

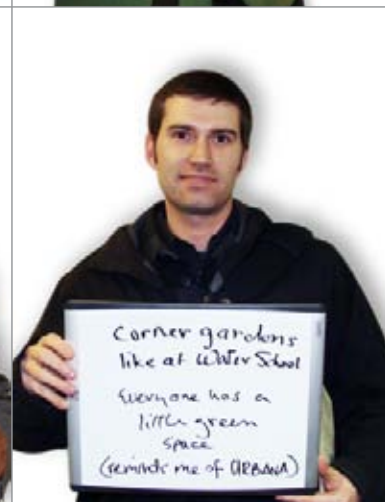
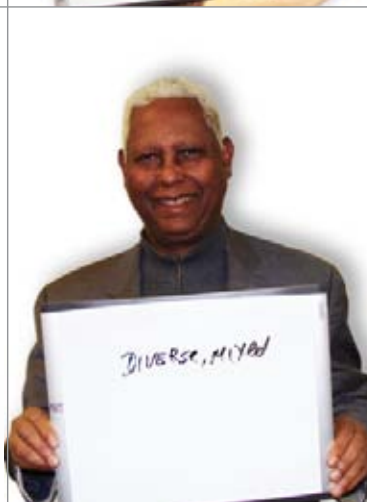
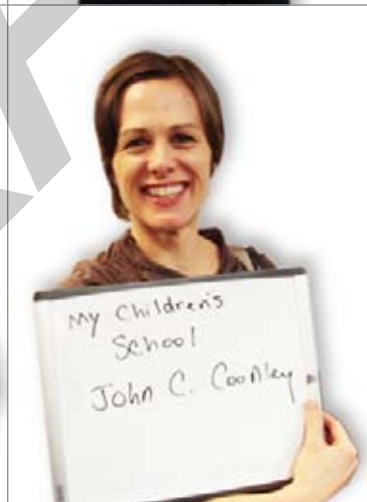
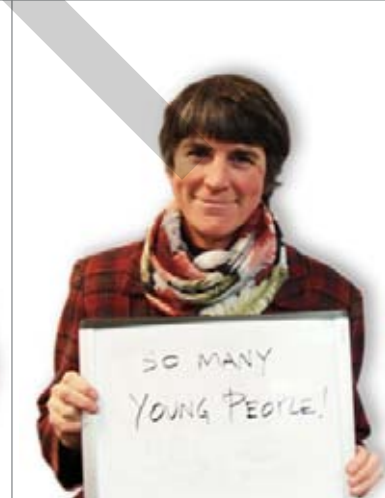
DRAFT

CITY OF
**CHICAGO
CULTURAL
PLAN 2012**



At Neighborhood Cultural Conversations,
participants were asked, “What do you **LOVE**
about your neighborhood?”





“ We struck the home trail now, and in a few hours were in that astonishing Chicago—a city where they are always rubbing a lamp, and fetching up the genii, and contriving and achieving new impossibilities. It is hopeless for the occasional visitor to try to keep up with Chicago—she outgrows her prophecies faster than she can make them. She is always a novelty; for she is never the Chicago you saw when you passed through the last time.

”

Mark Twain “Life on the Mississippi,” 1883

“ Maybe we can show government how to operate better as a result of better architecture. Eventually, I think Chicago will be the most beautiful great city left in the world.

”

Frank Lloyd Wright, 1939

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(Supplemental materials, including initiative timeline and cost estimates, are available online at www.chicagoculturalplan2012.com)

FOREWORD

Dear Friends,

As Mayor of the City of Chicago, it gives me great pleasure to present this draft Chicago Cultural Plan 2012 to the people of Chicago.

Based on the recommendation from my Arts & Culture Transition Team, I directed the Department of Cultural Affairs and Special Events to revisit the Chicago Cultural Plan. In February 2012, the Chicago Cultural Plan 2012 was launched to identify opportunities for arts and cultural growth for the city.

Public engagement is the backbone of this new plan. At over 30 town hall meetings and neighborhood cultural conversations held in every corner of the city, we asked you to get involved by asking what culture means to you - and you told us. This plan is your plan - and it's time for you to tell us if we got it right.

This plan matters. Financially, Chicago has the third largest creative economy in the U.S., with 24,000 arts enterprises, including nearly 650 non-profit arts organizations, generating more than \$2 billion annually and employing 150,000 people. Chicago's creative vibrancy creates jobs, attracts new businesses and tourists, and improves neighborhood vitality and quality of life.

The Chicago Cultural Plan 2012 will chart a roadmap for Chicago's cultural and economic growth and become the centerpiece for building Chicago's reputation as a global destination for creativity, innovation and excellence in the arts. This is your City, and this is your Plan. Make your thoughts and ideas heard to help shape the future of our city and the future of our children.

Sincerely,

A stylized, handwritten signature in white ink that reads "Rahm Emanuel". The signature is fluid and cursive, with a large, sweeping "R" and a long, trailing "E".

Rahm Emanuel
Mayor





FOREWORD

What an exciting time for Chicago!

After more than 25 years, Chicago is on the verge of implementing a new Cultural Plan! At the recommendation of Mayor Emanuel's Arts & Culture Transition Team, in February 2012, the Department of Cultural Affairs and Special Events, in partnership with Lord Cultural Resources, launched the process to craft a new Chicago Cultural Plan.

A broad public engagement process helped us to capture from Chicago residents their concerns, ideas, and recommendations on how the City could best advance an arts agenda that would serve its cultural sector, diverse range of artists, communities across the city, and how to best define Chicago's cultural identity. As such, this draft plan represents the direct feedback of thousands of Chicagoans who participated in the series of Town Halls, community conversations, and meetings with artists, advocates, and cultural leaders and workers.

I thank all of you who participated and helped us to get to this stage.

As you will see, there are many new opportunities for us to embrace. Now is the time for us to take our next steps toward ensuring Chicago can sustain a robust cultural life – and we'll do it together as a community. The following draft Chicago Cultural Plan 2012 reflects the voices and views of Chicagoans and presents a set of initial priorities and recommendations shared with us over the past few months to build a more vital arts and creative community for Chicago today and into the future.

I encourage you to review this document and share with us your impressions. In July, we will launch another round of Town Hall meetings to get your direct feedback on what's presented here and the direction of the Plan.

Did we hear you right? Have we captured your ideas correctly? Will this Plan meet the needs of your community? Are we headed in the right direction? Let us know.

Come out to a Town Hall meeting or share your feedback on our website at www.chicagoculturalplan2012.com.

Turning the Plan into real action and change is not the responsibility of just one or two City departments. It is the responsibility of you and the many stakeholders who contributed to this process. We need your help and we need your input. Join the conversation as we continue to work to translate the vision of the Plan into strategy and action that leads us toward positioning Chicago as the premier city for the very best in arts, creativity and innovation.



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

FACT SHEET: CHICAGO CULTURAL PLAN 2012

WHAT

The City of Chicago has released a DRAFT cultural plan, the result of a process that has sought to:

- Fulfill initiatives identified in Mayor Rahm Emanuel's Transition Plan
- Realize the benefit of culture on broad civic goals like economic growth, quality of life, community development, and cultural leadership
- Increase cultural participation – in numbers and in depth
- Strengthen Chicago's cultural sector

WHEN

The process was launched in February 2012. The following DRAFT Plan culminates three phases of planning – Research & Analysis, Public Engagement, and Setting Direction. The Plan will incorporate feedback following four town hall meetings on July 24, 25, 28, and 31st. A FINAL plan will be issued in Fall 2012.

WHO

Over 3,000 people participated in this process. Input came from: four town hall meetings; 21 neighborhood cultural conversations conducted citywide; cultural sector meetings; one-on-one interviews; and social media feedback. **THANK YOU TO ALL PARTICIPANTS!**

WHAT'S IN THE PLAN

The Plan describes the major needs identified in the process that must address:

- A focus on neighborhoods
- Accessibility
- Capacity growth of the cultural sector
- Global cultural positioning
- Profound civic impact
- Broad commitment to cultural sustainability

Ten major priorities are offered for Chicago to realize its potential as a cultural leader:

- Attract and retain **artists and creative professionals**.
- Reinvigorate **arts education** for all Chicago and create opportunities for lifelong learning.
- Honor **authentic Chicago** culture in daily life.
- Facilitate **neighborhood planning** of cultural activity.
- **Strengthen capacity** of arts providers at critical stages of growth.
- Optimize **city policies and regulation** so creative initiatives thrive.
- **Promote culture** as a fundamental driver of prosperity to continually strengthen our quality of life.
- Make Chicago a **global cultural destination**.
- Place a priority on cultural **innovation** - what we do and how we do it.
- Integrate culture into **civic life** - across public, nonprofit, and private sectors.



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HOW CAN YOU GET INVOLVED?

Tell us what you think!

Join us at the upcoming Town Hall meetings to give us your feedback. The meetings will be held at:

July 24, 6-8PM, Malcolm X College,
1900 W. Van Buren St.

July 25, 6-8PM, South Shore Cultural Center,
7059 S. South Shore Dr.

July 28, 10AM-12PM, St. Augustine
College-Essanay Studios,
1345 W. Argyle St.

July 31, 6-8PM, Chicago Cultural Center,
78 E. Washington St.

Check out the latest at
www.chicagoculturalplan2012.com.





INTRODUCTION

WHY CULTURE?

Culture is the shared experiences of a community. Culture inspires innovation and expresses creativity. Indeed, the two are inextricably linked:

Art + Creativity = Innovation

Culture challenges our preconceptions and compels us to perceive the world differently. We learn through culture. We grow with, from, and by culture.

For Chicago, culture is tied to the city's unique identity. Because of its world-renowned culture, there are those who know Chicago as the 'most American of all American cities', the location for blockbuster motion pictures and the birthplace of the urban blues.

Chicagoans' identities are shaped by: the Picasso and hundreds of murals in the neighborhoods; passionate artists; breathtaking architecture; One Book, One Chicago and Louder than a Bomb; the most robust theater in America; world class dance, music, and museums; great jazz, hip hop, gospel, Latin and folk music scenes; classes for youth at the South Shore Cultural Center and Old Town School of Folk Music.

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



ART + CREATIVITY = INNOVATION



Photo: Daniel Schwen

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

Culture's value on personal identity and inspiration is infinite and hard to measure. Nonetheless, culture's impact is manifest across broad civic objectives citywide:

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 instigates new models for problem-solving. Design and technology uncover new uses for ordinary or obsolete things.

Environmental Sustainability: Cultural districts encourage the use of alternative transportation. Culture leads to the re-use of existing spaces, embrace of local food sources, and smart growth development.

Public Health: Culture propels activity and discovery. Experiencing culture is dancing, walking down main streets and up the highest towers, and enriching one's palette with world cuisine.

Early Learning: Culture promotes the formation of cognitive and emotional development among our youngest participants.

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 derive from a thriving cultural environment.

Envision Chicago without its festivals, concerts, public art and buildings; without its traditions and memories, its myths; and legends; without its readers and writers, artists and designers, builders and crafters...and where are we left?

Chicago is committed to a vibrant cultural life. From its passionate audiences to forthright supporters, from the city's leadership to the leaders of cultural organizations citywide, from its countless volunteers to devoted funders, Chicago's commitment to culture is ardent.

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

WHY 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 on the wider community; identify new opportunities for a city's future audience; and stake out a 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.

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** through a variety of cultural activities, opportunities, and facilities, growth of citizen participation, partnership development, and value for all age groups.



In 2010, Chicago arts organizations and their audiences had an economic impact of \$2.2 billion.

Source: Arts and Economic Prosperity IV, Americans for the Arts, 2012



This plan has telescoped 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 covered over three 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.

WHY 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 creating the Department of Cultural Affairs (now Department of Cultural Affairs and Special Events, or DCASE). One of its 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 have followed Chicago's lead and drafted their own plans. Many of the initiatives recommended in that first plan—the Randolph Street theatre district in the Loop, and the Navy Pier redevelopment, have been realized.

The Chicago Cultural Plan 2012 builds on these achievements, galvanizing existing and emerging stakeholders citywide and across a diverse and changing cultural sector.

It includes for-profit businesses in the commercial arts, entertainment, communications and media, 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 nonprofit 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 public schools.

These reasons support the investment in the Chicago Cultural Plan 2012. Cultural plans are exercises in bringing together the broad community, the diverse stakeholders in our cultural future. They seek to uncover the issues that matter most, tease out ideas for initiatives that address those issues, and build consensus about which initiatives are the highest priorities—low-hanging fruit, solutions to persistent problems, and grand aspirations.

“If we could provide people information on why where they live is special, people would have more pride in their city and take better care of their neighborhoods.”

Chicago Cultural Plan 2012 participant

“What I’m seeing is a grassroots movement in Chicago. Some things that are happening in neighborhoods in terms of...creating some really amazing work whether it’s dance or music.”

Chicago Cultural Plan 2012 participant



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Image: Town Hall Meeting at the National Museum of Mexican Art

METHODOLOGY

In February 2012, the Department of Cultural Affairs and Special Events (DCASE) launched a cultural planning process with a focus on cultural democracy – the process of creating the city's cultural vision from the bottom up. As a global city, Chicago sought a process for creating a blueprint for culture based on a comprehensive approach.

The process focused on a critical needs assessment from stakeholders citywide; comprehensive international best practices; analysis of existing and projected needs of cultural organizations, events, and artists; the role of Chicago as a global leader in culture; and the 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.

The Chicago Cultural Plan 2012 is the culmination of extensive community consultation, policy and initiative research, analysis of existing cultural assets, and brainstorming among Chicago's broad cultural and non-cultural communities.

PURPOSE

As indicated by the City of Chicago at the outset, the Chicago Cultural Plan 2012 “will create a framework for Chicago’s future cultural and economic growth and will become the centerpiece for the City’s aim to become a global destination for creativity, innovation and excellence in the arts. The focus of this project will be to further build on the City’s vast cultural assets and thriving community which it established through collaborative partnerships formed with the public and private arts community.”¹

APPROACH

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

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 to action, the process linked the cultural sector with the City’s broad civic initiatives.
2. **The process itself is valuable.** A convening of residents with neighborhood cultural organizations heightened awareness of culture at the block level. A comprehensive public engagement campaign re-affirmed the role of culture in residents’ everyday lives. New connections were forged in local meetings.
3. **The approach is locally-inspired and globally-informed.** The process was launched with a breadth of international case studies to underlie comprehensive community engagement. Global leaders responded to the priorities set by residents with initiatives tailored to Chicago’s future vision. 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 introduction of the plan to vetting the draft recommendations.

5. **The plan should be crafted by the diversity of sectors that will help in its implementation.**

Today’s cultural service delivery benefits from the passions and skills of stakeholders within and outside of the cultural sector. 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

Phase 1 laid the foundation for the planning process with a 360° review of Chicago’s cultural environment. The research undertaken was guided by a system of increasingly magnified investigation, examining the context, anatomy, and internal workings of Chicago’s heritage and cultural assets. This process followed three levels of analysis, from broad to specific: foundational analysis; cultural asset assessment and inventory validation; and audience development analysis. The maps and data were provided by the Cultural Vitality Indicators program of the Chicago Community Trust.

PHASE 2: BROAD PUBLIC ENGAGEMENT

Phase 2 engaged Chicagoans—residents, artists, cultural organizations, civic and business leaders, and broad-based stakeholders—in 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.

The team solicited public feedback through:

- 4 **town hall** meetings
- 19 **neighborhood cultural conversations**
- An **ongoing social media exchange**
- 10 **cultural sector meetings** to concentrate analysis
- **Numerous one-on-one stakeholder interviews**
- Independently convened **discipline-specific sector meetings**.

1. City of Chicago, Request for Proposals, Development of the Chicago Cultural Plan.





© City of Chicago

PHASE 3A: VISIONING

Well-grounded in research, phase 3 of the planning process began with a series of forums designed to provide direction and commentary on the appropriate priorities for the cultural plan. These working group meetings included participation from stakeholders inside and outside of the cultural sector, and city leaders, including:

- **Global Forums:** two gatherings of international culture experts across the world communicating virtually. These global thinkers in the cultural sector interacted with an invited group of cultural leaders from Chicago.
- **State of Culture and Priority-Setting Meeting:** a convening of the Cultural Plan Advisory Committee and stakeholders to offer feedback on the strengths, challenges, gaps, and opportunities for Chicago's cultural sector. Based on that, a preliminary set of priorities were discussed and evaluated.
- **Implementation Charrette:** In a broad group discussion of goals and objectives to provide the framework of the plan, the team was able to develop:
 - o an informed set of funding priorities; and sources;
 - o immediate, short-term, and long-term action strategies; and
 - o key partnerships.

PHASE 3B: THE PLAN

Following the completion of the working group meetings, the team developed a draft cultural plan. This document is the result of all of the collaborations and input described above. It includes findings, analysis, and a prioritized list of recommendations and strategies.

Following the delivery of the draft plan, DCASE and the consulting team will return to the public in another series of Town Hall meetings to:

- Receive feedback on draft recommendations, gauge the extent to which the initiatives respond to the vision of Chicago residents; and
- Actively visualize a role for the community in Chicago's cultural vision.
- Ensure that citizens are integral to the sustainability and vitality of the City's cultural landscape.

The final Chicago Cultural Plan 2012 will be submitted to City Council for adoption. It is intended to be a living document to be used and consulted over the course of its anticipated 10-15 year life span.

FOCUSING CHICAGO'S CULTURAL NEEDS

Through parallel tracks of inquiry, focused on public engagement and research, the cultural planning process identified needs to be addressed in this document. 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 expressed throughout the process:

A Focus on Neighborhoods

Residents are proud of their neighborhood's offerings but also seek cross-pollination with other areas of the City. Downtown events draw residents citywide as well as tourists. Is there a way to expand the value of major events beyond downtown? How can existing resources and policies strengthen cultural experiences across and between Chicago neighborhoods?

“ Anywhere in the world you hear a Chicago bluesman play, it's a Chicago sound born and bred. ”

Ralph Metcalfe, Olympian and Illinois Congressman

Accessibility

Throughout the city, Chicagoans are looking for greater access to culture. This point addresses many broad elements: safety in public spaces, zoning and policy, effective communication, physical 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 culture.

Capacity Growth of the Cultural Sector

Artists and organizations communicated the need for sustainability. Cultural service providers and participants think the cultural sector in the city is strong when it comes to offering quality cultural experiences; however, the sector is weak in capacity-building, including training, affordable and accessible space, resource development, a grantmaking model that responds to artist and organizational needs, and assistance in navigating public and governmental agencies.



Courtesy of Lookingglass Theatre

Global Cultural Positioning

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. In 2011, Chicago welcomed 1.2 million international visitors. Six other U.S. cities received more international visitors than Chicago (New York, 4.6M; Miami, 3.7M; Los Angeles, 2.9M; Newark, NJ, 1.7M; Honolulu, 1.6M; San Francisco, 1.5M).²

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 Philadelphia, Montreal, Seattle, and London.³

Profound Civic Impact

Leaders both within and outside the cultural sector cite the value of culture on Chicago's overall prosperity. Cultural opportunity is one reason people want to live in cities. The decisive 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.

Distinctive culture attracts tourism, which brings fresh money 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 coming early and then staying late in a neighborhood offering cultural attractions. Culture 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 its 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 nonprofit 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 cultural proponents and funders, programmers and coordinators. They must come from the private, philanthropic and nonprofit sectors as well as from every City department to every Alderman's office to every neighborhood to every individual.

² Source: U.S. Department of Commerce, ITA, Office of Travel and Tourism Industries, May 2012.

³ Source: 2thinknow, 2011 Innovation Cities Index.

A BLUEPRINT FOR PLANNING CULTURALLY

PLANNING CULTURALLY – WHAT DOES THIS MEAN?

Today, when cities compete with one another as 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 their overall success. A cultural plan therefore addresses critical elements of civic life – from the quality of parks to the economics of innovation, from infrastructure to tourism. That is why we have developed the concept of “**PLANNING CULTURALLY**” for the Chicago Cultural Plan 2012.

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 nonprofit 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. In other words, it must **PLAN CULTURALLY**.

When Chicago plans culturally, its cultural plan 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, for its strength to inspire, express, and unite.

PLANNING CULTURALLY describes a commitment to realize the impacts of culture as an indispensable tool 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; and

Initiatives: Potential programs and actions both large and small.

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



In this and the chapter that follows, the ten priorities are listed in no particular order. That is, priorities are not ranked by importance, feasibility, or other criteria. All ten priorities are considered equally paramount.

Ultimately, a set of 36 *recommendations* set out the blueprint that shall guide Chicago's cultural vision today and into the future. Over 200 *initiatives* are proposed as potential tactics for achieving these recommendations. These initiatives are tangible actions that can be scheduled, budgeted for, and, ultimately, launched. They are listed in the next chapter.

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.

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 and games, and video gaming. Their contribution to a 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. Our audiences are among the most loyal, ardent and admired in the cultural arena.

Two priorities focus on the need to expand, sustain, and celebrate people as Chicago's strongest cultural asset:

Priority: Attract and retain artists and creative professionals

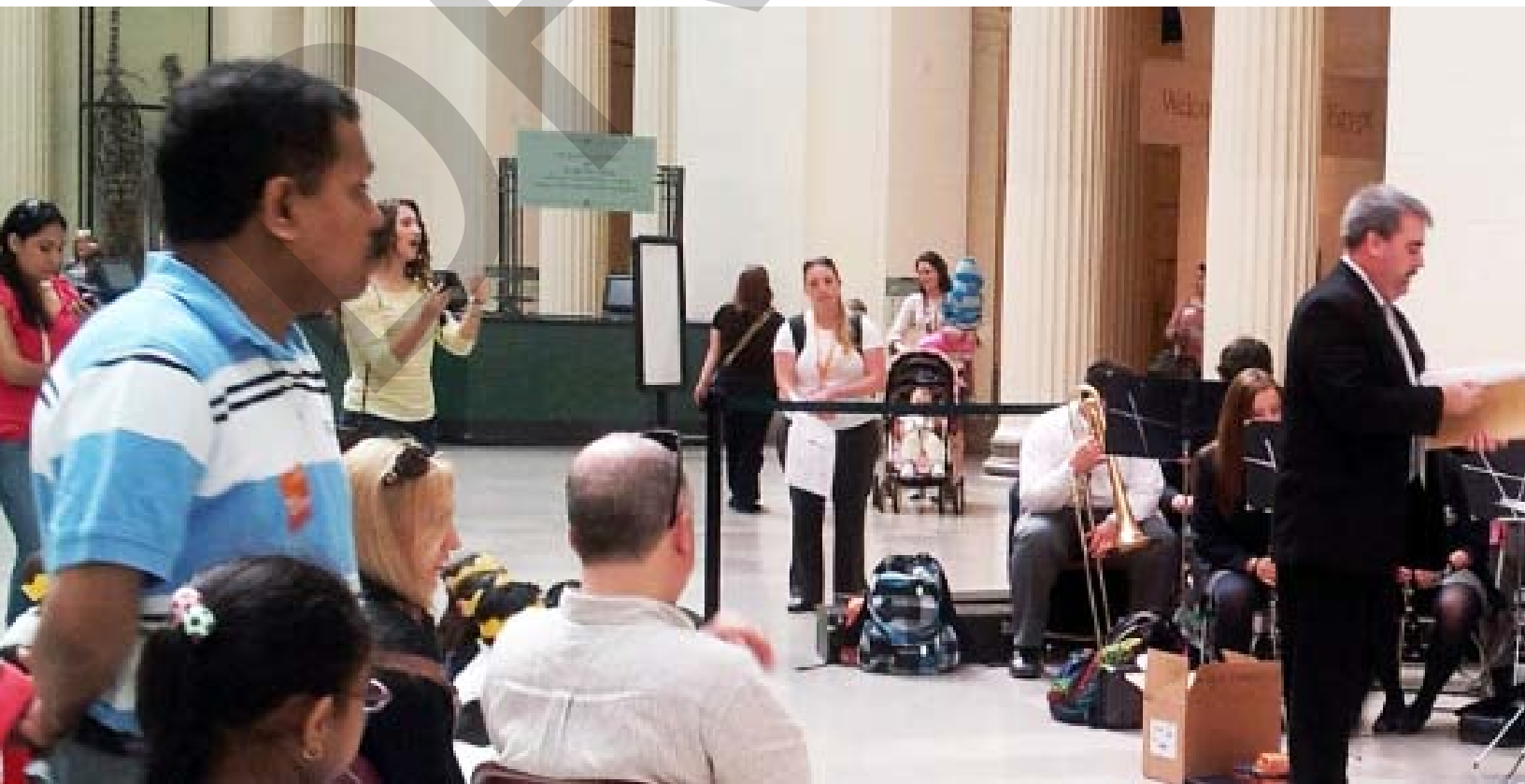
Purpose: To invest in the vitality of Chicago's culture by attracting, sustaining and propelling forward artists and creative professionals in Chicago.

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.

Priority: Reinvigorate 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; sustainable arts education funding; advocacy for K-12 arts education; mechanisms for lifelong cultural learning; and citywide collaborations to sustain arts education efforts.



In 2010, arts attendance rebounded for the first time since 2003.

- 13% of the adult population visited an art museum (vs. 12% in 2009)
- 32% attended a performing arts event (vs. 28% in 2009)
- Live popular music has experienced the biggest rebound

Source: Americans for the The Arts, 2012

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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.

Cultural integration into the fabric of everyday life can mean neighborhood beautification – as when a child passes by art on the way to school. It can refer to neighborhood festivals and the maintenance of world-class facilities. It can mean integrating artists, creative initiatives and institutions citywide.

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

Priority: Honor authentic Chicago culture in daily life

Purpose: To express the pride in Chicago - its diverse experiences and identities - through culture.

This priority focuses on cross-pollinating neighborhood experiences; 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.



Models of sustainability and doing business are integral to increasing cultural vitality. Grant processes – from guidelines to reporting methods – that better accommodate artists and cultural groups broaden grants’ effectiveness. Grant deadlines, criteria, oversight, and reporting can be tools in themselves to propel cultural groups to reach critical stages of growth and 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 match the vision for cultural vitality that Chicago has expressed. Funding for culture can be derived from diverse sources citywide when it is linked to reaching broad 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:

Priority: Strengthen capacity of arts providers at critical stages of growth

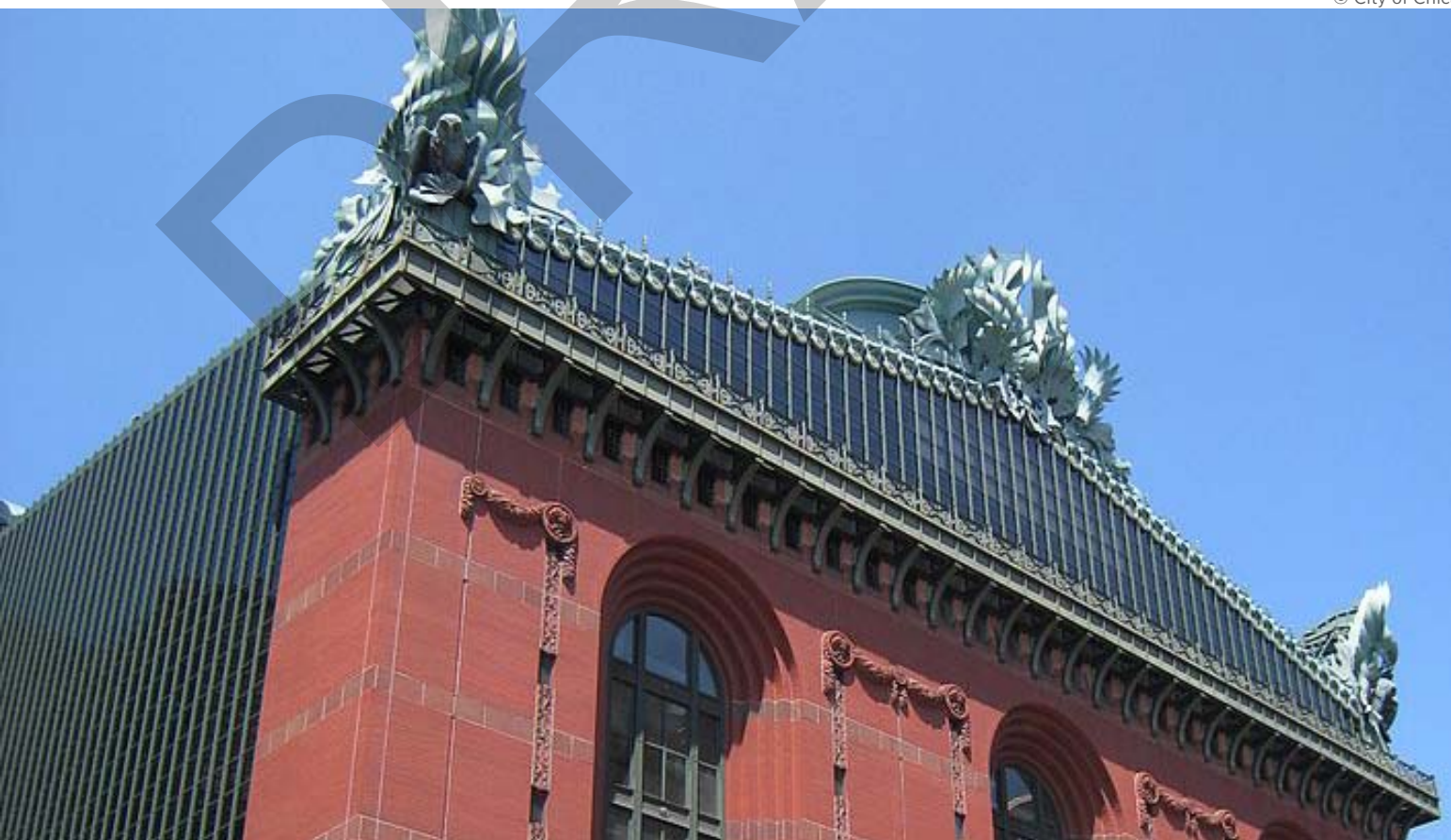
Purpose: To realize the potential of cultural organizations and initiatives through their evolution, from emerging to maturing to established to sustained strength and impact.

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

Priority: Optimize city policies and regulation so creative initiatives thrive

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 and tourism, quality of life, attracting and retaining residents and businesses, public safety and health, early learning and lifelong stimulation, strong neighborhoods and happiness.

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 therefore benefit broad civic goals.

Four priorities focus on the need to integrate culture in broad civic goals and to plan culturally:

Priority: Promote culture as a fundamental driver of prosperity to continually strengthen our quality of life

Purpose: To effectively communicate the impact of culture on Chicago's vitality across such broad civic goals as economic development, public safety, public health, strong neighborhoods and communities, early learning, and other quality of life indicators.

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

Priority: Make Chicago a global cultural destination

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

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

Priority: Place a priority on cultural innovation - what we do and how we do it

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

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

Priority: Integrate culture into civic life - across public, nonprofit, and private sectors

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

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

“Arts are a way to get more foot traffic and get people to come back. There are a lot of areas that remain empty and shuttered that I want to see utilized.”

Chicago Cultural Plan 2012 participant



RECOMMENDATIONS AND INITIATIVES

The following two chapters encapsulate the implementation strategy for the Chicago Cultural Plan 2012. In this chapter, recommendations are proposed under each priority. Initiatives are then listed as potential strategies to achieve each recommendation. Implementation direction and guidance are provided in the following chapter. Within the supplemental materials packet (available online at www.chicagoculturalplan2012.com) projected timelines and cost estimates are provided.

The recommendations offered are distinct and direct yet purposely broad enough to apply in a fast-changing environment, one that will evolve and advance over the course of the plan's implementation.

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



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

Chicago Cultural Plan 2012 participant

best practices, focused meetings within the cultural sector, research and analysis in international and local trends, needs, and emerging strategies, and input from leadership across Chicago's public, nonprofit, and private sectors.

It is recognized that as new stakeholders emerge, new opportunities should be considered to achieve these recommendations.

Therefore, the plan's initiatives are to be regarded as templates for strategies that will resonate across the spectrum of Chicago's cultural participants – audiences and artists, contributors and civic leaders, creative professionals and arts educators.

PEOPLE

ATTRACT AND RETAIN ARTISTS AND CREATIVE PROFESSIONALS

Recommendation 1. Critically examine and expand sources of cultural funding to match the potential and diversity of the cultural community.

Initiatives

- A Matching grants for cultural arts supported by philanthropy, private sector, and the City
- B Increased City of Chicago (DCASE) grants for artists
- C Updated grants criteria to reflect 21st Century best practices
- D Dedicated new revenue streams for arts
- E Tax incentives for creative industry start-ups and job creation activities
- F Microfinancing program for artists and creative industries
- G Low-cost health insurance programs for self-employed artists and creative professionals
- H Integration of culture in infrastructure, communication, planning, and executive of city capital projects
- I Grants and incentives to grow local film industry

J Incubation of creative start-ups

- K Help to grow sustainable support structures for self-funded arts programs and projects

Recommendation 2. Create a comprehensive system to accommodate space needs for artists and creative professionals.

Initiatives

- A Zoning and permitting to encourage artist live/work/retail/co-working/incubator spaces
- B Use of more TIF funds towards affordable artist housing and live/work spaces
- C Commitment to artists residing within cultural districts through 30-year leases
- D Foreclosed properties available for cultural, creative and artistic purposes
- E Affordable portable equipment rental service to transform space for performances
- F Guidelines and incentive programs to convert underutilized space for cultural uses
- G Augmented ability of the nonprofit real estate development community to create and operate cultural spaces



Photo: Chad Magiera

Recommendation 3. Assemble a culture job corps focusing the skills of cultural sector providers towards citywide issues.

Initiatives

- A "BuildYear School-to-Work" program: Coordinated 1-yr job entry program for arts and creative industry college graduates to build experience in the nonprofit, private, and public sectors
- B Fellowships for mid-career creative professionals (externships, lectures, grants, team-based projects)
- 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
- D "Arts Job Fair" for youth, high school graduates, and university level students
- E Artists-in-residence in every Ward
- F Collaboration among artists and residents to select, fundraise, and implement street beautification projects in coordination with citywide guidelines and urban design standards
- G Writers-in-residence in local libraries: Selection of writers connected with each local library to collaborate closely with residents, library professionals, and other writers
- H Job corps of teaching artists
- I "Artist360", a sector-wide fellowship rotating artists in corporate communication, social work, city planning, crisis management, healthy living to incorporate creative skills into other sectors
- J Mentorship program among emerging and established creative professionals and artists
- K Arts Service Organization (ASO)-wide focus on professional development for the emerging artist

Recommendation 4. Facilitate a reliable and sustainable multimedia communication platform to accommodate networks among providers.

Initiatives

- A Resource exchange website for artists and creative professionals to share services and equipment
- B User-updated artist database to identify networks, collaboration opportunities
- C Online artist marketplace to exhibit and sell art
- D 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, artist-led cultural planning
- F Robust and on-going collection of data on artists in Chicago

PEOPLE

REINVIGORATE ARTS EDUCATION FOR ALL CHICAGO AND CREATE OPPORTUNITIES FOR LIFELONG LEARNING

Recommendation 5. Develop equitable access to arts education in the public schools - every child, every grade, every art form, and every school.

Initiatives

- A Develop and Implement a Chicago Public Schools district-wide plan for arts education
- B Development and implementation of arts education curriculum in all schools.
- C Mandate from Mayor, School Board and Chicago Public Schools (CPS) CEO around non-negotiables regarding arts education in all schools
- D Arts education as a core subject within Chicago Public Schools (CPS)
- E Identification of national best practices in comprehensive arts education
- F Adoption of new state standards for arts education in Illinois

Recommendation 6. Develop expanded funding options for arts education programs.

Initiatives

- A Mayor-appointed Commission to drive funding for citywide arts education
- B Dedicated city funding for arts in schools
- C Coordinated 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 7. Advocate for sustainable, highest-quality, and comprehensive K-12 arts education.

Initiatives

- A Consistent measurement of arts education impact on broad citywide initiatives (i.e., community health, crime reduction, academic performance)
- B Professional development programs for Chicago Public School (CPS) teachers, administrators, and teaching artists
- C Parent outreach program for household-wide cultural appreciation
- D Demonstration to students, parents of the value of culture in workforce development
- E Teacher and Student Arts Pass: exposing education leaders and students to the arts
- F Citywide Chicago Public Schools (CPS) arts exhibitions and performances
- G Inclusion of arts education in measures of school success
- H Celebration and replication of Chicago Public Schools (CPS) arts education success stories



Photo: Chad Magiera

Recommendation 8. Establish comprehensive system for lifelong learning citywide.

Initiatives

- A Expansion of existing arts drop-in hours at community centers, libraries, parks, schools, recreation centers in collaboration with artists-in-residence, or organizations-in-residence
- B Growth of citywide arts afterschool programs for all K-12 and out-of-school populations
- C Network of programs for older adults participating in the arts, both formal and informal
- D Links between school programs and city colleges/universities cultural workshops/classes for general public and continuing education
- E Expansion of park district arts partners-in-residence program
- F Expansion of library evening hours
- G Leverage of existing database of teaching artists available for early learning programs
- H Arts partners-in-residence and artists-in-residence in schools, libraries, and other public buildings
- I Leverage of arts education assets for those students unable to learn in traditional classroom settings

Recommendation 9. Strengthen arts education in schools through citywide cross-sectoral collaborations.

Initiatives

- A "Chief Creative Officer" in every school: liaison to facilitate citywide collaborations
- B Chicago Public School (CPS)-wide student-run arts board: ongoing arts education planning
- C Creation and promotion of simplified process for collaborations among arts organizations and schools
- D Collaboration among universities and K-12 schools for arts education externships
- E Neighborhood showcase of culture: school field trips that are located within walking distance to optimize affordability
- F Arts education plan cross-sectoral implementation task force

PLACES

HONOR AUTHENTIC CHICAGO CULTURE IN DAILY LIFE

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

Initiatives

- A Neighborhood cultural cross-pollination (i.e., programs, grants, marketing and outreach, shared commissioning of works, partnerships, cooperation that attract residents from one neighborhood to experience another neighborhood)
- B Financial and technical support for neighborhood cultural programs
- C Cross-pollination model for programming: incentives, mechanisms, marketing, space usage that intentionally extend the reach of content beyond a single neighborhood
- D Neighborhood outreach linked to downtown festivals: marketing, programming, partnership with local cultural initiatives, coordination of schedules and curation of themes that link major downtown festivals with neighborhood initiatives
- E Do-It-Yourself (DIY) joint collaborations: guidelines, tools, and resources for marketing, programming, and hosting events citywide
- F Citywide association of neighborhood festival organizers to understand, share, and collaborate on sustainable models for neighborhood festivals
- G Chicago River cultural festival: events taking places at key locations along the river citywide

Recommendation 11. Broaden participation of all Chicago residents in culture.

Initiatives

- A Activated cultural centers in every neighborhood to enhance cultural participation
- B Citywide art subscription series: single pass for multiple events/performance citywide
- C Expanded awareness of Museum Pass program
- D Citywide youth arts conferences: convening of teenage residents to learn, express, plan for, and appreciate cultural arts
- E Youth arts exhibit space: dedicated space with curated exhibitions featuring youth-only art
- F Neighborhood master classes by arts organizations' visiting artists
- G Enhanced transportation to and through neighborhood cultural venues



Photo: Yenna

Recommendation 12. Communicate and celebrate every neighborhood's cultural expression.

Initiatives

- A "One-Stop Shop" website and physical neighborhood 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
- C User-generated online maps populated by stories that are geographically linked to specific locations within a neighborhood
- D "StoryTour": Global Positioning System (GPS) neighborhood audio tour featuring first-person stories, folklore, traditions block-by-block
- E Newcomers unofficial guides to neighborhoods: locally-generated cultural guides to neighborhoods orienting newcomers to events, landmarks, myths and tales, points of pride, etc.
- F "Culture Crawls": coordinated walking tours featuring neighborhood cultural assets - built heritage, gardens, landmarks, history
- G Coordinated public relations campaign to expand news coverage of citywide cultural events

Recommendation 13. Expand the vitality of Chicago's neighborhoods through integration of art in public places citywide.

Initiatives

- A Integration of neighborhood cultural assets - stories, artists, traditions - into design of neighborhood transportation hubs and gateways
- B Neighborhood involvement in selection, installation of local public art
- C Citywide multimedia transit arts program: visual arts, poetry, performing arts, digital arts
- D Streamlined zoning, permitting accommodations for street vendors, performance artists, multi-media street art installations
- E Permission/assistance to transform street furniture, park equipment into public art
- F Collaboration among chambers of commerce to integrate art throughout commercial and retail spaces within neighborhoods
- G Art/food trucks: accommodating permitting to allow temporary vehicles selling food and art throughout the city
- H Temporary art installation series interwoven through neighborhoods
- I Temporary installations in brownfields, along fences, overpasses, viaducts
- J Art Walls: dedication of specific sites (i.e., bridges, side walls of public buildings, transit structures etc.) that are continuously programmed with changing exhibitions

PLACES

FACILITATE NEIGHBORHOOD PLANNING OF CULTURAL ACTIVITY

Recommendation 14. Continue cultural planning process through effective ongoing neighborhood participation.

Initiatives

- A "Neighborhood Cultural Councils": committees of neighborhood residents that focus on a number of priorities, among them: planning programming, space, events, and funding for culture with specific budget, process, resources, and connection to DCASE (recommended in the 1986 Cultural Plan and still needed today)
- B Vote-generated culture: residents vote on their preferred set of cultural initiatives to be funded with direct grants and/or new funding streams
- C "Neighborhood Connector": individual that establishes partnerships, collaborations across private, public, nonprofit sectors
- D Action list for Chicago residents to support Chicago Cultural Plan 2012 after its release
- E Citywide performances and events to celebrate the Chicago Cultural Plan 2012's release and launch neighborhood cultural planning process
- F Toolkit for cultural planning, participation, and placemaking
- G State of Culture: annual neighborhood town hall meetings on cultural achievements, challenges

Recommendation 15. Sustain funding for neighborhood cultural planning.

Initiatives

- A Neighborhood cultural grants modeled on support for business in neighborhoods
- B Endowment for neighborhood cultural initiatives
- C Special Service Area (SSA) guidelines and requirements to mandate cultural programming and infrastructure
- D Percentage of Special Service Area (SSA) funds allocated to the cultural arts



Recommendation 16. Expand the number of spaces for culture in every neighborhood.

Initiatives

- A Permitting/zoning to allow for cultural uses: performances, exhibitions, rehearsals, studio space, retail, live/work spaces, etc.
- B "Cultural Space Brokerage": 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 to arts groups or community cultural groups
- E Comprehensive citywide space inventory for cultural uses
- F Incentives to develop citywide garden patches in underutilized spaces
- G Pocket parks linked to local organizations for development

Recommendation 17. Encourage and maintain vibrant cultural districts citywide.

Initiatives

- A Development of a "Museum Campus South." (i.e., new capital infrastructure surrounding the Museum of Science and Industry and DuSable Museum of African American History)
- B Criteria and policies for neighborhood areas to be designated as cultural districts
- C City resources, expertise to build, maintain, market cultural districts
- D "Creative Enterprise Zones": incentives for concentration of cultural organizations, galleries, performance spaces, creative industry (also recommended in 1986 cultural plan and still needed)
- E Toolkit to develop cultural districts: outlining the critical pathway from emerging to established cultural districts
- F Cultural district matching funds for arts organizations to establish neighborhood presence
- G Housing allocation that preserves diversity of income levels within cultural districts
- H Coordinated urban design, zoning guidelines for cultural districts

POLICIES

STRENGTHEN CAPACITY OF ARTS PROVIDERS AT CRITICAL STAGES OF GROWTH

Recommendation 18. Advocate for funding strategies among philanthropic, private, and public sector that respond to cultural sector's operating realities.

Initiatives

- A Grantmaking process linked to identified markers of capacity building at every stage of organizational growth
- B Expansion of grants to support operating expenses
- C Longer grantmaking cycles (minimum of 3 years) for grants tied to specific initiatives
- D Grants for public outreach
- E Incentives to share operating expenses across organizations
- F Funding annual performance measurements
- G Succinct funding guidelines that focus on clarity and user-friendliness
- H Coordination among major grantmakers to standardize reporting format and types of data to be collected among cultural providers
- I Incentives to offer cultural institutions and artists with discounted insurance plans

Recommendation 19. Build capacity among cultural organizations across all budget levels.

Initiatives

- A Establishment of a dedicated festival site to be used for large-scale City-sponsored festival events (including permanent vendor booths, indoor and outdoor facilities, and year-round programming)
- B Partnership among diverse arts organizations to encourage cross-fertilization of audiences
- C "Peace Corps of Arts Administrators": temp service employing part-time, maternity leave, semi-retired arts leaders across cultural sector
- D "Shared Services Capacity Center": agents to broker shared back office staff, equipment, fixed costs
- E Multi-year mentor relationships among arts organizations
- F Pairing of emerging artists with apprentice producers
- G Creation of Arts Service Organization (ASO)-type organizations focused on functions instead of discipline (i.e., fundraising, marketing, communication, etc.)
- H Leadership and succession development
- I Cultural sector-wide performance measures



Photo: John Picken

Recommendation 20. Coordinate resources within cultural sector and across diverse stakeholders.

Initiatives

- A Staffed coordinator with abundant experience in city government who helps organizations navigate city regulatory processes
- B Coordination among colleges/universities and cultural organizations
- C Coordination among cultural organizations on communication tools to market cultural events
- D Coordinated advocacy efforts across all Arts Service Organizations (ASOs) for increased cultural resources from city, private sector, grantmakers
- E “New Audiences Roundtable”: citywide symposium to expand cultural participation for Chicago cultural organizations
- F Sector-wide market surveys of audiences
- G Cultural tourism strategy: sector-wide initiatives targeted at developing tourism-ready cultural experiences

POLICIES

OPTIMIZE CITY POLICIES AND REGULATION SO CREATIVE INITIATIVES THRIVE

Recommendation 21. Develop the resources, systems, and coordination across city departments that reflect a pro-culture government.

Initiatives

- A Distinct classification for artists, cultural functions within permitting, zoning, licensing
- B Aldermanic arts initiatives, dedicated funding
- C Implementation of culture-specific performance measures for city departments and agencies
- D Community/neighborhood representation on DCASE advisory board

Recommendation 22. Develop new revenue streams for culture.

Initiatives

- A Percent-for-art ordinance updated to reflect global best practices
- B Funding for culture as % of infrastructure projects citywide
- C Real estate development incentives towards cultural contributions
- D Augmentation of hotel occupancy tax on behalf of diverse cultural initiatives
- E Dedicated tax for arts and culture



Recommendation 23. Streamline city processes to simplify achievement of cultural initiatives.

Initiatives

- A "311 for Culture": up-to-date interactive manual for cultural providers to navigate through city processes
- B Audit of permitting, licensing, zoning, granting processes to achieve highest-quality delivery of cultural services and facilitation
- C Online tracker device for requests/inquiries/permits
- D DCASE strategic plan

PLANNING CULTURALLY

PROMOTE CULTURE AS A FUNDAMENTAL DRIVER OF PROSPERITY TO CONTINUALLY STRENGTHEN OUR QUALITY OF LIFE

Recommendation 24. Communicate the broad civic impacts of culture to city departments and elected officials.

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 (i.e., social media) 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 "Culture Matters" training: communicating distinct needs of cultural sector through training across city departments
- G Tour of arts facilities to expand understanding of citywide cultural needs
- H "Mapping Culture's Reach": demonstration of culture's breadth across Chicago (i.e., number of employees supported by cultural initiatives)
- I Feedback loop on cultural initiatives citywide: measurement and reporting of quantitative and qualitative impacts of programs

Recommendation 25. Communicate the benefit of culture towards achieving private sector objectives.

Initiatives

- A "Creativity Works": creativity roundtable of cultural leaders and artists addressing private sector issues (i.e., staff development, motivation, retention; design as profit margin; problem solving)
- B "Artist-for-a-Day": corporate cultural awareness program (i.e., shadowing artists and/or hands-on collaboration with artists on cultural projects, etc.)
- C Leadership training through tools of culture (i.e., collaborative problem solving, creative thinking, etc.)
- 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 Chicagoland Chamber of Commerce training on the role of arts and culture



Recommendation 26. Maintain comprehensive database measuring cultural health: space use, programming, participation, funding/resources.

Initiatives

- A Impact assessment studies of culture on: public safety, public health, cognitive development, environmental sustainability, strong neighborhoods, well-being/happiness
- B Updated cultural economic impact assessment by neighborhood, discipline, budget level
- C Up-to-date neighborhood cultural asset inventory: listing permanent and temporary venues/places/events
- D "Neighborhood Arts Report Card": reporting of neighborhood-specific cultural vitality indicators
- E "Chicago Cultural Census": annual survey of cultural participation
- F Longitudinal studies of cultural investment in neighborhoods and schools

PLANNING CULTURALLY

MAKE CHICAGO A GLOBAL CULTURAL DESTINATION

Recommendation 27. Establish and market Chicago as a cultural destination with extensive global reach.

Initiatives

- A Large-scale major cultural festival that attracts global attention and highlights Chicago's renowned cultural assets
- B "Cultural Laureate Program": endorsement of touring Chicago artists and cultural organizations
- C Comprehensive branding strategy at local, national, and international level
- D Satellite international offices that promote Chicago's culture worldwide
- E Showcase of Chicago's proud diversity in cultural branding
- F Global marketing campaign around dynamic neighborhood festivals and events
- G Showcase of modern and historic city icons to raise global profile of Chicago
- H Collaboration with Chicago Transit Authority (CTA) to market citywide culture
- I Taxicab promotion strategy for arts and culture

Recommendation 28. Initiate and develop thriving global exchanges with international cultural institutions and artists.

Initiatives

- A Program and leadership exchanges between Chicago and international discipline-specific cultural communities
- B Pop-up installations in collaboration with Chicago cultural organizations and international designers, architects, thinkers, artists
- C Sister city arts program for satellite programs and exchange (of arts administrators, artists, etc.)
- D Galvanizing Chicago-based consul generals to facilitate global cultural exchanges
- E Citywide coordination among city colleges and universities for international cultural visiting faculty



Recommendation 29. Develop a comprehensive cultural tourism plan to reach Chicago's potential as a global cultural destination.

Initiatives

- A "Tourism-Ready" program: set and reach standards for transit, safety, information, infrastructure, amenities and local cultural assets and resources citywide
- B Visitor itineraries integrating both Loop and neighborhood cultural assets
- C Cultural tourism calendar that schedules peak and shoulder seasons with anchor and supporting cultural events
- D Collaboration among conventions and conference organizers to create cultural packages for participants and their families
- E Collaboration among accommodations and cultural organizations to offer packages, itineraries to cultural tourists
- F Collaborations with international airlines and cultural organizations and institutions to offer packages around major anchor events
- G Collaboration among cultural organizations and major non-cultural events to coordinate scheduling, cross-marketing, packages
- H Packages/transportation options for the regional cultural tourist

PLANNING CULTURALLY

PLACE A PRIORITY ON CULTURAL INNOVATION - WHAT WE DO AND HOW WE DO IT

Recommendation 30. Manifest a citywide focus on innovation through on-the-ground physical spaces and events celebrating and developing creative thinking.

Initiatives

- A Globally-renowned arts and creative industry accelerator center in collaboration with universities, private sector, and the City focused on program development, products and patents, technology applications, and implementation models
- B "FutureFest": 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 including computer animation, lighting and sound programming, social media, etc.
- D Satellite city college spaces for arts incubators linked to major accelerator center
- E Ideas Week tie-in with cultural sector innovation

Recommendation 31. Develop forums to encourage new idea creation.

Initiatives

- A "SparkPlug": incentive program for new idea generation within the public sector on behalf of cultural sector
- B "Innovation Speed Dating": emerging ideas/products co-developed one-on-one across sectors and expertise (writing workshop model)
- C "Mash-Up Partnerships" (i.e., marketing, programming, facility use) between cultural organizations and nonprofits in social services, environment, health, community development, etc.
- D Cultural sector-led crowd-sourcing to address civic issues
- E Grants tied to technology in arts
- F "Corporate Think Tank": convening of private sector leaders to offer advice on issues presented by cultural sector (i.e., workshops, seminars, panels, etc.)
- G Exposing cultural leaders and artists to 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": dedicated city resources for new ideas and new value in existing cultural assets



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Recommendation 32. Strengthen the critical pathways that accelerate artists' and creative professionals' concepts 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 smaller, for-profit creative industries
- D Internationally-renowned trade shows for music, digital arts, visual arts, performing arts linked to festivals
- E "Cultural Hackathons": coordination and support of computer programmers convening to develop cultural products for the cultural sector
- F Professional development for the start-up entrepreneur
- G Do-It-Yourself (DIY) artist galleries: galleries citywide launched and operated by artists
- H "Theater Speed Dating": showcasing productions to producers through intense networking platforms

PLANNING CULTURALLY

INTEGRATE CULTURE INTO CIVIC LIFE - ACROSS PUBLIC, NONPROFIT, AND PRIVATE SECTORS

Recommendation 33. Identify strategy for implementing the Chicago Cultural Plan 2012 supported by nonprofit, public, and private sectors.

Initiative

- A Mayor's endorsement and advocacy of the Chicago Cultural Plan 2012's vision and initiatives
- B Mayor's Cultural Plan Commission: launching a multi-sector commission responsible for targeting implementation (i.e., identifying stakeholders, methods, best practices, funding, etc.) of Chicago Cultural Plan 2012 initiatives
- 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 plan implementation successes, tasks
- G Update of Chicago Cultural Plan 2012 every five years

Recommendation 34. Integrate culture across all City departments and agencies and within major infrastructure projects.

Initiative

- A Infrastructure Trust to place focus on cultural projects
- B Cultural assets, programming, participation integrated into all Chicago departments and agencies
- C "Public Sector Cultural Summit": Mayor's convening to integrate culture across all city departments
- D Implementation charrette on arts and culture across all City departments and agencies
- E Interdepartmental cultural resource liaison: Identified individual with the ability and knowledge to link initiatives and projects citywide with cultural tools, assets, and providers
- F Cultural sector representatives in advisory boards, commissions across city departments and agencies
- G Concurrency of Chicago Cultural Plan 2012 initiatives with other departmental and agency plans
- H Integration of culture in public outreach of every department and agency
- I Cultural arts tools for signage, beautification, communication of infrastructure projects
- J Thematized city parks as destinations: marketing, programming, and residencies coordinated to provide a specific niche to specific parks



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

Initiative

- A “Cultural Investment Fund”: funding mechanism for culture using private sector investment potential
- 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 citywide
- E Cultural infrastructure integrated within corporate headquarters (i.e., amphitheater, exhibition space)
- F Introducing corporate employees to the cultural assets in Chicago's neighborhoods through organized tours, experiences focused on individual neighborhoods
- G Training, exposure, and advice on establishing corporate and individual art collections
- H Internationally-regarded prize/challenge for innovation in the creative industries awarded by Chicago leading institution (i.e., corporation, university, foundation, nonprofit, etc.)

Recommendation 36. Integrate culture throughout nonprofit sector.

Initiative

- A “Public Art Trust”: alternative funding mechanism that builds endowment supporting art in public places (could be augmented by fundraising, investment portfolio, earned income, etc.)
- B “University/College Cultural Coalition”: regular convening of Chicago's universities and city colleges around supporting, sharing, and benefiting from citywide cultural assets
- C Use of city college and university facilities, public spaces by cultural organizations, artists
- D Cultural uses within nonprofit facilities (i.e., exhibition spaces in hospitals, choir rehearsal at adult activity centers, etc.)
- E “Discover ChicagoU”: new post-secondary student orientation to culture citywide
- F Cultural activities at area public facilities (i.e., VA hospitals; public aid offices; social security office)





IMPLEMENTATION STRATEGY

INITIATIVE TIMELINES AND COST ESTIMATES

The initiatives described in the previous chapter outline the ways in which the plan can be actualized. A framework for establishing implementation milestones is outlined within 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 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.

The following two tables summarize the approximate timeline and estimated annual operating cost. 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. About half of 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		60%	
18 months-5 years		32%	
5-10 years		7%	
10-20 years		1%	

Annual Operating Cost Estimate			
Up to \$50,000		34%	
\$50,000-\$249,999		29%	
\$250,000-\$999,999		21%	
Over \$1 million		16%	

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. A great many initiatives can be achieved now and for very little money. What the initiatives call for is citywide recognition of culture’s power to improve Chicago across broad 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, how to make grant writing 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.





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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 around a room. Action plans were proposed, discussed, and built upon. Indeed, many initiatives are the result of these citywide brainstorms. 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 nonprofit sector, as well as 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, economic development, and 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 nonprofit 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.

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As the
& surprising
provoking
of art,
ANCE & creative
SSION.

that represent or express the
identity of a particular
social group, like an ethnic
group, group bonded over shared
interests, etc.

How people
interact
w/ one another

AN INDIVIDUAL
CHOICE.

SHARING
Experience

At the Town Hall Meetings launching the
planning process, participants were asked,
"What is culture?"

ture
SSION

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

creativity
expression
community

CULTURE IS
Mind-EXPLOSION
EXPERIENCE

Culture is
an ability to
find artistic
representations
of diverse
communities

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

Culture =
accumulated
human
experience

what
unites
people

CULTURE IS THE
CURE FOR
EVERYDAY LIFE

Generate
Thought.
Generate
Progress.

FOOD
TORY
RIENCE

Music
Music
Music

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

COLOR

culture is
quality of
life /
happiness

culture
is
civic engagement

Understanding
ones
neighbor
John Lloyd

The
foundation
of
society

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

Keep
Millennium
Park
free

EXPERIENCE

diversity

- Free access for All Chicagoans
- Arts Education
- Presence in neighborhood across the city

Cul
Li

The sense of
Unity
within a
community,
local
community.

FREE
PROGRAMS

Culture is a distinct
set of value, character-
istics & attributes
that are instantly &
intentionally shared by
a select group of
people.

The Pride
of a
Community

Culture
a Framework
how people
with the

Culture is
the conditions
for creative
growth

- community
- visual, performing
literary, musical
production
- the shared ideas
of people living &
working together

Millennium
Park
Music
Programs

SHARED
VALUE

A key
to be
by the

MUSIC

TH3

Culture is an
expression of
a community's
past history
and beliefs.

Everything!

Language
Food
Dance Faith
Humanity

Culture
a shared
and
of a
history
& cr

starting
conversations,
bringing
awareness

Free
Music

Culture is
The Respect &
~~being~~ support
That comes from
one community

Artistic /
Cultural
expression
of who we are
and what we
believe

Culture
-
Dive

Culture
is the soul
of a people

Components
of the
Community
represented
to all

A builder
of civic/human
engagement +
expression

Arts
Entertain
way of

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