

City of Jeffersonville

Draft Strategic Framework for the NoCo Arts & Cultural District

Jack Becker, Forecast Public Art (11/7/19)

Draft Vision Statement:

NoCo is a vibrant hub for community-engaged activities, cultural production and family-magnetic entertainment. As a colorful, welcoming gathering place, NoCo inspires emerging and established creatives, generates economic vitality and helps extend the arts throughout the city.

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Introduction

NoCo is an arts and cultural district that was essentially built from scratch. Initiated in 2013 by Jeffersonville's Redevelopment Commission, with subsequent involvement by the City's Public Art Commission (JPAC) and its staff, the district encompasses a 22-acre site *north of Court Avenue*, hence the name "NoCo." It has sprouted numerous public art projects and community engagement activities, hosted a wide variety of cultural programs and inspired a number of collaborative efforts involving civic groups, city departments and community volunteers. Aided by the success of the Big 4 Bridge, robust riverfront programming drawing cultural tourists and visitors, and Redevelopment's commitment to revitalizing downtown—north of Court Avenue—NoCo is poised to address multiple community needs simultaneously.

Today, NoCo features an art center with artist studios, a vintage fire museum, a history museum, a maker space, an art supply store and more. While great strides have been made—and a unique, vibrant place is taking shape—there's more to come, and more work to be done. NoCo is still developing and will continue to evolve and change every year. In an effort to guide this evolution, in 2019, the City of Jeffersonville hired consultant Jack Becker, of Forecast Public Art, a nationally recognized nonprofit consulting firm, to develop a framework for NoCo's future development, a roadmap to help guide the many public and private stakeholders who invest time, money and good will to ensure NoCo's long-term success.

The consultant was impressed with the amazing amount of work that's been done to establish NoCo, awed by the Big 4 Bridge, and inspired by the incredible investments that have been made to date by hundreds of individuals and dozens of organizations. Beyond their work on NoCo, JPAC has achieved a long list of stellar *citywide* achievements over the past few years. By several measures, NoCo is already a success, and some might wonder why a plan is even necessary.

Why a plan?

There are numerous reasons why the City of Jeffersonville—and many of NoCo's stakeholders and partners—sought a plan for the district. As an official, accredited arts district in the State of Indiana (as of 2019) NoCo is required to create a plan and annually measure its progress in achieving goals set in the plan. A plan is needed to identify challenges and opportunities facing

NoCo, and, given the long list of ideas and possibilities, a plan can establish priorities and focus energies on key areas of need. It can clarify roles and responsibilities for the City, Redevelopment, JPAC, funders and other key partners—for now and in the future. A plan can provide operational and procedural direction, leverage investment and build cooperation. It can generate a shared vision around Jeffersonville’s future, a future in which everyone gets to participate, and it can guide the development of a creative economic hub that serves the entire region.

The planning process itself offers values as well. It can engage the broader community in meaningful dialogues, amplify voices that normally go unheard, and it can open doors to new ideas and new partnerships. The planning process helps identify needs, forge consensus, raise awareness of the possibilities and address issues that might thwart NoCo’s long-term success.

A Vision for NoCo

Walking across the Big 4 Bridge on a warm summer night to take in a concert at the River Stage on the banks of the Ohio River, a group of diverse young adults wondered aloud what else they might want to do. “I dunno,” says one, “but there’s always something cool going on in the NoCo district!”

According to Americans for the Art, arts districts have become “living rooms” for communities across the country. Creating districts that connect the arts with the broader population is accepted as a strategy to revitalize a downtown and improve quality of life. Jeffersonville’s NoCo Arts & Cultural District is on its way to becoming recognized as a year-round hub for community-engaged cultural production, a vibrant social gathering place showcasing arts and entertainment. It’s widely known as a walkable, family-friendly—and magnetic—destination featuring a colorful plaza, a grassy amphitheater, murals, sculptures, and an eclectic array of indoor and outdoor venues. There’s studios, markets, food and beer spots, and a healthy mix of creative businesses. Daily and nightly, NoCo offers up artfully told stories of the region’s past, present and future, and it rewards repeated visits. The district is seen as a thriving creative economy hub that anchors a key geography in Jeffersonville, and a richly textured amenity serving a growing number of residents, businesses and visitors for many years to come.

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Values and Guiding Principles

In order to create a shared vision for NoCo’s success, it’s critical to identify motivational factors that inspire and guide the work going forward. The following list was developed within input from a broad and diverse group of community partners and stakeholders:

- a) Building community is good for business and downtown Jeffersonville
- b) A welcoming arts district, with comfort and safety, brings friends together and builds new friendships; it should be safe, inclusive, and ADA accessible
- c) Youth development is critical to Jeffersonville’s future, and the arts play a critical role
- d) History of place is important and should help inform what NoCo becomes
- e) Honoring those who came before—indigenous peoples—contributes to authentic place development
- f) Creativity, innovation and collaboration are essential to thriving, resilient communities
- g) Environmental stewardship contributes to long-term sustainability

- h) Professional management, mindful governance and accurate financial reporting are essential ingredients to successful operations
- i) Artists should be paid for their time
- j) Public art should be a forethought, not an afterthought
- k) Honor best practices, but take risks and pursue promising practices
- l) Uphold values of diversity, equity, inclusion, and sustainability
- m) The wellbeing of leaders, staff and volunteers is critical to long-term sustainability
- n) Practicing truthful communications leads to trust and loyalty
- o) Being consistent yet unpredictable will keep NoCo lively
- p) Community wellbeing and creative business development leads to economic vitality
- q) The success of NoCo depends on a dense mix of nearby residential dwellings
- r) A well-managed and maintained arts district inspires participation and attracts investment

Environmental Scan

In order to create this plan and make meaningful recommendations, the consultant researched existing plans and documents, interviewed more than 100 individuals and groups, and collected information about a wide variety of contextual factors, including challenges and opportunities facing the future of NoCo. The following factors and considerations will impact NoCo's ability to achieve long-term success as a community-engaged cultural hub that generates pride and economic sustainability.

Strengths

- a) JPAC has served as City's oversight and governance entity since 2013
- b) NoCo has grown over past three years as an effort of JPAC and Redevelopment, with support from the Jeffersonville Arts Alliance
- c) JPAC's time and resources devoted to NoCo have grown from 10% to 50% over the past three years, and an increase is anticipated in the future
- d) City has supported NoCo since 2016; in 2016, the City recognized NoCo as its Arts and Cultural District, the first in the SoIN region.
- e) Redevelopment has supported NoCo since 2016
- f) The NoCo Arts & Cultural District received district designation from State of Indiana in 2019 (through the Indiana Arts Commission)
- g) In 2017, City's Engineering Department and Public Art program staff proposed housing program in Engineering and renaming the department Public Works
- h) Public Works and Public Art staff have worked together with enthusiastic support from the Parks Department, other interdepartmental city agencies and the Redevelopment Commission to develop public art citywide and within NoCo
- i) Over the past few years, the partnership has resulted in a mix of arts and cultural entities, amenities, events and public art installations (see map of NoCo)
- j) Major funding has been generated to date from a variety of sources, including:
 - a. SoIN, via Clark-Floyd Counties Convention Tourism Bureau (capital support)
 - b. Office of Community and Rural Affairs (to support Picasso Pointe)
 - c. Indiana Arts Commission
 - d. State Tourism (capital support for Depot)
 - e. Other cash and in-kind sources
- k) Public art is expanding from passive to participatory; more people want to engage in art, not just look at it

- l) Support for arts and cultural initiatives that address community, cultural and economic development—as well as public health objectives—is on the rise (see Appendix for recent ArtPlace White Paper)
- m) There are currently an estimated 3,000-4,000 people who live within a ten-minute walk from NoCo—NoCo’s “walkshed”—plus more than 1.5 million visitors per year
- n) Big 4 Bridge crossings have increased from 1,097,000 in 2016 to 1,506,750 in 2018, and are likely to increase over the next ten years
- o) Since the Big 4 Bridge opened, 14 new restaurants and 12 new businesses have opened in downtown Jeffersonville. Financial assistance from Redevelopment played an instrumental role in securing many of the new restaurants.
- p) NoCo has helped surface conversations around shared goals challenges, opportunities and what the future holds for Jeffersonville. It’s helped break down silos of various city departments and stakeholder groups.

Opportunities

- a) Within the next two years, several efforts are underway, including
 - a. The Depot, a new venue featuring dining, artisan retail “cubes” and an outdoor performance amphitheater, scheduled to launch in 2020
 - b. The former Water Tank, which features an iconic mural, will undergo a study to transform it into a unique indoor venue adjacent to the Art Center, accompanied by a “black box” utility shed
 - c. The Art Center, undergoing renovations, will feature studio and work spaces for artists, as well as improved gallery and event space
 - d. Additional programming and public art projects, including murals, lighting projects and public events that attract new and more diverse audiences
 - e. A potential partnership with the new STEAM-focused Franklin Square Elementary School
- b) Over the next 5-10 years, the number of residents living within NoCo’s walkshed will increase by an estimated 750 people
- c) If the Colgate redevelopment in Clarksville is successful, it may increase the number of nearby residents by 750, which would create a total of 5,500 residents in NoCo’s walkshed within ten years
- d) The number of hotel rooms—and visitors—within walking distance to NoCo will continue to grow
- e) Annual Big 4 Bridge crossings will likely increase to more than 2 million over the next five years
- f) The number of new restaurants and new businesses opening in Jeffersonville are likely to increase over the next five years
- g) Improvements to the County Museum and the Vintage Fire Museum—physically and programmatically—could increase traffic to NoCo
- h) Improving wayfinding, trail connections, and Court Avenue crossings will greatly enhance accessibility of NoCo, as well as other downtown businesses
- i) Broadening and strengthening efforts to secure funding and sponsorship for NoCo-related events and improvements can increase marketing, attendance and investment; there could be a support group established, such as “Friends of NoCo” dedicated to raising funds and cultivating relationships
- j) An ambitious new regional park is planned in nearby Clarksville—a long-term, \$100 million initiative led by the Ogle Foundation that is expected to attract approximately 3 million annual visitors to the region within the next ten years

- k) Creating public art for each of Jeffersonville’s neighborhood by engaging groups of residents in NoCo-based art-making workshops will increase the perception of value for NoCo among residents citywide
- l) Transform Jeffersonville’s image into a culturally rich urban hub
- m) Maker 13’s mobile workshop is available to bring NoCo-generated arts and cultural programming to residents throughout city
- n) Allowing and supporting temporary street closings—beyond the typical 4-hour event—can expand audience capacity. Consider closing Market Street to cars every Sunday, for example
- o) Updating policies, ordinances and zoning pertaining to the NoCo district and its immediate surroundings will contribute to long-term success (for example, prohibiting national chains and offering incentives to local businesses and start-ups)
- p) Adding artist live/work space in NoCo will increase activities and attract amenities, such as coffee shops, cafes and drinking establishments
- q) Building on partnerships, such as Redevelopment, Arts Alliance, SoIN, Spring Street businesses, schools, etc. is vital for continued growth

Challenges

- a) NoCo is still in its infancy; success of district will take time, money and dedicated partners
- b) NoCo lacks a regional needs assessment that would inform the types of spaces artists and arts organizations in the region need
- c) Court Avenue is a psychological barrier; physical improvements are only part of the solution
- d) Lack of nearby residents and amenities, such as cafes, shops and entertainment
- e) The Public Art Program has limited resources; traditionally, funds were used to commission art, but in the past four years, more than half JPAC’s funding has been allocated to support NoCo-related projects
- f) Perception of Jeffersonville as a “sleepy” town
- g) County Museum and Vintage Fire Museum are undercapitalized, and lack ability to draw large audiences
- h) Success of NoCo and its “staying power” is at risk if elected officials and administration changes
- i) Momentum of NoCo has been led by public art program staff; there is currently no succession plan if staff person leaves, which could create a loss of momentum
- j) Potential of Urban Enterprise Zone supporting NoCo is uncertain

Summary

The incubation of NoCo as an emerging arts and cultural district is well underway. Many accomplishments have been achieved over the past few years. However, as the above lists point out, there are many challenges and opportunities facing NoCo. To aid in the planning effort, four maps were created to illustrate what NoCo looks like now, and what it might look like in 5-10 years.

(INSERT MAP 1)

1. The **Local Assets** Map shows where NoCo is situated within downtown Jeffersonville, and its proximity to the river and the Big 4 Bridge. It identifies nearby assets, current locations where public art has been placed, and illustrates the boundaries of the district and its relation to parks, the historic district, the library, Franklin Square school, and developments currently underway.

(INSERT MAP 2)

2. The NoCo **Current Assets Map** provide more detail about what's currently in the NoCo district, including public art, museums, art centers, maker space, and the colorful Picasso Pointe plaza, as well as projects currently underway, such as the Depot, the historic Masonic Lodge restoration, and development of the Water Tank, among others.

(INSERT MAP 3)

3. The **NoCo Opportunities Map** locates publicly- and privately-owned properties within NoCo and on blocks adjacent to NoCo, including buildings and areas that offer potential for adding value to the arts district. While no formal study has been conducted, during the planning process, a variety of venues, services and amenities were identified as lacking in the region, including a theater, movie house (or micro cinema), youth-oriented entertainment (featuring games, bowling, ping-pong, etc.), brew pub, fresh food market, community garden, artist live/work space, housing, etc.)

(INSERT MAP 4)

4. The **Opportunities for Connections Map** identifies a variety of achievable, ground level projects designed to increase traffic, safety and accessibility to NoCo from the surrounding area. This includes colorful waking paths (building on the iconic treatment on Picasso Pointe), wayfinding markers and informational kiosks, Court Avenue improvements, expanding the City's Tree Walk route, gateway artworks, and other supportive infrastructure improvements.

(INSERT IDEAS BOARD)

5. This **NoCo Idea Board** features a variety of inspirational images illustrating ways in which the district can use public art to enliven walls and alleyways, enhance sidewalk connections, and broaden the range of amenities that add vibrancy to the district.

Given that fact that many of the above opportunities involve people, time and money, it will be critical for the City, Redevelopment and their partners to review, evaluate and prioritize improvement projects that are timely, actionable, and worthy of investment.

Short-Term Goals and Recommendations (2020-2022)

(following review and receipt of feedback, an annual work plan will be developed, identifying who leads implementation of each strategy)

The short-term goals identified below are meant to define and operationalize the efforts needed to nurture the growth of NoCo by the City and Redevelopment, with assistance from a variety of partners.

1. **Grow capacity** of JPAC and staff

NoCo has grown as an initiative over the past three years, now requiring more than 50% of JPAC attention and public art staff's time. It is expected to increase over the next few years as the Depot and the Water Tank come on line, as amenities are added and additional tenants become established. In order to annually oversee goals identified in this plan, including the programmatic and artistic development of NoCo—beyond the Art Center and Picasso Pointe—the increased public funding, supplemented by grants and sponsorships, are needed to support an increase in the workload and project management. (See 3-year budget projection in Appendix) Additionally:

- a. Maintain the public art program—and oversight of NoCo programming—in the City's Public Works Department. (See "Transition" document in Appendix)
- b. Clarify public art administrator's role regarding NoCo vs. citywide workload

- c. Secure part time support staff to assist with programs, oversee Art Center and district maintenance, PR and marketing, etc. (this could include coordinators for Sugar Skull and Abbey Road events, grant-writing, etc.)
 - d. Clarify roles and responsibilities of Redevelopment, including who pays for what, working relationship with City staff, as well as the role of consultants and vendors hired by Redevelopment
 - e. Consider establishing a NoCo-focused Advisory Committee to help JPAC and partners make informed decisions about issues and opportunities. Advisory members would have expertise to offer in marketing, real estate development, fundraising, etc.
 - f. Establish time tracking system to inform future budgets and management tasks
 - g. Establish policies allowing NoCo-related efforts to seek sponsor support
 - h. Conduct field scan to identify support systems utilized by arts districts—statewide and nationally—and apply knowledge gained to increase support for NoCo
 - i. Establish an annual review of NoCo's progress in achieving goals and objectives in this plan as part of evaluative requirements set by the State of Indiana, with input from partners and key stakeholders. Seek input on plan evaluation best practices from the Indiana Arts Commission.
- 2. Strengthen efforts by Redevelopment and JPAC to conduct feasibility and marketing efforts**
- a. Utilize available annual visitor stats to develop marketing materials and collateral materials needed to attract developers/ tenants to NoCo
 - b. Access the expertise of entertainment professionals and others of value to NoCo
- 3. Develop Wayfinding and Connectivity Plan – ongoing (also refer to Map 4)**
- a. Design sidewalk/path treatment (consistent with Picasso Pointe brand/palette)
 - b. Entry signs for NoCo District (determine feasibility of installing over streets)
 - c. Incorporate vertical element at the Depot to attract attention from Big 4 Bridge and serve as a wayfinding device
 - d. Consider digital wayfinding kiosk in Big 4 Station park, with touchscreen map allowing visitors to learn what's nearby in terms of food, drink, shopping, entertainment, etc.
 - e. Raise awareness of NoCo on Big 4 Bridge. Work with Louisville Waterfront Development to develop updated guidelines for signage, events and visual treatment on bridge (consider posters, temporary spray chalk on walkways, performances, parades, community meals, etc.)
- 4. Increase Support for NoCo Development**
- a. Expand JPAC's fundraising efforts, sponsorship opportunities, volunteering, etc.
 - b. Consider naming rights to Depot stage, Water Tank, etc.
- 5. Develop a NoCo Communications Plan**
- a. Redevelopment oversees communications efforts for NoCo via its vendor
 - b. Determine budget (cash and in-kind) and scope of work
 - c. Continue developing new and effective educational and PR materials, taking into account NoCo's segmented audiences (youth/students, teens, seniors)
 - d. Develop and produce marketing materials

- e. Pursue ways to share 2019 video, including in regional arts/entertainment sectors
- f. Establish/grow NoCo website/ social media presence
- g. Target audiences in Louisville, Clarksville, New Albany, Southern Indiana, etc.

6. Develop Depot

- a. Redevelopment determines operations plan, including management and maintenance
- b. Finalize tenant mix
- c. Calculate set-aside funds needed for long-term maintenance (to be paid out of rent money collected)

7. Determine role for Arts Alliance

- a. Clarify role organization will play as part of NoCo's development, including contracting with City to coordinate events and assist with annual festivals

Mid-Term Goals (2022-2026)

1. Broaden Scope of JPAC

- a. JPAC is the designated governance entity for the NoCo Arts and Culture district, addressing more than public art. JPAC has also seen an increase in JPAC-funded arts and culture programs and activities—beyond public art. The Commission should consider broadening its scope, including renaming JPAC to embody this expanded scope.

2. Develop partnership strategies to expand impact

- a. Greater Clark Schools, starting with Franklin Square Elementary School, opening in fall 2020. Consider school connections with NoCo-based tenants, ways to meet mutual needs, serve teachers and students, identify support and explore ways partnership can inform or benefit other schools in region.
- b. Envision Center, Library, Scouts and others

3. Continue implementing visual enhancements

- a. Identify and implement Alleyway Activation strategies (between Art Center and Substation)
- b. Consider artistic treatment of Power Substation, including creative lighting
- c. Identify key locations for public art (sculptures, murals, artful functional amenities)
- d. Creative crosswalks, especially on Court

4. Develop Art Center

- a. Complete renovations and improvements
- b. Identify legal, financial, operations, and management tasks
- c. Work with Redevelopment to prepare an agreement regarding long-term ownership and/or management of the Art Center as well as Picasso Pointe Plaza. Agreement should take into account the time and resources already invested in activating the Center and Plaza, as well as overhead, improvements, repairs and maintenance costs.

5. Develop Water Tank

- a. Complete acquisition with help from City attorney

- b. Develop scenarios for reuse of water tank interior and conduct feasibility
- c. Develop capital improvement budget for build-out and maintenance
- d. Complete landscaping and exterior lighting, signage etc.
- e. Identify funders and secure support

6. Develop Picasso Pointe

- a. Research potential of site for increased impact.
- b. Consider ways to improve safety, increase shade and plantings
- c. Identify funders and secure support

7. Conduct needs assessment for Fire Museum and County Museum

- a. Support efforts by NoCo-based museums to develop plans designed to attract audiences and secure adequate support.
- b. Consider guest curators maximizing collections as draw for new and young audiences, perhaps incorporating interactive technology and gaming
- c. Consider partnering with Schimpff's Confectionary, Steamboat Museum and other history-oriented entities in area
- d. Enhance physical presence/ appearance of facilities, including decorative lighting outside museum, murals, performance events, community meals, gardens, etc.

8. Court Avenue Improvements

- a. Consider a variety of traffic calming strategies, including a traffic circle at Michigan (with wayfinding sculpture), narrowing street to two lanes between Michigan and Spring, improving crosswalks, and adding special lighting (focused on crosswalks)

Long-Term Goals and Objectives

(following review and receipt of feedback, a work plan will be developed, identifying who leads implementation of each strategy)

Establishing NoCo as a thriving, self-sufficient, sustainable arts and culture district will require a sustained effort over many years. Currently, and for the short-term, the incubation of NoCo is overseen by the City and Redevelopment. Within the next five years, however, it may be appropriate and necessary to establish an independent NoCo-focused organization, a City-authorized district entity that promotes, supports and advocates on behalf of NoCo, with guidance and involvement from NoCo-based businesses and landowners. The following goals and recommendations are based on current findings, and should be subject to revision.

1. Increase community's perception of value for NoCo

- a. Ensure NoCo's goals supports larger goals and objectives of City, JPAC, Redevelopment, SoIN, and other regional stakeholders
- b. Explore strategies to enable NoCo to become self-sufficient and sustainable
- c. Increase perception of value by demonstrating NoCo's contribution to Jeffersonville's economic prosperity
- d. Ensure NoCo is seen as key to larger, citywide arts and culture plans and programs
- e. Improve wayfinding, safe crossings, and artful connective pathways to NoCo in four directions (refer to Map 4)

2. Grow ability to showcase talent and promote artistic excellence

- a. Grow number of venues, beyond Depot

- b. Feature mix of local, regional, national talent
 - c. Represent diverse cultures, disciplines, styles and approaches
 - d. Support both emerging and established artists
 - e. Diverse offerings should include community-generated ideas, local school groups, social practice project, public art that serves broad audiences, etc.
3. **Adopt policies and guidelines to guide and inform decision-making**
- a. Refer to Guiding Principles for topics and issues to address
 - b. Promote social cohesion through cultural programming
 - c. Adopt and demonstrate diversity, equity and inclusion best practices
 - d. Promote environmental stewardship, climate resiliency and use of renewable energy
 - e. Practice authentic NoCo place development (avoid copying others)
4. **Strengthen district management and tenant support services**
- a. Grow NoCo management capacity
 - i. Secure support for program, support staff and contracted services
 - ii. Consider JPAC restructuring as a 501c3 corporation to fulfill role
 - b. Oversee implementation of NoCo development strategies
 - i. Attract and retain creatives (industries, individuals, small businesses, resources) and help secure tenants for existing building stock, and any new developments (refer to Map 3)
 - c. Develop and produce updated marketing materials
 - i. Promote affordable spaces for artists and nonprofits
 - d. Partner with developers and building owners who can provide affordable space for creatives
 - i. Offer small business owners resources, workshops, etc.
 - ii. Involve local business development and job training entities to provide services
 - e. Support community-driven development
 - i. Periodic polling and surveying of NoCo stakeholders
 - ii. Consider adding a committee focused on real estate issues
 - f. Remain flexible, adaptable, resilient, and responsive to change, given the evolving community, changing environmental factors, national trends
 - g. Remain entrepreneurial, and respond to opportunities as they arise
 - h. Pursue grants, sponsorships and in-kind support
 - i. Maintain consistent cultural programming to help build identity as a cultural tourism destination
 - j. Retain arts and cultural district accreditation with State of Indiana
 - i. Attend annual statewide convening (one in person, one online)
 - ii. Prepare annual report (referencing work plan)
 - iii. Maintain local designation
 - k. Collaborate and partner with public and private entities
 - i. Library, schools, businesses, developers, SoIN, Chamber of Commerce (SI), community foundation, etc. (continue to grow list)
 - ii. Establish standardized partnership agreement form

Critical needs to help ensure long-term success of NoCo

- a. Build and sustain a shared vision among NoCo partners and investors, and establish goals and guiding principles for NoCo (use this plan, once adopted, as a tool for this effort)
- b. Incorporate NoCo plan into future, long-term, citywide arts and culture master plan
- c. Grow sustainable growth and development over time, phased in, as density in the area increases
- d. Maintain clearly defined roles for Redevelopment, City, JPAC, staff, volunteers, etc.
- e. Separate NoCo-related tasks from citywide arts development tasks
- f. Grow awareness of NoCo's boundaries, visible from surrounding areas
- g. Ensure NoCo has champions, strong leadership, strategic partnerships and robust cross-sector involvement
- h. Ensure effective district management, coordination, maintenance, communications and community engagement
- i. Establish multiple ways community can support NoCo and NoCo can support community—locally and regionally
- j. As a constantly evolving place with changing publics and evolving political climate, ensure time is taken for reflection, iterative planning, evaluation and testing new strategies for improving NoCo, with buy-in from the community

Appendices: (Starting list of items to include)

- Information about and resources for developers of arts districts (Americans for the Arts links online)
- Three-year NoCo Budget Draft (2020-2022)
- Job Description for district and Art Center program management
- "Transition" document (rationale for moving Public Art under Public Works)
- 2019 ArtPlace White Paper (showing value of integrating arts and culture, community development and public health)
- Other (TBD)