

DALLAS
CULTURAL PLAN
2 0 1 8

SUMMARY BOOKLET

WELCOME



My Fellow Dallasites:

For the first time since 2002, the City of Dallas, led by the Office of Cultural Affairs, has a comprehensive plan that will guide our city over the next seven to ten years in building an even more vibrant, economically healthy, and equitable artistic ecosystem. This year-long effort is the result of input from nearly 9,000 Dallas residents - including artists, audiences, donors, and educators - who came together to share their priorities and aspirations for the arts. Coupled with this citywide civic engagement, research and analysis of a leading team, led by Lord Cultural Resources, bcWORKSHOP, HR&A Advisors, and Idyllic Interactive, helped determine and prioritize the strategies of the Cultural Plan.

Why is this a game changer? In 2017, I think many of us were astounded to learn that the arts in Dallas had grown to an \$891 million industry responsible for driving 33,000 jobs. These are the kinds of jobs that truly grow the vibrancy of our city - they cannot be outsourced, and they bring young people and new companies from all industries to Dallas. With beautiful and iconic venues complete, our city now needs to address issues of diversity, equity and access so that more residents can enjoy and engage with the arts. This Cultural Plan will address these.

As the proud father of an artist, I am pleased that one of the distinguishing facets of the Cultural Plan is its commitment to support our creative workers. This includes recommendations for artistic spaces, to neighborhood-driven arts grants and funding programs and improving the ways we help facilitate training and capacity building opportunities for emerging artists so that they can build their life-long career in Dallas.

Lastly, I want to acknowledge the donors who generously funded 50 percent of the Dallas Cultural Plan: the Hoblitzelle Foundation, Texas Instruments Foundation, Meadows Foundation, Perot Foundation, PNC Bank and Communities Foundation of Texas. Their investment builds on the long-standing civic support for the arts, and we could not have completed this plan without their generous support.

I look forward to watching the Office of Cultural Affairs and their partners across the arts and cultural spectrum begin the work and strategies detailed in the 2018 Dallas Cultural Plan.

Sincerely,

A handwritten signature in white ink, appearing to read "Michael S. Rawlings". The signature is stylized and fluid, written on a dark blue background.

Michael S. Rawlings
Mayor of Dallas



Dear Fellow Dallasites:

It has been my honor and privilege to serve as the Director of the Office of Cultural Affairs for the City of Dallas during this past year's cultural planning process. As a native Dallasite who first experienced arts more than 30 years ago in this city, I'm truly amazed at how far we have come and inspired by what I see as boundless opportunities for artistic vibrancy going forward.

In some ways, this Cultural Plan has been one, big year-long conversation about something near and dear to so many of us — arts and culture! How do we experience the arts here in Dallas? How can we participate in producing and creating arts and culture that is relevant to our daily lives? How are artists and creative producers supported and nurtured so that they can thrive and continue to add to our communities? These questions, in addition to dozens of others, were the conversation starters that nearly 9,000 of you discussed and debated and dreamed about.

After our research, benchmarking, financial analysis, and most importantly, listening to the community, six clear priorities emerged. Equity rose the top quickly — Dallas residents intuitively knew that resources and supports for arts have not always been shared broadly across the city and artistic domains. We can do better. And, if Equity is the center of our other priorities — including Diversity, Support for Artists and Spaces — then, our entire City will be more vibrant and creatively inspired. Increasing the Economic Sustainability of the entire sector and improving Communications to audiences near and far will help us ensure that we are creating more opportunities for artists and cultural production and for audiences across Dallas.

Lastly, I am filled with gratitude for so many of you. First of all, thank you to the amazing team of the Office of Cultural Affairs who managed this process and invested personally and professionally to make sure that all parts of our city and its artistic fabric were truly served by this work. Thank you to the Lord Cultural Resources, who led the consulting team that brought an external expertise and analytical framework to help us organize our data and priorities so beautifully. Thank you to the private donors who have already invested generously in Dallas' arts for supporting this plan to guide the sector for the next seven to 10 years. Thank you to the Steering Committee and the other task force contributors who spent months reviewing research and crafting solutions. Thank you to the Arts and Cultural Advisory Commission and City Council who showed up consistently to lend their leadership and support to this work. And, last but certainly not least, thank YOU if you participated in this Plan — I hope you see how this is truly a culmination of broad community engagement, and I look forward to working together to bring it to life!

All my best,

A handwritten signature in cursive script that reads "Jennifer Scripps". The ink is dark and the signature is fluid and elegant.

Jennifer Scripps
Director of the Office of Cultural Affairs

A collective vision for the future of Dallas arts and culture.

In late 2017, the City of Dallas, through the Office of Cultural Affairs (OCA) launched a comprehensive cultural planning process to engage artists, local arts and cultural organizations, their leaders, and supporters as well as residents across all neighborhoods, to explore ways to strengthen and improve access to the City's tremendous assets through arts and culture.

The Dallas City Council voted unanimously to adopt the Dallas Cultural Plan, an updated Cultural Policy, and an enabling ordinance on November 28, 2018. Prior to this, the Arts and Culture Advisory Commission (previously known as the Cultural Affairs Commission) voted unanimously to recommend a draft of the Cultural Plan and updated Cultural Policy to the City Council on September 20, 2018.

Through this Cultural Plan and an updated Cultural Policy, Dallas is harnessing its strengths to address its challenges.

Dallas is a very different city from 2002, the last time the City embarked on an arts and cultural planning process. Today, it is the 9th largest city in the United States with 1.3 million residents, and an ethnically and racially diverse population, with just over 40% identifying as Hispanic or Latino and 60% White (~30% of whom identify as White, non-Hispanic/Latino), 25% African American, and 3% Asian-American.



The Dallas arts community contributes almost \$900 million per year to the Dallas economy.

The Dallas arts community has experienced explosive growth in the last 16 years. Just a few notable successes include:

- Completion of the Dallas Arts District and Perot Museum
- Free admission at DMA
- Opening of the Dallas Children's Theater building, and
- Thriving theater scene including groups like Cara Mía, Undermain and Kitchen Dog Theater companies

WHY A CULTURAL PLAN NOW?

The OCA supports the diverse cultural ecosystem in Dallas—including artists, arts organizations, cultural places, and cultural visitors. Through the cultural planning process, we know:

- **Dallas funds culture at a similar per-capita level as peer cities across the country**—higher than Chicago and Houston while just lower than New York City.
- **The people of Dallas are spending more on buildings than people.** Over two thirds of OCA funding is allocated to city-owned cultural venues, while the remaining funds go to cultural organizations and to support public art. This concentration of OCA funds in cultural venues is unusual compared with peer cities, which tend to allocate a greater share of funding to programming.
- **The growth of Dallas' creative economy lags the economic growth of the city by 22%.** That lag is almost double that of Charlotte and more than seven times Houston. In both of those cities, the growth of jobs in the creative sector is only slightly slower than the growth of the city's overall economy.
- **Growth in the city's arts community has been uneven across neighborhoods, ethnicities and disciplines.** Neighborhoods near the urban core such as Deep Ellum and Bishop Arts have seen approximately 20% employment growth in creative industries since 2010, compared to 5-10% in further-out neighborhoods like Red Bird and Vickery Meadows.



Download the full Cultural Plan and Updated Cultural Policy at www.dallasculturalplan.com



Today

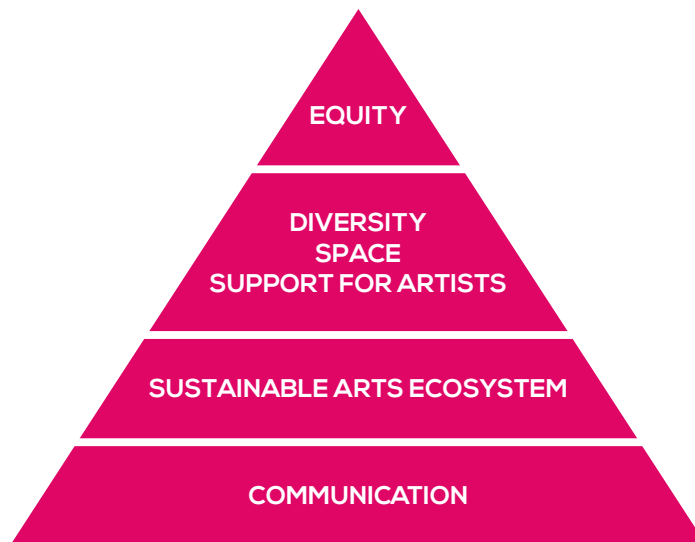
Work is underway to “jump start” this Cultural Plan’s key suggested initiatives based on a strong consensus of support:

- Shifting funding programs to support more neighborhood arts.
- Completing Phase II of the Latino Cultural Center using existing 2006 bond funding to support the growing Latinx arts community.
- Connecting artists to critical resources starting with a “Space Finder” site and an Artist Resource Center.
- Launching a city-wide equity study of arts funding across multiple funders.

THROUGH THE STRATEGIES IN THIS CULTURAL PLAN...

- Artists and neighborhoods will be supported in new ways.
- As an important part of what makes our city vibrant, arts and cultural festivals can be supported.
- The OCA will shift focus from building new buildings to maintaining buildings better and supporting creators, organizations, and communities in a sustainable way.
- Dallas will have a culture of value for the arts and the power it has to strengthen our communities.

With actionable steps that can be realized through continued leadership by the City and collaborators, this 2018 plan is an invitation to the people of Dallas to explore and shape our city’s cultural future.



Six priorities emerged, and were overwhelmingly confirmed, as crucial to achieving Dallas' vision for arts and culture. They are described here in rank order:

- **Equity** is fundamental to a healthy community and a healthy arts ecosystem. It is the foremost of the six priorities and will be the lens through which the rest of the plan—and OCA's work—will be approached.
- **Diversity, Space and Support for Artists** represent key categories of programs and initiatives through which OCA, other organizations, and funders can serve Dallas's arts and cultural sector and the broader community.
- **A Sustainable Arts Ecosystem** is a broader goal to which the other priorities will contribute.
- Finally, **Communication** supports and promotes all the activity taking place under the banners of the preceding priorities.

OCA vision:

An equitable, diverse and connected community, whose residents and visitors thrive through meaningful arts and cultural experiences in every neighborhood across Dallas.

nearly **9,000** Dallas residents contributing

150+ public, committee, and taskforce meetings

140 Initiatives

31 Strategies

6 Priorities

ONE Coordinated Vision for Dallas' arts and culture

Over a hundred dedicated leaders from throughout Dallas—artists, leaders in arts organizations, business, philanthropy and City government—formed taskforces to ensure that each priority was thoroughly defined and actionable. In six weeks, taskforce members met over 21 times, reviewed hundreds of pages of public input, research from the cultural planning team, and met with other entities in the city tackling their priority. The result is 31 strategies and 140 initiatives designed to tackle the heart of the city's arts and cultural needs.

As new stakeholders emerge throughout the city, new opportunities can be considered to achieve these recommendations and more.

The Dallas City Council voted unanimously to adopt the Dallas Cultural Plan, an updated Cultural Policy, and an enabling ordinance on November 28, 2018. These items were briefed to the Quality of Life Committee of the Council on October 22, 2018, and to the full City Council on November 6, 2018. Drafts of the plan and updated policy were unanimously recommended by the Arts and Culture Advisory Commission (previously known as the Cultural Affairs Commission) on September 20, 2018.

These priorities, strategies, and initiatives are the flexible legs on which the Cultural Plan and Updated Policy stand.

FACT SHEET

WHAT

The Dallas Office of Cultural Affairs (OCA) has released the Dallas Cultural Plan, the result of a year-long process that has sought to:

- Engage local artists, arts and cultural organizations, their leaders, and supporters as well as residents across all neighborhoods
- Explore ways to strengthen and improve access to the City's tremendous cultural assets
- Understand the aspirations and needs of artistic institutions and cultural organizations, artists and others within the cultural economy of all types and sizes
- Suggest ways and incorporate tactics to merge the work needed in arts and culture into the work of other City departments
- Provide the vision, implementation strategies, organizational structure, funding requirements and policy framework to achieve the goals and strategic objectives set forth in the cultural plan

WHO

Almost 9,000 Dallas residents have engaged with this cultural planning process.



THANK YOU TO ALL PARTICIPANTS!

6 PRIORITIES

Six priorities are crucial for Dallas to realize its vision for arts and culture in Dallas:

EQUITY

Support the broadest range of art forms and creative producers, considering inclusivity, diversity and neighborhood impact to direct resources equitably to artists and organizations.

DIVERSITY

Celebrate and promote the diversity of Dallas, while striving to improve diversity of programming, staff and organizational leadership across the cultural sector.

SPACE

Provide, create and incentivize the creation of spaces and places to encourage and allow arts and culture in Dallas to thrive and grow citywide.

SUPPORT FOR ARTISTS

Establish a supportive arts ecosystem that nourishes the creative and innovative energy of Dallas artists.

SUSTAINABLE ARTS ECOSYSTEM

Model sustainability to the arts and culture community through OCA's facilities and encourage and support the development of future sustainability in the broader arts and cultural sector.

COMMUNICATION

Promote culture as a fundamental driver of the city of Dallas. Ensure awareness at local, national and international levels of Dallas' cultural offerings through enhanced communication.

WHAT IS IN THE PLAN?

The Plan describes the major needs identified in the process:

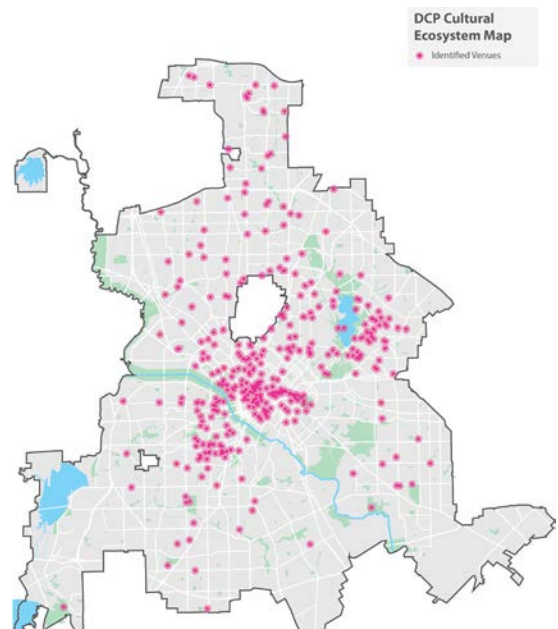
- Distribute citywide resources equitably
- Increase support for, and understanding of, ethnic, cultural, and racial diversity
- Focus public resources on organizations as well as buildings
- Coordinate and centralize communication
- Build opportunities for economic sustainability
- Harness the value of neighborhoods while preserving the culture of those neighborhoods
- Address the need for spaces throughout the city to experience arts



Download the Cultural Plan and Updated Cultural Policy at www.dallasculturalplan.com

CULTURAL ECOSYSTEM

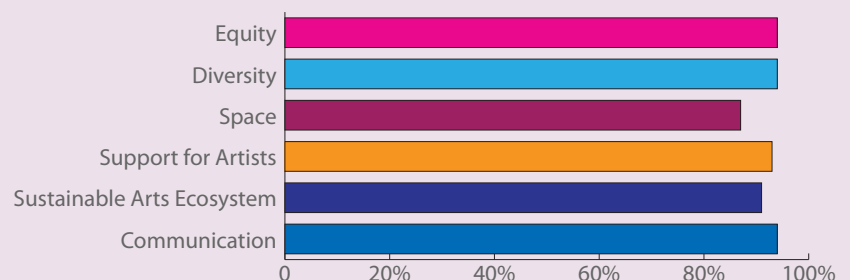
Dallas residents pitched in to identify **over 600 places** where they experience culture.



FEEDBACK AND ACTIVATION WORKSHOPS

Dallasites came out in neighborhoods throughout the city to share ways that they will activate the Dallas Cultural Plan and confirmed support the priorities of the Plan. At each meeting, residents overwhelmingly “strongly agreed” or “agreed” that Equity, Diversity, Space, Support for Artists, Sustainable Arts Ecosystem, and Communication are foremost in establishing Dallas’ vision for arts and culture in the coming years.

Percent of Activation Workshop Attendees that “Strongly Agree” or “Agree” by Priority



ORGANIZING THE PLAN PRIORITIES, STRATEGIES, AND INITIATIVES

Culture standing in isolation as a single initiative or a season of events is limited in its potential to impact the entire city of Dallas. This cultural plan therefore addresses critical elements of civic life — from the quality of parks to the economics of innovation, from infrastructure to tourism.

For Dallas to thrive it must embrace an approach to collaboration where culture is integrated into every sector citywide.

ORGANIZING THE PLAN

Collaborative planning takes organization. The recommendations of the Dallas Cultural Plan are organized as follows;

Priorities: Specific goals that the plan must address

Strategies: a plan of action designed to achieve the priority

Initiatives: Potential actions and programs large and small

For each Priority, a set of strategies respond to the needs identified over the year-long process. In all, six priorities describe the top-line needs that must be addressed to realize the City's cultural vision.

Ultimately a set of 31 Strategies are proposed to guide Dallas' arts and cultural growth today and into the future. Over 140 Initiatives are proposed as potential tactics for achieving these priorities. These Initiatives are tangible actions that can be scheduled, budgeted and launched.



6 PRIORITIES

EQUITY

DIVERSITY SPACE SUPPORT FOR ARTISTS

SUSTAINABLE ARTS ECOSYSTEM

COMMUNICATIONS

31 STRATEGIES

140 INITIATIVES

ONE DALLAS

FOCUSING ON DALLAS' NEEDS: PRIORITIES

**“It’s all possible! We
just need the willpower
to accomplish it.”**

— Rachel Rushing, Steering Committee

Six priorities emerged as crucial to achieving Dallas’ vision for arts and culture. They are described here in rank order:

EQUITY

Support the broadest range of art forms and creative producers, considering inclusivity, diversity and neighborhood impact to direct resources equitably to artists and organizations.

DIVERSITY

Celebrate and promote the diversity of Dallas, while striving to improve diversity of programming, staff, and organizational leadership across the cultural sector.

SPACE

Provide, create and incentivize the creation of spaces and places to encourage and allow arts and culture in Dallas to thrive and grow citywide.

SUPPORT FOR ARTISTS

Establish a supportive arts ecosystem that nourishes the creative and innovative energy of Dallas artists.

SUSTAINABLE ARTS ECOSYSTEM

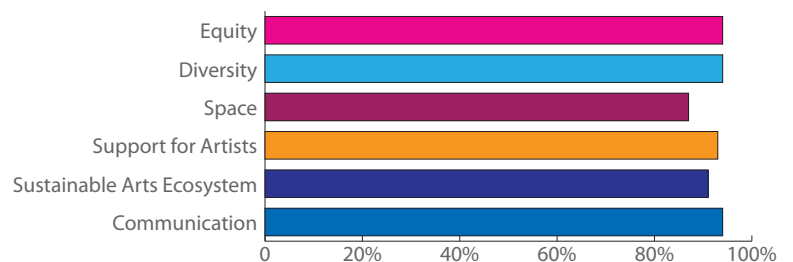
Model sustainability to the arts and culture community through OCA’s facilities and encourage and support the development of future sustainability in the broader arts and cultural sector.

COMMUNICATION

Promote Culture as a fundamental driver of the City of Dallas. Ensure awareness at local, national and international levels of Dallas’ cultural offerings through enhanced communication.

After the completion of the draft Dallas Cultural Plan, workshops were held across the city and online to confirm the priorities and understand ways that artists, organizations, the private sector and residents will work to implement the initiatives of the Cultural Plan.

Percent of Activation Workshop Attendees that “Strongly Agree” or “Agree” by Priority



MAKING IT HAPPEN: STRATEGIES

The following pages
encapsulate the
implementation strategy
for the Dallas Cultural Plan.
It is the answer to the
question of **"HOW will
this plan be realized?"**

Moving from priority to implementation is a collaborative task that will take cooperation across sectors of government, arts and culture, philanthropy, business, and most importantly, Dallas residents. The OCA sought to model that collaboration in the creation of taskforces for each priority.

Who better to plan how Dallas will accomplish its cultural vision than Dallas, itself?

Over a hundred dedicated leaders from throughout Dallas — artists, leaders in arts organizations, business, philanthropy and City government — formed seven taskforces to ensure that each priority was thoroughly defined and actionable

In six weeks, members of the seven task forces met over 21 times in total, reviewed hundreds of pages of public input, research from the cultural planning team, and met with other entities in the city tackling their priority. These strategies are the result of herculean effort.

Multiple strategies are proposed under each priority with a list of initiatives intended to address and realize the plan of action. The strategies offered here are distinct yet broad enough to apply in a fast-changing environment, one that will evolve and advance over the course of the Dallas Cultural Plan's implementation.

Strategies were derived from large-scale town hall meetings, conversations in neighborhoods citywide, comments contributed through social media and online platforms, individual interviews with stakeholders from all sectors, global expertise and best practices, focused meetings within the cultural sector of Dallas, and input from leadership across Dallas' public, non-profit, and private sectors.

As new stakeholders emerge throughout the city, new opportunities should be considered to achieve these recommendations.

Therefore, the plan's strategies are to be regarded as templates that will resonate across the spectrum of Dallas' arts and cultural communities — artists, audiences, civic leaders, funders and organizations.

DALLAS CULTURAL PLAN:



EQUITY

1. Improve equity citywide through expanded and adapted programmatic offerings
2. Establish targets to improve equity in new cultural policy moving forward



DIVERSITY

3. Create and enhance programmatic offerings highlighting and providing education related to the diversity of Dallas
4. Provide resources for improving arts and culture organizations' diversity at staff and audience levels
5. Set goals across sector for Board diversity through grants and support
6. Expand the diversity of artist candidates for public art opportunities



SPACE

7. Expand options for affordable space for performing, literary and visual artists, including rehearsal space, performance space, studio space, exhibit space and maker space
8. Maximize the use of City facilities, especially for historically marginalized groups, and determine what changes should be made to accommodate their needs
9. Facilitate private initiatives to address space needs of artists and organizations of various disciplines
10. Encourage more public-private partnerships
11. Encourage growth of artists and organizations by providing space for the future
12. Initiate temporary public art in Dallas
13. Support events and programs that foster engagement with public art and/or public spaces

6 PRIORITIES, 31 STRATEGIES



SUPPORT FOR ARTISTS

- 14.** Develop a “Culture of Value” establishing the arts as essential to a thriving, equitable society within the City of Dallas
- 15.** Examine opportunities to improve communications and processes to apply for and receive funding from the City of Dallas
- 16.** Improve affordability and quality of life for artists through policy initiatives
- 17.** Maintain the cultural integrity of neighborhoods and address gentrification across the city in partnership with artists living in those areas
- 18.** Work with the City of Dallas to equitably support area arts organizations and individual artists receiving funding and resources from the City



SUSTAINABLE ARTS ECOSYSTEM

- 19.** Optimize public contribution and benefit at each City-owned cultural facility
- 20.** Sustainably fund deferred and proactive maintenance for City-owned cultural facilities
- 21.** Work with partners to grow the amount of available funds for arts and culture that leverage cross-sector benefits
- 22.** Increase equity for long-term sustainability of the entire arts ecosystem
- 23.** Bring arts to the table in broader city initiatives
- 24.** Incentivize better resource sharing
- 25.** Establish and maintain a dedicated fund for public art maintenance



COMMUNICATION

- 26.** Support and communicate existing and new cultural experiences in Dallas
- 27.** Build richer relationships within the arts ecosystem, with key stakeholders, and with communities to foster deeper, more meaningful engagement and communications
- 28.** Communicate the value of arts to quality of life using both data and stories
- 29.** Establish and present Dallas as a cultural destination with local, national and international reach
- 30.** Develop process to ensure Dallas community access to, engagement with and education about public art
- 31.** Develop effective communications strategies for public art in Dallas



Enhances neighborhood vitality



Includes Public Art

EQUITY

Support the broadest range of art forms and creative producers, considering inclusivity, diversity and neighborhood impact to direct resources equitably to artists and organizations.

1. Improve equity citywide through expanded and adapted programmatic offerings



Initiatives

A.	Address historical inequities in past policies
B.	Expand access to events citywide
C.	Increase support for programs that address groups that have historically incurred barriers to participation due to age, ability, ethnicity, etc.
D.	Increase support for, or otherwise help subsidize low cost or free offerings
E.	Expand equity and access to events

This Strategy in Action

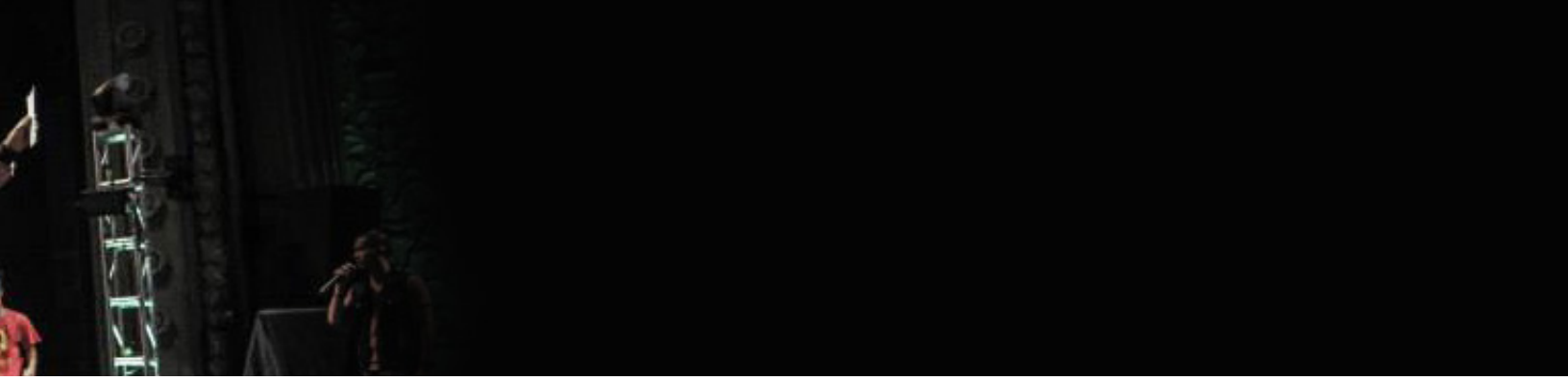
- Work with organizations that provide ticketing services to prototype and track the success of reduced price surplus rush ticketing for events
- Provide historical tours highlighting diverse areas of Dallas
- Investigate and implement a Library Culture Pass Program
- To create more equitable distribution of City Funds, review all OCA facility master agreements to find efficiencies and resources that can be redistributed

2. Establish targets to improve equity in new cultural policy moving forward

Initiatives

A.	Create target of at least 40% of OCA cultural services funding to ALAANA* organizations or artists by 2023
B.	Begin measuring and tracking funding applicants who identify with other historically marginalized groups, e.g., LGBTQIA+
C.	Create policy that 100% of organizations funded through the OCA organizational funding program have a policy and measurable goals related to equity and diversity that is board approved and published in their communications
D.	Pilot and track neighborhood impact of new programs that increase the number of cultural experiences outside of "Urban Core Arts Destinations" neighborhoods (e.g., pop-up cultural center programming in neighborhoods across Dallas, increased arts programming in library black box theaters)
E.	Create policy that 100% of organizations funded through the OCA organizational funding program have board-approved safe workplace policies (e.g., anti-discrimination and anti-harassment policies)

* African, Latinx, Asian, Arab, and Native American



The Office of Cultural Affairs’ Statement on Cultural Equity:

In Dallas, we envision a city of people whose success and well-being are not pre-determined by their race, age, disability, sexual orientation, gender, social status, zip code, or citizen status. We recognize that artistic and cultural expression are fundamental to the development of our identity, as individuals and as a community at large. We assert the right for all people to have access to arts and cultural experiences across Dallas.

We recognize the historic legacies of racism, overt bias and injustice that shape our present reality. In fact, the City of Dallas’ Arts Funding originated to support organizations of the Western European canon, collectively referred to as “The Big Six.” Going forward, we will strive to support the broadest range of art forms and creative producers, considering inclusivity, diversity and neighborhood impact to direct resources equitably to artists and organizations. We will work to build a robust arts ecosystem that continually evolves to better reflect the diverse composition of Dallas. Towards this end, we recognize and affirm the potential of new and emerging artists and organizations.

The Office of Cultural Affairs will serve as convener and connector to catalyze equity in the policies and practices of its partners across the Dallas arts ecosystem. Core to this is leading other organizations and private resource providers to advance diversity, equity and inclusion in concrete, measurable ways. Annually, the Office of Cultural Affairs will summarize its own support for artists and arts organizations, highlighting measures of equity and diversity.

As we work together to create a more vibrant Dallas, the Office of Cultural Affairs is committed to nurturing the wide diversity of creative culture and experiences that make up this great city.

DIVERSITY

Celebrate and promote the diversity of Dallas, while striving to improve diversity of programming, staff, and organizational leadership across the cultural sector.

3. Create and enhance programmatic offerings highlighting and providing education related to the diversity of Dallas

Initiatives

A.	Support bridging different cultures by organizing arts and culture activities with cross-cultural learning opportunities
B.	Continue to provide programming for diverse audiences in City run cultural facilities
C.	Support Arts and Language education (e.g. with DISD Racial Equity Office)
D.	Increase access to youth-focused arts programs

4. Provide resources for improving arts and culture organizations' diversity at staff and audience levels

Initiatives

A.	Provide best practice models (toolkits and/or workshops) for staff/audience diversity for all organizations receiving funding through Organizational Funding Program to encourage diversity and inclusion
B.	Work with greater Dallas area corporations to engage employee resource groups to further enhance diversity efforts for arts/cultural organizations to cultivate diverse volunteers, audiences, donors, and board members
C.	Work with neighborhood organizations/grassroots community groups for enhanced audience development and community engagement to reflect city's diversity (e.g. LGBTQIA+ and ALAANA staff networks)
D.	Create policy that requires largest organizations to offer fair-wage internships to increase diversity in pipeline of future arts leaders
E.	Increase audience accessibility through dual language signage and other printed materials.



5. Set goals across sector for Board diversity through grants and support from OCA

Initiatives

A.	100% of organizations funded through Organizational Funding Program have a policy and measurable goals related to equity and diversity that is board-approved and published on their website
B.	30% Board diversity goal for Organizational Funding Program for organizations with an operating budget of \$5M and above
C.	20% Board diversity goal for Organizational Funding Program for organizations with an operating budget of \$1M-\$5M
D.	10% Board diversity goal for Organizational Funding Program for organizations with an operating budget of \$500K - \$1M
E.	Encourage organizations with budgets under \$500K to explore options on how to diversify their Boards

6. Expand the diversity of artist candidates for public art opportunities

Initiatives



A.	Develop outreach and contact strategies for artists about upcoming public art opportunities and conduct information sessions for public art opportunities in new areas
B.	Identify eligible diversity candidates
C.	Conduct outreach with local partners where public art will be commissioned
D.	Conduct regular outreach workshops for local artists

SPACE

Provide, create and incentivize the creation of spaces and places to encourage and allow arts and culture in Dallas to thrive and grow citywide.

7. Expand options for affordable space for performing, literary and visual artists, including rehearsal space, performance space, studio space, exhibit space and maker space	
Initiatives	
A.	Support the development and usage of venues (artistic and non-traditional) throughout the city
B.	Utilize, create, and/or maintain a digital tool of available spaces throughout Dallas (all types) for arts and cultural use (example: Seattle spacefinder)
C.	Develop equitable processes to subsidize/ waive rental fees for artists, groups and studio or rehearsal space
D.	Continue supporting arts creators encountering code compliance issues via the OCA Artist Resource Coordinator
E.	Invest in renovation and or adaptation of City existing spaces
F.	Revise OCA policy to encourage and leverage naming of City-owned properties, especially development of new spaces or improvements to existing facilities

G.	Ensure spaces are accessible — ADA, Via transit, etc.
H.	Explore developing a cultural space purchase assistance program
I.	Encourage temporary cultural use in publicly-accessible commercial space



This Strategy in Action

- The City and its private partners can provide grants or low-interest loans to enable cultural organizations to purchase space at affordable prices or upgrade existing spaces.
- Publicly-accessible civic and commercial spaces across the city are prime candidates to host new performance and exhibition space. The City can also incentivize private property owners to host temporary cultural uses in vacant commercial space that will support local artists as well as activate the adjacent neighborhood.

Summer camp at Red Bird Mall.
Image credit: Bigthought.org



Artists, arts organizations and residents identified a diverse array of adapted space-types often used for studios or rehearsals, including churches, parks, schools, recreation centers, cafes, bars, and warehouses. The Dallas Cultural Plan Equity Statement proposes an increase of OCA support for cultural services outside of the urban core. The following opportunities can orient funding and policy support towards non-core neighborhoods by expanding options for affordable space in both traditional and unconventional settings:

8. Maximize the use of City facilities, especially for historically marginalized groups, and determine what changes should be made to accommodate their needs

Initiatives

A.	Ensure that fees and policies of City facilities are equitable and consistent, while allowing for differences for each facility based on their missions and place in each community they serve
B.	Develop strong core user groups that advise OCA on particular locations' policies and operations
C.	Review rental and usage policies and procedures for legal requirements and possible modifications
D.	Increase transparency in facility policies and structures
E.	Explore extended hours at City-owned/OCA facilities
F.	Investigate and offer diverse use opportunities for library black box spaces (i.e. visual arts, etc.)

9. Facilitate private initiatives to address space needs of artists and organizations of various disciplines

Initiatives

A.	Innovate/emphasize/prioritize use of non-traditional spaces
B.	Support projects that can be produced specifically to tour throughout the city, especially to leverage Library Black Box Theaters
C.	Collaborate with Economic Development Department to find economic opportunities for artists and arts organizations
D.	Leverage the "sharing economy" by exploring Airbnb, DART or Uber-like possibilities for finding space



City-owned and operated Latino Cultural Center, source Wikimedia

This Strategy in Action

- An opportunity currently exists to utilize existing 2006 bond funding for the long-planned Latino Cultural Center - Phase II Expansion. This will create a new multi-form/black box theater and vital support spaces to better meet the needs of the growing and vibrant Latinx arts community.

SPACE

Provide, create and incentivize the creation of spaces and places to encourage and allow arts and culture in Dallas to thrive and grow citywide.

10. Encourage more public-private partnerships

Initiatives

A.	Identify surplus property owned by the City that could be managed/used by a vetted non-profit partner or artists
B.	Educate developers and property owners on the value of including arts spaces in their planning
C.	Work with Department of Economic Development to include arts and cultural spaces and activities in major development projects (e.g. implement developer incentives to encourage inclusion of live/work space for artists)
D.	Encourage private partners (for profit and non-profit) to develop or make available spaces for studios, exhibit space, and performing and rehearsal space
E.	Work with public, corporate, foundation, and community philanthropists to develop a more coordinated vision for development of cultural spaces throughout the City allowing for more entrepreneurial or grass-roots identification of needs and resources
F.	Champion private efforts to revitalize neighborhoods through the creation of arts and culture-integrated communities (e.g., CitySquare's Forest Theater project, ArtsMission Oak Cliff, Owenwood Farm & Neighbor Space).

11. Encourage growth of artists and organizations by providing space for the future

Initiatives

A.	Develop/support incubator spaces that specifically foster support for small groups
B.	Support "Antique Mall" idea-shared work and use space
C.	Provide training in non-profit management to encourage more self-sufficiency of organizations
D.	Encourage communication, experience-sharing, mentorship and collaboration among artists and art groups
E.	Optimize Library Black Boxes to nurture small neighborhood groups



12. Initiate temporary public art in Dallas



Initiatives

A.	Identify national best practices to support temporary public art: grants, external funding, event funding, etc.
B.	Develop procedures for the selection, installation and deinstallation of temporary public art in Dallas
C.	Meet with potential partners for funding and locations for temporary public art
D.	Work with Risk Management and City Attorneys to develop efficient templates for contracting temporary public art
E.	Develop selection processes that allow artists to participate easily

13. Support events and programs that foster engagement with public art and/or public spaces



This Strategy in Action

- Increase support for murals citywide
- Support public concerts in city parks
- Provide space for art installations in public parks
- Include art in new development projects
- Increase opportunities for public art including expanded public art canvases
- Designate areas for public art, including in transit stations, city facilities, and parks
- Support street art

2015 Houston via Colori Festival, photo taken by Ed Schipul

SUPPORT FOR ARTISTS

Establish a supportive arts ecosystem that nourishes the creative and innovative energy of Dallas artists.

Arts and culture should be intrinsic to any healthy community, just like housing, economic development, education, and transportation. Cultivating and sustaining a diverse cultural ecosystem is essential to ensure equitable access to the arts. Moreover, art should reflect the full diversity of people in Dallas, and the City should honor all cultural expression equitably. These opportunities will support the cultural contributions of Dallas' diverse communities.

14. Develop a "Culture of Value" establishing the arts as essential to a thriving, equitable society within the City of Dallas

Initiatives

A.	Integrate art and culture into the City's planning process at the beginning. Integration of arts and culture policy and investments into neighborhood planning efforts can facilitate built environments that protect, strengthen, and reflect the cultural heritage of their communities
B.	Support local cultural identity and traditions
C.	Utilize innovative cultural platforms
D.	Increase the pipeline for new artists by supporting mentorship programs between artists and high schools as well as area colleges/universities and high schools

This Strategy in Action

- Explore Music on Hold — all city phone services feature local music for their hold lines and include the artists name, song title in the hold message
- Work with Texas Music Office to attain Music Friendly Community Designation
- Explore creation of short-term (1 week-3 months) and long-term (6 month-1 year) residencies with City of Dallas departments

- Update annual awards to celebrate the best of Dallas arts and culture to include Poet and Artist Laureates for the City.
- Host paid, featured artist programming at area hotel and hospitality venues
- Develop an artist directory on the OCA website
- Build relationships with hotels to host artist-in-residence programs
- Offer paid live performances at City Hall or City Council meetings in neighborhoods
- The City can continue to invest in cultural and local history initiatives and expand access to resources that support the expression of cultural identity and locally significant traditions including music, food, fashion, and art. Efforts can leverage existing programs offered through the City's cultural centers, Dallas Heritage Village, Fair Park, and other cultural groups. New programs could leverage both public funds as well as grants and private sector financing.
- Wayfinding, signage, murals, and interactive platforms can help residents and visitors connect with community heritage in free and innovative ways. OCA can partner with the Dallas Department of Historic Preservation, Dallas Historical Society, and other heritage groups to ensure all residents and neighborhoods are included.



Centralized resource centers can be effective tools for helping artists navigate complex bureaucratic processes and find the resources they need for their creative projects. At the same time, a centralized artist resource center could help OCA meet its new target metrics for equity by emphasizing marketing and outreach efforts to ALAANA organizations and other groups based outside of the urban core.

15. Examine opportunities to improve communications and processes to apply for and receive funding from the City of Dallas	
Initiatives	
A.	Create Artist Resource Center and an artist page on the OCA website
B.	Establish an orientation for first-time award recipients to network and learn more about the process and common pitfalls e.g., code violations, insurance, delays, etc.
C.	Provide panel scores and reason for acceptance/denial to all funding applicants with an offer of a personal discussion
D.	Establish artist program-specific certificate of occupancy system (e.g. clearly communicating practices around contract terms/schedules)

This Strategy in Action

An Artist Resource Center could:

- Undertake feasibility study for three possible levels of artist resource center proposed, and implement at minimum one ARC, consider possibility of multiple ARC’s dispersed across city in both physical and digital forms. (Level 1- Resource Station, Level 2- Online Resource Center, Level 3- Brick and mortar resource center)

- Financial advisory services. The Center can offer grant assistance, financial counseling, and other mentoring and guidance services for artists and cultural organizations.
- Business programs and training. Artists and small cultural organizations can learn important skills to maintain sustainable businesses. Programs could include professional development, leadership, capacity-building, and business management training to promote financial sustainability.
- Personal liaisons or peer advisors. Artists and organizations could be assigned a single point-of-contact within the Resource Center who can help them navigate different processes and funding the resources they need for their creative projects.
- Business community connections. The Center can partner with the Business Council for the Arts as part of their Leadership Arts Institute. This program prepares Dallas professionals to sit on nonprofit arts boards across the metroplex by providing leadership training and seminars on the trends and challenges facing cultural institutions. Upon completion, graduates are matched with nonprofits depending on interest and need. The Center can expand the reach of the program within the arts community to ensure these organizations are effectively supported.

SUPPORT FOR ARTISTS

Establish a supportive arts ecosystem that nourishes the creative and innovative energy of Dallas artists.

Arts and culture raise the quality of life for residents and make Dallas' neighborhoods more desirable, raising neighborhood property values in the medium and long-term. Without intervention, the value generated from arts and culture can displace the very artists who created that value. Creative housing support and anti-displacement tools can limit residents' exposure to swelling market prices, preserving and strengthening artistic communities in neighborhoods outside of the urban core.

16. Improve affordability and quality of life for artists through policy initiatives

Initiatives

A.	Collaborate with the Department of Economic Development and the Planning Commission to create rebates/discounts on housing in exchange for artist involvement in the neighborhood
B.	Explore contracting with groups such as EASL or Parkland to establish group healthcare plan or co-op for artists

This Strategy in Action

Provide artist homeownership support in neighborhoods:

The City can provide assistance in the form of low-interest loans and a streamlined application process for artists to purchase their own homes. Not only does this ensure that artists can remain in their neighborhoods, it also helps them build wealth as property values increase.

- Establish tax credits for defined cultural districts. The City can provide tax benefits for sales and purchases executed within a defined district to provide additional revenue for artists.
- Utilize cultural use zoning incentives.

Density bonuses or other mechanisms can be used to encourage developers to build artist live/work spaces.

- Produce a cultural creator affordable housing toolkit. Develop a toolkit that provides creators with consolidated information about housing programs, including rent subsidies, affordable dwelling units, inclusionary housing, and home purchase assistance.
- Subsidize rental housing for artists. Targeted housing subsidies can protect current residents from displacement as market rent increases. The City can focus subsidies to designated neighborhoods to retain artists and other culture creators. They could also be paired with requirements for the artist such as a requirement to proactively engage in community-revitalization efforts.
- New developments not based in community trust or co-op systems could provide 15% of units go to individual artists based on sliding scale income and age brackets.
- Work with existing non-profits and institutions in housing and development to provide low-income housing for artists of all ages and develop a database of locations (to be distributed through proposed ARC).



17. Maintain the cultural integrity of neighborhoods and address gentrification across the city in partnership with artists living in those areas

Initiatives

A.	Explore with neighborhood-based small arts organizations to provide equitable and affordable programming throughout communities (i.e. library black box spaces, rec centers, etc.)
B.	Explore with neighborhood-based small arts organizations to create equitable and affordable programming in vacant city facilities (e.g., Women's Museum)
C.	Establish an online registration system listing all functional library and cultural center spaces available for individual use by reservation
D.	Develop a program of artist residencies throughout the city e.g. with area DISD or DCCCD schools on semester or year-long arts projects. Prioritize artists for the residencies who are from each district and/or have lived in each district for a significant amount of time

18. Work with the City of Dallas to equitably support area arts organizations and individual artists receiving funding and resources from the City

Initiatives

A.	OCA will work with other City departments to become the central contact for individual artists and small arts organizations
B.	Encourage institutions receiving OCA funding to create goals related to local artists
C.	Promote the value of artists as members of not only the Arts and Cultural Advisory Commission but all City of Dallas Boards and Commissions

This Strategy in Action

Organizations receiving OCA funding could be encouraged to:

- Create 15% of programming featuring local artists
- Create discounted membership rates for local artists
- Add an ex-officio board member role for a local artist
- Hire locally for all creative needs

SUSTAINABLE ARTS ECOSYSTEM

Model sustainability to the arts and culture community through OCA's facilities and encourage and support the development of future sustainability in the broader arts and cultural sector.

Dallas' cultural ecosystem is supported by a portfolio of City-owned cultural assets, concentrated in or around Downtown. Many of these assets are underutilized and could host additional and more diverse cultural programming. Thoughtfully planned, scheduled, and priced programming can use these spaces to bring arts and culture to new audiences. The Dallas Cultural Plan Equity Statement suggests renegotiating the operating agreements for the city's largest cultural facilities to release more resources for equitable distribution. The following opportunities can both free up new funding for investments elsewhere in the city and use City facilities in more efficient and equitable ways.

19. Optimize public contribution and benefit at each City-owned cultural facility

Initiatives

- | | |
|----|--|
| A. | Review/Renegotiate master agreements to implement cost- and revenue-sharing mechanisms in City-owned Arts District facilities |
| B. | Explore/create policies for resident companies at cultural centers |
| C. | Clarify the City's naming policy for cultural facilities to incentivize sponsorships, with opportunities to benefit the sponsor, the organization and the City |
| D. | Extend hours of operation for City-owned cultural spaces. Extension of hours at formal and informal cultural facilities as well as increased affordable off-peak programming can increase utilization and enable new audiences to experience arts and culture. "Late Nights at the DMA," when the DMA remains open until midnight with active and varied diverse programming once a month, is a prime example of the power of extended hours |
| E. | Support a portfolio of cultural incubators and shared production spaces. Cultural incubators and shared production spaces provide artists with shared equipment, facilities, technical assistance, and a collaborative social network. With these spaces, artists can develop their craft and develop more sustainable enterprises |



This Strategy in Action

- Renegotiate two large legacy facility agreements for Kalita Humphreys Theater and Morton H. Meyerson Symphony Center
- Revenue sharing between facilities and resident organizations can promote more effective scheduling of City-owned venues. Resident groups can share in both the operating surpluses and deficits of the venue on an annual basis for a portion equal to its share of usage of the space. The group is then incentivized to work with the City to free space that can generate additional operating revenue for the venue.

Morton H. Meyerson Symphony Center



Dallas’ foundations, corporations, and individuals have the philanthropic capacity to fund the Arts District’s deferred maintenance needs if provided with a compelling vision for the future of the District. A City commitment and plan for sustainable operations and proactive maintenance, can assuage donors’ concerns about being in the same position two or three decades from now. The City has had some success leveraging the promise of reduced future operating commitments to raise one-time funds for deferred maintenance. Dallas is providing millions in capital maintenance for Fair Park, primarily through the 2017 bond program, with the intention of attracting a private operator for its facilities.

20. Sustainably fund deferred and proactive maintenance for City-owned cultural facilities	
Initiatives	
A.	Explore opportunities for a one-time injection of capital funding through philanthropic contributions or public investment. The one-time seed funding will enable a private entity to sustainably take over management and general operations
B.	Develop an actionable approach for proactive maintenance. This approach can both defray future capital costs and bolster the philanthropic community’s willingness to partner with the City to close the one-time deferred maintenance gap

21.. Work with partners to grow the amount of available funds for arts and culture that leverage cross-sector benefits	
Initiatives	
A.	Pursue/expand non-general fund revenue sources for OCA and the arts
B.	Increase arts and culture share of HOT to align with peer city benchmarks
C.	Pursue Airbnb tax for arts and culture as these are primary drivers of this type of tourism
D.	Pursue funds through other government agencies such as NEA/Department of Veterans Affairs
E.	Explore designation of new cultural districts in Dallas by the Texas Commission on the Arts to leverage state and other funding sources
F.	Advocate at state level for Texas legislative changes to benefit the arts with other cities
 G.	Create neighborhood-specific cultural funds

SUSTAINABLE ARTS ECOSYSTEM

Model sustainability to the arts and culture community through OCA's facilities and encourage and support the development of future sustainability in the broader arts and cultural sector.

22. Increase equity for long-term sustainability of the entire arts ecosystem

Initiatives

- | | |
|----|---|
| A. | Produce consolidated study of arts funding and equity (Pittsburgh) |
| B. | Leverage study and existing OCA funding to help entice more private funding into arts ecosystem |
| C. | Study potential consolidated corporate/foundation funds to support mission |
| D. | Provide grant assistance to new/returning OCA applicants |

23. Bring arts to the table in broader city initiatives

Initiatives

- | | |
|----|--|
| A. | Work purposefully with other City departments to plan and identify opportunities for arts and culture |
| B. | Ensure that arts and culture have a voice in future planning studies and initiatives across City of Dallas (Goals for Dallas 2030) |
| C. | Bolster CAC section of OCA website to create easier access to Arts and Culture Advisory Commissioners representing community and neighborhoods |



24. Incentivize better resource sharing

Initiatives

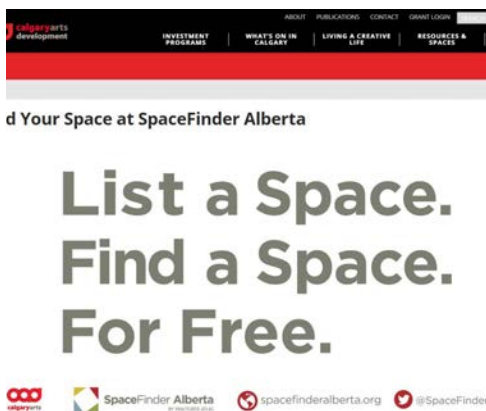
A.	Resource sharing, scale effects from partnership with private dollars
B.	Ask private funders and foundations to encourage cultural organizations to pursue shared physical, promotional, and planning work office for improved sustainability
C.	Explore partnerships between property owners and art venues for parking and other sharing
D.	Create and facilitate more connections within the arts ecosystem

25. Establish and maintain a dedicated fund for public art maintenance



Initiatives

A.	Identify costs for collection appraisal and condition review
B.	Define the lifespan of each public artwork in the collection
C.	Identify and review maintenance policies and funding strategies from peer cities
D.	Identify development strategy and resources for fundraising for collection management and special needs projects



This Strategy in Action

Better connect artists and cultural organizations with each other, the City, and resources through the development of a variety of tools including

- Spacefinder
- Artist databases/Directory - Audition site
- Communications
- Management Assistance
- Connections to Businesses
- Artist resource center website
- Marketing Guide

COMMUNICATION

Promote Culture as a fundamental driver of the City of Dallas. Ensure awareness at local, national and international levels of Dallas' cultural offerings through enhanced communication.

26. Support and communicate existing and new cultural experiences in Dallas



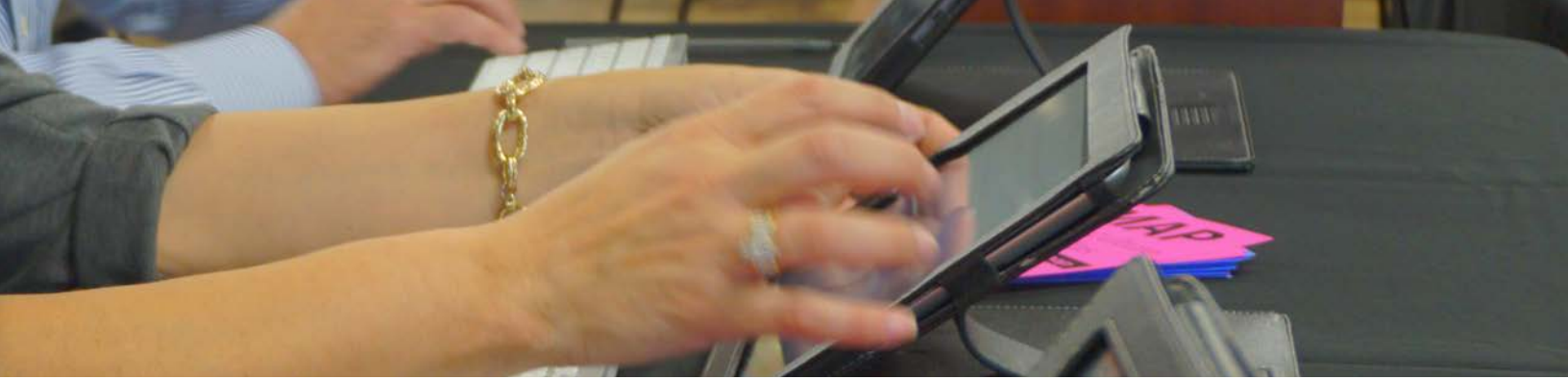
Initiatives

A.	Build on existing resources that promote arts and culture events across disciplines — including free and low-cost events
B.	Increase street level presence of arts and culture through signage, street banners and other means
C.	Use digital advertisements for upcoming arts and culture events including Google, Facebook, Twitter, Instagram, Snapchat, radio and other means
D.	Actively communicate public transportation options for arts and culture in Dallas

27. Build richer relationships within the arts ecosystem, with key stakeholders, and with communities to foster deeper, more meaningful engagement and communications

Initiatives

A.	Build upon successful models of engaging and communicating with communities (e.g., DTC's Public Works Dallas model)
B.	Hold regular arts marketing roundtable events to foster learning, experience sharing, and collaboration specifically related to neighborhood engagement
C.	Work with Arts and Cultural Advisory Commission, VisitDallas and new volunteer Neighborhood Arts Champions to tell stories of their neighborhoods and foster new relationships
D.	Collaborate with other groups already in the community (e.g., neighborhood associations, other non-profits, Library and Parks friends groups)
E.	Explore opportunities for coordinated organization-neighborhood "residencies" and learning cohorts



F.	Collaborate on group marketing campaigns/ ad buys where it makes sense (e.g., LCC core group marketing campaign and flex subscription — akin to Elevator Project, holiday campaigns targeted to families)
G.	Innovate new models of engaging with different audiences and share learnings across the Dallas arts ecosystem (for example, seek Knight Foundation grant to innovate with technology)

28. Communicate the value of arts to quality of life using both data and stories	
Initiatives	
A.	Re-emphasize the economic impact of arts and culture through targeted messaging
B.	Identify ways to better tell the story of arts and culture and to ensure a seat at the table of City planning and strategy
C.	Track and share OCA's key metrics and correlate with other City of Dallas resiliency, "health" and equity metrics
D.	Underline the impact of arts and cultural diversity on overall quality of life
E.	Use the value and importance of art to advocate for consistency in arts spaces
F.	Create opportunities for cultural entities to receive branding and marketing training through workshops or other facilitated means by the OCA

This Strategy in Action

- Disseminate information of the final Cultural Plan to the residents of Dallas through citywide communications channels.
- Hold a launch event for the final Cultural Plan to ensure maximum exposure of plan.
- Release updates regarding the Plan in order to continue awareness of the plan as it is working in the community (2x year)
- Work with OCA Grantees, Universities, Local Funders and Foundations, Corporate PR Departments, the Business Council for the Arts and Developers to ensure the dissemination of the cultural plan.
- Fill a PR/Marketing position within OCA in order to communicate the Cultural Plan and support all OCA/arts communications.
- Identify multi-lingual channels and opportunities for Cultural Plan promotion.

COMMUNICATION

Promote Culture as a fundamental driver of the City of Dallas. Ensure awareness at local, national and international levels of Dallas' cultural offerings through enhanced communication.

29. Establish and present Dallas as a cultural destination with local, national and international reach

Initiatives

A.	Work with VisitDallas and PAO to ensure that culture is an essential part of how the City of Dallas is presented to the world and in particular to the tourism industry
B.	Work with key Dallas branding and marketing partners to ensure that arts and culture is at the front in "selling" Dallas (Dallas Regional Chamber, VisitDallas, etc.)
C.	Integrate arts and culture into other planning initiatives within the City of Dallas
D.	Revise OCA website for optimal public facing use in line with branding strategy
E.	Produce and implement communications plan regarding resources available for local artists (space, potential funding resources, housing for artists, etc.) that OCA can connect them to
F.	Create comprehensive branding strategy for arts and culture at the local, national and international level
G.	Regularly convene key communications/media stakeholders to pitch stories/themes of the Dallas arts ecosystem outside of Dallas

30. Develop process to ensure Dallas community access to, engagement with and education about public art



Initiatives

A.	Use geomapping, geocaching, public art app tracking and other similar digital initiatives to confirm viewership for public art
B.	Develop visitor self-guided tours of public art in high traffic visitor areas including social media specific tours
C.	Identify national best practices for community access and engagement in public art
D.	Develop a process to track access and viewer participation with public art to develop use metrics for interface with VisitDallas and other City of Dallas initiatives

31. Develop effective communications strategies for public art in Dallas



Initiatives

A.	Develop signage and online access for the public art collection
B.	Digitize public art archive
C.	Create digital access for public to art collection by location and theme

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City Manager, **T.C. Broadnax**
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