

**Community
Cultural Arts
Implementation
Plan FY2021**



City of Ocala Community Cultural Arts Implementation Plan

Background

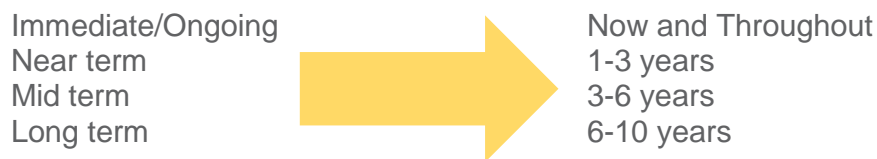
The following cultural development strategies and recommendations were developed through a collaborative, inclusive process over the last two years through development of the Community Cultural Arts Master Plan under the direction of consultant, Martinez and Johnson Architecture, P.C. and through follow-up stakeholder meetings. The Community Cultural Arts Plan will provide a framework for advancing arts and culture in Ocala over the next 10 years.

The collection of next steps in this Community Cultural Arts Implementation Plan was a collaborative effort of the Ocala Municipal Arts Commission (OMAC) and the Marion Cultural Alliance (MCA).

Moving from Planning to Implementation

It is recognized that MCA is a significant partner in the implementation of this plan and that issues related to their organizational and fiscal operating capacity would need to be considered and addressed before they can assume certain recommended roles. In some cases, it may be determined that MCA can't fill those roles and other partners should be identified and substituted.

The timeline for implementation of the plan recommendations are set out as follows:



Defined Funding Priorities

1. Build capacity of cultural arts organizations through support services rendered by MCA.
2. Increase capacity of cultural arts organizations with grants to support their growth.
3. Dedicate marketing efforts to build the community's cultural arts identity so that it expands tourism.
4. Fund public art.

Acronyms Throughout the Plan

CAS- City of Ocala Cultural Arts and Sciences Division
CCF – College of Central Florida
CEP – Chamber and Economic Partnership
CF – Community Foundation
FKHA – Fort King Heritage Association
FTBOA – Florida Thoroughbred Breeders and Owners Association
GM – City of Ocala Growth Management Department
MAX – Magnolia Art XChange
MCA – Marion Cultural Alliance

OBS – Ocala Breeders Sale
OCT – Ocala Civic Theater
OMAC – City of Ocala – Ocala Municipal Arts Commission
RAC – Reilly Arts Center
R&P – City of Ocala Recreation and Parks Department
TDC – Tourist Development Council
TPO – Transportation Planning Organization
WEC – World Equestrian Center

Strategy A: Improve the long-term sustainability of arts and culture in Ocala

Key Issues: There is limited funding capacity in the community and a lack of public funding sources. There is not a designated funding source to support public art. In addition, the lack of resources has stifled the growth of Ocala’s nonprofit arts and cultural sector. As a result of their limited fundraising potential, these organizations are understaffed, which has challenged marketing efforts and long-term program stability.

Opportunity 1: Significant effort should be placed on working with Ocala Municipal Arts Commission (OMAC), Marion Cultural Alliance (MCA), and the Community Foundation to build the operating capacity of Ocala’s nonprofit cultural arts organizations.

Recommendation 1.1 The City and the County should provide support to the Community Foundation in their efforts to provide a solid Non-Profit Resource Center in support of local community arts organizations.						
<i>1.1.1. The City should work with the Community Foundation and the Marion Cultural Alliance to catalogue and quantify the needs of each cultural arts organization and assist them with planning for how to meet those needs.</i>						
Status/Action taken to date: MCA has distributed a survey to arts organizations and has held multiple round table discussion with lead art organizations to gain input.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will continue to follow up on survey responses from arts organizations to ensure needs are adequately catalogued	X				MCA	CF
Upon final collection of the input, a collaborative effort will be made to assess, catalogue and quantify those needs		X			MCA	CAS CF
Prepare and implement a plan to address identified needs		X			MCA	CAS CF
<i>1.1.2. The City and County should provide financial support for the Community Foundation’s grant writing efforts in support of community arts and cultural endeavors.</i>						
Status on action taken to date: The City and County both currently provide funds to the Community Foundation to support the Foundation’s grant writing efforts.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City and County should evaluate effectiveness of the grant writing program and continue support accordingly	X				CF	

<i>1.1.3. The CEP should provide technical support to the Community Foundation.</i>						
Status/Action taken to date: The Non-Profit Business Council, formerly operated by the CEP, is now part of the Community Foundation.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
The CEP should continue to support the Community Foundations operations of the Non-Profit Business Council	X				CEP	CF
<i>1.1.4. The Community Foundation should provide technical assistance to non-profit arts and cultural organizations in grant writing.</i>						
Status/Action taken to date: The Community Foundation currently provides technical assistance to non-profit arts and cultural organizations in grant writing upon request.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Marketing to encourage participation in this programming to increase utilization of the services provided		X			CF	MCA

Recommendation 1.2 The City and County should make arts and culture funding a legislative priority at local, State and Federal levels.						
<i>1.2.1. CAS staff should work with OMAC and MCA to annually inform City and County leaders of changes in State and Federal arts funding levels and provide the suggested language for their legislative priority lists.</i>						
Status/Action taken to date: MCA’s annual report to the City & County outlines needs of arts organizations.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will include information in their annual reports on what State and Federal funds are available to meet identified needs	X				MCA	
During creation of this annual report, MCA will review this information with OMAC and CAS staff	X				MCA	OMAC CAS
MCA staff will schedule meetings to discuss these priorities with City and County leaders annually, including a representative from OMAC and CAS	X				MCA	OMAC CAS

<i>1.2.2. OMAC, MCA, CEP, and TDC should meet with local representatives at the State and Federal levels to discuss arts funding challenges, effects on local programs and impact on tourism and economic development.</i>						
Status on action taken to date: MCA and the CEP have begun conversations around a more collective approach to meeting with State and Federal representatives.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CEP will include all stakeholders in the conversations around impact of State and Federal funding on local properties for the aforementioned funding priorities.	X				CEP	MCA OMAC TDC
<i>1.2.3. MCA should consider hosting an annual legislative forum to invite local, state and federal elected officials to learn more about the local arts in Ocala/Marion and the impact funding at all levels has on operations, events/programs and capital projects.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will schedule and host these forums		X			MCA	OMAC CAS

Opportunity 2: The City and County should collaborate with stakeholders to evaluate alternatives for establishing a dedicated funding stream for the arts.

Recommendation 2.1 Consideration should be given to a funding mechanism such as a percent for arts fee on new commercial development or voter approved special ad valorem tax for arts and culture in the City of Ocala and Marion County jurisdictions.						
<i>2.1.1. OMAC, CEP and MCA should evaluate alternatives for implementing such a fee or tax (including estimated revenues) and present recommendations for consideration. This would include considerations of alternatives that would permit developers to spend the percentage for the arts funding on their own property with City and MCA serving as technical advisors; or in cases where that doesn't make sense, alternatively the fee is designated to the City or County for art projects on public property (similar to the City's Tree Fund).</i>						
Status on action taken to date: MCA and CEP are currently exploring alternative funding sources for this purpose. They are not in support of a development fee.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and CEP will begin including OMAC in these discussions from a policy perspective as associated with the aforementioned funding priorities.	X				MCA	CEP OMAC

2.1.2. OMAC, CEP and MCA should make recommendations on how the funding would be utilized.

Status on action taken to date: MCA is currently working on its recommendations with assistance of the CEP business committee and will issue those recommendations once the needs assessment is completed pursuant to 1.1.1.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will work with CEP and OMAC to determine best practices and uses for funds with the community as associated with the aforementioned funding priorities.	X				CEP	MCA OMAC
MCA, CEP and OMAC will work together to solidify recommendations prior to making a formal request	X				CEP	MCA OMAC

2.1.3. OMAC, CEP and MCA should survey the community to determine if there is adequate public support for recommendations.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and CEP will work with OMAC to survey the community to assess if there is public support for the official recommendations of a continual funding stream for the arts		X			CEP	MCA OMAC

2.1.4. OMAC, CEP, and MCA should coordinate with City and County elected officials for feedback and staff support for advancing the funding initiative.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will collaborate with CEP and OMAC in drafting an Executive Summary regarding recommendations for ongoing funding of the arts	X				CEP	MCA OMAC
MCA, CEP and OMAC representatives will meet collectively with elected officials to advance the funding initiatives		X			CEP	MCA OMAC

Recommendation 2.2 Consideration should be given to permanently designating a percent of City of Ocala and Marion County government funded construction projects to public art either at the location of the project for public access facilities or on other public property as appropriate based on restrictions of the CIP funding source.

2.2.1. The City should evaluate which projects could feasibly be subject to such a fee.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
The City will evaluate which projects could feasibly be subject to such a fee (some funding sources may have restrictions).		X			CAS	City of Ocala County Departments as appropriate
City staff will meet with City and County Management to discuss the funding concept and get preliminary approval.		X			CAS	City of Ocala County Departments as appropriate
City staff will draft a recommendation outline based on the evaluation		X			CAS	City of Ocala County Departments as appropriate
City Staff will seek approval as necessary to begin work on implementation of these recommendations		X			CAS	City of Ocala County Departments as appropriate

2.2.2. If warranted, City and County staff should prepare ordinances for consideration by their respective elected officials.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
If warranted, City and County staff will prepare ordinances for consideration by respective elected officials			X		CAS	City of Ocala County Departments as appropriate

If warranted, City and County Staff will seek approval of these ordinances			X		CAS	City of Ocala County Departments as appropriate
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Strategy B: Re-position the City from an extensive event provider to a policy maker and technical resource.

Key Issues:

The community relies heavily on the City of Ocala to provide cultural arts and events programming. The City has limited operational capacity to sustain current programming levels for the long term.

The City has been a leader in Cultural Arts programming. However, given the amount of resources currently being spent on programming, the City is not currently positioned to provide the necessary policy making and technical support services.

Despite a growing collection of public art, the City does not currently have a formalized public art policy to guide future growth and long-term maintenance, although small steps to develop one are currently being taken.

Opportunity 3: Support Marion Cultural Alliance as it continues to grow its role as the umbrella arts alliance that will serve as a leader and resource for the arts and cultural community in and around Ocala. This should include continuing efforts to build partnerships across organizations, increasing their grant making capacity in support of events and programs and, if possible, assisting with development of a shared resources program for services such as marketing and fundraising.

Recommendation 3.1 Support should be provided to MCA to help them establish a marketing and staffing co-op to provide marketing and administrative support to non-profit cultural arts organizations.						
<i>3.1.1. City should assist MCA in developing a business plan for a marketing, grant making and other services co-op.</i>						
Status on action taken to date: MCA has drafted a cost estimate and staffing plan, based on arts leader discussions to increase its capacity pursuant to the plan and provided it for review to OMAC, CEP, Community Foundation, and arts leaders. Plan for a co-op has been evaluated and deemed unattainable as originally envisioned.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will provide technical support to MCA on the drafting of a business plan to support increased capacity to provide services to arts organizations	X				MCA	

CAS in conjunction with OMAC will review and evaluate MCA's submission for needed support		X			MCA	CAS OMAC
CAS and OMAC will continue to assist MCA in the finalization and implementation of this strategy.		X			MCA	CAS OMAC
<i>3.1.2. City, County and MCA should determine how this co-op could be funded (i.e. Contributions from non-profits who will utilize it, etc.)</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon evaluation of MCA's cost estimate and staffing plan, OMAC will provide recommendations		X			OMAC	
Final recommendation will be presented and discussed with City and County officials		X			OMAC	MCA CAS
<i>3.1.3. MCA to investigate options and funding requirements for a marketing firm or staff to assist non-profits in managing their marketing needs.</i>						
Status on action taken to date: MCA is currently investigating options and will have recommendations more fully outlined once needs assessment according to 1.1.1. is completed.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Final recommendation will be presented and discussed with OMAC	X				MCA	
<i>3.1.4. MCA to investigate options and funding requirements to provide staff support to small cultural arts non-profits who can't otherwise afford to hire staff for these functions.</i>						
Status on action taken to date: MCA has drafted an estimate of what the cost would be to increase its capacity pursuant to the plan and provided it to OMAC, CEP, Community Foundation, and the largest arts organizations.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Investigation is ongoing while the needs assessment pursuant to 1.1.1. is finished	X				MCA	

3.1.5. MCA and City should work together to create an MCA hosted cultural arts “landing page” for all thing’s cultural arts in the community.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and City will work together to create an MCA hosted cultural arts “landing page”		X			MCA	CAS
MCA will implement the cultural arts “landing page”		X			MCA	
MCA will work with the TDC to market this on a broader scale		X			MCA	TDC

3.1.6. The Community Foundation Non-Profit Resource Center should provide support to MCA for these services.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and the Community Foundation will work together to provide increased and coordinated support for arts and cultural organizations	X				MCA	CF

Recommendation 3.2 MCA should continue to expand programming at the Brick City Center for the Arts.

3.2.1. Build on MCA’s existing portfolio of programs and exhibitions at Brick City Center for the Arts.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will continue to explore additional programs and exhibits for the Brick through outreach to other arts organizations and internal discussions about how to better diversify and improve program offerings		X			MCA	

3.2.2. Experiment with courtyard programming to better utilize this venue.

Status on action taken to date: MCA will offer the use of the court yard at no charge* for local arts organizations starting during First Friday Art Walks.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Canvas local arts organizations and performers for interest and to secure dates	X				MCA	Non-Profit Arts Orgs and Local Performer

Recommendation 3.3 MCA should be positioned to connect non-profit cultural arts organizations with partners and resources to assist them with programming development and execution.

3.3.1. MCA should research and develop a list of partnership opportunities and facilitate those relationships.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Identify funding for development of this recommendation	X				MCA	CEP
Once funding for this initiative is identified, MCA will add a full time position that provides this service		X			MCA	CEP

3.3.2. MCA should coordinate with the CEP to develop a program to educate local businesses about the benefits of partnerships/sponsorships with cultural arts organizations.

Status on action taken to date: MCA and the CEP are working on a strategy that makes it easier for local businesses to support the arts by donating to MCA directly as a pass through under MCA’s long-standing grant program.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and the CEP will continue to fine-tune this program and begin its implementation	X				MCA	CEP

3.3.3. MCA and the CEP should develop a program that helps key local arts organizations form relationships with regional businesses and industries.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Identify funding for development of this recommendation	X				MCA	CEP
Once a funding source for the initiative is identified, MCA will add a full-time position that provides this service		X			MCA	CEP
MCA will review their current fundraising structure to better assist the local arts organizations in this capacity	X				MCA	CEP
Upon review of current fundraising structure, MCA will draft and implement a program that helps key local arts organizations form relationships with regional businesses and industries			X		MCA	

3.3.4. MCA and CEP should expand workshops to increase the capacity of “Artpreneurs”.

Status on action taken to date: MCA and the CEP continue to partner to increase programming already in place.

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Identify funding for development of this recommendation	X				MCA	CEP
Once a funding source for the initiative is identified, MCA will consider adding a position that supports this goal		X			MCA	

Recommendation 3.4 MCA should begin preparing for their 2020 Strategic Plan update.						
<i>3.4.1. City staff and OMAC should provide advice and support to MCA in development and implementation of their strategic plan.</i>						
Status on action taken to date: MCA is currently working on its 2020 Strategic Plan Update. MCA has included stakeholders and City Staff feedback in preparation of this plan.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Once it is completed, MCA will present an overview of the plan to OMAC.	X				MCA	

Recommendation 3.5 Support efforts to increase and better execute the community’s grant making capacity and streamline grants for the arts in the community under an umbrella organization.						
<i>3.5.1. MCA, CEP, TDC and OMAC should make a coordinated review of local grant programs and determine whether these should be consolidated under one umbrella (i.e. TDC, MCA) and as appropriate coordinate efforts to facilitate this consolidation and establish priorities and policies to govern same.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA, CEP, CF TDC and OMAC will review local grant programs and determine if they should be consolidated		X			CEP	OMAC MCA TDC CF
MCA, CEP, CF TDC and OMAC, if determined, will draft a recommendation under which umbrella this should be housed (i.e. MCA, TDC, etc.)		X			CEP	OMAC MCA TDC CF
Final recommendation will be provided for approval to those entities that the grant funds are provided through		X			CEP	OMAC MCA TDC CF
Upon approval, designated umbrella will work with MCA, CEP, CF TDC, and OMAC on granting guidelines for applicants		X			CEP	OMAC MCA TDC CF
Upon review and approval of guidelines, said umbrella organization will administer those grant funds in accordance with the approved guidelines			X		CEP	OMAC MCA TDC CF

<i>3.5.2. A concerted community effort should be made in determining a plan of action for growing MCA's endowment in support of arts grants.</i>						
Status on action taken to date: MCA is currently working on a new public art project (a new horse herd) to continue to expand their endowment. And have formed a philanthropy committee to pursue planned and legacy giving.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will work on development of a plan to increase their endowment in conjunction with the evaluation of their fundraising efforts listed above	X				MCA	Arts Leaders
Upon completion and acceptance of that plan by the MCA board, MCA will implement the approved plan		X			MCA	
<i>3.5.3. If a designated funding source for the arts is established, a percentage of that should be designated for grant making in support of capacity building objectives of this plan.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
If a funding source for the arts is identified, a percentage, as determined through the evaluation, will be designated for grant making			X		CEP	MCA OMAC
Those identified funds will be allocated by the determined umbrella organization for coordinated grants funding mentioned previously			X		CEP	MCA OMAC

Opportunity 4: The City should give consideration to establishing a City of Ocala Cultural Affairs Department to better position this function within the organizational hierarchy.

Recommendation 4.1 The City should develop a staffing plan and funding outline for Council's consideration in developing a Cultural Affairs Department.						
<i>4.1.1. Develop a plan for implementation with the FY20-21 budget cycle.</i>						
Status on action taken to date: A Cultural Affairs Department Implementation Plan has been drafted and submitted for internal approval. Due to budget constraints implementation of the Department has been postponed to FY22-23 (budget permitting).						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Finalize and approve the drafted plan internally		X			City of Ocala	

Fund the plan		X			City of Ocala	
<i>4.1.2. Obtain City Council approval.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Seek City Council approval		X			City Manager	
Upon approval, begin implementation of the Department		X			City of Ocala	

Opportunity 5: The City should seek partners to coordinate and potentially help fund cultural arts events; and corporate sponsors or grants to offset Discovery Center programming and exhibits costs.

Recommendation 5.1 The City should seek or continue partnerships for management or assistance with coordination of its cultural arts programs to reduce the impact of these programs on City resources.						
<i>5.1.1. The City should issue a request for proposal for a partner to manage the Harvest Fest Music and Food Truck Festival.</i>						
Status on action taken to date: City issued the RFP. After evaluation of the 2019 event and potential for a long-term contract for same, it was determined it is no longer feasible to conduct this event.						
<i>5.1.2. The City and MCA should continue to partner to bring the Levitt AMP Ocala Music Series to MLK Recreation Complex with more MCA participation in way of volunteers and sponsor solicitation.</i>						
Status on action taken to date: The Levitt Foundation has provided funding for the 4 th year. Due to reduced funds being available through the City, City Staff and MCA are seeking other match funding to ensure the continuation of this program.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA shall continue to support the Levitt AMP Ocala Series by way of volunteers and sponsor solicitation	X				City of Ocala	MCA
<i>5.1.3. The City should seek partnerships with non-profit arts organizations and the schools (i.e. West Port) to provide fee/reduced cost performances at the Art Park. This will provide free venue space for rehearsals while providing activity in the Art Park and minimizing use of City resources.</i>						
Status on action taken to date: CAS has begun the partnership with local schools performing at both the Art Park and at Art Walk.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will continue to work through the logistics of developing this program with MCPS	X				CAS	MCPS

CAS will develop partnerships with non-profit arts organizations from a performance standpoint as well The new restrooms at the Art Park that will be constructed in 2020 will assist in this endeavor		X				CAS	Arts Leaders
<i>5.1.4. The City should seek a partnership with the Appleton Museum of Art to assist with funding and implementation of the Ocala Outdoor Sculpture Competition (OOSC). Through combined expertise, this would move the OOSC to the next level.</i>							
Status on action taken to date: CAS and the Appleton continue to discuss logistics surrounding the possibilities in this partnership.							
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners	
CAS will continue to work with the Appleton on a plan for expanding OOSC to the Appleton campus	X				CAS	Appleton Museum of Art	
Upon completion of that plan and approval of same, implementation of the collaboration will begin		X			CAS	Appleton Museum of Art	
<i>5.1.5. The City should continue to partner with the Ocala Film Foundation on the Walk of Fame on South Magnolia/Marion Theater block.</i>							
Status on action taken to date: CAS remains in contact with the Ocala Film Foundation on all opportunities for a collective partnership.							
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners	
CAS will continue to work directly with OFF on the installation of the Walk of Fame plaques and integration of the event surrounding it	X				Ocala Film Foundation	CAS	
<i>5.1.6. The City should continue to partner with the Ocala Culinary Festival on the grand tasting event.</i>							
Status on action taken to date: CAS remains in contact with the Culinary Festival on all collective partnership opportunities.							
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners	
CAS will work with the Ocala Culinary Festival to explore ways to partner on this event in addition to past funding provisions for entertainment	X				CAS	Ocala Culinary Festival	
Upon determination, the City will implement the partnership with the Ocala Culinary Festival		X			CAS	Ocala Culinary Festival	

<i>5.1.7. The City should continue to partner with the Magnolia Art Exchange on execution of the Emerging and Student Artist Contest and exhibit.</i>						
Status on action taken to date: City has entered a 3-year MOU with MAX for this program.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will continue to coordinate with MAX on execution of the contest and exhibit	X				R&P CAS	MAX

Recommendation 5.2 The City should continue to provide quality outdoor venues and support services needed to provide quality outdoor events and festivals.						
<i>5.2.1. The City should ensure that facilities stay updated as development continues around them. Provide necessary capital maintenance and facility upgrades at event venues that are heavily used. This might include things as simple as replacement of dated amenities, but also would include addition of restrooms, stage coverings and build in sound and light as appropriate.</i>						
Status on action taken to date: Additions at Webb field include upgrades to electric, lighting and access. Restrooms are slated for construction at the Art Park.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will annually submit CIP projects that address this recommendation. In some instances, this will require a funding partnership	X				City of Ocala	
Upon approval of CIP projects, City will implement said projects	X				City of Ocala	
<i>5.2.2. The City should continue to provide event logistics and support services that are needed for outside organizations to successfully execute arts and cultural events.</i>						
Status on action taken to date: CAS is currently in the process of drafting Standard Operating Procedures for these types of opportunities.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will continue to provide event logistics and support services as determined by MOU, code or permit requirements as needed to support outside organizations to successfully execute arts and cultural events	X				R&P	

Recommendation 5.3 The City should work toward a more sustainable operating model at the Discovery Center ensuring the City’s core value of “Stay small as we grow” is integrated into all planning measures to minimize increased impact on City resources.

5.3.1. The City should work to develop a more functional non-profit foundation that is positioned to positively impact the financial position of the DC, especially as pertains to the ongoing costs of exhibits.

Status on action taken to date: CAS is working with the DC Foundation to implement a more consistent application of fundraised dollars on an annual cycle.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will work with the existing DC Foundation to evaluate current structure, by-laws, and participation		X			CAS	DC Found.
City will provide recommendations based on that evaluation to the DC Foundation for approval		X			CAS	DC Found.
DC Foundation will implement approved recommendations to more positively position the board to actively participate in securing funding related to those recommendations			X		DC Foundation	CAS

5.3.2. The City should continue communications with the committee working on the capital campaign for DC expansion with special attention on the impact their recommendations will have on the City’s ongoing operating expenses.

Status on action taken to date: The Committee is continuing to seek large-scale donors for this project.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will continue to participate in meetings held by the committee for the capital campaign, providing feedback and advice as appropriate	X				CAS	

5.3.3. The City should develop a member and donor database and manage same to maximize on-ongoing giving campaigns in support of operations.

Status on action taken to date: City continues to research database software for this purpose.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon selection of appropriate software, the City will purchase and implement that software		X			CAS	

Opportunity 6: As the operational capacity of the cultural arts non-profit organizations improves; and as the resources required for events and exhibits is decreased, the City should shift its resources toward a technical and logistics support role.

Recommendation 6.1 The City should position itself as a technical advisor to work closely with MCA in assisting non-profit and programmers and operators to execute quality art programs and installations of visual art assets at their facilities. The City should consider options for providing this same support for commercial organizations.

6.1.1. The City should begin the development of resource manuals, workshops and materials in partnership with MCA to begin community outreach in this regard.

Status on action taken to date: CAS continues to work on policy development and technical materials while assisting businesses, non-profits, and artists.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will continue to draft appropriate resource manuals, participate in workshops as appropriate in conjunction with MCA in an effort to continue community outreach efforts	X				CAS	MCA
City will post such materials once finalized on the City's website		X			CAS	
MCA will also post such materials once finalized on their website		X			MCA	

6.1.2. The City should implement a policy through the event permitting process that pairs organizations with CAS staff for events considered art or culture in nature. In this manner, the City can assist these organizations in providing a high-quality event.

Status on action taken to date: CAS has drafted Performing Arts Policies and Procedures for review and implementation.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon completion of the Performing Arts Policy, internal review and approval will be secured		X			R&P	
Once the Performing Arts Policy is approved, the policy will be implemented through the permitting process		X			R&P	

Opportunity 7: The City should coordinate with the Ocala Municipal Arts Commission (OMAC) to establish a formal public art policy and program to ensure long-term maintenance and care of Ocala's public art collection. This should also include policy and infrastructure to support place-making initiatives across the community.

Recommendation 7.1 The City should adopt a public art policy/master plan to guide placement and maintenance of art on public property throughout the City.						
<i>7.1.1. The City should draft a policy for review and endorsement by OMAC.</i>						
Status on action taken to date: CAS is currently researching and drafting Public Art Policies for review by OMAC.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will draft a public art policy based on the research	X				CAS	OMAC
CAS will seek OMAC feedback and recommendation for approval		X			CAS	OMAC
<i>7.1.2. The City should review the plan in a workshop with City Council.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will present the recommended Public Art Policy in a workshop to City Council		X			CAS	
<i>7.1.3. City Council should adopt the plan.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will present the recommended Public Art Policy for City Council approval		X			CAS	
CAS will implement the Public Art Policy		X			CAS	
<i>7.1.4 . The City should procure and implement an inventory management system to ensure that all art the City is responsible for (owned or loaned) is properly cataloged.</i>						
Status on action taken to date: CAS is currently cataloguing all artwork and collecting historical information on existing permanent collections.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will research and recommend an appropriate inventory management system for the City’s art collection		X			CAS	
CAS will procure the inventory management system		X			CAS	

CAS will implement the public art inventory using the new software			X		CAS	
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Recommendation 7.2 The City should ensure that proper regulations are in place for public art on private property to require coordination with the City Cultural Arts staff and final submission and approval by the Ocala Municipal Arts Commission.

7.2.1. The City should review policies and regulations from other cities and develop best practices for the City of Ocala.

Status on action taken to date: CAS is currently researching and developing Public Art Policies for review by OMAC.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will research public art policies for private property in conjunction with OMAC	X				CAS	OMAC
CAS will draft a public art policy based on the research	X				CAS	OMAC

7.2.2. The City should secure the review and approval of the best practices by OMAC.

Status on action taken to date: OMAC has been provided example Public Art Policies and CAS staff has requested all recommendations as the Public Art Policy is being developed.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will seek OMAC feedback and recommendation for approval		X			CAS	OMAC

7.2.3. The City should revise Ordinance Sec. 122-968 Public Art to incorporate best practices.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will work with Growth Management to revise this ordinance to incorporate best practices developed above		X			CAS	GM
CAS in conjunction with the City Growth Management will seek City Council approval		X			CAS	GM
Once approved, the ordinance will be implemented		X			GM	CAS

Strategy C: Create signature places and programs that celebrate the authentic past, present and future of Ocala.

Key Issues: Ocala’s cultural arts assets are concentrated on the east side of the city, indicating a need and opportunity to more equitably distribute facilities and programs.

Opportunity 8: Diversify arts and cultural programming, not just in terms of scope and content, but also in terms of how they are distributed throughout the community, and which organizations provide them.

Recommendation 8.1 The City should support the Reilly Arts Center black box expansion at Tusawilla Park.						
<i>8.1.1. The City and Reilly Art Center (RAC) should amend the current lease to provide the space needed to expand.</i>						
Status on action taken to date: City and RAC have executed a Lease Amendment allowing for use of the West parking lot for the addition of the RAC Black Box Theater.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS staff to monitor contract compliance	X				RAC	City of Ocala
<i>8.1.2. The Reilly should fund and construct the expansion.</i>						
Status on action taken to date: The Reilly is in the process of a capital campaign to raise the funds needed for this project. Site Plans approved by Growth Management. Ground-breaking scheduled for late October. Currently over \$1.9M raised towards \$4M.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon securing the needed funds, the Reilly Arts Center will construct the “Black Box Theatre”		X			RAC	
Upon completion of construction, the Reilly Arts Center will implement the use of the additional facility space		X			RAC	

Recommendation 8.2 The City should ensure the new community center in west Ocala has the necessary infrastructure to support both indoor and outdoor performing and visual arts programs and develop partnerships to facilitate execution of programs.						
<i>8.2.1. The City should ensure the scope of work for the community center includes requirements for provision of the necessary infrastructure for performing and participatory art programs.</i>						
Status on action taken to date: CAS staff is currently assisting from a technical aspect related to arts programming and infrastructure integration into the new Community Center as it is being designed.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Recreation and Parks and CAS staff will coordinate the design services related to necessary infrastructure at the community center	X				R&P	Architect CAS
R&P and CAS staff will directly select and procure tables and stools for the art room, and the gallery hanging system		X			R&P	CAS
<i>8.2.2 . The City should ensure the scope of work includes the provision of an allocation for public art at the community enter.</i>						
Status on action taken to date: CAS is currently researching cost estimates for various public art incorporation into the center.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will assist the R&P Director with development of a MSR Community Center Public Art Plan	X				CAS R&P	
CAS will provide design standards for various aspects of the community center including the designated art room, gallery hanging system, design pattern for sound panels, and house sound system	X				CAS R&P	Architect
CAS will contract with the artists for concept designs for public art spaces		X	X		CAS	
Upon completion of the facility CAS will orchestrate the installation of said artwork		X	X		CAS	

8.2.3. *City should begin planning for arts and cultural-based programming (visual, performing, culinary, etc.) well in advanced of the facility opening.*

Status on action taken to date: Initial discussions regarding potential partners have been held.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
R&P and CAS staff will survey the community to get feedback on arts programming at the new community center	X				R&P CAS	
R&P and CAS staff will determine staff needs for art programming at the community center and incorporate same into the operations plan	X				R&P CAS	
R&P and CAS staff will reach out to potential partners to assist with implementation of arts programming at the center	X				R&P CAS	TBD

Recommendation 8.3 The City should support investment in and continued operation of the historic Marion Theater.

8.3.1. *The City should continue to support investment in the Marion Theatre.*

Status on action taken to date: Growth Management has initiated a Blue-Ribbon Committee to research potential reuse and reinvestment in the theatre.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Assist in developing amenities for the Theatre		X			GM	Future Operator
Incorporate public art with the addition of new amenities for the Theatre		X			R&P CAS	GM Future Operator, Community Stakeholders

8.3.2. *The City should begin preparing for the eventual sunseting of the current operator's contract and ensure that this facility continues to be in operation as a cultural arts facility.*

Status on action taken to date: The Reilly Arts Center has been designated operator for the Marion Theatre. Programming is currently taking place in the venue.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Reilly Arts Center will continue to program the Marion Theatre.		X			Reilly Arts Center	

Recommendation 8.4 The City and County (as joint property owners) should continue to support investment in and operations of the Fort King National Historic Landmark (FKNHL). The City should work toward a more sustainable operating model at the FKNHL ensuring the City’s core value of “Stay small as we grow” is integrated into planning measures to minimize increased impact on City resources.						
<i>8.4.1. The City should complete a FKNHL Master Plan document to outline the timeline and resource needs for reconstruction of historic Fort King. This plan should be reviewed by the Fort King Heritage Association (FKHA).</i>						
Status on action taken to date: The Master Plan has been completed and has been approved by the FKHA, City Council and the County Commission.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
R&P staff will draft the master plan with input from the FKHA	X				R&P	FKHA
FKHA will approve the master plan	X				FKHA	
City Council and County Commission will approve the master plan	X				City of Ocala Marion County	FKHA
<i>8.4.2. The City and County should have a joint workshop to discuss the long-term development and ongoing operating expenses of the FKNHL and how those expenses will be funded/shared.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will draft an operations plan to complement the master plan		X			R&P	FKHA Marion County
City staff will coordinate with the County on a joint workshop to discuss sharing of ongoing operating expense		X			R&P	FKHA Marion County
<i>8.4.3. The City and County should work with the FKHA to plan, design, fund and construct a NHL quality museum and visitor’s center</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City and FKHA will ensure the planning for the museum and visitor center is incorporated into the master plan	X				R&P FKHA	Marion County

<i>8.4.4. Understanding that the archaeology component of this project will be a long-term endeavor that comes with responsibilities to manage and store related City/County/State owned artifacts, the City and County should develop a plan for the most efficient and effective means of handling this component of the project; making necessary provisions and accommodations for management of archaeological functions associated with the FKNHL and in compliance with State and local regulations.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will issue a RFP for a contract archaeologist to support ongoing monitoring services as well as project related archaeology	X				R&P Growth Management	FKHA
City staff and FKHA will evaluate best long-term options for providing archaeology services (i.e. contractual/staff)			X		R&P Growth Management	FKHA
<i>8.4.5. The City should coordinate with the FKHA to develop a member and donor database and manage same to maximize on-going giving campaigns in support of development and operations.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City will assist FKHA with researching database software for this purpose	X				R&P FKHA	
Upon selection of appropriate software, the FKHA will purchase and implement that software		X			R&P FKHA	
<i>8.4.6. The City and County should coordinate with the Community Foundation on potential public and private funding alternatives to support the extensive re-construction and development undertakings that will occur at this site.</i>						
Status on action taken to date: FKHA has met with the Community Foundation to discuss alternatives and they are currently discussing a contractual arrangement.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
FKHA to contact the Community Foundation to evaluate alternatives for assisting with the capital campaign and management of funds for same	X				FKHA	City of Ocala Marion County CF
FKHA to contract directly with the Community Foundation to		X			FKHA	City of Ocala

assist with grant writing, management of capital campaign funds, etc.						Marion County CF
<i>8.4.7. The City should review the Forty King NHL Collections Policy and update as appropriate. This policy should ensure that all items in the collection (which includes artifacts, archival, historical memorabilia, heirlooms, and period reproduction) have clear provenance relating to Fort King.</i>						
Status on action taken to date: City staff met with the Seminole Tribe of Florida to review necessary cultural practices/implications and will incorporate recommendations into master planning and the Collections Policy.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff to meet with representatives of the Seminole Tribe of Florida to ensure appropriate cultural practices are incorporated	X				R&P	Seminole Tribe of Florida
City staff to draft revisions to the collections policy		X			R&P	
City staff to coordinate review of the policy by Gulf Archaeology Research Institute (GARI), FKHA, and County staff		X			R&P	GARI FKHA Marion County
City Council and County Commission to approve the revised policy		X				
<i>8.4.8. The City should procure and implement inventory management system and ensure all items in the collection are properly cataloged.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
R&P staff will research and recommend an appropriate inventory management system for the City's artifact collection		X			R&P	GARI
R&P will procure the inventory management system		X			R&P	
R&P will implement the collections inventory using the new software			X		R&P	GARI

Recommendation 8.5 The City should coordinate with the CEP/Main Street on opportunities to better engage the equine industry.

8.5.1. Development of equine related features in the Downtown landscape to provide a unique atmosphere that will speak to the importance of the equine industry in the Ocala/Marion County community.

Status on action taken to date: Growth Management is including hooves in the sidewalks by the new hotel as they are replaced. Additionally, customized tree grates incorporating equestrian-related subject matter is being designed. CAS has relocated two of the painted horses from “Horse Fever” to more appropriate locations. Travels has been moved to the VCB and Urban Art has been relocated to MAX.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff should coordinate with Mainstreet on development of a plan to ensure a coordinated effort to accomplish this goal	X				GM	Ocala Main Street

8.5.2. The City should coordinate with CEP and Main Street on ways to close the gap from equine facilities located primarily west of I-75 and Downtown Ocala.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Attend quarterly or bi-annual meetings coordinating efforts to incorporate the equine industry in streetscapes and park designs	X				GM R&P	

8.5.3. The City and MCA should identify partners who can aid in the selection or development of programming that might appeal to the equine visitor and timing of same based on the scheduling of equine events, sales, etc. in terms of how they are distributed throughout the community, and which organizations provide them.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will work to identify partners who will connect the equine visitors with art offerings, including partners such as OBS, WEC, FTBOA and events such as HITS and Live Oak	X				MCA	OBS WEC FTBOA
Once those partners are identified, MCA and the City will meet with the identified groups to determine a course of action		X			MCA City of Ocala	TBD
Once the course of action is identified, MCA and the City will work to implement same			X		MCA City of Ocala	TBD

8.5.4. MCA should work closely with the TDC to develop marketing materials specifically targeted to the equine visitors.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will work with the TDC on development of a marketing strategy and subsequent marketing materials to target equine visitors		X			MCA	TDC
If a position is funded at MCA, they will take the lead on marketing the arts to all visitors, including equine		X			MCA	TDC

8.5.5. OMAC, MCA, TDC and CEP/Main Street should look for opportunities to infuse equine art into places and spaces where equine visitors and operators are already engaged.

Status on action taken to date: MCA has a long-standing tradition of connecting equine community and the arts and will continue those efforts.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA will reach out to OBS to discuss exhibiting art during the horse sales		X			MCA	
MCA will reach out to WEC to discuss exhibit of art during events throughout the year		X			MCA	
OMAC, MCA, TDC, and CEP/Main Street will meet with stakeholders in the equine industry to identify opportunities to infuse equine art into places and spaces where equine visitors and operators are engaged		X			OMAC	MCA TDC CEP Main Street
Once those additional opportunities are identified, a plan of action will be drafted by MCA			X		MCA	MCA TDC CEP Main Street
Once the plan of action is drafted and approved by OMAC, the plan will be implemented			X		MCA	MCA TDC CEP

						Main Street
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Recommendation 8.6 The City should coordinate with MCA to determine the need for either a residency and/or in-house artist programs.

8.6.1 The City and MCA should Partner in researching the possibility of an Artist-in-Residence program.

Status on action taken to date: CAS and MCA have had initial conversations about the incorporation of this type of program, logistics, and began research on best practices.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and the City will determine feasibility of Artist in Residence program at the Brick City for the Arts or other partners who would be able to facilitate such an initiative			X		MCA CAS	
MCA and the City will prepare a plan of action if it is determined that it's feasible to develop a Artist in Residence program			X		MCA CAS	

8.6.2. The City and MCA should investigate opportunities and application of these programs and determine appropriate partners.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
MCA and CAS will work with partners to determine the feasibility of facilitating an artist in residency program and requirements on the part of the artist and the program facilitator to implement said program			X		MCA CAS	
Once those requirements are identified, MCA and CAS will evaluate the feasibility from a logistics and budgetary perspective			X		MCA CAS	
A drafted list of potential partners and programs will be submitted to OMAC for review and approval recommendation			X		MCA	CAS OMAC

Upon approval, MCA and CAS will work with partners on implementation of those identified programs			X		MCA CAS	
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Recommendation 8.7 The City should coordinate with cultural arts organizations to review recent, current and upcoming programs, assessing the diversity of content, program distribution and inclusivity; and collectively make recommendations for change.

8.7.1. City staff should coordinate with MCA to conduct a review to analyze diversity, equity and access issues and present findings to OMAC.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will work with MCA to review diversity, equity, and access issues across cultural arts organizations throughout the City and County		X			CAS	MCA OMAC
Upon review, CAS will work with MCA to draft a list of opportunities for a more inclusive approach to arts programming and marketing within the community			X		CAS	MCA OMAC

8.7.2. City staff should develop recommendations and best practices based on finding of the review and feedback from OMAC and get City Council approval.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will evaluate the list of opportunities against best practices across the country			X		CAS	MCA
CAS will include those best practices in the final version of recommendations that will be submitted to OMAC for recommended approval			X		CAS	MCA OMAC
Upon recommendation for approval from OMAC, CAS will present the list to City Council for approval			X		CAS	OMAC
Upon City Council approval, CAS will begin implementation of this list			X		CAS	

<i>8.7.3. The City and MCA should identify artists, organizations and partners for programs and events implementation in underserved neighborhoods.</i>						
Status on action taken to date: CAS is currently collecting applications for a Public Art Roster and will continue the development of potential artists.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will work with MCA to identify artists, organizations and partners for programs and events implementation in underserved neighborhoods as a follow up to the inclusion review mentioned above		X			CAS	MCA
CAS will evaluate the list of opportunities against best practices across the country			X		CAS	
CAS will include those best practices in the final version of recommendations that will be submitted to OMAC for recommended approval			X		CAS	OMAC
Upon recommendation for approval from OMAC, CAS will present the list to City Council for approval			X		CAS	
Upon City Council approval, CAS will begin implementation of this list			X		CAS	

Opportunity 9: Develop and brand Tuscahill Park and Downtown Ocala as a Central District for cultural activity, and potentially Ocala’s ‘east’ and ‘west’ assets, into designated sub-districts. This should include the strategic allocation of resources where they have maximum impact.

Recommendation 9.1 Continue the development of a cultural corridor in Downtown Ocala.						
<i>9.1.1. The City should ensure that visual arts are incorporated in the Osceola Trak including interactive art which encourages users to be engaged and provides a unique experience.</i>						
Status on action taken to date: Electromagnetism, an Interactive AR Mural was recently completed by local artist, Drake Arnold. The mural is on the South end of OTRAK and incorporates a 3D element when community members download the associated App onto their mobile device.						
Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will continue working closely on the inclusion of public art along OTRAK in addition to those projects already implemented and/or underway	X				CAS	GM

CAS will implement projects as approved through OMAC, as funding is allocated for such projects	X				CAS	GM
<i>9.1.2. The City should ensure the Trak is continued through Tuscawilla Park using the Watula corridor and developing a strong sense of place.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Coordinate design documents for the Watula and North of 9 th Street sections of the trail		X			GM	City of Ocala Multiple Depts
Seek grant funding for this section of the trail		X			GM R&P	City of Ocala Multiple Depts
Construct this portion of the trail			X		ENG	City of Ocala Multiple Depts
Add interactive art components along this portion of the trail			X		CAS	R&P
<i>9.1.3. The City should continue to facilitate catalytic development of signature places in Mid-Town and Tuscawilla areas to provide social gathering places. This includes redevelopment of the American Legion Building and the Fire Station and Tuscawilla.</i>						
Status on action taken to date: RAC plans have been submitted to the City.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Coordinate with the Reilly Arts Center to expand their facility		X			GM	City of Ocala Multiple Depts
Coordinate development of the former Fire Station #1 site		X			GM	End Developer City of Ocala Multiple Depts
Coordinate development of the former American Legion Building					GM	End Developer City of Ocala Multiple Depts

As development opportunities occur, the City of Ocala will work with the developer to include/ensure that social gathering places are incorporated in the proposal	X					GM	End Developer City of Ocala Multiple Depts
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9.1.4. The City should continue to find ways to creatively incorporate a wide assortment of live foliage throughout the downtown corridor. While the planters and live foliage are not catalogued as arts assets, they provide tremendous visual appeal and may later be incorporated in living art projects.

Status on action taken to date: CAS is currently working on a Living Art Mural by international artist, Ernesto Maranje with custom fabricated sculptural trellises by Mike Zeak, and will incorporate plantings and plant material designed by horticulturalist, Suzanne Shuffitt. This piece is located on the West-facing façade of The Brick City Center for the Arts. Additionally, in 2020 Diane Cahal, a local artist, installed temporary miniatures titled “Small Spaces, Big Places” into City landscaping and planters throughout the City’s downtown.

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will continue to integrate foliage as appropriate in public art projects	X				CAS	
City Staff will continue to evaluate places where foliage and planters can contribute to an enhanced environment	X				R&P	

Recommendation 9.2 The City should plan for redevelopment of the Martin Luther King, Jr. Recreation Complex as a west Ocala cultural arts/heritage sub-district and gateway to strengthen community identity.

9.2.1. The City should coordinate efforts to enhance and further develop the 24-acre Martin Luther King, Jr. (MLK) Recreation Complex as a neighborhood gateway along the Silver Springs corridor, providing for enhanced pedestrian and bicyclists movement throughout the park.

Status on action taken to date: N/A

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will coordinate with community leaders to develop a plan for redevelopment of this complex			X		R&P GM	Vision 2035 West Ocala Sub-committee

9.2.2. The City should coordinate the redevelopment of vacant parcels on the Boulevard between MLK, Jr. Complex and Downtown to best promote walkability along this corridor.

Status on action taken to date: Growth Management is working on a Linear Park in this corridor (identified in West Ocala Community Plan/Trails Plan-TPO).

Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
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CAS will coordinate with Growth Management on inclusion of public art into the heritage trail parcel/project	X				CAS	GM
<i>9.2.3. The City should study the feasibility of the adaptive reuse of the E.D. Croskey Recreation Center to include museum and heritage center uses to give heightened visibility to the neighborhood’s historic legacy and programming, promote accessibility to life-long learning, and promote heritage tourism opportunities.</i>						
Status on action taken to date: CAS is currently overseeing the installation of a Functional Relief Sculpture inside E.D. Croskey and working with the MLK Commission on an additional public art component that will include publishable education materials.						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will coordinate with community leaders and organizations to evaluate the feasibility of this transition in use over time			X		R&P CAS GM	TBD
<i>9.2.4. The City and MCA should identify stakeholders and likely partners.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff to begin dialogue with likely partners			X		R&P CAS GM	MCA
City staff to develop a task force to include identified partners to work on this project			X		R&P CAS GM	MCA
<i>9.2.5. The City should coordinate with stakeholders to envision redevelopment options, incorporate best practices for creative placemaking, and develop a five to ten-year redevelopment plan.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will coordinate with the task force to prepare a redevelopment/re-use plan for the MLK Complex			X		R&P CAS	GM Task Force
A five to ten-year redevelopment plan will be presented to OMAC, the Recreation Commission and the Vision 2035 Steering Committee			X		R&P CAS GM	

City staff will present the plan to City Council for approval			X		R&P	CAS GM Task Force
Upon approval by City Council, City staff will begin implementation of the plan as outlined				X	R&P CAS	GM Others TBD

9.2.6. The City should develop a long-term plan for funding of needed improvements.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will coordinate with the task force to quantify costs and prepare a proforma; and will identify appropriate funding sources for the plan implementation, incorporating same into the plan			X		R&P CAS	GM Task Force
Upon approval of the redevelopment plan, City staff and partners will identify and seek grant funding for implementation of appropriate projects				X	R&P CAS	Task Force Others TBD

9.2.7. The City should coordinate with the Community Foundation on private and government grant opportunities.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon plan adoption for said projects, the City will coordinate with the Community Foundation on private and government grant opportunities that will assist in the implementation of the goals identified in the plan				X	R&P CAS	CF

Recommendation 9.3 The City and MCA should coordinate with the College of Central Florida (CCT) - Appleton Museum of Art and the Ocala Civic Theater (OCT) for redevelopment of their campus into an east Ocala cultural arts sub-district and in doing so, close the divide between this east Ocala sub-district and the Downtown Ocala cultural district.

9.3.1. The City and MCA should meet with stakeholders to envision redevelopment options incorporating best practices for quality place making and develop a five to ten-year redevelopment plan. Consideration should be given to how the vacant land in this complex could be utilized to connect the arts with recreational pursuits; and to the development of informal gathering spaces and those that facilitate informal programming.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
CAS will begin scheduling meetings with stakeholders and partners in these areas to initiate the conversations including MCA and Growth Management in these meetings			X		CAS R&P	MCA GM OCT Appleton Museum (CCF)
Upon development of concepts and potential opportunities, CAS will work with Growth Management and other stakeholders on development of five to ten-year redevelopment plan including best practices for quality place-making			X		CAS R&P GM	MCA OCT CCF
A five to ten-year redevelopment plan will be presented to OMAC, the Recreation Commission and the Vision 2035 Steering Committee			X		CAS R&P GM	Stakeholders
City staff will present the plan to City Council for approval			X		CAS R&P	GM Stakeholders
Upon approval by City Council, City staff will begin implementation of the plan as outlined				X	CAS R&P	GM Stakeholders

9.3.2. Consideration should be given to better connectivity to this facility from planned bike and pedestrian trails.

Status on action taken to date: N/A

Next Step(s)	Ongoing/ Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff to coordinate with TPO to develop a plan for better bicycle and pedestrian access within the corridor and to this site in particular			X		GM	CAS R&P TPO

Update the Bicycle and Trail Master Plan				X	TPO	
<i>9.3.3. Stakeholders should develop a long-term plan for funding needed for improvements.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
City staff will coordinate with stakeholders to quantify costs and prepare a proforma; and will identify appropriate funding sources for the plan implementation, incorporating same into the plan			X		CAS R&P	GM Stakeholders
<i>9.3.4. Stakeholders should coordinate with the Community Foundation on private and government grant opportunities.</i>						
Status on action taken to date: N/A						
Next Step(s)	Ongoing/Immediate	Near-term	Mid-term	Long-term	Lead Entity	Partners
Upon plan adoption for said projects, the City will coordinate with the Community Foundation on private and government grant opportunities that will assist in the implementation of the goals identified in the plan				X	CAS R&P	CF

Conclusion

In Ocala, arts and culture are essential elements to our community as evidenced by the \$3 return on investment (ROI) on arts and cultural expenditures. The Community Cultural Arts Plan and this subsequent Implementation Plan are a culmination of ideas, concepts, and strategies gathered through input from our community that will catapult us into the next level of arts and culture in a more impactful, sustainable way over the next 10-years.

The implementation of this plan is a priority for the City of Ocala and should also be a priority for every one of Ocala’s non-profit arts and cultural providers. Through a collective effort, this plan will become a reality, continuing the legacy of arts in the City of Ocala for every community member.