

Memorandum



CITY OF DALLAS

DATE November 2, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Dallas Cultural Plan and Updated Cultural Policy**

On Tuesday, November 6, 2018, you will be briefed on the Dallas Cultural Plan and Updated Cultural Policy.

Full versions of the draft [Dallas Cultural Plan](#) and draft [Cultural Policy](#) are available online.

The briefing materials are attached for your review.

Please feel free to contact me if you have any questions or concerns.

A handwritten signature in blue ink, appearing to read 'Joey Zapata'.

Joey Zapata
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (I)
Carol Smith, City Auditor (I)
Billierae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager

Majed A. Al-Ghafry, Assistant City Manager
Jon Fortune, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager and Chief Resilience Officer
M. Elizabeth Reich, Chief Financial Officer
Directors and Assistant Directors

Dallas Cultural Plan and Updated Cultural Policy

City Council Briefing

November 6, 2018

Jennifer Scripps, Director
Office of Cultural Affairs

Joy Bailey-Bryant, Vice President
Lord Cultural Resources



City of Dallas

Purpose

- Review findings and recommendations of the Dallas Cultural Plan 2018 and updated Cultural Policy for the Office of Cultural Affairs (OCA)



Agenda

- Background
- Development of the 2018 Cultural Plan
- Findings and Analysis
- Recommendations and Priorities
- Cultural Policy Updates
- Proposed Action
- Next Steps



Background: Dallas Cultural Ecosystem



Note: This slide is not completely exhaustive/comprehensive. Other government/public bodies such as DISD and DART not shown for space reasons, but are very important in the ecosystem.



Background: 2002 Cultural Plan and Policy

- Dallas last completed a cultural plan and policy in 2002
 - “Cultural Plan” – guiding document for the entire arts ecosystem with big picture goals and priorities for the next 7-10 years
 - “Cultural Policy” – the approved policy guiding the OCA’s ongoing work
- Previous plan and policy focused on building new cultural facilities and resulted in completion of the Dallas Arts District, creation of the Latino Cultural Center, and described core OCA funding programs

Background: City Support for the Arts

CITY-OWNED CULTURAL VENUES



\$14.8M BUDGET

CULTURAL SERVICES CONTRACTS



\$6.7M BUDGET

PUBLIC ART FOR DALLAS



\$548K BUDGET

\$22M TOTAL BUDGET (FY 2016-17)

OCA supports the diverse cultural ecosystem in Dallas – including artists, arts organizations, cultural places and cultural visitors

Development of the 2018 Cultural Plan

- What is the Cultural Plan?
 - Identifies top priorities
 - What is the cultural potential of Dallas?
 - What issues keep Dallas from reaching its cultural potential? How can these be addressed?
 - Provides a blueprint for the future
 - Identifies top-tiered initiatives that Dallas as a whole is poised to launch/bolster
 - Informs an Updated Cultural Policy for the Office of Cultural Affairs

Give voice
to culture
in Dallas



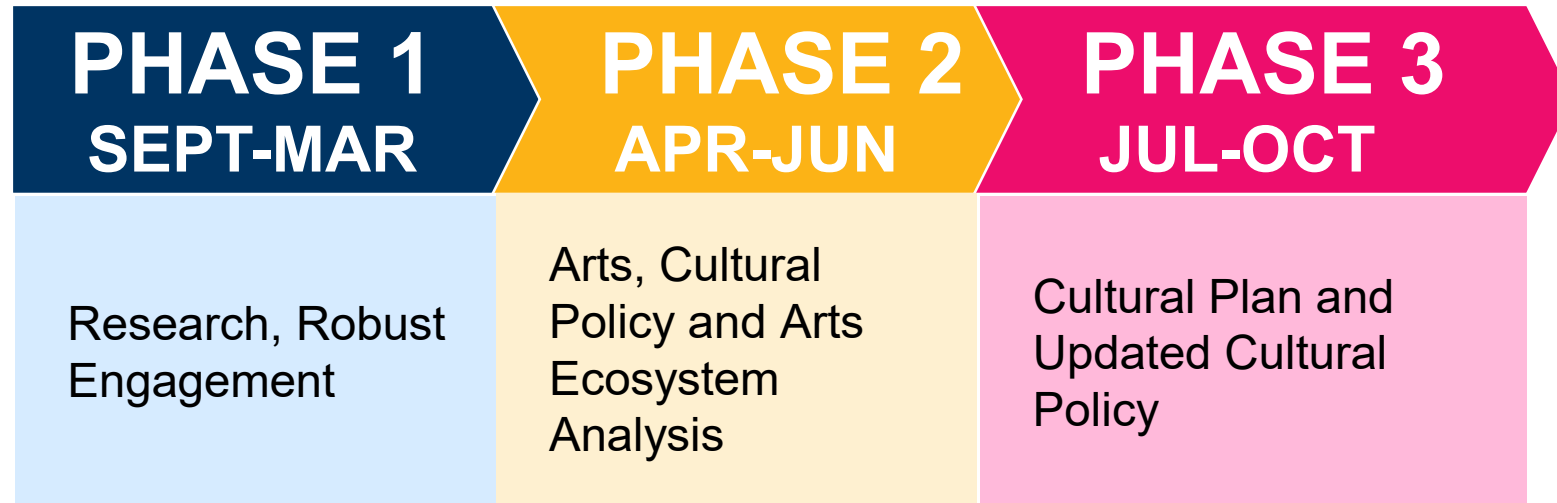
Many
dimensions
& faces of
culture



Images: City of Dallas Office of Cultural Affairs

Development of the 2018 Cultural Plan

- Developed over a year-long process



Development of the 2018 Cultural Plan

- Funded through a public/private partnership
 - \$600,000 effort funded with a 50/50 mix of public/private funds



and



Anonymous Foundation
The Perot Foundation



Development of the 2018 Cultural Plan

- Led in part by a team of international and local experts



World's leading and largest cultural planning practice



Non-profit community design center with existing Dallas strengths and knowledge base



Industry-leading real estate, economic development and public policy consulting firm



Locally owned digital agency providing strategy, social media and web development for startup to large companies

Development of the 2018 Cultural Plan

- Led locally through a diverse steering committee

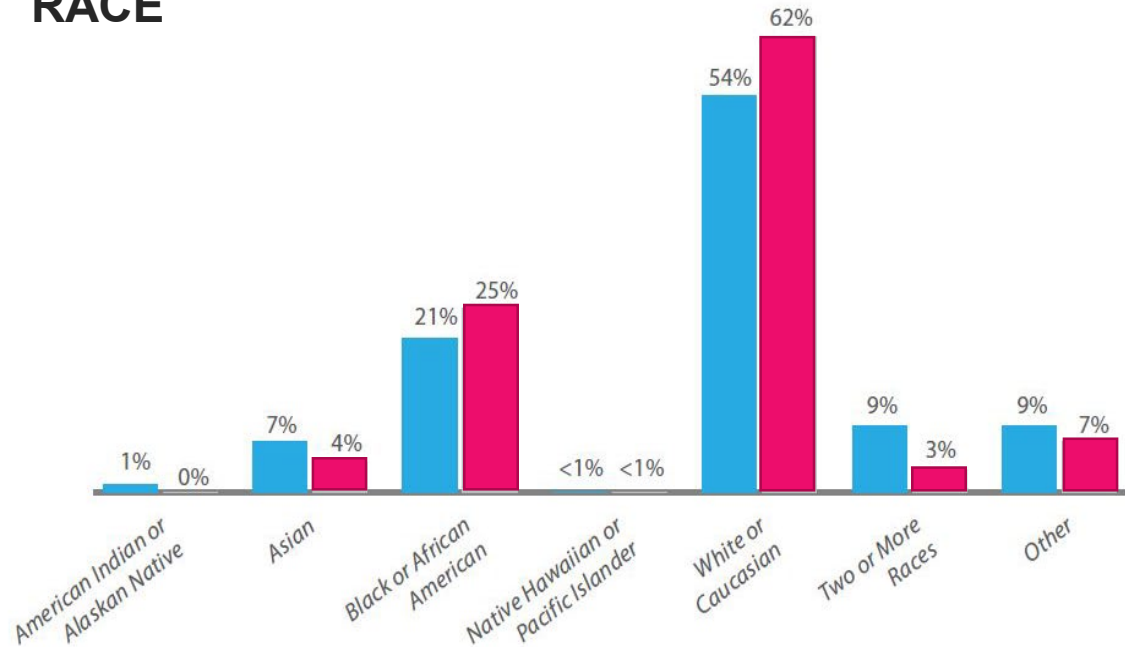
Agustin Arteaga	Diane Hosey	Erin Offord
John Paul Batiste	Jeff Hurst	Debi Peña
Patricia Blasquez	Tino Jalomo	Art Peña
Dustin Bullard	John Cuellar	Jane Robertson/Maribeth Lysen
Maya Crawford	Terrance Johnson	Sandra Robertson
Doug Curtis/Chris Heinbaugh	Terry Loftis	Rachel Rushing
Viola Delgado	David Lozano	Sam Santiago
Zenetta Drew	Lynn Mahurin	Charles Santos
Gwen Echols	Wolford McCue	Amber Scanlan
Ofelia Faz-Garza	Lewis McMahan	Joanna St. Angelo
Erica Felicella	Vicki Meek	Lori Stahl
Charles Glover	Devon Miller	Clyde Valentin
Gayle Halperin	Kevin Moriarty	Katherine Wagner
Amy Hofland	Ken Novice	Lily Weiss

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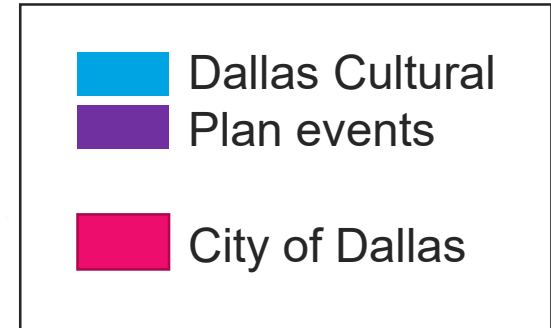
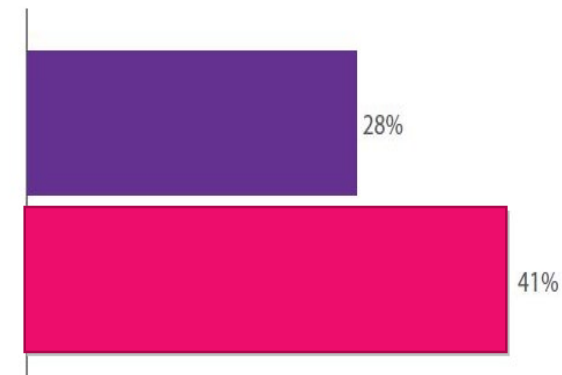
Development of the 2018 Cultural Plan

- Engaged ~9,000 Dallas residents through 150+ in-person and virtual meetings

RACE

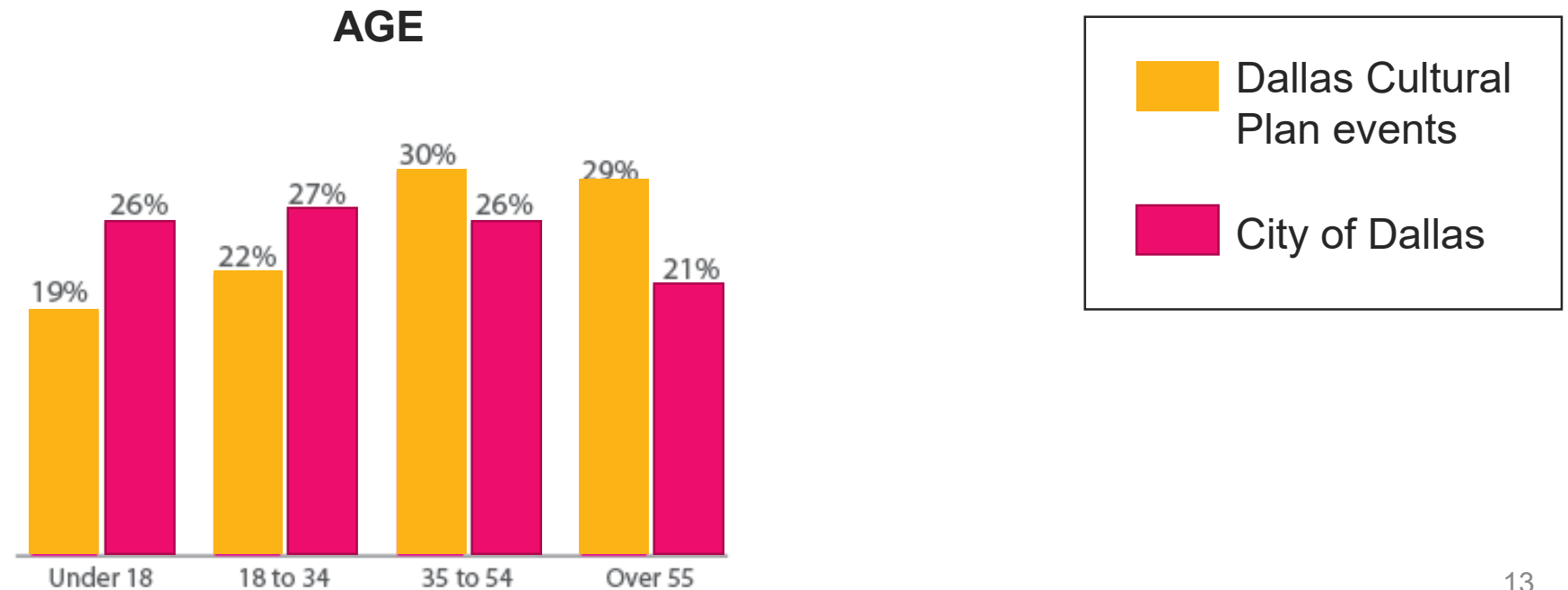


ETHNICITY: HISPANIC OR LATINX



Development of the 2018 Cultural Plan

- Engaged ~9,000 Dallas residents through 150+ in-person and virtual meetings



Development of the 2018 Cultural Plan

- Steering Committee of the Dallas Cultural Plan
 - Met approximately one time per month beginning in June 2017
 - Members comprised the majority of the six Priority task forces
 - Voted unanimously to recommend Cultural Plan and Policy on September 19, 2018
- Cultural Affairs Commission
 - Briefed throughout the process at 6 regular meetings
 - Attended a dedicated half-day workshop in June 2018
 - Voted unanimously to recommend Cultural Plan and Policy on September 20, 2018
- Quality of Life, Arts and Culture Committee
 - Three briefings throughout process: final draft briefing on October 22, 2018
 - Voted unanimously to move to full City Council briefing

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nearly **9,000** Dallas residents contributing

150+ public, committee, and taskforce meetings

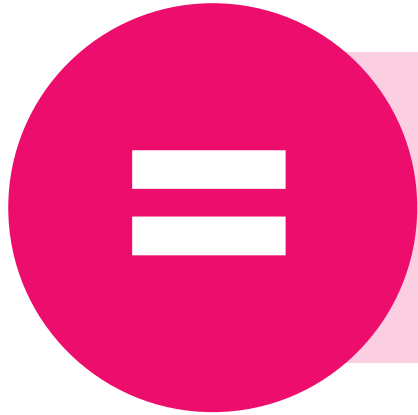
137 Initiatives

31 Strategies

6 Priorities

ONE Coordinated Vision for Dallas' arts and culture

Findings and Analysis



Dallas funds culture at a similar per-capita level as peer cities across the country.



The City of Dallas is spending more on buildings than support on cultural producers.

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



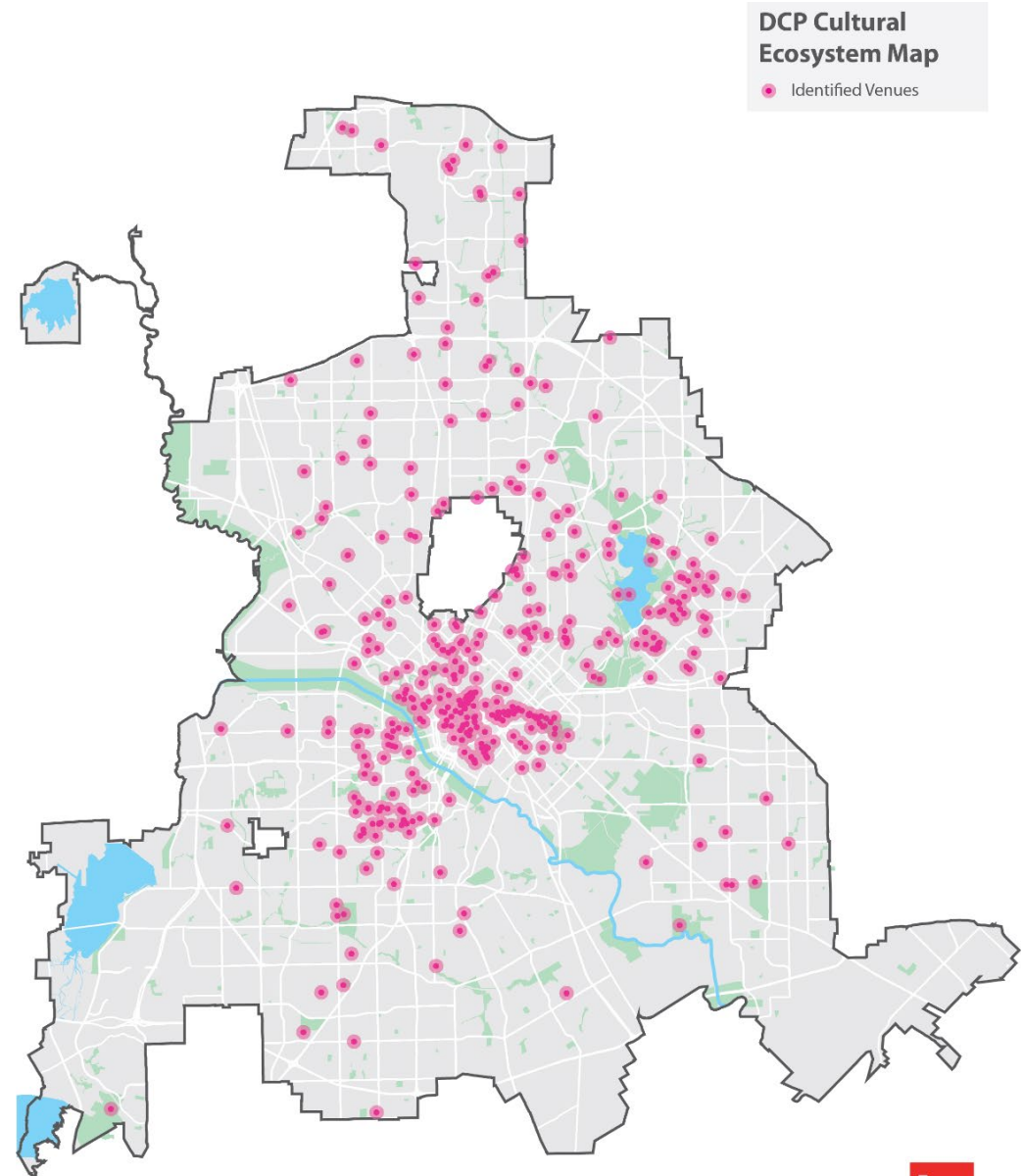
The growth of the Dallas MSA's creative economy lags the economic growth of the city by 22%.



Findings and Analysis

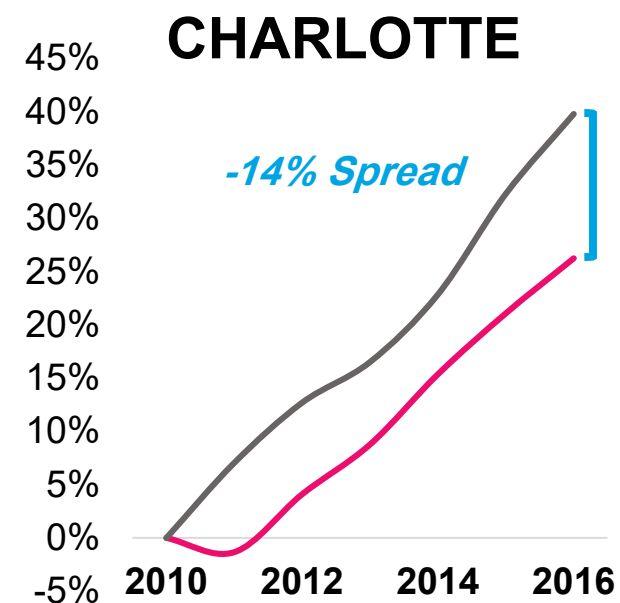
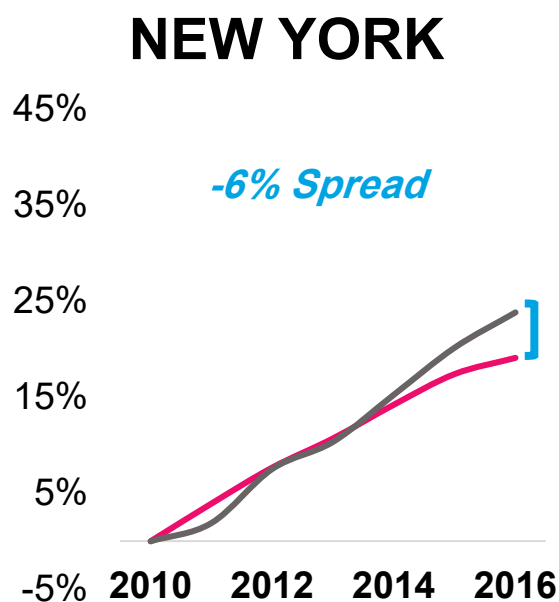
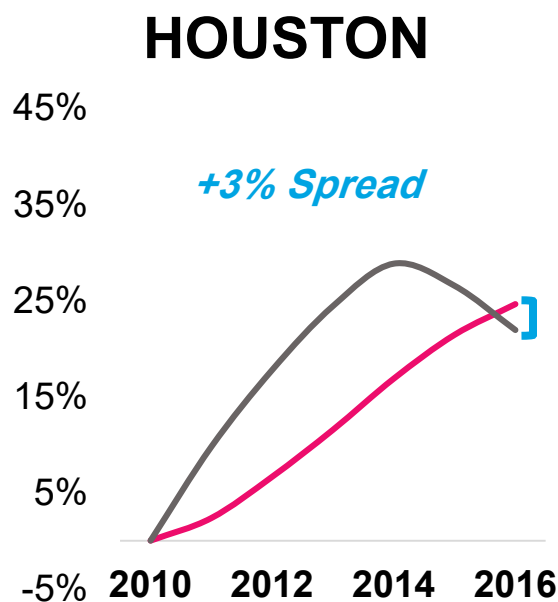
Dallas residents pitched in to identify **over 600 places** where they experience culture.

Growth in the city's arts community has been uneven across neighborhoods, ethnicities and disciplines.



Findings and Analysis

Peer MSAs have creative job growth that aligns with broader economic trends

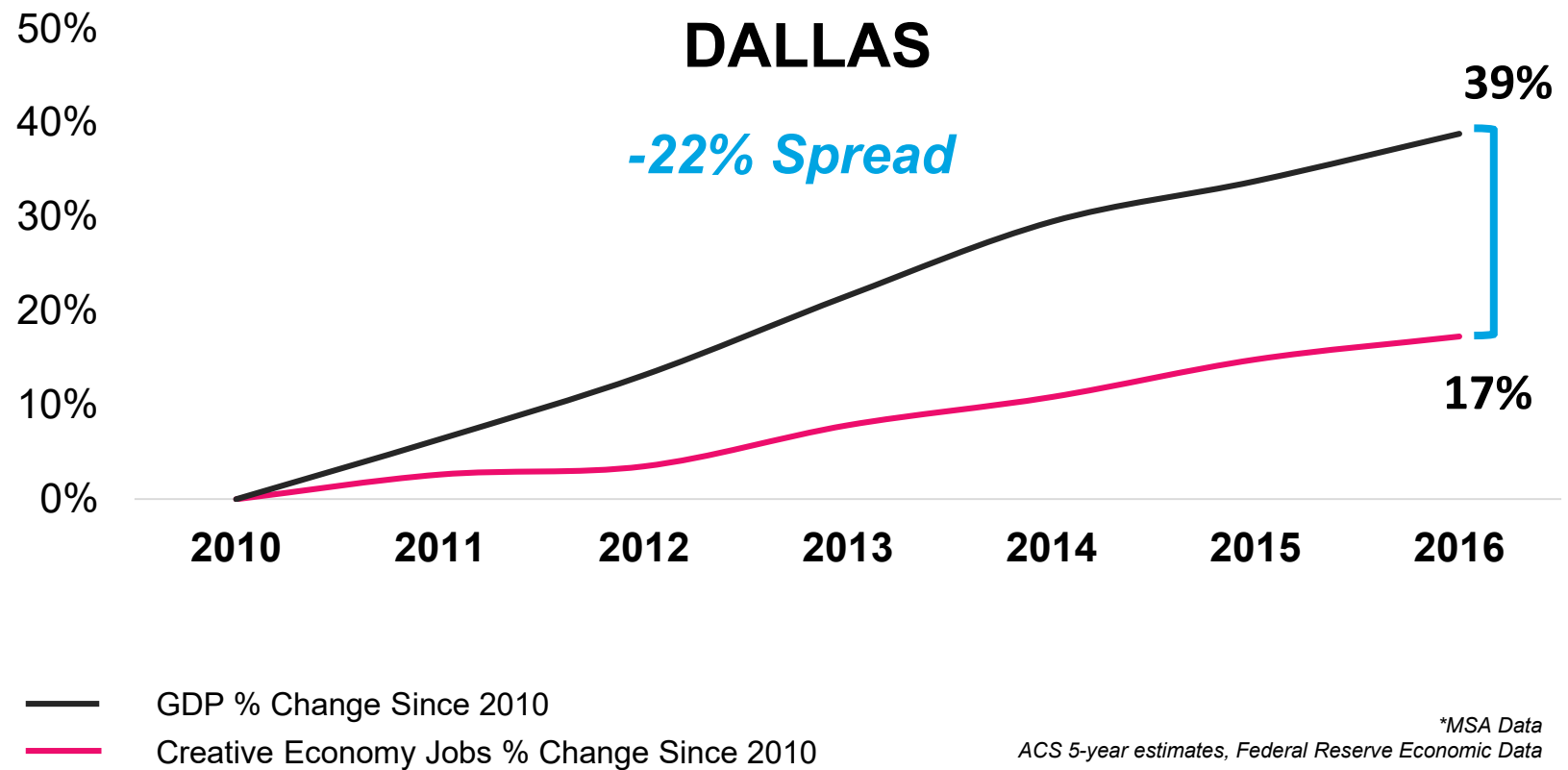


— GDP % Change Since 2010
 — Creative Economy Jobs % Change Since 2010

*MSA Data
 ACS 5-year estimates, Federal Reserve Economic Data

Findings and Analysis

Dallas MSA's creative economy lags the area's overall economic growth by 22%



Findings and Analysis

Four Neighborhood Typologies Identified

Primary Variables

- Percent of Single Family Residential Properties
- Concentrations of Ecosystem Map Venues
- Access to Dedicated Arts Venues
- Access to City-funded Public Art
- Concentration of OCA-funded performances in FY16-17



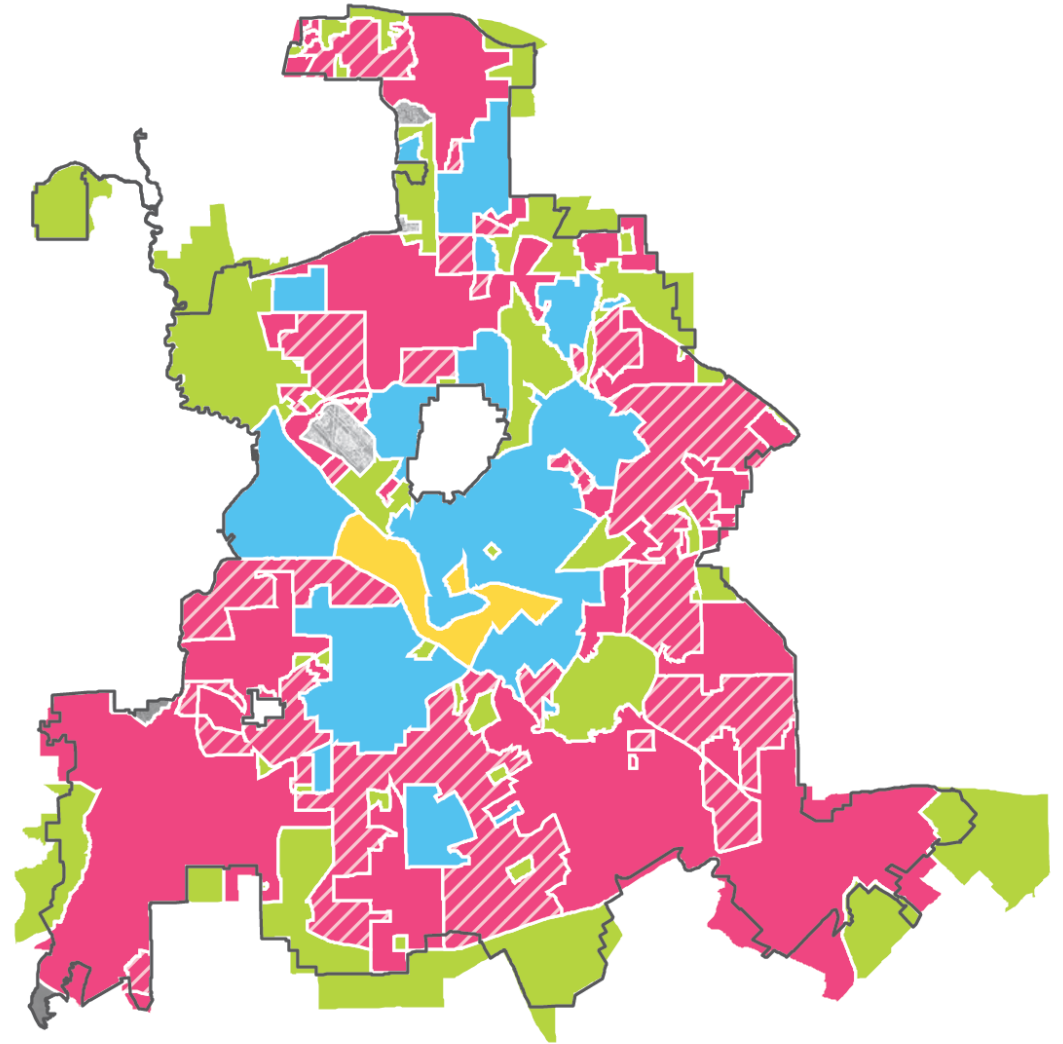
Four Typologies

- A. Urban-Core Arts Destinations**
- B. Mixed Urbanism Arts to Explore**
- C. Residential Opportunities for Arts**
- D. Opportunities for Arts in Non-Traditional Spaces**

Findings and Analysis

Neighborhood Typologies

- A. Urban-Core Arts Destinations**
- B. Mixed Urbanism Arts to Explore**
- C. Residential Opportunities for Arts**
- D. Opportunities for Arts in Non-Traditional Spaces**



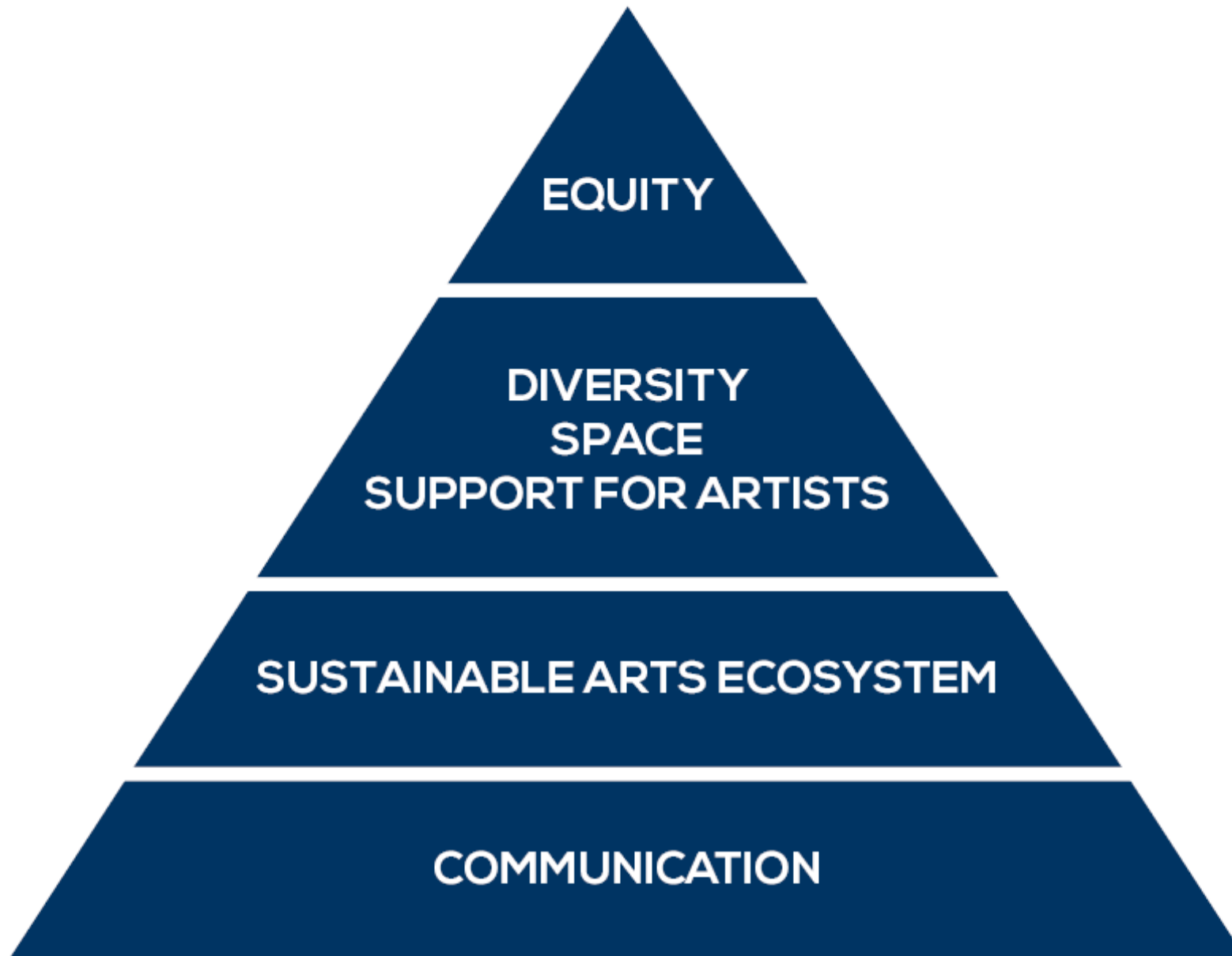
Findings and Analysis

Key Statistics	A. Urban Core	B. Mixed Urbanism	C. Residential Opp.	D. Non-Traditional
Population (% of City)	13,810 (1.1%)	287,231 (22.6%)	686,060 (54.1%)	282,114 (22.2%)
Land Areas (Sq. Mi)	7.23	66.79	206.83	59.74
Percent of City Tax Base	4%	41%	36%	18%
Creative Economy Employment	13,555	29,572	13,132	9,662
Under 18 yr old (%)	3%	20%	29%	26%
18 – 29 yr old (%)	33%	20%	17%	26%
30 – 44 yr old (%)	35%	24%	21%	25%
45 – 64 yr old (%)	28%	24%	24%	17%
65 yr old or Over (%)	2%	12%	10%	6%

Sources: City of Dallas GIS, U.S. Census Bureau, Esri, Inc.



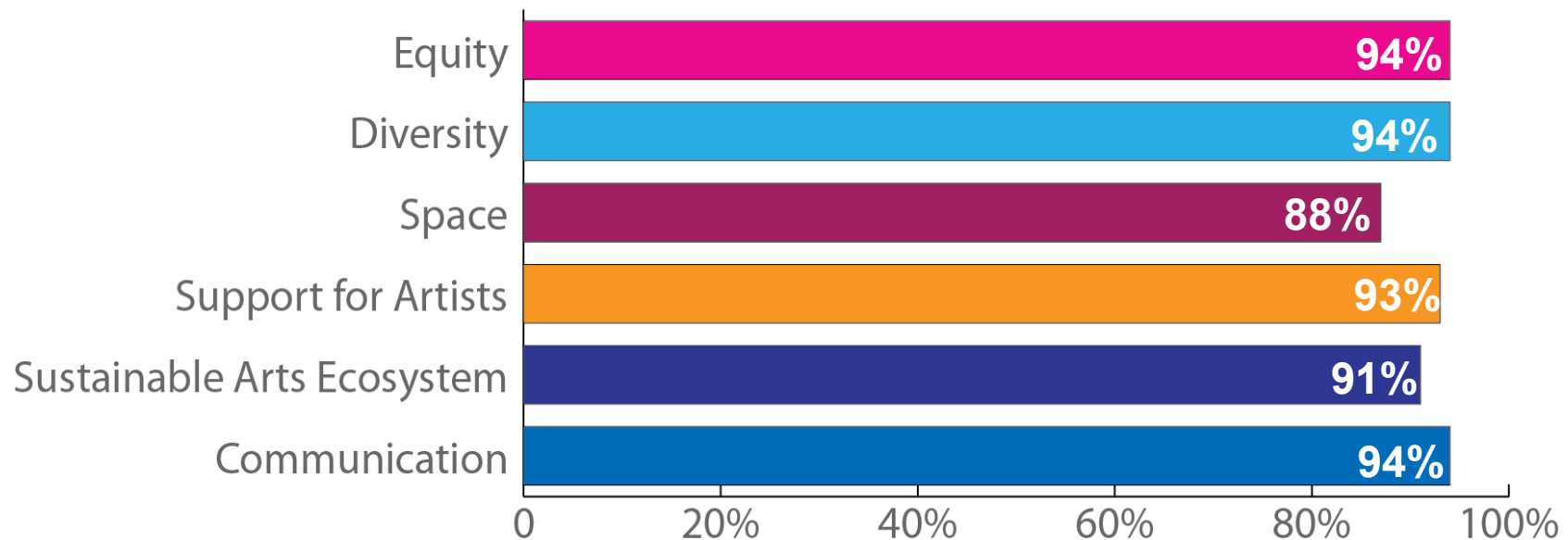
Recommendations and Priorities



What We Learned from the Final Feedback and Activation Workshops

Priorities are overwhelmingly supported

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



6 PRIORITIES, 31 STRATEGIES



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



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

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.

AN EQUITY STATEMENT FOR ARTS AND CULTURE IN DALLAS

Equity statement:

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.

*Note: "The Big Six" were the Dallas Ballet (no longer exists), the Dallas Opera, the Museum of Fine Arts (Dallas Museum of Art), the Dallas Health and Science Museum (Science Place, now part of the Perot Museum of Nature and Science), the Dallas Symphony Association, and the Dallas Theater Center. In 1977, these 6 organizations received over 90% of the OCA equivalent organizational support, and 1.26% of total funds were awarded to 4 "ethnic" organizations. The Office of Cultural Affairs was established in 1989.

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.

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.

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.

We recognize the **historic legacies** of racism, overt bias and injustice that shape our present reality.

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

A close-up photograph of a person sitting at a bright yellow table. The person is wearing a grey sweater and a red hat. They are holding a pen in their right hand and writing on a piece of paper. The background is a blurred brick wall.

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.

THANK YOU

www.lord.ca



Cultural News

Our monthly round-up of what's happening in culture. **Sign up at www.lord.ca**

Cultural Policy Updates

- The Cultural Policy is the approved policy, drawn from the Cultural Plan, guiding the OCA's ongoing work
- Posted online at www.dallasculturalplan.com
- Updated Vision, Mission and Guiding Principles
 - "Artists" now included in the Mission Statement – previously only "arts organizations"
 - Equity lens and focus throughout
- Equity statement and goals from Diversity and Equity task forces
 - Mirrors Cultural Plan to Policy
 - Task force reviewed equity statements and materials from peer arts agencies, DISD and City of Dallas Resiliency Plan

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Cultural Policy Updates

- Clarifying procurement procedures for Cultural Services and definitions of types of services to allow for panel-based selection process
 - Updates to Chapter 2 of Dallas City Code needed to enable this policy
 - Funding program guidelines to be updated annually
- Facilities section refocused from building new cultural venues to optimizing and maintaining existing venues
- Updated naming policy allows for new revenue sources for facilities maintenance
- Framework for the OCA to pilot, test, and measure programs related to strategies and initiatives in the 2018 Cultural Plan

Cultural Policy Updates

- Operating funding limit of 25% of revenue removed; new limit is no less than:
 - 25% for organizations under \$1M
 - 15% for organizations between \$1M - \$5M
 - 10% for organizations with revenue above \$5M
- “Culturally/ethnically specific” goal updated from 25% of core funding programs to 40%
 - Definition clarified to nationwide best practice of ALAANA (African, Latinx, Asian, Arab, Native American)
- Pursuing new opportunities in venue management – increasing arts utilization of public facilities both under the OCA and other City departments

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Cultural Policy Updates: Initial Performance Metrics

- Attendance at OCA-sponsored cultural events
- Number of cultural services
- Dollars leveraged by partner organizations
- Percent of cultural service contracts awarded to artists and organizations with budgets under \$100,000*
- Percent of cultural services funding awarded to ALAANA organizations or artists (Goal of 40% by 2023)*
- Number of cultural experiences outside of Typology A: Urban Core Arts Destinations Neighborhoods*
- Percent of funded organizations in COP meeting board diversity goals set forth in Cultural Policy*

* Signifies a new metric for the Office of Cultural Affairs

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Proposed Action

- Request City Council direction and support to:
 - Adopt the Dallas Cultural Plan 2018 and Cultural Policy for the Office of Cultural Affairs on an upcoming agenda in 2018
 - Develop City Code updates related to the Cultural Plan and Office of Cultural Affairs (see appendix) for City Council consideration in late 2018

Next Steps

- With City Council direction, develop a resolution to adopt the Dallas Cultural Plan 2018 and updated OCA Cultural Policy for consideration on an upcoming agenda
- Prepare recommended updates to the Dallas City Code to reflect the Cultural Plan and Policy for City Council consideration

Next Steps

- Staff equity training investment in December in addition to upcoming City-wide training
- Reconstituted Steering Committee will meet quarterly to guide and monitor implementation across the Dallas cultural ecosystem
- Quarterly updates to the Cultural Affairs Commission
- Special task forces driven by initiatives
- Diversity and equity metrics for OCA reported annually

Dallas Cultural Plan and Updated Cultural Policy

City Council Briefing

November 6, 2018

**Jennifer Scripps, Director
Office of Cultural Affairs**

**Joy Bailey-Bryant, Vice President
Lord Cultural Resources**



City of Dallas

Appendix: Proposed City Code Changes

- Updates needed to Chapter 2 of City Code to select artists and organizations for cultural services through review panels as provided in the revised Cultural Policy
- Clarify OCA Director's responsibility related to short-term facility use agreements for City-owned cultural facilities
 - Provide that the Director may allow reduced facility use fees for equity purposes when there is a public benefit
 - Allow agreements with other government agencies by administrative action (e.g., school graduations)
- Cultural Affairs Commission name change to “Arts and Culture Advisory Commission”

Appendix: Proposed City Code Changes

- Clarification related to sale of public art
 - City Code currently states that proceeds from the sale of “collectable property” (which implies all public art) go to the Dallas Museum of Art for purchase of other art
 - Clarify that the provision is only applicable to City-owned art under the care and control of the DMA
- Cleanup related to WRR
 - Move WRR code provisions to Office of Cultural Affairs section to align with current organization structure
 - Allow airtime agreements with other government agencies (e.g., Irving Arts Center)

Previous updates to/actions by full City Council

- Consultant contract authorized by Council on May 24, 2017
- Memo on Cultural Planning Process and Steering Committee Overview provided on July 21, 2017
- Acceptance of \$303,000 donation to the Dallas Cultural Plan 2018 authorized by Council on February 14, 2018
- Memo on Steering Committee for the Dallas Cultural Plan provided on August 3, 2018
- Memo on Dallas Cultural Plan Public Meetings (Final Feedback and Activation Workshops) provided on August 31, 2018

Previous updates to Quality of Life, Arts and Culture

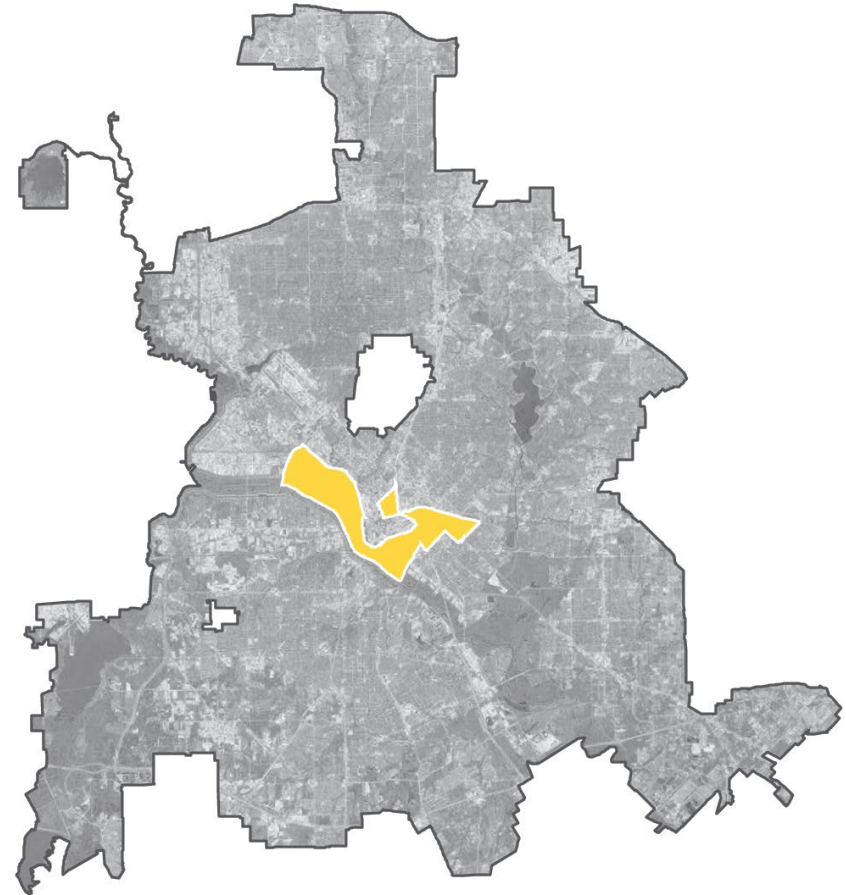
- Consultant contract briefed on May 15, 2017
- Planning process briefed on September 18, 2017
- Midpoint update on June 25, 2018
- Final draft briefing on October 22, 2018

A) Urban-Core Arts Destinations

- Commercial, industrial, and multifamily housing
- Highest concentrations of public identified cultural assets, City-funded public art and performances.
- Greatest access to dedicated arts venues

Example Neighborhoods:

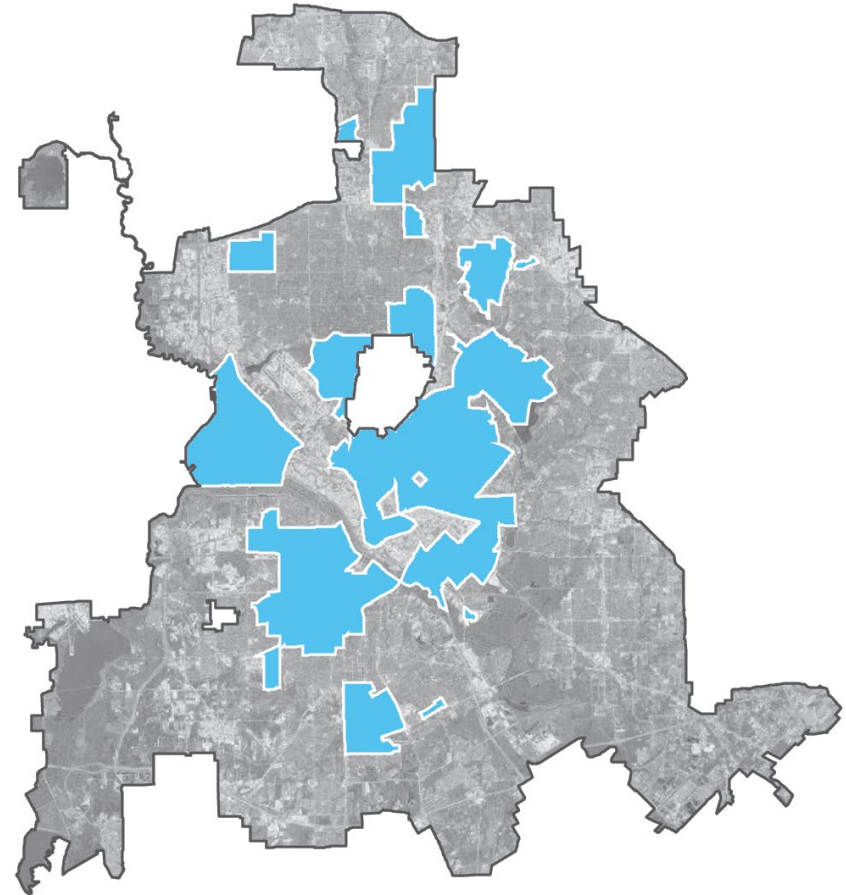
Dallas Arts District, Design District, Deep Ellum, Cedars, Exposition Park



B) Mixed Urbanism Arts Exploration

- Mix of land uses (from single family houses to apartments, offices, and retail)
- High density of publicly identified cultural assets
- Good access to dedicated arts venues
- High concentrations of public art and OCA funded performances

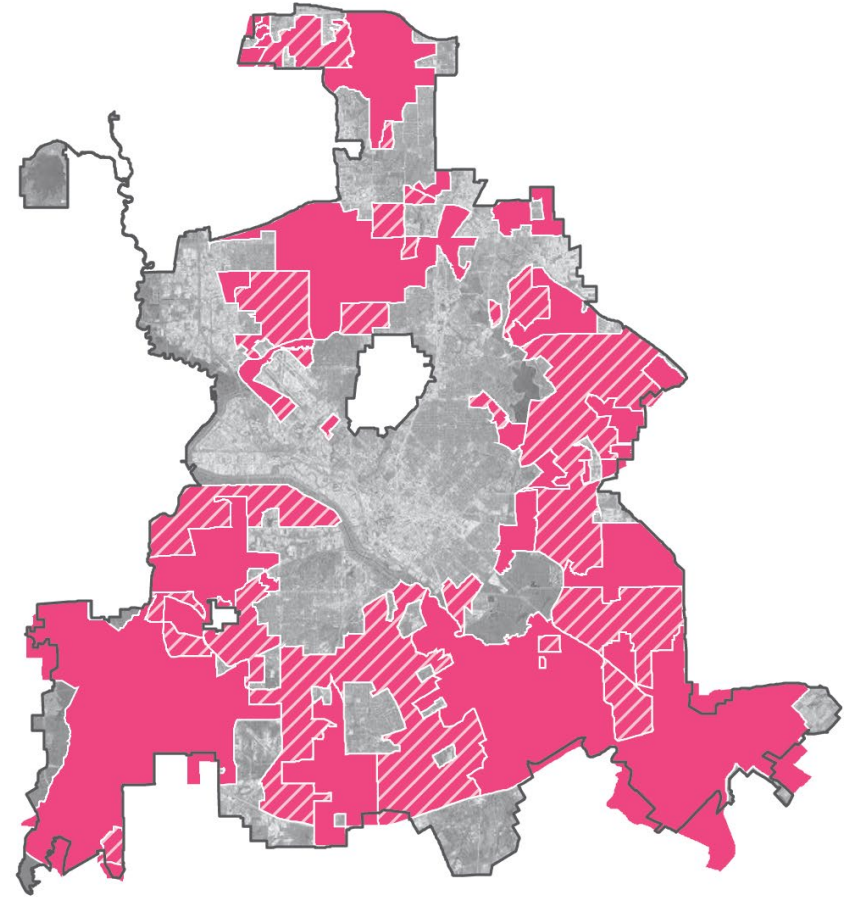
Example Neighborhoods: Bishop Arts District, Lakewood, Frazier, Singing Hills, Valley View, Elm Thicket, Fair Park, La L'aceate



C) Residential Opportunities for Arts

- Primarily single family residential
- Few publicly identified cultural assets and limited access to arts venues
- Lower levels of OCA-funded performances
- Mixed access to City-funded public art
- Fewer OCA funded performances than **Urban-Core Arts Destinations** and **Mixed Urbanism Arts to Explore**

Example Neighborhoods: Brettonwoods, Casa View, Cedar Crest, Glen Oaks, Kiest Park, Lake Highland Estates, Los Altos, Pleasant Grove, Pleasant Mound, Prestonwood, Walnut Hill, White Rock Valley



D) Opportunities for Arts in non-traditional spaces

- Heavily commercial or industrial
- Slightly below average access to dedicated arts venues
- Few publicly identified cultural assets and
- Limited access to City-funded public art and to OCA-funded performances

Example Neighborhoods: Bachman, Bonton/Ideal, Cadillac Heights, Vickery Meadow

