



# DC CULTURAL PLAN

Executive Summary

An aerial photograph of a large, diverse crowd of people at an outdoor event. The ground is painted in vibrant colors like blue, pink, and white. People are seen walking, talking, and interacting. In the background, there's a white tent and a black car. The overall atmosphere is lively and community-oriented.

# ABOUT THIS PLAN

The Cultural Plan was initiated by the DC Council through the Cultural Plan for the District Act of 2015, which directed the DC Office of Planning to develop the Plan in consultation with the DC Commission on the Arts and Humanities and the DC Office of Cable Television, Film, Music and Entertainment with support from an interdisciplinary consulting team. Throughout the planning process, more than 1,500 community members and cultural stakeholders provided input that informed the Plan's strategies and recommendations. The Cultural Plan establishes a framework to inclusively grow the District's cultural community informed by the Office of Planning's experience in community development, land use, systems planning, public facilities and infrastructure. This Plan's implementation will be guided by the multi-sector Implementation Steering Committee required by the Cultural Plan for the District Act of 2015. The Mayor will work in collaboration with the Steering Committee to develop partnerships and initiatives to realize the Plan's vision for building cultural equity.

# LETTER FROM OUR MAYOR

Dear Washingtonians,

As Mayor of Washington DC, I am pleased to share with you our first-ever Cultural Plan, highlighting our many investments with an acute focus on arts, heritage, and innovation. Individually, these areas are all important to the overall health of our nation's capital, but collectively, they are critical to our work to create a fair shot for all Washingtonians.

Our cultural economy today supports more than 150,000 jobs across all eight wards generating \$12.4 billion in wages. And today, ranging from programs to facilities and infrastructure, DC makes some of the nation's largest per capita public sector cultural investments. This Plan's recommendations will take this further, by maximizing the impact from these investments and forging stronger connections between artists and existing programs such as affordable housing and small and local business development.

My Administration has worked to ensure that DC's local economy remains one of the strongest in the nation. Washington, DC has changed in many ways since I grew up in North Michigan Park, but one thing that has not changed is the creativity of our residents! From go-go and street art to murals and jazz, we know that DC has always been – and will always be – a leader in the arts.

As part of our strategy surrounding arts and our cultural economy, we formed 202Creates, a citywide effort showcasing Washington, DC's diverse and vibrant creative community. Through a month-long array of events each September, 202Creates promotes the artists, tastemakers, and entrepreneurs who contribute to our thriving creative industries throughout the year. 202Creates also features important conversations with innovators, residents, and businesses with the goal of furthering engagement between government and the creative community.

Shaped by conversations with more than fifteen-hundred residents, cultural creators and consumers, our Cultural Plan lays out a vision and recommendations on how the government and its partners can build upon, strengthen, and invest in the people, places, communities, and ideas that define culture within DC. It also reinforces our position as a national cultural policy leader among cities such as New York and Chicago.

Throughout the strategy development process of this Plan, we asked not only what the DC government could do to advance culture here, but what we can do together – government, artists and cultural entrepreneurs, residents, and community institutions to further that goal as well. And we did this through an innovative engagement approach that emphasized public dialogue between stakeholders and decision-makers.

I want to thank the many individuals, community leaders and organizations who shared their expertise and ideas to help create this Cultural Plan. Together, we will strengthen DC culture and the ongoing discussions in our communities to provide a path forward for inclusive cultural innovation.

I am #DCProud to state that the future of DC's culture is bright!



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# PLAN overview

## CULTURE BRINGS US TOGETHER

" [The Culture Plan] lays out a vision and recommendations on how the government and its partners can build upon, strengthen, and invest in the people, places, communities, and ideas that define culture within DC."

- *Mayor Muriel Bowser*

The District's culture is the city's collective soul – it reflects individuality, heritage, interests and aspirations. It is what makes us different and brings us together. The composition of cultural practices from all residents and cultural organizations is Washington, DC culture.

DC's culture is go-go and the Smithsonian; marching bands and gospel choirs; visual arts and language arts; heritage and counter culture. Over the past decade, the District has experienced profound changes that have altered the city's cultural geography and practice. This Plan is a guide for culture to grow diversely, inclusively and accessibly with firm foundations in heritage.

The Cultural Plan strengthens arts, humanities, culture and heritage in neighborhoods across the city by increasing cultural participation, supporting artistic skill development, stimulating cultural production and informing decision-making. It lays out a vision and recommendations on how the government and its partners can build upon, strengthen and invest in the people, places, communities and ideas that define culture within the nation's capital.

This Plan introduces innovative models built on emerging best practices to empower creators and cultural organizations with approaches to

thrive in a growing and increasingly high-value city. It strengthens the cultural community by creating new resources and programs to help build cultural organizations that succeed with new funding models that reach more consumers. It also supports and expands social, informal and formal cultural space across the city. The Plan lays out programmatic alignments that better connect and integrate support resources for cultural organizations in the short-term, while introducing innovative programs that will help cultural creators transition to new business models in the mid-term.

Washington, DC has evolved from a low-value to a high-value real estate market, altering cultural geography and cultural business models in the process. Cultural geography is the distribution of cultural facilities serving cultural activities throughout the city. Business models are the revenue and customer relationships that define the shape and function of each cultural organization. These changes have

# INVESTING IN SOCIAL INNOVATION



"...my Administration remains focused on preserving our history and culture, ensuring we remain diverse and inclusive, and giving more Washingtonians the opportunity to participate in our city's prosperity. "

-Mayor Muriel Bowser



increased the costs for cultural creators and organizations, including the need for higher wages that keep up with the cost of living and increased costs for space in the competitive real estate market. Cultural equity has been impacted as many creators and organizations have difficulty securing sufficient funding from limited sources.

This Plan builds on the District government's experience catalyzing innovation in fields, such as affordable housing, environmental protection and public facilities. The Plan has a three-part catalytic framework that includes: shared stewardship, organizational innovation and leveraged funding that will enable cultural organizations to evolve and thrive as the District continues growing. These approaches support sustainable cultural practices that reflect the city's diversity by transforming access to cultural financing; increasing access to cultural production and presentation spaces; and increasing connections to cultural consumers.

This is an aspirational plan that will inform agency work, partnership approaches and foundational legal documents, such as the Comprehensive Plan.

**Shared Stewardship**—all residents and cultural stakeholders will collaboratively support the city's culture with regular investments of time and resources.

Although many stakeholders already contribute, this Plan helps focus and grow cultural investments by building new partnerships and leveraging new resources.

The District government has invested billions of dollars in public facilities with cultural uses including schools, libraries and recreation centers. Additionally, annual programmatic funding for technical assistance, grants and promotion supports a wide range of creators, spaces and consumers. Furthermore, on a case by case basis, the District has also provided seed funding that helped renovate and establish cultural spaces across the city including THEARC and Lincoln Theatre. All of these investments are supported by equity building programs, including affordable housing, healthcare and business development that empower all residents within the cultural sector and beyond.

Nongovernmental cultural stakeholders have provided free and low-cost space in addition to financial support. Residents share their commitment to creators through a wide range of events including the Anacostia River Festival. By expanding cultural stewardship, the city's cultural practices will become increasingly representative of all Washingtonians, their heritage and traditions.





The private sector has also contributed to shared stewardship of the city's culture through support including space and financial assistance for cultural institutions, such as the Woolly Mammoth Theatre. There are numerous opportunities for the private sector to partner with other cultural stakeholders to achieve win-win solutions.

Shared stewardship will elevate the city's cultural traditions that celebrate who Washingtonians are and who we have been while providing fertile ground to develop who we will become.

**Organizational Innovation**—the city and its foundation partners will help cultural organizations refine their business models to be more sustainable through strategic planning, partnership and stronger connections to cultural consumers. These refined business models fill market segments with a high-opportunity for growth between traditional charitable nonprofits and commercial for-profits. To maximize the opportunities of these segments, the District will help nonprofit and for-profit organizations adapt for success

in the growing city.

**Leveraged Funding**—helps all types of cultural organizations develop a base to thrive by making more efficient use of existing funding to access new resources from foundations and impact investors. Impact investing is an emerging practice that directs large amounts of value and mission-oriented funding from pensions, foundations, and private individuals to achieve publicly beneficial impacts. The District will be a leader in developing innovative approaches to cultural funding focused on partnership and impact. These techniques will help the city and its partners to meet demand for increased financial support, cultural space and organizational development while freeing critical resources to support increased cultural programming.

This catalytic framework supports cultural organizations and creators across the city with funding to thrive in a changing environment. The framework is designed to equitably maintain, create and activate social, informal and formal cultural spaces that enable communities to better reflect residents' cultures.



## DC CULTURAL PLAN PRINCIPLES

The Plan will be implemented by a multi-sector, interdisciplinary Steering Committee that will use the following eight principles to shape the investments, programs and initiatives recommended in this Plan.

### AFFIRM

that existing cultural practices, heritage and organizations are important to the District.

### ALIGN

and expand programs that support creators.

### DEPLOY

grant funding strategically to incubate creators.

### CREATE

programs that support innovation in cultural funding.

### FORM

stronger linkages between real estate development and cultural space production.

### PROMOTE

the District's cultural opportunities to local, regional, national and international audiences through partnerships.

### BUILD

partnerships with local and federal cultural organizations that increase cultural access for District residents.

### INVEST

time and resources collectively through shared stewardship with every resident and stakeholder to support and lift-up cultural expressions.



# PLAN DEVELOPMENT AND THEMES

The Office of Planning (OP) collaborated with the DC Commission on the Arts and Humanities (CAH) and the Office of Cable Television, Film, Music and Entertainment (OCTFME) with support from an interdisciplinary consulting team to develop this Plan.

Per the Cultural Plan for the District Act of 2015, the DC Council directed OP to develop a comprehensive Cultural Plan for the District to better understand the city's cultural needs and guide cultural investments. The Council's legislation also calls for a multi-sector implementation committee to develop partnerships and initiatives that build on this Plan's recommendations to achieve lasting results.

The planning team analyzed the District's cultural resources, programs and economy. The team then hosted a series of community conversations called INTERMISSION DC where all District residents and cultural stakeholders were invited to take a break from cultural practice and share their experiences, concerns and perspectives. Based on the research and input, the planning team developed three mutually reinforcing strategies for cultural creators, space and consumers that converge with a funding roadmap for both existing and potential programs.

The team developed this Plan with the premise that ***all infrastructure is a stage and every resident is a performer***. This approach recognizes that every resident has cultural practices that take place in social, informal and formal spaces across the city. It is a broadly inclusive notion designed to push beyond conventional ideas of culture by providing platforms that empower creators to express themselves. Linking infrastructure to cultural space is a core aspect of this Plan. It means that culture is for everyone, and it is everywhere.

It means that culture on the sidewalk is just as important as culture in the theater. It means that we all have the freedom to express ourselves and connect with others. Through this approach, the Cultural Plan will help build a broader, more equitable base to support diverse and inclusive culture that provides increased opportunities for District residents including professional creators of all types.

This Plan was grounded by a review and analysis of economic and cultural organization data. The planning team's research shows constrained cultural funding, increasing costs, and changes to cultural practice in the District. An economic impact analysis found that the cultural economy is an important part of the District's economy employing more than 150,000 people, contributing more than \$30 billion annually in spending and more than a \$1.1 billion in taxes. The cultural economy includes people and organizations that produce cultural works directly, businesses that provide goods and services to those organizations, and jobs distributed throughout the broader economy generated by spending from those individuals and businesses in the first two categories.

This Plan has been shaped by a new engagement approach called 'flat' engagement designed to give each stakeholder unstructured open-ended opportunities to discuss their perspectives with decision-makers. 'Flat' engagement infuses this Plan with rich, cross-cutting input from 1,500 stakeholders that shaped its recommendations.

During the engagement process, many creators







"...the District has been inspired to incorporate culture as our fourth sustainability pillar joining social, economic, and environmental sustainability."



conveyed their constant struggle to find space for both production and presentation, while others shared broader issues with higher costs of housing and transportation. However, the concerns reached far beyond transactional issues, with a palpable concern that the District's culture, particularly Black culture, is being lost to growth.

Throughout these conversations, stakeholders shared a wealth of perspectives on the strengths of District culture and opportunities to build on. They identified the District's heritage as a national cultural epicenter, and particularly as a historic center of Black culture. Many suggested emphasizing locally rooted practices such as jazz, go-go, food and fashion. The value of youth engagement and education were also emphasized, including opportunities for increased programming and partnership with schools, libraries and recreation centers. Other attendees highlighted the District's colleges and universities as critical cultural anchors that could facilitate partnerships with both cultural creators and consumers.

Stakeholders prioritized both public space and facilities for many different types of cultural practices because they are affordable and accessible. Many people highlighted opportunities to streamline the application and permitting processes for using these facilities. There was also broad interest in building on innovative models, such as *Monroe Street Market* and the *Brookland Artspace Lofts*, to create cross-subsidized cultural space in new real estate development projects. Some participants encouraged the Plan to support more incubators and cooperatives that help cultural creators develop and refine their cultural practices to become viable businesses.

Throughout the planning process the team held dozens of focus groups with stakeholders including cultural funders, leading federal institutions, local institutions, individual artists, youth and community leaders. These conversations provided deep insight that informed the Plan's strategic approach.

These discussions highlighted that the District is home to some of the world's leading cultural organizations including the Smithsonian Institution, National Gallery of Art and Library of Congress. Each of these organizations engage District residents; some, including the Kennedy Center, are undertaking innovative new approaches that bring their practices into communities while remixing traditional forms of culture with popular culture to increase connection points for cultural consumers.

Balancing cultural and economic needs is one of the most challenging issues of our time. Cities around the world are working to strengthen cultural systems as they experience intense growth pressures. To build on the experiences from peer cities, the District has joined the United Cities and Local Governments Culture 21 initiative, a global network of cities working collaboratively to lift-up culture as a core value. Culture 21 builds on Agenda 21 for Culture, a document that guides cultural development worldwide with a commitment to human rights, cultural diversity, sustainability, participatory democracy and peace. By joining Culture 21, the District is tapping into a wealth of experience from cities around the world that have introduced culture as a core pillar of sustainable development.

Through Culture 21, the District has been inspired to incorporate culture as its fourth sustainability pillar joining social, economic, and environmental sustainability. This approach means the District will develop strategies that harness opportunities that align all four pillars to maximize the benefits and sustainability of economic development. Actively maintaining and growing the District's cultural fabric will help the city grow inclusively by creating new cultural opportunities while reinforcing connections to the city's heritage. These solutions take a little more effort to develop, but they produce particularly durable results.

This Plan marks a pivotal moment in District culture. For decades, culture has filled underutilized spaces and anchored community reinvestment. Now it is time to evolve toward a new model of "culture everywhere" facilitated by shared stewardship, implemented through organizational innovation, and driven by funding innovation. This approach will help maximize the cultural opportunities the District has by creating fluid relationships between cultural infrastructure and the city's growth.



# VISION

## For Cultural Equity

Culture in the District embodies the city's heritage, diversity and opportunity. It is an inclusive reflection of the District, celebrating and interweaving diverse subcultures and counterculture with symbols of democracy. All stakeholders will help create spaces, tools and support for every resident to aspire, test and scale their ideas. All residents will have opportunities to develop and share cultural practices by using public spaces and facilities as platforms for creativity. The Plan increases social, informal and formal cultural spaces, facilitating cycles of creation and consumption that inspire and empower every resident to find their cultural voice and share it. Through this Plan, the District will build upon foundations of heritage and diversity to foster thriving and equitable culture.





# GOALS

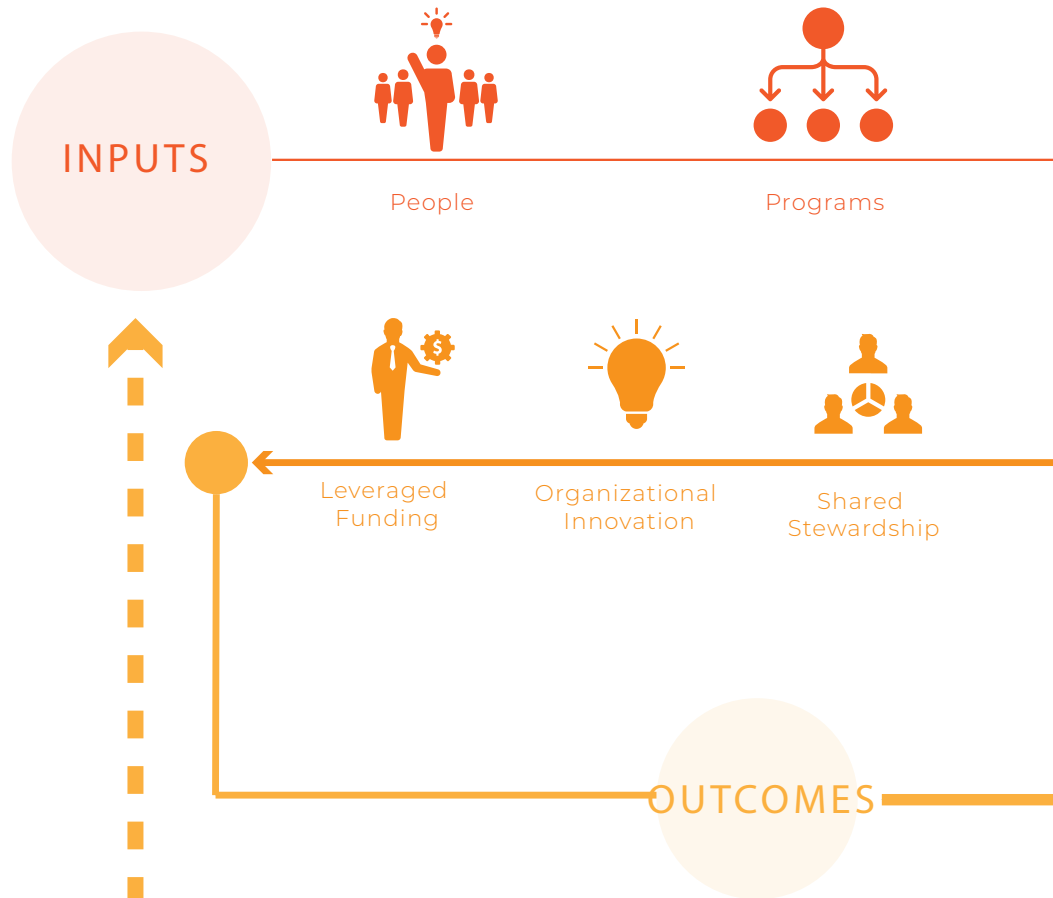
The Cultural Plan lays out a series of strategies and tools to achieve twelve goals. These aspirational goals are the leverage points that the Plan will change to make DC culture more sustainable and inclusive and equitable.

<b>01</b>	<b>CULTURAL CREATORS</b>
	<ul style="list-style-type: none"> <li>• Cultural Creators will develop their practice with the support of aligned educational and technical assistance resources.</li> <li>• Cultural Creators will have increased access to affordable housing.</li> <li>• Cultural Creators will have increased access to affordable production space.</li> <li>• Cultural Creators will be empowered to build careers as creators.</li> </ul>

<b>02</b>	<b>CULTURAL SPACES</b>
	<ul style="list-style-type: none"> <li>• Cultural Space in the public realm and in public facilities will be platforms for expression.</li> <li>• Cultural Space will be more accessible.</li> <li>• Cultural Space will be increased and maintained as community anchors.</li> <li>• Cultural Space creation will be linked to the city's growth.</li> </ul>

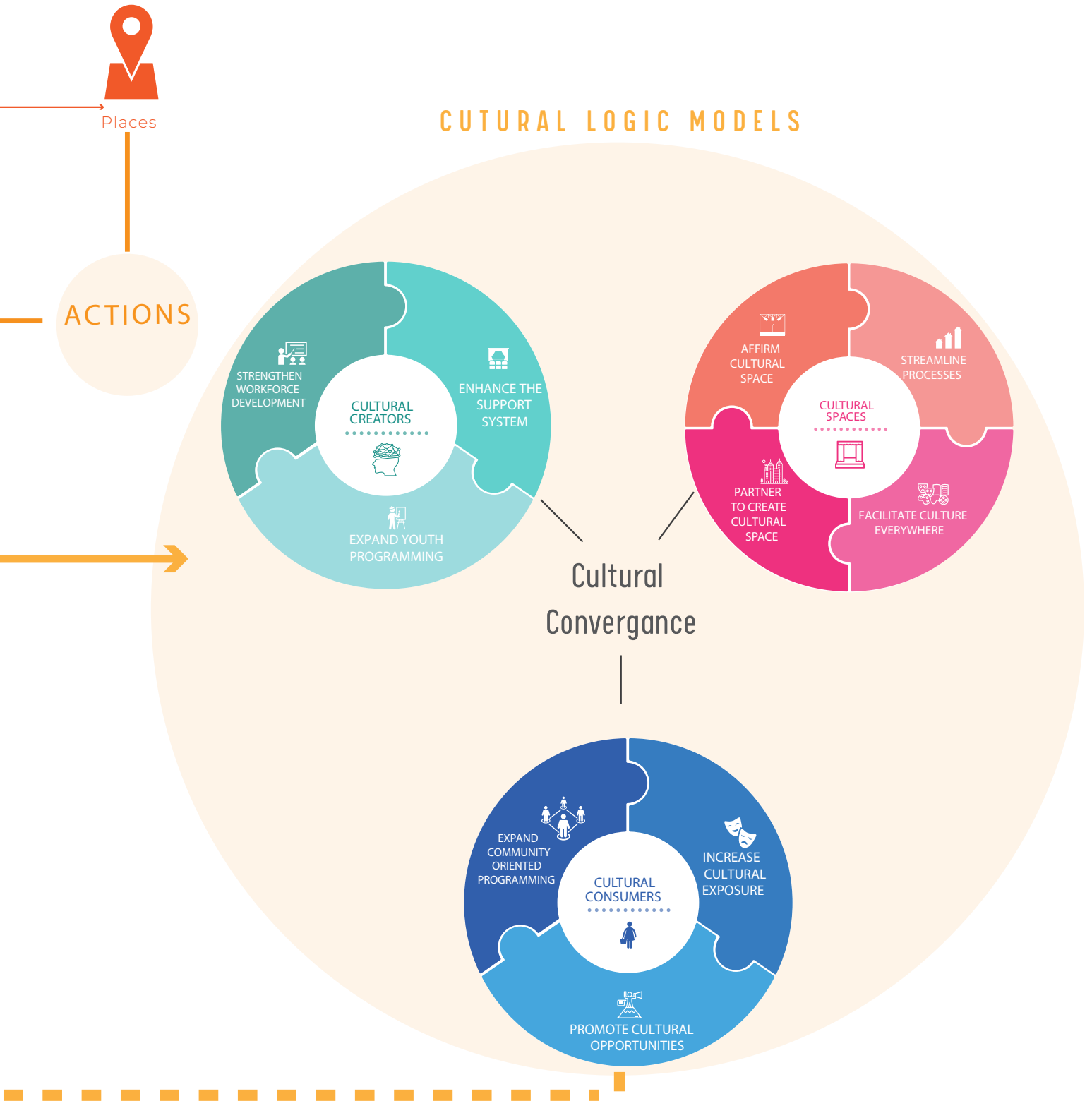
<b>03</b>	<b>CULTURAL CONSUMERS</b>
	<ul style="list-style-type: none"> <li>• Cultural Consumers will have more information about cultural events in the city.</li> <li>• Cultural Consumers will have access to a broader and more diverse range of cultural practices.</li> <li>• Cultural Consumers will have inclusive access to cultural spaces and practices.</li> <li>• Cultural Consumers will experience culture in every community.</li> </ul>

# ASPIRATION FOR CHANGE



The Cultural Plan provides a framework to build cultural equity by leveraging the city’s prosperity. The framework affirms the value of diverse and equitable culture by reflecting on the city’s history and looking ahead to its opportunities. The framework builds on this core value by aligning the people, programs and places that support culture across the city to solidify the city’s foundation for cultural growth. From this foundation, the Cultural Plan’s recommendations facilitate three types of catalytic actions: shared stewardship, organizational innovation, and leveraged funding. These actions are operationalized through the Plan’s strategies for Cultural Creators, Cultural Spaces and Cultural Consumers, which are linked by recommendations for Convergence. Through Convergence, the Cultural Plan’s framework facilitates culture that is equitable and sustainable in a growing city.

# "Build Cultural Equity by Leveraging the City's Prosperity"





# STRATEGIC APPROACH



The District will leverage new partnerships to create opportunities for more cultural space in communities across the city. Over time, leveraging new funding sources will enable the District to dedicate more of its cultural funding for programming, which will increase support for diverse cultural practices unique to the city. This Plan establishes a framework for growing District culture to be equitable and sustainable by partnering and increasing the efficiency of the District's investments. The Cultural Plan achieves its goals with three interlocking strategies for cultural creators, cultural spaces and cultural consumers that provide mutually reinforcing recommendations that are tied together by convergence recommendations. This approach increases outlets for cultural producers, entrepreneurs and organizations while creating more opportunities for cultural participation among residents and visitors.

# CULTURAL CREATORS

Cultural creators are the people and organizations that produce cultural expressions. Creators are students in school, hobbyists, artists, cultural entrepreneurs and anyone who creates. The Plan offers opportunities for creators ranging from individuals to large organizations. The strategy aligns and expands opportunities for cultural expressions with a series of pathways for creators to develop their practice. [See 'Appendix of Recommendations' for more information]

## CULTURAL CREATORS Recommendations

### Launch a Center for Cultural Opportunities

- Align cultural creators with small business programs

### Increase access to affordable housing

- Produce a Cultural Creators Affordable Housing Toolkit
- Produce a Cultural Tenants' Toolkit

### Increase youth programming

- Continue strengthening Pre-K-12 arts and culture programs
- Leverage the *Any Given Child* and *Turnaround Arts* Programs
- Increase out-of-school cultural programming for youth

### Support local cultural identity and traditions

- Continue supporting culture through historic preservation

### Support innovation in local culture

- Reinforce *The Labs* at DC Public Library
- Continue to implement and refine DC Commission on the Arts and Humanities grant programs
- Develop innovative operating models for cultural incubators and collective production space



*We see you.  
te vemos.*

# CULTURAL SPACES

Cultural spaces are the social, informal and formal places where creators engage consumers. Spaces include libraries, recreation centers, school auditoriums, theaters, galleries, bars, coffee shops, parks, street festivals and block parties. The Plan introduces strategies that leverage public and private sector resources to sustain cultural spaces and create new ones. These tools form a continuum of cultural space by maximizing public space and facilities, while generating private space through linkages to real estate development and creating opportunities for cultural organizations to purchase spaces or secure long-term leases. [See 'Appendix of Recommendations' for more information]

## CULTURAL SPACES Recommendations

### Affirm civic identity and community heritage through space

#### Use innovative tools to daylight cultural heritage

- Continue incorporating culture into community planning
- Deploy experimental strategies for infusing culture in public space
- Increase options for cultural expression in public space
- Conduct a review of the city's noise ordinances
- Conduct educational outreach to public space presenters
- Align Comprehensive Plan Policies
- Leverage the Capital Budgeting Process through partnerships

#### Promote a range of cultural spaces throughout the city

- Implement a Festival Streets program
- Leverage District assets to create affordable cultural space
- Develop partnerships for behind the scenes cultural spaces

### Maximize Access to Public Facilities for Cultural Presentation

- Increase evening and weekend access to cultural spaces
- Create a standardized price schedule for public facilities and services
- Reduce insurance and security costs for cultural events

### Streamline permitting for cultural uses

#### Encourage affordable ground floor space for cultural organizations

- Support low-cost, long-term cultural space leases
- Develop cultural space purchase assistance programs
- Encourage temporary cultural use in vacant commercial space
- Encourage cultural space in Planned Unit Developments

### Create a portfolio of cultural incubators and collective production spaces

- Pursue public-private-partnership opportunities to create cultural space
- Establish a cultural space consortium
- Partner with banks to target Community Reinvestment Act (CRA) investments



# CULTURAL CONSUMERS

Cultural consumers are the District's residents and visitors. The strategy offers new ways to promote the city's cultural assets and programming to local and regional residents as well as visitors. These promotions will increase support for creators and cultural space in communities citywide while strengthening the District as a national and international cultural destination. [See 'Appendix of Recommendations' for more information]

## CULTURAL CONSUMERS Recommendations

### Promote cultural events to residents

- Utilize inclusive outreach strategies
- Work with community-facing partners to promote culture
- Collect feedback from cultural consumers

### Market local cultural events to regional residents and national visitors

#### Launch a targeted international campaign promoting the District's local culture

- Partner with embassy public diplomacy programs

### Expand community-oriented cultural programming

- Expand cultural programming in public facilities to serve diverse consumers
- Leverage universities as cultural anchors

### Increase cultural awareness through a permanent oral history program

- Highlight community heritage

### Build stronger connections between local cultural creators and consumers in federal cultural space

#### Strengthen youth exposure to culture

#### Support art in transit





# CONVERGENCE

The cultural creators, spaces and consumers strategies converge as a system that empowers individuals and organizations. These strategies form synergies to grow the city's cultural community by aligning, leveraging and promoting District culture and creativity to increase equity, diversity and innovation. The convergence recommendations establish links that connect the cultural creators, spaces and consumers strategies to form a cohesive cultural strategy for the entire city. [See 'Appendix of Recommendations' for more information]

## CONVERGENCE Recommendations

### Promote a comprehensive, inclusive and healthy cultural community

- Strengthen the nexus between traditional culture and nontraditional culture
- Strengthen culturally underserved communities
- Support residents' ability to use public space for cultural activity
- Consolidate mural programs
- Encourage shared parking agreements for cultural spaces
- Establish an arts & culture planning position
- Strengthen Boards of Directors

### Form bridges to new cultural models

- Advance a collective contribution-shared stewardship model
- Transform capacity-building
- Develop a heritage business program
- Leverage the District's Public Space Stewardship Guide

### Nurture the link between culture and equitable development

- Partner with Culture 21
- Customize Culture 21 to local context
- Institutionalize culture across the city

# CULTURAL INVESTMENT FRAMEWORK

Currently, the city’s cultural organizations are constrained by funding availability. By implementing this Plan, the District is poised to lead the way toward new organizational and funding approaches that will significantly increase opportunities for cultural growth by adapting innovative approaches from fields such as housing, environmental protection and public facilities. These approaches incorporate emerging international best practices to develop new cultural funding models that will enable more cultural creators and organizations to thrive as the District continues to grow. These funding models will help organizations secure spaces that better meet their needs and offer increased revenue opportunities. Most importantly, they move cultural space within reach for more cultural creators, increasing the equity and diversity of the District’s culture. These models will infuse communities across the city with spaces that

reflect its many communities creating a stronger sense of place in the process. Ultimately, these approaches will increase growth and exposure for cultural practices and cultural communities that have been historically under-resourced.

The Plan’s investment framework identifies catalytic opportunities where the District can use its resources to create cultural opportunities that extend beyond existing markets and programs. The investment framework maximizes unique roles the public sector can take as a major property owner and multi-sector investor while establishing key alignments with other funders and cultural stakeholders. This framework will help create cultural space, increase creator capacity, support cultural programing and facilitate cultural resilience.

The investment framework systematically expands cultural creation with four approaches:



Targeting investment in public facilities to increase access to space for cultural production, presentation and consumption.



Creating a Cultural Facilities Fund to help cultural organizations secure facilities through purchase, renovation and long-term leases.



Implementing new organizational capacity grants funded by multi-sector partnerships to help both nonprofit and for-profit organizations build capacity for adopting new cultural funding models.



Creating a Cultural Innovation and Entrepreneurship Revolving Loan Fund to help cultural organizations develop new practices and scale-up proven concepts.





# SOCIAL IMPACT INVESTING

Social impact investing is investment in organizations and funds to generate measurable and beneficial social impact alongside a financial return. Social Impact Investment is a funding model that offers scalable financial resources to nonprofit and for-profit companies that produce measurable social impact while utilizing high standards of financial planning and management.

# RECOMMENDED INVESTMENTS

- ☑ Expand capacity building grants through partnerships
- ☑ Create a Cultural Innovation and Entrepreneurship Revolving Loan Fund
- ☑ Create a Cultural Facilities Fund
- ☑ Institute a Cultural Space Tax Credit Program
- ☑ Create a Cultural Navigator Position for the Center for Cultural Opportunity
  - o Create an online storefront through the Made in DC Brand
  - o Create a web-based Center for Cultural Opportunity platform
- ☑ Create a Community Event Security Fund
- ☑ Expand *The Labs* at DCPL
- ☑ Invest in marketing



## "...all infrastructure is a stage and every resident is a performer..."

This Plan strengthens cultural uses of the city's community facilities with targeted investments and partnerships to increase their utilization for cultural activities. The District's networks of libraries, recreation centers and schools reach every community across the city. These facilities have dance studios, arts spaces, kitchens, computer labs and presentation space. Some facilities go even further by offering recording studios, woodworking, glass making, and pottery facilities. The District will continue investing in these spaces and seek programming partnerships to support a greater breadth of cultural opportunities. Additionally, when new facilities are constructed or existing facilities are renovated, the city will work to ensure that the opportunities for cultural space are maximized.

A new series of capacity building grants will help existing nonprofit and for-profit cultural organizations build capacity to adopt new funding models. These grants will help cultural organizations adopt updated business models through strategic and financial planning assistance.

This investment framework has the potential to increase cultural funding by using public investments as leverage for larger private investments to increase and improve cultural space. These models use the District's funding for cultural space and innovation more efficiently to achieve greater impact while enabling more public cultural funding to eventually shift toward programmatic investments that will benefit creators and consumers.

The District will build on its experience with public-private-partnerships to create both a Cultural Innovation and Entrepreneurship Revolving Loan Fund and a Cultural Facilities Fund. These funds will help cultural creators unlock social impact funding.

The Cultural Innovation and Entrepreneurship Revolving Loan Fund will help cultural creators grow by providing smaller short-term loans that support innovation and growth opportunities. For example, the fund can help a cooperative grow its business by financing the purchase of new equipment. In other cases, the loans can be used to finance merchandise that generates profit for touring musicians. The revolving fund will offer lines of credit that enable cultural organizations to sustainably absorb costs including payroll during slow periods. Providing affordable short-term financing will increase capacity and resilience for nonprofit and for-profit cultural organizations in the District.

The Cultural Facilities Fund will help sustain, modernize and increase the District's cultural infrastructure as the city continues to grow. For example, it can help establish a portfolio of cultural incubators that provide bridges to cultural innovation and growth. The Cultural Facilities Fund will provide tools for organizations to secure long-term spaces through lease or purchase as well as financing for modernizations.

The investment framework removes many of the constraints that restrict cultural growth. There are substantial resources available that can increase cultural equity and capacity by ensuring that viable organizations are supported. The District government will work to better coordinate technical assistance, support programs, grant programs and regulatory processes. These approaches will form stronger connections between creators and consumers that will grow the cultural support base enabling more people and more communities to contribute to the District's culture.



## LOOKING AHEAD

Culture is important. It reflects who we are and where we have come from.

This Plan is a roadmap for sustainable and inclusive culture in the District that harnesses the forces changing the city. It is a new approach that recognizes cultural investments and organizations will need to evolve through shared stewardship, organizational innovation and leveraged funding. This Plan will help the District to infuse the city with culture everywhere by creating accessible opportunities for cultural creators, spaces and consumers.

The Plan's success will be measured by increased cultural production and participation by residents as well as utilization of the city's cultural infrastructure. This means more residents will be engaged in the production of cultural works; more people of all ages will partake in arts and cultural learning. Theaters and other performance venues will only go dark for maintenance; libraries and recreation centers will be widely used as community cultural centers; cultural expressions will be common in public and private spaces. Simply put, this Plan will be successful if culture is everywhere and it is representative of Washington, DC's residents and the city's heritage.

## HOW THE PLAN WORKS

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Culture is multifaceted, which is why this Plan is designed to support a wide range of people and organizations. The following are a few examples of how the Plan's strategies will converge to support a range of cultural stakeholders.

### GRAPHIC DESIGNER

An aspiring graphic designer learns design techniques and skills at the DC Public Library Studio Lab and hones their techniques using library computers and software. Once they refine their skills, the designer develops a logo for a friend who refers them to another. As the aspiring designer starts to earn money for their work, they seek options to grow their business by visiting the Center for Cultural Opportunity. The Center connects the designer with a mentor to help develop a business plan. In addition to working with a mentor, the designer enrolls in classes to learn about business finance and organization. After a few mentoring sessions, the designer has a business plan and forms a Limited Liability Company (LLC). The designer joins a networking group through the Center where they exchange techniques, experiences and build professional relationships with other creative professionals.

Initially, the designer has a day job while doing design work in off-hours, but their business plan is designed to grow the graphic design business into a full-time occupation that will serve as their primary income. However, the designer is concerned that their income will not be enough to cover their apartment's increasing rent. The Center for Cultural Opportunity notices that the

designer's income is less than 80% of the Area Median Income and encourages the designer to apply to the Department of Housing and Community Development's (DHCD) Affordable Dwelling Unit programs. It takes a few tries, but eventually the aspiring designer is selected for an affordable apartment with rent that will remain affordable indefinitely. Securing this apartment ensures that the designer's cost of living will remain manageable.

With secure housing and some savings built up, the designer starts working full-time from home. As their business grows, they join a coworking facility where they have meeting space and office support facilities. Eventually, the designer builds relationships with a few other designers from the coworking space and the networking group, and together they form a graphic design firm.

They return to the Center for Cultural Opportunity where they develop a new business plan with guidance from a mentor. They form a new LLC and acquire office space and grow their business. The business grows, and they decide to expand by hiring additional staff. They take out a short-term low interest loan from the Cultural Facilities Fund to support their expansion.

**A DESIGNER'S  
JOURNEY  
TO BUILDING  
A BUSINESS**



**LEARN**

Accesses computer software & training at the DC Public Library Studio Lab.



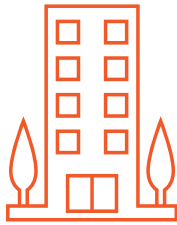
**SKILLS**

Takes freelance jobs to refine design skills and earns money for the work.



**VISION**

Visits the Center for Cultural Opportunity, which helps the designer develop a business plan through a mentorship program.



**HOUSING**

Applies for an Affordable Dwelling Unit through DHCD, which provides manageable and predictable housing costs.



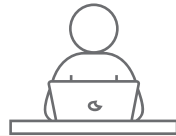
**MOMENTUM**

... While working full time job ...



**FORM**

Incorporates the business as an LLC based on guidance from the Center for Cultural Opportunity.

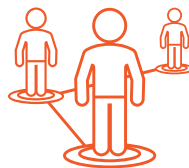


Builds savings to start working in the business full time



**CO WORKING**

Joins a co-working facility for access to meeting and production facilities. At the co-working facility the designer builds a partnership with other designers.



**PARTNER**

Develops a new joint business plan with partners and then they merge their businesses to form a larger firm under a new LLC.



**EXPAND**

Expands by leveraging the firm's working capital to make strategic investments for growth with a low-interest loan from the Innovation & Entrepreneurship Revolving Loan Fund.



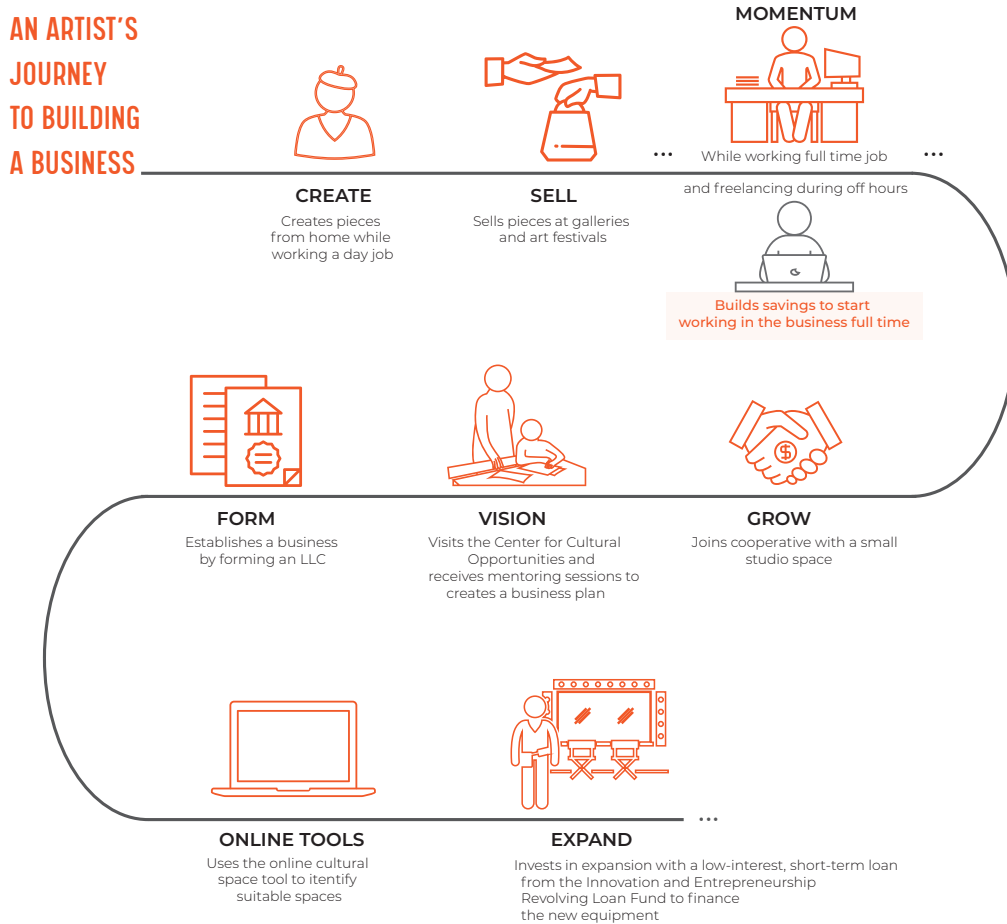
**INDIVIDUAL ARTIST**

An individual artist starts creating pieces at home while working a day job. The artist begins selling their work in gallery shows and art festivals. As the artist's practice begins to grow, they seek dedicated studio space where they can produce more ambitious work with the aspiration of becoming a full-time artist. The artist networks with other visual artists and finds an artist cooperative with an opening for a small studio space. The artist applies and is accepted for the studio space where they successfully grow their practice.

Through the cooperative, the artist reduces costs by purchasing supplies in bulk and gains inspiration and mentorship from other members. Established artists at the cooperative recommend visiting the Center for

Cultural Opportunity, where the artist learns business finance skills and forms a LLC. These tools and techniques enable the artist to better manage expenses and reduce their tax burden.

However, a few years later, the cooperative's building owner seeks to sell the building, threatening the continued existence of the cooperative. The cooperative uses the online cultural space tool to identify an available cultural space. The space was set aside by the developer of a mixed-use planned unit development. The cooperative applies for and receives a credit guarantee from the Cultural Facilities Fund to secure a ten-year lease with two five-year options, which provides the cooperative long-term stability.



## THEATER

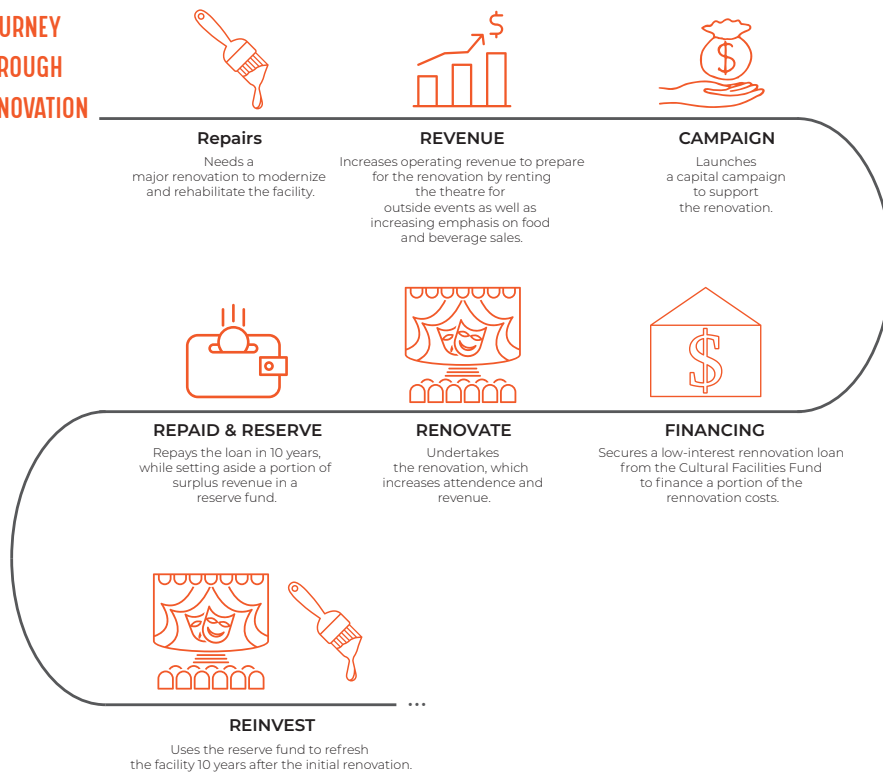
An established theater needs a major renovation. It relies on a base of philanthropic and donor support to supplement a significant gap between ticket sales and operating costs. Their donor base might be capable of fully funding the renovation, but the development director received feedback that a larger capital campaign would diminish regular fundraising for operations support.

To address this challenge, the theater updates its business plan to generate more revenue with their facility by renting it to outside presenters and events. Additionally, the theater increases programming before and after events to increase revenue from food and beverage sales. Building on the increased revenue generated from the updated business plan, the theater plans a capital campaign for the renovation. The campaign is designed to raise half of the funding needed for the renovation upfront and finance the remaining half with revenue produced by the revised

business plan. Following a large gift, the development director is able to raise the remaining funds over the following year. With funding from the capital campaign, the theater applies to the Cultural Facilities Fund for a long-term, low-interest loan to finance the remaining costs that are paid for by the organization's increased earned revenue over time.

The theater undertakes the renovation and continues to bring higher levels of revenue. The theater repaid the renovation loan in ten years while setting aside small surpluses in a reserve fund. After the loan is repaid, the theater continues to save half the loan payment in a reserve fund and invests the other half in new programming. In ten more years when the theater needs new renovations, it has a strong reserve that enables it to cover 80% of that renovation with capital contributions and reserves, reducing its loan payments and increasing the portion of its resources that can be invested into the facility.

### A THEATRE'S JOURNEY THROUGH RENOVATION

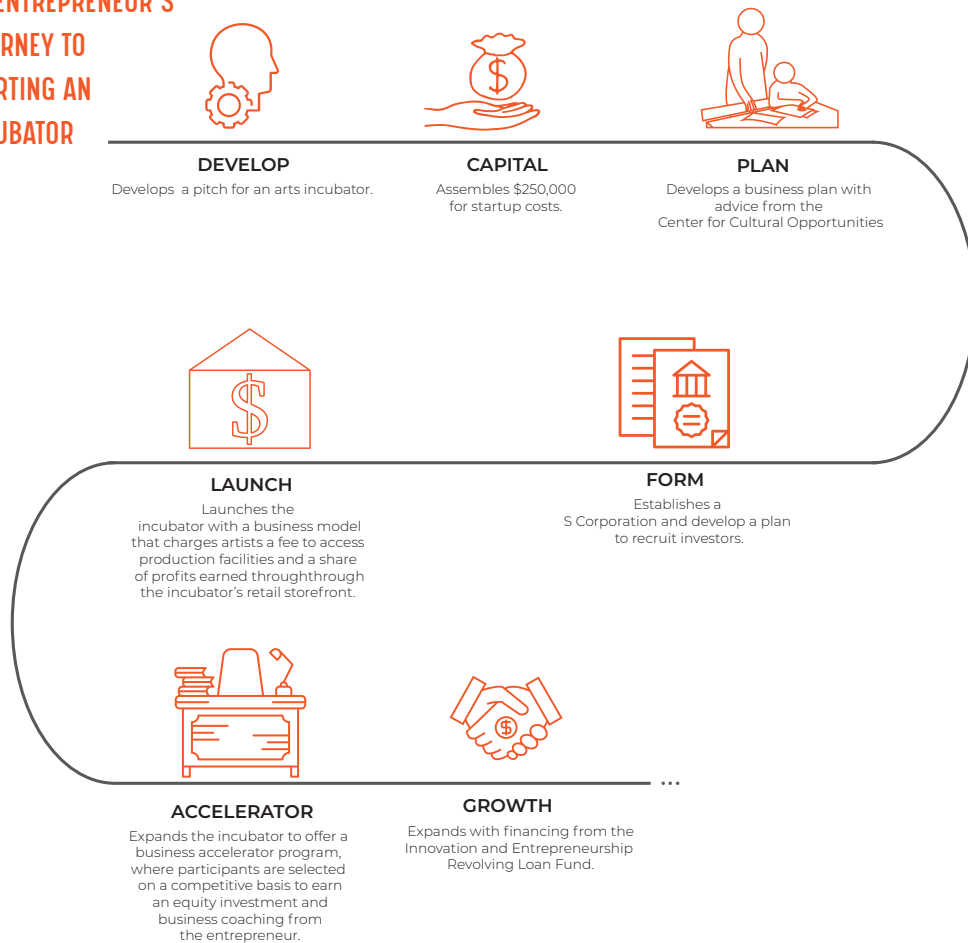


## INCUBATOR

A cultural entrepreneur wants to develop an incubator for artists specializing in metal work. The entrepreneur has \$250,000 available for an initial investment. The Center for Cultural Opportunity connects the entrepreneur with an experienced advisor to help refine the incubator's business plan. The business plan is based on artists paying fees to access specialized tools, workspaces and a retail storefront. The entrepreneur will earn a share of the profits from each product sold through the storefront. The entrepreneur will also host workshops for aspiring artisans for a small fee and offer a business accelerator opportunities for members. Through the business accelerator program, the entrepreneur will become a business partner with selected members to develop their businesses and secure investment capital.

Given the nature of the entrepreneur's business, the Center for Cultural Opportunities recommends forming a S Corporation, which has significant tax advantages in addition to being attractive to investors. However, the Center advises that this type of business requires more complex accounting and business administration. The entrepreneur forms a S Corporation and recruits investors to fund the incubator. The entrepreneur applies for, and receives, a low-interest loan from the Cultural Facilities Fund to purchase and fit-out the incubator facility. The low-interest loan enables the entrepreneur to invest in more equipment and marketing. Ultimately, the incubator proves to be a successful venture launching numerous cultural enterprises.

### AN ENTREPRENEUR'S JOURNEY TO STARTING AN INCUBATOR



# PUBLIC ENGAGEMENT PROCESS

**10** INTERMISSION DC EVENTS

**70** FOCUS GROUPS AND PARTNER EVENTS

RESEARCH & DATA PHASE

**40** PEOPLE ATTENDED

OCTOBER 4, 2016  
SE COMMUNITY CONVERSATION  
ANACOSTIA

**45** PEOPLE ATTENDED

OCTOBER 11, 2016  
SW COMMUNITY CONVERSATION  
SW WATERFRONT

**110** PEOPLE ATTENDED

OCTOBER 18, 2016  
NW COMMUNITY CONVERSATION  
COLUMBIA HEIGHTS

**90** PEOPLE ATTENDED

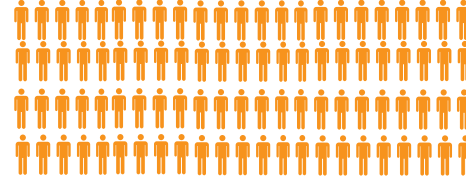
OCTOBER 25, 2016  
NE COMMUNITY CONVERSATION  
ANACOSTIA

**245** PEOPLE ATTENDED

OCTOBER 2016 — JANUARY 2017  
PRACTITIONER FOCUS GROUPS

DRAFT PLAN DEVELOPMENT

**100**  
PEOPLE ATTENDED



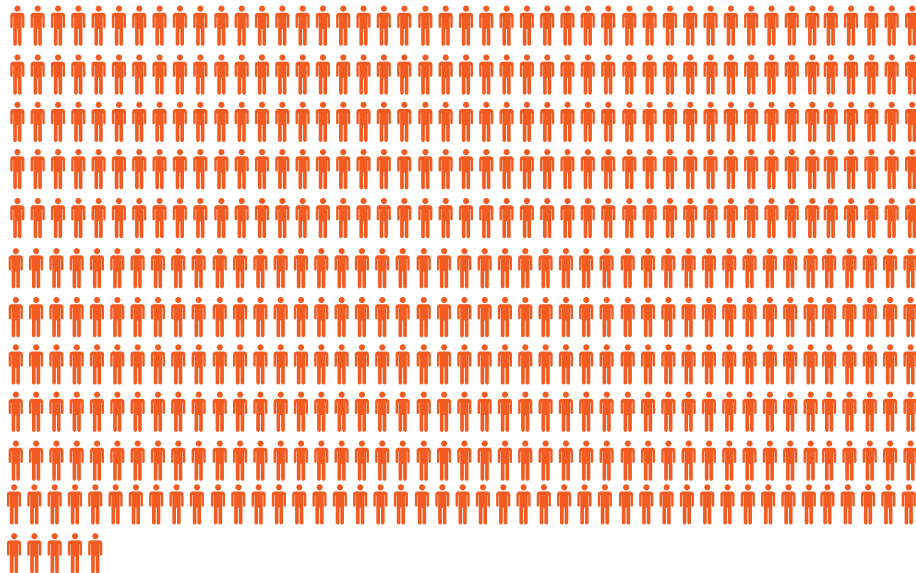
FINAL PLAN REFINEMENT

## Cultural Plan Kickoff

JULY 20, 2016  
MLK CENTRAL LIBRARY

500

PEOPLE ATTENDED



## Community Conversations

150

PEOPLE ATTENDED

NOVEMBER 14, 2016  
ARTS ACTION ORGANIZATION  
ARENA STAGE



90

PEOPLE ATTENDED

MARCH 9, 2017  
INDIVIDUAL ARTISTS &  
CULTURAL PRODUCERS  
HAMILTONIAN GALLERY



## Focused Engagement

55

PEOPLE ATTENDED

DECEMBER 15, 2016  
YOUTH & EDUCATORS  
KENNEDY CENTER



75

PEOPLE ATTENDED

MAY 8, 2017  
DEAF & HARD OF HEARING  
IVY CITY SMOKEHOUSE



2800  
COMMENTS

DRAFT  
D.C.  
Cultural  
Plan

## DRAFT Plan Feedback

JANUARY THROUGH FEBRUARY 2017

700

COMMENTS

FEBRUARY 20, 2018  
DRAFT PLAN OPEN HOUSE  
441 4TH STREET NW

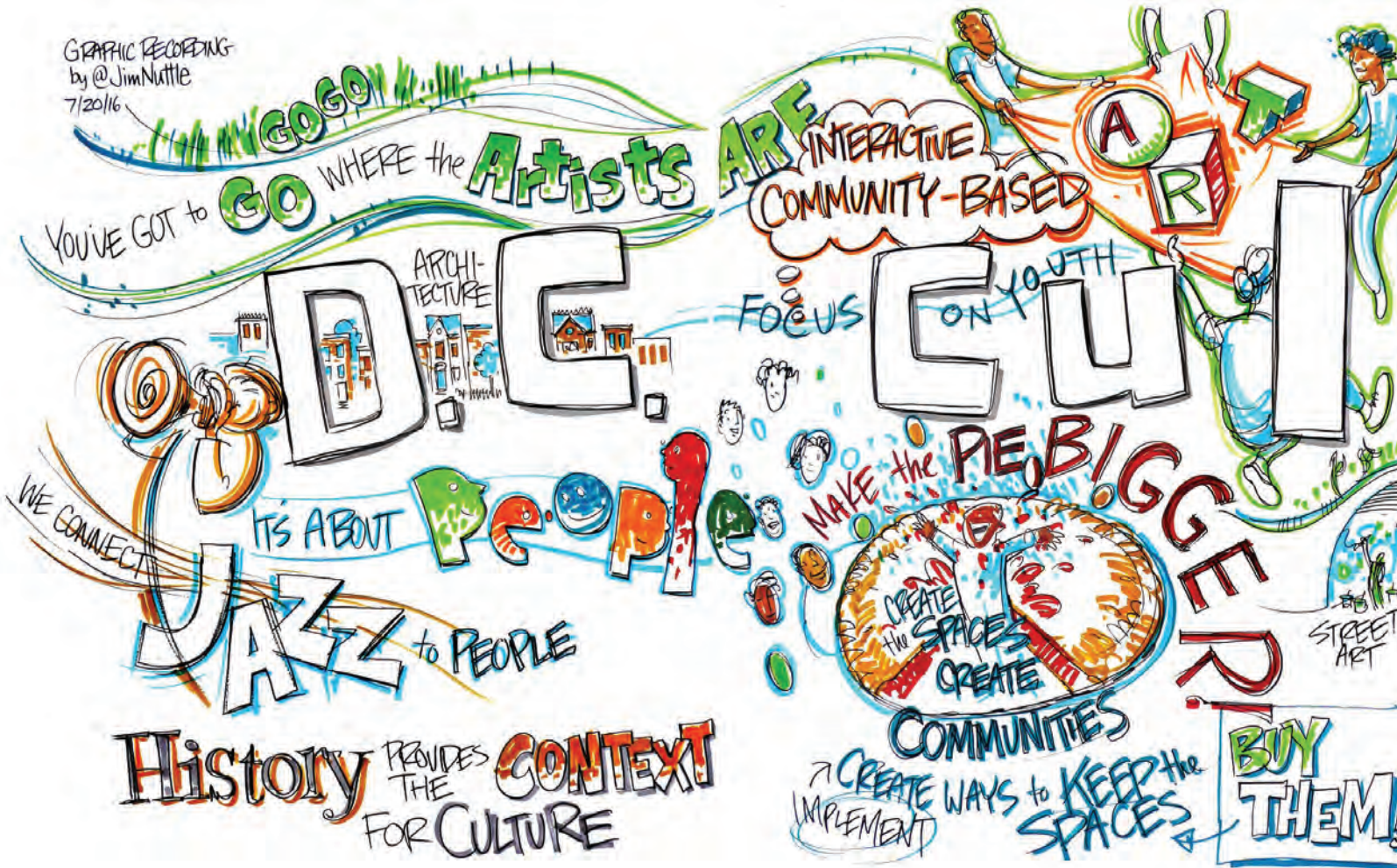
FINAL  
D.C.  
Cultural  
Plan

3,500

TOTAL CUMULATIVE  
ENGAGEMENT  
COMMENTS

1,500

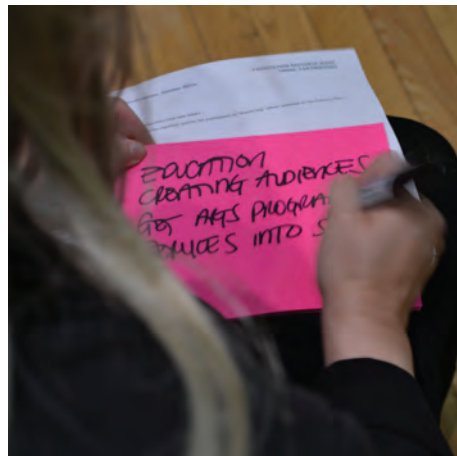
TOTAL CUMULATIVE  
ENGAGEMENT  
PARTICIPANTS



NW Community Conversation



SE Community Conversation



SW Community Conversation





Kick Off Event



Arts Action



NE Community Conversation



# I. APPENDIX OF RECOMMENDATIONS

- a. **Table 1 – Summary of Acronyms**
- b. **Table 2 – Cultural Creators Recommendations**
- c. **Table 3 – Cultural Spaces Recommendations**
- d. **Table 4 – Cultural Consumers Recommendations**
- e. **Table 5 – Convergence Recommendations**
- f. **Table 6 – Cultural Investment Recommendations**





## SUMMARY OF ACRONYMS TABLE 1

Acronym	Name/Description
BID	Business Improvement District
CDFI	Community Development Financial Institution
CAH	District of Columbia Commission on Arts & Humanities
DCHFA	DC Housing Finance Agency
DCPL	District of Columbia Public Library
DCPS	District of Columbia Public Schools
DCRA	Department of Consumer & Regulatory Affairs
DDOE	District Department of the Environment
DDOT	District Department of Transportation
Destination DC	DC's Official Destination Marketing Organization
DGS	District Department of General Services
DHCD	District Department of Housing & Community Development
DISB	District Department of Insurance, Securities and Banking
DME	Deputy Mayor for Education
DMPED	Deputy Mayor for Planning & Economic Development
DPR	District Department of Parks & Recreation
DPW	District Department of Public Works
DSLBD	District Department of Small & Local Business Development
FEMS	DC Fire and Emergency Medical Services Department
HPO	District Historic Preservation Office
Main Streets	Certified DC Main Street Organizations
MPD	DC Metropolitan Police Department
NPS	National Park Service
OCTFME	District Office of Cable Television, Film, Music and Entertainment
OP	District of Columbia Office of Planning
ORM	District Office of Risk Management
Shared Stewardship	All public, private and civic leaders
Steering Committee	DC Cultural Plan Implementation Steering Committee
WDCEP	Washington DC Economic Development Partnership
WMATA	Washington Metropolitan Area Transit Authority

The following section is a compilation of the recommendations in this Plan. Each recommendation is categorized by its Impact, Implementation Lead and Timeframe. **Impacts** include reduced barriers, new capacity and increased equity. **Implementation Lead** indicates the organization or organizations that are best positioned to lead implementation of each recommendation in partnership with the Implementation Steering Committee and other stakeholders. **Timeframes** include short-term, mid-term, long-term and ongoing. Short term recommendations can be completed within two years; mid-term recommendations can be completed within 5 years; long-term recommendations can be completed within 10 years. Ongoing recommendations are for currently occurring activities that are encouraged to continue.

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
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TABLE 2 - CULTURAL CREATORS RECOMMENDATIONS

<b>Creator 1</b>	<b>Launch a Center for Cultural Opportunities</b>	Form a Center for Cultural Opportunities within the District's Small Business Resource Center that offers cultural creators the tools they need to launch and/or grow careers and businesses. The Center will have both a physical and digital presence. Resources will include comprehensive training programs that offer guidance on small business planning and development; business management and financing, including guidance on accessing traditional and non-traditional financing; as well as grant application and management. Through the Center, residents will learn how to navigate District, federal and private programs that can support their personal and professional development. The District will work with partners to align and expand existing programs that target the needs of cultural creators.	Increased Equity	DSLBD with DCRA, CAH, OCTFME	Short-term
Creator 1.1	Align cultural creators with small business programs	Align programs that help individual cultural creators, such as artists, access programs to launch, cultivate and grow small businesses. Highlight the Certified Business Enterprise (CBE) program as a platform for catalyzing small business development through a preferred status in District procurement opportunities. The preferred status enables the District to leverage its procurement needs to expand opportunities for local businesses. Additionally, increased cultural creator participation in the CBE program would enable the District to provide the list to the private sector as a resource for identifying local creative firms for business-to-business purchasing.	Reduced Barriers	DSLBD with CAH and OCTFME	Short-term
<b>Creator 2</b>	<b>Increase access to affordable housing</b>	Work with the Department of Housing and Community Development (DHCD) and the Housing Finance Agency (DCHFA) to increase access to affordable housing programs for cultural producers and individual artists. Approaches include working with cultural creators to help them qualify for existing programs and developing financing tools to increase housing options for District residents with non-traditional income. The agencies should investigate tools and techniques for co-locating cultural space with affordable housing.	Increased Equity	DHCD and DCHFA	Mid-term
Creator 2.1	Produce a cultural creator's affordable housing toolkit	Develop a toolkit that provides creators with consolidated information about the District and its nonprofit partners' housing programs, including rent supplement, affordable dwelling units, inclusionary housing and home purchase assistance as well as homelessness assistance.	Increased Equity	OP and DHCD	Short-term
Creator 2.2	Produce a cultural tenants' toolkit	Develop a toolkit that provides information to cultural creators on resources for commercial tenants and the programs available to support them.	Reduced Barriers	WDCEP	Short-term
<b>Creator 3</b>	<b>Increase youth programming</b>	Develop additional youth programming and partnerships that offer mentorship and pre-professional education to youth, allowing them to build creative foundations, develop creative skills and enabling them to thrive as cultural creators. These programs will be developed in partnership with organizations including the Kennedy Center, DC Education Collaborative, DPR, DCPL, Humanities DC and cultural organizations.	New Capacity	DME and CAH	Mid-term
Creator 3.1	Continue strengthening Pre-K-12 arts and culture programs	Continue strengthening Pre-K-12 arts programs, resources and coordination to advance DCPS' Framework for Arts Learning. This approach will provide enhanced opportunities to students at all grade levels by leveraging partnerships that build on existing programs including the Fillmore Arts Center and the Duke Ellington School of the Arts.	New Capacity	DME and DCPS	Ongoing

I. APPENDIX OF RECOMMENDATIONS

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
Creator 3.2	Leverage the <i>Any Given Child</i> and <i>Turnaround Arts</i> Programs	Through the <i>Any Given Child</i> program, DCPS and the DC Collaborative will assess the DCPS Arts education programs for students, Pre-K-12 to identify key gaps and implement targeted programs that improve arts education for all students. The <i>Any Given Child</i> program will build on the targeted arts education support provided to four DCPS schools through the <i>Turnaround Arts</i> Program.	New Capacity	DCPS	Short-Term
Creator 3.2	Increase out-of-school cultural programming for youth	Build partnerships between District agencies that operate out-of-school educational facilities including DCPL, DPR and DCPS and community-based cultural organizations to increase out-of-school cultural programming for youth.	New Capacity	DCPS, DPR and DCPL	Ongoing
<b>Creator 4</b>	<b>Support local cultural identity and traditions</b>	Continue to invest in cultural and local history initiatives and expand access to resources that support the cultivation and expression of cultural identity and locally significant traditions including music, food, fashion and art. Leverage existing programs offered through CAH, OCTFME, HPO, Humanities DC and the Historical Society of Washington DC.	Increased Equity	CAH, OCTFME and HPO	Ongoing
Creator 4.1	Continue supporting culture through historic preservation	HPO will continue supporting the Preservation Grants program and seeking additional opportunities to support heritage and culture including Civil Rights heritage, oral history and LGBTQ heritage. HPO's Preservation Grants offer support for a wide range of programs including preservation planning, research, outreach and education, and construction. New programs will use a partnership approach to leverage the existing grants to increase funding from additional stakeholders.	New Capacity	HPO	Ongoing
<b>Creator 5</b>	<b>Support innovation in local culture</b>	Support existing programs while developing new programs enabling innovation in local culture. These efforts should build on existing programs, including <i>202 Creates</i> , The Labs at DCPL and CAH grants, while launching new platforms.	Reduced Barriers	CAH and OCTFME	Mid-term
Creator 5.1	Reinforce <i>The Labs</i> at DC Public Library	Continue to support and reinforce The Labs at DC Public Library as a platform for residents to create and exchange cultural expressions in shared space. Strengthen the links between support provided at The Labs and entrepreneurship, enabling residents to use The Labs as a pathway to cultural careers and businesses. Consider expanding and tailoring The Labs to neighborhood libraries to increase cultural production resources in communities across the District.	Reduced Barriers	DCPL	Mid-term
Creator 5.2	Continue to implement and refine CAH grant programs	Continue to implement and refine CAH's complement of grant programs that support both individual cultural creators and nonprofit cultural organizations. Refinement should be focused on increasing impact, programmatic alignment, grantee diversity and geographic diversity.	Increased Equity	CAH	Ongoing
Creator 5.3	Develop innovative operating models for cultural incubators and collective production space	Develop innovative operating models for incubators and shared space that include public-private partnerships. Consider seed/catalyst funding from the District as well as performance-based multi-year operating support funding. Approaches should be inclusive and target all types of cultural producers.	New Capacity	DMPED	Mid-term

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
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TABLE 3 - CULTURAL SPACES RECOMMENDATIONS

<b>Space 1</b>	<b>Affirm civic identity and community heritage through space</b>	Leverage the built environment’s potential to affirm civic identities and diverse community heritage. Use historic preservation as well as adaptive reuse to maintain buildings and spaces that are culturally significant as the city continues growing. It is critical that these approaches affirm and celebrate Black culture including African American life and spaces throughout the built environment.	Increased Equity	HPO and Property Owners	Ongoing
<b>Space 2</b>	<b>Use innovative tools to daylight cultural heritage</b>	Use wayfinding, interpretative signage, murals and interactive platforms to help new residents connect with community heritage in innovative ways. These tools will use a mix of traditional wayfinding and creative placemaking through partnerships with BIDs, Main Streets, DDOT, and CAH.	Reduced Barriers	DDOT, CAH and BIDs	Mid-term
Space 2.1	Continue incorporating culture into community planning	Fully integrate arts and culture into the neighborhood planning that the District undertakes across the city to promote inclusive, resilient and vibrant communities. Approaches include tools that screen for cultural assets, identify gaps and seek opportunities for enhancing culture (such as public art) and identify cultural priorities for new construction and redevelopments (such as cultural space).	Increased equity	OP	Ongoing
Space 2.2	Deploy experimental strategies for infusing culture in public space	Continue to plan for spaces that can serve as a backdrop or canvas for cultural expression and creative placemaking, allowing for creative collaboration and exchange to occur, particularly in areas experiencing rapid change or in areas with higher barriers to accessing cultural facilities. Spaces can include public assets, such as sidewalks, parks and alleys as well as private spaces. District government can play a leading role in promoting space through its planning, development and permitting functions.	Reduced Barriers	OP and DDOT	Ongoing
Space 2.3	Increase options for cultural expression in public space	Design and implement ‘frequent expression zones’ in commercial areas across the District where a minimal permitting process is required for performers to use public space. Frequent expression zones are dedicated spaces that allow performers to use parts of public space that do not interfere with the free flow of transportation including pedestrians.	Reduced Barriers	OP and DDOT	Short-term
Space 2.4	Conduct a review of the city’s noise ordinances	Review the city’s noise ordinances as well as enforcement practices and conduct a national practices assessment to identify good practices and policies to consider in the District. These initiatives will help the District determine if the city’s policies should be adjusted to better balance the needs of residents, cultural creators and other stakeholders.	Reduced Barriers	Steering Committee	Short-term
Space 2.5	Conduct Educational Outreach to Public Space Presenters	Develop educational outreach materials to inform cultural presenters who work in public space about key regulations that pertain to them. The materials will also include guidance and resources for issue resolution.	New Capacity	CAH	Short-term
Space 2.6	Align Comprehensive Plan Policies	OP will review the Comprehensive Plan—and its Arts and Culture Element in particular—and align its policies with the recommendations of the Cultural Plan and other current District cultural policy documents. The alignments will translate the Cultural Plan’s aspirational recommendations into policy for the Comprehensive Plan, which is a foundational legal document that guides growth and development in the District.	Reduced Barriers	OP	Short-term
Space 2.7	Leverage the Capital Budgeting Process Through Partnerships	Identify opportunities to align investments in shared use cultural facilities within new and significantly renovated public facilities through collaboration between OP, the City Administrator’s Office and agencies including DPR, DCPL, and DCPS. The agencies will collaborate with partners, such as the Office of Public Private Partnerships and the foundation community to seek value added opportunities where additional partner investment can create shared use facilities that meet outstanding community demand.	New Capacity	DMPED and OP	Ongoing

I. APPENDIX OF RECOMMENDATIONS

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
<b>Space 3</b>	<b>Promote a range of cultural spaces throughout the city</b>	<p>The District and its partners should continue to review opportunities for any type of space to serve as a temporary or permanent platform for cultural production, expression and consumption.</p> <p>The District government will use the master facility planning and Comprehensive Plan processes to assess opportunities for public cultural infrastructure, including: physical buildings, such as libraries, schools, museums, universities, recreation centers, fire and police stations, public athletic facilities and government administration buildings; public open spaces, such as parks, athletic fields, and other man-made and natural features of the District; and, horizontal infrastructure, such as roads, bridges, viaducts, unused railway easements, subway platforms and entrances as well as water and energy easements and structures.</p>	New Capacity	OP	Ongoing
Space 3.1	Implement a Festival Streets Program	Implement a Festival Streets program that creates a streamlined process for public space events, such as a flexible permit for a commercial street that can be held by a BID, Main Street, Business Association or Community Association.	Reduced Barriers	BIDs, Main Streets, DDOT, and DCRA	Mid-term
Space 3.2	Leverage District assets to create affordable cultural space	Encourage provision of affordable cultural space when District property is redeveloped or disposed. Tools and approaches, such as requests for proposals pertaining to site or facility reuse and public-private partnerships will be aligned to produce new spaces where feasible. New cultural spaces should be incorporated in addition to all affordable housing deemed appropriate for the site.	New Capacity	DMPED, DGS, and DHCD	Ongoing
Space 3.3	Develop partnerships for behind the scenes cultural spaces	Develop partnerships among property owners and cultural organizations to create increased cultural space for fabrication and storage for theatrical sets, costumes, artwork, artifacts and offices.	New Capacity	OP	Ongoing
<b>Space 4</b>	<b>Maximize Access to Public Facilities for Cultural Presentation</b>	Maximize access to public assets (including public facilities, infrastructure and physical spaces) to increase the ability of entities, such as nonprofits to undertake/present/offer cultural activities. Where appropriate, use of public assets for cultural uses could include both highly visible and less visible space, such as areas for public interaction, presentation, display and exhibition. Public facilities should be offered at low or no cost whenever possible.	New Capacity	DCPL, DCPS, DPR, DGS and ORM	Short-term
Space 4.1	Increase evening and weekend access to cultural spaces	Work to increase access to public and privately owned cultural spaces including museums across the city. The District will also work to provide additional evening hours at facilities it controls while engaging partner organizations to increase evening hours at museums and other cultural facilities.	Reduced Barriers	CAH, DPR, DCPL, and DCPS	Mid-term
Space 4.2	Create a standardized price schedule for public facilities and services	Create a standard price schedule for the District's cultural space and services to help creators better plan and anticipate costs. The price schedule will be created in collaboration with agencies that provide services and space for cultural events including the DGS, DCPS, DPR, MPD, FEMS, and DDOT.	Reduced Barriers	Steering Committee	Short-term
Space 4.3	Reduce insurance and security costs for cultural events	Explore programs to make insurance and security costs more predictable and less burdensome for community-based creators and cultural organizations that use public space and facilities. Potential agencies include DISB, ORM, MPD, FEMS, DPW, and DDOT.	Reduced Barriers	DISB and ORM	Mid-term
<b>Space 5</b>	<b>Streamline permitting for cultural uses</b>	Appoint a cultural permitting ambassador to help cultural organizations navigate permitting, licensing and resources through coordination across permitting agencies including DCRA, DDOT, DOH, ABRA, MPD and FEMS. Bring all applications into a single online portal, with options for various elements that can be selected (such as alcohol or food vending and amplified sound).	Reduced Barriers	DCRA and DDOT	Mid-term

I. APPENDIX OF RECOMMENDATIONS

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
<b>Space 6</b>	<b>Encourage affordable ground floor space for cultural organizations</b>	Develop requirements and assess the need for incentives that encourage private property owners to incorporate cultural uses in their buildings, creating connections between the city's continued growth, real estate development and cultural space production. Through this process, OP and DMPED will develop benchmarks and metrics to guide future development decisions.	New Capacity	OP and DMPED	Mid-term
Space 6.1	Support low cost, long-term cultural space leases	Create programs that support affordable production and presentation space by creating a Cultural Facilities Fund that provides support for a wide range of cultural organizations, including both performance and arts administration.	New Capacity	DMPED and CAH	Long-term
Space 6.2	Develop cultural space purchase assistance programs	Work with District and foundation partners to create programs that use public and/or foundation grants to provide down payment assistance that enables cultural organizations, including collectivized creators, to purchase space at affordable rates. Down payment assistance provides access to mortgage financing while reducing the loan amount, and higher levels of down payment assistance increase affordability.	New Capacity	DMPED and CAH	Mid-term
Space 6.3	Encourage temporary cultural use in vacant commercial space	Encourage property owners to host temporary cultural uses in vacant commercial space, including vacant land. Explore opportunities for temporary certificates of occupancy that include relaxed building code requirements, tax incentives to encourage property owners to utilize ground floor for creative uses between tenants, and benefit agreements to require temporary uses of unleased ground floor retail space in new construction of major redevelopment.	New Capacity	OP, BIDs Main Streets	Ongoing
Space 6.4	Encourage Cultural Space in Planned Unit Developments	Encourage Planned Unit Development to include low-cost space for cultural presentation, production and administration. Developing low-cost cultural spaces is a priority for the District and should be provided in addition to all affordable housing deemed appropriate for the project. Presentation spaces should have prominent street level visibility with ceiling heights of at least twelve feet and open areas suitable for performance. Production spaces should offer private work space that is not visible to the general public with access to loading facilities. Administrative space should be provided in comparable delivery condition to market rate office space. These spaces are encouraged to maximize non-prime ground floor, second floor and/or below grade space within buildings.	New Capacity	OP	Ongoing
<b>Space 7</b>	<b>Create a portfolio of cultural incubators and collective production spaces</b>	<p>Create a portfolio of incubators and shared production / collective studio space that allows cultural producers to test, start-up and scale businesses.</p> <p>Recognize the critical role that access to shared equipment, facilities, technical assistance and collaboration can play in enabling cultural producers to develop their practices into successful enterprises. Develop models and approaches for incubators and shared space that include public-private partnerships, catalytic and/or stewardship roles for local government, cooperative and equity-building business models and phased development. Approaches should be inclusive (targeting all types of cultural creators) and sustainable (providing for long-term operation).</p>	New Capacity	DMPED and DSLBD	Long-term
Space 7.1	Pursue public-private-partnership opportunities to create cultural space	Review the District's facility portfolio for opportunities to create or enhance cultural space through public-private-partnerships. The review should assess opportunities to create smaller community facilities, including instructional and studio space, as well as centrally located facilities that could serve larger populations with more robust facilities. Partnerships can also be used to make value added investments in public facilities such as high school auditoriums, public libraries, as well as creating cultural facilities within other District assets.	New Capacity	DMPED, DME, DGS, and OP	Short-term

I. APPENDIX OF RECOMMENDATIONS

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
Space 7.2	Establish a cultural space consortium	Work with Community Development Financial Institutions (CDFIs) to create a cultural space consortium to purchase and preserve available cultural spaces and preserve their long-term affordability.	Reduced Barriers	DMPED	Mid-term
Space 7.3	Partner with banks to target Community Reinvestment Act investments	Conduct a review of how banks do business in the District to meet their CRA obligations to identify opportunities for alignment and partnership to increase impact from the funds invested in the District. The Community Reinvestment Act (CRA) is a federal law that requires financial institutions to invest in low and moderate-income areas where they do business to mitigate divestment in previous decades.	New Capacity	OP	Short-term

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
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**TABLE 4 - CULTURAL CONSUMERS RECOMMENDATIONS**

<b>Consumer 1</b>	<b>Promote cultural events to residents</b>	Build awareness among all residents about the District's cultural events using multi-channel outreach tools, including print, video, social media and online advertising. This effort should include a promotion of free and low-cost programs such as 'pay-what-you-can' theater tickets and free admission days.	New Capacity	Destination DC and OCTFME	Mid-term
Consumer 1.1	Utilize inclusive outreach strategies	Ensure that outreach is conducted through traditional as well as digital channels because many District residents speak English as a second language, are older, or are lower-income and do not have home internet access. Traditional media, including print and radio ensure that cultural promotion and engagement initiatives reach all residents.	Increased Equity	Shared Stewardship	Ongoing
Consumer 1.2	Work with community-facing partners to promote culture	Coordinate with key partners working in communities across the city to promote cultural programs and offerings in innovative ways to retain existing and attract new cultural consumers, with a focus on reaching youth.	Reduced Barriers	Shared Stewardship	Short-term
Consumer 1.3	Collect feedback from cultural consumers	Periodically collect feedback from cultural consumers to help tailor outreach strategies and undertake pilot projects to test new programming.	Reduced Barriers	Steering Committee	Short-term
<b>Consumer 2</b>	<b>Market local cultural events to regional residents and national visitors</b>	Expand promotion efforts to increase cultural visits from the 9 million residents who live in the surrounding region. Efforts could include an advertising campaign, such as "DC like a local" that helps visitors seeking federal attractions also enjoy locally 'paired' options, such as a concert at the Black Cat and a Half Smoke at Ben's Chili Bowl. Promotion partners include Destination DC and the network of BIDs and Main Streets.	New Capacity	Destination DC	Short-term
<b>Consumer 3</b>	<b>Launch a targeted international campaign promoting the District's local culture</b>	Launch a targeted international tourism campaign to connect more visitors from international markets to local cultural events by promoting the District as a leading cultural destination, emphasizing the city's local brand. This campaign will build on the District's identity as the nation's capital and strategically pair cultural offerings with shopping and dining.	New Capacity	Destination DC	Mid-term
Consumer 3.1	Partner with embassy public diplomacy programs	Whenever possible, the District will partner with embassy public diplomacy programs housed at more than 170 diplomatic missions in the city to increase cultural exchanges between residents and the international community.	Reduced Barriers	CAH	Short-term



I. APPENDIX OF RECOMMENDATIONS

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
<b>Consumer 4</b>	<b>Expand community-oriented cultural programming</b>	Cultural programming in communities is one of the most impactful ways to increase cultural participation and exploration for all District residents. The District government and cultural organizations, such as the DC Jazz Festival, will work to increase and diversify community-oriented cultural programming for residents of all ages. These programs will help increase cultural participation among District residents, which will help increase the local base of support for performers and stages.	Reduced Barriers	Shared Stewardship	Long-term
Consumer 4.1	Expand cultural programming in public facilities to serve diverse consumers	Identify opportunities for public facilities to serve as hubs for cultural programs that can attract and enrich a diverse cross-section of the population. Public facilities include libraries, schools, recreation centers, and stadiums. Example approaches include: collections and programs focused on community heritage and cultural literacy (including book clubs), presentations by local artists, and spaces that encourage intergenerational cultural dialogue.	New Capacity	DCPL, DPR, DCPS and CAH	Mid-term
Consumer 4.2	Leverage universities as cultural anchors	Leverage the many cultural activities that occur at universities, including theater, dance, music, and art, by having universities identify new and innovative ways to promote their cultural programming to District residents. Universities are encouraged to foster cultural mentorship that pairs students with residents and to open their spaces to community use, including joint use cultural spaces.	Reduced Barriers	Steering Committee	Short-term
<b>Consumer 5</b>	<b>Increase cultural awareness through a permanent oral history program</b>	Launch a permanent program that documents oral histories and community heritage, preserving residents' stories for current and future generations. The program will prioritize new storytelling and recorded interviews with notable residents whose stories are in danger of being lost and will support the work of community historians interested in starting hyper-local oral history projects throughout the city.  Share these stories through platforms such as the DC Digital Museum. This initiative builds off a current pilot program by the DC Public Library, Humanities DC and the Historical Society of Washington, DC. The recordings captured through this program will be linked to the heritage trail program via an interactive website.	New Capacity	HPO and CAH	Long-term
Consumer 5.1	Highlight community heritage	Continue to provide grants to organizations that highlight community heritage. Specifically, HPO and CAH will provide ongoing support for District heritage through grants, research and outreach.	Increased Equity	HPO and CAH	Ongoing
<b>Consumer 6</b>	<b>Build stronger connections between local cultural creators and consumers in federal cultural space</b>	Increase District resident cultural presentation and consumption in federal cultural spaces including the Smithsonian Institution, National Gallery and Kennedy Center. Explore opportunities for increased evening presentations and District-oriented programming as well as partnerships for transportation, low-cost tickets and locally-oriented promotion.	Reduced Barriers	OP, Smithsonian Institution and the Kennedy Center	Ongoing
<b>Consumer 7</b>	<b>Strengthen youth exposure to culture</b>	Through innovative partnerships, expand both the variety and frequency of cultural expression accessible to youth and families in-school and after-school, ensuring youth have opportunities to experience both local and national culture. Examples include supplementing a humanities curriculum with a visit to the U.S. Capitol Visitor Center and/or a local poetry event.	Reduced Barriers	CAH and OCTFME	Ongoing
<b>Consumer 8</b>	<b>Support art in transit</b>	Integrate culture into transit through temporary and permanent public art installations or performances. Increasing art in transit can provide localized expressions of heritage and culture that build community identity while creating frequent opportunities for residents and visitors to interact with cultural expression.	Reduced Barriers	WMATA and DDOT	Ongoing

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
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TABLE 5 - CONVERGENCE RECOMMENDATIONS

<b>Convergence 1</b>	<b>Promote a comprehensive, inclusive and healthy cultural community</b>	Understand the attributes and recognize the importance of a fully-functioning, inclusive, and healthy cultural community that is interconnecting and self-reinforcing. The community represents all creators: including individual artists, small cultural organizations and larger institutions. It includes artists, creatives, heritage and humanities professionals. It uplifts both nonprofit and for-profit cultural producers, leveraging programs and resources that support both. It is comprised of cultural creators, spaces and consumers and allows opportunities for production, expression and consumption. It promotes collaboration across cultural industry segments and individuals. It relies on many types of platforms for distribution of culture, including physical and virtual platforms. Lastly, it promotes feedback loops between the local, regional, federal and international oriented cultural organizations enriching District culture and improving communities and residents' quality-of-life across the city.	Reduced Barriers New Capacity Increased Equity	Shared Stewardship	Ongoing
Convergence 1.1	Strengthen the nexus between traditional and nontraditional culture	Encourage artists, small cultural venues, larger institutions and audiences to think of cultural offerings in the District as a spectrum that is fluid, flexible and benefits from mutual exchange. For example, build off efforts by the Kennedy Center to 'bring the local to the institutional' through its programming that is aimed at residents.  Consider opportunities through artist and program development that is aimed at audiences who would typically visit the larger more established cultural institutions. Through these approaches, cultivate artistic talent, evolve programming and grow audience interest in the range of cultural presentation available in neighborhoods across the city.	New Capacity Increased Equity	Shared Stewardship	Ongoing
Convergence 1.2	Strengthen culturally underserved communities	Target local government resources towards improving access to culture in communities with fewer facilities.	Increased Equity	DMPED	Ongoing
Convergence 1.3	Support resident's ability to use public space for cultural activity	Create resources for District residents that provide clear and simple guidance for accessing low or no cost options to use public spaces for cultural expression. These resources will increase cultural equity by connecting performers with stages in their communities and move forward the Cultural Plan concept that 'all residents are performers.'	Increased Equity	Steering Committee	Mid-term
Convergence 1.4	Consolidate murals programs	Strengthen and consolidate government-supported mural programs to ensure that the District is fully leveraging its resources and promoting local artists' work in neighborhoods across the city. Recognize the role that murals can play in providing platforms for artistic entrepreneurship and expression of community heritage, enlivening space and creating opportunities for audience dialogue.	Reducing Barriers	CAH	Short-term
Convergence 1.5	Encourage shared parking agreements for cultural spaces	Encourage new development near cultural spaces to include shared use parking agreements that increase off-street parking for cultural spaces.	New Capacity	OP	Short-term
Convergence 1.6	Establish and Arts & Culture Planning Position	Establish a new arts & culture planning position at OP to provide ongoing support for the Cultural Plan through mid-to-long term interdisciplinary cultural policy development and coordination, as well as ongoing creative placemaking initiatives that support continued cultural practice and policy innovation.	New Capacity	OP	Short-term
Convergence 1.7	Strengthen Boards of Directors	Partner with professional organizations, such as the American Bar Association to recruit board members for cultural organizations that can provide technical assistance with strategic planning, legal and financial planning and business operations.	New Capacity	Shared Stewardship	Short-term

Number	Recommendation	Description	Impact	Implementation Lead	Timeframe
<b>Convergence 2</b>	<b>Form bridges to new cultural models</b>	Develop programs that increase awareness of new cultural models based on principles of cultural innovation and impact investing. These programs will also offer resources that increase capacity for cultural creators and organizations to adopt the new models. These programs should focus on aligning government, nonprofit and for-profit organizations and their expectations, needs and investments.	New Capacity	OP and DMPED	Short-term
Convergence 2.1	Advance a collective contribution-shared stewardship model	Frame and advance a new approach based on collective contributions and shared stewardship from all stakeholders that will provide the resources and support needed for the District's cultural sector to reach its full potential. This approach can be based off a 1% model, whereby the public, private and nonprofit sectors each contribute 1% of resources. For example, local government dedicates 1% of funding for eligible capital projects to public art and/or cultural space; private developers allocate 1% of space to culture; artists dedicate 1% of time towards mentoring aspiring artists; and the public commit 1% of their time to experiencing culture.	Reduced Barriers	Steering Committee	Long-term
Convergence 2.2	Transform capacity-building	Develop robust capacity-building programs aimed at strengthening cultural organizations with an emphasis on smaller organizations. Approaches could include peer exchange, webinars and technical assistance focusing on a range of topics such as fundraising, talent attraction and development, partnership cultivation, and scaling / growing an organization. DC Agencies can help frame, package and/or deliver the programs in collaboration with technical assistance partners including foundations and CDFIs.	Reduced Barriers	DSLBD	Mid-term
Convergence 2.3	Develop a heritage business program	Develop a heritage business program that recognizes long-standing businesses that are community anchors. The Steering Committee will identify partner organizations to certify and promote heritage businesses. Promoting these businesses will help increase patronage and perpetuate their roles as community anchors.	Increased Equity	Steering Committee	Mid-term
Convergence 2.4	Leverage the District's Public Space Stewardship Guide	Use the Public Space Stewardship Guide to clarify align District and relevant federal agencies to facilitate public space stewardship and advance innovative opportunities for culture. The guide will be a collaboration tool to help cultural creators and organizations work effectively with government and public space management entities including BIDs and Main Streets.	Reduced Barriers	Shared Stewardship	Short-term
<b>Convergence 3</b>	<b>Nurture the link between culture and equitable development</b>	Encourage government, nonprofit and private sector organizations to recognize the role of culture in supporting stable neighborhoods and inclusive development. Affirm that recognizing heritage and identity, as well as offering opportunities for expression and enrichment will make the growing city more representative and inclusive. Work with partners to identify ways in which existing and future initiatives can be reframed to incorporate cultural strategies.	Increased Equity	Shared Stewardship	Ongoing
Convergence 3.1	Partner with Culture 21	Partner with Culture 21 to connect DC with peer cities that will help advance cultural policies that support sustainable economic development through international best practices and city to city information sharing. Through the Culture 21 network, the District will gain insights and resources to celebrate and strengthen the city's cultural diversity and cultural sustainability over the long-term. Focus on enhancing links between culture the environment, education, equity, health and employment. Continue to strengthen links between culture and heritage, urban planning and public space.	Increased Equity	OP	Short-term
Convergence 3.2	Customize Culture 21 to local context	Identify ways to customize Culture21 to local conditions, including leveraging and aligning existing programs, tools and approaches such as inclusive development, land use tools, local agendas for sustainability and resilience, and local governance and institutions.	Increased Equity	OP	Short-term
Convergence 3.3	Institutionalize culture across the city	Align with Culture 21 by identifying ways culture can be embedded across government functions, institutionalizing culture and ensuring that public sector actions are serving multiple objectives, including uplifting the cultural sector.	Increased Equity	Steering Committee	Ongoing

Number	Recommendation	Description	Impact	Investment Level	Timeframe
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**TABLE 6 - CULTURAL INVESTMENT RECOMMENDATIONS**

<b>Investment 1</b>	<b>Expand capacity building grants through partnership</b>	Expand the District's cultural organization capacity building programs and work with foundations, corporate social responsibility programs and major donors to create a cultural funding collaborative that will increase grant funding for both nonprofit and for-profit cultural organization capacity building. These grants will enhance and expand existing efforts to help cultural organizations meet short-term needs while implementing more advanced business planning and financial management programs, as well as to increase capacity and meet transitional organization needs.	New Capacity	\$\$	Mid-term
<b>Investment 2</b>	<b>Create a Cultural Innovation and Entrepreneurship Revolving Loan Fund</b>	Create a fund to provide small short-term loans to cultural organizations that increase organizational creative capacity and support innovation. The loans can be used for a wide range of projects, including recording for musicians, event promotion and equipment acquisition. These loans will require underwriting and risk assessment.	New Capacity	\$\$\$	Mid-term
<b>Investment 3</b>	<b>Create a Cultural Facilities Fund</b>	Establish a Cultural Facilities Fund that uses public cultural facility funding as leverage to unlock much greater levels of private sector investment from social impact investors including foundations. The fund will support leasing in commercial buildings, maintenance of existing facilities and creation of new facilities that provide cultural presentation, production and administration spaces.	New Capacity	\$\$\$\$	Short-term
<b>Investment 4</b>	<b>Institute a Cultural Space Tax Credit Program</b>	Create a tax credit program that encourages property owners to incorporate both permanent and temporary cultural space with affordable rents by reducing the costs of taxes that are passed through to cultural tenants. These tax credits will encourage property owners to pursue cultural facilities that benefit adjoining uses in the building by attracting more potential customers.	New Capacity	\$\$	Long term
<b>Investment 5</b>	<b>Create a Cultural Navigator Position for the Center for Cultural Opportunity</b>	Create a cultural navigator position to assist creators with permitting processes and work with agency partners to refine programs and processes to better meet the needs of the cultural community. The navigator will also help connect creators to the full breadth of programs the District offers.	Reduced Barriers	\$\$	Short-term
<b>Investment 5.1</b>	Create an online storefront through the Made in DC Brand	Establish an online marketplace as a venue for District creators to showcase their work and connect with consumers who value locally made products under the successful Made in DC brand.	Reduced Barriers	\$	Short-term
<b>Investment 5.2</b>	Create a Web-Based Platform for the Cultural Opportunity Center	Create an online platform as the digital presence for the Center for Cultural Opportunities, providing a portal to business-support programs and resources, networking and business to business opportunities. The platform will be actively maintained with resources that help cultural creators develop cultural practices, establish cultural organizations, build partnerships and leverage government programs. The resources will illustrate how creators can gain access to personal and professional development resources, use public space and facilities, and access support programs including affordable housing.	Reduced Barriers	\$	Mid-term
<b>Investment 6</b>	<b>Create a community event security fund</b>	Create a fund to support community oriented cultural events in public facilities and space by offsetting some security costs.	Increase Equity	\$\$\$	Mid-term
<b>Investment 7</b>	<b>Expand the Labs at DCPL</b>	Partner with DCPL and the DC Public Library Foundation to explore and possibly expand The Labs to neighborhood libraries.	Increase Equity	\$\$	Mid-term
<b>Investment 8</b>	<b>Invest in marketing</b>	Partner with Destination DC and DMPED to market the District's cultural opportunities to District, regional, national and international audiences.	New Capacity	\$\$	Ongoing

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# VII. ACKNOWLEDGEMENTS

## DISTRICT OF COLUMBIA\*

Muriel Bowser, Mayor

Andrew Trueblood, Acting Director, DC Office of Planning

Angie Gates, Director, Office of Cable Television, Film, Music and Entertainment

Terrie Rouse-Rosario, Executive Director DC Commission on the Arts and Humanities

## PLANNING TEAM

Sakina Khan, Deputy Director for Citywide Strategy; DC Office of Planning

Ryan Hand, Senior Economic Planner; DC Office of Planning

Josh Silver, Lead Planner for Strategic Initiatives and Partnerships; DC Office of Planning

Michael Bigley, Deputy Director; DC Commission on the Arts and Humanities

Maryann Lombardi, Chief Creative Economy Officer; Office of Cable Television, Film, Music and Entertainment

Rogelio Flores, Lead Capital Facilities and Infrastructure Planner; DC Office of Planning

Patsy Fletcher, Neighborhood Heritage Coordinator; DC Office of Planning

## PLANNING AND ENGAGEMENT CONTRIBUTORS

Joyetta Delaney  
Rishawna Gould  
Stephen Gyor  
Karen Harris  
Deborah Crain-Kemp  
Emily Johnson  
Andrea Limauro  
David Markey  
Erkin Ozberk  
Patrick Realiza  
Regan Spurlock  
Jennifer Steingasser  
Ashley Stephens  
Elisa Vitale  
Theo Wilhite  
Valecia Wilson

## EVENT PARTNERS

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Hamiltonian Gallery  
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### B.Brilliant

Ayannah Buford

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