



# CREATE NYC

## 2019 ACTION PLAN





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In the two years following the release of the Cultural Plan, the NYC Department of Cultural Affairs and its partners made progress on a wide range of the strategies and recommendations in CreateNYC. In July 2019, the NYC Department of Cultural Affairs released the new CreateNYC Action Plan, along with a redesign of the CreateNYC website. The goal of the Action Plan is to streamline the cultural plan to better communicate both progress to date and strategies going forward. The Action Plan reorganizes CreateNYC's 90+ recommendations into five broad objectives with 25+ supporting strategies, providing a more concise, accessible, and user-friendly format for residents, advocates, and all stakeholders.

## MESSAGE FROM THE COMMISSIONER

In May 2015, Mayor de Blasio signed legislation sponsored by City Council Members Jimmy Van Bramer and Stephen Levin to develop a cultural plan for New York City. What followed was hundreds of meetings, focus groups, surveys, and other types of public engagement that reached nearly 200,000 New Yorkers. The result was CreateNYC, New York City's first-ever comprehensive cultural plan, which proposed a host of ideas about how to develop our cultural community and make sure all New Yorkers have the opportunity to participate and be connected.

The cultural plan we released two years ago had 92 recommendations, encompassing everything from increased support for cultural groups in underserved communities, to fostering a safe and thriving DIY arts community, to expanding resources for arts education, to supporting individual artists, cultural workers and audiences with disabilities. It was big and ambitious, and reflected the voices of the tens of thousands of New Yorkers who took the time to provide their input. Today we release an Action Plan that both reports on our activities in these first two years and sets a course for the remaining eight years of the plan.

### WHY AN ACTION PLAN?

We said all along that CreateNYC would be a living document, not something that would sit on the shelf. So with an eye toward efficiently tracking what we've accomplished to date and clearly conveying the work that still lies ahead of us, we streamlined the dozens of recommendations from CreateNYC into five objectives and 25 strategies listed in the Action Plan. We strived to eliminate duplication that existed in the first CreateNYC publication and to make a clear and useable document, all without losing sight of any goals from the original plan.

### 2017-2019: THE FIRST TWO YEARS

Along with our constituents and collaborators, we've made substantial progress spurred by the CreateNYC cultural plan. When Mayor de Blasio released the plan at Materials for the Arts in July 2017, there was a clear emphasis on diversity in the cultural workforce. Now, I am proud to report that all 33 members of the CIG (cultural institutions on City-owned property that receive annual subsidies from Cultural Affairs) have submitted formal diversity, equity, and inclusion plans—making them among the first cultural organizations to develop such plans in the U.S.

And that's just one development that can be traced back to the goals, strategies, and ideas contained in CreateNYC. The original plan also included a set of immediate goals, and we have achieved all of them and more:

- **Increase support for the cultural life of low-income communities and underrepresented groups**

DCLA has increased funding for organizations in underserved neighborhoods, both from increased direct City support and through new sources, like distributing proceeds from an agreement about admissions revenue with the Metropolitan Museum.

- **Continue to invest in the Cultural Institutions Group (CIG), increasing support for those in low-income communities**

Funding for the CIG members has increased substantially. Smaller CIG members have received larger proportional increases. As part of the FY20 budget, the City also announced that Weeksville Heritage Center would begin the process of entering the CIG, the first organization in a generation to do so.

- **Support increased language access for communications and cultural programming to reach broader, more inclusive audience**

DCLA provided added funding to organizations offering programming in languages other than English. It will also launch a new competitive grant program for these services in FY20.

- **Increase support for artist grants**

DCLA has increased grant funding for individual artists, collectives, and smaller nonprofits from less than \$1 million in FY15 to nearly \$4 million in FY20—a 400% increase over four years ago. This is a significant investment in artists who live and work in NYC.

- **Expand cultural access for people with disabilities and for disability arts**

In 2018, DCLA established the CreateNYC Disability Forward Fund, among the first initiatives dedicated to disability access and artistry in the U.S. This program will be on a renewal cycle in FY20. The agency also hired a new staffer to serve as a Disability Inclusion Associate, and committed capital funding over four years for accessibility projects at cultural organizations: \$19 million in FY19 alone.

- **Expand diversity and inclusion in the cultural workforce**

Promoting a more diverse workforce has been a priority since Day One of this Administration, and CreateNYC provided new energy and clarity on how to make a real difference. An explicit emphasis on diversity, equity, and inclusion (DEI) has been integrated into the agency's entire budget— from new DEI questions on the agency's Cultural Development Fund grant applications, to the full DEI plans required of the 33 members of the CIG. New and expanded programs—from CUNY Cultural Corps to the CreateNYC Leadership Accelerator—have created pipelines for New Yorkers from all backgrounds into the cultural workforce, and pathways for advancement within it. We're starting to see real results, but this is a long term commitment. We will continue to build an emphasis on DEI into all of the agency's funding and policies.

- **Work with cultural organizations to achieve the City's sustainability goals**

DCLA spends over \$40 million annually to cover energy costs for cultural groups on City property. CreateNYC included recommendations to reduce the environmental impact of cultural institutions and better integrate arts and culture into the City's sustainability and equity planning. In response, DCLA committed capital funds to increase energy efficiency at cultural facilities; in FY19 this totaled over \$15.5 million, which has supported sustainability projects across the five boroughs. In 2018, DCLA also hired a new Director of Energy and Sustainability to work with cultural organizations to improve energy efficiency.

- **Coordinate and promote engagement between the City and New York City's cultural community**

One of the first new funding programs to grow out of CreateNYC was the Mayor's Grant for Cultural Impact (MGCI). Now in its second year, MGCI supports partnerships between cultural organizations and municipal agencies that aim to address a range of pressing civic issues, from public safety to immigration to literacy. Programs like Public Artists in Residence, originally launched in 2015, and the recently created Civics and Arts Fund also continue to receive support and expand the role of arts and culture in New York's social and civic life.

Beyond these eight immediate commitments, we made major strides on other CreateNYC recommendations, including:

- Just months after CreateNYC was unveiled in 2017, we were thrilled to stand alongside Mayor de Blasio as he signed legislation creating New York's Office of Nightlife. During public engagement for CreateNYC, dozens of representatives of the city's DIY art spaces showed up at events and offered up thoughtful recommendations about how to keep their communities safe and thriving. The Nightlife Office, a new point of contact between City government and cultural spaces that operate at night, delivers a key promise to these advocates. Even better: just months after that, we again danced (well—stood near people who danced) to celebrate another milestone: repeal of the city's antiquated Cabaret Law.
- Public art was a major theme running throughout CreateNYC. Shortly after the release of the plan, I co-chaired the Mayoral Advisory Commission on City Art, Monuments, and Markers. Following public hearings in all five boroughs, in January 2018 the Commission released its report, which recommended adding new monuments to the City's collection that more accurately reflected the diverse people and voices that have made New York City great over the generations. The Mayor embraced this additive approach and committed \$10 million to the effort; since then we've announced major new initiatives,

including one to increase the number of women represented in public art on City property, and another in East Harlem that reckons with the legacy of Dr. J. Marion Sims, whose statue occupied a pedestal in the area for decades.

## WHAT COMES NEXT?

### RECORD INVESTMENT IN CULTURE

The nature of the work we do, and the varying levels of complexity involved in the cultural plan's goals means that there will continue to be short, medium, and long term efforts. Most immediately, we are proud to have made another record-setting investment in our city's cultural community, thanks to the partnership between Mayor de Blasio and City Council, and the dedication of so many advocates across the city: **\$212 million for Fiscal Year 2020**. We're putting this funding to work by continuing investment in a range of CreateNYC initiatives, from **CUNY Cultural Corps**, to the new **CreateNYC Language Access Fund**, to **CulturePass at our local libraries, disability arts and access, diversity, equity, & inclusion efforts, artist grants**, and more. We will also continue to invest capital funding in disability access and green construction projects. And in FY20, we've provided a nearly **\$12 million increase for the Cultural Development Fund**, with \$2.5 million dedicated to additional funds for organizations serving neighborhoods identified by the **Social Impact of the Arts Project** as high need areas where investments in culture are highly correlated with a range of social indicators like education and public health.

During CreateNYC public engagement throughout 2016 and 2017, we opened new lines of dialogue with residents around the city. These conversations were invaluable to us, and it's why we continued the **CreateNYC Office Hours with the Commissioner** series beyond the publication of the plan. The Office Hours will continue—sign up for DCLA's e-newsletter to stay up to date on when and where they're happening.

New York City's vibrant cultural community and robust public support for it has grown over generations, as New Yorkers time and again made the collective choice to invest in and prioritize this unique asset. A CreateNYC survey conducted by Siena College Research Institute found 97% of residents believe arts and culture are important to the overall quality of life in New York City, and the 2017 cultural plan brought new clarity and focus on what the cultural community excels at, where we can do better, and what role residents see for the arts and for themselves. The strategies listed in the 2019 Action Plan will shape how future generations participate in the cultural life of our city.

Some of this work has already paid off, but some of this will extend years and even decades. For example, ensuring that our cultural community is open, equitable, and accessible to all is something that will require ongoing collective effort. Our ideas of diversity, equity, and inclusion can't just become "part of the furniture"—we have to constantly consider what they mean and how we work toward them, especially as society changes around us.

We invite everyone who sees value in supporting a vibrant cultural community to read through the CreateNYC Action Plan, and let us know what you think (you can connect with us online @NYCulture, or show up at one of the Office Hours mentioned above). Please take this opportunity, as we all did in 2017, to reflect on what we've achieved as a sector, how far we have to go, and how we get there—together.

Sincerely,



Tom Finkelpearl  
COMMISSIONER  
NYC DEPARTMENT OF CULTURAL AFFAIRS

**OBJECTIVE 1****INCREASE EQUITABLE FUNDING AND SUPPORT for culture, especially in historically underserved communities****STRATEGY A****Increase the City's funding for cultural organizations, especially those in historically underserved neighborhoods**

CULTURAL PLAN REFERENCES: EQ\_1.A EQ\_1.B NC\_3.A EQ\_2.B EQ\_3.A SE\_3.A AF\_3.A

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b> | <b>OCCURENCE</b> |
|--|-----------|---------------|------------------|
| <b>1</b> Increased general operating funding to all members of the CIG, with a 17.5% increase for smaller institutions and an 8% increase for larger institutions.   | 2019      | \$6,500,000   | One-time         |
| <b>2</b> Provided increased funding to the 18 CIG members with budgets under \$12 million to strengthen organizational capacity and programming for underserved audiences.   | 2019      | \$1,000,000   | One-time         |
| <b>3</b> Increased funding to all 977 recipients of DCLA's CDF grants, with larger, proportional increases for small organizations.  | 2019      | \$5,000,000   | One-time         |
| <b>4</b> Increased funding to 628 CDF recipients located in, and committed to supporting, low-income neighborhoods, as recommended by the University of Pennsylvania's Social Impact of the Arts project.  | 2019      | \$1,450,000   | One-time         |
| <b>5</b> Allocated \$2.8 million to over 175 cultural organizations in underserved communities, made possible by a long-term agreement with the Metropolitan Museum of Art to share annual revenue from their new policy to charge mandatory admission to visitors from outside of New York State. | 2019      | \$2,800,000   | Ongoing          |
| <b>6</b> Provided funding and technical assistance to community-based development and cultural organizations in Bushwick, Far Rockaway, and Morrisania for cultural asset mapping and community visioning workshops as part of DCLA's Building Community Capacity initiative.                      | 2019      | \$700,000     | Multi-year       |
| <b>7</b> Increased funding to 256 CDF recipients located in, and committed to supporting low-income neighborhoods, as recommended by the University of Pennsylvania's Social Impact of the Arts project.   | 2018      | \$1,450,000   | One-time         |
| <b>8</b> Provided funding to the City's three library systems to develop cultural programs designed to reach new audiences.  | 2018      | \$255,000     | One-time         |

**STRATEGY B****Increase funding for individual artists, especially those from underrepresented communities**

CULTURAL PLAN REFERENCES: EQ\_3.C, EQ\_4.C, NC\_1.B, HS\_1.A

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Provided technical assistance to help underrepresented artists apply for Percent for Art public art commissions in low-income neighborhoods.   | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>2</b> Allocated \$1.5 million of the \$5 million Women's Film, TV and Theatre Fund by the Mayor's Office of Media and Entertainment's to help 63 film and theater projects by, for, or about women reach completion. | 2019      | \$1,500,000           | Multi-year       |
| <b>3</b> Launched a \$5 million Women's Film, TV and Theatre Fund by the Mayor's Office of Media and Entertainment to help film and theater projects by, for, or about women reach completion.                          | 2018      | \$5,000,000           | Multi-year       |
| <b>4</b> Provided increased funding to 300 individual artists and 151 small organizations through an ongoing regrant program in partnership with local arts councils.   | 2018      | \$2,000,000           | One-time         |

**STRATEGY C****Explore changes to the Department of Cultural Affairs' grant programs to offer more flexible and multi-year support**

CULTURAL PLAN REFERENCES: HS\_2.A, HS\_2.B, HS\_3.B, CC\_2.B, EQ\_3.E

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|--|-----------|-----------------------|------------------|
| <b>1</b> Extended the FY20 CDF application deadline from 6PM to midnight, and piloted application drop-off satellite locations in all five boroughs, to make the application process more accessible and equitable.    | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>2</b> Created a fully narrated, closed-captioned CDF application seminar on YouTube to supplement existing in-person seminars to more effectively engage a wider constituency to apply for DCLA's cultural funding. | 2019      | <i>Budget Neutral</i> | One-time         |
| <b>3</b> Increased outreach to educate more New Yorkers about cultural funding opportunities via promoting DCLA information sessions on the NYC.gov calendar.  | 2018      | <i>Budget Neutral</i> | Ongoing          |

**STRATEGY D****Improve cultural access for historically marginalized groups of artists, audiences, and cultural workers**

CULTURAL PLAN REFERENCES: EQ\_3.H, EQ\_6.A, EQ\_6.B, EQ\_6.C, EQ\_6.D, EQ\_6.F, SE\_2.B, AE\_3.F

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Funded eight capital projects at cultural organizations across the City to improve the physical accessibility of their facilities.   | 2019      | \$10,100,000          | One-time         |
| <b>2</b> Launched Culture Pass with the City's 3 library systems, which distributed over 65,000 passes to library patrons, enabling 160,000 New Yorkers to visit 50 cultural institutions and participate in over 100 programs for free.  | 2019      | \$106,000             | Ongoing          |
| <b>3</b> Increased support for the Language Access Fund by 82% from the previous year across 72 organizations with non-English cultural programming, including American Sign Language, and for projects serving Multilingual Learners in NYC public schools.  | 2019      | \$360,000             | One-time         |
| <b>4</b> Launched the Disability Forward Fund, which supported 22 cultural programs committed to serving artists, cultural workers, and audiences with disabilities.  | 2019      | \$640,000             | One-time         |
| <b>5</b> Administered \$6.4 million through City Council's Cultural Immigrant Initiative, which supported 182 cultural organizations with programs serving immigrant communities and/or relating to topics of immigration.  | 2019      | \$6,375,000           | One-time         |
| <b>6</b> Administered \$2 million through City Council's Coalition of Theaters of Color, which supported 44 organizations run by and serving people of color to improve access to culture for historically marginalized communities.  | 2019      | \$2,000,000           | One-time         |
| <b>7</b> Administered \$3.3 million through City Council's SU-CASA initiative, which supported 67 distinct arts residencies for older adults at senior centers across the City.   | 2019      | \$3,315,000           | One-time         |
| <b>8</b> Launched the Language Access Fund, which supported 32 organizations with non-English cultural programming, including American Sign Language, and for projects serving Multilingual Learners in NYC public schools.   | 2018      | \$197,500             | One-time         |
| <b>9</b> Facilitated, in partnership with the Department for the Aging, and the New York Community Trust, Lifetime Arts, The Brookdale Center on Aging at Hunter College, and LiveON NY, professional development workshops aimed at providing individual artists and organizations tools to deliver creative aging programs to low-income seniors. | 2018      | <i>Budget Neutral</i> | Multi-year       |
| <b>10</b> Designed, in partnership with Age-Friendly New York and the National Center for Creative Aging, Building Creativity for Arts and Culture, an online resource guide that increases visibility for older adult programs at cultural organizations across the city.  | 2018      | <i>Budget Neutral</i> | One-time         |
| <b>11</b> Administered \$5.9 million through City Council's Cultural Immigrant Initiative, which supported 264 cultural organizations with programs serving immigrant communities and/or relating to topics of immigration.   | 2018      | \$5,865,000           | One-time         |
| <b>12</b> Administered \$2 million through City Council's Coalition of Theaters of Color, which supported 44 theater organizations run by and serving people of color to improve access to culture for historically marginalized communities.   | 2018      | \$2,000,000           | One-time         |
| <b>13</b> Administered \$2.5 million through City Council's SU-CASA initiative, which supported 107 distinct arts residencies for older adults at senior centers across the City.   | 2018      | \$2,550,000           | One-time         |
| <b>14</b> Set an annual spending goal of \$2.2 million to improve physical accessibility at cultural organizations through eligible capital projects starting with the FY 19 budget cycle.  | 2018      | <i>Budget Neutral</i> | Ongoing          |



**STRATEGY E****Fund energy expenses at cultural organizations, and provide technical support to organizations to lower their environmental impact**

CULTURAL PLAN REFERENCES: SE\_4.B

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|--|-----------|-----------------------|------------------|
| <b>1</b> Provided technical assistance to help 14 CIG members secure over \$3.2 million in FY 20 funding from the Department of Citywide Administrative Services for 43 energy-saving retrofit projects with a projected annual total carbon reduction of 1,630 metric tons. | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>2</b> Funded four capital projects at cultural organizations across the City to help reduce their greenhouse gas emissions.   | 2019      | \$9,500,000           | Multi-year       |
| <b>3</b> Hired DCLA's first Director of Energy and Sustainability to provide CIG members guidance on accessing resources and funding to reduce their energy consumption.   | 2018      | -                     | Multi-year       |
| <b>4</b> Set an annual spending goal of \$5 million to help organizations reduce their greenhouse gas emissions through eligible capital projects starting with the FY 19 budget cycle.  | 2018      | <i>Budget Neutral</i> | Ongoing          |

**STRATEGY F****Leverage private resources to advance funding equity**

CULTURAL PLAN REFERENCES: SE\_4.B

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Organized two meetings, in partnership with the Committee Encouraging Corporate Philanthropy (CECP) and Americans for the Arts (AFTA), on how private philanthropy can contribute to board development for cultural organizations. | 2018      | <i>Budget Neutral</i> | One-time         |

**STRATEGY G****Support more opportunities for temporary and permanent art in public spaces**

CULTURAL PLAN REFERENCES: PS\_1.E, PS\_1.B, PS\_1.D

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|--|-----------|-----------------------|------------------|
| <b>1</b> Announced seven new monuments to honor women-identified trailblazers who made extraordinary contributions to New York City, as a part of the She Built NYC Initiative.  | 2019      | <i>Budget Neutral</i> | Multi-year       |
| <b>2</b> Launched City Canvas, a two-year initiative that permits the installation of art on temporary construction structures to improve the pedestrian streetscape and offer more opportunities for artists to present work.   | 2019      | <i>Budget Neutral</i> | Multi-year       |
| <b>3</b> Initiated four new Public Artists in Residence (PAIRs) within the Department of Health and Mental Hygiene, the Department for the Aging, the Department for Records and Information Services, and the Mayor's Office of Sustainability, to develop creative solutions to pressing civic challenges. | 2019      | \$120,000             | One-time         |
| <b>4</b> Passed legislation to increase budget for Percent for Art projects for the first time since the law was established in 1982, to allow for larger commissions of permanent art and more artists per project.   | 2018      | <i>Budget Neutral</i> | Ongoing          |
| <b>5</b> Dedicated \$10M to commission new public monuments of historically underrepresented figures over the next four years, in accordance with recommendations from the Mayoral Advisory Commission on City Art, Monuments, and Markers.  | 2018      | \$10,000,000          | Multi-year       |
| <b>6</b> Initiated four new Public Artists in Residence (PAIRs) projects with the Mayor's Office to End Gender Based Violence, NYC Commission on Human Rights, the Department of Probation, and Department of Correction, to develop creative solutions to pressing civic challenges.                        | 2018      | \$120,000             | One-time         |

## OBJECTIVE 1 INDICATORS

| INDICATOR A  | FY17                 | FY18                | FY19          |
|--|----------------------|---------------------|---------------|
| <b>Total Expense Funding Allocated</b>   |                      |                     |               |
| <b>SUB-INDICATOR(S)</b>  |                      |                     |               |
| Program Funding for the Cultural Development Fund (CDF)  | \$33,000,000         | \$40,300,000        | \$43,900,000  |
| Program Funding for the Cultural Development Fund (CDF) allocated toward SIAP neighborhoods                                  | Implemented in FY 18 | \$1,450,000         | \$2,850,000   |
| Operating Funding for the Cultural Institutions Group (CIG)  | \$114,400,000        | \$112,200,000       | \$116,000,000 |
| Special Funding for CreateNYC Initiatives supporting immigrants, people living with disabilities, and underserved population | Implemented in FY 18 | \$1,187,500         | \$860,000     |
| Re-Grant Funding for Individual Artists through the Local Arts Councils  | \$1,330,000          | \$1,930,000         | \$2,930,000   |
| <b>INDICATOR B</b>   |                      |                     |               |
|  | <b>FY17</b>          | <b>FY18</b>         | <b>FY19</b>   |
| <b>Total Capital Funding Allocated</b>   | \$151,828,000        | \$178,536,000       | \$205,185,000 |
| <b>SUB-INDICATOR(S)</b>  |                      |                     |               |
| Capital Funding Allocated Toward Projects that Improve Physical Accessibility  | Implemented in FY 19 | Implemented in FY19 | \$10,100,000  |
| <b>INDICATOR C</b>   |                      |                     |               |
|  | <b>FY17</b>          | <b>FY18</b>         | <b>FY19</b>   |
| <b>Number of Permanent Artwork Commissions by or Honoring Underrepresented Communities</b>                                   | 7                    | 10                  | 8             |

**OBJECTIVE 2****CULTIVATE INCLUSIVE PRACTICES in the cultural sector****STRATEGY A****Encourage affirmative and inclusive employment and programmatic policies among DCLA grantees**

CULTURAL PLAN REFERENCES: EQ\_2.C EQ\_3.D EQ\_3.G EQ\_6.C EQ\_6.E EQ\_4.A

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|--|-----------|-----------------------|------------------|
| <b>1</b> Conducted, in partnership with SMU DataArts, a cultural workforce demographic survey of 65 cultural organizations that yielded 7,000 responses to set a benchmark understanding of the sector's diversity and inform diversity and inclusion efforts. | 2019      | \$65,000              | One-time         |
| <b>2</b> Required all CIGs to submit action-oriented diversity, equity, and inclusion plans with measurable goals by April 2019.   | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>3</b> Added new questions addressing diversity, equity, and inclusion to the CDF application for consideration in the grant evaluation process along with support and feedback provided for future applicants in seminars.                                  | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>4</b> Launched Community Organizing 101: Engagement Tactics for Cultural Organizations, a course that introduced 30 cultural organizations to strategies for sustained engagement with historically marginalized communities.                               | 2019      | \$61,760              | One-time         |
| <b>5</b> Convened, in partnership with Future Works Institute and the Ford Foundation, 300+ cultural organizations for trainings on unconscious bias.  | 2018      | <i>Budget Neutral</i> | One-time         |
| <b>6</b> Co-hosted, with the Mayor's Office for People with Disabilities, workshops for the NYC: ATWORK initiative for members of the CIG and CDF grantees to increase employment opportunities for people with disabilities in the cultural sector.           | 2018      | <i>Budget Neutral</i> | One-time         |

**STRATEGY B****Expand pathways to and advancement in careers in arts and culture for students from underrepresented communities**

CULTURAL PLAN REFERENCES: SE\_1.A, AE\_4.A, HS\_3.G, EQ\_2.A, SE\_1.B

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Placed 130 undergraduate CUNY students in paid internships at 63 cultural organizations through CUNY Cultural Corps.   | 2019      | \$500,000             | Ongoing          |
| <b>2</b> Launched two new CreateNYC: Leadership Accelerator cohorts for 52 diverse, emerging cultural leaders.  | 2019      | \$133,800             | One-time         |
| <b>3</b> Presented, in partnership with the Workers Institute at Cornell University, a three-part series of professional development and networking seminars to over 200 early-career arts and entertainment workers. | 2018      | <i>Budget Neutral</i> | One-time         |
| <b>4</b> Placed 127 undergraduate CUNY students in paid internships at 62 cultural organizations through CUNY Cultural Corps.   | 2018      | \$500,000             | Ongoing          |
| <b>5</b> Launched CreateNYC: Leadership Accelerator, in partnership with CUNY School of Professional Studies, to offer free, equity-centered professional development to 26 diverse, emerging cultural leaders.       | 2018      | \$240,000             | One-time         |

**STRATEGY C****Cultivate inclusive employment policies within the Department of Cultural Affairs**

CULTURAL PLAN REFERENCES: EQ\_2.D, EQ\_3.B, EQ\_3.F

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|--|-----------|-----------------------|------------------|
| <b>1</b> Established a Diversity, Equity, and Inclusion committee for DCLA employees to improve workplace policies and practices.  | 2018      | <i>Budget Neutral</i> | Ongoing          |
| <b>2</b> Hired DCLA's first External Affairs and Disability Inclusion Associate to strengthen engagement and programming focused on disability inclusion within the cultural sector. | 2018      | -                     | Ongoing          |

## OBJECTIVE 2 INDICATORS

### INDICATOR A

**FY19**

#### Diversity within the cultural sector

##### SUB-INDICATOR(S)

|                |                            |   |
|----------------|----------------------------|---|
| Ethnicity      | 63%<br>10%<br>9%<br>6%     | White<br>Hispanic<br>Black/African American<br>Asian  |
| Age            | 36%<br>26%<br>26%<br>9%    | Born after 1981<br>Born between 1965 and 1981<br>Born between 1945 and 1961<br>Born before 1945 |
| Gender         | 65%<br>31%<br>Less than 1% | Female<br>Male<br>Trans-Gender/<br>Gender Non-Conforming  |
| LGBTQ Identity | 72%<br>15%                 | Heterosexual or straight<br>Gay, Lesbian, or Bisexual   |
| Disability     | 81%<br>7%                  | Person without a disability<br>Person with a disability   |

### INDICATOR B

**FY17**
**FY18**
**FY19**

#### Number of CUNY Students Placed in Paid Internships with Cultural Organizations

81

209

339

**OBJECTIVE 3****STRENGTHEN CONNECTIONS between the cultural sector and government****STRATEGY A****Create opportunities for dialogue and partnership between the City and cultural organizations to address the needs of diverse communities**

CULTURAL PLAN REFERENCES: EQ\_2.D, EQ\_3.B, EQ\_3.F

| ACTIONS  | FY   | BUDGET                | OCCURENCE |
|--|------|-----------------------|-----------|
| 1 Launched the Arts and Civics Fund, in partnership with the Mayor's Fund to Advance New York City, DemocracyNYC, the Mayor's Office of Media and Entertainment, and the Mayor's Office of Strategic Partnerships, to promote civic learning and discourse among NYC youth through the arts. | 2019 | \$25,000              | One-time  |
| 2 Recruited 43 cultural organizations to offer free membership benefits to New Yorkers of all immigration status via the IDNYC identification card.  | 2019 | <i>Budget Neutral</i> | Ongoing   |
| 3 Engaged over 1,000 youth ages 10-20 through Step It Up, a program led by the Department of Youth and Community Development (DYCD) in collaboration with cultural organizations, which offered performing arts experiences as a means to build community leadership capacity.               | 2018 | \$150,000             | One-time  |
| 4 Invited the public to discuss critical issues in arts and culture through the ongoing series, "Office Hours with the Commissioner."  | 2018 | <i>Budget Neutral</i> | Ongoing   |
| 5 Convened, in partnership with the Mayor's Office of Immigrant Affairs, Artspace Sanctuary, and No Longer Empty, over 250 arts professionals for "What Can We Do? Immigration Summit for Cultural Organizations" to discuss immigrant rights in the culture sector.                         | 2018 | <i>Budget Neutral</i> | One-time  |
| 6 Recruited 44 cultural organizations to offer free membership benefits to New Yorkers of all immigration status via the IDNYC identification card.  | 2018 | <i>Budget Neutral</i> | Ongoing   |

**STRATEGY B****Include arts and culture in the City's neighborhood and resiliency planning**

CULTURAL PLAN REFERENCES: AF\_1.A, AF\_1.B, NC\_1.A, NC\_4.A, CC\_1.D, SE\_4.A, NC\_2.B, NC\_4.B

| ACTIONS  | FY   | BUDGET                | OCCURENCE |
|--|------|-----------------------|-----------|
| 1 Awarded \$95,000 to El Museo del Barrio to implement arts and culture recommendations from the East Harlem Neighborhood Plan.  | 2018 | \$95,000              | One-time  |
| 2 Participated, for the first time, in public engagements about arts and culture in neighborhood rezoning with communities including Soho/Noho, Downtown Far Rockaway, Brownsville, Gowanus, Bushwick, and Long Island City. | 2018 | <i>Budget Neutral</i> | Ongoing   |

**STRATEGY C****Leverage Cultural Affairs' support to open new pathways to other public funding and resources**

CULTURAL PLAN REFERENCES: CC\_2.A, CC\_1.C, CC\_1.D, HS\_1.D, HS\_2.C

| ACTIONS   | FY   | BUDGET                | OCCURENCE |
|---|------|-----------------------|-----------|
| 1 Expanded the Mayor's Grant for Cultural Impact, which awarded \$500,000 to ten new and expanded partnerships between cultural organizations and municipal agencies designed to use arts and culture to reach underserved and vulnerable New Yorkers.  | 2019 | \$500,000             | One-time  |
| 2 Co-hosted, with the Department of Education, a training workshop introducing organizations to the process of contracting with public schools to deliver cultural services.  | 2019 | <i>Budget Neutral</i> | One-time  |
| 3 Arranged the first-ever, offsite materials distribution event for Staten Island schools, by which DCLA's Material for the Arts program delivered two tons of free art materials and school supplies to over 30 public schools in Staten Island's District #31 to better serve students in the outermost boroughs. | 2019 | <i>Budget Neutral</i> | One-time  |
| 4 Launched the Mayor's Grant for Cultural Impact, which awarded \$350,000 to seven innovative partnerships between cultural organizations and municipal agencies designed to use arts and culture to reach underserved and vulnerable New Yorkers.  | 2018 | \$350,000             | One-time  |
| 5 Facilitated NYC's submissions to the National Endowment for the Art's annual Our Town grant program, to encourage cultural organizations to compete for available federal funding to support local creative placemaking.  | 2018 | <i>Budget Neutral</i> | Ongoing   |

**STRATEGY D****Use existing communication channels to promote nonprofit and for profit cultural offerings**

CULTURAL PLAN REFERENCES: EQ\_5.B, SE\_2.E, NC\_2.A, HS\_3.A, HS\_3.F, AF\_1.D

| ACTIONS   | FY   | BUDGET                | OCCURENCE |
|---|------|-----------------------|-----------|
| 1 Launched a monthly e-newsletter to share the latest on DCLA's programs and funding opportunities with a readership of over 4,000 subscribers. | 2018 | <i>Budget Neutral</i> | Ongoing   |

**STRATEGY E****Help artists and cultural organizations navigate government rules, regulations, and permitting for working in public space**CULTURAL PLAN REFERENCES: **CC\_1.A PS\_1.A PS\_1.C PS\_2.**



## OBJECTIVE 3 INDICATORS

### INDICATOR A

FY17

FY18

FY19

**Number of IDNYC cultural memberships accessed to date**

79,249

133,034

Not yet available

### INDICATOR B

FY17

FY18

FY19

**Number of Culture Pass Reservations**

Implemented in FY19

Implemented in FY19

61,533

### INDICATOR C

FY17

FY18

FY19

**Number of quality of life and venue safety cases resolved by the Office of Nightlife**

Implemented in FY19

Implemented in FY19

59

**OBJECTIVE 4****STRENGTHEN CONNECTIONS between the cultural sector and government****STRATEGY A****Support living wages for artists and cultural workers**

CULTURAL PLAN REFERENCES: SE\_1.C HS\_1.B HS\_1.C HS\_3.G

**STRATEGY B****Preserve and develop long-term affordable artist workspace and housing**

CULTURAL PLAN REFERENCES: AF\_1.C, HS\_3.G, AF\_1.F, AF\_2.A, AF\_2.B, AF\_2.C, AE\_2.C

| ACTIONS   | FY   | BUDGET                | OCCURENCE |
|---|------|-----------------------|-----------|
| 1 Allocated \$13.9 million in capital funding for the development of 209 units of affordable artist workspaces across NYC.  | 2019 | \$13,900,000          | One-time  |
| 2 Convened, in partnership with NYC Department of Housing Preservation and Development, a roundtable with more than 30 cultural stakeholders to share best practices and building design guidelines to inform the City's development of affordable live/work spaces for artists.  | 2019 | <i>Budget Neutral</i> | One-time  |
| 3 Launched Studio in the Park, a program of the NYC Department of Parks and Recreation, in partnership with ArtBuilt and the Queens Museum, which provided artists with a 150-square-foot mobile studio space in a historically under-resourced NYC public park, to carry out a community-engaged art project over 6 weeks. | 2018 | \$150,000             | One-time  |
| 4 Released a Request for Expressions of Interest (RFEI), in partnership with NYC Economic Development Corporation, to identify cultural organizations able to develop and operate affordable artist workspaces as part of the Affordable Real Estate for Artists initiative (AREA).   | 2018 | <i>Budget Neutral</i> | Ongoing   |

**STRATEGY C****Promote the inclusion of cultural facilities in City-led developments**

CULTURAL PLAN REFERENCES: SE\_2.D, CC\_1.B

| ACTIONS   | FY   | BUDGET                | OCCURENCE |
|---|------|-----------------------|-----------|
| 1 Selected, in partnership with the Department of Housing Preservation and Development, three Brooklyn-based cultural organizations to operate a 20,000-plus square foot multi-discipline facility in a City-led affordable housing project in Brownsville. | 2018 | <i>Budget Neutral</i> | One-time  |

**STRATEGY D****Support alternative models for artists and cultural organizations to acquire and operate affordable property and share resources**

CULTURAL PLAN REFERENCES: HS\_3.C AF\_1.E AF\_3.B

## STRATEGY C

**Work toward safe and open environments for artist-run, DIY, and alternative spaces**

CULTURAL PLAN REFERENCES: HS\_3.E, HS\_3.G, SE\_2.C

| ACTIONS   | FY   | BUDGET                | OCCURENCE |
|---|------|-----------------------|-----------|
| 1 Hired City's first Senior Executive Director of Nightlife at the Mayor's Office of Media and Entertainment, to serve as a central point of contact between City agencies, residents, and the nightlife sector, and to promote a safe and vibrant nightlife economy beneficial to all New Yorkers. | 2018 | <i>Budget Neutral</i> | Ongoing   |

## OBJECTIVE 4 INDICATORS

| INDICATOR A   | FY17 | FY18 | FY19         |
|---|------|------|--------------|
| <b>Total Capital funding allocated towards artist workspace development</b> | 0    | 0    | \$13,900,000 |

| INDICATOR B   | FY17 | FY18 | FY19 |
|---|------|------|------|
| <b>Number of artist workspace units developed to date under the AREA initiative</b> | 42   | 73   | 257  |

**OBJECTIVE 5****PROVIDE HIGH QUALITY ARTS EDUCATION for all New York City public school students****STRATEGY A****Strengthen high quality, diverse, and sequential art, culture, and science education for every child in New York City public schools from pre-K through 12th grade**

CULTURAL PLAN REFERENCES: AE\_1.A, AE\_1.C

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Funded a third year of PreK Create, offering 2,088 additional educators and site directors a professional development program to provide arts-rich learning and play experiences for Pre-K students.                   | 2019      | \$996,217             | One-time         |
| <b>2</b> Increased arts education spending for public schools by \$17 million from the previous year to \$433 million total.  | 2019      | \$433,000,000         | One-time         |
| <b>3</b> Hired 67 new full-time certified art teachers to provide comprehensive arts instruction to NYC public school students.   | 2019      | -                     | One-time         |
| <b>4</b> Began developing a comprehensive arts education strategic plan that will address equitable and sequential, quality arts instruction in New York City public school students from 3K to 12th grade.                     | 2019      | <i>Budget Neutral</i> | Ongoing          |
| <b>5</b> Administered \$730,000 through City Council's Art A Catalyst for Change initiative to 17 organizations to provide arts-based programs in public schools with the objective of reducing gun violence in communities.    | 2019      | \$730,000             | One-time         |
| <b>6</b> Funded a second year of PreK Create, offering 1,244 educators and site directors a professional development program and toolkits to provide arts-rich learning and play experiences for Pre-K students.                | 2018      | \$956,554             | One-time         |
| <b>7</b> Increased arts education spending for public schools by \$17 million from the previous year to \$416 million total.  | 2018      | \$416,000,000         | One-time         |
| <b>8</b> Hired 89 new full-time certified art teachers to provide comprehensive arts instruction to NYC public school students.   | 2018      | -                     | One-time         |
| <b>9</b> Administered \$730,000 through City Council's Art A Catalyst for Change initiative through 40 allocations to provide arts-based programs in public schools with the objective of reducing gun violence in communities. | 2018      | \$730,000             | One-time         |

**STRATEGY B****Expand access to arts education for Multilingual Learners and students with disabilities, including professional development for educators and teaching artists**

CULTURAL PLAN REFERENCES: AE\_1.D, AE\_4.B, AE\_1.B

| <b>ACTIONS</b>  | <b>FY</b> | <b>BUDGET</b>         | <b>OCCURENCE</b> |
|---|-----------|-----------------------|------------------|
| <b>1</b> Developed a professional learning series to support arts teachers in association with the 2017 Compendium for Arts and Students with Disabilities.           | 2018      | <i>Budget Neutral</i> | Ongoing          |
| <b>2</b> Launched a pilot for Multilingual Learners and Arts (District 10/Bronx) based on learnings from the 2017 Compendium for Arts and Students with Disabilities. | 2018      | <i>Budget Neutral</i> | Ongoing          |

**STRATEGY C****Connect DOE schools to local cultural organizations to bring culturally resonant and culturally responsive STEAM curricula to students**

CULTURAL PLAN REFERENCES: AE\_3.A, AE\_3.B, AE\_3.C

| <b>ACTIONS</b>   | <b>FY</b> | <b>BUDGET</b> | <b>OCCURENCE</b> |
|--|-----------|---------------|------------------|
| <b>1</b> Hosted 500 middle and high school students for an overnight experience at the American Museum of Natural History to tour exhibits and learn about ancient Egyptian culture, organized by the Department of Youth and Community Development. | 2018      | \$60,000      | One-time         |

**STRATEGY D****Coordinate cross-agency efforts to expand free and affordable after-school arts and cultural programs citywide**

CULTURAL PLAN REFERENCES: AE\_3.D, AE\_2.B

| <b>ACTIONS</b>  | <b>FY</b>     | <b>BUDGET</b> | <b>OCCURENCE</b> |
|---|---------------|---------------|------------------|
| <b>1</b> Awarded the Center for Architecture (CFA) a three-year Department of Youth and Community Development contract to work with youth from after-school programs to learn about their neighborhoods from artistic, urban design, and historical perspectives. | 2018,<br>2019 | \$300,000     | Multi-year       |
| <b>2</b> Administered \$15.3 million through City Council's Cultural After School Adventures (CASA) initiative, which supported 765 free cultural after-school programs.  | 2019          | \$15,300,000  | One-time         |
| <b>3</b> Administered \$13.26 million through City Council's Cultural After School Adventures (CASA) initiative, which supported 663 free cultural after-school programs.   | 2018          | \$13,260,000  | Multi-year       |

**STRATEGY E****Build in-depth, multi-year partnerships between arts and cultural organizations and the Department of Education to provide training for teachers and administrators and to educate students using experiential and new learning models**

CULTURAL PLAN REFERENCES: AE\_3.E AE\_2.A

## OBJECTIVE 5 INDICATORS

| INDICATOR A  | FY17  | FY18  | FY19              |
|--|---|---|-------------------|
| <b>Total funds budgeted for the Arts by the Department of Education, per academic year</b>             | \$433,000,000                                       | Not yet available                                     | Not yet available |
| INDICATOR B  | FY17  | FY18  | FY19              |
| <b>Number of new full-time certified arts teachers hired across all school levels</b>                  | 2,770<br>(2016-2017)                                | 2,837<br>(2017-2018)                                  | Not yet available |
| INDICATOR C  | FY17  | FY18  | FY19              |
| <b>Total funding allocated to professional development for arts instruction for PreK (PreK Create)</b> | \$956,554   | \$996,217   | Not yet available |
| INDICATOR D  | FY17  | FY18  | FY19              |
| <b>Number of early childhood educators and site directors participating in PreK Create</b>             | 1,244<br>educators<br>8,100<br>children<br>impacted | 2,008<br>educators<br>15, 587<br>children<br>impacted | Not yet available |



