



# Arts + Culture Task Force

November | 2014



## **RECOMMENDATIONS OF ARTS + CULTURE TASK FORCE November, 2014**

The arts can and should play a role in growing Chattanooga's economy, producing smarter students, and building stronger neighborhoods, safer streets and stronger families. Creative people have unique talents which allow them to come up with previously not-thought-about solutions to challenges and, in collaboration with others, help develop community and sense of place.

In response to Mayor Berke's request that the Arts + Culture Task Force consider ways in which the City of Chattanooga can efficiently and effectively work with the arts community to achieve the goals for improving and growing our community, the task force puts forth recommendations focusing on the following six areas:

1. Art Education
2. Use of the City's Fixed Assets
3. Placemaking & Community Building
4. Advocacy
5. Access
6. Funding

## **Elected leaders across the United States understand the important role that arts and culture play in their own cities.**

"Every year, the U.S. Conference of Mayors recognizes the efforts of those who believe as much as we do, that the arts are the heart of our society. Arts and culture help shape a city's quality of life, but mayors also understand the connection between the arts and business and the arts' impact on the local economy." - U.S. Conference of Mayors CEO and Executive Director Tom Cochran.

### **Atlanta, GA**

"Great cities have great art. **There is no question that art is a vital component of the health of an extraordinary city.** Our arts community is shaped not only by the neighborhoods that they inhabit but by the flow around them. It's that flow and accessibility that allows our residents and visitors to appreciate our city and to take advantage of the vast array of galleries, theater, public art, and festivals that abound." - Kasim Reed, Mayor of Atlanta

### **Illinois**

"The arts play an important role in the Illinois economy. "People from all over the world come to Illinois just to see our live theatre, attend a dance performance or listen to a musical concert. In addition to providing many cultural and quality of life benefits, the **arts create jobs and boost local economic growth.**"- Governor Pat Quinn, Illinois

### **Burnsville, MN**

Mayor Elizabeth Kautz has insisted that **art play a major role in the highly successful Heart of the City – a mixed use redevelopment project** in Burnsville's revived downtown area. In addition, she is a prime supporter of the annual city Art and All That Jazz Festival that attracts over 10,000 music fans to an outdoor concert setting. She was a central proponent of the city's \$20 million Performing Arts Center, which was **constructed without any new taxes, relying instead on revenues from the Tax Increment Financing and land fill host fees.** And since its initial construction, she spearheaded an initiative that resulted in the addition of an art gallery to the Center. What's more, it has become a boon to Burnsville's economy; property values have increased and the city's tax base has expanded.

### **Pembroke Pines, Florida**

Recognizing that the arts were the key to Pembroke Pines' vitality, Mayor Frank Ortis made it his mission to build arts and cultural resources into the city. **"In our municipality, the arts and culture are an essential part of our citizen's everyday lives."**

His efforts include **visionary initiatives to invest in much-needed infrastructure, including theater, classroom and studio space, as well as increasing opportunities for residents of all ages to enjoy and participate in the arts.** Pembroke Pines Arts Festival, an annual, two-day, outdoor arts celebration features the work of nearly 100 artists and attracts more than 15,000 visitors each year.

**CHATTANOOGA FORWARD  
ARTS + CULTURE TASK FORCE**

**Co-Chairs**

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## PURPOSE AND GUIDING PRINCIPLES

The purpose of Chattanooga Forward is to engage a diverse group of key stakeholders in the community by creating task forces to focus on certain areas affecting the overall quality of life in our City. The Mayor asked for actionable strategies to move our city forward in the following areas:

- Housing
- Sports & Outdoors
- Entertainment & Attractions
- Technology, Gig, & Entrepreneurship
- Downtown
- Arts & Culture

Each task force is chaired by and made up of community leaders, appointed by the Mayor, who have expertise in their respective field and a deep passion for improving Chattanooga. Additionally, each task force is staffed by the Mayor's office to help facilitate the process and ensure the recommendations fit within our community's priorities.

### GUIDING PRINCIPLES

All of the recommendations that come from our task force are in keeping with the following guiding principles set forth by the Mayor:

*Organic to Chattanooga:* the uniqueness of Chattanooga is what allows us to recruit businesses, top talent, and nationally acclaimed events. Any recommendation resulting from this initiative should capitalize on Chattanooga's distinct sense of place.

- *Inclusive:* We must build a future for our city that includes people of all race, backgrounds, incomes, and abilities. Not only should all recommendations of this process be accommodating to a diverse group of people, each task force should work to gather the input of citizens who represent the true diversity of our City.
- *Connected to Chattanoogaans:* As we consider new attractions, housing solutions, or outdoor initiatives, we must ensure these recommendations are connected to our neighborhoods and available to the people who live and work in Chattanooga, in addition to drawing tourists from our region and across the country.
- *Furtherers our unique brand:* Chattanooga has distinct strengths. Each recommendation must work to build on the successes that have aided in our journey from the dirtiest city in America to home of Volkswagen, the Gig, and incredible natural beauty.
- *Complements ongoing work:* The Chattanooga Forward initiative should not and will not duplicate ongoing work in Chattanooga. However, task forces should make recommendations about how to compliment or change existing initiatives, structures, policies, or procedures.
- *Sustainable:* Each recommendation resulting from this initiative should have action plans to ensure the long-term sustainability of the initiative.

Working around their specific focus area, each task force was charged with brainstorming ideas, developing platforms to ensure public engagement, and presenting concrete action plans to recommend to the Mayor's office.

**DESIRED OUTCOME**

By November, each task force must submit their recommendations and action plans to the Mayor. The recommendations should be related to their focus area, fit within the guiding principles, and be actionable items that the Administration or community partners could implement to move Chattanooga forward. There may be changes to existing events, policies, procedures, initiatives, etc., but these recommended changes should be specific and well informed by the work of the task force.



## **RECOMMENDATIONS OF ARTS + CULTURE TASK FORCE**

### **November, 2014**

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In response to Mayor Berke's request that the Arts + Culture Task Force consider ways in which the City of Chattanooga can efficiently and effectively work with the arts community to achieve the goals for improving and growing our community, the task force puts forth the following recommendations:

#### **ARTS EDUCATION**

Education is at the heart of fostering a well-informed community and developing the workforce demanded by a growing economy. Art education for every child has been proven to improve test scores in every subject, critical thinking skills, self-discipline and self-confidence. Integrating art in education improves attendance and graduation rates by engaging students, makes for a more well-rounded education and enhances the overall education experience and results.

How the City of Chattanooga can play a role:

1. Support the coalition being led by ArtsBuild exploring ways to assure permanent funding for an art teacher in every school throughout Hamilton County (as mandated by the State of Tennessee)
2. Hire new staff to coordinate high quality art education programs (dance, music, theater, visual art, etc.) to enhance current offerings for youth and adults at the City's YFD centers and dedicate funding to hire professional artists to conduct the programming

#### **USE OF CITY'S FIXED ASSETS**

Chattanooga has a wealth of public parks, civic facilities, and community centers throughout the city that could serve as venues for a wide variety of programming opportunities that would help build community and provide educational and family strengthening opportunities. To meet one of the goals of providing more efficient and effective government, staff should be dedicated to coordinate display of art in city-owned buildings and programming city parks and buildings.

How the City of Chattanooga can play a role:

1. Hire new staff (could be same staff recommended in bullet 2 under Education section), to coordinate the display of art in City owned buildings and programming in neighborhoods, City parks, the Municipal Airport and other municipal buildings, including but not limited to:
  - Expanding on display of art in City Hall by displaying artwork from schools and local artists in other city owned facilities
  - Coordinating movie showings in public parks for families
  - Providing programming at amphitheater in Renaissance Park and other city parks
  - Repurposing abandoned lots for festivals, art performances or exhibition/sale space for local artists
2. Work with Hamilton County to explore the creation of an entity (Tennessee Riverpark Authority) to oversee the stewardship and programming of the Riverwalk component of the Tennessee Riverpark
3. Offer subsidized rental rates to local cultural non-profits (CSO, ballet companies, choirs, etc.) at Tivoli and Memorial Auditorium should these facilities be managed by a new entity

### **PLACEMAKING & COMMUNITY BUILDING**

Art helps unite communities and neighborhoods and creates a sense of pride and ownership, encouraging investment and development and discouraging blight and crime. Additionally, as the City works on better means of transportation for getting citizens to and from downtown, and methods for better connecting communities, art can play a role in beautifying the transportation mechanisms themselves and in developing a beautiful and useful sense of place at terminus points along the transportation systems.

How the City of Chattanooga can play a role:

#### **Public Art**

1. Form a working group (City, Public Art Chattanooga, ArtsBuild, philanthropic stakeholders) to study the current model of Public Art Chattanooga, sustainable funding and the City's role in the program
2. Expand "Art in Neighborhoods" programs to qualified neighborhood art projects (i.e., match ArtsBuild Community Cultural Connection grants, develop neighborhood murals program, create program tied to Neighborhood University program) and work with community partners to coordinate program and budget dollars to be matched
3. Involve Public Art Chattanooga in the early planning stages of City projects already occurring (i.e. Miller Park, Music District, Innovation District, ML King, Manufacturers Road, Brainerd, St. Elmo Alton Park, VW Welcome Center) so that Chattanooga continues to be a leader in creative placemaking (i.e., Main Terrain)
4. Incorporate Public Art Chattanooga in Transportation Department infrastructure projects (electrical boxes, crosswalks, buses, bus shelters and bike racks) and in discussion of light rail system

## Signature Festivals/Events

1. Provide in-kind support and public messaging support for existing events like 4 Bridges Arts Festival, the Chattanooga Film Festival and the Celebration of Southern Literature conference
2. Continue financial support of public community concert and celebration “Pops on the River”
3. Build on events like Spark to establish signature arts festival for Chattanooga like Spoleto (Charlestown), Waterfire (Providence), Lumenocity (Cincinnati)
4. As the structure of festivals like Riverbend are being studied, ensure that arts and culture are incorporated into those discussions, including but not limited to:
  - Include robust arts programming in the festival
  - In order to tie the “Gig City” concept to arts, consider an arts app or technology-based artwork or performance contest as part of the festival or event
  - Consider creating a program similar to “Start-up Chatt” (maybe “StArt-up Chatt”) that would focus on arts and culture social entrepreneurship

## ADVOCACY

The City of Chattanooga can be a vocal advocate for the important role that the arts and artists play in our community. By involving artists of varied disciplines in planning, the city can demonstrate how the arts can add value to developments and programs. The arts have huge economic impact on our city by attracting new talent, tourists, supporting local businesses, and providing jobs. The arts also contribute to Chattanooga's unique brand as an innovative and livable city.

How the City of Chattanooga can play a role:

1. Designate ArtsBuild, the agency charged with implementing the Imagine Chattanooga 2020 Cultural Plan, as the official arts agency for the City so that ArtsBuild can seek federal and state funding for cultural endeavors in the City and schedule ArtsBuild to provide quarterly reports to City Council on the impact of the arts
2. Ensure there is creative place making in all city initiatives by incorporating arts and culture into all planning and infrastructure through regular interdepartmental meetings and continual communication with the new urban design studio
3. Messaging from the Mayor can influence whether the arts can play a role in creative problem solving and placemaking. To educate the community about the value of including the arts in creative problem solving, the Mayor should:
  - Include statistics and examples of how art and culture positively impact social, economic, and crime issues in our city in messaging from mayor's office (“State of the City” address and other times talking about economic impact).
  - Dedicate a month each year to celebrating and supporting the contribution of the arts, and local artists and arts organizations to our community (consider October which is National Arts and Humanities Month)

- Present an annual “Mayor’s Award for the Arts” (for agency, neighborhood, education program, or an artist) (could also have an award for an arts app or technology based art-work or performance to tie arts with “gig city”)
- Create recognition (wall at City Hall or plaque from Mayor to display at development) for private developers who participated in percent for public art program

## **ACCESS**

All citizens should have access to arts and cultural events and to the cultural institutions that our city has to offer. Additionally, citizens and visitors alike should be able to easily ascertain how to use city facilities for arts and cultural events or festivals

How the City of Chattanooga can play a role:

1. Develop usage policies, fee structures and a mechanism that encourages the use of public parks and spaces for performances
2. Create website or app or hire coordinator to be consulted on how to rent parks or facilities or close roads for events - Coordinate scheduling events and publicize list of available spaces, how spaces can be used or rented, roads closed, permits obtained, etc.
3. Work with CARTA to expand the electric shuttle route to include the Hunter Museum and Bluff View Art District and work with CARTA, BikeShare and CarShare to provide regular free or discounted rates for transportation to museums, festivals, etc.

## **FUNDING**

The arts are critical for economic development, creative placemaking, more engaged students, better connected communities, and quality of life. The arts are what make a city “hip”. Investment of public dollars in addition to the generous support of individuals, businesses and foundations is of utmost importance for the survival of the arts.

How the City of Chattanooga can play a role:

1. Invest in Chattanooga’s cultural institutions and programs through annual financial support of the ArtsBuild campaign
2. Form a working group (City, ArtsBuild, Public Art Chattanooga and philanthropic stakeholders) to explore additional sustainable funding mechanisms for arts and culture endeavors in Chattanooga, including but not limited to:
  - A \$.25 surcharge per ticket purchased for all performances at the Tivoli Theater and Memorial Auditorium and other for-profit performance venues
  - Programs (either incentives or fee based) through which private property owners and developers can incorporate public art in their developments or participate in a fund for public art in the community

## **SUPPLEMENTAL MATERIALS**

**Chattanooga Forward Public Engagement Process  
Arts and Culture Report**

**Imagine Chattanooga 20/20 Arts Build Cultural Plan**

**Economic Impact of Nonprofit Arts and Culture Organizations  
in the Greater Chattanooga, Area Tennessee**