



CITY OF CHICAGO CULTURAL PLAN 2012

SUPPLEMENTAL MATERIALS



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Summer Dance. Source: City of Chicago

INTRODUCTION

This Supplemental Materials packet provides additional information for the proposed initiatives described in the Chicago Cultural Plan 2012.

The following charts provide a framework for establishing implementation milestones for the potential initiatives described in this plan.

Each initiative includes an approximate timeline for launching the initiative and the budget range for annual operating support.

Timeline	Percentage of All Initiatives
Present-18 months	60%
18 months-5 years	32%
5-10 years	7%
10-20 years	1%

Annual Operating Cost Estimate

Up to \$50,000	34%
\$51,000-\$250,000	29%
\$251,000-\$1 million	21%
\$1 million +	16%

This framework is a jumping off point to detailed critical paths outlining how, when, and who will collaborate to achieve the recommendations set out to address the Plan's topline priorities.

As this is a long-range plan, it is understood that both the timeline and cost estimates may shift.

The benefit of such a framework is to equip the city with the tools to prioritize, budget, schedule, and resource the achievement of its cultural plan.

PEOPLE: FOSTER ARTS EDUCATION AND LIFELONG LEARNING

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 1. Make equal access to arts education a reality.

Initiatives

A	Development and implementation of a Chicago Public Schools (CPS) district-wide plan for arts education.	18mths-5yrs	\$\$\$
B	Development and implementation of arts education curriculum in all schools.	Present-18mths	\$
C	Mandate from Mayor, School Board and CPS CEO regarding arts education in all schools.	Present-18mths	\$
D	Arts education as a core subject within CPS.	18mths-5yrs	\$\$\$\$
E	Application of national best practices in comprehensive arts education.	Present-18mths	\$
F	Adoption of new state standards for arts education in Illinois.	18mths-5yrs	\$\$\$

PEOPLE: FOSTER ARTS EDUCATION AND LIFELONG LEARNING

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 2. Identify expanded arts education funding.

Initiatives

A	Mayor-appointed Commission to drive funding for citywide arts education.	Present-18mths	\$
B	Dedicated City funding for arts in schools.	5-10yrs	\$\$\$\$
C	Coordinated and staffed multi-year corporate sponsorship campaign of arts education programs.	18mths-5yrs	\$\$\$\$
D	Corporate and nonprofit adopt-a-school arts education program.	Present-18mths	\$\$
E	Mayor's Corporate Arts Citizen Award for support of arts education.	Present-18mths	\$

PEOPLE: FOSTER ARTS EDUCATION AND LIFELONG LEARNING

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 3. Advocate for high-quality arts education.

Initiatives

A	Consistent measurement of arts education impact on other indicators like community health, crime reduction, academic performance.	18mth-5yrs	\$\$\$
B	Professional development programs and lifelong learning for CPS teachers, early childhood educators, administrators, and teaching artists.	Present-18mths	\$\$\$\$
C	Parent outreach program for household-wide cultural appreciation and participation.	Present-18mths	\$\$
D	Demonstration to students and parents of the value of culture in workforce development from birth to adulthood.	Present-18mths	\$\$
E	Teacher and Student Arts Pass: exposing education leaders and students to the arts.	Present-18mths	\$\$\$
F	Citywide school arts exhibitions and performances.	Present-18mths	\$\$
G	Inclusion of arts education in measures of school success.	18mth-5yrs	\$\$\$
H	Celebration and replication of CPS arts education success stories.	Present-18mths	\$\$

PEOPLE: FOSTER ARTS EDUCATION AND LIFELONG LEARNING

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 4. Grow and support opportunities for the lifelong learner.

Initiatives

A	Expansion of existing arts drop-in hours at community centers, libraries, parks, schools and recreation centers in collaboration with artists-in-residence or organizations-in-residence.	Present-18mths	\$\$\$\$
B	Growth of arts after-school programs for all P-12 and out-of-school populations.	Present-18mths	\$\$\$\$
C	Network of programs for adults participating in the arts, both formally and informally.	Present-18mths	\$
D	Links between school programs and colleges/ universities/cultural workshops/ classes for the general public and continuing education.	18mths-5yrs	\$\$\$
E	Expansion of the Chicago Park District Arts Partners in Residence program.	Present-18mths	\$\$
F	Expansion of the Chicago Public Library evening hours to accommodate more patrons and cultural programs and partners.	Present-18mths	\$\$\$
G	Leverage existing database of teaching artists available for early learning programs.	Present-18mths	\$\$\$\$
H	Leverage arts education assets for alternative classroom settings.	18mths-5yrs	\$\$
I	Train teens to serve as "Cultural Ambassadors to teach and demonstrate artistic and cultural content in early learning classrooms.	18mths-5yrs	\$\$

PEOPLE: FOSTER ARTS EDUCATION AND LIFELONG LEARNING

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 5. Focus private/public/non-profit collaborations on arts education.

Initiatives

A	"Chief Creative Officer" in every school to serve as liaison in facilitating citywide collaborations.	Present-18mths	\$\$\$\$
B	Chicago Public Schools system-wide student-run arts board: ongoing arts education planning.	Present-18mths	\$
C	Creation and promotion of a simplified process for collaborations among arts organizations and schools.	Present-18mths	\$\$\$\$
D	Collaboration among colleges and universities, and P-12 schools for arts education externships.	Present-18mths	\$\$\$
E	Neighborhood showcases of culture such as school field trips that are located within walking distance of the school to optimize affordability.	18mth-5yrs	\$\$\$
F	Arts education plan cross-sectoral implementation task force.	Present-18mths	\$\$
G	Develop partnerships between early learning programs and cultural institutions for continued in-class cultural programming, curriculum development and staff professional development.	18mth-5yrs	\$\$\$

PEOPLE: ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 6. Tackle space needs for artists and creative professionals.

Initiatives

A	Update and revise zoning, building code and license regulations to encourage artist live/work/retail/co-working/incubator spaces.	18mths-5yrs	\$
B	Use of Tax Increment Financing (TIF) funds towards affordable artist housing and live/work spaces.	18mths-5yrs	\$\$\$
C	Long-term leases to keep artists and organizations within cultural districts and they grow and gentrify.	5-10yrs	\$\$\$\$
D	Affordable portable equipment rental service to transform space for performances.	18mths-5yrs	\$\$
E	Guidelines and incentive programs to convert underutilized spaces for cultural uses.	Present-18mths	\$\$
F	Incentives for the real estate development community to create cultural spaces.	18mths-5yrs	\$\$
G	Expand residency programs within institutions, universities, and other appropriate spaces.	18mths-5yrs	\$\$
H	Do-it-yourself (DIY) galleries launched and operated by artists.	Present-18mths	\$

PEOPLE: ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 7. Galvanize a cultural job corps that addresses citywide issues.

Initiatives

A	"Build Year" school-to-work program: one-year job training program to gain experience in the non-profit, private, and public sectors in order to build skills, build neighborhoods, and build capacity.	18mths-5yrs	\$\$\$
B	Fellowship for mid-career creative professionals offering externships, lectures, grants, and team-based projects.	Present-18mths	\$\$
C	Citywide arts education workforce training lab for students to learn and experience cultural pursuits intensively with a focus on workforce training and educational development.	18mths-5yrs	\$\$\$
D	"Arts Job Fair" for youth, high school gradates, and university level students.	Present-18mths	\$
E	Artist-in-residence in every ward or neighborhood, selected by communities and responsible for local cultural enrichment.	5-10yrs	\$\$\$
F	Collaboration among artists and residents to select, fundraise, and implement street beautification projects in coordination with citywide guidelines and urban design standards.	18mths-5yrs	\$\$\$\$
G	"Artist360," a sector-wide fellowship of rotating artists in corporate communication, social work, city planning, crisis management, early learning centers, healthy living to incorporate creative skills into other sectors.	18mths-5yrs	\$\$\$
H	Mentorship program among emerging and established creative professionals and artists.	Present-18mths	\$
I	Artists Service Organization (ASO)-wide focus on professional development for the emerging artist.	Present-18mths	\$\$\$

PEOPLE: ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

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\$1m+ (\$\$\$\$)

Recommendation 8. Foster stronger networks through multimedia communication.

Initiatives

A	Resource exchange website for artists and creative professionals to share services and equipment.	18mth-5yrs	\$\$\$
B	User-updated artist database to identify networks and collaboration opportunities.	Present-18mths	\$\$
C	Online artist marketplace to exhibit and sell art.	Present-18mths	\$\$
D	Staffed social media communications effort disseminating news about Chicago artists to increase publicity, information-sharing, and recognition of artists citywide.	Present-18mths	\$
E	Central physical hub for salons, chalkboard discussions, and artist-led cultural planning.	18mth-5yrs	\$\$\$
F	Robust and ongoing collection of data on artists in Chicago.	Present-18mths	\$\$

PEOPLE: ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

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\$1m+ (\$\$\$\$)

Recommendation 9. Grow and diversify sources and methods of support.

Initiatives

A	Tax incentives for creative industry start-ups and job creation activities.	18mths-5yrs	\$\$\$
B	Microfinancing programs for artists and creative industries.	18mths-5yrs	\$\$
C	Low-cost health insurance programs for self-employed artists and creative industry professionals.	18mths-5yrs	\$\$\$
D	Grants and incentives to generate, local creative production in new genres, disciplines, and emerging art forms.	18mths-5yrs	\$\$\$\$
E	Re-examination of current tax on film industry rental equipment.	18mths-5yrs	\$\$\$\$
F	Incubation of creative start-ups (incentives, coordinated training, shared services, and networking opportunities).	18mths-5yrs	\$\$
G	Grow sustainable support structures for self-funded arts programs and projects.	18mths-5yrs	\$\$
H	Diversify grants for cultural arts supported by philanthropy, private sector, the public sector and individuals.	Present-18mths	\$
I	Maintain DCASE grants for artists and leverage public funds fully.	18mths-5yrs	\$\$

PLACES: ELEVATE AND EXPAND NEIGHBORHOOD CULTURAL ASSETS

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
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\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 10. Link neighborhoods to each other and to downtown.

Initiatives

A	Programs, grants, marketing, outreach and partnerships that attract artists, visitors and residents from one neighborhood to experience another neighborhood.	18mths-5yrs	\$\$\$
B	Neighborhood connections with downtown festivals; marketing, programming, and partnerships with local cultural initiatives that link major festivals with neighborhood initiatives.	18mths-5yrs	\$\$\$
C	Do-it-yourself joint collaborations — guidelines, tools, and resources for marketing, programming, and hosting events.	Present-18mths	\$
D	Association of neighborhood festival organizers to understand, share, and collaborate on sustainable models for neighborhood festivals.	Present-18mths	\$
E	Chicago River cultural festival; events taking place at key locations along the River, in and around the River, connecting communities to culture.	18mths-5yrs	\$\$\$\$

PLACES: ELEVATE AND EXPAND NEIGHBORHOOD CULTURAL ASSETS

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 11. Maximize people's opportunity to participate in arts and culture.

Initiatives

A	Improved use of existing cultural centers in neighborhoods to enhance cultural participation.	5-10yrs	\$\$\$\$
B	Citywide arts subscription series providing passes for multiple events/performances citywide.	Present-18mths	\$\$
C	Expanded awareness of the Chicago Public Library kids museum passport program, and offer free days for residents at attractions big and small.	Present-18mths	\$
D	Youth arts conferences: convening teenage residents to learn about, plan for, and appreciate cultural arts.	18mths-5yrs	\$\$
E	Youth arts exhibit space: providing dedicated space with curated exhibitions featuring youth-only art.	Present-18mths	\$
F	Visiting artists giving master classes at neighborhood organizations.	Present-18mths	\$
G	Enhanced transportation to and between neighborhood cultural venues.	5-10yrs	\$\$\$
H	Senior outreach with targeted marketing and increased accessibility for senior citizens to participate in cultural events.	18mths-5yrs	\$\$
I	Convene and educator and curator council to develop family and child friendly programming and exhibits with curricula for early learning programs.	Present-18mths	\$

PLACES: ELEVATE AND EXPAND NEIGHBORHOOD CULTURAL ASSETS

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 12. Celebrate every neighborhood's cultural expression and heritage.

Initiatives

A	"One-Stop Shop" website and physical information centers for ticket-buying, program registration, user-generated calendars and search engine, reviews, discussion boards.	18mths-5yrs	\$\$\$\$
B	"You Are Here!" cultural kiosks at transportation hubs or retail nodes.	Present-18mths	\$\$\$
C	User-generated online maps populated by stories that are geographically linked to specific locations within a neighborhood.	Present-18mths	\$
D	Guides and tours of neighborhoods featuring locally generated guides to cultural assets such as landmarks, gardens, public art, local history, etc.	Present-18mths	\$
E	Coordinated public relations campaign to expand news coverage of citywide cultural events regionally, nationally, and internationally.	Present-18mths	\$\$
F	Designate city parks for distinctive cultural qualities by offering marketing, programming, and residencies coordinated to provide a specific niche to specific parks.	18mths-5yrs	\$\$\$

PLACES: ELEVATE AND EXPAND NEIGHBORHOOD CULTURAL ASSETS

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 13. Expand art in public places.

Initiatives

A	Integration of neighborhood cultural assets - stories, artists, traditions - into the design of neighborhood transportation hubs and gateways.	18mths-5yrs	\$\$\$\$
B	Neighborhood involvement in the selection and installation of local public art and art in public places.	Present-18mths	\$
C	Citywide multimedia transit arts program featuring visual arts, poetry, performing arts and digital arts.	5-10yrs	\$\$\$\$
D	Streamlined zoning, licenses and approvals for street vendors, performance artists and street art installations.	Present-18mths	\$
E	Collaboration among chambers of commerce to integrate art throughout commercial districts and retail spaces.	Present-18mths	\$\$
F	Art/food trucks allow temporary vehicles to sell food and art throughout the city.	Present-18mths	\$
G	Temporary art installations in brown fields, along fences, overpasses, viaducts and found spaces in the city.	18mths-5yrs	\$\$
H	Identify specific sites such as bridges, side walls of public buildings, and transit structures to be programmed with changing exhibitions or that can accommodate permanent installations.	Present-18mths	\$

PLACES: FACILITATE NEIGHBORHOOD PLANNING OF CULTURAL ACTIVITY

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 14. Support grassroots cultural planning in the neighborhoods.

Initiatives

A	“Neighborhood Cultural Councils,” committees of neighborhood residents organizing programs, creating spaces, events, and developing funding for culture (recommended in the 1986 Cultural Plan and still needed today).	18mths-5yrs	\$\$\$
B	“Neighborhood Connector,” an individual or entity that establishes partnerships and collaborations across private, public and non-profit sectors.	18mths-5yrs	\$\$\$\$
C	Action list for Chicago residents to support and help implement the Chicago Cultural Plan 2012.	Present-18mths	\$
D	Toolkit for cultural planning, participation, and place making.	Present-18mths	\$
E	State of Culture, an annual report or annual meeting on cultural achievements and challenges.	Present-18mths	\$

PLACES: FACILITATE NEIGHBORHOOD PLANNING OF CULTURAL ACTIVITY

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 15. Fund neighborhood cultural planning.

Initiatives

A	Neighborhood cultural grants to help implement programs and projects.	Present-18mths	\$\$
B	Create an endowment for neighborhood cultural initiatives.	5-10yrs	\$\$\$\$
C	Special Service Area guidelines and incentives to support local cultural programming and infrastructure.	Present-18mths	\$\$
D	Training on fundraising, sponsorship, donor cultivation and conservancy formation focused on new neighborhood cultural councils.	Present-18mths	\$\$
E	Connect chambers of commerce to growing neighborhood cultural capacity.	Present-18mths	\$

PLACES: FACILITATE NEIGHBORHOOD PLANNING OF CULTURAL ACTIVITY

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 16. Increase cultural spaces in every neighborhood.

Initiatives

A	Revise zoning, building code and licenses to allow for cultural uses to populate vacant and underused commercial and industrial spaces and foster new districts of cultural uses.	18mths-5yrs	\$
B	"Cultural Space Brokerage," a dedicated third party agent that brokers contracts between providers/artists and property owners.	Present-18mths	\$\$
C	Pop-up cultural spaces in underutilized storefronts.	Present-18mths	\$
D	Donation of vacant land or buildings to arts groups, artists, or community cultural groups.	10-20yrs	\$\$\$\$
E	Comprehensive citywide space inventory for cultural uses.	Present-18mths	\$\$
F	Incentives to develop garden patches in underutilized, underpopulated areas.	Present-18mths	\$\$
G	Collaboration among neighborhood spaces and parks and local cultural organization responsible for activating the space with cultural initiatives.	Present-18mths	\$

PLACES: FACILITATE NEIGHBORHOOD PLANNING OF CULTURAL ACTIVITY

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
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\$1m+ (\$\$\$\$)

Recommendation 17. Recognize, support, and enhance vibrant cultural districts.

Initiatives

A	Development of a "Museum Campus South" that connects major institutions on the South Side and creates new opportunities for collaboration and growth.	10-20yrs	\$\$\$\$
B	Criteria and policies for neighborhood areas to be designated as cultural districts.	18mths-5yrs	\$\$\$
C	City resources and expertise utilized to build, maintain, and market cultural districts.	5-10yrs	\$\$\$\$
D	"Creative Enterprise Zones" offering incentives for concentration of cultural organizations and spaces (recommended in 1986 Cultural Plan and still needed today).	10-20yrs	\$\$\$\$
E	Toolkit to develop cultural districts outlining the critical pathway from emerging to established.	18mths-5yrs	\$\$
F	Cultural district matching funds for arts organizations to establish neighborhood presence.	18mths-5yrs	\$\$\$\$
G	Housing allocation that preserves diversity of income levels in cultural districts.	18mths-5yrs	\$\$\$\$
H	Coordinated urban design and zoning guidelines for cultural districts, specific and unique to each district.	Present-18mths	\$\$\$

POLICIES: STRENGTHEN CAPACITY OF THE CULTURAL SECTOR

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 18. Advocate for funding strategies among philanthropic, private, and public sectors that respond to the cultural sector's operating realities.

Initiatives

A	Grants tied to organizations reaching their next stages of growth.	Present-18mths	\$
B	Expansion of grants to support operating expenses.	Present-18mths	\$
C	Longer grant making cycles (minimum of 3 years) for grants.	Present-18mths	\$\$\$
D	Incentives to share operating expenses across organizations to reduce operating expenses.	Present-18mths	\$
E	Funding to create annual performance measurements.	Present-18mths	\$
F	Funding guidelines and applications that are clear and user-friendly.	Present-18mths	\$
G	Coordination among major grant makers on a standard application, reporting format, and types of data collected.	18mths-5yrs	\$\$\$\$

POLICIES: STRENGTHEN CAPACITY OF THE CULTURAL SECTOR

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 19. Strengthen all cultural organizations, big and small.

Initiatives

A	Dedicated festival site(s) to be used for large-scale festivals and events (including permanent vendor booths, indoor and outdoor facilities).	5-10yrs	\$\$\$\$
B	Incentives to encourage audiences to explore new cultural venues and experiences.	5-10yrs	\$\$
C	"Shared Services Capacity Center" agents to broker or organizations to operate shared back office staff and equipment and fixed costs.	5-10yrs	\$\$\$\$
D	Multi-year mentor relationships among arts organizations.	Present-18mths	\$\$
E	Support for existing organizations focused on functions instead of discipline like fundraising and marketing.	18mths-5yrs	\$\$\$

POLICIES: STRENGTHEN CAPACITY OF THE CULTURAL SECTOR

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 20. Encourage cultural and non-cultural sectors to work together.

Initiatives

A	Partnerships among colleges/universities and cultural organizations that are mutually beneficial (space for master classes).	Present-18mths	\$
B	Coordination among cultural organizations on communication tools to market cultural events.	Present-18mths	\$
C	Coordinated advocacy efforts across all Arts Service Organizations for increased cultural resources from the City, the private sector, and grant makers.	Present-18mths	\$
D	“New Audiences Roundtable”: citywide symposium to expand cultural participation for Chicago’s cultural organizations.	Present-18mths	\$
E	Sector-wide market surveys of audiences.	18mths-5yrs	\$\$
F	Incentives to offer cultural institutions and artists with discounted insurance plans.	18mths-5yrs	\$\$\$\$
G	Grants for initiatives focused on public outreach (including neighborhoods, schools, and underserved communities).	18mths-5yrs	\$\$\$

POLICIES: OPTIMIZE CITY POLICIES AND REGULATIONS

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 21. Build a pro-culture government.

Initiatives

A	Distinct classification for artists, and cultural functions within permitting, zoning, and licensing.	Present-18mths	\$
B	Support the development of aldermanic arts initiatives, allowing for dedicated funding and support.	18mths-5yrs	\$\$\$\$
C	Implementation of culture-specific performance measures for City departments and agencies.	Present-18mths	\$
D	Balance of community/neighborhood and global/downtown representation on DCASE Cultural Advisory Council.	Present-18mths	\$
E	Designated cultural point-person in City departments who can connect and refer queries and opportunities.	Present-18mths	\$
F	City help desk that helps organizations navigate the regulatory process.	Present-18mths	\$\$
G	Ensure plans created by City departments explore how culture can be incorporated into their work.	Present-ongoing	\$
H	“Culture Matters” training communicating the distinct needs of the cultural sector through training across City departments.	18mths-5yrs	\$\$

POLICIES: OPTIMIZE CITY POLICIES AND REGULATIONS	Timeline:	Annual Operating Cost Estimate:
	Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)

Recommendation 22. Create new public funding mechanisms for culture.

Initiatives

A	Percent-for-Arts Ordinance updated to reflect global best practices.	Present-18mths	\$
B	Funding for culture as a percentage of infrastructure projects.	Present-18mths	\$\$\$
C	Real estate development incentives towards cultural contributions.	18mths-5yrs	\$\$
D	Dedicated revenue for arts and culture by exploring the augmentation of an existing tax or fee.	5-10yrs	\$\$\$
E	Public Art Trust providing an alternative funding mechanism that builds an endowment to support art in public places.	18mths-5yrs	\$\$\$\$

POLICIES: OPTIMIZE CITY POLICIES AND REGULATIONS	Timeline:	Annual Operating Cost Estimate:
	Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)

Recommendation 23. Simplify government processes for making culture happen.

Initiatives

A	"311 for Culture" an up-to-date, interactive manual for cultural providers to navigate through City processes.	18mths-5yrs	\$\$\$
B	Online tracker device for requests, inquiries, applications and permits.	Present-18mths	\$
C	DCASE strategic plan.	Present-18mths	\$
D	Create arts-specific, how-to guides and hold training sessions for City approvals, permits, and regulations.	Present-18mths	\$
E	Put applications and forms for City programs or approvals online.	Present-18mths	\$
F	Build online wizards that help simplify and de-mystify City approvals.	Present-18mths	\$

PLANNING CULTURALLY: PROMOTE THE VALUE AND IMPACT OF CULTURE

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 24. Communicate culture's broad civic impacts.

Initiatives

A	Mayor's endorsement of culture as a "public good" - all of Chicago is entitled to cultural enrichment and expression.	Present-18mths	\$
B	The "Why" Campaign - personal resident/celebrity testimonials on why culture matters.	Present-18mths	\$
C	Viral marketing campaign to solicit grassroots cultural arts advocacy.	Present-18mths	\$
D	Robust cultural communications staff at DCASE.	18mths-5yrs	\$\$\$
E	Public relations communication plan to raise citizen awareness of the benefits of culture.	Present-18mths	\$\$
F	Tour of arts facilities to expand understanding of citywide cultural needs.	Present-18mths	\$
G	"Mapping Culture's Reach," a demonstration of culture's breadth across Chicago (number of employees supported by cultural initiatives, etc.).	18mths-5yrs	\$\$
H	Feedback loop on cultural initiatives citywide - measurement and reporting of quantitative and qualitative impacts of programs.	18mths-5yrs	\$\$

PLANNING CULTURALLY: PROMOTE THE VALUE AND IMPACT OF CULTURE

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 25. Communicate culture's benefits to the private sector.

Initiatives

A	"Creativity Works," roundtable of cultural leaders and artists addressing private sector issues (staff development, motivation, retention, design as profit margin, and problem-solving).	Present-18mths	\$
B	"Artist-for-a-Day," a corporate cultural awareness program (shadowing artists and/or hands-on collaborations with artists on cultural projects).	Present-18mths	\$
C	Leadership training through tools of culture (collaborative problem-solving, creative thinking).	Present-18mths	\$\$
D	Proactive advocacy of Chicago's cultural vitality by arts administrators and artists promoting Chicago to global corporations as a potential location for doing business.	Present-18mths	\$\$
E	Training chambers of commerce on the role of arts and culture.	Present-18mths	\$

PLANNING CULTURALLY: PROMOTE THE VALUE AND IMPACT OF CULTURE	Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 26. Measure the size, strength, and impact of the cultural sector.

Initiatives

A	Impact assessment studies of culture on public safety, public health, cognitive development, environmental sustainability, strong neighborhoods, and well-being.	Present-18mths	\$
B	Updated cultural economic impact assessment by neighborhood, discipline, and budget level.	Present-18mths	\$
C	Up-to-date neighborhood cultural asset inventory listing permanent and temporary venues/places/events.	18mths-5yrs	\$\$\$
D	“Neighborhood Arts Report Card,” a reporting of neighborhood-specific cultural vitality indicators.	Present-18mths	\$
E	“Chicago Cultural Census” survey of cultural participation.	Present-18mths	\$\$
F	Longitudinal studies of cultural investment in neighborhoods and schools and community-based programs.	18mths-5yrs	\$\$\$

PLANNING CULTURALLY: STRENGTHEN CHICAGO AS A GLOBAL CULTURAL DESTINATION	Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 27. Market Chicago as a global cultural destination.

Initiatives

A	Large-scale major cultural festival that attracts global attention and highlights Chicago’s renowned cultural assets and heritage.	18mths-5yrs	\$\$\$\$
B	“Cultural Laureate Program,” an endorsement of touring Chicago artists and cultural organizations.	18mths-5yrs	\$\$\$
C	Comprehensive branding strategy at the local, national, and international levels to showcase Chicago’s proud diversity and modern and historic icons.	Present-18mths	\$\$
D	International satellite tourism offices that promote Chicago’s culture worldwide.	Present-18mths	\$\$\$
E	Global communications strategy around unique neighborhood festivals and events.	Present-18mths	\$\$\$
F	Collaboration with the Chicago Transit Authority (CTA) to market citywide culture.	18mths-5yrs	\$\$\$
G	Taxicab promotional strategy for arts and culture.	18mths-5yrs	\$\$

PLANNING CULTURALLY: STRENGTHEN CHICAGO AS A GLOBAL CULTURAL DESTINATION

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 28. Sustain global cultural exchanges.

Initiatives

A	Program and leadership exchanges between Chicago and international, discipline-specific cultural communities.	18mths-5yrs	\$\$\$
B	Pop-up installations in collaboration with Chicago cultural organizations and international designers, architects, thinkers, and artists.	18mths-5yrs	\$\$\$\$
C	Sister City arts program for satellite programs and exchange of arts administrators and artists.	18mths-5yrs	\$\$\$
D	Galvanizing Chicago-based consul generals to facilitate global cultural exchanges.	Present-18mths	\$
E	Coordination among the higher education community for international cultural visiting faculty.	18mths-5yrs	\$\$

PLANNING CULTURALLY: STRENGTHEN CHICAGO AS A GLOBAL CULTURAL DESTINATION

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 29. Develop a comprehensive cultural tourism plan.

Initiatives

A	"Tourism-ready" development to set and reach standards for transit, safety, information, infrastructure, amenities and local cultural assets and resources.	18mths-5yrs	\$\$\$
B	Self-guided itineraries integrating Chicago's neighborhood cultural assets.	Present-18mths	\$
C	Develop a cultural tourism calendar that schedules peak and shoulder seasons with anchor and supporting cultural events.	18mths-5yrs	\$\$\$
D	Collaboration among conventions and conference organizers to promote cultural packages for participants and their families.	Present-18mths	\$\$
E	Collaboration among tourism partners and cultural organizations to offer packages and itineraries to cultural tourists around major anchor events.	Present-18mths	\$\$
F	Collaboration among cultural organizations and major non-cultural events to coordinate scheduling, cross-marketing opportunities and packages.	18mths-5yrs	\$\$

PLANNING CULTURALLY: FOSTER CULTURAL INNOVATION

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 30. Focus citywide spaces and events on cultural innovation.

Initiatives

A	Globally renowned art and creative industry accelerator center in collaboration with universities, the private sector, and the City focused on program development, products and patents, technology applications, and implementation models.	10-20yrs	\$\$\$\$
B	"FutureFest," a major international digital arts festival (linked with venture capital and trade show components).	5-10yrs	\$\$\$\$
C	Technology-driven public art showcasing Chicago's focus on innovation leadership through art in public places using digital arts, computer animation, lighting and sound programming, social media, etc.	18mths-5yrs	\$\$
D	Satellite higher education spaces for arts incubators linked to major accelerator center.	Present-18mths	\$

PLANNING CULTURALLY: FOSTER CULTURAL INNOVATION

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 31. Leverage the power of culture to bring new ideas to all sectors of the city.

Initiatives

A	"SparkPlug" incentive program for new idea generation within the public sector on behalf of the cultural sector.	Present-18mths	\$\$
B	"Innovation Speed Dating" - emerging ideas/products co-developed one-on-one across sectors and expertise.	Present-18mths	\$\$
C	"Mash-Up Partnerships" such as marketing, programming, and facility use between cultural organizations and non-profits.	Present-18mths	\$\$
D	Cultural sector-led crowdsourcing to address civic issues.	18mths-5yrs	\$\$
E	Grants and support programs tied to technology in the arts.	Present-18mths	\$\$
F	"Corporate Think Tank," a convening of private sector leaders to offer advice on issues presented by the cultural sector.	Present-18mths	\$
G	Exposing cultural leaders and artists to the private sector and vice versa in an immersion year with a focus on sharing, learning, and collaborating on new/enhanced models of doing business.	18mths-5yrs	\$\$
H	"Chief Innovation Officer," a dedicated City resource for new ideas and new value in existing cultural assets.	Present-18mths	\$\$

PLANNING CULTURALLY: FOSTER CULTURAL INNOVATION

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 32. Connect business and culture to turn new ideas into market-ready products.

Initiatives

A	Creative industry-focused collaboration among universities and venture capital.	Present-18mths	\$\$
B	“Shark Tank” matching private sector investors with creative entrepreneurs.	Present-18mths	\$
C	Venture capitalist connections to small, for-profit creative industries.	Present-18mths	\$
D	Internationally renowned trade shows for music, digital arts, visual arts and performing arts linked to festivals.	18mths-5yrs	\$\$\$
E	“Cultural Hackathons,” the coordination and support of computer programmers convening to develop cultural products for the cultural sector.	Present-18mths	\$
F	Professional development for the cultural start-up entrepreneur.	Present-18mths	\$
G	Promote and expose local creative products and leaders to producers and investors through networking or showcase platforms.	18mths-5yrs	\$\$\$

PLANNING CULTURALLY: INTEGRATE CULTURE INTO DAILY LIFE

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 33. Follow up the Chicago Cultural Plan 2012 with an implementation strategy.

Initiatives

A	Mayor's endorsement and advocacy of the Chicago Cultural Plan 2012's vision and initiatives.	Present-18mths	\$
B	Mayor's Cultural Plan Commission, an entity charged with the responsibility for stewarding Plan implementation (in addition to City government).	Present-18mths	\$\$
C	Task force to examine feasibility and implementation of new funding mechanisms for culture.	18mths-5yrs	\$\$
D	Identification of funding needs tied to specific initiatives of the Chicago Cultural Plan 2012.	Present-18mths	\$
E	Project management and critical paths for achieving short- and long-term Plan initiatives.	Present-18mths	\$\$
F	Communication strategy to report on implementation successes, tasks, and other updates.	Present-18mths	\$
G	Update of Chicago Cultural Plan 2012 every five years.	18mths-5yrs	\$\$\$
H	Build on pre-existing initiatives addressing recommendations.	Present-18mths	\$

PLANNING CULTURALLY: INTEGRATE CULTURE INTO DAILY LIFE

Timeline: Present-18mths; 18mths-5 yrs; 5-10 yrs; 10-20 yrs	Annual Operating Cost Estimate: up to \$50k (\$); \$51k-\$250k (\$\$); \$251k-\$1m (\$\$\$); \$1m+ (\$\$\$\$)
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Recommendation 34. Integrate culture across all that the City does and how it does it.

Initiatives

A	Mayor's newly formed Infrastructure Trust to place focus on cultural projects.	Present-18mths	\$\$\$\$
B	Cultural assets, programming and participation integrated into all City departments and agencies.	Present-18mths	\$
C	Annual Public Sector Cultural Summit convened by the Mayor to integrate culture across all City departments.	Present-18mths	\$
D	Interdepartmental cultural resource liaison, an identified individual with the ability and knowledge to link initiatives and projects citywide with cultural tools, assets, and providers.	Present-18mths	\$\$
E	Cultural sector representatives on advisory boards and commissions across City departments and agencies.	Present-18mths	\$
F	Alignment of Chicago Cultural Plan 2012 initiatives with other City departmental and agency plans.	Present-18mths	\$
G	Integration of culture into the public outreach of every City department.	Present-18mths	\$
H	Cultural arts tools for signage, beautification and communication of infrastructure projects.	18mths-5yrs	\$

PLANNING CULTURALLY: INTEGRATE CULTURE INTO DAILY LIFE

Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 35. Integrate culture in the values, systems, and workplace of the private sector.

Initiatives

A	"Culture Investment Fund," a funding mechanism for culture using private sector investment potential and models.	18mths-5yrs	\$\$\$\$
B	Establishment and distribution of cultural initiatives available to employees who can choose what to support.	18mths-5yrs	\$
C	Multi-year funding collaborations with corporate sponsors.	18mths-5yrs	\$\$\$\$
D	Corporate sponsorship of cultural infrastructure projects.	Present-18mths	\$\$\$\$
E	Spaces designated for cultural use integrated within corporate headquarters (amphitheater, exhibition space).	5-10yrs	\$\$\$\$
F	Introduce corporate employees to the cultural assets in Chicago's neighborhoods through organized tours and experiences focused on individual neighborhoods.	Present-18mths	\$
G	Training, exposure, and advice on establishing corporate and individual art collections of Chicago-based work to expand opportunities for local artists.	Present-18mths	\$
H	Internationally regarded prize/challenge for innovation in the creative industries awarded by a leading Chicago institution (corporation, university, foundation, and/or non-profit).	Present-18mths	\$

PLANNING CULTURALLY: INTEGRATE CULTURE INTO DAILY LIFE

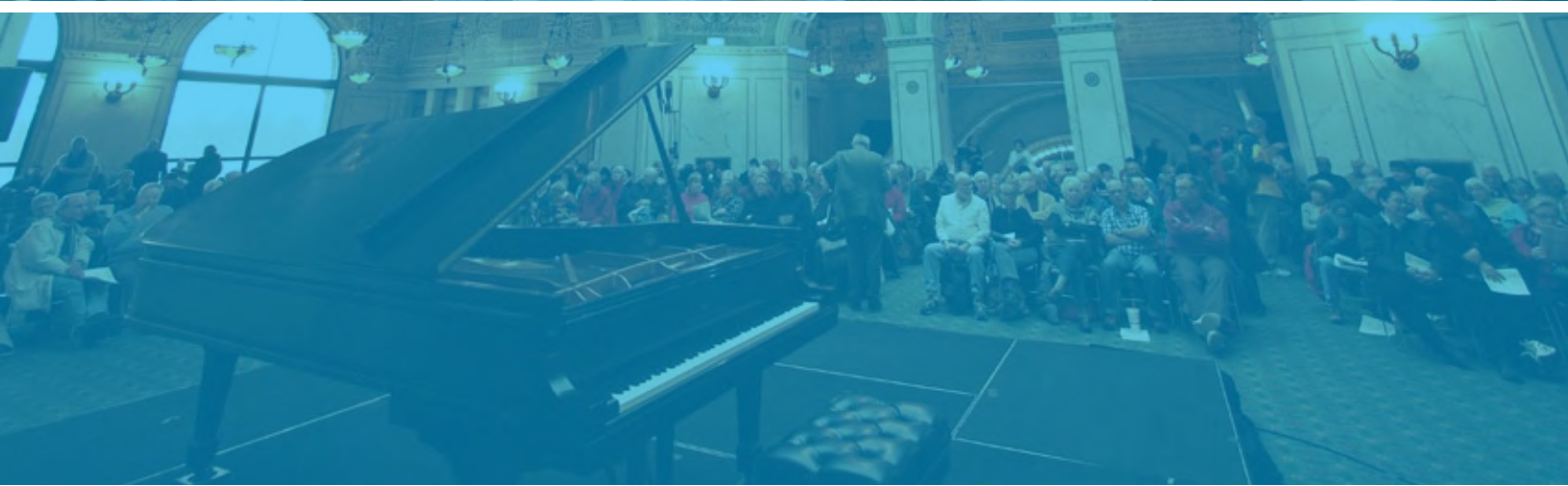
Timeline:
Present-18mths;
18mths-5 yrs;
5-10 yrs; 10-20
yrs

Annual Operating
Cost Estimate:
up to \$50k (\$);
\$51k-\$250k (\$\$);
\$251k-\$1m (\$\$\$);
\$1m+ (\$\$\$\$)

Recommendation 36. Integrate culture throughout nonprofit sector.

Initiatives

A	"University/College Cultural Coalition": regular convening of Chicago's universities and colleges based on supporting, sharing, and benefiting from cultural assets.	Present-18mths	\$
B	Use of college/university facilities and public spaces by cultural organizations and artists.	Present-18mths	\$
C	Cultural uses within non-profit facilities (exhibition spaces in hospitals, choir rehearsal at adult activity centers).	Present-18mths	\$
D	"Discover ChicagoU": cultural orientation sessions to new, post-secondary students.	Present-18mths	\$
E	Cultural activities at area public facilities (hospitals, Public Aid offices, Social Security office).	Present-18mths	\$



CHICAGO CULTURAL PLAN 2012

www.chicagoculturalplan2012.com



City of Chicago
Mayor Rahm Emanuel

CHICAGO DEPARTMENT OF
DCASE
CULTURAL AFFAIRS & SPECIAL EVENTS

Lord
Cultural Resources