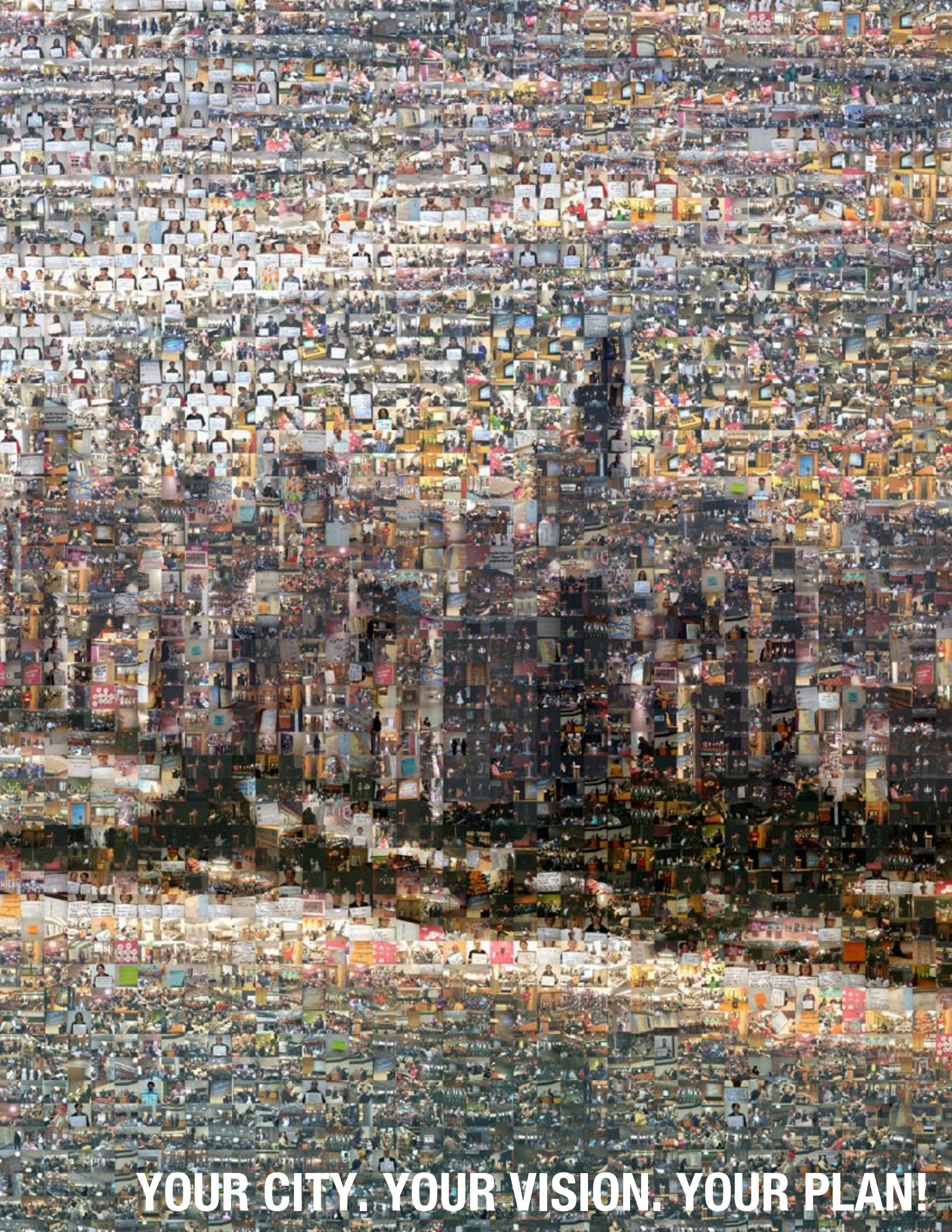




CITY OF CHICAGO CULTURAL PLAN 2012

OCTOBER 2012





YOUR CITY. YOUR VISION. YOUR PLAN!

Language
Food
Dance Faith
Humanity

artistic /
creative
expression
of who we are
and what we
believe

The Pride
of a
Community

SHARING
Experience

At the town hall meetings launching the
planning process, participants were asked,
"What is culture?"

Culture is the
body of traditions,
attitudes and activity
that defines the
character of a
society

creativity
expression
community

CULTURE IS
Mind-Expanding
EXPERIENCE

Culture is
an ability to
find artistic
representations
of diverse
communities

1) Our expressing
of our human
selves
experiences
2) our higher
owned long
expression
the better are

Culture =
accumulated
human
experience

What
links
people

CULTURE IS THE
CURE FOR
EVERYDAY LIFE

Generate
Thought.
Generate
Progress.

Music
Music
Music

Culture is
the makeup of
ones social, economic,
political and religious
beliefs

COLOR

culture is
quality of
life /
happiness

culture
is
civic engagement

Culture is
the conditions
for creative
growth

Culture is the
general ideas and
traditions of a
group of people.

The
foundation
of
society

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(Executive summary, infographic overview, and supplemental materials, including initiative timeline and cost estimates, are available online at www.chicagoculturalplan2012.com)



FOREWORD

As Mayor of the City of Chicago and Commissioner of the Department of Cultural Affairs and Special Events, it gives us great pleasure to present the Chicago Cultural Plan 2012.

Vision is defined as the act or power of anticipating that which will or may come to be. From Jean Baptiste Point du Sable's small trading post at the mouth of the Chicago River to the monumental feat of reversing that same river's flow; from the ashes of the Great Chicago Fire rose the birthplace of modern architecture; and from the imaginative business leaders that presented the World's Columbian Exposition of 1893 at the turn of the 20th century to a new generation of civic leaders that transformed a rail yard into Millennium Park at the start of the 21st century, Chicago is a city that has never lacked for visionary thinkers with big ideas.

This plan, too, was created by visionary thinkers - you, the citizens of Chicago. In February of 2012 we asked you to share with us your ideas for shaping a cultural vision for Chicago. Thousands participated in a series of community conversations and town hall meetings to share your thoughts, concerns and vision for the future of our city's cultural life - a future where the arts are accessible to all, cultural activities are abundant in every neighborhood, and citizens and visitors alike can experience Chicago's vibrant arts scene. The results: hundreds of recommendations identifying ways the arts can build community, stimulate economic development, create jobs, attract tourists, and foster innovation.

The Chicago Cultural Plan 2012 is filled with your recommendations on how we can continue to strengthen and expand Chicago's cultural and creative capital. It's bold, filled with actionable items that can be realized quickly and those that are aspirational and may take decades to complete. All are intended to support the breadth of arts and culture in Chicago from garage bands to symphonies; storefront theaters to mainstages; novelists to poetry slam performers; ballet to hip hop dance; world class museums to independent galleries; architecture to interior design; fashion to photography; culinary arts to sculpture; filmmaking to electronic media; neighborhood festivals to downtown spectacles; and the thousands of artists that make Chicago their home.

We encourage you to read the Plan, get inspired, and get involved. **Your City. Your Vision. Your Plan.**

Now let's make it happen together.

Sincerely,



Rahm Emanuel
Mayor
City of Chicago



Michelle T. Boone
Commissioner
Department of Cultural Affairs and Special Events



Najwa Junior Corps performing at Malcolm X College. Source: City of Chicago.

INTRODUCTION

WHY A NEW CULTURAL PLAN?

Culture challenges our preconceptions and compels us to perceive the world differently. We learn through culture. We grow with, from, and through culture. For Chicago, culture is tied to the city's unique identity.

Culture is so entrenched in the lives of residents that pinning down what "Chicago culture" is can be challenging. Neighborhood meetings conducted during the cultural planning process offered a host of definitions. They included: connection and diversity, art, music, the heartbeat of the city, dancing in the park, language, faith, humanity, shared values, everything!

In the 1986 Cultural Plan for Chicago, culture was defined so eloquently as:

"Culture comprises our common heritage and avenues of expression - the visual arts and crafts, humanities, anthropology, science and technology, performing arts, architecture and other means of expression - which people use to communicate their fundamental character and aspirations. Culture and the arts are essential to the quality of life. They help identify our place in the world and provide opportunities for creative expression..."

Now in our quest to create a new Cultural Plan in 2012, we embrace that definition and build upon it by recognizing that there are many, many different ways to define culture, none definitive, none wrong.

As of January 2012, there were 905,689 businesses involved in the creation or distribution of the arts nationwide. They employ 3.35 million people, representing 4.42 percent of all U.S. businesses and 2.15 percent of all U.S. employees, respectively. In Chicago, 53,603 jobs and 4.31 percent of businesses are arts-related.

Source: Dun & Bradstreet, Americans for the Arts, 2012

Because of its world renowned culture, there are many who consider Chicago as the “most American of all American cities.” It is the location for blockbuster motion pictures and the birthplace of the Blues. Chicagoans’ identities are shaped by the public art sculptures and hundreds of murals in the neighborhoods; passionate artists; breathtaking architecture; groundbreaking performance poetry; the most robust theater scene in America; world class dance, music, and museums; great jazz, hip hop, gospel, Latin and folk music scenes; and more free public programs than most major cities in the U.S.

Students study the arts and media at renowned colleges and conservatories. From garage bands to chamber choirs, slam poetry to contemporary dance, as well as hands-on arts in neighborhood workshops, Chicagoans participate in a diverse cross section of cultural activities every day throughout the city.

Culture’s value on personal identity and inspiration is wide-ranging and hard to measure. Nonetheless, culture’s impact is manifest across broad civic objectives:

Economic Development: Culture attracts and retains creative professionals and their employers. Culture revitalizes and sustains property values. Culture attracts visitors regionally and globally, directly contributing to the local economy.

Strong Neighborhoods: Culture is the fabric of community interactions. Culture breaks down barriers. Murals replace graffiti as a neighborhood’s identifier. Neighbors express shared pride in their local culture.

Innovation: Creative thinking leads to new business models and problem-solving. Design and technology uncover new uses for ordinary or obsolete things.

Environmental Sustainability: Cultural districts encourage the reuse of empty spaces and support alternative transportation. Culture leads to the embracing of local food sources and smart growth development.

Public Health: Culture propels activity and discovery. Experiencing culture can be in the form of dancing, walking down main streets and up the highest skyscrapers, and enriching one’s palette with world cuisine.

Lifelong Learning: Culture promotes the formation of cognitive and emotional development and social connections in everyone from our youngest participants to our most senior of citizens.

Public Safety: Culture breeds positive street life. Culture transforms the lives of at-risk populations. Culture combats the anonymity that drives communities apart.

Well-Being and Quality of Life: The delight in daily life, the faith in a city's capacity to sustain, excite, enrich, and inspire, derives from a thriving cultural environment. Envision Chicago without its distinct cultural heritage, or festivals, concerts, public art and historic buildings; without its traditions and memories, its myths and legends; without its readers and writers; artists and designers; and builders and crafters. We would be left with very little indeed.

Chicago is committed to a vibrant cultural life. From its passionate audiences to staunch supporters, from the city's leadership to the leaders of non-profit and cultural organizations, and from countless volunteers to devoted funders, Chicago's commitment to culture is resolute.

The Chicago Cultural Plan 2012 both coalesces this commitment and underscores the potential for the sustained impact of culture citywide.

WHAT IS A CULTURAL PLAN?

Vision meets strategy in a cultural plan. A cultural plan translates the cultural needs and identity of a community into a tool for implementing recommendations. These recommendations seek to address gaps in cultural service delivery; expand participation; broaden the impact of culture; identify new opportunities; and stake out the City's identity through cultural expression.

A cultural plan is launched to address distinct objectives specific to a city's cultural sector, including all art forms and heritage, creative industries and resource providers. A cultural plan outlines a broad framework for the role of culture in civic life.



Jay Pritzker Pavilion. Source: City of Chicago.

Among many goals, a cultural plan seeks to:

- **Increase and communicate the impact of existing cultural assets** through increased accessibility, effective delivery of services, preservation of local heritage resources, examination of public and private support, and improved visibility;
- **Realize the potential for broad civic impact** through contributions to the overall well-being of the community, economic vitality, cultural tourism, and coordination between stakeholders and the community-at-large; and
- **Ensure that the needs and aspirations of the community into the future are met** now and into the future through a variety of cultural activities, opportunities, and facilities, growth of citizen participation, partnership development, and value for all age groups.

This plan reflects the input received via an intensive public input process. Town halls and neighborhood meetings, focus groups, interviews with leaders and artists, conversations with international experts on culture and cities, and public comment on the Internet were convened over five months. Like the previous plan in 1986, the public input process has demonstrated that the people of Chicago recognize the value of the arts and culture to the city and in their lives. There is no shortage of exciting ideas to increase our cultural assets, increase public access to them, develop culture's potential to have broad civic impact, and ensure that the cultural needs and aspirations of future generations will be met.

A NEW CULTURAL PLAN FOR CHICAGO

More than a quarter century ago, Chicago took its first steps toward making the cultural sector a public priority by establishing a cabinet-level Department of Cultural Affairs. One of its first major initiatives was to draft Chicago's 1986 Cultural Plan, a visionary initiative among major U.S. cities at that time. Dozens of other cities followed Chicago's lead and drafted their own plans. Many of the initiatives recommended in that first plan such as the Randolph Street theater district in the Loop, the redevelopment of Navy Pier, and others, have been realized.

The Chicago Cultural Plan 2012 builds on that legacy while galvanizing existing and emerging stakeholders citywide and across a diverse and changing cultural sector. It includes for-profit businesses in the commercial arts, music and entertainment, communications and media, fashion, literary and culinary arts. Design is integral to nearly every kind of business today — from retail to manufacturing. Music is nearly as pervasive as the air we breathe. The Internet and digital media provide new pathways for cultural production and distribution that complement and improve upon older ones. The large non-profit arts sector has grown exponentially over the last half century, but it is now showing signs of strain. Chicago has some of the nation's leading higher education programs in the arts, but arts education continues to be limited in Chicago's public schools.

These reasons support the investment in the Chicago Cultural Plan 2012. Cultural plans are exercises in bringing together a broad community of stakeholders in our cultural future. We sought to uncover the issues that matter most, tease out ideas to address those issues, and build consensus about which initiatives should be our top priorities — where are there immediate opportunities, what are possible solutions to persistent problems, and to articulate some grand aspirations.



Conversations following the town hall meeting at the National Museum of Mexican Art. Source: City of Chicago.

METHODOLOGY

In February 2012, the Department of Cultural Affairs and Special Events (DCASE) launched a planning process with a focus on cultural democracy — the process of creating the city's cultural vision from the ground up.

The process focused on critical needs assessments from stakeholders; international best practices; analyses of existing and projected needs of cultural organizations, events and artists; the role of Chicago as a global leader in culture; and the critical importance of creative expression in every neighborhood throughout the city.

DCASE engaged a team led by Lord Cultural Resources, leaders in cultural planning worldwide, to spearhead this process with an emphasis on public engagement; research and assessment; creativity and innovation; and buy-in from the residents of Chicago as well as its governing and business communities.

As indicated by the City of Chicago at the outset, the intent was for the Chicago Cultural Plan 2012 “to create a framework for Chicago’s future cultural and economic growth” and “become the centerpiece for the City’s aim to become a global destination for creativity, innovation and excellence in the arts.”

Approach

Five main tenets served as a foundation for the planning process.

1. **The process mirrors Chicago's vitality.** The planning process focused on the city's diversity and breadth of residents. It capitalized on Chicago's strengths in technology and innovation. In anticipation of putting the Plan in to action, the process linked the cultural sector with the City's broad civic initiatives.
2. **The process itself is valuable.** A comprehensive public engagement campaign re-affirmed the role of culture in residents' everyday lives and aimed to build neighborhood cohesion around local cultural planning.
3. **The approach is locally inspired and globally informed.** The Plan reflects the breadth of international expertise guided and directed by local needs.
4. **A loop-back method ensures that the process is at once proactive and responsive.** Town hall meetings bookended the public engagement process, from the introduction of the Plan to vetting the draft initiatives.
5. **The Plan should be crafted by the diversity of sectors that will help in its implementation.** Because it will take a broad level of participation to implement, the Plan followed a process that was equally inclusive.

Process: Three Phases

Phase 1, **Research and Analysis**, laid the foundation for the planning process with a 360° review of Chicago's cultural environment. Maps and data were created by the Cultural Vitality Indicators project of The Chicago Community Trust, in partnership with the Chicago Department of Housing and Economic Development, and local and national data sources.

Phase 2, **Public Engagement**, enlisted Chicagoans to join a dialogue about the future of arts and culture in the city. The methodology to reach the public was purposefully multi-faceted, creating ample opportunities for input, equalizing voices and casting a wide net of citizen feedback.

Over 4,700 Chicagoans actively participated in person in the creation of this plan. Thousands more participated virtually.

The team solicited public feedback through:

- 8 town hall meetings
- 20 neighborhood cultural conversations
- Ongoing social media exchanges
- 10 cultural sector meetings to concentrate analysis
- 2 global forums of urban and thought leaders
- Numerous one-on-one stakeholder interviews
- Independently convened, discipline-specific sector meetings
- A Cultural Plan website and blog

Phase 3, **Visioning and Setting Direction**, comprised a series of forums designed to provide direction and commentary on the appropriate priorities for the Cultural Plan.

Following the completion of this process, the team developed a draft Cultural Plan. The Draft Plan was distributed to the public, and downloaded over 16,000 times from the Plan's website. Four town hall meetings were held to discuss the draft.

An overwhelming majority of participants at these meetings approved of the ten priorities presented in the draft plan. Comments and feedback about initiatives, approach to implementation, and next steps were incorporated into this final Plan.

FOCUSING CHICAGO'S CULTURAL NEEDS

Through parallel tracks of inquiry focused on public engagement and research, the cultural planning process identified key needs to be addressed and opportunities to be explored. For the Chicago Cultural Plan 2012 to serve as a blueprint for the City's future cultural vitality, recommendations are underscored by the following major themes.

A Focus on Neighborhoods

Residents are proud of their neighborhood's offerings but also seek connections to and cross-pollination with other areas of the city. Downtown events draw residents as well as tourists. Is there a way to further expand the value of major events beyond downtown? How can existing resources and policies strengthen cultural experiences across and between Chicago neighborhoods? Culture can be a way to welcome people to explore and be enriched by the unique cultural heritage of every neighborhood in our city.

“ I have to believe that neighborhood cultural hubs would be an ideal tourism extension of the current Loop offerings. ”

Chicago Cultural Plan 2012 Participant

Access to Arts and Culture

Throughout the city, Chicagoans are looking for greater access to culture. This theme encompasses many disparate elements such as safety in public spaces, zoning and policy, effective communication, geographic distribution, and, in some areas, transportation. Further, the widespread availability of informal arts can act as a gateway for residents to deepen their appreciation for the professional arts. Access and participation are related in complicated ways as varied as the different art disciplines and Chicago's neighborhoods.

Capacity of the Cultural Sector

Artists and organizations communicated the need for increased sustainability and stability. Cultural service providers and participants believe the cultural sector in the city is strong when it comes to offering quality cultural experiences. However, the sector can strengthen capacity building, including training, affordable and accessible space, resource development, a grantmaking model that responds to artists' and organizational needs, and assistance in navigating public and governmental agencies. Often the sector is defined by mature artistic accomplishments but hampered by weak organizational development.



BP Bridge, Millennium Park. Source: City of Chicago.

Achieving our Global Potential

While Chicago boasts premier cultural offerings — its world class institutions and events — it must continue to strive to reach its full potential as a global cultural destination. Chicago is the nation's third largest city, yet, Chicago ranked 10th among U.S. cities in attracting overseas visitors, welcoming just 1.2 million overseas visitors in 2010-2011. Those cities that received more overseas visitors were:

#1 New York	9.3 M
#2 Los Angeles	3.7 M
#3 Miami	3.0 M
#4 San Francisco	2.9 M
#5 Las Vegas	2.8 M
#6 Orlando	2.8 M
#7 Washington, DC	1.8 M
#8 Honolulu	1.8 M
#9 Boston	1.3 M

Source: Office of Travel and Tourism Industries, Overseas Visitation Estimates for U.S. States, Cities, and Census Regions: 2011.

Cultural tourism boosts the local economy and the cultural sector. Cultural programming and models for delivering content are enhanced through a global interchange of ideas, artists, and ways of doing business. Cultural arts are key to economic growth because they stimulate creativity, which leads to innovation in many economic sectors, including digital arts and technology, design, and retail. In 2011, Chicago ranked 34th among global cities in innovation, behind such cities as Montreal, Seattle, and London.¹ Given our vast cultural assets, Chicago should rank much higher.

¹ Source: 2thinknow, 2011 Innovation Cities Index.

Civic and Economic Impact

Leaders both within and outside the cultural sector cite the value of culture on Chicago's overall prosperity. Access to cultural opportunity is one reason people want to visit and live in cities. The competitive edge in the new global digital economy will be the capacity of the regional workforce to create innovative solutions and products. Arts education is a clear pathway to the thinking and collaboration essential to creativity and innovation.

Distinctive culture attracts tourism, which brings direct spending into local economies and raises cities' global profiles. Cultural activity encourages pedestrian life and counters deserted streets at night. Small businesses benefit from cultural participants who come early and stay late in a neighborhood offering cultural attractions. Cultural vitality makes streets safer. Culture helps to sustain local economies.

Broad Commitment to Cultural Sustainability

Closely related to the impact of culture across civic initiatives is a shared responsibility for the vitality of culture. Conversations citywide underscored the importance of culture to achieve broad-based goals.

Stakeholders seeking to harness the benefits of culture included private and non-profit leaders as well as community advocates for public safety, strong neighborhoods and schools, public health and clean air. Together, they outlined a model for cultural vitality that is highly integrated across civic initiatives. For culture to realize its potential impact on Chicago's overall prosperity, a wide net must be cast to identify supporters and funders, programmers and advocates. They must come from the private, philanthropic and non-profit sectors as well as from every City department to every aldermanic office, every neighborhood and every individual.

A BLUEPRINT FOR PLANNING CULTURALLY

PLANNING CULTURALLY – WHAT DOES THIS MEAN?

The role of a city is multi-faceted. Cities are cultural destinations, providers of exemplary quality of life, networks for new ideas, centers of economic vitality, and magnets for new residents. Culture is integral to every city's success. A cultural plan addresses critical elements of civic life — recognizing that without supporting the essential role of culture in that success, we cannot be a world class city. That is why we have developed the concept of **"PLANNING CULTURALLY"** for the Chicago Cultural Plan 2012, embracing the role of culture in the success of the city.

Culture, standing in isolation as a single initiative, a solitary department, a focused season of events is limited in its potential to impact a city. Further, culture is more likely to be sustained when it is incorporated into the goals of multiple public agencies, as well as the private and non-profit sectors.

For a city to thrive, it must not rely only on a cultural plan. It must embrace a model of government that integrates culture holistically and comprehensively into the way it does business every day. In other words, it must **PLAN CULTURALLY**.

When Chicago plans culturally, it advocates for a principle of governing, a model for doing business, and an approach to collaboration where culture is integrated into every sector citywide. When Chicago plans culturally, culture benefits and the city benefits.

PLANNING CULTURALLY values culture for its transformative power and for its strength to inspire, express, and unite. **PLANNING CULTURALLY** describes a commitment to realize the impacts of culture as indispensable tools for achieving broad civic objectives.

ORGANIZING THE PLAN: CATEGORIES, PRIORITIES, RECOMMENDATIONS AND INITIATIVES

PLANNING CULTURALLY requires organization. The content and recommendations of the Chicago Cultural Plan 2012 are organized as follows:

Categories: Overarching concepts of the vision for the Chicago Cultural Plan 2012 as well as stakeholders whose needs must be considered.

Priorities: Specific goals that the Plan must address to achieve a culturally vibrant Chicago.

Recommendations: Broad strategic statements that can be accomplished in many ways.

Initiatives: Potential programs and actions both large and small.

For each category, a set of priorities responds to the needs described in the previous chapters. Ten priorities describe the top-line needs that must be addressed for Chicago to realize its cultural vision.



Urban Art Retreat in North Lawndale. Source: explorechicago.org.

All ten priorities are considered equally paramount. Ultimately, a set of 36 recommendations set out the blueprint that guides Chicago's cultural vision today and into the future. Over 200 initiatives are proposed as potential ways to achieve these recommendations. These initiatives are tangible actions that can be scheduled, budgeted for, and, ultimately, launched. The Plan reflects many of the creative and resourceful ideas that participants discussed in the public process. Potential initiatives are the civic brain-storming and crowd-sourcing of solutions, but they are **suggestions** for how to accomplish the recommendations, not a final to-do list of cultural planning in Chicago.

So many of the initiatives in this Plan already have momentum, and indeed will happen. Others are very long range aspirational ideas that may take a decade or more to accomplish. All have value and are presented without bias, rank or order of importance. What one stakeholder deems essential today may become moot in the not so distant future.

4 Categories

10 Priorities

36 Recommendations

Hundreds of Potential Initiatives

OVERARCHING CATEGORIES & PRIORITIES

People, Places, Policies, and Planning Culturally identify the broad categories within which priorities are grouped, and are explained in detail in the following pages.

People

Chicago's strongest cultural asset is its people. Artists offer bold creative expression, innovative models of interpretation, and new content across all cultural disciplines.

Creative professionals belong to the fields of advertising, art, broadcasting, crafts, culinary arts, design, digital media, fashion, film, journalism, music, performing arts, publishing, public relations, toys, game and video design, and more. Their contribution to the city's economy is substantial.

Arts administrators and advocates, audiences and patrons, civic leaders, and sponsors, educators and students - these make up the ecosystem of a thriving cultural city.

Two priorities focus on building our human resource capital for culture:



Painting class at the Bridgeport Art Center. Source: City of Chicago.

Priority: Arts education for all Chicago and create opportunities for lifelong learning

Purpose: To incorporate arts education for all residents at all stages of life, from early learning through school and beyond using both formal and informal mechanisms.

This priority focuses on Chicago Public Schools system-wide cultural arts curriculum mandates; integrating cultural enrichment opportunities in early childhood education programs; sustainable arts education funding; advocacy for K-12 arts education; mechanisms for early childhood and lifelong cultural learning; and citywide collaborations to sustain arts education efforts.

Priority: Attract and retain artists and creative professionals

Purpose: To invest in the vitality of Chicago's culture by attracting, sustaining and propelling forward artists and creative professionals in Chicago.

This priority focuses on funding and sustainability (including job creation and attracting businesses to Chicago) and effective communication for artists and creative professionals as well as other resources such as space needs and professional development.

Places

Major cultural institutions and beloved art centers, temporary pavilions and artist studios, neighborhoods, cultural districts, transit stations, parks and public spaces, street corners and squares, and major gathering spaces — these are the physical spaces that transform into dynamic places through the integration of culture.

Integration of culture into the fabric of everyday life can mean neighborhood beautification, like the installation of murals in public places. It can refer to neighborhood festivals and the maintenance of world class facilities. It can mean recognizing the presence of artists and creative business within our institutions, and industries citywide.

Two priorities focus on the need to maintain, integrate, and support places for culture and the transformation of spaces through culture:



IIT campus in Bronzeville. Source: explorechicago.org.

Priority: Elevate and expand neighborhood cultural assets

Purpose: To express pride in Chicago's cultural heritage, its diverse experiences and identities through the arts and culture.

This priority focuses on fostering neighborhood connections and exchanges; broadening cultural participation citywide; communicating the diverse cultural assets throughout Chicago; and integrating art in public places to its fullest potential.

Priority: Facilitate neighborhood planning of cultural activity

Purpose: To strengthen the role of residents in ongoing cultural planning.

This priority focuses on tools for effective neighborhood planning; the funding and spaces to support neighborhood cultural efforts; and the establishment of criteria and planning for cultural districts.

Policies

Models of sustainability and doing business are integral to increasing cultural vitality. Grant programs and processes— from guidelines to reporting methods that better accommodate artists and cultural groups can enhance the effectiveness of grants. Grant deadlines, criteria, oversight, and reporting can be tools in themselves to propel cultural groups to reach critical stages of growth or stability.

Efficient permitting systems make cultural initiatives more feasible. In addition, zoning and licenses can respond to both unique and overlapping needs of the cultural sector, resulting in live/work spaces, pop-up galleries, arts incubators, and art in public places.

Sustainable means of cultural funding tied to those broad civic initiatives that benefit from culture's impact help to match the vision for cultural vitality. Funding for culture can be derived from diverse sources, especially when linked to specific public initiatives like improved public safety.

Two priorities focus on the need to match the diverse needs and vision of Chicago's cultural landscape with effective policies:



Glenwood Avenue Arts District Banner in Rogers Park.
Source: explorechicago.org.

Priority: Strengthen capacity of the cultural sector

Purpose: To realize the potential of cultural organizations and initiatives through their evolution from emerging to maturing, and from established to sustained strength and impact.

This priority focuses on appropriate funding strategies for the cultural sector, capacity building and coordination.

Priority: Optimize City policies and regulations

Purpose: To realize a regulatory process that aids and inspires cultural vitality, innovation, and participation citywide.

This priority focuses on engendering a pro-culture government, new funding mechanisms for culture and the streamlining of City processes.

Planning Culturally

In the 21st Century, culture is integral to the achievement of economic development, a high quality of life, attracting and retaining residents and businesses, public safety and health, early learning and lifelong stimulation, strong neighborhoods and happiness. Action taken immediately to implement this Plan is paramount.

As described earlier, an approach towards addressing broad civic issues that benefits from culture's unique strengths not only enriches the city as a whole but also realizes the fullest potential of culture. Any initiative requiring major resources must benefit major civic goals.

Four priorities focus on the need to integrate culture into civic goals and, therefore, to plan culturally:



Performers from the Asian American Festival. Source: City of Chicago.

Priority: Promote the value and impact of culture

Purpose: To effectively communicate the impact of culture on Chicago's vitality across civic goals as economic development, public safety, public health, strong neighborhoods and communities.

This priority focuses on communicating why culture matters to members of all sectors — public, non-profit, and private — including investing in mechanisms to measure culture's impact over time.

Priority: Strengthen Chicago as a global cultural destination

Purpose: To strengthen Chicago's regional and international brand through its cultural assets.

This priority focuses on global marketing, international exchanges, and a cultural tourism plan.

Priority: Foster cultural innovation

Purpose: To sustain the mechanisms in which cultural arts and creativity translate into innovation and added value.

This priority focuses on the need to stimulate innovation as critical to Chicago's success, the creation of new ideas, and developing those ideas into market-ready products and initiatives.

Priority: Integrate culture into daily life

Purpose: To create a mutually beneficial synergy between culture and civic efforts citywide.

This priority focuses on the Plan's implementation and the mechanisms to realize the impacts of culture across all sectors.

RECOMMENDATIONS AND INITIATIVES

“ Why not make what is already there
more accessible for us all to appreciate? ”

Chicago Cultural Plan 2012 Participant

In this chapter, recommendations are proposed under each priority. Initiatives are then listed as potential actions or programs to achieve each recommendation. Implementation direction and guidance are provided in the following chapter. Within the supplementary materials available online (www.chicagoculturalplan2012.com), further explanation of each initiative as well as projected timeline and cost estimates are provided.

The proposed initiatives that follow are the result of the planning process. Initiatives were derived from large-scale town hall meetings; conversations in neighborhoods citywide; comments contributed through social media and online; individual interviews with stakeholders from all sectors, global expertise and best practices; focused meetings within the cultural sector; research and analyses in international and local trends, needs, and emerging strategies; and input from leadership across Chicago's public, non-profit, and private sectors.

Chicagoans are proud of those initiatives already underway, those that have recently emerged and those with established community roots. It is the intention of this Plan to further integrate these initiatives within an overall vision for culture in Chicago.

The Plan seeks to build upon existing successes that will be strengthened and serve as the foundation for efforts that respond to an ever-evolving global city. These recommendations are distinct and directed, yet broad enough to apply to an ever-changing city, a city that will continue to evolve and advance over the course of the Plan's implementation.

As new stakeholders emerge, new opportunities should be considered to achieve these recommendations. Therefore, **the Plan's initiatives are to be regarded as suggestions for actions** that will resonate across the spectrum of Chicago's cultural participants — audiences and artists, contributors and civic leaders, creative professionals and arts educators.



Iona Calhoun School of Ballet performing at the South Shore Cultural Center. Source: City of Chicago.

PEOPLE

FOSTER ARTS EDUCATION AND LIFELONG LEARNING

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.
- B Development and implementation of arts education curriculum in all schools.
- C Mandate from Mayor, School Board and CPS CEO regarding arts education in all schools.
- D Arts education as a core subject within CPS.
- E Application of national best practices in comprehensive arts education.
- F Adoption of new state standards for arts education in Illinois.

Recommendation 2. Identify expanded arts education funding.

Initiatives

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

Recommendation 3. Advocate for high-quality arts education.

Initiatives

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



Chicago Cultural Plan 2012 town hall meeting. Source: City of Chicago.

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

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

PEOPLE

ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Recommendation 6. Address 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.
- B Use of Tax Increment Financing (TIF) funds towards affordable artist housing and live/work spaces.
- C Long-term leases to encourage artists and organizations to remain in cultural districts as they grow and gentrify.
- D Affordable portable equipment rental service to transform space for performances.
- E Guidelines and incentive programs to convert underutilized spaces for cultural uses.
- F Incentives for the real estate development community to create cultural spaces.
- G Expand residency programs within institutions, universities, and other appropriate spaces.
- H Do-it-yourself (DIY) galleries launched and operated by artists.

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.
- B Fellowship for mid-career creative professionals offering externships, lectures, grants, and team-based projects.
- C Citywide arts education workforce training lab for intensive cultural learning experiences with a focus on workforce training and educational development.
- D "Arts Job Fair" for youth, high school graduates, and university-level students.
- E Artist-in-residence in every ward or neighborhood, selected by communities and responsible for local cultural enrichment.
- F Collaboration among artists and residents to select, fundraise, and implement street beautification projects in coordination with citywide guidelines and urban design standards.
- G "Artist360," a sector-wide fellowship of rotating artists in corporate communication, social work, city planning, crisis management, early learning centers, and healthy living to incorporate creative skills into other sectors.
- H Mentorship program among emerging and established creative professionals and artists.
- I Artists Service Organization (ASO)-wide focus on professional development for the emerging artist.



Chicago Cultural Plan 2012 town hall meeting. Source: City of Chicago.

Recommendation 8. Foster stronger networks through multimedia communication.

Initiatives

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

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

Initiatives

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

PLACES

ELEVATE AND EXPAND NEIGHBORHOOD CULTURAL ASSETS

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.
- B Neighborhood connections with downtown festivals; marketing, programming, and partnerships with local cultural initiatives that link major festivals with neighborhood initiatives.
- C Do-it-yourself joint collaborations — guidelines, tools, and resources for marketing, programming, and hosting events.
- D Association of neighborhood festival organizers to understand, share, and collaborate on sustainable models for neighborhood festivals.
- E Chicago River cultural festival; events taking place at key locations along the River, in and around the River, connecting communities to culture.

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



Art Institute of Chicago. Source: Yenna.

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.
- B "You Are Here!" cultural kiosks at transportation hubs or retail nodes.
- C User-generated online maps populated by stories that are geographically linked to specific locations within a neighborhood.
- D Guides and tours of neighborhoods featuring locally generated guides to cultural assets such as landmarks, gardens, public art, local history, etc.
- E Coordinated public relations campaign to expand news coverage of citywide cultural events regionally, nationally, and internationally.
- F Designate city parks for distinctive cultural qualities by offering marketing, programming, and residencies coordinated to provide a specific niche to specific parks.

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.
- B Neighborhood involvement in the selection and installation of local public art and art in public places.
- C Citywide multimedia transit arts program featuring visual arts, poetry, performing arts and digital arts.
- D Streamlined zoning, licenses and approvals for street vendors, performance artists and street art installations.
- E Collaboration among chambers of commerce to integrate art throughout commercial districts and retail spaces.
- F Art/food trucks allow temporary vehicles to sell food and art throughout the city.
- G Temporary art installations in brown fields, along fences, overpasses, viaducts and found spaces in the city.
- 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.

PLACES

FACILITATE NEIGHBORHOOD CULTURAL PLANNING

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).
- B “Neighborhood Connector,” an individual or entity that establishes partnerships and collaborations across private, public and non-profit sectors.
- C Action list for Chicago residents to support and help implement the Chicago Cultural Plan 2012.
- D Toolkit for cultural planning, participation, and place making.
- E State of Culture, an annual report or annual meeting on cultural achievements and challenges.

Recommendation 15. Fund neighborhood cultural planning.

Initiatives

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



Art Institute of Chicago. Source: Yenna.

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.
- B "Cultural Space Brokerage," a dedicated third party agent that brokers contracts between providers/artists and property owners.
- C Pop-up cultural spaces in underutilized storefronts.
- D Donation of vacant land or buildings to arts groups, artists, or community cultural groups.
- E Comprehensive citywide space inventory for cultural uses.
- F Incentives to develop garden patches in underutilized, underpopulated areas.
- G Collaboration among neighborhood spaces and parks and local cultural organization responsible for activating the space with cultural initiatives.

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.
- B Criteria and policies for neighborhood areas to be designated as cultural districts.
- C City resources and expertise utilized to build, maintain, and market cultural districts.
- D "Creative Enterprise Zones" offering incentives for concentration of cultural organizations and spaces (recommended in 1986 Cultural Plan and still needed today).
- E Toolkit to develop cultural districts outlining the critical pathway from emerging to established.
- F Cultural district matching funds for arts organizations to establish neighborhood presence.
- G Housing allocation that preserves diversity of income levels in cultural districts.
- H Coordinated urban design and zoning guidelines for cultural districts, specific and unique to each district.

POLICIES

STRENGTHEN CAPACITY OF THE CULTURAL SECTOR

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.
- B Expansion of grants to support operating expenses.
- C Longer grant making cycles (minimum of 3 years) for grants.
- D Incentives to share operating expenses across organizations to reduce operating expenses.
- E Funding to create annual performance measurements.
- F Funding guidelines and applications that are clear and user-friendly.
- G Coordination among major grant makers on a standard application, reporting format, and types of data collected.

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).
- B Incentives to encourage audiences to explore new cultural venues and experiences.
- C "Shared Services Capacity Center" agents to broker or organizations to operate shared back office staff and equipment and fixed costs.
- D Multi-year mentor relationships among arts organizations.
- E Support for existing organizations focused on functions instead of discipline like fundraising and marketing.

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).
- B Coordination among cultural organizations on communication tools to market cultural events.
- C Coordinated advocacy efforts across all Arts Service Organizations for increased cultural resources from the City, the private sector, and grant makers.
- D "New Audiences Roundtable": citywide symposium to expand cultural participation for Chicago's cultural organizations.
- E Sector-wide market surveys of audiences.
- F Incentives to offer cultural institutions and artists with discounted insurance plans.
- G Grants for initiatives focused on public outreach (including neighborhoods, schools, and underserved communities).

POLICIES

OPTIMIZE CITY POLICIES AND REGULATIONS

Preston Bradley Hall. Source: John Picken.

Recommendation 21. Build a pro-culture government.

Initiatives

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

Recommendation 22. Create new public funding mechanisms for culture.

Initiatives

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

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.
- B Online tracker device for requests, inquiries, applications and permits.
- C DCASE strategic plan.
- D Create arts-specific, how-to guides and hold training sessions for City approvals, permits, and regulations.
- E Put applications and forms for City programs or approvals online.
- F Build online wizards that help simplify and de-mystify City approvals.

PLANNING CULTURALLY

PROMOTE THE VALUE AND IMPACT OF CULTURE

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

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).
- B "Artist-for-a-Day," a corporate cultural awareness program (shadowing artists and/or hands-on collaborations with artists on cultural projects).
- C Leadership training through tools of culture (collaborative problem-solving, creative thinking).
- 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.
- E Training chambers of commerce on the role of arts and culture.

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.
- B Updated cultural economic impact assessment by neighborhood, discipline, and budget level.
- C Up-to-date neighborhood cultural asset inventory listing permanent and temporary venues/places/events.
- D "Neighborhood Arts Report Card," a reporting of neighborhood-specific cultural vitality indicators.
- E "Chicago Cultural Census" survey of cultural participation.
- F Longitudinal studies of cultural investment in neighborhoods and schools and community-based programs.

PLANNING CULTURALLY

STRENGTHEN CHICAGO AS A GLOBAL CULTURAL DESTINATION

Cloud Gate sculpture in Millennium Park. Source City of Chicago.

Recommendation 27. Market Chicago as a global cultural destination.	Recommendation 28. Sustain global cultural exchanges.	Recommendation 29. Develop a comprehensive cultural tourism plan.
Initiatives	Initiatives	Initiatives
<p>A Large-scale major cultural festival that attracts global attention and highlights Chicago's renowned cultural assets and heritage.</p>	<p>A Program and leadership exchanges between Chicago and international, discipline-specific cultural communities.</p>	<p>A "Tourism-ready" development to set and reach standards for transit, safety, information, infrastructure, amenities and local cultural assets and resources.</p>
<p>B "Cultural Laureate Program," an endorsement of touring Chicago artists and cultural organizations.</p>	<p>B Pop-up installations in collaboration with Chicago cultural organizations and international designers, architects, thinkers, and artists.</p>	<p>B Self-guided itineraries integrating Chicago's neighborhood cultural assets.</p>
<p>C Comprehensive branding strategy at the local, national, and international levels to showcase Chicago's proud diversity and modern and historic icons.</p>	<p>C Sister City arts program for satellite programs and exchange of arts administrators and artists.</p>	<p>C Develop a cultural tourism calendar that schedules peak and shoulder seasons with anchor and supporting cultural events.</p>
<p>D International satellite tourism offices that promote Chicago's culture worldwide.</p>	<p>D Galvanizing Chicago-based consul generals to facilitate global cultural exchanges.</p>	<p>D Collaboration among conventions and conference organizers to promote cultural packages for participants and their families.</p>
<p>E Global communications strategy around unique neighborhood festivals and events.</p>	<p>E Coordination among the higher education community for international cultural visiting faculty.</p>	<p>E Collaboration among tourism partners and cultural organizations to offer packages and itineraries to cultural tourists around major anchor events.</p>
<p>F Collaboration with the Chicago Transit Authority (CTA) to market citywide culture.</p>		<p>F Collaboration among cultural organizations and major non-cultural events to coordinate scheduling, cross-marketing opportunities and packages.</p>
<p>G Taxicab promotional strategy for arts and culture.</p>		

PLANNING CULTURALLY FOSTER CULTURAL INNOVATION

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.
- B “FutureFest,” a major international digital arts festival (linked with venture capital and trade show components).
- 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.
- D Satellite higher education spaces for arts incubators linked to major accelerator center.

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.
- B “Innovation Speed Dating” - emerging ideas/products co-developed one-on-one across sectors and expertise.
- C “Mash-Up Partnerships” such as marketing, programming, and facility use between cultural organizations and non-profits.
- D Cultural sector-led crowdsourcing to address civic issues.
- E Grants and support programs tied to technology in the arts.
- F “Corporate Think Tank,” a convening of private sector leaders to offer advice on issues presented by the cultural sector.
- 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.
- H “Chief Innovation Officer,” a dedicated City resource for new ideas and new value in existing cultural assets.



Cloud Gate sculpture in Millennium Park. Source City of Chicago.

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

PLANNING CULTURALLY

INTEGRATE CULTURE INTO DAILY LIFE

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

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.
- B Cultural assets, programming and participation integrated into all City departments and agencies.
- C Annual Public Sector Cultural Summit convened by the Mayor to integrate culture across all City departments.
- 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.
- E Cultural sector representatives on advisory boards and commissions across City departments and agencies.
- F Alignment of Chicago Cultural Plan 2012 initiatives with other City departmental and agency plans.
- G Integration of culture into the public outreach of every City department.
- H Cultural arts tools for signage, beautification and communication of infrastructure projects.



Cloud Gate sculpture in Millennium Park. Source City of Chicago.

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

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.
- B Use of college/university facilities and public spaces by cultural organizations and artists.
- C Cultural uses within non-profit facilities (exhibition spaces in hospitals, choir rehearsal at adult activity centers).
- D "Discover ChicagoU": cultural orientation sessions to new, post-secondary students.
- E Cultural activities at area public facilities (hospitals, Public Aid offices, Social Security office).



Town hall meeting at the DuSable Museum of African American History. Source: City of Chicago.

IMPLEMENTATION STRATEGY

INITIATIVE TIMELINES AND COST ESTIMATES

The initiatives described in the previous chapter outline the ways in which the Plan can be achieved. In the Supplemental Materials (www.chicagoculturalplan2012.com) each initiative is attached to an approximate timeline for launching the initiative and the budget range for annual operating support.

This estimate is just the jumping off point to future, more detailed critical paths outlining how, when, and who will collaborate to achieve the recommendations set out to address the Plan's top-line priorities and many suggested initiatives.

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

The framework is meant to equip the City with the tools to prioritize, budget, schedule, and fund the Plan.

The following two tables summarize the approximate timeline and estimated annual operating costs. As the tables illustrate, the majority of initiatives can be achieved within 18 months, with much of the remainder being completed within five years.

Over one-third of the initiatives have an operating annual cost of less than \$50,000. Well over half of the initiatives are estimated to have operating annual costs up to \$1 million, with a minority reaching beyond that level.

Launch Timeline	Percentage of All Initiatives
Present-18 months	59%
18 months-5 years	33%
5-10 years	7%
10-20 years	2%

Annual Operating Cost Estimate	
Up to \$50,000	34%
\$51,000-\$250,000	28%
\$251,000-\$1 million	21%
Over \$1 million	17%

IMPLEMENTATION STRATEGY

The strategy for realizing the Plan focuses on key principles. These are:

Equal to resources and funding, the value of culture must be magnified to achieve the Plan's initiatives.

What the initiatives call for is deep and sustained recognition of culture's power to improve Chicago across many civic goals.

When culture is perceived as an effective tool towards securing safe neighborhoods and economic growth, among other objectives, policies and regulations are more likely to shift to better accommodate sustainable cultural initiatives.

Many initiatives focus on policy – how to simplify the way that permits are handled and how to make grant applications easier, for instance. Over a number of years, a streamlined process and business model will translate into a net increase in cultural participation and the capacity of Chicagoans to translate their passions for improving their neighborhoods into action.

Implementation seeks to incorporate the participation of all Chicagoans. The Chicago Cultural Plan 2012 launched new conversations about culture. New connections resulted from convening neighbors. Action plans were proposed, discussed, and built upon. Indeed, many initiatives are the result of these citywide brainstorming sessions. The implementation strategy, from launching "Neighborhood Cultural Councils" to converting underutilized spaces for cultural uses, is rooted in continuing the planning process.

Mirroring the collaboration required to make the Chicago Cultural Plan 2012 a reality, the implementation strategy identifies potential roles for the public, private, and non-profit sectors, as well as for individuals across Chicago. Taken together, the initiatives assume a commitment towards shared responsibility, accountability, and far-reaching impact.

Large-scale initiatives transforming Chicago are within our grasp – with a commitment to long-term collaboration.

Some big-ticket items, such as reinvigorating arts education in all Chicago schools, launching a major creative arts incubator and a globally renowned festival, do indeed require an investment of significant funds. Many initiatives, too, require a long-term commitment towards consensus-building and neighborhood revitalization.

These are initiatives with the power to transform Chicago into a global leader of cultural innovation, enhance economic development, and strengthen quality of life. They match the height of Chicago's potential over the next two decades. Particularly in today's economic landscape, such transformative initiatives hinge on long-term collaborations among the public, private, and non-profit sectors.

Implementing the Chicago Cultural Plan 2012 relies on close examination of roles citywide. The Plan is a call to action for all stakeholders participating in and benefiting from culture.

While many individual initiatives rest on a shift in perception about culture, overall implementation does depend on new resources. These include existing resources for tasks that can integrate cultural initiatives. Newly created resources are also required, including funding, partnerships, new business models, and a mandate for sustainability.

City departments and agencies, colleges and universities, Chicago Public Schools, small businesses and major corporations, individual residents, as well as the cultural sector have all been partners in creating a vision for this Plan. They and countless other stakeholders are the source for the Plan's implementation.



Town hall meeting at St. Augustine College. Source: City of Chicago.

FROM IDEAS TO ACTION

With so many suggested initiatives, there is a real need to prioritize what happens first. As the lead agency to create the Plan, DCASE will also take a lead role to begin implementation.

DCASE is the natural **Convener**, **Connector**, **Instigator**, and **Producer** and will work on how the Plan has natural alignment with all the work of the department as well as other City and public agencies. Immediate opportunities need to be identified, connected, coordinated and supported.

The economic reality of the last few years has taught us that being as effective as possible for as little money and resources as possible is the new normal. Initial implementation by DCASE and other public entities will naturally first focus on high impact initiatives that cost very little or nothing to implement.

Year 1-3 - Immediate Opportunities

- Implement a strategic plan for DCASE to closely align resources and staff with the goals of the Plan.
- Re-tool DCASE grant programs to make it more efficient to apply for and administer grants.
- Partnerships and collaborations with sister agencies: CPS, Chicago Public Libraries, Chicago Park District, Department of Transportation, Department of Public Health, and Chicago Metropolitan Agency for Planning
- Launch a creative industries unit focused on supporting businesses and job creation.
- Connect implementation efforts emerging as a result of the Plan process
- Form an association of neighborhood festival organizers

Years 3-5

- Public Art Trust, temporary large-scale public art and art in public places.
- Grants to support neighborhood cultural planning.
- Citywide Cultural Tourism Plan.
- New trade shows focused on creative fields.
- Innovation incubators and higher education collaborations.

Years 5-10-20 - Long Range Projects

- Large-scale new festival(s).
- Development of permanent festival ground(s).
- Infrastructure upgrades that accommodate the arts.
- Fully populated districts for arts, entertainment and culture.



Cultural Plan meeting attendees. Source: City of Chicago.

CITIZEN CULTURAL PLANNERS

So many people are asking how to be involved with implementing the cultural plan. City government will strive to continue the deep public involvement that was at the heart of the plan process. However, we want **all** citizens to be empowered to take action right away to:

- **Read the Plan,**
- **Show support for the Plan,**
- **Take action to implement the Plan, and**
- **Participate in culture.**

Actions that regular citizens can take to help implement the cultural plan are:

1. Attend a community meeting in your neighborhood to explore how culture is now being planned. If it's not – you can explore how to add culture to your neighborhood festivals/events/planning activities.
2. Form or join a cultural council in your community.
3. Let your alderman know that you support culture in your community.
4. Fund a cultural activity or artists directly via crowd-sourcing such as Kickstarter, Indi-Go-Go, or start your own "Awesome Foundation."
5. Ask your workplace how culture can be integrated into how it does business.
6. Demand more arts in your local school, sign your kids up for arts classes, or sign yourself up for a creative activity.
7. Try something creative you have never done before: singing, dancing, painting, knitting, cooking, etc.
8. Visit and explore a neighborhood you have never been to and do something cultural.

ACKNOWLEDGMENTS

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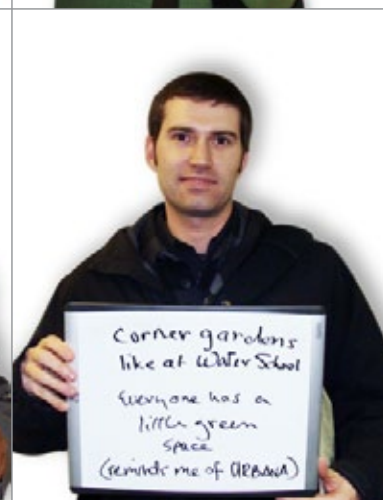
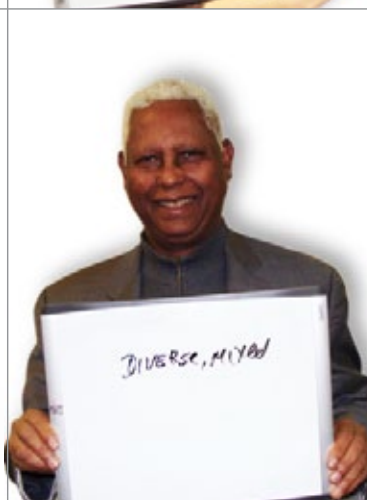
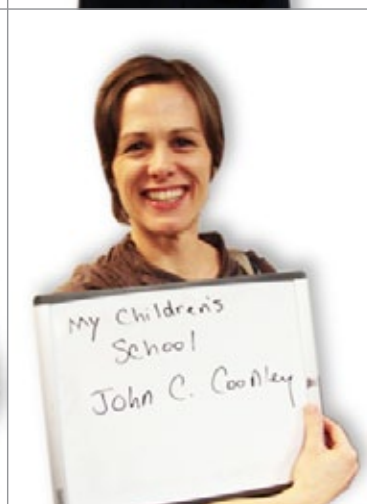
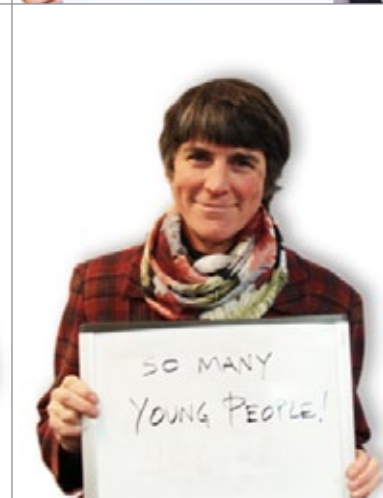
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 The Polonia Song and Dance Ensemble . Anthony Powers . A.N. Pritzker Elementary School . Pullman State Historic Site
 J. S. Reese . Philippe Ravanias . Dylan Rice . Paul Schnag . Leslie Shook . Sid Smillie . LaVerne Smith . Baraka de Soleil
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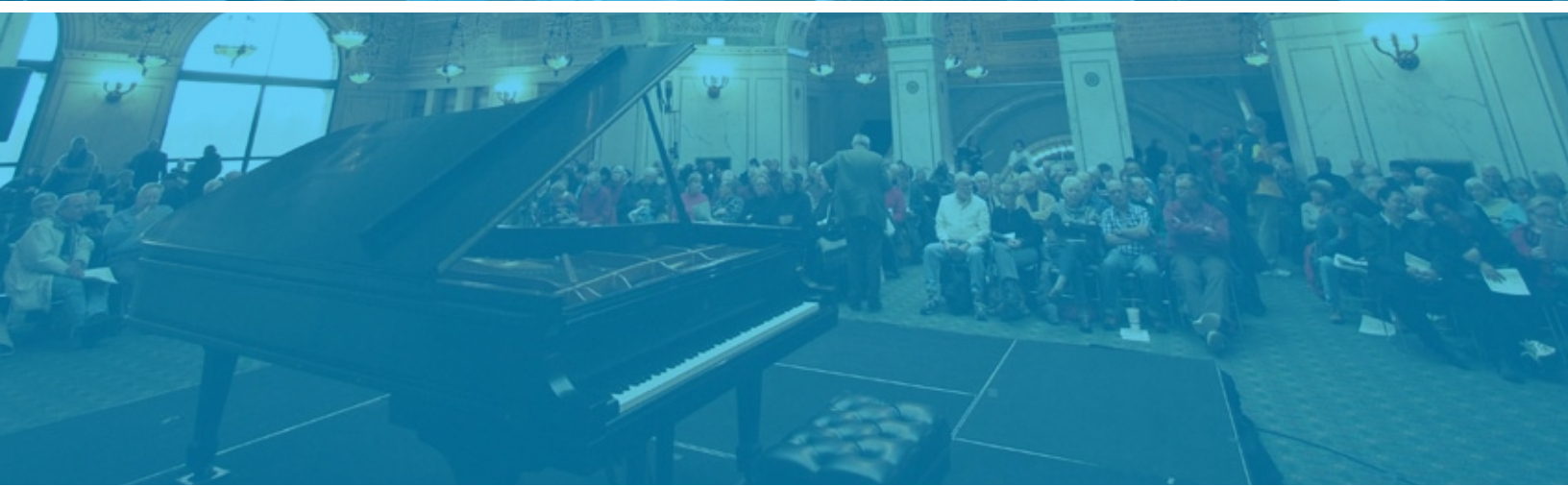
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At neighborhood cultural conversations,
participants were asked, “What do you **LOVE**
about your neighborhood?”







City of Chicago
Mayor Rahm Emanuel

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