

An aerial photograph of the Dallas skyline, featuring prominent skyscrapers like the Bank of America Tower and the JPMorgan Chase Tower. Overlaid on the image is the text 'DALLAS CULTURAL PLAN' in large, colorful, multi-colored letters. Below the main title, the year '2018' is displayed in white numbers on a horizontal bar with a rainbow gradient.

DALLAS CULTURAL PLAN 2018

THE CULTURAL BUSINESS MODEL

DALLAS CULTURAL PLAN CULTURAL COMMISSION MEETING

DRAFT 2/15/2018

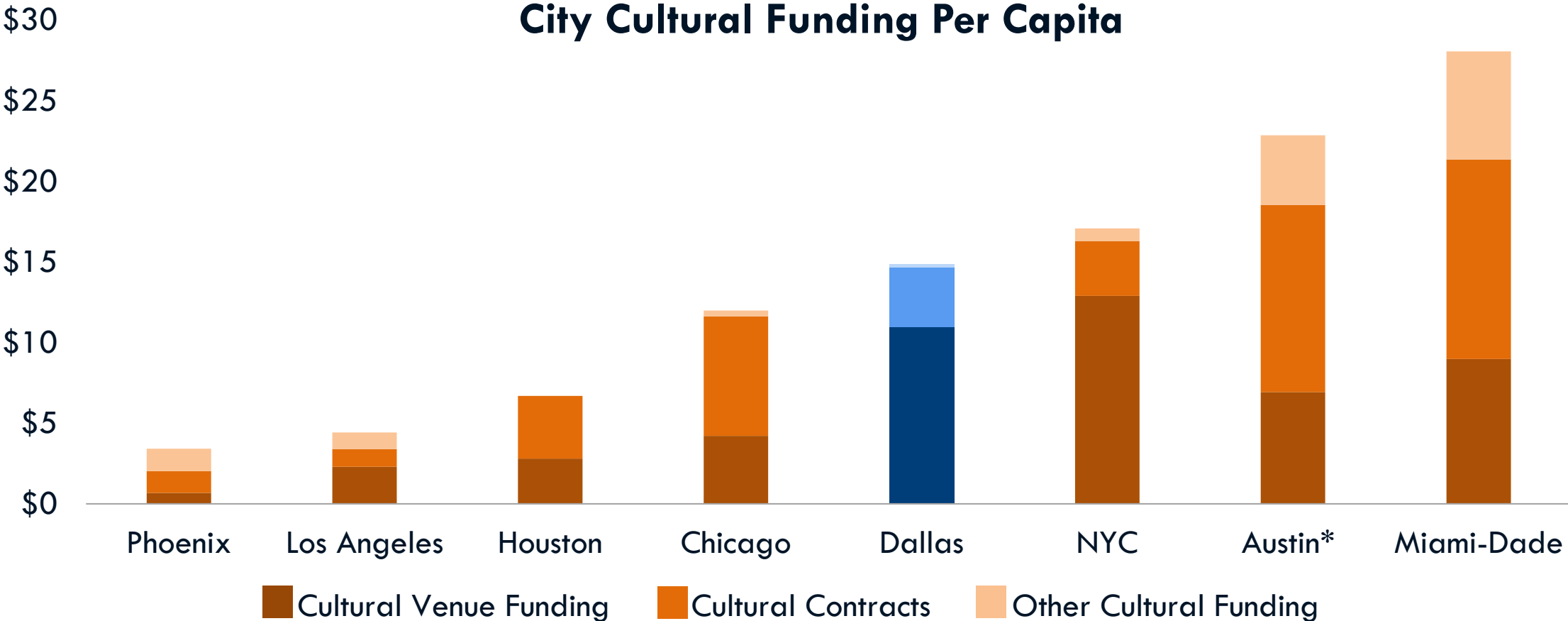
HR&A is analyzing the **business model for the arts** to support the successful implementation of the Culture Plan. Our initial research questions are:

1. How can the OCA maximize the impact of its **public funds**?

2. How can **philanthropy** best support the arts ecosystem?

3. What role can **value capture** play in supporting and sustaining community culture?

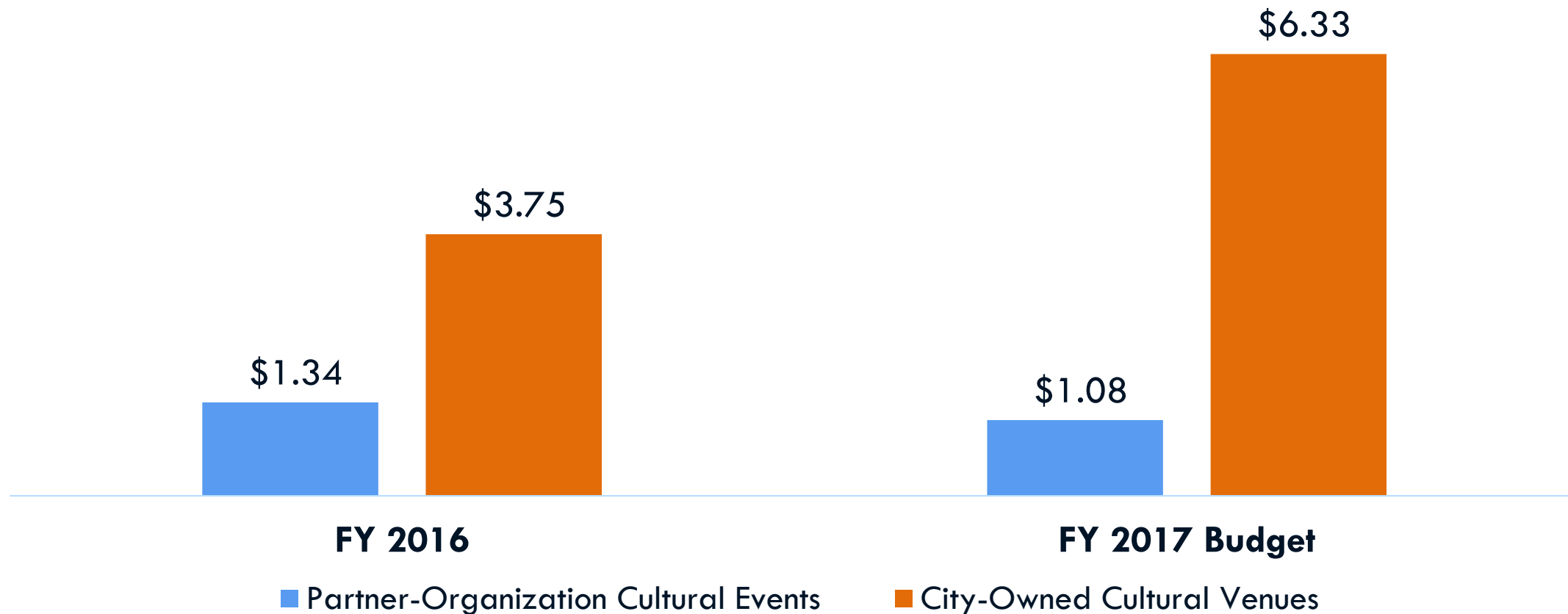
Public Funds | OCA funds are concentrated in facilities (rather than programs) as compared to other cities.



* Cultural Venues and Facilities are coordinated through Parks and Recreation; Cultural contracts and other arts services are distributed through Economic Development Department
Source: City of Phoenix 2016 Budget, City of Los Angeles 2016 Budget, City of Houston 2016 Budget, City of Chicago 2017 Budget, OCA 2017 Budget, City of New York Department of Cultural Affairs, City of Austin 2017 Budget, Miami-Dade County 2017 Budget

Public Funds | Investments in signature facilities drive economic value; partner organizations more efficiently support visitation.

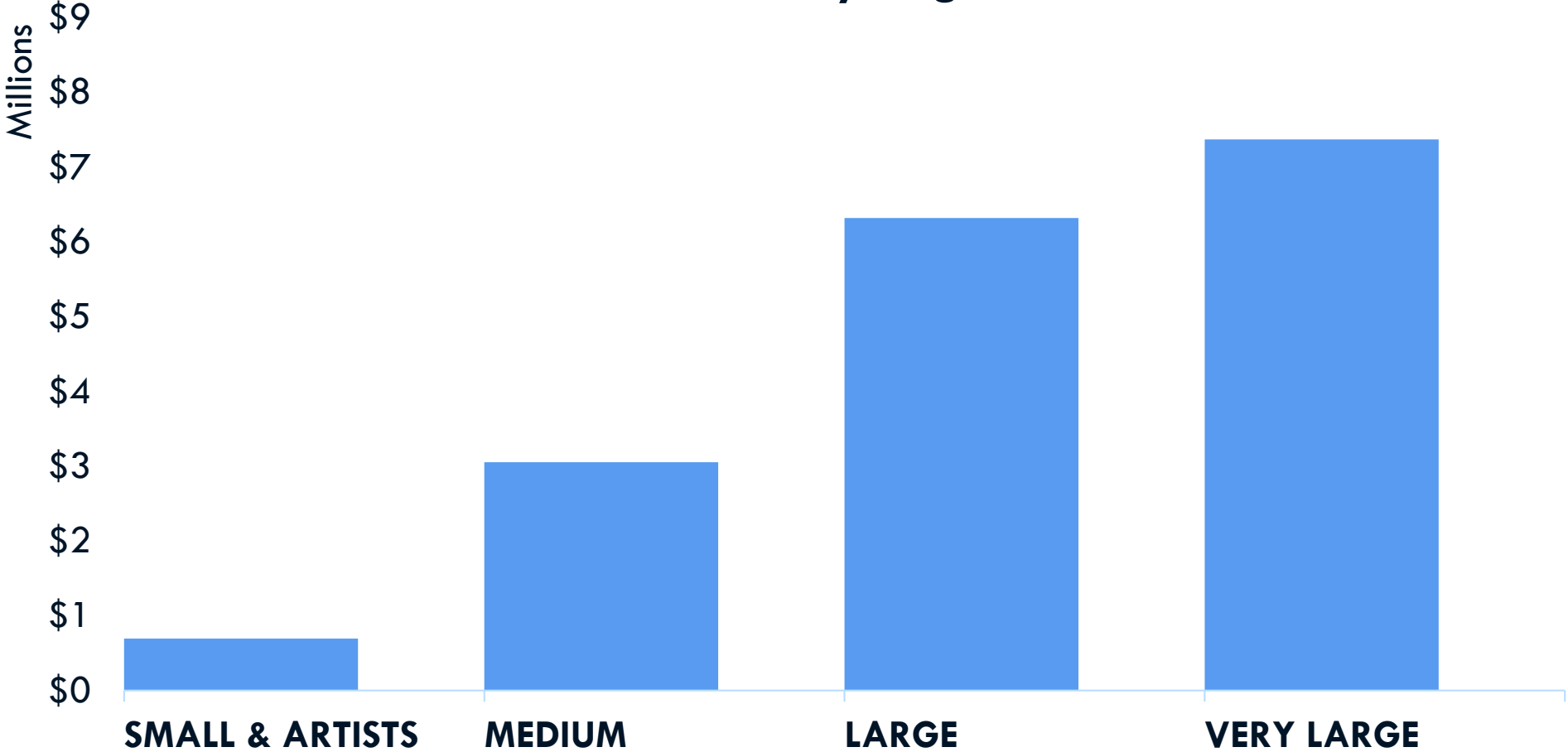
OCA Funds Per Visitor Served by Type of Cultural Facility



Source: OCA

Public Funds | The majority of OCA funds (79%) go to large and very large organizations.

OCA Funds Distributed by Organization Size

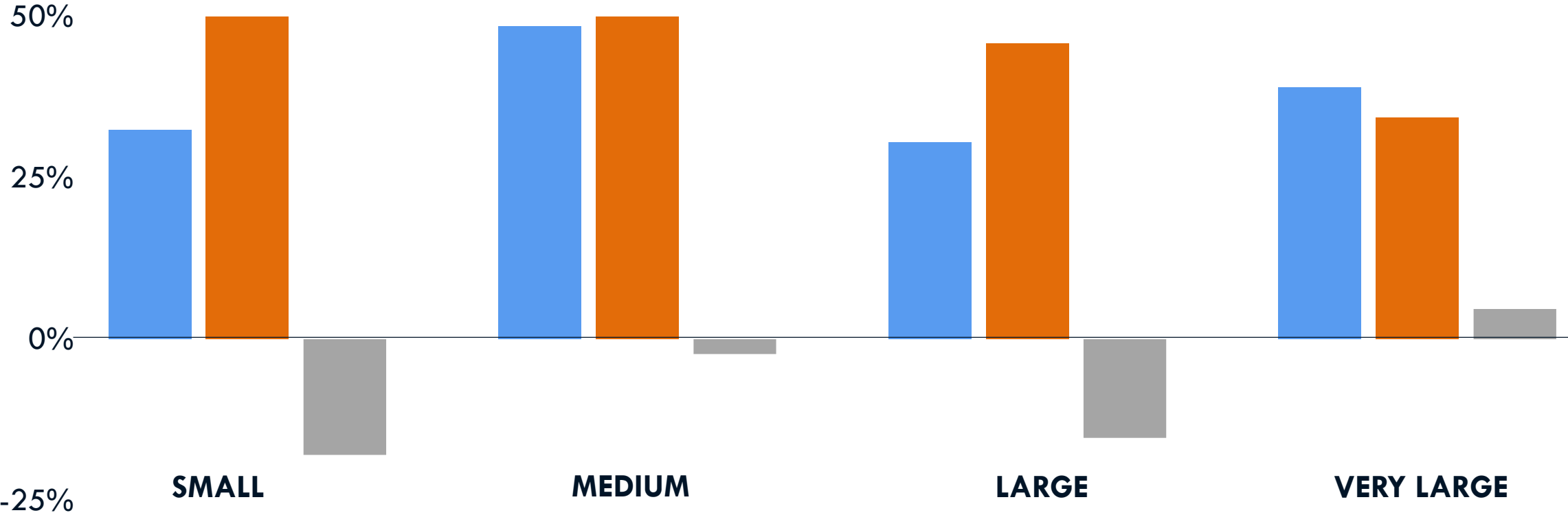


Source: OCA

**Small orgs: annual revenue < \$250,000; medium orgs.: annual revenue between \$250,000 and \$1M; large orgs.: annual revenue from \$1M to \$9.99 Million; very large orgs.: annual revenue of \$10M+*

Philanthropy | Dallas's philanthropic funds are also concentrated in large organizations and facilities.

Philanthropy as Percent of Total Revenue by Cultural Organization Size

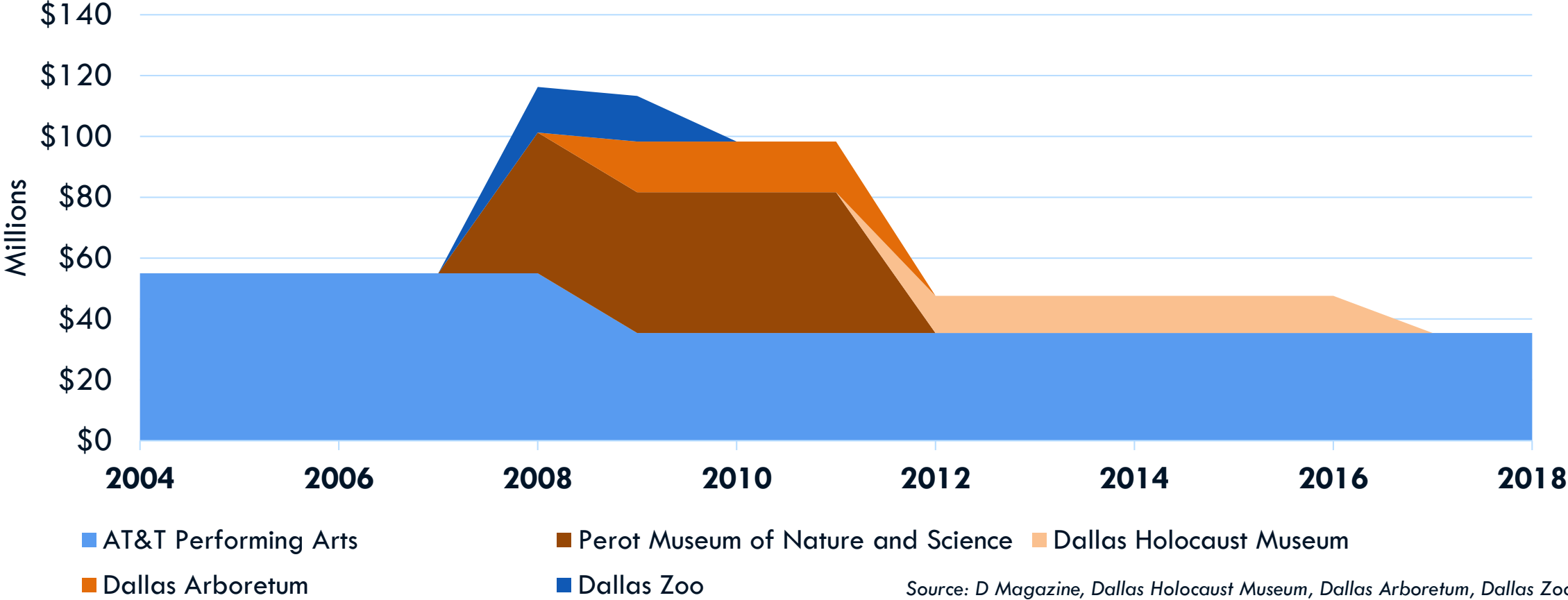


■ Dallas Cultural Asset*
 ■ National Trends
■ Variation between Dallas and National Philanthropic Trends

* Composition of Select Assets
 Sources: OCA, Guidestar, Culture Across Communities: An Eleven City Study (2015)

Philanthropy | Major capital campaigns have been the focus of recent philanthropy. What should our next priorities be?

Major Dallas Capital Campaigns (Order-of-Magnitude)



Value Capture | Arts and culture create significant economic return on investment that can be leveraged for arts investment.

\$891,000,000

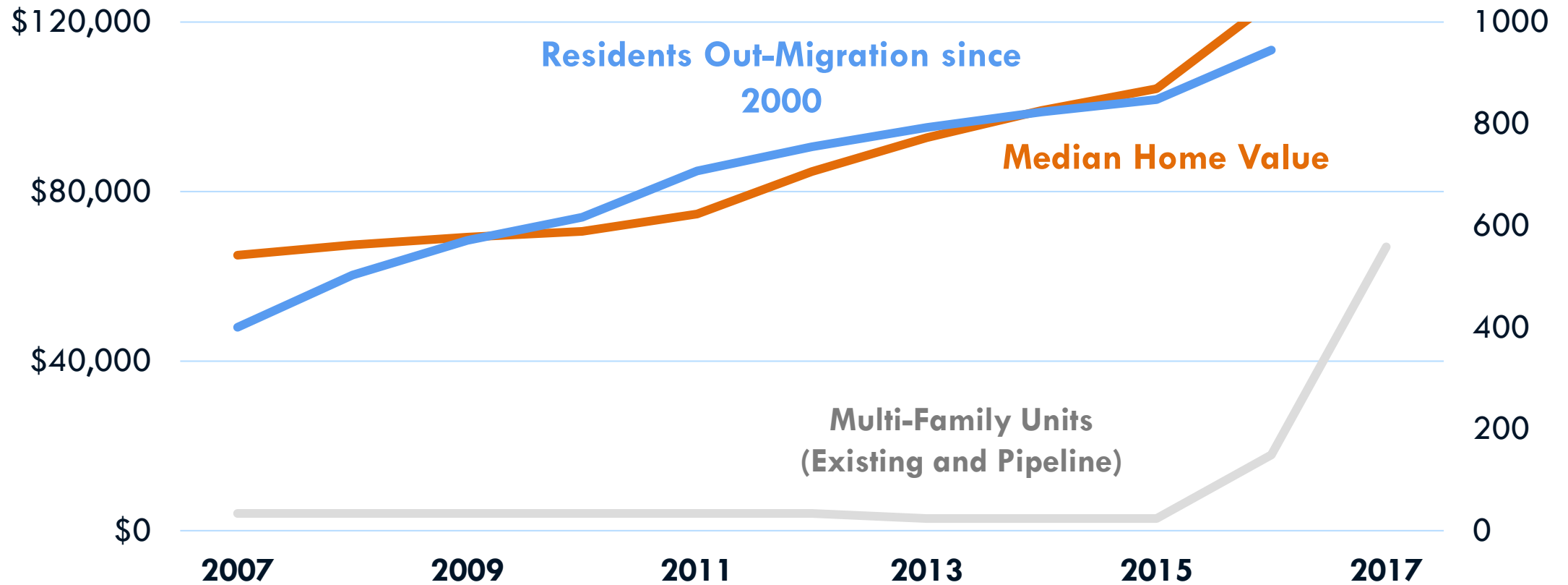
**Direct Economic Impact of Nonprofit Arts and Culture
to the City of Dallas (2015)**

Value Capture | Opportunity to leverage cultural value to multiple stakeholders to deliver sustainable public-private funding for the arts.



Value Capture | Policy approach must be tailored to a range of neighborhood conditions.

Bishop Arts Real Estate Trends



Source: ESRI Business Analyst, Costar

Next Steps

Confirm research focus: major facilities, neighborhood arts, small arts organizations

Develop prototypical funding models

Collaboratively identify citywide implications / policy toolkit

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