

# AGENDA

## Advocacy Committee

Orange County Arts and Cultural Affairs Advisory Council  
Thursday, May 30, 2019, 9:30 a.m.  
Orange County Administration Center, 201 S. Rosalind Ave.,  
Orlando, FL 32801 – Room 105



**Members:** Sara Segal, Chair\*; Cecelia Bonifay\*; Dan Calleja; Jan Clanton; Betsy Gwinn; Hal Kantor; R.K. Kelley; Vicki Landon; Jennifer Quigley; Becky Roper; Rick Schell\*; Keith Smith\*; Sara Van Arsdel; Rae Ward; Theo Webster\*

**Staff:** Terry Olson; Trudy Wild, *United Arts of Central Florida*

- 1. Welcome, Introductions and Public Comment** *Chair Sara Segal*  
New Members: Keith Smith, Theo Webster
- 2. Approval of Minutes<sup>†</sup>** *Sara Segal*
  - a. April 11, 2019 (**Page 3**)
- 3. Old Business** *Sara Segal*
  - a. State Funding
    - i. Statewide advocacy – *Flora Maria Garcia & Terry Olson*
      - 1) 2019-20 arts funding (**Page 5**)
      - 2) Follow-up appreciation – messaging and contacts:
        - Orange County Legislative Delegation
        - State Senators & Representatives/leadership
      - 3) Planning for next year
        - Arts & Culture Day in Tallahassee – Jan. 22, 2020
    - b. TDT Funding *Jan Clanton*
      - i. TDT Application Review Committee (ARC) Funding approved by BCC Apr 23, 2019:
        - 1) Orlando Science Center - up to \$10M
        - 2) The Plaza Live, owned by the Orlando Philharmonic Orchestra - up to \$10M
        - 3) Orange County Regional History Center - up to \$5.75M
        - 4) Holocaust Memorial Resource and Education Center - up to \$10M
        - 5) Winter Park Canopy project. - up to \$6M
      - ii. Next cycle
      - iii. Additional/dedicated funding - TDT 3-6%
        - 1) Talk points and advocacy (**Page 7**) *Flora Maria Garcia & Jennifer Quigley*
        - 2) Sunset Review – update (**Page 9**) *Terry Olson*
    - c. Sustainability Plan (**Page 17**) *Terry Olson*
      - i. Committee – Karen Climer++
  - 4. Adjourn** *Sara Segal*  
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### Next meeting:

- **Tourist Development Council meeting** – Fri, June 14, 2019 at 9:00 A.M. at OC Admin Chambers
- **Advocacy Committee** – Thurs, Aug. 15, 2019, 9:30am at Orlando Public Library



# MINUTES

## Advocacy Committee

### Orange County Arts and Cultural Affairs Advisory Council

Thursday, April 11, 2019



**Present:** Sara Segal, Chair\*; Dan Calleja; Jan Clanton; Hal Kantor\*; Becky Roper; Rick Schell\*; Sara Van Arsdel

**Missing:** Cecelia Bonifay\*; Betsy Gwinn; R.K. Kelley\*; Vicki Landon; Jennifer Quigley; Rae Ward†

**Guests:** Gwen Covington; Theo Webster; Flora Maria Garcia, *United Arts of Central Florida*

**Staff:** Terry Olson; Trudy Wild, *United Arts of Central Florida*

**Call to Order:** Chair Segal called the meeting to order at 10:17 am, welcomed all and asked for public comment. There was none at that time.

#### Approval of Minutes

Upon a motion by Hal Kantor and second by Jan Clanton, the minutes of the Feb. 14, 2019 meeting were unanimously approved.

#### Old Business

Sara Segal

##### a. State Funding

Chair Segal reported on the current state of arts funding moving through the budgeting process. She also reported on arts presentations to the Orange County Legislative Delegation. Flora Maria Garcia reported on Arts & Culture Day in Tallahassee.

##### b. TDT Funding (TDT/ARC)

Jan Clanton reported on the recommended funding that has been approved by both ARC Committee and TDC, pending final approval by the BCC. All agreed that the process, funding and support have been a great bridge-builder and monumental change for the arts community.

1) Orlando Science Center

2) The Plaza Live, owned by the Orlando Philharmonic Orchestra

3) Orange County Regional History Center

4) Holocaust Memorial Resource and Education Center

5) Winter Park Canopy project

##### c. TDT %

Terry Olson reported on the Sunset Review facing the Arts and Cultural Affairs Advisory Council and that the Advisory Council is recommending changing its founding resolution to oversee 6% instead of 3% of the Tourist Development Tax. The Advocacy Committee agreed with this recommendation because of the increases in number of arts organizations, people served and impending costs of operating in the state-of-the-art Steinmetz Hall at the Dr. Phillips Center and transition of student arts services from Bob Carr to Dr. Phillips Center.

##### d. Cultural Plan

Terry Olson reported that he has requested funds in the 2019-20 budget for a cultural plan, likely to be matched with some private funds.

##### e. Sustainability Plan

There are changes needed to the Arts and Culture section of the Sustainability Plan. It would be something a work group should be formed to look at.

**Next Meeting** Staff was asked to see if the Blockbuster Committee would yield their time on May 16 for the Advocacy Committee to meet then, and to meet at 9:30 a.m.

**Adjourn** Meeting adjourned at 11:20 pm.

\*Council members

†Present on the phone



**2019-20 State of Florida, Division of Cultural Affairs Arts Funding – Budget Appropriations, pending approval by Governor DeSantis – May/June 2019**

**\$21,250,028 in APPROPRIATIONS RECOMMENDED** under the Florida Department of State (DOS) Division of Cultural Affairs (DCA) in proposed FY 2019-20 State budget for three of the four DCA matching-grant categories:

- \$2,980,028 to fully fund all 132 **Culture Builds Florida Matching Grants**
- \$12,300,000 for **Cultural and Museum Matching Grants** (would provide approximately 29% of each of the 478 recommended grant amounts)
- \$5,970,000 for **Cultural Facilities Matching Grants** (would fund first 18 on ranked list and partially fund #19 of 37 recommended grant amounts)

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- ✓ This represents 49% of the 2015 full-funding year at \$43M, and
- ✓ 34.5% of the total recommended \$61.7M for this year, and
- ✓ 8 times more than last year's \$2.65M, in total.
- ✓ **From \$2.65M last year to \$21.3M this year!**
- ✓ Pending final (Governor's) approval, **this budget allocation would bring Florida from 48th place, back up to 20th in the nation, in state arts funding!**

## Orange County applicants for State of Florida, Division of Cultural Affairs arts requests & 2019-20 funding

### SUMMARY:

42

- Forty-two (42) Orange County cultural nonprofits applied to the State of Florida DCA, in four grant categories. Requests were vetted, ranked and recommended for a total of **\$5,382,407.\*** **Funded: \$2,154,866, for 40 grants, at 40% of requests**
  - Statewide, the DCA recommended 664 matching grants for a total of \$61.7M. **Funded: \$21,250,028, for 629 grants, at 34.5% of requests**
- 

The ranking and funding results in the four categories are:

35

#### Cultural and Museum Matching Grants (General Operating Support)

- Orange County cultural nonprofits applied for DCA Matching Grants (of 478 statewide), total of **\$3,758,157**
- 13 organizations ranked in the Top 100** (out of 478 qualified in State of Florida)
- 4 ranked in Top 50**, statewide:
  - #25 – The Bach Festival Society of Winter Park, Inc.
  - #40 – Orlando Science Center, Inc.
  - #43 – Central Florida Vocal Arts
  - #49 – United Arts of Central Florida

**Funded: \$1,089,866±, for 35 grants, at 29% of requests**

**Funded: \$12,300,000±, for 478 grants, at 29% of requests**

3

#### Culture Builds Florida/Specific Cultural Project Matching Grants

- from Orange County (14<sup>th</sup>, 43<sup>rd</sup>, 77<sup>th</sup>) out of 132 qualified applicants, for **\$65,000**

**Funded: \$65,000 for 3 grants, at 100% of requests**

**Funded: \$2,980,028 for 132 grants, at 100% of requests**

4

#### Cultural Facilities Matching Grants

- from Orange County (10<sup>th</sup>, 17<sup>th</sup>, 26<sup>th</sup>, 30<sup>th</sup>) of 37 recommended applicants, statewide for **\$1,559,250**

**Funded: \$1,000,000 for 2 grants, at 64.1% of requests**

**Funded: \$5,970,000 for 19 grants, at 47.8% of requests**

0

#### Endowment Matching Grants

- Zero requested in Orange County; \$4.08M requested statewide – Zero recommended/funded

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\* Chart of all Orange County eligible and recommended applicants at DCA, all programs, on following pages.  
± Pending state budget approval; governor signature; and actual amount will be determined by score/ranking and iteration formula and pending grants accepted.  
As of 5/2/19 -tdw, Trudy@UnitedArts.cc

## **Advocacy Talking Points/Orange County 3 to 6%**

(4/23/19)

### **Transition from Bob Carr to Dr. Phillips Center for the Performing Arts**

- User costs will increase by \$1.2 million for the 3 major groups: Philharmonic, Ballet, and Opera moving in to the Steinmetz Hall in 2020.
- The hall is half the size of the current Bob Carr, so will require twice as many performances to serve the same number of people—Steinmetz is also more expensive to operate.
- Groups using Dr. Phillips have been told to expect increases of 20-25% each year.
- Costs for technicians and stage hands are projected to increase by 20% next year.

### **OCPS Student cultural experiences**

- Costs for 2<sup>nd</sup>, 3<sup>rd</sup>, and 5<sup>th</sup>-grade student productions at Bob Carr for Philharmonic/Ballet will increase by \$200,000 in 2020. (61,678 OCPS students involved)

### **Stabilizing funding to sustain cultural organizations**

- United Arts Funding for Operating Support has been flat for the past five years, and provides between 1-6% of an organization's three-year ongoing operating revenue.
- United Arts currently funds more than 60 cultural organizations per year (approximately 35-37 through Operating Support, 30-40 annually through Mini-Grants and Diversity Grants).
- The demand for funding continues to increase as the number of groups increase, and their budgets increase.
- United Arts has calculated that in order to move arts groups to a more stable funding position, and keep up with the growth of the arts, it needs to increase operating support from a maximum of 6% of operating revenues to 15%.
- In order to achieve the 15% funding goal, an additional \$6 million per year is needed.

### **Comparison cities/counties**

- We must invest in the cultural assets of our community, if the County is to be competitive with other Counties that compete with us like Miami/Dade; Broward County, Palm Beach County and others outside of Florida, like Charlotte/Mecklenburg County & Atlanta/Fulton County. These counties invest much more public funds in the arts (see per capita).

- In Colorado, the seven-county Denver metro area has a special sales tax to support arts and culture. Voters approved its renewal for the third time in 2016, generating about \$65 million a year. - Eve Samples, USA TODAY Network-Florida
- In Minnesota, the top-ranked state for arts funding, voters in 2009 approved increasing the state sales tax. In the decade since, the proceeds have provided more than \$440 million to historical, artistic and cultural projects. - Eve Samples, USA TODAY Network-Florida
- Those ideas may not be the perfect fit for low-tax Florida — but recent history tells us it's time to find a new model for supporting arts and culture in the Sunshine State.
- Private sector donors are tapped out and corporate funders turn more to specific motivations and programming as opposed to altruistic philanthropy and public access, and state funding is nearly the nation's lowest per capita and unpredictable. **A public sector dedicated stream is critical to ensure stability and sustainability for the future of City of Orlando/Orange County cultural assets.**

#### **A solution to the lack of funding problem:**

- The opportunity for an additional \$6 million in arts funding per year comes from **increasing the 3% of the first four cents of the County's TDT revenue allocated to the arts to 6%**, which will generate an additional \$6 million per year, at today's rate of TDT revenues generated.
- This \$6 million will fund all current UA-funded organizations and cover the incremental costs of moving into Steinmetz Hall, as well as more fully support the small, midsize and large budget groups funded by United Arts. *(NOTE: Historically, the TDT revenues do not increase 20% per year, so this would only be a short-term fix for the Philharmonic, Ballet, and Opera entities if the incremental 20% annual DPC increase continues.)*
- TDT revenues are currently generated at a rate that affords \$10M per month to be put into County reserves, which already well exceeds the conservative County standards for amount of reserves.





## AGENDA DEVELOPMENT OFFICE

201 South Rosalind Avenue • Reply To: Post Office Box 1393 • Orlando, Florida 32802-1393  
407-836-5426 • Fax: 407-836-2899 • [www.orangecountyfl.net](http://www.orangecountyfl.net)

March 15, 2019

Rick Schell, Ph.D.  
1709 Briercliff Drive  
Orlando, Florida 32806

Dear Dr. Schell:

Pursuant to section 2-210, Article VI, of the Orange County Code, each advisory board is assigned a sunset date and will expire on that date unless reauthorized by an enabling resolution adopted by the Board of County Commissioners. The Membership and Mission Review Board (MMRB) has scheduled the Arts and Cultural Affairs Advisory Council for review to consider whether to recommend extending the existence of the advisory board or allowing it to sunset.

In order to facilitate this review, the MMRB requests that the Arts and Cultural Affairs Advisory Council respond to the following questions and return its response in hard copy format to the Agenda Development Office by Friday, April 26, 2019. It is important that the Arts and Cultural Affairs Advisory Council and the board support staff reach a consensus in answering these questions.

1. Please state the purpose and/or mission of the advisory board. Is the advisory board serving the purpose for which it was created?
2. What are the current need(s) of the county being served by the advisory board?
3. What are the accomplishments of the advisory board?
4. Is there another public or private board that would better serve the function of the advisory board? If so, please list the board and explain why it would better serve the function.
5. Should the resolution creating the advisory board be amended to enable the advisory board to better serve the purpose for which it was created? If so, how should the resolution be amended?
6. Should the advisory board's membership requirements be modified? If so, how should the requirements be modified?
7. What are the direct and indirect costs of maintaining the advisory board?

Please call if you have any questions regarding this process. Thank you for your assistance.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kayleen Stroud", is written over a horizontal line.

Kayleen Stroud  
Chairperson, Membership and Mission Review Board

KS/mf

cc: Terry Olson, Administrator, Arts and Cultural Affairs Office  
Randy Ross, Liaison, Membership and Mission Review Board  
Michelle Frank, Advisory Board Coordinator, Agenda Development Office

# Arts and Cultural Affairs Advisory Council

1. The mission of the Arts & Cultural Affairs Advisory Council is to elevate the status of Central Florida's arts and culture to that befitting a world class community. This Council has been absolutely crucial to that mission and our community has come a long way since 2001. Without the Advisory Council's program of evaluating Cultural Tourism, Cultural Facilities and Blockbuster funding applications, the County's investment in our arts infrastructure would be lacking and unbalanced.
2. Historically and globally the arts have enjoyed and even required the patronage of governments. Orange County provides an important segment of funding that is leveraged by our arts organizations to meet their total budget needs. As a cross-roads of the world – places where throughout history cultural capitals spring up – the County needs the Advisory Council is helping to provide the funding structure and inspiration for our arts organizations to show the world that we are an emerging cultural capital of the world. This is important not only for tourism, but also in attracting the talent and business that we desire to settle here.
3. The Advisory Council through numerous committees has these accomplishments to its credit:
  - a. Cultural Tourism funding has strengthened dozens of arts organizations and encouraged these institutions to become savvy about reaching tourists. A fair and transparent process for the distribution of the funds is annually reviewed for improvements.
  - b. Cultural Facilities funding has brought needed renovations, replacements and new construction to dozens of organizations. A fair and transparent process for the distribution of the funds is annually reviewed for improvements.
  - c. The Blockbuster Fund has brought the innovative IMMERSE festival toward the goal of 100,000 attendees and allowed the Orlando Science Center to bring "Pompeii: The Immortal City" exhibition to Orlando as one of only 3 locations in the country. This exhibition has objects that have never left Italy before.
  - d. The Advisory Council's annual recommendation of Community-wide marketing funds, is vital to the web portal "Orlando At Play." This one-stop guide allows both visitors and residents exposure to all cultural happenings in Central Florida.
  - e. More than 40 exhibitions have been enjoyed by Commissioners in the Art in the Chambers exhibitions.
  - f. Public art has been added to new County buildings and renovations including the internationally awarded "Under Magnitude" large sculpture at the Orlando Convention Center

- g. Four years of "Sculpture on the Lawn" have inspired citizens and visitors to pause and appreciate the large sculptures.
  - h. The Principal's Appreciation Breakfast has continued after being initiated by the Orange County Arts Education Committee and then passed off to United Arts.
  - i. The Advocacy Committee has seen a restoration of \$1 per citizen paid from the General Fund to United Arts; has participated in a Mayoral Candidates Forum; and has supported advocacy at the state capital.
- 4. There is no other private or public board that could better serve the mission of this Advisory Council.
- 5. There are a couple small changes that should be made to bring the resolution up to date. They are attached. The larger change, which will involve a longer process and involve a change to the Tourist Development Tax plan is an increase in the % of the tax invested in the arts. This change was suggested by members of the tourism community in the last couple years as the amount of un-committed TDT funds have grown. The exponentially higher rates at the Dr. Phillips Center's new Steinmetz Hall are also a reason why increased recurring funding is needed. As our community has grown and the quality of our arts organizations have moved closer to that "world class" level, more people are being served with higher quality arts experiences. This also requires more resources. (attached)
- 6. The board's membership requirements do not need amending.
- 7. The Arts and Cultural Affairs Advisory Council invests 3% of the first 4 cents of the Tourist Development Council. Indirectly 75% of the Arts & Cultural Affairs Coordinator's time and 20% of the Arts & Cultural Affairs Administrator's time are devoted to work of the Advisory Council and its programs. Refreshments for the Advisory Council and its programs approximately \$2,000; transportation for Cultural Facilities site visits, \$100. That all comes to over \$60,000. In addition \$210,000 is spent on administration of the funding.



APPROVED  
BY ORANGE COUNTY BOARD  
OF COUNTY COMMISSIONERS

AUG 21 2001 ME/BS

# RESOLUTION

*of the*

## ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS

*creating the*

### "ARTS AND CULTURAL AFFAIRS ADVISORY COUNCIL"

Resolution No. 2001-M-30

WHEREAS, in October, 2000, the Orange County Chairman established the Orange County Arts and Cultural Affairs Task Force (the "Task Force"), the goals of which included identifying the existing arts and cultural infrastructure in Orange County and making recommendations on how to overcome deficiencies; reviewing arts and cultural initiatives in Orange County's public and private education system and recommending ways to increase student exposure and involvement; and evaluating funding for, and corporate involvement in, arts and cultural organizations in our community and defining methods for broadening the base of support; and

WHEREAS, in addition to the other work performed by the Task Force, the Task Force held a public hearing on December 6, 2000 and conducted four surveys of arts initiatives, arts educational programs, arts patrons, and general public opinion regarding awareness, participation and preferences regarding the arts; and

WHEREAS, on May 1, 2001, the Task Force presented its findings and recommendations to the Board; and

WHEREAS, the Task Force recommended the establishment of an Orange County Arts and Cultural Affairs Office and Administrator, an Arts and Cultural Affairs Advisory Council and a dedicated funding source of ~~three~~<sup>six</sup> percent (3%) of the first four cents of the County's Tourist Development Tax revenues; and

WHEREAS, on May 1, 2001, the Board accepted the recommendations of the Task Force and authorized establishment of an Arts and Cultural Affairs Advisory Council; and

WHEREAS, the Board now desires to establish the Arts and Cultural Affairs Advisory Council.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ORANGE COUNTY, FLORIDA:

**Section 1. Creation of the Arts and Cultural Affairs Advisory Council.** The Board hereby creates the Arts and Cultural Affairs Advisory Council, hereinafter referred to as the "Council."

## Section 2. Membership.

*A. Members.* The Council shall be composed of thirteen members, each of whom has been appointed by vote of the Board after being nominated as indicated below. All members shall be residents of Orange County, Florida, but need not be residents of any particular commission district. Nominations for appointment shall be submitted to the Membership and Mission Review Board (the "MMRB"), which shall review such nominations and recommend to the Board such appointments to the Council as the MMRB sees fit, as set forth below:

1. *County ~~Chairman~~ Mayor.* Two members shall be nominated by the County ~~Chairman~~ Mayor, one of whom shall be a sitting County Commissioner;
2. *County Commissioners.* One member shall be nominated by each County Commissioner;
3. *City of Orlando.* One member shall be nominated by the City of Orlando;
4. *United Arts of Central Florida.* One member shall be nominated by United Arts of Central Florida;
5. *Tourist Development Council.* One member shall be nominated by the Tourist Development Council;
6. *University of Central Florida.* One member shall be nominated by the University of Central Florida; and
7. *At Large.* One member shall be nominated at large who has an interest or expertise in arts and cultural affairs in the County.

With respect to the nominations by the entities identified in items 3 through 6 above, each such entity shall nominate three persons as potential members of the Council and submit such list of nominees to the MMRB. The MMRB shall then recommend one or more persons from such list to the Board for appointment to the Council. When a vacancy in one or more of such positions on the Council either exists or is anticipated, the MMRB shall notify the pertinent nominating organization and request three nominations. If the organization submits three or more nominations within 30 days of receipt of the notification of the existing or anticipated vacancy, the MMRB shall recommend one or more persons from the submitted list of nominees to the Board for appointment to the Council. If the organization fails to submit any nominees, or submits fewer than three nominees, the MMRB may recommend such persons as it deems suitable for appointment to the Council.



Members of the Council may not have any ownership interest in or employment or contractual relationship with any person or entity which may receive a financial benefit as a result of funding applications made to the Council. If subsequent to appointment, a member of the Council shall acquire an ownership interest in or enter into an employment or contractual relationship with any person or entity which may receive a financial benefit as a result of funding applications made to the Council, such member shall be disqualified from membership on the Council, and a vacancy shall be deemed to have occurred.

**B. Terms of Appointment.** The terms of appointment shall be for two years. Each term shall expire at midnight on June 30 of the second year of the term, except for the initial terms. To provide for staggered terms of successor membership, the terms of office for seven of the initial members of the Council shall expire on June 30, 2002, and the terms of office for the other six initial members of the Council shall expire on June 30, 2003. A vacancy occurring during a term shall be filled for the unexpired term. Each member shall hold office until a successor has been appointed and has qualified: ~~except that the position of a sitting County Commissioner is vacated the day they are no longer in office.~~

### **Section 3. Operation of the Arts Advisory Council .**

**A. Duties and Responsibilities.** The Council shall have the following duties and responsibilities:

1. The Council shall study the potential uses of the designated tourist development tax revenues, endeavor to increase collaboration and coordination with arts and cultural leaders in the county to achieve economies of scale, reduce operating overheads and promote artistic excellence in the County.
2. The Council shall assist the Board in allocating county funding for arts and cultural affairs. Such assistance shall include the review of funding requests for the arts. The Council shall review requests from arts and cultural organizations for funding from designated tourist development tax funds as well as from general fund revenues. The primary purpose of the Council's assistance in this regard shall be to review funding requests and recommend for funding from designated tourist development tax revenues only such requests for arts and cultural events, activities and facilities which are consistent with the authorized purposes set forth in Section 125.0104(5)(1) and (2) Florida Statutes: ~~and that meet the standards set by the Council.~~
3. The Council shall advise the Board in the identification and prioritization of projects which the Council has determined qualify for funding from the tourist development tax revenues dedicated to arts and cultural affairs. The Council also may separately identify projects which it recommends for funding by the County, but which do not qualify for funding from such tourist development tax revenues. The Council shall identify and prioritize such projects in an annual report to be submitted to the Board by the Council each year, no later than June 30 of each year, beginning June 30, 2002.

**B. Meetings; Quorum; Voting; Minutes.** At its initial meeting, the Council shall elect a Chairman and a Vice-Chairman and shall establish a schedule of regular meetings. The Council, with assistance from the Arts and Cultural Affairs Office, shall establish rules and procedures for the conduct of its meetings, review of applications for funding and such other matters as it deems necessary. Seven members constitutes a quorum for the purpose of conducting the business of the Council and for all other purposes. Action may be taken by the Council upon a vote of a majority of the members present. Further, the Council shall keep a record of its transactions and the attendance and votes of its members.

**C. Committees.** The Council shall form committees. Such committees shall concentrate their efforts on one or more of the following issues: (i) ~~performing visual arts~~ <sup>funding & standards</sup>; (ii) public art and festivals; (iii) ~~arts education; and~~ <sup>arts advocacy</sup>; and (iv) cultural tourism; and (v) cultural facilities ~~and land~~.

**D. Applicable Laws.** The Council is an Orange County advisory board for purposes of the Orange County Advisory Boards Ordinance (Article VI of Chapter 2 of the Orange County Code, hereafter, the "Advisory Boards Ordinance"). Therefore all actions of the Council shall be in accordance with the Advisory Boards Ordinance and all applicable laws, including, but not limited to, the Code of Ethics for Public Officers and Employees (Part III of Chapter 112 of Florida Statutes), the Florida Public Records Law (Chapter 119, Florida Statutes) and the Florida "Government-in-the-Sunshine Law" (Section 286.011, Florida Statutes).

**Section 4. Support.** The Council shall receive staff support from the Orange County Administrator of Arts and Cultural Affairs and the Arts and Cultural Affairs Office. The Orange County Attorney shall serve as legal counsel to the Council and all funding recommendations shall be subject to legal review by the County Attorney's Office.

**Section 5. Severability.** If any provision of this resolution or the application thereof to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of this resolution which can be given effect without the invalid provision or application and to this end the provisions of this resolution are declared severable.



Section 6. Effective Date. This resolution shall take effect immediately.

ADOPTED THIS 21 DAY OF August 2001.



ORANGE COUNTY, FLORIDA

By: Board of County Commissioners

BY:

Richard T. Crotty  
County Chairman

ATTEST: Martha O. Haynie, County Comptroller  
As Clerk to the Board of County Commissioners

BY:

  
ast. Deputy Clerk



# Sustainable Orange County **PLAN**



Orange County, Florida

**Healthy • Prosperous • Connected**



## Message from **Mayor Teresa Jacobs**

ORANGE COUNTY GOVERNMENT

Orange County is blessed with outstanding natural, cultural, economic, and social resources. It is no wonder that we are one of the top tourist destinations in the U.S. and that our population has grown steadily for decades, with significant additional growth projected for years to come. The question is not whether we will grow and change, but how. Assessing where our community is now and looking to the future, we face significant challenges, as well as wonderful opportunities.

My top priority as Mayor is to continue on our path of transformation and sustainability during the coming years. Sustainability begins by developing a collective vision of what we want our community to be and then taking definitive steps toward making that vision a reality at home, in our neighborhoods, in our schools, and in our workplaces. We all play a part in transforming Orange County into one of the best places in the world to live, learn, work, and raise a family.

Our increasingly diverse and creative population is our greatest resource. From entrepreneurs creating jobs through innovation to celebrating arts, culture and creativity, we will join together on the journey to sustainability in countless ways. We are committed to leaving a legacy for future generations that will provide them with a quality of life that is even better than today. Our Sustainability Plan, "Our Home for Life," will lead us in achieving a more diverse, resilient, and thriving economy while protecting and enhancing our cultural and environmental legacy for generations to come.







## Message from **Commissioner John Martinez**

**CHAIRMAN, SUSTAINABILITY COMMITTEE  
FOR ORANGE COUNTY GOVERNMENT**

As a native to Orange County, I consider it a great honor and privilege to have served as chairman of the Sustainability Committee appointed by Mayor Teresa Jacobs. It has also been a particular pleasure to work alongside the other eleven distinguished members of the committee, who have so generously given their time, expertise, and wisdom to this extremely important undertaking.

The Committee's mission was to, "Develop a Sustainability Plan to make Orange County a more prosperous, healthy, and livable community for current and future generations by addressing economic, environmental, social, and cultural issues in a holistic manner." The Plan seeks to provide a roadmap for helping Orange County develop a more prosperous, resilient, and diverse economy; a healthy, livable, and beautiful environment; a fair, inclusive, and diverse society; and a thriving, creative, and innovative culture.

Orange County is the place I have lived and worked all my life, so the name of the Plan, "Our Home for Life," resonates deeply with me on a personal level. It is important for every citizen of every age to recognize that, individually and collectively, we can work together to improve our quality of life as well as leave a rich legacy for future generations.

On behalf of the Committee, I would like to thank the many citizen stakeholders and employees of Orange County Government who assisted our Committee in developing the Sustainability Assessment and Plan.



**John Martinez**  
Director of Public Finance  
PNC Capital Markets LLC

**Harold W. Barley**  
Executive Director  
MetroPlan Orlando



**Jill Hamilton Buss**  
Executive Director, Healthy Central Florida  
Winter Park Health Foundation



**Dee Danmeyer**  
President/CEO  
Habitat for Humanity of Greater Orlando



**Flora Maria Garcia**  
President/CEO  
United Arts of Central Florida



**Greg Hardwick, P.E., CGB, CGP, LEED AP**  
President  
Hardwick General Contracting, Inc.



**Eliza Harris (Vice Chair)**  
Principal, Director of Urbanism  
Canin Associates



**Dr. Cathy Pope**  
Chief of Staff  
Orange County Public Schools



**Jim Thomas**  
President  
Biosphere



**Pastor Frank Thompson**  
President/CEO  
Youth Central/AWCD, The Worship Center Orlando



**Brandon Tidwell**  
Manager, Sustainability  
Darden Restaurants



**Dr. Martin P. Wanlelista, P.E.**  
Director, Stormwater Management Academy  
Professor of Engineering, University of Central Florida



# **SUSTAINABLE ORANGE COUNTY**

**ADOPTED BY THE ORANGE COUNTY SUSTAINABILITY COMMITTEE**

***April 28, 2014***

**ACCEPTED BY THE ORANGE COUNTY BOARD OF COUNTY COMMISSIONERS**

***May 13, 2014***





**PUBLISHED**

***May 15, 2014***

**NOTE: TO ACCESS THE LINKS IN THE PRINT VERSION OF THIS DOCUMENT, GO TO THE ONLINE VERSION AT:**

***[www.ochomeforlife.net](http://www.ochomeforlife.net)***

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Arts & Culture





## ARTS & CULTURE

**Goal 21. Our arts organizations are well-established and stable**

1. Restore contributions from Orange County's general fund to \$1 per capita
2. Dedicate at least \$2 million from TDT revenue to renovate, repair, and build cultural facilities
3. Create an incubator fund/program to support growth of culturally diverse organizations and initiatives

**Goal 22. Cultural events and venues are well-attended**

1. Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses
2. Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers
3. Create a unified, centralized marketing campaign for arts organizations

**Goal 23. Our cultural reputation is international**

1. Host large-scale, blockbuster events
2. Support noteworthy public art
3. Build architecturally significant cultural venues and government buildings

**Goal 24. Arts education is excellent**

1. Turn STEM to STEAM—recognize the arts as an essential component of curriculum
2. Attract top-tier art educators
3. Expose students to professional-levels arts, in school and off campus

**Goal 25. The arts support environmental sustainability**

1. Use artistic solutions to solve environmental problems
2. Create an ordinance to preserve historic structures and places
3. Engage the community in using sustainable approaches to facilities and events





The state of the arts has been an indicator of great communities throughout history, making art and culture a pillar of community sustainability. A lively, dynamic arts and cultural environment is necessary to create a leading place to live, work, and play.

**Quality of life.** The John S. and James L. Knight Foundation sponsored the *Soul of the Community* Report, designed to “find out what emotionally attaches people to a community—what makes them want to put down roots and build a life there.” Social offerings (places for people to meet and the feeling that people in the community care about each other) was one of the highest rated categories, and residents rated their community’s availability of arts and cultural opportunities of highest importance within that category. If we want Orange County residents to feel like this is their home for life—to put down roots and invest in the local community—we need to expand our efforts to connect them with local arts and cultural organizations.

Public art and significant architecture act as catalysts for social interaction, and they inspire contemplation and higher-order thinking. The arts are essential for developing the creative and communicative skills of a 21<sup>st</sup> century workforce and are one of the most successful tools for retaining at-risk students, reducing disciplinary issues, improving learning, and increasing graduation rates. Arts, along with cultural events, can bridge cultural gaps in Orange County’s diverse population and promote a rich appreciation for that diversity.

Finally, the arts affect us in ways that are less well-known. Research has shown that integrating art into healthcare is transforming patient experience by connecting people to the arts in a wide variety of healthcare and community settings for therapeutic purposes. The arts influence civic engagement, encourage residents to think about issues, and—

according to research—arts attendees are more likely to vote than the general population. Arts, culture, and media can be powerful catalysts for connecting residents to their community and affect health, creative and compelling social engagement, and social change.

**Economic vitality.** The arts attract the creative class and a strong presence of creative class residents will spur innovation and bring wealth to the community. A community with significant art and cultural offerings attracts and retains creative industries and high wage workers, as well as cultural tourists. Art inspires creativity and innovation in businesses and when state and federal dollars are invested in the arts in our community, there is often as much as a 12:1 return to the economy. High-wage businesses are especially interested in the cultural offerings of a community when considering appropriate business locations. In areas with a substantial portfolio of public art, the art can be a top tourist draw and can contribute to the area’s overall brand. Because our local tourism industry relies heavily on a workforce knowledgeable in performing and visual arts, the ability to attract trained musicians, actors, dancers and artists is important in order to sustain the industry and create greater resilience. In fact, businesses of all kinds in the 21<sup>st</sup> century require creativity and collaboration—skills most successfully taught through the arts.



## GOAL 21: OUR ARTS ORGANIZATIONS ARE WELL-ESTABLISHED AND STABLE

*Our arts and cultural community needs stability and resources to continue to provide the dynamic product that will attract the creative class, increase cultural tourism, and inspire creativity in our citizenry.*

### STRATEGIES

1

#### Restore contributions from Orange County's general fund to \$1 per capita

Annual contributions to Orange County arts and cultural nonprofits from the general fund (GF) remained at \$1 per capita for nearly 20 years, from the date of United Arts' formation in 1989. These funds, distributed through United Arts (UA), were reduced starting in 2007 to the current rate of \$0.57 per capita, while population and need continued to grow. If restored to \$1 per capita, GF contribution for FY14 would have been \$1,172,493. The *2012 Arts & Economic Prosperity IV* study revealed that the nonprofit arts in Orange County generated \$181 million in direct economic activity and provided more than 6,700 jobs.

##### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

##### POTENTIAL PARTNERS

UA, under the advice of the ACAAC

##### FUNDING SOURCE

County general fund

##### CROSS-BENEFITS



### MEASURING SUCCESS

- Predictable, recurring funding
- Reserves for arts organizations



*The Dr. Phillips Center for the Performing Arts will have its grand opening in November 2014.*

*Scan the code to take a virtual tour:*



## Dedicate at least \$2 million from TDT revenue to renovate, repair, and build cultural facilities

2

TDT revenue has been partially funding the arts since 2001, when the BCC voted to set aside 3% of the first four cents for arts and culture. That full formula was applied starting in 2006, with \$1.5M set aside for cultural facilities (CF) and \$1.5M for cultural tourism (CT). An additional \$1 million from the general fund (GF) was allocated to a variety of cultural groups through United Arts. The same amount was dedicated until FY2010. When revenues declined in FY2010, CF funding was eliminated because the ACAAC prioritized maintaining support for cultural programs over venues—facility needs might more easily be delayed. At the same time, GF investment for operating support was reduced, so the ACAAC diverted part of the TDT revenue as a short-term measure to maintain operating support for cultural programs. This diversion reduced TDT revenue for both CF and CT. Once the GF investment is restored (see strategy 1), TDT revenue can be restored for CF, with the possibility of raising it to \$2M. Current facility needs are estimated to be more than \$20 million, in addition to the Dr. Phillips Center for the Performing Arts.

### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

### POTENTIAL PARTNERS

UA, under the advice of the ACAAC

### FUNDING SOURCES

County general fund, TDT

### CROSS-BENEFITS



## Create an incubator fund/program to support growth of culturally diverse organizations and initiatives

3

The number of culturally specific arts groups in the County does not match the diversity of our residents. For example, as the Hispanic population has grown, demand for Hispanic arts organizations has increased. Without institutional history and infrastructure, our minority communities need assistance to catch up to the mature and stable level of traditional Western European-oriented arts organizations. The Office of Arts and Cultural Affairs did a study of incubator programs ten years ago that has not been implemented because of lack of funding.

### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

### POTENTIAL PARTNERS

UA; Philanthropy and Nonprofit Leadership Center at Rollins College

### FUNDING SOURCES

County funds, sponsorships to match County revenue

### CROSS-BENEFITS





## GOAL 22: CULTURAL EVENTS AND VENUES ARE WELL-ATTENDED

### STRATEGIES

1

#### Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses

If our community is successful in making our venues physically accessible to 60 million visitors coming to our area and the 20 million Florida residents, our arts and cultural nonprofits will realize a broad exposure to people of the world and increase earned revenues. Most of the County's tourist area is separated by up to 25 miles from the majority of our cultural venues. Mass transit to take attendees from tourist areas to other cultural venues would not only reduce road congestion but increase attendance to our arts and cultural organizations. Solutions include SunRail operating at night and on weekends, or cultural buses running from Gainesville, Tampa or other nearby cities.

##### LEAD AGENCY

Office of Regional Mobility

##### POTENTIAL PARTNERS

Orange County OACA, LYNX, SunRail

##### FUNDING SOURCE

County, state, federal funds; user fees

##### CROSS-BENEFITS



### MEASURING SUCCESS

- Annual attendance increased to five million



*The Florida Symphony Youth Orchestra educates and inspires Central Florida's top young musicians. All programs reflect a commitment to provide musicians the opportunity to strengthen their musical talents and develop an appreciation of the arts through classical music.*



## Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers

2

With 60 million visitors coming to our area, and numerous leisure- time destinations spending large amounts to attract visitors, local cultural organizations have an increasingly challenging job of making people aware of their offerings. Studies show that a growing percentage of tourists are interested in experiencing local arts. Providing current and consistent messaging to those visiting Orlando and surrounding areas showcases visitors' opportunity for exploring the other side of Central Florida, allowing arts organizations to capitalize on potential audiences. Information sessions for hotel clerks and concierges, brochures in lobbies and on public transportation, and dedicated information disseminators would increase tourist awareness.

### LEAD AGENCY

United Arts of Central Florida

### POTENTIAL PARTNERS

Orange County OACA, Visit Orlando

### FUNDING SOURCES

County funds

### CROSS-BENEFITS



## Create a unified, centralized marketing campaign for arts organizations

3

Create a *one-voice* marketing campaign that supports all of the County's arts and cultural organizations. This unified message would "cut through the clutter" to highlight the area's arts and cultural offerings in a more comprehensive and effective way.

### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

### POTENTIAL PARTNERS

UA, area arts and cultural organizations

### FUNDING SOURCES

County funds, contributions from arts and cultural organizations

### CROSS-BENEFITS





## GOAL 23: OUR CULTURAL REPUTATION IS INTERNATIONAL

*Orange County will be widely recognized around the world as a premiere cultural capital, a top destination nationally and internationally. Our arts and cultural venues, public art, organizations, programs, and events will be considered among the very best.*

### STRATEGIES

1

#### Host large-scale, blockbuster events

Signature community events, like the New Orleans Jazz Festival, or regularly occurring events, like three-times-daily Munich Glockenspiel, can develop ongoing international word-of-mouth that will bring cultural visitors to our area. The Arts and Cultural Affairs Advisory Council has been exploring funding options from current TDT allocations, with the possibility of setting aside money for a Blockbuster Fund.

##### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

##### POTENTIAL PARTNERS

UA, municipalities, area arts and cultural organizations

##### FUNDING SOURCE

Tourist Development Tax

##### CROSS-BENEFITS



#### MEASURING SUCCESS

- Increased international press on Orange County arts offerings



The Muse of Discovery, sculpted by Meg White, is one of eight sculptures in the See Art Orlando exhibit, recently installed at Lake Eola and other locations in downtown Orlando.



## Support noteworthy public art

Public art can change and crystallize an area's identity. The eight recently installed *SeeART Orlando* sculptures have made a noteworthy impact on downtown Orlando. Significant public art gives residents a sense of pride and visitors a more comprehensive impression of our County as more than a threshold to the theme parks. Over 500 government units across the country have public art ordinances. Most set aside 1 to 2% of capital improvement budgets for public art. An Orange County ordinance designating a percentage of capital budgets would begin to develop a public art collection, and an ordinance setting a process for private development to contribute to public art would exponentially increase the public art in our area.

### LEAD AGENCY

Orange County Office of Arts and Cultural Affairs

### POTENTIAL PARTNERS

Orange County Capital Improvement Projects (CIP), Planning, Zoning

### FUNDING SOURCES

CIP funds; private development

### CROSS-BENEFITS



## Build architecturally significant cultural venues and government buildings

The Dr. Phillips Center for the Performing Arts is one example of an architecturally significant venue. Ensuring that building renovations or new buildings are aesthetically and technologically interesting will attract more people.

### LEAD AGENCY

Orange County Planning, Building Safety

### POTENTIAL PARTNERS

Municipalities, area arts and cultural organizations

### FUNDING SOURCES

Local, state, federal funds; grants; donations

### CROSS-BENEFITS



2

### PUBLIC ART

Orange County has more than

700

publicly viewable works of art, with

48

listed in the County's Public Art Archive.

3



## GOAL 24: ARTS EDUCATION IS EXCELLENT

*Orange County's top-rated education system excels in arts education. The arts are embraced as an essential component of a quality educational curriculum, and the arts should be integrated with others subjects. All students should have exposure to multiple quality arts and cultural experiences each year, as well as the opportunity to regularly express themselves creatively through the arts.*

### STRATEGIES

1

#### Turn STEM to STEAM—recognize the arts as an essential component of curriculum

Integrating arts into STEM education engages students that wouldn't otherwise be engaged; retains at risk students; and enhances innovation and creativity. Adding the "A" to STEM gives it its needed STEAM. (For more detail on STEM and STEAM, please see Goal 28.)

##### LEAD AGENCY

OCPS

##### POTENTIAL PARTNERS

UA, area colleges and universities, area arts and cultural organizations

##### FUNDING SOURCE

Cost-neutral

##### CROSS-BENEFITS



*A class at the Edgewater High School Engineering, Science and Technology (EST) Magnet Program, where technology majors delve into the world of 3D animation, graphic design or web design. EST students also work on the EST STEAM project, which simulates the research, development, and marketing of the modern engineering and technology company.*



## Attract top-tier art educators

2

Many top artists and performers can point to a teacher who “changed their life.” Attracting the best educators through salary and other benefits is vital to our having a top-rated education system.

### LEAD AGENCY

OCPS

### POTENTIAL PARTNERS

Area colleges and universities

### FUNDING SOURCES

Grants; County, state, federal funds

### CROSS-BENEFITS



## Expose students to professional-levels arts, in school and off campus

3

Students who regularly experience artists, both at school and through off-site learning experiences at our cultural venues, are more likely to gain a deeper appreciation for the arts.

### LEAD AGENCY

OCPS

### POTENTIAL PARTNERS

UA, area arts and cultural organizations

### FUNDING SOURCES

School funds, grants

### CROSS-BENEFITS





## GOAL 25: THE ARTS SUPPORT ENVIRONMENTAL SUSTAINABILITY

*The arts in Orange County should be widely used to promote a sustainable society. Our cultural heritage is preserved and continually enriched. Aesthetics are integrated into technological solutions to address environmental problems.*

### STRATEGIES

1

#### Use artistic solutions to solve environmental problems

The arts can educate, illuminate, inspire, and engender an emotional awareness of environmental problems. When both the heart and head are engaged, action follows. Visual and performing arts can focus on environmental issues to effect change. Building architecture and infrastructure (including environmental infrastructure) can be opportunities to create beauty and highlight the value of design. Aesthetics and cross-disciplinary approaches should be included in the creation of new environmental solutions.

##### LEAD AGENCY

Area arts and cultural organizations

##### POTENTIAL PARTNERS

United Arts of Central Florida, EPD, ecologists

##### FUNDING SOURCE

Cost-neutral

##### CROSS-BENEFITS



*Mother and child view a turtle sculpture at the 2013 The Art of ReUse exhibit. This County-sponsored art exhibit showcased high school students' art projects, which were made from reused items to communicate the importance of repurposing materials as a way to prevent pollution. Winners are featured in an art calendar.*

## Create an ordinance to preserve historic structures and places

2

Adopt an ordinance to protect defined categories of historic structures and places.

### LEAD AGENCY

Orange County Planning, Zoning

### POTENTIAL PARTNERS

Orange County Office of Arts and Cultural Affairs, Regional History Center; Historical Society of Central Florida; municipalities; State Historic Preservation Office; nonprofits

### FUNDING SOURCES

Cost-neutral

### CROSS-BENEFITS



## Engage the community in using sustainable approaches to facilities and events

3

Encourage arts organizations to use energy efficient equipment, to recycle, and to operate their organizations in eco-friendly ways.

### LEAD AGENCY

Arts and cultural organizations

### POTENTIAL PARTNERS

UA, Office of Arts and Cultural Affairs

### FUNDING SOURCES

TDT through cultural facilities

### CROSS-BENEFITS





## TAKE ACTION

### At Home

- Discover art in Central Florida! Find the 700+ publicly viewable works of art that Orange County has to offer. Find more information at the [Art of Orange County](#).
- Visit all 8 of the [See Art Orlando](#) sculptures in and around Lake Eola for a start.
- Support the sustainable improvements and efforts of arts and cultural facilities.
- View and participate in our local art and cultural treasures. Visit a museum, attend a performance, or take a class to boost creativity. Find what you are looking for at [Red Chair Project](#). (Note: by July 2014, this address will change to [www.Orlando365.org](http://www.Orlando365.org).)
- If you have children, take them to cultural venues and activities from the time they are young.
- If you are able, consider making a gift to support local arts and culture through [United Arts of Central Florida](#).
- If you are able, consider sending your children to art, music, dance, drama, or writing camps sponsored by local arts and cultural groups.
- Visit great museums and other cultural venues and attractions when travelling to places that have them.

### At Work

- Check with your employer to see whether your company sponsors a gift matching program for donations made to arts organizations or [United Arts of Central Florida](#).
- Organize an office outing to events at [Orange County's cultural venues](#).
- If you are a business owner and in a position to do so, consider sponsoring local arts and cultural activities. Consider coordinating with local artists to display their artwork at your business .





# Arts and Culture

## **Stable, Mature Arts Organizations**

Recurring, predictable funding for the arts  
Financial reserves for arts organizations

- Restore contributions from Orange County 's General Fund to \$1 per capita
- Dedicate at least \$2 million from Tourist Development Tax revenue to renovate, repair, and build cultural facilities
- Create an incubator fund to support the growth of culturally diverse organizations

## **Attendance to Cultural Events and Venues**

5 million annual attendance

- Invest in making cultural centers accessible to locals and tourists, providing public transit options and diversity of uses
- Increase tourist awareness by promoting cultural and arts offerings to hospitality industry and transit providers
- Create a united, centralized marketing campaign for arts organizations

## **International Reputation for Arts and Culture**

Frequent International Press on Orange County arts offerings

- Host large scale, blockbuster events
- Support noteworthy public art
- Build architecturally significant cultural venues and government buildings

## **Excellent Arts Education**

21st Century learning in all Orange County schools

- Recognize the arts as an essential component of curriculum
- Attract top-tier educators
- Expose students to professional-level arts, in school and off campus

## **Support Environmental Sustainability Through the Arts**

- Use artistic solutions to solve environmental problems
- Create an ordinance to preserve historic structures and places
- Engage the arts community in using sustainable approaches to facilities and events. Promote sustainability through the arts