

# Dallas Cultural Plan: Steering Committee Update

January 16, 2019



**City of Dallas**

Office of Cultural Affairs  
City of Dallas

# Purpose

- Provide updates on Plan implementation
- Share baseline diversity & equity metrics from FY 2017-18
- Discuss next steps and Commission role going forward
- Share ecosystem partner progress on Plan implementation

# Agenda

- Steering Committee Introductions
- OCA: Cultural Plan Implementation and 2019 Projects
- OCA: FY17-18 Equity & Diversity Metrics
- Partner Initiatives and Next Steps

# Implementation Steering Committee

- Quarterly updates and discussion:
  - Monitor ongoing work and progress on initiatives
  - Help connect OCA to stakeholders and potential partners
  - Report back on updates from community partners
  - Share/champion success and progress



# Implementation Steering Committee

Name	Affiliation
Agustin Arteaga/Jill Bernstein	Dallas Museum of Art
Maya Crawford	Artist, Creating Our Future
Rosaura Cruz	Junior Players
John Cuellar	Arts Advocate, Friends of LCC
Gwen Echols	TACA, Community Volunteer
Erica Felicella	Artist, Cedars Union
Tino Jalomo	Arts Advocate, Marketing Consultant
Andrew Kochie	Artist
David Lozano	Cara Mia Theatre
Lynn Mahurin	Rosewood Corporation

Name	Affiliation
Wolford McCue	TACA
Lewis McMahan	Texas Instruments Foundation
Kevin Moriarty	Dallas Theater Center
Ken Novice	Dallas Summer Musicals
Erin Offord	Big Thought
John Paul Batiste	Arts & Culture Advisory Commission Chair
Joanna St Angelo	Sammons Center
Clyde Valentin	SMU Meadows Ignite/Arts
Katherine Wagner	Business Council for the Arts
Lily Weiss	Dallas Arts District

# Agenda

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

The OCA works to enhance the vitality of the city and the quality of life for all Dallas residents by creating an equitable environment wherein:

- ♦ artists as well as arts and cultural organizations thrive
- ♦ people of all ages enjoy opportunities for creative expression
- ♦ and all celebrate our multicultural heritage.

**Our mission is to support and grow a sustainable cultural ecosystem that ensures all residents and visitors have opportunities to experience arts and culture throughout the city.**



## 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



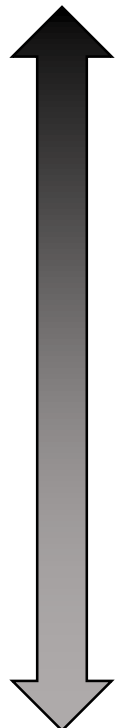
## COMMUNICATION

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






















# 2019 OCA in-flight initiatives (1 of 2)

 Primary priority  
 Secondary priority

Launch complete



Plans in progress

Projects	DCP Ref. #s	Equity	Diversity	Space	Support for Artists	Sust. Arts Ecosystem	Comms
City cultural facility naming policy	7F, 19C						
FY17-18 Equity/Diversity Metrics	2A-E, 5A-E						
CVP: Neighborhoods focus	2D, 4C						
OCA Staff Equity Training (Feb 12)	1, 3B, 22						
Culture of Value: CAP Artists at City Council Meetings and Artist Microresidencies	14						
LCC Phase II	8, 22						
Space Finder Dallas	7B, 17C						



# 2019 OCA in-flight initiatives (2 of 2)

✓ Primary priority  
 ✧ Secondary priority

Plans in progress

Preliminary planning

Projects	DCP Ref. #s	Equity	Diversity	Space	Support for Artists	Sust. Arts Ecosystem	Comms
2017 Bond Projects (OCA facility maintenance)	20A			✧		✓	
Public Art collection marketing	31B-C						✓
Library Black Box Activation	8F, 11E, 17A,			✓	✧		
Kalita optimization and Revised Master Plan	19	✧		✓		✓	
OCA Artist Resources	11D, 15A-C, 22D				✓	✧	
Artist Residencies in City spaces	10A, 17B			✧	✓		
NEA grants – initial awareness	21D					✓	

# Equity Training (Equity)

#1, 3B, 22

Why	Rationale	OCA staff will have common language and understanding of current issues, biases, challenges and initiatives in the national work that the arts are doing in Equity. Continued conversation and improvements will result in more equitable policies, practices and procedures.	
	What does success look like? (Metrics/stories)	Policies and procedures of the OCA are guided and improved by a clear understanding of what equity is, current best practices, and understanding of the history of equity work in Dallas. Increased quantity and quality of OCA and key partner support (through funding programs, time, and space) for ALAANA artists and organizations. Increased equity efforts of other, non-ALAANA OCA partners inspired by OCA's example.	
Who	Lead:	Key Partners:	
	OCA Director and Assistant Director	GARE (Government Association for Racial Equity) OEHR - Office of Equity and Human Rights	Target Audiences/Beneficiaries: OCA staff (direct); ALAANA organizations and artists (primary beneficiary) and Dallas residents (through ripple effect)
When	Key milestones and timing:	<p>January 2019 – Contract approved and planning beginning – conference calls with GARE and OEHR – Citywide survey</p> <p>Jan 23 2019 – Senior staff webinar training</p> <p>Feb 12 2019 – All staff equity training – session 1</p> <p>Mar 2019 – All staff equity training – session 2</p> <p>June 2019 – All staff equity training – session 3</p> <p>Fall 2019 – OCA staff orientation materials related to equity to be developed; plan for ongoing training/to be developed</p>	
	How	Start-up/Pilot:	
Money:		Funds from OCA conference/other training in current year budget re-appropriated	Regular review by senior staff; ongoing membership in GARE
Staff time:		Staff will dedicate approximately 4 full days to the training	Ongoing review and actions by senior staff; ongoing training in alignment with City's (OEHR's ) efforts; annual senior staff meeting dedicated to equity; OCA orientation materials with equity focus to be developed
Marketing:	Share with Commission; news update on OCA website and social media; targeted emails to partner organizations	TBD in alignment with City's (OEHR's) efforts	

# FY17-18 Equity/Diversity Metrics (Equity & Diversity)

#2A-E, 5-E

Why	Rationale	Begin to quantify, measure, and publish how our arts ecosystem partners and OCA support programs “stack up” against the city’s population to recognize successes and address opportunities and challenges across the cultural sector.	
	What does success look like? (Metrics/stories)	Increased awareness of diversity & equity strengths and challenges faced by individuals, organizations and ecosystem as a whole. Improved diversity metrics at funding, board, staff, audience levels leading to more audience engagement and increased sector sustainability. Programming that continually evolves to reflect the needs of the diverse Dallas community.	
Who	Lead:	Key Partners:	Target Audiences/Beneficiaries:
	OCA Director, Cultural Programs Mgr, Strategy & Innovation Mgr	Other funders/resource providers, arts organizations (focused on COP organizations), City’s Office of Business Diversity	ALAANA and other underserved populations (including LGBTQIA+) – both audiences and arts creators
When	Key milestones and timing:	<p>Nov 2018 – Jan 2019 – Previous FY data gathered, analyzed, and funding program guidelines revision based on analysis</p> <p>Jan 2019 – Publish first report on measures and begin sharing with partners (funders, organizations, public)</p> <p>Spring 2019 – Assess community reactions and usage of data, with specific focus on other funders/resource providers</p> <p>Summer 2019 – Assess feasibility of sector-wide equity study (e.g., Greater Pittsburgh Arts Council study)</p> <p>Fall 2019 – Launch changes to OCA reporting for FY19-20 (e.g., LGBTQIA+ and gender identity tracking); begin research for sector-wide study</p>	
How		Start-up/Pilot:	Ongoing:
	Money:	N/A – metrics based on current baseline/budget	TBD – additional funds/OCA workforce needed for equity and sources;
	Staff time:	Data analysis and report creation; marketing time; Director time with key partners to plan for sector-wide study	Annual analysis; more OCA staff needed to ensure responsible stewardship of taxpayer dollars as # of grants and types of support increases; networking with peer agencies to share learnings and best practices for continual improvement
	Marketing:	Commission and Steering Committee marketing; dedicated equity page with indicators on OCA website; email and social media marketing of first report	TBD based on community needs and reactions to initial reports

# LCC Phase II (Space)

#8, 22

Why	Rationale	Expand/build 5,500 square foot multi-form flexible theater space at the Latino Cultural Center (LCC) with 125-seating capacity and add'l rehearsal space. Will provide much needed affordable state-of-the art performance and rehearsal space for Latinx arts and cultural organizations in Dallas.	
	What does success look like? (Metrics/stories)	The 300-seat auditorium at the LCC is at capacity for FY18-19 with no availability for weekend performance dates (capacity reached in FY16-17 and FY17-18). The multi-form theater space will provide an additional performance space that will ensure that Dallas-based Latinx theater companies and additional Latinx user groups will have an opportunity expand their rehearsal and performance options with great flexibility.	
Who	Lead:	Key Partners:	Target Audiences/Beneficiaries:
	OCA Director, LCC Manager, BPO*/Public Works Project Manager	Bond Program Office and Public Works Department of City of Dallas; LCC Core Groups; user Latinx arts and cultural orgs	LCC Core Groups (Allegra Ballet Folklorico, Cara Mia, Anita Martinez Ballet Folklorico, Daniel de Cordoba, Bailes Espanoles, Teatro, the Mexico Institute, Ollimpaxqi) and other Dallas arts groups
When	Key milestones and timing:	<p>Feb 2019 – Contract for Architect of Record (AOR) presented to City Council for approval</p> <p>Late Feb 2019 – Public input meetings and events (multiple throughout day, including with Architectural Advisory Committee) led by LCC, Architect, and LEGORRETA® (formerly Legorreta Arquitectos)</p> <p>April – Dec. 2019 – Design of multi-form flexible theater space (pivotal ongoing input from LCC Core Groups and Latinx user groups)</p> <p>January 2020 – Contract for construction award presented to City Council for approval</p> <p>Feb. 2020 – April 2021 – Construction of multi-form flexible theater space</p>	
How		<b>Start-up/Pilot:</b>	<b>Ongoing:</b>
	<b>Money:</b>	\$4.3M 2006 bond funds will provide funding for design and construction	Exploring opportunities for private funding support, naming rights sponsors
	<b>Staff time:</b>	LCC manager will serve as OCA liaison/lead with BPO*/Public Works project manager overseeing project	Weekly meetings between LCC manager and BPO*/Public Works project manager with weekly updates to OCA Director and Asst. City Manager
	<b>Marketing:</b>	OCA website, Facebook, targeted emails, partner email marketing	LCC staff coordinating February 2019 project launch

\*BPO – Bond Projects Office

# Space Finder Dallas (Space)

#7B, 17C

Why	Rationale	Key benefit to sector: More efficient connections between providers of space and users of space will allow both to grow artistic offerings and experiences throughout the City. Key benefit to Dallas residents: decrease equity and accessibility challenges faced by residents.	
	What does success look like? (Metrics/stories)	OCA sees increased applications from “Residential” and “Non-traditional” typologies, as well as increased numbers of services and audiences in these typologies. More stories from media/Commissioners/residents about art in their neighborhoods. Increased audiences and sustainability for all arts orgs and artists (across the ecosystem).	
Who	Lead:	Key Partners:	Target Audiences/Beneficiaries:
	OCA Assistant Director (assists from Admin and Cultural Center teams)	Web design firm/creator of Space Finder Seattle; artists & arts organizations; venue owners/managers	Artists and arts organizations that need space, culture-specific and general-use venues, Dallas residents in neighborhoods
When	Key milestones and timing:	<p>Nov-Jan 2019 – Prepare RFP process, begin contracting</p> <p>Feb 2019 – Process contract</p> <p>Mar - Apr 2019 – Begin work with web design firm and approve design by end of April</p> <p>May 2019 – Go live with Space Finder Website</p> <p>May – Aug 2019 – initial venue onboarding (possible intern project)</p> <p>Aug 2019 – Market to/launch with artists and arts orgs</p>	
How		<b>Start-up/Pilot:</b>	<b>Ongoing:</b>
	<b>Money:</b>	Funds set aside (~\$24K) in current year budget for one-time costs	Ongoing hosting will be \$600/year
	<b>Staff time:</b>	Some staff time from OCA Admin and the Cultural Centers will be needed to get the word out about the new tool to as broad a range of artists and venues; possible Summer/Fall intern project	OCA to work with cultural partners (e.g., Sammons, Cedars Union), funders to market and continually assess usage of website
	<b>Marketing:</b>	OCA will be providing marketing and promotional templates to get the word out; targeted partner emails (artists & orgs); Commission and Council assistant support to connect to potential venues (culture-specific and otherwise); news release and potential launch event TBD	OCA to work with key ecosystem partners (e.g., Space task force members, artist groups, venue-related associations) to continue to market this resource



# OCA Artist Resources (Support for Artists)

#11D, 15A-C, 22D

Why	Rationale	Improve OCA-led support for artists to make Dallas arts ecosystem more vibrant, and to help artists and their communities thrive by increasing availability of/access to resources (funding, time, informational)	
	What does success look like? (Metrics/stories)	Increased number of artist applicants to Cultural Support Programs; increased communications with artist communities; articles about or testimonials by successful artists whose careers have been supported by OCA through Cultural Centers and Support Programs, etc; increased neighborhood impact throughout Dallas by individual artists.	
Who	Lead:	Key Partners:	Target Audiences/Beneficiaries:
	OCA Asst Dir, Cultural Programs Mgr, Cultural Center Mgrs	Arts organizations, Cedars Union, Sunset Art Studios, Goldmark Cultural Center, Media partners	Emerging artists, especially artists who have not successfully executed an OCA contract or who have not previously applied
When	Key milestones and timing:	<p>Jan 2019 – pilot artist peer sharing group for CVP recipients (via social media and in-person)</p> <p>Jan 2019 –Mildred Dunn center artist residency explorations (open house) with SDCC</p> <p>Mar 2019 - launch OCA resource page for artists with field-specific resources and other resources (e.g., OCA and other financial opportunities, housing information, initial space list, etc.)</p> <p>Apr 2019 – begin once weekly office hours by OCA staff in rotating locations across Dallas</p> <p>Jul 2019 – evaluate pilot + costs and changes needed; set up ongoing update procedures for resources</p>	
	How	<b>Start-up/Pilot:</b>	
<b>Money:</b>		Funds set aside for artist residency pilot	Residency funding; network events funding;
<b>Staff time:</b>		Contract creation/approval for residency pilot; in-person meetings with key artist stakeholders;	Weekly staff time & coordination; monthly website updates; evaluation/contract management
	<b>Marketing:</b>	OCA website, Facebook, targeted emails, partner email marketing	Commission/OCA organizational partner support

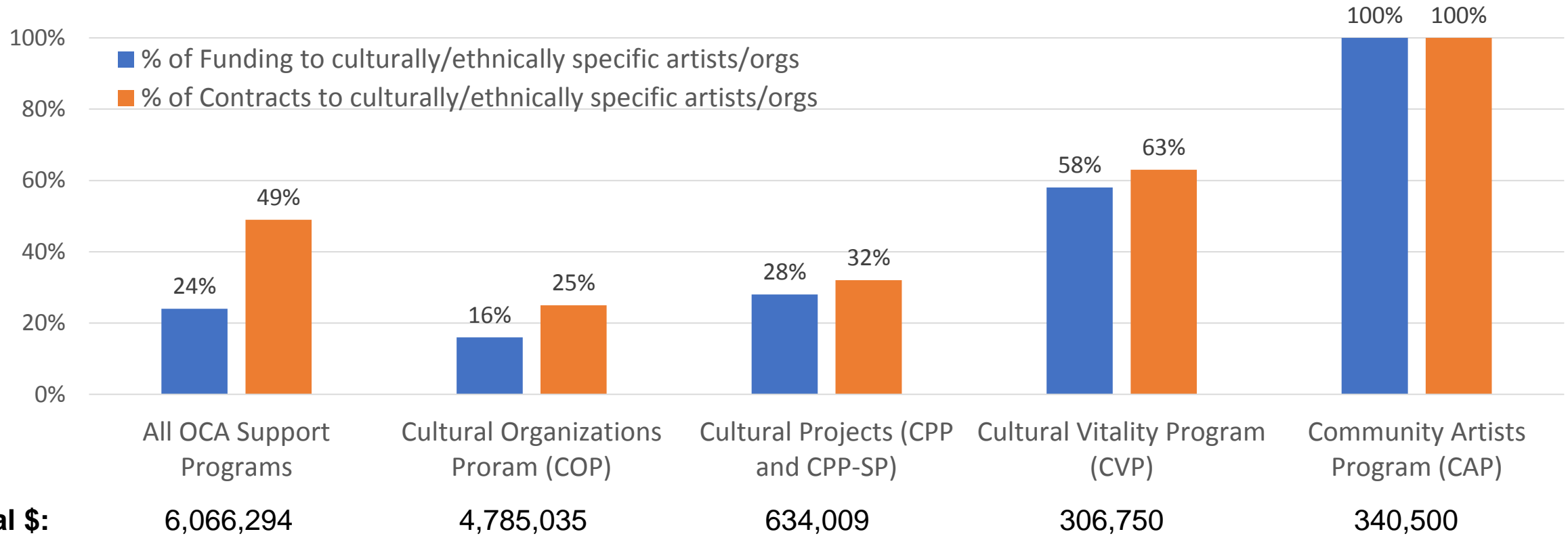


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# FY 17-18 OCA culturally/ethnically-specific funding (as defined in previous/2002 cultural policy)

FY17-18 OCA Funding/Support



\*Note: Does not include Big Thought, other organizations/artists that may self-identify as ALAANA (African, Latinx, Asian, Native American, Arab)

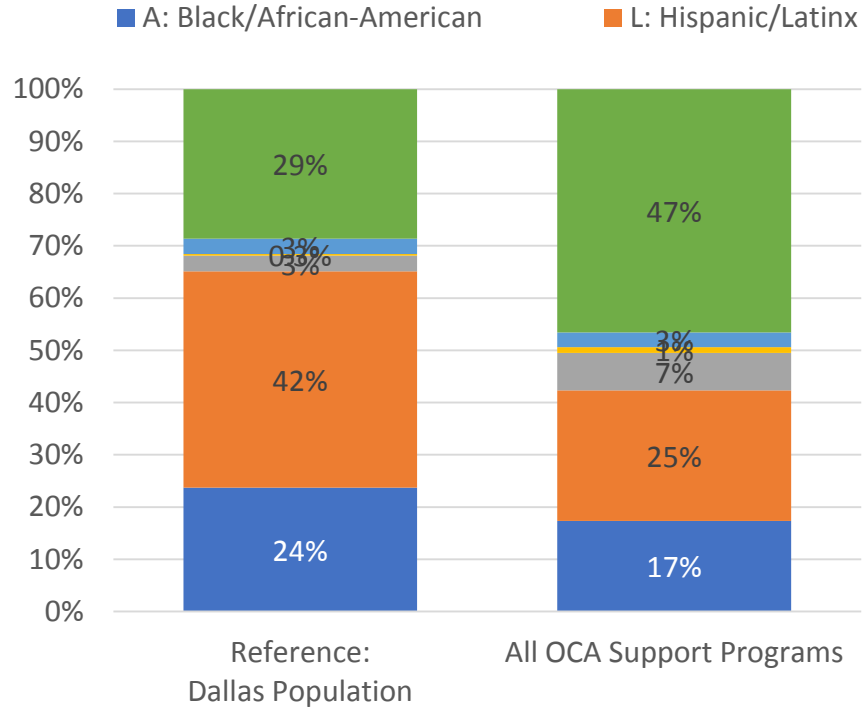
# Under new policy, OCA is beginning to report on other diversity, including ALAANA audience diversity

<b>FY 2017-18</b>	<b>Total participants</b>	<b>% ALAANA*</b>	<b>Total ALAANA* participants</b>
<b>All Support Programs (as reported):</b>	<b>5,969,333</b>	<b>53%</b>	<b>3,189,848</b>
Cultural Organizations Program (COP)	5,558,085	53%	2,962,385
Cultural Projects (CPP and CPP-SP)	354,441	52%	184,386
Cultural Vitality Program (CVP)	19,063	72%	13,739
Community Artists Program (CAP)	37,057	77%	28,662
<b><i>City of Dallas - Population Estimates from US Census as of July 1, 2018</i></b>	<b>1,341,057</b>	<b>72.3%</b>	<b>969,584</b>

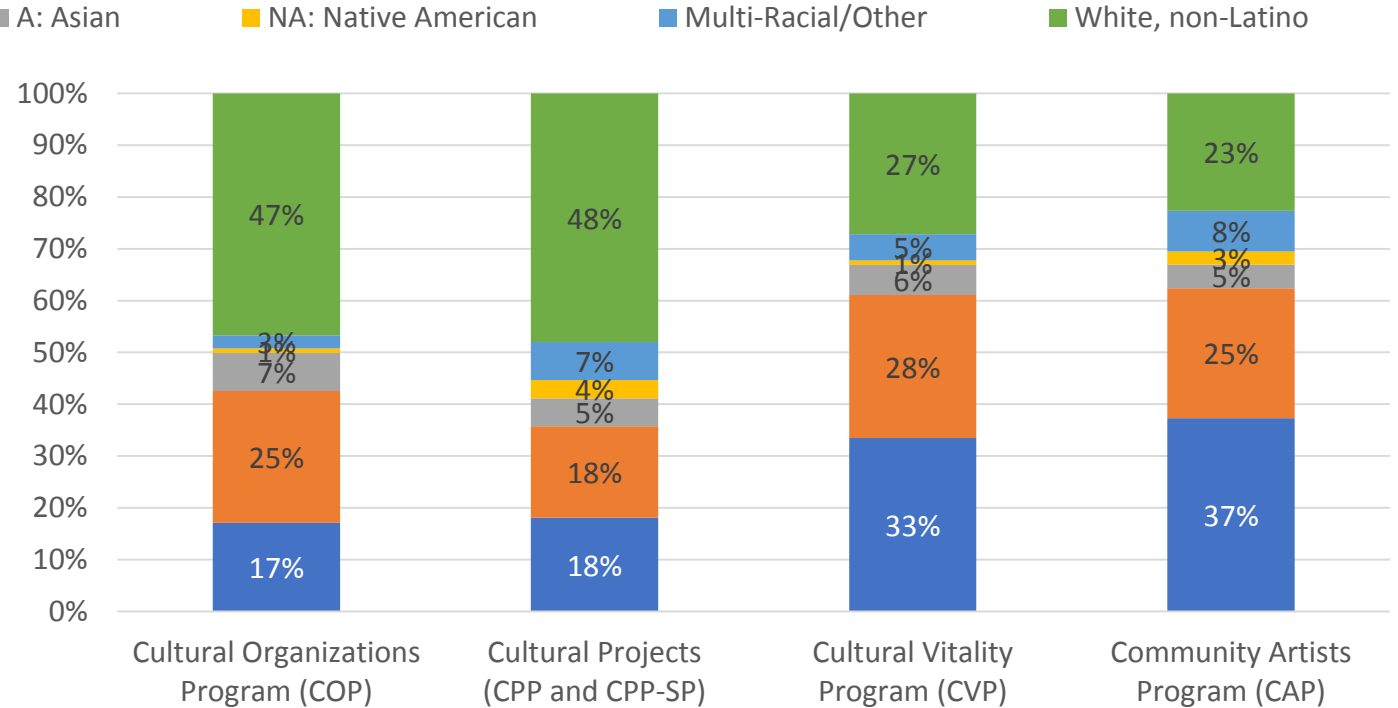
\*Note: ALAANA is African, Latinx, Asian, Native American, Arab. For full definitions, please see the Cultural Policy.

# Audiences reached partially reflect Dallas population; largest gap is in reaching Latinx audiences across all programs

FY17-18 Dallas Population vs. Audience Demographics



By Program: FY 17-18 Audience Demographics



Note: Arab/Arab-American was not tracked in FY17-18, but will be tracked in FY18-19. Native American includes the Census categories American Indian/Alaskan Native and Native Hawaiian/Pacific Islander; Dallas Population is from Census Bureau for the city of Dallas from 2018.

# COP organizations contracted with M/WBEs and reported on their workforce's demographic makeup

- In FY17-18, the 32 COP organizations reported contracting \$5.9 million with Minority/Women Business Enterprises

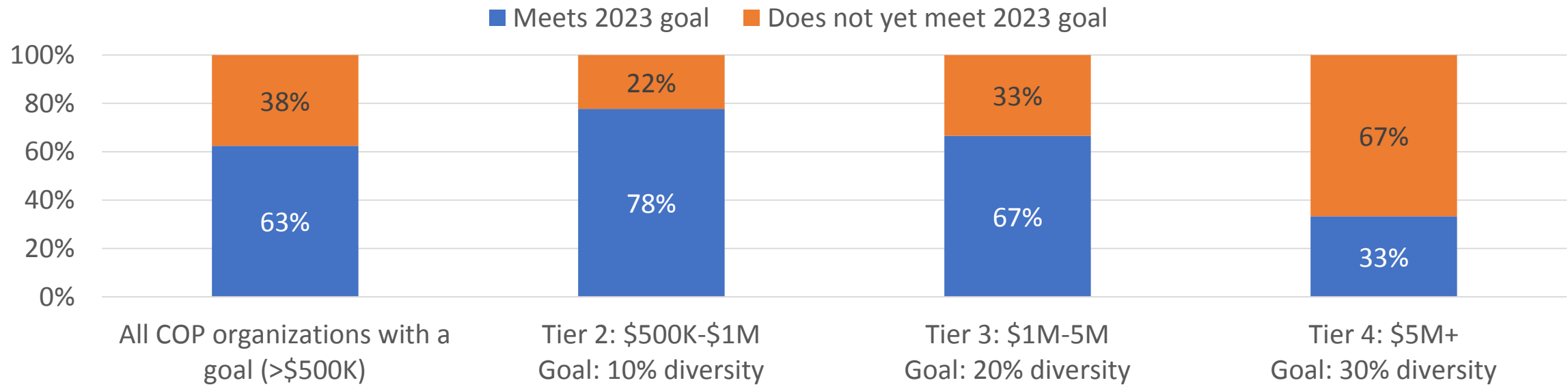
FY17-18	Number of people	% ALAANA
<b>COP Workforce (as reported by 32 COP orgs):</b>	<b>3,340</b>	<b>43%</b>
Employees (Full- and part-time)	1,205	40%
Contract labor	2,135	45%
<b>City of Dallas - Population Estimates from US Census as of July 1, 2018*</b>	<b>1,341,057</b>	<b>72.3%</b>

\*Note: Minority/Women Business Enterprise (M/WBE) is a City of Dallas, Office of Business Diversity (OBD) term. ALAANA is African, Latinx, Asian, Native American, Arab. For full definitions, please see the OBD website or the Cultural Policy.

# Opportunities vary by organization size to reach 2023 COP board diversity goals

- The average COP board is composed of 35% ALAANA members
- 63% of COP organizations have achieved or surpassed the 2023 board goal

FY17-18 COP organizations: progress towards 2023 board diversity goal (as reported)

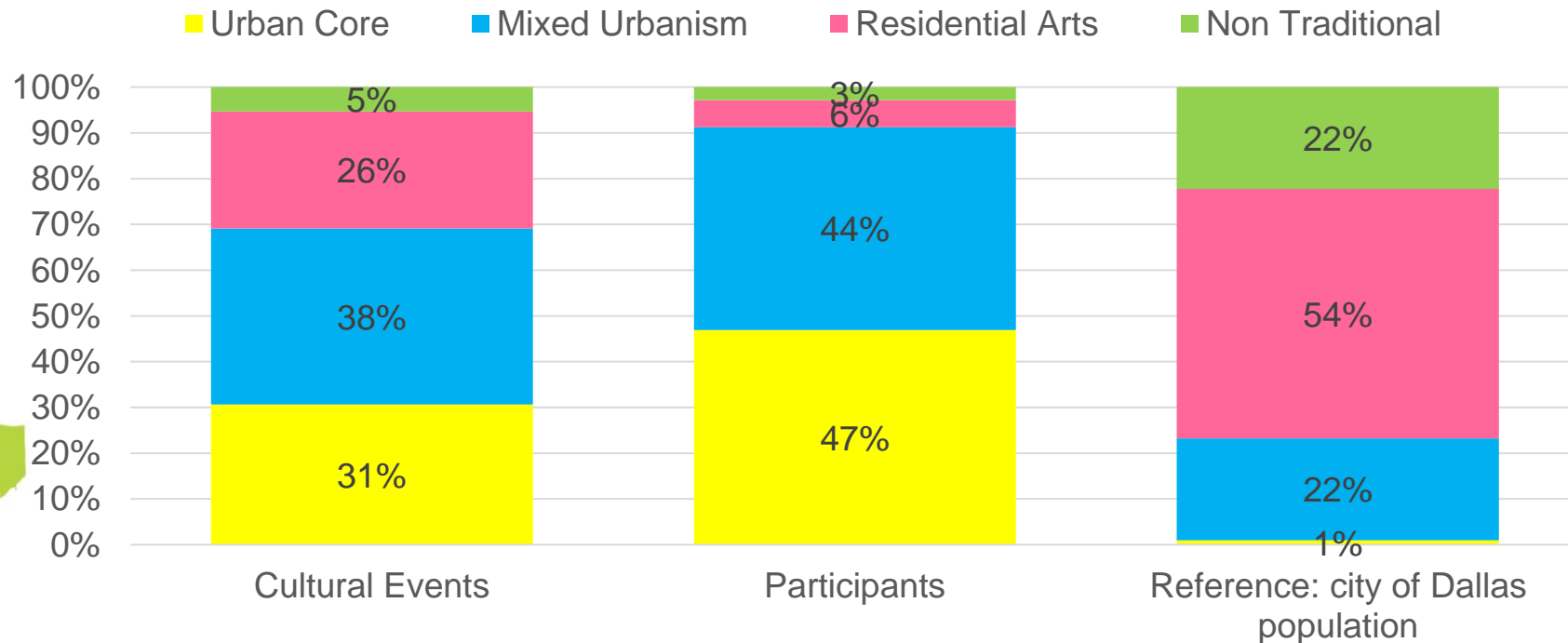
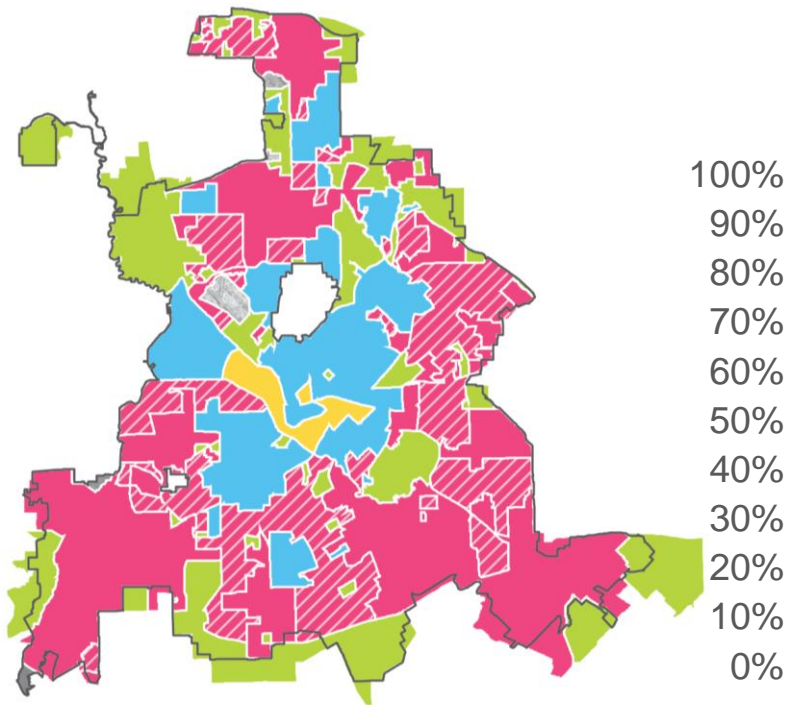


\*Note: Tier 1 (under \$500K) does not have a board diversity goal; ALAANA is African, Latinx, Asian, Native American, Arab. For full definitions, please see the Cultural Policy.



# Investment in Urban Core attracts audiences, but more is desired in Residential & Non-Traditional neighborhoods

FY17-18 Cultural Support Programs:  
OCA-supported services in Cultural Plan typologies



# OCA Next Steps – Improving from the Baseline

- CVP bonus funds awarded based on ALAANA identification and event locations in Residential and Non-Traditional typologies this fiscal year
- Arab/Arab-American identities now included in demographic reports for OCA-funded organizations/artists
- FY19-20 Planned budget includes \$327K in funding and a staff person for pop-up cultural center programming across Dallas neighborhoods
- Voluntary self-reporting on LGBTQIA+ and gender identity to begin in FY19-20

# Agenda

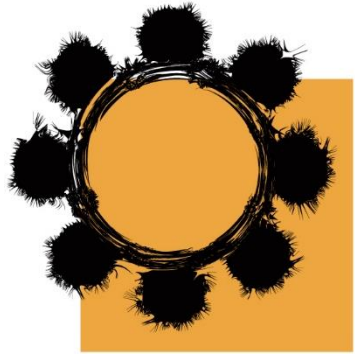
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# The Cultural Plan's full implementation will rely on partner initiatives

Initiative	Ref #	Partners & Short Description
Increasing support for artists	14, 16, 21	<ul style="list-style-type: none"> <li>TACA Artist Vibrancy initiative</li> <li>TACA and SMU Meadows Ignite/Arts Culture Bank Dallas</li> </ul>
Art organization sustainability	4A, 26A	<ul style="list-style-type: none"> <li>Sammons' Art-Works resource page and professional development series</li> </ul>
Equity and sustainability	22, 24B	<ul style="list-style-type: none"> <li>Moody Fund for the Arts emphasis on equity, reaching neighborhoods, and collaboration/resource-sharing</li> </ul>
Staff & audience diversity	3, 4E	<ul style="list-style-type: none"> <li>DMA's bilingual staff hires and special exhibition signage, new Spanish language and Latinx program pilots</li> </ul>
Resource sharing	24	<ul style="list-style-type: none"> <li>Best of Fests film festival partnership between 22 festivals (1/10-13)</li> <li>ATTPAC/Dallas Summer Musicals facility and musical programming partnership</li> </ul>

# Discussion

- Feedback on OCA plans and data
- Sharing other new initiatives aligned with the Cultural Plan from your group and/or your partners



# Office of Cultural Affairs

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