



# MACON

cultural plan 20/25



In Partnership with:



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# PLANNING CULTURALLY

to achieve economic  
prosperity for all in Macon

# 25 STRATEGIES

to achieve the priorities

# 131 ACTIONS

to execute the strategies



Photo credits (Top to bottom): Museum of Arts and Sciences, The Madison Studio-Dance Education, Washington Memorial Library, Macon Arts Alliance.

# Forward

Just weeks before this plan was originally set to launch publicly, the COVID-19 pandemic reached America and deeply affected the landscape of our cultural community. While it became obvious that our launch plans would need to change, it was equally clear that the fundamental goals and strategies of this plan did NOT need to change. In fact, this work is even more important than before. The crisis revealed more than ever how deeply our community, like others worldwide, relies on arts and culture to provide solace, inspiration, and hope. In Macon, the process of creating this plan positioned us to respond much more strongly to the crisis, after a year of working closely with so many stakeholders throughout the county.

Recognizing the potential of arts and culture to drive community connection and economic growth, the Macon Cultural Plan aims to increase arts access and engagement across the area. Our community has articulated the value of creativity, arts, and culture in numerous ways, affirming the authentic “sense of place” we wish for all Maconites to experience and share. Transforming our collective vision into coordinated action, with the widespread support needed to advance our region, requires ongoing and inclusive strategic planning efforts. Here, we present a beginning: a five-year plan specific to the cultural arts sector to guide public and private investments and broad initiatives needed to strengthen quality of life, stimulate creative industries, and expand cultural tourism.

This plan was funded by a generous grant from Knight Foundation and led by a community partnership including the Macon Arts Alliance, Visit Macon, Community Foundation of Central Georgia, Greater Macon Chamber of Commerce, Bibb County School District, Macon-Bibb County, Mercer University, and Museum of Arts and Sciences. A steering committee of more than 50 arts, cultural, and community organizations ensured the community-wide input that informed the plan’s focus on economic prosperity, equity, and inclusion.

Thanks to those many hearts and minds, Macon’s soul sings in these pages. With a broad spectrum of organizations and leaders involved, this represents the most dynamic cultural planning process in the history of our city - resulting in an actionable vision that builds on the work of other regional strategic plans, addresses challenges, leverages opportunities, and guides us to even bigger dreams. These dreams have only grown under COVID-19. At times of crisis, the arts and our cultural expressions play a crucial role in managing our uncertainty and improving our social cohesion. We are heartened to have this plan to map a hopeful future. Let’s get started!

*Susan Welsh and Julie Wilkerson*



# Executive Summary

Arts and culture have always been central to Macon. From the indigenous art of the Ocmulgee Mounds, to Macon’s historic architecture and churches, to its musical legacy of soul, gospel, and southern rock, Macon’s culture makes it a place like no other. Macon offers the benefits of a small town – affordable, accessible, and easy to navigate – with the cultural offerings of a larger city, including multiple museums, dance studios, musical performances, art galleries, festivals, and an entrepreneurial creative economy.

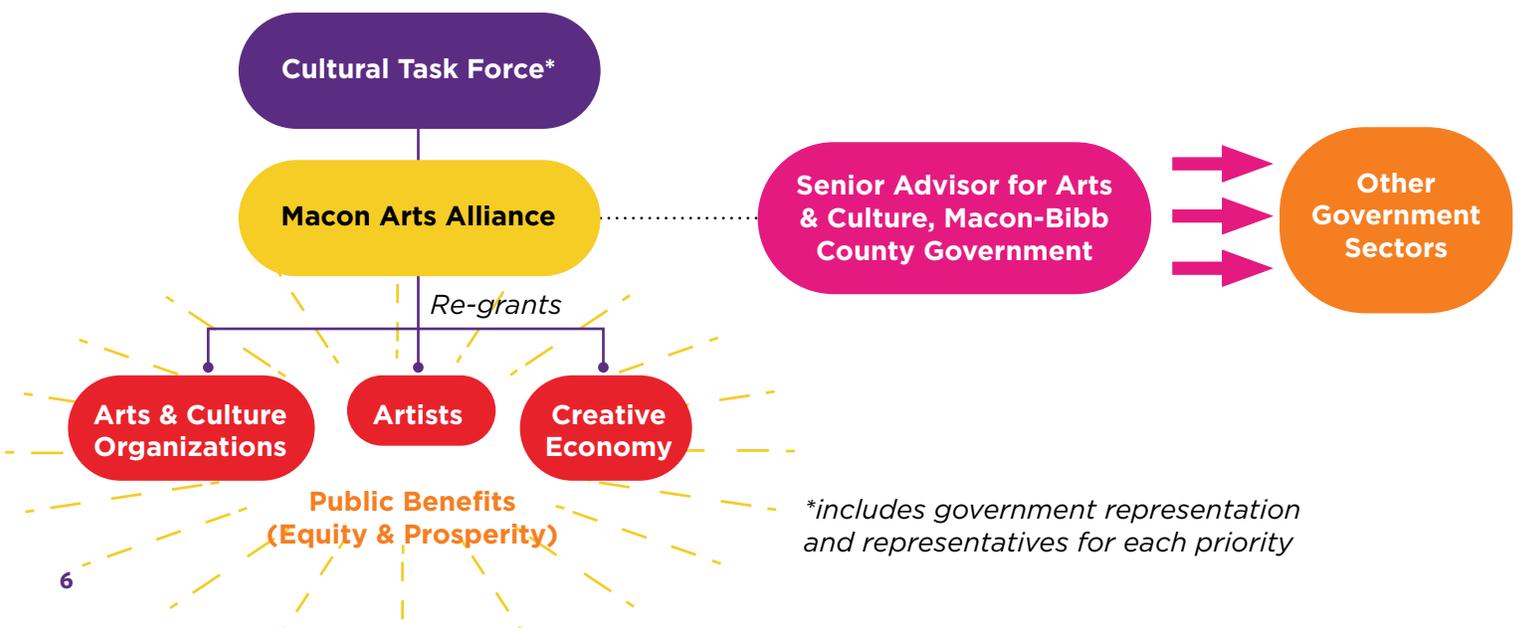
This plan is the result of a year-long process engaging all of Macon. It provides a road map for how arts and culture in Macon can best serve the community. Arts and culture provide models for creative problem-solving that can be applied to transportation, housing, education, and other essential sectors. Data shows us that the arts are key to economic development, driving cultural tourism, attracting businesses and talent alike, and promoting workforce development and educational success. A 2019 study by the US Bureau of Economic Analysis and the National Endowment for the Arts shows that the arts contribute \$804.2 billion to the US economy, or 4.3 percent of the GDP – more than agriculture, transportation, or warehousing. A student involved in the arts is four times more likely to be recognized for academic achievement. Culture is also central to community development, fostering cohesiveness and social bonds.

With the recent consolidation of the Macon-Bibb government, now is the perfect time for Macon to put this plan into action. In Macon, arts and culture are a growing industry and Macon is poised to capitalize on local, regional, and national/international trends. Locally, Macon benefits from a “culture of planning” and its other concurrent plans, such as One Macon! and the Macon Action Plan, are transforming Macon in ways

that integrate arts and culture, to the benefit of residents, workers, visitors, and businesses alike. Regionally, Georgia is increasingly popular as a destination for film and television production, as well as cultural tourism. Nationally and internationally, adaptive reuse projects, wherein abandoned properties are repurposed for cultural uses, are generating growing visitorship and revenues. Macon’s Mill Hill Community Arts Center, as well as its refurbished Mercer Music at Capricorn are capitalizing on this trend, with great success.

To ensure Macon’s plans for arts and culture best connect with other sectors in Macon (health, education, business, etc.), this plan recommends the creation of one new position in Macon Bibb County government, the Senior Advisor for Arts and Culture (SAAC). The Senior Advisor will ensure the strategies of this plan connect with other aspects of Macon, while also working closely with the Macon Arts Alliance, which will regrant funds to artists, arts organizations, and other creative businesses whose work will further the goals of this plan. Led by Macon Arts Alliance, the Cultural Task Force, a group of representatives from the many spheres of Macon represented in this plan: government, tourism, arts & culture, education, creative industries, business, and neighborhood planning, will oversee the ongoing realization of the plan.

Perhaps Macon’s greatest cultural strength is the diversity of its people. While historical divisions persist, arts and culture are ideally positioned to bring people together – to share experiences that affirm our common humanity. Again and again in our process, we heard a desire for different groups in Macon to collaborate, coordinate, and communicate better. All Maconites want their unique community to succeed, and arts and culture have a central role to play in this success.



\*includes government representation and representatives for each priority

The Macon Cultural Plan results from a year-long process, engaging over 1,200 Maconites in every community. The Plan articulates a vision for how arts and culture can help all in Macon thrive, and identifies the priorities, strategies, and actions to bring this vision to life.



### Priority A Tourism

Brand Macon as a vibrant, innovative and creative destination.



### Priority B Education

Ensure access for all to quality formal and informal arts education.



### Priority C Creative Industries

Encourage innovation, creative enterprise, and entrepreneurship for artists at all career levels.



### Priority D Neighborhood Development

Ensure social equity by helping Macon's many neighborhoods develop their distinctive identities.



### Priority E Audience Cultivation

Engage and develop new and existing audiences for Macon's cultural sector.

## Who Participated?

67 Steering Committee Members • 121+ Cultural Assets • 45 Interviews • 100+ Launch Event Attendees • 929 Survey Respondents • 75 Sector Conversation Participants

## Vision

We believe that Macon's ethnic, cultural, and creative diversity is the key to ensuring equity and economic prosperity for all.





# 1

# Introduction



Photo credit: *Cherry Blossom Hot Air Balloons*.

# The Soul Behind the Name

Celebrated for its famous music legacy, Macon is rich in cultural heritage, historical assets, and burgeoning new creative endeavors.



Photo credit: St. Joseph's Church detail.

Located along the banks of the scenic Ocmulgee River and easily accessed throughout the Southeast, Macon boasts deep arts and culture offerings. Thanks to a rich music history that includes icons like Otis Redding and the Allman Brothers Band, locals have great civic pride in Macon's contribution to a wide spectrum of musical genres - from Southern Rock to Soul to Classical. The region has a growing live music scene that attracts touring acts and celebrates fusion performances like those offered through Macon Pops and Bragg Jam.

Beyond its signature musical scene, Macon is rich in many other cultural assets. These range from renowned museums such as the Tubman Museum and the Museum of Arts and Sciences; historic architecture featuring gems like the Hay House and Sidney Lanier cottage; multiple theaters including the Douglass Theatre, the Grand Opera House, and Theatre Macon; dance troupes like Hayiya Dance Theatre and Middle Georgia Youth Ballet; and numerous visual artists and ceramicists. Macon is cultivating a new generation of entrepreneurs in the creative economy with DIY-style maker spaces such as Start-Up Studios; art incubators like Triangle Arts Macon; artist collectives such as Ampersand Studios and the Ocmulgee Artist Guild; and a growing scene of local breweries and culinary arts.

Macon's festivals are legendary. The Cherry Blossom Festival, Fired Works, Macon Film Festival, Jazz & Arts on Riverdale, and Design Wine & Dine are among many beloved Macon events. The Ocmulgee Indian Celebration is one of the largest Native American gatherings in the Southeast. The Tubman Pan African Festival is an example of Macon's role as a hub for African-American culture, evident in its many churches, deep gospel music traditions, and neighborhoods, such as Pleasant Hill, home to Little Richard's childhood house, and one of the oldest African-American communities in the city.

With a high concentration of excellent higher education and medical institutions, Macon benefits from the innovation of these anchor "eds and meds" which are important contributors to Macon's arts and culture. Coliseum Health System and Navicent Health are among the area's major employers, and arts and culture are important to attract the talent they need to grow.

The same is true for Macon's numerous colleges and universities. Mercer University has been a key force in a number of Macon's flagship cultural institutions including the Tattnell Center for the Arts, the newly opened McEachern Art Center, and the much anticipated renovated Mercer Music at Capricorn. Mercer's

Townsend School of Music and Robert McDuffie Center for Strings bring the world's finest classical musicians to the area. Central Georgia Technical College offers one of the country's finest carpentry programs, and Middle Georgia State University has recently launched an innovative new degree program, offering a B.A. in contemporary musicianship to train musicians in both artistic and business acumen. Historic Wesleyan College, the first college in the world chartered to grant degrees to women, has an extensive collection of fine arts, furniture, and objects recognized as among the most impressive in Central Georgia.

Macon's K-12 education is central to its cultural sector. The recent passage of the E-SPLOST provides an excellent foundation on which to grow arts education. Arts education benefits all in Macon by enriching the entire community and building a pipeline of creative thinkers, makers, and problem-solvers. Macon's public schools have experienced strong growth in recent years, and the Macon-Bibb County's school superintendent was distinguished in 2019 by winning the National Superintendent of the Year award. Arts and culture are a key and growing component of Macon's public education, with 80 fine arts teachers across 34 schools and a new District Performing Arts Center on the way. Macon's Board of Education benefits from partnerships with the Jazz Association of Macon, the Nutcracker of Middle Georgia, the Otis Redding Foundation, the Middle Georgia Regional Library, the Douglass Theatre, Ocmulgee Mounds National Historical Park, the 567 Center for Renewal, Cherry Blossom Festival, and the Grand Opera House. These partnerships are changing the lives of Macon's future leaders, and there is room for even more.



Photo credit: Mercer University.



Work of famed visionary artist Mr. Imagination (Gergory Womack) and display at the Tubman Museum of African American Art, History & Culture

# Planning Culturally

## Macon is a city that plans.

Macon is a leading talent attractor among small U.S. counties<sup>3</sup>. The recent consolidation of the Macon-Bibb city and county governments prompted an array of planning efforts for the area. The OneMacon! plan outlines a vision and priorities for the newly consolidated Macon-Bibb area. The Macon Action Plan focuses on the revitalization of the urban core in its downtown and surrounding neighborhoods. These plans have led to transformative change in Macon, and connect in multiple ways to its arts and culture sector. Investments resulting from these plans have yielded great success.

All of Macon's plans aim to create greater equity to benefit all in Macon. Arts and culture have a key role to play in advancing equity.

Arts and culture offer unparalleled opportunities for people to learn about each other's stories, dissolve misperceptions, and build community through shared experiences.



Ward Stare, Distinguished Artist Conductor of the Mercer University Orchestra  
Photo credit: TBD - Grand Opera House



Photo credit: The Madison Studio-Dance Education.

There is great excitement around the revitalization of Macon's downtown, the promise of Macon's educational resources, and growth in businesses large and small. There are also ongoing challenges – poverty, inequity, and segregation. A recurring theme during the cultural planning process was a wish to better integrate the different populations, develop trust, break silos, and work together so that all areas and people of Macon can succeed. This plan is rooted in the conviction that arts and culture can bring together people of all races, ages, classes, and neighborhoods.

Macon “plans culturally” by integrating arts and culture throughout all of its sectors – a key goal of this cultural plan.

<sup>3</sup> Fourth Annual Talent Attraction Scorecard, Emsi Economic Modeling, 2019  
<https://www.economicmodeling.com/company/>

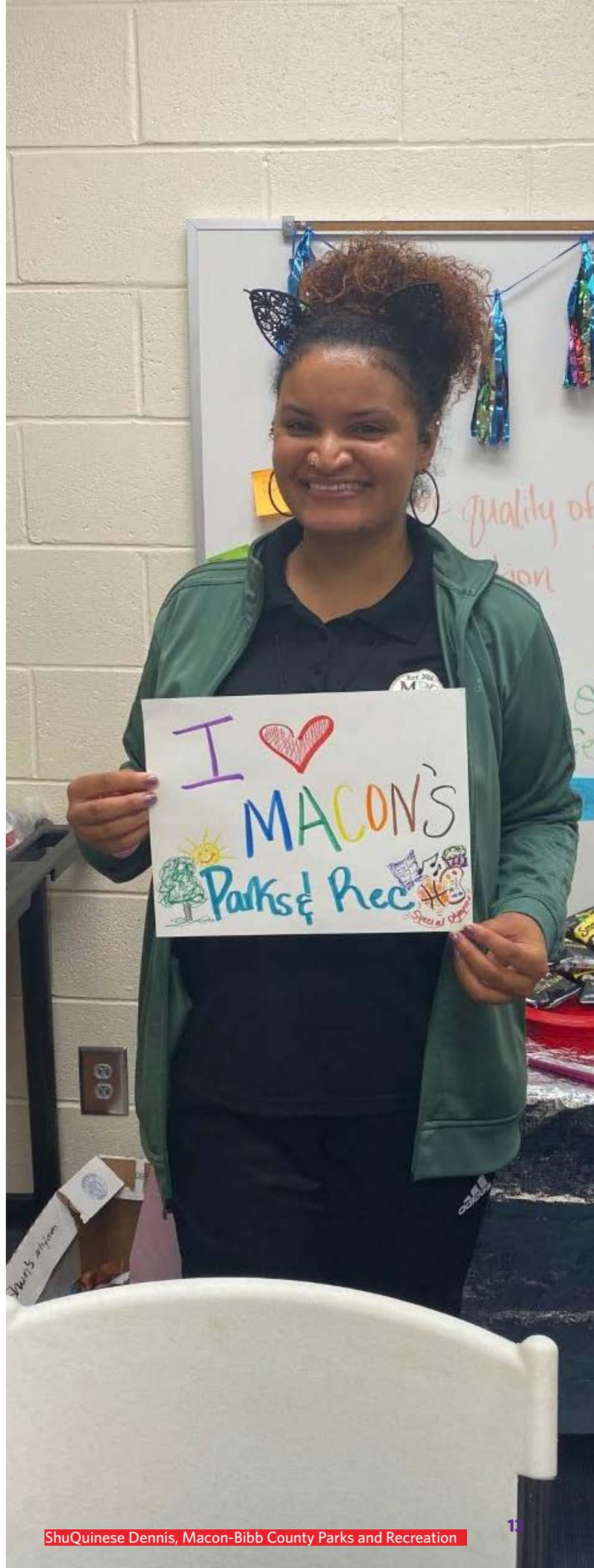
The recent designation of the Ocmulgee Mounds as a National Historical Park provides a major opportunity to significantly increase tourism, putting Macon on the circuit of national parks across the country. The current Mill Hill Community Arts Center, located just next door to the entrance of the Ocmulgee Mounds, is a major new cultural asset, still in early stages of community use. Renovated from a formerly blighted property from the historic Bibb textile mill, Mill Hill provides an example of how art and culture can remediate the blight that is a continuing challenge, while capitalizing on its architectural gems.

The recent opening of the Walnut Creek Connector Trail connecting the Otis Redding Bridge to the River Trail in the Ocmulgee Mounds National Historical Park is an important milestone in the goal of expanded connectivity to improving access to cultural sites between different communities.

Connecting East Macon to the growing downtown is another major opportunity, as is developing other neighborhoods ripe for revitalization. Pleasant Hill now boasts the renovated Little Richard home and Community Resource Center, as well as the Bobby Jones Performing Arts Center. Historic Macon's work in neighborhoods such as Ingleside reveals ways that cultural uses for historic properties can spur neighborhood development. The highly anticipated Mercer Music at Capricorn is a great example of this in action, as the renovation of this formerly blighted historic studio generated great excitement for its promise of workforce development.

**There is so much success to build upon in Macon. This Cultural Plan outlines strategies to do so for the next five years and beyond.**

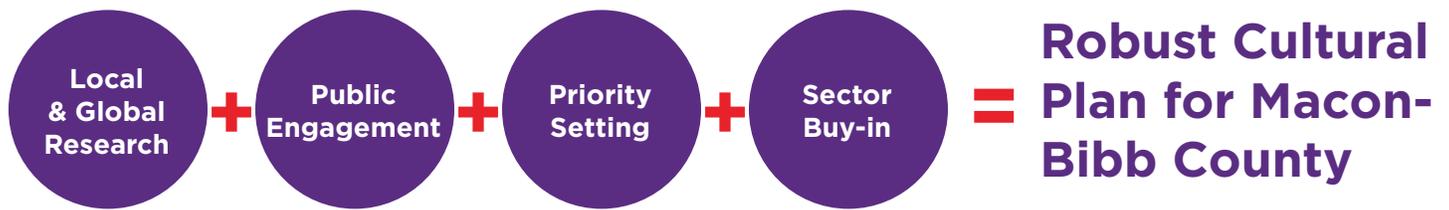
“  
Macon offers a unique experience you cannot find anywhere else.  
”  
Workshop Participant



# A Plan for Macon, Created By Macon

The Macon Cultural Plan is the result of a year-long process that included extensive research, public engagement, and community discussion.

## A Year-long Process



The Steering Committee included over 70 representatives from across Macon including cultural institutions, business, education, government, tourism, and community organizers. They selected the consultant team, Lord Cultural Resources, to facilitate the Cultural Planning process.

### Local and Global

The consultant team reviewed all relevant existing Macon-Bibb plans and background documents, and conducted updated research on Macon demographics and economic data. The team also conducted numerous site tours of Macon to visit its diverse neighborhoods and key cultural institutions as well as community centers, libraries, schools, parks, and smaller grass-roots venues for cultural participation. To provide context for the Steering Committee, the consultants presented a survey of trends and examples of best practices for cultural planning in peer cities, and expertise in ingredients for success. In-depth interviews were conducted with over 40 leaders from a diverse array of fields, including business, government, education, historic preservation, creative industries, and community activism.

### Community Engagement

Macon values civic engagement, and Maconites have a lot to say about their home. To ensure as many voices as possible were included in the process, the team engaged the public in multiple ways, including launch events,

workshops, and meetings. Community Conversations were held throughout the summer of 2019, including a webinar for those who could not attend in person. A toolkit and training was created for how to host additional Do-It-Yourself conversations, in homes, schools, and grass-roots opportunities.

- What does a community look like?
- What makes Macon-Bibb unique?
- What do the arts and culture in Macon need?

A Cultural Participation survey was distributed throughout Macon, enlisting libraries and churches to get out the word. And Maconites were invited to contribute to a Cultural Asset survey to map the well-known, and lesser known, places where Macon residents enjoy cultural activities. The cultural planning team also coordinated and collaborated with other planning efforts underway. At the June 2019 One Macon! Build Sessions, a table was hosted devoted to arts and culture. At the October 2019 On The Table event – a Knight Foundation initiative to foster conversation and civic engagement among Macon residents – different venues hosted sessions focused on arts and culture, and the cultural plan in formation.



# Who Participated?



**72**  
Steering  
Committee  
Members



**45**  
Interviews



**929**  
Survey  
Respondents



**122**  
Cultural  
Assets

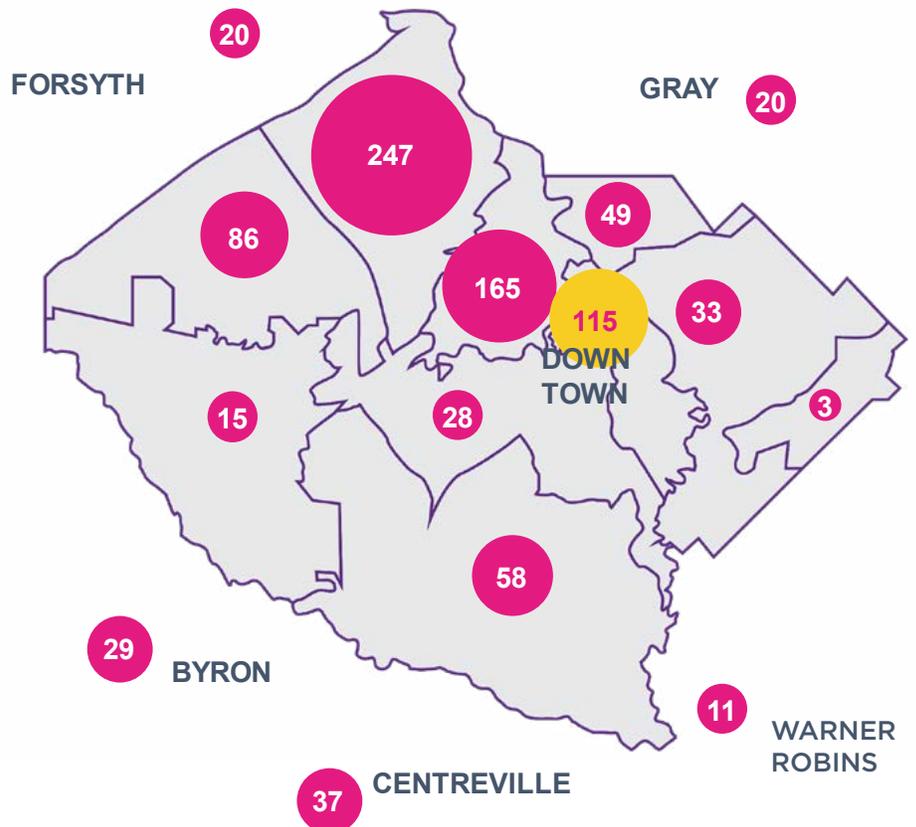


**100+**  
Launch Event  
Attendees



**75**  
Sector  
Conversation  
Participants

Engaging All Zip Codes and Beyond



# Macon's Cultural Assets

As part of the cultural planning process, Maconites were invited to participate in a survey to map Macon's cultural assets. The survey was posted on the Macon Arts Alliance website. Invitations to participate were widely shared via email blast and social media.

**Cultural assets are broadly defined, to include anywhere to experience arts, culture, or creativity in Macon.**

The cultural asset survey was created in collaboration with the Macon-Bibb IT GIS (Geographic Information System) Department, so that the data collected can be analyzed along with other publicly available data such as population demographics and public transportation access. In addition to providing data for this cultural plan, the resulting cultural asset map will remain online on the Macon Arts Alliance website, and will be added to the free listing service Macon 365, to provide a dynamic portrait of where to experience culture in Macon – at both formal established institutions and more grass-roots, informal locations.

**As of the publication of this plan, 122 cultural assets were identified in Macon.**

A full list of the cultural assets is in Appendix C. Following are maps showing the location of the assets, along with maps correlating the location of the cultural assets to demographic data including income, race, and the corresponding public transportation routes in Macon. A recurrent theme in the planning process was the need for greater access and connectivity between neighborhoods and various cultural assets. These maps reveal that the bus system provides good connectivity. This foundation can now be augmented– whether by shuttle buses, vans, or bike trails.

The majority of assets are located in or around downtown Macon. Average income in the downtown area is in a lower tier (\$14,700-60,600); this is because, despite higher rents in new downtown developments, many students live in the downtown area. Beyond downtown, most cultural assets are located west of the Ocmulgee River, where income is higher on average. Macon's large African-American community can be better served, as currently most assets are clustered in areas with whiter populations. The east side, where incomes are generally lower, has relatively few cultural assets beyond key attractions such as the Ocmulgee Mounds, Fort Hawkins, and the recently renovated Mill Hill Community Arts Center. This area has enormous potential for growth, given Ocmulgee's recent designation as a National Historical Park. Amerson River Park, part of the Ocmulgee Heritage Trail, has benefited from recent investments made along the river, especially in public art, trail connectivity, and outdoor performance venues.

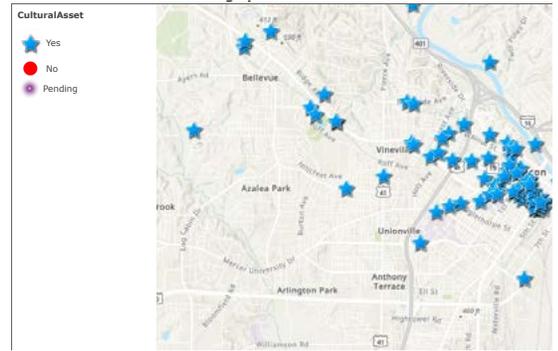


Image: Cultural Assets

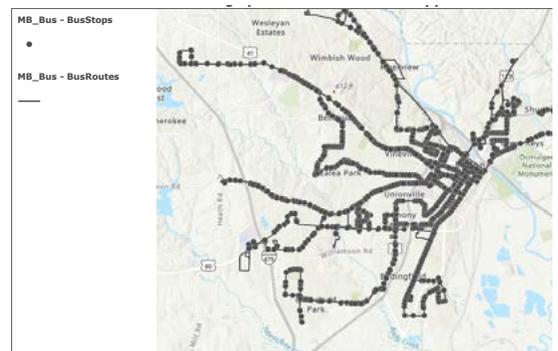


Image: Transportation

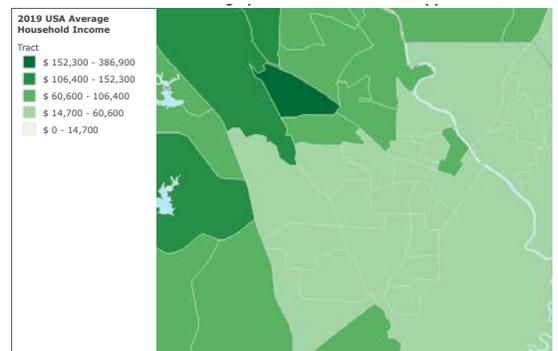


Image: Income levels

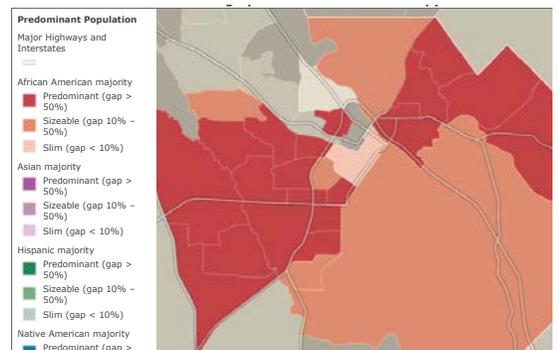


Image: Predominant Population

# 2

## A Vision for Cultural Vibrancy in Macon



Photo credit: The Madison Studio-Dance Education.

# Vision

We believe that Macon's ethnic, cultural, and creative diversity is the key to ensuring equity and economic prosperity for all.



## Tourism

Visitors from around the region, the country, and the world, return to Macon again and again to enjoy dynamic and ever-evolving cultural experiences unique to Macon – including music and so much more.



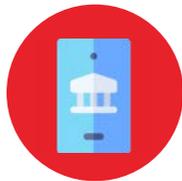
## Education

Every child in our community is enriched by access to arts and culture - in all of our public schools, afterschool experiences, and family programs – and cultural offerings are equally rich for our higher education students and lifelong learners.



## Creative Industries

Macon is a hub for creative entrepreneurship, training talent to earn their living doing what they love – in the music industry, building trades, historic preservation, DIY design, film and video, ceramics and visual arts, performing arts, and artisanal food and beverage.



## Neighborhood Development

Macon's downtown continues to thrive, other neighborhoods are developed to grow their distinctive character, and Maconites benefit from improved connectivity between neighborhoods as well as creativity infused throughout all sectors of Macon.



## Audience Cultivation

Macon's creative and business sectors work together to ensure that all of Macon's diverse audiences feel welcome and excited by Macon's cultural offerings.

# Priorities



By leveraging arts and culture across five priorities, Macon can begin to create equity and economic prosperity for all of its residents.

These priorities are: Tourism, Education, Creative Industries, Neighborhood Development, and Audience Cultivation.

These priorities overlap and thus collaboration, connection, and communication are key to success. For example, music — repeatedly cited as Macon’s key cultural asset — can weave through all of these priorities.



## Tourism

### **Brand Macon as a vibrant, innovative and creative destination**

While Macon is well known in music circles for its musical history, more can be done to leverage this heritage by promoting Macon’s current musical scene and building greater public support for this valuable asset. There are many opportunities to attract more visitors to Macon. There are numerous possibilities for collaboration, such as maintaining an ongoing digital Cultural Asset Map. Paramount for Macon is stabilizing its current cultural assets to ensure future sustainability, by securing more public and private investment in cultural tourism infrastructure.



## Education

### **Ensure everyone has access to quality formal and informal arts education**

Nurturing the next generation of diverse talent, creative leaders, and audiences starts with education. Macon’s public schools are undergoing rapid transformation. Bibb-County School District currently has multiple partnerships with arts education organizations, and 80 fine art teachers throughout the district in grades K-12. Of these, 21 of 34 fine arts teachers serving in K-5 teach music. Still, more can be done at the local level to prioritize and expand arts education. Macon’s excellent higher education institutions also offer numerous opportunities to connect culture and creativity with learning and careers in the arts. Because education continues outside of formal school environments, it is equally important to create opportunities for arts education for lifelong learners and students of all ages, to develop a pipeline of makers, consumers, and patrons of the arts.

# Priorities



## Creative Industries

**Encourage innovation, creative enterprise, and entrepreneurship for artists at all career levels**

A healthy creative ecosystem is an important business development tool, attracting talent and employers. As the festival capital of Georgia and with burgeoning creative industries, Macon has a strong base on which to build. For the 7th straight year, Georgia was named the easiest state in the union in which to start a business. Macon needs to ensure it is an easy place for creatives to start businesses. Artists also need support and professional development to build a sustainable practice. Arts and culture should be defined broadly, encompassing creative trades such as culinary arts and design. Collaborations offer rich possibilities, connecting artists with corporations, government, and each other.



## Neighborhood Development

**Ensure social equity by helping Macon's many neighborhoods develop their distinctive identities**

Pursuing ongoing growth of Macon's revitalized urban core will continue to transform Macon as a whole, and other neighborhoods must be developed as well. Everyone in Macon should have access to quality places, spaces, and opportunities. Macon's neighborhoods are distinct, diverse destinations in their own right. To encourage Macon residents to explore beyond their routines, it is essential to remove barriers between communities and neighborhoods. Implementing these goals will require collaboration between government representatives and active residents.



## Audience Cultivation

**Increase enjoyment, understanding, and public value of culture, in order to cultivate greater appreciation and support**

Audiences are the lifeblood of arts and culture, and it is crucial to cultivate new and ongoing audiences. Broadening the definition of arts and culture by speaking of "creativity" may help many in Macon recognize how they can - and often already do - participate in culture. Of particular concern is creating a pipeline of supporters by exposing youth to arts and culture. Macon recognizes the need to be proactive - by taking cultural programming to audiences. Marketing and promotion are essential to message the value of culture. Finally, data must be leveraged to better understand and meet the needs of Macon audiences.

# 3

## Strategies



Photo credit: Tubman Pan African Festival with Chi Ezekwueche

# Strategies

## Umbrella Strategies

These umbrella strategies are core components of the overall plan. These strategies will help all the other strategies to succeed, and impact all of the plan's priorities.

### Stabilize, Stimulate, & Expand Macon's Cultural Economy

1. Create a Cultural Task Force of public and private stakeholders (led by Macon Arts Alliance) to implement strategies of the Macon Cultural Plan, support cultural organizations, improve funding capacity, share resources, and encourage collaboration.
2. Establish a new position within the Macon-Bibb County government: Senior Advisor for Arts and Culture (SAAC).
3. Formalize Cultural Arts Re-Granting Program and tie to strategies in the Macon Cultural Plan to ensure community-wide impact of grants awarded.

### Ballot Initiatives

1. Create a "Percent for Art" program, designating 1% of publicly funded projects to public art, modeling legislation on other cities. Work with private sector to also designate 1% of building projects to public art i.e. through Community Benefits Agreements with developers.
2. Advocate for OLOST implementation in 2023 and 1) the designation of 1 millage rate of this new tax revenue for arts and culture plus 2) a portion of the interim collection period funding to seed a Cultural Trust Fund.



Photo credit: TBD



Photo credit: Macon Arts Alliance

# Equity

## Priority in Action

### **EXPANDING ARTISTIC, ECONOMIC, AND INTELLECTUAL CAPITAL WITHIN THE MACON COMMUNITY**

#### **Middle Georgia State University Music Program** *Macon, GA*

As a public university located in Macon, and the least expensive higher education school in Georgia, Middle Georgia State University (MGA) offers tremendous opportunity to the Macon community and beyond. MGA's innovative Music Program is guided by a hybrid mission, at the intersection of education and creative industry. The program provides a broad spectrum of offerings for music majors and non-music majors through courses, applied lessons, and ensembles. Their new degree, the Bachelor of Arts in Contemporary Musicianship, is one of the most progressive music degrees in Georgia. The program prepares students for the 21st century cultural economy, with coursework in both musicianship and music business, including classes in marketing, entrepreneurship, and nonprofit management, providing training in being a musician or a technician/businessperson supporting musicians. In addition to creating artistic and economic capital, MGA's top caliber faculty also create crucial intellectual and scholarly capital, and is committed to diversity of artistic expression, affirming the value of musical styles from Bach to the Blues, including gospel, country, rap, orchestra music chamber ensembles, R&B, and more. MGA's work intersects with the goals of neighborhood development and audience cultivation, as many of their students come from and stay in Macon: investing in their communities, growing local audiences for arts and culture, and increasing local pride in Macon.



Photo by \_\_\_\_\_. Image Source: Image source: <https://www.facebook.com/MiddleGeorgiaStateUniversity2/photos/check-out-mgas-music-degree-programs-at-httpswwwmgaedumusicindexphp/1278737582288845/>

# Economic Prosperity



## Priority in Action

### **LEVERAGING MACON'S MUSICAL LEGACY AS AN ECONOMIC ENGINE**

#### **Mercer Music at Capricorn** *Macon, GA*

In 2015, a coalition of investors, led by Mercer University, invested in a renovation of the historic Capricorn Studios building, made famous by the Allman Brothers Band and Otis Redding. The building had been unoccupied and blighted for a dozen years. While demolition would have been cheaper, it instead was shored up structurally and then donated it to Mercer University in a landmark

public-private partnership. The announcement was hailed as “a watershed moment” for downtown Macon. The new center includes a music incubator for aspiring young musicians, restored and expanded recording studios, offices for arts-related non-profits, plus space for small concerts, special events and educational programs, and a two-story interpretive area that tells the story of Capricorn and Macon’s music heritage. Mercer Music at Capricorn joins other great Macon music institutions such as Shadow Studios, and holds great promise to build on Macon’s storied musical past, inspire current artists, and grow Macon’s economic future by creating creative and economic opportunities to benefit all in Macon and beyond.

Photo by \_\_\_\_\_. Image Source: <https://www.jambase.com/article/capricorn-revival-setlist-chuck-leavell-john-bell-jaimoe>

# Priority **A** Tourism

## Brand Macon as a vibrant, innovative, and creative destination.



Photo credit: TBD Client

### Priority in Action

#### HONORING MACON'S PAST AND GROWING ITS FUTURE TALENTS

##### The Otis Redding Foundation

Macon, GA

While Macon's musical history is a major draw for tourism, it is also essential to highlight the current generation of talent, and to nurture future artists. The Otis Redding Foundation, drawing on the legacy of one of Macon's most important musical heroes, is incubating emerging talent through a pipeline of camps, lessons, and leadership opportunities (volunteering, junior coaches, to coaches and instructors). The Foundation is also planning a new Otis Redding Center for the Creative Arts to house not only its own programs, but also to collaborate with others including dance studios, painters, photographers, videographers, graphic designers, film set designers, and others to teach Macon's youth. These talented youth of today will be the arts leaders of tomorrow, who will continue to draw visitors from near and far.

#### Strategy 1



#### Stabilize and Strengthen Pillar Cultural Tourism Assets

1. Grow base for Hotel/Motel Occupancy Tax revenue to generate support for key cultural tourism assets and facilities, including Georgia Sports Hall of Fame, Tubman Museum, Museum of Arts & Sciences, Douglass Theatre, Cherry Blossom Festival, Fort Hawkins, Macon Centreplex, Macon City Auditorium, and others.
2. Upgrade Macon's Edgar H. Wilson Convention Center, bringing it up to par with statewide venues, to ensure growth of Hotel/Motel Occupancy Tax revenue.
3. Increase beautification, branding, and way-finding at Interstate gateways to the cultural corridor (I-16 Exits at MLK and Spring Street, I-75 Exits at Mercer University, Hardeman/Forsyth, and Pierce Ave).
4. Support boundary expansion initiatives of Ocmulgee Mounds National Historical Park.
5. Continue to grow the regional draw of the Christmas Lights Extravaganza.

## Strategy 2



### Develop Macon's potential to be recognized as a Music City

1. Establish a Music Commission of public and private stakeholders (venue-owners, promoters, musicians, Chamber of Commerce, MAA, Mercer and others) to determine the best way to leverage Macon's tremendous musical legacy.
2. Hire a music-specific consultant and commission study of music tourism best practices.
3. Incubate emerging talent at Mercer Music at Capricorn, Friends of Macon Music, music venues and festivals. Optimize Mercer Music at Capricorn for partnership opportunities for visiting musicians, and the Otis Redding Foundation's pipeline of camps, lessons, and leadership opportunities.
4. Rally Macon's music community around MaconMusicTrail.com so that everyone associated is on the same page and has a central location for communication and information. Add a "Hire a Musician" section to help finding/booking musical artists easier.
5. Consider joining Music Cities Network and/or hosting a Music Cities conference.

## Strategy 3



### Connect Cultural Corridor (Ft. Hill/ Downtown/Pleasant Hill) to Increase Tourism

1. Leverage historic and cultural assets in Macon's neighborhoods surrounding urban core with priority emphasis on Fort Hawkins, Ocmulgee Mounds, Mill Hill, and Pleasant Hill.
2. Establish and promote unique neighborhood identities to highlight features and experiences that are attractive to visitors. Develop thematic walking and riding tours connecting neighborhoods and cultural assets in the expanded corridor.
3. Encourage strategic use of public art to increase way-finding, public engagement, and economic development in priority areas.
4. Study the possibility of establishing a Macon History Center at Fort Hawkins.
5. Develop stronger trail focus - investing in new trails, extensions, and upgrades to existing trails; providing connections to amenities across the cultural corridor.

## Strategy 4



### Develop Tourism/Hospitality Infrastructure Around Cultural Assets

1. Invest in the hotel industry within the core cultural footprint, increasing short-stay accommodation; incentivize hotels to develop adequate event space. Explore and recruit "art and music"-focused hotel chains (such as 21c Hotels).
2. Commission study to determine how many hotel rooms the market can support, prioritize needs, and identify high impact locations.
3. Support AirBNB growth by studying best practices in other cities regarding policy and promotion.
4. Encourage restaurants and hotels to showcase locally produced visual art, employ local musicians, and promote regionally produced agriculture/beverage products.
5. Support efforts to establish a Hospitality Zone in Macon's urban core to strengthen after-hours entertainment environment, safety, and economy.
6. Activate train/interstate under-passageways, alleys and vacant retail storefronts as needed to increase pedestrian connectivity between hotels and entertainment activities in the urban core.

## Strategy 5



### Recruit and Incentivize Businesses that Benefit the Creative Economy

1. Inventory businesses that serve the creative economy, then identify gaps, and connect entrepreneurs to incubators/accelerators to grow new business.
2. Engage local artists and Macon's cultural landscape to craft authentic stories that capture the strengths of the region as a vibrant, innovative, and creative place to visit/live/work.
3. Encourage Atlanta-based entertainment companies to have satellite offices or dedicated representatives in Macon.
4. Support food-beverage partnerships (cultural restaurants, culinary artists, and artisanal breweries) as part of the creative ecosystem.
5. Foster collaborative marketing between cultural sector and business community that emphasizes the economic benefits of arts and culture in Macon.
6. Support the development of incentives to film in Central Georgia.

## Priority **B** Education

Ensure access for all to quality formal and informal arts education.



Photo credit: Otis Music Camp (Otis Redding Foundation)

### Priority in Action

#### **GROWING MACON INTO A WORLD-CLASS MUSIC EDUCATION DESTINATION WHILE COLLABORATING LOCALLY**

##### **Robert McDuffie Center for Strings**

*Macon, GA*

Founded in 2004 by internationally renowned violinist Robert McDuffie, this “Julliard of the South” is a special institute housed within Mercer University’s Townsend School of Music. Total enrollment consists of 26 musicians who receive a full scholarship after a highly competitive process. A hallmark of the program is that the students perform, collaborate and record with the finest orchestra, string ensembles and conductors around the world. This intensive, conservatory experience is combined with a practical business-oriented curriculum to prepare the class of talented artists for an entrepreneurial future in the creative economy. The center’s unique model has made it a sought after center for music education rivaling that of other top music schools worldwide. The Center also collaborates locally, as with its production of “What Color is Your Brother? An Exploration of Race Through Words and Music” performed at the Grand Opera House stage. This production address local racial issues with a documentary play written specifically for the event by Theatre Macon’s Youth Actors Company, and music by McDuffie and the Mercer University Orchestra.



Photo by \_\_\_\_\_. Image Source: [Image source: https://www.gpbnews.org/post/robert-mcduffie-julliard-south](https://www.gpbnews.org/post/robert-mcduffie-julliard-south)

## Strategy 1



### Create An Arts Education Consortium

1. Inform creative uses for E-SPLOST funding to increase visual presence of the arts in building projects. Research and make recommendations for 2025 E-SPLOST projects and programs.
2. Organize annual one-day conference for arts providers, artists, and musicians. Use registration fees generated to provide funding for the initial directory resource, and organizational needs of entity.
3. Establish Macon Teaching Artists Registry (hosted on Macon365 and modeled after GA Registry) for short and long-term artist residency programs to serve BCSD, after-school programs, and community recreation needs.
4. Develop a Creative Career Festival.
5. Participate in state-level advocacy and support for Arts Learning Task Force (ALTF) recommendations.
6. Provide scholarships for arts programs/camps for youth in need i.e. to Wesleyan weeklong arts summer camp, or to collaborative programs.

## Strategy 2



### Increase K-12 Access to the Arts through Bibb County School District (BCSD) “Commitment To Culture”

1. Plan and sequence cultural field trips for students in K-5 grades, organized at the district level to introduce students to culturally significant experiences in Macon.
2. Complete construction of new (E-SPLOST funded) District Performing Arts Center by 2025.
3. Implement Cultural Passport program to encourage/increase access to cultural arts experiences outside school hours.
4. Publicize widely the “Commitment to Culture” (along with regional extracurricular opportunities and resources).
5. Maintain STEAM Outreach Coordinator for BCSD K-12.
6. Work with newly formed Arts Education Consortium and utilize Teaching Artists Registry along with existing cultural organizations to supplement the fine arts instruction currently offered in BCSD K-5 to ensure exposure to more artistic disciplines.

## Strategy 3



### Leverage Macon’s Higher Education Excellence to Offer Specialized Programs

1. Develop more creative trades programs as needed to support specialized areas like historic renovation, set construction, costuming/upholstery, botanical garden/landscaping, entertainment hospitality, and culinary arts/brewing (See model of Historic Macon’s pilot Carpenter-in-Residence initiative, funded by the Watson Brown Foundation, to nurture carpenters skilled in historic rehabilitation.).
2. Develop new Central Georgia Technical College certificate program to train students in public art design, installation, and maintenance (mural/mosaic application, metal/concrete sculpture, Lumina, etc.).
3. Connect young entrepreneurs and small businesses with technical support and skills training (booking, management, administration, finance, IT) through creative support internships utilizing regional MBA and JD students.
4. Leverage Workforce Innovation and Opportunity Act (WIOA) funds to provide education and training to creative workforce.
5. Re-establish Macon Symphony using talents and resources of Mercer’s Townsend School of Music and Robert McDuffie Center for Strings.
6. Investigate adding a BFA program to Macon’s public higher education institutions.

## Strategy 4



### Establish A Film/Music Industry Incubator To Prepare Young Adults For Creative Industries

1. Task Music Commission to work collaboratively with Film Commission to determine strategic plan for project, research successful models in other areas, and recommend possible host sites and partner entities.
2. Create a Macon partnership with Georgia Film Academy (incorporating resources of MGSU, Central Georgia Technical College, Ft. Valley State University, etc.) to advance high school and college students in film industry careers.
3. Assess established dual enrollment and certificate programs for music, video/film production, etc.
4. Recruit successful musicians and entertainers to come to Macon and work with youth and to support the resurgent growth of the music industry.

# Priority **C** Creative Industries

Encourage innovation, creative enterprise, and entrepreneurship for artists at all career levels.



## Priority in Action

### CONNECTING BUILDING SKILLS TO HISTORIC PRESERVATION

#### Historic Macon Carpenter-in-Residence Initiative Macon, GA

Historic Macon’s Carpenter-in-Residence is an innovative pilot program that nurtures skilled trades for the good of Macon’s abundant rich historic architecture. This initiative, funded by a grant from the Watson Brown Foundation, aims to attract and retain carpenters specializing in historic rehabilitations. This unique opportunity allows the Carpenter in Residence a chance to transform the trades deficit in Macon, and to create a lasting model for Historic Macon and for the Macon community. It also offers rich collaborative possibilities with local institutions such as Central Georgia Technical College’s Carpentry program, and workforce development opportunities for the students and graduates. The program provides a year-long competitive salary with robust benefits. The initial phase is targeted in the neighborhood of Bealls Hill but can become a model to be extended in other areas of Macon.



### Strategy 1



### Ensure Macon is “Creative Industry” Ready

1. Produce a market study that identifies availability and affordability of work/living space for artists and creative entrepreneurs, evaluates current living wages, and identifies voids, obstacles, and opportunities.
2. Maximize use of existing business incubator spaces (such as Mercer Music at Capricorn, Spark Macon, and U Create Macon). Create business accelerators that will activate Opportunity Zones.
3. Task SAAC to create business toolkits for creative industry that identify free/low cost resources and connect entrepreneurs with micro-grants and sources of start-up investment capital.
4. Task SAAC to act as liaison between artists and businesses (such as those seeking to commission murals and artwork) to help with contracts and fair compensation. Advocate for fair compensation practices supporting artists of all disciplines.

## Strategy 2



### Optimize Government Operations and Public Policy

1. Coordinate efforts of SAAC with the Macon-Bibb County Office of Economic and Community Development to create and sustain new cultural/economic initiatives and creative industry friendly policies.
2. Embed creatives and artist residencies throughout city departments to inform SPLOST, E-SPLOST project designs and human design centered approaches to problem solving.
3. Streamline the permitting process and minimize barriers to make it easier for creative industries to produce events and participate in public events. Support "Pink Zone" efforts.
4. Ensure arts-friendly policies as it relates to busking, alcohol sales, open container, zoning, and street art.

## Strategy 3



### Develop STEAM Acceleration Partnerships

1. Connect Mercer Innovation Center with artistic startups to foster creative entrepreneurship.
2. Study Georgia Cyber Innovation and Training Center in Augusta to explore a role for Macon's creative economy.
3. Research opportunities to partner with Robins Air Force Base. Assist transitioning veterans by providing cultural resources for PTSD and skills training for fields like public art design, installation, and maintenance. Coordinate with makers in robotics, medical devices, and agile, iterative design as creative industries.
4. Create partnerships between creative businesses and administrative functional specialties required for success (legal, production, marketing, distribution).

## Strategy 4



### Tell Our Story

1. Market existing "Buy Local Art" program and external curatorial services offered through the Macon Arts Alliance. Encourage hotels, retailers, restaurants, entertainment venues, etc. to contract with MAA to display local artwork on permanent or rotating basis.

2. Create locally produced films about Macon stories and successful creative efforts.
3. Help Chamber of Commerce, Industrial Authority, Department of Economic Development, and others leverage the cultural sector in marketing and recruiting business.
4. Create a city map that highlights the cultural corridor and neighborhood assets.
5. Encourage business organizations and associations in all sectors to create awards that recognize creative entrepreneurs, projects, and leadership efforts.
6. Building upon Visit Macon's "I Am Macon" program, create a Macon Ambassador Program that focuses on developing broader national relationships.
7. Support more arts journalism and ensure that Macon has a publication devoted to the arts.

## Strategy 5



### Convene More

1. Designate Macon365 as the home for creative networks.
2. Hold monthly meetings, where creative professionals can share experiences, network, learn about new programs and opportunities. Nurture connections between various artistic disciplines (such as music scoring and filmmaking/gaming, creative writing and music, culinary and visual arts, dance and theater, photography, and architecture).
3. Create an Artist Mentor Program, pairing emerging and established practitioners for guidance and support.
4. Encourage existing creative communities and networks such as 567 Center, Madvocates, Ocmulgee Artists Guild, Macon Arts Alliance, Friends of Macon Music, Spark Macon, Mercer Music at Capricorn, and the Otis Redding Foundation to co-convene, collaborate, and ensure inclusivity.
5. Conduct creative activities in non-traditional places including local businesses.
6. Create an Artist Council to foster regular meetings among artists. Ensure that representatives from the Artist Council are included in the evolution of the cultural plan.

# Priority **D** Neighborhood Development

Ensure social equity by helping Macon's many neighborhoods develop their distinctive identities.



Photo credit: Macon Art Alliance.

## Priority in Action

### CREATIVE PLACEMAKING TO REVITALIZE COMMUNITY

#### Mill Hill East Macon Arts Village

*Macon, GA*

The Mill Hill Artist Village is a creative placemaking initiative that uses an arts focus as the anchor to reduce blight and increase economic opportunity in the historic mill village in East Macon's Fort Hawkins neighborhood. The centerpiece of the project is a 1920 gathering space originally built as the Bibb Mill Auditorium, which had fallen into blighted disrepair. Now restored as the Mill Hill Community Arts Center (MHCAC), the facility is surrounded by 14 other historic properties being renovated as artist homes. The effort is a partnership between neighborhood residents, Macon Arts Alliance, the Macon-Bibb County Urban Development Authority, and many community stakeholders. The goals of the Mill Hill project are to empower local artists and neighbors to fight blight, to identify and develop existing creative assets, and create a plan based on a shared vision for the future of the neighborhood as a creative place to live, work and play.

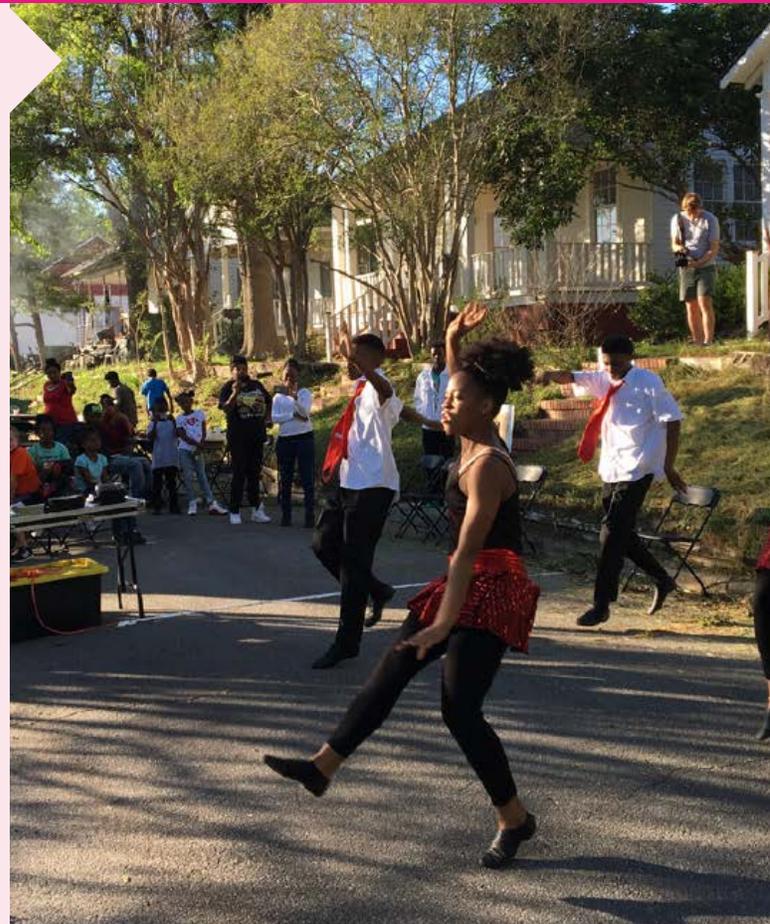


Image Source: Mill Hill Master Plan / Phillips Performing Arts

## Strategy 1



### Address Cultural Inequality

1. Identify key impediments to accessing arts and cultural programming. (i.e., cost, transportation, inclusion, etc.)
2. Take advantage of green spaces in neighborhoods (parks, cemeteries, community gardens) to encourage participation in creative activity.
3. Partner with Bibb County Sheriff's Outreach and Restorative Justice Center to provide arts programming and liaison with Neighborhood Watch groups.
4. Work with Pedestrian Safety Review Board to make sure areas around Recreation Centers and Cultural facilities are safe
5. Encourage the Pedestrian Safety Review Board to include art and artists (i.e. murals and street painting) in safety and educational plans.
6. Create a cultural tour bus route, free to residents, that tourists could pay to hop on/hop off.

## Strategy 2



### Establish Neighborhood Champions

1. Ensure SAAC coordinates efforts with the new position in OneMacon Plan of "Neighborhood Redevelopment Coordinator" to support blight-mediation and community investment work.
2. Designate Neighborhood Champions (representing each of Macon's neighborhoods) to liaise with SAAC and OneMacon NRC position. Rely upon neighborhood associations, Neighborhood Planning Units, and other organizations/mechanisms (i.e. housing authority, Low Income Housing Tax Credits) to identify individuals invested/involved in various communities to serve in this capacity.
3. Convene Neighborhood Champions to introduce the Macon Cultural Plan vision, goals, and opportunities.
4. Develop a biannual Town Hall Meeting for neighborhoods to discuss cultural assets and needs.

## Strategy 3



### Facilitate Neighborhood Pride

1. Delineate neighborhood boundaries, using easily identifiable names for communities.
2. Encourage Neighborhoods to identify and celebrate their cultural identity - through fairs, festivals, and neighborhood events.
3. Document living history in neighborhoods, through oral and written word, murals and other Public Art, and creative technology.
4. Encourage Public Art in all of Macon's Neighborhoods.
5. Encourage, facilitate, and promote community gardens in low-income neighborhoods to alleviate food deserts and encourage creative activity.
6. Identify and promote existing Neighborhood Pride Projects.

## Strategy 4



### Align Cultural And Blight Remediation Issues

1. Identify areas of blight throughout Macon using definitions used by Macon-Bibb County.
2. Identify cultural assets that are blighted or exist in blighted neighborhoods and use them in revitalization plans.
3. Prioritize blight efforts according to cultural resources available.
4. Investigate using blight funding to renovate blighted assets.

## Priority **E** Audience Cultivation

Engage and develop new and existing audiences for Macon's cultural sector.



Photo credit: Macon Art Alliance.

### Priority in Action

#### **NURTURING YOUTH TO LOVE LITERATURE AND CREATE ART**

##### **Middle Georgia Regional Library Art of Reading Program**

*Macon, GA*

The Middle Georgia Regional Library is a key resource for Macon and offers multiple ways to connect to arts and culture - including a small business and nonprofit resource center, access to 3D printers, afterschool activities for children and families, and of course, a repository of great literature. Their beloved Art of Reading program was founded in 2010 and is a popular highlight of their programming. The program is a competition which encourages students in Bibb County School District to create works of art inspired by books they have read. Since its inception, many hundreds of students have participated. Winners are honored with a reception at the Washington Memorial Library. After the reception, the winning artwork travels to each Macon-Bibb library before being permanently displayed at the Washington Memorial Library.



Image Source: <http://bibbcountysheard.ss19.sharpschool.com/>

## Strategy 1



### Foster Lifelong Participation In Creative Self-Expression

1. Broadly define the arts as music, visual arts, dance, theatre, creative writing. Include outdoor activities, film, and culinary passion as cultural activities.
2. Support the Arts Education Consortium's efforts to optimize arts programming in BCSD K-5 (i.e., reinstate the Macon Arts Alliance Artist in Residence program).
3. Facilitate promote and expand arts programs focused on youth ages 12 - 18.
4. Facilitate, promote and expand efforts to provide arts programming in Community Rec Centers, Churches, Senior Citizen Centers, Housing Authority facilities, and libraries, including after school and summer programs , such as the Art of Reading program from Middle Georgia Regional Library.
5. Use non-traditional methods to create opportunities for providing creative self-expression to the disabled and those who lack access.

## Strategy 2



### Take the Arts and Cultural Experience Beyond Traditional Venues and Into Open and Inclusive Spaces

1. Take advantage of Macon's green spaces to create outdoor performance spaces.
2. Encourage arts programming in all neighborhoods to occur on the same day. For example, encourage neighborhoods or churches to host concerts on Second Sunday, in addition to the Bragg Jam event on Coleman Hill. Expand Make Music Day and consider a Make Art Day.
3. Create diverse programming that includes fusion events (i.e., a Hip-Hop Orchestra event) to attract a diverse audience.
4. Encourage family centered events.
5. Ensure arts marketing efforts reflect diversity to promote inclusion.

## Strategy 3



### Leverage the Power of Macon's Festivals

1. Establish a Festival Consortium to convene ALL of Macon's festivals, large and small.

2. Incubate more festivals and micro-festivals.
3. Coordinate the Festival calendar.
4. Consider consolidating administrative management of some festivals to increase efficiency, fundraising, and marketing power.
5. Market and Brand Macon as the 'Festival Capital of Georgia.'

## Strategy 4



### Increase Public Knowledge of Arts and Cultural Programming

1. Take advantage of Macon's national and international success stories to create a Knowledge Campaign about the power of the arts.
2. Encourage artists and arts organizations to include a link to Macon365 on their emails to their patrons to encourage attendance at other events.
3. Integrate Macon365 and other sources of information. For example, include links on Macon365 to other publications and media outlets to ensure support from the whole community. Partner with local media to promote cultural events.
4. Encourage artists to support each other and to collaborate on performances or exhibitions.
5. Maintain and grow the Cultural Asset Inventory Map.

## Strategy 5

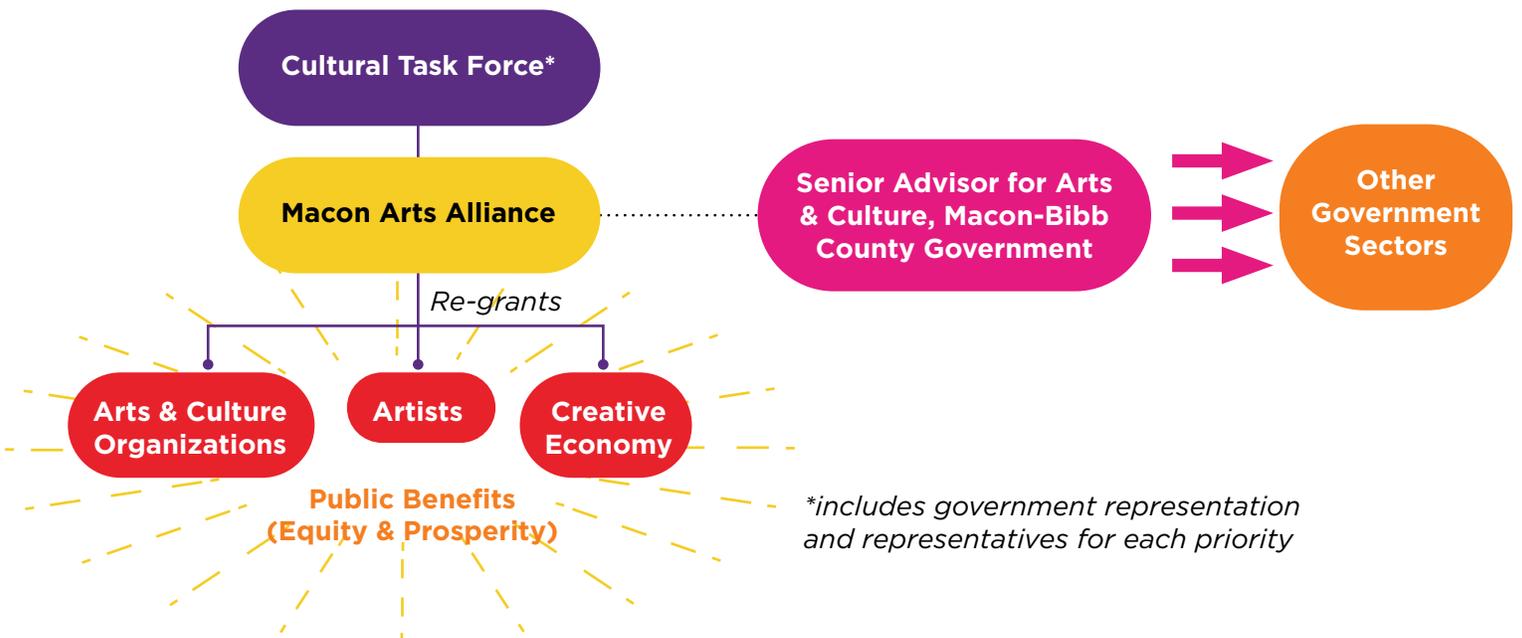


### Create A Data-Driven Integrated System To Track Audience Trends Across The Community

1. Collaborate with organizations across Macon to leverage cultural asset data and share design of data inputs and outputs.
2. Include the ability for individual organizations or presenters to track their own audience trends, thank attendees, and recruit occasional attendees to be more invested.
3. Allow a parent organization (Macon Arts Alliance) to evaluate the combined data and track community audience trends.
4. Integrate with GIS mapping to track events and attendance in all zip codes and other demographics.
5. Use data to provide metrics and tell stories about Macon's arts and culture successes and ongoing needs, including comparisons to peer cities.

# 4

## Implementation



# Implementation

The success of this plan will require collaboration among representatives throughout Macon to serve as champions for the plan's priorities. Key to this effort will be public-private partnerships to ensure that all sectors of Macon are working in concert on strategies and actions. Central to these partnerships will be three entities:

1. The Cultural Task Force (CTF): A small group of stakeholders which includes representatives from Macon-Bibb County Government, as well as representatives from each priority listed in the plan: Tourism, Education, Creative Industries, Neighborhood Development, and Audience Cultivation.
2. The Macon Arts Alliance (MAA): The Macon Arts Alliance is the county's designated arms-length arts agency. While it is not officially within the county government, it is a trusted and essential partner.
3. The Senior Advisor for Arts & Culture (SAAC), Macon-Bibb County Government. This is the one new government position this plan recommends, as detailed below.

The newly created Senior Advisor for Arts & Culture (SAAC) in Macon-Bibb County government will be instrumental in implementing the Macon Cultural Plan. This position will consolidate many needs of this plan to ensure the most efficient execution of connecting arts and culture to other sectors in government, including education, economic development, health, transportation, permitting, and more. Best practices around the country consistently show the benefits of this streamlined function within local government. The SAAC will be appointed by the Mayor, from a pool of nominees submitted by the Cultural Task Force, and will report to the Macon-Bibb County Manager. Even with a modest budget, the SAAC can find efficiencies within county government to connect, when appropriate, initiatives from other county departments to arts and culture. By doing so, the SAAC can work with other sectors of government to determine areas where the Macon Cultural Plan can advance the needs of these sectors.

The Macon Arts Alliance (MAA) will consult with the SAAC on how to best work with all government sectors for Macon-Bibb County initiatives involving arts and culture. MAA will oversee the regranteeing of municipal funds (as well as federal, state, and philanthropic funds), via peer-reviewed panels, to arts and culture organizations, individual artists, and any entity in the creative economy that can advance the goals of the Macon Cultural Plan. MAA will also be the key resource for the cultural eco-system in Macon, by centralizing communication, data, and programming for the county, and ensuring implementation of this plan remains on track.

The Cultural Task Force (CTF) led by Macon Arts Alliance, will meet at regular intervals to advance and evaluate ongoing implementation of the Macon Cultural Plan. The CTF will hold accountable those entities with responsibility assigned in the plan. Their work with the MAA will be phased to define short, medium, and long-term goals, with milestones and benchmarks to measure progress. **Crucial to this process will be flexibility, as the plan is a living document that can evolve over time to adapt to real-time conditions and any shifting needs in Macon-Bibb, whilst employing the defined priorities, strategies, and actions of this plan as a guiding framework.**

Finally, there are numerous opportunities for others in Macon to help realize the Macon Cultural Plan. Just as the process of creating this plan engaged so many leaders and residents in our community, so too can the process of implementation engage them. Leaders and partners for these strategies and actions are listed in Appendix A, in the Action Plan Detail.



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The Executive and Steering Committees were essential stewards of the process, and their input has been invaluable.

Finally, many community members – from government and business leaders, to cultural organization staff, to committed residents – contributed their voices at events throughout the year.

## Executive Committee

Larry Brumley	Mercer University
Kathryn Dennis	Community Foundation of Central Georgia
Curtis Jones	Bibb County School District
Elaine Lucas	Macon-Bibb County
Alex Morrison	Macon-Bibb UDA
Lynn Murphey	Knight Foundation
Robert Reichert	Macon-Bibb County
Larry Schlesinger	Macon-Bibb County
Susan Welsh	Museum of Arts and Sciences
Gary Wheat	Visit Macon
Julie Wilkerson	Macon Arts Alliance
Yvonne Williams	Greater Macon Chamber of Commerce

## Steering Committee

Dr. Andy Ambrose	The Tubman Museum	Rebecca Lanning	Middle Georgia State University
Justin Andrews	Otis Redding Foundation	Jennifer Lautzenheiser	Middle Georgia Regional Library
Camp Bacon	Macon Film Guild	Tony Long Sr.	AT Long and Son
Bryan Beck	Blazing Paddles Studio/Start Up Studios	Pilar Lowden	Hayiya Dance Theatre
Khalil Blount	DJ B3	Susannah Maddox	Macon Magazine
Richard Brent	The Allman Brothers Band Museum at the Big House	Faith Madison	Madison Studio of Dance Education
Ben Bridges	Bibb County School District	Jim McLendon	The Georgia Sports Hall of Fame
Gregory L. Brown	Macon-Bibb Planning and Zoning	George Muhammad	Torchlight Academy
Yen-Ting Beck	Yen-Ting Chiu Ceramics/Start Up Studios	Daniel Montoute	Amperand Guild
Jim Crisp	Theatre Macon	Steve Moretti	Macon Pops
Jim David	Ocmulgee Mounds National Historical Park	Bryan Nichols	Taste and See Coffee Shop and Gallery
ShunQuinese Dennis	Macon-Bibb Parks and Recreation	Eric O'Dell	Mercer Art Department
Priscilla Esser	Macon Film Festival/Local artist	Joe Patti	Grand Opera House
Meagan Evans	The Society Garden	Gwendolyn Phillips	Phillips Performing Arts
Chi Ezekwueche		Karla Redding-Andrews	Otis Redding Foundation
Ethiel Garlington	Historic Macon	Leila Regan-Porter	Bragg Jam and Otis Redding Foundation
Ric Geyer	Triangle Arts Macon	Anna Richards	Knight Foundation
Ed Grant	Grant's Lounge	Rudell Richardson	100 Black Men
Alexis Gregg	Wesleyan College	Josh Rogers	NewTown Macon
Wes Griffith	Moonhanger Group	Darrie Schlesinger	Artist/Art Advocate
Myrtle Habersham	M S Habersham Consulting services, LLC	Amy Schwartz-Moretti	McDuffie Center for Strings
Katie Hart	Cherry Blossom Festival	Jill Vanderhoek	Community Partnership, Georgia Family Connection
Charvis Harrell	Local Artist	Everett Verner	Land Bank Authority
Sylvia Haynie	Macon Little Theatre	Bob Veto	Stratford Academy
Chris Howard	Cox Communications	Jessica Walden	Rock Candy Tours
Dr. Annissa Jones	Dr. Annissa M. Jones, DC	Robert Walker	Macon-Bibb Parks and Recreation
Tonja Khabir	Griffith Family Foundation	Tabitha Walker	Macon Film Festival/Big Hair Productions
John Kennedy	James-Bates-Brannen-Groover	Charlene Waller	Streetline Percussion
Sam Kitchens	Bibb County School District	Gina Ward	The Douglass Theatre
Karen Lambert	Pepton Anderson Foundation	Jared Wright	Mercer University

# Acknowledgments

## Community Participants

David Aiello	Spectra/Macon Centreplex	Frazer Lively	Wesleyan College/ Theater
Angela Alcantar	Robins Financial	Tony Long	Macon Film Festival & Nutcracker
Joe Allen	County Commissioner	Pavielle Ludlow	
William Avenel	Artist	Melissa Macker	The 567 Center
Paul Baker		Jane Madison	The Madison Studio
Jan Beeland		Sheila Mae	Artist
Pleaona A. Bell	Torch Light Academy Inc	Melanie Marshall	Nutcracker of Middle Georgia
Brandon Bish	Bragg Jam/Big House	Brian Martin	Spectra/Macon Centreplex
Bert Bivens	County Commissioner	Lauren Mauldin	Historic Macon
James Bodell	JR Bodell Sculpture	George McCanless	United Way
Greg Boike	Middle Georgia Regional Commission	George McCommon	Fort Valley State University
Linda Brennan	Mercer University	Michelle McGee	Wesleyan (Music Professor)
Jeff Bruce	Tubman Museum	Megan McNaught	Macon Arts Alliance
Luke Buffenmeyer	Graphic Designer	Rudy Mendes	
Marvel Burgess	Geico	Rhonda Miller	Service Coordinator, Macon Housing Authority
Cynthia Busbee	Navicent, VP Public Affairs	Chrissy Minor	CEO, Museum of Aviation
Aaron Buzza	Visit Macon	Shatara Moore	Lovely Portraits
Chuck Clark	Blitz	Dsto Moore	Lovely Portraits
Heidi Clinite	Artist	Anisah Muhammad	The Telegraph
Katrina Cohens	Capital City Bank	Kadir Muhammad	Torch Light Academy Inc
Craig Coleman	Mercer University Art Department	Regi Muhammad	
Karen Collier		Daniel C. Myers	Theater Actor
Newton Collier	Musician	Declan Myers	Theater Actor
Velda Colvin	Chair of One Macon Action Plan	Kathy Nolan	Jazz Association of Macon
Laura Connair	Daeno Entertainment	JR Olive	Macon Arts Alliance
Brooks Dantzler	The Creative Alternative	Glory Okparum	Hayiya Dance Theater
Princess Davis	Hayiya Dance Theater	Grace Okparum	Hayiya Dance Theater
Frances de La Rosa	Wesleyan College	Robin Parker	VP Marketing, Coliseum Health System
Bria Dean	Hayiya Dance Theater	Angelita Phillips	Hayiya Dance Theater
David Dingers	Music Educator/Musician	Billy Pitts	Board Chair, Tubman Museum
Blane Dunnam	Local Musician	David Portwood	Macon Arts Alliance
Donald Druitt SR	NAP	Bryn Powell	Artist
Paula East	USA Dance 6059 (Founder)	Katie Powers	Macon Arts Alliance
Heather Evans	Change Catalyst Group	Cindy Quan Hong	Springdale Elementary
Rob Evans	Creek Media , Capricorn Studios	Margarita Redd	Redd Arts Co
Laurence Fennelly	Writer	Tilford Riehl	
Robert Fieldsteel	Macon Film Guild	Tim Regan-Porter	Hayiya Dance Theater
Betsy Fitzgerald	Big Bros, Big Sisters	Michandra Rogers	A-ok Portables & Waste
Darrin Ford	Keep Macon-Bibb Beautiful	Naomi Rosan	Cox Business- 21st Century Partnership
Carol Frayne	USA Dance 6059	Dan Sagle	Filmmaker
Denise Fritze	Chartlocal/41 NBC WMGT	Stephanie Shaden	
James Fritze	NewTown Macon	Alice Sheridan	Nutcracker/Dance Arts/ MGYB
Rachel Gambill	Macon-Bibb County	Ron Shipman	GA Power
Forrest Gard	Mill Hill Community Arts Center	Sherry Singleton	Museum of Arts and Sciences
Peter Givens		Gloria Stanley	Happy Talk Communications
Randy Goss	MAA & Rosenberg Financial Group	Weston Stroud	Macon Transit Authority
Stephanie Gore	Dance Arts Studio	Regina Sweeney	St. Peter Claver Catholic Church
Tim Griggs	Attorney	Dr. John Swint	
Glenn Grossman	Middle Georgia Arts School	Douglas Thompson	Spencer B. King Jr Center
Alex Habersham	Middle GA Black Pages	Evan Thompson	Student/Musician
Jeni Hansen Gard	Mill Hill Community Arts Center	Marc Thompson	NewTown Macon
David Held	Mount de Sales Academy	Al Tillman	County Commissioner
Lindsay Holliday	Soil & Water Commission	Moises Velez	Que Pasa Publisher/Editor
Emily Hopkins	NewTown Macon	Virgil Watkins	County Commissioner
Adriana Horton	Oh Honey/Mill Hill Bakers Collective	Mary Wearn	Middle Georgia State University
Mary Huffstetter	Little Guide	Trish Whitley	Visit Macon
Aisis Hull	Student	Shamita Williams	
Cindy Jarrard	Nutcracker of Middle Georgia	Charlotte Woody	Main-Bibb County Government
Genelle Jenkins		Valerie Wynn	County Commissioner
Stacy Jenkins	Pop of Genius Films		
Dominique Johnson	Kingdom Life Pastor		
Gilbert Johnson	Ampersand		
Artis Johnston	P.R.O.D.I.G.Y		
Evan Jones	Macon Jazz Association		
Mallory Jones	County Commissioner		
Rodney Jones	Hayiya Dance Theater		
Kathleen Kane			
Malissa Kelsey	Ampersand Guild		
Tonja Khabir	Griffith Family Foundation		
Sherwan Kinu	Independent		
Nadia Kitchens	Hayiya Dance Theater		
Robert Komlo	Lake Wildwood		
Brandon Lawer	JBA		

# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY	TOURISM
<b>STRATEGY # 1</b>	<b>Stabilize and Strengthen Pillar Cultural Tourism Assets</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Visit Macon</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• NewTown Macon</li> <li>• Rock Candy Tours</li> <li>• Businesses</li> <li>• Chamber of Commerce</li> <li>• Artists</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Grow Hotel/Motel Occupancy Tax revenue to generate support for key cultural tourism assets and facilities. <span style="float: right;">\$ \$</span></li> <li>2. Upgrade Macon Convention Center, bringing it up to par with statewide venues, to ensure growth of Hotel/Motel Occupancy Tax revenue. <span style="float: right;">\$ \$ \$ \$</span></li> <li>3. Increase beautification, branding, and wayfinding at Interstate gateways to the cultural corridor. <span style="float: right;">\$ \$ \$</span></li> <li>4. Support boundary expansion initiatives of Ocmulgee Mounds National Historical Park. <span style="float: right;">\$ \$</span></li> <li>5. Continue to grow the regional draw of the Christmas Lights Extravaganza. <span style="float: right;">\$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Information</li> <li>• Communication</li> <li>• Marketing</li> <li>• Education</li> <li>• Increased sales tax revenue for General Fund</li> </ul>

\$ \$25,000 or less  
\$ \$ \$25,000-\$50,000  
\$ \$ \$ \$50,000-\$99,000  
\$ \$ \$ \$ \$100,000 +

# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY A	TOURISM
<b>STRATEGY #2</b>	<b>Develop Macon’s potential to be Recognized as a Music City</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Mercer Music at Capricorn</li> <li>• Friends of Macon Music</li> <li>• Visit Macon</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Rock Candy Tours</li> <li>• Venue operators (Moonhanger Group, Spectra, Museum of Arts and Sciences, etc.)</li> <li>• Educational institutions</li> <li>• Macon Arts Alliance</li> <li>• Performers and musicians</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Convene venue owners, promoters, Visit Macon, Chamber, MAA, Mercer and others to determine the best way to leverage Macon’s tremendous musical legacy and current talent. <span style="float: right;">\$</span></li> <li>2. Hire music-specific consultant and commission study of music tourism best practices. <span style="float: right;">\$ \$ \$ \$</span></li> <li>3. Incubate emerging talent at Mercer Music at Capricorn, Friends of Macon Music, music venues and festivals, and optimize Mercer Music at Capricorn for partnership opportunities for visiting musicians. <span style="float: right;">\$ \$</span></li> <li>4. Rally Macon’s music community around MaconMusicTrail.com and add a “Hire a Musician” section to help finding/booking musical artists easier. <span style="float: right;">\$ \$</span></li> <li>5. Consider joining Music Cities Network and/or hosting a Music Cities conference. <span style="float: right;">\$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Macon joins Nashville, Austin, Muscle Shoals, Memphis as a known music destination</li> <li>• New artists and talent are introduced via Macon’s influence</li> <li>• All involved better understand what other music partners are doing which can foster collaboration vs. competition.</li> <li>• Create ambassadors for Macon’s music culture</li> <li>• Emerging artists of all races, ethnicities and economic ability are given the opportunity to succeed</li> </ul>

\$ \$25,000 or less  
\$ \$ \$25,000-\$50,000  
\$ \$ \$ \$ \$50,000-\$99,000  
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# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY A	TOURISM
<b>STRATEGY #3</b>	<b>Connect Cultural Corridor (Ft. Hill/Downtown/Pleasant Hill) to Increase Tourism</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Government</li> <li>• Neighborhood associations</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Visit Macon</li> <li>• Chamber of Commerce</li> <li>• Churches</li> <li>• Community Centers</li> <li>• Ocmulgee Mounds Association and</li> <li>• Macon Arts Alliance</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Leverage historic and cultural assets in Macon’s neighborhoods surrounding urban core with priority emphasis on Fort Hawkins, Ocmulgee Mounds, Mill Hill, and Pleasant Hill. <span style="float: right;">\$ \$ \$ \$</span></li> <hr/> <li>2. Establish and promote unique neighborhood identities to highlight features and experiences that are attractive to visitors. Develop thematic walking and riding tours connecting neighborhoods and cultural assets in the expanded corridor. <span style="float: right;">\$</span></li> <hr/> <li>3. Encourage strategic use of public art to increase way-finding, public engagement, and economic development in priority areas. <span style="float: right;">\$ \$</span></li> <hr/> <li>4. Study the possibility of establishing a Macon History Center at Fort Hawkins. <span style="float: right;">\$</span></li> <hr/> <li>5. Develop stronger trail focus - investing in new trails, extensions, and upgrades to existing trails; providing connections to amenities across the cultural corridor. <span style="float: right;">\$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Better communication and collaboration amongst neighborhoods</li> <li>• Creates community pride</li> <li>• Benefits neighborhood businesses, especially in economically depressed neighborhoods</li> <li>• Develops a more in-depth story that helps visitors learn about Macon.</li> </ul>



# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY A</b>	<b>TOURISM</b>
<b>STRATEGY #4</b>	<b>Develop Tourism/Hospitality Infrastructure Around Cultural Assets</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Visit Macon</li> <li>• NewTown Macon</li> <li>• Urban Development Authority</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Foundations</li> <li>• Investors</li> <li>• Developers</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Invest in the hotel industry within the core cultural footprint, increasing short-stay accommodation; incentivize hotels to develop adequate event space. Explore and recruit “art and music”-focused hotel chains (such as 21c Hotels). <span style="float: right;">\$ \$ \$ \$</span></li> <li>2. Commission study to determine how many hotel rooms the market can support, prioritize needs, and identify high impact locations. <span style="float: right;">\$ \$</span></li> <li>3. Support AirBNB growth by studying best practices in other cities regarding policy and promotion. <span style="float: right;">\$ \$</span></li> <li>4. Encourage restaurants and hotels to showcase locally produced visual art, employ local musicians, and promote regionally produced agriculture/beverage products. <span style="float: right;">\$</span></li> <li>5. Support efforts to establish a Hospitality Zone in Macon’s urban core to strengthen after-hours entertainment environment, safety, and economy. <span style="float: right;">\$</span></li> <li>6. Activate train/interstate under-passageways, alleys and vacant retail storefronts as needed to increase pedestrian connectivity between hotels and entertainment activities in the urban core. <span style="float: right;">\$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Increased Occupancy Tax revenue</li> <li>• Increased Sales Tax revenue</li> <li>• Increased access to Cultural assets</li> </ul>

\$ \$25,000 or less  
\$ \$ \$25,000-\$50,000  
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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY A</b>	<b>TOURISM</b>
<b>STRATEGY #5</b>	<b>Recruit and Incentivize Businesses that Benefit the Creative Economy</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Industrial Authority</li> <li>• Urban Development Authority</li> <li>• Chamber of Commerce</li> <li>• NewTown Macon</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Visit Macon</li> <li>• Artists</li> <li>• Government</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Inventory businesses that serve the creative economy, then identify gaps, and connect entrepreneurs to incubators/accelerators to grow new business. </li> <li>2. Engage local artists and Macon’s cultural landscape to craft authentic stories that capture the strengths of the region as a vibrant, innovative, and creative place to visit/live/work. </li> <li>3. Encourage Atlanta-based entertainment companies to have satellite offices or dedicated representatives in Macon. </li> <li>4. Support food-beverage partnerships (cultural restaurants, culinary artists, and artisanal breweries) as part of the creative ecosystem. </li> <li>5. Foster collaborative marketing between cultural sector and business community that emphasizes the economic benefits of arts and culture in Macon. </li> <li>6. Support the development of incentives to film in Central Georgia. </li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Macon’s business landscape is an asset for not only economic development but also cultural tourism and creative economy.</li> <li>• Needed cultural businesses see the importance of arts and creative in Macon and desire to operate.</li> </ul>

 \$25,000 or less  
 \$25,000-\$50,000  
 \$50,000-\$99,000  
 \$100,000 +

# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY B	EDUCATION	
STRATEGY #1	Create an Arts Education Consortium	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Macon-Bibb County</li> <li>• Bibb County School District</li> <li>• The Otis Redding Foundation</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Inform creative uses for E-SPLOST funding to increase visual presence of the arts in building projects. Research and make recommendations for 2025 E-SPLOST projects and programs.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>2. Organize annual one-day conference for arts providers, artists, and musicians. Use registration fees generated to provide funding for the initial directory resource, and organizational needs of entity.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>3. Establish Macon Teaching Artists Registry (hosted on Macon365 and modeled after GA Registry) for short and long-term artist residency programs to serve Bibb County School District, after-school programs, and community recreation needs.</li> </ol>	\$ \$ \$ \$
	<ol style="list-style-type: none"> <li>4. Develop a Creative Career Festival.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>5. Participate in state-level advocacy and support for Arts Learning Task Force (ALTF) recommendations.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>6. Provide scholarships for arts programs/camps for youth in need i.e. to Wesleyan week long arts summer camp, or to collaborative programs.</li> </ol>	\$
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• One consolidated resource is available to connect students/families to qualified private fine arts instruction. A stronger community is built among arts educators, professional practicing artists, and other arts providers throughout the region.</li> <li>• Local registry modeled after Georgia Council for the Arts statewide registry to serve as a resource list of Central Georgia artists who are skilled in one or more artistic disciplines and experienced in a classroom setting.</li> <li>• Annual event designed to introduce/connect community with careers, volunteers, internships, &amp; educational opportunities in creative fields.</li> <li>• Increased opportunity for artists to be paid for their work</li> </ul>	

\$ \$25,000 or less  
\$ \$ \$25,000-\$50,000  
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# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY B	EDUCATION
<b>STRATEGY #2</b>	<b>Increase K-12 Access to the Arts through Bibb County School District "Commitment To Culture"</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>Bibb County School District</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Macon Arts Alliance</li> <li>Arts Education Consortium (new)</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>Plan and sequence cultural field trips for students in K-5 grades, organized at the district level to introduce students to culturally significant experiences in Macon. <span style="float: right;">\$ \$ \$ \$ (300,000/year)</span></li> <li>Complete construction of new (E-SPLOST funded) District Performing Arts Center by 2025. <span style="float: right;">\$ \$ \$ \$</span></li> <li>Implement Cultural Passport program to encourage/increase access to cultural arts experiences outside school hours. <span style="float: right;">\$ \$</span></li> <li>Publicize widely the "Commitment to Culture" (along with regional extracurricular opportunities and resources). <span style="float: right;">\$</span></li> <li>Maintain STEAM Outreach Coordinator for Bibb County School District K-12. <span style="float: right;">\$ \$</span></li> <li>Work with newly formed Arts Education Consortium and utilize Teaching Artists Registry along with existing cultural organizations to supplement the fine arts instruction currently offered in Bibb County School District K-5 to ensure exposure to more artistic disciplines. <span style="float: right;">\$ \$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Students become familiar with culturally significant sites in Macon, have unique opportunities to explore a wide variety of artistic fields and interests, and are introduced to careers in creative fields - all of which impacts academic success.</li> <li>Professional artists are compensated for leading high-quality arts education and enrichment programs and projects throughout the county, and Artists-in-residence provide instruction in lower enrollment schools.</li> <li>Students of all races, ethnicities and economic abilities receive quality arts instruction</li> </ul>

\$ \$25,000 or less  
\$ \$ \$25,000-\$50,000  
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# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY B	EDUCATION
<b>STRATEGY #3</b>	<b>Leverage Macon's Higher Education Excellence to Offer Specialized Programs</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Mercer</li> <li>• Middle GA State University</li> <li>• Wesleyan College</li> <li>• Georgia College and State University</li> <li>• Central Georgia Technical College</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Greater Macon Chamber of Commerce</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Develop more creative trades programs as needed to support specialized areas like historic renovation, set construction, costuming/upholstery, botanical garden/landscaping, entertainment hospitality, and culinary arts/brewing. <span style="float: right;">\$ \$ \$</span></li> <li>2. Develop new Central Georgia Technical College certificate program to train students in public art design, installation, and maintenance (mural/mosaic application, metal/concrete sculpture, Lumina, etc.). <span style="float: right;">\$ \$</span></li> <li>3. Connect young entrepreneurs and small businesses with technical support and skills training (booking, management, administration, finance, IT) through creative support internships utilizing regional MBA and JD students. <span style="float: right;">\$</span></li> <li>4. Leverage Workforce Innovation and Opportunity Act (WIOA) funds to provide education and training to creative workforce. <span style="float: right;">\$</span></li> <li>5. Re-establish Macon Symphony using talents and resources of Mercer's Townsend School of Music and Robert McDuffie Center for Strings <span style="float: right;">\$ \$ \$ \$</span></li> <li>6. Investigate adding a BFA program to Macon's public higher education institutions. <span style="float: right;">\$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Students of all races, ethnicities and economic ability have the opportunity to train in creative fields</li> <li>• The Creative Industry sector is supported with quality workforce development</li> </ul>

\$25,000 or less  
 \$25,000-\$50,000  
 \$50,000-\$99,000  
 \$100,000 +

# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY B	EDUCATION
<b>STRATEGY #4</b>	<b>Establish a Film/Music Industry Incubator to Prepare Young Adults For Creative Industries</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Middle Georgia State University</li> <li>• Film Commission</li> <li>• Hutchings Career Center</li> <li>• The Otis Redding Foundation</li> <li>• Central Georgia Technical College</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Mercer Music at Capricorn</li> <li>• Visit Macon</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Task Music Commission to work collaboratively with Film Commission to determine strategic plan for project, research best practices and successful models in other areas, and recommend possible host sites and partner entities. <span style="float: right;">\$</span></li> <li>2. Create a Macon partnership with Georgia Film Academy (incorporating resources of Middle Georgia State University, Central Georgia Technical College, Ft. Valley State University, Hutchings Career Center etc.) to advance high school and college students in film industry careers. <span style="float: right;">\$ \$</span></li> <li>3. Assess established dual enrollment and certificate programs for music, video/film production, etc. <span style="float: right;">\$</span></li> <li>4. Recruit successful musicians and entertainers to come to Macon and work with youth and to support the resurgent growth of the music industry. <span style="float: right;">\$ \$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Complementing traditional fine arts education, low-cost secondary and post-secondary educational opportunities are available for artists to gain job-ready technical skills to support creative industries.</li> <li>• Students at a young age are introduced to the possibility of a creative career</li> </ul>

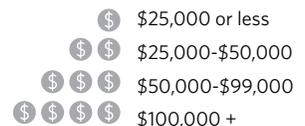
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# Appendix A : Action Plan Detail

## E-workbooks



PRIORITY C	CREATIVE INDUSTRIES	
<b>STRATEGY #1</b>	<b>Ensure Macon is "Creative Industry" Ready</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>Greater Macon Chamber of Commerce</li> <li>Government</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Macon Arts Alliance</li> <li>Spark Macon</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>Produce a market study that identifies availability and affordability of work/living space for artists and creative entrepreneurs, evaluates current living wages, and identifies voids, obstacles, and opportunities.</li> </ol>	
	<ol style="list-style-type: none"> <li>Maximize use of existing business incubator spaces (such as Mercer Music at Capricorn Incubator, Spark Macon, and U Create Macon in Pleasant Hill). Create business accelerators that will activate Opportunity Zones.</li> </ol>	
	<ol style="list-style-type: none"> <li>Task SAAC to create business toolkits for creative industry that identify free/low cost resources and connect entrepreneurs with micro-grants and sources of start-up investment capital.</li> </ol>	
	<ol style="list-style-type: none"> <li>Advocate for fair compensation practices supporting artists of all disciplines.</li> </ol>	
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Macon Creative Professionals have the support they need to succeed</li> <li>Macon is recognized as a destination for creative professionals to live and work.</li> <li>Creative professionals have affordable housing and working space options</li> </ul>	



# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY C</b>	<b>CREATIVE INDUSTRIES</b>
<b>STRATEGY #2</b>	<b>Optimize Government Operations and Public Policy</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Government</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Greater Macon Chamber of Commerce</li> <li>• Spark Macon</li> <li>• Macon Arts Alliance</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Coordinate efforts of SAAC with the Macon-Bibb County Office of Economic and Community Development to create and sustain new cultural/economic initiatives and creative industry friendly policies. <span style="float: right;">\$</span></li> <li>2. Embed creatives and artist residencies throughout city departments to inform SPLOST, E-SPLOST project designs and human design centered approaches to problem solving. <span style="float: right;">\$ \$ \$</span></li> <li>3. Streamline the permitting process and minimize barriers to make it easier for creative industries to produce events and participate in public events. Support “Pink Zone” efforts. <span style="float: right;">\$</span></li> <li>4. Ensure arts-friendly policies i.e. busking, alcohol sales, open container, zoning, outdoor art/graffiti. <span style="float: right;">\$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Creative professionals have an easier path to establishing a business</li> </ul>

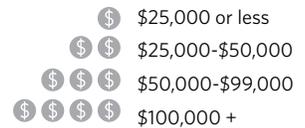
\$ \$25,000 or less  
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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY C</b>	<b>CREATIVE INDUSTRIES</b>	
<b>STRATEGY #3</b>	<b>Develop STEAM Acceleration Partnerships</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>Chamber of Commerce</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Robins Air Force Base</li> <li>Mercer Innovation Center</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>Connect Mercer Innovation Center with artistic start-ups to foster creative entrepreneurship.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>Study Georgia Cyber Innovation and Training Center (in Augusta) to explore a role for Macon’s creative economy.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>Research opportunities to partner with Robins Air Force Base. Assist transitioning service members/ veterans by providing cultural resources for PTSD and skills training for fields like public art design, installation, and maintenance. Coordinate with makers in robotics, medical devices, and agile, iterative design as creative industries.</li> </ol>	\$
	<ol style="list-style-type: none"> <li>Create partnerships between creative businesses and administrative functional specialties required for success (legal, production, marketing, distribution).</li> </ol>	\$
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Local corporate leaders realize the value of hiring creative professionals</li> <li>Creative professionals have more opportunity for employment</li> </ul>	



# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY C</b>	<b>CREATIVE INDUSTRIES</b>
<b>STRATEGY #4</b>	<b>Tell Our Story</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> <li>• Greater Macon Chamber of Commerce</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Macon-Bibb Industrial Authority</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Market existing “Buy Local Art” program and external curatorial services offered through the Macon Arts Alliance. Encourage hotels, retailers, restaurants, entertainment venues, etc. to contract with Macon Arts Alliance to display local artwork on permanent or rotating basis. <span style="float: right;">\$</span></li> <li>2. Create locally produced films about Macon stories and successful creative efforts. <span style="float: right;">\$</span></li> <li>3. Help Chamber of Commerce, Industrial Authority, Department of Economic Development, etc. leverage the cultural sector in marketing and recruiting activities. <span style="float: right;">\$</span></li> <li>4. Increase distribution of the Macon Art Map and stories in print about creative industries; redesign Macon city map(s) to highlight cultural corridor and neighbourhood assets. <span style="float: right;">\$</span></li> <li>5. Encourage business organizations and associations in all sectors to create awards that recognize creative entrepreneurs, projects, and leadership efforts. <span style="float: right;">\$</span></li> <li>6. Building upon Visit Macon’s “I Am Macon” program, create a Macon Ambassador Program that focuses on developing broader national relationships. <span style="float: right;">\$</span></li> <li>7. Support more arts journalism and ensure that Macon has a publication devoted to the arts. <span style="float: right;">\$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Macon is recognized as a desirable place for creative professionals to live and work.</li> <li>• Increased Property tax revenue as creative professionals move to the area</li> </ul>

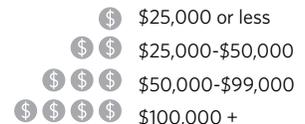
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# Appendix A : Action Plan Detail

## E-workbooks

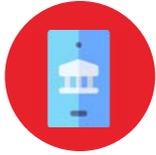


<b>PRIORITY C</b>	<b>CREATIVE INDUSTRIES</b>	
<b>STRATEGY #5</b>	<b>Convene More</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> <li>• Greater Macon Chamber of Commerce</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Triangle Arts Macon</li> <li>• The Web</li> <li>• Spark Macon</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Designate Macon365 as the home for creative networks.</li> </ol>	
	<ol style="list-style-type: none"> <li>2. Hold monthly meetings where creative professionals can share experiences, network, learn about new programs and opportunities. Nurture connections between various artistic disciplines (such as music scoring and filmmaking/gaming, creative writing and music, culinary and visual arts, dance and theater, photography and architecture, etc).</li> </ol>	
	<ol style="list-style-type: none"> <li>3. Create an Artist Mentor Program, pairing emerging and established practitioners for guidance and support.</li> </ol>	
	<ol style="list-style-type: none"> <li>4. Encourage existing creative communities and networks such as the 567 Center, Madvocates, Ocmulgee Artists Guild, Macon Arts Alliance, Friends of Macon Music, Spark Macon, Mercer Music at Capricorn to co-convene, collaborate, and ensure inclusivity.</li> </ol>	
	<ol style="list-style-type: none"> <li>5. Conduct creative activities in non-traditional places.</li> </ol>	
	<ol style="list-style-type: none"> <li>6. Create an Artist Council to foster regular meetings among artists. Ensure that representatives from the Artist Council are included in the evolution of the cultural plan.</li> </ol>	
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Macon’s creative professionals feel supported and support each other</li> <li>• Macon celebrates our cultural, creative and ethnic diversity</li> </ul>	



# Appendix A : Action Plan Detail

## E-workbooks

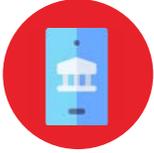


<b>PRIORITY D</b>	<b>NEIGHBORHOOD DEVELOPMENT</b>	
<b>STRATEGY #1</b>	<b>Address Cultural Inequality</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>Public Works Department/Traffic Engineering</li> <li>GDOT</li> <li>Macon Transit Authority</li> <li>Parks and Recreation</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Neighborhood representatives</li> <li>Macon Arts Alliance</li> <li>Pedestrian Safety Review Board</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>Identify key impediments to accessing arts and cultural programming. (i.e., cost, transportation, inclusion, etc.).</li> <li>Take advantage of green spaces in neighborhoods (parks, cemeteries, community gardens) to encourage participation in creative activity.</li> <li>Partner with Bibb County Sheriff’s Outreach and Restorative Justice Center to provide arts programming and liaison with Neighborhood Watch groups.</li> <li>Work with Pedestrian Safety Review Board to make sure areas around Recreation Centers and Cultural facilities are safe.</li> <li>Encourage the Pedestrian Safety Review Board to include art and artists (i.e. murals and street painting) in safety and educational plans</li> <li>Create a cultural tour bus route, free to residents, that tourists could pay to hop on/hop off.</li> </ol>	<p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$ \$ \$</p> <p>\$ \$</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Safety and transportation recommendations are based on initiatives in finalized social equity plan.</li> <li>Residents will have safe and convenient access to cultural facilities throughout Macon.</li> <li>Implement short and long-term transportation improvements at key access points in or near the affected neighborhoods that include increased safety measures.</li> </ul>	

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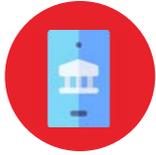


<b>PRIORITY D</b>	<b>NEIGHBORHOOD DEVELOPMENT</b>
<b>STRATEGY #2</b>	<b>Establish Neighborhood Champions</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>Economic and Community Development Department</li> <li>Macon Arts Alliance</li> <li>Neighborhood Associations</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>Housing Authority</li> <li>Human Resources Department</li> <li>County Manager</li> <li>Mayor and Commissioners</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>Ensure Senior Advisor (SAAC) coordinates efforts with the new position in OneMacon Plan of “Neighborhood Redevelopment Coordinator” to support blight-mediation and community investment work. <span style="float: right;">\$</span></li> <li>Designate Neighborhood Champions (representing each of Macon’s neighborhoods) to liaise with SAAC and OneMacon NRC position. Rely upon neighborhood associations, NPUs (Neighborhood Planning Units), and other organizations (i.e. housing authority, Low-Income Housing Tax Credit) to identify individuals invested/involved in various communities to serve in this capacity. <span style="float: right;">\$</span></li> <li>Convene Neighborhood Champions to introduce Macon Cultural Plan vision, goals, and opportunities. <span style="float: right;">\$</span></li> <li>Develop a biannual Town Hall Meeting for neighborhoods to discuss cultural assets and needs. <span style="float: right;">\$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Neighborhood Champions will lead efforts to help identify cultural resources for neighborhoods within Macon.</li> <li>Neighborhood Champions will be known as the primary resource and subject matter expert for cultural mapping.</li> <li>Increased accessibility for cultural assets.</li> </ul>

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# Appendix A : Action Plan Detail

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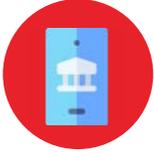


<b>PRIORITY D</b>	<b>NEIGHBORHOOD DEVELOPMENT</b>
<b>STRATEGY #3</b>	<b>Facilitate Neighborhood Pride</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Parks and Recreation</li> <li>• Macon Housing Authority</li> <li>• Macon Arts Alliance</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Neighborhood associations</li> <li>• Neighborhood watch groups</li> <li>• Public Art Board</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Delineate neighborhood boundaries, using easily identifiable names for communities. </li> <li>2. Encourage Neighborhoods to identify and celebrate their cultural identity - through fairs, festivals, and neighborhood events. </li> <li>3. Document living history in neighborhoods, through oral and written word, murals and other Public Art, and creative technology. </li> <li>4. Encourage Public Art in all of Macon's Neighborhoods. Directly involve residents in the creation of public art and neighborhood placemaking. </li> <li>5. Encourage, facilitate, and promote community gardens in low-income neighborhoods to alleviate food deserts and encourage creative activity. </li> <li>6. Identify and promote existing Neighborhood Pride Projects. </li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Strengthened community activism</li> <li>• Stronger neighborhood/city relationships</li> <li>• Diversity is recognized and celebrated</li> </ul>

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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY D</b>	<b>NEIGHBORHOOD DEVELOPMENT</b>	
<b>STRATEGY #4</b>	<b>Align Cultural and Blight Remediation Issues</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Urban Development Authority</li> <li>• Macon-Bibb Planning and Zoning</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Neighborhood Champions</li> <li>• Neighborhood Watch Groups</li> <li>• NewTown Macon</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Identify areas of blight throughout Macon using existing blight definitions used by Macon-Bibb County’s planning commission.</li> <li>2. Identify cultural assets that are blighted or exist in blighted neighborhoods and use them in revitalization plans.</li> <li>3. Prioritize blight efforts according to cultural resources available.</li> <li>4. Investigate using blight funding to renovate blighted assets.</li> </ol>	<p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Develop map of blighted areas within or close to Macon neighborhoods</li> <li>• Present plan for abatement and/or elimination of blighted areas</li> <li>• All neighborhoods have an opportunity for cultural growth and celebration</li> </ul>	

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# Appendix A : Action Plan Detail

## E-workbooks

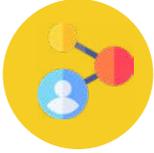


<b>PRIORITY E</b>	<b>AUDIENCE CULTIVATION</b>	
<b>STRATEGY #1</b>	<b>Foster Lifelong Participation in Creative Self-Expression</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Bibb County School District</li> <li>• Parks and Recreation</li> <li>• Macon Housing Authority</li> <li>• Macon Arts Alliance</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• The Otis Redding Foundation</li> <li>• Middle Georgia Regional Library</li> <li>• Artists</li> <li>• Magnet Schools</li> <li>• Arts Organizations</li> <li>• Foundation Funders</li> <li>• Macon-Bibb County</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Broadly define the arts as music, visual arts, dance, theatre, creative writing. Include outdoor activities, film, and culinary passion as cultural activities.</li> <li>2. Support the Arts Education Consortium’s efforts to optimize arts programming in Bibb County School District K-5 and reinstate the Macon Arts Alliance Artist in Residence program).</li> <li>3. Facilitate promote and expand arts programs focused on youth ages 12 - 18.</li> <li>4. Facilitate, promote and expand efforts to provide arts programming in Community Rec Centers, Churches, Senior Citizen Centers, Housing Authority facilities, and Libraries, including after school and summer programs.</li> <li>5. Use non-traditional methods to create opportunities for providing creative self expression to those who lack access.</li> <li>6. For at risk youth/communities, consider strategies from “We Keep Us Safe” as inspirations for community building vs. punishment.</li> </ol>	<p>\$</p> <p>\$ \$</p> <p>\$ \$</p> <p>\$ \$</p> <p>\$ \$</p> <p>\$</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Skill development</li> <li>• Confidence, leading to better success in school</li> <li>• Providing youth with an outlet for positive self-expression</li> <li>• Benefits of Arts education per NEA study: <a href="http://artsedwashington.org/research/NEA">http://artsedwashington.org/research/NEA</a></li> <li>• This investment on the front end will lead to increased interest and audience numbers on the back end</li> <li>• Artists are paid for their work</li> </ul>	

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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY E</b>	<b>AUDIENCE CULTIVATION</b>
<b>STRATEGY #2</b>	<b>Take the Arts and Cultural Experience Beyond Traditional Venues and Into Open and Inclusive Spaces</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> <li>• Parks and Recreation</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Public Art Commission</li> <li>• Presenting Arts Organizations</li> <li>• Middle Georgia Regional Library</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Take advantage of Macon’s green spaces to create outdoor performance spaces. <span style="float: right;">\$ \$</span></li> <li>2. Encourage arts programming in all neighborhoods to occur on the same day. For example, encourage neighborhoods or churches to host concerts on Second Sunday, in addition to the Bragg Jam event on Coleman Hill. Expand Make Music Day and consider a Make Art Day. <span style="float: right;">\$</span></li> <li>3. Create diverse programming that includes fusion events (i.e., a Hip-Hop Orchestra event) to attract a diverse audience. <span style="float: right;">\$</span></li> <li>4. Encourage family centered events. <span style="float: right;">\$</span></li> <li>5. Ensure arts marketing efforts reflect diversity to promote inclusion. <span style="float: right;">\$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Increase foot traffic</li> <li>• Increased opportunities for artists to perform or exhibit</li> <li>• Creating the appearance of a creative community - attracting tourists and new residents who are interested in creative events - leading to increased audience for events</li> <li>• Increase access for participation in the arts</li> </ul>

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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY E</b>	<b>AUDIENCE CULTIVATION</b>	
<b>STRATEGY #3</b>	<b>Leverage the Power of Macon’s Regional Festivals</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> <li>• Visit Macon</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Festival Organizations</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Establish a Festival Consortium to convene regional festivals, large and small.</li> <li>2. Incubate more festivals and micro-festivals.</li> <li>3. Coordinate the Festival calendar.</li> <li>4. Consider consolidating administrative management of some festivals to increase efficiency, fundraising, and marketing power.</li> <li>5. Market and Brand Macon as the ‘Festival Capital of Georgia’.</li> </ol>	<p>\$</p> <p>\$ \$</p> <p>\$</p> <p>\$</p> <p>\$</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Increased audience from outside Macon-Bibb County</li> <li>• Increased marketing power of festivals as they collaborate</li> <li>• Increased opportunity for engagement as festival activities are spread around Macon</li> <li>• Increased Occupancy Tax and Sales Tax revenue</li> </ul>	

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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY E</b>	<b>AUDIENCE CULTIVATION</b>	
<b>STRATEGY #4</b>	<b>Increase Public Knowledge of Arts and Cultural Programming</b>	
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> <li>• Middle Georgia Black Pages</li> <li>• Visit Macon</li> </ul>	
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Artists</li> <li>• Arts Organizations</li> </ul>	
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Take advantage of Macon’s national and international success stories to create a Knowledge Campaign about the power of the arts.</li> <li>2. Encourage artists and arts organizations include a link to Macon365 on their emails to their patrons to encourage attendance at other events.</li> <li>3. Integrate Macon365 and other sources of information.</li> <li>4. Encourage artists to support each other and to collaborate on performances or exhibitions.</li> <li>5. Maintain and grow the Cultural Asset Inventory Map.</li> </ol>	<p>• \$ \$</p> <p>• \$</p> <p>• \$</p> <p>• \$</p> <p>• \$</p>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• A more diverse audience for everyone</li> <li>• A more connected arts community</li> <li>• Artists and Arts Organizations present a united front</li> </ul>	

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# Appendix A : Action Plan Detail

## E-workbooks



<b>PRIORITY E</b>	<b>AUDIENCE CULTIVATION</b>
<b>STRATEGY #5</b>	<b>Create a Data-Driven Integrated System to Track Audience Trends Across the Community</b>
<b>LEADERS</b>	<ul style="list-style-type: none"> <li>• Macon Arts Alliance</li> </ul>
<b>PARTNERS</b>	<ul style="list-style-type: none"> <li>• Mercer Ticketing</li> <li>• Foundation funders</li> </ul>
<b>ACTIONS</b>	<ol style="list-style-type: none"> <li>1. Collaborate with organizations across Macon to leverage cultural asset data and share design of data inputs and outputs. <span style="float: right;">\$ \$ \$ \$</span></li> <li>2. Include the ability for individual organizations or presenters to track their own audience trends, thank attendees, and recruit occasional attendees to be more invested. <span style="float: right;">\$ \$ \$ \$</span></li> <li>3. Allow a parent organization (Macon Arts Alliance) to evaluate the combined data and track community audience trends. <span style="float: right;">\$ \$ \$ \$</span></li> <li>4. Integrate with GIS mapping to track events and attendance in all zip codes and other demographics. <span style="float: right;">\$ \$ \$ \$</span></li> <li>5. Use data to provide metrics and tell stories about Macon’s arts and culture successes and ongoing needs, including comparisons to peer cities. <span style="float: right;">\$ \$ \$ \$</span></li> </ol>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• The ability to analyze and make decisions based on consistent data (as everyone is using the same system)</li> <li>• The ability to track progress over time on audience development for presenters as well as the community</li> <li>• This system could be replicated in other communities</li> <li>• Ticket fees could be used to fund arts programming</li> </ul>

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# Appendix B : Cultural Participation Survey

## Key Takeaways:

In addition to providing locations of Macon's many rich arts and cultural assets, it serves as a resource guide by providing contact information for each asset. The assets are classified according to the following categories:

- Informal locations (places of worship, natural heritage, festivals) are as important to Macon's culture as more formal sites (museums).
- African Americans have different preferences and hot spots. For example, places of worship and educational organizations rate higher among African Americans as sites of cultural participation.
- Survey respondents reported moderate levels of cultural participation, so there is significant room for growth in audiences – Macon's audiences are far from saturated.
- Macon's Downtown is currently its cultural hub.
- About a third of respondents volunteer with and/or donate to cultural organizations, so a base of support for culture exists among Maconites that can be grown and improved.

### **Macon's Downtown is the Culture Hub**



### **Lack of Time and Info Make it Difficult to Participate**



### **Support for Culture Could Be Higher**



### **Unique Elements and Opportunities**

- **Ethnic and cultural diversity**
- **Heritage** - music, Indigenous, architecture, history
- **Ocmulgee mounds** achieves **National Park status**
- **Natural assets** - river, high quality clay deposits
- **Film friendly** and variety of potential set locations
- **Easily accessible** from across Georgia
- **Libraries and community centers** in each neighborhood
- **An affordable** community to live in
- **Increasing number of food and drink** options (culinary)

# Appendix B : Action Plan Detail

## ***Barriers and Challenges to Growth***

- Misconceptions and **low value** of culture and **few champions** for culture at the county level
- **Scarce resources** and reductions in public funding
- Divisions and segregation perpetuate **poverty and inequality**
- **Silos** between groups and disciplines
- **Lack of diversity in leadership**
- Blight, crime and **negative perceptions**
- Long-term residents lack appreciation for Macon and its culture - **hard to drum up new audiences**

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## ***So What Does This Mean?***

- Macon's multiple **planning efforts align** on multiple topics
- There are numerous **opportunities to weave arts and culture throughout Macon** to make it more accessible, increase participation and build support
- Macon is **rich in cultural assets** and potential; progress to date is exciting and now must extend to all
- **Collaboration** and connection is key to maximize resources
- Communication and promotion is critical to **raise awareness** for, and **support** from, residents, public and private decision-makers, and visitors/tourists

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## ***So What Does This Mean?***

- Stable and **diverse funding** sources to ensure **stable and dynamic organizations**
- **Empowered youth** to be next generation of talent, leaders, and entrepreneurs

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# Appendix C

## Macon's Cultural Asset Map

Macon loves music and the outdoors. The Macon Cultural Asset Map is an online tool that allows anyone to nominate a cultural asset in Macon-Bibb. The assets are classified according to the following categories:

- Historic Building/Built Heritage
- Museum
- Place of Worship
- Community Center
- Cultural/Creative Business
- Cultural Facility/Space
- Festival/Annual Event
- Natural Heritage
- Individual Artist Studio/Practice
- Education Organization
- Library/Archive
- Public Art
- Service Organization/Association
- Performing Arts Group
- Other (please specify)

The assets submitted to the Cultural Asset Map as of the publication are as follows:

1. Allman Brothers Museum at The Big House
2. American Camellia Society
3. Amerson River Park
4. Ampersand Guild
5. And 5678 Line Dance Studio
6. Bernd Park
7. Bike Walk Macon
8. Black Cat Studios
9. Bond Swamp
10. Booker T. Washington Community Center
11. Bragg Jam Music and Arts Festival
12. Brown's Mount
13. Cannonball House
14. Capricorn Recording Studio Mural
15. Charles A. Lanford MD Library
16. Circles in the Park
17. Coleman Hill
18. Dance Arts Studio
19. Dickey Farms
20. Douglass Theater
21. Eternal Flame Memorial
22. Fort Hawkins
23. Fountain at Corner of 3rd & Cherry St
24. Fresh Produce Records
25. Gallery West
26. Georgia Artisans
27. Georgia Sports Hall of Fame
28. Golden Bough Bookstore
29. Graffiti Wall
30. Graffiti Wall
31. Graffiti Wall
32. Graffiti Wall
33. Grant's Lounge
34. Hargray Capitol Theatre
35. Hayiya Dance Theater
36. Historic Macon Foundation
37. Historic Riverside Cemetery and Conservancy
38. Homeland Village Cultural Center
39. Houston Rd Park
40. I (heart) Macon sculpture
41. IMIME Empowerment Center
42. In memory of Dr. MLK Visits to Macon
43. Joe Adams Paintings
44. Johnston-Felton-Hay House
45. Lake Tobesofkee Recreation Area
46. Lane Southern Orchards
47. Library Ballroom
48. Linwood Cemetery
49. Little Richard House
50. Macon Arts Alliance / The Gallery at Macon Arts
51. Macon Clay
52. Macon Coliseum & Auditorium
53. Macon Film Guild
54. Macon Little Theater
55. Macon Mud
56. Macon Transfer Mural Projects
57. Macon-Bibb Visitor Center

# Appendix C

## Macon's Cultural Asset Map

58. Main Street Christmas Lights
  59. McEachern Art Center
  60. Mercer University
  61. Mercer University Robert McDuffie Center for Strings
  62. Mercer University Townsend School of Music
  63. Middle Georgia Art Association
  64. Middle Georgia State University Art Program
  65. Middle Georgia State University, Music Program
  66. Middle Georgia Youth Ballet
  67. Mill Hill Community Arts Center
  68. Mulberry Methodist Outreach Garden
  69. Museum of Arts and Sciences
  70. Museum of Aviation
  71. New City Church Macon
  72. Nutcracker of Middle Georgia
  73. Ocmulgee Heritage Trail
  74. Ocmulgee Mounds National Historical Park
  75. Otis Redding Foundation and Otis Redding Mini-Museum
  76. Otis Redding Sculpture
  77. Peace sculpture
  78. Phillips Children's Performing Arts Studio
  79. Pleasant Hill Community Development Corporation
  80. Porter Ellis Community Center
  81. Agape Village (#1)
  82. The Estate at Stone Creek
  83. Riverside Library
  84. Rock Candy Tours
  85. Rosa Jackson Community Center
  86. Rosa Parks Plaque
  87. Rose Hill Cemetery
  88. Ruth Hartley Mosley Memorial Women's Center
  89. Shurling Library
  90. Sidney Lanier Cottage
  91. Situation Room
  92. South Bibb Recreation Center
  93. SparkMacon
  94. St Peter Claver Catholic Church
  95. Stag Sculpture
  96. stARTup Studios
  97. Steward Chapel AME Church
  98. Storytellers Macon
  99. Stratford Academy
  100. Tattnall Square Center for the Arts
  101. Tattnall Square Park
  102. The 567 Center for Renewal
  103. The Creative Alternative
  104. The Grand Opera House
  105. The Grotto
  106. The Halls of Music
  107. The Madison Studio of Dance Education
  108. The Shoppes at River Crossing
  109. The Society Garden
  110. The Strawberry Patch @ Taylor Orchards
  111. Theater Macon
  112. Travis Jean Emporium
  113. Triangle Arts Macon
  114. Tubman Museum
  115. U Create Macon
  116. Vineville United Methodist Church
  117. Visit Macon
  118. Washington Library
  119. Wesleyan College
  120. William Green Lee Camellia Garden
  121. Zuver Center for the Performing Arts
  122. Christ Episcopal Church
- The Cultural Asset Map, which will continue to grow over time is located at:
- [www.maconarts.org/map](http://www.maconarts.org/map)

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