Durham Arts Council Strategic Plan

2016-2021

Creating a Vibrant Community
Through the Arts
TO DEVELOP THIS STRATEGIC PLAN, DURHAM ARTS COUNCIL WORKED WITH MATARAZA CONSULTING WHO CONDUCTED AN EXTENSIVE DATA GATHERING AND STRATEGIC PLAN RETREAT PHASE OF THE PLANNING WORK. MATARAZA CONSULTING’S ASSESSMENT AND RECOMMENDATIONS WERE SUBMITTED IN MARCH 2016 WHEN THE MATARAZA CONTRACT CONCLUDED. THE DURHAM ARTS COUNCIL STRATEGIC PLAN STEERING COMMITTEE, BOARD OF TRUSTEES, AND STAFF, BUILDING ON THAT REPORT, ARE PROUD TO PRESENT THIS STRATEGIC PLAN.

FINAL PLAN ADOPTED BY THE BOARD OF TRUSTEES NOVEMBER 2016
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EXECUTIVE SUMMARY

INTRODUCTION

The Durham Arts Council is a private 501 (c)(3) nonprofit and local arts agency dedicated to supporting the arts in Durham and the entire Triangle Region in North Carolina and has served the community since 1954. Each year DAC serves over 400,000 visitors and program participants, over 1,500 artists, and more than 60 arts organizations through classes, artist residencies, exhibits, festivals, grants programs, technical support, arts facility management, creative economy research and public art place-making initiatives, arts advocacy and information services. Many of these programs are based at the 52,000 square foot City-owned Durham Arts Council Building, which the Arts Council programs and manages under a long-term management contract with the City of Durham.

STRATEGIC PLANNING

In April 2015 the Durham Arts Council (the Arts Council) began a strategic planning process for two important reasons: first, to further improve the reach and relevance of its offerings and services and, second, to consider how the arts will continue to be a transformative force in Durham and what the Arts Council’s role in that transformation could be. An outside arts consultant was retained to facilitate the process. This plan was guided by a seven-member Steering Committee, Durham Arts Council’s 17-member Board of Directors, and an eight-member staff team. This plan represents the collective wisdom of over 900 individuals. Planning included public and arts sector surveys and focus groups; one-on-one interviews with 58 government, business, community, and arts leaders; donor surveys and interviews; staff and board meetings, and a planning retreat. Additionally, municipal plans, research, and studies from various Durham sectors provided community context for this plan.

Durham Arts Council Core Focus Areas

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1 Mataraza Consulting was retained for a fee of $20,000.
Key Findings of Data Gathering Phase:

1. Of all public survey respondents, the Arts Council ranked #2 out of all arts organizations or other cultural resources in the community (DPAC rated #1). The Arts Council has achieved substantial growth and diversity in its grants programs, facility use, exhibits, festivals, education programs, board, staff, and can continue to build diversity in these areas as well as in the teaching artist roster, and class participants. The Arts Council’s reach could expand further, particularly with Age 34 and younger and new residents. Currently the Arts Council serves approximately 400,000 people a year in all program/service areas; service has grown approximately 110% in the last 15 years. As Durham continues to grow and change, there is great opportunity to further expand the Arts Council’s reach and relevance to an even broader and more diverse base of Durham residents – by Age, Geography, and Ethnicity.

2. Durham cares about art and culture. 96% of community survey respondents believe arts and culture in Durham contribute to quality of life.

3. Among the Arts Council’s 4 Core Focus Areas, the Durham Arts Council building (arts spaces, exhibits) and school offerings within the building (arts classes, camps) are most known. That the Arts Council promotes arts and culture, presents CenterFest and Art Walk, and provides grant funds and facility space to support arts programs, individual artists and arts organizations also ranked high in awareness.

4. Improving professional development offerings for artists and arts organizations needs to be a higher Arts Council priority. Surveys and focus groups revealed the needs that artists and arts organizations expressed and ways that the Arts Council can help strengthen the arts sector.

5. The Durham Arts Council could further thrive and grow with expanded staff capacity, continued improvements in operational systems and technology, and strengthening of the board’s networks, membership, and strategic focus. It was noted that since 2002, the Arts Council has not only grown its scope and service dramatically, but also overcame a nearly $700,000 accumulated deficit from 2001-2002, and currently has strong operational and fiscal systems in place.

6. Durham’s arts and cultural sector would be stronger with central coordination, and the Arts Council is seen as the organization best positioned to take that role. This is often a regular role for arts councils in communities across the United States. Given Durham’s rapid growth and given the opportunities for the arts to play an even greater role in its growth, central coordination of overall cultural development is needed now more than ever.

7. Consensus of strategic planning participants looks to the Durham Arts Council to lead the arts and cultural sector in the future in ways that will help build the creative sector and engender confidence and collaboration amongst all partners.
VISION

In the past 62 years since the Arts Council began, it has had a mission statement and goals outlined in its bylaws. With adoption of this strategic plan in 2016, the Arts Council is adding a Vision Statement to its charter as follows:

We envision a community where creativity and the arts are highly valued, positive and transformative forces in Durham’s cultural, educational, and economic life. We envision an excellent and sustainable arts and cultural sector that is vital to quality of life in Durham.

ACTION STATEMENT

Durham Arts Council – Creating a Vibrant Community Through the Arts

MISSION AND GOALS

The Arts Council has modified its original mission statement and goals as follows (modifications in green)

1. Mission

Durham Arts Council, Inc. is a catalyst in the cultural development of Durham - it leads, inspires, and promotes excellence in and access to the creation, experience and active support of the arts for all the people of our community.

2. Goals

Durham Arts Council has four goals:

- To increase participation in high-quality arts experiences throughout the community,
- To expand arts education both in and outside of schools,
- To build an environment for artists and arts organization so that they can create and present their work, and
- To be a resource to the community for advocating, planning, and developing Durham’s arts and cultural community, creative place-making and building the creative economy.

DURHAM ARTS COUNCIL CORE VALUES

1. DAC believes that the arts are central to a healthy community, therefore DAC works to create and build community through a vibrant multi-arts environment both inside and outside the agency that invites curiosity, participation, self-expression, creativity, exploration, and life-long learning. DAC will:
   - seek the input of the public, arts organizations and artists, DAC participants, employees, volunteers, board, contractors and vendors – and evolve to meet changing community interests and needs;
• support artistic, academic and intellectual expression, while being sensitive to the diversity of the community we serve;
• strive to make its arts programming and facilities accessible to the broadest community, treasuring and caring for its remarkable arts center facility appropriately; and
• be proactive and imaginative in developing and pursuing opportunities and partnerships in keeping with its mission and financial goals.

2. DAC believes that advocacy – both for its mission and service, for the Durham arts community, and for the value of the arts more broadly – is central to DAC’s success and sustainability, and the success and sustainability of the broader arts community. DAC will:
• consistently define, communicate, and advocate for its mission and value, and the broader value of the arts, to the community – building visibility and recognition of DAC’s role and service, and the value of the arts; both annually and over time
• effectively and accurately benchmark, measure, track, and communicate its performance – both programmatic service to audiences and financial performance; and
• gather data, articulate and communicate the broader values of the arts related to quality of life, quality of community, economic development, community revitalization, and educational outcomes.

3. DAC will operate at the highest levels of artistic and business professionalism, excellence, accountability and ethics at every level. DAC will:
• demonstrate sound and balanced financial and mission-related operations;
• demonstrate good stewardship of public and private funds;
• model and seek best practices in the field and benefit from the learning of others
• engage in peer review at all levels of programs and services;
• work toward professional recognition, awards, and accreditations in the field, as these achievements help motivate, inspire, build confidence and support in our participants, donors, supporters, and the broader community;
• embrace and evolve to utilize technologies that help the agency be more effective in delivering the mission;
• set and achieve goals for improvement, growth, and sustainability; and
• consistently develop and evaluate business strategies, building earned and contributed income to increase stability and capacity of DAC to sustain its mission, grow its service.

4. DAC professional leadership defines and leads an internal culture hallmarked by high levels of integrity, professionalism, and ethics to ensure excellence in service to DAC mission.
• DAC values its employees as key assets of the organization;
• DAC supports development of employees through training and professional development. DAC supports and ensures a safe work environment;
• DAC team believes in integrity, honesty, self-motivation – do not expect more of others than you are willing to do yourself;
• DAC team believes in collaborative teamwork for the benefit of the entire agency – no silos, or “it’s not my job”;
• DAC team will achieve high levels of accountability, and acceptance of responsibility;
• DAC team respects diversity, viewpoints, time, and responsibilities of other team members;
• DAC team follows procedures, policies, chain of command appropriately; and
• DAC embraces change, growth, and development in positive ways.
STRATEGIC PRIORITIES

Resulting from this strategic planning process, the Durham Arts Council will focus on the following strategic priorities for years 2016 – 2021. Over 100 initiatives in these areas are outlined in the plan for accomplishment in the next five years, launching in fourth quarter 2016.
| TRANSFORM THE ARTS COUNCIL'S FACILITY | • Transform the Arts Council’s building into a cultural hub widely known as *THE place in Durham* where more artists, more creatives, and more of the community connect!!  
• Create a more vibrant, activated space with new signage, banners, expanded on-site programming, networking and arts events attracting all ages and ethnicities.  
• Maximize facility activity in peak and off-peak times; expand arts partnerships, and arts access at every opportunity. |
| --- | --- |
| REFRESH ARTS COUNCIL PROGRAMS | • Continue to grow and improve the Arts Council’s public program content to keep it enticing, accessible, and relevant to Durham’s rapidly evolving creative interests and curiosity.  
• Offer services and support that artists & organizations told us they need most including expanded grant and work resources, training, information, and collaboration. |
| STRENGTHEN ARTS COUNCIL CAPACITY & STEWARDSHIP | • Keep Arts Council capacity commensurate with growth.  
• Strengthen staff and add staff to take the Arts Council to the next level.  
• Partner with local expert resources to support operating, staffing, and budget models for core programs that will be realistic and sustainable.  
• Expand the board: grow deeper, even more durable, active connections between the Arts Council and key leaders and sectors integral to Durham’s future. |
| INCREASE ARTS COUNCIL VISIBILITY, FOLLOWING & COMMUNITY INVESTMENT | • Create a PR and messaging strategy to increase community awareness of the Arts Council that will fuel community enthusiasm & generate more pride in the Arts Council.  
• Strategically market programs to increase demographic and geographic participation in the Arts Council’s core programs.  
• Strengthen development strategy to better attract and leverage greater financial investment in Arts Council core programs. |
| BUILD GREATER COMMUNITY CONFIDENCE IN THE ARTS COUNCIL | • Continue to build the Arts Council’s working relationships and camaraderie with Durham’s artists, creatives, and arts and cultural organizations.  
• Expand the Arts Council’s network with key leaders, especially those who can help integrate arts and culture into Durham’s bigger ideas.  
• Build stronger cultural community esprit de corps, then stronger connections between the cultural community and key Durham sectors.  
• Reinvigorate community confidence in the Arts Council’s capacity to lead cultural development. |
| STRENGTHEN & EXPAND CULTURAL & CREATIVE ECONOMY LEADERSHIP INITIATIVES | • Launch Implementation of the SmART Vision Plan with public/private support, NEA “Our Town” grant, and partnership and support of North Carolina Arts Council.  
• Lead and support major creative place-making and public art initiatives.  
• Lead and administer Arts & Economic Prosperity V study; Creative Vitality Index study. Utilize data to advocate for arts and cultural sector.  
• Create annual event to showcase and communicate arts/creative sector work & value.  
• Undertake additional roles in arts administration as requested of City and County.  
• Utilize Arts Council’s Board and advisory groups to identify, research, frame, and advocate regarding important needs of the arts and cultural community.  
• Help lead and plan significant arts and cultural policy initiatives in partnership with key community stakeholders. |
PLANNING FOR THE FUTURE
Arts Council Background and How We Planned

Arts Council Roles and Functions

Arts councils across America function as catalysts for cultural development in their communities by seeing that all arts organizations, artists, and creatives connect as effectively as possible with their communities, and by creating opportunities for the public to experience and participate in the arts.

Arts councils help connect arts supply and community demand, and they continually seek new and better ways to do so.

In communities across America, these are primary ways that arts councils serve as catalysts for cultural development:
- Offer support and stewardship services that artists and organizations are not easily able to afford or provide for themselves (marketing, PR, collaborative fund raising, professional development, leveraging financial investment, leadership training, advocacy, public policy, and more).
- Provide arts programs of a size and scope that others would be unable to do (festivals, celebrations, large scale artist residency and arts education programs).
- Ensure that all community arts offerings are known, accessible, and affordable to as many residents and visitors as possible.
- Work collaboratively with community leaders to see that wherever possible and appropriate, the arts are integral helpers in expediting important community initiatives (education, economic development, place making & public art, tourism development, and more).
- Assume unique community roles that others cannot (manage a facility, incubator, arts market, or live-work space; coordinate arts education; offer large scale publications or weekly media broadcasts).
- Take on other mission-appropriate strategies and programs to keep themselves financially solvent.
Durham’s Arts & Cultural Development

Durham is growing at an unprecedented rate, making it one of the most dynamic places in the south to live and work. Its entrepreneurial spirit, sparked by the redevelopment of historic tobacco and textile warehouses into dynamic mixed use and creative hubs, infusion of cultural attractions, facilities and events, launching of startups through the American Underground, and strategic business recruitment by the City, County, Chamber, Downtown Durham Inc., Duke University and other regional partners - all contribute to Durham’s No. 1 ranking for highest concentration of creative class workers\(^2\) plus its ranking as one of the nation’s top 100 cities with the fastest growing economies.\(^3\)

Arts and culture have long been synonymous with Durham dynamism. With the anchor support of the universities and civic leaders, Durham’s arts and cultural community includes organizations with long histories and vibrant new arrivals. The Choral Society of Durham and Durham Art Guild and the Durham Arts Council have served the community for more than 60 years. The Hayti Heritage Center, established to preserve St. Joseph’s AME Church which was the cornerstone of the Hayti Community, is dedicated to interpreting the African American experience, from traditional African dance to poetry slams and film festivals. Durham loves its history and now is home to the innovative Museum of Durham History, using pop up events and hands on history gathering to make history live for both new arrivals and long term residents. Durham is home to major festivals, including the American Dance Festival, Art of Cool Jazz Festival, Eno River Festival, Full Frame Documentary Film Festival, CenterFest Arts Festival and (just this year) Moogfest. Organizations as diverse as The Nasher Museum of Art at Duke University, Manbites Dog Theater, African American Dance Ensemble and Mallarme Chamber Players reflect the best of Durham’s southern creative heritage and world class art.

\(^2\) Richard Florida, Kevin Stolarick, \textit{Rise of the Creative Class}, Bureau of Labor Statistics to reveal the metropolitan statistical areas with the highest concentrations of creative class labor pools. Creative class in Durham in 2012 accounted for nearly 50 percent of the workforce.

\(^3\) CNN Money, May 2015.
As Durham has experienced explosive growth in business and economic growth, the same can be said of Durham’s appetite for cultural experiences. The Durham Performing Arts Center, Carolina Theatre of Durham, Duke Performances and NCCU attract international artists and packed houses. On a more intimate scale, Motorco, the Carrack Gallery, Spectre Arts, UNEXPOSED Microcinema, Pinhook, Durham Arts Place, the Shed, Golden Belt Arts, Liberty Arts and Blue Note Grill offer informal and innovative arts events. While cultural venues are widespread, Durham’s rich visual arts, film, music & dance festivals are well established.

The inquisitive and innovative mindset of research laboratories and entrepreneurial start-ups has been equally fostered in the arts and cultural community. Not only are new artistic organizations emerging, but established organizations reinvent their programming constantly. The major festivals provide a diverse schedule of free and ticketed events, workshops, talks, and venues from formal theatres to parks, bars and markets. Organizations collaborate in regional events, such as HIP, Historically Informed Performances, offering live performances on traditional instruments, and CLICK, a regional month long photography festival involving galleries and alternative venues. These and a host of year-round arts and cultural offerings for the enjoyment of residents and millions of visitors contribute to Durham’s community vitality, well-being, and prosperity.

The Durham Arts Council led the 2012 AFTA Arts & Economic Impact Study for Durham, which states that Durham’s non-profit arts & cultural institutions have a collective economic impact of over $125 million annually.

The Durham Arts Council

Founded in 1954, the Arts Council (then Allied Arts) was renamed Durham Arts Council, Inc. in 1980 when it became an official Local Arts Agency and arts council.

History and Leadership of the Durham Arts Council

Originally based in a residential neighborhood, the DAC made the critical decision to move into the newly vacated City Hall building in downtown Durham in 1978 and commit to utilizing the arts to help revive the city center. At that time the downtown was badly in need of redevelopment, with the Carolina Theatre, hanging on as the only active nonprofit arts organization downtown. The next 10 years would be dedicated to building Arts Council programs and services which would increase the organization’s public profile with the goal to raise the capital needed to renovate the deserted city hall building into a vibrant community arts center. Through the leadership of Arts Council Executive Directors James McIntyre, followed by Michael Marsicano, and a dedicated Board of Trustees, the Durham Arts Council raised awareness and enthusiasm for the new arts center, designed by Frank DePasquale. City and County bond issues and general funds, and Arts Council private fundraising all totaling $5.6 million made the 52,000 sq. ft. arts center a reality, with a grand opening in September of 1988. While the DAC was focused on the renovation of the city hall building, it also worked with the volunteer leadership of the Carolina Theatre to help that organization plan and raise funds for renovation of their facility which was completed in 1994.
During these years the DAC continued to build its programs for the public and services for the arts sector. In 1984 the Durham Arts Council launched the Durham Street Opera series and the Emerging Artists Grant Program led by Ella Fountain Pratt and inspired by Dr. James and Mary D.B.T. Semans. In the 1990’s, under the leadership of Executive Director E’Vonne Coleman, the Arts Council expanded its role as a preeminent institution with increased programming scope and a multi-year, multi-county development project funded by a $300,000 Lila Wallace Fund grant.

In 2002-2004, led by current Executive Director, Sherry DeVries, the Arts Council launched the development of the Durham Cultural Master Plan, a 15 year strategy to develop and strengthen the arts and cultural sector, and in following years launched multiple creative economy initiatives to build data and resources to support and communicate the important economic role of arts and culture. In 2013, following several years of significant program and financial growth, the Arts Council completed negotiations with the City for a new 10 year Management Contract agreement with two 5 year extension options, which defines operating and maintenance responsibilities of the Arts Council, and financial support from the City totaling approximately $7 million over ten years based on performance., plus capital improvement and repair responsibilities of both parties. This important agreement ensures continuation of a long term home for the Arts Council and the many arts and cultural sector organizations and artists that it supports and serves in this facility.

Since the renovated Durham Arts Council building opened in 1988, DAC has worked closely with the City to maintain this unique arts center and develop policies that guide and protect the facility and the arts community’s and public’s access to it. DAC takes pride in the fact that the building is open 7 days a week, allowing the community access to events and exhibits every day.

Over time, not only has the Arts Council managed this facility and offered a multitude of arts programs and activities for residents from across the region, but it has offered large public programs like CenterFest Arts Festival, the Durham Art Walk, Durham Arts Council School life-long learning classes, and Creative Arts in Public and Private Schools (CAPS),4 programs of a scale and scope beyond the capacity of any other organization to produce.

Another Arts Council core focus is stewardship of artists and arts organizations, providing some 30 service offerings, a combination of professional development, information services, exhibit and performance opportunities, plus grants of cash and

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4 Arts integration programs in five county school districts: Durham, Granville, Person, Chatham and Orange.
facility space, for operations and programs and Emerging Artist grants which have furthered the professional arts careers of 500+ top artists in the region.

The Arts Council’s fourth core focus is helping guide, inform, and facilitate cultural development. The Arts Council leads major regional arts research initiatives such as the Creative Vitality Index, and Arts & Economic Prosperity studies, led the development of the 15-year Durham Cultural Master Plan in 2002-2004, and is lead agency for the current Downtown Durham SmART Vision Plan with the Arts Council leading a large group of public/private partners in a major creative place making initiative. In these arts catalyst and advocacy roles, Durham Arts Council functions in a similar way that DDI spearheads Durham’s downtown development and the Convention and Visitors Bureau leads Durham’s tourism development.

THE ARTS COUNCIL’S CORE FOCUS AREAS

HOW WE PLANNED

This plan was guided by a seven-member Steering Committee, Durham Arts Council’s 17-member Board of Directors, and its eight-member staff. This plan represents the collective wisdom of over 900 individuals.

- Municipal plans, research, and studies from various Durham sectors provided community context for this plan as well as insight into regional direction and priorities.

- Data collection began in April. Individual interviews with (15 of 17) Arts Council Board members, key donors, and former Arts Council leaders set the stage.

- Next were community conversations with artists, arts and cultural
organizations, lifelong learners, and other users of the Arts Council’s facility. Community conversations were held at the Arts Council and Hayti Heritage Center in April and July, seeking answers to three questions: How would you like to see art and culture in Durham grow? What are your perceptions of the Arts Council and what is the value of its offerings to you and to Durham? Going forward, what Arts Council offerings and Arts Council role do you think would be the most beneficial to you and to Durham?

- From August through November, two separate surveys completed by 339 residents and 94 Arts Council donors collected public perception of the Arts Council and Durham’s arts scene. During this time, 209 artists and 71 arts organization leaders also participated in assessment surveys to reveal their hopes and affirm their most pressing needs. Though the assessment budget limited the weighting of survey responses to align with community demographics, much was learned.

- Eighty government, business, community, and arts leaders recommended by members of the Steering Committee, Board, and staff were approached by the consultant for one-on-one phone interviews. Fifty-eight (58) took place.

- Arts Council staff members contributed thoughts and ideas individually, in small groups, and at a half-day staff planning session providing invaluable understanding of Arts Council strengths and capacity.

- The consultant, Diane Mataraza, implemented a robust data collection and analysis process that informed productive meetings with The Steering Committee in April, July, and January. The planning process also included a very good February 2016 Planning Retreat attended by eight staff members and seven members of the Steering Committee and Arts Council Board combined. Steering Committee and staff continued meeting to discuss plan objectives in summer 2016, and final editing of the plan occurred in late summer and fall.
OPPORTUNITIES REVEALED

These particular assessment findings are respectfully offered to the Arts Council Plan Steering Committee, the Board, and the staff, because they provide context and rationale supporting why and how the Arts Council could proceed.5

FINDING 1: SURVEY RESULTS SHOW ARTS COUNCIL IS IMPORTANT ARTS ASSET IN COMMUNITY AND THERE IS OPPORTUNITY TO FURTHER EXPAND THE ARTS COUNCIL’S REACH AND RELEVANCE TO A MORE DIVERSE BASE OF DURHAM RESIDENTS.

1. A More than half of community respondents surveyed have a positive opinion of the Arts Council
Of 294 respondents, the opinion of the Arts Council among white survey respondents is most favorable (80%), among nonwhites (73%), and among those 34 and younger (58%).

Of all public survey respondents, the Arts Council ranked #2 out of all arts organizations, or other cultural resources in the community. DPAC was #1.

1. C There’s room for growth in expanding the Arts Council’s reach and relevance, especially to Durham’s diverse populations.
As Durham continues to grow and change, there is great opportunity to further expand the Arts Council’s reach and relevance to a broader and more diverse base of Durham residents – by Age, Geography, and Ethnicity. The Arts Council has achieved substantial diversity in its board, staff, grants programs, exhibits, and in-school education programs, and can continue to build diversity especially in the teaching artist roster, and adult class participants. The Arts Council’s reach could expand further, particularly with Age 34 and younger and new residents. Currently the Arts Council serves approximately 400,000 people a year in all program/service areas; service has grown approximately 110% in the last 15 years.

5 All assessment data has been provided to the Arts Council.
Current Community Participation in Arts Council Programs by Ethnicity

For purposes of this particular study, ethnicity is reported as follows:

Participants of Color = African American or Black, Hispanic or Latino, American Indian or Alaska Native, Asian; Native Hawaiian or Other Pacific Islander

Participants White = Caucasian of European descent, origins of original peoples of Europe, the Middle East, or North Africa

General/All Ethnicities = audience is combined all ethnicities, or not a way to track specifically

<table>
<thead>
<tr>
<th>Facility Usage/Rentals</th>
<th>Participants of Color</th>
<th>Participants White</th>
<th>Participants General/All Ethnicities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>42%</td>
<td>16%</td>
<td>42%</td>
</tr>
<tr>
<td>Season Grants – cash</td>
<td>49%</td>
<td>8%</td>
<td>43%</td>
</tr>
<tr>
<td>Season Grants – facility space</td>
<td>18%</td>
<td>47%</td>
<td>35%</td>
</tr>
<tr>
<td>Emerging Artist Grants (5 county region)</td>
<td>29%</td>
<td>71%</td>
<td>35%</td>
</tr>
<tr>
<td>Exhibitions – Exhibiting Artists</td>
<td>37%</td>
<td>63%</td>
<td>57%</td>
</tr>
<tr>
<td>CAPS Arts in Schools – Students Served</td>
<td>83%</td>
<td>17%</td>
<td>43%</td>
</tr>
<tr>
<td>CAPS Teaching Artists</td>
<td>42%</td>
<td>58%</td>
<td>52%</td>
</tr>
<tr>
<td>CenterFest and Artwalk – Visual Artists</td>
<td>22%</td>
<td>78%</td>
<td>60%</td>
</tr>
<tr>
<td>CenterFest and Artwalk – Performing Artists</td>
<td>23%</td>
<td>77%</td>
<td>65%</td>
</tr>
<tr>
<td>DAC Arts Camps</td>
<td>39%</td>
<td>61%</td>
<td>45%</td>
</tr>
<tr>
<td>DAC School Teaching Artists</td>
<td>21%</td>
<td>79%</td>
<td>61%</td>
</tr>
<tr>
<td>DAC School Classes- adults, children</td>
<td></td>
<td>100%</td>
<td>70%</td>
</tr>
<tr>
<td>CenterFest Arts Festival 35,000 visitors</td>
<td>34%</td>
<td>66%</td>
<td>62%</td>
</tr>
<tr>
<td>Durham Art Walk 9,000 visitors</td>
<td>30%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Selection Panels/Jurors for Programs, Grants</td>
<td>30%</td>
<td>66%</td>
<td>60%</td>
</tr>
<tr>
<td>Board of Trustees</td>
<td>30%</td>
<td>70%</td>
<td>60%</td>
</tr>
<tr>
<td>Staff and key contract personnel</td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
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</tbody>
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Survey Respondents

In the very exercise of surveying and measuring which Durham residents responded and which did not, we learned that the Arts Council could do more to connect and strengthen its communications with Durham’s nonwhite residents, particularly on-line, since actual program and facility participant numbers show strong diversity, while respondents to surveys are less diverse.

- Surveys were live for 120 days and numerous efforts by members of the Arts Council staff, Board, and Steering Committee encouraged survey participation. Durham County’s population consists of 290,874 people with 51% white and 49% non-white. The Arts Council’s community survey attracted 25% of nonwhites or 85 of 339 survey respondents.
- Among artists of color the survey response was better. Of 209 artists, 60 (29%) were nonwhite.

1. There’s room for growth in expanding the Arts Council’s reach and relevance among a younger age demographic.

- A third of Durham County’s population is under 24 years of age, yet among the 339 residents responding to the survey, there was only one response from a person under 24.
- Of 209 artists responding to the survey, there were 5 artists under 30 years of age (3%).
Even with challenges of getting busy people to take surveys, these numbers skewed low, and do not appear to be representative of the actual participants in Arts Council programs and services which have higher percentages of non-white participants that the survey respondent group. Looking ahead, there will be more opportunities to increase the Arts Council’s connectivity to the community.

**FINDING 2. DURHAM CARES ABOUT ART AND CULTURE.**

2. A *The interest and potential for increased participation in Arts Council programs is high!*

When community survey respondents were asked what Durham is most known for today, arts-related responses ranked highest on par with Durham’s food scene, baseball, Duke, and the city’s revitalization!

- Ninety-six (96) percent of community survey respondents believe the arts in Durham contribute to the quality of life.
- Ninety-four (94) percent think the arts contribute to the city’s positive image.
- Of the 10 reasons substantiating the value arts have in communities (see table to right), on a scale from 1-5 with 5 being the highest, NONE were rated less than 4.2! (80%). Durham also supports municipal dollars or tax incentives for the arts. Respondents rated this 4.2 or 81%.
- Participation in the arts in Durham also is positive and high. Visiting places ranked higher. Attendance at performances ranked lower.

<table>
<thead>
<tr>
<th>I THINK ENTERTAINMENT, CREATIVE, AND CULTURAL ACTIVITIES IN MY COMMUNITY SHOULD...</th>
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</thead>
<tbody>
<tr>
<td>Contribute to the quality of life</td>
</tr>
<tr>
<td>Contribute to the positive image of our community</td>
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<tr>
<td>Reflect our diverse people and cultures</td>
</tr>
<tr>
<td>Encourage and increase collaboration in making our community a better place</td>
</tr>
<tr>
<td>Be affordable to all residents to participate</td>
</tr>
<tr>
<td>Add to our community's economic vitality</td>
</tr>
<tr>
<td>Attract strong talent to our community</td>
</tr>
<tr>
<td>Be supported in part by municipal dollars or tax incentives</td>
</tr>
<tr>
<td>Be available in more places</td>
</tr>
<tr>
<td>Promote opportunities to visitors/tourists</td>
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</tbody>
</table>
FINDING 3. AMONG THE ARTS COUNCIL’S FOUR CORE FOCUS AREAS, THE DURHAM ARTS COUNCIL SCHOOL AND FACILITY ARE MOST KNOWN.

3. A Programs in the facility are what distinguish the Arts Council to the public. Arts Council reports tell us 5,000+ events bring more than 370,000 people into the building every year. Of the Arts Council’s 23 roles residents were asked to rate according to familiarity, those known by at least half of all survey respondents are in this table. And of those most known roles, those shaded in blue are facility-related.

3. B Artists view the facility as the Arts Council asset with great potential.
In the artist survey, when asked “What is the most challenging aspect for you as a working artist in Durham?” space, venues, and studio space were rated highest. Artists in focus groups asked if even a portion of the facility could be rented by artists who are not on the Arts Council roster for productions, collaborative ventures, classes, exhibitions, and more. The disconnect is that the facility DOES currently rent facility space to artists and arts organizations, so further communication is needed to build awareness of these facility resources to artists and arts organizations. In FY15, 62 arts organizations utilized the Arts Council building – either through space grants or low-cost rentals. Many of these groups utilize the facility on a weekly basis, and some are seasonal or one-time per year. The Arts Council can work to build utilization further in any time periods with available occupancy.
3.C The Arts Council’s facility is viewed as an important community asset.
Each year the city appropriates $659,000 toward the building through a City Management Contract. This appropriation constitutes 1/3 of the Arts Council’s annual operating budget. The City Management contract over 10 years provides for increases in support based on performance and specific contract deliverables. Durham Arts Council is responsible for the management, programming and ongoing maintenance of the building. Over the years, the City also has made significant investments in building renovation.⁶

3.D Organizations view the facility as the Arts Council asset with great potential.
More than 100 ideas were offered, in phone interviews, community forums, and survey comments, to transform the facility. Ideas mentioned most include:
- Refresh building appearance, signage, and entryway.
- Expand the diversity of activities in the building even more to better reflect Durham’s dynamic creativity and energy.
- Reinvigorate the building culture to make it an inviting, welcoming place to be.
- To the extent resources will allow, update building technology and tend to the building’s aging parts. Note: During this planning process, the Arts Council received a $50,000 grant from the Fox Family Foundation; $35,000 of which supports technology upgrades.

Because public perception of the Arts Council is most influenced by experiences within the facility, because so many organizations and artists depend on the facility for their sustainability (and even more would like to), and because the facility is essential to Arts Council financial sustainability, this plan recommends that transforming the building and its offerings be the top priority in the plan and enacted as soon as possible.

FINDING 4. IMPROVING PROFESSIONAL DEVELOPMENT OFFERINGS FOR ARTISTS AND ORGANIZATIONS NEEDS TO BE A HIGHER ARTS COUNCIL PRIORITY.

4. A First, it’s a positive that the organizational survey response rate was so high!
A goal of 70 organizations to complete the survey out of 96 organizations invited was established, and 71 organizations responded. Of 306 artists targeted for surveying, 209 responded (68%). Surveys, phone interviews and focus groups provided abundant insight, data, and advice:
- In surveys, artists and organizations were invited to rate the effectiveness of the Arts Council programs and services to them: services were rated high or highest by 62% of artists and 61% of organizations.

⁶ The City has already invested $4.9 million in major upgrades, from 2007-2013.
4. **Streamlining and revitalizing services would increase the Arts Council’s value to artists and organizations.**
   - Only two of the Arts Council’s 32 current offerings for artists and arts organizations are used by more than 30% of all organizations.
   - Of 32 programs for artists, 19 are used by 10% - 22% of all artists. The remaining 13 programs were used by 9% or fewer artists.
   - This plan recommends a total refresh of professional development offerings to align with what artists and organizations told us they need and would value.

**FINDING 5. THE ARTS COUNCIL COULD FURTHER THRIVE AND GROW WITH ATTENTION TO A FEW KEY FINDINGS.**

5. **Operational improvements and expanded staff resources will aid in continued service growth.**
Calibrating the pace of growth with resources available to support growth is seldom an easy path. This plan offers recommendations to transform the facility, revitalize programs, AND to rethink how the Arts Council operates. And given the Arts Council’s workload, this plan recommends assistance and facilitation from local experts and selected advisors over the next 24 months to help with assessment tasks.

One of the most respected accomplishments of the Arts Council was the elimination of a nearly $700,000 deficit from the early 2000s. Programs were revised, staff was restructured and reduced, finances were tightened, and the board and staff worked extremely hard to right the ship. By 2006, they succeeded. Since 2010 the Arts Council has been in the black. There is no accumulated debt and no annual operating debt. No easy feat!! It should be noted that in the view of the Arts Council leadership, the 24 staff positions that were in place at the height of the deficit in 2002 were not optimally structured and not delivering at the level required for success and sustainability. Under new management beginning in 2002, the restructure and reduction in staff focused on fully utilizing each position, expecting stronger outcomes and encouraging teamwork. Going forward, the Arts Council also elected to outsource its information technology and financial operations support with expert local firms that have become key partners in the current successful business model. The Arts Council has grown programs and service levels dramatically in the last 14 years. The current core staff at the inception of the planning period of 9 full time and 2 part time is working at and beyond capacity at times to serve and maintain the current programs and continued level of growth. The Arts Council is positioned to begin to grow staff further to meet growing demands and has already grown to 10 full time over the past year.

In nonprofits, passion runs high. Arts workers are legendary for doing more than is expected because they love what they do. And all too often, arts workers perform above and beyond their resources – a curse of the conscientious. However, staying in overdrive will burn through staff (and the board). It will negatively impact staff morale, cause staff turnover and, in the end, negatively impact the very positive outcomes the organization is striving to achieve. To ensure the Arts Council’s future competitive advantage, the Arts Council will need to continually evaluate and adjust operating models and expand resources to match growth.
5.B **CenterFest is an important award-winning Festival, and the current model needs to be more manageable and sustainable.** As of 2015, the festival was able to achieve a small net profit after 40 years of deficit. Sponsorship and attendance have grown dramatically over the last 10 years, achieving nearly 35,000 visitors in 2015. This is a major signature festival of Durham, and in 2015, CenterFest achieved national ranking in the “Top 100 Fine Art & Fine Craft Festivals in the United States” from Sunshine Artist Magazine – a top industry ranker. As resources for this event grow, continual evaluation needs to occur to expand production resources, and make it sustainable from a staffing and income perspective. CenterFest preparation consumes approximately 10% of overall staff time if spread evenly across the year, but during the three months prior to the event, it consumes significant staff capacity of several key positions. Continued evaluation of the event’s operating model and location in the City Center should occur as the landscape of the core downtown area continues to grow and change.

5.C **Program and operations systems need continual updating as community needs and technology changes.** One example is the grants process. Grantees, while extremely grateful for the support, question the rigor of the process, given the number of grants and the dollar amounts of grants that are available. Technology can always be more fully utilized to increase efficiency. At the staff retreat, suggestions for operating efficiencies were discussed, and going forward these suggestions should be considered and implemented. The rigor of the application and reports is often driven by state funding and audit requirements, and this must continue, however, staff will simplify the process where possible. The Arts Council has over the past two years moved all of its grant programs to online application platforms. Other efforts to create focused grant opportunities at lower levels that may involve an easier application process can be considered, in tandem with the Arts Council’s goals for the arts sector overall.

5. **D Arts Council’s capable staff is spread too thin.** It will boost Arts Council sustainability, staff productivity, and morale if staff could focus most on programs that generate highest arts sector impact, attract highest participation, and generate significant revenue and/or donor support. In surveys we learned what Arts Council programs were most valued by artists and organizations and what programs were not. This information can be helpful in the paradigm shift, rethinking how staff time and energy are deployed in the proposed comprehensive assessment.

5. **E The Board’s work should strike a balance of fiduciary oversight, fundraising, and strategic work.** The Arts Council Board has dedicated, committed talented people with great strengths. Putting board expertise to work on issues and ideas connected to the Arts Council will continue to spur improvement and increase board engagement, value, and the board’s role in the organization’s future success. Consistent monthly oversight of finances, fundraising and steering of key new initiatives and policies remains the work of Board committees, and that work and oversight should continue to consistently be shared with the full board, while allowing ample time in meetings for focus on strategic objectives.

*Arts Council Board Members annually plan and host the highly successful Dinners a l’ Art events.*
FINDING 6. DURHAM’S CULTURAL SECTOR WOULD BE STRONGER WITH CENTRAL COORDINATION.

6.A Given Durham’s rapid growth and given the opportunities for the arts to play an even greater role in its growth, central coordination of overall cultural development is needed now more than ever.

Durham’s explosive growth spawned creative energy everywhere:
- Bull City Crowd Pleasers was created by the Chamber of Commerce to coordinate the activities of Durham’s largest entertainment organizations (for-profit and non-profit).
- The Cultural Advisory Board was established by City government in 2004 to work with the City’s Office of Economic and Workforce Development on the 2004 Cultural Plan’s implementation.
- Durham’s Public Art Committee, a sub-committee of the Cultural Advisory Board, oversees the percent for public art programs.
- An arts and entertainment calendar managed by the Durham Convention and Visitors Bureau (DCVB), promotes and markets Durham’s art scene to tourism markets, however the DCVB is not allowed to spend their budget marketing to local audiences. There is a potential role for Durham Arts Council to broker and leverage advertising resources to extend the use of this calendar platform to encourage local marketing of the arts.
- Durham Public Schools created an advisory committee to facilitate relationships between the classroom and arts providers, vital to the availability of quality arts education opportunities for the City’s next generation.
- With funding from the NC Arts Council, and recently announced NEA “Our Town” grant, the Arts Council is spearheading the massive Downtown Durham SmART Initiative, and a Vision Plan paving the way for implementation has been completed.

While the Arts Council has been involved with each of the groups listed above, there has been no coordination among them. Some of these initiatives and groups are winding down and/or no longer receive support from the original sponsoring organization. In phone interviews and focus groups with arts leaders who are directly involved in them, the majority opinion is that these groups have not, in the long-run, been efficient or effective. What’s most significant is the majority opinion of ALL leaders interviewed is that the Arts Council, as the area’s “arts council,” is best positioned in the community to take on this leadership role, but with caveats.

FINDING 7. HUNDREDS OF IDEAS WERE SHARED BY THE 900+ INDIVIDUALS PARTICIPATING IN THIS PLAN FOR THE KIND OF CENTRAL ARTS LEADERSHIP THAT WOULD BE MOST EFFECTIVE IN DURHAM.

7. An ideal model for how to lead.
Leaders from across sectors participating in interviews noted the Arts Council’s tenacity and diligence, and greatly respect its herculean financial turnaround some 12 years ago. And looking to the future, a prevailing message in this entire process is repositioning the Arts Council to lead in ways that will help build the creative sector and engender confidence and collaboration amongst all partners.

Characteristics suggested as most vital for successful central leadership included the following:
- Strengthening relationships and communication with the community of artists and cultural organizations, and arts leaders
- The ability to create a culture/environment that invites and encourages information sharing, transparency, collective wisdom and is then able to aggregate and act on it.
- The ability to build trust and create buy-in.
- A forward-thinking change agent leader that articulates current arts related issues and advocates for support with the public and private sectors.
- The ability to win the respect and trust of Durham initiatives’ key leaders. Some leaders interviewed suggested how a larger staff would increase time available for the Arts Council to forge connections with leaders and networks critical to Durham’s big ideas.
- Great ease in facilitating creation of a collective vision, especially with government, cultural, business, and other community leaders.
- Continue and ensure a generosity of spirit: a “can-do,” “happy-to-help-you” attitude at all staff and board levels.
- The ability to expand and grow strategic community networks that will increase participation in and support of Arts Council programs, services, and initiatives. Continuously striving to increase arts participation for all!
PROPOSED STRATEGIC PRIORITIES
A PATH FOR THE ARTS COUNCIL FUTURE

The Arts Council’s reputation is deeply woven into the fabric of the Durham community. On one hand, this is a distinct advantage. But, on the other hand, as a legacy organization in Durham since 1954, the Arts Council also has the onerous task of having to periodically reinvent itself in order to remain relevant. Reinvention for legacy organizations includes jettisoning programs that were once, but are no longer, valuable. Rarely is this easy. Adding to this challenge for legacy organizations in Durham is this city’s fast-paced growth and the proclivity for innovation (some call it “the Durham DNA”).

Because expectations for “more, greater, and better” are everywhere, this plan recommends a comprehensive, assessment of the Arts Council facility and all core focus programs. An assessment would help revitalize the Arts Council, its image, create access to new audiences, increase its value to the community, attract new partners, strengthen financial stability, and further increase the probability for increased community investment.

PRIORITY 1. TRANSFORM THE FACILITY

THE ARTS COUNCIL’S CORE FOCUS AREAS
AIM 1. CONDUCT SPACE AND FINANCIAL ANALYSIS OF CURRENT BUILDING UTILIZATION.

Background Facts and Growth Statistics

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<th>2002</th>
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<tbody>
<tr>
<td>* Number of People Served by DAC</td>
<td>187,398</td>
<td>393,209</td>
</tr>
<tr>
<td>* Number of Events in Building</td>
<td>4,818</td>
<td>4,756</td>
</tr>
<tr>
<td>* Hours of Room Usage</td>
<td>17,177</td>
<td>24,776</td>
</tr>
<tr>
<td>* Facility Rental Revenue</td>
<td>$ 62,577</td>
<td>$ 192,105</td>
</tr>
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</table>

*FY15 Number of Arts/Culture Groups utilizing the Building through grants and reduced rate rentals = **62 arts/cultural organizations**

The Durham Arts Council is the 4th largest visitor attraction in Durham and has grown attendance 139% in the last 14 years. Even though the Arts Council building has seen dramatic attendance growth, there is still room for more audience expansion.

Durham’s Arts Council leaders envision the Arts Council as the place where more artists, cultural organizations, and the community connect. Over the next five years they would like to see the facility transformed into a cultural hub, widely known as **THE place in Durham** where residents and visitors go to experience and learn about a multitude of creative & cultural experiences!

In order to achieve this, this plan recommends the Arts Council conduct a two-phase assessment process that will help the Arts Council identify additional and expanded uses and client base for the facility. First would be a comprehensive space and financial analysis of current building utilization. This would help the Arts Council understand and determine how to further optimize building usage. It would result in the best financial model including overhead costs, especially the staffing required for building management,
marketing, maintenance, include reserves for equipment upgrades and replacements, new earned income models and more.

**Second would be looking at the variety of current and recent past collaborations with other community cultural partners** that help build interest in programs at the Arts Council facility. The Arts Council has successfully partnered with such entities as the African-American Quilt Circle, the Southeast Regional Ballet Association, American Association of Architects/Triangle, Click Photography Festival, El Quixote statewide festival, Penland School of Crafts, Nasher Museum of Art, Duke University OLLI program, and others. Continuing and additional new partnerships are important in building community awareness and participation from multiple community sectors.

**Next would be an assessment of the building’s activity.** This would include examination of the types and balance of activities over the course of the year. It would analyze annual variety of artistic disciplines programmed; review the current client base – both arts and non-arts clients, the quality of all DAC offerings, even the number of long-term renters vs. short term renters with the intent to keep the balance of activity vibrant.

- Findings would illuminate opportunities to expand the breadth of facility visitors. Building on what was learned in the plan’s assessment, efforts to program or attract rental activities that would appeal to more nonwhites and a younger demographic, would be priorities as additional or new offerings are added. Additionally, assessment of the building’s activity would explore new program collaborations that could help extend Arts Council reach to target demographic groups. The Arts Council would also use findings to help design new activities. Bearing in mind, the Arts Council is a Public Building and does not curate or limit who rents the building – it is not the Arts Council’s prerogative to turn clients away in order to achieve a particular audience base. This would be viewed as discriminatory. The Arts Council controls what programs it puts in the building that are its direct programming – those are classes, workshops, special events, exhibits and related programs. We work to build diversity in these program offerings and through the collaborations that we develop with other arts and community groups. Also bearing in mind that a top priority utilization of the building is to serve the arts groups and artists that receive space grants in the building and to support their work in the space. Other available time and space is made open to the community for other arts programming and non-arts events.

**The Arts Council currently programs the facility space with these ranked order priorities:**

1. Space for Season Grantee Arts Groups – office, meeting, performance, rehearsal
2. Arts Council’s classes, programs, exhibits
3. Non-grantee arts and cultural organizations events and programs
4. Community and private events and programs

The Building assessment will provide the Arts Council with information that will help to confirm or revise these booking priorities.

- Arts Council staff is working to identify other facility resources in the community that could potentially provide space for artists and art organizations and potentially maker spaces. Due to
the high number of participants that the Arts Council needs to serve in its main building, there is not sufficient or appropriate square footage to devote to maker space.

This assessment work will be done through creation of a Building Assessment Advisory Team. It would be chaired by the DAC Board VP for Programs, Policy and Planning, with Arts Council staff, Executive Director, plus members from outside the organization, such as artists and community members with facility expertise. The assessment is intended to be a short term activity, but DAC may also call on this Team to further advise on facility assessment recommendations as needed.

Capital Improvements - Each year the DAC submits to the City its requests for capital improvements as part of its long-term capital improvements plan for the facility. The City and Arts Council work together to identify and plan current and long term facility needs.

Fully implement the new Facility Maintenance Plan required by the City – The Durham Arts Council is currently implementing the City’s new required Facility Maintenance Plan (FMP) as part of its new City Management Contract. The focus of this plan is long term stewardship of the facility and the extensive renovations made to the building in recent years, totaling $4.8 million. Implementation of the FMP involves a substantial workload increase on Arts Council facility staff and facility director. The Arts Council is about 90% implemented so far and one more year to ramp up to meet contract requirement, including all the new HVAC system requirements, new inspections, new reporting, and ongoing maintenance and capital improvements.

Off-Site Facilities - Assessment and lease renewal for the Arts Council Clay Studio at Northgate Mall will need to occur in FY2016-2017. Additionally, the Clay Studio could be assessed to explore further expansion opportunities since current enrollments and kilns are reaching capacities.

Lead Development of Alternative Maker Spaces: DAC can take a leadership role in identifying and helping to broker a deal to provide Maker space in another location – i.e. Northgate Mall, Lakewood Shopping Center, and The Frontier in RTP. The DAC main Building, because it is utilized by such a variety of arts and community groups, and each room “turns” multiple times a day, we do not envision a “maker space” in the building. A maker space would need to be dedicated space where artists can occupy and make work over a longer period of time.

**AIM 2. MAXIMIZE ARTS & COMMUNITY USAGE OF THE ARTS COUNCIL BUILDING.**

If a person visits the Arts Council building in the evenings, literally every room is occupied and lively with arts rehearsals, classes, meetings and performances. In summer the building is busy continuously with regular programs plus summer arts camps. However, during the weekday daytime in fall, winter and spring there are fewer activities and classes ongoing – the artists in grantee groups and the public that participate in programs and rehearsals primarily are driving the 4pm – 10 pm time slots. Also, the Arts Council would like to see the building be a more vibrant gathering place on Third Fridays and eventually every Friday and during major arts events. Longer term could be “lunch and learns”, bag lunch on the terraces, special mix/mingle social events, and a more comfortable “hang out” space all the time for people of all ages from all community sectors. Arts Council staff is also considering other amenities and
more vibrant signage and banners to make the building more attractive and welcoming. Staff is also considering development of a volunteer/docent position to assist the front desk position and enhance the arrival experience for visitors - particularly during times that the facility staff is providing building tours. These and extensive additional suggestions offered by staff during this process will be added to the mix of potential considerations. Note that increasing these facility usages will require additional facility maintenance staff hours.

The following initiatives will help take the facility to the next level of activation:

1. **Create a More Vibrant, Colorful, Activated Space – Add colorful Banners and better wayfinding signage**
   - Clearly identify the building and what is in it! More street presence and exterior arts identity. Better interior way finding signage. Enhanced arrival experience with more front line staff resources. Feature music of the artists and arts groups that DAC supports on the facility sound system.

2. **Add Arts Café and/or Food Truck Service, Bar in Pavilion and Terraces** – Initially build on peak times during Third Fridays and the larger arts events/festivals in the building (Full Frame, Moogfest, Art of Cool, Art Walk). Over time can expand to other dates/times as audience builds. Partner with local restaurant/catering business. Utilize café umbrella tables, comfortable furniture; enhance our wi-fi signal in pavilion/terraces.

3. **Develop catering partnerships** – adding partnerships to help develop client base and provide better services for arts and community events. Maintain open choice catering for clients.

4. **Build additional daytime programming to attract public and arts sectors** - More classes, workshops, lunch and learn, tours - offerings for adults, youth, seniors and homeschoolers, artists. The Arts Council has already begun working with 4 senior living facilities toward this goal, and has already grown children’s Intersession Arts Camps to 6 weeks a year and this year added Teacher In-Service Days. All these are drawing more audience during the slower daytime slots.

5. **Build audience with Increased special event and Third Friday programming** - Add pop up arts, performances to help build atmosphere, experience and audience – The Arts Council has already added live music to the Third Fridays in partnership with NC Songwriters. Add additional visual and performance art elements to enhance events and help create a draw. Partner with local galleries, record labels, colleges, schools to develop sponsored programming. Utilize more social media to engage audience onsite – photos of people here at building having a great time, build community. The Arts Council already has 10,000 following on social media, and desires to engage more onsite with audience at events.

6. **Continue DAC’s award-winning Ruth Carver Terrace Gardens and utilize in programming and special events** – include in School for floral/garden art workshops, demos. Feature in facility marketing materials.
7. Continue service to the 62+ arts/cultural organizations currently using the facility and Expand arts usage further through grants and low cost rentals. Most of these groups are repeat users/grantees. This area of service provides critical infrastructure for the arts community that is affordable and stable, ensuring that Durham’s major arts organizations have a home to plan, rehearse, produce and share their work with the community.

8. Increase number of Space Grants and low-cost rentals for artists and arts organizations for peak and off-peak times in remaining building capacity. Develop improved and simplified facility grant process to expand application base. Create a simplified Space Grant track in the Season Grant program; Encourage/create special track for “emerging/start up” arts groups. Promote the new hourly Dance Studio rental program for daytime hours and any weekend hours not currently in use.

9. Develop plan to maximize rental client bookings utilizing remaining capacity in each building area by seeking additional non-profit, community, and corporate/private clients. Develop new marketing materials, advertising, participation at regional events and showcases for event industry.

By 2021, the Arts Council could increase the building’s value to the community, reaching or exceeding building use and participation targets, and achieving greater financial stability.

AIM 3. MEET FACILITY FINANCIAL GOALS

Facility Financial Goal:
The Arts Council has already increased Facility revenue 217% in the last 14 years from $ 62,577 to $ 198,163. Increasing further requires additional maintenance, security and theatre tech staff to service additional events. The Arts Council believes a five year goal of additional 20% growth (4%+ per year growth) of $40,000 from $198,163 to $238,000 is reasonable, bearing in mind revenue growth expectations must be balanced with how much space the Arts Council gives away in space grants. Also, additional revenues are needed to support rising utilities costs, repair costs, and capital improvements.

AIM 4. SEEK EXPANDED OFF-SITE OPPORTUNITIES

Longer-term, given Durham’s’ rapid downtown development and given other venue possibilities in Durham County, the Arts Council, would continually seek and help secure alternative spaces for the arts throughout the county. Again, this would elevate Arts Council value in the community as the facilitator and connector between Durham’s cultural supply and county-wide community demand. For instance, the Arts Council Executive Director has already been actively working with Northgate Mall to attract more arts tenants to their spaces near the DAC Clay Studio, thereby creating a new cultural hub at the mall.
PRIORITY 2. REFRESH ARTS COUNCIL COMMUNITY PROGRAMS AND PROGRAMS & SERVICES FOR ARTISTS AND ORGANIZATIONS

AIM 1: CONDUCT ANALYSIS OF PROGRAMMING IN ARTS COUNCIL CORE FOCUS AREAS 2 AND 3.

1.1 The Arts Council will undertake evaluation of its current roster of programs for the public and arts sector. Results will enable the Arts Council to determine what programs to keep and strengthen, what programs to stop, and what programs to develop:
   - Using existing data gathered for this plan (and if resources permit - additional research), the assessment would include a program by program review of Arts Council flagship programs: CenterFest; Art Walk, Arts & Business initiatives; Artists Services, grants and exhibits; CAPS/Arts in Schools; and the Arts Council School (linked to the facility assessment under Priority 1).
   - The plan recommends approaching lapsed or current funders of particular programs for financial assistance and/or participation in this process.
   - Assessment would include an evaluation of these and other factors:
     - Program content and the relevance of the program to mission and vision;
     - Program content and the relevance of the program to Durham audiences;
     - Numbers served, the extent of public use over the past 36 months Program requirements in terms of human resources: staff, volunteers, others;
     - The extent and costs of marketing, promotion, and evaluation;
     - The nature and number of community partnerships linked to each project;
     - Finances for each program: contributed, earned, and in-kind income;
     - The nearness and dearness of programs to funders and sponsors;
     - And any other pertinent factors.

1.2 Also called for is Board consideration and adoption of policy to guide future program direction. Recommended program & activity criteria could include the following and more:
   - Support the mission and align with the Arts Council’s core focus areas;
   - Address one or more critical, imminent community needs;
- Highest artistic quality;
- Reach one or more desired demographic targets;
- High probability of reaching or exceeding target participant numbers;
- Adequate staff and Arts Council resources to administer;
- Ensure ample lead time is available for promotion;
- Boost Arts Council reputation and visibility;
- Potential to attract partners; and
- Financial viability.

**AIM 2: CONTINUALLY ENSURE PROGRAMS RESPOND TO COMMUNITY NEEDS AND ATTRACT DIVERSE AUDIENCES AND PARTICIPATION.**

2.1 **The Arts Council will create subject area advisory groups** that would be called upon during each year, and ad-hoc as needed to help advise the Arts Council on programming development, potential community partnerships, expanding diverse audiences, networking and trends. These groups will include Visual Arts, Music, Dance, Theatre, Literary/Media/Film Arts – individually and as a collective. Advisory group will be a resource and sounding board for multiple departments and programs of the Arts Council as needed. Separately, the Arts Council may call upon other experts in the community to advise on related business aspects and audience development. The Arts Council will continue to survey program participants each year in all of its programs and ask for community feedback as it currently does.

2.2 **Each year, the Arts Council will continue to evaluate its programming to:**
- Refresh content of highest performing programs;
- Set new annual audience participation goals
- Revise financial models;
- Streamline operations and then ensure there is adequate staff to cover all roles;
- Create earned and contributed income strategies for each program with annual targets;
- Use this assessment as an opportunity to cultivate lapsed or new sponsors;
- Determine what community partnerships could help revitalize or grow particular projects and how.
AIM 3: BUILD ON THE GROWTH AND STRENGTH OF ARTS COUNCIL PROGRAMS THAT ARE RETAINED IN DAC PORTFOLIO OF PROGRAMMING

AIM 3. A: ACCOMPLISH INITIATIVES TO EXPAND AND IMPROVE DAC SCHOOL

ARTS EDUCATION PROGRAMS
DURHAM ARTS COUNCIL SCHOOL

Key accomplishments in recent years:
* Redeveloped all Classes and Camps for Adults & youth since 2002
* Changed Summer Camps to popular Themed Cultural Camps 2004; Intersessions added
* Restructured teaching contracts; recruited new faculty (ongoing)
* New catalog production, printing sponsorship with Herald-Sun 2007 – expanded catalog run/distribution from 7,000 to 50,000 at lower cost
* Online Registration began in 2009 – today over 95% register online
* New Music program added 2004; Individual lessons added 2005
* New Digital Lab 2007; revamping Lab in 2016
* New Clay Studio at Northgate 2011
* New Children’s Festival at Northgate started 2013
* Added instructor background checks and youth protection training

DAC School
Growth Statistics

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<tr>
<td>Classes Offered</td>
<td>294 classes</td>
<td>613 classes</td>
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<tr>
<td>Enrollments</td>
<td>2,769 students</td>
<td>4,193 students</td>
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Strengthened Financial Model

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<tr>
<td>Revenue</td>
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<tr>
<td>Expense</td>
<td>$403,073</td>
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<tr>
<td>Net Gain (Loss)</td>
<td>($100,108)</td>
<td>($13,015)</td>
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<tr>
<td>Staffing</td>
<td>5.5 FTEs</td>
<td>2.5 FTEs + Interns, Seasonal PT</td>
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Maintained accessible pricing and in line with other nonprofit arts education providers.
DAC SCHOOL INITIATIVES FOR NEXT FIVE YEARS:
These initiatives will be undertaken following overall School program assessment and be adjusted as needed based on assessment outcomes.

1. Digital Lab/Digital Arts Program – Rebuild with New Equipment, Software, Courses (Fox Family Foundation grant). Guided by the digital arts strategic plan developed by the School with assistance from the Duke Center for Innovation and Entrepreneurship. Recruit additional talented digital arts instructors.

2. Music Program – Reshape; add and strengthen music partners, focus most on music programs where DAC can have unique niche and growing audience. Expand scholarships to reach underserved youth.

3. DAC Clay Program – continue growth of adult, and parent/child programs, max out enrollment & offerings in current space; evaluate feasibility of expansion.

4. Dance Program – continue to build ballet program enrollment and partnership with Triangle Youth Ballet; recruit strong instructors for additional adult dance offerings; recruit other dance partners.

5. Visual Arts – continue building enrollment and retain the top adult instructors; create and build teen audience/program; add more youth visual art

6. Theatre Arts – continue building course offerings for teens, adults; seek community partners.

7. Master Classes – attract top name instructors for master classes, intensives, immersion experiences; partner with top institutions such as Penland, ADF, NC Museum of Art, Nasher

8. Partner with DAC Exhibiting Artists and Community Partners for workshops, classes.

9. Develop Unique "Sampler" Short Length Experiences – Expand one-day/one-time workshop offerings for adults, youth, parent/child. Concurs with focus group feedback. (FY16 ongoing)

10. Artist Salon/Critique Opportunity – consider opportunity for students and working artists to share and critique work. Networking, community plus learning. Partner with Artist Services staff.

11. Develop Special Adult Arts Retreats/Camps – Immersive Experiences (FY17 ongoing)

12. Grow Arts Birthday Party program – continue offering, growing this; consider other themed events.
13. **Develop Music and Art learning opportunities on drop in basis**—experiment with such things as “instrument petting zoos, make and takes—things to get audience in the building and exposed to DAC programs. Loss leaders. Offer at opportune times during other events to attract new audience. (FY18)

14. **Student U**—continue partnership with Durham Public Schools and Student U after school arts program; collaborate with CAPS program. (ongoing)

15. **Corporate arts experiences**—explore growth for this program area (FY18)

16. **DAC Summer Arts Camps**—achieve enrollment target of 80% capacity (budget is 75%); continue to develop and offer special incentives; work to attract new audiences; continue new cultural themes each year. (FY17 ongoing)

17. **City Employee, Duke Employee, NCCU Employee discounts**—further expand these discount offerings and grow these audience segments; consider college student discounts; add Durham Tech.

18. **Increase scholarships from $15k to $20K.**

19. **Enrollment Goal:** grow from 4,193 to 5,032 20% over five years

DAC School Financial Goal: grow gross revenues to $416,000 another 15% over five years. Some new classes are low cost and will build enrollments but not as much revenue.

**AIM 3. B: ACCOMPLISH INITIATIVES TO EXPAND AND IMPROVE DAC CAPS PROGRAM AS THE MAJOR “UMBRELLA” ENTITY FOR PLACING ARTS EDUCATION & ARTS INTEGRATION IN SCHOOLS**

**ARTS EDUCATION PROGRAMS**

**DAC CREATIVE ARTS IN PUBLIC/PRIVATE SCHOOLS**

**CAPS Key developments accomplished in recent years:**

* Expanded Durham Public Schools contract 2002
* Added year-round contract with Lakeview Schools (suspended, at-risk youth) 2003
* Added year-round contract with Red Mill/Cope (at-risk students with disabilities)
* Artist Roster Selection Process strengthened with rigorous Review/Selection Panel of Arts Education & Academic Teachers, School Administrators, Senior Teaching Artists
* Full background checks implemented 2004; child protection awareness training added 2015
* Co-Presented with Durham Public Schools - Eric Booth seminars, nationally noted arts educator. 2006
* Added DPS After School Encore Program 2007
* Added Orange County Schools and Libraries 2004; Added Person County Schools 2008; Chatham County Schools in 2013; Granville County Schools added in 2014
* Added year-round contract with arts magnet Sandy Ridge School 2013
* Added Community Festivals – Bimbe, Latino, Holiday
* Online Artist Roster application process and online booking system added 2013
* Organized and hosted Cultural Arts Integration Fair with Carolina Theatre for 6 counties. 2013
* Added 9 Arts Organizations to CAPS Roster in recent years – Mallarme, AADE, Poetry Alive, Cane Creek Cloggers, Footworks Percussive Dance, Bump The Triangle, Yoga for Youth, Rags to Riches Theatre, Triangle Blues Society. This is in addition to approx. 45 individual teaching artists each year.
* Redesigned DPS contract payment system 2014 for more efficiency.

**CAPS Growth Statistics**

<table>
<thead>
<tr>
<th></th>
<th>FY2002</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counties Served</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Students Served</td>
<td>10,000 students</td>
<td>24,053 students</td>
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</table>

**Strengthened CAPS Financial Model**

<table>
<thead>
<tr>
<th></th>
<th>FY2002</th>
<th>FY2015</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>$117,813</td>
<td>$160,738</td>
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<tr>
<td>Expense</td>
<td>($185,335)</td>
<td>$182,286</td>
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<tr>
<td>Net Gain (Loss)</td>
<td>($67,522)</td>
<td>($21,548)</td>
</tr>
<tr>
<td>Staffing</td>
<td>1 FTE</td>
<td>1 FTE + intern</td>
</tr>
</tbody>
</table>

Schools pay modest fees for residencies to maintain accessibility. DAC retains 20% of booking fee. 80% to teaching artist. Supplemental income from grants, contributions.

**DAC CAPS INITIATIVES FOR NEXT FIVE YEARS:**

1. Expand the Arts Council’s CAPS Program role further as the primary umbrella “booking” agent for arts integration and arts education programs in the Durham Public Schools and adjacent counties school systems, and community venues. DAC has standing relationships and contracts with schools that make us the natural agent and coordinator for these services. The Arts Council currently has 9 arts organizations on the roster and approx. 45 individual artists. Add another 5 to 10 arts organizations over the next 5 year, and expand artist roster. To be accepted to the roster, the arts organizations must develop curriculum appropriate arts integration programs that are reviewed and approved by the CAPS Review Panel. DAC should provide orientation and training workshops to the arts organizations to help them develop strong programs for the schools.
2. Expand general grant funding for CAPS – to help support overall program, eliminating the $20K program deficit.

3. Increase Grant Funding to expand residency service to Title 1 Schools – build on recent success with Target, Office Depot, GSK and attract additional funders that will allow the Arts Council to offer matching grants to the small amounts provided by the school budgets and PTA funds. 5 year goal for matching grants: $20,000 annual (Current approx. $9,000).

4. Maintain CAPS services in 6 counties – expand students/clients served 20% over five years from 23,000 to 28,000.

5. Maintain and strengthen year-round contracts - at DPS Lakeview, DPS Sandy Ridge, and Granville County.

6. Maintain and strengthen DPS Encore After School program – apply for current and new grants annually, assist DPS partners with funding applications to keep program.

7. Grow CAPS programs in community settings – more senior centers, daycare, libraries, parks and rec, veterans programs. In 2015 worked with National Veterans Festival and multiple libraries and community partners. Over 3 years add partners in these areas, focusing on Durham County.

8. Grow Service in Charter and Private Schools in Durham County – grow bookings from $4,300 to $7000 goal.


10. Add Program Interns – apply for Apples interns and other Duke, UNC, NCCU intern programs. Goal is one intern per semester. In 2015 the Arts Council had one CAPS intern. CAPS interns assist with marketing and administrative tasks for program which will be essential with program growth.

11. Expand job opportunities for the teaching artists on the CAPS roster. This will be an outgrowth of the above initiatives.

12. CAPS Participation/Service goals next 5 yrs: from 24,000 to 28,000 students/participants

13. CAPS Financial goal: In 5 years grow gross revenues including grants: 20% from $160,378 to $194,078. Reduce program deficit from net ($20,000) to net $0.
AIM 3. C: EXPAND AND IMPROVE SERVICES TO ARTISTS & ARTS ORGANIZATIONS – DEVELOP AND DELIVER THE PROGRAMS THEY MOST NEED AND WANT.

ARTIST SERVICES
PROGRAMS FOR ARTISTS & ARTS ORGANIZATIONS

Background Facts:

* Emerging Artists Program
  - Has provided over $530,000 in career development grants to 500 individual artists in 32 years
  - Highly competitive grant program attracting over 100 applications each year. Grant apps put online in 2013. Peer review panels. Yields “cream of the crop” artists that go on to substantial arts careers.

* Season Grants and Facility Grants
  - Provides $300,000 space and $90,000+ cash in grants to 30 to 35 arts organizations annually. Grant applications put online in 2015. Peer review panels score applications to determine funding priorities.

* Fletcher Performing Arts Fund Grants - specific fund to support arts performances at Carolina Theatre; approx. $80,000 per year. DAC secured original funding in early 1990’s and administers the fund.

* Durham Art Walk
  - DAC took over management/presenting of this in 2004. The event has grown to showcase work of 200+ artists in 30 to 40 downtown venues, businesses in Fall and Spring. Attracts approx. 5,000 attendees per event.

* Training, Networking & Information for artists and arts orgs
  - Quarterly Arts Roundtable – started in 2014; attracts 20 to 30 participants, with guest speakers, topics
  - Periodically hosts New York Foundation for the Arts best practice programs, training workshops for artists and arts orgs; Nonprofit Risk Management workshops
  - Developed Scholarship program with grant from Cultural Master Plan to fund arts organizations to attend training classes in the Duke Non-Profit Management program.
  - Issues Quarterly e-newsletter with artist opportunities
  - DurhamCulture.com arts calendar, artist page opportunities (partnered with DCVB)
  - DAC is regular resource for day to day mentoring of artists and arts orgs on as needed basis. Staff spends lots of time on the phone and one-on-one meetings to assist arts community.

* Gallery Exhibitions-
  - DAC programs 5 galleries - 3 galleries on-site plus Durham Convention Center and Clay Studio Gallery
  - Approx. 50 to 70 artists a year showcased in 6 week shows. Opening receptions usually on 3rd Fridays.
* Piedmont Laureate
- currently partner program with regional arts councils. Selection of annual literary artist. Programs, appearances; promotion of literary arts Triangle-wide

Key New Initiatives for Artists and Arts Organizations over 5 years:
“Raise All Boats” All efforts in providing programs and services to the arts sector will focus on those that the artists and arts organizations told us were their greatest needs. Overall artists and arts organizations want and need more opportunity to generate income from their work and generate community support – whether through selling their work, commissions, performance bookings, developing donor and sponsor support, publishing opportunities, and teaching:

- Strengthen collaboration and communication within the arts and cultural sector;
- Create capitalization strategies to strengthen the financial underpinning of arts and cultural nonprofits;
- Build the brand and recognition of Durham’s arts and cultural sector; and
- Strengthen relationships and building partnerships with other sectors focused on education, tourism, neighborhood development and more as a way to support creativity and innovation in more aspects of community life.

Here are the top 10 programs and services that organizations participating in the survey told us they needed most [rated 4 or higher on a 1-5 scale]
1. Networking & Resources & Visibility for Artists and Arts Organizations
   a. Develop Online Directory for Artists and Arts Organizations
   b. Develop Online Space Directory - possibly develop statewide resource with other arts councils
   c. Develop Durham Arts Brand program in partnership with DCVB (build like foodie reputation)
   d. Take lead role in promoting DurhamCulture.com arts calendar in Triangle (local market; DCVB markets to tourist targets). Will require major funder/sponsors.
   e. Expand role with Third Friday events; develop gallery guide/map.

2. Training, Mentorship and Collaboration
   a. Offer more training opportunities that help artists and arts orgs develop and market their work - collaborate with other orgs, DAG, Triangle Art Works, NYFA, NCAC
   b. Offer training in resource development – donations, grants and sponsorship
   c. Develop moderated salons for artist community feedback, mentoring in multiple art forms
   d. Continue Quarterly Arts Roundtable and/or other arts gathering – develop team of specialists from other business sectors to bring skills, resources to these meetings.
3. Grant Programs

a. Increase **Season Grant and Fletcher Grant funding** cash pool from $160K to $200K by 2021
b. **Develop track of simplified grants** for start up/emerging arts groups/projects.
c. **Increase space grants** from $290,000 to $320,000. (bearing in mind this takes revenue generating space out of inventory)

* Emerging Artist Grants –

a. seek additional funding for special interest grants within the pool; Arts Council added one targeted funder this year for performance artists.
b. Grow Emerging Artist annual grant pool from $23K to $30K by 2021 to fund more artists.

4. Gallery Exhibitions

a. **Develop series of curated shows** in collaboration with other partners. DAC has successfully partnered with African American Quilt Circle show, partnered with Meredith College to host the Southeastern College Art Conference, Triangle Fiber Arts, and others. Develop partnerships that help attract diverse community groups and audiences.

b. **Invite NCCU Art Museum, Nasher, others to produce a show at DAC** (share audience)

c. **Work more with exhibiting artists and organizational partners to develop related arts experiences, workshops, panel discussions.** (i.e. the successful panels with NC Craft Artist show).

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*The Arts Council Galleries were named “Best Gallery” in the Durham Magazine public poll 2011 – 2015.*

*In 2015, the Arts Council partnered with the state-wide “Yo Soy El Quixote” festival and hosted a gallery exhibition featuring 32 Latino and Hispanic visual artists from across North Carolina.*
5. Durham Art Walk
a. potentially develop new production model and/or drop one of the two Art Walks (possibly spring) to free up staff capacity for other initiatives - develop new consortium/collaborative production model to involve local galleries, artist co-ops in the work to produce the event (instead of all on DAC’s plate).

b. Expand Audience and Impact for Art Walk Holiday Market with media sponsor, more cash sponsors, stronger marketing to build audience.

c. Encourage retail/restaurant collaborations, promotions – work with DDI to create, coordinate

AIM 3. D: CONTINUALLY IMPROVE CENTERFEST & CREATE SUSTAINABLE MODEL

CENTERFEST ARTS FESTIVAL

Background facts: 2003 2015

<table>
<thead>
<tr>
<th></th>
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<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Attendees</td>
<td>15,000</td>
<td>34,765</td>
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<tr>
<td><em>(police est)</em></td>
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<td></td>
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**Strengthened CenterFest Financial Model**

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<thead>
<tr>
<th></th>
<th>2003</th>
<th>2015</th>
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<tbody>
<tr>
<td>Revenue</td>
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<tr>
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<td>Net Gain (Loss)</td>
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</table>

2015: 145 Visual Artists, 72 Performing Groups on 6 Stages, 30+ Community Orgs, Food & Bev, Beer Garden; Saturday night after party.

*Arts Council has grown corporate sponsorship for CenterFest from $20,000 to over $130,000.
*Named to *Top 100 Fine Arts Festivals in United States* in 2015 by Sunshine Artist Magazine.
**Key New Initiatives for CenterFest over 5 years:**
1. Build relationships with downtown businesses even more; create a win-win.
2. Enhance onsite technology for sales, operations
3. Maintain number and quality of artists, performers, community groups
4. Add evening entertainment, lighting to attract audience to downtown businesses
5. Consider adding a Wine garden, or other partnership with food community.
6. Add new featured public art and entertainment elements to attract audience.
7. Consider adding an “emerging artist” section with separate awards.
8. Continue partnership with Durham Rotary for volunteer support, sponsorship.
9. Maintain high attendance which recently grew to 35,000 (previously avg 23,000).
10. Achieve national rankings. (was named to Top 100 Fine Arts Festivals in U.S. in 2015)
11. Continually evaluate the festival in context of changing community and site considerations.
12. Increase sponsorship to pay for new entertainment, art elements, additional staffing needed.
13. Achieve and grow consistent net profit to remain sustainable and help support other Arts Council programs. Reach for net $10K. (Current net is $3K).

**PRIORITY 3. STRENGTHEN ARTS COUNCIL INFRASTRUCTURE**

**AIM: STRENGTHEN STAFF AND ADD STAFF TO TAKE THE ARTS COUNCIL TO THE NEXT LEVEL.**

A great mark of forward-thinking organizations and businesses is continually assessing staff experience and skill to keep expertise relevant, capacity and competency high. It is also a way to honor and reinforce the tremendous contributions of existing staff and renew their commitment.

Toward this end, as part of the assessments, an annual staffing plan would be developed. It would ensure staff capacity keeps pace with revitalized programs and services. It would include all personnel from full- and part-time staff to contractors, loaned execs, interns, shared staff, and others.

**THE ARTS COUNCIL’S CORE FOCUS AREAS**

This plan highly recommends continuing to support current and new staff, and encourage, enable, and empower staff to reach new goals.
1. Realign staff job descriptions with the refreshed business model.
2. See that each staff member understands the finances of areas in his/her charge.
3. Encourage staff participation in continuous improvement of areas in their charge from operating to financial efficiency.
4. Continually strengthen the Arts Council’s team environment.
5. Continually improve staff communications and build teamwork.
6. Review progress of strategic plan in staff meetings.
7. Continue to provide opportunities for staff professional development. On-site, on-line and off-site training and development opportunities as budget resources permit.
8. Provide adequate technology at every work station.
9. Continue to provide strong orientation for new hires.
10. Continue the current excellent package of employee benefits and opportunities.
11. Move from current 9 FTE’s and 2 part time plus contractors, to 12 FTE’s and 2 part time plus outsource contractors over the next 5 years.

Staff willingness to roll up sleeves to accomplish whatever must be done is fantastic. The Arts Council team operated from an understaffed position for a number of years in order to “right the ship” and eliminate debt, but also to create more efficiencies and stronger outcomes in some areas. Every organization must do this from time to time. To ensure long term sustainability of the organization - and the staff - the Arts Council should not operate with less than optimal staffing *all the time*. The organization has increased staffing over the past few years, post-recession, and needs to evaluate and add several more positions – hoping to move from its current 9 FTE’s and 2 part time plus contractors, to 12 FTE’s and 2 part time plus outsource contractors over the next 5 years.

The plan also calls for succession plans for all senior positions to be prepared for future retirements, life changes, or the unexpected. A succession plan was one of the first needs expressed by Board members to the consultant in interviews last May and needs to include all senior positions – identifying the key functions of each position and plans for how those functions will be fulfilled – both short term and longer term - if and when planned or unexpected changes occur. Several transitions in the Arts Council’s past were challenging, and these new, clearly defined plans for the future will strengthen sustainability.

**AIM: STRENGTHEN INTERNAL COMMUNICATION AND INFORMATION EXCHANGE.**

The plan recommends creation of a new dashboard of the Arts Council’s most important metrics. Building on the strengths of existing reports, monthly dashboard reports for the Board, advisory boards, Arts Council staff, and key partners would keep everyone current as to how well the Arts Council is progressing. The dashboard would include two data points for each area: goals plus pacing toward goals. E.g.,

- Attendance overall and by program, Demographics targets and progress toward them, artist’s targets and progress toward them, and so on;
- Other metrics could include: Partners, sponsors, per unit costs, staff and volunteer time, and more.
AIM: CONTINUE TO STRENGTHEN GOVERNANCE EFFECTIVENESS AND PRODUCTIVITY.

Encourage, enable, and empower the Durham Arts Council Board to succeed.

- Strategically expand the Arts Council Board’s network connections.
  - Grow deeper, even more durable relationships and partnerships between the Arts Council and sectors committed to Durham's balanced growth, future prosperity, and quality of life. This includes the cultural sector plus the many Durham networks named in the next graphic.
  - Maintain Board size at 15 to 20 to be manageable with capacity and resources. Refresh committees and teams. Bolster board talent with non-board members on committees whose expertise could be helpful. Potentially expand as organizational capacity expands.
  - Continue to maintain and build board diversity, reflecting the community the Arts Council serves.

- Continually engage and re-engage past board members.
  - Develop a “legacy” or “emeritus” board group that recognizes and keeps key past board members, particularly past board presidents and officers, engaged in and supporting the mission.
  - Invite past board members to continue service on board committees that include non-board members.

- Continue to strengthen governance.
  - Revise how board meeting time is used. Focus less on reports and more on strategic discussion; however maintain delivery of its clear financial reports to ensure fiduciary accountability.
  - Conduct annual board assessment and continually seek board opinion for improvements.
  - Conduct an annual board retreat. Use it as an opportunity to also monitor the progress of this plan.
PRIORITY 4. INCREASE THE ARTS COUNCIL’S VISIBILITY, CREDIBILITY, FOLLOWING, AND DONORS.

AIM: BRILLIANTLY TELL THE STORY OF THE ARTS COUNCIL’S REINVENTION

When the Arts Council faced financial crises some 15 years ago, it focused — out of necessity, and many believe rightly so — on Arts Council survival and getting its fiscal house in order, while it kept all core programs and services operating and even growing. During this time there was a need to carefully take on new initiatives without undermining hard-won financial progress. During the recovery years, the Arts Council still took on major new roles including leading the development of the major Durham Cultural Master Plan, taking over production of Durham Art Walk, launching multiple Creative Economy initiatives, initiating major arts research and economic impact studies, and developing a new gallery and Clay Studio. With its core programs continuing and growing — the School, CAPS, CenterFest, Grants programs,
Emerging Artist Program, Gallery Exhibits, Facility rentals – and the addition of a number of new initiatives; the Arts Council did not have the time or resources to take on even broader arts leadership roles. A particular weakness during this time was the lack of resources and staff capacity for marketing and messaging. The Arts Council was actually doing good work and providing more and more service to the community, but could not devote enough time and resource to telling its story and sharing its successes.

These and other factors led to unintentional consequences.

1) According to the data collected from the community, Arts Council community identity was linked more to the building, CenterFest, DAC School and CAPS programs than any other program or service. Building-related functions were the most visible, successful, and frequently utilized by the greatest number of people.

2) Because of the Arts Council’s limited ability to focus on larger cultural development roles when it was in crisis mode, others did. The myriad organizations that emerged somewhat eclipsed the Arts Council’s visibility, and unintentionally diminished its broader leadership role. Further, the role of implementation of the Cultural Master Plan goals was transitioned to a Cultural Master Plan Advisory Board that would oversee the spending of the public funds earmarked for its implementation, creating confusion about the Arts Council’s role.

3) The fact that the Arts Council has been functioning in what some referred to as “austerity mode” out of necessity, and rightly so – in order to remain in the black, means there has been limited resources for promotion and marketing of all programs, limiting the community’s understanding of all the Arts Council does.

4) Given Durham’s rapid growth rate, contributors gone from the Durham scene have not been replenished in the Arts Council’s corral of donors at an optimal rate. However, the Arts Council has successfully grown sponsorship (cash and in-kind) from approx. $10,000 to over $200,000 over the last 12 years. Yet, it has been difficult for the Arts Council to devote limited staff capacity that is necessary to build relationships with all the individual and corporate newcomers.

5) In the eyes of the younger Durham demographic, the Arts Council is unknown. DAC has strong service numbers for children and teens, then middle age to older adults, with little participation from younger adults.

The point is that the Arts Council’s future is going to depend not only on what it does and how it does it, but how well it messages and communicates about what it does, and how well that messaging connects with Durham and its rapidly changing demographics. This will require financial resources, staff time, and staff expertise.

Beyond the assessment and organizational transformation, the future of the Arts Council will depend on a communications strategy to brilliantly tell the story of the Arts Council’s reinvention. Only with a great communications strategy will the Arts Council increase community awareness so that enthusiasm and pride will grow, and participation will increase. By following the steps below, the Arts Council can expect to receive community support and greater confidence in its ability to lead overall cultural development.
Create a PR and messaging strategy to increase community awareness of the Arts Council that will fuel community enthusiasm and generate even more pride in the Arts Council.

- Keep fresh content updated regularly on social media and DAC websites.
- Update the logo and look of Arts Council collateral.
- Contract with marketing firm/contractors to assist with the major projects in updating logo, branding, website.
- Develop new DAC main website -- Arts Council has received funding (Fox Family Foundation); work underway; research other arts council websites across the U.S.; utilize best models, formats, content. Mobile friendly, frequent updates, user friendly, capture lots of data areas, events; artist opportunities that currently only receive promotion through e-blasts.
- Art Walk and CenterFest web sites - are new within last 4 years; continue to update, evolve
- Expand and Improve Social Media and Email platforms
  - Expand current 10,000 following on Facebook and Twitter– boost posts, regular calendar, be “social” not just promotional.
  - Engage more with onsite audiences in programs and events and share on social media
  - Add more platforms – experiment to determine what works best for DAC
- Adopt a new name (or tag) as part of the Arts Council’s reinvention. Consider stopping the use of “DAC” to help shift the mindset beyond the Arts Council of the past to the Arts Council of the future.
- Strategically market programs to attain demographic and participation goals. Achieve broader participation in Arts Council Core Programs including geographic, age, ethnic/racial, and new residents.
- Create an improved and lively annual report (primarily an electronic document) that strengthens positioning and mission understanding
- Create a consistent, regular e-newsletter – replacing the multiple single topic e-blasts that are currently done (although some single topic e-blasts will still be needed)
AIM: INCREASE COMMUNITY SUPPORT.

Better attract and leverage greater financial investment in core programs. As part of the program assessment (priority 2), once earned and contributed income targets for each are clear, then create a development strategy for each program.

- **Create a Branding/Visibility Strategy for the Arts Sector** - Approach the Convention and Visitors Bureau and local media partners to determine if and how to create a joint communication strategy that could elevate the visibility of the cultural sector in ways the Arts Council might be unable to on its own.
- **Consider developing an Arts Council membership program** – levels of contribution, benefits, engagement opportunities that will expand the circle of participants and supporters.

- **Expand Resource Development Plan**
  This is a critical area that will require additional senior-level development staff capacity.

1. **Grow current Contributed Income of $1,235,865 to $1.5 million** through increases in Individual, Corporate, Workplace, and Foundation donors, plus Sponsors. Targets for growth must be reasonable and in line with capacity. (these increases are referenced in various programs plus unrestricted Annual Arts Fund)

2. **Increase Foundation Grant support.** Seek challenge grants and other matching opportunities.

3. **Implement and fully utilize the new Bloomerang CRM system** to engage DAC patrons and move them up the ladder to donor support. Top system recommended by fundraisers, development world. Integrate all clients and customers into this new engagement platform to build participation and donor support. Integrates email communications, donor/patron communications, participant engagement with DAC.

4. **Improve Grants Management Calendar for deadlines and reporting.**

5. **Seek Re-Naming Opportunity for PSI Theatre** – research values and package benefits to develop multi-year proposal deal. Approach corporations.

6. **Consider other eligible DAC spaces for renaming** in future years.

7. **Develop planned giving strategies and campaign**, working with estate attorneys and long-time core supporters of the Arts Council.
PRIORITY 5. EMERGE AS THE PUBLICLY CELEBRATED COORDINATOR FOR DURHAM’S OVERALL CULTURAL DEVELOPMENT

AIM: BUILD EFFECTIVE WORKING RELATIONSHIPS WITH THE CULTURAL SECTOR.

Given successful implementation of Priorities 1-4, in partnership with the City, County, and key cultural stakeholders, the Arts Council can more aggressively pursue Durham arts and cultural initiatives that will elevate the Arts Council as the acknowledged central leader in Durham’s overall cultural development.

- Expand and improve the Arts Council’s working relationships and camaraderie with Durham’s artists, creatives, and arts and cultural organizations.

AIM: BUILD EFFECTIVE WORKING RELATIONSHIPS WITH KEY DURHAM NETWORKS

- Expand the Arts Council’s network with key leaders, especially those who can help propel core program implementation as part of Durham’s bigger ideas.
- Build stronger connections between the cultural community and key Durham sectors which results in stronger cultural community esprit de corps, as all work together and share successes and challenges. Ensure community and arts sector engagement in major initiatives such as SmART Vision Plan implementation, arts research, advocacy, public art program redevelopment, arts space development in the community.
- Reinvigorate community confidence in the Arts Council’s capacity to lead cultural development.
PRIORITY 6. STRENGTHEN AND EXPAND CULTURAL AND CREATIVE ECONOMY LEADERSHIP INITIATIVES

AIM 1: LEAD MAJOR CREATIVE PLACEMAKING, & PUBLIC ART INITIATIVES

PUBLIC ART & the SmART INITIATIVE

Background facts:
* DAC has led public art initiatives in past – hosted/coordinated southeast Public Art Dialog conference; staff has served on a variety of public art projects and Public Art Committee in Durham in recent years.
* SmART Initiative - DAC has developed and has been leading the Durham SmART project since 2012—in partnership and with funding from the North Carolina Arts Council. Executive Director DeVries developed a concept for connecting cultural hubs that has developed into a North/South arts corridor development project. DAC is working with 26 community and government partners and funders and is in year 3 of work. Vision Plan completed June 2015. Durham Arts Council has been awarded an NEA “Our Town” grant for $100,000 to help launch Phase 1 implementation, and has secured pledges of $271,154 from public/private partners. The SmART Vision Plan is a multi-year public art and urban design strategy that fully envisions a dynamic, art-infused, colorful, and connected North/South corridor that draws pedestrians into an exciting daytime and nighttime environment where they will be enticed to stay and to visit multiple locations along Blackwell, Corcoran, and Foster Streets. This arts-driven economic development strategy can be a key factor in downtown Durham’s future development and success.

SmART Vision Plan – “Back Porch” Zone B concept – night view
Key New Initiatives for SmART and Public Art over 5 years:

1. Launch implementation of the SmART Vision Plan. Three main corridor projects at south Gateway by Rt. 147, project at rail crossing between DPAC and downtown, projects at Durham Central Park district – a gateway project and a site specific project at the Liberty Warehouse development in partnership with East West Partners. All in partnership with the North Carolina Arts Council, City of Durham, Durham County, and 20+ other community partners from arts and business sectors. Based on funds, Arts Council will add a public art position to its staff to support SmART and other public art initiatives as they develop.

2. Successfully administer the 2016 – 2018 NEA “Our Town” grant for SmART and meet all compliance and reporting requirements. Including raising matching funds of $150,000 and in-kind $86,000.

3. SmART – Arts District – look at developing a programmatic overlay to the North/South Corridor to create a more cohesive “Arts District”. Work with SmART Partners and other cultural providers.

4. At City/County request – Durham Arts Council may assist with coordination/administration related to other Durham public art projects and help provide staff support if requested.
   * Advocate for full 1% ordinance for public art funding (currently have resolution of up to 1% of public projects).
   * Help develop incentives for private developers to encourage public art; site specific, or contribute to pool for larger projects – work with City and County.

AIM 2: LEAD MAJOR CREATIVE ECONOMY AND ARTS & BUSINESS INITIATIVES

CREATIVE ECONOMY/ARTS & BUSINESS PROGRAMS

Background facts:
* Starting in 2004, the Arts Council began developing and implementing creative economy programs to promote the importance of arts and culture as a business sector that is vital to Durham’s transformation and future.
* The Arts Council commissioned the Creative Vitality Index for Durham to measure nonprofit and for-profit creative sector. DAC did studies in 2010, 2011, 2012, and 2013. Rolled out data in partnership with City, Chamber, Duke, and DCVB.
* The Arts Council co-presented “The Business of Art” full day seminar, keynotes, workshops – sold out.
* Presented 2 MetLife Foundation Creative Economy seminars “Arts in Workforce Development” 2007
* Commissioned Arts & Economic Prosperity IV Study for Durham County in partnership with Americans for the Arts. 2012. Led study implementation and data collection. Rolled out report in partnership with City, Chamber, Duke, and DCVB. This was the first arts economic impact study for arts and culture in Durham.
* Co-developed and presented the “Creative Entrepreneur Expo” in 2013 – sold out; partnered with State, City, Cultural Advisory Board, Duke, arts community.
Key New Initiatives for Creative Economy/Arts & Business Programs over 5 years:

1. Lead and administer the 2016-2017 Arts & Economic Prosperity V study for Durham County.


3. Offer a second Creative Entrepreneur Expo or similar event (perhaps in tandem with data roll-outs), and plan additional creative sector development workshops.

4. Report out most recent Creative Vitality Index data annually.

AIM 3: PROVIDE ARTS AND CULTURAL LEADERSHIP, PLANNING, AND ADVOCACY

ARTS & CULTURAL LEADERSHIP, PLANNING & ADVOCACY

Background facts:

The Arts Council has long history of leading cultural planning initiatives. Including:

* Development of the DAC building into a major downtown arts center (1980's) and galvanizing the public, government, and arts community for support.
* DAC also assisted planning, development, fundraising for Carolina Theatre historic renovations 1988, 1994.
* Lila Wallace Audience Development Initiative – 1998 – 2002 – DAC led up to 20 arts organizations in the Triangle in researching and development of marketing strategies
* Durham Cultural Master Plan – 2002 – 2004 - DAC led effort to secure funding, national consultant, local government and community support and engagement to develop 20 year plan. Planning funded by Occupancy Tax. DAC led 62 member steering committee and deep community engagement process.
* SmART Initiative – 2011 to present - DAC has led over 26 community partners from government, business and arts sector in development of Vision Plan for North/South corridor. Now entering implementation phase working in partnership and with funding support from North Carolina Arts Council.
* Durham Arts Council is the designated local arts agency by North Carolina Arts Council.
* DAC staff leads annual advocacy with state legislature – organizing the local arts community representatives to attend Arts Day and meet with Senate and House members.
* DAC leadership serves and has served on variety of boards and agencies including Arts North Carolina, Durham Performing Arts Center Oversight Board, Durham Public Schools Arts Advisory Committee, Chamber of Commerce Board, Downtown Durham Inc. Board, Cultural Advisory Board, Public Art Committee, Durham Library Art Committee.
**Key New Initiatives for Arts & Cultural Leadership, Planning, Advocacy over 5 years:**

1. Annually roll out arts and cultural sector/creative economy data at annual State of the Arts event or similar event. Celebrate the arts and cultural sector, bring business and public sectors to the table to support, endorse the importance of the creative sector; bring back arts awards in business leadership and other categories.
2. At request of City and County – Durham Arts Council will take on additional arts and cultural administrative responsibilities as needed.
3. Advocate for City and County grant funds for arts and cultural organizations.
4. Advocate for incentives to include affordable artist/arts spaces in new developments and redeveloped properties.
5. Utilize DAC Board and advisory groups to identify, research, frame and advocate regarding important needs of arts/cultural community.
6. Develop and utilize arts advisory committees (broad and genre specific) to help guide the Arts Council’s work.
7. Strengthen the Arts Council’s role in listening, responding to, and representing the interests and needs of the arts and cultural sector with public and private sectors.
8. Plan for the next community cultural master plan; seek funding partners, and work with key community stakeholders.
## ACTION PLAN & TIMELINE:

### Priority 1. Transform the facility

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<tr>
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<th>Actions</th>
<th>When</th>
<th>On Point</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Develop Building Assessment Team</td>
<td>2016</td>
<td>Building Assessment Team Chair, Exec. Dir, Dir. of Facilities, School Director, Dir. Artist Services, Asst Mgr. Facilities, other advisors &amp; community partners</td>
<td>Builds capacity and expertise for building analysis.</td>
</tr>
<tr>
<td>1.1.2 and 1.1.3</td>
<td>* Document and Review all Current and Past Community Partnerships related to usage of the building. *Conduct Space Utilization &amp; Financial Analysis of Current Building Utilization</td>
<td>Qtr 1 &amp; 2 2017</td>
<td>Building Assessment Team</td>
<td>Building usage optimized; facility financial plan is sustainable; audience targets and goals reached; usage by arts organizations &amp; artists optimized.</td>
</tr>
<tr>
<td>1.1.4</td>
<td>Capital Improvements Plan - Develop short term &amp; long term plan for Arts Council building - submit to City for infrastructure; DAC budget for equipment. Seek City assistance for energy audits and annual facility assessments</td>
<td>by April 2017</td>
<td>DAC Exec. Director &amp; Director of Facilities; City General Services Dept.</td>
<td>Ensure long term stability, quality and efficiency of the building. Ensure appropriate and high quality equipment and arts production facilities.</td>
</tr>
<tr>
<td>1.1.5</td>
<td>Facility Maintenance - Complete Ramp up to full implementation of new City Facility Maintenance Plan</td>
<td>by June 2017</td>
<td>Director of Facilities &amp; DAC Maintenance staff</td>
<td>Ensure Good Condition and continued Stewardship of Building</td>
</tr>
<tr>
<td>1.1.6</td>
<td>Clay Studio at Northgate - Lease Renewal &amp; Conduct expansion assessment</td>
<td>Lease renewal; Qtr. 4 2016, Expansion assessment 2018</td>
<td>PPPC Committee, Finance Committee, Exec. Director, School Director</td>
<td>Maintain high quality clay facility; optimize current space &amp; determine feasibility of expansion.</td>
</tr>
<tr>
<td>1.2</td>
<td>Aim: Maximize Arts &amp; Community Usage of the Arts Council Building</td>
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<td><strong>On Point</strong></td>
<td><strong>Outcomes</strong></td>
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<tr>
<td>1.2.1 Improve visibility &amp; arrival experience with signage, banners &amp; way finding</td>
<td>Qtr. 3 &amp; 4 2017; Qtr. 1 &amp; 2 2018</td>
<td>Director of Facilities, Asst. Mgr. Facilities; Development Mgr.; Gen. Services</td>
<td>A more Vibrant, Colorful, Welcoming Space</td>
<td></td>
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<tr>
<td>1.2.2 Add café, bar, and/or food truck support to enhance facility experience during events, peak times</td>
<td>FY18</td>
<td>Director of Facilities &amp; Asst. Mgr. Facilities</td>
<td>Arts Council more attractive for socializing &amp; enjoying the arts</td>
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<tr>
<td>1.2.3 Develop catering partnerships</td>
<td>FY19</td>
<td>Director of Facilities &amp; Asst. Mgr. Facilities</td>
<td>Enhanced service &amp; more clients</td>
<td></td>
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<tr>
<td>1.2.4 Add more daytime programming to attract public and arts sector: more classes, workshops, lunch &amp; learn, tours</td>
<td>FY18 ongoing</td>
<td>School Director, Dir. Of Artist Services, Artist Services Mgr., community partners</td>
<td>Attract new audiences, more young adults, interest groups</td>
<td></td>
</tr>
<tr>
<td>1.2.5 Increase special event &amp; Third Friday programming; add pop up performances &amp; exhibits, arts experiences</td>
<td>FY18 ongoing</td>
<td>Artist Services Manager; Dir. of Artist Services</td>
<td>Maximize Third Friday attendance; attract young adult audiences; engage more emerging artists</td>
<td></td>
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<tr>
<td>1.2.6 Continue award-winning Ruth Carver Gardens &amp; utilize in programming &amp; marketing</td>
<td>FY17 ongoing</td>
<td>Director of Facilities; School Director; Asst. Facility Mgr.</td>
<td>Enhanced beauty of building exterior &amp; introduce floral arts in programming</td>
<td></td>
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<tr>
<td>1.2.7 Continue service to the 62+ arts &amp; cultural organizations currently utilizing the building through granted space or low-cost rentals.</td>
<td>FY16 ongoing</td>
<td>Director of Facilities, Asst. Mgr. Facilities, Director of Artist Services</td>
<td>Provides stable, affordable facility home for arts sector; Ensures organizations are able to succeed in producing and sharing their work with the community</td>
<td></td>
</tr>
<tr>
<td>1.2.8 Develop better facility grant application; Create simplified space grant track in Season Grant program; encourage emerging/start-up arts groups. Promote new hourly dance studio rates.</td>
<td>FY17 ongoing</td>
<td>Director of Artist Services, Director of Facilities</td>
<td>Increased arts usage of facility in remaining building capacity.</td>
<td></td>
</tr>
<tr>
<td>1.2.9 Develop plan to Maximize rental client bookings - daytime and weekend in general facility &amp; PSI Theatre</td>
<td>Qtr. 1 and 2 2017 ongoing</td>
<td>Director of Facilities, Asst. Mgr. Facilities; Theatre Tech team</td>
<td>Optimize usage of space in daytime, weekend. Utilize to attract and develop new audience, and add to revenue base.</td>
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### 1.3 Aim: Meet Facility Financial Goals

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<th>On Point</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>1.3.1</td>
<td>Achieve 4% facility revenue growth per year; 20% over 5 years.</td>
<td>FY17 ongoing</td>
<td>Director of Facilities; Asst. Facility Mgr.; Theatre Mgr.;</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Seek, encourage off-site arts spaces in community</td>
<td>FY16 ongoing</td>
<td>Executive Director, Director of Artist Services</td>
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### 1.4 Aim: Seek Expanded Off-site Opportunities

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<th>Outcomes</th>
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<tbody>
<tr>
<td>1.4.1</td>
<td>Seek, encourage off-site arts spaces and arts partnerships in community</td>
<td>FY16 ongoing</td>
<td>Executive Director, Director of Artist Services; Director of Facilities; Director of DAC School</td>
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### Priority 2. Refresh Arts Council Community Programs and Programs & Services for Artists and Arts organizations

#### 2.1 AIM: Conduct Analysis of Programming in Arts Council Core Focus Areas 2 and 3.

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<th>Outcomes</th>
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<tbody>
<tr>
<td>2.1.1</td>
<td>Recruit Program Assessment Advisory Team.</td>
<td>2016</td>
<td>Board Programs, Policy, Planning Committee; Board Chair, Executive Director; additional program experts</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Develop &amp; adopt program &amp; activity policy to guide program direction (see pg. 27)</td>
<td>2017 1st qtr.</td>
<td>Board Programs, Policy, Planning Committee; Board Executive Committee, Executive Director</td>
</tr>
</tbody>
</table>
### 2.1.3 Approach specific lapsed or current funders to support and participate in assessment work

- **When:** 2016
- **PPPC Chair, Development Mgr., Executive Director:** Engages supporters in our work and funds any additional assessment costs.

### 2.1.4 Conduct program assessments of Arts Council core arts education programs and programs/services for artists and arts organizations

- **When:** 2017
- **Assessment Team:** Supports programming decisions to achieve annual goals in participation and revenue.

### 2.2 AIM: Ensure programs and services respond to community needs and attract diverse audiences & participation

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<tbody>
<tr>
<td>2.2.1 Create Ongoing Subject Area Advisory Groups - all arts areas</td>
<td>2017 ongoing</td>
<td>PPC Committee, Dept. Directors, Executive Director</td>
<td>Provides additional arts expertise and community engagement in our planning</td>
</tr>
<tr>
<td>2.2.2 Continue and standardize reporting for annual evaluation surveys of each program</td>
<td>FY2017 ongoing</td>
<td>Dept. Directors</td>
<td>Collects and calibrates regular client feedback; standard forms to allow data aggregation</td>
</tr>
<tr>
<td>2.2.3 Report out year-end program survey results in standardized format across organization</td>
<td>FY2018 ongoing</td>
<td>Dept. Directors; Executive Director</td>
<td>Compiled &amp; summarized quantitative and qualitative data</td>
</tr>
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### 2.3 AIM: Build on the Growth and Strength of Arts Council Programs That Are Retained in DAC Program Portfolio

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<tr>
<th>Actions</th>
<th>When</th>
<th>On Point</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>2.3.A DAC SCHOOL - Expand to Meet Community Needs &amp; Achieve Sustainability</td>
<td></td>
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<tr>
<td>2.3.A Expand and continually improve DAC School Offerings - Accomplish Initiatives 1-18 in Visual Art, Digital/Media Art, Theatre, Music, Literary, Dance, Camps, Clay (see pg. 29-31)</td>
<td>FY2017-FY2020 (see itemized list)</td>
<td>Director of DAC School; Dept. staff</td>
<td>Programs respond to community needs &amp; interests; inclusion of all ages, skill levels, and diverse populations</td>
</tr>
</tbody>
</table>
### A.2 Achieve DAC School enrollment growth
20% to 5,000+ by 2021

| FY2017 ongoing 4% growth per year | Director of DAC School; Dept. staff | Continues growth; meets community needs; expands opportunities for teaching artists |

### A.3 Achieve DAC School financial goals.
15% gross revenue growth over 5 years to $416,000 - earned & contributed

| FY2017 ongoing 3% growth per year | Director of DAC School; Dept. staff | Program achieves financial stability; School maintains accessible pricing for community |

### 2.3.B CAPS PROGRAM - Expand Umbrella Role for Placing Arts Integration, Arts Experiences in schools

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<tbody>
<tr>
<td><strong>B.1</strong></td>
<td>Recruit and jury CAPS roster artists for 2017 - 2019; expand middle and high school programs</td>
</tr>
<tr>
<td><strong>CAPS Director; educators jury panel</strong></td>
<td>Ensures high quality teaching artists &amp; program roster; expand teaching/income opportunities for artists.</td>
</tr>
<tr>
<td><strong>FY2016 4th qtr.; 2017 1st qtr.</strong></td>
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<tr>
<td><strong>B.2</strong></td>
<td>Recruit additional arts organizations, arts providers to be on roster -- guide them to develop curriculum appropriate programs</td>
</tr>
<tr>
<td><strong>CAPS Director; education advisors</strong></td>
<td>DAC utilizes its well-structured booking and contracting systems and strong relationships with schools to provide &amp; facilitate more opportunities for arts organizations to serve school audiences.</td>
</tr>
<tr>
<td><strong>FY2016 4th qtr.; 2017 1st qtr.</strong></td>
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<tr>
<td><strong>B.3</strong></td>
<td>Increase grant funding; general grants for CAPS program; incentive grants for bookings $30K additional by yr. 5</td>
</tr>
<tr>
<td><strong>CAPS Director; Development Dept.</strong></td>
<td>Eliminate program deficit; provides opportunity to supplement funding and program opportunities for Title One schools.</td>
</tr>
<tr>
<td><strong>FY2017 ongoing</strong></td>
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<tr>
<td><strong>B.4</strong></td>
<td>Maintain &amp; strengthen Year-round school contracts - Lakeview, Sandy Ridge</td>
</tr>
<tr>
<td><strong>CAPS Director</strong></td>
<td>Provides special arts support to suspended youth at Lakeview; and arts magnet students at Sandy Ridge</td>
</tr>
<tr>
<td><strong>FY2017 ongoing</strong></td>
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<tr>
<td><strong>B.5</strong></td>
<td>Maintain &amp; grow CAPS services in current 6 county region; DPS primary school partner</td>
</tr>
<tr>
<td><strong>CAPS Director; interns</strong></td>
<td>Greater reach of program produces positive curriculum outcomes for students.</td>
</tr>
<tr>
<td><strong>FY2017 ongoing</strong></td>
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<tr>
<td><strong>B.6</strong></td>
<td>Expand After school and community programs</td>
</tr>
<tr>
<td><strong>CAPS Director; interns</strong></td>
<td>current and future after school and community programs are opportunities to introduce audiences of all ages to the arts and to the Arts Council</td>
</tr>
<tr>
<td><strong>FY2017 ongoing</strong></td>
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<tr>
<td><strong>B.7</strong></td>
<td>Grow service in private/charter schools in Durham Co.</td>
</tr>
<tr>
<td><strong>CAPS Director; interns</strong></td>
<td>opportunities to expand service and introduce audiences to the Arts Council</td>
</tr>
<tr>
<td><strong>FY2017 ongoing</strong></td>
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</table>
### 2.3.C ARTIST & ARTS ORGANIZATION SERVICES - Develop & deliver programs most needed and wanted

| C.1 | Develop online directory for Artists and Arts/Cultural Organizations | 2017 summer launch; then expand FY18, 19 | Artist Services Mgr.; Artist Services Director | Builds visibility; networking; resources and business for arts & cultural sector |
| C.2 | Develop Online arts space directory; possible joint project with regional partners | FY2019 ongoing | Artist Services Mgr.; Artist Services Director | Builds facility resources and networks that support arts production and presentation. |
| C.3 | Develop Durham Arts branding program in partnership with DCVB and media partners | FY2018 ongoing | Artist Services Mgr.; Artist Services Director; Executive Director | Establishes greater visibility and regional, national recognition of arts and culture in Durham |
| C.4 | Market DurhamCulture.com to local market (DCVB promotes to tourist/visitor market) | FY2018 ongoing | Artist Services Director; media partners | Builds awareness of arts & culture with local audiences; strengthens financial underpinnings of local arts providers with audience growth. |
| C.5 | Strengthen role in Third Fridays; develop gallery guide; assist local promotion | FY2017 ongoing | Artist Services Mgr.; Artist Services Director | Connecting arts and culture with local audience & business building opportunities. |
| C.6 | Develop/offer training programs - marketing, fundraising/sponsorship, arts administration, business development | FY2018 ongoing | Artist Services Director | Arts organizations and Artists build capacity and business skills |
| C.7 | Host arts and cultural networking events with other business sectors | FY2018 ongoing | Artist Services Director; Artist Services Mgr. | Strengthened collaboration and communication in arts/cultural sector and with business sectors |
| C.8 | Expand cash grant pools for all grant programs; develop simplified grant track; increase space grants (see $ goals pg. 37) | FY2017 ongoing | Artist Services Director | Strengthens financial underpinnings for current and new grantee arts orgs, and expands number of Emerging Artists served |
| C.9 | Gallery Exhibits - develop curatorial & related program partnerships with community partners (Masher, NCCU, Duke, Penland, others) | FY2018 ongoing | Artist Services Mgr.; Artist Services Director | Increases community collaboration and shares the gallery resource with other institutions; audience cross-pollination |
| C.10 | Improve & Expand Durham Art Walk Holiday Market; expand artists, sites, sponsors, marketing, attendance | FY2017 ongoing | Artist Services Mgr.; Artist Services Director | Increases opportunity for local artists to showcase and sell work. Opportunity to build coordinating downtown retail/restaurant promotions |
| C.11 | Reformulate and transition spring art walk event with community partners | FY2017 ongoing | Artist Services Director; Artist Services Mgr. | Allows community partners to build an alternate spring event; DAC capacity freed up to work on new strategic initiatives |

### 2.3.D CENTERFEST - IMPROVE & CREATE SUSTAINABLE MODEL

| D.1 | Add new art & entertainment elements to attract recognition, attendance; consider emerging artist category | FY2018 ongoing | CenterFest Team; Executive Director | Refreshes event each year and creates new reasons to attend; increases attendance. |
| D.2 | Improve technology for onsite sales and promotions | FY2018 ongoing | Finance team, Executive Director | Increase sales onsite |
| D.3 | Maintain number & quality of artists, performers, comm. Groups; | FY2017 ongoing | Artist Services team | Quality festival components help drive attendance, sales, rankings |
| D.4 | Maintain high attendance & sales; 35,000 in 2015 | FY2017 ongoing | CenterFest Team; Executive Director | Festival achieves high recognition, financial sustainability |
| D.5 | Create win-win with downtown businesses; collaborate, communicate | FY2017 ongoing | CenterFest Team; Executive Director | Provides business opportunities for everyone |
| D.6 | Achieve repeated national rankings | FY2018 ongoing | CenterFest Team; Executive Director | Recognition on national level; great visibility for Durham; attracts support for festival |
### PRIORITY 3. STRENGTHEN THE ARTS COUNCIL’S INFRASTRUCTURE

**3.1 Aim:** Strengthen staff and add staff to take the Arts Council to the next level.

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<tr>
<td>3.1.1 Create 36 month staffing plan with clear roles &amp; responsibilities; plan for increased capacity with part-time, contractors, additional FTEs</td>
<td>FY17 3rd quarter in budget planning cycle</td>
<td>Executive Director, Executive Committee; all staff</td>
<td>Human resource capacity keeps pace with revitalized programs &amp; service rates. Staff retention and Staff morale stay high</td>
</tr>
<tr>
<td>3.1.2 Encourage, enable, empower staff to succeed: Match job descriptions to business model; see that all staff understand finances of areas in his/her charge; encourage staff participation in continuous improvement in their areas; Continually strengthen team environment; improve staff communications and teamwork; provide adequate technology at each workstation; continue full orientation for new hires.</td>
<td>FY17 ongoing</td>
<td>Executive Director, all staff</td>
<td>Invigorated and supported staff team continues their high productivity and meets goals.</td>
</tr>
<tr>
<td>3.1.3 Conduct annual assessment of staff capacity to ensure skills and adequate personnel are in place to support all offerings.</td>
<td>FY2017 ongoing</td>
<td>Executive Director</td>
<td>Assessment informs program planning cycle; prevents staff burnout; ensures that scope does not expand beyond capacity.</td>
</tr>
<tr>
<td>3.1.4 Create succession plans for key leadership/senior positions</td>
<td>FY2017</td>
<td>Board Chair, Executive Director</td>
<td>Ensures stability and smooth operations during times of senior staff transitions</td>
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**3.2 Aim:** Strengthen internal communication and information exchange.

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<tr>
<td>3.2.1 Create new dashboard of Arts Council metrics</td>
<td>2017</td>
<td>Executive Director, all staff</td>
<td>Staff and Board are up to date on how the Arts Council is pacing toward goals.</td>
</tr>
<tr>
<td>3.2.2 Convene annual Board/Staff retreat to review plan progress</td>
<td>2017</td>
<td>Board Chair, Governance Comm. Chair, Exec. Director</td>
<td>Informs progress towards goals. Board and staff engagement increases.</td>
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### PRIORITY 3. AIM: Continue to strengthen governance effectiveness and productivity.

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<th>3.3</th>
<th>Aim: Continue to strengthen governance effectiveness and productivity.</th>
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<td><strong>Actions</strong></td>
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<tr>
<td>3.3.1 Strategically expand the Arts Council Board’s network connections</td>
<td>2016 and ongoing</td>
</tr>
<tr>
<td>3.3.2 Refresh Board committees &amp; teams with board &amp; non-board members</td>
<td>2017</td>
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<tr>
<td>3.3.3 Revise focus of board meetings: more strategic discussion while maintaining fiduciary oversight.</td>
<td>2016</td>
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<tr>
<td>3.3.4 Conduct annual Board assessment &amp; continually seek board opinion for improvements</td>
<td>FY2017 ongoing</td>
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### PRIORITY 4. INCREASE THE ARTS COUNCIL’S VISIBILITY, CREDIBILITY, FOLLOWING, AND DONORS.

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<tr>
<th>4.1</th>
<th>Aim: Brilliantly tell the story of the Arts Council’s reinvention</th>
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<tr>
<td><strong>Actions</strong></td>
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<tr>
<td>4.1.1 Create a PR &amp; Messaging strategy</td>
<td>2017</td>
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<tr>
<td>4.1.2 Keep Arts Council social media, email subscribers, and website current with all that is occurring.</td>
<td>ongoing</td>
</tr>
<tr>
<td>4.1.3 Migrate Email communication platform from Patron mail to Bloomerang mail. Communicate with subscribers to ensure good retention rate</td>
<td>by Dec. 2016</td>
</tr>
</tbody>
</table>
### 4.1 Update logo & look of Arts Council collateral

**4.1.4**
Update logo & look of Arts Council collateral
- **FY2018**
- Board Mktg./PR Task Force; Executive Director; Staff TBD

Communicates new, exciting Arts Council image

**4.1.5**
Develop new DAC main website; research other arts councils, best models
- **FY2017**
- Staff TBD, Executive Director; outsource marketing firm; DAC's outsource IT firm

Communicates new, exciting Arts Council image. Can be updated easily and regularly by designated staff; mobile friendly; Allows Arts Council to communicate full scope of its work.

**4.1.6**
Consider a new Tag line as part of Arts Council’s reinvention; consider stopping use of DAC in favor of Arts Council.
- **FY2017**
- Board Mktg./PR Task Force; Executive Director; Staff TBD

Repositions and builds excitement about Arts Council

**4.1.7**
Strategically market programs to attain demographic and participation goals.
- **FY2017 ongoing**
- Designated staff

Achieve broader participation goals in Arts Council core programs including age, geographic, ethnic/racial; new residents.

**4.1.8**
Create an improved, lively annual report
- **FY2018**
- Development Director, development staff

Strengthens positioning and mission understanding, visibility with donors and community,

**4.1.9**
Create and send out a regular e-newsletter - replacing multiple single-topic e-blasts
- **FY2018**
- Staff TBD, Staff Leadership Team

Communicates broad scope of Arts Council programs consistently.

### 4.2 Aim: Increase community support

<table>
<thead>
<tr>
<th>Actions</th>
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<th>Outcomes</th>
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<tbody>
<tr>
<td>Create Branding/Visibility Strategy for the Arts Sector (see Artist Services section)</td>
<td><strong>FY2018 ongoing</strong></td>
<td>Artist Services Director; Exec. Director; DCVB, media partners</td>
<td>Elevate visibility of arts &amp; cultural sector in ways beyond what the Arts Council can do on its own</td>
</tr>
<tr>
<td>Expand Resource Development - grow contributed cash revenue from $1.2 million to $1.5 million in 5 yrs. (increases $300K). Requires meeting higher goals in Individual, Corporate, Workplace, Foundation, and Government campaigns.</td>
<td><strong>FY2017 ongoing</strong></td>
<td>Development Director (new position), Development Mgr. Executive Director, Board Development Committee</td>
<td>Provides resources needed to expand staff capacity for broader program scope; meet NEA funding requirements of SmART initiative</td>
</tr>
</tbody>
</table>
4.2.3  Fully implement new Bloomerang CRM system  FY2017 ongoing  Development Mgr.  Tool for tracking donor support and engagement; Integrates clients, donors into one engagement platform

4.2.4  Improve grants Management Calendar  FY2017 ongoing  Development Mgr.  Better staff planning and scheduling of grant applications and reporting

4.2.5  Seek Renaming opportunity for PSI Theatre  FY2018  Development Director, Executive Director  Increased annual contributed revenue; funding can help offset theatre maintenance costs; underwrite below market rentals, space grants

4.2.6  Develop Planned Giving Campaign & Strategies  FY2018 ongoing  Development Director, Executive Director, Board Chair  Provides opportunities for legacy gifts. Honors long-time core supporters of Arts Council; ensures long-term support with endowed gifts.

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**PRIORITY 5. EMERGE AS THE PUBLICLY CELEBRATED COORDINATOR FOR DURHAM’S OVERALL CULTURAL DEVELOPMENT**

5.1  Aim: Build effective working relationships with the cultural sector.

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<tr>
<td>5.1.1</td>
<td>Based on the program &amp; service priorities that emerge from assessment in Priority 2, identify key cultural leaders and artists with whom to forge stronger partnerships and relationships and develop these.</td>
<td>2017 and ongoing</td>
<td>Executive Director; designated staff</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Engage artists and arts leaders in new Arts Council advisory groups.</td>
<td>2017 and ongoing</td>
<td>Executive Director; designated staff</td>
</tr>
</tbody>
</table>
### 5.2 Aim: Build effective working relationships with key Durham networks.

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<tbody>
<tr>
<td>5.2.1 Expand the Arts Council’s network with key leaders, especially those connected with Durham’s big ideas, development. Forge stronger relationships.</td>
<td>2016 ongoing</td>
<td>Board Chair, Board Point person(s), Executive Director, Specific staff TBD</td>
<td>Community relationships and partnership strengthened. Arts Council acknowledged as central leader in Durham’s overall cultural development.</td>
</tr>
<tr>
<td>5.2.2 Ensure community and arts sector engagement in major initiatives such as SmART, arts research, advocacy, public art projects, and arts space development in community.</td>
<td>2016 ongoing</td>
<td>Executive Director; designated staff</td>
<td>Ensures broad participation and engagement with community. Strengthens Arts Council’s leadership role.</td>
</tr>
<tr>
<td>5.2.3 Build stronger connections between arts, business, and government sectors</td>
<td>FY2017 ongoing</td>
<td>Board Chair, Board Point person(s), Executive Director, Specific staff TBD</td>
<td>Builds stronger cultural community esprit de corps; creates opportunities for building partnerships and support; arts &amp; culture become more valued.</td>
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### PRIORITY 6. Strengthen and Expand Cultural & Creative Economy Leadership Initiatives

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<tr>
<td>6.1.1 Implement SmART Vision Plan - initially 3 to 4 major corridor projects; in partnership with SmART partners, City, County, NCAC</td>
<td>FY2017 - FY2019, ongoing</td>
<td>Executive Director, Director of Artist Services; NCAC; project consultant</td>
<td>The SmART Initiative and NEA funding place Durham and Durham Arts Council on the national stage of creative place-making.</td>
</tr>
<tr>
<td>6.1.2 Successfully administer NEA &quot;Our Town&quot; $100K grant for SmART Vision Plan implementation</td>
<td>August 2016 - August 2018</td>
<td>Executive Director, Director of Artist Services; NCAC; project consultant</td>
<td>SmART Project NEA grant funds successfully implemented; all compliance &amp; reporting requirements met</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Unveil completed SmART public art works; design community celebration, announcement</td>
<td>2018 TBD</td>
<td>Executive Director, Director of Artist Services; NCAC; project consultant</td>
</tr>
<tr>
<td>6.1.4</td>
<td>SmART Arts District - Assess program overlay opportunities</td>
<td>FY2019</td>
<td>Executive Director, Director of Artist Services; NCAC; community arts partners</td>
</tr>
<tr>
<td>6.1.5</td>
<td>Assist City and County with public art and creative place-making initiatives as requested.</td>
<td>FY2018</td>
<td>Executive Director, Director of Artist Services, Public Art staff</td>
</tr>
<tr>
<td>6.1.6</td>
<td>Advocate for full 1% public art ordinance; committed funding from City and County.</td>
<td>FY2018</td>
<td>Executive Director, Director of Artist Services, Public Art staff</td>
</tr>
<tr>
<td>6.1.7</td>
<td>Help develop incentives for private developers to encourage public art - site specific, or contribute to pool for larger projects. Work with City &amp; County.</td>
<td>FY2019 ongoing</td>
<td>Executive Director, Public Art Staff, City and County, community partners</td>
</tr>
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### 6.2 Aim: Lead creative economy initiatives and arts/business programs

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<tr>
<td>6.2.1 Lead &amp; administer the Arts &amp; Economic Prosperity V study for Durham County. 2nd study participation</td>
<td>FY2016-FY2017</td>
<td>Director of Artist Services; Executive Director</td>
<td>Economic impact study of non-profit arts and culture in Durham County; in tandem with national study.</td>
</tr>
<tr>
<td>6.2.2 Utilize AEP economic impact study data to advocate for arts and cultural sector support</td>
<td>2017</td>
<td>Executive Director, Board Chair</td>
<td>Data roll out in 2017 provides strong case for supporting and celebrating arts &amp; culture in Durham.</td>
</tr>
<tr>
<td>6.2.3 Offer second Creative Entrepreneur Expo (perhaps in tandem with AEP data roll out); plan additional creative sector workshops</td>
<td>2017; additional programs 2018, 2019, 2020</td>
<td>Executive Director, Director of Artist Services; Artist Services Mgr., other partners</td>
<td>Provides training opportunities and visibility for Durham's creative sector. Opportunity to forge new networks and partnerships.</td>
</tr>
<tr>
<td>6.2.4 Report out Creative Vitality Index as new data becomes available</td>
<td>FY2018 ongoing</td>
<td>Executive Director; Development Director</td>
<td>Provides non-profit and for-profit creative sector data; strengthens case for support of the sector.</td>
</tr>
<tr>
<td>6.3</td>
<td>Aim: Provide arts and cultural leadership, planning, and advocacy</td>
<td></td>
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<tr>
<td>6.3.1</td>
<td>Create &quot;State of the Arts&quot; annual event to raise visibility of arts sector, share economic data; sector accomplishments; recognize supporters</td>
<td>2018 then annual</td>
<td>Executive Director, Development Director, Artist Services Staff</td>
</tr>
<tr>
<td>6.3.2</td>
<td>Undertake additional roles in arts administration at request of City and County</td>
<td>FY2018 ongoing</td>
<td>Executive Director; Artist Services Director; additional staff TBD</td>
</tr>
<tr>
<td>6.3.3</td>
<td>Advocate for City and County support of arts and cultural sector through grants and other support.</td>
<td>FY2018 ongoing</td>
<td>Executive Director, Board Chair, Development Director</td>
</tr>
<tr>
<td>6.3.4</td>
<td>Research best practices and advocate for incentives to include affordable artist/arts spaces in new developments and redeveloped properties.</td>
<td>FY2019 ongoing</td>
<td>Executive Director, Director of Artist Services, Artist Services Manager, Board PPC committee</td>
</tr>
<tr>
<td>6.3.5</td>
<td>Utilize Arts Council Board and advisory groups to identify, research, frame, and advocate regarding important needs of the arts and cultural community.</td>
<td>FY2017 ongoing</td>
<td>Executive Director, Board Members, Department Directors, advisory groups</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

Many people contributed to this assessment and plan and to all are owed a debt of gratitude.

STEERING COMMITTEE
Sen. Mike Woodard, Chair
Eddie Blount
Vandana Dake
Sherry DeVries
Dan Ellison
Kay Gresham
Rhonda Parker
John Shanley

DURHAM ARTS COUNCIL BOARD OF TRUSTEES
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Tucker Bartlett, Vice President (2016)
John Shanley, Treasurer
Scott Hill, Secretary
Dan Ellison, Immediate Past Board President
Adam Allegrini
Todd Atlas
Adrian Brown (2015)
Eugene Brown
Nancy Clapp Channing
Vandana Dake (2015)
Kay Gresham (2015)
Connie Gomez-Joines
Bill Kalkhof (2016)
Dan Long
Chris Mesecar
Rhonda Parker
Norma Petway (2015)
Ellen Reckhow
Charlie Reece
Janene Tompkins
Baron Tymas

(2015)(2016) indicates year rotated off Board

DURHAM ARTS COUNCIL STAFF
Daniel Abbott, Development Manager
Shana Adams, Director, Creative Arts in the Public/Private Schools
Amanda Anderson, Assistant Manager of Facility Sales & Service ‡
Janet Bell, Assistant School Manager & Registrar
L. Justin Bond, Maintenance Assistant
Margaret J. DeMott, Director of Artist Services
Sherry L. DeVries, Executive Director
Catherine Howard, Interim Artist Services Manager ‡
Jim Kershaw, Director of Facilities and Visitor Services (retired) ‡
Horace Lane, Facilities Sales/Service Assistant
Fay Marin, Assistant Manager of Facility Sales & Service
Lauren Tannenbaum Whittaker, DAC School Director
Susan Tierney, Artist Services Manager
Darriel Williams, Maintenance Assistance
Anthony Zefiretto, Director of Facilities and Visitor Services

‡ = Former staff participating in the assessment and planning process.

MATARAZA CONSULTING
Diane L. Mataraza, Principal
Katie West, Editor
Surale Phillips, Research
THANK YOU TO OUR MAJOR SUPPORTERS!
(5K AND UP)

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The Herald-Sun

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Keith and Brenda Brodie

Linda A. Ironside Fund for the Arts of Triangle Community Foundation