Current Funding Level (\$)	% of Total Annual Revenue
Downtown Performing Arts Center (<i>per Interlocal Agreement</i>)	1	\$863,300	20%
Tourism Development Division -Marketing & Public Relations -COCA Re-granting*	4	\$3,453,000	80%
Total	5	\$4,316,300	100%

*COCA received \$504,500 of TDT in FY 2014 as part of the County budget process. The \$504,500 for COCA is re-granted to various cultural institutions and organizations in Leon County. Additionally, the County provides COCA \$150,000 in general revenue support for administrative purposes. The TDT funds are not dedicated by Ordinance under the Tourism Development Plan, but are allocated as part of the annual budget development process; whereas the FCPAE funding is dedicated in the Tourism Plan.

Table #3: Proposed FY 15 TDT Allocations

Proposed TDT Funding Recipient	Allocation by Ordinance (Cent)	Proposed FY 15 Funding Level	% of Total Annual Revenue
Arts & Culture -COCA Re-granting -Capital Improvement Grants	1	\$863,300	20%
Tourism Development Division -Marketing & Public Relations -Conference/Convention Space*	4	\$3,453,000	80%
Total	5	\$4,316,300	100%

*Any commitment of a portion of future TDT revenues for conference/convention space would be brought back to the Board at a future date.

And finally, the remaining balance of the one penny currently allocated towards a performing arts center would be available for either additional support for the convention center/conference space and/or additional marketing and public relations for the County's tourism program. This determination would be made by the Board, and in consultation with the TDC, at the appropriate time after additional work with FSU has occurred.

Options:

1. Authorize the County Administrator, to take steps necessary to return the \$3.86 million unencumbered balance set aside for the downtown performing arts center back into the Tourist Development Tax Trust Fund including:
 - a. Issue a notification letter to the City of the Tallahassee, the Community Redevelopment Agency, and the Tourist Development Council summarizing the Board's direction and request the City and Community Redevelopment Agency to formally acknowledge and concur with this action as it relates to the Interlocal Agreement.
 - b. Request that the Board's actions taken at this workshop be placed on the January 23, 2014 Community Redevelopment Agency agenda for discussion to include the \$508,425 reimbursement to the County for the demolition and clearing of the Johns Building site.
 - c. Schedule a Public Hearing to modify the Tourist Development Plan in accordance with the Board's direction.
2. Authorize the County Administrator to explore leveraging the unencumbered Tourist Development Tax funds to ensure the desired amount of meeting space is sought through Florida State University's Request for Proposals process for a conference hotel that will enhance visitation and economic development.
3. Authorize the County Administrator to extend an invitation to Florida State University President Barron for the Board's Annual Retreat scheduled for December 9, 2013 to provide additional information on the revitalization plans for the Civic Center and the development of an adjacent Florida State University-branded conference hotel.
4. Direct the Leon County Tourist Development Council to bring back recommendations to the Board on the utilization of a full cent dedicated to arts and culture in conjunction with the Cultural Review Planning Committee's final report to include:
 - a. The current funding levels for the Council on Cultural Arts.
 - b. The creation of a capital grant program for cultural institutions, with the associated application process and guidelines, allowable under section 125.0104, Florida Statutes.
 - c. Additional arts and culture investment opportunities available with Tourist Development Tax funds to enhance visitation.
5. Board direction.

Recommendation:

Options #1a-c, #2, #3, and #4a-c.

Attachments:

1. July 8, 2013 Budget Discussion Item on TDT Allocation
2. Leon County Ordinance 2013-03 and Tourist Development Plan, February 12, 2013
3. Interlocal Agreement with the City of Tallahassee and CRA, June 23, 2004
4. First Amendment to the Interlocal Agreement with the City and CRA, October 4, 2007
5. Option Agreement between the City and FCPAE regarding the Johns Building site, July 22, 2008
6. Letter from FCPAE, October 10, 2011
7. Ratification of November 15, 2011 Workshop
8. Letter from FCPAE to Deputy City Manager, September 6, 2012
9. Amendment to Option Agreement for the Johns Building site and the City Commission minutes for November 7, 2012
10. Letter to County Administrator from FCPAE President, October 15, 2013
11. Performing Arts Proposal to Sales Tax Committee, March 14, 2013
12. FSU Prospectus – “A Comprehensive Plan for Job Creation and Student Career Success,” September 2013
13. Association Study Executive Summary by Bonn Marketing Inc., June 2010
14. CRA agenda item and presentation by HVS on the Conference Center and Hotel Market and Feasibility Analysis, October 2011
15. Email from Kelly Dozier to the County Attorney on September 3, 2013
16. County Attorney memorandum on eligible uses of TDT funds, September 6, 2013
17. Memorandum from the Cultural Plan Review Committee on a Capital Grant Program, October 9, 2013

VSL/KM/ld

INTERLOCAL AGREEMENT AMONG THE CITY OF TALLAHASSEE, LEON COUNTY, AND THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF TALLAHASSEE REGARDING THE CREATION AND OPERATIONS OF THE DOWNTOWN DISTRICT COMMUNITY REDEVELOPMENT AREA AND THE EXPANSION OF ANY COMMUNITY REDEVELOPMENT AREA

This Interlocal Agreement ("Agreement") is made and entered into as of this 23rd day of June, 2004, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), the City of Tallahassee, Florida, a municipal corporation created and existing under the laws of the state of Florida (the "City"), and the Community Redevelopment Agency of the City of Tallahassee, a body politic and entity created, existing and operating under Part III of Chapter 163, Florida Statutes (the "Agency").

RECITALS

WHEREAS, under the authority of Part III of Chapter 163, Florida Statutes (the "Act"), the City has previously created the Agency, which has the authority under the Act to plan, coordinate, and cause the redevelopment of areas of the City determined under the Act to be "slum or blighted areas"; and,

WHEREAS, the Agency is currently implementing a "community development plan" for a "community redevelopment area" (as those terms are defined in the Act) known as the "Downtown District Community Redevelopment Area" (the "District"), and the City may, from time to time, seek to declare other additional areas to be "slum" or "blighted" areas and to cause the Agency similarly to implement such "community redevelopment plans" within those "community redevelopment areas" to address the identified conditions of "slum" or "blight" in those areas; and,

WHEREAS, the County is of the belief and position that neither the City, nor the Agency may legally create or designate any new "community redevelopment area", or expand the boundaries of any existing "community redevelopment area" or exercise any powers within a new or expanded "community redevelopment area", without first obtaining from the County the specific delegation of powers enumerated in the Act or otherwise the County's consent thereto; and,

WHEREAS, the City and the Agency are of the belief and position that the City has the power and authority to create and designate any new "community redevelopment area", or expand the boundaries of an existing "Community Redevelopment Area" and exercise those powers enumerated in the Act, within the new "community redevelopment area" without first obtaining from the County any approval, delegation of powers, or consent; and,

WHEREAS, the County and City engaged in the procedures enumerated in the Intergovernmental Conflict Resolution Act, Chapter 164, Florida Statutes, in an effort to resolve their differences concerning the District; however, both parties reached an impasse, and subsequently on March 5, 2004, the County filed a Complaint against the City, challenging the creation of the District; and,

WHEREAS, the parties to this Agreement agree that the conflict between them is better resolved through negotiation and agreement rather than by litigation; and,

WHEREAS, the parties to this Agreement agree that should either party breach this Agreement or should the Agreement be terminated pursuant to Section 10 of the Agreement, that both parties specifically reserve the right to put forth their legal arguments previously articulated, and nothing herein shall be deemed to be a waiver thereof; and

WHEREAS, the parties to this Agreement agree that the establishment of a Community Redevelopment Agency and Tax Increment Financing are effective tools for the redevelopment of slum or blighted areas of the City; and

WHEREAS, the parties to this Agreement agree that it is the intent of both the City and the County that properties acquired by the Agency for the purpose of redeveloping slum or blighted areas of the District, with the exception of those intended to be maintained in public ownership, be placed back on the tax rolls as quickly and as expeditiously as possible and consistent with the approved redevelopment plan; and

WHEREAS, the County, the City and the Agency (hereinafter collectively referred to as the "parties") desire to enter into an Agreement of understanding to delineate their areas of responsibility with respect to the redevelopment of the District and the Agency's obligations and responsibilities to each taxing authority; and

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual covenants and promises hereinafter set forth, the parties do hereby agree as follows:

Section 1. Authority

This Interlocal Agreement is entered into pursuant to the powers and authority granted to the parties under the Constitution and the laws of the State of Florida, including expressly but not limited to the authority of Section 163.01, Florida Statutes, and the Act.

Section 2. Definitions

Unless otherwise defined herein, the following words and phrases shall have the following meanings:

- a. "Agency" means the Community Redevelopment Agency, or its successor, a public body corporate and politic.

- b. **“Act”** means Part III of Chapter 163 of Florida Statutes (2003).
- c. **“Agreement”** means this document and other terms and conditions which are included and the exhibits and documents that are expressly incorporated herein by reference.
- d. **“City”** means the City of Tallahassee, a Municipal Corporation under the laws of the State of Florida.
- e. **“Community Redevelopment Area”** means a slum area, and blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment.
- f. **“County”** means Leon County, Florida, a Political Subdivision of the State of Florida, a Charter County.
- g. **“Downtown Community Redevelopment Plan”** or **“Plan”** means the plan adopted by the City Commission on June 23, 2004, (attached hereto as Exhibit B) for redevelopment of the District, and any amendments or revisions to such plan as the City Commission may from time to time approve in compliance with and subject to the limitations of this Agreement.
- h. **“Downtown District Community Redevelopment Area”** or **“District”** means the area located within the corporate limits of the City and found and determined by the City Commission in Resolution No. 02-R-43, adopted on September 11, 2002, to be a slum and blighted area (as the term is defined in the Act), a copy of which Resolution is attached hereto as Exhibit A.
- i. **“Effective Date”** means the date upon which the last party to this Agreement has fully executed same in accordance with the formalities imposed upon such entity required by Florida Law.
- j. **“Increment Revenue”** means the amount calculated pursuant to Section 163.387(1), Florida Statutes.
- k. **“Project”** means land sales, purchases, proposals, programs, development agreements, and public and private construction related to redevelopment in the District, unless specifically prohibited by the terms of this Agreement, which are projected to exceed \$500,000, or the portion thereof

funded by the Downtown District Community Redevelopment Area Trust Fund ("Trust Fund"), is expected to exceed \$500,000. For purposes of calculating the threshold amount of \$500,000, only direct monetary expenditures on a Project from the Trust Fund, shall be included.

Section 3. Term of Downtown District Community Redevelopment Area and Agreement:

- a. The term of the District for purposes of completing all Projects contemplated hereunder shall be no later than thirty-five (35) years from the Effective Date of this Agreement. The City reserves the right to reduce the term of the District to less than 35 years as provided for in this Agreement, provided that all indebtedness, in whatever form agreed to, and other contractual obligations involving County funds have been fully satisfied. The City shall notify the County of such intent to terminate the District at least 180 days prior to such termination in accord with Section 13 (e) of this Agreement. During the term of the District, the County method of investment in any redevelopment activities proposed by the Agency within the boundaries of the District shall be subject to the terms and conditions of this Agreement and any amendments hereto.
- b. The term of this Agreement shall commence upon the Effective Date, and shall end upon dissolution of the District, however, in no event to exceed thirty-five (35) years from the Effective Date, unless earlier terminated pursuant to Section 9 of this Agreement.
- c. This Agreement is non-terminable and non-cancelable during its term, and any amendments thereto, except as provided in Section 9 herein.

Section 4. Community Redevelopment Area.

The parties recognize the validity of the existing Downtown District Community Redevelopment Areas created pursuant to City Resolution No. 02-R-43 adopted September 11, 2002. Any attempt to modify the boundaries of this District, as set forth and delineated in said Resolution, other than by dissolution of such District, shall require the prior written approval of the County. Further, the creation of a Community Redevelopment Agency or Community Redevelopment Area or any boundary adjustments to any existing or newly created Community Redevelopment Area, occurring after the effective date of this Agreement, shall also require the prior written approval of the County.

Section 5. Downtown District Community Redevelopment Area.

The County delegates to the City those powers contained in the Act for the District, and all parties agree to the following conditions:

- a. The District shall have duration of no more than thirty-five (35) years from the Effective Date of this Agreement. However, annual Increment Revenue, if necessary to meet the respective obligations set forth in

Section 6(c) hereof or to secure debt issued to meet such obligation, shall be collected for a period of no more than thirty (30) years from the date upon which the District was created by the City.

- b. The membership of the Agency shall consist solely of the membership of the City Commission, who shall act as its governing body and who shall have all those powers enumerated under the Act, unless otherwise conferred or delegated hereunder. In addition thereto, the County shall appoint two (2) ex officio members to the CRA, who each shall have a two-year term.
- c. There is hereby created a Project Review Committee for the District, which shall be comprised of four members, two of whom shall be City Commissioners and two of whom shall be County Commissioners, who shall each have a two-year term. The Agency shall not remove or otherwise diminish the authority conferred upon the Project Review Committee established herein. All decisions made by the Project Review Committee shall be made by a majority vote. In the event of a tie vote on any matter, such matter shall be referred to both the County Administrator and City Manager who shall jointly be required to propose a "Resolution" to the Project Review Committee. The Project Review Committee shall then be reconvened for purposes of consideration of the "Resolution" to said matter. Should the Project Review Committee not adopt the "Resolution," an impasse shall be declared. In the event that an impasse occurs, the Agency shall have the right, in its sole discretion, to withdraw that Project from further consideration.
- d. The Agency confers upon the Project Review Committee all those powers necessary and convenient to carry out and effectuate the specific purposes and provisions of this Agreement which relate to the Project Review Committee. The Project Review Committee shall be required to review and approve or reject all Projects, which are authorized by the Agency for funding from the Trust Fund at both the conceptual stage and at the acquisition, sale and/or construction stage, as the case may be. Every Project shall be reviewed by the Project Review Committee and be subject to their approval. The Project Review Committee shall be required to review and approve or reject all Requests for Proposals and Bids responsive thereto related to any Project, but shall not be responsible for the award and administration of such contract or agreement resulting from such procurement efforts. Final scope of such Projects shall also be subject to review and approval or rejection by the Project Review Committee.
- e. Oversight Review Board. There is hereby created an Oversight Review Board, which shall be comprised of five members consisting of the Mayor of the City of Tallahassee, the Chairman of the Leon County Board of County Commissioners, the Leon County Property Appraiser, the

Superintendent of the Leon County Schools, and the Leon County Clerk of the Court. The Oversight Review Board shall be convened solely to address matters upon which the Project Review Committee reaches an impasse. The decision of the Oversight Review Board shall be final and binding upon the Project Review Committee and all Parties. In the event that the Oversight Review Board is unable to resolve a matter by majority vote, referred to it by the Project Review Committee, an impasse shall be declared and the matter shall be resolved in accordance with Section 10, Dispute Resolution.

Section 6. Financial Provisions

- a. **Tourist Development Tax.** The County agrees to impose an additional one-cent tourist development tax on a County-wide basis, as set forth in Section 125.0104(3)(l), Florida Statutes (2003). The proceeds of one cent of the tax imposed pursuant to Section 125.0104(3)(c) and (d), Florida Statutes (2003) which is required to be remitted to the County Tourist Development Trust Fund, in accordance with Section 125.0104(3)(i), Florida Statutes (2003), shall be dedicated exclusively for costs associated with a Performing Arts Center(s) to be located in the Downtown District Community Redevelopment Area. The Performing Arts Center project(s) shall be specifically subject to the review and approval or rejection of the Project Review Committee. Upon the request of the Agency, the County shall authorize, approve, and execute such documents as are necessary to authorize and permit the Agency to issue debt and pledge the above referenced proceeds for the repayment of that debt including the payment of debt service and costs of issuance. Any portion of the Tourist Development Tax not needed for the payment of debt service, construction and/or operational costs for the Performing Arts Center(s), shall at the option of the Agency and upon approval of the Project Review Committee be returned to the Leon County Tourist Development Trust Fund, for use for the purposes thereof.
- b. **Gaines Street Reconstruction Project.** The County agrees to contribute \$10.7 million, to be derived from its share of sales tax extension revenues as identified in Leon County Ordinance 00-35, to be used exclusively for the Gaines Street Reconstruction project as set forth in Leon County Resolution 00-30, dated June 1, 2000, as amended by Leon County Resolution No. R.03-63, dated September 23, 2003, provided the City contributes a minimum of \$17 million, derived from its share of sales tax extension revenues, to be used for the Gaines Street Reconstruction project, as identified herein, and the east/west pairing reconstruction project associated with the Gaines Street Reconstruction project and associated land acquisition and transportation related improvements in connection therewith. The County shall remit the subject funds to the City not later than 180 days from receipt of written notice from the City that the City funds have been contributed and the County funds are needed for the project. The subject funds shall be deposited into a City Project Work

Order for the project and the responsibility for design, construction and operation of the project shall be strictly that of the City.

- c. Joint Funding of Downtown District Community Redevelopment Area Trust Fund. The County agrees to pay \$15,000,000 and the City agrees to pay \$13,000,000 by September 30, 2005, to the Trust Fund. In no event shall funds from Sales Tax, Municipal Service Taxing Unit or utility service revenues be used to make these contributions. If these payments are made prior to September 30, 2005, then the entity making the payment will be relieved from any future Increment Revenue payments required to be made to the District.

Based on the need for the funding of Projects approved by the Project Review Committee, and other permitted uses of Trust Fund monies, the Agency, shall make written demand on the City and County for payment into the Trust Fund of all or a portion of the outstanding balance owed, which may be due after September 30, 2005. Any such partial payment shall be in the respective percentages of the total obligation set forth above. Such payment shall be made, with accrued interest, within 180 days of Notice by the Agency.

In the event the Agency does not demand payment as described above of the full agreed upon amount prior to September 30, 2005, interest on the outstanding balance will be paid into the Trust Fund on October 1 of each year in which payment is deferred, accruing at 4.50 % or the annual Consumer Price Index ("CPI") rate in effect on October 1 of each year, whichever is greater. "CPI" means the Consumer Price Index for All Urban Consumers (CPI-U) for the U.S. City Average for All Items, 1982-84-100 (unadjusted), as published monthly by the Bureau of Labor Statistics, United States Department of Labor.

Until the principal and all accrued interest, if any, of the agreed amounts are paid (County - \$15,000,000; City - \$13,000,000), the City and the County agree to pay annually the Increment Revenue to the Trust Fund. The Agency will remit to the account designated by the County the increment amount attributed to the EMS Municipal Services Taxing Unit and the Indigent Health Care Municipal Services Taxing Unit collected within the District. Such remittance will be made within ten (10) calendar days of receipt of payment by the Agency. The remaining amount contributed by each entity will be applied to the outstanding balance owed by that entity, including interest owed as described above.

If either the City or the County desire to finance its required contribution or any portion thereof through the issuance of debt secured by Increment Revenue collected within the District, the Agency agrees upon the request of such party to authorize, approve, and execute such documents as are necessary to authorize and permit that Party to issue debt and pledge the

Increment Revenue for the repayment of that debt, including the payment of debt service and cost of issuance.

Once the total amount owed is paid off by either Party, that Party shall be fully relieved of any obligation to remit Increment Revenue to the Agency or District Trust Fund.

- d. Trust funds shall not be used to provide direct lease subsidies within the District. Trust funds shall not be used to provide indirect lease subsidies unless they are specifically approved by the Project Review Committee. A lease subsidy is defined as any payment from the Trust Fund, through the Agency, to either a property owner or a tenant for the express purpose of reducing the tenant's lease costs. The requirement of inclusion of retail or commercial space in a given Project shall not constitute a lease subsidy.
- e. Funds and other assets received by the Agency unrelated to the District or through grants, gifts, donations, or in any other manner accruing to the District, including Increment Revenue contributed by the City in excess of its required obligation under Section 6(c) hereof and Increment Revenue from the Downtown Improvement Authority, except as described below, shall remain the assets and/or funds of the Agency and shall not be in any way subject to the provisions of this Agreement. Funds and other assets received by the Agency from the sale or lease of Projects financed by the Agency within the District shall remain subject to the provisions hereof for the entire Term of this Agreement
- f. In the event of any subsequent refinancing of debt secured by Increment Revenue or Tourist Development Tax revenue issued pursuant to this Agreement, any debt service savings shall accrue to the benefit of the Trust Fund.
- g. As a result of the provisions of this Agreement, subject to the provisions of Section 6(c) hereof, the County is hereby relieved of its obligation under the Act to deposit Increment Revenue or any other funds into the Community Redevelopment Downtown District Trust Fund, and the City and the Agency shall be deemed to have waived their rights under the Act to require the County to make such payments.

Section 7. Records and Reporting. For Projects within the Downtown District Community Redevelopment Area. The Agency shall:

- a. Maintain books, records, documents, and other evidence according to generally accepted governmental accounting principles, procedures and practices, which sufficiently and properly reflect all costs and expenditures of any nature, incurred by the City and/or Agency in connection with the Projects or otherwise paid or to be paid from either Incremental Revenues or the proceeds of increment obligations, or paid from revenues derived from the Tourist Development Tax or revenues otherwise contributed by

the County to the District, and said books, records, documents and other instruments shall be retained by the City and the Agency for a period of three full years after termination of this Agreement. However, notwithstanding the above, construction records, documents, and reports shall be retained by the City and the Agency for a period of five full years after completion of any such Project, unless said records, documents, and reports are required to be maintained pursuant to federal income tax regulations for arbitrage rebate calculation purposes, upon which said records, documents, and reports shall be retained for a period of three years after termination of this Agreement; and

- b. Provide to the Project Review Committee, within 45 days after March 31 and September 30 of each year, a report which shall contain a narrative description of the work completed on any Projects according to the project schedule, a description of any change orders then pending or executed, and a budgetary summary detailing planned expenditures and actual expenditures; and
- c. Provide the County and the City upon completion of construction of any Project with a certification to the County from a professional engineer licensed to practice in the State of Florida, that the improvements have been completed according to the plans and specifications approved for such Project; and
- d. Within 120 days after the end of each fiscal year, provide the Project Review Committee a report for the preceding fiscal year itemizing all expenditures made by the City and/or Agency from proceeds of Increment Revenue, increment obligations, Tourist Development Tax proceeds, and/or other County contribution to the Trust Fund, setting forth all interest earnings from the investment of proceeds of Increment Revenue, increment obligations, Tourist Development Tax proceeds, and/or County revenue contributions, and calculating the balance of any unexpended proceeds.

Section 8. Audit.

- a. The County shall have the right from time to time at its sole expense to audit the compliance by the City and the Agency with the terms, conditions, obligations, limitations, restrictions and requirements of this Agreement, and such right shall extend for a period of three (3) years after termination of this Agreement. However, notwithstanding the above, the right to audit from time to time for compliance by the City and the Agency with the terms, conditions, obligations, limitations, restrictions and requirements of this Agreement as it relates to construction of Projects shall extend for a period of five (5) years after the completion of the Projects.
- b. The County shall have full access, for inspection, review, and audit purposes, to all items referred to in the preceding paragraph.

- c. The City and the Agency shall insure that all aforementioned recordkeeping, reporting, and audit requirements are included in any contracts and subcontracts entered into by the City and/or Agency with any party for the construction, purchase, sale or lease related to a Project authorized in this Agreement.
- d. During the term of this Agreement, or any amended term of this Agreement, the City and the Agency shall provide to the County an annual report as required by Sections 163.387(8) and 163.356(3), Florida Statutes. The City and the Agency shall include a comparison of plan goals, objectives, and policies to annual program accomplishments and an analysis comparing current tax base to the base year, in addition to the statutorily required financial statements.
- e. During the term of this Agreement, or any amended term of this Agreement, the City and the Agency shall provide a report to the County on an annual basis, as required by Section 163.356(3)(c), Florida Statutes, to effectively demonstrate accountability for the resources and activity. The activity report shall be provided in a format approved by the County, City and Agency, and must include both expenditures for the current fiscal year and cumulative financial information for each individual project or activity undertaken pursuant to the Community Redevelopment Area Plan. Specific details of the reporting shall be part of the terms and conditions of any amendments to this Agreement.

Section 9. Termination.

- a. If any Party fails to comply with any terms or conditions of this Agreement or default in any of its obligations under this Agreement, and shall fail within thirty (30) calendar days after written notice to the non-compliant party to correct such default or non-compliance, the non-defaulting party, at its option may forthwith terminate this Agreement.
- b. In the event that either the City or the Agency removes or otherwise diminishes any delegated authority under this Agreement, as identified under Section 5, or otherwise defaults in any of its obligations under this Agreement, the County, at its sole option, may forthwith terminate this Agreement, and the City or the Agency, jointly and severally shall be liable to County for all funds paid pursuant to the provisions of this Agreement by the County to the Trust Fund or to any other fund or entity, or otherwise owed or pledged thereto, for the purposes of and retroactive to the effective date of this Agreement. In the event that the County defaults in any of its obligations under this Agreement, the City and Agency shall have all rights and privileges under Chapter 163, Florida Statutes, and the County shall be liable to the Agency for all Increment Revenue otherwise due to the Agency since the date of this Agreement, notwithstanding the limitations set forth in this Agreement.

- c. The grounds for termination and the remedy set forth in this Section are intended to be cumulative with those set forth in other paragraphs in this Agreement, as well as those otherwise available to the parties at law or at equity.

Section 10. Dispute Resolution.

- a. The parties shall attempt to resolve any disputes that arise under this Agreement in good faith and in accordance with this Paragraph. The provision of the “Florida Governmental Conflict Resolution Act” shall not apply to disputes under this Agreement, as an alternative dispute resolution process is hereby set forth in this Section 10. The aggrieved party shall give written notice to the other party, in the manner set forth in Section 13.e., setting forth the nature of the dispute, date of occurrence (if known), and proposed resolution, hereinafter referred to as the “Dispute Notice.”
- b. Should the parties be unable to reconcile any dispute, the appropriate Agency, City and County personnel shall meet at the earliest opportunity, but in any event within ten (10) days from the date that the Dispute Notice is received, to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of both, they shall report their decision, in writing, to the City Manager and County Administrator. If they are unable to reconcile their dispute, they shall report their impasse to the City Manager and the County Administrator who shall then convene a meeting of the City Manager and County Administrator at their earliest opportunity, but in any event within 20 days following receipt of a Dispute Notice, to attempt to reconcile the dispute.
- c. If a dispute is not resolved by the foregoing steps within thirty (30) days after receipt of the Dispute Notice, unless such time is extended by mutual agreement of the parties, then either party may require the dispute to be submitted to mediation by delivering written notice thereof (the “Mediation Notice”) to the other party. The mediator shall meet the qualifications set forth in Rule 10.010(c), Florida Rules for Mediators, and shall be selected by the parties within 10 days following receipt of the Mediation Notice. If agreement on a mediator cannot be reached in that 10-day period, then either party can request that a mediator be selected by an independent conflict resolution organization, and such selection shall be binding on the parties. The costs of the mediator shall be borne equally by the parties.
- d. If an amicable resolution of a dispute has not been reached within 60 calendar days following selection of the mediator, or by such later date as may be mutually agreed upon by the parties, then such dispute may be referred to binding arbitration by either party. Such arbitration shall be

conducted in accordance with the Florida Arbitration Code (Chapter 682, Florida Statutes).

1. Such arbitration shall be initiated by delivery, from one party (the "Claimant") to the other (the "Respondent"), or a written demand therefore containing a statement of the nature of the dispute and the amount, if any, involved. The Respondent, within ten (10) days following its receipt of such demand, shall deliver an answering statement to the Claimant. After the delivery of such statements, either party may make new or different claims by providing the other with written notice thereof specifying the nature of such claims and the amount, if any, involved.

2. Within ten (10) days following the delivery of such demand, each party shall select an arbitrator and shall deliver written notice of that selection to the other. If either party fails to select an arbitrator within such time, the other party may make application to the court for such appointment in accordance with the Florida Arbitration Code. Within ten (10) days following delivery of the last of such written notices, the two arbitrators so selected shall confer and shall select a third arbitrator. Each of the arbitrators so appointed shall have experience in local government issues relating to Community Redevelopment Agencies.

3. The arbitration hearing shall be commenced in Leon County, Florida within sixty (60) days following selection of the third arbitrator. Except as may be specifically provided herein, the arbitration shall be conducted in accordance with Rules R-23 – R-48 of the Commercial Arbitration Rules of the American Arbitration Association.

Section 11. Procedure for the Creation of New Community Redevelopment Agencies or the Expansion of Existing Community Redevelopment Agencies.

The City and County agree either Party may only propose new Community Redevelopment Areas in areas within the City limits or boundary adjustments to existing Community Redevelopment Areas, subject to the provisions of this Section. Should either the City or County propose a new Community Redevelopment Area, or a boundary adjustment to an existing Community Redevelopment Area, it shall be required to first receive the prior written approval of the other Party. The City and the County agree to negotiate the boundaries, the duration of future Community Redevelopment Areas and such Increment Revenue in good faith.

Section 12. Charter Amendments

The City and County pledge that neither the City nor the County shall initiate any charter amendment to either the City or County Charter during calendar year 2004 which

in any way concern, effect or otherwise impact the budgetary or operational matters of either entity.

Section 13. General Provisions.

- a. Assignment. The parties shall not assign any portion of this Agreement without written consent first obtained from the other parties and any assignment made contrary to the provisions of this Paragraph may be deemed a default of the Agreement and, at the option of the other parties, shall not convey any rights to the assignee.
- b. Compliance with Applicable Law. In providing services and otherwise carrying out its obligations under this Agreement, the parties shall comply with Applicable Law. Such compliance shall include obtaining any and all federal, state, or local permits or licenses required to perform its obligations under this Agreement.
- c. Independent Contractor. Nothing in this Agreement shall be construed to create a relationship or employer and employee or principal and agent, partnership, joint venture, or any other relationship other than that of independent parties contracting with each other solely for the purpose of carrying out the provision of the Agreement. Nothing in the Agreement shall create any right or remedies in any third party, it being solely for the benefit of the County, the City and the Agency.
- d. Non-waiver. Failure to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions, or acts; but the same shall be and remain at all times in full force and effect.
- e. Notice. If written notice to a party is required under this Agreement, such notice shall be given by hand delivery, recognized overnight delivery service, or by first class mail, registered and return receipt requested, to the County as follows:

County Administrator
Leon County Courthouse
301 South Monroe Street
Tallahassee, Florida 32301

and to the City as follows:

City Manager
City Hall

300 S. Adams Street, Box A-21
Tallahassee, Florida 32301

and to the Agency as follows:

Executive Director
City Hall
300 S. Adams Street
Tallahassee, Florida 32301

- f. Force Majeure. A party's timely performance of its obligations under this Agreement, only to the extent it is specifically affected thereby, shall be suspended, without forfeiture of any performance bond or the incurring of any financial liability, when and only for as long as performance of such obligations is prevented by reason of any of the following cases: (i) acts of God, including without limitation severe weather events, (ii) operation of law, and (iii) any other event beyond the reasonable control of the party whose performance is affected, to the extent not caused by such party's willful or negligent acts or omissions, except in those cases where that party could have reasonably foreseen and reasonably avoided the occurrence. The party affected by any such event shall give written notice thereof to the other party as soon as practicable after it becomes aware of such an event and, to the extent practicable, shall specify the anticipated length of the delay. The affected party shall use reasonable efforts to minimize the impact of that delay on that party's performance. Neither party shall be liable to the other for damages caused by such events. This provision shall not apply to obligations to make payments under Paragraph 6 of this Agreement.
- g. Choice of Law, Venue, and Severability. This Agreement shall be construed and interpreted in accordance with Florida Law. Venue for any action brought in relation to this Agreement shall be placed in a court of competent jurisdiction in Leon County, Florida. If any provision of this Agreement is subsequently held invalid, the remaining provisions shall continue in effect.
- h. Indemnification. To the extent permitted by law, each party agrees to indemnify, defend and hold harmless the other party, its officials, officers, and employees, from and against all liabilities, damages, costs and expenses, including but not limited to a reasonable attorney's fee, to the extent that same are caused by the negligent or wrongful acts or omissions of the indemnifying party, or its officials, officers, or employees, in the performance of this Agreement. The liability of each party, as set forth in this Paragraph, is intended to be consistent with limitations of Florida law,

including the State's waiver of sovereign immunity pursuant to Section 768.28, Florida Statutes. No obligations imposed by this Paragraph shall be deemed to alter said waiver or to extend the liability of a party beyond such limits, nor shall any such obligation be deemed or construed as a waiver of any defense of sovereign immunity to which the indemnifying party may be entitled.

- i. Amendment. Neither this Agreement nor any portion of it may be modified or waived orally. The provisions hereof may be amended or waived only pursuant to an instrument in writing, approved by the City Commission, the Governing Board of the Agency, and the County's Board of County Commissioners, and jointly executed by the parties hereto. This Agreement shall be enforced and be binding upon, and inure to the benefits of, the parties hereto and their respective successors and assigns, if any. Any party to this Agreement shall have the right, but not obligation, to waive any right or rights, limitation or limitations, or condition or conditions herein reserved or intended for the benefit of such party without being deemed to have waived other rights, limitations, or conditions. However, any such waiver shall be valid only if expressly granted in writing as described above.
- j. Third Party Beneficiary. This Agreement is solely for the benefit of the County, the City, and the Agency, and no right or cause of action shall accrue upon or by reason hereof, to or for the benefit of any third party. Nothing in this Agreement, either express or implied is intended or shall be construed to confer upon or give any person, corporation, or governmental entity or agency, other than the parties hereto, any right, remedy, or claim under or by reason of this Agreement or any provisions or conditions hereof.
- k. Severability. The provisions of this Agreement are declared by the parties to be severable. However, the material provisions of this Agreement are dependent upon one another, and such interdependence is a material inducement for the parties to enter into this Agreement. Therefore, should a material term, provision, covenant, or condition of this Agreement be held unenforceable by a Court of competent jurisdiction, the party protected or benefited by such term, provision, covenant, or condition may demand that the parties negotiate such reasonable alternative contract language or provisions as may be necessary either to restore the protected or benefited party to its previous position, or otherwise mitigate the loss of protection or benefit resulting from the mitigation.
- l. Litigation. In exchange for the full compliance of the terms and conditions of this Agreement, the County agrees to dismiss with prejudice the lawsuit filed against the City of Tallahassee, Case No. 2004-612 dated March 5, 2004 with each party to pay its own attorneys fees and costs. In

addition, the Parties agree not to challenge an Agency bond validation, if any, for the funding of the other parties' contribution to the Trust Fund.

- m. Limited Application. Except with respect to Sections 4 and 11 herein, this Agreement shall in no event be construed as applying to the Frenchtown Southside Community Redevelopment District established September 23, 1998.

IN WITNESS WHEREOF, the parties cause this Agreement to be executed by their duly authorized representatives this 16th day of August, 2004.

Approved as to form:
COUNTY ATTORNEY'S OFFICE
LEON COUNTY, FLORIDA

By: [Signature]
Herbert W.A. Thiele, Esq.
County Attorney



Attest:
Bob Inzer, Clerk of the Court
Leon County, Florida

BY: [Signature]

LEON COUNTY, FLORIDA

By: [Signature]
Jane G. Sauls, Chairman
Board of County Commissioners

Date: August 16, 2004

Approved as to form:
CITY ATTORNEY'S OFFICE

By: [Signature]
James R. English, Esq.
City Attorney

CITY OF TALLAHASSEE, FLORIDA

By: [Signature]
John R. Marks, III
Mayor, City of Tallahassee

Date: August 16, 2004

Attest:

By: [Signature]
Gary Herndon
City Treasurer-Clerk

COMMUNITY REDEVELOPMENT AGENCY

By: [Signature]
Chairman

EXHIBIT "A"

RESOLUTION NO. 02-R-43

1
2
3 A RESOLUTION OF THE CITY OF TALLAHASSEE,
4 FLORIDA, RELATING TO COMMUNITY
5 REDEVELOPMENT; FINDING THE EXISTENCE OF BLIGHT
6 CONDITIONS IN AN AREA OF THE CITY; FINDING
7 SHORTAGE OF HOUSING AFFORDABLE TO
8 RESIDENTS OF LOW OR MODERATE INCOME;
9 MAKING CERTAIN FINDINGS AND DETERMINATIONS;
10 FINDING A COMMUNITY REDEVELOPMENT AREA
11 EXISTS; FINDING THE EXISTING COMMUNITY
12 REDEVELOPMENT AGENCY WILL BE THE AGENCY FOR
13 THE AREA; PROVIDING AN EFFECTIVE DATE.

14 WHEREAS, a study has been done of the conditions in the City of Tallahassee, Florida,
15 finding conditions of blight in that part of the City known as the downtown area as more
16 particularly described on Exhibit "A" hereof (such area being referred to herein as the "Area");
17 and

18 WHEREAS, the results of that study have been presented to the City Commission for its
19 consideration and included in the public record; and

20 WHEREAS, after having considered the study's determinations and the facts and
21 evidence of conditions in the Area and has received and considered such other evidence of the
22 conditions in the Area as have been presented to it, the City Commission has determined that
23 certain actions are appropriate and necessary and should be taken to address the conditions now
24 present and expected to be present in the Area;

25 NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE
26 CITY OF TALLAHASSEE, FLORIDA:

27 Section 1. Findings of Conditions. Based upon the evidence, data and facts presented to
28 it, the City Commission does hereby find:

29 (a) In that area of the City described in Exhibit "A" attached hereto (such area being
30 referred to herein as either the "Area" or the "Redevelopment Area") there are a substantial
31 number of deteriorated, or deteriorating structures, in which conditions, as indicated by
32 government-maintained statistics or other studies, are leading to economic distress or endanger
33 life or property, and in which two or more of the following factors are present; and

34 (1) Predominance of defective or inadequate street layout, parking facilities, bridges,
35 or public transportation facilities exists within the Area; and

1 (2) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness exists
2 within the Area; and

3 (3) Unsafe and unsanitary conditions exist within the Area; and

4 (4) Deterioration of site and other improvements within the Area.

5 (b) In addition to the conditions set forth in (a) there is a shortage of housing
6 affordable to residents of low or moderate income, including the elderly, within the Area

7 Section 2. Finding of Necessity. The City Commission does hereby expressly find that
8 the rehabilitation, conservation or redevelopment, or a combination thereof, of the Area,
9 including, if appropriate, the development of housing which residents of low or moderate
10 income, including the elderly, can afford, are necessary and in the interest of the public health,
11 safety, morals or welfare of the residents of the City of Tallahassee.

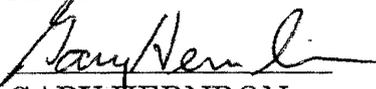
12 Section 3. Community Redevelopment Area. Based upon facts presented to it and
13 contained in the public record, the City Commission does hereby find the Area contains
14 conditions of blight as defined in Section 163.340, Florida Statutes (2001), as amended by
15 Chapter 2002-294, Laws of Florida, and that such area constitutes a community redevelopment
16 area as defined in Section 163.340(10), Florida Statutes (2001), as amended by Chapter 2002-
17 294, Laws of Florida.

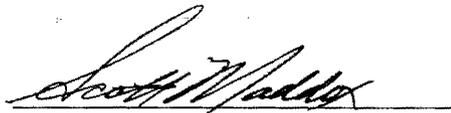
18 Section 4. Community Redevelopment Agency. The City Commission does hereby
19 find and declare that the Community Redevelopment Agency created on September 23, 1998, by
20 the enactment of Ordinance 98-O-0046, is the community redevelopment agency for the Area.

21 Section 5. Effective Date. This resolution shall take effect immediately upon its
22 approval.

23 PASSED AND APPROVED THIS 11th DAY OF SEPTEMBER, 2002.

24 Attest:

25 
26 GARY HERNDON
27 City Treasurer-Clerk


SCOTT MADDOX, Mayor

28 APPROVED AS TO FORM:

29 
30 JAMES K. ENGLISH
31 City Attorney
32

**FIRST AMENDMENT TO INTERLOCAL AGREEMENT
AMONG THE CITY OF TALLAHASSEE, LEON COUNTY, AND THE
COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF
TALLAHASSEE REGARDING THE CREATION AND OPERATIONS OF THE
DOWNTOWN DISTRICT COMMUNITY REDEVELOPMENT AREA AND THE
EXPANSION OF ANY COMMUNITY REDEVELOPMENT AREA**

This First Amendment to the Interlocal Agreement (“Agreement”) is made and entered into as of this 4th day of October, 2007, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (the “County”), the City of Tallahassee, a municipal corporation created and existing under the laws of the state of Florida (the “City”), and the Community Redevelopment Agency of the City of Tallahassee, a body politic and entity created, existing and operating under Part III of Chapter 163, Florida Statutes (the “Agency”).

RECITALS

WHEREAS, the County, City, and Agency entered into the Agreement as of the 23rd day of June, 2004, regarding the Downtown District Community Redevelopment Area (the “District”); and

WHEREAS, the Agreement defines the area encompassed by the District; and

WHEREAS, the Agreement includes provisions for the joint funding of the Downtown District Community Redevelopment Area Trust Fund (the “Trust Fund”) by the County and the City; and

WHEREAS, the Agreement provides for funding of costs associated with the Performing Arts Center and Gaines Street Reconstruction projects;

WHEREAS, the parties to the Agreement agree that it is in the best interest of the Agency, the City, and the County (hereinafter collectively referred to as the “Parties”) to expand the boundaries of the District, modify the Parties’ funding obligations, expand the membership of the Agency Board, and provide for consideration of additional Projects; and

WHEREAS, the Agreement provides that any provisions of the Agreement may be amended or waived only pursuant to an instrument in writing, approved by the City Commission, the Governing Board of the Agency, and the County’s Board of County Commissioners, and jointly executed by the Parties; and

WHEREAS, the Agreement provides that any proposed boundary adjustment to the District requires the prior written approval of the City and County; and

WHEREAS, the Parties desire to enter into an amendment to the Agreement to provide the prior written approval of the proposed adjustment to the District boundary, change the calculation method for City and County contributions, expand the membership of the Agency Board, and provide for consideration of additional Projects.

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual covenants and promises hereinafter set forth, the Parties do hereby agree as follows:

1. Section 2.h. is hereby deleted, replaced, and superceded by the following:

2.h. “Downtown District Community Redevelopment Area” or “District” means the area located within the corporate limits of the City and found and determined by the City Commission in Resolution No. 02-R-43, adopted on September 11, 2002, to be a slum and blighted area (as the term is defined in the Act), a copy of which Resolution is attached hereto as Exhibit A. The District shall also include the areas depicted on Exhibit A-1 attached hereto and made a part hereof, contingent upon City adoption of the appropriate resolution and that shall be incorporated herein by reference.
2. Section 5.b. is hereby deleted, replaced, and superceded by the following:

b. The membership of the Agency shall consist of the Mayor of the City, the four (4) members of the City Commission, and the four (4) members of the County Commission as appointed by the Board of County Commissioners, who shall act as its governing body and who shall have all those powers enumerated under the Act, unless otherwise conferred or delegated hereunder.
3. Sections 5.c., 5.d., and 5.e. are hereby deleted.
4. Section 6.a. is hereby deleted, replaced, and superceded by the following:

a. Tourist Development Tax. The County agrees to impose an additional one-cent tourist development tax on a County-wide basis, as set forth in Section 125.0104(3)(1)(4), Florida Statutes (2003). The proceeds of one cent of the tax imposed pursuant to Section 125.0104(3)(c) and (d), Florida Statutes (2003) which is required to be remitted to the County Tourist Development Trust Fund, in accordance with Section 125.0104(3)(i), Florida Statutes (2003), shall be dedicated exclusively for the debt service, construction and/or operational costs of a Performing Arts Center(s) to be located in the Downtown District Community Redevelopment Area. Upon the request of the Agency, the County shall authorize, approve, and execute such documents as are necessary to authorize and permit the Agency to issue debt and pledge the above referenced proceeds for the repayment of that debt including the payment

of debt service and costs of issuance. Any portion of the Tourist Development Tax not needed for the payment of debt service, construction and/or operational costs for the Performing Arts Center(s), shall be returned to the Leon County Tourist Development Trust Fund, for use for the purposes thereof.

5. Section 6.c. is hereby deleted, replaced, and superceded by the following:

c. Joint Funding of Downtown District Community Redevelopment Area Trust Fund.

(1) The County's annual contribution of Increment Revenue to the Trust Fund shall be equal to an ad valorem tax rate of 4.29 mills of the incremental increase in ad valorem taxes and the City's annual contribution of increment revenue to the Trust Fund shall be equal to an ad valorem rate of 3.7 mills of the incremental increase in ad valorem taxes, except as provided in section (2) below. The incremental increase in ad valorem taxes shall be determined as provided in Section 163.387(1), Florida Statutes.

(2) The City and County recognize that the modifications to the contributions to the Trust Fund made by this amendment results in a reduction in the revenue previously available for the Trust Fund in the early years of the District. To mitigate the impact of this revenue reduction, the City and County agree to provide supplemental contributions to the Trust Fund in fiscal years 2006-07, 2007-08 and 2008-09. The supplemental contributions will be in the amounts to ensure that the Trust Fund receives the total revenue equal to \$1,537,659, which is the amount of revenue that the Trust Fund received in fiscal year 2005-06. The amount the City and County will contribute will be determined by applying the annual contributions to the Trust Fund that are collected for those years to the \$1,537,659 revenue target. If the Increment Revenue contributions do not equal or exceed the \$1,537,659 revenue target, then the City and County will make supplemental contributions to the Trust Fund sufficient to reach that revenue target. The County will provide 53.6% and the City will provide 46.4% of the required total supplemental contribution amount. These contributions shall be made at the same time as the City and County submit their required Increment Revenue payment to the Trust Fund.

6. Section 6.d. is hereby deleted, replaced, and superceded by the following:

d. Lease subsidies shall be an eligible expenditure of Trust Funds. A lease subsidy is defined as any payment from the Trust Fund, through the

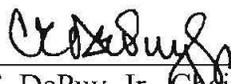
Agency, to either a property owner or a tenant for the express purpose of reducing the tenant's lease costs.

7. Section 6. is hereby amended to add item 6.h. as follows:
 - h. The Agency agrees that it shall consider continuing to provide further financial support for the Performing Arts Center project, contingent upon: (1) determination of the actual total costs; (2) availability of a funding source for Agency participation; (3) availability of other funding sources for the majority of the costs of the Performing Arts Center project, and (4) location of the Performing Arts Center within the boundaries of the District.
8. Section 6. is hereby amended to add item 6.i. as follows
 - i. The Agency agrees that it shall work with the County to develop a plan for additional public parking in the District, particularly to address the needs for parking to accommodate those serving on jury duty at the Leon County Courthouse. The Agency will provide funding to support bus service to transport jurors from the County's public parking lot on Duval Street to the County Courthouse. The schedule and frequency of such service shall be coordinated with the Clerk of the Courts.
9. Section 7 b. is hereby deleted:
10. Section 7.d. hereby deleted:
11. The City and County execution of this amendment shall constitute the City and County required prior written approval to the proposed District boundary adjustment as required by Section 11 of the Agreement.

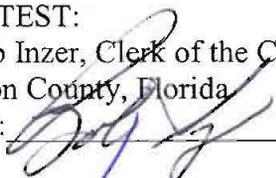
All other terms and conditions of the Agreement remain in full force and effect, except as amended herein.

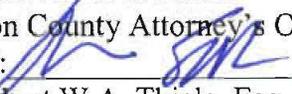
IN WITNESS WHEREOF, the Parties have caused this First Amendment to the Interlocal Agreement to be executed by their duly authorized representatives this 4th day of October, 2007.

LEON COUNTY, FLORIDA

By: 
C.E. DePuy, Jr., Chairman
Board of County Commissioners



ATTEST:
Bob Inzer, Clerk of the Court
Leon County, Florida
BY: 

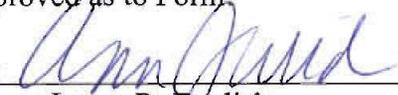
Approved as to Form:
Leon County Attorney's Office
BY: 
Herbert W.A. Thiele, Esq.
County Attorney

CITY OF TALLAHASSEE

By: 
John R. Marks, III
Mayor, City of Tallahassee

Date: 10/1/07

ATTEST:
By: 
Gary Herndon
City Treasurer-Clerk

Approved as to Form:
By: 
for James R. English
City Attorney

**COMMUNITY REDEVELOPMENT
AGENCY**

By: 
John R. Marks, III
Chair