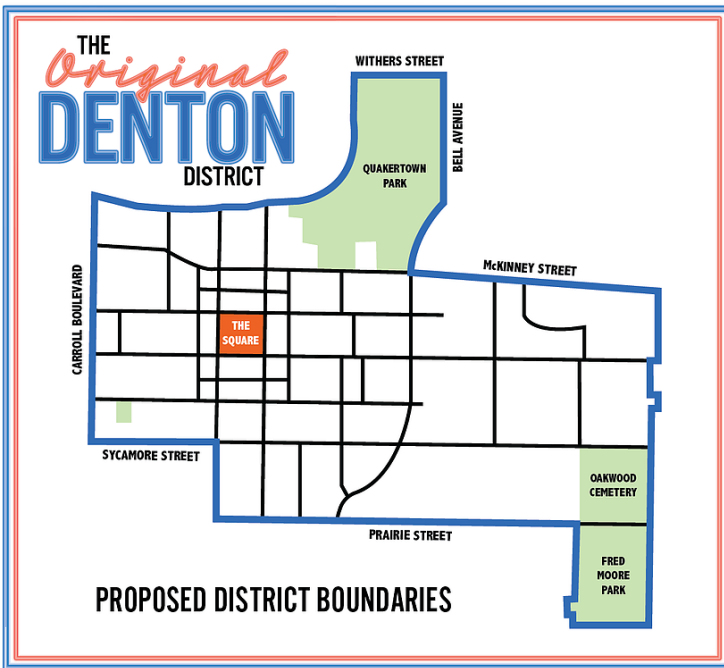




THE
Original
DENTON
DISTRICT

STRATEGIC PLAN & TIMELINE

Needs Assessment



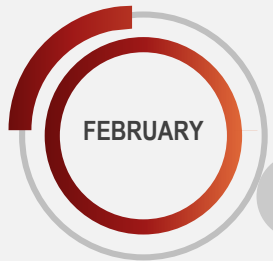
“Denton is a community like no other – we’re welcoming, innovative, creative, diverse, unique and authentic. We’re musicians and businesspeople, artists and teachers, writers and lawyers, living and working in a thriving community where being different is a part of our daily routine. We’re originally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

Timeline 2018

Secondary Research on Cultural Districts



- **Date:** Summer
- **Outcome/Activity:** Learned more about successful efforts in other communities.



City Council Work Session

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



Citizen Survey

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



Advisory Group Meetings

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



Artist Needs Assessment on City Hall West

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



City Hall West Business Plan Completed

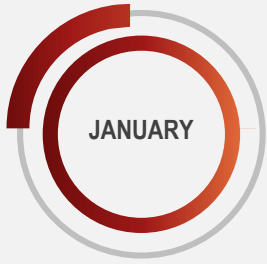
- **Outcome/Activity:** Completed feasibility with various options for further exploration based on resources and funding.



City Council Staff Report

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

Timeline 2019



JANUARY

Letter of Intent Submitted to TCA

- **Date:** January 24, 2019



MARCH

Consultant Hired

- **Outcome/Activity:**
To develop strategic plan.



FEBRUARY

City Council Work Session

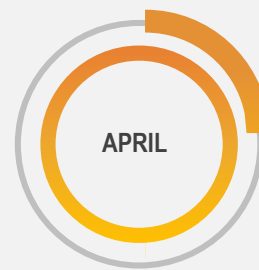
- **Date:** February 04
- **Outcome/Activity:**
Gave direction on boundaries, committee structure and budget.



APRIL

Community Meeting

- **Date:** April 11
- **Outcome/Activity:**
Using both public discussion and post-surveys; 18 residents, including general public, artists, arts organizations and cultural entities, business representatives in attendance.



APRIL

Ethnographic Research at Various Festivals and Markets

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



MAY

Public Comment Meeting

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

Public Art Committee Meeting

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



JUNE

City Council Meeting

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

Economic Development Partnership Board meeting

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

Submit TCA Application

- **Date:** June 15



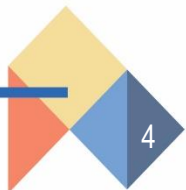
APRIL/MAY

Digital and Social Media Engagement

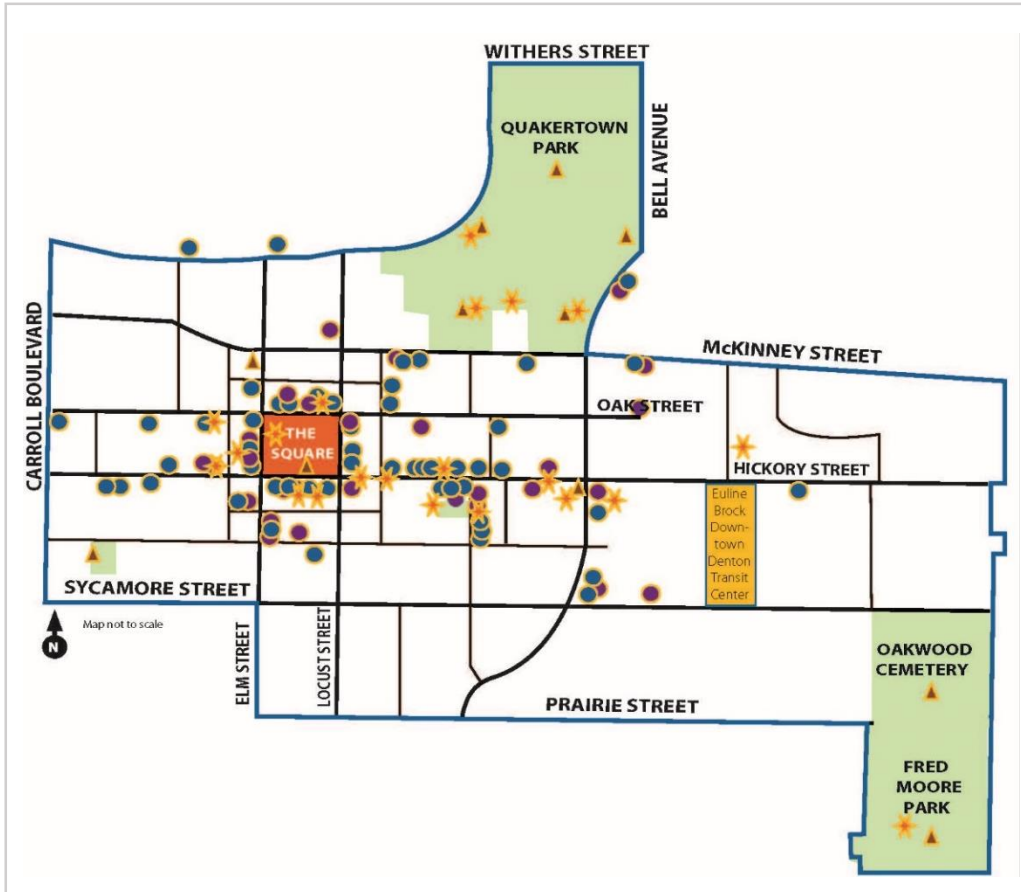
- **Outcome/Activity:**
Engaged 652 residents and followers.

Ethnographic Research at Various Festivals and Markets

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



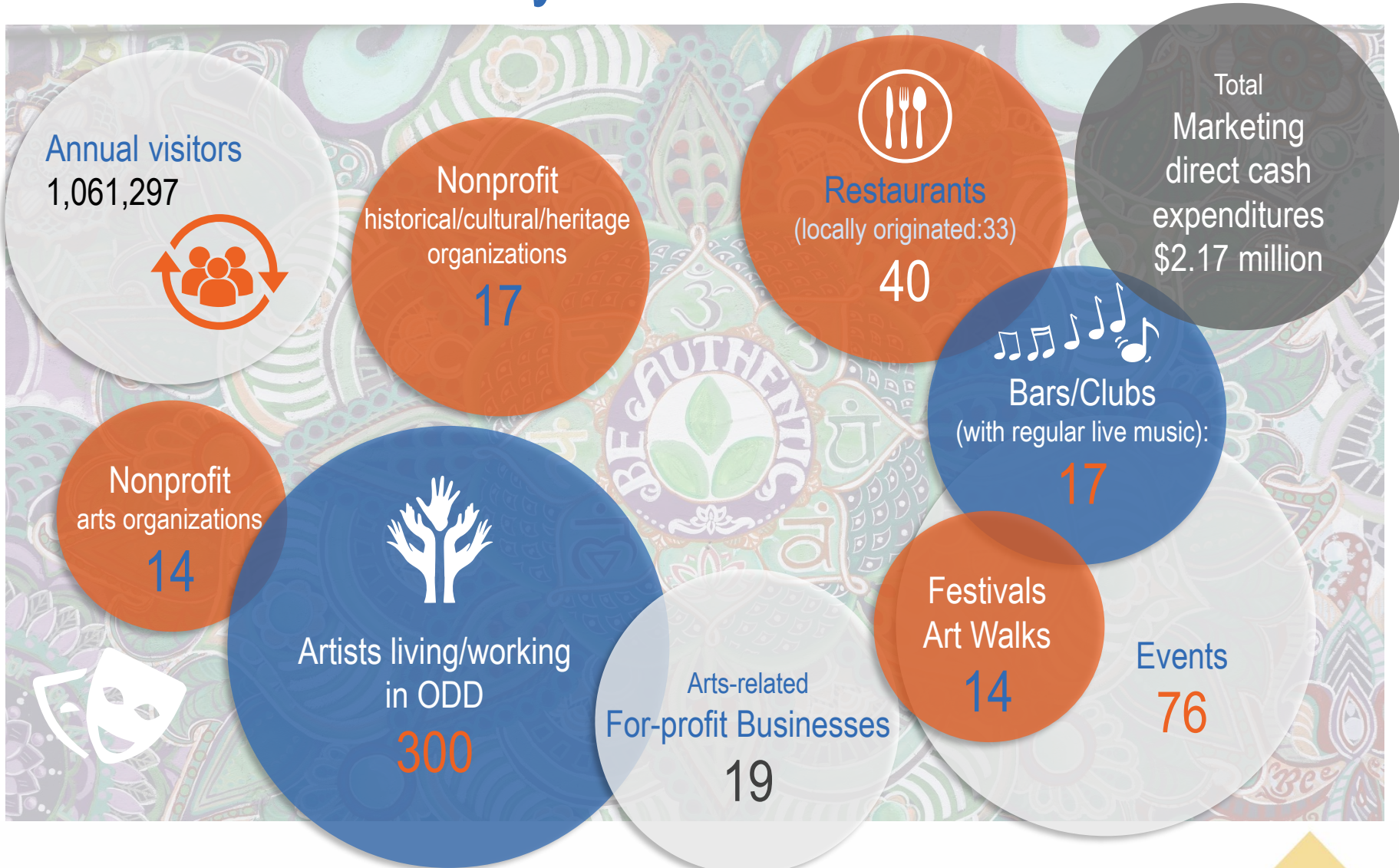
The Original Denton District: Asset Map



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

MARKER	DESCRIPTION
	Park
	Live Music/Performance/ Event Location
	Restaurant/Bar
	Historic/Heritage/Cultural Site
	Art Installation

Cultural District By The Numbers



Denton City Hall West Exploration



Built in 1927 and vacated in 2016

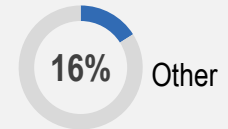
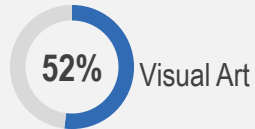
Designated as a Texas Historic Landmark and is located in the heart of ODD

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

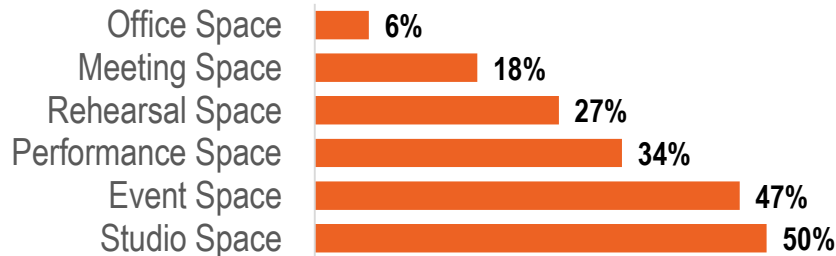
2019 Survey



367 respondents



Results showed:



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



Research on Cultural Districts & Economic Impact



KEY LEARNINGS:

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

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

– Richard Florida, Author of *The Rise of the Creative Class*

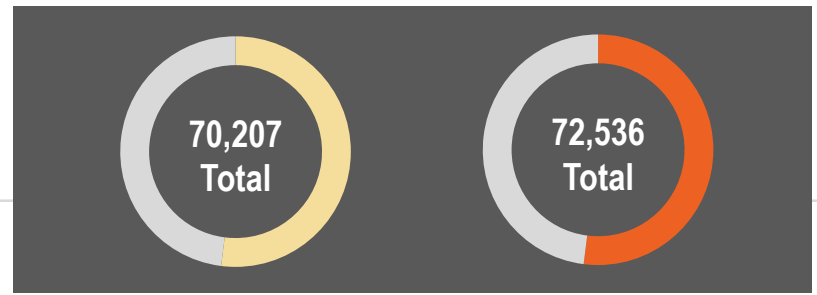
“The Dallas-Fort Worth region’s creative economy is an important component of the region’s overall economy. It is the leading creative economy in the state of Texas and is also among the largest nationwide.

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

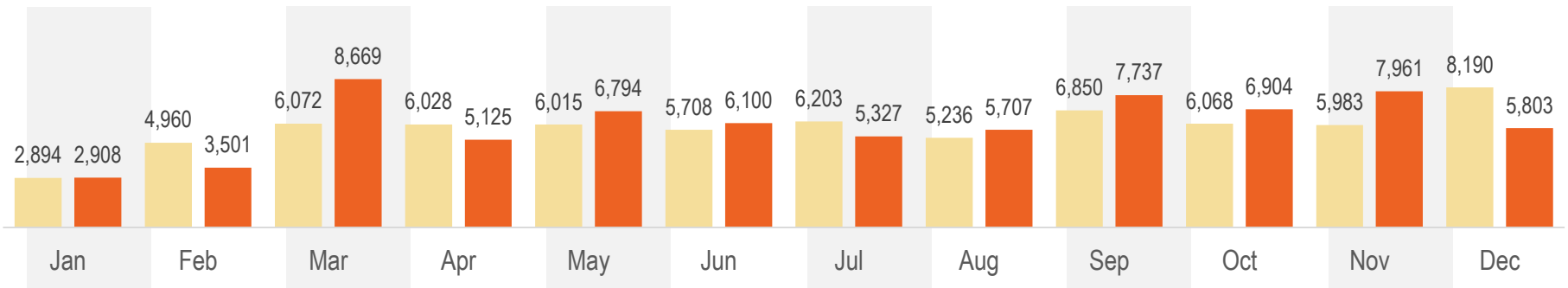
It results in new cultural districts, the retention and attraction of an educated, highly skilled workforce and a creative ‘buzz’ that plays a role in the decision-making process of firms looking to relocate.”

–Michael Seman, Ph.D., and Michael Carroll, Ph.D., of UNT’s Economic Research Group

Visitor Trends*



■ 2017 ■ 2018

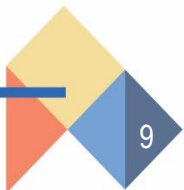
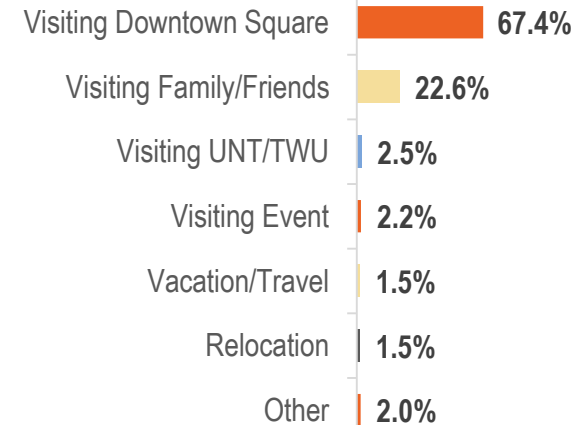
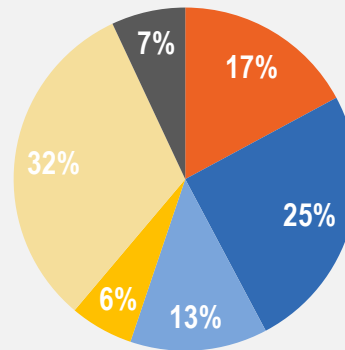


*Data only includes data from the Downtown Denton Welcome Center operated by the Denton Convention and Visitors Bureau. Does not include visitor data provided by events or other organizations.

KEY LEARNING:

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

■ USA Outside Texas ■ Texas
 ■ DFW ■ Denton County
 ■ City Of Denton ■ International



Community Engagement Sessions



KEY LEARNINGS:

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

April 11, 2019

Feedback and Ideation Session at the Patterson-Appleton Arts Center

Reach: 15

May 20, 2019

Public Comment Meeting at the MLK Center

Reach: 10

Community Engagement Sessions



KEY LEARNINGS:

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

April 20, 2019

Community art creation and engagement at Denton Community Market

Reach: **200**

April 26-27, 2019

Community art creation and engagement at Arts & Jazz Festival

Reach: **1,000**

Digital Engagement

HOME WHAT IS IT? ABOUT THE DISTRICT GET INVOLVED CONTACT

THE Original DENTON DISTRICT

A CULTURAL DISTRICT CENTERED AROUND DOWNTOWN DENTON.

Total Impressions: 12,925
Total Engagements: 652
Website Views: 569

f t i

KEY LEARNINGS:

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



SWOT Analysis

STRENGTHS

- Untapped potential
- Walkable / train station
- Downtown square
- Established events / venues
- Well-established arts community
- Excellent historic preservation leaders
- Existing landmarks
- UNT & TWU / 60,000 students
- Grammy Award winners

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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



Odd-acious Strategic Plan & Timeline

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

VISION

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

MISSION

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

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

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

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

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

STRATEGIC GOALS

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



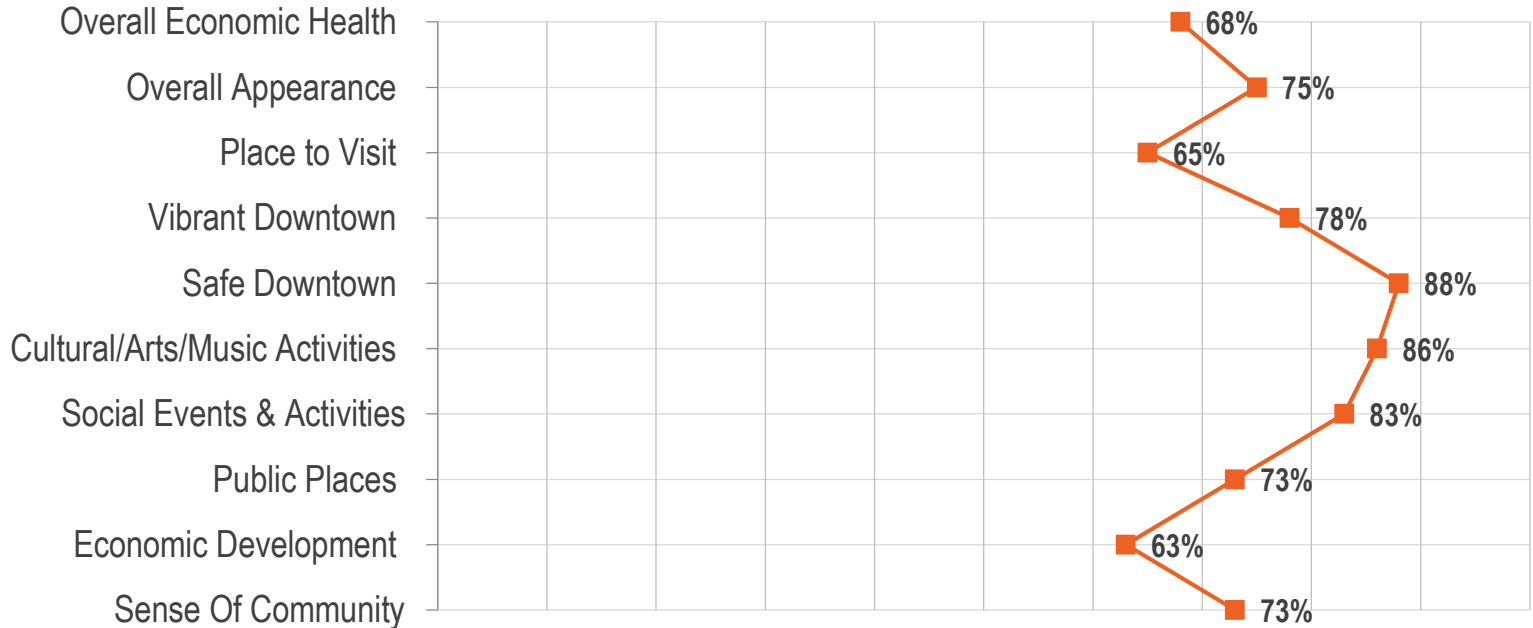
OPERATING GOALS

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



Overall Denton Metrics from 2018 National Citizen Survey

ODD GOALS – Improve ratings over time and above benchmarked cities









STRATEGIC GOALS

KEY:
 D2030=Denton Plan 2030
 D18-19SP=Denton 2018-2019 Strategic Plan
 PAC = Public Art Committee
 GDAC = Greater Denton Arts Council
 CVB = Convention and Visitors Bureau

	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL Grow the creative economy by maintaining and supporting a diverse and vibrant ecosystem of artists, art organizations, and other creatives that live, work and play in Denton	Initiate development of a conceptual plan for new performance venue	YEAR 1	Economic Development	<ul style="list-style-type: none"> Consultant or internal staff member 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Study completed Best practices reviewed Connection to district as well as needs assessment
	Work with Community Development on affordable housing study focused on creatives	YEAR 2	Economic Development & Community Development	<ul style="list-style-type: none"> Housing consultant Artspace 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Study completed Best practices reviewed
	Administer incentives to get artists to choose to live, work and play in Denton (D2030-4.8.4)	YEAR 2	Economic Development with CVB, GDAC and Chamber	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> # living in Denton # working in Denton % increase living in Denton % increase working in Denton
	Consider specialized process to assist creative businesses and nonprofits be sustainable	YEAR 3	Economic Development with SBA, GDAC and Stoke	<ul style="list-style-type: none"> Consider options 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> # of businesses and nonprofits supported % growth in businesses and nonprofits







STRATEGIC GOALS

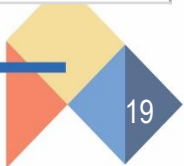
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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL Generate cultural tourism through the creation of a welcoming environment that attracts visitors regularly	Cross-promote arts and music through partners to attract visitors to ODD (D2030-4.8.5)	ONGOING	Economic Development with CVB, GDAC, UNT, TWU and Chamber			<ul style="list-style-type: none"> • % increase in visitors overall and outside of Denton County • % increase in visitors attending all events • % increase in length of stay and average spend • % increase in visitors requesting information on ODD • % increase in visitors knowing about ODD
	Coordinate with Capital Projects to ensure district is covered specifically in Master Thoroughfare Plan in order to ensure it's walkable, alternative transportation is available and easy to use, and parking needs are met (D18-19SP)	YEAR 1	Economic Development with Capital Projects	<ul style="list-style-type: none"> • Review existing plans and modify, if needed • Ensure ADA compliance • Ensure clean, well-marked, walkable, bikeable and safe streets and sidewalks in ODD 	<ul style="list-style-type: none"> • Included 	<ul style="list-style-type: none"> • Walkability score
	Coordinate with Parks & Recreation on how to best landscape the district and preserve existing trees	YEAR 1	Economic Development with Parks and Recreation	<ul style="list-style-type: none"> • Review existing plans and modify, if needed 	<ul style="list-style-type: none"> • Included 	<ul style="list-style-type: none"> • Downtown score

STRATEGIC GOALS







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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL Stimulate economic growth by building living and working experiences on a foundation of historic preservation while nurturing sustainable new development	Coordinate with historic preservation to elevate historic resources in order to celebrate their presence and ensure their long-term protection (D2030 – 4.1-4.5 & 4.9)	ONGOING	Economic Development with Historic Preservation Officer with Denton Main Street Association	<ul style="list-style-type: none"> Develop inventory of assets Coordinate on preservation efforts Consider incentive for preservation to owners Collect stories Coordinate on heritage tourism Consider education options 	• TBD based on inventory and needs	<ul style="list-style-type: none"> # of assets within district Plan developed % of assets preserved and protected
	Coordinate with completion of Historic Preservation Master Plan (D18-19SP)	YEAR 1	Development Services	<ul style="list-style-type: none"> Review efforts with district in mind Revise if needed based on needs assessment 	• TBD based on needs	<ul style="list-style-type: none"> Completion Connection to district plan and needs assessment
	Conduct a feasibility assessment for hotel downtown to support visitors and tourists	YEAR 2	Economic Development with Chamber of Commerce	<ul style="list-style-type: none"> Consultant or internal staff member 	• TBD	<ul style="list-style-type: none"> Study completed Feasibility assessed
	Conduct an assessment of vacant or underutilized spaces for redevelopment (D2030-4)	YEAR 2	Economic Development with Chamber of Commerce	<ul style="list-style-type: none"> Internal staff 	• Included	<ul style="list-style-type: none"> # of lots or buildings Study completed Recommendations given Prioritization of projects % increase in business requests to relocate









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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL Develop and stimulate cultural experiences for both visitors and residents	Celebrate place through education, interaction, wayfinding and programming	ONGOING	Economic Development with partners	<ul style="list-style-type: none"> • Create events calendar (done) • Create historical record of places to visit (done) 	• Included	<ul style="list-style-type: none"> • # of web hits • % in web hits • % increase in events and programming
	Coordinate with Public Arts Master Plan (D2030-4.6) within district in order to have public art everywhere and completed by local artists (D18-019SP)	ONGOING	Economic Development with Public Arts Committee Partners – UNT/TWU/Chamber/CV B/GDAC	<ul style="list-style-type: none"> • Review public art within district • Revise needs based on events and resident input • Integrate art within district planning 	• Included	• # pieces of public art within district
	Monitor efforts to implement four Downtown Quiet Zones (D2018-9SP)	YEAR 1	Capital Projects	<ul style="list-style-type: none"> • Monitor efforts and impact 	• Included	<ul style="list-style-type: none"> • Completion of quiet zones • Impact on residents and visitors
	Review study of existing community gathering places (D2030-4.10)	YEAR 2	Economic Development with Parks & Recreation	<ul style="list-style-type: none"> • Review study for places within district • Revise needs based on events and resident input • Ensure ADA accessibility 	• Included	• # of community gathering places
	Review study of existing parks and review updated Parks Master Plan (once completed)	YEAR 2	Economic Development with Parks & Recreation	<ul style="list-style-type: none"> • Review study for places within district • Revise needs based on events and resident input • Ensure ADA accessibility 	• Included	• # of parks







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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL	Encourage efforts outside of City Hall to cultivate and mobilize ODD as a joint placemaking effort	ONGOING	All Partners	<ul style="list-style-type: none"> Hold meetings Facilitate Ideation sessions Encourage co-creation and outside efforts 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> % satisfaction Co-ownership of idea by many partners and stakeholders
Engage a cross-section of community, including creatives, business, higher education and residents, in community revitalization and activation within ODD cultural district	Provide forums for creatives and others to cross-pollinate to develop their projects and collaborate across multiple disciplines	ONGOING	Economic Development with GDAC and partners	<ul style="list-style-type: none"> Hold forums Encourage networking Consider Cross-Sector Ideation Contest 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> % increase in networking % satisfaction Co-ownership of idea by many partners and stakeholders
	Coordinate with the development of Greater Downtown Master Plan with a focus on design standards, parking, streets, and walkability (D2018-9SP)	YEAR 2	Development Services	<ul style="list-style-type: none"> Coordinate with needs for district 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Completion Connection to district plan and needs assessment
	Develop signage plan and coordinated brochures to define district to residents and visitors	YEAR 1	Economic Development	<ul style="list-style-type: none"> Review other district signage (done) Develop look and feel Create 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Completion % increase in web hits % increase in awareness of ODD







OPERATIONAL GOALS

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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL	Monitor governance structure to ensure it is meeting original goals	ONGOING	City of Denton and partners	<ul style="list-style-type: none"> Get continuous feedback on management structure 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Conduct feedback sessions with PAC and partners
Develop an intentional management structure that supports continuity and co-creation within community	Convene advisory council	YEAR 0	City of Denton	<ul style="list-style-type: none"> Conduct meetings (done) Research best practices (done) 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Final decision on pursuit of cultural district Input on name, boundaries and governance
	Present options to City Council for approval	YEAR 0	City of Denton	<ul style="list-style-type: none"> Conduct meeting (done) Receive public input (done) 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Final decision on key items related to cultural district
	Rewrite ordinance for Public Art Committee to include oversight of cultural districts	YEAR 0	City of Denton	<ul style="list-style-type: none"> Develop revised ordinance Get approval by City Council 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Approval by City Council
	Designate staff person to oversee efforts and enhance coordination within and outside of City Hall	YEAR 1	City of Denton	<ul style="list-style-type: none"> Develop job description and work plan 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> Approval by City

OPERATIONAL GOALS

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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL Create a robust and evolving marketing plan—see related marketing plan for more details	Grow ODD through best practices	ONGOING	City of Denton	<ul style="list-style-type: none"> Measure results of marketing and adjust based on ROI 	<ul style="list-style-type: none"> Up to \$8k from HOT 	<ul style="list-style-type: none"> Increased website traffic: visits, page views, average time on site, visits per user Increased social media engagements, impressions, clicks and likes Increased event/district visitors Improved ROI: reach per ad spend, organic vs. paid reach
	Connect with community to further mission and attract visitors	ONGOING	City of Denton with CVB, Chamber, and GDAC + local creatives	<ul style="list-style-type: none"> Build resource bank 		
	Engage existing assets to promote ODD	ONGOING	City of Denton with CVB, Chamber, and GDAC + local creatives	<ul style="list-style-type: none"> Host a booth Sponsor professional development opps Feature Denton's talent 		
	Promote stories of Denton and its creatives to visitors, residents and other creatives	YEAR 1 / ONGOING	City of Denton and GDAC + local/regional media	<ul style="list-style-type: none"> Connect with local/regional media Collect stories Analyze ROI 		
	Establish and define brand	YEAR 1 / ONGOING	City of Denton	<ul style="list-style-type: none"> Build website / social media (done) Create brand guidelines (done) 		

OPERATIONAL GOALS

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	KEY ACTIVITIES 	TIMELINE 	RESPONSIBILITY 	RESOURCES NEEDED 	BUDGET 	OUTCOME/METRICS 
GOAL	Encourage private sector funding for arts and music (D2030-4.8.6 and 7)	ONGOING	Economic Development in partnership with City Council, Chamber and GDAC	<ul style="list-style-type: none"> Develop corporate sponsorship package 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> \$ raised for projects and organizations
Develop a sustainable public/private mix of funding and support	<ul style="list-style-type: none"> Increase HOT growth rate to contribute to ODD Increase funding to ODD through public dollars 	YEAR 1	Economic Development	<ul style="list-style-type: none"> Review HOT best practices across cities Create a downtown hotel 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> % growth of HOT before/after ODD
	Develop private fundraising plan for ODD and GDAC	YEAR 1	Economic Development in partnership with Greater Denton Arts Council	<ul style="list-style-type: none"> Consider hiring grantwriter Research grants for place-based arts development Develop timeline for submission 	<ul style="list-style-type: none"> Included 	<ul style="list-style-type: none"> \$ raised for ODD \$ raised for GDAC % increase over 5-year period

