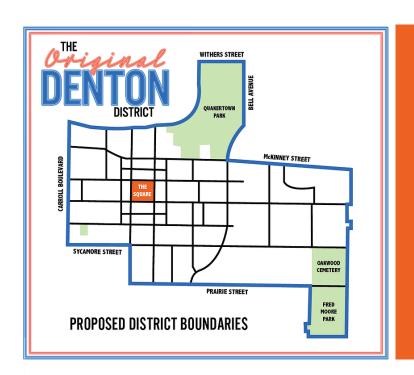


STRATEGIC PLAN & TIMELINE DRAFT AS OF MAY 23, 2019



# Needs Assessment

"Denton is a community like no other – we're welcoming, innovative, creative, diverse, unique and authentic. We're musicians and businesspeople, artists and teachers, writers and lawyers, living and working in a thriving community where being different is a part of our daily routine. We're originally Denton, but some may call us "odd"... and we're okay with that."

### Timeline 2018





APRIL

MAY-AUGUST

JUNE-JULY

AUGUST

NOVEMBER

#### City Council Work Session

- Date: February 27
- Outcome/Activity:
   Described TCA's Cultural
   Districts Program; Council
   directed to pursue application
   in 2019 cycle.

#### Citizen Survey

Outcome/Activity:
 Asked questions related to
 downtown commercial areas
 and cultural/arts/music
 activities to use as guide.

#### **Advisory Group Meetings**

- Date: May 16, June 13 & August 22
- Outcome/Activity: Held meetings to research and discuss the idea of a cultural district; conducted 3 meetings on May 16, June 13 and August 22.

### Artist Needs Assessment on City Hall West

 Outcome/Activity: Researched use as a multipurpose cultural center using online survey and public meetings; received 367 responses with the majority from artists.

### City Hall West Business Plan Completed

 Outcome/Activity: Completed feasibility with various options for further exploration based on resources and funding.

#### City Council Staff Report

- Date: November 16
- Outcome/Activity: Gauged interest in creating a cultural district.

### Timeline 2019



#### Letter of Intent Submitted to TCA

• Date: January 24, 2019



#### Consultant Hired

 Outcome/Activity: To develop strategic plan.



#### **Community Meeting**

**APRIL** 

- Date: April 11
- Outcome/Activity:

Using both public discussion and post-surveys; 18 residents, including general public, artists, arts organizations and cultural entities, business representatives in attendance.



- Date: April 20
- Outcome/Activity: Community art project and research conducted at Denton Community Market. Estimated reach was 200 community members and included artists, musicians and others interested in



#### Digital and Social Media Engagement

 Outcome/Activity: Engaged 652 residents and followers.



- supporting the arts.

#### Ethnographic Research at Various Festivals and Markets

- Date: April 26-27
  - Outcome/Activity: Community art project and research conducted at Arts and Jazz Festival. Estimated reach was 1,000 community members and included artists. musicians, representatives from arts organizations and others interested in supporting the arts.



#### **Public Comment Meeting**

- Date: May 20
- Outcome/Activity: With 10 residents, including general public, artists, arts organizations and cultural entities, business representatives in attendance and giving feedback.

#### Public Art Committee Meeting

- Date: May 28
- Outcome/Activity: Approved application.



#### City Council Meeting

- Date: June 03
- Outcome/Activity: Approved application.

#### **Economic Development** Partnership Board meeting

- Date: June 12
- Outcome/Activity. Approved application.

#### Submit TCA Application

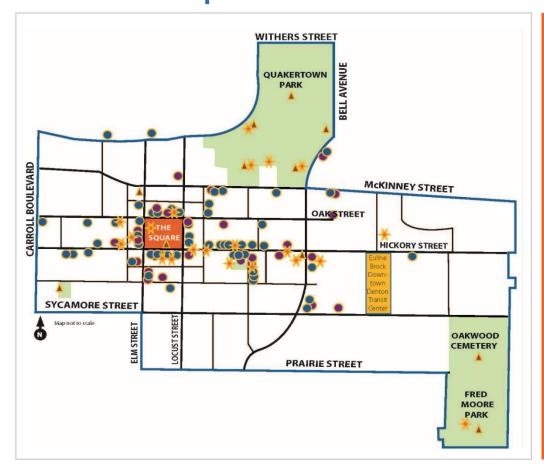
• Date: June 15



#### City Council Work Session

- Date: February 04
- · Outcome/Activity: Gave direction on boundaries, committee structure and budget.

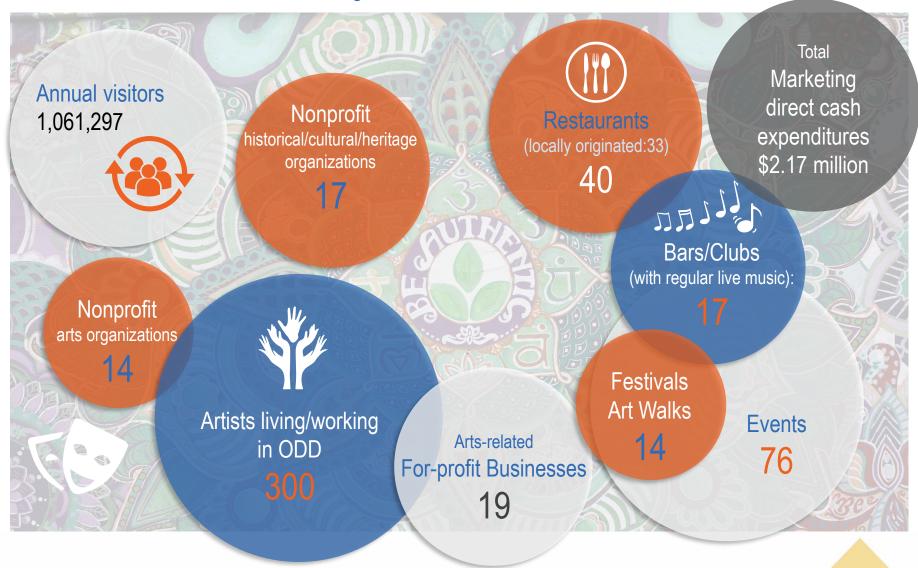
# The Original Denton District: Asset Map



Staff conducted an asset inventory to identify and document all of the assets in the ODD Cultural District, including parks, event locations, restaurant/bars, historic/heritage/cultural sites, and art installations.

MARKER	DESCRIPTION
	Park
•	Live Music/Performance/ Event Location
	Restaurant/Bar
<b>A</b>	Historic/Heritage/Cultural Site
*	Art Installation

# Cultural District By The Numbers



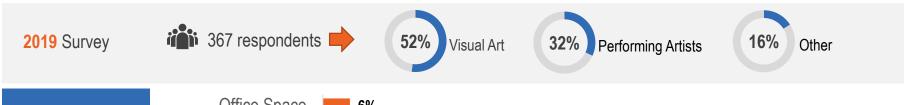
# **Denton City Hall West Exploration**



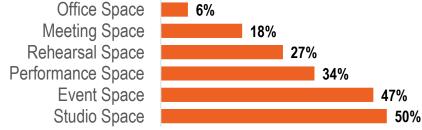
Built in 1927 and vacated in 2016

Designated as a Texas Historic Landmark and is located in the heart of ODD

Includes 20,000 square feet of interior space with a front section divided into three stories, including a basement, a rear section with auditorium (with a balcony) and a large open space in the lower level with ancillary spaces for services



Results showed:



Data collected during the City Hall West assessment in 2018, under the guidance of an arts consultant, was reanalyzed in the context of the cultural district needs assessment. under the guidance of an arts consultant. This data was connected with and supplemented other research. The data showed strong support for cultural and arts programming, the use of space for cultural amenities, and a deep support for art and artists in ODD.

# Research on Cultural Districts & Economic Impact



#### **KEY LEARNINGS:**

- Creation of an "identity" is key with best results if identity focuses on all creatives
- Cultural districts can be a driver of social change as well as economic growth
- Sustainability is key; it is based on governance structure and focused, yet flexible planning
- Metrics need to be clear and comprehensive

"Cities are in an all-out war for creative talent and ... in the future, this will be the dividing line that separates cities that thrive from cities that lag."

- Richard Florida, Author of The Rise of the Creative Class

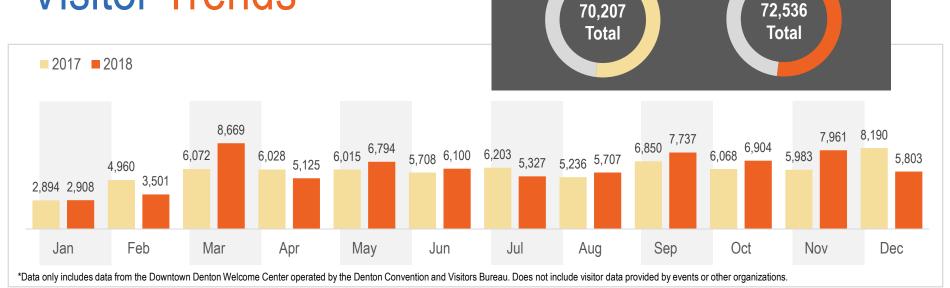
"The Dallas-Fort Worth region's creative economy is an important component of the region's overall economy. It is the leading creative economy in the state of Texas and is also among the largest nationwide.

It supports 205,000 jobs. It generates \$2.7M in federal taxes and \$1.2B in state and local taxes annually.

It results in new cultural districts, the retention and attraction of an educated, highly skilled workforce and a creative 'buzz' that plays a role in the decision-making process of firms looking to relocate."

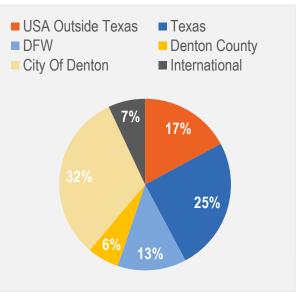
-Michael Seman, Ph.D., and Michael Carroll, Ph.D., of UNT's Economic Research Group

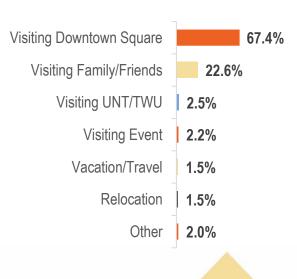
### Visitor Trends\*



#### **KEY LEARNING:**

Denton has a steady stream of visitors to the downtown area, but ODD will create buzz, drawing visitors and residents into the downtown area with more regularity





# Community Engagement Sessions



#### **KEY LEARNINGS:**

- · Concerns about gentrification
- Excitement that City is taking an interest in arts promotion
- Lots of discussion on transit and walkability
- Interest in supporting next steps

#### April 11, 2019

Feedback and Ideation Session at the Patterson-Appleton Arts Center

Reach: 15

May 20, 2019

Public Comment Meeting at the MLK Center

Reach: 10

# Community Engagement Sessions









#### **KEY LEARNINGS:**

- Most already thought downtown was a cultural district
- Many artists stressed Denton's uniqueness
- Some were interested in helping

#### April 20, 2019

Community art creation and engagement at Denton Community Market

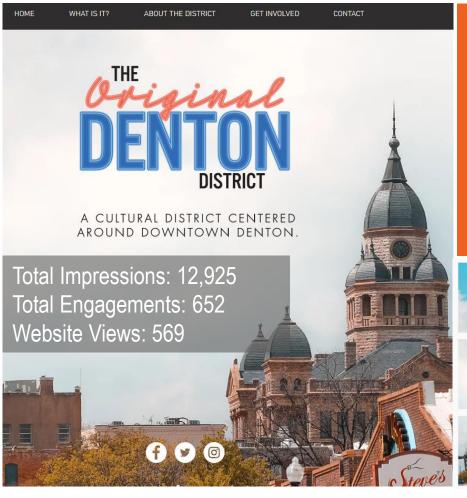
Reach: 200

April 26-27, 2019

Community art creation and engagement at Arts & Jazz Festival

Reach: 1,000

# **Digital Engagement**



#### **KEY LEARNINGS:**

- Many users are social-media savvy, making it an inexpensive, but high-ROI tool
- Website and social media will be good tools for engagement and feedback
- Online tools will generate interest and engagement for events in ODD







May 18 on the public murals that help tell the story of our city, inspire us, and represent Denton as a hub for creative output."



DENTON BIBLIOCOMMONS.COM
Murals in Denton: An Introduction to Our Visual
Landscape

004

# **SWOT Analysis**

#### **STRENGTHS**

- Untapped potential
- Walkable / train station
- Downtown square
- Established events / venues
- · Well-established arts community
- Excellent historic preservation leaders
- Existing landmarks
- UNT & TWU / 60.000 students
- Grammy Award winners

#### **OPPORTUNITIES**

- Creation of "identity"
- Creation of downtown hotel for events/visitors
- Creation of affordable housing
- Interest in and support for downtown
- Improved events calendar
- Access to outside funding

#### WEAKNESSES

- Uncoordinated / lack of consistency through signage or aesthetics
- Needs anchor institution
- Racial/cultural divide
- Safety issues at night
- Known mostly for jazz rather than other arts
- Parking
- Lunch to evening only / Difficult to come/go from Dallas-Fort Worth area via transit

#### **THREATS**

- Overlapping marketing by Chamber, CVB and City
- Competition from other DFW cities
- · Gentrification and continued racial/cultural divide
- Bringing artists in vs. growing Denton artists
- Disconnect between old vs. new



# Odd-acious Strategic Plan & Timeline

"Denton is an unusual mix of original inhabitants, country folk, college kids, seriously progressive thinkers and people who make art. Brave Combo has remained in Denton for our 40 years of existence largely because we felt at home around people who accepted our eccentric twist on music. This has always been a town where creativity is encouraged and rewarded, and it seems like the right time to push Denton to the next level. I'm absolutely sure they will work tirelessly to achieve the goals expected from such a designation." – Two-Time Grammy Winner Carl Finch, Brave Combo



#### Original Denton District Strategic Plan 2019-2024

#### VISION

A vibrant downtown Denton, energized with arts, entertainment, music, affordable housing, shopping. A unique cultural destination that celebrates the diversity of art and artists that enhance the vibrancy of our public and cultural spaces and integrate art, culture, music, innovation, and history.

#### MISSION

The Original Denton District will enhance Denton's unique character and vibrant creative economy by promoting and supporting the diversity of cultural amenities that celebrate our history, define our present and curate our future.

#### Supporting City of Denton's Plan 2030 under Community Character & Urban Design:

GOAL CC-1 (Protect Denton's historic character areas through thoughtful preservation and integration of new development.)

GOAL CC-3 (Promote Denton's character through public arts, arts and culture, heritage tourism and places for community interaction.)

GOAL CC-4 (Create Character: Achieve exemplary urban design in future and existing development throughout Denton's neighborhoods, centers and land use.)

#### STRATEGIC GOALS

- Grow the creative economy by maintaining and supporting a diverse and vibrant ecosystem of artists, art organizations, and other creatives that live, work and play in Denton
- Generate cultural tourism through the creation of a welcoming environment that attracts visitors regularly
- Stimulate economic growth by building living and working experiences on a foundation of historic preservation while nurturing sustainable new development
- Develop and stimulate cultural experiences for both visitors and residents
- Engage a cross-section of community, including creatives, business, higher education and residents, in community revitalization and activation



#### **OPERATING GOALS**

- Ensure a periodic process to review, celebrate and refresh goals as well as integrate efforts into other plans
- Develop an intentional management structure that supports continuity and co-creation within community
- Advance a sustainable public/private mix of funding and support
- Create a robust and evolving marketing plan

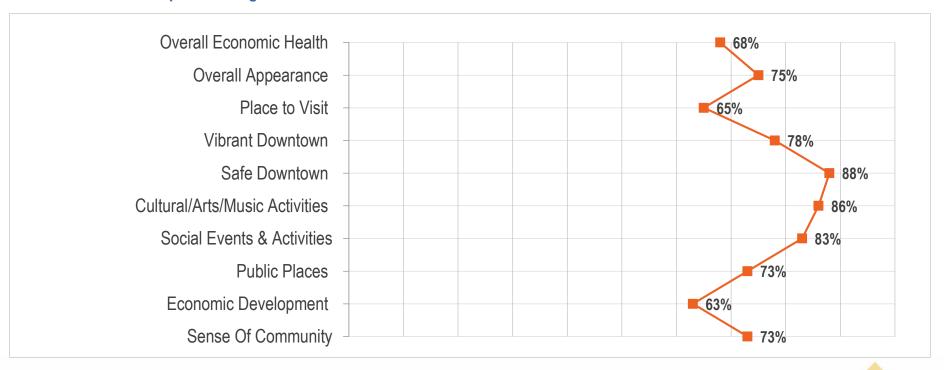




#### Original Denton District Strategic Plan 2019-2024

#### Overall Denton Metrics from 2018 National Citizen Survey

#### ODD GOALS – Improve ratings over time and above benchmarked cities



#### KEY:

D2030=Denton Plan 2030

D18-19SP=Denton 2018-2019 Strategic Plan

PAC = Public Art Committee

GDAC = Greater Denton Arts Council

	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES ** NEEDED	\$ BUDGET	OUTCOME/METRICS
GOAL	Initiate development of a conceptual plan for new performance venue	YEAR 1	Economic Development	Consultant or internal staff member	Included	Study completed     Best practices     reviewed     Connection to district     as well as needs     assessment
Grow the creative economy by maintaining and supporting a diverse and vibrant ecosystem of artists, art organizations, and other creatives that live, work and play in Denton	Work with Community Development on affordable housing study focused on creatives	YEAR 2	Economic Development & Community Development	Housing consultant     Artspace	• TBD	Study completed     Best practices     reviewed
	Administer incentives to get artists to choose to live, work and play in Denton (D2030-4.8.4)	YEAR 2	Economic Development with CVB, GDAC and Chamber	• TBD	• TBD	<ul> <li># living in Denton</li> <li># working in Denton</li> <li>% increase living in Denton</li> <li>% increase working in Denton</li> </ul>
	Consider specialized process to assist creative businesses and nonprofits be sustainable	YEAR 3	Economic Development with SBA, GDAC and Stoke	Consider options	• TBD	# of businesses and nonprofits supported     % growth in businesses and nonprofits

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES ** NEEDED	\$ BUDGET	OUTCOME/METRICS
Generate cultural tourism through the creation of a welcoming environment that attracts visitors regularly	Cross-promote arts and music through partners to attract visitors to ODD (D2030-4.8.5)	ONGOING	Economic Development with CVB, GDAC, UNT, TWU and Chamber			% increase in visitors overall and outside of Denton County     % increase in visitors attending all events     % increase in length of stay and average spend     % increase in visitors requesting information on ODD     % increase in visitors knowing about ODD
	Coordinate with Capital Projects to ensure district is covered specifically in Master Thoroughfare Plan in order to ensure it's walkable, alternative transportation is available and easy to use, and parking needs are met (D18-19SP)	YEAR 1	Economic Development with Capital Projects	Review existing plans and modify, if needed Ensure ADA compliance Ensure clean, well-marked, walkable, bikeable and safe streets and sidewalks in ODD	• Included	Walkability score
	Coordinate with Parks & Recreation on how to best landscape the district and preserve existing trees	YEAR 1	Economic Development with Parks and Recreation	Review existing plans and modify, if needed	• Included	Downtown score

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY &	RESOURCES ** NEEDED	\$ BUDGET	OUTCOME/METRICS
GOAL  Stimulate economic growth by building living and working experiences on a foundation of historic preservation while nurturing sustainable new development	Coordinate with historic preservation to elevate historic resources in order to celebrate their presence and ensure their long-term protection (D2030 – 4.1-4.5 & 4.9)	ONGOING	Economic Development with Historic Preservation Officer with Denton Main Street Association	Develop inventory of assets     Coordinate on preservation efforts     Consider incentive for preservation to owners     Collect stories     Coordinate on heritage tourism     Consider education options	TBD based on inventory and needs	# of assets within district     Plan developed     % of assets preserved and protected
	Coordinate with completion of Historic Preservation Master Plan (D18-19SP)	YEAR 1	Development Services	Review efforts with district in mind     Revise if needed based on needs assessment	TBD based on needs	Completion     Connection to district plan and needs assessment
	Conduct a feasibility assessment for hotel downtown to support visitors and tourists	YEAR 2	Economic Development with Chamber of Commerce	Consultant or internal staff member	• TBD	Study completed     Feasibility assessed
	Conduct an assessment of vacant or underutilized spaces for redevelopment (D2030- 4)	YEAR 2	Economic Development with Chamber of Commerce	Internal staff	• Included	<ul> <li># of lots or buildings</li> <li>Study completed</li> <li>Recommendations given</li> <li>Prioritization of projects</li> <li>% increase in business requests to relocate</li> </ul>

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY &	RESOURCES *** NEEDED	BUDGET \$	OUTCOME/METRICS
GOAL	Celebrate place through education, interaction, wayfinding and programming	ONGOING	Economic Development with partners	<ul> <li>Create events         calendar (done)</li> <li>Create historical         record of places to         visit (done)</li> </ul>	• Included	<ul><li># of web hits</li><li>% in web hits</li><li>% increase in events and programming</li></ul>
	Coordinate with Public Arts Master Plan (D2030-4.6) within district in order to have public art everywhere and completed by local artists (D18-019SP)	ONGOING	Economic Development with Public Arts Committee Partners – UNT/TWU/Chamber/CV B/GDAC	<ul> <li>Review public art within district</li> <li>Revise needs based on events and resident input</li> <li>Integrate art within district planning</li> </ul>	Included	# pieces of public art within district
Develop and stimulate cultural experiences for both visitors and	Monitor efforts to implement four Downtown Quiet Zones (D2018-9SP)	YEAR 1	Capital Projects	Monitor efforts and impact	• Included	Completion of quiet zones     Impact on residents and visitors
both visitors and residents	Review study of existing community gathering places (D2030-4.10)	YEAR 2	Economic Development with Parks & Recreation	<ul> <li>Review study for places within district</li> <li>Revise needs based on events and resident input</li> <li>Ensure ADA accessibility</li> </ul>	• Included	# of community gathering places
	Review study of existing parks and review updated Parks Master Plan (once completed)	YEAR 2	Economic Development with Parks & Recreation	<ul> <li>Review study for places within district</li> <li>Revise needs based on events and resident input</li> <li>Ensure ADA accessibility</li> </ul>	• Included	# of parks

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES 業 NEEDED	\$ BUDGET	UTCOME/METRICS
GOAL	Encourage efforts outside of City Hall to cultivate and mobilize ODD as a joint placemaking effort	ONGOING	All Partners	<ul> <li>Hold meetings</li> <li>Facilitate Ideation sessions</li> <li>Encourage co- creation and outside efforts</li> </ul>	• Included	% satisfaction     Co-ownership of idea by many partners and stakeholders
Engage a cross-section of community, including creatives, business, higher education and residents, in community revitalization and activation within ODD cultural district	Provide forums for creatives and others to cross-pollinate to develop their projects and collaborate across multiple disciplines	ONGOING	Economic Development with GDAC and partners	<ul> <li>Hold forums</li> <li>Encourage networking</li> <li>Consider Cross- Sector Ideation Contest</li> </ul>	• Included	<ul> <li>% increase in networking</li> <li>% satisfaction</li> <li>Co-ownership of idea by many partners and stakeholders</li> </ul>
	Coordinate with the development of Greater Downtown Master Plan with a focus on design standards, parking, streets, and walkability (D2018-9SP)	YEAR 2	Development Services	Coordinate with needs for district	Included	Completion     Connection to district plan and needs assessment
	Develop signage plan and coordinated brochures to define district to residents and visitors	YEAR 1	Economic Development	<ul> <li>Review other district signage (done)</li> <li>Develop look and feel</li> <li>Create</li> </ul>	• Included	<ul> <li>Completion</li> <li>% increase in web hits</li> <li>% increase in awareness of ODD</li> </ul>

### **OPERATIONAL GOALS**

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES 業 NEEDED	\$ BUDGET	UTCOME/METRICS
GOAL	Monitor governance structure to ensure it is meeting original goals	ONGOING	City of Denton and partners	Get continuous feedback on management structure	Included	Conduct feedback sessions with PAC and partners
Develop an intentional management structure that supports continuity and co-creation within community	Convene advisory council	YEAR 0	City of Denton	<ul> <li>Conduct meetings (done)</li> <li>Research best practices (done)</li> </ul>	• Included	<ul> <li>Final decision on pursuit of cultural district</li> <li>Input on name, boundaries and governance</li> </ul>
	Present options to City Council for approval	YEAR 0	City of Denton	Conduct meeting (done)     Receive public input (done)	• Included	Final decision on key items related to cultural district
	Rewrite ordinance for Public Art Committee to include oversight of cultural districts	YEAR 0	City of Denton	Develop revised ordinance     Get approval by City Council	• Included	Approval by City Council
	Designate staff person to oversee efforts and enhance coordination within and outside of City Hall	YEAR 1	City of Denton	Develop job description and work plan	Included	Approval by City

### **OPERATIONAL GOALS**

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES ** NEEDED	\$ BUDGET	OUTCOME/METRICS
GOAL	Grow ODD through best practices	ONGOING	City of Denton	Measure results of marketing and adjust based on ROI	Up to \$8k from HOT	Increased website traffic: visits, page views, average time on site, visits per user
	Connect with community to further mission and attract visitors	ONGOING	City of Denton with CVB, Chamber, and GDAC + local creatives	Build resource bank		Increased social media engagements, impressions, clicks and likes
Create a robust and evolving marketing plan – see related marketing plan for	Engage existing assets to promote ODD	ONGOING	City of Denton with CVB, Chamber, and GDAC + local creatives	<ul> <li>Host a booth</li> <li>Sponsor         professional         development opps</li> <li>Feature Denton's         talent</li> </ul>		Increased     event/district visitors     Improved ROI: reach     per ad spend,     organic vs. paid     reach
more details	Promote stories of Denton and its creatives to visitors, residents and other creatives	YEAR 1/ONGOING	City of Denton and GDAC + local/regional media	<ul> <li>Connect with local/regional media</li> <li>Collect stories</li> <li>Analyze ROI</li> </ul>		
	Establish and define brand	YEAR 1 / ONGOING	City of Denton	Build website / social media (done)     Create brand guidelines (done)		

### **OPERATIONAL GOALS**

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	KEY ACTIVITIES	TIMELINE	RESPONSIBILITY	RESOURCES <b>業</b> NEEDED	\$ BUDGET	UILQ OUTCOME/METRICS
GOAL	Encourage private sector funding for arts and music (D2030-4.8.6 and 7)	ONGOING	Economic Development in partnership with City Council, Chamber and GDAC	Develop corporate sponsorship package	• Included	\$ raised for projects and organizations
Develop a sustainable	Increase HOT growth rate to contribute to ODD     Increase funding to ODD through public dollars	YEAR 1	Economic Development	Review HOT best practices across cities     Create a downtown hotel	Included	% growth of HOT before/after ODD
public/private mix of funding and support	Develop private fundraising plan for ODD and GDAC	YEAR 1	Economic Development in partnership with Greater Denton Arts Council	<ul> <li>Consider hiring grantwriter</li> <li>Research grants for place-based arts development</li> <li>Develop timeline for submission</li> </ul>	• Included	<ul> <li>\$ raised for ODD</li> <li>\$ raised for GDAC</li> <li>% increase over 5-year period</li> </ul>