

## ARTS, CULTURE & CREATIVITY ELEMENT

### APRIL REVIEW DRAFT

This is the review draft of the Arts, Culture & Creativity Element of NashvilleNext. It is part of Volume III (Communities) of the draft General Plan.

We appreciate that you are giving time to reviewing this work. This chapter is the result of three years of effort on NashvilleNext, combining public visioning and community engagement with guidance from topical experts to create a plan for Nashville and Davidson County over the next 25 years.

#### Comments

The public review period is during April, 2015. We are eager to hear your thoughts on the plan. Here's how to provide input:

- » Online: [www.NashvilleNext.net](http://www.NashvilleNext.net)
- » Email: [info@nashvillenext.net](mailto:info@nashvillenext.net)
- » At public meetings
  - » April 18: Tennessee State University (Downtown Campus), 10am - 1:30 pm
  - » April 20: 5 - 7pm at both the North Nashville Police Precinct and the Edmondson Pike Branch Library
  - » April 27: 5 - 7pm at both the Madison Police Precinct and the Bellevue Branch Library
- » Phone: 615-862-NEXT (615-862-6398)
- » Mail: Metro Nashville Planning Department, P.O. Box 196300, Nashville TN 37219-6300

We ask that you include contact information with your comments. We also request that you be as specific as possible in your requests. Referring to a specific page or section is greatly appreciated.

#### Next steps

The most up to date information is always available at [www.NashvilleNext.net](http://www.NashvilleNext.net). Here is our tentative adoption schedule:

- » **Mid-May:** Post static draft of plan in advance of public hearing
- » **June 10:** First public hearing at Planning Commission (tentative; special date)
- » **June 15:** Second public hearing at Planning Commission (tentative; special date)



# ART, CULTURE, & CREATIVITY

## Introduction

Art, culture and creativity reflect a city’s spirit and values—they are its pulse. Since its founding, art and cultural participation have been central to Nashville’s history and economy livelihood. Even Nashville’s nickname, “Music City,” was a compliment handed to the Fisk Jubilee Singers by Queen Victoria during the gospel troupe’s 1873 European tour. Music, its writing, production and distribution have been an anchor of the city brand and economy for decades. The music infrastructure created an informal culture of sharing and collaboration between creative people that generates social capital, new ideas and community identity. The music industry has served as a magnet attracting visual artists, actors, fashion designers, print makers, and coders to this “Athens of the South.”

Art and culture are created and consumed in this teeming ecosystem composed of artists, more than one hundred cultural non-profits, and businesses like record shops, music clubs and galleries. The Nashville Children’s Theatre is the oldest youth theatre in the country, the Chinese Arts Alliance works to educate citizens on Chinese cultural traditions like dance and song, while the Nashville Jazz Workshop educates professionals and amateurs in jazz vocals and performance. We have a Grammy award-winning Symphony, and the Belcourt is one of the most respected independent movie theatres in the country.

Alongside a vast network of cultural providers, Nashville boasts some of the most innovative music technology businesses from SongSpace to Artiphon. These start-ups are inventing the next generation of instruments and music production. In this creative soup are hundreds of informal groups who coordinate open mic poetry readings and neighborhood festivals and gatherings that celebrate heritage and community like CultureFest: a Celebration of the African Diaspora or the Tomato Art Festival. Nashville’s diverse creative ecosystem is one of the many reasons it has become a cultural “It City” and international tourist destination.



*Fisk Jubilee Singers, circa 1870*



*Nashville Children's Theatre*



This combination of cultural production and culture-based tourism produces more than 28% of the workforce and reflects incalculable brand value. The National Center for Arts Research recently cited Nashville as the second most vibrant creative city in the U.S.—beating out Los Angeles and New York<sup>1</sup>. Arts and culture then, are Nashville’s unique competitive edge both in economy and quality of life. Like all cities, Nashville faces critical challenges that must be addressed through collaboration and public policy to ensure that this dynamism continues to ground our city and reflect its cultural and demographic changes over the next twenty-five years.

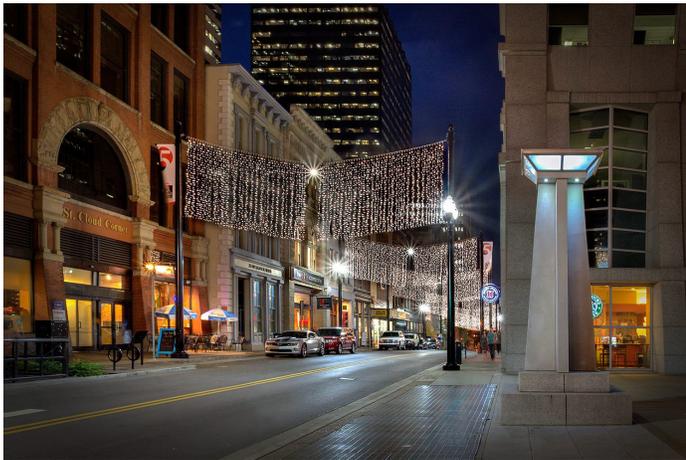
**Among cities with populations of One million or more, the five most vibrant arts communities are as follows:**

1. Washington-Arlington-Alexandria, DC-VA-MD-WV
2. **Nashville-Davidson-Murfreesboro-Franklin, TN**
3. New York-Jersey City-White Plains, NY-NJ
4. Boston, MA
5. San Francisco-Redwood City-South San Francisco, CA

<sup>1</sup> NCAR Arts Vibrancy Index Report, Meadows School of the Arts and Cox School of Business at Southern Methodist University, 2014.

## Art and culture as an economic driver

The development, design and production of for-profit music and nonprofit cultural activities account for \$13 billion in economy activity each year, or 12% of Nashville's overall economy. This makes it the region's second largest economic base, led only by healthcare and just ahead of advanced manufacturing. Nashville is behind only New York and Los Angeles in the concentration of our economy devoted to creative industry, and far exceeds any other cities in the relative concentration of people working in music.

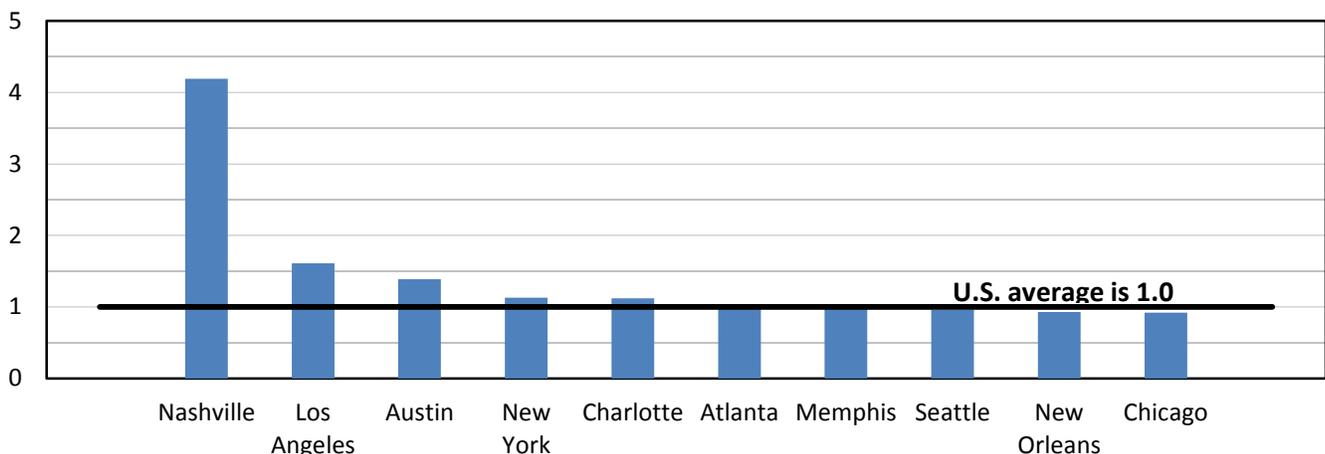


Fifth Avenue in Downtown Nashville, also known as the Avenue of the Arts

Nashville's tourism and hospitality industry is driven by cultural destinations like the Frist Center for the Visual Arts and Grand Ole Opry, historic destinations like the

### Music industry location quotient

Location Quotient is a measure of how many jobs there are in a place compared with the U.S. overall. A value over 1 means more jobs in the music industry are located in the city; a value less than 1 means fewer jobs are located in the city compared with the U.S.



Hermitage, and districts like 5th Avenue of the Arts. Cultural tourism alone generates an additional \$6 billion dollars annually and 4,500 jobs. More and more people are traveling to Nashville for the music, but staying for the full cultural experience.

We have the opportunity with natural population growth and regional expansion to cultivate a revival in urban artisan manufacturing, technology, and media arts as companion industries to music. The city established the Music City Music Council (MC2) in 2009 and the Film, Television and Transmedia Council in 2013, to support and advise these growing areas of the economy. Similar trade associations have grown out of the technology and fashion industries. Overall cultivation of workforce development, production infrastructure, targeted policies, and investments and coordination with area universities and private industries will grow and deepen our existing cultural economy. If we remain on this trajectory, it will bring a wide array of "creative class" professionals, who, place high value on "place amenities" such as arts and culture opportunities, in addition to high wages and skills. Nashville's creative economic power then runs a parallel path with our quality of life.

## Arts, Culture, Creativity and Quality of Life

Quality of Life is a means to articulate how individuals

feel safe, healthy, and connected in their community. Art and culture are vital to quality of life both in their ability to connect individuals to a place and to facilitate exploration of difference and ideas between people through creative practice.

**Creative Placemaking is an evolving field of practice that intentionally leverages the power of the arts, culture and creativity to serve a community's interest while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place.**

*Source: National Endowment for the Arts*

Creative placemaking seeks to connect places and communities through art, culture, and creative activation. Nashville has a strong tradition of formal and informal placemaking driven by residents and artists that knit together a sense of pride and belonging in neighborhoods. From the Shakespeare Festival in Centennial Park, to 4th of July on Whitland Ave., to the Flatrock Heritage Festival, or the Red Caboose Concert Series—parks, community centers, home studios, schools and neighborhoods provide a canvas for concerts, performances, art-making and festivals that create meaning and identity and help us feel connected.

Our growth puts pressure on landmarks, parks, public spaces, dive bars, gathering places, and cultural traditions that many communities have developed over time. Rapid gentrification in neighborhoods like Music Row, Inglewood and Wedgewood-Houston demonstrate that our city must achieve a balance between growth and “place-keeping” and “placemaking” to ensure vibrant cultural communities for the future.

**In order to continue to drive our economy and quality of life, we must ensure that everyone in our community has equal access to cultural life and experiences.**



*Promotional material for the Flatrock Music & Arts Festival*



*Revelers at the Tomato Arts Festival in East Nashville*

In addition to framing a sense of place, arts and cultural participation provide a means for individuals from different racial and socio-economic backgrounds to explore issues and understand one another through creative participation. In recent years, Metro Nashville Public Schools (MNPS) has added mariachi and world percussion to its music course offerings and religious organizations from Salama Urban Ministries to Rejoice School of Ballet, to the Center for Refugees and Immigrants of Tennessee, have integrated art/ dance practice into traditional community programs. Nashville must continue to cultivate, support and celebrate a wide network of artists and cultural providers so that our art our music and our city identity reflects a “Nashville for All of Us.”

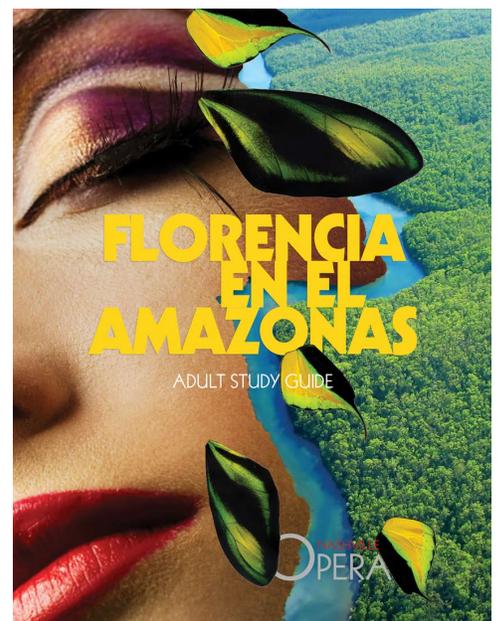
## Key Ideas shaping arts, culture, & creativity in NashvilleNext

### Arts Access for All

Nashville is in flux—our population is growing and diversifying rapidly. To continue to drive our economy and quality of life, we must ensure that everyone in our community has equal access to cultural life and experiences. Nashville currently invests approximately \$4.12 per capita in public cultural investments and that rate has remained flat over the last decade while the population has grown more than 5.1%. Peer cities like Austin, Charlotte, and Portland spend more than double what Music City does on cultural grants, festivals, and public art. Younger audiences are demanding new ways to participate in culture. Mobile cultural programming, pop-up, and temporary exhibits and creative experiences fit into a multi-modal life are all diversifying how Nashvillians experience culture.

Our lead cultural organizations have increased their programs and offerings incorporate these new content platforms and the diversity of our community. Grassroots cultural groups like the Princely Players, Poverty in the Arts, and the Global Education Center celebrate the art and practices of ethnic and low-income communities. Fueled by a grant from Metro, the Nashville Opera, Casa Azafran, the Vanderbilt Center for Latin American Studies, and the Arts Company launched a partnership to engage Hispanic audiences in the Opera’s premiere of “Flores en el Amazonas.” Together, the partners facilitated a visual art show with more than 20 emerging Latino painters, conducted bilingual teacher education, and offered free public screenings and programs of the Spanish language opera. The Economic Club of Nashville (ECON) initiated the Cultural Access Project (CAP)

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Cover for the study guide to “Flores en el Amazonas,” the Spanish language Opera performed in January 2015.

## NashvilleNext Community Conversations – Culture and Placemaking



Table from the Culture & Placemaking Community Conversation

On July 10, over seventy Nashvillians gathered to discuss the diverse cultural qualities of the county, and how to enhance them through cultural placemaking. Participants were given the task of identifying where cultural activities occur, and how these activities could be enhanced. The following options were provided:

1. Improved access and participation
2. Build, attract, and retain artistic talent
3. Creative placemaking to spur economic development.

Increasing access and participation was the most mentioned method of enhancement, for all types of activities, whether in rural, suburban or urban areas. Transit was noted as the most appropriate way to achieve greater access.

### Comments tagged by type of place

| Type of Place   | Number of Mentions |
|-----------------|--------------------|
| General Comment | 44                 |
| Rural           | 68                 |
| Suburban        | 147                |
| Urban           | 175                |

### Comments tagged by enhancement strategy

| Enhancement Strategies                            | Number of Mentions |
|---|--------------------|
| No solution identified                            | 182                |
| Improve access and participation                  | 117                |
| Attract and retain creative talent                | 37                 |
| Creative placemaking to spur economic development | 43                 |
| All of the above                                  | 37                 |
| Other   | 12                 |

in 2014 to assist community partners in providing low income families with tickets and funding to remove other “barriers” to participation such as transportation, parking, and refreshments at venues like the Tennessee Performing Arts Center (TPAC) and Cheekwood. The Parks Department and Public Library offer a wide variety of bi-lingual and cultural arts programs, and Metro Arts awards Arts Access grants each year to support engagement of youth, seniors and people with disabilities in the arts.

Nashville is ready to connect the dots and drive innovation that increases cultural participation and equity. However, scaling programs, adding new offerings, and reaching emerging audiences requires Nashville to increase public funding for the arts and commit to training, coordination and new cultural infrastructure that allows all Nashvillians to thrive through the arts.

## Healthy and Thriving Creative Workforce

In order for cities to compete in the 21st century, a concerted effort must be employed to increase a region’s capacity for talent, tolerance, and technology. Long range research by the Strategic National Arts Alumni Project (SNAAP) indicates that key factors influencing success and satisfaction among artists and creative workers include access to professional training, manageable cost of living and artistic production, and connectivity to the larger cultural community.<sup>2</sup> Nashville’s universities have responded to the demand for professional exploration by expanding both undergraduate and masters’ level programs such as Lipscomb’s new Masters in Film and Creative Media. However, the region claims only a handful of MFA offerings despite its large concentration of creative workers and universities. The private sector has responded with peer-to-peer professional development through the Nashville Creative Group, Make Nashville, among others. Free tools such as the artist registry on [NowPlayingNashville.com](http://NowPlayingNashville.com) and Periscope, a collaboration between the Arts & Business Council of Greater Nashville (ABC

<sup>2</sup> Strategic National Arts Alumni Project, *Making it Work: The Education and Employment of Recent Arts Graduates, 2014 Annual Report.*

Nashville), the Entrepreneur Center (EC), the Mayor’s Office of Economic Development, and Metro Arts. This collaboration allows 25 artists each year to receive business development training from leaders at the EC and pairs them with a professional mentor to scale the success of their artistic business



Artists and creative entrepreneurs tend to drive the small business economy for many communities, representing a large portion of sole proprietors, contractors and microbusinesses. Cities like Denver that have invested in fueling creative businesses, with revolving loan funds and start-up space, have seen increases both in the attraction and retention of new talent.

Cities that have a higher concentration of artists are more competitive economically with their peers—both in creative industries and beyond<sup>3</sup>. Nashville’s recent success has threatened some of our county’s qualities that allow arts and artists to thrive. Artists tend to lead the exploration of low cost communities that support the co-location of live/work spaces. Rising property values for homes and studio or manufacturing spaces in long-held artist enclaves like East Nashville and Wedgewood-Houston threaten to erode the strong base of creative talent that has kept Nashville competitive. Expansion of city-led efforts on affordable housing like Ryman Lofts and private sector efforts like the Housing Fund’s “Make Your Mark” studio loan assistance program point in the right direction. To remain a leading city for importing and exporting creative talent, Nashville must streamline professional support and financial tools for artists while addressing the affordability chasm through coordinated leadership, policy, and public/private innovation.



Ryman Lofts on Rolling Mill Hill - affordable housing for artists

3 [www.citylab.com, “Why Cities Can’t Afford to Lose Their Artists,” 4 December, 2014](http://www.citylab.com/work/2014/12/why-cities-cant-afford-to-lose-their-artists/383298/)  
<http://www.citylab.com/work/2014/12/why-cities-cant-afford-to-lose-their-artists/383298/>

## Sidebar: Chicago Cultural Plan 2012

The impact of culture is visible across broad civic objectives including: economic development, strong neighborhoods, innovation, environmental sustainability, public health, education, public safety and quality of life. A Cultural Plan outlines a broad framework for the role of culture in civic life. The Department of Cultural Affairs and Special Events (DCASE) launched the Chicago Cultural Plan 2012 to identify opportunities for arts and cultural growth for the city. The intent of the plan was “to create a framework for Chicago’s future cultural and economic growth” and “become the centerpiece for the City’s aim to become a global destination for creativity, innovation and excellence in the arts.”(insert citation)”

The DCASE engaged a team of consultants to carry out the process of creating the Cultural Plan, a process which was completed in three phases. Phase one, research and analysis, laid the foundation for the planning process with a review of Chicago’s cultural environment. Phase two, public engagement, enlisted Chicagoans to join a dialogue about the future of arts and culture in the city. The methodology to reach the public was purposefully multifaceted, creating ample opportunities for input, equalizing voices and casting a wide net of citizen feedback. The final phase, visioning and setting direction, comprised a series of forums designed to provide direction and commentary on the appropriate priorities for the Cultural Plan.

Through parallel tracks of inquiry focused on public engagement and research, the cultural planning process identified key needs to be addressed and opportunities to be explored. For the Plan to serve as a blueprint for the City’s future cultural vitality, recommendations are underscored by the following major themes: access to arts and culture; a focus on neighborhoods; capacity of the cultural sector; achieving global potential; civic and economic impact; and a broad commitment to cultural sustainability.

The content and recommendations of the Chicago Cultural Plan 2012 are organized as follows:

- » **Categories:** Overarching concepts of the vision for the Plan as well as stakeholders whose needs must be considered. Four categories were identified and include: people, places, policies, and planning culturally.
- » **Priorities:** Specific goals that the Plan must address to achieve a culturally vibrant Chicago.
- » **Recommendations:** Broad strategic statements that can be accomplished in many ways.
- » **Initiatives:** Potential programs and actions both large and small.

For each category, a set of priorities responds to the needs. A list of the top ten priorities describes the top-line needs that must be addressed for the City to realize its cultural vision. All ten priorities are considered equally important. Ultimately, a set of 36 recommendations set out the blueprint that guides the City’s cultural vision today and into the future. Over 200 initiatives are proposed as potential ways to achieve these recommendations. These initiatives are tangible actions that can be scheduled, budgeted for, and, ultimately, launched. The Plan reflects many of the creative and resourceful ideas that participants discussed in the public process. Potential initiatives are the civic brain-storming and crowd-sourcing of solutions, but they are suggestions for how to accomplish the recommendations, not a final to-do list of cultural planning in Chicago.

## Life-Long Arts Education

### MUSIC MAKES US®

A joint effort of Metro Nashville Public Schools, Mayor Karl Dean and music industry and community leaders, the Music Makes Us® initiative aspires to be a national model for high quality music education. With a focus on music literacy and student participation, Music Makes Us® is strengthening traditional school music while adding a contemporary curriculum that embraces new technologies and reflects a diverse musical landscape.

The Music Makes Us® Online Hub is a listing of professional musicians and organizations, vetted by a selection panel, which will enhance teaching and learning opportunities for students and teachers in Metro Nashville Schools. Direct experience with the music community brings the curriculum to life beyond classroom walls. The Hub is designed to promote awareness of quality programs available in the community and help facilitate communication and scheduling. Music Makes Us® will maintain a pool of funds to assist teachers with the cost of programs.

The goal of the Online Hub is to re-imagine the way students experience music and connect with the many working artists in the Nashville community.

An arts education introduces and strengthens understanding of arts and cultural traditions and instills a value for creative expression. Arts education readies children to be the next generation of arts consumers and producers, which is vital to Nashville's current and future economy. Regular exposure to arts as a student reduces truancy and increases test scores and graduation rates. Integration of the arts into non-art subjects drives innovative thinking, problem solving and teamwork. Investments in arts education from pre-school to adult education is the most direct way a city can build its diverse creative workforce.

MNPS currently provides visual art and music for all elementary students and offers a wide range of art, music, theatre, and dance electives in middle and high school. In 2011, MNPS initiated Music Makes Us, a public-private partnership to diversify and deepen music education, teacher preparation, and student participation in the arts. The program includes an online HUB where teachers can identify qualified teaching artists and volunteers who can augment classroom instruction. Continued growth of Music Makes Us and expanding it to include visual art, dance, theatre and design will ensure that generations of Nashville students have a broad exposure to the cultural and artistic world around them.

Teacher training on arts integration in non-arts subjects and connection of arts and design to Science Technology Engineering and Math (STEM) programs will address the deficit of students prepared for high tech jobs in our city and beyond. Both Rose Park Math & Science Magnet and Isaac Litton STEM Middle include art in STEM courses linking visual arts and design with technology (to create Science Technology Engineering Art and Math, or STEAM, programs) and the Academies of Nashville (high school small learning communities) offer numerous opportunities for students to link art and design with healthcare, urban planning and tourism career exploration.

Nashville offers a range of creative and arts education opportunities beyond MNPS. For example, Nashville Library's Nashville After-Zone Alliance

(NAZA) integrates teaching artists and brings in nonprofits like the Nashville Ballet and Southern Word to pair academics, sports and arts at most of their 25 program locations. Metro Parks offers a wide range of cultural programs in community centers, including dance, music, theater, and visual arts classes. In recent years, new models of artist-driven cultural education have emerged. Spaces like The Skillery and Fort Houston offer low cost courses taught by artists in everything from woodworking to Arduino to fabric felting. By incorporating arts education within multiple frameworks, the city can maximize the exposure to and the benefits of art for future generations. Nashville's current arts education baseline is strong and provides both a robust canvas for learning and necessary revenue for cultural non-profits, but can be threatened by changes in federal and state funding and policy. Focusing on relevant offerings that ensure life-long, affordable arts education will ensure Nashville continues as one of the most vibrant cities for arts participation in the U.S.

## Vibrant Cultural Neighborhoods and Districts

Arts access, creative workforce development, and arts education intersect in our neighborhoods. When cultural programs and amenities are located in neighborhoods, they fuel social capital, identity, quality of life and economic vibrancy. The Memphis Music Magnet initiative includes more than 30 city, university, cultural, and philanthropy partners working through a long range, arts-based neighborhood development plan to revitalize the Soulsville community. Focused on an area long plagued by generational poverty, high crime, and low educational attainment, the partnership has resulted in a community development corporation, a new arts charter school, the expansion of the STAX Museum of American Soul Music, and dozens of new private businesses. Austin initiated Independent Business Investment Zones to help brand and elevate the role of creative and arts businesses as part neighborhood redevelopment. This included creating a new zoning designation and coordination with tourism

## Our Town Mobile Portrait Project



*Watermarks is a series of public artworks located in Nashville neighborhoods affected by the 2010 flood. "Emergence," by artist Buddy Jackson, can be found in Hartman Park.*

marketing and branding around “Austin made” cultural products.

Public art plays a major role in neighborhood place-making. In response to the 2010 floods, Nashville’s One Percent for Art Program issued a call for neighborhood public art in heavily damaged neighborhoods. The “Watermarks” project is a series of six pieces by regional artists that create reflective spaces in parks and greenways within these neighborhoods. Each piece evokes the struggle and resilience of residents during the flood and anchors collective memory. Bryce McCloud’s yearlong “Our Town” mobile portrait project generated more than 1,200 self-portraits of the homeless, seniors, immigrants, police officers and elected officials through more than 50 neighborhood events in dozens of neighborhoods. It created the city’s first “citizen portrait collection” which will be archived in the Nashville Public Library’s permanent collection. Public art fuels creative participation and can facilitate wayfinding, animate gathering places, and tell the visual story of a neighborhood.

Recent investments to remake Hickory Hollow Mall show what creative placemaking coordinated with public investments can achieve. Metro Nashville, the Nashville Predators, Nashville State Community College, and private developers revived the mall by creating a library, park, ice center, and community college campus. The facility offers regular cultural programs, integrates public art, and facilitates economic reinvestment in area businesses. This coordination of planning, public policy, infrastructure, and programs provides a blueprint for scaling cultural placemaking through the county.

[IMAGES OF PUBLIC ART IN THE BUILDING, AS WELL AS THE BUILDING ITSELF]

Creative placemaking cannot succeed without coordination with NashvilleNext’s other elements. Focusing only



Public art in the Southeast Branch Public Library;  
“From the Four Corners” by Paul Vexler

on arts and cultural amenities without also addressing housing and affordability, transportation access, education, and access to well-paying jobs is a recipe for repeating the past failures of revitalization.

## Goals and policies

**Goals** set broad direction for the plan by applying the Guiding Principles to NashvilleNext's seven plan elements. They identify, for each element, what NashvilleNext is trying to achieve.

**Policies** extend goals by providing more detail. They give more direct guidance on community decision making, without specifying which tools to use. (Identifying and adopting which tool is a job for actions and implementation.) As implementation occurs, if one particular tool is rejected by the public, the policy guidance remains.

**Actions** (Volume IV and at the end of this chapter) are short-term steps to carry out these Policies and achieve these Goals. The plan is structured so that the Action plan is updated the most frequently. During the annual update process, actions can be removed if accomplished or if they were deemed infeasible. Removing an action because it's infeasible leaves the overarching Policy in place. During the update, the Planning Department would seek to identify alternate ways of accomplishing the policy.

## Related plans

With a strong commitment to annual updates and review, the General Plan is able to play a key role in providing coordination between other agencies and plans. It helps other departments understand long-term goals and how their work shapes that, even if they must focus on short-term needs that are out of step with the long-term plan. For example, the long-term vision for transit is to build a high-capacity transit network operating along major corridors, with few deviations from those corridors. In the short-term, MTA needs to conduct its operations to connect to riders, who may not live along those major corridors. Eventually, MTA operations should merge with the long-range vision, but it will take time to build the infrastructure and housing to support the high-capacity network.

Thus, Element chapters highlight related plans when discussing NashvilleNext Goals & Policies.

Much of what Nashvillians want for the future goes beyond what Metro can achieve on its own. Partnerships with community groups, non-profits, and the private sector are critical.

### Plans

- » Metro Arts Commission Strategic Plan
- » Nashville Area Chamber of Commerce Culture Here Study
- » Metro Arts Public Art Master Plan – Proposed
- » Music Makes Us Strategic Plan

## **ACC Goal 1**

Every Nashvillian has genuine access to opportunities to participate in the arts and cultural activities.

### **ACC Policy 1.1**

Grow public funding for arts and culture so that Nashville remains competitive with peer cities.

### **ACC Policy 1.2**

Expand cultural facilities and venues in neighborhoods.

### **ACC Policy 1.3**

Increase Cultural Equity and Inclusion practices within nonprofit and city cultural providers.

### **ACC Policy 1.4**

Better integrate art activation and public art into core city infrastructure planning for Parks, MDHA, MTA, and Public Health.

## **ACC Goal 2**

Nashville artists and creative entrepreneurs have clear pathways to grow their professional practices and businesses.

### **ACC Policy 2.1**

Establish the Mayor's Office of Cultural and Creative Economy to coordinate Metro and private sector planning and investments in creative economic development.

### **ACC Policy 2.2**

Expand existing workforce training and development for creative jobs.

### **ACC Policy 2.3**

Increase the visibility of local art and artisans through citywide marketing and branding.

### **ACC Policy 2.4**

Support funding and zoning practices that retain affordable housing and space for creating art throughout the county.

### **ACC Policy 2.5**

Expand professional training and tools for artists and creatives.

## **ACC Goal 3**

Nashvillians embrace arts education and lifelong cultural literacy as a core value.

### **ACC Policy 3.1**

Incorporate and fund arts and creativity as a key component in Metro School's core curriculum, as well as priority programs and activities.

### **ACC Policy 3.2**

Foster student career and technical training options in the arts, design and creativity in Nashville and Middle Tennessee.

### **ACC Policy 3.3**

Expand arts and cultural education opportunities for the general public.

## **ACC Goal 4**

Nashville has thriving creative and cultural neighborhoods dispersed (equally distributed?) throughout the region.

### **ACC Policy 4.1**

Integrate cultural amenities, facilities and creative economic activation in all commercial corridors and neighborhoods.

### **ACC Policy 4.2**

Create or streamline land use, zoning, and permitting tools to encourage the creation and enhancement of creative neighborhoods and cultural districts.

Arts, Culture and Creativity DRAFT Actions

| #  | ACC Goal | Policy | Action  | Time frame | Responsible party |
|----|----------|--------|---|------------|-------------------|
| 1  | <b>1</b> |        | <b>Every Nashvillian has genuine access to opportunities to participate in the arts and cultural activities.</b>  |            |                   |
| 2  |          | 1.1    | Grow public funding for arts and culture so that Nashville remains competitive with peer cities.  |            |                   |
| 3  |          | 1.1.1  | Establish a dedicated stream of revenue for grants to support arts and cultural programming throughout the city. Metro Arts Strategic Plan                                    |            |                   |
| 4  |          | 1.1.2  | Create a fund to support additional neighborhood festivals, cultural heritage programs and exhibits.  |            |                   |
| 5  |          | 1.1.3  | Expand artist residencies and direct funding for artist projects like THRIVE microfund. Metro Arts Strategic Plan   |            |                   |
| 6  |          | 1.2    | Expand cultural facilities and venues in neighborhoods.   |            |                   |
| 7  |          | 1.2.1  | Coordinate spending on cultural and artistic programs and capital improvements across Metro departments.  |            |                   |
| 8  |          | 1.2.2  | Establish a public inventory of facilities, such as multi use, incubator, studio spaces, etc. available for public use and rental (eg. Fractured Atlas Space Finder Program). |            |                   |
| 9  |          | 1.3    | Increase Cultural Equity and Inclusion practices within nonprofit and city cultural providers.  |            |                   |
| 10 |          | 1.3.1  | Launch Cultural Equity Speaker and Learning Series for Metro (parks, libraries, metro arts) and non-profit cultural partners. Metro Arts Strategic Plan                       |            |                   |
| 11 |          | 1.3.2  | Initiate Cultural Equity and Inclusion Peer-Learning Network within area non-profits. Metro Arts Strategic Plan.  |            |                   |
| 12 |          | 1.4    | Better integrate art activation and public art into core city infrastructure planning for Parks, MDHA, MTA, and Public Health.  |            |                   |
| 13 |          | 1.4.1  | Develop art/culture/placemaking protocols with key Metro Departments  |            |                   |
| 14 | <b>2</b> |        | <b>Nashville artists and creative entrepreneurs have clear pathways to grow their professional practices and businesses.</b>  |            |                   |
| 15 |          | 2.1    | Establish the Mayor’s Office of Cultural and Creative Economy to coordinate Metro and private sector planning and investments in creative economic development.               |            |                   |
| 16 |          | 2.1.1  | Coordinate councils and trade groups such as Music City Music Council, Film/Transmedia Council and Nashville Fashion Collaborative.   |            |                   |
| 17 |          | 2.1.2  | Establish and implement a creative microbusiness incentive program and priority investment zones.   |            |                   |
| 18 |          | 2.1.3  | Partner with Nashville Area Chamber of Commerce’s Vision 2020 plan to integrate resources and planning for building creative sectors.   |            |                   |

Arts, Culture and Creativity DRAFT Actions

| #  | ACC Goal | Policy | Action   | Time frame | Responsible party |
|----|----------|--------|--|------------|-------------------|
| 19 |          | 2.2    | Expand existing workforce training and development for creative jobs.  |            |                   |
| 20 |          | 2.2.1  | Create a coalition of universities and business leaders to research and assess the gaps in degree programs that will aid and assist in the future of the creative economy (see 1.2)  |            |                   |
| 21 |          | 2.2.2  | Coordinate development of targeted non-degree certificate programs with Nashville State and NCAC to increase readiness in artisan manufacturing, film and media design.  |            |                   |
| 22 |          | 2.3    | Increase the visibility of local art and artisans through citywide marketing and branding.   |            |                   |
| 23 |          | 2.3.1  | Collaborate with artisans and private sector to create and market a campaign that promotes and supports businesses that make local artisan products.   |            |                   |
| 24 |          | 2.4    | Support funding and zoning practices that retain affordable housing and space for creating art throughout the county.  |            |                   |
| 25 |          | 2.4.1  | Coordinate with MDHA on RAD plan to ensure artist spaces and housing opportunities in redevelopment of public housing.   |            |                   |
| 26 |          | 2.4.2  | Develop partnerships with the Housing Fund and others to create replicable lending tools for artist retail and co-op residential projects  |            |                   |
| 27 |          | 2.4.3  | Establish a Metro-wide “Studio Trust Fund,” based on the land trust model, which provides tax benefits to private developers that designate a percentage of building space in new or redevelopment projects. Explore opportunities for transfer of development rights (TDR) for private developers who preserve studio spaces. |            |                   |
| 28 |          | 2.5    | Expand professional training and tools for artists and creatives   |            |                   |
| 29 |          | 2.5.1  | Support expansion of web-based tools like NowPlayingNashville.com and ExploreNashvilleArt.com  |            |                   |
| 30 |          | 2.5.2  | Expand Periscope Artist Training Program   |            |                   |
| 31 | <b>3</b> |        | <b>Nashvillians embrace arts education and lifelong cultural literacy as a core value.</b>   |            |                   |
| 32 |          | 3.1    | Incorporate and fund arts and creativity as a key component in Metro School’s core curriculum, as well as priority programs and activities.  |            |                   |
| 33 |          | 3.1.1  | Annually fund MNPS Pre-K – 12 visual arts, dance, music, and theater instructional programs as requested through the annual budget process.  |            |                   |

Arts, Culture and Creativity DRAFT Actions

| #  | ACC Goal | Policy     | Action  | Time frame | Responsible party |
|----|----------|------------|---|------------|-------------------|
| 34 |          | 3.1.2      | Support greater collaboration and integration between educational facilities and the city’s cultural resources. Provide the necessary staff to manage teacher training options in a manner similar to those offered for music education through the Online HUB, managed by Music Makes Us – |            |                   |
| 35 |          | 3.1.3      | Create new and/or expand existing pathways in middle and high schools to include opportunities for students to explore the arts, and to encourage more interdisciplinary learning (eg. STEM to STEAM).  |            |                   |
| 36 |          | 3.1.4      | Expand opportunities for professional development in arts integration for teachers.   |            |                   |
| 37 |          | <b>3.2</b> | Foster student career and technical training options in the arts, design and creativity in Nashville and Middle Tennessee.  |            |                   |
| 38 |          | 3.2.1      | Conduct an assessment of the art and design- related offerings provided by the region’s colleges and universities. Evaluate the needs of local creatives to identify gaps between what is being offered and what is needed in order to advance in creative careers.                         |            |                   |
| 39 |          | <b>3.3</b> | Expand arts and cultural education opportunities for the general public.  |            |                   |
| 40 |          | 3.3.1      | Increase the funding and expand offerings for arts education programming within Metro Departments (MNAC, Parks, Libraries, Community Education).  |            |                   |
| 41 | <b>4</b> |            | <b>Nashville has thriving creative and cultural neighborhoods dispersed (equally distributed?) throughout the region.</b>   |            |                   |
| 42 |          | <b>4.1</b> | Integrate cultural amenities, facilities and creative economic activation in all commercial corridors and neighborhoods.  |            |                   |
| 43 |          | 4.1.1      | Invest in a countywide cultural and creative economy plan that includes a long range plan for community cultural enhancement, and focuses on creative economy investments.  |            |                   |
| 44 |          | 4.1.2      | Establish a GIS database mapping cultural facilities and assets within the county. Use this tool to assess existing cultural amenities and to identify opportunities for cultural investment. (Culture Here with Chamber already in process) Metro Arts Strategic Plan                      |            |                   |
| 45 |          | 4.1.3      | Establish a Nashville Heritage Tourism Walking and Biking Trail that integrates the Trail of Tears, the Civil War sites, historic sites including cemeteries, music industry landmarks, and significant architectural contributions, and iconic Nashville landmarks. (formerly NR 2.2.4)    |            |                   |

Arts, Culture and Creativity DRAFT Actions

| #  | ACC Goal | Policy     | Action   | Time frame | Responsible party |
|----|----------|------------|--|------------|-------------------|
| 46 |          | <b>4.2</b> | Create or streamline land use, zoning, and permitting tools to encourage the creation and enhancement of creative neighborhoods and cultural districts.  |            |                   |
| 47 |          | 4.2.1      | Study and establish the parameters for special event permitting. Revise the permitting procedures and online application process to be transparent and user friendly.  |            |                   |
| 48 |          | 4.2.2      | Create a revenue-generating process for permitting temporary building uses, such as stores/artisan markets, or other pop-up models.  |            |                   |
| 49 |          | 4.2.3      | Create/revise zoning provisions for retail guidelines and live/work allowances for makers/artisans in targeted areas. Metro Arts Strategic Plan  |            |                   |
| 50 |          | <b>4.3</b> | Expand funding sources for permanent and temporary public art while also funding public art maintenance throughout the region.   |            |                   |
| 51 |          | 4.3.1      | Create a public art master plan for the county that identifies locations and types of art for areas in the region, and includes guidelines for public art and publicly visible art (art on private land that is accessible to the public). Metro Arts Strategic Plan |            |                   |
| 52 |          | 4.3.2      | Establish developer-based incentives for inclusion of public art and/or areas for creatives to work (studios or multipurpose areas that can be used for performance or exhibits). (See Santa Rosa, CA for example) Metro Arts Strategic Plan                         |            |                   |
| 53 |          | 4.3.3      | Establish a Metro-wide monuments and memorials proposal and art donation acceptance policies Metro Arts Strategic Plan   |            |                   |
| 54 |          | 4.3.4      | Update the Percent for Public Art Ordinance to include provisions for maintenance of the public art collection. Metro Arts Strategic Plan  |            |                   |