



JC PARKS

Jefferson City

Cultural Arts

Master Plan

May 2024

KEEN
INDEPENDENT
RESEARCH



Photos provided by Jefferson City Parks

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SECTION 1
Introduction

Introduction

Jefferson City, Missouri is home to talented artists, performers, musicians and creatives, as well as residents whose lives are enriched by the cultural arts. The Parks, Recreation and Forestry Department (hereafter JC Parks) engaged Keen Independent Research in January 2023 to create a five-year Cultural Arts Master Plan to help guide City-wide efforts in supporting the cultural arts. The Plan was adopted by JC Parks in May 2024.

What is a Cultural Arts Master Plan?

A Cultural Arts Master Plan offers a city direction with planning and decision-making regarding arts and culture as drivers of economic development, safety and preservation of local history and regional style. The term “cultural arts” encompasses the visual arts, performing arts, museums, artistic historical preservation efforts, City-run festivals and the ways that the community gathers to celebrate its identity.

Purpose

The purpose of this Cultural Arts Master Plan is to define the City’s role in supporting the cultural arts and to identify actionable steps for improving Jefferson City’s appeal as an arts and cultural hub.

How to Use this Plan

The Cultural Arts Master Plan will be primarily utilized by the City to guide decision making over the next five years. Individuals and cultural organizations can use this Plan to help guide their planning efforts, as well as highlight how their goals align with the Plan. Jefferson City’s Cultural Arts Master Plan is the result of a robust community engagement process and reflects the feedback of over 450 residents and stakeholders. It is not designed to pick winners, or grantees, or to develop specific programs. Instead, this Plan is a guide for the City to support its community, as well as attract visitors and tourists, through the cultural arts.



Jefferson City, Missouri
Photo: Keen Independent



Aaron Tippin at CRMU Healthcare Amphitheater
Photo: JC Parks

Introduction

The five-year Cultural Arts Master Plan was made possible by the leadership and staff of the City, JC Parks, as well as Jefferson City's residents and community members. Special thanks to:

City Council

- Mayor Ron Fitzwater
- Jack Deeken, Ward 1
- Mike Lester, Ward 2
- Scott Spencer, Ward 3
- Derrick Spicer, Ward 4
- John Hensley, Ward 5
- Jeff Ahlers, Ward 1
- Aaron Mealy, Ward 2
- Erin L. Wiseman, Ward 3
- Randy Wright, Ward 4
- Mark Schwartz, Ward 5

Cultural Arts Commission

- Holly Stitt, Chair
- Natalie Eickhoff, Vice Chair
- Alicia Edwards
- Emily Fretwell
- Ken Hussey
- Lori Simms
- Mitchell Woodrum

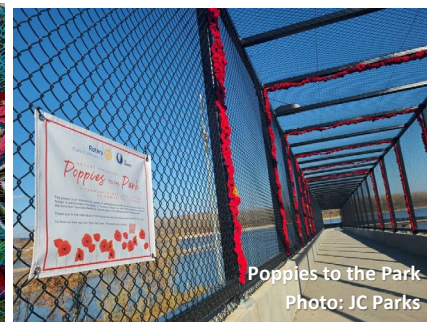
City Staff

- Aaron Grefrath, Director of Parks and Recreation
- Amy Schroeder, Assistant Director – Arts & Outreach
- Leann Porrello, Cultural Arts Program Manager
- Molly Bryan, Community Relations Manager

Keen Independent Research

www.keenindependent.com

- Alex Keen, Principal
- Jennifer Tuchband, General Manager and Senior Consultant
- Dr. Roksana Filipowska, Consultant



Background

Cultural Arts in Jefferson City

Jefferson City, the capital city of Missouri, is home to rich history, vibrant community theatre, passionate artists and culturally rich neighborhoods. This Plan defines the City's role in supporting existing cultural arts initiatives and offers actionable steps to develop the cultural arts as an economic driver in a way that is unique to Jefferson City and rooted in its history. Appendix A offers an overview of existing City and community cultural arts assets.

City Plans

Many of the City's plans identify goals and priorities that relate to the cultural arts. During the recent community engagement process for *Activate Jefferson City 2040*, a large majority (88%) of respondents indicated that the quality of life in Jefferson City is affected by accessibility to cultural arts facilities.¹ Supporting the cultural arts helps realize the following goals and priorities:

- **Economic development.** *Activate Jefferson City 2040* (2021), the *Historic Preservation Plan* (2019) and the *Historic Southside Old Munichburg Neighborhood Plan* (2016) identify the cultural arts as significant to economic development.
- **Safety and inclusion.** The City has identified the cultural arts as key to making Jefferson City a safe, inclusive and engaged community through functional and environmental design.
- **Placemaking.** Both *Activate Jefferson City 2040* (2021) and the *Jefferson City Parks Master Plans* (2018) make extensive references to a need for improved, increased and informative placemaking around the City.

For an analysis of City plans and how the cultural arts can help support existing efforts, see Appendix K.



¹ *Activate Jefferson City 2040* (2021), 19.

Methodology

The following methodology was used to develop the findings and recommendations in this five-year Cultural Arts Master Plan.

Keen Independent conducted robust virtual and in-person stakeholder engagement with City leaders and staff, cultural arts leaders and community members. Over 450 people shared their perspective on the Plan through the following efforts:

- In-person public meetings;
- In-depth stakeholder interviews and focus groups;
- Virtual workshop with over 350 participants;
- Draft Plan presentation to the public; and
- Study hotline and email feedback.

Keen Independent also:

- Performed an economic impact analysis of the city's cultural arts organizations and businesses;
- Completed an assessment of strengths, weaknesses, opportunities and threats (SWOT analysis);
- Analyzed demographic and population trends;
- Reviewed existing City plans;
- Surveyed benchmarks of comparable municipalities; and
- Researched the regional and historic context of Jefferson City's cultural arts.



Public meeting activity station
Photo: Keen Independent



Public meeting
Photo: Keen Independent



SECTION 2

Executive Summary

Key Findings

This section describes the Cultural Arts Master Plan stakeholder and community engagement process along with a presentation of key findings.

Stakeholder and Community Engagement

Keen Independent conducted extensive engagement with Jefferson City residents and community leaders using a range of methods between March 2023 and June 2023.

Stakeholder engagement. The research process for the Cultural Arts Master Plan included in-depth interviews and focus groups with 43 stakeholders, including City staff and members of the Cultural Arts Commission, as well as local community leaders, educators, artists and performers. Stakeholders were asked a series of questions, including questions regarding the strengths of the cultural arts in Jefferson City and markers of success for the City’s support for the cultural arts. See Appendix H for an analysis of these interviews.

Community engagement. Jefferson City residents and community members were invited to participate in multiple ways throughout the planning process. Over 350 Jefferson City community members completed a virtual workshop where they described their interest in the cultural arts and perceived barriers to developing art and culture in the city. For an analysis of virtual workshop responses, see Appendix I.

Keen Independent also invited residents to an in-person public meeting where we presented preliminary findings for feedback. This gathering featured several brainstorming activities for residents to offer feedback on existing cultural arts offerings and share ideas for arts and cultural amenities and programs. See Appendix G for an analysis of feedback from this event.

Additional outreach tools. In addition to the virtual workshop and in-person engagement, residents had access to a Plan telephone hotline and email address throughout the process to maintain an open door of communication between the community and Keen Independent. Keen Independent hosted this information on a designated study website.



Key Findings

Stakeholder and Community Perspective

The following themes emerged through the stakeholder and community engagement process:

- Jefferson City residents and stakeholders are enthusiastic about the cultural arts. Community members are asking for more:
 - Public art, such as murals, sculptures, landscape elements and functional design features;
 - Themed festivals and events that attract tourists, such as Jazz Fest;
 - Neighborhood-specific festivals and events; and
 - Live music and performance.
- Jefferson City residents and stakeholders see art and culture as key to fostering a sense of community.
- City residents and stakeholders see the City as playing a more prominent role in supporting local arts and culture by:
 - Managing a city-wide calendar of cultural arts offerings;
 - Facilitating collaboration between cultural arts organizations and local businesses, educational organizations and City initiatives; and
 - Streamlining access to City resources, such as mini grants and community groups performing at the CRMU Healthcare Amphitheater.
- Residents and community members see the CRMU Healthcare Amphitheater as a major asset and want more access to it in terms of:
 - Local cultural arts practitioners and groups performing at the Amphitheater;
 - Greater diversity of featured performers and musical genres; and
 - More affordable ticket options for community events.
- Stakeholders are interested in seeing Capitol Avenue revitalized to include the following:
 - Greater integration of the Missouri State Capitol with downtown through wayfinding that entices visitors to the Capitol downtown;
 - More collaboration between local businesses and cultural arts practitioners, such as commissioning local artists to create murals on sides of buildings; and
 - Support Missouri State Penitentiary’s existing initiatives to share the stories of former prisoners and staff, as well as present the history of the facility and its impact on Jefferson City’s development.



Key Findings — Economic Impact of the Cultural Arts in Jefferson City

Keen Independent completed an economic impact analysis of Jefferson City’s cultural arts organizations and assets. Key findings are listed below. For more information on the economic impact of the cultural arts in Jefferson City, as well as the methodology used for this analysis, see Appendix F. Please note that that this economic impact analysis reflects findings during the study period, between January and October 2023. Since the project’s completion, Americans for the Arts has released an updated Arts & Economic Prosperity 6 Calculator.

Impact of Amphitheater

Opened in 2021, the CRMU Healthcare Amphitheater has already contributed to Jefferson City’s economy. In 2022, about \$675,000 was estimated to go into the Jefferson City economy, which supported an estimated 18 jobs and \$367,000 of household income to residents. Figure 2-1 illustrates this analysis.

How does Jefferson City’s Overall Impact Compare to that of Other Communities in Missouri?

Of the Missouri communities studied, a median of \$135 and an average of \$191 dollars per capita of household income was generated by the cultural arts. Jefferson City generated only about \$112 per capita of household income, which is about \$23 below the median and \$79 below the average of other Missouri communities. Figure 2-2 shows this calculation, which is also further explained in Appendix F.

Taken together, the economic impact of the Amphitheater and the overall economic impact of Jefferson City’s cultural arts highlight the economic opportunities of investing in the cultural arts.

2-1. Estimated economic impact of CRMU Healthcare Amphitheater on the Jefferson City metro area

	Organizations	Audiences	Total
Direct activity			
Total expenditures	\$ 338,601	\$ 336,137	\$ 674,738
Impact			
FTE jobs supported	11	7	18
Household income paid to residents	\$ 221,333	\$ 145,699	\$ 367,032
Local government revenue	9,616	13,896	23,512
State government revenue	17,184	20,020	37,204

Note: Impact is based on 2022 expenses. “FTE” stands for “Full-Time Equivalent” jobs supported.”

Source: Arts & Economic Prosperity 5 Calculator.

2-2. Participating Arts & Economic Prosperity 5 study regions economic impact per capita on household (HH) income paid to residents and how they compare to Jefferson City economic impact estimates per capita

	Population (2015)	HH income generated	HH income generated per capita
Hannibal	17,893	\$ 2,420,000	\$ 135
Joplin	51,316	3,432,000	67
Buchanan County	89,486	17,207,000	192
Columbia	116,906	10,766,000	92
Springfield	165,378	20,543,000	124
Kansas City	470,800	220,798,000	469
St. Louis metro area	1,319,295	476,226,000	361
Greater Kansas City metro area	1,747,569	253,634,000	145
State of Missouri	6,063,589	805,621,000	133
Median			\$ 135
Average			191
Jefferson City	43,227	\$ 4,856,978	\$ 112

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017

Shared Vision of the City’s Role in Supporting the Cultural Arts

Stakeholders and community members provided their ideas of what success looks like for the cultural arts in Jefferson City.

This shared vision features the City playing the important role of coordinating and supporting cultural arts initiatives, facilitating access to City resources and incentivizing collaboration between cultural arts organizations and local schools and businesses.

Markers of Success

A shared vision of success for City support includes the following markers.

Centralizing communication. Jefferson City stakeholders and community members want to see the City support existing and future cultural arts efforts by managing a centralized communication hub for promoting exhibits and shows, sharing information and advertising available resources, such as grants and administrative support.

Facilitating access. Residents expect cultural arts offerings and amenities to be accessible, including in terms of community use, transportation, diversity of offerings that reflect community members and affordability.

Encouraging collaboration. Stakeholders and community members see opportunities for collaboration between cultural arts organizations and local businesses, public and private schools, neighborhood associations, community groups and such amenities as the Missouri State Capitol and Lincoln University. Incentivizing collaboration can include offering grants and providing administrative support.

“Arts make life better.”

“If you connect the arts with business and non-profits, that is the beginning of solving problems holistically.”

“JC is such a beautiful city and I’d love more entertainment! [...] I have to go out of town to find family friendly and/or adult things. I’d really love more to do with my kids.”

“There is a lot of artistic integrity here.”

“Our theatre is healthy. We have leaders in theatre.”

“Parks are a big cultural asset!”

“I love Porchfest!”

“Jefferson City has talented kids.”

“Every time I walk by [the sculptures at Community Park], I am drawn to stop and reread the plaques and admire and reflect on the significance of the Foot.”

“The amphitheater was built for Jefferson City residents.”

“Arts and cultural activities are very important to a community and a balanced life. It is the responsibility of our City to support and provide such enrichment.”

“The arts keep me in Jeff City.”

City's Role, Goals and Strategies



This Plan offers the following goals and strategies to help realize the shared vision of the City's role in supporting art and culture in Jefferson City while building off existing planning efforts.

The following four goals will focus the City's support of the cultural arts:

- 1. Foster economic development;**
- 2. Facilitate safety and inclusion;**
- 3. Highlight neighborhoods; and**
- 4. Promote existing assets to residents, visitors and tourists.**

These goals will be achieved through the following strategies:

- 1. Centralize resources;**
- 2. Enhance existing resources;**
- 3. Develop placemaking;**
- 4. Promote inclusivity and safety;**
- 5. Plan for the future.**

The City can use these goals and strategies to guide their efforts in executing the recommendations and the implementation plan in the following two sections of this report.

SECTION 3

Recommendations



Recommendation 1. Centralize Resources



Centralize Jefferson City’s cultural arts resources to efficiently improve communication, share resources and promote collaboration.

1-1. Develop and promote a cultural arts city-wide event calendar that serves the community and tourists

Jefferson City Convention and Visitors Bureau (CVB) operates a city-wide event calendar at: <https://www.visitjeffersoncity.com/events/>. The City can collaborate with the CVB to facilitate information gathering and promote a more comprehensive array of cultural arts activities on this existing calendar.

A city-wide event calendar should include:

- A clear process for submitting information;
- Regular calls for information to include cultural arts organizations and community groups;
- Features of a cultural arts organization or initiative monthly or seasonally;
- Sample itineraries for visitors, such as a public art walk and neighborhood-specific guides, which highlight local art and culture, businesses and parks.

1-2. Foster communication and collaboration between local cultural arts groups

Jefferson City has many dynamic community theatre groups and arts organizations. The City can be more effective at supporting its cultural arts by focusing designated staff time of the Cultural Arts Program Manager on this purpose and omitting unrelated tasks.

Fostering communication and collaboration may include:

- Identifying the Cultural Arts Program Manager as the point person to facilitate communication between the City and cultural arts groups;
- Encouraging deliberate scheduling of performances, exhibitions and events so that audiences do not have to choose between similar cultural arts offerings; and
- Incentivizing collaboration, such as sharing technical expertise resources, through grants or access to such resources as storage, rehearsal or exhibition spaces.

Recommendation 1. Centralize Resources

1-3. Grow partnerships between the City and local education facilities

Many Jefferson City residents and community members expressed interest in seeing more collaboration between local cultural arts organizations and education institutions, including public and private schools and universities. For more information on the cultural arts curricular and extracurricular programs offered in Jefferson City schools, see Appendix A.

Recommended actions include but are not limited to:

- Meeting with the School Board to identify opportunities for collaboration;
- Enhancing existing public-school offerings by collaborating with teachers and bringing cultural arts practitioners and activities to schools;
- Initiating cultural arts programs with private and alternative schools that do not have such offerings;
- Partnering with Lincoln University to support in its efforts to highlight the work of alumni and current students and faculty; and
- Incentivizing collaboration between cultural arts organizations and local schools through grants and resources, such as access to storage, rehearsal, exhibition and performance spaces.



Recommendation 1. Centralize Resources

1-4. Strengthen connection between the City and the Missouri State Capitol

The Missouri State Capitol is an iconic site that draws thousands of visitors and tourists each year. While Jefferson City’s cultural arts cannot be reduced to the Capitol, the building serves as an impactful introduction to the city’s historical and ongoing significance for the people of Missouri. Closer collaboration between the City and the Missouri State Capitol can encourage visitors and tourists to learn about Jefferson City and experience its cultural arts offerings. For more information on the historical context of the Capitol, see Appendix E.

Recommended actions include:

- Exploring the possibility of reactivating cultural, such as music concerts;
- Featuring local artists and cultural arts initiatives at the Missouri State Museum;
- Including cultural arts and neighborhood itineraries in places that are accessible for visitors; and
- Using the Capitol and the Thomas Hart Benton mural as examples of the significance of the cultural arts for Jefferson City when developing public art.



Missouri State Museum
Photo: Keen Independent

Recommendation 2. Enhance Existing Resources



Jefferson City has many existing cultural arts assets that would benefit from City support.

2-1. Continue to enhance parks and the Greenway Trail through the cultural arts

Jefferson City residents and community members view the parks and Greenway Trail as significant cultural assets. Stakeholders see the parks as one type of site for the cultural arts, including public art and events geared towards kids and families.

Enhancing parks and the Greenway Trail through the cultural arts may look like:

- Identifying the parks as the ideal locations for family-friendly and kid-oriented events;
- Introducing wayfinding around the Greenway Trail that features local artists;
- Exploring landscaping as public art (for case studies from other municipalities, see Appendix L);
- Commissioning crosswalk art (for research on how crosswalk art contributes to public safety, see Appendix D); and
- Using placemaking that highlights the unique identity and location of each park.

2-2. Streamline and promote process for community use of the Amphitheater

Opened in 2021, the CRMU Healthcare Amphitheater was designed to enhance the lives of Jefferson City residents and community members through live music and entertainment. Though the Amphitheater website lists community events as a type of offering, the City can do more to promote and enhance this major asset.

Increasing accessibility includes but is not limited to:

- Streamlining the process for applying to perform at the Amphitheater for community members and groups;
- Promoting the application process on the Amphitheater website, as well as JC Parks and the cultural arts event calendar discussed in recommendation 1-1;
- Adding “promotion of community use of the amphitheater” to the scope of the Cultural Arts Commission;
- Designating segments of the season to community use;
- Developing annual calls for participation; and
- Providing resources for applicants, such as “Frequently Asked Questions” on the Amphitheater website and designating a contact name and number for inquiries.

Recommendation 2. Enhance Existing Resources

2-3. Clarify scope of the Cultural Arts Commission

Jefferson City is following best practices by having a City Council-appointed Cultural Arts Commission. For more information on the Cultural Arts Commission, see Appendix A.

Clarifying the scope of the Cultural Arts Commission includes:

- Designating the Cultural Arts Commission as the initial body of approval regarding City-run cultural arts initiatives prior to making recommendations to City Council;
- Revising the mural permit process to designate decision-making regarding murals and public art installation to the Cultural Arts Commission;
- Clarifying that the Cultural Arts Program Manager is the City staff point person to the Cultural Arts Commission;
- Reactivating mini grants to incentivize partnerships between cultural arts organizations and local businesses and schools; and
- Designating the Cultural Arts Commission to promote community access to the amphitheater.

2-4. Support the Missouri State Penitentiary as a cultural site of City and State history and individual stories

Missouri State Penitentiary (MSP) is in a prominent location in Jefferson City and stakeholders see the cultural arts as playing a role in integrating the historic site within the rest of the city. The CVB currently runs popular tours of the MSP that highlight former prisoner and staff experience of the facility. For more information on the historic context of the Missouri State Penitentiary, see Appendix E.

Suggested actions include:

- Supporting existing MSP initiatives that tell the stories of prisoner and staff lives, as well as the role the institution has played in Jefferson City's development;
- Developing spaces for reflection and community gathering, such as landscape features that combine natural elements with public art or signage;
- Explore collaboration with the State of Missouri's Department of Natural Resources to activate MSP as a historical and cultural site.



Missouri State Penitentiary
Photo: Keen Independent

Recommendation 3: Develop Placemaking

Jefferson City’s neighborhoods are rich with history and present-day activity. Investing in placemaking can result in the following:

- Contributing to neighborhood identity;
- Orienting visitors and tourists; and
- Generating traffic to local businesses.

3-1. Document and celebrate the Foot district

Named for originating at the “foot” of Lincoln University, the Foot is significant to Jefferson City’s historic and present-day African American community. Developing placemaking will support the City’s recent designation of the Foot as a historic legacy district. For more information on the historical context of the Foot, see Appendix E.

Documenting and celebrating the Foot includes but is not limited to:

- Working with community members to develop signage, public art and cultural offerings;
- Marking the scope of the historic Foot district through signage or public art;
- Introducing more annual festivals, such as Jazz Fest, that celebrate the contributions and culture of Jefferson City’s African American residents; and
- Developing a Foot district itinerary for residents, visitors and tourists.

Examples of placemaking:

- Small statues being placed on sidewalks in different neighborhoods of a city, each painted to reflect the unique identity of the area;
- Artists being invited to transform a busy city block into an art space by painting murals on the side of buildings;
- An overgrown park becoming a place for little-lending-libraries, garden clubs, chess games, live music and public art;
- An abandoned parking lot being transformed into a basketball court, outdoor drive-in movie venue or Farmers Market;
- An empty lot becoming revitalized through a community garden; and
- An unused lawn of a public building becoming a community gathering space by setting up picnic tables and inviting local food trucks.

Recommendation 3: Develop Placemaking

3-2. Promote individual neighborhoods

Jefferson City has several historic and vibrant neighborhoods. The cultural arts can enhance existing neighborhood development efforts, as well as help attract visitors and tourists.

Steps to promote individual neighborhoods may include:

- Identifying neighborhood ambassadors and standing meetings for collaboration;
- Developing neighborhood-specific itineraries for visitors and tourists to drive traffic to local businesses and cultural arts offerings;
- Supporting neighborhood-specific festivals or events, including the possibility of offering Porchfest in various locations; and
- Incentivizing local businesses to partner with local artists and makers through mini grants managed by the Cultural Arts Commission.



Recommendation 3: Develop Placemaking

3-3. Develop wayfinding program to integrate the Capitol within downtown

Working with the Missouri State Capitol to develop a comprehensive wayfinding program across downtown Jefferson City will help orient visitors and draw tourists to experience the city's cultural arts offerings, parks and businesses.

Recommended actions include:

- Identifying a point person from the Missouri State Capitol;
- Issuing a call for participation to identify which businesses are interested in featuring wayfinding on their exteriors;
- Inviting residents and local makers to submit ideas;
- Clarifying how to access Deborah Cooper Park on Adrain's Island through signage; and
- Exploring the prospect of installing asphalt art, such as crosswalk or sidewalk art, to connect the Capitol to downtown.



Recommendation 4. Promote Inclusivity and Safety



The cultural arts can support the City’s goals of ensuring resident safety while also attracting visitors, tourists and new residents.

4-1. Expand and develop festivals that unite the community and draw tourists

Jefferson City residents and community members are interested in more festivals that feature local cultural arts traditions and organizations, as well as local artists, performers and makers.

We suggest:

- Reactivating Jazz Fest and collaborating with community leaders to select acts and vendors;
- Expanding regional promotion of existing festivals that draw the most visitors; and
- Developing a festival around community use of the amphitheater, such as Shakespeare in the Park.

4-2. Promote Jefferson City as a welcoming community and destination

Residents and stakeholders find that participating in the cultural arts promotes a sense of community. For more resident and stakeholder feedback on the topic, see Appendix H.

Promoting Jefferson City as a welcoming community and destination may include:

- Organizing meet ups for Jefferson City creatives to welcome new residents and offer an opportunity for networking;
- Commissioning public art that highlights Jefferson City as welcoming to current and prospective residents, as well as visitors and tourists;
- Highlighting local students in cultural arts offerings, such as a collaborative mural or featuring local bands and choirs at City events; and
- Promoting local cultural arts organizations and offerings regionally.

Recommendation 4. Promote Inclusivity and Safety

4-3. Approach the cultural arts as tools to support City safety initiatives

Existing and future City initiatives to ensure resident and visitor safety could be enhanced through the cultural arts. For more information on the public benefits of investing in the cultural arts, see Appendix D.

Possible actions include:

- Featuring artwork by local artists on such functional elements as bicycle racks, benches, bus shelters, and trash receptacles;
- Commissioning public art, such as a collaborative mural that involves the community, in areas of the city that benefit from additional safety measures;
- Collaborating with neighborhood ambassadors to develop functional art elements to address safety concerns, such as asphalt art at a busy intersection.



Mighty Machines
Photo: JC Parks

Recommendation 5: Plan for the Future

5-1. Develop workforce development resources for early career artists to retain talent

Jefferson City residents and stakeholders identify the city as a place where students exhibit a lot of talent for the cultural arts, yet many emerging artists move elsewhere for more opportunities to make a living while developing their practice. Offering opportunities for workforce development for early career artists and performers may contribute to retaining local talent, as well as attracting new residents.

These resources may include:

- Grants for early career artists, performers and makers regardless of for-profit or non-profit status;
- Developing an artist-in-residency program that pairs an emerging artist or performer with a local business to develop a product line for sale;
- Initiating an artist-in-residency program that pairs an emerging art or music educator with a local education institution to develop a class or extracurricular offering;
- Starting an artist residency through JC Parks where an emerging artist develops an interactive public artwork that involves residents in the process of making;
- Highlighting early career performers at City-run festivals;
- Showcasing early career performers at the amphitheater through an annual festival dedicated to up and coming artists; and
- Featuring resources for early career artists and performers on the centralized cultural arts calendar.



Mayors Tree Lighting
Photo: JC Parks

Recommendation 5: Plan for the Future

5-2. Revise City Code to clarify public art policy and introduce a percent-for-art program

Jefferson City's existing ordinances pertaining to public art present different decision-making processes. To avoid legal challenge and follow best practices, it is recommended to introduce a new ordinance revising existing public art policies. For more information on percent-for-art programs and the City's existing public art policies, see Appendix J.

Revising City Code to clarify public art policy should include:

- Streamlining decision-making process with the Cultural Arts Commission making recommendations to City Council;
- Introducing a review process for public art that involves community feedback; and
- Establishing a percent-for-art program as one sustainable funding source for City public art projects.

5-3. Integrate the cultural arts into City plans

City planning initiatives that integrate the cultural arts will create opportunities for Jefferson City residents to enjoy the cultural arts, as well as experience art and culture as economic drivers. For more information on how the cultural arts can contribute to existing and future City Plans, see Appendix K.

Integrating the cultural arts into City plans may look like:

- Working with the Cultural Arts Commission to identify City initiatives where the cultural arts are especially relevant and support the cultural arts bolstering those efforts; and
- Using this Plan to support existing future City plans.



Recommendation 5: Plan for the Future

5-4. Explore conducting a study to continue to improve the Amphitheater

To facilitate community access and continue to attract performers that draw residents and tourists, the City can conduct a future study regarding the long-standing success of the CRMU Healthcare Amphitheater. Given that this asset only opened in 2021, continuing to gather data will help map future improvement and activation.

Goals of this study may include:

- Reviewing patterns in use, spending and earning;
- Considering ways to develop the backstage area and add such elements as a band shell to improve sound quality; and
- Identifying opportunities to expand attendance down the line.



SECTION 4

Implementation Plan



Section 4. Implementation Plan

The following matrix provides guidance for implementing each recommendation along with a timeline and checklist for completion.

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2026)	Stretch Goal (by 2028)
1. Centralize Resources					
1-1. Develop and promote cultural arts city-wide event calendar	JC Parks	Jefferson City Convention and Visitors Bureau	2024	City-wide events calendar reflects the extent of local cultural arts offerings	City-wide calendar features cultural arts-themed itineraries and City tracks views of website for further improvement
1-2. Foster communication and collaboration between local cultural arts groups	Cultural Arts Program Manager	Local cultural arts groups	2024	Cultural Arts Specialist facilitates regular meetings to coordinate efforts	Cultural arts groups share resources, such as technical expertise, and partner in programming
1-3. Grow partnerships between the City and local education facilities	Cultural Arts Program Manager	Jefferson City Board of Education, Lincoln University and others	2025	Local cultural arts organizations work with educators to bring their offerings to Jefferson City public schools	Most Jefferson City education facilities offer cultural arts extracurricular programs
1-4. Strengthen connection between the City and the Missouri State Capitol	JC Parks	Missouri State Capitol	2025	Missouri State Capitol makes City promotional materials for local cultural arts offerings available to visitors and tourists	Missouri State Museum collaborates with City to feature exhibits that highlight local history and cultural arts
2. Enhance Existing Resources					
2-1. Continue to enhance parks and the Greenway Trail through the cultural arts	JC Parks	Planning	2024	Most parks host family-friendly events and festivals that are geared towards children and youth	Most parks feature public art
2-2. Streamline and promote process for community use of the Amphitheater	JC Parks	VenuWorks	2025	Amphitheater website includes clear application process for community members and groups	Amphitheater hosts annual community events, festivals and performance series
2-3. Clarify scope of the Cultural Arts Commission	City Council	Cultural Arts Program Manager	2024	Cultural Arts Commission manages mini grants and promotes community access of the amphitheater	Cultural Arts Commission makes recommendations to City Council regarding how to designate percent for art funds
2-4. Support the Missouri State Penitentiary (MSP) as a cultural site of City and State history and individual stories	JC Parks	State of Missouri and Jefferson City CVB	2025	MSP expands program offerings to feature local cultural arts that highlight its history	Preservation of MSP and its expanded programming is a major driver of tourism in Jefferson City

Section 4. Implementation Plan

Recommendation	Lead	Collaborators	Start By	Interim Goal (by 2026)	Stretch Goal (by 2028)
3. Develop Placemaking					
3-1. Document and celebrate the Foot district	Cultural Arts Program Manager	Community leaders, Lincoln University and others	2024	Jazz Fest is reactivated and highlights the significance of jazz to the Foot and the history of Jefferson City	Public art marks the scope of The Foot at the neighborhood's height
3-2. Promote individual neighborhoods	JC Parks	Neighborhood ambassadors	2025	Neighborhood-specific events draw residents and visitors	Neighborhoods have clear signage and placemaking that reflects their identity
3-3. Develop wayfinding program to integrate Capitol within downtown	JC Parks	Downtown Jefferson City, Missouri State Capitol	2025	Downtown features more wayfinding	Uniform signage guides residents, visitors and tourists between downtown and the Capitol
4. Promote Inclusivity and Safety					
4-1. Expand and develop festivals that unite the community and draw tourists	JC Parks	Jefferson City Convention and Visitors Bureau	2024	Porchfest, or a neighborhood-specific version of Porchfest, is offered in at least one additional location	Jefferson City Jazz Festival draws residents, visitors and tourists
4-2. Promote Jefferson City as a welcoming community and destination	JC Parks	Jefferson City Convention and Visitors Bureau	2024	City hosts networking events to welcome new residents interested in the cultural arts	Jefferson City features public art that welcomes its residents and visitors
4-3. Approach cultural arts as tools to support City safety initiatives	JC Parks	Planning	2024	Jefferson City has an example of functional design by local maker that supports safety	Jefferson City has at least one example of asphalt art
5. Plan for the Future					
5-1. Develop workforce development resources for early career artists to retain talent	Cultural Arts Commission	JC Parks, Downtown Jefferson City, Jefferson City School Board	2025	City has a mini grant specific to early career artists or performers	City offers at least one artist residency for early career artists or performers
5-2. Revise City Code to clarify public art policy and introduce a percent-for-art program	City Council	Cultural Arts Program Manager	2025	City Council introduces new ordinance that features best practices in public art policy	Percent for art provides one sustainable funding source for public art in Jefferson City
5-3. Integrate the cultural arts into City plans	JC Parks	City Council	2024	City planning efforts involve the Cultural Arts Commission in the research process	City plans include consideration of local cultural arts assets
5-4. Explore conducting a study to continue to improve the Amphitheater	JC Parks	Planning	2026	City conducts study	City begins acting on findings and recommendations from study

SECTION 5

Appendices



Section 5. Summary of Appendices

Keen Independent provides the following appendices of the analysis that informed the Jefferson City Cultural Arts Master Plan.

Current Programs and Assets

Appendix A is an overview of existing City and community cultural arts organizations, initiatives and events in Jefferson City. This appendix also includes an overview of cultural arts education in Jefferson City public and private schools.

Market Analysis

Appendix B includes a market area map, an analysis of the demographics of Jefferson City as they compare with national averages and the population forecasts out to 2050. This appendix also features an inventory of cultural arts businesses and facilities.

SWOT Analysis

Appendix C provides an analysis of strengths, weaknesses, opportunities and threats (SWOT analysis) of the cultural arts in Jefferson City.

Literature Review of Benefits to Investing in the Cultural Arts

Appendix D features a literature review of the benefits that often coincide when a city invests in the cultural arts, as well as an overview of the barriers that prohibit the development of the cultural arts and their associated benefits.

Historical Context

Appendix E is an overview of the historic context and regional styles that influence Jefferson City's cultural arts today.

Economic Impact Analysis

Appendix F presents an analysis of the economic impact of arts and cultural organizations on the City based on estimates calculated using the Arts & Economic Prosperity 5 Calculator from Americans for the Arts. This appendix also offers strategies for increasing fundraising for the cultural arts.

Stakeholder and Community Engagement

Appendices G, H and I contain qualitative and quantitative analyses of engagement activities that were conducted throughout the planning process. Appendix G contains an analysis of feedback from an in-person public meeting that took place in March 2023. Appendix H is an analysis of in-depth interviews and focus groups with stakeholders. Appendix I shares the results and analysis of responses to the virtual workshop.

Public Art Policy

Appendix J includes an analysis of existing City public art policies and an overview of best practices when developing such policies.

Review of City Plans

Appendix K is a review of other City plans with key considerations for initiatives that an investment in the cultural arts can help realize. This analysis can be used to align recommendations from this plan with existing and future City planning efforts.

Benchmarks

Keen Independent looked to other comparable municipalities to gather strategies and lessons learned that could be applicable to Jefferson City. Appendix L provides profiles of case studies in Missouri, as well as cities that stakeholders identified as having aspects of the cultural arts that they would like to see Jefferson City emulate.

APPENDIX A. Current Programs and Assets

Appendix A provides an overview of the City’s cultural arts programs and initiatives, as well as the state of the cultural arts in Jefferson City. While not exhaustive, the information compiled here can be used by the City as a reference when conducting planning efforts.

This appendix includes an overview of:

- City cultural arts programs and assets;
- Community cultural arts organizations and events; and
- Cultural arts programs in local public and private schools.

For an overview of cultural arts venues and businesses, see Appendix B.



A. Current Programs and Assets — City cultural arts staffing, programs and initiatives

This section provides an overview of City cultural arts staffing, programs and initiatives.

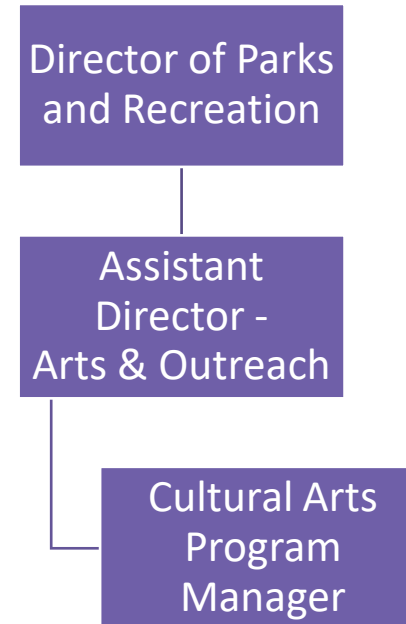
City Staff Dedicated to the Cultural Arts

The Parks, Recreation and Forestry Department, or JC Parks, manages the City’s cultural arts efforts. Two staff positions reflect the City’s investment in the cultural arts:

- Assistant Director of Arts and Outreach, who reports to the Director of Parks and Recreation; and
- Cultural Arts Program Manager, who reports to the Assistant Director of Arts and Outreach.

Figure A-1 shows these staff positions in an organization chart. A strength of the City’s cultural arts staffing is that there are two designated positions that are dedicated to these efforts. One challenge of this organization chart is that it limits the City’s cultural arts efforts to the scope of parks, recreation and forestry.

A-1. City staff positions focused on the cultural arts and their reporting structure



Note: The Department of Parks, Recreation and Forestry has extensive staff. This organizational chart only features the positions that manage cultural arts.

Source: Keen Independent Research

A. Current Programs and Assets — City cultural arts staffing, programs and initiatives

Cultural Arts Commission

The City has a Council-appointed Cultural Arts Commission with the mission to “ensure arts are integral part to our community’s quality of life, economic vitality and central identity.”¹ Their scope includes:

- Building partnerships with local organizations;
- Providing technical assistance;
- Assisting with promotional marketing efforts;
- Serving as a clearing house for local activities; and
- Educating the community regarding the cultural arts.²

Despite these activities being listed on the City’s website, Keen Independent did not find evidence of any such efforts.

Mini Grants. The Commission is identified as managing Mini Grants on the City’s website, yet these grants had been discontinued at the time of research.³

Website. The Commission has a designated website with sparse content. There are two active calls for public artwork submissions through the end of 2023. A review of the Commission’s website suggests that it is focused on public art.

Staffing. The Cultural Arts Program Manager is listed as the contact person for all calls and inquiry forms. The City is following best practices by designating a staff member to assist the Commission.

Keen Independent recommends reactivating the Commission by refining its purpose and scope of activities.

A-2. The Cultural Arts Commission’s logo, which is recognizable and consistent with JC Parks branding



Source: JC Parks

¹ “Cultural Arts Commission” in City of Jefferson, Missouri (2023), https://www.jeffersoncitymo.gov/live_play/history_heritage/cultural_arts_commission.php

² Ibid.

³ “Cultural Arts Commission” in City of Jefferson, Missouri (2023), https://www.jeffersoncitymo.gov/live_play/history_heritage/cultural_arts_commission.php

A. Current Programs and Assets — City cultural arts staffing, programs and initiatives

Sculpture on the Move Program

Organized by the Creative Communities Alliance, or CCA, the Sculpture on the Move Program is designed to foster relationships between communities and artists by facilitating the installation of public art on a temporary basis.⁴ The City has been participating in the Program since 2018, renewing their initial contract in 2020.⁵ Selected sculptures are installed for two-year periods, exposing residents and tourists to different artists and styles. Renting sculptures is also more affordable than purchasing public art.⁶

Stakeholders and community members expressed praise for the temporary sculptures on display at the time of the research process. Keen Independent recommends that the City continues to participate in this Program and considers expanding it even further.



⁴ “About” in Creative Communities Alliance (2020), <https://www.creativecommunitiesalliance.com/sculpture-on-the-move>

⁵ “Artist contract – Sculpture Loan Program” (2018), document shared by JC Parks.

⁶ “Public Sculpture Installed on Capitol Avenue” (June 4, 2020), https://cms4files.revize.com/jeffersoncitymo/Rec_Files/Dissident%20sculpture%20installation.pdf

A. Current Programs and Assets — City cultural arts staffing, programs and initiatives

Amphitheater

Opened in 2021 and initiated by JC Parks, the Capital Region MU Health Care Amphitheater is located in Ellis-Porter Park, more commonly known as “Riverside Park.” It features the following:

- 2,500+ capacity
 - 500 reserved seats
 - 300 terrace – general admission
 - 1,700+ lawn – general admission
- 1,000+ onsite parking spots
 - 460 paved spots
 - 600+ grass spots⁷

The amphitheater has been managed by VenuWorks since January 1, 2021 and its website states that it is used for:

- Concerts;
- Events;
- Large gatherings;
- Festivals;
- Fundraisers for non-profits;
- Graduations; and
- “much, much more.”⁸

Programming. Events at the amphitheater are grouped into the following categories:

- Concerts (mostly country music acts and cover bands) with ticket prices ranging from \$29 for lawn seats to \$305 for VIP packages;
- In the Park After Dark (no programming listed); and
- Community (no programming listed).

Keen independent recommends incentivizing and supporting community use of the amphitheater. For a discussion of the amphitheater’s role in the economic impact of Jefferson City’s cultural arts, see Appendix F.



⁷ “About” in Capital Region MU Health Care Amphitheater (2023), <https://www.crmuamphitheater.com/p/about>

⁸ Ibid.

A. Current Programs and Assets — City cultural arts staffing, programs and initiatives

Special Events

City staff members focused on cultural arts organize several annual special events throughout the year. As seen in Figure A-3, most of these events occur during the summer. The months of April through December feature at least one special event, while January, February and March remain unprogrammed.

Porchfest. Porchfest makes up three out of the 17 special events organized by the City. The festival features local artists and musicians set up on porches along Oakwood Drive, Fairmount Boulevard and Fairmount Court. Throughout the research process, stakeholders and community members expressed enthusiasm for Porchfest and identified it as a successful cultural offering.

Keen Independent recommends developing indoor annual special events to take place between January and March, as well as working with different neighborhoods to introduce special events in various locations across Jefferson City.

A-3. Annual City-run special events

Annual City-run Special Events	Season
Easter Egg Hunt	Spring
Giving Tree Celebration	Spring
Porchfest (May)	Spring
Art Around Town Gallery Crawl	Summer
Kidsfest	Summer
Kids Fishing Derby	Summer
Stars Under the Stars	Summer
Catch Me If You Can	Summer
Tour de Jeff City	Summer
Mighty Machines	Summer
Prison Break	Summer
Pumpkin Park Party	Fall
Porchfest (October)	Fall
Thanksgiving Pie Run	Fall
Mayor's Tree Lighting	Winter
Porchfestmas	Winter

Source: Keen Independent Research

A. Current Programs and Assets — Community cultural arts organizations and events

This section provides an overview of community cultural arts assets, including organizations and special events.

Community Cultural Arts Organizations

Jefferson City has several community theatre and performing arts groups, as well as organizations focused on the visual arts. Figure A-4 is an inventory of visual arts, as well as theatre and performing arts, organizations in Jefferson City.

For cultural arts venues and businesses in Jefferson City, see Appendix B.

A-4. Inventory of cultural arts organizations in Jefferson City

Museums, galleries and visual arts
Capital Arts
Cole County Historical Society & Museum
Elizabeth Rozier Gallery
Historic City of Jefferson
Jefferson City Art Club
Jefferson City Arts Foundation
Jefferson City Museum of Modern Art
Missouri Governor's Mansion
Missouri River Regional Library
Missouri State Museum
Missouri State Penitentiary
Museum of Missouri Military History
Richardson Fine Arts Center (Lincoln University)
Runge Nature Center
Theatre and performing arts
Capital City Productions
Capitol City Cinema
Jefferson City Cantorum
Jefferson City Community Band
Miller Performing Art Center
Scene One Theatre
Stained Glass Theatre
The Jefferson City Symphony Orchestra
The Little Theatre of Jefferson City

Source: Keen Independent Research

A. Current Programs and Assets — Community cultural arts organizations and events

Community Annual Festivals and Events

Keen Independent presents an overview of Jefferson City community events. Though not exhaustive, Figure A-5 is an inventory of community events that the City can use as a guide to identify collaborators, focus its efforts and make planning decisions. As visible in the figure, most events are concentrated in the summer.

A-5. Inventory of community annual events in Jefferson City

Annual community special events	Organization	Season
JCMO First Friday	Capital Arts	Year-round, monthly
Southside Market JCMO	Old Munichburg Neighborhood Association	Spring and Summer
Backyard Concert Series	Jefferson Landing State Historic Site	Summer
Bittersweet Garden Tour	Bittersweet Garden Club	Summer
For the People Pow Wow	Jaycees Fairgrounds	Summer
Juneteenth Heritage Festival	Juneteenth-JC	Summer
Picadilly in White	Downtown Jefferson City	Summer
Salute to America	Salute to America	Summer
Picadilly in White	Downtown Jefferson City	Summer
St. Peter Catholic Church Block Party	St. Peter Catholic Church	Summer
Chalk Art Fest	Capital Arts	Fall

Source: Keen Independent Research

A. Current Programs and Assets — Cultural arts programs in local schools

Jefferson City School District

The Jefferson City School District serves 11 elementary schools, two middle schools, two high schools, an alternative school and a career center. Figure A-6 shows the cultural arts programs across the Jefferson City School District.

The Miller Performing Arts Center is a significant cultural arts asset in Jefferson City and is integrated into Jefferson City High School curriculum and extracurriculars.

A-6. Inventory of cultural arts education and extracurriculars in Jefferson City public schools

Public school	Music classes	Band	Choir	Theatre	Art classes	Art extracurriculars
Elementary						
Belair	✓				✓	✓
Callaway Hills	✓				✓	✓
Cedar Hill	✓				✓	✓
East	✓				✓	✓
Thorpe Gordon STEM Academy	✓				✓	✓
Lawson	✓				✓	✓
Moreau Heights	✓				✓	✓
North	✓				✓	✓
Pioneer Trial	✓				✓	✓
South	✓				✓	✓
West	✓				✓	✓
Middle School						
Lewis and Clark	✓	✓	✓	✓	✓	✓
Thomas Jefferson	✓	✓	✓	✓	✓	✓
High School						
Jefferson City High School	✓	✓	✓	✓	✓	✓
Capital City High School	✓	✓	✓	✓	✓	✓
Alternative School						
Jefferson City Academic Center						
Nichols Career Center						

Source: Keen Independent Research

A. Current Programs and Assets — Cultural arts programs in local schools

Private and Parochial Schools in Jefferson City

Figure A-7 shows cultural arts programs offered in private and parochial schools in Jefferson City. High schools offer art and music education classes, along with extracurriculars in the performing and visual arts. Many grade schools, or K-8 schools, and the H. Kenneth Kirchner School offer limited, or do not offer, cultural arts education or extracurriculars and would therefore benefit from City and community collaboration.

A-7. Inventory of cultural arts education and extracurriculars in Jefferson City parochial and private schools

Private school	Music classes	Band	Choir	Theatre	Art classes	Art extracurriculars
Grade School/K-8						
Immaculate Conception Catholic School	✓	✓	✓		✓	
Immanuel Lutheran School	✓		✓		✓	
River Oak Christian Academy	✓	✓	✓		✓	✓
St. Joseph Cathedral School	✓	✓	✓	✓	✓	
St Martin Catholic School					✓	✓
St. Peter Interparish School	✓	✓	✓	✓	✓	✓
Trinity Lutheran School	✓			✓		
High School						
Calvary Lutheran High School	✓	✓	✓	✓	✓	✓
Helias Catholic High School	✓	✓	✓	✓	✓	✓
Lighthouse Preparatory Academy	✓	✓	✓	✓	✓	✓
Special Education						
H. Kenneth Kirchner School						

Source: Keen Independent Research

APPENDIX B. Market Analysis

Keen Independent presents a market analysis examining the arts and culture landscape in Jefferson City. This information informs the recommendations we present as part of the Arts and Culture Strategic Master Plan.

Methodology

For this market analysis, Keen Independent gathered demographic, spending and market potential information about the population of Jefferson City. Combining this information with population projections from the Missouri Office of Administration, Budget and Planning and attendance data provided by the National Endowment for the Arts, we projected potential demand for various types of arts and culture activities out to 2030.

Additionally, we inventoried relevant arts and cultural businesses in Jefferson City. Business types include:

- Arts and crafts vendors;
- Museums and galleries;
- Theatres and performing arts venues; and
- Other venues.

Market areas. Keen Independent identified the relevant geographic market areas based on drive time to the top five cultural assets in Jefferson City.

These market areas are:

- Primary market (within approximately 15 minutes of drive time);
- Secondary market (within approximately 30 minutes of drive time); and
- Tertiary market (within approximately 45 minutes of drive time).

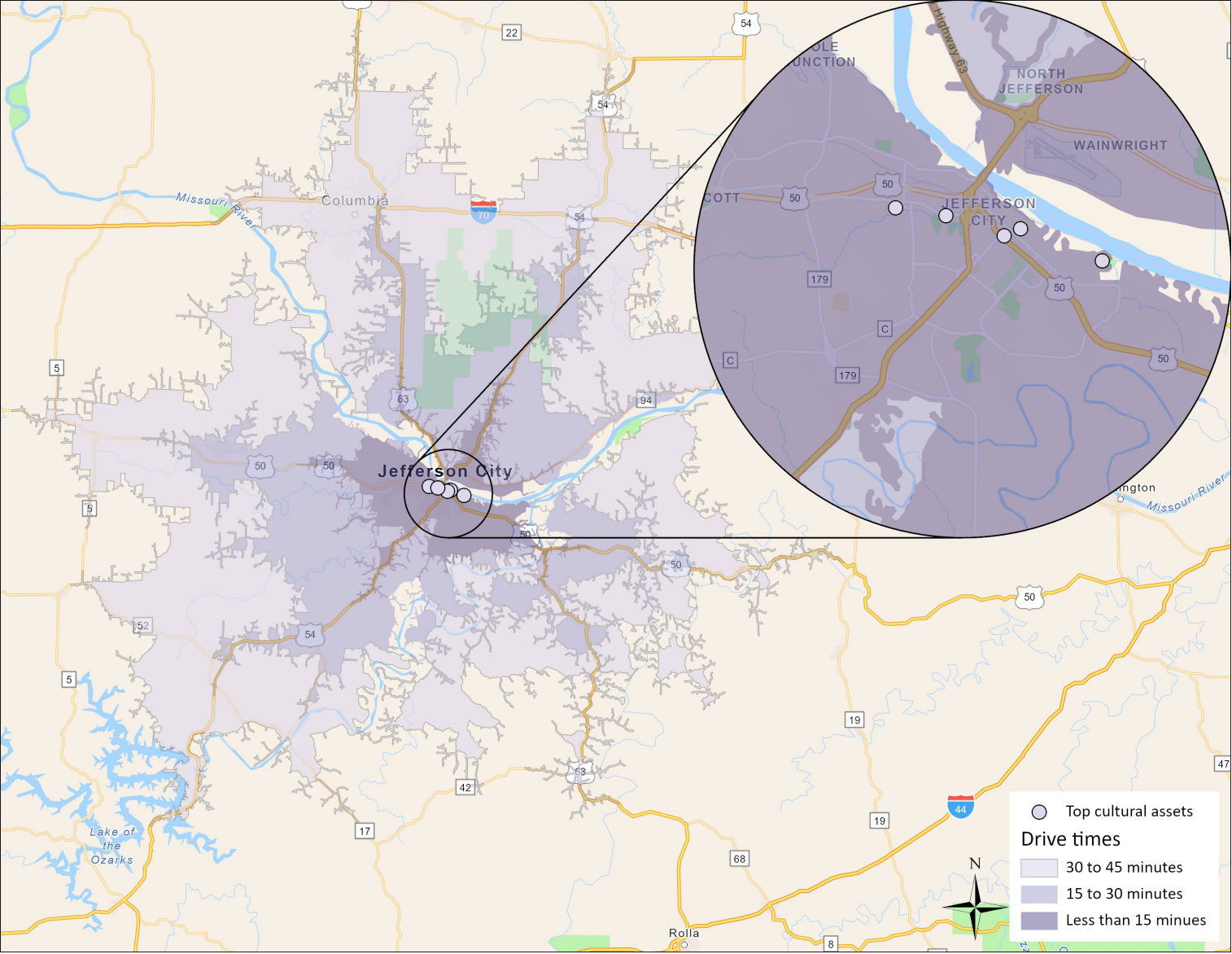
The cultural assets identified on the market area map are:

- CRMU Amphitheater;
- Missouri State Penitentiary;
- Miller Performing Arts Center;
- Capital City Productions; and
- Capital Arts.

Figure B-1 on the following page is a market area map illustrating these market areas.

B. Market Analysis — Market area map

B-1. Jefferson City market area map



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

B. Market Analysis — Demographics

Keen Independent analyzed the population and consumer behaviors in Jefferson City market areas and compared them to national averages.

Population

Figures B-2 and B-3 display income, education, age and race/ethnicity for Jefferson City market areas compared to the United States overall. Jefferson City market areas are less wealthy and have a higher proportion of white residents compared to the U.S. overall.

B-2. Household income and education for Jefferson City market areas, 2023

	Primary Market	Secondary Market	Tertiary Market	United States
Household income				
\$24,999 or less	15.7 %	17.5 %	18.2 %	16.5 %
\$25,000 to \$49,999	22.4	20.7	21.4	18.2
\$50,000 to \$74,999	21.3	20.9	19.1	16.5
\$75,000 to \$99,999	10.2	12.9	13.5	12.8
\$100,000 to \$199,999	25.1	23.1	22.6	25.5
More than \$200,000	5.3	4.9	5.9	10.6
Total	100.0 %	99.9 %	100.6 %	100.0 %
Median household income	\$ 61,411	\$ 61,747	\$ 61,974	\$ 72,597
Education (population age 25+)				
Less than high school	6.6 %	6.9 %	6.1 %	9.6 %
High school or equivalent	28.9	31.3	28.1	27.0
Some college	26.3	25.3	25.0	27.3
Bachelor's degree	25.4	23.5	24.6	22.3
Graduate degree	12.7	13.0	16.2	13.9 %
Total	100.0 %	100.0 %	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey, Keen Independent Research..

B-3. Age, race and ethnicity of Jefferson City market areas, 2023

	Primary Market	Secondary Market	Tertiary Market	United States
Total Population	71,549	147,973	335,997	337,303,179
Age				
0-9 years old	11.8 %	10.7 %	11.1 %	11.8 %
10-19 years old	12.4	13.3	13.1	12.6
20-29 years old	12.8	17.0	17.7	13.2
30-39 years old	14.2	13.2	14.2	13.7
40-54 years old	18.0	16.8	16.6	18.3
55-69 years old	18.8	17.6	16.8	18.5
70+ years old	12.0	11.6	10.5	12.0
Total	100.0 %	100.0 %	100.0 %	100.0 %
Median Age	39.2	36.8	35.4	39.1
Race				
African American	11.3 %	8.2 %	8.6 %	12.5 %
Asian American	1.4	1.9	2.9	6.3
Pacific Islander	0.1	0.1	0.1	0.2
Native Americans	0.4	0.4	0.4	1.1
Other race	1.5	1.7	1.8	8.7
Two or more races	6.7	6.5	7.0	10.6
White	78.7	81.3	79.4	60.6
Total	100.0 %	100.0 %	100.0 %	100.0 %
Ethnicity (of any race)				
Hispanic American	4.04 %	4.14 %	4.19 %	19.4 %
Non-Hispanic	95.96	95.86	95.81	80.6
Total	100.0 %	100.0 %	100.0 %	100.0 %

Source: U.S. Census Bureau American Community Survey, Keen Independent Research.

B. Market Analysis — Spending and behavior

Data on arts and culture-related consumer behavior in Jefferson City can help inform the type of offerings that organizations offer to patrons.

Entertainment Spending and Market Potential

Figures B-4 and B-5 illustrate spending potential indices (SPI) and market potential indices (MPI) of the market areas we defined.

- The SPI compares the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the U.S. average. An SPI of 70, for example, indicates that average spending by local consumers is 30 percent below the national average.
- MPI measures the relative likelihood of adults in the specified area to exhibit certain potential behaviors or purchasing patterns. An MPI of 100 represents the U.S. average.

Spending potential. In all Jefferson City market areas, the spending potential indices are lower than the national averages in all categories except movie tickets. This indicates that Jefferson City residents and residents of surrounding areas could be less willing to spend money on those forms of entertainment. The City may consider ways to make arts and cultural events more accessible to residents that include low-cost options.

B-4. SPI for certain types of entertainment spending in Jefferson City, 2023

	Primary Market	Secondary Market	Tertiary Market	United States
Entertainment/rec				
Average	\$ 3,138	\$ 3,071	\$ 3,159	\$ 3,808
Index	83	81	84	100
Entertainment/rec fees/admissions				
Average	\$ 590	\$ 555	\$ 565	\$ 698
Index	83	78	79	100
Live entertainment-catered affairs				
Average	\$ 12	\$ 11	\$ 12	\$ 15
Index	78	74	78	100
Tickets to movies				
Average	\$ 23	\$ 22	\$ 23	\$ 27
Index	83	79	84	100
Tickets to parks or museums				
Average	\$ 24	\$ 23	\$ 24	\$ 28
Index	88	84	86	100
Tickets to theatre/operas/concerts				
Average	\$ 45	\$ 43	\$ 44	\$ 53
Index	83	79	80	100

Source: Esri's U.S. Consumer spending data based on the Consumer Expenditure Survey (CEX) from the U.S. Bureau of Labor Statistics, U.S., Keen Independent Research.

B. Market Analysis — Spending and behavior

Market potential. The primary market MPI is slightly higher than the national average for having attended country music performances (5% higher than the national average) and live theater (3% higher than the national average). The secondary and tertiary market areas also reflect higher than average attendance at those types of events compared to the national average.

Given that Jefferson City's market potential for country music and theatrical performances are higher than the national averages, the City may consider ways to bring more country music artists and nationally or regionally touring theatrical shows to perform locally. Other types of arts and culture events may require more promotion to encourage locals to attend.

B-5. MPI for attending certain types of events in Jefferson City, 2023

	Primary Market	Secondary Market	Tertiary Market	United States
Danced or went dancing <i>Index</i>	6.0 % 93	5.7 % 89	5.9 % 92	6.5 % 100
Went to live theater <i>Index</i>	7.0 % 103	7.1 % 103	6.9 % 102	6.8 % 100
Attended a...				
Classical music/opera performance <i>Index</i>	2.2 % 85	2.2 % 84	2.3 % 87	2.6 % 100
Country music performance <i>Index</i>	3.6 % 105	3.7 % 109	3.7 % 109	3.4 % 100
Dance performance <i>Index</i>	2.5 % 96	2.4 % 94	2.6 % 100	2.6 % 100
Movie (6 months) <i>Index</i>	35.7 % 97	35.7 % 96	36.3 % 98	37 % 100
Rock music performance <i>Index</i>	5.8 % 100	5.7 % 98	5.9 % 101	5.9 % 100

Note: 100 is the national average.

Source: Esri's market potential database based on MRI Simmons survey, Keen Independent Research.

B. Market Analysis — Demand projections

Methodology

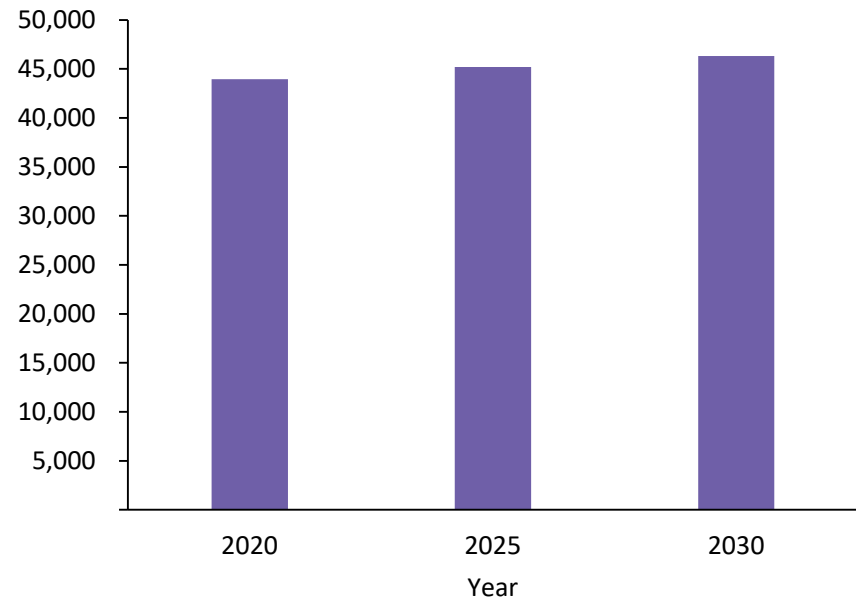
Jefferson City’s population can serve as an indicator of future demand for the cultural arts. Participation in events of different types varies by age group.

Population forecasts. The Missouri Office of Administration, Budget and Planning forecasts the Jefferson City population will grow from just under 44,000 residents in 2020 to over 46,000 residents in 2030, about a five percent increase in total residents (see Figure B-6).

Population by age in 2020. Figure B-7 on the following page illustrates the age distribution of Jefferson City’s population. The graph shows the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years).

Population by age in 2030. Figure B-7 also presents the projected age distribution for the Jefferson City population in 2030 based on the Missouri Office of Administration, Budget and Planning projections for the area.

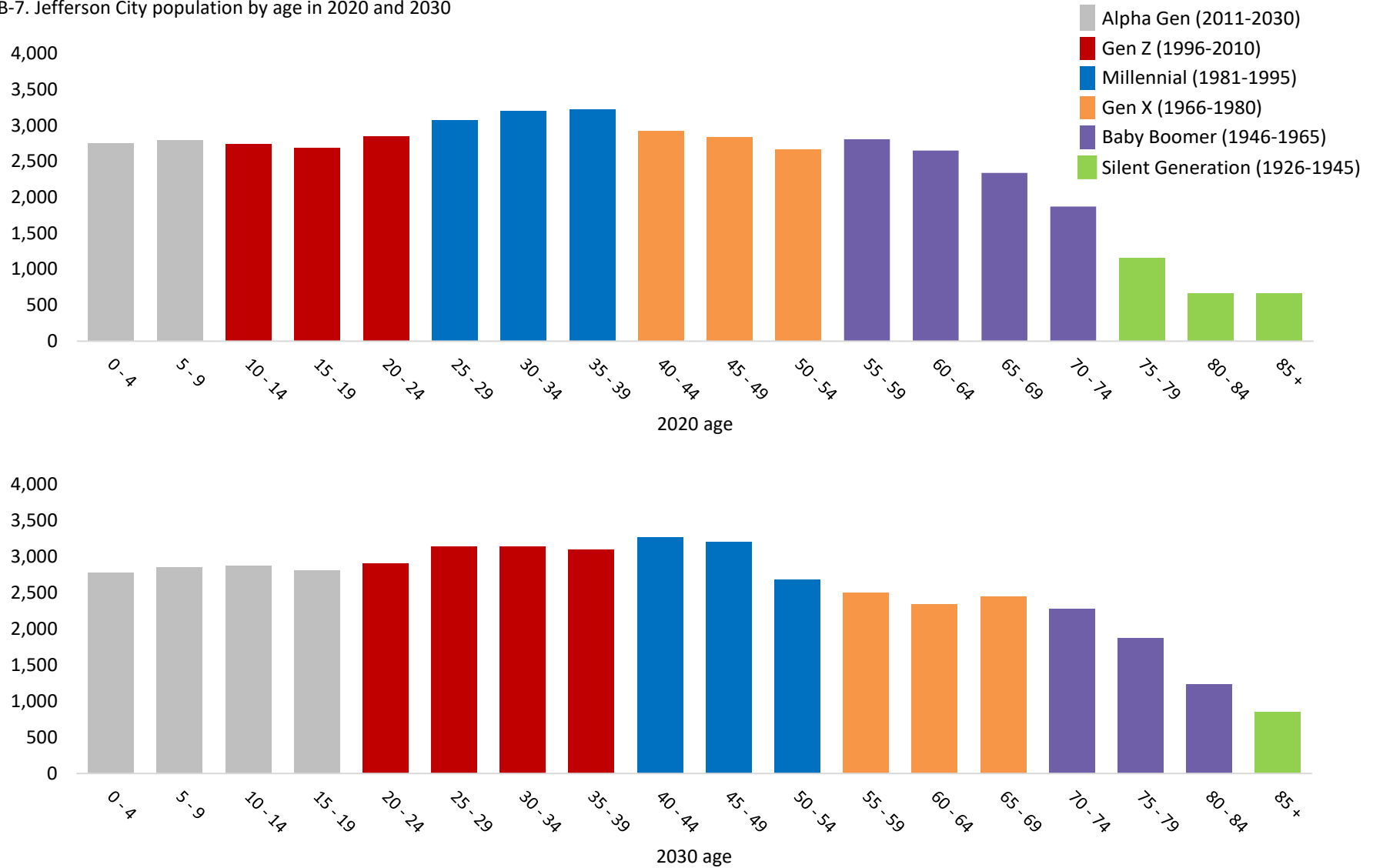
B-6. Projected population change, Jefferson City, 2020 to 2030



Source: Missouri Office of Administration, Budget and Planning, Keen Independent Research.

B. Market Analysis — Demand projections

B-7. Jefferson City population by age in 2020 and 2030



Source: Missouri Office of Administration, Budget and Planning, Keen Independent Research.

B. Market Analysis — Demand projections

Demand Scenario

Keen Independent developed a demand scenario for Jefferson City from the age-specific Missouri Office of Administration, Budget and Planning population projections and national attendance data generated by the National Endowment for the Arts (NEA) 2017 Survey of Public Participation in the Arts (SPPA).

Key assumptions. These demand projections assume that the 2017 rates for arts and culture participation do not change and that the national trends of age-specific rates of attendance are consistent with Jefferson City’s population. Although COVID-19 has had a major impact on arts attendance across the country, these projects assume that COVID-19’s effect on the arts was a temporary phenomenon.

Demand projections. Displayed in Figure B-8, Keen Independent projects that unconstrained demand (not limited by inventory and capacity) for Jefferson City arts and cultural activities will increase by about 4 to 11 percent between 2020 and 2030. For example, demand for attending classical music performances is projected to increase by 10 percent over the next 7 years. Please note the following:

- Demand change is at 0 percent for 2020, because that is the starting year from which change is measured;
- Demand changes are based on pre-pandemic attendance;
- Projected demand is based on residents, not tourists; and
- Demand changes are relative to current attendance. Relative changes in categories with small numbers of current participants can appear to be more substantial than they are. For example, a small absolute change in the number of people interested in opera can result in a large percentage change. (See Figure B-9 for absolute demand).

B-8. Arts demand projections for Jefferson City relative to 2020 demand

	2020	2025	2030
Art exhibits	0 %	3 %	4 %
Art museums and galleries	0	3	5
Ballet	0	4	7
Classical music	0	5	10
Craft/visual art and outdoor festivals	0	3	5
Dance (other than ballet)	0	3	6
Film	0	2	5
Jazz music	0	2	5
Latin, Spanish or salsa music	0	2	4
Live music performances	0	3	5
Musical plays	0	4	6
Non-musical plays	0	4	7
Opera	0	6	11

Source: National Endowment for the Arts 2017 Survey of Public Participation in the Arts, Missouri Office of Administration, Budget and Planning, Keen Independent Research.

B. Market Analysis — Demand projections

Absolute demand. Keen Independent presents unconstrained absolute demand for Jefferson City arts and cultural activities in Figure B-9, which displays the estimated number of annual attendances of each type of event from 2020 to 2030. Please note that demand projections are based on national attendance trends and are not necessarily reflective of local consumption behaviors.

Visits to film screenings and live music performances are projected to increase by nearly 8,000 and 5,000 (respectively) between 2020 and 2030. Attendance at all other types of arts events listed in Figure B-9 are also projected to increase, but more modestly.

B-9. Unconstrained number of attendances at arts events of Jefferson City population

	2020	2025	2030
Art exhibits	43,473	44,562	45,427
Art museums and galleries	25,599	26,289	26,766
Ballet	1,766	1,830	1,883
Classical music	7,524	7,898	8,245
Craft/visual art and outdoor festivals	6,872	7,065	7,219
Dance (other than ballet)	4,574	4,705	4,829
Film	192,036	196,800	200,838
Jazz music	8,641	8,855	9,043
Latin, Spanish or salsa music	3,913	4,002	4,064
Live music performances	97,938	100,493	102,660
Musical plays	12,289	12,720	13,064
Non-musical plays	7,559	7,859	8,093
Opera	1,218	1,291	1,353

Note: Consumption trends for film have changed significantly post-pandemic and are not reflected in this model.¹ As of Summer 2023, it is not clear whether film will recover its audiences at a rate consistent with pre-pandemic attendance trends.

Source: National Endowment for the Arts 2017 Survey of Public Participation in the Arts, Missouri Office of Administration, Budget and Planning, Keen Independent Research.

¹ <https://www.cnbc.com/2023/04/05/box-office-almost-back-to-pre-covid-levels.html>

B. Market Analysis — Inventory

Keen Independent conducted an environmental scan to identify relevant arts and culture businesses and venues within Jefferson City.

Businesses

Theatres and performing arts venues accounted for nearly three quarters of the businesses the study team identified as displayed in Figure B-10.

B-10. Arts and culture businesses in Jefferson City

Name	Asset type
Art 101 on Boonville	Arts and crafts
The Backdrop	Arts and crafts
Bertha's Sewing Center	Arts and crafts
Knight-Time II LLC	Arts and crafts
The Art Bazaar	Museums and galleries
The Art Gallery-Studio LLC	Museums and galleries
Art Venture Studio, LLC	Museums and galleries
Cottonstone Art Gallery and Frame Shop	Museums and galleries
Elizabeth Rozier Gallery	Museums and galleries
Fire Museum of Jefferson City, Inc.	Museums and galleries
Lewis and Clark Trails, L.L.C.	Museums and galleries
Veterinary Museum, Inc.	Museums and galleries
Arch City Entertainment, LLC	Theatre and performing arts
The Boss Entertainment LLC	Theatre and performing arts
Capital Eclipse	Theatre and performing arts
Capital Sound, LLC	Theatre and performing arts
Chameleon Entertainment, LLC	Theatre and performing arts
Djdg, LLC	Theatre and performing arts
DJ Nasty Gravy, LLC Nasty Gravy Entertainment LLC	Theatre and performing arts
Driver's Bar-B-Cue, Catering, Food Products and Entertainment L.L.C.	Theatre and performing arts

Source: Dun & Bradstreet, Keen Independent Research, 2023.

B-10. Arts and culture businesses in Jefferson City (continued)

Name	Asset type
Elite Entertainment Group, LLC	Theatre and performing arts
Elite Performing Arts	Theatre and performing arts
Elite Pro Entertainment	Theatre and performing arts
Hildebrand Entertainment	Theatre and performing arts
Jes US Entertainment , Music & Film Group LLC	Theatre and performing arts
Long Live Entertainment LLC	Theatre and performing arts
Mansion Entertainment, LLC	Theatre and performing arts
Mep Midland Theatre, LLC	Theatre and performing arts
Mid-MO Entertainment, LLC	Theatre and performing arts
MidMoMagicShow	Theatre and performing arts
MOstly Opera	Theatre and performing arts
Muse Theatre Company LLC	Theatre and performing arts
Pipers Creations	Theatre and performing arts
Powerplay Entertainment Group Branson, LLC	Theatre and performing arts
Q Entertainment LLC	Theatre and performing arts
Renees Tea and Treasures, LLC	Theatre and performing arts
Solid Productions and Entertainment LLC	Theatre and performing arts
Southside Philharmonic Orchestra	Theatre and performing arts
Specialtymes Entertainment, LLC	Theatre and performing arts
We Like That Podcast LLC	Theatre and performing arts
Will West Music and Sound	Theatre and performing arts
Windstone Entertainment LLC	Theatre and performing arts
Woodnbird Entertainment LLC	Theatre and performing arts
Wyd Entertainment Promotions, LLC	Theatre and performing arts

Source: Dun & Bradstreet, Keen Independent Research, 2023.

B. Market Analysis — Inventory

Venues

Keen Independent also identified venues relevant to arts and culture within Jefferson City. We note the capacity of each venue where available. The asset type “Theatre and performing arts” indicates a venue that is specific to the performing arts. “Event venues” is a broader category that includes mixed-use venues, stadiums and local businesses that exhibit art or host live music.

B-11. Arts and culture venues in Jefferson City

	Capacity	Asset type
Capital Arts	-	Museums and galleries
Cole County Historical Museum	-	Museums and galleries
Colonel Alvin R Lubker Memorial Safety and	-	Museums and galleries
Jefferson City Museum of Modern Art	-	Museums and galleries
Jefferson Landing State Historic Site	-	Museums and galleries
Missouri Governor's Mansion	150	Museums and galleries
Missouri State Museum	-	Museums and galleries
Missouri State Penitentiary Museum	-	Museums and galleries
Museum of Missouri Military History	-	Museums and galleries
Capital City Productions	-	Theatre and performing arts
Capital Region MU Health Care	2,000	Theatre and performing arts
The Little Theatre of Jefferson City	-	Theatre and performing arts
Miller Performing Arts Center	1,600	Theatre and performing arts
Muse Theatre Company LLC	350	Theatre and performing arts
Scene One Theatre	250	Theatre and performing arts
Stained Glass Theater	-	Theatre and performing arts

Source: Keen Independent Research.

B-11. Arts and culture venues in Jefferson City (continued)

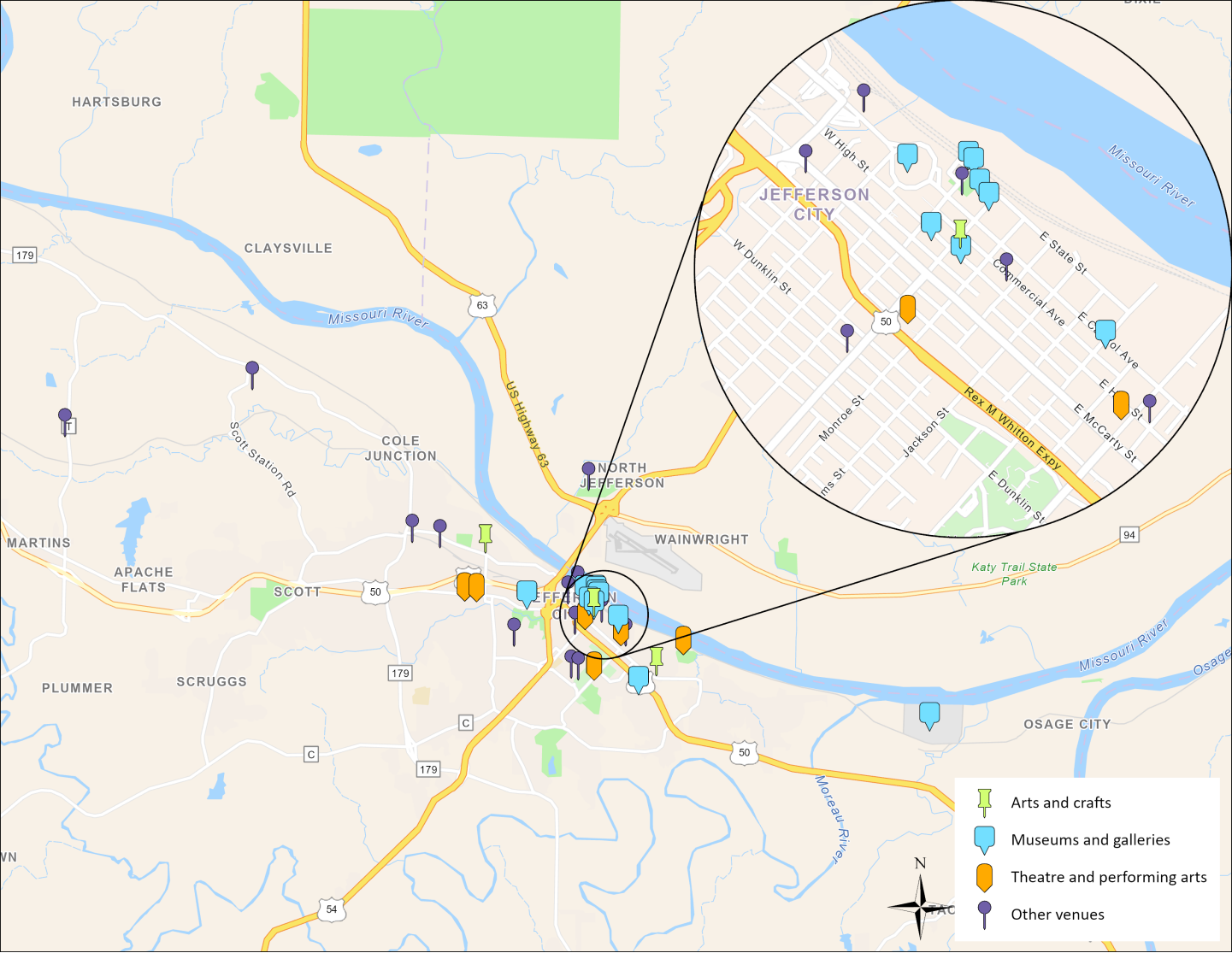
	Capacity	Asset type
Adkins Stadium	4,000	Event venues
Brazito-Honey Creek Lions Club	200	Event venues
Capital Bluffs Event Center	600	Event venues
Capital Ritz Banquet & Dance Center	600	Event venues
Capitol Plaza Hotel and Convention Center	800	Event venues
Carnahan Memorial Garden	-	Event venues
The Colonel Bolton Home	200	Event venues
The Daisy Farm	400	Event venues
The Linc	50	Event venues
The Millbottom	1,200	Event venues
The Mission	100	Event venues
Missouri River Regional Library	450	Event venues
Optimist Sports Complex	-	Event venues
Ray Hentges Stadium	-	Event venues
The Studio at Dunklin	80	Event venues
Timber Ridge Barn	296	Event venues
Windstone Entertainment	500+	Event venues

Source: Keen Independent Research.

Figure B-12 on the next page displays arts and culture venues on a map with different pins to represent each type of entity.

B. Market Analysis — Inventory

B-12. Arts and culture assets in Jefferson City



APPENDIX C. SWOT Analysis

The table below provides an analysis of strengths, weaknesses, opportunities and threats, or SWOT analysis, regarding the City’s support of arts and culture. This SWOT analysis is a synthesis of qualitative and quantitative research conducted throughout the planning process.

Strengths and weaknesses focus on present-day observations, while opportunities and threats involve factors to consider while looking to the future.

<p>Strengths</p> <ul style="list-style-type: none"> ■ Parks and Greenway Trail improve the livelihood of residents and draw tourists; ■ Missouri State Capitol and sites of historic and regional significance draw tourists; ■ Lincoln University is an asset that attracts talent; ■ Local community theatre productions are high quality; ■ Jefferson City schools offer arts and music education and extracurriculars; ■ Missouri River is natural placemaking feature; and ■ Annual themed festivals (Porchfest, Chalk Art Festival) are beloved by the community. 	<p>Weaknesses</p> <ul style="list-style-type: none"> ■ Limited City, County and State financial support for the cultural arts; ■ Perception that Jefferson City may not be welcoming or inclusive to new residents; ■ No coherent placemaking program; ■ Few venues for music performance; ■ Few indoor spaces to gather; ■ Few examples of public art for size of City; ■ Amphitheater does not fulfill local arts community needs; ■ Cultural groups do not coordinate performance schedules; and ■ Cultural Arts Commission lacks clear scope and purpose.
<p>Opportunities</p> <ul style="list-style-type: none"> ■ Capitol Avenue revitalization offers an opportunity to integrate the cultural arts in a prominent city location; ■ Preserving the Foot through placemaking, public art and cultural events could strengthen the relationship between the City and African American community members: ■ Partnerships with neighborhoods could lead to cultural arts being accessible to more people throughout the city; and ■ Introducing cultural arts programming at Missouri State Penitentiary could provide reflective spaces to process its history and encourage art program collaboration with Jefferson City Correctional Center. 	<p>Threats</p> <ul style="list-style-type: none"> ■ Severe weather deters people from spending time at outdoor arts and cultural amenities such as amphitheater and public art installations; ■ Competition for audiences among local performing arts groups strains resources; ■ Regional competition outpaces local arts and cultural investment and siphons audiences and funding; ■ National recession could lead to less investment in local cultural arts; and ■ Lack of opportunities for early career artists, performers and makers could cause a decrease in this demographic choosing to reside in Jefferson City.

APPENDIX D. Why Invest in the Cultural Arts

Keen Independent offers an overview of the public benefits associated with city governments investing in the cultural arts, as well as a literature review of barriers to the growth of arts and culture in cities.

Jefferson City (hereafter City) can use this appendix when developing planning documents and policies by referencing the advantages of investing in the cultural arts or the literature review of barriers to developing art and culture. These two topics are separated into different sections yet are closely related. It is challenging for cities to experience the benefits of investing in the cultural arts without addressing at least some barriers to the development of existing and potential local arts and cultural offerings.

We recommend that the City takes proactive measures to invest in the cultural arts while also addressing the barriers that might hinder such investments.

Public Benefits of Investing in the Cultural Arts

Investing in the cultural arts includes the following public benefits that Jefferson City residents and community members have identified as important and needing improvement in the city:

- Economic development;
- Safety and security; and
- Education and career success.

This appendix discusses these benefits in greater detail.



History of High Street by Dennis Holliday
Photo: JC Parks



Cultural Pedestrians by Sue Quinlan
Photo: JC Parks

D. Why Invest in the Cultural Arts — Economic benefits

Investing in the cultural arts brings substantial economic benefits to cities. This section provides an overview of these advantages.

Job Creation and Employment Opportunities

Various sectors experience direct and indirect benefits when a city government invests in art and culture. The following professions are among those that benefit directly.

- Artists, performers, musicians and makers;
- Art and music educators;
- Curators, journalists and writers; and
- Administrative staff.

Additionally, the arts and cultural sector supports a range of related industries. These include, but are not limited to:

- Retail; and
- Hospitality, which contains;
 - Food and beverage;
 - Accommodations and lodging; and
 - Travel and tourism.

Americans for the Arts, a nonprofit organization with a primary focus on advancing the arts in the United States, regularly researches the economic impact of arts and culture across the country. Jefferson City did not participate in *Arts & Economic Prosperity 5*, the 2020 study conducted by Americans for the Arts, but several cities in Missouri did provide data, which are shown below.¹

Missouri cultural arts support 19,966 jobs total, including:

- 483 jobs in Columbia;
- 510 jobs in Springfield;
- 5,060 in Kansas City; and
- 11,737 in the greater St. Louis area.

Missouri Citizens for the Arts used the above data from 2020 to calculate the state's arts and culture sector impact in 2023. An image of these calculations, which are based on the United States Bureau of Economic Analysis and the National Assembly of State Art Agencies, is featured on the following page. For the economic impact analysis of the cultural arts in Jefferson City, see Appendix F.

¹ Americans for the Arts, *Arts & Economic Prosperity 5* (2020), Retrieved from https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MO_CityOfColumbia_AEP5_OnePageSummary.pdf, https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MO_CityOfSpringfield_AEP5_OnePageSummary.pdf, https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MO_CityOfKansasCity_AEP5_OnePageSummary.pdf, and https://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/MO_GreaterStLouisArea_AEP5_OnePageSummary.pdf.

D. Why Invest in the Cultural Arts — Economic benefits

Boosting Tourism Revenue

Public art, museums and galleries, theatre and the performing arts, cultural activities and festivals attract tourists. Tourism supports local businesses and generates revenue for a city's tourism industry.² Tourists often spend money on the following:

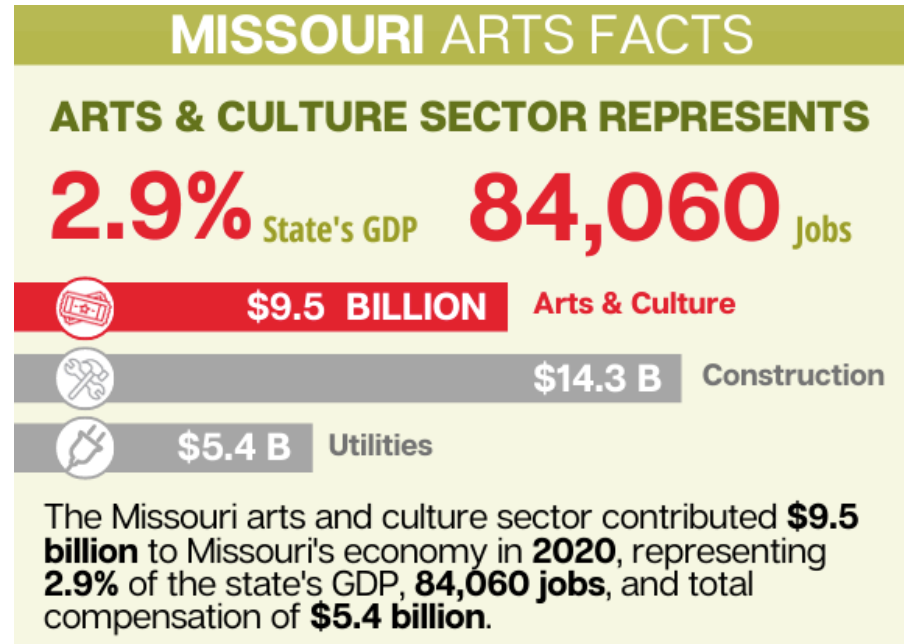
- Accommodations;
- Dining;
- Shopping; and
- Transportation.

Economic Development

Investments in arts and culture can serve as catalysts for economic development. Cultural and historic districts, as well as hubs of arts and cultural activity, attract investors, businesses and creatives. Such activity can contribute to neighborhood revitalization. This transformation enhances the quality of life for residents, stimulates economic activity and attracts tourism.³

² UNWTO (World Tourism Organization, *Global Report on Cultural Routes and Itineraries* (2019), <https://www.unwto.org/>

D-1. Missouri arts and culture sector representation for 2023



Note: This graphic was created by Americans for the Arts in collaboration with Missouri Citizens for the Arts. The calculations are based on the United States Bureau of Economic Analysis and the National Assembly of State Art Agencies from 2020.

Source: Missouri Citizens for the Arts.

³ Markusen, A., & Schrock, G. *The Artistic Dividend: The Arts' Hidden Contributions to Regional Development* (2006), <https://www.giarts.org/sites/default/files/The-Artistic-Dividend.pdf>

D. Why Invest in the Cultural Arts — Economic benefits

Business Attraction and Retention

Thriving cultural arts can be essential factors in attracting and retaining businesses and a skilled workforce. According to research conducted by Gallup of the Knight Foundation, a vibrant cultural environment contributes to a higher quality of life, making the city or neighborhood more appealing to professionals and businesses seeking to establish themselves in a dynamic and developing community.⁴

Of the 10 domains Gallup identified as driving community attraction and business attraction and retention, the following are related to the cultural arts:

- Aesthetics (physical beauty and green space);
- Social offerings (opportunities for social interaction); and
- Openness/welcomeness (how welcoming the community is).⁵

Increased Property Values

Proximity to cultural venues, businesses and activities can lead to an increase in property value. Homes located near cultural attractions or in arts, culture or historic districts tend to have higher property values than comparable properties in areas lacking cultural amenities.⁶



⁴ Knight Foundation, “Cultural Investment and Community Health: A Review of Evidence” in *Knight Soul of the Community* (2010), <https://knightfoundation.org/sotc/overall-findings/>

⁵ Ibid. <https://knightfoundation.org/sotc/>

⁶ Florida, R., *The New Urban Crisis: How Our Cities are Increasing Inequality, Deepening Segregation and Failing the Middle Class and What we Can Do About It* (2017), <https://onlinelibrary.wiley.com/doi/abs/10.1111/1468-2427.12571>

D. Why Invest in the Cultural Arts — Safety and security

Investing in the cultural arts has critical implications for community safety and security. When cities invest in local arts and culture, they can observe the following safety and security benefits.

Decreased Traffic Violations and Motor Vehicle Accidents

Studies show that asphalt art, a category that includes crosswalks and sidewalks, reduce traffic violations and increase pedestrian and driver safety.⁷ Bloomberg Philanthropy completed a study in 2022 that included a comparison of crash data prior to and after the installation of asphalt art across 17 different U.S. cities.⁸ This study found:

- 50 percent decrease in rate of crashes involving pedestrians;
- 37 percent decrease in rate of crashes leading to injury;
- 17 percent decrease in total crashes;
- 38 percent decrease in pedestrians crossing against the walk signal; and
- 27 percent increase in frequency of drivers immediately yielding to pedestrians with the right of way.⁹



Chalk Art Festival
Photo: JC Parks

⁷ Schwartz, S. "Asphalt Safety Study: Historical Crash Analysis and Observational Behavior Assessment at Asphalt Art Sites in Bloomberg Philanthropies (April 2022), <https://assets.bbhub.io/dotorg/sites/43/2022/04/Asphalt-Art-Safety-Study.pdf>

⁸ Ibid

⁹ Ibid.

D. Why Invest in the Cultural Arts — Safety and security

Safer Neighborhoods and Communities

Investing in the cultural arts has also been shown to bring the following public benefits when it comes to safety and security.

- **Diverted risky behavior.** Arts and programs aimed at young people divert them from such risky behaviors as substance abuse and criminal activities.¹⁰
- **Less graffiti and tagging.** Research suggests that murals, especially those featuring multi-colored designs, deter graffiti and tagging.¹¹ Murals created by local artists and students are particularly effective at decreasing graffiti.¹²
- **Strong social bonds.** Investing in community arts and cultural projects helps foster social cohesion, encouraging cooperation, trust and understanding. Trust contributes to community members looking out for one another's safety.¹³
- **Healed communities.** Cultural arts can promote healing in communities traumatized by violence, fostering a sense of security and rebuilding the social fabric.¹⁴



¹⁰ Wright et al., “Community-based Arts Program for Youth in Low-Income Communities: A Multi-Method Evaluation” in *Child and Adolescent Social Work Journal*, 23 (2006), 635-652.
https://www.researchgate.net/publication/227225169_Community-based_Arts_Program_for_Youth_in_Low-Income_Communities_A_Multi-Method_Evaluation

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¹² “Preventing Graffiti” in *Project for Public Spaces* (December 31, 2008), <https://www.pps.org/article/graffitiprevent#:~:text=Murals%20%20Research%20suggests%20that%20painting,have%20solved%20many%20graffiti%20problems.>

¹³ Putland, C., “Lost in Translation: The Question of Evidence Linking Community-based Arts and Health Promotion” in *Journal of Health Psychology*, 13(2), (2008), 265-276.
<https://pubmed.ncbi.nlm.nih.gov/18375631/>

¹⁴ Cohen-Cruz, J. *Engaging Performance: Theatre as Call and Response* (Routledge: 2005),
https://books.google.com/books/about/Engaging_Performance.html?id=ov70v72NSKsC

D. Why Invest in the Cultural Arts — Education and career success

Art and culture play pivotal roles in shaping educational experiences and contributing to long-term career fulfillment and success. There is considerable research on the educational benefits of exposure to the cultural arts. These benefits include:

- **Improved academic outcomes.** Studies reveal strong correlation between arts education and enhanced performance in mathematics and literacy.¹⁵
- **Critical thinking and creativity.** Engagement with the cultural arts fosters critical thinking, complex problem-solving and creativity, which are essential skills for academic development and most contemporary jobs.¹⁶
- **Empathy and cultural awareness.** Exposure to different cultural arts helps cultivate empathy, cross-cultural understanding and effective communication.¹⁷
- **Lifelong learning.** Arts education supports continuous learning, which is essential in a changing job market. Engagement with art and culture also promotes well-being and can lead to greater job satisfaction and success.¹⁸



Earth Day Festival
Photo: JC Parks

¹⁵ Bowen, Greene and Kisida, “Investigating Causal Effects of Arts Education Experiences: Experimental Evidence from Houston’s Arts Access Initiative” in *Houston Education Research Consortium* (2019), <https://files.eric.ed.gov/fulltext/ED598203.pdf>

¹⁶ Kim, K.H. “The Creativity Crisis: The Decrease in Creative Thinking Scores on the Torrance Tests of Creative Thinking” in *Creativity Research Journal* (2011), <https://psycnet.apa.org/record/2011-26355-002>

¹⁷ Goldstein, T.R. and Winner, E. *Enhancing Empathy and Theory of Mind in Journal of Cognition and Development*, 13(1), (2012), <https://psycnet.apa.org/record/2012-03816-003> and Deasy (2018)

¹⁸ Lingo, E. L. and Tepper, S. J. “Looking Back, Looking Forward: Arts-Based Careers and Creative Work” in *Work and Occupations*, 40(4), (2013), <https://journals.sagepub.com/doi/10.1177/0730888413505229>

D. Why Invest in the Cultural Arts — Barriers to growth

Keen Independent conducted a literature review on barriers that prohibit the development of the cultural arts in a city. According to surveyed research, the following factors hinder the cultural arts:

- Lack of funding;
- Limited access to education and training;
- Government policies and regulations;
- Poor audience engagement; and
- Technological challenges.

In response to stakeholder and community perspectives gathered throughout the Jefferson City Cultural Arts Master Plan research process, this literature review focuses on lack of funding and government policies and regulations as barriers.

Lack of Funding

Funding is crucial for creating, distributing, preserving and sustaining art and culture. Government grants, private donations and corporate sponsorships are the primary sources of funding that enable artistic

innovation and cultural enrichment.¹⁹ Federal agencies like the National Endowment for the Arts (NEA) have historically played a key role in such support.²⁰ In Missouri, the Missouri Arts Council has been pivotal in supporting the cultural arts across the state.²¹

Barriers to entrance. Lack of funds stunts the growth and maintenance of cultural organizations, which prevents experimentation and innovation.²² Emerging artists, performers and makers are often dependent on funding to begin and maintain their practice.²³ According to the National Assembly of State Arts Agencies, emerging artists and cultural institutions in Missouri face difficulties in accessing necessary funds, limiting growth opportunities.²⁴

Disparity. Limited or reduced funding often results in disparity when it comes to access. This disparity disproportionately affects marginalized and underserved communities because cuts in arts education and community programs often impact underserved communities and neighborhoods rather than the entirety of a city.^{25,26}

¹⁹ McCarthy, K. et. al *The Performing Arts in a New Era* (RAND, The Pew Charitable Trust: 2001), https://www.rand.org/content/dam/rand/pubs/monograph_reports/2007/MR1367.pdf

²⁰ National Endowment for the Arts, “How the United States Funds the Arts” (2012), <https://www.arts.gov/impact/research/publications/how-united-states-funds-arts>

²¹ Missouri Arts Council, *Annual Report* (2019), <https://www.missouriartscouncil.org/wp-content/uploads/2020/03/Missouri-Arts-Council-FY2019-Annual-Report.pdf>

²² Belfiore, E. Auditing Culture in *International Journal of Cultural Policy* (10, 2: 2004), 183-202., <https://www.tandfonline.com/doi/abs/10.1080/10286630042000255808>.

²³ Ivey, B. *Arts, Inc.: How Greed and Neglect Have Destroyed Our Cultural Arts* (University of California Press: 2008), <https://www.ucpress.edu/book/9780520267923/arts-inc>

²⁴ National Assembly of Arts Agencies, *State Arts Agency Revenues* (February 2019), https://nasaa-arts.org/nasaa_research/fy2019-state-arts-agency-revenues-report/

²⁵ Matarasso, F. *Use or Ornament? The Social Impact of Participation in the Arts* (Comedia: 1997), <https://arestlessart.files.wordpress.com/2015/09/1997-use-or-ornament.pdf>

²⁶ Rabkin, N. and Hedberg, E. C. *Arts Education in America: What the Declines Mean for Arts Participation* (National Endowment for the Arts: 2011), <https://www.arts.gov/impact/research/publications/arts-education-america-what-declines-mean-arts-participation>

D. Why Invest in the Cultural Arts — Barriers to growth

Loss of cultural heritage. Insufficient funding also threatens the preservation of cultural heritage, impacting community and historical continuity.²⁷ Marginalized and underserved communities may experience a loss of cultural identity if a lack of access to funding results in the demolition of placemaking, such as architecture, gathering places and recognizable design features.

Government Policies and Regulations

Restrictive government policies can severely limit the growth of arts and culture. Examples of these barriers are discussed below.

- **Administrative complexity.** Complex licensing and permit requirements can impede public art, performances and exhibitions, as well as investments in the cultural arts.²⁸
- **Tax regulations.** Complex tax regulations have discouraged private investment in art and cultural institutions. Changes to tax laws, such as the Tax Cuts and Jobs Act, have affected charitable giving to the arts.²⁹

²⁷ Throsby, D. *Economics and Culture* (Cambridge University Press: 2001), <https://www.cambridge.org/core/books/economics-and-culture/14439A4E891452AA74D15EFAF3C69EC4>

²⁸ Preece, S. *Live Art in UK: Contemporary Performance and Precarity* (Routledge: 2020), https://books.google.com/books/about/Live_Art_in_the_UK.html?id=7JvGDwAAQBAJ

²⁹ Duquette, N. “Do Tax Incentives Affect Charitable Contributions? Evidence from Public Charities’ Reported Revenues in *Journal of Public Economics*, 137 (2020), <http://dx.doi.org/10.2139/ssrn.3163840>

³⁰ Novak-Leonard J. et. al. “Minding the gap: Elucidating the disconnect between arts participation metrics and arts engagement within immigrant communities” in *Cultural*

- **Impact on emerging artists.** Cumbersome bureaucratic processes, such as applying for grants or participating in City-run organizations and events, disproportionately affect emerging artists and smaller community organizations, limiting their growth.³⁰
- **Suppression of content.** Governments may implement censorship laws that restrict artistic content. Such censorship can stifle cultural inclusivity because these laws often further estrange those individuals and groups that do not feel welcome within a community.³¹

Overall, studies show that local governments recognizing the socio-economic benefits of arts and culture results in the implementation of policies to ensure sustained funding.³² A survey of the literature suggests that local governments can explore public-private partnerships to offer support for the cultural arts. According to the Regional Arts Commission of St. Louis, encouraging local patronage and community participation can foster a more resilient cultural ecosystem.³³

Trends, 24 (2015), <https://www.tandfonline.com/doi/full/10.1080/09548963.2015.1031477>

³¹ Jenkins, H. “‘Art Happens not in Isolation, But in Community’: The Collective Literacies of Media Fandom,” in *Cultural Science Journal*, 11(1), (2019), https://www.researchgate.net/publication/337872385_'Art_Happens_not_in_Isolation_But_in_Community'_The_Collective_Literacies_of_Media_Fandom

³² Missouri Citizens for the Arts, *Advocacy Toolkit* (2023), <https://img1.wsimg.com/blobby/go/cc4550c3-261e-4d6a-8183-88c892f75e9b/downloads/MCA%202023%20Advocacy%20Toolkit.pdf?ver=1685583818062>

³³ Regional Arts Commission of St. Louis, *Advocate Partner Catalyst* (2020), <https://racstl.org/wp-content/uploads/RAC-Strategic-Plan.pdf>

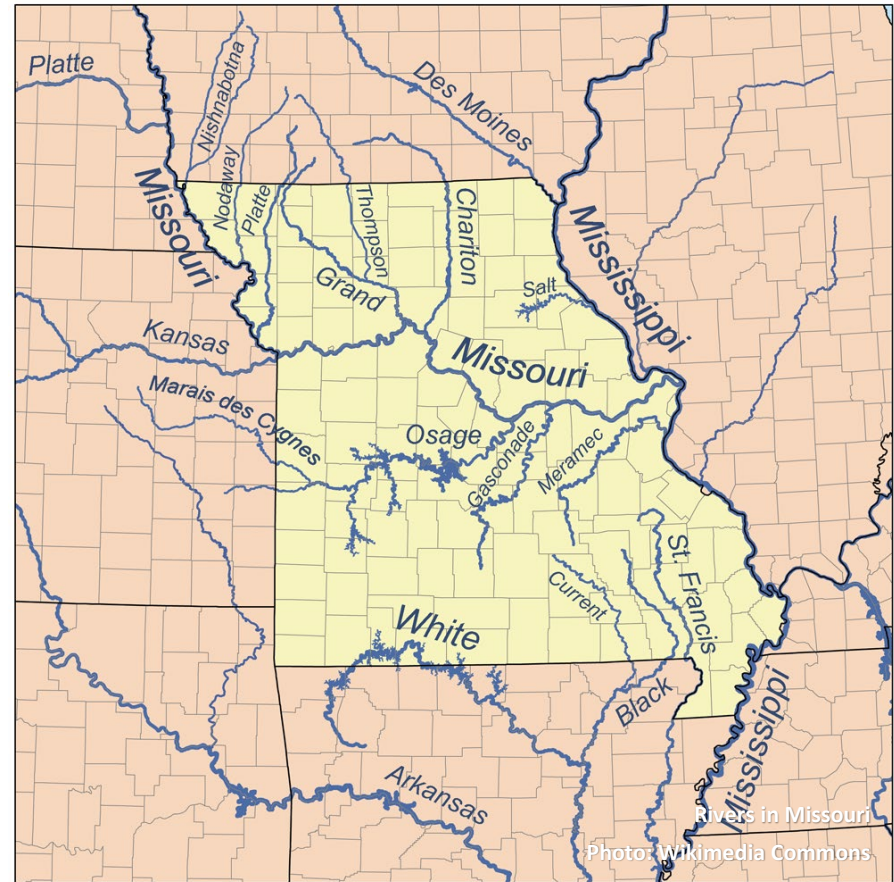
APPENDIX E. Historical Context

As the capital of Missouri, Jefferson City has a rich history as a political, cultural and social center. Keen Independent provides an overview of the historical context for Jefferson City’s cultural arts.

Early History

On June 3, 1804, William Clark, of the Lewis and Clark Expedition, and George Drouillard, an interpreter, scout and tracker, traveled down the Missouri River from the Osage River and observed signs of war.¹ The Niutachi, known to Europeans as the “Missouria,” had been involved in an ongoing war with their northern neighbors, especially the Sac and Fox.² Breaking down into three parts, the Niutachi’s name means: “Niu,” or water; “ut a,” or coming together; and “chi,” meaning to dwell.³ The land north of the Missouri River, what is now part of Jefferson City, was the Missouria’s main territory at the time of Clark’s arrival. South of the river, the Osage, a mighty tribal group, reigned over the land that comprises modern day Jefferson City.⁴ From about 1300 A.D., the Osage founded their settlements along the Missouri and Osage rivers.⁵

Keen Independent recommends honoring this early history by working with tribal leaders, local historians and community members to identify and support cultural arts projects that honor the Missouri River as crucial to life, movement, trade and exchange of information.



¹ Musselman, “Jefferson City” in *Discover Lewis and Clark* (2001), <https://lewis-clark.org/the-trail/up-the-missouri/jefferson-city/>

² Soodalter, “The Tribes of Missouri Part 1: When the Osage and Missouri Reigned” in *Missouri Life Magazine* (2023), <https://missourilife.com/the-tribes-of-missouri-part-1-when-the-osage-missouria-reigned/>

³ Ibid.

⁴ This section of the appendix was written in consultation with historian Jenny Mihal Smith and Michael E. Dickey, former administrator of the Arrow Rock State Historic Site. Historic treaties were retrieved from <https://digitreaties.org/treaties/presenttribe/The%20Osage%20Nation,%20Oklahoma/>

⁵ Hunter, “Ancestral Osage Geography” in *The Osage Nation* (2013), <https://www.osagenation-nsn.gov/who-we-are/historic-preservation/osage-cultural-history>

E. Historical Context — Missouri State Capitol

When Missouri joined the union in 1821 as the 24th state, Jefferson City was selected as its capital. Named after Thomas Jefferson, the third President of the United States, Jefferson City has been the midway point between St. Louis and Kansas City since the founding of the Missouri Territory in 1812, and therefore crucial to uniting the people of Missouri as a state.⁶

Missouri State Capitol

James Dunnica, a master stone mason, built the first Missouri State Capitol between 1823 and 1826.⁷ The original structure was destroyed by fire in 1837 and rebuilt in 1840.⁸ This second iteration of the capitol also burned down in 1911, this time due to lightening.

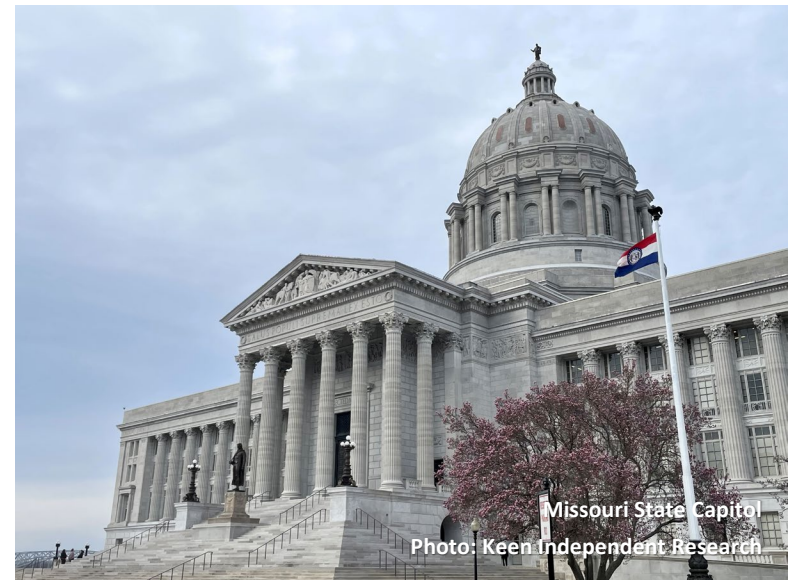
Completed in 1924, the present Missouri State Capitol was built to be bigger and bolder than its predecessors. Designed to blend regional influences with ancient Greek and Roman architecture, the capitol is constructed out of limestone marble from Carthage, Missouri and features a symmetrical plan and repetition of ionic columns.⁹

The Missouri State Capitol reflects the resilience of Jefferson City and its people. Even in instances of extreme weather, such as a tornado or powerful lightning, the city rebuilds. To create continuity with the Capitol and its history, the City can incorporate local limestone, or material that evokes limestone, into its public art and functional design.



Capitol building and the Governor's Mansion

Photo: The State Historical Society of Missouri (1902)



Missouri State Capitol

Photo: Keen Independent Research

⁶ Daniel Morgan Boone, son of the pioneer Daniel Boon, served on the committee that identified the Missouri River bluffs in central Missouri as ideal for a state capital, and laid out Jefferson City, which was incorporated as a city in 1825. See, for instance, "History: Heritage of Jefferson City" in *City of Jefferson, Missouri* (City website).

⁷ "The History of the Missouri State Penitentiary" (2023) in <https://www.missouripentours.com/history/> and "About the Capitol" in the *Missouri State Capitol Commission* (2023), <https://capitol.mo.gov/about-the-capitol/>

⁸ "Stephen Hills," in Pennsylvania Capitol Preservation Committee (2008), https://web.archive.org/web/20110720091220/http://cpc.state.pa.us/cpcweb/hist_hills.jsp

⁹ "About the Capitol" in the *Missouri State Capitol Commission* (2023), <https://capitol.mo.gov/about-the-capitol/>

E. Historical Context — Thomas Hart Benton Mural

The Missouri State Capitol features many artworks, such as paintings and bronze busts depicting famous Missourians, including a mural by the artist Thomas Hart Benton.

Thomas Hart Benton Mural

In 1936, Thomas Hart Benton was commissioned by the state of Missouri to paint a mural in the Missouri State Capitol building representing the social history of the state. Born in Neosho, Missouri, Benton was a leading figure in the Regionalist art movement, sometimes called American Realism due to its focus on realistic scenes of rural and small-town United States.¹⁰

Description. Over the course of six months, Benton created a 40-foot mural that spans each wall of the House Lounge. The mural depicts the state's history chronologically. Benton depicted the origins of the state at one end, moved on to celebrate Missouri's agricultural landscape of small towns and farms in a middle section as well as biographical scenes referencing his own childhood, and on the other end included depictions of the life of industrial workers in St. Louis and Kansas City.

Unveiling. Though the mural was controversial when unveiled because of Benton's realistic depiction of slavery and violence, it is now considered an important example of American art history and draws many visitors annually.¹¹ Jefferson City may use Thomas Hart Benton's

mural at the Capitol as a reference for the significance of murals and Regionalism for city, state and national history.

When identifying contemporary artists working in a Neo-Regionalist style, look for representation of realistic scenes that connect biography with local history, myths and folk tales.



Detail of Thomas Hart Benton Mural
Photo: Keen Independent Research

¹⁰ "About the Mural at the Missouri State Capitol Building" in Thomas Hart Benton (2023), <https://www.thomashartbenton.com/museums-galleries/missouri-state-capitol-building>

¹¹ "The Mural of Missouri" in Rural Missouri (July 21, 2020), <https://ruralmissouri.org/the-mural-of-missouri/> and "Capitol murals, including those by

Thomas Hart Benton, focus of conservation efforts in *The Joplin Globe* (December 8, 2018), https://www.joplinglobe.com/news/local_news/capitol-murals-including-those-by-thomas-hart-benton-focus-of-conservation-efforts/article_878b3c45-2134-50f7-a0de-0ad316717da3.html

E. Historical Context — Missouri State Penitentiary

In 1831, Governor John Miller suggested that Jefferson City becomes the site of state's first prison to "ensure the city remained the seat of Missouri's government."¹² Missouri State Penitentiary, which was operational from 1836 until 2004 as a prison and now functions as a museum, continues to be a main architectural feature of Jefferson City.

Missouri State Penitentiary

Missouri State Penitentiary (or MSP) was designed by John Haviland who applied Neo-Classical architecture principles, including clear ratios of design elements and references to ancient Greek and Roman architecture, to such commissions as Eastern State Penitentiary in Philadelphia, which is regarded as the first true penitentiary in the world.¹³ Dunnica, who designed the Capitol, was hired to realize Haviland's vision, creating a link in regional style between the initial capitol building and the penitentiary.

Inmate labor. During the 1830s, prisoners made the bricks that constituted their prison. Early prisoners built residential buildings around Jefferson City and many of these homes remain standing today. The incarcerated continued to contribute to their facility's architecture throughout the 1860s. Inmates quarried local limestone to build "A-Hall," which was designed to hold post-Civil War criminals. A-Hall is the oldest structure of the penitentiary that remains to this day. In 1885, inmate labor powered six major shoe factories and numerous other industries, contributing to Jefferson City's economic development.

¹² "Timeline" in *Missouri Penitentiary Tours* (2023), <https://www.missouripentours.com/history/timeline/>

¹³ Eastern State Penitentiary in *National Historic Landmark* summary listing (2008), <https://web.archive.org/web/20080606004923/http://tps.cr.nps.gov/nhl/detail.cfm?ResourceId=507&ResourceType=Building>



Cultural arts and incarceration. Studies show that the cultural arts provide therapy and rehabilitation to people serving prison time.¹⁴ When MSP was decommissioned in 2004, over 1,000 inmates were moved to the Jefferson City Correctional Center, which is still active as a maximum-security prison. Even if MSP is no longer active, its presence evokes the ongoing operations of the Correctional Center. The City can explore partnering with the State to develop cultural arts programming and initiatives at MSP that:

- Support MSP's existing initiatives, including sharing stories and highlighting inmate labor and its impact on the City;
- Offer spaces of reflection for visitors; and
- Educate the public on the historic and ongoing experiences and practices of incarceration.

¹⁴ Brewster, L. "The Impact of Prison Arts Programs on Inmate Attitudes and Behavior: A Quantitative Evaluation" in *Justice Policy Journal* 11(2), (2014), https://www.cjci.org/media/import/documents/brewster_prison_arts_final_formatted.pdf

E. Historical Context — Lincoln University

When the soldiers of the 62nd United States Colored Infantry returned to Missouri following their service in the Civil War, they wanted to establish an educational institution. Lincoln University, a historically Black College, was founded in 1866 in Jefferson City.

Lincoln University as Talent Hub

Lincoln University attracted many African American artists, writers and performers, who often taught at the college and interacted with Jefferson City residents.

Literature and journalism. Professor Josephine Silone Yates, who taught at Lincoln University, became the first African American woman to head a college science department. In addition to teaching chemistry, Yates was a prolific journalist, often discussing the topic of social mobility for African American women.¹⁵ Another writer active was Eugene B. Redmond, a poet whose work is connected to the Black Arts Movement, which sought to revive the momentum and community of the Harlem Renaissance.¹⁶ While a Professor of English at Lincoln University, activist, scholar and educator Hazel Teabeau was a founding member of the Gamma Epsilon Omega chapter of the AKA sorority.¹⁷

Visual arts. Local artists, often associated with Lincoln University, exhibited their work in various public spaces in The Foot. The Art Department at Lincoln University continues to hold faculty, student and alumni art exhibitions.¹⁸



Keen Independent recommends that the City works with Lincoln University to support its showcasing of prominent former and current faculty and students, as well as partnering with the University to attract top tier talent through developing artist and teaching residencies.

¹⁵Brown, J. *African American Women Chemists* (Oxford University Press: 2012).

¹⁶ Burton, J. "Eugene Redmond" in *Oxford Companion to African American Literature*.

¹⁷ "Hazel McDaniel Teabeau" in *State Historical Society of Missouri*,

<https://historicmissourians.shsmo.org/hazel-mcdaniel-teabeau/>

¹⁸ "Visual Arts Department" in *Lincoln University* (2023),

<https://www.lincoln.edu/academics/academic-departments/visual-arts-department/index.html>

E. Historical Context — The Foot

The neighborhood that grew around Lincoln University became known as “the Foot,” due to its location at the “foot” of the university.¹⁹ The Foot served as the Business District, as well as area of social gathering and entertainment for Jefferson City’s African American community.

Urban renewal efforts of the 1950s and 1960s and the construction of Highway 50 displaced many of the Foot’s residents, yet Jefferson City’s African American community continue to feel a sense of connection to the neighborhood both in terms of personal memories and cultural pride. In 2022, Jefferson City recognized the Foot as a historic legacy district.

The Foot’s Culture

The Foot was a hub for African American music, especially jazz and blues. Local venues hosted performances by renowned musicians, creating a vibrant music scene.²⁰ In addition to several places of worship and a park, the Foot featured a prominent community center with a pool that served as a main gathering place for all ages.²¹

Keen Independent recommends that the City work closely with community members to continue preserving and supporting historical and ongoing cultural arts activities of the Foot, including by:

- Marking the extent of the historic district through public art;
- Continuing to support efforts to develop the community center; and
- Developing an annual Jazz Festival.



Adjacent (2020) by Chad Le Fever

Photo: Keen Independent

¹⁹ Kassidy Arena, “Reparations mean transformation in Missouri towns big and small” in *NPR* (January 23, 2023), <https://news.stlpublicradio.org/culture-history/2023-01-26/reparations-mean-transformation-in-missouri-towns-big-and-small>

²⁰ *Ibid.*

²¹ Yokley, S. “The Foot” in *Jefferson City Magazine* (August 27, 2021), <https://jeffersoncitymag.com/the-foot/>

APPENDIX F. Economic Impact Analysis

This appendix presents the estimated economic impact of the cultural arts in Jefferson City and strategies for fundraising for the cultural arts.¹

Methodology

Using the Arts & Economic Prosperity 5 Calculator developed by Americans for the Arts and based on 341 communities studied throughout the country, including about nine communities in Missouri, Keen Independent develop economic impact estimates of the arts and culture industry in Jefferson City.

Public and nonprofit organizations. To gather the data needed to estimate economic impact, Keen Independent contacted cultural arts organizations to gather annual budget and audience visitation numbers.

Other nonprofits. We then searched for 990 tax forms for other nonprofit organizations in Jefferson City. Most of these organizations submitted 990 postcards in their most recent tax year, which indicates that their annual budget is below \$50,000. Since an exact budget of these organizations are not readily available, we estimated economic impact for the lowest and highest possible budgets.²

Other businesses. Keen Independent pulled a list from Dun & Bradstreet, a leading business data provider, of arts and culture businesses that are registered in Jefferson City. Cultural arts businesses were determined by their standard industry code (SIC). This list included estimated revenue, which we incorporated into the overall economic input.

F-1. Organizations included in economic impact analysis

Organizations included in economic impact analysis

Capital Arts
Capital Dance and Movement
Capitol City Cinema
Country Dance and Song Inc
CRMU Healthcare Amphitheater
Historic City of Jefferson
Jay Band Music Fund
Jefferson City Art Club
Jefferson City Arts Foundation
Jefferson City Community Symphonic Band
Jefferson City Convention and Visitors Bureau
Jefferson City Orchestra Boosters
Jefferson City Museum of Modern Art
Jefferson City Swing Dance Club
Miller Performing Art Center
Missouri River Regional Library
Missouri State Penitentiary
Scene One Theatre
Stained Glass Theatre
The Little Theatre of Jefferson City
Thursday Night Live

Source: JC Parks, Keen Independent Research.

¹ Please note that that this economic impact analysis reflects findings during the study period, between January and October 2023. Since the project's completion, Americans for the Arts has released an updated Arts & Economic Prosperity 6 Calculator.

² Keen Independent reached out to all cited organizations to confirm these findings.

F. Economic Impact Analysis — Estimated impact of arts and culture industry

Total Impact

Figure F-2 shows the data output by the Arts & Economic Prosperity 5 Calculator based on the inputs from Figure F-1.

Total expenditures. Total expenditures include the direct spending by the organizations as well as the event-related spending of audiences. Event-related spending includes spending outside of paying for admission. This may include paying for parking, eating dinner at a restaurant and returning home to pay the babysitter.

In Jefferson City, audiences are estimated to spend about \$2.8 million dollars on goods and activities as part of participating in an arts activity.

Full-time equivalent (FTE) jobs created. FTE jobs represent the total number of jobs in Jefferson City that are supported by the expenditures made by cultural arts organizations and their audiences. Note that an FTE job can be one full-time employee, two half-time employees, etc.

About 237 to 247 jobs in Jefferson City are estimated to be supported by Jefferson City cultural arts organizations.

Household income paid to residents. Household income includes dollars paid to Jefferson City residents because of expenditures made by arts and cultural organizations and audiences. This includes the money residents earn and use to pay for food, rent and other living expenses.

An estimate of about \$4.6 to 4.9 million are paid to resident due to arts and cultural spending.

Government revenue. Government revenue includes total dollars received by a local government as a result of expenditures made by cultural arts organizations and audiences. Revenue includes local and state taxes as well as funds from license, utility and other fees.

F-2. Estimated economic impact estimates of Jefferson City cultural arts assets on the Jefferson City metro area.

		Low	High
Direct activity	Total expenditures		
	Organizations	\$ 5,299,572	\$ 5,599,572
	Audiences	<u>2,760,886</u>	<u>2,760,886</u>
	Total	\$ 8,060,458	\$ 8,360,458
Impact	FTE jobs supported		
	Organizations	178	188
	Audiences	<u>59</u>	<u>59</u>
	Total	237	247
	Household income paid to residents		
	Organizations	\$ 3,464,171	\$ 3,660,272
	Audiences	<u>1,196,706</u>	<u>1,196,706</u>
	Total	\$ 4,660,877	\$ 4,856,978
	Local government revenue		
	Organizations	\$ 150,508	\$ 159,028
	Audiences	<u>114,135</u>	<u>114,135</u>
	Total	\$ 264,643	\$ 273,163
State government revenue			
Organizations	\$ 268,953	\$ 284,178	
Audiences	<u>164,438</u>	<u>164,438</u>	
Total	\$ 433,391	\$ 448,616	

Note: Impact is for Jefferson City metro area. Data includes just Jefferson City businesses. Spending from private businesses is assumed based on FY2022 revenue.

Source: Arts & Economic Prosperity 5 Calculator.

F. Economic Impact Analysis — Estimated impact of arts and culture industry

Impact of Amphitheater

As a recent investment into cultural arts infrastructure, Keen Independent studied the economic impact of the CRMU Healthcare Amphitheater (see Figure F-3).

In 2022, about \$675,000 was estimated to go into the Jefferson City economy, which generated an estimated 18 jobs and \$367,000 of household income to residents.

F-3. Estimated economic impact of CRMU Healthcare Amphitheater on the Jefferson City metro area

	Organizations	Audiences	Total
Direct activity			
Total expenditures	\$ 338,601	\$ 336,137	\$ 674,738
Impact			
FTE jobs supported	11	7	18
Household income paid to residents	\$ 221,333	\$ 145,699	\$ 367,032
Local government revenue	9,616	13,896	23,512
State government revenue	17,184	20,020	37,204

Note: Impact is based on 2022 expenses.

Source: Arts & Economic Prosperity 5 Calculator.

F. Economic Impact Analysis — Potential impact of arts and culture industry

How Does this Impact Compare to Other Missouri Communities?

Figure F-4 shows the estimated economic impact of arts and culture for eight Missouri communities. Americans for the Arts used these communities to help develop the Arts and Economic Prosperity 5 Calculator.

Per capita household income generated. To better understand how the impact of these communities compare among each other as well as compared to Jefferson City, we calculated the household income generated per capita for each community.

Of the Missouri communities studied, a median of \$135 and an average of \$191 dollars per capita of household income was generated by the arts and culture industry. Jefferson City generated only about \$112 per capita of household income, which is about \$23 below the median and \$79 below the average of other Missouri communities.

F-4. Participating Arts & Economic Prosperity 5 study regions economic impact per capita on household (HH) income paid to residents and how they compare to Jefferson City economic impact estimates per capita

	Population (2015)	HH income generated	HH income generated per capita
Hannibal	17,893	\$ 2,420,000	\$ 135
Joplin	51,316	3,432,000	67
Buchanan County	89,486	17,207,000	192
Columbia	116,906	10,766,000	92
Springfield	165,378	20,543,000	124
Kansas City	470,800	220,798,000	469
St. Louis metro area	1,319,295	476,226,000	361
Greater Kansas City metro area	1,747,569	253,634,000	145
State of Missouri	6,063,589	805,621,000	133
Median			\$ 135
Average			191
Jefferson City	43,227	\$ 4,856,978	\$ 112

Source: Arts and Economic Prosperity 5, Americans for the Arts, 2017

F. Economic Impact Analysis — Strategies for fundraising for the cultural arts

This section of the appendix presents an overview of two strategies for fundraising for the cultural arts.

Percent for Art

Percent-for-art programs allocate a small portion, usually one percent, of capital construction or renovation budgets for the purchase, commissioning and installation of artwork. For more information on introducing a percent for art policy, see Appendix J, “Art in Public Places Policy.”

Matching Gifts

There are many employers that offer a matching gift program for their employees. In these programs, the employer matches a portion of employee donation dollars to multiply the value of the employee’s donation. Most often, these matching donations are 1:1, or one dollar for every dollar the employee donates. These programs may also have minimum donation requirements and they may only match up to a certain amount. Figure F-5 provides a list of businesses with locations in Jefferson City with employee matching programs.

Volunteer grant program. Some employers use a volunteer grant program in lieu of, or in addition to, a matching gift program. For example, a company may donate one dollar for every hour that an employee volunteers for that organization. The following companies with locations in Jefferson City participate in a volunteer grant program:

- Allstate Insurance Co.;
- Choice Hotels International;
- State Farm Insurance;
- Starbucks Corporation;
- Walmart Stores & Sam’s Club; and
- YUM Brands.

Figure F-5. Companies with locations in Jefferson City that have an employee donation matching program

Business name	Minimum donation	Maximum matching	Eligibility	
			Full time	Part time
Aldi	50	1,000	✓	✓
AllianceRx Walgreens Pharmacy	25	2,500	✓	
Allstate Insurance Co.	10	5,000	✓	✓
AT&T**	25	500	✓	
Autozone Inc.	25	500	✓	✓
Avis Budget Group, Inc	1	100	✓	
Choice Hotels International (Comfort Inn, Quality Inn)	25	1,500	✓	✓
ConocoPhillips Company	50	10,000	✓	
Honda of America**	25	500	✓	✓
Host Hotels & Resorts (Hilton)	-	500	✓	✓
Inspire Brands, Inc. (Arby’s, Buffalo Wild Wings, Jimmy Johns, Sonic)	25	1,000	✓	
Mattress Firm	10	2,500	✓	✓
Maurices	25	500	✓	✓
McDonald’s Corporation	50	10,000	✓	✓
Mercedes-Benz USA	25	200	✓	
Nissan Motor Company	25	2,000	✓	
Ross	-	500	✓	
Signet Jewelers (Kay Jewelers)	100	1,000	✓	✓
State Farm Insurance	25	4,500	✓	
Starbucks Corporation	25	1,000	✓	✓
U.S. Bank	50	3,000	✓	✓
Verizon	25	1,000	✓	✓
Walmart Stores & Sam’s Club*	250	25,000		
Western Union	25	25,000	✓	✓
Wyndham Hotels & Resorts, Inc. (Days Inn, Super 8 Hotels)	10	100	✓	✓
YUM Brands (Pizza Hut, KFC, Taco Bell)	-	1,000	✓	✓

Note: One asterisk (*) indicates that Walmart Stores & Sam’s Club offer a 3:1 match ratio for their Executive-level donations. Two asterisks (**) indicate that the company participates at a 50% match rate.

Source: Double the Donation.

APPENDIX G. Public Meeting Analysis

Keen Independent engaged Jefferson City residents on March 7, 2023 in a public meeting that was hosted at McClung Park Indoor Pavilion. The JC Parks project team advertised the event, which had 45 participants in attendance. In addition to presenting an overview of the Cultural Arts Master Plan research process and answering questions, Keen Independent invited participants to offer anonymous feedback on how to develop arts and culture in Jefferson City through several activity stations. These five stations had the following themes:

- Reflecting on Jefferson City’s art and culture;
- Big ideas;
- Mapping the future of arts and culture in Jefferson City;
- Kids’ corner; and
- Benchmark cities.

Participants could engage with each activity station in any order and at their own pace. Responses are grouped according to each station and listed below.



G. Public Meeting Analysis — Reflecting on Jefferson City’s Art and Culture

Designed to gather feedback on Jefferson City’s existing arts and culture, this station featured a table with envelopes that each corresponded to a category of art and cultural activity. Participants were invited to write down their ideas on index cards and place them into the corresponding envelopes.

- Public Art;
- Festivals;
- Museums and galleries;
- Theatre and performing arts;
- Music; and
- Other.

This station yielded 77 responses in total. On the following page, Keen Independent’s analysis of each category includes a discussion of major themes and anonymized quotes.



G. Public Meeting Analysis — Reflecting on Jefferson City’s Art and Culture

Public art. While the prompt asked participants to offer feedback on existing public art in Jefferson City, all 11 responses in this category were requests to see more public art, including murals, memorials to African American heritage, textile art and interactive sculptures.

Festivals. Similarly to the above, participants focused on the festivals they want to see more of in Jefferson City. Participants want to see more of the following types of festivals:

- Family-friendly events in the parks;
- Offerings that activate specific neighborhoods; and
- Thematic, rather than “catch all.”

Museums and galleries. Participants identified Capital Arts and JC MoMA as two organizations in this category. Feedback focused on wanting to see both become more accessible to residents and community members through additional funding, more effective collaboration with local schools and more offerings that highlight African American culture and heritage.

Theatre and performing arts. This category yielded only three responses, each of which were suggestions for outdoor theatre offerings, such as Shakespeare in the Park.

Music. Many participants focused their feedback on the amphitheater, asking for more accessible ticket pricing and greater diversity of music genres and offerings. Several participants commented that Jefferson City does not have enough music venues. One resident asked that the City once again advertises local symphonies and choirs.

Other. Participants offered additional ideas, including an artist residency, STEAM summer camp, quilt museum and a space that highlights local creative writing.

More murals!!! This city needs to lighten up and invite more public art! People actually travel to other cities just to see murals.

Black heritage, slave memorial at Adrian’s Island with description plaque with history.

Would love some specific art festivals. Jeff City has many ‘catch all’ events that include art but it can dilute each offering.

Bring back Art in the Park!

JC MOMA [has] school tours. Capital Arts has ongoing exhibits and classes. We need to bring more opportunities into schools (i.e. Visiting artists, in-school performances, tours, concerts and field trips).

Museums that share African American history of our city and other minority groups.

More art galleries that are open to the public, accessible at more times to more people.

Outdoor theatre. JC used to have Shakespeare in the Park [that] was free at Memorial Park.

Love [the] amphitheater. Limit country [performances], diversify offerings [and] feature local performers at all price points.

Writing! Space for locals to learn to tell their own stories (see The Story Center in Kansas City, Missouri). Local writing as public art.

G. Public Meeting Analysis — Big Ideas

“The Big Ideas” station generated 61 unique ideas and 203 endorsements, meaning that each sticky note counted as one endorsement and each “upvote” sticker contributed an additional endorsement. Figure G-1 provides a range of ideas generated by this activity. Analysis of the endorsements revealed the following themes.

Cultural arts amenities accessible to the public. Participants suggested several amenities that support artmaking along with fostering community, including:

- “Public Gallery” – 10 endorsements;
- “Studio space for the Public” – Seven endorsements; and
- “Community gardens (and teach kids about gardening)” – Six endorsements.

City-supported resources for creatives. Participants suggested many ideas that would require City involvement to realize, underscoring that they see the City as having a role to play in supporting the cultural arts. These include:

- “Central location for cultural arts events to be announced and the City disseminate the info to media” – eight endorsements;
- “Creation of an arts district—galleries, music, venues, park space” – six endorsements; and
- “City support with funds[for] symphony, choirs and Cantorum.” – four endorsements.

G-1. Categories of endorsements from “Big Ideas” prompt

Category of endorsement	Number of endorsements
Arts and cultural amenities	52
City-supported resources for creatives	47
Events, festivals and programs	43
Placemaking	40
Public art	36
K-12 and family offerings	16
Music	12

Note: Endorsements add up to over 203 because some responses fall into two or more categories.

Source: Keen Independent Research.

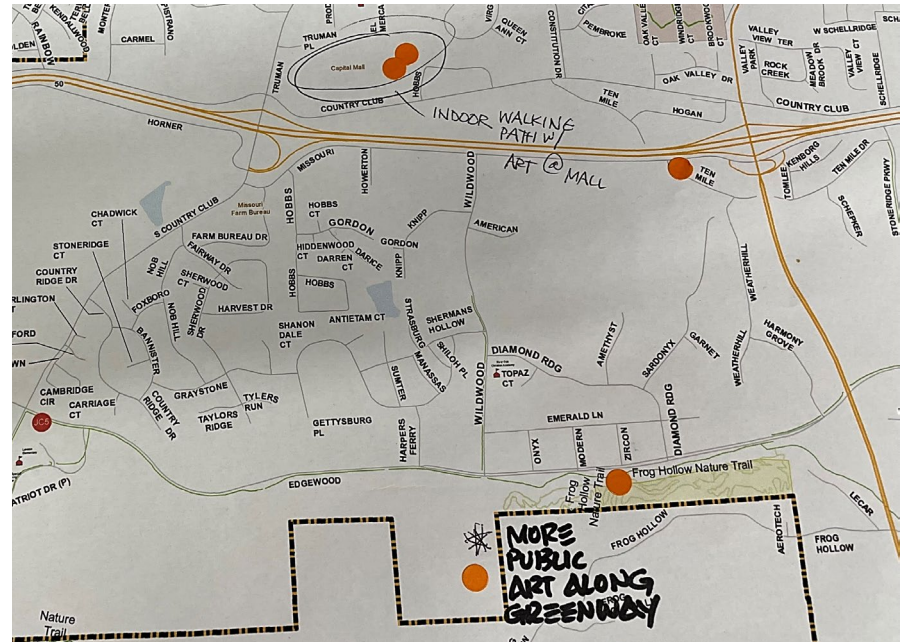


G. Public Meeting Analysis — Mapping the Future of Arts and Culture in Jefferson City

At station three, Keen Independent placed a large printout map of Jefferson City that was provided by JC Parks. Participants were invited to place orange dot stickers on the map to indicate a distinct location where they believed there should be more cultural arts offerings. This activity station inspired participants to gather and discuss the map and to develop a key for their contributions.

Participants placed orange dot stickers throughout Jefferson City, but most were concentrated to the following locations:

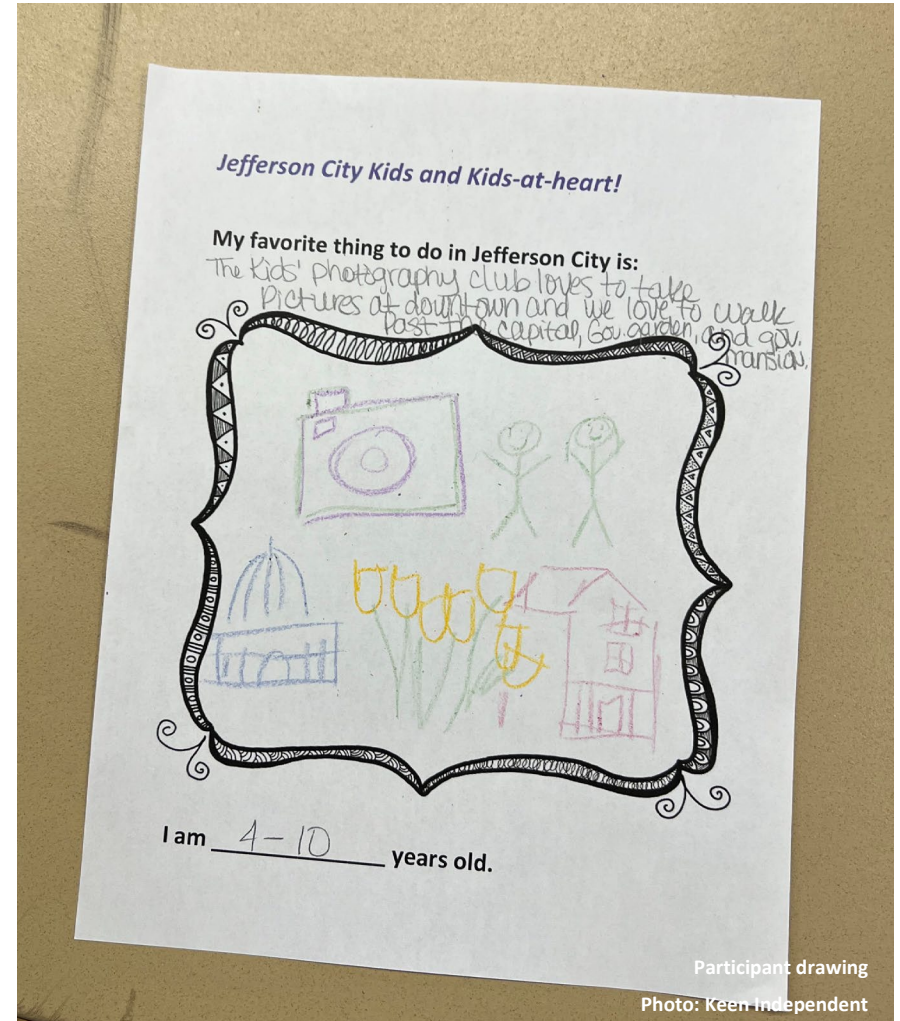
- Downtown, and
- Through all parks and the Greenway Trail.



G. Public Meeting Analysis — Kids' Corner

This station featured a kid-friendly drawing activity along with crayons, colored pencils, markers and stickers and was designed to engage children and kids-at-heart.

Prompted to illustrate favorite thing to do in Jefferson City, there was one child and their parent who engaged with this station. Together, they drew a camera, the Capitol, people, flowers and a building and included a note that said: "The Kids' photography club loves to take pictures of downtown and we love to walk around past the Capitol, Governor's Garden and Mansion."



G. Public Meeting Analysis — Benchmark Cities

Benchmark Cities

Keen Independent added the final station during the public meeting because several participants were approaching the study team with suggested benchmark cities, or cities that have aspects of the cultural arts that they would like to see in Jefferson City.

Several participants recommended cities in Missouri, such as Washington, Sedalia, Belle and Bronson. Out of state suggestions included Sioux Falls, South Dakota; Grand Junction, Colorado; Fayetteville, Arkansas and Staunton, Virginia.

For more detailed discussion of benchmark municipalities and related case studies, see Appendix K.

Suggested benchmark cities

- Washington, MO
- Sedalia, MO
- Belle, MO
- Branson, MO
- Sioux Falls, SD
- Grand Junction, CO
- Fayetteville, AR
- Staunton, VA

APPENDIX H. Stakeholder In-depth Interview and Focus Group Analysis

This appendix presents qualitative information that Keen Independent collected and analyzed as part of its facilitation of in-depth interviews and focus groups with 43 community stakeholders including City staff and boards, as well as local art and cultural leaders, artists, performers and educators.

In-depth interviews and focus groups covered many topics including Jefferson City’s existing cultural arts, the Foot District, the Amphitheater, the City’s role in supporting art and culture, and the significance of art and music education.

Some comments are directly quoted, and others are summarized and condensed. Comments have been intentionally anonymized to maintain confidentiality and are organized by subject matter as detailed below.

- Community;
- The Foot;
- Strengths of existing cultural arts;
- Opportunities for improving the cultural arts;
- Perspectives on public art;
- Art and music education;
- Amphitheater;
- City’s role in supporting the cultural arts; and
- Other input.

H. Stakeholder In-depth Interview and Focus Group Analysis — Community

To identify the full scope of the cultural arts in Jefferson City and their impact on residents, Keen Independent asked stakeholders about what makes living in the city distinct. Most interviewees discussed community, though stakeholders had varying community experiences. The themes are outlined below with relevant quotes listed on the right.

Community as strength. Several stakeholders remarked that Jefferson City has a strong sense of community. These interviewees generally described community in terms of a small-town feel, which they find supportive of raising children. Residents who discussed Jefferson City's community as a strength also often identified as growing up in the area.

Community as challenge. Residents who moved to Jefferson City frequently mentioned that they found it challenging to become integrated within the City's community. Some of these stakeholders eventually found their footing while others still see the small-town community as a challenging aspect of the City's culture and their experience. Several residents with generational ties to the area shared a similar struggle to find community, suggesting that this perspective is not limited to people who move to Jefferson City.

Loss of community. Several Jefferson City residents spoke of experiencing a loss of community as the City has developed over the last several decades. These comments further highlight that residents have varying experiences of community and belonging within Jefferson City.

Cultural arts as a source of community. Many stakeholders shared that they found a sense of community by becoming involved in Jefferson City cultural art organizations and groups. These interviewees discussed the cultural arts community as supportive and welcoming. A few stakeholders mentioned that cultural arts organizations still reflect some of the challenges of Jefferson City's small-town community.

Strong sense of community. [Jefferson City is a] great place to raise kids.

Jefferson City stakeholder

[Jefferson City] is a safe, family-oriented community.

Jefferson City stakeholder

Jefferson City is cliquey.

Jefferson City stakeholder

This is a tough community to get into. There is a lineage of families here that it's hard to feel welcome.

Jefferson City stakeholder

There is an open wound in Jefferson City.

Jefferson City stakeholder

Many Jeff City residents have lost their community as the city developed.

Jefferson City stakeholder

Once I got involved in the arts, I found a community and fell in love with Jefferson City.

Jefferson City stakeholder

Arts make life better. Within the artist community, you have camaraderie.

Jefferson City stakeholder

The arts keep me in Jeff City.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — The Foot

Many Jefferson City stakeholders discussed the significance of The Foot for current residents and the City’s history. Comments ranged from residents sharing personal stories of living in The Foot to how people wish to see the Historic Legacy District activated through art and culture. The themes are outlined below with relevant quotes listed on the right.

The Foot as a historic home of Jefferson City’s African American community. The residents who shared personal anecdotes of living in The Foot described the experience as one of supportive community. These stakeholders emphasized the ongoing significance of The Foot for Jefferson City’s African American residents.

Significance of The Foot being recognized as a historic legacy district. Several residents emphasized the importance of Jefferson City recognizing The Foot as a historic legacy district in December 2022. Interviewees indicated that they would like to see The Foot recognized and supported by the City in the same way as other national historic districts.

The Foot as more than Lincoln University. The Foot District was named for its location at the “foot” of Lincoln University, Jefferson City’s historically Black college. While most stakeholders expressed appreciation for Lincoln University, several stakeholders emphasized that The Foot, which symbolizes Jefferson City’s African American community, cannot be reduced to the university.

Activating The Foot. Many stakeholders reported that they see the cultural arts as playing an important role in preserving and celebrating The Foot. Residents discussed the desire to see more cultural festivals addressing Jefferson City’s African American community, including Jazz Fest, as well as public art to mark the district’s historical sites and reach. One stakeholder suggested installing interactive maps to orient residents and visitors.

[The Foot was] a village of people taking care of one another.

Jefferson City stakeholder

There is a need to bridge the past with the present and forge into the future.

Jefferson City stakeholder

Recognize The Foot as a Historic District. The Foot deserves the same recognition as white Historic Districts.

Jefferson City stakeholder

Jefferson City creating a Black Historic District is a type of reparations.

Jefferson City stakeholder

The Black community of Jefferson City is more than Lincoln University.

Jefferson City stakeholder

Every Black family has a story to tell.

Jefferson City stakeholder

Hold Jazz festivals. Juneteenth Festival fulfills one need but there is a need for more cultural festivals.

Jefferson City stakeholder

Spread the sculptures out along the walkway so people learn the stories of the historic Foot.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Strengths of cultural arts

When asked to identify the strengths of the cultural arts in Jefferson City, stakeholders identified community theatre, parks and annual themed festivals. These strengths are discussed in greater detail below with relevant quotes listed on the right.

Community theatre. Most stakeholders identified community theatre as Jefferson City’s main strength regarding the cultural arts. Participants pointed to the number of active theatre organizations and groups, as well as the high quality of productions and talent.

Parks. Many interviewees identified Jefferson City’s parks as assets that fall within the category of the “cultural arts.” Stakeholders reported that they see the parks as important to Jefferson City’s culture, providing a community gathering space for play and learning.

Annual themed festivals and fairs. In addition to the above-mentioned categories, many stakeholders brought up annual themes festivals as a strength of the cultural arts in Jefferson City. Porchfest was a popular response, with several participants expressing enthusiasm for Chalk Fair, Art Crawl, and festivals highlighting craft and textiles.

Artistic integrity. Several stakeholders used the word “integrity” to describe Jefferson City’s cultural arts. Interviewees discussed local artists, performers and makers as having integrity, as well as the quality of offerings, performances and artwork as being one of integrity.

We have a very, very active theatre community for such a small town.

Jefferson City stakeholder

Our theatre is very healthy. We have leaders in theatre.

Jefferson City stakeholder

The Parks are a big draw. Parks department is a strength of Jeff City.

Jefferson City stakeholder

Parks are a big cultural asset!

Jefferson City stakeholder

I love Porchfest!

Jefferson City stakeholder

Chalk Fair is a lot of fun.

Jefferson City stakeholder

There is a lot of artistic integrity here.

Jefferson City stakeholder

The people who make art in Jefferson City are passionate.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Opportunities for improvement

Stakeholders suggested several opportunities for improving existing cultural arts in Jefferson City. These themes included a desire to see more spaces for live music, development of Capital Arts and its surrounding area and a need for community theatre groups to coordinate performance schedules. Several topics, such as the amphitheater, are discussed in detail on the following pages.

Spaces for music. Stakeholders involved in music, including orchestra, jazz and rock, in Jefferson City all stated a need for more rehearsal spaces and local venues to perform. Interviewees who enjoy attending live music but may not be musicians themselves reported that they agree and shared that they often go to Columbia, St. Louis or Kansas City to see a concert, suggesting that Jefferson City is experiencing market bleed when it comes to music.

Making Capital Arts more accessible. Jefferson City stakeholders, who are not directly involved in Capitol Arts, stated they have a sense of confusion as to the institution’s operating hours and location, suggesting that this asset could be better advertised. Interviewees more familiar with Capital Arts talked about how the asset could be made more available by developing its surrounding land and park, encouraging more cross traffic.

Coordinating community theatre. While most stakeholders reported that Jefferson City’s community theatre is a strength, many stated that the performance and rehearsal schedules of these organizations often overlap. Supporters and practitioners of community theatre expressed concern that the groups may compete for audiences and viability without coordination.

Jefferson City musicians go to Columbia to perform. We have no place to rehearse.

Jefferson City stakeholder

We do not have a good concert hall that the community has access to. We need access to a concert hall and to storage space.

Jefferson City stakeholder

We like live music but don’t have the amenities.

Jefferson City stakeholder

Is Capital Arts open?

Jefferson City stakeholder

Capital Arts has a funny location. People are not going there unless they’re going there.

Jefferson City stakeholder

The area around Capital Arts experiences flooding. Introducing sculptures that respond to the flooding, like a giant octopus, would draw people to the location.

Jefferson City stakeholder

Theatres don’t take each other’s schedules into consideration.

Jefferson City stakeholder

We compete for talent.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Perspectives on public art

Keen Independent encountered a range of perspectives when discussing public art, such as murals and sculptures. The themes that emerged in the conversation included a desire to see more City support for public art, an interest in Jefferson City developing its own approach to public art and concerns around permanent public art installation in parks and on the trails.

Desire for City support of public art. Many stakeholders expressed enthusiasm for existing public art around Jefferson City, including the artwork included in the Sculpture on the Move program. Several interviewees shared that they have frustration that Jefferson City does not have a more thriving public art scene. These interviewees underscored how much public art adds to their appreciation of other cities when they travel. All stakeholders who wish to see more public art in Jefferson City stated that the City can do more to support this initiative.

Need for Jefferson City to have a unique approach to public art. Some stakeholders said that Jefferson City needs a unique approach to public art without emulating other cities. These stakeholders also indicated a preference for temporary installations, including the Sculpture on the Move program, art integrated within landscaping, and crosswalk or sidewalk art, over permanent murals and sculptures.

Concern over locations for public art. Several residents expressed concern regarding locations for murals and sculptures. These interviewees stated that public art installations need to complement, rather than detract from, landscape features and parks. One resident wrote to the study team that the Greenway Trail includes several unregulated memorial installations, suggesting that certain public locations are more appropriate than others for different artwork.

Jefferson City is a blank canvas for public art.

Jefferson City stakeholder

People appreciate public art. There should be more in Jefferson City.

Jefferson City stakeholder

When I travel and see murals, I think it adds community and a lot of character. I'd like to see more murals in the community.

Jefferson City stakeholder

There is an opportunity to make Jeff City colorful without flooding it with art.

Jefferson City stakeholder

Temporary public art is more appropriate for Jefferson City.

Jefferson City stakeholder

I want the plan to be cognizant of surroundings where art is placed and not overload outdoor settings. As an example, Binder Lake and Adrian's Island are natural wilderness settings. There is no need to place statuary, pictures or other displays there. In fact, minimal outdoor art is preferable.

Jefferson City stakeholder

A policy should be developed to restrict personal and unauthorized displays. We currently allow people to pay for memorial trees, bushes and benches along the Greenway and these are all good. However, we should not allow customized personal memorials that make the trail look like a graveyard.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Art and music education

When asked about art and music education in Jefferson City, stakeholder responses fell into the following themes: the talent of local youth, art and music teachers needing more support and families looking for more cultural arts extracurriculars. These themes are discussed in greater detail below with relevant quotes listed on the right.

Youth talent. Most stakeholders stated that Jefferson City youth involved in the cultural arts are talented, showing a lot of potential for theatre and music, as well as art. Several interviewees drew on their roles as full or part-time educators to offer their perspectives. These stakeholders stated that they hope Jefferson City’s kids stay in the city or return once they make a career elsewhere because they contribute a lot of energy and talent.

Educators needing support. Stakeholders stated that art and music educators in Jefferson City would benefit from more financial and administrative support. Educators shared that they often have to purchase supplies out of pocket and wish that more local cultural arts groups visited schools because it is challenging to arrange transportation.

Schools as cultural assets. Several stakeholders stated that schools in Jefferson City support cultural arts organizations by serving as spaces for rehearsals, storage and sometimes performances. One stakeholder expressed concern that this support is decreasing.

Schools as potential City collaborators. Several stakeholders stated that they would like to see more collaboration between the City and local schools. One stakeholder saw this partnership in terms of revitalizing neighborhoods and contributing to economic development.

Jeff City has talented kids. [There is a] strong pipeline for art.

Jefferson City stakeholder

Theatre gives kids a creative outlet. There is a lot of young talent.

Jefferson City stakeholder

Every art program in Jefferson City needs more money. It’s a problem of buying supplies. I buy most of my own supplies.

Jefferson City stakeholder

Kids do not have transportation. Can the City help? Can [cultural arts organizations] come into our schools more? Kids are already there.

Jefferson City stakeholder

We survive on the generosity of local schools.

Jefferson City stakeholder

There has been a decrease of support from the School Board for the [cultural arts]. It’s painfully obvious that there is so much support for athletics while the arts are left high and dry.

Jefferson City stakeholder

Connecting with the schools is one way to revitalize Downtown.

Jefferson City stakeholder

Connect with the [curricula or extracurriculars] that already exist to incentivize schools to participate.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Amphitheater

The topic of the Capital Region MU Health Care Amphitheater came up throughout the community engagement process. During stakeholder interviews and focus groups, the amphitheater was discussed in terms of community needs. The themes that emerged included the strong desire for an outdoor performance venue that gave rise to the current amphitheater, as well as how the amphitheater is not accessible to community performers and groups.

The amphitheater was built to satisfy a community need. Several stakeholders stated that the amphitheater was built in response to an existing community need for an outdoor performance venue to gather, perform and support music, theater and dance. One interviewee shared that remembering this initial purpose of the amphitheater helps clarify its future.

Community accessibility. Stakeholders perceive that the amphitheater as inaccessible to community members. Interviewees more familiar with the organization of the amphitheater indicated that there is a need to advertise that the amphitheater is open to community performers, as well as set times within the facility’s programming calendar dedicated to showcasing local individuals and groups. One stakeholder stated that making the month of June, for instance, open to community programming would not solve the issue because many groups are not active during the summer.

There was a desire for an amphitheater. It was interesting how much people wanted to see a real amphitheater here.

Jefferson City stakeholder

The amphitheater was built for Jefferson City residents.

Jefferson City stakeholder

Make sure local folks know the amphitheater is available for their use.

Jefferson City stakeholder

The amphitheater doesn’t help me as a musician.

Jefferson City stakeholder

The amphitheater could be more functional.

Jefferson City stakeholder

Let community groups use the amphitheater at a time that works for them. The problem with the summer is that it does not fit into our existing seasons. Our attendance would drop.

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — City’s role

Stakeholders identified several ways that they wish to see the City support the cultural arts. This section provides the overarching themes related to the City’s role, including communication and marketing, centralizing resources and providing incentives for local businesses to collaborate with the cultural arts.

Communication/marketing. Several stakeholders shared that they have confusion regarding what cultural arts offerings are available. Many interviewees active in the cultural arts stated that the City has an important role to play in promoting existing efforts, such as performances and exhibitions, as well as resources like the amphitheater.

Centralize resources. Related to the above theme, many stakeholders reported that they would like to see a cultural arts calendar that lists all related activities in one location. Interviewees stated that they want to see this calendar also include information on existing resources, including those provided by the City and those offered by local organizations and groups. One stakeholder said that centralizing resources makes the cultural arts more accessible.

Incentivize collaboration between the cultural arts and local businesses. Several stakeholders stated that they would like to see the City promote collaboration between businesses and the cultural arts, as well as provide incentives for businesses to participate. Interviewees reported that they see Jefferson City as a beneficial place for businesses and think there is potential in aligning the cultural arts with economic development.

Financial support. Several stakeholders asked about grants for early career artists, as well as what happened to the funds previously managed by the Cultural Arts Commission for community projects.

We need help getting the word out.

Jefferson City stakeholder

I can’t find the information I need to participate in art.

Jefferson City stakeholder

A centralized online repository/conduit for events.

Jefferson City stakeholder

Make sure cultural arts are accessible.

Jefferson City stakeholder

Jeff City is a manufacturing hub. How can the arts get involved?

Jefferson City stakeholder

Jeff City is a great place to do business. If you start a business here, you are a big fish in a small pond.

Jefferson City stakeholder

If you connect the arts with businesses and non-profits, that is the beginning of solving problems holistically.

Jefferson City stakeholder

Artists and arts educators don’t make money in Missouri. We need help.

Jefferson City stakeholder

What happened to the grants [administered by the Cultural Arts Commission]?

Jefferson City stakeholder

H. Stakeholder In-depth Interview and Focus Group Analysis — Other input

Several stakeholders provided feedback that did not fit neatly into the above categories. This feedback is organized according to themes below, with accompanying quotes listed on the right.

Jefferson City as a stop through. Two stakeholders talked about how they want to see a venue, such as a performing arts center, in Jefferson City that could host major acts. These interviewees noted that the city would make an ideal stop through for touring performers as they travel between Kansas City and St. Louis.

Transportation. One resident contacted the study email to state that public transportation is a key component of ensuring that the cultural arts are accessible to Jefferson City residents.

Sports tourism. One stakeholder observed that sports tourism is big in Jefferson City and wondered how the cultural arts might become aligned with these activities.

Neighborhood assets. Several stakeholders stated that they wanted to see more cultural offerings, such as Porchfest, in different neighborhoods to make them more accessible. One interviewee suggested that the various neighborhood associations in Jefferson City include a cultural ambassador to help cultivate such initiatives.

Renovate existing buildings for the cultural arts. One stakeholder stated that the Simonsen School, which suffered damage from the 2019 tornado, would serve as a cultural asset if renovated for such use.

We're missing an opportunity for travelling professional shows. Jeff City is the perfect stop through between Kansas City and St. Louis. People call all the time asking for a stop through. I have to direct them to Columbia.

Jefferson City stakeholder

Currently, there is no evening or weekend transit service for attending cultural affairs... Access is important. In particular, the need for public transportation so that everyone in the city can enjoy art.

Jefferson City stakeholder

Sports tourism is big in Jefferson City.

Jefferson City stakeholder

Need [cultural] ambassadors for neighborhoods.

Jefferson City stakeholder

Simonsen School is a great asset that is not being utilized. It has a concert hall, gymnasium and rehearsal hall. It closed after the tornado and it did not reopen. It has a good location due to proximity to Downtown.

Jefferson City stakeholder

APPENDIX I. Virtual Workshop Analysis

Keen Independent invited Jefferson City residents and community members to participate in a virtual workshop related to arts and culture. A virtual workshop is an online, asynchronous instrument similar to a survey in format but containing more open-ended questions which encourage deep, thoughtful responses.

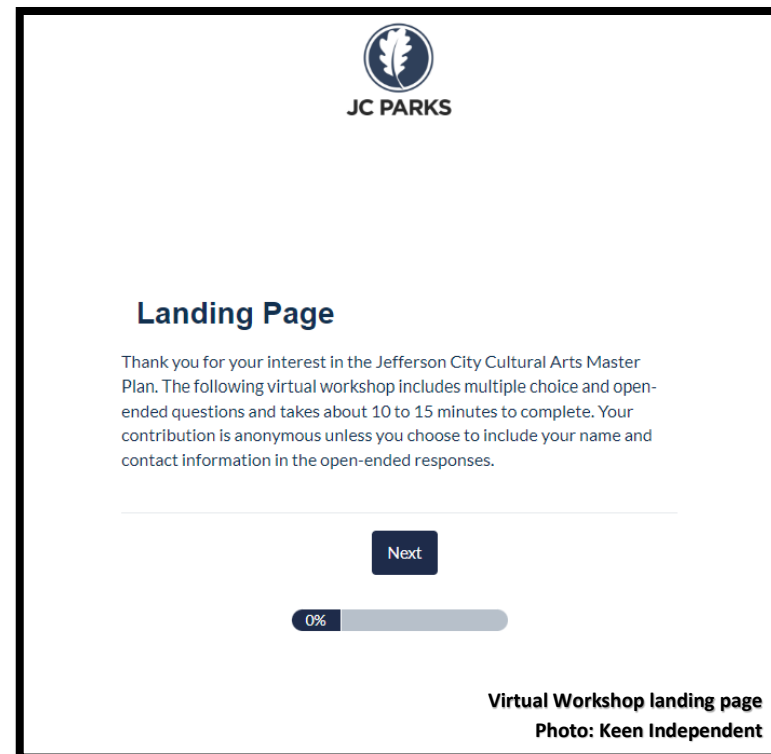
Methodology

Keen Independent developed the virtual workshop in March 2023 with input from JC Parks. The virtual workshop was live for one month, from March 2023 through April 2023.

Questions. Survey participants responded to two primary question types: Likert scales (where respondents ranked their agreement with different statements on a scale from 1 to 5) and open-ended responses. The questions covered a range of topics related to Jefferson City arts engagement, including:

- Demographics;
- What makes Jefferson City unique;
- Perceptions on existing cultural arts;
- Fostering the cultural arts in Jefferson City; and
- City’s role regarding the cultural arts.

Distribution. Keen Independent posted virtual workshop to the study website and JC Parks and the Cultural Arts Commission shared it digitally through their networks, social media, press releases and other means. The study team also conducted targeted outreach to local education facilities, as well as many community organizations including churches and clubs. Overall, we collected 354 responses that were used as part of this analysis.¹



¹ Note that we considered a response complete if the individual progressed through all questions in the virtual workshop and clicked “submit” at the end of the instrument.

This does not necessarily mean that each participant provided an answer to every question, as none of the questions were mandatory.

I. Virtual Workshop Analysis — Demographics

Keen Independent examined the demographics of the virtual workshop participants, including race, ethnicity, gender, age and residency in Jefferson City while analyzing residents’ and other respondents’ attitudes towards art and culture.

Race and Ethnicity

Participants who identified as White made up most respondents at 88.4 percent, which is higher than Jefferson City’s population (72.1% overall). Black or African American participation in the virtual workshop was lower than the city’s population (8.0% of participants as compared to 19.0% of Jefferson City’s population). American Indian participation was higher in the virtual workshop (2.7% of participants compared to 0.2% of Jefferson City’s population).

Virtual workshop participation reflected Jefferson City’s population for the following self-identified demographic groups: Hispanic or Latino (2.0% compared to 3.2% overall), Asian or Asian American (1.7% compared to 2.5% overall), Native Hawaiian or Pacific Islander (1.0% compared to 0.0% overall) and other races (2.3% compared to 2.9% overall).²

I-1. Race and ethnicity of Jefferson City virtual workshop participants

	Percentage
Race/ethnicity	
African American	8.0 %
American Indian	2.7
Asian	1.7
Hispanic or Latino	2.0
Native Hawaiian or Pacific Islander	1.0
White	88.4
Other races	2.3

Note: N = 312. Respondents could select more than one racial or ethnic group, so responses add up to more than 100 percent.

Source: Keen Independent Research.

² “Jefferson City city, Missouri” in United States Census (July 1, 2022)
<https://www.census.gov/quickfacts/jeffersoncitymissouri>

I. Virtual Workshop Analysis — Demographics

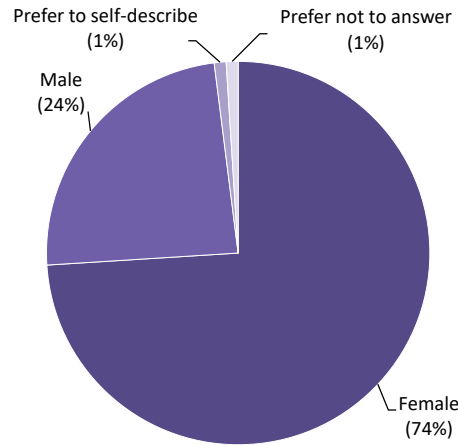
Gender

Proportionately, more virtual workshop participants identified as female (74%) than does the population of Jefferson City (47.8%). Figure I-2 shows how participants self-identified their gender.

Age

This virtual workshop attracted participants of various ages. Nearly half of respondents (49.2%) shared that they are 45 years or older, though the most popular age group was the 35 to 44 age bracket at about 30 percent. Respondents who are 25 years or younger comprised of about 20 percent of total respondents. Figure I-3 shows the age distribution of virtual workshop participants.

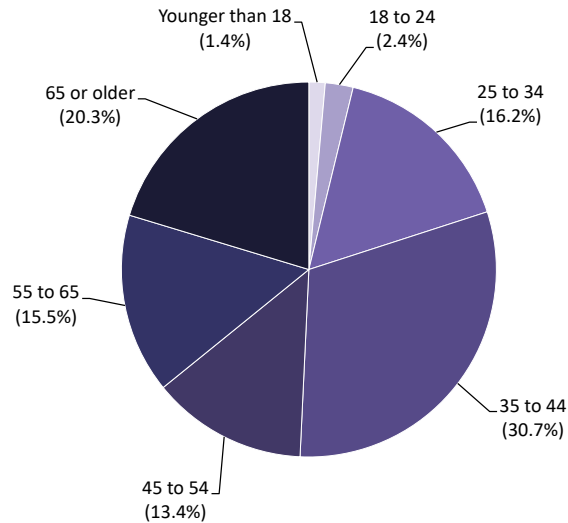
I-2. Gender of Jefferson City virtual workshop participants



Note: N = 292.

Source: Keen Independent Research.

I-3. Age of Jefferson City virtual workshop participants



Note: N = 288.

Source: Keen Independent Research.

I. Virtual Workshop Analysis — Residency and relationship to cultural arts

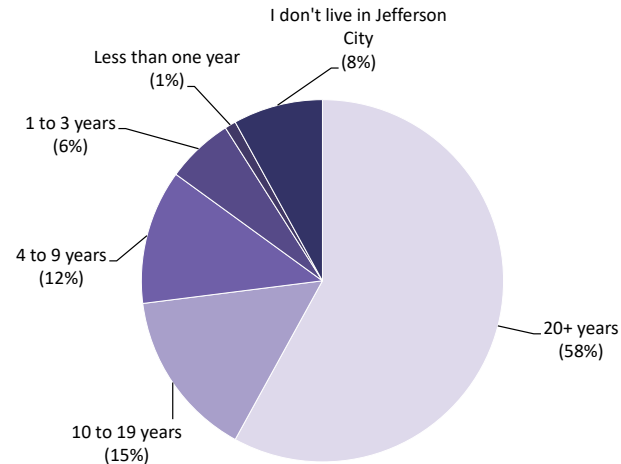
Residency in Jefferson City

Most respondents (73%) indicated that they have lived in Jefferson City for 10 or more years with 58 percent of participants living in Jefferson City for 20 or more years. Figure I-4 shows the length of time that virtual workshop participants have lived in Jefferson City.

Significance of Art and Culture

Most respondents (88%) indicated that they strongly agree (61%) or somewhat agree (27%) with the statement “art and culture are important to me.” This suggests that most respondents who elected to complete the virtual workshop are passionate and enthusiastic about art and culture.

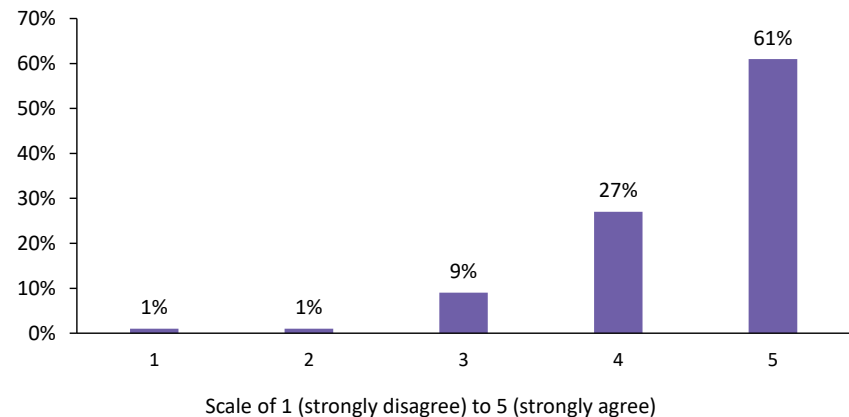
I-4. Length of time that participants have lived in Jefferson City



Note: N = 288.

Source: Keen Independent Research.

I-5. Virtual workshop participant responses to the statement “Art and culture are important to me”



Note: N = 289.

Source: Keen Independent Research.

I. Virtual Workshop Analysis — Residency and relationship to cultural arts

Relationship to the Arts

More than half of respondents (59%) indicated that they were patrons of the arts, having participated in or enjoyed arts and culture events in the past. Smaller percentages indicated that they were artists or performers (27.7%) and arts or music educators (5.5%). Some participants stated that they have a different relationship to art and culture than the stated categories (21.5%). This last category includes those respondents who self-identified as having no relationship to art and culture (9.7%).

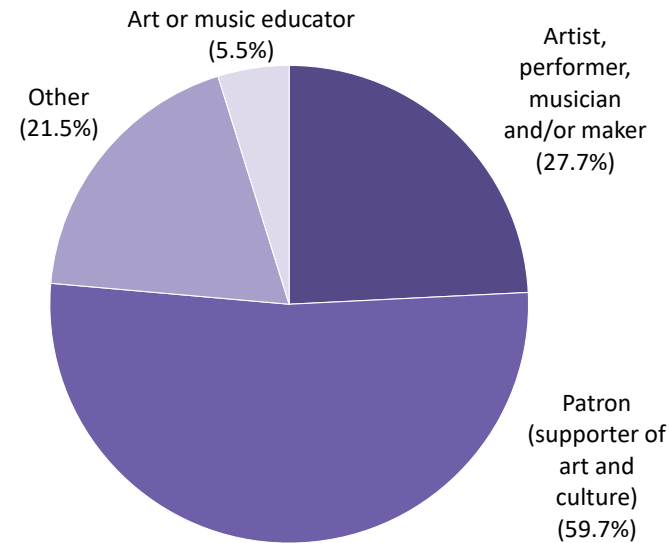
Artists, musicians, performers and makers. Of the 27.7 percent of respondents who identified as artists, the vast majority (89.4%) reported that they are part-time artists while only 10.6 percent reported that they work full time in their craft.

Responses regarding how much artists charge for their work varied greatly with comments ranging from not charging to \$3,000. The average fee reported for selling an artwork or a performance was about \$200, with an average hourly rate of \$35. Performers identified \$10 as the average price for tickets to shows.

Art or music educators. Of the 5.5 percent of overall respondents that self-identified as art or music educators, 53.3 percent reported that they work part time and 46.7 percent reported that they work full time in this profession.

Other. Respondents who self-identified as having a different relationship to art and culture than an artist, educator or patron (21.5%), were invited to explain their relationship. Some participants discussed their role as an arts administrator while others mentioned that they have retired from art or music education. Others shared that they appreciate the cultural arts and are in the process of discovering their relationship.

I-6. Shows the relationship of Jefferson City Virtual workshop participants to art and culture.



Note: N = 306.

Source: Keen Independent Research.

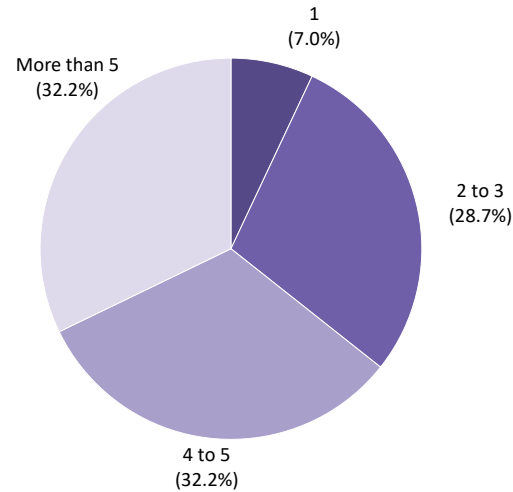
I. Virtual Workshop Analysis — Residency and relationship to cultural arts

Patrons. The respondents who self-identified as patrons of the arts, were asked to share their consumption habits regarding the cultural arts.

Attendance. When prompted to share how many cultural arts events they attend per year, 93 percent of patrons shared that they attend at least two, with 32 percent attending more than five. Figure I-7 shows responses to the question: “How many events do you typically attend in Jefferson City in one year?”

Spending. In terms of spending, almost half of patrons (47%) shared that they spend \$20 to \$50 to attend a cultural art activity on average. For 36 percent of participants, \$20 is the maximum that they would pay to attend an activity with four percent indicating that they do not pay to participate in arts and cultural activities. Only 19 percent of patrons spend more than \$50 on average to attend cultural arts activities. Figure I-8 shows patron responses to the question, “On average, how much do you pay to participate in an arts and cultural activity per activity?”

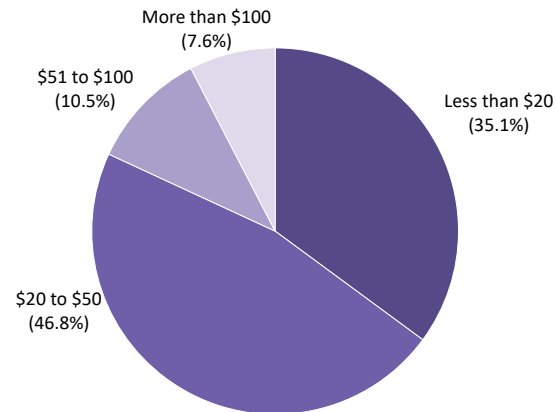
I-7. Patron responses to the question, “How many events do you typically attend in Jefferson City in one year?”



Note: N = 172.

Source: Keen Independent Research.

I-8. Patron responses to the question, “On average, how much do you pay to participate in an arts and cultural activity per activity?”



Note: N = 172.

Source: Keen Independent Research.

I. Virtual Workshop Analysis — What makes Jefferson City unique

Participants were asked to explain, in their own words, what they find unique about Jefferson City. A summary of the results is presented below, with quotes on the right.

Capital City with a small-town feel. Many participants indicated that they enjoy the “charming,” small-town feel of Jefferson City, particularly the downtown area. Residents indicated that they feel a sense of community while enjoying amenities, such as an amphitheater, that are often found only in larger cities. Additionally, respondents reported that they appreciate the more rural areas being only a short drive from the cities.

Geography, landscape and location. Other participants mentioned that they find the geography of the city, including the river, parks and surrounding landscape, to be a key factor that makes Jefferson City unique.

Unique history. Some participants pointed to Jefferson City’s history as what sets it apart from other communities. Residents pointed to the fact that the city was designated as the capital city in early founding documents, and that designation has not changed throughout Missouri’s history. Additionally, participants also stated that the Union protected the city from destruction by the Confederate army during the Civil War, so much of the architecture dates to before the war. Respondents also indicated that Lincoln University, a historically Black university, holds important historical and present-day significance.

Diversity. Respondents remarked on the diversity of the city, both in terms of it being historically diverse and “becoming more diverse.” Participants specifically mentioned Native American history and the diversity within Jefferson City’s Black community.

It has a small town feel with its main street downtown but has large outer areas that are more rural.

Virtual workshop participant

Rich, diverse local history. People ... that support one another.

Virtual workshop participant

Our geography is unique with the Missouri River as our northern border and so much green space within our city limits.

Virtual workshop participant

The history, Native American impact and influence, Lewis & Clark, etc. ... Being the political center of the state, you do not feel the partisan divide being a part of this community.

Virtual workshop participant

... Federal troops occupied it to prevent MO from being overtaken by the Confederate forces ...

Virtual workshop participant

We are also lucky enough to be home to a historically Black college, Lincoln University.

Virtual workshop participant

Its historic location on the Missouri River as a city set aside for state government in the early statutes of Missouri. The state capitol, the old bridge, the 1888 water tower, the 1896 railroad depot, the prison, the Lohman Building and Capitol Avenue homes.

Virtual workshop participant

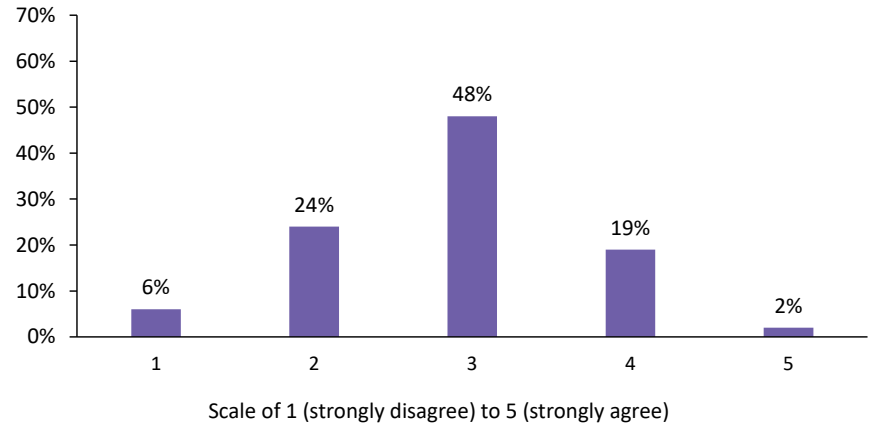
I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Survey participants provided their perceptions of Jefferson City’s existing cultural arts. This section includes responses to two types of questions: Likert scale and open ended.

Perception of arts and cultural offerings. To gauge respondents’ perceptions of Jefferson City’s overall cultural arts offerings, Keen Independent asked participants whether they agree or disagree with the statement, “Jefferson City has a dynamic arts and culture scene.” In response, 21 percent of participants “somewhat agree” (19%) or “strongly agree” (2%), but most respondents (76%) indicated that they disagree (30%) or are neutral on the topic (48%). Figure I-9 shows participant responses to this question.

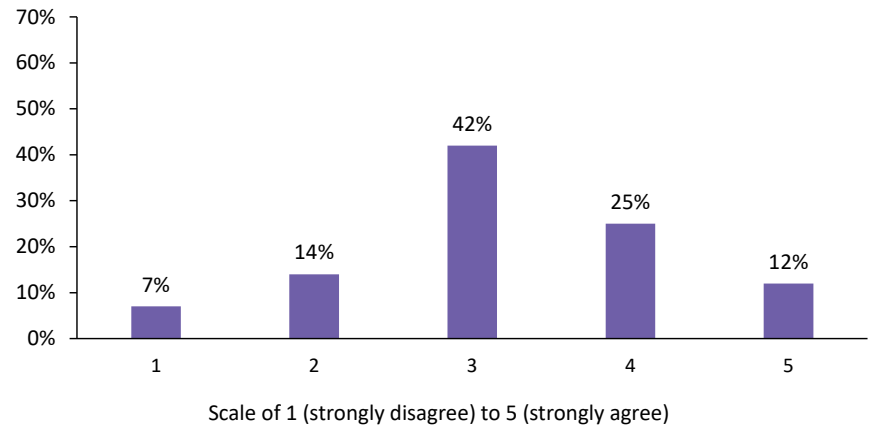
Pride in the city’s arts and culture. In comparison to the above question, slightly more participants (37% as compared to 21%) agree with the prompt, “I am proud of Jefferson City’s art and culture” than disagree. Most participants indicated a neutral position (42%). Figure I-10 shows how virtual workshop respondents indicated their pride in Jefferson City cultural arts.

I-9. Responses to the statement, “Jefferson City has a dynamic arts and culture scene”



Note: N = 288.
Source: Keen Independent Research.

I-10. Responses to the statement, “I am proud of Jefferson City’s art and culture”

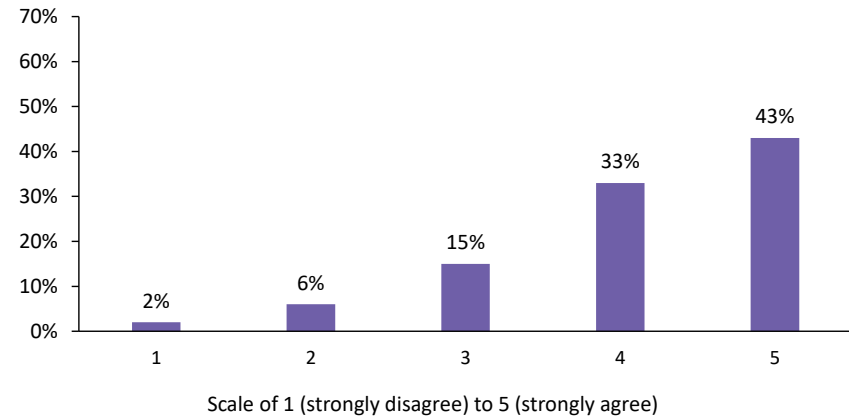


Note: N = 290.
Source: Keen Independent Research.

I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Perspectives on existing public art. Virtual workshop participants were more favorable when asked for their reaction to existing public art. Most respondents (76%) agree that the public art around Jefferson City adds to its appeal, with 43 percent in strong agreement. Figure I-11 shows responses to the statement, “The public art around Jefferson City adds to its identity and appeal.”

I-11. Responses to the statement, “The public art around Jefferson City adds to its identity and appeal”



Note: N = 283.

Source: Keen Independent Research.

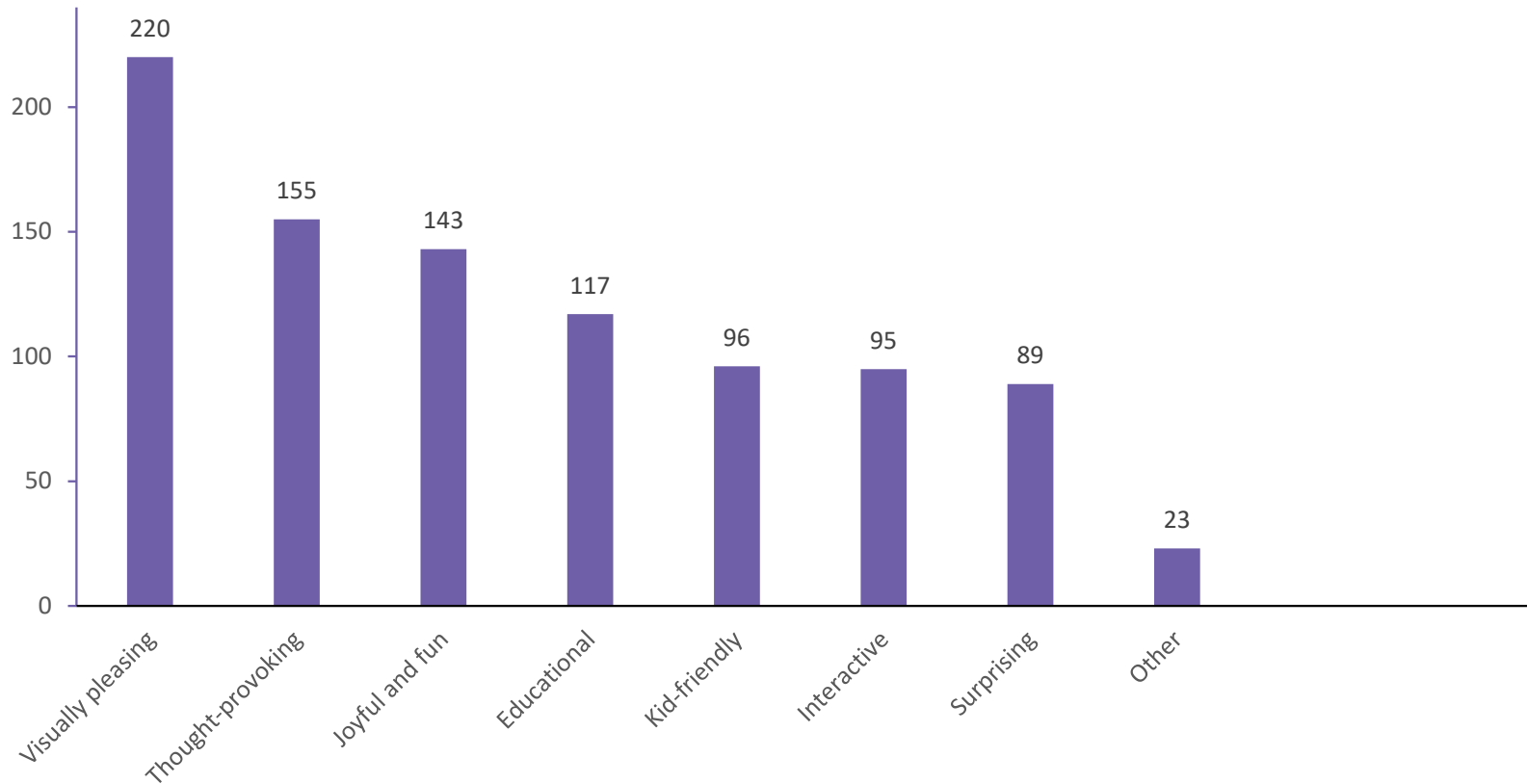
I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Preferences. Participants were also asked what kind of artwork they prefer. In response to the prompt, “I prefer artwork that is ...,” participants could select their top three qualities of artwork out of a list of options. Figure I-12 shows how many participants selected each category, ranging in popularity from “visually pleasing” (220 participants) to “other” (23 participants).

Of those participants who selected “other” as an option, most expressed a preference for the following two themes:

- Locally made or artwork that highlights local artists; and
- Artwork that “prioritizes diversity.”

I-12. Responses to the prompt, “I prefer artwork that is:”



Note: Respondents could select up to three. Responses add up to more than 288.

Source: Keen Independent Research.

I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Favorite Artworks and Cultural Amenities

When identifying their favorite cultural art in Jefferson City, respondents explained their preference in terms of historical significance, community building and beauty.

Capitol building and grounds. A considerable number of participants described their appreciation of the Capitol building, including its architecture and interior artwork such as the Thomas Hart Benton mural as artistically important. Many pointed to the rich history of the building and the fact that the murals present Jefferson City’s story without glossing over challenging components of that history.

The rest of the Capitol grounds and the surrounding area were also mentioned, including the fountains and sculptures on the Capitol grounds, as well as the nearby Lewis and Clark trailhead. These were praised for their historical importance as well as their visual beauty.

Public art. Many participants remarked on the importance of The Foot Sculpture Series at Community Park. These respondents often added that the sculpture series serves an important purpose of documenting and reflecting the experience of Jefferson City African American past and present residents.

Other residents commented on the importance of public murals, including the McClung mural of dancing squirrels. Participants also commented on murals that depict neighborhood history.

[The Thomas Hart Benson mural is an] accurate depiction of the good, the bad and the ugly [of Jefferson City’s history].

Virtual workshop participant

The Lewis and Clark Trailhead ... tells the history of the first people who came to this area. It is in a strategic location for many to see. It is inviting and well laid out.

Virtual workshop participant

My favorite artwork is the architecture and statues/fountains around the Capitol. To me, they signify beauty and calm in a potentially tense atmosphere.

Virtual workshop participant

The capitol building ... reminds me of the important work done here that affects the state as a whole.

Virtual workshop participant

Every time I walk by [the sculptures at Community Park], I am drawn to stop and re-read the plaques and admire and reflect on the significance of The Foot and what happened to it.

Virtual Workshop participant

I just think [public art installations] draw the eye and create a space that is pleasing instead of plain.

Virtual workshop participant

... the art that goes around the trail [at Lake Park is] nice to look at while running and walking and displays different highlights of Jefferson City.

Virtual workshop participant

I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Performance venues and arts organizations, including community theater. Many residents focused on theater as a key cultural amenity in Jefferson City. Respondents reported that the CRMU Amphitheater, The Little Theater and Capital City Productions are organizations which bring high-quality theater and other performances to the Jefferson City community. Other participations indicated that Jefferson City Community Band and Capital Arts are community-minded organizations which make art more accessible.

Other art and cultural locations and events. Some respondents mentioned other locations or events as their favorite cultural art in Jefferson City. Some participants stated that the skatepark helps build community for skate enthusiasts. Several participants mentioned that the former Missouri State Penitentiary now serves as a museum with guided tours.

Respondents also stated that Porchfest and the Art Around Town Gallery tour (often referred to as the “art crawl”) are outlets for locals to showcase their art or creativity.

Capital City Productions ... is a great community of volunteers creating and sharing theater with mid-MO.

Virtual workshop participant

Capital Arts offers programs aimed at bettering the community through visual arts. One such program is Art Heals which brings the healing power of art to marginalized populations.

Virtual workshop participant

Jefferson City Community Band ... provides an outlet for people to continue to use their musical skills. It provides a service to the community by offering several free concerts each year.

Virtual workshop participant

Skatepark. It was built for skaters that needed a cool safe place to be.

Virtual workshop participant

Porchfest is pretty cool. Love to see music and art at the same time.

Virtual workshop participant

I enjoy the art crawl that happens annually. My friends and I are very excited to see the shops and galleries hosting local artists.

Virtual workshop participant

I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Location of Cultural Arts Participation

Virtual workshop participants discussed where they participate in the cultural arts, both in Jefferson City and the surrounding areas. Common themes are discussed below with quotes listed on the right.

Where people gather in Jefferson City. When asked where people gather in Jefferson City, respondents' answers varied. Many mentioned the downtown area, High Street and the Capitol grounds, while others focused on parks and the amphitheater and the events that are held in those locations. Some of the residents mentioned that schools and churches are gathering places, and others commented that bars and restaurants are primary places for residents to come together. Others reported that there is a lack of quality gathering places in the city.

Locations outside of Jefferson City to participate in arts and cultural offerings. When prompted to share where they go to experience the cultural arts outside of Jefferson City, residents most often identified St. Louis, followed by Columbia and Kansas City. Other responses included Branson and the Ozarks as well as locations outside Missouri.

Additional activities when attending events in Jefferson City. When asked to describe any add-on activities they take part in when going to events in Jefferson City, many respondents noted that they like to dine out or shop either before or after events. Some commenters added that they enjoy getting dessert or visiting a park, especially if they are with children.

People gather at different parks such as [Memorial] and [Riverside].

Virtual workshop participant

Downtown/High Street Capitol area complex.

Virtual workshop participant

That's the problem, there really are not good places to get together in a group, other than the parks.

Virtual workshop participant

Kansas City, St. Louis, any other major metropolitan [area]

Virtual workshop participant

St. Louis to the Fox Theater and the St. Louis Art Museum and movies.

Virtual workshop participant

Always. We are a family of 6 and we usually make a day of it and go out for ice cream, dinner, etc.

Virtual workshop participant

Sometimes dinner or lunch - if viewing arts in a park or on greenway enjoying those amenities. We usually go out to dinner, primarily downtown.

Virtual workshop participant

When taking art classes with friends; we include lunch at nearby eateries.

Virtual workshop participant

I. Virtual Workshop Analysis — Perspectives on existing cultural arts

Cultural Arts Events

The virtual workshop also prompted respondents to reflect on the cultural events they participate in. Themes are discussed below with quotes listed on the right.

Family-oriented versus adult-focused. The most common response was participants indicating that it is important to have events that are welcoming to families. Many respondents suggested that it is important to include activities for adults and kids within the same event, or to have a mix of different events that cater to families and also adults without children.

Festivals and community-building activities. Other participants indicated that events that build and support the Jefferson City community and can involve everyone are important, including festivals and farmers markets. Some participants mentioned that any event that can bring in tourism dollars or that focuses on local business is important to them, and some specifically mentioned events that center around holidays.

Live music events and art exhibitions. Many respondents remarked that larger events are the most important events to them, with some reporting on the importance of music and/or art festivals and outdoor music.

Family friendly that feels safe and fun and won't cost me an arm and leg.

Virtual workshop participant

Family/kid friendly, events that have a good mix of adult activities and activities for children.

Virtual workshop participant

One where adults can participate. I'm honestly tired of most events being geared towards families and kids

Virtual workshop participant

Ones that support our local businesses.

Virtual workshop participant

I think the community events that are important are the major holiday events like Christmas, 4th of July and homecomings.

Virtual workshop participant

Interactive and inclusive events that anyone can join in on and have fun. Free or inexpensive.

Virtual workshop participant

Outdoor music (used to love ... jazz fest at the capital)

Virtual workshop participant

Concerts, art festivals ...

Virtual workshop participant

I. Virtual Workshop Analysis — Fostering the cultural arts in Jefferson City

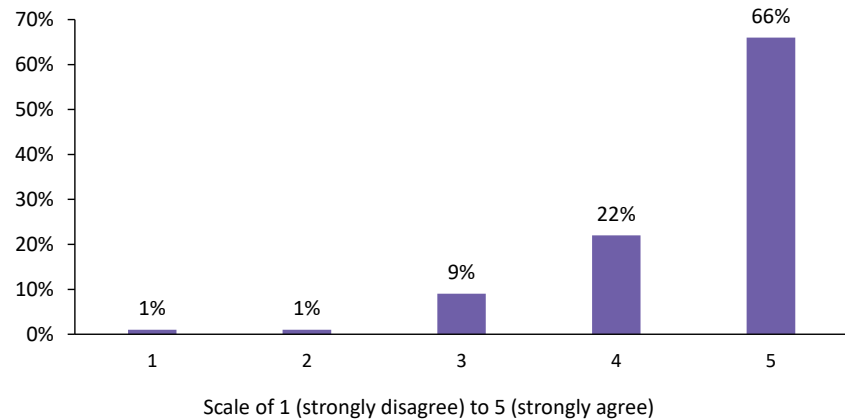
Virtual workshop participants were asked to respond to several Likert scale questions and open-ended prompts regarding the types of cultural arts they would like to see more of in Jefferson City.

Community interest in cultural arts in Jefferson City. First, Keen Independent asked respondents to react to the statement, “I would like to see more art and culture in Jefferson City” to arrive at a baseline measure. Most participants (88%) agree that they would like to see more art and culture in Jefferson City, with 66 percent of respondents in strong agreement with this statement. Figure I-13 shows the distribution of participant responses to this statement.

The virtual workshop then asked participants to respond to more focused statements to tease out whether there is a preference for museums and galleries, theatre and performance or public art in Jefferson City.

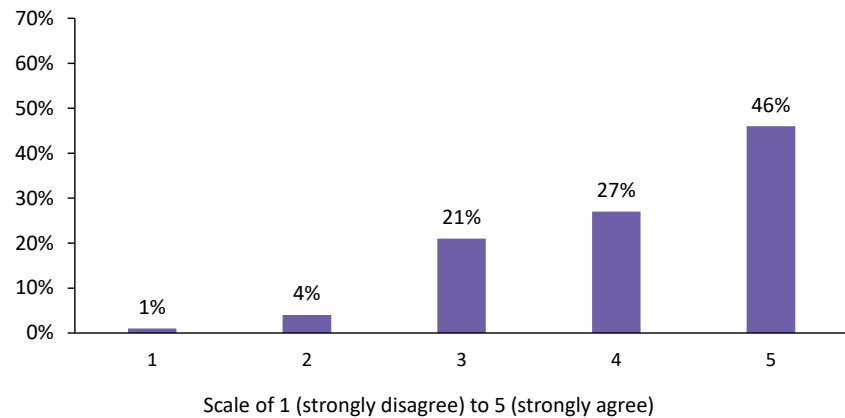
Museums and galleries. In response to the prompt focused on museums and galleries, 73 percent of respondents agreed with the statement that they would like to see more of these amenities with 46 percent expressing strong agreement. Of the three categories, the statement regarding more museums and galleries prompted slightly more respondents to show a neutral response (21% as compared to 17% for theatre and performance, as well as public art).

I-13. Responses to the prompt, “I would like to see more art and culture in Jefferson City”



Note: N = 289.
Source: Keen Independent Research.

I-14. Responses to the prompt, “I would like to see more museums and galleries in Jefferson City”



Note: N = 287.
Source: Keen Independent Research.

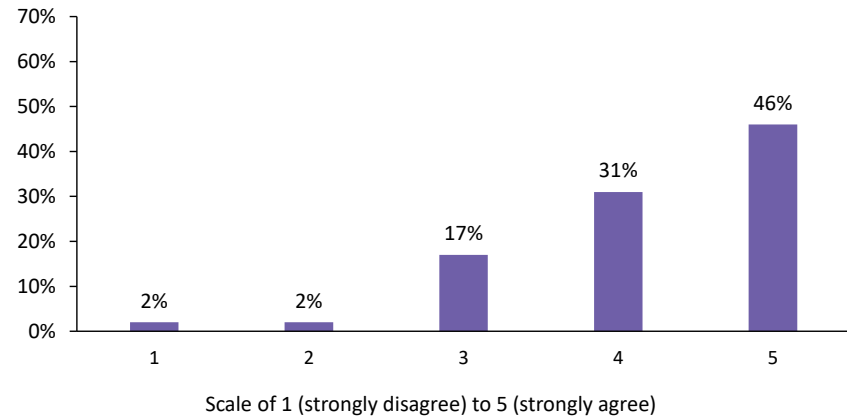
I. Virtual Workshop Analysis — Fostering the cultural arts in Jefferson City

Theatre and performance. A similar number of participants (77%) agreed with the statement that they would like to see more theatre and performance art in Jefferson City, with 46 percent in strong agreement. Figure I-15 shows responses to this prompt. Of the three categories, theatre and performance inspired the most overall agreement (77% as compared to 73% for museums and galleries, as well as 75% for public art).

Public art. When prompted to focus on public art, a similar percentage of respondents (75%) agreed that they would like to see more sculptures and murals though, this time, slightly more participants expressed strong agreement (51% as compared to 46% for both museums and galleries, as well as theatre and performance).

Virtual workshop participants do not show a strong overall preference for one genre of cultural arts over another.

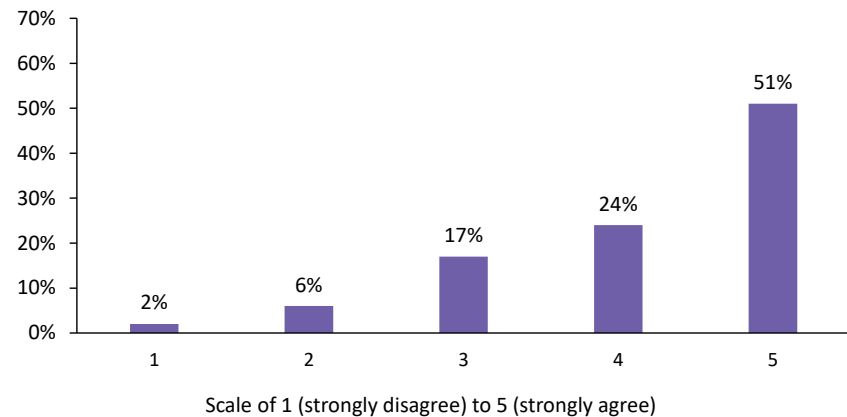
I-15. Responses to the prompt, “I would like to see more theatre and performance in Jefferson City”



Note: N = 290.

Source: Keen Independent Research.

I-16. Responses to the prompt, “I would like there to be more public art, such as sculptures and murals, in Jefferson City”



Note: N = 290.

Source: Keen Independent Research.

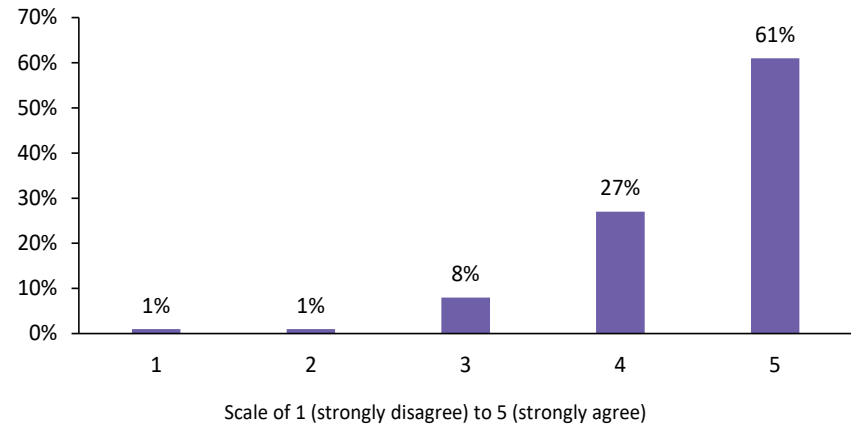
I. Virtual Workshop Analysis — Fostering the cultural arts in Jefferson City

Interest in local artists and makers. Virtual workshop participants showed more agreement (88% and 84% respectively) when prompted to respond to the statements “I am interested in arts and culture events that highlight local artists, performers, musicians and makers” (Figure I-17) and “I am interested in attending arts shows and events” (Figure I-18).

Interest in attending shows and events. As a follow up to the prompt regarding interest in attending shows and events, Keen Independent also asked participants to share their top three genres of performance and live entertainment. Figure 19 on the following page shows the top ten responses, with 127 respondents selecting musicals and 119 participants expressing a preference for plays. Country music just made the top-ten list for responders, with rock concerts and comedy shows inspiring significant more endorsement (48 participants as opposed to 84 and 83 respondents, respectively).

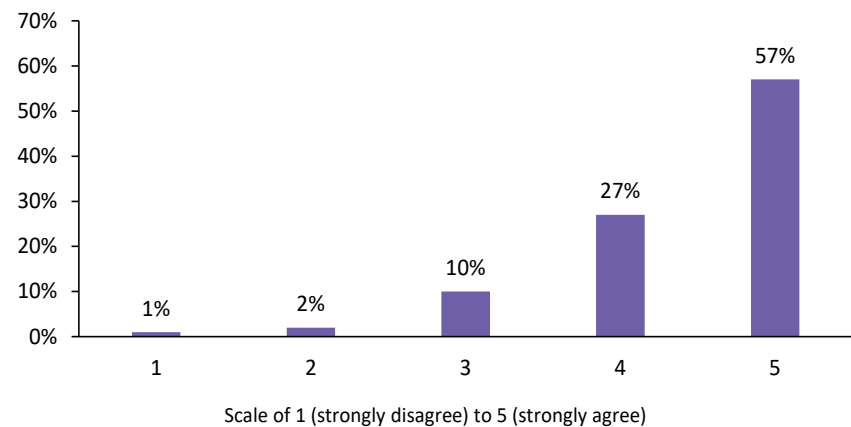
Jefferson City can use Figure 19 to consider expanding theatre and performing arts programming or which genres of live entertainment to program at the amphitheater.

I-17. Responses to the prompt, “I am interested in arts and culture events that highlight local artists, performers, musicians and makers”



Note: N = 283.
Source: Keen Independent Research.

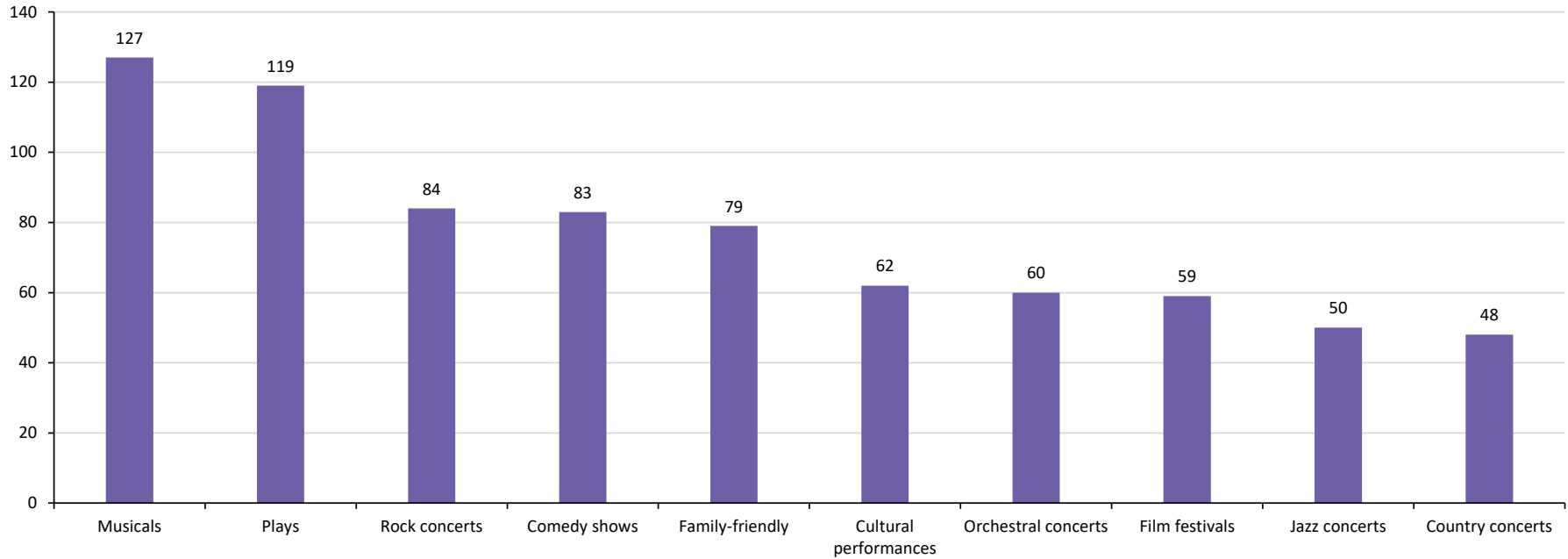
I-18. Responses to the prompt, “I am interested in attending arts shows and events”



Note: N = 282.
Source: Keen Independent Research.

I. Virtual Workshop Analysis — Fostering the cultural arts in Jefferson City

I-19. Responses to the prompt, “I am interested in attending the following types of performance and live entertainment”



Note: This graph shows the top ten responses. Participants could select up to three. Responses add up to more than 288.

Source: Keen Independent Research.

I. Virtual Workshop Analysis — Fostering the cultural arts in Jefferson City

Requests for more cultural arts offerings

Survey respondents shared more information regarding the cultural arts they would like to see in Jefferson City through an open-ended prompt. Themes are outlined below with participant quotes listed on the right.

Festivals. Many residents commented that they would like Jefferson City to organize more festivals. Types of festivals varied, but the most common recommendations included multi-pronged festivals (e.g., festivals for art and music, or music and food) as well as culturally focused festivals, such as events meant to showcase various cultures’ food, music and dance. Some respondents reported that this is a need that would help celebrate the diversity of Jefferson City’s population.

Performing arts, including professional touring musicians. Participants also indicated that they would enjoy it if Jefferson City could draw in more famous performing artists, including Broadway tours. Others mentioned wanting more live performances in general, including comedy, classical music and jazz.

Cultural and arts events for specific demographics. Some survey participants reported that there is a need to encourage events targeted for the enjoyment of specific demographic groups. For example, some respondents indicated that they want more free family-friendly events, while others mentioned that they want events that are geared specifically towards younger adults, senior adults or adults without children. Others mentioned that they want to see more art representing diversity.

Free and inclusive. Other participants remarked that there is a need to continue and expand free programming and public artworks that are inclusive and accessible to all.

Festivals that highlight different cultures and introduce their music, food, etc.

Virtual workshop participant

Food and music combos: Live music and food trucks!

Virtual workshop participant

I'd like to see more concerts at the amphitheater or having touring casts of Broadway musicals at the Miller Center.

Virtual workshop participant

JC is such a beautiful city and I'd love more entertainment! I hate when I have to go out of town to find family friendly and/or adult things. I'd really love more to do with my kids ... that doesn't cost a million dollars in arcade, bowling, trampoline parks, etc.

Virtual workshop participant

Anything that is appropriate for kids.

Virtual workshop participant

I would like to see works of art that include more diversity. I am transgender and do not feel represented by my city. We have no good representation of people of color.

Virtual workshop participant

Free when applicable and always inclusive!

Virtual workshop participant

I. Virtual Workshop Analysis — Cultural arts and history

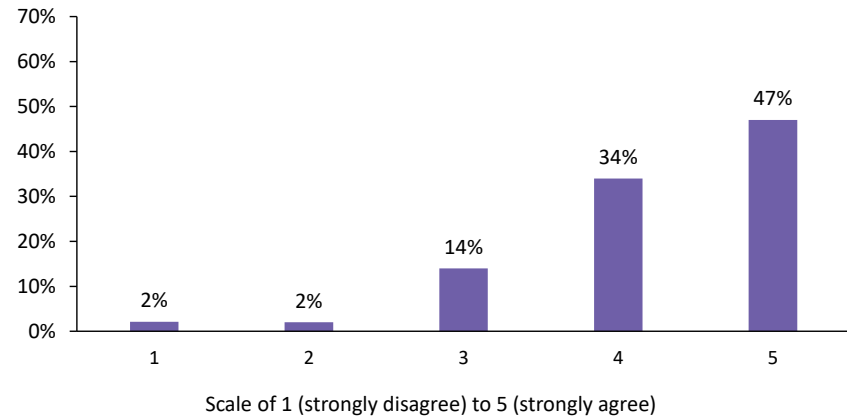
The Jefferson City Virtual Workshop featured two Likert scale questions and an open-ended prompt for participants to share their views on the relationship of the cultural arts to Jefferson City’s history. The Likert scale questions are discussed here with analysis of open-ended feedback on the following page.

Importance of Jefferson City’s history. To set a baseline of participant perspectives on how art and culture relate to Jefferson City’s history, participants were first asked to rate their agreement with the following statement: “The history of Jefferson City is important to me.” Most respondents (81%) agreed with the statement with 47 percent selecting that they “strongly agree.” Figure I-20 shows the distribution of responses to this prompt.

Art and culture highlighting Jefferson City’s history. Participants were then asked to respond to the statement, “I would like to see art that highlights Jefferson City’s history.” While a majority of participants agreed with the statement (65%), only 32 percent selected “strongly agree.” Figure I-21. shows virtual workshop responses to this statement.

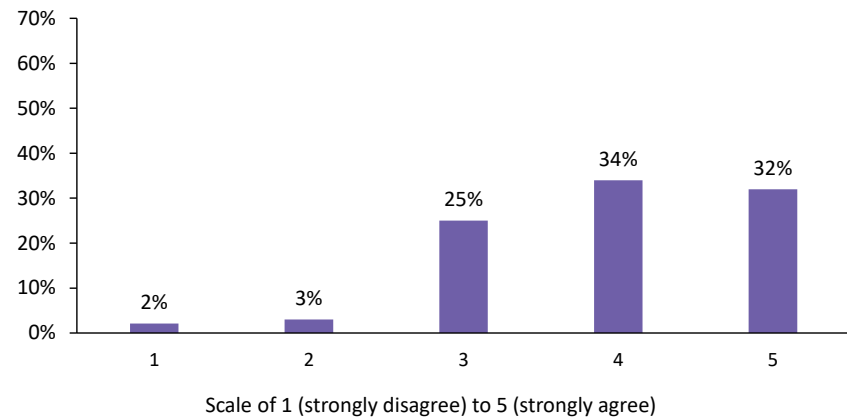
Taken together, participant responses to these questions suggest that Jefferson City’s residents and community are interested in arts and cultural offerings that relate to the city’s history but do not expect all art and culture to directly address historical figures and events.

I-20. Virtual workshop participant responses to the statement “The history of Jefferson City is important to me”



Note: N = 284.
Source: Keen Independent Research.

I-21. Virtual workshop participant responses to the statement “I would like to see art that highlights Jefferson City’s history”



Note: N = 283.
Source: Keen Independent Research

I. Virtual Workshop Analysis — Cultural arts and history

Survey respondents were asked to identify parts of Jefferson City history that they would like to see highlighted through the cultural arts. Themes are discussed below with accompanying quotes listed to the right.

Diverse history. Many respondents remarked that they would like to see diverse histories highlighted, including those of the LGBTQ+ community, African Americans and Native Americans.

Lincoln University. In addition to more general comments regarding the contributions and history of African Americans, many respondents reported specifically wanting to see more art presenting the history of Lincoln University.

Other comments. Some respondents identified the history of the river and its uses, as well as German influences and the history of different neighborhoods which could be celebrated through art.

I want our LGBTQ and POC [histories] to be highlighted through art.
Virtual workshop participant

Rich African American heritage.
Virtual workshop participant

The collaboration [that established] Lincoln University
Virtual workshop participant

[The] remarkable history of Lincoln U.
Virtual workshop participant

Lincoln's history is so worthy! A mural in their district would be a great tribute. Or walking mural digital light show.
Virtual workshop participant

Its unique neighborhoods. I think the German heritage of the Southside (Munichburg) has a lot of potential
Virtual workshop participant

Missouri River heritage and lifestyle.
Virtual workshop participant

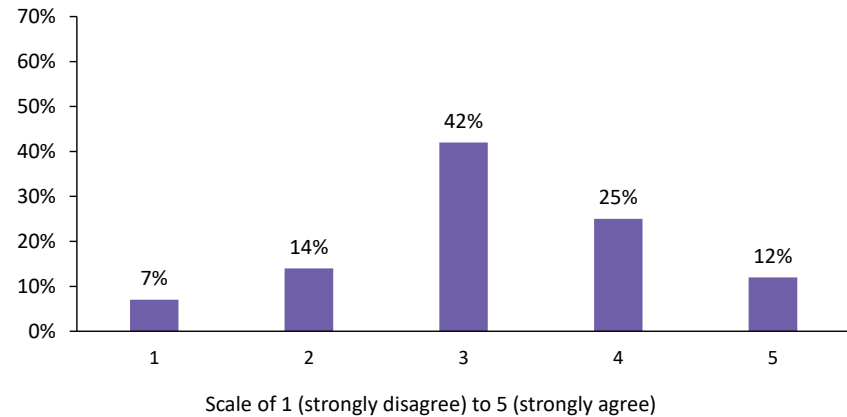
I. Virtual Workshop Analysis — City’s role in the cultural arts

Virtual workshop participants responded to two Likert scale questions, as well as offered open-ended comments, regarding the role of City government in Jefferson City’s cultural arts. The Likert scale questions are shared here with analysis of the open-ended feedback appearing on the following pages.

Current City support. In response to the statement “The City of Jefferson (government) is supportive of local arts and cultural offerings,” most participants responded as “neutral” or “slightly agree” (67%). Figure I-22 shows virtual workshop participant responses to this statement.

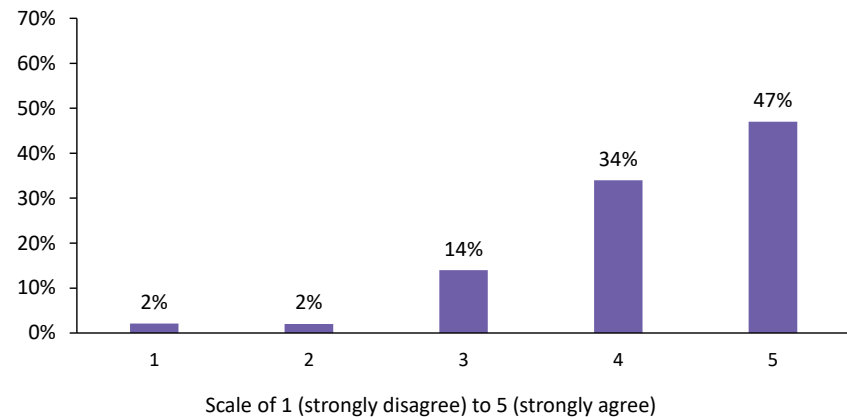
City role in cultural arts. Most participants “somewhat agree” or “strongly agree” with the statement, “The Jefferson City (government) has an important role in supporting arts and culture” (81%). Figure I-23 shows virtual workshop participant responses to this statement. Looking at these two statements together suggests that there is room for improvement regarding the City’s role in supporting the cultural arts. Jefferson City’s residents and community members are more supportive of the idea that the City has a role to play than in existing efforts.

I-22. Virtual workshop participant responses to the statement “The City of Jefferson (government) is supportive of local arts and cultural offerings”



Note: N = 289.
Source: Keen Independent Research

I-23. Virtual workshop participant responses to the statement “The City of Jefferson (government) has an important role in supporting arts and culture”



Note: N = 290.
Source: Keen Independent Research

I. Virtual Workshop Analysis — City’s role in the cultural arts

Participants were asked to provide open-ended feedback regarding the City’s role in the cultural arts. Themes are outlined below with quotes listed on the right.

Barriers or challenges to expanding arts and culture in Jefferson City. When asked about challenges to expanding arts and culture-related options, Jefferson City community members remarked on several types of barriers the City might face.

Lack of community and leadership support. The most common barrier discussed was a perceived lack of interest in prioritizing the cultural arts, particularly from community members.

Funding. Many respondents remarked that funding is a barrier to developing new opportunities for the cultural arts in Jefferson City.

Accessibility. Participants also reported that accessibility issues, including transportation, could reduce the effectiveness of any proposed projects.

Awareness. Survey respondents indicated that there is a lack of community awareness and marketing. Some pointed to lack of awareness of existing cultural arts projects and organizations as indicators that this could be a difficulty facing any upcoming projects.

People don't seem to value [the] arts much in this town.

Virtual workshop participant

We need to find a way to connect ... and prove that arts and culture could make Jefferson City big on the map [to garner support].

Virtual workshop participant

This city doesn't like change or growth or to be diverse.

Virtual workshop participant

Citizens that don't want their tax money supporting anything that they don't deem necessary.

Virtual workshop participant

Lack of support for public funding.

Virtual workshop participant

None of it is any good to me unless I can get around to see it by bus.

Virtual workshop participant

... accessibility especially for those with trouble walking distances.

Virtual workshop participant

I do not do Facebook, so I sometimes find it more challenging to know about events. Lack of ... promotion/awareness of the few [organizations] (e.g., Capital Arts) that exist now ...

Virtual workshop participant

I. Virtual Workshop Analysis — City’s role in the cultural arts

How community members would like to see Jefferson City support arts and culture. Jefferson City residents and community members provided open-ended feedback on how the City could best go about supporting the cultural arts.

Funding. Many respondents commented that Jefferson City can provide funding, including grants to bring in new artists or support artists that are already in the city, as well as expanding the overall City budget for arts projects and encouraging donations to organizations.

Marketing. Additionally, residents indicated that the City should provide promotion and marketing for existing and future arts events and activities.

Infrastructure. Some participants suggested that the City build new infrastructure designated for artistic and cultural use, or that they integrate arts purposes into other new constructions. Some indicated that the amphitheater is an asset that is in need of improvement to serve residents and community members.

Other comments. Respondents remarked on other ways the City could promote and support the cultural arts, including improving or doing away with code restrictions or other regulations regarding public art. Others mentioned that City leadership could support collaboration between different arts organizations.

Encourage donations, expand the budget for Jefferson City arts and culture.

Virtual workshop participant

Provide grant assistance to developing artists.

Virtual workshop participant

More marketing ... sometimes activities are not advertised to the masses.

Virtual workshop participant

It would be fantastic if we could put some funding into the marketing aspect. We have so many pieces to offer that most people have no idea about, simply because we don't advertise correctly.

Virtual workshop participant

Build a performing venue that is in a safe and accessible neighborhood. The amphitheater is so small that it will never attract anything other than third or fourth tier acts.

Virtual workshop participant

Art incorporated with new construction of city facilities.

Virtual workshop participant

I think things are moving in [the right] direction with the amphitheater addition.

Virtual workshop participant

Get rid of some of the city codes that restrict art ...

Virtual workshop participant

I. Virtual Workshop Analysis — City’s role in the cultural arts

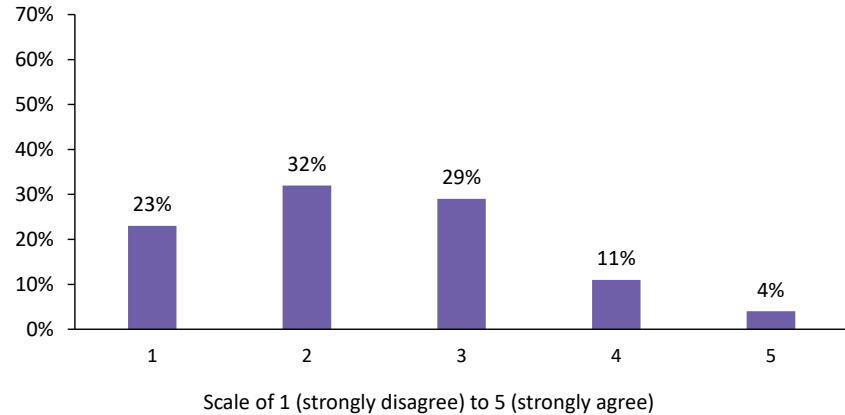
Fostering tourism. One area where the City could concentrate its efforts in supporting the cultural arts is by fostering tourism.

Many respondents (55%) disagree with the statement, “Jefferson City is a destination for arts and culture.” (See Figure I-23.) Meanwhile, the majority of respondents (71%) agree with the statement, “I would like more tourists to visit Jefferson City.” (See Figure I-24.)

If the majority of virtual workshop participants would like to see Jefferson City draw more tourism, then the City can invest in promoting existing aspects of its cultural arts to tourists as well as invest in art and culture.

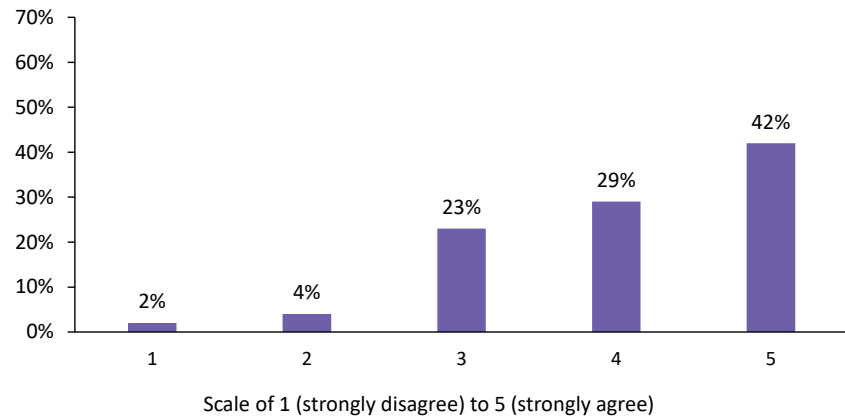
Given that the Capitol and the Missouri State Penitentiary are the major drivers of tourism to Jefferson City and they both qualify as cultural amenities, the City has an existing tourism that it can further direct to support local cultural arts.

I-23. Virtual workshop participant responses to the statement “Jefferson City is a destination for arts and culture”



Note: N = 289.
Source: Keen Independent Research

I-24. Virtual workshop participant responses to the statement “I would like more tourists to visit Jefferson City”



Note: N = 289
Source: Keen Independent Research

I. Virtual Workshop Analysis — City’s role in the cultural arts

Additional feedback. At the end of the virtual workshop, residents were asked to provide any additional feedback on the topic of cultural arts in Jefferson City.

Positive perceptions of future Jefferson City plans and this study. Many respondents commented that they are glad the City is taking the step of performing this study and putting in effort to improve the arts and cultural scenes in Jefferson City.

The importance of art. Some respondents commented on the value of art and culture more generally. Some commented that the City has a responsibility to support these activities and to provide information regarding the importance of the arts to a “balanced life,” as one respondent put it.

Engage with people of all cultures and ages. Many respondents commented that there is a need for Jefferson City to enhance its cultural impact through conversations with and offerings geared toward young people, African Americans, the LGBTQ+ community and others that might otherwise not be involved in such processes.

Thank you for being open-minded and putting in the effort for the arts and culture in Jefferson City!

Virtual workshop participant

Arts and cultural activities are very important to a community and a balanced life. It is the responsibility of our City to support and provide such enrichment to improve the City's value to its citizens.

Virtual workshop participant

People do not believe the arts are important for themselves or their children. I believe you have to solve that problem.

Virtual workshop participant

Engage the young people and do the things that are fun for them. That's the future.

Virtual workshop participant

[Look] at the places and people that may have been overlooked and don't be afraid to introduce something that people might not know about or be afraid of.

Virtual workshop participant

Seriously, if you want to make impactful art look to the LGBTQ and POC communities. We're hard to find, but we do exist here.

Virtual workshop participant

It would be wise to 'commission' works of exterior art by Black artists to display in historic and present Black neighborhoods.

Virtual workshop participant

APPENDIX J. Public Art Policy

This appendix offers an analysis of Jefferson City’s existing policies regarding public art, including a 2012 City Code and the 2022 Mural Permit Processing Update, and includes an overview of best practices for developing a clear, streamlined and impactful public art policy:

Existing Public Art Policies

Adopted in 2012, Article VI of City Code established Jefferson City’s public art policy.¹ The purpose of the policy is quoted to the right. Noteworthy for the Cultural Arts Master Plan, this policy emphasizes the significance of public art for enriching the lives of residents and visitors and sets a precedent for the integration of public art into City planning, services, design, maintenance and infrastructure.

Role of Cultural Arts Commission. The 2012 public art policy assigns the following responsibilities to the Cultural Arts Commission:

- Partner with all City departments in the implementation of public art;
- Commission artwork;
- Create an arts master plan; and
- Review all matters regarding public art prior to their submission to City Council.²

The 2012 public art policy therefore assigns substantial responsibility to the Cultural Arts Commission, including creating master plans and partnering with all City departments.

The purpose of this section is to create a plan to enrich the lives of local citizens and visitors by integrating public art into City planning, services, design, maintenance and infrastructure and thereby enhancing the aesthetic environment of public places within the City through engaging, unique and high quality public artworks and by building awareness of community history, identity, cultures and geography.

*Article VI. Public Art Policy, Jefferson City, Missouri –
Code of Ordinances (2012)*

¹ “Article VI. – Public Art Policy” in *Jefferson City, Missouri – Code of Ordinances (2012)*, https://library.municode.com/mo/jefferson_city/codes/code_of_ordinances?nodeId=CD_ORD_CH25PLDE_ARTVIPUARPO

² *Ibid.*, Sec. 25-204.

J. Art in Public Places Policy — Article VI of City Code

Funding. Article VI includes several mentions of funding for public art. These include:

- Fundraising by the Cultural Arts Commission; and a
- Cultural Arts Commission Budget.

This section of Article VI expands the responsibility of the Cultural Arts Commission to fundraising, as well as specifies that funds are aimed at expanding the City’s collection of public artwork.³

Public Art Commission. Sec. 25-206 introduces the “Public Art Commission” in addition to the Cultural Arts Commission as responsible for selecting artists and art projects.

Inventory of public art. Sec. 25-208 identifies the Cultural Arts Commission as responsible for documenting all public art in the City. The inventory process includes categorizing an artwork’s lifespan into the following four categories, suggesting that the City is invested in expanding its public art collection:

- Temporary—Up to five years;
- Mid-span—Up to 15 years;
- Long term—Up to 50 years; and
- Permanent or site integrated (cannot be removed without affecting a site or larger construction).

Analysis. This public art policy assigns extensive responsibility to the Cultural Arts Commission without specifying the details of budget or designating City staff to supporting these initiatives.

Evaluation criteria introduced in Article VI include the following:

- Proposed project stimulates excellence in design and public art;
- Project enhances community identity and place;
- Project contributes to community vitality;
- Project involves a broad range of people and communities;
- Project location is identified on the public art master plan adopted by the Cultural Arts Commission;
- Project involves a commission by artists or commissions for artists to serve on design teams for City infrastructure and plans; and
- Project is an initiative from the for-profit sector needing technical assistance in developing an artwork on public property or private property in public view.⁴

³ Sec. 25-209. – Maintenance of public art (2012).

⁴ Sec. 25-206. – Project and site section (2012).

J. Literature Review of City Plans — City of Jefferson City Code (2022)

Murals and Mural Permit Processing Update to the City Code (2022)

Jefferson City modified the codes related to murals and mural permitting on May 12, 2022.⁵ The amendments to the code expand potential mural sites to include schools and churches within residential zoning districts. Murals may also be in commercial, mixed-use and industrial zoning districts, or as part of a planned unit development plan approved by the Planning and Zoning districts.⁶

Role of Director of Planning. According to the ordinance, the Director of Planning (Director) will review and rule on mural permit applications submitted for any mural proposed within City limits. Once an application is submitted to the Director, an administrative hearing will be scheduled within 30 days. Any property owners within 185 feet of the proposed mural location will be notified of the hearing, as well as a public notice of the hearing issued in the local newspaper.⁷

The decision made by the Director is final unless an appeal is filed within ten business days of the decision. Appeals may be filed with the Board of Adjustment and must include the mural case or project being appealed and the reason for the appeal.⁸

Omission of Cultural Arts Commission. The decision-making process outlined in the ordinance is different to that outlined in the City Code. Due to both being active, Jefferson City may encounter a legal challenge regarding their public art approval and implementation process.

Mural permits are approved by the Director of Planning if the proposed mural is within an approved zone and meets the following criteria:

- Mural meets the definition of mural and is not a sign or form of advertisement;
- The content of the mural is not obscene and does not appear to imitate any official traffic sign or device;
- The mural conforms to the mural design and construction standards, including the restriction on reflective paint;
- The mural harmonizes with the structure on which it is to be painted and will not negatively impact the resource or surrounding resources in regard to historic register eligibility;
 - If the proposed mural is within a local historic district, neighborhood conservation overlay district or national register district, the application is subject for review by the applicable review body.
 - Review bodies include the State of Missouri Historic Preservation Program, City of Jefferson Historic Preservation Commission or the Planning and Zoning Commission.
- The artist, property owner and organization (if applicable) have provided proof of a contract that allows the artist(s) to paint the mural on the property; and
- The placement, height and overall area of mural is approved by the Director of Planning.⁹

⁵ Jefferson City, MO. City Code (2022), Section 3-31, 3-34, 3-35, 3-36, 3-37, 3-38. 2021.

⁶ Ibid., Section 3-35

⁷ Ibid., Section 3-34

⁸ Ibid.

⁹ Ibid., Section 3-34, 3-35, 3-36.

J. Literature Review of City Plans — Best practices

Existing policies suggest that the City values public art and would benefit from applying the best practices outlined below to develop a clear, streamlined and effective public art policy.

Percent for Art

Percent-for-art programs allocate a small portion, usually one percent, of capital construction or renovation budgets for the purchase, commissioning and installation of artwork. Since 1959, over 350 cities across the United States have introduced a percent-of-art program.

Benefits of a percent-for-art program include:

- Requiring a percentage helps to ensure equity of access and consistent implementation. Other funding mechanisms, such as private funding, may not ensure that public art reaches economically disadvantaged areas or smaller sites.
- Supporting art through capital outlays usually obviates the need for general funds to be appropriated on a project-by-project basis, which streamlines funding and budgeting.
- Including funds for art in construction and renovation budgets creates opportunities for architects, engineers and site managers to work with artists to integrate art and design into the site, enhancing the development's overall quality.¹⁰

Many states have legislature that automatically triggers a percent for art funding mechanism. The state of Missouri does not have this policy, which means that cities have established it on their own.

Cities in Missouri with a percent-for-art program

- **Columbia** passed legislation to create a Percent for Art program in 1997. The program allows for 1% of the cost of new construction or renovation projects to be used for site-specific public art. Any above-ground capital improvement project with a budget of \$1 million or more is eligible to have public art as a component of the completed site.¹¹
- **Kansas City** approved the One Percent for Art Program in 1986 and assigns the Municipal Art Commission to approve works of art displayed on City property. The Commission manages a One Percent for Art map that highlights all artwork acquired and realized through the program:
<https://storymaps.arcgis.com/stories/136091ee6017400fa216fb9cbc383fe0>.¹²

¹⁰ "State Policy Briefs: Percent for Art" in *National Assembly of State Arts Agencies* https://nasaa-arts.org/nasaa_research/nasaapercentforartpolicybrief/

¹¹ "The Percent for Art Program" in City of Columbia (2022), <https://www.como.gov/cultural-affairs/programs-and-services/percent-art-program/#:~:text=The%20program%20allows%20for%201,for%20site%2Dspecific%20public%20art.>

¹² "KCMO" Public Art in *Kansas City*, <https://www.kcmo.gov/city-hall/departments/general-services/municipal-art-commission/kcmo-public-art#:~:text=Most%20public%20art%20programs%20are,Morris%2C%20was%20dedicated%20in%201992.>

J. Literature Review of City Plans — Best practices

Use Industry Standard and Inclusive Language

The 2012 City Code introduces the Public Art Commission alongside the Cultural Arts Commission. Keen Independent recommends using consistent language throughout public art policy to prevent misunderstanding and the potential for legal challenges.

Jefferson City is already following best practices by having a City Council-appointed Cultural Arts Commission. Furthermore, the Commission’s name is inclusive because the term “cultural arts” includes visual and the performing arts, along with community gatherings and creative entrepreneurship.

If the City eventually decides that the Cultural Arts Commission requires a committee focusing on public art, Keen Independent recommends naming this group the “Public Arts Committee.”

Clarify Decision-Making Process Regarding Public Art

Jefferson City currently has two different processes pertaining to public art:

- According to the 2012 City Code, the Cultural Arts Commission is responsible for making recommendations to City Council regarding public art; and
- According to the 2022 Mural Permit Processing Update, the Director of Planning approves mural permits.

Keen Independent recommends introducing a new ordinance that resolves these challenging processes. We recommend passing a new ordinance that names the Cultural Arts Commission as leading Jefferson City’s public art initiatives with Commission members making recommendations to City Council, who then make the final decisions.

Public art approval process. Once the City clarifies the decision-making abilities of the Cultural Arts Commission, it is also necessary to outline streamlined public art approval process.

Keen Independent recommends introducing a line of approval that goes as follows:

- Cultural Arts Commission proposes a project to City Council and receives approval to proceed;
- The Commission works with the Cultural Arts Program Manager and any appropriate entities with jurisdiction over the proposed location for the artwork or cultural amenity; and
- The Commission involves the community throughout the planning and selection process.

Consider a community review process. Public art often inspires passionate reactions as residents adjust to their changing landscape. Cities are more likely to encounter criticism after unveiling a new public artwork if there is a lack of transparency in the selection process. Community involvement in the selection and review process can build consensus for the specific project, as well as enthusiasm for the cultural arts in Jefferson City more broadly.

While it may appear that a community review process slows progress, budgeting time and resources to involve and inform the community often saves the City resources in the long term. An example review process and benchmarks are outlined on the following page.

J. Literature Review of City Plans — Best practices

A review process that involves the community to increase local buy-in and representation can include:

- Requesting that the applicant create and/or implement a community outreach plan;
- Notifying neighboring community or business associations that may be affected by the artwork;
- Notifying the public in the local newspaper, on the city website and the arts; commission website regarding project milestones;
- Implementing a community survey; or
- Other methods of providing a means for community input.

Community review benchmarks. For example, the cities of Denton, Texas and Golden, Colorado have some form of community review process within their public art policies.

- Denton’s Public Art Policy (2013) includes a section titled “Community Involvement” and states that City Council “seeks to ensure citizen involvement through the establishment of the Public Art Committee and the review and approval of each public art project.”¹³
- Golden’s Art in Public Places Handbook (2022) outlines a process for forming a public jury that involves residents and community members to evaluate public artwork.¹⁴

¹³ “Resolution no. R2013-021” (2013) retrieved from <https://www.cityofdenton.com/DocumentCenter/View/1564/Resolution-2013-021-Public-Art-Policy-PDF>

¹⁴ “Art in Public Places Handbook 2019 (Updated and revised 2022)” retrieved from <https://www.cityofgolden.net/media/ArtPublicPlacesHandbook.pdf>

Public Art Inventory

Article VI identifies the Cultural Arts Commission as responsible for maintaining an ongoing inventory of public art in the City. Keen Independent agrees that this is a best practice and recommends organizing this inventory according to the following categories that reflect the City’s existing successful programs:

- Sculpture on the Move (temporary); and
- Long-term/ permanent.

Introduce Language that Addresses Support for Local Artists

Cities across the country have been updating their public art policies to state an intent to support local artists. Jefferson City residents have expressed interest in the City supporting local artists, performers, makers and creatives. Adding language that states an intent to commission and engage local artists will direct the City’s efforts and clarify the Commission’s focus.

- Kansas City designates a portion of their percent-for-art program to supporting “KC-area artists.”¹⁵
- Denton’s Public Art Policy (2013) states a goal of: “promote a community environment that attracts artists to live and work, businesses to invest and locate, and residents to thrive.”¹⁶

¹⁵ “Public Art Program” in Build KCI (2023), <https://www.buildkci.com/art/>

¹⁶ “Resolution no. R2013-021” (2013) retrieved from <https://www.cityofdenton.com/DocumentCenter/View/1564/Resolution-2013-021-Public-Art-Policy-PDF>

J. Literature Review of City Plans — Best practices

As a summary, Keen Independent recommends revising the City's public art policy to feature the following best practices.

Checklist of public art policy best practices

- Introduce a percent-for-art-program;
- Resolve existing challenges in City Code pertaining to public art;
- Identify the Cultural Arts Commission as making recommendations to City Council;
- Clarify decision-making process for public art;
- Integrate a community review process when appropriate;
- Designate the Cultural Arts Program Manager as the City staff point person for the Cultural Arts Commission;
- Use consistent language when discussing the Cultural Arts Commission and public art;
- Mention that the Cultural Arts Commission is capable of forming project-specific committees if their responsibilities warrant it; and
- State an investment in supporting local artists.

APPENDIX K. Literature Review of City Plans

This appendix includes a summary of current plans and ordinances for the City of Jefferson with specific consideration given to initiatives that include or impact arts and culture. Information for each document is represented as it was written at the time it was adopted. Through this review and assessment, existing and potential arts and cultural initiatives have been considered for the Jefferson City Cultural Arts Master Plan recommendations.

Introduction

Keen Independent assessed the following Plans in the development of the Cultural Arts Master Plan, presented in chronological order:

- Jefferson City Beautification Plan (2001);¹
- Historic Southside | Old Munichburg District and Neighborhood Plan (2017);²
- Parks, Recreation, & Forestry Master Plan (2018);³
- Historic Preservation Plan (2019);⁴
- Activate Jefferson City 2040 (2021).⁵



Jefferson City, Missouri
Photo: Keen Independent

¹ *Beautification Plan* (2001)

<https://www.jeffersoncitymo.gov/Introduction%20and%20Executive%20Summary.pdf>

² *Historic Southside | Old Munichburg District and Neighborhood Plan* (2017)

https://www.jeffersoncitymo.gov/P&Z_and_BOA_postings/Southside%20Neighborhood%20Plan-11July2017.pdf

³ *Jefferson City Parks, Recreation, & Forestry Master Plan* (2018).

https://issuu.com/amyschroeder8/docs/jeffersoncityparksmasterplan_book_1

⁴ *Historic Preservation Plan* (2019).

https://www.jeffersoncitymo.gov/P&Z_and_BOA_postings/2-JeffersonCity%20HP%20Plan_only_digital_lo-res.pdf

⁵ *Activate Jefferson City 2040* (2021).

https://www.jeffersoncitymo.gov/government/planning/comprehensive_plan_update.php

K. Literature Review of City Plans — Jefferson City Beautification Plan (2001)

The Jefferson City Beautification Plan, published in 2001, is the first plan of its kind since the 1976 Beautification Plan. The document is divided into nine sections, five of which include suggestions that directly relate to the cultural arts. These five sections and the related recommendations are summarized below:

Section 3 covers prominent areas of the City and includes such recommendations as:

- Building a museum and information space on Adrian Island;⁶
- Improving the visual appearance of Capitol Avenue;⁷ and
- Visual improvements to the rail yard on the north edge of the Central Business District.⁸

Sections 4 and 5 of the Plan are focused on the Central Business District and its streets. Relevant recommendations include:

- Adding signs, banners and art to enhance the sense-of-place;⁹
- Enhance the visual presence of the downtown area;¹⁰ and
- Creating a harmonious appearance through street furniture.¹¹

Section 6 includes a discussion of the private lot on Madison and Alley. The Plan notes that there is evidence that this lot had already begun to be used as space for people to gather and suggests adding wall murals or graphics to the surrounding buildings.¹²

Section 8 refers to the history and culture of the City, emphasizing the importance of preserving the character, context and history, as well as how preservation can positively impact the visual fabric of the community.¹³

⁶ *Jefferson City Beautification Plan* (2001), 3-4 - 3-7
<https://www.jeffersoncitymo.gov/Section%203-Study%20Areas.pdf>

⁷ Ibid.

⁸ Ibid.

⁹ Ibid., 5-4 <https://www.jeffersoncitymo.gov/Section%205-C%20B%20D%20Cars%20and%20Pedestrians.pdf>

¹⁰ Ibid., 4-1 - 4-5 <https://www.jeffersoncitymo.gov/Section%204-Central%20Business%20District.pdf>

¹¹ Ibid.

¹² Ibid., 6-8 <https://www.jeffersoncitymo.gov/Section%206-Detail%20Study%20Areas.pdf>

¹³ Ibid., 8 <https://www.jeffersoncitymo.gov/Section%208-Historic%20Preservation.pdf>

K. Literature Review of City Plans — Historic Southside | Old Munichburg Neighborhood Plan (2016)

The Historic Southside | Old Munichburg District and Neighborhood Plan highlights several recommendations for arts and culture. The Plan emphasizes revitalization efforts and the celebration of the neighborhood's history and cultural resources to create a vibrant community. Specific recommendations include the following.

Festivals and celebrations. The Plan highlights the rich history and culture of the Historic Southside neighborhood. To bring the community together through shared culture and history, the Neighborhood Plan suggests developing a plaza along Dunklin Street as a central location for these gatherings.¹⁴ The Plan suggests that this placemaking plaza could have many uses, such as performances, seating and lounging areas, business incubation, food truck events, festival activities, beer gardens, trail heads for a historic trail and public art installations.¹⁵

Improving street appearance and design. The Plan makes several references to building the identity of the community through building facades, street designs, signage, lighting and landscaping, as well as establishing design guidelines for developers and building owners.¹⁶ In addition to the community building and economic potential of the proposed design improvements, the Plan suggests that using Crime Prevention through Environmental Design techniques can also improve the safety of the neighborhood by increasing activity and visibility which often deters street crimes.¹⁷



¹⁴ *Historic Southside | Old Munichburg District and Neighborhood Plan* (2019), 56, 108

¹⁵ *Ibid.*

¹⁶ *Ibid.*, 48

¹⁷ *Ibid.*, 92-94

K. Literature Review of City Plans — Parks and Recreation Master and Strategic Plan (2018)

Jefferson City developed a Parks and Recreation Master Plan to provide a long-term vision and plan of action for the community’s park system. This Plan focuses on improving existing parks and recreation facilities, improving parks operations and ensuring equitable distribution of improvements throughout the community.

Vision. The long-term vision for the City of Jefferson Park System includes the goal of ensuring “a healthy, active and beautiful place to live, work and play.”¹⁸ The community brainstorming sessions, called “dream sessions” generated several ideas that relate to the cultural arts.¹⁹

In the community survey, 23 percent of residents indicated that Jefferson City parks need more public art and 24 percent indicated that they would like to see Jefferson City develop an outdoor amphitheater.

Other opportunities. The Plan indicates many opportunities to integrate arts and culture in the improvement of existing parks and facilities. These suggestions include the restoration and improvement of the amphitheater, park signage, functional art, murals, entrance facades, shade structures and art installations.²⁰ Within the Parks Site Analysis Descriptions section, the Plan notes a need for signage updates, which can be designed and fabricated by artists while meeting the City’s brand standards.²¹

Arts and culture ideas generated in dream sessions.

The brainstorming sessions about how the Jefferson City parks could best serve the community generated the following ideas related to arts and culture:

- “A beautification program”;
- “High Quality – Art Included Foundation/Commission incorporated in design and implementation”;
- “Memorial Wall at Memorial Park”;
- “First Impressions Features”;
- “Wedding Venues”;
- “Kinetic Sculptures”;
- “Signature Sculpture Pieces”; and
- “A full-service Amphitheater that can support large annual gatherings and small weekly congregations.”²²

¹⁸ *Jefferson City Parks, Recreation, & Forestry Master Plan (2018)*, 17.

¹⁹ *Ibid.*, 61.

²⁰ *Ibid.*, 32-37.

²¹ *Ibid.*

²² *Ibid.*, 61.

K. Literature Review of City Plans — Historic Preservation Plan (2019)

The Historic Preservation Plan for Jefferson City emphasizes the City's historic resources and the value they hold in shaping community identity and communal pride. It highlights the importance of preservation as an economic development tool and stresses the need to incorporate historic preservation initiatives into various city programs. The Plan outlines many goals related to arts and culture, which can be summarized into the following two categories.

Development and Revitalization. These ideas from the Plan emphasize the need to integrate arts and cultural initiatives into city planning and public activities.²³

- Activate and revitalize arts and cultural spaces, such as historic neighborhoods, to promote artistic expression and tourism.²⁴
- Enhance the visual appeal of urban spaces through design elements, public art installations, placemaking, streetscaping and other aesthetic improvements.²⁵
- Developing and using design standards and guidelines to create a cohesive style and character throughout the City while maintaining historic elements.²⁶

Community Engagement and Identity. The suggestions from the Plan discuss ways to actively engage residents and visitors through arts programming that reinforce community identity and foster a sense of belonging.²⁷

- Promote public appreciation and understanding of the arts through education and communication efforts.²⁸
- Emphasize the importance of community character, identity and storytelling through artistic expressions.²⁹
- Preserve and promote the city's cultural heritage by documenting and researching its history, achievements, and cultural assets.³⁰
- Celebrate local culture, artists and historical organizations through exhibitions, publications, and public recognition.³¹
- Support grassroots involvement and provide resources for local artists and organizations.³²

²³ *Jefferson City Historic Preservation Plan (2019)*, 54-55, 155.

²⁴ *Ibid.*, 169.

²⁵ *Ibid.*, 66, 100-102, 115, 145, 159, 173.

²⁶ *Ibid.*, 66, 100, 102.

²⁷ *Ibid.*, 54-55.

²⁸ *Ibid.*, 170.

²⁹ *Ibid.*, 160-161, 169.

³⁰ *Ibid.*, 160, 177-178.

³¹ *Ibid.*, 177-178.

³² *Ibid.*, 155.

K. Literature Review of City Plans — Activate Jefferson City 2040 (2021)

In 2021, the Planning and Zoning Commission of the City of Jefferson adopted the Activate Jefferson City 2040 Comprehensive Plan, which is an update from the City’s previous plan developed in 1996. This Plan was developed as a 20-year strategy to showcase the community’s vision and provide strategies for making Jefferson City’s goals a reality. The 2040 Comprehensive Plan is organized around six themes, four of which mention arts and culture or relate to the cultural arts directly:

- Housing and Neighborhoods;
- Economic Development;
- Land Use; and
- Capital Culture and Healthy Lifestyles.

The process to create this Plan included a thorough community engagement process with mapping exercises, community workshops, open houses, stakeholder interviews and focus groups. During community outreach efforts, a large majority (88 percent) of respondents indicated that the quality of life in Jefferson City is affected by accessibility to arts and culture facilities.³³

In this review, each relevant theme is discussed in its relation to arts and culture as well as the implementation program for each theme.

The City of Jefferson’s mission statement and the Activate Jefferson City 2040 Comprehensive Plan’s vision statement inform the contents of the Comprehensive Plan.

Jefferson City promotes livability for all by cultivating healthy neighborhoods, vibrant commercial centers, and small-town amenities. Bolstering quality of life makes Jefferson City an attractive place for residential living, workforce development, and entertainment.³⁴

Activate Jefferson City 2040 Vision Statement

The mission of the City of Jefferson is to provide effective leadership and stewardship, enhance the present and future quality of life, promote the health, safety and welfare of the community, and efficiently deliver essential and desired services with resolute spirit and absolute integrity.³⁵

City of Jefferson Mission Statement

³³ *Activate Jefferson City 2040* (2021), 19.

³⁴ *Ibid.*, 103.

³⁵ *Ibid.*, 7.

K. Literature Review of City Plans — Activate Jefferson City 2040 (2021)

Housing and Neighborhoods

The guiding principle of this theme is to provide equitable housing environment to benefit all Jefferson City residents across different incomes and lifestyles.³⁶ This section focuses on specific neighborhoods and housing overall.

Activate Jefferson City 2040 acknowledges the historic neighborhoods that have made efforts towards beautification and cultural preservation, such as the Historic Southside and Old Munichburg district and the Central Eastside neighborhood. This Plan indicates that these and other neighborhoods should work towards additional and similar efforts.³⁷

To promote the stabilization and safety within a community, the Plan suggests using Crime Prevention Through Environmental Design. Techniques,³⁸ which include:

- Building social capital through developing spaces that encourage communication and collaboration between the public and government;
- Wayfinding elements and signage;
- The planning and placement of safe activities and infrastructure that encourage people to use spaces; and
- Overall beautification; and
- Increasing residential connections to the spaces in a community through design.³⁹

³⁶ *Activate Jefferson City 2040 (2021)*, 33.

³⁷ *Ibid.*, 26, 28.

³⁸ *Ibid.*, 30-33.

³⁹ *Ibid.*

Action and Implementation Plan: Housing and Neighborhoods

Goal A2. Promote neighborhood stabilization through the rehabilitation and maintenance of residential properties.⁴⁰ Objectives of this goal include:

- Creative strategies for strategically monitored neighborhoods;
- Cultivating neighborhoods as distinctive places; and
- Educate the public about preserving historic neighborhoods and homes.

Strategies to achieve these goals include Main Street placemaking and the adoption of neighborhood design guidelines and standards.⁴¹

Goal A3. Encourage proactive neighborhood health throughout Jefferson City.⁴² Objectives include:

- Maintain and foster neighborhood pride, community support and small-town spirit; and
- Enhancing the public realm through beautification and safety improvements.

Strategies to achieve this goal include developing Neighborhood Improvement Districts to construct signage, landscaping improvements and other infrastructure.⁴³

⁴⁰ *Ibid.*, 106-108.

⁴¹ *Ibid.*

⁴² *Ibid.*

⁴³ *Ibid.*

K. Literature Review of City Plans — Activate Jefferson City 2040 (2021)

Economic Development

According to the Activate Jefferson City 2040 Plan, when compared to other similar cities in the Midwest, Jefferson City has the lowest percentage of the population employed in arts, entertainment and recreation industries and residents indicate that they would like to have more arts and cultural opportunities in the area.⁴⁴

The Plan discusses existing incentives to stimulate economic and community development.⁴⁵ The following incentives all include elements of arts and culture through beautification, signage, historic building preservation and/or public art:

- Community Improvement Districts (CID);
- Neighborhood Improvement Districts (NID);
- the Jefferson City Neighborhood Reinvestment Act; and
- Overlay districts.⁴⁶

⁴⁴ *Activate Jefferson City 2040* (2021), 38.

⁴⁵ *Ibid.*, 40-41.

⁴⁶ *Ibid.*

Action and Implementation Plan: Economic Development

Goal B2: Stimulate economic growth through the pursuit of local and regional projects. Strategies include:

- Using Community Improvement Districts to strengthen unique areas and commercial nodes; and
- Creating educational and recreational spaces that encourage all ages of the population to be a part of the community.⁴⁷

Goal B3: Prioritize creative placemaking and unique investment opportunities in Jefferson City's city center.⁴⁸ Objectives include:

- Making landmarks pivotal to Jefferson City's economy; and
- Encouraging adaptive reuse for underutilized structures.

Strategies suggested in the plan include:

- Revitalization incentives specifically for properties around the Missouri State Penitentiary site;
- Establishing a new local program to promote adaptive reuse;
- Continued investing in downtown Jefferson City to strengthen its quality of place; and
- Create a list of endangered buildings to prioritize creative development.⁴⁹

⁴⁷ *Ibid.*, 110.

⁴⁸ *Ibid.*, 111-112.

⁴⁹ *Ibid.*

K. Literature Review of City Plans — Activate Jefferson City 2040 (2021)

Land Use

The guiding principle of this theme is utilizing land use and zoning regulations to improve quality of life of the community.⁵⁰ Items directly related to arts and culture include the downtown district and redevelopment areas.

Downtown. Activate Jefferson City 2040 highlights the noticeable redevelopment of downtown Jefferson City since the early 2000's and provides a vision for how the area can continue to be strengthened, including:

- Developing social spaces, such as a farmers' market and civic square;
- The implementation of public art;
- Prioritizing streetscape design;
- Well-designed vibrant spaces that create a destination for residents and visitors; and
- Signage that is characteristic to the historical style of the area.⁵¹

Redevelopment areas. The Activate Jefferson City 2040 plan identifies several areas that need extreme renovation.⁵² To encourage redevelopment in the area the plan suggests several approaches, including design guidelines that are aesthetically appealing to inform development or redevelopment.⁵³

⁵⁰ *Activate Jefferson City 2040* (2021), 124.

⁵¹ *Ibid.*, 86.

⁵² *Ibid.*, 88.

Action and Implementation Plan: Land Use

Goal E1. Enrich the city center environment. Objectives include:

- Stabilizing existing neighborhoods; and
- Determining best practices for managing and reclaiming vacant and blighted properties.

Strategies to achieve these goals include :

- Developing design standards for downtown; and
- Connecting neighborhoods using signage and placemaking features.⁵⁴

Goal E2. Create robust commercial and employment centers.⁵⁵

Strategies for how to achieve this goal include:

- Developing design best practices for commercial areas of various scale; and
- Updating programs that improve the built environment.

⁵³ *Ibid.*

⁵⁴ *Ibid.*, 124.

⁵⁵ *Ibid.*, 125.

K. Literature Review of City Plans — Activate Jefferson City 2040 (2021)

Capital Culture and Healthy Living

The guiding principle of this theme is that social and physical vibrancy is key to Jefferson City’s quality of life.⁵⁶ This section focuses on crime and safety and historic preservation, as well as parks and recreation. Since the Plan draws heavily on the Parks, Recreation and Forestry Master Plan discussed above, this section will focus on the other two elements.

Crime and safety. The previous sections of the Plan have discussed ways in which arts and cultural elements, such as placemaking and streetscaping, can be used to improve blighted properties, which is again echoed in this theme.⁵⁷ By implementing strategies to address conditions such as social disorder and by building community capital, the Plan suggests that safety can be improved in high crime areas.⁵⁸

Historic preservation. This section highlights the abundance of historical assets in Jefferson City, while also identifying why historic preservation is key to long-term sustainability. For example,

- Historic preservation promotes city culture by acknowledging subcultures and groups, giving the community a distinct identity and fostering quality of place;
- The renovation and restoration of historic structures can spread financial benefits throughout the community; and
- Additional sources of revenue can be generated by heritage tourism if cultural assets are preserved and restored.⁵⁹

⁵⁶ *Activate Jefferson City 2040 (2021)*, 129.

⁵⁷ *Ibid.*, 93-94

⁵⁸ *Ibid.*

⁵⁹ *Ibid.*, 97

Action and Implementation Plan: Capital Culture and Healthy Living

Goal F1: Enhance Jefferson City’s culture, focusing on diversity and quality of place.⁶⁰ Suggested strategies to achieve this goal include:

- Ensuring digital and print materials, advertising and wayfinding signage is cohesive throughout the City;
- Expand heritage tourism; and
- Investigate the integration of a public art budget into development tools, such as CID and TIF agreements.

Goal F2: Sustain a thriving and diverse parks and recreation system.⁶¹ Strategies include implementing interpretative signage to display information about the area and its history and developing more opportunities for leisure along the Missouri River.

Goal F3: Increase access to social well-being and physical health amenities.⁶² Objectives include expanding the presence of art in public and private places.

Strategies to achieve this goal include:

- Developing community murals in underutilized spaces;
- Implementing Crime Prevention Through Environmental Design; and
- Using public art as a community engagement tool.⁶³

⁶⁰ *Ibid.*, 129

⁶¹ *Ibid.*, 130

⁶² *Ibid.*, 131-133

⁶³ *Ibid.*

K. Literature Review of City Plans — Summary

Key Opportunities for Arts and Culture

Through this review of City Plans and related documents, Keen Independent identified key opportunities for existing and potential initiatives that relate to the Cultural Arts Master Plan. Thoughtful integration of arts and culture initiatives can help support existing efforts and future City planning efforts.

The following summary of opportunities for supporting arts and culture builds upon existing efforts in City plans and related documents. These opportunities can be grouped according to the following themes:

- Placemaking;
- Safety, inclusion and engagement; and
- Arts and culture as a vehicle for economic development.

Placemaking. Both the Activate Jefferson City 2040 and Jefferson City Parks Master Plans make extensive references to a need for improved, increased and informative placemaking around the City. Updating and creating placement by introducing signage and developing a cohesive community identity might look as follows:

- Creating a cohesive design scheme across the City;
- Introducing new signage to highlight locations of historical significance; and
- Incorporating public art into neighborhoods and other districts that is reflective of the City's past and present.

Safety, Inclusion and Engagement. The City has identified arts and culture as key to making Jefferson City a safe, inclusive and engaged community. Integrating art and culture within existing efforts includes:

- Weaving art and culture throughout Strategically Monitored Neighborhoods;⁶⁴
- Using Crime Prevention Through Environmental Design techniques to increase social cohesion and decrease crime;⁶⁵
- Developing placemaking spaces for enhanced community engagement and sense of belonging; and
- Approaching art and culture as important components that make functional design elements, such as signage, bike lanes and bike racks, more accessible and inclusive.

Art and Culture as Vehicle of Economic Development. Many of the City's existing Plans identify the cultural arts as significant to its economic development. Building upon these efforts includes:

- Organizing special events to attract visitors, foster neighborhood identity and increase communal pride; and
- Continue revitalization and historic preservation efforts, as well as begin new initiatives to increase City workforce participation in local projects and draw in heritage tourists.

⁶⁴ *Activate Jefferson City 2040* (2021), 32.

⁶⁵ *Ibid.*, 30-33, 131-133; *Historic Southside | Old Munichburg District and Neighborhood Plan* (2019) 92-94.

K. Literature Review of City Plans — Summary

While there are many areas of Jefferson City that may economically benefit from cultural arts offerings, two locations that stand out in the review of existing City documents are discussed below:

Downtown Jefferson City. The Activate Jefferson City 2040 Master Plan includes a feature on the vision of the downtown area with aspects that pertain to arts and culture.⁶⁶ A social space, such as a Farmers Market and Civic Square, is discussed as a potential future development where residents and visitors can participate in the community. The Plan suggests that public art be implemented into these spaces.

Missouri State Penitentiary. There appears to be interest in the community surrounding the Missouri State Penitentiary site, as observed in the stakeholder interview process for the Activate Jefferson City 2040 Master Plan.⁶⁷ The Master Plan also indicates that the site could be pivotal to encouraging productive economic activity, as well as serving educational and historic purposes.⁶⁸



⁶⁶ *Activate Jefferson City 2040* (2021), 86.

⁶⁷ *Ibid.*, 156.

⁶⁸ *Ibid.*, 42, 97, 155.

APPENDIX L. Case Studies and Comparable Municipalities

Keen Independent presents an analysis of comparable municipalities and relevant case studies that are instructive to the proposed Jefferson City Cultural Arts Master Plan. The following factors contributed to the selection of benchmarks:

- Demographics;
- Public art and placemaking;
- Resident and tourist appeal;
- Outdoor theatre and festivals; and
- Integration of the cultural arts within landscape.

This appendix features benchmark profiles for the following cities in Missouri:

- Sedalia, MO;
- St. Joseph, MO; and
- Bello, MO.

Other cities. Keen Independent additionally compiled information for relevant cities that are out of state yet have programs or qualities that Jefferson City residents and stakeholders want the City to emulate. These relevant cities include:

- Little Rock, Arkansas;
- Fayetteville Arkansas; and
- Staunton, Virginia.

L. Case Studies and Comparable Municipalities — Sedalia, MO

Sedalia is the county seat of Pettis County.

- Population: 21,947¹
- Land area: 14.2 square miles²
- Median household income: \$44,487³

Scott Joplin International Ragtime Festival. Sedalia hosts an annual multi-day festival honoring “King of Ragtime” Scott Joplin, the African American composer and pianist whose *Maple Leaf Rag* ushered in the music genre.⁴ Joplin lived in Sedalia when he composed many of his now iconic ragtime pieces.⁵ This annual festival offers Jefferson City an example of a cultural offering with a specific theme, as well as a celebration of the cultural contributions of an African American former resident and the City’s African American community. Next year, 2024, marks the 50 anniversary of the festival.⁶

The Scott Joplin International Ragtime Festival draws residents and tourists to Sedalia and features the following:

- Paid concerts showcasing established local and touring musicians at various venues (tickets for each show range from \$26 to \$36);⁷

¹ “Sedalia city, Missouri” in *U.S. Census* (July 1, 2022), <https://www.census.gov/quickfacts/fact/table/sedaliacitymissouri/PST120222>

² Ibid.

³ Ibid.

⁴ “Scott Joplin International Ragtime Festival” in *Sedalia Convention & Visitors Bureau* (2023), <https://www.visitsedaliamo.com/fairs-and-festivals/scott-joplin-international-ragtime-festival/>

- Free open-air concerts with up-and-coming ragtime performers; and
- Coordinated promotions through local businesses.

Funding for the festival includes grants from the Missouri Humanities, Missouri Arts Council, Missouri Division of Tourism and a grant through the state of Missouri’s Horizons Initiative.⁸



Scott Joplin International Ragtime Festival performers (1990)
Photo: Wikimedia Commons

⁵ Ibid.

⁶ *The Scott Joplin Ragtime Festival* (2023), <https://www.scottjoplin.org/>

⁷ Ibid., <https://www.scottjoplin.org/store/c7/NO-On-Line-Ticket-Sales-Effective-5-24-2023.html>

⁸ Ibid., <https://www.scottjoplin.org/news>

L. Case Studies and Comparable Municipalities — St. Joseph, MO

Located on the Missouri River, St. Joseph is the county seat of Buchanan County.

- Population: 70,656⁹
- Land area: 44.7 square miles¹⁰
- Median household income: \$50, 540¹¹

Sculpture Walk. St. Joseph hosts an annual Sculpture Walk. Sculptures are selected by a jury and go on loan to the City for one year, during which they are displayed prominently in downtown St. Joseph and available for sale. The initiative is managed by the Allied Arts Council, a non-profit active since 1963, and made possible through a partnership between the City, Downtown Community Improvement District and individual sponsors.¹²

The Arts Action Fund, a nonprofit organization affiliated with the Americans for the Arts (discussed in Appendix D), identifies St. Joseph’s Sculpture Walk as one of the main cultural arts highlights offered in Missouri.¹³ St. Joseph residents voted the Sculpture Walk as the “people’s choice” cultural arts offering in 2022.¹⁴

The Allied Arts Council organizes the following events in association with the Sculpture Walk:

- Guided group tours; and
- Contest where residents vote for their favorite sculpture.

The 2023–2024 brochure of sculptures can be found here:

<https://stjoearts.org/wp/sculpture-walk/sculpture-walk-sculptures/>



⁹ “St. Joseph city, Missouri” in *U.S. Census* (July 1, 2022), <https://www.census.gov/quickfacts/fact/table/stjosephcitymissouri/INC110221>

¹⁰ Ibid.

¹¹ Ibid.

¹² “Allied Arts Council – Saint Joseph Missouri” in *Allied Arts Council* (2023), <https://stjoearts.org/wp/>

¹³ “The Arts are Everywhere” in *Why the Arts Matter in Missouri* (2023), https://www.artsactionfund.org/sites/artsactionfund.org/files/2023-03/Missouri%202023_0.pdf

¹⁴ “9th Annual St. Joseph Sculpture Walk” (2022), https://stjoearts.org/wp/wp-content/uploads/2022/06/FINAL_Sculpture-Walk-brochure-22reduced.pdf

L. Case Studies and Comparable Municipalities — Belle, MO

Belle is significantly less populated than Jefferson City, yet Jefferson City residents and stakeholders identified it as a case study due to its well-respected artist residency.

- Population: 1,446¹⁵
- Land area: 1.33 square miles¹⁶
- Median household income: \$45,365¹⁷

Osage Arts Community. Founded in 2004, Osage Arts Community (hereafter OAC) has hosted over 180 artists in residence.¹⁸ OAC is located on a 160-acre farm in a rural mountainside setting. The residency is open to emerging artists, mid-career artists and collaborative teams.¹⁹

Average length of residency is six months and applying for residency at OAC does not involve a fee.²⁰ Once awarded, the residency includes the following:

- Housing;
- Studio space;
- Internet access;
- Program administration and support; and
- Limited transportation.

In exchange for the residency, artists perform 10 hours of work per week. The details of the work assignment are determined during the first few weeks of residency.²¹

Connection to Osage Tribe. OAC's name is an ode to the Osage Tribe, who stewarded central Missouri, along with much of contemporary Kansas, Oklahoma and Arkansas, before the area was settled and incorporated.²² The organization's website features a history of the Osage Tribe, suggestions for further reading and profiles on indigenous North American artists: <https://osageac.org/about/>



¹⁵ "Belle, MO" in *U.S. Census Bureau* (2021), <https://censusreporter.org/profiles/16000US2904150-belle-mo/>

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ "Osage Arts Community History and Area" in Osage Arts Community (2023), <https://osageac.org/about/>

¹⁹ Ibid.

²⁰ Ibid., <https://osageac.org/apply-for-a-residency/>

²¹ Ibid.

²² Ibid., <https://osageac.org/about/>

L. Case Studies and Comparable Municipalities — Little Rock, AR

Little Rock, Arkansas is more populated than Jefferson City but offers a comparable municipality for considering how a state capital can preserve and celebrate its African American heritage and active community members, as well as develop indoor facilities for all ages.

- Population: 202,864²³
- Land area: 123 square miles²⁴
- Median household income: \$56,928²⁵

African American history and culture. The City of Little Rock begins its website section of “museums and attractions” with the invitation to “explore Little Rock’s deep connection to the Civil Rights movement” by visiting sights that include:²⁶

- Central High School National Historic Site, which highlights the Little Rock Nine;
- *Testament: The Little Rock Nine Monument*, which is located next to the Capitol;
- Mosaic Templars Culture Center, which features a museum dedicated to African American Arkansans; and
- Little Rock Civil Rights self-guided tour.²⁷

Museum of Discovery. Known as the Museum of Discovery, the Donald W. Reynolds Science Center features hands-on exhibits, immersive installations and programs that offer indoor education and recreation for all ages. The Museum is located alongside Riverfront Park in the downtown River Market District. For a complete list of educational programs offered, see:

<https://museumofdiscovery.org/educational-programs/>

Rental options at the Museum range from meeting spaces at \$200 per hour to renting the full museum for \$3,500 for three hours.²⁸



Testament: Little Rock Nine Monument by John Deering
Photo: Wikivoyage

²³ “Little Rock city, Arkansas” in *U.S. Census* (July 1, 2022), <https://www.census.gov/quickfacts/fact/table/littlerockcityarkansas/PST045222>

²⁴ Ibid.

²⁵ Ibid.

²⁶ “Be Inspired” in *Little Rock* (2023), <https://www.littlerock.com/things-to-do/museums-attractions/>

²⁷ Ibid.

²⁸ “Facility Rental” in *Museum of Discovery* (2023), <https://museumofdiscovery.org/facility-rental/>

L. Case Studies and Comparable Municipalities — Fayetteville, AR

Jefferson City residents and stakeholders identified Fayetteville as a case study due to its integration of public art within its parks.

- Population: 99,285²⁹
- Land area: 55.8 square miles³⁰
- Median household income: \$52,111³¹

Cultural Arts Corridor. The City of Fayetteville is developing a new 50-acre public outdoor space to help revitalize its downtown area.³² Once completed in late 2024, the project will be named “The Ramble,” a title developed with input from residents. The Ramble will be in the center of Fayetteville and fulfill the following City goals:

- Celebrate local arts and culture;
- Enhance Fayetteville’s urban forest; and
- Improve accessibility to green spaces.³³

The project is part of a bond package that was approved by voters in 2019. Funded through public-private partnerships, it will include:

- Gathering spaces featuring public art, such as:
 - Central lawn;
 - Promenade; and
 - Sculpture garden.
- Trails and new trail connections;

²⁹ “Fayetteville city, Arkansas” in *U.S. Census* (July 1, 2022), <https://www.census.gov/quickfacts/fact/table/fayettevillecityarkansas/PST045222>

³⁰ Ibid.

³¹ Ibid.

- Native planting;
- Energy efficient lighting;
- Wayfinding with clear branding;
- Repaved adjacent roads and updated sidewalks.³⁴

Jefferson City can reference The Ramble while developing its plans to revitalize Capital Avenue and when considering how to integrate spaces for gathering and reflection at the Missouri State Penitentiary.



Fayetteville Square
Photo: Wikimedia Commons

³² “Cultural Arts Corridor” in *City of Fayetteville Arkansas* (2023), <https://www.fayetteville-ar.gov/3456/Cultural-Arts-Corridor>

³³ Ibid.

³⁴ Ibid.

L. Case Studies and Comparable Municipalities — Staunton, VA

Jefferson City residents and stakeholders identified Staunton as a case study for sidewalk and crosswalk art.

- Population: 25,904³⁵
- Land area: 19.98 square miles³⁶
- Median household income: \$53,041³⁷

Outdoor theatre. Staunton is home to American Shakespeare Center’s Blackfriars Playhouse, a recreation of Shakespeare’s indoor theatre that is open year-round for performances of the playwright’s work along with contemporary plays.³⁸ Since 2020 and the COVID-19 pandemic, Blackfriars Playhouse has been offering additional performances in alternative locations, such as the lawn at the Blackburn Inn.³⁹ As Jefferson City opens its amphitheater more to community use, it may use Blackfriars Playhouse as an example of local theatre developing outdoor and more accessible performances for residents and tourists.

Public art. The City of Staunton advertises public art, including murals and a large sculpture of a watering can by artist Willy Ferguson, on its tourism website.⁴⁰

Staunton’s most iconic public art initially sparked criticism. When the design for the 2019 “You Belong” mural was first unveiled, residents expressed frustration that they were unable to see all the submissions and that the featured landscape was not specific enough to Staunton.⁴¹ Ferguson’s sculpture of a monumental watering can inspired ridicule before it became a beloved, and effective, example of art as placemaking.⁴² These examples underscore that involving residents in the public art selection process is a best practice and show that an unexpected artwork may become adored and iconic, especially if it features a clear and recognizable concept.



³⁵ “Staunton city, Virginia” in *U.S. Census Bureau* (July 1, 2022), <https://www.census.gov/quickfacts/fact/table/stauntoncityvirginia,waynesborocityvirginia,augustacountyvirginia,nelsoncountyvirginia/RHI425222>

³⁶ *Ibid.*

³⁷ *Ibid.*

³⁸ “Blackfriars Playhouse” in *American Shakespeare Center* (2023), <https://americanshakespearecenter.com/blackfriars-playhouse/>

³⁹ “Guide to Arts and Culture for Staunton” in *Staunton, Virginia* (2023), <https://visitstaunton.com/guide-to-arts-and-culture-for-staunton/>

⁴⁰ “Murals” in *Staunton Virginia* (2023), <https://visitstaunton.com/guide-to-arts-and-culture-for-staunton/>

⁴¹ Leanna Smith, “Does Staunton’s new mural ‘belong here?’ Some react online to new art project” in *News Leader* (September 4, 2019), <https://www.newsleader.com/story/life/2019/09/04/muralreaction/2210578001/>

⁴² Leanna Smith, “Big watering can, big controversy: How the community reacted to Staunton’s iconic sculpture” in *News Leader* (September 27, 2019), <https://www.newsleader.com/story/news/local/2019/09/27/big-watering-can-big-debate-stauntons-history-public-art-controversy/3784901002/>