



TCA Cultural District Designation Application

Application Year: 2019

City: City of Denton

Name of Cultural District: The Original Denton District (ODD)

SECTION A: GENERAL INFORMATION

1. Cultural District Management Entity (CDME): City of Denton/Public Art Committee
2. Year CDME took formal charge of cultural district: 2019
3. CDME employer ID number (EIN): 756000514
4. CDME is a: 501(c)(3) nonprofit governmental entity other
 - a. If other, please describe:
5. CDME DUNS number: 071380190
6. CDME contact person: Jessica Rogers
7. CDME contact person title: Director of Economic Development
8. CDME chair/president: Public Art Committee Chairperson Brian Wheeler
9. CDME physical address: 215 E. McKinney St.
10. CDME city, state, zip: Denton, TX 76201
11. CDME mailing address: 215 E. McKinney St.
12. CDME city, state, zip: Denton, TX 76201
13. CDME email: Jessica.Rogers@cityofdenton.com or ODD@cityofdenton.com
14. CDME website: www.originaldentondistrict.com
15. CDME phone: (940) 349-7776
16. CDME Texas Legislators:
 - a. Texas House: Representative Lynn Stucky
 - b. Texas Senate: Senator Jane Nelson and Senator Pat Fallon
17. Cultural district Texas Legislators (if district is covered by more than one, please list all):
 - a. Texas House: Representative Lynn Stucky
 - b. Texas Senate: Senator Pat Fallon

SECTION B: CULTURAL DISTRICT GOVERNANCE

1. Describe the cultural district governance structure and membership makeup:

The Public Art Committee (PAC) is an appointed advisory board to the City Council of the City of Denton. The City Council has charged the PAC with administration and oversight for cultural districts (among other duties). Any matters pertaining to the charges assigned to the PAC by the City Council must first be presented to the PAC for consideration and recommendation. Final authority for the approval of policies, resolutions, ordinances, and expenditure or obligation of funds rests with the City Council.

The Public Art Committee is a nine-member committee appointed by the City Council. Two members of the PAC represent the Greater Denton Arts Council (GDAC) and are nominated by GDAC to their positions. The GDAC Executive Director, the City Director of Economic Development, and the City Director of Parks and Recreation are ex-officio (non-voting) members.

The current members represent the diversity of individuals engaged in the creative and cultural communities in Denton. Members include representatives from organizations that are responsible for cultural assets and amenities and have strong ties to ODD, art-related nonprofits and businesses, festivals and special events, historic preservation, education, creativity, and innovation. The PAC membership represents the diversity and intensity of cultural assets available in Denton and specifically in ODD. Most of the members hold advanced degrees in arts-related fields or have significant experience working, living, or supporting cultural assets in ODD.

2. Describe the qualifications of the CDME staff and leadership (particularly in managing a cultural district):

Members of the PAC and the related staff members charged with leading and managing the cultural district are as diverse and unique as ODD and equally as qualified to manage it. PAC members have experience managing visual, graphic, and performing arts organizations and programs, art galleries, art education centers, and most importantly, are a group of individuals who have relentlessly served in volunteer roles for organizations and events in ODD. Voting PAC members include a professor of studio art and sculpture, a division manager for a television, film, and multimedia production company, an award-winning music photographer, a local community activist and banking professional, a media information specialist, a director of marketing for a local architecture firm, an assistant director of an environmentally-focused art education center, and a local legal assistant who is active in the Southeast Denton Neighborhood Association and other ODD-related organizations.

The ex-officio members include the Executive Director of the Greater Denton Arts Council, who has spent more than 25 years working in arts education and administration, and the City's Directors of Economic Development and Parks & Recreation, who both recognize the value of art, history, and culture in the Denton community through their respective fields. In addition, the PAC's staff liaison is the City's Business Development Officer, who has served on numerous boards related to ODD events, including the Denton Hispanic Chamber of Commerce and the Denton Black Chamber of Commerce.

In addition to the wonderful staff who manage the day-to-day operations, ODD also has other valuable resources available to assist as needed. Those include the Economic Development Program Administrator, who is a past recipient of the Texas Historic Commission's Anice B. Read Award of Excellence in Community Heritage Development and has served as President of the Texas Downtown Association, and a Historic Preservation Officer, who is currently President-Elect of Preservation Texas.

Additional information is provided in the Required Attachments.

3. How frequently does this group meet?

The PAC meets on the first Thursday of every month (12 times per year), but has the ability to call special meetings on an as-needed basis.

4. Are minutes of these meetings kept?

Yes. Agendas and minutes are available at www.cityofdenton.com/publicmeetings.

SECTION C: CULTURAL DISTRICT PROFILE BY-THE-NUMBERS

1. Year cultural district was established: 2019
2. Number of annual visitors to the cultural district last year: 1,061,297

Take care not to double-count any organizations listed in #3 to #5:

3. Current number of **nonprofit art** organizations physically located in the cultural district (e.g., art museums, music, dance, film, theater, literary arts, folk/traditional arts, visual arts): 14
4. Current number of **nonprofit historical/cultural/natural heritage** organizations physically located in the cultural district (e.g., history museum, children's museum, botanical garden, parks, heritage site, science museum, library): 17
5. Current number of **arts-related for-profit businesses** in the cultural district (e.g., commercial gallery, art supply store, bootmaker, etc.): 19
6. Current number of artists living or working in the cultural district: 300
7. Current number of restaurants in the cultural district: 40, plus 5 to 10 food trucks (depending on the day)
8. Current number of those restaurants that are locally originated (vs. chain or franchise): 33 (plus 5-10 food trucks)
9. Current number of hotels/B&Bs in the cultural district: None, but some short-term rentals are available.
10. Total number of guest rooms/suites in those hotels/B&Bs combined: None
11. Number of bars/clubs in the cultural district: 17
12. Number of bars/clubs with regular (at least monthly) live performances: 12 (plus 7 non-bar/club venues)
13. Number of festivals/art walks held annually in the cultural district: 14 festivals/art walks hold 76 total events
14. Three biggest drawing events/exhibitions/activities in the district last year:
 - a. Arts & Jazz Festival, 225,000 attendees
 - b. Denton Holiday Lighting Festival and Wassail Weekend, 15,000 attendees
 - c. Denton's Day of the Dead Festival, 15,000 attendees
15. Using Google Maps, what is the **walk time, one-way** between the farthest points of the district:
 - a. length of the district: 0.9 miles (18-minute walk); Diagonal 1.6 miles (30-minute walk)
 - b. width of the district: 0.7 miles (15-minute walk)
16. Are 100% of the sidewalks in the cultural district ADA compliant? No, about 50% are ADA compliant.
17. Total marketing cash expenditures made for cultural district last year (not to market individual institutions): \$2,165,931 in HOT funds were distributed for use in ODD.
18. Total return on investment (ROI) of the cultural district last year: 2:1, \$2 spent for every 1 visitor.

SECTION D: CULTURAL DISTRICT PROFILE

1. Cultural district website: www.originaldentondistrict.com

2. Brief description of the overall community where the cultural district is located (proximity to other communities, highways, airport, economy, assets, demographics, etc.):

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 part of our daily routine. We're originally Denton, but some may call us "odd"... and we're okay with that!

Denton is strategically located at the convergence of I-35E and I-35W. At the northern tip of the golden triangle, Denton is one of the fastest growing economic regions in the country. Denton is less than 1 hour from DFW Airport, Love Field, and Alliance Airport, and we are home to Denton Enterprise Airport, the 8th busiest in Texas. Because we offer a favorable business climate, exceptional livability, and a diversity of choices in employment, lifestyle, and neighborhoods, companies such as Tetra Pak, Peterbilt Motors, and Sally Beauty have called Denton their headquarters or manufacturing home for many years. Denton is also home to a strong creative sector, with operations like Stoke, a unique co-working space dedicated to entrepreneurship and innovation, providing access to resources to help businesses grow.

Throughout our history, Denton has been known as a university town, being home to the University of North Texas and Texas Woman's University, both known for exceptional creative, visual, and performing arts programs. UNT is also home to one of the world's most-respected music schools, so it's no surprise that music is a huge part of who we are. In addition, North Central Texas College will be adding a downtown Denton location in 2019 (right in the heart of ODD), further bolstering Denton's education and workforce development initiatives.

Denton is enjoying rapid growth as people are drawn to the authenticity and opportunity of our community. Currently home to more than 130,000, Denton's population is rapidly growing. Demographically, Denton is diverse, with a large student population that brings youth and creativity to our community. Denton is, on average, younger than the State of Texas, and has a higher median family income. And with a 2.9% unemployment rate, Denton residents and businesses are enjoying a period of stable economic growth, high livability, and exceptional cultural, entertainment, and artistic amenities.

3. Brief description of the cultural district and how it benefits the community:

Denton has a wealth of cultural assets, and the Original Denton District (ODD) is a new way to embrace and showcase those assets for economic development and cultural tourism, as well as opening up a new avenue for unified support for arts and culture in the community. ODD is centered in Downtown, where our community first began. The word "original" can mean first or earliest. It can also mean unusual or eccentric – maybe even odd. The area encompasses the creative people, unique places, and authentic cultural resources that make Denton unusual and eccentric in the best way. ODD is more than a collection of buildings and events. ODD will become the center of cultural dissemination across the city, allowing the city to define itself in new ways.

Becoming a cultural district allows Denton to bring together all its planning into one sustainable and transformative plan for the downtown area, with the goal of equally benefiting the city government, the arts scene, and the businesses in ODD. Denton has studied not only the other cultural districts in Texas, but also researched the best practices provided in the Americans for the Arts issue briefs. Douglas Noonan has done substantial research tracking the impact of cultural districts showing conclusively that "on average they have significant impacts." We have planned very intentionally and have set baseline numbers for 2019. We plan to track data to ensure we are making data-driven decisions as well as adjusting the plan in order to stay flexible as the district evolves.

4. Describe systems currently in place for tracking visitors:

Visitors are tracked through a variety of systems, including but not limited to: crowd estimates by formula, clickers, ticket sales, sign-in sheets, and cellphone surveys. Many of large festivals are free and occur in large open spaces, such as Arts & Jazz and Day of the Dead. These events calculate attendance based on a crowd formula. This formula, commonly used by public safety organizations for crowd control, estimates the number of people per square foot, then calculates attendance based on the total square feet of the event. Other events use ticket sales or registrations. Events such as Thin Line Fest, although free, hold events in capacity-limited theaters or venues. Those types of events report their attendance based on registrations or sales in total of all venues and events. Smaller events use human counters or "clickers" to calculate attendance. This typically involves someone counting attendees at dedicated entry and exit points. Events, such as the Denton Community Market, use cell phone data to track the number of attendees and where the visitors are coming from. Additional visitor data is provided by the Denton Convention and Visitor Bureau through the Downtown Denton Welcome Center. The CVB conducts visitor surveys and uses a visitor model to calculate total visitors and track where visitors are coming from. Many organizations and events also report attendee/visitor data as part of their applications to receive HOT funds to demonstrate their ability to promote Denton as a tourist destination.

5. Describe how the ROI of the district is calculated:

As this is the first year for ODD, the ROI has been calculated by measuring the ratio of marketing dollars spent to the number of annual visitors in the same time frame, which is about \$2 for every 1 visitor to ODD. However, moving forward, ODD will develop a more robust set of indicators in coordination with its strategic objectives in order to better measure the ROI of ODD's efforts over time.

The more robust methodology will evaluate the efficiency of the public investments being made in ODD. This methodology may include such metrics as population and demographic changes within ODD, growth and/or stabilization of property values, sales tax generation, total visitors and new visitors generated, particularly those within targeted audience sectors of the ODD Marketing Plan, and the economic impact of the creative sector in Denton.

6. What are the three biggest challenges for the district?

Throughout the needs assessment process, we focused on the strengths as well as the challenges within ODD. The map was carefully drawn to create the greatest opportunity for the community to come together around these challenges and find proactive, inclusive solutions. As we reviewed all the feedback, three challenges stood out. Full descriptions of these challenges are included in the Cultural District Plan.

1. Overcoming the cultural, physical, social, and historical barriers that could impact ODD in a way that promotes unity, pride, and creativity.
2. Refocusing fragmented plans for the ODD area with a more connected, focused strategy.
3. Bringing the diversity and intensity of assets and amenities together to function with more harmony and allow creativity and innovation to flourish.

SECTION E: ASSETS & AMENITIES

1. Describe the current artistic assets of the cultural district (may include arts, entertainment and cultural organizations, local performing arts organizations, museums, commercial galleries, artist studios, arts schools, cinemas, and other entertainment facilities):

Denton is a community rich in culture, but the Original Denton District is where much of Denton's cultural assets are curated and concentrated. On a typical night, ODD visitors can see and hear the vibrancy emitting from the area; music, dance, yoga, even ghost tours, take place in this 24/7 entertainment district. With such a diverse and lively artistic scene, culture abounds on every street throughout the District. Dozens of music and art events, stage performances, and more take place in ODD every month. Many happen in nontraditional venues, such as coffee shops, restaurants, retail stores, and on the Courthouse lawn, but are also held at venues like the historic Campus Theater or the experimental Black Box Theater. Traditional museums - such as the Courthouse-on-the-Square Museum, Denton Firefighters Museum, and the Quakertown House Museum - tell Denton's story, but the community is also supportive of nontraditional exhibitions as well, and many business owners offer wall space for rotating exhibits. Multiple music venues cater to all kinds of performances, and stages at Andy's, Dan's SilverLeaf, and Harvest House welcome performances almost every night of the year. You might also catch a budding musician working on new music at places like Steve's Wine Bar or the notorious "Old Dirty Basement" at J&J's Pizza. With more than 20 venues, bars, and restaurants featuring live music, and buskers serenading pedestrians, visitors to ODD cannot escape Denton's music scene. The arts scene is also robust, with more than 50 murals, sculptures, and other works of art having a home in ODD, and that's not including the rotating exhibits featured in galleries, like UNT on the Square and the Patterson-Appleton Arts Center. Performing arts organizations, such as Denton Community Theater and Music Theater of Denton, also call ODD home. And our local artists, musicians, poets, architects and more are celebrated as visitors take a stroll down Hickory Street along the Arts Walk of Fame, often pointing out the names they know who have left indelible marks on Denton culture. Other local businesses and nonprofits also add to ODD's charm. SCRAP Denton was formed to inspire creative reuse and features upcycled workshops and sponsors the annual TRASHion Fashion Show. Keep Denton Beautiful, Inc. offers its support to local artists through mural programs. And DentonRadio.com and KUZU radio fill the airwaves with the unique sounds of ODD. Learn more about the many artistic assets of ODD at www.originaldentondistrict.com.

- 2. Describe the other cultural assets in the cultural district** (Cultural assets can be material, immaterial, emotional, or even spiritual. Examples are historic properties, events, heritage sites, gardens, libraries, parklands and even stadiums. Stories, too, might be cultural assets if they are attached to particular peoples and places.):

ODD is buzzing with artistic activity, but unique cultural assets, heritage sites, and stories also abound throughout ODD. The most iconic and recognizable structure in Denton is the beautiful historic Courthouse-on-the-Square. Built in 1896 as the Denton County Courthouse, the building's distinctive towers and caps make it a memorable local icon. In 1970, the Courthouse was named a Recorded Texas Historic Landmark and was added to the National Register of Historic Places in 1977. To this day, the Courthouse remains among the most beautiful and revered buildings in Denton County. An important contributor to the ODD history is the story of Quakertown Park and Southeast Denton. In the early 1900s, the African-American community known as Quakertown was relocated to make way for a park and other civic facilities. Over the years, the story of Quakertown's treatment was a dark spot for the Denton community. Today, Quakertown's story is embraced and remembered as Denton has moved forward with an attitude of respect for all residents. Fred Moore, a prominent African-American educator in Southeast Denton, impacted generations of Denton students. He is honored today through landmarks such as Fred Moore High School and Fred Moore Park, which hosts a number of cultural events throughout the year. Prominent mid-20th century architect O'Neil Ford, who was himself named a National Historic Landmark, left a lasting impression on ODD as well, designing the Emily Fowler Central Library, Denton City Hall, and the Denton Civic Center. His artistry is seen in custom doors and strong windows throughout his local facilities. With so much history around, a unique can't-miss ODD experience are the Denton Ghost Tours, which takes visitors to the historic places where lingering spirits and the more haunting histories of Denton are told.

Learn more about other cultural assets at www.originaldentondistrict.com.

- 3. Describe the visitor amenities in the cultural district** (hotels, restaurants, bars, shopping, etc.):

ODD is a thriving, mixed-use commercial district. Unique specialty shops, traditional businesses, restaurants, and offices make ODD lively during the day for locals and visitors. At night, ODD is the place for arts and entertainment. Restaurants, bars, and live music venues are plentiful and the area is a center for the visual arts. Musicals, ballets, plays, and more can be seen at one of the local theaters, or you could catch a band at one of the more than 20 venues. Every month, First Friday sees merchants stay open late and provide refreshments, entertainment, and visual art to all who want to join. Unique events, such as the Sharpie Showdown at the Bearded Monk or the Acoustic Lawn Jam, bring artists and musicians together in a distinctively Denton fashion. Visitors can take part in some ODD events just by sticking around at local eateries or bars. Every night, patrons on the rooftop at LSA collectively toast the sunset as the sun drifts below the Courthouse spires; while over at J&J's, a college metal band is playing their first show as locals enjoy pizza upstairs. Locals and visitors alike can shop at various clothing, art, home goods, or vintage shops, or watch a live recording session at Rubber Gloves Recording Studios or Panhandle House. And don't forget to grab a custom cocktail at Paschall's, a speakeasy-themed bar that overlooks the Square, or sit on the patio at East Side Denton or Oak Street Draft House, favorites among locals. Or, if you prefer a craft beer, Armadillo Ale Works and Denton County Brewing Company serve up the best Denton-themed beers. While there are no hotels within ODD, short-term rentals are listed through various 3rd-party sites and a locally-owned B&B is located less than 1 mile away. And, all visitors can stay within a close distance, with 7 hotels within 3 miles and 15 additional hotels within 5 miles. Learn more about visitor amenities at www.originaldentondistrict.com.

- 4. Describe the current and ongoing events and activities occurring in the cultural district, noting when the event began and providing some information about the audience and the event** (exclude from this section any events that are planned and have not yet occurred):

With 76 distinct events already ongoing in ODD, there is something to do almost every week. Events include everything, from the unique soap box car coffin races and paper lantern parade at Day of the Dead or the tall tales spun at the Texas Storytelling Festival, to numerous celebrations of world class music, film, art, and photography at Thin Line, Arts & Jazz, Blues Fest, and more. Festivals also include celebrations of our history, both local and beyond, and multicultural experiences like the Denton Black Film Festival, designed to feature black films and give voices to underrepresented groups. Most events take place in Quakertown Park, Fred Moore Park, around the downtown Square, or the Courthouse lawn, and are spread throughout the entire ODD area. Almost all of the events are family-friendly, and thousands flock to ODD to experience these events from all over the country.

Event List (year began/purpose): Arts & Jazz Festival (1980/music and art), Arts & Autos Extravaganza (1999/antique cars and street art), Denton Black Film Festival (2014/film), Denton Blues Festival (1998/music), Cinco de Mayo (unknown/cultural heritage), Denton Community Market (2009/art, music & makers), Denton's Day of the Dead Festival (2010/music, art, culture, fun), First Friday Denton (2009/downtown business promotion), Holiday Lighting Festival and Wassail Weekend (1988/holiday and cultural celebration), July 4th/ Yankee Doodle Parade (unknown/local cultural and holiday celebration), Juneteenth Denton (1971/historic and cultural heritage), Make Music Day (2018/music), MLK, Jr. Day Celebration and March (unknown/historic and cultural heritage), Denton Redbud Festival (1994/sustainability, environment, and art), Texas Storytelling Festival (1985/spoken word and storytelling), Thin Line Fest (2007/film, music, photography, and art), Twilight Tunes (1995/music), and Denton Wine Walk (2018/downtown business promotion). See additional information and details on ODD events at www.originaldentondistrict.com.

5. Describe the visitor navigation and transportation options in and around the cultural district (parking availability, biking, public transportation access, wayfinding, etc.):

ODD has more than 1,000 free public parking spaces in parking lots (and more private and paid spaces) to accommodate visitors. There are 7 public parking lots available for 24/7 use by visitors, and many other lots that serve government offices during regular business hours, but are available for free public use on nights and weekends. Additional on-street parking is also available. Many of the streets in ODD have dedicated bike lanes or "sharrows," indicating that bikes can share the full lanes with motor vehicles. Little "d" bike racks are scattered throughout the District and add a unique artistic twist to accommodate Denton's cyclists. A bike fix-it station is available on Hickory Street and the Emily Fowler Central Library. Denton County Transportation Authority (DCTA) has a huge presence in ODD due to the central location of the Downtown Denton Transit Center (DDTC), located in the heart of the Original Denton District. DCTA runs buses citywide, but all of their Denton routes traverse through and stop in ODD at local stops or the DDTC. Pedestrian amenities are abundant, and have been upgraded in recent years to include a signalized mid-block crossing and updated traffic and pedestrian signals. And, visitors are guided throughout ODD with directional wayfinding signs, installed in 2018 and 2019.

SECTION F: CULTURAL DISTRICT PLANNING

1. Describe the assessment that was conducted prior to the creation of the cultural district plan. Describe how the general public, artists, arts organizations, cultural entities, business representatives, and government representatives were involved in the needs assessment.

The City of Denton has put a lot of energy into a data-informed, community-driven process to create ODD from the very beginning. The staff and consultant used a mixed research method to conduct a needs assessment over the course of 2018-2019 as the planning for ODD was considered and then decided upon, which included both secondary research (e.g. academic research on cultural districts and creative economy, online reviews of cultural districts, and existing citywide plans) as well as primary research (e.g., visits and calls to Texas cultural districts, semi-structured community forums with follow-up surveys, artist needs assessment survey, ethnographic research with residents and visitors, and key stakeholder interviews). The Cultural District Plan (see Required Attachments) includes "Key Learnings" or the specific takeaways that were considered and incorporated into the Strategic Plan. On quantitative research, we compared the results against demographic markers to ensure the sample was representative. For qualitative research, we used grounded theory to develop themes, which resulted in the SWOT analysis, plan priorities and optimal timelines. All involved outreach to and participation from the general public, visitors, artists, arts organizations, cultural entities, business representatives, and government representatives.

The 2018 work cemented the need for a cultural district through secondary and primary research, which informed the approval by the City Council to designate a cultural district and apply to TCA for state designation. The 2019 work (termed Year 0 in Plan) helped define the plan and priorities to kick-start creation of ODD. Moving forward, as we continue to pilot in Year 1, we will proceed with a robust evaluation plan that will include a similar mixed model evaluation and set baseline metrics to monitor and evaluate. See Outcomes/Metrics.

2. Describe the assessment of the artists living and working in the cultural district and the amenities available to them (studio space, affordable housing, rehearsal and art making space, etc.).

The City of Denton has a wonderful resource in its historic building – City Hall West. It was built in 1927 and vacated in 2016. It is designated as a Texas Historic Landmark and is located within the heart of ODD. In summer of 2018, the City contracted with Joanna St. Angelo, a well-known arts consultant who was behind the historic Sammons Center for the Arts in Dallas, to conduct a survey primarily of artists to gauge their specific needs. In June-July 2018, 367 respondents provided responses that showed a need for studio space (50% of respondents citing this as the top need) as well as performance (34%) and event (47%) space. The average studio space needed was 200-500 sq. ft. with amenities such as natural light, office space, and good acoustics. The average performance and event space needed was 300-500 sq. ft. This survey data was used by the City's cultural district consultant and was further analyzed in the cultural district context. The data, when evaluated alongside other data and information gathered, showed strong support for cultural programming, the use of space for cultural amenities, and a deep support for art and artists in ODD.

3. **Describe the planning process** and who was involved. Discuss how the assessment was used and if an outside consultant was used in the creation of the plan. Make sure to describe how focus groups and/or public meetings were utilized to gather feedback on the preliminary planning documents. Include a description of proposed events and activities for the cultural district, noting how the event fulfills a need, what audiences will be targeted, and when the event is expected to occur.

The City of Denton hired Suzanne Smith, MBA with Social Impact Architects, to complete the strategic plan. She not only had a deep background in producing plans for the arts in Dallas and New Orleans, but also with Denton as a student and adjunct professor at the University of North Texas. The initial assessments, which resulted in proceeding with the cultural district, were exploratory and focused on the needs of the artistic community. The follow-up public meetings and interviews (which used focus group and informed stakeholder methods), which help shape the plan, were focused on both residents as well as visitors. We discussed key areas, including strengths and challenges of district, top priorities for the strategic plan, and key marketing strategies. All this input has been carefully turned into the top 5 strategic priorities as well as the marketing plan.

We also wanted to kick-off the formation of ODD in true Denton-style and get feedback on messaging through ethnographic research at various community events, including the Denton Arts & Jazz Fest. We got residents as well as visitors to create art that showcased Denton to not only hone our thinking, but also to create enthusiasm around ODD. Through the process, we had many "artists" express that they were surprised to hear that Denton didn't already have a cultural district, because it "had so much going on." They also loved the use of "ODD" as an acronym stating that Denton was "odd" and it was a "perfect name." As you can see from the art, the messages ranged from "Denton is ART" and "Denton is MUSIC" to Denton is "free-spirited, lively, and creative."

4. What is the **vision** for the cultural district?

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

5. What is the **mission** of the cultural district?

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.

6. List **five goals** that resulted from the cultural district planning process (the plan should cover a five-year period and include a timeline, staffing, and resources required for each goal):

Denton's plan for the Original Denton District was built upon collaborative efforts over a two-year period to determine viability and then pursue an intentional process to gather feedback on the creation of a cultural district. Our five-year plan is rooted in the same harmonized approach and was created by pooling the goals for downtown already present in almost 10 plans and documents adopted by the civic, cultural, and business sectors. This model equips us with a plan and related timeline poised for success and shares common goals and strategies with all stakeholders interested in and supportive of the growth of Denton as the cultural magnet of the Dallas-Fort Worth area. It also identifies quantitative and qualitative metrics for each activity with the intention to embed evaluation into the execution from the very beginning to ensure performance targets are met or modified based on new data or information. Our five strategic goals and four operating goals are below:

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.

OPERATIONAL 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.

SECTION G: MARKETING THE CULTURAL DISTRICT

The primary goal of any cultural district is to attract visitors to the activities and programs that occur in the district.

Summarize the top five marketing strategies for the cultural district outlined in the separate marketing plan document:

1. **Establish:** Focus on establishing ODD, defining and launching the brand, and showcasing the character to the community and beyond. Before we can effectively market ODD as a destination, we need to define what ODD is and what it offers to artists, residents, businesses, and visitors.
2. **Connect:** Work with Denton community, artists, makers, and musicians to build relationships that further ODD's mission. Focus on events, amenities, and other elements that draw people to ODD or keep them coming back. Find local influencers who have large audiences of people likely to visit Denton and encourage others to do so as well.
3. **Engage:** Leverage existing cultural assets, organizations, and influencers to promote the District and attract visitors. To do that successfully, audiences need to be engaged with ODD and the assets within it.
4. **Promote:** Arts and cultural organizations are valued members of the business community and make up the creative economy that positively contributes to making Denton a place people want to live, work, and play. Focus promotional efforts on reaching new audiences and sharing meaningful stories that encourage and uplift the creative forces in Denton.
5. **Grow:** Take active steps to help ODD, and the artists in it, grow. This involves creatively storytelling, developing innovative, diverse, and attractive ads and messaging, and being open to changing strategies if feedback shows something is not working.

SECTION H: FIVE-YEAR BUDGET FOR CULTURAL DISTRICT

NOTES: Budget should include funding to achieve planning and marketing goals described in application.

ALL of the funds reflected in this budget should be CASH that flows through the financial books of the CDME

INCOME	Year 1	Year 2	Year 3	Year 4	Year 5
Earned Income					
Admissions, box office					
Fees					
Interest					
Other earned income (describe on next page)					
Private Income					
Contributions					
Foundation support					
Other private income (describe on next page)					
Carry over cash from previous year					
Government Support					
Local government support (HOT)	5,000	5,000	10,000	10,000	15,000
Local government support (General Fund)	22,194	22,860	23,546	24,252	24,980
State government support		25,000	25,000	25,000	25,000
Federal government support					
Other government support (describe on next page)					
TOTAL INCOME	27,194	27,860	33,546	34,252	39,980
EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5
CDME, salaries, benefits, contracts	21,548	22,194	22,860	23,546	24,980
Artistic salaries, benefits, contracts		12,500	12,500	12,500	12,500
Facility and CDME operations	1,000	1000	1000	1000	1000
Marketing and promotion costs	3,500	3,500	8,500	8,500	13,500
Program and event costs	500	13,000	13,000	13,000	13,000
Capital expenditures					
TOTAL EXPENSES	27,194	52,860	58,546	59,252	64,980
SURPLUS/DEFICIT (explain on next page)	0	0	0	0	0

Notes to the budget (break out the detail of the budget and give a description of each category)

ODD will be administered by the Public Art Committee (PAC) and the City's Economic Development Department. The City provides significant HOT fund dollars to the Denton CVB and to many of the festivals, events, and organizations that occur or operate within ODD. As these funds are requested and granted outside of the operations of ODD and the PAC, they are not included in this budget but they are innately tied to the operation of ODD and will help further ODD's mission.

INCOME: ODD has budgeted direct support from the City through HOT funds and General Fund dollars. For HOT funds, the PAC will submit an application each year. Estimates are included in the budget, but additional funds may be requested during those years if programming or other activities warrant such requests. The General Fund dollars will go to support the salaries of the staff members in the City's Economic Development Department. A portion of the Director of Economic Development and Business Retention Officer's salaries are included as General Fund support. The PAC will also have funding available through the City's bond programs for public art pieces. However, it is possible that, due to the Public Art Policy restrictions, those funds will not be spent within the District. As such, those funds are not accounted for here. An estimated \$25,000 has been included in Year 2-5 as state government support. This number will be reevaluated based on ODD making application to TCA for grant funding.

EXPENSES: A portion of the salaries of the Director of Economic Development and the Business Development Officer are included as expenditures. As the primary staff members managing the District's operations and the Public Art Committee, the proportion of the salaries accounted for represent the proportion of their overall time spent on work related to the District. Additional expenditures are budgeted for ODD operations, which would include meetings (supplies, meeting room fees, etc.). This is not anticipated to be a large expense as the PAC has access to most City facilities and resources free of charge. Additional expenditures are budgeted for marketing and promotion costs. These funds can be used in accordance with the recommendations of the Marketing Plan to purchase digital or print ads or support specific cultural events. Small expenditures related to program and event costs are also included. These funds would be used for supplies or materials related to programs or events operated by ODD. At this time, planned events, such as a community art project, require minimal direct expenditures and are funded through other City resources. An estimated \$25,000 is split between art and program and event costs. This number will be reevaluated based on ODD making applications to TCA for grant funding.

As noted previously, more than \$2 million has been spent promoting the District's cultural amenities and assets, including marketing many of the events that occur within ODD. While those dollars do not flow through the CDME's books (and thus not accounted for here), the funds help enhance ODD's mission and should be leveraged through partnerships to promote ODD.

List any commitments for in-kind/donated services such as public relations, marketing, facilities, etc. (These may include contributions and things that do not run through the financial books of the CDME)

As part of the City of Denton, ODD and the PAC have access to City employees and City resources to use in the fulfillment of their mission. The following should be considered in-kind contributions made by the City of Denton:

1. Access to staff members to assist with management of the Public Art Committee.
2. Access to staff members to assist with the development and administration of District budgets, policies, events, programs, etc.
3. Access to staff members with graphic design, marketing, communications, web and social media, and video production experience.
4. Access to and consultation with Historic Preservation Officer.
5. Access to staff members to assist in budget preparation and monitoring.
6. Use of City media channels, including digital, social, and print platforms to market and promote District events, assets, and amenities.
7. Access to City facilities to hold meetings.
8. Access to facilities managed by the Parks & Recreation Department to hold events.
9. Consultation with staff members regarding new programs and ideas.
10. Access to staff members to conduct research, prepare reports, and present to City Council.
11. Use of City-owned resources and equipment.

SECTION I: ASSURANCES PAGE

Assurances

If designation is granted, the applicant hereby gives assurance to the Texas Commission on the Arts that:

1. The activities and services for which designation is sought will be administered by the applicant organization;
2. The applicant agrees to complete annual reports and submit to a reauthorization process at the end of each ten-year period in order to remain a TCA designated cultural district;
3. The applicant has read, understands, and will conform to the intent outlined in the Guide to Programs and Services;
4. The applicant will comply with Title VI of the Civil Rights Act of 1964, with labor standards under Section 5(j) of the National Foundation of the Arts and Humanities Act of 1965, with Section 504 of the Rehabilitation Act Amendments of 1974, with Title IX of the Education Amendments of 1972, with the Americans with Disabilities Act of 1990, with the Age Discrimination Act of 1975, and with the Drug Free Workplace Act of 1988;
5. The applicant will comply with Section 10(7)(b) of the Commission's Enabling Legislation, which prohibits the Commission and its grantees from knowingly fostering, encouraging, promoting, or funding any project, production, workshop, and/or program which includes obscene material as defined in Section 43.21 Penal Code of Texas;
6. If the applicant is a nonprofit entity as defined by the I.R.S., an educational institution, or a unit of government, the application has been duly authorized by an authorized official for the applying organization.

X _____

ORIGINAL SIGNATURE

Name of Authorizing Official:

Title of Authorizing Official:

Mailing Address:

City/State/Zip: Denton, TX 76201

Email: Jessica.Rogers@cityofdenton.com or ODD@cityofdenton.com

Phone: (940) 349-7776

REQUIRED ATTACHMENTS:

1. **Audiovisual sample:** Think about your AV as a combination of a virtual visit to the district and a graphic version of this application. Spend time developing these materials. Evaluators will get as much (or more) information from your AV materials as they do from your written application. Quality counts! Evaluators use AV to judge Artistic Quality (50 out of 100 points - half of your score). Make sure your AV tells the whole story of the cultural district. This is your opportunity to show the cultural district using pictures, video and story. Think about this as a way to introduce your cultural district to visitors. The evaluators will view NO MORE than five minutes, so make sure that the audiovisual material fits within the time limit.
2. A **map of the city**.
3. A **map of the cultural district**.
4. A **resolution or letter of endorsement** from City government.
5. **CDME policy and commitment to accessibility** and the ADA.
6. **CDME board/committee roster** with titles and affiliated organizations or institutions included.
7. **Detailed cultural district plan** including plans for sustaining the cultural district for five years (25 pages maximum). Must include SWOT analysis: strengths, weaknesses, threats and opportunities.
8. **Detailed cultural district marketing plan** for five years (15 pages maximum).
9. **List of pertinent web links** (focus on premium art and cultural organizations, unique things, events, and area amenities that are important to attracting tourism).
10. **Signed Assurances Page** (application original must include an original signature).

Optional attachments:

- Resolution or letter of endorsement from County government
- Between 3 and 5 unique letters of support and commitment for the cultural district

APPLICATION DEADLINE: June 15 (postmark deadline)

Mail the original application and six copies to:

Cultural Districts Designation Program
Attention: Jim Bob McMillan, Deputy Director
Texas Commission on the Arts
PO Box 13406
Austin, TX 78711-3406

OR Courier the original application and six copies to:

Cultural Districts Designation Program
Attention: Jim Bob McMillan, Deputy Director
Texas Commission on the Arts
920 Colorado, Suite 501
Austin, TX 78701

Questions: Jim Bob McMillan, 512/936-6572 or jbm@arts.texas.gov