



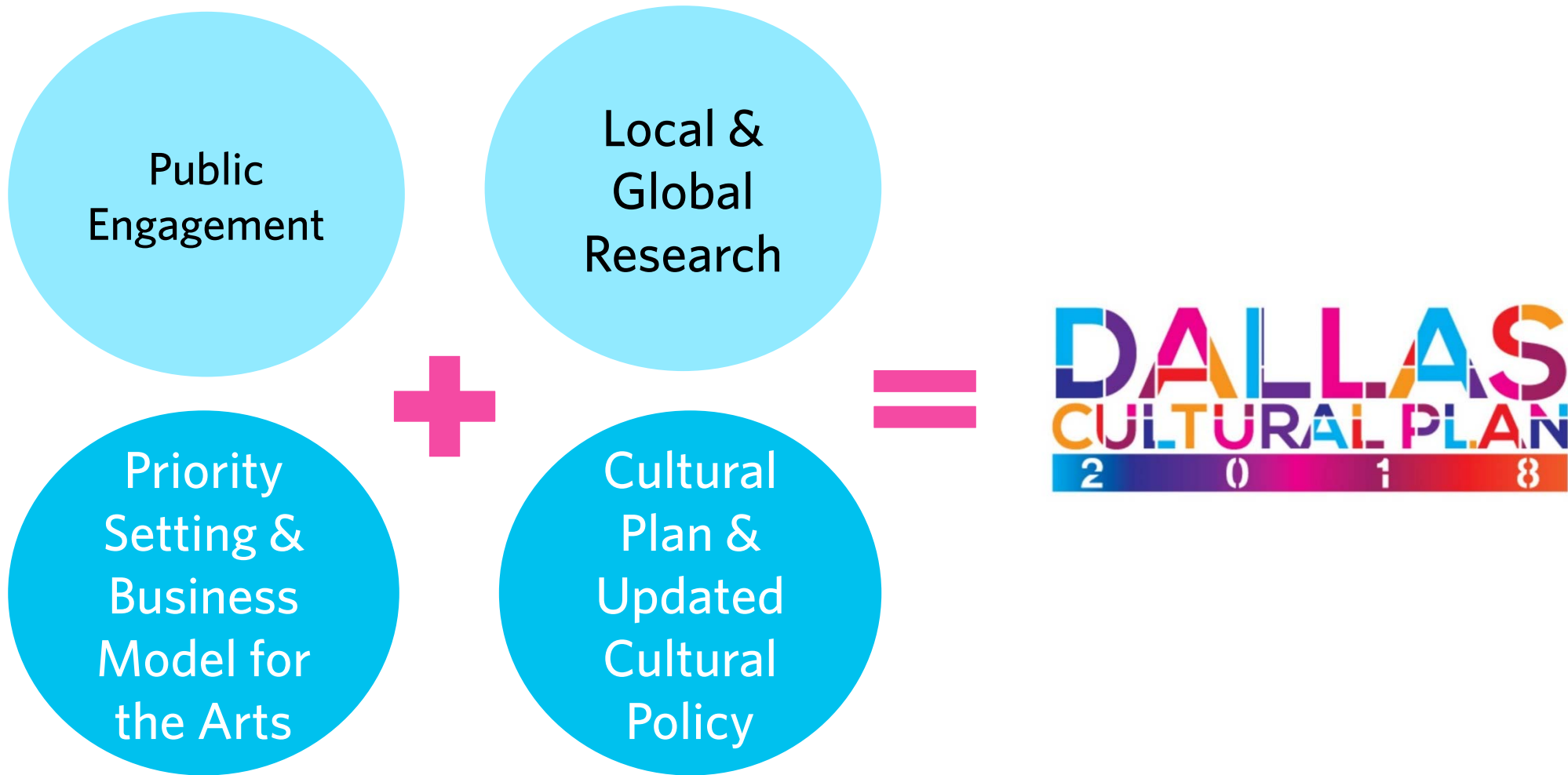


TODAY'S AGENDA

1. Where we are today
2. Where are we going
3. Update of development of the Business Model for the Arts
4. Task Force Orientation
5. Breakout: Taskforce tables
6. Next Steps



A YEAR-LONG PROCESS





WE ARE HERE





DCP WORK COMPLETED

- In-depth, 6-month citywide engagement reaching nearly 6,000 Dallas residents
- Benchmarking study of comparable cities
- Mapped over 500 unique locations where residents experience culture
- Phase 1 Report completed and presented to public
- Artist in Residences in six City Agencies with presentations to the public
- Interagency meetings with City Agencies to continue collaborations
- Hosted Webinars keeping public informed of the DCP process and ways that they can participate



DCP WORK IN-PROGRESS

- Analysis of City plans and policies to identify the best ways that the Dallas Cultural Plan can contribute to the overall goals of the City
- Define the different types of neighborhoods in Dallas to understand how arts and culture can serve them
- Connect to the work of other City agencies and organizations to ensure that arts and culture are part of solution-thinking
- Business Model for the Arts in Dallas
- Form and orient task forces for Strategy Development



BUSINESS MODEL FOR THE ARTS

CITY SUPPORT FOR THE ARTS



CITY-OWNED CULTURAL
VENUES

\$14.8M Budget



CULTURAL SERVICES
CONTRACTS

\$6.7M Budget



PUBLIC ART FOR DALLAS

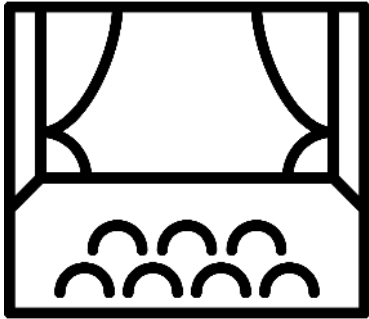
\$548K Budget

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

HR&A'S PHASE II ANALYSIS IDENTIFIES *FUNDING STRATEGIES AND BUSINESS MODELS* THAT SUPPORT THE CULTURE PLAN'S IMPLEMENTATION.



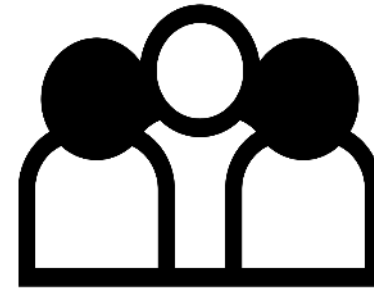
HR&A IDENTIFIED THREE *BUSINESS MODEL PROTOTYPES* FOR IN-DEPTH ANALYSIS.



**MAJOR CULTURAL
VENUES**

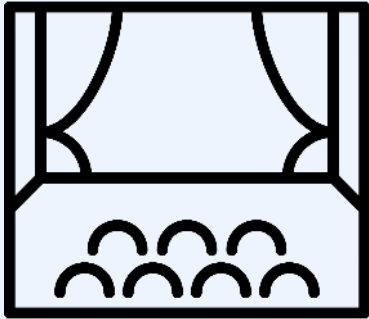


**NEIGHBORHOOD
ARTS GROUPS**



CULTURAL EQUITY

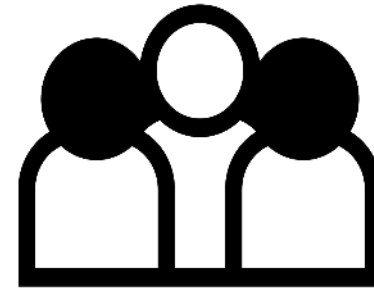
MAJOR VENUES IN THE *DALLAS ARTS DISTRICT* ARE KEY RECIPIENTS OF CULTURAL FUNDING AND CRITICAL ANCHORS FOR DALLAS'S CULTURAL ECOSYSTEM.



**MAJOR CULTURAL
VENUES**



**NEIGHBORHOOD
ARTS GROUPS**



CULTURAL EQUITY

EFFECTIVE SUPPORT FOR ARTS DISTRICT INSTITUTIONS CAN STRENGTHEN THEIR CAPABILITIES WHILE *UNLOCKING FUNDING FOR CULTURAL PRIORITIES CITYWIDE.*



SUSTAINABLE CULTURAL ANCHORS THAT CAN CONTINUE TO ATTRACT AND
CULTIVATE WORLD-CLASS ARTISTIC TALENT



INCREASED CAPACITY FOR PHILANTHROPIC SUPPORT
BY SUPPLANTING A PORTION OF PUBLIC SUPPORT WITH EARNED
INCOME AND VALUE CAPTURE

HR&A COMPARED THE OPERATING BUDGETS OF CITY-OWNED DALLAS ARTS DISTRICT INSTITUTIONS WITH THOSE OF *PEER CULTURAL DISTRICTS* FROM ACROSS THE COUNTRY.



**LINCOLN
CENTER**
New York City, NY



**HOUSTON
THEATER DISTRICT**
Houston, TX



**HOUSTON
MUSEUM DISTRICT**
Houston, TX

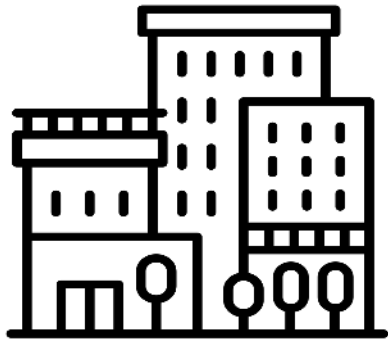


**SOUTH TRYON
STREET**
Charlotte, NC



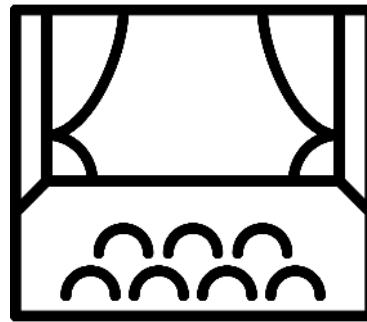
**KAUFFMAN CENTER FOR
PERFORMING ARTS**
Kansas City, MO

EACH PEER DISTRICT IS COMPOSED OF A HANDFUL OF LARGE VENUES AND THEIR MAJOR RESIDENT INSTITUTIONS.



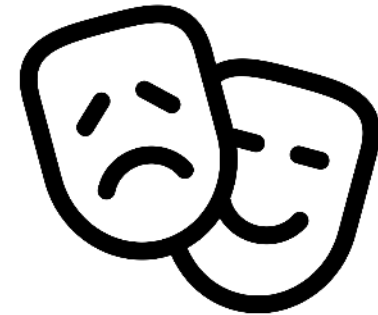
DISTRICT

Agglomeration of venues and other cultural resources within a single area.



VENUE

Single museum or performing arts facility, inclusive of major organizations that use the facility as their primary space.



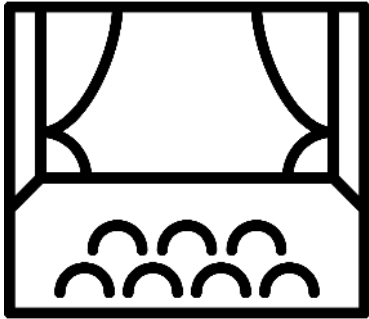
RESIDENT INSTITUTION

Organization that uses a cultural venue's space as its primary home for performances or exhibitions.

HR&A IS IDENTIFYING *BEST PRACTICES* FROM THESE DISTRICTS THAT MAY BE APPLICABLE TO DALLAS' MAJOR VENUES.

- DIVERSIFY EARNED INCOME THROUGH CONCESSIONS, MEMBERSHIPS, AND SPONSORSHIPS
- IMPLEMENT OR INCREASE ALTERNATIVE PUBLIC FUNDING MODELS (E.G., HOTEL OCCUPANCY TAX)
- CAPITALIZE ON ADDITIONAL PERFORMANCE OPPORTUNITIES AND RENTALS THROUGH A MORE EFFICIENT USE OF SPACE
- SPLIT OR SHARE CERTAIN OVERHEAD COSTS WITH PEER ORGANIZATIONS
- LEVERAGE FUTURE CAPITAL NEEDS AND OTHER KEY JUNCTURES TO RENEGOTIATE OPERATING CONTRACTS
- SUSTAINABLY FUND MAINTENANCE TO DEFRAY FUTURE DEFERRED MAINTENANCE COSTS

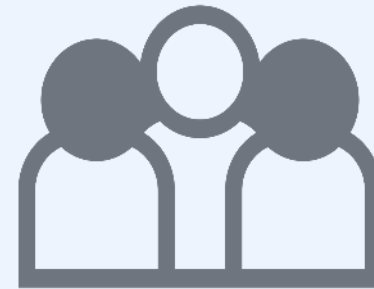
FURTHER ANALYSIS WILL BE SHARED IN JUNE 20 MEETING



**MAJOR CULTURAL
VENUES**



**NEIGHBORHOOD
ARTS GROUPS**



CULTURAL EQUITY



DCP TASKFORCES

TASK FORCE DEVELOPMENT

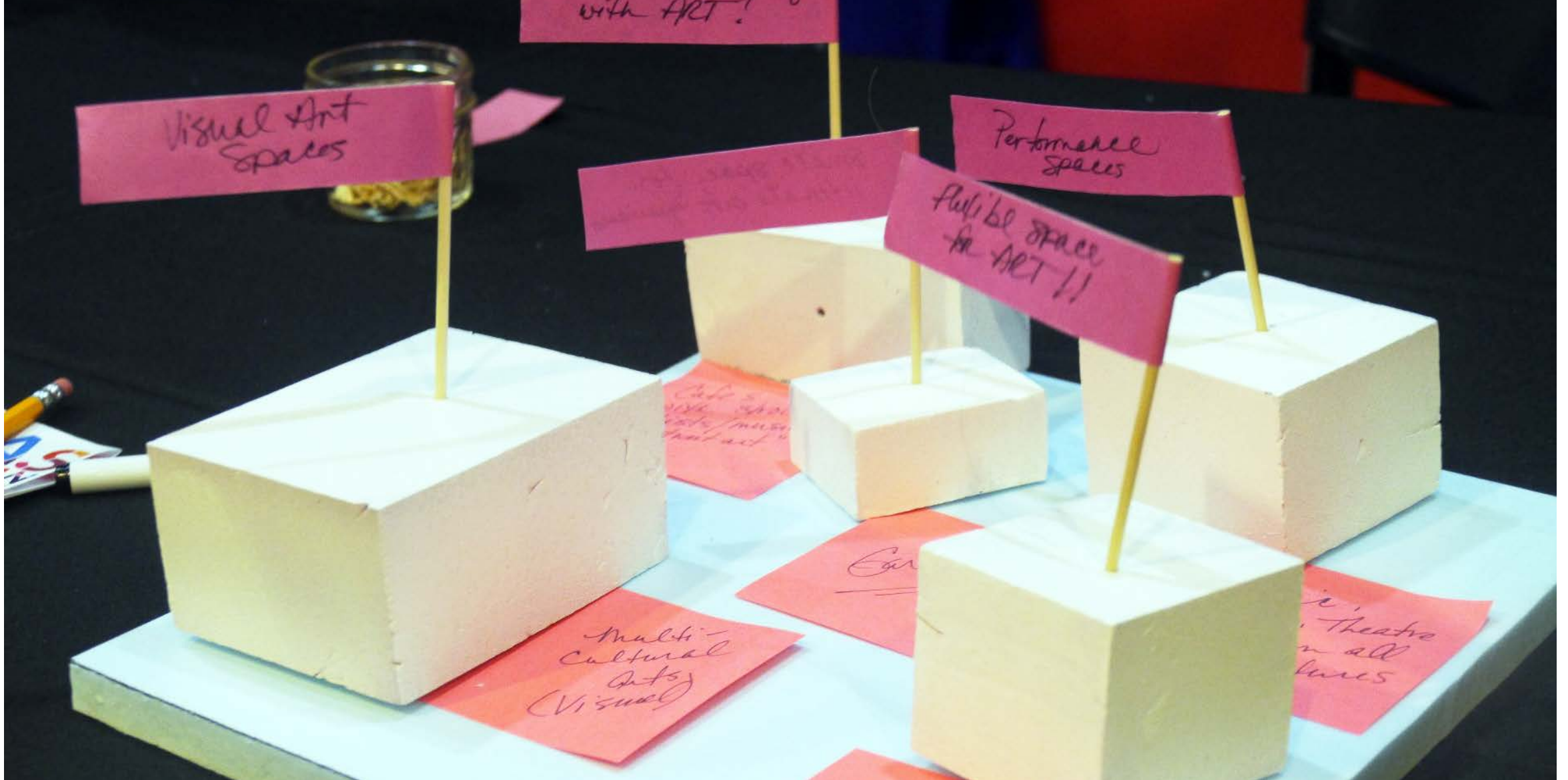
- Task Forces have been created to further explore 6 insights: Communications, Diversity, Equity, Space, Support for Artists, and Sustainable Business Model
- Purpose: develop and prioritize 5-7 KEY strategies to achieve the assigned priority/goal
- Composition includes:
 - Steering Committee
 - Cultural Affairs Commissioner
 - OCA staff
 - Any others the taskforce may deem necessary

OVERALL TASKFORCE RESPONSIBILITIES

1. Schedule and meet (at least) 3 times:
 - Meeting 1 (June 5, 6, 7): Defining the issue/opportunity
 - Meeting 2 (June 18, 19 or 20) : Develop and prioritize key strategies (including partners)
 - Meeting 3 (by July 15): Review and refine draft Cultural Plan (TBD)
2. REVIEW comments and ideas from 6 months of citywide engagement, use them to inspire, adapt, or adopt strategies
3. Provide meeting notes to OCA (Jennifer) within 24 hours of each meeting
4. Consolidate ideas into 5-7 strategies (return the workbook by Jul 15)
5. Champion strategies with supporters, councilmembers, and the public

TASKFORCE TOOLBOX

- Comments and ideas from 6 months of public engagement (pertaining to your issue/opportunity)
- Presentations from City agencies/ organizations pertaining to that issue (Meeting 1)
- Workbook for completing development and prioritization of the strategy



TASKFORCE TABLES

TABLE DISCUSSION

1. Introduce yourself: name, organization and special interest in the issue
2. Are there others that should be included in this Task Force?
3. Determine a meeting schedule
 - Meeting 1 (June 5, 6, 7): Defining the issue/opportunity
 - Meeting 2 (June 18, 19 or 20) : Develop and prioritize key strategies (including partners)
 - Meeting 3 (by July 15): Review and refine draft Cultural Plan (TBD)
4. What other City agencies or organizations are addressing this issue? Who (if any) should any be invited to Meeting 1 to present relevant work?

MEETING 1: DEFINING THE ISSUE

Recommended time: 90 min-2 hours

- Select a chairperson (primary contact for OCA)
- Confirm meeting schedule
- Goals
 - Hear presentations from relevant City agencies/ organizations
 - Define the way that this issue should be defined in Dallas (utilize comments from public)

HOMEWORK: Review comments and strategies from public pertaining to the issue



MEETING 2: STRATEGY DISCUSSION

1. What are the compelling strategies that would address this issue?
2. What would make them MOST likely to succeed?
3. Are there current initiatives/activities in Dallas that can be leveraged to address this issue?
 - What partners are needed for this strategy to succeed?
 - What level of resources—funding, people power, etc.—are required?
 - How will we measure success?
4. Group the strategies: which are most alike?
5. Use dots to prioritize (everyone gets 3 dots)

HOMEWORK: Discuss strategies with peer groups

MEETING 3: REVIEW AND REFINE STRATEGIES

- Consolidate the group's ideas into 5-7 key strategies
- Identify “strategy leaders” for each
- Fully develop the strategies and summarize in the e-workbook
- Return the e-workbook to OCA

HOMEWORK: Strategy leaders “shop” strategies around to ensure implementation (funding, timing, political approval)



NEXT STEPS

- Continue to engage with the public through dallasculturalplan.com
- Recommend policy toolkit for art-inclusive development grounded in local market conditions
- Identify funding and partnership opportunities to support cultural equity citywide
- Develop “canvas” typologies for public art

July: Write Draft Cultural Plan

- Ongoing meetings with City Councilmembers

August: Citywide Public Workshops testing the Draft Cultural Plan

October: Final Cultural Plan and Updated Cultural Policy goes to City Council

THANK YOU TO OUR SPONSORS

Anonymous Foundation
The Perot Foundation
and



THANK YOU



RULES OF THUMB

- Focus on the priority at hand and keep the discussion orderly
- Ensure everyone participates and no one dominates
- Monitor your time (appoint a timekeeper)
- There are no dumb ideas!
- Write ideas on the flipchart for everyone to see
- Build on other people's ideas – “Yes, and ...”
- Think big picture – what's best for Dallas